



IDAHO DEPARTMENT OF
WATER RESOURCES

STRATEGIC PLAN
FISCAL YEARS 2022-2025

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IDAHO DEPARTMENT OF **WATER RESOURCES**

IDWR's Commitment, Mission and Vision:

Our Commitment

- ◆ Sustain Idaho's Water Resources for the public good
- ◆ Serve our customers responsively
- ◆ Balance competing interests consistent with Idaho law
- ◆ Be forward-looking and innovative
- ◆ Deliver uncompromising ethical behavior
- ◆ Communicate early, honestly, and completely
- ◆ Return to the taxpayer an honest day's time and effort

Our Mission

To serve the citizens of Idaho by ensuring that water is conserved and available to sustain Idaho's economy, ecosystems, and resulting quality of life

Our Vision

To achieve excellence in water management through innovation, efficiency, planning, and communication

About the Idaho Department of Water Resources

AGENCY HISTORY

In the late 1800s and early 1900s, disputes about water use created the need for recording and regulation of water rights. In response, the 1895 Idaho Legislature created the Office of State Engineer. Water users could file applications to appropriate water with the agency, obtain written authorization to develop a water use, and perfect a recorded water right. The agency was renamed the Department of Reclamation in 1919 and then the Department of Water Administration in 1970. In 1965, the Legislature created the Idaho Water Resource Board (Board) and, in 1974, renamed the Department to the Idaho Department of Water Resources (IDWR or Department).

THE DEPARTMENT TODAY

Consistent with its original legislative purpose, IDWR approves or denies proposals to appropriate water or change existing water rights, archives water right records, recommends and records adjudicated water rights, and oversees the delivery of water in times of shortage. To promote the sustainable development of water resources, the Department gathers information and data about the water supplies of the state. Additional responsibilities include safety of dams, ground water protection (well construction oversight), the regulation of stream channel alterations, and coordination with local communities to comply with the National Flood Insurance Program.

The Board authors and updates a state water plan for the use, protection, and development of water resources in the state. The Board also holds several state monetary accounts in trust for the funding of water projects and improvements within the state.

IDWR and the Board interact in a level working relationship. The Board establishes long-term vision and policy and implements water projects on behalf of the state. IDWR administers water rights and performs other regulatory functions.

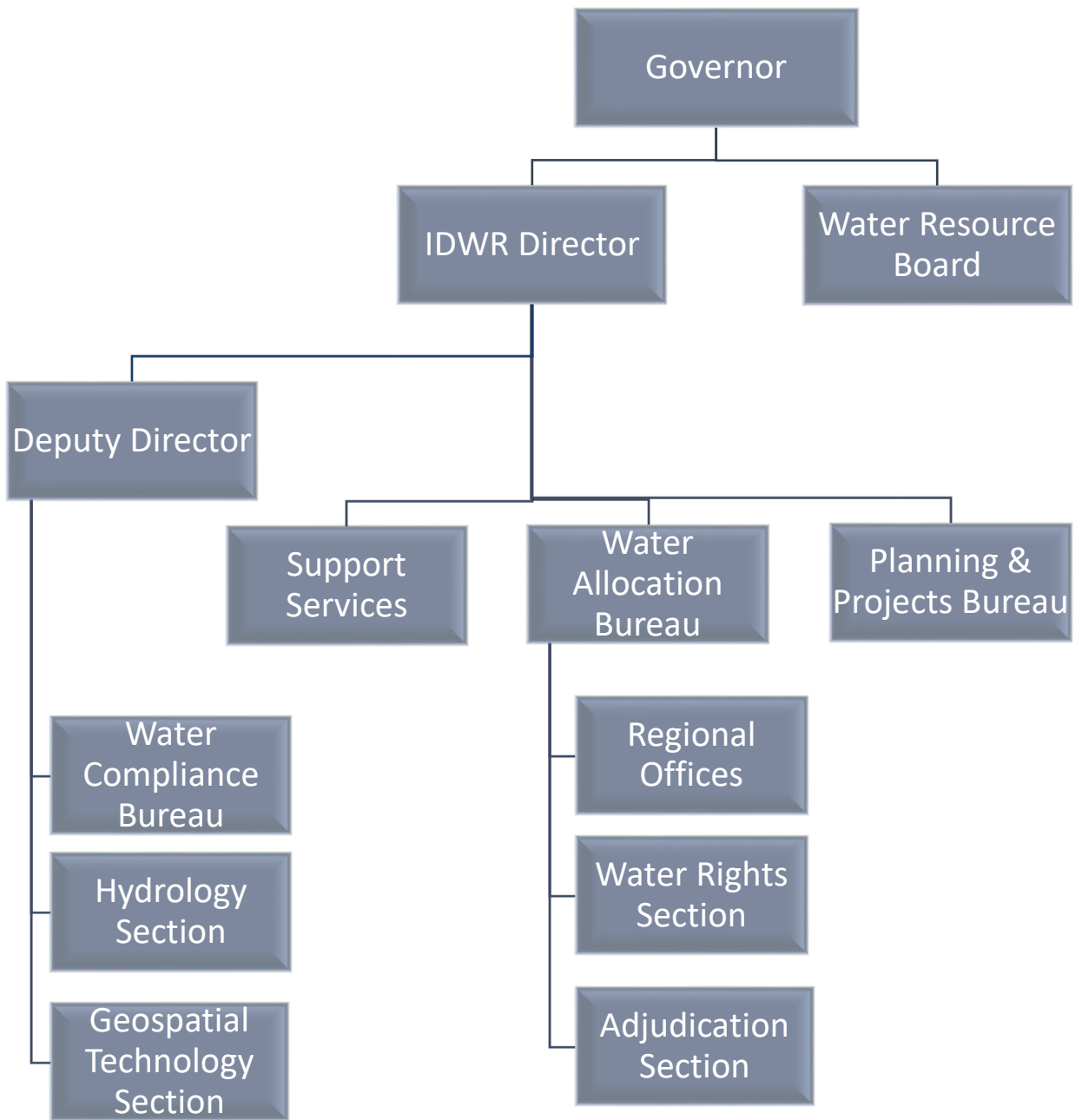
There are three bureaus within IDWR: the Water Allocation Bureau, the Water Compliance Bureau, and the Water Planning Bureau. IDWR also has a stand-alone Hydrology Section and Geospatial Technology Section (GTS). The Purchasing, Financial, and Human Resources groups support the staff of the Department (See organizational chart on page 7). IDWR's Information Technology Services Bureau was consolidated under the State's Office of Information Technology Services on July 1, 2020.

LOOKING FORWARD

Greater demand on a finite supply of water has changed the focus of IDWR and the Board in recent years. To protect senior priority water rights, IDWR has limited appropriations of water in many areas of the state and has regulated the use of water in times of water shortage. The

Board has exerted significant efforts to enhance water supplies to address shortages and future needs. These efforts will intensify as the demand for water from prospective water users increases. The challenge for IDWR and the Board is to fulfill the sometimes conflicting directives of promoting the sustainable development of Idaho's water resources for the benefit of its citizens while, at the same time, protecting senior water right holders.

IDWR Organizational Structure



About This Plan

STATUTORY REQUIREMENT

Idaho law requires state agencies to develop a strategic plan that is the foundation for performance commitments and assessing progress toward agency goals (Idaho Code § 67-1903). Strategic plans are based on the state fiscal year (July 1 through June 30). This document strategically plans for a 4-year period, including the year in which it is developed and is updated annually.

GOALS AND OBJECTIVES

This plan contains four goals. Each goal relates to one of four essential Department functions: managing water resources, administering water rights, financing projects, and supporting staff. Specific objectives will lead the Department to meet these goals. Performance measures with defined benchmarks, associated with those objectives, inform the Department of its progress.

Goals:

1. Manage and allocate water resources as required by statute to optimize economic activity and protect public safety.
2. Administer and regulate water rights, protect senior water rights, and conserve Idaho's water for future use.
3. Promote and finance projects that will advance the sustainability of water sources into the foreseeable future, and that will optimize the use of water of the State of Idaho.
4. Enhance the capability of the Department to manage and protect the water resources of the state and serve the public.

EXTERNAL FACTORS

Several factors outside of the Department's control could affect this plan and the Department's pursuit and achievement of the stated goals:

- Availability of funding
- Federal and State regulatory actions and mandates
- Weather patterns, droughts, natural disasters, and other environmental factors
- Litigation and court decisions
- Challenges resulting from the ongoing COVID-19 pandemic

PLAN DEVELOPMENT AND APPROVAL

The IDWR Strategic Plan, developed by the Director's Executive Team, establishes the agency's near and long-term priorities and establishes tangible objectives. By evaluating productivity with performance measures, the Department and the public can assess IDWR's progress and

success in implementing and achieving these goals. IDWR welcomes any input from staff and will publish the plan for all IDWR employee's reference.

The Director's Executive Team consists of the following: Gary Spackman, Director; Mat Weaver, Deputy Director; Tim Luke, Compliance Bureau Chief; Brian Patton, Planning & Projects Bureau Chief; Shelley Keen, Water Allocation Bureau Chief; Sean Vincent, Hydrology Section Manager; Linda Davis, Geospatial Technology Section Manager; Sascha Marston, Fiscal Officer; Holly Wimer, Human Resources Officer; and Megan Jenkins, Administrative Assistant II.

GOAL 1:

MANAGE AND ALLOCATE WATER RESOURCES AS REQUIRED BY STATUTE TO OPTIMIZE ECONOMIC ACTIVITY AND PROTECT PUBLIC SAFETY

The Department manages and allocates the state's water resources. The orderly administration of finite water resources within the state begins with an accurate determination of existing water rights through court adjudications. To sustain economic activity and growth, IDWR will implement efficient processes to appropriate water for new uses and to change existing water rights. The Department protects public safety by enforcing minimum design criteria and construction standards for wells, stream channel alterations, and dams and mine tailings impoundment structures.

Goal 1, Objective 1: Reduce processing delays for major water right processes: applications for permit, water right licensing, applications for transfer, water supply bank leases and rentals, and ownership changes. (*Water Allocation*)

Benchmarks for the water right processes below reflect desired maximum fiscal year-end pending workloads. The number of year-end pending permit and licensing applications helps inform the Department in planning and developing necessary resources to timely and efficiently complete application processes. For water supply bank leases and rentals, 30 days average reflects IDWR’s estimate of routine processing times under normal workloads.

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Number of pending Water Right Licensing applications, no more than:	450	350	300	250
Number of pending unprotested applications for Permit not subject to a moratorium, no more than:	175	150	125	100
Number of pending protested applications for Permit not subject to a moratorium, no more than:	140 ¹	120	100	80
Number of pending Water Right Transfer applications, no more than:	100	100	100	100
Number of pending Water Right Ownership Changes, no more than:	400 ²	300	250	250
Median number of days to receive, process, and recommend Water Supply Bank Leases and Rentals, no more than:	30	30	30	30

Goal 1, Objective 2: Determine the validity (or elements) of each claim to a water right filed in the general adjudications commenced in Idaho and submit Director’s Reports for recommendation to the court. (*Water Allocation*)

- Begin taking claims in the Clark Fork-Pend Oreille Adjudication **by October 31, 2021.**
 - Complete taking claims in the Clark Fork-Pend Oreille Adjudication **by June 30, 2023.**
- Begin taking claims in the Bear River Basin Adjudication **by October 31, 2022.**

¹ Beginning in FY22, this benchmark is reduced due to a decrease in the number of pending protested applications for Permit in FY21.

² Beginning in FY22, this benchmark is increased due to a large increase in Ownership Change Applications received during FY21.

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Total number of adjudication claims taken and recommendations submitted to the Idaho Water Adjudications Court ³	5,500 ⁴	4,000	5,000	5,000

Goal 1, Objective 3: Modernize record retention processes in the water rights program to reduce labor costs, enhance accessibility, and limit paper use. (*Water Allocation*)

- Complete a Document Retention Schedule **by June 30, 2022**.
- Begin implementation of the Document Retention Schedule **by December 31, 2022**.

Goal 1, Objective 4: Recruit, develop, and maintain a trained and experienced group of core Hearing Officers to promptly resolve disputed contested case applications. (*Director*)

- Send at least one Hearing Officer per year to training through the National Judicial College, **ongoing**.
- Each trained Hearing Officer shall preside over and resolve, a minimum of two contested case disputes per fiscal year, **ongoing**.
- Render written decisions within at least six months of the date of hearing, **ongoing**.

PERFORMANCE MEASURE	FY22 BENCHMARK	FY 23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Number of Hearing Officer training workshops conducted by IDWR	4	4	4	4

Goal 1, Objective 5: Timely issue Stream Channel Alteration (SCA) permits and inspect SCA activities to balance the protection of private property, public safety, and stream channels. (*Water Compliance*)

Idaho Code § 42-3802 states that stream channel alteration permit applications shall be submitted to IDWR not less than 60 days prior to project construction. A benchmark of

³ IDWR’s two primary Adjudication functions are to take claims and file recommendations with the Adjudications Court. Based on claim numbers from past Adjudications, IDWR anticipates an annual workload of approximately 3,400 new claims and 2,000 recommendations.

⁴ In FY22, IDWR will be taking claims and filing recommendations with the Court. For FY23-25, IDWR anticipates claims taking activities only. By FY26, IDWR will be both taking claims and filing recommendations, however claims taking activities is expected to decrease and recommendation activities increase.

processing 75% of applications within 60 days was chosen for the next four fiscal years due to current program staffing levels. Pre and post SCA permit inspections assist landowners with proper planning and implementation of projects. The benchmarks for SCA permit inspections have increased beginning FY22 and are a reasonable expectation based on recent annual inspection performance, the average annual permits approved, and current staffing levels.

PERFORMANCE MEASURE	FY22 BENCHMARK	FY 23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Percentage of SCA applications processed within 60 days of receipt (minimum standard projects only)	75%	75%	75%	75%
Percent of permitted SCA activities receiving pre or post-inspection	35%	40%	40%	45%

Goal 1, Objective 6: Ensure up-to-date Operation/Emergency Plans exist for all high hazard dams. (*Safety of Dams*)

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Percent of high hazard dams with an up-to-date Operation/Emergency Plan prepared by the dam owner and reviewed by IDWR Dam Safety Program	70% ⁵	70%	70%	70%

Goal 1, Objective 7: Inspect wells during construction and modification to ensure well construction activities do not harm the public or waste or contaminate water resources. (*Water Compliance*)

Construction activities include well seal placement and well decommissioning. IDWR targets 5-10% of inspections to occur during placement of well seals. Remaining inspections take place during other phases of construction or modification. A benchmark of 30% of wells inspected reflects IDWR’s ability to inspect wells based on current staffing resources and the amount of new wells drilled annually.

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Percentage of wells inspected during construction or modification	30%	30%	30%	30%

⁵ This benchmark has been reduced from 90% to 70% beginning in FY22. In the last four fiscal years, the percentage of high hazard dams with up-to-date operation and emergency plans is 48.5% on average.

Goal 1, Objective 8: Educate and engage with regulated industry, landowners, and communities regarding resource protection laws, rules, and policies. (*Water Compliance*)

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Number of IGWA well driller workshops supported by IDWR ⁶	2-3	2-3	2-3	2-3
Number of NFIP Community Assistance Visits (CAV) ⁷	8-10	8-10	8-10	8-10
Number of NFIP Community Assistance Contacts (CAC) initiated	25	25	25	25
Number of NFIP Training, Outreach, & Presentations facilitated by IDWR	4	4	4	4

⁶ This benchmark has changed, beginning in FY22, from “percentage of workshops supported” to “number of workshops supported”. The former benchmark represented contract obligations with the Idaho Ground Water Association. The new benchmark better measures the amount of training opportunities provided by IDWR.

⁷ The National Flood Insurance Program’s (NFIP) CAV and CAC annual benchmarks are consistent with FEMA contract goals.

GOAL 2:

ADMINISTER AND REGULATE WATER RIGHTS, PROTECT SENIOR WATER RIGHTS, AND CONSERVE IDAHO'S WATER FOR FUTURE USE

Idaho law tasks the Director of IDWR to “direct and control” the distribution of natural water sources within the state. To orderly distribute water, the Department creates water districts. Watermasters, elected by water users, distribute water within the water districts. Watermasters measure water diversion and use, control and curtail diversions of water by priority date, and curtail unauthorized uses. Administration includes the development and enforcement of water measurement standards to support accuracy and fairness. Administration and regulation also require data collection and the development and implementation of tools to account for water diversions and use, assess the hydrologic impact from water diversions, and predict future water supplies.

Goal 2, Objective 1: Create or modify water districts to provide additional resources for water users and aid in the administration of water rights. (*Water Compliance*)

Priority areas and sources include: the Upper Salmon River and tributaries downstream of the town of Salmon (Administrative Basin 75), some periphery areas of the Eastern Snake Plain Ground Water Management Area not currently included in water districts, and adding ground water sources to water districts within the Portneuf River drainage (Administrative Basin 29). A benchmark of 1-2 new districts created or modified per year is realistic based on the Department’s current staff resources and workloads.

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Number of water districts created or modified	1 – 2	1 - 2	1 - 2	1-2

Goal 2, Objective 2: Implement tools and provide education opportunities to improve the administration of water rights and regulation of water use in water districts throughout the state. (*Water Compliance*)

- Revise Watermaster Handbook **by June 30, 2023.**

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Number of additional water districts newly integrating the use of ESRI’s Survey123 automated data acquisition application	1-2	1-2	1-2	1-2
Number of water district and watermaster training workshops facilitated by IDWR	2-3	2-3	2-3	2-3

Goal 2, Objective 3: Maintain and enhance a timely, fair, transparent, and consistent enforcement program. (*Water Compliance*)

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Number of area-wide irrigation audits completed with GIS based tools and methods	1-2	1-2	1-2	1-2

Goal 2, Objective 4: Develop and improve tools to administer surface and ground water resources. (Hydrology)

- Implement a web portal for the public to access IDWR’s new ground water level and ground water quality database **by December 31, 2021.**
- Complete the Big Lost Basin Hydrologic Characterization Project, including drilling 19 monitoring wells, installing an Agrimet station, conducting geophysical surveys, conducting spring and fall seepage runs, and completing a basin water budget and hydrogeologic framework **by December 31, 2021.**
- Construct and calibrate a transient ground water flow model for the Treasure Valley aquifer system, and publish a final report **by March 31, 2022.**
- Document special calculations⁸ that aid in accurate Water Right Accounting for Water District 01 storage programs **by December 30, 2022.**

Goal 2, Objective 5: Analyze water level monitoring data and prepare technical reports summarizing aquifer conditions for priority water resources. (Hydrology)

- Prepare a peer reviewed technical report characterizing and summarizing the surface and ground water hydrology of the Big Lost River Basin **by December 31, 2021.**
- Prepare a peer reviewed technical report summarizing water level data, water level trends, and aquifer conditions for the Marsh Creek tributary to the Portneuf River **by December 31, 2021.**
- Prepare a peer reviewed technical report characterizing and summarizing the surface and ground water hydrology of the Raft River Basin **by December 31, 2023.**

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Number of published, peer-reviewed technical summary reports of Ground Water Management Areas (GWMA) ⁹	2-3	2-3	2-3	2-3
Number of published, peer-reviewed technical summary reports of Critical Ground Water Management Areas (CGWMA) ⁷	1-2	1-2	1-2	1-2

⁸ ‘Special calculations’ refer to water flow and storage use data that aid a watermaster in determining priority dates and individual water storage amounts for water allocation purposes.

⁹ Reports will include water level data, water level trends and aquifer conditions. For each GWMA and CGWMA, reports will be produced on a 5 year frequency. Currently, there are 12 GWMA and 8 CGWMA. To meet a publication goal of 12 and 8 reports every 5 years, IDWR will produce 2-3 GWMA and 1-2 CGWMA reports each year.

Goal 2, Objective 6: Streamline hydrologic data collection and processing.
 (Hydrology)

- Integrate the use of ESRI’s Survey123 automated data acquisition application into hydrologic data collection programs as opportunities present themselves, **Ongoing**.

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
New pressure transducers installed annually into existing monitoring wells	25	25	25	25
New Telemetry Systems installed at Stream Gages	10	10	10	10

GOAL 3:

PROMOTE AND FINANCE PROJECTS THAT WILL ADVANCE THE SUSTAINABILITY OF WATER RESOURCES INTO THE FORESEEABLE FUTURE AND THAT WILL OPTIMIZE THE USE OF WATER OF THE STATE OF IDAHO

The 2016 Legislature passed Senate Concurrent Resolution 137 (SCR137), instructing the Board to identify and implement water projects to stabilize aquifers and enhance ground water supplies throughout Idaho. In 2017, the addition of Policy '8A: Sustainability' to the State Water Plan strengthened SCR137. Policy 8A reads: "Sustainability is the active stewardship of Idaho's water resources to satisfy current uses and assure future uses of this renewable resource in accordance with State law and policy." In 2021, as part of his "Building Idaho's Future" initiative, Governor Little signed House Bill 225, appropriating an additional \$50 million in funding to the Board. Ground water levels have been declining in Idaho, and in some areas, aquifers cannot sustain all surface and ground water uses. Reduced water supplies often cause contentious, costly, and time-consuming litigation. To prevent negative economic impacts on the state and local regions, the Board has proactively implemented water projects to reverse ground water level declines and stabilize aquifers across the state.

Goal 3, Objective 1: Develop a 250,000 acre-foot average annual managed recharge program for the Eastern Snake Plain Aquifer (ESPA) to stabilize and recover the aquifer. (*Planning & Projects*)

- Develop and complete Standards and Procedures document for ESPA Managed Recharge Program **by June 30, 2022**.
- Launch IWRB ESPA Recharge Program website that will provide the public with weekly updates **by June 30, 2022**.

PERFORMANCE MEASURE	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Annual volume of water recharged into the Eastern Snake Plain Aquifer ¹⁰	250,000 acre-feet	250,000 acre-feet	250,000 acre-feet	250,000 acre-feet

Goal 3, Objective 2: Complete the Mountain Home Air Force Base (“Base”) Water Supply Project to deliver a reliable surface water supply to the Base and relieve demand on the over-drafted Mountain Home Aquifer. (*Planning & Projects*)

- Develop and execute a project contract with the US Air Force **by March 31, 2022**.
- Complete project final design **by June 30, 2023**.
- Commence construction upon finalization of a project contract with the U.S. Air Force and complete the project **by February 28, 2026**.

Goal 3, Objective 3: Work with the U.S. Bureau of Reclamation (BoR) to complete the Anderson Ranch Dam Raise for additional water storage. (*Planning & Projects*)

- Develop and initiate project final design **by December 1, 2021**.
- Coordinate with Treasure Valley water users and BoR to identify and contract for the use of additional storage **by June 30, 2022**.
- Secure additional funding from State and local funds for project construction to supplement \$12.88 million received in WIIN Act funding **by June 30, 2023**.
- Conduct and complete final Environmental Impact Statement **by December 31, 2023**.
- Commence construction as soon as funding is secured and contracts between IWRB and BoR are executed. Complete project **by December 31, 2023**.

¹⁰ This annual benchmark is directed by the 2016 Idaho Legislature, SCR137, which requires an average annual recharge of 250,000 acre-feet to be developed by 2024. This benchmark is also included in the State Water Plan.

Goal 3, Objective 4: Complete the Lemhi Basin Framework Program, to support anadromous fish passage while maintaining the agricultural economy of the Lemhi Basin¹¹. (*Planning & Projects*)

- As directed by the Idaho Legislature in 2020 through SCR137, in cooperation with IDWR and local water users, continue mediation activities to resolve issues related to the use of high flows on the Lemhi River, **Ongoing**.
- Secure additional short-term agreements with water right holders to meet required minimum stream flows of 25 cfs at the L-6 diversion for the period between March 15 and November 15, **Ongoing**.
- Secure additional permanent agreements with water right holders to increase flow below the L-6 diversion from 16.83 cfs to 24.15 cfs **by June 30, 2022**.
- Complete the remaining 3 of 10 required source switches (i.e. relocation of diversion from tributary to main stem) at L-6 on the Lemhi River **by December 31, 2024**.

Goal 3, Objective 5: Develop, implement, monitor and evaluate water projects statewide to promote the sustainability of water resources in Idaho. (*Planning & Projects*)

PROJECTS	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
Priest Lake Water Management Project	Complete Outlet Dam project	Develop an Asset Management and O&M Plan for Outlet Dam Develop an EAP for Outlet Dam	Commence operations, maintenance, and monitoring	Continue operations, maintenance, and monitoring Plan for and implement any needed actions
Bear River & Bear Lake Operations	Determine actions needed to optimize Bear Lake operations	Implement actions identified to optimize Bear Lake operations	Commence optimized operations, maintenance and monitoring	Continue optimized operations, maintenance, and monitoring Plan for and implement any needed actions
Cooperative Cloud Seeding Program in Basins 01, 37, and 63 (<i>Continued on next pg</i>)	Secure funding for expansion efforts Develop a statewide climatology assessment to	Complete final feasibility report of statewide climatology assessment Implement Bear River Basin	Monitor and evaluate Cloud Seeding operations Plan for and implement any needed actions	Continue monitoring and evaluating Cloud Seeding operations

¹¹ Requirements of the Lemhi Basin Framework Program include maintaining 35/25 cfs at the L6 Gage and competing 10 Lemhi River tributary re-connects by 2024.

PROJECTS	FY22 BENCHMARK	FY23 BENCHMARK	FY24 BENCHMARK	FY25 BENCHMARK
	<p>determine 'seedable' areas</p> <p>Implement pilot aircraft program and develop comprehensive program design for Bear River Basin</p>	<p>Ground Seeding Phase 1, Winter 2022</p>		<p>Plan for and implement any needed actions</p>
<p>Treasure Valley Ground Water Recharge Study</p>	<p>Complete model calibration and draft documentation for the new model</p>	<p>Implement any actions deemed necessary from FY21</p>	<p>Operate and calibrate model as needed</p> <p>Plan for and implement any needed actions</p>	<p>Operate and calibrate model as needed</p> <p>Plan for and implement any needed actions</p>
<p>Ririe Reservoir Project</p>	<p>Complete Agreements with Mitigation Inc.</p>	<p>Undertake a modification of the flood control rule curves</p>	<p>Continue modification of flood control rule curves</p> <p>Implement revised operations</p>	<p>Continue operations, maintenance, and monitoring</p> <p>Plan for and implement any needed actions</p>

GOAL 4:
**ENHANCE THE CAPABILITY OF THE DEPARTMENT TO MANAGE AND
PROTECT THE WATER RESOURCES OF THE STATE AND SERVE THE
PUBLIC**

The Department cannot accomplish its responsibilities without business operations support services including: geospatial and information technology support, human resources, finance, purchasing and contracting. These support functions are vital to the success of Department employees and IDWR as a whole. Objectives in this area focus on offering support and tools to meet employee needs, and working with the Governor's Office of Information Technology Services (ITS) to build and implement up-to-date and secure technology solutions to increase the efficiency of the Department.

Goal 4, Objective 1: Reestablish levels of agency IT functionality (e.g., hardware, software, email and phone systems, networks, and webpage), user support, and user satisfaction comparable to levels that existed before initiation of Phase 2 of the Office of Information Technology Services' (ITS) IT Modernization effort¹² (*Agency-wide*)

- Host and participate in bi-weekly coordination meetings between IDWR and ITS staff, **ongoing**.
- Initiate executive management communications between IDWR, ITS, and other effected agencies to identify deficiencies in current ITS systems and support, and to identify and implement new processes to improve customer satisfaction **by December 31, 2021**.
- Create a new Analyst position at IDWR to function as the primary agency ITS coordinator and webmaster **by August 1, 2022**.

Goal 4, Objective 2: Establish and implement uniform standards for GTS, user interface, and web systems. (GTS)

- Ensure that all GTS code is in the Azure repository and assist other IDWR programmers to store code so it is backed up and accessible **by June 30, 2022**.
- Implement ESRI portal to modernize and improve IDWR's ability to create, publish and share its GTS data with its staff, water use stakeholder groups, and the wider public **by June 30, 2022**.
- Develop and implement service-orientated architecture services that can be referenced by multiple applications to eliminate redundant application code and application maintenance **by June 30, 2022**.

Goal 4, Objective 3: Document the design and requirements of a workflow software, to be created by ITS, which will assign and track the water rights workload across all IDWR offices, measure and report individual and program performance, and adjust workload distribution to meet current needs. (*Water Rights*)

- Phase 1: Document the requirements (functionality, input/output, security, audit trail, interfaces, etc.) and expectations of the project **by March 31, 2022**.
- Phase 2: Submit a proposal to ITS for the development of the application **by June 30, 2022**.

¹² Phase 2 of the ITS IT Modernization effort was initiated July 1, 2020.

Goal 4, Objective 4: Expand and improve GTS support of IDWR's business operations. (GTS)

- Develop an application to serve trust water right information to the public and stakeholders who are responsible for continued adherence and implementation of the Swan Falls Settlement **by November 30, 2022.**
- Develop at least three Application Programming Interface (API) to facilitate and assist ITS development of IDWR workflow applications or application enhancements **by June 30, 2023.**

Goal 4, Objective 5: Implement processes and procedures to successfully recover IDWR's business operations if the State Office becomes inaccessible or inoperable. (Agency-wide)

- Review the IDWR Continuity of Operations Plan (COOP) and Disaster Recovery Plan (DRP) biennially to update personnel contact lists and emergency contact procedures. **Review by October 31, 2022.**
- Review and update the IDWR Continuity of Operations Plan (COOP) and Disaster Recovery Plan (DRP) biennially to meet Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO). **Review by October 31, 2022.**

Goal 4, Objective 6: Review current hardware and software and ensure IDWR personnel have all the necessary IT resources to do their jobs efficiently in various locations in and away from the office. (Agency-wide with ITS)

- Replace agency-wide, 4+ year old workstations and 3+ year old laptops annually, before the end of the fiscal year, **ongoing.**
- Continue the transition from desktop computer workstations to laptop workstations for all employees, **by June 30, 2022.**