

STATE BOARD OF LAND COMMISSIONERS

August 18, 2026

Consent Agenda

Subject

Strategic Plan FY2027–FY2030

Question Presented

Shall the Land Board direct the Department to submit the FY2027–FY2030 Strategic Plan to the Division of Financial Management?

Background

Each year the Division of Financial Management (DFM) collects agency strategic plans in accordance with Idaho Code §§ 67-1901–1904. The deadline for submittal is September 1, 2026.

Discussion

In 2016, leaders in the Idaho Department of Lands (Department) defined the four foundational goals that are at the heart of the Department's strategic plan.

These four goals continue to represent the Department's core responsibilities and guide staff's daily activities.

The four foundational goals are:

1. **Financial Stewardship:** Maximize long-term financial returns for the endowment beneficiaries and prudently manage state funds and resources.
2. **Customer Focused:** Act with professionalism, integrity, transparency, and responsiveness while providing exemplary service to internal and external customers and fostering trust in the management of Idaho's lands and resources.
3. **People:** Develop a well-trained, high-performing workforce focused on carrying out the Department's mission.
4. **Process:** Develop and continuously improve integrated business processes, governance, and technology systems that enable secure, efficient, transparent, and data-informed decision-making across the agency.

In addition to the foundational goals, the Department's leadership team has developed and maintained six future-proofing goals aimed at preparing the Department for challenges yet to come. Leadership and staff evaluate the goals annually to ensure the goals provide sound direction for the Department's mission.

Specific tasks have been identified for each of the goals to help provide staff with clear direction. The Department will continue to incorporate tasks and objectives that align with strategic plan goals into employee performance plans. This alignment between employee performance measurement and the strategic plan ensures that effort is properly focused and that employees can more clearly see how their roles directly link to the goals of the Department.

The proposed strategic plan structure, which includes the Department's mission, vision, goals, and strategies is provided as Attachment 1. A version with tracked changes is included as Attachment 2.

The strategic plan includes a strategic focus on strengthening education, communication, and engagement with employees, elected officials, beneficiaries, stakeholders, partners, and the public.

The Department has also produced a high level report of strategic plan implementation progress, included as Attachment 3.

Recommendation

Direct the Department to submit its FY2027-FY2030 Strategic Plan to the Division of Financial Management by September 1, 2026.

Board Action

Attachments

1. Strategic Plan FY2027-FY2030
2. Strategic Plan FY2027-FY2030 tracked changes
3. Strategic Plan Progress Report



Strategic Plan FY2027–FY2030

Vision

Prepared for tomorrow's natural resource challenges.

Mission

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

Guiding Tenets

By focusing on our staff, customers, processes, and finances, IDL will remain a healthy, proactive and effective organization. To that end, departmental decisions should consider the following:

- Fiduciary Duty – Does this decision maximize long term financial returns from endowment lands and provide for prudent management of state funds and resources?
- IDL Staff – Is this decision consistent with the development and retention of a high performing workforce that is cohesive and accountable?
- Customers – With this decision, are we providing exemplary service to our customers?
- Processes – Is the decision informed by data and consistent with our policies and procedures?
- Forward-looking – Is this decision preparing us for success in the future?

IDL Programs Make Idaho Better!

We are committed to meeting our mission by executing our core programs and delivering results with professionalism and appreciation of Idaho's natural resources.

In the **Timber** program we manage over 1 million acres of productive timberland to produce sustainable revenue for the endowment beneficiaries. Timberland is managed intensively while focusing on long term health and productivity. The Timberland asset class currently provides about 30% of timber utilized by Idaho's vibrant \$2.5 billion forest products industry while producing impressive returns on endowment lands. The department uses high quality data and modeling to develop our sustainable timber harvest plans.

The **Fire** program is responsible for fire suppression on about 9.3 million acres of endowment, private, and federal lands in Idaho and provides cooperative fire suppression throughout the state. Our fire

suppression operations are conducted safely and aggressively with the goal of suppressing at least 95% of fires at 10 acres or less.

The **Real Estate and Endowment Leasing** programs lease land assets including rangeland, farmland, residential and commercial real estate and also lease mineral assets. These asset classes include approximately 1.4 million acres of land. The Real Estate Services Bureau continues to explore new ways to generate revenue for the beneficiaries such as commercial and energy leasing. Real Estate Services also manages land acquisitions, land disposals, exchanges and easements which are used to block up and improve access to endowment lands, add desirable land to the portfolio, and address underperforming assets.

The **Minerals, Navigable Waterways, and Oil & Gas** programs provide statewide regulatory oversight of active and legacy extraction operations while protecting the public's use of navigable lakes and rivers. We regularly partner with local, state, and federal agencies to ensure Idaho's land and resources are utilized, protected and restored.

The **Forestry Assistance, Shared Stewardship and Good Neighbor (GNA)** programs work with federal, state, county, and private partners to help manage and protect forests and rangelands throughout Idaho. Since wildfire, insects and disease do not recognize ownership boundaries, it is vital that all owners of Idaho lands collaborate to actively manage their forests and implement fuel reduction treatments. Healthy and actively managed forests are more resistant to negative impacts from fire, insect, and disease threats. Shared Stewardship and GNA will remain focused on implementation of Executive Order 2025-04, the Make Forests Healthy Again Act to increase active forest management and timber harvest, treat hazardous fuels, and improve forest health on federal lands in Idaho.

Strategic Focus

The Idaho Department of Lands recognizes that successfully fulfilling its mission depends not only on effective management of Idaho's natural resources, but also on public understanding and confidence in the Department's constitutional responsibilities. As Idaho continues to grow and public interest in endowment lands increases, the Department will place renewed emphasis on strengthening education, communication, and engagement with employees, elected officials, beneficiaries, stakeholders, partners, and the public.

Over the next four years, IDL will focus on increasing awareness of the Department's constitutional fiduciary responsibilities, the importance of active land management, and the long-term benefits provided through management of Idaho's endowment lands. By building understanding and trust, the Department can strengthen support for its mission while fostering productive relationships with those it serves.

To accomplish this strategic focus, IDL will:

- Increase internal education to ensure employees understand and can effectively communicate the Department's constitutional mission, fiduciary responsibilities, and strategic priorities.

Strategic Focus

- Expand public education and outreach regarding Idaho's endowment lands, beneficiaries, and the Department's role in generating long-term financial returns while responsibly managing natural resources.
- Strengthen communication with the Land Board, elected officials, local governments, industry partners, educational institutions, and other stakeholders.
- Enhance transparency by providing timely, accurate, and accessible information about Department initiatives, decisions, and accomplishments.
- Foster meaningful public engagement that informs interested parties, builds trust, and supports informed decision-making.
- Continue modernizing communication tools and digital platforms to improve access to information and customer service.
- Promote a culture of consistent messaging and shared understanding across all levels of the Department.

By strengthening understanding of the Department's mission and demonstrating sound stewardship of Idaho's trust assets, IDL will reinforce the public confidence and relationships necessary to successfully fulfill its constitutional responsibilities for generations to come.

External Factors Affecting Future Performance

We believe by focusing on our core competencies while simultaneously preparing for what a changing and growing Idaho may hold, we will continue to successfully meet expectations. Some external factors that we will need to monitor, acknowledge, and respond to are:

- **Population Growth and Land Use Change:** Idaho's continued population growth increases residential development near forested lands, expands recreation on state lands, and creates greater demand for public engagement, education, and customer service. Growth in the Wildland-Urban Interface (WUI) also increases the risk to lives and property from wildland fire.
- **Workforce Recruitment and Retention:** Competition for qualified employees continues to challenge recruitment and retention. Rising housing costs, changing workforce expectations, and increasing demand for specialized technical expertise require continued investment in attracting, developing, and retaining a skilled workforce.
- **Wildland Fire and Forest Resilience:** Longer fire seasons, increasingly complex fire behavior, and changing forest conditions place growing demands on wildfire preparedness, initial attack capability, forest health, and community resilience.
- **Economic and Fiscal Conditions:** Economic conditions, inflation, changing timber markets, and uncertainty in funding can affect both Department operations and revenues generated for Idaho's endowment beneficiaries.

- **Technology and Public Expectations:** Advances in technology create opportunities to improve efficiency, decision-making, and customer service while increasing expectations for digital government services, cybersecurity, and information management.
- **Legislative and Policy Environment:** Changes in laws, regulations, funding priorities, and public policy can significantly influence Department responsibilities, workload, and resource needs, requiring the Department to remain flexible and responsive.

Our Foundational Goals: 2027–2030

Under the direction of the Land Board, IDL is primarily focused on meeting the Land Board’s constitutional mandate to manage state endowment trust lands “in such a manner as will secure the maximum long-term financial return” to the beneficiary institutions. Further, IDL (1) administers Idaho’s public trust lands – the lands beneath the beds of Idaho’s navigable lakes and rivers for the benefit of all Idahoans, (2) contributes to protection of water quality and other resources by overseeing forest and mining practices, (3) remediates abandoned mine lands, and (4) provides service and assistance to Idahoans through forestry and fire management programs. The following foundational goals place these obligations front and center:

Foundational Goal 1 – Financial Stewardship

Maximize long-term financial returns for the endowment beneficiaries and prudently manage state funds and resources.

- Task 1 – Proactively monitor and take actions to improve return on investment (ROI) on state endowment land in line with Land Board direction.
- Task 2 – Meet our sustainable timber sales objectives as directed by the Land Board.
- Task 3 – Manage our spending through a conservative approach and regular reporting and analysis.
- Task 4 – Explore, analyze and (where appropriate) introduce new income streams to the leasing programs.
- Task 5 – Pursue land transactions (exchanges/acquisitions/dispositions) that improve long-term financial returns for the beneficiaries
- Task 5 – Establish and monitor Key Performance Indicators for endowment programs to track and improve financial performance.
- Task 6 – Ensure all financial audits are passed successfully.
- Task 7 – Contain 95% of wildfires to 10 acres or less.

Foundational Goal 2 – Customer Focus and Trust: Act with professionalism, integrity, transparency, and responsiveness while providing exemplary service to internal and external customers and fostering trust in the management of Idaho's lands and resources.

- Task 1 - Public Education and Awareness- Develop and deliver timely, accessible, and engaging educational and informational resources that help Idahoans understand, safely enjoy, and legally utilize the lands and resources we manage and protect.
- Task 2- Support the Endowment Mission – Promote understanding of the endowment trust mission and demonstrate how responsible land management supports beneficiaries while balancing public access, stewardship, and long-term financial returns.

- Task 3 - Stakeholder Engagement and Transparency – Engage affected stakeholders and customers to inform decision-making, improve outcomes, and maintain transparency regarding agency actions and decisions.
- Task 4 - Improve Customer Experience - Continuously evaluate and improve customer-facing services, processes, and communications to ensure they are timely, efficient, and easy to access.
- Task 5 - Expand Digital Access - Leverage technology and digital tools to provide customers with convenient access to information, services, and opportunities for engagement

Foundational Goal 3 – People: Develop a well-trained, high performing workforce focused on carrying out the Department’s mission.

- Task 1 – Prioritize and support staff development from employee onboarding to growth of professional expertise.
- Task 2 – Complete the development and delivery of the new employee onboarding program.
- Task 2 – Develop leaders and reinforce our culture of career long learning and advancement.
- Task 3 – Encourage and expect leadership from staff at all levels of the organization.
- Task 4 – Ensure that the executive leadership team continues to grow professionally, thereby improving the ability to develop other Department staff.
- Task 5 – Encourage participation and respond to overall results of the annual DHR employee engagement survey.
- Task 5 – Integrate Good Neighbor Authority operations into the Operations Division
- Task 6 – Adjust staffing and resources as needed to meet the Shared Stewardship objectives and Good Neighbor Authority output goals as described in the Shared Stewardship Agreement.

Foundational Goal 4 – Process: Develop and continuously improve integrated business processes, governance, and technology systems that enable secure, efficient, transparent, and data-informed decision-making across the agency.

- Task 1 - Integrate, modernize, and continuously improve business processes through secure, reliable, and interoperable technology systems and infrastructure.
- Task 2 - Provide employees with intuitive, reliable, and efficient tools, technology, and information systems that enhance productivity, collaboration, and service delivery.
- Task 3 - Establish, maintain, and regularly evaluate governance frameworks, policies, and procedures that promote consistency, accountability, regulatory compliance, and operational excellence.
- Task 4 - Design policies, procedures, and decision-making processes that empower employees to make timely, informed decisions at the lowest appropriate organizational level while maintaining accountability and appropriate oversight.

Our Stretch Goals: 2027–2030

Idaho remains a rapidly growing state, and we anticipate that the state will continue to evolve in both predictable and unpredictable ways. More people, more parcels, and more homes lead to growth in the wildland-urban interface (WUI), resulting in more challenging fire suppression responsibility and a more complex land ownership pattern which will impact land management. Growth may lead to changing expectations around land management and regulatory programs and a general increase in the demand for our services. The same issues pose a threat to endowment land management and our ability to stay true to the endowment constitutional mandate. The Department recognizes that it must remain diligent and true to our strengths but ready to pivot and evolve as needs change.

In addition to our core foundational goals, IDL leadership will continue to focus on several ongoing goals during the next 4 years that we believe will help prepare us for success in the future. The goals may evolve over time but will remain focused on preparing for the future. The goals are:

Future-Proofing Goal 1 – Workforce Planning, Classification & Compensation: Strategically manage workforce resources, classification structures, compensation practices, and workplace flexibility to attract, develop, retain, and deploy a high-performing workforce capable of meeting current and future agency needs.

- Task 1 – Continuously evaluate and address classification and compensation issues, including market competitiveness, hiring rates, pay equity, salary compression, recruitment and retention challenges, and implementation of statewide compensation initiatives.
- Task 2 – Conduct ongoing workforce planning and organizational assessments to ensure staffing levels, position classifications, and skillsets align with current and anticipated operational needs.
- Task 3 – Utilize flexible workplace practices, including telework, alternative work schedules, and other workforce strategies, where operationally appropriate and consistent with agency and state policies.
- Task 4 – Educate employees and supervisors regarding compensation programs, career opportunities, and the value of the State of Idaho's total rewards package to support recruitment, engagement, and retention.
- Task 5 - Identify critical positions and implement succession planning strategies to reduce institutional knowledge loss and ensure leadership and operational continuity

Future-Proofing Goal 2 – Facilities & Workplace Infrastructure: Strategically invest in facilities and workplace infrastructure to support employee safety, operational effectiveness, public service delivery, and long-term stewardship of agency resources.

- Task 1 – Develop and implement a long-range facilities plan that prioritizes facility maintenance, modernization, replacement, safety improvements, security enhancements, and office relocations based on operational needs and available resources.
- Task 2 – Establish facility design standards that promote operational efficiency, employee wellbeing, public accessibility, sustainability, consistency, and responsible stewardship of agency resources.
- Task 3 – Assess and prioritize deferred maintenance needs to reduce facility risks, extend asset life, and minimize long-term costs.
- Task 4 – Regularly communicate facility conditions, risks, priorities, and investment opportunities to agency leadership and the Land Board to support informed decision-making.

Future-Proofing Goal 3 – Workforce Housing Facilities: Address the housing needs of temporary and permanent staff who are critical to achieving our mission and must have available and affordable housing options.

- Task 1 – Through the executive team and facilities and fleet manager, plan for workforce housing including a prioritized list of needs considering existing housing availability and local cost of living.
- Task 2 – Continue working with other agencies with similar needs to identify solutions, increase efficiency, and share expense and effort.

- Task 3 – Explore options for new structure types and acquisition of existing structures while considering feasibility for each site including cost, benefits, lifespan, build time, etc.
- Task 4 – Analyze the feasibility of using earnings reserve funds to construct housing and the associated return on investment from rental income.
- Task 5 – Present the workforce housing issues and potential solutions to the Land Board for information/consideration.

Future-Proofing Goal 4 – Fire: Monitor, understand and respond to changes happening in the wildland fire environment due to longer & hotter seasons, fewer firefighters entering the career field, lagging wages and more citizens residing in the wildland-urban interface (WUI), and changes with federal partner organizations.

- Task 1 – Prepare for the utilization of a new master agreement template and begin planning for upcoming interagency negotiations.
- Task 2 – Continue progress on a comprehensive implementation plan to complement the strategic plan within the IDL fire program to ensure capacity to protect life, property and Idaho’s natural resources.
- Task 3 – Continue to expand the Department’s ability to compete for and employ professional firefighters through pay, benefits, housing, and developmental opportunities.
- Task 4 – Cooperate with efforts outside of IDL aimed at workforce development initiatives and increasing the pool of available professional firefighters over time.

Future-Proofing Goals 5 – Fund Integrity: Ensure that funds are utilized by the programs for which they are intended and that overhead expenses are proportionately allocated to the correct funding sources.

- Task 1 – Continue data analysis and identify specific changes needed to ensure funds are used appropriately and in the proper proportions (fund integrity).
- Task 2 – Analyze and modify employee salary funding sources to align work with funding as closely as possible.
- Task 3 – Identify and execute specific changes that will result in measurable progress towards improved fund integrity.
- Task 4 – Ensure that employee operating expense funding sources are aligned with the employee’s salary funding sources.

Future-Proofing Goal 6 – Policy & Procedure: Update and standardize IDL’s policy and procedure framework by ensuring all policies are current, compliant with governing authorities, clear in defining delegations of authority, and supported by an established review and accountability structure.

- Task 1 - Verify that all IDL policies and procedures align with applicable statutes, administrative rules, and Land Board policies, and revise any documents that are out of compliance.
- Task 2 - Consolidate existing directives—such as memos, minutes, guidance documents, and legacy governance materials—into formal policy or procedure documents and clearly document delegations of authority.
- Task 3 - Implement and maintain a structured policy review schedule for governing authorities and policy, track compliance with required review cycles, and hold responsible staff accountable for timely updates. As part of this task, implement a review schedule for existing Land Board

policies for alignment with fiduciary obligations, current law, and operational needs and prepare and present recommended updates to the Land Board when revisions are warranted.

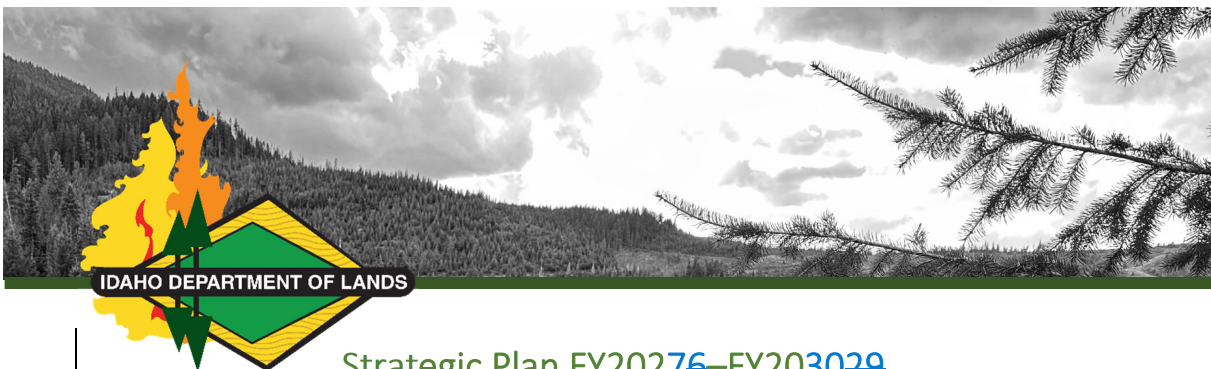
- Task 4 - Develop and adopt an IDL Style Guide that establishes standardized formatting, design, and accessibility requirements for all policies and procedures.

Appendix A – Benchmarks and Performance Measures

Note: The performance measures are typically longstanding measures that the Department believes are reasonable measures of performance. They are reported annually and tied to the strategic plan, as shown, but may not exactly align with the tasks within the foundational and stretch goals. A strategic plan may evolve from year to year while performance measures typically remain consistent over time.

Goal (Type)	Objective	Benchmark	Performance Measure
Financial Stewardship (Foundational)	Manage endowment timberland consistent with our fiduciary duty	Timber sale volume offered is consistent with Land Board direction	Offer 331 million board feet (mmbf) of timber for sale for future harvest
Financial Stewardship (Foundational)	Management endowment timberland consistent with our fiduciary duty	Achieve appropriate return on investment	Net return on timberland of at least 3.5%
Financial Stewardship (Foundational)	Protect endowment land consistent with our fiduciary duty	Initial attack effectiveness	At least 95% of wildfires contained at less than 10 acres
Financial Stewardship (Foundational)	Protect endowment lands consistent with our fiduciary duty	Fire suppression resource preparation	Fire readiness reviews completed on at least half of fire districts
Customer Focus (Foundational)	Provide exemplary service to forest landowners and operators	Forest practice compliances inspected	Inspect at least 50% of forest practice compliances issued
Customer Focus (Foundational)	Provide exemplary service to endowment lessees	Percentage of lease instruments fully executed by the expiration date	At least 90% fully executed
Customer Focus (Foundational)	Provide exemplary service to landowners and the forest products industry	Check scales conducted by the Idaho Board of Scaling Practices	At least 150 check scales conducted
Office Facilities and workplace infrastructure (Future Proofing)	Upgrade and/or replace facilities as needed	Develop and implement a long range facilities plan	Plan is developed for potential presentation to the Land Board and implementation where feasible
Classification and Compensation (Future Proofing)	Maintain appropriate staffing levels	Conduct ongoing workforce planning and organizational assessments to ensure staffing levels, position classifications, and skillsets align with current and anticipated operational needs	Ongoing planning and assessment results in a high performing workforce appropriately sized to achieve our mission
workforce Housing (Future Proofing)	Address the need for workforce housing	Develop a plan to meet workforce housing needs including a prioritized list	Plan is developed for potential presentation to the Land Board

Goal (Type)	Objective	Benchmark	Performance Measure
Fire (Future Proofing)	Safe and effective fire suppression	Strategic Plan implementation	Continue progress on a comprehensive implementation plan for the strategic plan for wildland fire
Fund Integrity (Future Proofing)	Ensure that employee operating expense funding sources are aligned with the employee's salary funding sources.	Funding is aligned	Areas with potential misalignment are identified and addressed
Policy & Procedure (Future Proofing)	Review, update, and organize policies and procedures	Verify that all IDL policies and procedures align with applicable statutes, administrative rules, and Land Board policies, and revise any documents that are out of compliance.	Verification occurs as policies are reviewed according to schedule
Fire (Future Proofing)	Safe and effective fire suppression/employee qualifications	Percentage of engines staffed with fully qualified crew	At least 75%
Fire (Future Proofing)	Safe and effective fire suppression/employee retention	Percentage of seasonal firefighters returning to IDL	At least 50%



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- Fiduciary Duty – Does this decision maximize long term financial returns from endowment lands and provide for prudent management of state funds and resources?
- IDL Staff – Is this decision consistent with the development and retention of a high performing workforce that is cohesive and accountable?
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We are committed to meeting our mission by executing our core programs and delivering results with professionalism and appreciation of Idaho's natural resources.

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fire suppression operations are conducted safely and aggressively with the goal of suppressing at least 95% of fires at 10 acres or less.

The **Real Estate and Endowment Leasing** programs lease land assets including rangeland, farmland, and residential and commercial real estate and also lease mineral assets. These asset classes make up include approximately 1.4 million acres of land in Idaho. As the department has implemented Land Board direction to divest of large portions of the residential and commercial real estate asset classes over time, The Real Estate Services Bureau continues to explore new ways to generate revenue for the beneficiaries such as commercial and energy leasing. Real Estate Services also manages land acquisitions, land disposals, exchanges and easements which are used to block up and improve access to endowment lands, add desirable land to the portfolio, and address underperforming assets.

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Strategic Focus

While IDL has successfully worked for years to implement Shared Stewardship and GNA to increase active management of federal lands and reduce wildfire risk across all land ownerships, the four years of this plan present a unique opportunity for progress. By working with our partners, IDL can achieve the objectives in Executive Order No. 2025-04, the Make Forests Healthy Again Act (Act).

IDL expects to take various actions intended to improve forest health and reduce wildfire risk in Idaho:

- Develop a new Shared Stewardship agreement that enables vegetation and fuels management practices consistent with the objectives in the Act and establishes clear objectives and partnership commitments.
- Work with Forest Service leadership—local, regional, and national—to increase the use of GNA as the mechanism to achieve the objectives in the Act and in related federal direction.
- Increase timber volume output from GNA projects up to 100 million board feet annually within five years.
- Utilize all appropriate federal authorities to increase federal forest restoration.
- Evaluate the need for a higher output objective over time.

Strategic Focus

- ~~Adjust staffing and resources as needed to meet the GNA output goal.~~
- ~~Adjust staffing and resources as needed to meet Shared Stewardship objectives as described in the Shared Stewardship agreement.~~

~~Continue developing the strategic plan for managing wildland fire, engage with stakeholders, customers, and Idaho leaders, and work to obtain the resources necessary to meet fire management objectives in a changing Idaho.~~

The Idaho Department of Lands recognizes that successfully fulfilling its mission depends not only on effective management of Idaho's natural resources, but also on public understanding and confidence in the Department's constitutional responsibilities. As Idaho continues to grow and public interest in endowment lands increases, the Department will place renewed emphasis on strengthening education, communication, and engagement with employees, elected officials, beneficiaries, stakeholders, partners, and the public.

Over the next four years, IDL will focus on increasing awareness of the Department's constitutional fiduciary responsibilities, the importance of active land management, and the long-term benefits provided through management of Idaho's endowment lands. By building understanding and trust, the Department can strengthen support for its mission while fostering productive relationships with those it serves.

To accomplish this strategic focus, IDL will:

- Increase internal education to ensure employees understand and can effectively communicate the Department's constitutional mission, fiduciary responsibilities, and strategic priorities.
- Expand public education and outreach regarding Idaho's endowment lands, beneficiaries, and the Department's role in generating long-term financial returns while responsibly managing natural resources.
- Strengthen communication with the Land Board, elected officials, local governments, industry partners, educational institutions, and other stakeholders.
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By strengthening understanding of the Department's mission and demonstrating sound stewardship of Idaho's trust assets, IDL will reinforce the public confidence and ~~relationships~~partnerships necessary to successfully fulfill its constitutional responsibilities for generations to come.

External Factors Affecting Future Performance

We believe by focusing on our core competencies while simultaneously preparing for what a changing and growing Idaho may hold, we will continue to successfully meet expectations. Some external factors that we will need to monitor, acknowledge, and respond to are:

- Population Growth
 - An increase in residents building homes in the Wildland-Urban Interface (WUI) creating greater risk of property and lives lost in wildland fires
 - Changing customer expectations for the work we do and services we provide
 - More residents, more landowners, and more neighbors creates an increased need for education and information sharing regarding management requirements on endowment and public lands
- Competition for Skilled Labor
 - Private sector and other public employers compete with IDL for employees
 - Increased cost of living and housing costs make talent recruitment and retention difficult
 - Natural resource careers may be less appealing to today's evolving workforce
 - Additional shortages of contractors including those that work for our timber purchasers such as log truck drivers
- New initiatives, programs or mandates that increase our workload and create gaps in our expertise
- Changing public priorities that can lead to significant policy shifts in a short time
- World events that create economic challenges such as continuing inflation, economic stagnation, or periods of recession
- Population Growth and Land Use Change: Idaho's continued population growth increases residential development near forested lands, expands recreation on state lands, and creates greater demand for public engagement, education, and customer service. Growth in the Wildland-Urban Interface (WUI) also increases the risk to lives and property from wildland fire.
- Workforce Recruitment and Retention: Competition for qualified employees continues to challenge recruitment and retention. Rising housing costs, changing workforce expectations, and increasing demand for specialized technical expertise require continued investment in attracting, developing, and retaining a skilled workforce.
- Wildland Fire and Forest Resilience: Longer fire seasons, increasingly complex fire behavior, and changing forest conditions place growing demands on wildfire preparedness, initial attack capability, forest health, and community resilience.
- Economic and Fiscal Conditions: Economic conditions, inflation, changing timber markets, and uncertainty in funding can affect both Department operations and revenues generated for Idaho's endowment beneficiaries.
- Technology and Public Expectations: Advances in technology create opportunities to improve efficiency, decision-making, and customer service while increasing expectations for digital government services, cybersecurity, and information management.

- Legislative and Policy Environment: Changes in laws, regulations, funding priorities, and public policy can significantly influence Department responsibilities, workload, and resource needs, requiring the Department to remain flexible and responsive.

Our Foundational Goals: ~~2026~~27–202930

Under the direction of the Land Board, IDL is primarily focused on meeting the Land Board’s constitutional mandate to manage state endowment trust lands “in such a manner as will secure the maximum long-term financial return” to the beneficiary institutions. Further, IDL (1) administers Idaho’s public trust lands – the lands beneath the beds of Idaho’s navigable lakes and rivers for the benefit of all Idahoans, (2) contributes to protection of water quality and other resources by overseeing forest and mining practices, (3) remediates abandoned mine lands, and (4) provides service and assistance to Idahoans through forestry and fire management programs. The following foundational goals place these obligations front and center:

Foundational Goal 1 – Financial Stewardship

Maximize long-term financial returns ~~from the endowment lands~~ for the endowment beneficiaries and prudently manage state funds and resources.

- Task 1 – Proactively monitor and take actions to improve ~~our~~ return on investment (ROI) on state endowment land in line with Land Board direction.
- Task 2 – Meet our sustainable timber sales objectives as directed by the Land Board.
- Task 3 – Manage our spending through a conservative approach and regular ~~communications~~, reporting and analysis.
- Task 4 – Explore, analyze and (where appropriate) introduce new income streams to the leasing programs.
- Task 5 – Pursue land transactions (exchanges/acquisitions/dispositions) that improve long-term financial returns for the beneficiaries
- Task 5 – Establish and monitor Key Performance Indicators for endowment programs to track and improve financial performance.
- Task 6 – Ensure all financial audits are passed successfully.
- Task 7 – Contain 95% of wildfires to 10 acres or less.
- Task 8 – Ensure that 90% of all sweep transactions are reconciled within 90 days and no sweep transactions reconciliations exceed 180 days.

Foundational Goal 2 – Customer Focus and ~~Public Trust~~: Act with professionalism, integrity, transparency, and responsiveness while providing exemplary service to internal and external customers and fostering public trust in the management of Idaho’s lands and resources. ~~Act with professionalism and integrity, providing exemplary service to external and internal customers.~~

- ~~Task 1: -Public Education and Awareness: —Develop and deliver timely, accessible, and engaging educational and informational resources that help Idahoans understand, safely enjoy, and legally utilize the lands and resources we manage and protect. Using the variety of tools available today, produce educational and informational materials to help Idaho citizens legally and safely utilize the lands we manage and protect.~~
- Task 2 -Support the Endowment Mission – Promote understanding of the endowment trust mission and demonstrate how responsible land management supports beneficiaries while

Commented [MA1]: Im not sure if this is the best way to say this. I may revise.

Commented [BH1R2]: I don't love having this in the plan. It will raise too many questions potentially in a public meeting. This should be addressed internally.

Commented [JL2]: Is this Foundational Goal only for Public Trust now? I was going to move some of last year's Strategic Focus into the Foundational Goals so that Public Trust Education, Communication, etc. could be the Strategic Focus.

Commented [JL2R2]: Something like... Implement the Shared Stewardship Agreement; work with Forest Service leadership - local, regional, and national - to increase the use of GNA as a mechanism to achieve the objectives in the Shared Stewardship Agreement and the Make Forests Healthy Again Act.

balancing public access, stewardship, and long-term financial returns. Proudly reaffirm the endowment mission and continue to support the beneficiaries.

- Task 3 - Stakeholder Engagement and Transparency – Engage early and often with affected stakeholders and customers to inform decision-making, improve outcomes, and maintain transparency regarding agency actions and decisions. Where appropriate, engage with the potentially affected customers to ensure quality and transparency of our actions.
- Task 4 - Improve Customer Experience - Continuously evaluate and improve customer-facing services, processes, and communications to ensure they are timely, efficient, and easy to access.
- Task 5 - Expand Digital Access - Leverage technology and digital tools to provide customers with convenient access to information, services, and opportunities for engagement

Foundational Goal 3 – People: Develop a well-trained, high performing workforce focused on carrying out the Department’s mission.

- Task 1 – Prioritize and support staff development from employee onboarding to growth of professional expertise.
- Task 2 – Complete the development and delivery of the new employee onboarding program.
- Task 2 – Develop leaders and reinforce our culture of career long learning and advancement.
- Task 3 – Encourage and expect leadership from staff at all levels of the organization.
- Task 4 – Ensure that the executive leadership team continues to grow professionally, thereby improving the ability to develop other Department staff.
- Task 5 – Encourage participation and respond to overall results of the annual DHR employee engagement survey.
- Task 5 – Integrate Good Neighbor Authority operations into the Operations Division
- Task 6 – Adjust staffing and resources as needed to meet the Shared Stewardship objectives and Good Neighbor Authority output goals as described in the Shared Stewardship Agreement.

Foundational Goal 4 – Process: Implement policies and procedures using integrated systems that support effective and informed decision making. Develop and continuously improve integrated business processes, governance, and technology systems that enable secure, efficient, transparent, and data-informed decision-making across the agency.

- Task 1 – Integrate and improve business processes with secure technology systems and infrastructure.
- Task 1 - Integrate, modernize, and continuously improve business processes through secure, reliable, and interoperable technology systems and infrastructure.
- Task 2 – Provide staff with tools and systems that are simple, functional and efficient.
- Task 2 - Provide employees with intuitive, reliable, and efficient tools, technology, and information systems that enhance productivity, collaboration, and service delivery.
- Task 3 – Establish and maintain governance, policies, and procedures to direct agency operations.
- Task 3 - Establish, maintain, and regularly evaluate governance frameworks, policies, and procedures that promote consistency, accountability, regulatory compliance, and operational excellence.
- Task 4 – During policy and procedure development and review, focus on empowering decision-making at the lowest level possible.
- Task 4 - Design policies, procedures, and decision-making processes that empower employees to make timely, informed decisions at the lowest appropriate organizational level while maintaining accountability and appropriate oversight.

Our Stretch Goals: 2026~~7~~–2029~~30~~

Idaho remains a rapidly growing state, and we anticipate that the state will continue to evolve in both predictable and unpredictable ways. More people, more parcels, and more homes lead to growth in the wildland-urban interface (WUI), resulting in more challenging fire suppression responsibility and a more complex land ownership pattern which will impact land management. ~~e~~Growth may lead to changing expectations around land management and regulatory programs and a general increase in the demand for our services. The same issues pose a threat to endowment land management and our ability to stay true to the endowment constitutional mandate. The Department recognizes that it must remain diligent and true to our strengths but ready to pivot and evolve as needs change.

In addition to our core foundational goals, IDL leadership will continue to focus on several ongoing goals during the next 4 years that we believe will help prepare us for success in the future. The goals may evolve over time but will remain focused on preparing for the future. The goals are:

Future-Proofing Goal 1 – Workforce Planning, Classification & Compensation: Strategically manage workforce resources, classification structures, compensation practices, and workplace flexibility to attract, develop, retain, and deploy a high-performing workforce capable of meeting current and future agency needs. ~~Intentionally monitor our pay and benefits structure to ensure we are utilizing our personnel cost (PC) appropriation to hire, develop and retain the right people in the right positions most effectively.~~

- Task 1 – Continuously evaluate and address classification and compensation issues, including market competitiveness, hiring rates, pay equity, salary compression, recruitment and retention challenges, and implementation of statewide compensation initiatives. ~~Continue to address classification and compensation issues such as hiring rates, pay inequities, employee classification, salary compression, and change in employee compensation (CEC) implementation.~~
- Task 2 – Conduct ongoing workforce planning and organizational assessments to ensure staffing levels, position classifications, and skillsets align with current and anticipated operational needs. ~~At the Division level, analyze staffing for each area/bureau/program to identify opportunities to right-size to meet specific needs.~~
- Task 3 – Utilize flexible workplace practices, including telework, alternative work schedules, and other workforce strategies, where operationally appropriate and consistent with agency and state policies. ~~Implement reasonable telework and flexible scheduling where appropriate, effective, and consistent with IDL and state policies.~~
- Task 4 – Educate employees and supervisors regarding compensation programs, career opportunities, and the value of the State of Idaho's total rewards package to support recruitment, engagement, and retention. ~~Use micro-learning webinars or other means to communicate with staff regarding compensation issues and the value of the generous employee benefit package to improve employee retention.~~
- Task 5 – Identify critical positions and implement succession planning strategies to reduce institutional knowledge loss and ensure leadership and operational continuity

Future-Proofing Goal 2 – Office Facilities & Workplace Infrastructure: Strategically invest in facilities and workplace infrastructure to support employee safety, operational effectiveness, public service delivery, and long-term stewardship of agency resources. ~~Proactively plan for maintenance, improvements, and replacement of our offices throughout the state.~~

- Task 1 – ~~T~~ Develop and implement a long-range facilities plan that prioritizes facility maintenance, modernization, replacement, safety improvements, security enhancements, and office relocations based on operational needs and available resources through the executive team and facilities and fleet manager, plan and implement office facility upgrades and replacements including structure replacements, major expansion/remodel projects, safety/security upgrades, and office relocations.
- ~~Task 2 – Establish facility design standards that promote operational efficiency, employee wellbeing, public accessibility, sustainability, consistency, and responsible stewardship of agency resources. Define the space needs and aesthetic expectations for future structures to provide uniformity and to be financially responsible.~~
- ~~Task 3 – Assess and prioritize deferred maintenance needs to reduce facility risks, extend asset life, and minimize long-term costs. Investigate alternative means of funding necessary facility upgrades (dedicated funds/Idaho Building Authority/etc.)~~
- Task 4 – Regularly communicate facility conditions, risks, priorities, and investment opportunities to agency leadership and the Land Board to support informed decision-making. Present facilities needs and potential solutions to the Land Board for information/consideration.

Future-Proofing Goal 3 – ~~Seasonal~~Workforce Housing Facilities: Address the housing needs of temporary ~~and permanent staff~~ staff who are critical to achieving our mission and must have available and affordable housing options.

- Task 1 – Through the executive team and facilities and fleet manager, plan for ~~workforce~~ seasonal housing including a prioritized list of needs ~~from most to least urgent and document the best potential solution for each area—considering existing housing availability and local cost of living.~~
- Task 2 – Continue working with other agencies with similar needs to identify solutions, increase efficiency, and share expense and effort.
- ~~Task 3 – Explore options for new structure types and acquisition of existing structures while considering feasibility for each site including cost, benefits, lifespan, build time, etc.~~
- ~~Task 4 – Analyze the feasibility of using earnings reserve funds to construct housing and the associated return on investment from rental income.~~
- Task ~~5~~4 – Present the ~~seasonal~~ workforce housing issues and potential solutions to the Land Board for information/consideration.

Future-Proofing Goal 4 – Fire: Monitor, understand and respond to changes ~~that are~~ happening in ~~the wildland fire environment organizations across the country~~ due to longer & hotter seasons, fewer firefighters entering the career field, lagging wages and more citizens residing in the wildland-urban interface (WUI), and changes with federal partner organizations.

- Task 1 – Prepare for the utilization of a new master agreement template and begin planning for upcoming interagency negotiations. Continue implementation and monitoring of the new master agreement and identify potential future adjustments.

- Task 2 – Continue progress on a comprehensive implementation plan to complement the strategic plan within the IDL fire program to include a vision, mission, goals, factual current status data and future state scenarios that must be met to ensure capacity to protect life, property and Idaho’s natural resources.
- Task 3 – Continue to expand the Department’s ability to compete for and employ professional firefighters through pay, benefits, housing, and developmental opportunities.
- Task 4 – Cooperate with efforts outside of IDL aimed at workforce development initiatives and increasing the pool of available professional firefighters over time.
- ~~Task 5 – Develop and execute the Leader’s Intent for each fire season.~~

Future-Proofing Goals 5 – Fund Integrity: Ensure that ~~dedicated~~ funds are utilized by the programs for which they are intended and that overhead ~~activities/expenses~~ are ~~funded~~ proportionately allocated with to the correct ~~programmatic/funding mix/sources~~.

- Task 1 – Continue data analysis and identify specific changes needed to ensure funds are used appropriately and in the proper proportions (fund integrity) ~~to meet Department needs~~.
- Task 2 – Analyze and modify employee salary funding sources to align work with funding as closely as possible.
- ~~Task 3 – Identify and execute specific changes that will result in measurable progress towards improved fund integrity.~~
- Task 4 – Ensure that employee operating expense funding sources are aligned with the employee’s salary funding sources.

Future-Proofing Goal 6 – Policy & Procedure: ~~Update and organize the many policies and procedures that inform our daily work while ensuring governance is clearly established and authority is delegated where appropriate.~~

- ~~Task 1 – Ensure that IDL policy and procedure aligns with statutes, rules, and Land Board policies.~~
- ~~Task 2 – Continue to revise or move existing directives, currently in multiple formats (e.g., Land Board memos, minutes, governance delineations), into an existing or new policy.~~
- ~~Task 3 – Follow the schedule for policy review and hold staff accountable to update policy as needed.~~
- ~~Task 4 – Develop IDL Style Guide policy that includes standardized formatting, design elements, and accessibility criteria for all Department policies and procedures. Update and standardize IDL’s policy and procedure framework by ensuring all policies are current, compliant with governing authorities, clear in defining delegations of authority, and supported by an established review and accountability structure.~~
 - Task 1
Verify that all IDL policies and procedures align with applicable statutes, administrative rules, and Land Board policies, and revise any documents that are out of compliance.
 - Task 2
Consolidate existing directives—such as memos, minutes, guidance documents, and legacy governance materials—into formal policy or procedure documents and clearly document delegations of authority.

- Task 3

Implement and maintain a structured policy review schedule for governing authorities and policy, track compliance with required review cycles, and hold responsible staff accountable for timely updates. As part of this task, implement a review schedule for existing Land Board policies for alignment with fiduciary obligations, current law, and operational needs and prepare and present recommended updates to the Land Board when revisions are warranted.

- Task 4

Develop and adopt an IDL Style Guide that establishes standardized formatting, design, and accessibility requirements for all policies and procedures.

Appendix A – Benchmarks and Performance Measures

Note: The performance measures are typically longstanding measures that the Department believes are reasonable measures of performance. They are reported annually and tied to the strategic plan, as shown, but may not exactly align with the tasks within the foundational and stretch goals. A strategic plan may evolve from year to year while performance measures typically remain consistent over time.

Goal (Type)	Objective	Benchmark	Performance Measure
Financial Stewardship (Foundational)	Manage endowment timberland consistent with our fiduciary duty	Timber sale volume offered is consistent with Land Board direction	Offer 331 million board feet (mmbf) of timber for sale for future harvest
Financial Stewardship (Foundational)	Management endowment timberland consistent with our fiduciary duty	Achieve appropriate return on investment	Net return on timberland of at least 3.5%
Financial Stewardship (Foundational)	Protect endowment land consistent with our fiduciary duty	Initial attack effectiveness	At least 95% of wildfires contained at less than 10 acres
Financial Stewardship (Foundational)	Protect endowment lands consistent with our fiduciary duty	Fire suppression resource preparation	Fire readiness reviews completed on at least half of fire districts
Customer Focus (Foundational)	Provide exemplary service to forest landowners and operators	Forest practice compliances inspected	Inspect at least 50% of forest practice compliances issued
Customer Focus (Foundational)	Provide exemplary service to endowment lessees	Percentage of lease instruments fully executed by the expiration date	At least 90% fully executed
Customer Focus (Foundational)	Provide exemplary service to landowners and the forest products industry	Check scales conducted by the Idaho Board of Scaling Practices	At least 150 check scales conducted
Office Facilities <u>and workplace infrastructure</u> (Future Proofing)	<u>ReplaceUpgrade and/or replace</u> facilities as needed	<u>Develop a plan for replacement of office facilities as needed Develop and implement a long range facilities plan</u>	Plan is developed for potential presentation to the Land Board <u>and implementation where feasible</u>
Classification and Compensation (Future Proofing)	Maintain appropriate staffing levels	<u>Analyze the use of temporary and permanent staff across programs Conduct ongoing workforce planning and organizational assessments to ensure staffing levels, position classifications, and skillsets align with current and anticipated operational needs</u>	<u>Analysis is completed and guidelines are developed and implementedOngoing planning and assessment results in a high performing workforce appropriately sized to achieve our mission</u>

Goal (Type)	Objective	Benchmark	Performance Measure
Seasonal Housing Facilities <u>workforce Housing</u> (Future Proofing)	Address the need for seasonal <u>workforce</u> housing	Develop a plan to meet seasonal <u>workforce</u> housing needs <u>including a prioritized list</u>	Plan is developed for potential presentation to the Land Board
Fire (Future Proofing)	Safe and effective fire suppression	Master agreement <u>Strategic Plan</u> implementation	Monitor successes and shortcomings for future adjustments to the agreement <u>Continue progress on a comprehensive implementation plan for the strategic plan for wildland fire</u>
Fund Integrity (Future Proofing)	<u>Ensure programs are funded from appropriate funding sources</u><u>Ensure that employee operating expense funding sources are aligned with the employee's salary funding sources.</u>	Data collection and analysis <u>Funding is aligned</u>	Collect data and develop an understanding of the situation <u>Areas with potential misalignment are identified and addressed</u>
Policy & Procedure (Future Proofing)	Review, update, and organize policies and procedures	<u>Schedule ongoing policy review</u><u>Verify that all IDL policies and procedures align with applicable statutes, administrative rules, and Land Board policies, and revise any</u>	Recurring schedule is established and staff are accountable <u>Verification occurs as policies are reviewed according to schedule</u>

Goal (Type)	Objective	Benchmark	Performance Measure
		<u>documents that are out of compliance.</u>	
Fire (Future Proofing)	Safe and effective fire suppression/employee qualifications	Percentage of engines staffed with fully qualified crew	At least 75%
Fire (Future Proofing)	Safe and effective fire suppression/employee retention	Percentage of seasonal firefighters returning to IDL	At least 50%



FY2026 Strategic Plan Progress Report

STRATEGIC GOAL NARRATIVES: FOUNDATIONAL GOALS

Foundational Goal 1 – Financial Stewardship

- ☒ *Maximize long-term financial returns from the endowment lands and prudently manage state funds and resources.*

During FY2026, the Department continued to demonstrate strong financial stewardship through disciplined fiscal management, performance monitoring, and sound oversight of endowment assets.

Divisions actively managed expenditures through regular financial reporting, analysis, and conservative spending practices while seeking operational efficiencies that maximize the use of available resources.

The Department continued monitoring key performance indicators for its timberland asset portfolio, consistently meeting annual timber sale objectives while evaluating transition lands for leasing and disposition opportunities that improve long-term returns. Financial performance remained strong, with endowment expenditures continuing to grow at a slower rate than revenues.

The Department also achieved a significant milestone by completing its FY2025 Legislative Services Office audit with no findings or recommendations, affirming that financial operations met accepted standards and complied with applicable laws, regulations, contracts, and grant requirements.

Within the fire program, ongoing analysis of the Fire Dedicated Fund resulted in successful legislative approval of House Bill 511, increasing the cap on Forest Fire Protection Assessment for improved parcels and strengthening the long-term sustainability of Idaho's wildfire protection funding.

Foundational Goal 2 – Customer Focus

- ☒ *Act with professionalism and integrity while providing exemplary service to external and internal customers.*

The Department continued expanding communication, transparency, and stakeholder engagement throughout FY2026. Across all programs, staff emphasized proactive outreach with customers, partners, elected officials, industry organizations, and educational institutions.

Department staff distributed 390 GovDelivery communications that informed Idaho citizens and stakeholders about public notices, rulemaking activities, land management projects, events, and agency initiatives. These communications improved public awareness and expanded access to timely information.

IDL strengthened relationships with policymakers by partnering with the Idaho Forest Products Commission to host the annual Opinion Leaders Tour, providing legislators firsthand exposure to endowment land management and Idaho's forest products industry.

Leadership and staff also represented the Department at numerous state and national conferences, strengthening partnerships while reinforcing the Department's fiduciary responsibility to Idaho's trust beneficiaries.

Collectively, these efforts supported our goal of increasing public understanding of the Department's mission while improving transparency, customer service, and stakeholder confidence.

Foundational Goal 3 – People

- ☒ *Develop a well-trained, high-performing workforce focused on carrying out the Department's mission.*

Employee development remained a significant organizational priority throughout FY2026. The Department continued investing in leadership development, onboarding, professional training, and workforce succession planning.

The Leadership Development Program was successfully restarted with twelve participants, while six additional employees were sponsored through the Idaho Certified Public Manager Program.

Human Resources expanded onboarding resources, developed micro-learning opportunities, and created orientation materials specifically designed for seasonal employees.

Department leadership continued promoting professional growth through cross-training, acting assignments, leadership moments, and lifelong learning opportunities.

Nearly 300 employees participated in the Department-wide All Staff Meeting, strengthening organizational awareness and reinforcing the Department's shared mission.

Several divisions also demonstrated remarkable workforce resilience by successfully rebuilding staffing following significant turnover while maintaining operational effectiveness and improving organizational efficiency.

Foundational Goal 4 – Process

- ☒ *Implement policies and procedures using integrated systems that support effective and informed decision making.*

Throughout FY2026, the Department continued modernizing business processes and technology systems to improve efficiency, consistency, and informed decision making.

Major initiatives included deployment of a new web-based Land Board management system that will streamline preparation and management of Land Board materials, along with implementation of HighQ legal management software to improve the submission, tracking, and management of legal requests.

Programs across the Department continued reviewing, revising, and implementing policies and procedures to improve operational consistency.

Significant work occurred within the Minerals and Navigable Waters programs through updated procedures, communications policies, and regulatory improvements designed to simplify decision-making while maintaining compliance and customer service.

STRATEGIC GOAL NARRATIVES: FUTURE-PROOFING GOALS

Future-Proofing Goal 1 – Classification & Compensation

- ☒ *Ensure compensation and staffing structures support recruitment, development, and retention.*

The Department continued making measurable progress toward improving recruitment and retention through strategic investments in employee compensation and organizational effectiveness.

For permanent personnel, since FY2023, average starting salaries have increased by nearly 20% through statewide compensation adjustments and targeted hiring rate increases. Many classifications that previously started at 80–88% of policy now start at 85–90% of policy, improving competitiveness in a challenging labor market.

The Department continued investing in its seasonal workforce by increasing average starting wages by approximately 42% since 2018 while modernizing the

seasonal pay structure to better recognize qualifications, specialized skills, increased responsibility, and career progression throughout the fire season.

Although compensation pressures remain due to continued wage increases among federal agencies, neighboring states, local governments, and private industry, these improvements represent meaningful progress toward strengthening IDL's workforce.

The Department also continued evaluating organizational structure, staffing levels, telework, and flexible scheduling to maximize available personnel funding while improving communication, operational efficiency, and employee engagement.

Future-Proofing Goal 2 – Office Facilities

- ☒ *Plan for maintenance, improvements, and replacement of Department facilities.*

FY2026 marked significant progress in modernizing Department facilities statewide.

The Department completed construction of the new St. Joe Office, creating a modern facility that better supports employees and customers. Design work also advanced for the comprehensive renovation of the Ponderosa Office following receipt of \$5 million in capital funding.

Additional accomplishments included replacement of the Boise Staff Office roof and HVAC system, planned HVAC improvements at the Coeur d'Alene Office, increased annual maintenance funding, and future construction of covered fleet parking at the Priest Lake Office.

These projects have been coordinated under the Department's new Facilities and Fleet Manager, whose leadership has significantly improved long-term planning and prioritization of facility investments.

Future-Proofing Goal 3 – Seasonal Housing Facilities

- ☒ *Provide affordable housing for seasonal employees.*

The Department continued addressing one of its most significant workforce challenges by expanding seasonal housing opportunities throughout Idaho.

A major accomplishment was the near completion of the Grangeville Fire Operations Center acquisition, which will significantly increase available housing capacity in an area where affordable housing remains scarce.

Additional investments were made to secure seasonal housing in the Maggie Creek and Craig Mountain areas, ensuring critical fire personnel have access to housing necessary to support Department operations.

Future-Proofing Goal 4 – Fire

- ☒ *Prepare the Department for the evolving challenges facing wildland fire management.*

The Department made substantial progress implementing its Wildland Fire Strategic Plan during FY2026.

Following Land Board approval of the Strategic Plan, implementation activities continued across the organization. Leadership strengthened Agency Administrator training, improved communication with partner organizations, and continued preparations for the next round of Master Agreement negotiations with federal agencies.

Department staff also strengthened collaboration with the Idaho Office of Emergency Management and Idaho Fire Chiefs Association while participating in development of a statewide wildland firefighter curriculum for Idaho public schools to support future workforce recruitment.

Operational performance remained strong, with 94% of wildfires held to ten acres or less during Calendar Year 2025. Continued investments in seasonal firefighter compensation have improved recruitment and retention, although competition for qualified firefighters remains intense throughout the western United States.

Future-Proofing Goal 5 – Fund Integrity

- ☒ *Ensure dedicated funds are used for their intended purpose.*

Throughout FY2026, the Department continued strengthening financial accountability through ongoing monitoring of staffing, expenditures, and program funding.

Programs conducted detailed financial analyses to improve fund integrity, including significant organizational reviews resulting from implementation of House Bill 226. Budget requests were carefully evaluated to ensure expenditures aligned with appropriate funding sources, while expenses continued to be monitored to ensure costs were charged to the programs receiving the benefit.

These efforts support transparent financial management while ensuring compliance with statutory funding requirements.

Future-Proofing Goal 6 – Policy & Procedure



Maintain current policies, procedures, and governance documents.

The Department continued a comprehensive effort to modernize agency policies, procedures, administrative rules, and governing documents.

Programs participated in negotiated rulemaking, including updates to the Mined Land Reclamation rules, while simultaneously evaluating statutory improvements through legislative proposals.

Department staff also completed an extensive review of more than 300 sections of Idaho Code as part of the Idaho Code Cleanup Act, recommending numerous obsolete provisions for repeal.

Ongoing review schedules for Department and Land Board policies ensure governance documents remain current, consistent, and aligned with evolving operational needs while clearly defining organizational authority and responsibilities.