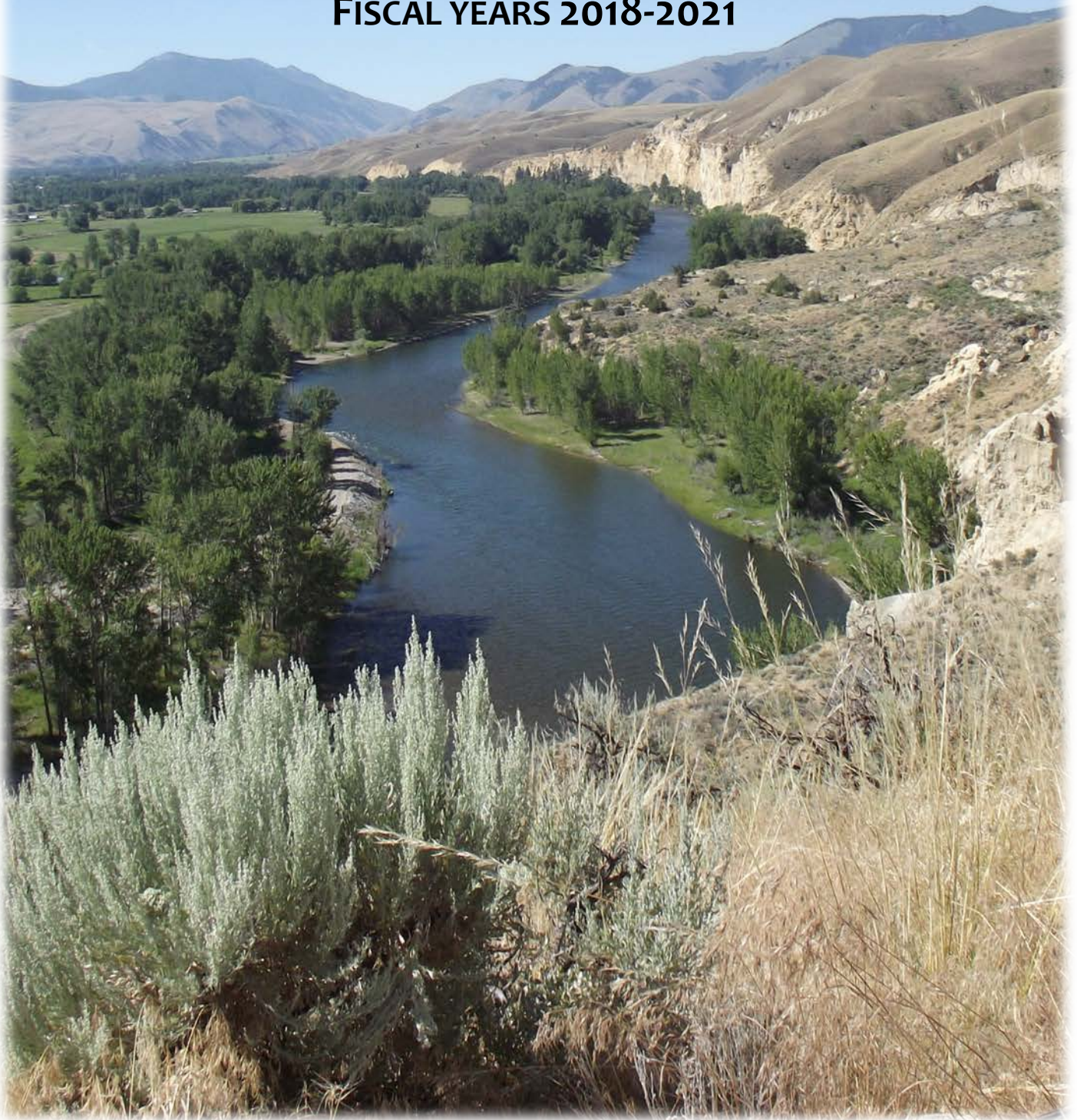


IDAHO DEPARTMENT OF WATER RESOURCES

STRATEGIC PLAN

FISCAL YEARS 2018-2021



Idaho Department of Water Resources
State Office
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Cover Photo:
Salmon River, Courtesy of John Shaul

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IDAHO DEPARTMENT OF WATER RESOURCES

OUR COMMITMENT

- ◆ *Act in the public interest of Idaho's water resources*
- ◆ *Provide responsive customer service*
- ◆ *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.

INTRODUCTION

ABOUT THE IDAHO DEPARTMENT OF WATER RESOURCES

DEPARTMENT HISTORY

In the late 1800s and early 1900s, disputes about water use created the need for orderly recording and regulation of water rights. In response, in 1895, the Idaho Legislature created the Office of State Engineer. Prospective 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.

Following voter approval of a constitutional amendment in 1965, the Legislature created the Idaho Water Resource Board (IWRB or Board). Initially created as a separate agency with its own staff, in 1974, the Idaho Water Resource Board and the existing Department of Water Administration combined to form the present Idaho Department of Water Resources (IDWR or Department).

THE DEPARTMENT TODAY

Keeping with its original legislative purpose, IDWR approves or denies proposals to appropriate 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 dam safety, ground water protection (in the form of 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 of the state. The Board also holds several state monetary accounts in trust for the funding of water projects and improvements within the state.

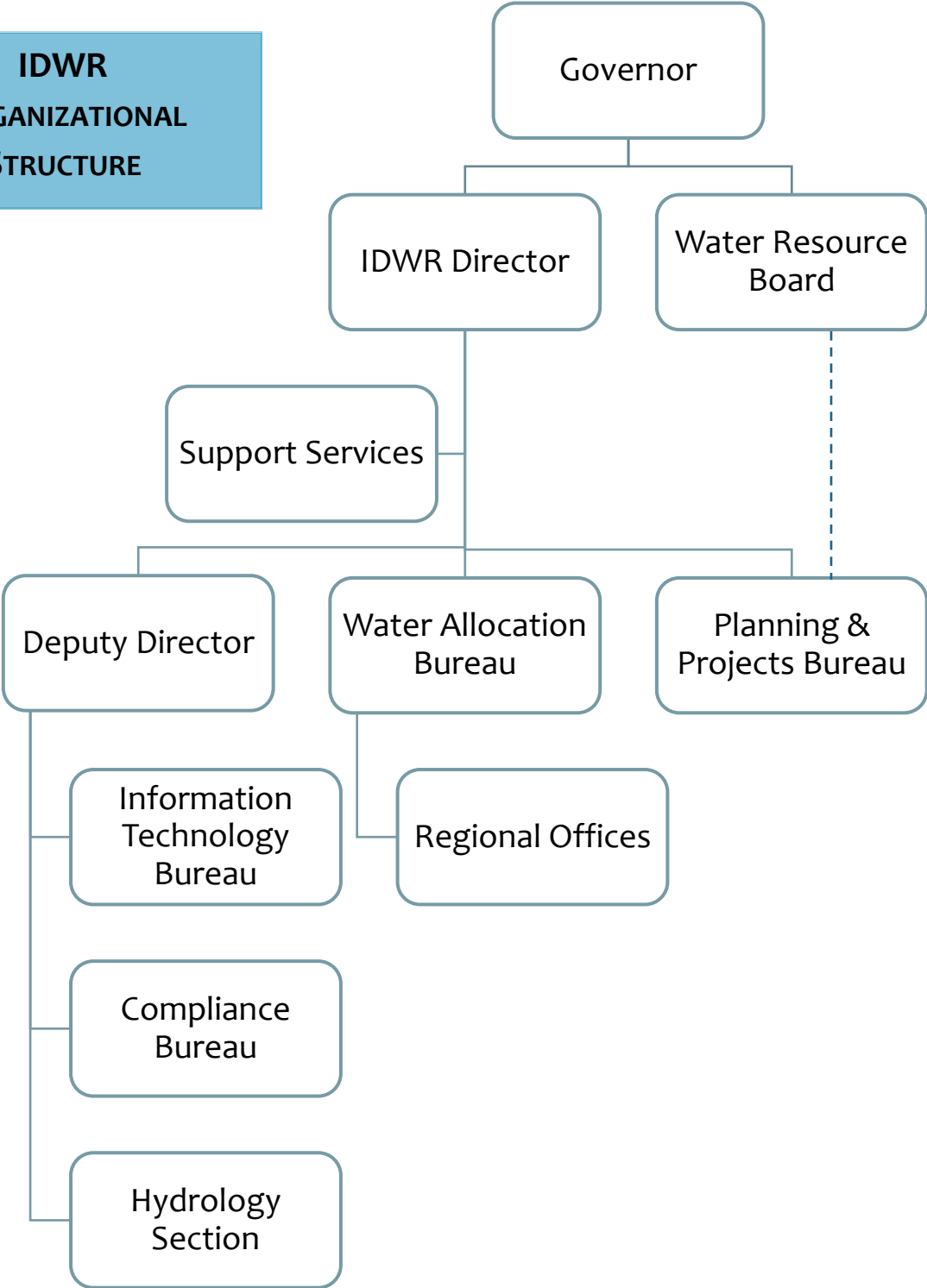
IDWR and the Board interact in a level working relationship. The Board establishes long-term vision and policy, and implements water projects on behalf of the state. IDWR administers water rights and performs other regulatory functions.

There are four bureaus within IDWR: the Water Allocation Bureau, the Water Compliance Bureau, the Water Planning Bureau, and the Information Technology Services Bureau. IDWR also has a stand-alone Hydrology Section. The Purchasing, Financial, and Human Resources groups support the staff of the Department. (See organizational chart on page 3.)

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 demands for water from prospective water users increase. The challenge for IDWR and the Board is to fulfill the sometimes conflicting directives of promoting the sustainable development of water resources of the state 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 statute requires each state agency to develop a strategic plan that is the foundation for establishing performance commitments and assessing progress toward achieving agency goals (Idaho Code § 67-1903). Plans are based on the state fiscal year (July 1 through June 30); cover a 4-year period, including the year in which they are developed; and are updated annually.

GOALS AND OBJECTIVES

This plan contains four goals related to four key department functions: managing water resources, administering water rights, financing projects, and supporting staff. Each goal includes specific action items, or objectives, that will lead the Department to meet those goals. Performance measures and benchmarks associated with those objectives will inform the Department of its progress.

Goals:

- 1) Manage and administer 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 ensure 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.

In addition to the four programmatic goals listed above, this plan includes an addendum and objectives related to Executive Order 2017-02, implementing cybersecurity measures.

EXTERNAL FACTORS

There are several factors outside of the Department's control that could affect this plan and its goals. Specifically:

- Availability of funding
- Federal and State regulatory actions and mandates
- Weather patterns, droughts, natural disasters, and other environmental factors
- Litigation and court decisions

PLAN DEVELOPMENT AND APPROVAL

The Director's Executive Team developed the IDWR Strategic Plan and will revisit it throughout the year to assess progress against the goals and measures. The Team welcomes any input or suggestions from staff; this document should be meaningful for all IDWR employees.

The Director's Executive Team consists of the following individuals: Gary Spackman, Director; Mat Weaver, Deputy Director; Tim Luke, Compliance Bureau Chief; Greg Mathias, Information Technology Services Bureau Chief; Brian Patton, Planning & Bureau Chief; Jeff Peppersack, Water

Allocation Bureau Chief; Sean Vincent, Hydrology Section Manager; Caitlin McCoy, Director's Administrative Assistant; Sascha Marston, Fiscal Officer; and Holly Wimer, Human Resources Officer.



Shoshone Falls, Courtesy of Sarah Shaul, IDWR

GOAL 1: WATER RESOURCES

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

The Department of Water Resources has statutory responsibilities to manage and administer the water resources of the state. This includes the development of efficient processes to change existing water rights and to appropriate water for future use in order to sustain economic activity and growth for the benefit of the state. This also includes enforcement of standards and practices to protect public safety in the construction of wells, stream channel alterations, and the construction of dams and mine tailings impoundment structures. These tasks require accurate and accessible hydrologic data to support decisions.

OBJECTIVES, PERFORMANCE MEASURES, AND BENCHMARKS TO MEET GOAL 1

Objective 1: Reduce processing delays for major water right processes: applications for permit, water right licensing, applications for transfer, and ownership changes.

(Water Allocation)

- **Timely Hearings:** Develop and support a team of at least six experienced hearing officers to quickly resolve contested case applications.
- **Comprehensive Workload Management:** Design, create, and implement workflow software to 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.
- **Online Filing Options:** Design, create, and implement online filing options for water right customers.
- **Enhanced Workflow Software:** Update the workflow software for processing applications for permit, applications for transfer, and water right ownership changes, including integration of GIS technologies for data entry, display, and analysis.

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Size of the water right licensing backlog	750	500	250	200
Number of pending transfer applications	130	120	110	100
Number of pending ownership changes	400	300	300	200
<i>These benchmarks are based on internal targets, taking into consideration past performance, staff resources, customer satisfaction, and competing priorities.</i>				

GOAL 1, CONTINUED

Objective 2: Modernize record-keeping processes in the water rights program to reduce labor costs, enhance accessibility, and limit paper use.

(Water Allocation)

The performance measures and benchmarks for this objective are the tasks below and their target completion dates. They represent a realistic timeline to create and implement a records retention policy.

- Determine legal authority to use electronic documents as official records.
Completion Date: June 30, 2018
- Create and implement records retention policy for temporary water use approvals.
Completion Date: June 30, 2019
- Create and implement records retention policy for permanent water right appropriations.
Completion Date: June 30, 2020
- Evaluate and refine water rights records retention policies.
Completion Date: June 30, 2021

Objective 3: Ensure that an up-to-date Operation/Emergency Plan exists for all high hazard dams.

(Water Allocation)

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Percent of high hazard dams that have an up-to-date Operation/Emergency Plan	80%	85%	90%	95%
<i>These benchmarks represent an annual 5% increase to allow time to work with dam owners over a five-year period.</i>				



Sheridan Reservoir, Island Park, Courtesy of Chelsea Serrano, IDWR

GOAL 1, CONTINUED

Objective 4: Complete development of HydroSite application for interfacing with the Hydrologic database, or acquire alternative off-the-shelf solution.

(Hydrology)

There is no specific performance measure or benchmark aside from the completing the objective.

- Implement hydrologic database interface solution.
Completion Date: June 30, 2018

Objective 5: Timely issue Stream Channel Alteration (SCA) permits to balance the protection of property, public safety, and stream channels.

(Water Compliance)

- Finalize an administrative policy for stream channel enforcement actions to create clear expectations by the regulated community and establish a consistent level of enforcement.
- Establish baseline reporting for pre-SCA site inspections to assist the public with implementation of best management practices.
- Establish baseline reporting for post-SCA site inspections to monitor compliance with permit conditions.

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Percentage of SCA applications processed within 60 days of receipt (minimum standards projects only)	75%	75%	75%	75%
<i>This benchmark is based on review of the estimated number of minimum standard projects (as defined by rules) and consideration of achieving processing turn-around times necessary to achieve applicant's construction timelines.</i>				
Percent of permitted SCA activities receiving pre or post inspection ¹	15%	20%	25%	25%
<i>Benchmarks are based on anticipated staff levels and scheduling. Future benchmarks may change based on baseline data.</i>				

¹ IDWR does not currently track pre and post site inspections through its database. Staff will track inspections in FY18 and may adjust the benchmark projection in subsequent years. The addition of a staff position in FY18 intends to increase pre and post inspections above recent annual levels.

GOAL 1, CONTINUED

Objective 6: Streamline hydrologic data collection and processing.

(Hydrology)

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Number of monitoring sites instrumented each year with automated data collection systems:				
Number of new pressure transducers deployed in monitoring wells	25	25	25	25
Number of new telemetry systems deployed at stream gages	10	10	10	10
<i>These annual benchmarks are based on internal targets, taking into consideration past instrumentation efforts, staffing levels, and budgetary resources.</i>				



Lucky Peak Dam from Lucky Peak, Courtesy of Dan Stanaway, IDWR

GOAL 1, CONTINUED

Objective 7: Educate and engage with regulated industry, landowners, and communities regarding resource protection laws, rules, and policies.

(Water Compliance)

- Inspect well construction activity to promote compliance with well drilling rules.
- Participate in well driller continuing education workshops throughout the state to maintain and improve driller’s understanding of well drilling laws and rules.
- Conduct Community Assistance Visits (CAVs) and Community Assistance Contacts (CACs) to educate local community floodplain administrators on National Floodplain Insurance Program (NFIP) requirements and to ensure implementation of local floodplain ordinances are consistent with the NFIP.

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Percentage of wells inspected during construction ²	25 – 30%	30%	30%	30%
<i>This annual benchmark is based on meeting or exceeding FY17 inspections and takes into account logistic and scheduling challenges.</i>				
Percentage of IGWA well driller association workshops supported by IDWR	100%	100%	100%	100%
<i>This annual benchmark is consistent with the agreement between IDWR and IGWA.</i>				
Number of NFIP Community Assistance Visits and Community Assistance Contacts initiated	CAC: 40 CAV: 8 - 10	CAC: 40 CAV: 8 - 10	CAC: 40 CAV: 8 - 10	CAC: 40 CAV: 8 - 10
<i>This annual benchmark is consistent with FEMA contract goals.</i>				

Objective 8: Update the existing Dam Safety Rules (IDAPA) for consistency with statute and industry standards.

(Water Allocation)

No specific performance measure or benchmark aside from completing the rule update.

² Of newly constructed well inspections, IDWR will target 5-10% during placement of well seals. The remaining inspections will take place during other phases of construction.

GOAL 2: WATER RIGHTS

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

Orderly administration of the finite water resources within the state begins with an accurate determination of existing water rights through court adjudications. Once the court issues water right decrees, the Department creates water districts, and watermasters elected by the water users administer and regulate the water rights. 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. This administration also includes the development of tools to facilitate the accounting of water diversions and use, assess hydrologic impact from water diversions, and predict changing future water supplies.

OBJECTIVES, PERFORMANCE MEASURES, AND BENCHMARKS TO MEET GOAL 2

Objective 1: Determine the validity (or elements) of each claim to a water right filed in the Northern Idaho Adjudications for recommendation to the court.

(Water Allocation)

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Percentage of Director’s Report recommendations filed:				
Coeur d’Alene-Spokane River Basin Adjudication	80%	100%	NA	NA
Palouse River Basin Adjudication	NA	NA	100%	NA
<i>These benchmarks are based on staff resources and court schedule.</i>				

GOAL 2, CONTINUED

Objective 2: Create or modify water districts within the Snake River Basin.

(Water Compliance)

- Priority areas/sources include the Little Lost River (Administrative Basin 32), the Upper Salmon River Tributaries (Administrative Basins 74 and 75), and all portions of the Eastern Snake Plain Ground Water Management Area not currently included in water districts.

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Number of water districts created or modified within the Snake River Basin	1 – 2	1 – 2	1 – 2	1 – 2
<i>This annual benchmark is based on meeting or exceeding production level from FY15 – FY17. It takes into account staff resources and budgetary constraints.</i>				

Objective 3: Improve the administration of water rights and regulation of water use in water districts throughout the state.

(Water Compliance)

- Issue water diversion measurement and control orders to explicitly authorize water district watermasters to measure, control, regulate, and report water use consistent with Idaho law and IDWR standards.
- Develop technical resources and train water district watermasters and staff:
 - Complete water district operations manual
 - Update watermaster handbook
 - Create website mapping and data applications tools
 - Offer group or individual watermaster training

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Percent of measurement devices installed for required wells in ESPA	100%	NA	NA	NA
<i>This benchmark is consistent with IDWR 2016 measurement order which requires 100% compliance by the beginning of the 2018 irrigation season.</i>				
Complete Water Districts Operations Manual	April 1, 2018	NA	NA	NA
<i>Completion of manual will provide consistency in water district operations and enhance training.</i>				
Number of watermaster training workshops conducted by IDWR	3	3	3	3
<i>This benchmark is based on past performance and scheduling workshops at three separate locations within the southern half of the state and in proximity of most water districts.</i>				

GOAL 2, CONTINUED

Objective 4: Maintain and enhance a timely, fair, successful, and consistent enforcement program.
(Water Compliance)

- Investigate complaints and violations consistent with IDWR policy.
- Develop GIS-based method to automate and expedite water use compliance investigations across water districts or specific discrete areas of the state.
- Improve the water user and public perception of IDWR’s enforcement of state water law and subsequent correction of violations.
- Explore options for accepting online complaints.

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Publish an Annual Enforcement Statistics Report	January 15, 2018	January 15, 2019	January 15, 2020	January 15, 2021
<i>Creation and distribution of enforcement statistics will educate water right holders and the public about the program.</i>				
Number of discrete compliance investigations completed with automated GIS-based tools and methods	1	2	3	4
<i>This initial benchmark is limited to one area in order for staff to evaluate methodology and due to limited GIS staffing assistance, subsequent year benchmarks may change based on FY18 results.</i>				
Develop procedures to verify ongoing compliance with recently resolved enforcement actions	June 30, 2018	NA	NA	NA
<i>Once compliance tracking procedures are in place, IDWR will establish future performance measure(s) and benchmark(s) to support Objective 4.</i>				

Objective 5: Establish a policy for administering trust water rights.
(Water Allocation)

<i>The performance measures and benchmarks for this objective are the tasks required to establish a policy. They are based on realistic expectations of the Swan Falls Policy Group availability and ability to reach consensus.</i>				
<ul style="list-style-type: none"> • Create draft term sheet establishing policy to administer water rights. <i>Completion Date: January 15, 2018</i> • Adopt final term sheet. <i>Completion Date: January 15, 2019</i> 				

GOAL 2, CONTINUED

Objective 6: Develop and improve tools to administer surface and ground water resources.

(Hydrology)

The performance measures and benchmarks for this objective are the tasks below and their target completion dates. They represent a realistic timeline based on experiences with similar projects and are consistent with outside contractor scope of work and deliverables.

- Document spreadsheet tool for predicting flow in the Snake River at the Murphy Gage.
Completion Date: June 30, 2018
- Update and enhance Water Right Accounting program and procedures for the Big Lost River basin.
Completion Date: March 1, 2018
- Document special calculations for Water District 01, 63, and 65 storage programs.
Completion Date: June 30, 2020
- Construct and calibrate a transient ground water flow model for the Treasure Valley aquifer system, and publish final report.
Completion Date: June 30, 2021

Objective 7: Improve accuracy of Adjusted Average Daily Flow (AADF) calculations for evaluating compliance with the minimum flow provisions of the Swan Falls Agreement.

(Hydrology)

There are no identified performance measures for this objective at this time.



Snake River near Blackfoot, Courtesy of Kerrie Mathews, IDWR

GOAL 3: PROJECTS

PROMOTE AND FINANCE PROJECTS THAT WILL ENSURE THE SUSTAINABILITY OF WATER SOURCES 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) requesting the Idaho Water Resource Board (Board) identify and implement stabilization and sustainability projects to stabilize and enhance ground water supplies throughout Idaho. As documented in SCR137, ground water supplies across Idaho have been declining. In some areas, these declines have resulted in reduced water supplies unable to sustain surface and ground water uses. These reduced water supplies caused contentious, costly, and time consuming litigation. SCR137 encouraged the Board to undertake a proactive approach to reversing these declines to prevent the economic impacts that would inevitably arise if ground water levels continue to decline. The 2017 addition of Policy 8A to the State Water Plan strengthened SCR137, and reads: "Sustainability of 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."

OBJECTIVES, PERFORMANCE MEASURES, AND BENCHMARKS TO MEET GOAL 3

Objective 1: Develop a 250,000 acre-foot average annual managed recharge program for the Eastern Snake Plain Aquifer to stabilize and recover the aquifer.

(Planning & Projects)

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Amount of water recharged to Eastern Snake Plain Aquifer	250,000 acre-feet	250,000 acre-feet	250,000 acre-feet	250,000 acre-feet
<i>This annual benchmark is directed by the 2016 Idaho Legislature, SCR 136, which directs the recharge of 250,000 acre-feet on an average annual basis by 2024, and is included in the State Water Plan.</i>				

GOAL 3, CONTINUED

Objective 2: Complete the Mountain Home Air Force Base Water Supply Project to deliver a sustainable surface water supply to the Base and relieve demands on the over-drafted Mountain Home Aquifer.

(Planning & Projects)

The performance measures and benchmarks for this objective are the tasks below and their target completion dates. They represent the major milestones needed to reach the 2021 target completion date.

- Acquire right-of-way across federal ground.
Completion Date: December 31, 2017
- Design-build-operate procurement process.
Completion Date: December 31, 2017
- Sign water service agreement with the United States Air Force.
Completion Date: December 31, 2017
- Issue revenue bond financing.
Completion Date: February 28, 2018
- Begin construction.
June 30, 2018

Objective 3: Champion projects that contribute to statewide water sustainability.

(Planning & Projects)

- Priest Lake study
- Island Park Reservoir Enlargement property evaluation
- Revised study on enlarging Boise River Reservoirs
- Development of Cooperative Cloud Seeding program in partnership with Idaho Power and water users in the Boise, Wood, and Upper Snake Basins
- Evaluate next steps for water supply in the Palouse Basin and Elmore County
- Complete the Goat and Meadow Creek water right acquisitions and Pole Creek project in order to support anadromous fish recovery in the Upper Snake Basin

Performance measures and benchmarks vary by project.

GOAL 4: MANAGEMENT SUPPORT

ENHANCE THE CAPABILITY OF THE DEPARTMENT TO MANAGE AND PROTECT THE WATER RESOURCES OF THE STATE AND SERVE THE PUBLIC.

The Department cannot meet its mission and statutory responsibilities without traditional “back office” support, including Human Resources, Finance, Purchasing, and Information Technology Services. Though rarely seen on the front lines of water resource management, water right administration, project management, or hydrologic study, these support functions are vital to the success of Department employees and IDWR as a whole. Objectives in this area focus on employee development, building and implementing up-to-date and secure technology solutions, and offering support and tools to meet employee needs.

OBJECTIVES, PERFORMANCE MEASURES, AND BENCHMARKS TO MEET GOAL 4

Objective 1: Provide job-related training and education for IDWR employees.

(Human Resources)

- Identify and implement an effective and efficient training program.
- Use Business and Legal Resources (BLR) online “Training Today” program.
- Offer 2 – 3 courses in the following topic areas, with a 95% completion rate.
 - Leadership Development
 - Workplace Compliance
 - Job Safety

There is no specific performance measure or benchmark aside from the completing the objective. IDWR will evaluate its training needs at the end of FY18 to determine future training objectives.

- Implement an effective and efficient training program.
Completion Date: June 30, 2018

GOAL 4, CONTINUED

Objective 2: Implement a credit and debit payment and updated receipting system in all IDWR offices.

(Finance and ITS)

The performance measures and benchmarks for this objective are the project phases listed below and their completion dates. They represent an internal timeline based on experiences with similar projects.

Initiate a project to document, design, develop, and implement payment and receipt.

- Phase 1:
 - Identify and document Project Charter/Project Office
 - Document current system
 - Document requirements (security, audit trail, interfaces, etc.)
 - Document scope of project

Completion Date: June 30, 2018
- Phase 2:
 - Document system/database/process flow
 - Begin development

Completion Date: June 30, 2019
- Phase 3:
 - Complete development, testing, user documentation, and implementation

Completion Date: June 30, 2020

Objective 3: Develop a change management or project management framework to govern and support the effective and efficient documentation, prioritization, development, and implementation of ITS related projects.

(ITS)

- Evaluate the need for full time Business Analysts to IDWR to work with the business units and ITS to provide required documentation for new and existing systems and project management for new proposed projects.
- Develop project documentation to use for major modifications and/or new proposed developed or purchased software.
- Establish a user-driven priorities committee with Deputy Director oversight to establish ITS development priorities of finite IDWR resources.

There are no identified performance measures or benchmarks for this objective at this time.

GOAL 4, CONTINUED

Objective 4: Review current technology (e.g. workstations, servers, printers, plotters, access methods, software, etc.) and give IDWR personnel the necessary resources to do their jobs efficiently and timely.

(ITS)

- Replace all workstations manufactured/installed in or before 2013.
- Deploy wireless network access in identified IDWR regional offices to support mobile device access to the department’s network for IDWR personnel and direct Internet access for non-IDWR devices.
- Replace PBX NEC based phone system at the identified regional offices with OCIO VoIP based system.
- Evaluate and upgrade software (GIS, development, MS based, etc.) in use at IDWR, as appropriate.

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Pre-2013 workstations replaced	June 30, 2018	NA	NA	NA
<i>This benchmark fulfills IDWR's 3-Year IT Plan Initiative: Workstation Upgrade.</i>				
Number of regional offices updated with Wi-Fi and VoIP	NA	1	1	1
<i>Fulfill IDWR's 3-Year IT Plan Initiatives: Regional Office Wireless Infrastructure/VoIP Implementation. Funding for regional implementation is available beginning in FY19.</i>				



Recharge at MP 31, Courtesy of Andrea Duran, IDWR

GOAL 4, CONTINUED

Objective 5: Implement processes and procedures, and install required equipment to successfully recover IDWR’s business operations if the State Office becomes inaccessible and/or inoperable.

(ITS)

- Review the IDWR Continuity of Operations Plan (COOP) and Disaster Recovery Plan (DRP) and update personnel contact lists and emergency contact procedures.
- Review and update the IDWR Continuity of Operations Plan (COOP) and Disaster Recovery Plan (DRP) to meet Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO).
- Identify ITS infrastructure required to recover IDWR operations in the agreed upon RTO and RPO.

PERFORMANCE MEASURE	FY18 BENCHMARK	FY19 BENCHMARK	FY20 BENCHMARK	FY21 BENCHMARK
Review, revise, adopt, and implement the IDWR COOP/Disaster Recovery Plan	October 31, 2017	NA	October 31, 2019	NA
<i>This benchmark proposes a review of the COOP every other year.</i>				
ITS Recovery Infrastructure: Complete and submit decision unit to the Governor’s office	September 1, 2017	NA	NA	NA
Purchased and implemented	NA	August 31, 2018	NA	NA
<i>This benchmark establishes a reasonable timeline to budget, purchase and install needed infrastructure.</i>				

Objective 6: Establish and implement programming, database, GIS, and consistent user interface standards.

(ITS)

<i>There is no specific performance measure or benchmark aside from completing the objective.</i>
<ul style="list-style-type: none"> • Develop, implement, and enforce programming, database, GIS mapping, query, and common user interface standards to use across IDWR developed systems. <i>Completion Date: June 30, 2018</i>

GOAL 4, CONTINUED

Objective 7: Expand and improve GIS technology implementation. (ITS)

The performance measures and benchmarks for this objective are tasks below and their target completion dates.

- Establish a Survey 123 User Group to disseminate development knowledge.
Completion Date: September 30, 2017
- Develop and implement new and enhanced use of GIS technology within IDWR workflow applications.
Completion Date: June 30, 2018
- Promote and increase the use of Survey 123 for field data collection.
Completion Date: June 30, 2018
- Develop standards and development processes for Survey 123.
Completion Date: June 30, 2018



Idaho Falls, Courtesy of Mat Weaver, IDWR

ADDENDUM: CYBERSECURITY

Even before the issuance of the Executive Order on Cybersecurity (Executive Order No. 2017-02), IDWR joined with the OCIO and other state agencies to review and address the issues outlined by the Governor's Task Force on Cybersecurity.

As directed by the Executive Order, IDWR is in the process of addressing the first five Center for Internet Security's Critical Security Controls (CSCs). Ivanti's Landesk, a product already in place at IDWR, is being evaluated to determine how many of the first five can be met with our current Landesk configuration. As the evaluation of the CSC implementation progresses, IDWR will identify gaps and communicate those gaps to the OCIO for compilation with other agencies' findings.

Current progress toward fully implementing the first five CSCs, as determined by the CSC Audit Scripts, follows:

CSC 1: 43%
CSC 2: 41%
CSC 3: 19%
CSC 4: 0%
CSC 5: 24%

Working collaboratively with the OCIO and other agencies, IDWR will identify specific tools and platforms to address any additional or outstanding gaps. Working in this manner should allow multiple agencies to take advantage of volume purchase discounts based on expected common needs across various agencies. We anticipate OCIO will act as the central point of contact and will work with the Department of Purchasing in submitting RFQs for the specific tools/platforms. Once obtained, OCIO will charge back to each agency their allocated costs, based on their number of "seats."

Objective: Review, implement, and automate the Center for Internet Security's first five Critical Security Controls, and the National Institute of Standards and Technology's Cybersecurity Framework required by Executive Order No. 2017-02.

- Develop an ITS Policies and Procedures approval process to formally define, approve, adopt, and publish ITS policies and procedures.
Completion date: August 31, 2017
- Develop, approve, adopt, and publish ITS policies and procedures required to implement the first five CSCs required by Executive Order No. 2017-02.
Completion date: October 31, 2017
- Inventory and identify CSCs that IDWR currently has in place and those that need to be addressed or implemented.
Completion date: December 31, 2017
- Implement sub-controls for all CSCs that do NOT require funding for FY18.
Completion date: January 31, 2018

- Working collaboratively with OCIO and other state agencies, develop a gap analysis identifying existing CSCs which need to be implemented (and for which no exemption will be requested) and automated. In the process, identify third party software to satisfy requirements.
 - Fully utilize existing tools to satisfy as many of the first five CSCs and sub-controls as possible.
Completion date: January 31, 2018
 - Work with OCIO to identify vulnerability scanning and penetration testing opportunities.
Completion date: July 31, 2018
- Work with the OCIO and other state agencies as part of the CSC Coordination team to identify software systems to address cybersecurity concerns.
 - Attend bi-weekly State Agency Critical Security Control meetings, provide other agencies on preferred cybersecurity automation software.
Ongoing
- Procure and implement required software to satisfy remaining CSCs.
Completion date: December 31, 2018