



FINAL REPORT

WYOMING OFFICE OF STATE LANDS & INVESTMENTS

INSTITUTIONAL CAPACITY ANALYSIS

Prepared by



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BACKGROUND, SCOPE & OBJECTIVES

In August, 2005, The Lincoln Institute of Land Policy/Sonoran Institute Joint Venture on State Trust Lands contracted with MAXIMUS, Inc. to conduct an institutional capacity assessment for the Wyoming Office of State Lands and Investments (OSLI). That assessment is intended to include an evaluation of the agency's current institutional capacity to achieve strategic goals and objectives described in the agency's 2005 Strategic Plan, and to make recommendations related to securing the agency's capacity to successfully implement that plan.

In reading the strategic plan and listening to members of the task force, one word or theme is repeatedly present: *proactive*. The concept of deliberate re-focus from reactive to proactive management of the state's land assets—both trust and non-trust—is the “seismic” strategic shift that OSLI must build capacity to support. In preparing our assessment, we have taken it as a settled matter that this shift is the policy of the State of Wyoming and that OSLI will migrate from its historical role as a caretaker of public lands to an active manager of the land portfolio. Furthermore, we understand that the shift is explicitly for the purpose of maximizing the value of both trust and non-trust lands to the advantage of the beneficiaries with due regard preservation of values, appreciation potential, and the interests of recreational users, conservationists, and the public at large. Optimizing or maximizing the value to the beneficiaries, however, may take several forms and can include, among others, increasing revenues through increased leasing and commercial development, preserving and enhancing the appreciation potential of the underlying assets, assemblage of larger contiguous parcels (where possible), and improving access.

The intent of this report is to provide an independent capacity assessment to inform the deliberations of an executive-legislative task force created to evaluate the capacity of OSLI to carry out its trust management responsibilities. The Task Force should know that in the course of our work, we had the opportunity to learn a great deal about the internal workings of the office, the capacity and capabilities of its various divisions, and, most important, the staff's commitment to the strategic plan. We believe strongly that the Office is ably led and that the adopted 2005 strategic plan outlines a solid framework for the expected transition to a more proactive operating model. The Office's executive and management staff is working diligently to implement the plan but are, as this report will demonstrate, facing capacity constraints that inhibit full realization of the Office's strategic goals and objectives. These constraints will continue to be inhibitors of true strategic success without an infusion of funding to close the identified capacity gaps. In our view, the most important areas of under-capacity fall into the following areas:

- Information technology
- Asset revenue and value optimization
- Inspection, compliance, and enforcement
- Business process improvement

PROJECT APPROACH

This report contains a summary presentation of the principal findings resulting from the review of OSLI's strategic plan and institutional capacity, along with a set of specific recommendations to address identified capacity gaps. Our findings, conclusions, and recommendations are based on the accomplishment of a series of data gathering and analytical tasks including the following:

- Attendance at the initial meeting of the Task Force

- Interviews with all available members of the Task Force
- Collection and review of an array of documents, budgets, internal policy and procedures documentation, and related material
- Careful reading of the draft and final 2005 Strategic Plan, along with supporting division-level goals and objectives used in the development of that plan (see Attachment A for a detailed listing of divisional goals mapped to Office priority areas)
- Interviews with key leaders, managers, and supervisors within the office and its various operational and support divisions
- Compilation and analysis of interview results and data collection activities
- Development of a draft report and a review of that draft with representatives of the Sonoran Institute and OSLI for purposes of validation of the factual basis of our findings and ensuring the utility of the document in support of the Task Force's deliberations
- Preparation and submission of this final report for the Task Force's consideration

What follows herein, then, are the summarized fruits of these efforts.

2005 OSLI STRATEGIC PLAN

The 2005 OSLI Strategic Plan is the first such planning document prepared under the current statewide mandate for agency strategic planning. OSLI prepared and presented its strategic plan in accordance with the uniform standards established for all of state government. The strategic plan includes the following major components:

- A factual overview of the OSLI statutory authority and a summary description of the purpose and authority of the agency, its governance and organizational structure, resources allocated, beneficiaries served, and a very high level description of the state's land assets under its management.
- A summary of the OSLI's five priority functions, which include:
 - 1) Optimization and diversification of trust asset revenue to include lease compliance activities, commercial leasing, and optimization of benefits derived through the granting of easements, sales of forest products, and the sale of trust lands.
 - 2) Preservation and enhancement of trust asset values for current and future beneficiaries. Accomplishment of this priority requires proactive management of the state's land portfolio; pursuit of land sales, acquisitions and/or exchanges to assemble contiguous land parcels to improve the agency's ability to manage trust assets efficiently.
 - 3) Forestry assistance to local governments, other cooperating agencies, and the general public to support them in attaining sustainable management and protection of the state's natural resources through effective use of state funding to leverage additional federal and local financial resources.
 - 4) Grant and loan program administration to benefit local communities. Key activities include the evaluation of grant program applications and securing partnerships with federal and state programs to maximize funding available to support local efforts related to land management.
 - 5) Data development and data sharing through the effective application of information technology to improve reporting of their activities, to promote data sharing among other

agencies, and other activities designed to provide the information necessary for efficient and effective stewardship of the state's land portfolio.

- Performance measures and a discussion of the results of current agency activities, which include the following eight key performance indicators:
 - 1) Trust asset revenue and impact payments distributed to permanent funds (revenue dollars by program).
 - 2) Trust asset revenue distributed to income funds (revenue dollars by fund).
 - 3) Trust land sales, land acquisitions, and land exchanges (acres and values, by type).
 - 4) Noxious weed and designated pest treatments (acres and costs, by type).
 - 5) Silvicultural treatment (acres and revenue).
 - 6) Forestry assistance program utilization and funding assistance (funds allocated, by number of persons served and acres enhanced).
 - 7) Grant program utilization and funding assistance (grant funds requested and awarded, over time).
 - 8) Loan program utilization and funding assistance (loan funds available and approved, over time).

- Seven goals to improve performance within the next two years, specifically:
 - 1) Enhance OS LI's ability to demonstrate accountability to the trust beneficiaries by developing processes and procedures to capture data electronically and illustrate its performance.
 - 2) Actively seek and develop opportunities and strategies that will enhance and preserve trust asset values and revenues generated by those assets.
 - 3) Actively inspect and enforce lease compliance to protect the value of surface and sub-surface trust assets.
 - 4) Enhance and protect non-trust institutional and acquired asset values.
 - 5) Enhance Forestry Assistance programs through local education and program support.
 - 6) Assist communities through the State Loan and Investment Board (SLIB) to optimize the utilization of program funding to meet community infrastructure needs.
 - 7) Establish an Information Technology Division within the agency to improve and increase intra- and interagency efficiency and effectiveness.

STRATEGIC PLAN CAPACITY ASSESSMENT

Presented below is an assessment of OS LI's current institutional capacity to attain its strategic plan goals. The assessment includes consideration of goals and performance management, staffing and staff development, principal business processes, management systems infrastructure, and work volume management. This assessment is organized around the seven strategic goals included in the agency's 2005 strategic plan. Following the presentation and discussion of the institutional capacity for the accomplishment each strategic goal, a series of capacity issues and recommendations are presented.

Goal 1: Enhance OSLI's ability to demonstrate accountability to the trust beneficiaries by developing processes and procedures to capture data electronically and illustrate its performance.

OSLI identified seven specific initiatives to support this strategic objective:

- 1) Automate processes that will facilitate tabular and spatial data sharing and analysis.
- 2) Assess the quantity, quality, and accuracy of staff workflow, as well as the allocation of workload, resources, and projects.
- 3) Assure as much state trust land is available for lease/use and development as is practical, and is put to the highest and best use, taking into consideration the physical land condition, location, and environmental status of each parcel available.
- 4) Maintain a current record/inventory of state surface and mineral ownership and make documents available for both public and industry examination.
- 5) Assure lessee compliance with rules, regulations, statutes, and leases requiring timely and accurate payments.
- 6) Assure timely and accurate distribution of funds to appropriate permanent and income funds.
- 7) Assess the efficiencies and benefits of the oil and gas royalty in kind program.

Goal 1 is cross-cutting in scope, involving all of the agency's functions, programs, and services.

Goals and Performance Management

The availability of timely, accurate and reliable information for decision making is critical to any organization. In the information age, technology has become the critical lever in achieving the strategic goal of ensuring information availability. Not surprisingly, almost every division in OSLI has identified one or more goals or performance measures it would like to achieve through new, technology-enabled processes and procedures. These new initiatives range in scope from internal division activity to reporting on State Board of Land Commissioners activity.

What OSLI staff have yet to do is to formally and systematically establish priorities for developing such new policies, processes, and procedures (based on a business case assessment and strategic plan impact) and then to implement improved processes along with the supporting technologies. Implementation of each new process will require the documentation of "as-is" and business practices, design of "to-be" processes, and identification of performance measures, information requirements, and data elements and sources. Program managers will then need to work with Information Technology to design a means of capturing, compiling, and reporting that data electronically by using existing systems, developing new systems or acquiring commercially available software applications.

Institutional Capacity Assessment

1. Across the agency, performance measures used to monitor and measure performance both for internal management decision making and for reporting the beneficiaries and the public at large are largely quantitative in nature: *activity or quantity of workload* is being measured and reported. Measures of *results achieved, efficiency or effectiveness* are difficult to find. Similarly, at least at the agency level—as opposed to the divisional level—existing performance measures are not reported against any

standard or target to facilitate the assessment of the degree of progress or accomplishment of the agency's goals.

2. As examples of the above, the stated performance measures for the strategic priority of optimization and diversification of trust asset revenue are:
 - *"Trust asset revenue and impact payments distributed to permanent funds"*
 - *"Trust asset revenue distributed to income funds"*

For the second strategic priority area, preservation, enhancement, and appreciation of trust asset values, the stated performance measures are:

- *"Trust land sales, land acquisitions and land exchanges"*
- *"Noxious weed and designated pest treatments"*
- *"Silvicultural treatment"*

These are activity measures and not performance measures. So, again for illustration's sake only, to turn these measures into useful performance management tools, they might be re-worked to read as follows:

- *"Year-to-year percentage increase of trust asset revenue and impact payments distributed to permanent funds"*
- *"Proportion of trust asset revenue distributed to income funds"*
- *"Percentage (or dollar) increase in the land portfolio value from trust land sales, land acquisitions, and land exchanges"*
- *"Increased number of acres treated for noxious weeds and designated pest"*
- *"Percentage of state forest lands receiving silvicultural treatment"*

These measures then lend themselves to the establishment of performance standards (activity counts can, as well) as in:

- *"Increase revenue of trust asset revenue and impact payments distributed to permanent funds by a minimum of 75 basis points above the measured rate of inflation."*
- *"Increase the acreage receiving noxious weed and pest treatments from X to Y"*

3. A review of the past two biennial budget requests did not reveal any explicit or documented nexus between budgeted resource allocations and expected performance goals.
4. While it is clear that significant staff effort has been devoted to the preparation of the agency's strategic plan and the supporting performance measures and analysis thereof, this critical activity is more of a "sideline" activity undertaken by existing staff with other primary and significant duties. With the exception of the Director and Deputy Director positions, both of whom have full time jobs running the day-to-day business of the agency, dealing with stakeholders, legislators, and other executive branch agencies, there is no high-level policy office or individual staff person fully responsible and dedicated exclusively to the development and oversight of a comprehensive performance management and improvement program (a program that encompasses both measurement and monitoring of results against established standards).

Staffing and Staff Development

While the current OSLI staff are most likely capable of creating new processes, policies, and procedures, and of determining appropriate measures for their activity, it is less certain that OSLI staff will have the available time or resources to implement all of their plans. Based on interview results, it is clear that available staff time is consumed with daily operational tasks. Further, it is unlikely that the agency's information technology resources and capability are adequate to develop, acquire, implement, and integrate the modern systems necessary for the timely data capture and reporting on desired activity.

Given that staff are presently busy with other activities, and assuming that those activities continue, then OSLI will need to add staff or consulting resources, both to assist the various divisions' staff with the development of improved processes and procedures for data capture and reporting, and to create custom relational databases as information repositories along with reporting tools and analytical applications to support management and customer information needs. OSLI could initiate this business process improvement effort by either hiring or contacting for staff support in this area. Specifically, they could hire a business process analyst or like position to facilitate the development and documentation of business processes. That person could also establish priorities for the creation of new policies and procedures.

Institutional Capacity Assessment

1. It is not evident that there are any agency resources trained and/or dedicated to the systematic examination, evaluation, and redesign of mission critical business processes. The Financial Programs and Management Services division is staffed only to provide basic accounting, human resources, and investment services and not to provide regular, ongoing business process improvement support to others in the agency. Notably, however, the Assistant Director of Finance has made an initial attempt to assess internal controls and business process improvement opportunities in her own unit and across the other Divisions of the Office. This effort is to be commended and continued, but done on a part-time basis is unlikely to produce sustainable improvement.
2. Line program staff are neither trained nor focused on business process improvement and tend to address workload management issues through seeking new staff rather than through critical examination of business practices, elimination of redundant activities where they may exist, and so forth.
3. OSLI's recent consolidation of information technology assets into an Information Technology Division is an exception to this general observation and represents a promising opportunity, if one that is not yet fully realized, to leverage existing staff better to meet the agency's growing technology needs.

Principal Business Processes

This goal relates to all of the agency's business processes, especially to those where public reporting and accountability are critical. In order to develop and implement business processes and practices designed to effectively illustrate performance, the agency leaders will need to collaborate across divisional boundaries to identify and prioritize the business areas most in need of redesign. Then, appropriate technology solutions can be identified to facilitate the collection, sharing, and reporting of data. While existing staff are capable of collaboration and prioritization of the business practices most impacted by this goal, the design of new business practices as well

as data collection, storage, and reporting procedures will require a significant investment of time from the various divisions.

Institutional Capacity Assessment

1. It is not evident that there are any agency resources trained and/or dedicated to the systematic examination, evaluation, and redesign of mission critical business processes. The Financial Programs and Management Services division is staffed only to provide basic accounting, human resources, and investment services.
2. Line program staff are neither trained nor focused on business process improvement, and tend to address workload management issues through seeking new staff rather than through critical examination of business practices, elimination of redundant activities where they may exist, and so forth.
3. The lack of integrated business systems leads to duplicative effort, and increases opportunities for error. As one example, as mineral lessees submit data required for royalty compliance, this data is first checked by accounting staff before entering into the system. This data is then batch processed overnight. However, it has been reported to us that after this batch processing, all of the entries have to be manually reviewed, reconciled, and reposted to ensure that control numbers are updated and accurate under the current indexing scheme.

Management Systems Infrastructure

At present staffing levels, the Information Technology Division is not fully prepared to design, program, and implement new data capturing systems. In some cases, Information Technology may be able to extract data from existing databases and consolidate it with other data elements for reporting purposes. On the other hand, Information Technology may need to develop custom databases or applications to capture the agency's work activity, and the Information Technology Division is not staffed to perform that additional work.

In order to initiate the development of relational databases and so-called "business intelligence" applications for reporting and analysis, Information Technology will require skills both in database administration and in application development and/or implementation. Next, a small number of high priority business processes should be selected for a pilot program. Once OSLI has successfully implemented the first few systems, it could then review the inventory of data collection and reporting needs, and from that review establish a set of priorities for completing those programs. At the same time, Information Technology could reevaluate its own resource needs to support that development.

Depending on the specific business process in question, it will be important to enhance availability of the Office's data to the general public, leaseholders, and other stakeholders. This objective will require skills in web portal development and integration. At present, OSLI has assigned responsibility for management of the agency's website to one person who has essentially been self-taught in web design. The skill sets associated with data reporting, especially if such reporting includes live database look-ups, presently exceed those of current staff. Information Technology should be reviewing opportunities to deliver information—sometimes through secure, password protected means—to both internal and external users through a web portal (as opposed to manually transcribed, static information).

Institutional Capacity Assessment

1. Many, if not most, of OSLI's business processes are still reliant on manual, paper-driven processes or, more recently, a series of stand-alone and non-integrated automated application programs custom-developed to support individual program needs. The Information Technology Division's capacity is limited, comprising only seven full time equivalent positions (FTE), and it was created through the consolidation of previously dispersed resources within the agency, primarily from the Mineral Leasing and Royalty Compliance Division. These positions include, in addition to the Director and Assistant Director, an MIS Coordinator, Software Application Developer and four support staff. The divisional staff use both contracted resources and the support of the State's centralized IT office. On the surface, this staffing should be adequate to support the system maintenance needs of a small agency with a total staff of under 100. However, growing demands for conversion of labor intensive, manual processes to automated means, coupled with the need to integrate existing systems to minimize data redundancy, improve accuracy and ease of access, and to provide graphical information to customers and the general public to demonstrate accountability, combine to require significant development needs, for which the agency is not currently resourced.
2. See the discussion under Goal 7, which deals with the operation of the newly-created Information Technology Division.

Work Volume Management

The establishment of new, technology supported business processes is best accomplished when individuals at all levels of the organization are included. Some new procedures or practices will be comparatively easy to implement, but others will require considerable discussion and interaction with various members of staff throughout OSLI. Due to staffing and skill set constraints, coupled with existing workload demands, the scale of the business process improvement effort is outside of the agency's current capacity. As such, OSLI will need to set priorities based on strategic impact and constituent service parameters. Then, by adding resources to facilitate the design of new business processes and supporting technologies, the Office will learn required approaches and skills, and will build the capacity required for successful implementation and maintenance over the long term. Once the Office has successfully completed some of these new policies, it will be able to reevaluate its resource needs to support the improvement of other, lower impact process improvement initiatives.

Institutional Capacity Assessment

Across the agency, workload volumes fluctuate based on a number of variables particular to each program area. The individual offices have traditionally responded or reacted successfully to these changing variables—be they market conditions that drive mineral activity, federal funds availability that drive grant activity, forest fires that impact silvicultural workload, etc.—within their existing resources. Now, however, a significant strategic shift is underway, and the agency is working to be more proactive in both its constituent/beneficiary service programs and its internal support functions. This shift in the operational mindset of the agency has important capacity implications across all of OSLI's divisions and subordinate units. In a true sense, the agency is undergoing a transformation. That transformation is at this time unsupported by any dedicated resources to assess, prioritize, and direct the needed changes to business processes and practices under the emerging proactive operating model. Workload volume on existing

staff is increasing, or at least changing, but the agency needs to take active steps to adapt operating practices and provide supporting technology tools before concluding that staffing increases are the best approach to addressing workload management issues.

Recommendations to Effectively Implement Goal 1: Enhanced accountability through improved business processes and procedures, electronic data capture, and reporting

The first goal in the strategic plan calls for OSLI to demonstrate its accountability to the trust beneficiaries through the development of improved processes and procedures and supporting technologies. In essence, this strategy requires the agency to engage in a series of business process improvement initiatives to ensure that business practices and procedures are efficient, based on best practices for land management and that the data available for decision making is timely and accurate. It is a sweeping goal focused on making sure that OSLI is operating with the highest levels of efficiency and effectiveness and that its resources (capacity) are optimally deployed.

- **Recommendation 1.A: Establish an internal Business Improvement Task Force, reporting to the Director.** An internal task force of experienced and knowledgeable agency personnel should be assembled and tasked with the identification of critical business processes and the development of high priority process and procedural improvement recommendations. Each operating and staff division should be represented on the task force, and the individuals assigned should have deep subject matter expertise as well as the authority to make decisions on behalf of their unit. This task force should operate immediately under the Director's authority to ensure cooperation from all affected divisions and subunits within OSLI. The charge of this task force should be to provide the Director with a plan of action for addressing business process/productivity improvement opportunities, prioritized in terms of their impact on the ability to proactively implement the agency strategic plan and then to "work the list" in cooperation with other internal resources, representatives of other agencies where appropriate, and using outside consulting resources where necessary.
- **Recommendation 1.B: Create a ready pool of pre-qualified business process improvement and information technology consulting resources.** The agency should consider issuing a Request for Proposals for a Master Services Agreement to pre-qualify consulting vendors in a wide range of required disciplines for business process redesign, process automation, public information, and change management. This ready reserve of pre-qualified consultants can then be called upon to augment internal teams on an as-needed basis while avoiding the delays often imposed by lengthy solicitation and procurement processes.
- **Recommendation 1.C: Provide funding for an independent Process Improvement Program Management Office.** While the bulk of the process improvement work can and should be accomplished with in-house resources to secure user buy-in and commitment, success in the effort will require the assistance of experienced outside consulting resources and project managers. The above-recommended consulting resource pool provides a mechanism for the efficient acquisition of subject matter expertise. However, it does not address the need for a full-time focus on management of the business transformation initiative required to achieve the agency-wide results desired. By establishing a Program Management Office, staffed with consultants experienced in the design and management of large scale improvement initiatives, the internal task force teams can be better coordinated, resource and scheduling conflicts can be resolved, and independent assessment and guidance

can be secured without the addition of full-time staff who will no longer be necessary once the transformation is complete.

Goal 2: Actively seek and develop opportunities and strategies that will enhance and preserve trust asset values and revenues generated by those assets.

Nine individual initiatives to support this goal are defined in the strategic plan:

1. Refine the formal evaluation process for long-term leases, land sales, exchanges and acquisitions in order to 1) optimize revenue generation while protecting and preserving the trust corpus for future generations; 2) engage the coordinated, efficient, and orderly management of state trust lands and minerals; 3) define a means in which to balance and/or prioritize key trust asset management objectives; and 4) increase proactive planning.
2. Develop a proposal to dispose of isolated parcels of state lands with the goal of increasing the balance in the Permanent Land Fund to be used by the State Loan and Investment Board for the acquisition of consolidated, higher value and more efficiently managed lands.
3. Employ a proactive management approach to special use leasing, including industrial, commercial, recreational and other similar use leases, through the identification of lands suitable for commercial lease purposes, analysis of economic rates of return for leases, negotiating commercial lease rates and lease terms that will enable the trustees to pursue higher returns and protections for the trust assets.
4. Assess the feasibility and cost savings associated with contracting forest management project preparation or stewardship contracts to accomplish forest management program goals on trust lands.
5. Assess the value/benefit of trust asset preservation and enhancement projects.
6. Assess the feasibility of and cost benefits associated with centralization of the weed and pest program administration within the Cheyenne office.
7. Ensure appropriate noxious weed and designated pest treatment on state land, and monitor the efficacy of those treatments.
8. Automate processes that will facilitate tabular and spatial data sharing and analysis.
9. Utilize the expanded Honor Conservation Camp program to improve fire protection and increase pre-commercial thinning on state trust land.

Accomplishment of this goal rests largely with revenue producing divisions of OSLI, including Real Estate Management, Mineral Leasing and Royalty Compliance, and Forestry.

Goals and Performance Management

Many of the various divisions' individual goals related to enhancing asset values and revenues do not lend themselves easily to measurement or management. Some of the divisions' goals include terms such as "consider contracting," "assess workflows," "continue to pursue," and "become proactive." These "goals" should be reconsidered or reformulated in order to be measurable and achievable goals, with fixed standards and/or due dates, as opposed to descriptions of ongoing processes.

On the other hand, certain divisional goals are more finite and concrete, although without numeric measures. Such goals include “Increase funding for state trust land resource protection and improvement,” and “Conduct field inspections of all new pipeline easement applications.” Open-ended commitments are difficult to achieve with a given amount of resources. In short, these goals should be more closely defined in terms of, for example, specific percentage increases in funding or performance standards for completion of easement field inspections within a given timeframe from application.

Institutional Capacity Assessment

1. There is no institutional level capacity or focus on the design of a performance management program to allow accurate tracking of goal achievement, agency accomplishment, or reporting and demonstrating accountability for the agency’s core purposes.
2. See the discussion regarding performance management capacity under Goal 1.

Staffing and Staff Development

The divisional goals supporting enhanced asset values and revenue growth build upon the skill sets and activities currently performed by staff. Each division is technically capable of meeting its goals. The question is whether there are sufficient staff resources to achieve its new goals related to more active management of the state’s real estate assets, especially in light of the vague and open-ended wording of goals noted above. Without more precise definition of each of the goals, and better measures of success, matching of required resources to goal accomplishment will continue to be very difficult. Based on the evidence available to the consulting team at this time, it appears that OSLI is meeting constituent expectations for its core administrative and paperwork processing types of services with the current complement of staffing resources. To the extent additional programs are added or performance standards are increased, additional resource requirements can reasonably be expected.

Institutional Capacity Assessment

1. OSLI has historically and traditionally staffed, and has had its people trained, to exercise essentially administrative functions, especially with regard to the surface and subsurface leasing programs. Workload measures presented in the strategic plan covering land sales, acquisitions, and exchanges, as well as noxious weed and pest treatments (to preserve land values), show fluctuations over the past four years (and projected for next year), but no additional resources beyond the base budget are identified as necessary to support these ongoing functions.
2. There is limited to no current in-house capacity or expertise in the fields of economic development or commercial real estate development and leasing to undertake the initiatives related to refinement of the lease and land sales process for a balanced program of revenue maximization and asset protection.
3. The agency did, at one time, create and fill a position for Commercial Leasing. It is our understanding that the individual hired left after a very short period and the position remains vacant.

Principal Business Processes

Principal business processes impacted by Goal #2 include the negotiation and processing of a variety of lessees, land sales, acquisitions, exchanges, permitting, etc. and represent much of OSLI's core mission. Each operating division within OSLI has a role in enhancing asset values and generating revenues from those assets. Sometimes, those objectives are in conflict—for example, the tradeoffs between maximization of revenues against preservation and enhancement of open space uses—and the Office has developed a mix of programs to address each of those objectives. The Office modifies its emphasis on these sometimes competing objectives based on policy it receives from the State Board of Land Commissioners.

Thus, at any given time, the Office may refocus priorities and resources on one program or another. That refocusing results in a shift in the relationship among the various divisions. While each division operates on its own, each also conducts a role in the Office's overall mission. Sometimes, divisional activities may not be fully coordinated. For example, the Office has various staff who are deployed in the field, whether as Forestry staff, property management staff, or lease administrators. OSLI may wish to consider how it deploys its field staff so that they take more an an interdisciplinary approach to their fieldwork.

Institutional Capacity Assessment

1. The strategic plan specifically calls for OSLI to undertake a systematic evaluation of its processes for leasing, sales, and acquisition of lands to “1) optimize revenue generation while protecting the trust corpus for future generations; 2) engage the coordinated, efficient, and orderly management of state trust lands and minerals; 3) define a means in which to balance and/or prioritize key trust asset management objects; and 4) increase proactive planning.” These are activities that go above and beyond the Office's current capacity to manage the day-to-day workload, and require a different level and character of expertise than is currently resident and dedicated to them within OSLI. Development of policy and design of new business processes to support the more active management agenda will require dedicated resources focused on this area.
2. Similarly, the same strategic goal calls for the employment of “a proactive management approach to special use leasing, including industrial, commercial, recreational, and other similar use leases through the identification of lands...analysis of economic rates of return...[and] negotiating commercial lease rates and lease terms.” As with the example cited above, new business policies, practices, and processes, along with additional staff expertise, are all necessary to fulfill this objective.

Management Systems Infrastructure

Some of the divisions' goals will require ongoing system support, while some will require one-time support. For example, one of the division's goals is “Develop a proposal to dispose of isolated parcels of State lands.” Thus, Information Technology will need extract those parcels that are considered isolated.

Each of the additional demands placed on Information Technology will exceed that division's ability to meet its customers' needs. In order to address its customer requests, Information

Technology will need to increase its staffing and technical capabilities over the next two years, at least some of which could be accomplished through the use of contract support.

Institutional Capacity Assessment

1. As previously noted, many of the Office's core business processes are manual and paper-based. For example, all leases exist in paper form only. Proactive management of the state's land portfolio requires the availability of ready access to accurate information on each state-owned parcel of land, whether trust or non trust.
2. See the Information Technology discussion under Goal 7 below.

Work Volume Management

As noted above, the various divisions' goals in support of OSLI's overall goal are, in many cases, open-ended and loosely defined. In other cases, the goals are exploratory in nature, where any effort could be considered a success. For those divisional goals that are more exact in terms of their projected outcome, the Office has not yet identified measurable levels of service and, derivatively, the additional staff resources that will be required to achieve those goals.

Institutional Capacity Assessment

1. Changes in work volumes associated with the OSLI transformation from reactive to proactive management of state lands are difficult to project with any precision. Further, the absence of modern information technologies that could be applied to streamline management processes complicates the difficulty in assessing the capacity impacts of the strategic shift. Providing technology capacity should be the first priority to support these activities.
2. According to agency real estate staff, it currently requires about 8 months to complete a simple land sale. More complex transactions and exchanges may require as much as 18 months elapsed time to conclude.

Recommendations to Effectively Implement Goal 2: Active pursuit of opportunities to preserve, enhance, and increase revenues from trust assets

As a proactive manager of the state's land portfolio, OSLI is charged with preserving and enhancing the value of these assets on behalf of the statutory beneficiaries. This responsibility can and does include working to maximize the current income potential of the portfolio while creating opportunities to maximize the long term appreciation potential for other lands set aside for non-commercial, recreational, and open space uses. The agency operates under a "total asset management" concept that requires the careful balancing of a myriad of commercial, agricultural, mineral, timber, recreational, and land conservation interests while providing substantial funding to the state's public education system. The agency has a pool of competent professionals and staff operating various programs serving all of these interests. There is, however, no central locus for the promotion, evaluation, and execution of commercial real estate ventures. Nor does the agency have a full range of real estate development expertise to evaluate the full range of opportunities, proposals, or "deals" that may be presented for its consideration.

- **Recommendation 2.A: Create a Division of State Lands Development Initiatives, reporting to the Deputy Director.** This office would be staffed by 2-3 personnel charged with responsibility for identifying commercial development opportunities involving state

lands, developing public-private partnerships for development proposals deemed in the state's overall interests, soliciting and evaluating development proposals, and responding to unsolicited proposals for land development involving state trust and non-trust lands. One of these individuals should have significant, senior-level experience in commercial/industrial economic development and another in real estate economics and finance. The third position, if allocated, would be to provide staff support if it becomes impractical to share support within the Real Estate Division. The staff of this division will need to work closely with the heads of both the Real Estate management and the Mineral Leasing and Royalty Compliance divisions.

- **Recommendation 2.B: Provide a pool of funding for engagement of real estate consultants on an as-needed basis.** While the responsibility for promoting the notion of public-private partnership in the assembly and evaluation of development proposals mutually beneficial to the state and commercial interests will reside within the new division, individual proposals may require retaining outside expert assistance to ensure that the state's interests are protected, and to assess the viability/feasibility of the commercial proposal, etc.

Goal 3: Actively inspect and enforce lease compliance to protect the value of surface and sub-surface trust assets.

Six strategic initiatives have been proposed to support this goal:

1. Consistently inspect permitted uses to assure lessee compliance with lease terms, rules, regulations, and statutes.
2. Consistently review all contracts and/or lease agreements to ensure adequacy of construction, reclamation, and bonding standards to guard against any reduction in value or productivity of trust assets.
3. Secure management access wherever possible to facilitate efficient inspection and enforcement.
4. Work with the Board of Outfitters and Professional Guides to determine that all licenses issued by the Board to outfitters using state lands located within specific hunt areas have valid temporary use permits authorizing the use of state lands for outfitting/guiding.
5. Pursue legislation to adopt a penalty schedule for noncompliance with the Board's recreational rules, and to provide adequate peace officer enforcement authority.
6. Automate processes that will facilitate tabular and spatial data sharing and analysis.

Lease compliance responsibilities lie primarily within the Real Estate Management and Mineral Lease and Royalty Compliance divisions, with Forestry assuming some compliance functions as well.

Goals and Performance Management

There are six divisional goals supporting this overall Office goal. The most sweeping of these goals is to become a significant and visible presence in the field, which has not been the case to any significant extent in the last century. The other five goals are to monitor existing leases and

conduct annual inspections of leased assets. Other than the wish to create a “presence in the field,” each of the division’s goals is well-defined, and can be expressed in explicit and measurable terms.

Institutional Capacity Assessment

1. There is no institutional level capacity or focus on the design of a performance management program to allow for accurate tracking of goal achievement, agency accomplishment, or reporting, nor for demonstrating accountability for the agency’s core purposes.
2. See the discussion regarding performance management capacity under Goal 1.

Staffing and Staff Development

OSLI is technically capable of performing annual inspections and permit reviews. However, it has not dedicated staff resources to accomplish inspection and enforcement goals. Historically, the Office has heavily relied on a virtual “honor system” of self regulation by both agricultural and mineral leaseholders. The reasoning is that it is in the economic interest of these leaseholders to be good stewards of the land. While there may be some significant legitimacy to this position, no prudent landlord would rely wholly on his/her tenants to ensure compliance with lease terms. So, given the stated goal of enhancing inspection and enforcement activity, current resources (capacity) are insufficient. Accordingly, OSLI will need to secure additional resources, either through hiring lease compliance staff or contracting with other entities for this service, if compliance-related activities are to be effectively stepped up. To the extent that the agency may be able to contract with other state agencies that already have a field inspection and enforcement presence, such as the Department of Environmental Quality or the Game & Fish Commission, it will be necessary to provide training and other resources to those personnel to effectively meet OSLI’s needs.

Institutional Capacity Assessment

1. Resources assigned to compliance activities are very constrained. The subsurface unit manages about 4,500 leases, of which approximately 1,300 are area oil and gas leases. There are reportedly approximately 3,200 wells. There is only one field Drilling Inspector assigned to this workload.
2. In the real estate area, there are about 4,000 active leases, 500 special use (commercial leases), and a variety of temporary use permits. The Land Appraisal and Inspection program is staffed with four individuals who are expected to coordinate weed and pest control activities, inspect for proper signage and, to a more limited extent, inspect for unauthorized use. They do not have any enforcement authority and, as their duties suggest, are not fully dedicated to compliance matters.

Principal Business Processes

This goal relates to inspection, compliance, and enforcement-related activities in several divisions of the organization, most notably Real Estate Management and Mineral Leasing and Royalty Compliance. OSLI already has in place the business processes it needs to accomplish the goal of processing and approving leases, permits, contracts, etc., although many are still reliant on either manual, paper driven processes, or standalone data systems. However, interview results suggest that OSLI has not developed a comprehensive compliance inspection process, and the assigned

compliance staff resources are inadequate to proactively, systematically, and consistently perform compliance functions. Further, it is unclear what OSLI would do if and when it discovers noncompliance with lease terms and other contractual obligations. Ultimately, a lease may be revoked for noncompliance, but the Office should consider up front a series of escalating compliance measures.

Institutional Capacity Assessment

Business processes as they relate directly to lease, permit, and contract compliance, escalation of remedies, etc. are informal and reactive.

Management Systems Infrastructure

OSLI has not identified any system needs to support this goal, and none are envisioned at this point. OSLI may wish to consider placing on its website the dates and locations of the results of its inspections (but not the scheduled dates of inspections, which could modify the inspection results.)

Institutional Capacity Assessment

1. There is no automated application in place for monitoring compliance complaints, issues, status, and resolution.
2. Real Estate is receiving a new grazing lease system in the near future. A total of five modules are ultimately planned, including grazing, surface impact payments, easements, temporary use permits, and special use leases. The full roll-out and implementation of these modules, based on the year and a half development cycle (through the state's A&I department), may take 3-5 years or more to complete.
3. The newly implemented royalty system is not yet fully stable and is not expected to be fully operational until January. There is some level of disagreement between the users and the developers of the system as to how extensive the problems are, but it seems clear that there was relatively little end-user involvement in the design and development of the system, testing, and quality control. While the development staff report that the royalty staff are not using the system properly, the user staff report that their training was poor and that the system is unreliable.
4. Some of the more tenured staff in the Office are not comfortable with information technology and prefer to use familiar manual processes. This predisposition is suggestive of a lack of emphasis and capacity for end user training as new systems are introduced.

Work Volume Management

The Office has not identified staff resources to provide proactive field inspection/compliance activity. Nor has it identified the additional resources that would be required for even more activity that would be needed to establish a "presence in the field." Further, OSLI should consider the additional work that may be required as a result of unsatisfactory inspections. In order to successfully accomplish this goal, OSLI would need to dedicate several staff resources to perform the inspections and to provide a field presence throughout the state or, alternatively, enter into inter-agency agreements for inspection-related services. A hybrid approach, blending contracted resources and a small "response team" to follow up on complaints and/or identified problem areas may be the most efficient approach to the accomplishment of this goal.

Institutional Capacity Assessment

As noted above, because there is effectively no proactive compliance activity, workload management is not a current issue. As the Office moves into a more proactive mode of compliance activity—which will require the addition of dedicated staff resources—processes and procedures for workload prioritization, staff assignments, and standard operating practices will be required.

Recommendations to Effectively Implement Goal 3: *Enhanced inspection and compliance programs*

As noted earlier in the report, the State of Wyoming has a long-standing tradition of reliance on state land leaseholders to self-regulate. Based on the belief that leaseholders, especially agricultural leaseholders, have an economic incentive to act as good stewards of the land under their lease, many in the leaseholder community are resistant to the creation of a strong inspection or enforcement capability under the aegis of OSLI. There is, however, at least anecdotal evidence that there are instances of abuses of state lands by leaseholders or, if not outright abuse, passive neglect of contractual obligations. As well, much of the state's revenue derived from land leases is dependant on self-reporting by the leaseholders. OSLI has effectively no inspection or compliance resources, which is inconsistent with the agency's goal to proactively manage, protect, and enhance the value of state lands.

- **Recommendation 3.A: Create a new position of Field Compliance Manager or similarly titled senior level position.** This individual should have responsibility for the planning and management of an effective state lands inspection and compliance program. This position would serve as the state's principal owners' representative in securing compliance with lease terms, and should report directly to the Director or Deputy Director.
- **Recommendation 3.B: Add 5-7 Field Service Representatives, reporting to the new Compliance Manager, to provide a field compliance presence for OSLI.** These positions should be assigned to a specific geographic region of the state and should be assigned to carry out both a planned program of lease compliance audits or spot checks as well as response to specific complaints from leaseholders or the public. These "Compliance Representatives" could work out of the Forestry Division field offices, and need not be law enforcement officers with citation authority. Rather, their emphasis should be on securing voluntary compliance with contractual terms through direct contact with the leaseholders. Failing that, the Representative would refer cases of non-compliance to the appropriate legal authority for civil enforcement action. Skills required for this role would include the ability to read and properly interpret lease terms, familiarity with policy goals and objectives related to the management and preservation of state lands, and strong written and oral communications skills. Knowledge of farming and ranching operations and/or mineral extraction and production would be valuable.
- **Recommendation 3.C: Contract with other state agencies to provide additional field inspection capacity.** Certain state agencies, such as DEQ and Game and Fish, have full time field enforcement capability. OSLI should consider contracting with these agencies to provide an agreed level of service—paid for by OSLI—to use their field personnel to watch for and report potential abuses of state land by either leaseholders or the general public. Potential lease violations would be reported to the Inspector General, and appropriate compliance Inspectors should be assigned follow-up. Success of this initiative will require the development of training support to the contracted agencies.

- **Recommendation 3.D:** Support adoption of stiffer fines and penalties for violation of recreational use rules and regulations, and provide authority for Game Wardens and other peace officers to issue citations for such violations on behalf of OSLI.

Goal 4: Enhance and protect non-trust institutional and acquired asset values.

A single initiative has been proposed in support of this strategic goal:

1. Contract for appropriate services to repair and maintain non-trust institutional and acquired assets.

This goal is included within a set of three interrelated strategies focused on the more active management of both trust and non-trust lands in terms of value maximization, compliance, and asset protection and enhancement.

Goals and Performance Management

OSLI has identified the Real Estate Division as supporting this goal. The approach that Real Estate intends to use is to contract with private providers to support the repair and maintenance of non-trust assets. As such, the goal is clearly defined and readily achievable.

Institutional Capacity Assessment

1. There is no institutional level capacity or focus on the design of a performance management program to allow accurate tracking of goal achievement, agency accomplishment, or reporting and demonstrating accountability for the agency's core purposes.
2. See the discussion regarding performance management capacity under Goal 1.

Staffing and Staff Development

Existing staff are able to accomplish the basic tasks focused on the preservation and enhancement of non trust lands. As with the shift to active management of these lands, the staffing and staff development issues are effectively identical to those previously cited for the transformation to active management of trust lands. A new mindset, a new focus and, potentially, new skill sets will be required to make this shift.

Institutional Capacity Assessment

No significant capacity issues have been identified in connection with this strategic goal beyond those already identified for trust lands. It is our assessment that additional capacity recommended above for the optimization of revenues (balanced against preservation and asset appreciation goals) for trust lands would be engaged in similar and complementary activities for the non-trust lands.

Principal Business Processes

The basic business processes in place for the protection and enhancement of non-trust and institutional lands are substantially the same as the processes for management of trust lands,

though subject to certain statutory and policy distinctions. As OSLI continues its migration to a more proactive business model, new policies, business practices, and processes to achieve this goal will most certainly be required.

Institutional Capacity Assessment

No significant additional capacity issues have been identified beyond those previously identified and described for the development and implementation of improved business processes and procedures for the management of trust assets.

Management Systems Infrastructure

As with other divisions of OSLI, the direct line programs are supported by a mixture of manual, paper-based systems and standalone, special, or single-purpose systems. There is no comprehensive relational database of state-owned lands, whether trust or non trust, nor are the existing systems integrated with the geographic information system with “layers” containing all relevant data. (See the Information Technology discussion under Goal 7 below.)

Institutional Capacity Assessment

No additional capacity issues noted other than those previously identified for trust lands management.

Work Volume Management

Changes in work volumes associated with the OSLI transformation from reactive to proactive management of state lands are difficult to project with any precision. Further, the absence of modern information technologies that could be applied to streamline management processes complicates the difficulty in assessing the capacity impacts of the strategic shift. Providing technology capacity should be the first priority to support these activities.

Institutional Capacity Assessment

No significant issues noted beyond those addressed in Goal 2 related to the proactive management of trust land assets.

Recommendations to Effectively Implement Goal 4: *Enhanced protection of the values of non-trust and acquired land assets*

The recommendations for accomplishment of strategic Goal 4 duplicate the recommendations for the accomplishment of strategic Goal 2.

- **Recommendation 4.A: Create a Division of State Lands Development Initiatives, reporting to the Deputy Director.** This office would be staffed by 2-3 personnel charged with being the focal point for the identification of commercial development opportunities involving state lands, developing public-private partnerships for development proposals deemed in the state’s overall interests, soliciting and evaluating development proposals, and responding to unsolicited proposals for land development involving state trust and non-trust lands. One of these individuals should have significant, senior-level experience in commercial/industrial economic development and another in real estate economics and finance. The third position, if allocated, would be to provide staff support if it becomes impractical to share support within the Real Estate Division. The staff of this office will need

to work closely with the heads of both the Real Estate Management and the Mineral Leasing and Royalty Compliance divisions.

- **Recommendation 4.B: Provide a pool of funding for engagement of real estate consultants on an as-needed basis.** While the responsibility for promoting the notion of public/private partnership in the assembly and evaluation of development proposals mutually beneficial to the state and commercial interests will reside within the new office, individual proposals may require retaining outside expert assistance to ensure that the state's interests are protected, and to assess the viability/feasibility of the commercial proposal, etc.

Goal 5: Enhance Forestry Assistance programs through local education and program support.

There are nine separate initiatives suggested to support achievement of this strategic goal:

1. Focus additional efforts on community forest resource training for local tree managers and educate community leaders on the many benefits provided by well cared for community forests.
2. Expand the network of private consultants to minimize response time for management plan development to protect valuable forest, water, and soil resources within the state on private lands.
3. Expand “train the trainer” classes to increase availability of trained fire fighters.
4. In cooperation with surrounding states, ensure consistency and continued success of forestry best management practices by seeking available Clean Water Act grant funding.
5. Increase the number of individual projects that have a project coordinator to greatly enhance the efficiency of project implementation.
6. Work with local Conservation Districts to expand local tree programs to maximize grant funding opportunities through WYDOT’s Living Snow Fence program.
7. Increase public education efforts to convey the importance of maintaining healthy forests on both State and private lands and the effects of prolonged drought and wildfire risk.
8. Automate processes that will facilitate tabular and spatial data sharing and analysis.
9. Utilize the expanded Honor Conservation Camp program to meet the increasing demand from cooperators for services provided by inmate crews.

This strategic goal and set of initiatives relate directly to the services of the Forestry Division.

Goals and Performance Management

The Forestry Division is listed as individually responsible for accomplishing this goal. While each of the nine initiatives supports the overall goal, none is specific or exact in terms of what the Division intends to accomplish. Most of the proposed activity identified within the strategic initiatives is not measurable as presently drafted. For example, the Forestry Division intends to “ensure consistency,” “expand classes,” “focus additional efforts,” “place a stronger emphasis,”

etc. on various tasks. Each of these assignments or tasks carries value, but they are not clearly quantified and, thus, measurable goals.

Institutional Capacity Assessment

1. There is no institutional level capacity or focus on the design of a performance management program to allow accurate tracking of goal achievement, agency accomplishment, or reporting and demonstrating accountability for the agency's core purposes.
2. The State Forester, upon his appointment, engaged the division in a strategic planning process that identified a series of programmatic needs. However, one of the conclusions of that effort was that there was a need within the division for improved performance measures.
3. See the discussion regarding performance management capacity under Goal 1.

Staffing and Staff Development

The Forestry Division has historically proven itself capable of refocusing its attention to a changing set of goals and priorities, depending on how funding and/or policy direction has changed. Indeed, staff are to be credited for being so malleable in their focus while carrying out their primary mission. Yet, this malleability has caused a certain degree of stress on the organization as a whole, and when some activities are diminished so that resources can be redirected, staff morale suffers.

Forestry staff are presently conducting a wide array of functions, duties, assignments, and programs. Refocusing on any one or more of those duties or programs is possible.

Institutional Capacity Assessment

1. Programmatic responsibilities, and staffing needs, are heavily influenced by federal grant programs and the dollars that come with them. Division leadership reports that they have been successful in adapting and molding their programs and staffing resources to the shifting needs and priorities.
2. Fire control and suppression are significant aspects of the division's responsibility. A heavy fire season can cause significant shifts in staff focus. The division has a cooperative arrangement with the state's Department of Corrections to provide inmate crews to support both firefighting and conservation activities.
3. Divisional leadership feels that the primary area of staffing shortage is in the timber sales program and that the amount of revenue derived from timber sales varies from year to year based on current year priorities, most notably fire related activity.

Principal Business Processes

The Forestry Division already has in place the business processes needed to conduct these activities. Since they represent a redirection or a refocus on existing activities, no new business processes are needed.

Institutional Capacity Assessment

No significant business process capacity issues noted.

Management Systems Infrastructure

One of the Forestry Division's goals is to increase the use of tabular and spatial data in the conduct of their activities. The Forestry Division recently hired its own information technology support staff, who will work in concert with the Information Technology Division. It is expected that this support staff will be able to coordinate any spatial (geographic information system) data needs that it has.

Institutional Capacity Assessment

- The Forestry Division's GIS program and staff person is not included in the consolidation of IT resources within the Office's Information Technology Division. This organizational placement of GIS responsibility may make coordination with Office-level and state-level GIS efforts more difficult to coordinate.
- As with other divisions in OSLI, Forestry lacks a comprehensive inventory of forest lands for which it is responsible: records on the state's holdings are largely paper-based and are not integrated with GIS. Further, the inventory information is out of date, with the last comprehensive inventory completed in 1970 and partially updated sometime during the 1980's.

Work Volume Management

As noted above, the Forestry Division will need to rebalance its resources, based on its work volume requirements. To ensure that policy leaders understand the refocusing of the Office's efforts, the Office should create a chart that indicates which programs and activities will receive increased support, time, and attention, and which programs or activities will be scaled back in order to meet those goals.

Institutional Capacity Assessment

The division is responsible for management of approximately 200,000 acres of forest land across the state. Much of this land is located in comparatively small and isolated parcels. Management of these lands is made more difficult due to restricted access to these isolated tracts, and there is a need for close coordination with the Real Estate Division for help in negotiating access easements, land exchanges, and the like.

Recommendations to Effectively Implement Goal 5: *Enhanced forestry assistance programs*

Key recommendations for the provision of high-priority capacity enhancements in support of the Forestry Division relate to needed enhancements to information technology resources and tools. These enhancements are covered under Goal 7, and are duplicated below for convenience:

- **Recommendation 7.C: Centralize GIS and applications program support in the IT organization**, placing all agency IT resources under common management and developing specific service level agreements defining the nature and level of support to be provided to the user divisions.
- **Recommendation 7.F: Coordinate the funding, development, and access to a comprehensive land asset management database, integrated with GIS, with other state agencies** with regulatory and/or enforcement needs for common data. Consider establishment of an interagency task force to coordinate and/or share data and other resources.

Goal 6: Assist communities through the State Loan and Investment Board (SLIB) to optimize the utilization of program funding to meet community infrastructure needs.

Three program improvements are recommended by the Office to support accomplishment of this goal:

1. Provide assistance to local communities in meeting project needs through the use of available grant and loan program funding.
2. Increase the allocation of program resources by exploring opportunities to partner with similar state or federal programs that are available for infrastructure and community development projects.
3. Support the State Loan and Investment Board in their efforts to secure additional appropriations for the grant programs.

For 2007-2008, OSLI has requested approximately \$115,000 in exceptional budget funding to support this goal.

Goals and Performance Management

OSLI has identified three elements of this goal: 1) assisting local communities with grant funding; 2) exploring partnering with other agencies; and 3) supporting the State Loan and Investment Board to obtain additional grant appropriations. While each of these elements is arguably worthy, in none of these cases is the initiative quantified to the degree to which performance or results can be measured and monitored. Accordingly, it is difficult to determine whether or not the Office is succeeding in this area. OSLI should consider modifying these goals to include expected results of their efforts.

Institutional Capacity Assessment

1. There is no institutional level capacity or focus on the design of a performance management program to allow accurate tracking of goal achievement, agency accomplishment, or reporting and demonstrating accountability for the agency's core purposes.
2. See the discussion regarding performance management capacity under Goal 1.

Staffing and Staff Development

Staff are capable of achieving each of these three elements. Given the absence of expected results, this goal could be accomplished with existing staff as well.

Institutional Capacity Assessment

No significant staff capacity resources noted.

Principal Business Processes

OSLI's staff interact with the State Loan and Investment Board in an advisory capacity to help the board determine whether it should issue grants and loans. Given current market and loan structure conditions, the loan program is essentially dormant. By contrast, the grant program is quite active. What is unclear is the relationship between staff and the Board. The Director of

OSLI may wish to consider conferring with the Board about its preferences regarding the role that the staff play in supporting the issuance of grants. As a result of those discussions, the role of OSLI staff may change, and could potentially create new work requirements to support the Board.

Institutional Capacity Assessment

No significant capacity issues related to business process noted.

Management Systems Infrastructure

The need for Management Systems Infrastructure to support this goal is minimal, as all of the tasks included under this goal could be accomplished to varying degrees by existing staff.

Institutional Capacity Assessment

This program has the same need for systems integration as do other divisions of the Office. No significant, division-specific capacity issues noted.

Work Volume Management

Given that the level of activity of this goal is variable, it is uncertain whether there would be an appreciable change in work volume associated with this goal. Available evidence suggests that current work volumes are being adequately managed. Should the staff support function vis-à-vis the Board change, then staff support needs might increase.

Institutional Capacity Assessment

The Clean Water Revolving Fund, operated by the SLIB, is responsible for administering a revolving fund account providing financial assistance for water pollution control projects to state and local government entities. The Office has identified a need for one additional staff person to administer this program.

Recommendations to Effectively Implement Goal 6: Improved usage of State Loan and Investment Board program funding

No significant recommendations are proposed for accomplishment of this strategic goal. The OSLI Director has submitted an exceptional budget request to fund the desired increased capacity in the water pollution control program, and this matter is therefore being handled through normal budgetary channels.

Goal 7: Establish an Information Technology Division within the agency to improve and increase intra- and interagency efficiency and effectiveness.

Five information technology-related initiatives are proposed to address this goal:

1. **GIS Coordination.** Provide technical assistance to divisions supporting specific GIS activities. These responsibilities include data design assistance, assistance in the agency's spatial data application design and meta-data, management of all contracted application development, assistance in providing in-house training for developed applications, and

performing the role of agency liaison with external state, federal, and other GIS organizations.

2. **Project Application Development/Maintenance.** Provide services for project management, planning, design, building, and implementation of division-specific applications, including contractual services for achieving a specified result.
3. **Data Management.** Develop and execute structural designs, policies, practices, and procedures that properly manage the data lifecycle needs of the agency, to include managing the spatial data under the geographic information systems (GIS) and the electronically stored tabular data.
4. **Website Services.** Combine aspects of component-based development (divisional information) and the World Wide Web, providing an agency presence to its constituents and other interested parties on the web, with easy access to information.
5. **Network Administration.** The operation, design, implementation, and maintenance of the agency's computer network, such as adding systems to a network or enabling the sharing between systems.

This objective has already been achieved, at least in part, through the consolidation of disparate information technology resources and assets within the Agency to create the new Information Technology Division.

Goals and Performance Management

OSLI's Information Technology's goals are to support the organization as a whole, but there are no other pre-defined measures of success or achievement. The Office created its new Information Technology Division, incorporating all five responsibility areas listed above, in September, 2005. OSLI created this new division by reassigning existing staff from other areas into one centralized division.

Institutional Capacity Assessment

1. There is no institutional level capacity or focus on the design of a performance management program to allow accurate tracking of goal achievement, agency accomplishment, or reporting and demonstrating accountability for the agency's core purposes.
2. See the discussion regarding performance management capacity under Goal 1.

Staffing and Staff Development

While it is too early to determine whether the creation of this new division is succeeding in the achievement of its expected results, it can be stated that Information Technology is precisely a compilation of the skills and talents of the staff it inherited. There is a wide range of abilities among staff, as one would expect given the division's varied support requirements. In other words, the creation of the new unit did not so much create new capacity, skills, or capabilities as it did consolidate existing capacity and, it is hoped, improve the agency's ability to manage and coordinate its existing information technology resources.

Today, there are several major program development tasks that are about to end, as well as some other major systems coming online soon that remain unstaffed. Further, the Director, Office, and

divisional management team members—as well as the Information Technology staff—have identified a series of needs and initiatives in support of the agency’s strategic plan that will clearly require significant investment in new capacity.

While the division can obtain some portion of the required technical support either from the State or through consulting contracts with outside vendors, there is sufficient projected, ongoing work that the division will need additional staff resources to meet the stated goals, objectives, and needs of the Office. Given that the Information Technology division is in its infancy, and that it has some immediate concerns for brining systems online, Information Technology should consider adding resources in the areas of database administration, application programming, and web development roles (as discussed earlier). Personnel with these skill sets could not only help to implement the new systems, but could also coordinate future tasks for the division.

Institutional Capacity Assessment

1. OSLI’s staffing resources in the Information Technology area, particularly in light of the extent of the ongoing and planned systems development work, are very constrained. As noted previously, a staff of seven to support an organization of just under 100 people is probably adequate for a maintenance and support-focused IT organization (the division reports that it is able to handle 90 percent of their routine maintenance support trouble calls on a same day basis). However, the staffing is inadequate for an organization that is seeking a significant transformation of its business model and movement away from manual to automated business processes. The staffing includes only one applications development manager, one network administrator, one database administrator, one computer operations manager, and one web developer.
2. The primary responsibility for GIS system administration is assigned to the database administrator. One other individual, still located within the Mineral and Royalty Division, also supports the management GIS data layers.
3. The division does have available support from the state’s Department of Administration and Information (A&I) Information Technology Division, which includes the state’s Chief Information Officer and is responsible for statewide technology management, standards setting, and agency support in application development, web development, database design, and similar technology operations and support activity.
4. The manager of the applications development function reports that he has spent a majority of his time on the development, implementation, and troubleshooting of a new royalty system, leaving little time for other planned development activities.
5. The Real Estate Management division estimates that there is a backlog of entry of records into the surface land management and appraisal database that will require an estimated 4,800 hours to complete (on an overtime basis). While the Information Technology Division is working on enhancements to this system, even when this effort is complete, the Office will still have a standalone system without integration to other systems used for land management.

Principal Business Processes

The new Information Technology Division is working through methods for providing support to OSLI as a whole. As such, it is creating new policies and procedures as the needs evolve. At some point, OSLI needs to determine whether it will support *all* development and support activities, only certain types of activities, or some variant of the two. Once Information Technology specifies its role, it will be positioned to meet the other divisions' expectations.

Institutional Capacity Assessment

1. The principal business processes of the newly established IT division are still in their formative stages. There is no formalized help desk function, although division-provided data indicates that routine support functions are handled quickly and responsively. The division head sets hardware standards and reports that the agency's equipment is of good quality and is on an industry-standard three year replacement cycle. There is not, to our knowledge, any formalized process for the review, prioritization, and approval of application development requests involving users outside of the Information Technology Division. Further, project management and quality assurance processes are not formalized. Perhaps because of the comparative "newness" of the centralized IT role within the Office, the agency has not yet developed the full range of business processes, governance practices, long range planning, and priority setting policies that would be expected in a more mature IT organization.
2. The Real Estate Management Division is expecting implementation of a new grazing lease management system from the state A&I programmers within the next few months. This project has been in development for about 18 months and, when delivered, will require a major effort for data entry, system testing, and go live implementation. There are no clearly identified resources to carry out these functions. Further, the Information Technology Division has not had a role in the development or roll-out of this system to date.

Management Systems Infrastructure

OSLI's technology infrastructure is quite sound in some areas, but in other areas is quite antiquated (or manual processes predominate). Information Technology should survey all Offices' operations to determine what their ongoing needs are, and to establish priorities for meeting those needs. There is not, to our present knowledge, an agency-wide information technology strategic plan. Furthermore, Information Technology should review its internal infrastructure needs (hardware, server room, etc.). For example, the division could make safety improvements to the server room.

Institutional Capacity Assessment

1. The absence of a true strategic plan for information technology is a critical capacity gap. The agency needs to conduct a systematic assessment of its current systems' capabilities and match those against the desired functionality. A gap analysis will then reveal the unmet needs of the agency and, with the development of a set of criteria for evaluation of systems development needs (which would be aligned with and linked to the agency's strategic plan), will allow for prioritization of systems development or acquisition.

2. The agency does not have an automated document management and imaging system capability. Workflows are all manual. Leases, contracts, permits, and other documents are maintained in paper files. In the FY 2005-2006 budget, the agency requested over \$16,000 to replace worn out file folders for the surface leasing activity alone (\$4,000 was approved).
3. Systems integration is a key need. To meet the agency's strategic goal to "Automate processes that will facilitate tabular and spatial data sharing and analysis." This integration will ultimately require that the multiple standalone, manual, and automated systems be consolidated and integrated with the GIS system. This integration will reduce redundant data entry, improve accuracy, and provide for operational efficiency.
4. A comprehensive relational database of information on all state-owned lands, linked to a series of data layers within GIS, does not exist. Such a database, accessible to all appropriate agency personnel with the need for information retrieval and update, would include all pertinent data on each discreet land parcel including, for example, location, acreage, appraised values, dates of acquisition and/or disposal, trust/non-trust status, current use, accessibility information, surface and subsurface lease information, easements, inspection and compliance histories, etc. Ideally, this comprehensive inventory of land data should allow rapid and convenient retrieval of all information needed for the state's various land management programs for any given state owned parcel. Further, such a GIS-linked system would facilitate the production and display of maps with graphical depictions of pertinent data. Individual applications to support the various programs, using the common data structure and information, also need to be developed.
5. Web capabilities are limited. Automated content management tools are not available, and individual divisional staff are responsible for their own informational content on the Office's web site. There is no true OSLI portal to facilitate public and internal access to information on state lands, to automate required applications and filings, collect fees, and conduct other business transactions. Also, OSLI's website is separate from the State of Wyoming's website, and links and other access points are limited.

Work Volume Management

The Information Technology Division is too new to predict with any precise degree of reasonableness its future workload requirements. However, at least in the short term, it is expected that the division's workload requirements will grow considerably to automate long-standing manual business processes in other divisions. Success tends to breed demand and, to the extent that the ambitious technology agenda of the agency is met, it is reasonable to forecast increasing demand for technology support. Therefore, the Office will require additional capacity in this area in both the short and long term. The initial focus of new resources should be to bring to completion existing systems under development, and to map out future systems design and programming needs in the form of an information technology strategic plan.

Institutional Capacity Assessment

There are no standardized processes or programs for the management of information technology workload, especially new development projects. Nor are there decision making parameters for insourcing or outsourcing of workload.

Recommendations to Effectively Implement Goal 7: Improve agency-wide efficiency and effectiveness through application of information technologies

Information technology enhancements are a cross-cutting need of the agency. OSLI has taken steps to consolidate its disparate information technology resources to create a centralized technology support organization for the agency. This action represents a solid first step. However, the agency lacks a comprehensive information technology strategic plan, and is confronted with a daunting list of both existing, planned, and desired information technology projects. There are opportunities to leverage technology to streamline the internal business processes of the agency, consolidate duplicative data, improve accessibility to public records managed by the agency, improve inspection and enforcement activities, and support the full range of the agency's programs and services. Prudent investments in upgraded information technology are among the most powerful levers of organizational change, productivity improvement, and operating effectiveness. While it is unlikely that the provision of modern technology tools will allow OSLI to reduce current staffing levels, the opportunity to improve the performance of existing staff is great, increasing institutional capacity without the significant addition of new personnel in the future.

- **Recommendation 7.A: Contract for the preparation of an information technology strategic plan.** This plan should be developed to cover a 3-5 year time horizon, should be prepared in collaboration with both program and information technology staff, and should address the full range of technology issues, including data center requirements, network, database platforms, applications software, reporting tools, web portal development, information technology governance, and staffing.
- **Recommendation 7.B: Undertake an analysis of available imaging and document management technologies** to improve the handling, processing, and retrieval of land-related documents such as leases, easements, contracts, and the like. Such systems are available on the commercial market.
- **Recommendation 7.C: Centralize GIS and applications program support in the IT organization,** placing all agency information technology resources under common management and developing specific service level agreements defining the nature and level of support to be provided to the user divisions.
- **Recommendation 7.D: Based on the results of the IT strategic planning process, fund priority projects using a combination of in-house and contracted resources.** Where possible, meet project needs with commercial, off-the-shelf application packages as opposed to custom development and consider, where feasible, outsourced or application service provider models. An emphasis should be placed on integration of disparate systems, complete build out of GIS capabilities and automation of document management processes.
- **Recommendation 7.E: Pursue the acquisition and implementation of document management and imaging solutions** that will automate review and approval workflows,

facilitate document storage and retrieval and that can be integrated with the Office's GIS application, linking pertinent documents to specific land parcels. This acquisition should be coordinated through a collaborative process with the State's Administration and Information agency, as well as with other agencies that have similar, large-scale document handling and processing requirements.

- **Recommendation 7.F: Coordinate the funding, development, and access to a comprehensive land asset management database, integrated with GIS, with other state agencies** with regulatory and/or enforcement needs for common data. Consider establishment of an interagency task force to coordinate and/or share data and other resources.
- **Recommendation 7.G: Develop web-based systems for electronic filings, permit fee payments, etc.** A portal for the online retrieval of information and transaction of business will streamline a multitude of OSLI business processes. Also consider the feasibility of providing fee-based online access to state land records.

SUMMARY OF INSTITUTIONAL CAPACITY RECOMMENDATIONS

The results of the institutional capacity assessment reveal many facets about OSLI. It has demonstrated that the current management team is committed and working hard to transform the Office into an even more strategic aspect of state government as a whole and, more specifically, into a proactive manager of the state's land assets to the good of the beneficiaries of both trust and non-trust lands. The 2005 Strategic Plan points the agency in a clearly articulated direction, is logically linked to the policy direction the leadership has received and, at the same time, identifies a series of important capacity challenges confronting the Office in its efforts to realize strategic success.

The Task Force itself is the ultimate audience for this capacity assessment report. The recommendations it makes regarding provision of the resources necessary to increase the institutional capacity of OSLI to fulfill its mission will be a critical element in the process of strategy implementation.

Specific recommendations related to the capacity requirements to achieve the seven strategic goals of the Office have been presented and discussed above. As noted in the introduction to this report, the principal capacity issues fall into four key areas:

- Information technology
- Asset revenue and value optimization
- Inspection, compliance, and enforcement
- Business process improvement

A summary of the capacity improvement recommendations within each of these critical areas is presented below:

Information Technology

- Recommendation 7.A: Contract for the preparation of an information technology strategic plan.
- Recommendation 7.B: Undertake an analysis of available imaging and document management technologies to improve the handling, processing, and retrieval of land-related documents such as leases, easements, contracts, and the like.
- Recommendation 7.C: Centralize GIS and applications program support in the IT organization, placing all agency information technology resources under common management and developing specific service level agreements defining the nature and level of support to be provided to the user divisions.
- Recommendation 7.D: Based on the results of the IT strategic planning process, fund priority projects using a combination of in-house and contracted resources.
- Recommendation 7.E: Pursue the acquisition and implementation of document management and imaging solutions that will automate review and approval workflows, facilitate document storage and retrieval and that can be integrated with the Office's GIS application, linking pertinent documents to specific land parcels.
- Recommendation 7.F: Coordinate the funding, development, and access to large-scale land asset management databases, inventories, etc. with other state agencies with regulatory and/or enforcement needs for common data. Consider establishment of an interagency task force to coordinate and/or share data and other resources.
- Recommendation 7.G: Develop web-based systems for electronic filings, permit fee payments, etc.

Asset Revenue and Value Optimization

- Recommendation 2.A: Create a Division of State Lands Development Initiatives, reporting to the Deputy Director.
- Recommendation 2.B: Provide a pool of funding for engagement of real estate consultants on an as-needed basis.

Inspection, Compliance and Enforcement

- Recommendation 3.A: Create a new position of Field Compliance Manager or similarly titled senior level position reporting to the Director or Deputy Director.
- Recommendation 3.B: Add 5-7 Field Service Representatives, reporting to the Compliance Manager, to provide a field compliance presence for OSLI.
- Recommendation 3.C: Contract with other state agencies to provide additional field inspection capacity.
- Recommendation 3.D: Support adoption of stiffer fines and penalties for violation of recreational use rules and regulations, and provide authority for Game Wardens and other peace officers to issue citations for such violations on behalf of OSLI.

Business Process Improvement

- Recommendation 1.A: Establish an internal Business Improvement Task Force, reporting to the Director.
- Recommendation 1.B: Create a ready pool of pre-qualified business process improvement and information technology consulting resources.

- Recommendation 1.C: Provide funding for an independent Process Improvement Program Management Office.

ATTACHMENT A
DETAILED DIVISIONAL GOALS

**Wyoming Office of State Lands and Investments
Strategic Plan Institutional Capacity Analysis**

Division	Goal	#1 Develop Electronic Accountability Processes & Procedures	#2 Seek Opportunities to Enhance Asset Values & Revenues	#3 Inspect & Enforce Lease Compliance	#4 Enhance and Protect Non- Trust Asset Values	#5 Enhance Forestry Assistance	#6 Assist Community Infrastructure Program Funding	#7 Establish Information Technology Division	#8 Other
Administrative Services Division—Clean Water State Revolving Loan Program	Add one additional FTE that will be shared with Drinking Water State Revolving Loan Program.						X		
Administrative Services Division—Clean Water State Revolving Loan Program	Explore opportunities to partner with similar programs, state or federal, to address the needs of the local communities.						X		
Administrative Services Division—Clean Water State Revolving Loan Program	In conjunction with the Attorney General's Office, review collateral security interest and perfection procedures for all loans.	X					X		
Administrative Services Division—Drinking Water State Revolving Loan Program	Add one additional FTE that will be shared with Clean Water State Revolving Loan Program.						X		
Administrative Services Division—Drinking Water State Revolving Loan Program	Explore opportunities to partner with similar programs, state or federal, to address the needs of the local communities.						X		
Administrative Services Division—Drinking Water State Revolving Loan Program	In conjunction with the Attorney General's Office, review collateral security interest and perfection procedures for all loans.	X					X		
Administrative Services Division—Joint Powers Act Loan Program	Conduct pre-award on-site project reviews and analysis of selected applications.	X					X		
Administrative Services Division—Joint Powers Act Loan Program	Encourage use of JPA loan dollars, where appropriate, in lieu of or in combination with similar programs, state or federal, to address the needs of the local communities.						X		
Administrative Services Division—Joint Powers Act Loan Program	Establish loan application review policy and loan processing and servicing procedures.	X					X		
Administrative Services Division—Mgmt Services & Financial Reporting	Establish cash control procedures and internal program controls and write policy and procedure manuals for each program within the agency.	X							
Administrative Services Division—Mgmt Services & Financial Reporting	Identify and resolve compliance issues.	X							
Administrative Services Division—Mineral Royalty Grant Program	Conduct pre-award on-site project reviews and analysis of selected applications.	X					X		

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Administrative Services Division—Mineral Royalty Grant Program	Explore opportunities to partner with similar programs, state or federal, to address the needs of the local communities.						X		
Administrative Services Division—Mineral Royalty Grant Program	Perform due diligence post-award project reviews to insure recapture of unused project allocations to allows additional project funding to communities.	X					X		
Administrative Services Division—Transportation Enterprise Grant & Loan Program	Explore opportunities to partner with similar programs, state or federal, to address the needs of the local communities.						X		
Administrative Services Division—Transportation Enterprise Grant & Loan Program	Perform due diligence post-award project reviews to insure recapture of unused project allocations to allows additional project funding to communities.						X		
Forestry Division—Trust Land Management	Consider contracting forest management project preparation or stewardship contracts to accomplish program goals, where appropriate, when cost and efficiency are considered.	X	X						
Forestry Division—Forestry Assistance	Cooperation with surrounding states is important to ensure consistency and continued success of the Forestry BMP element.					X			
Forestry Division—Forestry Assistance	Expanding "train the trainer" classes will increase training opportunities at a minimal cost to the WSFD.					X			
Forestry Division—Forestry Assistance	Focused additional efforts on training for local tree managers to improve performance and enhance the community forestry resources					X			
Forestry Division—Forestry Assistance	Stronger emphasis on public education relating the importance of healthy forests and the effects of prolonged drought must be conducted.					X			
Forestry Division—Forestry Assistance	The WSFD will work to improve tracking actual fire management and suppression costs and have the ability to distinguish between costs associated with State Trust land and private land costs.	X				X			
Forestry Division—Forestry Assistance	With tightening federal budgets, general fund money will be needed to sustain Forestry Assistance Programs for the long term.					X			
Forestry Division—Forestry Assistance	WSFD will work to expand the network of private consultants to minimize response time for management plan development.	X				X			

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Forestry Division— Forestry Assistance	WSFD will work to increase the number of individual projects that have a project coordinator to enhance the efficiency of project implementation.					X			
Forestry Division— Forestry Assistance	WSFD will work with local Conservation Districts, both individually and through formal training sessions to expand local tree programs.					X			
Forestry Division—Trust Land Management	Continue to pursue legal access for management wherever possible.		X						
Forestry Division—Trust Land Management	Cooperate with our partners for the benefit of the trust land resource whenever possible.		X						
Forestry Division—Trust Land Management	Ensure that an appropriate amount of staff time is spent on state land forest management projects.	X	X						
Forestry Division—Trust Land Management	Increase funding for state trust land resource protection and improvement.		X						
Mineral Leasing & Royalty Compliance Division—Field Inspection	Become a "presence" in the field, which neither this division nor this agency, has ever had in its 100+ years of existence as it relates to mineral production oversight			X	X				
Mineral Leasing & Royalty Compliance Division—Mineral Leasing Section	Assess how we can efficiently manage staff work flow relative to document processing and document approval.	X	X		X				
Mineral Leasing & Royalty Compliance Division—Mineral Leasing Section	Improve our performance and efficiency through data automation.	X			X			X	
Mineral Leasing & Royalty Compliance Division—Royalty Compliance Section	Develop processes and procedures for capturing data to demonstrate our performance in mineral production and sales reports "compliance audited" as percentage to the total operating lease base.	X			X			X	
Mineral Leasing & Royalty Compliance Division—Royalty Compliance Section	Develop processes and procedures for capturing data to demonstrate our performance in mineral production and sales reports processed within thirty (30) days of receipt.	X			X			X	
Mineral Leasing & Royalty Compliance Division—Royalty Compliance Section	Develop processes and procedures for capturing data to demonstrate our performance in minimum royalty compliance reviews processed within ninety (90) days of lease anniversary.	X	X		X			X	

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Mineral Leasing & Royalty Compliance Division—Royalty Compliance Section	Develop processes and procedures for capturing data to demonstrate our performance in percentage of royalty in kind sold, processed within thirty (30) days of prior month delivery.	X	X		X			X	
Mineral Leasing & Royalty Compliance Division—Royalty Compliance Section	Develop processes and procedures for capturing data to demonstrate our performance in minimum royalty reviews resulting in additional dollars to meet minimum royalty due.	X	X		X			X	
Mineral Leasing and Royalty Compliance	Develop a plethora of reports using Crystal Reports report building software to provide quality and applicability to the processes measuring royalty receipt propriety.	X			X			X	
Real Estate Management and Farm Loan—Easement	Conduct field inspections of all new pipeline easement applications, and new construction of roads prior to the recommendation to the Board.	X	X		X				
Real Estate Management and Farm Loan—Easement	Improve our performance and efficiency through data automation.	X						X	
Real Estate Management and Farm Loan—Easement	Revise the application to include specific required construction and reclamation standards, and clarify the grantee's obligations for maintenance.		X		X				
Real Estate Management and Farm Loan—Grazing	Assess how we can efficiently manage staff work flow relative to document processing and document approval.	X	X		X			X	
Real Estate Management and Farm Loan—Grazing	Begin data entry of the hardcopy data from the grazing lease files.	X						X	
Real Estate Management and Farm Loan—Grazing	Improve our performance and efficiency through data automation.	X			X			X	
Real Estate Management and Farm Loan—Grazing	Increase field presence through increased inspections.			X	X				
Real Estate Management and Farm Loans—Farm & Irrigation Loan Programs	Review all forms (note, mortgage, application, etc.) with the Attorney General's Office to ensure compliance with statutes, rules and regulations, and lending standards.								X
Real Estate Management and Farm Loans—Grazing And Agricultural Leasing	Begin the design and construction of the Surface Impact Payment module.	X			X			X	

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Real Estate Management and Farm Loans—Grazing And Agricultural Leasing	Develop criteria and priorities for the newly created Land Enhancement and Preservation Fund, which will fund projects to clean up or reclaim damage and enhance the asset value or productivity of the surface and mineral estates.	X	X		X				
Real Estate Management and Farm Loan—Signage	Increase the number of trained volunteers statewide to post state land to meet established program criteria.	X							X
Real Estate Management and Farm Loan—Signage	The division field staff, as well as the State Forestry Division, will continue post signs and evaluate additional areas according to the criteria.	X							X
Real Estate Management and Farm Loan—Signage	Utilize the Division's GIS capabilities to produce and make available maps of state lands that are accessible to the public for recreation.							X	X
Real Estate Management and Farm Loans—Land Sale, Exchange, and Acquisition Program	Develop a proposal to dispose of isolated parcels of state lands with the goal of increasing the amount in the Permanent Land Fund to be used by SLIB for acquisition of consolidated higher value and more efficiently managed lands.		X						
Real Estate Management and Farm Loans—Land Sale, Exchange, and Acquisition Program	Recommend changes in the Board's rules for sales, exchanges and acquisitions, based on the results of the planning process.	X	X		X				
Real Estate Management and Farm Loans—Noxious Weed and Pest Control Program	Assess the feasibility and cost benefit of centralizing this program within the Cheyenne central office.	X	X		X				
Real Estate Management and Farm Loans—Noxious Weed and Pest Control Program	Improve performance and efficiency through data automation.	X			X			X	
Real Estate Management and Farm Loans—Noxious Weed and Pest Control Program	Work with the County Weed and Pest Control Districts to determine what benefit the treatment is having on a particular state land parcel, and whether or not a different treatment (i.e., use of a different chemical, mechanical treatment, treat at a different time of year, etc.) should be prescribed.		X		X				

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Real Estate Management and Farm Loan—Special Use Leasing	Become pro-active in our approach to special use leasing and our management of existing special use leases with the addition of a Commercial Leasing Manager to the staff (Spring 2005) dedicated full-time to this program.		X		X				
Real Estate Management and Farm Loan—Special Use Leasing	Identify state lands statewide with commercial and industrial development potential and aggressively market the top 20 or 30 properties for commercial development.		X		X				
Real Estate Management and Farm Loan—Special Use Leasing	Improve performance and efficiency through data automation.	X						X	
Real Estate Management and Farm Loan—Special Use Leasing	Monitor expiring leases, inspect the land prior to expiration and determine the amount of reclamation required.		X	X	X				
Real Estate Management and Farm Loan—Special Use Leasing	Promulgate rules to authorize commercial special use leases for a term of 75 years.	X	X		X				X
Real Estate Management and Farm Loan—Special Use Leasing	Regularly inspect leases and facilities to assure compliance with the lease terms and conditions.			X	X				
Real Estate Management and Farm Loans—Temporary Use Permits	Annually inspect permitted use and facilities to assure compliance with the permit terms and conditions.			X	X				
Real Estate Management and Farm Loans—Temporary Use Permits	Conduct market research and update the consideration rates for similar uses on private land throughout Wyoming.		X		X				
Real Estate Management and Farm Loans—Temporary Use Permits	Improve performance and efficiency through data automation.	X			X			X	
Real Estate Management and Farm Loans—Temporary Use Permits	Improve temporary use permit document to require removal of permittee's personal property and reclamation of any state land disturbed.		X		X				
Real Estate Management and Farm Loans—Temporary Use Permits	Monitor expiring permits, inspect the land prior to expiration and determine the amount of reclamation required to provide assurance that the land will be left in a manner that does not to reduce its value or productivity.		X	X	X				
Real Estate Management and Farm Loans—Temporary Use Permits	Work with the Board of Outfitters and Professional Guides to determine the correlation between the number of licenses issued by the Outfitters Board and the number of temporary use permits issued for outfitting/guiding.								X

