

## “To-Be” Gap Analysis Implementation Steps

1. Gap Identification: UM Gap Number 4: Streamline Consent for Land Use.
2. Implementation Steps:
  - a. Step 1: Assess risks
    - i. Unitization of consent at a Management Unit level, rather than tract-by-tract.
    - ii. Consent to be based on a simple majority rather than the sliding scale currently called for by ILCA 2000.
  - b. Step 2: Develop policies and information standards.
    - i. Positive consent for new use proposals or changes in use.
    - ii. Negative consent for continuation of a planned use type.
    - iii. Power of Attorney (POA) for subsurface and forestry types of use.
    - iv. Define unitization policy
    - v. Integrate consent communications as part of (quarterly) beneficiary statements/mailings.
    - vi. Evaluate and determine appropriate technology (e.g. bar coding, OCR).
  - c. Step 3: Modify regulations and statutes
    - i. Unitization of tracts (providing for aggregation of tracts into management units for all types of land use).
    - ii. Revenue apportionment from a unit to each tract, with method/calculation defined for each type of land use.
  - d. Step 4: Buy/Design software to implement a common, automated system to support the consent process. This includes unitizing consent and developing unitized consent requirements and criteria, issuing relevant consent notifications to be sorted by beneficiary and collated to be sent with quarterly beneficiary statements, tabulating responses, and documenting decision for consent on land use.
  - e. Step 5: Integrate the consent process and consent software with a workflow engine to ensure timely notification and tracking of the consent communications and decision, as well as consent responses back to the program resources.
  - f. Step 7: Develop procedures and distribute as revised BIAM and Interagency Handbooks.
  - g. Step 8: Implement / deploy the consent software system and workflow engine for consent.

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### 3. Dependencies on Business Processes:

<b>Business Process Name</b>	<b>Process Name (As specified in “To-Be” Model)</b>	<b>Dependency Description</b>
<b>BRDM</b>		
<b>Predecessors</b>	1. B.6.2.3 Beneficiary Involvement for Land and Natural Resource Use & Management	1. Documentation of beneficiary intent for type of land use.
<b>Successors</b>	1. B.3 Communicate Information	1. Communication of consent notification, and communication of consent results.
<b>FO</b>		
<b>Predecessors</b>	1. None	
<b>Successors</b>	1. FO.5.0 Reporting & Statements	1. Issue consent notifications as attachment(s) to the regular beneficiary activity, account or asset statement on a quarterly basis.
<b>LNRP – Wide Area Plan</b>		
<b>Predecessors</b>	1. P.2.2.1 Understand Beneficiary’s Intent 2. P.2.5 Issue Plan	1. Documentation of beneficiary intent for type of land use. 2. Documentation of beneficiary intent for type of land use.
<b>Successors</b>	1. None	
<b>LNRP - Appraisals</b>		
<b>Predecessors</b>	1. P.1.4 Transmit Determination	1. Estimated use value, as input for a baseline valuation of the proposed lease or permit rental rate, to be communicated as part of the consent notification.
<b>Successors</b>	1. None	
<b>LNRUM</b>		
<b>Predecessors</b>	1. UM.1.1 Establish MU Baseline	1. Available tracts or Management Units for a specified type of land use; and, proposals for land use.

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<b>Business Process Name</b>	<b>Process Name (As specified in “To-Be” Model)</b>	<b>Dependency Description</b>
	Information	
<b>Successors</b>	1. UM.1.3 Assess Land Use Suitability	1. Decision recorded for consent on a specified Management Unit for a specified type of land use, required to assess the suitability.
<b>Ownership – Title</b>		
<b>Predecessors</b>	1. O.4.2 Receipt of Recorded Documents and Update Title	1. Current ownership-interests, by tract, for aggregation to a Management Unit level, to determine appropriate consent processing.
<b>Successors</b>	1. None	
<b>Ownership – Probate</b>		
<b>Predecessors</b>	1. None	
<b>Successors</b>	1. None	
<b>Ownership - Conveyance</b>		
<b>Predecessors</b>	1. None	
<b>Successors</b>	1. None	
<b>Ownership - Survey</b>		
<b>Predecessors</b>	1. None	
<b>Successors</b>	1. None	

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### 4. Dependencies on Universal Support Functions:

Universal Support Function	Dependency Description
<b>Automated System Requirements</b>	<ol style="list-style-type: none"> <li>1. Automated consent tabulation technology (e.g. bar code, OCR).</li> <li>2. Automated consent module of Land Management System, to calculate consent requirements, tabulate responses, and integrate with Workflow engine. Provide integrated ability to communicate and receive consent information and responses through any communication channel – mail (in conjunction with beneficiary statements), call center, email, or web-based electronic tabulations.</li> <li>3. Automated Workflow engine provides automated forwarding of procedural work steps, relevant documents or images, and incorporates business rules for consent criteria and thresholds. Workflow also forwards consent responses, which request specified rental rates for a tract, to the appropriate land program resource for inclusion into the development of contract terms.</li> <li>4. Imaging system supports electronic imaging, storage and retrieval of consent responses across geographically dispersed offices, and reduces paperwork storage at regional and local offices.</li> </ol>
<b>Policies, Procedures and Regulations</b>	<ol style="list-style-type: none"> <li>1. Modify policies and regulations to provide for unitization of consent (seek and calculate consent at a Management Unit level, providing for consent at an aggregation of tracts, not tract by tract).</li> <li>2. Standardize the consent criteria and regulations for all types of proposed land use. Specifically, revise consent requirements to a simple majority of ownership-interest for a Management Unit. For continuation of an existing use, the consent is a notification 3 months in advance, requesting only negative replies (vote of the ownership interest to deny the use), or reply of a requested rental rate (where a tract may request a higher rental rate than surrounding property in a unitized area of land, e.g. where one tract has a much higher value by having a well or irrigation). For a new use proposal, or for a change in type of use, the consent is a positive request for response, whether the response is to affirm or deny the proposed use. For specific long-term impact types of use, such as logging, mining, or oil &amp; gas extraction, the request is normally for a Power of Attorney, serving as both consent and contractual approval.</li> </ol>

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<b>Training</b>	<ol style="list-style-type: none"> <li>1. Train land program resources, line officials, and centralized consent processing resources on the new consent software module and consent processes.</li> <li>2. Communicate and provide training assistance and sample consent processes to beneficiaries.</li> </ol>
<b>Records Management</b>	<ol style="list-style-type: none"> <li>1. Storage, archival, and retrieval of electronic consent records.</li> <li>2. Storage, archival, and retrieval of consent responses.</li> </ol>
<b>Risk Assessment</b>	<ol style="list-style-type: none"> <li>1. Risks associated with unitization of consent at a Management Unit level, rather than tract-by-tract, where individual tract ownership interests may disagree with the overall decision of Management Unit interests.</li> <li>2. Risks associated with calculating consent on a simple majority rather than the sliding scale currently called for by ILCA 2000.</li> </ol>
<b>Workforce Planning</b>	<ol style="list-style-type: none"> <li>1. Revise and refine roles for land program resources and realty staff, as they no longer need to prepare the ownership decks or the consent notifications.</li> <li>2. Define roles and responsibilities for centralized staff to             <ol style="list-style-type: none"> <li>a. Verify accuracy of generation and collation of the consent notices with the beneficiary statements.</li> <li>b. Support and verify automated tabulation of consent responses.</li> <li>c. Ensure follow-up on requested-tract-rates specified in consent responses.</li> </ol> </li> </ol>
<b>Internal Controls / Fiduciary Security</b>	<ol style="list-style-type: none"> <li>1. None.</li> </ol>