

Iowa Department of Natural Resources



FY2012-15 Strategic Plan

December 20, 2011
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Table of Contents

Core

Guiding Statements.....	2
Top Strategic Goals (summary)	2

Strategic Goals

Strategic Goal 1	3
Strategic Goal 2	9
Strategic Goal 3	13
Strategic Goal 4	17

Guiding Statements

Our Mission

To conserve and enhance our natural resources in cooperation with individuals and organizations to improve the quality of life in Iowa and ensure a legacy for future generations.

Our Vision

Leading Iowans in caring for our natural resources

Our Guiding Principles

Customer Focus
Long-term thinking
Quality process improvement
Integrity

Empowerment
Accountability
Valuing Employees
Mutual Respect

Results/outcome orientation
Data-based decisions
Collaboration
Adaptability

Top Strategic Goals

1. Iowa will have a healthy and attractive environment for work and play.
2. Iowa will have abundant, high-quality resources for responsible use and enjoyment.
3. Our constituents (the public) will participate in outdoor recreation and engage in sustaining Iowa's natural resources.
4. The Department of Natural Resources continually strives to improve organizational performance.

Iowa Department of Natural Resources
2012-2015 Strategic Plan

Goal 1 - Iowa will have a healthy and attractive environment for work and play.

Lead: Bill Ehm

- Strategies:**
- 1 Empower Iowans to protect our water resources for healthy living and economic development.
 - 2 Maintain Air Quality Standards and enhance economic growth by reducing regulatory hurdles.
 - 3 Ensure sustainable groundwater resources for economic growth and quality of life in Iowa.
 - 4 Promote economically and environmentally sustainable land use in Iowa.

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 1: Empower Iowans to protect our water resources for healthy living and economic development.

- Measures:**
- 1) Increase in the number of locally-led Watershed Management Plans addressing impaired waters that are completed and implemented.
 - 2) Reduction of LUST sites.
 - 3) Standard and complex wastewater construction permit issuance turnaround time is reduced by 25%.
 - 4) Increase in the amount of sediment, phosphorus and nitrogen reduced as a result of implementing nonpoint source load reduction strategies.

Lead: Shelli Grapp

Team: Allen Bonini, Barb Lynch, Lori McDaniel, Mike McGhee, Mary Skopec, Brian Tormey, Ed Tormey

Actions	Person Responsible	Due By
1		
Prioritize and address water quality problems on a basin scale, through locally led watershed/basin plans.		
a) Complete and approve seven Watershed Management Plans.	Steve Hopkins	January 1, 2013
b) Target at least 50% of Section 319 funds to support priority locally-led impaired watershed projects within the 6 major river basins and 3 major river regions in Iowa.	Allen Bonini	August 1, 2012
c) Continue to develop regional watershed assessments.	Mary Skopec	ongoing
2		
Improve and implement Iowa's water quality standards.		
a) Develop a nutrient reduction strategy for the State of Iowa.	Adam Schnieders	February 1, 2012
b) Adopt rules for nutrient standards for lakes.	Shelli Grapp	August 1, 2012
c) Draft recommendations for nutrient standards for rivers.	Tom Wilton	June 1, 2012
3		
Improve water quality in 5 lakes through lake restoration and watershed efforts (2010 303(d) list as a baseline).	Mike McGhee	January 1, 2013
4		
Develop baseline pollutant loads and reductions resulting from NPDES permitting and voluntary watershed improvement efforts.	Allen Bonini, Mike McGhee, & Shelli Grapp	March 2012 and annually thereafter
5		
Develop and implement a plan to inform and motivate Iowans to improve water quality		
a) Develop and implement an environmental literacy campaign targeted to grades K-12.	Allen Bonini	Phase 1- Sept. 2013 Phase 2- Sept. 2014 Phase 3- Sept. 2015
b) Develop an environmental literacy campaign targeted to adults.	Allen Bonini	December 1, 2014

**Iowa Department of Natural Resources
2012-2015 Strategic Plan**

	Actions	Person Responsible	Due By
6	Work with the Underground Storage Tank Fund Board and groundwater professionals, to develop new collaborative goals for closure of LUST sites.	Brian Tormey	December 31, 2012
7	Wastewater Construction Permitting Process Improvement. a) Identify internal operational obstacles to quick permit issuance. b) Collaborate with industry to identify additional process issues that can be streamlined. c) Incorporate outcomes of (a) and (b) into permitting process. d) Conduct joint workshop with industry to provide training on the new process.	Shelli Grapp and Satya Chennupati	December 31, 2011 March 31, 2012 June 30, 2012 June 30, 2012

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 2: Maintain Air Quality Standards and enhance economic growth by reducing regulatory hurdles.

- Measures:**
- 1) Standard and complex Air Construction Permit issuance turnaround time is reduced by 25%.
 - 2) All initial major source Title V Operating Permits issued; Title V renewals issued within 18 months of complete application.
 - 3) Number of facilities provided direct compliance assistance.

Lead: Catharine Fitzsimmons and Barb Lynch

Team: Doug Campbell, Brian Hutchins, Dave Phelps, Anne Preziosi, Joe Sanfilippo

Actions	Person Responsible	Due By
1 Construction Permitting Process Improvement.		
a) Identify internal operational obstacles to quick permit issuance.	Catharine Fitzsimmons and Dave Phelps	December 31, 2012
b) Collaborate with industry to identify additional process issues that can be streamlined.		March 31, 2013
c) Incorporate outcomes of (a) and (b) into permitting process.		
d) Conduct joint workshop with industry to provide training on the new process.		June 30, 2013
2 Identify Construction Permitting Regulatory Reform.	Catharine Fitzsimmons and Dave Phelps	August 31, 2012
a) Incorporate outcomes of regulatory reform efforts into Continuous Planning process.		
b) Conduct joint workshop with industry to provide training on the new process.		
3 Title V Permitting Process Improvement.	Catharine Fitzsimmons and Doug Campbell	December 31, 2011
a) Identify internal operational obstacles to quick permit issuance.		January 15, 2012
b) Collaborate with industry to identify additional process issues that can be streamlined.		
c) Incorporate outcomes of (a) and (b) into permitting process.		
d) Conduct joint workshop with industry to provide training on the new process.		June 30, 2012
4 Identify Title V Permitting Regulatory Reform.	Catharine Fitzsimmons and Doug Campbell	August 31, 2012
a) Incorporate outcomes of regulatory reform efforts into Title V permitting process.		
b) Conduct joint workshop with industry to provide training on the new process.		
5 Compliance Assistance.	Brian Hutchins and Joe Sanfillipo	July 31, 2012
a) Identify facilities subject to new federal air quality regulations that would benefit from compliance assistance activities. Develop a strategy for providing compliance assistance to minor and major source facilities subject to new requirements.		
b) Provide education and outreach to facilities subject to new federal requirements.		July 31, 2013
c) Conduct follow-up compliance assurance activities at facilities subject to the regulations identified in this strategy.		July 31, 2014

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 3: Ensure sustainable groundwater resources for economic growth and quality of life in Iowa.

- Measures:**
- 1) Number of aquifers that have operational and predictive water use models.
 - 2) Number of requests for use of groundwater assessments.
 - 3) Number of permits based on groundwater assessments.

Lead: Tim Hall and Bob Libra

Team: Dennis Alt, Mike Anderson, Mike Gannon, Shelli Grapp, Deb Quade

Actions	Person Responsible	Due By
1 Finalize the state water plan and implement the recommendations of the Groundwater Value Stream Mapping Event.	Bob Libra and Tim Hall	September 30, 2012
2 Implement FY12 Schedule of the Strategy for the Management of Iowa's Water Resources.	Bob Libra and Tim Hall	June 30, 2012
3 Establish and maintain comprehensive groundwater level and stream gage networks.	Bob Libra and Tim Hall	ongoing
4 Identify the state's direction for a groundwater quality protection plan.	Shelli Grapp, Tim Hall, and Brian Tormey	June 30, 2012

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 4: Promote economically and environmentally sustainable land use in Iowa.

- Measures:**
- 1) Number of communities involved in flood plain educational sessions.
 - 2) Number of emergency action plans for dam safety.

Lead: Bill Ehm

Team: Marty Adkins (NRCS), Rick Cruse (ISU), Steve Hopkins, Lori McDaniel, Wayne Petersen (IDALS), Julie Sievers, Larry Weber (Iowa Flood Center)

Actions	Person Responsible	Due By
1 Build a broad based partnership for economically and environmentally sustainable land use in Iowa. a) The partnership documents its vision, goals, and actions.	Bill Ehm	July 31, 2012
2 Promote infiltration of more rainfall and reduction of the volume of runoff generated to protect water quality and reduce flood potentials. a) Work with the Water Resources Coordinating Council to include the benefit of infiltrating 1.25 inches of rainfall in urban settings and 3 inches of rainfall in rural settings, into the hydrologic study of tile impacts (WRCC recommendation J) and the HUC-12 studies (WRCC recommendation K).	Bill Ehm	December 31, 2012
3 Protect life and property from floods and promote the orderly development and wise use of the flood plains of the state. a) Promote flood education by working with Iowa State University Extension, the Iowa Insurance Division, the Iowa Flood Center, and others by developing training modules and information tools. b) Work with dam owners to develop Emergency Action Plans for all High Hazard Dams in the state. c) Complete Statewide Flood Plain Mapping.	Lori McDaniel	December 31, 2013 September 30, 2014 June 30, 2015

Iowa Department of Natural Resources
2012-2015 Strategic Plan

Goal 2 - Iowa will have abundant, high-quality resources for responsible use and enjoyment.

Lead: Chuck Corell

- Strategies:**
- 1 Increase the quantity and accessibility of land and water resources available for public recreational use.
 - 2 Iowa will have healthy ecosystems that incorporate diverse habitats capable of sustaining viable fish and wildlife populations.
 - 3 Develop and maintain a high quality recreation system that supports a variety of sustainable outdoor recreational pursuits.

Iowa Department of Natural Resources
2012-2015 Strategic Plan

Strategy 1: Increase the quantity and accessibility of land and water resources available for public recreational use.

Measures: (*Land and Waters - Quantity*)

- 1) Acres of land under the Private Lands access program.
- 2) Miles of water trails meeting current guidelines.

Lead: Dale Garner

Team: Angi Bruce, Kelly Smith, Nate Hoogeveen

Actions	Person Responsible	Due By
1 Increase the number of acres in the access program by 1500 acres.	Kelly Smith	August 31, 2012
2 Encourage communities to enhance water trails through improved signs, access, and interpretation.	Nate Hoogeveen	July 1, 2013

**Iowa Department of Natural Resources
2012-2015 Strategic Plan**

Strategy 2: Iowa will have healthy ecosystems that incorporate diverse habitats capable of sustaining viable fish and wildlife populations.

Measures: *(Ecosystems - Quality)*

- 1) Acres of lakes restored / improved.
- 2) Acres of land and water with significant invasion of undesirable non-native species.

Lead: Joe Larscheid

Team: Kim Bogenschutz, Todd Bogenschutz, Mike McGhee

Actions	Person Responsible	Due By
1 Implement the Lakes Restoration Plan for lakes at the top of the priority list.	Mike McGhee	July 1, 2013
2 Implement the Aquatic Invasive Species Action Plan.	Kim Bogenschutz	
a) Hire 20 seasonal staff dedicated to aquatic invasive species prevention and education.		Summers 2012-13
b) Survey aquatic vegetation in 60 Iowa waterbodies to monitor for new infestations of invasive aquatic plants and monitor results of Eurasian watermilfoil and brittle naiad control efforts.		Summers 2012-13
c) Monitor 25 high-use Iowa lakes and reservoirs for the presence of zebra mussels.		Summers 2012-13
3 Develop a pheasant recovery plan in cooperation with stakeholders.	Todd Bogenschutz	July 1, 2012

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 3: Develop and maintain a high quality recreation system that supports a variety of sustainable outdoor recreational pursuits.

Measures: *(Facilities - Quality)*

- 1) Camping Nights.
- 2) Number of park infrastructure upgrade projects implemented (i.e., wastewater, drinking water, facilities)

Lead: Kevin Szcondronski

Team: Sherry Arntzen, Angela Corio, John Maehl

Actions	Person Responsible	Due By
1 Implement State Parks 2020	Kevin Szcondronski, Sherry Arntzen, Joehn Maehl, Angela Corio	
a) Execute state park infrastructure development projects per the legislative appropriation of \$5 million per year for five years.	Angela Corio	June 30, 2012 June 30, 2013
b) Develop and implement strategies to increase public awareness of the contributions outdoor recreation has towards a Healthy Iowa.	Sherry Arntzen	December 31, 2012
2 Continue the partnership with the Iowa Parks Foundation.		
a) Partner on the State Comprehensive Outdoor Recreation Plan survey.	Kevin Szcondronski and Sherry Arntzen	April 30, 2012
b) Collaborate with the Parks Foundation on the development of a Parks Strategic Plan.		December 31, 2012
3 Implement the process improvement efforts identified in the Engineering Kaizen Event.	Gabe Lee	April 30, 2012

Iowa Department of Natural Resources
2012-2015 Strategic Plan

Goal 3 - Our constituents (the public) will participate in outdoor recreation and engage in sustaining Iowa's natural resources.

Lead: Chuck Corell

- Strategies:**
- 1 Increase participation in nature-based outdoor recreation.
 - 2 Increase participation in hunting, fishing, and trapping.
 - 3 Increase natural resource preservation and conservation management.

**Iowa Department of Natural Resources
2012-2015 Strategic Plan**

Strategy 1: Increase participation in nature based outdoor recreation.

Measures: *(Outdoor Recreation - Overall)*

- 1) Number of special events permits.
- 2) Camping Nights.

Lead: Julie Tack

Team: Sherry Arntzen, Kevin Szcondronski, Michelle Wilson

Actions	Person Responsible	Due By
1 Promote outdoor recreation for Healthy Iowans through targeted marketing. a) Develop "Get Iowans Outdoors" campaign/initiative to promote participation in nature based outdoor recreation – statewide media campaign and partners/networking. b) Increase Iowa Outdoor magazine readership.	Julie Tack, Kevin Szcondronski	June 30, 2012
2 Expand partnership with Economic Development Authority to promote outdoor recreation.	Michelle Wilson, Julie Tack, Kevin Szcondronski	June 30, 2012
3 Optimize and coordinate outdoor skills education programs. a) Establish Steering Committee to review all recruitment, retention and education programs. b) Prepare recommendations for improvements to recruitment, retention and education programs.	Joe Larscheid	December 31, 2011 February 28, 2012

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 2: Increase participation in hunting, fishing, and trapping.

Measures: *(Outdoor Recreation - hunting, angling, trapping)*

- 1) Number of hunting license sales (total, new, and repeat).
- 2) Number of fishing license sales (total, new, and repeat).
- 3) Number of participants in mentored hunting events (youth and adults).
- 4) Number of participants in fishing clinics.
- 5) Number of participants in hunter education courses.

Lead: Joe Larscheid

Team: Tracy Fahrion, Barb Gigar, Shannon Hafner, Jeff Kopaska, Karmin Lydon, Holly Schulte, Willie Suchy, Julie Tack, Outdoor skills program coordinators

Actions	Person Responsible	Due By
1 Implement a marketing strategy targeting our license buyers.	Julie Tack, Willie Suchy, Joe Larscheid, Brian Button	ongoing
a) Develop and implement strategies to expand communication with our license buyers.	Tracy Fahrion, Julie Tack, Jeff Kopaska	ongoing
2 Optimize and coordinate outdoor skills education programs.	Joe Larscheid	
a) Establish Steering Committee to review all recruitment, retention and education programs.		December 31, 2011
b) Prepare recommendations for improvements to recruitment, retention and education programs.		February 28, 2012
3 Increase the number of youth participating in hunting & fishing.		
a) Expand the mentored hunt program.	Ajay Winter	September 1, 2012
b) Expand the Hunter Education program.	Megan Wisecup	August 1, 2012
c) Conduct and expand fishing clinic opportunities.	Joe Larscheid	May 1, 2012

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 3: Increase natural resource preservation and conservation management.

Measures: *(Public Engagement)*

- 1) Number of habitat acres in the Private Lands access program.
- 2) Number of conservation plans with private land owners.
- 3) Forest nursery sales.
- 4) Number of volunteers / volunteer hours.
- 5) All funds designated for locally led watershed planning are allocated.

Lead: Kelly Smith

Team: Todd Bogenschutz, Allen Bonini, Matt Dollison, Josh Gansen, Linda King, Jim Lawson, Aaron Lumley, Katy Reeder

Actions	Person Responsible	Due By
1 Increase public awareness through the education portion of the State Wildlife Action Plan.	Katy Reeder	Ongoing
2 Develop conservation plans and forest management plans for private landowners and assist with their implementation.	Kelly Smith, Aaron Lumley	Ongoing
3 Increase the number of acres in the hunter access program by 1500 acres.	Kelly Smith	August 31, 2012
4 Expand and formalize volunteer opportunities through the volunteer program.	Linda King	Ongoing
5 Provide support for the development of locally led watershed alliance/groups.	Allen Bonini	Ongoing

Iowa Department of Natural Resources
2012-2015 Strategic Plan

Goal 4 - The DNR continually strives to improve organizational performance.

Lead: Cindy Axne

- Strategies:**
- 1 Increased department accountability and customer focus.
 - 2 Optimize systems and resources.
 - 3 Improve departmental communication and collaboration.

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 1: Increased department accountability and customer focus.

- Measures:**
- 1) Less policy and rule violation.
 - 2) Number of on-time evaluations.
 - 3) Number of IPP's within 30 days of submission of evaluation.

Lead: Cindy Axne

Team: Dave Cretors, Karen Fynaardt, Jane Mild, Jolene Richeson, Jerah Sheets, Jennifer St. John, Michelle Wilson

Actions	Person Responsible	Due By
1 Implement elements of supervisory training of Best Management Practices.	Cindy Axne	
a) Develop and deploy supervisory Accountability and Coaching Training.		December 30, 2011
b) Develop and deploy supervisory IPP/Performance Evaluation Training		June 29, 2012
c) Develop and deploy standardized supervisory PDQ/IPP language.		June 29, 2012
2 Maintain Best Management Practices standards.	Dave Cretors	
a) Develop and deploy a plan to assist supervisors in crafting effective IPP goals.		April 2, 2012
b) Develop a plan for addressing all delinquent evaluations and ensuring that they remain current.		January 16, 2012
c) Deploy plan for addressing all delinquent evaluations and ensuring that they remain current.		June 1, 2012
d) Ensure the implementation of the standardized supervisory PDQ/IPP language.		June 28, 2013
e) Establish schedule and process for mini-BMP initiatives.	September 28, 2012	
3 Develop a set of tools for programs to use to gauge customer satisfaction.	Bill Ehm, Chuck Corell, Cindy Axne	April 31, 2012

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 2: Optimize systems and resources

- Measures:**
- 1) Zero audit comments on capital asset issues.
 - 2) Number of Lean events directly related to strategic plan goals.

Lead: Chris Van Gorp and Jane Mild

Team: Trisha Buck, Shelli Grapp, Rick Hindman, Mike Mason, Shawn Meier, Jennifer Nelson, Aaron Schmidt

Actions	Person Responsible	Due By
1 Review and update the processes for procuring goods and services.		
a) Update contracting process for services.	Kelley Myers	June 30, 2012
b) Explore options for enhancing the communication for procurement of goods (such as the creation of a decision tree).	Trisha Buck	June 30, 2012
2 Improve the department's system for managing Capital Assets.	Jennifer Nelson and Rick Hindman	June 30, 2012
3 Update the department's intranet site to improve accessibility and delivery of information.	Chris Van Gorp	
a) Conduct a usability study.		April 31, 2012
b) Create new intranet site.		July 31, 2013
4 A strategic approach to continuous improvement within the DNR.		
a) Identify, conduct, and implement LEAN events based on strategic plan/risk management.	Chris Van Gorp	ongoing
b) Develop/implement a secondary Kaizen approach for Information Technology heavy Kaizen projects.	Chris Van Gorp and Rick Hindman	March 31, 2012
c) Development of a "formal" process and sign off for events.	Chris Van Gorp	December 1, 2011
d) Process for receiving input from outside the DNR on Continuous Improvement event needs (and communicating back).	Chris Van Gorp and Aaron Schmidt	June 30, 2012
5 IT initiatives are aligned with DNR strategies and risk mitigation.	Rick Hindman	
a) IT projects identified from strategic plan and risk management plan.		March 31, 2012
b) IT Bureau Chief joint decision making with the DNR Leadership Team on organizational priorities for application development.		ongoing / monthly

**Iowa Department of Natural Resources
2012-2015 Strategic Plan**

Actions	Person Responsible	Due By
6 Support Organizational Development within the DNR.		
a) Support staff seeking career growth within the DNR.	Jane Mild and Jolene Richeson	December 31, 2011
b) Continue to expand DNR's relationship with Iowa Vocational Rehabilitation.	Jane Mild	December 1, 2012
c) Continue to strengthen relationships with Iowa colleges and universities that provide interns to DNR statewide.	Jane Mild	September 30, 2013
7 Support DNR's mission through AmeriCorps members and increased use of volunteers.		
a) DNR will build volunteer base through citizen participation.	Dawn Stohs	October 30, 2012
b) Develop an internal process for using volunteers.	Linda King	December 30, 2012
c) Develop a new process for reaching urban and at-risk youth, connecting them to natural resources and empowering them to become DNR volunteers.	Ronnie Cyrus- Jackson	September 30, 2013

Iowa Department of Natural Resources 2012-2015 Strategic Plan

Strategy 3: Improve departmental communication and collaboration.

- Measures:**
- 1) Establish baseline measure for internal communication tools.
 - 2) Number of hits on DNR Quarterly Newsletter.

Lead: Tammie Krausman and Kevin Baskins

Internal Team: Tracy Fahrion, Diane Ford, Karen Fynaardt, Rick Hindman, Mindy Kralicek, Jolene Richeson, Sharon Tahtinen, Brian Tormey, field staff

External Team:

External Team:

Actions	Person Responsible	Due By
1 Conduct survey of past and present Internal Communication tools to set baseline.	Tammie Krausman	March 1, 2012
2 Develop and implement internal Communication Plan, including but not limited to: <ol style="list-style-type: none"> a) Quarterly Newsletter b) Quarterly all staff meetings. c) Division administrator weekly emails. d) Regional and local field office visits by leadership team. 	Tammie Krausman	April 15, 2012
3 Improve the public perception/image of the DNR. <ol style="list-style-type: none"> a) Develop a public survey to establish baseline of public perceptions of the Department needing improvement. b) Implement needed communications strategies as identified by survey data. c) Re-survey to measure value of communications strategies. 	Kevin Baskins, Julie Tack Kevin Baskins Kevin Baskins, Julie Tack	July 1, 2012 October 1, 2012 October 1, 2014
4 Improve the DNR's social media capabilities. <ol style="list-style-type: none"> a) Evaluate existing resources available to invest more time for social media efforts by re-alignment of existing job duties including consideration given for the establishment of a rotating internship to increase social media updates. b) Establish contacts in each bureau to provide regular updates that can be posted to social media sites. 	Kevin Baskins Communications Bureau	March 1, 2012 July 1, 2012

**Iowa Department of Natural Resources
2012-2015 Strategic Plan**

Actions	Person Responsible	Due By
5 Develop "smart phone" applications to promote recreation and use of natural resources.		
a) Continue partnership with Iowa Parks Foundation on development of a state parks application.	Kevin Baskins	July 1, 2012
b) Identify other appropriate applications for development.	Communications Bureau	January 1, 2013
6 Increase efforts to publicize department success stories.	Communications Bureau	
a) Staff training to promote more "leads" of success stories that can be publicized.	Bureau	January 1, 2013
b) Utilize social media such as Facebook and Twitter to promote success stories.		July 1, 2013