

Iowa Department of Natural Resources



2008 Strategic Plan

March 24, 2008

Iowa Department of Natural Resources 2008 Strategic Plan

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Strategic Goals

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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

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Top Strategic Goals

1. Iowa will have a healthy and safe environment.
2. Iowa will have abundant, high-quality opportunities for responsible use and enjoyment of its natural resources.
3. DNR has resources aligned with priorities.
4. DNR models and promotes sustainable practices.
5. DNR clearly articulates how we fulfill our mission.

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Goal 1 – Iowa will have a healthy and safe environment.

Strategies	Actions	Person(s) Responsible	Due By
1. State Air Plan		Lead: Catharine Fitzsimmons Team: Jim McGraw, Jason Marcel	
	a. State Air Plan drafted.	Catharine F., Jim M.	December 31, 2008
	b. State Implementation Plan (SIP) for 2006 fine particulate (PM 2.5) standard submitted to EPA.	Catharine F., Jim M.	2012

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2. Global Warming		Lead: Director Leopold Team: Jason Marcel, Marnie Stein, Diane Ford-Shivvers, Catharine Fitzsimmons	
	a. Develop a strategy for dealing with ecological climate change effects, including an implementation schedule.	Diane Ford-Shivvers	December 31, 2008
	<ul style="list-style-type: none"> • Create a position in the Conservation and Recreation Division to address ecological climate change effects. 		
	b. Develop a strategy in cooperation with OEI through The Climate Registry to reduce greenhouse gas emissions and track sequestration potential.	Catharine Fitzsimmons	December 31, 2008
	c. Participate in the National Climate Registry and coordinate DNR's role within the Iowa Climate Control Advisory Council.	Jason Marcel, Marnie Stein	Ongoing
	d. Complete an inventory of greenhouse gas emissions to establish a baseline for future reductions.	Catharine Fitzsimmons	September 2008
3. Odor Mitigation	a. Coordinate implementation of legislation with IDALS and ISU.	Gene Tinker	Due dates set by legislation

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Goal 2 – Iowa will have abundant, high-quality opportunities for responsible use and enjoyment of its natural resources.

Strategies	Actions	Person(s) Responsible	Due By
1. State Water Plan		Lead: Bill Ehm Team: Tim Hall, Bob Libra, Jack Riessen, Bernie Hoyer, Mike Gannon, Chuck Correll, Allen Bonini	
	a. Develop outline of the comprehensive water plan	Bill Ehm, Jack Riessen, Bernie Hoyer	April 15, 2008
	b. Establish an intradepartmental committee to advise and assist in the completion of the plan	Bill Ehm	April 30, 2008
	c. Solicit major external stakeholder involvement in the development of the plan	Bill Ehm	June 30, 2008
	d. Dakota sandstone aquifer predictive model completed and available.	Mike Gannon, Bob Libra	June 30, 2008
	e. Implement FY08 Schedule of the Strategy for the Management of Iowa's Water Resources	Tim Hall, Bob Libra	June 30, 2008
	f. Solicit public comments on the plan	Bill Ehm	September 30, 2008

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g. Water Plan background information compiled, including: Iowa demographics, Iowa land use and ownership trends, water budget, water availability and quality trends, agencies and their authorities, and past planning efforts.	Bill Ehm, Jack Riessen, Bernie Hoyer	August 31, 2008
h. Summary issue papers complete for a) Floodplain Management, b) Water-based Recreation, c) Fish, Wildlife and Native Vegetation, d) Energy Production, e) Commercial Navigation, f) Agriculture, and g) Law and Government.	Bill Ehm, Jack Riessen, Bernie Hoyer	August 31, 2008
i. In depth issue papers on Nonpoint source water quality issues and water quantity and allocation complete	Jack Riessen, Bernie Hoyer, Bob Libra	December 31, 2008
j. Implement FY09 Schedule of the Strategy for the Management of Iowa's Water Resources	Tim Hall, Bob Libra	June 30, 2009
k. Jordan aquifer predictive model complete and available.	Mike Gannon, Bob Libra	June 30, 2009
l. State Water Plan complete	Bill Ehm, Jack Riessen, Bernie Hoyer	June 30, 2010

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2. Natural Resources
Interpretation and
Environmental Education

Lead: Kevin Baskins

Team: Michelle Wilson, AJ
Winter, Lynnette Siegley, Julie
Sparks

a. Develop the Bellevue State Park Interpretive Plan.	Michelle Wilson and contractor	June 30, 2008
b. Develop an Interpretive Plan for one State Park each of the next 3 fiscal years.	Michelle Wilson and contractor	June 30, 2009 June 30, 2010 June 30, 2011
c. Implement 40% of the recommended strategies of the Bellevue State Park Interpretive Plan.	Michelle Wilson	June 30, 2009
d. All State Park Visitor Centers will be available for public viewing on a regular basis during the recreational season and open on holidays.	Michelle Wilson	May 2008
e. Over 500 interpretive programs will be given in Iowa State Parks per year <ul style="list-style-type: none"> • Interpretive programs provided by all C&R bureaus will be reported to establish a baseline for expansion. 	Michelle Wilson	December 31, 2008
f. Develop an interpretation/education master plan and implementation strategies for the Conservation and Recreation Division.	Michelle Wilson	December 2008

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g. Implementation of at least 50% of the recommended strategies from the Conservation and Recreation Division I&E master plan	Michelle Wilson	December 31, 2010
h. Explore and develop alliances at new levels for healthier Iowans. Create partnerships with agencies such as Department of Public Health, local governments, Council of Governments, physicians, and wellness departments. Promote the use of the outdoors in the quality, healthy lifestyle of Iowans to encourage them and their families to hike, bike, camp, boat, and hunt in the out-of-doors.	Michelle Wilson	Ongoing
i. Expand Outdoor Skills Programs to families and all ages. <ul style="list-style-type: none"> • Develop a program and schedule a Mother / Daughter Outdoor Skills Camp. • Develop a Becoming an Outdoors Family program for implementation in 2009. • Expand the existing BOW program to include three additional workshops in 2009. 	Julie Sparks	June 30, 2008
j. Conduct a feasibility study for enhancing the Department's website.	Rick Hindman, Tracy Fahrion, Kevin Baskins, Jeff Franklin	July 31, 2008

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3. Hunter Access Program

Lead: Dale Garner
Team: Todd Bogenschutz, Pete
Fritzell, Willie Suchy

a. Conduct a landowner survey for determining landowner interest in an access program.	Todd B., Pete F.	August 2008
b. Conduct an economic feasibility study.	Todd B., Pete F	September 30, 2008
c. Prepare a pilot program budget request.	Dale G. and Willie S.	September 30, 2008

4. New DNR Facilities

Lead: Linda Hanson
Team: Dan Stipe, Angi Bruce,
Kevin Baskins, Liz Christiansen

a. Conduct a Pilot study for a Southwest Iowa Regional Center.	Linda Hanson	Complete
b. Conduct a feasibility study for construction of a proposed Southwest Iowa Regional Center.	Linda Hanson	Dependent upon legislative funding
c. Explore potential improvements and/or expansion to the DNR building and grounds at the Iowa State Fairgrounds.	Julie Sparks and Committee	Ongoing
<ul style="list-style-type: none"> • Discuss westward expansion with the Iowa State Fair Board. 	Julie Sparks, Kevin Baskins, Liz Christiansen	May 31, 2008

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Goal 3 - DNR has resources aligned with priorities.

Strategies	Actions	Person(s) Responsible	Due By
1. DNR has funding aligned with priorities	a. Actively participate on, and support the Sustainable Natural Resource Funding Advisory Committee.	Director Leopold, Diane Ford-Shivvers, Kim Rasler, Ken Herring	Ongoing
	b. Effectively educate and provide information to the Sustainable Funding Legislative Interim Committee.	Director Leopold, Diane Ford-Shivvers, Sharon Tahtinen, Ken Herring	Ongoing
	c. Identify funding gaps in FY09 funding for departmental priorities.	Wayne Gieselman, Ken Herring, Linda Hanson, Diane Ford-Shivvers, Sharon Tahtinen	July 1, 2008
	d. Identify and secure new sources of revenue. <ul style="list-style-type: none"> • Investigate funding options for DNR facilities through the Vertical Infrastructure Advisory Committee. 	Ken Herring, Diane Ford-Shivvers	Ongoing August 30, 2008

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e. Identify and pursue partners to share in funding of DNR priorities.		Ongoing
<ul style="list-style-type: none"> Cooperate and collaborate with the Iowa Parks Foundation by participating in Foundation meetings. 	Director Leopold, Kevin Szcondronski	As Foundation meetings are scheduled
<ul style="list-style-type: none"> Update the Iowa State Parks needs inventory for use in preparing a priority based schedule in conjunction with the Foundation for park infrastructure upgrades. 	Kevin Szcondronski	April 30, 2009

2. Expend resources as efficiently and effectively as possible.

	Lead: Liz Christiansen Team: Chris Van Gorp, Ken Herring, Wayne Gieselman, Linda Hanson	
a. Consistently strive to eliminate waste through the implementation of a minimum of 8 continuous improvement (kaizen), planning, or 5S events.	Chris Van Gorp and IDOM in cooperation with the selected programs	December 31, 2008
b. Embrace technological efficiencies.	All	
<ul style="list-style-type: none"> Consolidate databases to allow department-wide access. 	Gabe Conrad	May 31, 2008
c. Track and maintain previously gained efficiencies.	Chris Van Gorp and IDOM	Ongoing

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3. Diversity / Hiring

Lead: Linda Hanson
Team: Jane Mild, Marion
Conover, Catharine
Fitzsimmons, DNR Hiring Team

a. DNR effectively recruits “protected class” applicants for our vacant underutilized positions.	Jane Mild, DNR Hiring Team	Ongoing
b. DNR retains “protected class” employees for as long or longer than the average years of service.	Director Leopold, Liz Christiansen, Linda Hansen, Ken Herring, Wayne Gieselman	Ongoing
<ul style="list-style-type: none"> • Hold one agency-wide diversity of culture training for managers, and one additional diversity training for new supervisors. 	Jane Mild	December 31, 2008
c. Develop and implement a long-term initiative to nurture young people for a career in natural resources.	Jane Mild, Liz Christiansen, Linda Hansen	Ongoing
<ul style="list-style-type: none"> • Expand the number of Boys and Girls Clubs that are providing natural resource programs. 	Kevin Baskins	December 31, 2008
<ul style="list-style-type: none"> • Complete a feasibility study on providing a natural resource career track program for middle and high school students. 	Kevin Baskins	August 30, 2008
<ul style="list-style-type: none"> • Expand recruiting efforts to under-represented youth for involvement in the Outdoor Journey for Girls camp. 	Jane Mild, Brenda Vargas	May 31, 2008

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Goal 4 - DNR models and promotes sustainable practices.

Strategies	Actions	Person(s) Responsible	Due By
1. DNR adopts and promotes best environmental practices	a. Develop a Sustainability Plan (environmental management system) that will embody the principles of natural resource conservation and land stewardship in DNR business practices and operations.	Brian Tormey, Catharine Fitzsimmons, Barb Lynch, Marsha Peterson, Angela Corio, Mike Mason, Paul Tauke, Dale Garner, Jeff Fiagle, Don Labate, Travis Baker	August 30, 2008
	b. The Department will adopt measures to reduce per capita fuel use by the Department by 5%.	Liz Christiansen, Jennifer Nelson, Ken Herring, Brian Tormey, Barb Lynch	December 31, 2008
	c. 50% of new capital projects initiated in 2008 will include best management practices for storm water.	Don Labate	December 31, 2008
	d. 50% of new capital projects initiated in 2008 will include best management practices for energy use and conservation.	Don Labate	December 31, 2008
	e. Leases of farmland owned by the Department will include requirements for the use of best management practices.	Travis Baker, Dan Kinsinger, in cooperation with local field staff	As leases are renewed

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2. Evaluate DNR functions / programs for sustainability opportunities

Lead: Bill Ehm

Team: Lyle Asell, Patti Cale-Finnegan, Diane Ford-Shivvers, Chuck Correll, Kelly Myers, Tammie Krausman

a. Analyze Department functions or programs for sustainability opportunities.	Bill Ehm and Team	July 31, 2008
b. Complete a pilot study of a selected department function or program and develop recommendations for the implementation of identified opportunities.	Bill Ehm and Team	December 31, 2008

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Goal 5 - DNR clearly articulates how we fulfill our mission.

Strategies	Actions	Person(s) Responsible	Due By
1. Develop a Public Relations Plan		Lead: Tammie Krausman Team: Tim Hall, Kevin Baskins, Director Leopold	
	a. Department Public Relations Plan complete.	Tammie Krausman	May 2, 2008
2. Environmental Report Card		Lead: Chris Van Gorp Team: Director Leopold, Ed Tormey	
	a. Establish Environmental Indicators.	Chris Van Gorp, Director Leopold	May 31, 2008
	b. Develop an Environmental Report Card.	Chris Van Gorp, Director Leopold, Ed Tormey	December 31, 2008

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Communicating Our Guiding Statements

1. Email signature blocks
 2. Back of business cards
 3. Web page
 4. Brochures & marketing pieces; facilitation hand-outs; title pages, etc.
 5. New employee orientation
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