



The Iowa Department of Natural Resources (DNR) is committed to preserving and enhancing Iowa's natural resources for today's generation and protecting those resources for posterity. The DNR strives to make Iowa a preferred place to live, recreate, and do business by providing access to natural areas and promoting nature-based activities. This is partly accomplished by fostering collaborative partnerships with citizens, industry, and federal, state and local governments. DNR's success is due, in large part, to the fact that its employees work hand-in-hand within the communities they serve.

DNR works diligently to educate and empower all citizens on the significance of, and benefits that derive from, Iowa's natural resources. At all times, the DNR strives for excellence and stays focused on its founding purpose and Mission.

**DNR 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.

**DNR Vision:** Leading Iowans in caring for our natural resources.

## Organizational Structure (page 5 )

### Goals:

#### **The DNR will assess and optimize organizational performance in order to serve Iowans and the environment.**

- The DNR's divisions, bureaus, and sections will work together to ensure the effective implementation of environmental and conservation goals.
- The DNR will innovate and adapt to change through the use of continuous improvement processes.
- DNR resources will be strategically allocated to ensure core business is prioritized.
- The DNR will hire a diverse and highly-skilled workforce and ensure employees' success by providing training, necessary equipment, and investing in evolving technology.
- The DNR will use customer feedback to improve services.
- Data and sound science will inform decision making.
- The DNR will adhere to the law and timely update administrative rules for compliance and effective outcomes.

#### **Iowans will connect with nature and have a healthy and safe environment for work and play.**

- The DNR will develop and implement accessible and informative environmental and natural resource programs to encourage conservation and promote recreation.
- All Iowans will have access to open spaces, know where to find them, and what they have to offer.
- The DNR will increase technical assistance in an effort to coach and educate individuals and organizations on how to be lawful and effective stewards of Iowa's environment and natural resources.
- The DNR will expand existing collaborative efforts with stakeholder groups.



Core to the mission, the DNR leads planning efforts that determine priorities and objectives, in coordination and cooperation with citizens, stakeholders and partners in order to maintain or improve natural resources and Iowa's recreational pursuits. Plans listed below range from 5-year to 20-year terms depending on state or federal law that sets forth conditions and requirements of the plan.

- Iowa Wildlife Action Plan: Securing a Future for Fish & Wildlife
- Iowa's Forests Today: An assessment of the Issues and Strategies for Conserving and Maintaining Iowa's Forests
- Wetland Program Plan for Iowa
- State Implementation Plans - Clean Air Act
- Iowa Water Plan
- Statewide Comprehensive Outdoor Recreation Plan: Outdoor Recreation in Iowa
- Iowa's State Water Trails Plan
- Iowa Lakes Plan
- Cultivating the Future of Outdoor Recreation in Iowa: Strategies for Recruiting, Retaining and Reactivating Outdoor Recreationists

## **Operational Strategies and Key Performance Indicators**

As can be ascertained scrolling through the plans listed above, balancing the depth and breadth of priority work in the DNR can be challenging. At the operational level impact matrices are used to aid decision making. In comparing efficiency, effectiveness and productivity of day to day work, three areas critical to the business as it relates to current or future budget proposals, government alignment and impacts to Iowa's growing economy were identified and detailed below.

**Opportunity:** When companies look for a place to locate, lead time—the time it takes to obtain an air construction permit—can make the difference in whether they choose to build in Iowa. The DNR's Air Quality Bureau construction permit staff, through assistance provided to large and small businesses, continue to have some of the fastest permit turnaround times in the country, with other states taking more than a year. The work we do helps make Iowa an attractive choice for new and growing industries, without sacrificing our environmental review, ensuring clean air for all Iowans.

### **Governor's Priority:**

- *Saving Iowans Money*

**DNR Goal:** The DNR will assess and optimize organizational performance in order to serve Iowans and the environment



- *DNR Resources will be strategically allocated to ensure core business is prioritized.*

- *The DNR will use customer feedback to improve services.*

**Key Performance Indicator:** For standard construction projects, the average lead time for issuance is 30 days from the date an application is received if fully staffed.

**Data:** Number of standard projects received, number of standard projects completed/issued, average lead time.

**Opportunity:** Alignment of DNR Law Enforcement creates a customer-focused, high performance system maintaining the long-standing culture of protection of natural resources and citizens of Iowa. Key to this alignment's success is implementing a system that increases coverage, has the right number of officers in the right place while providing a consistent presence on all public lands and waters and improving communication between law enforcement personnel.

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**Key Performance Indicator:** Overtime hours in pilot counties implementing Law Enforcement Alignment will be reduced by 25% per month(\*) based on 2025 fiscal year data as baseline.\*Overtime recorded due to training will not be considered.

**Data:** Workday data per pay period by month and end of year financial expenditure for overtime.



**Opportunity:** State Park asset data is currently held in multiple systems/spreadsheets within the agency. In order for alignment to a larger Division/Bureau strategic imperative that considers fiscal prudence, risk management and return on investment, data needs to be compiled into one system. Once compiled and assessed for accuracy and completeness, DNR can assess viability of assets, scheduling of capital improvements and routine maintenance. This will allow for the development of a comprehensive operational and capital asset management plan in order to protect the health and safety of Iowans and the resource.

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- *DNR Resources will be strategically allocated to ensure core business is prioritized.*

- *Data and sound science will inform decision making.*

**Key Performance Indicator:** With 1,860 assets on inventory for Iowa State Parks, Forests and Preserves, 60% will be compiled, assessed and entered into a new system for completeness and accuracy in Fiscal Year 2026.

**Data:** Number of assets reviewed and marked as complete monthly.



# Iowa Department of Natural Resources

