

Iowa Department of Economic Development



2009-2012 Strategic Plan

September, 2009

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Strategic Goals

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Guiding Statements

Our Mission

The Iowa Department of Economic Development enhances the economic development of the state and provides for job creation, increased prosperity and opportunities for the citizens of the state through financial and technical assistance, training to businesses and individuals and coordination of other state, local, and federal economic development programs.

Our Motto

Iowa – Life - Changing

Our Vision

All Iowans enjoying a vibrant economy
The Department of Economic Development will act as the Innovation Intermediary for the state.

Strategic Goals

- **Increase the number of high-wage, high-skill employees and companies in targeted industries**
- **Enhance Iowa's quality of life through sustainable community development**
- **IDED staff, programs and processes produce consistent, high quality services**

Goal 1 – Increase the number of high-wage, high-skill employees and companies in targeted industries

Lead: *Jeff Rossate*

Team: *Karen Merrick, Gail Kotval, Amy Johnson, Mike Johansen, Diane Foss*

Measures: % of workers in high-wage, high-skill jobs (as outlined by criteria) in targeted industries
 # of companies in targeted industries
 % of Iowa college/post secondary students who live & work in Iowa after graduation

Strategies	Actions	Person(s) Responsible	Due By
a. Align financial programs with targeted industry clusters.	1. Provide query report (NAICS).	1. As follows: <ul style="list-style-type: none"> • Leads/projects and awards • Demo fund – Kim Bentley • Business Development – Beth Balzer 	1. Quarterly
	2. Iowa Capitol Consortium – to assist department in development of clusters.	2. As follows: <ul style="list-style-type: none"> • Loose confederation of private investors • Measure will be “the rolodex” • Mark Laurenzo, Marty Mitchell, Bret Weber • Catherine Bierling, Mark Laurenzo 	2. 9/1/2009 criteria meeting
	3. Asset mapping project/system – Begin to track use of asset mapping.	3. DAs, Mark Laurenzo, Beth Balzer	3. Monthly reports 7/1/ 2010

Determine data to be tracked, and report development.

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|--|---|--------------|
| 4. Yearly review and recommendations as needed of: | 4. Jess Rossate, Karen Merrick, Amy Johnson, Gail Kotval, Diane Foss. | 4. July 2010 |
| a. cluster targets | | |
| b. program impact on targeted industries | | |
| c. legislative agenda | | |

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|---|--|---|-----------------|
| b. Advocate for improvements to the business environment to support high-wage, high-skill jobs. | 1. Develop the Iowa Innovation Council – consolidation of Advanced Manufacturing Council, Biosciences Alliance and Information Technology Council. | 1. Mark Laurenzo, Karen Merrick | 1. October 2009 |
| | 2. Innovation Day @ Capitol – Business Development. | 2. Gail Kotval, Beth Balzer, Diane Foss, Alana Anderson | 2. January 2010 |
| | 3. Evaluate Synchronist annual data for issues/opportunities identified by business for business climate. | 3. Michael Gould, Catherine Bierling | 3. August 2009 |
| | 4. Renew and align Innovation Council and Synchronist data for consistency. | 4. Amy Johnson, Jeff Rossate, Karen Merrick, Beth Balzer, Gail Kotval, Mark Laurenzo. | 4. Winter 2009 |
| | 5. Legislative Road Show. | 5. Amy Johnson | 5. Fall 2010 |
| | 6. Webinars – IVF . | 6. Amy Johnson | 6. June 2009 |
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c. Expand markets for Iowa companies.	1. Review existing rules on supply chains to support DTAP.	1. Mark Laurenzo, Karen Merrick, Beth Balzer	1. 8/1/2009
	2. Develop DTAP program.	2. Kathy Hill	2. November 2009
	3. Duplicate process for ETAP on tracking results.	3. Kathy Hill	3. November 2009
d. Support the growth and development of high-skilled talent for targeted industries.	1. Analyze the effectiveness of the 260E (NJTP) program, determine DED's role in coordinating the program and implement procedures to ensure transparency and accountability.	1. Gail Kotval, Leanna Gerald, Karen Merrick	1. 12/31/ 2009
	2. Analyze the effectiveness of the Workforce Training Fund (260F, 260G, 260C) and what changes are required to support Iowa's 21 st century workforce training needs and ensure transparency and accountability.	2. Gail Kotval, Leanna Gerald, Karen Merrick	2. August 2010
	3. Determine the effectiveness of the IT Training, Career Awareness and Student Internship programs to recommend improvements and requirements for rules changes.	3. Alana Anderson, Kim Bentley	3. October 2009
	4. Analyze the effectiveness of the Iowa Career Consortium; recommend changes to expand the ICC's role to support	4. Mark Laurenzo, Chris Cataldo	4. December 2009

management talent recruitment
and implement a program to retain
students graduating from Iowa
colleges and universities.

Goal 2 – Enhance Iowa’s quality of life through sustainable community development

Lead: *Tim Waddell*

Team: *Lane Palmer, Tom Guzman, Jeff Geerts, Terry Vestal, Allen Williams, Alaina Santizo*

**Measures: Number of IDED supported sustainable community projects
Return on investment for sustainable community development projects**

Strategies	Actions	Person(s) Responsible	Due By
a. Housing, industrial and commercial building stock/infrastructure is built or rebuilt in a sustainable way	1. Define sustainability.	1. Jeff Geerts, Allen Williams	1. August 31, 2009
	2. Encourage sustainability through financial incentives.	2. Jeff Geerts, Allen Williams	2. 6/30/2010
	3. Develop education curriculum of approved sustainable models and best practices.	3. Jeff Geerts, Cali Beals	3. 7/31/2010
	4. Compare and contrast new state building code of Dept of Public Safety to IDED green building practices. Work toward compatibility.	4. Jeff Geerts	4. 3/31/2010
b. Promote and finance the development of sustainable practices that result in energy efficiency, water conservation, biking, walking, historic preservation, durability, and sense of place.	1. Examine existing rules and modify accordingly to progressively incent best practices.	1. Jeff Geerts, Alaina Santizo	1. 3/31/2010
	2. Coordinate education and training in sustainable practices for grant applicants.	2. Jeff Geerts, Cali Beals	2. 6/30/2010
	3. Select model communities and establish model programming.	3. Jeff Geerts, Tim Waddell	3. 6/30/2011
	4. Request legislative funding as	4. Diane Foss	4. 10/1/2009

	needed.		
	5. Promote and disseminate model programs and best practices around the state.	5. Jeff Geerts, Tim Waddell, Thom Guzman	5. 6/30/2010

c. Improved vision and planning at local and regional partner level.	1. Review program requirements of various IDED programs. Work toward consistency in planning required throughout the agency.	1. Cali Beals, Thom Guzman	1. 6/30/2010
	2. Educate – define end results.	2. Jeff Geerts, Cali Beals, Tim Waddell	2. 6/30/2010
	3. Define desired elements of plan and create template.	3. Jeff Geerts, Lane Palmer	3. 6/30/2010
	4. Develop appropriate financial incentives to promote proper planning.	4. Jeff Geerts, Allen Williams	4. 6/30/2010

Goal 3 – IDED staff, programs and processes produce consistent, high quality services

Lead: *Terry Roberson*

Team: *Amy Johnson, Katie Caggiano, Melanie Johnson, Melissa Harshbarger, Don Dursky, Cali Beals, Gail Kotval*

Measures: Customer satisfaction rates
Employee engagement rate
Program results
Process performance results

Strategies	Actions	Person(s) Responsible	Due By
a. A workforce that produces consistent, high-quality results.	1. Administer an employee engagement survey to determine baseline data.	1. Amy Johnson	1. 6/30/2010
	2. Develop and implement standard operating procedures for development and completion of job descriptions, PDQ's, evaluations, and employee development plans.	2. Same as workforce plan.	2. 6/30/2010
	3. Implement (adopt) the draft handbook.	3. Melanie Johnson	3. 8/31/2009
b. Continuously improve services to meet internal and external customer needs.	1. Develop and implement a process for measuring external customer satisfaction.	1. Amy Johnson, Gail Kotval, Cali Beals	1. 6/30/2010
	2. Assess data from customer satisfaction responses, prioritize and implement solutions to customer issues.	2.	2. 12/31/2009
	3. Develop an internal timeline for project procedures (such as time for a contract to make it through	3. Terry Roberson, Melanie Johnson	3. 12/31/2009

CRO, payment processing,
disbursement, etc.).

c. Transparent and accountable programs.	1. Create measures and track results for the individual programs at IDEED including programs run through Business Development, Community Development, and Innovation and Commercialization.	1. Amy Johnson, Gail Kotval, Cali Beals	1. 6/30/2009
	2. Determine who has the applicable data, who is responsible for data, and establish the baseline.	2. Melanie Johnson	2. 6/30/2009
	3. Report the information to appropriate stakeholders.	3. Director's Office / IDEED Board	3. 6/30/2009
d. Technology that improves performance and enhances service delivery.	1. Re-implement the Technology committee.	1. Katie Caggiano, Don Dursky, Vince Lintz	1. 8/15/2009
	2. Establish an IT priority list with projects to resolve within one year.	2. Committee	2. 9/30/2009

SWOT Analysis

Strengths

- Established reputation and flexibility of programs
- Staff credibility with customers & stakeholders
- Responsive and supportive administration with balanced view of economic development
- Active and knowledgeable Board
- Positive, non-bureaucratic style among managers and staff.
- Mission driven staff, with high levels of expertise and experience.
- Good business marketing outreach, aided by strong contracted agency.
- Good legislative support for department and programs
- Track record of adapting programs to meet customers' needs.

Weaknesses

- General lack of, or inadequate job descriptions; written personnel policies and procedures;
- Lack of a staff training plan, cross-training for personnel backup and succession planning.
- office appearance and layout; staff accountability for work, resistance to change, budget/staff constraints
- Lack of interaction between divisions and among work units within divisions.
- Flow of new ideas/innovation among staff is constrained or not encouraged.
- Operational processes need to be streamlined.
- The number and variety of our different programs and stakeholders confuse the

Opportunities

- Policy and program unification and improvement;
- Desire for public transparency in government information
- Receptiveness of our local and regional development partners to more outreach, training and education to expand their capacity.
- Desire for sustainable development initiatives; potential applications within our business and community development programs.
- Exploring more partnerships with sister agencies, industry leaders, local & regional entities, and other states, to mutually enhance our services.
- Working together among IDED teams. Innovative technology available to

Threats

- Looming workforce shortages; poor marketing to young workers; effects of technology
- Divergence among development in urban, suburban and rural areas
- Special interests within the Legislature and private groups who advocate changes to programs or laws that would harm economic or community development.
- Persons or entities outside IDED misrepresenting our programs to our customers.
- Other state programs or initiatives that duplicate or compete with our programs.
- The "Brain Drain"; net outmigration of educated and skilled young Iowans.
- Current development patterns that are not energy

- Willingness to partner with other agencies and private sector in both programs and job creation

“unity of mission” and communications about the department.

- Ongoing technology issues are lack of consolidated database, need to convert more information to electronic format, and making the website more user friendly;
- Business development marketing seems oriented primarily to parties outside the state.

connect with customers, e.g. Survey Monkey.

- Our existing and potential role in renewable fuels and energy.
- Iowa’s quality lifestyle, strong work ethic & diversity as items to promote.
- Growing concern for workforce needs and what to do about them.
- Interactions and collaborations with the academic institutions of the state.

efficient and/or result in high government costs.