

# WORKFORCE DEVELOPMENT

- \*AmeriCorps** – Engages volunteers in direct service to help communities address critical unmet needs in the areas of education, public safety, health and the environment.
- \*Career Promotion** – Develops a comprehensive, integrated network of state agencies, education, businesses, trade associations and organized labor to develop, define, and deliver career promotion services to students, parents and teachers which will ensure they are aware of North Dakota career opportunities.
- \*Community Labor Availability Studies** – Provides matching funds to communities who participate in Standardized Community Labor Availability Studies which identify core data elements including consistent standards for conducting the surveys and timeframes for keeping them current.
- \*Experience North Dakota** – Aims at attracting former North Dakotans and others to fill state job openings while enhancing the state’s image.
- \*Industry Sector Workforce Needs and Skill Assessments** – Provides matching funds to industry trade associations who participate in Standardized Workforce Needs and Skill Assessment Studies to identify current and projected skill shortage occupations and the required education, skills and competencies.
- \*North Dakota Talent Initiative** – Improves the quality and quantity of training and education programs to expand, attract, retain and gain the skills needed to fill available job opportunities.

- \*Office of Faith-Based and Community Initiatives** – Connects faith-based and community organizations with resources to help address critical local community service gaps in areas such as workforce, education, public safety, health and the environment.
- \*Operation Intern** – Connects North Dakota higher education students with North Dakota businesses that offer work experience and career opportunities with internships.
- \*State Commission on National and Community Service** – Connects North Dakotans with community service organizations to help address critical local issues or problems in areas such as education, public safety, health and the environment.
- Workforce Development Council** – Supports efforts to increase employment, retention, earning, and occupational skills to improve workforce quality, reduce welfare dependency, and enhance productivity and competitiveness through statewide and local workforce investment systems.
- \*Workforce Intelligence Council** – Improves workforce intelligence coordination to ensure it is responsive in addressing the needs of policy leaders, state agencies, and institution and program administrators of workforce training and talent attraction programs of the state.
- Youth Development Council** – Makes recommendations on youth employment and training policy as a permanent standing committee of the North Dakota Workforce Development Council.

# PARTNER PROGRAMS

- |   |   |
|---|---|
| <b>*American Indian Business Development Office</b> | <b>North Dakota Rural Development Council</b> |
| <b>Center for Technology and Business</b>           | <b>*North Dakota Trade Office</b>             |
| <b>Dakota Manufacturing Extension Partnership</b>   | <b>Small Business Development Centers</b>     |



# PROGRAMS AND SERVICES

*The North Dakota Department of Commerce is the lead agency charged by the Governor and Legislature with growing our state and improving the quality of life for our people. Commerce currently provides over 50 programs and services, and that number has more than doubled since the department’s inception in 2001. As a result of recent legislative sessions, Commerce also has taken a lead role in these initiatives:*

- **Business Hotline**
- **Developer Certification Program**
- **EmPower North Dakota**
- **Knew View Information Program**
- **Renewable Energy Council**

# GRANTS AND FINANCING PROGRAMS

- Agriculture Products Utilization Commission (APUC)** – Creates wealth and jobs through development of new and expanded uses of North Dakota’s agricultural products by administering these grant programs on a quarterly basis: basic and applied research grants; marketing and utilization grants; farm diversification grants; nature-based agri-tourism grants; technical assistance grants; and an agricultural prototype development grant program.
- Community Development Block Grants (CDBG)** – Provides financial assistance to eligible units of local government with the primary beneficiaries being very low and low-income individuals. Examples of projects funded include housing, public facilities and economic development.
- \*New Venture Capital Program** – Provides loan or equity funding for early stage, North Dakota-based companies which can show clear proof of completed product development and market acceptance as evidenced by growing sales.
- North Dakota Development Fund** – Provides flexible gap financing through debt and equity investments for new or expanding North Dakota primary sector businesses.

- North Dakota Rural Revolving Loan** – Provides gap financing to primary sector businesses, with the exception of production agriculture, located in communities of 8,000 people or less.
- \*Partners in Marketing** – Provides grants of up to \$25,000 per biennium to local professional economic development organizations for marketing activities that promote primary sector business or workforce attraction, retention or expansion.
- \*Tourism Infrastructure Grants** – Provides grants for local non-profit organizations to funds infrastructure and building needs at new or expanding tourist and recreational facilities.
- Tourism Matching Grants** – Creates opportunities for tourism and community partners to expand their marketing or event promotions.
- \*Workforce Enhancement Grants** – Provides funding for higher education institutions to help create or enhance training programs that address workforce needs of private sector employers in North Dakota.

## COMMUNITY SERVICES

**Americans with Disabilities Act** – Provides technical assistance to private and public agencies to help them meet requirements and provisions of the Act.

**Building Codes** – Updates and amends the North Dakota State Building code.

**Community Food and Nutrition Program** – Supports projects to meet nutrition needs and coordinates private and public food assistance resources for low-income populations through grants from the US Department of Health and Human Services.

**Community Services Block Grants** – Provides assistance through Community Action Agencies to implement locally designed anti-poverty programs including emergency assistance, money management and housing, counseling, self-sufficiency services, case management, and outreach and referral services to low-income households and people.

**Consolidated Plan** – Contains a description of the state housing and community development needs and resources, establishes strategies, and prioritizes the use of housing and community development dollars state-wide and by planning region.

**Emergency Shelter Grants Program** – Provides federal financial assistance to facilities and programs within North Dakota which provide temporary shelter to homeless individuals.

**HOME Program** – Creates partnerships among governmental entities and the private sector to make affordable housing available to low-income individuals.

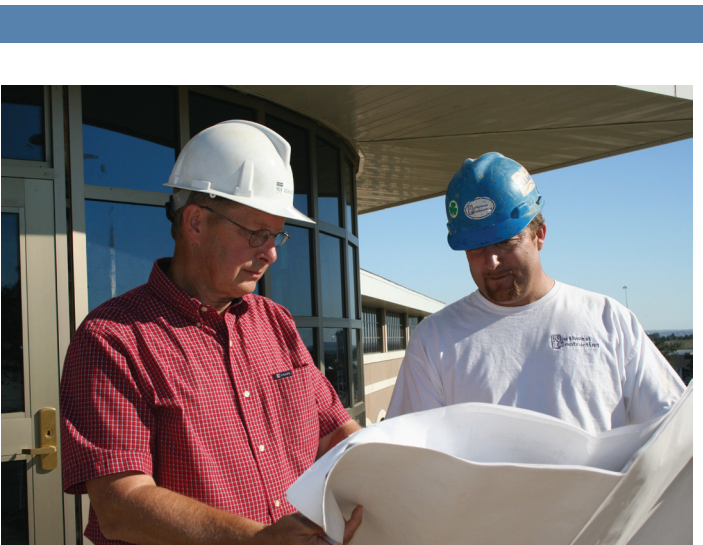
**\*Manufactured Home Installation Program** – Manages inspection program for new manufactured homes installed in North Dakota.

**\*Modular Buildings: Third-Party Inspection** – Manages inspection for modular residential structures.

**\*Office of Renewable Energy and Energy Efficiency** – Promotes energy efficiency in both the public and private sector, and facilitates the development and use of renewable energy sources within the state.

**Renaissance Zone** – Encourages reinvestment and redevelopment of downtown areas to attract new businesses and improve housing.

**Weatherization Assistance** – Increases the energy efficiency of dwellings owned or occupied by low-income individuals to reduce their total residential energy expenditures and improve their health and safety.



## TOURISM

**Advertising and Marketing** – Promotes North Dakota and its Legendary brand through development and distribution of promotional materials, mixed media and advertising involving print, radio, TV and online. The website is the most powerful promotions tool with more than 390,000 unique visitor annually. Cooperative advertising opportunities are also developed and distributed with state partners.

**\*Culture and Heritage Marketing** – Highlights and celebrates the state’s regional differences, unique history, ethnic cultures and more in a statewide program, also involving promotion of the Lewis & Clark Trail.

**Group Travel** – Allows groups to adventure together through North Dakota by providing assistance with planning, expanding or building tours within the state.

**International Travel** – Promotes the state in the Nordic countries of Norway, Sweden, Denmark, Finland and Iceland, Germany, as well as Australia.

**\*Learning-Based Vacations** – Caters to groups or individuals looking to combine fun and learning into their customized North Dakota vacation.

**Literature Distribution** – Distributes brochures, guides, maps and more through tourism industry partners, at highway rest areas and via the Web site to potential state visitors.

**Outdoor Promotions** – Promotes the state’s outdoor activities and adventures through representation at sport shows, working with adventure writers and through niche publication advertising.

**Public and Media Relations** – Provides complete information of what North Dakotan offers to the media and visitors through news releases and familiarization tours. Proactively encourages feature stories of North Dakota and works with writers and photographers on their North Dakota stories.

## ECONOMIC DEVELOPMENT AND FINANCE

**\*Ambassadors Program** – Arms North Dakota’s 2,100+ volunteer sales force with positive information about the state.

**Business Development** – Partners with communities to implement business development strategies targeted toward start-up, expansion and new companies relocating to North Dakota.

**Business Retention and Expansion** – Supports local partners to retain and expand North Dakota’s existing companies and creates linkages that result in new contract manufacturing relationships between in-state and out-of-state companies.

**\*Centers of Excellence** – Delivers hubs of research and technology that combine education and economic development at North Dakota’s 11 public colleges and universities.

**\*Innovate ND** – Provides direct assistance to North Dakota people who have business ideas through online entrepreneur education, coaching and mentoring from proven business owners.

**Research** – Provides business information and market research including industry background, company background and demographics, as well as managing databases related to companies, communities and available buildings.

**www.ndbusiness.com** – Provides the most current data for business in North Dakota; offers enhanced web-enabled tools to strengthen community and statewide marketing delivery, and promotes business connections for companies operating in North Dakota.





## STRATEGIC PLAN 2008-2009

### **Introduction**

The North Dakota Department of Commerce (Commerce) Strategic Plan is the primary tool to direct the activities of Commerce. Ultimately, all budgets, employee goal agreements and strategy flow from the direction provided in this document.

By definition, a strategic plan is a living document that can be modified when deemed appropriate. Commerce recognizes that to achieve our vision, deliver on our mission and operate within our values, we need to implement and evaluate this strategic plan on a consistent basis. This plan is reviewed and approved annually by the Commerce senior team.

The 2008 Strategic Plan was developed with input from all Commerce employees in January 2008.

### **Vision**

We improve the quality of life for the people of North Dakota.

### **Mission**

We lead North Dakota's efforts to attract, retain and expand wealth.

### **Values**

We contribute to a high-trust, innovative, focused and accountable team.

### **Strategic Priorities (the areas we need to address to accomplish our mission)**

#### EXTERNAL

- Business, Community and Industry Development
- Workforce and Volunteer Attraction, Retention and Expansion

#### INTERNAL

- Employee Satisfaction, Contributions and Growth
- Operations

## **STRATEGIC PRIORITY: Business, Community and Industry Development**

Commerce delivers initiatives, programs and services for business, community, and industry growth.

### **Outcomes (what we want to happen):**

- A. Targeted business leaders choose to start, expand or locate a business in North Dakota. *(Marketing Services, Workforce Development, ED&F, DCS)*
- B. Potential visitors have the information they need to book travel to and within North Dakota. *(Tourism, Marketing Services)*
- C. North Dakota has a growing innovative and entrepreneurial base. *(OISI, Marketing Services, Tourism, ED&F, DCS)*
- D. The state's companies and communities access Commerce programs and services to support business, community and industry growth. *(All)*
- E. Stakeholders have current, relevant information, rankings and facts on the state. *(All)*
- F. Commerce has established a solid reputation. *(All)*
- G. North Dakota is recognized as a great state for travel, business and quality of life. *(Tourism, ED&F, DCS, Marketing Services, Workforce Development)*
- H. Commerce effectively manages comprehensive programs to benefit low and moderate income citizens and communities. *(DCS)*

## **STRATEGIC PRIORITY: Workforce and Volunteer Attraction, Retention and Expansion**

Commerce provides a positive environment that enhances attraction, retention and expansion of talent and volunteers.

### **Outcomes (what we want to happen):**

- A. Potential job seekers and volunteers are choosing opportunities in North Dakota. *(Workforce Development, Marketing Services, Tourism, ED&F)*
- B. Stakeholders have relevant workforce and volunteer information on which to base policies and actions. *(Marketing Services, Workforce Development)*
- C. Commerce programs successfully attract, retain and expand the pool of workforce and volunteers. *(Workforce Development, Marketing Services, Tourism)*
- D. North Dakota is recognized as a great state to live and work. *(All)*

### **STRATEGIC PRIORITY: Employee Satisfaction, Contributions and Growth**

Commerce is an “employer of choice” with a culture that drives individual and organizational improvement.

#### **Outcomes (what we want to happen):**

- A. Employees strive to be trustworthy, innovative, focused and accountable. *(All)*
- B. Commerce provides programs and services that enhance employees’ work experience. *(All)*
- C. Employees understand and are engaged in the strategic direction of the organization. *(All)*

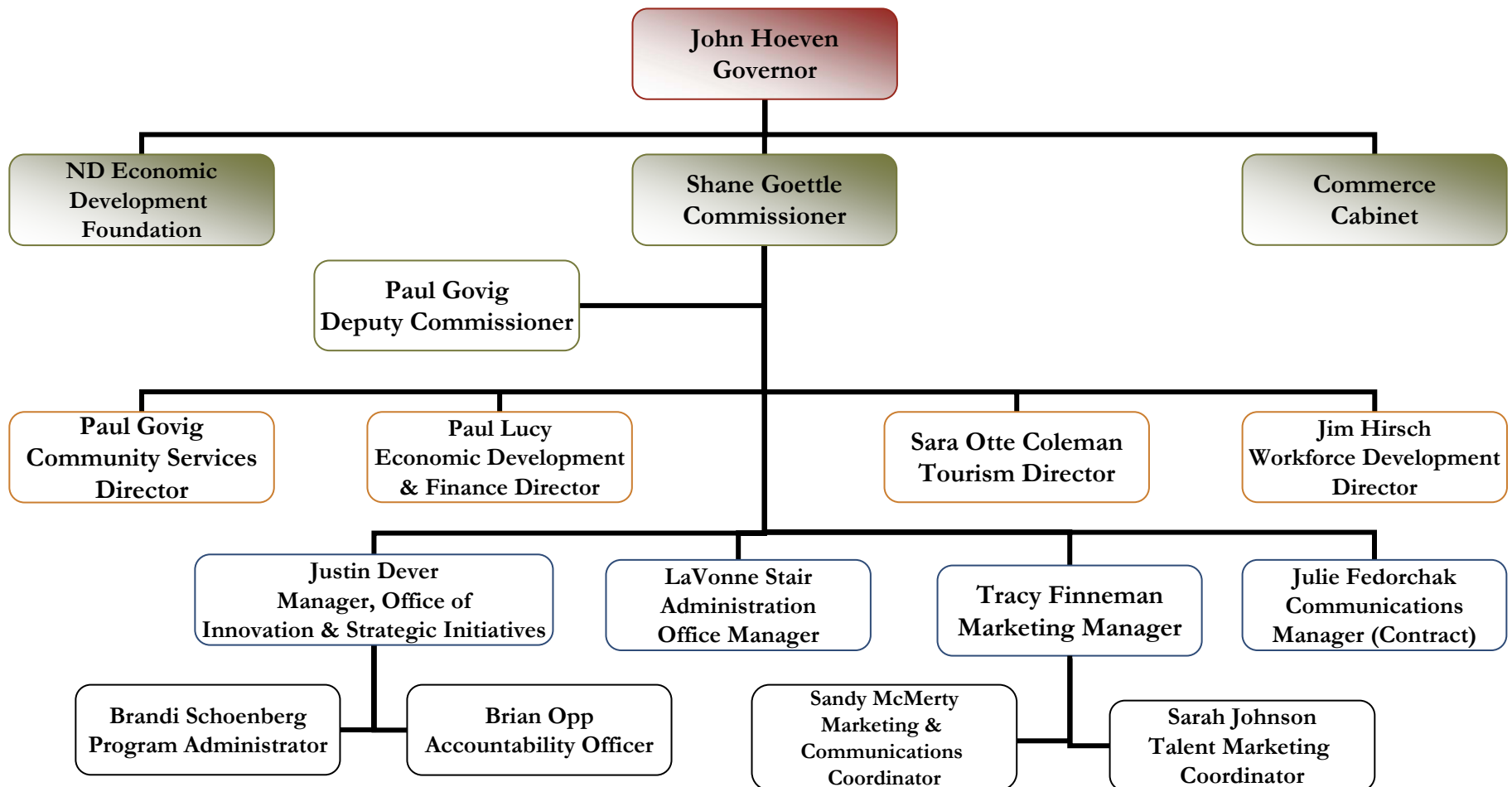
### **STRATEGIC PRIORITY: Operations**

Commerce has responsive, accurate and efficient business systems and processes.

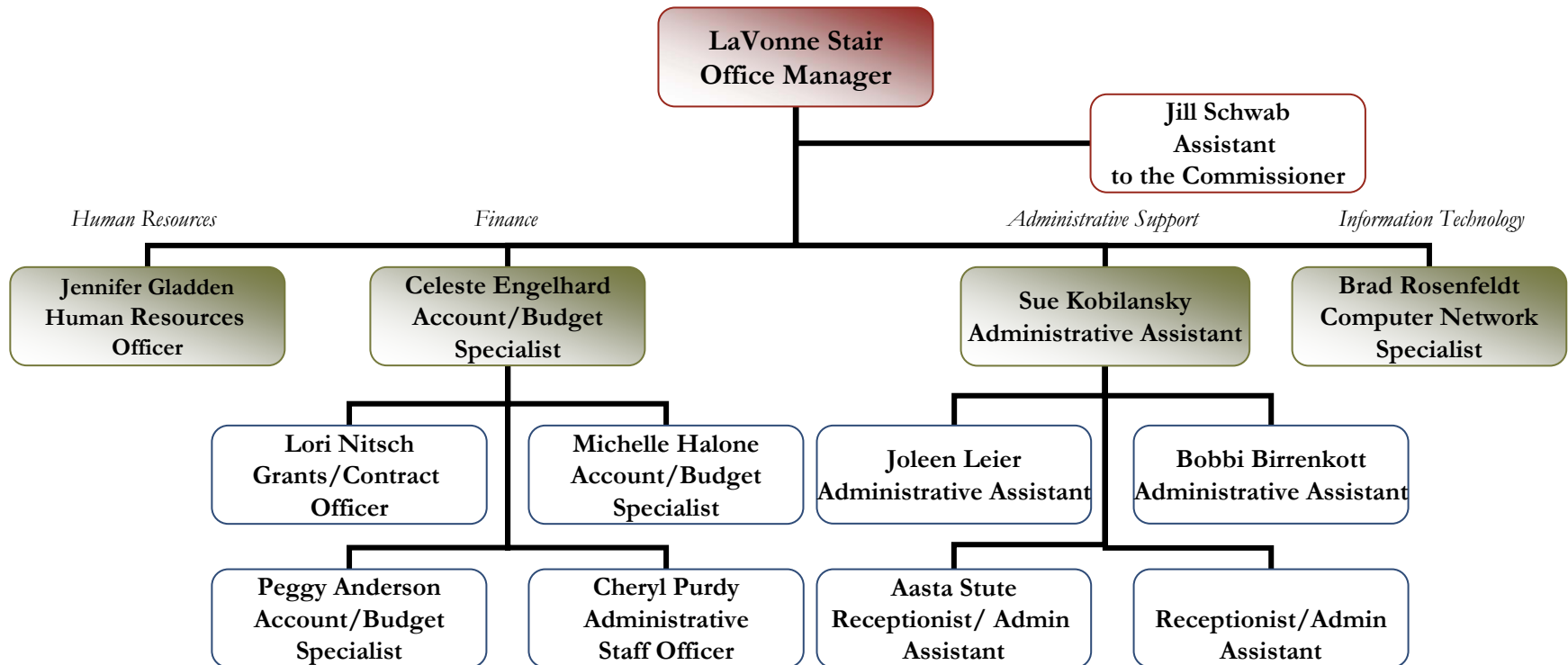
#### **Outcomes (what we want to happen):**

- A. Financial controls and oversight meet or exceed all governing standards. *(All)*
- B. Information and data are usable, timely and accurate. *(All)*
- C. Commerce establishes and maintains clear communication and accountability in partner relationships. *(All)*
- D. Strategies, policies and procedures are regularly reviewed, updated and consistently implemented. *(All)*
- E. Commerce strives to provide the staffing, space and tools necessary for employees to succeed. *(All)*

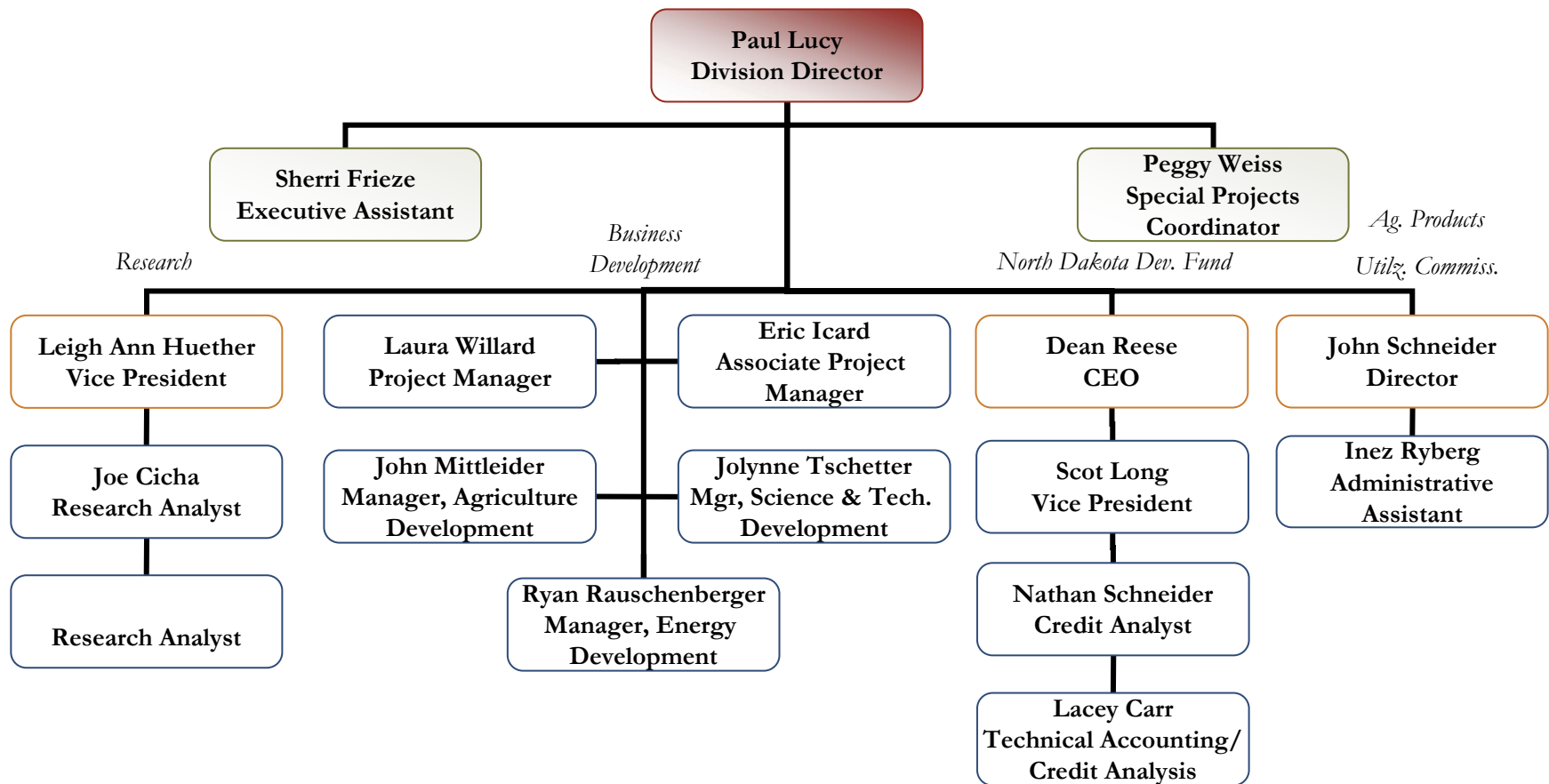
# Department of Commerce Organizational Chart



# Administration Organizational Chart

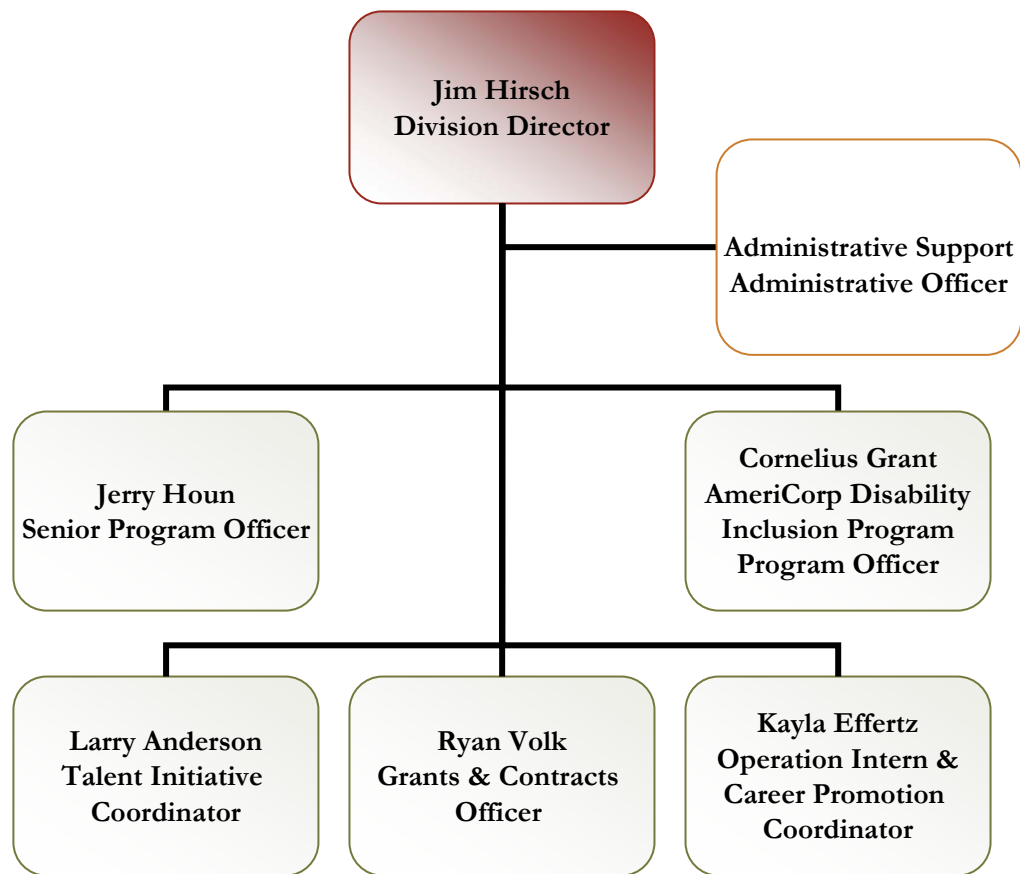


# Division of Economic Development & Finance Organizational Chart

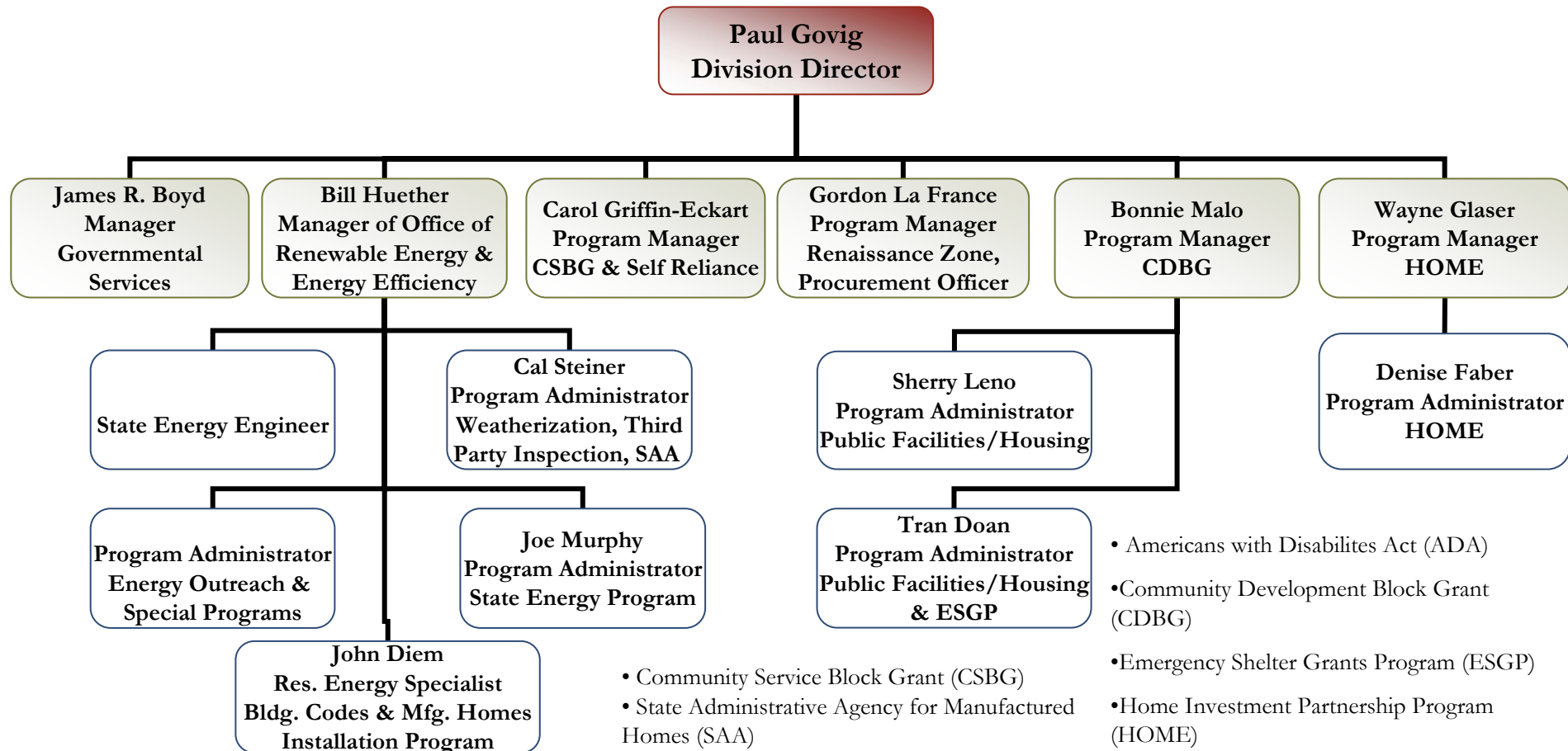




# Division of Workforce Development Organizational Chart



# Division of Community Services Organizational Chart



# Division of Tourism Organizational Chart

