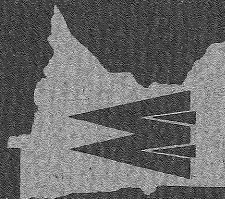


MN DEPT OF NATURAL RESOURCES
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MINNESOTA
DEPARTMENT
OF NATURAL
RESOURCES

OFFICE OF PLANNING

ANNUAL REPORT

FISCAL YEAR 1988



To our Clients and Colleagues:

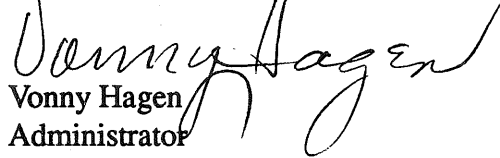
Much of the work of the Office of Planning is a collaborative effort with you, our clients and colleagues, so in a very real sense this annual report documents your accomplishments as well as ours.

We appreciate your confidence in our ability to help you address some of the critical resource issues of the day.

Your participation, insights and suggestions have kept us energized, creative and heading in the right direction.

We want to thank you for seeing the possibilities and for taking time to work with us—we couldn't have accomplished this much without you.

On behalf of the Office of Planning,


Vonny Hagen
Administrator

LIBRARY
Dept. of Natural Resources
500 Lafayette Road
St. Paul, MN 55155-4021

Thanks to the committee: Ron Sushak, Ann Marie McCann, Gail Fox, Cheryl Heide, and especially Ken Wald for creating this report.

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3 INTRODUCTION

There is a theme that runs through virtually all the work of the Office of Planning: interdisciplinary coordination, facilitation and assistance. These words describe the way in which we provide our services and perform our work.

Perhaps our most common role is to coordinate an interdisciplinary effort, e.g., to pull together pieces of work from a number of divisions or units, then synthesize and package the material into a coordinated statement or report under the logo of the Department of Natural Resources.

Providing technical assistance to clients is also common. Often we find ourselves in the role of "expert" in an area where a client may be less familiar or does not have a particular kind of technical specialist on staff. For example, a client might need economic analysis assistance for a report. The Office of Planning has the expertise to assist in developing the basic data, operating complex input-output models and interpreting the results. The client can then take the information and incorporate it into the report.

Within the term "facilitation" we include the concepts of designing, directing and otherwise leading to the accomplishment of a given piece of work. The projects are often complex, usually interdisciplinary, and require the participation of several departmental units and therefore need a formal design, a process for getting the project completed. A good example of this type of facilitation is the department's strategic issues process which culminates in the preparation of the "Directions" document.

This report covers FY 1988, the period from July 1, 1987 through June 30, 1988. We have clustered similar kinds of work into several broad categories so that we could briefly describe how the work is performed, as well as to give examples of some representative projects. A listing of the various items within each category follows each work description. Also included is the identification of the nature of the work, e.g., coordination, facilitation, and/or assistance. However, not all our work involves each

of these functions, and there can be great variation in the kind and amount of service we provide on any given project.

We hope you will find the following report interesting and that it will stimulate discussion regarding other applications to improve the effectiveness of your organization.

ITS HISTORY

The Office of Planning has its origins in the federal Land and Water Conservation Program. In the 1960s a national assessment to determine recreation needs was conducted under the auspices of the presidential Outdoor Recreation Review Commission which recommended that Congress create a program to provide federal funds for the acquisition and the development of recreation facilities. In anticipation of this federal initiative, the Minnesota legislature created the Minnesota Outdoor Recreation Resources Commission (MORRC) to oversee the planning and development of public recreation facilities.

To become eligible for the federal funds, the state was required to prepare a Statewide Comprehensive Outdoor Recreation Plan (SCORP). The Department of Natural Resources was designated and a small unit called the Bureau of Planning was created to carry out this responsibility.

Over time additional activities and staff were added to the original group. The MORRC study identified a need to develop a means of protecting significant recreational and scenic rivers in the state, and a position was added to develop the rules for the Wild and Scenic Rivers program. The need for a new land classification effort was identified by a special study of MORRC. The Office of Planning became involved in classification issues. Passage of the National Environmental Policy Act (NEPA) created a program calling for Environmental Impact Statements (EIS) on a host of federally funded activities. The Minnesota legislature followed suit with several pieces of environmental legislation, including creation of the Environmental Quality Board (EQB) and a state level review program. Several environmental planner positions were transferred from the EQB to the Bureau of Planning

to staff EQB activities, and to carry out certain water planning functions.

The Legislative Commission on Minnesota's Resources (LCMR), successor to MORRC, has played a substantial role in the development and direction of the Office of Planning. The LCMR has funded a number of diverse planning and research projects over the years, including parks and river planning, SCORP research and planning, river mile index, land suitability studies, policy development and management analysis. A number of these LCMR efforts have become part of the ongoing activities of the department by conversion of positions to the General Fund. Some of these positions have remained in Planning, while other activities that originated in Planning were transferred elsewhere to become part of the ongoing programs of DNR divisions or bureaus, such as park planning and the Natural Heritage Program.

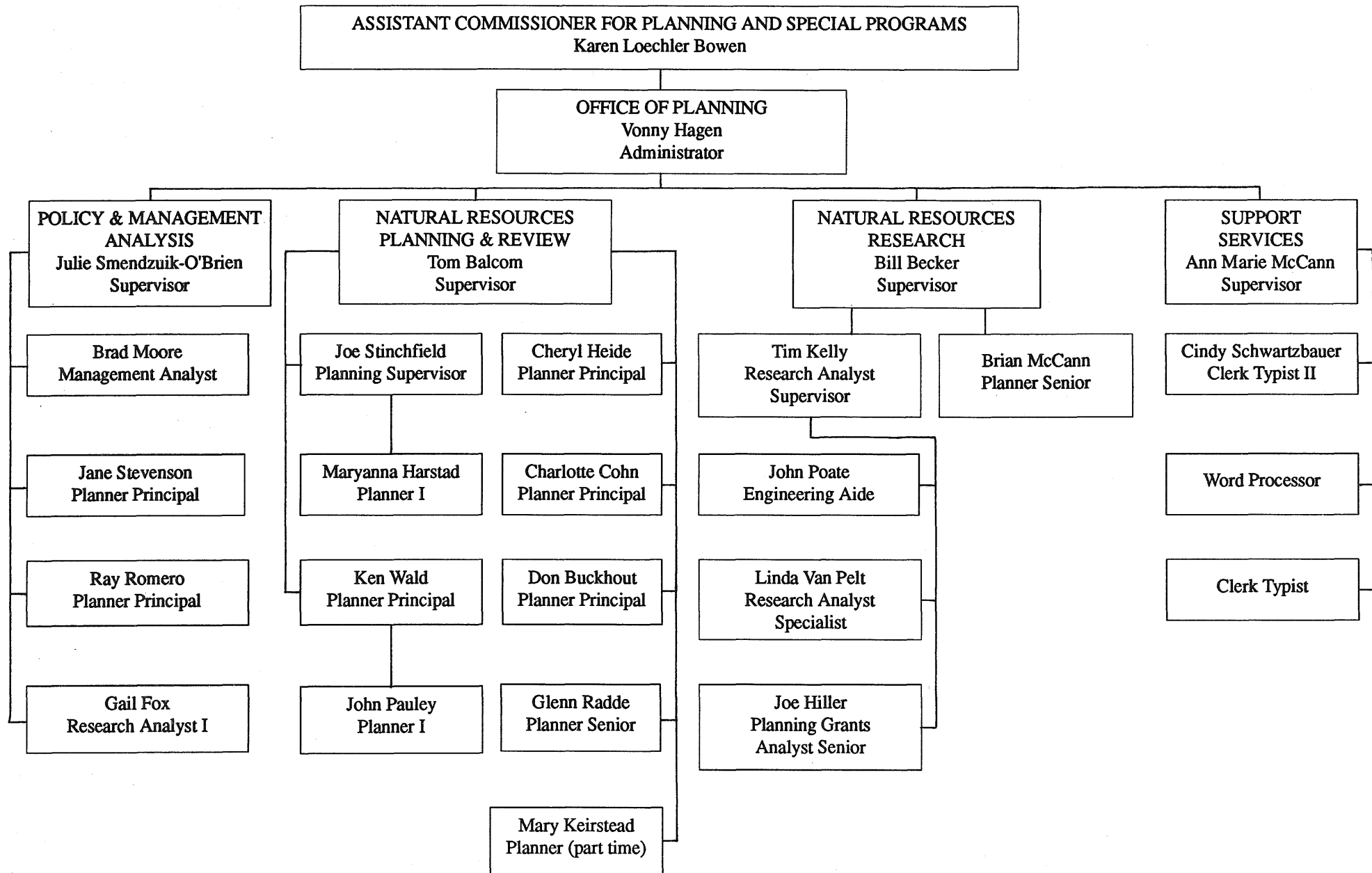
(The LCMR has been renamed the Minnesota Future Resources Commission (MFRC). The Office of Planning continues its close working relationship with MFRC and its staff in terms of strategic planning, project proposal development, work program/status report coordination activities and department-wide representation at meetings.)

ITS PEOPLE

The size of the Office of Planning typically has changed from biennium to biennium due to the variation in staffing patterns of the LCMR projects, most of which are of two to four years duration. The numbers of staff have ranged from a high of about 50 during the peak development of parks and rivers planning, to the current level of 23 positions (1 part time) and a small clerical support services unit.

In keeping with the varied nature of the work and services which the Office of Planning is called upon to provide, we have assembled a staff with a wide variety of educational backgrounds and work experiences. Professional staff hold 23 bachelors degrees in 14 different fields, 11 masters degrees in 9 fields, 2 doctorates with a third nearly completed, and a juris doctor. Fields of study are: forestry, geography, biology, education, business administration, economics, English, history, mathematics, housing design, political science, social psychology, religious studies and philosophy, public administration, natural resource management, outdoor recreation, public affairs, resource policy, economics and management, wildlife management, climatology, East Asian studies, and American Indian studies.

The U.S. Forest Service and MnDOT provided early experience for seven of our staff. Other federal service includes USDA and the U.S. Army (forestry). In addition to MnDOT, state agencies include Agriculture, Public Service, Human Services, Governor's Rural Development Council, State Planning Agency, the Minnesota Historical Society and the Department of Trade and Economic Development. Several staff have worked in the field of higher education, and others have been with a local unit of government or in the private sector. Experience within the DNR includes the Bureau of Engineering and the divisions of Waters, Minerals and Forestry. This variety in academic background and work experience gives the Office of Planning the ability to provide a variety of planning and research services to assist our clients in addressing critical, and often times, complex resource issues.



6 INTERDISCIPLINARY COORDINATION, FACILITATION, ASSISTANCE

One of the hallmarks of the Office of Planning since its inception has been its interdisciplinary coordination, facilitation and assistance. These functions require several important skills: to understand the subject matter and the significant viewpoints represented by all concerned parties; to set up problem-solving and decision-making mechanisms tailored to the issue at hand; to understand and manage group dynamics so as to facilitate discussion and desirable outcomes; and to document the outcomes in such a way that they are easily understood and accepted by the participants and interested parties who were not part of the process. Care must be taken at each step of a facilitation or coordination effort to ensure reasonable and workable solutions to resource management and administrative problems.

The Planning and Environmental Review Team (PERT) and its technical staff committee (PERT Tech) have been an on-going, interdisciplinary DNR forum for resolving conflicts. Over the past ten years, it has evolved into the department's highest level body recommending decisions and positions to the commissioner's office. The Office of Planning chairs the Tech committee and serves as staff to the chair of PERT. At each step of the PERT review process, Planning staff works with the disciplines involved to resolve conflicts, ascertain the positions of other disciplines, and find a common ground upon which all can agree.

Additional facilitation efforts involve other ongoing committees, task forces or groups in the department which the Office of Planning chairs or to which it provides staff support. An example is the Rivers

Task Force. It is made up of representatives of the Mississippi River Team, several divisions and regional administration. It is chaired by the Office of Planning. Another is the Outdoor Recreation Coordinating Committee (ORCC), for which the Office of Planning provides staff and administrative support.

Numerous other assistance and coordination efforts are included in this category. The Office of Planning coordinates much of the department's input into the Local Water Planning process. It planned or assisted in the planning of conferences and workshops, such as the Midwest Regional LAWCON Workshop and the Metro Resources Conference workshops. It assisted in the program development for the Public Responsiveness Program, the Commissioner's Management Team (CMT) Field Review Program and others. All of these efforts require significant interdisciplinary coordination and the ability to bring together divergent opinions and input to arrive at a consensus acceptable to all concerned.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
Staff and Assistance for Task Forces and Coordinating Committees					
Staff and Chair-Rivers Task Force	X	X		O	Divisions, Regions
Facilitate Forestry/Wildlife Coordination Task Force		X		C	Forestry, Wildlife
Staff-Planning & Environmental Review Team (PERT)	X			O	Commissioner's Management Team (CMT)
Staff and Chair-PERT Technical Committee	X	X		O	CMT
Affirmative Action Committee Staff and Members			X	O	CMT, Divisions
Staff-Innovation Board			X	O	CMT, Divisions, Regions
Member-Upper Mississippi EMP/CRIC Team, Ecology Team			X	O	MN, Other States, Federal Agencies
Staff-Outdoor Recreation Coordinating Committee	X	X		O	CMT
Coordinate DNR Input for Local Water Planning	X	X		O	Waters, Regions, Counties
Staff-Public Responsiveness Program Advisory Committee		X	X	O	CMT
Conferences and Workshops					
Plan and Chair National Association of Recreation Planners Meeting Program	X	X	X	C	Other States
Assist Metro Resources Conference Workshops	X	X	X	C	Public, State and Local Agencies
Plan and Host Midwest Regional LAWCON Workshop	X	X	X	C	National Park Service, Midwest States
Program and Process Development					
Develop and Implement CMT Field Review Process	X	X	X	O	CMT
Coordinate U.S. Forest Service Cooperative Recreation Research	X	X	X	O	SCORP
PERT Review Document Development Process	X	X		O	MnDNR
Assist Minerals Coordinating Committee Ten Year Diversification Plan			X	C	Minerals
Develop Operations Process for Outdoor Recreation Coordinating Committee	X	X		O	CMT
Develop Project Tracking System Pilot		X		I	Region 1, Divisions, Bureaus

Status
 O Ongoing
 C Complete
 I In Progress

The Office of Planning coordinates the department's review of both federal and state environmental documents and prepares comments representing the department's position on the issues under consideration. More than 230 documents were reviewed during FY 1988. Projects reviewed include a wide range of private sector proposals such as shopping centers, housing developments and industrial facilities, and public projects such as highways, airport improvements and military facilities. In addition to coordinating review of documents prepared by other agencies, Planning also prepares some documents in-house. In FY 1988, the office prepared four Environmental Assessment Worksheets (EAWs) and one Environmental Impact Statement (EIS). The office also serves as staff to the commissioner in his role as a member of the

Environmental Quality Board (EQB), the interagency board which oversees the state's environmental review program. The office also has a representative on the EQB Technical Committee, the EQB's staff-level operating body. The Office of Planning also provides the department's representative to the state's hazardous waste disposal siting effort and the low-level radioactive waste disposal siting task force.

All of these environmental review functions require a unified DNR position be established, necessitating an interdisciplinary effort involving all DNR divisions, bureaus and regions having an interest in the matter being reviewed. Sometimes it is necessary to work out conflicting positions of the different units involved, as well as to coordinate with other local, state and federal agencies.

The review of the proposed Lima Mountain radio tower is a good example of the environmental review process at work. The site, on state land, about 16 miles north of Grand Marais, is within two miles of the Boundary Waters Canoe Area Wilderness (BWCAW). The tower, over 600 feet high, would have stood 1000 feet above the average elevation of the surrounding area, and would have been visible from several points within the BWCAW, various lakes and recreation areas outside the BWCAW, and the Gunflint Trail. Through the environmental review process, it became evident that the visual and aesthetic impacts were unacceptable, and the department denied the lease request. Other sites which would have fewer impacts are now being evaluated by the proposer.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
231 Environmental Document Reviews and Responses	X	X		O	EQB, Divisions, Regions
Three Pipeline Approvals	X	X		C	Divisions, Regions
<i>Environmental Assessment Worksheet (EAW) Preparation</i>					
Lima Mountain Radio Tower		X		C	Local Government, EQB
Minnesota Sphagnum, Inc. (peat mining)		X		I	Local Government, EQB
Beaches Lake Restoration		X		C	Local Government, EQB
Elm Lake Impoundment		X		C	Local Government, EQB
Oglebay Norton Mining		X		C	Local Government, EQB
<i>Environmental Impact Statement (EIS) Preparation</i>					
Winger Dam		X		C	Local Government, EQB
<i>Project and Plan Review and Coordination</i>					
New Stillwater TH 36 Bridge over St. Croix	X	X		I	Local Government, EQB
Harriet Island/Lilydale Park	X			C	Local Government, EQB
National Forest Plan EIS Appeal	X		X	C	USFS
Highways in Recreation Areas (HIRA)			X	I	Local Government, MnDOT
Metro 509 Water Plans	X	X		I	Local Government, Waters, Regions
Hydropower Projects	X	X		O	EQB
Low-level Radioactive Waste Disposal Siting Process	X		X	O	Legislature, Governor, Other States
Hazardous Waste Disposal Siting Data	X		X	I	EQB
EQB Technical Committee Member	X	X		O	EQB, Federal, State, Local Agencies
EQB Biotechnology Sub-Committee Member	X		X	O	EQB
Staff to Commissioner as EQB Member	X	X		O	Commissioner, EQB
Project Development Tracking System		X			Divisions, Regions

Status
 O Ongoing
 C Complete
 I In Progress

10 STRATEGIC PLANNING AND BUDGET COORDINATION

Biennially, the department must submit to the legislature a budget proposing actions and the corresponding financing needed to manage the state's natural resources. For the last three bienniums, including FY 1988, the Office of Planning has designed and implemented a department-wide strategic planning effort to coordinate the identification of issues, and determine the actions and level of funding the department will need for the coming two years to adequately manage the state's natural resources. During FY 1988, 60 issues were identified (many based on divisional resource management plans), reviewed and prioritized by DNR's senior managers. Based on the priorities identified, an interdisciplinary group met on each of the issues to identify actions and organizational resources (staff, funding) needed to work on the issues.

This is a six month process and requires coordination among all divisions, bureaus and regions, special programs, and the Commissioner's Management Team, as well as hundreds of DNR employees. The office also worked closely with the Financial Management Bureau on the budget priorities. Products of the process were several: A volume of issues facing the department, a volume of possible actions to address them, priorities for general funding and for LCMR, DNR recreation issues to be used in the State Comprehensive Outdoor Recreation Plan (SCORP) in 1989, and *Directions 2*, published in January 1989. The process will begin again in mid-1989.

The Office of Planning provides a liaison to the Legislative Commission on Minnesota's Resources (LCMR) to assist in the identification of natural resource issues, utilizing the department's strategic planning process. The office also provides in-house technical assistance and coordination in the development of project proposals and provides for on-going project administration which includes development of work programs and status reports.

The office also offers customized strategic planning assistance services to individual units on a request basis.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
Develop and Write Strategic Issues Volume	X	X	X	C	CMT
Facilitate and Write Action Planning Volume	X	X	X	C	CMT
Budgeting/Strategic Planning Interface	X		X	C	CMT, Financial Management
Evaluate <i>Directions 1987</i>	X	X		C	CMT
Facilitate Regional Strategic Planning Sessions	X	X		C	Regions
MIS/GIS Plan Update			X	I	CMT, Divisions
Coordinate and Administer LCMR Project Proposals	X		X	O	CMT, Divisions, Regions

Status
 O Ongoing
 C Complete
 I In Progress

11 MANAGEMENT ANALYSIS

The management analysis services of the Office of Planning fall into two broad categories: analytical services and organizational development services.

Analytical services focus primarily on existing organizational policies, procedures and structures. This includes such things as studies of organizational structure and staffing, workload analyses or work measurement, procedures analysis and program monitoring and evaluation. During FY 1988, a major analytical project was an 11-month study of the DNR's land acquisition process. The study involved working with a steering committee of Commissioner's Management Team, regional administration, and Real Estate Management Bureau managers; interviews with Real Estate Management Bureau staff, DNR real estate specialists, and

divisional acquisition coordinators; and surveys of 51 fee appraisers and 85 DNR field people involved in land acquisition. The report contained about sixty recommendations which are now being implemented.

Organizational development is a relatively new undertaking within the DNR. It can be defined as a long-range effort to introduce planned change. It usually involves the entire organization or a coherent part of the organizational system. It has as its goal increasing organizational effectiveness and enhancing organizational choice and self-renewal. Typical projects include program and process design, meeting design and facilitation, changes in management efforts, and team building sessions.

During FY 1988, many organizational development efforts were linked to other projects. A distinct effort in this area, however, was the design and facilitation of three senior managers meetings. One meeting focused on public responsiveness while the others were designed as information and decision-making meetings during the strategic planning process. Another significant effort was the creation of operating methods and procedures for the staff-manager model of the Outdoor Recreation Coordinating Committee, newly reconstituted in FY 1988. A program review process was also designed for the Commissioner's Management Team to use with regional administrators in reviewing field operations.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
DNR Land Acquisition Process Management Study		X	X	C	CMT, Real Estate Management
Review Regional Business Office/Clerical Study			X	C	CMT, Regions, Financial Management
Staff to Steering Committee for Acquisition Study Implementation		X		I	CMT, Real Estate Management
Planned and Facilitated Three Senior Management Meetings	X	X		O	CMT
Program Reviews in the Regions	X	X	X	O	CMT, Regions, Divisions

Status
O Ongoing
C Complete
I In Progress

12 SURVEYS AND STUDIES

The Office of Planning's role in conducting surveys and studies ranges from limited involvement (helping to determine the scope of a project and evaluating consultants) to assisting in the project (developing data collection instruments and analyzing data) to complete responsibility for administering the project. The office provides as much assistance as our clients request.

The survey of the general population's image of state parks is a good example of what is involved in conducting a major survey project. Initial meetings with the Division of Parks and Recreation were required to define the research problem, determine

the scope of the project, and develop the research design and techniques. Using this information, the office developed a survey instrument for Parks' review and modification. The office then administered the survey. This included: final survey design, printing the surveys and envelopes, obtaining a mailing list for a random sample of Minnesota residents, hiring student workers and coordinating volunteer workers, and preparing and mailing the forms. Follow-up mailings were required to increase the response rate. Programs and databases were created to record information on mailings and responses, and to collect and validate data. The office also supervised data entry.

In addition, the office conducted a non-response bias check by telephoning a sample of those who did not return their survey. This involved developing additional survey instruments, computer programs, and databases, hiring additional student workers, and evening and weekend telephone survey administration.

Data analysis, interpretation of results, and preparation of reports are occurring now. From start to finish, the Parks' project will take about two years.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
DNR Issues and Recreation Facilities Public Opinion Poll	X	X	X	I	CMT, Divisions
General Population State Park Image Survey	X	X	X	I	Parks & Recreation
State Park Visitor Survey	X	X	X	C	Parks & Recreation
Metro Boater Survey of User Attitudes on New Public Accesses	X	X	X	I	I & E, Enforcement
Hunter Education Program Survey	X	X	X	C	I & E, Enforcement
Minnesota Boat Owner User Attitudes	X	X	X	I	Divisions & Bureaus
Recreational Water Use in Central Minnesota	X	X	X	I	Trails & Waterways, I & E
Land Use Study and Land Cover Update		X		O	Divisions, Regions
Employee Rewards/Recognition Survey		X	X	I	CMT, Human Resources
Kettle and Rum Rivers Recreation Use Surveys		X		C	Divisions
St. Louis and Cloquet Rivers Analysis		X		I	Divisions, Regions
SCORP, Wetlands Addendum Update and Action Plan	X	X	X	C	National Park Service
Whitewater WMA User Survey		X	X	I	Fish & Wildlife
Marketing DNR Services Survey	X	X	X	I	I & E
1987 Angler Attitudes Study	X	X	X	C	Fish & Wildlife
Forest Road Recreation Use/Gas Tax Assessment			X	C	Forestry
Suitability of Public Lands for Wild Rice		X	X	C	Real Estate Management
North Shore Underwater Park Feasibility Study	X	X		I	CMT, Parks & Recreation
Facilitate Lac Qui Parle Visitors Center Study		X	X	I	Regions, Divisions
Internal Career Path Survey	X	X	X	C	Human Resources
Career Ladders			X	I	Human Resources, Fish & Wildlife
Employee Attitudes on Smoking in DNR Building		X	X	C	CMT

Status
 O Ongoing
 C Complete
 I In Progress

14 RESEARCH, ANALYSIS, REPORTS

The Office of Planning prepares a variety of multidimensional reports and analyses. The office's involvement in many broad-based surveys and studies allows it to combine and use data from several different, and often unrelated, projects to provide analyses on new problems.

An example of a new use for existing data is the Office of Planning's involvement with Waters in the

LCMR-funded Lake Carrying Capacity Project. Waters was interested in the effect the amount of recreational use a lake receives has on user satisfaction and safety. By using data from three prior studies on water surface use done for Trails & Waterways and the Bureau of Information & Education, the office was able to prepare a report for Waters on boating patterns and boater attitudes in three lakes regions.

An offshoot of the Waters project was the development of a computer model to simulate the impact of riparian development on water surface use. This model is now used by Trails & Waterways (the funding source of the original data) in developing materials for their informational meetings on public access siting.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
Economic Importance of Fishing and Hunting in 1854 Treaty Area			X	C	Attorney General's Office
Public Responsiveness Training Report	X	X		C	CMT
Coordinate DNR Section in Economic Report to the Governor			X	C	Governor, State Planning Agency
Write Outdoor Recreation Section in Economic Report to the Governor	X	X	X	C	Governor, State Planning Agency
Economic Impact of State Park Visitation			X	C	Parks & Recreation
Economic Impact of Outdoor Recreation	X		X	C	CMT
Economic Impact of Water-Related Outdoor Recreation	X	X	X	C	Waters
Boating Patterns/Boater Attitudes in Three Lake Regions	X	X	X	C	Waters, Trails & Waterways, I & E
Economic Impact of Proposed North Shore Park			X	C	Parks & Recreation
Children's Policy Report for Governor's Office	X			C	Governor
Report on Proposed 1989 Policy Initiatives	X			C	State Planning Agency
Environmental Resolutions for National Governor's Association	X			C	Governor
Recreation Use Patterns/Demand for St. Croix River Marina Facilities		X	X	C	Waters, MN/WI Boundary Commission, Lower St. Croix Management Commission

Status
O Ongoing
C Complete
I In Progress

15 POLICY, RULES, LEGISLATION REVIEW AND ANALYSIS

A large agency such as the DNR needs formal guidelines to direct its operations. The Office of Planning is often involved with the development, review and revision of policies, rules and legislation. Skills required include an extensive knowledge of both the subject matter involved and the adoption process, as well as problem solving and coordination skills similar to those required for the facilitation and coordination services discussed earlier.

Internal policies and procedures outline how DNR will manage its internal working relationships. In the development of policies and procedures, there may be a great deal of guidance available from external

sources, as was the case in the development of the Smoking Operational Order during FY 1988; or there may be a lot of authority given from external sources, as was the case in the Lake Management Policy, but in either case a great deal of internal consensus-building needs to occur before the guidelines are finalized.

Sometimes the Office of Planning gets involved as lead or in an assisting role in the rules adoption or revision processes within DNR, especially to handle sensitive, interdisciplinary rules. For example, during FY 1988 the office had lead responsibility in the revision of the Lower St. Croix land use rules.

Because of the complex nature of these rules, substantial coordination was required for the divisions involved, the Attorney General's office, and others.

Lastly, the Office of Planning is involved with coordination and development of special state and federal legislative proposals. For example, in FY 1988 the office assisted in the coordination of review of the Mississippi River National Recreation Area bill and assisted in developing information important in promoting the Environment and Natural Resources Trust Fund.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
Staff and Chair Lake Management Policy Task Force		X	X	I	Waters, Fish & Wildlife, Trails & Waterways
Chair Endangered Species Policy Task Force		X	X	I	Fish & Wildlife, EQB
Revise EQB Rules	X	X	X	C	Divisions, EQB, Other Agencies
Revise Lower St. Croix Rules	X	X		I	Divisions, Regions, MN/WI Boundary Commission
Draft Smoking Operational Order			X	C	CMT
Develop DNR Management Guidelines System Operational Order		X		O	CMT, Divisions, Regions
Develop Recreational Vehicle (ATV) Use Operational Order		X	X	C	CMT, Divisions, Regions
Coordinate Mississippi National River and Recreation Area Legislation			X	C	CMT
Environment and Natural Resources Trust Fund Analysis	X		X	C	CMT, Divisions, Regions
Develop Natural Resources Critical Needs Analysis	X		X	C	CMT

Status
 O Ongoing
 C Complete
 I In Progress

The Office of Planning provides a variety of computer services such as programming assistance, graphics, mapping, and system design. A major source of services and products is the Recreation Facility (RECFAC) Data Base. RECFAC is intended to be a single source of information for all types of recreational facilities in Minnesota, for as many activities as possible. RECFAC currently contains data on approximately 14,000 recreation sites.

The production of the winter guides to snowmobile and cross country ski trails exemplifies the workings of a RECFAC project. A project planning team consisting of members from Trails & Waterways, Information & Education, the Office of Planning, and the Office of Tourism met to determine brochure content and to design the layout. RECFAC had to be modified to hold the new data; a survey had to be designed, produced, and administered to collect the

data; and finally the data had to be entered. Once all the data was entered, computer programs were created to generate a camera-ready copy of the brochure for the printer. The Office of Planning manages RECFAC and writes custom programs to retrieve and display data. Data are maintained as much as possible through cooperative efforts with other agencies.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
Purple Loosestrife Maps		X	X	C	Fish & Wildlife
Convert Cellular Maps to Isoline Maps		X	C		LMIC, MnDNR
Design Employment Application Tracking System		X	X	O	Human Resources
Recreation Facility (RECFAC) Data Base					
Improve System (faster and more user-friendly)	X	X	X	O	MnDNR
Provide Documentation to Illinois		X	X	C	State of Illinois
Provide Swimming Beach Information to PCA		X	X	C	Pollution Control Agency
Provide Hazardous Waste Siting Information		X	X	C	Waste Management Board, Counties
Provide Mineral Lease Siting Information		X	X	C	Minerals
Provide Index of T&W Facilities in Regions 1 & 2		X	X	C	Trails & Waterways
Provide List of Forestry Facilities		X	X	C	Forestry
Establish RECFAC and Tourism Data Compatibility	X	X	X	I	Trails & Waterways, I & E, Tourism
Produce Annual Trails Registry		X	X	O	Trails & Waterways
Produce Annual WMA Field Report		X	X	O	Fish & Wildlife
Produce Arrowhead Winter Guides	X	X	X	O	Trails & Waterways, I & E, Tourism
SCORP Data Requests for 1987 Outdoor Recreation Survey:					
Outdoor Recreation Activities		X	X	O	Numerous clients
Computer-generated Population and Recreation Maps		X	X	C	Numerous clients
Economic Value of Recreation		X	X	C	Numerous clients
Bald Eagle and Blandings Turtle Maps			X	C	Fish & Wildlife
Design Rivers Data System		X	X	O	Divisions, Regions
Metro Fisheries Graphics/Fishing Participation and Population Trends		X	X	C	Regions, Fish & Wildlife
Metro Natural Heritage Element Maps		X	X	C	Fish & Wildlife
Financial Graphics for Budget		X	X	C	Financial Management
Furbearer Data Analysis		X	X	C	Fish & Wildlife

Status
 O Ongoing
 C Complete
 I In Progress

18 GRANTS ADMINISTRATION

Since the beginning of the Land and Water Conservation Fund program, the Office of Planning has administered the grants for state recreation facilities. More recently the legislature has directed the DNR to administer grants for the construction of non-DNR environmental facilities and other similar

projects. The money is transmitted in accordance with the terms of a contract between the state and a local unit of government. As project developers are new to the myriad of state and federal requirements regarding use of tax exempt bonding monies, and because no two projects are alike, each contract is

created to address special local fund raising and project management needs. The construction of the Environmental Learning Center is an example of a large scale project which was developed in phases to best accommodate the proposer's needs.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
Administer LAWCON Program Annual Reports		X	X	C	National Park Service
Presentation for Representative Vento	X	X	X	C	Representative Vento
Collection of Misappropriated Funds	X	X	X	C	State
International Wolf Center Grant	X	X	X	O	International Wolf Center Committee
River Bend Nature Center Grant	X	X	X	O	City of Faribault
Mississippi Headwaters Board Grant	X	X	X	O	Mississippi Headwaters Board
Leech Lake Reservation Business Committee Grant	X	X	X	O	Leech Lake RBC
Dunlap Island Redevelopment Grant	X	X	X	O	City of Cloquet
Kettle River Interpretive Center Grant	X	X	X	O	City of Sandstone
Environmental Learning Center Grant	X	X	X	O	Lake County
Deep Portage Learning Center Grant	X	X	X	C	Cass County

Status
 O Ongoing
 C Complete
 I In Progress

19 MEDIATION SERVICES—A New Initiative

The Office of Planning has taken a lead role in the department in applying the techniques of Alternative Dispute Resolution (ADR) to conflicts over management and regulatory activities. ADR applications have most often taken the form of mediated negotiations and negotiated rulemaking. In mediated negotiations the disputing parties are brought together by a neutral mediator who helps them to work out a solution to their conflict. This approach was used previously to resolve the dispute regarding the aerial application of herbicides for forest management purposes. In negotiated

rulemaking, the parties who have a stake in the outcome of a new set of rules meet together, often with a neutral facilitator, to negotiate the content of the rules. During FY 1988, the Office of Planning provided facilitators for a series of negotiation sessions with the Division of Waters and twenty interest groups regarding the revision of the state shoreland development rules. Other negotiation efforts during the year included the elk management dispute in northwestern Minnesota, the 1854 Indian Treaty dispute, and the trophy angling/spear fishing dispute.

The Office of Planning intends to expand this service to engage in comprehensive conflict management support to the divisions and bureaus. A project recently approved by the Minnesota Future Resources Commission (formerly LCMR) will aid in this effort. Future efforts will include conflict assessment, negotiation training and support and procurement of mediator services when needed. ADR services have proven to be a significant tool to aid department staff in fulfilling their resource management objectives.

FY '88 Task	Coordinate	Facilitate	Assist	Status	Client
Elk Management Dispute			X	C	CMT
1854 Indian Treaty Dispute			X	C	CMT
Shoreland Rules Negotiation		X	X	C	CMT
Trophy Angling/Spear Fishing Dispute			X	C	CMT

Status
 O Ongoing
 C Complete
 I In Progress

