

GUIDE TO

M I N N E S O T A

*Department of
Natural Resources*

1999

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November 1998

Minnesota Department of Natural Resources

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STATE OF MINNESOTA

OFFICE OF THE GOVERNOR
130 STATE CAPITOL
SAINT PAUL 55155

ARNE H. CARLSON
GOVERNOR

Dear Commissioner:

It is with great pride that I introduce you to the Minnesota Department of Natural Resources through this report. The Department of Natural Resources is not only an agency with a long and proud tradition, but is also an agency mindful of the current challenges to our natural environment. Historically, good timber supply, innovations in minerals and mining, plentiful recreational opportunities and abundant game and fish resources have provided great benefits to Minnesota's economy and still do. However, concern about the sustainability of many practices nationally and internationally has caused the Department of Natural Resources in the last several years to examine carefully the relationship between environmental, economic and community values.

Within that context, there are many high priority natural resource management and organizational questions for the Department of Natural Resources, a state agency making major contributions toward that sustainable society:

- Continued generation of revenue for educational trust funds from forestry, mining and land leasing as part of its responsibility under the Minnesota constitution
- Improved customer service through electronic licensing for resource management use
- Continued development of recreational facilities, such as parks, trails and accesses
- The outdoor heritage of hunting and fishing
- Sustainable forestry through joint partnerships among governments, landowners and industry
- The joint interagency lake management initiative developed by agencies with various responsibilities for lake management
- Information technology improvements, including Geographic Information Systems, that will allow sharing of products with local communities
- 1837 Treaty Rights of the Mille Lacs Band and the decision to be rendered by the U.S. Supreme Court in spring 1999
- Productive ways to work with local communities to manage natural resources
- The ecological integrity and biodiversity of Minnesota's native plants and animals.

An additional report of information to supplement this Guide to the Minnesota Department of Natural Resources, entitled "*Commissioner's Book*," has also been prepared by the Department of Natural Resources. Please feel free to call on Commissioner Rod Sando (651-296-2549) and his staff for any additional information you might need.

Warmest regards,

A handwritten signature in black ink that reads "Arne H. Carlson".

ARNE H. CARLSON
Governor



Minnesota Department of Natural Resources

OFFICE OF THE COMMISSIONER

500 Lafayette Road

St. Paul, Minnesota 55155-4037

To the Incoming Administration:

I am proud to convey to you this summary of DNR's current operations and management. An accompanying report, the "Commissioner's Book," contains additional detail about the department's strategic direction and background on the work of the various divisions, bureaus and regions.

During the last 8 years, we have undertaken to address the questions deriving from international and national movements to address sustainability of our current practices in relation to the environment. Minnesota, of course, has a strong tradition of care and concern for the state's natural resources. At the same time, it seemed a practical and useful matter to consider rather than ignore what the sustainable development movement might have to teach Minnesota.

As a result of our effort, I believe we have an organization that:

- Is responsive to customer needs, expectations and desire for involvement in the policy process;
- Is able to address conflicts among various stakeholders through mechanisms such as the Wolf Roundtable and the Red River Mediation;
- Is largely aware of the dimensions of managing whole systems rather than parts;
- Thinks about commodity production (i.e., lumber, fish, game) but also considers integrating management to address environmental, economic and social values; and
- Concentrates work efforts at the level closest to resources so that resource management decisions are made in partnership with communities, local government units and other agencies to achieve objectives in collaborative rather than competitive ways.

If I can answer any questions, or make staff available to you, please contact me at 296-2549.

Yours truly,

A handwritten signature in black ink that reads "Rodney W. Sando". The signature is fluid and cursive, with a long horizontal line extending to the right.

Rodney W. Sando
Commissioner



Natural Resource Management Strategy

The *mission* of the Minnesota Department of Natural Resources (DNR) is to *preserve, protect and enhance Minnesota's natural resource heritage in order to benefit the environment, economy, and quality of life of all Minnesotans, present and future.*

The department's *vision* is to *work with people to manage the state's diverse natural resources for a sustainable quality of life.*

Agency staff from the field and area locations to the top recognized in the early to mid-1980s that our operating strategies were evolving. Single-focus "commodity production" of trees, wildlife, fish, etc., gave way to the idea of multiple use strategies, and the Minnesota Forest Resources Act of 1982 specifically required forest planning in the department to consider the myriad of other uses and resource values. During the 1988-89 strategic planning cycle within the agency, field and area staff, who had been experimenting with collaborations at the local level, maintained that DNR's management should be more integrated. This developed into a natural resource management strategy based on the need for balance among three major elements: the environment, the economy and the community.

The environment. This includes both natural systems and human beings. The environment serves as the foundation of a healthy economy and a healthy society.

The economy. Natural resources have long contributed to the economic well being of Minnesota. The state's constitution requires that the DNR earn revenues for the school and other permanent trust funds. Natural resources must be used as well as protected.

The society or community. While the DNR administers a great deal of the state's land and water bodies, as well as numerous facilities for people to enjoy their natural resources, neither the state nor DNR manages all the state's natural resources. Other levels of government – federal, local, and tribal – and industrial and individual private landowners also have a huge impact on use and protection of the state's resources. This growing awareness within DNR has prompted a significant

change in the way the agency works with all of these parties to respond to the question, "How can we *all* work together to protect and benefit from *all* our state's great gifts of natural resources?"

The challenge is: What is the balance? What is sustainable? How are sustainable conditions achieved in the environment upon which people and economics depend? How can various and often competing interests be brought together to reconcile value differences and work toward sustainable conditions in Minnesota's communities, environment and economy?

The Agency

The department creates opportunities to utilize resources to provide economic return. It also provides wildfire protection on 45 million acres, including billions of dollars' worth of private and public timber, as well as private property. It develops and disseminates information on recreational resources and educational materials on natural resource subjects. It provides assistance to local governments, organizations, and individuals on natural resource matters such as forest management, wildlife habitat improvement, and trail development.

DNR is the major land management state agency in Minnesota, administering 94% of all state-owned land administered by state agencies. This includes ownership of 12 million acres in mineral rights and 5.3 million acres of land for parks, wildlife areas, public water accesses, scientific and natural areas, state trails, and state forests. These lands provide wildlife habitat and recreational opportunities and play an important role in supporting resource industries.

DNR administers state-owned navigable waters and submerged land and is charged with maintaining surface water and ground water supplies to meet long-term requirements for basic use, environmental protection and economic production. The department is constitutionally responsible as trustee of 2.5 million acres of trust lands, with a mandate to manage for income generation consistent with long-term natural resource considerations.

Activities regulated by the department include hunting; trapping; fishing; boating; all-terrain vehicle use; snowmobiling; wild rice gathering; mineral exploration, mining, and reclamation; dredging, filling, and draining

protected waters and wetlands; constructing and maintaining dams; appropriating and using the surface and groundwater; establishing lake levels; developing shorelands, floodplains and the shores of wild, scenic and recreational rivers; permitting and licensing private game farms, fish hatcheries; recreational trail and land use; roadside zoo operations; and open burning.

The Environment

Minnesota’s natural resources exert a powerful influence on the state’s culture, contribute to a multi-billion dollar outdoor recreation and tourism economy, and support thriving resource-based industries.

More than most states, Minnesota is a land of resource transitions. The climate in the western part of the state created the western tall grass prairies and today’s deep, rich soils -- the backbone of Minnesota’s agricultural industry. In the east, heavier and more reliable rainfall supports a forest growth of conifers and deciduous hardwoods. Somewhere in between lie the lake and wetland complexes. In the north, the crush of glaciers during the last ice age, warped and twisted the landscape, exposing the bedrock and leaving lakes and potholes in the glacial wakes. In the south, glacial deposits and outwash covered the landscape leaving a flat and rolling terrain.

Minnesota sits astride four watersheds: the Mississippi, the Missouri, Lake Superior, and Hudson Bay. The state’s resources are further forged by one of the nation’s sharpest annual climatic transitions, from dry and frigid to humid and hot. These transitions define a landscape and resource base of extraordinary variety; a variety that poses opportunities for flexible and creative management.

Public land ownership allows Minnesota unique opportunities to guide the destiny of its natural resources. The state, counties and federal government own almost a fourth of the land in Minnesota. When combined with public waters and wetlands, the state has the capacity and commitment to practice resource stewardship in ways that will insure sustained use of the resources for the economy and lifestyle of the state.

Iron and taconite deposits have been the mainstays of the state’s mineral industry. But known and suspected reserves suggest potential for significant expansion in copper/nickel, kaolin clay, peat, gold and strategic

metals and others. Minnesota, and especially the Greenstone formation, is a national focus of mineral exploration. The royalties and extraction fees annually contribute millions to state and local tax revenues. Expanded minerals extraction and processing can contribute millions more and can general significant job growth.

Minnesota owns more than twelve million acres of mineral rights. The DNR manages mineral resources through its mineral leasing program and through cooperative research efforts with industry to develop environmentally safe approaches to mineral resource extraction and processing.

Minnesota has 16.7 million acres of public and privately owned forest land.

Minnesota Forest Management

Who Manages Minnesota’s Forests	Acres (Millions)
Private Ownership	5.4
DNR	4.3
Counties	2.9
U.S. Forest Service	2.8
Forest Industry	1.3

The DNR manages more than four million acres of forest land in 56 state forests and other scattered parcels. (See the table for distribution of other ownerships.) DNR management strategies – state land management, forest resource monitoring, forest protection, private forest management assistance, and state forest nursery programs -- contribute to both the economic and recreational use of Minnesota’s forests.

Water availability is generally not a problem except in the Red River Valley and southwestern Minnesota. Minnesota has 90,000 miles of river, more than 15,000 lakes and more than 10,000 protected wetlands. In normal years, the abundance of uncontaminated surface and subsurface waters allows relatively inexpensive use for industry, farming, and residential uses in most parts of the state. But increasing demands, drought and contamination require vigilant stewardship to insure continued supply of plentiful and clean water. The potential for loss of life and property by flooding requires active monitoring of dams, water levels and stream flows, and mapping of flood prone areas. Proactive measures to reduce risks are being

implemented, such as flood control dikes and levees and removal of flood prone buildings. The DNR manages water resources through a variety of programs intended to catalogue resources, monitor use, protect water quality and quantity, and facilitate access to the resource for all Minnesotans.

Wetlands are a special component of Minnesota's water resource heritage. More than nine million wetland acres have been drained and filled (not including peatlands). The surviving 9.8 million acres of wetlands are essential to control flooding, maintain water quality, reduce erosion and sedimentation, and provide critical habitat for waterfowl, wading birds and many endangered species. The Wetland Conservation Act, enacted in 1991, provides protection for Minnesota's remaining wetland resources. Other efforts to protect wetlands include the North American Waterfowl Plan and cooperation with local governments and individual landowners.

The state's land and water resources support a growing outdoor recreation industry that contributes to tax revenues, employment and leisure time options. The DNR manages the lakes, rivers, shorelands, forests and wetlands that support the recreation industry. The DNR also manages numerous state parks, state forests, wildlife management areas, public water accesses, canoe and boating rivers, miles of trails and state forest roads, and state forest campgrounds and day use areas. (See the "DNR Overview" table in this section.) Many of these management initiatives involve partnerships with local governments, counties, and landowners. For example, thousands of miles of trails are managed by counties, but funded through the department's Grant-In-Aid program. Shoreland and flood plain zoning are state programs administered through local zoning ordinances. Volunteer instructors teach firearm and snowmobile safety, and local conservation clubs provide labor to enhance habitats.

DNR's mission of protecting, preserving and enhancing the natural environment has become increasingly complex in the face of challenges from growing population and the potential effects of expanding development, toxic wastes, global warming and other environmental threats. About 500 species, subspecies and varieties of plants and animals have become extinct in the U.S. alone since the new world was settled. Habitat degradation is the primary cause for species decline.

Recognizing the urgency of protecting biodiversity, defined as the full variety of living organisms, DNR continues the Minnesota County Biological Survey to systematically gather ecological data, on rare species and sensitive natural habitats. So far, surveys have been completed in 29 counties, and are underway in 12 more. Maps displaying the results of the surveys are available for 12 counties. This information guides the protection of endangered features including the establishment of State Scientific and Natural areas.

Minnesota Endangered, Threatened & Special Concern Species, 1990-1996 *

<i>Classification</i>	<i>1990</i>	<i>1996</i>
Extinct	1	1
Extirpated	14	14
Endangered	57	96
Threatened	49	101
Special Concern	181	242

* 1996 is the year for which most recent figures are available.

Preventing further erosion of biological diversity has no easy solutions. Yet, biodiversity is essential for the functioning of natural ecosystems - the support systems for all living things. Healthy ecosystems buffer the effects of pollution, protect water quality, prevent soil erosion, and provide outdoor recreation opportunities. They ensure the economic viability of timber and other resource industries. The DNR has embraced a comprehensive resource management strategy called ecosystem-based management as a way to maintain the health and productivity of all natural systems. The strategy aims to coordinate resource management activities over entire landscapes to ensure that a full range of resource values are maintained while meeting diverse environmental, economic, and social objectives.

The Economy

The health and diversity of Minnesota's forests along with the mix of forest ownership have helped provide for a significant increase in the state's forest products industry which has more than doubled since 1982. Minnesota's diverse forest industry is the 3rd largest manufacturing industry in the state, generates 14% of all manufacturing dollars, employs over 60,000 and contributes over \$8 billion to the state's economy. Wood harvested from DNR-administered lands for the

last 5 years totaled 605,600 cords and generated over \$46 million in receipts. Minnesota's forests also provide the backdrop for a large percentage of the state's outdoor recreation opportunities with facilities (i.e., trails, campgrounds, picnic areas, forest roads) beautiful scenery, and diverse wildlife habitat.

The department manages mineral resources on 12 million acres of mineral rights lands. It also manages surface rights and mineral rights on 8 million acres of state land for industrial minerals, peat and construction material. In F.Y. 1998, mining and minerals development generated approximately \$9.4 million in revenue to the state trust funds and local taxing districts, i.e., the Permanent School Fund, Permanent University Fund, Tax-forfeited land funds, and Special Advanced Royalties account.

Minnesota continues to rank first in the nation in iron ore production. The iron mining industry remains strong with seven taconite plants producing more than 45 million long tons of iron concentrates in pellet form. This accounts for about 75% of the supply to the domestic steel industry. In 1997 the state rose to fifth nationally in construction sand and gravel with production of 49.2 million short tons at a value of \$150 million. Aggregate is mined in all 87 counties. Additionally the state produces significant quantities of crushed stone and dimension stone and is fourth in the nation in the production of peat. Employing about 20,000 people, the mining industry is a mainstay of Minnesota's economy.

About \$2.8 billion is spent on fish and wildlife recreation in Minnesota each year. This includes hunting, fishing and wildlife watching by residents and non residents. Of those participating, almost 600,000 are hunters, 2.1 million are anglers and over 600,000 are wildlife watchers.

Minnesota's lakes contribute to the state's economy as well. Much of the state's recreation and resort industry is focused on lakes or lake regions: 96% of resorts, 55% of campgrounds, and 16% of hotels are on lakes. There is a significant correlation between county lake area and domestic travel gross receipts.

DNR OVERVIEW

	Number	Acres	Miles
Public Land and Water			
Administered Land		5,310,041	
Mineral Rights		12,000,000	
Waters			
Lakes	11,842	4,705,801	
Wetlands	10,029	261,709	
Rivers	6,564		94,000
DNR Facilities			
Forests			
State Forests	56	3,194,810	
Scattered Forest Land		1,000,000	
Campgrounds	44		
Camp Sites	1,000		
Trails			1,200
Day-Use Areas	46		
State Forest Roads			2,000
Parks	66	240,000	
Recreation Areas	4		
State Waysides	9		
State Trails	10		803
Cross Country Ski Trails			1,700
Snowmobile Trails			16,000
Other Trails			2,150
Canoe/Boating Rivers	23		3,000
Wild/Scenic Rivers	6		440
Water Accesses	1,500		
Wildlife Management Areas			
State Owned		750,000	
Cooperatively Managed		340,000	
Scientific & Natural Areas	59	13,500	
Mining Leases	559	177,714	

Minnesota's lake area gross receipts value \$1.8 billion annually. The Minnesota Department of Tourism estimates that on a per acre basis, lakes contribute \$752/acre to direct consumer purchases, indirect impacts of \$1,226/acre, total value added of \$548/acre. Also it's estimated that 165 jobs/1,000 acres are lake related.

A recent study showed that spending by the 8 million visitors to Minnesota's state parks generates \$23.5 million annually to the state's economy.

In addition to these direct economic benefits attributable to Minnesota's natural resources, the agency also provides benefits to local economies throughout Minnesota. DNR, through its Bureau of Real Estate Management, certifies and makes payments directly to counties for both in-lieu of regular real estate taxes and special assessments that benefit state land based on various state laws. In 1998 the department paid in-lieu taxes of \$5,569,861 for public hunting grounds and general payments in-lieu of taxes. When combined with payments for special assessments that include real estate taxes on state residences, solid waste fees, drainage ditches, curb, water, gutter and sewage assessments on state land and state facilities the total payments to counties were \$7,924,227. A complete list of the combined payments to each of Minnesota's 87 counties is in the *Commissioner's Book*.

The Community

The DNR in the last eight years has redefined its definition of public participation. New approaches have been developed that involve more people and give them opportunity to take responsibility for setting natural resource priorities. In every corner of the state, DNR is helping to build cooperative partnerships with citizens and local communities to customize natural resource management plans for the resources they care about. The department initiates and participates in statewide forums that convene citizens, agencies, and other organizations to address complex natural resource issues. The DNR is demonstrating how partnerships and various forms of citizen engagement can both solve complex problems and ensure that community interests, economic concerns and environmental values are equally addressed. The agency is building and extending its past traditions by emphasizing the following forms of citizen engagement:

- Conducting surveys and getting feedback for department activities;
- Holding face-to-face citizen input and discussion sessions;
- Partnering with citizens to create common direction; and
- Providing technical data so that citizens can make decisions and lead.

The *Commissioner's Book* lists in more detail these four approaches. What follows is sampling of a variety

of DNR innovative efforts to work with citizens:

The Big Woods Project - The Big Woods project, a model effort initiated by local groups and concerned citizens is working to protect and restore the Big Woods ecosystem in southeastern Minnesota. The partnership focuses on protecting remaining woodlands and keeping farming as a productive part of the local economy. Located in eastern Rice County, the project has engaged over 500 citizens in developing a vision for the area and implementing strategies ranging from proposing an innovative limited conservation zoning ordinance, to enrolling landowners in forest stewardship and CRP programs, to forest replanting, and tourism and development conferences.

Metro Trout Stream Watershed Protection Initiative- In Fall 1996, a consortium of biologists, anglers, and conservation interests released a report documenting the loss of urban trout streams:

- only 12 streams in metro area are still capable of maintaining trout,
- these are threatened by development, and
- they are important tributaries of the Minnesota and St. Croix Rivers.

These concerns spurred local partners and DNR to build a community-based effort to save these remaining trout streams. The effort establishes DNR trout stream watershed coordinators to assist local units of government and communities in developing watershed plans to restore and protect the streams. Anticipated benefits are: improved water quality, increased recreational opportunities, and maintenance of property values.

Clay County Beach Ridges Forum. - Remnants of Glacial Lake Agassiz, Clay County's beach ridges support agriculture, gravel mining, and native prairie. In 1995, a local forum was organized to allow landowners, aggregate producers, supporters of native prairie, government agencies and interested citizens to discuss in a neutral setting the future of the gravel and prairie resources. Goals of the forum include:

- Provide information about the beach ridges to landowners, gravel operators, land managers and citizens;
- Protect natural resources (both prairie and gravel) and avoid future conflicts; and
- Recommend ways to improve reclamation.

Tri-County Leech Lake Watershed Project. -

Concerned over development patterns that raise question about the continued sustainability of the Leech Lake area's pristine resources, a grassroots partnership formed to preserve water quality and resources throughout the watershed. A comprehensive plan now guides implementation of strategies to balance economic growth with environmental protection. To date the project's accomplishments include:

- Secured funding for a pilot wastewater treatment system that will serve as a model for towns in the watershed;
- Completed storm water runoff studies;
- Completed forest stewardship plan; and
- Created and circulated a watershed newsletter, video and other educational materials.

These community-based efforts work.

- They give citizens a stronger voice in decision-making.
- They bring better and more integrated science to community-led activities.
- They improve resource conditions and the environments that people care about.
- They have revived optimism in the public regarding their ability to address and resolve complex environmental problems.

Natural Resource and Organizational Issues

take stock of this issue as very significant, although DNR is not the lead agency.

NATURAL RESOURCE ISSUES

Wolf Management Roundtable - In September 1998 the Roundtable came to agreement on a plan for the state's management of the wolf when it is de-listed from the Federal Endangered Species list. The plan will be in effect for the next 5 years.

Red Lake Restoration - Fisheries staff are collaborating with Red Lake Tribal officials, citizens, and other governmental units to address loss of the walleye fishery in Red Lake.

Red River Valley Mediation - The 1997 flood captured the attention of the nation and highlighted the power of the river during an extreme flood event. A formal mediation process has been in process since late summer 1998 to address the types of flood control measures to apply and their potential environmental, economic and social consequences.

Fish Management - DNR's scientific approach to individual lake and stream management has resulted in changes in the way that some water bodies are managed. This includes experimental fishing regulations, specific habitat improvement projects, management of individual water bodies, watershed coordination work, education, and other projects.

OHV Issues - In late summer 1998, the department designated certain state forests as managed, limited or closed for Off-Highway Vehicle use. State forest rules are also being adopted governing use of these vehicles on state-administered public land.

Indian Treaty Issues - During summer 1998, the U.S. Supreme Court agreed to hear the State of Minnesota's case regarding the rights of tribes to exercise hunting and fishing rights. The Court is expected to hear the case early in December 1998 and render an opinion by June 1999.

Feedlot GEIS - Because of the impacts of feedlots on land and water management, DNR recognizes the current efforts of the Environmental Quality Board to

ORGANIZATIONAL ISSUES

Affirmative Action & Diversity - There is growing consensus within DNR that affirmative action is needed to insure that the work force appropriately represents the growing diversity of Minnesota citizens and reaches out to address issues of diverse communities.

Community Outreach & Coordination - Increasingly, DNR's area and field managers are collaborating with local units of governments and community organizations to identify important resource management issues and cooperative ways to address them. Important current outreach activities include outreach to Hispanic, black and Southeast Asian communities.

Human Resource Management - People are the most important resource in any organization and DNR is no different. DNR has created a number of important initiatives related to managing human resources. More information about these can be found in the *Commissioner's Book*.

- Management Development Board;
- Employee Development Board;
- Labor Management Committee;
- Mentoring Program;
- Reward & Recognition Program.

Organization Improvement - As a large organization with many staff and locations, DNR has recognized the need to continually examine the way products and services are delivered. The *Management Improvement Committee* was created to advise the Commissioner's Office on ways to improve customer service and service and product delivery. The *Worker Participation Committee*, mandated by state statute, is made up of bargaining unit representatives and employees appointed at large to develop a biennial performance report and identify incentives for employees to contribute to organizational improvement.

Organizational Culture - During an employee workshop in December 1997, this issue was identified as an important one to address in order to continue fostering a collaborative work environment for DNR employees. An ad hoc group is working on the topic.

Human Relations - Because of the increased coordination among employees and the outreach to various communities around the state, the agency has recognized the need to improve human relations skills among staff.

Information Technology - DNR uses information technology to enhance communication, expand access to information, and integrate data management, both within the agency and beyond. Information technology in the DNR provides timely access to data and information, resulting in well-informed decision making, improved customer service, increased collaboration among communities of interest, and more effective natural resource management. Specifically, DNR has:

- Developed an informative public Internet Web site www.dnr.state.mn.us, which receives over 500,000 hits per month.
- Put online the first iteration of an Intranet called DNRnet.
- Taken action to be ready for Year 2000. Currently, 40% of the renovation is complete for mission critical systems. Estimate completion of all applications by June 30, 1999. Have also completed contingency plans for all mission critical applications, and inventoried PC hardware, software and firmware for compliance.
- Developed a telecommunications network connecting all staff in the central and regional offices.
- Taken a leadership role in developing forums for discussing public information access, Geographic Information Systems, and data issues with other state agencies.

Concerns include:

- Extending networks to all area and field stations.
- Better use of telecommunications technologies to improve communication and reduce staff travel time.
- Create an integrated natural resource information system..
- Continue staff training to increase effectiveness and competency.

Legislative Committees, 2000-2001 Budget & Policy Initiatives

KEY LEGISLATIVE COMMITTEES

SENATE

- Agriculture & Rural Development
- Environment & Natural Resources: Budget Division
- Finance
- Government Operations & Veterans
- Rules & Administration
- Environment & Natural Resources
- Crime Prevention
- Judiciary

HOUSE

- Agriculture
- Capital Investment
- Environment & Natural Resources
- Environment & Natural Resources: Finance
- Governmental Operations
- Judiciary
- Rules & Legislative Administration
- Ways & Means

LEGISLATIVE COMMISSIONS

- Legislative Commission on Minnesota Resources (LCMR)
- Joint Committee on Claims Against the State
- School Trust Fund Advisory Committee

2000-2001 BUDGET INITIATIVES

Building on the 1998 "Access to the Outdoors" initiative, which will further access to all means of outdoor activities (parks, trails, angling, hunting, information, etc.) for all Minnesotans, the department is entering the 1999 legislative session with a theme of Preserving Our Outdoor Heritage. This package has been developed by staff with citizen input and is informed by recommendations made by the report, "The Continuing Journey to Preserve Minnesota's Outdoor

Heritage."

Of the ten DNR initiatives, four are coordinated with other environmental agencies:

- Minnesota Sustainable Lakes,
- Interagency Groundwater Assessment,
- Outdoors Heritage, and
- Red River Mediation Implementation.

Other initiatives are:

- Sustainable Forest Resources,
- Sustainable Recreation,
- Information Technology to Support Resource Management,
- Electronic Licensing,
- Facility Maintenance and Repair, and
- Implementation of Hay Studies in the Divisions of Fish & Wildlife and Trails & Waterways.

DNR also carries two budget initiatives for other entities:

- Metropolitan Regional Park System Operations and Maintenance for the Metropolitan Council, and
- Implementation of the Sustainable Forest Resources Act for the Forest Resource Council.

PROPOSED POLICY INITIATIVES

Following are the policy issues in the agency's legislative package submitted during Fall 1998.

- Wolf Management Plan: After a statewide citizens roundtable process a consensus set of recommendations are now being drafted into a statewide wolf management plan in anticipation of the Federal delisting of the timber wolf from the endangered species act. Legislative approval of the management plan is required in 1999.
- Lakeshore Lease Lot exchange: the 1998 Legislature mandated that DNR exchange existing School Trust Fund lease lots. Recommendations are due in January on the status of the process, recommended lots to retain by DNR. In addition, there was an audit of DNR's management of the School Trust Fund programs. Some legislative change may be needed to achieve the recommendations in the audit.
- State Timber Sales Revisions: A citizens workgroup has been working with DNR Foresters

to update the Timber sale process and procedures. These recommendations will result in better public input earlier and a more efficient and effective process.

- Omnibus Fish and Game Bill: An annual bill to make technical changes to fish and game statutes as well as to make certain policy changes as driven by citizens, interest groups and DNR managers.
- Electronic Licensing: Moving from paper to easier electronic access to DNR permits and licenses has been a governor's initiative for the past two budget sessions. This will request statewide authorization (now only a 4 county pilot is authorized) and some changes to allow for telephone system use in the process.
- Public Lakeshore Preservation: Recommendations to preserve and protect limited undeveloped shoreland habitat.

OTHER POLICY ISSUES

Following are natural resource policy issues that may emerge during the 1999 session.

- Walleye Stocking: Statewide hearings on walleye stocking will result in legislative hearings and further debate. DNR's position is in favor of stocking, but against stocking which would result in wasted resources and disruption of sustainable lake ecology.
- Red River Mediation: Recommendations are due to better manage flood control policy and decision-making in the Red River Valley. DNR sits on the Mediation board. Recommendations will be completed in late fall, 1998.
- Indian Treaty Rights: In December, the Supreme Court will be hearing Minnesota's case on the 1837 Treaty. Hunting and fishing rights issues will be resolved after years of debate and litigation. DNR will have to manage the outcomes of the Supreme Court ruling regardless of whether the state prevails or is reversed.
- Forest Management Practices - legislation to counter reauthorization of the Sustainable Forest Resources Act may be introduced; prescriptive

legislation dictating how state and county forest lands are to be managed may also be introduced.

Statutory Authority

The authority of the commissioner to manage the state's natural resources is contained in several chapters of Minnesota Statutes, most notably 13, 15, 84-105 and 115-116.

Additionally the agency is governed by all laws pertaining to general operations of state government, to include, for example, such laws as the Data Practices Act, the Administrative Procedures Act, and the Public Employee Labor Relations Act.

Specific management authorities are as follows.

Fish and wildlife management are authorized under Minnesota Statutes chapter 84, 97A, 97B and 97C.

Forest management is authorized under Minnesota Statutes chapters 86A, 88, 89, 89A, and 90.

Law enforcement is authorized in Minnesota Statutes, section 84.028, subdivision 3.

Minerals management is authorized in Minnesota Statutes, section 84.027, subdivision 2.

The Office of Management and Budget is authorized in Minnesota Statutes, section 84.081

State park management is authorized under Minnesota Statutes, chapters 85 and 86A.

Trails and waterways management (including recreation areas; trails for Off-Highway Vehicles, Off Road Vehicles, snowmobiles, All Terrain Vehicles; canoe and boating routes; Lake Superior harbors of refuge; and water access sites) is authorized under a number of Minnesota Statutes, primarily in chapters 84, 85, 86A and 97A.

Water management is authorized in Minnesota Statutes, chapters 103F, 103G, and 103H.

Significant events of the next 6 months

October

- 23- U.S. Fish & Wildlife Service may list the Topeka Shiner as a federally endangered species
- 28- Special Fishing Roundtable on walleye stocking

November

- 1- First audit of SmartWood Certification program in Aitkin County by an independent audit team examining progress toward meeting conditions of certification assessment.
- 15- Complete Old-Growth forest stand designation in pilot landscapes and develop work plan for completing designation statewide.

December

- 1- Improving Forest Productivity for Timber Conference, Duluth
- 7 - Administrative hearings, if needed, will be held for proposed revisions to the state forest rules.
- 12- Enforcement Roundtable with stakeholders
- 31- Completely integrated comprehensive forest management guidelines must be submitted by the Forest Resource Council to house & senate committees in the legislature.
- Conduct Citizen Science workshop.

January

- 2 - Office of Management and Budget will complete the Agency Performance Report.
- 8 - Fishing Roundtable with stakeholders
- 26 - Legislative session begins.
- 31 - Field Services Bureau will have its consolidated database of projects online.

March

- 15- Indian Bands of 1837 ceded territory will make harvest declarations.

April

- 26- International Zebra Mussels & Other Non-indigenous Aquatic Species Conference.
- 30 - Minnesota Arbor Day

May

- All month is Minnesota Arbor Month.
- USFWS considering listing lynx as threatened

species; Great Lakes & northeastern states disagree.

June

- 6 - Annual Minnesota State Park Open House - public admitted free to all state parks.
- 30 - 1995 Minnesota Forest Resources Act will sunset unless reauthorized by the 1999 legislature

Within 6 months

Enforcement will

- hire a shooting range coordinator.

Fish & Wildlife will

- hold Hunting Roundtable in January.
- convene stakeholder groups to discuss conservation of reptiles & amphibians
- develop a Gray Wolf Management Plan, based on roundtable discussions.

Forestry will

- participate in deliberations of the Forest Resource Council (third Thursday of month) and participate with forestry managers, loggers and others to begin implementation of the education and training on the comprehensive site-level forest management guidelines developed by the Forest Resources Council.
- adopt revised forest rules.
- complete review & recommendations for changes in timber sales administrative procedures.

State Parks will:

- host a variety of park-based events for the public, such as snowshoeing, winter trout fishing, moonlight skiing and ski races, winter festivals, etc.
- complete the cooperative project with the Minnesota Department of Transportation on the Gooseberry Falls State Park / Highway 61 Plaza area and the new Gooseberry River bridge.
- compile the annual state park attendance figures and release them to the public in a year end news release.

Waters will:

- participate in the Midwest Groundwater Conference

Engineering and Field Services will:

- work with program staff to consolidate offices at Windom and Tower; starting construction in 1999.

Brief Organizational History

A history of the Department of Natural Resources is almost by definition a history of its regional organization, because of the wide dispersion of publicly held lands in Minnesota. But it is a long history, dating back to the beginning of statehood in 1858. At the time of statehood, 75% of the state's land was forested. State government, including natural resource functions, was evolving piecemeal. Many natural resource related boards, commissions and ex-officio units were created and almost overnight abolished as other means were found to address public concerns. In 1874, for example, a Fish Commission was created, but no game commission. In 1887 a chief game warden was created and granted hiring power, but without any other organizational context. By 1915, a Department of Game & Fish existed, with a single commissioner at the head.

Land and forest protection concerns emerged first. "Lands" was chronologically the first managing unit, but the discovery of widespread land fraud in 1893 set land managers back for many years. Forestry management emerged in 1895, but was associated only with fire protection until 1931. Waters management began with the State Drainage Commission in 1901. It was 1935 before a separate parks function was recognized. From 1922, the Game & Fish Commission gained authority and strength, and by the time the Department of Conservation was created in 1931, it was the largest resource managing unit.

In 1931, the legislature attempted to consolidate natural resource management activities with the creation of a single Department of Conservation. Game, fish, drainage, waters and forestry were abolished as separate organizations and became divisions of the consolidated department. In 1932, the Land Utilization Committee Report called for interdisciplinary land management. Lands and minerals was added as a fourth division in 1933. The Division of Parks was created in 1935, and in 1937 the Conservation Commission was abolished in favor of a single commissioner with sole administrative responsibility.

An indicator of the tenor of the times was the exchange

between then Governor Harold Stassen and Chester Wilson, the lawyer who drafted the legislation creating the Department of Conservation in 1931. Asked by Stassen to take over the agency he helped create, Wilson responded, "I'll have to think that over. I've got a good job now. Commissioner of Conservation is the hottest job in state government."

During the 1940s, the new organization settled down, but the country was focused on war and there were few innovations. By 1950s, divisions were working together better, but a 1949 Ph.D. thesis noted, "[at this time] there has been no concerted attempt to bring about uniform districting and accent on department, rather than division, organization of field personnel, although frequent inter-divisional cooperation of departmental personnel is evident." Forestry had two regions, Fisheries had six, Lands & Minerals had three; Parks had two.

More calls for better coordination were being heard by the 1960s. In 1955, the Division of Game & Fish reorganized the game warden function, eliminating those regional supervisors. In 1965, the Game & Fish Division streamlined operations by creating five identical regions headed by regional game and fish supervisors. Also in 1965, in the midst of a national emphasis on recreation, the legislature increased the number of full-time personnel in the Parks Division. These extra staff were used to create a regional structure. By the end of the 1960s, most divisions had regional structures, but they were not coordinated. Also at this time, several bureaus were created to provide support for common functions of the divisions – operational services, engineering, boat and water safety and planning. Despite some of these movements toward better coordination, no administrative structure was envisioned.

Finally, in 1970, Governor Harold LeVander signed an executive order which established regional development commissions providing a framework that could serve as a model for DNR regions. In a few short years, most divisions had adopted a five-region strategy, although the boundaries for each division were still different. In 1971, the name of the department was changed from the Department of Conservation to the Department of Natural Resources to reflect its broadening responsibilities. However, this new name did not necessarily signal a large increase in cooperation among the units.

In 1972, Governor Wendell Anderson announced a new concept in public-private cooperation called the Loaned Executives Action Program (LEAP). The project criticized the DNR's existing administrative structure, saying, "Today the Department of Natural Resources operates as a loose coalition of five independent divisions. There is no cohesive, coordinated, overall state policy... [Personnel in the DNR] have managed well in spite of the system in which they have had to operate." Noting several administrative dilemmas, LEAP proposed creation of a highly decentralized field structure to be headed by regional administrators reporting directly to the commissioner. Line authority was removed from the divisions, which were to be organized under a new Office of Planning, Research and Development. In September 1973, DNR announced its reorganization along the lines recommended by LEAP and moved quickly to implement them. The reorganization required huge amounts of time from agency personnel: negotiating regional boundaries, aligning with regional development commission boundaries, and establishing common regional headquarters sites. Eventually, five headquarters were created in the following cities: Bemidji, Grand Rapids, Brainerd, New Ulm and Rochester. In 1974, the Metropolitan Region was added in order to be responsive to the most concentrated population in the state, the Twin Cities.

Many concerns emerged during the 1970s about the DNR's involvement with the public. When Governor Rudy Perpich appointed Joe Alexander commissioner, he specifically asked him to "make a concerted effort to include the public in the decision-making process." With the goals of improved interdisciplinary coordination, decentralized decision making and increased public responsiveness, Alexander restored line authority to the divisions and redefined the role of regional administrator. By 1990, much of the criticism regarding DNR's involvement with the public had declined and coordination of resource management efforts, both internally and externally, increased considerably.

Yet, external forces, known collectively as the "environmental movement," brought new challenges to the department. Suddenly, many new constituent groups expressed interest in the work of the agency, with sometimes heated passions about resource management strategies such as surface mining,

pesticide use in forests, and visual impacts from timber cutting. In 1986, some Minnesota legislators were concerned that the department was still not as responsive to the public as it could be, and commissioned a study by the Touche Ross Company to review DNR's organization and management effectiveness and to evaluate DNR's delivery of services. Its conclusion was that improvements could be made without major reorganization, but four areas needed improvement: public responsiveness; operations in Fish & Wildlife and Waters; merging State Parks and Trails & Waterways; and improving operations of the Land and Field Service Bureaus. An internal study and subsequent legislative hearing about the suggested merger of the State Parks and Trails & Waterways Division resulted in findings that such a merger would have more costs than benefits.

Until 1991, the department continued efforts to improve its customer service, its organizational management, integration of natural resource management, and its human resource management. Between 1991-1998, Commissioner Rodney W. Sando and his team identified a vision for the agency, emerging from the best practices of the agency's past: *We will work with people to manage the state's diverse natural resources for a sustainable quality of life.* The accompanying strategy of ecosystem-based management, incorporating environmental, economic and community values, has provided a different impetus for change – creation of a preferred future.

The regional structure still exists, with regional managers challenged to work more collaboratively with each other in teams. Area and field level teams have also been created to better inform local decision making. Most important, these regional and area teams have found new ways to work with communities and local units of government to share the task of protecting, preserving and enhancing the state's natural resources. Thus, in recent years, improvements in the relationship with citizens has come not because of mandated reorganizations, but because agency staff in central offices and in the field have a shared idea of how resource management can be done more comprehensively and cooperatively with each other and with citizen stakeholders around Minnesota.

See the *Commissioner's Book* for a more detailed history of DNR's regional organization.

Vision & Strategic Plan

The vision of the Minnesota Department of Natural Resources is, *We will manage the state's natural resources for a sustainable quality of life.* This vision was adopted over the period from 1991-1994, first by executive and senior management and then by employees. This was accomplished through a series of interactive sessions during which there was extensive dialogue among employees at all levels.

The department's strategic plan, *Directions for Natural Resources*, July 1997, was developed based on extensive input from both stakeholders and employees. A summary of DNR's management strategies, excerpted from the executive summary, appear below.

A complete copy of the strategic plan will be included in the *Commissioner's Book*.

DNR Management Responsibilities

To address these priorities, DNR will use ecosystem-based approaches and will become more of a science-led and community-based organization. DNR staff will emphasize the following strategies:

- Expand development of partnerships with organizations and other agencies to develop common resource management objectives.
- Promote integrated approaches to managing resources.
- Accelerate the collection, interpretation and dissemination of scientific information describing Minnesota's ecosystems and natural resources.
- Expand efforts to provide technical assistance to citizens and local government.
- Improve communication with all stakeholders and citizens.
- Establish environmental education as a cornerstone for developing a natural resource stewardship ethic

among all Minnesotans.

- Establish standards for evaluating and monitoring ecosystem health and effectiveness of ecosystem-based management efforts.
- Improve integration of budgeting and planning across area, regional and state levels.
- Place more authority with area staff to manage budget and staffing priorities.

Human Resources

The department has over 3,100 employees in 9 different bargaining units and 409 different job classifications to carry out the state's policies on natural resource management.

Employees working in the *central office* manage statewide programs, work with the legislature, contribute professional staff expertise and provide support to regional and field staff. *Regional management teams* are responsible for one of the six regions of the state, and administer and implement the various natural resource management programs and administrative support for a region. *Area management teams*, watershed or landscape teams work at the local level to carry out natural resource management mandates and collaborate with local communities and governments to meet mutually agreed upon goals.

More information about regional and area teams is available in the *Commissioner's Book*, the section on Administrative Regions of the State. The *Commissioner's Book* also contains

- Information about current human resource management issues
- number of employees by employment type and by bargaining unit.

Employees by Central Office/Region

Location	Emp. Count	Percentage
*Central Office	731	23.20
**Regions Bemidji	531	16.90
Grand Rapids	617	19.70
Brainerd	535	17.00
New Ulm	294	9.40
Rochester	254	8.00
Metro	184	5.80
Total	3,146	100.00

*Regional and Central office figures include staff of the Minnesota Conservation Corps who are assigned from a central or regional location, but work in all areas of the state.

**Regional figures include all staff physically located throughout a region; not all are housed in the regional office.

Employees by Unit *

Unit	Emp. Count	Percentage
Affirmative Action	1	0.03
Commissioner's Office	15	0.47
Enforcement	222	7.03
Engineering	59	1.87
Fish & Wildlife		
Administration	13	0.41
Eco Services	103	3.26
Fisheries	380	12.03
Wildlife	244	7.73
Field Services	86	2.72
Forestry	690	21.85
Human Resources	16	0.51
I & E	40	1.27
License Bureau	33	1.04
Minerals	70	2.22
MIS	59	1.87
OMB	52	1.65
Parks	674	21.34
Real Estate	34	1.08
Reg. Admin.	71	2.25
Trails & Waterways	145	4.59
Waters	151	4.78
Total	3,158	100.00

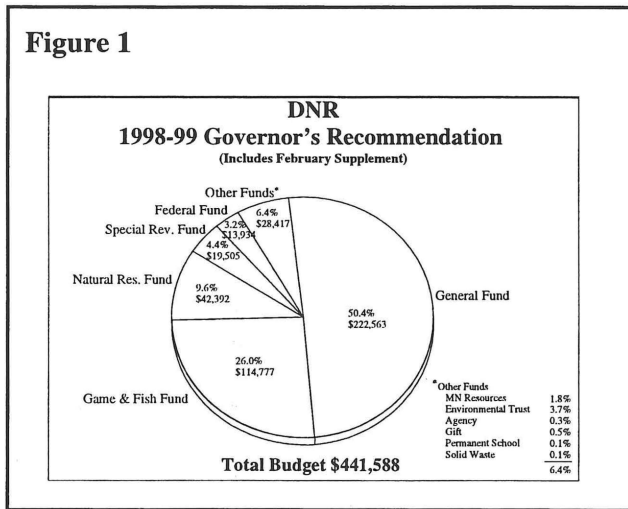
* Variations in the total number of employees between these two tables reflects the fact that employees sometimes have multiple appointments. For example, an individual employee may have two appointments in the same organizational unit, the same bargaining unit or employment type.

Budget

The commissioner of natural resources administers a budget for the FY98-99 biennium of \$441,588,000, or \$220,794,000 per year. Several different funds contribute to this budget, including:

- General Fund
- Game & Fish Fund
- Natural Resources Fund
- Special Revenue Fund
- Federal Fund
- and a host of other smaller funds.

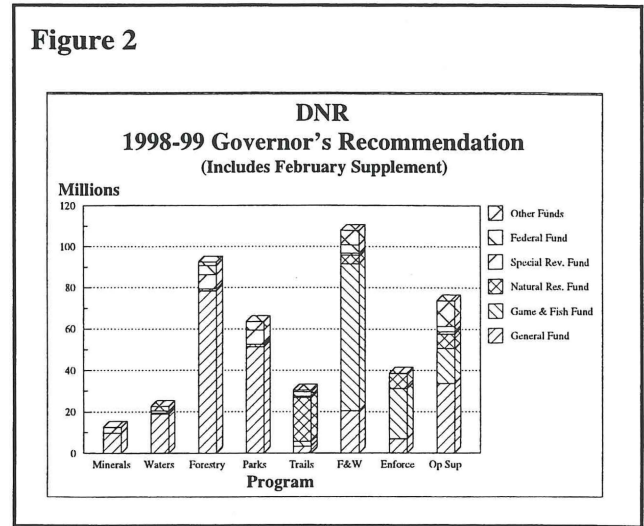
Figure 1 shows the percentage of the DNR budget contributed by each of these funds. Figure 2 shows the contribution of each of these funds to the different program areas in the department.



The department's budget can also be broken down by program area:

Minerals Management	\$ 12,460,000
Water Management	\$ 22,575,000
Forest Management	\$ 92,460,000
Park & Recreation	\$ 63,498,000
Trail & Waterways	\$ 30,284,000
Fish & Wildlife	\$107,838,000
Enforcement	\$ 38,598,000
Operations Support	\$ 73,875,000
Total	\$441,588,000

Figure 2



WHO PAYS FOR THE DNR

The question is often asked, *Who pays for the DNR?* Each biennium, agency staff compile a report during the winter quarter of the odd-number year, the next expected in spring 1999.

Historically, agency programs are funded from a variety of sources. In FY96, DNR programs were funded:

- 45.9% from state tax revenues;
- 45.7% from user fees, licenses and permits;
- 4.4% from lottery proceeds; and
- 4.0% from federal funding.

This proportional relationship among the various funding sources has remained fairly stable over a number of years. *State tax revenues* are generated from individual and corporate taxpayers, consumers who pay sales taxes, vehicle drivers who pay gas taxes and from other state licenses and fees. *User fees, licenses and permits* come from natural resource users such as hunters and anglers, boaters, snowmobilers, OHV users, voluntary contributors and purchasers of DNR-administered lands. *Lottery players* contribute to the Minnesota Environmental Trust Fund, and *federal taxpayers* contribute to federal funds.

DNR is unique among state agencies in that not only does it generate revenue for DNR programs through fees, licenses and permits, but it also generates revenues through resource management activities. These revenues, by state constitution, contribute to other state-funded programs such as the University Trust Fund and the Permanent School Trust Fund.

Policy & Procedures

The Department of Natural Resources has several sources of guidance for employees in addition to guidance set out in statutes. Following are some of those documents.

Minnesota Rules

This set of volumes contains all administrative rules adopted by all state agencies. During the last 8 years, Commissioner's Orders governing the opening and closing of seasons for hunting and fishing, were incorporated into these Rules.

DNR Manual

Originally compiled in the 1980s, the Manual either contains significant department wide policies and procedures or contains an index indicating where they can be found.

Delegation Orders

These documents are prepared by the Attorney General's Office and contain specifically delegated authorities of the Commissioner of Natural Resources.

Operational Orders

These documents contain internal administrative policies and procedures governing such things as use of DNR aircraft, internal purchasing authorities, pesticide use on DNR administered lands, etc.

Outdoor Recreation Plans

Since the 1960s with passage of the federal Land and Water Conservation Act (LAWCON), Minnesota has maintained a number of plans for the outdoor recreation units of the state. Originally, completion of these plans made a state eligible for the federal funding. Currently, they are used and revised as a practical matter for better resource management. At any one time, a

number of them might be under revision, as the circumstances in management units change. The divisions are the best source of this information.

Unit specific plans

Each of the units has specific plans guiding operations. Summaries of the strategic plans for each unit are found in this document under the Natural Resource Management Section. Complete information about the guidance utilized by each unit can be obtained by contacting the unit directly. Examples of this type of plan would be forestry management plans and fish & wildlife habitat plans,

Other unit guidance

Within each unit there arises from time to time the need to clarify procedures just within a specific unit. When that need exists, the unit can elect to develop guidance specific to its own employees. For example, Forestry has a system of "circular letters" giving guidance for forestry-specific situations.

Commissioner's Office

Commissioner, Rod Sando

Serves in the Governor's cabinet; is responsible for all DNR programs and issues; works with constituent groups, legislators and other outside interests to develop support and understanding of the vision of the department, "to work with people to manage the state's diverse natural resources for a sustainable quality of life."

Deputy Commissioner, Ron Nargang

serves as the "general manager" for the department; provides leadership for department initiatives; represents the DNR with interest groups, citizens the media and other agencies to promote public understanding and support for the department's resource program.

Assistant Commissioner for Administration, (Vacant)

assists and acts for the Commissioner as the DNR's administrative officer with the responsibility to provide direction to department-wide support functions, including: Management Information Systems, Field Services, Engineering, Licensing and Real Estate. Significant legislative responsibility related to the biennial budget and capital budget. Primary responsibility for collaboration and response relative to legislative audits.

Assistant Commissioner for Operations, Ray Hitchcock

Responsibility for the functioning and integration of major natural resource management functions in the agency, such as: waters management, forestry management, state parks management, enforcement of natural resource laws, minerals management, fish and wildlife management, state and local trail management, water access management, and the regional delivery of these programs in six administrative regions of Minnesota. Supported by Field Operations Manager, Brad Moore. (See *Regional Administration*.)

Assistant Commissioner for Human Resources and Legal Affairs, Gail Lewellan

Responsibility for the functioning and coordination of human resource management, including staffing, employee development, labor relations, ethics, affirmative action and diversity. Responsible for

coordination with the Attorney General's Office and for directing major litigation and rulemaking, including resource and land use regulation, tort claims, employment law and Indian issues.

Communications Manager, Marcy Dowse

Responsibility for communications management throughout the state; provides direction on communicating DNR issues and concerns to the public and special interest groups; works to improve DNR's internal communications. Works closely with the Governor's Office on media relations and special communication projects. Supervises the Information & Education Bureau which provides communications to the public through direct contact at the Information Center, through the news media, publications, the *Volunteer* magazine, and the boat & water safety program.

Legislative and Regulatory Affairs Director, Patty Burke

Responsible for guiding all aspects of internal preparation of policy legislation related to management of the state's natural resources, works with managers and staff throughout the agency and with other agency staff to identify strategy and prepare presentations for legislators and legislative staff. Coordinates and monitors the progress of natural resources legislation during the legislative session with the Deputy Commissioner. Works with the Legislative Joint Committee on Claims Against the State to coordinate DNR's response to all damage claims made against the department.

Agricultural Policy Director, Wayne Edgerton

Responsible for developing policies and recommendations to the commissioner related to the relationship between agricultural production and natural resource management in the state. Maintains relationships with agencies such as the Minnesota Department of Agriculture and the Board of Water and Soil Resources, and with agricultural interest groups and private landowners concerned about the state's natural resource management.

Organization & Management Specialist, Julie Smendzuik-O'Brien

Serves as the department's internal consultant on management and organizational improvement; advises the Commissioner's Management Team on organizational change, development and transition to improve service delivery. Facilitates an internal

Management Improvement Committee to annually identify areas for improvements at all levels of the agency. Collaborates with the Commissioner's Office and senior management to implement desired changes.

***Affirmative Action & Diversity Director,
Terri Yearwood (Acting)***

Responsible for developing, coordinating and implementing the Affirmative Action Program, and the employment aspects of the Americans with Disabilities Act. This includes developing a recruitment program to optimize the department's ability to locate, recruit and promote protected class employees for the DNR; training to develop an informed, aware and sensitive work force; providing compliance oversight; and informing local communities of DNR's programs and facilities.

Ethics Officer, Charlotte Cohn

Develops and coordinates an ethics program for the department; as an attorney works with all staff to develop understanding of ethical issues and to resolve those issues that emerge; and investigates reports of alleged sexual harassment and discrimination.

Lakes Policy Director, Jack Skrypek

Responsible for planning, directing and coordinating lake management programs at the statewide policy level within the Department and with other federal, state and local agencies having jurisdictions related to lake management. Maintains relationships with agencies and citizen groups such as the Minnesota Pollution Control Agency, Minnesota Department of Agriculture, State Planning Agency, Board of Water and Soil Resources, U. S. Fish and Wildlife Service, National Park Service, Minnesota Lakes Association, Minnesota Resort Association, Minnesota Sportfishing Congress. local units of government and other citizen groups concerned about the state's lake resource.

Natural Resource Management Divisions

There are six natural resource management divisions and one special unit, which functions similarly to a division, responsible for programs managing the natural resources of the state. Areas covered by these divisions are:

- Law enforcement
- Fish, wildlife and native plant management
- Forestry management
- Minerals management
- State park management
- Trails and waterways management
- Waters management

Following are highlights from each of these units about their organization and programs. More detail on each is available in the *Commissioner's Book*. Areas included in the *Commissioner's Book*:

- History of the unit
- Detail on key issues
- Constituencies, including governments, boards, commissions, task forces and interest groups
- Activity Summary for the last 6 months
- Priority projects for the next 6 months
- Organizational Chart

Law Enforcement,

Information: 651-297-2368

Responsibilities

Responsibilities of this division include enforcing the state's laws on: hunting and fishing; firearm safety; snowmobiles, off highway motorcycles, and ATVs; forestry; arson; cross country skiing; wetland conservation; environmental crimes; civil trespass and litter. The division also provides training in some of these areas.

Vision

Protecting the environment and natural resources while serving the people of Minnesota, now and for future generations.

Mission

We are committed to serving the people of Minnesota by protecting natural resources, the environment and public safety through quality education and law enforcement.

Goals

- Continue the development of participative management.
- Continue emphasis on division's role in resource enforcement and public safety.
- Meet the environmental, recreational and emerging needs of Minnesota.
- Educate people about the law and the division's role for better understanding, acceptance and compliance.

Key Issues

- Funding, restoration of base level funding, and increased staffing.
- Replacement of equipment.
- Protected class recruitment.
- Enhanced technology.
- Partnering with stakeholders.

Fish & Wildlife

Information: 651-297-1308

Responsibilities

The division exists to protect and manage the state's fish, wildlife and native plants and their communities. Managing these resources includes regulating their use and protecting and improving their habitat. The division consists of three major sections: Fisheries, Wildlife and Ecological Services.

Vision & Mission

The vision statement for the division is the same as the department's. The mission statement is, "Protect and manage Minnesota's fish, wildlife, natives plants and their communities for their intrinsic values and long-term benefits to the people."

Goals

- Achieve and maintain appropriate fish, wildlife, and native plant populations through the year 2006.
- Achieve and maintain the viability of appropriate fish, wildlife, and native plant communities through the year 2006.

- Provide and maintain quality opportunities for appropriate use and appreciation of fish, wildlife, native plant species, and their communities through the year 2006.

Key Issues

The division is facing these challenges:

- Fishing license fees & fisheries budget,
- Fish stocking and management,
- Hunting license fees & wildlife budget,
- Native species management,
- Off-road vehicles management,
- River management,
- Technology used for hunting and fishing,
- Various aspects of holding tournaments,
- Management of goose and deer populations,
- State wolf management following federal delisting as an endangered species,
- Better incorporating wildlife conservation benefits into forest and agricultural programs,
- Increased support for management of nongame wildlife species,
- Managing wildlife / human conflicts, and
- implications of 1837 Treaty ruling in 1999.

Forestry

Information: 651-296-4491

Responsibilities

The division manages 4.3 million acres of state-owned land, most of which is in the boundaries of 57 state forests, provides technical forest management and cost share assistance to other public and private landowners; provides wildfire protection; monitors the health, growth and composition of the state's forests; provides information on forests to land managers and users; coordinates development and delivery of forestry environmental education materials; produces and sells tree and shrub seedlings for planting on public and private lands; and operates the Minnesota Conservation Corps and the Youth in Natural Resources Programs.

Mission

Through shared information, technology and understanding, we empower others and ourselves to: sustain and enhance functioning forest ecosystems; provide a sustainable supply of forest resources to meet human needs (e.g., material, economic and social); protect lives and property from wildfire; and provide a dollar return to the permanent school trust.

Goals

- Provide a long-term, sustainable yield of forest resources from state forest lands, including: timber and other forest crops, fish and wildlife habitat, biological diversity, clean water, recreation, rare and distinctive flora and fauna, air, soil, and educational, aesthetic and historic values.
- Improve the health and productivity of other public and private forest lands.
- Protect life, property and natural resources from wildfires.
- Provide meaningful natural resource work and educational experience for unemployed youth while accomplishing significant natural resource work.

Key Issues

- Management of non-industrial private forest land.
- Sustaining healthy forests while meeting demand for wood and wood products and contributing to rural development.
- Collaborative processes versus regulation.
- Expanding rural residential and commercial development and associated risks of potential wildfire.
- Coordinating forest management across multiple ownerships.
- Increasing presence of white pine in Minnesota.
- Meeting growing and diversified recreational demand for use of the forests.
- Aging work force which has implications for fighting of fires.

Minerals

Information: 651-296-4807

Responsibilities

The division manages state-owned minerals rights and ensures that all stages of mining – from initial environmental review and exploration through mine development to mine closure and reclamation – are done responsibly to maintain a healthy economy and environment.

Vision

The division of minerals is working with people to manage Minnesota's minerals resources for a sustainable quality of life.

Issues & Goals

- Manage the state's mineral resources to generate revenue to state trust fund lands, promote economic growth and investment, and ensure an adequate supply of minerals to meet demand.
- Make connections to move toward increased customer and stakeholder involvement and more informed decision making.
- Provide continued leadership and support in the face of increased political and economic pressures.
- Manage mineral development to protect public health and safety, reduce environmental impacts and restore lands for post-mining uses, and to identify and protect lands that should not be developed.
- Provide support for research into technological improvements for existing mineral industries.

State Parks

Information: 651-296-9223

Responsibilities

Manage and provide visitor services in 70 state park and recreation areas that total more than 240,000 acres.

Vision

We will work with the people of Minnesota to provide a state park system which preserves and manages Minnesota's natural, scenic and cultural resources for present and future generations, while providing appropriate recreational and educational opportunities.

Mission

We will continue to work with the people of Minnesota to ensure that the Minnesota State Park system will be sensitive to the needs of current and future generations, while providing appropriate recreational and educational opportunities.

Key Issues

- What is the division's role in managing state park natural, cultural, archeological, historical and scenic resources within larger landscapes?
- How can the division effectively manage visitor activity within state parks?
- What niche do state parks fill in providing recreational opportunities within the spectrum of other recreation providers.
- What is the appropriate balance between

resource protection and providing recreational opportunities within state parks?

- How is the appropriate size and makeup of the state park system determined?
- What is the state parks' role in providing environmental education in Minnesota?
- How are differing viewpoints from the public incorporated into the division's overall planning and decision-making processes?
- How can the division continue to improve its organization structure to foster shared decision making?
- How can state parks staff facilitate an open line of communication throughout the entire division and between the division and other DNR units?
- How does the division secure adequate and stable funding for state parks?
- How does the division equitably distribute funds throughout the state park system?

Trails & Waterways

Information: 651-297-1151

Responsibilities

Provide these services to a diverse clientele: canoe and boating route program, adopt-a-river program, public accesses, fishing piers, shore fishing sites, state trails and grant-in-aid trails.

Mission

To create recreation opportunities through a system of trail and water recreation facilities that contributes to a sustainable quality of life.

Vision

Trails & Waterways staff expect movement toward higher quality facilities which are multi-use, barrier free and readily accessible by special needs groups. Consequently, recreation groups need to work closely and effectively to champion their shared interests.

Goals

Trails and Waterways wishes to preserve its focus on people, progress and the environment.

Key Issues

- Barriers to the division's work: funding shortfall, capacity to change to meet new demands.
- Trends such as: aging and more diverse population, changing settlement patterns, baby

boomers reaching middle age, changing composition of households, economics affects choice of recreation, strong ethic of leisure but people not taking leisure time.

- Implications: more highly planned and deliberate leisure activity; recreation quality will become more important; programs must reflect the changing face of the state; funding must balance the need for economic restraint with needs of more vulnerable populations.

Waters

Information: 651-296-4800

Responsibility

The planning and management of water quantity and related regulatory issues, including: ground and surface water appropriation or diversion, dam safety, construction in protected waters and protected wetlands, technical ground water and surface water analyses, and land use management.

Vision

We will work with people to manage the state's diverse natural resources for a sustainable quality of life.

Mission

Helping people ensure the future of our water resources.

Goal

DNR Waters will promote water resource conservation and sustainability by working with others to develop a common understanding of water resources and improving its programs and decision making processes.

Key Issues

- Dam safety program and dam removal / river restoration.
- Stream flow protection.
- Issuance of general permits to simplify regulation.
- Drought management
- Floor damage reduction and federal flood control projects
- Flood plain management (farmstead ring dikes, Flood plain mapping, and flood insurance)
- Water availability or sustainable water supply protection.
- Shoreland management on lakes and rivers

DNR'S Administrative Regions

DNR has had a system of six regional headquarters since the early 1970s. During the last eight years, each region has developed a regional management team for addressing the complex, interdisciplinary issues related to resource management. Within the last 2-3 years, in order to work more productively with local units of government and communities, these regional management teams have created various administrative structures at the local or field level. These structures include: watershed teams, area geographic teams, landscape teams and issue-specific teams. These teams have been tailored to address the particular need at the local level.

The *Commissioner's Book* contains additional information about regions:

- the history of regional organization;
- description of the regional and area management teams for each region;
- community partners for each region; and
- a description of some joint projects.

Below are a brief characterization of the geography and priority resource management issues for each region.

REGION 1 - NORTHWEST MINNESOTA

Information: 218-755-3955

The DNR Northwest Region (Region 1) consists of 21 counties in northwest and west-central Minnesota--bordering on North and South Dakota, Manitoba and Ontario--from Browns Valley and Starbuck in the south, to Hallock and Baudette in the north. Regional headquarters are located in Bemidji.

Priority issues in Region 1

- Flood hazard mitigation in the Red River Valley--especially at East Grand Forks and Warren.
- Participation in the Red River Basin Board.

- Mediation with the Red River Watershed Management Board over the Red River GEIS.
- County Ditch assessments on state-owned Consolidated Conservation (Con-Con) lands.
- Rising water levels on land-locked lakes in Becker and Otter Tail counties.
- Designation of Old Growth Forestry areas.
- Development of Off Highway Vehicle (OHV) plan for state forest roads and trails.
- Recent state appeals court decision returned part of abandoned railroad from MnDOT Rail Bank to private landowner, removing it from Blue Ox Trail. Other landowners could follow suit.
- Additional 25 miles of Paul Bunyan Trail and 15 miles of Heartland Trail will be paved in 1999.
- The Red Lake Walleye Recovery Project.
- Experimental Fishing Regulations with use of control lakes for comparative research.
- Individual lake management and walleye stocking.
- Rapid increase in the use of weed-rollers by shoreland owners to remove aquatic vegetation.
- Timber wolf management.
- Moose research project investigating high mortality and low reproductive rates.

REGION 2 - NORTHEASTERN MINNESOTA

Information: 218-327-4455

Northeastern Minnesota, DNR's Region 2, is made up of six counties - Lake, Cook, St. Louis, Koochiching, Itasca, and Carlton, and parts of Cass County for some disciplines.

This region has pristine lakes and forest lands, much of it due to a large percentage of the land base being in public ownership. It is home to two national forests - the Chippewa National Forest and the Superior National Forest; a national park - Voyageurs; and a national wilderness area - the Boundary Waters Canoe Area. These federally managed areas have led to a close relationship between the DNR and federal agencies such as the U.S. Forest Service, and the National Park Service. DNR has played a major role in developing management plans for these federal entities.

The region's primary industries are timber, tourism, and mining - all of which are directly related to the management of the state's natural resources.

The DNR in Region 2 manages 16 state parks, eight of them along Lake Superior's North Shore. The region contains 19 state forests and parts of two others. All or parts of five Indian Reservations are in Northeastern Minnesota.

The region has three major watersheds – Mississippi River, Lake Superior, Hudson Bay. It has some of the state's premier waters with the border lakes, Lake Superior, and the large lakes – Winnibigoshish, Vermillion, and Namakan and Kabetogama. It contains many of the finest trails for hiking and snowmobiling and is a destination for many tourists.

It has the majority of the state's moose and wolf populations.

Priority Issues in Region 2

The Northeastern Minnesota Regional Management Team in conjunction with the area teams has identified four priority natural resource management issues for the region in its strategic plan. They are:

- Lakes and watersheds (Shoreland initiative)
- Mining Watershed Reclamation and Land Use Conflicts (Minnesota's New Large Lakes)
- Forest Management
- Public Involvement and Education (Stewardship for Sustainability)

The regional work plan for the biennium includes these four issues and the following as priority work issues: state park planning, Public Land Survey layer project, aggregate mapping, Off-Highway Vehicle management, coordination with transportation agencies, and working with communities for sustainability.

REGION 3 - EAST-CENTRAL MINNESOTA

Information: 218-828-2561

Region 3 is composed of 15 counties in east-central Minnesota. The region begins just north of the Metro Area and extends northward through Cambridge, St. Cloud, Brainerd, and Hackensack. The west border, composed of Wright, Stearns, Todd and Wadena counties, is near the geographic center of the state. The east border is the boundary with Wisconsin from Carlton County southward to Chisago County.

Minnesota comes together in Region 3. It's where the great forests of the north collide with the farm lands of the south. Biologists call this "transition zone." In practical terms, the transition zone is a blend of forests, farm lands, lakes and small woodlands. Visitors to Region 3 can expect to find everything from timber wolves to bear to vast corn and soybean fields to urban sprawl, especially along the I-94 and Highway 10 corridors between the Twin Cities and St. Cloud. Visitors will also find 10 state parks, 13 state forests, more than 175 Wildlife Management Areas, Lake Mille Lacs, and more than 1,000 other lakes and 2,000 miles of river that are actively managed for fishing.

Priority Issues in Region 3

Region 3 is largely within the 1837 Treaty ceded territory. The 1837 Treaty is the subject of hunting, fishing, and gathering litigation filed by Chippewa Indians in Wisconsin and Minnesota against the State of Minnesota. The litigation, which began in 1990, is currently before the U.S. Supreme Court.

Another major challenge in the region is the growth of urban areas, particularly Brainerd and its surrounding area and the corridor from St. Cloud to the Twin Cities and north along I-94.

REGION 4 - SOUTHWEST MINNESOTA

Information: 507-359-6000

Comprised of 27 counties, region four is bordered on the south by Iowa and to the west by South Dakota, Region 4 stretches as far east as Waseca and north to near Paynesville and Benson.

The face of Region 4 has changed dramatically over the years. It is located in what is known as the Prairie Pothole Region, an area once dotted with thousands of wetlands, shallow lakes and marshes, all surrounded by seas of tall grass prairie. Because of its highly coveted rich, black soil, nearly 90 percent of Region 4 has been converted to cropland. However, many unique and valuable natural resource areas remain. Remnants of prairie remain in Prairie Couteau Region of extreme southwestern Minnesota. The great Minnesota River flow through the region, and a portion of the ancient Big Woods area can be found in the southeastern counties. The regional headquarters is located in New Ulm.

Priority Issues in Region 4

There are several priority issues in the Region 4 work plan.

- Continued restoration of the Minnesota River as part of the Minnesota River Basin Joint Powers Board. Also, ongoing activities related to Minnesota River flooding in 1997, such as removal of structure from the flood plain in 8 counties and 9 cities damaged in the flood event.
- Efforts to enhance watersheds in partnership with others, for example lake restorations, partnership formation, delegation of waters permit authority, habitat protection efforts, flood plain acquisition flood control project reviews, and fish removal projects.
- Park planning and development in partnership with other state and local units of government.
- Continued enhancement of relationships with the agricultural community in the region.
- Addressing recreational use of land, particularly related to Off-highway vehicle use in the region.

REGION 5 - SOUTHEAST MINNESOTA

Information: 507-285-7420

Eleven southeast Minnesota counties make up Region 5. The region is bordered on the east by the Mississippi River, Iowa to the south and the Twin Cities metropolitan area to the north. The western border lies between Interstate 35 and Mankato. The four major southeast land features are: Mississippi River, Blufflands, Oak Savanna and Big Woods.

Aside from the regional headquarters building in Rochester, facilities include: three cold-water fish hatcheries, two area fisheries offices, five forestry offices, 10 state parks and offices, three wildlife offices, a trails office and a waters area office.

Priority Issues in Region 5

Balancing commercial and recreational use of the Mississippi River is likely to generate the most persistent and challenging issues in the coming years. Many resource managers and recreational users feel fish and wildlife habitat is being compromised to maintain a nine-foot navigational channel for barge shipping on the Mississippi. Other issues facing Region 5 include: expanding the state recreational trail system

accommodate increasing use, issues surrounding southeast Asian hunting and trout habitat improvement projects in state parks.

REGION 6 - METROPOLITAN MINNESOTA

Information: 651-772-7900

The Metropolitan Region consists of the seven county area surrounding the Twin Cities, the counties of Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington. This region contains the confluence of three great rivers, the Mississippi, Minnesota and St. Croix, and also has the most densely populated, urbanized area in the state.

The region's strategic plan identifies actions to work with others to better manage resources in an urban setting. It also prioritizes ecosystem-based work items and identifies staff with lead responsibility to form interdisciplinary teams comprised of the most relevant technical and managerial staff pertinent to the resource issue. Important to the region's ability to coordinate and communicate among interdisciplinary team members is the region's computer network system.

Priority Issues in Region 6

The key natural resource issue with which the region struggles is rapid loss of remaining high quality natural areas and continued degradation of natural resources. Due to the magnitude of the problems in an urban area, the region views partnering with other agencies and organizations as essential in order to coordinate efforts as well as to increase the pool of available resources (human and financial). Two of the region's highest priority ecosystem-based projects rely extensively on local involvement in natural resource issues: the Greenways and Natural Area Program and the Trout Stream Watershed Initiative. These projects are at the scale of the landscape or watershed and their success will depend on the commitment from the local, state, and federal levels.

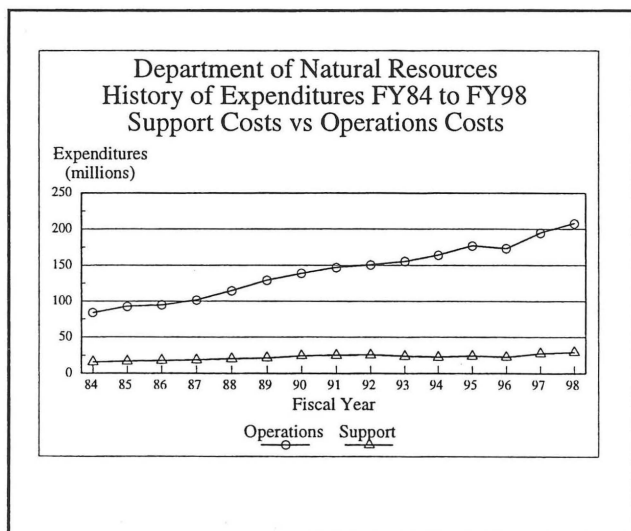
The region will focus in the upcoming biennium on better internal coordination in order to improve its ability to provide technical assistance to more Metro communities. The region is moving in the direction of serving as the leader in natural resource protection and restoration to complement the Metropolitan Council's focus on more limited natural resource aspects.

Operations Support Bureaus

Introduction

The administrative support units of the department play a critical role in the delivery of Minnesota's natural resource products and services. Most, though not all, of these units were created in the mid-1970s when the Governor's Loaned Executive Assistance Program (LEAP) reviewed the operations of many state agencies and recommended reforms. One of the major reforms affecting DNR was creation of administrative bureaus to handle functions such as hiring personnel, paying bills, facilities and materials management and real estate transactions, etc., which were common to all program divisions. The philosophy was that these functions all required a certain level of professional expertise which was not readily found among natural resource managers and consolidation of the functions into administrative service units would eliminate duplications and allow for efficiencies.

Two trends are evident in operations support funding. First, in comparison to program operations expenditures, operations expenditures have remained relatively flat over history. This means those programs are more efficiently delivering services over time; however, it also means in some instances that the demand for these services at times far outweighs the capacity of these units to provide desired services.



Secondly, there is a current shift in funding in operations support to the General Fund from the Game and Fish Fund in order more accurately reflect costs that are "general" in nature in contrast to those services which are more appropriately "dedicated" to specific resource management activities. The legislature and many citizens have maintained great interest in this topic over time.

Following is brief summary of vision, mission, goals and priority projects, where applicable, for the operations support bureaus. The *Commissioner's Book* contains additional information, including their organizational history.

Engineering

Information: 651-296-2119

Responsibility

To provide professional services to DNR resource managers in managing boundaries of state land, designing and building facilities necessary to effectively manage the resource and to provide safe access to and enjoyment of the state's natural resources.

Mission

Provide DNR resource managers with timely, effective, high quality products and professional engineering, landscape architect, mapping architectural, mapping and surveying services.

Key Issues

Funding and the cost of support services is a continuing issue internally and externally.

Field Services

Information: 651-297-3758

Responsibility

Facility, equipment and materials management to support resource management programs; occupational safety; and work place security.

Goals

- To provide and manage professional support services for the DNR in facility, inventory, and equipment management, procurement; wildfire emergency support; and employee safety and health.

- To assist department units in maintaining compliance with federal, state and local regulatory requirements so that resource staff can focus on managing natural resources.

Key Issues

- Timely replacement, expedient repair, safe operation, and full utilization of equipment.
- Effective maintenance/repair of DNR facilities is essential in order to protect our investment and optimize utilization. The maintenance/repair effort is severely underfunded and facility maintenance is being deferred. A facility replacement program is in the early stages of development.
- Significant increases of repetitive stress injuries due in part to poorly configured employee work stations. Efforts continue to reduce all types of work-related injuries and related workers comp costs (\$1,049,000 in direct injury costs during FY98).
- Although the procurement reform passed by the legislature has been helpful, inconsistencies between bidding limits, advertising and bonding requirements hamper efficiency efforts.

Human Resources

Information: 651-296-6493

Responsibility

Provide human resource services to line units that also ensures agency compliance with federal and state employment laws, five union contracts, two plans for unrepresented employees, and Department of Employee Relations Personnel Rules and Administrative Procedures.

Key Issues

- Coordinating strategic natural resource planning with work force planning.
- Having a work force that mirrors the public being served.
- Aging of the agency's work force.
- Within the bureau, the key issue is lack of staffing to meet increasing work load. Services cannot be delivered to line units in a timely way, which means that they in turn cannot deliver services to customers.

Information & Education

Information Center: 651-296-6157

Information: 651-296-3336

1-888-MINNDNR

Responsibility

Coordinates a network of information and education staff within the central office and regional offices to provide communication services aimed at increasing public awareness of the state's natural resources. Houses the Information Center and Graphics Unit, coordinates special events, distributes information to news media, improves customer service through working with resource disciplines to survey their customers, produces the Minnesota Volunteer.

Mission

To share and unite the communication and educational efforts of the DNR and its clientele.

Key Issues

- Work with DNR program units to continue to improve the quality and consistency of all communication efforts.
- Integrate newest information technologies into communications activities. For example, cut DNR news release production and distribution costs by about 20% using electronic delivery and posting on the DNR Internet website.
- Assist in the coordination and presentation of DNR's environmental education activities.
- Implement new personal water craft laws.

License Bureau

Information: 651-296-4507

Responsibility

Provide licensing services for all resource activities requiring licensing through walk-in and mail in registrations, as well as through a network of deputy registrars.

Vision

Convenient, accessible service delivery at the forefront of technology, for every person taking part in Minnesota's great outdoor activities.

Mission

Management and sustainability require revenue and regulation. Deliver conveniently and with sensitivity to

diversity, the goods and services by which revenue is generated and regulation monitored.

Goals

- Implement a statewide system of electronic license and registration issuance.
- Establish a consolidated customer database.
- Promote statewide on-line information access to our records to all issuing agents.
- Maintain and reinforce our internal culture of mutual respect, self respect, and pride in ownership.

Management Information Systems

Information: 651-297-3906

Responsibility

Implement and manage DNR computer systems and networks, geographic information systems, shared databases, applications and the DNR website; support the Minnesota Accounting and Procurement System (MAPS) and the Statewide Employee Management System (SEMA4); and provide computer training and user support services, library and research services, and data entry services for DNR units and their employees.

Mission

Provide specialized technical support, planning, coordination and systems development to the divisions and bureaus.

Goal

Leverage the investment in information systems to support the primary goals and objectives of the agency's resource managers.

Key Issues

- Plan and coordinate information systems expenditures at the department level.
- Develop coordinated purchasing and asset tracking for computer equipment.
- Move from acquisition cost management to life cycle cost management planning for computer hardware and software
- Funding for life cycle replacement of critical information systems within the DNR
- Extension and support of communication to the field offices

- Ongoing development of the DNR Web site.
- Providing necessary funding to keep key IT employees in an extremely competitive environment
- Provide funding via the initiative process for key DNR information systems for forest management, revenue management, electronic licensing, land management, campground reservation and revenue management, better communications to DNR offices throughout the state, and development of key GIS data set to be used by DNR and other state, local and county government units.

Office of Management and Budget

Information: 651-296-0565

Vision

We will provide management and budget leadership and services that help DNR employees work with people(both statewide and locally) to integrate ecosystem sustainability with the recreational and commercial uses of Minnesota's natural resources.

Mission

Support DNR staff who manage the state's diverse natural resources by providing services in:

- Integrated planning, budgeting, and evaluation.
- Financial and accounting management
- Ecosystems-based management (EBM)
- Community and environmental assistance
- Local grants assistance

Goals

- Broadly integrate the ecosystem concept into natural resource management activities and policies.
- Provide EBM implementation assistance through specific application of assessment, evaluation and decision-making tools
- Integrate the planning, budgeting and evaluation functions—ensuring that:
- Programs are working pro-actively and together;
- resources are allotted appropriately to those programs; and
- Practical evaluations take place for program management and accountability
- Provide program operations with the business tools (processes, policies, procedures) guidance, and consultation to conduct efficient and effective business operations

Key Issues

- Improvements, modifications to the State's and DNR's accounting and procurement systems
- The need for a department-wide financial assistance data base
- Decentralization of Environmental Review for local decision making and technical assistance
- minorities are projected to be an increasing share of total MN population growth, with major implications for DNR clientele, program delivery and staff recruitment.
- To improve the quality of communication both internally and with our customers so that a minimum of communication related time delays occur, customer satisfaction is increased, and a climate of trust and honesty is promoted.
- To improve budget development and fiscal management processes by involving program coordinators and making them knowledgeable, and to complete fiscal transactions within agreed upon time lines.
- To improve customer access to land ownership and transaction information, both internally and by customers, as measured by user friendliness or system menus and screen, user proficiency with report generation capabilities, and reduced reliance on expert users to provide information for others.

Real Estate Management

Information: 651-296-4097

Mission

To provide our customers with expert, timely, economical real estate services supporting the goals of the department concerning sustainable resources and economic returns on public lands.

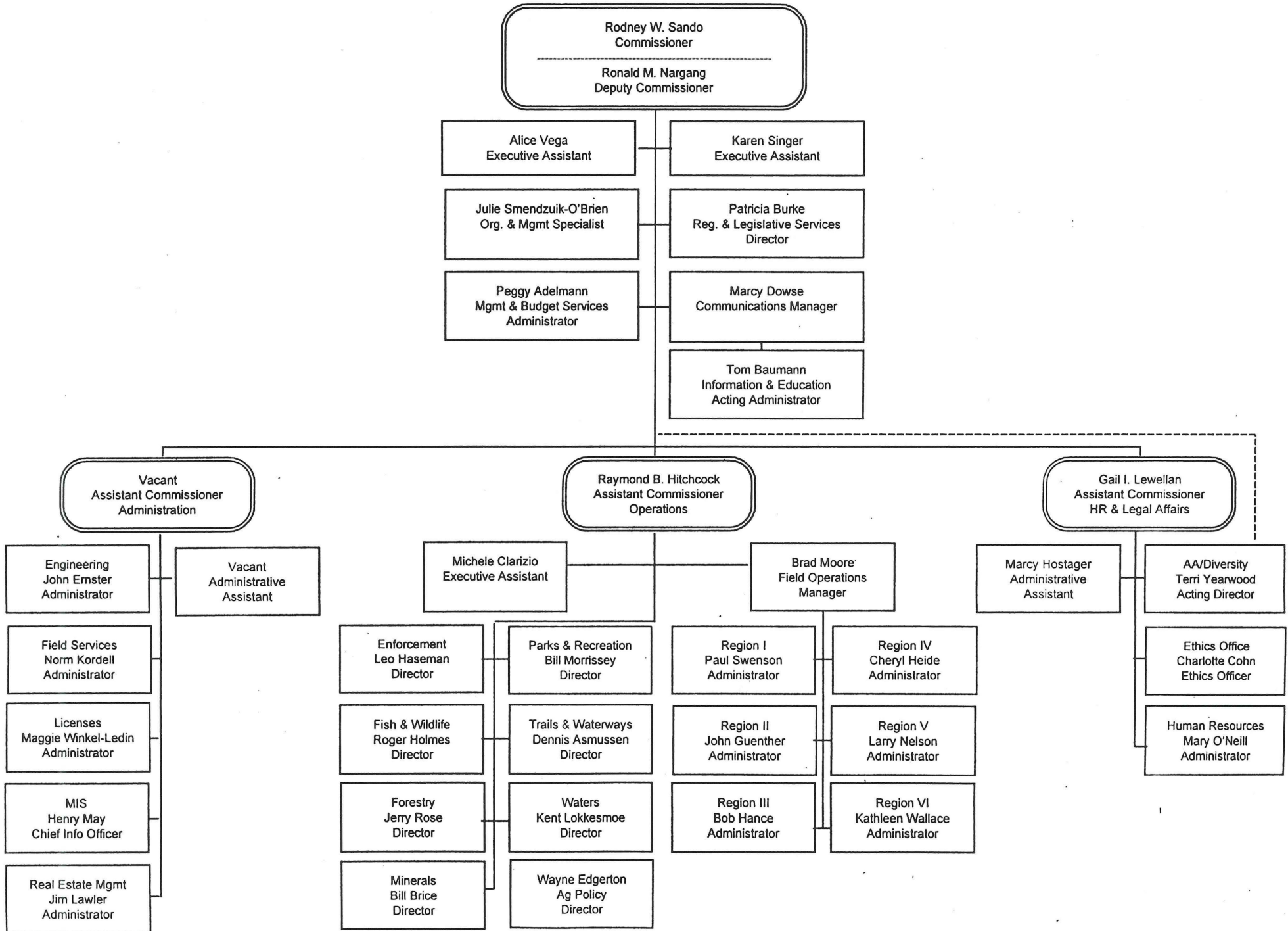
Vision

- BREM will be more regionally focused and better coordinated internally and with land managing divisions, keeping focused on achieving excellence in customer service.
- BREM's staff will be using their specialized knowledge and skill, both independently and in cooperation with others on small or large teams, to respond to customer's needs.
- BREM will have a shared sense of purpose and pride in accomplishing its mission.
- BREM's customers will have felt that the bureau understood their issue and was helpful in providing an appropriate solution, product or service in a timely manner and at a reasonable cost.

Goals

- To provide real estate services to the divisions and regional management teams to accomplish the department's real estate related priorities, within agreed on time lines.
- to improve and support employee productivity, job satisfaction and wellness by providing: training in computer and technical skills, time management and customer relations skill; opportunities in team discussion and decision making both internally and externally; opportunities in programs dealing specifically with employee wellness, such as stress management, work schedule flexibility and work surroundings improvements.

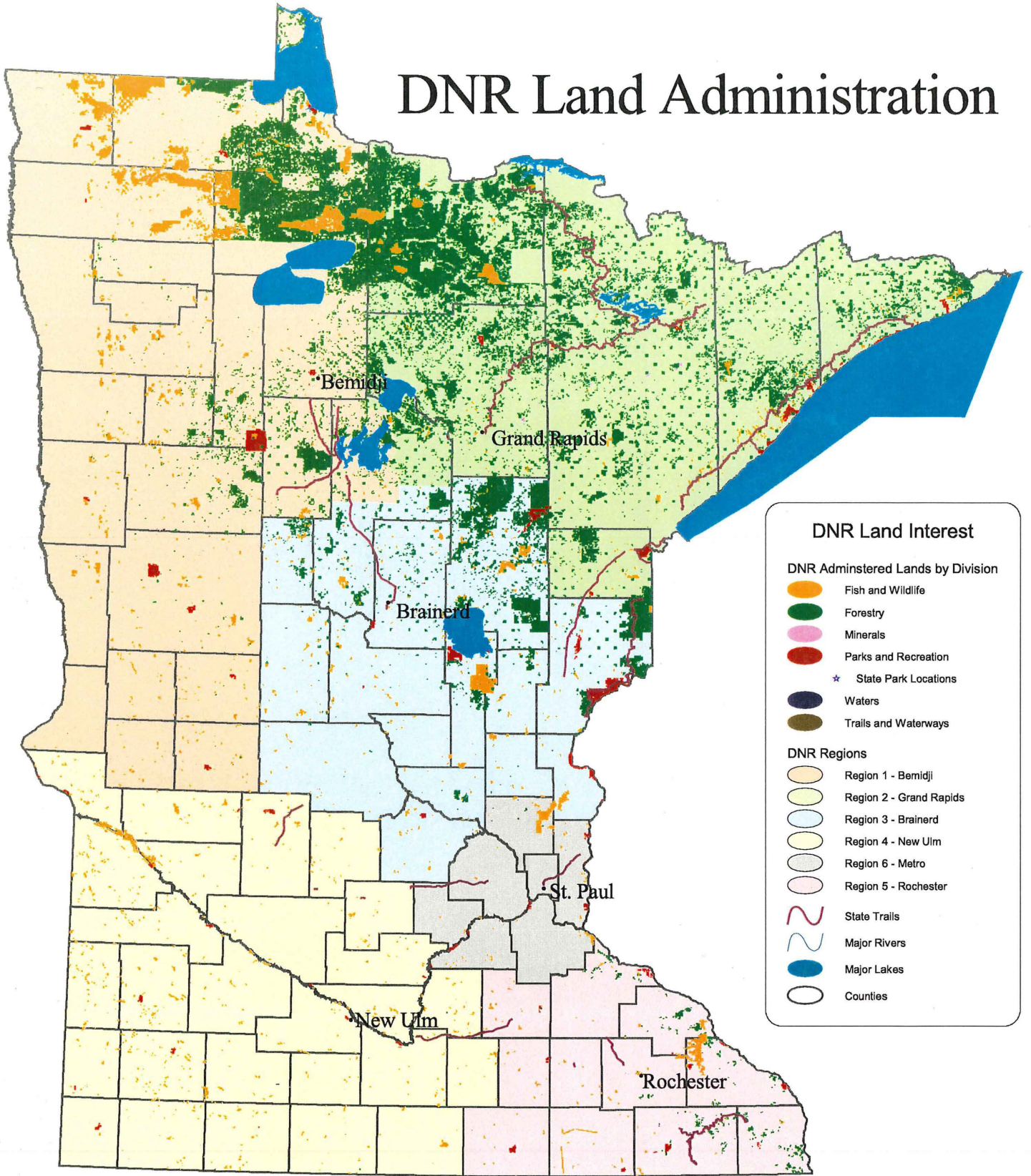
**MINNESOTA DEPARTMENT OF NATURAL RESOURCES
ORGANIZATIONAL CHART**



Map Inserts

- A DNR Administered Lands, including: regional boundaries, regional headquarters, state parks, state forests, wildlife management areas, county boundaries
- B Major eco-regions in Minnesota based on Ecological Classification Systems

DNR Land Administration



DNR Land Interest

DNR Administered Lands by Division

- Fish and Wildlife
- Forestry
- Minerals
- Parks and Recreation
- ★ State Park Locations
- Waters
- Trails and Waterways

DNR Regions

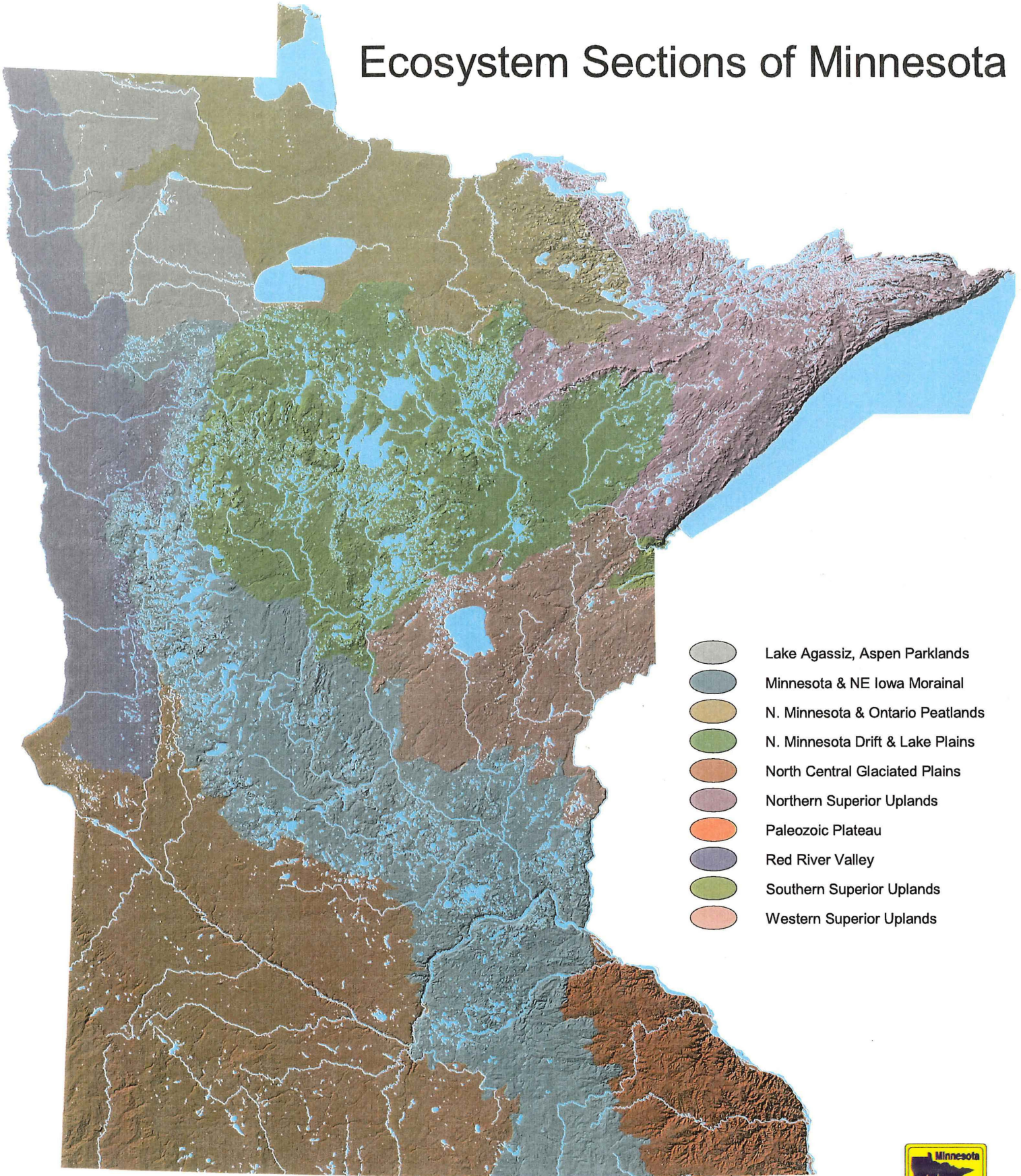
- Region 1 - Bemidji
- Region 2 - Grand Rapids
- Region 3 - Brainerd
- Region 4 - New Ulm
- Region 6 - Metro
- Region 5 - Rochester
- State Trails
- Major Rivers
- Major Lakes
- Counties

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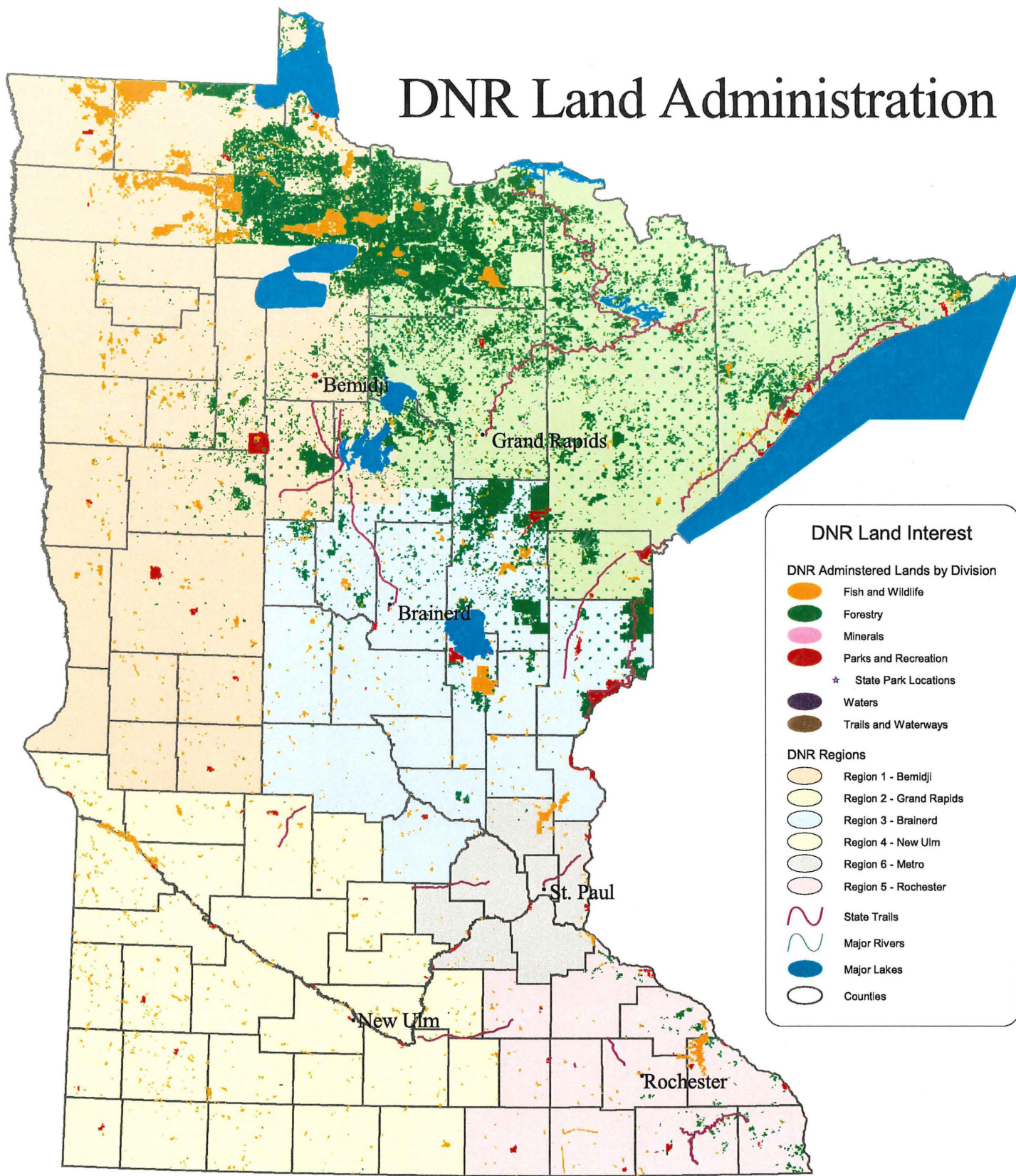


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Ecosystem Sections of Minnesota



DNR Land Administration



DNR Land Interest

DNR Administered Lands by Division

- Fish and Wildlife
- Forestry
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- Parks and Recreation
- ★ State Park Locations
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DNR Regions

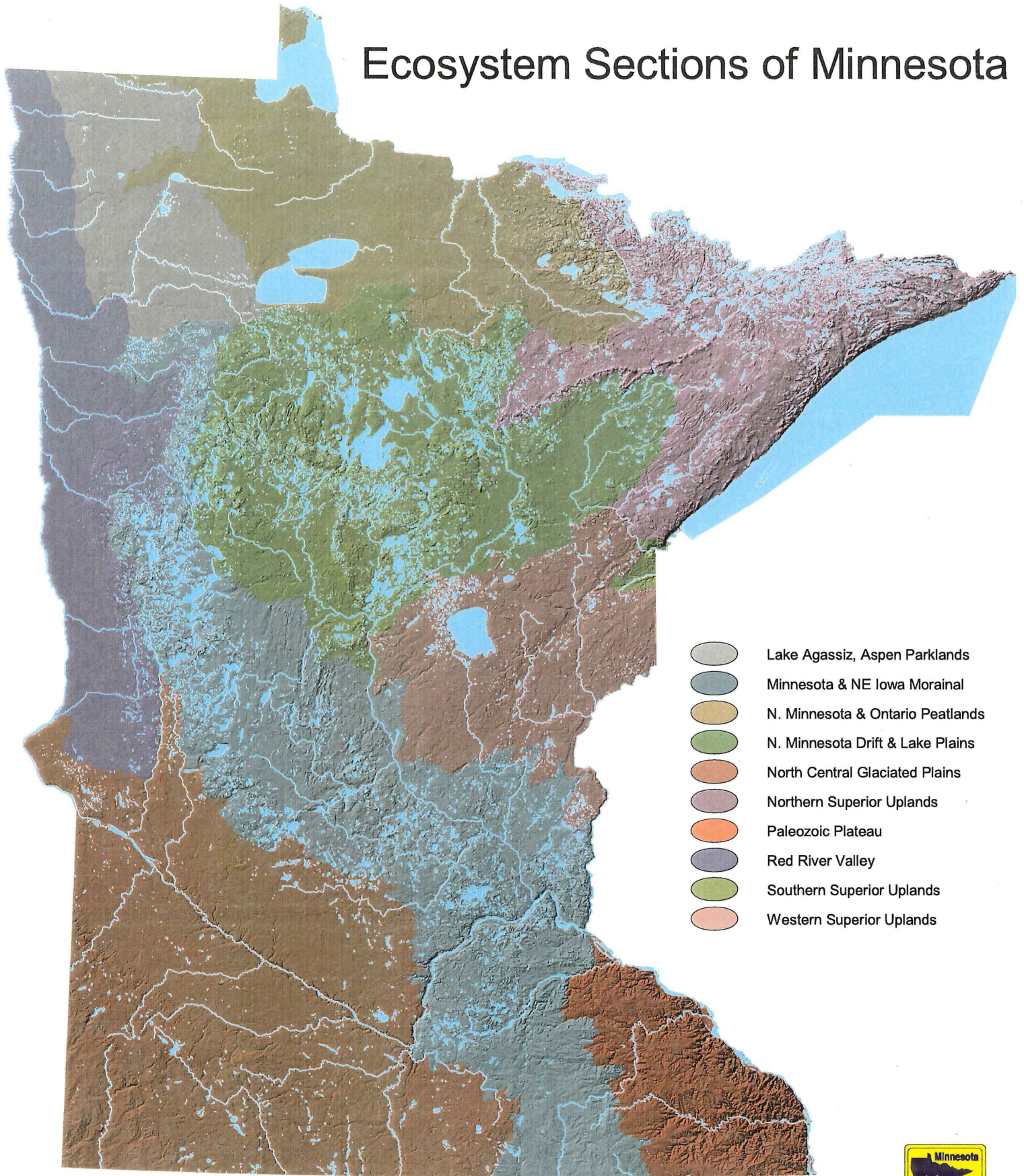
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Ecosystem Sections of Minnesota



- Lake Agassiz, Aspen Parklands
- Minnesota & NE Iowa Morainal
- N. Minnesota & Ontario Peatlands
- N. Minnesota Drift & Lake Plains
- North Central Glaciated Plains
- Northern Superior Uplands
- Paleozoic Plateau
- Red River Valley
- Southern Superior Uplands
- Western Superior Uplands

