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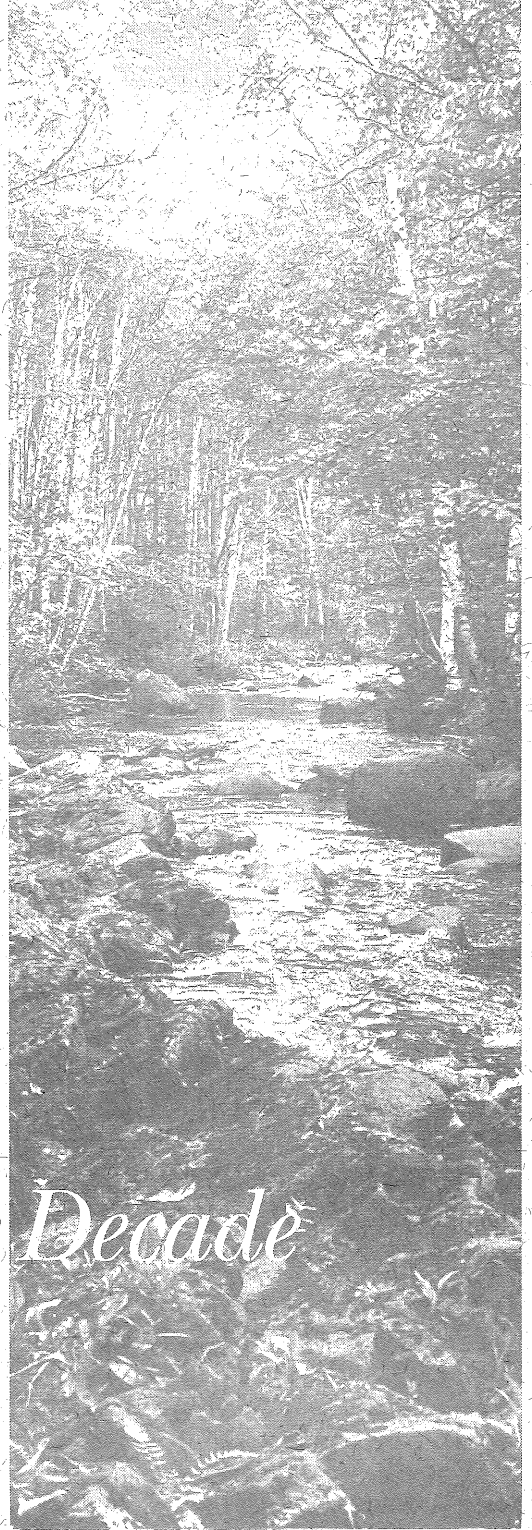
DIRECTIONS FOR NATURAL RESOURCES

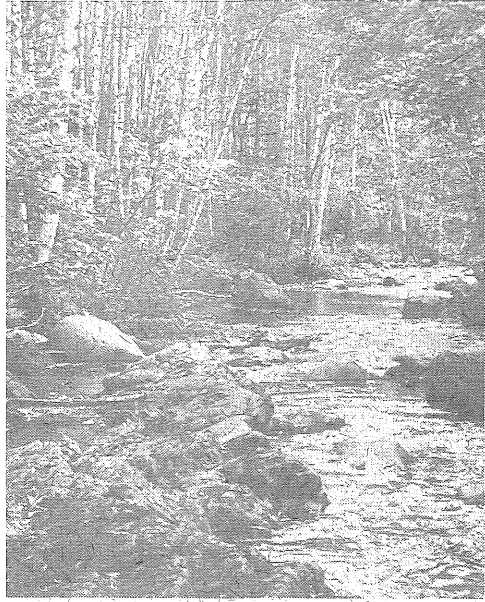
Challenges for the Decade

January 1993

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Commissioner's Message

MINNESOTANS RESPECT OUR ABUNDANT NATURAL RESOURCES and expect responsible resource management. Because of our citizens' commitment to a healthy environment, the quality of life in Minnesota is one of the best in the country. I am proud of the Department of Natural Resources' history of fulfilling our mandate to manage Minnesota's resources. Our success is attributed to anticipating and dealing with challenges. Given how complex the world is today, responding to change has never been more important.

When I became commissioner in 1991, my goal was to build upon DNR's foundation of success. During the past two years we accomplished several new initiatives that will guide the department through the 1990s. We wrote a vision statement to portray the future of the department—what we will focus on in fulfilling our mission, how we will do our jobs, and what this means for Minnesota's resources and citizens in the years ahead. We established a Management Improvement Committee to continually recommend ways the department can be more efficient. We set biennial work plan priorities to ensure greater accountability. We created interdisciplinary work teams to develop ways to improve natural resource management.

These approaches will add to our achievements, but we can't stop there. Serious challenges remain—growing population, changing demand for resources, and declining state budgets.

Since 1984 the DNR has used strategic planning to help us meet new challenges. Every two years our employees examine issues that will affect resource management and lay out strategies to deal with them. *Directions for Natural Resources, Challenges for the Decade* presents the results of our recent planning cycle.

The report covers two main topics: Goals and Strategies and Measuring Our Progress. The information is organized in five themes derived from Governor Carlson's Minnesota Milestones public meetings, held throughout the state in 1991. These themes represent what Minnesotans want our state to look like in the next century:

- ◆ Our Surroundings—We will sustain and enjoy the natural world.
- ◆ A Prosperous People—Minnesota will have an economy that creates and shares wealth.
- ◆ Learning—Our citizens will be good thinkers, creative, always learning, with the skills to compete internationally.
- ◆ A Caring and Secure Community—Minnesota will be a community of people who respect and care for one another.
- ◆ We the People—Our government will be responsive, efficient, and close to its citizens.


Directions describes the DNR's role in achieving the public's vision for Minnesota and how we will address emerging issues. The report also highlights accomplishments of our divisions and bureaus during the last two years.

By planning for the future, the Department of Natural Resources will continue to meet challenges as we pursue more responsible use of resources, better protection of the environment, and a healthier home for the generations to come.

Rodney W. Sando

DNR VISION STATEMENT

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




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Resources.

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Meeting the Challenge: Goals & Strategies

OUR SURROUNDINGS

FRAGILE OR ENDANGERED RESOURCES need protection so that natural systems can continue to thrive. Other resources must be used responsibly to provide jobs and opportunities for recreation. The DNR guides the use of Minnesota's fish, wildlife, native plants, forests, parks, trails, waters, and mineral resources to benefit today's citizens and future generations. The following goals and strategies describe how the DNR will manage the state's natural resources to improve our surroundings.

We will protect and manage Minnesota's diverse ecosystems, respect the natural world, and enhance the beauty of our surroundings by:

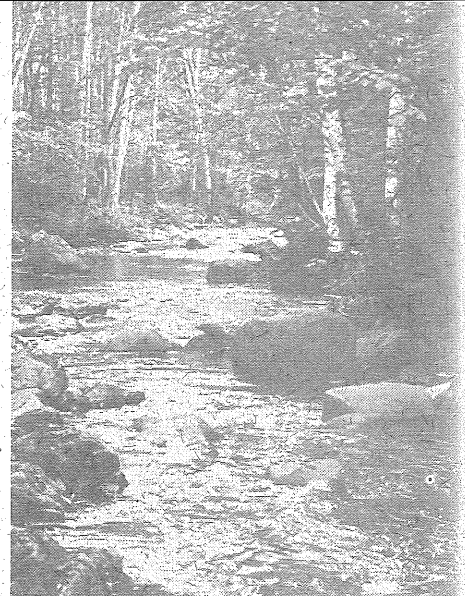
- ◇ Concentrating resource management efforts on systems having the greatest pressure from population growth and development: wetlands, blufflands and river corridors, urban natural areas, and aggregate resources.
- ◇ Preserving biological diversity at the genetic, species, and ecosystem levels.
- ◇ Protecting surface water and groundwater resources to address increasing demand; use conflicts; and domestic, agricultural, and industrial pollution.
- ◇ Preserving unique natural, cultural, historical, and archaeological resources.
- ◇ Collecting inventory and monitoring data to improve resource management efficiency.
- ◇ Using cost-effective methods to acquire land and develop facilities needed for resource protection and management and that allow appropriate public use of natural resources.

We will employ integrated management approaches that recognize and protect the unique values of all natural resources by:

- ◇ Shifting resource management from administrative boundaries to ecoregions, landscapes, and watersheds.
- ◇ Working in interdisciplinary teams to define management goals for entire ecological land units.

We will provide opportunities to enjoy our outdoor recreation resources by:

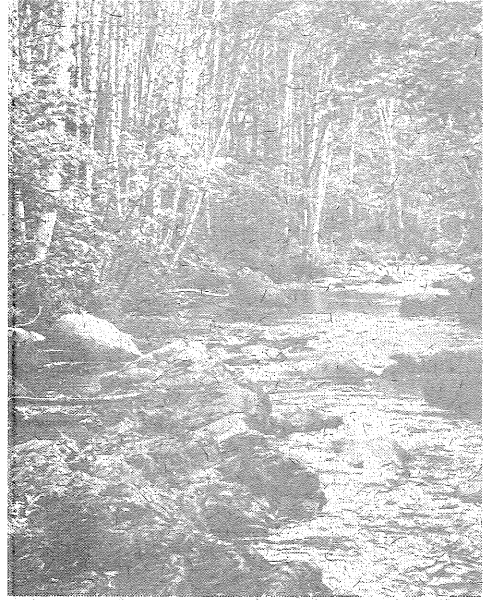
- ◇ Developing and maintaining safe, accessible outdoor recreation facilities and providing quality recreation services.
- ◇ Documenting the benefits people and communities receive from recreational activities.



POPULATION GROWTH AND URBANIZATION

The majority of Minnesotans now live in urban or suburban areas. The effect of this trend is evident in the Twin Cities. The metropolitan area's second million residents required three times the amount of land to live on than did the first million. (Minnesota Planning, May, 1992.) Urban sprawl leads to more pressure on sensitive natural areas. Pollution and development damage ecological systems and deplete the state's biological diversity. Under greatest threat are wetlands, blufflands and river corridors, and endangered species habitats. The density of urban areas also leads to heavier use of recreation areas close to home, creating conflicts and public safety concerns.

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INTEGRATED RESOURCE MANAGEMENT

Because natural systems are integrated, their management must be integrated as well. Resource managers recognize that land-use practices in one area affect the resource quality in another. This means decision makers must consider the effects of their actions on many different resources, even those outside traditional management units. The focus is shifting away from individual state parks, forests, and wildlife management areas to much larger areas, such as entire landscapes and ecosystems. Integrated resource management will place greater emphasis on coordination and cooperation in addressing environmental threats.

A PROSPEROUS PEOPLE

A HEALTHY RESOURCE BASE is an essential component of a healthy economy. Natural resources such as timber, pulp, taconite, and building stone support jobs throughout Minnesota. The state's lakes and rivers support commercial recreation industries and tourism. Through the following goals and strategies the DNR will seek to maintain the necessary balance between making resources available and protecting the environment.

We will use natural resources to create and share wealth for Minnesota by:

- ◇ Ensuring that natural resource products and services are available to meet the needs of society, consistent with our commitment to sound environmental management.
- ◇ Supporting opportunities for sustainable resource development and recreation that benefit state and local economies.
- ◇ Advocating economic policies that encourage ecosystem protection or reduce abuse.

LEARNING

LIFE LONG LEARNING OPPORTUNITIES contribute to individual and community prosperity. The DNR's environmental education and interpretive programs teach children and adults how natural systems work and how they benefit society. The DNR will use the following approaches to further continuous public education.

We will continue our commitment to environmental education for all Minnesotans by:

- ◇ Providing education and interpretive opportunities that keep the public informed about natural resource issues, teach ecological principles, and help citizens make responsible resource decisions.

A CARING AND SECURE COMMUNITY

MINNESOTA WILL PROSPER if citizens have safe and healthy places to live. The DNR conducts many programs that promote community well-being. Hunting and recreation training programs teach ethical and responsible use of our natural resources. Safe fishing is available because DNR monitors lake and river contamination. Citizens take part in community activities and volunteer programs that benefit the environment. The DNR will continue to support Minnesota's communities in the following ways.

We will create safe, friendly, and caring communities by:

- ◇ Conducting community special events and encouraging public participation in resource protection activities.
- ◇ Maintaining programs that contribute to community safety.

WE THE PEOPLE

MINNESOTANS WANT MORE responsive and accountable government services. This can be accomplished through community partnerships, ethnic and minority outreach programs, and a skilled work force that represents Minnesota's cultural diversity.

To improve department programs the DNR will pursue the following goals and strategies.

We will ensure cooperation, involvement, and participation in natural resource problem solving and decision making by:

- ◇ Developing partnerships with citizens, other government agencies, and businesses.
- ◇ Improving our ability to manage conflicts over use and protection of the state's resources.
- ◇ Improving public representation in major planning, development, and resource management decisions.

We will strive for continuous management improvement and effectiveness by:

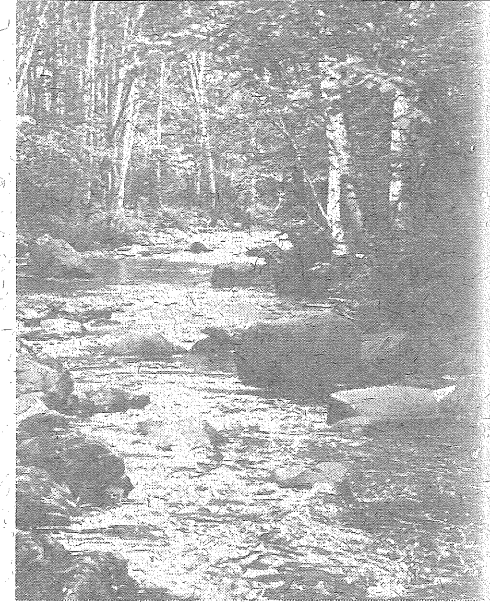
- ◇ Enhancing communication skills and redesigning administrative systems to improve department efficiency.
- ◇ Developing plans that guide budgets and programs and enable the department to respond to public and ecosystem needs.
- ◇ Developing and coordinating data base technologies to help plan resource management activities.

We will provide responsive public service by:

Developing products and programs that meet customer needs, using market research techniques, advisory committees, and focus groups.

We will invest in our human resources by:

- ◇ Supporting a trained, equipped, productive, and culturally diverse work force.
- ◇ Providing staff mobility and career development opportunities.
- ◇ Meeting affirmative action goals and filling vacant positions in a timely manner.
- ◇ Supporting employee participation in decision making, providing a healthy work environment, encouraging innovation, and recognizing employee accomplishments.
- ◇ Rehabilitating facilities and ensuring handicapped accessibility to all work sites.



PUBLIC PARTICIPATION IN GOVERNMENT

Citizens expect improved service and accountability from government. They also want to be more involved in agency planning and decision making. The DNR is receptive to both trends and seeks to work in partnership with citizens and interest groups to achieve common goals. The trend toward increased public participation in government will continue to grow. The DNR will be challenged to create more ways for public involvement and to provide information that helps citizens assist in making complex policy-level decisions.



Measuring Our Progress: Performance Indicators

OUR SURROUNDINGS

We will measure our contribution to improving Minnesota's quality of life and natural environment by monitoring the health of natural systems, threatened and endangered species, available natural resource public lands, resource management techniques, and outdoor recreation services. Specific indicators include:

- ◇ Restored and protected wetlands; change in song bird diversity; forest health; reforested land; state parks resource management projects.
- ◇ Established Scientific and Natural Areas; nesting pairs of bald eagles; large carnivores; identified rare plants and animal sites; completed County Biological Surveys.
- ◇ Forests, state parks, wildlife management areas, and wilderness lands; protected native prairie; ecologically significant peatlands.
- ◇ Private landowner stewardship plans; brushlands and grasslands management; lake and stream fisheries assessments and surveys; miles of unmowed roadside rights-of-way; state parks cultural and natural resource inventories; communities with shoreland, floodplain, or wild and scenic river management ordinances; licenses, easements, and non-mineral leases to use DNR-administered lands.
- ◇ Water demand; streams with biologically based protected flows; game and fish law violations; reclaimed mined areas; annual root stock trees and wildlife food plantings sales; acres of native plant seedlings.
- ◇ Recreation trails; lakes and rivers with public access; new state park facilities; communities with a recreational boating harbor; participation in hunting and trapping, wildlife and nature observation, fishing, and state parks' recreation opportunities; recreation opportunities accessible to metropolitan areas.
- ◇ Recreation facilities rehabilitated, restored, replaced, or reconstructed; percent of customers satisfied with agency service; percent of state park minimum operating standards achieved.

A PROSPEROUS PEOPLE

We will measure our contribution to the state's economy by monitoring natural resource industries in Minnesota, the economic impact of outdoor recreation on Minnesota communities, and revenues generated from DNR programs. Specific indicators include:

- ◇ Value of Minnesota's non-fuel mineral production and manufactured forest products; natural resource-based employment; direct and indirect spending by natural resource industries; industrial utilization and marketing assistance to forest products manufacturers; amount of wood harvested from state forest lands.
- ◇ Economic impact of state parks, recreation trails, water-based outdoor recreation, and harbor construction and operation on Lake Superior; total state minerals lease revenues for the school and university trust funds, general fund, and local taxing districts.

THE ECONOMIC CLIMATE

Natural resource industries, such as mining, lumbering, and commercial fishing, boost state and local economies. Outdoor recreation and tourism are also closely tied to Minnesota's natural heritage. The recent state and national economic downturn has led to reduced appropriations for natural resource programs and personnel. Repeated budget reductions have affected land acquisition and facility development programs; interpretive services; and roads, buildings, and infrastructure maintenance throughout the state. Recent personnel reductions and office closings will add to the challenge of protecting the state's investment in its public lands, waters, and outdoor recreation facilities.

LEARNING

We will measure our progress toward providing life long education opportunities for Minnesotans by monitoring participation in environmental education programs. Specific indicators include:

- ◇ Percent of Minnesotans participating in formal environmental learning experiences (K-12); participation in DNR environmental education and interpretive programs; participation in seminars, workshops, presentation, and field tours; cooperative research projects; natural resource industry curriculum developed.

A CARING AND SECURE COMMUNITY

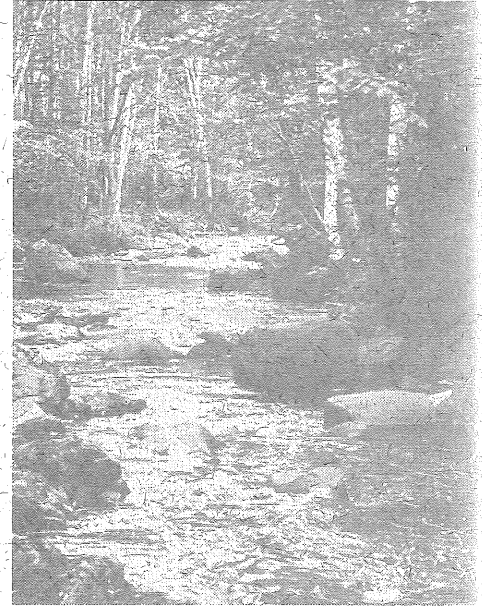
We will measure our contribution toward community betterment and security by monitoring volunteer opportunities and community and personal safety programs. Specific indicators include:

- ◇ DNR community-based special events; Minnesotans volunteering for department projects and programs.
- ◇ Improved boating safety; lakes and river reaches tested for fish contaminant levels; participation in recreation safety classes; wildfires suppressed annually; residences and business still subject to major flooding.

WE THE PEOPLE

We will measure our progress toward providing more efficient and responsive public service by monitoring public partnerships; customer satisfaction; community outreach programs; and employee development programs. Specific indicators include:

- ◇ Public participation in planning processes, rule making, and policy development; participation in partnership programs and advisory groups; value of donations to DNR programs; percent of Minnesotans who believe employees are helpful and knowledgeable.
- ◇ Youths employed in the Youth Conservation Corps summer program and the Minnesota Conservation Corps program; participation in Take-a-Kid Fishing and inner city programs.
- ◇ Phone calls answered by DNR Information Center; Minnesota *Volunteer* magazine subscribers.
- ◇ Employee training participation; interdisciplinary mobility assignments; percent of DNR's work force that is minority or female; percent of minorities and females in supervisory or managerial positions; percent reduction in workers compensation costs.



TECHNOLOGY AND INFORMATION

Automated information systems can improve resource management. Technology is expected to play a growing role in natural resource planning and policy development. Our challenge is to design integrated databases so that decision makers can better understand how proposed actions affect entire ecosystems or landscapes.

SOCIAL TRENDS IN THE WORK PLACE

Minnesota's work force is on average older and more racially and ethnically diverse than ever before. The increase in single adults, single-parent families, minorities, disabled, elderly, and low income persons highlight the need to eliminate persistent social, physical, and attitudinal barriers in the work place. These trends will affect how the DNR recruits and retains a qualified and productive work force in the future.

Accomplishments 1991-1992

ENFORCEMENT conducted special educational and enforcement efforts to help control Eurasian watermilfoil; merged youth training and adult hunter education programs; emphasized migratory waterfowl and metro recreation enforcement. ◇ *FISH & WILDLIFE* conducted Fisheries Roundtable Public Meetings; began pilot projects in watershed management; increased animal damage program technical assistance; produced new regulations handbook; revised commissioner's orders to rules; changed process to rule-making; participated in Wetlands Conservation Act rule-making process; provided fish contaminant data for Fish Health Consumption Advisory. ◇ *FORESTRY* audited Best Management Practices compliance on forested lands (79% voluntary compliance rate); selected red and white pine stands for old growth management; developed Extended Rotation Forest policy; completed fifth state Forest Inventory Update. ◇ *MINERALS* generated \$12.7 million for permanent school fund, permanent university fund, local taxing districts, and the general fund; negotiated several new mining agreements; developed non-ferrous metallic mineral mineland reclamation rules; acquired 1,750 geological maps and files for drill core and assessment library; supported moderate exploration in dimension stone, kaolin clay, taconite, titanium, and manganese. ◇ *PARKS & RECREATION* celebrated Minnesota's State Park system centennial; acquired Glendalough State Park; renovated and opened Mystery Cave; increased statutory boundaries at Tettegouche and Nerstrand Big Woods State Parks. ◇ *TRAILS & WATERWAYS* completed Willard Munger State Trail, 19-mile Gateway Segment; completed plans for Paul Bunyan, Lake Superior Vista, and Glacial Lakes State Trails; constructed 75 public water accesses; acquired 30 new access facility sites; installed 30 fishing piers with local community assistance. ◇ *WATERS* completed strategic plan to direct water resource management for 5-10 years; provided technical and financial assistance to Stockton residents after catastrophic flood; provided grants to 210 cities and counties to adopt shoreland management ordinances; properly abandoned 185 unused wells on state lands. ◇ *ENGINEERING* bid 200 construction projects with a value of \$10 million; finished 330 design projects; completed land descriptions and boundary surveys for \$7 million in acquisition; completed 40 of 52 PRIM map series for public sale. ◇ *FIELD SERVICES* completed DNR Safety and Health Manual; produced field employee safety training packages; developed DNR Radio Management Plan; consolidated warehouses for more efficient service. ◇ *FINANCIAL MANAGEMENT* developed multiple rate Federal Indirect Cost Plan to maximize reimbursement for federal projects; improved prompt payment to vendors to exceed goal of 98% within 30 days. ◇ *HUMAN RESOURCES* streamlined process to fill positions; conducted leadership development program and supervisors' human resource management training; implemented Commissioner's awards. ◇ *INFORMATION AND EDUCATION* answered 170,000 phone calls; filled 48,000 written information requests; filled 3800 film and video requests seen by 230,000 people; increased Minnesota *Volunteer* subscribers to 115,000. ◇ *LICENSE BUREAU* generated over \$42 million from game & fish licenses and recreational vehicle registrations; generated \$170,000 from special sale of out-of-date waterfowl stamps for use in wetlands projects. ◇ *MANAGEMENT INFORMATION SYSTEMS* completed region telecommunications Local Area Network project; re-engineered GIS efforts and resources for better results; implemented Total Quality Management for information systems. ◇ *MINNESOTA CONSERVATION CORPS* provided work to 381 youth and young adults in FY 1992 for reforestation, river cleanup, trail construction, park development, and Eurasian watermilfoil monitoring projects. ◇ *OFFICE OF PLANNING* facilitated department strategic planning, EQB, and environmental review activities, State Comprehensive Outdoor Recreation Plan, and Environmental Learning Center Study; conducted research and held public meetings on sensitive recreation and resource issues. ◇ *REAL ESTATE MANAGEMENT* certified and paid \$12.5 million to counties in lieu of taxes; purchased 37,000 acres and completed 30 land exchanges (17,750 acres); sold 340 leased lakeshore lots valued at \$3.8 million and other surplus land at \$800,000. ◇ *VOLUNTEER SERVICES* organized 23,000 volunteers who donated 425,000 hours valued at nearly \$3 million.