



DNR Division of Parks and Recreation Biennial Strategic Workplan

FY 2007- 2008

This biennial workplan incorporates 15 of the 29 goals listed in the Division's 2006 – 2011 Strategic Plan. The goals, actions and measurable outcomes are listed under the plan's five core areas:

Interpretation,
Natural and Cultural Resources Management,
Recreation,
Human Resources, and,
Administration.

INTERPRETATION

GOAL

Provide the type and content of interpretive services that the public desires and attract new visitors to state parks through interpretive services while maintaining a focus on resource stewardship.

Lead Manager: Chuck Kartak Program Coordinator: Bryce Anderson

Action: **Work with marketing staff to determine 5-10 new methods of Interpretive Service delivery designed to attract new users.**

Measurable outcome: An operational plan for naturalist activity offerings, interpretive services and promotional efforts based on implementing new methods of service delivery. Outreach strategies will be developed to increase participation of non-users by 3%.

Target completion date: *July 2008*

GOAL

Carry out the statutory mandate of providing interpretive programs to park visitors to the best of our ability.

Lead Manager: Chuck Kartak Program Coordinator: Bryce Anderson

Action: **Update the MN State Park System Interpretive Services Plan (1995) and reconcile the 2005 standards hours to the plan.**

Measurable outcome A prioritization process for providing interpretive services.

Accepted baseline for full funding.

Target completion date: *March 2008*

Action: **Design training and incentive packages to recruit qualified volunteers.**

Measurable outcome: 20% increase in visitor services through the use of new volunteers.

Target completion date: *March 2008*

Action: **Develop recommendations for volunteer positions at specific parks and define duties.**

Measurable outcome: 20 priority parks will have volunteer interpretive or visitor center positions.

Target completion date: *March 2008*

Action: **Meet with recreation providers and recreation retailers to discuss implementation of outdoor recreation clinics, seminars and special events at state parks.**

Measurable outcome: Program staff will meet with 10 recreation retailers and recreation providers to implement 10 new programs.

Target completion date: *July 2008*

Action: **Develop interpretive programs/tours for which a participation fee will be charged.**

Measurable outcome: Each park with a full time year round Interpretive Specialist will develop at least one fee program.

Target completion date: *March 2008*

Action: **Review criteria for evaluating interpretive project proposals.**

Measurable outcome: Revised and DMT approved criteria are established. Creation of a statewide project list based on the approved criteria.

Target completion date: *July 2008*

Action: **Develop a work planning process that facilitates delivery of interpretive services to parks without naturalists.**

Measurable outcome: A framework and approved workplanning process for non-personal interpretive services and personal program event services by other park staff.

Target completion date: *February 2008*

Action: **Work with DNR Divisions to provide natural resource stewardship education and resource management understanding through park sponsored programs.**

Measurable outcome: Organize and present 50 park-sponsored programs featuring DNR resource professionals as guest presenters. Collaborate with other DNR education staff to provide 25 joint outdoor education workshops or programs in State Parks.

Target completion date: *June 2008*

NATURAL AND CULTURAL RESOURCE MANAGEMENT

GOAL

Communicate more effectively about the resource program to the public.

**Lead Manager: Chuck Kartak Program Coordinators: Bryce Anderson/
Ed Quinn**

Action: **Hold a joint resource and interpretive staff meeting to identify the key themes and messages.**
Measurable outcome: Agreed upon list of themes and messages. Means of conveying messages developed.
Target completion date: *March 2007.*

Action: **Deliver programs and services to the public on resource management topics.**
Measurable outcome: Each region will propose at least one joint project that involves resource management messaging.
Each region will conduct at least one program on a specific resource management issue of public interest as a team (park manager, resource specialist and interpretive specialist).
Target completion date: *November 2007.*

GOAL

Develop restoration and management goals for natural communities, plant and wildlife species.

Lead Manager: Chuck Kartak Program Coordinator: Ed Quinn

Action: **Work toward completing and analyzing a GIS land cover layer for the state park system.**
Measurable outcome: GIS polygons for remaining non-natural community areas will be completed for all units.
Target completion date: *June 2008*

Action: **Develop desired future conditions for selected units.**
Measurable outcome: Desired future conditions will be developed for all units updating or developing unit plans.

Target completion date: *Ongoing.*

GOAL

We will determine the inventory needs of the system; develop a system for prioritizing and conducting those inventories while still maintaining important restoration and management efforts.

Lead Manager: Chuck Kartak **Program Coordinator:** Ed Quinn

Action: **Update list of ETS species in the state park system.
Update the Rare Features database in Ecological Services with revised park system ETS list.
Develop and maintain a secondary Parks' dataset which includes all reported ETS and cultural resource sites.**

Measurable outcome: Updated ETS species list provided to Eco-Services.
Secondary dataset completed.

Target completion date: *June 2008*

Action: **Initiate or continue monitoring and/or management to preserve species/features.**

Measurable outcome: Current monitoring practices will be implemented.

Target completion date: *Ongoing*

GOAL

Coordinate with other divisions within the department for mutually beneficial outcomes.

Lead Manager: Chuck Kartak **Program Coordinator:** Ed Quinn

Action: **Prepare a resource management guideline which states the Division's resource management niche and how that role compliments and contrasts with other resource management providers.**

Measurable outcome: A division and department approved and accepted guideline.

Target completion date: *June 2007*

Action: **Communicate the approved guideline within the division, department and to visitors, legislators and the general public.**

Measurable outcome: A communication plan.

Target completion date: *June 2008*

Action: **Identify potential inter-divisional mission overlap areas and develop resource management guidelines for resolving mission conflict issues that incorporate state park statutory mandates.**

Measurable outcome: Resource management guidelines developed and agreed upon amongst managing units within the DNR for activities on DNR state park lands.

Target completion date: *June 2008*

Action: **Document the existing partnerships, cooperative projects and relationships with resource management providers. Determine which will be continued and which will be dropped.**

Measurable outcome: A complete list of existing relationships.
An agreed upon list of which relationships to continue and which to discontinue.

Target completion date: *June 2007*

Action: **Park representation at the majority of DNR area team meetings.**

Measurable outcome: Complete listing of participation in area teams.

Target Completion date: *June 2008*

RECREATION

GOAL

Provide infrastructure improvements or new infrastructure development in order to meet changes in recreation needs, generate revenue, augment visitor's education and understanding of the park or to protect natural and cultural resources and scenic beauty.

Lead Manager: Pat Arndt

Program Coordinator: Debbie Leider

Action: **Research outdoor recreation market trends. Hold 3-6 focus groups with target audiences to determine recreation opportunities desired and barriers to participation.**

Measurable outcome: Compilation of trend analysis and focus group outcomes.
Recommendations for new, change in or removal of, infrastructure.

Target completion date: *December 2007*

Lead Manager: Larry Peterson

Action: **Determine requirements for Biennial Capital budget Spending Plans (new process). Attend regional meetings to discuss ways to improve the current project documentation and prioritization process. Draft a modified project documentation and prioritization process.**

Measurable outcome: An improved project documentation process and successful approval of biennial capital budget spending plan.

Target completion date: *May 2007*

Action: **Develop criteria that can be incorporated into project proposal and documentation process.**

Measurable outcome: An agreed upon set of criteria for including and ranking projects that includes increasing park and facility capacity.

Target completion date: *June 2008*

Action: **Work with Management Resources to move toward dedicating 1% - 2% of the replacement value of state park facilities to maintenance and replacement projects on an annual basis.**

Measurable Outcome: 2008 Capital budget request contains a project list that totals 1% - 2% of facility replacement value.

Target date: *June 2007*

GOAL

Keep visitors safe, reduce conflicts amongst visitors and keep the natural/cultural resources intact for future generations.

Lead Manager: Chuck Kartak Program Coordinator: Steve Anderson

Action: **Form a division workgroup to review existing rules and make recommendations for changes. Formalize rules through rulemaking process.**

Measurable outcome: Rule revisions written and approved by DMT and rulemaking process complete.

Target completion date: *December 2007*

Action: **Determine a means to make all park staff identifiable to the public.**

Measurable outcome: Clothing item selected and made mandatory for all state park staff to wear while on the job.

Target completion date: *April 2007*

Action: **Work with established divisional committees to identify and resolve enforcement and safety issues and monitor meeting minutes.**

Measurable outcome: Safety issues brought to the attention of the Deputy Director.

Target completion date: *Ongoing*

Action: **Work closely with interpretive staff to create a safe environment for visitors.**

Measurable outcome: Involve Interpretive staff in annual security ranger training, operational discussions and relevant policy

development. Interpretive staff will provide safety messaging to visitors.

Target completion date: *Ongoing*

Action: **Park Managers will maintain or develop working relationships with local law enforcement officials.**

Measurable outcome: Park Managers will meet informally with at least two local enforcement officials and have contact names and numbers for all of the enforcement officers available in their area in a highly visible area for park staff to access as needed.

Target completion date: *March 2007*

GOAL

Increase our overnight and day use in order to more effectively utilize the existing infrastructure capacity.

Lead Manager: Pat Arndt

Program Assistant: Debbie Leider

Action: **Conduct user and non-user visitor surveys.**

Measurable outcome: Determine what will attract non-users to state parks, barriers to their use and the core satisfaction areas of current users.

Target completion date: *Conduct summer of 2007, results by December 2007*

Action: **Develop and carry out seasonal camping promotions to increase low use periods.**

Measurable outcome: Work toward a 5% increase per year in off-peak overnight use.

Target completion date: *Ongoing, seasonal*

Action: **Develop a comprehensive pricing plan for permits and special promotions.**

Work with private retailers to have annual permits available for sale.

Measurable outcome: A 5% increase in annual permit sales over two years.
A minimum of 20 retailers set up as agents to sell annual state park vehicle permits.

Target completion date: *July 2008*

Action: **Improve the reliability, accuracy and usability of the web site.**
Use technology is used to reach existing and new customers.

Measurable outcome: A system is developed for updating the web on a regular schedule.
Three new mediums are used for reaching customers (i.e. MP3 downloads, webcams, podcasts)

Target completion date: *March 2007 and July 2008, respectively*

Action: **Develop partnerships for promotion and fundraising.**

Measurable outcomes: Partnerships will continue to be developed with MHS, EMT, MN Twins, REI and Touchstone Energy.
Two new private sector partnerships will be developed.

Target completion date: *Ongoing*

Action: **Develop promotional package, partnerships and special event for launching the new motorcycle permit.**

Measurable outcome: Sell 3,000 motorcycle permits in the first year, increase by 10%/year.

Target completion date: *Launch special promotion in May 2007*

GOAL

Maintain high visitor satisfaction during a time when we are reducing services or changing service delivery methods.

Lead Managers: **Chuck Kartak & Pat Arndt**

Action: **Develop implementation guidelines when new programs or changes in operations occur.**

Measurable outcome: Guidelines are distributed and explained to all staff and customer service strategies are outlined and implemented.

Target completion date: *Ongoing*

Action: **Continue to explore clustering of operations and areas for parks with close proximity.**

Measurable outcome: Redistribution of budget.
Target completion date: *Annually*

GOAL

Evaluate potential new additions (expansion of existing parks or proposals for new units) to the system.

Director: Courtland Nelson

Action: **Evaluate DNR Conservation Agenda for areas of mutual interest among Divisions for land acquisition, easements, research, management and protection.**

Measurable outcome: Division coordination with Governor's office, legislative affairs and Regional Directors on areas of mutual interest.

Target completion date: *Ongoing as opportunities arise.*

Action: **Use existing management planning criteria and process for developing recommended statutory additions to existing State Parks and State Recreation Areas.**

Measurable outcome: All division management plans contain a section on recommended additions or deletions to specific parks that have been reviewed and approved by regional teams and division management staff.

Target completion date: *Ongoing*

Action: **Integrate current evaluation system with other tools to create objective measurements of the benefits and costs of new State Park\SRA opportunities, including trail connections and State Trail designations.**

Measurable outcome: An accepted comprehensive evaluation system that is applied as opportunities arise.

Target completion date: *Ongoing*

Action: **Develop DNR, legislative, and MNPTC assessments for individual proposals for new State Park and SRA options to be presented to**

**Regional Management Teams and the
Commissioner for biennial budget or bonding
budget requests (Corps of Engineers, St. Louis
River upper drainage, Greenleaf\Cedar lakes)**

Measurable outcome: Consensus on assessment of opportunities.
Target completion date: *Ongoing*

Action: **Modify existing criteria for new State Park and
SRA opportunities in an objective format to
include total estimated acquisition, development
and operating costs and partnership
opportunities.**

Measurable outcome: A template and process for establishing the above
costs and opportunities.

Target completion date: *September 2007*

HUMAN RESOURCES

GOAL

Recruit, train, retain and promote a professional workforce that has appropriate competencies and is representative of the state's population.

Lead Manager: John Lilly **Program Coordinator:** Karen Simmer

Action: **Recruitment: Seek opportunities for further outreach with youth groups, high schools, colleges, and minority groups to attract them to our workforce.**

Measurable outcome: Collect information from park staff and HRB on current outreach efforts (e.g., colleges, job fairs).

Target completion date: *November 2007*

Measurable outcome: Discuss results of current outreach efforts with DMT. Determine priorities and strategies for future outreach efforts.

Target completion date: *January 2008*

Measurable outcome: Develop a method to evaluate whether outreach efforts are providing value to the organization.

Target completion date: *June 2008*

Action: **Training: Establish “formal” training program for park management positions.**

Measurable outcome: Identify criteria and identify options for potential parks where further training for park management positions can occur.

Target completion date: *June 2007*

Measurable outcome: Assess outcomes of training parks and make adjustments for future use.

Target completion date: *Ongoing*

Action: **Retain/Promote Employees: Provide opportunities for continuous learning and growth.**

Measurable outcome: Develop and communicate potential career ladders for Parks employees at all levels.

Target completion date: *September 2007*

Measurable outcome: Provide opportunities for employees to achieve career goals, including mobilities, training, etc.

Target completion date: *Ongoing*

ADMINISTRATION

GOAL

Review division programs as appropriate for efficiency and effectiveness.

Director: Courtland Nelson

Action: **Audit of park, section, and regional budgets upon vacancy of manager for human resource management, operating budget, and capital budget integrity (assessment of past practices and corrections needed for new manager)**

Measurable outcome: Audit conducted after each vacancy and corrections put into place.

Target completion date: *Ongoing*

Action: **Annual and biennial adjustments of funding allocations in concert with the Strategic Plan based on new issues or changes to the funding criteria in major budget areas (General Fund, Natural Resources, LIL, Bonding)**

Measurable outcome: Prioritized budget.

Target completion date: *Ongoing*

GOAL

Ensure that the budget distribution is a reflection of our mission in times of contraction, as well as times of budget expansion. (This section should be eliminated and blended into the other statements in this section)

Director: Courtland Nelson

Action: **Assess other funding options in the United States that may be in place (in process). Evaluate new funding scheme in concert with Trails and Waterways and other outdoor recreation partners. Internal DNR discussions regarding concepts, partnerships, and total needs including operations, development and general fund supplement. Discussions with legislative, NGO's, and community leaders regarding new opportunities with regards to concepts, political support and implementation**

Measurable outcome: Funding developed to augment existing budget
Target completion date: *Ongoing*

Action: **Creation of external support group for education and promotion of concept (legislation, other) with MNPTC and other interest groups.**

Measurable outcome: Support group established.
Target completion date: *June 2008*