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A Proposal for Support of

COMPREHENSIVE LONG--RANGE PLANNING. --

Submitted by

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Minnesota Department of Natural Resources  
Centennial Building  
St. Paul, Minnesota 55155

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July 9, 1976. --

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STATE OF  
**MINNESOTA**  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

DNR INFORMATION  
(612) 296-6157

July 14, 1976

TO: Honorable Jerald C. Anderson, Chairman  
Legislative Committee on Minnesota Resources  
Minnesota Senate

FROM: Robert L. Herbst  
Commissioner

SUBJECT: Request to LCMR for Emergency Funding to Support  
DNR Comprehensive Long-Range Planning

Attached are twenty-five copies of a proposal to the Legislative Committee on Minnesota Resources for their review and appropriate action.

I am certain that you will understand from the proposal, my reasons for submitting it to you at this time. Unfortunately, our hopes for non-state support were lost at a time when full legislative consideration was impossible. Further, I believe that each member of the Commission will recognize the need for such an endeavor, and the urgent need to get on with the task as quickly as possible. No doubt, you will recognize that such a program will provide you and the members of the legislature a more substantive basis upon which to weigh and deliberate our requests of you and to arrive at decisions that will assure you of wiser expenditure of public funds.

Your kind and early consideration of this request will be appreciated. My staff and I will gladly appear before the Commission or provide whatever other data or documentation you may require.

RLH:hk

cc: Robert E. Hansen, LCMR  
Richard J. Myshak, Assistant Commissioner, Planning

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## INTRODUCTION

The Minnesota Department of Natural Resources, like so many other groups, institutions, industries and agencies, has been caught up in the rush of change to meet and accommodate the exponential rate of technological advancement and societal demands. Through all this rush to change there has emerged a "new" science called ecology. We choose not to call it new - but rather to look upon it as a synthesis of existent sciences to which we now wish to add a concept of management, defined as planning - planning for the protection, perpetuation and wise utilization of our natural resources to the benefit of the people of this state and this nation.

## NEED FOR COMPREHENSIVE PLANNING

The Minnesota Department of Natural Resources now finds itself in the arena of weighing many new demands upon the resources it manages. Such factors as environmental balance, economic stability, population growth, interagency relationships, legislative interest and concerns, citizen participation, and others, have caused us to embark upon a comprehensive planning venture. With limited financial resources, that have been eroded by inflation, we recognize that through intensive comprehensive planning - both within and without the department - we will be able to more effectively and efficiently serve the natural resources needs of this state and nation.

## URGENCY OF REQUEST

This request for interim emergency funding of \$92,614 to the Legislative Commission on Minnesota's Resources is made because anticipated federal support did not materialize.

In January of 1976, the regional office of the U. S. Department of Housing and Urban Development, by telephone, invited the Department of Natural Resources to submit a proposal to them for funding consideration through the Federal Interagency Demonstration Program and Comprehensive Planning program. Written communication further clarified this offer and provided more explicit procedures for application of such interagency support. On March 2, 1976, after further encouragement by the regional office of HUD (see Herbst and Kaiser letters attached), the Department submitted a proposal for support. Minnesota's Congressional delegation was notified of this action, and in

turn communicated their support and desire to see this program funded to respective cooperating federal agencies. (Attached are letters from the Congressional delegation and agency responses prompted by Commissioner Herbst and the Congressional delegation.) Of special note is the encouragement exhibited in some of these communications.

On June 8, 1976, Mr. Robert Hansen, Executive Director of the LCMR and Richard J. Myshak, Assistant Commissioner - Planning, DNR, while in Washington, D. C., were informed by HUD officials that the DNR proposal was not approved for funding, but rather, that a Duluth-Superior Harbor study was funded. This came as a surprise as no one informed DNR that another Minnesota proposal was in competition with it. As a matter of fact, the greatest shock came when Messrs. Hansen and Myshak were informed that an A95 review of the Duluth-Superior project was requested after the awarding of the grant - not prior to the grant award. The DNR, prior to submitting its grant proposal, carefully informed the State Planning Agency and Governor Wendell R. Anderson and received their endorsement, therefore putting on notice the action of the DNR to all state and local agencies. (See Governor's and P. Vanderpoel's letter attached.)

The resultant delayed actions of the federal agencies precluded the opportunity of the DNR to seek legislative support for this program. Further, their encouragement deterred the DNR from going to the legislature during 1976 for support of this effort in its program budget request to the 1977 legislative session.

Attached letters indicate that there will be additional financial and technical support of this effort in the future by the U. S. Army Corps of Engineers and the U. S. Fish and Wildlife Service. Seed money by the LCMR will further strengthen the DNR's efforts to acquire this support, thereby reducing the amount of State funding needed to accomplish this goal.

#### PLANNING PROCESS

The following basic steps will serve as an outline for the department's planning process:

1. Review the department mission to determine its appropriateness to the present as well as the future in meeting its role as manager of Minnesota's natural resources.
2. Review the role of the department as a resource manager and what it is legislatively and statutorily authorized to do.

3. Objectively and realistically identify our strengths and weaknesses.
4. Determine our natural, human and financial resource capabilities and the demands that will be placed upon them.
5. Inventory and analyze all department policies, programs, plans, and interagency cooperative working relationships.
6. Establish and/or refine working relationships with appropriate related local, state and federal governmental agencies and non-governmental groups, institutions and industries.
7. Initiate efforts to acquire appropriate funding to accelerate the planning process with minimal interference to the conduct of ongoing programs.
8. Develop an appropriate (useful) format or framework for the planning process.
9. Make appropriate planning assignments.
10. Develop comprehensive plan setting forth department mission, goals, objectives and priorities to serve as a basis to:
  - a. Provide comprehensive, reliable and specific information to the legislature, Governor, other governmental agencies, the private sector and media
  - b. Prepare yearly, biennial and/or other periodic objectives
  - c. Prepare budgets and spending plans
  - d. Develop and initiate new programs (local, regional, statewide, multi-state, and international) and associated legislation
  - e. Provide a foundation for taking stances on issues and providing testimony
  - f. Serve as a guide for interagency and private sector cooperative efforts
  - g. Provide a basis for continued evaluation of ongoing programs
  - h. Act as a catalyst for intra-departmental (inter-disciplinary) programs and activities

- i. Assist the department in recognizing and/or determining its needs and limitations
- j. Serve as the principal tool in planning for change.

The foregoing process is scheduled for completion and full implementation by July 1, 1979.

#### *EFFORTS UNDERWAY*

To date, the department has initiated cooperative planning efforts with the Minnesota State Planning Agency who have responsibility for overall statewide planning. In addition, these plans have been shared with and have received the endorsement of the Governor and the Minnesota congressional delegation.

Internally, key administrators and managers have been briefed on the planning process proposed. In addition, with the cooperation and assistance of the U. S. Forest Service's Organization Management and Related Assistance Team, Upper Darby, Pennsylvania, the department's Division of Forestry is piloting a planning model for use by other management units within the department.

In the very near future, invitations to participate in the department's planning process will be sent to the legislature, federal, state and local units of government and a citizens' advisory committee established for this purpose.

#### *CONCLUSION*

Minnesota Department of Natural Resources' Commissioner, Robert L. Herbst, has established the process of comprehensive long-range planning as his prime objective for the remainder of his current term. (See Commissioner Herbst's attached statement presented to DNR Directors and Administrators.) It is his strong feeling that the department must be instrumental in determining its destiny - that it must cause events to happen rather than let happen what may - and that it must predict the future so that decisions made today will address long-range demands as well as current needs. The Commissioner insists that the department act rather than react to issues, concerns and predictions.

The planning plans proposed heretofore will serve the department and others by: permitting a more comprehensive assessment of

decisions affecting the economic stability of communities, regions or the state; assuring that all viable alternatives are considered when deliberating environmental balance and quality; and, insuring that all sectors, both public and private, are involved in the decision-making process of managing Minnesota's Natural Resources. Specifically, it will permit the department to cooperatively plan for and regulate large and emerging programs such as: harvesting of peat to meet future energy needs; mining of copper nickel from the vast potential ore sources of northeastern Minnesota; water appropriations to meet agricultural and industrial needs; and, building of wood product mills to utilize the large surplus of aspen. Such a plan will serve to provide stability to economic and population growths predicted for Minnesota. Such a plan will permit an orderly cooperative working relationship between all units of Minnesota's governmental agencies. It will insure them of knowledge of this department's plans, rules and regulations and programs (including cooperative programs) that affect their planning and regulatory roles in land and water resources. In addition, it will serve other federal agencies, neighboring states and Canada in a similar fashion. And, of equal importance, it will serve the State Planning Agency in its role of providing a comprehensive statewide plan for Minnesota. This effort seeks to develop long-range planning for an agency which dovetails with the overall state plan coordinated by the State Planning Agency.

At all appropriate stages of development, this plan will be both implemented and disseminated widely for use and informational purposes. Most importantly, it will be disseminated through such means as educational workshops, public information meetings and department publications. As such, it will begin to serve the public and private sectors as the plan develops. They will be able to utilize it for their purposes of planning, regulation and establishing guidelines.

FINANCIAL NEEDS

PROPOSED BUDGET  
 COMPREHENSIVE PLANNING  
 (September 1, 1976 - June 30, 1977)

STAFF:

Planning Director (18I) -		
10 mos. @ \$1845/mo.	\$18,450	
Planner III (13I) -		
10 mos. @ \$1577/mo.	15,770	
Clerk-Typist-Senior (56G) -		
10 mos. @ \$ 814	<u>8,140</u>	
		\$42,360

Fringe Benefits:

15% x \$42,360		6,354
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TRAVEL & PER DIEM:

2,000

OFFICE SUPPLIES & EQUIPMENT:

Supplies & Duplicating	\$ 5,000	
Telephone	200	
Equipment	1,200	
Equipment Rental	<u>4,500</u>	
		10,900

CONTRACTED SERVICES

PLANNING CONSULTANTS		30,000
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Contingencies

	<u>1,000</u>	
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Grand Total Requested

\$92,614



## SUMMARY

For too long, the Department of Natural Resources has not attempted nor been able to integrate its myriad of planning programs. Recent events have caused the DNR to embark upon the process of comprehensive long-range planning. For instance:

1. Decentralization and regionalization require close and cooperative efforts in achieving citizen, legislative, executive and department program goals and objectives.
2. Program budgeting requires and provides an avenue of achieving a comprehensive long-range plan.
3. A recent study report by the Department of Administration, requested by Commissioner Herbst, recommends organizational adjustments that will ensure the accomplishment of this goal.

The Governor, Legislature, other units of government and the people of this state deserve to know and be a part of planning for the wise use of Minnesota's natural resources. They deserve to know long-term as well as short-term plans and programs intended to meet their needs. They need to know the basis of DNR predictions and justifications and/or substantiation of requests for support. Of equal importance, the staff of DNR should and must know where they are going, how they may get there and what they will accomplish.

All of this can and will only come about through sound comprehensive long-range planning.

*ATTACHMENTS*

*Commissioner Robert L. Herbst Statement*

*Planning Guides for Long Range Natural Resources Planning*

*Communications (Letters)*

*Department of Administration Study Team Report*

MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES

COMPREHENSIVE LONG-RANGE PLANNING

by

ROBERT L. HERBST  
Commissioner

presented to

DNR DIRECTOR'S & ADMINISTRATORS

January 21, 1976

...to achieve through an effective and efficient organization, optimum beneficial use of natural resources via planning, protection and development that is responsive to the public's needs and consistent with resource potential for the social and economic well being of both present and future generations.

## Comprehensive Natural Resource Plan

Each of us, during the short period we have lived here on earth, have experienced and witnessed more changes in our total environment than have all generations before us. Our educational systems have undergone very painful restructuring. Changes in our society and social mores have been phenomenal. Politics has come under constant and severe scrutiny. Industrial and business giants have had their knees buckled. Institutions as stalwart as churches have not even been able to escape the impact of the ever-accelerating rate of change. And yes, even the bureaucracy--which we are a part of--has been caught up in the rush of change.

Through all this change there has emerged a new science called ecology. But is it new? No, it is not. It is merely a synthesis of previously existent sciences to which has been added a concept of management--defined as planning--planning for the protection, perpetuation and wise utilization of our natural resources.

One definition of planning is to look ahead and interpret the future, and then make plans to effectively deal with that future. Such planning consists of three critical elements:

1. Department planning -- strategic or framework planning consisting of looking ahead and interpreting the future, establishing priorities and setting department-wide policies, upon which program planning will be based.

2. Program planning -- operational/functional (program goal and policy setting) planning to meet future needs.
3. Activity planning -- establishing and carrying out activities (or unit) objectives consistent with department and program policies, goals and missions.

Why should we plan? Planning represents the best thoughts and most pertinent projections that can be assembled both within limits of time and resources. With such knowledge, it will be easier to cause events to happen rather than let happen what may. A desired future will more likely be realized if we identify it, prepare for it and work towards it. Further, the future effects of present day decisions will be better if the future is in mind when decisions are made. It is better to act rather than react.

I have committed myself; and as such, each of you, to develop and implement a comprehensive long-range plan for the Department of Natural Resources. July 1, 1978 has been established as the target date for implementing that plan. Granted, this is very little time in which to develop and implement a long-range plan. But, let me say this--no plan, if it is of any value, is ever completed. Just like most of those resources we manage--a long-range plan must be living--growing, aging and changing to meet change. In short--it must and will be used. By being used, it will grow, age and change--to the benefit of each of us, those whom we serve and those generations that will follow.

The plan I have in mind, will be built around a format that will be useful to and usable by each employee in this department. It will also be useful and usable by the executive and legislative branches

of our state government, county government, industry, groups, organizations and individuals as they contemplate use or use our natural resources.

This plan will clearly delineate the DNR mission, its goals, priorities, policies, timetables, long-range as well as short-range objectives. It will not be an inflexible approach to meeting objectives, thereby stifling individual creativity. Rather, it will present formulas that invites initiative, creativity and participation by each employee in the department.

Functionally, I see this plan serving the following major purposes in our role as resource managers:

1. Source of providing comprehensive, reliable and specific information to the legislature, Governor, public media-- and most especially ourselves--about our mission, priorities, predictions about the future and methods of achieving our mission.
2. Basis for preparing yearly or periodic objectives.
3. Basis for preparing budgets and spending plans.
4. Basis for initiating new programs and associated legislation.
5. Basis for taking stances on issues and providing legislative testimony.
6. Act as a guide for inter-agency and public cooperative efforts.
7. Act as a catalyst for intra-departmental activities.
8. Assistance in recognizing and or determining our needs and limitations.
9. Serve as a tool in planning for change.

We have planned in the past and are presently engaged in far-reaching planning efforts. Basically, these planning efforts have

proceeded without examining the whole and then proceeding accordingly. Rather, this planning has, by and large, proceeded within narrow parameters. I am not being critical of this planning--I am merely pointing out that we have planned only for parts of the whole and not the whole structure of DNR. Actually, I am very proud of our planning achievements to date. These efforts and resultant products will serve as principal elements in our comprehensive long-range planning process. (See Attached List)

Our efforts to date in planning are laudable. We have a number of programs that have emerged from sound planning processes. Some have achieved national local recognition. But as I indicated earlier--we must now look at the entire DNR and plan accordingly.

To initiate our comprehensive long-range planning process, I note the following basic steps we must take:

1. Review existent department mission to determine its appropriateness.
2. Review why we exist and what we are legislatively and statutorily authorized to do.
3. Objectively and realistically identify our strengths and weaknesses.
4. Determine our resources capabilities and the demands that will be placed upon them.
5. Inventory all DNR policies, programs and plans.
6. Establish cooperative planning working relationships with appropriate related state and federal agencies, the Legislature, Governor's Office and private organization.
7. Initiate efforts to acquire necessary funding to accelerate planning process with minimal interference to the conduct of ongoing programs.

8. Develop planning format.

9. Make appropriate planning assignments.

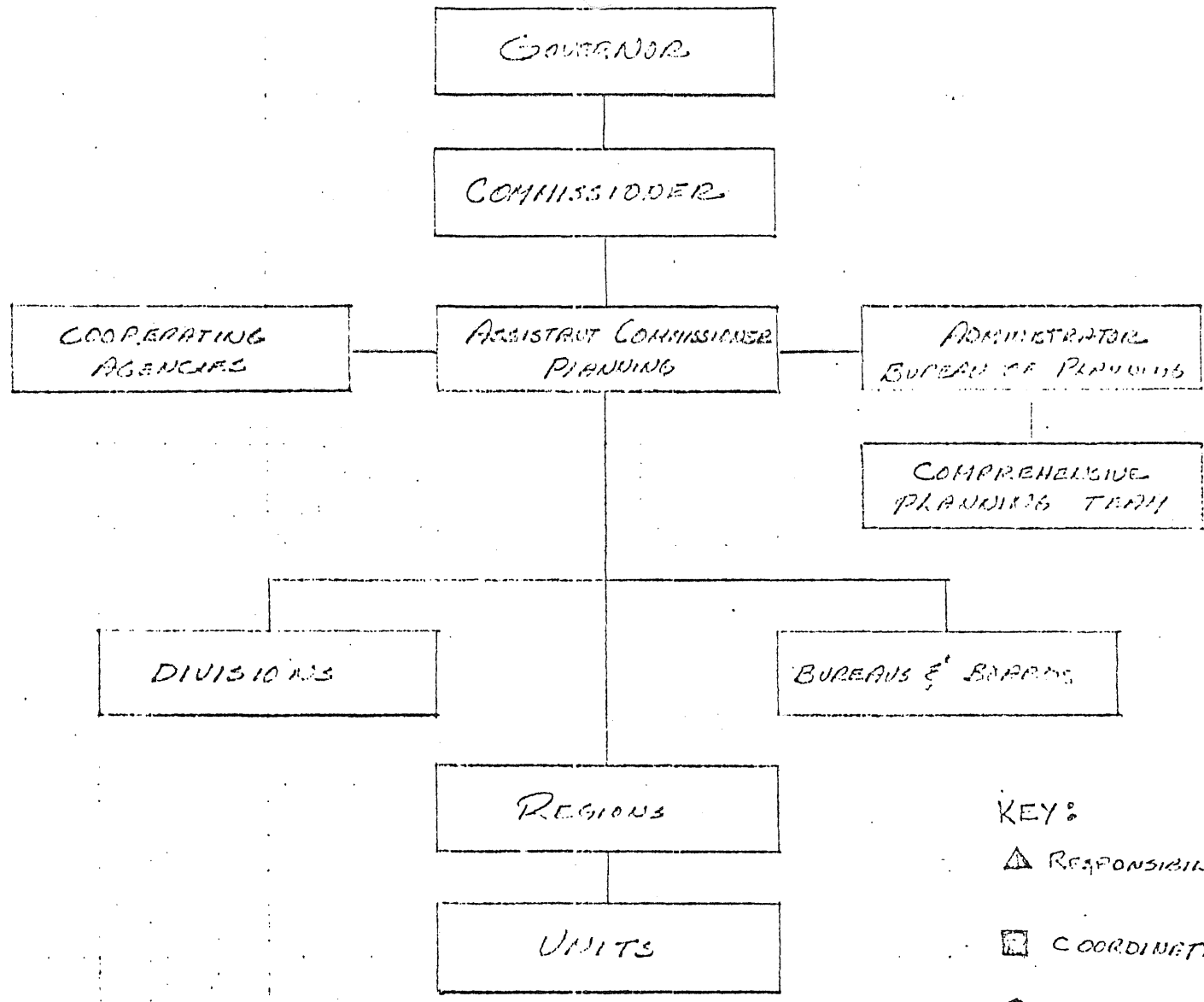
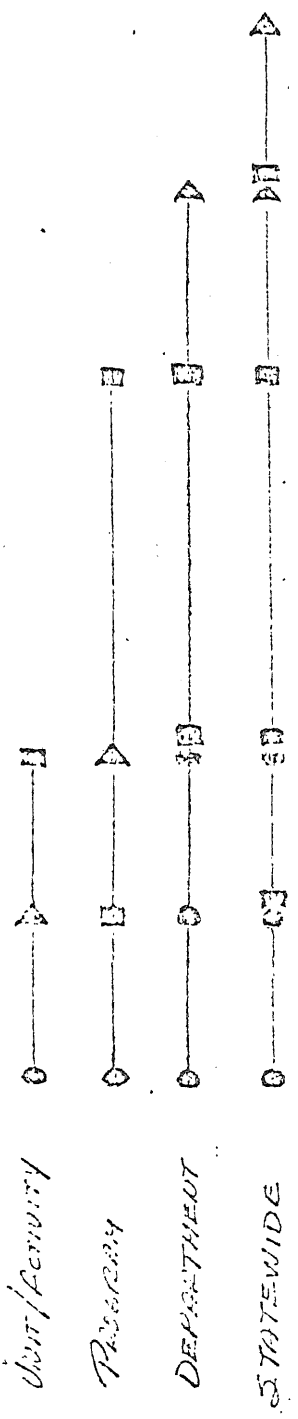
10. Develop plan setting forth DNR mission, goals, objectives and priorities.

The ultimate plan that will emerge from this process will be published in a loose-leaf notebook form. It will be disseminated to each employee--and to the Legislature, Governor, media and other cooperating and affected groups. It will be a plan for planned action rather than reaction to crises. It will increase each employees role in planning and evaluation; and as such, it will reduce the time spent on execution. Because there will result a greater degree of delegated responsibilities, job skills will be significantly increased with performance appraisal based on accomplishment other than subjective assumptions. Communication problems will be reduced thereby increasing performance at all levels of our organization.

This is no small or easy task that I have chosen to place high priority on. By doing so, I have committed you to this task also; therefore, like for me, it must be a major priority in your managerial and administrative roles. This process will require your utmost cooperation. Without it, it will fail. Without it, we will find ourselves more and more in the position of reacting rather than acting. Our roles and responsibilities will become more and more difficult rather than more and more challenging, enjoyable, rewarding, and yes--maybe even easier.



Forest Management Plan  
Upper St. Croix Plan  
Resource 2000  
Reorganization Plan  
Outdoor Recreation Plan  
Operational Orders Plan  
Land Manual  
Water Permit Manual  
Organization Manual  
Building & Equipment Plan  
Security Plan  
Forest Wildlife Plan  
Environmental Education Plan & Program  
Endangered Species Program  
Imprest Cash Program  
Scrap Building Elimination Program  
Wetlands Program  
EIS & Environmental Studies Program  
Leech Lake Indian Treaty & Code  
Copper-Nickel Study & Program  
Operation Pheasant  
Rough Fish Control Program  
Acres For Wildlife  
Fish Hatchery Program  
Water Surface Use Program  
Rivers Management Plans & Programs  
MP&L Plan For Recreation Lands  
Natural & Scientific Areas Program  
Interpretive Program  
Radio Network & TV Program  
Land Use Classification Program  
Demonstration Natural Resources Plans  
Voyageur's National Park  
Hunter Education Program  
Snowmobile Safety Program  
Computer Plans  
Computer Lands Inventory  
Water Appropriations Program



KEY:

- ▲ RESPONSIBILITY - DECISION-MAKING
- COORDINATION - MONITORING
- ⊙ PREPARATION - RECOMMENDATION INPUT

DEPARTMENT OF NATURAL RESOURCES  
 COMPREHENSIVE PLANNING  
LEVELS OF RESPONSIBILITY

## Minnesota Department of Natural Resources

PLANNING GUIDE

The Planning Process, Guide No. 1

4/29/74

Nomenclature and Definitions

Introduction

Some question always exists about what a plan is or should be, what types there are, what a goal or objective should be, and many other terms and procedures used in the planning process. To assist PERT in its endeavors in planning and plan coordination, a series of guides will be prepared and following their review become a part of the departmental Planning Guide. The Guide will serve to assist PERT in achieving the planning tasks assigned to it.

Nomenclature and Definitions

- A. Plan - simplest definition (dictionary) is "any method formulated beforehand for doing something." A good plan consists of three essential parts: 1) a goal or mission 2) objectives to be reached to attain goal and 3) a program to achieve objectives and goal. Planning consists of an orderly process of developing the goal, objectives and policies and programs to achieve the objectives.
- B. Goal - many are confused between the use of the terms - goals and objectives because they have been used interchangeably. For our purpose, a goal is defined as that ultimate point or points which you expect to achieve with the plan. A goal must be acceptable, realistic, easily understood and as specific as possible. It must be comprehensive if the plan is comprehensive in nature.
- C. Objectives - the step or steps which must be taken or achieved before one can reach the goal. (If the goal were pictured at the end of the football field, the objectives would be the yard marking that must be reached before we obtain the goal. A true objective must be measurable and should be achieved within an allotted time frame.
- D. Action Program - the means by which the plan will be implemented including priorities, financing, legal and research program needs. Projects will be identified.
- E. Comprehensive Plan - a type of plan that considers all pertinent factors having an influence on the plan including social, economic, and natural factors. Most long-range planning requires a comprehensive approach and

usually includes identification of problems and issues followed by recommended policies and strategy for solution (e.g. Statewide Comprehensive Outdoor Recreation Plan).

- F. Framework Plan - a plan designed to provide policy and procedural guidelines within which project or program planning can receive direction. Most often a combination of comprehensive and framework planning is used together.
- G. Program (Activity)-Plans - action orientated plans which result in an identification of projects defining what will be done, who will do it and how and when it will be done. Single purpose plans are based on a single purpose objective of task. Over-all plans on the other hand would result in a solution of several objectives or tasks.
- H. Resource Management Plan - action oriented project-type plan applicable to a specific body of water, area of land or species. There may be two types -
  - 1) Single purpose with one major objective
  - 2) Comprehensive or development of a resource management plan based on its soils, topography, hydrology, vegetative cover, wildlife habitat and other natural resources as well as social and economic conditions affected by the plan, resulting in a composite plan for management of all natural resources in the area. (e.g. St. Croix Resource Management Plan, Watershed Plans, or MPL Reservoir Management Plan).
- I. Site Plan - an engineering/architectural design of the layout of proposed development such as in a park showing boundaries, proposed roads, picnic areas, campgrounds, etc., used to accompany feasibility studies and designed to portray the plan concept (e.g. State Park Site Maps).
- J. Master Plan - a type of plan largely utilized by park planners to include a comprehensive narrative analysis of all resources having an influence or affected by a recreational plan and containing management objectives and a general development plan (e.g. St. Croix National Scenic Riverway master plan).
- K. Policies - detailed operational guidelines intended to guide action toward achievement of goals. Characteristics of a policy are as follows:
  - 1. Objectivity - policies must rely on objective analysis.
  - 2. Relation to other objectives - all policies must relate to a common goal.
  - 3. Complementary - policies cannot conflict with each other.

4. Stability and yet a means for flexibility - although fairly stable, policies should be reviewed periodically for necessary revision.
  5. Fairness - policies must consider all social implications.
  6. Policies must be known, understood and accepted.
- L. Policy Directive (DNR) - an internal document describing departmental policies. Most are adopted procedures to handle specific problems.
- M. Capital Improvement - "Capital Improvements" are projects (usually non-recurring) requiring expenditure of public funds, over and above annual operating expenses for the purchase, construction, or replacement of the physical assets of the department. It is the appropriate tool the agency can use to help control the timing and staging of development.
- Capital Improvement Programming then is the preparation of a proposed schedule of public works (development) to be built or purchased by governments during the next few years. It would include land acquisition as well as construction projects.
- N. Operational Order (DNR) - a document to supplement and clarify delegation orders and to authorize special projects, procedures or activities not detailed in delegation order. Generally, of a more specific nature and shorter term in contrast to a policy directive.
- O. Commissioner's Order (DNR) - a directive having the force of law promulgated within statutory authority granted the Commissioner, e.g., restricting limits for taking game fish to less than allowed by statute. No public hearing is required but the order must be published in a legal newspaper 7 days before the Order has the force and effect of law. See Minn. Stat. Sec. 97.53.
- P. Study - a study whether it be of a feasibility, a critique or other type is designed to only undertake a specific task of review, analysis and recommend action. It may be comprehensive or simple. A plan may (and usually is) be based on a series of studies such as an inventory, survey of users, etc.
- Q. Executive Order - a directive from the governor giving administrative orders to state agency administrators to carry out a certain task.
- R. Rules and Regulations - rules which implement or make specific the law enforced or administered by it, or to govern its

organization or procedure, but does not include  
a) regulations concerning internal management of  
the department and which do not directly affect the  
rights of or procedure available to the public's  
or (b) rules of the division of game and fish  
published in accordance with Minn. Stat.; Sec. 97.53.  
See Minn. Stat. Chap. 15.

Prepared by: Jerome H. Kuehn, Bureau of Environmental  
Planning and Protection

## MINNESOTA DEPARTMENT OF NATURAL RESOURCES

PLANNING GUIDE

THE PLANNING PROCESS, GUIDE NO. 2

6/30/76

ORGANIZATION FOR PLANNING

- Subject:** Planning - Definitions and Assignment of Responsibilities.
- Purpose:** To define the various types of planning within the department, respective roles and responsibilities of staff and line organization in the planning process and relationship to program priorities and budgeting.
- Background:** To find out where we are, the following setting needs to be visualized: A) plans of various types are prepared, each instigated by a particular need yet their relationship to other plans is lacking or poorly structured; B) the department reorganization has established separation of the duties and responsibilities of the field and central staff C) little formal understanding of the types of planning, relationship of planning to program development and operations is apparent, and D) some formal organization of the planning processes and organizational structure for planning needs to be understood to be properly implemented.
- Terminology:** The following terms are defined for the purposes here.
- State (plan) - Official for State of Minnesota (normally a planning mission assigned by the Governor to DNR).
- Statewide (plan) - Covering entire area of state.
- Regional (plan) - Confined to the area with a DNR management.
- Note:** For further Nomenclature and definitions relating to plans,

objectives, policies and types of plans please refer to  
Planning Process, Guide No. 1

- Planning Levels
1. Policy or Framework Plan - plans intended to develop statewide or regional goals, objectives and policies based on analyses of major resource issues and future needs and serving as a basis for program planning. Such plans may be intra--(departmental) or inter-agency (state) in scope.
  2. Program (Activity) Plan - plans setting forth definitive management objectives (based on Policy Plan), analysis of future needs (short-term and long-term) and action programs for each task. Program budgets should reflect objectives and priorities of a Program Plan.
  3. Resource Management Plan (Unit Plan) - plans which establish resource management objectives and priority action program for a specific land or water area.
  4. Budgetary Planning - organization of the manpower, supplies, expense, equipment and capital improvement needs based on Program Plans.

Organization for  
Planning

Chapter V of the department's Organization Manual

1-1-74 describes the departmental organization for planning including the respective roles and responsibilities for the two major types of planning - Guide and Program Plans. One major difference lies in the responsibilities for preparation of each. The Bureau of Environmental Planning and Protection is primarily responsible for the Policy Plan where as the respective disciplines in the Division of Planning, Research and Program Coordination will be charged with preparation of



Program Plans, both long and short range. Another major difference is that in Program Planning, Data Inventory and Analysis and Development of Management Activity Alternatives would be a responsibility of the Division of P. R. and P. C. rather than PERT. A third difference is that the Division disciplines responsible for preparation of Program Plans would be responsible for the Environmental Assessment as may be required by the Environmental Quality Act.

The role of the Bureau of Environmental Planning and Protection would be changed to that of assisting in the Organization and coordination of overall Program Review and Evaluation.

PLANNING GUIDE

The Planning Process, Guide No. 3

June 1976

Program Plan (Activity Plan)

Subject: Policy Plan also often referred to as framework, strategic, comprehensive plan or guide.

Background: This guide is intended to describe the type of plan envisioned for the Department of Natural Resources which is the first stage of a two stage planning process (1. Policy 2. Program). Such a plan must establish the goals and objectives of the department's missions and policies which will lead to each objective. This type of plan should serve as a basis for making rational decisions on departmental positions on proposed activities either within or outside the agency. It should also provide the basic goals and objectives upon which the program budget would be structured.

The following are excerpts from Commissioner Herbst's presentation to the Directors and Administrators 1/21/76, on the role of "Comprehensive Long Range Planning"

"strategic or framework planning consisting of looking ahead and interpreting the future, establishing priorities and setting department-wide policies, upon which program planning will be based.

"Planning represents the best thoughts and most pertinent projects that can be assembled both within limits of time and resources. With such knowledge, it will be easier to cause events to happen rather than let happen what may."

" A desired future will more likely be realized if we identify it, prepare for it and work towards it."

It (plan) will also be useful and usable by the executive and legislative branches of our state government, other governmental agencies, business, industry, groups, organizations and individuals

as they contemplate use or use our natural resources."

This plan will clearly delineate the DNR mission, its goals, priorities, policies, timetables, long-range as well as short-range objectives."

Note: A copy of Commissioner Herbst's entire statement is attached for your information.

Organization: It is very important that the participants in Policy Planning be well identified and that their respective role and responsibility be well understood. For these reasons the role of the department eschelons in such planning are described below.

Commissioner's Office

Through statute, Governor's policies and priorities, interest and concerns of advisory groups, legislative intent, staff recommendations, the public concerns and most of all his own goals and objectives, the Commissioner has a role in the planning process. His chief responsibility lies in selling of policies as well as plan or priority selection. The latter event follows as examination of plan alternatives and provides general priorities among programer and among regions upon which program plans will be based.

Note: Following the establishment of goals, objectives and policies the Commissioner may chose to omit the formulation of Plan Alternatives and Plan Selection in order that he may proceed directly into Program Planning. Such choice would depend on the out come of the selection of goals and policies as to whether decisions need to be based on in depth analysis of more than one route which can be taken to achieve the

departmental goals.

Planning, Research and Program Coordinaters

The Divisions in St. Paul although playing a much stronger role in Program Planning do have an important part in Policy Planning. They would be involved in the organization of the plan, establishment of goals, objectives and policies and if alternative plans are to be formulated they would assist in such a task. The most important link between the Policy Plan and Program Plans would be provided through the involvement of this group in both plans.

Assistant Commissioner for Planning

The Assistant Commissioner administers the planning program in insuring that commitment of manpower and funds are provided, organization for planning, selection of planning methods, and the direction and guidance in the plan development consistent with the Commissioners policies and priorities.

Bureau of Environmental Planning

The staff support to the Assistant Commissioner will be provided by the Bureau of Environmental Planning. Most of the survey and analysis required prior to establishing goals, objectives and policies will be their responsibility. Any alternative plan formulation will also be coordinated by them. The Bureau will assist the Assistant Commissioner in preparing documents including the Policy Plan.

Administrative Services

Administrative Services provides the Assistant Commissioner with required fiscal analysis in the way of anticipated income and fiscal restraints affecting policy direction.

Management Regions

The Management Regions provide Planning, Research and Program Coordination relating to natural resource problems, issues and needs and public interests in their particular area of the state. They will also review recommended goals, objectives and policies and forward their comments on th the Commissioner. Input follows both formal and informal channels. Formal input flows from Regional Managers to Regional Administrator to the Commissioner's Office to be considered by the Comissioner in establishing his policies and priorities. Informal input consists of exchange of information and recommendations between Regional Administrators, the Assistant Commissioner and Division Directors and between Regional Mangers, Section Supervisors and members of their staffs.

Planning Stages:

1. Organization

The Assistant Commissioner will outline the tasks, time table and assignments to meet the needs of the Policy planning process and the budget provided. Such organization will provide the necessary disciplinary and regional inputs yet recognizing the integrity of the DNR organization.

2. Survey and Analysis

The survey and analysis of Natural problems, issues and needs will be carried out by the Bureau of Environmental Planning with assistance of the Office of Research, Planning and Program Coordination and input from the Management Regions. This survey and analysis will examine each natural resource issue, problem or need and based on certain assumptons lead to formulation of goals, objectives and policies.

3. Goals, Objectives and Policies

Based on Step 2, Planning, Research and Program Development will recommend Goals, Objectives and Policies on each major issue and program for Regional Management review and recommendations. All recommendations will be presented to the Commissioner for final selection of Goals, Objectives and Policies.

4. Alternative 1-No Alternative Plan Formulation

Final assembly and distribution of the Policy plan will be done by the Assistant Commissioner and the Bureau. It will likely have the following format.

DNR Policy Plan

- A. Background and rationale for plan
- B. Planning process
- C. Natural resource problems, issues and needs.
- D. Goals, objectives and policies
  - 1. Administrative activities
  - 2. Production activities
  - 3. Support activities
- E. Selection of output targets
- F. Priorities

4. Alternative 2- Alternative Plan Formulation

Same as Alt. 1 except for addition of Alternative Plans followed by Selection of Plan. These would follow "D" above.

## Minnesota Department of Natural Resources

PLANNING GUIDE

The Planning Process, Guide No. 4

June 1976

Program Plan (Activity Plan)

Background

This is intended to describe the second phase of a two phase planning process for the DNR. Following establishment of the departmental goals, objectives and policies with selection of tentative target outputs and priorities during Phase I, Phase II would seek to meet these through program action plans. The latter would consist of functional or operational plans for meeting the goals and objectives set forth in the Policy Plan.

Functional plans for parks and recreation, resource management of fish, wildlife, waters, forests and minerals would result. Such plans would have a long range element of at least 6-10 year span and comprise the basis for program budgeting, proposed legislation, priorities for funding, research studies, etc.

Planning Research

## Organization:

The Divisions will have the greatest responsibility for this phase of planning since this is linked to disciplinary functions for which they have chief responsibility in planning and programming. These latter objectives should be included in the PEAR report, Performance Evaluation and Activity Report for each Program Budget Activity.

The Assistant Commissioner for Planning will be responsible for the planning process, its organization and progress as well as coordination of three important elements of the Program Plan. These are Objective and Policy Selection, Activity Priorities Selection and Program Review and Evaluation.

The Bureau of Planning will provide staff support to the Assistant Commissioner in the responsibilities as described above. Its major role will be to assist the Commissioner's Office in guiding the various program plans in such a way as to assure that Program Objectives are consistent with the Policy Plan Goals and Objectives.

#### Management Regions

Management Regions will provide the data input as required, including needs for manpower, equipment and operation and maintenance funding to meet activity objectives. Activity objectives will be identified and selected jointly with Divisions and the final selection lying with the Commissioner or as delegated to the Assistant Commissioner for Planning. These Activity Objectives in turn, will be consistent with departmental objectives in the Policy Plan.

#### Administrative Services

Administrative Services provides Planning-Research with information relating to program and activity costs/expenditures, budget appropriations, cost/benefit analysis, anticipated income from Department revenues as well as other sources and manpower needs.



Planning Process      Program (Activity) Plan

A. Organization

Department structure for planning

Establishment of plan time table

Funding

Manpower assignments

Assignment of Program (Activity) Plans

B. Activity data inventory (for each separate Activity)

Survey of existing supply and projection of future needs (Production Activities)

C. Selection of Activity Objectives (short term and long term)

1. Long term goals will be those that would be attainable in more than 2 years (preferably more than 6-10 years) and are needed to accomplish established goals identified in the Department Policy Plan.

2. Short term objectives will be measureable and attainable objectives for the forthcoming biennium.

D. Selection of Policies

1. For each goal and objective, policies will be developed to give direction to the manner in which each goal or objective is to be reached.

e.g. a) Goal No. 1

1) Policy to follow in striving for Goal No. 1

b) Objective No. 1

1) Policy to follow in attaining Objective No. 1

e) Objective No. 2

1) Policy to follow in attaining Objective No. 1

E. Alternate Program - Plan Formulation

Providing Commissioner with Alternate Program Activity plans that can attain goals and objectives.

F. Selection of Program (Activity) Plan and Priorities (from E above)

G. Environmental Assessment

As required by Environmental Quality Council rules.

H. Implementation

I. Program Review and Evaluation

Planning Responsibilities

A. Organization - Assistant Commissioner for Planning

B. Activity Data Inventory - Appropriate Division and Regions

C. Selection of Objectives - Divisions with Commissioner's Office and Regions

D. Selection of Policies - Divisions with Commissioner's Office and Regions

E. Alternate Plans - Divisions

F. Selection of Plans and Priorities - Commissioner, Divisions and Regions

G. Environmental Assessment - Divisions

H. Implementation - Regional Management

I. Program Review and Evaluation - Divisions

STATE OF  
**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 6, 1976

Mr. Richard Kaiser  
Department of Housing and Urban  
Development Regional Office  
Community Planning and Development Division  
300 South Wacher Drive  
Chicago, Illinois 60606

Re: Integration of Resource Plans at State Level

Dear Mr. Kaiser:

The Minnesota Department of Natural Resources is actively engaged in sophisticated long range planning on a individual resource basis, some of which is partially financed through federal grants. A major problem facing the department is the integration of this long range planning. For this reason we are soliciting the assistance of your department in the hope that federal financial support could be made available for intra-agency comprehensive planning urgently needed.

This need is particularly critical in Minnesota as we are the nation's third largest landowner ranking behind the Federal Government and the State of Alaska. There are approximately six million acres of state owned land and approximately three million acres of tax delinquent land under the jurisdiction of the Department of Natural Resources.

In addition to land, the Department of Natural Resources is responsible for approximately three million acres of public water which in Minnesota is under the jurisdiction of the state. The Department of Natural Resources is also responsible for the state's fish and wildlife, regulation of water appropriations, mining on five million acres of land on which the state holds mineral rights (in addition to mining on our own land), power and pipeline permits over and under our land and water, and timber management, all prominent segments of the state's economy.

Even though all of the responsibilities listed above and some others are vested in a single department, coordination and establishment of overall policy is extremely difficult. The various sources of federal funding, Land and Water Conservation Fund Assistance, Dingell Johnson, Pittman Robertson, Water Resources Council etc. favor disciplinary planning. Internally there is also a problem of getting various disciplines to interrelate without a common base as would be provided by a comprehensive long range plan.

The socio-economic impact of the Department of Natural Resources in the execution of its responsibilities upon local communities cannot be overemphasized. Only through interrelating our long range planning and subsequent activities can the optimum management of our resources be achieved. This problem has been recognized at the local level and an attempt is being made to alleviate it through integrated planning at that level.

At this time we wish to know if such federal financial assistance as we are seeking falls within the guidelines established by your agency for comprehensive planning grants. If so, we would appreciate knowing if you would entertain a grant proposal at this time and what information it should contain.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
300 SOUTH WACKER DRIVE, CHICAGO, ILLINOIS 60606

RECEIVED

MAR 1 1976

February 9, 1976

REGION V

BUREAU OF  
PLANNING  
IN REPLY REFER TO:  
5D

Mr. Robert L. Herbst, Commissioner  
Minnesota Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Commissioner Herbst:

Thank you for your recent letter regarding the need for integration of long-range land use planning in Minnesota and your desire to address this need. We are in agreement with your concerns and believe there is a very real possibility that 701 Comprehensive Planning Assistance could be used to address these concerns as part of your State's overall responsibility to develop a statewide land use element.

Your letter is especially timely because of the provisions in the 701 Planning statute and regulations which require all 701 recipients to have by August 22, 1977, procedures and mechanisms for coordinating or integrating land use related planning, including programs such as the Land and Water Conservation Fund of the Department of Interior. In fact, efforts are now underway to sign a joint agreement between HUD and BOR which among other concerns will consider the possibility of providing complementary grants to states for improving coordination between the two programs.

The new 701 Regulations (August 22, 1975) require that an application for comprehensive planning assistance be submitted by the Governor, who has the option of designating one or more State agencies to undertake his program. In Minnesota, the State Planning Agency has been the principal recipient of 701 funds. For FY 1975-76 it has received a total HUD grant of approximately 1.3 million dollars; \$350,000 is being used for statewide planning and state capacity building; \$250,000 supports the Office of Local and Urban Affairs; \$300,000 has been granted by OLUA to the Regional Development Commissions and other sub-state agencies; and \$400,000 has been passed through to support metropolitan planning, primarily the Metropolitan Council's Development Framework. The State also has the option to enter into voluntary agreements for 701 assistance to cities (population of 50,000 or greater), urban counties and Indian Tribes or Reservations. A substantial portion of these funds, particularly the statewide funds, are to be used to reconcile, coordinate, integrate and unify the land use and growth related programs and systems which currently operate in the State (see Section 600.72(a) and (b) of the enclosed regulations). This should apply to intra-agency, as well as inter-agency and intergovernmental, coordination concerns.

During Fiscal Year 1976 HUD will again be offering Minnesota the opportunity to submit an application for 701 assistance. This invitation will occur in the very near future. A major concern of ours will be that the chief executive of each state assures that planning activities of and within the relevant state agencies are compatible and do not result in duplication of effort. Mechanisms to accomplish this include such devices as common information bases, coordinated goals and objectives and joint development of programs which you allude to in your letter. These kinds of activities will receive high priority for 701 assistance in FY 1976. The 701 Program provides the opportunity for addressing these and other issues by each state by means of a "State consultation process" and the State's "overall program design" (see Section 600.120(b) and 600.115(d)(2) of the enclosed regulations). In Minnesota the State Planning Agency has prepared a one-to-three year Overall Program Design for statewide and substate planning activities. This document should be shared with your agency and should be receiving your input. We are not sure whether the State has established a consultation process, which is to include substate comprehensive planning recipients and related functional agency representatives as well as other state agencies engaged in a portion of the State's planning process (e.g., land use and resource management). The State Planning Agency has been informed of this responsibility.

Therefore, we strongly encourage your Department, the State Planning Agency, and other departments with major responsibilities in land use or related planning to take this opportunity to establish a consultation process if one is not already in effect. In this way, your Department and other agencies engaged in coordinative planning would be assured of the opportunity to participate in the development of the State's Comprehensive Planning Program Application and perhaps also participate in the use of 701 funds. I am confident that this opportunity could help to assure the most efficient and coordinated use of 701 and other federal planning assistance funds in Minnesota as well as the integration of fragmented land use related programs within your Department. In addition, we expect that the consultation process or a similar mechanism will be used on an ongoing basis to help assure that an interdisciplinary land use planning system results from various federally assisted planning programs by mid 1977. Minnesota's recently submitted 1974-75 Completion Report for Comprehensive Planning Assistance states that you have supported the development of a "Work Program for Land Use Planning." This should contribute substantially toward fostering a cooperative process.


In addition to regular 701 funds, you may also wish to investigate with the State Planning Agency and other state agencies the possibility of applying for funding under the FY 1976 federal Interagency Demonstration Program in Comprehensive Planning. This joint program is designed to contribute to improved State and local effectiveness in the coordinated use of Federal planning grants. It is a key feature of the recent interagency agreements linking HUD to other planning assistance programs, and represents a means of implementing the Administration's intention to coordinate land use related programs. Participating programs include HUD 701, the Coastal Zone Management Program, Environmental Protection Agency Section 208 funding, the Bureau of Outdoor Recreation's Land and Water Conservation Fund, the Federal Energy Administration special

demonstration program, and the Economic Development Administration. This program will select a limited number of proposals which offer innovative contributions to advancing the state of the art of land use and water resources planning, growth and development planning and integration of functional planning activities in State, areawide and local agencies' planning processes. It appears that your plan for integration of resource plans at the state level merits consideration under this program. We invite you or the State Planning Agency to submit a proposal prior to February 23, 1976. A memorandum describing this program has been sent to the State Planning Director and is enclosed for your information.

The HUD 701 Funding Plan and Guidelines for FY '76 (1976-77) will be available for distribution in the near future and will be sent to Governor Anderson. To further assist you I have enclosed a copy of "701 Comprehensive Planning Assistance -- Statute, Regulations and Pertinent Excerpts from Selected House and Senate Reports," a letter from the HUD national office to the State of Virginia clarifying major land use responsibilities included in the 701 requirements, and an article by Lawrence O. Houston, Director of HUD's Office of Planning and Management Assistance, which was recently published by the Council of State Governments and the Council of State Planning Agencies in their June 1975 publication of State Planning Issues. These materials should help to clarify how 701 resources could be applied to your situation in Minnesota.

I hope that we have been helpful to you in your quest. Please do not hesitate to contact us if we can be of additional assistance to you.

Sincerely,



Richard A. Kaiser  
Assistant Regional Administrator  
for Community Planning and Development

Enclosures



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
300 SOUTH WACKER DRIVE, CHICAGO, ILLINOIS 60606

REGION V

February 12, 1976

IN REPLY REFER TO:

5D:RL

Mr. Peter Vanderpoel, Director  
Minnesota State Planning Agency  
100 Capitol Square Building  
550 Cedar Street  
St. Paul, Minnesota 55101

Dear Mr. Vanderpoel:

Enclosed for your information is a copy of our recent letter to Mr. Robert Herbst, Commissioner of Natural Resources in response to his inquiry of January 6, 1976. We view this inquiry as an opportunity for your two agencies and other state agencies to help close the gaps in coordinating state and local implementation of federally funded planning programs.

All-day meetings with your local and regional assistance and land use and environmental planning staffs in December revealed that your agency may not have underway the 701 required state consultation process. We are also concerned that the state overall program design is effectively used as a management and information tool by other state and substate as well as federal agencies in support of federally funded activities and objectives. We recognize that in Minnesota the State's planning process is best carried out by a multitude of statewide and substate agencies; this underscores the importance of a comprehensive State Overall Program Design and State Consultation Process.

As you know, the statutory land use and housing requirements are among the highest priorities for FY 1976 701 and other federal planning assistance programs. We anticipate developing a better mutual understanding of these requirements and Minnesota's assurances of meeting them by August 22, 1977, through meetings with you in the near future.

My staff is available if we can be of further assistance to you or Commissioner Herbst.

Sincerely,

John W. Peters  
Director, Planning Division  
Community Planning and Development

Enclosure



BOB BERGLAND  
SEVENTH DISTRICT, MINNESOTA

WASHINGTON OFFICE:  
1414 LONGWORTH HOB  
WASHINGTON, D.C. 20515  
TELEPHONE: (202) 225-2165

COMMITTEES:  
AGRICULTURE  
(CHAIRMAN, SUBCOMMITTEE ON  
CONSERVATION AND CREDIT)  
SMALL BUSINESS COMMITTEE

10-10-76

February 17, 1976

Department of Natural Resources  
Administration

Mr. Robert L. Herbst  
Commissioner, Department of  
Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

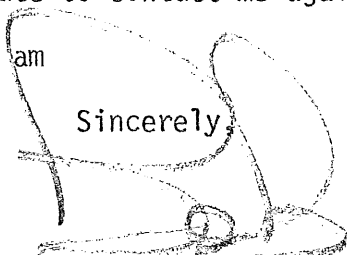
Dear Bob:

The Department of Housing and Urban Development has provided me with a copy of their recent response to your letter of January 6.

I trust this correspondence will satisfactorily respond to your concerns regarding integration of resource plans at the state level. If not, or in the event you have any additional questions or comments, please do not hesitate to contact me again.

With best wishes, I am

Sincerely,



BOB BERGLAND

BB:rk  
Enclosure

To: J. Kuehn  
J. Kuehn  
Congress of the United States  
House of Representatives  
Washington, D.C. 20515

February 17, 1976

RECEIVED

FEB 23 1976

ASST. C. C. C. C. C.  
FOR FILE

DISTRICT OFFICES:

IRENE MARING, SECRETARY  
920 28TH AVENUE SOUTH  
MOORHEAD, MINNESOTA 56560  
TELEPHONE: (218) 236-5050

BOB KINSMAN, DISTRICT REP.  
Box 390

THIEF RIVER FALLS, MINNESOTA 56701  
TELEPHONE: HOME (218) 681-4509

JACK DRESSEN, DISTRICT REP.  
BROWERVILLE, MINNESOTA 56438  
TELEPHONE: (612) 594-2738

CLIFF OUSE, DISTRICT REP.  
ROTHSAY, MINNESOTA 56579  
TELEPHONE (218) 867-2226

abc



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
300 SOUTH WACKER DRIVE, CHICAGO, ILLINOIS 60606

February 11, 1976

REGION V

IN REPLY REFER TO:  
5D

Honorable Robert Bergland  
Congress of the United States  
House of Representatives  
Washington, D. C. 20515

Dear Mr. Bergland:

Thank you for your letter of January 26, 1976 to Richard Kaiser of our office. His response to Commissioner Herbst's letter of January 6, 1976, is enclosed for your information. As that letter indicates, there are several ways HUD planning assistance to Minnesota can be used to address Mr. Herbst's concerns. We hope that the State will take advantage of these opportunities to meet its responsibility for completing the 701 statutory land use requirements by August, 1977.

If you have additional questions, please feel welcome to contact me.

Sincerely,

A handwritten signature in cursive script, appearing to read "Don Morrow".

Don Morrow  
Regional Administrator

Enclosure



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
300 SOUTH WACKER DRIVE, CHICAGO, ILLINOIS 60606

February 9, 1976

REGION V

IN REPLY REFER TO:

5D

Mr. Robert L. Herbst, Commissioner  
Minnesota Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Commissioner Herbst:

Thank you for your recent letter regarding the need for integration of long-range land use planning in Minnesota and your desire to address this need. We are in agreement with your concerns and believe there is a very real possibility that 701 Comprehensive Planning Assistance could be used to address these concerns as part of your State's overall responsibility to develop a statewide land use element.

Your letter is especially timely because of the provisions in the 701 Planning statute and regulations which require all 701 recipients to have by August 22, 1977, procedures and mechanisms for coordinating or integrating land use related planning, including programs such as the Land and Water Conservation Fund of the Department of Interior. In fact, efforts are now underway to sign a joint agreement between HUD and BOR which among other concerns will consider the possibility of providing complementary grants to states for improving coordination between the two programs.

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demonstration program, and the Economic Development Administration. This program will select a limited number of proposals which offer innovative contributions to advancing the state of the art of land use and water resources planning, growth and development planning and integration of functional planning activities in State, areawide and local agencies' planning processes. It appears that your plan for integration of resource plans at the state level merits consideration under this program. We invite you or the State Planning Agency to submit a proposal prior to February 23, 1976. A memorandum describing this program has been sent to the State Planning Director and is enclosed for your information.

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I hope that we have been helpful to you in your quest. Please do not hesitate to contact us if we can be of additional assistance to you.

Sincerely,



Richard A. Kaiser  
Assistant Regional Administrator  
for Community Planning and Development

Enclosures

BOB BERGLAND  
SEVENTH DISTRICT, MINNESOTA

WASHINGTON OFFICE:  
1414 LONGWORTH HOB  
WASHINGTON, D.C. 20515  
TELEPHONE: (202) 225-2165

COMMITTEES:  
AGRICULTURE  
(CHAIRMAN, SUBCOMMITTEE ON  
CONSERVATION AND CREDIT)  
SMALL BUSINESS COMMITTEE

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

January 23, 1976

DISTRICT OFFICES:  
IRENE MARING, SECRETARY  
920 28TH AVENUE SOUTH  
MOORHEAD, MINNESOTA 56560  
TELEPHONE: (218) 236-5050

BOB KINSMAN, DISTRICT REP.  
Box 390  
THIEF RIVER FALLS, MINNESOTA 56701  
TELEPHONE: HOME (218) 681-4509

JACK DRESSEN, DISTRICT REP.  
BROWERVILLE, MINNESOTA 56438  
TELEPHONE: (612) 594-2738

CLIFF OUSE, DISTRICT REP.  
FROTHSAY, MINNESOTA 56579  
TELEPHONE (218) 867-2226

RECEIVED

JAN 28 1976

ASST. COM. FOR PLANNING

2/2  
To: Kuehn  
ASC  
all

Mr. Robert L. Herbst  
Commissioner, Department of  
Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

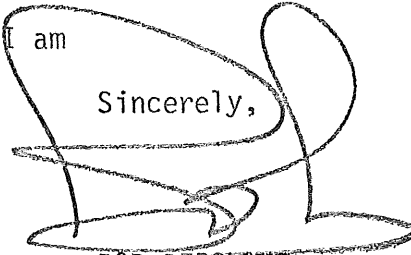
Dear Bob:

I want to thank you for sending me the copy of your letter to the Department of Housing and Urban Development, regarding integration of resource plans at the state level.

I have taken the liberty of contacting the Department of Housing and Urban Development in your behalf, to determine if this financial assistance you are seeking falls within their guidelines for comprehensive planning grants. I will report back to you just as soon as a response is received.

With best wishes, I am

Sincerely,



BOB BERGLAND

BB:rk

RECEIVED

JAN 28 1976

Department of Natural Resources  
Administration

STATE OF  
**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable Robert Bergland  
1008 Longworth Office Bldg.  
Washington, D.C. 20515

Dear Mr. Bergland:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures

HUBERT H. HUMPHREY  
MINNESOTA

STATE OFFICE  
ROOM 462  
FEDERAL COURTS BUILDING  
110 SOUTH 4TH STREET  
MINNEAPOLIS, MINNESOTA 55401  
TELEPHONE: 612-725-2632

United States Senate

WASHINGTON, D.C. 20510

RECEIVED

FEB 28 1976

February 19, 1976

3/8  
To: Jerry Kuhn  
A. B. C.

ASST. COMMISSIONER  
FOR PLANNING

Mr. Robert L. Herbst  
Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Bob:

I have received the attached letter from the Department of Housing and Urban Development concerning your needs for long range State Planning.

It appears that HUD has a number of programs and ideas which will be beneficial to you. I want you to know that I have expressed my interest and support in seeing that the State of Minnesota takes part in the use of Federal planning grants.

If I can be of any further assistance, please let me know.

My best to you.

Sincerely,

*Hubert H. Humphrey*  
Hubert H. Humphrey

RECEIVED

FEB 25 1976

Department of Natural Resources  
Minneapolis





DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
300 SOUTH WACKER DRIVE, CHICAGO, ILLINOIS 60606

February 11, 1976

REGION V

IN REPLY REFER TO:

5D

The Honorable Hubert H. Humphrey  
United States Senator from Minnesota  
Federal Courts Building  
Minneapolis, Minnesota 55401

Dear Senator Humphrey:

Thank you for your letter of January 26, 1976 to Richard Kaiser of my staff. Enclosed is a copy of our letter of response to Commissioner Herbst's letter of January 6, 1976. We are impressed by the magnitude of land resources for which his Department is responsible, and believe that our programs can make an important contribution to carrying out these responsibilities.

If we can be of further assistance to you, please let me know.

Sincerely,

A handwritten signature in cursive script, appearing to read "Don Morrow".

Don Morrow  
Regional Administrator

Enclosure

United States Senate

WASHINGTON, D.C. 20510

January 26, 1976

RECEIVED  
To: Kuehn  
2/2  
JAN 28 1976

ASST. COMMISSIONER  
FOR PLANNING

Mr. Robert L. Herbst  
Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Bob:

Thank you for your letter regarding the need for funds to provide integrated planning at the state level.

You know your right on beam with me when we talk about planning of the nature that you have discussed in the letter which you have sent to me.

I'm really not quite sure at the moment whether or not HUD has funding available for the State Planning which your letter discusses. I'll look into it and support it however.

If funding isn't available through HUD perhaps we can look at some other sources. Be assured of my interest and support.

My best.

Sincerely,



Hubert H. Humphrey

RECEIVED

JAN 28 1976

Department of Natural Resources  
Administration



STATE OF

MINNESOTA

DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable Hubert H. Humphrey  
232 Old Senate Office Bldg.  
Washington, D.C. 20510

Dear Senator Humphrey:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures

STATE OF  
**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**  
CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable William Frenzel  
1007 Longworth Office Bldg.  
Washington D.C. 20515

Dear Mr. Frenzel:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures

ALBERT H. QUIE  
1ST DISTRICT, MINNESOTA

COMMITTEES:  
EDUCATION AND LABOR  
STANDARDS OF OFFICIAL  
CONDUCT

WASHINGTON OFFICE:  
2182 RAYBURN HOUSE OFFICE BUILDING  
202-225-2271

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

COUNTIES:  
DAKOTA RICE  
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OLMSTED

DISTRICT OFFICES:  
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ROCHESTER, MINNESOTA 55901  
507-288-2384

520 FEDERAL BUILDING  
FORT SNELLING,  
ST. PAUL, MINNESOTA 55111  
612-725-3680

January 20, 1976

RECEIVED To: K...  
JAN 27 1976  
from [signature]  
[signature]

Robert L. Herbst  
Commissioner  
Minnesota Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Bob:

Thank you very much for providing me with a copy of your letter to the Community Planning and Development Division of the Department of Housing and Urban Development Regional Office in Chicago pertaining to the integration of long range planning of individual resources in the State of Minnesota.

I will be happy to contact HUD on your behalf to insure that your letter is given every consideration.

You might also consider drawing upon the expertise of the Office of Land Use and Water Planning in the Department of the Interior and of the Bureau of Land Management. Although I am not aware of any programs which they might fund, those agencies cope with problems similar to yours.

I am also enclosing a copy of P.L. 93-510 the Joint Funding Simplification Act of 1974. Although this legislation is not of direct interest to you in this area, it is helpful in applying for federal programs on an integrated basis.

With kindest regards, I am

Sincerely,  
[Signature]  
ALBERT H. QUIE  
Member of Congress

AHQ/mck



STATE OF  
**MINNESOTA**  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable Albert H. Quie  
2334 Rayburn Office Bldg.  
Washington, D.C. 20515

Dear Mr. Quie:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures

JAMES L. OBERSTAR  
8TH DISTRICT, MINNESOTA  
ROOM 323  
CANNON HOUSE OFFICE BUILDING  
(202) 225-6211

DISTRICT OFFICE:  
ROOM 231  
FEDERAL BUILDING  
DULUTH, MINNESOTA 55802  
(218) 727-7474

# Congress of the United States

## House of Representatives

Washington, D.C. 20515

February 4, 1976

COMMITTEES:  
PUBLIC WORKS AND  
TRANSPORTATION  
MERCHANT MARINE AND  
FISHERIES

2/10

To: Kuehn  
RECEIVED [Signature]

FEB 9 1976

ASSISTANT COMMISSIONER  
FOR PLANNING

Mr. Robert L. Herbst  
Commissioner  
Minnesota Department of Natural  
Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Bob:

I appreciate your letter concerning intra-agency comprehensive planning, and the copy of the letter you sent to HUD's Community Planning and Development Division.

The problems of intra-agency coordination are shared by every State and Federal government agency that I am familiar with, and they are recognized by every bright administrator. In my view, there is no easy answer to these very real problems. However, long-range, truly comprehensive planning efforts can reveal the nature and extent of coordination difficulties, and can lead to the identification of reasonable and coherent ameliorative measures.

I would be interested to know of HUD's reply to your letter. If they feel that there is no legislative authority to fund comprehensive intra-agency planning, I would certainly support a bill either to clarify that Federal agencies are empowered to issue such grants, or specifically authorizing and directing that they do so.

Best wishes, and thanks again for keeping me informed of your efforts.

Sincerely,



James L. Oberstar, M.C.

JLO/bdv

RECEIVED

Department of Natural Resources  
Administration



STATE OF  
MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable James Oberstar  
323 Cannon House Office Bldg.  
Washington, D.C. 20515

Dear Mr. Oberstar:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures

LEGISLATIVE REFERENCE LIBRARY  
STATE OF MINNESOTA



JOSEPH E. KARTH  
4TH DISTRICT, MINNESOTA

2438 RAYBURN HOUSE OFFICE BUILDING  
CAPITOL 5-6631

ROBERT E. HESS  
ADMINISTRATIVE ASSISTANT

DISTRICT OFFICE:  
ROOM 544  
FEDERAL BUILDING AND U.S. COURT  
HOUSE

316 N. ROBERT STREET  
SAINT PAUL, MINNESOTA 55101  
(612) 725-7869

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

HOUSE COMMITTEE ON  
WAYS AND MEANS

SUBCOMMITTEES:  
TRADE  
SOCIAL SECURITY  
PUBLIC ASSISTANCE

*all*

*To: Karth*  
*[Signature]*

January 20, 1976

Robert L. Herbst  
Commissioner  
Department of Natural Resources  
State of Minnesota  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Commissioner Herbst:

Thank you very much for sending along to me a copy of your recent letter to the Department of Housing and Urban Development concerning the integration of resource plans at the state level.

I do appreciate your thoughtfulness in keeping me advised.

With best wishes, I am

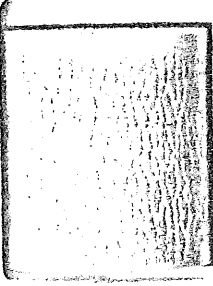
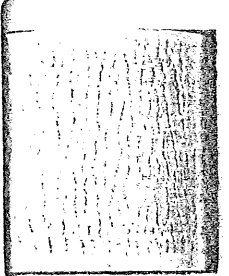
Sincerely yours,

*Joseph E. Karth*  
Joseph E. Karth  
Member of Congress

JEK:pw

JAN 23 1976

PER  
[Signature]



 STATE OF  
MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES  
CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 9, 1976

The Honorable Joseph E. Karth  
2432 Rayburn Office Building  
Washington, D. C. 20515

Re: Integrated Planning State Level

Dear Mr. Karth

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures

TOM HAGEDORN  
2ND DISTRICT, MINNESOTA

COMMITTEES:  
AGRICULTURE  
PUBLIC WORKS AND  
TRANSPORTATION

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

OFFICES:  
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WASHINGTON, D.C. 20515  
(202) 225-2472

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MANKATO, MINNESOTA 56001  
(507) 388-4563

GEORGE L. BERG, JR.  
ADMINISTRATIVE ASSISTANT

January 19, 1976

RECEIVED

JAN 21 1976

ASST. COM. JONES  
FOR PLANNING

*ALL*

*1/26*

*To: Kuehn*  
*AS*

Mr. Robert L. Herbst  
Commissioner  
Department of Natural Resources  
State of Minnesota  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:

Many thanks for your communication dated January 8 enclosing a copy of your letter to the Department of Housing and Urban Development concerning integration of resource plans at the State level.

I have read your comments carefully and with interest and can certainly appreciate the problems your Department faces regarding long range planning. I sincerely hope that HUD will be able to provide the information you need regarding financial assistance.

If you should be advised that grant proposals are available and you decide to make an application, let me know and I will be glad to express an interest in your behalf.

With every good wish, I am

Sincerely yours,



Tom Hagedorn  
Member of Congress

TH:jb



STATE OF

MINNESOTA

DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable Thomas Hagedorn  
325 Cannon House Office Bldg.  
Washington, D.C. 20515

Dear Mr. Hagedorn:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures



RUSSELL B. LONG, LA., CHAIRMAN

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WILLIAM V. ROTH, JR., DEL.  
BILL BROCK, TENN.

# United States Senate

COMMITTEE ON FINANCE  
WASHINGTON, D.C. 20510

MICHAEL STERN, STAFF DIRECTOR  
DONALD V. MOOREHEAD, CHIEF MINORITY COUNSEL

January 16, 1976

1/26  
ABC  
Kuebel  
RECEIVED  
JAN 21 1976  
ASST. COMMISSIONER  
FOR PLANNING

Robert L. Herbst  
Commissioner  
State of Minnesota Department of Natural Resources  
Centennial Office Building  
Saint Paul, Minnesota 55155

Dear Bob:

Thank you very much for your letter and the attached copy of your letter to Mr. Richard Kaiser of the HUD Regional office in Chicago.

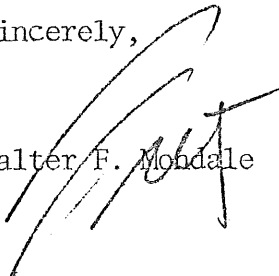
I certainly agree with you that a cooperative effort between your Department and HUD would be most beneficial for the optimum management of Minnesota's resources. I am sure that coordination of your many and various responsibilities has always been difficult. I have gotten in touch with Mr. Kaiser myself asking him about the possibilities of your receiving a grant from HUD for comprehensive planning. I will be back in touch with you immediately upon receiving a report from him.

Thanks again for writing and sharing this with me.

With warm regards.

Sincerely,

Walter F. Mondale



RECORDED

JAN 21 1976

State of Minnesota  
Department of Natural Resources  
Centennial Office Building  
Saint Paul, Minnesota

United States Senate

WASHINGTON, D.C. 20510

March 3, 1976

Physiak

Mr. Robert L. Herbst  
Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, MN 55155

Dear Bob:

I have now received an answer to the inquiry which I made on your behalf.

Enclosed you will find a copy of that response for your use and I hope the information in it is helpful to you.

I am pleased to have had this chance to be of assistance to you and if I can be of service again, please call on me.

With warm regards,

Sincerely,

*Walter F. Mondale*

Walter F. Mondale

RECEIVED

MAR 10 1976

U.S. SENATE  
WASHINGTON, D.C.



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
300 SOUTH WACKER DRIVE, CHICAGO, ILLINOIS 60606

FEB 15 1976

REGION V

IN REPLY REFER TO:

5D:RL

The Honorable Walter F. Mondale  
United States Senator  
Washington, D. C. 20510

Dear Senator Mondale:

In response to your inquiry to Richard Kaiser dated January 16, 1976, we have enclosed a copy of our response to Commissioner Herbst's letter of January 6, 1976. We are in agreement with the Commissioner's concerns and intend to offer our full assistance to those concerns which can be addressed by our program.

If we can be of further assistance to you, please let me know.

Sincerely,

A handwritten signature in cursive script, appearing to read "Don Morrow".

Don Morrow  
Regional Administrator

Enclosure



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
300 SOUTH WACKER DRIVE, CHICAGO, ILLINOIS 60606

February 9, 1976

REGION V

IN REPLY REFER TO:

5D

Mr. Robert L. Herbst, Commissioner  
Minnesota Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Commissioner Herbst:

Thank you for your recent letter regarding the need for integration of long-range land use planning in Minnesota and your desire to address this need. We are in agreement with your concerns and believe there is a very real possibility that 701 Comprehensive Planning Assistance could be used to address these concerns as part of your State's overall responsibility to develop a statewide land use element.

Your letter is especially timely because of the provisions in the 701 Planning statute and regulations which require all 701 recipients to have by August 22, 1977, procedures and mechanisms for coordinating or integrating land use related planning, including programs such as the Land and Water Conservation Fund of the Department of Interior. In fact, efforts are now underway to sign a joint agreement between HUD and BOR which among other concerns will consider the possibility of providing complementary grants to states for improving coordination between the two programs.

The new 701 Regulations (August 22, 1975) require that an application for comprehensive planning assistance be submitted by the Governor, who has the option of designating one or more State agencies to undertake his program. In Minnesota, the State Planning Agency has been the principal recipient of 701 funds. For FY 1975-76 it has received a total HUD grant of approximately 1.3 million dollars; \$350,000 is being used for statewide planning and state capacity building; \$250,000 supports the Office of Local and Urban Affairs; \$300,000 has been granted by OLUA to the Regional Development Commissions and other sub-state agencies; and \$400,000 has been passed through to support metropolitan planning, primarily the Metropolitan Council's Development Framework. The State also has the option to enter into voluntary agreements for 701 assistance to cities (population of 50,000 or greater), urban counties and Indian Tribes or Reservations. A substantial portion of these funds, particularly the statewide funds, are to be used to reconcile, coordinate, integrate and unify the land use and growth related programs and systems which currently operate in the State (see Section 600.72(a) and (b) of the enclosed regulations). This should apply to intra-agency, as well as inter-agency and intergovernmental, coordination concerns.



During Fiscal Year 1976 HUD will again be offering Minnesota the opportunity to submit an application for 701 assistance. This invitation will occur in the very near future. A major concern of ours will be that the chief executive of each state assures that planning activities of and within the relevant state agencies are compatible and do not result in duplication of effort. Mechanisms to accomplish this include such devices as common information bases, coordinated goals and objectives and joint development of programs which you allude to in your letter. These kinds of activities will receive high priority for 701 assistance in FY 1976. The 701 Program provides the opportunity for addressing these and other issues by each state by means of a "State consultation process" and the State's "overall program design" (see Section 600.120(b) and 600.115(d)(2) of the enclosed regulations). In Minnesota the State Planning Agency has prepared a one-to-three year Overall Program Design for statewide and substate planning activities. This document should be shared with your agency and should be receiving your input. We are not sure whether the State has established a consultation process, which is to include substate comprehensive planning recipients and related functional agency representatives as well as other state agencies engaged in a portion of the State's planning process (e.g., land use and resource management). The State Planning Agency has been informed of this responsibility.

Therefore, we strongly encourage your Department, the State Planning Agency, and other departments with major responsibilities in land use or related planning to take this opportunity to establish a consultation process if one is not already in effect. In this way, your Department and other agencies engaged in coordinative planning would be assured of the opportunity to participate in the development of the State's Comprehensive Planning Program Application and perhaps also participate in the use of 701 funds. I am confident that this opportunity could help to assure the most efficient and coordinated use of 701 and other federal planning assistance funds in Minnesota as well as the integration of fragmented land use related programs within your Department. In addition, we expect that the consultation process or a similar mechanism will be used on an ongoing basis to help assure that an interdisciplinary land use planning system results from various federally assisted planning programs by mid 1977. Minnesota's recently submitted 1974-75 Completion Report for Comprehensive Planning Assistance states that you have supported the development of a "Work Program for Land Use Planning." This should contribute substantially toward fostering a cooperative process.

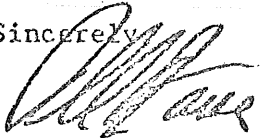
In addition to regular 701 funds, you may also wish to investigate with the State Planning Agency and other state agencies the possibility of applying for funding under the FY 1976 federal Interagency Demonstration Program in Comprehensive Planning. This joint program is designed to contribute to improved State and local effectiveness in the coordinated use of Federal planning grants. It is a key feature of the recent interagency agreements linking HUD to other planning assistance programs, and represents a means of implementing the Administration's intention to coordinate land use related programs. Participating programs include HUD 701, the Coastal Zone Management Program, Environmental Protection Agency Section 208 funding, the Bureau of Outdoor Recreation's Land and Water Conservation Fund, the Federal Energy Administration special

demonstration program, and the Economic Development Administration. This program will select a limited number of proposals which offer innovative contributions to advancing the state of the art of land use and water resources planning, growth and development planning and integration of functional planning activities in State, areawide and local agencies' planning processes. It appears that your plan for integration of resource plans at the state level merits consideration under this program. We invite you or the State Planning Agency to submit a proposal prior to February 23, 1976. A memorandum describing this program has been sent to the State Planning Director and is enclosed for your information.

The HUD 701 Funding Plan and Guidelines for FY '76 (1976-77) will be available for distribution in the near future and will be sent to Governor Anderson. To further assist you I have enclosed a copy of "701 Comprehensive Planning Assistance -- Statute, Regulations and Pertinent Excerpts from Selected House and Senate Reports," a letter from the HUD national office to the State of Virginia clarifying major land use responsibilities included in the 701 requirements, and an article by Lawrence O. Houston, Director of HUD's Office of Planning and Management Assistance, which was recently published by the Council of State Governments and the Council of State Planning Agencies in their June 1975 publication of State Planning Issues. These materials should help to clarify how 701 resources could be applied to your situation in Minnesota.

I hope that we have been helpful to you in your quest. Please do not hesitate to contact us if we can be of additional assistance to you.

Sincerely,



Richard A. Kaiser  
Assistant Regional Administrator  
for Community Planning and Development

Enclosures

STATE OF  
**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**  
CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable Walter F. Mondale  
443 Old Senate Office Bldg.  
Washington, D. C. 20510

Dear Senator Mondale:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures

Congress of the United States

House of Representatives

Washington, D.C. 20515

RECEIVED

JAN 23 1976

January 22, 1976

*all  
2/2*

*To: Kuehn  
JDF*

Mr. Robert L. Herbst  
Commissioner  
Minnesota Department of Natural  
Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:

Thanks very much for your note and for  
sending us a copy of your letter to  
Mr. Richard Kaiser at HUD.

I share your view that long range planning  
is essential to insure the proper manage-  
ment of our state's natural resources.

We'll also check to see whether federal  
funds are available for long range state  
agency planning.

With best wishes.

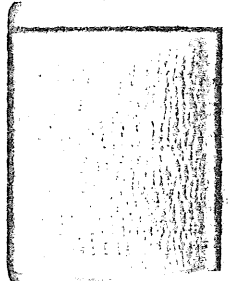
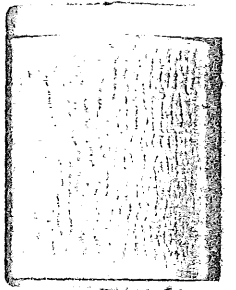
Sincerely,

Donald M. Fraser

RECEIVED

JAN 23 1976

Department of Natural Resources  
Administration





STATE OF  
**MINNESOTA**  
DEPARTMENT OF NATURAL RESOURCES  
CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable Donald M. Fraser  
1111 Longworth Office Bldg.  
Washington, D.C. 20515

Dear Mr. Fraser:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures

**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**  
CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

January 8, 1976

The Honorable Richard Nolan  
1019 Longworth Office Bldg.  
Washington, D.C. 20515

Dear Mr. Nolan:

Re: Integrated Planning State Level

Attached is a copy of a letter sent to the Department of Housing and Urban Development. It is felt that Housing and Urban Development can exert a major influence in providing coordinated long range state agency plans that will be of great benefit to local units of government.

In a state such as ours the proper management of state land and natural resources has a direct impact of the well being of our local units of government. This can be achieved only through coordinated long range planning and comprehensive policies. Any insights you have concerning our request and/or any assistance you might offer would be most appreciated.

Thank you for your consideration.

Sincerely,

ROBERT L. HERBST  
Commissioner

H

cc: Archie D. Chelseth  
Jerome H. Kuehn

enclosures



STATE OF MINNESOTA

OFFICE OF THE GOVERNOR

ST. PAUL, 55155

WENDELL R. ANDERSON  
GOVERNOR

March 3, 1976

Mr. Richard A. Kaiser  
Assistant Regional Administrator  
Community Planning and Development  
Department of Housing and Urban Development  
300 South Wacker Drive  
Chicago, Illinois 60606

Dear Mr. Kaiser:

I have just reviewed the attached proposal from the Minnesota Department of Natural Resources. I wholeheartedly endorse this long range, comprehensive plan for the development of our natural resources.

I hope that your agency will recognize the merit of this plan, and will concur with us that such a plan is needed. I urge that you assist the State of Minnesota through the funding opportunities provided by the Fiscal Year 1976 Federal Interagency Demonstration Program in Comprehensive Planning.


Thank you for the innumerable opportunities you have afforded the State of Minnesota and its Department of Natural Resources.

Sincerely,

A handwritten signature in cursive script that reads "Wendell R. Anderson".

Wendell R. Anderson

WRA:jpt

 MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Mr. Richard A. Kaiser  
Assistant Regional Administrator  
Community Planning & Development  
Department of Housing & Urban Development  
300 South Wacker Drive  
Chicago, Illinois 60606

Dear Mr. Kaiser:


Enclosed is a proposal seeking financial assistance through provisions of the Fiscal Year 1976 Interagency Demonstration Program in Comprehensive Planning.

Such support would enable the Minnesota Department of Natural Resources, with the cooperation and support of the Minnesota State Planning Agency, to accelerate its development of a comprehensive long-range natural resources plan.

We regret the tardiness of this proposal; but as was explained to Mr. Richard Little, the "original" letter to the Commissioner of Natural Resources has not as yet been received.

Your kind consideration of this proposal for support will be appreciated.

Sincerely,

  
Robert L. Herbst  
Commissioner of Natural Resources

  
Peter L. Vanderpoel  
Director, State Planning Agency

s  
Enc.



MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable Hubert H. Humphrey  
232 Old Senate Office Bldg.  
Washington, D.C. 20510

Dear Senator Humphrey:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.


Enclosed is a proposal for financial support of this planning effort that I submitted to the Housing and Urban Development Office under the provisions of the FY 1976, Interagency Demonstration Program in Comprehensive Planning. Your review of this proposal and strong support will be deeply appreciated.

I regret that this proposal is tardy in meeting the due date for proposed submissions. However, as the letter to Mr. Richard Kaiser indicates, we failed to receive his letter informing us to submit this proposal and the date such submission was due. However, telephone conversations with him and his staff have resolved this matter.

Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards.

Sincerely,

  
Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

United States Senate

WASHINGTON, D.C. 20510

March 15, 1976

Mr. Robert L. Herbst  
Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Bob:

Attached is a copy of the letter which I have sent to Mr. Richard Kaiser in support of the DNR proposal of a long-range comprehensive program.

I am most happy to be able to render my support of this project and assure you that I will do everything that I can to assist.

Fred Gates in my Minneapolis office is familiar with this and should you need further assistance or should you feel the need that calls be made to anybody in HUD, please feel free to contact Mr. Gates with your needs.

My best.

Sincerely,

  
Hubert H. Humphrey

United States Senate

WASHINGTON, D.C. 20510

March 15, 1976

Mr. Richard A. Kaiser  
Assistant Regional Administrator  
Community Planning and Development  
Department of Housing and  
Urban Development  
300 South Wacker Drive  
Chicago, Illinois 60606

Dear Mr. Kaiser:

I have just reviewed the attached proposal from the Minnesota Department of Natural Resources. I want you to know that I wish to go on record in full support and endorsement of this long-range comprehensive plan for the development of our natural resources.

I am sure that after proper consideration, the Department of Housing and Urban Development will recognize the merit of this plan and will agree with the State of Minnesota that such a plan is needed. I further encourage you to assist Minnesota through the funding opportunities provided by the fiscal year 1976 Federal Inter-agency Demonstration Program and Comprehensive Planning.

I will appreciate your thoughts on this proposal and knowing definitely what intentions your division has of providing necessary funding for it. If necessary, I am prepared to personally contact Carl Hills to encourage her support of this innovative and long-range proposal. It is proposals such as this in which individual state agencies devote much time and effort that we in the Federal government must look to as the innovative programs of tomorrow.

Thank you for your consideration and cooperation.

Sincerely,

Hubert H. Humphrey

MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES  
CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable Walter F. Mondale  
443 Old Senate Office Bldg.  
Washington, D.C. 20510

Dear Senator Mondale:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.

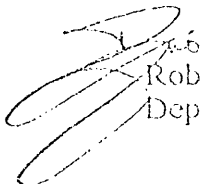
Enclosed is a proposal for financial support of this planning effort that I submitted to the Housing and Urban Development Office under the provisions of the FY 1976, Interagency Demonstration Program in Comprehensive Planning. Your review of this proposal and strong support will be deeply appreciated.

I regret that this proposal is tardy in meeting the due date for proposed submissions. However, as the letter to Mr. Richard Kaiser indicates, we failed to receive his letter informing us to submit this proposal and the date such submission was due. However, telephone conversations with him and his staff have resolved this matter.

Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards.

Sincerely,

  
Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

United States Senate

WASHINGTON, D.C. 20510

March 9, 1976

*AK*

*J. Kush*

Mr. Robert L. Herbst  
Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Bob:

Thank you for your recent letter.

I appreciate your sending me a copy of your proposal for financial support for your long range plans of the Department of Natural Resources. If you need any assistance with HUD, please don't hesitate to let me know.

After I've had a chance to review this proposal more carefully, I'll be back in touch with you.

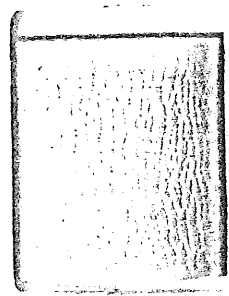
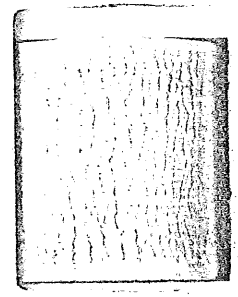
With warm regards,

Sincerely,

*[Handwritten Signature]*  
Walter F. Mondale

MAR 18 1976

ASST. CLERK  
FOR PL



**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable Bob Bergland  
1008 Longworth Office Bldg.  
Washington, D.C. 20515

Dear Representative Bergland:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.


Enclosed is a proposal for financial support of this planning effort that I submitted to the Housing and Urban Development Office under the provisions of the FY 1976, Interagency Demonstration Program in Comprehensive Planning. Your review of this proposal and strong support will be deeply appreciated.

I regret that this proposal is tardy in meeting the due date for proposed submissions. However, as the letter to Mr. Richard Kaiser indicates, we failed to receive his letter informing us to submit this proposal and the date such submission was due. However, telephone conversations with him and his staff have resolved this matter.

Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards.

Sincerely,

  
Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable Richard Nolan  
1502 Longworth Office Bldg.  
Washington, D.C. 20515

Dear Representative Nolan:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.

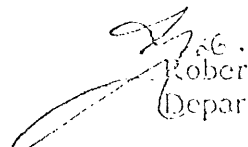
Enclosed is a proposal for financial support of this planning effort that I submitted to the Housing and Urban Development Office under the provisions of the FY 1976, Interagency Demonstration Program in Comprehensive Planning. Your review of this proposal and strong support will be deeply appreciated.

I regret that this proposal is tardy in meeting the due date for proposed submissions. However, as the letter to Mr. Richard Kaiser indicates, we failed to receive his letter informing us to submit this proposal and the date such submission was due. However, telephone conversations with him and his staff have resolved this matter.

Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards.

Sincerely,

  
Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

RICHARD NOLAN  
6TH DISTRICT, MINNESOTA

COMMITTEES:  
AGRICULTURE  
SMALL BUSINESS

JAMES A. DECHAIINE  
ADMINISTRATIVE ASSISTANT

1107 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, D.C. 20515  
(202) 225-2331

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

DISTRICT OFFICES:  
NORMAN LARSON  
921 4TH AVENUE  
WORTHINGTON, MINNESOTA 56187  
(507) 376-5905

JAMES GRAEVE  
908 ST. GERMAIN  
ST. CLOUD, MINNESOTA 56301  
(612) 252-7580

ARCHIE BAUMANN  
FEDERAL BUILDING  
REDWOOD FALLS, MINNESOTA 56283  
(507) 637-3565

SHIRLEY BONINE  
RT. 1, BOX 88  
MAPLE PLAIN, MINNESOTA 55359  
(612) 479-2331

April 2, 1976

*Rephast*

Mr. Robert L. Herbst, Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:

In response to your letter of March 3, 1976, I am happy to endorse your proposal for assistance through the provisions of the Fiscal Year 1976 Interagency Demonstration Program in Comprehensive Planning of the Department of Housing and Urban Development. Enclosed please find a copy of my letter to this effect. I sincerely hope that their consideration of your proposal will be positive.

If I can be of any further assistance please do not hesitate to contact me.

Sincerely,

*Richard Nolan*

Richard Nolan  
Member of Congress

RN:thp  
Enclosure



RICHARD NOLAN  
6TH DISTRICT, MINNESOTA

COMMITTEES:  
AGRICULTURE  
SMALL BUSINESS

JAMES A. DECHAIINE  
ADMINISTRATIVE ASSISTANT

1107 LONGWORTH HOUSE OFFICE BUILDING  
WASHINGTON, D.C. 20515  
(202) 225-2331

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House of Representatives  
Washington, D.C. 20515

DISTRICT OFFICES:  
NORMAN LARSON  
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WORTHINGTON, MINNESOTA 56187  
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REDWOOD FALLS, MINNESOTA 56283  
(507) 637-3565  
SHIRLEY BONINE  
RT. 1, BOX 88  
MAPLE PLAIN, MINNESOTA 55359  
(612) 479-2331

April 2, 1976

Mr. Richard A. Kaiser  
Assistant Regional Administrator  
Community Planning & Development  
Department of Housing and Urban  
Development  
300 South Wacker Drive  
Chicago, Illinois 60606

Dear Mr. Kaiser:

It is my understanding that the Minnesota Department of Natural Resources and the State Planning Agency have submitted a proposal seeking financial assistance through provisions of the Fiscal Year 1976 Interagency Demonstration Program in Comprehensive Planning. The assistance of your agency would enable an accelerated development and implementation of Minnesota's comprehensive long-range natural resources plan.

Such assistance would be of great benefit to the people of Minnesota and I hope that you will be able to give this proposal your affirmative consideration.

Sincerely,

Richard Nolan  
Member of Congress

RN:thp

cc: Commissioner Herbst

**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

Honorable Donald M. Fraser  
1111 Longworth Office Bldg.  
Washington, D.C. 20515

Dear Representative Fraser:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.


Enclosed is a proposal for financial support of this planning effort that I submitted to the Housing and Urban Development Office under the provisions of the FY 1976, Interagency Demonstration Program in Comprehensive Planning. Your review of this proposal and strong support will be deeply appreciated.

I regret that this proposal is tardy in meeting the due date for proposed submissions. However, as the letter to Mr. Richard Kaiser indicates, we failed to receive his letter informing us to submit this proposal and the date such submission was due. However, telephone conversations with him and his staff have resolved this matter.

Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards,

Sincerely,

  
Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

STATE OF  
**MINNESOTA**  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable Joseph E. Karth  
2408 Rayburn Office Bldg.  
Washington, D.C. 20515

Dear Representative Karth:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.

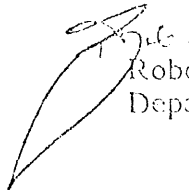
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I regret that this proposal is tardy in meeting the due date for proposed submissions. However, as the letter to Mr. Richard Kaiser indicates, we failed to receive his letter informing us to submit this proposal and the date such submission was due. However, telephone conversations with him and his staff have resolved this matter.

Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards.

Sincerely,



Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable William Frenzel  
1026 Longworth Office Bldg.  
Washington, D.C. 20515

Dear Representative Frenzel:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.

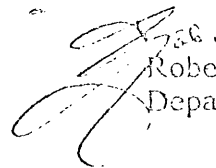
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Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards.

Sincerely,



Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

LEGISLATIVE REFERENCE LIBRARY  
STATE OF MINNESOTA

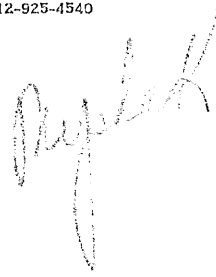
BILL FRENZEL  
THIRD DISTRICT, MINNESOTA

WASHINGTON OFFICE:  
1026 LONGWORTH BUILDING  
202-225-2871

STAFF DIRECTOR  
RICHARD D. WILLOW

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

DISTRICT OFFICES:  
MRS. MAYBLITH CHRISTENSEN, MANAGER  
120 FEDERAL BUILDING  
MINNEAPOLIS, MINNESOTA 55401  
612-725-2173  
MISS SANDRA KLUG, MANAGER  
3601 PARK CENTER BOULEVARD  
ST. LOUIS PARK, MINNESOTA 55416  
612-925-4540



March 10, 1976

Mr. Robert Herbst  
Commissioner of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:

At my request, I have been provided with a copy of HUD's response to your letter concerning the integration of long range planning. As I read the response, you seem to have been given a fairly clear go ahead.

Please let me know if my office can be helpful if future clarification is necessary.

Yours very truly,



Bill Frenzel  
Member of Congress

BF:osk

**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable Tom Hagedorn  
326 Cannon Office Bldg.  
Washington, D.C. 20515

Dear Representative Hagedorn:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government—local, regional, other states and federal.

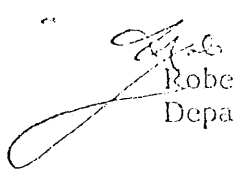
Enclosed is a proposal for financial support of this planning effort that I submitted to the Housing and Urban Development Office under the provisions of the FY 1976, Interagency Demonstration Program in Comprehensive Planning. Your review of this proposal and strong support will be deeply appreciated.

I regret that this proposal is tardy in meeting the due date for proposed submissions. However, as the letter to Mr. Richard Kaiser indicates, we failed to receive his letter informing us to submit this proposal and the date such submission was due. However, telephone conversations with him and his staff have resolved this matter.

Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards.

Sincerely,

  
Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable Albert H. Quie  
2182 Rayburn Office Bldg.  
Washington, D.C. 20515

Dear Representative Quie:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.

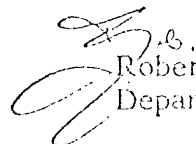
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Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards,

Sincerely,

  
Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

ALBERT H. QUIE  
1ST DISTRICT, MINNESOTA

COMMITTEES:  
EDUCATION AND LABOR  
STANDARDS OF OFFICIAL  
CONDUCT

WASHINGTON OFFICE:  
2182 RAYBURN HOUSE OFFICE BUILDING  
202-225-2271

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

COUNTIES:  
DAKOTA RICE  
DODGE STEELE  
FILLMORE WABASHA  
GOODHUE WASHINGTON  
HOUSTON WINONA  
OLMSTED

DISTRICT OFFICES:  
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ROCHESTER, MINNESOTA 55901  
507-288-2334

520 FEDERAL BUILDING  
FORT SNELLING  
ST. PAUL, MINNESOTA 55111  
612-725-3680

March 15, 1976

3/22

To: J. Kuehn  
J. Fri  
AOL

Robert L. Herbst, Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Bob:

Thanks for the materials relating to the very exciting comprehensive long-range planning project for which the Department of Natural Resources has requested federal funding.

I am contacting Mr. Kaiser today in support of funding for this project.

With kindest regards, I am

Sincerely yours,

ALBERT H. QUIE  
Member of Congress

AHQ:mdm

RECEIVED  
MAR 17 1976  
4851  
107-1-11





DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
300 SOUTH WACKER DRIVE, CHICAGO, ILLINOIS 60606

REGION V

March 29, 1976

IN REPLY REFER TO:

5D

Honorable Albert H. Quie  
United States House of Representatives  
Washington, D. C. 20515

Dear Congressman Quie:

Thank you for your letter endorsing Minnesota's funding request under the Federal Interagency Demonstration Program in Comprehensive Planning. This request has been forwarded to the office of David O. Meeker, Assistant Secretary for Community Planning and Development who is responsible for formal review and approval of such proposals. We have been informed by our Central Office staff that final decisions have not yet been made as to selection of Interagency proposals. You may wish to contact Mr. Meeker's office regarding Commissioner Herbst's request.

Sincerely,

Don Morrow  
Regional Administrator

 MINNESOTA  
DEPARTMENT OF NATURAL RESOURCES

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 3, 1976

Honorable Jim Oberstar  
323 Cannon Office Bldg.  
Washington, D.C. 20515

Dear Representative Oberstar:

Recently, I have shared with you my plans for developing a long-range comprehensive natural resources program for the Department of Natural Resources. Although we have engaged in developing innumerable program plans in the past, we now feel that it is critical to incorporate these, and those now underway into one comprehensive interdisciplinary plan.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government-local, regional, other states and federal.


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I regret that this proposal is tardy in meeting the due date for proposed submissions. However, as the letter to Mr. Richard Kaiser indicates, we failed to receive his letter informing us to submit this proposal and the date such submission was due. However, telephone conversations with him and his staff have resolved this matter.

Please take whatever appropriate action necessary to assist us in acquiring the support requested.

With warmest regards.

Sincerely,

  
Robert L. Herbst, Commissioner  
Department of Natural Resources

Enc.

JAMES L. OBERSTAR  
8TH DISTRICT, MINNESOTA  
ROOM 323  
CANNON HOUSE OFFICE BUILDING  
(202) 225-6211

DISTRICT OFFICE:  
ROOM 231  
FEDERAL BUILDING  
DULUTH, MINNESOTA 55802  
(218) 727-7474

*return to myskunk*

Congress of the United States  
House of Representatives  
Washington, D.C. 20515

COMMITTEES:  
PUBLIC WORKS AND  
TRANSPORTATION  
MERCHANT MARINE AND  
FISHERIES

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ASSN. C  
FOR P.

May 11, 1976

Mr. Robert L. Herbst  
Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Bob:

Enclosed is a copy of the Department of Housing and Urban Development's acknowledgement of my support for DNR's Comprehensive Long-Range Planning Proposal.

I have been in touch with HUD again to reiterate my interest in seeing the proposal funded, and will let you know as soon as I have further word on this.

With best regards.

Sincerely,

*Jim*

James L. Oberstar, M.C.

JLO/bdv  
Enclosure

*Bill F...*



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, D.C. 20410

May 3, 1976

OFFICE OF THE ASSISTANT SECRETARY  
FOR LEGISLATIVE AFFAIRS

IN REPLY REFER TO:

Honorable James L. Oberstar  
House of Representatives  
Washington, D. C. 20515

Dear Mr. Oberstar:

This is in response to your April 7, 1976, inquiry on behalf of Robert L. Herbst, Commissioner of Minnesota's Department of Natural Resources, concerning that Department's proposal in the FY '76 Interagency Demonstrations in Comprehensive Planning.

These demonstrations involve the collaboration of a number of Federal planning assistance programs--including NOAA's Coastal Zone Management program, the Federal Energy Administration, ERDA, Environmental Protection Agency, Economic Development Administration and Bureau of Outdoor Recreation--with HUD's Comprehensive Planning Assistance (701) Program. Proposals to be funded are being selected jointly by the participating agencies, within the limits of available resources, on the basis of the innovative aspects of the work contemplated and its value as an example to other agencies confronted with similar problems.

Considerable interest in the demonstrations has been shown by prospective recipients, as evidenced by the receipt of over one hundred twenty-five proposals, including this one from the Department of Natural Resources and others from Minnesota and across the Nation. Competition for the available funds is therefore intense.

We are moving as quickly as we can to final determination of those projects to be jointly supported. You may be sure that the proposal in which you have expressed an interest will receive full and equitable consideration in those deliberations.

If we may be of further assistance, please do not hesitate to contact us.

Sincerely,

A handwritten signature in cursive script, appearing to read "Alexander S. Buchanan".

Alexander S. Buchanan  
Assistant for  
Legislative Affairs

STATE OF  
**MINNESOTA**  
**DEPARTMENT OF NATURAL RESOURCES**

CENTENNIAL OFFICE BUILDING • ST. PAUL, MINNESOTA • 55155

March 10, 1976

Mr. Michael Pintar, Governor's Representative  
Upper Great Lakes Regional Commission  
515 Providence Building  
Duluth, Minnesota 55802

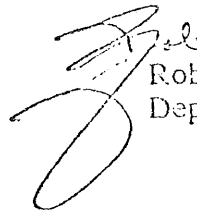
Dear Mr. Pintar:

The Minnesota Department of Natural Resources has submitted the attached proposal for funding under the 1976 Federal Interagency Demonstration Program in Comprehensive Planning to the Department of Housing and Urban Development. This proposal is for the development of one comprehensive interdisciplinary plan incorporating the department's numerous program plans.

Such a plan will enable us to more effectively manage our resources to meet future needs and demands consistent with sound environmental principles. It will contribute significantly to the overall statewide planning efforts of our State Planning Agency. Further, we see it contributing to the planning and regulatory functions of other levels of government - local, regional, other state and Federal.

We feel that your agency will have a definite interest in this plan and invite your participation.

Sincerely,



Robert L. Herbst, Commissioner  
Department of Natural Resources

RLH

Mr. Jack E. Hemphill, Regional Director  
U. S. Fish and Wildlife Service  
Federal Building, Fort Snelling  
St. Paul, Minnesota 55111

ATTN: Delbert Rasmussen, Chief

Ms. Eileen Mulaney, Great Lakes Coordinator  
National Oceanic and Atmospheric Administration  
Office of Coastal Zone Management  
Rockville, Maryland 20852

Mr. Warren D. Fairchild, Director ✓  
U. S. Water Resources Council  
2120 L Street N. W.  
Washington, D. C. 20037

Mr. Wesley A. Grosh  
State Liaison Officer  
Bureau of Mines  
P. O. Box 1660  
St. Paul, Minnesota 55111

Mr. John D. Cherry, Regional Director ✓  
Bureau of Outdoor Recreation  
3853 Research Park Drive  
Ann Arbor, Michigan 48104

Mr. Richard Friedman, Director Chairman ✓  
Federal Regional Council  
300 South Wacker Drive  
Chicago, Illinois 60606

Brigadier General Robert Moore ✓  
U. S. Army Corps of Engineers  
536 South Clark Street  
Chicago, Illinois 60605

Colonel Forrest T. Gay, District Engineer ✓  
St. Paul District Corps of Engineers  
1135 U. S. Post Office & Custom House  
St. Paul, Minnesota 55101

Mr. William B. Davey ✓  
Deputy Administrator for Water Resources  
U. S. Department of Agriculture, Soil Conservation Service  
Washington, D. C. 20250

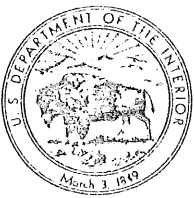
Mr. Robert D. Raisch, Area Director  
U. S. Forest Service  
6816 Market Street  
Upper Darby, Pa. 19082

Mr. Valdas V. Adankus ✓  
Deputy Regional Administrator  
Region V Environmental Protection Agency  
230 South Dearborn Street  
Chicago, Illinois 60604

Ms. Madonna McGrath  
Special Assistant to Secretary  
Department of the Interior  
North Central Region  
230 South Dearborn Street  
Chicago, Illinois 60604

Mr. Gordon Miklethum ✓  
Chief of Technical Assistance Division  
Economic Development  
32 West Randolph  
Chicago, Illinois 60601

Mr. Michael Pintar, Governor's Representative  
Upper Great Lakes Regional Commission  
515 Providence Building  
Duluth, Minnesota 55802



# United States Department of the Interior

BUREAU OF OUTDOOR RECREATION

LAKE CENTRAL REGION  
3853 RESEARCH PARK DRIVE  
ANN ARBOR, MICHIGAN 48104

APR 2 1976

BUREAU OF  
PLANNING

IN REPLY REFER TO:

G24 Minn.

March 31, 1976

Mr. Robert L. Herbst, Commissioner  
Department of Natural Resources  
Attention: Bureau of Planning  
301 Centennial Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:

We have reviewed with interest your proposal for development of a comprehensive long-range plan for the Minnesota Department of Natural Resources with funding under the 1976 Federal Interagency Demonstration Program in Comprehensive Planning. Your March 10 transmittal letter invited our participation although the proposal was submitted to the Department of Housing and Urban Development.

We heartily endorse the concept of a comprehensive plan setting forth mission, goals, objectives, and priorities for the Department. The multi-functional plan should prove valuable to the State's recreation planning program and vice versa.

Unfortunately, we do not foresee our participation in the study in a funding capacity. While the results of the planning effort can be integrated with the objectives of the SCORP, the Bureau cannot allocate Land and Water Conservation Fund monies specifically for demonstration projects nor combine these funds with 701 planning monies.

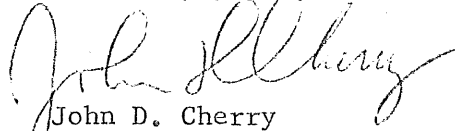
Cooperative efforts between the recreation planning staff and other Departmental staff in the development of the SCORP would be a fundable item under the LWCF program. However, Minnesota does not currently have a LWCF planning grant for overall SCORP preparation. If a planning project for total SCORP development were submitted and approved, the cooperative efforts leading to the State's recreation plan would be eligible for funding from date of the project approval. We would welcome a project proposal of this type.





Again, we concur with your efforts to develop a multi-functional planning system for the Department, but we cannot become a full funding partner in the endeavor.

Sincerely yours,



John D. Cherry  
Regional Director

FEDERAL REGIONAL COUNCIL  
REGION V

300 S. Wacker Drive - 16th Floor  
Chicago, Illinois 60606

April 5, 1976



Telephone: 312-353-8184

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APR 8 1976  
BUREAU OF  
PLANNING

*Kaiser*

Mr. Robert L. Herbst, Commissioner  
Department of Natural Resources  
State of Minnesota  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Commissioner Herbst:

This is in response to your letter of March 10, 1976 concerning your proposal for funding under the 1976 Interagency Demonstration Program in Comprehensive Planning. As you know, this proposal was received by Richard Kaiser of HUD's Chicago Regional Office on March 5, 1976 and forwarded with a positive recommendation for funding to the Office of David O. Meeker, Jr., Assistant Secretary for Community Planning and Development in the HUD Central Office. His Office is responsible for formal review and approval of HUD support for this project.

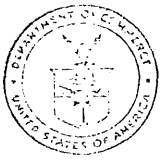
It is our understanding that assistance for this interagency proposal is also requested from the Department of Interior (BOR and Fish and Wildlife), the Office of Coastal Zone Management and the Economic Development Administration of the Department of Commerce and the Environmental Protection Agency. The Federal Regional Council can assist the Federal Interagency Program by encouraging serious consideration of Minnesota's proposal by these other participating agencies. In this regard this request has been referred for consideration and discussion by the FRC Comprehensive Planning Assistance Task Force.

If we can be of further assistance, please feel free to contact my office.

Sincerely,

Richard E. Friedman  
Chairman, Federal Regional Council  
Region V

- |  |   |  |  |  |
|--|---|--|--|--|
| Mr. Robert L. Herbst<br>Commissioner<br>Department of Natural Resources<br>State of Minnesota<br>Centennial Office Building<br>St. Paul, Minnesota 55155 | Mr. Allan S. Brown<br>Vice President<br>Federal Energy Administration | Mr. Joseph P. Woffe<br>Regional Director<br>U.S. Department of Labor | Mr. Allan Ains<br>Regional Administrator<br>Law Enforcement Assistance<br>Administration | Charles W. Sullivan<br>Regional Representative<br>U.S. Department of Agriculture |
| Mr. James R. ...<br>Regional Representative<br>U.S. Department of Transportation   | Mr. ...<br>Regional Representative<br>U.S. Department of ...          | Mr. ...<br>Regional Representative<br>U.S. Department of ...         | Mr. ...<br>Regional Representative<br>U.S. Department of ...                             | Mr. ...<br>Regional Representative<br>U.S. Department of ...                     |



U.S. DEPARTMENT OF COMMERCE  
ECONOMIC DEVELOPMENT ADMINISTRATION  
MIDWESTERN REGIONAL OFFICE  
32 WEST RANDOLPH STREET  
CHICAGO, ILLINOIS 60601

*Michael*  
*Robert L. Herbst*  
*Herbst*

April 1, 1976

Robert L. Herbst, Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

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APR 5 1976

BUREAU OF  
PLANNING

Dear Mr. Herbst:

This is in response to your letter and supporting documents of March 10, 1976. The Technical Assistance Division of the Economic Development Administration must decline your invitation to participate further in your planning efforts. The Economic Development Administration under a (302) (a) Planning Grant # 06-25-01273 is participating with a \$175,000. grant administered by Mr. Peter L. Vanderpoel, Director of the Minnesota State Planning Agency. Technical Assistance funding cannot be provided to supplement or duplicate that effort and we must decline your request.

Very sincerely,

*Gordon Miklethun*  
Gordon Miklethun, Chief  
Technical Assistance Division

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APR 5 1976

Department of Natural Resources  
Administration



UNITED STATES  
ENVIRONMENTAL PROTECTION AGENCY  
REGION V  
230 SOUTH DEARBORN ST.  
CHICAGO, ILLINOIS 60604

*M. P. K.*



APR 13 1976

Mr. Robert L. Herbst, Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:

Thank you for your letter and copy of the proposal entitled "Long Range Natural Resources Planning Program." This proposal shows a positive approach on the part of the Minnesota Department of Natural Resources in developing a workable and well conceived comprehensive interdisciplinary plan. Such a plan should facilitate the coordination of resource management and planning.

We note that your proposal does not address the relationship of the State long range planning program to the Comprehensive Coordinated Joint Plans of the Upper Mississippi River Basin and the Great Lakes Basin Commissions. We suggest that this relationship be defined and described in the proposal.

We appreciate this opportunity to participate with the Minnesota Department of Natural Resources. We would like to be informed of the progress of the proposal. Please feel free to contact our office at any time.

Sincerely,

*Valdas V. Adamkus*

Valdas V. Adamkus  
Deputy Regional Administrator

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Department of Natural Resources  
Administration

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UNITED STATES WATER RESOURCES COUNCIL

SUITE 800 • 2120 L STREET, N.W. WASHINGTON, D.C. 20037

MAR 25 1976

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MAR 25 1976

BUREAU OF PLANNING

*Kuehn*

Mr. Robert L. Herbst  
Commissioner  
Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:

I have your letter of March 10, 1976, transmitting a copy of a proposal for funding under the 1976 Federal Interagency Demonstration Program in Comprehensive Planning which has been submitted to the Department of Housing and Urban Development. Copies of your proposal have been sent to the Great Lakes, Missouri River, and Upper Mississippi River Basins Commissions for their review and comment. When their comments are received, we will correspond with you further.

Sincerely,

*Warren D. Fairchild*

Warren D. Fairchild  
Director

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MAR 25 1976

Department of the Interior  
Administration

MEMBERS: SECRETARIES OF INTERIOR, AGRICULTURE, ARMY, COMMERCE, HOUSING AND URBAN DEVELOPMENT, TRANSPORTATION; ADMINISTRATOR, ENVIRONMENTAL PROTECTION AGENCY; CHAIRMAN, FEDERAL POWER COMMISSION • OBSERVERS: ATTORNEY GENERAL; DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET; CHAIRMEN, COUNCIL ON ENVIRONMENTAL QUALITY, TENNESSEE VALLEY AUTHORITY, RIVER BASIN COMMISSIONS, BASIN INTERAGENCY COMMITTEES.





DEPARTMENT OF THE ARMY  
NORTH CENTRAL DIVISION, CORPS OF ENGINEERS  
536 SOUTH CLARK STREET  
CHICAGO, ILLINOIS 60605

MAR 30 1977

BUREAU OF  
PLANNING

NCDPD-SS

25 MAR 1977

Mr. Robert L. Herbst  
Commissioner  
Minnesota Department of Natural Resources  
Centennial Office Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:

I have read with great interest your proposal for Comprehensive Long-Range Planning of your Department's numerous programs. Section 22 of the Water Resources Development Act of 1974 authorizes the Corps to cooperate with States and participate in their comprehensive water resource planning program.

I understand you have also sent a copy of this proposal to Colonel Gay. He is responsible for the Section 22 program in Minnesota and will be happy to work with you on the details of how we can help.

Sincerely yours,

ROBERT L. MOORE  
Brigadier General, USA  
Division Engineer





DEPARTMENT OF THE ARMY  
ST. PAUL DISTRICT, CORPS OF ENGINEERS  
1135 U. S. POST OFFICE & CUSTOM HOUSE  
ST. PAUL, MINNESOTA 55101

RECEIVED

MAR 25 1976  
BUREAU OF  
PLANNING

IN REPLY REFER TO

NCSSED-PB

25 March 1976

Mr. Robert L. Herbst  
Commissioner  
Minnesota Department of Natural Resources  
Third Floor - Centennial Office Building  
St. Paul, Minnesota 55155

Dear Commissioner Herbst:

Thank you for your letter of 10 March 1976 furnishing documents related to the proposal for comprehensive long-range planning and the invitation to work with your Department.

I am in thorough agreement with your proposal for the development of a long-range natural resources planning program, particularly the conclusion that your Department ". . . act rather than react to issues, concerns and predictions."

Certainly, in the area of water and related land resource management, we need to have an arrangement whereby we can both respond to requests for assistance from local groups and work together in exploring alternative solutions. Such cooperative planning appears to be working effectively on the Mississippi River where the GREAT organization is moving toward a solution to the 9-Foot Channel maintenance problem. The administration of our expanded permit program is a new area which should be recognized in your planning program. Also, the need is clearly apparent for our coordinated program budgeting, priority determinations, and joint planning in seeking the most practical and feasible solutions to the flood problems in the Red River of the North region and the southern Minnesota area and the best overall operating plan for the Mississippi River Headwaters Reservoirs. Now, more than ever, with the emphasis on environmental protection and more efficient farm production, we must plan and work together.

This fiscal year we have limited funds under the provisions of section 22 of the 1974 Water Resources Development Act to cooperate in the preparation



NCS&D-PB

25 March 1976

Mr. Robert L. Herbst

of State comprehensive plans relating to water resource development, use, and conservation. Under the Act our input is limited to a cooperative service rather than an outright grant. Additional funds may be made available in future fiscal years up to a maximum of \$200,000 in any 1 year for a specific State. Thus, if your proposal receives favorable action, you may wish to explore the assistance we could provide under the section 22 authority or our other programs.

Sincerely,



FORREST T. GAY, III  
Colonel, Corps of Engineers  
District Engineer



UNITED STATES DEPARTMENT OF AGRICULTURE

SOIL CONSERVATION SERVICE

316 North Robert Street, St. Paul, Minnesota 55101

April 7, 1976

Robert L. Herbst  
Commissioner, Department  
of Natural Resources  
Centennial Building  
St. Paul, Minnesota 55155

Dear Mr. Herbst:


Your letter of March 10, 1976, addressed to Mr. William B. Davey, Deputy Administrator for Water Resources (who has retired), transmitting the proposal for comprehensive long range planning within the Department of Natural Resources has been forwarded to me for comment.

We have reviewed your proposal with interest and would like to take this opportunity to reaffirm our cooperative approach to resource management with your department.

I can assure you that it would be of great help to agencies like the Soil Conservation Service, if we could turn to a comprehensive plan which would outline the objectives, goals and priorities within a state department.

As you know, the SCS will continue our cooperative participation in any way we can, within our limited budget and personnel constraints. I look forward to future program planning activities and accomplishments to more effectively utilize our resources for greater environmental quality in Minnesota.

Sincerely,

  
Harry M. Major  
State Conservationist



FISCAL/MANAGEMENT STUDY  
DEPARTMENT OF NATURAL RESOURCES

PREFACE

The Department of Natural Resources Study was based on two premises:

1. Continued support of the regional administration concept.
2. The flexibility of the Statewide Accounting System to function as a tool of managers.

These assumptions plus the stated concerns of the Commissioner of DNR with regard to immediate problems in the fiscal-accounting-budgeting areas and associated organizational and managerial relationships established the immediate limits of this phase of the study and are discussed in Parts I and II.

The secondary phase of the study is the statement of support to the Commissioner of DNR from the Commissioner of Administration to directly assist in the implementation of the study recommendations as indicated in the next page and to provide further assistance to the recommended projects for future study included in Part III.

DIVISION OF MANAGEMENT SERVICES  
Department of Administration  
May 20, 1976

RECOMMENDATIONS AND TIME SCHEDULE

1. Establish the position Assistant Commissioner -  
Operations - *agreed* 7-1-76
2. Delegation of authority and responsibility by the  
Assistant Commissioner - Operations to the Regional  
Administrators - *agreed* 7-1-76
3. Redefinition of the Division of Planning, Research,  
and Program Coordination - *RRP agreed* 7-1-76
4. Establish and define the functions assigned to  
"Resource Coordinators" - *Dis agreed* 7-1-76
5. Establish an operating budget for the Hibbing  
minerals office under the supervisory engineer  
located in Hibbing - 7-1-76
6. Development of a process to produce annual spending  
plans and biennial budget - *agreed* 9-1-76
7. Establish accounting structure consistent with  
managerial authority and responsibility - *agreed* 9-1-76
8. Assign additional responsibilities to the Regional  
Business Managers - *agreed* 10-1-76
9. Develop accounting reports to service all levels  
of DNR management - *agreed* 9-1-76
10. Establishment of a revolving account for the  
operation of Field Services - *agreed* 1-1-77
11. Delegate authority to Regional Administrators  
whereby they can make adjustments to regional  
spending plans - 7-1-76
12. *Establish a revolving account for the operation of Field Services* 7-1-77

The objective of the DNR fiscal management study was to identify the problem areas in the department's financial and accounting procedures that were hindering the statewide accounting system from serving the management of the department, and to make substantive recommendations to alleviate the identified problems. After initial investigations, it became apparent to the study committee members that inadequate organization structure and communication lines and the lack of precise and enforceable delineation of roles between central office staff and regional staff were the significant contributors to the overall DNR fiscal management problems rather than the system itself.

We find two major problem areas. The first is with organization of the department--more specifically with the assignment of responsibility and the delegation of authority with respect to financial operations of the department and secondly--with the application of the budget-accounting system to the management controls and information requirements of the department.

- I. The differences between program planning, policy formulation and dissemination, and management or operational decisions of the department are not fully understood or adhered to by many key people in the department.

There is a definite lack of clarity in the assignment of staff responsibilities and those assignments of line or operational responsibilities and authority. There is a need to define operational responsibility in terms that include an authority over operational budgets, spending plans, and personnel transactions. Administrative management

knowledge and experience of the key people in the operational management assignments needs to be strengthened.

Presently the chief operations authority is assigned to the Deputy Commissioner and, as a result of the other demands placed on his position, inadequate coordination between the Regional Administrators, the central office planning staff, and fiscal operations has developed.

The committee recommends that an assistant commissioner position for operations be established. The person in this position would report to the deputy commissioner and be responsible for all department field operations. The main purpose of this position would be to provide more effective implementation and performance of work to accomplish plans and objectives determined by the commissioner with recommendations from the statewide planning and coordination and operations staffs. It is most important that this position be filled with an individual strong in management and administrative qualifications and experience to assure well defined delineation between operational decision making and operational review and program policy formulation and dissemination.

The authority delegated to this position should include the designation of levels of responsibility for program/activity management and accountability and formulation of and revisions to the spending plan.

The operational assistant commissioner must operate under policy and program guidelines formulated by the Commissioner and the Commissioner's statewide planning and program coordination staff.

We strongly recommend that this responsibility and authority be redelegated by the operational assistant commissioner to the regional administrators and by the regional administrators to regional and area managers. The management capabilities of field activity managers and the scope and complexity of the field activity should be the most important factor in structuring the redelegation of authority for fiscal spending decisions.

It should be recognized that good managers must have a substantial amount of flexibility in making operating decisions. They should be held accountable for the use of resources and evaluated in terms of results achieved. The development of good managers requires that they be allowed to make decisions of substance relating to their activities.

The revised role of the Division of Planning, Research, and Program Coordination, and its relationship to field operations (including fiscal) under the Assistant Commissioner for Operations is indicated on the attached organization chart. It is recommended that the role of the Assistant Commissioner for Planning be broadened in scope, as originally conceived.

Program and activity planning, priority determination, policy statements and operational review are properly the activities of a Planning, Research and Program Coordination Unit of the department and should not be confused with operational decisions.

The individuals now designated as Division Directors and Activity Managers should be redesignated as Resource Coordinators and recognized as staff support to the Commissioner, reporting to the

Assistant Commissioner for Planning, Research and Program Coordination. The working titles of the individuals should be changed so as to indicate this change in role. These individuals should not be involved in line authority for operational decisions.

The following are suggested duties of the Resource Coordinators (formerly division directors):

- Review budgets as formulated and submitted by Regional Administrators and make recommendations as directed by the Commissioner.
- Long range planning.
- Activity monitoring in terms of accomplishments.
- Policy and resource allocation recommendations.
- Act as technical and professional resource specialists.
- Provide specialized or technical training.
- Analysis of proposed legislation.

The main thrust of this recommendation is that there will be no involvement of this division in the day to day operations of the field. This would be consistent with the Commissioner's commitment to regionalization and his statement that he will see that it is carried out without any interference from the St. Paul central staff. In some cases we know that this has not been followed. The regional administrators must understand that they have the authority and the responsibility to efficiently and effectively administer the activities within their region. This includes all operational activities; fish management, wildlife

management, business management, etc. In the opinion of the study committee the current regional staff want this understanding and would welcome it's enforcement. The central office discipline staff coordinators should make no operational decisions, and this includes fiscal. However, with adequate operations review and program policy (executive and legislative) review and monitoring statewide, they should, if required and called upon by the Commissioner, influence operational decisions through the Assistant Commissioner for Operations. Any decisions based on that influence should then come from the Assistant Commissioner for Operations to the Regional Administrators to the regional supervisors.

For informational purposes and technical advice, lines of communications should be open between regional and central office staff.

To repeat, many activities for which responsibility and authority should have been delegated to regions have inappropriately continue under central office control. This list of activities includes water permits, lake access development and maintenance, park development, the establishment of land acquisition priorities, timber sales, cooperative farming agreements, and various other business management tasks.

These activities should be delegated to the Regional Administrators the same as other delegated responsibilities and authority.

Minerals Resource management is not now a part of the regular region assignment, Operations out of Hibbing should be treated as a separate management entity, thus making it unnecessary to duplicate administrative support activities in St. Paul.



We believe that the budget planning effort should bubble up from Regional Administrators in accord with policy guidelines of the Commissioner's planning staff and that these developing plans should be coordinated and refined at the statewide level by the Commissioner's planning staff. The requests for legislative appropriations should be coordinated and carried by the Commissioner's staff with necessary support of operational personnel including the Operational Assistant Commissioner and Regional Administrators. A unified or department-wide program budget that recognizes all the disciplines and all the regions must be developed and put forward by the Commissioner. Independent discipline programs or the advancement of regional interests must be prevented in limiting the contact with the Legislature to the central office and then only under the direct supervision of the Commissioner.

II. The second major problem area, as previously stated, was and is with the application of the budget-accounting system to the management controls and information requirements of the department.

*Budget*

The budget and accounting system of the state (SWA) should be applied to use in the department in such way as to complement and facilitate the management function at the levels of responsibility designated by the department rather than structuring/restructuring organizational responsibility to meet system requirements. The flexibility in operational decisions currently can be made available through constructive use of accounting system controls.

This means the assignment of accounts to the real level of management responsibility and authority and then allowing the appropriate managers to implement their decisions at that level and in a detail

that does not impinge on the next lower or higher level of management decision. The segment of the budget (accounts/AID) assigned to a manager must be totally under his control and not subject to actions of others unknown to him. (See ATTACHMENT A).

There are inconsistencies among DNR staff, both field and central, as to who, was, and is responsible for the number of AIDs and sequence numbers. Some staff members said that the AIDs were forced on them. Others said that they determined the number of AID's (control points) and that they were satisfied with the structure that they are responsible for. One person said that one particular region successfully fought off having AIDs at the area level. These types of comments are indicative of the overall inconsistent understanding of the system structure and in using the system to assist in managing resources at the determined level. There is altogether too much unnecessary concern by non-fiscal managers with AID's. There are very few people in the department that can see through the illusioned smoke screen of account numbers to see the real problem; lack of effort by DNR staff, especially central office, to understand and use the system to their benefit. The decision as to what level of the operation is assigned an AID should be made by the Commissioner's Office/Assistant Commissioner for Operations in conjunction with each regional administrator after thorough analysis as to what levels the agency wants to manage and what are the information requirements.

There are levels of control and levels of reporting inherent to the SWA system that can be used to facilitate the delegations

mentioned in preceding paragraphs including operational overview and performance evaluation.

The allocation of resources (allocation of appropriations) for operations should be coordinated by the Commissioner's staff and should be expressed in total dollars available and in terms of maximum numbers of positions. At the time that this allocation is completed, the central staff involvement becomes one of review.

The entire amount of resources available to a region should be visible to regional administration. The development of the actual spending plan (within policy limits and within fund and complement constraints) should be an operational manager's decision. Input of this plan to the accounting system and changes to the plan should be directly under the control of Regional Administrators and area supervisors and these spending plans and changes to the plan should be implemented by actions of Regional Business Managers without central office fiscal section intervention.

The regional administrator should have the opportunity and flexibility to modify the structure within an individual region to conform with managerial accountability he determines appropriate for his region. The regional discipline supervisors should have the authority to transfer money between and/or among AIDs within his discipline and region. The system currently provides this flexibility although many of the field personnel interviewed expressed problems when they tried to do this. Many of the problems are caused by lack of adequate quality control and communication since all transfers currently are done by the central fiscal office.

This is especially true in the case of transferring an employee and salary dollars (staffing pattern changes). It is recommended that each regional business manager be given authority to make AID spending plan transfers directly at the regional headquarters (we understand that the fiscal section has made a tentative proposal to do this).

(The study committee has prepared a sample plan of account designations and responsibility assignment that differentiates between statewide policy planning, statewide resource allocations, and operational spending decisions. It is believed that a demonstration of that plan would assist in understanding these definitions of responsibility.)

We recommend further to expedite regional control and management, that overall scope of business manager activities and authority be increased to include the following:

1. Changes to staffing pattern. (See ATTACHMENT B)
2. Preparation of payroll worksheets.
3. Preparation of reports for federal aid;

(During the course of our interviews we were told that the department has lost federal money due to poor reporting or a lack of understanding as to which activities are federally reimbursed and which are not).

The financial reports generated using the accounting system data base should be reviewed and revised to meet the needs of individual managers at all levels. In most cases, too many reports have been

generated at an unnecessary level of detail. These reports have tended to confuse most managers and have caused them to keep manual records in an attempt to verify the computer reports. Samples of summary reports designed for operational overview are a part of this report.

During the 1975 and 1976 fiscal years, there were many inaccuracies in the financial data base and reports. Many of these were caused by manipulation of data by persons not responsible for financial management of individual activities. These changes were made without information as to the reasons for these changes being supplied to the operations staff who were in fact responsible for financial operations. Confusion resulted; mistrust of the accounting system resulted; responsibility could not be established; all of which caused a lack of support, and in some instances, actual undermining of the SWA system. (See ATTACHMENT C)

It is the opinion of the study committee that the flexibility and communication capabilities of the statewide accounting system are necessary elements to successful regionalization of the department's operations. It is also our opinion that this fact was recognized by central office staff who were and are opposed to regionalization. As a result of this recognition, opposition to the principle of regionalization became opposition to the statewide accounting system.

In the majority of cases, the apparent system problems could be identified as people problems and were therefore correctable. Some system problems that were truly system problems could have and should have been explained more fully to operational managers.

More instruction was needed. The accounting staff under the direction of the Finance Agency Controller made numerous attempts to assist staff in the use of the system. Opportunities for this instruction were ignored.

The role of the service centers in the successful operation of the regions should be recognized and strengthened. One of the most difficult problems is the lack of working capital to stock common need supply items. There is also a difficulty in charging operational entities and budgets with the cost of these items, at the same time giving credit for these charges to the service center account. We believe that a revolving account in Fund 90 would greatly help the service center in attaining their goal of greater support for operations. Agreement in principle by the Finance Department to this proposal has been obtained.

The study committee found that regional administrators and regional supervisors were supportive of the department-wide policy for equipment purchase priority assignment. Cross discipline use of equipment is working and will work better following more experience under this new policy including participation by regional and area managers in priority review meetings and decisions.

Cooperation is improving between disciplines at the regional level in the common use of resources for the mutual benefit of all activities in the region. Where regional supervisory staff work from adjacent locations in the same building, exchange of problems and common unified effort in problem solving does occur.

we believe that a regional administrator should have the authority

to transfer up to five percent of a beginning discipline allocation from one to another within his region.

The authority to transfer allocations from one region to another region within the same discipline should be under the control of the regional administrators and should be without limit. We believe that a spirit of give and take in the recognition of changing priorities will continue to develop under the leadership of the operational assistant commissioner.

We believe that more financial administration duties should be transferred to the regional offices. The processing of payrolls and more authority for initiation of personnel transactions should be transferred to the regions to improve operational efficiency. Changes to staffing pattern job assignments should be controlled by the regional business managers.

There has been a significant lack of needed follow-up action, both by the department's fiscal unit and by the Department of Finance in the area of proper recording of salary disbursements. In order to give more flexibility to the department in the charging of labor service dollars, disbursements for these salaries were permitted without prior encumbrance - a deviation from normal accounting system controls. The Finance Department and the DNR finance unit were aware of these expenditures immediately after the posting of the payroll expenditure reports that showed that these items were automatically generated when this exception to normal operations occurred. Allotments transfers and encumbrance transactions were to be made immediately following posting of the payroll so that the regular reports would correctly indicate the expenditures and free

balances in each account. The failure to follow-up by DNR Finance and the failure of the Finance Department to follow up on their own rules, caused negative encumbrances to develop that, in turn, indicated a larger than real free balance, misleading the department managers.

The Department of Finance has plans to restructure controls in the accounting system to correct this problem. In the meantime, attention must be given to the manual actions necessary when exception reports are generated and follow-up actions must be taken immediately. The privilege of flexibility given to the Department (DNR) by the elimination of a system control has been abused.

OTHER ITEMS FOR CONSIDERATION AND ACTION BY DNR MANAGEMENT or RECOMMENDED PROJECTS FOR FUTURE STUDY

1. All proposed changes in the attached organization chart -
  - a. Personnel/Fiscal reporting to the same manager.
  - b. Establishment of Typing Pool.
  - c. Land Bureau.
  - d. Engineering
  - e. Field Services
  - f. Federal Aid Coordination (distinguish accounting from coordinating).
2. Amend various operational orders to bring them into compliance with regionalization. (Suggest review of operational orders #2,7,10,17,19,25,37 & 42).
3. Inquiries from the public either by telephone or by the mail should be referred out to the region from which the inquiry came.



This is part of the day to day operations with an appropriate and timely response being the responsibility of the regional administrator and his respective regional supervisor.

4. Establishing separate AIDs for full time salary costs; segregate these costs from labor service costs and other supplies and expense costs.
5. Establishing of a new position of administrative analyst responsible to the Commissioner's Office.
6. Definite departmental policy as to what level and subsequently who is responsible for and is to control salary savings and at what level and who is to control the holdback of contingency reserves.
7. Modify Operational Order #10 to standardize the assignment of administrative and technical supervision to conform to regionalization.
8. Evaluate the effectiveness and use of research data being prepared by Fisheries and Wildlife investigations.
9. Make a complete position inventory of the Central Office staff to determine the feasibility of transferring positions and activities to operations.
10. Define the role of the fiscal section.
11. Investigate the feasibility of establishing a central filing system for the Department.

MAY 12 1976

Gary A. Johnson, Regional Business Manager

State of Minnesota 103-219  
Administration

### Labor Service Expenditures

Your memo dated May 4, 1976 stresses the importance of controlling Labor Service expenditures. This fact is clearly recognized in our region by our Administrator, Regional Supervisors and me.

Because I have considered this as being crucial, I have been working closely with each of the appropriate Supervisors individually. Each has up-to-date Labor Service expenditures. In Parks, for example, we even worked out a detailed plan similar to the staffing pattern for full-time and seasonal (01 and 03) personnel. This plan shows begin dates for each laborer at each park and extends the cost through June 30.

Needless to say, because of the many errors this year (most seemed to happen through the transition from fiscal 1975 to fiscal 1976) it has not been an easy task to identify and correct Labor Service charges. Some corrections in Parks must still be held because of insufficient allotments in area AIDs, but realignment of funds cannot effectively be made until our budget allocation is stable. The realignment that we intended to make, and of which we advised Mr. Alexander on April 16, must again be re-evaluated because budget allocations from St. Paul have again fluctuated. With only seven weeks remaining in this fiscal year it is just too late to again make any significant changes in our operation. These changes cannot be made overnight. A firm budget and authority must be established for the Region and only then can any true responsibility and accountability be accepted at the Regional level.

Your memo was directed not only to the Administrator and me, but also to Regional Supervisors. This alone may be appropriate, however, I don't think it was appropriate to advise the Labor Service expenditures and balances directly to the Supervisors. I think that is my responsibility. The figures as shown for Forestry and Fish are incorrect because a Fish AID was included in Forestry. Furthermore, the balance shown in Parks is confusing because it disagrees completely with what I compute. I show a balance (based on present allocation and not including Development Trails) of \$27,637---Not \$50,036.

The Labor Service budget cannot be "fully under the control and management of the regions" with this kind of information by-passing the Administrator and Business Manager. If our supervisors were to use the balances as you advised, an overexpenditure would almost be certain in at least in a couple of activities. How are Regional Supervisors ever going to gain credibility in the system and in the Business Managers if St. Paul continues to attempt to handle all of the details and does not delegate authority?

Wayne Frankenberg

May 10, 1976

Page 2

If there does appear to be a problem in funding and changes appear necessary, I will make every effort to cooperate. It must be recognized that the Regional Administrator and Business Manager are usually aware of problems (or potential problems) which may exist far in advance of a BEER report.

CAJ:hg

cc: Robert Story

Robert L. Herbst

C. E. Buckman ✓

Joseph N. Alexander

William Halloran

Selected Regional Activity Managers

Wayne Frankenberg  
Accounting Director  
St. Paul

May 10, 1975

Milt Sterlund  
Regional Administrator

RECEIVED

MAY 11 1975

Department of Natural Resources  
Administration

Labor Service Budget for Region II

Refer to your memo of May 4 and the attached memo from Bengtson dated May 7.

I especially take exception to two statements in your May 4 memo in which you state that the regions must be aware of their labor service funds and take steps to control expenditures and the statement in which you say the budget is under full control of the regions.

In the time that I have been Regional Administrator, the region has never had full control of any part of their budget and they do not at the present time. Changes have been made and are still being made by activity managers and Fiscal with little or no consultation with the field. Several times we have made requests for necessary funds and offered suggestions as to where they were available and our requests are either ignored or given no response. As indicated in Bengtson's memo, staffing pattern changes have been requested and no response has been received.

There is no way that the region will accept the responsibility for the budget until we have the authority to manage it. It appears again, as happened last year, that as the budget year comes to a close, the St. Paul office is looking for places where it can lay the blame for shortages in the Department budget.

MS:kea

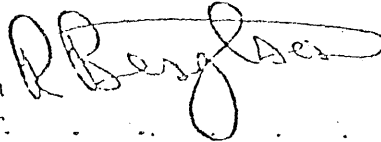
Attachment

cc: C. B. Buckman ✓  
Joe Alexander  
Richard Bengtson

DATE: May 7, 1976

TO : Wayne Frankenberg  
Accounting Director

FROM : Richard Bengtson  
Business Manager



SUBJECT: Labor Service. Expenditures

In response to your memo dated May 4, 1976, you stated that the regions are fully in control and management of the labor service budget. I do not feel this is an accurate statement for the following reasons.

- 1) Region II has sent in several memos, requesting the use of salary savings but as of today I have not been informed as to there status. Last request was on a memo dated April 16, 1976 to Joe Alexander. Its very difficult to operate and manage a labor service budget if we can not get timely responses.
- 2) Region II has over \$5,000.00 of CETA charges erroneously charged to our labor service accounts which have not been corrected. Errors were caused by the St. Paul fiscal staff.
- 3) Region II has over \$8,000.00 of labor charges which should be properly coded to seasonal position numbers which have not been corrected. Regions are not allowed to correct salary errors of this type, yet St. Paul fiscal staff have not corrected the errors.
- 4) Regions still do not have a fixed labor budget which makes it very difficult to stay within a variable figure.
- 5) The budget figures you mentioned in the memo are not the same figures the Region has on the information received from St. Paul Fiscal.

RB:gem

DNR Fiscal Study Team  
Staff Pattern Recommendations

Investigation of procedures relating to Position Control within the DNR revealed much unnecessary manual paperwork seemingly caused by the inability of the personnel section to utilize the capabilities afforded by the CEIF (Central Employees Information File) and the CRT terminal. A vast amount of effort is spent preparing and forwarding routine data for entry into the CEIF. Because of the large seasonal volumes during peak transaction periods the time lag for system updates can be considerable. The update efficiency during these periods also leaves something to be desired:

Functional operating requirements have forced the department to maintain manual files of critical data in order to have necessary data available as needed. Maintaining the computer system has become a liability rather than an asset.

In order to remedy this situation, maximize the equipment capabilities and minimize the work structure the following recommendations are in order:

The final processing of all transactions pertaining to personnel records/files to reside in the DNR personnel

office. The onus of responsibility for having the required approvals would be with the DNR personnel section. Paper flow would be adjusted to terminate in DNR personnel section. The long range goal for routine updates is entry at the appropriate regional headquarters.


The CRT terminal capabilities be programmed to provide:

- (a) Total personnel record display for inquiry purposes.
- (b) Total update capabilities via the CRT terminal to speed up transaction turn around.
  - (1) Hard copy error lists to be provided for all transactions made through the terminal.
  - (2) Hard copy transaction lists to be provided for all valid transactions made through the terminal.

NOTE: The original concept of CRT usage allowed for terminal entry, overnight batch processing, and hard copy output the following work day.

TO : Regional Supervisors

DATE: Dec. 26, 1975

FROM : Don D. Davison, Director 

JAN 2 1976

SUBJECT: 1976 Fiscal Year Budget

As you can see from the enclosed memo to Commissioner Herbst, the budget for Parks and Recreation Management is \$238,532 over the appropriation. It is essential that adjustments be made to stay within the appropriation or a good justification for additional money must be made. (It is not known at this time where any additional money would come from.) The appropriation for the current biennium was made on the bases of the same level of effort as the 1975 fiscal year. Any increases will have to be justified.

Enclosed is a form that we request be completed for each Park and for the Region Headquarters. The first column is for expenditures from July 1, 1975 through November 30, 1975; the second column is for what will be needed from December 1, 1975, through June 30, 1976. The total of the two columns will then be what it would cost to maintain and operate each station for the fiscal year. The last column is for the expenditures for the 1975 fiscal year. If the figures in the third column are increased over the fourth column please submit an explanation to justify the increase.

It is not known here what type of records are kept at either the Region office or at the Park but we are asking that you do what you can. We know that the computer print outs are not of any value in this type of report.

Attached also find a tabulation of what the salary costs are for the 1976 fiscal year for your region based on the exercise you went through to correct the staffing pattern and what has to be budgeted (not what is in the system).

This information should be compiled as soon as possible and as each of you complete your Region will you please advise this office so we can arrange for a date when you can come to this office so we can go over the budget for your Region.

DDD:rp  
Enclosure