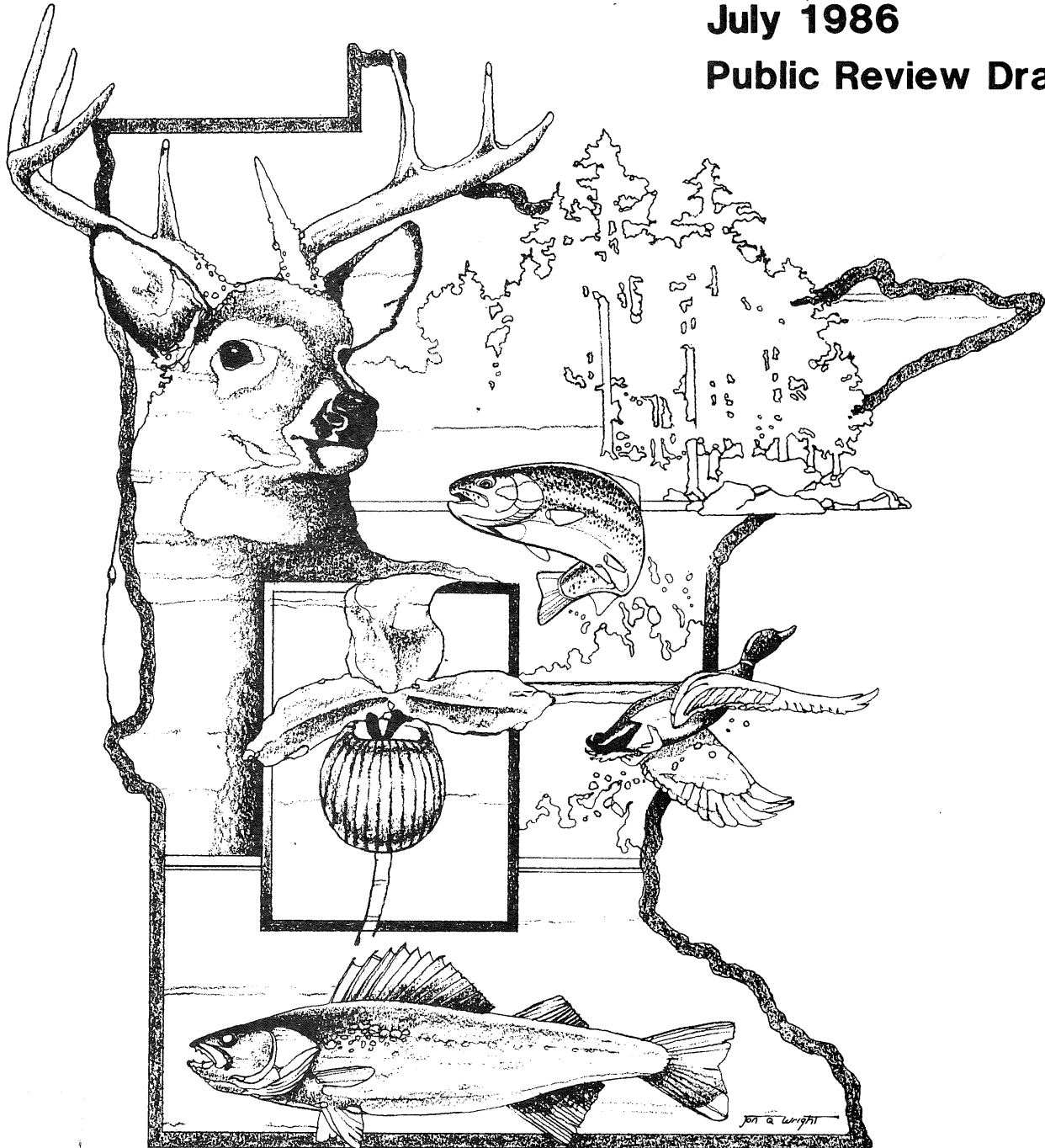


PLAN FOR MINNESOTA FISH AND WILDLIFE RESOURCES

881603



Strategic Plan
July 1986
Public Review Draft



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PUBLIC REVIEW DRAFT

THE 1986 STRATEGIC PLAN
FOR FISH, WILDLIFE, AND NATIVE PLANT RESOURCES
IN MINNESOTA

JULY 1986

DIVISION OF FISH AND WILDLIFE
MINNESOTA DEPARTMENT OF NATURAL RESOURCES

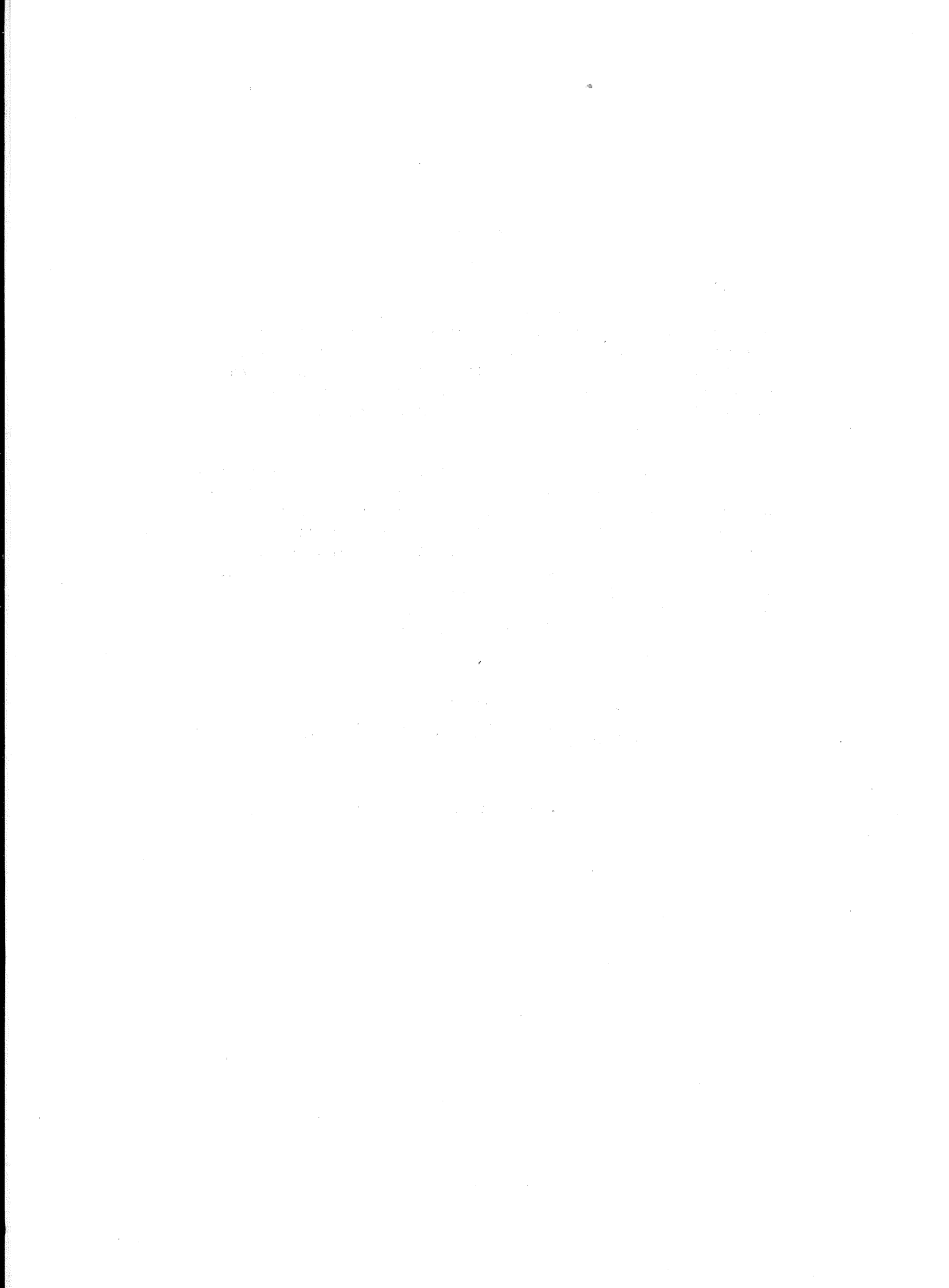
PREFACE

The Department of Natural Resources cannot afford to be complacent about the quality of Minnesota's biological environment. We have been entrusted with managing vital natural resources for the benefit of all Minnesotans, now and in the future. We must anticipate that future and plan appropriately for the stewardship of Minnesota's natural heritage.

This document is a representation of the Department's vision of the future for fish, wildlife, and native plant resource management. We foresee a variety of opportunities for improving our management and encouraging more enjoyment of these resources in the future. With the continuing support of our citizens and dedication of our professional managers, the Department of Natural Resources will be able to fulfill its mission and reach its goals for the management of Minnesota's fish, wildlife, and native plant resources.



Joseph N. Alexander
Commissioner
Minnesota Department of Natural Resources



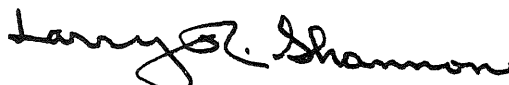
FOREWORD

The new comprehensive planning process being developed by the Minnesota Department of Natural Resources, within its Division of Fish and Wildlife, represents a major step toward improving state agency operations. The planning process will improve the identification of resource management priorities, the allocation of organizational resources, and the evaluation of management effectiveness. The process also will expand opportunities for public participation in fish, wildlife, and native plant resource management.

Strategic planning is a crucial element in the new comprehensive planning process. It focuses attention on the future and helps clarify the direction for fish, wildlife, and native plant resource management. By anticipating the future, we can capitalize on opportunities to improve our management and expand public enjoyment of Minnesota's bountiful natural resources.

This document presents the results of the initial strategic planning effort. Many individuals contributed time and energy to developing this Strategic Plan. We appreciate their efforts and encourage them to continue thinking strategically.

We look forward to the challenges ahead.



Larry R. Shannon, Ph.D.
Director
Division of Fish and Wildlife
Minnesota Department of Natural Resources

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Acknowledgements

The Minnesota Legislature, through the Legislative Commission on Minnesota Resources, has been instrumental in supporting the development of a new comprehensive planning process within the Division of Fish and Wildlife, Minnesota Department of Natural Resources. The Division and the Department gratefully acknowledge their support.

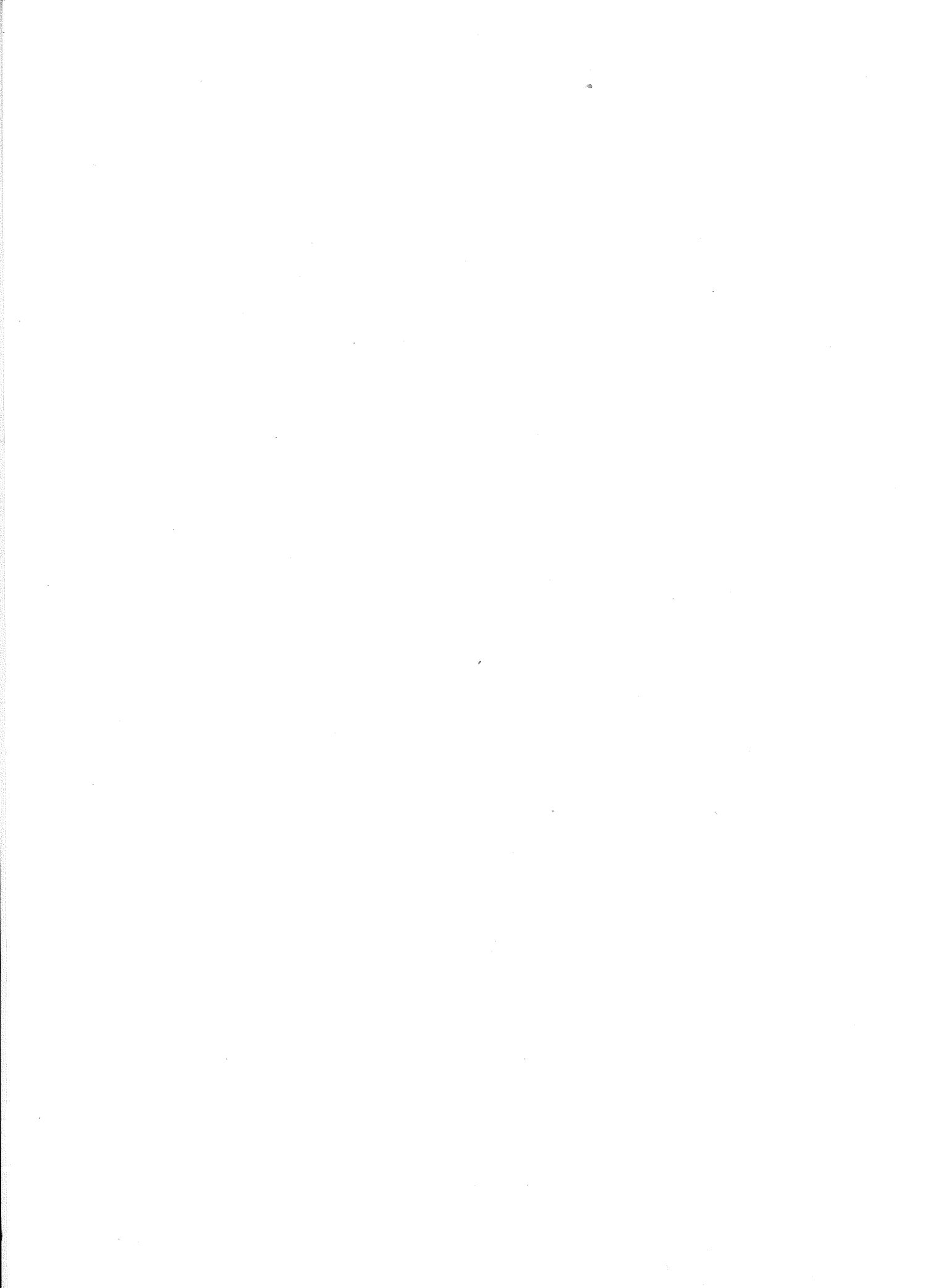
The U.S. Department of the Interior, through the Fish and Wildlife Service, also has provided substantial support for developing the comprehensive planning process. The Fish and Wildlife Service has provided an experienced planning consultant to help with initiating the process. In addition, the Service has provided funds for reimbursement of some planning costs under their Federal Aid program. The Division and the Department gratefully acknowledge their support.

A special acknowledgement is extended to Spencer Amend, the planning consultant from the Western Energy and Land Use Team, U.S. Fish and Wildlife Service. His enthusiasm and dedication have been an inspiration. His insights and experience have been invaluable. The Division and the Department gratefully acknowledge Spencer's contributions.

Many interested citizens have reached out to become a part of the Division's new planning process. Their involvement is vital. The Division and the Department appreciate their concern and their contribution to the planning process, and encourage their continued participation.

Many individuals within the Division and the Department have contributed time and energy to this new planning effort. Their continued dedication and commitment will ensure the success of this process. The leadership of the Division and the Department recognize and appreciate the quality and excellence of DNR personnel.

This document has been developed and printed pursuant to Chapter 13, Section 31, Subdivision G, Laws of Minnesota for 1985 First Special Session.



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EXECUTIVE SUMMARY

The Division of Fish and Wildlife, Minnesota Department of Natural Resources, is developing a comprehensive planning process to enhance resource management problem solving and decision making. The concept of a planned management system forms the basis of that comprehensive planning process. The planned management system, as proposed, has three planning phases: strategic planning, long-range planning, and operational planning. After the planned management system has been developed and implemented, the three phases will be refined and updated on a regular basis.

This paper outlines the basic design of the planned management system being developed by the Division. It also presents the results of the first round of strategic planning, which was completed in July of 1986. Those results include the following:

- * a MISSION STATEMENT for the Division, which is:

To protect and manage Minnesota's fish, wildlife, native plants, and their communities for their intrinsic values and long-term benefits to the people of Minnesota

- * TWENTY-YEAR GOALS for fish, wildlife, and native plant resource management which are:

To achieve and maintain appropriate fish, wildlife, and native plant populations through the year 2006

To achieve and maintain the viability of appropriate fish, wildlife, and native plant communities through the year 2006

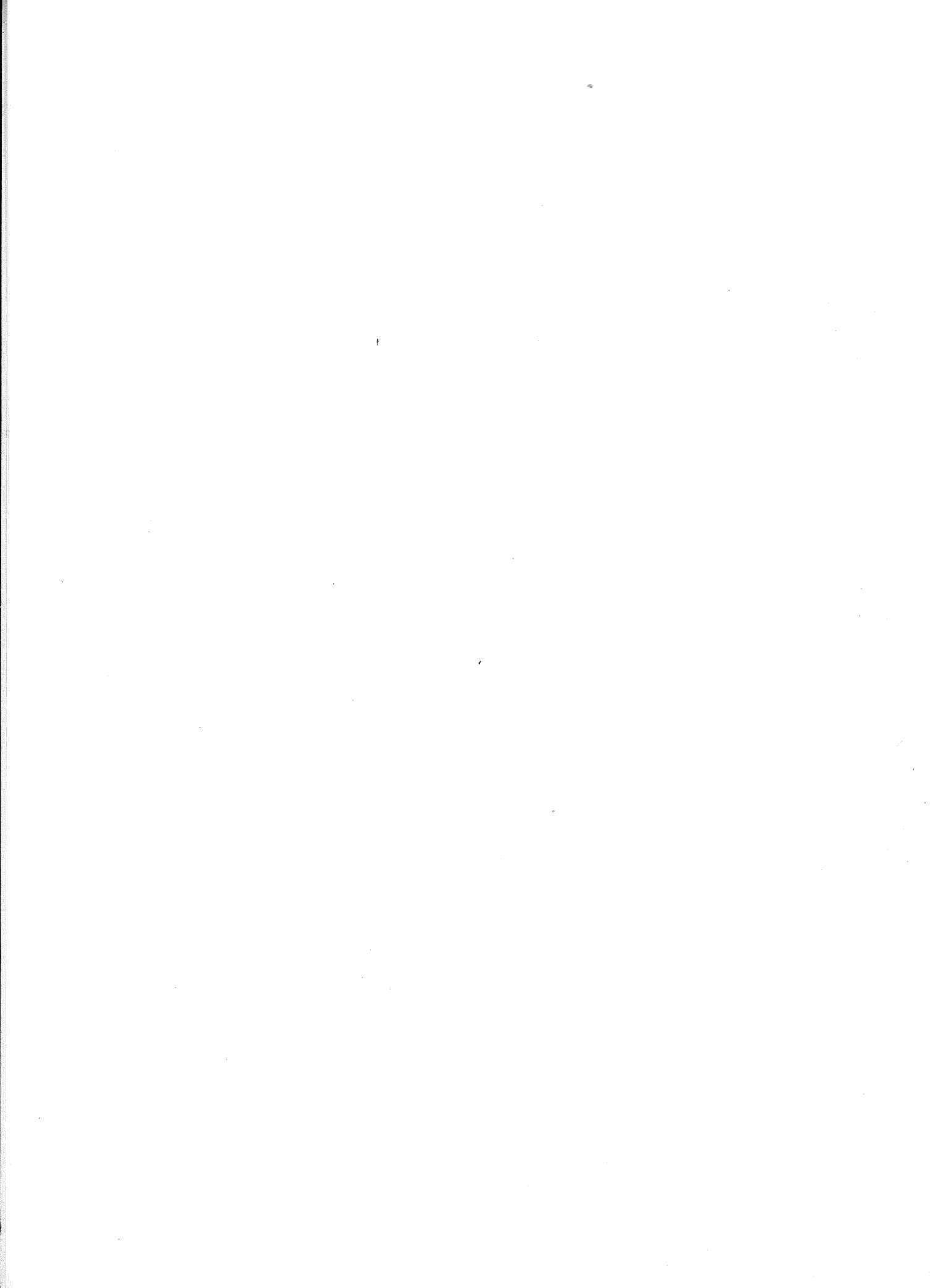
To provide and maintain quality opportunities for appropriate use and appreciation of fish, wildlife, native plant species, and their communities through the year 2006

- * STRATEGIC ISSUES that can prevent achievement of those twenty-year goals, which revolve around:

Habitat changes, resource user demands, public participation, increasing costs, environmental contamination, interdisciplinary cooperation, personnel responsibilities, and resource information and technology

- * a list of ALTERNATIVE STRATEGIES to address those strategic issues

INTRODUCTION



The Commissioner of the Minnesota Department of Natural Resources (MDNR), is responsible for managing major aspects of Minnesota's environment on behalf of the citizens of the state. The Division of Fish and Wildlife, through its Director, has been delegated by the Commissioner primary responsibility for managing Minnesota's fish, wildlife, native plants, and their communities.

Maintaining the health, vigor, and diversity of fish, wildlife, and native plant communities in Minnesota is an important responsibility. Hunters, anglers, and outdoor enthusiasts expect a healthy and diverse biological environment in which to enjoy outdoor recreation. Other citizens, who do not directly participate in outdoor recreation activities, also want to live within a healthy and vigorous environment. Fish, wildlife, native plants, and their communities contribute significantly to every Minnesotan's quality of life, now and in the future.

It is the policy of the state that fish and wildlife are renewable natural resources to be conserved and enhanced through planned scientific management, protection, and utilization. (Mn. Statutes, 1986, 84.941)

The scientific management, protection, and utilization of fish, wildlife, and native plant resources are becoming increasingly complex. Responding to this challenge, the Division of Fish and Wildlife (the Division) is developing a comprehensive planning system that will aid in resource management problem solving and decision making. In developing this comprehensive planning system, resource managers are analyzing their present procedures to ensure the best possible fish, wildlife, and native plant resource management for the citizens of Minnesota.

The comprehensive planning process being developed by the Division is based upon the concept of a planned management system. The planned management system provides an organized method for identifying resource management problems, clarifying resource management priorities, and allocating organizational resources appropriately. There are three phases to the system: strategic planning, long-range planning, and operational planning. This document presents the results of the first round of strategic planning. It outlines the Division's mission, products, and twenty-year goals. It also presents major issues that can keep the Division from achieving its goals and a list of alternative strategies that can be used to address those issues.

Planning the systematic management of Minnesota's vast fish, wildlife, and native plant resources within a large and complex organization like the Minnesota Department of Natural Resources is an enormous undertaking. Many people

have been asked to contribute time and energy to this planning endeavor. For example, fifteen public meetings with interested citizens and six regional meetings with resource managers generated the basic information used in developing The Strategic Plan. That information was compiled and then reviewed by resource managers within the MDNR. The results of those efforts are contained in this document.

The Strategic Plan, as presented here, is a static picture of a changing process in a dynamic world. The Plan will be revised and rewritten as new information and new insights are gained from experience. From July 1986 through July 1987, the document is open for formal public review.

To help with the review and revision of this document, a "request for review" section has been developed. It includes a summary of the information contained in The Strategic Plan and a separate sheet for comments. These items are found at the end of this document. Those readers interested in contributing directly to the revision of The Strategic Plan are encouraged to complete the comment sheet, fold and staple it, and mail it to the address on the back of the comment sheet.

Remember, The Strategic Plan is never done, it is always in process, and your insights are important.

Please send comments, suggestions, or requests for comprehensive planning publications to:

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THE MISSION

THE PRODUCTS

THE TWENTY-YEAR GOALS

THE MISSION

The mission statement provides a clear definition of the purpose of an organization. This, then, is the mission of the Division of Fish and Wildlife, Minnesota Department of Natural Resources.

The mission of the Division of Fish and Wildlife is to protect and manage Minnesota's fish, wildlife, native plants, and their communities for their intrinsic values and long-term benefits to the people of Minnesota.

Explanatory Remarks

"...to protect and manage..."

means the full range of resource stewardship responsibilities and activities pursued by the Division and the Department, including regulatory protection, physical management of species populations and habitats, advocacy of ecosystem integrity, and resource investigations and education.

"...Minnesota's fish, wildlife, native plants, and their communities..."

means all species of wild aquatic and terrestrial animals and native plants over which the MDNR has jurisdiction, as well as the communities they inhabit. The concept of "communities" entails not only the assemblage of plants and animals within a specific geographic area, but also includes the physical and chemical constituents that promote or retard species growth within specific areas. In other words, the Division is concerned with managing ecosystems, as well as individual species.

"...for their intrinsic values..."

means the inherent values possessed by every living creature.

"...and for their long-term benefits to the people of Minnesota."

means the long-term values of these resources, such as their contribution to maintaining a healthy environment and to providing recreational and economic opportunities for society. Further, it means that the people of Minnesota, including future generations, are the primary recipients of these benefits.

THE PRODUCTS

The products of the Division of Fish and Wildlife, Minnesota Department of Natural Resources are those results of resource management activities that are used by the general public. There are three basic products of the Division:

1. fish, wildlife, and native plant species
2. fish, wildlife, and native plant communities
3. the opportunity for use and appreciation of fish, wildlife, native plants, and their communities

These products form the basis of the Division's planned management system; all of the endeavors undertaken by the Division should relate directly or indirectly to their production.

THE TWENTY-YEAR GOALS

The twenty-year goals of the Division describe the desired results of management activities in terms of Division products. The goals indicate the direction that fish, wildlife, and native plant resource management activities will take.

The twenty-year goals of the Division of Fish and Wildlife, Minnesota Department of Natural Resources are as follows:

1. To achieve and maintain appropriate fish, wildlife, and native plant populations through the year 2006
2. To achieve and maintain the viability of appropriate fish, wildlife, and native plant communities through the year 2006
3. To provide and maintain quality opportunities for appropriate use and appreciation of fish, wildlife, native plant species, and their communities through the year 2006

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STRATEGIC ISSUES
AND
STRATEGIES

Issue A: Natural succession and intensified uses of land and water are altering habitats and reducing carrying capacity for appropriate fish, wildlife, and native plant species.

Many fish, wildlife, and native plant species populations are being negatively affected by changes in habitat. Population levels are determined principally by the amount of habitat available for species to carry out normal life cycles. In Minnesota, a wide variety of changes are occurring in fish, wildlife, and native plant habitats. Many of these changes are the result of intensified uses of land and water by people. Ecological succession is also responsible for some habitat changes. Such changes in habitat can result in decreased populations of many fish, wildlife, and native plant species; decreased viability of their communities; and decreased opportunities for use and appreciation of these resources.

Strategies:

1. Research, inventory, and monitor short-term fluctuations and long-term trends in fish, wildlife, and native plant species populations and habitats.
2. Intensify efforts to identify and protect critical habitats needed to support desired species (especially those that are endangered, threatened, or of special concern), through more effective environmental review and mitigation procedures, through acquisition of interest in land, and through other cooperative protection efforts.
3. Maintain and improve habitat for desired species through vegetation management on public and private land, through construction of aquatic habitat improvement structures, through promotion of beneficial public and private land and water use practices, and through other effective management techniques.
4. Evaluate the laws and regulations governing the protection and management of fish, wildlife, native plant species, and their communities, recommend appropriate revisions to those laws and regulations, and support their enforcement.

Issue B: Demands for opportunities to use and appreciate fish, wildlife, native plant species, and their communities are accelerating, resulting in increasing levels of competition, conflict, and stress upon existing resources.

Increased participation in specialized outdoor recreation activities often results in overcrowding and use of the same land and water areas for different, often competing, purposes. It also can result in competition between people for the opportunity to appreciate and use the same fish, wildlife, and native plant resources in very different ways (for example, consumptive vs. nonconsumptive recreation). Such conflicts can detract from the resource use experience and are particularly apparent on public lands and waters where there is a greater potential for multipurpose use and overcrowding.

Maintenance of appropriate species populations in response to the wide variety of resource use and appreciation demands can be difficult. For example, in some areas of the state, populations might exceed socially acceptable levels, because they cause unacceptable amounts of crop depredation. However, high populations in such areas might be needed to meet anticipated demand for use and appreciation opportunities. In other areas, specific populations might be too low to meet anticipated demand, but the increased management activity necessary to raise the populations might not be cost-effective. Achieving and maintaining quality opportunities for appropriate use and appreciation of these resources requires an intricate balancing of social, economic, institutional, political, and biological concerns.

Strategies:

1. Foster a broader understanding of different user needs and values, promote better relations between private landowners and resource users, and encourage an ethic of resource stewardship in those who use and appreciate fish, wildlife, and native plant species, through more effective use of educational materials, public forums, issues seminars, and other public information and citizen participation processes.
2. Increase opportunities for public enjoyment of fish, wildlife, and native plant resources by acquiring more public access to land and water (through purchase, lease, or easement), by developing more public use facilities, and by increasing populations of desired species (in areas where anticipated demand exceeds supply and where such increases in populations are economically, socially, and biologically appropriate).

3. Broaden and enhance the recreational experiences of fish, wildlife, and native plant resource users by encouraging the awareness of and appreciation for nongame species and other factors that contribute to quality recreational experiences.
4. Intensify efforts to develop resource use priorities on Division-administered lands, encourage and support their development on other DNR-administered lands, on other publicly administered lands, and on public waters.
5. Develop and implement standardized methods for monitoring use and anticipating demand for fish, wildlife, and native plant resources and continue to monitor the impacts of use on these resources.
6. Evaluate the laws and regulations governing the use of fish, wildlife, and native plant species, recommend appropriate revisions to those laws and regulations, and support their enforcement.
7. Continue efforts to reduce the extent of wildlife-related damage to private and public lands and develop techniques whereby such damage can be minimized.

Issue C: Effective fish, wildlife, and native plant resource management requires public understanding and participation.

People's attitudes and values concerning fish, wildlife, and native plant resources are changing. These changes are resulting in clashes between such diverse interests as commercial and recreational resource users, consumptive and nonconsumptive resource users, "development" vs. "protectionist" advocates, and hunters/trappers vs. animal rights activists. In addition, inadequate understanding of economic and ecological realities can result in public support for unwise laws, regulations, and resource management practices. Likewise, misunderstanding by resource managers of public needs and desires may result in poor communication with citizens concerned about management programs. Without public understanding, acceptance, and support, the full benefits of resource management actions cannot be achieved, and the opportunities for cooperative projects with private organizations and individuals will be lost.

Strategies:

1. Intensify efforts to identify, understand, and incorporate changing public attitudes and values concerning the use and management of fish, wildlife, and native plant species, expand opportunities for improved citizen participation in resource management activities, and improve cooperation and coordination among fish, wildlife, and native plant resource interest groups, through public forums, issues seminars, cooperative projects, and other effective processes.
2. Expand efforts to communicate effectively with the general public, specialized resource user groups, private landowners, and political decision makers through improved public information concerning resource management programs and actions (such as periodic reports on resource management activities, expenditures, and accomplishments), and through the use of demonstration areas to illustrate ecological principles as they apply to fish, wildlife, and native plant species management practices.
3. Encourage broader understanding and sensitivity among resource managers to the different needs and values of various fish, wildlife, and native plant resource users and promote effective use of public participation techniques through expanded professional training opportunities and through other effective measures.

Issue D: Decreases in real revenue coupled with increasing costs are preventing the attainment of many existing and new fish, wildlife, and native plant resource management objectives.

Changing requirements of fish, wildlife, and native plant resource management, requests by the public and the legislature to expand into additional programs, increasing fixed costs, and inflationary trends in the economy accelerate resource management costs. Revenue derived solely from hunting and fishing license sales, Federal Aid reimbursements, and voluntary tax contributions has been increasing, but it is still inadequate to support increasing resource management responsibilities. Much of the increase that has occurred has been in earmarked accounts, without adequate increases in operations funding.

Examination of the Game and Fish Fund in terms of constant dollars, as presented in the Legislative Auditor's Report of February 1986, demonstrates the revenue difficulties facing fish, wildlife, and native plant resource management. Decreases in real revenue coupled with increasing costs are forcing a reduction in management activities and programs resulting in a decreased stream of benefits flowing to the citizens of Minnesota.

Strategies:

1. Implement more effective and efficient resource management through development and refinement of a planned management system that includes improved identification of management needs and priorities, improved evaluation of accomplishments, improved allocation of organizational resources, and improved cost accounting and revenue tracking procedures.
2. Intensify efforts to identify all beneficiaries of fish, wildlife, and native plant species management and implement methods whereby all beneficiaries contribute their fair share in meeting resource management objectives through expanded investigations into the socio-economic values of fish, wildlife, and native plant resources and through expansion of the "user pays" approach to resource management funding.
3. Secure funding commensurate with resource management responsibilities by reviewing and revising license fee structures, by developing and supporting initiatives for new and sustaining sources of funding, by seeking funding from other public agencies, private foundations, and other interested groups for specific management projects, and by identifying and pursuing other appropriate sources of funding.

Issue E: Environmental degradation and contamination are threats to fish, wildlife, native plants, and their communities and, in some cases, are reducing opportunities to appreciate and use these resources.

Certain land and water use practices are increasing the risks of soil erosion, sewage discharge, and nonpoint source pollution. Toxic wastes, industrial and residential wastes, pesticides, fertilizers, sulfur dioxide, and nitrogen oxide emissions all contribute to the increasing contamination of the environment. These contaminants threaten the viability of fish, wildlife, native plants, and their communities. In addition, some chemical contaminants can accumulate within the body tissues of some species, limiting opportunities for safe consumption of these species.

Strategies:

1. Protect the integrity of Minnesota ecosystems through more effective environmental review and mitigation procedures, more effective integrated pest management procedures, and promotion of proper land and water use practices.
2. Strengthen efforts to evaluate environmental quality and to monitor chemical contaminant levels and their ecological effects (such as bio-accumulation in species and destruction of habitats) by promoting and participating in cooperative studies with other public and private agencies investigating such issues.
3. Support the proper management of pesticides and other chemicals including their use, handling, storage, transportation, processing and disposal, and encourage medical monitoring of personnel that come into contact with potentially hazardous chemicals in their work.

Issue F: Effective fish, wildlife, and native plant resource management requires interdisciplinary and intergovernmental cooperation.

Management activities designed to enhance and protect fish, wildlife, and native plant resources inevitably have impact on other resource management programs. Similarly, the activities of other programs have impact upon fish, wildlife, and native plant species populations and their communities. Managers trained in specific disciplines, as well as organizations developed along disciplinary lines, must broaden their perspectives and incorporate wider considerations when developing and implementing management programs. In this way, the most effective and efficient resource management can be achieved.

Strategies:

1. Intensify efforts to improve formal and informal communication within the Division, the Department, and with other public and private resource managers and expand cooperative efforts with other public and private resource managers to address fish, wildlife, and native plant resource management issues.
2. Intensify efforts to inform other public and private resource managers of the needs of fish, wildlife, native plant species, and their communities, as well as the principles supporting the Division's management activities.
3. Encourage the development of interdisciplinary perspectives among resource managers through expanded professional training opportunities.
4. Incorporate the management concerns of other public and private resource managers (such as other MDNR divisions and units, local, county, state, and federal agencies, private landowners, and Indian reservations) into the Division's fish, wildlife, and native plant species management programs.
5. Clarify and coordinate roles and responsibilities of the various agencies having an affect on fish, wildlife, and native plant resource management.

Issue G. Increasing responsibilities of fish, wildlife, and native plant resource management personnel are reducing management effectiveness.

The roles and responsibilities of resource managers and support personnel are increasing as new programs are developed, old programs are refined, and management activities are reallocated. As funding becomes more scarce and hiring freezes are implemented, more work is delegated to fewer personnel. This leads to stress and strain on personnel. In addition, individuals are changing their expectations of what a job or career should provide. Professional recognition, career development, and educational opportunities are important considerations for personnel, while job security, salary, and fringe benefits remain strong basic concerns. Investment in personnel satisfaction and development is required if the Division is to provide effective and efficient fish, wildlife, and native plant resource management.

Strategies:

1. Intensify efforts to secure and maintain adequate compensation for personnel and to keep the number of personnel commensurate with management responsibilities.
2. Strengthen efforts to ensure that individual work responsibilities are consistent with resource management priorities and do not exceed reasonable levels of work.
3. Intensify efforts to assist personnel in career development and fulfillment of professional goals.
4. Expand and improve personnel training programs and encourage individuals to continue professional education.
5. Expand efforts to provide recognition and incentives for an individual's professional accomplishments.
6. Intensify efforts to promote participative management in achieving objectives by delegating decision making authority to the lowest feasible organizational level.
7. Intensify efforts to improve formal and informal communication within the organization.

Issue H. Inadequate resource information and technology are preventing the attainment of many fish, wildlife, and native plant resource management objectives.

Inadequate information reduces the capability of resource managers to administer fish, wildlife, and native plant resource management programs for the fullest benefits to Minnesota citizens. Better information is needed on habitat, species interaction, population status, population dynamics, recreational use and anticipated demand, harvest, management effectiveness, land use, socio-economic values, and public attitudes. It is difficult to establish meaningful management guidelines when reliable information on these topics is lacking. Similarly, inadequate management technology reduces the effectiveness of resource managers. Replacement of old or broken equipment, development of up-to-date information management systems, use of innovative resource management techniques, and acquisition of adequate supplies are required if the most effective and efficient resource management is to be achieved.

Strategies:

1. Intensify efforts to target resource investigations to provide information needed for effective and innovative solutions to fish, wildlife, and native plant resource management problems.
2. Intensify efforts to improve resource management technology and equipment through development and implementation of automated information systems, timely replacement of old or outmoded equipment, and through adoption of other new, innovative, and effective resource management technologies.
3. Encourage use of innovative, state-of-the-art resource management technology, through expanded professional training opportunities.
4. Expand efforts to communicate and cooperate with the academic community in developing research proposals and in educating resource managers.

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OVERVIEW OF COMPREHENSIVE PLANNING PROCESS

Development of a comprehensive planning process within the Division began in the summer of 1985. In October of 1985, the first document describing the process of comprehensive planning was published and entitled "Plan for Minnesota Fish and Wildlife Resources: Planning Concept." That document outlines a proposal to adopt the concept of a planned management system and tailor it to the needs of the Division.

The planned management system, as proposed, will form the basis of comprehensive planning for the Division. The system provides an organized method for identifying resource management problems, clarifying resource management priorities, and allocating organizational resources appropriately. There are three phases to the planned management system: strategic planning, long-range planning, and operational planning. Figure 1 identifies the major functions of each phase of the system within the Division's comprehensive planning process and illustrates how they relate to one another.

This document, The Strategic Plan, is the second document in the comprehensive planning series. The Strategic Plan focuses on the future of the Division and its resource management responsibilities. The document outlines the resource management mission or purpose of the Division of Fish and Wildlife within the overall management responsibilities of the MDNR. It presents the Division's 20 year goals for the products supplied to the people of Minnesota through resource management activities. It also outlines the major problems or strategic issues that can keep the Division from attaining those 20 year goals. These strategic issues are broad and apply to all the activities of the Division. For each strategic issue, a number of alternative approaches or strategies for addressing that issue are presented.

In July 1987, a third document, known as The Long-Range Plan, is scheduled for publication. It will describe, in detail, six-year management goals and objectives for the specific products of Division management activities. Examples of these specific products are deer populations, deer hunting recreation, walleye populations, walleye angling recreation, endangered species populations, etc. These specific products are grouped into related product lines. For example, deer populations and deer hunting recreation are grouped into the deer product line.

The Long-Range Plan describes in greater detail the alternative management approaches that the Division might adopt in the next six years. Based on the goals and objectives for specific products and product lines, the document will present problems that must be addressed in

order to achieve the objectives. It also will present alternative approaches or strategies that can be employed by resource managers to overcome those problems.

The Long-Range Plan, currently being developed, will be the result of a major commitment on the part of Division resource managers around the state. Select committees of resource managers met over a period of several months to discuss management goals, objectives, problems, and strategies. Many of these individuals, as well as other MDNR resource managers, are still involved in refining this information for The Long-Range Plan.

Within the planned management system, The Strategic Plan and The Long-Range Plan contain the type of information required for effectively managing Minnesota's fish, wildlife, and native plant resources. This information, along with new information as it becomes available, will be used by Division resource managers to develop two-year work plans and annual work units. These work plans and work units will guide the allocation of organizational resources to achieve resource management objectives. The process of work unit development and allocation of organizational resources will be known as operational planning within the planned management system. The details of the operational planning process are currently being developed by the Division.

Despite the large amount of energy required to generate and tailor information for The Strategic Plan and The Long Range Plan, the resource managers within the Division and the Department recognize that these documents are only snapshots of a world that is constantly changing. Much of the information and many of the insights contained within these documents may soon be out-of-date. Therefore, it is crucial that the documents be viewed as always in process. There will never be a final Strategic Plan or a final Long-Range Plan. The public, along with MDNR resource managers, will always be asked to update and revise the information presented in these documents.

STRATEGIC PLANNING

- clarifies the mission or purpose of the Division
 - defines the general products and 20 year goals of the Division
 - identifies strategic issues confronting the Division
 - develops broad strategies to address the strategic issues
-

LONG RANGE PLANNING

- defines specific products of Division management activities
 - delineates groups of products into product lines
 - develops product line goals and objectives
 - identifies problems in achieving those product line objectives
 - develops strategies to address those problems
-

OPERATIONAL PLANNING

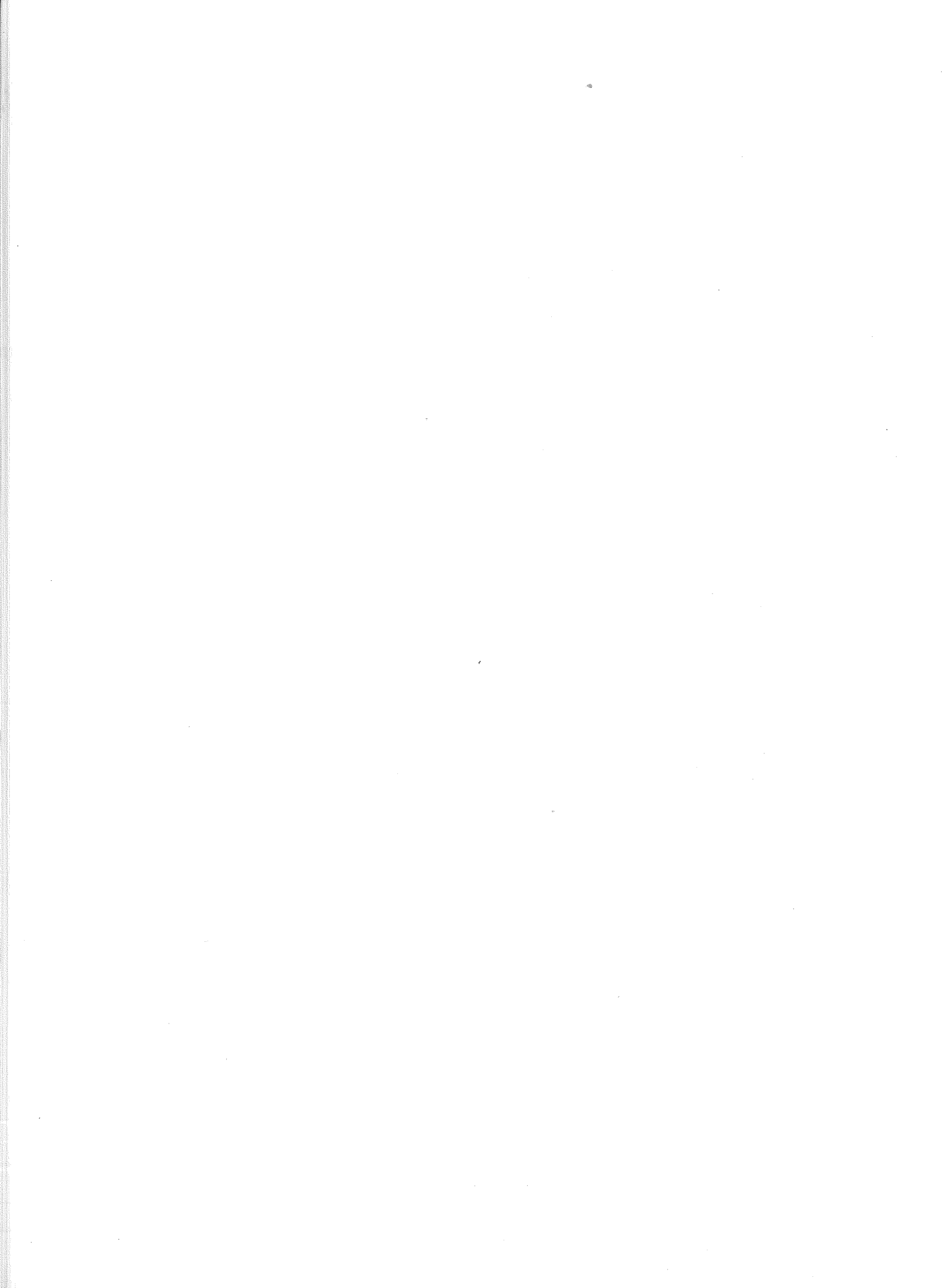
- allocates organizational resources
 - * to achieve product line objectives
 - * to address strategic issues
- evaluates resource management effectiveness
 - * in achieving product line objectives
 - * in addressing strategic issues

Figure 1. Three Phases of the Planned Management System



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REQUEST FOR REVIEW



Strategic planning is an on-going process that focuses on the future. It incorporates a wide range of information and formulates a vision of tomorrow. That vision serves as a guide for setting direction in reaching goals and objectives.

The 1986 Strategic Plan for Fish, Wildlife, and Native Plant Resource Management in Minnesota, presents the mission, products, and goals for management of these resources by the Minnesota Department of Natural Resources. It identifies eight strategic issues confronting management of these resources and lists some alternative strategies for addressing those issues.

The next step in the strategic planning process is revising, updating, and refining the information and perspectives outlined in The Strategic Plan. To help with the revision, this "request for review" has been developed. It includes a summary of the information contained in The Strategic Plan and a separate sheet for comments. These items are found on the following pages.

Those readers interested in contributing directly to the revision of The Strategic Plan are encouraged to complete the comment sheet. We recommend that you photocopy the comment sheet (both sides), fill it out, fold and staple it, and mail it to the address on the back. If more space is needed for comments, please attach additional sheets to the form, fold and staple them, and mail the package to the address on the back.

Your review and feedback are very important. They will help guide revision and refinement of the Division's strategic perspectives.

Thank you for your time and energy.

SUMMARY: 20 YEAR STRATEGIC PLAN FOR MANAGEMENT OF FISH, WILDLIFE, AND
NATIVE PLANT RESOURCES BY DIVISION OF FISH AND WILDLIFE, MINNESOTA
DEPARTMENT OF NATURAL RESOURCES

MISSION:

Protect and manage Minnesota's fish, wildlife, native plants, and their communities for their intrinsic values and long-term benefits to the people of Minnesota

PRODUCTS:

1. Fish, wildlife, and native plant species
2. Fish, wildlife, and native plant communities
3. The opportunity for use and appreciation of fish, wildlife, native plants, and their communities

GOALS:

1. To achieve and maintain appropriate fish, wildlife, and native plant populations through the year 2006
2. To achieve and maintain the viability of appropriate fish, wildlife, and native plant communities through the year 2006
3. To provide and maintain quality opportunities for appropriate use and appreciation of fish, wildlife, native plant species, and their communities through the year 2006

STRATEGIC ISSUES:

- A. Natural succession and intensified uses of land and water are altering habitats and reducing carrying capacity for appropriate fish, wildlife, and native plant species.
- B. Demands for opportunities to use and appreciate fish, wildlife, native plant species, and their communities are accelerating, resulting in increasing levels of competition, conflict, and stress upon existing resources.
- C. Effective fish, wildlife, and native plant resource management requires public understanding and participation.
- D. Decreases in real revenue coupled with increasing costs are preventing the attainment of many existing and new fish, wildlife, and native plant resource management objectives.
- E. Environmental degradation and contamination are threats to fish, wildlife, native plants, and their communities and, in some cases, are reducing opportunities to appreciate and use these resources.
- F. Effective fish, wildlife, and native plant resource management requires interdisciplinary and intergovernmental cooperation.
- G. Increasing responsibilities of fish, wildlife, and native plant resource management personnel are reducing management effectiveness.
- H. Inadequate resource information and technology are preventing the attainment of many fish, wildlife, and native plant resource management objectives.

COMMENT SHEET

1986 STRATEGIC PLAN FOR FISH, WILDLIFE, AND NATIVE PLANT RESOURCE MANAGEMENT

PLEASE FILL OUT, REMOVE, AND RETURN TO ADDRESS ON BACK

MISSION

comments on mission: _____

PRODUCTS

comments on products: _____

GOALS

comments on goals: _____

STRATEGIC ISSUES:

For the following, please circle the number which best characterizes your opinion about the importance of the strategic issue to management of fish, wildlife, and native plant resources in Minnesota.

ISSUE A. "HABITAT CHANGES"
5 4 3 2 1
very not at all
important important
comments on issue:

ISSUE E. "ENVIRONMENTAL CONTAMINATION"
5 4 3 2 1
very not at all
important important
comments on issue:

ISSUE B. "RESOURCE USER DEMANDS"
5 4 3 2 1
very not at all
important important
comments on issue:

ISSUE F. "INTERDISCIPLINARY COOPERATION"
5 4 3 2 1
very not at all
important important
comments on issue:

ISSUE C. "PUBLIC PARTICIPATION"
5 4 3 2 1
very not at all
important important
comments on issue:

ISSUE G. "PERSONNEL RESPONSIBILITIES"
5 4 3 2 1
very not at all
important important
comments on issue:

ISSUE D. "INCREASING COSTS"
5 4 3 2 1
very not at all
important important
comments on issue:

ISSUE H. "INFORMATION AND TECHNOLOGY"
5 4 3 2 1
very not at all
important important
comments on issue:

Any additional comments on The Strategic Plan or the Comprehensive Planning Process in general (attach additional sheets if necessary) :

(fold here. fold top flap first, then bottom flap, then staple or tape shut)



return address

place
stamp
here

Bruce Hawkinson, Principal Planner
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Ecological Services Section
Division of Fish and Wildlife
Box 25
DNR Building
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St. Paul, MN 55155-4025



(fold here. bottom flap.)

Optional information:

I am affiliated with an organization concerned with fish, wildlife, and/or native plant resources: yes no .

If yes, the name of the organization(s) is:
