

DNR *at* WORK

innovations in natural resources

DEPARTMENT OF NATURAL RESOURCES
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The Maryland Department of Natural Resources

Annual Report for FY '99



**The Maryland Department
of Natural Resources**

STATE OF MARYLAND

Parris N. Glendening
Governor

Kathleen Kennedy Townsend
Lt. Governor

Sarah J. Taylor Rogers, Ph.D.
Secretary

Stanley K. Arthur
Deputy Secretary

DNR Mission

For today and tomorrow
The Department of Natural Resources
inspires people to enjoy
and live in harmony with
their environment,
and to protect
what makes Maryland unique —
our treasured Chesapeake Bay,
our diverse landscapes
and our living and natural resources.

About the photos

On the cover (top to bottom): Kristen Baine by Mike Naylor; Dave Brinker by John Surrick; Charlie Gurgeon by John Surrick; Shirley Brown by Rich McIntire; Scott Smith by Dick Wiegand.

Inside: Page 3, Governor Parris N. Glendening and a volunteer help clean-up Terrapin Beach (file); page 5, black ducks at Fishing Bay Wildlife Management Area (file); page 6, Jim Markham by Bill Evans; page 7, a lone heron at Blackwater Wildlife Refuges (file); page 9, Howard Stinefelt by Susan O'Brien; page 11, Nikki Brooks-Burnett by D. Ross Coleman; page 12, Tiona Murdock by Susan O'Brien; page 13, Shawn Day by John Surrick; page 15, Roy Harris by Richard McIntire; page 16, Mark Maas with visitors at Assateague State Park (file); page 17, a Maryland cyclist by photographer Dana K. Shirey; page 19, Terry DeWitt and friend by Patty Manown Mash; page 20, Rocky Gap's Lake Habeeb (file); page 21, Margaret Sheppard Gross by Susan O'Brien.

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The Organization —



EXECUTIVE DIRECTION

Sarah J. Taylor Rogers, Ph. D., Secretary
Stanley K. Arthur, Deputy Secretary

OFFICE OF THE ATTORNEY GENERAL

OAG staff members advise, represent and defend more than thirty DNR programs in matters of legal advice, litigation, real estate transactions, regulations and legislation.

LEGISLATIVE OFFICE

The legislative office works with senior staff, program managers, the Governor's office, the members of the General Assembly and local officials in coordinating natural resource-related legislative activity.

PUBLIC COMMUNICATIONS OFFICE

Responsible for media, outreach and DNR Internet activities, PCO staff members work with the State House, and DNR executive, unit and program staff to: promote consistent public messages; coordinate special events and exhibits; foster advocacy, volunteer and outreach

efforts; cultivate public-private partnerships; develop promotion strategies; provide graphic design and copy assistance; and coordinate information technology. Publications produced by this office include *The Natural Resource* quarterly magazine, the *Chesapeake Bay Game* and the *Maryland Mountain Game*.

CHESAPEAKE BAY & WATERSHED PROGRAMS

Protection, Restoration and Enhancement of the Chesapeake and Coastal Bays

CHESAPEAKE AND COASTAL WATERSHED SERVICE

Working with public and private partners, CCWS develops and supports implementation of watershed, greenway and waterway management strategies for the restoration, long-term protection and economic vitality of the Chesapeake and Coastal Bays Ecosystems. Geographic Information Service and Maryland Greenways Commission are housed here.

EDUCATION, BAY POLICY & GROWTH MANAGEMENT

In addition to coordinating DNR's con-

servation education activities, this unit: develops and implements Bay restoration policy; works with public and private partners to protect the state's "green infrastructure"; acts as liaison to the Chesapeake Bay Program, Tributary Strategy Teams and the Governor's Bay Cabinet; and houses the Regional Chesapeake Bay Program, providing leadership in development of regional Chesapeake Bay initiatives in Maryland, Virginia, Pennsylvania, and the District of Columbia. Along with administering DNR's Smart Growth and Green Building activities, this unit is coordinating implementation of C2K: The renewed Chesapeake Bay Agreement.

REGIONAL CHESAPEAKE BAY PROGRAM

This unit works with federal agencies and regional jurisdictions, such as Virginia, Pennsylvania and the District of Columbia, to develop policy for the conservation and restoration of the plant, fish and wildlife species of the Chesapeake Bay. The Director chairs the Living Resources Subcommittee of the Regional Chesapeake Bay Program.

RESOURCE ASSESSMENT SERVICE

Through collection, management and interpretation of scientific and economic data, this unit: impacts natural resource and environment-related regulatory and policy decisions; restores, protects and manages Maryland's tidal and non-tidal ecosystems; and works with federal, state and local agencies, citizens and businesses to motivate their involvement and to share information. Resource Assessment staff are responsible for the Maryland Biological Stream Survey and conduct much of the state's *Pfiesteria* monitoring activities.

MANAGEMENT SERVICE

Fiscal, Administrative and Personnel Services

FINANCE & ADMINISTRATIVE SERVICE

Providing fiscal and support services to DNR programs statewide, this unit oversees DNR's \$184 million operating budget; fulfills federal grant reporting and billing requirements; tracks departmental revenues and expenditures; administers procurement contracts; and manages employee payroll, the vehicle fleet, building maintenance and mail service.

HUMAN RESOURCE SERVICE

This unit supports DNR's work force and helps them meet personal and career goals in concert with department outcomes, by providing a variety of services including: career counseling; position recruitment, classification and testing; training and development services; and employee benefit and personnel information management. Human Resource Staff also coordinate the department's state and national quality award applications.

MANAGEMENT ANALYSIS & AUDIT

Ensuring department-wide operational effectiveness and compliance with state statutes, regulations, policies and procedures, DNR's internal auditors: assist executive staff with management issues, planning, organization, troubleshooting and direction of unit objectives; review and assess program performance and departmental procedures; develop DNR business policies and regulations; offer

efficiency recommendations; perform internal audits of facilities and activities; and conduct external examinations of boat dealers, license agents and contractors.

MANAGEMENT INFORMATION SERVICE

MIS staff support DNR's work force through the design, management, and maintenance of the department's technical infrastructure, including: implementation and maintenance of a variety of databases, E-mail and the Internet; operation of business systems; coordination of Financial Management Information System activities and data processing procurement; and representation of DNR with the state's information technology office and various information technology committees. MIS is also mandated to explore e-commerce opportunities for DNR processes and services such as licensing and park reservations.

PUBLIC LANDS

Acquisition, Development, Management and Conservation of Public Lands and Waterways and Natural Resources Law Enforcement

LAND & WATER CONSERVATION SERVICE

Housing Program Open Space, Resource Planning and Engineering and Construction staff, this unit is responsible for: public land and easement acquisition; local grants for Rural Legacy, land acquisition, recreational facility and waterway improvements; state facility and waterway improvement; resource planning, mapping, review and technical assistance; and architectural design, engineering, and construction; and management and maintenance of existing and planned land- and water-based facilities.

MARYLAND ENVIRONMENTAL TRUST

MET negotiates and accepts conservation easements over properties of environmental, scenic, historic, or cultural significance; provides grants, loans and technical assistance to local land trusts; coordinates a Rural Village Protection program; and administers the Keep Maryland Beautiful Awards program. In FY

'99 MET celebrated completion of its 500th easement.

NATURAL RESOURCES POLICE

Created in 1868 as the State Oyster Police Force, the NRP is the oldest state law enforcement agency in Maryland, and one of the oldest conservation law enforcement organizations in the United States. The agency's responsibilities include preserving and protecting Maryland's natural resources and its citizens, through the enforcement of conservation, boating, and criminal laws, and serves as the primary search and rescue agency on Maryland waters and in remote areas of the state.

STATE FOREST AND PARK SERVICE

SFPS staff manage natural, cultural, historic and recreational resources in 47 forests and parks across the state, and provide related educational and law enforcement services. DNR's new Nature Tourism Program is administered by the service.

RESOURCE MANAGEMENT SERVICE

Resource-based Services to Landowners and Local Governments; Living Resource Management; Hunting and Fishing Licenses; Boater Registration

CHESAPEAKE BAY CRITICAL AREA COMMISSION

Created by an Act of the Maryland General Assembly in 1984, the Commission is charged with promulgating criteria necessary to: minimize stormwater runoff impact; conserve fish, plant and wildlife habitat; and establish land use policies for the Critical Area which accommodate growth and address the environmental impacts of development activities in the Bay's sensitive shoreline areas. Local Critical Area programs are carried out by 61 Maryland jurisdictions.

ENVIRONMENTAL REVIEW

An independent umbrella group, this unit is the single point of contact for environmental review and the single voice on multi-resource issues, providing balanced viewpoints, timely responses, and consistency in reviews, serving other DNR units in an information, coordination and consistency role.

FISHERIES SERVICE

DNR's Fisheries Service restores fish resources in need of conservation; manages commercial and recreational harvesters to maintain sustainable quality fisheries; and promotes fishery ethics and public involvement.

FOREST, WILDLIFE & HERITAGE SERVICE

The diverse programs of DNR's Forest, Wildlife and Heritage Service collectively provide management assistance for land-based resources, ensuring forest retention and habitat conservation. As part of an integrated approach to managing resources — consolidating wildlife and heritage concerns with forestry assistance — FWH also regulates hunting activities and threatened and endangered species protection.

LICENSING & REGISTRATION SERVICE

Through six regional service centers, LRS staff acts as goodwill ambassadors, assisting the public with vessel titling and registration, off-road vehicle registration, commercial fishing licenses and hunting and sportfishing licenses. In addition to its support of outdoor recreational opportunities, this unit collects special revenues and statistical information which support other DNR programs. The new Customer Oriented Information Network has reduced the amount of time and paperwork involved in issuing licenses, both within DNR Service Centers and through independent licensing agents across the state.

THE MATRIX TEAMS

ADVOCACY TEAM

DNR consistently relies on customer feedback and support to achieve program goals. Development and cultivation of those relationships, and ultimately engaging customers in its mission — is the focus of the Advocacy Team. Through assessment and other strategies this team makes recommendations on how to foster internal support for public involvement in DNR decision-making processes, and proactively develops partnerships with key public stakeholders to cultivate development of and support for programs, policies and mission.

CONSERVATION EDUCATION

Coordinating DNR's conservation education efforts, this team is committed to promoting a stewardship ethic in Marylanders by providing programs, information and materials on natural resources.

COUNCIL ON QUALITY & ORGANIZATIONAL INNOVATION

Working to help change DNR's culture from a traditional top-down, hierarchical bureaucracy to a participatory organization that engages and rewards the activities of every member, the council works with leadership and staff to: obtain measurable improvements in quality of service, productivity, the work environment.

ECOSYSTEM COUNCIL

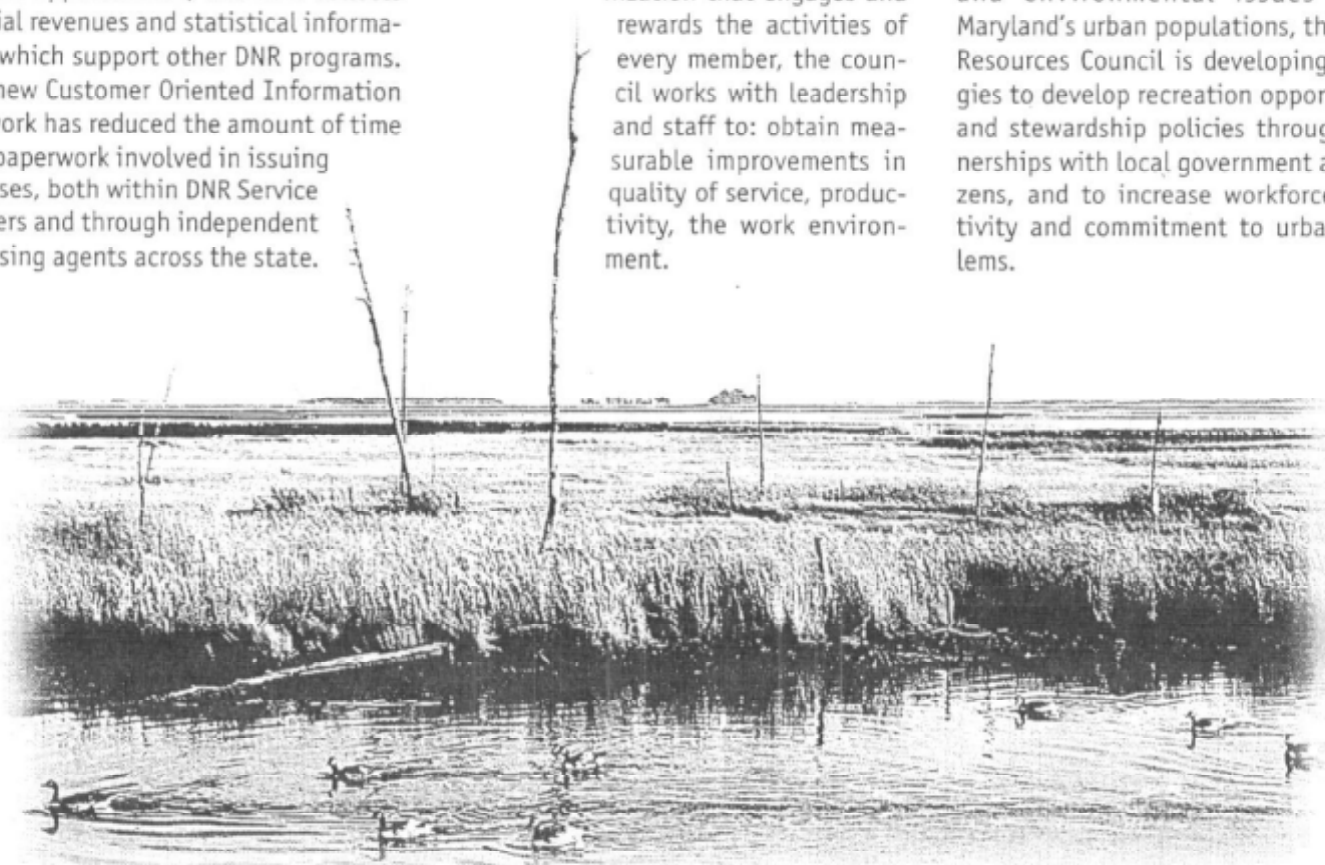
With assistance from Chesapeake and Coastal Watershed Services staff, the Ecosystem is working with other DNR units to develop an Integrated Natural Resource Management Strategy to broaden, ecosystem-based management philosophy and policy. The three basic components of the strategy will be establishment of a green infrastructure; integration of existing plans; and unification of ecosystems and economies.

REGIONAL TEAMS

Coordination and cooperation of units on a regional basis are an effective way to incorporate an interdisciplinary approach in day-to-day unit operations. The four regional teams foster a better understanding of the Department's goals, priorities and key policy issues, and improved working relationships among units. Each regional team has identified a regional enhancement project to protect and conserve natural resources within its region.

URBAN RESOURCES COORDINATING COUNCIL

To address the unique social, economic and environmental issues facing Maryland's urban populations, the Urban Resources Council is developing strategies to develop recreation opportunities and stewardship policies through partnerships with local government and citizens, and to increase workforce sensitivity and commitment to urban problems.



Goal #1

*The Chesapeake Bay —
Sustainable populations of living
resources and aquatic habitat
in the Chesapeake Bay mainstem,
its tidal tributaries and
Maryland's coastal bays.*



Along with myriad species of wildlife and fish, Maryland's Chesapeake Bay, coastal bays and more than 400 miles of tributaries also help sustain a regional economy and enhance the quality of our lives. By studying and understanding the impacts of our past actions, and working to repair and restore our waterways today, we are helping to shape their future.

QUALITY COUNTS

- Leading Maryland's effort to restore submerged aquatic vegetation (SAV) — the underwater grasses that provide vital habitat for fish, crabs and waterfowl in the Bay and its tributaries — technical staff monitored acreage trends and associated water quality to guide planting and protection activities, and to evaluate the success of pollution reduction strategies.
- Continuing to head Maryland's *Pfiesteria* response activities first necessitated by toxic outbreaks on the lower Eastern Shore in 1997, resource assessment staff worked closely with researchers — regionally and nationally — to protect public health and economic interests, and further scientific understanding of factors leading to toxicity.

- DNR's Environmental Review team conducted 3,373 environmental reviews during FY '99 — a 20 percent increase over FY '98. As a result, approximately 600 formal comment statements were prepared and forwarded to state and federal agencies, local governments and consultants.

- In FY '99, DNR's Licensing and Registration Service associates stepped up vessel excise tax collection efforts. Additional dollars are being used to support water quality activities.

TRIBUTARY STRATEGIES

- Maryland's Tributary Teams hosted more than a dozen workshops and field days for local governments and the public, providing stewardship information and hands-on instruction. Controlling shore erosion, planning for liveable communities, restoring bay grasses, planting forest buffers and financing environmental infrastructure were among the issues addressed.

- In response to meetings with trib team members, two wastewater treatment plants agreed to upgrade their plants to remove nitrogen.

- Recognizing the key role that local governments play in watershed resto-

ration, DNR worked with Maryland counties to update the 1993 Local Government Partnership Agreement, which will bring Bay agreement goals to the community level, and integrate them with local watershed restoration goals.

LOOKING UP

- Maryland's 23rd Annual Bald Eagle Nesting Survey documented 260 nesting pairs and 368 young — another record — up 80 percent from 1977's 41-pair all-time low. Adding to biologists' excitement was the first nesting pair-sighting in Frederick County, which brought the number of counties boasting populations to 19. Although the bald eagle meets minimum standards for being designated "recovered," this majestic bird remains on state and federal threatened and endangered lists for now.

- Pelican banding on Spring Island by wildlife staff made headlines in FY '99, with field work resulting in the first-ever verification of a nesting colony of brown pelicans in the Maryland portion of the Chesapeake Bay.

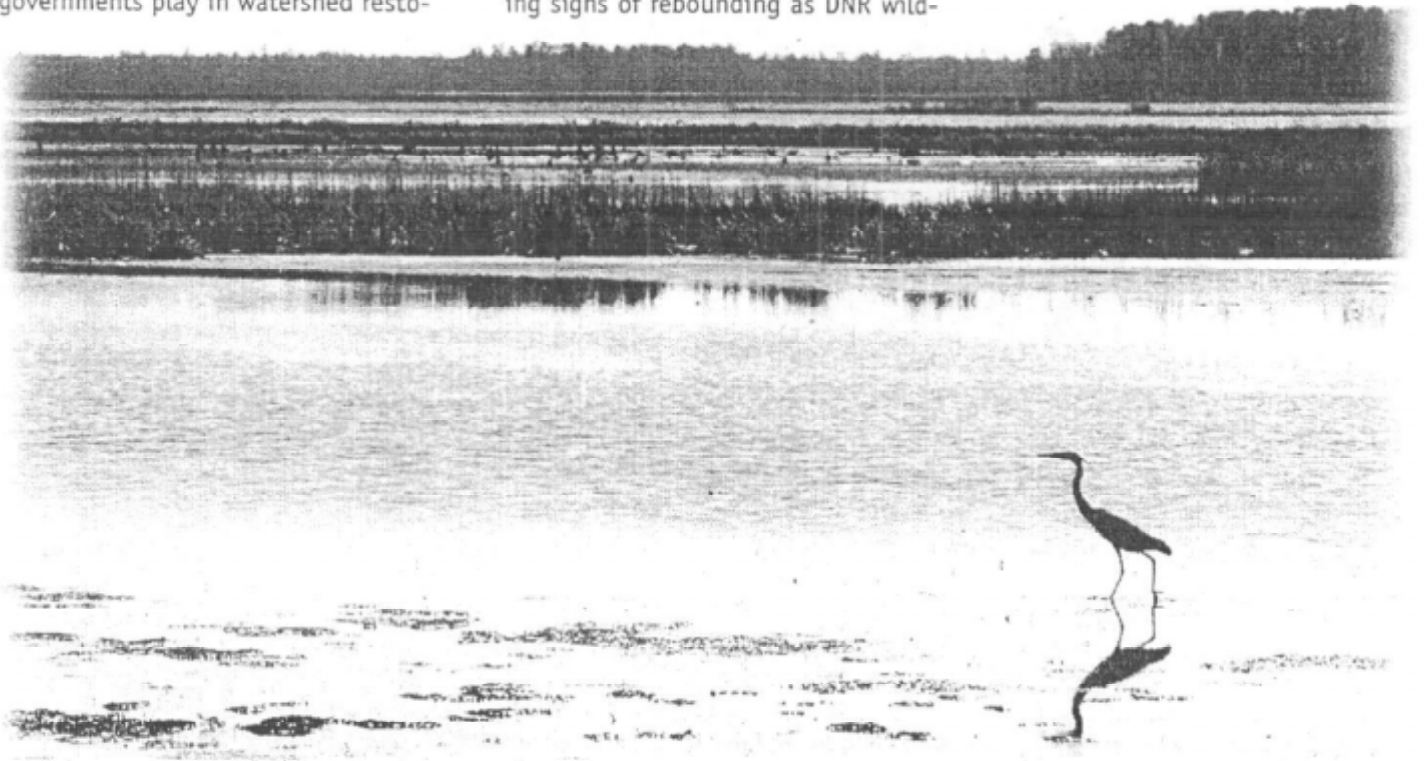
- FY '99 also found the Atlantic Population of migratory Canada geese showing signs of rebounding as DNR wild-

life experts participated in two U.S./Canada cooperative projects in Northern Quebec. In the first, an annual nesting survey conducted each June for seven years, the surveying crew flies approximately 100 feet above ground at a very slow speed, counting singles, pairs and groups of geese to estimate population densities. The second, an intensive five-year study to determine factors affecting nesting success, was in its third year.

- While *migratory* Canada goose season remains closed along the Atlantic Flyway, the boom in the nonmigratory, resident goose population continued to present management challenges.

IT'S ALIVE!

- The resounding success story of Maryland's striped bass stock continued — the 1999 juvenile index of abundance was above the level indicating healthy reproduction for the eighth consecutive year, which bodes well for the future. Close monitoring of harvest and other data — such as the young of the year survey — are ensuring responsible, effective management of the fishery.



- Providing unique recreational opportunities for anglers is the tidal largemouth bass, one of Maryland's most popular fisheries. With nearly 400 tournaments in the Potomac River and Upper Bay in 1998, the largemouth continued to have a tremendous economic impact in many counties. New sampling techniques to monitor juvenile recruitment and assess the impacts of both recreational fishing and habitat changes, are helping fisheries staff ensure a quality recreational fishery for the future, and provide for such opportunities on other Maryland tidal rivers.
- Fisheries personnel again made great strides toward restoring Maryland's anadromous fish populations — species that spend most of their lives in bays and oceans, and migrate up rivers and streams to spawn.
- Restoration projects produced 17 million hickory shad and 1 million American shad for larval stocking, including 130,000 juveniles cultured by the Potomac Electric Power Company, then tagged and stocked by DNR. For the first time since the 1970s, spring spawning runs of American and hickory shad were documented in the Patuxent and Choptank Rivers. Analysis indicated a majority of these fish were from stocking efforts.
- Through construction of fish passage facilities, dam removals, and altering blockages with breeches or notches, more than 292 miles of streams had been reopened within Maryland's Chesapeake Bay watershed by the end of FY '99, and plans were in place to reopen a total of 412 miles of blocked streams by 2003.
- Atlantic sturgeon continued to be cultured in order to develop a captive breeding population for future restoration efforts.
- After a slow start, the 1999 Chesapeake Bay blue crab commercial harvest wound up near the long term average at 39 million pounds. Meanwhile, efforts to develop a long term integrated

management strategy continued, coordinated by the Bi-state Blue Crab Advisory Committee. There remains much to learn about the biology and habits of this important, valuable stock; ongoing research will help ensure the blue crab thrives in Maryland waters for years to come.

- Despite yearly harvest increases since 1994 (a historic low), the diseases MSX and Dermo are again threatening Chesapeake Bay oysters. While experts continued to look for new ways to reestablish populations — including testing of experimental aquaculture methods — FY '99 activities focused on: managing around disease by moving shell and seed; restoring oyster bars with old oyster shells dredged from the bay bottom; establishing oyster sanctuaries; and raising young oysters in hatcheries. In addition to their commercial value, oysters filter bay waters and oyster bars provide essential habitat for other species.
 - Renamed in honor of its long-time friend and supporter in the U.S. Senate, the completely renovated and expanded Paul S. Sarbanes Cooperative Oxford Lab was dedicated in October 1998. Operated jointly by DNR and the National Oceanic and Atmospheric Administration, the Lab works extensively on health issues for oysters, blue crabs, clams and fish. Ulcerative lesions in menhaden thought to be caused by *Pfiesteria* and similar toxic algae, and a skin disease found in striped bass were two issues under investigation in FY '99.
- ALONG THE COAST**
- The Maryland Coastal Bays Program completed its draft management plan, *Today's Treasures for Tomorrow: Towards a Brighter Future*. Hundreds of citizens participated in the three-year effort to develop more than 300 actions to improve the environment, economy and culture of the Coastal Bays watershed.
 - Also in FY '99 the Coastal Bays Program provided more than 20 citizens' grants to assess habitat and water

quality restoration, and developed the area's first eutrophication monitoring plan, establishing water quality benchmarks.

- Marking the culmination of a seven-year study, coastal bay sediments have been mapped and their chemical character determined. Results show that clay content can be used as a predictor for parameters such as nutrients, and metal contents, and, in turn, used to identify areas vulnerable to anthropogenic impact, or where contaminated materials are being deposited — areas that may be targeted for further, more intense investigation.

ON THE HORIZON

A new handbook for restoration efforts in the next millennium, *Chesapeake 2000* is a comprehensive effort to update the historic 1987 Chesapeake Bay Agreement. Launched at a December '98 Chesapeake Executive Council meeting, the directive calls for extensive public outreach and involvement in revising the strategies that will guide federal agencies and the Bay jurisdictions — Maryland, Virginia, Pennsylvania and the District of Columbia — in their efforts to restore the health and vitality of North America's largest estuary.

"If there is magic on this planet, it is contained in water."

Loren Eiseley (1907-1977)
American Author
from *The Immense Journey*, 1957

Goal 2

The Ecosystem & Living Resources —

Healthy Maryland watershed land, streams and non-tidal rivers.

Key to the health of the Chesapeake Bay watershed — its landscapes, its waterways, and the plant and animal life that inhabit it — is another of its inhabitants: man. We too are an integral component of our natural world, and everything we do on the land — be it ecologically responsible or environmentally negligent — affects the health of our fragile ecosystem.



PARTNERSHIPS = PROGRESS

Reforestation of Maryland's streambanks is a critical factor in water quality and habitat restoration. With help from the new federal Conservation Reserve Enhancement Program, DNR doubled its Stream ReLeaf progress in 1999, planting 103 new miles of riparian forest buffers and exceeding our annual 43-mile goal. In only three years, Maryland has created 208 miles of buffers toward its goal — 600 miles by 2010 — with the help of more than 2,500 volunteers, 65 organizations, and 400 landowners.

A brighter future for water quality is one benefit of the 362-acre Mercer Farm purchase — the largest fee-simple land acquisition in Maryland's central region since 1989 — which borders the Patapsco River's South Branch in Carroll County. An innovative internal collaboration means Pro-

gram Open Space funded the purchase; biologists assessed wildlife populations; the Forest Service is enhancing habitat and creating forest buffers; and Patapsco Valley State Park is managing the site. Projected annual income from agricultural land rental and structure leasing: \$16,000.

In 1984, the Critical Area Protection Act created a unique partnership between the State and the 60 local jurisdictions surrounding the Bay. Today, the Critical Area Commission is facilitating a more consistent approach to helping local jurisdictions make sound land use decisions and implement regulations effectively. In FY '99 a new forum was developed, in cooperation with the Maryland Association of Counties, establishing quarterly meetings that bring together CAC staff and local planners. Through presentations, discussions and problem-solving sessions, participants are learning about natural resource planning innovations, while CAC staff are able to identify problem issues that may need special attention.

With the assistance of the Conservation Fund, DNR acquired one of the most significant remaining undisturbed tracts along the eastern shore of the Potomac River: 1,850 acres in Charles County near Indian Head, known as Chapman's Landing. Here, two miles of undisturbed Potomac shoreline, more than 1,200 acres of forest, and two streams that flow into Mattawoman Creek — one of the last spawning areas for herring and shad — make this rich habitat that supports bald eagles and other forest interior dwelling species.

PROTECTION & ENFORCEMENT

The Forest Conservation Act of 1991 was enacted to protect Maryland forests by making the identification and protection of forest and other sensitive areas an integral part of the site planning process. The DNR Forest Service has compiled information on its effects from January 1993 through June 1997 into a five-year summary of statewide forest conservation activities: 22,508 acres of forest have been

retained, 4,314 acres planted and 12,210 acres cleared. On average, county programs retained 65percent of existing forest on development sites and cleared 35%.

On March 7, 1999, the Maryland Natural Resources Police (NRP), in cooperation with the U.S. Fish and Wildlife Service (USFWS), completed a four-year undercover investigation of illegal hunting and fishing activities on and around Golden Hills Farms in Dorchester County. As a result, 25 individuals were charged with 406 conservation violations (65 federal, 341 state) including commercial harvest of striped bass during closed season, baiting waterfowl, wanton waste of waterfowl, and guiding waterfowl hunters without a guide license, among others. Adjudication of the majority of these charges will occur during FY '00.

THE STATE OF OUR STREAMS

A colorful, graphics-rich report — *From the Mountains to the Sea: the State of Maryland's Freshwater Streams* — was produced, using information from the Maryland Biological Stream Survey (MBSS). Intended for the lay reader, this cooperative project between DNR and the Environmental Protection Agency (EPA) describes the ecological health of our freshwater streams as well as the major stressors impacting them. A fact sheet and a detailed technical report are also available.

To the delight of fisheries biologists, an FY '99 survey of the Jabez Branch in Anne Arundel County, netted more than 60 brown trout fry, the result of intensive, decade-long habitat restoration and transplanting efforts. Currently the only naturally producing trout stream in Maryland's coastal plain, hope for the Jabez had been all but abandoned after its wild brook trout population was destroyed by stormwater pond drainage in 1990 during Interstate 97 construction.

Maryland became the first state in the nation to receive full federal approval for its Coastal Nonpoint Source Pollution Control Program. Active in Maryland's coastal zone — which includes the Atlantic shore, the coastal bays, the Chesapeake Bay and its tributaries, as well as, the towns, cities, and counties which contain and help govern the coastline — the program was created to address concerns about the health and productivity of Maryland's coastal areas and as part of the federal Coastal Zone Act Reauthorization Amendments of 1990.

→ BIODIVERSITY MANAGEMENT IN THE MILLENNIUM

In cooperation with the U.S. Fish and Wildlife Service, the Environmental Protection Agency and the Nature Conservancy, DNR is the principal investigator for the U.S. Geological Survey Mid-Atlantic Gap Analysis Project. The project's mission is to aid land-use decision makers in identifying land cover and species that would become vulnerable if an unused natural area is converted to some form of use. When mapping and documentation are completed, the project will: identify a network of areas which can be managed to prevent further loss of biodiversity; place local management objectives in statewide and regional ecological context; and examine opportunities for maintaining biodiversity within the context of public and private land management patterns.

*If you saw it from a satellite
with its green and its blue and white
the beauty of the curve of the earth
and its oceans below
you might think it was paradise
if you didn't know...*

*Jackson Browne (b. 1948)
American singer-songwriter
from the song "How Long"*

Goal #3

The Stewardship Ethic —

*A natural resources
stewardship ethic
for Marylanders*

In the classroom and in the field, Maryland's natural resources professionals are committed to promoting the stewardship ethic. From environmental awareness programs to hands-on learning projects; from living history demonstrations to fishing clinics; from growing Bay grasses to raising horseshoe crabs; Maryland's young people (and adults!) are learning to appreciate our natural resources like never before. A coordinated statewide media effort helps ensure that our citizens and visitors receive all the information they need to have safe, enjoyable outdoor experiences.



ON MARYLAND WATERWAYS

The Maryland Clean Marina Initiative cultivates a natural resources stewardship ethic by promoting and celebrating the voluntary adoption of measures to reduce pollution from marinas and recreational boats. Since the program was introduced in January 1999, 75 marinas have pledged to do their part to "keep Maryland's waterways free of harmful chemicals, excess nutrients, and debris." Marinas must meet rigorous pollution prevention standards to achieve full standing as a certified Clean Marina; during FY '99, nine such did so. The Initiative also educates boaters about steps that they can take to protect our natural resources.

FY '99 was the second full year of operation for the Natural Resources Police Reserve Officer Program. Volunteer reserve officers worked 18,627 hours, resulting in improved service to DNR customers and savings of approximately \$266,000.

IN MARYLAND CLASSROOMS

- Celebrating hands-on environmental education is Governor Glendening's Green Schools Program. Developed by a diverse team of educators through a partnership of state agencies, this innovative program recognized 34 schools during the 1998-99 school year. Recognition criteria includes: using the environment as an integral part of their instructional program; implementing best environmental practices in the school's operation and design; and extending learning into the community through projects that address local environmental issues.
- More than 8,600 Maryland children participated in either the *Hooked on Fishing, Not on Drugs* program or received presentations from Team DNR — Teaching Environmental Awareness in Maryland during FY '99.
- Nearly 400 Maryland teachers and 45 college students attended Aquatic Resources Education (ARE) conferences or participated in Project WET (Water Education for Teachers) workshops. Along with conferences, ARE offers reimbursement grants for Maryland educators to design classroom, lab or field projects with an emphasis on improving, restoring or enhancing Maryland's aquatic resources.
- In 1999, 70 Maryland schools participated in Bay Grasses in Classes — a cooperative program between DNR and the Chesapeake Bay Foundation — provides teachers with equipment to grow wild celery in their classrooms, and monitor the grasses for about two months in the spring. Teachers and students then plant their wild celery in the Bay with DNR scientists. This program is targeted for middle school students, but is also applicable to high school and some elementary students.
- As part of DNR's *Adopt-a-School* program, staff members worked with two Anne Arundel County elementary schools — located near DNR headquarters in Annapolis — on a number of natural resource related projects, including tree plantings. DNR staff members also visited the schools to participate in *Read Across America* day.

IN LOCAL WATERSHEDS

- Reaching more than one million *Baltimore Sun* readers, the Tributary Teams published a citizens' guide to protecting Maryland's waterways in June 1999, entitled "Fragile: Handle with Care." Copies of this reader-friendly guide are available for schools, conservation groups and others, as well as being posted on the DNR web site.
- Another Trib Team coup: *Fragile — Handle with Care*, an insert to the Baltimore Sun, provided information on what Marylanders can do to protect their waterways. Produced in cooperation with several state and federal agencies, this comprehensive look at the activities in our watershed was distributed to more than 500,000 homes and classrooms in FY '99.
- Helping bring natural resources and people together in Western Maryland, the new \$1.3 million Discovery Center at Deep Creek Lake State Park was developed to enhance appreciation of the area's natural and historical resources. It offers 6,000 square feet of conference space, classrooms, ranger-led activities, graphic exhibits and interpretive programs relating to the region's economy, history and natural resources.

VIA THE WORLD WIDE WEB

- In FY '99, DNR and the State Department of Education combined efforts to introduce students, parents and teachers to the natural resources that are Maryland's living classrooms, while promoting accessibility awareness. *My DNR* brochures — created to encourage young people to visit a part of the DNR website developed especially for them — were distributed to 300,000 third, fourth and fifth graders. The *MY DNR* website provides access a wealth of knowledge about Maryland's natural resources, and also addresses the misconception that natural terrain and aquatic areas are not generally accessible to those with disabilities, by familiarizing visitors with the many accessible learning and recreational experiences available at Maryland state parks.

IN HOT SPOTS

- When Greenbrier State Park Manager Dan Spedden needed extra labor to conduct summer park maintenance, he reached out to the neighboring community to create a unique jobs opportunity for at-risk youth called *My Summer Vocation*. Thanks to Dan's hard work and that of DNR's Urban Resources Coordinating Council, sponsors at the federal, state and local level were brought together to offer young people from high crime and economically disadvantaged neighborhoods a quality work experience.

TOMORROW'S STEWARDS

In the 1999-2000 school year, students in 26 Maryland schools will raise horseshoe crabs for release into the waters of the Chesapeake Bay... While the status of the Atlantic coast horseshoe crab population along remains unclear, this unique program is addressing environmental concerns while contributing to environmental curricula.

"The conservationist's most important task, if we are to save the earth, is to educate."

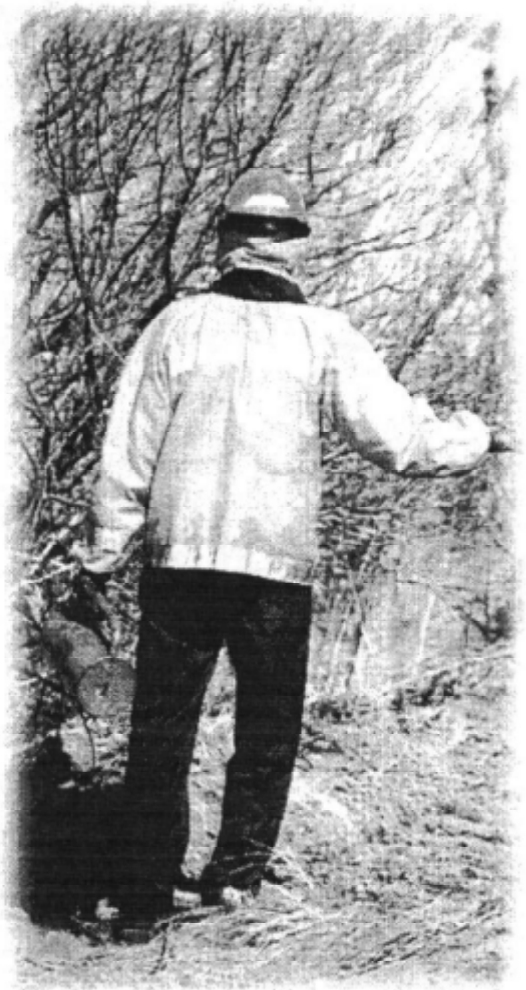
Peter Scott
Founder Chairman, World Wildlife Federation

IRCO
here or
in its own
section



Goal 4

*The Local Connection —
Vibrant local communities
in balance with
natural systems*



Like you, the people of the Department of Natural Resources are Marylanders. We live, work and play in cities, planned communities, rural towns, agricultural communities, mountain resorts, our historic State capital, and even "down the ocean." And, also like you, we work where we live, in DNR parks, service centers, hatcheries, research facilities and offices in every corner of the state. As such, we work hard to ensure that we will meet the goals we have for our state and its future - our local economies, our recreational opportunities and our way of life.

PART OF THE PLAN

With a dramatic increase in the popularity of golf over the past decade, new golf courses are being designed and constructed across Maryland. And developers are realizing that, when incorporated into a residential or mixed use development, these recreational amenities can also provide unique opportunities for open space preservation, habitat enhancement, water quality management, environmental access and landscape beautification.

Having combined an understanding of basic golf course design principles with their vast knowledge and experience in habitat and water quality enhancement and protection, Critical Area Commission (CAC) staff have now consulted on the design and construction of several such projects. Expertise in working with different types of development on a variety of environmentally

sensitive sites enables CAC planners to use a comprehensive, innovative and site specific approach in evaluating sites. The result? Challenging golf courses that highlight a site's natural amenities while providing significant habitat protection and water quality benefits.

- Under Maryland's deer management plan, DNR's Wildlife and Heritage Division works to maintain healthy deer populations as a valuable component of our ecosystem, while managing their numbers at acceptable levels for the social and environmental conditions of individual communities. Regulated hunting is the primary tool used to manage deer numbers, and the antlerless deer harvest is the key component of a successful program.

Favorable hunter response to regulation changes - which increased recreational opportunities - resulted in increased antlerless deer harvest in regions with high or rapidly growing deer populations. In FY '99, hunters took a record 73,570 deer, but more important, the statewide antlerless deer harvest increased by 41 percent when compared to the previous five years' average.

- Hart Miller Island — a soon to be state park in the Chesapeake Bay near Baltimore County — heated up in FY '99 as DNR foresters conducted a prescribed burn to control the growth and spread of *Phragmites*. Left unchecked, this invasive weed with little habitat value crowds out indigenous, more valuable plants, reducing biodiversity. The most effective control method, a combination of herbicide and prescribed burning, has also been a useful tool for promoting growth of rare serpentine grassland at Soldiers Delight Natural Environmental Area in Baltimore County.

Without periodic burning — historically accomplished by natural fires and those set by early Native American residents to clear ground — the grassland and the sensitive ecosystem it supports would disappear, reverting back to forest. Prescribed burns generally take place in spring or fall, and only when atmospheric conditions are perfect. To safeguard adjacent areas, fire breaks

and standby safety equipment are used to safeguard adjacent areas.

GROWING SMARTER

- To assist in the implementation of Maryland's Smart Growth and Neighborhood Conservation Initiative, DNR works directly with local governments to provide technical planning and resource conservation assistance. In FY '99, DNR coordinated projects with several local governments to develop tools and strategies to manage growth, including: developing urban growth boundaries in Cecil County; developing a Mattawoman Creek Watershed management plan in Charles County; and analyzing the impacts of development on forest interior dwelling birds in Calvert County.

- In FY '99, DNR significantly increased efforts to promote and demonstrate sustainable building design and environmentally responsible land development, by initiating the Green Building Network. A new website now serves as an information clearinghouse for the effort, and presentations were made to more than 20 community groups during the fiscal year. Through monthly "information exchanges," more than 25 building industry firms, state and local government planning organizations, and non-profits are working in partnership with the program to promote and demonstrate green building concepts, techniques and practices throughout the State.

- Northwestern Charles County is a major growth area. Continued long-term growth depends upon adequate water supplies from groundwater. In a 36-month cooperative study that involved drilling deep test wells and developing a computerized groundwater flow model, DNR assessed and identified aquifers that could serve as potential new sources of groundwater without adversely affecting existing groundwater users.

TAKING INVENTORY

- Every 10 years DNR's State Forest and Park Service conducts a comprehensive assessment of Maryland's state forests. The current Comprehensive Forest Inventory (CFI), begun in May 1999, is ex-

pected to be completed in January 2001. The field inventory and data collection are being conducted by a contractual forester along with five 3-member field crews. The information gathered will serve as the basis for revising DNR's existing 10-year forest plans.

- During FY '99, 57 abandoned or derelict boats were removed from Maryland waterways under the Natural Resources Police Abandoned Boat Removal Program. Funding for this program, which is a cooperative effort between DNR and local jurisdictions, comes from the Waterway Improvement Fund.

LIMITED ENTRY

- The Tidal Fish License Apprenticeship Program began June 1, 1998 as part of the limited entry provision for commercial fishing licenses, which helps ensure pressure on commercially valuable fish stocks is managed at reasonable levels, while allowing participants to maintain economic viability. The program, enacted by the General Assembly, established numerical limits for each type of commercial license and requirements for apprentices to work with licensed commercial fishermen over a minimum of two years.

In FY '99, apprenticeship permits were issued to 183 of 451 candidates from a priority waiting list begun in 1994, an additional 246 have since applied. Of the 183 apprenticeship permit holders, 67 are actively reporting hours, and five have completed work and educational requirements. The first apprentice will be eligible to receive a Tidal Fish License in June 2000.

→ WHAT'S NEXT?

The State's purchase of Deep Creek Lake — Maryland's largest freshwater lake ecosystem — spearheaded by Governor Parris N. Glendening to protect an environmental treasure and important economic engine for Garrett county.

"No man is an island, entire of itself; every man is a piece of the continent, a part of the main."

*John Donne (1572-1631)
English metaphysical poet
Devotions upon Emergent Occasions*

Goal 5

*The Public Lands —
Establish a protected
statewide network
of ecologically valuable
private and public lands
(green infrastructure).*



Knowing where important ecological sites are located is crucial to land use decisions at every level. This knowledge can help direct growth to the most appropriate areas and can be used to develop conservation and restoration strategies. Coupled with successful land preservation programs already in place, Maryland's future certainly looks green... However, with more than 400,000 Maryland acres already owned and managed by the state, long-term participation of the private sector is key.

CRITICAL LINKS

In a vital component of Governor Parris N. Glendening's Smart Growth Initiative, DNR is working with local governments and private conservation groups to establish a statewide framework for preserving Maryland's valuable ecosystems and natural resource-based industries. The Green Infrastructure Assessment project identifies a potential system of linked ecological lands throughout the state, containing large forested blocks or hubs connected by riparian and upland corridors.

In FY '99, DNR staff met with representatives from every Maryland county to review and refine Green Infrastructure Assessment maps. As a result, this information is already being incorporated into major planning efforts in Southern Maryland and Baltimore County. The Maryland Greenways Commission is also using the data extensively in the update of the statewide Greenways Atlas.

Another major component of the Governor's Smart Growth Initiative, The Rural Legacy Program, stretches available state dollars to protect what's special about Maryland — natural resources, farms, forests, and other sensitive environmental areas — from sprawl development while maintaining the viability of resource-based economies and the proper management of tillable and wooded areas.

With a goal of preserving 200,000 acres by 2011 the Rural Legacy Advisory Committee and Rural Legacy Board evaluated 23 applications from county governments and private land trusts in FY '99, awarding \$29 million to 14 sponsors to protect more than 14,000 acres of land. These dollars, coupled with acres protected through Program Open Space, represent an admirable first year effort toward the 2011 goal.

DNR staff also led the in-depth inter-agency review of all submitted Rural Legacy Applications, and conducted extensive outreach on Smart Growth and Rural Legacy to local governments, local conservation groups, private citizens and regional and national audiences.

In 1999, the Maryland Environmental Trust (MET) enjoyed an extraordinary year for acreage preserved, with landowners donating 38 conservation easements on 5,341 acres, bringing the cumulative total to 63,575 acres of protected land. The value of these easements was estimated at \$15 million — the amount the state would have had to pay to protect the land, had the easements not been donated by conservation-minded landowners. Now the third-largest holder of easements in the United States, MET generally accepts easements on properties of 25 acres or more that are environmentally or historically significant.

Among MET's other achievements this year were the preservation of: a 990-acre parcel of land in Somerset County — in cooperation with the Lower Shore Land Trust — a known heron rookery with six miles of Chesapeake Bay frontage; and completion of preservation of an entire historic valley in Baltimore County — the Caves Valley — with the Caves Valley Land Trust. This easement donation brought Baltimore County (the leading county for number of easements) totals to more than

9,700 acres and is one of the rare cases where essentially an entire watershed has been protected from subdivision and development. An 18-acre donation by a Cecil County landowner joined two existing easements resulting in protection of a contiguous area of more than 1,200 acres. In FY '99, MET celebrated receipt of its 500th easement.

WHAT'S NEXT?

The largest single land acquisition in Maryland history → 450 parcels, totaling 58,000 acres, spanning five Eastern Shore counties — to protect important natural resources that support the region's rural character, economy and heritage.

*"Since the land is the parent,
let the citizens take care
of her more carefully than
children do their mother."*

*Plato (428-347, B.C.)
Greek Philosopher*



Goal #6

*The Great Outdoors —
Provide for the enjoyment
of diverse outdoor
recreation opportunities
for Maryland citizens and visitors.*

A key part of the DNR mission is enjoyment - inspiring people to enjoy our wealth of natural resources. Yet even as we do so — with exciting new programs that encourage outdoor recreation - we must also continuously try to find a balance between the enjoyment factor and the health of our resources. As we move into the new millennium — and as our population grows and visitors increasingly choose Maryland as a place to vacation — we must continually address the question of carrying capacity — how much recreation can a resource support without being loved to death?



NATURAL ADVENTURES

In response to land management and stewardship challenges resulting from growing public interest in adventure-based outdoor recreation, DNR's Nature Tourism Program is creating exciting opportunities to actively explore Maryland's most unique, remote and scenic areas. Innovative partnerships with state and county tourism officials, and private guides and outfitters, are giving citizens and visitors memories of natural beauty and personal challenge to last a lifetime through guided and self-guided activities that include hiking and cycling scenic trails, wilderness backpacking, paddling canoes and kayaks along designated water trails, and rock climbing in some of the state's most breathtaking public lands.

DNR Nature Tourism coordinators, working in five initial focus areas, work with guides and outfitters, local busi-

nesses and the tourism industry — including the Maryland Department of Business & Economic Development Office of Tourism — to ensure quality recreation experiences. During its first four months of operation in FY '99, program staff developed new destinations, such as canoe and kayak trails on the Eastern Shore; partnerships with a number of outdoor guides and outfitters; a Nature Tourism website; and an expanded nature tourism insert for the State's premier tourism guide, *Destination Maryland*.

• Becoming an Outdoors Woman workshops continued to offer exciting outdoor experiences for women (and men) in FY '99, focusing on hunting and shooting, fishing and related activities, and passive recreation. With a 20-25 percent return rate, nearly every workshop is filled to capacity, and follow-up opportunities now include one- and two-day "Beyond BOW" specialty workshops.

• Chesapeake Bay tributaries support one of the most popular fisheries in Maryland - tidal largemouth bass. Providing a unique recreational opportunity for both resident and out-of-state anglers, the fishery has a tremendous economic impact on many counties, especially those surrounding the Potomac River and Upper Chesapeake Bay. In FY '99, effort continued to increase; approximately 272 bass tournaments in the Potomac River and 111 in the Upper Bay occurred in 1998. To ensure a quality recreational fishery in the future, and to provide and enhance similar opportunities elsewhere, Fisheries Service staff are monitoring populations in the major tributaries, and have developed new sampling techniques to monitor juvenile recruitment and obtain better estimates of adult populations to assess the impacts of recreational fishing and habitat changes.

SAFETY FIRST

During FY '99, approximately 700 volunteer hunter safety instructors taught 225 hunter safety classes — a requirement for anyone who did not hunt prior to 1977. Successfully completing the course in FY '99 were 7,578 people.

• Every operator of a power driven vessel born after July 1, 1972 must pass an approved boating safety course. The Maryland Basic Boating Course, taught by the Coast Guard Auxiliary and the U.S. Power Squadron, is approved and coordinated by the Safety Education Division of the Natural Resources Police. During FY '99, the course was offered at 353 Maryland locations, including community colleges in every county, with 6,557 students completing it successfully.

• In response to the dramatic increase in the use of personal watercraft and the associated increase in complaints and calls for service, the Natural Resources Police initiated a pilot program in FY '99 to hire seasonal officers to supplement full time officers on Maryland waterways. The seasonal recruits were assigned to areas of heavy boating activity in Ocean City and Kent Narrows during peak summer months to enforce boating laws and regulations and help keep Maryland waterways safe.

LET'S TALK ACCESS

• The Chesapeake Bay is more than a body of water, it's a way of life. With a surface area of more than 4,400 square miles, the Bay offers virtually as many types of recreational opportunities as there are types of people to enjoy them. All but one county in Maryland have tributaries — rivers, streams and creeks — that feed into the Bay. For those who don't live on the water, however, DNR is on the job, ensuring widespread access to the region's favorite natural resource.

Since its inception in 1969, DNR's Program Open Space has directed millions of dollars to the purchase of properties that provide public access to the Bay, including such diverse sites as Kent Island's Terrapin Beach in Queen Anne's County; Swan Harbor in Harford County; Canton Beach in Baltimore City; and Calvert County's Breezy Point.

• Another important mechanism for ensuring Maryland's citizens access to the Bay and some of its 4,000 miles of shoreline is the Waterway Improvement

Fund. The fund uses the Boater Excise Tax and a percentage of gasoline taxes collected in Maryland, to pay for ramp repairs and expansion, and dredging and stabilization activities, as well as the construction of new boat ramps. For FY '99, a total of 68 projects were approved at a total cost of \$3,750,000.

• In Maryland, access means access for all. As part of our commitment to ensure that our amazing natural resources are accessible to all Marylanders, regardless of physical or mental limitations, in FY '99 DNR hired a full-time American Disabilities Act Coordinator to address issues of concern to citizens — and employees — with disabilities.

SPREADING THE WORD

• Through proactive and reactive media campaigns, continuous website expansion and updates, and a variety of publications - including *The Natural Resource* magazine — DNR's Public Communications Office keeps the public informed about exciting recreational opportunities, as well as threats to public safety.

In FY '99, major campaigns alerted citizens and visitors to: wildfire threats caused by a statewide drought; fish and waterway safety during toxic *Pfiesteria* outbreaks on the Eastern Shore; and boating safety procedures when Hurricane Floyd threatened. The good news? PCO efforts to promote recreational opportunities in Maryland featured the new Nature Tourism program, Becoming an Outdoors Woman workshops, the return of the smallmouth bass fishery to the Potomac River; and NRP Boating Safety.

→ DOWN THE PATH

Get ready for Parks 2000 featuring: Governor Glendening's declaration of 2000 as "the year of Maryland State Parks; report out from the Special Commission on State Parks; and the Governor's commitment of millions of dollars for a State Parks Improvement.

"If bread is the first necessity of life, recreation is a close second."

Edward Bellamy (1850-1898)

Goal #7

The Workforce —

*Ensure a diverse,
well supported,
cooperative &
informed workforce.*



The products and services of any agency or business are only as good as the people who support them. DNR employees are certainly among the most talented and dedicated people in the state. The people of DNR are not only committed to a job well done — they are also committed to the natural and living resources that make Maryland unique.

TRAINING & STAFF DEVELOPMENT

- One of the most exciting educational programs ever offered to DNR employees was initiated in FY '99. Developed by DNR's Ecosystem Council in cooperation with the University of Maryland, the course in Ecosystem Management Studies may be audited or taken for credit, is designed to provide participants a unique opportunity to experience formal education in some of the broad range of disciplines relevant to managing natural resources on a sustainable basis. At its first offering more than 63 employees vied for 20 scholarship slots available.
- DNR's Human Resource Service (HRS) coordinated a variety of internal and external employee workshops to encourage career progression during FY '99 that featured training in computer programs, business writing, diversity, time management, financial planning,

supervising, safety, collective bargaining, Performance Planning and Evaluation, and Managing for Results training.

REWARDING PERFORMANCE

- Under reforms to the State's Personnel Management System, in FY '99 DNR's Human Resource Service adopted a new performance evaluation system and pay for performance, an opportunity for employees to receive bonuses and in the future, salary increases, based on merit.
- DNR staff also celebrated individual excellence with Employee of the Month, Team of the Month, Employee of the Year, Team of the Year, Service and Safety Awards.

MANAGING STRESS & RISK

- In FY '99, DNR's State Forest and Park Service (SFPS) received a plaque from the International Critical Incident Stress Foundation, recognizing SFPS participation in a program to help staff who work in high-risk environments deal with stress caused by involvement in a critical incident, such as a drowning, robbery or confrontation with an armed individual. The Natural Resources Police have a similar program, which trains employees to provide peer group support, places an emphasis on pre-incident education and follow-up debriefings.

- Also in FY '99, DNR received an agency-wide award from the State Employees Risk Management Administration, honoring our exemplary risk management program.

EMPLOYEE SATISFACTION

- Results from an employee survey, conducted by the Council on Quality and Organizational Information to evaluate the current employee satisfaction, indicated that things at DNR had indeed improved over the previous two years. With more than one-third of the workforce responding, noteworthy among the highest overall satisfaction scores were: interesting work, freedom to take initiative, cooperation among co-workers, employee accountability, and supervisor support for training and development. Rated most improved since the 1996 survey were communication from Office of the Secretary, understanding of mission and priorities, employee accountability. Supervisors used individual unit responses to initiate more open communication, and, ultimately, foster changes to make working at DNR a better experience.

RECRUITING AND DIVERSITY

- In FY '99, HRS: coordinated DNR's Summer Internship Program, which, in FY '99, provided internship opportunities for 42 college students - 65 percent of whom were minorities: chaired

the Minorities in Natural Resources Committee of the Southeast Fish and Wildlife Association; and processed conversions for 191 contractual employees to provide timely transition for long term contractual employees to classified status.

SUPPORT STAFF

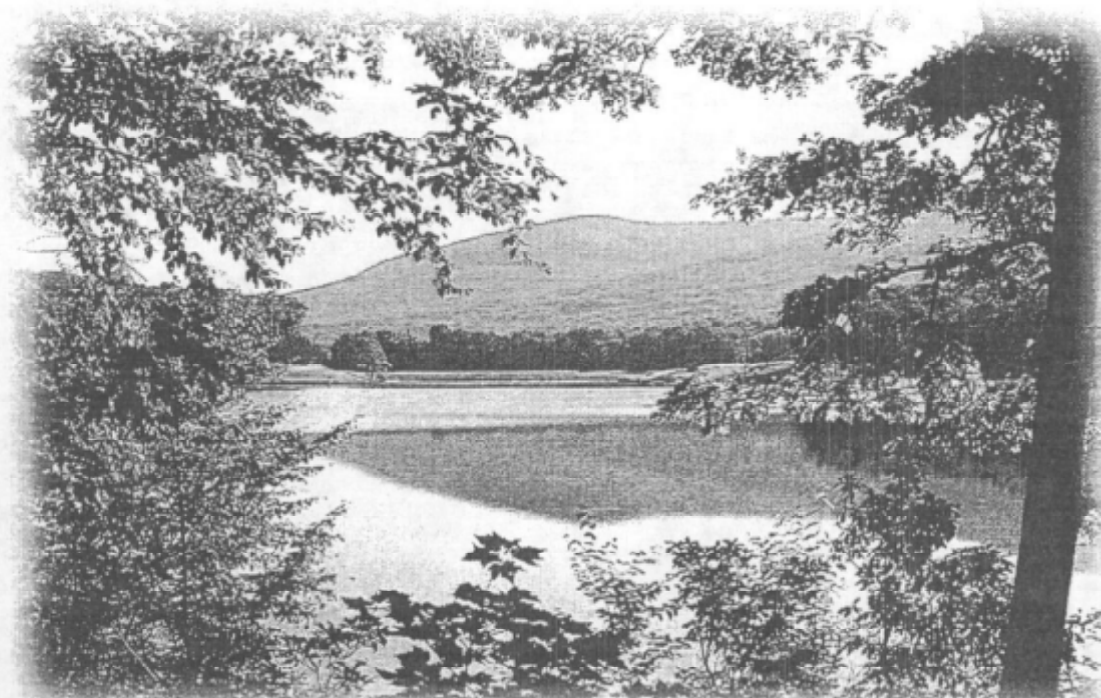
- Management Information Service developed a long range Information Technology Plan to implement a wide area network (WAN) which will allow on-line system communication between the Tawes Office Building and over 100 statewide DNR locations.
- In FY '99, DNR's internal employee newsletter, *This Just In...*, went from bi-weekly to weekly and hard-copy to electronic, ensuring employees the most current information from weekly senior staff meetings, media coverage and other important information.
- During FY '99, DNR garnered more than \$26 million federal grants to support sportfish and wildlife restoration, boating safety, youth conservation corps, community policing, and Chesapeake Bay programs.

LOOKING AHEAD

An expanded weekly electronic newsletter to help keep employees informed about DNR programs, projects, events and issues of concern across the state.

*"I find that the
harder I work, the
more luck I seem to
have."*

Thomas Jefferson
(1743-1826)
3rd U.S. President



Goal 8

The Operations —

*Assure efficient
and effective
operations.*



If it seems like we're already dancing as fast as we can, what kinds of measures can we take to help us function more efficiently and effectively? Across the department, DNR staff — from administrators, technicians and associates to managers, scientists and planners — are continuously evaluating and upgrading systems and processes with objectives that include: developing a better understanding of customer needs; enhancing customer service and communications; improving facilities and access; planning for the technologies of the 21st century; providing employee opportunities for training and development; expanding interdisciplinary communication and resource management; strengthening partnerships with the private sector and other government agencies; and increasing federal funding.

INNOVATIONS IN SERVICE

- In FY '99, DNR's Licensing and Registration Service - - a front line connection of the department — achieved full implementation of its computerized Customer Oriented Information Network (COIN). More efficient sales of sports hunting and fishing licenses make it faster and easier for people to get out and enjoy our natural resources, and affords the state faster access to income generated by sales.
- In FY '99, DNR continued to expand Internet service, with 35,000 unique monthly website visitors accessing hundreds of thousands of documents as well as licensing and permit applications. More than 2,000 webpages linking to DNR's content areas grew is further expanding our online market reach, while a team of content managers was formed to screen and develop information and ideas for Internet-enabling our products and services.

- An Internet interface to Maryland's Environmental Resources and Land Information Network (MERLIN Online) is now providing access to more than 150 gigabytes of geographic information products created by many other state, federal and private sources. This electronic atlas allows a user to produce a custom "map" for any location in Maryland, with optional base maps, data layers and query alternatives.

EDUCATING STAKEHOLDERS

- To assist Rural Legacy sponsors with obtaining state funding, DNR staff held briefings on forestry issues and the Easement Valuation System in Annapolis and in home counties to explain procedures and to assist with easement negotiations. Updated electronic equipment facilitated communications; site meetings helped better inform the committee and board; and an additional staff member allows for more time dedicated to easement acquisition.

SERVING INTERNAL CUSTOMERS

- Highly sophisticated Geographic Information System (GIS) technology is bringing efficiency to the Rural Legacy application evaluation process by helping reviewers more effectively select applications best representing the spirit of the program. Current information in a consistent format can now be used to compare zoning for approved or proposed Rural Legacy Areas, protected environmental parcels, prime agricultural lands, improved and unimproved parcels, and the potential loss of resource lands.
- DNR's E-mail system was upgraded in FY '99 to a new software that provides innovative scheduling, responding and tracking options, public folders/bulletin boards, and custom programs that can keep track of correspondence, equipment, pool cars and our telephone directory. As an additional internal information tool, the InTRANet was developed by Management Information Service.

GAUGING PUBLIC SENTIMENT

- To help us better understand what people want in outdoor experiences and facilities, the State Forest and Park Service undertook a summer customer service survey; public lands' visitors rated the importance of park safety and security, the roles of park managers, favorite activities, satisfaction with fees, and the economic impact of public lands on local economies. Out of 5,000 surveys distributed at 10 state parks, 38 percent were returned and are now being evaluated.
- An on-line survey on DNR's website, launched in the fall, asked park visitors who frequent the Internet about the quality of service in state parks, what distance they are willing to travel, and what activities they engage in when visiting public lands.

EVALUATING SYSTEMS

- In April 1999 Governor Parris N. Glendening announced the appointment of 15 members to a Special Commission on State Parks charged with identifying park benefits, addressing the balance of recreational use and resource development, assuring fiscal support and examining marketing activities.
- In FY '99, Management Information Service (MIS) staff were already hard at work assessing DNR's network, hardware, software and special programs, to ensure that our computer system was Year 2000 compliant. The state's Year 2000 program management office spent \$55 million over two fiscal years to help make state agency computer systems millennium-friendly.
- DNR received a Silver Award from the Governor's Quality Recognition Program in FY '99, denoting Level 2, Quality Achievement.

FISCAL RESPONSIBILITY

- Of DNR's total dollars spent in FY '99 15.6 percent were awarded to Minority Business Enterprise firms, exceeding the statewide goal.

- Full implementation of the State of Maryland's Corporate Card program by DNR's Financial and Administrative Service for purchases up to \$2,500, (and training of 1,400 employees) began saving the staff time and the department and its vendors money in FY '99.
- In FY '99 DNR received more than \$25.7 million in federal grant money.

→ NEW IN 2000

New statewide goals for offering products and services online, a new Chief of Information Technology to spearhead the effort, and a Level 4 recognition award under the Governor's Performance Excellence Assessment Program.

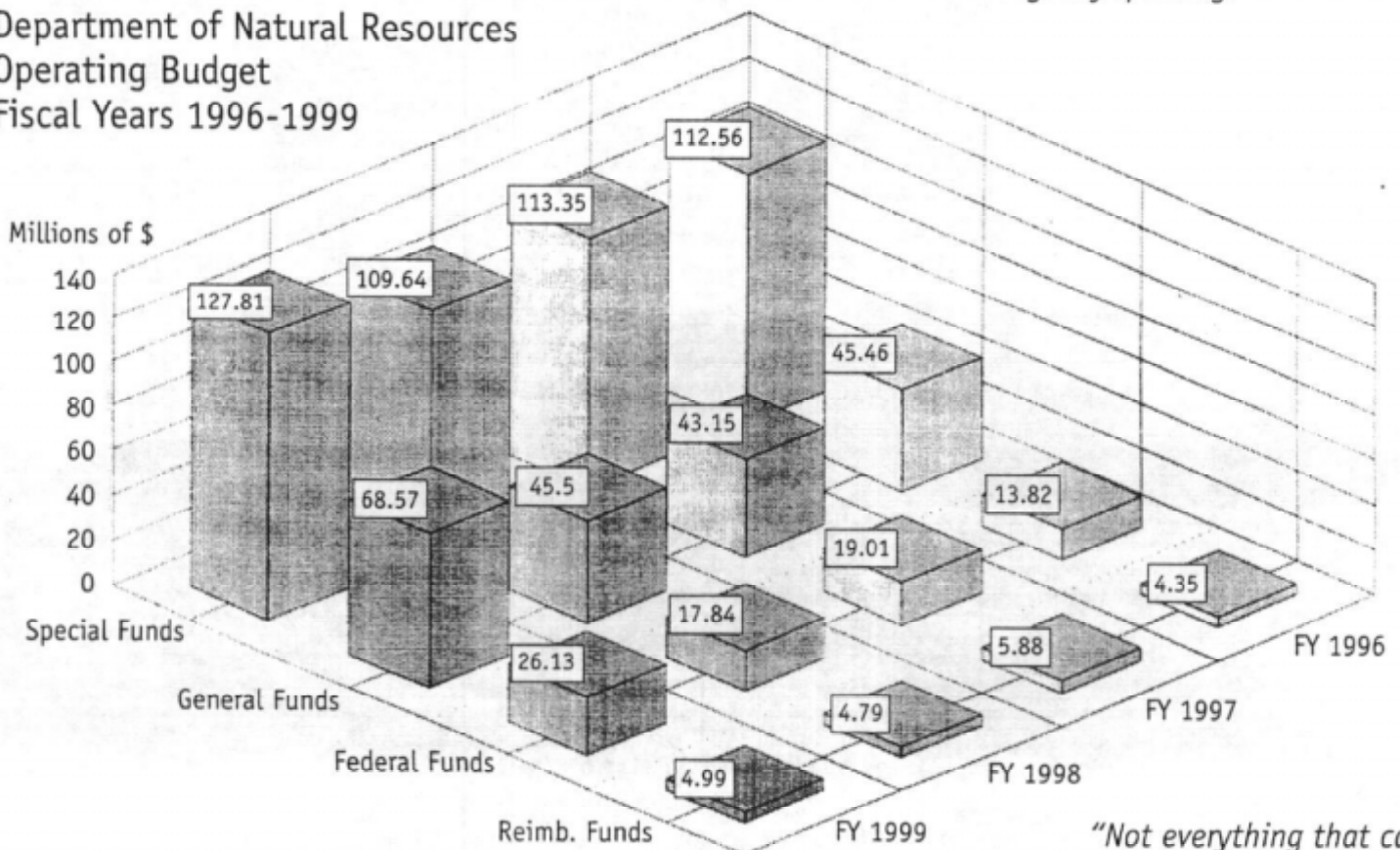
*The full use of your powers
along lines of excellence.*

*definition of "happiness"
by John F. Kennedy (1917-1963)
35th U.S. President*

The Financial Picture

Managing Maryland for Results, a statewide strategic planning tool, is used to develop agency-wide and individual unit objectives that support DNR's eight departmental goals. These SMART — specific, measurable, attainable, results-oriented and time-bound — objectives are key to tracking and evaluating program success, employee performance and budgetary spending.

Department of Natural Resources
Operating Budget
Fiscal Years 1996-1999



"Not everything that can be counted counts, and not everything that counts can be counted."

Albert Einstein (1879-1955)
German-Swiss-American Physicist

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