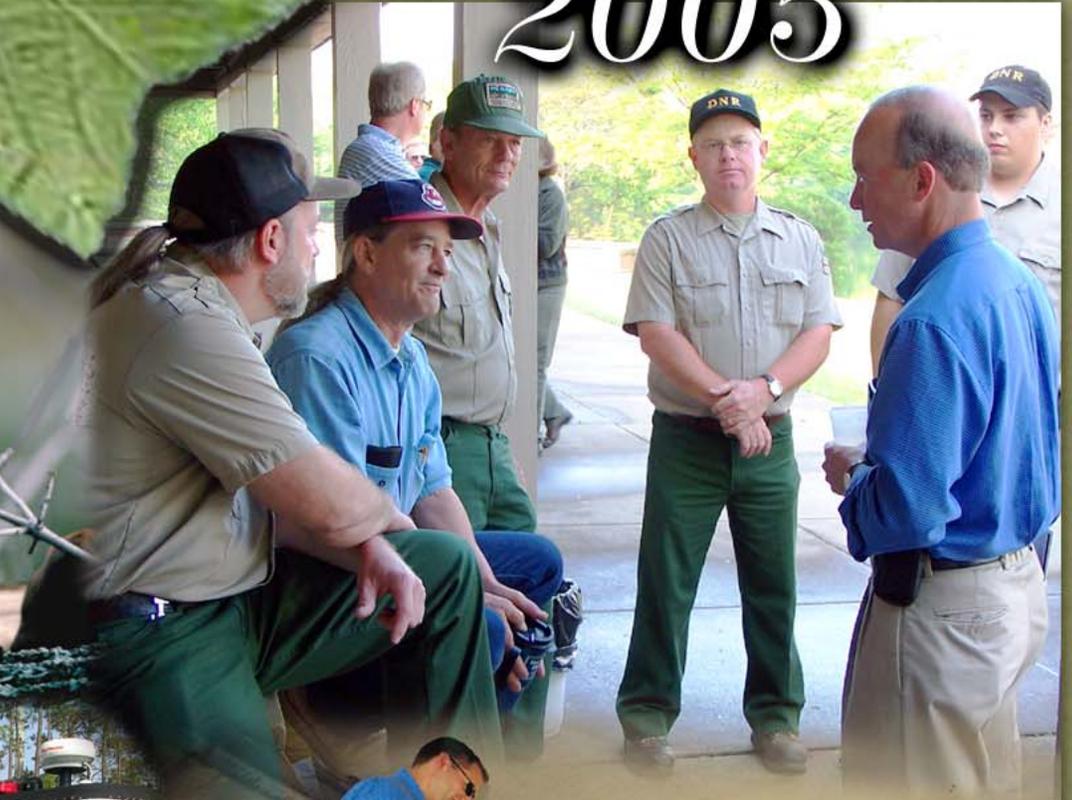


Indiana Department of Natural Resources

# Annual Report 2005



Dear Fellow Hoosiers:

Governor Daniels was sworn into office last January and I was appointed as director of the Indiana Department of Natural Resources shortly thereafter. The DNR, like other state agencies, was charged with examining operations to find inefficiencies, while at the same time improving the delivery of services to our customers. The Governor also asked us to "keep score" with respect to such changes. This annual report is our scorecard.

While only a few employees are recognized by name, I want each employee to know that the innovation and effort demonstrated during this year of significant change has not gone unnoticed. The improvements that derive from empowering knowledgeable employees to have more input in decision-making and planning never cease to amaze me.

Some changes affected the entire agency and those deserve special mention. One area of inefficiency uncovered during our internal review was the decentralization of administrative functions. Divisions operated independently and had their own budget, accounting, information technology, purchasing and customer service functions. We determined that we could consolidate those functions into central administrative teams, improve the quality of service and realize significant savings.

By creating these teams, we were able to reduce administrative staff by over 30%. Eliminating 44 administrative positions resulted in saving over \$2 million dollars for calendar year 2005. The employees retained on these teams have demonstrated their talents and continue to improve upon numerous core functions of the agency. An added benefit has been getting Divisional staff away from the concerns of day-to-day administrative issues and allowing them to focus attention on their particular areas of expertise.

An early barrier to effective management that we discovered was the lack of a functioning budget and accounting system. While each division had a budget, they were manipulated through reversions and fund balance withdrawals, to "get by." Most fiscal management at the division level was only done through periodic reviews of fund balances. This resulted in division managers having no accountability from a financial perspective and allowed divisions to overspend. Most notably, the division of state parks and reservoirs had a structural and most recent year-end budgetary deficit of \$6.5 million. This could not continue.

Division management and the budget team, with help from the Office of Management and Budget, submitted a balanced and sustainable budget for fiscal year 2005-2006. This means that the DNR not only will spend within its budget for the current fiscal year, but we will also be on a regular and reasonable replacement schedule for necessities such as mowers, computers, tractors and vehicles.

Operational reviews that each division now has with executive staff on a regularly scheduled basis allow the divisions to discuss key issues and report to the executive office on the status of their fiscal management. Potential problems are identified early and a team approach is taken to form a solution. The ops reviews are also valuable in identifying additional areas of waste and potential areas for further efficiency improvements. I can not overstate the success of the overhaul of budgetary management at the DNR.

An agency-wide area of waste was found when Governor Daniels asked the DNR to take a look at our motor vehicle fleet. We discovered that, because of a complete failure to replace vehicles on a regular basis and no assurance that they would ever get any new vehicles, several DNR divisions were extremely apprehensive about disposing of any vehicles. This resulted in having more vehicles than full-time employees and the expensive maintenance costs that go with them. To date, we have identified 435 vehicles for surplus and 282 have already been sold, resulting in \$184,700 of revenue. The annual savings of right-sizing our motor vehicle fleet is estimated at \$2.2 million without factoring in maintenance or fuel savings.

The expansion of land available for public access is important to the survival of hunting and fishing in Indiana. As more and more areas that were previously available to the recreational sports enthusiasts are developed, users are turning to public lands to pursue their outdoor activities. One of the most significant accomplishments of this past year was the acquisition of the 8,000-acre Goose Pond property near Linton. This natural wetland has been a target of the DNR and numerous sporting and conservation organizations since before the Korean War. Under Governor Daniels' leadership, we were able to secure the federal and private-partnership financial support required for the acquisition. We completed the deal that most thought would never get done and we did it in 10 months. This is the single largest land acquisition in the history of the DNR and is a real feather in the cap of the numerous DNR employees, partners, sportsmen and conservationists across the state who contributed to the success of this project.

To thrive, we must continue to partner with like-minded organizations for help implementing our mission. Without the

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help of The Nature Conservancy, Ducks Unlimited, the US Fish & Wildlife Service and many others, the Goose Pond would not have been purchased.

Other examples of significant partnerships abound:

- The Youth Sub-committee of the Fish and Wildlife Conservation Committee took the lead on a statewide project to encourage introducing youth to the sport of hunting. Take a Kid Hunting Day was a tremendous success and both the DNR (through proposed legislation and administrative rule making) and the Youth Committee continue to build on this great start.

- We worked with the Department of Health (DOH) to utilize our state parks to highlight the Governor's INShape Indiana initiative. DNR, DOH and elected officials from across the state led walks at the parks in an effort to promote improved health and fitness. Nearly 1,000 individuals were able to discover the beauty and potential health benefits of spending a day at a state park through this effort.

- We partnered with the Department of Corrections and the Lieutenant Governor to ultimately provide several thousand servings of venison to food shelters across the state through the FIsh (Feeding Indiana's Hungry) Program. The DNR encouraged hunters to harvest additional antlerless deer, the DOC processed the deer as part of offender training and the Lieutenant Governor's office handled distribution of the processed venison.

These are but a few of the many partnerships that the DNR has utilized over the past year.

DNR law enforcement has made our DNR facilities safer for Hoosier families during 2005. Conservation officers implemented a statewide sting to reduce the level of deviant activity on DNR properties. Numerous arrests were made and the publicity from these efforts has proven to be a deterrent to future activity. There has also been a crackdown on methamphetamine (meth) producers. Conservation officers have made arrests for meth production on state properties and were often the first line of law enforcement to run across a meth lab as they were out in the field.

From the top down, our state park properties are now taking a proactive approach to increase park visitation. 2005 gave our property managers the opportunity to use their local knowledge to focus on accomplishing this mission. Success came in the order of over 10,300 interpretive programs for 335,000 visitors, a 30% increase from 2004.

Following the Governor's example, DNR executives have increased their outreach and visibility to DNR employees and customers. I have personally visited more than 50 of our properties and have met with employees, customers and local officials across the state in an effort to improve relationships and increase exposure of the DNR. All of us will continue these outreach efforts. Starting with three regional all-employee meetings planned for February, we hope each DNR employee has numerous contacts with central office staff during 2006. Of course, the open door policy that I instituted on day one for employees, constituent groups and elected officials who wish to meet with me or to email me with a question regarding a policy or position will remain in effect.

I want to make special note of those DNR employees who selflessly helped others in their time of greatest need in 2005. We have always been an agency that provided assistance to others across the country when asked. In 2005 the DNR had, by far, its largest outreach effort. As part of Indiana's Operation Hoosier Relief, DNR employees went to Mississippi to help those hit hardest by hurricane Katrina. Our team included 78 law enforcement officers who provided humanitarian aid and security in the Gulfport area. We also sent two 'saw teams' who assisted in debris removal and were some of the first folks to begin the long-term clean up efforts.

2005 was an impressive start for the Indiana DNR. We took a big first step toward many of the agency's overall goals and put ourselves back on track toward long-term excellence. As the Governor has asked, we must be willing to work just as hard on this second lap. We still have issues to conquer and improvements to make, but I am positive about our chances of success. I look forward to the opportunity to continue to work with the Governor, my fellow employees, legislators, other elected officials across the state and, most importantly, DNR customers as we strive for excellence at the Indiana Department of Natural Resources.

Respectfully,



Kyle Hupfer

Director, Indiana Department of Natural Resources

**THE DNR IS DIVIDED INTO THREE GROUPS, EACH HEADED BY A DEPUTY DIRECTOR. IN ADDITION, FIVE EXECUTIVE DIVISIONS REPORT DIRECTLY TO THE DNR DIRECTOR.**

The **Land Bureau** includes the Indiana State Museum and Historic Sites, Land Acquisition, Engineering, Fish and Wildlife, Forestry, State Parks & Reservoirs, Nature Preserves and Outdoor Recreation.

The **Administrative Bureau** consists of the divisions of Accounting, Budget and Performance Management, Strategic Management and Organizational Excellence, Human Resources, Internal Audit, Management of Information Systems and Purchasing.

The **Regulatory Bureau** is composed of Reclamation, Oil and Gas, Historic Preservation & Archeology, Water and Entomology & Plant Pathology.

The **Executive Divisions** of Hearings, Law Enforcement, Legal Counsel, Communications & Marketing, and the combined division of Indiana Heritage Trust and Natural Resource Foundation, all report directly to the DNR director.

**Land Bureau • John Davis, Deputy Director**

**Engineering Division • Thomas Hohman, Director**

- Completed remodeling of the Clifty Inn at Clifty Falls State Park. The remodeling allows for more conference room space as well as improved kitchen and dining areas to better serve the guests.
- Dedicated Roush Lake Shooting Range, a state-of-the-art facility that is a model for other potential shooting ranges in the state.
- Connected Versailles State Park to the wastewater facility in the Town of Versailles. This allowed for the abandonment of the existing facility, saving extensive rehabilitation money and annual expenses.
- Upgraded crowded campsites at Indiana Dunes State Park to larger, more comfortable areas with upgraded comfort stations.
- Received a federal TEA-21 grant of \$500,000 for moving a historic iron bridge to Charlestown State Park. This bridge will provide access to an area of the park that is not currently available to the public.
- Accomplished major structural repairs on the covered bridge used as the main entrance to Brown County State Park. Most of the \$212,000 cost for these repairs was paid with federal grants from the TEA-21 and Historic Covered Bridge grants.



**Dunes Creek daylighting project in December 2005.**

- Extended main park road and bicycle trail at Prophetstown State Park an additional 3/4 mile into the park to a small lake and the location of a future nature center. Project completed with the help of a \$170,000 federal grant for the bicycle trail portion.

**On the cover** (clockwise from upper left):

- Bobcats, badgers and otters are removed from the Indiana endangered species list.
- Governor Daniels meets with DNR employees from the Jasonville area at Shakamak State Park.
- Conservation officers assisted with security and victims assistance in the Gulf coast following Hurricane Katrina.
- Indiana Department of Natural Resources Director Kyle Hupfer coaches a young shooter following the dedication of the new range at Roush Lake.



## Fish & Wildlife • Glen Salmon, Director

- Partnered to gain two grants from the North American Wetlands Conservation Act that will provide \$1 million in funds each.
- Contracted the design for a shooting range at Atterbury Fish & Wildlife area that will provide 72 rifle/pistol stations and four combination trap and skeet fields. When complete, Indiana will have shooting ranges spread across the state for use by hunter education classes, hunters, other shooting enthusiasts and youth groups.
- Provided several new opportunities for anglers to enjoy their sport. A parking lot with a path leading to Wolf Lake in Noble County will allow people to carry in watercraft. On Eller Pond in Carroll County, a new parking lot and gravel boat launch were constructed. Along the White River in Hamilton County, a new parking lot, concrete boat ramp and ADA-accessible loading dock were constructed. At Salt Creek in Porter County, a parking lot was developed to allow people access to this recently acquired public fishing area. In Pulaski County, 18 acres was acquired to construct a concrete boat launch, gravel parking lot and an ADA accessible loading dock to allow access to the Tippecanoe River and a small pond.



**Ribbon cutting at Roush Lake Shooting Range in Huntington County.**

- Partnered with the Division of State Parks and Reservoirs and the U.S. Fish and Wildlife Service to construct a state-of-the-art shooting range at Roush Lake near Huntington. This range is considered to be one of the top facilities of its kind in the Midwest, providing 18 pistol shooting stations, 15 rifle stations and four shotgun stations.
- Sponsored the Project WILD, Project WET, Go FishIN and Hoosier Riverwatch education programs. Combined, they trained 2,729 participants in all day workshops, gave presentations to 18,837 people and had 100,270 people visit their displays at education events. These 121,836 program contacts will result in over 3 million Hoosier students each year learning about Indiana wildlife and habitats.
- Received a \$45,000 grant from the Nina Mason Pulliam

Charitable Trust to provide urban families educational opportunities, equipment and mentors to assist them in participating in outdoor activities through the Urban Families Outdoors program.

- Worked with a subcommittee of the Fish and Wildlife Conservation Committee to get a \$18,100 national grant to fund Indiana's first ever Take-a-Kid-Hunting Day.



**Bobcat**

- Co-hosted a deer hunt for a group of disabled hunters for the first time in the history of the DNR. The event took place at Fairbanks Landing Fish and Wildlife Area near Terre Haute.
- Removed bobcats, badgers and otters from the state endangered species list as a result of management activities and studies, supported by the Nongame Fund.

- Saw the first bird return to Indiana from our ongoing osprey reintroduction project.
- Confirmed spawning of the state endangered lake sturgeon in southern Indiana.



**River otter**



## Forestry • Jack Seifert, Director

- Released the first division-wide strategic plan. Timber management revenue will increase \$2-3 million over the next two years. 100% of this increase will be placed directly into forestry management projects. Monies will be used to create research/demonstration forests areas to improve education on forestry management, acquire more tracts of land as state forests and give assistance to private landholders wishing to properly manage their land.



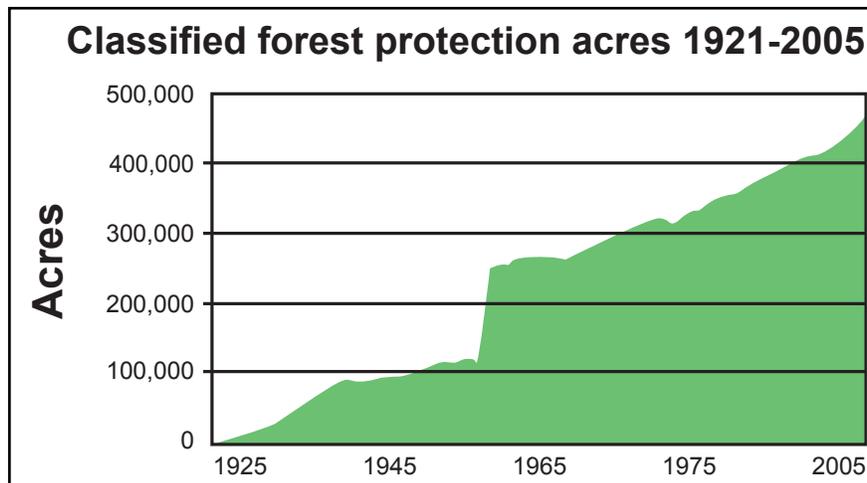
Forestry director Jack Seifert and Governor Daniels introduce Forestry Division Strategic Plan.

- Distributed \$131,603 from timber revenue to 12 southern Indiana county governments.
- Trained 500 individuals at Project Learning Tree, including three new facilitators.
- Mobilized 49 individuals as part of Operation Hoosier Relief for the relief efforts after Hurricane Katrina.
- Received \$1,515,999 in federal grants to be used for urban forestry assistance, forest inventory, invasive species control and rural firefighting assistance.



Saw crews from Indiana DNR assist with Hurricane Katrina clean-up.

- Assisted 2,430 woodland owners on 119,000 forested acres of property through statewide district foresters.
- Began first ever customer evaluation process to identify strengths and areas in need of improvement.
- Attained highest enrollment in Classified Forest history with 21,000 acres, for a total of 475,000 acres enrolled in the program.
- Began developing a forestry e-commerce Web site with renewal of timber buyer's licensing going online the second quarter of 2006.
- Relocated and consolidated offices and personnel with anticipate savings of \$100,000.
- Produced improved forest tree seedlings for sale in the fall of 2006.

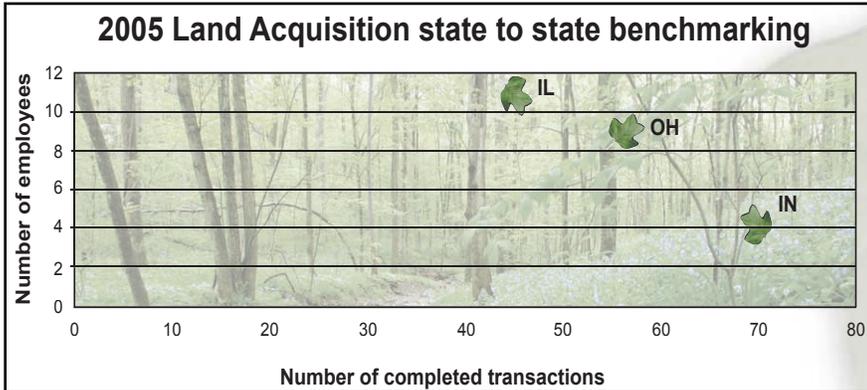


## Land Acquisition • Nick Heinzleman, Director

- Doubled last year's number of real estate transactions from 35 to 70.
- Protected 13,310 acres of property through the acquisition of land and conservation easements.
- Completed the acquisition of the 8000-acre Goose Pond,

which is currently being restored to one of the largest wetlands in the state.

- Restructured to have one person focus solely on the Indiana Heritage Trust Program and successfully reduced the substantial backlog. The division also completed more IHT transactions in 2005 than in any other year in its history.



- Began participating on team looking at a statewide surplus property and long term property asset management program.

- Added the Natural Resource Damage (NRD) Program, which helps restore natural resources especially within or close to waterways across the state. In one example, this year, the program successfully negotiated with a potentially responsible party in Posey County to clean up several abandoned oil wells within Harmonie state park saving DNR \$200,000-\$500,000 in future cleanup

## Nature Preserves • John Bacone, Director

- Dedicate five new nature preserves in Davies, Jasper, LaPorte, Putnam, and Harrison counties with the help of Indiana Heritage Trust money.
- Awarded a Wetland Reserve Enhancement Program grant from the Natural Resource Conservation Service to restore wetlands at the Limberlost Remembered Wetland Restoration Project, one of only four awarded nationally.
- Utilized grant money allowing the division to personally contact the owners of 150 natural areas, informing them of sensitive species on their lands. Previously, the owners would only be contacted by a newsletter.
- Combined grants totaling over \$800,000 from US Fish & Wildlife Service, National Oceanic & Atmospheric Administration Coastal Program, Natural Resource Conservation Service, and Natural Resource Damages program to acquire, manage, restore over 900 acres of habitat and acquire several important sites. Restored habitats include a savanna in Newton County, barrens in Washington and Harrison counties, Woodlands in Fulton County, and reforestation in Fountain County. The acquired sites were in Lake and Porter counties.
- Brought over \$1 million to Indiana through the Lake Michigan Coastal Program, used to acquire and restore significant natural lands.
- Held a volunteer work day at Prairie Creek Barrens, involving over 100 volunteers to plant thousands of plants and restore sand prairie habitat. An IPL Golden Eagle Grant funded the greenhouse propagation of these plants.

- Coastal grants enabled experts to inventory natural lands in Lake, Porter and LaPorte counties, locating and monitoring some of Indiana's rarest plant and animal species. The last similar inventory was undertaken in the 1980s.
- Received funding from the Department of Defense to inventory rare animals at Crane Naval Facility. Crane had not been inventoried in over 20 years.



Rest Rock Falls at Calli Creek Nature Preserve in Jennings County.

## Outdoor Recreation • Emily Kress, Director

- Restructured the leasing program for snowmobile trails, creating efficiencies for the department and at least three other agencies, as well. Over 230 contracts were reduced to five and a 40-step process to just 17.
- Received 14 federal matching grants totaling \$2,604,760 used to add 426 acres for outdoor recreation on state and local projects.
- Recorded three times more public contacts and outreach efforts than 2004.
- Assisted INDOT in the process to receive \$8,000,000 in Transportation Enhancements for bicycle and pedestrian projects and 30 miles of trail.
- Increased attendance at Redbird State Riding Area by over 800 from 2004 and added 333 acres using federal funds.



**Aerial look at the intersection of the Haul Road and Power Line Easement trails at Redbird State Riding Area.**

## State Park & Reservoirs • Dan Bortner, Director

- Partnered with DOC to use 19 labor crews. This significantly reduces cost and increases the area within the parks that can be maintained.
- Developed a new fee structure, expected to increase revenue approximately \$2 million. The new pricing structure allowed parks to charge less than current rates on some amenities and encourage attendance on less used days. This will be used to eliminate the \$6.5 operating deficit that existed in January.
- Opened state's first mountain biking trails at Brown County State Park. Other mountain bike trails are opening at Versailles and O'Bannon state parks in 2006.
- Set a precedent that each property hold at least one event in October. The programs were extremely successful and provide parks with an additional marketing tool.



**The Hoosier Mountain Bike Association and Brown County State Park property staff worked together to establish the first mountain bike trail within a state park.**



**Newly established fall special events at all Indiana state parks and reservoirs provided entertainment and activities for fall campers.**

- Opened a new archery range at Cecil M. Hardin Lake.
- Presented over 10,300 interpretive programs for 335,000 visitors, a 30% increase from 2004.
- Added two "Friends" groups to aid in projects at Lieber State Recreation Area and Lincoln State Park.
- Received 39,448 volunteer hours from 2,773 participants around the state.





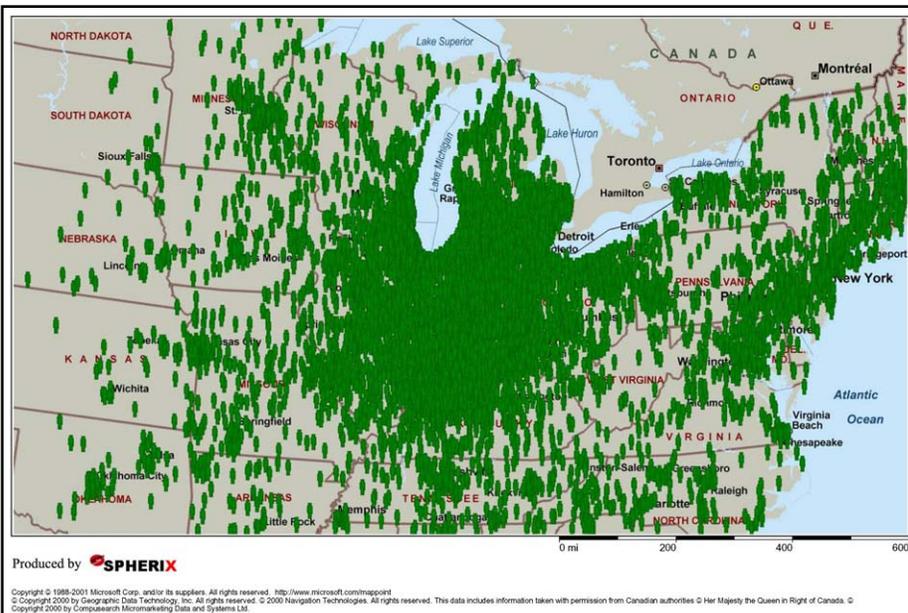
Free property admission and free tee shirts highlighted the inaugural INShape Indiana walking events in September.

- Restored wetlands in Dunes Creek, allowing natural processes to improve the water quality prior to discharge of the waters near the park bathing beach. The majority of the cost of this project was financed by a \$425,000 Coastal Zone Management grant.
- Reintroduced prairie grasses at Prophetstown State Park.
- Reopened Indiana Dunes State Park Nature Center.
- Stocked 300,000 walleye into the Upper Wabash Reservoirs as well as 244,000 striped bass in Patoka Lake to help control shad populations.
- Clifty Inn completed an \$8.8 million construction and renovation project. The old Riverview wing was torn down and the new Riverview wing was re-oriented toward downtown Madison and the Ohio River. Suites, patio and balcony rooms were added and the conference center was expanded.

- Erected 31 wayside interpretive signs describing special features, projects and sites. These signs help visitors better understand the natural and cultural resources of our parks and reservoirs.
- Hosted over 55,000 hunter efforts for wildlife management projects and programs on reservoir properties.
- Developed resource management plans for each state park to guide the removal of invasive plants and restoration of important ecosystems.
- Implemented INShape Indiana walks at all park locations. Future INShape events are planned.



Bedroom in new suite room in Riverview wing at Clifty Falls State Park.



State Park and Reservoir camper origin map.



Riverview construction at Clifty Inn expansion project.

## Administrative Bureau • Deputy Director, Todd Tande

### Highlights

At the beginning of the year, DNR had 130 staff members (8.2 percent of total DNR authorized positions) whose primary duties were administrative.

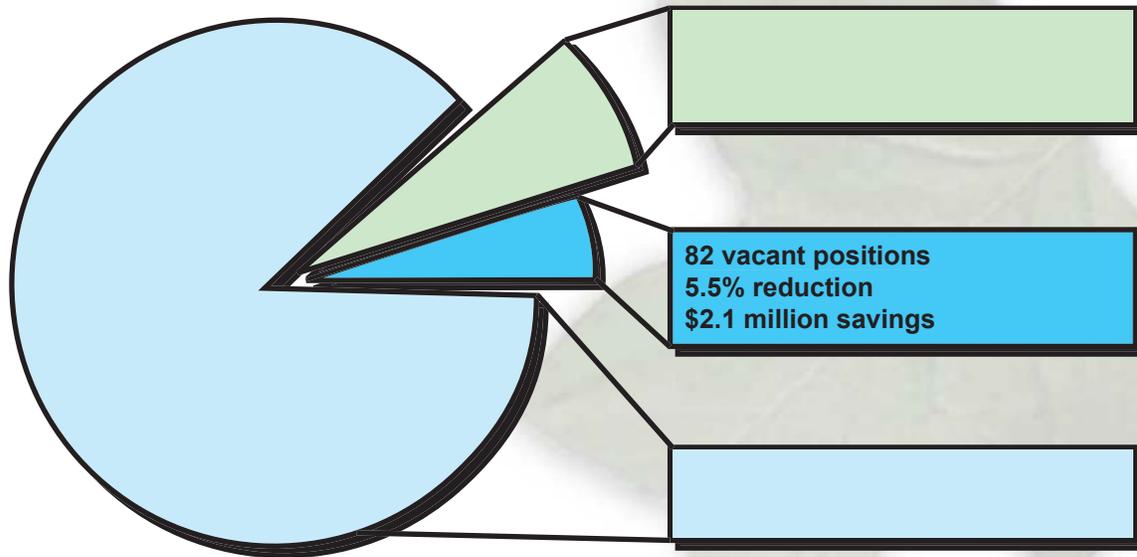
- In May 2005, the administrative staff members from the various operating divisions of the DNR were centralized into the Administrative Bureau and placed into teams by function.
- In June 2005, a decision was made to "right-size" the teams, which resulted in a reduction in force of 37 positions.
- DNR reduced an additional 7 positions related to consolidation and transition of MIS desktop support services to the Indiana Office of Technology (IOT) for a total reduction of 44 (over 33 percent) of the original 130 administrative positions.
- The reduction in administrative staff represents over \$2.1M in annual cost savings.
- The administrative staff now consists of seven vacant and 79 filled positions, representing just 5% of the 1,577 authorized DNR positions. Administrative services are being performed at a level, which equals or exceeds the levels of service prior to restructuring. These changes allow divisions to focus more time on their core duties, rather than administrative functions.
- By reducing administrative overhead costs, reinvesting some of the savings into operating division activities and resource protection, we are making great strides towards helping the DNR meet the Governor's goal of a better-equipped, more responsive and less costly state government.
- Implementation of DNR's first integrated financial system (Peoplesoft, a new state standard) has been approved, with significant efforts accomplished towards a "go-live" target date of March 1, 2006. This financial system will significantly enhance management reporting and control capability.

## Budget and Performance Management • Dick Lekens, Director

- Centralized staff to provide consistent budget analysis, recommendations and reports.
- All Division budgets are now analyzed monthly, using a management projection tool implemented by the budget team. Division Directors are now accountable to make adjustments to remain within budgetary limits while also maintaining and improving on operational performance.
- Created, coordinated and refined DNR quarterly operational performance metrics to report to the Government Efficiency and Financial Planning Department.
- Received approval for \$29,191,350 in Capital Rehabilitation and Repair (CR&R) projects and developed a projected allotment schedule for the remaining CR&R funds.
- Worked with all DNR divisions to reprioritize budgets, especially state parks and reservoirs, which specifically needed to eliminate a structural and 2004 year-end budgetary deficit of \$6.5M. Budgets were also redesigned to allocate monies within their existing appropriations to purchase new equipment, which has not been done in over four years. These budgets are now sustainable and robust.
- Reprioritized budgets, internally shifting \$2.5M in salary savings to meet operational requirements instead of requesting additional appropriations. This enables vehicle replacements every five years, computer replacements every four years and covers the service charges related to IOT's centralized desktop support and server management services.



## DNR Staffing 2004-2005 Adjustments

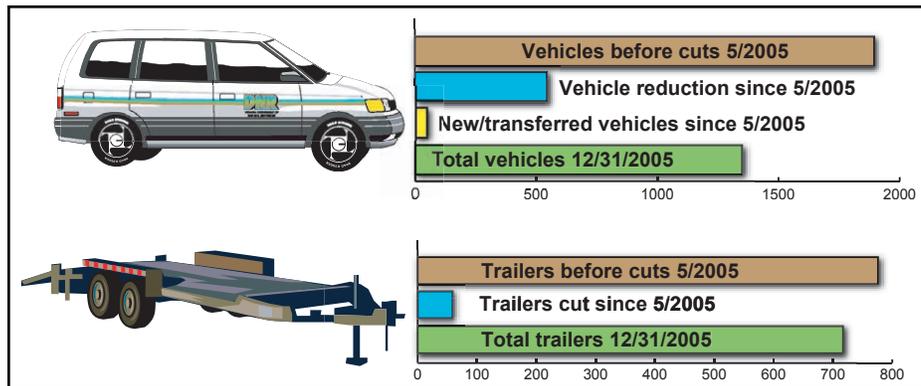


### Strategic Management and Organizational Excellence • Ann Walker, Director

- Created new function, utilizing existing staff, to perform management studies, process improvement and oversee centralized administrative support, vehicle pool management for the entire DNR and the centralized Customer Service Center.
- Implemented and administered one DNR central office vehicle pool of 20 vehicles, eliminating the separate pool

vehicle fleets maintained by many of DNR divisions. This allowed for a reduction of dozens of the vehicles formerly in division pools.

- Reduced average processing time from 10-12 weeks to less than one week on ATV/snowmobile registration through the Customer Service Center.



### Purchasing • Sue Cross, Director

- Created new function by transferring existing operating divisions' staff to form a centralized purchasing unit.
- Developed a uniform process for handling all procurement actions.
- Absorbed bidding functions from properties, which eliminates error and centralizes the process.

- Reduced approval times for emergency repairs to movable equipment from 60 to 90 days to less than 14 days.
- Initiated efforts toward catching up on inventory accounting, which had not been adequately tracked, prior to migrating the data to a new fleet management system and the new Peoplesoft financial system.



## Accounting • John Ryan, Director

- Transferred payroll staff from Human Resources to Accounting and co-located accounting staff, including Grant Accounting, with Central Accounting Operations.
- Implemented a point-of-sale system for fish & wildlife licenses. All licenses are now available for purchase at all times at all license retailers and through the internet. Enhanced management reporting capabilities allow DNR staff to better assist customers at the times and places they are most needed.
- Decided to use an Indiana-based company, to create and maintain the point-of-sale system, saving \$1.6 million over the next five years, rather than using an out-of-state vendor at higher costs.
- Centralized all revenue collection functions. At the same time, accounting activities were relocated from individual divisions to centralized accounting. This allowed for the segregation of duties and a more consistent system of revenue reporting.
- Reduced the error rate in SDO document processing to 1% while processing over 11,907 documents in the last five months. The error rate was previously a consistent 3-4%.
- Reduced the number of manual warrants issued for payroll from as many as 30 per pay period to 1 per pay period by changing and improving internal processes.

## Human Resources / Safety and Training • Amanda Ricketts, Director

- Participated in pilot State Personnel Department program being implemented to assess employee talents and development.
- Developed a comprehensive training and development plan aimed at harnessing the talents of a young labor pool in preparation for replacing an experienced work force as they retire.
- Rolled out and trained DNR staff on the new state performance appraisal system.
- Implemented a position control management report, which is tied to budget availability. This is a valuable tool to reduce overspending.
- Equipped every state park with defibrillators in case of emergency.
- Updated training videos last purchased in the 1970s.
- DNR participation in the State Employees Combined Campaign (SECC) rose dramatically this year. Chairperson Beverly Buckman reported a 20% increase from the prior year. With this increase DNR exceeded its target of \$45,000.

## MIS • Laurie Beamish, Director

- Laurie Beamish, IDEM Information Technology and Business Services director, was appointed and is currently serving in a breakthrough dual role as MIS director for both IDEM and DNR. In this role, Laurie will guide both the DNR and IDEM staffs to streamline and identify efficiency opportunities among staff and operational databases.
- Tad Stahl, our MIS division director for much of the year, transferred to the Indiana Office of Technology with a promotion to the position of chief of information security for the State of Indiana.
- Paul Tex, applications systems manager for IOT, served DNR in a dual role as interim DNR MIS director during the successful transition of our server and desktop support to IOT.
- Reduced costs while expanding Internet service at seven different properties.
- Centralized and co-located staff.
- Expanded GIS resources for use to public and staff not connected to the network.
- Focused staff efforts towards new primary role of providing application development and project management support.
- Created an online registration for waterfowl draw hunt and put and take pheasant Hunts. This minimizes labor hours of data input as well as measurably reduces errors.
- Reduced seven positions by transferring desktop support and Local Area Network (LAN) activities to the Indiana Office of Technology (IOT).



## Regulatory Bureau • Ron McAhron, Deputy Director

### Entomology/Plant Pathology • Dr. Robert Waltz, Director

- Conducted gypsy moth treatments across 39,000 acres and 10 counties to combat this invasive species. These treatments were funded through a cost-sharing federal program.
- Discovered two new sites of emerald ash borer and began treatment fighting this destructive species. To date, the

division has received \$3.1 million in federal funds to combat the insect that kills ash trees.

- Identified nearly 80 sites in Indiana where the highly invasive plant species known as kudzu is growing. Kudzu is more typically considered a southern plant. It grows extremely rapidly and is hard to eliminate. Kudzu is also an alternate host of Asian soybean rust. Controls are being planned for implementation in 2006.



- Processed over 3,000 phytosanitary documents that allowed Indiana plant commodities to be received in over 100 different nations. This represents a 25% increase over last year's recordbreaking number. The value of this service includes newly developed lines of seed which may become the market standards in future years to 20 or more train car loads of grain going into Nuevo Laredo, Mexico, or ships filled with containers of Indiana-produced timber, lumber, grains and seed going into ports around the world.

The emerald ash borer is less than a half-inch long and leaves a "D" shaped exit hole.

### Oil & Gas • Herschel McDivitt, Director

- Awarded an environmental partnership award for the work with the Indiana Oil and Gas Association to address orphan oil and gas wells.
- Spent considerable effort in cleanup activities following the tornadoes that struck southern Indiana.

- Worked to continue encouraging interest in southern Indiana's oil and gas resources, which can significantly spur industry and economic development, in the region.
- Reported no backlog in permitting and a 10-day turnaround time.

### Reclamation • Bruce Stevens, Director

- Conducted over 1,900 field inspections on 71,000 acres to verify compliance with regulations.



Draglines are used in surface mining to remove material covering coal seams.

After the coal is removed, the overburden is restored and the land completely reclaimed.

- Terminated jurisdiction on over 3,400 acres including almost 1,400 acres of prime crop land and nearly 1,200 acres of forest, fish and wildlife lands while releasing 11 permits back to full landowner control.

- Constructed 95 acres of wetlands and reclaimed 46 sites as a

result of Abandoned Mine Land Program activities.

- Received the federal Office of Surface Mining's Mid-Continent Region Award for a Pike County project. Although in competition with 11 other states, this was the fifth time in the past six years Indiana has received this award.
- Received \$1.99 million federal dollars for the regulatory program and \$4.6 million federal dollars for the Abandoned Mine Land Program.
- Restructured to reduce staffing levels by over 12% from 71 Reclamation staff in 2004 to 62 Reclamation staff in 2005.
- Increased outreach efforts 10% from the previous year with Reclamation staff reaching 6,764 Hoosiers through various efforts throughout the state.

- Received two national awards: One from the National Park Service for "outstanding efforts in facilitating partnerships at the Local, State, and National levels to obtain National Historic Landmark designation for Madison, Indiana," and the second the Stewardship Excellence Award from the Cultural Landscape Foundation, for research, planning, and management of cultural landscapes (such as the Kessler and Sheridan park and boulevard system in Indianapolis) throughout Indiana.

- Completed the Cultural Resources Management Plan, a five-year plan focusing on proactive preservation strategies and efforts towards significant and neglected resources, preservation needs and forming partnerships to more efficiently preserve, manage and provide services concerning the historical resources of Indiana. The plan is gaining national attention as a model for other states to follow.

- Established a new Web site, providing numerous forms, publications, products, and information, establishing electronic and quicker, more efficient information, services to and response for our customers. The Web site has received nationwide praise.

- Reviewed over 3,700 regulatory project submissions, significantly reducing the number of projects overdue (in-house more than 30 days) from 45% to 4% on federal projects and from 52% to 8% on state projects. In 2005 processed more project submissions and reduced the time period of review.

- Installed six historical markers in cooperation with the Indiana Historical Bureau that highlight and interpret Underground Railroad historical sites in Indiana.

- Worked with the Department of Commerce to create interpretive services in southeastern Indiana.

- Co-hosted two cemetery preservation workshops, which



Archaeology Month celebration at Mounds State Park.

educated over 60 individuals on proper techniques and standards.

- Created system that allows for individuals to use DHPA research for a nominal hourly rate, increasing revenue for the department.

- Finished the widely popular, statewide public outreach and educational effort, the 10th anniversary Indiana Archaeology Month (AM), with over 6,800 visitors to the various presentations and events, and drawing hundreds more in the lead-in event to AM at the Indiana State Fair. AM was proclaimed by the Governor. Events associated with the month reinforce and promote strong, continuing, and increasing public interest in and support of archaeology, contributing to increased visitation and awareness of archaeological facilities, museums, libraries, state properties and parks, resources, educational facilities, etc. and to heritage tourism and economics in our state.

- Maintained the monthly Archaeology News e-newsletter from the archaeology section. This public outreach currently reaches 355 people (or 4,260 people per year) each month.

- Co-sponsored the second annual statewide conference on historic preservation with the Indiana Main Street Program.

- Held the first Preservation Month photo contest, which resulted in an exhibit of Indiana's historic resources in the Statehouse.

- Received funding from the Federal Highway Administration (FHWA) to develop a comprehensive electronic database. Eventually, with the help of future funding, it will be GIS-compatible with a user-friendly interface from the 20-plus cultural resource databases currently used by the DHPA. Once completed, the database will greatly increase speed and efficiency of processing projects and requests for records and archival checks. The cultural resources information in the DHPA is monumental, and of state and regional importance reflecting the richly diverse historical and cultural history of the state.

- Reorganized office space in order to more efficiently process projects, house its significant archival information, and provide quicker services, information and products in a more businesslike and productive atmosphere for customers.



Preservation month walking tour in downtown Indianapolis.





**Raysville Dam removal near Knightstown.**

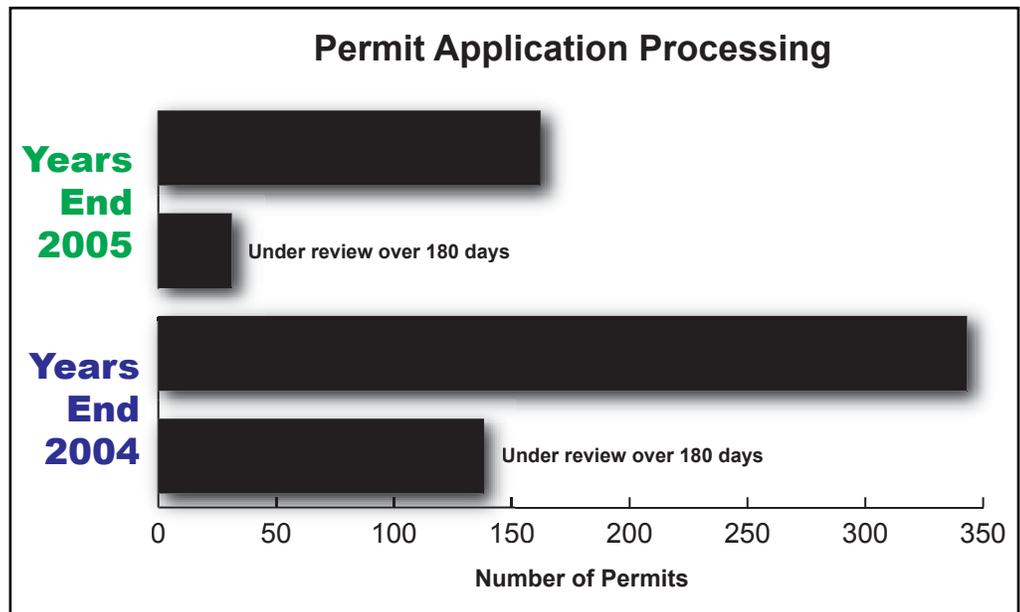
- Created a review process for evaluation of new applications to identify time-consuming problems early in the process and a tracking system to help prioritize these applications. At the close of 2004, there were 343 applications on file, including 138 that had been under review for over 180 days. At the end of 2005, 162 applications were pending (52% reduction), and the number over 180 days was down to 31 (30 are outside Division control, awaiting information from applicants, agents, etc.). Although the volume of applications processed in 2004 and 2005 were virtually identical, 937 and 938 respectively, the average review time was reduced by 32%, from 85 to 58 days.

- Received \$2.8 million in grants from the Federal Emergency Management Agency for flood insurance activities, updating floodplain mapping, and dam safety-related work. The amount is roughly 4½ times larger than that received in 2004. The 2005 grant level is expected to remain fairly constant for the next three years.

- Executed a Memorandum of Understanding with INDOT to promote efficiency by eliminating the duplication of review between the two agencies.

- Completed an 18-month project to update the 100-year flood profile, delineate the floodway and perform preliminary assessments of several flood mitigation measures for the City of Salem.

- Completed countywide aquifer mapping for Decatur, Hancock, Harrison, Johnson, Shelby and Switzerland counties. The maps and associated text describe the unconsolidated deposits and bedrock aquifer systems; the composition and potential well yield of the aquifers; the depth to groundwater; water quality and susceptibility to contamination.
- Constructed a cellular concrete levee at the Chapman Lake control structure. Portions of the control structure's adjoining levee were severely compromised. Failure would have resulted in significant environmental damage, the loss of valuable wetland communities and harm to a 230-acre nature preserve.
- Entered into a \$1.4 million design/build contract to repair the Brush Creek dam and bring it up to current dam safety standards. The state constructed Brush Creek Reservoir in 1953 to provide supplemental water supply for the Muscatatuck State Developmental Center and the City of North Vernon. In August 2002, a sinkhole was discovered adjacent to the downstream abutment, requiring that the lake level be managed lower than normal to avoid continued seepage.
- Completed the removal of Raysville Dam near Knightstown. The high hazard dam was in a severe state of disrepair; the embankment was overgrown with trees, there were numerous animal burrows, and the principal spillway was crumbling. Since a failure would threaten downstream homes, the department issued an emergency order to lower the water level. The division contracted to have the embankment removed and an open channel constructed at the location of the old spillway. The work was completed early in 2005.



## Executive Divisions

### Communications • Kim Brant, Director

- Combined two existing publications (The Indiana Recreation Guide and the Fishing Guide) into one full-color addition, saving the cost of mailing over 200,000 pieces.
- Secured the sale of *Outdoor Indiana* on newsstands, including Barnes and Noble and Borders Books.
- The DNR Web site had 21,966,041 hits and over 6.9 million visitors, the highest number of any state agency.
- Began to use email to send notes and updates to current campers.
- Doubled the number of news releases from the DNR from 166 to 331. These releases are free marketing tools to increase knowledge about DNR activities.
- Sold advertisements to offset the cost of the combined Outdoor Recreation and Fishing and Hunting Guide.



### Indiana Heritage Trust/Natural Resources Foundation • Cass Sponsel, Director

- Raised IHT total protected acres to over 45,000.
- Leveraged \$500,000 to ensure the closing of Goose Pond and Natural Resources Foundation committed nearly \$150,000 in private donations.
- Recognized with the Governor's Award for Environmental Excellence in the Land Use category.
- Closed a record 41 projects in 2005.
- Sold over 63,000 Environmental License plates in 2005.
- Raised over \$1.5 million in 2005 alone for conservation efforts by plate sales.
- Committed to IHT projects in 68 counties and growing.
- Raised over \$22 million and sold nearly one million plates since the programs inception in 1992.



## Law Enforcement • Robert Carter, Director

- Sent 78 officers to the Gulf Coast region to assist the victims of the hurricane and provide security.
- Worked with the Department of Correction in an effort to reduce Indiana's deer population and provide job training for

inmates. The program allowed for antlerless deer to be donated in exchange for a reduced price on another deer permit. These deer were processed by the inmates and donated to the Feeding Indiana's Hungry program for the less fortunate around the state.



Conservation officers provide security and victim assistance along the Gulf Coast after Hurricane Katrina.

- Worked with a variety of groups to expand recruitment of children and minorities into the sports of hunting and fishing. Assisted in the formulation of a youth committee to focus solely on these issues.
- Switched vehicle orders from Expeditions to a less expensive, more fuel-efficient Trailblazer. \$100,000 was saved on the first vehicle order.
- Provided security for President Bush's visit to the Indiana Black Expo.
- Trained and equipped 20 officers for diving duties.
- Conducted a statewide sting that led to the arrest of over a dozen sexual deviants on DNR properties.
- Began testing for new recruits.

## Legal • Adam Warnke, Head Legal Counsel

- Centralized Office of Legal Counsel (OLC) location to provide improved accessibility and service to clients. Consolidated all legal staff from divisions within the department into OLC in order to realize efficiency benefits and further cost savings through information, resource and workload shares.
- Standardized handling of public records requests. The department encountered an approximate 400% increase in public requests under the Indiana Access to Public Records Act (APRA). In order to fulfill the Department's responsibilities under APRA, and implement a commitment

to provide a more open and accessible government, OLC staff implemented standardized handling guidelines, which included the involvement of OLC staff to review responses. As a result, the department achieved a 100% success rate of providing timely responses to public records requests.

- Instituted an attorney cross-training program. Each staff attorney will progressively become familiar with all department practice topics by handling diversified caseloads and consulting with members of staff with practice area expertise.

## State Museum • John Herbst, Director

- Increased membership revenue 34.29% over 2004 for the ISM Foundation.
- Secured \$269,489 in grant money, a 239% increase over 2004 the ISM Foundation.
- Installed 14 changing exhibits in 2005.



Actor Michael Smith portrays famous black cowboy Matthew "Bones" Hooks at the Indiana State Museum.



Lord of the Rings fans lined up to experience the final week of The Lord of the Rings Motion Picture Trilogy – The Exhibition at the Indiana State Museum.

- Opened the international blockbuster Lord of the Rings - The Exhibition drew over 75,000 visitors during its three month run, many of whom visited the museum for the first time. The exhibit shattered attendance records while saving money on the bottom line. The extra work ended with \$708,000 over the expected budget goal.
- Increased exhibit attendance to 234,533, up 30% from 2004.
- Hosted over 582,000 people at the various facilities, including IMAX, exhibits, programs, and the restaurant.

## Individual Accomplishments

This year, the Governor has asked for state employees to recognize each other's accomplishments through having each agency nominate individuals or teams who have contributed toward making Indiana government less costly, less wasteful or more efficient. I received a number of solid nominations from my executive team, and I am sure there are some other individuals and teams that could easily have been nominated for their efforts. I thought that this report would be an excellent forum to acknowledge all of the individuals and teams that I received a nomination on. Thank you all for going above and beyond to improve the DNR.

**Champak Patel and Larry Wayland, *Engineering***, creatively suggested metal bracings on supports rather than complete replacement on a historic bridge at White Water Canal State Historic Site. Beyond the initial \$40,000 the adjustment saved, the project took only one week rather than the projected three weeks. The economy of Metamora could have been significantly impacted by the extra down time.

**Goose Pond Team, *All***, The Acquisition of Goose Pond has been noted in a number of locations for its importance to Indiana and our wildlife. The team that worked on this project deserves individual recognition for their efforts and accomplishments. Nick Heinzelman, Glen Salmon, Gregg McCollam, Katie Smith, Gary Armstrong, Mark Reiter, Kacie Ehrenberger, Ed Theroff, Wayne Faatz, Jim Arthur, Beth Hippensteel, Tina LaShure, Brad Feaster, Cass Sponsel and Diana Denney.

**Jason Shorter, *Entomology***, Over 3,000 phytosanitary documents were processed this year through the DNR. Jason has been personally responsible for the success of this program while continuing his duties as a southern region supervisor and inspecting 10 southern Indiana counties.



**The Budget team, *All***, The budget team is the group of individuals that deserves the most credit for the overhaul of the administrative systems of the DNR. They worked tirelessly within divisions and with the executive staff to properly reorganize the department into an efficient and effective system. The resulting changes are saving the state millions of dollars a year and assuring that the divisions will have balanced budgets for now and plans in place for the future. The budget team, with their in-depth knowledge of DNR, creative ideas, and with new priorities and the help of new management tools, worked long hard hours to ensure there was a smooth transition to the new management system, and their efforts paid off. We would like to recognize each of the efforts of Dick Lekens, Bill Bull, Cheryl Moles, Bob Stum, Joyce Witt, and John Baker, Budget and Performance Management, Jim Liverette, Museums, Arlene Phillips, DNR Executive Office, and Deanna Oware of OMB.

**Jeff Matsuoka, *State Museum***, Jeff was the project manager responsible for the Lord of the Rings Exhibit at the State Museum. This massive project included a relocation and expansion of the Call Center, a sick room and an additional sales window, Will Call desk and coat room. The exhibit shattered attendance records while saving money on the bottom line. The extra work ended with \$708,000 over the expected budget goal.

**Ken Cote, *Entomology***, Ken came to the rescue of a central Indiana production nursery, saving it from potential failure. A crippling regulatory issue was solved through the dedication and efforts of Ken Cote. He took the time to make the necessary inspections after work at night and on the weekends in an effort to meet national regulations for this Indiana business. The work was completed on time, and Ken is now working with the company to prevent future crisis situations.

**Becky Weber and Joe Nichter, *Communications***, Becky and Joe are recognized for their creation and development of the first ever Recreation Guide/Fishing guide. This has been the marriage of two mediocre annual publications into one full color, glossy, high-end publication. Costs of production were reduced by selling advertising space, in addition to the savings through mailing only one document rather than two. Their creative skills and talent saved Indiana money and positively promoted the DNR.

**Andrea Gromeaux, George Bowman, *Water*, and Jon Eggen, *Fish and Wildlife***, These three individuals have been recognized for their efforts in eliminating the backlog of permits going through the Division of Water. They initiated a daily triage process where new applications are reviewed to identify potential problems, submittal deficiencies, and in some cases recommend permit conditions. A tracking system was created to monitor the number of days that elapsed since the receipt of each application. This allows staff to focus resources on the older applications in order to meet the 180-day target. At the close of 2004 there were 343 applications on file, including 138 that had been under review for over 180 days. At the end of 2005, 162 applications were pending (52% reduction) and the number over 180 days was down to 31 (30 are outside Division control, awaiting information from applicants, agents, etc.). Although the volume of applications processed in 2004 and 2005 were virtually identical, 937 and 938 respectively, the average review time was reduced by 32%, from 85 to 58 days.

**Teresa Marshall, *State Parks & Reservoirs*** is honored for her role in reporting an offer of a bribe she received from a potential concession operator. Teresa then assisted State Police with their investigation. Teresa is a 20-year State Parks and Reservoirs division employee. She is a concessions inspector who monitors the operation of 75 property concession contracts, including: saddlebarns, camp stores, boat rentals, beach and pool snack stands and firewood sales.



Speedway Junior High School student Brooke Compton and teacher Charles Bennett, received an Indiana Historic Preservation Award for their efforts to list the Speedway Historic District on the National Register. (pictured left to right: Kyle Hupfer (DNR director), Bennett, Compton, Lt. Gov. Becky Skillman, Amy Walker (DNR Division of Historic Preservation and Archaeology) and Jon Smith (director, DHPA).

