



DNR STRATEGIC PLAN 2022-2025

DECEMBER 2022



WASHINGTON STATE DEPT OF
**NATURAL
RESOURCES**

HILARY S. FRANZ
COMMISSIONER OF PUBLIC LANDS



CONTENTS

- 4 OUR VISION, OUR MISSION, OUR CORE VALUES**
- 6 LETTER FROM THE COMMISSIONER OF PUBLIC LANDS**
- 7 ENVIRONMENTAL JUSTICE**
- 8 ABOUT THIS PLAN**
- 9 ABOUT THE DEPARTMENT OF NATURAL RESOURCES (DNR)**
- 10 OUR STRATEGIC PRIORITIES**
- 27 CONTACT INFORMATION**

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dnr.wa.gov/strategicplan

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This plan was crafted with input from many public servants at DNR with guidance from community partners across Washington. We acknowledge their contributions in crafting this vision for the agency and thank them for their passion for our public lands and environmental justice.





OUR STRATEGIC PRIORITIES

PAGE
10

Make DNR a Great Place to Work and Serve Washington's Lands and Communities

PAGE
14

Serve Washingtonians Through Thoughtful Communication, Ongoing Collaboration, and Authentic Engagement

PAGE
18

Invest in Washington's People, Lands, and Communities.

PAGE
22

Protect our Lands and Waters





Our Vision

Our actions ensure a future where Washington's lands, waters, and communities thrive.

Our Mission

Manage, sustain, and protect the health and productivity of Washington's lands and waters to meet the needs of present and future generations.

Our Core Values

Safety and Well-Being—Our top priority is the safety of the public and our employees.

Public Service—We value and respect the public we serve, and we value and respect the people of the Department of Natural Resources who step up to serve.

Innovation and Creative Problem-Solving—We solve our state's most pressing challenges through innovative thinking, dedication, and bold and creative vision.

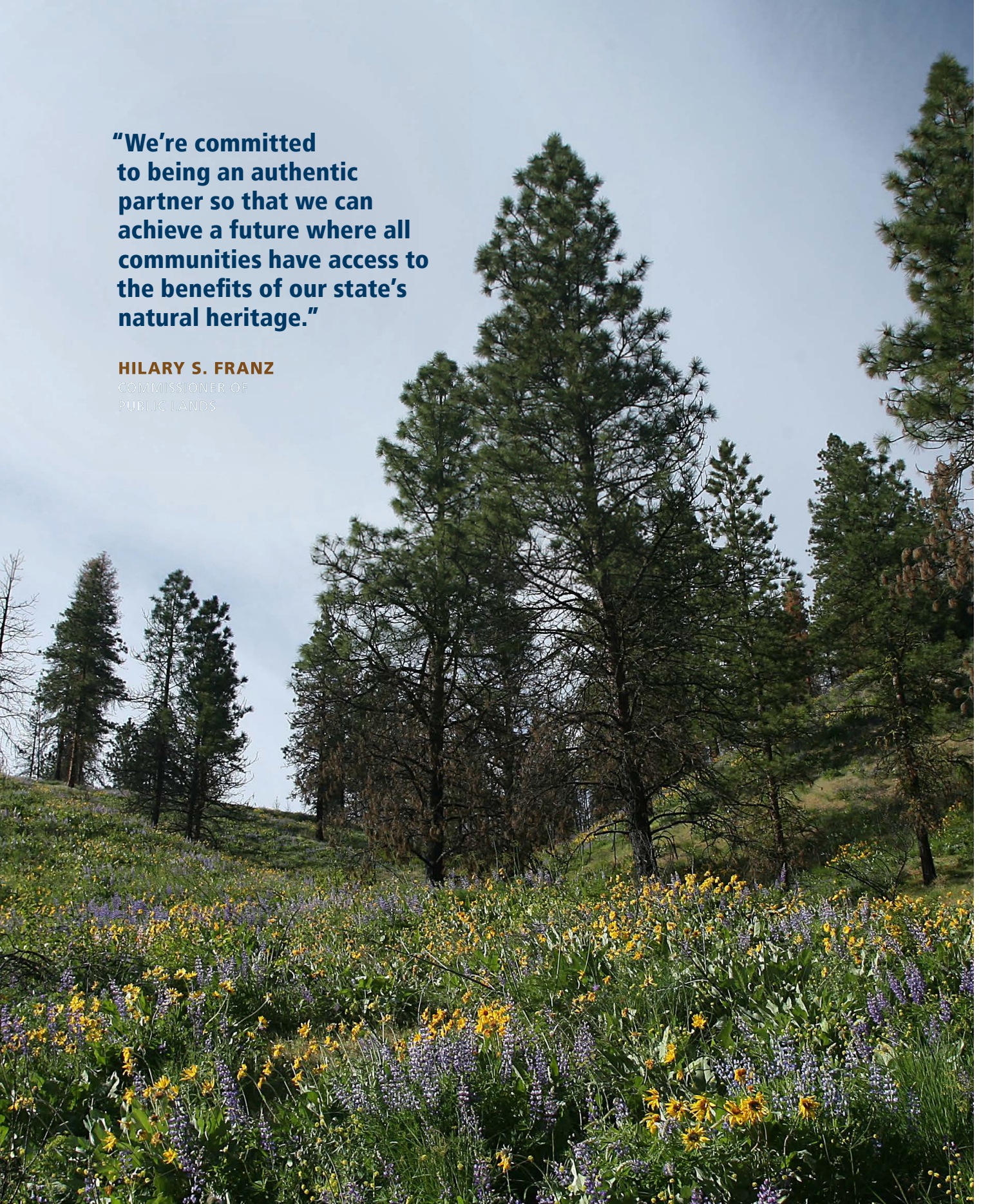
Leadership and Teamwork—We are committed to building leaders at all levels and building teams for success.



“We’re committed to being an authentic partner so that we can achieve a future where all communities have access to the benefits of our state’s natural heritage.”

HILARY S. FRANZ

COMMISSIONER OF
PUBLIC LANDS




LETTER FROM THE COMMISSIONER OF PUBLIC LANDS


HILARY S. FRANZ,
 a statewide elected
 official, is Washington's
 fourteenth Commissioner
 of Public Lands.

Washington's lands and people are deeply interconnected—our communities will not survive if our lands cannot thrive. We must give back to nature as much as it provides for us.

In 2018, I introduced a Strategic Plan for the Washington State Department of Natural Resources laying out a set of values to keep our public lands and waters bountiful, both today and for future generations. We have made steady progress on the goals set forth, however, we have updated our plans in order to meet the ever-changing challenges of our time and beyond. Our solutions to these challenges must equitably serve all Washingtonians.

As stewards of Washington's public lands, DNR recognizes we must continue innovating to ensure every Washingtonian can access the benefits of our public lands and waters. Thus, the following priorities will guide our goals and strategies moving forward:

Our Vision

Our actions ensure a future where Washington's lands, waters, and communities thrive.

Our Mission

Manage, sustain, and protect the health and productivity of Washington's lands and waters to meet the needs of present and future generations.

Our Updated Priorities

- Make DNR a great place to work and serve Washington's lands and communities
- Serve Washingtonians through thoughtful communication, ongoing collaboration and authentic engagement
- Invest in Washington's people, lands, and communities
- Protect our lands and waters

Throughout this Strategic Plan, you will see DNR's rock-solid commitment to maximizing the benefit of our services to our state and the tools which ensure our accountability. By reaffirming our commitment to science-based solutions and collaboration with organizations throughout the state, we're equipping Washington's lands, waters, and communities for success.

It has been an honor to serve as your Commissioner of Public Lands since 2017. This updated Strategic Plan is the culmination of our efforts to chart a better course that recognizes and delivers on the promise of our public lands for everyone in our great state.

With gratitude,

HILARY S. FRANZ,
 COMMISSIONER OF PUBLIC LANDS



ENVIRONMENTAL JUSTICE



ELISEO (EJ) JUÁREZ,

Director of Equity
and Environmental
Justice

For far too long, environmental injustices have lowered quality of life and harmed our state’s natural ecosystems.

That injustice manifests as families living with chronic health conditions caused by pollution, cities without the necessary tree canopy to mitigate deadly heat domes, and people suffering from the disproportionate economic and health impacts related to climate change. The

list goes on. Environmental Justice requires us to center and incorporate the voices, perspectives, and lived experiences of vulnerable and overburdened communities as we design solutions to the compounding ecological catastrophes facing us.

This strategic plan is the first step of many moving DNR toward the heart of Environmental Justice work. Committing our agency to a just society requires us to transform how we do our work on behalf of all Washingtonians.

Commissioner Franz has prioritized DNR’s focus on meaningful outcomes that support a state where everyone can thrive in healthy, safe, and equitable communities. You will experience this as more opportunities for public input, more opportunities to participate in guiding our work, and a more deliberate focus on equitable outcomes.

It will take an all hands, all lands approach to keep our state evergreen and sustain equity. This Strategic Plan positions all of Washington to meet that challenge.



ELISEO (EJ) JUÁREZ
DIRECTOR OF EQUITY AND
ENVIRONMENTAL JUSTICE



AQUATIC RESERVES PROGRAM / DNR



ABOUT DNR

DNR IS CENTRAL TO THE STATE'S ECONOMIC, SOCIAL, AND ENVIRONMENTAL SUCCESS

The Department of Natural Resources protects and cares for Washington's public lands and waters. By ensuring our natural resources are healthy and productive, we create opportunities and benefits for all. We sustain the lands that sustain us—both now and for future generations.



In fulfillment of our mission to manage, sustain, and protect the health and productivity of Washington's lands and waters to meet the needs of present and future generations, DNR is committed to:

Preventing and fighting wildfires to protect our landscapes and communities

Generating revenue for schools and critical county services through sustainable management of our public lands

Protecting and restoring our oceans, Puget Sound, rivers, lakes, and streams

Keeping our forests healthy and productive through management, regulation, and partnerships

Educating policy makers and the public to better prepare for natural hazards

Increasing opportunities for all Washington residents and visitors to get outdoors and play

Ensuring that the Department of Natural Resources is a workplace where employees can grow, learn, and thrive



Make DNR a Great Place to Work and Serve Washington's Lands and Communities

At DNR, we are committed to investing in our most important asset—our people—by providing employees with the resources they need to innovate, collaborate, and deliver results for Washingtonians. Success means we retain and recruit employees who are passionate about the mission, dedicated to public service, and highly skilled. We are building a workforce with team members who reflect the diversity of our state, are prepared to engage with every community, and hold environmental justice as central to DNR's success.





GOAL	A1	Empowered Agency with the resources and tools necessary to accomplish the Department’s mission.	
	STRATEGIES	A 1.1	Anticipate and meet the changing needs of the workforce by modernizing our workplace including policies and practices.
		A 1.2	Support implementation of the OneWA financial system to remediate and integrate DNR financial and human resource systems.
		A 1.3	Prioritize and address business challenges , increase organizational capacity, and strengthen IT security to protect DNR’s data and assets from cybersecurity threats.
		A 1.4	Expand and publish safety assessments and develop and implement an ongoing safety report card system.
		A 1.5	Communicate agency priorities to increase organizational alignment and clarity.



NANCY MARVIN



GOAL	A2	A culture of service, inclusion, and innovation.
STRATEGIES	A 2.1	Support agency-wide collaborative efforts focused on promoting a culture of equity, inclusion and belonging.
STRATEGIES	A 2.2	Employees are empowered to seek and implement innovation on the job.

GOAL	A3	A high-functioning and diverse organization that draws talented people to stay and grow.
STRATEGIES	A 3.1	Provide leadership and learning opportunities and support the growth of employees.
STRATEGIES	A 3.2	Develop and implement a targeted recruitment plan that builds a workforce that reflects the diversity of Washington's workforce.
STRATEGIES	A 3.3	Make DNR an employer of choice for the next generation of a highly skilled, diverse workforce.
STRATEGIES	A 3.4	Improve on-boarding for employees.



GOAL	A4	Embed Environmental Justice practices into DNR management, operations, and processes.	
	STRATEGIES	A 4.1	Establish and fund the Office of Equity and Environmental Justice to implement agency Environmental Justice/Equity Plans.
		A 4.2	Develop and implement the Pro-Equity Anti-Racism (PEAR) Plan.
		A 4.3	Ensure all DNR employees have the tools, resources, training, and communication skills to successfully engage in their communities.
		A 4.4	Educate and train DNR staff on environmental justice and DNR’s obligations to the EJ Council, HEAL Act and Climate Commitment Act.
		A 4.5	Implement and disclose Equity Impact Reviews and Environmental Justice screens on new or updated Commissioner’s Orders and policies relating to natural resource regulation and/or management.
		A 4.6	Develop methods for assessing the impact of deliverables and outcomes on equity and environmental justice goals.





Serve Washingtonians Through Thoughtful Communication, Ongoing Collaboration, and Authentic Engagement

To successfully serve the public, we must be transparent in our work and build meaningful connections. Ensuring our public lands remain protected, cared for, and productive starts by collaborating with scientists, our neighbors, and people most impacted by our work. We are part of an interconnected system of tribal governments, local governments, state agencies, and organizations that must work together to maximize our efficacy and impact for Washingtonians. We're reinforcing our commitment to coordinating with these partners, and we're making our resources more available in more ways to promote the importance of working lands, environmental protection, and public ownership of natural resources.





GOAL	B1	Respect and Respond to Washingtonians	
	STRATEGIES	B 1.1	Design and implement robust input and feedback policies for the public and partners.
		B 1.2	Launch a Rights and Compliance section on DNR’s website that publishes civil rights reports, the agency’s DEI Strategic Plan, and existing federal and state laws and policies related to environmental justice.
		B 1.3	Implement an agency-wide public comment policy focused on equitable engagement and participation for all significant agency actions and all boards and commissions governed by the agency by 2024.
		B 1.4	Diversify our boards and commissions as part of implementing an environmental justice action plan that reflects the lives and expertise of Washingtonians.
		B 1.5	Implement an agency-wide pro-transparency policy to make our work more accessible, understood, and responsive to public needs.





GOAL	B2	Increase Work with Tribal, Local, State, and Federal Governments
STRATEGIES	B 2.1	Partner with tribes, federal, state, and local partners to prioritize and implement forest health treatments, such as mechanical treatments and prescribed fire, in landscapes with the highest need and relative risk, in line with the 20-Year Forest Health Strategic Plan (Eastern Washington).
	B 2.2	Review and update formal consultation (government-to-government) policy and act on feedback given by Tribal governments and native communities.
	B 2.3	Communicate relevant and timely information about risks from natural hazards to landowners, policy makers and the public, and assist communities in planning.
	B 2.4	Collaborate and consult with Tribes to advance mutual priorities including climate resilience, salmon recovery, and renewable energy across the state.

GOAL	B3	Tell the story of public lands and the wide-ranging effects of DNR's work on behalf of Washington's communities.
STRATEGIES	B 3.1	Publish public awareness and safety documents , brochures, and forms in multiple languages.
	B 3.2	Make DNR's scientific expertise and body of research more readily available for the public.
	B 3.3	Educate the public about opportunities to access DNR's lands in ways that are compatible with the land's purpose, cultural resources, and natural resources.
	B 3.4	Engage and educate the public about the environmental, social, and economic benefits of DNR lands, including DNR's trust mandate.



GOAL	B4	Build Authentic Relationships.	
	STRATEGIES	B 4.1	Partner to promote natural resources careers with Tribal members, indigenous people, youth, adults, veterans, and those most impacted by environmental disparities.
		B 4.2	Support Fire-Adapted Communities and support or expand other programs for risk reduction from natural hazards.
		B 4.3	Conduct community engagement strategies across Washington to ensure programs and policy are informed by the people we serve.

SERVE WASHINGTONIANS THROUGH THOUGHTFUL COMMUNICATION, ONGOING COLLABORATION, AND AUTHENTIC ENGAGEMENT





Invest in Washington's People, Lands, and Communities

**As stewards of our public lands,
DNR must manage these lands to provide
the greatest benefit for the most people.**

This includes taking steps to responsibly and sustainably increase the revenue we generate for schools, libraries, and other critical government services. It also means using our resources to spark local economic development and support natural resource industries, while building systems to protect that work and our communities. This includes prioritizing community-informed and community-led initiatives in vulnerable and overburdened communities that are bearing the brunt of climate change impacts. Our lands—and the communities that depend on them for living-wage jobs—are integral to our prosperity as a state, and we must invest in, and help sustain, their success.





GOAL	C1	A property portfolio that is optimized to increase the economic and social benefits of public lands for trust beneficiaries, communities, and the State while continuing to provide science based stewardship.	
	STRATEGIES	C 1.1	Make new investments that strengthen the asset portfolio and increase returns to the beneficiaries.
		C 1.2	Ensure public lands provide environmental, social, and economic good.
		C 1.3	Build internal capacity for growing revenue by modernizing tools and systems, expand technical expertise through training, and create new lines of business that leverage assets managed by the Department.

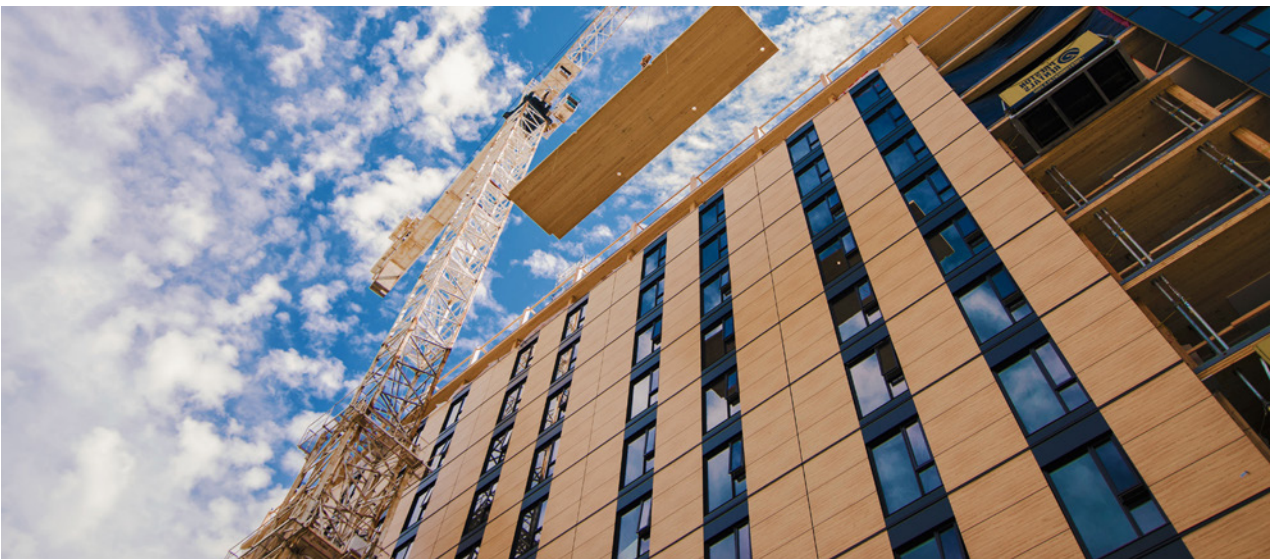




GOAL	C2 Healthy forest ecosystems in priority watersheds.	
STRATEGIES	C 2.1	Increase our knowledge of forest ecosystems in western Washington to better understand the interrelationships of disturbance pathways, watershed health, forest health and wildland fire, and actively prepare for increased fire risks in western Washington.
	C 2.2	Develop and support additional policies as needed to incentivize forest health treatments on non-federal lands and support sustainable forest management that addresses ecological, economic, and social aspects of forest health.

GOAL	C3 Enhanced economic development through forest restoration and management strategies that maintain and attract private sector investments.	
STRATEGIES	C 3.1	Support efforts to secure a reliable timber supply in order to increase forest products industry infrastructure to levels required to meet forest health goals.
	C 3.2	Encourage innovation and investments in the forest products industry by increasing utilization of, and adding value to, forest health treatment by-products, such as small diameter wood, cross-laminated timber (CLT), mass timber, biochar and biofuels, and associated products.

PHOTO COURTESY OF FORTERRA





GOAL	C4	A shared vision of the future of wildland fire management that meets the challenges of increasing uncharacteristic wildfires, a changing landscape, and protecting a growing population.
STRATEGIES	C 4.1	Implement the Wildland Fire Protection Strategic Plan with the “all-lands, all-hands” approach to wildfire suppression and management.
	C 4.2	Work with landowners and partners to establish a framework to develop and implement landscape-scale, pre-suppression plans to increase safety and efficiency, and minimize the risks and impacts of wildfire.
	C 4.3	Grow K-12, technical, and college natural resource education programs by establishing and expanding public-private partnerships, intergovernmental agreements, and NGO collaborations.

GOAL	C5	Prioritize investments in vulnerable populations and overburdened communities.
STRATEGIES	C 5.1	Evaluate and increase statewide Urban Tree Equity.
	C 5.2	Develop and implement an agency-wide procedure for identifying disproportionate health impacts of agency actions.
	C 5.3	Seek opportunities for and serve as a responsible steward of public, private, and philanthropic funds to be allocated to communities who endeavor to address environmental health disparities in partnership with DNR.



Protect our Lands and Waters

As our world changes and grows, the continued impacts of natural hazards and pollution, as well as the worsening impacts of climate change, threaten our natural and built environments and systems. DNR is committed to protecting the public's natural resources, lands, and waters for future generations with science-based practices informed by Washingtonians. It is our responsibility to prepare for these threats by building resilience in our lands and waters and helping communities adapt. By drawing on our strengths as land managers, scientists, regulators, information providers, and emergency responders, we will help safeguard the productivity of our lands and the safety of our communities. Our commitment to reducing DNR's greenhouse gas emissions, minimizing the impacts of natural hazards, and ensuring the biodiversity of our state's lands is foundational in our plan for building a resilient future.





GOAL	D1	Lands and waters that remain productive and adapt to changing conditions, including climate change and a growing population.	
	STRATEGIES	D 1.1	Manage outdoor access and recreation while respecting the land’s purpose and cultural uses.
		D 1.2	Implement DNR’s Plan for Climate Resilience and address climate risks through policies and practices.
		D 1.3	Expand efforts to use natural systems to buffer against floods, stormwater, sea level rise, and droughts stemming from changing conditions.





GOAL	D2	Reduce net greenhouse gas emissions and strengthen local economies.
STRATEGIES	D 2.1	Reduce greenhouse gas emissions from DNR's operations while meeting DNR program goals, objectives, and deliverables.
	D 2.2	Generate new sources of trust revenue by increasing opportunities for renewable energy production on state lands.
	D 2.3	Seize opportunities to generate benefits for trust beneficiaries and communities by incentivizing carbon sequestration on public and private lands.

GOAL	D3	Effective systems to prepare for and minimize the impacts of natural hazards.
STRATEGIES	D 3.1	Develop new maps and other educational materials to enable increased preparedness for earthquakes, tsunamis, landslides, and other geologic hazards.
	D 3.2	Conduct fuels reduction treatments , including mechanical and prescribed fire treatments, in the Wildland Urban Interface (WUI) to increase firefighter and public safety.
	D 3.3	Adopt and utilize risk-based tools to inform wildland fire management decisions in order to reduce the risk to life, property, and landscapes.
	D 3.4	Identify and publish gaps in how equity and environmental justice are considered in natural hazard assessments.



GOAL	D4	Ensure ecosystem health in areas such as water quality, fish and wildlife habitat, and biodiversity.	
	STRATEGIES	D 4.1	Restore and protect high-priority habitats and water quality that support salmon and other aquatic species through collaborative uplands and nearshore protection and restoration activities.
		D 4.2	Focus recovery efforts on restoring ecosystem health after catastrophic events.
		D 4.3	Expand Natural Areas, Natural Heritage, Aquatic Reserves, and other research and conservation programs that support biodiversity and landscape connectivity.

MIKE NORRIS / DNR

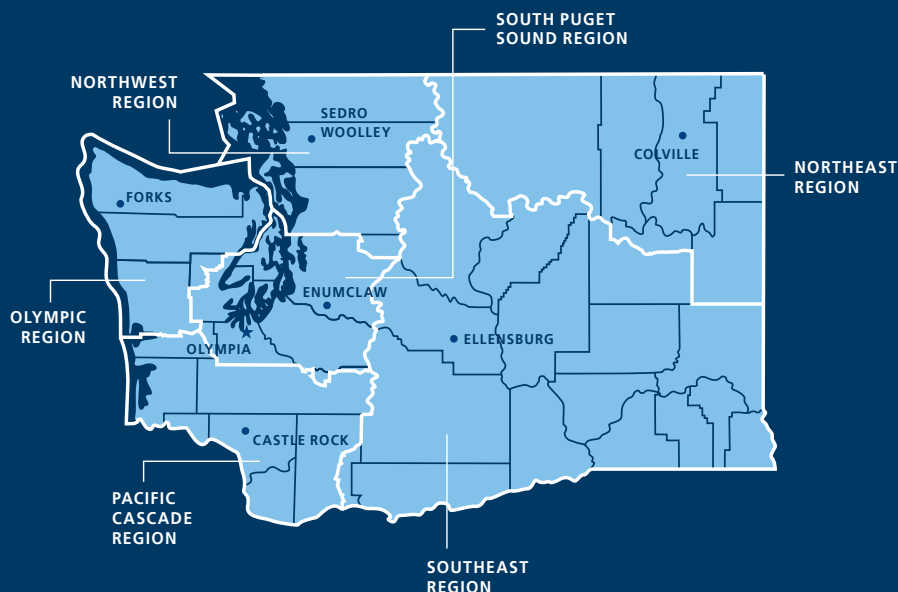




ERICA BLEKE / DNR

DNR crew monitoring eelgrass at ANeMoNe (Acidification Nearshore Monitoring Network) site in Nisqually Reach Aquatic Reserve.





Contact DNR

-  Visit our website
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NATURAL RESOURCES

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