

# DNR STRATEGIC PLAN 2018-2021

DECEMBER 2018



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**
- 8 ABOUT THIS PLAN**
- 9 ABOUT THE DEPARTMENT OF NATURAL RESOURCES (DNR)**
- 33 DNR REGIONS MAP & CONTACT INFORMATION**





# OUR STRATEGIC PRIORITIES

PAGE  
10

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

PAGE  
14

Build Strong and Healthy Communities

PAGE  
18

Enhance Forest Health and Wildfire Management

PAGE  
24

Strengthen the Health and  
Resilience of Our Lands and Waters

PAGE  
30

Increase Public Engagement  
and Commitment to Our Public Lands







## 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.

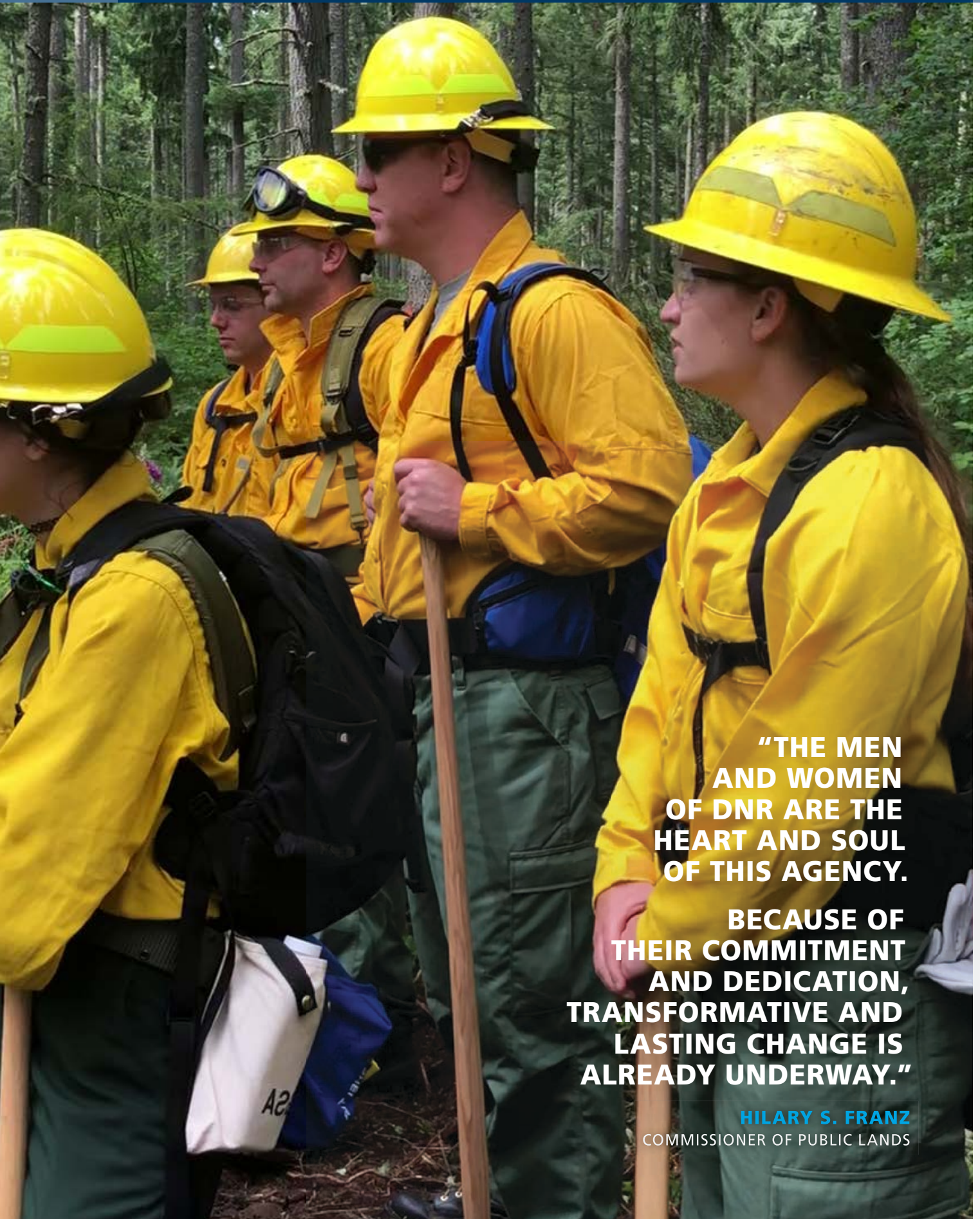
**Public Service**—We value and respect the public we serve, and we value and respect the people of the Department of Natural Resources who step up to serve.

**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.







**"THE MEN  
AND WOMEN  
OF DNR ARE THE  
HEART AND SOUL  
OF THIS AGENCY.**

**BECAUSE OF  
THEIR COMMITMENT  
AND DEDICATION,  
TRANSFORMATIVE AND  
LASTING CHANGE IS  
ALREADY UNDERWAY."**

**HILARY S. FRANZ**  
COMMISSIONER OF PUBLIC LANDS



## A LETTER FROM THE COMMISSIONER OF PUBLIC LANDS



**Hilary S. Franz**, a statewide elected official, is Washington's fourteenth Commissioner of Public Lands.

It is my incredible honor to lead an agency that protects and manages nearly six million acres of public lands in Washington State—from coastal waters and aquatic reserves, to working forests and farms, to natural and recreation areas.

Our public lands nourish and sustain us. They provide funding for our schools, hospitals, libraries, and other core government services. They provide the meat we eat, the wine and beer we drink, the clean energy we use, and the products we need to build and prosper.

They also provide places for our families and kids to explore and play in nature, creating the next generation of public lands advocates.

As Commissioner of Public Lands, I am committed to ensuring that our public lands thrive and remain bountiful, both today and for future generations.

That is why, in partnership, we developed this Strategic Plan (2018 – 2021).

Our state is at a critical juncture, one in which we face great challenges.

Wildfires are increasing in size and severity, fed by climate change and overstocked and unhealthy forests.

Farmers struggle with changing water availability and soil conditions. Sea level rise, ocean acidification, and extreme storms pose challenges that will grow over time.

Our state's population is growing fast, putting development pressure on working forestlands and farmlands and fish and wildlife habitat. Salmon runs continue to decline in Puget Sound and the Columbia Basin, threatening our cherished Orcas.

Our majestic terrain also means we contend with unique geologic hazards, including earthquakes, tsunamis, and landslides.

And our rural economies continue to face higher unemployment rates and lower incomes.

But in these great challenges are also great opportunities. And I know the Department of Natural Resources is ready to seize this moment.

The Strategic Plan charts a path forward—organized under five strategic priorities—to achieve our mission of sustaining the lands that sustain us all:

- **Make DNR a Great Place to Work and Serve Washington's Lands and Communities**
- **Build Strong and Healthy Communities**
- **Enhance Forest Health and Wildfire Management**
- **Strengthen the Health and Resilience of Our Lands and Waters**
- **Increase Public Engagement and Commitment to Our Public Lands**

This plan, built on a foundation of DNR's four core values, will guide the work we do each day and ensure that we make meaningful progress on issues of critical importance to our state, issues that demand action now.

We are committed to making DNR a great place to work and serve Washington's lands and communities. The men and women of DNR are the heart and soul of this agency, and the key to our long-term success. I could not be more proud of the passionate, innovative, dedicated and resourceful DNR employees I work with every day.

And, because of the commitment and dedication of DNR employees, transformative and lasting change is already underway.





We are improving our wildfire response, developing a Wildland Fire Protection Strategic Plan that will identify the resources and strategies needed to fight wildfires now and in 20 years.

We are implementing our 20-year Forest Health Strategic Plan: Eastern Washington, which calls for us to restore 1.25 million acres of forest to health. This ambitious scale and pace of forest health treatments is unprecedented in our state.

We are leading on adaptation and resilience in the face of climate change, investing in clean energy with wind, solar, and geothermal infrastructure.

We are expanding and improving the recreation opportunities offered on public land, including building dozens of miles of trails in our working forests.

We are removing debris and toxic chemicals from our waters and restoring fish habitat.

We are mapping earthquake and tsunami risk areas so that our communities have the information they need to equip and prepare.

Under my Rural Communities Partnership Initiative, we are using DNR resources to spark economic opportunities in struggling communities. Our working lands—and the communities that depend on them for family-wage jobs—are integral to our success as a state, and we are investing in their success.

And we are redoubling our efforts to sustainably generate revenue for our counties and schools by analyzing trust assets and making new investments.

We're all put on this earth to accomplish great things. And to realize our potential, we must work together. I'm blessed to be part of a team at the Department of Natural Resources who cares deeply about taking care of our people and our places. We are close to the communities and people we serve, and we are committed to serving.

We know we must continue to innovate and rethink what it means to be public land stewards, with a focus on preserving and protecting our wonderful legacy of productive and beautiful lands and waters.

Because it is up to us—all of us—to ensure our public lands remain vibrant and cared-for. It is up to us to keep public lands public and invest in our natural resources to feed our bodies and inspire our souls.

That is why I am so grateful to each and every employee at the Department of Natural Resources. Together, we are stepping into a future that we will make brighter.

In service,

**HILARY S. FRANZ**  
COMMISSIONER OF PUBLIC LANDS



### ABOUT THIS PLAN

**Employee feedback formed the foundation of this strategic plan and guided the creation of goals and strategies.**

In the fall of 2017, Commissioner Franz convened employees in each of DNR's six regions and ten divisions to talk about the future of the agency. Employees articulated key challenges and highlighted opportunities. Over 3,400 comments were generated from these sessions, and through follow up surveys and emails.

The result is a strategic plan that is employee-driven and employee-oriented. Each DNR employee owns a part of this plan, and we are all collectively responsible for its implementation.







ABOUT DNR

**AN AGENCY THAT 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:**

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Preventing and fighting wildfires to protect our landscapes and communities

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

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

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

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

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

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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 get the job done. If we are to be successful, we must retain and recruit employees who are passionate about the mission, dedicated to public service, and highly-skilled. Further, as public servants who are active in our communities, we must strive for a workforce that reflects the diversity of our state.

CORINA FORBSON / DNR



Image taken by a DNR Geologist while doing geologic mapping near Mount St. Helens.





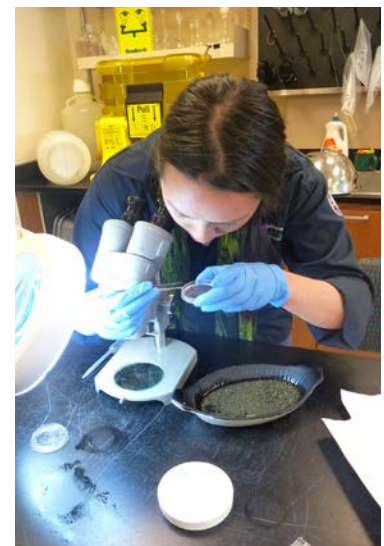
<b>GOAL</b>	<b>A1</b>	<b>Empowered and supported employees with the resources and tools necessary to accomplish the Department's mission.</b>	
	<b>STRATEGIES</b>	A 1.1	<b>Anticipate and meet the changing needs</b> of the workforce by modernizing our workplace including policies and practices.
		A 1.2	<b>Launch a cross-agency healthy workplace team</b> of employees, representative of the agency's diverse jobs and geographic regions, to track, assess, and provide guidance on new and ongoing organizational health efforts and needs across DNR.
		A 1.3	<b>Provide leadership and learning opportunities</b> and support the motivation of our employees to grow.
		A 1.4	<b>Prioritize and address core business challenges</b> , and implement Lean process improvements, to increase organizational capacity and improve service delivery, efficiency, and performance for the trust beneficiaries and public.
		A 1.5	<b>Expand safety assessments</b> and develop and implement an ongoing safety report card system.



NANCY MARVIN



GOAL	A2	<b>A culture of public service, safety, accountability and innovation.</b>
	A 2.1	<b>Build trust by strengthening relationships</b> , improving communication, fostering autonomy, and “starting with yes.”
	A 2.2	<b>Cultivate an agency-wide mindset</b> of “managers as coaches, employees as problem-solvers” to support innovation, continuous process improvement, and public service.
	A 2.3	<b>Support agency-wide collaborative efforts</b> focused on promoting a safe, healthy, and inclusive workplace for all employees, such as the Wellness Committee, Safe Workplace Work Group, the Diversity, Equity and Inclusion Advisory Council, and others.
	A 2.4	<b>Build cohesion within leadership teams</b> and communicate agency priorities to increase organizational alignment and clarity.
	A 2.5	<b>Recognize and reward high performance</b> , public service, problem solving, innovation, accountability, and teamwork.
	A 2.6	<b>Reinforce management accountability</b> in owning our desired culture by modeling and communicating the behaviors and expectations that support a safe and respectful workplace.
	A 2.7	<b>Improve performance management tools</b> and methods in order to foster a culture of feedback and accountability.







<b>GOAL</b>	<h1>A3</h1>	<b>A high-functioning and diverse organization that draws talented people to stay and grow.</b>	
	<b>STRATEGIES</b>	A 3.1	<b>Develop and implement a targeted retention plan</b> , including strategies to align classification specifications and salaries with the qualifications, knowledge, skills, and abilities required for successful job performance.
		A 3.2	<b>Develop and implement a targeted promotion and recruitment plan</b> that will ensure a workforce that reflects the diversity of the state’s labor force throughout all job categories and levels and fosters the culture we are working to achieve.
		A 3.3	<b>Develop and implement</b> improved on-boarding procedures.

LINDSEY RIECK / DNR





# Build Strong and Healthy Communities

**DNR manages a significant portfolio of public lands in our rural communities, and we must manage these lands to maximize positive impacts.** This includes taking steps to responsibly and sustainably increase the revenue we generate for schools and other critical government services. It also means using our resources to spark local, economic development and help secure natural resource industries.

Our working lands—and the communities that depend on them for family-wage jobs—are integral to our prosperity as a state, and we must invest in their success.



Staff check the growth of Douglas-fir seedlings at DNR's Webster Nursery.





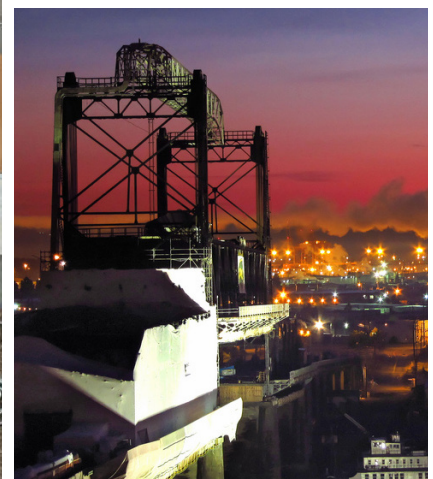
<b>GOAL</b>	<b>B1</b>	<b>A property portfolio that is optimized to grow revenue from public lands for the trust beneficiaries, communities, and Washington State.</b>	
	<b>STRATEGIES</b>	<b>B 1.1</b>	<b>Complete a comprehensive analysis of the strengths</b> and weaknesses of the state land's asset portfolio under current and forecasted economic, environmental, and socio-political conditions.
		<b>B 1.2</b>	<b>Make new investments</b> that strengthen the asset portfolio and increase returns to the beneficiaries.
		<b>B 1.3</b>	<b>Increase DNR's ability to maximize its returns</b> for existing and new business areas through legislative authority, business and stakeholder partnerships, and beneficiary collaboration.
		<b>B 1.4</b>	<b>Build internal capacity for growing trust revenue</b> by modernizing tools and systems and expanding technical expertise through training in new lines of business and technologies that leverage state land assets.





<b>GOAL</b>	<b>B2</b>	<b>Partnerships that strengthen rural economies.</b>
	<b>B 2.1</b>	<b>Implement the Rural Community Partnership Initiative (RCPI),</b> a program in which DNR pairs assets and expertise with sustainable development projects in communities around the state to grow and strengthen local economies.
	<b>B 2.2</b>	<b>Strengthen and build partnerships</b> with federal, state, and local stakeholders and tribes in order to help address community economic development issues.
	<b>B 2.3</b>	<b>Provide employees with the tools and resources</b> to develop, plan, and pursue new opportunities that will bring value to beneficiaries and communities.
	<b>B 2.4</b>	<b>Develop and implement collaborative solutions</b> to protect working farms and forests, including landowner assistance and incentives.

PHOTO COURTESY OF FORTERRA

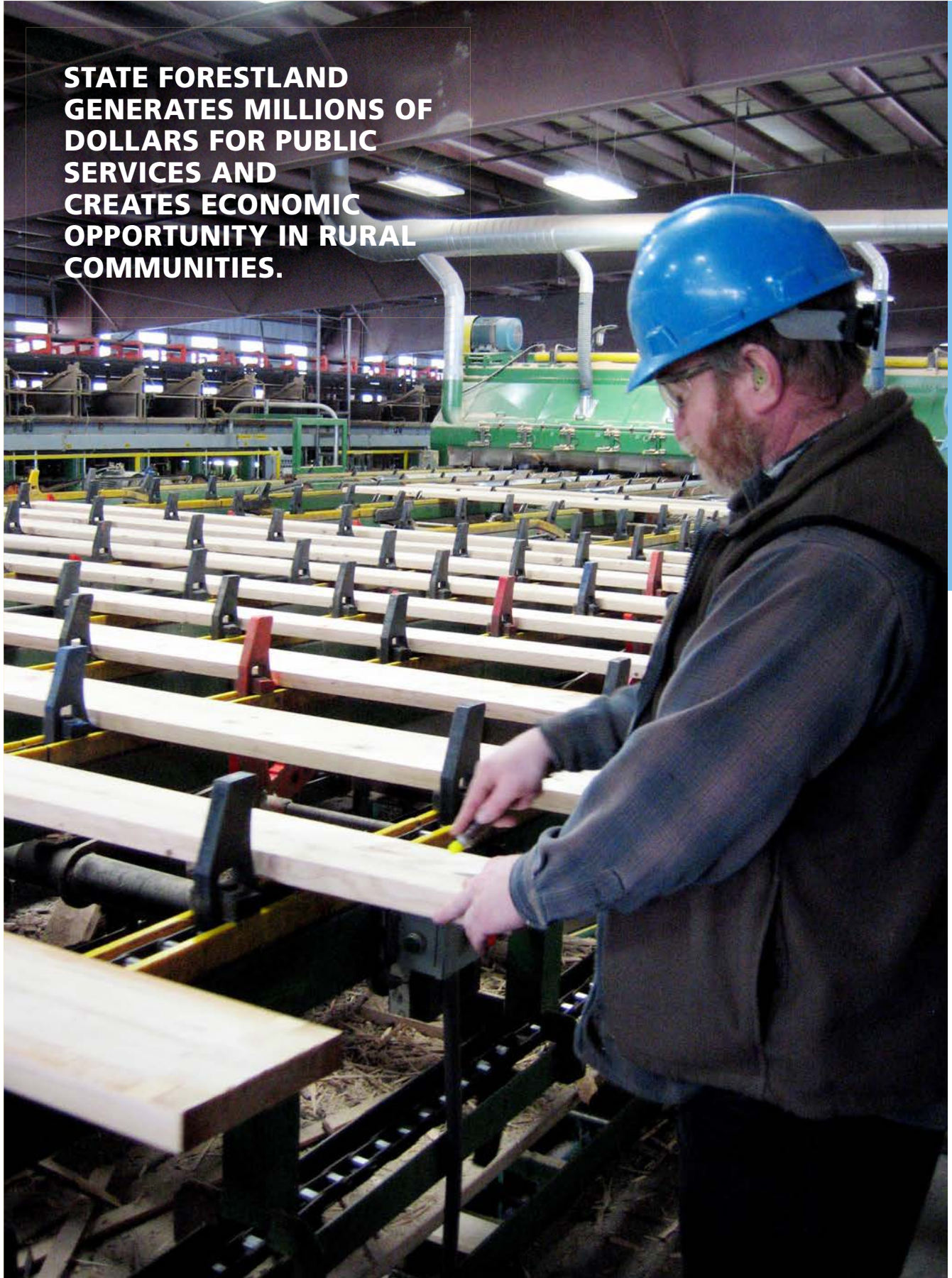


SCOTT HINGST





**STATE FORESTLAND  
GENERATES MILLIONS OF  
DOLLARS FOR PUBLIC  
SERVICES AND  
CREATES ECONOMIC  
OPPORTUNITY IN RURAL  
COMMUNITIES.**



**BUILD STRONG AND  
HEALTHY COMMUNITIES**



# Enhance Forest Health and Wildfire Management

**Washington has a forest health crisis. And our forest health crisis is contributing to wildfire seasons that are more and more challenging.**

As the state's largest wildfire fighting force and developer of the 20-Year Forest Health Strategic Plan, DNR will play a lead role in helping our state tackle these challenges. Now is the time to accelerate and expand our efforts to restore forests to health. And now is the time to develop new strategies and partnerships to reduce and suppress wildfires.



A DNR forester mounts a pheromone repellent to deter Douglas-fir beetle.





<b>GOAL</b>	<b>C1</b>	<b>Healthy forests in priority watersheds, including a long-term objective of treating 1.25 million acres of lands by 2037.</b>	
	<b>STRATEGIES</b>	<b>C 1.1</b>	<b>In line with the 20-Year Forest Health Strategic Plan</b> (Eastern Washington), partner with federal, state, and local partners and tribes, to prioritize and implement forest health treatments, such as mechanical treatments and prescribed fire, in landscapes with the highest need and relative risk.
		<b>C 1.2</b>	<b>Work with existing partnerships</b> to build social license, address barriers, and leverage resources to develop landscape-scale restoration and management projects on national forests and other lands, utilizing Good Neighbor Authority and other mechanisms.
		<b>C 1.3</b>	<b>Develop and support additional policies</b> 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.
		<b>C 1.4</b>	<b>Increase our knowledge of forest ecosystems</b> in western Washington to better understand the interrelationships of disturbance pathways, forest health and wildland fire, and actively prepare for increased fire risks in western Washington.

DEREK CHURCHILL



DEREK CHURCHILL



Cross laminated timber (CLT) is a prefabricated, solid engineered wood panel. CLT can use trees produced from forest restoration projects.

NEIL TABERNER

<b>GOAL</b>	<b>C2</b>	<b>Enhanced economic development through forest restoration and management strategies that maintain and attract private sector investments.</b>	
	<b>STRATEGIES</b>	<b>C 2.1</b>	<b>Support efforts to secure a reliable timber supply</b> in order to increase forest products industry infrastructure to levels required to meet forest health goals.
		<b>C 2.2</b>	<b>Support innovation and investments</b> 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.





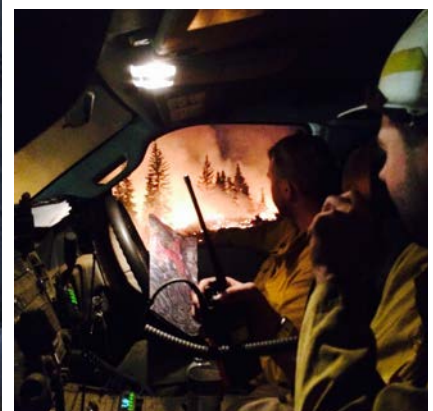
<b>GOAL</b>	<b>C3</b>	<b>A shared vision of the future of wildland fire management that meets the challenges of increasing uncharacteristic wildfires, a changing landscape, and protecting a growing population.</b>	
	<b>STRATEGIES</b>	<b>C 3.1</b>	<b>Develop and implement a Wildland Fire Protection Strategic Plan</b> that establishes an “all-lands, all-hands” approach to wildfire suppression and provides a framework for establishing the partnerships, funding and organizational structures needed to enhance wildfire prevention and management.
		<b>C 3.2</b>	<b>Engage federal, state, tribes and local agencies</b> in collaborative planning, training, communications, and decision-making processes to increase resources and capacity at all levels.
		<b>C 3.3</b>	<b>With landowners and partners, establish a framework</b> to develop and implement landscape-scale, pre-suppression plans to increase safety and efficiency, and minimize the risks and impacts of wildfire.
		<b>C 3.4</b>	<b>Attract, recruit, and retain a highly skilled, diverse workforce</b> to fulfill wildfire management needs now and into the future.

PAM SUSLUCK / DNR





GOAL	<b>C4</b> A reduction in the risk of wildfire to lives, communities, property, ecosystems, and working forests.	
STRATEGIES	C 4.1	<b>Communicate relevant and timely information</b> about wildfire risk to landowners, policy makers and the public, and assist communities in planning for future wildland fire events.
	C 4.2	<b>Support Fire-Adapted Communities and landowner assistance programs</b> that provide resources to coordinate risk reduction activities including defensible space near homes and structures.
	C 4.3	<b>Conduct fuels reduction treatments</b> , including mechanical and prescribed fire treatments, in the Wildland Urban Interface (WUI) to increase firefighter and public safety and protect communities.
	C 4.4	<b>Adopt and utilize risk-based tools</b> tools to inform wildland fire management decisions in order to reduce the risk to life, property, and landscapes.
	C 4.5	<b>Work with local governments</b> to engage and educate the public on the risks of living in the Wildland Urban Interface (WUI).







**DNR IS THE  
STATE'S LARGEST  
WILDFIRE FIGHTING  
FORCE.**

ENHANCE FOREST HEALTH AND  
WILDFIRE MANAGEMENT



# Strengthen the Health and Resilience of Our Lands and Waters

**Climate change, pollution, rapid population growth, and geologic hazards threaten the health of our environment and communities.** 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.

RICHARDS / DNR



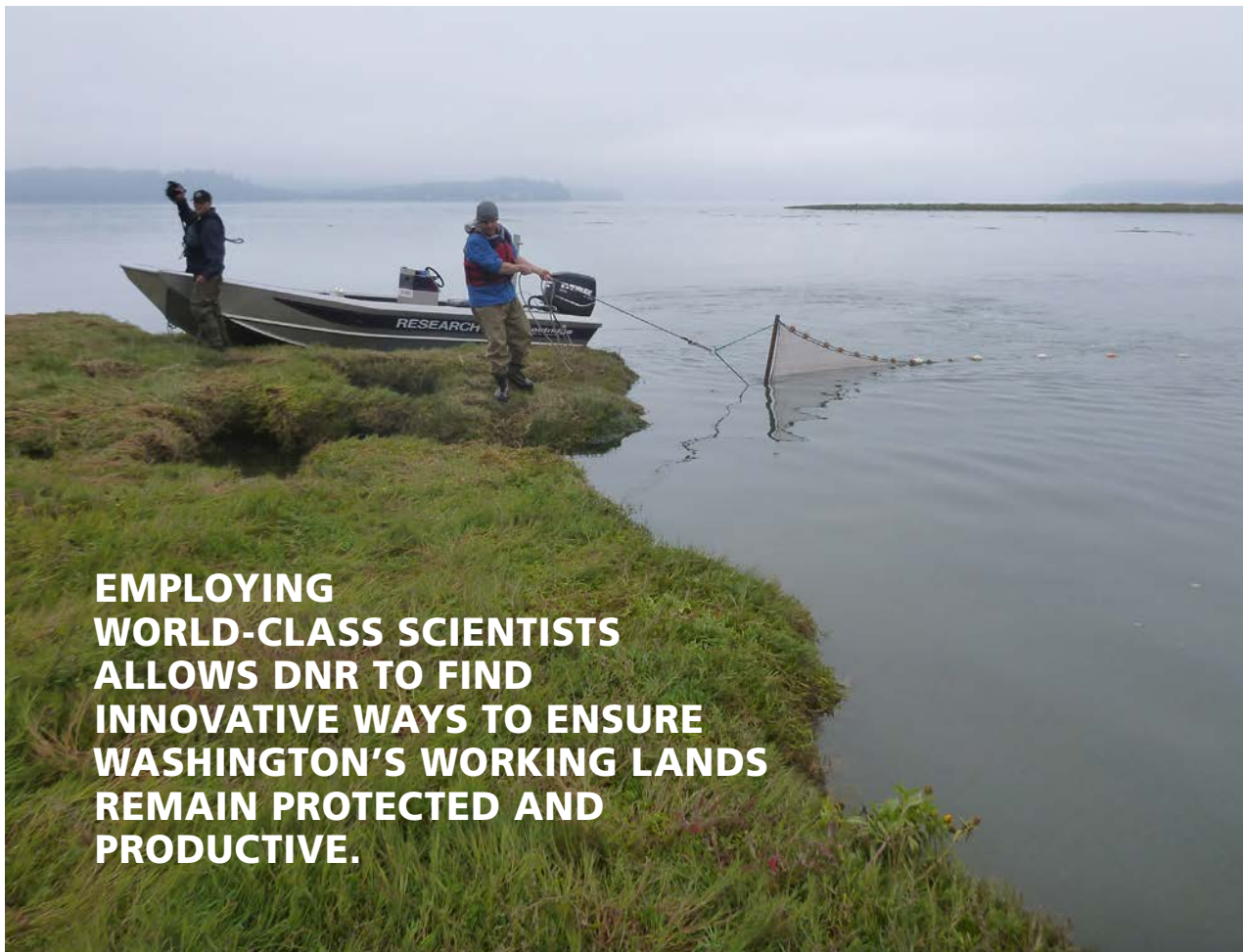
DNR's Aquatic Reserve Program Puget SoundCorps conducts forage fish beach spawning surveys at Protection Island Aquatic Reserve.





GOAL	<b>D1</b>	<b>Lands and waters that can remain productive and adapt to changing conditions, including climate change and a growing population.</b>	
	STRATEGIES	<b>D 1.1</b>	<b>Develop and implement a climate resilience plan</b> that engages the agency in identifying and addressing climate risks to DNR’s responsibilities and operations.
		<b>D 1.2</b>	<b>Collaborate on advancing climate resilience</b> with tribes and partners at the local level and across the state.
		<b>D 1.3</b>	<b>Expand efforts to ensure sustainable food and fiber production</b> by conserving working farms and forests, securing water resources, and protecting high-productivity soils in the face of population growth.
		<b>D 1.4</b>	<b>Expand efforts to use natural systems</b> to buffer against floods, stormwater, sea level rise, and droughts stemming from changing conditions.

MICHAEL GRILLIOT

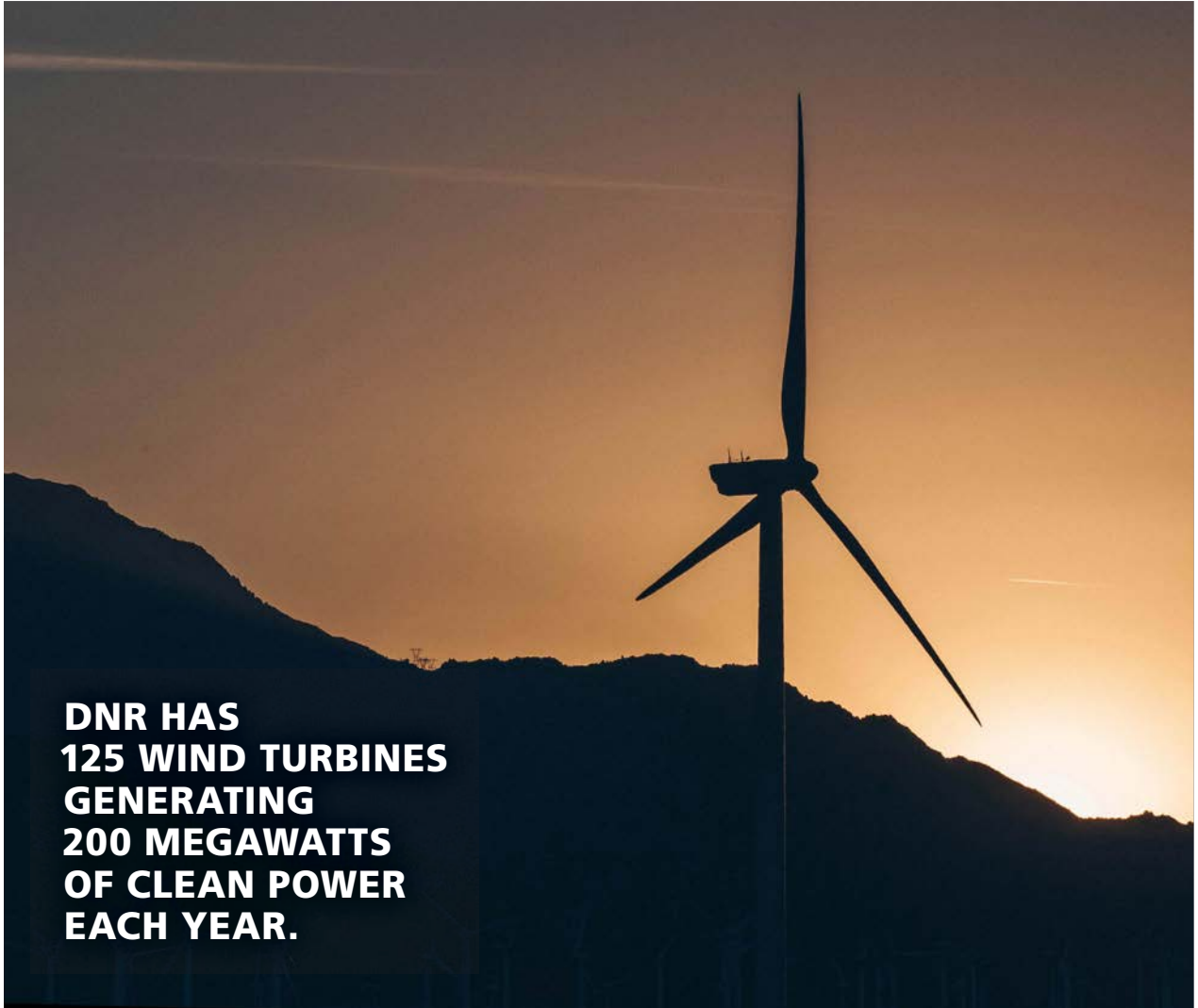


**EMPLOYING  
WORLD-CLASS SCIENTISTS  
ALLOWS DNR TO FIND  
INNOVATIVE WAYS TO ENSURE  
WASHINGTON’S WORKING LANDS  
REMAIN PROTECTED AND  
PRODUCTIVE.**



**STRENGTHEN THE HEALTH AND RESILIENCE  
OF OUR LANDS AND WATERS**

ERIC SKWARCZYNSKI



**DNR HAS  
125 WIND TURBINES  
GENERATING  
200 MEGAWATTS  
OF CLEAN POWER  
EACH YEAR.**

<b>GOAL</b>	<b>D2</b>	<b>Smart carbon reduction efforts that reduce emissions and strengthen local economies.</b>	
	<b>STRATEGIES</b>	D 2.1	<b>Reduce statewide emissions and generate new sources of trust revenue</b> by increasing opportunities for renewable energy production on state lands.
		D 2.2	<b>Seize opportunities to generate benefits for trust beneficiaries</b> and communities by incentivizing carbon sequestration on public and private lands.
		D 2.3	<b>Reduce greenhouse gas emissions</b> from DNR’s operations while meeting DNR program goals, objectives, and deliverables.





GOAL	<b>D3</b>	<b>Effective systems to prepare for, and mitigate harm from, landslides, floods, tsunamis, earthquakes, and volcanoes.</b>	
	STRATEGIES	<b>D 3.1</b>	<b>Develop new maps and other educational materials</b> to enable increased preparedness for earthquakes, tsunamis, and other geologic hazards.
		<b>D 3.2</b>	<b>Increase sharing of information about geologic hazards</b> with local government partners, tribes and the public to improve local planning decisions.
		<b>D 3.3</b>	<b>Engage with private landowners, businesses, local government, tribes and communities</b> about landslide preparedness and the risks posed by steep slopes.
		<b>D 3.4</b>	<b>Educate private landowners, businesses, tribes, local and state government, tribes and communities</b> about DNR’s all lands, all hands, and all risk preparedness and response capacities.

JOE SMILEY / DNR



DNR’s emergency response efforts extend beyond fighting wildfires into helping communities protect themselves from other natural disasters like flooding and landslides.



GOAL	<b>D4 Restored ecosystem health in areas such as water quality, fish and wildlife habitat, and biodiversity.</b>	
STRATEGIES	<b>4.1</b>	<b>Restore and protect high-priority habitats</b> and water quality that support salmon and other aquatic species through collaborative upland and nearshore protection and restoration activities.
	<b>4.2</b>	<b>Expand Natural Areas, Natural Heritage, Aquatic Reserves,</b> and other research and conservation programs that support biodiversity and landscape connectivity.
	<b>4.3</b>	<b>Reduce contaminants</b> from DNR-managed or regulated roads and other facilities entering state waters and remove sources of toxic materials (e.g. creosote) from our waters.

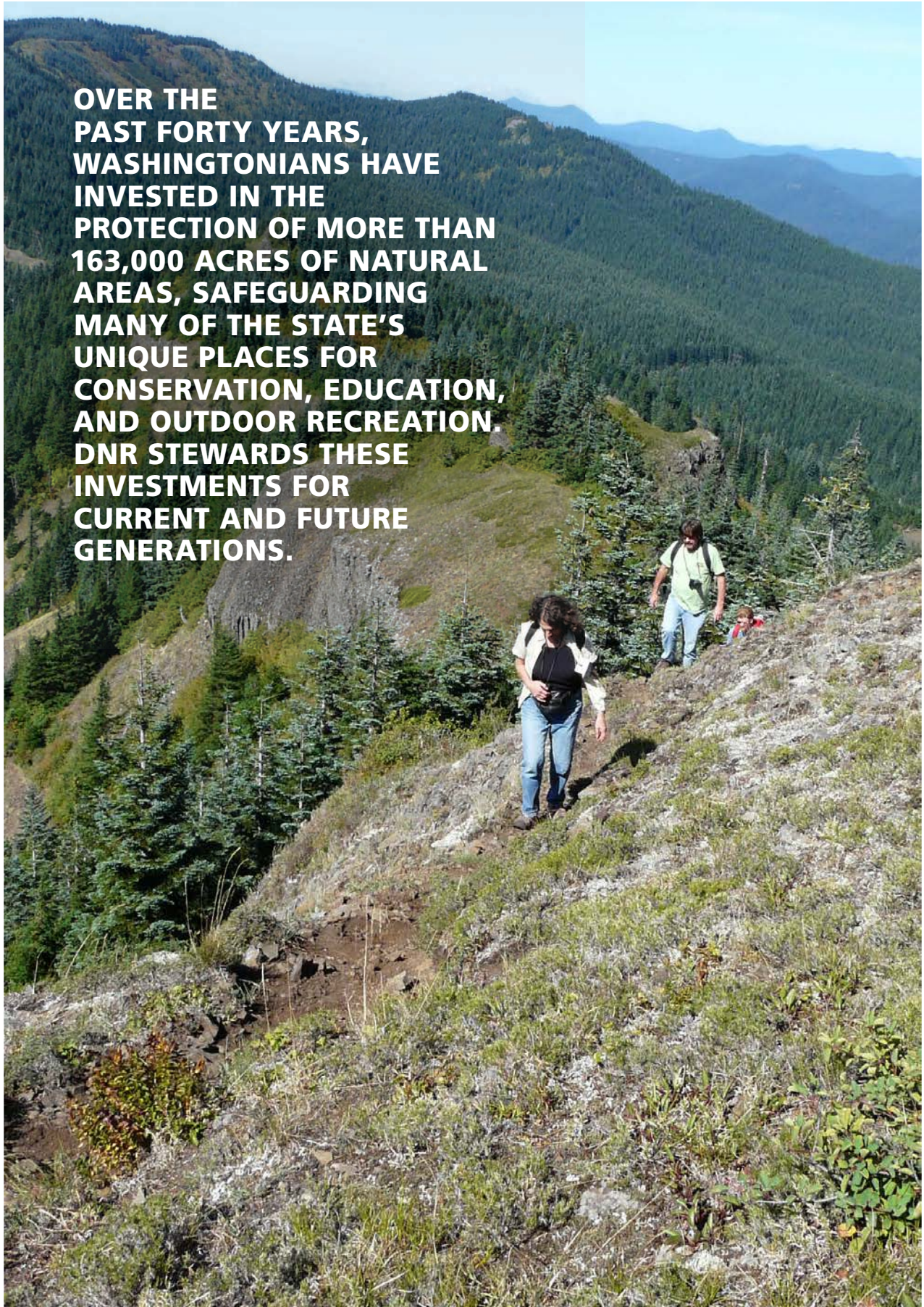
DNR removes derelict vessels from the waters of the state, enhancing the safety and health of our marine and freshwater environment.







**OVER THE PAST FORTY YEARS, WASHINGTONIANS HAVE INVESTED IN THE PROTECTION OF MORE THAN 163,000 ACRES OF NATURAL AREAS, SAFEGUARDING MANY OF THE STATE'S UNIQUE PLACES FOR CONSERVATION, EDUCATION, AND OUTDOOR RECREATION. DNR STEWARDS THESE INVESTMENTS FOR CURRENT AND FUTURE GENERATIONS.**







# Increase Public Engagement and Commitment to Our Public Lands

**Our success depends on collaboration with the public.** If we are to ensure our public lands remain protected, cared for, and productive, it is critical for Washingtonians to have a meaningful connection with their lands and waters.

We must engage and inform our friends and neighbors to promote the importance of working lands, environmental protection, and public ownership of natural resources.



Students, researchers, landowners, and nonprofit organizations gather for an educational tour on climate resilience in Capitol State Forest in June 2018.





<b>GOAL</b>	<b>E1</b>	<b>DNR employees who are equipped, trained, and empowered to engage with the public.</b>	
	<b>STRATEGIES</b>	E 1.1	<b>Ensure all DNR employees have the tools</b> , resources, training, and communication skills to successfully engage in their communities.
		E 1.2	<b>Develop and implement community engagement strategies</b> in each DNR region to guide training, funding, best practices, and deliverables.
		E 1.3	<b>Share engagement successes throughout the agency</b> to reinforce our culture of public service.

<b>GOAL</b>	<b>E2</b>	<b>Increased public awareness about the importance of sustainable natural resource management and the wide-ranging value of public lands for Washington’s communities.</b>	
	<b>STRATEGIES</b>	E 2.1	<b>Engage and educate the public</b> about the value of sustainable natural resource management and public lands.
		E 2.2	<b>Make DNR’s scientific expertise and body of research</b> more readily available to tribes, partners and the public.
		E 2.3	<b>Increase the public’s awareness of, and access to, our public lands</b> in ways that are compatible with the land’s purpose, cultural resources, and natural resources.
		E 2.4	<b>Work with partners to increase outdoor recreation</b> opportunities and investments while respecting the land’s purpose and cultural uses.



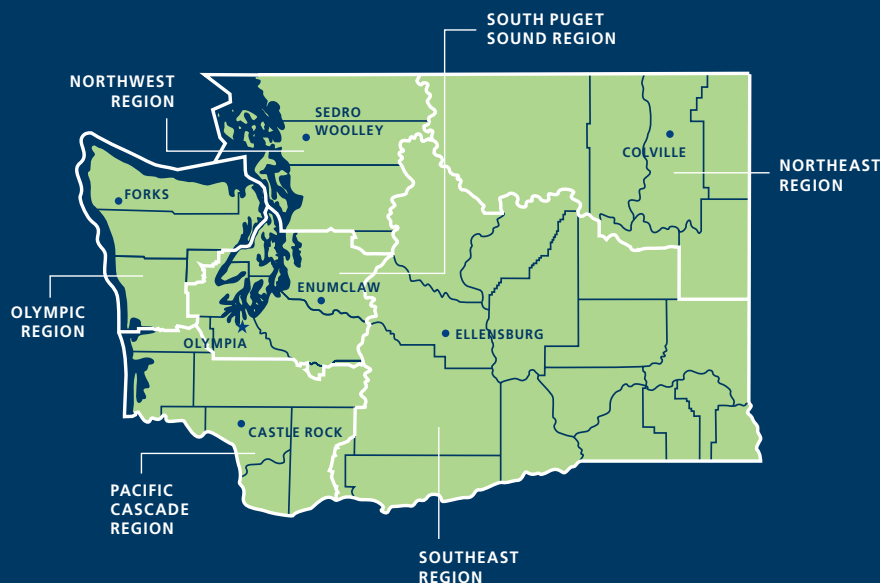
INCREASE PUBLIC ENGAGEMENT AND COMMITMENT TO OUR PUBLIC LANDS

GOAL	<b>E3</b>	<b>Strong partnerships with educators, businesses, non-profit organizations, and tribes that engage the next generation of natural resource stewards and public lands advocates.</b>
	<b>E 3.1</b>	<b>Grow K-12, technical and college natural resource education programs</b> by expanding partnerships with individual districts and pursuing state-wide alliances and public-private partnerships among NGOs, agencies, businesses, and tribes.
	<b>E 3.2</b>	<b>Support the expansion of training and education programs</b> that grow the pool of qualified candidates for DNR jobs.





KARL FORSGAARD






# Contact DNR

 Visit our website  
[dnr.wa.gov](http://dnr.wa.gov)

 Send us an email  
[information@dnr.wa.gov](mailto:information@dnr.wa.gov)

 Call us  
360-902-1000

 Come in  
See addresses at left

## OLYMPIA HEADQUARTERS

1111 Washington St. SE  
MS 47000  
Olympia,  
WA 98504-7000  
(360) 902-1000

## NORTHEAST REGION

225 S. Silke Rd.  
Colville, WA 99114  
(509) 684-7474

## NORTHWEST REGION

919 N. Township St.  
Sedro-Woolley,  
WA 98284-9384  
(360) 856-3500

## PACIFIC CASCADE REGION

601 Bond Rd.  
PO Box 280,  
Castle Rock,  
WA 98611-0280  
(360) 577-2025

## OLYMPIC REGION

411 Tillicum Lane  
Forks, WA 98331-9271  
(360) 374-2800

## SOUTH PUGET SOUND REGION

950 Farman Ave. N.  
Enumclaw,  
WA 98022-9282  
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