

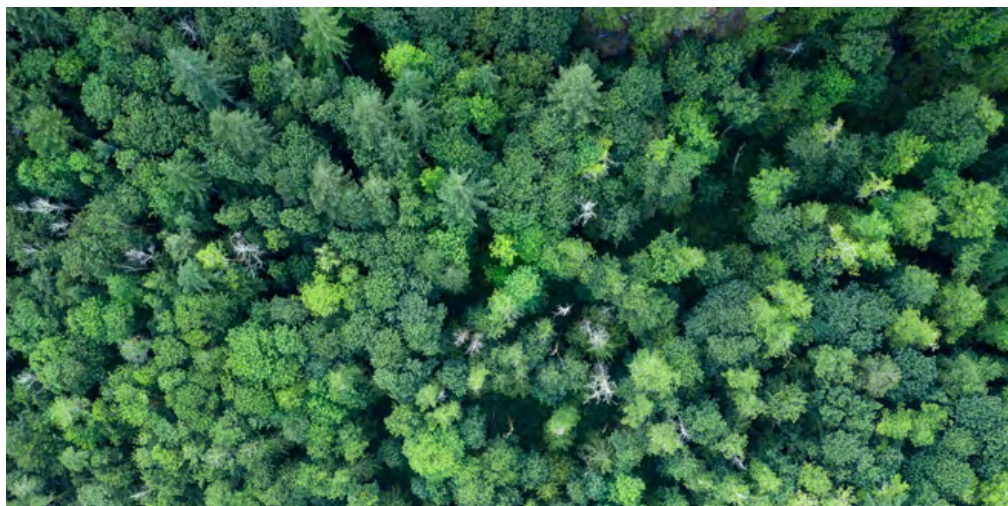
# OUTDOOR ACCESS AND RESPONSIBLE RECREATION STRATEGIC PLAN

2025



**NATURAL  
RESOURCES**

HILARY S. FRANZ  
COMMISSIONER OF PUBLIC LANDS





## Acknowledgements

This plan was made possible by the support and dedication of numerous individuals, agencies, Tribes, and partner organizations, who generously gave their time and insights throughout the Outdoor Access and Responsible Recreation (OARR) Strategic Plan development and review process.

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American Forest Resource Council	Hollis King Company	Premier Polaris	WA Off Highway Vehicle Alliance
Back Country Horsemen of Washington	Issaquah Alps Trails Club	REI Co-op	WA State Parks
Climbers of Color	MerGeo	Seattle Parks Foundation	WA State Snowmobile Association
Conservation Northwest	Mountains to Sound Greenway Trust	State of WA Tourism	WA Trails Association
Disabled Hikers	Northwest Motorcycle Association	The Bronze Chapter	WA Water Trails
Erin Keeley Consulting	Northwest Portal	The Mountaineers	WA Wildlife & Recreation Coalition
Evergreen Mountain Bike Alliance	Outdoor Afro	TREAD	Whatcom Mountain Bike Coalition
ForeverGreen Trails	Pacific Northwest Four-Wheel Drive Association	U.S. Forest Service	
Friends of Capital Forest	Pacific Northwest Trail Association	WA ATV Association	
Green Diamond		WA Conservation Actions	
		WA Department of Fish and Wildlife	

### Tribes and Tribal Organizations\*\*

Confederated Tribes of the Chehalis Reservation	Kalispel Tribe of Indians	Puyallup Tribe	Squaxin Island Tribe
Confederated Tribes of the Colville Reservation	Lower Elwha Klallam Tribe	Quileute Tribe	Stillaguamish Tribe of Indians
Confederated Tribes of the Umatilla Indian Reservation	Lummi Nation	Quinault Indian Nation	Suquamish Tribe
Confederated Tribes and Bands of the Yakama Nation	Makah Tribe	Samish Indian Nation	Swinomish Indian Tribal Community
Cowlitz Indian Tribe	Muckleshoot Indian Tribe	Sauk-Suiattle Indian Tribe	Tulalip Tribes
Hoh Tribe	Nez Perce Tribe	Shoalwater Bay Indian Tribe	Upper Skagit Indian Tribe
Jamestown S'Klallam Tribe	Nisqually Tribe	Skokomish Indian Tribe	Northwest Indian Fisheries Commission
	Nooksack Indian Tribe	Snoqualmie Indian Tribe	
	Port Gamble S'Klallam Tribe	Spokane Tribe of Indians	

We would also like to thank the DNR trust beneficiaries for providing valuable input and review of the OARR, many of whom attended a Trust Beneficiaries Meeting and are listed in [Appendix B](#).

There are also innumerable DNR staff who worked to refine the OARR Strategic Plan by participating in internal and public meetings and reviews. Several of these individuals are named throughout the event attendance records in Appendix A, and we are grateful to all the DNR staff—named or unnamed in this document—who contributed to making OARR an effective strategic plan.

We would also like to thank each individual and organization not already named who provided input, attended public meetings, or otherwise participated in the review process.

\*Named partner organizations and agencies participated in a kick-off meeting, a two-day workshop, and/or met individually with DNR to provide input on the OARR. Many other individuals and organizations also provided input and review throughout the process.

\*\*Named Tribes and Tribal organizations participated in one or more DNR Tribal Leadership Summits, Regional Tribal Forums, met individually with DNR, and/or attended a Tribal Briefing.

## A Vision for Recreation Management at DNR

DNR-managed lands and resources are conserved for all Washingtonians and provide for Tribal use, trust-revenue generation, sustainable outdoor access, and high-quality, equitable recreation opportunities.

### Current Recreation Context

DNR offers a wide array of recreation opportunities on millions of acres of upland and aquatic lands throughout Washington. Recreation occurs across diverse land types ranging from conserved natural areas to working lands used for livestock grazing, timber harvest, and more. The visitor experience is more rustic than a traditional park setting, and visitors typically feel a lighter management presence where they are provided the natural space to seek out a variety of experiences such as adventure, physical challenge, or solitude. With more than 5.6 million acres of largely undeveloped lands, the demand for expanded outdoor recreation opportunities on DNR-managed lands will only increase as Washington grows in population and interest in outdoor recreation grows with it.

### Purpose of the OARR Strategic Plan

As demand has increased, DNR has in many cases relied on a strategy of reactionary recreation management. To ensure that recreation opportunities are equitable, predictable, durable, and compatible with natural and cultural resource protection, DNR's Recreation Program needs thoughtful identity alignment, clear decision-making tools, adequate funding, and plans for ongoing management. The OARR Strategic Plan is DNR's proactive attempt to address these demands and meet agency obligations.

## Recognizing the History and Contributions of Indigenous People

We acknowledge that the lands that make up Washington have been home to Indigenous peoples since time immemorial—peoples whose presence predates borders, statehood, and colonization. This land remains the homeland of Washington Tribes, who have preserved their cultures, governance, and stewardship practices despite the violent disruptions of colonization.

All Washington Tribes continue to safeguard cultural knowledge, traditions, and practices essential to sustaining the land and well-being of all Washingtonians. Tribal contributions extend far beyond reservation boundaries, enriching communities across our beautiful state. Further, each of Washington's federally recognized Tribes has a unique political and legal history, culture, language, and sovereign rights as recognized by treaties, executive orders, and court decisions.

This acknowledgment is to educate the public on the uncomfortable, painful, truth of colonization. It is to shed light on the historically harmful policies and practices implemented by institutions to assimilate Indigenous peoples' languages, governance, and ways of life. These were not unfortunate byproducts of history—they were intentional acts of dispossession and erasure.

DNR honors Washington Tribes not only for their past, but for their ongoing resilient presence, leadership, and continued partnership in shaping the future of this land. Acknowledging history requires more than words—it calls on each of us to engage in meaningful action, respect Tribal sovereignty, and learn from Indigenous knowledge systems.

We must commit to building a just and inclusive future honoring the land and the Indigenous people who have stewarded it since time immemorial.



## Letter from the Commissioner of Public Lands Hilary S. Franz

### Washington's fourteenth Commissioner of Public Lands

Washington state is blessed with some of the most beautiful landscapes. With our rugged coastline, the rolling green waves of the Palouse, the lava tubes of the Gifford National Forest, the dense lush rainforests of the Olympic Peninsula, and the majestic Cascade Range that stretches the length of our state, Washington boasts an incredible array of natural wonders. It is why those of us who are born here can never leave, and why those who come here come to stay.

Because of this our state is a true paradise for outdoor enthusiasts and nature lovers, offering a diverse tapestry of landscapes that are breathtaking, awe-inspiring, and thrill-fulfilling. As a steward of nearly six million acres of lands and waters, the Department of Natural Resources is proud to provide recreation opportunities for people from every walk of life to enjoy. Whether you're seeking adventure or simply a chance to reconnect with nature, we offer a recreation opportunity for everyone—from hikers and horseback riders, scuba divers and rock climbers to paragliders and cross-country skiers.

Outdoor recreation is also a major economic driver in Washington. Over the last decade, spending on outdoor recreation has created between [\\$20 to 26 billion a year and supported over 200,000 jobs annually](#). Outdoor recreation provides critical economic opportunity for the state, and especially for rural communities, providing much needed jobs and local tax revenue.

The beauty of Washington's lands and waters is unrivaled. Our access to, and how we manage and steward them should be as well. As we have seen unprecedented growth in outdoor recreation, starting with the COVID pandemic, we have also seen an increase in misuse and abuse of our lands and waters, degrading critical habitat and threatening the health and safety of our public and our public lands. We at Washington State Department of Natural Resources applaud people of all ages getting outdoors and spending time in nature while ensuring we are protecting critical fish and wildlife, species biodiversity and ecosystem function. In this time, we have also seen extensive wildfires, drought, and flooding which impacted recreation opportunities and infrastructure. This has disrupted visitor experience and stretched already limited funding.

This Outdoor Access and Responsible Recreation (OARR) Strategic Plan, DNR's first ever statewide recreation strategic plan, is a major step to ensuring the long-term health of our lands and waters while also continuing to provide opportunities for everyone to get outside and enjoy our great outdoors. This plan lays out a path forward with six key priorities to improve recreational opportunities through critical investments needed today and into the future while conserving our lands and waters for future generations. These priorities include:

- 1| Conserve and Enhance Natural Environment and Cultural Resources,
- 2| Cultivate a Stewardship and Responsibility Ethic,
- 3| Improve Equitable Access,
- 4| Respect Reserved Rights and Improve Recreation Planning,
- 5| Financial Stability, and
- 6| Mitigate Climate Impacts and Build Resilience.



We know we must do more to ensure our lands are enjoyed responsibly and managed for the health of our environment, the ancestral practices of Tribes, and the enjoyment of present and future generations. Each goal and strategy outlines priorities for DNR's Recreation Program to support statewide recreation planning, infrastructure, maintenance, and more. **It is my hope that this plan will make Washington the best state in the nation for helping everyone safely and respectfully enjoy our natural wonders.** It provides the framework and vision which will lead to better coordination and management and increased funding for this critical work.

This plan was written with extensive input from land managers, Tribes, outdoor recreation providers, user groups, the public, nonprofit organizations and other stakeholders. Priorities and action items reflect the top issues identified by thorough engagement. Through this engagement, a clear need was expressed to protect tribal rights and cultural resources, improve access and infrastructure for Americans with disabilities, increase capacity and funding for management and infrastructure, and build a stewardship ethic amongst those who come to enjoy our public lands. This plan will guide decision-making and funding priorities for the next 10 years and beyond.

Washingtonians don't need to be told that recreation provides countless benefits for our state. We feel it in our bones. But, to ensure that everyone can responsibly enjoy Washington's lands, we must have the resources to manage recreation sites across the state. To do that we need to invest—in staff, in relationships, in resources, in lands. That's why this plan is critical.

My sincere thank you for the contributions of Department of Natural Resources staff, partner agencies, Tribes, recreation user groups, businesses, nonprofit organizations, community members and others dedicated to working together to provide sustainable recreation access in Washington. As we implement this plan, continued collaboration will be crucial. Together, Washington will continue to advance outdoor recreation and conservation efforts to make us a national leader in helping everyone safely enjoy the outdoors while stewarding the needs of the landscapes that make Washington recreation amazing.

Now is the time to be ambitious and move towards a new future for sustainable and responsible recreation on public lands. Please join us in this effort.

#### HILARY S. FRANZ

Commissioner of Public Lands



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## 01 EXECUTIVE SUMMARY

Throughout the western United States, demand for outdoor access and recreation has been growing for several decades and the trend is only expected to increase (Mojica, J., A. Fletcher, 2020; Mojica, J., et al., 2021). Washington state is experiencing this same trend on the 5.6 million acres that the Washington Department of Natural Resources (DNR) manages (Lin, A., et al., 2022).

To ensure that DNR-managed lands are developed and managed sustainably and proactively for the coming decade, DNR collaborated with Tribes, trust beneficiaries, partners, and the public from summer 2023 to winter 2024 to develop its first statewide Outdoor Access and Responsible Recreation (OARR) Strategic Plan. In fall 2024, DNR held a 30-day Tribal review period followed by a 30-day public review period of the draft plan before finalizing the OARR Strategic Plan at the end of 2024. This plan will serve as a guide for DNR to prioritize decisions that protect natural and cultural resources while offering high-quality and equitable recreation opportunities across Washington.

### Need for OARR Strategic Plan

While significant growth in outdoor access and recreation is one driver contributing to the need for the OARR Strategic Plan, the plan also addresses the following challenges and opportunities facing DNR's Recreation Program:

- Managing outdoor access and recreation impacts:** While outdoor access and recreation grew during the COVID-19 pandemic, visitation did not meaningfully decline after pandemic restrictions were lifted (Mojica, J., et al., 2021). As a result, DNR-managed lands have seen a significant increase in visitors, creating challenges for DNR's existing management capacity. This has also led to overcrowding in some locations, development of unsanctioned trails, litter and dumping, disruptive effects to wildlife and natural ecosystems, and other resource damage. Systematically addressing the impacts of increased visitation, whether driven by recreation or other forms of outdoor access, is critical to sustaining the long-term health of these landscapes and offering sustainable recreation opportunities in the future. DNR recognizes that additional collaboration is needed to manage outdoor access and recreation. The OARR Strategic Plan will guide this work.

- Equitably enhancing economic and social benefits of recreation:** Washington's outdoor recreation opportunities provide immense economic value, estimated at \$26.5 billion in annual spending (Mojica, J., A. Fletcher, 2020) in addition to enhancing quality of life. The OARR Strategic Plan enables DNR to leverage those benefits, identify ways to remove barriers, and enhance recreation opportunities for communities who have not traditionally had access.
- Insufficient funding:** DNR's 2023–2025 funding allocation leaves an estimated \$9 million shortfall and limits the agency's ability to provide safe and quality recreation experiences that are consistent with DNR's responsibilities. This gap is due to insufficiencies in the agency's multiple operating funding sources, including Discover Pass, state gas tax, state general fund, and grants. If this gap were addressed, it would be used to provide critical ongoing maintenance to existing DNR recreation infrastructure; **the \$9 million shortfall does not include the additional funding needed to implement the actions in the OARR Strategic Plan.**
- Working in a complex management environment:** DNR manages lands in a way that balances public use with its fiduciary obligation to state trust beneficiaries. In addition, DNR manages lands adjacent to those managed by other local, state, and federal agencies, as well as private landowners. The OARR Strategic Plan, which was informed by consultation with Tribes and broad engagement with multiple parties, will help DNR meet the needs of all partners.
- Integrating recreation management into DNR's Divisions and Programs:** To successfully and responsibly manage recreation, DNR's Recreation and Conservation Division must be further integrated into planning processes and management tools across the agency. This is particularly important as issues such as recreation, forest health, timber sales, and wildfire management—each managed by different divisions within DNR—are increasingly interrelated.
- A roadmap for the outdoor recreation community:** The OARR Strategic Plan not only helps DNR establish an internal agency-wide approach to recreation, it also provides a roadmap for what to expect and how to engage in future recreation management processes for DNR's external partners including Tribes, volunteers, and user groups.



## Goals

The OARR Strategic Plan strategies are guided by six aspirational goal statements for how outdoor access and recreation will be managed by DNR. The goals were developed in coordination with Tribes during the [fall 2023 Tribal Forums](#) and address multiple challenges, including the growing demand for recreation, increasing concerns about recreation impacts, funding shortfalls, and more.

### Goals

#### Conserve and Enhance the Natural Environment and Cultural Resources

- 1 Actively address outdoor access and recreation activities that impact natural and cultural resources on DNR-managed lands, including the health of fish, wildlife, and habitat.

#### Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement

- 2 Improve user awareness of recreation's impacts on natural and cultural resources and understanding of appropriate etiquette in different landscapes, rights and interests of all groups, and how to safely engage in activities.

#### Improve Equitable Access

- 3 Reduce barriers that disproportionately impact overburdened and vulnerable communities' ability to access DNR-managed lands in an ecologically sustainable manner.

#### Respect Reserved Rights and Improve Collaboration in Recreation Planning

- 4 Engage Tribes, trust beneficiaries, partners, and stakeholders proactively on planning activities, and ensure DNR staff have the tools, resources, and expertise to foster meaningful participation.

#### Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship

- 5 Achieve a sustainable operating model that supports program goals through identifying current and future funding needs. Leverage existing investments in outdoor access and recreation to achieve sustainable program funding to meet current and future needs, protect the environment and benefit the economy.

#### Mitigate Climate Impacts and Build Resilience

- 6 Prepare for extreme climate-related events, implement climate-resilient infrastructure design and maintenance, and integrate management and operations techniques that improve resilience and human safety, in alignment with DNR's Plan for Climate Resilience.



## Strategies

The OARR Strategic Plan is further organized into five strategy topics and 15 specific strategies that often overlap with the goals stated on page 5. These strategies describe how DNR will achieve the goals and are further broken into near term and ongoing actions outlined beginning on page 33. Actions that DNR has started are designated with a star icon (★), and actions that align with the work of the Governor's Office of Indian Affairs (GOIA)-Convened State-Tribal Recreation Impacts Initiative (STRII) are designated with a diamond icon (◆).



### PLANNING TOOLS AND PROCESSES

- S1** Fill data gaps regarding visitation levels and recreation-use impacts to natural and cultural resources.
- S2** Develop and use landscape planning tools and frameworks to ensure natural and cultural resources are protected, and recreation use is sustainable, equitable, and safe.
- S3** Develop, staff, and implement a consistent and transparent planning process at the state and regional levels including coordination with Tribes, beneficiaries, partners, and the public.
- S4** Proactively plan for climate-related impacts to DNR-managed lands and operations.



### RESOURCE PROTECTION, ENFORCEMENT, AND PUBLIC SAFETY

- S5** Work across DNR programs to advocate for an adequate education and enforcement presence to address resource damage, unsanctioned use, and other abuse to DNR-managed lands and resources, whether driven by recreation or other outdoor activities.
- S6** Work across DNR programs to develop a comprehensive strategy for managing illegal dumping and vandalism on DNR-managed lands.
- S7** Increase public safety on DNR-managed lands through the development of a safe target shooting program.



### EQUITABLE ACCESS

- S8** Coordinate internally to ensure DNR's Recreation Program is prepared from an accessibility, and diversity, equity, inclusion, and belonging (DEIB) perspective to engage with communities who are underrepresented in the outdoors.
- S9** Develop strategies to improve the accessibility of DNR-managed lands, including the ability to access recreation opportunities for communities underrepresented in the outdoors in a manner that is ecologically sustainable.



### EDUCATION & STEWARDSHIP

- S10** Collaborate with Tribes, partners, and volunteers to foster public stewardship of DNR-managed lands.
- S11** Implement public education and information campaigns to improve visitors' understanding of DNR-managed lands.
- S12** Implement education focused on climate resiliency and safety for those who use DNR-managed lands.



### FUNDING

- S13** Evaluate, develop, and prioritize internal funding mechanisms to support DNR operational needs.
- S14** Evaluate and prioritize state funding tools involving legislative action to increase sustainable funding for recreation.
- S15** Evaluate and prioritize support from private partners and funding opportunities from recreation activities, increasing sustainable funding for recreation.



## Next steps

DNR will use the OARR Strategic Plan and its associated strategies and actions to shift towards a more proactive recreation management framework, ensuring that recreation opportunities are equitable, predictable, durable, and compatible with natural and cultural resource protection. DNR is committed to working with Tribes through applicable laws, government-to-government consultation, and STRII to implement and refine the actions described in the OARR Strategic Plan.

To implement all actions, DNR will first conduct an assessment of funding needs and capacity to identify shortfalls and a plan for pursuing additional funding beyond the \$9 million gap already identified. While DNR is actively working on many actions listed within the strategies of the OARR Strategic Plan, this additional funding is a critical step to begin many of the additional near-term and ongoing actions associated with the plan's 15 strategies that DNR does not currently have capacity or funding to pursue.





## 02 ACRONYMS

Acronyms	Definition
DNR	Washington Department of Natural Resources
GOIA	Governor's Office of Indian Affairs
HEAL Act	Healthy Environment for All Act
NAP	Natural Area Preserve
NRCA	Natural Resources Conservation Area
OARR	Outdoor Access and Responsible Recreation
RCO	Recreation and Conservation Office
SOAL	State-Owned Aquatic Lands
STRII	State-Tribal Recreation Impacts Initiative
WDFW	Washington Department of Fish and Wildlife



## 03 DEFINITIONS

Word/phrase	Definition
Adaptive management framework	The proactive and adaptive process for managing visitor use, infrastructure, and natural resources in a changing environment to achieve and maintain desired resource conditions and visitor experiences.
Facilitated recreation	Facilitated recreation refers to the process of organizing and leading recreational activities in a structured and engaging manner to ensure participants have a positive and enjoyable experience. Programs may include organized events, commercial guides, outdoor education groups, and university programs.
Outdoor recreation management planning	The systematic assessment and addressing of outdoor recreational needs, opportunities, and impacts within a specific area managed by DNR.
Partners	DNR's partners include organizations and groups that leverage large volunteer and public communications networks. These networks bring significant capacity to recreation management throughout Washington by providing critical recreation operation and maintenance services and coordinating public outreach and education.





# 04 INTRODUCTION AND BACKGROUND

## RECREATION ON DNR-MANAGED LANDS

Throughout the western United States, demand for outdoor access and recreation has been growing for several decades with well-documented increases across federal and state lands in the 2010s and 2020s (Mojica, J., A. Fletcher, 2020; Mojica, J., et al., 2021). The Washington Department of Natural Resources (DNR) has experienced this same trend on the 5.6 million acres of state lands that the agency manages, with a 21 percent increase in visitation between 2019 and 2020, a trend that is only expected to increase (Lin, A., et al., 2022).

To help define sustainable and responsible development and management of DNR-managed lands for the coming decade, DNR collaborated with Tribes, trust beneficiaries, partners, and the public from summer 2023 to summer 2024 to develop its first Outdoor Access and Responsible Recreation (OARR) Strategic Plan. This plan, and its accompanying goals and strategies, will guide decision making and ensure natural and cultural resources are protected while offering high-quality and equitable recreation opportunities across Washington.

The following sections provide an overview of (1) Tribal Rights in relation to DNR-managed lands, (2) the diverse lands managed by DNR, and (3) current recreation opportunities and management on DNR-managed lands.

### Tribal Rights and Protecting Access to State Lands

Both the United States and Washington state recognize Tribes as sovereign nations and engage with them on a government-to-government basis. Within Washington, there are 29 federally recognized Tribes. DNR also maintains a government-to-government relationship with two federally recognized Tribes in Idaho and Oregon.

DNR recognizes and respects the government-to-government relationship. In DNR's engagement with Tribes, the agency strives to emphasize proactive consultation, coordination, and partnership with federally recognized Tribal governments. DNR staff work to foster mutual respect and establish early, regular, and meaningful dialogue with Tribal officials when making management decisions that have Tribal significance.

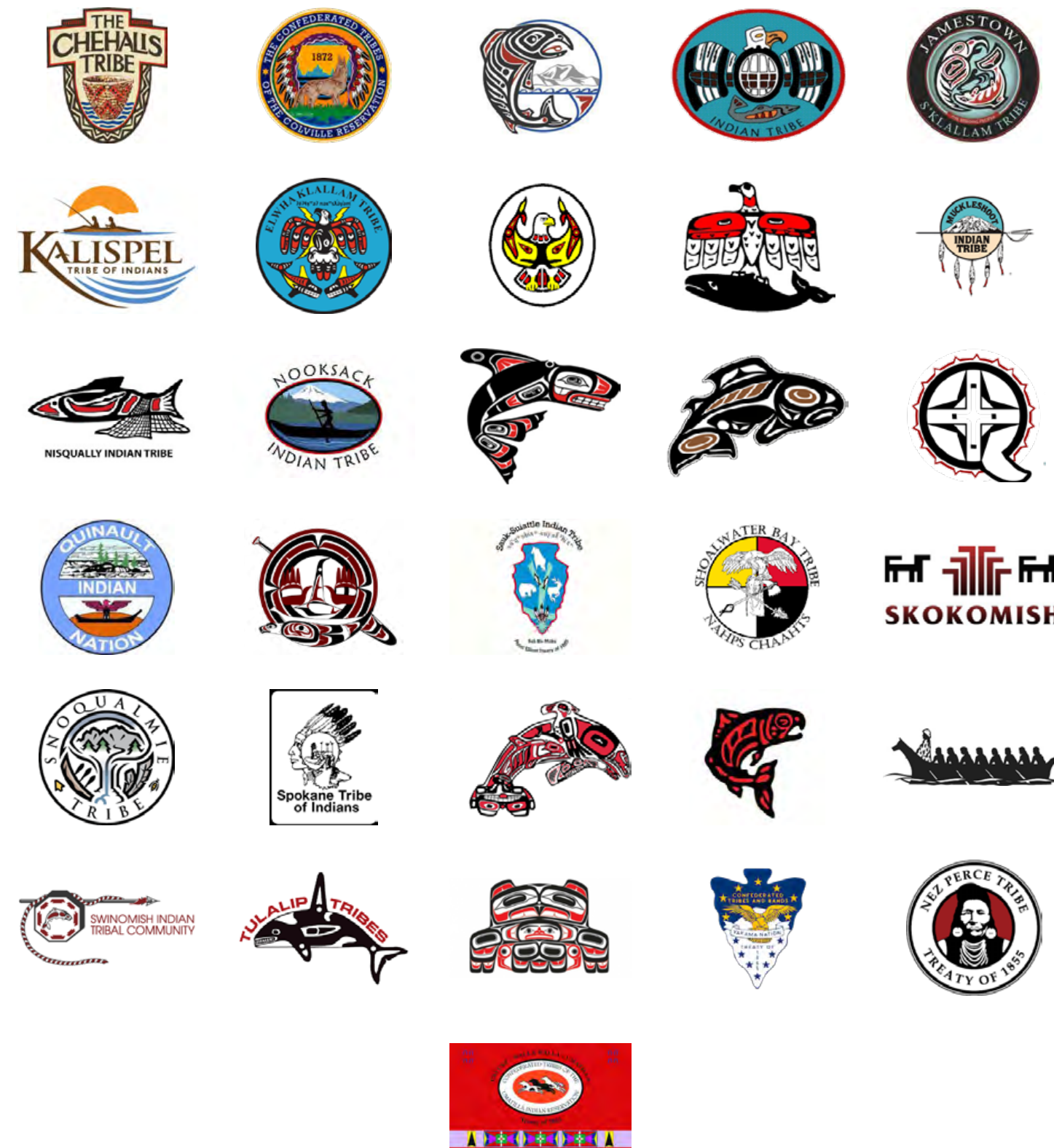
As stated in [Commissioner's Order 201029](#), DNR's work with Tribes is guided by the following principles (Goldmark, 2010):

- Respect for Sovereignty
- Sound Science
- Interdependence
- Respect for Traditional Knowledge and Cultural Values
- Sustainable Use
- Transparency

DNR understands that Tribes rely on access to DNR-managed lands which contain cultural resources and natural resources of cultural significance. DNR acknowledges that outdoor recreation can, when not properly managed, adversely affect fish, wildlife, and other natural and cultural resources, and can inhibit the ability of Tribal members to access public lands; all of which can in turn impact Tribes' ability to engage in traditional practices. DNR recognizes the value and importance of incorporating Tribes' expertise, perspectives, and historical knowledge into recreation management and is committed to collaborating with Tribes through the Governor's Office of Indian Affairs (GOIA)-convened State-Tribal Recreation Impacts Initiative (STRII) to understand and mitigate these effects.



### DNR Tribal Partners



Chehalis Confederated Tribes, Colville Confederated Tribes, Cowlitz Tribe, Hoh Tribe, Jamestown S'Klallam Tribe, Kalispel Tribe, Lower Elwha Klallam Tribe, Lummi Nation, Makah Tribe, Muckleshoot Tribe, Nez Perce Tribe, Nisqually Tribe, Nooksack Tribe, Port Gamble S'Klallam Tribe, Puyallup Tribe, Quileute Tribe, Quinalt Nation, Samish Nation, Sauk-Suiattle Tribe, Shoalwater Bay Tribe, Skokomish Tribe, Snoqualmie Tribe, Spokane Tribe, Squaxin Island Tribe, Stillaguamish Tribe, Suquamish Tribe, Swinomish Tribe, Tulalip Tribes, Umatilla Confederated Tribes, Upper Skagit Tribe, Yakama Nation Confederated Tribes





### Overview of DNR-Managed Lands

Established by the Washington State Legislature in 1957, DNR manages approximately 5.6 million acres of state trust lands, natural areas, community forest lands, and aquatic lands across Washington. Under the elected leadership of the Commissioner of Public Lands, DNR's mission is to manage, sustain, and protect the health and productivity of Washington's lands and waters to meet the needs of present and future generations.

#### THE LANDS THAT DNR MANAGES FALL INTO FOUR MAIN CATEGORIES:



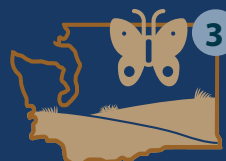
#### 1 STATE TRUST LANDS

DNR manages approximately 3 million acres of state trust lands that provide a continuous flow of revenue for specific trust beneficiaries in Washington state through various revenue-producing activities.



#### 2 STATE-OWNED AQUATIC LANDS

DNR's Aquatic Resources Division manages 2.6 million acres of state owned aquatic lands for the benefit of the people of Washington. Aquatic lands are navigable lakes, rivers, streams, and marine waters such as the Puget Sound and many beaches and tidelands. Revenue from aquatic land leases is reinvested to restore aquatic ecosystems, protect the health and productivity of aquatic resources, and fund local projects that create outdoor access to aquatic lands—ensuring sustainability of aquatic lands for generations to come, including the state's aquatic reserves.



#### 3 STATE NATURAL AREAS

DNR manages 97 Natural Areas. This includes 58 Natural Area Preserves and 39 Natural Resources Conservation Areas on more than 169,000 acres statewide. These lands are managed for conservation, research, and education for the benefit of all people of Washington state.

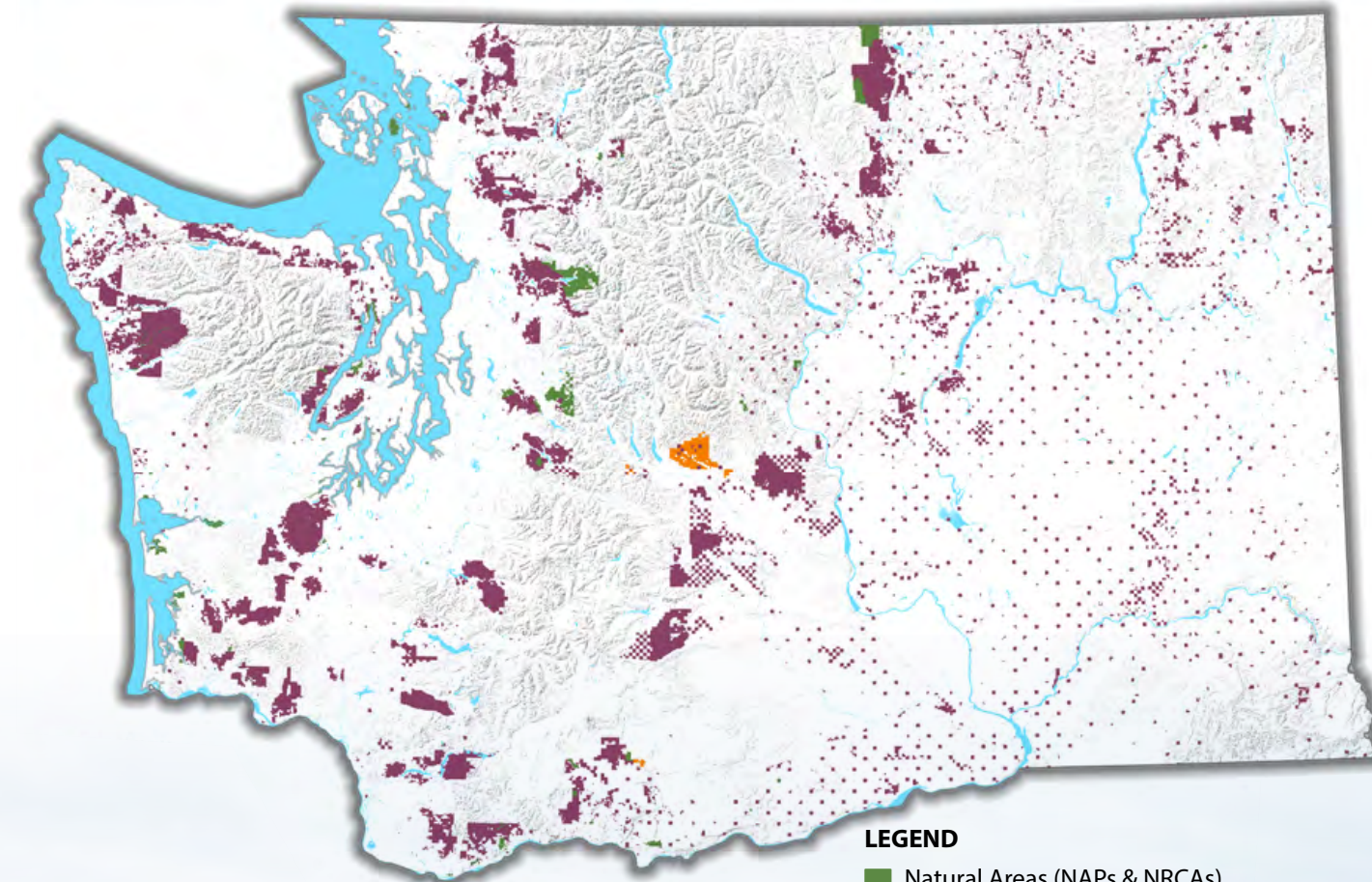


#### 4 COMMUNITY FOREST TRUST LANDS

Community Forest Trust Lands are working forests that DNR manages in collaboration with communities for a range of benefits, including watershed protection, recreation, fish and wildlife habitat, grazing, and timber production. Community Forest Trust Lands differ from other state trust lands where revenue generation for the long-term benefit of the trust is a primary focus. Instead, in Community Forest Trust Lands, the revenue generated from the forest is reinvested in the management and operations of the forest.



Figure 1: Map of DNR-Managed Lands



**LEGEND**

- Natural Areas (NAPs & NRCAs)
- Trust Lands
- State-Owned Aquatic Lands (SOAL)
- Community Forest Trust Lands





### DNR Recreation Program

DNR offers opportunities for recreation across more than 5.6 million acres, including state trust lands, aquatic lands, natural areas, and community forests. Visitors to DNR-managed lands and aquatic areas can enjoy hiking, kayaking, mountain biking, swimming, hunting, horseback riding, fishing, paragliding, rock climbing, off-road vehicle riding, and winter recreation (motorized and non-motorized), depending on a site's infrastructure and rules for public access. All told, DNR manages 1,300 miles of trails and more than 200 recreation sites, including 80 campgrounds.

DNR's Recreation Program is managed at both the state and regional level. To manage recreation, DNR's Olympia-based Recreation Program sets statewide policy and priorities, manages state funding, and supports Region recreation staff. Region DNR staff manage outdoor access and recreation at the landscape level, working in six management regions across Washington to oversee local operations.

DNR works with volunteers, local recreation and conservation groups, and partners across the state to provide critical recreation operation and maintenance services, promote safe and responsible recreation on DNR-managed lands, and coordinate public outreach and education. Volunteers also help to remove litter, often unaffiliated with recreational use, from DNR-managed lands. Relative to other resources that DNR manages, recreation is unique in the scale of work, support, and investment made by partner and public user groups. For example, partner organizations provide 40,000-50,000 hours of volunteer and professional services on DNR-managed lands annually.

Many of these partner groups are experts in volunteer management, leaders in improving equitable access to the outdoors, and go-to sources for public information about recreation on DNR-managed lands. These partner groups also provide DNR with technical expertise on site and trail design, building, and maintenance activities. In addition, DNR recognizes that many facilitated recreation programs (e.g., commercial guides, outdoor education, etc.) that operate on DNR-managed lands have expertise in outdoor education and responsible recreation ethics (e.g., leave no trace), and further partnership with facilitated recreation programs could help achieve the OARR Strategic Plan goals.



### State Trust Lands

Recreation takes place on 3 million acres of land managed in trust for beneficiaries named in the Enabling Act and state statute. The majority of these state trust lands were granted to Washington by the federal government at statehood in 1889 (Federal Grant Lands) and more were acquired primarily from counties (State Forest Lands) in the 1920s and 1930s.

#### DNR TRUST RESPONSIBILITIES

Acting as trust manager on behalf of the Washington State Legislature (the trustee), DNR has a fiduciary and legal obligation to the trust beneficiaries, as well as all the other responsibilities of a trust manager, including managing the lands for future generations. Examples of DNR's legal and fiduciary responsibilities as trust manager include:

- Generating revenue and other benefits for each trust while protecting them in perpetuity.
- Exercising reasonable care and skill, and acting prudently to reduce the risk of loss for the trusts.
- Maintaining undivided loyalty to current and future beneficiaries.

When in the best interest of the state and the people of Washington, DNR must provide for several uses of land simultaneously when such use is compatible with trust productivity.















State trust lands are managed by DNR to produce consistent revenue through product sales and leasing. DNR manages a broad land and asset portfolio including working forests, agriculture, commercial real estate, communication sites, and clean energy to generate more than \$200 million annually in revenue to support K-12 schools, public higher education, junior taxing districts, penal institutions, and government buildings. State Forest Land trust beneficiaries also include counties, which typically distribute revenue to taxing districts such as schools, libraries, road departments, ports, hospitals, and other local services. More than 80 percent of this revenue is produced through timber harvest across 2.1 million acres of forested state trust lands. Of these 2.1 million acres, a large portion are set aside for conservation purposes, and any management activities including recreation must be considered within the context of these objectives. For example, the [Washington State Trust Lands Habitat Conservation Plan](#) provides guidance for activities on state and trust lands for long-term conservation of many species and their habitat while providing public recreation opportunities and generating revenue (DNR, 2010).





**MULTIPLE USE CONCEPT AND RECREATION ON TRUST LANDS**

Many western states including Oregon, Idaho, Colorado, and Montana have recreation programs on trust lands. Recreation on Washington’s DNR-managed lands is governed by the multiple use concept ([RCW 79.10.120](#)) which directs DNR to provide access for a broad array of outdoor activities where it is in the best interest of the state and the general welfare of the public, and where compatible with DNR’s legal and fiduciary obligations to the trusts. Activities that are not compatible with DNR’s trust obligations may occur on trust land only if the beneficiaries are compensated at fair market value for the use of the land. These rules allow DNR to provide for a variety of public uses on state lands that may include but are not limited to:

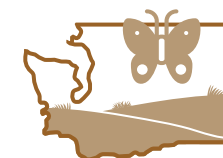
-  Recreational areas
-  Nonconsumptive wildlife activities
-  Recreational trails for both vehicular and nonvehicular uses
-  Maintenance of scenic areas
-  Special educational or scientific studies
-  Maintenance of historical sites
-  Experimental programs by various public agencies
-  Municipal or other public watershed protection
-  Special events
-  Greenbelt areas
-  Hunting, fishing, and other sports activities
-  Public rights-of-way
-  Maintenance of pollinator habitat
-  Other uses or activities by public agencies



**State-Owned Aquatic Lands**

DNR’s Aquatic Resources Division manages roughly 2.6 million acres of state-owned aquatic lands (SOAL), established in [RCW 79.105](#) (Washington Legislature, 1984). SOAL include beaches and tidelands along Puget Sound and Washington’s coast, as well as navigable lakes, rivers, and streams. Recreation in these areas can include boating, kayaking, swimming, sailing, fishing, and shellfish harvesting.

Unlike state trust lands, which are managed to produce revenue for specific trust beneficiaries, SOAL are managed as a public trust for the residents of Washington. DNR is directed by statute to manage SOAL to encourage public use and access, foster water-dependent use, ensure environmental protection, support renewable resource use, and generate revenue from aquatic lands via shellfish auctions and leasing when those other goals are met ([RCW 79.105.030](#), Washington Legislature, 1984). Revenue from SOAL are reinvested toward restoring and protecting Washington’s aquatic ecosystems.



**State Natural Areas**

DNR also stewards approximately 169,000 acres of Natural Area Preserves (NAPs) and Natural Resources Conservation Areas (NRCAs), established in [RCW 79.70](#) and [RCW 79.71](#) (Washington Legislature, 1972, 1987).

DNR manages approximately 41,500 acres of NAPs for conservation of natural features, research, and environmental education under the 1972 Natural Area Preserves Act. Science-driven conservation management determines that some NAPs are incompatible with recreational use, while others can offer interpretive sites and walking trails that do not affect the primary protected features.

Low-impact recreation occurs across 127,500 acres of DNR-managed NRCAs, which are designated under the Natural Resources Conservation Areas Act of 1987. In addition to conserving outstanding ecological and scenic values, conservation areas include recreational elements that assure protection of natural features, while also promoting research and environmental education uses.

These sites are different from state trust lands in that access is more limited and includes only low impact uses to preserve these treasured and fragile ecosystems.



**Community Forest Trust Lands**

In 2011 the Legislature passed [RCW 79.155](#), creating the Community Forestland Trust program where a community partner and DNR can submit a joint funding proposal to the Legislature for land acquisition (Washington Legislature, 2011). Per state law, Community Forests must remain in working forest status. Revenue generated from these forests is used to reimburse DNR’s management costs and fulfill the management objectives identified in the specific forest’s management plan. Unlike other state trust lands, Community Forests are not managed with revenue generation for trust beneficiaries as a primary focus.

Currently, DNR manages two Community Forests in Southeast Washington—the Klickitat Canyon Community Forest and the Teanaway Community Forest. The Teanaway Community Forest was created in 2013 through legislative action ([RCW 90.38.130](#)) and is collaboratively managed by DNR and the Washington Department of Fish and Wildlife (WDFW) with the active involvement of the Teanaway Community Forest Advisory Committee (Washington Legislature, 2013).

Each Community Forest is managed using a location-specific working forest management plan collaboratively developed by DNR and the local community. Community forests are a relatively new and small part of DNR’s overall management portfolio and have become an increasingly popular model to support rural economic development, maintain acreage of public land, and improve recreation access opportunities.



### Range of Recreation Experiences

Recreation ranges from undeveloped settings to park-like settings. Figure 2 characterizes how the public may experience DNR’s approach to recreation management relative to six other land management agencies (shown in the list below) and how that may vary their user experience of the land across the state.

Washington Department of Fish and Wildlife | U.S. Forest Service | National Park Service | Washington State Parks and Recreation Commission | Bureau of Land Management | United States Fish and Wildlife Service

Figure 2: Recreation experiences on public lands in Washington

#### UNDEVELOPED SETTING

FEATURES:  
Solitude; Risk Taking; Self Reliance;  
Low/No Lasting Developments;  
Low Management Presence; Self-Directed Experiences

#### PARK-LIKE SETTING

FEATURES:  
Security; Comfort; Socializing;  
Highly Developed/Durable Facilities;  
High Management Presence; Curated Experiences



### State-Tribal Recreation Impacts Initiative

In 2023, GOIA convened STRII and invited participation from the 29 federally recognized Tribes in Washington and those in neighboring states with treaty rights or ceded areas in Washington. The Washington State Parks and Recreation Commission (Washington State Parks), WDFW, the Recreation and Conservation Office (RCO), and DNR are collaborating with Tribes and GOIA. This collaborative effort is ongoing and includes coordination meetings, contracting a professional facilitator, and developing a draft working charter, vision statement, communication principles, organizational structure, decision-making processes, and a technical framework to guide this joint effort. STRII was formed in response to Tribal requests to Governor Jay Inslee to form a recreation taskforce that would address the impacts of recreational use on natural and cultural resources, thus impacting Tribal rights (see the [Manage Outdoor Access and Recreation Impacts](#) section on page 22 and [Tribal Rights and Protecting Access to State Lands](#) section on page 10 for more information).

The OARR Strategic Plan was developed in parallel to STRII and while there is significant overlap, these are separate processes that will have different but related outcomes.

DNR has been an active participant in STRII. In the 2023 Washington Legislative session, DNR received ongoing funding to support continued engagement in this effort as part of DNR’s Protect Public Lands and Tribal Rights legislative request. This funding has enabled DNR to integrate the OARR Strategic Plan engagement process with STRII as a means of efficiently engaging with Tribes and sister agencies. DNR is committed to continued participation in STRII after the OARR Strategic Plan is finalized. Furthermore, DNR remains committed to co-developing an adaptive management framework with Tribes as part of STRII where it is consistent with DNR’s legal obligations. Multiple near-term and ongoing actions related to STRII are included in the [OARR Strategic Plan strategies](#) on page 32. These actions are highlighted in the text and strategy tables using a diamond icon (◆).

See the [Engagement](#) section on page 27 for additional information on how DNR engaged Tribes throughout the development of the OARR Strategic Plan.





## 05 WHY THE OARR STRATEGIC PLAN IS NEEDED

The OARR Strategic Plan is DNR’s first statewide strategy to guide how outdoor access and recreation are managed across all DNR-managed lands. The OARR Strategic Plan addresses multiple challenges and opportunities facing DNR, including the growing demand for recreation, increasing concerns about recreation impacts, funding shortfalls, and more.

### Manage Outdoor Access and Recreation Impacts

The state of Washington has long been a premier destination for outdoor recreation with hundreds of opportunities for hiking, camping, motorcycle riding, snowmobiling, and much more. Many Washingtonians view access to nature on public lands as essential to their quality of life. Alongside rapid population growth in Washington’s major cities, the enthusiasm for outdoor recreation in Washington has increased significantly over the past several years. Outdoor recreational use on public lands also surged during the COVID-19 pandemic. Visitation to DNR-managed lands spiked by 21 percent from 2019 to 2020, when physical distancing regulations were most restrictive, emphasizing an ongoing trend of increased outdoor recreation across Washington (Mojica, J., et al., 2021). When pandemic restrictions were lifted, visitation did not meaningfully decline.

#### Increasing Use: A Need for Proactive Management

The increase in outdoor access and recreation demand on DNR-managed lands has placed extreme pressure on land managers’ capacity to manage use and regulate impacts. Increased use and visitation on DNR-managed lands has resulted in overcrowding and user conflict at popular trailheads and campgrounds, and strained staff capacity to keep up with basic services like restroom maintenance. While DNR offers a wealth of developed recreation on trails, day-use sites, and campgrounds, the agency also allows a wide variety of dispersed activities including hunting, fishing, and target shooting.

As more people look to DNR to pursue their preferred recreational activities, there have been increased instances of user conflict—a problem which has been exacerbated by the emergence of new technologies. Apps sharing trail maps, information, and activities online have added, in some cases, to the impacts of overcrowding and user conflict, particularly when promoting unsanctioned trails.

There is a wealth of scientific research studying the disruptive effects of outdoor recreation on wildlife and natural ecosystems—from the spread of invasive species along informal trails in Forest Park, Portland, Oregon, to all-terrain vehicles disturbing mountain goat populations in Caw Ridge, Alberta, Canada, to outdoor recreationalists displacing elk in Northeast Oregon and the West Cascades in Washington (Van Winkle, 2014; St. Louis, et al., 2012; Wisdom, et al., 2018; Procko, et al., 2023). In a literature review which framed these impacts in relation to Tribal treaty rights, it was noted that increased outdoor recreation in the Pacific Northwest poses a growing threat to the region’s long-term environmental health (Nelson, L., Bailey, D., 2021). DNR recognizes that additional research is needed to manage outdoor access in Washington, and the OARR Strategic Plan will be used to guide this work.

DNR recognizes that many variables can influence impacts to resources including volume and type of use, land management capacity, and the environmental context at a specific location. Increased use does not inherently result in more impacts to resources. The OARR Strategic Plan provides a proactive approach to conserve natural ecosystems and offer sustainable outdoor access and high-quality recreation opportunities on DNR-managed lands.

#### Addressing Resource Damage

In addition to the challenges of managing increased visitation, DNR has observed an increase in illegal activities related to recreation or other forms of outdoor access. Illegal activities include the development of unsanctioned trails, increased vandalism, and other resource damage on public lands. Some of these activities are unrelated to recreational use, but DNR’s recreation program frequently manages the impacts and clean-up.

Resource damage is exacerbated by the lack of education and enforcement presence on DNR-managed lands. In total, the agency has just 18 law enforcement officers patrolling 5.6 million acres of state managed lands. DNR’s Recreation Program supplements this presence with a total of 12 Education and Enforcement (E&E) Wardens who focus on interaction with, and education for, the public. In addition, capacity is limited for critical DNR field staff who manage ongoing maintenance, use, and development across multiple landscapes in their region, with only five to ten field staff in each region. Education and enforcement can help mitigate increased human impacts, which create poor user experiences, are costly for the agency to manage and resolve, and are of



significant concern to Tribes, who hold reserved rights to many of the resources DNR is responsible for managing.

#### Outdoor Access and Wildland Fire

Outdoor recreation can also increase the risk of wildfire. Over the last three decades, data from US Forest Service lands showed that ignitions from recreational activities were responsible for approximately 12 percent of wildfires in the Pacific Northwest and eight percent of the areas burned (Jenkins et al., 2023). While recreational fires carry the most risk, other activities such as burning debris, vehicle use, smoking, operating firearms, and fireworks have also ignited wildfires across Washington state (Reilley et al., 2023). As recreation demand increases and forest conditions adjust to a changing climate, DNR will continue its work to educate the public on wildfire safety and prevention as a necessary piece of the public safety and climate resiliency strategies outlined in the OARR Strategic Plan.

### Equitably Enhance Economic and Social Benefits of Recreation

DNR understands that recreation creates numerous social and economic benefits for the state. Washington’s outdoor recreation opportunities provide immense economic value, estimated at \$26.5 billion in annual spending. In turn, this supports 264,000 jobs and approximately \$40.3 billion in economic activity across the state (Mojica, J., A. Fletcher, 2020). While recreation provides significant economic benefit to Washington, it also enhances quality of life, allowing recreationalists to escape their everyday stress and connect with nature. Studies have shown that experiencing nature for even two hours per week makes

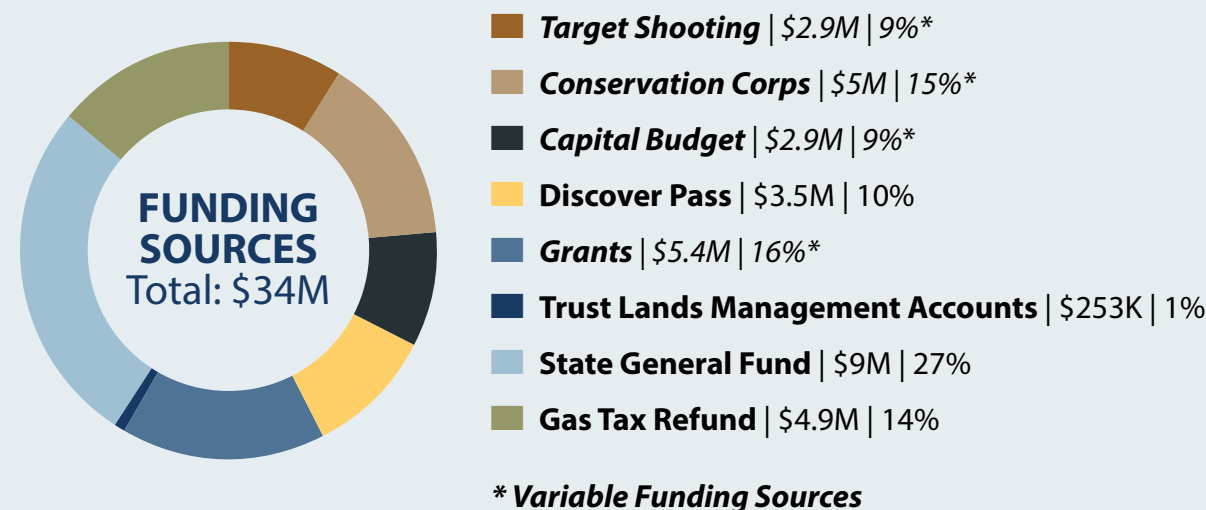
a measurable improvement in people’s sense of well-being (Washington State Parks Strategic Plan, 2020).

Through the statewide OARR Strategic Plan, DNR is committed to leveraging those benefits while identifying ways to expand recreation for communities who have not traditionally had access. Nationally, Black, Hispanic, and Asian Americans are significantly underrepresented in outdoor spaces. According to a 2024 study, nearly 70 percent of recreators were White. In the same study, 10 percent of outdoor participants were Black, a trend that has changed little in recent years (Outdoor Foundation, 2024). Through coordination with leaders from communities underrepresented in the outdoors and work with other recreation partners, DNR understands that there is significant work to be done to address cultural, social, economic, and physical barriers to the outdoors, and to ensure all communities feel safe and welcome on DNR-managed lands. The OARR Strategic Plan can balance this need to enhance recreation opportunities for those who have experienced barriers to access while conserving resources, meeting DNR’s responsibilities to trust beneficiaries, and respecting Tribes’ reserved rights.

### Insufficient Funding

DNR’s 2023–2025 funding allocation is \$34M for all program operations, which includes maintaining designated trails and infrastructure and managing current use including staffing, processing recreation permits, cleaning bathrooms, responding to incidents, managing volunteers, replacing signage, and engaging in regular public outreach. As DNR’s recreation funding is made up of various funding sources, including one-time legislative funding and grants, the

Figure 3: DNR Recreation Program Funding Sources (2023-2025 Biennium)



program has no certainty that \$34M in funding will be in-hand in future biennia. Additionally, returns on the state gas tax, which have historically accounted for almost 20 percent of DNR's recreation operating budget, have fallen in recent years due to increased electric and fuel-efficient vehicle use, creating more uncertainty for the program.

The 2023-2025 funding also reflects legislative investment in new programs, including target shooting management and DNR's involvement in the GOIA-convened STRII (included in the state general fund). DNR's conservative estimate is that a minimum of \$9 million (in 2024 dollars) is needed per biennium to keep up with the cumulative cost of maintenance needs on each of the agency's landscapes offering developed recreation opportunities. The \$9 million estimate does not include inflation or the additional funding needed to implement the actions in the OARR Strategic Plan.

DNR relies on a patchwork of funding sources, including grants, Discover Pass revenue, and legislative requests to manage recreation statewide.

- About 16 percent of DNR's funding comes from competitive grants, which are variable and require over 200 hours of staff time per grant to coordinate, pursue, and administer.
- Revenue from Discover Pass sales provides limited but reliable funding for DNR recreation management. DNR receives eight percent of the total revenue generated by Discover Pass sales, with revenue also going to Washington State Parks and WDFW.
- While not guaranteed, DNR has historically received legislative funding each biennium to purchase time from conservation corps partners, such as the Washington Conservation Corps, for needed maintenance and operations work. On average, this funding purchases more than 3,500 crew days for recreation management work, adding significant on-the-ground capacity.

- In recent years, the DNR Recreation Program has increasingly used portions of its budget allocation for road maintenance needs to improve access to popular recreation sites. However, the majority of the roads accessed for recreation and outdoor access are created and maintained by DNR's Timber Sales program. The cost of road access is not yet incorporated into the total funding needs of the Recreation Program.

While revenue from the Discover Pass and other funding sources established in statute provide about two-thirds of DNR's current allocated funding, funding is still well below the levels required to maintain existing infrastructure. An important part of this OARR Strategic Plan is to guide efforts to secure and leverage enough funding to ensure DNR can not only continue, but enhance its statewide recreation management.

## Work in a Complex Management Environment

DNR operates in a complex management environment, including the multiple use concept and trust obligation which requires consideration of multiple interests, objectives, and values when managing recreation and public access. Furthermore, DNR recognizes that its lands are adjacent to lands managed by other local, state, and federal agencies as well as private interests, and that ecosystem health and relevant impacts are not limited exclusively to DNR-managed lands. A strategic plan informed by broad engagement with multiple parties will help DNR manage outdoor access and recreation in this environment.

Figure 4: Hierarchy of DNR recreation planning strategies



## Statewide Recreation Strategies

Before publishing the OARR Strategic Plan, DNR was the only Washington state land management agency without a statewide recreation strategy. While developing this plan, DNR has drawn guidance and inspiration from sister agencies' statewide recreation strategies that will inform future landscape recreation plans, management actions, and collaboration at the region level.<sup>1</sup>

DNR has adopted several landscape recreation plans that cover some, but not all, recreation lands, in addition to adopting site-specific project plans. These site-specific project plans include management strategies unique to an individual DNR site, while landscape recreation plans include specific management strategies and actions unique to DNR-managed lands within a limited geographic area. Both landscape recreation and site-specific plans are developed with extensive outreach to Tribes, the public, and other stakeholders, and provide detailed guidance for managing recreation and its impacts on specific ecosystems.

Examples of site-specific plans include the Eagles Nest Vista in the Ahtanum State Forest Plan and the Sahara Creek Campground Plan. Examples of landscape recreation plans include the [Baker to Bellingham Non-Motorized Recreation Plan](#), the [Morning Star Trails Plan](#), and the [Teanaway Community Forest West Fork Trails Plan](#) (DNR, 2018, 2019; Washington Trails Association, 2022).

## A Roadmap for the Outdoor Recreation Community

The OARR Strategic Plan helps DNR establish an internal agency-wide approach to recreation and provides a roadmap for future responsible recreation management for DNR's external partners.

Tribes have been instrumental in highlighting the need to address the impacts of increased recreational use and have provided essential feedback to DNR on how to responsibly manage recreation. DNR staff have integrated this feedback into the OARR Strategic Plan and included clear, actionable steps—pending available staff capacity and funding—for DNR to both implement these strategies and continue to provide updates and collect feedback from Tribes over the next ten years.

<sup>1</sup> DNR has drawn guidance and inspiration from the Washington State Recreation and Conservation Office (RCO) 2023 Recreation and Conservation Plan which directs RCO's investments for the next 5-10 years, the Washington State Park's Strategic Plan (2021-2031), and the Washington Department of Fish and Wildlife (WDFW) 10-year Recreation Strategy for WDFW-managed Lands (2022). While DNR is unique in its trust mandate, which introduces special challenges to the development of a public access and recreation strategy, these statewide plans have provided key insights in structuring DNR's OARR Strategic Plan.

DNR has also benefited from studying the Statewide Comprehensive Outdoor Recreation Plans (SCORP) of Washington, Oregon, Montana, Colorado, Idaho, and Alaska, which are multi-year guidance documents for outdoor recreation development and fulfill federal funding requirements for conservation.



DNR also collaborates with volunteers, user groups, and partners across the state who provide critical recreation operation and maintenance services, and coordinate public outreach and education. Their presence and personal investment in responsible recreation on DNR-managed lands make recreational users valuable partners to DNR, not only in conducting needed cleanup and maintenance of recreation areas, but also in promoting responsible recreation and leave no trace principles and practices to their respective user groups and the public. These partners, volunteers, and user groups have all expressed a desire to understand the agency's long-term plan for recreation so they can engage with, and provide feedback to DNR as they are implementing that plan along the way. Partners have also requested this roadmap so they can know how best to support DNR in future requests for responsible recreation management funding.

## Integrate Recreation Management into DNR's Divisions and Programs

DNR manages lands for different resource objectives, including revenue generation on trust lands, the public trust in the case of SOAL, species and ecosystem conservation, and multiple uses such as outdoor access and recreation. As demand for recreation grows, DNR needs to further integrate outdoor access and recreation management as part of planning processes and management tools across the agency. This is particularly important as issues such as recreation, forest health, timber sales, and fire management—each managed by different divisions within DNR—are increasingly interrelated. For example, the [Policy for Sustainable Forests](#), which applies to trust lands, directs the agency to protect trust interests and balance economic, ecological, and social concerns when managing for recreation and public access (DNR, 2019). It also directs the agency to control negative impacts of public access. To address these issues more sustainably, an agency-wide approach is needed to improve recreation policies and processes, plan for funding, and integrate outdoor access and recreation management with other resource objectives and priorities.



## 06 ENGAGEMENT REPORT

DNR developed the OARR Strategic Plan after extensive outreach with Tribes, trust beneficiaries, statewide recreation partners, and the public. To launch the process in 2023, DNR developed initial draft goals for the OARR Strategic Plan to frame the dialogue with external partners. At each step of the engagement process DNR gathered input on draft goal language, intent, and measures of success, as well as suggestions on steps to take to achieve these goals.

A high-level summary of DNR's engagement process and the input shared is detailed below. Summary reports from unique meetings and phases of the engagement are available as appendices or upon request.

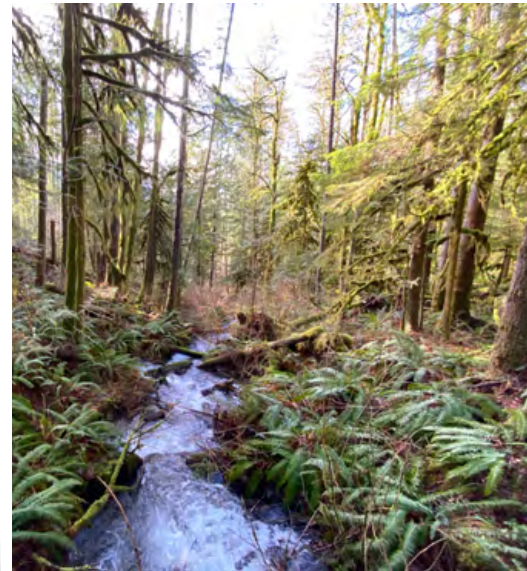




Figure 5: Engagement process to inform OARR Strategic Plan

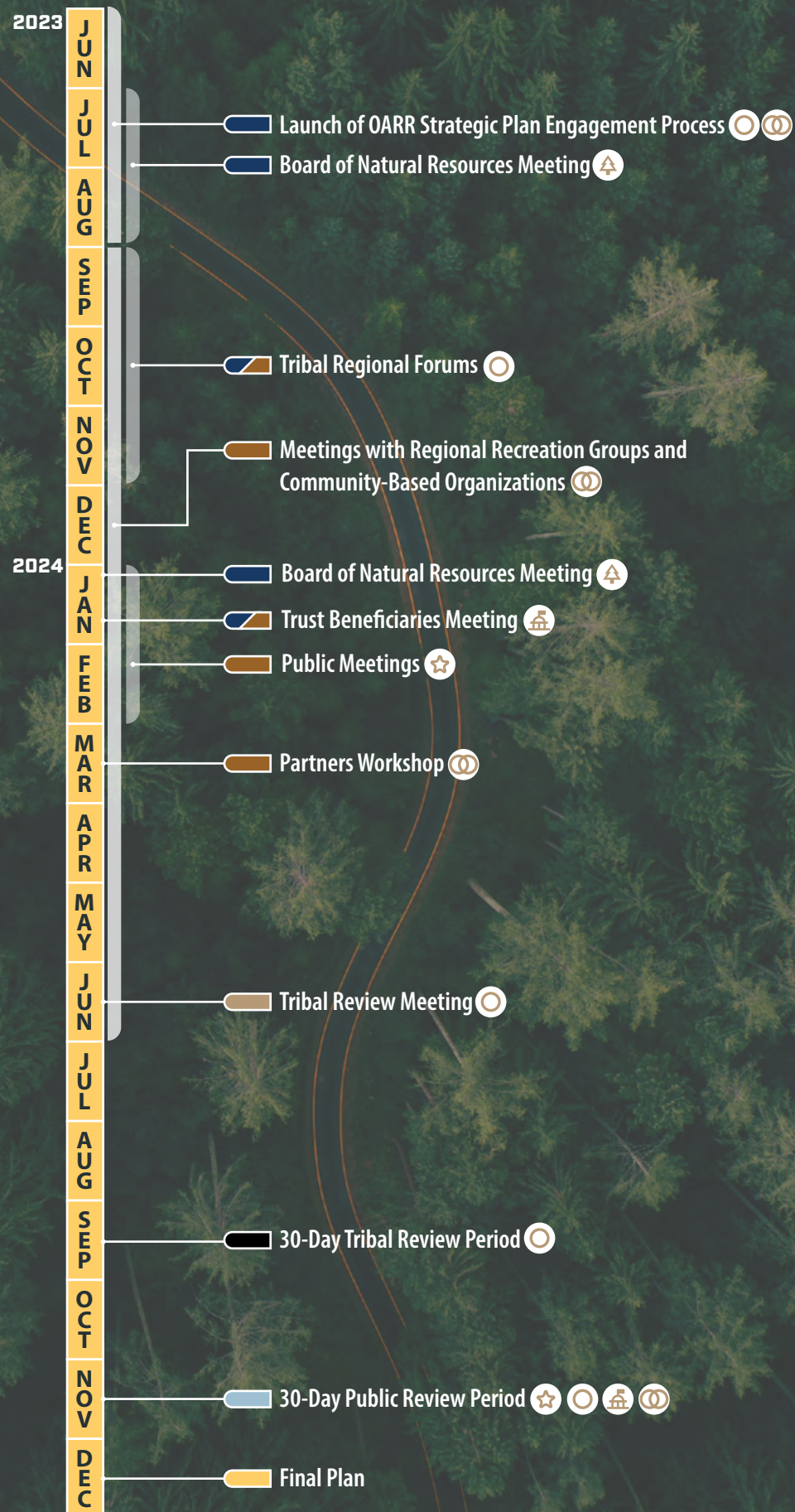
PLAN DEVELOPMENT KEY

Plan Development Stages:

- PURPOSE STATEMENT & GOALS
- BRAINSTORM STRATEGIES & ACTIONS
- DRAFT STRATEGY & ACTION TABLE
- DRAFT OARR STRATEGIC PLAN
- PUBLIC DRAFT OARR STRATEGIC PLAN
- FINAL OARR STRATEGIC PLAN

Responsible Party:

- Tribes
- Partners
- Board of Natural Resources
- Public
- Trust Beneficiaries



Engagement Process

DNR collaboratively developed its OARR Strategic Plan through a yearlong engagement and review process with Tribes, trust beneficiaries, recreation and conservation partners, and the public during 2023 and 2024. In fall 2024, DNR held a 30-day Tribal review period, followed by a 30-day public review period of the draft plan, before finalizing the OARR Strategic Plan at the end of 2024.

Launch of OARR Strategic Plan Engagement Process (Spring–Summer 2023)

DNR LAUNCH

Prior to launching the engagement process, DNR worked internally to develop draft goals for the OARR Strategic Plan in the spring of 2023. Commissioner of Public Lands Hilary Franz developed a purpose statement to frame the planning process. The DNR OARR project team met with DNR regional staff to outline the planning process, clarify how DNR staff would be engaged, and collect input on measures for success related to the draft OARR goals.

TRIBAL SUMMIT

On July 10, 2023, DNR launched external engagement at its annual Tribal Summit, which provides Tribal leaders and staff an opportunity to meet with the Commissioner and senior DNR staff. At the Summit, the Commissioner introduced the purpose for, and approach to creating the OARR Strategic Plan. Commissioner Franz recognized the importance of DNR’s development of the OARR Strategic Plan in partnership with Tribes. The recreation portion of the Tribal Summit concluded with participating Tribes expressing support for DNR’s approach to advancing the OARR Strategic Plan’s purpose statement and goals through Tribal Regional Forums (forums) scheduled across the state.

STATEWIDE PARTNERS KICK-OFF MEETING

On July 18, 2023, DNR hosted a virtual kick-off workshop to introduce statewide partners and interested parties to the OARR Strategic Plan. In total, 43 representatives from 34 organizations attended. Attendees provided input on the structure of the engagement process, participation needs, and the initial set of draft goals.

Tribal Regional Forums (Fall 2023)

DNR held four forums to present and gather Tribal feedback on a revised purpose statement, updated draft goals, and outcomes for the OARR Strategic Plan. DNR met with Tribes in four regional locations (Upper Skagit, Kalispel, Chehalis, and Quinalt Tribal facilities) to ease travel and create opportunities for Tribes to offer regionally-specific feedback.

All 29 federally recognized Tribes in Washington state, as well as Tribes in Oregon and Idaho with treaty rights or ceded areas in Washington, were invited to participate in the forums either in-person or virtually. In total, representatives from 23 Tribes attended, with the majority participating virtually (see Appendix B for the list of Tribes that participated in one or more forums).

After the forums, DNR updated the purpose statement and goals to accommodate Tribal feedback.

State Trust Beneficiaries and the Board of Natural Resources (Summer 2023 and Winter 2024)

DNR met with the Board of Natural Resources twice in summer 2023 to introduce the OARR Strategic Planning process and again in January 2024 to seek feedback on the updated draft goals. The Board of Natural Resources sets and upholds agency policies for managing state trust lands and resources, and approves the sale, exchange, and/or lease of trust assets.

After meeting with the Board of Natural Resources in January 2024, DNR met with trust beneficiaries to introduce the planning process and discuss how to manage the growing demand for access and recreation on DNR-managed lands while continuing to generate revenue for trust beneficiaries and preserve the body of the trust for future generations. DNR also reviewed the draft OARR goals and gathered input on how to achieve the goals in alignment with trust responsibilities. Twenty-eight individuals representing trust beneficiary groups including local governments, school districts, other junior taxing districts, and affiliated representatives, attended the workshop.

Meetings with Regional Recreation Groups and Community-Based Organizations (Fall 2023–Summer 2024)

In fall 2023, members of the DNR OARR project team attended nine recreation information sharing meetings to introduce the planning process, highlight engagement opportunities, and answer questions (see Appendix B for the list of nine regional recreation groups).

Throughout 2024, DNR maintained a standing offer to attend existing meetings hosted by communities underrepresented in the outdoors to provide opportunities for those communities to participate in the process. In June 2024, DNR met with Disabled Hikers to review draft strategies and actions for the OARR Strategic Plan. DNR sees engagement with underrepresented communities as ongoing work and has adopted strategies and ongoing actions in the OARR Strategic Plan to guide this moving forward.





### Public Meetings (Winter 2024)

Based on input from the statewide partners kick-off, DNR held five planning meetings with the public to present the purpose statement and need for the OARR Strategic Plan, and DNR's authorities and responsibilities related to recreation and state land management. Two in-person workshops were held in Ellensburg and Lacey, WA. Three virtual workshops were also offered to make meetings accessible. More than 200 individuals participated in the five public meetings.

At both virtual and in-person workshops, DNR provided a background presentation, space for attendees to brainstorm topics they wanted to see addressed in the OARR Strategic Plan, and actions to achieve draft goals. Input from the public meetings was used by DNR to inform the draft OARR Strategic Plan. Summary reports from these meetings were made publicly available.

### Partners Workshop (Spring 2024)

Recreation partner groups with large volunteer and public communications networks bring significant capacity to recreation management throughout Washington. Thus, these partners are critical to the successful implementation of the OARR Strategic Plan.

In March 2024, DNR held a two-day workshop in Wenatchee with statewide recreation partners. DNR also invited Tribes and representatives of communities historically underrepresented in outdoor recreation spaces. Twenty-six representatives attended this workshop (see [Appendix B](#) for full list of workshop participants).

During the workshop, DNR led partners through a visioning and brainstorming exercise to develop objectives and strategies to achieve each goal. DNR also asked partners targeted planning questions based on input shared earlier in the OARR engagement process.

### Writing the OARR Strategic Plan (Spring–Fall 2024)

After completion of the engagement process to inform development of the OARR Strategic Plan, DNR worked internally between April and August 2024 to review all input and develop draft strategies and actions to achieve the goals that DNR drafted in partnership with Tribes.

#### REVIEW OF DRAFT STRATEGY AND ACTION TABLE

As part of the internal development process, the DNR OARR Strategic Plan project team coordinated with staff across the agency, including DNR Region recreation staff. The project team also regularly participated in STRII to align both planning processes. DNR reviewed a list of early draft strategies and actions with STRII at the steering committee meeting in June 2024.

### OARR Strategic Plan Review Process (Fall 2024)

In fall 2024, DNR released a draft OARR Strategic Plan for a 30-day review with Tribal governments followed by release of an updated draft OARR Strategic Plan for a 30-day public review and comment period. During these review periods, DNR held a virtual meeting with Tribes and three in-person and virtual public meetings. The public was asked to provide comments online and fill out a survey.

### Feedback

The following page highlights high-level themes heard throughout the engagement process. Summary reports from each step of engagement are available as appendices or upon request.



Interested party	Feedback
TRIBES	<ul style="list-style-type: none"> <li>• Increase protections for wildlife and habitat.</li> <li>• Enhanced consistency in exercising Tribal rights on state lands.</li> <li>• Improve enforcement for resource protection.</li> <li>• Track impacts and provide landscape planning tools/frameworks.</li> <li>• Provide education for the public about Tribal rights and the public's recreation impacts on DNR-managed lands.</li> <li>• Enhance statewide coordination between state and federal agencies.</li> <li>• More funding is needed for recreation management, and Tribes can partner in legislative asks.</li> </ul>
TRUST BENEFICIARIES	<ul style="list-style-type: none"> <li>• Maintain trust revenue streams and working forests.</li> <li>• Balance recreational management in a way that does not impact revenue generated for trust beneficiaries.</li> <li>• Generate revenue for recreation management from alternative sources and from those who use DNR-managed lands.</li> <li>• Provide education about outdoor etiquette and land stewardship, including public information about trust lands and trust beneficiaries.</li> <li>• Balance urban and rural benefits.</li> </ul>
PUBLIC MEETINGS	<ul style="list-style-type: none"> <li>• Public education in coordination with recreation partners is key for protecting resources.</li> <li>• Improve signage.</li> <li>• Conserving DNR-managed lands and protecting natural and cultural resources requires buy-in and involvement of all interest groups.</li> <li>• Enforcement and education are needed to reduce resource damage and address dumping/waste management issues.</li> </ul>
PARTNERS	<ul style="list-style-type: none"> <li>• Maintain consistent, accessible, and culturally appropriate public communications regarding access opportunities.</li> <li>• Partner with organizations that already have relationships with diverse communities and user groups.</li> <li>• Identify specific barriers to accessing DNR-managed lands.</li> <li>• Engage Tribes and diverse interests in a transparent, accessible, and predictable DNR planning process.</li> <li>• More funding is needed for recreation management and operational needs; opportunities include operational funds from the Legislature and improved fee structures.</li> <li>• Enhance collaboration with partners on education, outreach, recreation planning, impact mitigation, and equitable access.</li> <li>• Strengthen DNR engagement with partner-led volunteer programs.</li> <li>• Education regarding potential impacts, user etiquette, Tribal rights, and DNR management responsibilities is critical, and DNR's partner nonprofits are experts in public education and outreach.</li> <li>• Improve coordination and communication internally within DNR and externally with partners regarding strategies to improve equitable access.</li> <li>• More funding is needed for DNR's Recreation Program to address gaps in maintenance and operations.                         <ul style="list-style-type: none"> <li>• Generate revenue from the demand for recreation (e.g., taxes and fees).</li> <li>• Partner nonprofits can advocate for increased funding if they clearly understand agency needs.</li> </ul> </li> </ul>



## 07 STRATEGY DESIGN

The statewide strategies in the OARR Strategic Plan highlight actions that support DNR in equitably, accessibly, and responsibly managing DNR-managed lands across the state. These strategies and actions are informed by DNR agency priorities and engagement with Tribes, trust beneficiaries, partners, and the public.

### Goals

The strategies on the following pages are guided by six aspirational goal statements for how outdoor access and recreation will be managed by DNR. The goals were developed in coordination with Tribes during the [fall 2023 Tribal Forums](#) (on page 29) and address multiple challenges, including the growing demand for recreation, increasing concerns about recreation impacts, funding shortfalls, and more.

#### Goals

##### Conserve and Enhance the Natural Environment and Cultural Resources

- 1 Actively address outdoor access and recreation activities that impact natural and cultural resources on DNR-managed lands, including the health of fish, wildlife, and habitat.

##### Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement

- 2 Improve user awareness of recreation's impacts on natural and cultural resources and understanding of appropriate etiquette in different landscapes, rights and interests of all groups, and how to safely engage in activities.

##### Improve Equitable Access

- 3 Reduce barriers that disproportionately impact overburdened and vulnerable communities' ability to access DNR-managed lands in an ecologically sustainable manner.

##### Respect Reserved Rights and Improve Collaboration in Recreation Planning

- 4 Engage Tribes, trust beneficiaries, partners, and stakeholders proactively on planning activities, and ensure DNR staff have the tools, resources, and expertise to foster meaningful participation.

##### Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship

- 5 Achieve a sustainable operating model that supports program goals through identifying current and future funding needs. Leverage existing investments in outdoor access and recreation to achieve sustainable program funding to meet current and future needs, protect the environment and benefit the economy.

##### Mitigate Climate Impacts and Build Resilience

- 6 Prepare for extreme climate-related events, implement climate-resilient infrastructure design and maintenance, and integrate management and operations techniques that improve resilience and human safety, in alignment with DNR's Plan for Climate Resilience.

## Committing to Diversity, Equity, Inclusion, and Belonging, and Environmental Justice

Environmental justice (EJ), and diversity, equity, inclusion, and belonging (DEIB) are practices, outcomes, and principles rooted in the belief that everyone, regardless of their socioeconomic status, race, ability, or background, has the right to live in and access a healthy and safe environment. EJ recognizes that some communities have faced historical and ongoing inequity produced by policies and practices of governments and businesses. These burdens and environmental challenges manifest in ways such as lower average life expectancies, disparate health outcomes, economic instability, and more.

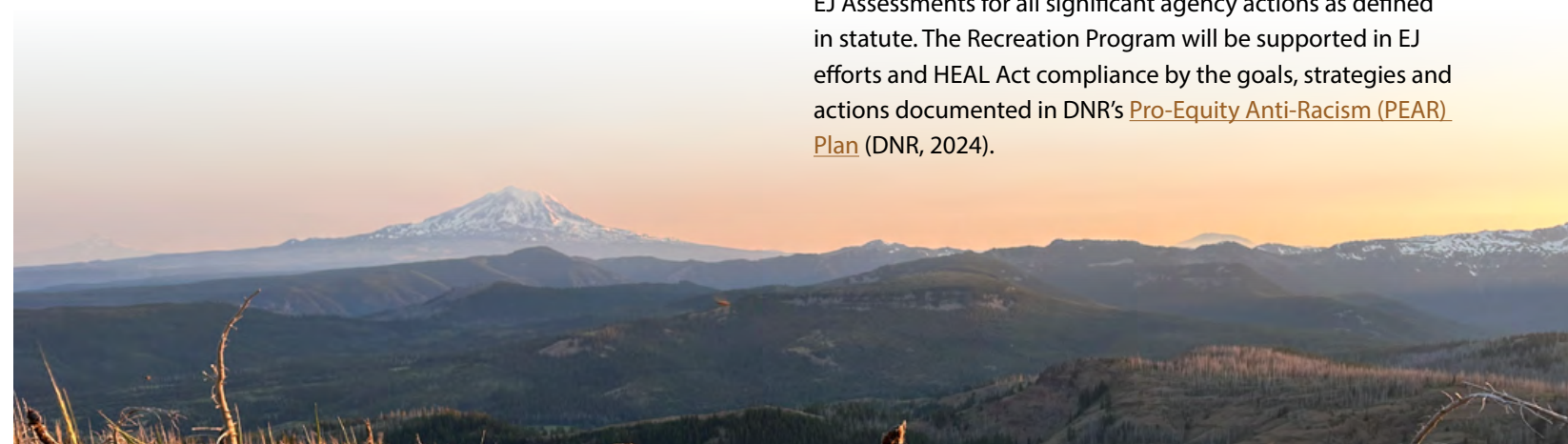
Of particular importance to work at DNR has been the growing disparities related to outdoor access and recreation opportunities. In the context of the strategies below, EJ and DEIB mean addressing historical and ongoing inequities that result in disparities in outdoor access, and the impacts from environmental damage that can be caused from activities incongruent with preservation and traditional activities. As the overall population of the region has increased, the pressures on lands with multiple historical uses have converged to produce sometimes harmful impacts to natural and cultural resources. EJ and DEIB practices ensure that equitable uses are available, and benefits are created for communities. Making sure that EJ and DEIB practices are implemented is central to this plan and DNR's work in facilitating outdoor recreation.

Addressing inequities, where possible through implementation of the near-term and ongoing strategies, requires meaningful involvement with frontline, highly impacted, overburdened, and vulnerable populations across Washington. It also means assessing where communities live, the location and extent of health disparities across the state (see [Washington State Environmental Health Disparities Map](#)), and the location of DNR-managed lands and access points, because EJ work is inherently place-based (Washington State Department of Health, 2022). This commitment doesn't end with engagement but includes the meaningful prioritization of needs. DNR is committed to these fundamental principles. The strategies below lay the groundwork for (1) developing actions to improve outdoor access and (2) integrating EJ and DEIB practices and principles into enhancing recreation for those who have disproportionately not had access, while (3) responsibly managing recreation levels to protect natural and cultural resources on DNR-managed lands.

## Healthy Environment for All

DNR is guided by and subject to requirements of the [Healthy Environment for All \(HEAL\) Act](#), passed by the Washington Legislature in 2021 and codified in [RCW 70A.02](#) (Washington Legislature, 2021). The HEAL Act is Washington's first statewide law to create a coordinated and collaborative approach to EJ, making it a part of the mission of seven state agencies (including DNR) in identifying and addressing environmental health disparities in overburdened and vulnerable communities, including Tribal Nations (Ecology, n.d.). In particular, the HEAL Act requires these agencies to apply specific EJ requirements to a number of agency actions such as strategic plans, community engagement plans, and decision processes for budget development and agency request legislation (DNR, n.d.).

The implementation of the OARR Strategic Plan will be subject to the requirements of the HEAL Act, including completion of EJ Assessments for all significant agency actions as defined in statute. The Recreation Program will be supported in EJ efforts and HEAL Act compliance by the goals, strategies and actions documented in DNR's [Pro-Equity Anti-Racism \(PEAR\) Plan](#) (DNR, 2024).





## Strategies

The OARR Strategic Plan organizes 15 strategies into five strategy topics—planning tools and processes; resource protection, enforcement, and public safety; equitable access; education and stewardship; and funding.

Strategies and their associated near-term and ongoing actions describe how DNR will achieve the desired goals listed on page 35. It is important to note that the 15 strategies are interrelated and have the potential to fall into more than one strategy topic and address one or more OARR Strategic Plan goals (as shown in Figure 7).

Actions related to STRII are indicated with a diamond icon (◆).

If DNR staff have begun working on an action, it is denoted with a star icon (★).

Figure 6: Strategy Organization



The strategies and associated actions are also guided by two foundational enabling conditions—staff capacity and funding. Increasing the capacity of DNR Maintenance Trail Stewards and Recreation Managers will be key to successfully implementing several of the strategies listed below.

! Prior to completing any of the actions below, DNR staff will complete an assessment of statewide DNR recreation funding needs and capacity to clearly identify funding shortfalls and a plan for pursuing additional funding. Without the necessary staff capacity and funding, many of the near-term and ongoing actions cannot be completed.



Figure 7: Strategy-Goal Map

The figure below maps the relationships between the 15 strategies in the plan and the six overarching aspirational goals. As you can see below, many strategies meet multiple goals.

GOALS						
1 Conserve and Enhance the Natural Environment and Cultural Resources						
2 Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement						
3 Improve Equitable Access						
4 Respect Reserved Rights and Improve Collaboration in Recreation Planning						
5 Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship						
6 Mitigate Climate Impacts and Build Resilience						
STRATEGIES	GOALS					
	1	2	3	4	5	6
S1 Fill data gaps regarding visitation levels and recreation-use impacts to natural and cultural resources.	✓			✓	✓	
S2 Develop and use landscape planning tools and frameworks to ensure natural and cultural resources are protected, and recreation use is sustainable, equitable, and safe.	✓		✓	✓	✓	✓
S3 Develop, staff, and implement a consistent and transparent planning process at the state and regional levels including coordination with Tribes, beneficiaries, partners, and the public.	✓	✓	✓	✓	✓	✓
S4 Proactively plan for climate-related impacts to DNR-managed lands and operations.	✓	✓		✓		✓
S5 Work across DNR programs to advocate for an adequate education and enforcement presence to address resource damage, unsanctioned use, and other abuse to DNR-managed lands and resources, whether driven by recreation or other outdoor activities.	✓	✓			✓	
S6 Work across DNR programs to develop a comprehensive strategy for managing illegal dumping and vandalism on DNR-managed lands.	✓					
S7 Increase public safety on DNR-managed lands through the development of a safe target shooting program.	✓	✓				
S8 Coordinate internally to ensure DNR's recreation program is prepared from an accessibility and diversity, equity, inclusion and belonging (DEIB) perspective to engage with communities who are underrepresented in the outdoors.			✓			
S9 Develop strategies to improve the accessibility of DNR-managed lands, including the ability to access recreation opportunities for communities underrepresented in the outdoors in a manner that is ecologically sustainable.	✓		✓	✓		
S10 Collaborate with Tribes, partners, and volunteers to foster public stewardship of DNR-managed lands.	✓	✓		✓		
S11 Implement public education and information campaigns to improve visitor understanding of DNR-managed lands.	✓	✓	✓	✓		
S12 Implement education focused on climate resiliency and safety for those who use DNR-managed lands.	✓	✓				✓
S13 Evaluate, develop, and prioritize internal funding mechanisms to support DNR operational needs.					✓	
S14 Evaluate and prioritize state funding tools involving legislative action to increase sustainable funding for recreation.					✓	
S15 Evaluate and prioritize support from private partners and funding opportunities from recreation activities, increasing sustainable funding for recreation.					✓	



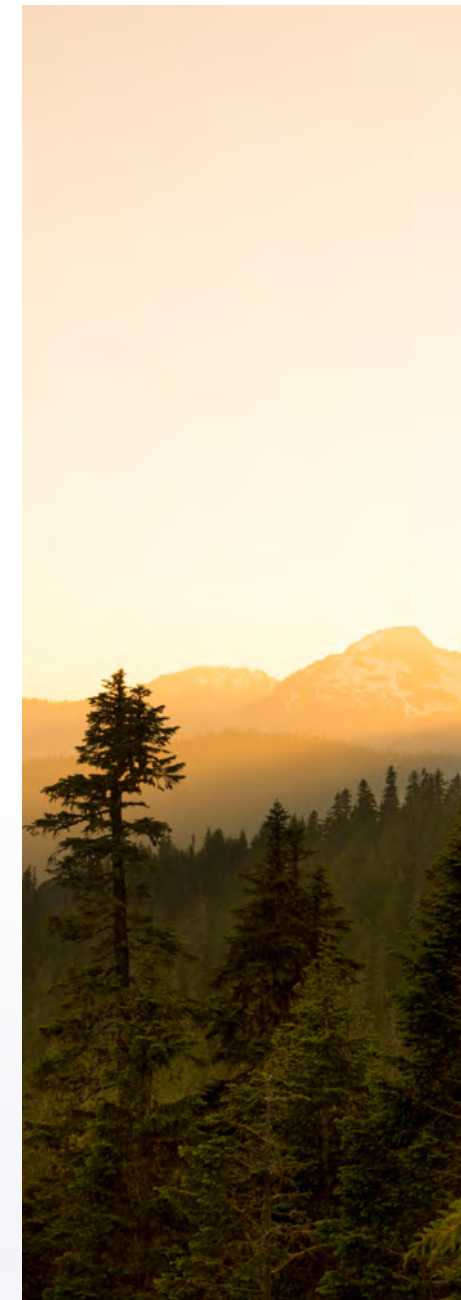
## PLANNING TOOLS AND PROCESSES

Promoting sustainable, equitable, and safe outdoor recreation while conserving resources and strengthening climate resiliency will require enhanced planning frameworks and comprehensive data. DNR will leverage these strategies to fill data gaps and implement a transparent and consistent planning process to involve and empower Tribes, trust beneficiaries, partners (i.e., user and volunteer groups, sister agencies, and nonprofits), and the public, and proactively plan for climate-related impacts to DNR-managed lands and operations.



S1

### FILL DATA GAPS REGARDING VISITATION LEVELS AND RECREATION-USE IMPACTS TO NATURAL AND CULTURAL RESOURCES.



#### NEAR-TERM ACTIONS:

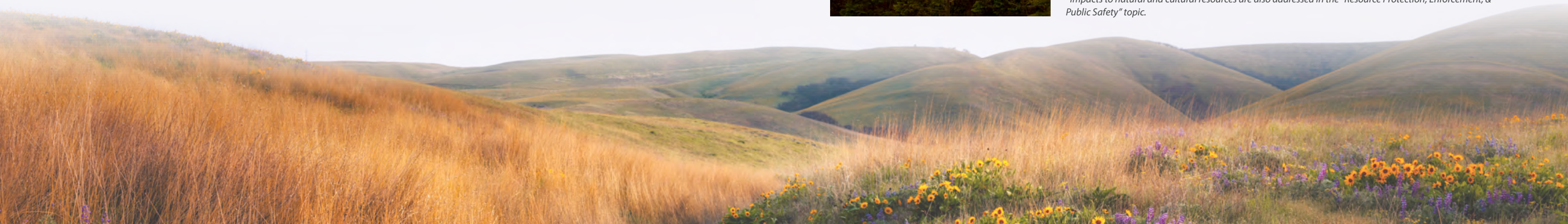
- 01 Develop a centrally managed trail data set (including an inventory of known undesignated trails) that is publicly available for outreach and planning. ★
- 02 Request funding in the 2026 legislative session to collect current visitation data for SOAL.
- 03 Review and investigate what is needed to add functionality to existing data tools within DNR for recreation monitoring and tracking.
- 04 Define and categorize metrics for tracking impacts to natural and cultural resources, including working with Tribes to define these impacts. ★\*
- 05 Improve geographic information system (GIS) and data tools to better understand the proximity of state trust lands, natural areas, and SOAL to underserved communities throughout Washington state. ★\*

#### ONGOING ACTIONS:

- 01 Use GIS and data tools with the adaptive management framework to strategically improve equitable access to state trust lands, natural areas, and SOAL for underserved communities throughout Washington state.
- 02 Request funding from the Legislature to support staffing for the collection of current and ongoing ecological integrity data at recreation sites and for contracted services to obtain accurate visitation and use data on multiple landscapes. ★
- 03 Leverage existing DNR data-management tools; identify and pursue new tools, as needed, to categorize areas sensitive to recreation impacts; and track user activity to inform land management decisions.
- 04 Develop GIS tools to monitor and track impacts from recreation and recreation use levels.
- 05 Improve visitation data for DNR-managed uplands and collect current visitation data for SOAL.
- 06 Develop a routine update system for managing visitation data from SOAL and DNR-managed uplands once data is improved and collected.

★ If DNR staff have begun working on an action, it is denoted with a star icon.

\*Impacts to natural and cultural resources are also addressed in the "Resource Protection, Enforcement, & Public Safety" topic.



S2

DEVELOP AND USE LANDSCAPE PLANNING TOOLS AND FRAMEWORKS TO ENSURE NATURAL AND CULTURAL RESOURCES ARE PROTECTED, AND RECREATION USE IS SUSTAINABLE, EQUITABLE, AND SAFE.


**NEAR-TERM ACTIONS:**

- 01 Develop guidance and decision-making tools for recreation staff to evaluate whether it is appropriate to offer a recreation service or experience that exceeds primitive recreation standards on a site-by-site basis.
- 02 Provide dedicated staffing to support DNR engagement in STRII. ★ ◆
- 03 Create a roadmap for integrating the OARR Strategic Plan with the ongoing work of STRII. ◆
- 04 Develop and utilize an adaptive management framework in collaboration with Tribes and state land-management agencies through STRII. ★ ◆
- 05 Identify priority recreation areas to conduct Ecological Integrity Assessments and begin current condition monitoring. ★
- 06 Catalogue best management practices and facility and design standards to ensure resource protection and user safety.
- 07 Initiate work to understand current regulations and potential resource impacts associated with recreational harvest of special forest resources (e.g., mushrooms, berries) and integrate with tools developed through STRII. ◆
- 08 Collaborate with RCO and partners to propose actions that promote compliance with tribal consultation requirements, including those detailed in Executive Order 21-02, for organizations working on DNR-managed lands. ★

**ONGOING ACTIONS:**

- 01 Document and assess barriers to implement existing landscape recreation plans.
- 02 In each DNR region, use the adaptive management framework for outdoor access and recreation planning to identify priority areas for new or updated management planning, including needed resources for successful implementation and projections for recreation demand over the next 10-20 years.
- 03 Revise DNR's recreation planning process to include new data-management tools developed alongside Tribes as part of STRII, and revise the near-term and ongoing actions as appropriate. ◆
- 04 Work with DNR's Wildland Fire Management Division to produce an annual report of recreation-related fire events to improve fire management and prevention efforts.
- 05 Pursue funding for regular updates to Community Forest Management Plans.
- 06 Work with DNR's Timber Sales program to audit road inventory and usage for recreational visitation to develop management and funding options for road maintenance needs.

◆ Actions related to STRII are indicated with a diamond icon.

★ If DNR staff have begun working on an action, it is denoted with a star icon.

S3

DEVELOP, STAFF, AND IMPLEMENT A CONSISTENT AND TRANSPARENT PLANNING PROCESS AT THE STATE AND REGIONAL LEVELS INCLUDING COORDINATION WITH TRIBES, BENEFICIARIES, PARTNERS, AND THE PUBLIC.

**NEAR-TERM ACTIONS:**

- 01 Increase division staff support at existing region recreation information forums and Community Forest Advisory Councils with local user groups. ★
- 02 Collaborate with Tribes and the DNR Tribal Relations Office to define engagement expectations and roles for the DNR Recreation and Conservation Division.
- 03 Create a central calendar on the DNR website that highlights ways for users to get involved in regional recreation management meetings.
- 04 Create a public-facing tracking tool for new and proposed recreation planning and development projects.
- 05 Collaborate with STRII to propose guidelines for engaging with Tribes early and often in DNR's recreation planning processes. ◆
- 06 Develop and pilot a statewide recreation management advisory body to foster communication between DNR and partners in coordination with STRII. ◆
- 07 Seek opportunities to improve access to water recreation with other state agencies and municipalities by engaging in their respective aquatic lands planning processes. ★

**ONGOING ACTIONS:**

- 01 If the pilot statewide recreation management advisory body is successful, provide ongoing coordination to foster two-way communication between DNR and partners.
- 02 Improve website information and communications processes to ensure partners always have a DNR point of contact to provide continuous engagement through DNR staff transitions.
- 03 Add planner staff capacity to develop and implement a visitor-use management process.
- 04 Add staff capacity and develop statewide strategies for consistent management of DNR's Community Forests.
- 05 Develop an internal project-by-project "pre-application" or "early design guidance" process to foster early Tribal engagement and ensure the proposed project meets the intention of the OARR Strategic Plan.
- 06 Develop a long-term engagement plan by 2029 that addresses barriers to participation in the planning process and prioritizes early engagement with Tribes, engagement of emerging and hard-to-reach user groups, and geographic proximity to DNR recreation opportunities. \*\*
- 07 Develop a transparent project prioritization process for funding that ensures ongoing maintenance is prioritized while continuing to support new or replacement infrastructure.
- 08 Provide Recreation and Conservation Division staff additional tools to support region recreation staff who engage in Tribal outreach and consultation.
- 09 Engage local jurisdictions and partners in the DNR planning process, including proposing the creation of a recreation caucus within the Washington State Association of Counties as an efficient way for counties to engage with state land managers on recreation.
- 10 Continue to participate in external and/or regional recreation collaborative planning forums and Community Forest Advisory Councils. ★
- 11 Integrate recreation planning and timber harvest planning consistently statewide, in accordance with the multiple use concept. ★
- 12 Improve early and transparent public messaging through existing DNR communication tools and in coordination with partners, to communicate why DNR closures or access changes to recreation areas are needed to achieve DNR's mission and obligations. ★
- 13 Proactively communicate with the Board of Natural Resources and trust beneficiaries about recreation management and its necessary role in trust land management.
- 14 Coordinate with the Governor's Office on next steps for a directory of user groups, land managers, and other stakeholders to facilitate collaboration.

◆ Actions related to STRII are indicated with a diamond icon.

★ If DNR staff have begun working on an action, it is denoted with a star icon.

\*\* A long-term engagement plan also addresses strategy two in the "Equitable Access" strategy topic.



## S4 PROACTIVELY PLAN FOR CLIMATE-RELATED IMPACTS TO DNR-MANAGED LANDS AND OPERATIONS.

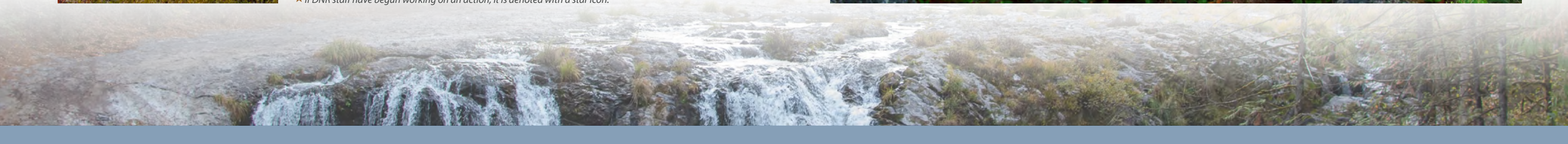
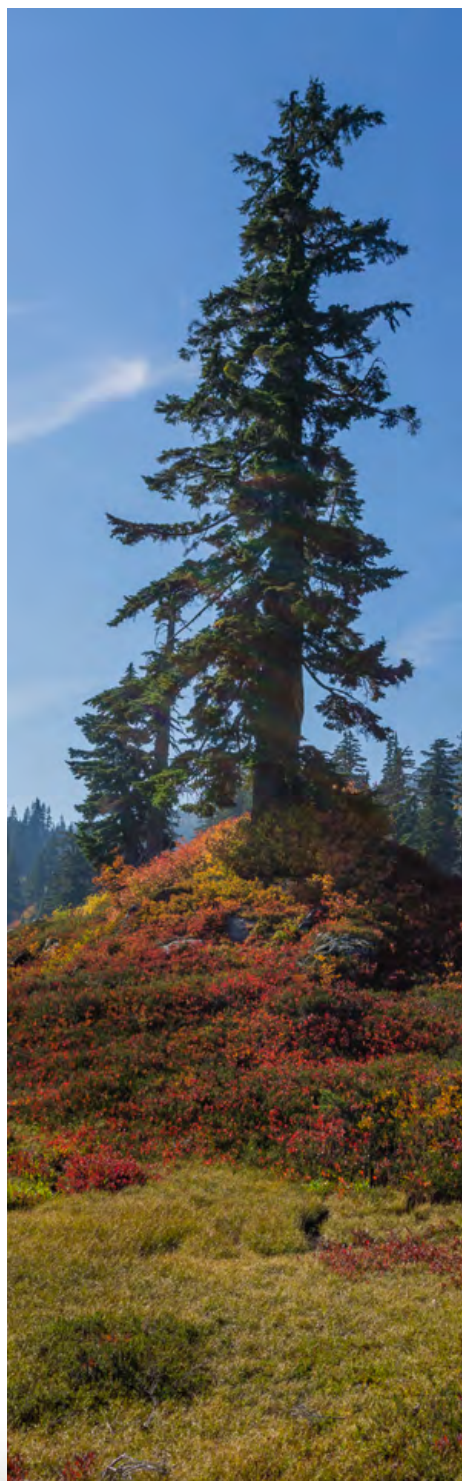
### NEAR-TERM ACTIONS:

- 01 Engage in a DNR-led ecosystem services workgroup per 2023 legislative budget proviso (2023 c 475 §310(12)). ★
- 02 Prioritize continuing education for DNR's planning and design team to gain skills in climate-change resiliency planning.
- 03 Provide additional resources for continued and consistent management of hazard trees in recreation areas statewide. ★
- 04 Collaborate with the DNR Sustainable Operations Program to incorporate green technologies into recreation management.

### ONGOING ACTIONS:

- 01 Collaborate with DNR internal experts to conduct an assessment of climate risks, impacts, and mitigation efforts related to recreation operations and maintenance to inform climate mitigation measures.
- 02 Assess recreation infrastructure to create a comprehensive inventory and improvement plan aimed at strengthening the resiliency of DNR's infrastructure to a changing climate.
- 03 Update facility and site design standards to incorporate climate-informed design for new and ongoing recreation projects.
- 04 Coordinate with public transit partners to ensure that access to DNR-managed lands is considered in transit master plans.
- 05 Work with DNR's Wildland Fire Management Division to improve the coordination and decision-making structure for fire-related closures on DNR-managed lands, and integrate recreation planning into potential evacuation from recreation sites and post-wildfire restoration initiatives.
- 06 Develop a plan to integrate electric vehicles and other green technology, where appropriate, into recreation operations and maintenance equipment.
- 07 Collaborate with state land-management agencies through regional planning meetings to effectively plan climate mitigation measures.
- 08 Collaborate with Tribes to learn about traditional land management practices that can be incorporated into mitigation efforts to address climate impacts related to recreation site design and restoration.
- 09 Assess potential policy options that give priority parking to recreationalists who carpool in high-use parking lots.
- 10 Coordinate across DNR Divisions to plan for climate mitigation, forest health, wildfire recovery, and recreation management actions.

★ If DNR staff have begun working on an action, it is denoted with a star icon.



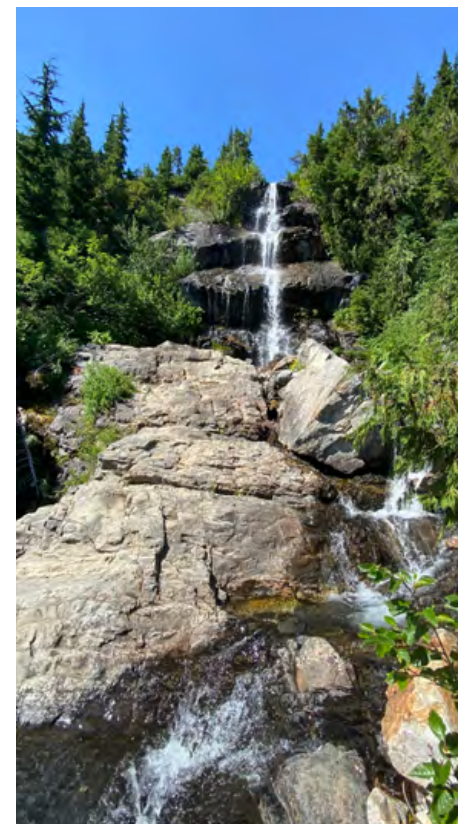


### RESOURCE PROTECTION, ENFORCEMENT, AND PUBLIC SAFETY

An important and challenging part of fulfilling DNR's mission is to address and mitigate resource damage driven by public access, and to promote public safety on DNR-managed lands. The strategies below are geared toward improving coordination, consistency, and resources for stewardship-oriented programs, promoting public education and improving enforcement, and developing effective plans and policies to manage issues such as illegal dumping, vandalism, and unsanctioned trails and activities on DNR-managed lands.



### S5 WORK ACROSS DNR PROGRAMS TO ADVOCATE FOR AN ADEQUATE EDUCATION AND ENFORCEMENT PRESENCE TO ADDRESS RESOURCE DAMAGE, UNSANCTIONED USE, AND OTHER ABUSE TO DNR-MANAGED LANDS AND RESOURCES, WHETHER DRIVEN BY RECREATION OR OTHER OUTDOOR ACTIVITIES.



#### NEAR-TERM ACTIONS:

- 01 Partner with law enforcement officers and recreation wardens to identify strategies for using education as a preferred first level of corrective action when engaging with visitors.
- 02 Improve coordination, consistency, and resources for existing stewardship-oriented programs such as Forest Watch.

#### ONGOING ACTIONS:

- 01 Work with the Legislature and local jurisdictions to pursue policy changes to address illegal and resource-damaging actions.
- 02 Direct recreation wardens and coordinate with the Chief of Natural Resources Police to implement guidance to use education as a preferred first level of corrective action.
- 03 Proactively communicate with partners and update internal policies to discourage illegal use, including building and usage of unsanctioned user-built trails.
- 04 Seek increased funding for education and enforcement staff (i.e. recreation wardens), and for DNR law enforcement officers.
- 05 Pursue opportunities for Memorandums of Understanding (MOUs) with local emergency medical service (EMS), search and rescue (SAR), and law enforcement to support an increased demand for local services.

### S6 WORK ACROSS DNR PROGRAMS TO DEVELOP A COMPREHENSIVE STRATEGY FOR MANAGING ILLEGAL DUMPING AND VANDALISM ON DNR-MANAGED LANDS.



#### NEAR-TERM ACTIONS:

- 01 Develop a data tracking tool in the 2025-2027 biennium to better understand the scope and scale of illegal dumping and vandalism on DNR-managed lands.

#### ONGOING ACTIONS:

- 01 Once data is collected, develop an agency strategy across divisions to manage illegal dumping and vandalism on DNR-managed lands.
- 02 Partner with other private and public land managers to support creative solutions to address dumping and vandalism.
- 03 Collaborate with state agencies addressing homelessness to coordinate strategies and maximize funding for long-term solutions.

★ If DNR staff have begun working on an action, it is denoted with a star icon.





S7

INCREASE PUBLIC SAFETY ON DNR-MANAGED LANDS THROUGH THE DEVELOPMENT OF A SAFE TARGET SHOOTING PROGRAM.



NEAR-TERM ACTIONS:

- 01 Hire a planner and civil engineer to prioritize the development and roll-out of two new designated target shooting sites, one in Olympic Region and one in Northeast Region. ★
- 02 Hire an environmental engineer to manage cleanup of lead contamination in high-use, dispersed target shooting sites. ★
- 03 Improve and update a map of managed target shooting sites and share with target shooting advocacy groups and partners to spread awareness. ★
- 04 Invest in outreach to identify additional designated safe shooting locations. ★

ONGOING ACTIONS:

- 01 Partner with target shooting advocacy groups to educate on safety, liability, environmental impacts, and the importance of using designated target shooting sites.
- 02 Partner with WDFW to share information on safe target shooting sites.

★ If DNR staff have begun working on an action, it is denoted with a star icon.







### EQUITABLE ACCESS

Ensuring that DNR's Recreation Program is responsive to the needs and experiences of communities who are disproportionately impacted by barriers and underrepresented in the outdoors will require an interdependent system of strategies. These include internal coordination and education for DNR recreation staff, developing a diverse outdoor workforce, and working alongside partner and community-based organizations to better understand and support the needs of people who experience barriers to accessing DNR-managed lands.

### S8 COORDINATE INTERNALLY TO ENSURE DNR'S RECREATION PROGRAM IS PREPARED FROM AN ACCESSIBILITY AND DIVERSITY, EQUITY, INCLUSION AND BELONGING (DEIB) PERSPECTIVE TO ENGAGE WITH COMMUNITIES WHO ARE UNDERREPRESENTED IN THE OUTDOORS.



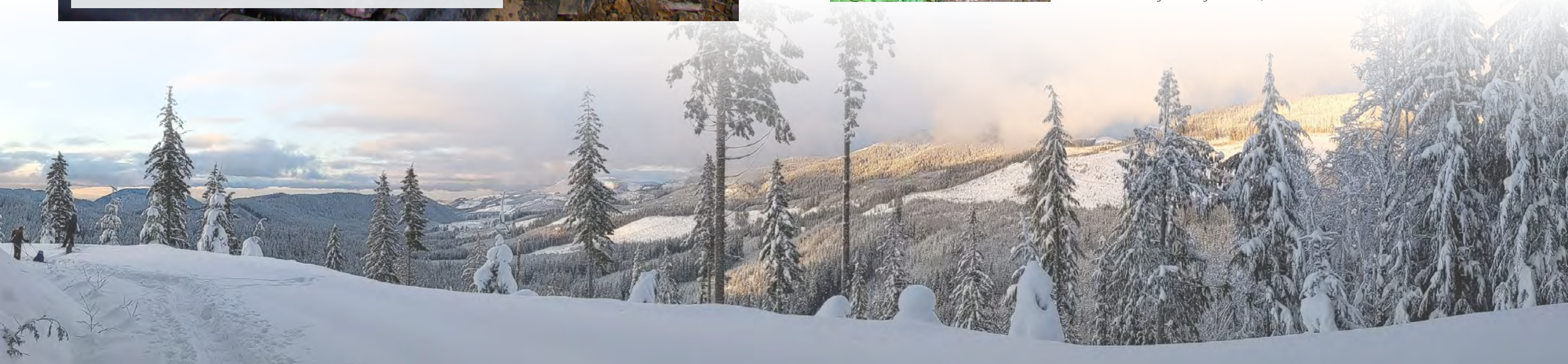
#### NEAR-TERM ACTIONS:

- 01 Learn about lived experience and/or compile existing research that will help DNR recreation staff and other DNR divisions better understand the experiences of recreationalists from communities underrepresented in the outdoors.
- 02 Initiate review of DNR Recreation and Conservation Division internal processes, policies, staffing, and skill gaps from a DEIB perspective to cultivate a more inclusive DNR workforce with the goal of being more reflective of the diverse recreation community in Washington. ★
- 03 Provide clarity to DNR recreation staff about agency Pro-Equity Anti-Racism (PEAR) initiatives in alignment with statewide efforts.

#### ONGOING ACTIONS:

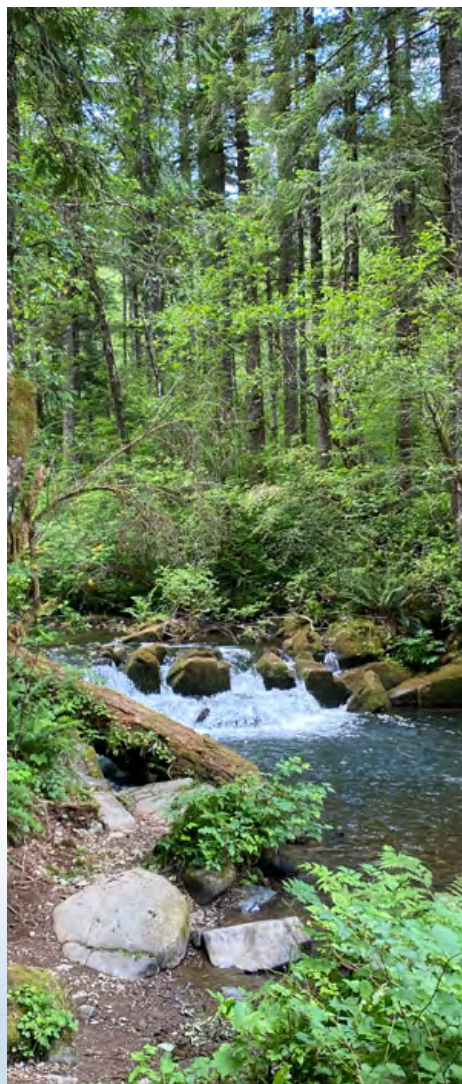
- 01 Continue implementation of DNR PEAR initiatives in alignment with statewide efforts.
- 02 Collaborate, learn from, and provide paid partnership opportunities for partners that have expertise in removing barriers to access.
- 03 Provide GOIA-led Government-to-Government Training for all region Recreation Managers.
- 04 Provide access to relevant DEIB-related trainings for statewide recreation staff and encourage participation as part of regular job duties.
- 05 Work with HR to promote hiring of diverse candidates with applicable experience.

★ If DNR staff have begun working on an action, it is denoted with a star icon.



S9

DEVELOP STRATEGIES TO IMPROVE THE ACCESSIBILITY OF DNR-MANAGED LANDS, INCLUDING THE ABILITY TO ACCESS RECREATION OPPORTUNITIES FOR COMMUNITIES UNDERREPRESENTED IN THE OUTDOORS IN A MANNER THAT IS ECOLOGICALLY SUSTAINABLE.



#### NEAR-TERM ACTIONS:

- 01 Complete and assess the Everyone Outdoors Pilot program to determine interest and need for expanding free Discover Pass access for underrepresented communities. ★
- 02 Engage with partner organizations, community-based organizations, facilitated recreation groups focused on outdoor equity, and DEIB and disabled recreation consultants to connect with and better understand the experiences of communities underrepresented in the outdoors.

#### ONGOING ACTIONS:

- 01 On a site-by-site basis, work with DEIB and disabled recreation consultants to develop an accessibility and visitor experience assessment, including identifying the barriers to accessing DNR recreation opportunities and making recommendations for improvement.
- 02 Work to remove accessibility barriers for DNR recreation opportunities identified in the assessment by partner organizations, DEIB, and disabled recreation consultants.
- 03 Explore development of an Emerging Leaders Program—modeled after similar programs in Washington—to provide opportunities for emerging leaders from underrepresented communities.
- 04 Explore opportunities to integrate PEAR initiatives in conservation and youth corps programs to build a more diverse recreation and natural resource workforce.
- 05 Assess parking, transit access, and trailhead infrastructure in collaboration with the DNR environmental justice program and local transit authorities to prioritize sites for access improvements.

★ If DNR staff have begun working on an action, it is denoted with a star icon.





## EDUCATION AND STEWARDSHIP

Partnership and collaboration with Tribes, user groups, and other stakeholders is already foundational to DNR's Recreation Program. To enhance this work and fulfill DNR's goal of cultivating public stewardship and responsibility, DNR will develop systems and capacity to integrate partner efforts and provide opportunities for volunteer stewardship, outreach, and education. In addition, DNR will collaborate with Tribes and partners to develop educational signage and materials to increase public understanding of DNR-managed lands and responsible recreation. DNR will implement protocols and education focused on climate resilience and safety for users on DNR-managed lands.

S10

COLLABORATE WITH TRIBES, PARTNERS, AND VOLUNTEERS TO FOSTER PUBLIC STEWARDSHIP OF DNR-MANAGED LANDS.



### NEAR-TERM ACTIONS:

- 01 Develop a volunteer customer relationship management (CRM) system to more effectively track volunteer efforts. ★
- 02 Improve coordination, consistency, and resources for existing stewardship-oriented programs, such as Adopt-a-Trail.
- 03 Ensure cooperative agreements are in place with partner organizations to leverage partners' volunteer and professional programs to maintain recreation infrastructure and outreach efforts. ★
- 04 Collaborate with DNR's Youth Education and Outreach Program (YEOP) to develop partnerships with schools to support youth engagement in ongoing site stewardship.

### ONGOING ACTIONS:

- 01 Partner with organizations who have cooperative agreements to maintain trails, help with cleanup and restoration activities, and build sanctioned trails.
- 02 Improve coordination with, and opportunities for, volunteers who are not associated with a partner organization.
- 03 Collaborate with Tribes and partners to identify restoration projects that engage volunteers.
- 04 Reestablish a volunteer coordinator position to support region staff in coordinating with partner organizations who manage volunteers.

★ If DNR staff have begun working on an action, it is denoted with a star icon.



## S11 IMPLEMENT PUBLIC EDUCATION AND INFORMATION CAMPAIGNS TO IMPROVE VISITOR UNDERSTANDING OF DNR-MANAGED LANDS.



### NEAR-TERM ACTIONS:

- 01 Produce consistent educational signage at kiosks across DNR-managed trust lands to inform recreationalists about trust revenue-generating working forests.
- 02 Explore opportunities to enhance visitor education by increasing resources for the existing recreation warden program.
- 03 Pursue funding for a trail ambassador program for high-use DNR recreation sites in the 2025-2027 biennium.
- 04 Work with Tribes to incorporate culturally relevant interpretive signage.
- 05 Explore opportunities to enhance visitor education about natural resource impacts related to outdoor recreation, in collaboration with STRII. ♦

### ONGOING ACTIONS:

- 01 Explore opportunities for inclusion of educational programming in cooperative agreements with partner organizations, and in permits and licenses for facilitated recreation.
- 02 Discuss opportunities for more seamless integration of education efforts with representatives across DNR divisions.
- 03 Provide adequate staff capacity and funding for E&E program to support education and outreach across DNR sites.
- 04 Support the YEOP's educational partnership efforts by providing venues and staff support for learning. ★
- 05 Continue partnership with WDFW and Washington State Parks to improve Discover Pass programs such as Check-Out WA.
- 06 Develop interpretative signage guiding principles that include consistent style and standards, as well as a clear review process that allows for site-specific interpretation of cultural and natural history.
- 07 Amplify DNR's recreation-related messaging by leveraging DNR's social media channels and coordinating with partners to maximize sharing on their own social media and communication platforms. ★
- 08 Partner with YEOP on the development of open educational resources to support K-12 educational programming at DNR recreation sites.
- 09 Promote awareness around safe and responsible recreation, potential user conflicts, and leave no trace principles in partnership with sister recreation agencies, the newly formed recreation advisory body, and existing DNR partners.

♦ Actions related to STRII are indicated with a diamond icon.

★ If DNR staff have begun working on an action, it is denoted with a star icon.

## S12 IMPLEMENT EDUCATION FOCUSED ON CLIMATE RESILIENCY AND SAFETY FOR THOSE WHO USE DNR-MANAGED LANDS.



### NEAR-TERM ACTIONS:

- 01 Continue to improve wildfire season communications protocols with other state land manager's recreation programs. ★
- 02 Recommend updates to the NW Wildfire Coordinating Group for protocol improvements specific to recreation management and messaging.
- 03 Ensure all DNR-managed coastal trailheads have signage with tsunami evacuation routes.

### ONGOING ACTIONS:

- 01 Assess and improve communications tools to track and inform visitors of extreme climate events (e.g., fires) and proactively share information and implement closures.
- 02 Partner with DNR Wildland Fire Management Division to provide information and maintain open communication with recreation partners on wildfire safety and prevention and risk management, as well as closures during an incident. ★
- 03 Coordinate with other DNR programs to develop educational materials on opportunities to use climate-friendly transportation to access recreation.

★ If DNR staff have begun working on an action, it is denoted with a star icon.



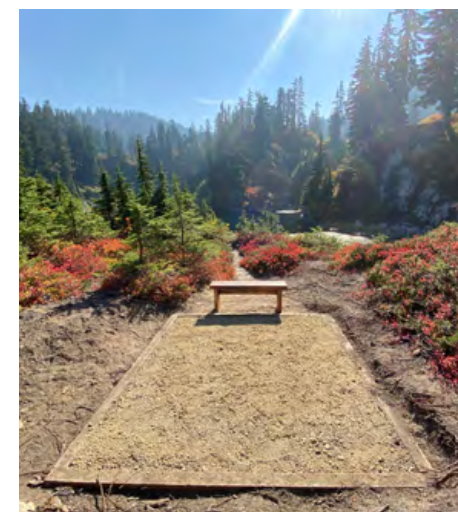


## FUNDING

Establishing sustainable funding for DNR's management, operations, infrastructure, and stewardship goals will require a multifaceted approach including internal funding mechanisms, state funding and legislative action, and private partnership and funding opportunities. The strategies below detail DNR's approach to evaluating and prioritizing funding needs and sources, enhancing organizational efficiencies, and fully leveraging available opportunities to generate revenue or obtain external funding.

S13

EVALUATE, DEVELOP, AND PRIORITIZE INTERNAL FUNDING MECHANISMS TO SUPPORT DNR OPERATIONAL NEEDS.



### NEAR-TERM ACTIONS:

- 01 Continue to assess organizational structure of DNR staff positions and identify collaboration opportunities, evaluating whether operations dollars can go farther.
- 02 Pursue cost recovery funds through permitted recreation. ★

### ONGOING ACTIONS:

- 01 Use cost recovery funds from permitted recreation events for direct management of concentrated uses.
- 02 Increase baseline funding for ongoing projects.
- 03 Evaluate efficacy and efficiency of post-timber harvest trail rehabilitation procedures to identify opportunities for cost savings.

S14

EVALUATE AND PRIORITIZE STATE FUNDING TOOLS INVOLVING LEGISLATIVE ACTION TO INCREASE SUSTAINABLE FUNDING FOR RECREATION.



### NEAR-TERM ACTIONS:

- 01 Pursue ongoing maintenance funding commensurate with expansion projects. ★
- 02 Pursue opportunities to partner with WDFW, Washington State Parks, and the Governor's Office to review new funding strategies as suggested through the OARR process.

### ONGOING ACTIONS:

- 01 Proactively communicate legislative funding proposals and resource and capacity needs to Tribes and recreation partners through a recreation advisory body.
- 02 Develop state funding recommendations and strategy based on partnership with WDFW, Washington State Parks, and the Governor's Office.
- 03 Make recommendations to Washington State Legislature, in partnership with WDFW and Washington State Parks, based on Discover Pass assessment.
- 04 Prioritize agency participation and continued involvement in ongoing work for replacement of the current gas tax revenue.
- 05 Investigate the potential for a recreation maintenance revolving fund account within DNR.

★ If DNR staff have begun working on an action, it is denoted with a star icon.



S15

**EVALUATE AND PRIORITIZE SUPPORT FROM PRIVATE PARTNERS AND FUNDING OPPORTUNITIES FROM RECREATION ACTIVITIES, INCREASING SUSTAINABLE FUNDING FOR RECREATION.**

**NEAR-TERM ACTIONS:**

- 01 Ensure DNR staff and private donors are aware of DNR's Procedures for Accepting Voluntary Donations.
- 02 Explore opportunities for private/public partnerships that align with corporate social responsibility metrics. ★

**ONGOING ACTIONS:**

- 01 Increase visibility of recreational donation option on DNR website and social media.
- 02 Evaluate staff capacity needed to manage and enhance public/private partnerships.
- 03 Partner with State of Washington Tourism and their member organizations to explore additional recreation funding opportunities.
- 04 Seek corporate support, particularly in outdoor recreation retail or tech spaces that promote use of public lands in promotional or recruitment efforts.

*If DNR staff have begun working on an action, it is denoted with a star icon (★).*

## Next steps

As stated at the beginning of the OARR Strategic Plan, DNR has developed this plan to shift towards a more proactive recreation management framework. The strategies outlined in the OARR Strategic Plan establish identity alignment, clear decision-making tools, highlight funding needs, and plan for ongoing management to ensure that recreation opportunities are equitable, predictable, durable, and compatible with natural and cultural resource protection.

To implement all prioritized actions, DNR will first begin an assessment of funding needs and capacity to identify funding shortfalls and a plan for pursuing additional funding beyond the \$9 million gap already identified. This additional funding is a critical step to pursuing many of the near-term and ongoing actions associated with the plan's 15 strategies.

DNR will also continue to work on the near-term and ongoing actions that are currently in progress. Below is a high-level overview of these initiatives and some expected outcomes for recreation management at DNR:

- Increased transparency about volunteer opportunities and public meetings to learn more about recreation initiatives at DNR via the [DNR website](#).
- Improved access to DNR trail data, including accurate information about designated trails on the [DNR website](#) and to share with our partners.
- Increased public safety and environmental protections related to recreational target shooting. Outreach and engagement with Tribes, partners, and the public began in Olympic Region and Northeast Region in late 2024 for the development of two designated target shooting ranges.
- Continued engagement with STRII, including increased investment in data collection to inform future management for the conservation of natural and cultural resources.





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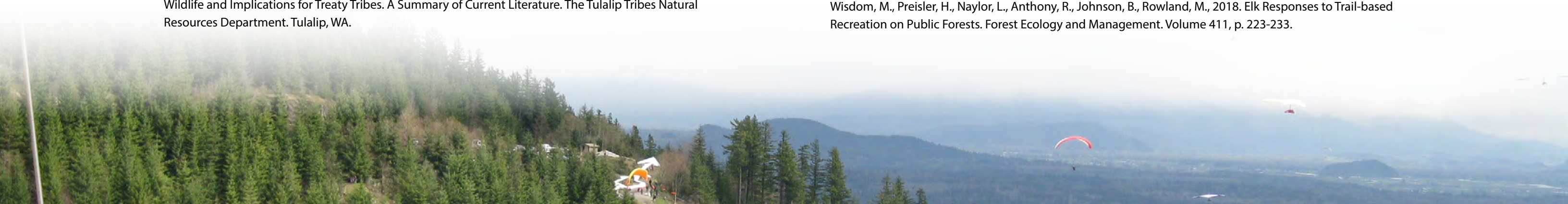
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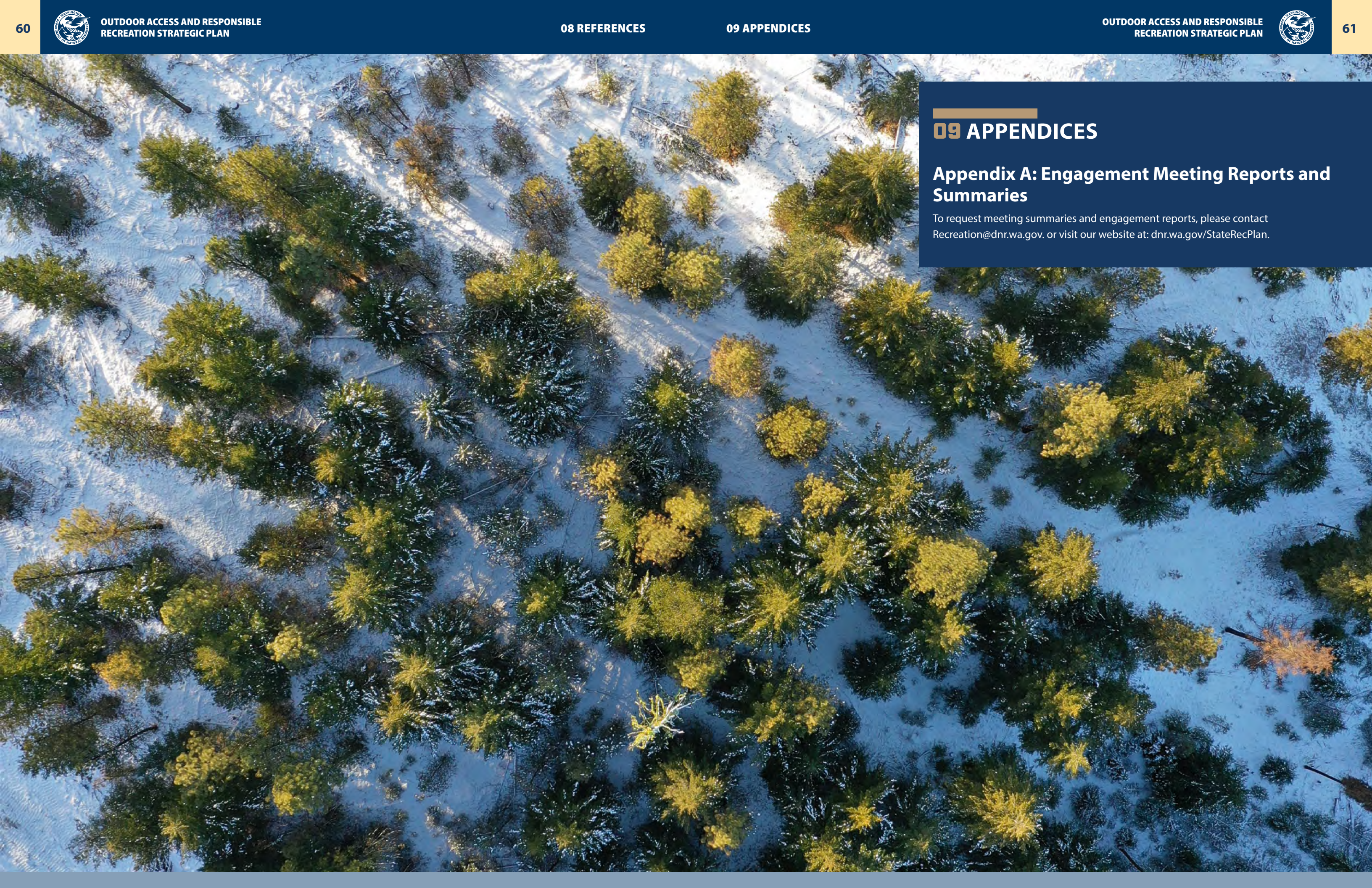
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## 09 APPENDICES

### Appendix A: Engagement Meeting Reports and Summaries

To request meeting summaries and engagement reports, please contact [Recreation@dnr.wa.gov](mailto:Recreation@dnr.wa.gov). or visit our website at: [dnr.wa.gov/StateRecPlan](http://dnr.wa.gov/StateRecPlan).





## Appendix B: Parties Involved in OARR Engagement

### Tribes and Tribal Organizations Involved in Tribal Forums (Fall 2023)

- Colville Tribes
- Confederated Tribes of the Chehalis
- Confederated Tribes of the Umatilla
- Cowlitz Indian Tribe
- Hoh Indian Tribe
- Lummi Nation
- Makah Tribe
- Muckleshoot Indian Tribe
- Nez Perce Tribe
- Nisqually Indian Tribes
- Nooksack Indian Tribe
- Port Gamble S'Klallam Tribe
- Puyallup Tribe of Indians
- Quinault Indian Nation
- Sauk-Suiattle Indian Tribe
- Snoqualmie Tribe
- Spokane Tribe of Indians
- Squaxin Island Tribe
- Stillaguamish Tribe
- Suquamish Tribe
- Swinomish Indian Tribal Community
- Tulalip Tribes
- Upper Skagit Indian Tribe
- Northwest Indian Fisheries Commission (NWIFC)

### DNR Regional Recreation Group Outreach Meetings (Fall 2023)

- Pacific Cascade Region, Trail Advisory Group Meeting
- South Puget Sound Region, Snoqualmie Unit Advisory Committee
- South Puget Sound Region, Snoqualmie Valley Outdoor Recreation Action Team
- Northwest Region, Walker Valley ORV Advisory Group Meeting
- South Puget Sound Region, Black Hills User Group Meeting
- South Puget Sound Region, Elbe Hills ORV Focus Group
- Northwest Region, Sky Valley Recreation Meeting
- South Puget Sound Region, Elbe Hills Non-motorized Focus Group
- South Puget Sound Region, Hood Canal District Focus Group Meeting

### State Trust Beneficiaries (January 2024)

- Bruce Leiper, Clallam County Fire District 4
- Megan Dunn, Snohomish County
- Russ Pfeiffer-Hoyt, Mount Baker School District
- Robyn Denson, Pierce County
- Rod Lamb, Whatcom County Parks
- Rod Fleck, City of Forks
- Amy Cruver, Pierce County
- Dana Rosenbach, North Mason School District
- Ben Pacheco, Clallam County District Fire 4
- Asa Leckie, Skamania County District 3
- Michael Bello, Pacific County
- Dan Huff, Clallam County
- Lee Tisher, Wahkiakum County
- Mark Ozias, Clallam County
- Laura Osiadacz, Kittitas County
- Alex Wisniewski, Kitsap County
- Irene Weber, Kitsap County
- Bobby McCalden, Pe Ell School District
- Lori Zoller, Klickitat County
- Matt Comisky, American Forest Resources Council
- Haylee Anderson, Kitsap County
- Richard Mahar, Skamania County District 4
- Connie Beauvais, Port of Port Angeles
- Paul Jewell, Washington State Association of Counties
- Marcia Kelbon, Jefferson County Fire Protection District 2
- Gregory Bellamy, Clallam County Fire District 5
- David Durante, Sno-Isle Libraries
- Tom Lannen, Skamania County

### Statewide Recreation Partners Workshop Attendees (March 2024)

- Andree Hurley, Washington Water Trails Association
- Betsy Roblee, The Mountaineers
- Denice Rochelle, The Bronze Chapter
- Eric Brown, Whatcom Mountain Bike Coalition
- Erin Keeley, Erin Keeley Consulting
- Hanne Beener, TREAD
- James King Jr., Hollis King Company / Outdoor Afro
- Jeff Kish, Pacific Northwest Trail Association
- Jen Gradisher, Washington Trails Association
- Jesse Cunningham, Evergreen Mountain Bike Alliance
- John Vandergrift, Pacific Northwest Four-Wheel Drive Association
- Kurt Hellmann, Conservation Northwest
- Kathy Young, Backcountry Horsemen of Washington
- Libby Nelson, Tulalip Tribes
- Mathew Lyons, TREAD
- Michael DeCramer, Washington Trails Association
- Michael McLane, Evergreen Mountain Bike Alliance
- Mike Moe, State of Washington Tourism
- Marc Toenyan, Northwest Motorcycle Association
- Nichol Phillips, PNW Four-Wheel Drive Association
- Nicky Pasi, Mountains to Sound Greenway Trust
- Peter Herzog, Washington State Parks
- Patti Gobin, Tulalip Tribes
- Ted Jackson, Washington ATV Association
- TJ Broom, U.S. Forest Service
- Tom Vogel, The Mountaineers

## Appendix C: Strategy Table

**S1** Fill data gaps regarding visitation levels and recreation-use impacts to natural and cultural resources.

**S2** Develop and use landscape planning tools and frameworks to ensure natural and cultural resources are protected, and recreation use is sustainable, equitable, and safe.

**S3** Develop, staff, and implement a consistent and transparent planning process at the state and regional levels including coordination with Tribes, beneficiaries, partners, and the public.

**S4** Proactively plan for climate-related impacts to DNR-managed lands and operations.

**S5** Work across DNR programs to advocate for an adequate education and enforcement presence to address resource damage, unsanctioned use, and other abuse to DNR-managed lands and resources, whether driven by recreation or other outdoor activities.

**S6** Work across DNR programs to develop a comprehensive strategy for managing illegal dumping and vandalism on DNR-managed lands.

**S7** Increase public safety on DNR-managed lands through the development of a safe target shooting program.

**S8** Coordinate internally to ensure DNR's Recreation Program is prepared from an accessibility, and diversity, equity inclusion and belonging (DEIB) perspective to engage with communities who are underrepresented in the outdoors.

**S9** Develop strategies to improve the accessibility of DNR-managed lands, including the ability to access recreation opportunities for communities underrepresented in the outdoors in a manner that is ecologically sustainable.

**S10** Collaborate with Tribes, partners, and volunteers to foster public stewardship of DNR-managed lands.

**S11** Implement public education and information campaigns to improve visitors' understanding of DNR-managed lands.

**S12** Implement education focused on climate resiliency and safety for those who use DNR-managed lands.

**S13** Evaluate, develop, and prioritize internal funding mechanisms to support DNR operational needs.

**S14** Evaluate and prioritize state funding tools involving legislative action to increase sustainable funding for recreation.

**S15** Evaluate and prioritize support from private partners and funding opportunities from recreation activities, increasing sustainable funding for recreation.





STRATEGY	DNR ACTIONS	ACTIONS AS SUGGESTED THROUGH PUBLIC, PARTNER, BENEFICIARY, AND TRIBAL ENGAGEMENT INFORMED “DNR ACTIONS” IN COLUMN TO THE LEFT
<b>STRATEGY TOPIC: PLANNING TOOLS AND PROCESSES</b>		
<b>S1</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>1. Develop a centrally managed trail data set (including an inventory of known undesignated trails) that is publicly available for outreach and planning.</li> <li>2. Request funding in the 2026 legislative session to collect current visitation data for state-owned aquatic lands (SOAL).</li> <li>3. Review and investigate what is needed to add functionality to existing data tools within DNR for recreation monitoring and tracking.</li> <li>4. Define and categorize metrics for tracking impacts to natural and cultural resources, including working with Tribes to define these impacts.*</li> <li>5. Improve geographic information system (GIS) and data tools to better understand the proximity of state trust lands, natural areas, and SOAL to underserved communities throughout Washington state.*</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>1. Use GIS and data tools with the adaptive management framework to strategically improve equitable access to state trust lands, natural areas, and SOAL for underserved communities throughout Washington state.</li> <li>2. Request funding from the Legislature to support staffing for the collection of current and ongoing ecological integrity data at recreation sites and for contracted services to obtain accurate visitation and use data on multiple landscapes.</li> <li>3. Leverage existing DNR data-management tools; identify and pursue new tools, as needed, to categorize areas sensitive to recreation impacts; and track user activity to inform land management decisions.</li> <li>4. Develop GIS tools to monitor and track impacts from recreation and recreation use levels.</li> <li>5. Improve visitation data for DNR-managed uplands and collect current visitation data for SOAL.</li> <li>6. Develop a routine update system for managing visitation data from SOAL and DNR-managed uplands once data is improved and collected.</li> </ol> <p>*Impacts to natural and cultural resources are also addressed in the “Resource Protection, Enforcement, &amp; Public Safety” topic.</p>	<ol style="list-style-type: none"> <li>1. Develop a public-access resource database to monitor and track impacts from recreation and recreation-use levels that can be easily updated.</li> <li>2. Identify metrics and indicators to track impacts to natural and cultural resources and track progress.</li> <li>3. Continue collection of baseline data to fill data gaps and populate public-access resource database, including:             <ol style="list-style-type: none"> <li>a. Using trail counters, cell data, and surveys to gather information on user patterns and behaviors.</li> <li>b. Utilizing camera traps and ecological assessments to monitor wildlife</li> <li>c. and ecological integrity.</li> <li>d. Tapping into existing citizen-science platforms and engaging with universities (i.e., iNaturalist and University of Washington) to fill data gaps.</li> <li>e. Assessing lease/permitting numbers to fill data gaps on current recreation use levels on state-owned aquatic lands (SOAL) and DNR-managed uplands.</li> <li>f. Assessing AI-generated information sources to ensure the accuracy and reliability of data.</li> </ol> </li> <li>4. Categorize sensitive areas and track user activity to inform management decisions.</li> <li>5. Provide comprehensive recreation information and ensure data compatibility across applications.</li> </ol>



STRATEGY	DNR ACTIONS	ACTIONS AS SUGGESTED THROUGH PUBLIC, PARTNER, BENEFICIARY, AND TRIBAL ENGAGEMENT INFORMED “DNR ACTIONS” IN COLUMN TO THE LEFT
<b>S2</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>1. Develop guidance and decision-making tools for recreation staff to evaluate whether it is appropriate to offer a recreation service or experience that exceeds primitive recreation standards on a site-by-site basis.</li> <li>2. Provide dedicated staffing to support DNR engagement in the State-Tribal Recreation Impacts Initiative (STRII).</li> <li>3. Create a roadmap for integrating the OARR Strategic Plan with the ongoing work of STRII.</li> <li>4. Develop and utilize an adaptive management framework in collaboration with Tribes and state land-management agencies through STRII.</li> <li>5. Identify priority recreation areas to conduct Ecological Integrity Assessments and begin current condition monitoring.</li> <li>6. Catalogue best management practices and facility and site design standards to ensure resource protection and user safety.</li> <li>7. Initiate work to understand current regulations and potential resource impacts associated with recreational harvest of special forest resources (e.g., mushrooms, berries) and integrate with tools developed through STRII.</li> <li>8. Collaborate with RCO and partners to propose actions that promote compliance with tribal consultation requirements, including those detailed in Executive Order 21-02, for organizations working on DNR-managed lands.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>1. Document and assess barriers to implement existing landscape recreation plans.</li> <li>2. In each DNR region, use the adaptive management framework for outdoor access and recreation planning to identify priority areas for new or updated management planning, including needed resources for successful implementation and projections for recreation demand over the next 10-20 years.</li> <li>3. Revise DNR’s recreation planning process to include new data-management tools developed alongside Tribes as part of STRII, and revise the near-term and ongoing actions as appropriate.</li> <li>4. Work with DNR’s Wildland Fire Management Division to produce an annual report of recreation-related fire events to improve fire management and prevention efforts.</li> <li>5. Pursue funding for regular updates to Community Forest Management Plans.</li> <li>6. Work with DNR’s Timber Sales program to audit road inventory and usage for recreational visitation to develop management and funding options for road maintenance needs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide dedicated staffing to support STRII convened by GOIA.</li> <li>2. Create an inventory of long-term potential impacts to inform DNR priorities and help track progress.</li> <li>3. Use the adaptive management framework, presented by Tribes in STRII, in coordination with Tribes and partners to develop a landscape-level analysis that identifies sustainable levels of recreation, locations where recreation should be redirected to minimize impacts or where high-quality, diverse, and sustainable recreation opportunities should be focused.             <ol style="list-style-type: none"> <li>a. Where possible, coordinate recreation planning and management with federal, state, local, and Tribal government land managers, and non-profit partners.</li> <li>b. Collaborate with other agencies and across jurisdictional boundaries.</li> <li>c. Ensure equitable access to DNR lands for Tribal members by identifying areas specific for Tribal use by time and season.</li> </ol> </li> <li>4. Incorporate the following details into the adaptive management framework:             <ol style="list-style-type: none"> <li>a. Restrictive measures such as camping fees, reservation systems, or closures to protect sensitive and overused areas.</li> <li>b. Identifying properties better suited for recreation to ensure timber harvest properties can be managed efficiently.</li> </ol> </li> <li>5. Incorporation of restoration activities (i.e., reseeded native flowers) into commercial harvesting agreements and/or recreation development and maintenance projects.</li> </ol>



STRATEGY	DNR ACTIONS	ACTIONS AS SUGGESTED THROUGH PUBLIC, PARTNER, BENEFICIARY, AND TRIBAL ENGAGEMENT INFORMED "DNR ACTIONS" IN COLUMN TO THE LEFT
<p><b>S3</b></p>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Increase division staff support at existing region recreation information forums and Community Forest Advisory Councils with local user groups.</li> <li>Collaborate with Tribes and the DNR Tribal Relations Office to define engagement expectations and roles for the DNR Recreation and Conservation Division.</li> <li>Create a central calendar on the DNR website that highlights ways for users to get involved in regional recreation management meetings.</li> <li>Create a public-facing tracking tool for new and proposed recreation planning and development projects.</li> <li>Collaborate with STRIL to propose guidelines for engaging with Tribes early and often in DNR's recreation planning processes.</li> <li>Develop and pilot a statewide recreation management advisory body to foster communication between DNR and partners in coordination with STRIL.</li> <li>Seek opportunities to improve access to water recreation with other state agencies and municipalities by engaging in their respective aquatic lands planning processes.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>If the pilot statewide recreation management advisory body is successful, provide ongoing coordination to foster two-way communication between DNR and partners.</li> <li>Improve website information and communications processes to ensure partners always have a DNR point of contact to provide continuous engagement through DNR staff transitions.</li> <li>Add planner staff capacity to develop and implement a visitor-use management process.</li> <li>Add staff capacity and develop statewide strategies for consistent management of DNR's Community Forests.</li> <li>Develop an internal project-by-project "pre-application" or "early design guidance" process to foster early Tribal engagement and ensure the proposed project meets the intention of the OARR Strategic Plan.</li> <li>Develop a long-term engagement plan by 2029 that addresses barriers to participation in the planning process and prioritizes early engagement with Tribes, engagement of emerging and hard-to-reach user groups, and geographic proximity to DNR recreation opportunities. **</li> <li>Develop a transparent project prioritization process for funding that ensures ongoing maintenance is prioritized while continuing to support new or replacement infrastructure.</li> <li>Provide Recreation and Conservation Division staff additional tools to support region recreation staff who engage in Tribal outreach and consultation.</li> <li>Engage local jurisdictions and partners in the DNR planning process, including proposing the creation of a recreation caucus within the Washington State Association of Counties as an efficient way for counties to engage with state land managers on recreation.</li> <li>Continue to participate in external and/or regional recreation collaborative planning forums and Community Forest Advisory Councils.</li> <li>Integrate recreation planning and timber harvest planning consistently statewide, in accordance with the multiple use concept.</li> <li>Improve early and transparent public messaging through existing DNR communication tools and in coordination with partners, to communicate why DNR closures or access changes to recreation areas are needed to achieve DNR's mission and obligations.</li> <li>Proactively communicate with the Board of Natural Resources and trust beneficiaries about recreation management and its necessary role in trust land management.</li> <li>Coordinate with the Governor's Office on next steps for a directory of user groups, land managers, and other stakeholders to facilitate collaboration.</li> </ol> <p>** A long-term engagement plan also addresses strategy two in the "Equitable Access" strategy topic.</p>	<ol style="list-style-type: none"> <li>Improve internal communication within DNR to share information across user groups and ensure opportunities are not missed.</li> <li>Streamline the DNR website and highlight ways for users to get involved in regional planning, including posting notifications of upcoming and in-progress planning efforts on public lands.</li> <li>Improve onboarding processes to involve new staff in engagement efforts promptly.</li> <li>Integrate a directory of user groups, land managers, and other stakeholders across parcels and landscapes into public-access resource database.</li> <li>Engage with legislatures, county commissioners, chambers of commerce, and other key entities when working on recreation planning.</li> <li>Clarify roles within DNR and across other state agencies to prevent confusion, particularly regarding land ownership and volunteer projects.</li> <li>Establish a cadence of regional planning meetings with local jurisdictions with a goal of creating coordinated plans across user groups.</li> <li>Partner with state agencies to provide more recreation opportunities and focus recreation locally.</li> <li>Engage user groups in regional plan development.</li> <li>Hold regular regional in-person and virtual planning and town hall meetings to build partnerships with user groups and other organizations and agencies to encourage diverse participation.</li> <li>Foster long-term relationships and address staff retention challenges to maintain continuity in planning and implementation.</li> <li>Utilize outreach coordinators to facilitate engagement and clarify roles between agencies and partners.</li> <li>Establish and model collaborative processes after successful initiatives like the Teanaway Community Forest to develop plans and identify barriers to implementation.</li> <li>Provide the data and science behind the identification of access limits and be transparent about unknowns. Communication and outreach will be needed to highlight successes (e.g., resource restoration).</li> <li>Develop a long-term engagement plan that identifies and addresses barriers to participation in the planning process; prioritizes engagement with emerging and harder to reach user groups through using responsive outreach methods; introduces career pipeline programs; and examines how different regional and local communities can benefit from, be impacted by, and engage with recreation planning.</li> </ol>

STRATEGY	DNR ACTIONS	ACTIONS AS SUGGESTED THROUGH PUBLIC, PARTNER, BENEFICIARY, AND TRIBAL ENGAGEMENT INFORMED "DNR ACTIONS" IN COLUMN TO THE LEFT
<p><b>S4</b></p>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Engage in a DNR-led ecosystem services workgroup per 2023 legislative budget proviso (2023 c 475 §310(12)).</li> <li>Prioritize continuing education for DNR's planning and design team to gain skills in climate-change resiliency planning.</li> <li>Provide additional resources for continued and consistent management of hazard trees in recreation areas statewide.</li> <li>Collaborate with the DNR Sustainable Operations Program to incorporate green technologies into recreation management.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>Collaborate with DNR internal experts to conduct an assessment of climate risks, impacts, and mitigation efforts related to recreation operations and maintenance to inform climate mitigation measures.</li> <li>Assess recreation infrastructure to create a comprehensive inventory and improvement plan aimed at strengthening the resiliency of DNR's infrastructure to a changing climate.</li> <li>Update facility and site design standards to incorporate climate-informed design for new and ongoing recreation projects.</li> <li>Coordinate with public transit partners to ensure that access to DNR-managed lands is considered in transit master plans.</li> <li>Work with DNR's Wildland Fire Management Division to improve the coordination and decision-making structure for fire-related closures on DNR-managed lands and integrate recreation planning into potential evacuation from recreation sites and post-wildfire restoration initiatives.</li> <li>Develop a plan to integrate electric vehicles and other green technology, where appropriate, into recreation operations and maintenance equipment.</li> <li>Collaborate with state land-management agencies through regional planning meetings to effectively plan climate mitigation measures.</li> <li>Collaborate with Tribes to learn about traditional land management practices that can be incorporated into mitigation efforts to address climate impacts related to recreation site design and restoration.</li> <li>Assess potential policy options that give priority parking to recreationalists who carpool in high-use parking lots.</li> <li>Coordinate across DNR Divisions to plan for climate mitigation, forest health, wildfire recovery, and recreation management actions.</li> </ol>	<ol style="list-style-type: none"> <li>Conduct assessments of climate risks, impacts, and mitigation efforts, and make data collection a process that anyone can get involved in.</li> <li>Conduct infrastructure assessments and create a comprehensive inventory and improvement plan to make DNR's infrastructure more resilient to a changing climate.</li> <li>Track risks of extreme climate events, like wildfires or floods, to proactively implement closures and prioritize human safety.</li> <li>Collaborate across state land-management agencies SOAL to promote effectiveness and consistency in climate mitigation planning.</li> <li>Develop trail systems to be more resilient to extreme climate events, such as fires and flooding.</li> <li>Preserve mature forests, native vegetation and invest in aquatic land resilience to promote blue carbon.</li> <li>Increase green transportation infrastructure for accessing DNR lands along walking corridors leading to DNR lands.</li> <li>Collaborate with Tribes to implement traditional land management practices that mitigate climate impacts.</li> </ol>



STRATEGY	DNR ACTIONS	ACTIONS AS SUGGESTED THROUGH PUBLIC, PARTNER, BENEFICIARY, AND TRIBAL ENGAGEMENT INFORMED "DNR ACTIONS" IN COLUMN TO THE LEFT
<b>STRATEGY TOPIC: RESOURCE PROTECTION, ENFORCEMENT, AND PUBLIC SAFETY</b>		
<b>S5</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Partner with law enforcement officers and recreation wardens to identify strategies for using education as a preferred first level of corrective action when engaging with visitors.</li> <li>Improve coordination, consistency, and resources for existing stewardship-oriented programs such as Forest Watch.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>Work with the Legislature and local jurisdictions to pursue policy changes to address illegal and resource-damaging actions.</li> <li>Direct recreation wardens and coordinate with the Chief of Natural Resources Police to implement guidance to use education as a preferred first level of corrective action.</li> <li>Proactively communicate with partners and update internal policies to discourage illegal use, including building and usage of unsanctioned user-built trails.</li> <li>Seek increased funding for education and enforcement staff (i.e. recreation wardens), and for DNR law enforcement officers.</li> <li>Pursue opportunities for Memorandums of Understanding (MOUs) with local emergency medical service (EMS), search and rescue (SAR), and law enforcement to support an increased demand for local services.</li> </ol>	<ol style="list-style-type: none"> <li>Increase funding for DNR enforcement officers and recreation warden capacity.</li> <li>Cross-deputize Tribal enforcement personnel with jurisdictions to enforce laws on DNR lands.</li> <li>Pursue legislative changes to increase consequences for illegal impact.</li> <li>Empower volunteer educational ambassadors on DNR land.</li> <li>Engage with county governments and prosecutors to explore how to increase capacity to hold parties who damage DNR and Tribal cultural resources legally accountable.</li> <li>Create funding for local emergency medical service (EMS), search and rescue (SAR), and law enforcement, to support an increased recreation related demand for local services.</li> <li>Address armed enforcement perception by favoring plain-clothed education enforcement (i.e., recreation wardens).</li> <li>Consider additional educational enforcement staff to enhance safety measures and address staffing shortages.</li> <li>Enhance engagement with local search and rescue teams, establish formal agreements, and support SAR efforts, especially during emergencies.</li> </ol>
<b>S6</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Develop a data tracking tool in the 2025-2027 biennium to better understand the scope and scale of illegal dumping and vandalism on DNR-managed lands.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>Once data is collected, develop an agency strategy across divisions to manage illegal dumping and vandalism on DNR-managed lands.</li> <li>Partner with other private and public land managers to support creative solutions to address dumping and vandalism.</li> <li>Collaborate with state agencies addressing homelessness to coordinate strategies and maximize funding for long-term solutions.</li> </ol>	<ol style="list-style-type: none"> <li>Increase funding/capacity for addressing trash on DNR lands</li> </ol>
<b>S7</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Hire a planner and civil engineer to prioritize the development and roll-out of two new designated target shooting sites, one in Olympic Region and one in Northeast Region.</li> <li>Hire an environmental engineer to manage cleanup of lead contamination in high-use, dispersed target shooting sites.</li> <li>Improve and update a map of managed target shooting sites and share with target shooting advocacy groups and partners to spread awareness.</li> <li>Invest in outreach to identify additional designated safe shooting locations.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>Partner with target shooting advocacy groups to educate on safety, liability, environmental impacts, and the importance of using designated target shooting sites.</li> <li>Partner with the Washington Department of Fish and Wildlife (WDFW) to share information on safe target shooting sites.</li> </ol>	--



STRATEGY	DNR ACTIONS	ACTIONS AS SUGGESTED THROUGH PUBLIC, PARTNER, BENEFICIARY, AND TRIBAL ENGAGEMENT INFORMED "DNR ACTIONS" IN COLUMN TO THE LEFT
<b>STRATEGY TOPIC: EQUITABLE ACCESS</b>		
<b>S8</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Learn about lived experience and/or compile existing research that will help DNR recreation staff and other DNR divisions better understand the experiences of recreationalists from communities underrepresented in the outdoors.</li> <li>Initiate review of DNR Recreation and Conservation Division internal processes, policies, staffing, and skill gaps from a DEIB perspective to cultivate a more inclusive DNR workforce with the goal of being more reflective of the diverse recreation community in Washington.</li> <li>Provide clarity to DNR recreation staff about agency Pro-Equity Anti-Racism (PEAR) initiatives in alignment with statewide efforts.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>Continue implementation of DNR PEAR initiatives in alignment with statewide efforts.</li> <li>Collaborate, learn from, and provide paid partnership opportunities for partners that have expertise in removing barriers to access.</li> <li>Provide GOIA-led WA-State Government-to-Government Training for all region Recreation Managers.</li> <li>Provide access to relevant DEIB-related trainings for statewide recreation staff and encourage participation as part of regular job duties.</li> <li>Work with HR to promote hiring of diverse candidates with applicable experience.</li> </ol>	<ol style="list-style-type: none"> <li>Review DNR recreation internal process, policies, and staffing from a DEI perspective to ensure DNR's recreation management framework is prepared to engage with communities underrepresented in the outdoors.</li> </ol>
<b>S9</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Complete and assess the Everyone Outdoors Pilot program to determine interest and need for expanding free Discover Pass access for underrepresented communities.</li> <li>Engage with partner organizations, community-based organizations, facilitated recreation groups focused on outdoor equity, and DEIB and disabled recreation consultants to connect with and better understand the experiences of communities underrepresented in the outdoors.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>On a site-by-site basis, work with DEIB and disabled recreation consultants to develop an accessibility and visitor experience assessment, including identifying the barriers to accessing DNR recreation opportunities and making recommendations for improvement.</li> <li>Work to remove accessibility barriers for DNR recreation opportunities identified in the assessment by partner organizations, DEIB, and disabled recreation consultants.</li> <li>Explore development of an Emerging Leaders Program—modeled after similar programs in Washington—to provide opportunities for emerging leaders from underrepresented communities.</li> <li>Explore opportunities to integrate PEAR initiatives in conservation and youth corps programs to build a more diverse recreation and natural resource workforce.</li> <li>Assess parking, transit access, and trailhead infrastructure in collaboration with the DNR environmental justice program and local transit authorities to prioritize sites for access improvements.</li> </ol>	<ol style="list-style-type: none"> <li>Partner with community groups, transit agencies, schools and local businesses to raise public awareness, and share resources and opportunities with a greater diversity of users, increasing access for those who have not traditionally had the ability to access DNR-managed lands.</li> <li>Track data on offensive, inappropriate, and/or unsafe behaviors on DNR lands.</li> <li>Address unwelcoming graffiti and vandalism in a timely manner.</li> <li>Partnering with community-based organizations to develop and collect data on accessibility of DNR lands.</li> </ol>



STRATEGY	DNR ACTIONS	ACTIONS AS SUGGESTED THROUGH PUBLIC, PARTNER, BENEFICIARY, AND TRIBAL ENGAGEMENT INFORMED "DNR ACTIONS" IN COLUMN TO THE LEFT
<b>STRATEGY TOPIC: EDUCATION &amp; STEWARDSHIP</b>		
<b>S10</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>1. Develop a volunteer customer relationship management (CRM) system to more effectively track volunteer efforts.</li> <li>2. Improve coordination, consistency, and resources for existing stewardship-oriented programs, such as Adopt-a-Trail.</li> <li>3. Ensure cooperative agreements are in place with partner organizations to leverage partners' volunteer and professional programs to maintain recreation infrastructure and outreach efforts.</li> <li>4. Collaborate with DNR's Youth Education and Outreach Program (YEOP) to develop partnerships with schools to support youth engagement in ongoing site stewardship.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>1. Partner with organizations who have cooperative agreements to maintain trails, help with cleanup and restoration activities, and build sanctioned trails.</li> <li>2. Improve coordination with, and opportunities for, volunteers who are not associated with a partner organization.</li> <li>3. Collaborate with Tribes and partners to identify restoration projects that engage volunteers.</li> <li>4. Reestablish a volunteer coordinator position to support region staff in coordinating with partner organizations who manage volunteers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop streamlined ways for users to get involved in conservation monitoring (i.e., leveraging new or existing apps or platforms).                     <ol style="list-style-type: none"> <li>a. Establish reporting mechanisms for person-to-person incidents and wildlife encounters.</li> </ol> </li> <li>2. Encourage ambassadorship on DNR lands by streamlining access for educators and providing incentives for volunteers.</li> <li>3. Ensure cooperative agreements are in place with partner organizations to leverage partner's volunteer and professional programs to maintain recreation infrastructure.</li> <li>4. Engage volunteers and local recreation groups to maintain trails and help with cleanup and restoration activities.</li> <li>5. Partners recommended increased staff/funding to lead and coordinate volunteer groups to assist/speed up the process of sanctioned trail building to discourage the use of unsanctioned trails.</li> </ol>



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<b>S11</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>1. Produce consistent educational signage at kiosks across DNR-managed trust lands to inform recreationalists about trust revenue-generating working forests.</li> <li>2. Explore opportunities to enhance visitor education by increasing resources for the existing recreation warden program.</li> <li>3. Pursue funding for a trail ambassador program for high-use DNR recreation sites in the 2025-2027 biennium.</li> <li>4. Work with Tribes to incorporate culturally relevant interpretive signage.</li> <li>5. Explore opportunities to enhance visitor education about natural resource impacts related to outdoor recreation, in collaboration with STRII.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>1. Explore opportunities for inclusion of educational programming in cooperative agreements with partner organizations, and in permits and licenses for facilitated recreation.</li> <li>2. Discuss opportunities for more seamless integration of education efforts with representatives across DNR divisions.</li> <li>3. Provide adequate staff capacity and funding for E&amp;E program to support education and outreach across DNR sites.</li> <li>4. Support the YEOP's educational partnership efforts by providing venues and staff support for learning.</li> <li>5. Continue partnership with WDFW and Washington State Parks to improve Discover Pass programs such as Check-Out WA.</li> <li>6. Develop interpretive signage guiding principles that include consistent style and standards, as well as a clear review process that allows for site-specific interpretation of cultural and natural history.</li> <li>7. Amplify DNR's recreation-related messaging by leveraging DNR's social media channels and coordinating with partners to maximize sharing on their own social media and communication platforms.</li> <li>8. Partner with YEOP on the development of open educational resources to support K-12 educational programming at DNR recreation sites.</li> <li>9. Promote awareness around safe and responsible recreation, potential user conflicts, and leave no trace principles in partnership with sister recreation agencies, the newly formed recreation advisory body, and existing DNR partners.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve partnership with social media and digital mapping applications to provide accurate public access and recreation information to facilitate access.</li> <li>2. Collaborate with schools to support projects focused on youth engagement in stewardship, restoration, and maintenance.</li> <li>3. Amplify existing educational materials and outreach channels by partnering with nonprofits, volunteer organizations, libraries, and other agencies.</li> <li>4. Promote positive interactions with DNR staff on public lands and in communities through school visits and field trips/experiential learning.</li> <li>5. Connect with users through accessible educational materials on responsible recreation and agency information, including providing education and storytelling through simple and disability-accessible interpretive signage and kiosks on DNR lands.                     <ol style="list-style-type: none"> <li>a. Providing a stewardship "user agreement" or information distributed with the Discover Pass in multiple languages.</li> <li>b. Posting QR codes at trailheads that link to factsheets or infographics in multiple languages or play a short video on stewardship.</li> <li>c. Educating land users about trust lands and beneficiaries, specifically to highlight importance of revenue generation for rural communities.</li> <li>d. Ensuring users understand different land uses and agency rules across landscapes, as well as DNR's unique role as a trust manager.</li> <li>e. Educating users on Tribal use and rights to DNR-managed lands.</li> <li>f. Using social media to reach new user groups and share important "before-you-go" information.</li> </ol> </li> <li>6. Partner with Tribes to incorporate historical stewardship and cultural practices into DNR's education curriculum. Partner with the Snoqualmie Ancestral Lands Movement to promote culturally sensitive recreation.</li> </ol>
<b>S12</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>1. Continue to improve wildfire season communications protocols with other state land manager's recreation programs.</li> <li>2. Recommend updates to the NW Wildfire Coordinating Group for protocol improvements specific to recreation management and messaging.</li> <li>3. Ensure all DNR-managed coastal trailheads have signage with tsunami evacuation routes.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>1. Assess and improve communications tools to track and inform visitors of extreme climate events (e.g., fires) and proactively share information and implement closures.</li> <li>2. Partner with DNR Wildland Fire Management Division to provide information and maintain open communication with recreation partners on wildfire safety and prevention and risk management, as well as closures during an incident.</li> <li>3. Coordinate with other DNR programs to develop educational materials on opportunities to use climate-friendly transportation to access recreation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Partner with communities and local jurisdictions to communicate on individual fire safety, as well as emergency evacuation protocols.</li> </ol>



STRATEGY	DNR ACTIONS	ACTIONS AS SUGGESTED THROUGH PUBLIC, PARTNER, BENEFICIARY, AND TRIBAL ENGAGEMENT INFORMED "DNR ACTIONS" IN COLUMN TO THE LEFT
<b>STRATEGY TOPIC: FUNDING</b>		
<b>S13</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Continue to assess organizational structure of DNR staff positions and identify collaboration opportunities evaluating whether operations dollars can go farther.</li> <li>Pursue cost recovery funds through permitted recreation events.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>Use cost recovery funds from permitted recreation events for direct management of concentrated uses.</li> <li>Increase baseline funding for ongoing projects.</li> <li>Evaluate efficacy and efficiency of post-timber harvest trail rehabilitation procedures to identify opportunities for cost savings.</li> </ol>	<ol style="list-style-type: none"> <li>Identify appropriate-use fees for commercial recreation use of state-lands, including considering increased fees for other commercial uses, such as timber harvesting, to fund mitigation for these activities.</li> </ol>
<b>S14</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Pursue ongoing maintenance funding commensurate with expansion projects.</li> <li>Pursue opportunities to partner with WDFW, Washington State Parks, and the Governor's Office to review new funding strategies as suggested through the OARR process.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>Proactively communicate legislative funding proposals and resource and capacity needs to Tribes and recreation partners through a recreation advisory body.</li> <li>Develop state funding recommendations and strategy based on partnership with WDFW, Washington State Parks, and the Governor's Office.</li> <li>Make recommendations to Washington State Legislature, in partnership with WDFW and Washington State Parks, based on Discover Pass assessment.</li> <li>Prioritize agency participation and continued involvement in ongoing work for replacement of the current gas tax revenue.</li> <li>Investigate the potential for a recreation maintenance revolving fund account within DNR.</li> </ol>	<ol style="list-style-type: none"> <li>Prioritize funding for waste management.</li> <li>Use a portion of the DNR management fee to support recreation.</li> <li>Create a state lottery where proceeds benefit outdoor access and recreation.</li> <li>Redistribute Discover Pass revenue so that DNR receives a greater percentage to reflect the increased percentage of visitation to DNR lands.</li> <li>Develop sustainable mechanisms for trust lands to generate revenue from and for outdoor recreation (i.e., establish a trust-based investment account to fund recreation).</li> <li>Investigate recreation funding mechanisms that could be an alternative to the gas-tax (i.e. carbon banking and sequestration).</li> <li>Co-author legislation with state agencies and partners, and model funding solutions after other states recreation budgets.</li> <li>Restructure recreation fees and reallocate general funds to meet recreation needs effectively.</li> <li>Demonstrate economic impacts of recreation through using technological sources like cell phone data as well as holding field trips for legislators to spur support at the state budget level.</li> <li>Provide mechanisms for users to opt-in to donate funds to the Recreation Program, whether through drivers' licensing or pay-more-if-you-can Discover Pass fees.</li> <li>Explore taxes on outdoor gear and electronic vehicle infrastructure to fund recreation management.</li> <li>Consider special permits for non-residents and increase fees for programs like the Discover Pass.</li> </ol>
<b>S15</b>	<p><b>Near-term actions</b></p> <ol style="list-style-type: none"> <li>Ensure DNR staff and private donors are aware of DNR's Procedures for Accepting Voluntary Donations.</li> <li>Explore opportunities for private/public partnerships that align with corporate social responsibility metrics.</li> </ol> <p><b>Ongoing actions</b></p> <ol style="list-style-type: none"> <li>Increase visibility of recreational donation option on DNR website and social media.</li> <li>Evaluate staff capacity needed to manage and enhance public/private partnerships.</li> <li>Partner with State of Washington Tourism and their member organizations to explore additional recreation funding opportunities.</li> <li>Seek corporate support, particularly in outdoor recreation retail or tech spaces that promote use of public lands in promotional or recruitment efforts.</li> </ol>	<ol style="list-style-type: none"> <li>Prioritize funding of operations and maintenance, while also funding new or replacement infrastructure needs.</li> <li>Create a program for the public to voluntarily pay for or donate money to purchase carbon offsets for recreational travel.</li> <li>Seek corporate support, particularly in outdoor recreation retail or tech spaces.</li> <li>Provide mechanisms for users to opt-in to donate funds to the Recreation Program, such as through QR-code trailhead "tip jars."</li> </ol>





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