
Communications and Outreach Strategy

Eastside Sustainable Harvest Calculation

September 2024



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WASHINGTON STATE DEPARTMENT OF
NATURAL RESOURCES

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Acronym List

- BNR Board of Natural Resources
- DNR Washington Department of Natural Resources
- EIS Environmental impact statement
- SHC Sustainable harvest calculation
- SEPA State Environmental Policy Act

Introduction

The Washington Department of Natural Resources (DNR) is conducting a sustainable harvest calculation (SHC) project for eastern Washington to establish sustainable harvest levels, which will be approved by the Board of Natural Resources (BNR). This document details the communications strategy to be implemented during the SHC process to ensure transparent communication and audience involvement. DNR will keep internal and external audiences informed and up-to-date on the project throughout the process. In addition, DNR will seek input from external and internal audiences, emphasizing stakeholders throughout the project. This input will help shape the eastern Washington SHC.

Goals

The goals of the communications strategy are as follows:

- Inform internal and external audiences on the purpose and progress of the eastern Washington SHC,
- Gather feedback that will help shape the eastern Washington SHC, and
- Increase transparency and public understanding of DNR decisions and actions.

Approach

DNR will implement an “inform” and “involve and consult” approach in this strategy.

- **Inform:** This is a preparatory phase of the communication and outreach strategy. DNR will provide relevant information in a variety of formats and at a variety of levels to an extensive audience in this phase.
- **Involve and Consult:** This phase builds upon the inform phase. DNR staff will involve and consult with audiences, particularly key stakeholders, to actively gather input and find ways to integrate that input into planning phases and the iterative outputs of the project. To accomplish this, DNR will develop tiered information materials throughout the project that will be distributed through multiple communication channels. Communication materials will incorporate different levels of detail and technical information specific to different audiences.

DNR will utilize multiple communication channels to provide opportunities for early and continuous participation and engagement in the SHC process. These channels include meetings, webpage updates, emails, publications, press releases, and webinars. It is important to receive feedback from communities and stakeholders about the possible or perceived impacts of the project.

This communications strategy is ambitious in scope and will require intra-agency collaboration and support. DNR staff from multiple divisions and regions will be involved and will conduct quarterly meetings throughout the project.

Audiences and Stakeholders

DNR strives to engage with a broad range of audiences while giving more focused attention to specific stakeholder groups. Different methods of communication will be used with internal versus external audiences. For an external example, counties that are beneficiaries of state forestlands will receive more focused engagement than counties without state forestlands. For an internal example, staff in DNR’s Northeast and Southeast regions will receive more communication and resources than other regions to understand the project better, offer feedback, and communicate the basics of the project to groups they interact with as part of their jobs.

Table 1 lists the external and internal audiences with which DNR will engage. An extended list of external audiences is in Appendix B.

Table 1. External and internal audiences.

External Audiences	Internal Audiences
<p>Including but not limited to:</p> <ul style="list-style-type: none"> • Tribes in eastern Washington • Trust beneficiaries and beneficiary associations • Counties • State agencies • Washington State legislative and congressional representatives • Timber industry representatives • Recreation organizations • Environmental organizations • Property owners/residents of eastern Washington 	<p>Including but not limited to:</p> <ul style="list-style-type: none"> • Board of Natural Resources • Eastside region staff • Strategic Planning Office • Forest Resources Division • Product Sales and Leasing Division • Region managers • Operations team • Economics team • External affairs team • Environmental justice team • Tribal relations team • Policy team • Communications and outreach team • Legislative affairs team • SHC Steering Committee

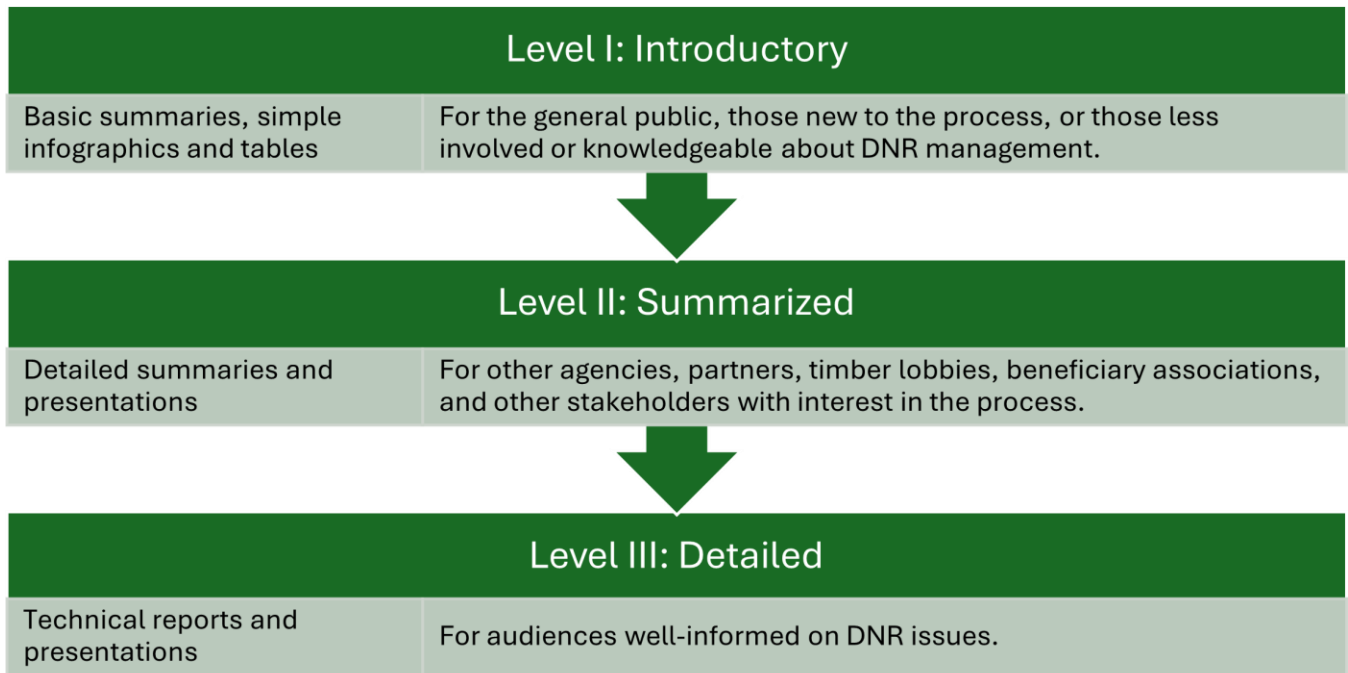
Communication Levels

A three-tiered communication approach (Figure 1) will ensure DNR makes very detailed and technical information accessible to a range of audiences at various interest and engagement levels. However, due to time and resource constraints, and because it may not be necessary, not every type of communication material will be prepared at every level/tier. For example, an introductory factsheet (Level I) may be unnecessary at Level II or III, and a detailed technical summary of the forest inventory (Level III) may not be appropriate at level I or II.

In addition, some key materials will be translated into Spanish because this is the second most spoken language in Eastern Washington. Upon request, translators can be made available for in-person meetings to

ensure better access to project information for Spanish-speaking audiences. Further assessment will be done to identify other groups needing of translation services.

Figure 1. Three-tiered communication approach.



Communication and Outreach Channels

A variety of channels will be used to communicate with internal and external audiences in both the inform and involve and consult phases. Some channels, like the SHC webpage and email updates, may be used for both audiences, while others will be more specialized for an internal audience, like the monthly State Uplands phone call. Others may be specialized for a particular stakeholder group.

The two engagement approaches are intended to complement each other and create a shared understanding of the project between the audiences and DNR.

- Understanding begins by **informing** audiences about the project and process with relevant and timely information.
- DNR will then **involve and consult** with audiences to gather input and ensure that input is integrated into project outputs, as needed.

Inform

The following are examples of communication channels that will be used to disseminate project and process information to a broad range of external and internal audiences.

External Audiences

- **BNR Public Meetings:** The BNR will regularly receive presentations. The public can comment on the SHC in person or remotely at every BNR meeting. [Learn more about the BNR at this link.](#)
- **SHC Webpage:** DNR’s Eastern Washington SHC webpage will provide information and links to the scoping report, staff reports, draft and final EIS documents, and other background documents. Information on how to stay involved and provide comments, contact information, and final documents will also be posted there. [Visit the SHC webpage at this link.](#)
- **Email:** DNR will maintain contact lists to share an introductory project letter, regular project updates, fact sheets, notifications of upcoming meetings, and other information. The SHC webpage will also provide email contact information so interested audiences can communicate directly with DNR project staff.
- **Fact Sheets:** Fact sheets provide clear, concise information and graphics explaining project methods, processes, and decisions. They will be available on DNR’s internal SharePoint site for DNR staff to read and share through the SHC webpage and email updates to external stakeholders who have questions about the process.
- **Press Outreach:** DNR will provide press kits and press releases to television, radio, and print and online media channels to raise awareness and inform external audiences on the purpose and progress of the SHC and increase transparency and public understanding of DNR decisions and actions.
- **Environmental Impact Statement (EIS) Public Engagement:** As part of the EIS process required by the State Environmental Policy Act (SEPA), DNR will engage in structured public outreach on the project.
 - The process included a “scoping period” of at least 30 days, during which the public, Tribal governments, and public agencies were invited to comment on the need, purpose, and objectives of the project. To initiate this process, a scoping notice was issued which includes information on the project, public meetings or webinars that will be held during the scoping period, and instructions on how to comment. This notice was distributed to both past and anticipated stakeholders. A public webinar was held during the scoping period, including a question-and-answer session with attendees. Once the scoping comment period was over, the comments were summarized in a scoping report posted on the SHC webpage and presented to the BNR.
 - The EIS process also requires a draft EIS (DEIS) comment period, during which the public can comment on the alternatives and the environmental analysis. Once the DEIS is published, more public meetings and webinars will be planned to inform the public during the DEIS comment period.
- **Updates for Eastern Washington State Legislative and Congressional Representatives:** DNR will provide periodic email updates and in-person or virtual meetings to provide timely updates on the SHC.

Internal Audiences

- **SHC Work Group Meetings:** The SHC project team leads monthly meetings with the Northeast and Southeast Region state lands assistants and subject matter experts from DNR divisions. These meetings

are deep dives into specific topics. The region state lands assistants share information from these meetings with their region teams and share feedback from their region teams with division staff.

- **One-on-One Meetings and Correspondences:** These meetings and correspondences will occur as needed.
- **Executive Leadership Team Meetings:** These meetings will occur as needed.
- **Region Manager Meetings:** Monthly meetings are held with region managers. Occasionally, a high-level update on the SHC will be provided in these meetings, with opportunities for questions, feedback, and suggestions from leadership.
- **State Lands Assistant/Assistant Region Manager Meetings:** SHC project team members will attend monthly meetings with state lands assistants, assistant region managers, and various division personnel. The agenda will consist of quick updates from all attendees with occasional questions or feedback.
- **SHC Region and District Meetings:** These meetings will be held with foresters as needed.
- **Monthly Uplands Newsletter:** Project updates will be provided to DNR staff in this existing monthly DNR newsletter.
- **DNR Spotlight:** The DNR Spotlight is a monthly meeting with all DNR staff. Staff can present 40-minute presentations with a 10-minute question and answer session on active projects, such as the SHC.

Involve and Consult

The following are examples of communication channels that will be used to involve external and internal audiences in project planning and to consult with specific audiences about the project and its outputs.

External Audiences

- **Tribal Consultations:** Government-to-government consultations will be conducted with tribes. Periodic written updates will be provided.
- **County Commissioner Meetings:** Updates will be presented, opportunities for feedback will be provided, and public comment will be accepted. Meeting schedules vary by county.
- **Trust Beneficiary Meetings:** Virtual or in-person meetings to providing updates and feedback opportunities.
- **Community Group Meetings:** Include community-based organizations, overburdened communities, and vulnerable populations identified by DNR's Environmental Justice department staff.
- **Coordination Meetings with Key Stakeholders (Recreation, Environmental, and Timber Industry Organizations):** DNR regions hold periodic meetings with these organizations to discuss specific timber sales and projects. The SHC project team and region staff will co-design and co-facilitate sessions on the SHC to inform attendees about the process, answer questions, and gather stakeholder input. Refer to Appendix B for a list of key stakeholders in eastern Washington.

- **Environmental Impact Statement (EIS) Public Engagement:** Refer to the description under “Inform, Internal Audiences.”
- **SHC Roadshow:** Throughout the project, these roadshows will be in-person and virtual workshops on different topics related to the SHC, such as the forest management alternatives and the forest estate model.

Internal Audiences

- **SHC Work Group Meetings:** The SHC project team leads monthly meetings with the Northeast and Southeast region state lands assistants and subject matter experts from DNR divisions. These meetings are deep dives into specific topics. The region state lands assistants share information from these meetings with their region teams and feedback from their region teams with division staff.
- **One-on-One Meetings and Correspondences:** These meetings and correspondences will be conducted as needed.
- **Executive Leadership Team Meetings:** These meetings will occur as needed.
- **SHC Steering Committee Meetings:** These meetings occur once or twice a month and include discussions about decision points and project guidance.
- **Region Manager’s Meetings:** Monthly meetings with DNR region managers. Occasionally, a high-level update on the SHC will be provided in these meetings, with opportunities for questions, feedback, and suggestions from leadership.
- **Assistant Region Manager Meetings:** Monthly meetings with assistant division managers and assistant region managers from all regions of DNR. High-level updates on the SHC will be a regular topic, with opportunities for questions, feedback, and suggestions from region leadership.
- **Operations Team Meetings:** Monthly meetings with DNR division managers, high-level updates on the SHC will be a periodic topic, with opportunities for questions, feedback, and suggestions from leadership.
- **SHC Roadshow:** Throughout the project, there will be in-person and virtual workshops on different topics related to the SHC, such as the forest management alternatives and the forest estate model.

Key Communication and Outreach Methods

Different methods will be used to communicate with various audiences throughout all project phases. Tables 2 and 3 illustrate some methods that will be used, but they are not all-encompassing.

Table 2. Communication methods for external audiences.

Need	Why?	Example Method(s)
Introducing the project	Provides history and context for the project and opens lines of communication.	Introductory/framing letter from deputy supervisor for state uplands, posts to the SHC webpage, quarterly information meeting, county commissioner meetings, beneficiary association meetings
Explaining the process	Explain the structure behind the project understandably.	Fact sheet, posts to the SHC webpage, meeting presentations
Explaining the method	Explains the work being done by DNR staff and levels of review understandably.	Fact sheet, posts to the SHC webpage, meeting presentations, eastside SHC model walk-through (inputs, model architecture, outcomes)
Detailing project progress	Keeps audiences and stakeholders up-to-date and aware of the project.	Quarterly information meetings, major milestone meetings, commissioner meetings, posts to the SHC webpage
Developing alternatives for the EIS	Required by the SEPA process.	SEPA scoping notice, scoping webinar, in-person meetings, scoping report, BNR meetings
Presenting potential EIS alternatives developed by staff	Required by SEPA process.	Fact sheet, subject matter expert presentations, in-person meetings, BNR meetings, tribal consultations

Table 3. Communication methods for internal stakeholders.

Need	Why?	Example Method(s)
Introducing the project	Provides history and context for the project and opens lines of communication.	Monthly State Uplands newsletter
Explaining the process	Explain the structure behind the project understandably.	Monthly State Uplands newsletter, presentations at region staff and region manager meetings
Explaining the method	Explain the work being done by DNR staff and check on that work understandably.	Monthly State Uplands newsletter, presentations at region staff and region manager meetings
Detailing project progress	Keeps audiences and stakeholders up-to-date and aware of the project.	Quarterly information meetings, major milestone meetings, commissioner of public lands meetings, posts to the SHC webpage
Developing alternatives for the EIS	Detail alternatives and solicit feedback.	Internal meetings with region/district staff and subject matter experts, SHC work group meetings, SHC Steering Committee meetings
Presenting potential EIS alternatives developed by staff	Detail the final alternative and explain why it was chosen.	SHC roadshow to regions, SHC work group meetings, region/district staff meetings

Intersection of Plan Elements

Table 4 illustrates how communication tiers, stakeholder groups, and communication channels intersect.

Table 4. Communication levels and their intersection with stakeholder groups and communication channels.

Communication Level (I, II, III)	Stakeholder Group	Communication Channel	Purpose of Communication	Frequency	Key Message
Level III	BNR	In-person meetings	Strategic decisions, major updates	Quarterly	Strategic direction, vision alignment, decision points, key project milestones
Level III	Steering Committee	In-person meetings, emails, staff reports	Strategic decisions, major updates	Once to twice a month or as needed	Strategic direction, vision alignment, decision points, key project milestones
Level III	Division and region teams	In-person and virtual meetings, emails, staff reports	Input on strategic decision points, major updates	Twice a month or as needed	Vision alignment, input on decision points, general updates, project milestones, events, project coordination
Level I, II, and III	Environmental, recreation, and timber organizations	In-person and virtual meetings, emails	Awareness, engagement, seeking input	Quarterly or as needed	General updates, project milestones, events, gather feedback/input on the project
Level I and II	Community-based organizations	In-person and virtual meetings, emails	Awareness, engagement, seeking input	Quarterly or as needed	General updates, project milestones, events, gather feedback/input on the project
Level I and II	State legislators	In-person or virtual meetings, factsheets	Awareness, engagement, seeking input	As needed	General updates, project milestones
Level I and II	Tribes	In-person or virtual consultations	Collaboration, Project progress	Quarterly or as needed	General updates, project milestones, events, gather feedback/input on the project
Level I, II and III	Counties and other trust beneficiaries	Webpage, In-person or virtual meetings, road shows, BNR public comment, EIS public comment period, fact sheets	Awareness, engagement, seeking input	Quarterly and as needed	General updates, project milestones, events, gather feedback/input on the project

Communication Level (I, II, III)	Stakeholder Group	Communication Channel	Purpose of Communication	Frequency	Key Message
Level I and II	General public	Webpage, press releases, road shows, BNR public comment, EIS public comment period, factsheets	Awareness, engagement, seeking input	Ongoing and as needed	General updates, project milestones, events, gather feedback/input on the project

Communications and Outreach Team and Responsibilities

The implementation of this communications strategy will require staff from multiple divisions to conduct numerous meetings through the life of the project (refer to Table 5). The Projects & Planning team will coordinate this work, give direction, and provide the content and materials.

Table 5. Key responsibilities of the communications and outreach team.

Title/Team	Responsibilities
SHC communications and outreach team	<ul style="list-style-type: none"> • Present to the BNR, SHC Steering Committee, etcetera. • Identify surrogates/spokespeople to deliver different information as needed. • Identify gaps in communication and address them. • Develop materials and cadence for meetings with internal and external stakeholder groups. • Manage documentation and meeting minutes of SHC meetings. • Post materials on the eastern Washington SHC webpage.
Trust outreach specialist	<ul style="list-style-type: none"> • Organize and facilitate beneficiary and beneficiary association meetings and information meetings.
Assistant deputy supervisor for state uplands	<ul style="list-style-type: none"> • Facilitate consultations with Tribes. • Facilitate meetings with state legislators, counties, environmental organizations, and timber industry representatives. • Provide periodic updates to the executive leadership team.
Environmental justice team	<ul style="list-style-type: none"> • Assist with identifying communities that require focused outreach. • Assist in providing translation and language resources when needed.

Title/Team	Responsibilities
Region teams (Northeast and Southeast regions)	<ul style="list-style-type: none"> • Assist in identifying gaps in communications. • Disseminate project information via email communications or meetings. • Act as a point-of-contact for eastside communities. • Assist with county commissioner and major milestone meetings.
Tribal relations team	<ul style="list-style-type: none"> • Assist with the coordination of government-to-government Tribal consultations and tribal lobbyists.
External affairs team	<ul style="list-style-type: none"> • Assist with distilling information for multi-level audiences and support regions in engaging with community members and organizations.
Legislative affairs team	<ul style="list-style-type: none"> • Send periodic email updates to eastern Washington legislators whose district could be impacted. • Conduct one-on-one interactions with state legislators.
Communications & outreach team	<ul style="list-style-type: none"> • Identify reporters, media resources, and third-party validators for information sharing and press releases. • Assist with drafting key messages and talking points for spokespeople. • Design fact sheets.
SHC modeling team	<ul style="list-style-type: none"> • Act as subject matter experts for staff reports and formal presentations. • Present forest estate model roadshow (inputs, assumptions, limitations, model formulations, and model architecture) • Demonstrate iterations of the eastern Washington SHC model.

Timeline

Table 6 lists the communication activities that will occur each quarter. The SHC communications and outreach team will develop the details and content as the project progresses.

Table 6. Communication activities each quarter.

Time Period	Communication Activities
2021 - 2023	<ul style="list-style-type: none"> • Conduct project scoping and prepare scoping reports. • Provide project updates and presentations to the BNR and accept public comment.
2024	<ul style="list-style-type: none"> • Conduct second project scoping and complete the final scoping report.

Time Period	Communication Activities
January - March	
2024 April – June	<ul style="list-style-type: none"> ● Provide project updates and presentations to the BNR and accept public comment.
2024 July – September	<ul style="list-style-type: none"> ● Develop materials for project introduction. ● Identify overburdened communities and vulnerable populations and plan for focused outreach and engagement to these communities. ● Begin government-to-government consultation with Tribes based on guidance from DNR’s tribal relations team. ● Develop email contact lists for individual audiences and stakeholder groups. ● Hold communications and outreach team meeting. ● Develop a cadence for meetings with internal and external stakeholder groups. ● Develop talking points and identify potential spokespeople. ● Develop materials (presentations, graphics, talking points, summary, etc.) explaining the SHC process. ● Provide project updates and presentations to the BNR and accept public comment.
2024 October – December	<ul style="list-style-type: none"> ● Hold communications and outreach team meeting. ● Launch information meeting series and road shows. ● Begin posting staff reports. ● Develop materials to explain and explore alternatives for the draft EIS. ● Draft and send a press release about the draft EIS and public comments. ● Provide project updates and presentations to the BNR and accept public comment.
2025 January – March	<ul style="list-style-type: none"> ● Hold communications and outreach team meeting. ● Begin engagement efforts to solicit comments on the draft EIS from stakeholders. ● Continue posting staff reports. ● Continue information meetings. ● Provide project updates and presentations to the BNR and accept public comment. ● Present forest estate model roadshow (inputs, assumptions, limitations, model formulations, and model architecture) ● Draft and send press release as needed.
2025 April – June	<ul style="list-style-type: none"> ● Hold communications and outreach team meeting. ● Complete engagement efforts to solicit comments and input on the draft EIS from stakeholders. ● Continue posting staff reports. ● Continue information meetings. ● Provide project updates and presentations to the BNR and accept public comment.

Time Period	Communication Activities
	<ul style="list-style-type: none"> • Present forest estate model roadshow (inputs, assumptions, limitations, model formulations, and model architecture) • Draft and send press release as needed.
2025 July – September	<ul style="list-style-type: none"> • Hold communications and outreach team meeting. • Continue posting staff reports. • Produce an outreach summary report. • Continue information meetings. • Provide project updates and presentations to the BNR and accept public comment. • Draft and send press release as needed. • Present forest estate model roadshow (inputs, assumptions, limitations, model formulations, and model architecture) • Demonstrate iterations of the eastern Washington SHC model.
2025 October – December	<ul style="list-style-type: none"> • Hold communications and outreach team meeting. • Produce materials to share and explain the final EIS. • Begin an evaluation of the project communication strategy. • Continue information meetings and roadshows. • Provide project updates and presentations to the BNR and accept public comment. • Develop messaging and talking points. • Demonstrate iterations of the eastern Washington SHC model. • Draft and send press release as needed.
2026 January – March	<ul style="list-style-type: none"> • Complete evaluation of the effectiveness of the project communication strategy.

Documentation

The following is a list of communications materials that will be produced throughout the project. Project & Planning staff will develop and post these materials on the eastern Washington SHC webpage.

- **Recorded Webinars:** Webinars recorded during public EIS engagement.
- **Scoping Report:** A summary of comments from the scoping comment period.
- **Draft EIS:** The first draft of the EIS.
- **Final EIS:** Includes a summary of comments and responses from the draft EIS comment period.
- **Staff Reports:** Reports that document and communicate staff recommendations and decisions made by the SHC Steering Committee.
- **BNR Meeting Materials:** Recordings, presentations, and meeting minutes posted on the BNR’s webpage.

- **Factsheets and Handouts:** On specific topics.

Definitions

- **Audience:** A group of people most likely to be interested or have requested to receive information about an organization and its actions.
- **Communication Channels:** Specifies the medium used to reach the audience or stakeholder group.
- **Community Engagement:** The process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people (Center for Disease Control 1997).
- **Federally Recognized Tribes:** Those Indian Tribes on the list published annually by the Bureau of Indian Affairs pursuant to 25 USC § 479a-1. Federally recognized Tribes located in, or with rights in, Washington are [listed on the Governor’s Office of Indian Affairs website](#).
- **Key Message:** Highlights the core information or themes conveyed to each group.
- **Outreach:** Proactively extending services or assistance beyond current or usual limits.
- **Overburdened Communities:** A geographic area where vulnerable populations face combined environmental harms and health impacts, including but not limited to highly impacted communities, as defined in RCW 19.405.020. “Community” is defined by a geographic location (for example, a census tract, a county, a region) that can be identified on a map.
- **Stakeholder:** A person or group that has an interest in an organization and its actions, may be positively or negatively impacted by those actions, and should be the focus of targeted outreach and engagement efforts.
- **Tribal Consultation:** An open and continuous exchange of information that leads to mutual understanding and informed decision-making between the agency and Tribal Governments.
- **Vulnerable Populations:** Population groups that are more likely to be at higher risk for poor health outcomes in response to environmental harms due to: (i) adverse socioeconomic factors, such as unemployment, high housing and transportation costs relative to income, limited access to nutritious food and adequate health care, linguistic isolation, and other factors that negatively affect health outcomes and increase vulnerability to the effects of environmental harms; and (ii) sensitivity factors, such as low birth weight and higher rates of hospitalization.

References

- DNR [Provisional Community Engagement Guide](#).

Appendix A: Governing Policies and Procedures

DNR Tribal Government Consultation Policy

This policy broadly defines provisions for enhancing DNR’s consultation processes, including communication, consultation, coordination, and partnership with Federally Recognized Tribal Governments. This policy is in addition to and is not intended to alter or amend DNR’s responsibilities under existing laws, court orders or rules that guide consultation with Indian Tribes.

Environmental Justice Law and HEAL Act

In 2021, the legislature adopted the Healthy Environment for All (HEAL) Act ([RCW 70A.02](#)). This historic law provides a multiyear roadmap for DNR and other state agencies to integrate environmental justice into strategic plans and decision-making processes.

DNR’s Public Meeting and Community Involvement Policy

This policy establishes implementation guidelines to embed equitable community engagement with, and equitable participation from, members of the public into agency practices for soliciting and receiving public comment.

State Environmental Policy Act (SEPA) / SEPA Handbook

The purposes of [SEPA] are (1) to declare a state policy which will encourage productive and enjoyable harmony between humankind and the environment; (2) to promote efforts which will prevent or eliminate damage to the environment and biosphere; (3) and [to] stimulate the health and welfare of human beings; and (4) to enrich the understanding of the ecological systems and natural resources important to the state and nation.

Appendix B: Extended List of Known External Audiences

Note: As more groups are identified, this list may grow.

Tribes with Reserved Rights in Eastern WA

- Confederated Tribes of the Colville Reservation
- Kalispel Tribe of Indians
- Spokane Tribe of Indians
- Confederated Tribes of the Umatilla Indian Reservation
- Confederated Tribes and Bands of the Yakama Nation

Trust Beneficiaries and Beneficiary Associations Impacted by the Eastern Washington SHC

- Klickitat County
- Okanogan County
- Stevens County
- Washington State Association of Counties (WASAC)
- Washington State School Directors Association (WSSDA)

Eastern Washington Counties

- | | | |
|-------------|---------------|----------------|
| • Okanogan | • Douglas | • Garfield |
| • Chelan | • Ferry | • Asotin |
| • Kittitas | • Lincoln | • Whitman |
| • Yakima | • Adams | • Spokane |
| • Klickitat | • Franklin | • Pend Oreille |
| • Benton | • Walla Walla | • Stevens |
| • Grant | • Columbia | |

State Agencies Impacted by the Eastern Washington SHC

- Washington State Department of Ecology (WDOE)
- Washington State Department of Fish and Wildlife (WDFW)

Recreational Organizations

- Backcountry Horsemen of Washington
- Backcountry Hunters and Anglers

- Central Cascades Winter Recreation Council
- East Cascades Recreation Partnership
- El Sendero
- Evergreen Mountain Bike Alliance
- Hard Core Runners Club
- Kittitas County Field and Stream
- Lake Chelan Flyers
- Mountains to Sound Greenway
- NEWSTART (Northeast Washington Sustainable Tourism and Recreation Team)
- North Central ATV
- PNW 4WD Association
- PNW Trail Association
- WA State Snowmobile Association
- Yakima Ski Benders
- Washington Trails Association
- Northwest Motorcycle Association
- WA ATV Association
- Washington Off-Highway Vehicle Alliance
- Methow Valley Trails Collaborative

Timber Organizations

- American Forest Resources Council
- Vaagen

Community-Based Organizations

Northeast Region

- NAACP Spokane
- Latinos En Spokane
- Rural Resources Community Action
- American Indian Community Center
- Better Health Together
- Okanogan County Community Action Council

Southeast Region

- Latino Community Fund
- La Casa Hogar
- Yakima Valley Farmworkers Clinic
- Empowering Latina Leadership and Action
- KDNA
- Nuestra Casa
- League of United Latin American Citizens

- Tri-Cities Hispanic Chamber of Commerce
- Tri-Cities Diversity & Inclusion Council
- Walla Walla Latino Alliance
- Color our Community on Awareness
- Latino Civic Alliance
- Community for the Advancement of Family Education
- Rural People’s Platform
- Greater Health Now
- Thriving Together North Central Washington
- Benton-Franklin Community Action Committee
- Blue Mountain Action Council
- Chelan-Douglas Community Action Council
- Community Action Center
- Hope Source
- Northwest Community Action Center Latino Community Fund

Legislators

- To be determined after the 2024 election

Eastern Washington Members of Congress

- To be determined after the 2024 election

Appendix C. Writing and Review Team

Writing Team

- Sharon Lumbantobing, Strategic Planning Office
- Sarah Ogden, Executive Management
- Anchal Rikhi, Strategic Planning Office

Reviewers

Steering Committee

- Todd Welker
- Duane Emmons
- Cameron Crump
- Michael Kearney

Communications

- Michael Kelly
- Ryan Rodruck

Environmental Justice Team

- Carlos Lugo

External Affairs Team

- Bevin McLeod

Legislative Affairs Team

- Brian Considine

Policy Team

- Csenka FC

Strategic Planning Office

- Glynis Gordon
- Mackenna Milosevich

Tribal Relations Team

- Patrick DePoe
- Daniel Greene

Recreation and Conservation Division

- Sam Hensold

Northeast Region

- Pat Ryan
- Brett Walker
- Andrew Townsend
- Andrew Steinbeck

Southeast Region

- Larry Leach
- Stephanie Margheim
- Kevin Alexander