



Source: WA STATE DNR

Appendix B Trust Manager Background

Trust Manager Background

TRUST MANAGER (STATE OF WASHINGTON DEPARTMENT OF NATURAL RESOURCES) BACKGROUND

In 1957, several state agencies, boards and commissions were consolidated to create the Washington State Department of Natural Resources (“Trust Manager” or “DNR”). DNR was established to serve, in part, as the manager and operator of state trust lands. The majority of state trust lands managed by DNR are forested lands; however, DNR additionally manages trust lands for agriculture and grazing, commercial real estate, and other uses such as communication sites. DNR also is the steward of the state’s aquatic lands and natural areas. In total, DNR cares for more than 5 million acres of state-owned lands. DNR also acts as the primary wildfire control agency in Washington and administers several regulatory programs for the state.

Over half the acres managed by DNR are state trust lands which provide substantial amounts of revenue to trust beneficiaries and benefit the residents of Washington. State trust lands provide the needed funds to construct and maintain the state’s public schools, universities, prisons, and state office buildings. Other state trust lands help subsidize hospitals, fire departments, and other public services.

DNR maintains the primary goal of trust revenue production, but also provides additional benefits. State trust lands provide recreational opportunities, clean water, wildlife habitat, commodities, and a large number of job opportunities.

Board of Natural Resources.¹

The Board of Natural Resources sets policies to guide how DNR manages Washington state’s lands and resources. The board was formed when DNR was created in 1957.

The Board has several responsibilities to

- approve trust land timber sales,
- approve sales, exchanges, or purchases of trust lands, and
- establish the sustainable harvest level for forested trust lands.

The board also serves in three other roles:

1. *Harbor Line Commission*: Establishes or relocates harbor lines to define boundaries for commerce and navigation in the state’s navigable waters.
2. *Board of Appraisers*: Carries out the Washington State Constitution’s requirement that no lands granted to the state for educational purposes be sold except to the highest bidder at public auction unless improvements have been established by a Board of Appraisers.

¹ <https://www.dnr.wa.gov/about/boards-and-councils/board-natural-resources>

3. *Board of Geographic Names*: Hears and considers recommendations from the Committee on Geographic Names for naming lakes, mountains, streams, places, towns, and other geographic features within the state.

Below is a list of the members of the Board of Natural Resources for the state of Washington.

- **Hilary Franz** – Chair of the Board, Commissioner of Public Lands
- **Bill Peach** - Vice-Chair of the Board, Clallam County Commissioner
- **Chris Reykdal** – Washington State Superintendent of Public Instruction
- **Andre-Denis G. Wright** – Dean of the College of Agricultural, Human & Natural Resource Sciences
- **Jim Cahill** – Senior Budget Assistant to the Governor for Natural Resources
- **Dan Brown** – Director of School of Environmental and Forest Services, College of the Environment University of Washington

Management Structure.

DNR and its approximately 1,500 employees is led by the Commissioner of Public Lands, an elected official. The Commissioner directs the management of state-owned lands, supervises DNR's wildfire protection on millions of acres of state and private forest lands, and chairs the Board of Natural Resources and the Forest Practices Board. Reporting directly to the Commissioner is the Director of Tribal Liaisons, the Chief of Staff and the Chief Operating Officer.

The Chief of Staff primarily oversees staff responsible for external communication:

- The Communications Director, who heads DNR's Communications and Outreach Group;
- The Special Assistant;

- The Senior Advisor, who supervises the Policy Director and the External Affairs and Community Engagement Director; and
- The Legislative Director, who heads the Legislative and External Affairs team. This team's services include issue and bill advocacy on behalf of DNR to the legislature, Governor's office and other stakeholder groups; issue and bill tracking; guidance on preparing legislative testimony; assistance on coordinating legislative tours; coalition building; legislative correspondence; submission of legislative reports; and reporting of lobbying activity to the Washington State Public Disclosure Commission.

The Chief Operating Officer oversees staff responsible for the day-to-day operation of the agency:

- The Director of Employee Experience, who supervises the Human Resources Division Manager;
- The Safety Manager;
- The Wildland Fire Liaison;
- The Chief Law Enforcement Officer;
- The State Geologist (who oversees the Washington Geological Survey);
- Region managers; and
- Deputy supervisors

DNR has five deputy supervisors, each of whom manages one or more divisions. Following is a list of each deputy supervisor and a description of the division(s) they manage.

1. Deputy Supervisor of State Uplands

- **Forest Resources:** This division manages working forests on forested state trust lands to provide sustainable revenue and quality habitat, clean water, and other public resources. This division calculates the sustainable harvest level; manages forest inventory, GIS and timber sale data; writes policies and procedures; conducts ecological research; provides silvicultural expertise to DNR's regions; and grows millions of seedlings. This division also ensures DNR remains in compliance with the *State Trust Lands Habitat Conversation Plan*.
- **Product Sales and Leasing:** The Product Sales program supports all phases of timber harvesting in DNR's regions, from sales planning and presales layout to public auction and contract compliance. The Leasing and Management program oversees leases for communication sites; alternative energy; mining, rock sand, and gravel; special uses; agriculture and grazing; and commercial real estate, as well as rights-of-way easements.
- **Conservation, Recreation, and Transactions:** This division is responsible for buying, selling, and exchanging land; managing natural areas, which includes identifying and nominating areas for protection; and managing recreation across state trust lands.
- **Engineering and General Services:** This division provides a wide range of construction, equipment, radio, facilities, and custodial support for DNR's operations. It is responsible for surveys and photogrammetry and forest roads, and also houses the Title and Records office.

2. Deputy Supervisor for Aquatics

- The Aquatics Division is responsible for ensuring protection of habitat and fostering public access and water dependent activities on state-owned aquatic lands, which are navigable lakes, rivers, streams, and marine waters, such as Puget Sound. This division is also responsible for generating income from the use of these lands consistent with these goals. Income received is used to manage and restore aquatic ecosystems.

3. State Forester/Deputy Supervisor for Wildfire and Forest Health and Resiliency

- The Forest Health Division works in partnership with state and federal agencies, tribes, and private and commercial landowners to make forests across the state healthier and more resilient. This division provides services related to urban and community forestry, forest health monitoring, tree care advice and assistance, prescribed fire, the Good Neighbor Authority initiative, and community wildfire preparedness.
- The Wildfire Division is Washington State's largest on-call fire department, fighting fires on more than 13 million acres of private and state-owned forest lands. They also provide fire weather forecasts and fire precaution levels, maintain firefighting equipment, and conduct training.

4. Deputy Supervisor for Forest Practices

- The Forest Practices Division regulates forestry activity on all non-federal, non-tribal forestlands through the administration of rules developed by the Forest Practices Board. These rules protect public resources by setting standards for logging, road construction, and other work on about 12 million acres of state and private forestlands.

5. Deputy Supervisor for Administration

- The Deputy Supervisor for Administration oversees the Information Technology Division, as well as the Office of Finance, Budget, and Economics.

Regional Structure.

DNR has six regions: Pacific Cascade, Northeast, Northwest, Olympic, South Puget Sound, and Southeast. Each region has a region manager who supervises assistant region managers. Although management structure can vary from one region to the next, at a minimum each region will have assistant region managers who are responsible for state uplands, business and operations, wildfire, and forest practices.

Staff.

DNR relies on a diverse staff of engineers, geologists, biologists, foresters, cartographers, hydrologists, soil scientists, economists, and others. The three divisions responsible for managing the asset classes included in this report are the Forest Resources, Product Sales and Leasing, and Conversation, Recreation, and Transactions divisions. Combined, these divisions currently have 132 full time employees.

The following figure shows average salaries and average tenure with DNR.

Position	Number of staff	Average salary	Average tenure
Administrative assistant	<5	58,260	23
Analyst, fiscal and management	<5	59,400	12
Assistant managers	18	90,784	13
Cartographer	<5	79,548	34
Contracts specialist	<5	48,996	2
Customer service specialist	<5	45,504	16
Electronic media specialist	<5	54,108	4
Environmental planner or specialist	6	77,798	7
Farmer	<5	44,532	20
Field staff, including field technicians, natural resource workers, scientific technicians, and plant technicians	8	41,745	7
Forest check cruiser	<5	69,342	34
Human resources consultant	<5	78,408	6
Information technology professions including data management, business analysis, project management, application development, and computer modeling	15	94,933	10
Managers	<5	112,932	12
Maintenance mechanic	<5	59,688	20
Natural resource scientist	21	72,791	10
Natural resource specialist	25	65,164	12
Parks planner	<5	74,292	6
Property and acquisitions specialist	17	68,945	15
Warehouse operator	<5	46,644	17

The following figure shows the education levels attained for each position. Note that totals do not sum to 100 percent as educational information was not available for all staff.

Position	Highest Education Level Attained					
	% High School	% Some college	% Associate, vocational, or business degree	% BA or BS	% MA or MS	% Ph.D.
Administrative assistant	100%					
Analyst, fiscal and management	25%			75%		
Assistant managers		22%		33%	22%	5%
Cartographer				100%		
Contracts specialist				100%		
Customer service specialist	100%					
Electronic media specialist		100%				
Environmental planner or specialist				33%	50%	
Farmer	50%					
Field staff, including field technicians, natural resource workers, scientific technicians, and plant technicians	13%		13%			
Forest check cruiser				50%	50%	
Human resources consultant						100%
Information technology professions including data management, business analysis, project management, application development, and computer modeling	7%			13%	33%	13%
Managers				33%	67%	
Maintenance mechanic	100%					
Natural resource scientist				24%	48%	24%
Natural resource specialist	8%	12%	12%	40%	8%	
Parks planner				67%		
Property and acquisitions specialist	12%	29%	6%	35%		
Warehouse operator	100%					