



Snohomish County Department of Conservation and Natural Resources

Mission and Vision Insight Report

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Approach Methodology

This report summarizes the data collection and outreach efforts conducted on behalf of the Snohomish County Department of Conservation and Natural Resources (DCNR) in preparation for creating a mission and vision for the new department.

The purpose of this outreach was to assess staff and stakeholder perception of the goals of the new department and what opportunities arose from the formation of the DCNR.

Data was collected through a series of focus groups and two online surveys seeking feedback from stakeholders and staff. An executive stakeholder team provided guidance and feedback at each step of the process.

The following themes synthesize the information gathered into cohesive, succinct summaries of the big ideas and main talking points brought up by participants.

Executive Stakeholder Team

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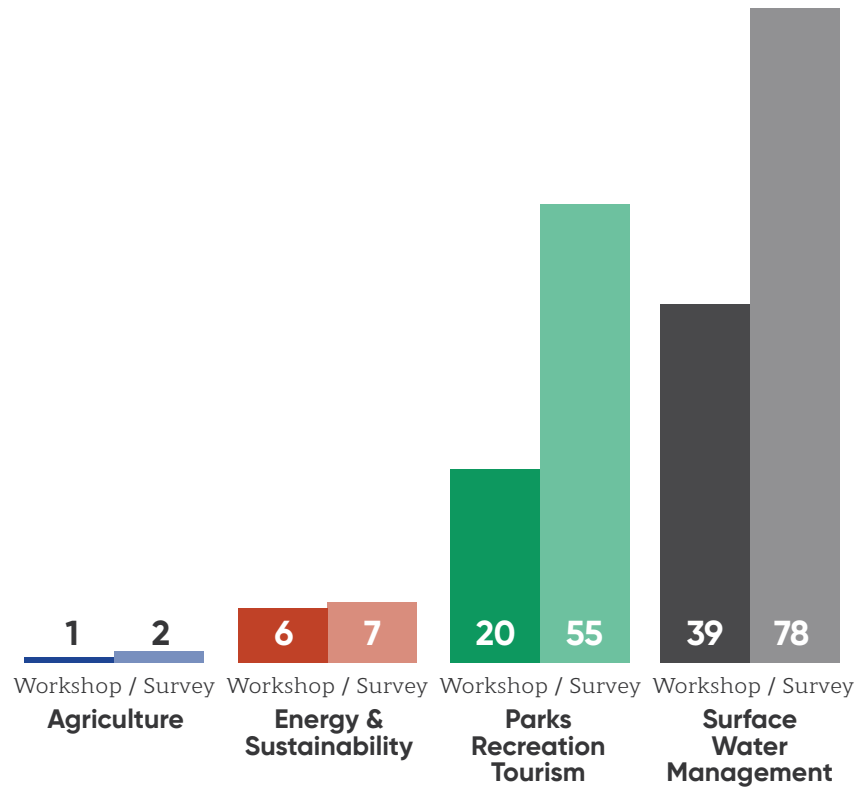
Participation

Staff provided feedback via a survey between November 2020 and January 2021. Stakeholders provided feedback via a survey from January to February 2021.

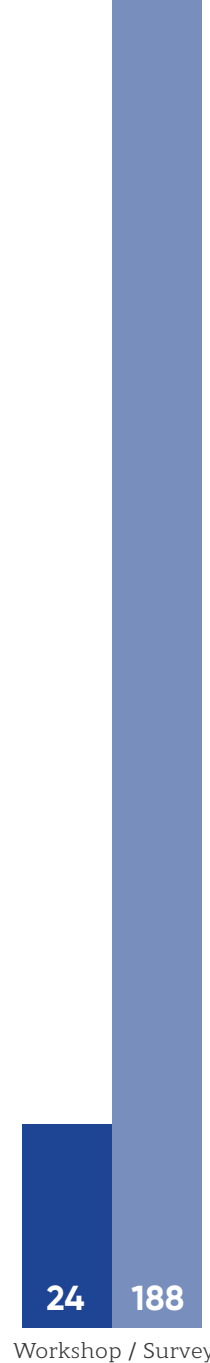
HUB hosted nine staff workshops in December 2020 and January 2021 as well as four stakeholder workshops in January 2021.

Total Workshop Attendees: **90**

Total Survey Responses: **330**



Staff Participants



Stakeholder Participants

Stakeholders represented:

- 350Everett
- Adopt a Stream Foundation
- Centennial Trail Coalition
- Climate Action Advisory Group
- Conservation Futures Board
- County Council
- Local City Councils and Employees
- Evergreen State Fair Advisory Board
- Executive Leadership
- Forterra
- Friends of Heybrook Ridge
- LIO Executive Committee
- Local Farmers
- Lodging Tax Advisory Committee
- Marine Resources Committee
- Marshland Flood Control District
- Master Gardeners
- Park Advisory Board
- Pilchuck Audubon Society
- Project Seawolf Coastal Protection
- Skagit Conservation District
- Sky Valley Chamber of Commerce
- Snohomish County Agriculture Board
- Snohomish County Arts Commission
- Snohomish County Farm Bureau
- Snohomish County Historic Preservation Commission
- Snohomish County Lodging Association
- Snohomish County Parks Advisory Board
- Snohomish County Public Works
- Snohomish Conservation District
- Snohomish Public Utility District
- Sno-King Watershed Council
- Snoqualmie Watershed Forum
- Sound Salmon Solutions
- Stillaguamish Watershed Council
- Sustainable Lands Strategy Team
- Tourism Promotion Area Board
- Tulip Tribes
- Wild Sky Community Trails Association
- WSU Beach Watchers

Themes

Themes were identified through qualitative and quantitative data. Quantitative questions were analyzed using mean, frequency and category percentage rates. Qualitative, open-ended questions were analyzed by assigning themes to response content and interpretation of those responses. Themes were identified by the frequency of mentions of the theme or issues related to it.

1. DYNAMIC BALANCE - The DCNR should focus on balanced, dynamic equilibrium between work, enjoyment, and stewardship of natural resources.

2. CLIMATE CRISIS - The climate crisis requires holistically thinking about each division's contribution.

3. SOCIAL EQUITY - Social equity, equitable access, and environmental justice are good for everyone.

4. UNITY - We are one department. We are one county, yet we understand our borders should not limit how we think about our work.

5. VISION & ACTION - The DCNR should lead in vision-setting but must define and execute specific tasks with measurable outcomes to achieve those larger goals.

6. OUTREACH - Education, outreach, and awareness are essential to the success of our goals.

7. COLLABORATION - Inter-division collaboration and communication is essential to innovation and efficiency.

8. COOPERATION - Cooperation with other parts of county government, like-minded groups, and other governments (city, regional, state, and federal) is essential to achieving our goals and for the efficiency of all parties.

9. FUNDS & RESOURCES - New or innovative solutions to funding and resources are key to success.

10. BUILT ENVIRONMENT - Though not a natural resource, the built environment and infrastructure are integral to achieving our policies, goals, and services.

Themes, Needs, and Long-term Goals

We asked staff and stakeholders about needs for success and long-term goals. Each theme touches on at least one of these needs or goals. Below is the complete list of needs and goals we asked stakeholders and staff to consider. For more information on needs or goals, please see pages 24-33.

Needs for Success

Clear organizational structure

Engagement and (financial) support from council and the executive

Engaged staff

Clear goals with trackable progress

Hiring critical positions, filling vacancies, and creating new admin and other necessary positions

Strong discourse and collaboration among divisions and work groups

A united department acting as one team moving forward

Successful collaboration with groups or organizations outside the DCNR

Securing new funding streams for projects and initiatives

Public understanding of DCNR

Long-term Goals

Having healthy, thriving watersheds and working landscapes

Greater health and well-being for county residents

Positive environmental impact that addresses the urgency of climate change

Greater connection between communities and the outdoors

Greater community engagement (volunteering, advocacy, awareness)

Greater fiscal operational efficiency for the county

Economic prosperity driven by the value of natural resources

Greater social equity across diverse communities

Increased regional food security for county residents

Theme 1 - Dynamic Balance

The DCNR should focus on balanced, dynamic equilibrium between work, enjoyment, and stewardship of natural resources.

Desired outcomes from Stakeholders: - Many stakeholders noted their excitement about the integration of these divisions into the DCNR. Various stakeholders are also concerned that the work of one division or another will be diminished.

"Help each of those departments work together seamlessly to promote outdoor recreation, food production while protecting the environment.

Innovative use of natural resources with the preservation and sustainability of them in mind while creating economic opportunities that are equitable in creation and distribution.

Better integration between salmon recovery efforts, agriculture needs, and the demands of pop. growth; working synergistically together in one department achieving healthy watersheds for nature and people.

Avoid bureaucracies and encourage cooperation in providing environmentally friendly development

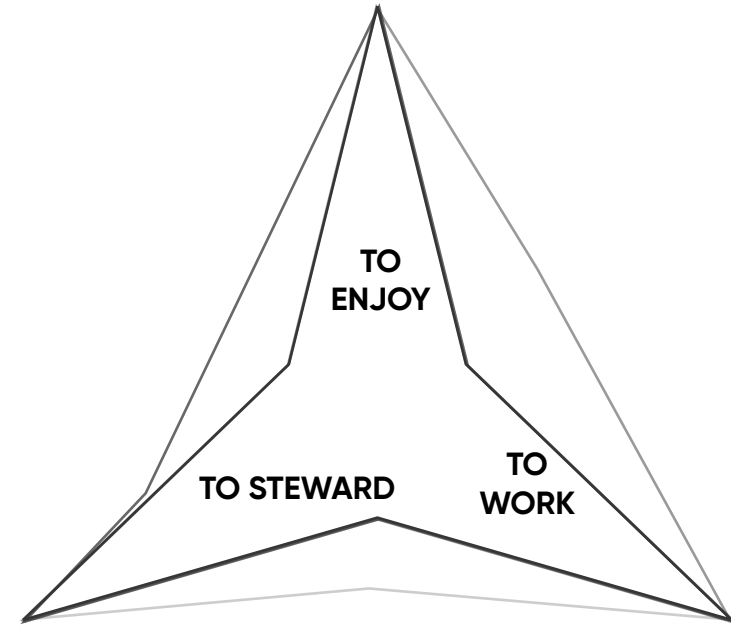
Responsive management of our water resources, native lands and agricultural lands. Agriculture and recreation

should be coordinated and aligning all of these interests

Assure that development occurs in a manner that restores lost ecological function

Balanced implementation of all facets of its complex plan...Setting achievable priorities involves prioritizing/splitting manpower, mindshare, and money, and saying to someone, "you may be working on the 10% priority, but I expect 100% of your mindshare to address the challenge." Establishing the relative priorities is a management challenge, but getting the work done does not lend itself to splits in attention or mindshare.

Department follows the recommended actions and plans that are provided by stakeholders such as salmon recovery, forestry and agricultural coordinated long-term management strategies."



Goal: having healthy, thriving watersheds and working landscapes - Many staff see an inherent contradiction between thriving watersheds and working landscapes, which is why an approach of dynamic equilibrium will be essential to overcoming perceived conflicts

Obstacles: entrenched ways of doing things, funds earmarked for specific uses, regulatory requirements, division territoriality

Need: Many staff expressed concern that the work of their office or division may be diminished or compromised because of the merger. There is a need to instill confidence that important work of each division will continue while opening people to the opportunities to collaborate in different ways to reach the dynamic balance of the DCNR's goals.

Theme 2 - Climate Crisis

The climate crisis requires holistically thinking about each division's contribution.

Desired outcomes from Stakeholders: - 33% of stakeholders ranked addressing the climate crisis as the most important goal for the DCNR (more votes as most important than any other goal). This includes making an actionable climate plan.

"Continued efforts to protect and promote the natural wealth of Snohomish County- as well as continued partnerships in addressing climate impacts and support of agriculture and a robust food system.

Actively pursue solutions to the climate crisis, focus on healthy watersheds for both people and the environment. Listen to partner input and focus on equity for disadvantaged groups.

Address climate change and the interaction of humans in the landscape.

I hope that it will drive the county's lowering of greenhouse gases and that it will focus on preparing the citizenry (particularly those of low income or of color) for climate change.

I am hopeful that combining these many functions of the county under one umbrella will allow for better resource allocation and more cross-functional and creative solutions with respect to transitioning into an equitable clean energy future while

adapting to the climate crisis and enhancing the health of our natural and built communities.

Improve climate resilience, increase habitat restoration actions, make hard calls so self-interests don't result in unsustainable compromises to preserving and enhancing natural resources.

Education on climate change and how we can all be good stewards of the land

Protect and conserve natural areas, especially forests and streams. Preserving trees will help with climate and water quality goals. Engage community members to understand how they affect and are affected by their natural environment.

Look closely at vulnerability of the county because of climate change (rain events, sea level rise, droughts, etc.) - modeling, analysis, details are here - we need a plan for these what-ifs - be aggressive to prepare for the worst."

Climate crisis issues already addressed by divisions:

food security in the face of worldwide crop failure

flood control and sea level rise

ensuring people stay active and enjoy nature to maintain their well-being under the stress of immense change

preservation/restoration of healthy habitats, forests, and watersheds to offset adverse human processes

efficiency of the built environment

preparing low-income families/individuals

Goal: Positive environmental impact that addresses the urgency of climate change - Many staff believe the focus thus far has been more reactive than proactive. Making meaningful impact will require a clear definition of what it means "to address the urgency of climate change" or to have a "positive environmental impact"

Obstacles: lack of vision, leadership, or follow-through, funding, regulations, unsustainable growth of the county

Theme 3 - Social Equity

Social equity, equitable access, and environmental justice are good for everyone.

Desired outcomes from Stakeholders: - Stakeholders most often mentioned tribal treaties and rights as well as considering climate change's effects on low-income groups when considering social equity.

"Respecting tribal treaties and rights

Provide resources to assist struggling farmers, ranchers and dairymen to survive in Snohomish County.

Increased engagement with underserved communities (i.e. more equity and better reflection of the diversity of our community).

Become an advocate for front line communities and adopt strategies that make a difference in restoration, thriving communities, and climate change.

I hope that it will drive the county's lowering of greenhouse gases and that it will focus on preparing the citizenry (particularly those of low income or of color) for climate change.

I believe that the county can (and should) lead in the area of climate change. We should pass policies that

slow climate change and we should prepare our residents for the changes that climate change will make on their lives. This includes halting construction in potential flood plains (these houses tend to be lower in price, meaning that lower income people will be most affected by climate change AND will be unlikely to be able to sell their homes once they begin flooding more regularly, further slowing upward mobility).

The Tulalip Tribe is leading in science and policy and innovative ways to address climate crisis

Benefactor of the DCNR: Historically underrepresented communities

Listen to partner input and focus on equity for disadvantaged groups.

Make access to recreation and resource lands more equitable."

Challenge for the new DCNR: how does social equity seamlessly shift the work of divisions, and if it does not (for things like right-of-way infrastructure) or where does it take a leading role in the new department?

Goal: Greater social equity across diverse communities - Staff focused on issues of access and programs (like weatherization) that intentionally benefit low-income communities.

"Equity: What parks and recreation services should be offered for free? How can equitable access to parks and recreation programs be maintained in difficult fiscal times?"

Obstacles: centering social equity will require constant focus on the who and why of the department as much as the what and the how.

Theme 4 - Unity

We are one department. We are one county, yet we understand our borders should not limit how we think about our work.

Desired outcomes from Stakeholders: - Stakeholders mention 'unity' or 'integration' as key to efficiency, effectiveness, and success in achieving the DCNR's goals.

"Integrating programs to work cohesively.

Find the way different passions and commitments fit together to the greater good of all.

Bring together similar missions and moving forward together

Provide a unified team and effort in engaging, educating and inspiring action throughout all audiences within the community. Specifically, I see it as an area of strength to have one focused team/efforts/vision working towards the same goals.

Create a unity among departments to work more efficiently.

I would hope that all departments will work well together for the same goals! I've seen the different departments not know what the others are doing. I've seen them fight over different funding sources. The left hand doesn't know what the right hand is doing. I would hope this will stop. I would hope that all partners know each other!

Deep collaboration internally amongst staff and externally with partners and public. Increased funding and project opportunities across the department to increase accessibility and capacity. Diversity of staff and in ways we serve the public.

Integration and innovation - eliminating silos and old thinking. Better integration between salmon recovery efforts, agriculture needs and the demands of pop growth- working synergistically together in one department achieving healthy watersheds for nature and people.

Find a way to fully integrate its operation

I envision this new department as a large funnel (so to speak) with an outpour that is functional, achievable and impactful.

Unite all the natural resources interests to work together as one and get more done."

Unity means:

more resources

shared expertise

better awareness and communication

innovation and creativity are necessary to solve perceived conflicts

Need: A united department acting as one team moving forward - The majority of staff are encouraged by the possibilities of being a united department, but remain anxious that various programs may be diminished, lose support, or become ineffective.

Obstacles: entrenched ways of doing things, division territoriality, seeing each division as having its own goals unrelated to the others or at times in opposition.

Theme 5 - Vision and Action

The DCNR should lead in vision-setting but must define and execute specific tasks with measurable outcomes to achieve those larger goals.

Desired outcomes from Stakeholders: - Stakeholders want to see the new department be a leader in the realms of sustainable practices and stewardship. They see clear actions and outcomes as key to that goal.

"Create strategies and support systems to collaboratively tackle the arising problems of our time;

Support initiatives to make Snohomish county a national model for how localities can support clean energy initiatives, both for corporations and families, and how to responsibly protect our environment.

Be a leader in the sustainability work in the area.

Providing action and leadership in the conservation and restoration of natural landscapes and processes to achieve local and regional recovery goals.

Work efficiently to enhance and protect our environment

Less talk, more action

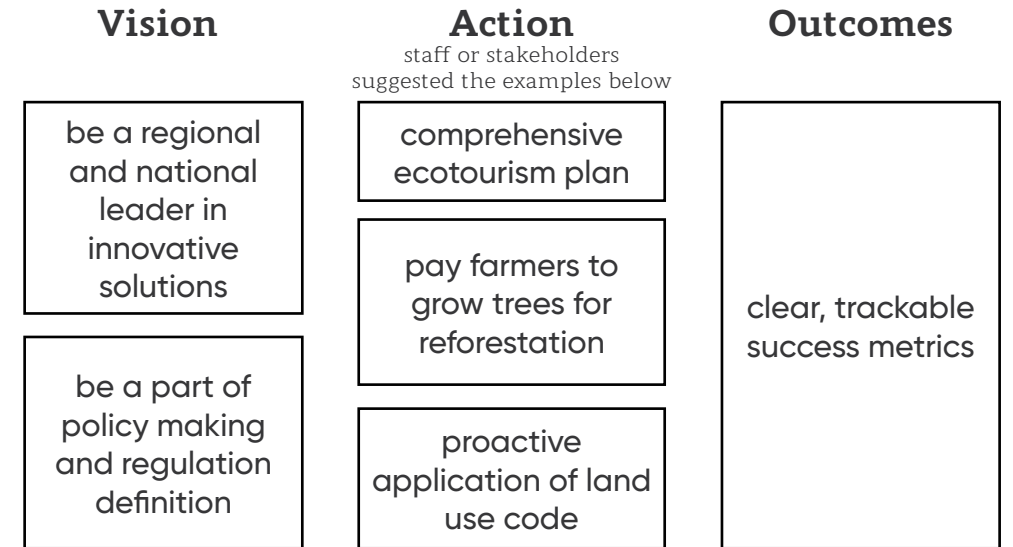
Make Snohomish County a national leader in transforming to a sustainable and equitable natural environment for all.

Make rational decisions, not just political, that meets the needs of the population balance by science and nature.

Smart, sustainable management of our natural resources to keep ecosystems and communities healthy. Long-term planning that is not piecemeal.

Be a leading voice for conservation, be a good partner with the community and all its agencies.

Create a regulatory environment where preserving our natural environment is paramount."



Need: Clear goals with trackable success - More staff rated clear goals and trackable success as the most important need to ensure the success of the DCNR.

Obstacles: unclear vision, uncommunicated vision, multiple visions, lack of follow-through, lack of clear success metrics, lack of buy-in

Theme 6 - Outreach

Education, outreach, and awareness are essential to the success of our goals.

Desired outcomes from Stakeholders: - Stakeholders mention both advocacy/volunteering and general awareness of department goals as necessary forms of public engagement.

"Clearly communicate the cost of doing something versus not doing something what are the multiple benefits of coming together. Whats our return? Define a new way of thinking about our returns on investment.

Get citizens involved in the work/care for conservation of natural resources

I truly hope this helps with public perception - each facet of this department deserves recognition for the amazing work they do.

Make your existence and mission better known to residents of SnoCo.

Reaching all communities with the importance of its work and motivating people to help as they're able. Cleaner water and air, promotion of sustainable gardening and farming, more effective recycling

Help the residents of this county appreciate and utilize the resources that have been entrusted to them by virtue of living here

Provide a unified team and effort in engaging, educating and inspiring action throughout all audiences within the community. Specifically, I see it as an area

of strength to have one focused team/ efforts/vision working towards the same goals.

Engage the general public more.

Education should be a top priority. Our greatest strength is our citizenry, and as long as they see climate change as a belief instead of fact, our impact is limited. *The Everett Herald* is working to increase climate/environment reporting--they would be a great partner. Once we have our citizenry on board, understanding the potential positive economic and health impacts of focusing county efforts on the environment, they will be more likely to accept diverting and increasing funds earmarked for the DCNR.

Reach out to local citizens, environmental groups, and Indian Tribes before taking action on a given piece of land.

Educate our community, including development interests, of the need to revise our codes to build higher density and leave significantly more natural areas.

Provide opportunities for the community to volunteer to enhance and maintain urban forests, educate us about pollution on private property"

Outreach Opportunities

Collaborate on innovative approaches on how to reach all our audiences with our educational materials at one time

All divisions can say the same thing and be more concise

Use Fair Park and WSU Extension programs as mechanisms for public awareness and engagement

Goal: Greater community engagement

(volunteering, advocacy, awareness) - Staff see public understanding of the DCNR as the least important need for department success, even if awareness and education remain significant aspects of each division's work.

Obstacles: lack of collaboration or coordination, lack of priority

Theme 7 - Collaboration

Inter-division collaboration and communication is essential to innovation and efficiency.

Desired outcomes from Stakeholders: - Stakeholders were less concerned with the specific ways collaboration happened internally (though integration, as noted in 'unity' remained a major point). Stakeholders see collaboration as a route to innovation and efficiently achieving goals.

"Deep collaboration internally amongst staff and externally with partners and public. Increased funding and project opportunities across the department to increase accessibility and capacity. Diversity of staff and in ways we serve the public.

Integration and innovation - eliminating silos and old thinking.

I would hope that all departments will work well together for the same goals! I've seen the different departments not know what the others are doing. I've

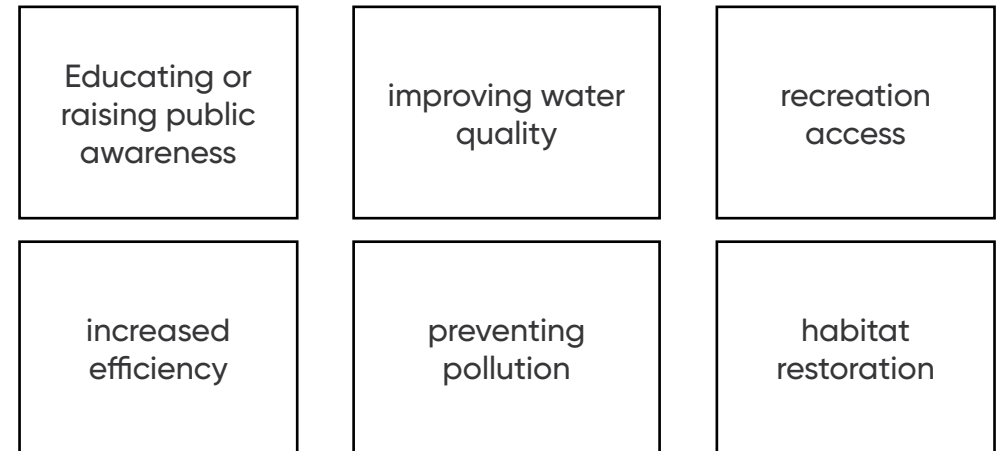
seen them fight over different funding sources. The left hand doesn't know what the right hand is doing. I would hope this will stop. I would hope that it is organized well to be more fiscally efficient and productive. I would hope that all partners know each other! I hope all will play nice in the sand box together to improve our county and natural resources!

Help each of those departments work together seamlessly to promote outdoor recreation, food production while protecting the environment.

The Fair Park & State Fair

Are integral venues and events to collaborative projects

Outcomes of inter-division collaboration to date:



Need: Strong discourse and collaboration among divisions and work groups - Staff already have ideas on how collaboration can help divisions mutually achieve goals (in-stream habitat improvement and recreational experiences, e.g.)

Obstacles: entrenched ways of doing things, division territoriality, lack of vision, lack of resources and time, lack of awareness

Theme 8 - Cooperation

Cooperation with other parts of county government, like-minded groups, and other governments is essential to achieving our goals and for the efficiency of all parties.

Desired outcomes from Stakeholders: - Stakeholders see external cooperation including listening to partners and working with them to primarily increase efficiency and combat oppositional politics.

"Create strategies and support systems to collaboratively tackle the arising problems of our time; flooding, endangered fish and sea life; biodiversity loss and increased carbon emissions.

Listen to partner input

Effectively connect with Snoco resources and citizens in a way that creates a sustainable environment

I hope the new DCNR will provide assistance to outside groups to complete conservation projects where the county is involved, and provide resources to assist struggling farmers, ranchers and dairymen to survive in Snohomish County.

Solutions to these complex problems will requires collaboration and a willingness to push against structural inequities and economic interests that resist change. The county sits

in a unique place to demonstrate the importance of and necessity of making these bold steps but the county cannot do so alone as political forces will suppress change and progress. Collaboration and partnership will be a required aspect of its success.

Cooperation

Deep collaboration internally amongst staff and externally with partners and public.

Know and understand the relevant (and importance of) work of other organizations outside of county government. Create efficiency at the county.

Department follows the recommended actions and plans that are provided by stakeholders such as salmon recovery, forestry and agricultural coordinated long-term management strategies."

Key External Collaborators

Forterra	Snohomish County Planning & Development Services	Stillaguamish Watershed Council
Local Cities		
Neighboring Counties	Snohomish County Public Utility District	Tulalip, Stillaguamish, and Sauk-Suiattle Tribes
National Forest Service	Sound Salmon Solutions	Washington Farmland Trust
Puget Sound Energy	State Department of Ecology	Wood Innovation Center
Puget Sound Partnership		WSU (Extension)
Snohomish Conservation District	State Department of Natural Resources State Legislature (GMA)	
Snohomish County Public Works		

Need: Successful collaboration with groups or organizations outside the DCNR - Staff saw collaboration with outside groups as a less important need.

Obstacles: lack of awareness, politics, lack of vision beyond task completion

Theme 9 - Funds & Resources

New or innovative solutions to funding and resources are key to success.

Desired outcomes from Stakeholders: - 34% of stakeholders see greater fiscal operational efficiency as the least important goal for the new department (more votes as least important than any other goal). They want to see funding increased.

"Increased funding and project opportunities across the department to increase accessibility and capacity.

Stable and adequate funding model, high visibility, good reputation, increased engagement with underserved communities (i.e. more equity and better reflection of the diversity of our community).

I've seen the different departments fight over different funding sources. I would hope that it is organized well to be more fiscally efficient and productive.

I hope it will NOT be an excuse to cut everybody's budgets!

Staff concern: - Staff have expressed concern that funds their division collects may be diverted to other uses, thus undermining their work or job security. Staff are also concerned that pressure for new funding will result in fees for things that used to be free to residents.

Lack of Funding

Was the #1 obstacle mentioned by stakeholders and staff to achieving goals or being innovative.

Need: Securing new funding streams for projects and initiatives - Staff see financial support from County Council, hiring critical positions, and filling vacancies as more pressing needs than finding new funding streams.

Obstacles: division territoriality, lack of government support, lack of collaboration

Theme 10 - Built Environment

Though not a natural resource, the built environment and infrastructure are integral to achieving our policies, goals, and services.

Desired outcomes from Stakeholders: - Stakeholders were concerned about the growth of the built environment as the county population continues to rise. They see development regulation as essential to achieving department goals.

"Preserve as much natural habitat and sustainable farmland as possible. Start by asking the County Council to re-convey the Wild Wallace forestlands.

I would like to see more innovative projects addressing human and environmental needs, like the promotion of solar power, rain gardens, rain reservoirs.

Assure that development occurs in a manner that restores lost ecological function, and that the planning

Learn from other areas of urban sprawl that have little or no remaining natural areas/resources and retain/build natural areas into our communities before development takes them all and

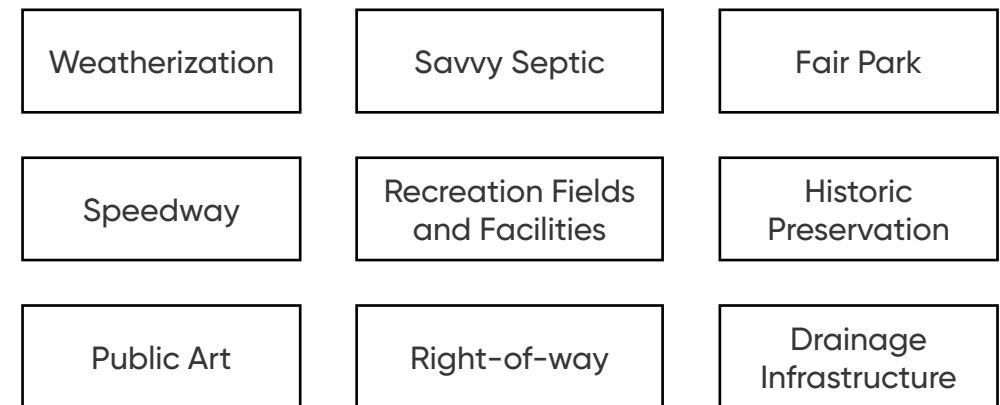
leaves us the names of what used to exist (Whispering Pines Condos, Kent Prairie Estates, Tambark Meadows, etc).

Protect natural resources while we grow. stop clear cutting development lands, growth with the LEAST exploitation of natural systems for profit

This gets to the point of having a direct relationship between planning and development and the new department. There needs to be a working relationship between the two.

DCNR should lead when crafting language in the comprehensive plan about policy, regulations, and permitting requirements for development

Programs Involving the Built Environment



Need: A united department acting as one team moving forward - Staff most often mentioned that tourism seemed poorly located within the DCNR, but the majority of questions about relevance related to work within or involving the built environment.

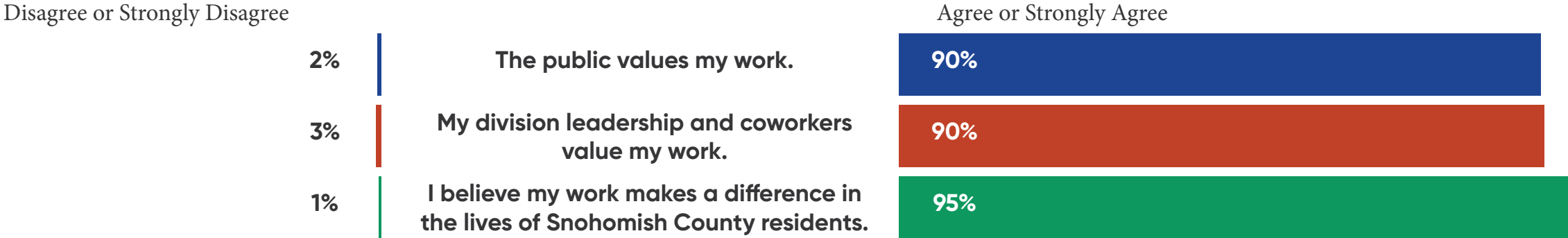
Obstacles: division territoriality, lack of vision, lack of collaboration



Additional Data

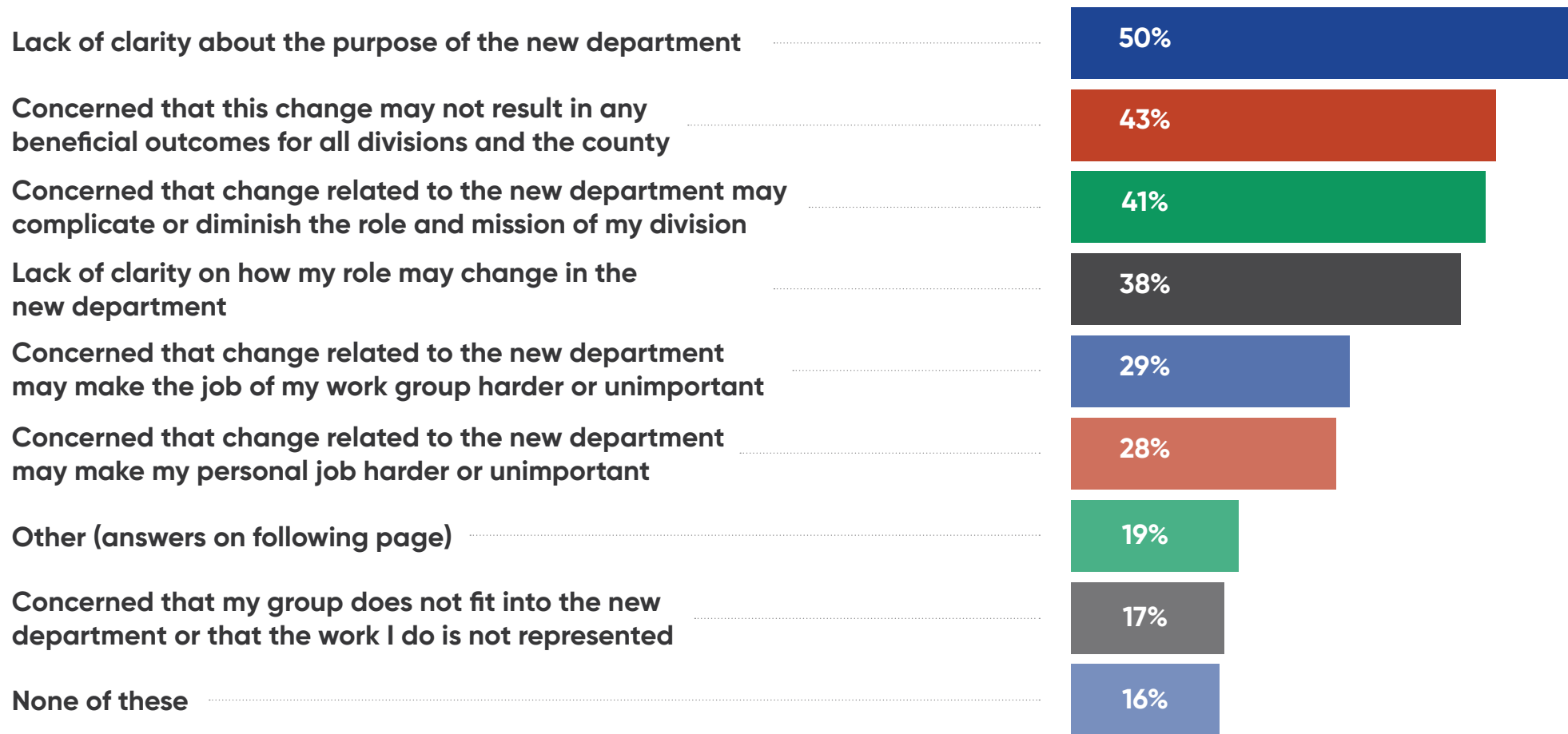
Perceived Value of Work

Staff were asked to rate their agreement with the center statements. The overwhelming majority believe their work is important and that others think the same.



Feelings of Uncertainty

Staff were asked, "How are you feeling about the new department and your role in it?" The average answer was 57/100 (wait and see). Staff were then asked, "What specifically is making you confident or encouraged (choose all that apply)?"



Feelings of Uncertainty

Response to "other" below:

Timing is strange. There is a recession and this change will be expensive.

A little unclear on vision--very high level at this point, but hard to see the mid-level and ground-level perspective.

One supposed benefit of the "merger" is improved communication and collaboration between SWM and Parks. I'm not sure how leaving the structure of SWM and Parks as-is and sticking them into a new org chart is going to accomplish that, especially given existing tensions between SWM and Parks staff.

Change typically brings feelings of uncertainty. Taking into account individual personality traits to address the unique ways in which each person feels included would be helpful.

Want to make sure that SWM's mission and vision are supported going forward; want to ensure that communication across the department is coordinated effectively for delivering our services to the public

Concerned about my job security if my position is no longer a part of SWM or if SWM fees go away - SWM fees are stable to fund salaries through booms and busts. What will happen to the fee and will positions start to be funded from another source? How stable is that source?

Fear resources and funding will be taken from our division making our work more difficult with an already depleted budget and staff
Concerned that we will be taking on the

protection of multiple new properties without enough Rangers for enforcement and maintenance, since we still have 4 open positions and a hiring freeze.

Would categorize it as general uncertainty that comes along with a big change like this.

Seems like it will cost a fair amount of money to make the change, but I have not heard clear benefits of creating new department and how that will be more efficient or cost beneficial. The idea was thrown out before a plan was made. Seem weird and inefficient

It is clear to me that change-makers think this is good, yet it is unclear to me that there is understanding as to how SWM is a Utility whose services are funded by ratepayers. I keep hearing how SWM can help and pay for Parks improvements. I haven't heard how the new department benefits SWM or helps ensure ratepayers remain the focus for SWM's services.

Concerned that the drainage utility functions in SWM do not fit into the high level goals of the new department (on the environment, natural resources, etc.), So this function could diminish over time. Concerned about trying to form a new department in the middle of a pandemic.

The list of goals for the new department's mission statement do not include any goals relating to resource conservation or habitat restoration which is the goal of a large part of SWM

Not working within the same department as Road Maintenance. Majority of our work is done in hand with them.

This change could be beneficial, just not sure of the reason or it will be worth the efforts to reorganize. Open to the idea but don't know why it's happening.

Seems like it will be expensive to enact, w/o a clear benefit.

The process doesn't appear to be all inclusive, but instead is just involving upper management/leadership who is making the decisions and then telling staff what was decided. In order for this transition to run smoothly and create buy-in it's important to have representatives from all levels of the organization during this transition, not just the upper management. It makes me nervous that these core teams that are meeting/discussing the transition seem to only be directors/managers/supervisors and no front line staff.

Changes in administrative processes may add additional learning curve and or procedures that may not be in alignment with grant expectations and requirements.

Concerned about the loss of support the other PW teams provide to our work will be lost and not easily replaced. I'm also concerned that in some ways - the message we've received is that basically nothing will change except who Gregg reports to.

This seems like a huge missed opportunity. I think some things should change - we should find the efficiencies and synergies between our departments; I believe there is a ton of potential - especially in the space of floodplain/salmon/ecosystem/fish passage/planning/lakes/monitoring/custodial properties management etc.

The connections with NPDES and drainage and capital group are less apparent

Concerned that we are creating problems to solve for the sake of problem-solving

Super optimistic new department director that has a hard time directly answering questions..

Concerned about the extra work required to execute the reorganization will cause reducing focus on ongoing programs

Most of my concerns are long-term in nature. I think it will be easy, over time, to discard or disregard the Parks and recreation aspects of the department. The focus of the future directors will likely effect the department long-term

Change is scary until the unknowns have more clarity, like the org chart!

Reducing Concerns

Staff were asked, "What would be most helpful to reduce concerns?"
Below are the most common responses:

Greater transparency and clarification about the *why* and *how* of the new department (including how it benefits all divisions and taxpayers)

Clearer articulation of the vision to mid-level and ground-level operations

A strategic plan that lays out division integration and organizational structure

Clearer, more concise, and more frequent updates on the transition process

One-on-one conversations

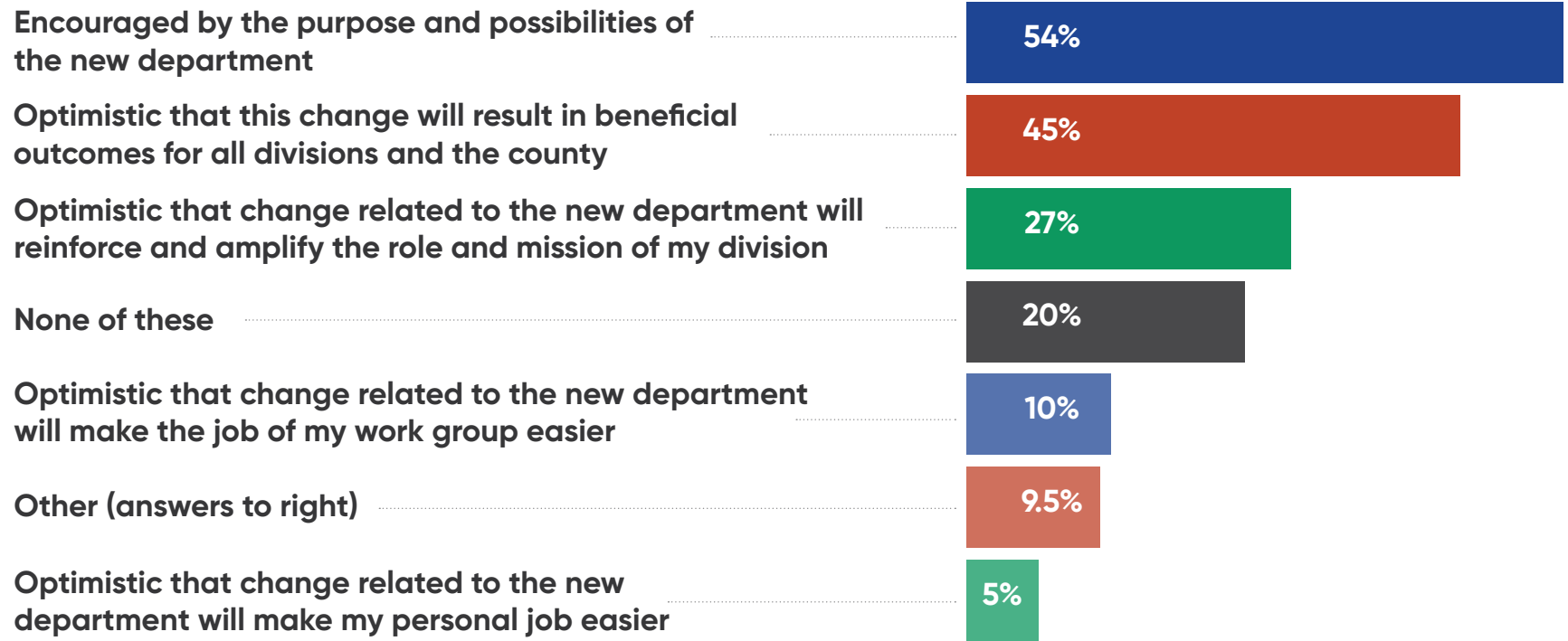
Explanation of why certain work groups belong in the DCNR

Explanation of the pros and cons of the new department

Clarity about how divisions will or will not integrate

Feelings of Encouragement

Staff were asked, "What specifically is making you confident or encouraged (choose all that apply)?"



Other Answers

Consolidating related services under a unified department focused on natural resources and conservation is a worthy goal, and one that is close to my heart.

Excited to learn more about the work of the Office of Energy and Sustainability.

The different divisions will better learn what our division does.

There will be opportunities to learn, grow, and take on some new challenges and potentially to hand off or trade some assignments.

Optimistic because much of my job description fits better in a DCNR than Public Works.

If the folks doing the work, not the managers, make the changes it might work.

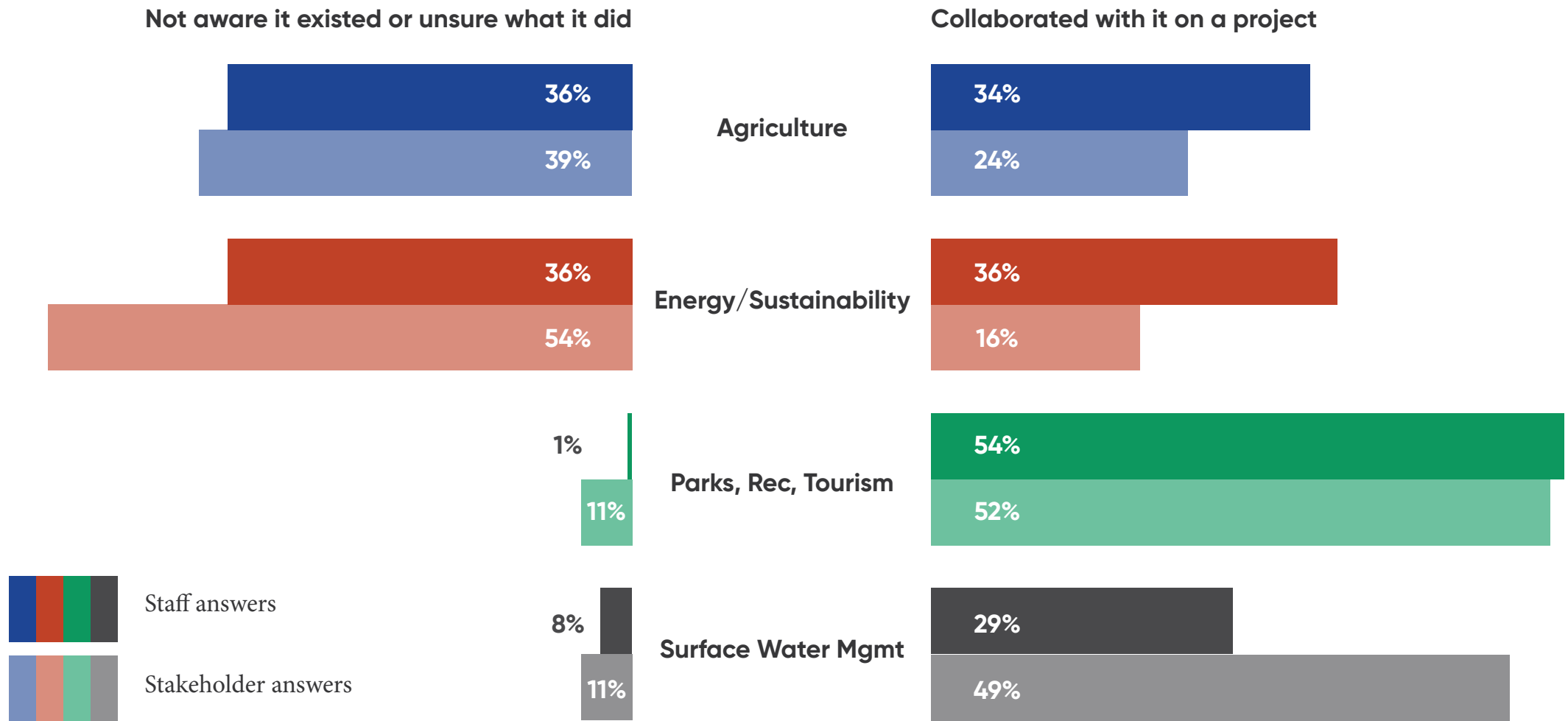
Hoping this solves current inefficiencies and barriers.

Optimistic that certain aspects of county employment could get easier.

Don't see a need for the change.

Division Awareness

Staff were asked, "Prior to receiving news of the creation of the DCNR, how much did you know about the other departments/divisions/offices?"



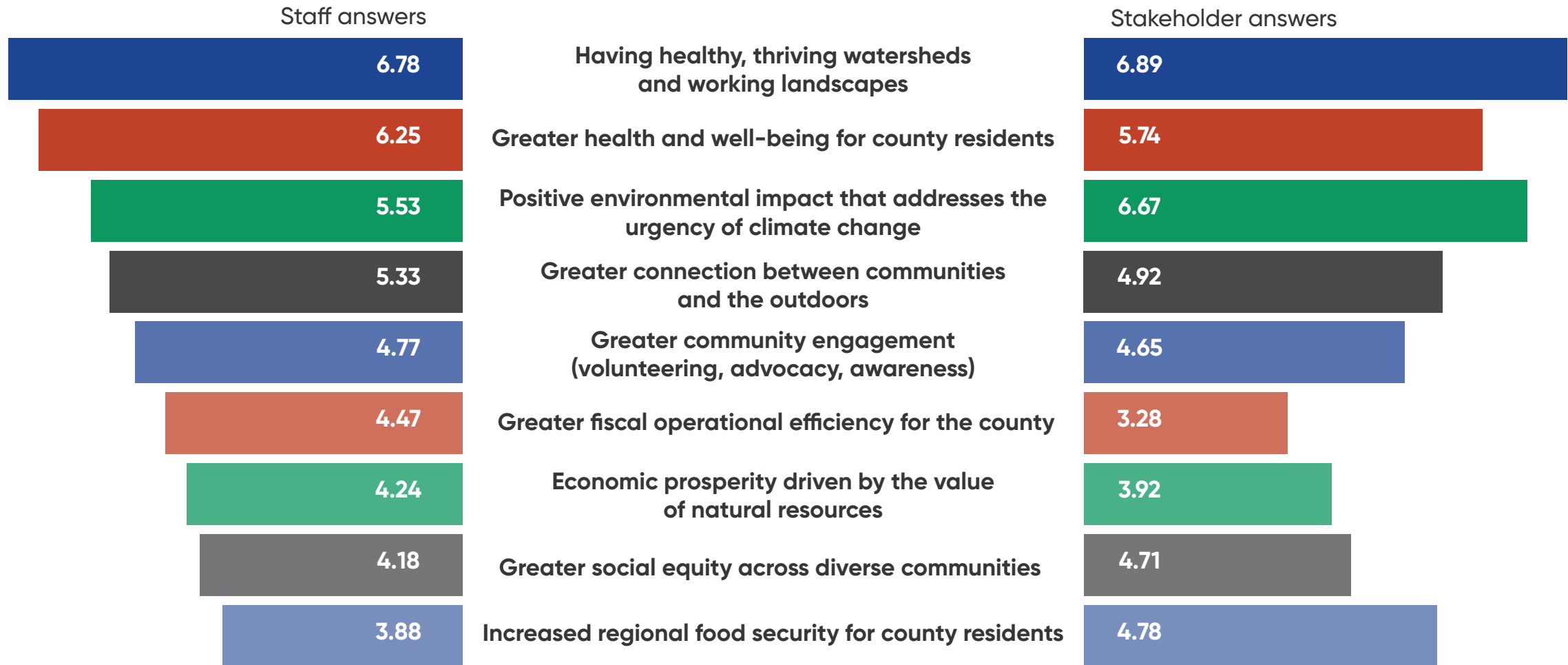
Needs for Success

Staff and stakeholders were asked, "Rank the list below from most important(#1) to least important. What needs do you think are most crucial to the success of the new DCNR?"



Long-term Goals

Staff and stakeholders were asked, "Please rank the list of priorities below from the most (#1) to least important. What are the most important long-term outcomes for Snohomish County that this new department can provide:"



Long-term Goals

Staff and stakeholders were asked, " Are there other priorities or long-term outcomes you think are important for the DCNR?"

Answers from DCNR Staff

I do not believe DCNR cares about me & I'm preparing to look for a new job.

Respectful, non-hierarchical decision-making

Striking an appropriate balance between habitat restoration, Ag viability, flood risk reduction, and recreation, based on the goals and priorities of LOCAL COMMUNITIES instead of individual activist types within the County. (Some staff seem to believe that the world revolves around their program or pet cause and tend to dismiss the input of county residents.)

In my view, future priorities or long-term outcomes would be: MISSION AND PROGRAMS 1. Parks and recreation departments manage enormous amounts of land and are expected to provide a large and wide-ranging set of programs. 2. Parks and recreation departments must cater to a variety of constituencies that have different expectations and goals. 3. There is a longstanding expectation that access to urban parks and recreation programs should be free, but there are new fears that finding alternative funding methods will undermine this basic ethic. COSTS 1. Parks and recreation departments are losing the competition for general fund dollars. 2. Deferred maintenance needs

must be addressed. 3. As public pensions become a major issue, the cost of public employees is increasing rapidly, making it more difficult to maintain the staff required to operate and maintain parks and recreational programs. Equity 1. What parks and recreation services should be offered for free? 2. How can equitable access to parks and recreation programs be maintained in difficult fiscal times? Fiscal Viability 3. How can parks and recreation departments ensure short payback periods for "greening" of facilities? 4. How can outside funds be raised to support capital retrofits as well as on-going maintenance and management? Impacts and Outcomes 5. What metrics should be used to measure success? 6. Can the value of parks and recreation as a "front-end investment" in public health and safety be better quantified? Partnerships 7. What is the appropriate role of corporate donations and/or corporate involvement? 8. Should parks and recreation departments play a role in building the stability of nonprofit organizations that are entrusted with programs?

SWM's services are focused on drainage and stormwater services, river and road flooding, protecting water quality, and protecting aquatic habitat. I'd like to see these values stated and reflected above.

Mitigating climate change!!

Stop wasting so much money!!

Hiring more full time mechanics and buying our own vehicles to stop utilizing the overpriced and inefficient ERR shop.

There were many retirements in Parks this year. It would be helpful to advance those who have worked very hard to develop their programs into leadership roles, and to empower them to lead their own teams more independently.

It is important to keep in mind the physical, real world duties of roadway flooding protection, facility and infrastructure maintenance, and water quality protection. Some of the things the citizens of Snohomish County depend on are more immediate and emergent than long term planning. Sometimes a received phone call requires quick action by people who can do a good plan right now, and once the emergency has passed, work on a great with a 20 year plan. Sometimes both simultaneously.

How can the new department do a better job of helping our community to value, respect and be good stewards of the lands we live on? Recreation can and should be a vehicle for greater participation and education for members of our community and will help to make many of the goals above possible.

I think we have a great opportunity to bring awareness of all these departments to the public's attention and allow them opportunities to get further involved in their communities. They can build environmentally sustainable gardens, be part of a nature conservation team, or learn how water, agriculture and nature correlate with one another.

Employment opportunities

The list in #9 is someone's vision for the DCNR. What about regional flood security - both urban and rural (creeks and rivers).

Clearer and coordinated communication of the importance of healthy, resilient ecosystems and the value of the services they provide.

Integrated Floodplain Management, involving close coordination and collaboration with other County Departments (i.e. Public Works) and stakeholders such as the Tribes, other municipalities, Conservation District, State and Federal Agencies etc.

I am still confused at how each of these groups are intended to do more than they already are and provide different outcomes or priorities. What is the intended outcome of creating the DCNR, seems like that should have been identified before

Long-term Goals

Long-term geomorphic change to the landscape and its impact on our lives. I.E. roads, homes, land use activities. Allowing room for ecological function within that changing landscape; shorelines, wetlands, rivers, streams, slopes, forest.

This department should make our work more efficient and not less efficient than it currently is. There is no apparent benefit to creating this new department.

Greater protection against the risks of road and property flooding and damage. Also, thriving watersheds and working landscapes are two completely different things and should have been separated and not combined into one outcome.

None of SWM's goals and mission statement are included on this list. I would like to see the list revised and the list redone. Ranking the current list is impossible without having any goals related to habitat restoration, salmon recovery, clean water, preventing flooding and erosion, and Puget Sound Recovery.

Fight Hard to Push the Council to Reinstating our Scaled SWM Budget they just axed.

Almost all these priorities can be adversely affected by bad decision-making in the planning department; priorities not isolated to this new department. Land use decision-making has a huge impact and should be part of the new department as well.

First I need to understand what the vision/mission of the department is before I can generate outcomes.

Collaboration with other departments, with clear healthy independent operation.

Improved health of the Salish Sea and endangered species.

For our specific program a priority is the ability to maintain and retain affordable, safe and healthy housing for our most vulnerable populations in the County.

Salmon Recovery, and healthy functioning ecosystems within the county while accommodating population and economic demands.

Improving/purging broken systems before creating new ones

Honestly I am trying to accept this structural change but believe it to be totally misguided at this time in history. And if you think it may be hard for staff to accept it? Can you imagine that rate payers may have some objections?

Maintaining what we already have...while adding to our mix.

Conservation of natural resources

Better interactions/alignment with PDS; Planning and Development; the anti-thesis of Planning and Conservation which we will perform
Ethical and responsible decisions made by County leadership

Protection of natural resources; restoration of ecosystems and their services;

Establishment of a scientific center of excellence that serves County resident information needs, knowledge about important environmental issues, and ensuring the environment promotes public health.

I hope that the organization does not become too idealistic where the "perfect outcome" becomes the enemy of the "good outcome" that can be achieved more quickly or at less cost.

Matching staff to their interests/skills, providing staff opportunities for advancement and more hours. :)

Ensuring continued Public Works functions that SWM currently provides regarding stormwater infrastructure

Management of storm and flood water.

Environmental Justice, Climate Change adaptability

Staff comments about goals during workshops:

County can take a bigger leadership goal in coming up with innovative ways to bridge and unite conflicting agendas across depts and communities - new dept can get a foothold on doing this more efficiently

Having healthy, thriving watersheds and working landscapes

- Inherent conflict of interest between thriving watersheds and working landscapes

- Break into two: "Create sustainable working landscapes" and "Having healthy, thriving watersheds (incl. Sound)

- Does stormwater management fit here? - Leads to healthy watersheds

- "Clean Water" should be its own goal (importance of regulatory compliance)

- Term "watershed" is meaning: "healthy, thriving waters" may be better

- Agriculture and SWM's priorities may conflict

Greater health and well-being for county residents - Can this include safety (e.g., flood control)?

Positive environmental impact that addresses the urgency of climate change

- Focus has been more reactive/responsive than proactive

- What does it actually mean to address the urgency of climate change?

- What does "positive environmental impact" mean?

- Does the idea of "conservation" fit in here somehow? Seems to be missing

Long-term Goals

Answers from DCNR Stakeholders

Habitat restoration

Completion of the Meadowdale Beach near-shore estuary and completion of the Edmonds Marsh near-shore estuary

Salmon recovery and improved watershed health

Sequester more carbon, save more trees.

Decreasing red tape for implementation of restoration of projects as it relates to salmon habitat restoration; nearshore improvement projects; and collaborating with environmental protection and conservation organizations.

Take action to solidify the Snohomish Basin as a prime example of where strong relationships, effective collaboration, and a common vision for the future result in healthy and vibrant communities nestled within a rich, vibrant, and resilient ecosystem.

Don't set up false arguments pitting issues against each other. Do the hard work of collective inclusion for a sustainable future and less private profit driven priorities. Public education

Greater emphasis on environmentally sustainable recreation rather than resource extraction.

Communication and collaboration with Tribal governments. For a small but significant symbolic gesture, begin every meeting with an acknowledgment of the Indigenous lands on which you stand. Take advantage of valuable opportunities to achieve all of the above goals by re-conveying County-owned forestlands managed by WA DNR back to the County, such as the "Wild Wallace" area east of Wallace Falls State Park.

The arts!

Preservation of habitat for the benefit of wildlife

Preservation of our natural resources with an emphasis on protecting wildlife

Fish passage barrier correction

Continue working to balance the need of protecting, restoring, and preserving open space. Balance the need of working lands, habitat, and recreational opportunities.

While fiscal efficiency on the part of County government is important, the other goals seem more important and will serve County resident's long term needs.

Understanding community racial diversity

A proactive department with positive outcomes away from bureaucratic mire

Provide educational opportunities for the public

It is critical not to put urban recreation above protection of rural, floodplain agriculture. This survey should have been conducted BEFORE the merger and whether there should be a merger at all should have been decided after consultation with agricultural and drainage shareholders.

Closer coordination with tribes on land use priorities, climate change, and natural resource management.

Transformation to a sustainable and equitable society and environment.

Education of the public to learn to be stewards of our natural surrounds.

More engagement of multifamily properties.

Integration of the arts, especially sculpture elements into the this program. Connecting facilities to the surrounding communities i.e. sidewalks to parks.....Greater access to education for building personal and community resiliency.

Education about caring for the earth; best practices

Stronger integration and alignment between priorities and outcomes. The departments are working together rather

than at cross-purposes. And able to more effectively integrated the needs to Tribes and stakeholders.

Public streets and right-of-ways are a valuable asset that should benefit more than people in cars. Engaging Public Works in efforts to provide safe, non-motorized access to parks, clean stormwater, and other public benefits could be a great outcome of this new dept.

Creation of a county-wide Civilian Conservation Corp (CCC)/Works Progress Administration (WPA) to involve and engage those afflicted by the lack of healthcare, hunger, homelessness and unemployment in the long term priorities

Forest preservation creates atmosphere like rain which cools the planet which may slow the daunting repercussions of exponential unnatural climate change. This impacts the psyche of our local wildlife which impacts the minds of our citizens and future citizens for generations to come. Old growth and creeks being the most environmentally productive also the most irreplaceable and rare thus the most valuable on the 'critical areas' pyramid if you will. This followed by maturing evergreen forests in the most urban areas (where they've been poached and thus needed the most) etc Perhaps reforming our creek beds will invite the other 4 native salmon to one again return to our streams. Perhaps extending a no cut ordinance will

Long-term Goals

disallow developments like Shelton View, Ironwood, Froggnal and so on.. from being built on. There's only so many Ironwoods left.. It's our future lets ACTUALLY make a difference or children will be proud of!

Sustainability and planning for population growth. protect natural resources.

Creating ongoing working relationships with the most marginalized communities so they are directly involved in creating solutions that work for their communities.

More creative ways to preserve agricultural lands and habitat needs. Both equally important and must be recognized they are.

Identify the carrying capacity of our available natural resources (water, forest resources, food production) as it can support project human population growth and sustainable economic model. Avoid spotted owl or fishing industry economic collapses.

Please give this group a NAME that is understandable

Positive, active relationship with tribes; partnerships with local businesses and nonprofits; a focus on funding to achieve these objectives

Fighting and mitigating climate change. retaining and addition to our forest canopy.

Prioritize the voices of frontline communities over the profits and corporate wishlists

Conservation

I sincerely hope this change elevates the importance of these functions rather than relegating them all together to the "nice to have" bin.

Look at development regulations in the County and try to ensure that critical areas are adequately protected. Development pressure seems to be exceeding ability to protect the environment in Snohomish County.

A coordinated approach toward "historic tourism", which combines both the love of the outdoors and education, and opens opportunities for public/private cooperation.

It was not easy to rank the above priorities and outcomes because they were ALL important, all related, and none were things which should be ignored.

Actually making parks functional as the original intent of why the Park was created in the first place. Shame on Parks for deciding that economics so they can make Parks create dollars rather than focus on making the Park a viable place that people and wildlife can use.

Protecting Urban Forest protects watersheds. Adjusting building and development regulations to account for the effects of climate change

Education of public on importance of maintaining a healthy environment with safe recreational opportunities.

Nope, climate first!

Connectivity between natural areas and county efforts. For example, can we connect regional trails to ag land in such a way as to benefit farmers and the general public? Or educational sites to SWM projects?

Coordination with regional governments overlapping agencies

Education of elected officials, including County Council members, to understand the impact of the tasks done by Surface Water Management and how essential the budget is for these tasks.

Build up, not out. Building codes and zoning are responsible for damage to watersheds. Change to higher density with more green space.

Organizationally, it will be very important for the DCNR to have a clear and concise vision for the entire department to ensure everyone is moving forward in a strong and cohesive manner.

As this department grows, tourism becomes a smaller focus. It doesn't even make the top 9 priorities. Maybe it's time to make a change?

Outreach, outreach, outreach - making sure voters and the general public understand the value of your programs and efforts.

An aligned vision and leveraging existing resources (staffing and land) for a more powerful impact.

Create additional outdoor recreation assets for citizens. This will protect the wild lands for conservation.

All of these priorities are so important and interconnected. Was hard to rank them.

Long-term Goals

Stakeholder comments about goals during workshops:

What is the DCNR's role in achieving these goals? Where do they need to be leaders? Where are they following the work of others? Where and with whom are they collaborating?

Many of these things clash with city mandates to accept and accommodate growth

This gets to the point of having a direct relationship between planning and development and the new department. There needs to be a working relationship between the two

Meadowdale is an example of how PRT fits into these goals - more opportunities for PRT and SWM to work together

Long Term Goals-I believe that the county can (and should) lead in the area of climate change. We should pass policies that slow climate change and we should prepare our residents for the changes that climate change will make on their lives. This includes halting construction in potential flood plains (these houses tend to be lower in price, meaning that lower income people will be most affected by climate

change AND will be unlikely to be able to sell their homes once they begin flooding more regularly, further slowing upward mobility). We should also be leaders in the area of protecting our forests and watersheds, given that we still have such large areas of forest in the county. We can also lead in terms of focusing our housing growth in the cities rather than allowing it to spill into the countryside. Job growth, however, needs to be focused more in the countryside to help encourage short commutes for those already living outside cities. We can collaborate with the small towns in the N. and E. of the county to encourage in-town employment.

Obstacles/Opportunities- I think that education should be a top priority. Our greatest strength is our citizenry, and as long as they see climate change as a belief instead of fact, our impact is limited. The Everett Herald is working to increase climate/environment reporting--they would be a great partner. Once we have our citizenry on board, understanding the potential positive economic and health impacts of focusing county efforts on the environment, they will be more likely to accept diverting and increasing funds earmarked for the DCNR. Without this, we will continue to see pro-environment policies fail.

We should include our citizenry in coming up with innovative ideas to strengthen our natural resources and protect all of us from climate change impacts. We also need to focus on projects and ideas that will have the largest impacts, rather than let funds and effort get diverted into more, less impactful projects.

I think that's it in terms of my additional thoughts re: the DCNR workshop. I would ask that all of the focus groups be given the ability to add to their thoughts later in written format. In addition, I think it would be helpful to find a way to focus on getting more voices heard, rather than hear from the same people over and over. I have found that in many of my meetings with the county, a few people (honestly, typically white men) get heard multiple times and expound at great length, while others can't fit in a word edgewise. We all have important ideas, but only some get heard.

I think one critical discussion was completely missed (at least in reading the slides) was that I didn't see Agriculture mentioned(the program or word) once in the whole presentation? It is a big part of Snohomish County (historically and currently) and I'm wondering if it was discussed? I was hoping I would have seen it mentioned as Ag is a key player to get

to many of the things that are highlighted here in the slides as important in relation to climate change, natural resource management, economic development as well as community trust/opportunities- and even parks(to a degree as open space and working lands relate) realized. I did see 'working lands' but that seems to relate to the timber industry.

I did see a mention of concern that SWM would be buried or lost in transition but I have the same concerns for the Agriculture program. We need to include agriculture in our discussions of working lands and it needs to remain sustainable and resilient moving forward in Snohomish County. The Ag Program may be a small program at the County level, but that program works directly with a multitude of collaborators to make sure the needs of our producers are met, and that they can have resilient lands and resources while meeting their goals economically to remain viable. It also allows us to leverage ourselves to get more done with what we have to work with.

Long-term Goals

Staff were asked, "Are any of the top long term goals something your division or office has not focused on prior to joining the DCNR? If not, do you see ways the work of your division or office already does or might adapt to contribute to this goal? What is a leading example of the work your division does to accomplish this?" Filled squares denote that a staff member was unsure how a division fulfilled this particular goal.

	Agriculture	Energy and Sustainability	Parks, Rec, and Tourism	Surface Water Management
Having healthy, thriving watersheds and working landscapes	<p>Not sure how?</p> <p>Yes - runoff Sustainable Land Strategy</p> <p>Preserving farmland and watersheds can be in conflict - how we define 'working landscapes' may be completely different</p>	<p>Not sure how?</p> <p>Healthy Forest Program Water Consumption Savvy Septic</p> <p>Long-term goals are centered around our efforts and working with low income families to have a lesser impact on environment - education is integral to doing this through OES</p>	<p>Yes - keeping pollutants from watersheds Large land custodian WSUe programs</p> <p>Could be greater connection to watersheds - sometimes in conflict with recreation</p>	<p>Different parts of SWM have more emphasis on certain goals than others - our priorities start at stop and become less important as we go down</p> <p>Improving and protecting water quality and habitat are the main focuses</p> <p>I think that our Parks Department has a great amount of Real Property, so better coordination between SWM lands programs and Parks could enhance the ecosystem benefits that are generated by open space lands that are owned and managed by the county.</p>
Greater health and well-being for county residents	<p>Yes - nutrition, knowledge of food systems Building well-being from the ground up with local, healthy food</p>	<p>Weatherization Low-income focus (affordability is key)</p>	<p>Yes - National Night Out WSUe programs Fair park can work with SWM more to promote programs and services</p>	<p>Flood control</p> <p>Water quality and resource monitoring, watershed planning and drainage improvements healthy streams contribute to environmental well-being (and for inhabitants)</p>
Positive environmental impact that addresses the urgency of climate change	<p>Not sure how?</p> <p>Changing farming practices to make less environmental impact?</p> <p>Maintain agriculture viability in lowland floodplains, identify places that can continue to be farmed / changing crops</p>	<p>Yes - energy efficient appliances Solar energy for county buildings</p>	<p>Focused on the least of these Electric vehicles Preserving forested land Kayak Pt redesign for sea level rise WSUe programs</p> <p>Not as strong on this on our own - have better opportunities to gain input from other divisions on how to do this / Education of general public as to the costs/benefits of different recreational activities/ amenities - environment with citizen desires/needs -</p>	<p>Not sure how? Could be emphasized.</p> <p>Marine work very invested in dealing with sea level rise</p> <p>Treatment to enhance water quality</p> <p>Low impact development on parks property - regulatory, but still shows that we can thing through how development can be more environmentally conscious</p> <p>No direct focus, but do things that help prevent - restoration, resource monitoring, salmon recovery - don't work directly on carbon footprint reduction, but collected data is helpful to understand impacts</p>
Greater connection between communities and the outdoors	<p>Not sure how?</p> <p>Educational programs Pumpkin patches, u-pick farms, festivals</p>	<p>Not sure how?</p> <p>Healthy Forest Program</p> <p>Perhaps the weakest, but we provide environmental hazard education, excess pollution, and end result is preservation of the outdoor environment.</p>	<p>Tourism Puget Sound Initiative Healthy Forest Program WSUe programs</p> <p>Connection to outdoors is a big piece of our work - inherent in our work and offerings even if we don't explicitly encourage getting outside</p>	<p>Not sure how? - Does work connect the two?</p> <p>Lack of public awareness about how what we do benefits them and their connection to the outdoors SWM Rivers programs, the conservation District, and our Ag division can work together to plan riparian easements and buffers that reduce the water quality impacts of working lands as well as enhance water quality outcomes for water</p>

Long-term Goals

Stakeholders were asked, " What is the DCNR's role in achieving these goals? Where do they need to be leaders? Where are they following the work of others? Where and with whom are they collaborating?"

Leading

County-wide planning under GMA working with other local gov't on their comp. planning / SWM's talented team and programs are leading in how to deal with those issues (lead with funding like the rain tax - surface water fee - modest increase in fee would allow a lot more work to be accomplished) - not many others have the governmental power to do this work (infrastructure)

Climate change - Hubs in north and eastern parts of county on climate energy research and manufacturing / develop code changes

communicate that code is less about restriction and more about protection Health - overuse of natural ares / tie economics to these issues - lead by explaining economic value over the long-term - make sure residents understand the economic benefits of policy

Think innovatively about economic and environmental needs - pay farmers to grow trees for reforestation - revitalize rural economies - requires funding

Greater involvement in east county (east of Monroe) - more parks - not enough built-out resources to take care of county residents

Have a comprehensive ecotourism plan

Lead on healthy watershed - have a lot of power from the land use code - be proactive and forward-thinking about how they use it) and greater well-being and on development regulations

Language in a comprehensive plan about policy, regulations, permitting requirements for development - what's the relationship b/t DCNR and Planning

Dev. Services?

Separate policy role - comes from elected leadership, various plans (tourism, climate action, etc.)

Current comprehensive plan is strong DCNR can create institutional fortitude in carrying out aspect of comp. plan - make its aspirations practical and achievable DCNR plan out how to implement the Clean Energy Resolution

Measurable goals for conservation (we have the priorities already - need to execute) - commit resources to achieve these goals

Outdoor connection - strong strategic plan for tourism - trail system, campground development

Should lead effort for mitigation and adaption for climate change carbon sequestration, etc.

Watershed management, Surface Water's work as a utility (maintain that emphasis - providing for urban flooding/mitigation in agricultural landscape) help agriculture adapt to future

Park designs are evolving to be educational and more thoughtfully integrating multi-use functions, maintaining trees, etc. - can help build how we connect people to the environment

Long-term Goals

Stakeholders were asked, " What is the DCNR's role in achieving these goals? Where do they need to be leaders? Where are they following the work of others? Where and with whom are they collaborating?"

Following

Work at state level to change the way code is applied/who it applies to (GMA)

Follow on greater connection between communities and outdoors - lots of competing interests (trails)

Development regulation (should give input) but others will oversee that regulations are followed

Following on development regulation (more Planning and Development Services)

King County has more tools (Land conservation initiative)

Collaborating

With public works on Climate Tool - needs to be deepened/strengthened, used a lot more

Work with groups like Forterra - doing lots of this respectfully, collaboratively, building relationships

Watershed Council, PSPartnership plans fore ecosystems - use the same plan for maximum impact - same ways of measurement (common indicators)

With Tribes - Tulalip is leading in science and policy - innovative ways to address climate crisis

Use science as a tool for moral and ethical reasons of why we approach topics the way we do (an indigenous approach)

Engage with the legislature on modernizing the GMA given the Act still lives in the early 1990s when it was enacted

Collaborate on climate change - with neighbors cities, counties, tribes (Everett, Tulalip, Marysville, etc.) have a regional coordination to break down silos internal and group planning and coordination for maximum impact Work regionally on recreational opportunities - regional connection is better for tourism - economic interests for everybody to share Work with

state agencies (Dept of Ecology and DNR) rather than finger pointing

Collaboration with Federal and State entities (Forest Service) Tribal partners Snohomish Conservation District Forterra (Sustainable Land Strategy, eg) - policy, thought leadership, and implementation

Manufacturing (Wood Innovation Center) opportunities for rural communities and job equality - support economic/strategic plans of rural communities like Darrington Work with local recreation clubs/ groups

Develop opportunities for tourists to spend dollars in local communities PUD - (climate change - energy efficiency - with PSE) (connection to outdoors/healthy watersheds - urban forestry)

WSU - elevate their work

WA Farmland Trust

Sound Salmon Solutions

Collaborating on protection and preservation - need more tools for acquisition and protection

With Forterra and healthy forest initiative

Work with others to communicate/ educate public about issues

DCNR has acquisition tools and revenue - climate change goals and new legislation on environmental justice (in updated comprehensive plan) - work on health disparities, access to parks, etc.

SnoCo is far behind in sequestration (kind of logging we permit) - what is the county doing to make quality of land, trees, water the best it can be - have all decisions flow from that - the overarching lead to all of these questions (how we build, farm...)

Obstacles and Opportunities to Efficiency

What are obstacles to being efficient?

Lack of/weak communication - silos already exist within SWM...

Unwilling to work as a team

Lack of info about other divisions and what they do / awareness

Different processes for the same outcome

New structure will take time to be embraced / fear of letting go of your part of the work

Defining new ways to handle projects (w/o PW admin) - unclear how this happens in new DCNR when people are already busy

Not going to co-locate - overwhelming to keep up with everybody else

Lack of knowledge of others

Redundancies

Going too fast, not thinking things through, forgetting things and having to double back

Lack of funding

Resistance to change

Infrastructure defined as part of the road - working under different mandates for the same infrastructure - could make us less efficient in protecting water quality Permitting may be less efficient if we move away from roads Bigger the dept, harder it is to manage

Duplication of programs

Going from high-level goals to program strategy and implementation - mgmt is integral / SWM is a utility, focused rates that need to be put back into that area - tension exists staffing is tight - efficiency can include people taking on more work

Resistors (internally) - people don't like change - if people aren't included, more likely to put walls up

Redundancy, management oversight, more approvals, delays in decision-making / conflicting actions or goals that used to be streamlined as separate depts.

Collaboration is not always efficient, needed, necessary

OES now in 3rd dept in 5 yrs - multitudes of efforts across divisions/depts - we all use different equipment, programs, methods

Permitting obstacles: SWM works with public works on self certification - parks doesn't have that system

What are opportunities to increase efficiency?

Using zoom meetings to be more transparent with communication Use website, social media to communicate to public

Learn/streamline processes from other divisions Bigger bank of skill sets

Create new sustainable land use outcomes related to SWM, Ag and Parks priorities

Property management - Parks, SWM crew -work together, share equipment, rethink this, tracking properties (data) can be combined Other people who have capacity and knowledge to handle issues - share resources to achieve goals

We all manage land and resources on the land - we can work toward common goals Clear goals, measure and expectations Close collaboration between PRT and SWM could bring new opportunities for planning Admin offices can be combined together Closer collaboration on salmon recovery with PRT

SWM's asset mgmt system can save PRT time and resources

Easier for divisions to collaborate together - use same sources of funding to work to common (or not) goals / Better join land

management./Re-evaluation of programs at intervals/ periodically to meeting other objectives, change management to become more sustainable.

Collaborate on innovative approaches on how to reach all our audiences with our educational materials at one time - way to communicate without adding layer of work will be a challenge

Obstacles and Opportunities to Effectiveness

What are obstacles to being effective?

Communication to public

Communication - are we describing goals the same way? Saying the same things to different groups?

Need to be clear divisions of responsibility - lack of clarity

Lack of strong leadership

Lack of inclusivity - being effective for everyone

Lack of transparency

Goals at cross-purposes/conflicts in priorities
Lack of tools or time to coordinate or integrate
Fiscal conflicts: PRT=economically independent division, SWM=fee-driven

Different definitions of capital - how do we measure value?

SWM - has clear direction and organizational stability - lack of clear direction from new leadership could lead to dysfunction

OES and Ag need to stay elevated programs that don't get buried

Figuring out how to do things as one unit,

uniting processes that have been done differently across divisions

Inherent conflicts in depts - recreation vs. conservation vs. finding the right balance of these priorities

Leadership needs bigger vision and to communicate it to the staff and executives

Leadership not having environmental background/ understanding of the work SWM does Right of Way work-other 3 depts don't do this, has unique considerations and expertise grand visions, but the county is only so big - how do have a real impact? Focused on right-of-way not simply tied to bigger goals Internal, transparent communications

Undermining each others' goals (water quality and agriculture) / still have to get to know each other, learning new system / having unclear goals/ expectations or not unified

(see efficiency) - movement out of Public Works

Balance between org. control and innovation - lots of bureaucracy that has to be reorganized - find a reasonable balance for efficient functioning

SWM design standards wrapped in with public works - taken time for PW to warm up to SWM - have to create own standards in DCNR? Inefficient to do so. Strain with PDS and PRT relationship could prove challenging

to effectiveness, responsibility, etc. rtification - parks doesn't have that system

What are opportunities to increase effectiveness?

Communication - all divisions say the same thing - more concise Streamlining processes Expanded skill sets

Collaborate with PRT/SWM on restoration projects - include education materials with these, leave no trace, numbers impact, etc. Salmon recovery - hard to find locations for this, but lots of parks land where this could happen - show public Outreach and public communication

Being happy as an employee - change our work to achieve this

New name - make people think about how they can interact together when they might not have before

4H - can execute more program thanks to new connections to expertise and resources

Best mix of people to the environment and mgmt

Relying on each other's expertise

Parks law enforcement can assist SWM with issues that occur on SWM lands. SWM has used Parks arborists from time to time on tree related issues. Perhaps adding a "County Forester" is an opportunity.

Promise of synergy between these things is attractive

Obstacles and Opportunities to Innovation

What are obstacles to being innovative?

Lack of willingness to change

Lack of funding/resources

Lack of knowledge/initiative to find what is working
Challenging staff to be innovative and giving them time/resources/ permission to do that - celebrate them for it

Still gov't bureaucracy - same structure remains above the DCNR

Different goals at odds with each other: public recreation vs habitat restoration

Conflicts from 'our way of doing things'

Admitting we're ignorant; our way is not always the best way

Problem solving that appears like it will work, but hits an obstacle/regulation that requires the plan to change

Money to fund the ideas

Capacity to think innovatively - directly opposed to being effective/ efficient - who has time to risk and fail?

Execution of innovation is an obstacle
Lack of clarity on what innovation actually means - defining specific goals to reach through innovation

Have clear expectations and goals

Bigger size makes innovation harder

SWM is pushing technology in our work - other divisions haven't - learning curves risk mgmt/ aversion

costs, recruiting good tech people, having expertise in fields, ability to share across the dept, finding time to do so

Having support of mgmt to be innovative

Focus on regulatory mandates rather than being forward-thinking

Funding comes from - has to be used in a certain way

What are opportunities to increase innovation?

Different technologies, focus of other divisions that can be applied to others (e.g.: weatherization applied to division facilities)

Learn from other skill sets - pick up new ideas we didn't have

We can create an atmosphere where innovation, creativity, and risk are encouraged - great for this to come from top leadership

Compress technical knowledge and make it digestible to visitors

Raise awareness and implement projects that advance integrated floodplain management

New organization can mean we rethink how we do things

Proximity to people with different ways of thinking

Build relationships that lead to innovative thinking

Ag dept: 1 person - opportunity to gain clarity and awareness of their purpose, combine efforts to support each other

Ag, ES, PRT seem nimble and risk-taking. SWM

can take advantage of this different way of thinking

Community floodplain solutions already doing innovative work - grow this program to achieve more of these goals

new people to share ideas, change may make innovative thinking easier

SWM can share resource from our established "Native Plant" nursery for example.

Obstacles and Opportunities to being Responsible

What are obstacles to being responsible?

Lack of clarity about who is responsible for what (overlap)

Fear of losing job - afraid to take extra responsibility and risk

Communication - limitations on how we can do that

Divisions taking responsibility for dept. as a whole

Diverse accountability - how to be collectively

Responsible for all the pieces vs. responsible for own area

Are positions defined the same across divisions?

Conflict b/t ag and water quality - do we contradict ourselves or be hypocritical if we support one to the detriment of the other?

Public - how to read - increase engagement to understand what they need/want

Accountable = setting clear goals and plan how to get to them, then implement the plan, provide reports - public sees you are responsible for what you said you would do

Do what we say we'll do - mgmt leadership brings people back to the goals, reminding and reinforcing them consistently

Hierarchy of responsibility (Fed, State, Local) - regulatory responsibilities over pet projects for what? responsibility to specific tasks limits how we can be responsible for larger goals

Define early on how specific properties can be used

Competing goals

To whom? Lots of different stakeholders, politics

Salmon Recovery supports treaty rights and obligations (being responsible to rights)

What are opportunities to increase responsibility?

Opportunity to advance in your position and take on more

Having one mission statement defines work parameters - to know how to address things, understand what we stand for, what we are going to take on

No one knows who SWM is. Parks has greater community connection - get SWM in front of community better

SWM and PRT can collaborate to improve in-stream habitat and recreational experience fully - meet both goals

Obstacles and Opportunities to Sustainability

What are obstacles to being sustainable?

What does this even mean? And to whom?
Lack of funding, staffing, resources (burnout)

Politics

Money

Technology upgrade (reliant on funding)

Lack of willingness to change/ability to shift goals

Lack of clarity to public about what this means/why it's important

What landscape can support may be at odds with goals of dept.

If certain things work better than other things but they aren't a high priority

How to outpace the new development - conflict of economic goals with restoration

Necessary support on back-end (admin) to keep projects moving forward, having staff supported, reasonable workloads

Growth (rapid)

Competing goals

Staffing disparity - SWM custodial lands have one staff member for ALL of the land

Resources - only so much time and money

Growing with the county - staff aren't growing along with it

What are opportunities to increase sustainability?

More resources (from different divisions)

Collaboration

Clear communication about goals helps with long term impact

More people aware, encouraging of ideas

Unite economic and restoration goals through innovative tactics

Links b/t OES and SWM to work with businesses to reduce energy costs, water pollution, etc.

Find commonalities between divisions

Share good practices with **more employees - easier for top-down comms - work from common understanding and goals**

Obstacles and Opportunities to being Effective, Innovative, Protecting, Efficient, Public stewardship

What are obstacles to achieving these characteristics?

Money - innovation requires extra funding

Entrenched ways of thinking and doing things (always done it this way...)

Each org. has its own rules and regulations - need flexibility to make headway and create partnerships

Need to make people aware of what we can do

Need to rethink how we develop land - change water runoff, where/how it can be diverted - different than how it's been done before

Disparate nature of the different groups

Need alignment among divisions to make efficiencies happen (staff feeling a part of it, knowing who's in charge, similar payment structures)

Lack of a vision (coordinated vision)

Politics that prevent people from working together and innovating

Support from county leadership

Need to include all people of all abilities/backgrounds

Lack of education regarding these issues and buy in from public

Public safety and inclusivity

Lack of coordination = competing for resources

Collaboration and teamwork outside the agency - county can be a kingdom in itself - be more responsive to partners and neighbors

Afraid of lawsuits - stops innovation and creative thinking

Struggles that come with being a bigger department - larger departments are harder to make more efficient

Lack of awareness about what other divisions/offices/groups are doing

Limited staffing (e.g.: tourism office)

Sensitivity to generating revenue (taxes, fees, etc. from residents) tension between what voters want (no new taxes) and the need for funds to achieve goals

Lack of connection/communication between PDS (setting and implementing policy) and DCNR

DCNR contains a broad set of goals among the 4 divisions - things could get lost (OES work on greenhouse gas accounting, e.g..)

What are opportunities to achieve these characteristics?

Have the outcomes we want and public is aware of them and appreciates them

Have a clear government actor on climate change - actual tools for administrative progress (sequestration, etc.) They have the skills and expertise to be a leader here

More recreational opportunities on Surface Water Mgmt land (and vice versa - parks land as conservation land)

a good format for explaining different goals, needs and seeing ways they can support each other

Work toward critical masses of populations that support each other (residents, salmon, tourists, etc.)

Grouping of departments makes sense

Spend time with King County (similar organizations structure) to see what is working and what isn't

Combination is good - SWM has great technical expertise that will benefit the other divisions (engineers, mappers, etc.)

Awareness of issues - people collaborate easier within a dept - same management structure helps

Have DCNR at table when PDS is making planning decisions to ensure conservation efforts are carried through

Certain projects benefit from more streamlined permitting process - DCNR can advocate for that

Strengthen ties between conservation and the role of the built environment

Efficiency in stewardship and monitoring of conservation easements (SWM, PDS, and PRT were independently doing this before) combined in DCNR

Create better access to our natural resources and recreational places (like Meadowdale)

Greater public awareness of vision and goals of the DCNR - this is what we could do with more resources...

Increase awareness of what other entities within the county are doing to achieve the same goals - be more inclusive on common projects

Be a climate leader (mitigation and adaptation)

Outcomes of being Effective, Innovative, Protecting, Efficient, Public stewardship

Stakeholders were asked, "What desired outcomes would you like to see from the DCNR achieving these characteristics?"

The ability to be nimble across divisions, less ego tied to ones place in a division

Working to a higher purpose and good

Money used more wisely

Working together toward the same goals

Responsiveness to issues and people

Warmer, more inviting people - less bureaucratic

Actionable climate action plan

Conservation of resource lands

Riparian health

Conservation at a landscape scale

Respecting tribal treaties and rights

Attributes

Stakeholders were asked, "If the DCNR were a metaphorical object, what would it be? Don't overthink it!"

ANIMAL

Elephant

Cheetah

Ostrich

Zebra

Lion

Baboon

Zebra - feisty; fight off the lions and other predators

Zebra - all the different stripes

Cheetah - streamlined, move forward boldly and quickly

Lion - very charismatic, has the opportunity to be a leader

Elephant - deep core of compassion for fellow animals

Elephant - strong, able to carry loads, intelligent, able to work but do it well, dependable, trainable

Elephant - large, slow, outsized impact on shape and health of environment around them

Elephant - family-oriented, collaborative, make use of various things (animals on their back, use bodies to build) work collaboratively with themselves and nature)

Giraffe - big hearts

Beaver - build bridges, natural engineering benefiting people water supeopley

Eagle - take the big-picture view of these things - see how to balance everything

Attributes

Stakeholders were asked, "If the DCNR were a metaphorical object, what would it be? Don't overthink it!"

FOOD

Sourdough

Filet Mignon

Caesar Salad

Cheesecake

Popcorn

Rice Pilaf

Sourdough - carry on from the past; keep continuity, not recreate the wheel each time, use what it has to create new things

Sourdough - takes yeast/time - continuity

Caesar salad - bringing together different elements to make a cohesive whole (vegetable, bread, cheese) dressing ties it all together (oil and water don't mix but come together for a dressing) serves lots of people

CLOTHING

Belt

Socks

Overcoat

Scarf

Sandals

T-shirt

Belt - useful, hold things up and together, versatile; can be used for other things when needed

Scarf - useful; hold groceries, keep neck warm, keep sun off head, color can be attractive, all people can wear them equally

Our "Who" and "Why"

Stakeholders were asked, "The Department's name speaks to its mission, outlining its focus (natural resources) and general method of work (conservation). It doesn't address the why. Let's capture a list of potential benefactors and reasons for action."

How	What	Who (benefactors)	Why (reasons)
Conservation	Natural Resources	-----	-----
Reasons		Benefactors	
Improve life		All	
Preserve, respect, and honor indigenous cultural connections to the land		Our Kids	
Enjoy open spaces, beauty, and opportunity of the land		Future generations	
Preserve a future environment		Animals	
Creating thriving places/biodiversity		Plants	
A better future		Ecosystems	
Improve overall health and well-being		Our community	
Preserve habitat		County residents	
Connect communities to the beautiful place we live		Wildlife	
Find the right balance between conservation and developing livable communities		Historically underrepresented communities	

Most Important

Stakeholders were asked, "As you think about the future of the DCNR, what do you think is most important to consider?"

Balance of Divisions

DCNR may dilute SWM's power - may be taken over by Parks; SWM is one of the few things in the county that works well. They're the collaborators and the reliable technical people with good information. Don't want to see them get lost.

Concern that role and work of PRT (recreation) is being lost within main goals.

Find the way different passions and commitments fit together to the greater good of all.

Act Aggressively to Combat Climate Change

Look closely at vulnerability of the county because of climate change (rain events, sea level rise, droughts, etc.) - modeling, analysis, details are here - we need a plan for these what-ifs - be aggressive to prepare for the worst.

Not enough thinking toward adaptation - people will come here to escape climate collapse. Are we prepared for that?

Focus on stormwater, mitigate flooding, make sure people have enough water, We are accustomed to having to get rid of water - look outward to see how people who don't have enough water operate to be proactive in planning for the future.

Rethink Communication with the Public and Stakeholders

Clearly communicate the cost of doing something versus not doing something what are the multiple benefits of coming together. What's our return? Define a new way of thinking about our returns on investment.

Look to Others' Successes and Failures

Use work others have already done (like King County) rather than reinvent the wheel.

See where others haven't been successful (King County's difficulty implementing conservation projects because of overlapping interests and internal gridlock) Snohomish County can be more nimble and flexible.

Conservation and Natural Resources

Staff were asked, "A few priorities, goals, programs, or duties may not immediately seem to fit within 'conservation and natural resources.' Are there expanded ways of thinking about these to include some of these areas? If something doesn't neatly fit into 'conservation' nor 'natural resources,' where does it fit?"

Conservation

CNR and protecting public health, safe recreation - latter not represented in the name

Think about these terms internally, our resources and processes and how we can conserve etc.

We have conservation as well as a conservation district. How do they overlap?

In other areas rec and tourism are the economic engine of the area. Who takes the leadership role in Snoco? All competing for limited funds Rec and Tourism not emphasized

Figuring out where these things go should be a priority of the Executive Office

Natural Resources

SWM maintenance projects

NPDES - just compliance?

OES built environment work
4H (Youth Development)

Private property drainage investigations

Weatherization (Human Services)

SWM capital projects/drainage infrastructure

Fair Park

Agriculture (Agriculture/Econ. Dev.)

Tourism (Economic Development)

Arts

Historic Preservation

SWM right-of-way projects

Recreation, ball fields, facilities

Speedway

???

+ Noxious Weed Board to the DCNR?
+ Energy Assistance Program (Human Services) to the DCNR?

Conservation and Natural Resources

Staff and stakeholders were asked, "Is conservation important to you, and if so, why?"

STAKEHOLDER ANSWERS

Yes, needed to maintain WA State values

Because there is no looking back and each day is a gift, but we continue to destroy our environment by poor planning, politics or just not listening to science or not opening our eyes to the massive changes we see in climate, nature, and our surroundings.

Yes, conservation of the County's natural resources supports healthy and sustainable communities.

Yes...climate changes we can see and measure are changing how we do things and why. We need teach conservation to the upcoming generations so they can continue to practice sound, informed decisions

Yes, because it is critical to the future of the planet.

It is important because it increases the quality of life in the county, provides resilience to the area where I live and increases the abundance of natural resources.

YES, because "wise" use of resources is what it is all about....nothing should be sacrificed

It benefits everyone but especially the kids more than resource extraction profits. I have 6 old growth stumps on my 1 acre. Can anyone tell me where that money went?

Yes, conservation is EVERYTHING. Our forests are our most important asset. They're disappearing too rapidly.

Conservation is very important to me. As much as people like to think of ourselves and nature as separate, we come from and live as part of nature. The air, water, food and shelter we rely on comes from nature, even though we've industrialized, commoditized, and mechanized many things. To paraphrase Wendell Berry in *The Unsettling of America*, in order to take care of each other, we need to take care of the earth.

I care about my home. "There ain't no jobs on a dead planet." Some of us have been saying that for 40 years, and some people are finally beginning--just beginning--to get it. I'm a human being who sees my (small) place in the fantastic web of life. I'm an amateur naturalist who tries to learn everything I can about how that whole ecosystem functions (remembering the words of Aldo Leopold: the first rule of intelligent tinkering is to save all the parts). I'm also a practicing Wiccan. We honor the divine in Nature, so having natural areas that I can conveniently visit is crucial to the practice of my religion. And, my mental and physical health depends on being able to spend time in natural areas--hiking, backpacking, camping, swimming, cross-country skiing, gathering mushrooms, berries, and medicinal plants..and just BEING. I strive to eat locally-produced food, to reduce environmental impacts, improve

health benefits, and support local farmers. I want my fellow citizens of all economic, racial, and cultural backgrounds to have this option--as well as the other benefits of a clean and healthy environment and spaces to recreate and find spiritual solace.

Yes. This is not an area of personal policy priorities and preferences, it is life or death: our planet will not be able to sufficiently support life if we do not, as a species and nation, get better at conservation.

To pass on a healthy world to my great-grandchildren

Conservation is core to the mission of my department, so it is very important to me

Yes, it is critical to the long-term health of our community.

Increase science literacy of the agency. Utilize existing databases available through the various natural resource managers in the county. No need to reinvent wheels.

Preserving the environment for future generations.

Yes. It's easier to protect something prior to losing it than trying to get it back once it is on the decline or gone and we're just beginning to understand how interconnected we are to our environment.

Absolutely. To preserve our natural resources for the health and enjoyment of

humans and wildlife

The earth will die unless we take much better care of our environment

yes. It is especially important in this case because SnoCo does not have a good reputation when it comes to protecting and restoring ecological conditions on the landscape

Yes. Important for health, culture, safety, economic wellbeing, resilience, recreation, spirituality of County residents.

Yes, we need to take care of our natural environment for today and the future

Yes, extremely. As an ecologist with a partner organization focusing on salmon recovery, I believe that conservation of natural resources is one of the most important issues for Snohomish County. Loss of our natural resources will lead to unsecure local food production, and potential loss of our amazing recreation opportunities

Yes. Without the environment, we have nothing.

Of course! Without conservation, the growing human population would quickly take over the entire landscape. What a shame it would be to pave over the beauty of Snohomish County!

Depends on what you mean by

Conservation and Natural Resources

Staff and stakeholders were asked, "Is conservation important to you, and if so, why?"

conservation. You mean setting aside natural areas for protection? Conserving natural resources? Does conservation include ecosystem restoration?

Conversation stands for awareness of and judicious management of our natural environment

Yes, for food security, climate change reduction, diversity of eco-systems, access to wild areas

Yes: social responsibility; obligation to future generations

We are all connected to each other and to the land. We need to protect our natural resources in order to better ourselves.

Yes. Improvements to the environment can only enhance our living standards.

Necessary for environmental health. A challenge for urban areas

yes, I believe stewardship of resources is wise

We only have one planet.

We do not have an endless supply of resources.

Very! The health of our planet depends on conservation and sustainable living.

Conservation is core to SnoCo the historic

cultural, economic and social fabric that undergirds quality of life for our citizens.

Natural resources are not infinite and need to be taken care of for the benefit of humans and animals.

Natural resources are precious and once lost are hard to recover.

Yes, have long been a supporter of conservation initiatives starting with coastal access in the 70's.

Yes, we live in the Pacific Northwest and we love the environment

Yes, we need to secure our natural resources instead of squandering them

The only way to save the planet is by conserving its valuable assets

yes, what can be reasonable ways to conserve / improve our wild spaces. There are so many things we cannot afford to lose/be damaged

Yes, I think looking ahead to what is worth conserving is important

Conservation and sustainability are important to me because we may only have this time to correct the climate.

yes provide a future environment that is safe and healthy

Yes, because the only ag land left is in the floodplain.

Of course--without it we will not be able to maintain a healthy, functioning, sustainable ecosystem,

Yes. It is essential to the future health of the county's residents, its natural systems, climate resilience, and the economy.

Yes, conservation is essential to successful use of resources.

Yes, If we do not have a healthy environment, we have nothing. I am especially concerned about future generations.

Yes - We need to be thoughtful about how we treat our lands and waterways, so that we can pass them on to our children

There is no future without the sustainable management of our lands and how they are used. Prioritizing long term environmental resilience over short term profit.

Yes it is important to me our health and safety and success is connected to the health and safety and success of our natural environment.

Yes, because we only get one chance and we are not doing very well so far.

Conservation is important so that we can

protect and preserve our waters, wildlife, and lands for future generations. It is crucial for the interdependence of life.

It is very important, We depend on a healthy environment for health and wealth.

Yes for a healthy safe environment

our natural resources are life giving!

Yes! If we don't conserve our natural resources, we will likely not be able to survive!

YES. clean water & air, rational land use, healthy people are the bases of our future.....

Yes--it is critical to the quality of life and well-being for county citizens.

Yes, our community's quality of life depends on the quality of our environment.

It's important because it's about caring for limited and finite resources for future generations. It's about legacy and our the future survival of our communities.

long term health of our environment

We need clean water and air to survive.

Yes, conservation is important to me. It is our obligation to have healthy and vibrant salmon runs and sustainable farms. And to

Conservation and Natural Resources

Staff and stakeholders were asked, "Is conservation important to you, and if so, why?"

have homes in places that doesn't continue to degrade our ecosystem.

Yes. I participated in a salmon-watcher program years ago. Now that ditch is a stream in some places (restoration work) and a polluted flood in others. No salmon. Residents value nature in the Northwest.

Yes! We need Conservation to protect and improve our natural resources for a better future!

Yes. We are a part of the ecosystem. The natural world is our home. We need to care for our home and respect other life forms that share this home with us.

Yes. If we are to continue feeding a growing population, we can't lose farmland to construction and such.

We are not just conserving resources, we are adapting to climate change, food challenges, - so proactive and restorative.

It is the integration of the renewable, recycle, reuse paradigm into a discernable ecosystem.

It starts with forest conservation. Planting takes time. Evergreens are what a forest aspires to and do they should be protected above all else especially since we have such few nature forests left. Trees for kids to make tree forts in. To get away from their parents and politics. For wildlife to take shelter in. Not 3rd or 4th growth sticks

covered in sticker bushes and nettles. But actual forests like Shelton View and Ironeood. Like Frogal, like the old growth grove succumbing to ivy (already killed a 7'dbh 400 y/o Douglas fir basically a 1 in a million tree by today's standards. New codes and abilities need to be afforded to the county to force purchase and compensate land owners/developers with fair market value to basically go somewhere else/ void sale/ be compensated a new non critical area local. Pretty simple stuff 80 yes. Ecological and economic value. Once its gone, hard or impossible to get back.

Yes. Our resources are becoming more limited everyday. The more we can get creative and conserve those resources the better we'll be for it going forward. Hopefully our nation's position on climate change will come back into focus quickly starting today!

Absolutely. We need to stop allowing growth to dump water on the valleys without consequences.

Mitigating the worst effects of climate change (it appears we're too late to prevent it), especially for marginalized communities is important. I believe that reducing carbon, creating transportation systems that limit the number of internal combustion vehicles, and preserving habitat for native wildlife will all work toward preventing the worst consequences of climate change.

Yes very much so. All resources need protection for the future. All are important to our community and some more so to some people than others. Agriculture land may be most important to and my neighbor may think clean water. ALL are important and we all need to respect others views and priorities and work together.

Yes. Without a healthy environment people can't thrive.

Yes, because the most efficient way to tackle many problems like climate change and Puget Sound recovery is to conserve our natural resources.

Yes, it its critical to protection the planet for future generations and keeping our populations healthy.

It is clear in my 61 years that we have continued to lose our our natural resource areas and modify the natural process many species depend on. In fact we can't just conserve, but have to put back habitat if we want species like salmon and Orca to survive.

Yes, conservation of our resources not only provides net savings economically but preserves for future generations.

Yes, We as individuals and communities need to coexist with the our resources, not dominate them.

Yes - as the region becomes more and

more dense, the challenges to conservation become stronger.

depends on the trade-offs between conservation of natural resources, economic development, and funding availability

Yes, protecting and conserving our natural resources is a benefit for all current and future County residents.

People need to live within their means Toss the credit card Educate our students without a huge student debit following them LIST careers of employment

Yes. I think protecting our natural environment should be a priority of DCNR.

Highly. It is critical for our region's long-term resilience, species recovery, Puget Sound recovery; it is critical for protecting natural resources and natural resource dependent industries; it is important for people's connection to land / this place, well-being, and mental & physical health.

yes. natural resources are limited and we need to use/preserve them wisely. People need open spaces for mental health

yes. we are temporary caretakers of our environment. we should leave it better than we found it.

Only if that means engaging with the tribes and their ongoing work to actually

Conservation and Natural Resources

Staff and stakeholders were asked, "Is conservation important to you, and if so, why?"

follow the existing treaties.

If we do not our food source (wild life) may be all dead

Human beings cannot survive on a planet without natural resources.

Yes would like us all to be Stewart's of what we have for the future to enjoy

Our quality of life and survival depend on it.

Yes. We need to leave a usable environment for the next generations. We need to love and respect the land as much as we love and respect one another.

Yes, very. Development & logging of remaining stands of trees, increasing urbanization, and decreasing open spaces are affecting streams, salmon, climate, and quality of life for community members.

Yes, if conservation means "lack of waste", "improved utilization", "depletion avoidance", "protection through education", "growth in effectiveness", "innovative use", etc.

I love the nature and being out in it, including hiking, gardening, kayaking, birding, botanizing and more!

Very. I am 5th generation in this area and believe maintaining the health of our natural resources is essential to our future. Conservation is vital. Why the current Parks people seem to fail at this in some

Parks is beyond me. Now they want to create a bigger organization that will likely create even larger barriers to sustainable park lands.

It is crucial to life.

We live in a beautiful area that is threatened with floods, drought, deforestation, ocean acidification, etc. I want to preserve this ecological wonderland for my grandchildren.

once we have ruined the gifts of the earth, upon which our lives depend, we cannot do the damage

Connecting people to nature.

Yes, where it leads to lower carbon emissions in the county

Yes! Survival of all species (endemic, at least) within a self-sustainable environment.

Yes, for personal and community health, and future of our existence and thriving

Yes because natural resources and spaces are a finite and should be protected and sustained as much as possible.

Yes. Climate change and understanding that water is essential to life.

Extremely important. Everything going forward is based on sustainability of our

actions now in regard to conservation of natural resources.

Yes. We need to maintop and improve the ecological function of our watersheds. Healthy natural areas should restore much of our cripeopleed salmon populations.

Yes, we must govern in a way that brings us back into balance with the earth.

Because water needs to be USED, but in a sustainable manner

Yes. Proper management of our natural resources will lead to better quality of life for our residents.

Yes, we must manage all our lands with future generations in mind. Conservation of all resources is important.

Yes, conservation is incredibly important. I have spent my career in both the natural resource and energy conservation fields. Although interconnected, these are very different fields. One largely deals with the natural environment, and the other the built environment, so I'm a bit confused with the term in the context of this new department. Another struggle I have is that the term implies "doing without or less through saving", which doesn't convey the opportunity for the community to thrive through resource management, energy efficiency, sustainability and clean energy initiatives.

Yes, We do not ever have "enough." Yes, we are healthiest when we routinely

visit natural settings. The very air we breath can be drastically affected by how local government stewards our public lands. We only have one planet.

Absolutely. Without sustainable and protected environments, everything else fails in turn.

Very important to our family. We love this area in large part due to the beautiful natural environment. We are frequent users of parks and shoreline areas. We would like to see these natural resources restored and protected for our kids and future generations.

Extremely important. Reckless decisions regarding conservation can have negative consequences that can't be quickly remedied if they can be remedied at all.

Yes, I've lived here my entire life and plan on staying here. Making sure that there are parks and green spaces that endure is important to me.

Yes! Development is destroying Snohomish County's natural and cultural resources

Of course, it should be important to all citizens.

Conservation is important because carefully managing natural resources lowers greenhouse gases.

Yes, we must care for the resources so they can care for us.

Conservation and Natural Resources

Staff and stakeholders were asked, "Is conservation important to you, and if so, why?"

DCNR STAFF ANSWERS

Yes. A healthy environment is important to everyone's health.

Yes, because it is a vital step in Regenerative Community.

yes, we live in a beautiful region with so many natural resources that are vital to our ecosystem

Yes, because it protects and preserves our nation for future generations to come.

Yes, it's more cost effective approach to environmental management than retrofit or remediation. Infrastructure repair and maintenance to promote conservation is also good.

Yes. Natural resources are essential to our survival, but they're fragile and finite. Without conservation, many of these resources would be depleted rapidly or made unusable by human activity and pollution. I'm from an area of the country where this is happening largely because many people feel that economic gains from the unsustainable exploitation of resources is much more important than conserving and protecting natural resources for future generations. I'm very glad to now live in a state that has protected a substantial portion of both its wild lands and working lands.

For Human Health To protect Wildlife To

protect Natural Resources

A healthy environment leads to a healthy community.

Conservation of our natural resources and natural spaces is important for our well being as a community, our future generations. Restoration is more expensive then preservation.

Yes, without doing something about what is happening to world, starting with our county/community, there will be nothing for future generations.

Absolutely! I agree with Aldo Leopold on conservation: "... a thing is right when it tends to preserve the integrity, stability and beauty of the biotic community. It is wrong when it tends otherwise...". Our collective health and well-being depends in this.

Open space conservation and conservation of our natural resources are important to me, once they are gone they can never be replaced.

yes. consciously conserving our natural resources is the only way to ensure their benefit for future generations. There is always the option to restore that which has been degraded, but at high cost which is why I support conservation.

Yes-the health of our local and global natural resources is the foundation for healthy and livable communities.

Sustainable Development = meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Yes, for future generations

I really enjoy the outdoors and its benefits to our both physical and mental health. I really would like many more generations to have the same access and experiences that I have today.

Yes, if we trash the land, where will our food come from? We aren't growing more land so we need to take care of the land we have now!

Definitely. Our planet needs to be sustainable for future generations, so we must conserve resources, rather than using them all up.

Yes, to preserve the natural open land we have in the NW

Conservation is important for the survival of our planet and the wellbeing of everyone on it.

Yes, because without environmental conservation we lose access to our natural resources, clean water, and opportunities for food production and recreation. But it needs to extend to conservation of opportunities for residents to find household sustainability within that scope too.

Yes, we have to preserve what we have, not make more to replace it.

Yes. Open spaces and parks build community

Yes. We are stewards of the resources for future generations.

Extremely important, it is a positive opportunity and challenge for public servants and public to be thoughtful and creative with existing resources - in all respects.

Yes, we have limited natural resources available for use.

Yes. Economic difficulties come and go. Initiatives change and come in and out of focus. Conservation takes a long view, and the realization that a quick decision driven by fleeting motivations forever changes that natural resource forever. My children's children who could care less about the price of milk or computer chips today could potentially have that resource taken from them forever if the long view isn't kept in mind.

Yes without it we will use up or destroy all of our natural resources and we may never be able to get some of them back.

Conservation is very important to me. I have lived in snohomish county all of my life and my children live here now. I would like to preserve our natural resources for

Conservation and Natural Resources

Staff and stakeholders were asked, "Is conservation important to you, and if so, why?"

all future generations.

Yes The Health of Future Generations

Conservation and preservation of our community resources are core values for me. As a former educator, I learned and taught my students that the world we live in provides us everything we need to live, grow and prosper. But, we borrow what we have from our grand children rather than inherit from our grand parents. We should leave things better than we found them.

Yes, without conservation, I'm sure big corporations would pave over the entire world. We need nature for a healthy mind and body.

All life needs clean water and a habitat to thrive

Defined as "prevention of wasteful use of a resource" it is. It needs to be used not prevented from being used. If it is used wisely it will last.

Yes. Very important. An ounce of prevention is worth a pound of cure.

yes, it is our social and moral responsibility.

Yes, because it means we will preserve natural resource opportunities for future generations and preserve healthy watersheds for thriving populations.

Well, that is a very specific term for this

survey. It is important, but I think it is a very small part of the work that a DCNR is doing. Ag conservation is one, open land conservation is another (parks and critical areas), but a lot of the work we are doing is solving drainage and flooding issues, restoring natural systems, O&M inspections and maintenance, trying to improve water quality, improve salmon habitat populations, providing outdoor recreation and change behaviors (energy, waste, private property uses [buffers/lawn care], and private property [maintenance septic systems]).

Yes - it connects us all. Without a healthy environment (clean air/water) and thriving ecosystems - we all suffer.

Important to leave it better than it was for me. Critical point in ecology of our county landscapes, Current condition is not functional or sustainable.

Conservation is important because it is morally the right thing to do. Plants, animals and humans, rely on our environment for subsistence, health and shelter. It is our duty to conserve and protect our biotic community.

Yes, I have seen a tremendous amount of environmental degradation in this County over the last 30 years do to unchecked development.

Yes, We only have one planet and can't afford to screw it up.

Yes, because it is extremely important to conserve our natural resources particularly as our County and region are growing.

Conservation is vital. Without it our land will flow downstream as sediment with land-use practices, and our natural resources that we value today will be a thing of the past.

Conservation is essential. The environmental resources we are responsible for are valuable in so many ways - the economic and recreational value for humans, the potentially high quality habitat our environmental resources can provide to native wildlife, and the intrinsic value that natural places and healthy landscapes have to all life.

Yes - it is up to us to conserve and preserve for future generations.

Conservation is very important to me. I think it is important to take steps now to preserve our natural environment for current and future generations. Once the environment is damaged or lost, it is very challenging, if not impossible, to fully restore.

I went into public service to be a leader in conservation, to demonstrate how government agencies and work together more effectively and break down silos, while including input from all the various stakeholders. I've spent more than 10 years

listening to the residents of Snohomish County talk about the importance of conservation and the work SWM does. I think its very important to continue to ensure that we as government employees ensure that the natural resources we have been granted are there for the next generations.

Yes, my family and I spend most of our time outdoors hunting, fishing, camping and enjoying our two forested family owned properties.

Conversations is important. Protecting our resources for future generations and the health of the planet for years to come.

Yes because if we conserve natural resources pretty soon there won't be much left

Yes, ensuring future generations have clean air, clean water, places to recreate outside and an abundance of wildlife is only possible through conservation and sustainability.

Absolutely. Man needs to partner with nature, not destroy and move on. Conservation involves using and enjoying natural resources but not to the point of ruining it.

Of course. It is important that conservation of open spaces and forests are a top priority in our county because the population density is increasing day by day. Our

Conservation and Natural Resources

Staff and stakeholders were asked, "Is conservation important to you, and if so, why?"

communities want and need greenspaces that are properly managed and provide the necessary "filters" of the earth for a healthy ecosystem. It is also important that these greenspaces are accessible and safe. Without conservation, many different studies have shown negative effects on humans mental well-being when deprived of natural areas. When humans face mental health decline, you see a decline in society and its healthy function. (similar to what is seen in seattle for example with their continued disastrous expansion) People need a place to unplug and exercise.

Because its antonym is destruction.

Yes, because I want to make sure my kids, and grandkids will have a healthy environment to grow up in.

Yes. Our environment is going to be threatened without the timely act of conserving our natural assets.

Yes, we need to provide opportunities for future generations and know how to manage our resources with a growing population.

Yes, because me and my family enjoy the outdoors and I see the impact that climate change and growth have in the area we live.

Absolutely - our resources require sustainability and regeneration.

Yes. Conservation preserves open space and natural resources that support environmental processes and human quality of life

The future of our families being able to sustain affordable, healthy, and sustainable lives and lifestyles is tantamount to the preservation of our planet and our future as a society.

Yes, there is so much natural beauty within Snohomish County would like to share it with future generations

Conservation of our natural resources is important because we need to preserve healthy and functional ecosystems or it is lost forever; ecosystems that not just plants and animals rely on but us humans too.

Too vague of a term. I think it is in a general way, and I think that conserving land (purchasing for the public) is a great thing.

Of course. We don't "affect" the natural world, we are part of it, and need to act accordingly - and we need to improve on how we are currently doing that.

Yes, for sustainable resources and greater good of the community 11/25/2020 8:30 AM 74 The planet is dying. My children are miserable and believe they have no future - and tell me so daily.

Yes but not as important as other items

such as equity and sustainability.

Yes. It protects the natural resources and quality of life that is being diminished through population growth.

yes, it costs less to save what we have than to create new.

Conservation is very important to me. It really boils down to the golden rule - treat others the way you would wish to be treated. Conservation, to me, is simply about treating my environment, and by extension all of those people (and animals, birds, fish, bacteria, etc..) who share that environment, with the respect it inherently deserves. Disregarding this responsibility feels equivalent to me to disrespecting myself and those around me.

Yes, to preserve our environment for future generations.

Yes. Conservation results in less damaging impacts to our natural environment. It can also mean less waste production.

Yes. Having been born and raised here, I strongly believe that our identity as a region is tied to our wonderful natural resources. As populations in our area grow protecting what we have is of the utmost importance.

Yes, because environment and communities benefit when natural resources are managed wisely.

Yes, I believe in working for a thriving environment and communities both now and in the future.

Yes, Sustains Natural Beauty and Resources for Snohomish County residents and future generations

Yes. Got to retain the green natural world and repair what we can.

Yes. Our mission should be to preserve the environment for future generations. What is the point of money if our quality of life is lost?

Yes, but maintaining drainage and water quality infrastructure is a crucial part of that

Many of us live here because of the abundance of natural resources - the scenery, the wildlife, the beauty. However, for that same reason we have so many people living here - conservation and smart planning is critical to keeping our ecosystems intact or at least functioning as much as possible. Restoring is so much for difficult then conservation.

Yes, preservation and enhancement of our natural resources are key to our long-term viability

Yes, because if we are not a part of the solution, then we are a part of the problem.

Protection and improvement of our

Conservation and Natural Resources

Staff and stakeholders were asked, "Is conservation important to you, and if so, why?"

environment promotes happiness in users. It is well documented that people who enjoy the outdoors are happier people.

recreation to future generations.

Yes. We need to protect the environment to receive the services and support over generations.

yes, however I think we are moving towards "restoration" as opposed to "conserving" or protecting current watershed processes (see emphasis on LID).

balance between conservation and quality of human life is important to me.

Yes, due the county ever increasing population

Yes, conservation is critical to combating climate change. Combating climate change means providing a future for our kids.

Yes. Our children.

Yes when it does not go beyond the point of diminishing return. Don't spend a million dollars to preserve 10,000 worth

It's important to care for our environment and community, and keep it safe and thriving for future generations.

We only have one planet. If it dies, we die.

Yes, We live in a beautiful area and it is our responsibility to protect it.

Yes. I want Snohomish County to provide the same level of beauty and outdoor

Conservation and Natural Resources

Staff and stakeholders were asked, "To help us define a mission and vision for the new Department, describe how you define "natural resources"?"

STAKEHOLDER ANSWERS

A natural resource exist without human intervention. Restoring natural resources should be paramount in the mission.

The land, water, plants and animals that comprise the non-human derived components of the County's watersheds and ecological systems

Forests, trees water clean air. Healthy watershed and environment.

natural environment for humans and ecosystems

Intact forests, particularly old growth.

Natural Resources are the naturally occuring forest and floodplain assemplages that harbor biodiversity; abundance of fish and wildlife; provide ecosystem services and keep the community resilient to climate change, improv the quality of life and are beneficial to the community overall.

Everything involved in the existence, proliferation, and sustainability of ecosystems....soil, water, air, sun, minerals, bugs, plants, fish, animals, etc.

Sounds like an oxymoron. The Switzerland of America should not be for sale to the highest bidder.

Our forests, water, air, scenery, people.

Natural resources are everything that exists or would exist without human action.

I don't like that word, "resources." It connotes marketable material. But if you must use it, let it mean the land and waters that the Native peoples had lived in balance with for millenia before white people interfered--in the condition they were in before European invasion.

Any naturally-occurring resources, such as air, water, wind, and solar radiation, that can be used to further improve life. Often vulnerable and requiring protection.

Habitat

Resources that derive from the environment and impact the health, well-being, and ecosystem that surrounds us.

Water, land, natural ecosystems, fish and wildlife species.

Conserve and restore natural ecosystems focusing on birds and other wildlife for the benefit of the county's biological diversity

Anything that can be found in the environment that isn't man-made and can be used in some fashion.

landscape that includes old-growth trees,

native plants and some substantial portion of it dedicated to being left undeveloped at all

Air quality, water quality, pollution in any form.

i actually don't like to frame things as natural 'resources' as it automatically implies exploitation of said resources, generally for economic value. It also frequently creates a conflation when it comes to environmental protection and agricultural lands and allows a muddying of the waters around what should be protected. Ag zoned lands are not a natural resource as much as they may be an important cultural and economic land use in need of assistance.

Naturally occurring landscapes, processes, organisms, and materials that provide ecological function and value to people.

the air, water, soils, plants, and animals that make up the structure of our earth

Anything not created by humans. Anything can be a resource.

Anything we take from the environment for use in every day human society.

Any resource that depends on a healthy ecosystem - agriculture, clean water, habitat and nature.

Fellow beings & nonliving elements that have been commodified and controlled for human use.

Elements that are not man made and are part of the universe. The definition should be brought down to a localized definition of the natural resources which are present in the County and are positioned to be affected by County activities.

The nature and beauty that surrounds those of s fortunate enough to live in Snohomish County.

water, air, soil, forests and river systems that sustain life

Everything humans draw on from the natural world for subsistence and quality of life.

Natural resources - Puget Sound Watershed which includes forests, streams and rivers, the air which we breathe

Anything that grows, or causes outdoor growth, that is visually pleasing, and enhance our lives.

All living matter and the environment in which it lives

resources that are not readily bought, transferred; benefits are available to all in general

Conservation and Natural Resources

Staff and stakeholders were asked, "To help us define a mission and vision for the new Department, describe how you define "natural resources"?"

Resources derived from nature/farming that can be quickly regrown and replaced.

air, water and land

Earth's gifts: water, soil, climate (rainfall & temperatures)

Natural resources are the micro and macro gifts of our environment.

Natural resources are the building blocks made by mother nature: dirt, water, plants, animal, insects, humans.

The protection and growth of resources (soil, water, etc) and management of those resources to benefit commercial and private citizens alike.

Everything that was here before we moved in. Seeking to avoid messing it up for future generations.

We are here to conserve and manage the resources of the county that the creator provided to us.

Environmental components that serve a purpose

parks, open spaces, areas where we grow natives

natural resources should include animals and humans

Agriculture. Rivers and Streams. Forests and Watersheds. Fish

Those substances and conditions that occur in nature without human intervention that are of benefit to humankind.

It spans the extractive/productive industries (ag, timber, minerals, fisheries), cultural resources, recreation resources, and natural infrastructure that provides ecosystem services.

Air, water, soil, plants, animals, and people.

The biotic and abiotic resources that all life depends on, including our own.

Natural Resources are the lands and waterways that we live with and interact with

Natural resources is the wrong term all together because it infers that the natural environment is one to be extracted or used. (plural noun: resources 1. a stock or supeopley of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively.) I view the goal of this department as the long-term collaborative management of human impacts on the environmental landscape to ensure the

health, safety and resilience of the natural world and our place in it.

Natural resources: surface water, ground water, soil, topsoil, plants, animals of the region our mountains, rivers, areas of water and all living matter within

The natural world and all it has to offer. Everything around us that occurs naturally, that is, in all it's amazing glory and wonder simply there to enjoy.

the physical environment, water minerals trees and animals that make up the natural systems around us.

all of Mother Nature, resources that bring us and the planet a high quality of life

Natural Resources are the elements that come from the earth: our land, water and air.

Not man-made

Forests, water, soil, wildlife, air, green space

Water, trees, air, sky. Everything that is beautiful in nature in the Pacific Northwest as well as the quality. Ex. air, water, parks, etc.

All living organisms in the natural environment.

all environmental entities

I think we need to talk about earth, water and air rather than climate change— climate is too abstract, too big, too hard

how do we honor the gifts from the earth in way that supports and natures them—not in an exploitive and extractive way.

water, trees and native vegetation, air - wetlands, etc.

Natural resources for Snohomish county to me is the land, water, air, farms, fish, forest and people!

Natural resources includes many things in the natural environment that humans use for economic gain, sustenance, recreation, and serenity. These can include forests, beaches, land, soil, fish, animals, water, and air.

God given resources such as clean air, water and soil. Also included would be trees and vegetation.

Natural resources are the basic ecosystems upon which humans/plants/animals thrive.

all things organic

Natural resources are forests, stand alone evergreen trees in peoples yards (also known as volunteers providing nests

Conservation and Natural Resources

Staff and stakeholders were asked, "To help us define a mission and vision for the new Department, describe how you define "natural resources"?"

for squirrels, birds, salamanders etc) especially old growth forests like Froggnal (featuring evergreens 120 years or older,) or super old growth like privately owned UNFORTUNATELY Picnic Point Grove gone to mega fauna like deer, coyotes, marmots possibly bears and even endangered species like the marbled Murrelet and American Marten which their are 150 left and the grove with its many old stags near the coast is prime habitat not to mention all the other countless misplaced wildlife. In short old growth parcels like Picnic Point are #1. Followed by watersheds, maturing forests, forests all the way to any basic natural landscape. Basically in order of the most environmentally productive, rare and hardest/longest time to replace hence why old growth and watersheds are #1

Natural resources are just that, naturally occurring means of energy and fuel that we can use/manipulate to our benefit without destroying the very means of its origin (i.e riversstreams, air and land).

Earth's assets, some replecatable, others not. All leveraged for the benefit of man and nature.

The earth systems that sustain our lives and allow for the thriving of native flora and fauna. Natural resources also include human capacity for collaboration, problem solving, conflict resolution and the desire for community and care.

All lands air and water that feed and provide habitat for humans animals fish and life of all kinds.

Natural Resources are those things that exist without the need for human intervention. They are naturally occurring things like plants, animals, minerals, water, and air. As resources they can be beneficially used.

Resources that provide critical ecosystem services such as clean air, clean water, food, recreation, and building materials. Natural resources are important for healthy urban settings.

Natural resources are the abiotic (non-living) and biotic (living) resources that humans, fish and wildlife interact with and depend on for food and shelter (survival).

The environment; often with the ingenuity of human intervention

Natural elements of air, water, land and minerals that contribute to our community well-being and economic prosperity.

Essential features of our 'unbuilt' community that make this a fantastic place to live and work.

land, air, and water

The natural wooded, mossy, wet, beautiful

area we call the Pacific Northwest.

Water, land and sea and all that grows upon

Natural resources are the elements of our surroundings (naturally occurring, not man-made) which play a role in the beauty of our surroundings, biological life, recreation, and our economy.

anything on or from the landscape providing services, including water, working farms and forests (and the food and fiber they produce), un-managed open spaces and the habitat, recreation, and access they provide

natural resources are created by mother nature without the help of man and can have an economic impact on our country

air water land forest

I don't use that term. Our planet is not a resource, it's our home.

Materials that exist without any inputs from human

The world around us without human impact.

Goods provided by nature, God if you will, for free and not Man, at a financial cost. Examples:

Ecosystems that provide clean air and water, fertile soil, sustainable energy, fish and game, delightful plants and wildlife, protection from natural and man-made disasters.

Natural resources are all the parts of our environment that are not man made but they are resources for our benefit.

Clean air, water, forests, natural areas

mankinds relationship with our enviroment

Resources which were not created nor can be duplicated by humans

Streams, watersheds, trees, lakes and the Sound

Environmental features that serve a community's well-being including both human and wildlife interests. This is wise stewardship of our public lands.

Clean water, clean air, open space, fish habitat, ecosystems, tree canopy and streams are vital to life in the Northwest.

become stewards of the adequate and clean water flowing through our communities

any gift of the earth, water, soil, trees, air, fish. That which enables human life and livlihoods

Conservation and Natural Resources

Staff and stakeholders were asked, "To help us define a mission and vision for the new Department, describe how you define "natural resources"?"

"Natural resources" for this new Department: land, air, water, sunlight, soil, flora and fauna, considered inseparably, not in isolation.

Indigenous flora and fauna and includes atmosphere, water and sunlight.

The environment which exists independent of human intervention.

Natural resources are things that come from the earth, can be limited in quantity, and should be used sparingly.

Water, fish, trees, soil, people

Irreplaceable, necessary components of quality of life and clean, thriving economy.

Two kinds: 1) Those which are replenished by nature when she is protected. 2) Those which are stolen, meaning they are taken without full payment through mitigating measures.

Bringing communities together to understand, restore and protect watersheds.

I think of anything not man made as a natural resource. That's not to say a natural resource can't be enhanced by man's efforts.

The natural wealth of an area related to soil, water, air, animals, plants, etc.

Air, water, flora, fauna. Anything other than the built environment, although the built environment is healthiest for communities when incorporating natural resources into the design, functionally and for health and recreation.

Earthly resources.

Subjective definitions to the phrase Natural Resources shouldn't be what helps shape the ultimate goals of this department. I don't have enough information to be helpful in this regard but I can say that; beautifully and sustainably integrating the natural world into the urban landscape and enticing the urban dweller into the natural landscapes, would be a good start for me.

Renewable, sustainable resources provided by the natural environment which contributes to ecosystem health, general welfare, and quality-of-life

Land, forests, water, air, and other non anthropogenic items that are valued and critical for human and ecological well being.

Natural resources are those things of value that are not man made.

Water, Air, Land, Culture

Land, Water, Sky

Parks, recreation spaces, wetlands, forests, waterways, and preserving open space.

The land, animals, plants, water and air that surround us.

anything "of/from the Earth"

STAFF ANSWERS

This really should be defined before we're creating the new department.

Systems not created by humans, beneficial to humans

Natural resources is our foundation to a healthy and thriving ecosystem. Without a healthy ecosystem our world could be in harm.

Land, water, air, flora and fauna.

Materials or substances found in nature that sustain plant and animal life and meet humankind's physical, spiritual, cultural, and economic needs.

Conservationism: A movement that advocates conservation especially of natural resources. Planned management of natural resources Environmentalism:

The protection of the natural environment. Teaching the importance of the environment and ways to protect it. Outdoor Recreation: Enjoying the outdoors, respecting nature and appreciating the natural wonders of the world.

Natural resources are materials from the earth that are used to support life. Unfortunately in Snohomish County, poorly planned development has been subsidized at the expense of its natural resources. The new department should develop land use management plans that not only accommodate growth, but protects natural resources at the same time.

Natural resources is anything that we (humans) take from the environment for economic gain; water, air, land, sand/rocks/minerals, animals and plants. In order for these valuable and finite resources to be there for future use, we need to make our practices sustainable and preserve and restore what is feasible.

native elements born from the earth

As a starting, working definition: Natural resources are the land, air, water, habitat, farms and open space that sustain our lives, keep us healthy and keep our communities livable. Healthy human communities and social systems cannot be sustained without consideration of the relationship between living things and their environment. This

Conservation and Natural Resources

Staff and stakeholders were asked, "To help us define a mission and vision for the new Department, describe how you define "natural resources"?"

requires careful stewardship.

earth, air, water

forests, water & mountains

Anything that contributes to livable, thriving communities

Parks, streams/lakes, trees, air, mountains, soil, eco-friendly

All the land air and water that we interact with on a daily basis.

Things we can't buy or replace once they run out or are destroyed beyond repair.

Resources that are provided by the planet Earth: water, forests, energy, air, biodiversity, habitat,...

Resources that are present in the landscape before human interaction or interference.

Resource that exist in nature without without actions of humans.

Land and water conservation, including water quality, farmland preservation and farm planning and sustainability opportunities, as well as education on natural yard care, sustainable and ecologically, responsible home food production, cleaning up and protecting our shorelands and marine-life, all of

which effects the economy, ecology and recreational opportunities within the county.

Land and what it produces

Renewable, Reusable and Fragile non-renewable ecosystems to protect, manage and reserve for now and future generations.

I think mostly of environmental resources

Open space, natural areas, wildlife habits, working forests; shooting range park moved from conception to reality.

Forests and grasslands in their most unadulterated setting. Water running in its natural channels and at natural flows as much as possible. Previously disturbed areas to be reclaimed by the environment, sometimes through engineering methods. Minimal, well planned infrastructure, in tune with the native environment, to allow a variety of recreation to a minority of the lands. A more natural and balanced landscape is best, with the understanding that sometimes an intense, long term engineered and planned process is required to arrive at that result.

Natural resources are materials from the Earth that are used to support life and meet people's needs as well providing recreation, entertainment and good health.

topographical things ie mountains, streams or things solar arrays; that are located in a set location

Those precious commodities that we take for granted I would define the term "natural resources" as all of the living things, non-living things, and sources of energy in the landscape. All of these things live in or move through the environment in cycles.

Resources we need to sustain human life that are provided naturally by the earth.

Water air soil and space to grow

Resources we have that come from the natural world or that are based in nature. Soil, water, trees - that are used by humans and naturally replenish themselves.

This is a really important question. I think we need to make sure we distinguish our Dept. from those formed in the past primarily for natural resource extraction for profit. There are so many other ways natural systems and experience of them can be valuable to people.

Natural resources are things provided by nature that bring beauty into the world that can be enjoyed for recreation and research. I know that the conventional definition includes "economic gain"; however, I like to think of "natural

resources" as something that provides physical and mental health via beauty and awe. Fresh, natural food and fish that aren't tainted by preservatives and chemicals.

Unspoiled

resources that provide public benefits and can adversely impacts the public if lost (i.e. the tragedy of the commons)

Again, seems like this should have been done before being put in front of council for a 2020 vote. "natural resources" are resources that are non-manmade resources that are vital to the survival of birds, plants, animals, fish, habitats, etc; and are vital or useful to the successful existence of the local human population for food, recreation, livable land, power, heat, health, and so forth.

Nature resources are the commons "land, air, and water" necessary to benefit and sustain life.

Natural Resources provide life support for consumption and public-good services. Sustainable utilization of natural resources preserves the ecological processes that provide the ecosystem services cycle.

Plants, animals, and watersheds. Non-human made.

Lakes, rivers, streams, green infrastructure,

Conservation and Natural Resources

Staff and stakeholders were asked, "To help us define a mission and vision for the new Department, describe how you define "natural resources"?"

and the associated natural habitat that supports fish and wildlife, and provides a healthy environment for the people living in Snohomish County.

Those resources that occur without input from humans.

Any material or good that heavily depends on the land, and may or may not have an economic value.

Natural resources is using the substances that occur in environment or surroundings to for needs or economic gain. The vision and mission should incorporate 'without diminishing the substance or sustainability of what is taken.' Hence the 'Conservation' part ;)

Soil, water, biological resources that life depends upon. While these can be thought of a individual parts (ingredients), there is actually a balance between them that allows life to flourish and thrive. An imbalance causes degradation and a struggle to survive. True for all life that depends upon it -- aquatic, terrestrial, humans. It drives an economic engine when there's thriving life. And an extracted economic engine that will die out when survival is happening.

Natural resources include the things that we can easily experience like a flowing river or a lush forest, but they also include

the function of those things - the water holding and filtering capacity of a forest and it's soil, the nutrient cycling and food web within a stream, salmon runs that reach every nook and cranny they can possible reach, apex predators, active floodplains. A river impinged between dikes or a forest grown after a clear cut are reduced resources that should be restored and prevented.

Anything to do with the outdoors - natural lands, public lands, parks, food systems, water, habitat (what we do with them varies i.e. timber, conservation, agriculture, organic farming, economic development etc.)

I think of natural resources as resources provided by nature that can be used or enjoyed by people. This includes forests, surface water, Puget Sound, minerals, wildlife, etc.

Using what we already have instead of by new

Natural Resources includes clean water, clean air, and healthy habitats for people and the native plants and animals that live on it.

Supeopleies for life that are ours to manage and take care of.

Resources that occur naturally.

It should envision "Saving Mother Nature"

whatever it finally ends up saying.

Gifts of water, air, minerals, soils, wildlife and diverse landscapes that allow people to prosper

Areas, habitats, phenomena that occur without mankind's intervention that can be used for recreation and other use; mankind's role should be to make use of said resources without depleting or abusing them.

Natural Resources are already existing necessary elements for Living forms to be successful, such as food, water and oxygen. Healthy, protected greenspaces and forests provide all of the necessary natural resources for life to exist.

resources that exist without any human action

Products coming from nature that humans can use that are not chemically modified, etc.

Natural resources are things that have existed before human being such as air, water (inland and ocean), sun light, trees, sands, gas, metals, etc.

Natural resources to me is about protecting the environment for current and future generations. To ensure water quality for all, protect pristine spaces for people to enjoy,

and find innovative green solutions to address the growing needs of our changing planet and population.

What was put here by nature that is of value to maintain life.

Assets we inherited directly from the earth

All things not made by humans.

The wonders of our existence given to us as a gift to nurture, care for and maintain.

Spaces and systems that sustain people, the economy and the ecosystem of the earth.

The land and waters of Snohomish County.

Land, water and areas not messed up by humans. Does not include built environments such as drainage systems.

Forest, water, fertile land used for economic gain

Systems that thrive best without human influence, that we need to adapt to and learn from, rather than conquer or exploit.

Protection and intelligent management of the environment

The ones we haven't destroyed yet.

Outdoor elements that can be used by

Conservation and Natural Resources

Staff and stakeholders were asked, "To help us define a mission and vision for the new Department, describe how you define "natural resources"?"

humans. (They are created by natural processes but they are a resource for others, especially when modified and refined or harvested)

Surface features indigenous to an area.

clean air, clean cold water, open spaces, forests,

Natural resources are those resources which occur before human intervention (soil, water, air), and by-and-large don't respect property boundaries. That is, they are shared resources.

Water, forests, agricultural land, and biological diversity.

Those features of our landscape that would exist without human intervention. Also, elements found in nature that are utilized by humans for personal or economic gain.

Elements found in our region that provide ecological services, giving us the basic needs for life and enjoyment.

Land, water, flora and fauna

All parts of our ecosystem. While I don't love the term, as it has undertones of resources to be exploited, I understand that it is a term that is often used.

Resilient water and land that provides sustaining well-being for its inhabitants and dependent people

Everything Earth provides! Underlying geologic and hydrologic processes, the life supporting air, the myriad life forms, and the complicated interactions between all.

Clean water Healthy forests Open Space Conservation Lands

It might be time to move beyond that economics-charged phrase where "resources" means "commodities" to the public. It reeks of resource extraction and exploitation, rather than protection and stewardship.

The traditional sense of natural resources is something that can lead to economic gain from nature; While the economic value of resources is important it misses the idea that keeping something natural is a value in itself, so the natural resource should include a definition of the value of nature - out waterways, forests, wetlands, wildlife, etc. This is a tough one.

The Land, Air, Water and the plants and animals that inhabit those places.

Natural resource is the earth's energy facilitated by Snohomish to create a better future for all.

Natural resources, protected and managed effectively, serve the community in recreation and commerce providing a sustainable experience for all citizens.

resources from the earth or natural processes with limited human modification (mineral, wildlife, water, habitats-i.e. wetlands). I would consider soil quality a natural resource and row crops to be the extraction of that resource.

natural resources, the natural wealth of a country, consisting of land, forests, plants, soil, wildlife, water, minerals etc.

Natural occurring, without the influence of man.

Natural resources are land, air, water, and food. These are all basic essentials of life, so it is critical that we protect them.

Naturally Occurring materials and elements of intrinsic value (view, location, rocks, logs, dirt, plants, water)

People, plants, creatures, and the earth.

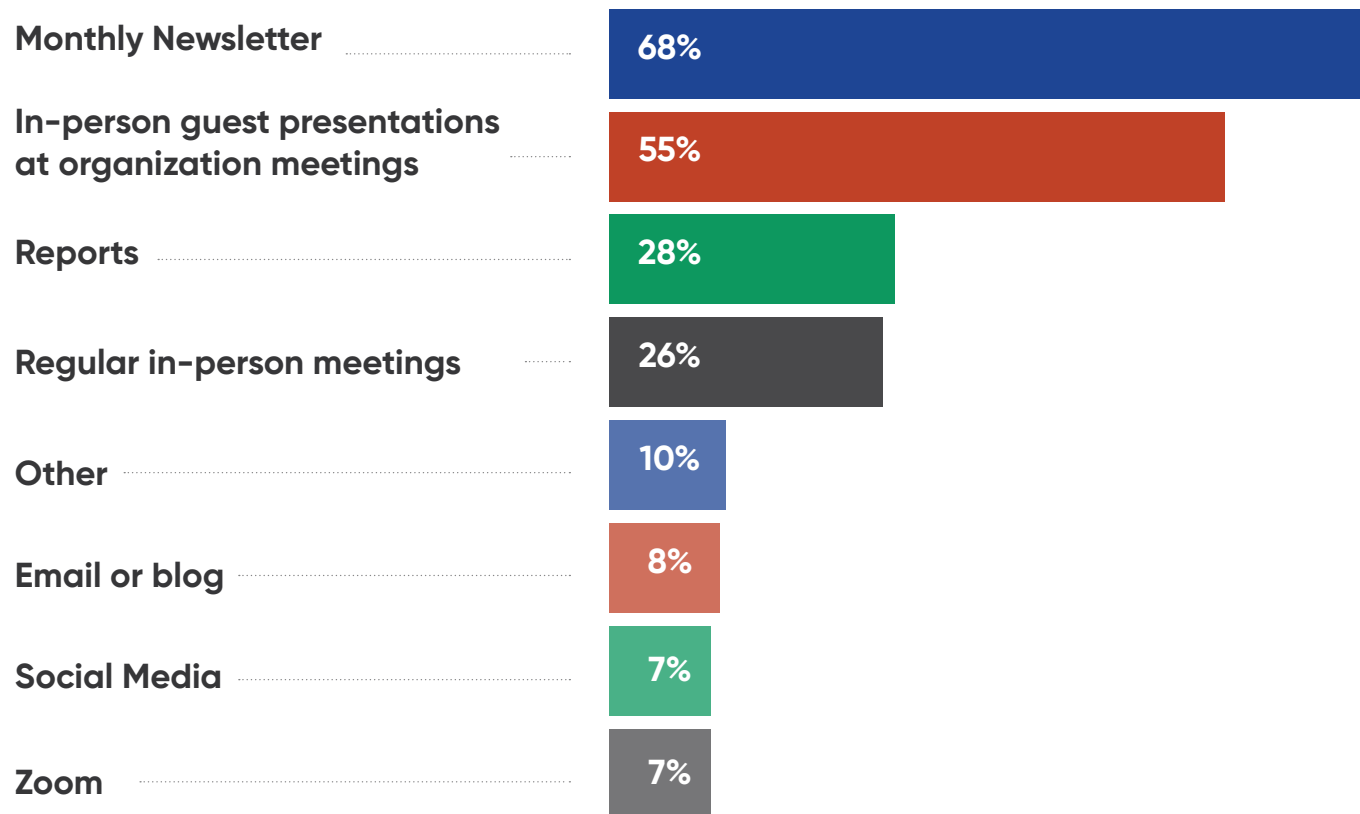
Very broadly. We are all part of "nature" and "natural resources" are equally present in urban and 'pristine' areas.

For me, natural resources includes the air we breathe, plants, animals, water, and soil.

A natural resource is a resource that is self sustaining and produces benefits to nature and people.

External Communication

Stakeholders were asked, "What are the best ways to communicate with you or your organization about what the DCNR is doing or has achieved?"



Other Answers

All of the above

Participation in regional associated public meetings such as Washington State Trail Coalition type of organizations

Training and education

County-run events that cater to mixed-age audiences

SEPA notifications

Allow member organizations to attend and make reports about their impact on the DCNR

No one method will work. Determine by the target population

Podcast

Engagement Methods

Stakeholders were asked, "What methods or ideas do you have about how the DCNR can better engage the community?"

I don't believe many in Edmonds even understand we have a DCNR.

Make diversity, equity, and inclusion central to the Dept's work. Seek out and support opportunities to collaborate with other jurisdictions and community organizations. Encourage transparent decision-making and communicate regularly.

Free classes for families, more park ranger presence
By communicating and listening

Send out a notice about main goals and work of DCNR and how citizens can get involved via mail, when people get their accessor's note.

Having just reviewed the CFS open house, I believe the approach being used in the lower Skykomish to inform, educate, and engage is an excellent example.

Public on site visits to the areas affected

Social media, fair/festivals (booth), educational program/school engagement, public meetings including outlying communities, outreach to environmental organizations.

Active social media accounts. Once pandemic restrictions allow it, public presentations at schools, community centers, community events.
Have evening or weekend meetings at various locations in the County (when

that becomes possible!). Reach out to organizations advocating for conservation and farming, as well as for minority populations (e.g. NAACP, Communities of Color Coalition) and school districts. Place an emphasis on engaging youth.

Listen before talking

Well designed website with stories of projects and programs visually rich, and easy to access.

Hire professional public meeting facilitators who can engage diverse communities.

do more on-line surveys, especially about plans for specific projects before beginning them

When we are able to have all of the former group activities (fairs, etc) just putting out reports will mostly be ignored

At community events, reach out to children as much as adults - that's one thing I typically don't see the County doing. Perhaps host some community open houses about the new department in different neighborhoods (post-Covid), or virtual open-houses. Mailers can also work, but be sure to explain why it matters to the reader. Why should they care about this new department? What's in it for them?

When COVID becomes more manageable, I

feel good old fashioned meetings with communities in their own spaces is the way to go, in parallel with virtual meeting opportunities. Friendly, get to know each other events.

Local media spots

Presentations to local organizations, articles in newspapers, outreach to schools, teacher trainings

A public presence (similar to MGs) in public markets and community events.
1/26/2021

News articles Family day with information booths.

DCNR staff, or any of the organizations that comprise it, report to individual private organization meetings

More cleanup events, community gardens, learning opportunities.

Create an easy to use website that stays current with initiatives, programs and volunteer opportunities.

When possible, organize presentations for different groups. This is an area where the leaders of the Latino and Native American communities would be of enormous help.

create a face for DCNR, physically and personally

Include information opportunities in each city's "newsletter" method and the Everett Herald

A clear statement of goals and plans to meet those goals. An understanding of activities and involvement by a wide variety of interest groups. A clear understanding of everyone's responsibilities to meet natural resource goals

Website and internet communications

Get into the city newsletters

We are rich in ways to keep people informed. If you do it on a regular basis people will come to expect it. Combine using the internet with person to person engagement.

Zoom meetings.

Conduct surveys BEFORE making decisions!!!!!!

Fully fund what it already has. Budget cuts have badly cut into our ability to educate the public and provide badly needed services.

Go to where the people are: the grange, tribal meetings, parks, farmers markets, etc.

Meet people on their farm. They don't have time to stop and go to a meeting. Put on your boots and meet them in the milking

Engagement Methods

Stakeholders were asked, "What methods or ideas do you have about how the DCNR can better engage the community?"

barn. That shows them you value them and their time.

Increased collaboration with WSU Extension

Clear communication of strategy, goals and achievements.

Instagram, community presentations/town halls online, a series of related seminars

seminars and workshops. Education such as the Beach Watcher Training and educating school children to appreciate our natural surroundings.

Education and fun outings/field trips The Beachwatchers program School projects that align with goals Highlight individual natural resources outreach/info

Hire outreach coordinators that represent different ethnicities in the community. Reach out to lower income residents and community partners that serve these communities (SNAP Ed?) to build trust with these diverse audiences. Engage the residents that reside within the ever expanding multifamily properties by working with property managers to gain communication access or through peer-to-peer volunteer recruitment.

Publicity about what WSU Extensions and other resources have to offer. Volunteer, entertainment, and learning opportunities and resources.

Strong leadership. Make sure all staff/ components of DCNR have what they need to engage the community.

reach out to all user groups and like minded organizations to build a coalition

Events, activities that bring people together and make them think.

The focus on engagement should be really listening and incorporating the feedback given through meaningful collaboration.

Surprised I didn't hear about this through the various Tourism groups the county has supported in recent years. Lots of stakeholders there.

Listen! Engage with the community personally. Part of doing a good job is to know who and what you are working for! That can get forgotten sitting behind a desk or in a board room. Get out and be involved with projects, people, politicians, other departments and boards. Be involved just not a 9 to 5 job.

Invite relevant organizations operating within Snohomish County to present their work to the new department, and engage with shared work.

Need a social equity committee that will review policies.

CCC/WPA

Follow up with community and environmental organizations. Take what they say seriously amend codes to allow that to happens apply the budget and put it into action. Once you purchase the property you preserve it by doing nothing. Very little human influence. Maybe pushing a fallen alder off a bustling evergreen if it leans on it wrong. Low impact subtle trail that's about it. All the \$ is put towards conserving more vital critical lands like Picnic Point.

I've always liked the "know your watershed" style web pages; link up with that but keep it relatively simple. Provide links to current reports so those interested, can dive deeper.

Get local businesses involved in promoting hands-on programs that the public can do personally (i.e. rain gardens) or possibly incentives for participation. Lead by example, and present success stories for motivation. Sadly, it takes a lot it seems to get people out and involved.

Work with Communities of Color Coalition, NAACP, Sno-Isle Library, community colleges, schedule Zoom town halls, get the word out to as many community organizations as possible

Broad engagement with ideas and goals. Then small group work with staff to set goals. A lot of work but buy in is important

Don't try to think outside the box, that

only leads to trouble. Stick with things that work.

Find trusted members/representatives of underserved communities and organizations that are centering racial equity, and work with them.

Rather than asking them to come with you, you can go to them. Use technology, Covid has pretty much brought everybody to the screen for interaction. Throw in a field trip once in a while.

I liked how the County Planning Department initiated the virtual town hall on light link rail planning with updates and public comment periods. It is visionary and inclusive.

Connect with and follow the actions of non-profits, cities, special purpose districts and NGOs.

do all of the outreach items listed in #10 above

Solicit feedback from the public within distinct neighborhood areas of Snohomish County on what natural areas they want saved for their children/grandchildren. Use that feedback to target retention of what can be saved for future generations.

Don't throw away that that is not broke. Have each list what they are most proud of, rank them and start with the money flow that is apparent.

Engagement Methods

Stakeholders were asked, "What methods or ideas do you have about how the DCNR can better engage the community?"

Utilize social media platforms	know social media is important to many who are not technologyaverse.	advertising, public meetings, events and information tables at local city events.	what they think at the locations you own and maintain.
Bring people into planning, with a focus on methods supporting effective engagement of historically marginalized communities	Be available for talking to local groups, advertise where speakers will be available.	Continue community outreach through training and education	Reach out to schools to engage students
news reports in the local papers	Reach out to those that make comments and have concerns. It appears you have only reached out to user groups which limits feedback and skews the information in favor of particular user groups.	Short, educational videos that can readily be shared on social media; longer videos including educational series; 'broad brush' video showing how/why DCNR is a symbiotic relationship.	Send press releases out through existing channels and ask them to help you spread the word.
reach out to existing groups . reach out to public thorough the media.		Present webinars to educate about watersheds. Create tree planting plans that get the UGA to 40% canopy and ask for the public's help.	Through the Chambers, non-profits, specific user groups, etc.
Media	Social media. Education. Outings, volunteer work parties and tours.	A periodical publication describing DCNR accomplishments and activities.	Regularly educating the community with Zoom movie nights (in conjunction with the Meaningful Movie Project), discussion on Zoom, educational talks on Zoom. If the content is engaging and spurs discussion, I can see this becoming a regular draw for the community.
Conservation district has done well so maybe along same lines	More local signage or other communications to residents about caring for the water drainage in neighborhoods - keep chemicals, soap, etc on your own property if you use it	I think with the groups I work with SnoCo does a pretty good job with engagement	increase communication before, during and after projects
Carrot and stick. Education at public events, technical and financial assistance for willing parties, and regulation enforcement for unwilling parties.	Strenuous outreach to organized community group speakers,, public meetings/hearings. Transparency	Advisory Committees and focus groups	
Partner with community organizations. Hold events. Have a presence on social media.	Figure out some way to gather public input that does not require attendance at meetings, which is an exceedingly limited was to "reach out."	Through schools and curriculum, through utilities, hold classes that get people engaged (Rain barrel making, foraging, gardening, the science of soil).	
Perhaps a weekly note in local newspaper or radio or tv	Communicating clearly and continuously the importance of conserving natural resources and learning to live within the constrains imposed by maintaining our natural resources especially the air we breath and climate change.	Public events, volunteer opportunities, 'bringing students into the environment', tree-planting and habitat restoration volunteering opportunities	
I think my first target would be an agreed connection between the DCNR and the USFS, and then between both of those and the private sector organizations that have a vested interest in public access/use of our regional outdoors.		Greater emphasis on public outreach, education, and volunteer opportunities	
This is a good start. I get a lot of my community information from the Herald and from organizations I belong to, but	Public education campaigns through	When we can meet again - go to the parks and invite people to dialog and tell you	

