

## Commissioner of Public Lands

The **Commissioner of Public Lands** is the elected head of the Washington State Department of Natural Resources (DNR), one of the largest natural resource agencies in the nation. The Board of Natural Resources, chaired by the Commissioner of Public Lands, establishes policy for the department.

The department has four primary roles: land manager, regulator, firefighter, and conservator.

- **Land Manager**  
The department, led by the Lands Commissioner, manages about 5 million acres of public lands. DNR manages about 2 million acres of forest lands and 1 million acres of agricultural and grazing lands as well as urban properties, generating income to support school construction, colleges, counties, state institutions and other beneficiaries. DNR manages nearly 2 million acres of state-owned aquatic lands tidelands, harbors and the beds of navigable waterways to benefit the people of Washington.
- **Regulator**  
DNR oversees dozens of resource-based businesses at the foundation of Washington's economy. The department enforces laws regulating logging practices, reforestation requirements, petroleum and natural gas exploration and surface mine reclamation.
- **Firefighter**  
The department's wildlife protection and suppression programs cover about 12 million acres of state and private forest land. Fighting fire is a priority that spans every level of DNR's seven regions and 13 divisions.
- **Conservator**  
DNR has taken a lead role in preserving Washington's natural heritage. A rapidly growing system of Natural Area Preserves and Natural Resources Conservation Areas protects sites of outstanding beauty and environmental significance. DNR's responsibilities are linked by a guiding commitment to be good stewards of Washington's natural resources.

**STATE OF WASHINGTON  
DEPARTMENT OF NATURAL RESOURCES  
POSITION DESCRIPTION FORM  
Exempt Positions**

**INSTRUCTIONS:** This form is to be completed by the supervisor of the position when filling new or vacant positions. For filled positions the supervisor shall complete this form with input from the incumbent.

<b>CHECK THE BOX(S) THAT APPLY:</b>	<input type="checkbox"/> New Position	<input checked="" type="checkbox"/> Update	<input type="checkbox"/> Significant Changes To Duties since Last Updated
<b>CURRENT CLASS TITLE: Commissioner of Public Lands</b>		<b>PROPOSED CLASS TITLE:</b>	
<b>WORKING TITLE: Commissioner of Public Lands</b>		<b>SALARY BAND (EMS): EMS</b>	<b>POSITION NUMBER: 0007</b>
<b>INCUMBENT'S NAME (if filled position): Hilary Franz</b>			
<b>PERSONNEL AREA – DNR REGION/DIVISION: EXECUTIVE MANAGEMENT</b>			
<b>DUTY STATION ADDRESS: 1111 Washington St SE, Olympia, WA 98501</b>			
<b>PERSONNEL SUBAREA – BARGAINING UNIT: <input checked="" type="checkbox"/> NON-REPRESENTED <input type="checkbox"/> OTHER:</b>			
<b>POSITION STATUS INFORMATION:</b>			
<input checked="" type="checkbox"/> Full-time	<input type="checkbox"/> Part-time	<input type="checkbox"/> Works seasonally (Season:      to      )	
Hours Worked Per Week 40	<input checked="" type="checkbox"/> Paid Monthly	<input type="checkbox"/> Paid Hourly	
<b>FOR HR CONTACT / DESIGNEE USE ONLY:</b>			
Organization Code:	<input type="checkbox"/> Change In Organization Code		
Position Retirement Eligible: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Salary Distribution By: <input type="checkbox"/> DPR <input checked="" type="checkbox"/> D20		
County Code Where Position is Located: 34	Position Description Checked for Completeness Contact/Designee Initials:		
<b>FOR HUMAN RESOURCE DIVISION USE ONLY:</b>			
Class Title: Exempt (see working title)		Class Code: EX007	Effective Date:
Salary Band:	Evaluation Points:	Management Code (P/M/C):	
Market Segment (e.g., HR, IT):	Exempt Citation (RCW) and Heading:		
FLSA Designation: <input checked="" type="checkbox"/> O/T Exempt <input type="checkbox"/> O/T Eligible		Worker's Compensation Code: <input type="checkbox"/> 0102 <input checked="" type="checkbox"/> 0482 <input type="checkbox"/> 0160 <input type="checkbox"/> 0301	
Reviewer signature: <i>Lissa Kelsey</i>			Date 10/16/2020

## ORGANIZATIONAL STRUCTURE

Summarize (one or two sentences) the functions of the position's division/unit and how this position fits into the agency structure (**attach an organization chart**).

The Commissioner of Public Lands ("Commissioner") position is established and defined as an elective office by Article III, Section 23 of the Washington State Constitution. RCW 43.12.010 states, "The Commissioner of Public Lands shall exercise such powers and perform such duties as are prescribed by law." The Commissioner is elected to a four-year term of office. The duties of the position are outlined in RCW 43.12 and RCW 43.30. As the chief of the state's largest natural resource agency, the Commissioner leads the Department of Natural Resources with over 1,600 permanent employees and over 650 additional staff hired during fire season. DNR employees work out of headquarters in Olympia and six region offices in Sedro Woolley, Enumclaw, Forks, Castle Rock, Ellensburg and Colville.

## POSITION OBJECTIVE

Describe the position's main purpose, include what the position is required to accomplish and major outcomes produced. Summarize the scope of impact, responsibilities, and how the position supports/contributes to the mission of the organization.

The Commissioner leads the Washington State Department of Natural Resources ("DNR"), one of the largest state natural resource agencies in the United States.

DNR is the state agency responsible for managing almost six million acres of state-owned public land; protecting 12.7 million acres of non-federal land from wildfires; administering the state Forest Practices rules which guides logging, road construction, and other work on state and privately owned forestlands; monitoring cleanup and restoration efforts from mining operations; assisting communities by providing scientific information about earthquakes, landslides, community resilience, and ecologically sensitive areas. Overseeing millions of acres of forests, tidelands and range in every corner of the state, the Commissioner generates revenue for schools and communities, keeps people safe, protects natural resources, and guides the state's forestry, in addition to other responsibilities outlined in the state constitution and by law. The overall purpose of the position is to lead DNR's mission to enhance public safety, environmental protection and a vibrant natural-resource based economy, while providing revenue and other benefits for the people of Washington.

## DECISION MAKING AND POLICY IMPACT

Explain the position's policy impact (applying, developing or determining how the agency will implement).

The decisions and actions of the Commissioner are of great interest to the trust beneficiaries and to the citizens of the State who enjoy the use of public lands/aquatics that are managed and protected by DNR.

As the Chair of the Board of Natural Resources, the Commissioner assists in the establishment of policy governing the activities of the Department in how state lands and resources are managed. The Commissioner as part of the Board of Natural Resources, has several responsibilities including approving trust land timber sales; approving the sale, exchange, or purchase of trust lands; and establishing sustainable timber harvest levels for forested trust lands. As Chair of the Forest Practices Board, the Commissioner helps facilitate and administer the rules for activities within Washington State forests including logging, road construction, brush control, and other works to protect public safety and resources.

Explain the major decision-making responsibilities this position has full authority to make.

The Commissioner makes sound decisions in the public interest on issues having far-reaching consequences, long-term impacts, and potentially strong public reaction, by weighing constitutional and statutory requirements, legal constraints and regulations, science, and public demand. The Commissioner uses analytical and problem-solving skills to balance multiple, sometimes-competing natural resource management objectives.

Identify those actions this position takes to their manager for a decision.

The Commissioner works with the Board of Natural Resources and the Forest Practices Board in administering the Department of Natural Resources, and must work collaboratively with state and federal agencies, Washington tribes,

and diverse interest groups (e.g., environmental groups, businesses, private landowners) to determine what the issues are, consider all sides of those issues, contemplate possible solutions, and evaluate the environmental, social, and fiscal impacts of those options.

### FINANCIAL DIMENSIONS

Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources managed by the position and what type of influence/impact it has over those sources.

Budget controlled:

The Commissioner controls DNR's \$1.04 billion biennial budget: \$878 million operating and \$166 million capital.

Other financial influences/impacts:

The Commissioner manages trust assets to produce revenue from the harvesting of timber and forest products, leasing agricultural and grazing lands, commercial and mineral leases, and other activities. Additional revenue is produced by selling geoducks and leasing aquatic lands for marinas, ports, and other uses. In FY 2021 (the last fiscal year for which complete data are available), \$246 million was earned through trust asset management; in FY 2022, \$30 million was earned through geoduck sales and aquatics leasing.

### SUPERVISORY RELATIONSHIPS

<b>IMMEDIATE SUPERVISOR'S NAME:</b>	<b>TITLE:</b>	<b>POSITION NUMBER:</b>
-------------------------------------	---------------	-------------------------

Supervisory position?     Yes                       No

If yes, list total full time equivalents (FTEs) managed and highest position title.

1975 FTEs (2021-2023 Biennium). The highest position titles are Chief Operating Officer and Chief of Staff.

### ESSENTIAL FUNCTIONS

List the essential functions of the position in decreasing order of importance by percentage of time spent on each. Functions listed in this section should fall into one or more of the following categories:

- A. Job tasks that are fundamental, not marginal, and are the primary reason(s) for which the job was established. These tasks cannot normally be transferred to another position without disruption in the flow or process of work.
- B. Any task(s) that is so critical that it cannot be eliminated from the description of the job without significantly changing the position's role and contribution to the organization.
- C. Any task(s), regardless of the frequency of performance, which cannot be assumed by another employee, whether of the same or different position, either due to undue hardship to the employer or unavailability of alternate incumbent, yet still must be accomplished.
- D. Any task(s), which if eliminated would so significantly impact the description of the position that it would require a change in classification and/or salary range.

<b>Percentage*</b>	<b>Essential Functions</b>
<input type="checkbox"/> By month <input checked="" type="checkbox"/> By year <input type="checkbox"/> Other:	

100%

**Administrator**

- Provides strategic leadership for DNR.
- Guards the safety and wellbeing of DNR's more than 2,000 employees.
- Controls a \$1 billion biennial budget.
- Emphasizes and incorporates into DNR's structure and function principles of equity, diversity, and inclusion.
- Emphasizes and incorporates into DNR's mission accomplishment and program delivery principles of equity and environmental justice.
- Promotes excellent internal and external communications.
- Upholds DNR's responsibilities to trust beneficiaries, Washington residents, and the legislature.

**Land Manager**

- Manages approximately 3 million acres of state trust lands to provide non-tax revenue for designated public beneficiaries such as the state's K-12 schools, as well as other benefits such as fish and wildlife habitat, clean water, and carbon sequestration. Revenue-producing activities include sustainable management and harvest of timber and forest products, leasing of agricultural lands, mineral leases, and leasing of communication sites and commercial properties.
- Manages approximately 2.6 million acres of aquatic lands, which includes shorelines, tidelands, lands under Puget Sound, and navigable lakes and rivers. These lands are managed on behalf of the general public to protect fish and wildlife, recover the health of Puget Sound, and provide commerce, navigation, and public access.

**Chief Wildland Firefighter**

- Leads DNR as the state's largest wildland fire management organization, responsible for preventing and fighting wildland fires on 12.7 million acres of private and state forestlands. As Chief, the Commissioner works with other state, federal, and local organizations to improve forest and community resilience, prevent wildland fires from starting, and respond to wildland fires when they occur. DNR supports local fire districts with fire protection and helps them acquire needed equipment.

**State Forester**

- Directs the work of the State Forester and facilitates community wildfire preparedness resources and funding, as well as Washington's state-wide community forestry programs. Works with industry, communities, and small forest landowners to maintain working forests through community forest programs, conservation easements, and forest health activities.
- Oversees adaptation of forest management strategies to adjust to challenges from the state's changing climate and works with industry to explore opportunities such as energy generation from woody debris.

**Regulator**

- Chairs the Forest Practices Board which sets rules for where and how timber is harvested and roads are built on state and private forestlands. Priorities include safeguarding public safety, water quality and habitat for fish and wildlife while supporting an economically viable timber industry.
- On state and private lands regulates surface mine reclamation and oil and gas operations to ensure there is no environmental damage and that mined areas are properly restored when mining is complete.

	<p><b>Oversees the following:</b></p> <ul style="list-style-type: none"> <li>▪ The Washington State Geologist and Washington Geological Survey which produces maps and data used by researchers, geologists, civil engineers and planners to inform industry, community development and public safety.</li> <li>▪ Washington's Natural Areas Program, which safeguards the finest remaining examples of native ecosystems in state ownership</li> <li>▪ Development of renewable energy resources on state lands, addressing the challenges of climate change, and creating renewable energy jobs. This includes: <ul style="list-style-type: none"> <li>○ Reducing the department's greenhouse gas emissions to meet legislatively directed goals.</li> <li>○ Developing an ecologically sustainable renewable energy program for state lands incorporating diverse renewable energy sources such as wind, solar, biomass, wave/tidal, geothermal, and others as they emerge.</li> <li>○ Incorporating adaptation to climate change in all affected programs and activities.</li> <li>○ Providing leadership for Washington's forest sector participation in climate change and bioenergy programs.</li> <li>○ Evaluating opportunities to generate revenues through selling credits for carbon storage in trees on state lands.</li> </ul> </li> </ul> <p><b>Facilitates:</b></p> <ul style="list-style-type: none"> <li>▪ The Board of Natural Resources, which sets policy for the management of state trust lands, approves major commodity sales, and makes decisions regarding transactions of state lands managed by DNR. The Board also establishes sustainable harvest levels for forested trust lands for major beneficiaries of state trust lands.</li> <li>▪ Maintain relationships with multiple constituencies such as: <ul style="list-style-type: none"> <li>○ State legislators and members of Congress</li> <li>○ Washington tribes</li> <li>○ Local government elected officials</li> <li>○ Federal agencies</li> <li>○ Neighboring state and provincial natural resource agencies</li> <li>○ Environmental and citizen groups</li> <li>○ Businesses and their associations</li> </ul> </li> </ul>
--	--

**OTHER JOB DUTIES**

List other duties which meet any of the following criteria:

- E. Any task(s) that is important to the organization, but less critical, and is more easily reassigned or moved out.
- F. Any task(s) that may be performed by another employee in the same or different position through job restructuring.
- G. Any task(s) that may be reassigned to another position without significantly impacting the classification and/or salary of the position.

If you are going to use the phrase "Other duties as assigned" (and this phrase is recommended), it must go in this section. It must also have a percentage assigned.

<p><b>Percentage*</b></p> <p><input type="checkbox"/> By month</p> <p><input type="checkbox"/> By year</p> <p><input type="checkbox"/> Other:</p>	<p><b>Other Job Duties</b></p>
---	--------------------------------

**Other duties as required**

This is an exempt position and will not have other duties as required. All is captured above.

**(NOTE: Essential functions and other job duties together must total 100%)**

**QUALIFICATIONS**

**Required Education, Experience, and Competencies**

**Key Knowledge and Skills**

Describe the key knowledge and skills, and the required skill level needed by the employee to perform the essential functions described above. *(Note: The required skill level describes how much independence the employee is expected to demonstrate, and the **typical** education and experience necessary to work at that level.)*

- Ability to provide strategic leadership for a large organization.
- A strong commitment to ethical leadership and the goals of equity, diversity, inclusion, and environmental justice.
- Ability to recruit, inspire, and guide outstanding subordinates.
- Knowledge of organizational management principles and practices.
- Knowledge of continuous improvement and change management processes and practices.
- Knowledge of principles and practices of natural resource management.
- Knowledge of Washington State’s legislative and judicial processes.
- Knowledge of wildland fire prevention and suppression practices, and the Incident Command System (ICS)
- Familiarity with Washington’s Forest Practices Act and Rules.
- Familiarity with the Revised Code of Washington (RCW) and the Washington Administrative Code (WAC) as these apply to the Department of Natural Resources.
- Ability to work collaboratively with other elected officials, tribal leaders, and leaders of private sector and non-profit organizations to solve tough problems.
- Ability to persuasively advocate for DNR’s interests in a wide range of forums and to secure from the legislature and other sources resources and authorities needed to accomplish DNR’s mission.
- Excellent communication skills.

**Key Behavioral Competencies**

All employees of the DNR are required to consistently demonstrate the following core competencies. Key behaviors for the DNR Core Competencies are described on the last page of this form.

- Personal Accountability
- Value Others
- Compassionate Communication
- Inspire Others
- Commitment to Excellence

Describe any additional position-specific key behaviors required to perform the essential functions described above:

**Preferred/Desired Education, Training and/or Competencies**

Additional qualifications or characteristics that may enhance the effectiveness in performing the job, but that are not required.

- The Commissioner typically holds a Bachelor’s degree or higher from an accredited institution.

**SPECIAL REQUIREMENTS AND/OR CONDITIONS OF EMPLOYMENT**

**Driving Requirements:** (Check only one of the following boxes)

- This position requires driving as an essential function. Employees who drive for state business, whether in a state or privately-owned vehicle, are required to possess a valid license as defined in policy PO02-006 and abide by all other driver responsibility requirements.
- Employees who drive for state business, whether in a state or privately-owned vehicle, are required to possess a valid license as defined in policy PO02-006 and abide by all other driver responsibility requirements.

**Additional required licensing, certification, and/or other conditions of employment:**

**WORKING CONDITIONS**

**Work Setting:**

Work is primarily in office and meeting settings, with frequent use of online meetings such as Teams and Zoom. Frequent travel required.

**Schedule Variations:**

Exempt.

**Travel Requirements:**

Often needs to travel throughout the state, and occasionally nationally or internationally.

**Equipment Used:**

Cell phone, personal computer, passenger and light utility vehicles.

**Hazardous Materials:**

None routinely encountered.

**Customers:**

Washington residents, DNR employees.

**The job duties as defined are an accurate reflection of the work to be performed by this position.**

**Signatures**

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Head or Appointing Authority

\_\_\_\_\_  
Date

**As the incumbent in this position, I have received a copy of this position description.**

  
\_\_\_\_\_  
Employee's Signature

August 8, 2022  
\_\_\_\_\_  
Date

HRD rev 12/17/2018





## **Core Competencies**

### ***Personal Accountability***

Take risks; Own your thoughts, feelings and actions; Accept and incorporate feedback; Ask for help when you need it; Act with honesty and integrity; Do what you say you are going to do; Demonstrate ethical behavior; Be self-aware and manage your own reactivity; Accept and facilitate change

### ***Value Others***

Put people first; Practice compassion and assume best intentions; Support safety and well-being; Make the time to connect; Treat others with respect; Embrace diversity, equity and inclusion; Build and maintain relationships; Be approachable; Be willing to collaborate and consider all ideas and perspectives; Be an ally

### ***Compassionate Communication***

Practice active listening through reflection, validation and empathy; Build trust through transparency, consistency, and communicating the “why” in a timely manner; Share your thoughts and ideas in a respectful way; Take the time to ensure understanding

### ***Inspire Others***

Recognize, discover and foster individual growth and potential; Encourage diversity of thought and perspective; Use your sphere of influence for positive progress; Coach, mentor and encourage initiative; Give feedback and recognition

### ***Commitment to Excellence***

Be creative in problem-solving; Embrace your role as a public servant; Model agency core values; Exhibit innovation and dedication; Be intentional and deliberate in your actions; Be open to being coached and mentored; Grow from your failures; Do your best work

