



Diana Dupuis  
Director

STATE OF WASHINGTON

## WASHINGTON STATE PARKS AND RECREATION COMMISSION

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January 26, 2023

### **Item E-2: 2023 Director's Performance Agreement and 2022 Performance Evaluation- Requested Action**

**EXECUTIVE SUMMARY:** This item asks the Washington State Parks and Recreation Commission to adopt the 2023 Director's Performance Agreement which includes the 2023 Commission Priorities. It also asks the Commission to document their conclusion that the Director performed satisfactorily in 2022, and that a meaningful evaluation process was used to reach this conclusion. This item advances the Commission's strategic goal: "Adopt a business approach to park system administration."

**SIGNIFICANT BACKGROUND INFORMATION:** The Commission has historically created Director's Performance Agreements on an annual basis. These agreements have contained a combination of goals and tasks that relate specifically to actions the Director performed as well as agency actions that the Director was to accomplish through staff and other agency resources.

The proposed 2023 Performance Agreement (Appendix 1) includes expectations regarding Executive Performance for the Director. It also includes the Commission Identified Priorities for 2023 (Appendix 2).

The term for the 2023 agreement is from February 1, 2023, to December 31, 2023.

**2022 COMMISSION CHAIR RECOMMENDATION:** The Chair recommends the Commission record their satisfaction with the Director's 2022 performance and that a meaningful evaluation process was used.

**2023 COMMISSION CHAIR RECOMMENDATION:** The Chair recommends the Commission approve the 2023 Director's Performance Agreement and 2023 Commission Priorities.

#### **SUPPORTING INFORMATION:**

Appendix 1: 2023 Director's Performance Agreement

Appendix 2: 2023 Commission Priorities

**REQUESTED ACTION FROM COMMISSION:**

That the Washington State Parks and Recreation Commission:

1. Record their satisfaction with the Director’s 2022 performance, and that a meaningful evaluation process was used.
2. Adopt the 2023 Director’s Performance Agreement as presented in Appendix 1.
3. Adopt the 2023 Commission Prioriteis as presented in Appendix 2.

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**Reviewer(s):**

**Jessica Logan, SEPA REVIEW:** Following review, staff has determined that the action proposed for the Commission by staff is exempt from the State Environmental Policy Act (SEPA) pursuant to WAC 197-11-800(14)(g).

**Van Church, Fiscal Impact Statement:** This performance agreement is a plan; therefore, there is no fiscal impact that results from the plan itself. New costs, cost savings, or changes in revenue may be associated with the implementation of an individual activity; and if appropriate, be determined at that time. Otherwise, these cost and revenue changes will be a part of normal operations.

**Andy Woo, Assistant Attorney General:** 1/5/2023

**Approved for Transmittal to Commission**



**Mark Brown, 2022 Chair**



**Ken Bounds, 2023 Chair**

## APPENDIX 1

### Washington State Parks and Recreation Commission and Diana Dupuis, Director

#### 2023 Performance Agreement February 1, 2023, to December 31, 2023

In order to ensure accountability and alignment in purpose with the administration of the Washington State Parks and Recreation Commission, the Commission and the Director enter into this agreement to establish performance expectations. This agreement provides focus to the Director's personal efforts within the full range of the responsibility for leadership and management of the Agency.

The Commission fully supports the Agency's 2021-2031 Strategic Plan; this agreement is an extension of the agency's management framework and a tool to help managers understand the Director's expectations for excellent performance. The Director's Agreement focuses on 1) Expectations for Executive Performance, 2) the Commission identified priorities for 2023 (attached), and 3) effective operations of the Agency. Together these form the framework for aligning the activities of the agency with the interests of the public in an effective, professional manner.

The Washington State Parks Commission and agency Director, Diana Dupuis, endorse the purposes of this agreement which are to affect agency accountability and to provide an objective approach to improving agency performance while working together in a manner that respects their unique roles and responsibilities. The Executive Performance Elements will be the primary tool used by commissioners to evaluate the Director's key competencies. Additional materials and or methods may be used by the Commission in this evaluation process.

The Commission and the Director affirm that this agreement does not create an employment contract, nor does it alter in any way the Director's status as an exempt employee pursuant to RCW 41.06.070(1)(f).

#### **Executive Performance**

**Overall Conduct:** The Director must assure that no organizational practices, activities, decisions, or circumstances are allowed that are unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

**Ability to work collaboratively with the Commission:** The Director must maintain a collaborative working relationship with the Commission. The Director is expected to provide sufficient support to the Commission so the Commission can successfully fulfill its role in providing policy leadership for the Agency.

**Ability to work collaboratively with important external stakeholders and acting as the face of the agency in public settings:** The Director must maintain ongoing and effective communications and collaborative working relationships with leadership in the State Park Foundation, NGOs, legislature, the Governor’s office, and the public.

**Performance and Accountability:** The Director must keep the workforce motivated to pursue excellence. The Director is expected to set high standards for performance and foster a climate in which all employees strive to meet those standards. The Director is also expected to see that supervisors provide regular positive reinforcement to recognize excellence. The Director must demonstrate expertise in management techniques that effectively hold employees accountable.

**Problem solving skills to resolve longstanding problems:** The Director should make progress in resolving longstanding problems. The Director is expected to be energetic and creative in looking for innovative means to address priority issues and conflicts among constituent groups. The Director must actively seek out new ideas and methods that may be brought to bear to advance the Agency’s mission.

**Strategic and Visionary Leadership:** The Director must demonstrate strategic and visionary leadership, while supporting and embracing the state parks mission, vision, and core values. The Director is expected to assess and decide the best way to achieve substantial cost savings, while preserving critical functions and increasing agency efficiency. The Director must lay the foundation for a stronger and more effective and respected agency, by directing the strategic elimination of lower priority activities and the consolidation of effort and energy in higher priority programs. The Commission charges the Director with continuing to build toward a healthy and sustainable park system.

**Work ethics:** The Director must act as a role model for staff. The Director is expected to be personally accountable for the accomplishments and shortcomings of the agency. The Director is expected to assume direct responsibility for all aspects of agency leadership.

**Signed and approved this 26th day of January 2023.**

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**Ken Bounds, Chair, Washington State Parks and Recreation Commission**

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**Diana Dupuis, Director, Washington State Parks and Recreation Commission**

## **APPENDIX 2**

### **2023 Commission Priorities**

***Commission Statement: continue to operate and maintain accessible, vibrant, and well cared for State Parks consistent with our adopted Mission and Strategic Plan.***

1. Develop formal working relationships and protocols with Native American tribal governments.
  - a. Build relationships, share information, and address issues of importance to tribal governments related to park management, construction projects, interpretive projects, and cultural and natural resource protection under State Parks' jurisdiction.
2. Complete the revision and update to the Commission web site.
  - a. Improve web site ease of use, its accessibility to diverse populations and its messaging to connect all Washingtonians to their state parks.
3. Expand opportunities for everyone to experience the outdoors with intentional focus on youth from underserved, low income, and diverse communities.
  - a. Develop an agency community engagement model that supports staff to build long term sustainable partnerships with historically underrepresented and marginalized communities.
  - b. Work items could include: demographic mapping to help guide where to target outreach; evaluate NCLI applications more favorably that serve targeted populations; partner with local school districts, park departments and human service agencies to develop programs.
4. Advocate for consistent and meaningful funding and support for interpretation, including the development and delivery of interpretive experiences that are relevant to more diverse audiences and inspire memorable connections between the stories we share and resources in our care.

5. Continue efforts, actions and commitment that integrate DEI practices in each organizational division and at all staff and management levels within the Agency.
  - a. Conduct baseline Equity Impact Review to identify greatest need and opportunity for impact regarding equity for each division.
  - b. Use the data from EIR to inform an agency-wide DEI strategic action plan.
  - c. DEI team works with each division to advise and provide equity frameworks to inform division process and policies.
  - d. Increase the diversity of staff to better reflect the diverse communities of WA. Utilize HR data to identify gaps and disparities in our recruitment, hiring, and onboarding processes. Develop specific efforts focused on retention for employees with marginalized identities.
  
6. Expand overnight accommodations on public lands to keep up with increasing demand.
  - a. Initiate an assessment aimed at identifying specific locations for adding overnight opportunities to our existing parks system.
  - b. Assess opportunities to expand overnight accommodations on properties owned or managed by PUDs, Tribes, or other resource agencies.
  
7. Improve the Agency's ability to deliver projects on time and within budget.
  - a. Thoroughly assess and implement improvements to capital project delivery systems, planning projects, and linear trail work in order to reduce project completion times, enhance internal agency collaboration and maximize timely use of capital and operating budget allocations.
  - b. Reduce the number of projects, and the amount of funds requested in the Agency's re-appropriations.
  - c. Develop a 'dashboard' to track project progress that is accessible to the public.
  - d. Develop critical path schedules for the following major new potential park development sites: Nisqually, Miller Peninsula, Westport Light, Blake Island and Lake Sammamish state parks.
  
8. Continue intentional efforts to align agency staff to the mission, strategic plan, and Commission priorities.
  - a. Regularly communicate directly with staff Agency decisions, initiatives, and activities.
  - b. Provide opportunities for employee development/training that enhances employee understanding of Commission mission and strategies and develops necessary skills and knowledge for advancement within the Agency.

9. Prioritize and accelerate efforts to address surface deficiencies along all major State Park trails including PCT, Klickitat, Willapa Hills and Centennial trails.
  - a. Develop surface standards and make strategic trail improvements that enhance rural economic development and/or user satisfaction
  
10. Implement greenhouse gas reduction strategies/projects and make substantive progress implementing the agency's climate change adaptive plan.
  - a. Initiate fleet electrification and energy efficiency strategies aimed to reduce greenhouse gas emissions by 3% annually.
  - b. Advance implementation of priority climate adaptation plan actions, including development of climate policy options, completion of sea level rise action plan, and incorporation of climate adaptation goals in the scoping and design of capital development and maintenance projects.