

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

**2024 Performance Agreement  
February 1, 2024, to December 31, 2024**

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 2024 (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 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).

**Signed and approved this 25th day of January 2024.**

*Sophia M. Danenberg*

**Sophia Danenberg, Chair, Washington State Parks and Recreation Commission**

*Diana Dupuis*

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

## **Executive Performance**

### **Ability to work collaboratively with the Commission**

**Mandatory Performance Requirement:** Maintains a collaborative working relationship with the Commission. Provides sufficient support to the Commission so the Commission can successfully fulfill its role in providing policy leadership for the Agency.

### **Leading Change**

**Mandatory Performance Requirement:** Develops and implements an organizational vision consistent with the Agency's Strategic Plan that integrates key organizational and program goals, values and priorities. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

### **Leading People**

**Mandatory Performance Requirement:** Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters staff development in order to achieve their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

### **Professional Acumen**

**Mandatory Performance Requirement:** Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission and Commission priorities. Uses technology to enhance processes and decision making. Executes the operating and capital budgets; prepares budget requests with justifications; and manages resources. The Director must ensure 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. The Commission charges the Director with continuing to build toward a healthy and sustainable park system.

## **Building Coalitions**

**Mandatory Performance Requirement:** Maintains ongoing and effective communication and collaborative working relationships with the Governor’s Office, the Legislature, Tribal Leaders, the public and leadership in the State Park Foundation, Friends Groups, and other NGOs.

Solicits and considers feedback from internal and external stakeholders or customers.

Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

## **Results Driven**

This critical element includes specific performance requirements expected of the executive during the appraisal period, focusing on measurable results and outcomes clearly aligned to organizational goals and objectives and the following **2024 Commission priorities:**

- 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.
    - Complete initial meetings with all 29 federally recognized tribes.
    - Develop an Adaptive Tribal Outreach Guidance Document in collaboration with agency staff and affected Tribal Nations.
    - Initiate batch consultation letters to improve efficiency and effectiveness of communication with Tribes regarding park projects.
  
- 2. 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.
    - The DEI Team will work with park staff and community organizations such as Outdoor Asian, Team Naturaleza, Yakima Valley Farmworkers Clinic, Wenatchee CAFÉ, and Department of Services for the Blind to provide outreach events including snowshoe hikes, camping and fishing clinics, and paddle sport clinics. These opportunities will be focused on youth and members from culturally diverse and low income 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.

- Initiate the Everyone Outdoors Program pilot. The Everyone Outdoors Program provides free annual Discover Passes to groups and organizations who serve and/or represent communities who face barriers to participation in the outdoors. This program was developed in consultation with the State Parks' and DNR's Pro-Equity Anti-Racist (PEAR) Team, and WSP, DNR and WDFW DEI and environmental justice teams, along with agency leaders and community partners.
- Support the Washington Trails Association (WTA)'s Emerging Leaders Program which offers career paths for early professionals of color and builds stronger connections between WTA, state parks and local communities. We will provide 3-5 State Parks Professional Development Days for individuals in the program.
- The DEI Team submitted a joint proposal with WTA and will present at the National Outdoor Recreation Conference in May 2024. We will be doing a 45-minute presentation on *Career Pathways & Partnerships for BIPOC Early Professionals*.
- Investigate Department of Health demographic mapping metrics designed for Climate Commitment Act funding requests and determine usability for State Park programs.

**3. 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.**

- By April 2024, complete the Interpretation Program's Strategic Plan which will focus and guide the development and implementation of both personal (programming) and non-personal (exhibits, signing, brochures) interpretation.
- Develop and submit a FY 25-27 legislative decision package to address staffing needs of the interpretive program, including capacity for the Folk & Traditional Arts Program, Interpretive Exhibits Program, and positions within parks and regions.
- Expand training, professional development & support for field interpreters and staff who engage in interpretation in parks. Anticipated training offerings this year include additional Stewardship Certification Program training, additional Certified Interpretive Guide training, and other trainings that bolster understanding and sensitivity when planning and delivering interpretive experiences for diverse audiences.
- Work with IT to finalize selection of augmented reality software and begin utilization of this technology within parks. This technology allows interpretation to reach a wider audience of varying needs and interests.

**4. 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 the 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.
  - RE: a and b – The agency PEAR Team will meet with agency departments in 2024 to better understand Equity Impact Review topics and projects around department centric business lines. Meetings scheduled include the Volunteer Program, HR Recruitment, Interpretation, Discount Pass Programs, Partnership programs, and the Reservations Program. This is a part of the baseline EIR.
  - By the end of 2024, work will begin on the agency-wide DEI strategic action plan - informed by information gathered during the department meetings scheduled throughout the year.
- c. DEI team works with each division to advise and provide equity frameworks to inform division process and policies.
  - Complete 12 more Unpacking DEI Roadshow trainings throughout the agency.
  - Complete 5 DEI Learning Sessions for the Executive Leadership Team. These sessions will be aimed at furthering DEI practices and skills for all executive staff, incorporating PEAR Team observations into decision making, and completing the agency-wide DEI Strategic plan.
- 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.
  - Continued efforts with the agency Employee Resource Groups (BIPOC Affinity Group, LGBTQ+ Affinity Group, DEI Mailing list) and statewide Business Resource Groups (BUILD, LLN, VERG, DIN, WIN, RAIN, HAPPEN) that tie in with agency employee satisfaction and retention for people with marginalized identities.
  - Track diversity data trends to determine how many diverse candidates apply vs how many diverse candidates we hire, and understand where and why they fall out of the evaluation process.
  - Partner with DEI and the PEAR team to have them evaluate our recruitment strategies and provide input into how we can broaden our outreach to diverse candidates.
  - Ensure our recruitment announcements have gender neutral language and are accessible to diverse audiences.

- Evaluate the job requirements of our positions to ensure the requirements reflect the knowledge, skills, and experience to be successful in the job but not screen candidates out based on potential impacts of institutional racism.
- Partner with the DEI Director and DEI Manager to determine strategies we can implement to create career pathways that are inclusive to individuals of all backgrounds.
- Ensure all hiring managers take *Mitigating Implicit Bias in the Hiring Process* training prior to initiating a hiring process.
- Share Parks-specific demographic data with hiring managers to create awareness of workforce gaps.
- Encourage and educate hiring managers on the importance of diversifying interview panels.

## **5. 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.
  - An internal baseline assessment will be completed by May 2024 to better understand opportunities to efficiently add new campsites to existing campgrounds.
  - Complete CAMIS data review to understand occupancy metrics by May 2024.
  - Develop a communication campaign to inform campers of parks with available camping.
- b. Assess opportunities to expand overnight accommodations on properties owned or managed by PUDs, Tribes, or other resource agencies.
  - The agency will consider at least two opportunities in 2024 to expand overnight accommodations with outside entities.
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## **6. 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.
  - Establishment of the Parks Development Facilities Program Scoping Team. Establish positions, identify roles and responsibilities and document process.
  - Enhance internal agency collaboration and coordination across the biennial budget development cycle for capital and grants. Schedule quarterly meetings between Capital Facilities, Region Superintendents Tribal Relations, Stewardship and Regional Maintenance for review and updating the Capital Improvement Plan.

- Complete the business use case, procurement, and deployment of a Capital Improvement Plan (CIP) software including visualization dashboard.
- b. Reduce the number of projects, and the amount of funds requested in the Agency's re-appropriations.
- Track project status and understand factors relating to number of projects completed within expected timeline versus extended or reappropriated projects.
  - Develop trackable metrics to better visualize and tell the story of capital budget reappropriations.
  - Define what an agency "healthy" level of reappropriations means and what the variance will be for biennia with more or bigger projects.
- c. Develop a 'dashboard' to track project progress that is accessible to the public.
- Develop, and get Parks Development Leadership team approval, of a Business Use Case at January Leadership Team off-site.
  - By second quarter 2024, have submitted a Business Use Case to the IT governance committee.
  - Develop users group, procure and implement program for project tracking upon approval of IT governance committee.
  - Coordinate with Communications to establish the vision and parameters for public facing version of the project status dashboard.
- 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.
- Track Nisqually project using the capital project dashboard, when developed.
  - Develop project plans for the Miller Peninsula, Blake Island, and Lake Sammamish planning projects, and have plans approved by PD Director by February 2024.
  - Coordinate with City of Westport to develop a project schedule for the Westport Light project.
  - Provide quarterly reports on project progress to PD Director to share with ELT or for use in Commission staff reports.

**7. 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.
- Quarterly All-Staff meetings scheduled for remaining biennium and Director Campfire Chats held 4x/year.
  - Hired and onboarding new internal communications lead to develop internal communications strategies relating to agency business, agency relocation, agency internal web page, and all employee emails. Internal web page will streamline and consolidate agency information for employees and will be updated regularly.

Weekly newsletter will go out from Communications with timely internal information.

- Division directors will hold regularly scheduled department lead meetings to communicate with staff and ensure alignment. Director will attend at least one meeting for each division.
- Director and Division Director attendance at Maintenance conference, Field Admin conference, and Ranger In-Services.
- Director, Deputy Director, and Operations Director will complete park visits with staff to discuss agency priorities, decisions, 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.

- Recaps of Commission meetings will be sent to all employees after meetings. Recordings of meetings will be posted on agency internal website for all employees to view as appropriate.
- Commissioners will be invited to agency conferences including All Staffs, Maintenance, Field Administrators, and In-Services to meet with staff and answer questions.
- Commission tours and meeting presentations to be developed and led by staff as developmental opportunities.
- Overview of Commission roles and responsibilities to be added to new employee on-boarding training. Commissioners to take part in on-boarding as schedules allow. Training is scheduled for every other month.

## **8. 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.

- Complete construction of the Malden Trailhead and improve the surfacing of the Malden to Rosalia section of trail (Capital Project w/ \$30k from the Trails Program).
- Finalize the collection of community information relative to long-distance trails. To date, this collection work is complete for the Willapa Hills, Centennial and Klickitat Trails. Collection work remains for the Palouse to Cascades Trail.
- Complete the identification of available trail surfacing data and collect remaining surfacing data for the Palouse to Cascades Trail. To date, this collection is complete for the Willapa Hills, Centennial and Klickitat Trails.
- Began the PTCT - Malden to Kenova Trail Project in November 2023. This Capital project covers approximately five miles between the town of Malden and Kenova. It includes design, permit, and construction of three trestles which burned during the Babb Road Fire in 2020, constructing a trailhead, and trail resurfacing. Advertise for an AE consultant in Spring 2024 and under contract by Summer 2024. Complete the design, permitting and cultural resource work by June 2025.



- Began the PTCT – Rock Lake to Idaho Structures Project in November 2023. This Capital project covers design, permitting, and construction for the two tunnels and two trestles between Rock Lake and Kenova. The project also includes structure assessments between Rosalia and Tekoa. Advertise for an AE consultant in Spring 2024 and under contract by Summer 2024. Complete the design, permitting and cultural resource work by June 2025.
- Complete implementation of the PTCT projects identified in the Director’s Memo, including completing work such as surface improvements and other work in the Lone Pine area, completing construction of the new Ralston trailhead, continue work at Tekoa, and installing livestock and vehicle gates in the Blue Mountain Area.
- Finalize development of the Scenic Bikeways Program (currently completed 6 of 12 task force meetings) – includes finalizing the DRAFT application process, establishment of route evaluation criteria (with consideration for the benefits of proposed routes to local communities) and establishing a bikeway designation process.
- Clarify the role, responsibilities, and authority of the trails program, including relationships with other programs and positions across the agency.

**9. 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.

- The existing 2023-25 budget will purchase 18 vehicles (12 trucks, 6 cars) and 18 pieces of equipment (8 UTVs and 10 e-mowers). Additional purchases are subject to funds received via the supplemental budget.
- Implement a survey to determine replacement metrics for small engine equipment at park area level.
- Conduct a park-level assessment of existing electrical infrastructure capacity to identify opportunities and constraints related to implementation of a statewide EV charging network.
- Conduct park-level feasibility assessments of high potential sites for solar panel installation projects; and potential sites for wind generated electricity for park use that are appropriate to park landscapes and environmental conditions.

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 projects.

- Develop a cross-divisional climate change education plan
- Conduct systematic climate vulnerability assessments for cultural resources, with a focus on Northwest Region.

