PEAR Team Meeting 13 – Meeting Notes– June 5, 2024 12-2 pm Welcome & Icebreaker – Janette 12:04 pm

Icebreaker asking the group to respond to the prompt below.

- Name
- Pronouns
- Role(s) if you like
- Icebreaker questions

Facilitators Present: Janette Chien, she/her, State Parks DEI Director

PEAR Team Present:

Reco Bembry, he/him, President Big Tent Coalition

Lynn Makowsky, she/her, Project Specialist 2 Spokane

Stacey Coltrain, she/her, Ranger Sequim Bay State Park

Cassandra Alarcon, she/her, Program Specialist 3

MJ, she/her, Washington Trails Association, Community Partnerships & Leadership Development Senior Coordinator

Robin Waldroop, she/they, Community Member

Kristi Hamilton, she/her, Native American Elder, Community Member

Suzanne Kagen, she/her, Program Specialist 2 at Lake Sammamish State Park

Jeff Vassallo, he/him, Tahoma Gateway Area Manager, NW Region

Megan Grisso, she/her, Community Member

Curt Fackler, Camp Host Volunteer WA and AZ

Nick Miron, he/him, Community Member

Observers Present:

Licia Sahagun, she/they, Partners & Strategic Initiatives Program Manager

Tonna Jensen Sigler, she/her, State Parks Administrative Assistant

Heather Carrington, Central Lakes Area

Chris Carlson, Parks Construction Project Coordinator

Danielle Romer, she/her, Chairperson D36 Ari Romer Community Foundation

Heidi Olmstead, she/her, Community Member

Agenda

Janette welcomed the group at 12:04 pm and reminded the team of our community norms that we came up with as a group. We can work to support one another to be accountable for these norms. Please reach out if you would like to make any adjustments to these community norms.

Janette started the meeting with the ice breaker and shared the agenda

- Welcome new member Nick Miron
- Check in
- EIR Topic: Partnerships
- General updates
- Closing

Nick Janette welcomed Nick Miron, a new PEAR Team community member. Nick shared that he is a person that is deeply concerned about the world. Working towards a just and healthy society.

Equity Impact Review (EIR) Partnerships

Janette welcomed Licia Sahagun (pronounced "Leesha Suh-HAY-gun"). Licia started as Parks' Partners and Strategic Initiatives Program Manager in September 2023. Licia has worked in nonprofit management for a decade, including as Executive Director of Wild Whatcom, an outdoor education organization serving thousands of individuals in Whatcom County, and Deputy Director at the Green Energy Institute at Lewis & Clark Law School, a renewable energy and climate policy research center in Portland, Oregon. Licia holds a Bachelor of Arts degree in International Studies and Sustainable Development from the University of Illinois Champaign-Urbana and a Master of Studies in Environmental, Natural Resources, and Energy Law from Lewis & Clark Law School in Portland, Oregon. She's passionate about bringing people together to find collaborative, community-driven solutions to some of our most challenging climate and sustainability concerns as well as connecting communities with public lands and natural spaces. When she's not working, you'll most likely find her hiking, gardening, birding, and/or camping with her partner Ryan and their pooch Hazel.

Warm up activity - Janette

Journey mapping – you're a part of a community group whose goal is to bring members of the community into the outdoors. Someone in your group suggests partnering with State Parks. Go to our website and find out how to "partner" with us.

What's confusing? What's intuitive? Janette opened the breakout rooms for 7 minutes and then asked one person from each group to share out.

• Reviewed main landing page didn't find anything quickly, next thought was to search for partnerships. Nothing clear as a community member. Even the get

involved link doesn't have clear direction or contact information. A portal or webform would be great.

- It would be nice if the landing page for partnerships reflected a more reciprocal relationship. It sounds more like "come to our events not partnership with us on events"
- A hyperlink to Partnerships includes contact information. A definition of partnerships.
- Go to a park to make direct or indirect contact. I would ask the partner what location of origin they are interested in. I would also take a look at the blog on the website. It is not very clear and easy, especially for those who have not partnered with Parks in the past.

Janette thanked the group for participating in the warmup activity and passed over the presentation to Licia.

Partnership & Strategic Initiatives Program

Licia thanked the PEAR Team for the work that they are doing to move our collective work forward. Licia shared that they have been with parks for 9 months now. They will share some program history, vision and opportunities for the PEAR Team.

Licia shared some history on the program:

- Partnership and Planning Program developed out of the 2013 Transformation Strategy; in this strategy "strategic partnerships" were a key element to support the agency moving forward after a reduction of General Fund support for parks
 - 1 of the 7 identified strategies read "form strategic partnerships with other agencies, tribes, and non-profits"
- But as we know, partnerships have been pivotal to Parks success since the formation of many of our parks and we have been formalizing partnerships in different ways over the years
- Thus the program could be really expansive in scope with the potential for large scale impact;
- The Commission identified back in 1995 that the Friends work alone needed a full-time coordinator; many more groups and partnerships have formed since then. I'm currently the only staff member overseeing the Friends program; which means, we can only do so much, or we can see that there is a huge potential for growth and opportunity in the partnership realm

The way the program is structured today

- Since formation in 2013, Planning has been separated out from the program, focus just on partnerships
- Volunteer program more recently has come under partnerships a Volunteer Specialist and Assistant support with volunteer-specific work
- Overseeing Friends group we have 26 official Friends Groups

• working to bring consistency, support, and strategic alignment to the variety of partnerships we have across the agency

2023 Updates & Highlights

Before looking forward, I wanted to pause and highlight some of the successes of the program from last year to give you a sense of the program scale and who we currently work with

Volunteers:

- 5500+ volunteers
- 175,000+ hours
- \$2.7 million in-kind hours
- First Camporee since 2019
- 2023 Beach Cleanups
- 131,000 pounds of marine debris removed!

WA State Parks Foundation:

- Foundation funded all 21 park improvement projects
 - projects spanned the state, encompassing bridge replacements, campground and amphitheater enhancements, habitat restoration, and support for interpretive programs,
- Playgrounds at Ike Kinswa State Park and Deception Pass representing an investment of \$350K in parks
- DEI work -- youth engagement program, the tribal relations program, and the expansion of the Check Out Washington Adventure Pack Program, now reaching 14 library systems statewide, targeting communities in need.
- The multi-park wildlife study, ongoing funding for the Arts in the Parks program, and crucial advocacy work
- One of our goals moving forward centralized pathway for leveraging the foundation; working on a coordinated and strategic approach ensuring equity across the agency in Foundation support

Friends Groups:

As you know, Friends groups continue to support Parks in so many ways ranging from hosting volunteer work parties to supporting and managing concessionaires - shown to the right is a screenshot from the Deception Pass Park Foundation's annual report regarding their operation of the Lake Store; in new year, plan to update our annual reporting process to make it easier for groups to let us know what they worked on in the past year so we can report to you and the public!

 After a gap in my role, this year we've worked to ensure all operating plans are submitted and reviewed and are renewing any lapsed agreements with our groups

- Thanks to Srey! Held first Friends conference since 2019
- Goals moving forward recognizing that we also have many other groups working similarly to Friends groups to support our parks; how do we acknowledge these with equity and parity perhaps expanding our circle of Friends to also include Partners, which I've seen other state parks do

Nisqually Park Development:

This Partnership and project have been ongoing for years so I am stepping in to support work that many other have been and will continue to carry.

- Thanks to work by many other staff members as well, held retreat in November
- Planning to have first amendments to our 2020 MOU detailing cost share/contributions for next phase of dev signed by end of month
- Restarting regular conversations with their staff, Parks Commission and Council in 2024 to align with development plans, including ways to deepen relationships in both formal and informal ways (raft trip, field trips, continued leadership retreats)
- Goal moving forward continued close coordination including in the legislature as well as using this partnership as a model for use in other parks both current and new; I'd love to use this partnership to also possibly push us to be more progressive in our partnership (could we share revenue from this park with Nisqually?)

As I continue to get situated in my role, I'm both overwhelmed and inspired by the growing partnerships across the agency

- Moving forward, I hope to develop stronger tracking mechanisms so I can report more succinctly and comprehensively on the support our partners provide our staff and park system
- What I can say is that we have more than 140 agreements in place (though I am learning that doesn't even begin to capture the scale of partnership!)
- Many new initiatives are starting all the time
- Scope, scale and therefore impact of program can be very large

As I'm learning more about our current partnerships and potential for program development, I see many opportunities as well as challenges to overcome. Licia reviewed the opportunities and challenges outlined on slides 17 and 18.

I wanted to share more about me, what I'm bringing to the role, and what I could see for our Partnership Program future

History in non-profit sector – climate law and policy, outdoor education, and community organizing;

almost always utilizing partnerships to do work and have many positive experiences doing exciting, innovative, and progressive work with partners

Wild Whatcom Executive Director:

- worked with local special education teachers to run outdoor programming for students with developmental disabilities
- Partnered with several orgs, the city, and school districts to run programming during COVID to reach students who weren't being served through virtual education; served a population that collectively spoke more than 15 languages
- Launched Out and About outings for and by LGBTQ community

I'd like to bring this experience and passion to Parks to see us being good partners to reach new communities, run great programs, and stewards our parks for generations to come.

With so much opportunity for program development Licia reviewed the graphics on the slides 20-22

Mapping our current partnership landscape:

- Inventory
- Include
- Report

Build more consistent pathways for volunteers and partnerships.

- Resources
- Cross-division coordination
- Consistency

Once we have a good understanding of our partnerships and we've built consistent pathways we can use that data to strategically plan partnership growth.

Licia shared that they have so many opportunities for the PEAR team (slides 23-24) throughout this program development process. How do we make this process accessible for any partners that want to engage with us? Process isn't always accessible, but Licia believes we can find a way to move to both and thinking to build an accessible process to work together.

Questions

Q: Who (State parks team) currently holds that list of community partners? And what is state parks vision in defining what 'partnership' looks like?

A: We don't currently have a comprehensive list of community partners. Licia is currently building out a database by connecting with Area Managers. We don't have a vision for defining partnerships yet but this is something we are working towards. The hope is that defining partnerships is a collaborative process that our partners are involved with.

Q: Does this program have funding support from the WA State or any federal grants?

A: We do have funding support for Licia and Paul's positions for operational support. We do have to ask the legislature for additional funding for three additional partnership positions. We don't currently have federal support.

Q: Define partnerships I think that is crucial. In my time I've been people use partnerships to gain access to communities to make them look good. I would define partnerships as a reciprocal relationship that isn't power based. Is there a process in place that gives our partners equal footing in the partnership. Make sure that both groups can determine what they get from the partnership

A: What is see existing currently is a mix. Some community groups are very small and there is a power dynamic. We also partner with entities that are very large where the power dynamic doesn't exist as much. Though it feels very daunting, defining parterships will help define what good partnership looks like.

Janette: When Licia and I have conversations, we talk a lot about defining community outreach, community engagement and partnerships. They fall along a spectrum – on the negative end, partnerships can be extractive or even exploitative... moving along spectrum we have transactional, mutually beneficial and on the other end transformative in that the partnerships makes all entities stronger etc. Transactional is not necessarily a bad thing as long as it's consensual. We need to figure out where do we want to be, what is our capacity and where does the community partner want to be.

Q: The reason that it is so important to have this kind of entity building partnerships with communities that have been left out of Parks. What is the Johari Window here. You must meet folks where they are. The structures and systems built around State Parks are huge. We need PEAR ambassadors that can help navigate these partnerships to help promote access. There's not a seamless pathway because all of the systems are designed for people that already know how to partner with Parks. Transactional and Transformational benefit.

Capacity - New and Emerging partnerships (take a look at this model specifically related to new and emerging partners Black and Brown (BIPOC community members) i.e. storytelling excellent ground-truthing/ new user groups/seeing themselves in the navigation and development and sustainability of Parks "New partners" should feel included themselves. "PEAR group camporee" We need to revise the story & Multilingual/ "storytellers" learning how to make the connections, "intent-vs- the impact" is essential i.e PEAR Partners should be a realistic strategy moving forward. "Capacity Building - "PEAR - Partnership Ambassadors" Focus on Inclusion, Diversity, Equity & Access"



A: That's helpful. Coming from outdoor education people have historically and continue to be excluded from. We tried to partner with State Parks and some parks are just so far away. Transportation access is needed. We have a lot of work to do about who feels welcome in State Parks. How do I help make state parks a good partner. How do I help make sure people have the resources they need to partner.

Q: I'm concerned about communication. If you don't have a good working definition of what partnerships are, but since this program has existed in 2013 is there not something that already exists? What organizations are you currently looking at that could work as models for what you are looking to create? Are there organizations that hold the ideal for partnerships?

A: Because government work is new to me, I'm still learning all the things we can and cannot do. I've started a national group of state parks, DNR and natural resource agencies that have a Partnership Program. Nothing like this peer group have ever existed and people are eager to share information on their similar work. I know there are lot of large organizations that do well.

Q: Who will you pitch this definition of 'partnership' too? Diana, state commissioners?

A: I want to hear from a large audience across the agency and include external groups as well. To develop a draft to then bring to leadership as a suggested recommendation.

Q: What is the annual operating Budget for Washington State Parks?

A: We operate on a biennial budget (two year) and it's about 200 million operating budget.

Q: To truly build this out in a meaningful way more funding will be needed. Parks is huge, more money, more staff.

A: I feel like I'm coming into the role listening. I see myself as an advocate within the agency to identify what it means to partner in a meaningful way. We need to do more investing in staff compacity to partner well.

Q: As a Native American Elder, I wanted you to encourage you to look closely with Tribal Entities. Nisqually and Puyallup are great examples of blending big business to meet the needs of the Tribes. There is so much to learn. I believe ancestors would be honored and willing to help.

A: I see the partnership that we are working on with Nisqually as an opportunity for so much learning. Those we are working with at the tribe are eager to help us learn and have been gracious as we've made mistakes.

7-minute break Break until 1:40 pm

Janette prompted the group with these questions and sent them into breakout rooms for 10 minutes to respond to the questions below.

How would you define "partner"? From what you've seen on our website, how do you think Parks would define "partner"?

- Reciprocity
- Tribes perspective: tribes working together when working towards a goal
 - Example: in Alaska, created a for-profit and nonprofit arms in 12 corporations that are bountiful and serve people, created medical, dental, and elderly and childcare
 - All because they were able to work together
- Credible solutions together in a partnership
- Person or org that tries to make parks a better experience
- Someone who shares goals, even if overarching goals
- Longer term relationship, not a one-time engagement

How does Parks define partnership:

- Concessionaire, a business who wants to operate in the park
- Volunteers

What are examples of successful partnerships you have seen in action? What components were key to their success?

- Has to do with the people not the entities success in strong relationships; based on the staff that can hold the relationship
- Clear and regular communication; feel safe in communicating what's going well/what's not
- Partnerships Jeff inherited as a park ranger one sided partnership that only used the park but never gave anything back
 - Phasing these out because they don't give time (volunteer or upkeep) back

- Successes: Muckleshoot partnerships with Flaming Geyser and Petrified Forest
 - Common goals: reforesting, fish populations increasing from this, sharing labors and having work parties
- 3 focus areas
 - o Impact grants
 - Intentional partnerships
 - Strategic engagements

Other thoughts? Ideas? Reflections?

- Where can this partnership really focus in its first formative years? Region based?
- Ambassadors
- Infrastructure
- Workforce Diversity
- Outdoor Education
- Create new pathways
- Inner-government Collaborative WSP/DNR/RCO/DFW
- lobbying efforts to build PEAR ambassadors!
- To spark paradigm shift with new and emerging Recreation, Parks and Recreation user groups are essential.
- 2.5m, 5m, 10m in local state, federal resources to promote, build sustain new partnerships centered in transactional/transformational engagements...

Each group had time to share out.

- A partnership needs to be an open-door open mind to be able to communicate. It may not always be 50/50. Partnership incentives
- Our group discussed how to define partnership with the goal of reciprocity. With reciprocity come goals to work towards together. Relationships aren't one-sided. Where can this partnership focus on its formative years – access and relationships.
- Different partnerships look different for example construction partnerships. For partnerships defining that and separating relationships. The definition is important so there is accountability for Parks to care for smaller entities.

General updates

Janette shared some updates.

- We hired our new DEI Team member!
- Next month we are off!
- September Commissioner Danenberg will join us.

Closing Janette closed the meeting at 2:02 pm.



Partnerships Program

PEAR Team Meeting 13 June 5, 2024



Community Norms	Practices	
GOAL ORIENTED & STRUCTURED MEETINGS	 Facilitators provide agenda, meeting notes, and organization Time checks – limit tangents to keep us on track PEAR Team meetings recorded during presentation portions 	
THOUGHTFUL PARTICIPATION	 Center PEAR goals to empower discussions Raise your virtual hand Balance speaking and active listening Open-minded observations and feedback, lean into curiosity, ask questions before assuming, seek to understand Use accessible language (explain acronyms, terms, etc.) Practice compassion, patience, and understanding Trust the process; be open to feedback Trust that we are stronger together than alone 	
RECOGNIZE EACH PERSON HAS UNIQUE EXPERIENCES	 Speak your truth Appreciate everyone's differences and commonalities Awareness of diversity within BIPOC (Black, Indigenous, People of Color) community Awareness of privilege (white, able-bodied, education, etc.) Notice and re-consider blanket statements 	
SUPPORT PSYCHOLOGICAL SAFETY	 Judgment-free zone Recognize this is an intergenerational space Consider the role(s) of silence and its impact in our space Take care of yourself Acknowledge intent, assess impact Honor confidentiality for the group's contributions 	

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Agenda

- Welcome new member
- Check in
- EIR Topic: Partnerships
- General updates
- Closing





Welcome new member!

Nick Miron



Let's check in!

- Name
- Pronouns
- Role(s) if you like
- If you could have a superpower right now, what would it be?
 OR
- What's your first move in a zombie apocalypse?





Preliminary Equity Impact Review (EIR)

	Priorities	Business Lines Agency products, services, projects, programs and processes	Agency Teams
	Community Building and Engagement	 Partnerships Volunteers Friends groups Community organizations (affinity groups, schools, libraries, other) Advisory committees Commission, State Environmental Policy Act (SEPA), Classification and Mangement Planning (CAMP)processes Community events 	Boating Folk & Traditional Arts Planning Partnerships Government Affairs Tribal Relations Communications
	Workforce Development	 Policy review Recruitment, onboarding and retention Staff training Assessment Career pathways In-training programs and internships Park housing, signage and other operations topics 	Human Resources Operations
W	Visitor Experience	 Park histories Discount passes and donation programs Americans with Disabilities Act (ADA) and Civil Rights Compliance Youth programming Eliminating barriers to participation 	Interpretation Tribal Relations Operations Capital Projects Visitor Services

Welcome Licia!

Partners and Strategic Initiatives Program Manager





WASHINGTON STATE PARKS

Warm Up Activity

Journey mapping – you're a part of a community group whose goal is to bring members of the community into the outdoors. Someone in your group suggests partnering with State Parks. Go to our website and find out how to "partner" with us.

What's confusing? What's intuitive?







Partnership & Strategic Initiatives Program

Program overview and vision



WASHINGTON STATE PARKS

Brief History of Program

• Formal: Partnership & Planning Program from 2013 Transformation Strategy

• Informal:

- Partnerships since the inception of Parks
- Friends groups formed in the 80s
- WA State Parks Foundation formed in 2000
- Master Plan for Nisqually in 2010
- Fort Worden PDA in 2011
- Countless volunteers, community groups, and supporters!

Program Today

provides statewide guidance for Parks staff who work with external partners including:





Volunteers and volunteer groups

Friends Groups



Partners of other types (non-profits, inter-agency, tribal, community groups)

Including individuals, groups, and Camp Hosts

Currently have 26 official Friends Groups Range of partner types and agreement types



2023 Updates & Highlights *Volunteers*



•5500+ volunteers
•175,000+ hours
•\$2.7 million in-kind hours
•First Camporee since 2019
•2023 Beach Cleanups
•131,000 pounds of marine debris removed!

2023 Updates & Highlights WA State Parks Foundation





- \$60,000 in Park
 Improvement Project (PIP)
 grants in 2023
- Donor-funded projects such as playground upgrades
- Wildlife study, Arts in Parks, DEI work, advocacy

2023 Updates & Highlights Friends groups

- Support ranging from work parties to managing businesses
- Updating/renewing Co-Op Agreements
- First Friends Conference since 2019





DECEPTION PASS PARK FOUNDATION | 2022 ANNUAL REPORT 27

THE LAKE

Deception Pass merchandise

Thanks to the savvy work of Foundation board members - Carol Bromel and Mary Jane Feller - the

Lake Store has seen incredible growth this year. Sales

previous retail space. This allowed the store to

support a wider variety of products and provide

None of these sales would have been possible if not

for the incredible team of sales associates. Thank you

to Alora Van Auken, Eli Grous, Elizabeth Ince, Isadora White, Jessica Turner, Miles Davidson, Ravne

Over 270,000 people stop in the parking lot on the south end of the Deception Pass Bridge. Inside this lot is a kiosk co-managed with Deception Pass Tours.

This year, to increase our retail presence, the Lake Store built a wall display at the Bridge Kiosk. While they stocked limited merchandise, they still brought

visitors a better shopping experience.

Smith, and Samantha Zenger.

BRIDGE KIOSK

in 11.5% of this year's sales.

increased by over \$91,000 from the previous year. This boost in sales was helped by expanding the store's retail space. Thanks to a donation by Frontier Building Supply and construction from the maintenance team, the store more than doubled our

STORE





88

7.367

2023 Updates & Highlights Nisqually Park Development



- Leadership Retreat in November (left)
- Development of MOU
 - First amendments since 2020
 - Co-management discussions
- Coordinated planning and relationship building in 2024

2023 Updates & Highlights So many more partnerships!

140+ current partnership agreements (CA, IA, MOU/A)

Many more initiatives starting: - Youth engagement -Community outreach - Youth outdoor education, and more!



Current Program Assessment Opportunities:

- Agency-wide buy in and participationPartners at all levels
- •Variety of partnerships and pathways
- Longstanding relationships
- •Direct support for strategic goals and Commission goals



JULY 2020

PARKS.STATE.WA.US

Current Program Assessment Challenges:

- Lack of clear vision, mission, definitions, roles
- •Lack of technology support (CRM, project mgmt., VTS)
- Current inconsistencies in contracts and engagement pathways
- •Limited staff capacity at program and park level
- •Still building cross-division coordination



Vision for Program Growth – my experience & vision



Vision for Program Growth

Map partnership landscape

• Inventory

- Include
- Report

Vision for Program Growth

Map partnership landscape

- Inventory
- Include
- Report

Build consistent pathways

- Resources
- Crossdivision
- Consistency

Vision for Program Growth



Opportunities for PEAR team

- I'm building this program out and want thought partnership!
- Support in reviewing drafts for guidance, resources
- Identify when/where partners can add capacity and support strategic goals
- Support with outreach to new communities, partners, groups, etc.



Opportunities for PEAR team

- Moving from binary thinking to both and thinking:
 - Accessibility versus(?) clear/efficient/automated process
 - More partnerships versus(?) recreational impact concerns
 - Supporting existing partners versus(?) reaching new partners



Questions? Comments?



Contact

- Email me: licia.Sahagun@parks.wa.gov
- Call me: 360-790-5190



Questions for discussion

- How would you define "partner"? From what you've seen on our website, how do you think Parks would define "partner"?
- What are examples of successful partnerships you have seen in action? What components were key to their success?



Updates

- We hired our new DEI Team member!
- Next month we are off!
- September Commissioner Danenberg will join us

2024 PEAR Workplan / EIR (Equity Impact Review)

Date	EIR Topic	EIR Priority Category
Jan 17	Volunteer program	Visitor Experience / Community Engagement
Feb 7	HR Staff recruitment	Workforce Development
March 27	Interpretation	Visitor Experience / Community Engagement
April 24	Interpretation continued & DEI Roadshow Data	Workforce Development
May 15	Parks Planning public input process	Community Engagement
June 5	Partnerships program	Community Engagement
July	NO MEETING	
Aug 21	TBD	
Sept 18	Conversation with Commissioner Danenberg	Community Engagement
Oct 16	Reservations program	Visitor Experience
Nov 20	TBD	
Dec 18	2025 work planning	

Ongoing: DEI Learning, PEAR team feedback, reflection on PEAR team "roles in social change ecosystem" **Future Possibilities:** PEAR team community building, participating in Parks events





Everyone Outdoors Program

First application cycle (3/5 - 3/22)

- Received 52 applications from groups/orgs, requesting 1390 total passes
- Awarded 14 applicants (130 passes total), Denied 15, Rollover 23

Second application cycle (3/22 - 4/19)

- Rollover 23 (priority), New applications 18, requesting 1026 total passes.
- Awarded 16 applications (172 passes total), Denied 3, Rollover 17, Pending 5





Challenges

- High demand
- Making determinations
- Limited staff capacity
- Making refinements





Hopes for the future

- Refine processes to manage growth
- Sustainable funding
- Partnerships with applying groups
- Data to better understand:
 - Barriers to outdoor access
 - How people enjoy public lands
 - Demand across WA state



