

Diana Dupuis
Director



STATE OF WASHINGTON

WASHINGTON STATE PARKS AND RECREATION COMMISSION

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January 30, 2025

Item E-1: 2024 Director's Performance Agreement and 2023 Performance Evaluation- Requested Action

EXECUTIVE SUMMARY: This item asks the Washington State Parks and Recreation Commission to adopt the 2025 Director's Performance Agreement which includes the January - July 2025 Commission Priorities. It also asks the Commission to document their conclusion that the Director performed satisfactorily in 2024, 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 2025 Performance Agreement (Appendix 1) includes expectations regarding Executive Performance for the Director. It also includes the Commission Identified Priorities for 2025 (Appendix 2). The commission will meet in April to discuss the Commission Priorities for the 2025-2027 Biennium. Appendix 2 of the Performance Agreement will be amended in July 2025 to reflect a biennial review vs yearly.

The term for the 2025 Director's Performance Agreement is from February 1, 2025, to December 31, 2025.

2024 COMMISSION CHAIR RECOMMENDATION: The Chair recommends the Commission record their satisfaction with the Director's 2024 performance and that a meaningful evaluation process was used.

2025 COMMISSION CHAIR RECOMMENDATION: The Chair recommends the Commission approve the 2025 Director's Performance Agreement and 2024 Commission Priorities.

SUPPORTING INFORMATION:

Appendix 1: 2025 Director's Performance Agreement and January-July 2025 Commission Priorities

Appendix 2: 2025 Commission Priorities

REQUESTED ACTION FROM COMMISSION:

That the Washington State Parks and Recreation Commission:

1. Record their satisfaction with the Director's 2024 performance, and that a meaningful evaluation process was used.
2. Adopt the 2025 Director's Performance Agreement and January-July 2025 Commission Priorities as presented in Appendix 1 and Appendix 2.

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Reviewer(s):

Kira Swanson, SEPA REVIEW: Following review, staff has determined the action proposed for the Commission by staff is in compliance with the State Environmental Policy Act.

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:

Approved for Transmittal to Commission



Sophia Danenberg, 2024 Chair



Laurie Connelly, 2025 Chair

APPENDIX 1

Washington State Parks and Recreation Commission and Diana Dupuis, Director

2024 Performance Agreement February 1, 2025, to December 31, 2025

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) current Commission identified priorities (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 30th day of January 2025.

Laurie Connelly, Chair, Washington State Parks and Recreation Commission

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 **Commission priorities in Appendix 1.**

Performance Standards for Listed Critical Elements

Level 3 – Exceeds Expectations: The director demonstrates high performance beyond that required for successful performance in the director’s position and scope of responsibilities. They are a proven, highly effective leader who builds trust and instills confidence in agency leadership, peers, and employees. The director continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals and consistently handles challenges. They consistently exceed established performance expectations, timelines, or targets, and significantly advance the agency towards achievement of its goals and objectives.

Level 2 – Meets Expectations: The director demonstrates the average level of performance expected and the director’s actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The director is a solid and dependable leader who delivers expected results based on measures of quality, quantity, efficiency, and/or effectiveness. The director meets and sometimes exceeds challenging performance expectations established for the position. The director is effective in advancing the agency towards achievement of its goals and objectives.

Level 1 – Fails to Meet Expectations: The director’s contributions to the organization do not appreciably advance the organization towards achievement of its goals and objectives. In repeated instances, the director demonstrates performance deficiencies that detract from mission goals and objectives. While the director may meet some established performance expectations, timelines and targets, there are lapses that impair operations and/or cause concern and fail to produce acceptable work products, services, or outcomes. While showing basic ability to accomplish work through others, the director generally is viewed as ineffectual by agency leadership, peers, or employees. The director may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.

APPENDIX 2

COMMISSION PRIORITIES

1. Develop formal working relationships and protocols with Native American tribal governments.
2. Expand opportunities for everyone to experience the outdoors with intentional focus on youth from underserved, low income, and diverse communities.
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.
4. Continue efforts, actions and commitment that integrate DEI practices in each organizational division and at all staff and management levels within the Agency.
5. Expand overnight accommodations on public lands to keep up with increasing demand.
6. Improve the Agency's ability to deliver projects on time and within budget.
7. Continue intentional efforts to align agency staff to the mission, strategic plan, and Commission priorities.
8. Prioritize and accelerate efforts to address surface deficiencies along all major State Park trails including PCT, Klickitat, Willapa Hills and Centennial trails.
9. Implement greenhouse gas reduction strategies/projects and make substantive progress implementing the agency's climate change adaptive plan.