

Diana Dupuis
Director



STATE OF WASHINGTON
WASHINGTON STATE PARKS AND RECREATION COMMISSION

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July 17, 2025

Amended Appendix 1, July 7, 2025

Item E-1: 2025-2027 Commission Priorities - Requested Action

EXECUTIVE SUMMARY: This item asks the Washington State Parks and Recreation Commission to adopt the 2025 -2027 Commission Priorities. 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 Director's Performance Agreement includes expectations regarding Executive Performance for the Director. It also included the Commission Identified Priorities for 2025. The commission adopted priorities through July 2025. The commission wishes to set the priorities to a biennial approach to coincide with the budget.

2025 COMMISSION CHAIR RECOMMENDATION: The Chair recommends the Commission approve the 2025-2027 Biennial Commission Priorities.

SUPPORTING INFORMATION:

Appendix 1: 2025-2027 Commission Priorities

REQUESTED ACTION FROM COMMISSION:

That the Washington State Parks and Recreation Commission:

1. Adopt the 2025-2027 Commission Priorities as presented in Appendix 1

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Reviewer(s):

Chris Gourley, SEPA REVIEW: Following review, staff has determined the action proposed for the Commission by staff is in compliance with the State Environmental Policy Act WAC 197-11-800(14)(h).

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: July 1, 2025

Approved for Transmittal to Commission

A handwritten signature in cursive script that reads "Laurie Kinn Connelly".

Laurie Connelly, 2025 Chair

APPENDIX 1

COMMISSION PRIORITIES

July 17, 2025, to June 30, 2027

Commission Priorities

Purpose of Priorities

Improved agency outcomes
Advancing agency mission
Providing strategic guidance
Managing risk to the agency
Setting direction

Categorical Buckets

1. Capital and Maintenance Process Improvement

- a. Improve outcomes, managing risk
- b. Development Priorities
 - i. Work towards target reappropriation reduction of 5% over next 3 biennium
 - ii. Identify an appropriate target for % of delivered minor works projects (completed or under construction) per biennium; % of non-minor works projects
 - iii. Procure and deploy software to improve project management and increase productivity
- c. Development Outcomes
 - i. Demonstrated fiscal responsibility, transparency, and delivery increases Parks' credibility and reputation
 - ii. Increased efficiency in project implementation (grants, capital budget, operations projects, etc.)
 - iii. Tracking mechanisms for FICAP and ADA settlement
- d. Ops Priorities and Outcomes
 - i. Strengthen Preventative Maintenance
 - 1. Develop standards, policies, and staffing to reduce reactive repairs and protect key systems like HVAC, water, and roofing.
 - ii. Improve Task Order System Processes
 - 1. Implement a single, agency-wide system to manage maintenance schedules, infrastructure tracking, and task orders.
 - iii. Improve Regulatory Review Processes
 - 1. Create clear policies for routine and emergency work to reduce delays and manage risk more effectively.

iv. **Contracting Policies**

1. Establish contracting efficiencies within rule and policy parameters cross-divisionally. Internally, improve the cohesive objectives between the contracting department and the divisions. Educate and integrate policy rules and processes in a way that better supports staff in contracting successfully and efficiently.

e. **Stewardship Priorities and Outcomes**

i. **Integrate climate adaptation opportunities into capital and maintenance project scoping**

1. 2027-29 Park-level climate hazard matrix to identify key at-risk assets (climate critical areas) for distribution to cross-divisional programs

ii. **Increase access to Climate Hazard mapping tools to support land use planning, project scoping, and environmental compliance**

1. Provide at least one online training in each region on how to access and utilize climate hazard dashboard and related data sources

iii. **Develop process for handling emergency issues/repairs, including establishing an essential group of Stewardship personnel to be contacted in the event of an emergency response that may impact natural or cultural resources.**

1. More rapid response to emergencies, with improved regulatory compliance.

2. Strengthen Budget Strategies and External Advocacy

- a. **Improved agency outcomes, advancing agency mission, providing strategic guidance, managing risk, setting direction**
- b. More strategic legislative efforts, intentionality, consistency, including more input from Legislators, Tribes, and Stakeholders re: investment priorities for the agency
 - i. decision packages that better mirror Governor, Legislator and partner investment priorities, where possible, better confidence of when capital investments will be “on the ground,” more defensible budget, improved agency story for effective advocacy, performance metrics for outcomes of funding received,
- c. Overarching criteria for capital budget development (top down/statewide goals + bottom-up park specific) *Includes Capital and Operations
 - i. Know what we need to address over the next 50 years and have an incremental plan to achieve it
- d. Understand intersections of climate, equity, tribal engagement, etc. to tell a more compelling story about the future of the state park system and who it serves
 - i. Be able to articulate our needs and vision and how our funding requests are necessary to achieve our shared objectives

3. Advance Efforts in Diversity, Equity, and Inclusion

- a. Advancing agency mission, managing risk, setting direction
- b. **Priorities and Outcomes**
 - i. Strengthen equity in employee supervision and onboarding
Build equity into employee supervision by integrating core equity-based competencies, improving onboarding tools, and orientating all supervisors to the PEAR Strategic Plan.
 - 1. Support supervisors in building inclusive teams and embedding PEAR values into daily leadership
 - 2. Use the four building blocks of effective onboarding — compliance, clarity, culture, and connection — to integrate equity from day one
 - ii. Address major access barriers to the outdoors (language, transportation, etc.) and co-design materials to be inviting, inclusive, and reflect community needs
 - 1. Develop internal standards and infrastructure to improve translation of high-priority public-facing content
 - 2. Use the Welcoming Park System committee to pilot inclusive redesign of 2-3 high-visibility posters
 - iii. Build foundational tools and relationships that support culturally responsive engagement and trust-building with underrepresented and historically excluded communities
 - 1. Develop agency wide processes for compensating community members and partners for their time, lived experiences, and contributions in service of our equity goals
 - 2. Provide a practical, internal tool that helps staff engage intentionally and respectfully with community groups
 - 3. Establish simple processes to learn from community voice and show how it shapes agency decisions

4. Advance Resource Protection

- a. Improved Agency outcomes, advancing mission, strategic guidance, managing risk, setting direction
- b. **Priorities and Outcomes**
 - i. Update 2009 Sustainability Plan to incorporate agency GHG emission reduction strategy and related climate resilience elements. Determine appropriate level of plan authorization (expired plan was adopted as Commission policy)
 - 1. Phase 1: Establish Climate-Sustainability Work Group to finalize Climate and Sustainability Program Foundation and develop Draft Sustainability Plan. Phase 2 (timing TBD): Conduct review of Draft Sustainability Plan for agency adoption by the Director or Commission

- ii. Convey purpose, goals and current activities of agency clean energy transition initiatives to leadership and Commission
 - 1. Develop and conduct tours, presentations, and workshops on related topics, including internal EV charging network development, solar energy development, historic preservation and building efficiency considerations and related climate adaptation activities
- iii. Complete forest health treatments on 1000 acres of park land.
 - 1. Improved ecological health of forested ecosystems and reduced wildfire risk.
- iv. Collect baseline data for the current conditions of cultural resources located in parks most vulnerable to climate change, in coordination with Tribal partners.
 - 1. Improved documentation and management of cultural resources at-risk.
- v. Continue assessment and prioritization of areas for management and restoration as per the Natural Heritage Initiative.
 - 1. Improved understanding of natural resources, better use of restoration funds, and protection of the highest quality natural resources in the park system.

5. Prepare Groundwork for 27-29 Agency Strategic Planning

- a. Improved agency outcomes, advancing mission, strategic guidance, managing risk, setting direction
- b. Outcomes: charter document, timeline or plan for this work, identifying internal and external input strategies, goals for strategic planning, defined objectives to align our budget requests with (OFM expects agency budget requests to be anchored to its strategic plan), measurable objectives, strategies to pursue to achieve objectives, clear communication about strategic direction, compliance with RCW 43.88.090

6. Revenue Generation

- a. Improved agency outcomes, managing risk, strategic guidance
- b. Comms Priorities and Outcomes
 - i. Increase targeted fees
 - 1. Increase critical fees that will balance public and operational impacts with greatest return for the agency
 - ii. Discover Pass marketing campaigns
 - 1. Pre- and post-increase campaign: July 1, 2025-Feb 2026
 - 2. Spring/summer 2026 campaign: April-Sept. 2026.
 - iii. Develop agency revenue team and process

1. Cross-functional team to centralize conversations and planning around fee increases and other revenue generating activities, as well as process improvements, inventory analysis and more.
- iv. **Develop comprehensive fee database and biennial review process**
 1. a centralized database of fees the agency collects with information including the fee amount, last known adjustment date, SME and authority, along with recommendations for adjustments and estimated additional revenue.

7. Commission processes

- a. **Improved agency outcomes, provide strategic guidance**
- b. Develop process for commission decision making on any item brought to the commission for potential decision
- c. Outcomes: a predictable and usable process, consistency in decision-making, a model/blueprint/checklist of what components staff should consider in their presentation to support commissioner knowledge (and increase equity whether they are new or long-term commissioners), easily accessible tracking system for commission decisions over time,