



STATE OF WASHINGTON  
**WASHINGTON STATE PARKS AND RECREATION COMMISSION**

1111 Israel Road S.W. • P.O. Box 42650 • Olympia, WA 98504-2650 • (360) 902-8500  
TDD Telecommunications Device for the Deaf: 800-833-6388  
[www.parks.state.wa.us](http://www.parks.state.wa.us)

March 6, 2024

**Revised March 6, 2024**

**Item E-1: Commission Priorities 25/27**

**EXECUTIVE SUMMARY:** This item asks the Washington State Parks and Recreation Commission to approve categorical Commission priorities for the 25-27 biennium. Performance measures will be defined over the next year as part of the 2025-2027 Director's Performance Agreement. This item advances the Commission's strategic goal: "Adopt a business approach to park system administration."

**SIGNIFICANT BACKGROUND INFORMATION:** The Commission has historically created Commission Priorities on an annual basis. This process is evolving into a biennial process to better align with the agency budget building process and was agreed upon after much discussion with the commissioners, the director, and the executive leadership team. The Commission priorities are rooted in the agency Strategic Plan and will help inform budget asks for the 25-27 biennium. Performance measures based on these priorities will be developed over the next year and will be included as part of the Director's Performance Agreement for the 25-27 biennium, to be adopted in January 2025.

**SUPPORTING INFORMATION:**

Appendix 1: Commission Priorities 25/27

**REQUESTED ACTION FROM COMMISSION:**

That the Washington State Parks and Recreation Commission:

1. Adopt the **revised** Commission Priorities for the 25/27 biennium as presented in Appendix 1.

---

**Author(s)/Contact:** Diana Dupuis, Director  
Diana.Dupuis@parks.wa.gov (360) 902-8501

**Reviewer(s):**

**Kira Swanson, 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 cite WAC 197-11-800(14)(h) as well as 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:** Reviewed March 1, 2024

**Approved for Transmittal to Commission**

**Diana Dupuis, Director**

**APPENDIX 1**  
**Commission Priorities 25/27**  
**Revised March 6, 2024**

Commission Priority #1 Customer Service

*Improve direct customer service to ensure the enjoyment and safety of park visitors.*

The operating and capital budgets should reflect the efforts to increase interpretive opportunities, improve quality visitor interactions, and support employee growth and development to efficiently provide an approachable, functional, and well-maintained park experience. Ensure an equitable and inclusive visitor experience by determining use issues within the visitor journey and improving identified concerns.

Commission Priority #2A Stewardship

*Plan for and mitigate effects of climate change on the stewardship of our natural, cultural, and historic resources.*

Promote efforts to participate in climate resiliency through informed decision making and strategically plan for the protection of our resources and our responses to changing climate phenomena. Understand how we participate in climate change, in both our built environment and the operation of our park system, and effectively work to reduce our impact. Seek financial support to complete projects that have been identified as critical to saving park resources and reducing the agency's impact.

Commission Priority #2B Recreational Impacts

*Support continued work on data collection and analysis of recreational impacts on the natural, historical, and cultural resources of the agency.*

Work with other natural resource agencies, stakeholders, and the legislature to recognize and mitigate the effects of increased visitor impacts on our resources while continuing to meet the growing demand for recreational services provided by State Parks. Consult and communicate with tribal entities to understand concerns and build community in addressing impacts.

### Commission Priority #3 Maintenance and Development

*Support continued work and financial investments to rethink, restore, and reinvigorate ageing and deteriorating park infrastructure.*

Continue efforts to improve the capital and maintenance project delivery systems by creating effective pathways to reduce backlogs and enhance the built environment while protecting resources and building inclusive relationships. Park planning efforts will include technological innovations, diverse public opinions, tribal consultation, and impacts to climate and resources. Effectively communicate agency project and planning efforts to garner support from the legislature and public.

### Commission Priority #4 Tribal Relations

*Ensure the Commission's work is carried out using meaningful and respectful engagement with Washington's tribes.*

Utilizing resources such as the Centennial Accord, Governor's Executive Order 21-02, Governor's Office on Indian Affairs, Native American Graves Protection and Repatriation Act, Department of Archeology and Historic Preservation, and other tools, create effective internal systems of Government-to-Government consultation and peer to peer communication to complete work on projects that impact the tribal interests of Washington and enhance opportunities to build relationships with Tribes as a long term management approach.

### Commission Priority #5 DEI

*Further diversity, equity, and inclusion efforts to create a sense of belonging for park visitors and staff.*

Seek external partnerships and perspectives to improve identification of barriers to access in parks for visitors; identify and rectify internal barriers to diversity, equity, and inclusion goals and create an agency culture of belonging as a hiring and retention methodology.

### Commission Priority #6 Business Strategies

*Assess agency operational and business practices to identify risks to strategic planning and long-term success.*

Analyze agency policies, processes, and communications to define cost effective improvements that will enhance the ability to strategically plan for long term operational, financial, and business success. Develop and implement strategies to address agency risks regarding revenue and funding sources, hiring and retention practices, and future needs determined by climate and population impacts.