



Peter M. Mayer  
Director

STATE OF WASHINGTON

## WASHINGTON STATE PARKS AND RECREATION COMMISSION

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April 15, 2021

### **Item E-3: 2021 Director's Performance Agreement - Requested Action**

**EXECUTIVE SUMMARY:** This item asks the Washington State Parks and Recreation Commission to adopt the 2021 Director's Performance Agreement. This item advances the Commission's strategic goal: "Resource Management: Obtain and effectively manage resources needed to create and sustain an exceptional parks system."

**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 2021 Performance Agreement (Appendix 1) includes expectations regarding Executive Performance for the Director. It also includes the 2021 Commission Priorities that were approved at the January 28, 2021 Commission meeting. (Appendix 2).

The term for the 2021 agreement is April 15 to December 31, 2021.

**2021 COMMISSION CHAIR RECOMMENDATION:** The Chair recommends the Commission approve the 2021 Director's Performance Agreement.

#### **SUPPORTING INFORMATION:**

Appendix 1: 2021 Director's Performance Agreement

Appendix 2: 2021 Commission Priorities approved in January.

#### **REQUESTED ACTION FROM COMMISSION:**

That the Washington State Parks and Recreation Commission:

1. Adopt the 2021 Director's Performance Agreement as presented in Appendix 1.

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**Reviewer(s):**

**Jessica Logan, 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 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 3/30/2021

**Approved for Transmittal to Commission**

A handwritten signature in black ink, appearing to read "M. Latimer", written over a horizontal line.

**Michael Latimer, 2021 Chair**

# APPENDIX 1

## Washington State Parks and Recreation Commission and Peter M. Mayer, Director

### 2021 Performance Agreement April 15, 2021 to December 31, 2021

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 his 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 and Director identified priorities for 2021 (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, Peter Mayer, 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 or 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).

#### **Executive Performance**

**Overall Conduct:** The Director must assure 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.

**Ability to work collaboratively with the Commission:** The Director must maintain a collaborative working relationship with the Commission. The Director is expected to provide sufficient support to the Commission so the Commission can successfully fulfill its role in providing policy leadership for the Agency.

**Ability to work collaboratively with important external stakeholders and acting as the face of the agency in public settings:** The Director must maintain ongoing and effective communications

and collaborative working relationships with leadership in the State Park Foundation, NGOs, legislature, the Governor's office and the public.

**Performance and Accountability:** The Director must keep the workforce motivated to pursue excellence. The Director is expected to set high standards for performance and foster a climate in which all employees strive to meet those standards. He is also expected to see that supervisors provide regular positive reinforcement to recognize excellence. He must demonstrate expertise in management techniques that effectively hold employees accountable.

**Problem solving skills to resolve longstanding problems:** The Director should make progress in resolving longstanding problems. The Director is expected to be energetic and creative in looking for innovative means to address priority issues and conflicts among constituent groups. He must actively seek out new ideas and methods that may be brought to bear to advance the Agency's mission.

**Strategic and Visionary Leadership:** The Director must demonstrate strategic and visionary leadership, while supporting and embracing the state parks mission, vision, and core values. The Director is expected to assess and decide the best way to achieve substantial cost savings, while preserving critical functions and increasing agency efficiency. He must lay the foundation for a stronger and more effective and respected agency, by directing the strategic elimination of lower priority activities and the consolidation of effort and energy in higher priority programs. The Commission charges the Director with continuing to build toward a healthy and sustainable park system.

**Work ethics:** The Director must act as a role model for staff. The Director is expected to be personally accountable for the accomplishments and shortcomings of the agency. The Director is expected to assume direct responsibility for all aspects of agency leadership.

**Signed and approved this 15th day of April 2021.**

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**Michael Latimer, Chair, Washington State Parks and Recreation Commission**

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**Peter M. Mayer, Director, Washington State Parks and Recreation Commission**

**APPENDIX 2**  
**2021 COMMISSION IDENTIFIED PRIORITIES**  
*as associated with the goals in the agency's Strategic Plan*

- 1. Hire a new Director who will continue to lead Washington State Parks successfully into the future.**
  - Strategic Goal: Workforce Development- attract and retain a dedicated workforce that reflects Washington's diverse communities.
  
- 2. Continue efforts to develop partnerships and improve the system of cross-state and in-park trails.**
  - Strategic Goal: Customer Experience- provide exceptional recreation, cultural and interpretive opportunities that all visitors enjoy and support.
  - Strategic Goal: Resource Management- obtain and effectively manage resources needed to create and sustain an exceptional park system.
  - Strategic Goal: Diversity, Equity and Inclusion- expand access and opportunity for everyone to experience the outdoors.
  
- 3. Make progress on major planning activities at Miller Peninsula, Westport Light, Nisqually, Lyons Ferry and Lake Sammamish State Parks.**
  - Strategic Goal: Resource Protection- protect and conserve park system resources for the future.
  - Strategic Goal: Diversity, Equity and Inclusion- expand access and opportunity for everyone to experience the outdoors.
  
- 4. Continue efforts to achieve greater diversity, equity, and inclusion in State Parks' workforce and engage and support new visitors in parks programs and services.**
  - Strategic Goal: Customer Experience- provide exceptional recreation, cultural and interpretive opportunities that all visitors enjoy and support.
  - Strategic Goal: Quality of Life- contribute to Washington's quality of life and support healthy communities.
  - Strategic Goal: Diversity, Equity and Inclusion- expand access and opportunity for everyone to experience the outdoors.
  - Strategic Goal: Workforce Development- attract and retain a dedicated workforce that reflects Washington's diverse communities.
  
- 5. Continue emphasis on employee health and safety, especially around COVID-19.**
  - Strategic Goal: Workforce Development- attract and retain a dedicated workforce that reflects Washington's diverse communities.

- 6. Focus on lessons learned during the pandemic for future consideration regarding operations/budget/program format/staffing levels/marketing. Emphasis on virtual experiences, build on success, align products and services to new normal, and expand interpretative programming as identified by market analysis.**
  - Strategic Goal: Customer Experience- provide exceptional recreation, cultural and interpretive opportunities that all visitors enjoy and support.
  - Strategic Goal: Quality of Life- contribute to Washington's quality of life and support healthy communities.
  
- 7. Strive to increase youth and teenager participation in parks and programs.**
  - Strategic Goal: Customer Experience- provide exceptional recreation, cultural and interpretive opportunities that all visitors enjoy and support.
  - Strategic Goal: Quality of Life- contribute to Washington's quality of life and support healthy communities.
  - Strategic Goal: Diversity, Equity and Inclusion- expand access and opportunity for everyone to experience the outdoors.
  
- 8. Capital program on time and within budget.**
  - Strategic Goal: Resource Protection- protect and conserve park system resources for the future.
  - Strategic Goal: Resource Management- obtain and effectively manage resources needed to create and sustain an exceptional park system.

*\*Items are listed in a priority order descending highest to lowest score.*