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State Parks and Recreation Commission Operations

Performance Audit Issued December 2008

Agency Action Plan

Link to the [full audit report](#).

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Action Plan

Actions ▾

ID #	Issue	Agency Action Step	Lead	Due Date	Status	Current Resources	Budget Impact	Needs Legislation	Explanatory Notes
1-A1	1-A	Ensure the list of stakeholders is regularly updated.	Director of Public Affairs		Completed	Yes	No	No	We have started and will continue.
1-B2		Improve stakeholder documentation and integrate into detailed plans (Classification and Management Plans) for each of the 120 parks.	Director of Public Affairs		Completed	Yes	No	No	We have started and will continue.
1-B3	1-B	Complete comprehensive analysis of resource needs and strategies to achieve vision and goals.	Director of Finance, Technology & Administration	Dec-09	Deferred	Yes	Yes	No	The Agency will stay on the 2013 course with reduced budget and revised performance measures. The agency plans to complete a

1-B ▾

1-C4	1-C	Implement new employee performance evaluation policy.	Deputy Director	Dec. 2008	Completed	Yes	No	No	comprehensive analysis of the "After 2013" Plan.
1-C(a)	1-C	Continue to use the DOP evaluation form and ensure the employee responsibilities link to the mission and goals.	Deputy Director	Dec-08	Completed	Yes	No	No	Policy and Procedure distributed to all employees 3-19-09. Complete additional training by March 2009.
1-C(b)	1-C	Document procedures and step-by-step instructions for evaluations for employees, supervisors and managers.	Deputy Director	Dec-09	Completed	Yes	No	No	Policy and Procedure distributed to all employees 3-19-09.
1-C(c)	1-C, 2	Annually complete Performance & Development Plans (PDP), consistent with the DOP rules and terms of the Collective Bargaining Master Agreement.	Deputy Director	Mar. 2009	Completed	Yes	No	No	
1-C(d)	1-C	Begin training all supervisors to ensure employees evaluations are completed on time and with quality.	Deputy Director	Mar. 2009	Completed	Yes	No	No	Human Resources Manager conducting training for "all" supervisors.
1-C(e)	1-C	Make existing policies, collective bargaining agreements, and agency procedures accessible to employees.	Deputy Director	Aug-09	Completed	Yes	No	No	Instruments are located on the agency's Intranet (N:drive).
1-C(f)	1-C	Schedule regular meetings with direct report employees to coach and/or mentor employees on their performance.	Deputy Director	Mar. 2009	Completed	Yes	No	No	
1-C5	1-C	Continue to improve the Executive Leadership performance evaluations process.	Director	Feb-09	Completed	Yes	No	No	Developed new criteria.
2	2	Revisit and reconfirm roles and responsibilities to improve overall governance.	Deputy Director	Apr-08	Completed	Yes	No	No	Agency re-org completed July 1, 2010.
2-6(a)		Appoint an acting Assistant Director of Operations to centrally coordinate operations	Deputy Director		Completed	Yes	No	No	Permanently appointed.

	2	activities, ensure management consistency across regions, and integrate business development activities.							
2-6(a)	2, 4-A	Consolidate the Information Technology (IT) and Budget Offices for enhanced coordination and communication of similar activities.	Deputy Director		Completed	No	No	No	
2-6(a)	2	Consolidate the remaining administrative functions - payroll, risk management, finance - within the Finance, Technology, and Administration Office.	Deputy Director	Dec-08	Completed	No	No	No	Consolidated administrative functions November 08.
2-6(a)	2	Combine capital and operations staff functions in the field to create efficiencies and strengthen labor relations.	Deputy Director	Jul-09	Completed	No	No	No	Combine region resources and operations July 1, 2010.
2-6(b)	2	Develop and implement agency risk management plan.	Director of Budget, Technology & Administration		Completed	Yes	No	No	
2-6(c)	2	Explore options for adding internal capacity (risk management, internal audit).	Director of Budget, Technology & Administration	Mar-09	Deferred	No	Yes	No	Risk manager in place. Request Internal Auditor of 09-11. No funding provided. Assigned an employee until budget improves to perform some internal functions.
2-6(e)	2	Conduct exit interviews.	Deputy Director	Dec. 2008	Completed	Yes	No	No	Reinstated face-to-face exit interviews.
2-6(e)	2	Review and analyze the agency's staff turnover.	Deputy Director		Completed	No	No	No	
2-6(f)	2	Establish semi-annual meeting between executives and managers and monthly Executive Management meetings to enhance communications.	Deputy Director		Completed	No	No	No	
2-6(f)	2	Conduct monthly joint communication team meetings with the union represented and non-	Deputy Director	Apr-09	Completed	Yes	No	No	Meetings are held quarterly.

		represented State Parks employees.							
3-A7		Review and update the Centennial 2013 Plan and its measures.	Director of Governmental Relations & Director of Public Affairs		Completed	Yes	No	No	We have started and will continue.
	3-A								
3-A8		Develop policies, procedures, and training to improve performance management.	Director of Governmental Relations & Director of Public Affairs	Mar. 2009	Completed	Yes	No	No	
	3-A								
3-A9		Assign a designated staff person to review and coordinate performance information.	Director		Completed	Yes	No	No	
	3-A								
3-A9		Develop appropriate targets related to the Centennial 2013 Plan.	Director of Governmental Relations	Mar-09	Completed	Yes	No	No	June 2, management revised the Centennial 2013 Plan measurements/targets.
	3-A								
3-A10		Continue to use regular meetings to review, on a quarterly basis, progress toward achieving annual targets and take appropriate actions.	Director		Completed	Yes	No	No	We will continue.
	3-A								
4-A11		With DIS, explore options and costs for improving our technology.	Director of Finance, Technology & Administration		Deferred	No	Yes	No	March 2009: Web Ex implemented for video-conferencing solution. Other technology improvements require funding. Agency requested funding in the 09-11 Budget Request - turned down. Agency will pursue when funding is available.
	4-A, 5								
4-A11		Pursue acquisition of new capital and maintenance projects system.	Director of Finance, Technology & Administration	Dec-08	Deferred	No	Yes	No	Unavailable funds - budget reduction.
	4-A								
4-A12		Complete reservations system upgrade.	Director of Finance, Technology & Administration	Dec-08	Completed	No	Yes	No	
	4-A								
4-B14		Enter equipment lease program with DIS to replace obsolete computers and related equipment.	Director of Finance, Technology & Administration		Completed	No	Yes	No	100% leasing completed. 338 computers, 32 servers currently leased.
	4-B								

4-C15	4-C	Issue written Information Technology policies and procedures that follow industry standards for access security.	Director of Finance, Technology & Administration	Jun-09	Completed	Yes	No	No	Security training complete for all regions and HQ. Hardened password document finished.
5-16a	5	Review agency's entire payroll process to find additional ways to minimize processing efforts.	Director of Finance, Technology & Administration	Mar-09	Completed	Yes	No	No	New overtime form implemented April 1.
5-16b	5, 6-C	Review and revise timesheet instructions.	Director of Finance, Technology & Administration		Completed	Yes	No	No	New timesheets designed and implemented.
5-16b	5, 6-C	Provide training to all staff on new timesheets.	Director of Finance, Technology & Administration	Mar-09	Completed	Yes	No	No	
5-17	5	Participate in DOP's Cross-Agency Function Team to address special issues of concern.	Deputy Director		Completed	Yes	No	No	We have started, and will continue.
6-A19	6-A	Adopt the State Parks Development Contracts Manual policies and procedures and include the Purchasing Manual and State Administrative and Accounting Manual (SAAM) rules and regulations in a single agency-wide instrument.	Director of Finance, Technology & Administration	Sept. 2009	Completed	Yes	No	No	July 1, 2009 an agency-wide contract section was created. This new section will handle all contracting needs for the agency.
6-A20	6-A	Review current spending authority delegation and incorporate into existing documentation.	Director of Finance, Technology & Administration	Dec. 2009	Completed	Yes	No	No	Review completed. Incorporating delegation authorities in every manual managed in Financial Services.
6-B22	6-B	Adopt and implement a new Commission Meeting Location Policy.	Director of Finance, Technology & Administration		Completed	Yes	No	No	
6-B22	6-B	Improve documentation for commission meetings and provide training for staff.	Director of Finance, Technology & Administration		Completed	Yes	No	No	Training to be scheduled-time tbd.
6-C23	6-C	Communicate to all staff the importance of following the State Administration and Accounting Manual guidelines via the Deputy Director's	Deputy Director		Completed	Yes	No	No	

		monthly newsletter.							
6-C24	6-C	Ensure staff receive prior approval for external training events.	Deputy Director	Nov. 2008	Completed	Yes	No	No	
6-C24	6-C	Maintain training registration/authorization records in accordance with state record retention laws.	Deputy Director		Completed	Yes	No	No	
6-C25	6-C	Conduct internal meetings by video and teleconference where appropriate.	Deputy Director		Completed	Yes	Yes	No	We have started, and will continue. Upgrades will needed to expand use of this option.
6-C25	6-C	Pursue on-line training in facilities with connectivity: four regional offices and Fort Worden State Park.	Director of Finance, Technology & Administration	Oct. 2009	Completed	No	Yes	No	Online e-learning instructions distributed to all agency staff connected to the WAN including information on how to get education credit with HR.
6-C27	6-C	Develop procedures for overtime, consistent with DOP guidelines.	Deputy Director	Feb. 2009	Completed	Yes	No	No	Trained all staff on new timesheets. Implementation April 1st.