



July 7, 2023

## State Park Campsite Reservations – Status Report

Members of the Legislative Audit Committee:

Attached is the status report from Colorado Parks and Wildlife, within the Department of Natural Resources, on the implementation of recommendations contained in the Office of the State Auditor's (OSA) *State Park Campsite Reservations Performance Audit*.

### OSA Review of Documentation

As part of the status report process, we requested and received supporting documentation for each recommendation that Colorado Parks and Wildlife reported as having been implemented. Specifically, we reviewed the following documentation:

- Updated camping reservation policies.
- Training materials to update staff about changes to camping reservation policies.
- Position description for the Integrated Parks and Wildlife System (IPAWS) Specialist position created in response to the audit.
- Examples of email correspondence related to monitoring of campsite reservations.
- Examples of spreadsheets that parks use to track reservation schedule updates.
- Example of a reservation reminder email sent to customers.

Based on our review, the supporting documentation substantiates Colorado Parks and Wildlife's reported implementation status.



**COLORADO**

**Parks and Wildlife**

Department of Natural Resources

Director's Office  
6060 Broadway  
Denver, CO 80216

June 2, 2023

Kerri L. Hunter, CPA  
State Auditor - Colorado Office of the State Auditor  
1525 Sherman St., 7<sup>th</sup> Floor  
Denver, CO 80203

Dear Auditor Hunter:

In response to your request, we have prepared the attached status report on the implementation status of audit recommendations contained in the State Park Campsite Reservations performance audit. The report provides a brief explanation of the actions taken by Colorado Parks and Wildlife to implement each recommendation.

If you have any questions about this status report and Colorado Parks and Wildlife's efforts to implement the audit recommendations, please contact Danielle Isenhardt at [danielle.isenhardt@state.co.us](mailto:danielle.isenhardt@state.co.us) or 303-291-7377.

Sincerely,

Jeffery Davis, Director



# Audit Recommendation Status Report

<b>Audit Name:</b>	State Park Campsite Reservations
<b>Audit Number:</b>	2162P
<b>Agency:</b>	Colorado Parks and Wildlife
<b>Date of Status Report:</b>	06/02/2023

## Section I: Summary

Rec. Number	Response from Audit Report	Original Implementation Date	Current Implementation Status	Current Implementation Date
1A	Agree	December 2022	Implemented	December 2022
1B	Agree	June 2023	Implemented	July 2022
1C	Agree	June 2022	Implemented	December 2022
1D	Agree	June 2022	Implemented	December 2022
1E	Agree	June 2022	Implemented	July 2022
1F	Agree	December 2022	Partially Implemented	December 2023

## Section II: Narrative Detail

### Recommendation 1A

Colorado Parks and Wildlife (CPW), within the Department of Natural Resources, should improve its management of campsite reservations by implementing policies to ensure prudent use of site “closures” and price reductions across all state parks, which should include provisions that define limits and appropriate reasons for closures in state parks and provide guidance on when occupancy rates might warrant a reduction in campsite fees to increase demand.

<b>Current Implementation Status</b>	Implemented
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<b>Current Implementation Date</b>	12/1/2022
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<b>Status Update Narrative</b>	An internal CPW Policy Review Committee was created in early fall of 2022, comprised of park representatives from across the state. The purpose of the Committee was to draft new policy recommendations for the prudent use of site closures, fee reductions, and to re-evaluate the existing “no show” policy. Separate policy drafts were created for each recommendation. Final versions of these policies were approved by the Leadership Team, and went into effect 12/01/2022. The new policies were then posted on CPW’s internal training website (the IPAWS Hub), as well as emailed to all park staff and discussed in statewide training and weekly meetings (PPCI). CPW’s Reservation Coordinator also hosted multiple informational sessions (i.e. office hours) to ensure field staff understood the new policies and could ask questions.
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### Recommendation 1B

Colorado Parks and Wildlife (CPW), within the Department of Natural Resources, should improve its management of campsite reservations by implementing system controls in IPAWS that would require supervisors to enter approvals into IPAWS for site closures.

<b>Current Implementation Status</b>	Implemented
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<b>Current Implementation Date</b>	July 2022
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<b>Status Update Narrative</b>	CPW’s Reservation Coordinator modified permissions in IPAWS to ensure only park staff with manager level permissions were able to enter and approve site closures. These permissions were not restricted to Park Managers however, due to the fact that sites may need to be closed in an emergency when the Park Manager was not on duty. Only supervisors, or those who manage other staff, were given these permissions in IPAWS however.
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<b>Recommendation 1C</b>	
Colorado Parks and Wildlife (CPW), within the Department of Natural Resources, should improve its management of campsite reservations by requiring regional managers to document their rationale for approving reduced campsite fees, including details about how actual occupancy rates at parks relate to the occupancy thresholds specified in the policies implemented in response to Part A.	
<b>Current Implementation Status</b>	Implemented
<b>Current Implementation Date</b>	12/1/2022
<b>Status Update Narrative</b>	As mentioned in 1A, a new policy was created specifically around the appropriate use and approved criteria for campsite fee reductions below the pricing outlined in Parks and Wildlife regulation. In addition to receiving the new policy via email, Park Managers were also instructed and educated on these changes via the annual Reservation Schedule setup communications and during all informational sessions. Park Managers were directed to thoughtfully consider pricing each year rather than simply copying previous years' pricing, while also documenting the supporting justification to reduce prices. If documentation and reasoning are not provided during the annual Reservation Schedule and Fees setup (accompanied by the Regional manager signature), pricing as outlined in regulation is used until this requirement is completed and compliant with policy.

<b>Recommendation 1D</b>	
Colorado Parks and Wildlife (CPW), within the Department of Natural Resources, should improve its management of campsite reservations by enforcing reservation policies related to what should happen with a campsite when a camper does not show up for their reservation and does not notify the park.	
<b>Current Implementation Status</b>	Implemented
<b>Current Implementation Date</b>	12/1/22
<b>Status Update Narrative</b>	<p>After being reviewed by the CPW Policy Review Committee, the pre-existing no-show policy was revised to “no-show” any customer in the IPAWS system who has not reached out to the park via a phone call or email within 24 hours after their check-in time. Agency staff did not support automated no-shows, but instead wanted no-shows to be initiated by the customer instead of park staff to avoid potential customer complaints if a CPW staff member accidentally no-showed a customer who was still intending to utilize their site. If park staff cannot confirm with the customer that they will not be using their site, the reservation will remain active and will not be released.</p> <p>If a site is no-showed in the system (after a customer contact), the customer is refunded any nights that have not yet passed and the site is released to inventory for other customers to reserve. New reservation reminder emails have also been implemented which include the revised no-show policy along with park</p>

	<p>contact information for any customer who reserved a site greater than two weeks in advance of the arrival date.</p> <p>This modified policy will maximize CPW revenue, while still providing additional camping opportunity and following established regulations. CPW feels that this new revised policy meets the recommendations outlined in the audit findings.</p> <p>Staff were informed of the revised no-show policy via annual Reservation Schedule setup communications and during all informational sessions.</p>
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<b>Recommendation 1E</b>	
	<p>Colorado Parks and Wildlife (CPW), within the Department of Natural Resources, should improve its management of campsite reservations by implementing ongoing oversight and monitoring activities by CPW management to ensure that campsite closures, rate discounting, and refunding practices align with CPW policies, and to identify risks of potential fraud or abuse. This monitoring could include routinely analyzing diagnostic/analytic reports containing campsite closure and payment data to identify suspicious patterns, such as higher rates of closures at certain parks or different amounts of revenue than projected; investigating any unusual patterns or anomalies; and making necessary control improvements.</p>
<b>Current Implementation Status</b>	Implemented
<b>Current Implementation Date</b>	07/1/22
<b>Status Update Narrative</b>	<p>Campsite closures are monitored on an ongoing basis by the Reservation Coordinator and any excessive closures are followed up on by providing coaching to the Park Manager and staff regarding policies and management of campground sites. Initially this is done through email correspondence. If there continues to be a lack of policy compliance, performance issues will be escalated to Leadership Team. However, at this point in time, there have been no repeat offenders after staff were notified and educated on the issue.</p> <p>Discounted campground use fee rates are not implemented without Regional Manager approval with documentation and signature. Refunding practices are aligned with both regulation and the current reservation refund policy and are only approved by the Reservation Coordinator or our system vendor Aspira (when approved by CPW) to ensure compliance with all policies. Anomalies as reported are followed up by the Reservation Coordinator after investigating each incident individually as it may arise. Discrepancies in revenue are also monitored by the Accounting team and investigated for potential abuse or resolution as financial reports are generated.</p>

**Recommendation 1F**

Colorado Parks and Wildlife (CPW), within the Department of Natural Resources, should improve its management of campsite reservations by requiring training for all park managers and any other relevant staff and volunteers on CPW policies and how to use IPAWS.

**Current Implementation Status**

Partially Implemented

**Current Implementation Date**

December 2023

**Status Update Narrative**

In order to implement this recommendation, CPW created a brand new position called the IPAWS Specialist. This position will be responsible for training all existing staff and new staff as well as volunteers on IPAWS, with training specifically tailored to each position. New staff will be trained within 2 months of being hired. Existing staff will have refresher training at least once per year.

After having to announce the position three times, we have finally hired a staff member to fill this role. They will start at the beginning of June and will begin developing this training immediately. The goal is to reach each new hire and existing staff member at least once by the end of calendar year 2023. A more established training schedule will be developed for subsequent years once this staff member gets more familiar with the new position and their job duties.