

PERFORMANCE AUDIT
OF THE
CENTRAL RESERVATION SYSTEM
DEPARTMENT OF NATURAL RESOURCES

March 2004

“...The auditor general shall conduct post audits of financial transactions and accounts of the state and of all branches, departments, offices, boards, commissions, agencies, authorities and institutions of the state established by this constitution or by law, and performance post audits thereof.”

– Article IV, Section 53 of the Michigan Constitution

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Michigan
Office of the Auditor General
REPORT SUMMARY

Performance Audit

Report Number:
 75-216-03

Central Reservation System

Department of Natural Resources

Released:
 March 2004

The Department of Natural Resources (DNR) developed and implemented the Central Reservation System (CRS) for campground reservations in 1995, whereby campers could make reservations at any of the 69 State park campgrounds. DNR expanded CRS in April 2001 to include boat slip reservations at certain harbors within the State. Campers and boaters can make reservations up to six months in advance of their planned arrival date through CRS by either phoning the central call center or accessing CRS through DNR's Web site.

Audit Objective:

To assess the effectiveness of DNR's administration of CRS.

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Audit Conclusion:

DNR's administration of CRS was generally effective.

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Reportable Conditions:

DNR needs to identify unfair reservation practices and implement changes to ensure that its underlying reservation and cancellation policies are effective in promoting a fair and equitable system for all customers using CRS (Finding 1).

DNR did not ensure that its management controls were effective in preventing unauthorized access and use of CRS (Finding 2).

DNR had not established effective policies and procedures to help ensure that field personnel did not make advance reservations through direct contact with customers (Finding 3).

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Agency Response:

Our audit report contains 3 findings and 3 corresponding recommendations. DNR's preliminary response indicated that it concurred with our findings and recommendations.

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March 12, 2004

Mr. Keith J. Charters, Chairperson
Natural Resources Commission
and
Mr. K. L. Cool, Director
Department of Natural Resources
Stevens T. Mason Building
Lansing, Michigan

Dear Mr. Charters and Mr. Cool:

This is our report on the performance audit of the Central Reservation System, Department of Natural Resources.

This report contains our report summary; description of agency and system; audit objective, scope, and methodology and agency responses; comment, findings, recommendations, and agency preliminary responses; description of survey, summaries of survey responses, and exhibits, presented as supplemental information; and a glossary of acronyms and terms.

The agency preliminary responses were taken from the agency's responses subsequent to our audit fieldwork. The *Michigan Compiled Laws* and administrative procedures require that the audited agency develop a formal response within 60 days after release of the audit report.

We appreciate the courtesy and cooperation extended to us during this audit.

AUDITOR GENERAL

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Description of Agency and System

The Department of Natural Resources (DNR) is responsible for the stewardship and management of natural resources and the provision of recreation opportunities. As its mission*, DNR is committed to the conservation, protection, management, use, and enjoyment of the State's natural resources for current and future generations.

As authorized by Section 324.74102(2) of the *Michigan Compiled Laws*, the DNR Parks and Recreation Bureau's mission is to acquire, protect, and preserve the natural, historic, and cultural features of Michigan's unique resources and to provide public recreation and education opportunities. The Bureau, with support provided by the Michigan State Parks Foundation, manages the 97 State parks* (79 State parks and 18 recreation areas) owned by the State of Michigan. Sixty-nine of these State parks have campgrounds with nearly 14,000 campsites available for public recreational use. In addition, with direction and assistance provided by the Michigan State Waterways Commission, the Bureau has overseen the development of 78 harbors*.

The Bureau first developed and implemented the Central Reservation System (CRS) for campground reservations in 1995, whereby campers could make reservations at any of the 69 State park campgrounds by calling one central, toll-free number. The intent of CRS was to improve customer service and to provide fair and equitable access to campsites for all campers, both new and experienced. CRS was also intended to improve the overall efficiency* at the State parks because park personnel would no longer be responsible for processing reservation requests. After DNR's involvement with prior contractors, the Office of Purchasing, Department of Management and Budget, issued the current contract for the operation of CRS for DNR in June 2000, for a three-year term, with two additional one-year options. The CRS contractor was required to provide all of the related hardware, software, telecommunications equipment, and support needed to make available a fully functioning system, which included the central call center, Internet, and field reservation components. In developing the current contract, the Bureau's objective was to streamline the CRS process while increasing overall efficiency, reliability, and operation of CRS.

The call center, under the current contract, began operations in August 2000. In October 2000, the Bureau implemented the Web-based application accessible by

* See glossary at end of report for definition.

customers to make campground reservations through the Internet. In April 2001, the Bureau expanded CRS when it piloted 9 harbors on CRS for processing boat slip reservations. By the end of the 2002 boating season, the Bureau had a total of 18 harbors active on CRS and was working towards including additional harbors on CRS for the 2003 boating season.

At least 80% of the campsites at State parks on CRS and 75% of the boat slips at harbors on CRS are reservable, with the remaining campsites and boat slips available to same-day walk-in campers and boaters. Campers and boaters can make reservations up to six months in advance of their planned arrival date through CRS by either telephoning the call center (1-800-44-PARKS) or accessing CRS through DNR's Web site at <www.michigan.gov/dnr>. Customers can cancel their reservations through the call center only. Generally, when making reservations, customers are limited to a 15-day maximum length of stay at campgrounds and a 7-day maximum length of stay at harbors. DNR charges customers a \$2.00 nonrefundable reservation fee for each reservation and a \$5.00 fee for camping and a \$10.00 fee for boating if reservations are canceled.

Audit Objective, Scope, and Methodology and Agency Responses

Audit Objective

The objective of our performance audit* of the Central Reservation System (CRS), Department of Natural Resources (DNR), was to assess the effectiveness* of DNR's administration of CRS.

Audit Scope

Our audit scope was to examine the program and other records of the Department of Natural Resources' Central Reservation System. Our audit was conducted in accordance with *Government Auditing Standards* issued by the Comptroller General of the United States and, accordingly, included such tests of the records and such other auditing procedures as we considered necessary in the circumstances.

Audit Methodology

Our audit procedures, conducted from February through July 2003, included examination of DNR's records and activities primarily for the period January 1, 2001 through July 31, 2003.

We conducted a preliminary review of DNR's CRS operations to formulate a basis for defining the audit objective and scope of audit. Our review included interviewing DNR personnel; reviewing the current CRS contract, applicable policies and procedures, system and reference guides, and other reference materials; and obtaining a general understanding of CRS operations.

We visited one State park to discuss CRS operations with field personnel and to observe CRS in operation. We conducted our visit during the beginning of our audit fieldwork to gain familiarity with CRS and to use the information gathered to further define our audit methodology.

We developed a CRS user survey and sent it to the 69 State parks with campgrounds and the 18 harbors that used CRS during the 2002 boating season. The purpose of the survey was to obtain information about the State parks' and harbors' experiences with and opinions on CRS.

* See glossary at end of report for definition.

DNR had contracted with an independent firm to conduct ongoing customer surveys to assess trends in service delivery and customer satisfaction with CRS. We determined the extent to which the firm conducted surveys of customers and we obtained and reviewed selected survey reports to identify trends in customer satisfaction with CRS and to evaluate DNR's use of the survey data.

We obtained a download of all CRS reservation and cancellation records for the period January 1, 2001 through May 31, 2003 from the CRS contractor for analysis and testing during the course of the audit.

We reviewed DNR's administration of CRS, including its establishment and monitoring of performance measures; determination of contract compliance; contact and coordination with the CRS contractor; and management of CRS through the field locations (State parks and harbors).

Finally, we determined the extent of information available to CRS customers; evaluated the training of DNR field personnel on the use of CRS, as well as the training of call center personnel; and evaluated the promotion and use of the State parks and harbors.

Agency Responses

Our audit report contains 3 findings and 3 corresponding recommendations. DNR's preliminary response indicated that it concurred with our findings and recommendations.

The agency preliminary response that follows each recommendation in our report was taken from the agency's written comments subsequent to our audit fieldwork. Section 18.1462 of the *Michigan Compiled Laws* and Department of Management and Budget Administrative Guide procedure 1280.02 require DNR to develop a formal response to our audit findings and recommendations within 60 days after release of the audit report.

COMMENT, FINDINGS, RECOMMENDATIONS, AND AGENCY PRELIMINARY RESPONSES

ADMINISTRATION OF THE CENTRAL RESERVATION SYSTEM

COMMENT

Audit Objective: To assess the effectiveness of the Department of Natural Resources' (DNR's) administration of the Central Reservation System (CRS).

Conclusion: We concluded that DNR's administration of CRS was generally effective. However, our assessment disclosed reportable conditions* in the areas of CRS reservation and cancellation policies, CRS security, and reservations made by field personnel (Findings 1 through 3).

FINDING

1. CRS Reservation and Cancellation Policies

DNR needs to identify unfair reservation practices and implement changes to ensure that its underlying reservation and cancellation policies are effective in promoting a fair and equitable system for all customers using CRS.

By using a reservation, cancellation, and re-reservation process and canceling days from the beginning period of their original reservation, some customers were able to obtain reservations for the choice camping locations and dates in advance of the customers who waited until six months in advance of their planned arrival date to attempt to make their reservation. As a result, DNR's intent to establish a reservation system that was fair and equitable to all customers was jeopardized. Also, this method created an even higher demand on CRS and an increased cost to DNR because of the multiple transactions needed for processing each reservation. Finally, it could have had a negative effect on the usage rates of the State parks, as the campsites remained reserved for the entire period of the original reservation and were unavailable to other customers until the cancellation and re-reservation transactions occurred.

* See glossary at end of report for definition.

We determined that the peak demand on CRS from customers was the period from November through March because customers could make reservations up to six months in advance of their planned arrival date.

Correspondingly, as reported by an independent contractor in a May 2003 report, ongoing monthly customer surveys of customers who telephoned the call center to make their reservations indicated considerable cyclical patterns in customer satisfaction with CRS, with predictable increases in dissatisfaction when the six-month period opened for summer reservations. The independent contractor also concluded that the dissatisfaction with CRS was associated with customers' frustration about underlying reservation policies and the heightened competition for choice camping locations.

We determined that customers had devised a method to increase their chances of being successful in making reservations, in advance of other customers, in reaction to the increased demand and heightened competition. We extracted from the CRS database all reservations that were made at the 3 high-demand State parks during the period from November 2002 through March 2003 and that had a reservation length of 10 to 15 days. We further limited our review to those reservations that were made and then subsequently canceled. Then, if the customer made a new reservation on the same day that the original reservation was canceled, we compared the original reservation to the new reservation. We noted 310 instances in which the customer's new reservation was at the same State park and was within the time period of the original reservation, but the customer effectively canceled one or more days from the beginning of the period of the original reservation. We determined that the average number of days that the customers canceled from the beginning of their original reservation was 6.7 days and that the greatest number of days canceled was 12. In addition, we noted 2 instances in which the customer made two new separate reservations within the time period of the original reservation (kept the portions of the original reservation that encompassed the two weekend periods).

We noted further evidence of CRS customers' knowledge of this method during our review of DNR's frequently asked questions (FAQ's) area of its Web site. Several customers had submitted questions relating to making a reservation and then canceling any number of the days at the beginning of the reservation ". . . knowing this is the only way to get into the more popular state parks." DNR's response stated that it had implemented a policy change to correct the problem. However,

through our testing, we determined that the policy change did correct a separate, related problem, but it did not correct the process as described above.

Our review was limited and could not disclose every instance in which a customer's intent was to use the reservation, cancellation, and re-reservation process to increase his/her chances of getting reservations at choice camping locations. However, our results indicated that the process is being used to a certain extent, which will likely increase as the demand on CRS increases and/or more customers become aware of its individual benefits.

RECOMMENDATION

We recommend that DNR identify unfair reservation practices and implement changes to ensure that its underlying reservation and cancellation policies are effective in promoting a fair and equitable system for all customers using CRS.

AGENCY PRELIMINARY RESPONSE

DNR concurs that opportunities exist within CRS for customers to use legitimate system procedures to circumvent DNR policy on campground reservations. DNR stated that such opportunities exist in virtually every computerized system designed to provide similar services, and occasionally there are customers who are willing to spend the time and effort to devise methods to exploit these situations. DNR also stated that, as these situations have been exposed, DNR has taken the necessary steps to remedy the situation and return the system to a level playing field for all customers. DNR will continue to monitor use patterns in the system and if future abuses of the policies are uncovered, it will take necessary action to resolve the situation.

FINDING

2. CRS Security

DNR did not ensure that its management controls* were effective in preventing unauthorized access and use of CRS.

* See glossary at end of report for definition.

Allowing inappropriate access to CRS could result in the processing of unauthorized transactions and unauthorized access to and use of CRS resources, such as confidential customer information or reservation records.

Department of Management and Budget Administrative Guide procedure 1310.02 requires that procedures be established relating to information processing security, including the identification of all valid users and conditions of access and the deletion of system access of departed employees.

DNR had established a decentralized system whereby each State park and harbor was given the responsibility of assigning and maintaining CRS user access for its employees. DNR's central office did not review or monitor CRS user access for all field locations. DNR recognized that each field location was unique, given its size and responsibilities. In its CRS User Guides, DNR provided the State parks and harbors with very limited, general guidance relating to the appropriate methods for managing CRS user access. During our review, DNR made changes to the guides for the 2003 season to include general instructions for the removal of CRS user access capabilities for employees whose employment was terminated.

We obtained from DNR a listing of all people who had active CRS user access as of April 30, 2003, along with their level of user access. Our review of the 983 people listed disclosed:

- a. DNR did not disable CRS user access capabilities of employees who had terminated employment with the Parks and Recreation Bureau or other DNR bureaus.

We identified 449 employees who had active CRS user access even though they terminated their employment with the Bureau or other DNR bureaus. These employees' termination dates ranged from May 2001 to April 2003.

- b. DNR did not appropriately change the CRS user access capabilities of employees who had transferred employment from one State park to another or had access capabilities to State parks where they were not employed.

We identified 11 employees whose active CRS user access for a State park was not terminated at the time their employment was transferred to a different

State park and 6 employees who had access capabilities to State parks where they were not employed.

- c. DNR did not consistently disable CRS user access capabilities of seasonal and permanent-intermittent employees.

We identified 14 noncurrent seasonal and permanent-intermittent employees who had active CRS user access at 13 different field locations. Two of the 14 employees had last worked at their respective field location during 2001, and the other 12 employees had last worked during 2002. We were informed by DNR that CRS user access may not have been disabled because these employees were expected to resume employment with DNR for the following summer travel season. As evidenced by the two employees who last worked during 2001, DNR could not ensure the return of all seasonal and permanent-intermittent employees.

- d. DNR did not ensure that system access and user capabilities were reasonable based on employees' normal job functions.

During our review, we identified 37 employees whose system access and capabilities were questionable based on the employees' job descriptions. Two of these employees were janitors with regular (nonsupervisory) access capabilities, and the remaining were State workers with supervisory access capabilities. As defined by the Department of Civil Service, a State worker is an entry level position that requires close supervision. We were informed by DNR that, generally, State workers would be assigned only regular access capabilities and that any deviation would require DNR central office review and approval. We did not note documentation of such approval for these State workers.

Regular access allowed use of the CRS application and limited access to reports. Supervisory access allowed use of the CRS application, access to all reports for the respective park or harbor, and the ability to override fees and process refunds.

We noted an additional 32 employees who had active CRS user access capabilities for whom we could not determine their current association with DNR and CRS.

RECOMMENDATION

We recommend that DNR ensure that its management controls are effective in preventing unauthorized access and use of CRS.

AGENCY PRELIMINARY RESPONSE

DNR informed us that it has implemented procedures to verify that the appropriate people will be provided appropriate access to CRS. DNR will monitor compliance with this procedure.

FINDING

3. Reservations Made by Field Personnel

DNR had not established effective policies and procedures to help ensure that field personnel did not make advance reservations through direct contact with customers.

Allowing field personnel to make advance reservations for customers could give customers inequitable access to campsites. At the beginning of each year, field locations stipulate which specific sites will be available only to same-day walk-in customers. These sites are designated as local sale sites and are not available for reservation through the call center or the DNR Web site. If field personnel made advance reservations directly for customers and did so using these local sale sites when all reservable sites had been reserved through the call center or the DNR Web site, then field personnel would have been providing access to sites that should have been available only to same-day walk-in customers. DNR informed us that the type of site (reservable vs. local sale site) reserved was not coded in the CRS database. As a result, we could not determine to what extent the reservations made by field personnel were for local sale sites. In addition, DNR reduced the effectiveness of CRS by creating inconsistent treatment of customers in the acceptable methods to make reservations. Further, it created inefficiencies at the field locations because field personnel had additional work loads associated with processing reservation requests, rather than having those work loads handled by the CRS contractor.

DNR's Parks and Recreation Policy 8.1 (camping policy) described a limited situation in which field personnel were permitted to reserve a campsite for a customer in advance of the customer's arrival. State park field personnel may make a

reservation only for a campsite designated as an Americans with Disabilities Act (ADA) campsite, and they shall not make the reservation for an ADA campsite further in advance than for next day arrival by the customer.

We obtained a download of all CRS reservation records for the period January 1, 2001 through May 31, 2003 from the CRS contractor. We extracted the reservations that were coded as being made by field personnel. After eliminating those reservations that represented same-day walk-in customers, reservations that could be an extension of a previous reservation (which were processed by field personnel for customers who had already arrived at the campground for their reservation period), and the 107 reservations coded as being made at an ADA campsite, we noted that DNR field personnel had made 12,112 reservations for customers through advance, direct contact.

Of the 107 reservations coded as being for an ADA campsite, we determined that for 56 (52%) of these reservations, DNR field personnel had made the reservation more than one day in advance of the customers' arrival. The time periods ranged from 2 days to 181 days in advance.

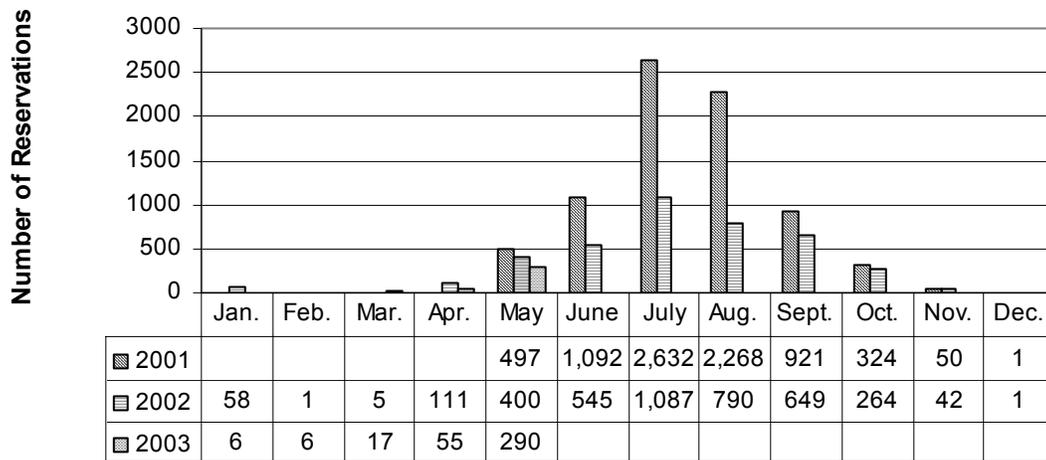
The 12,112 reservations were made by personnel at 85 different field locations (State parks and harbors) with the following distributions:

Number of Field Locations	Number of Reservations		Percentage of Reservations
	Range	Total	
1	Over 900	926	8 %
12	301 - 600	4,907	40 %
28	101 - 300	4,581	38 %
44	1 - 100	1,698	14 %
<u>85</u>		<u>12,112</u>	<u>100 %</u>

Year	Number of Reservations
2001	7,785
2002	3,953
2003 (through May)	374
	<u>12,112</u>

The number of reservations made by field personnel decreased from 2001 to 2002, the two years with full-year data available. This was likely the result of improvements that DNR made in CRS after the 2001 season. However, field personnel had still made advance reservations in the current season, through May 2003 (the most current month of data that was available at the time of our review). As indicated in the following graph, we determined that most reservations made by field personnel were made during the months of May through September:

**Field Reservations by Month
Calendar Years 2001 through 2003 (through May)**



Month

We also determined that the average time period between the date that the reservation was created by field personnel and the customer's reservation arrival date was 5.3 days and that the time periods ranged from 1 day to 184 days in advance, distributed as follows:

Time Period in Advance of Arrival	Number of Reservations Made
3 - 6 months	99
1 - less than 3 months	106
Less than 1 month	11,907
	<u>12,112</u>

RECOMMENDATION

We recommend that DNR establish effective policies and procedures to help ensure that field personnel do not make advance reservations through direct contact with customers.

AGENCY PRELIMINARY RESPONSE

DNR concurs with this finding. DNR informed us that it has established a policy to address the situation noted in this finding. The report noted that there was a sharp downward trend in the number of advance reservations being made at the State parks. DNR informed us that data gathered in December 2003 for the remainder of the 2003 camping season indicated that enforcement of the current policy and additional staff training have resulted in the virtual elimination of these occurrences.

SUPPLEMENTAL INFORMATION

Description of Survey

We developed a survey requesting input from State parks and harbors on the use of the Central Reservation System (CRS). The purpose of the survey was to obtain information about the State parks' and harbors' experiences with and opinions on CRS.

We e-mailed the survey to the 69 State parks with campgrounds, all of which used CRS. In addition, we e-mailed the survey to 18 harbors that used CRS during the 2002 boating season. We received 62 responses from State parks, a response rate of 90% and 14 responses from harbors, a response rate of 78%. We summarized the State park responses separately from the harbor responses to illustrate any differences in responses between the two groups of users.

Our review of the responses indicated that the users at the State parks were generally satisfied with the operation of CRS. Some of the respondents indicated in their narrative comments that the operation of CRS had noticeably improved since its inception. Most respondents indicated that reservation information in CRS was accurate at the time they checked in campers at the State parks and that CRS generally prevented overbooking of campsites. Most respondents indicated that CRS allowed them to effectively manage their campground, that reports generated from CRS were useful, and that CRS was generally easy to use.

Our review of the harbor responses indicated that the users at the harbors were generally satisfied with the operation of CRS. The respondents were satisfied with the accessibility of information from CRS and the timeliness and effectiveness of assistance received through the contractor's help desk. The respondents also indicated that the CRS user guides were helpful and easy to use. Most respondents indicated that reservation information in CRS was accurate at the time they checked in boaters at the harbors and that CRS generally prevented overbooking of slips.

The State park and harbor respondents were consistent in indicating that the CRS response time for retrieving information was slower than desired, especially during busy periods. We determined that DNR and the contractor coordinated the implementation of satellite connections for all State parks and harbors on CRS, a change from dial-up connections, during a three-month period extending from May through July 2002. DNR indicated that the satellite connections, along with some changes to the printer hardware configurations, were expected to increase the speed of CRS and the reliability

of the connections. Some of the respondents indicated in their narrative comments that CRS's speed had improved since the installation of the satellite connections in 2002.

Our review and follow-up of the narrative comments in the returned surveys indicated that DNR had an effective process for obtaining and considering user suggestions for improvement of CRS. Most of the more common problems or suggestions identified by the respondents either were already implemented by DNR or were in the process of being addressed. Suggestions for change or improvement were continually being reviewed by DNR, with consideration given to the cost associated with each change relative to the added benefit.

Following are the two summaries of survey results, one for State parks and one for harbors, that indicate the number and percentage of responses received for each item. The total number of responses for each item may not agree with the number of responses reported because some respondents did not answer all items. We provided a summary of the survey responses, including the narrative responses, to DNR management.

CENTRAL RESERVATION SYSTEM (CRS)
Department of Natural Resources (DNR)
Summary of Survey Responses - State Parks

Copies of survey e-mailed 69
Number of responses 62
Response rate 90%

1. How satisfied are you with CRS in enabling you to effectively manage your campground/harbor?

10 (16%) Very satisfied
44 (71%) Somewhat satisfied
4 (6%) Neutral
3 (5%) Somewhat dissatisfied
1 (2%) Very dissatisfied

2. How satisfied are you with CRS in enabling you to process *reservations* in a timely manner?

24 (39%) Very satisfied
31 (50%) Somewhat satisfied
4 (6%) Neutral
2 (3%) Somewhat dissatisfied
1 (2%) Very dissatisfied

3. How satisfied are you with CRS in enabling you to process "*walk-in*" registrations in a timely manner?

11 (18%) Very satisfied
32 (52%) Somewhat satisfied
9 (15%) Neutral
7 (11%) Somewhat dissatisfied
2 (3%) Very dissatisfied

4. The response time for retrieving information from CRS allows users to efficiently perform their duties during *normal times*.

9 (15%) Strongly agree
32 (52%) Somewhat agree
8 (13%) Neutral
12 (19%) Somewhat disagree
1 (2%) Strongly disagree

5. The response time for retrieving information from CRS allows users to efficiently perform their duties during *busy times*.

2 (3%) Strongly agree
19 (31%) Somewhat agree
11 (18%) Neutral
19 (31%) Somewhat disagree
11 (18%) Strongly disagree

6. Park/harbor staff consider CRS easy to use.

16 (26%) Strongly agree
36 (58%) Somewhat agree
6 (10%) Neutral
3 (5%) Somewhat disagree
1 (2%) Strongly disagree

7. The reports generated from CRS are useful.

17 (27%) Strongly agree
33 (53%) Somewhat agree
6 (10%) Neutral
5 (8%) Somewhat disagree
1 (2%) Strongly disagree

8. How frequently do you encounter instances when people check in with reservations and their reservations are not accurate on CRS?

5 (8%) Never
30 (48%) Very infrequently
23 (37%) Infrequently
3 (5%) Frequently
1 (2%) Very frequently

9. How frequently have you had overbookings of campsites/slips as a result of CRS?

26 (42%) Never
24 (39%) Very infrequently
11 (18%) Infrequently
1 (2%) Frequently
0 Very frequently

10. For reservable sites/slips only, how frequently have there been instances when CRS indicated that the park/harbor was full when, in fact, there were available sites/slips?

- 15 (25%) Never
- 21 (35%) Very infrequently
- 13 (22%) Infrequently
- 9 (15%) Frequently
- 2 (3%) Very frequently

11. How satisfied are you with the timeliness and effectiveness of assistance you receive through the *contractor's help desk* related to *technical questions/problems* with CRS?

- 16 (26%) Very satisfied
- 29 (47%) Somewhat satisfied
- 7 (11%) Neutral
- 8 (13%) Somewhat dissatisfied
- 2 (3%) Very dissatisfied

12. How satisfied are you with the timeliness and effectiveness of assistance you receive from *DNR* related to *operational questions/problems* with CRS?

- 9 (15%) Very satisfied
- 34 (55%) Somewhat satisfied
- 15 (24%) Neutral
- 4 (6%) Somewhat dissatisfied
- 0 Very dissatisfied

13. Did your entire staff receive training on CRS?

- 23 (37%) Yes
- 39 (63%) No

14. The training was sufficient for the staff to effectively use the CRS field application.

- 11 (18%) Strongly agree
- 37 (60%) Somewhat agree
- 9 (15%) Neutral
- 4 (6%) Somewhat disagree
- 1 (2%) Strongly disagree

15. The CRS Field System Guides and Quick Reference Guides are *helpful and accurate*.

- 16 (26%) Strongly agree
- 32 (52%) Somewhat agree
- 9 (15%) Neutral
- 4 (6%) Somewhat disagree
- 1 (2%) Strongly disagree

16. The CRS Field System Guides and Quick Reference Guides are *easy to use*.

- 18 (29%) Strongly agree
- 31 (50%) Somewhat agree
- 9 (15%) Neutral
- 3 (5%) Somewhat disagree
- 1 (2%) Strongly disagree

17. Overall, how would you rate CRS in terms of:

a. User friendliness?

- 18 (29%) Very satisfied
- 33 (53%) Somewhat satisfied
- 8 (13%) Neutral
- 1 (2%) Somewhat dissatisfied
- 2 (3%) Very dissatisfied

b. Improving customer service?

- 11 (18%) Very satisfied
- 24 (39%) Somewhat satisfied
- 17 (27%) Neutral
- 9 (15%) Somewhat dissatisfied
- 1 (2%) Very dissatisfied

c. Access to information?

- 13 (21%) Very satisfied
- 34 (55%) Somewhat satisfied
- 9 (15%) Neutral
- 6 (10%) Somewhat dissatisfied
- 0 Very dissatisfied

CENTRAL RESERVATION SYSTEM (CRS)
Department of Natural Resources (DNR)
Summary of Survey Responses - Harbors

Copies of survey e-mailed 18
Number of responses 14
Response rate 78%

1. How satisfied are you with CRS in enabling you to effectively manage your campground/harbor?

4 (29%) Very satisfied
6 (43%) Somewhat satisfied
2 (14%) Neutral
1 (7%) Somewhat dissatisfied
1 (7%) Very dissatisfied

2. How satisfied are you with CRS in enabling you to process *reservations* in a timely manner?

9 (64%) Very satisfied
3 (21%) Somewhat satisfied
2 (14%) Neutral
0 Somewhat dissatisfied
0 Very dissatisfied

3. How satisfied are you with CRS in enabling you to process "*walk-in*" registrations in a timely manner?

6 (43%) Very satisfied
6 (43%) Somewhat satisfied
2 (14%) Neutral
0 Somewhat dissatisfied
0 Very dissatisfied

4. The response time for retrieving information from CRS allows users to efficiently perform their duties during *normal times*.

6 (43%) Strongly agree
4 (29%) Somewhat agree
1 (7%) Neutral
3 (21%) Somewhat disagree
0 Strongly disagree

5. The response time for retrieving information from CRS allows users to efficiently perform their duties during *busy times*.

- 3 (21%) Strongly agree
- 3 (21%) Somewhat agree
- 4 (29%) Neutral
- 2 (14%) Somewhat disagree
- 2 (14%) Strongly disagree

6. Park/harbor staff consider CRS easy to use.

- 6 (43%) Strongly agree
- 5 (36%) Somewhat agree
- 1 (7%) Neutral
- 2 (14%) Somewhat disagree
- 0 Strongly disagree

7. The reports generated from CRS are useful.

- 3 (21%) Strongly agree
- 7 (50%) Somewhat agree
- 0 Neutral
- 4 (29%) Somewhat disagree
- 0 Strongly disagree

8. How frequently do you encounter instances when people check in with reservations and their reservations are not accurate on CRS?

- 2 (14%) Never
- 2 (14%) Very infrequently
- 8 (57%) Infrequently
- 2 (14%) Frequently
- 0 Very frequently

9. How frequently have you had overbookings of campsites/slips as a result of CRS?

- 6 (43%) Never
- 6 (43%) Very infrequently
- 2 (14%) Infrequently
- 0 Frequently
- 0 Very frequently

10. For reservable sites/slips only, how frequently have there been instances when CRS indicated that the park/harbor was full when, in fact, there were available sites/slips?

- 5 (36%) Never
- 4 (29%) Very infrequently
- 3 (21%) Infrequently
- 1 (7%) Frequently
- 1 (7%) Very frequently

11. How satisfied are you with the timeliness and effectiveness of assistance you receive through the *contractor's help desk* related to *technical questions/problems* with CRS?

- 6 (43%) Very satisfied
- 6 (43%) Somewhat satisfied
- 2 (14%) Neutral
- 0 Somewhat dissatisfied
- 0 Very dissatisfied

12. How satisfied are you with the timeliness and effectiveness of assistance you receive from *DNR* related to *operational questions/problems* with CRS?

- 3 (21%) Very satisfied
- 3 (21%) Somewhat satisfied
- 6 (43%) Neutral
- 2 (14%) Somewhat dissatisfied
- 0 Very dissatisfied

13. Did your entire staff receive training on CRS?

- 6 (43%) Yes
- 8 (57%) No

14. The training was sufficient for the staff to effectively use the CRS field application.

- 4 (29%) Strongly agree
- 5 (36%) Somewhat agree
- 4 (29%) Neutral
- 0 Somewhat disagree
- 1 (7%) Strongly disagree

15. The CRS Field System Guides and Quick Reference Guides are *helpful and accurate*.

2	(14%)	Strongly agree
10	(71%)	Somewhat agree
2	(14%)	Neutral
0		Somewhat disagree
0		Strongly disagree

16. The CRS Field System Guides and Quick Reference Guides are *easy to use*.

2	(14%)	Strongly agree
10	(71%)	Somewhat agree
2	(14%)	Neutral
0		Somewhat disagree
0		Strongly disagree

17. Overall, how would you rate CRS in terms of:

a. User friendliness?

7	(50%)	Very satisfied
4	(29%)	Somewhat satisfied
0		Neutral
3	(21%)	Somewhat dissatisfied
0		Very dissatisfied

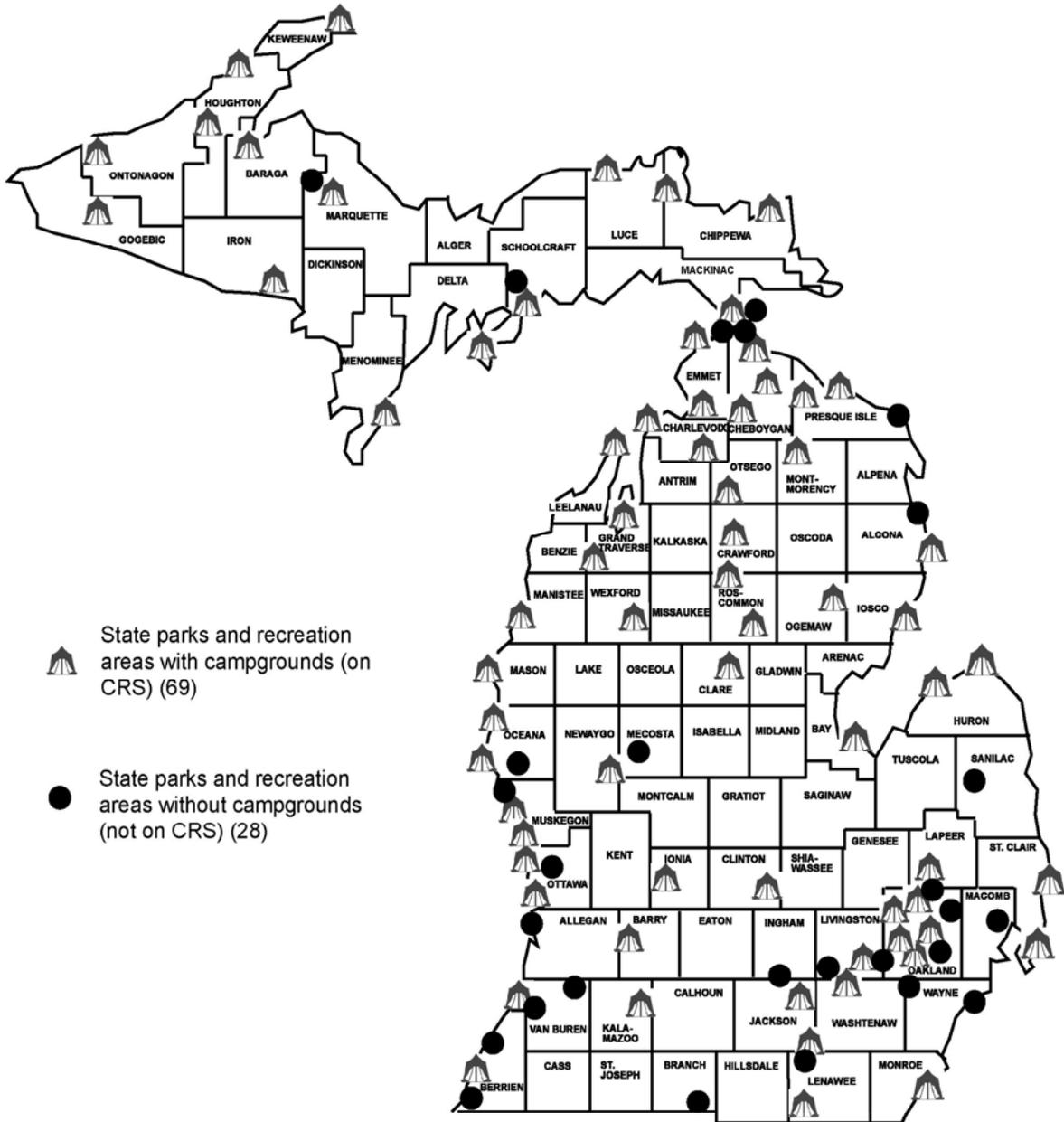
b. Improving customer service?

6	(43%)	Very satisfied
4	(29%)	Somewhat satisfied
2	(14%)	Neutral
2	(14%)	Somewhat dissatisfied
0		Very dissatisfied

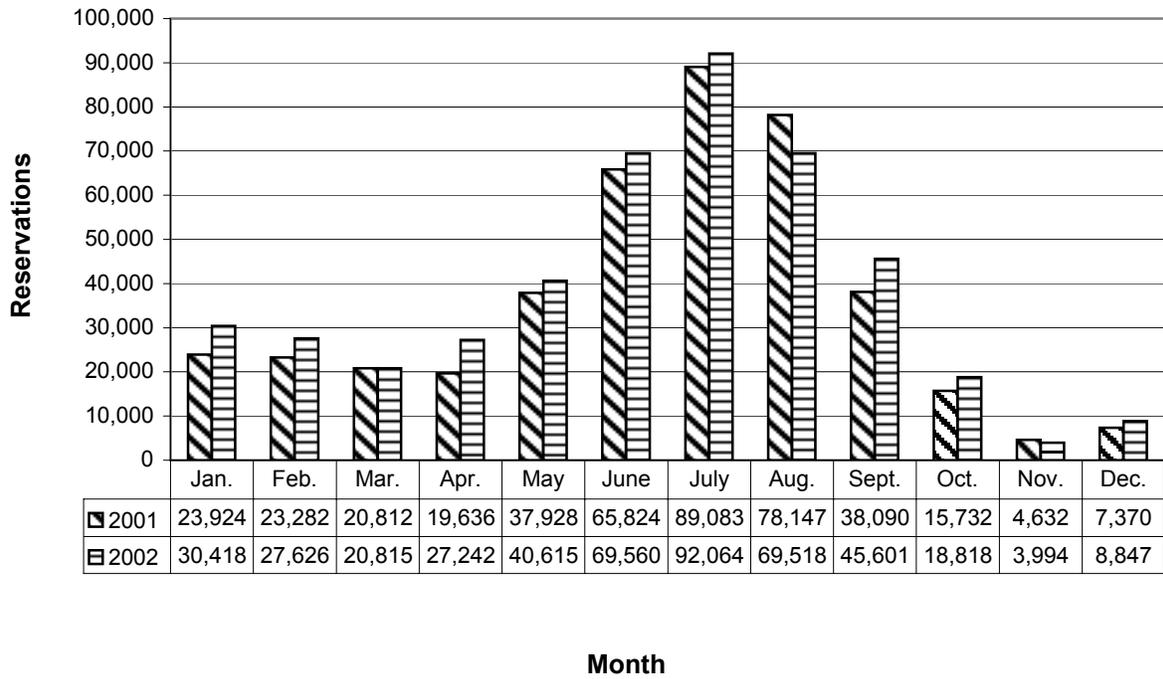
c. Access to information?

3	(23%)	Very satisfied
10	(77%)	Somewhat satisfied
0		Neutral
0		Somewhat dissatisfied
0		Very dissatisfied

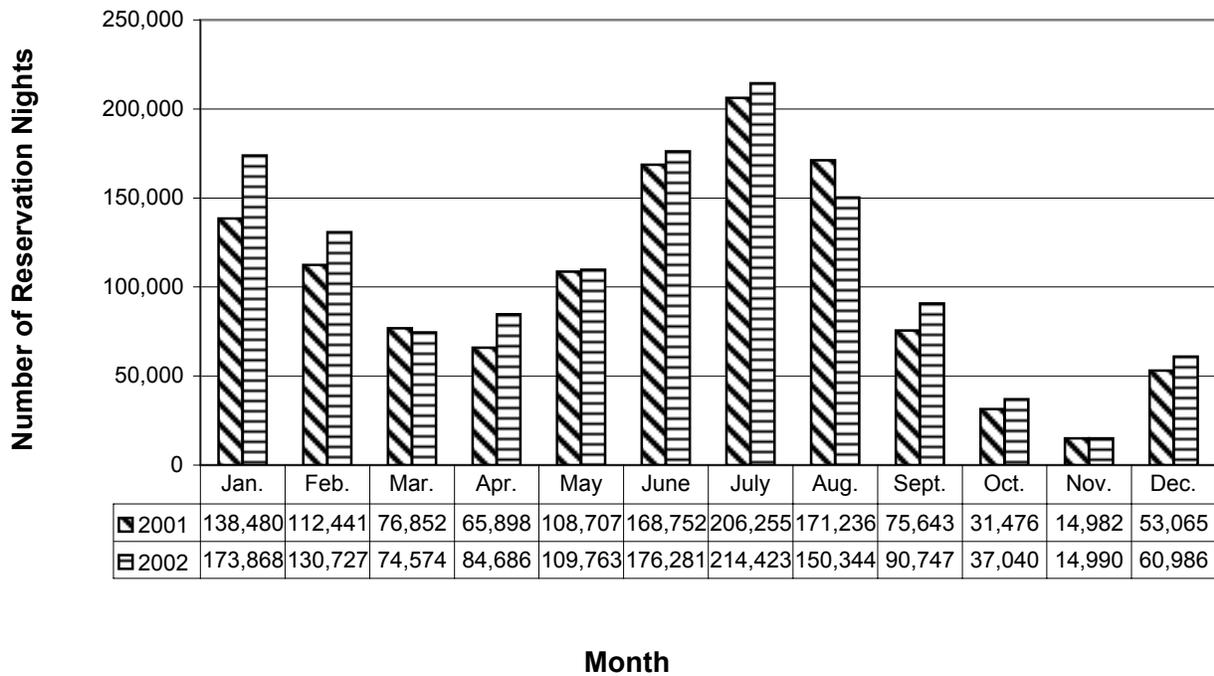
CENTRAL RESERVATION SYSTEM
 Department of Natural Resources
 State Parks Map
 As of December 31, 2002



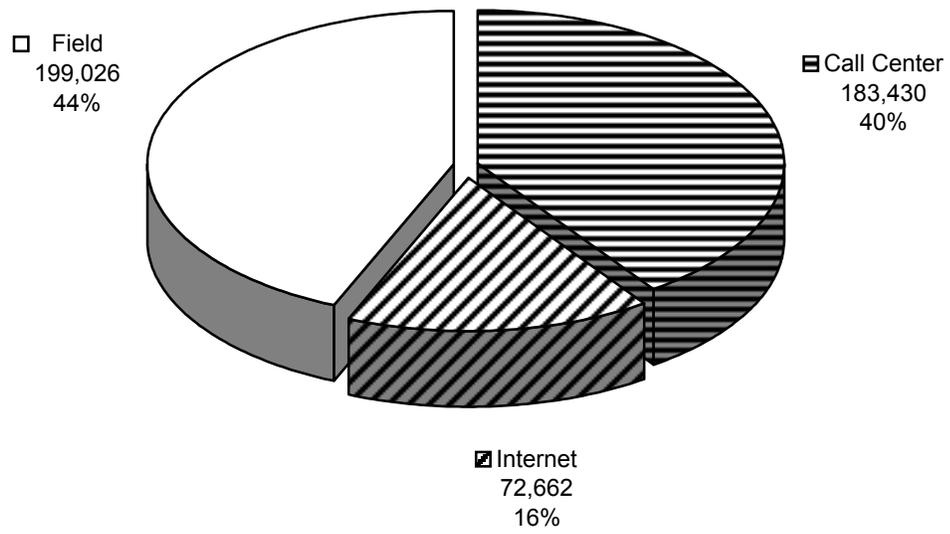
CENTRAL RESERVATION SYSTEM
 Department of Natural Resources
 Reservations by Month
Calendar Years 2001 and 2002



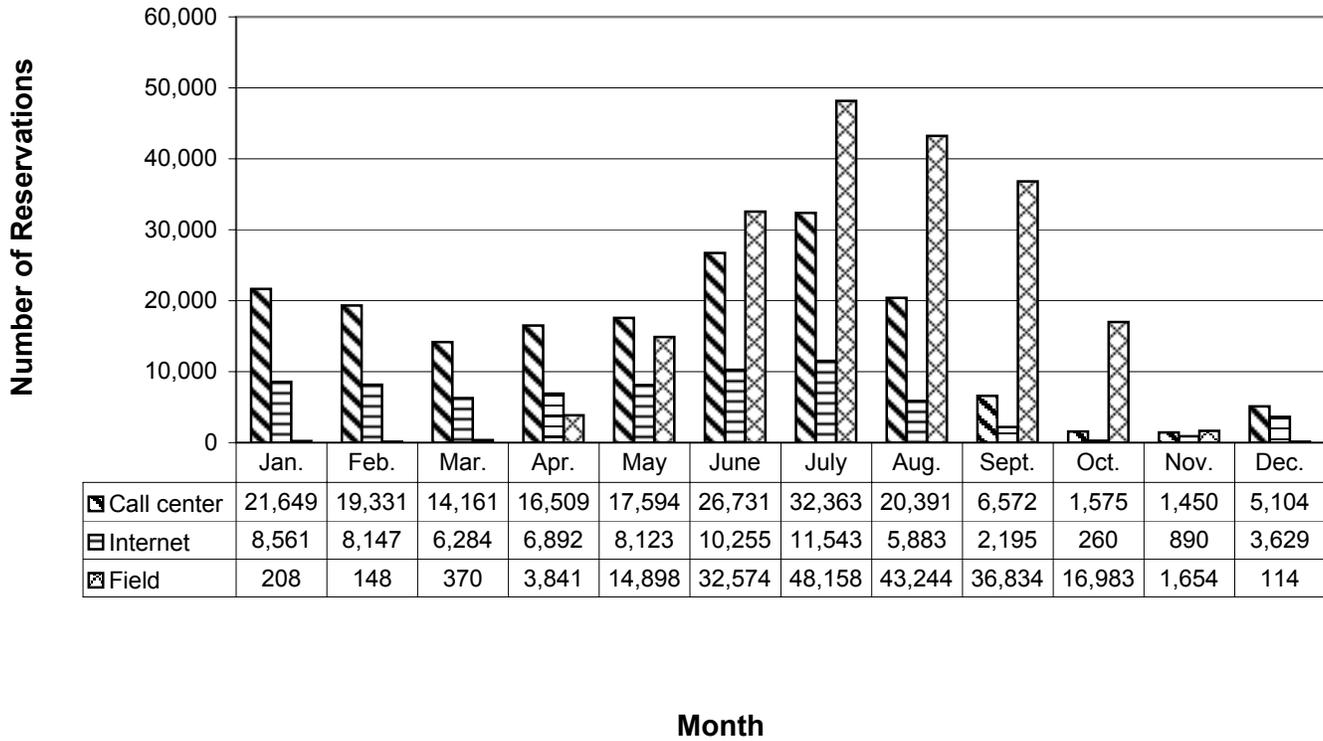
CENTRAL RESERVATION SYSTEM
 Department of Natural Resources
 Reservation Nights by Month
Calendar Years 2001 and 2002



CENTRAL RESERVATION SYSTEM
Department of Natural Resources
Reservations by Source
Calendar Year 2002



CENTRAL RESERVATION SYSTEM
 Department of Natural Resources
 Reservations by Month and Source
Calendar Year 2002



Glossary of Acronyms and Terms

ADA	Americans with Disabilities Act.
CRS	Central Reservation System.
DNR	Department of Natural Resources.
effectiveness	Program success in achieving mission and goals.
efficiency	Achieving the most outputs and outcomes practical with the minimum amount of resources.
harbor	One of 78 protected public mooring facilities to serve the Great Lakes boaters with a primary focus on transient boating. Local units of government own and operate 61 of these facilities, subject to the terms and conditions of the original grant-in-aid agreement providing State assistance in the facilities' development. Two facilities are harbor developments, where a private investor has contracted (a long-term lease, usually for a 25- to 30-year term) with the State of Michigan and a local unit of government to develop and operate the harbor. The remaining 15 public mooring facilities are owned by the State of Michigan and operated by Parks and Recreation Bureau personnel or through concession leases.
management controls	The plan of organization, methods, and procedures adopted by management to provide reasonable assurance that goals are met; resources are used in compliance with laws and regulations; valid and reliable data is obtained and reported; and resources are safeguarded against waste, loss, and misuse.

mission	The agency's main purpose or the reason that the agency was established.
performance audit	An economy and efficiency audit or a program audit that is designed to provide an independent assessment of the performance of a governmental entity, program, activity, or function to improve public accountability and to facilitate decision making by parties responsible for overseeing or initiating corrective action.
reportable condition	A matter that, in the auditor's judgment, represents either an opportunity for improvement or a significant deficiency in management's ability to operate a program in an effective and efficient manner.
State park	One of the 79 State parks or 18 recreation areas that are owned by the State of Michigan and operated by Parks and Recreation Bureau personnel, which are available for public recreational use.