



STATE OF WASHINGTON

RECREATION AND CONSERVATION OFFICE

September 2008

Item #3d: Implementation of Berk and Associates Report on RCO's Grant Processes

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Presented By: Rachael Langen, Deputy Director

Approved by the Director:

Proposed Action: Briefing

Summary

Earlier this year, the director established four work teams to analyze the 36 recommendations provided by Berk and Associates in their report on the Recreation and Conservation Office grant processes. This memo provides an update on the work of those work teams.

Background

The Recreation and Conservation Office (RCO) hired Berk and Associates to examine the reasons for the delays in completing grant projects as scheduled. When sponsors miss deadlines, planned payouts do not occur and the agency must ask that the Legislature reappropriate the funds. The director established four work teams to analyze the 36 recommendations provided by Berk and Associates. These work teams are:

- Organizational Structure
- Business Practices and PRISM
- Policy Recommendations
- Grant Services Retreat Follow-Up



Update

There are three important updates to share from the work teams.

Organizational Structure

As reported in June, the director reorganized the RCO to allow better focus on grant management within the grant sections. The policy section supervised by Jim Fox will support the Recreation and Conservation Funding Board and the Salmon Recovery Funding Board and provide policy analysis. Moving these tasks away from the outdoor grant managers allows them to focus on grant management.

We also divided the Recreation and Conservation Section into two sections to reduce the supervisory span for each section manager. In addition, we realigned the grant programs within the sections to reduce the number of programs for each outdoor grant manager (OGM) from 25 to eight. While general knowledge about all programs will still be necessary, narrowing the complexity of their jobs will help the each outdoor grant manager increase his or her customer service and grant management in particular program areas.

Marguerite Austin will manage the Recreation Section; Scott Robinson will manage the Conservation and Grant Services Section. Scott joined the RCO on August 1, allowing us to fully transition to our new organizational structure.

Section	Recreation Section		Conservation and Grant Management Section
	Staff Group 1	Staff Group 2	
Grant Programs	Boating Facilities Boating Infrastructure Grant Boating Activities Program Firearm and Archery Range Recreation Nonhighway and Off-Road Vehicle Activities National Recreational Trails Program	Land and Water Conservation Fund WWRP – <i>Local Parks</i> WWRP – <i>State Lands Development</i> WWRP – <i>State Parks</i> WWRP – <i>Trails</i> WWRP – <i>Water Access</i> Youth Athletic Fields	Aquatic Lands Enhancement Account WWRP – <i>Natural Areas</i> WWRP – <i>Riparian Protection</i> WWRP – <i>State Lands Restoration</i> WWRP – <i>Urban Wildlife</i> WWRP – <i>Farmland Protection</i> WWRP – <i>Critical Habitat</i>
Staff	Adam Cole Dan Haws Darrell Jennings*	Gary Cooper Laura Moxham Myra Barker Sarah Thirtyacre	Kim Sellers Leslie Ryan-Connelly Kammie Bunes*
*Darrell and Kammie hold OGM Senior positions and carry 25 projects in addition to other responsibilities			

A copy of the new organizational chart is included in Attachment A.

Business Practices/Notification Improvements

One of the critical recommendations made by Berk and Associates was to improve communications with project sponsors about deadlines and critical milestones. As noted in June, the RCO programmed PRISM to send an e-mail reminder to sponsors and the assigned grant manager 90-days before to the "Agreement Funding End Date." PRISM now also sends notices to project sponsors 30 days before the due date for four mission-critical milestones if the sponsor has not reported that they are complete.

These critical milestones are:

- Receipt of a bill at least annually;
- Appraisal or appraisal review due;
- Construction start; and
- Construction complete.

Business Practices/Process Improvement

RCO hired Strategica, Inc. to map current business processes for grant application, grant evaluation, and other typical grant management activities. Mapping teams will work with the consultant to look for ways to streamline and improve processes. One of the expected results will be a consistent way of doing business among the grant management sections. This information will be the foundation for developing an operational manual for grant management.

Next Steps

Staff will continue to inform the Recreation and Conservation Funding Board of agency progress toward reducing reappropriation and project delay.

Attachments

- A. Organizational chart