CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

COUNCIL AGENDA: 1/11/05
ITEM: 3.3

MAKING GOVERNMENT WORK BETTER COMMITTEE

Executive Summary
December 8, 2004

The meeting was convened at 2:40 PM

a. Family Camp - (Auditor) (heard out of order)

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the committee accepted the Staff report with the direction to add an additional recommendation for cost recovery to include replacement and maintenance as well as capital needs of the facility, and return to the Committee after the summer season.

b. Major IT Projects Update – (Information Technology)

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c. Oral Petitions
None

d. Adjournment
The meeting was adjourned at 4:15 P.M.

Nora Campos

Councilmember Nora Campos
Making Government Work Better Committee

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CAPITAL OF SILICON VALLEY

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Meeting Report
December 8, 2004

PRESENT: Chair Nora Campos, Councilmember Chuck Reed, Councilmember Linda J. LeZotte, Councilmember David Cortese

STAFF: Kay Winer, Jennifer Carlino, Christine Silva-Burnett, Jerry Silva, Chris Constantin, Eduardo Luna, Scott Johnson, Danielle Kenealey, Jim Helmer, Sara Hensley, Randy Cooper, Julie Mark, Joe Horwedel, Cecil Lawson, Michael Ho, Dan Kadomoto, Art Capigan, Gil Dovalina

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b. Family Camp - (Auditor) (heard out of order)

Jerry Silva, City Auditor introduced Eduardo Luna, Supervising Auditor to give an overview of the report. Auditor's staff made a field visit to San Josè Family Camp in August 2004. He stated that approximately 4,400 campers attended this season; and of those, 30% were non-residents. The campground is operated with a US Forest Service permit. Family Camp rates are $44.00 per night, per adult to include three meals a day. These rates are low in comparison to other nearby cities. The objective of the audit was to review operations and identify facility issues that needed to be addressed. Auditor's staff found:

- Physical infrastructure – neglected and deteriorating
- Debris and unused equipment and furnishings. Also noted: A Native American grinding stone was found at the dumping area.
- Relationship with Friends of San Josè Family Camp needs improvement
- Total number of tents and buildings exceeds US Forest Service permit limits
- Staffing issues – including per diem versus hourly wage, after hour drinking, under 18 age volunteers
- Reservation policy (issues) – including campers bringing extra guests, non-resident campers using resident rates, long waiting lines for registration

Other issues noted were 1) dining hall capacity of 193 persons with an average daily camp attendance of 215, 2) a lack of complete and accurate inventory of tools, materials and equipment on premises, 3) pornographic picture displayed in staff tent and, 4) unsafe railing in camper tent. The Auditor's recommendations are:

- Conduct a physical needs assessment of camp facilities to identify health and safety issues
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- Conduct a thorough camp clean-up to remove unused equipment and furnishings
- Develop budget estimate for repairing deck railings, water tanks and amphitheatre

- Reconcile permitted camp tent platforms with US Forest Service Permit. Remove non-permitted tent platforms or obtain permit amendment to allow for additional platforms
- Make good faith effort to reach an agreement or memorandum of understanding with Friends of San Josè Family Camp to determine appropriate role of organization
- Ensure compliance with City policies concerning substance abuse and sexual harassment
- Ensure a reasonable staffing pattern and compliance with labor laws
- Reassess practice of using underage volunteers
- Review and revise reservation policy to deal with extra campers, non-resident campers and minimize registration waiting period
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Auditor's staff reviewed these with the Administration and they concurred with the 11 recommendations.

Chair Campos expressed concern that it took an audit for these issues to come to light and thanked Auditor's staff for the report. Sara Hensley, Director PRNS stated that Staff was at fault for not following up with some of these issues prior to having an audit. Staff worked closely with the Auditor's office and has been proactive this year to address these issues.

Julie Mark, Deputy Director PRNS introduced Gil Dovalina (permanent camp manager) and Art Capigan (interim camp manager). Staff conducted a 72-day summer season that served 4,440 campers. Camper evaluations gave staff a 61% overall satisfaction rating, higher than expected during the transition period. Much of Staff's efforts this past season were spent in aligning volunteer alcohol and facility use practices with the City's policies. Interim staff were hired and trained and a permanent manager was retained. All utilities and facility systems were connected and tested and the camp prepared by April, which was a significant workload. Over the winter season, due to weather conditions, the camp is subject to a great degree of damage from weather conditions. Staff repaired and upgraded the priority health safety and facility issues, installed ramps and met with regulatory agencies and reviewed the new management.

The 2005 workplan will concentrate on rebuilding the base operations, including the recommendations from the Auditor. Staff will increase outreach to ensure that campers, staff and volunteers all have equal opportunities and revise the pre-registration policy to avoid the problems experienced this year. Staff also plans to upgrade the water system and address the health and safety issues. In 2006, the workplan will focus on adopting the appropriate American Camping Association's (ACA) operating standards and Staff would like to increase the overall customer satisfaction rating to 75% and pursue increasing spring and fall programming. Staff would like to complete a facilities master plan in time for renewal discussions with the forest service when the agreement expires in 2007. Also included are plans to implement facility maintenance programs and business plan with upgrades to key areas such as the kitchen, staff housing area and building upgrades.

Sara added that there is a lot of work left to do and Staff is committed to that and thanked the Auditor and auditor's staff for taking on the audit at her request. Chair Campos asked why it took an audit for these issues to come to light. Julie replied that a detailed audit has not occurred previously. In the past, the focus has been on the longer-term capital program with upgrades to

the restrooms, kitchen, scullery and water treatment plant and not as much attention paid to the operational side.

Councilmember Cortese commented that the increase in the customer satisfaction level is good, but would like to see a goal more in the 90% range. He stated that he hopes, due to the extensiveness of the audit recommendations, there is not an overreaction to the capital side as there are easy remedies such as repairs versus rebuilds that could be made. He asked if maintenance could be effectively supervised during the year citing that an archeological relic having been left at a dumpsite as something that maintenance personnel should be able to handle. Sara responded that the department should have been using the ACA standards all along and that is something, combined with having the new manager in place that should help prevent some of these issues from recurring in the future. She added that material costs are not as much of an issue as time requirements for staff.

Councilmember Cortese said he would like to see a six-month or one-year evaluation coming back to this committee in order to see where resources are needed. Sara agreed to return to the committee with a one-year evaluation and added that Staff is working on opportunities for sponsorships and partnerships and has received support from colleges that could provide students with backgrounds in natural resources that are interested in internships at Family Camp. Councilmember Cortese suggested that CCOC would be a good place to go for interns. Councilmember Reed added that the San Josè Conservation Corp would as well. He added that he would like to know how Staff would set up an ongoing enterprise so that it does not become a matter of crisis management, but rather the enterprise takes care of itself. Unsure of whether this is an enterprise or not, he wanted to know if maybe the price that is charged is too low. He stated that what is needed is not just ongoing maintenance, but for those things that wear out. He feels the objective should be a self-funded enterprise and that the per diem form of paying the personnel should be eliminated. He stated it's good there is new management in place and a new system set up. Councilmember LeZotte agreed with Councilmembers Cortese and Reed and expressed appreciation to PRNS and Auditor's staff for all the hard work

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Chair Campos expressed appreciation for Sara's leadership in the decision to go forward with requesting the audit. She asked if using underage volunteers has been practiced and if so, it would continue to be done. She also wanted to know what measures had been put into place to ensure compliance with the City's substance abuse and sexual harassment policies. Julie replied that Staff is planning to continue to expand training to camp employees on these policies and will include additional supervision for the staff area with chaperones. A lead person will be appointed to enforce the policies to ensure that there is consistency in terms of the application, policy or any discipline necessary. There is a priority to increase off duty staff recreational activities. There are plans to provide for easier Intenet access that may include the campers as well. Most operational issues were directly related to having insufficient staff and Gil has put together a plan that will increase the number of lead workers and there is the hope of reaching the optimal total staff number of 65. Staff agrees with the recommendation to no longer allow underage staff or volunteers. The minimum age requirement will now be 18. Councilmember

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Joe Horwedel, Deputy Director PBCE – Planning commenting on the GIS Integration Plan update stated that the GIS city group, in looking at what the next piece would be to bring forward in the budget, is putting together a proposal for parcel data to bring through the CSA. There were no questions on this update.

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