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Board of Supervisors

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Mark Luce
Chair

June 2, 2009

The Honorable Raymond A. Guadagni
Presiding Judge
Superior Court of California, County of Napa
825 Brown Street
Napa, CA 94559

FILED

JUN - 4 2009

Clerk of the Napa Superior Court
By: *C. Brennan*
Deputy

Dear Judge Guadagni:

As required by Penal Code Section 933(c), enclosed is the response to the 2008-2009 Grand Jury Final Report on Napa City-County Library. Responses to findings and recommendations affecting local government entities other than the County are not included in the Board's response when those entities are not under the jurisdiction of the County Board of Supervisors.

Grand Jury activity takes place over the course of a number of months. As such, their findings and recommendations often address issues which county departments have already identified as problems and to which solutions are in the process of being developed.

The Board acknowledges the members of the 2008-2009 Grand Jury for the time they have devoted in preparing their report.

Sincerely,

Handwritten signature of Mark Luce in black ink.

Mark Luce, Chair
Napa County Board of Supervisors

Enclosure

cc: Foreman, 2008-09 Grand Jury

Received
Napa Superior Court

JUN - 3 2009

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**NAPA COUNTY
RESPONSES TO GRAND JURY REPORT
FISCAL YEAR 2008-2009**

NAPA CITY-COUNTY LIBRARY

FINDING 1: Because of the incomplete analysis of the Library Collection, the needs of the community may not be met, especially the non-English community.

Response, Library Director: Library Director agrees in part and disagrees in part with this finding. The Library Director agrees that a complete analysis of the Library Collection hasn't been done in some time. Until recently, the Supervisor who had oversight of collection development also had branch management responsibility, which made it difficult to do any in depth analysis of the collection due to workload issues.

As the Grand Jury points out, since a complete analysis has not be done on the collection, the Library at this point is unable to determine if the needs of the community, especially the non-English speaking community, are being met. The Library did conduct a comprehensive Community Needs Assessment in spring of 2008 and Collection Development for the non-English community was not one of the top priorities identified by the stakeholder group. However, services to the Spanish-speaking community did emerge as a mega-issue that needed to be considered when planning and developing all aspects of library service, not just collection development. The stakeholder group included members of the community from throughout the County and represented a variety of interest groups.

Please also see the response to Recommendation 1.

FINDING 2: The Napa City County Library Organizational chart is outdated.

Response, County Executive Officer and Library Director: County Executive Officer and Library Director disagree with this finding. The Board of Supervisors in December 2008 approved a reorganization of the Library recommended by an outside consultant, in order to set up the organization to meet the goals identified through the Community Needs Assessment process. The major changes made were, deletion of the Assistant Library Director position, creation of Support Services Manager and Public Services Manager positions, creation of a Librarian III position for Collection Development and creation of a Staff Services Analyst position. We believe the Library's current organizational chart aligns with the long-range goals identified through the community needs assessment process.

The statement on page 10 of the report, "Currently the Library has eleven management positions with 45 percent of the positions vacant" is inaccurate. Prior to the reorganization approved in 2008, the Library had two managers, the Library Director and

the Assistant Library Director. There were six Supervisor positions before the reorganization and seven after. After the reorganization, the Library has 3 managers: Library Director, Public Services Manager and Support Services Manager. The only position vacant is the Public Services Manager and the Library is currently recruiting for the position. The seven supervisor positions are: five Librarian IIIs, one Literacy & Volunteer Services Supervisor and one Library Circulation Supervisor. The five Librarian III positions are responsible for the following divisions: Reference, Children's, Collection Development, Branches and Extension Services and Technical Services. The Technical Services Librarian III position will remain vacant and possibly be deleted in the future because the newly hired Support Services Manager may have the ability to directly supervise that division.

Please also see the response to Recommendation 2.

FINDING 3: Twenty-nine percent of the Library Job Classifications are outdated.

Response, Human Resources Director: Human Resources Director agrees with this finding. Due primarily to workload needs and other priorities, it has been approximately 25 years since the County last conducted a comprehensive classification study for all non-management positions. In the meantime, as issues have arisen various individual positions have been studied and, in some cases, reclassified, but other positions have not been reviewed.

Please also see the response to Recommendation 3.

FINDING 4: There are no position descriptions to properly perform employee evaluations.

Response, Human Resources Director: Human Resources Director agrees with the finding that there are no position descriptions but disagrees with the finding that there is no tool to properly perform employee evaluations. The County of Napa does not use individual position descriptions. Employee performance evaluations are completed based upon the employee's class specification as well as performance goals and objectives mutually identified by the employee and his/her supervisor. A list of duties, goals and objectives are documented on the employee's performance appraisal form.

Please also see the response to Recommendation 4.

FINDING 5: There is no staff-training manual.

Response, Library Director: Library Director agrees with this finding. While there are manuals for various divisions, processes and procedures these have yet to be gathered into a training manual.

Please also see the response to Recommendation 5.

FINDING 6: There are no formal minutes recorded for the staff meetings.

Response, Library Director: The Library Director agrees in part and disagrees in part with this finding. There are no formal minutes recorded for the daily informal staircase all staff meeting. However, minutes are taken for twice a month meetings for the Technical Services Group and the Support Services Group each led by the newly created manager positions. Minutes are also taken for once a month meeting for the Leadership Group (made up of Administrative Group, Supervisors and Managers). There is also monthly all staff meeting which has evolved into a monthly class and staff is provided with a curriculum for each session.

FINDING 7: One hundred percent of the 2007 Employee evaluations are untimely and do not adhere to Human Resources Personnel Rules and Regulations “Evaluations for permanent employee shall be completed annually at least two (2) weeks prior to the employee’s anniversary date.”

Response, Human Resources Director: Human Resources Director agrees in part and disagrees in part with this finding. The Napa County Policy Manual, Section 37H, Rule 9, Performance Evaluations, does state that “Evaluations for permanent employees shall be completed annually at least two (2) weeks prior to the employee’s anniversary date.” The County’s Human Resources Division considers an evaluation to be submitted in a timely manner as long as it is received by the employee’s anniversary date. Only 2 out of 58 evaluations or 3 percent of the 2007 evaluations were submitted to HR after the anniversary date.

Please also see the response to Recommendation 6.

FINDING 8: There was a high turnover of Library staff during 2006-08 ranging from a low of 15 percent to a high of 31 percent for permanent employees, and ranging from a low of 20 percent to a high of 46 percent for Extra Help employees.

Response, Human Resources Director: Human Resources Director agrees with this finding but this finding requires further explanation.

As the following table shows, during the three years in question, the turnover rate for permanent employees was consistently higher in the Library than the County as a whole. However, it would be expected that turnover rates in any smaller work unit would show more volatility- up or down- than for the County as a whole because even a small number of departing employees will be magnified when presenting the data as a percentage value. For example, in 2007, the departure of the Library Director and Assistant Director account for a substantial portion of the difference in turnover rates between the Library and the County organization as a whole. This point is also illustrated in the table below, which shows that excluding the Library from the overall County turnover rate has very little impact on the overall percentage.

| Year | Including Library | Excluding Library | Library |
|------|-------------------|-------------------|---------|
| 2008 | 9.9% | 9.6% | 15.1% |
| 2007 | 13.8% | 13.6% | 19.9% |
| 2006 | 11.8% | 11.1% | 31% |

Notwithstanding this, the Library's 2006 turnover rate of 31% was clearly quite high and an indicator that something may have been going on in that Department, as County Executive Office and Human Resources staff recognized at the time. This was what caused Human Resources staff to initiate an investigation into Library hiring and retention issues in 2006, including a review of exit interviews by departing employees. That review showed that very few employees separating expressed their dissatisfaction working for the Library and, instead, indicated that their reasons for leaving were due to accepting other employment, going back to school, moving, etc.

The County turnover rates for Extra Help employees for calendar years 2006 through 2008 are as follows:

| Year | Including Library | Excluding Library | Library |
|------|-------------------|-------------------|---------|
| 2008 | 33.6% | 32.1% | 20.6% |
| 2007 | 49.6% | 51.0% | 46.7% |
| 2006 | 57.6% | 61.6% | 43.8% |

As can be seen, the Extra Help turnover rate for the Library and the County as a whole were both fairly high.. The reason why there is high turnover rate for the Extra Help employees is because they are viewed as a flexible workforce. They are brought on board when there is a need for a temporary staffing solution and released when their services are no longer needed. Consequently, the turnover rates tend to be high, by design, and are characteristic of the underlying intent of the Extra Help program. For calendar years 2006 through 2008, the turnover rates for Extra Help employees at the Library were lower than the rates for the County as a whole.

FINDING 9: Library staff morale declined and productivity decreased over the last few years.

Response, County Executive Officer and Library Director: County Executive Officer and Library Director agree in part and disagree in part with this finding. It is difficult to determine with certainty what the exact state of employee morale was in the Library at any particular point in time. It does seem clear, though, that there were morale problems in the Library in 2006 and 2007 and, in particular, with the departure of the former Director and Assistant Director within a few months period in 2007, that staff productivity seemed to decrease at the Library. The County Executive Office brought in an Interim Library Director for three months until the new Library Director was hired in

January of 2008 and Human Resources provided training on how to deal with change and offered supervisory training to the division supervisors in effort to increase staff morale.

Since the hiring of the new Library Director at the beginning of 2008, we believe that the morale and productivity at the Library has generally increased. The new Library Director has reorganized and has offered number of trainings and workshops to the staff to increase morale and productivity. The Library has hired an outside consultant to do staff development training to improve Library operations and performance, including implementing the wants and needs of the community addressed within the Community Needs Assessment conducted in spring of 2008.

FINDING 10: The Master Plan is not being addressed.

Response, County Executive Officer and Library Director: County Executive Officer and Library Director disagree with this finding. The 2007 Master Plan was commissioned in response to the California Reading and Literacy Improvement and Public Library Construction Bond Act of 2006 which failed. The report was accepted by the Board of Supervisors, however no action was recommended and no funding source identified. With no funding source available it is not prudent to recommend implementation of the Master Plan to the Board of Supervisors at this time.

There have been some changes since the report was written. A new Yountville Branch will be completed in the fall of 2009, funded by the Town of Yountville. An architectural review of the Napa Main library has been commissioned by the Napa Library Foundation and the Friends of the Napa Library. This review will be completed by early 2010. Management is working with the City of American Canyon to address the needs of that community.

The Master Plan was a building plan and did not address programs or services. In order to address the missing piece of the plan, in the spring of 2008 a Community Needs Assessment was undertaken. The stakeholders and focus groups comprised of community based organizations, educators, teens, seniors, and businesses identified four Library Services Responses that would enable the library to meet the needs of the community. The Library also hired an outside consultant Bay Area Economics to conduct a fiscal analysis study to identify the cost of running each of the branches and identify what the base level service should be. Funding mechanisms for capital improvement projects will be addressed through the study as well.

Please also see the response to Recommendation 7.

FINDING 11: The interior of the Calistoga Library is not well maintained and is in need of repair. There is chipped, dirty paint in the public area, plaster flaking in the staff and storage areas, worn-out carpets, poor storage area shelving, and cramped offices

Response, Library Director: Library Director agrees in part and disagrees in part with this finding. Some of the improvements were already made during fiscal year 2008-2009 and the remaining projects will be completed during fiscal year 2009-2010.

Please also see the response to Recommendation 8.

FINDING 12: The storage of book boxes on the Calistoga Library stage creates a public safety hazard.

Response, Library Director: Library Director disagrees with this finding. The stage of the Calistoga Library is a non-public area. After conferring with the Napa County safety officer it has been determined that the boxes pose no safety hazard.

Please also see the response to Recommendation 9.

FINDING 13: Unrestricted smoking on the terrace of the Napa Main Library may adversely impact visitors and children on the adjacent main entrance sidewalk.

Response, Library Director: Library Director agrees in part and disagrees in part with this finding. Library Director agrees that unrestricted smoking on the terrace may adversely impact visitors and children. However, Library Director is unaware of unrestricted smoking on the terrace since a ban on smoking within twenty feet of the door to a public building is required by law already and this restriction is posted and enforced by the security guards.

Please also see the response to Recommendation 10.

FINDING 14: The Library Commission members were not properly trained for their 3-year term, resulting in a lack of knowledge and understanding of how the Library operation is directly tied to Library policies. No training manual and no formal orientation exist for the Library Commission members.

Response, Library Director: The Library Director disagrees with this finding for the timeframe after January of 2008. The Library Commission receives training and opportunities to attend conferences and workshops on a regular basis. Each new commissioner receives the manual, "Trustee Tool Kit for Library Leadership," a complete set of policies and a tour and orientation when appointed, moreover, the commission has been given training by the California Association of Library Trustees and Commissioners this past fall. Commissioners have attended the California Library Association's annual conference in November of 2008 and will be given the opportunity to attend this coming year. Commissioners have also attended workshops on strategic thinking, advocacy and ethics.

Please also see the response to Recommendation 11.

FINDING 15: The Library Commission failed to exercise its duties and deferred its power and authority to the Library Director. The By-laws calling for the Library Director to submit quarterly/annual report to the Library Commission are not followed. The Commission's stated goal of "effectiveness to ensure that the needs of all segments of our community are assessed and considered" was not achieved.

Response, Library Director and the Library Commission: Library Director and the Library Commission agree in part and disagree in part with this finding. Library Director submits monthly in lieu of quarterly reports to the Commission which is working better than the quarterly/annual reports as stated in the by-laws. The monthly report accomplishes the same goal as the quarterly report.

The Director presents an annual budget review with quarterly updates at Commission meetings as well. The Commission is well informed and freely asks questions.

Library Director and the Library Commission disagree with the finding that the Library Commission failed to exercise its duties, in part because the exact roles and duties of the Library Commission are not clearly defined anywhere. On page 16 of its report, the Grand Jury describes the "duties" of the Commission but does not cite a reference or source for those duties, nor can we find clear and comprehensive definition of what those duties are in any State or County law or policy. Clearly, as a County advisory board, the Library Commission has a duty to provide advice and recommendations to the Board of Supervisors on Library policy, and the Commission has routinely done that. The Library Commission By-Laws also imply that the Library Director may seek guidance and review by the Library Commission on other Library operational issues.

Library Director and Library Commission also disagree with the finding that the Library Commission deferred its power and authority to the Library Director. Under State law (Education Code, Sections 19140 and 19146) and County policy, the Library Director is responsible to the Board of Supervisors and County Executive Officer for the employment and direction of the staff, and for the efficient management and operation of the Library under the financial conditions set forth in the annual budget. As indicated, the Library Commission's duty is to advise the Board of Supervisors on policy matters brought before them by the Library Director. The Commission has no independent "power and authority" regarding the management of the Library.

It does appear that in the past Library Directors may not have done a good of job informing the Commission about some of the critical issues with the operation of the Library. However, the current Library Director has made an effort to better inform the Commission about the critical issues related to the Library that can appropriately be discussed with the Commission.

FINDING 16: Library Commission By-laws and Long Range Policy are outdated.

Response, Library Director: The Library Director agrees with this finding. The Library Commission is in the process of reviewing and updating Library policies, including the Library Commission by-laws and Long Range Policy. Revised policies will be presented to the Board of Supervisors for approval in the fall of 2009.

Please also see the response to Recommendation 13.

FINDING 17: Exit interviews are not conducted for Extra Personnel. The exit interview form is inadequate.

Response, Human Resources Director: Human Resources Director agrees with this finding. Extra Help employees are viewed as a flexible workforce and therefore it's not a standard practice to conduct exit interviews for Extra Help.

Please also see the response to Recommendation 15.

FINDING 18: Monitoring of Library morale and turnover by means of an annual employee satisfaction survey was not conducted.

Response, Human Resources Director. Human Resources Director agrees with this finding. It's not a standard practice of the County to conduct an annual employee satisfaction survey.

Please also see the response to Recommendation 14.

FINDING 19: Training of Library management for performance evaluations is inadequate.

Response, Human Resource Director. Human Resources Director agrees with this finding. There is a need for additional performance evaluation training for managers throughout the County organization. In an effort to address this need, the Human Resources Division now offers performance evaluation training as part of the management academy.

FINDING 20: The oversight of the Library Department is inadequate.

Response, County Executive Officer: County Executive Officer disagrees with this finding. The assigned CEO Management Analyst visits the Library and communicates with the Library Director and other relevant staff on a regular basis (often, daily). The analyst is involved in working with the Library on various fiscal, policy and personnel issues. In addition, the Library Director meets with the CEO, Assistant CEO and assigned CEO Analyst on a bi-weekly basis to discuss issues of concern. The CEO's Office also receives feedback from other County departments or division, such as Human Resources or the Auditor-Controller, if concerns regarding the Library are identified. For

example, in 2006, Human Resources was investigating the cause of the high turnover at the Library and reporting the findings to the CEO.

At Napa County, department heads are appointed by the Board of Supervisors with the expectation that they will manage their departments efficiently and effectively. The CEO's Office intervenes if issues or problems are identified, but does not generally get involved in the day-to-day management of individual departments. Because of certain past issues, the CEO's Office is currently more heavily involved in Library operations and management than with most County departments.

Please also see the response to Recommendation 16.

FINDING 21: The Library Department Summary's performance indicators used to monitor operations are inadequate.

Response, County Executive Officer and Library Director: County Executive Officer and Library Director agree with this finding. The County began in 2007 to implement a meaningful performance-based management system. Beginning in Fiscal Year 2008-09 Budget, the County created a Budget Performance Measure Book which is presented as part of the annual budget hearing to the Board of Supervisors. The book is intended to providing information to the Board and the public which will be useful in understanding and evaluation services the County provides. The intent is to add to and improve performance measures used in the budget over time.

The goal is to begin a multi-year effort to implement, one department at a time, a performance management system that encourages departments to establish program goals and to develop and use performance measures in day-to-day decision making.

Please also see the response to Recommendation 17.

FINDING 22: The Budget does not have a cost accounting system for Library Branches.

Response, County Executive Officer and Library Director: County Executive Officer and Library Director agree with this finding.

Please also see the response to Recommendation 18.

RECOMMENDATION 1: A review of the Library Collection be given high priority and in-depth analysis to identify areas which need improvement, expansion, and to ensure that the collection is meeting the needs of the entire community. In addition, Library Management implements an annual Library customer survey and develops questions, which enable qualitative and quantitative assessment of the Library Services. Survey may be set-up through the internet.

Response: Library Director: The recommendation has not been implemented, but will be in the future. The Library as part of the reorganization created a Librarian III position

that is responsible for all aspects of collection development. Within the next six (6) months an analysis of the collection and circulation statistics will take place. In addition, a demographic study using census and marketing data will be compiled and analyzed in conjunction with the circulation data. This combined information will give a more rounded view of the community we serve and enable us to make more informed adjustments to the collection. From the data analysis, the materials budgeting structure will be reviewed. Funds will be adjusted to areas of the collection that need to be developed to the appropriate size in order to meet the needs of the community. This budget reallocation will reflect not only the collection analysis and the demographic analysis, but also will be a response to the community needs assessment conducted by the library in May of 2008. Our collection and circulation goals/success will be based on the benchmarking study conducted in February 2009. The benchmark study was based on peer libraries with similar population served.

At the fall 2008 Board of Supervisors retreat a goal was to create a county-wide survey. Staff was instructed to investigate various customer surveys models and make a recommendation. A committee was formed and was ready with a recommendation but due to the current fiscal situation the county implemented parts of the fiscal contingency plan that included holding off any consulting work until further notice. The customer service satisfaction survey of library services can be implemented with a county-wide survey.

RECOMMENDATION 2: The Library Director create a new organization chart that depicts the reporting structure of all employees.

Response: Library Director: The recommendation will not be implemented because it is not warranted. A new organizational chart was approved by the Board of Supervisors on December 9, 2008 and therefore further change to the organization is not warranted. The new chart identified the management, supervisorial and administrative functions of the organization. The Library now has 3 managers: Library Director, Public Services Manager and Support Services Manager. The Library is currently recruiting for the Public Services Manager. There are now seven supervisor positions: five Librarian IIIs, one Literacy & Volunteer Services Supervisor and one Library Circulation Supervisor. The five Librarian III positions are responsible for the following divisions: Reference, Children's, Collection Development, Branches and Extension Services and Technical Services. The Technical Services Librarian III position will remain vacant and possibly be deleted in the future because the newly hired Support Services Manager may have the ability to directly supervise that division. The new structure also added the position of Staff Services Analyst to assist the Library Director with the administrative function. The Library also has a more detailed organizational chart that depicts the reporting structure of all employees.

RECOMMENDATION 3: Library Management review and update the Library Job Classifications.

Response: Library Director: The recommendation has not been implemented, but will be implemented in the future. The Human Resources Division of the County Executive Office will, by the end of fiscal year 2009/2010, review and update all outdated Library job classification specifications.

RECOMMENDATION 4: Library management create position descriptions to effectively complete employee evaluations.

Response: Library Director: This recommendation will not be implemented because it is inconsistent with County practice and therefore is not warranted. The County of Napa does not use individual position descriptions. Employee performance evaluations are completed based upon the employee's class specification as well as performance goals and objectives mutually identified by the employee and his/her supervisor. The individual employee's duties, goals and objectives are documented on the employee's performance appraisal form.

RECOMMENDATION 5: Library Management create a training manual for new and existing employees.

Response: Library Director: This recommendation has not been implemented, but will be implemented in the future. While there are manuals for various divisions, processes and procedures these have yet to be gathered into a training manual. A complete manual will be developed and completed by the Support Services and Public Services managers by fall 2010.

RECOMMENDATION 6: Library Management adhere to regulations for completion of evaluations. Also, Library Director track annual evaluations showing employee name, hire date, date of evaluation and number of days to complete evaluation from hire date. Submit report to CEO.

Response: Library Director: The recommendation will be implemented in part. The Napa County Policy Manual, Section 37H, Rule 9, Performance Evaluations, does state that "Evaluations for permanent employees shall be completed annually at least two (2) weeks prior to the employee's anniversary date." The County's Human Resources Division considers an evaluation to be submitted in a timely manner as long as it is received by the employee's anniversary date. Library management will continue to adhere to regulations and practice to submit all the evaluations by the employee's anniversary date. The tracking of evaluations is an automated process that is managed by Human Resources PeopleSoft software so it is not necessary for the Library Director to separately track them.

RECOMMENDATION 7: The status of the 2007 Master Plan be addressed with the Library Commission and CEO with an action plan submitted as to what recommendations will be implemented including time frames and what recommendations will be postponed with the reason for postponement.

Response: Library Director: The recommendation will not be implemented because it is not warranted. The 2007 Master Plan was commissioned in response to the California Reading and Literacy Improvement and Public Library Construction Bond Act of 2006 which failed. The report was accepted by the Board of Supervisors, however no action was recommended and no funding source identified. With no funding source available it is not prudent to recommend implementation of the Master Plan to the Board of Supervisors at this time.

There have been some changes since the report was written. A new Yountville Branch will be completed in the fall of 2009, funded by the Town of Yountville. An architectural review of the Napa Main library has been commissioned by the Napa Library Foundation and the Friends of the Napa Library. This review will be completed by early 2010. Management is working with the City of American Canyon to address the needs of their community.

The Master Plan was a building plan and did not address programs or services. In order to address the missing piece of the plan, in the spring of 2008 a Community Needs Assessment was undertaken. The stakeholders and focus groups comprised of community based organizations, educators, teens, seniors, and businesses identified four Library Services Responses that would enable the library to meet the needs of the community. The Library also hired an outside consultant Bay Area Economics to conduct a fiscal analysis study to identify the cost of running each of the branches and identify what the base level service should be. Funding mechanism for capital improvement projects will be addressed through the study as well.

RECOMMENDATION 8: The Calistoga Library be scheduled for renovation in 2009. This renovation to include painting, repairing of the office and storage area and installing appropriate shelving and new carpet in the public area.

Response: Library Director: The recommendation has been implemented in part already and the rest will be implemented during fiscal year 2009-2010. The painting and refinishing of the floors is addressed in the 2009-2010 Capital Improvement Project. The windows have been cleaned, the exterior building was power washed in 2008, and the staff work areas have been thoroughly cleaned and organized.

RECOMMENDATION 9: Boxes piled high on the stage of the Calistoga Library be removed immediately and acceptable alternative storage areas found.

Response: Library Director: The recommendation will not be implemented because it is not warranted. The stage of the Calistoga Library is a non-public area. After conferring with the Napa County safety officer it has been determined that the boxes pose no safety hazard.

RECOMMENDATION 10: Smoking on the terrace of the Napa Main Library adjacent to the main entrance sidewalk be restricted.

Response: Library Director: This recommendation will not be implemented because it is not warranted. There is no action to be taken by the Library because a ban on smoking within twenty feet of the door to a public building is required by law already. The terrace is within twenty feet of the door. This restriction is posted and enforced by the security guards.

RECOMMENDATION 11: The Library Commission members have an in-depth training program to include instruction in Library policies, operations, and By-laws as their responsibility is to the Community and to ensure the Library meets its goals. Also, as part of the in-depth training program, a Commissioner's Handbook be developed which includes at a minimum the following: Library Commission By-laws, ALA Policies, Collection Development Policies, Mission and Value Policies, budget, statistics, long range plan, annual report, require CALTAC Training for all commissioners, attendance at library commission statewide library activity each year.

Response: Library Director and Napa City-County Library Commission: The recommendation has effectively already been implemented. The Library has always provided each new commissioner with the manual, "Trustee Tool Kit for Library Leadership," a complete set of policies and a tour and orientation when appointed, moreover, the commission has been given training by the California Association of Library Trustees and Commissioners this past fall. Commissioners have attended the California Library Association's annual conference in November of 2008 and will be given the opportunity to attend this coming year. Commissioners have also attended workshops on strategic thinking, advocacy and ethics.

RECOMMENDATION 12: The Library Director submit quarterly reports to the Library Commission, as required by the Library Commission By-laws, and jointly develop an annual report that is informative and beneficial to the Commission, BOS, and CEO.

Response: Library Director and Napa City-County Library Commission: This recommendation will not be implemented because it is not warranted. The Library Director submits monthly in lieu of quarterly reports to the Commission. The content of each report is captured in the minutes.

The Director presents an annual budget review with quarterly updates at Commission meetings as well. The Commission is well informed and freely asks questions it gives input at the monthly Commission meetings allowing for frequent feedback. The Library Director presents an annual report to the Library Commission first and to the Board of Supervisors and CEO during the annual performance evaluation of the Library Director. The Library director also presents the department's performance indicators at the annual budget hearing.

RECOMMENDATION 13: Library Commission By-laws and Long Range Policy be updated to meet the needs of the community.

Response: Library Director and Napa City-County Library Commission: The recommendation has not been implemented, but will be implemented in the future. The Library Commission is in the process of reviewing and updating library policies, including the Library Commission by-laws and Long Range Policy. Revised policies will be presented to the Board of Supervisors for approval in the fall of 2009.

RECOMMENDATION 14: An annual Library employee satisfaction survey and turnover survey be conducted and the results of this survey be provided to County Administration.

Response: Human Resources Director: The recommendation has not been implemented, but will be implemented in part in the future. The County will administer an employee satisfaction survey annually for the next three years. Employee turnover data will also be calculated for the next three years. The results of the employee satisfaction survey and the turnover data will be provided to County Administration. After three years, the County will reassess the need to continue the survey.

RECOMMENDATION 15: Exit interviews for all permanent and Extra Help employees be conducted. Also, exit interview questionnaire be updated to achieve the maximum benefit from the exit interview. Finally, provide an annual summary of the results to the CEO and the Library Director.

Response: Human Resources Director: The recommendation has not been implemented, but will be implemented in the future. The County's Human Resources Division will conduct exit interviews with all departing Extra Help employees over the course of fiscal year 2009/2010. Exit interviews with departing permanent employees will continue to be conducted on an on-going basis. The exit interview form will be revised with the goal of soliciting more insightful feedback from departing employees. An annual summary of the results will be provided to the CEO and the Library director.

RECOMMENDATION 16: The administrative time commitment for the Library be increased.

Response: County Executive Officer: The recommendation will not be implemented because it is not warranted. The current level of administrative time commitment of the County Executive Office to the Library is sufficient. The assigned CEO Management Analyst has been working very closely with the Library Director in all issues related to the operation of the Library. The analyst communicates with the Library Director on a daily basis and has been instrumental in achieving many of the changes that occurred at the Library in the past year, one major one being the reorganization of the Library. The regular meetings between the Library Director, County Executive Officer, Assistant County Executive Officer and the Management Analyst occur every other week where all the critical issues are discussed. The County Executive Office will continue to commit the same level of administrative time to the Library.

RECOMMENDATION NO. 17: The County Administration in conjunction with Library Director develop performance indicators enabling the Napa City-County Library to measure its performance, in total or part, with other “similar” Libraries in California and the Bay Area with the goal of improving its performance. Also, ensure the Library Director submits operation statistics with evaluation criteria to provide a better picture of the Library System.

Response: County Executive Officer: The recommendation has not been implemented, but will be in the future. At the direction of the Board of Supervisors the County has embarked on a comprehensive effort to utilize meaningful performance measures in management and policy-making. One part of this effort is to benchmark County programs against program performance in comparable jurisdictions.

For the Library, a first step in this process is the inclusion of circulation data from comparable jurisdictions in the FY2009-10 County Budget. Additional performance measures will be included in the future and, in some cases, those will be benchmarked to other jurisdictions.

The assigned CEO Management Analyst will continue to work with the Library Director to improve the performance indicators.

RECOMMENDATION NO. 18: Cost accounting for the Library branches be implemented.

Response: County Executive Officer: The recommendation has not been implemented, but will be implemented in the future. The Library is currently working with an outside consultant to identify the cost of running each of the branches and what the base level of service should be. Once the study is completed, the assigned CEO Management Analyst and the Library Director will determine the appropriate way of budgeting for the branches. It will be more efficient to understand how to allocate all the costs associated with the branches before implementing this recommendation.