

Approved: [Signature]
Superior Court Judge

FILED

SEP 26 2012

Date: OCT 11 2012

RESPONSE TO GRAND JURY REPORT FORM

SUPERIOR COURT OF CALIFORNIA,
COUNTY OF SONOMA
BY [Signature] DEPUTY CLERK

Report Title: Library; Whose Library Is It?
Report Date: June 28, 2012
Response by: The Sonoma County Library Commission
Approved at the September 5, 2012 meeting
Signed by the Commission Chair, Julia Freis

FINDINGS:

We agree with findings numbered F6.

We disagree wholly or partially with the findings numbered F1, F2, F3, F4, F5, F7, F8, F9, and F10.

RECOMMENDATIONS:

Recommendation R10 has been implemented.

Recommendations R3, R4, and R5 will not be implemented because they are not warranted.

Other recommendations in the report were not meant for the Commission.

Date: 09/18/12

[Signature]
Julia Freis, Chair
Sonoma County Library Commission

14 pages attached.

1 adversarial. It is the job of the Commission to work with the Director in a
2 professional manner. This means providing a stable environment in which
3 problems may be presented and discussed openly.
4

5 *Excerpt from the report: The following statement by the director is representative of*
6 *what the Grand Jury repeatedly heard from interviewees when they talked about*
7 *the director's disregard for the needs of the public and the manner in which she*
8 *interacts with stakeholders regarding library issues at open, public meetings.*

9 *We continue to lock the book drops for the 10-day holiday...*
10

11 Commission Response: The decision to lock the book returns and “go dark” was
12 made by the Library Commission with input from the public and staff at a
13 number of levels.
14

15 There are multiple reasons for the decision. Mainly, leaving the book drops
16 open and the computer system running would require expending resources
17 during and after the MTO, thereby negating savings.
18

19 Further, the decision to shut down all services was consciously made by the
20 Commission after discussion in open session. The Commission believed that,
21 in order to communicate to the public the economic realities it was facing, all
22 services had to be shut down.
23

24 *Excerpt from the report: ...and the county provides the funds which are drawn from*
25 *property taxes that make up the county General Fund.*
26

27 Commission Response: This is inaccurate. The funding for the Library comes
28 from a designated portion of the property taxes, collected by the County and
29 placed into a special library fund. The Library then pays the County to manage
30 the fund. However, this money is not part of the county General Fund.
31

1 The Library is a designated special library district and was so at the passage of
2 Proposition 13, in 1978. Pursuant to the interpretation of Proposition 13, the
3 library system as a special district is entitled to the same percentage of the
4 property taxes that it was receiving prior to the passage of Proposition 13.
5

6 *Excerpt from the report: Each branch has a Library Advisory Board (LAB) consisting of*
7 *members who are appointed by the commissioner from that area.*
8

9 Commission Response: This is inaccurate. Each city has a LAB, thus there is one
10 LAB for all three branches in Santa Rosa. The Commissioner from each area
11 makes recommendations to the Commission regarding appointments. When
12 the areas overlap, such as the Third Supervisory District and the City of Santa
13 Rosa, the Commissioners involved share in the recommendations. The
14 Commission then votes whether to approve the person recommended.
15

16 *Excerpt from the report: In May 2010, the commissioners unanimously approved a*
17 *budget presented to them by the director which contained a seven million dollar*
18 *error.*
19

20 Commission Response: The Commission has never approved a budget with a \$7
21 million error in it. Review of the documents from the May 2010 meeting
22 show that approval of the budget was not on the agenda, nor is it reflected
23 in the minutes that a budget was approved. It is unclear where the Grand
24 Jury obtained this piece of information, but it is simply untrue.
25 Additionally, the Library's budget is submitted for review and approval to
26 the Board of Supervisors. If indeed the Commission had approved a budget
27 with a \$7 million error, it would have been discovered and made public
28 during that process.
29

30 There was, however, a \$7 million error in the May 2010 financial report,
31 provided for information only. The error was not noted at the time, but was

1 noted and corrected by the next Commission meeting.

2
3 *Excerpt from the report: On October 5, 2011, a “Vote of No Confidence” petition with 78*
4 *signatures of library employees and others was presented to the Library*
5 *Commission at the commission’s monthly meeting. The petition was accepted with*
6 *the understanding that the commissioners would consider the contents and respond*
7 *at a later date.*

8
9 Commission Response: The background fails to include the information that the
10 chair and vice-chair of the Commission met with SEIU representatives to
11 obtain additional information and more specifics about the allegations
12 contained in the petition, which SEIU agreed to provide. Despite numerous
13 follow-up emails over the next several months, no additional information was
14 forthcoming. The Commission responded to the petition in writing on
15 November 2 and read the written response into the record at the meeting.
16 (Copy of that written response is Attachment A.)

17
18 *Excerpt from the report: On March 27, 2012, the commissioners appeared in front of*
19 *the BOS to respond to many of the same issues [referring to the Vote of No*
20 *Confidence]...*

21
22 Commission Response: The purpose of the Commissioners’ meeting with the
23 Board of Supervisors (BOS) was unrelated to the “vote of no confidence.”
24 The Joint Powers Agreement (JPA) contains a provision that the Commission
25 will, on an annual basis, report to the BOS. This provision has been largely
26 neglected over the past years. On December 2, 2011, Supervisor Carrillo
27 sent a letter asking the Commission to make a presentation “about current
28 initiatives, the fiscal state of the Library, as well as an overview of current
29 and proposed capital projects.” (A copy of the letter is Attachment B.) The
30 Commission prepared a PowerPoint to address the questions raised, and the
31 chair of the Commission presented it to the BOS.

1
2
3 The JPA makes it clear that the Director is appointed by and serves at the
4 will of the Commission, and she does not answer directly to the BOS. The
5 Commission seeks to develop a stronger relationship with the BOS and
6 improve the flow of communication between the two.
7

8 *Excerpt from the report: Many LABs meet irregularly and have been lax in making*
9 *recommendations to the director and the commissioners.*
10

11 Commission Response: The LABs are authorized to develop their own bylaws,
12 which set the schedule of meetings. All LABs meet regularly, although some
13 choose to meet quarterly while others have chosen to meet more frequently.
14 The bylaws, agendas, and minutes of all the LABs are available on the
15 Library's web site at:
16 <http://www.sonoma.lib.ca.us/libinfo/AdvisoryBoards/>.
17

18 A commissioner attends each LAB meeting, and the Director attends as often
19 as possible. In addition, the Commission has sought LAB input on topics
20 that include the *Standards of Behavior* policy, public service hours, internet
21 filtering, and (most recently) an increase in the fines and fees.
22

23 *Excerpt from the report: The JPA places all final decisions affecting the running of the*
24 *library on the desk of the director.*
25

26 Commission Response: This statement is inaccurate. In fact, many final
27 decisions that significantly affect the way in which the Library is run are in
28 the hands of the Commission. For instance, it is the Commission that
29 decides the days and hours of operation, designates the budget for
30 materials, negotiates with the Union for wages and work conditions, and
31 determines policies regarding public service and use of the facilities and

1 equipment.

2
3 In addition to the information presented by staff, the Commission takes
4 public comments on each agenda item. Individual commissioners are free to
5 contact and talk with branch managers or any member of staff, and
6 commissioners are accessible to the public and staff by email, telephone or
7 traditional mail. Commissioners communicate with LAB members, the
8 Supervisor or City Council that appointed him/her, representatives of SEIU
9 and other stakeholders, even outside of the formal setting of meetings.

10
11 *Excerpt from the report: The tenth item on the November agenda was the Book Return*
12 *Retrofit...The request was not substantiated with cost details, broken down by*
13 *branch, or specifically what was to be done; however, the director did indicate that*
14 *the bins were already ordered...*

15
16 Commission Response: The Commission received a full written proposal with a
17 detailed budget for the book return retrofit. Those documents are #10.2.1
18 and 10.2.2 on the Library's website at:

19 [http://www.sonoma.lib.ca.us/agenda/20111102/Agenda%20Documents%](http://www.sonoma.lib.ca.us/agenda/20111102/Agenda%20Documents%2011.2.11.pdf)
20 [2011.2.11.pdf.](http://www.sonoma.lib.ca.us/agenda/20111102/Agenda%20Documents%2011.2.11.pdf)

21
22 For convenience, the documents are provided here as Attachment C.

23
24 None of the items proposed at the November 2011 Commission meeting were
25 ordered prior to the meeting.

26
27 *Excerpt from the report: As this report goes to print, the library has posted an*
28 *opening for an Assistant Director.*

29
30
31 Commission Response: This is inaccurate. The position referenced is an

1 Assistant to the Director not Assistant Director, which is significantly
2 different. The position was funded by modifying an unfilled Community
3 Manager position and leaving unfunded two Administrative Aide
4 positions. This was done at the behest of the Commission to enable the
5 Director to delegate more tasks.
6

7 *Excerpt from the report: The JPA does not require the director to heed the advice of*
8 *the commissioners or the advisory boards, nor is she obligated to listen to the*
9 *voices of the FOL's or other stakeholders.*
10

11 Commission Response: As noted above, the Director serves at the will of the
12 Commission. A brief review of the history of directors shows that the
13 Commission has asked for and received the resignation of at least one of its
14 prior directors.
15

16 The Director receives an annual performance evaluation by the Commission.
17 There is a standing evaluation subcommittee that meets with the Director on
18 an ongoing basis. Review of the agendas for the past year shows the
19 Director evaluation as a closed session item for meetings in January,
20 February, April, May, and July 2012. The Director's evaluation uses a
21 method and format substantially similar to that adopted for the evaluation of
22 the rest of the staff. A blank evaluation form is Attachment D. Like all
23 employee evaluations, the Director's evaluation is a confidential personnel
24 matter.
25

26 *Excerpt: The shortening and standardization of library hours and the decision to close*
27 *the Library...*
28

29 Commission Response: At the time the Commission decided to change hours, the
30 Library was facing a deficit in the operating budget of between \$500,000
31 and \$1 million for the third year in a row. Reducing the hours of service

1 was proposed as a way of balancing the budget. A specific proposal was
2 sent to the Union, since they needed to agree to the changes in the working
3 conditions of their members. The Union then released the proposal to the
4 press, presenting it as having already been approved by the Commission.
5

6 In fact, the Commission took almost four hours of public comment over the
7 course of three months before making a final decision regarding the
8 reduction of hours. Feedback was given by each of the LABs. Members of
9 the public contacted the Commissioners individually, by email. Staff,
10 represented by SEIU, voiced their concerns and opinions both at public
11 meetings and in negotiation sessions.

12 **RESPONSE TO FINDINGS**

13 14 **F1. The Joint Powers Agreement appears to be outdated and needs to be** 15 **revised.**

16
17 The Commission disagrees wholly or partially with this finding.

18
19 The Joint Powers Agreement has been in place for 37 years, and has effectively
20 advanced the services provided as the community has grown and changed. In
21 the view of the Commission, the problem is not with the structure of the JPA,
22 but rather with the reduced budget due to the economic downturn in 2008.
23 The JPA has protected the Library's funding as well as the institution of the
24 Library as a free and independent source of information.

25
26 That said, the Commission agrees that it is useful to re-examine the JPA and
27 find ways to strengthen it. However, the Commission is concerned that any
28 proposed changes to the JPA must take care not to unintentionally endanger
29 either the protected funding or independence of the Library.

30 31 **F2. The Joint Powers Agreement states that individual library branches have** 32 **input in major decisions; however, it appears that they are not heard and** 33 **basically ignored.** 34

1 The Commission disagrees wholly or partially with this finding.

2
3 There is no such statement in the Joint Powers Agreement¹. The JPA creates a
4 consolidated library system that operates as a single entity governed by the
5 Commission. Section 24 of the JPA establishes the LABs to advise the
6 Commission on matters affecting library service in the various regions of the
7 county. It is through the LABs that both staff and the public can make
8 regional issues known and raise concerns with the Commission. For this
9 reason, a member of the Commission and members of Library management
10 attend every LAB meeting held in the county.

11
12 While the Commission strives to solicit the opinions of and input from the
13 LABs, it recognizes that there is room for improvement. To that end, educating
14 the public about the important role of the LABs and encouraging the public to
15 attend and participate is a priority.

16
17 *1. "24. Advisory Boards. The Commission shall establish advisory boards in regions of the*
18 *county centering upon the urban areas designated in Section 21 above, and shall maintain*
19 *these boards so long as they are desired by the communities which they represent. The*
20 *advisory boards shall organize and meet as they shall each determine, and shall make*
21 *recommendations to the library director and the Commission on all matters affecting library*
22 *service in the regions which they represent. The library boards, library advisory boards and*
23 *library advisory committees which presently exist, and the members thereof, shall be*
24 *designated to be the initial regional Library Advisory Boards established pursuant to this*
25 *section."*

26
27 **F3. Having an unresponsive library director undermines the original intent of**
28 **the JPA.**

29
30 The Commission disagrees wholly or partially with this finding.

31
32 If the Library Director were unresponsive, that would undermine the original
33 intent of the JPA. Beyond that, the Commission cannot comment on anything
34 involving personnel matters.

¹ The JPA is available on the Library's website at: <http://sonomalibrary.org/jpa.html>

1
2 **F4. Library Advisory Boards are not functioning as per the original intent of**
3 **the JPA.**
4

5 The Commission disagrees wholly or partially with this finding.
6

7 The JPA established the LABs to be independent entities to encourage the free
8 flow of information and recommendations to the Commission and the Library
9 staff. While the Commission and staff seek feedback on specific issues, it is up
10 to each LAB to determine its own priorities and areas of interest.
11

12 However, the Commission recognizes that it could provide more leadership to
13 the LABs regarding the role of the LABs in the Library system. It is the intent
14 of the Commission to begin discussing with each LAB how the LAB views its
15 utility within the system and how it defines its goals and priorities.
16

17 **F5. The Library Commission seems unclear as to their duties and function.**
18

19 The Commission disagrees wholly or partially with this finding.
20

21 The Commission is responsible for adopting and overseeing the implementation
22 of policies and for the budget. It does not micromanage the running of the
23 Library. Additionally, it is responsible for the long-term health and stability of
24 the Library system.
25

26 To that end, the instability caused by the constant complaint about and
27 turnover of our Directors is of concern. Between September of 1993 and
28 December of 2005, when the current Director was hired, the Library was
29 managed by no less than three permanent Directors and two interim Directors.
30 No previous Director stayed longer than 5 years, 1 month. This continuous
31 disruption of authority resulted in a system, by 2005, in which staff
32 evaluations were not regularly conducted; there were few personnel and

1 financial policies; the Standards of Behavior policy was outdated; there were no
2 policies on workplace safety and security; there was no human resources staff;
3 there was no cataloguer; and the management team had no employment
4 policies or agreements.
5

6 Although progress has been slowed since 2009 by the time necessary to
7 address the budget crisis and renegotiate Union contracts, the Library is
8 making steady progress to correct these failings.
9

10 Further, the Commission is responsible for the long-term financial stability of
11 the Library. In this regard, it must do more than just cover the operating
12 budget from year to year. It must plan for capital improvements, purchase of
13 replacement equipment, and maintainance of facilities. It must also plan for
14 the coverage of the unfunded retiree health insurance liability. That means
15 occasionally making decisions that are unpopular with the public or with SEIU,
16 such as reducing service hours. However, that does not mean the Commission
17 is ignoring public opinion or comment. It is charged with making thoughtful
18 and balanced decisions, taking into account long-term implications.
19

20 **F6. The Library Commission appears to have no formal training sessions to**
21 **assist them.**

22 The Commission agrees with this finding.
23

24 **F7. The Library Director is inappropriately editing meeting minutes.**

25 The Commission disagrees wholly or partially with this finding.
26

27 Minutes are not meant to be transcripts, and editing is required to summarize
28 a meeting. The edits cited in the report did not appear to mischaracterize what
29 occurred at the meeting.
30

31 **F8. The majority of performance reviews are not being completed on a regular**

1 **basis. There appeared to be no urgency at the library director level to get**
2 **reviews up to date.**

3 The Commission disagrees wholly or partially with this finding.
4

5 The Commission agrees that a majority of the employee performance reviews
6 are not being completed on a regular basis. However, the Commission
7 disagrees that there is no urgency at the Director level to get the reviews up to
8 date. Both the Commission and the Director believe that this is a high priority.
9

10 **F9. The absence of written policies and procedures is causing a lack of follow-**
11 **through on the expenditure of funds received from the FOL.**

12
13 The Commission disagrees wholly or partially with this finding.

14 The Commission agrees that the library does not currently have a clear
15 purchasing/ordering procedure or a designated purchasing manager. The
16 Commission plans to review the management structure and staffing along with
17 the purchasing policies to address the problem by June 30, 2013.
18

19 **F10. Furniture orders for some branches are unnecessarily held up at the**
20 **Library Director's level.**

21 The Commission disagrees wholly or partially with this finding.
22

23 The Commission agrees that the furniture orders are held up. However, the
24 Library does not currently have a designated purchasing manager. The
25 Commission plans to review the management structure and staffing along with
26 the purchasing policies to address the problem by June 30, 2013.
27

28 **RESPONSE TO RECOMMENDATIONS**
29
30

31 **R-3. The Library Commission establish a method to facilitate communication**

1 **between the LABs and the Commission.**

2
3 This recommendation will not be implemented because it is unwarranted.

4
5 Commissioners attend the LAB meetings and report back to the full
6 Commission. If an assigned Commissioner cannot make it to the meeting, he
7 or she will contact another Commissioner to attend. When the Commission
8 holds a meeting at one of the branches, the members of the local LAB are
9 invited to meet with the Commission to share their perspective on issues of
10 common concern. Additionally, individual LAB members are free to
11 communicate directly with any Commissioner.

12
13 This year, the Commission sponsored the first LAB Conclave—a joint meeting
14 of the Commission and LAB members from across the county. Holding such a
15 session on a regular basis is being reviewed.

16
17 **R-4. The Library Commission establish a regular monthly schedule for LAB**
18 **meetings with the library patrons and then monthly with the Library**
19 **Commission to discuss findings.**

20
21 This recommendation will not be implemented because it is unwarranted.

22
23 Each LAB is an individual entity with its own bylaws and has the authority to
24 set its own meeting schedule. Under the JPA, the Commission does not have
25 the authority to implement this recommendation.

26
27 The LABs already meet regularly on the schedule they set, and there is an
28 established channel for communication between the Commission and the
29 LABs.

30
31 **R-5. The Library Commission instruct the director to cease editing meeting**
32 **minutes. Any corrections or edits should be brought up at the subsequent**
33 **Library Commission meeting when the minutes are approved.**
34

1 This recommendation will not be implemented because it is unwarranted.

2

3 There are a variety of approaches for creating an official record of meetings.
4 For example, the Board of Supervisors posts informal minutes and videos of
5 the meetings. The Commission intends to evaluate the role of minutes and
6 consider the best method for creating a record of its meetings.

7

8

9 **R-10. The library director report to the Library Commission the status of**
10 **library employee reviews on a monthly basis to ensure compliance with**
11 **library policies and procedures for reviewing all employees in a timely**
12 **fashion.**

13

14 The Commission will implement this recommendation.

15

16

November 1, 2011

SEIU
Local 1021

To SEIU Union Local 1021:

In recent weeks, SEIU has presented a number of concerns regarding budget expenditures and communications with the Sonoma County Library Commissioners. In response to the Union's concerns, the Commission offers the following information regarding difficult budget decisions it has made in the current fiscal year, and the Library's approach to communications.

1. Sonoma Branch and Burlingame Hall

SEIU has expressed concerns regarding the use of library funds for renovations to the Sonoma Valley Library branch. However, the Commission has not allocated any Library funds for these renovations. Instead, these renovations are being paid for with \$2.5 million of City of Sonoma redevelopment funds, as well as a generous donation from the Sonoma Friends. The renovations are essential for staff safety, improved ergonomics, and compliance with the Americans with Disabilities Act. The Commission is pleased to take advantage of this opportunity so that the community of Sonoma can benefit from the City's redevelopment funds.

Concerns were raised regarding spending for the temporary location of the Sonoma branch at Burlingame Hall. The Library Commission approved an expenditure of roughly \$400,000 of reserve funds for the temporary location while the Sonoma branch is being remodeled. The alternative to paying for a temporary location would have been to leave the City of Sonoma without a branch for as long as 9 to 12 months. While the Library considered closing down the Sonoma branch, in response to community demand, the Commission opted to maintain services to Sonoma during the period of renovation. The full cost of the temporary accommodations at Burlingame Hall is paid for from our reserve fund for capital improvements, not from our operating budget. Money from the reserve fund for capital improvements is restricted and cannot be allocated to another expenditure, such as salaries.

Contrary to the concerns raised, Burlingame Hall was an affordable and competitive option for temporary relocation. Director Cooper spent a significant amount of time and worked with a Sonoma realtor to locate a building that would suit the needs of the Library. Very few properties

met the library's needs, and most suitable properties were not available. The Library was considering the option of installing temporary structures near the building site – one of the most costly options – when Burlingame Hall was suggested.

Part of the cost of Burlingame Hall involved upgrades to the facility for public usage. The upgrades to Burlingame Hall were necessary to comply with ADA regulations and infrastructure needs for service to the public, such as lighting, Internet access and bicycle racks. These upgrades would have been necessary at almost any location we leased, and are the cost of continuing to provide services to the community of Sonoma during the renovation. Director Cooper worked closely with the City of Sonoma and was able to negotiate some of the city permitting requirements in order to save costs.

Concerns were raised because the Commission did not approve a proposed budget prior to initiation of the Burlingame relocation. However, given the uncertainty of potential temporary relocation, the Library could not begin planning until the location was secured. Considering the challenge of finding appropriate space, the budget was submitted in a timely manner.

While spending on a temporary location may seem excessive in the face of reductions to public service hours, the deficit of approximately \$1 million in the 2011-12 operating budget would have remained the same whether or not we renovated the Sonoma Valley branch, and whether or not we opened a temporary location to serve the community of Sonoma during the renovation.

Before giving Director Cooper authority to negotiate or enter into a lease, the Commission provided very clear parameters regarding project costs. Overall, Burlingame Hall has proven to be a cost effective means of continuing services to Sonoma during the remodel.

2. Spending for Furniture, Materials and Consultants

The Commission also provides clear parameters and authority for major expenditures and procurement, whether for a project, negotiating a large vendor contract, or negotiating with the Union.

To further ensure proper expenditure of Library funds, the Library undergoes an independent audit on a yearly basis, which includes multiple presentations to the Commission directly from the auditor. The Library's budget is also approved on an annual basis by the Sonoma County Board of Supervisors.

The Library's primary source of funding is property taxes, which have declined substantially in recent years, resulting in a budget deficit this year of \$1 million. To address this enormous deficit, the Library has had to significantly reduce ongoing costs. To achieve this goal, the Library Commission opted in July to reduce public service hours. This decision was made after a thorough review of budget items, with significant reductions to expenditures wherever possible. The decision was not made lightly.

SEIU has complained about the money spent on “consultants.” Ironically, this concern arises from the fact that negotiations with the Union were so challenging, the Commission felt compelled to bring in outside counsel to assist with the negotiations. The Library and Union have been immersed in concentrated negotiations for over six months. The Commission hopes the bargaining teams can quickly resolve outstanding issues, which will end the need for an outside consultant for labor negotiations for the current fiscal year.

3. Communication

Finally, the Library Commissioners take care to seek input and communicate with members of the community and community groups. Members of the Library’s management team, in addition to the director, present directly to the Commission at most meetings. Members of the public and outside organizations may ask to present to the Commission, as well. At least one commissioner attends each Library Advisory Board meeting, where members of the public discuss issues of concern about the Library. And, of course, we take public comments at every meeting.

The Commission is supportive of Director Cooper during these very difficult times. Decisions made this year by Library management and the Commission have been challenging and disheartening at times. While no one likes to see services reduced, the Library cannot turn a blind eye to the drastic reduction in tax and state revenue faced this year.

The Commission is disappointed that the Union has expressed its concerns in such a public attack, which appears to be a negotiating tactic. However, we provide this informational response to address the concerns raised in the spirit of transparency and collaboration.

Sincerely,

Melissa Kelley, Chair
Sonoma County Library Commission

COUNTY OF SONOMA
BOARD OF SUPERVISORS
575 ADMINISTRATION DRIVE, RM. 100A
SANTA ROSA, CALIFORNIA 95403

(707) 565-2241
FAX (707) 565-3778



ATTACHMENT B

MEMBERS OF THE BOARD

EFREN CARRILLO
CHAIR

SHIRLEE ZANE
VICE CHAIR

VALERIE BROWN

DAVID RABBITT

MIKE MCGUIRE

December 2, 2011

Melissa Kelley, Chair
Sonoma County Library Commission
211 E St
Santa Rosa, CA 95404

Dear Chair Kelley:

The Sonoma County Board of Supervisors requests that the Sonoma County Library Commission present a library overview and update at a Board of Supervisors meeting during the first quarter of 2012. Our current Board has not had the pleasure of receiving an update, and in preparation for our budget discussions for 2012-13, we would appreciate hearing about current initiatives, the fiscal state of the Library, as well as an overview of current and proposed capital projects.

Please request that Ms. Cooper contact our Clerk of the Board, Michelle Arrellano, in order to schedule a presentation at an upcoming meeting. Our County Administrator's analyst, Christina Rivera, will be happy to assist you with preparing the item to come to the Board. We look forward to hearing more about the Sonoma County Library system and your important public role.

Best regards,

Efrén Carrillo

Chair, Sonoma County Board of Supervisors

cc: Board of Supervisors Members
Library Commission Members
Sandra Cooper, ED Sonoma County Library
Veronica Ferguson, County Administrator
Michelle Arrellano

**STAFF REPORT
LIBRARY BOOK RETURNS
THE CHALLENGES AND RECOMMENDED SOLUTIONS**

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The Problem

The reduction in public service hours has brought a problem to light. The issue is not a direct result of the change in hours—our aging buildings have book returns that are inadequate to handle the number and types of items that are returned to the Library. The design and capacity of the returns system wide are a problem.

Anytime the Library is closed two days in a row, book drops across the system jam and fill to overflowing. Some libraries routinely have problems over weekends or even overnight. Healdsburg Regional Library’s return has never been adequate, and staff have been letting books fall on the floor every night for thirty years. Even the newest library—the Rohnert Park-Cotati Regional Library—has design flaws that lead to jamming.

To avoid the jamming, staff have removed bins and let the items spill onto the floor—requiring them to get on their hands and knees to retrieve hundreds of items. Currently, both staff and library materials are being damaged by the situation.

We will show the Commission pictures of the book returns to help them see the problem. The table below shows the number of items returned to each library

ATTACHMENT C

- 1 between closing time on Saturday and start of work on Tuesday in September.
2 (The book returns were locked over the three-day closure over Labor Day.)

3

BOOKDROP COUNTS SEPTEMBER 2011				
BRANCH	9.13.11	9.20.11	9.27.11	AVG
CENTRAL	746	655	569	656.7
CLOVERDALE	233	181	140	184.7
GUERNEVILLE	206	241	239	228.7
HEALDSBURG	716	439	389	514.7
NORTHWEST	661	756	762	726.3
PETALUMA	1153	1020	1077	1083.3
RINCON VALLEY	521	388	573	494.0
ROHNERT PARK (2)	625	842	816	761.0
SEBASTOPOL (2)	1191	838	800	943.0
SONOMA (BH)	435	413	319	389.0
WINDSOR	842	487	440	589.7
TOTALS	7329	6260	6124	6571.0

11 **Recommended Solutions**

12 The Library Management Team (LMT) has focused on two goals:

- 13 1. Prevent jamming.
- 14 2. Stop the practice of having items fall on the floor to improve staff working
15 conditions as well as minimize damage to materials.

16

17 Since the reduction in service hours, the LMT has taken the following steps:

- 18 1. Emptying the drops themselves in August to understand the issue first-
19 hand.

ATTACHMENT C

- 1 2. Engaging a substitute driver and a Library Technician II to visit the majority
2 of the branches at least once a day on Mondays to empty drops, change out
3 book bins, and/or place items on book trucks. The two are using an extra
4 library pick-up, and substitute drivers have clearance to enter libraries
5 when they are closed (including a master key and master security code).
- 6 3. Working with the Facilities Services staff and Branch Managers to identify
7 ways to retrofit the book returns so that we can minimize the problems.
8 The plans are summarized below.
- 9 4. Exploring the feasibility and cost of automated returns and materials
10 handling for four of the libraries—Petaluma, Rohnert Park-Cotati,
11 Sebastopol, and Rincon Valley to help control staff workload and reduce
12 repetitive stress injuries.

13

14 In general, the retrofit solution includes:

- 15 1. Raising the return slots so that they can accommodate larger, deeper return
16 bins.
- 17 2. Wherever possible, replacing the single slot with dual returns—one for
18 books and one for media.
- 19 3. Buying multiple bins for libraries with a high volume of returns so a full bin
20 can be replaced with an empty one.

21

22 **Financial Implications**

23 A budget for the book return retrofit, which requires Commission approval so
24 that we can proceed, is included with this report.

ATTACHMENT C

1 Once we retrofit the returns, we are assuming that we will have resolved the
2 two major issues (jamming; materials on the floor); however, we are also
3 assuming that someone will still have to visit some branches to switch out the
4 bins in the returns anytime the Library is closed two days or more.

5
6 Right now, we are using funds from the extra help budget to pay for staff time
7 to visit the libraries on Monday. Any long-term staffing solution will require
8 further discussion and Commission approval. If we continue to use extra
9 help, the cost will be approximately \$9,000 for the rest of this fiscal year. If we
10 added staff hours to the regular budget, the cost could be up to \$16,000.

11
12 We have considered having regular branch staff work on Mondays to empty the
13 book drops but believe having non-public service staff is preferable. If we use
14 regular part-time or full-time branch staff, we would either have to add
15 additional staff hours or reduce staff who can cover absences on days the
16 Library is open. If staff flexed their schedules to empty bookdrops, some
17 people would be working six days a week, increasing the risk of repetitive
18 stress injury. Paying one or two staff members to visit selected libraries system
19 wide on Mondays is preferable from our perspective.

20

21 **Locking Book Returns**

22 The Library locked book drops during the holiday closures in 2009 and 2010 to
23 control workload. The Commission agreed with this approach along with

ATTACHMENT C

1 “darkening” all online services to reinforce the message that all those services
2 require staff and/or financial resources.

3

4 When we planned for the reduction in service hours, we told the staff that we
5 would lock the book returns anytime the Library was closed for three or more
6 days. The first long weekend after the change in service hours was Labor Day,
7 and the Library was closed for three days. The locking resulted in complaints
8 from the Friends of the Healdsburg Regional Library as well as comments at
9 the Guerneville Library Advisory Board.

10

11 After talking with the Branch Managers, we would like the Commission’s advice
12 on this approach to locking the book drops.

13 1. We leave the book drops open for most closures and engage the substitute
14 driver and Tech II to visit libraries on both the Saturday and Monday of
15 three-day weekends. We have already arranged for them to visit libraries on
16 the Friday after Thanksgiving.

17

18 2. We continue to lock the book drops for the 10-day holiday/MTO closure and
19 also have all online services “go dark.” Not only will this help remind the
20 public that they cannot take the Library for granted—but it will also help
21 mitigate workload caused by the deluge of returned materials and requests
22 to pull.

23

24

ATTACHMENT C

BUDGET FOR BOOK DROP RETROFIT

DOCUMENT #10.2.2 (11.2.11)

PRIORITY	BRANCH	MODIFICATION	ITEMS TO ORDER	
			Description & Number	Price
6A	Cloverdale	Dual media slots with 2 carts	38-6060 (2)	\$3,998.00
			Dual return	\$1,999.00
6B	Guerneville		38-6060 (2)	\$3,998.00
			Dual return	\$1,999.00
?	Healdsburg	Reconfigure closet; 2 dual return & new bins	38-6060 (2)	\$3,998.00
			Dual return	\$1,999.00
?	Petaluma		30-6060(2) 30-6055(2)	\$2,890.00
			Dual return	\$1,999.00
2	Rohnert Park-Cotati	Modify the chutes/taller bins for books	30-6060(2)	\$1,590.00
1	SR: Central	Order additional bins	30-9050(2)	PAID
			see Central's carts below	
4	SR: Northwest	2 single drops/raise to max height & switch door	30-6060(4)	\$3,180.00
			single return(2)	\$2,798.00
3	SR: Rincon	Raise, 2 slots, new bins	30-6055(2) 30-9060(2)	\$2,890.00
			Dual return	\$1,999.00
	Sebastopol	Reconfigure in building update		
	Sonoma Valley	None required		
5	Windsor	Dual return on front/close current drop	30-6060(2) 30-6055(2)	\$2,890.00
			Dual return	\$1,999.00
	Occidental	Maybe a small exterior bin	Return & cart	\$2,805.00
		This item is not from Kingsley	shipping	\$200.00

Going with the duraSteel carts will save about 40% vs the duralight carts.

Recommended Contingency of 10% \$4,500.00

Hole cutting \$4,800.00

Taxable total \$52,531.00

Tax 8.5% \$4,448.14

Total \$56,979.14

shipping \$841.36

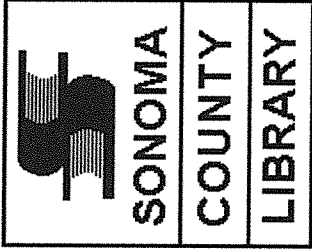
Cost of Central's carts \$2,998.00

Central shipping \$187.30

Grand Total \$61,005.80

Note: Central Library was recently retrofitted with 2 slots. Two additional carts will allow them to be switched out.

SONOMA COUNTY LIBRARY
Performance Management Program Work Plan



Employee _____ Position _____ Library Director _____

Evaluator _____ Position _____ Commissioners _____

Date of Work Planning Meeting _____

Date of Interim Meeting _____

Date of Annual Performance Evaluation _____

Work plan is for period of _____ through _____

(Original of signed form to: Director and Commission Chair; Copy to Commission)

ATTACHMENT D
 PERFORMANCE MANAGEMENT WORK PLAN
 CORE COMPETENCIES

Core Competencies	Results / Expectations	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Interaction with others	<p>Treats everyone with respect</p> <p>Pays attention, listens carefully and asks questions to determine the person's needs</p> <p>Willingly handles problems, complaints, and special requests</p> <p>Responds appropriately</p> <p>Negotiates issues calmly and professionally, provides options when possible, and explains rationale positively when denials are required</p> <p>Follows through</p>			
Practices Continuous Learning	<p>Looks for opportunities to use and expand knowledge, skills and experience</p> <p>Takes advantage of continuing education opportunities</p>			

ATTACHMENT D
 PERFORMANCE MANAGEMENT WORK PLAN
 CORE COMPETENCIES

Core Competencies	Results / Expectations	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Practices Continuous Learning (continued)	<p>Keeps current and embraces changes</p> <p>Readily uses and becomes proficient in new technology – both hardware and software</p> <p>Uses the Internet, Intranet, and appropriate software applications including e-mail, wikis, Microsoft Word and Excel as necessary to perform duties of position</p>			
Models Self-Management	<p>Takes responsibility for own actions and mistakes</p> <p>Exercises accountability and dependability with job tasks</p> <p>Remains open to constructive feedback</p> <p>Models courteous and professional behavior</p> <p>Handles stress effectively and calmly</p> <p>Expresses concern appropriately</p> <p>Effectively plans and manages time</p>			

ATTACHMENT D
 PERFORMANCE MANAGEMENT WORK PLAN
 CORE COMPETENCIES

Core Competencies	Results / Expectations	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Civil and Ethical Behavior	Is truthful and honest in actions and communications Respects patron and staff's rights to privacy Separates personal views and professional duties Follows Library's policies and procedures consistently			
Leadership and Teamwork	Respects the opinions, actions and ideas of others Is flexible Participates productively with staff Encourages staff to develop skills and take more responsibility Approaches issues with a problem-solving attitude Engages in creative problem solving			

ATTACHMENT D
 PERFORMANCE MANAGEMENT WORK PLAN
 CORE COMPETENCIES

Core Competencies	Results / Expectations	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Effective Communication	<p>Presents ideas in a clear, concise and organized manner</p> <p>Chooses appropriate form of communication</p> <p>Chooses appropriate words</p> <p>Communicates to the appropriate parties</p> <p>Reads communications</p> <p>Listens attentively</p> <p>Asks clarifying questions</p>			

ATTACHMENT D
 PERFORMANCE MANAGEMENT WORK PLAN
 KEY RESPONSIBILITIES

Key Responsibilities	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Plan and review library services			
Oversee day to day operations			

ATTACHMENT D

PERFORMANCE MANAGEMENT WORK PLAN
KEY RESPONSIBILITIES

Key Responsibilities	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Formulate budget			
Administer budget			
Oversee the hiring and development of staff			
Oversee the development of library collections			
Oversee the maintenance of library facilities			

ATTACHMENT D

PERFORMANCE MANAGEMENT WORK PLAN
KEY RESPONSIBILITIES

Key Responsibilities	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Oversee the maintenance of library facilities			
Oversee the development and integration of new technology			
Oversee the preparation of library statistics and related reports			

ATTACHMENT D

PERFORMANCE MANAGEMENT PROGRAM DEVELOPMENT PLAN

Development planning is an opportunity to select activities and / or training, which will enhance an employee's knowledge, skills, and / or abilities. Indicate below the activities and / or training to be completed during this review period (*Optional*).

Activities and / or Training	Completion Date

WORK PLANNING MEETING SUMMARY AND COMMENTS:			
Date	Commissioner's Signature	Date	Commissioner's Signature
Director's Signature <i>(Acknowledges that a discussion has taken place regarding your Work Plan and Development Plan)</i>			

ATTACHMENT D

PERFORMANCE MANAGEMENT PROGRAM
INTERIM MEETING

<p>INTERIM MEETING SUMMARY AND COMMENTS:</p>				
<p>Director's Comments:</p>				
<p>Director's Signature <i>(Acknowledges that a discussion has taken place regarding your progress to date)</i></p>	<p>Date</p>	<p>Commissioner's Signature</p>	<p>Date</p>	<p>Commissioner's Signature</p>
<p>Date</p>	<p>Commissioner's Signature</p>	<p>Date</p>	<p>Commissioner's Signature</p>	<p>Date</p>

ATTACHMENT D

PERFORMANCE MANAGEMENT PROGRAM
ANNUAL PERFORMANCE EVALUATION

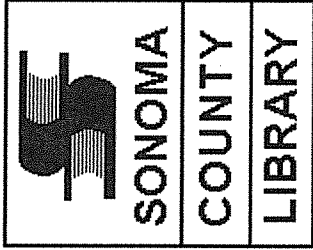
ANNUAL PERFORMANCE EVALUATION SUMMARY AND COMMENTS:

Director's performance: Meets expectations Does not meet expectations

Director's Comments:

<p>Director's Signature <i>(Does not mean you agree but that your performance has been reviewed with you)</i></p>	<p>Date</p>	<p>Commissioner's Signature</p>	<p>Date</p>	<p>Commissioner's Signature</p>	<p>Date</p>
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SONOMA COUNTY LIBRARY
Performance Management Program Work Plan



Employee _____ Director _____ Position _____ Library Director _____

Evaluator _____ Commissioners _____ Position _____ Commissioners _____

Date of Work Planning Meeting _____

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Date of Annual Performance Evaluation _____

Evaluation is for period of _____ through _____

(Original of signed form to: Director and Commission Chair; Copy to Commission)

ATTACHMENT D

PERFORMANCE MANAGEMENT WORK PLAN
CORE COMPETENCIES

Core Competencies	Results / Expectations	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Interaction with others	<p>Treats everyone with respect</p> <p>Pays attention, listens carefully and asks questions to determine the person's needs</p> <p>Willingly handles problems, complaints, and special requests</p> <p>Responds appropriately</p> <p>Negotiates issues calmly and professionally, provides options when possible, and explains rationale positively when denials are required</p> <p>Follows through</p>			
Practices Continuous Learning	<p>Looks for opportunities to use and expand knowledge, skills and experience</p> <p>Takes advantage of continuing education opportunities</p> <p>Keeps current and embraces changes</p> <p>Readily uses and becomes proficient in new technology – both hardware and software</p>			

ATTACHMENT D

PERFORMANCE MANAGEMENT WORK PLAN
CORE COMPETENCIES

Core Competencies	Results / Expectations	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Practices Continuous Learning (continued)	Uses the Internet, Intranet, and appropriate software applications including e-mail, wikis, Microsoft Word and Excel as necessary to perform duties of position			
Models Self-Management	<ul style="list-style-type: none"> Takes responsibility for own actions and mistakes Exercises accountability and dependability with job tasks Remains open to constructive feedback Models courteous and professional behavior Handles stress effectively and calmly Expresses concern appropriately Effectively plans and manages time 			
Civil and Ethical Behavior	Treats all with respect, fairness and good faith			

ATTACHMENT D

PERFORMANCE MANAGEMENT WORK PLAN CORE COMPETENCIES

Core Competencies	Results / Expectations	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Civil and Ethical Behavior (continued)	<p>Is truthful and honest in actions and communications</p> <p>Respects patron and staff's rights to privacy</p> <p>Separates personal views and professional duties</p> <p>Follows Library's policies and procedures consistently</p>			
Leadership and Teamwork	<p>Respects the opinions, actions and ideas of others</p> <p>Is flexible</p> <p>Participates productively with staff</p> <p>Encourages staff to develop skills and take more responsibility</p> <p>Approaches issues with a problem-solving attitude</p> <p>Engages in creative problem solving</p>			
Effective Communication	<p>Presents ideas in a clear, concise and organized manner</p> <p>Chooses appropriate form of communication</p> <p>Chooses appropriate words</p>			

ATTACHMENT D
 PERFORMANCE MANAGEMENT WORK PLAN
 CORE COMPETENCIES

Core Competencies	Results / Expectations	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Effective Communication (continued)	Communicates to the appropriate parties Reads communications Listens attentively Asks clarifying questions			

ATTACHMENT D
PERFORMANCE MANAGEMENT WORK PLAN
KEY RESPONSIBILITIES

Key Responsibilities	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Plan and review library services	<p>Move forward with self-check as budget allows</p> <p>Move forward with e-books providing opportunity for commission and public to comment</p> <p>Review various programs and services with Commission throughout the year</p>		
Oversee day to day operations	Effectively provide services to patrons		
Formulate budget	Direct the allocation of the library resources to maximize continued services to the public		
Administer budget	Month to month tracking of financials		

ATTACHMENT D

PERFORMANCE MANAGEMENT WORK PLAN
KEY RESPONSIBILITIES

Key Responsibilities	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Administer budget (continued)			
Oversee the hiring and development of staff	Implement system wide employee evaluations on an annual basis		
Oversee the development of library collections	Continue to develop e-books program		

ATTACHMENT D

PERFORMANCE MANAGEMENT WORK PLAN
KEY RESPONSIBILITIES

Key Responsibilities	Goals / Additional Expectations	How Monitored Source / Frequency	Actual Results
Oversee the maintenance of library facilities	Work with the cities and counties to provide safe, clean, inviting facilities for the public and for staff		
Oversee the development and integration of new technology	Keep current with technology available to increase services to public and to decrease workload on staff		
Oversee the preparation of library statistics and related reports	Implement annual report with stats to post on State of the Library.		

ATTACHMENT D

PERFORMANCE MANAGEMENT PROGRAM DEVELOPMENT PLAN

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ATTACHMENT D
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INTERIM MEETING SUMMARY AND COMMENTS:				
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ATTACHMENT D

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