



## County Administrator's Office

*[Handwritten signature]*  
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August 23, 2017

**FILED**

AUG 25 2017

Superior Court of California  
County of Tuolumne  
By: *[Handwritten signature]* Clerk

Judge of Superior Court  
Honorable Kate Powell Segerstrom  
Tuolumne County Superior Court  
60 North Washington Street  
Sonora, CA 95370

Re: Response to Grand Jury Report – **Tuolumne County Library**

Dear Judge Powell-Segerstrom:

The following is offered in response to the 2016-2017 Grand Jury Report as it pertains to the Tuolumne County Library.

### Grand Jury Findings

F1. The lack of a Director has resulted in the library not having a direct voice with either the CAO or the BOS.

**Response: Disagree as the needs of the Library have been brought forth to the CAO and Board along with those of all other County departments. The Deputy CAO who oversees the Library reports directly to the CAO and communicates regularly with the CAO regarding Library issues both during weekly staff meetings and in one on one conversations. Communication of Library staffing needs to the Board has occurred during CAO Performance Reviews with the Board and during development of the annual County Budget.**

F2. The unfilled promise of a new Director has resulted in a vague chain-of-command, inadequate outreach to service clubs, and lack of grant writing.

**Response: Disagree with the reference to “the unfilled promise of a new Director” and statement that the chain-of-command is vague. The Director position is contained in the FY 2017-18 Budget and is timed with the retirement of the Supervising Librarian as has been discussed with prior Grand Juries, the Friends of the Library and Library staff. While there is a very clear chain of command, there is not a single point of authority housed at the Library. There are two supervisors who**

*...serving the Board of Supervisors, departments, and the community as good stewards of the County's fiscal and human resources through collaborative, professional and ethical leadership.*

**report directly to a Deputy CAO. All other library staff and volunteers report to the two supervisors. This chain-of-command will change with the hiring of the Director. Agree that more time could be spent in outreach and grant writing.**

F3. Job titles in the current library organizational chart, when compared to the County job descriptions, are confusing and misleading resulting in an unclear chain-of-command. (Appendix B)

**Response: Disagree. The organizational chart contained in the Grand Jury Report is not accurate and was not requested from or provided by the CAO, Deputy CAO, County Librarian or HR Manager. The classification specifications (job descriptions) for Library staff were recently updated to reflect current job duties as part of a County-wide classification system update prepared by Koff & Associates.**

F4. To keep the libraries operational, some employees work beyond their permitted hours and perform duties not in line with their job descriptions without compensation, resulting in low employee morale.

**Response: Disagree. This comment is unsubstantiated. There have been no employee reports or grievances related to either: 1) uncompensated hours being worked by non-exempt (hourly) employees; or 2) employees working outside of their classifications.**

F5. There is insufficient time for staff to recruit, train and supervise volunteers which adversely impacts programs and operations.

**Response: Agree. Limited staffing has created an environment in which recruiting and training is not always possible on a daily basis. Disagree that this has had an adverse impact on programs and operations. Both continue to be excellent.**

F6. Without a current study on library hours and usage, it is unknown if the current branches, hours, and days of operation are meeting the needs of our community.

**Response: Agree to the extent such a study includes some form of a community needs assessment related to Library services.**

F8. The method of tracking fines and payments on paper is antiquated and leaves it open to loss of records.

**Response: Agree**

F9. There is no backup Bookmobile Librarian, putting the bookmobile visits at risk of loss of service.

**Response: Agree**

F10. The bookmobile does not need to be replaced, but the exterior, including decals and paint, is faded.

**Response: Agree. The County's Fleet Manager has confirmed that the bookmobile is in good general operating condition. It would be appropriate to make the investment to repaint the exterior and restore the interior of the vehicle.**

F11. The emergency evacuation plan is not posted in an area for general viewing. Additionally, at the time this report was written there have been no re drills or in-person safety classes for over three years leaving the employees and patrons at risk.

**Response: Agree**

F12. Relief workers, who are paid staff, are not required to take online safety courses leaving them at risk.

**Response: Agree**

F13. An ergonomic study has not been done to evaluate the library work areas or equipment to help increase productivity and sustain the health of library employees.

**Response: Agree**

F14. Performing an internet search for the Tuolumne County Library website gives results that are confusing to users.

**Response: Disagree. The County's website was completely updated two years ago and was just refreshed and re-launched last week. The new website has proven to be user friendly. However, if an individual does not go directly to the County website (www.tuolumne.ca.gov) they may be directed to another site not hosted by the County.**

F15. Offering only email hyperlinks on the Tuolumne County Library website could cause confusion for the average computer user, who might not have an email client configured.

**Response: Agree. While the County's website was completely updated two years ago and was just refreshed and re-launched last week, the email hyperlinks only work if an individual is using Outlook.**

## Grand Jury Recommendations

R1. Undertake a study of a parcel tax and/or sales tax increase to supplement the general fund budget for the library by December 31, 2017 in order to be on the June 2018 General Election ballot. These funds would be used to hire a Director of Library Services with the equivalent of an ALA accredited Master of Library Science Degree and who would report directly to the CAO. This Director would also provide the required annual

report to the BOS. Funds would also be used to expand hours of operation and hire additional staff to meet the needs of our community. (F1, F2, F4)

**Response: The recommendation with respect to the hiring of a Director of Library Services that possesses a Masters of Library Services has not yet been implemented. The Final FY 2017-18 Budget, however, does contain funding for this position. Once the Final Budget is adopted (expected on September 5), recruitment for the new Director will begin with the aim of having them in place in November or December. The position will continue to report to a member of the CAO's staff. The recommendation to undertake a study of a potential tax to support Library staff and operations will be considered by the Board in conjunction with its 2018 Board Planning Retreat (January) and adoption of the County's 5-Year Plan (February/March).**

R2. Clarify the chain-of-command and update the organizational chart to better reflect the County job descriptions and titles. (F2, F3)

**Response: As noted in responses to F2 and F3 above: 1) the Library organizational chart contained in the Grand Jury report is not accurate and was not obtained from the CAO, Deputy CAO, County Librarian or HR Manager; 2) the current chain of command is clear; and 3) job descriptions were recently updated to reflect the actual job duties of staff. Having said this, the recommendation to update the Library's organizational chart will be implemented in conjunction with the hiring of the new Director of Library Services later this calendar year.**

R3. Perform a study to determine optimal library branch locations, hours, and days of operation. Based on this study, generate a plan to best meet the needs of patrons. (F6)

**Response: This recommendation will not be implemented as it would be unreasonable to expect that such a study could be performed within the 6 month time frame usually allowed by the Grand Jury's instructions. Instead, the potential of such a study being conducted in the future will be discussed with the new Director of Library of Services.**

R4. Increase hours to permit recruiting and training of volunteers. (F5) R5.

**Response: This recommendation has not yet been implemented but the Board will be considering a proposal to restore some Library staff hours during the FY 2017-18 Final Budget Hearing. Anything additional approved in the Final Budget will assist with this issue.**

R6. Identify fines and fees in the budget under revenue. Determine the best method to track and report receipts. (F8)

**Response: The recommendation has not been implemented but will be in the Final FY 2017-18 Budget slated for hearing and adoption on September 5, 2017. It is important to understand that the Auditor-Controller's general ledger is the formal**

**tracking system for all financial transactions. It is incumbent upon staff to be vigilant to ensure the correct coding accompanies all deposits. The CAO's office has requested a separate account number to better delineate fines and fees collected within the general ledger.**

R7. Train a substitute Bookmobile Librarian. (F9)

**Response: The recommendation has not yet been implemented but will be assigned as a goal of the new Director of Library Services.**

R8. Repaint the exterior of the bookmobile and restore the interior to like new condition. (F10)

**Response: This recommendation will not be implemented as it would be unreasonable to expect this rehabilitation project to be performed within the 6 month time frame usually allowed by the Grand Jury's instructions. Instead, the new Director of Library of Services will be assigned to obtain cost estimates and identify potential funding sources to accomplish this work later in FY 2017-18 or sometime in FY 2018-19.**

R10. Staff should have an annual emergency drill and an in-person fire safety class. The fire department should provide fire extinguisher training and conduct annual fire and safety inspections. (F11)

**Response: This recommendation has not been implemented. The safety of staff and customers is critical and always a priority of the Board, the CAO and our first responders. The County's Safety Coordinator (Kim Phipps) will work with the Library's representative on the Safety Committee (Anita Simpson) to ensure required annual training and fire and safety inspections are resumed starting no later than December 2017. It should be noted that proper use of fire extinguishers is covered through the County's on-line safety courses (see response to R12 below) and not through the County's Fire Department. However, to help jump start a renewal of fire and safety training, the County Fire Department has agreed to conduct some on-site training in the coming weeks.**

R11. Post at least one emergency evacuation plan visible to the public. (F11)

**Response: The recommendation has not yet been implemented. The Library's representative on the Safety Committee will meet with the County's Facilities Manager before December 2017 and consider relocating or adding additional evacuation plans to improve visibility for the public.**

R12. Require all paid staff to take online safety courses. (F12)

**Response: As a matter of policy, all paid staff is required by the County to take on-line safety courses on Target Solutions. Classes are assigned by HR and sent out to each employee annually. Reports are sent to the Department Head so status of**

**training can be tracked on each employee. To the extent any paid staff member (permanent or relief) is not current on their safety training, the Deputy CAO will ensure catch-up training is completed by no later than December 2017 and kept current moving forward.**

R13. Complete an ergonomic study of the work area, and prepare an implementation plan. (F13).

**Response: Ergonomic studies are completed at the request of individual employees and usually involve the employees personal work station. A challenge at the Library is that there are common work areas used by multiple employees that do not lend to on-the-fly adjustment to meet specific needs/preferences of individual workers. The Safety Coordinator will work with the Library's representative on the Safety Committee to develop a plan to evaluate both individual work stations as well as common work areas. These evaluations will be completed by no later than December 2017.**

R14. Evaluate and update the library website. Look into search engine optimization and improving the usability of the library website. (F14)

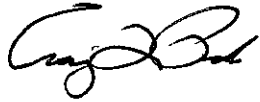
**Response: This recommendation will not be implemented as it is not warranted. See the response to F14 above. Further, if an individual uses a search engine intending to access information related to the Tuolumne County Library, they need to click on the County's official website ([www.tuolumnecounty.ca.gov](http://www.tuolumnecounty.ca.gov)). Doing otherwise can result in accessing sites not directly connected to the official website with confusing results.**

R15. Add a "Contact the Library" form to send messages directly to library staff. (F15)

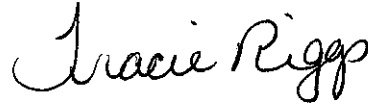
**Response: This recommendation will not be implemented as it is not warranted. See the response to R14 above. Further, the current Library webpage has this general capability already. On the right side of the Library's webpage, there is a contact us column. There are two names listed, Deputy CAO Tracie Riggs and County Librarian Maggie Durgin, along with email links for each. Below the second name is a link to a staff directory. If an individual were to click on that link, they are brought to a page that provides a list of each library employee, their title, name, email and phone number. The page also contains the physical address of the main library as well as the phone and fax numbers.**

Thank you for the opportunity to respond to the above findings and recommendations.  
Please feel free to contact me should you have any questions regarding same.

Sincerely,



CRAIG L. PEDRO  
County Administrator



TRACIE RIGGS  
Deputy County Administrator



ANN FREMD  
Human Resource Manager



DANIEL RICHARDSON  
Deputy County Administrator



JOSH WHITE  
County Fire Warden