



A Tradition of Stewardship
A Commitment to Service

Board of Supervisors

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Alfredo Pedroza
Chairman

June 8, 2016

The Honorable Mark S. Boessenecker
Presiding Judge
Superior Court of California, County of Napa
825 Brown Street
Napa, CA 94559

FILED

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

Dear Judge Boessenecker:

As required by Penal Code Section 933(c), enclosed are responses to the Grand Jury's 2015-2016 Final Reports on "Napa County Juvenile Hall", "Is Napa County Financially Healthy?", "Napa County Performance Measurements" and "Napa County's Website Needs Improvement".

Grand Jury activity takes place over the course of a number of months. The Board acknowledges the members of the 2015-2016 Grand Jury for the time they have devoted in preparing the reports.

Sincerely,

A handwritten signature in black ink, appearing to be "AP", written over a large, stylized "O" or "P" shape.

Alfredo Pedroza, Chairman
Napa County Board of Supervisors

Enclosures

Cc: Foreman, 2015-2016 Grand Jury

Brad Wagenknecht
District 1

Mark Luce
District 2

Diane Dillon
District 3

Alfredo Pedroza
District 4

Keith Caldwell
District 5

RESPONSE TO THE GRAND JURY FINAL REPORT ON
NAPA COUNTY PERFORMANCE MEASUREMENTS
May 24, 2016

The Board of Supervisors' Responses to the Grand Jury report are as follows:

Finding 1: The Community Indicators or activity trend section of the Performance Measurement Reports is too outdated to be of any use to departments and division managers, but may be of interest to residents and elected officials. The Grand Jury recognizes the value of this information, but questions its distribution as part of the PMR. The Napa County Website seems to be a better tool for distributing important up-to-date information.

Board of Supervisors' Response: The Board agrees with the Finding.

Finding 2: The Grand Jury finds that the standards for establishing performance measurements that were found in the August 15, 2013 Budget Performance Measures Training manual to be a valuable resource. Unfortunately, the current version of the PMR does not adhere to the best practices outlined in that manual, particularly in identifying measures that are timely and focused on controllable factors.

Board of Supervisors' Response: The Board agrees in part with the Finding. Given the wide variety of programs and services provided by county departments, the degree to which performance measures are focused on controllable factors varies.

Finding 3: The Grand Jury found that the process to produce and publish the PMR is expensive and largely futile. The over 300 pages of material contains mostly rote information that changes little from year to year other than entering the most current year's figures. Narratives seldom change significantly.

Board of Supervisors' Response: The Board agrees with the Finding.

Finding 4: The timing and frequency of the PMR building delays that make it of no practical use other than providing long term activity trends. The report is of no use to budget analysts, who must have more current data for forecasting and budgeting, or to line managers who must have current data to allocate resources.

Board of Supervisors' Response: The Board agrees with the Finding.

Finding 5: Given the significant time and effort required to produce the PMR, and its limited usefulness, the Grand Jury finds that the cost of this report far exceeds its value and therefore concludes that there is no fiscally sound reason to continue producing the report in its current form.

Board of Supervisors' Response: The Board agrees with the Finding.

Recommendation 1: Discontinue publication of the Performance Measurement Report in its current form. If the Board of Supervisors finds the activity tracking and/or division overviews useful, produce them in a more condensed and efficient way. Use the website to do so whenever possible.

Board of Supervisors' Response: The Recommendation will be implemented. Effective this fiscal year, the PMR will no longer be produced. In the future, staff will be developing performance measures that align with the strategic goals developed by the Board of Supervisors at their next Strategic Planning retreat. Rather than require specific number of measures, direction to departments will be to develop Performance Measures that measure progress toward the goals that the Board of Supervisors wants to achieve.

Recommendation 2: Post key activity levels ("Community Indicators") on the county website annually, or more frequently if data are available, and no later than 60 days following the end of the period being report.

Board of Supervisors' Response: The Recommendation may be implemented in the future. Community Indicators are interesting, but not necessarily tied to the County's activities or performance. When staff develops performance measures to align with the Board's Strategic Goals, Community Indicators could be included in any publication or related website.