



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

JUN - 8 2016

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 "A" 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

NAPA COUNTY
RESPONSE TO THE GRAND JURY FINAL REPORT
NAPA COUNTY'S WEBSITE NEEDS IMPROVEMENT

MAY 24, 2016

The Grand Jury requested responses from the Board of Supervisors, County Executive Officer, Library Director and Chief Information Officer are included below.

Finding 1. Lack of Standards – The Jury found that although all departments use a standard web page design, there is a wide range of formats and features from department to department. Document naming conventions are not consistent, frequently making documents difficult or impossible to find. Some departments include helpful information, like organizational charts, but others do not. Website users would benefit from more uniform formats and features.

County Executive Officer's and Director of Library Services and Community Outreach's Response: The County Executive Officer and Director of Library Services disagree in part with this finding. While acknowledging that there are some inconsistencies, the County provides a content standards workbook to all content providers. Naming conventions are developed by the subject experts in each department to more accurately reflect the department's standards. The County is issuing a request for proposals (RFP) for new content management software (CMS). Included in this request will be design elements and software functionality that include automation for uniform naming formats, search display criteria and features making it easier for content providers to maintain a consistent look and feel throughout the website.

The content standards for each department include a contact name, phone number, email address, physical location and a document folder.

Board of Supervisors' Response: The Board of Supervisors agrees with the County Executive Officer and the Director of Library Services and Community Outreach.

Finding 2. Content Out of Date or Wrong – The Jury found that content on the site is not current. Some links to documents do not go to current versions of those documents. Some reports that are referenced don't exist. Some reports cannot be found through website searches and can only be accessed if readers already know the location. Documents that are supposed to be available elsewhere, i.e., at the county library, are not there. Regular reviews of website content are not being done.

County Executive Officer's and Director of Library Services and Community Outreach's

Response: The County Executive Officer and Director of Library Services and Community Outreach agree with this Finding. Content providers need support from the software platform, departments, and supervisors to not only post current information but be proactive in configuring, enhancing and/or removing content to best reflect their subject matter.

The RFP for the new CMS includes features to automate some of the processes to support an easier workflow for users. Features like setting an expiry and/or reoccurring date (content template and event creation) will enhance the site's data integrity. The RFP also includes enhanced website search capabilities, with the ability and design to filter search results. This will enhance the user's experience with site search making it easier to located services and documents without having to know the department or division of origin.

The content provider open house provides an opportunity twice a month for departments to review their web presence while being supported in the software application and strategically looking at data and user behavior to enhance the web experience. These sessions are open to all content providers (countywide), although some take a more proactive approach than others.

Board of Supervisors' Response: The Board of Supervisors agrees with the response of the County Executive Officer and the Director of Library Services and Community Outreach.

Finding 3. Search Function is Weak – The search function on the county website is inadequate.

County Executive Officer's and Chief Information Officer's Response: County Executive Officer and Chief Information Officer agree with this finding. The search function in the current CMS software is weak. The new RFP will include language to ensure the search tool is robust, specifically it calls for: synonym and suggested search features, customizable meta-data, and removable site search capabilities to ensure components that don't belong in results (i.e., page header...etc.) will not clutter up results. The RFP also includes a search design that will enable users to easily navigate through the search results to narrow and filter.

In addition, any posting to the website requires appropriate tagging (content search identifiers) to the posted content so that more relevant search results are displayed. Content providers need make sure this tagging is done during content posts and consistent tagging is done across all departments. The CMS can help by requiring tagging and training, with related guides, to keep tagging consistent.

Board of Supervisors' Response: The Board of Supervisors agrees with the response of the County Executive Officer and the Chief Information Officer.

Finding 4. Website Content Not a Priority – Managing website content is a line manager responsibility and it is clear that it is not a priority for some departments. In most cases, monitoring and updating website content make up a small fraction of the jobs of the administrators who are assigned those duties, and those people have widely varying ability and interest in the task. The technical challenges of maintaining the site are intimidating for some. The website is not getting sufficient attention to make it an important communication and customer service tool.

County Executive Officer's Response: The County Executive Officer disagrees in part with this finding. Each department has assigned individuals, some are line managers but others are not. The Board of Supervisors recognized the importance of website management and created a position in the Library to do just that. The new CMS should address many of the technical challenges identified by the Grand Jury.

Finding 5. Site Not Living Up to Full Potential – Although the website is a useful resource and has become a primary source of county information, it has not lived up to its potential to be an effective tool for providing service and efficiency. In addition to having inaccurate and hard to find data, the site does not support even basic transaction capability, such as scheduling appointments and submitting applications, functions that are available on the websites of other counties. The current organizational structure relies on part time content administrators and puts the responsibility for website maintenance and development on the shoulders of line managers, who in many cases do not have the necessary resources to do that. Information Technology Services (ITS) does have some systems development capability, but also has limited resources and does not have the responsibility for driving process enhancements in county departments and divisions. As a result, the website falls well short of the functionality it could and should have.

County Executive Officer and Chief Information Officer's Response: The County Executive Officer and Chief Information Officer partially agree with this finding. The website is the virtual representation of the services provided to the community by 17 departments with multiple divisions. The site has over 1,400 content pages and well over 5,500 documents, many of these fulfilling legally mandated requirements.

The functionality available on the web is in direct correlation to the resources and processes established within a department. To enhance the website to include scheduling, application submittal, and online payments would require a possible change to a department's established workflow, policies and procedures, and in many cases require coordination across impacted departments. Departments and divisions operate under a wide variety of rules and regulations that may be mandated by State and/or Federal agencies. This variance creates challenges in implementing virtual services as "one size does not fit all." Implementation of any new technical solutions is up to the evaluation by the departments to determine that it will bring value to customers and staff and that it is sustainable and has scalability.

The County's audiences range in skill set and information needs are as varied as our services. The goal of the website is to provide access and usability to a broad range of users with varying needs and capabilities. This is an obtainable goal, but will require countywide dedicated resources required to maintain fresh and relevant content and online services.

Recommendation No. 1: In response to finding F1, establish County wide standards for formats, document naming conventions, and best practice content features.

County Executive Officer's and Director of Library Services and Community Outreach's Response: The County Executive Officer and Director of Library Services and Community Outreach disagree with this recommendation. The County has established standards for formats and document naming conventions and the guide for content contributors, and is available on the County's intranet, as well as upon login to the content provider portal. The guide will be updated with new training resources after the selection of a new CMS to take advantage of new functionality. The County continues to make improvements to its website a high priority.

Board of Supervisors' Response: The Board of Supervisors agrees with the response of the County Executive Officer and the Director of Library Services and Community Outreach.

Recommendation 2: In response to finding F2, clean up the website and keep it current. Verify that information is accurate, up-to-date, and easy to find.

County Executive Officer and Director of Library Services and Community Outreach's Response: County Executive Officer and Director of Library Services and Community Outreach agree with this recommendation. It is incumbent on County departments to ensure content is up to date and accurate, as they are the departmental subject matter experts. The Webmaster is

available to assist the subject matter experts in updating, analyzing, troubleshooting and cleaning up the department pages.

Board of Supervisors' Response: The Board of Supervisors agrees with the response of the County Executive Officer and the Director of Library Services and Community Outreach.

Recommendation 3. In response to finding F3, the county should upgrade the website search function.

County Executive Officer's and Chief Information Officer's Response: The County Executive Officer and Chief Information Officer agree with this recommendation. In the RFP for a new CMS software system, the enhanced search tool is a key requirement. This RFP is planned to be posted during the first quarter of Fiscal Year 2016-17.

Board of Supervisors' Response: The Board of Supervisors agrees with the response of the County Executive Officer and the Chief Information Officer.

Recommendation 4. Based on findings F4 and F5, the Jury recommends that the county form an expert user group to share best practices and new web functionality among divisions.

County Executive Officer's and Director of Library Services and Community Outreach's Response: The County Executive Officer and Director of Library Services and Community Outreach agree with this recommendation. A bi-weekly drop in session is available to content providers to work one on one with the Webmaster. The Webmaster meets with departments individually when needed and constantly is reviewing analytics, website chat data and seasonal/scheduled events to enhance the user's experience. Until further resources become available, a recommendation by department heads to the Director of Library Services and Community Outreach to realign the content providers into two distinct users groups will be implemented in Fiscal Year 2016-17. Representatives from each department will serve on the Users Experience (UX) group to ensure County-wide consistency in the user experience from department to department. A group of application experts will also be convened. The application experts will work closely with the department's UX contributor to assure that any changes made are done with the end user in mind.

Board of Supervisors' Response: The Board of Supervisors agrees with the response of the County Executive Officer and the Director of Library Services and Community Outreach.

Recommendation 5. In response to findings F4 and F5, recognize the website's importance as a communication, productivity, and service tool, by providing sufficient up front resources to department/division managers and to Information Technology Services to be able to implement all systems enhancements that can be cost justified through improvements in productivity and customer service.

County Executive Officer's and Chief Information Officer's Response: County Executive Officer and Chief Information Officer agrees with the recommendation. The Information Technology Services Division works on a bi-monthly basis with a countywide ITS Leadership Committee (made up of a representative set of County department directors) to prioritize projects that cross the entire County. This committee has already made the improvement of the County website a top priority. Funding is provided in the Fiscal Year 2016-17 budget for improvement and once the RFP responses have been reviewed the contract for a new CMS will be brought to the Board of Supervisors for approval.

Board of Supervisors' Response: The Board of Supervisors agrees with the response of the County Executive Officer and the Chief Information Officer.

Recommendation 6. In response to Finding F5, the Board of Supervisors should challenge department and division managers to identify opportunities to improve productivity and/or customer service through the use of technology and provide the necessary up front resources to implement those opportunities that can be justified based on cost/benefit analyses.

County Executive Officer's and Chief Information Officer's Response: County Executive Officer and Chief Information Officer agree with this recommendation.

Board of Supervisors' Response: The Board of Supervisors agrees with the response of the County Executive Officer and the Chief Information Officer.