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A Tradition of Stewardship
A Commitment to Service

NAPA COUNTY CIVIL GRAND JURY 2024-2025

May 29, 2025

Statement on Annual Inspections of Napa County Detention Facilities

SUMMARY

Pursuant to California Penal Code Section 919(b), the Napa County Civil Grand Jury conducted its required annual review of the county's detention facilities. This inquiry included on-site inspections of the current downtown Napa County Jail, the almost finished new Napa County Detention Center, and the Juvenile Hall. During tours of the facilities, members of the Civil Grand Jury held detailed discussions with facility administrators and correctional officers regarding management, day-to-day operations and protocols, security details, inmate programs and rehabilitation.

The Civil Grand Jury determined not to conduct a full investigation at this time, as the new facility is not yet operational.

DISCUSSION

New Napa County Detention Center

In 2023, Napa County started building a new facility with 304 beds and a 28-bed medical unit to replace the current downtown Napa Jail, which was damaged in the 2014 earthquake. After experiencing weather-related construction delays, the facility is expected to open in the summer of 2025.

Functional spaces will include housing, medical clinic, intake and release, food and laundry, central control, interview and visitation, custody administration, support services, outdoor recreation, administration, and a public lobby. The design includes ample, flexible program space to support a variety of rehabilitation programs and reduce recidivism.

Since 1975, the Napa County Jail has been managed by the Department of Corrections rather than the Sheriff's Department. This arrangement made Napa County unique among California's 58 counties. The Department of Corrections manages the jail, including all aspects of inmate care, treatment, and programs related to sentencing alternatives.

The new facility, located along Napa-Vallejo Highway 221, encompasses 109,300 square feet. The \$96.6 million project was developed using a "Design-Bid-Build" process, including pre-cast concrete cells. Funding sources included California Senate Bill 864 and Senate Bill 844 via the State Lease Revenue Bond Program.

Current Downtown Napa County Jail

The downtown Napa jail opened in 1976 with 60 beds and expanded to 276 beds in 1989. The facility houses pre-sentenced and sentenced inmates. The Department of Corrections is responsible for the coordination of all programs and services related to institutional care, treatment, and rehabilitation of inmates.

The future of the downtown jail site is under consideration by county officials, with options including demolition or redevelopment such as new housing or other commercial uses.

Juvenile Justice Center (Juvenile Hall)

The Probation Department operates the Juvenile Justice Center as a 24-hour secure facility with a capacity of 50 individuals. The age range is 14-25 years old with stays usually between 25 and 55 days. It consistently operates well under capacity.

The youth receive support from trained counselors and engage in various structured services, such as mental health support, cognitive behavioral programming, individual counseling, education, pet therapy, art appreciation, spiritual services, and organized recreational activities.

The Juvenile Justice Center is located at 212 Walnut Avenue in Napa.



An artist rendering of the Napa County Detention Center at 2200 Napa-Vallejo Highway.



The downtown Napa Jail at 1125 Third Street in Napa.



The Napa County Juvenile Justice Center at 212 Walnut Avenue in Napa.



The Napa County Juvenile Justice Center at 212 Walnut Avenue in Napa.



A Tradition of Stewardship
A Commitment to Service

NAPA COUNTY GRAND JURY 2024-2025
June 30, 2025
FINAL REPORT

2023-2024 Continuity Report

**A Review of Responses to the Reports
of the 2023-2024 Napa County Civil Grand Jury**

INTRODUCTION

California Penal Code Section 933 requires elected officials or agency heads to respond within 60 days of the issuance of a Grand Jury report that requires their response and requires governing bodies to respond within 90 days. Section 933.05 specifies the way the responding parties are to make their responses. The responses are transmitted to the presiding judge of the superior court.

The response to a *Finding* must be provided in one of the two following formats:

1. The respondent agrees with the finding.
2. The respondent disagrees wholly or partially with the finding. In such case, the response shall specify the portion of the finding that is disputed and shall include an explanation for the reason thereof.

The response to a *Recommendation* must be provided in one of the following four formats:

1. The recommendation has been implemented, with a summary regarding the implemented action.
2. The recommendation has not yet been implemented but will be implemented in the future with a timeframe for implementation.
3. The recommendation requires further analysis, with a description of the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency, or public agency, when applicable. The timeframe shall not exceed six months from the date of publication of the grand jury report.
4. The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation thereto.

The 2023-2024 Napa County Grand Jury issued its Consolidated Report on June 30, 2024. The report consisted of 5 individual final reports. Their findings, recommendations and the responses thereto follow.

SKYLINE ACADEMY AT JUVENILE HALL

Report Date: 4/20/2024

Response Date Chief Probation Officer: 8/20/2024 (122 Days)

F1. Although Skyline Academy was scheduled to open at the end of 2023, the Jury’s investigation detected limited organized effort toward the opening, no urgency, and minimal forward progress.

The Chief Probation Officer disagrees with the finding.

Contrary to this finding, the Skyline Academy opened as a pilot program in Juvenile Hall in January 2024 and has since served seven in-custody youth with enhanced evidence-based programming, prosocial activities, and targeted interventions addressing criminogenic needs. This initiative required a substantial coordinated effort among multiple agencies, community partners, and stakeholders, all working towards a common goal.

The project's success necessitated extensive infrastructure work, including approvals, funding allocations, and conceptual designs. Construction in a detention facility demands multiple levels of legal compliance and design review, which naturally take time to work through county and state processes. The preparatory phase involved significant data mining, financial and resource reviews, and reallocation of staffing resources, alongside efforts to recruit for hard-to-fill positions.

Recognizing that the heart of every successful program lies in its people, the project emphasized staff involvement. Experts in their respective fields were given the opportunity to contribute through a committee-based approach, ensuring buy-in and long-term sustainability. The pilot program aimed to keep youth local, focusing on their rehabilitative goals, and provided staff and providers the chance to engage with the youth prior to the formal program launch. This approach allowed the youth to have a voice in their own rehabilitation process. The pilot program has been serving seven Napa County youth who would have otherwise been transferred outside of the county, away from their families. The pilot program underscores the commitment to building a culture of support, safety, rehabilitation, and opportunity for the youth. The program continues to develop and is scheduled to formally open by the end of Summer 2024, reflecting a deep commitment to fostering a supportive and rehabilitative environment for youth in need.

F2. Repeated requests for details on the development of Skyline Academy went unmet, leading the Jury to conclude that no formal project plan is being implemented.

The Chief Probation Officer partially disagrees with the finding.

All requests for information made directly from the Chief Probation Officer were provided timely, which is the expectation, and all staff will be notified via memo of this standard. The definition or expectations of a formal project plan may be interpreted differently, as the focus was on designing and developing a program that meets the individual needs of youth, creating linkages

to robust community supports, engaging a variety of stakeholders, organizing construction projects, completing contracts and requests for proposals, creating new logos, increasing youth literacy and educational opportunities through new tablets for youth and career-technical education, painting murals to soften the look of the facility, seeking ways to expand opportunities for youth both inside and outside of the program, increasing mental health services, and creating programming infrastructure that is culturally relevant and in the native language of the youth and their families when possible.

The development and implementation of the pilot program involved numerous stakeholders and was structured through the department's strategic planning initiative, intentionally designed to leverage a committee structure. This collaborative approach ensured that subject matter experts within the department had the authority and ability to contribute to the design, creation, and implementation of the program, resulting in a more innovative and community-focused initiative. The pilot phase was led by a committee of staff and has allowed for valuable learning and adjustments, ensuring that the final program is well-suited to the needs of the youth and families they serve. By fostering a collaborative environment and involving various experts in leadership roles, the program aims to deliver targeted and effective interventions for youth. The formal program documents are being finalized, with full implementation scheduled by the end of Summer 2024, reflecting a steadfast dedication to building a supportive, accountable, and rehabilitative culture for youth.

F3. The Jury found that normal operations in the Prospect wing of Juvenile Hall (which houses short-term youth) have been resumed following the suspension of Covid restrictions.

The Chief Probation Officer agrees with the finding.

R1. By October 1, 2024, the Board of Supervisors direct the Napa County Probation Officer to develop and implement a detailed project plan for the Skyline Academy. The plan should formalize the project scope, be updated monthly, and provide a timeline, steps toward completion, assigned tasks, progress towards goals, available resources, and a budget.

The Chief Probation Officer: This recommendation will not be implemented, because it is not warranted.

The Skyline Academy is scheduled to formally open by the end of Summer 2024, making this level of detailed project planning for implementation unnecessary. The program has been in a pilot phase since January 2024.

The need for this program arose, in part, from the rapid passage of Senate Bill 823, which realigned the Division of Juvenile Justice population in California from the state to the local level. This historic change required a complete redesign of how serious and violent youth were handled statewide. Napa County did not open a Secure Track Program, which is designed for youth who would have otherwise been sent to the state Division of Juvenile Justice. Napa

County prioritizes the rehabilitation of youth while holding them accountable for their behaviors with the goal of rehabilitation prior to adulthood. Consequently, the County has not sent many youths to the state for care and could not sustain opening a Secure Track Program.

The Skyline Academy is designed to be a local program that meets the individualized needs of youth with the goal of preventing escalation into a Secure Track Program and enabling re-entry into the Napa Community rehabilitated, with positive supports in place and a new opportunity to be a productive member of our society. The program will have set policies that meet Title 15 regulations as required by law, and a program handbook to ensure that youth, families, and staff understand the programmatic goals.

Additionally, the budget has been approved in a public meeting by the SB 823 subcommittee of the Juvenile Justice Coordinating Council for fiscal year 2024-2025. No additional staffing resources are requested for this program, as the Napa County Probation Department is allocating only previously existing positions to operate the Skyline Academy. For ongoing data collection and program evaluation, Napa County has partnered with the University of Cincinnati to assist in the design of programmatic data and outcomes.

The Board of Supervisors agree with the Chief Probation Officer.

R2. By October 1, 2024, the Board of Supervisors direct the Napa County Probation Officer to identify a project manager to be accountable for the timely and successful completion of Skyline Academy.

The Chief Probation Officer: The recommendation has been implemented.

The Napa County Probation Department recruited and hired a Chief Deputy Probation Officer to oversee Juvenile Hall, who also serves as the project manager for the program. Additional support includes the Assistant Chief Probation Officer and the Chief Deputy overseeing the Juvenile Division to ensure the program operates as intended both during the pilot phase and the formal operations phase.

The Board of Supervisors agree with the Chief Probation Officer.

**NAPA COUNTY BUILDING DEPARTMENT:
THE GOOD, THE BAD, AND THE CONFUSING**

Report Date: 5/1/2024

Response Date County Executive Officer: 8/6/2024 (97 days)

Response Date Fire Administrator: 8/6/2024 (97 days)

Response Date PBES Director: 8/6/2024 (97 days)

Response Date County Fire Marshal: 8/6/2024 (97 days)

F1. Napa County has only one full-time Fire Plans Examiner. After this report was written, the Jury learned that the department had hired a second Fire Plans Examiner.

The County Executive Officer and Fire Administrator agree with the finding.

An additional Fire Plans Examiner position was recommended and authorized in the FY2023-24 annual budget. This position was recruited and hired on March 4, 2024. This addition has significantly bolstered our capacity to review and approve building permit applications in a timely manner, thereby addressing the backlog previously identified.

The Board of Supervisors agrees with the County Executive Officer and Fire Administrator.

F2. All Napa County building permits must be approved by the Fire Plans Examiner.

The County Executive Officer and Planning Building and Environmental Services Director agree with the finding.

The Fire Marshal agrees with this finding. The Fire Plans Examiner's role is pivotal in ensuring that all construction plans adhere to stringent fire safety regulations to safeguard public health and property.

The Board of Supervisors agrees with the County Executive Officer and Planning Building and Environmental Services Director.

F3. As a result of staff shortages, projects throughout the county are delayed and customers are in a holding pattern pending approvals for extended periods of time.

The County Executive Officer and Planning Building and Environmental Services Director agree with the finding.

To mitigate delays caused by staffing shortages, we have initiated cross-training programs for additional staff members, including the Fire Marshal and Deputy Fire Marshals. This proactive measure ensures that there is adequate coverage during absences or peak workload periods. Furthermore, engaged third-party reviewers can assist as needed, ensuring continuity in our service delivery.

The Board of Supervisors agrees with the County Executive Officer and Planning Building and Environmental Services Director.

F4. The Jury found that an annual golf tournament held in Napa County has consistently been allowed to not comply with the permit application rules.

The County Executive Officer and Planning Building and Environmental Services Director disagree with the finding.

The annual golf tournament is not considered a Temporary Event and therefore not subject to the County's Temporary Events License Permit and related review procedures, and submittal and processing deadlines. The annual golf tournament is reviewed and authorized under a Site Plan Approval, which is governed by the Use Permit for the Resort that has been in place since 1964.

The Board of Supervisors agrees with the County Executive Officer and the Planning Building and Environmental Services Director.

F5. The Napa County permit matrix to be a complex five-page document that is confusing to the average applicant.

The County Executive Officer and Planning Building and Environmental Services Director partly disagree with the finding.

The permit matrix was intended to be an internal guidance document for staff to facilitate their review of building permit applications. It was not intended for public use and as such was not written in layman's terms. As part of the goals for the Building Division for fiscal year 24/25 detailed above, Staff will be reviewing the information and content on the web site and preparing enhancements to the available documents that will provide a better understanding of the permitting process.

The Board of Supervisors agrees with the County Executive Officer and Planning Building and Environmental Services Director.

F6. The PBES is currently without a formal process for customers to provide feedback, either in person or on the website.

The County Executive Officer and Planning Building and Environmental Services Director partially disagree with the finding.

Staff has conducted one-on-one meetings and group discussions with industry professionals and builders regarding the permitting process this past year in order to obtain feedback regarding our online digital permitting process. This approach not only provided us feedback on the process of permitting it also gives the building staff an educational opportunity to discuss

particular permitting requirements and develop productive relationships with the design and building construction community. The Building Division intends to expand upon these efforts to conduct surveys of the permitting process which will be sent out to applicants who have used the system in the past year.

The Board of Supervisors agrees with the County Executive Officer and Planning Building and Environmental Services Director.

F7. The PBES does not assign specific field inspectors for entire projects leading to potential conflicting opinions about required corrective actions.

The County Executive Officer and Planning Building and Environmental Services Director partially disagree with the finding.

Building inspectors are assigned to a mapped district. Every effort is made to have the same inspector conduct inspections for the same project; however, individual inspectors may be unavailable. As such, rather than delay the progress of construction, other inspectors may be called upon to provide a timely inspection. Additionally, workload in one area may be greater, so two inspectors may be needed to cover the demand for that district. With that said, the inspectors strive for consistency and are all trained on the California Building Code. With regard to inspections related to correction notices, on occasion an inspector may not be available for a follow-up inspection, and a different inspector may be assigned to conduct the inspection. The inspector will typically focus solely on the items the prior inspector noted and confirm those they have been corrected. If they see additional items that the prior inspector may have inadvertently overlooked, they are advised to honor the prior inspector's corrections unless they observe a life safety violation.

The Board of Supervisors agrees with the County Executive Officer and Planning Building and Environmental Services Director.

R1. By December 31, 2024, the Jury recommends that a qualified fire code plans examiner be hired to ensure the department has adequate coverage to meet the demands of the building permit submissions.

After this report was written, the Jury learned that the department had hired a second Fire Plans Examiner. No Official Response received - action completed before report was completed.

R2. The Jury recommends that PBES immediately cross-train a staff member to cover the work volume during staffing shortages or vacancies. The department should not allow a position to remain vacant for any extended length of time.

The recommendation requires further analysis.

The Napa County Fire Marshal's Office acknowledges the importance of cross training to mitigate staffing challenges. We have commenced cross-training initiatives across various disciplines within the Fire Marshal's Office to ensure operational continuity and minimize the impact of staffing fluctuations on our service delivery.

The Napa County Fire Marshal's office remains committed to upholding the highest standards of fire safety and efficiency in building permit processing.

Within the past year, the Building Division has become fully staffed at 16 employees and will be able to cover shortages. The Building Division currently has the following staffing:

- 4 permit technicians and 1 supervisor
- 4 plans examiners and a 1 supervisor
- 5 building inspectors and 1 supervisor

While every effort is made to maintain a full staff, we occasionally experience higher or lower permitting demand based on the ebbs and flows of the construction industry. During periods of high demand, we may utilize outside contract services to help fill shortages and to adhere to permitting timelines. We agree cross training is important and have begun a process of training amongst peers as well as disciplines in the building division. Managing the fluctuations of building permits can be challenging and having staff cross trained along with maintaining a full staff is critical to allow a consistent permitting process.

The Board of Supervisors agrees with the Fire Marshal, and Director of Planning, Building and Environmental Services.

R3. The Jury recommends that PBES immediately require compliance with the 60 (50) day rule for all applicants of temporary events license permits.

The recommendation has not yet been implemented.

While the recommendation is directed toward the annual golf tournament at Silverado Country Club, which is regulated by a Site Plan Approval (not Temporary Event requirements), staff is currently working on an update to the Temporary Event Policy Manual which is anticipated to be presented to the Board of Supervisors in winter of 2024 for discussion and potential adoption. The update will consider revisions to application and processing timelines, establishing an enforcement mechanism, among other process improvements.

The Board of Supervisors agrees with the Director of the Department of Planning, Building and Environmental Services.

R4. By December 31, 2024, the Jury recommends that PBES initiate a comprehensive review of existing policies and procedures regarding temporary events license permits to ensure future compliance and accountability.

The recommendation has not yet been implemented. Please see response to Recommendation 3.

The Board of Supervisors agrees with the Director of the Department of Planning, Building and Environmental Services.

R5. By December 31, 2024, the Jury recommends that PBES modify the existing internal matrix into a format understandable by applicants.

Director of the Department of Planning, Building and Environmental Services: The recommendation has not yet been implemented.

As staff are in the process of developing guidance documents to better inform the public on the building permit process, the matrix has been removed from the County's website to prevent confusion in the meantime staff will implement these guide changes by December 31, 2024.

The Board of Supervisors agrees with the Director of the Department of Planning, Building and Environmental Services.

R6. By September 30, 2024, the Jury recommends that PBES develop a customer feedback option, in person and online, as part of the application process. PBES should retain these records for potential performance improvement and evaluation purposes.

Director of the Department of Planning, Building and Environmental Services: The recommendation has not yet been implemented.

The Building Division has prepared a survey of the permitting process which will be sent out to applicants who have used the system in the past year and will send out by August 30, 2024. Additionally, the survey will be sent out via email link once an applicant has completed the plan review process, and a permit has been issued. Once construction has completed, another survey will be sent requesting feedback on the inspection process and the overall experience. We will implement this automated survey by December 31, 2024. We are looking forward to receiving feedback and improving our permitting process where feasible.

Staff will also continue to conduct one-on-ones and group discussions with industry professionals and builders regarding the permitting process.

The Board of Supervisors agrees with the Director of the Department of Planning, Building and Environmental Services.

R7. The Jury recommends that, whenever possible PBES send the same inspector to conduct follow-up inspections.

Director of the Department of Planning, Building and Environmental Services: The recommendation has been implemented.

Inspectors are currently assigned districts (as noted in the Finding 7 response) corresponding to areas in which they are responsible for inspections. Staff strives to have the same inspector out for the same project; however, inspectors are sometimes unavailable due to personal leave, like time off, sickness, or needing to care for a loved one. Other inspectors may need to fill in to fulfill a timely inspection. Additionally, workload in one area may be greater, so two inspectors may be needed to cover the demand for that district. On occasion, an inspector may not be available for a follow up inspection that they provided a correction notice on. A different inspector may conduct the inspection. The inspector will typically only be looking at what the prior inspector noted and just confirms those items are corrected. If they see additional items that the prior inspector missed, they are advised to honor the prior inspector's corrections unless they observe a life safety violation. In these rare occasions, the inspector then uses their judgement when requiring additional corrections while considering the safety of the building and its occupants.

The Board of Supervisors agrees with the Director of the Department of Planning, Building and Environmental Services.

R8. The Jury recommends that PBES immediately establish a protocol for resolving conflicting code interpretations by different inspectors on the same project.

Director of the Department of Planning, Building and Environmental Services: The recommendation has not yet been implemented.

Building inspectors are trained under the same California Building Code and strive for consistency as described in the response to Recommendation 7. There are occasions when the Building Code may not be entirely clear, and the inspector may need to interpret the intent of the code language. When this occurs, it typically results in a discussion with the other inspectors and the Field Inspection Supervisor. In the morning before the inspectors head out for the day, inspectors will discuss code corrections from the prior day as well as review any issues that might arise with the inspections assigned for that day. This is an opportunity to promote a balanced understanding of the code across the inspection team. Currently, these discussions are organic in nature and brought up as issues come up with the individual inspector. The Field Inspection Supervisor will establish a more formal protocol to promote uniformity and consistency in this process by December 31, 2024.

The Board of Supervisors agrees with the Director of the Department of Planning, Building and Environmental Services.

R.9 By December 31, 2024, the Jury recommends that PBES provide mobile compatible electronic devices for each field inspector capable of reviewing plans and prior inspection notes.

Director of the Department of Planning, Building and Environmental Services: The recommendation has not yet been implemented.

In the fall of 2023, a single iPad was issued to the inspection team to allow preliminary testing of a mobile tablet device in the field. Based on the feedback received, the testing was expanded to include the purchase and issuance of two additional tablets to the inspection staff.

Subsequently, two more tablets have been requested, bringing the total number up to five (5). This will enable each of our inspectors the ability to result inspections, view previous inspection results and comments, and access digital plans while conducting their inspections in the field. It is important to note that iPads and other remote electronic devices are limited by the wireless network coverage throughout the County. The hills and valleys in the County result in some areas lacking cell coverage, preventing the devices from communicating with the permitting software at the County offices. Despite these challenges, it has been proven that an iPad or similar device is useful in most parts of the County. We will have the 5 iPads implemented by September 30, 2024.

The Board of Supervisors agrees with the Director of the Department of Planning, Building and Environmental Services.

NAPA COUNTY'S COMMUNICATION WITH ITS CITIZENS

Report Date: 3/27/2024

Response Date Board of Supervisors: 8/6/24 (142 days)

Response Date County Executive Officer: 8/20/24 (156 days)

Response Date Sheriff: 8/20/24 (156 days)

Response Date County Office of Emergency Operations: 8/20/24 (156 days)

F1. Since the 2016 Napa County Grand Jury report on county websites, the county has increased its senior communication staff, appointed a webmaster, and implemented improved methods of communicating with citizens for routine, non-emergency notifications.

The County Executive Officer (CEO) and Board of Supervisors agree with the finding.

The County has taken substantial steps towards enhancing its capabilities and expanding its outreach efforts. The County has implemented several improved methods for routine, non-emergency communications with its residents. The website has been redesigned to be more user-friendly and informative, making it easier for residents to find the information they need. Staff regularly issue news releases to keep the public informed about county activities and initiatives. The social media presence has been significantly expanded, allowing the County to engage with the community in real-time and provide timely updates. Additionally, video storytelling has been embraced to convey important messages and showcase county projects and events in a more dynamic and engaging manner. In addition to producing unique video features highlighting the county, a new monthly countywide newscast was launched in April 2024. This newscast aggregates important county news, programs and services, and engagement opportunities in a format that is digestible, educational, and engaging to the public. These efforts are part of the County's commitment to ensuring transparent, effective, and accessible communication with all Napa County residents.

F2. Napa County has made some improvements to provide timely and accurate information to citizens through enhanced website design and performance.

The CEO and Board of Supervisors agree with the finding.

The ongoing process of digitizing services, evaluating content, and arranging graphics is a continuous endeavor. In addition to standard website maintenance and updates, the County has undertaken several initiatives to improve user experience and access to important information. Key changes include:

- Updates to the website's terminology to make it more intuitive for users to navigate.
- Streamlined top-level navigation and the addition of a "How do I?" section.
- An expanded Newsroom to share timely, relevant information with residents.
- Reorganized content into thematic "buckets" to streamline access to related services.

- The launch of the 'Open Napa County' page under the 'Government' section, providing a centralized location for related public search services and enhancing public and staff user experience.

Additionally, various services previously only available in paper format have now been digitized. This includes the development and implementation of digital PDF applications in several departments, with more to come. The County launched the airport runway webcam, providing real-time updates to the public, and refreshed the web presence for Health & Human Services (HHSA) behavioral health, the Planning Department, and County Fire, ensuring accurate and up-to-date information. Staff conducted an extensive review to identify outdated COVID-19 documents and incorporated initiatives such as the Affordable Accessory Dwelling Unit and Child Care Facility Forgivable Loan Programs. A version update to the County's software platform was also completed, ensuring smooth operations and effective communication. Efforts to enhance the County's program in search engine optimization (SEO) and analytics are ongoing. These efforts aim to expand from countyofnapa.org to include other domains and functions such as readynapacounty.org, napalibrary.org, and livehealthynapacounty.org, as well as social media and other applications. This initiative will develop a program framework and foundation configured to support scalability and county-wide accessible data, ultimately supporting a holistic strategy and user experience.

Later this year, Napa County will embark on a comprehensive website redesign, incorporating further design and structural enhancements.

F3. A sizable portion of Napa County website traffic is via mobile devices. Some website content is not optimized for smaller screened mobile devices.

The CEO and Board of Supervisors agree with the finding.

More than 50% of the County's web visitation is via mobile devices. Responsive design has evolved from solely responding to the change in device size to now encompassing a multitude of available data elements that reflect the user's experience. The evolution of responsive web design in 2024 heralds a new era of adaptability and innovation in web development. Beyond simply fitting content to different screens, responsiveness now includes a holistic approach to design that considers device types, emerging interfaces, user preferences, and accessibility standards. By embracing this evolution, the County can craft digital experiences that transcend boundaries and empower users in an increasingly interconnected world.

While most of the county's website content is optimized for smaller screened mobile devices, some third-party applications are not. The County will coordinate solutions with vendors to ensure that digital services are accessible and user-friendly across all devices.

F4. The county has not published to citizens a county strategic plan which outlines how to facilitate the distribution, efficiency, and quality of public information.

The CEO and Board of Supervisors disagree partially with the finding.

The Communications team has written a strategic communications plan; however, while it is a public document, it has not been shared with residents as it is an internal working document intended to guide efforts in informing, educating, and engaging citizens in Napa County.

The primary purpose of the communications plan is to foster effective communication among the Napa County Board of Supervisors, the residents of Napa County, and the departments and staff of Napa County government. Public access to government and the free flow of information are essential pillars of the democratic process. Therefore, this plan is intended to streamline access and enhance transparency within Napa County Government.

In today's service delivery landscape, effective communication plays a vital role in disseminating information, raising awareness about government services and policies, advocating for change, and supporting decision-making processes. Public communication is of utmost importance in empowering the residents of Napa County with knowledge about their expectations from county government. By engaging in dialogue and encouraging meaningful participation, the community can actively contribute to the development and progress of the county.

Objectives:

1. Establish a cohesive and effective communication framework for Napa County that fosters collaboration, empowers employees, and ensures consistent messaging and branding.
2. Enhance Napa County's communication efforts to expand its reach, engage the community, and promote transparency through proactive and creative storytelling across various platforms.
3. Establish transparent and open channels of communication with the community of Napa County, fostering engagement, collaboration, and understanding.
4. Enhance internal communications within Napa County by fostering a sense of community, sharing information effectively, and facilitating engagement among employees.
5. Enhance Napa County's emergency response communication by developing comprehensive strategies that facilitate effective information dissemination, preparation, and collaboration during critical situations.
6. Align legislative goals with effective communication strategies to facilitate the development, understanding, and engagement of Napa County's legislative platforms and processes.

Residents can see the results of the strategic communications plan through the numerous initiatives and improvements the County has implemented, ensuring transparent, effective, and accessible communication with all Napa County residents.

F5. Napa County's overall communication efforts, while focused on "telling Napa County's story", is not engaging the community in a two-way conversation which could facilitate citizen engagement.

The CEO and Board of Supervisors disagree partially with the finding.

The County's social media strategy is intended to actively engage the community, share updates, and encourage dialogue. Staff monitor and respond to comments, messages, and mentions on social media platforms in a timely and professional manner.

From strategizing and developing communications to disseminating content, staff seek opportunities to extend the conversation beyond a specific communication. This is achieved by consistently ending messages with a call to action, which may include directing the audience to learn more on a specific platform or website, taking a survey, or providing a number or email to continue the conversation.

Additionally, individual board members and staff regularly participate in and host events that promote face-to-face interactions among residents, enabling dialogue and a sense of belonging. The County organizes public forums, town hall meetings, and online feedback platforms to gather community input and address concerns promptly and transparently.

The County has actively engaged in and hosted town halls and community events focused on various subjects, including fire/emergency preparedness, Mt. Veeder storm damage and roads updates, PG&E underground electric power lines, road pavement projects, and transportation. Each of these events provides an opportunity for two-way conversation.

Staff worked closely with CAL Fire/Napa County Fire and AP Triton, the consultants developing the Fire Master Plan, to engage the community through various communication channels, including hosting a Fire Master Plan Virtual Town Hall.

Engaging the community in a two-way conversation is a collaborative effort involving all departments and elected officials, not solely the responsibility of the Communications Department. Staff are committed to fostering an environment where community input is solicited, ensuring a more connected and engaged Napa County.

F6. Napa County lacks a formally articulated plan to continuously re-evaluate and update its communication strategies adapting to changing digital messaging technologies in order to assure that messaging remains timely, effective, and relevant.

The CEO and Board of Supervisors agree with the finding.

The communications team pairs the county-wide communication plan with project and departmental plans to re-evaluate and update its communication strategies. This undertaking is completed in tandem with departmental subject matter experts to align with services, staff capacity, and public expectations.

For example, Napa County has launched a public website chat feature and a live streaming translation tool for Board of Supervisors meetings. The team continues to meet with vendors, participate in forums, and assess current solutions to propose to departments. Each department's specific communication tools fall under its jurisdiction due to unique compliance requirements, staff participation, and business practices.

The communication's team's strategy involves regular re-evaluation and updates with Napa County IT to stay current with technological advancements and continue to meet the community's needs effectively.

F7. The switch from Nixle to Everbridge did not go through an RFP or similar evaluation process which has led to disruptions in citizen alert contacts that have not been satisfactorily resolved.

The CEO, Board of Supervisors, and Sheriff agree with the finding.

Napa County contracted with Nixle in 2014. In 2015, Everbridge acquired Nixle and, along with it, Napa County's contract. Napa County extended, renewed, and/or amended this contract for several years. Although acquired by Everbridge, the emergency alert platform continued to be named "Nixle." On October 4, 2022, the Board of Supervisors approved a three-year renewal of the County's contract with Everbridge; at that time the Board was also informed that subscribers to the Nixle platform would be moved to the Everbridge platform. Because the contract was with Everbridge and that contract was renewed, the change from the Nixle to the Everbridge platform did not require a separate RFP process.

At the time of the platform change, Everbridge verbally represented to Napa County that all the subscribers to Napa County messaging in Nixle would seamlessly be moved over to their Everbridge platform without the necessity to re-subscribe. Based on these representations and to maintain the large subscriber base in Nixle (approx. 186,000 subscribers), the County chose to continue the Everbridge contract and not seek other proposals via the traditional RFP process.

Problems and inconsistencies related to delivery of messages to original Nixle subscribers after the transition to Everbridge were noticed early on. At the time of the initial transition from Nixle to Everbridge, the County Office of Emergency Services (OES) was housed solely in the CEO's office. On July 1, 2023, the interim CEO, in his role as Director of Emergency Services, appointed the Sheriff as the Assistant Director of Emergency Services, pursuant to Napa County Ordinance 2.80.060. The OES staff physically moved offices from the downtown Napa administration building to the Napa Sheriff's Office in south Napa. The OES budget was transitioned into the Sheriff's Office overall budget, and day-to-day OES oversight and operations were put under the direction of the Sheriff's Office.

In the first meeting between OES and the administration team at the Sheriff's Office in July of 2023, the Sheriff's Office prioritized diagnosing the issue with the transition from the Nixle to the

Everbridge platform. A County Information Technology (IT) expert was assigned to work closely with OES to identify the issue and work towards a solution. The Sheriff also briefed the CEO, Board of Supervisors, and County Counsel. County Counsel sent a demand letter to Everbridge as part of the plan to address the issue, which helped spur a meeting to resolve the problems. Within two weeks of the meeting between Everbridge representatives, IT, and OES staff, the Sheriff's Office learned that the Nixle platform subscribers were never moved into the Everbridge platform. Instead, Everbridge built a software solution to act as a "bridge" by which messaging in Everbridge would be sent over to the Nixle program and the original Nixle subscribers would then receive the message. The crux of the problem referred to in the Jury's finding is that the software bridge was not reliable.

In August, approximately one month after the issue was identified, Everbridge agreed to do and did a large data migration, moving the subscribers out of Nixle and into Everbridge so that the system would no longer rely on the software "bridge." OES conducted a test messaging campaign in August of 2023, which included 184,328 subscribers that were part of the large data migration. As part of the test, subscribers were asked to confirm receipt of the message.⁷¹ 70,417 subscribers confirmed receipt, which is 38.2% of the contacts that the message went out to, representing a relatively large number of responses. Of note, in marketing, the average open rate is somewhere between 15% and 25% and asking someone to take action (i.e. text back to confirm receipt) results in responses ranging from 1.5% to 3%.

For SMS campaigns, the open rate is around 65% with a click-through rate of about 20%. The takeaway from the August 2023 test was that more than 10 times what is typically expected of an email marketing campaign and nearly twice of what is expected of a SMS campaign was accomplished after Everbridge completed the data migration. This large response rate gives the County confidence that the data migration was successful. While the August 2023 test campaign was successful and resolved the initial platform transition difficulties, the OES team and Everbridge continue to have regular meetings to improve the system's capabilities.

F8. County emergency notifications using the alert technology Everbridge are not reliably reaching all enrolled citizens, and it is unknown exactly how many residents are receiving messages.

The Board of Supervisors and the Sheriff agree with the finding.

However, the County is interested in understanding the evidence the Jury used to support this finding that not all enrolled citizens are receiving messages after the August 2023 data migration. While there are known examples of this issue from before the large data migration in August of 2023, evidence that the problem continued afterward have not been found. The Nixle system did not have a "confirm receipt" feature similar to Everbridge, making it impossible to

⁷¹ One key difference between the two systems is that messaging that solicits a response can be sent in Everbridge while Nixle does not have that capability.

conduct a comparable test with Nixle. The Board of Supervisors and the Sheriff agree that the Everbridge notification system was not reliable at reaching all enrolled citizens prior to the data migration.

It is important to note that no system can guarantee an exact number of subscribers reached for any given communication. Factors such as cell phone coverage, mobile device settings, and whether mobile devices are on or off, without power, etc., can impact message delivery. Due to these factors, Napa County OES, the CEO's Office, and the Sheriff's Office have established redundancy systems. These include partnerships with local radio stations, community outreach for emergency broadcast information, Genasys software for evacuations, Hi-Lo Sirens during evacuations, door-to-door notifications in evacuated areas, traditional media outlets, and social media accounts managed by Napa County, Napa Sheriff's Office, County fire, and municipal partners.

While Everbridge certainly damaged trust during the initial transition from the Nixle platform, the current reach and data from both test alerts and real-world alerts indicate that the technology is now working at the same level of reliability as the previous opt-in service.

F9. The Everbridge emergency notification mobile app for phones and other mobile digital devices is not performing reliably for citizens.

The Sheriff, OES, Board of Supervisors, and CEO disagree wholly with the finding. During the investigation to identify why some previous Nixle subscribers were not reliably receiving alerts, the team discovered that the issue was related to the software "bridge" rather than a full data migration solution (as mentioned in the response to Finding 8). The team also learned that there were no reports of failures from users who downloaded and used the Everbridge mobile application.

The County does not agree that the system is currently not performing reliably and would be interested in any evidence or examples of subscribers who signed up through Everbridge, or whose subscriber information was part of the large data migration in 2023, not reliably receiving messages at this time. Upon obtaining such information, the County and Everbridge can investigate and correct any ongoing issue.

F10. The enrollment process for Everbridge is cumbersome and not well understood by the citizenry.

The Board of Supervisors and the Sheriff agree with the finding.

The enrollment process prior to January 2024 was more cumbersome. However, as part of the continuing efforts between OES and Everbridge to improve the system's capabilities, beginning in January 2024, residents can now subscribe by simply texting their zip code to 888-777, which enrolls them into the Nixle platform. Everbridge now automatically ports over (data migration, not a software bridge) Nixle subscriber data into the Everbridge system on an hourly basis.

Before this new solution, residents using this simple subscriber method would only be added to Nixle, and the system would rely on the problematic software “bridge” mentioned in Response to Finding 7 or have their contact number or email manually entered into Everbridge by OES staff as they periodically checked the Nixle system for any new subscribers.

The Board and Sheriff are pleased that this enrollment issue has been resolved, and new subscribers should find the process efficient and effective.

F11. Everbridge has not fulfilled all of its contractual obligations with Napa County.

The Board of Supervisors and the Sheriff disagree wholly with the finding.

The contract executed between Napa County and Everbridge has been reviewed by the County, with assistance from County Counsel, and no breach of contract has been identified at this time. As indicated in Response to Finding 7, the issues caused by the initial transition from the Nixle platform to the Everbridge platform were problematic, but the parties were able to promptly resolve those issues.

Should OES be made aware of any concerns or evidence supporting the Jury’s concerns that issues are continuing, OES will promptly work with Everbridge to resolve them. Since July of 2023, the staff at Everbridge has been responsive to the County’s concerns and have worked diligently on addressing the challenges identified by the OES team. We are confident that any ongoing issues will be similarly corrected by Everbridge.

F12. Napa County’s staff have improved measures to facilitate communication with citizen’s diverse languages and for those having disabilities or special needs.

The CEO and Board of Supervisors agree with the finding.

Recognizing the diverse community the County serves, staff remain dedicated to ensuring effective communication for all residents. The Office of Emergency Services (OES) continues to prepare a bi-weekly translation schedule for emergency communications, guaranteeing that critical information reaches non-English speaking populations promptly. Additionally, staff have initiated work on creating a comprehensive language access plan. This endeavor involves close collaboration with members of the Board of Supervisors and department heads, with a goal of establishing guidelines and resources that promote inclusivity and accessibility in all county communications. By prioritizing language access, staff strive to enhance engagement and participation among diverse communities throughout Napa County.

R1. By December 31, 2024, the Board of Supervisors direct county communications staff to annually implement and publish to county residents an updated strategic communication plan that results in timely and efficient two-way messaging with the public through digital, print, and broadcast media.

The recommendation will not be implemented because it is not warranted or reasonable.

The County Communications team already operates with a comprehensive communication plan that serves as a roadmap for our efforts. This plan is a fluid document, allowing us to tailor our strategies based on the specific message and target audience, new communication technologies, and evolving appetite of how people consume information. Our primary focus is on delivering tangible results that meet the community's needs, rather than detailing the process.

Our approach is dynamic and adaptable, ensuring that we can effectively communicate across various platforms including digital, print, and broadcast media. While we continually refine our strategies to enhance engagement and transparency, we believe that the community is more interested in the outcomes of our communication efforts rather than the intricacies of the plan itself. Our commitment remains to ensure timely, efficient, and effective two-way communication with the public, and we invite residents to experience the results of these efforts through our various communication channels.

The Board of Supervisors agrees with the County Executive Officer.

R2. By September 30, 2024, the Board of Supervisors direct county senior communications staff to meet with all county department heads to assess their communication needs so that they can message effectively and consistently with their target audiences.

The recommendation has been implemented.

The Deputy CEO - Communications regularly attends department head meetings to stay informed about departmental communication needs. All departments with staff serving in a PIO role are invited to participate in the County Communications Collaborative. For departments without a dedicated PIO, regular outreach is conducted through check-in emails and meetings to identify and support their communication needs.

The Board of Supervisors agrees with the County Executive Officer.

R3. By September 30, 2024, the Board of Supervisors direct county department communications staff to create a monthly review of county social media accounts, websites, and other digital communication channels to assure that information stays current.

The recommendation has been implemented.

County communications staff regularly reviews and maintains the accuracy of information across social media accounts, websites, and other digital communication channels. We have implemented a process for individual departments to review and provide feedback on a monthly basis, ensuring that all digital communications remain current and effective.

The Board of Supervisors agrees with the County Executive Officer.

R4. By September 30, 2024, the Napa County Sheriff direct their communication staff to create a monthly review of their social media accounts, websites, and other digital communication channels to assure that information stays current.

The recommendation has not yet been implemented.

The Sheriff will implement this recommendation within the timeframe identified by the Jury.

The Board of Supervisors agrees with the Sheriff.

R5. By December 31, 2024, the Board of Supervisors require all county and department websites to offer a live chat feature on each county department website to help citizens get quick answers to their questions and facilitate timely assistance.

The recommendation has been implemented.

Napa County has implemented a website chat feature on countyofnapa.org, staffed by the Napa County Library reference team. This chat tool supports both the public and county staff in locating services and answering questions.

Key features of the website chat tool include:

- Staffed by library staff who assist the public similarly to how they handle library reference questions, aiming to connect users to the necessary resources.
- Available on every page of the website.
- Supports three languages: English, Spanish, and Tagalog.
- Accessible seven days a week.

When the chat tool is not actively staffed, users can leave a message that will be responded to during business hours.

Compatible with both mobile devices and desktops.

This initiative ensures that citizens receive timely assistance and quick answers to their questions, enhancing the overall accessibility and responsiveness of county services.

The Board of Supervisors agrees with the County Executive Officer.

R6. By December 31, 2024, the Board of Supervisors direct county communications staff to develop and make public the metrics and analytics which monitor county efforts to evaluate effective two-way communication strategies with citizens.

The recommendation has been implemented.

The Communications team reviews metrics on a daily basis and provides an internal report on a monthly basis. Measuring communication success is essential to fine-tune strategies, engage audiences effectively, and drive results. Data-driven decision-making is a continuous process, utilizing multiple metrics and analytics tools to track and measure progress.

As we prepare for a redesign of the County's website, we are enhancing our program in search engine optimization (SEO), Google Analytics, and browser ads. This effort will expand from countyofnapa.org to include other domains/functions such as readynapacounty.org, napalibrary.org, livehealthynapacounty.org, and potentially social media and other applications where we drive web traffic within our digital communications. The goal is to develop a program framework that supports scalability and provides county-wide accessible data to support a holistic strategy and improved user experience.

Key tools the County employs include:

- Analytics: Tracks website traffic and user behavior.
- Social Media Insights: Built-in analytics tools on social media platforms that track post-performance, audience demographics, and engagement.

Key metrics for measuring communication success include:

- Engagement Metrics: These help us understand how the audience interacts with our messages, such as open rates, click-through rates (CTR), and social media likes, shares, and comments.
- Reach and Impressions: These metrics measure how many people see our messages.
- By leveraging these tools and metrics, staff aim to continually refine communication strategies to ensure they remain effective and relevant.

The Board of Supervisors agrees with the County Executive Officer.

R7. By December 31, 2024, the Board of Supervisors have county communications staff ensure that county initiatives and programs are available to all of our citizens, including those who speak languages other than English and those with special needs or disabilities.

The recommendation will not be implemented because it is not warranted or is not reasonable. Countywide Communications promotes and encourages accessibility but does not have oversight of all county initiatives and programs. However, we continually seek opportunities to implement more inclusive practices. Some of the areas where we have control and have implemented accessibility measures include:

- Website Translation: The County's website incorporates Google Translate to support multiple languages.
- Social Media: We translate social media posts to reach a broader audience.
- Board Meetings: We have implemented the Wordly AI language translation platform to offer live Spanish translation at all Board of Supervisors meetings.
- ADA Compliance: An ADA page on the website provides information and resources for individuals with special needs or disabilities.
- Partnerships: We work with the risk team to provide remediation for any person seeking services with special needs or disabilities.
- Procurement: Our procurement language includes requirements for ADA compliance and is in the process of adding language suggesting Spanish as a preferred language.

These initiatives demonstrate our commitment to making county programs and services accessible to all citizens, regardless of language or special needs.

The Board of Supervisors agrees with the County Executive Officer.

R8. By December 31, 2024, the Board of Supervisors establish a Napa County Communications Citizen Advisory Board with the goal of providing community input into Napa County communication priorities.

The recommendation will not be implemented because it is not warranted or is not reasonable.

The communications team is staffed with professionals from diverse backgrounds, bringing over 70 years of combined experience. In 2023, we established the County Communications Collaborative to enhance communication strategies and practices within Napa County. This group meets monthly and includes full-time Public Information Officers (PIOs) and individuals with PIO responsibilities, allowing them to exchange insights, best practices, and innovative approaches in their communication efforts.

Additionally, county communications staff participate in the Napa County PIO Network, a collaborative group made up of representatives from various sectors, including:

- The county and each of the five jurisdictions
- Public safety (fire, police, sheriff)
- Education (Napa County Office of Education, Napa Valley Unified School District, Napa Valley College, Pacific Union College)
- Transportation (Napa Valley Transportation Authority, CalTrans, California Highway Patrol)
- Healthcare (Queen of the Valley, Kaiser, St. Helena Adventist)
- Nonprofit organizations (Community Organizations Active in Disaster)
- Other entities such as the Veteran's Home, Napa State Hospital, and PG&E

This network is committed to working together to elevate our collective impact in communicating with residents. County communications staff also are members of statewide and national associations and attend conferences and training programs to stay abreast of the latest communications tools and strategies, ensuring effective communication with stakeholders. Associations include CAPIO (California Public Information Officials), 3CMA (City-County Communications & Marketing Association), NAGC (National Association of Government Communicators), NACIO (National Association of County Information Officers), PRSA (Public Relations Society of America), and GSM (Government Social Media).

Our existing advisory boards and regular community meetings provide ample opportunities for constituent input. We regularly review questions, concerns, and issues raised by the public through the Board of Supervisors, their aides, and department heads. This feedback loop allows us to remain flexible and responsive to the evolving needs of the community.

We do not take a one-size-fits-all approach to communication. Instead, we remain nimble in our strategies to effectively address the diverse needs of our residents. Through our active participation in training and collaboration with other professionals, we continuously develop our skills and improve our communication practices.

The establishment of a separate Communications Citizen Advisory Board is therefore unnecessary, as our current structures and processes already facilitate robust community engagement and input into Napa County's communication priorities.

The Board of Supervisors agrees with the County Executive Officer.

R9. By December 31, 2024, the Sheriff's Department OES prepare and execute updated plans to fix deficiencies in alert notification measures ensuring that accurate and timely emergency information is disseminated to the public and media when needed. This may require assessing alternative emergency notification system providers to resolve ongoing Everbridge deficiencies.

This recommendation has been implemented.

Since July 2023, Everbridge has been responsive and continues to be responsive in improving the reliability and effectiveness of their platform. As indicated in Response to Finding 7, the most recent contract with Everbridge was a three-year renewal of the previous contract.

Everbridge had acquired Nixle in 2015, and the renewed contract contemplated that, during this period, the County's subscribers would be migrated from the Nixle platform to the Everbridge platform. As the Jury found, however, this transition was not seamless. Beginning in July 2023, the issues were quickly identified and addressed, and now the system appears to be functioning properly.

Beginning in the spring 2025, the Sheriff will recommend to the Board of Supervisors to issue a Request for Proposals (RFP) for messaging services beyond October 2025 when the Everbridge contract expires. Everbridge can certainly submit a proposal as part of that process, and other providers will also be invited to submit proposals.

The Board of Supervisors agrees with the Sheriff.

R10. By September 30, 2024, the Sheriff's Department OES collaborate with Napa County communication staff to address problems with the "Alert Napa County" citizen enrollment process including increased awareness of how to enroll, streamline the enrollment process, and improve citizen's ability to manage their own alert notification preferences.

This recommendation has been implemented.

As indicated in Response to Finding 10, beginning in January 2024, residents can now subscribe by simply texting their zip code to 888-777. Additionally, logging into their online

account allows citizens to opt into the notices that they wish to receive. OES continues to work with Everbridge to ensure the platform functions correctly and is as user-friendly as possible.

The Board of Supervisors agrees with the Sheriff.

RAISING AWARENESS OF ELDER ABUSE IN NAPA COUNTY

Report Date: 4/24/2024

Response Date County Sheriff: 7/3/2024 (70 days)

Response Date City of Napa: 7/16/2024 (83 days)

Response Date County Director of HHS Agency 9/11/2024 (140 days)

F1. The Jury found that Napa County has many dedicated people in county agencies and nonprofits who are working hard to help the elderly age gracefully.

The City of Napa agrees with this finding.

The Director of Health and Human Services Agency agrees with this finding. County staff in HHSA, the District Attorney's Office, the Sherriff's office, and those working across the network of community-based organizations are dedicated to improving the lives of older adults in Napa County. The Director appreciates the grand jury for their thorough assessment and investigation of the issue of Elder Abuse and their recognition of the hard work being done across the County to support older adults, respond to incidents, prevent elder abuse, and more broadly to provide support to aging gracefully.

The Board of Supervisors agrees with the Director of Health and Human Services Agency.

F2. The Jury found that no one appears to be accountable for ensuring that all mandatory reporters know their responsibilities. Many do not have sufficient training to identify elder abuse. Many may not know the correct procedure for reporting elder abuse, exposing them to liability for failing to report.

The City of Napa partially agrees with the finding.

Employees of Napa Police Department are mandated reporters and we have a documented process for investigating and cross reporting elder abuse cases to Adult Protective Services (APS). Napa PD policy includes a supervisory expectation to report any deviations from the established policy. The City of Napa has no informed opinion about the accountability of mandated reporting requirements for the other agencies in Napa County.

The Director of Health and Human Services Agency partially disagrees with this finding. There is no single entity that has legal jurisdiction over mandated reporting and instead the law imposes this responsibility on various entities, employers, and professions.

California law mandates certain individuals report known or suspected instances of elder or dependent adult abuse. Specifically Welfare and Institutions Code section 15630 provides in relevant part that, "Any person who has assumed full or intermittent responsibility for care or custody of an elder or dependent adult, whether or not that person receives compensation, including administrators, supervisors, and any licensed staff of a public or private facility that provides care or services for elder or dependent adults, or any elder or dependent adult care

custodian, health practitioner, or employee of a county adult protective services agency or local law enforcement agency is a mandated reporter." Reports of known or suspected abuse of elder and dependent adults within long-term care facilities and community care facilities fall under the jurisdiction of the Long-Term Care Ombudsman and law enforcement. Instances of such abuse occurring outside of any of these facilities are the jurisdiction of the county office of Adult Protective Services (APS) and law enforcement.

In carrying out this reporting responsibility, a wide range of employers and professions need to ensure the completion of mandated reporter training and report known or suspected instances of abuse, including but not limited to health practitioners, clergy members, bank/financial institution employees, animal control and code enforcement employees, etc. California law mandates that long-term care facilities, community care facilities, and residential care facilities, for the elderly provide such training. The State Department of Health Care Services (DHCS) or the State Department of Social Services (CDSS) is charged with reviewing each long-term care facility to ensure compliance with these training requirements.

Here in Napa County, our HHS Adult Protective Services (APS) program provides mandated reporter trainings in partnership with other agencies and institutions to help various employers and their staff comply with their legal obligations to know and report abuse. In Fiscal Year 2023-2024, our APS program conducted 13 trainings to local community-based organizations and law enforcement. In Fiscal Year 2024-2025, APS staff are planning to host a series of trainings for mandated reporters, inviting all known organizations who employ mandated reporters to help support their awareness and understanding regarding reporting processes and local contacts. It is also worth noting that earlier this year, HHS took the initiative to request, and the Board of Supervisors approved, the addition of another supervisory position in the APS program. This increase in staffing allows our APS program to expand upon elder abuse awareness and education with the goal of providing support to the wide array of mandated reporters. Additionally, HHS recently posted a CDSS video regarding elder abuse on its website and shared the video link with agencies and institutions who employ mandated reporters. Finally, although HHS is not charged with legal or regulatory oversight of those agencies, as previously noted in the response to Finding 1, the Agency is an active participant in a collaborative network of entities who work together to ensure that older adults are protected from harm and receive the support they need.

The Board of Supervisors agrees with the Director of Health and Human Services Agency.

F3. The Jury found that the constellation of services available to the elderly is broad and complex making it a challenge for some people to find the resources they need.

The City of Napa agrees with this finding.

The Director of Health and Human Services Agency agrees with this finding. There are indeed a wide range of services available for older adults in Napa County, and this very rich array means there is a continual need to ensure awareness of and support in navigating them. Fortunately,

because of the strategic and thoughtful approach of the many providers of such services, there are also continual efforts to address this issue.

First, HHSA helps to address this issue structurally by maintaining an integrated Comprehensive Services for Older Adults (CSOA) Division providing co-located services for older adults at a centralized location. Within the CSOA division, HHSA administers distinct state funded and regulated safety net programs for older adults including In-Home Supportive Services (IHSS), APS, and Public Guardian Services. These services are enhanced by co-located and embedded services for older adults provided by our Behavioral Health Division and Self Sufficiency Services Division. However, it is understood that the needs of older adults are far-reaching and often span beyond directly administered County-run programs.

That leads to the second important point. This issue cannot be adequately responded to without highlighting the important and critical fact that Napa County is also part of two-county Napa-Solano Area Agency on Aging (AAA). By way of background, the California Department of Aging (CDA) contracts with and oversees local AAAs that coordinate a variety of services for older adults, adults with disabilities, informal caregivers and family caregivers. AAAs address the needs and concerns of all older persons at the regional and local levels through funding under the Older Americans Act. AAAs coordinate and offer services that help older adults (age 60 and older) remain in their homes and provide core services related to nutrition, health and wellness, caregiver support, legal assistance, transportation, and supportive services.

Our Napa-Solano AAA operates under a Joint Exercise of Powers Agreement (JEPA) between Napa County and Solano County. Pursuant to the terms of the JEPA, the two counties agreed that the infrastructure needed to manage the AAA would be provided Solano County Health and Social Services who works in close partnership with Napa County HHSA and community-based organizations. Further, an Oversight Board exists as part of the AAA's governance structure and that Board includes representatives from both counties' Boards of Supervisors. Napa County HHSA provides a pro-rata share (based upon the population of older adults that reside in both counties) of the funding necessary to support the AAA's staff and program costs.

Noteworthy is the fact that AAA funded services include the provision of a service called "Information and Assistance," typically referred to as "I&A." Simply put, that service is specifically aimed at the very issue of assisting individuals to find needed services and resources. As part of our Napa-Solano AAA, the entity designated to provide I&A services in Napa County is Providence Community Health (throughout this Response, this refers to the entity formerly known as Collabria Care and hereinafter referred to as "Providence"). Unique to Napa County is the fact that the I&A program is enhanced by additional discretionary funding that this County provides directly to Providence through the intentional use of Tobacco Master Settlement Agreement (MSA) funds. For over two decades, HHSA has supported the County by carrying out a grant award process to help direct MSA funding to enhance community health, and most recently HHSA aligned this funding to operationalize areas identified in our Community Health Improvement Plan and Napa Older Adults Assessment.

It is worth noting that Providence has been the recipient of MSA funds to provide I&A for Napa County for several years starting in Fiscal Year 2021-2022 through to present. The HHSA Director is unaware of any other County using discretionary MSA funds to amplify the provision of I&A services in its community. The Director wishes to acknowledge the Napa County Board of Supervisors for setting these funds aside for over two decades to meet the County's most pressing needs. It is this type of forward thinking and investment of discretionary funding that has positioned the County well and HHSA is proud to manage the process that helps to prioritize the use of such funds, including that they be directed toward older adult services. Responses to subsequent findings and recommendations further explain how the County and HHSA is working to continually address the issue of ensuring that people can find the resources they need in conjunction with critical partners.

The Board of Supervisors agrees with the Director of Health and Human Services Agency.

F4. The Jury found that information sources and service delivery are often online. Ongoing efforts to get technology into the hands of the elderly is hampered by their lack of computer literacy resulting in a continuing need for in-person information and services.

This finding is not within the purview of the City of Napa.

The DHHS agreed with the finding and stated this Board of Supervisors supported this position.

F5. The Jury found that services such as Providence Home Health Napa “Caregiver Resources” and “Information and Assistance” exist to meet the needs of the elderly and their caregivers. These services appear to be underutilized.

This finding is not within the purview of the City of Napa.

The DHHS partially disagreed with the finding and provided an explanation. The response stated this Board of Supervisors supported this position.

F6. The Jury found that more outreach is needed to make the community aware of elder abuse and available services.

The City of Napa agrees with this finding.

The DHHS agreed with the finding and stated this Board of Supervisors supported this position.

F7. The Jury found that an affluent population makes Napa County particularly vulnerable to elder financial scams. Experts predict that emerging artificial intelligence technologies will make financial scams a bigger problem. The best deterrent to this type of fraud is for potential victims to have the capability and strategies to identify them beforehand.

The City of Napa agrees with this finding.

The DHHSa partially disagreed with the finding and provided an explanation. The response stated this Board of Supervisors supported this position.

F8. The Jury found that the elderly population in Napa County is increasing. As the elderly population increases, the demand for resources needed to keep them safe will also increase. Additional social workers and mental health therapists will be needed in the county.

The City of Napa partially agrees with this finding.

City services aimed at providing resources to serve a growing elderly population are needed to keep our community members safe. The City of Napa has no informed opinion about the adequacy of social workers or mental health therapists to serve this population in Napa County. The DHHSa agreed with the finding and stated this Board of Supervisors supported this position.

F9. The Jury found that law enforcement training on how to identify and report elder abuse is limited.

The response partially agreed with the finding and provided an explanation.

The City of Napa partially agrees with this finding.

The training for Police Officers starts in the State of California Commission on Peace Officer Standards and Training (CA POST) Basic Law Enforcement Academy. Additional limited self-paced multimedia training and advanced investigative training is available through CA POST courses.

The DHHSa disagreed with the finding and provided a brief explanation. The response stated this Board of Supervisors supported this position.

R1. By September 30, 2024, HHSa develop and annually distribute a simple, brief card or letter to all mandatory reporters in Napa County. This form would inform them of their reporting responsibilities, and how to report and link to online resources for additional information.

The recommendation has been implemented.

HHSA's APS Program staff are in the process of finalizing a trifold hand-held card that contains information on elder abuse, including how to identify signs of abuse, to whom reports are made, and the timeframe for reporting. This will be made available on HHSA's website and provided to organizations identified as mandated reporters throughout the County. This will be completed by September 30, 2024.

Additionally, as previously noted, HHSA has updated its website for APS to include a CDSS video that briefly describes the responsibilities of mandated reporters. A link to our website and this video will be sent with additional information to organizations identified as mandated reporters in the County. Additionally, the Napa County HHSA APS program is expanding mandated reporter trainings to increase their frequency and establish a clear schedule with its County- and nonprofit-mandated reporting partners.

The Board of Supervisors agrees with the Director of Health and Human Services Agency. The Board of Supervisors would like to ask Grand Juries to consider directly interviewing individuals and families with lived experience in the subject matter. The Board believes that the report would be strengthened by interviews with people who can directly speak to the impacts of elder abuse in their lives. Finally, the Board would also like to request that Grand Jury's reports note the source of their facts. While the Board understands the confidentiality of Grand Jury interviews, the sources of the Grand Jury's facts can be useful to further understand the report's subject matter.

R2. By December 31, 2024, HHSA develop a “Healthy Aging Guide” for Napa County to aid the elderly, families, and caregivers in understanding how to better assess their needs and locate the available resources. Such a guide needs to go far beyond the simple list approach of the current Napa County Aging and Disability Resource Guide. HHSA should utilize county partners such as the Library and County Communications staff as well as other avenues to distribute this to the people who need the information.

This recommendation has not yet been implemented. This recommendation will be implemented by September 30, 2024.

This response also includes efforts that go far beyond, as explained below. First, the Director agrees with the Grand Jury's Finding Number 3 that it can be a challenge for older adults and their caregivers to identify available resources, as there exists a broad constellation of services that can easily become overwhelming without support. This finding is also supported by data collected through the NOAA indicating the need for additional resources designed to aid elderly families and caregivers in how to access services. HHSA in collaboration with the Napa/Solano Area Agency on Aging, Healthy Aging Population Initiative (HAPI), and Providence, the County's I&A provider, produces the "Napa County Aging and Disability Resource Guide" referenced in this recommendation. This guide is currently being revised and represents a significant collaborative effort to produce a single source of reference for older adults and caregivers to

identify what services are available. It is an extremely useful tool. HHSA will work with the above partners to distribute this guide in accessible locations, such as the Napa County Library. However, a comprehensive, organized list of available resources alone is not sufficient to support all older adults in accessing the services that meet their needs. Therefore, as previously noted, the County has further enhanced the provision of I&A in our community through a separate contract with Providence. This contract builds upon the AAA contract for I&A services with Providence to serve as the gateway to navigating older adult services throughout the County. A unique feature of our County's I&A program is that it is partially operated onsite at HHSA where space is provided within our Comprehensive Services for Older Adults divisions. Co-locating this entry point for navigating older adult services within HHSA helps to centralize referrals and coordination with HHSA's directly administered older adult programs.

HHSA is also bolstering its support to increase awareness about I&A by committing resources to producing a video that helps direct older adults and caregivers to a single navigation point of contact and provides a brief overview of the rich array of services available in our community. HHSA reached out to Providence to collaborate on the content of this video production. This should help to increase utilization of I&A and nicely supplements the Aging and Disability Resource guide with easy-to-access personal system navigation and care coordination. HHSA is targeting that both the updated resource guide and video will be completed by September 30, 2024.

Finally, the Napa-Solano AAA Executive Director, the Independent Living Center (ILC) for Napa County the Disability Services and Legal Center), and Providence have jointly submitted a Letter of Interest to the California Department of Aging (CDA) to pursue the creation of an Aging and Disability Resource Center (ADRC) for Napa County. The ADRC is a partnership model whereby AAAs and ILCs can collaborate, integrate resources, and develop efficiencies that help them respond to increasing consumer service needs and expectations, and higher service demands given the growing number of Californians seeking Long-Term Services and Supports (LTSS). ADRCs are designed to develop coordinated networks to assist older adults, people with disabilities and caregivers in navigating the complex system of LTSS using a "No Wrong Door" partnership model. HHSA is excited that the AAA, ILC, and Providence are pursuing an ADRC and looks forward to the enhanced support to residents of our community.

The Board of Supervisors agrees with the Director of Health and Human Services Agency.

R3. By December 31, 2024, HHSA work in conjunction with the Commission on Aging, the Elder Abuse Task Force, and Healthy Aging Population Initiative (HAPI) to develop and implement a comprehensive communication plan aimed at both the elderly and the wider community. The objectives of this plan are to break down barriers for elder support, increase community engagement and inclusion, educate the community on recognizing and avoiding financial scams, and increase the awareness and understanding of elder abuse.

The recommendation requires further analysis.

HHSA participates in the Commission on Aging meetings, Elder Abuse Task Force meetings, HAPI meetings and various NOAA workgroup meetings. HHSA appreciates the ability to work in conjunction with these groups and individuals to enhance communication on these important issues.

The Director also incorporates prior responses which explain that Providence serves as the County's Information & Assistance (I&A) provider. Therefore, they are a critical and central player in the development of any communication plan since the goal is to direct residents to a single point of contact for older adult services and resources. Similarly, it is important for HHSA to work in collaboration with our AAA Executive Director, particularly as an ADRC is being pursued to ensure alignment of messaging and effort. At the same time, consistent with HHSA's prior Strategic Plan for 2020-2023 and our current Strategic Plan for 2024-2026, we have dedicated resources to building awareness of programs and services through increased communications.

In 2022, HHSA began publishing a quarterly 'Be Well' publication and in 2023, HHSA was fortunate to add a Communication Manager to support enhanced communications across all mediums. That position has been recently filled as of July 1, 2024. In the Summer 2024 Issue of 'Be Well,' an article was included that shared information about our APS program, elder abuse, and how to recognize and report suspected elder abuse. With June being Elder Abuse Awareness Month, it is a natural and appropriate time to elevate awareness through a targeted communication plan. HHSA's Communications Manager will work with APS staff to carry out a multi-media campaign to elevate awareness and understanding of elder abuse. It is anticipated that this will include radio spots, informational pamphlets, mailers, and a social media campaign. As mentioned previously, HHSA staff are already working with Providence to create a video that will be distributed online and through social media which will provide information on the I&A Program, how to access information, and where services are located. HHSA also recently added an APS Social Worker Supervisor to enhance programming, including additional community outreach, communication, and education in collaboration with HAPI, the Commission on Aging, and the Elder Abuse Task Force. Finally, HHSA is in the process of contracting with Wine Down Media to support agencywide communications about its many programs, services, and relevant topics, and focusing on older adults is necessarily included in that investment.

The Board of Supervisors agrees with the Director of Health and Human Services Agency.

R4. HHSA continues ongoing work with the District Attorney's Office and nonprofit organizations to develop and enhance scam awareness and promote prevention campaigns. The objectives of these campaigns are to assist the elderly to recognize and avoid potential scams and know how to respond if faced with one.

The recommendation has been implemented.

On June 28 of this year, the Napa County District Attorney's Office, along with Molly's Angels of Napa Valley, and HHSA, hosted the S.A.F.E. (Seniors Against Financial Exploitation) workshop.

This event highlighted the collaboration between agencies working to prevent and address financial exploitation of older adults in Napa County.

The morning session was open to older adults in the community and focused on financial abuse and scam prevention as well as healthy aging. Among the presenters were APS staff, the Long-Term Care Ombudsman, law enforcement, a gerontologist, and a panel of older adults who have experienced financial abuse. As mandated reporters, financial institutions play an important role in identifying and reporting abuse, and therefore, the afternoon session was geared toward staff from local financial institutions and focused on providing them information as to how to identify and report suspected financial elder abuse.

The event was a success with over 150 older adults in attendance and over 50 institutions represented. The feedback solicited about the event was very positive and there is interest in making this event an annual occurrence.

The Board of Supervisors agrees with the Director of Health and Human Services Agency.

R5. Beginning July 1, 2024, Napa County HHSA proactively increase their involvement in the California Master Plan for Aging to help shape future programs and be more aware of resources and grant availability.

The recommendation has been implemented.

By way of background, the California Master Plan for Aging (MPA) is a broad set of initiatives providing opportunities for local government agencies, AAAs, community-based organizations, and other healthcare providers to meet the needs of an aging population. The MPA sets forth five goals: Housing for all Ages & Stages; Health Reimagined; Inclusion & Equity, Not Isolation; Caregiving that Works; and Affording Aging. Within each of the five goals are four to six strategies that address Transportation, Elder Abuse, Caregiving, Income Security, and more. First and foremost, it should be noted that HHSA has been at the forefront of providing the foundation to help shape these priorities for Napa County. As previously noted, HHSA worked directly with our community-based organizations and Commission on Aging staff to help bring the multi-year NOAA to fruition. Both the Director of HHSA and staff from the County Executive Office are part of the Project Oversight and Support Team and HHSA staff also participate in the Steering Committee, and over \$400,000 in total funds from the County and HHSA (through the strategic alignment of Mental Health Services Act (MHSA) funding) has been leveraged to make the NOAA possible in the first place. This work is being carried out thoughtfully in conjunction with our AAA Executive Director to help ensure alignment since the AAA plays a critical role and is required to develop a separate Four- Year Area Plan for Napa and Solano counties. Second, HHSA also worked strategically and collaboratively to align the priority areas from its recently completed Community Health Assessment (CHA), done in conjunction with Providence, with the NOAA. Both the CHA and NOAA were presented to the Board of Supervisors on April 24, 2024. The presentation highlighted the fact that five priority areas emerged through our CHA and NOAA, consisting of Housing, Economic Stability, Access to Health Services, Racial Equity & LGBTQ Inclusion, and Behavioral Health, and within those areas, issues that were further elevated by the NOAA included Transportation, Fall Prevention, Food Access, Access to Dental

Care, and Communications/Digital Inclusion. Noteworthy is the fact that these areas align with the priorities in the MPA.

Beyond an obvious alignment with our CHA and NOAA to the MPA, is the fact that HHSA, using the CHA and NOAA, is developing a Community Health Improvement Plan (CHIP) with the input of community stakeholders. Our CHIP is being operationalized through the launching of a multi-pronged funding opportunity leveraging MSA, MHSA, and Opioid Settlement Funds resulting in 36 contracts to community-based providers. A total of approximately \$10.8 million in contracts that span two and three years each are directed specifically at community health, with \$3 million of the \$5 million in MSA funds directed at services for older adults. HHSA presented a summary of these investments and their alignment to our CHA, NOAA, and CHIP to the Board of Supervisors on June 4, 2024. This evidences that HHSA is aware of the available resources and has been very involved in addressing the priority areas in the MPA vis-à-vis our local work on our CHA, NOAA, and CHIP.

Further, a critical program within HHSA is our IHSS program. Effective May 2024, with the unanimous support of our Board of Supervisors, HHSA was able to increase the wages paid to our IHSS providers to \$20 per hour for the essential caregiving support they provide to older and disabled adults allowing them to remain in their homes. This was a significant increase from \$17.45 per hour and reflects the strategic investment by the County to help bolster caregiving resources in our community, including the provision of care by friends and family, all in alignment with the goals and strategies of the MPA. HHSA also works collaboratively with Solano County as part of our Napa-Solano AAA. The Director of Napa County HHSA, in partnership with the Director of Solano County Health and Social Services, prioritized the recent addition of a new position within the AAA to enhance the staffing infrastructure. The additional staffing, which we anticipate being filled within the next six months, will help our AAA assist with the MPA work in Napa County, explore and develop new programs, including creation of an ADRC, and, as both counties have discussed, assist in writing grant proposals relating to aging services for both Solano and Napa County.

Finally, with this new Fiscal Year 2024-2025, HHSA added an HHSA Management Analyst position to the Agency. This position will report to the Director of HHSA and among the many Agencywide priorities, this position will be dedicated part-time to help bolster the support of the NOAA work, work with the AAA Executive Director and Deputy Director of HHSA-CSOA division, and community-based organizations to help support the provision of older adult services in Napa County. It is this type of forward thinking, marshalling of resources, and overwhelming investment in services by HHSA and the County that positions us well to continue meeting the needs of our aging population.

The Board of Supervisors agrees with the Director of Health and Human Services Agency.

R6. Beginning July 1, 2024, law enforcement establishes periodic training that reinforces how to recognize and report elder abuse.

This recommendation has not yet been implemented.

The Napa County Sheriff's Office will work to implementing a tracking system for periodic trainings that reinforces skills and best practices in several topics, including elder abuse. The Sheriff's Office is committed to providing a well-trained and prepared work force to keep Napa County safe. In addition to the training that Deputies already receive related to elder abuse through the Police Academy and the Field Training Program, in 2019 the legislature passed, and the Governor signed, Senate Bill 338. SB338 created more policy mandates for law enforcement related to elder abuse and added a mandate for a minimum of 2 hours of training. The Napa County Sheriff's Office has implemented the requirements of SB338, reflected in the Sheriff's Office's Senior and Disability Victimization Policy, specifically Policy #317, which is a comprehensive policy that is 15 pages long and covers all recommendations described in SB338. In addition, all Deputies, after the Police Academy but prior to starting the Field Training Program, receive training on elder abuse as part of a series of training videos produced by the California Commission on Peace Officer Standards in Training (POST). Patrol Deputies, throughout their careers, will receive refresher trainings, known as "line-up training" or "briefings", headed by their supervisors, on a variety of topics to help refresh and sharpen their skills; these trainings often include topics related to elder abuse. Further, all Deputies are required to read and understand the policies of the Sheriff's Office and the Senior and Disability Victimization Policy provides an easily available resource - in addition to Sheriff's Office leadership - to any Deputy needing a refresher or guidance related to elder abuse at any time. The Sheriff's Office recognizes the importance of promptly identifying, preventing, and addressing elder abuse in all its forms and is committed to ensuring that all Sheriff's Deputies are proficient in doing so. Accordingly, the Sheriff's Office will remind supervisors to include elder abuse as part of their regularly scheduled training programs, which will focus on reinforcing how to recognize and report elder abuse.

The recommendation has not yet been implemented, but will be implemented in the future.

City of Napa

The State of California Commission on Peace Officers Standards and Training (CA POST) has established training guidelines for law enforcement personnel as it relates to incidents of reported or discovered elder and dependent adult abuse. The initial training for Napa Police Officers is handled by the CA POST certified Basic Law Enforcement Academy, pursuant to California Penal Code §13515.295 (identified by CA POST as Learning Domains LD-7: Crimes Against Persons/Death Investigations and LD-37: People with Disabilities). Additional training comes in the form of participation in the POST certified Napa Police Department Field Training Program, through on-the-job-experience, and advanced officer training.

The City of Napa Police Department has continued to offer training in this area in a limited capacity, but recognizes the importance of the Grand Jury's recommendation to establish a more formal program for periodic training on this topic.

By August 1, 2024, the Napa Police Department Professional Standards and Training Unit will identify and assign a 2-hour CA POST multimedia refresher training to re-affirm a baseline level of knowledge for City of Napa Police Department sworn Police Officers and designated professional staff to ensure employees can properly identify and respond to reports of elder and dependent adult abuse in our community. This individual self-paced training will be documented using the CA POST PASs system and completed by assigned on-duty personnel by September 30, 2024.

Additionally, the City of Napa Police Department will ensure departmental policy is updated and clarified. By August 1, 2024, the Napa Police Department Professional Standards and Training Unit will identify dates to conduct in-person review of department policy (City of Napa Police Department General Orders §319 - Senior and Disability Victimization) and regional reporting procedures with on-duty sworn personnel. This in-person training will be documented using Napa Police Department training rosters and will be completed by October 31, 2024.

R7. By September 30, 2024, HHSA develop plans for hiring additional social workers and mental health professionals to meet the growing demand of the increasing elderly population.

This recommendation has been implemented.

While we recognize that the growing elderly population will require increasing staffing to meet their needs, we already have the requisite mechanisms in place to increase that staffing as circumstances change. Since 2017, HHSA has expanded the number of APS social workers from four to seven. Just this year, an additional Social Worker Supervisor was added to support the growing unit and resource increased outreach, training, and education on elder abuse. Our caseloads in Napa County are consistent with comparable counties, and we continue to maintain excellence in timeliness standards. The Grand Jury astutely recognizes that responding to and preventing elder abuse exists in a broad context and array of services and therefore, responding to the needs of a growing older adult population requires more than planning for additional staffing.

By way of background, the mental health services directly provided by HHSA for older adults includes our Older Adult Full-Service Partnership (OAFSP) program where the overall goal is to divert adults with serious mental illness (SMI) to be maintained in the community living as independently as possible. HHSA also provides case management support to older adults who are conserved and non-conserved. Our OAFSP program provides clients with assistance with housing, linkage to employment and education, linkage to medical services, caregiving resources, social security, transportation, food resources, and any other identified barriers. The embedded unit within our CSOA division is staffed by a Supervising Mental Health Counselor, four Mental Health Counselors, and one Senior Mental Health Worker. Although there is currently one vacancy, HHSA, in conjunction with its Behavioral Health division leadership, continually evaluates staffing needs to ensure programs are appropriately and efficiently

resourced. HHSA will bring forward any needed requests for staffing in the normal course of business.

It is worth noting that HHSA also supports the provision of mental health services to older adults through numerous contracts with community-based providers. As previously explained, one of the many funding opportunities HHSA has made available over the years has included MSA grant awards and Requests for Proposals (RFPs) for services supported by MHSA funding. Through the MHSA RFP process, HHSA has been intentional in supporting community-based programs that support mental health services to older adults reflected in contracts totaling almost a million dollars over the next two years. These programs include Molly's Angels Comprehensive Assistance and Resources for the Elderly (CARE) program which will reduce social isolation and depression among older adults through wrap-around supportive services, Mentis' "Healthy Minds, Health Aging" program that provides therapeutic intervention for adults 60 years of age and older, a contract with Mentis to help implement Napa County's Strategic Plan for Suicide Prevention with benefits to older adults, and Up Valley Family Center's Senior Wellness Program providing individual and group counseling for older adults. While HHSA maintains staffing resources we are also continuously aligning and leveraging funding to meet the mental health and social service needs of Napa County's older adults in other ways.

The Board of Supervisors agrees with the Director of Health and Human Services Agency.

HITTING THE RESET BUTTON: ADDRESSING GANGS

Report Date: 4/10/2024

Response Date City of Napa: 6/18/2024 (69 days)

Response Date Napa County Sheriff/District Attorney: 7/3/2024 (84 days)

Response Date Board of Supervisors: 8/6/2024 (118 days)

Response Date Napa County Probation Department: 8/6/2024 (118 days)

Response Date NVUSD: 8/7/2024 (119 days)

Response Date NCOE: 8/14/2024 (136 days)

F1. The Jury found that gang activity and gang association in Napa County are on the rise.

The City of Napa agrees with the finding.

The District Attorney and Sheriff agree with this finding.

F2. The Jury found that due to the employment demographics in Napa County, increasing numbers of children are left unsupervised. This situation was exacerbated by the Covid Pandemic.

The City of Napa agrees with the finding.

The District Attorney and the Sheriff agree in part with this finding but would be interested in looking into more evidence to in support of this finding, or learning if it is California-wide, or unique to Napa County.

F3. The Jury found current gang activity and recruitment is more apparent in middle school and even younger ages.

The City of Napa agrees with the finding.

The District Attorney and Sheriff agree with this finding.

F4. The Jury found that despite it having been proved to be successful, vocational curriculum has been eliminated within the NVUSD.

The City of Napa agrees with the finding.

The District Attorney and Sheriff agree with this finding.

NVUSD disagrees with this finding. NVUSD has not eliminated its vocational curriculum.

NVUSD's vocational curriculum offerings have been relabeled as Career Technical Education or "CTE," and as described in more detail below, NVUSD has extensive offerings for students at all of NVUSD's high schools.

F5. The Jury found that Napa County has little to no after school activities for teens and preteens. There is a need for organized free programs, including sports and other after school activities.

The City of Napa disagrees partially with the finding. While the City of Napa agrees that additional programs would be beneficial to the community, we disagree that there are little to no programs available. Programs are available, as discovered by the members of the Grand Jury, however not all families are aware of the programs or may experience barriers to participating in the programming. For example, some programs may require a guardian or parent to pick up the child at a specific time.

The District Attorney and Sheriff agree in part, that more free and affordable programs would be good for the community. We disagree, however, with the description of "little to no" after school activities. In addition to the affordable programs for teens and pre-teens offered by the various Parks and Recreation departments of the various cities in Napa County, the Napa Valley Boys and Girls Club and the Boys and Girls Club of St. Helena and Calistoga offer a variety of after school programs for affordable fees that are largely subsidized by both government grants and local philanthropy. Napa County also offers a variety of youth sports including soccer (all levels), rugby, lacrosse, football, baseball, among others. The various youth sports organizations vary in pricing but most offer scholarships and financial aid with the assistance of local philanthropy. The Napa Sheriff's Activities League (SAL) also offers a variety of free sports programs including Boxing, Baseball skills, Judo, and Wrestling. SAL also has an after-school fitness center in East Napa. The SAL programs are free of charge. Besides SAL Boxing, there are four additional boxing clubs in Napa that are fee based, but affordable. The local mental health non-profit, Mentis, also offers "Napa Valley Teens Connect", which offers mental health, empowerment, wellness programs at various NVUSD school sites.

The School District disagrees with this finding in part. While the School District agrees that more after-school activities are needed throughout the County, as described in more detail below, the School District offers a number of organized free programs, including sports and other after-school activities at every single school in the School District.

F6. The Jury found that gang activity is supported by illegal money-making opportunities which can be attractive to underprivileged youth.

The City of Napa agrees with the finding.

The District Attorney and Sheriff agree with this finding.

F7. The Jury found that coordination and communication among law enforcement, educators, and local service providers is not effective.

The City of Napa disagrees partially with the finding.

The city supports additional efforts and recommendations to improve coordination and communication between partner agencies, however information that impacts the safety of the children is freely shared between public safety and academic organizations. Napa Police Department Youth Services/Student Resource Officers (SROs) and Napa Valley Unified School District are in regular communication. Leadership of these organizations also meet quarterly.

The District Attorney and Sheriff partially disagrees with this finding.

We support efforts to expand coordination and communication to share information and intelligence through relationships, phone calls, and virtual and in-person meetings. The Napa County law enforcement community, and particularly the members of this community involved in juvenile crime prevention and enforcement, is small. Napa Police Department's Youth Services Bureau (YSB), the various School Resource Officers (SROs) from all agencies, juvenile probation officers, prosecutors, and many of the service providers are in frequent communication already. Their meetings and relationships are such that they can discuss or call one another with any questions or information as needed.

F8. The Jury found that data on gang membership and activity is limited and ineffective at gang intervention and prevention.

The City of Napa agrees with the finding.

The District Attorney and Sheriff agree that the data is limited, and that this limitation can hinder gang intervention and prevention.

F9. The Jury found that some state legislation and propositions passed by the voters are hindering law enforcement's ability to interdict gang crime and, in doing so, improve gangs' ability to make money, which attracts more gang members.

The City of Napa agrees with the finding.

The District Attorney and Sheriff Office agree with this finding.

R1. By December 31, 2024, Napa Valley Unified School District and Napa County Office of Education will implement programs that focus on elementary and middle schools with gang prevention and parental education programs.

The School District already offers a wide range of curricular and community resources to students and their families to educate, intervene, and support students so that they make good choices in their lives, resist the allure of gangs, and are able to focus on their future goals, including college and vocational careers. The following summarizes existing programs, partnerships and parental education programs that were offered in 2023-2024 and which will continue in 2024-2025. We are always open to additional opportunities and partnerships with not only the Napa County Office of Education but other community organizations and groups.

Prevention and Intervention Services Impacting Students and Families

1. **Positive Behavior Intervention and Support:** All school sites participated in a relaunch of Positive Behavior Intervention Support ("PBIS") in August 2023. PBIS is an evidence-based, tiered framework for supporting students' behavioral, academic, social, emotional, and mental health. When implemented with fidelity, PBIS improves social-emotional competence, academic success, and school climate. It also improves teacher

health and well-being. It is a way to create positive, predictable, equitable, and safe learning environments where everyone thrives.

2. **Social Emotional Learning:** To support our students on their educational journey we have a multi-faceted approach to social-emotional learning (“SEL”).
 - a. At the elementary level, curriculum such as the TOOLBOX Project, Second Step, and Building Effective Schools Together (“BEST”) all support children in understanding and managing their emotional, social, and academic success by uncovering human capacities that reside within all of us.
 - b. In the middle grades, the Second Step Middle School program provides schools with a common language that helps everyone reinforce social-emotional skills and concepts throughout the school day. These skills are taught and supported through the Advisory period.
3. **Wellness Centers:** Seven campuses now house Wellness Centers, including the four middle schools: American Canyon Middle School, Redwood Middle School, Silverado Middle School, and Unidos Middle School. Wellness counselors and licensed social workers/mental health therapists are available to support students; outside referrals are also made as needed. Youth Outreach Coordinators coordinate services and work in partnership with student leaders to design and facilitate wellness-related events on school sites. Research shows that wellness services result in greater school and student outcomes, including improved academic performance, increased school engagement, reduction in suspensions and expulsions, decreased referrals to Special Education, and increased graduation rates.
 - a. Our Community Schools also support student wellness.
 - b. NVUSD partners with Care Solace to support our community’s mental health.
4. **Partnership with Napa CARES:** School District staff are members of Napa Connection and Resilience to Empower Students (“CARES”) is a network led by the Napa County Office of Education (“NCOE”) that unites non-profits, Local Education Agencies (“LEAs”), and Community-Based Organizations (“CBOs”) to enhance school safety by addressing the needs of Napa’s youth through holistic, wraparound services. This initiative facilitates effective communication between multiple agencies, resulting in streamlined and increased access to services for youth and their families. By providing individualized support through an intensive case management approach, Napa CARES enhances early intervention and violence prevention. This is achieved by offering youth and families facing challenges a comprehensive “backpack of services” tailored to their unique situations.

Connections with Law Enforcement Agencies

The School District has existing collaborative partnerships with local law enforcement agencies, such as our School Resource Officer (“SRO”) program, in addition to the Napa County Probation Department, as well as other community organizations and experts that we routinely partner with to provide students with resources and support. This support can be one-on-one, small group, or large group presentations, depending on the need.

Parent Education Programs

NVUSD provides parent education and support to all school sites through the Community and Parent Liaison. The Community & Parent Liaison provides a home to school connection to foster the academic and socio-emotional growth of our students, while providing parents voice and support around parent education, parent engagement, and parent advocacy.

The School District's partnership with On the Move supports Family Resources Centers ("FRCs") at McPherson, Napa Junction, Phillips, Shearer, and Snow Elementary Schools. FRCs bridge the gap between home and school. They provide full wrap-around service support for families. FRCs support Parent University which engages parents in school health and wellness efforts and provide parents with the knowledge, skills, and support needed to maintain their children on the path of health, wellness, and academic success. These services are strategically located so that all NVUSD parents/legal guardians can access services provided through the FRCs.

Safe Transportation / Safe Routes to School Program

The School District collaborates with the Napa County Bicycle Coalition and participates in the Safe Routes to School Program, which ensures that elementary and middle school students can safely navigate their way to school. Recognizing that not all students are driven to school by their parents due to work commitments, this program addresses and removes barriers to safe walking and biking. Initiatives such as walking school buses and community rides offer family-friendly opportunities for students to experience biking in a positive, group setting. By promoting these safe routes, we aim to help students avoid potential threats, including gang-related activities in the community.

Youth Development / Leadership Skills Programs

Through partnership, the School District provides youth leadership development programs that foster positive relationships, increase healthy choices, and develop leadership skills. These program options foster student engagement and support, which contribute to protective factors such as enhanced self-esteem, improved relationships with peers, teachers and school, and parents/caregivers, and the ability to resist pressures to join gangs while focusing on future goals, including college and vocational careers.

1. Mariposa and Bridging Brothers serve over 150 youth across 10 middle and high schools in Napa and American Canyon. Mariposa is a girl empowerment initiative with an emphasis on Latino culture and is implemented in all middle and high schools across the district. Bridging Brothers is a program designed to support young men and aims to be introduced in the coming year at all locations where Mariposa is offered.
2. The School District partners with On the Move to support The Neighborhood Initiative which aims to build a neighborhood in Napa where every child can claim a future in which all possibilities are real and attainable. We do this by increasing educational outcomes for children and youth, engaging families to empower themselves and their children, and developing community leadership. The most common demographic in the Initiative is first generation Latino children, youth and families. The Initiative runs four core programs on different sites and a common thread linking all of the programs is a

“Pipeline of Success” in which each program builds upon the next in order to show the leadership development and growth of the youth over time.

- a. Elementary School Leadership Academies at McPherson and Phillips Shearer Elementary Schools and Shearer TK-8 School
 - b. A Middle School Leadership Academy at Silverado Middle School
 - c. A High School Leadership Academy at Napa High School
 - d. Family Resource Centers at both McPherson and Phillips Elementary Schools
3. Joven Nobel Con Palabra: Starting in 2024-2025, the district will partner with National Compadres Network and the Napa Valley Education Foundation to provide a three-day in-person training to all NVUSD social workers and counselors. Upon completion, staff will receive the Joven Noble Con Palabra Curriculum Certificate which allows staff to provide a youth leadership development program that supports and guides youth by focusing on the prevention of substance abuse, teen pregnancy, relationship violence, gang prevention and school failure. Napa County Probation Officers will join NVUSD in this training.

New Graduation Requirements Effective Starting in 2024-2025

In October 2021, the state of California passed AB101 which requires school districts to add a one-semester course in ethnic studies to the graduation requirements beginning with the graduating class of 2029-30. To meet this graduation requirement, the NVUSD Board of Education reviewed various options and ultimately approved changes to the high school graduation requirement policy beginning with the Class of 2028. The policy includes the adoption of a stand-alone, one-semester Ethnic Studies course and a stand-alone, one-semester Health Education course in ninth grade. These two courses will support students transitioning from 8th to 9th grade. Ethnic Studies courses have proven to support higher attendance rates, increased engagement, lower disciplinary incidents, and improved academic achievement, especially for at-risk youth. The addition of a health course is aimed at improving NVUSD’s ability to implement the California State requirements for health education supporting student social, emotional, physical and mental well-being by developing life-long skills and habits.

Gang Awareness Night

In April 2024, the District had planned a “Gang Awareness Night” with the Napa County Probation Department, but, due to unforeseen circumstances, this event was cancelled. We plan to hold this event during the 2024-2025 school year instead. At this event, parents learn the common indicators of gang involvement, proactive measures to support children, strategies for intervention, and the many resources available to help support our young people.

The NVUSD Board of Education adopted Vision 2024 and a new Strategic Plan in June 2024. One of the 15 strategies is focused on the development of “a comprehensive approach to improvement in school and district safety”. As the District implements this plan, we will look to strengthen and expand our support of student safety and parent engagement through prevention and intervention.

First, regarding Finding 5, we would like to note that the Napa County Office of Education (NCOE) has extensive programs in partnership with all five school districts in the county to provide and support after school/expanded learning programming. NCOE directly runs the current COOL School expanded learning programs at the following elementary schools: Alta Heights, Bel Aire Park, Northwood, Phillips Snow, Shearer, and Vichy. Programs are open every school day until 6PM and during winter and summer breaks. The program aligns with the school day curriculum and includes social- emotional learning, enrichment activities, STEAM, sports and active recess, and provides a healthy snack. The program also includes daily time for homework support and reading. The remainder of the elementary schools in the County have afterschool programs provided by the Boys and Girls Clubs and district-run programs. NCOE directly runs ACE programs at Silverado Middle School and Calistoga Junior/Senior High school as well as the middle school grades.at Shearer; the remainder of middle schools are served by Boys and Girls Clubs. Additionally, there are Community School programs designed to provide wrap-around support services to those students most in need at McPherson, Phillips, Shearer, Snow, Silverado, Valley Oak, Calistoga Elementary and Junior/Senior High, Howell Mountain K-8, Pope Valley K-8, and Camille Creek.

Additionally, all middle and high schools are served by the Mariposa program, which is dedicated to addressing the needs of Napa's youth by offering essential social-emotional support in a safe environment that promotes growth and leadership. A majority of participants in Mariposa are Latinx girls with additional representation from students of color and those who identify as LGBTQ+. Over the last three years, interested students have also had the opportunity to participate in Ballet Folklorico, connecting with their heritage and culture. While our programs target students who are most at risk of gang involvement, participation is voluntary, and we recognize that those students are not always as likely to attend. We have cultivated strong partnerships with school district administrators, nonprofit and community organizations, and we are redoubling our efforts to more effectively collaborate with law enforcement, SRO's, probation and other agencies that deal with gangs, to assist us in identifying the students most at risk and finding incentives to encourage their participation in our programs. To that end, we will be holding a meeting on September 5 with representatives of all relevant agencies, non- profits, school districts, and others who might be able to assist us in developing a strategic plan for expansion and improvement of gang prevention and parental education programs. As a result of this meeting, it is anticipated that a countywide strategic plan will be developed and circulated by the end of September 2024 and program implementation will begin by December 31; as recommended.

R2. By the fall of 2025, Napa Valley Unified School District and Napa County Office of Education restore free high school vocational curriculums (CTE- Career and Technology Education) and partner with local industries to align their course offerings with labor market needs.

As mentioned above, vocational curriculum, which has been relabeled Career Technical Education or “CTE,” has not been eliminated within the School District. We support Career Technical Education in all five high schools, and all CTE programs include

industry-aligned classes and programs. CTE course offerings available at district high schools from the 2023-2024 school year include the following:

1. **American Canyon High School**
Business, Culinary Arts and Hospitality, Education, Sports Medicine, Sustainable Construction
2. **Napa High School**
Engineering and Robotics, Manufacturing and Product Development, Medical Science, Sustainable Construction
3. **New Technology High School**
Digital Design
4. **Valley Oak High School**
Design, Visual and Media Art
5. **Vintage High School**
Agriscience, Animal Science, Business, Culinary Arts and Hospitality, Multimedia Production, Printing and Graphics, Woodworking

The alignment of college and career readiness is a priority of the Board of Education and staff as evidenced in the new NVUSD Vision 2040 and Strategic Plan.

During the 2023-2024 school year, NVUSD partnered with one of the leading National organizations in CTE who supported the evaluation of our current CTE programs. As a result, NVUSD is redesigning the CTE programming in order to align with industry demands and position students to have a competitive advantage in the current regional workforce. This work is led by the District's College and Career Leadership Team that includes Executive Cabinet, site leaders, CTE and general education staff, TK-12 parents, as well as students. As a first step, we transitioned all CTE teachers to our District from the Napa County Office of Education and provided summer professional learning. We also applied for a \$2 million grant through the Golden State Pathways Grant to support the alignment and expansion of CTE over the next 3-5 years.

Agriculture Innovation Center

The district was awarded the K12 Strong Workforce Program Round 6 Grant for the Agricultural Science Innovation Center at Vintage High School. The district was one of 33 Local Education Agencies ("LEAs") funded out of 55 total applicants and was awarded \$755,496 (see Bay Area R6 K12 SWP Preliminary Awards for more details). The funding will help us upgrade CTE pathways, integrate technology, provide relevant support for underserved populations, and facilitate student transitions to Napa Valley College in Agricultural and Natural Resource Pathways and Agricultural Science.

We will upgrade three existing CTE pathways: Agriscience, Culinary & Hospitality, and Animal Science, as well as help us explore the addition of one new pathway: AgTech. This revitalization of our CTE Pathways will include upgrading curriculum and aligning innovative technology; targeting recruitment, counselor and scheduling support for CTE Pathway completion; increasing continuation to post-secondary education pathways with our partnership with Napa Valley College; and increasing CTE teacher capacity through externships and professional

development. Given Napa County's agricultural industry, the district is very excited about its ability to pursue this grant and expand its CTE offerings for students.

Work Based Learning

At New Technology High School, during the 2023-2024 school year, the district piloted students having "work experience" as a course offering for credit while students are also enrolled at the school. Overall, the District was pleased with the results and will continue with the work experience program this upcoming school year, as well as look to expand at American Canyon High School (ACHS).

In addition, since 2019, in conjunction with the Napa Valley Education Foundation ("NVEF"), the district has sponsored the Summer Mentor Program. Over 100 students typically participate during the summer in paid mentorships. In 2022, the district launched its own program where students are mentored by District employees in Maintenance and Operations and Transportation. This expanded in 2023 and 2024 to include the District's Communication, Food Service (NOSH), Human Resources, Instructional Services, and Technology departments.

Expanded Partnership with Napa Valley College

The district is launching an Early College Program with Napa Valley College ("NVC") at New Technology High School beginning in the 2024-2025 school year.

NVC and the District came together for the first-ever joint board meeting on March 19, 2024 to discuss crucial initiatives aimed at enhancing student opportunities and outcomes. At the forefront of the discussions were key programs such as dual enrollment, career pathways, and the Early College Program at New Technology High School, highlighting the collaborative efforts between NVC and the District to align their visions for student success. NVC has also expanded its dual-enrollment course offerings from 10 classes (available during the 2021-2022 school year) to 18 (available during the 2024-2025 school year).

NCOE: We want to note that Finding 4, indicating that "vocational curriculum has been eliminated" is not accurate. The Napa County Office of Education has traditionally operated a robust program of vocational or what is now termed Career Technology Education (CTE) classes, from the time that it was funded through the Regional Occupational Program (ROP) model in which NCOE was directly funded for these programs, to the current system under the Local Control Funding Formula (LCFF) model in which the high school districts receive CTE funding from the State. Since the onset of LCFF in the 2013-14 fiscal year the three Napa County districts with high schools (NVUSD, St. Helena and Calistoga) have contracted with NCOE to operate some of these programs for them. CTE programs have always had a requirement to work with labor partner advisory groups and to ensure that our programs are meeting the needs of the current labor market. When the labor market shifts, courses that are not preparing students for increasing-demand jobs are eliminated, sometimes causing chagrin in the community when a favorite class is dropped. But we know that industries change, and the skills students need for success must keep up with the needs of the labor market.

During the 2023-24 school year, NVUSD indicated that they wished to directly operate the CTE programs in their district starting in 2024-25. NCOE has been designated by the California Department of Education as a Technical Assistance Center for this region, and we will continue

to provide professional development and assistance to the CTE teachers and programs in NVUSD. The Napa County Office of Education's College and Career Readiness Department provides Career Technical Education (CTE) support and work-based learning experiences to 24 career pathways in 10 industry sectors across Napa County and around the region. Pathways are taught by CTE credentialed teachers, meet the University of California 'A-G' requirements for admission, industry certification and/or earn college credit through articulation or College and Career Access Partnership (CCAP) agreements. Centers of Excellence Labor Market Information (LMI) data for the North and East Bay is used to determine needs in Napa County.

Current Industry Sectors:

1. Agriculture and Natural Resources
2. Arts, Media and Entertainment
3. Building and Construction Trades
4. Business and Finance
5. Education, Child Development and Family Services
6. Energy, Environment and Utilities
7. Engineering and Architecture
8. Health Science and Medical Technology
9. Hospitality, Tourism and Recreation
10. Manufacturing and Product Development

High school students throughout Napa County have had opportunities for paid internships in local business and industries for several years during the summer break, and there are plans to continue and expand internship options so that all students get the chance to work in a real business and observe and learn the skills they will need for success. Camille Creek, although it is the smallest of the high schools with the most students at-risk for gang involvement, offers 2 programs, Culinary and Welding, and students have the opportunity for paid internships. These programs provide students with real world experiences and a roadmap for how they can be prepared to be hired for entry-level jobs in the career area of their choice. They also learn about all aspects of the industry that they will need to know to get hired and to advance in their chosen field.

R3. By the fall of 2025, Napa Valley Unified School District and Napa County Office of Education, to maximize OTS (out of school time), partner with non-profit stakeholders to provide enriching experiences that provide lasting developmental benefits.

Napa Valley Unified School District (NVUSD)

Besides the myriad academic, co-curricular, and social-emotional in-school experiences our certificated and classified staff members provide our students every day of the school year, our District provides students with significant OTS activities. These programs provide a safe environment for students to learn and play until 6:00 pm. We have maximized our ELOP funding, particularly with respect to elementary students, to ensure that they have a safe, engaging, and welcoming environment in which they can play and learn after-school and during vacation breaks between school sessions. Moreover, as described above, we have many

existing partnerships with a variety of nonprofit and community organizations that help support both our students and our families. Among the many skills that are supported in the OTS programs, some of them include:

1. Elementary students learn how to socialize, regulate their emotions, make friends, and engage in healthy physical activity.
2. Middle school students learn about developing positive relationships (e.g., navigating friendships, healthy boundaries), responsible technology use; they also have recreational opportunities and homework tutoring is available.
3. All students have more specialized interventions and OTS programs and supports that can be tailored to them on a case-by-case basis. These programs are outlined in more detail below.

Elementary School After-School Programs

1. **Expanded Learning Opportunities Program (“ELOP”)**: The State provides funding for after-school, intersession, and summer enrichment programs for TK-6 graders. In 2023-2024, the School District was able to utilize ELOP funding to develop:
 - a. Expanded TK to all elementary schools in the district. In 2021, we had only 7 TK classrooms; in the 2024-2025 school year, we will have 19 TK classrooms.
 - b. Expanded childcare, after-school programs, & enrichment opportunities: The District collaborates with numerous community organizations and over 2,500 TK-6th grade students enroll in these programs. Our families benefit from our partnerships with NVUSD Childcare, Boys and Girls Club, and Cool School. Parents know that their students have a welcoming place where their students can learn, have fun, and be safe when not in school. These programs provide free access for qualifying families in grades TK-6, often serving our most vulnerable populations.

Middle School After-School Programs

1. **Community Partnerships**: All middle school students have access to expanded learning through Boys and Girls Club or ACE Excel (NCOE). Academic intervention and enrichment are embedded in the after-school program at the middle school level.
2. **Expanded Athletic Programming**: Beginning in 2022-2023, our middle schools offered two competitive 6th grade sports and seven competitive sports for 7th and 8th grades. The district continued to offer a full range of competitive sports at the middle school level.

High School Intervention and After-School Programs

NVUSD partners with Boys and Girls Club of Napa Valley to provide after-school programming to high school students. The partnership in 2023-2024 increased after-school services to high school students from 69 students to 114 students. During this time, high school students are receiving academic supports and career-aligned learning to help them succeed and thrive so that they can have the full complement of life choices they deserve.

Finally, we are always open to additional opportunities and partnerships community organizations, nonprofits, and other individuals and groups that can help our students.

Napa County Office of Education (NCOE)

As mentioned in response to Recommendation 1, the Napa County Office of Education partners with all school districts to provide Out of School time expanded learning programming (before, after; and intersession). NCOE provides programming to TK-8th grade students directly operating the COOL School and ACE programs at 10 school sites in Napa County. We partner with the Boys and Girls Club of Napa to support programming at 5 additional sites in Napa. We also partner with the Boys and Girls Club of Calistoga/ St Helena to provide programming at 5 Up Valley sites. Expanded Learning programs are offered until 6PM each day and are available to all students, regardless of family income level. Additionally, 30 days of intersession programming (during school breaks) are available and open from 8AM-6PM. Our programs offer a balance of academic intervention and enrichment plus physical activities throughout the regular school year and summer. We pride ourselves on delivering engaging programming that supports student growth by following the 12 after school quality standards.

There are numerous organized sports programs operated by groups outside the school system that include soccer, baseball, and tennis, among others. An issue with expanding these programs, or even keeping them alive, is the lack of available land for suitable fields. While the school districts may have suitable property, there are issues of safety, liability, school district priority, and supervision that make the districts reluctant to open them to outside groups after school, on weekends and in the summer. Purchasing land in Napa County is prohibitively expensive, and there is often resistance by nearby residents of any identified property to the additional noise, traffic, and litter that turning empty fields into sports arenas for children may bring. We hope that by gathering all relevant parties to a meeting on September 5 we can develop a plan to overcome the resistance. Additional opportunities for engagement in afterschool activities might take place in the public libraries, which may be able to offer programs that will bring more children to organized activities, and businesses may be willing to offer additional internships, job shadows, or employment opportunities in the service of reducing the allure of gangs.

R4. By December 31, 2024, Napa Valley Unified School District and Napa County Office of Education establish a bi-annual meeting between the Napa Valley Unified School District, Napa County Office of Education and business community organizations such as Rotary, Elks, Moose, Napa Chamber of Commerce, and the Napa County Hispanic Chamber of Commerce to create job opportunities, internships, and training for credits.

Napa Valley Unified School District (NVUSD)

The Superintendent, administrative team, and NVUSD Board of Education Trustees leverage various opportunities to engage with the local agencies and organizations when possible and as necessary. For example, and most recently, the district engaged in a yearlong process to produce its 15-year strategic vision (Vision 2040) and 2024-2029 action plan where community members, from a variety of local organizations, were invited to participate and provide feedback on its development. In fact, the district gathered approximately 70,000 data points through this yearlong engagement process that informed the development of the vision and plan. The district leverages and appreciates many opportunities such as this one, to proactively engage and

partner with local agencies and community-based organizations while it aims to continuously improve the school system for all students.

In the 2023-2024 school year, the district launched its first industry advisory for the Agriculture Science Innovation Program, where industry experts consult with District personnel to help ensure that we better prepare students for the 21st century workplace. We have approximately 15-20 industry and community partners who advise District staff on current industry standards. Additionally, NVUSD staff established foundational partnerships with economic, workforce and educational partners, such as the Economic Development Division of Napa, Workforce Alliance of the North Bay, Yountville and Napa Chamber of Commerce during the 2023-2024 school year. The Executive Director of the Workforce Alliance of the North Bay is a member of the NVUSD College and Career Readiness Leadership Team that meets monthly.

NVUSD will formalize these relationships through the development and launch of the Economic, Employment, Education Collaborative (“E3 Collaborative”). The E3 Collaborative brings industry partners, commerce, workforce, K-14 education together in support of a shared vision to create a talent pipeline in high wage, high demand local and regional industries and support students' career goals.

Napa County Office of Education (NCOE)

The Napa County Office of Education launched the Napa County Collaborative (NCC), in 2022, a regional partnership composed of K-12 partners, higher education, local government, business and community partners. The committee formed to align career readiness and workforce development with the goal of building a relationship infrastructure for ongoing work together. By braiding our approaches and combining resources we will meet the needs of our region and expand diverse opportunities for students. The NCC meets bi-monthly and hosts a yearly meeting to review CTE pathways and labor market information as well as make suggested changes to curriculum and equipment that meets labor market needs. We will continue to expand this work, incorporating additional community partners and ensuring we are addressing the needs of all students with engaging hands-on opportunities and internships. A new opportunity has become available to introduce middle school students to trade careers such as electrical, plumbing, HVAC, welding, and others. A non-profit established by former State Superintendent of Public Instruction Tom Torlakson will provide field trips to eighth graders, so that they can learn about the opportunities in these careers, including apprenticeships, while they are studying to learn the trade so that they leave after completing their studies with a certification AND a bank account, instead of debt accrued during 4 or more years of college. This is an attractive option for many students and families, and an option they may not be aware of. We piloted this program in the spring by taking 7th and 8th graders from Howell Mountain and Pope Valley to the electrical apprenticeship program in Napa. The students were very excited about being there, and they left with a great deal of information about the program and the salaries earned by certified electricians! The directors of these apprenticeship programs have offered to speak to parent groups so that parents understand the economics of being certified in a trade, so that the parents don't automatically discourage their children who express interest in these career fields.

We appreciate this recommendation, as it will bring in employers of small businesses, who may not have been involved when we try to develop internships. This will open up a greater variety of career areas as well.

R5. By September 30, 2024, the Napa County Board of Supervisors and Napa City Council identify financial resources to support community efforts to help families in need.

Napa City Council

This recommendation requires further analysis during the City's annual budget process. The recommendation is not clear on which programs named in the Grand Jury report require additional financial support from the City of Napa. Additionally, the City's budget is adopted on a fiscal year (July 1-June 30) basis. Requests for expanded or new programming would be best identified through the established budget process which will begin again in early 2025 with adoption of the fiscal year 2025-26 budget by the City Council in June 2025. The City of Napa can be immediately supportive of existing programs through additional communication via the Youth Services Bureau of the Napa Police Department, the School Resource Officers (SROs), Napa Police Department's Special Enforcement Unit (SEU), Homeless Intervention Coordinator, and the City of Napa's various social media platforms.

Napa County Board of Supervisors

The recommendation has been implemented.

In addition to implementing the recommendation, further analysis is required.

Throughout the year, Napa County and the State of California may develop additional financial resources to support families in need.

Below is a current list of resources available to help families:

1. **CalWORKS:** Temporary Cash assistance to eligible families with or expecting children
2. **General Assistance:** Short-term financial assistance in the form of a loan for low-income residents without children
3. **Cash Assistance Program for Immigrants (CAPI):** Cash assistance for aged, blind, or disabled non-citizens who are not eligible for SSI/SSP solely due to their immigration status
4. **Medi-Cal:** Medical assistance program for low-income individuals that offers free or low-cost health coverage for children and adults
5. **Covered California:** For persons not eligible to Medi-Cal, there is financial assistance through Covered California
6. **County Medical Services Program:** Limited-term health coverage for uninsured low-income adults between ages 21-64 who are not eligible for Medi-Cal or Covered California
7. **CalFresh:** Supplemental monthly food benefits to assist low-income households
8. **CalWORKS Housing Program:** Assists CalWORKS families that are homeless or at risk of losing their housing, obtain sustainable housing
9. **Bringing Families Home:** Assists Child Welfare Services families that are homeless or at risk of losing their housing to obtain sustainable housing

10. **WIC:** Nutrition program that helps individuals who are pregnant and/or have children up to age 5
11. **Refugee Cash Assistance:** Refugee Cash Assistance is available to certain groups and is available for up to 12-months from date of admission to the U.S.
12. **CalFresh Market Match:** Doubles benefits with using CalFresh at local Farmers Markets
13. **Food Banks:** The CANV Food Banks provides nutritious food to low-income individuals throughout Napa County
14. **Free Produce Markets:** Free produce markets at various locations throughout the month providing farm fresh produce
15. **CANV Silver Fox:** Provides food to low-income residents over 60 years of age
16. **Meals-On-Wheels:** Delivers meals to homebound seniors
17. **Congregate Lunch Sites:** Napa Senior Center, South Napa Shelter, and the Salvation Army provide congregated lunch and/or grab and go meals on various days
18. **Napa County Resource Guide 2023:** Community Resources available to workers to provide customers as needed.

The Board of Supervisors agrees with the Grand Jury's points regarding the impact of poverty as a significant factor influencing gang activity. Further work is needed to partner with local municipalities on housing, public safety support and addressing issues such as stress and poverty to help families create a welcoming and safe environment free of gang activity. The Board of Supervisors commends the Grand Jury for its work. However, the Board would like to note that the report did not appear to include interviews with current or former gang members. Individuals with lived experience with gangs could have provided valuable insights into addressing this ongoing community concern.

The Board of Supervisors would also like to request that Grand Jury's reports note the source of their facts. While the Board understands the confidentiality of Grand Jury interviews, the sources of the Grand Jury's facts can be useful to further understanding the report's subject matter.

R6. Beginning July 1, 2024, the Napa County Board of Supervisors and Napa City Council support legislation to roll back decriminalizing drug and theft crime.

Napa City Council

This recommendation will not be implemented because it is not reasonable.

While there may be specific legislative efforts related to strengthening drug and theft crime laws that the city chooses to support, it is unreasonable to have a blanket statement of support for legislation without first reviewing proposals. The city is guided by both Policy Resolution R2019-083 and an annually adopted Legislative Platform to guide the process for supporting or opposing legislation or other legislative actions.

For example, in May 2024 the city sent letters of support for AB 1772, AB 2934, AB 1960, AB2814, AB 3209, SB 1242, AB 982, AB 1802, AB 1972 and other legislation strengthening organized retail theft enforcement and penalties. These letters of support were sent only after careful consideration of the impacts to the City of Napa and its residents, as well as

conformance with R2019-083 and the 2024 Legislative Platform. The city would similarly review and act in accordance with those policy guidance documents for any support or opposition of future legislation proposing roll backs to decriminalizing drug and theft crime.

Napa County Board of Supervisors

The recommendation requires further analysis.

The Board took several positions in support of legislation to increase penalties for the possession or distribution of fentanyl in 2023. In December 2023, the Board of Supervisors adopted a legislative and regulatory platform setting its priorities for 2024. In addition to emphasizing the protection of victims' rights, the Board focused on youthful offenders: "Napa County supports the overarching goal of providing early interventions to reduce the causes of crime among individuals under the age of 26. The County should nonetheless retain local authority to impose appropriate consequences when early interventions prove ineffective." This language covers the recommendation specific to drug and theft crimes and other legislation addressing youth crime and reducing repeated instances of victimization, including by theft. For 2024 and into the future, implementation of this recommendation will require ongoing analysis of existing and future legislation. Based on the Board's direction set forth above, staff currently track proposals related to theft and drug crimes introduced in the Legislature. The legislative process in California is ongoing for the 2024 session. Staff continue to analyze relevant measures based on Board direction and provide updates to the Board as appropriate. The Board will consider this analysis when formally taking positions on legislation relevant to decriminalization drug and theft crimes.

Further analysis of proposed measures will be required to implement this recommendation. For this reason, the Board anticipates retaining similar language in future legislative and regulatory platforms. The Board and staff will monitor future legislative proposals related to the decriminalization of drug and theft crime, conduct analysis, hear staff recommendations, and take positions as it finds appropriate.

R7. By December 31, 2024, the Napa Valley Unified School District and the Napa County Office of Education strengthen the current stakeholder task force (law enforcement and schools) including non-profits which specialize in gang prevention and intervention and local industries.

Napa Valley Unified School District (NVUSD)

The School District is aware of the recent decision by the City of Santa Rosa to relaunch its gang crimes team in 2023 to curb street violence and understands from recent incidents in our own community, as well as from the conclusions of this Report, that gang violence is on the rise in our county. However, the district believes that the strengthening of the Gang Violence Task Force, which was initiated in the early to mid-2000's, is best served by law enforcement, not the schools. While we are happy to participate in the work of the task force, as a school district, our primary objective is not to resurrect or "strengthen" a gang task force, but to educate children. Below, we have listed the existing partnerships that we have with law enforcement and other community groups to address safety concerns and gang prevention in our schools.

Collaborative Partnerships with Law Enforcement Agencies & Community Groups

The district has extensive collaborative partnerships with law enforcement agencies across the county, including with the Napa County Sheriff Department, American Canyon Police Department, City of Napa Police Department, the Napa County Probation Department as well as with the District's School Resource Officers, the Napa County Office of Education, mental health advocates and experts, school counselors, and social workers. NVUSD hosts School Law which is a monthly meeting between NVUSD Student Services Staff and NPD and ACPD to support ongoing communication and partnership.

In addition, the district consults with numerous other community experts in an effort to address key issues facing our students and to provide additional resources and support for them.

Some of those key partnerships include:

1. **FOCUS Program:** The district participates in the Focusing on Children Under Stress ("FOCUS") Program, led by the Napa County Office of Education, which supports children who may have experienced trauma, including being victims or witnesses of violence such as gang-related incidents. This program enhances communication between law enforcement and other first responders, schools, and community-based organizations ("CBOs"). Law enforcement and other first responders initiate notifications that are sent to designated school officials and include only the name and school of the student, without disclosing specific details of the incident. This process enables the monitoring of any potential effects on the student and ensures that appropriate support is provided as needed.
2. **411 Tip Line:** The district also collaborates with law enforcement to manage the anonymous tip texting line, Tip 411. This service allows students and others to confidentially report suspicious activities, such as bullying, gang related acts such as planned fights, graffiti tagging, or bringing weapons on school grounds. Additionally, the district utilizes a digital footprint program to evaluate and address students who may pose a threat to themselves or others, ensuring that any incident is handled with utmost seriousness.

District Coordinator of Safety & Emergency Services

The School District has appointed a full-time Coordinator of Safety & Emergency Services, who will actively collaborate with law enforcement and first responders to develop comprehensive emergency response protocols and safety measures to ensure school security. The Coordinator is working closely with the Superintendent and leadership to establish a district-wide incident command team, which will provide support to individual school incident command teams during emergencies and crises and facilitate internal communication within the District. Additionally, the Coordinator will oversee the support and implementation of comprehensive school safety plans, conduct safety assessments, and provide training and support to ensure preparedness. These efforts also include participation in a county-wide initiative aimed at strengthening support and response relationships among all six school districts, law enforcement, and first responders, fostering a robust countywide collaboration.

Further efforts led by the Coordinator will involve the establishment of school multidisciplinary teams to conduct behavioral threat assessments. Behavioral threat assessments are evaluations designed to identify individuals who may pose a threat of violence and to intervene

with appropriate resources to prevent such violence. To ensure these assessments are unbiased, the teams will comprise individuals with diverse backgrounds and expertise across various disciplines. The goal of these assessments is to detect when an individual may be on a path towards violence and to guide them onto a new, positive path by providing necessary support and resources, ultimately preventing violence in schools.

Napa County Office of Education (NCOE)

NCOE has created or is connected to several programs and coalitions that focus on prevention and intervention, but we agree with the recommendation and the need to expand and focus our efforts. To address school climate and safety, NCOE created a network called Napa Connection and Resilience to Empower Students ("CARES") that unites non-profits, Local Education Agencies ("LEAs"), and Community-Based Organizations ("CBOs") to address the needs of Napa's youth through holistic, wraparound services. This initiative facilitates effective communication between the school districts and multiple agencies, resulting in streamlined and increased access to services for youth and their families. By providing individualized support through an intensive case management approach, Napa CARES enhances early intervention and violence prevention. This is achieved by offering youth and families facing challenges comprehensive services tailored to their unique situations.

NCOE has also brought the FOCUS Program to Napa County after seeing its success in other areas of the state. The Focusing On Children Under Stress ("FOCUS") Program supports children who may have experienced trauma, including being victims or witnesses of violence such as gang-related incidents. This program enhances communication between law enforcement and other first responders, schools, and community-based organizations ("CBOs"). Law enforcement and other first responders initiate notifications that are sent to designated school officials and include only the name and school of the student, without disclosing specific details of the incident. This process enables the monitoring of any potential effects on the student and ensures that appropriate support is provided as needed, while maintaining student and family confidentiality.

Additionally, the CATALYST Coalition was formed in 2005 as an answer to the higher- than-average youth substance use rates in Napa County. CATALYST focuses on reducing and preventing underage alcohol, marijuana and tobacco use in Napa County with the collective strengths, expertise, and engagement of our broad collaborative of interested community members. Community members meet and collaborate on ways to prevent youth substance use in Napa County, including activities for Take Down Tobacco, Red Ribbon Week, Alcohol Awareness Month, student wellness fairs, Social Host Awareness campaigns, substance use treatment, counseling, parent support group and much more. We also partner closely with the UpValley Family Centers to do this work, as well as the Napa Opioid Safety Coalition to inform parents and students about the dangers of even casual drug use. As our work continues to evolve, we have developed two spin-off coalitions-Open Doors and Napa CARES. While focused on student wellness efforts, these groups are creating access to student and family support.

Napa County Office of education also has connections to several other groups who may be able to support these efforts. Although not directly related to gang involvement, a newly formed group called Pro-Inclusion Napa, whose aim is to reduce hate, is interested in becoming part of our task force. They have had students develop posters to counter the hate messages that have been seen around the county, and these posters were displayed in City Hall from July 2 through August 8th. Perhaps we can redirect some students to join the "Kindness" gang, and work with students in our elementary and middle schools to develop anti-hate campaigns.

R8. By September 30, 2024, the City of Napa Police Department create a succession plan for the Community Service Officer role in the Juvenile Diversion Program, including program expansion.

City of Napa

This recommendation will not be implemented because it is not reasonable.

The City of Napa Civil Services Rules govern how vacancies are filled and require a thorough, fair and competitive process, and therefore the City cannot pre-designate a replacement for any classified position. However, the City of Napa appreciates the Grand Jury's recognition of the importance of continuity in the Community Service Officer role in the Juvenile Diversion program and has created methods to document processes and procedures, and ensure that all program staff are knowledgeable about the services provided. Further, the City of Napa and the Police Department are supportive of professional growth for all employees and have expanded access to internal and external development trainings and will continue to do so to allow for multiple staff to seek promotion or transfer into the Juvenile Diversion Program as positions become available.

R9. By December 31, 2025, the Napa County Sheriff, the City of Napa Police Department, the City of St. Helena Police Department, the City of Calistoga Police Department, the District Attorney's office and the Napa County Probation Department create an integrated data collection system to improve the efficiency of trend monitoring associated with gangs and gang crimes.

City of Napa

This recommendation requires further analysis.

With the dissolution of the CALGangs data system (AB90 - 2017), each law enforcement agency in Napa County now maintains their own data on criminal behavior in each community. Currently, Napa Sheriff's Office and Napa Police Department share a records management system (Mark43) that allows law enforcement staff to see unrestricted criminal data. These agencies are the larger agencies in our County and account for most of the criminal and gang related activity. Other agencies maintain their own records, but information is also shared among all agencies as needed.

By October 1, 2024, the City of Napa Police Department will collaborate with partners at the Napa Sheriff's Office, St. Helena Police Department, Calistoga Police Department, District

Attorney's Office and Napa County Probation to review current data collection systems and develop a joint recommendation on options for replacement or improvements to assist law enforcement in monitoring gang activity trends. The Police Chief will report outcomes of this collaborative effort to the Napa City Council.

Napa County Sheriff and District Attorney

The District Attorney and Sheriff will not be able to implement this recommendation.

Creating an "integrated data system" for the purposes described by the Jury would meet the definition of a "shared gang database" as described in California Penal Code 186.34 (a) (4) and therefore trigger all of the restrictions and limitations created by the 2017 bill that became law, AB-90, including control from the California Department of Justice.

Further, it would fall under Part 23 of Title 28, Code of Federal Regulation which contains the onerous implementing standards for operating multijurisdictional criminal intelligence systems. California Penal Code section 186.34(c) (1) creates additional burdens on law enforcement wishing to utilize a shared gang database, including the requirement that, before designating or identifying a person in the database, the local law enforcement agency must "provide written notice to the person, and shall, if the person is under 18 years of age, provide written notice to the person and the person's parent or guardian, of the designation and the basis for the designation[.]" Each agency must also provide the person information on how to petition to have their information removed from the database. The statute additionally sets forth provisions related to information requests by designated persons as well as mandatory agency responses, including time limitations for agency response.

The administrative burdens and bureaucratic process of running such a system would place the agencies included by the Jury's recommendation in a costly and time-consuming endeavor that would be sure to create significant "intelligence gaps" of information, which defeats the purpose identified by the Jury. To put it simply, maintaining a legal shared gang database under the laws and regulations as they are today is a much more regulated, complicated and onerous task than it was in decades prior.

As mentioned in our response to Finding 7, however, the Napa County law enforcement community is relatively small and the relationships are well established, making collaboration and resource sharing an asset during any gang related criminal investigation. Like the Jury, the Napa County Sheriff's Office and District Attorney's Office are concerned about gang activity in Napa County. We are dedicated to addressing the issue of criminal gang activity, including that which involves Napa County youths, as well as to sharing information with all agency partners.

Napa County Probation Department

The recommendation will not be implemented because it is not warranted or is not reasonable. While Napa County Probation is dedicated to community safety and rehabilitation of offenders, legislative changes have shifted the landscape of data collection specific to gang activity. These changes include the dissolution of the CALGangs data system in 2017 with the passage of AB 90. In addition to dissolving CALGangs, AB 90 imposed increased restrictions and limitations on

data collection. An integrated data system, as recommended, is subject to the provisions of Penal Code Section 186.34(a)(4) and Part 23 of Title 28 of the Code of Federal Regulation, which aim to ensure the protection of constitutional rights (civil rights and civil liberties) and further an individual's reasonable expectation of privacy. The current laws and regulations require significant costly systems and procedural burdens that would be challenging to implement.

Napa County is unique in its collaboration between departments. Our law enforcement departments have built solid relationships over time that allow for effective communication and partnerships. Napa County Probation has a dedicated gang officer in both its adult and juvenile probation units, focusing on the accountability and rehabilitation of known gang offenders. These officers work in concert with local law enforcement regularly to share information, address issues and concerns that arise, and communicate about trends in gang activity. The Napa County Probation Department is grateful to our local law enforcement agencies, who regularly collaborate and participate in fieldwork with probation officers to enhance community safety as it relates to gang activity.

The Board of Supervisors agrees with the Chief Probation Officer.