

Shasta County

Grand Jury 2014-2015 Final Report

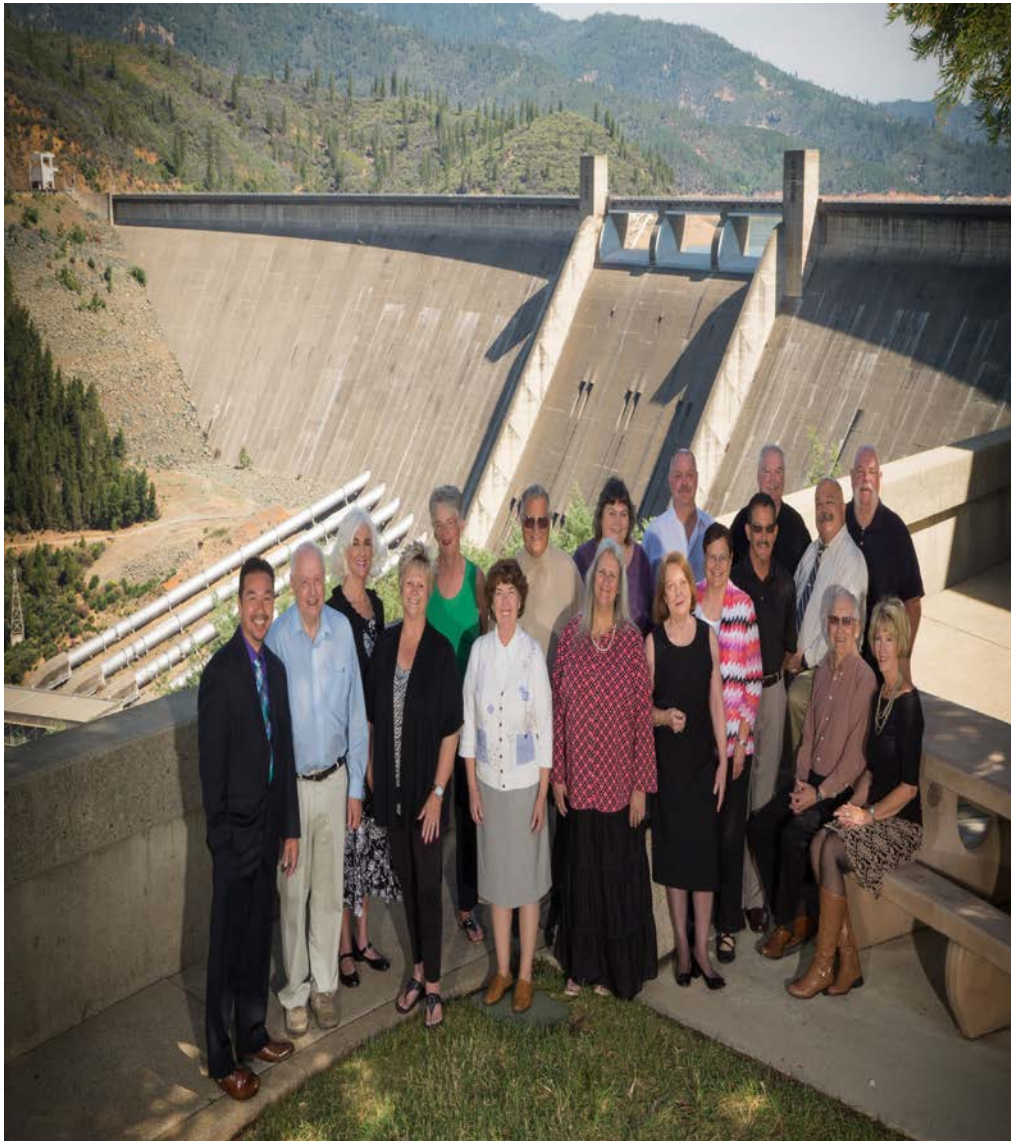


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Looking Out For Shasta County's Future

SHASTA COUNTY GRAND JURY 2014-2015

Final Report



2014 – 2015 Grand Jury Members

Foreperson

Lee Delaney

Cheri Beck

Katharine Ann Campbell

Carolyn Chandler

Anita Duplessis

Joe Cosca

Ramon Ferguson

Leilani Guido

David Hamilton

Liz Jacobs

Pro Tem

Steve Solus

Hillary Jones

Kate Lang

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Craig Perry

Kao S. Saelee

Jo Ann Vayo

Harold Vietti

Stella Webb



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SHASTA COUNTY GRAND JURY 2014-1015

June 23, 2015

The Honorable Gregory Gaul, Presiding Judge
Shasta County Superior Court
1500 Court Street
Redding, CA 96001

Dear Judge Gaul:

The 2014-15 Shasta County Grand Jury, hereby respectfully submits to you its Final Report.

We have worked steadfastly as a team to produce a report that we are confident will prove beneficial to the citizens of Shasta County. It has been a unique and memorable experience for each of us, and we have especially appreciated your Honor's support and interest.

We have achieved our goal in large part due to the excellent training by the Shasta County Grand Jury Association. The guidance of Marsha Caranci, Ray Frisbie, Karen Jahr and Larry Johnson has been an immensely positive influence on our work. Senior Deputy County Counsel David Yorton has been our touchstone regarding legal aspects of grand juries. We also thank his assistant Paula Holsten, your Honor's staff Diana Wasson and Melissa Fowler-Bradley. In addition, we would like to thank Megan Dorney, Jennifer Lange, Kari Piazza, Ayla Tucker, Mike Stock and Candice Martin from the County Administration office. All of these individuals have been extremely helpful throughout the year.

The year has gone by so fast, and as we leave our roles as jurors, I know that each of us will always remember this amazing experience, and all those who collaborated to make our report a positive influence for Shasta County. Thanks to all my fellow jurors, who retained their sense of humor, and worked tirelessly to produce this report.

Sincerely,

Lee Delaney

Lee Delaney, Foreperson

YOUR SHASTA COUNTY GRAND JURY

Authority to Act

The California State Constitution requires the Superior Court in each county to impanel at least one grand jury each year. The California Penal Code and other state laws govern and guide grand juries. More specifically, Section 925, et Seq. of the Penal Code authorizes the grand jury to investigate and report on the operations of any local governmental agency within the county.

The Shasta County Grand Jury functions as an arm of the judicial branch of government, operating under the guidance of the Presiding Judge of the Shasta County Superior Court. In this capacity, the grand jury inquires into and investigates the operations of local government agencies and officials, ensuring that their activities are authorized by law and services are efficiently provided.

All communications with the grand jury are confidential. Information provided to the grand jury to support a complaint is carefully reviewed to determine what further action, if any, is required. If it is determined that the matter is not within the investigative authority of the grand jury, no further action is taken. If the matter is within the legal scope of the grand jury's investigative powers and warrants further inquiry, the grand jury will contact and interview those individuals who may be able to provide additional information. During an investigation, all information and evidence will be considered; however, a review may not result in any action or report by the grand jury.

In order to prevent appearance of a conflict of interest or bias five (5) Grand Jurors were recused from certain investigations. These jurors were excluded from all parts of the investigations including interviews, deliberations, and the making and acceptance of the report.

Jurisdiction

Acting on its own initiative or responding to a written complaint, the Grand Jury:

- May investigate aspects of county and city government departments and programs, local public officials' functions and duties, and the operations of special districts. Almost any governmental entity that receives public money may be examined;
- May return indictments for crimes committed in the county. When an indictment has been voted on, the case proceeds through the criminal justice system. The decision whether or not to present criminal cases to the Grand Jury is made by the county District Attorney; and
- May bring formal accusations against public officials for willful misconduct or corruption in office.

Each year, the grand jury must inquire into the condition and management of all prisons within the county.

The grand jury is not allowed to continue an oversight from a previous panel. If the grand jury wishes to look at a subject that a prior panel was examining, it must start its own investigation

and independently verify all information. It may use information obtained from the prior jury, but this information must be verified before it can be used by the current jury.

The grand jury is exempt from the requirements of the state's open meeting law (the Brown Act). Actions are taken by vote of the jury, in accordance with an approved set of rules of procedure. The ability to internally police itself allows the grand jury to operate completely independently of external pressures. The desired result is a self-directed body of citizens that has the power to investigate conduct within local government.

Reports issued by the grand jury do not identify the individuals interviewed. Penal Code Section 929 requires that reports of the grand jury not contain the name of any person or facts leading to the identity of any person who provides information to the grand jury. The intent of this provision is to encourage full candor in testimony in civil grand jury investigations by protecting the privacy and confidentiality of those who participate.

Citizen Complaints

The grand jury reviews all complaints and investigates when appropriate. Each complaint is treated confidentially. The complainant may be asked to appear as a witness. A complaint form may be obtained by contacting:

Shasta County Grand Jury
PO Box 992086
Redding, CA. 96099-2086
(530) 225-5098 or online at www.co.shasta.ca.us

Why should you serve?

- You will have an opportunity to make a difference.
- You will become involved with other interested citizens in learning more about the operations of local government, including the county, cities, special districts and school districts.
- A challenging year of investigations, interviews and reporting will give you a unique experience and insight into local government issues.

Becoming a Grand Juror

The Shasta County Grand Jury is composed of 19 county citizens. A prospective juror should be willing to work as a team member, understand small group dynamics and operate in a collaborative manner to reach consensus. Although not essential, access to a computer and the ability to research topics on the internet will be helpful to the prospective juror. Prospective jurors apply in April for the coming fiscal year. The Presiding Judge randomly selects grand jurors from a pool of up to 30 applicants. To preserve continuity, the Presiding Judge may select a few jurors to continue into a second term; however, jurors may not serve more than two consecutive terms. An application to serve on the grand jury may be requested from:

Shasta County Superior Court
Room 205
1500 Court Street
Redding, Ca. 96001, or online at www.co.shasta.ca.us

Responses to the Grand Jury Final Report

Section 933 of the California Penal Code requires responses to the final report of the grand jury be submitted to the Court. Responses from a governing body are to be submitted **no more than 90 days** after the report is released to the public if the respondent is a governing body. Responses from elected officials are to be submitted **no more than 60 days** after the response is released. The responses must be sent to the Presiding Judge of the Superior Court.

The respondents are required to comment on the findings and recommendations contained in the report. With regard to each finding, the respondent must indicate whether the respondent agrees with the finding, or disagrees partially or wholly with the finding, and the grounds for any disagreement. With regard to recommendations, the respondent must indicate that the respondent has implemented the recommendations, plans to implement the recommendation in the future, will further analyze and study the recommendation, or will not implement the recommendation and, if not, provide an explanation as to why it will not be implemented.

Copies of the Shasta County Grand Jury's reports and the responses made by governing boards and elected officials may be found on the Shasta County Grand Jury's web page at www.co.shasta.ca.us. Electronic copies of reports and responses date back to 2001-2002.

At the time this Consolidated Final Report was compiled, the information it contained was accurate to the best of the grand jury's knowledge and belief. However, some facts may have changed since the individual reports were completed.

When there is a perception of a conflict of interest involving a member of the grand jury, that member has been required to recuse his or herself from any aspect of the investigation involving such a conflict and from voting on the acceptance or rejection of that report.

Shasta County Grand Jury Committees

- Audit and Finance
- City Government
- County Government
- Continuity and Editorial
- Criminal Justice
- Information Technology/ Report Publication
- Local Districts and Agencies
- Probation Review
- Procedures and Policy Review Committee

Summary of Grand Jury Committee Activities

Committee	Meetings	Interviews	Reports	Site Visits	Autopsies
Audit and Financial	2	0	1	0	0
City Government	36	6	1	1	0
Continuity and Editorial	44	6	1	0	0
County Government	42	21	1	4	0
Criminal Justice	72	18	4	6	1
Information Tech/Publications	5	0	0	0	0
Local Districts and Agencies	41	9	1	21	0
Plenary Committee	30	0	0	0	0
Procedures and Policy Review	3	0	0	0	0
Totals	275	60	9	32	1

Multiple facilities were visited including:

- Local Jails and detention facilities
- Redding Police Department
- Redding Soccer Park
- Shasta County After School Programs
- Multiple Social Service Programs
- County Board of Supervisors Meetings
- Redding City Council Meetings

Activities during 2014-2015:

Agencies, Departments and Facilities Visited	32
Autopsies Attended	1
Committee Meetings Held	275
Interviews Conducted During Course of Investigations	60
Final Reports Issued	9
Government Board Meetings Attended	16
Joint Audit Committee Meetings Attended	2
Meetings of the Full Grand Jury	30
Complaints Received*	26

*Not all complaints received fall within the purview of the Grand Jury

TURF TROUBLES IN RIVER CITY



REASON FOR INVESTIGATION

The Shasta County 2014-2015 Grand Jury received a complaint alleging deterioration of the Redding Soccer Park playing fields and ineffective management between the Shasta Regional Soccer Association (SRSA) and the City of Redding (COR).

SUMMARY

The Soccer Park Lease to manage the Redding Soccer Park has existed since 2007 between the COR (Landlord) and the non-profit SRSA (Tenant). The Soccer Park Lease clearly identifies responsibilities of each party and includes a "Replacement Fund" clause for replacing the turf on the playing fields, the subdrain system, maintenance of the Heating, Ventilating and Air Conditioning system (HVAC) and the parking lot. The investigation focused on the current condition of the playing fields and the Soccer Park Lease. Our investigation concluded several findings of fact:

- The turf and sub-structure needs to be replaced;
- There is little money available to replace the turf;
- The terms of the lease have not been enforced;
- There has never been an audit of SRSA financial records by the COR¹;
- There has been inadequate Soccer Park Lease oversight by the COR; and
- The COR and the SRSA have no viable plan(s) to replace the fields.

BACKGROUND

In an effort to meet an increasing demand for quality playing fields within our community, the COR, local enthusiasts and civic groups came together to support and build a "State of the Art" soccer park. Additionally, they envisioned a soccer park that would promote healthy lifestyles

¹ Soccer Park Lease Between City of Redding and Shasta Regional Soccer Association
Section 4d. Audit Rights

for our communities and citizens with sports such as soccer, lacrosse and rugby. Another goal was to attract players and teams from throughout California and the western states to play tournaments in Redding, thereby providing a boost to the local economy.

Bonds were issued to build this \$10 million, 22 acre park. A non-profit organization, Shasta Regional Soccer Association (SRSA), was specifically formed and selected to manage the park in 2005 and continues to the present time. A Soccer Park Lease was entered into by the COR and SRSA for daily maintenance of the soccer park facility. It also established a “Replacement Fund” for the turf and substructures, HVAC, and resealing of the parking lot. As of February 2015, there is approximately \$2,300.00 in the Replacement Fund.

METHODOLOGY

- Interviewed the complainant;
- Interviewed members of the COR Department of Community Services (Parks & Recreation) and City Management;
- Interviewed a member of the SRSA Board;
- Interviewed an employee of the Soccer Park;
- Interviewed a member of the Community Services Advisory Commission (CSAC);
- Conducted a site visit to the soccer park;
- Reviewed the Soccer Park Lease and multiple amendments between the COR and the SRSA;
- Reviewed the SRSA website; and
- Reviewed correspondence of officials for COR, SRSA and CSAC.

DISCUSSION

Soccer Park Lease

The 2005 Soccer Park Lease between the COR (Landlord) and the non-profit SRSA (Tenant) identifies the responsibilities of each party. The COR, as Landlord, has the fiduciary responsibility² to assure the SRSA, as the Tenant, meets its obligations to:

- *“maintain the entire Premises in a safe and first class condition and in good repair...”*.³
- *“Semi-annual meetings shall be held between Tenant’s Park Manager or Maintenance Supervisor and Landlord’s Community Services Director to reaffirm that these standards are achieved as envisioned by the Landlord”*.⁴

Knowing that the fields would need to be replaced in the future, the original 2005 Soccer Park Lease, dated 12/12/2005, between the COR and the SRSA called for money to be placed into a “Replacement Fund” based on a percentage (6%) of gross revenue after total gross revenues

² Soccer Park Lease Between City of Redding and Shasta Regional Soccer Association, Section 17a. Tenant’s Default and Termination and Section 17b. Landlord’s Remedies

³ Soccer Park Lease Between City of Redding and Shasta Regional Soccer Association, Section 11a. Tenant’s Obligations

⁴ Same as footnote 3

exceeded \$500,000.00. The original Soccer Park Lease was amended five times. The last amendment, dated 9/26/2012, changed the requirement to: “Tenant (SRSA) shall establish an operating fund in the amount of fifty percent of any profit generated over and above one month’s operating expenses”⁵. The parties failed to establish a Replacement Fund until February 2015 when approximately \$2,300.00 was deposited to the fund.

As provided in the Soccer Park Lease, there has not been an audit of monies received or expended by the SRSA. An audit by COR would verify the accuracy of the SRSA financial records.

Turf Deterioration

The Redding Soccer Park is a quality venue in need of major work, particularly the turf and substructure replacement. After years of use, the turf and substructure need to be replaced. The parking lot, HVAC and buildings are in good condition. The remaining life expectancy of the turf is two-three years and the estimated cost to replace it is approximately \$1.5 million dollars.

Our interviews with COR officials, the SRSA and the Community Services Advisory Committee (CSAC) revealed that, although they are aware of the issues, they have not taken any corrective actions. Multiple amendments to the Soccer Park Lease did not result in anticipated monies to the “Replacement Fund”, and there is no “Plan B” to make the needed repairs. They have only one financial plan to replace the soccer turfs: a lawsuit claiming manufacturer’s defect was filed in August of last year (2014), seeking to recover the money needed to replace the turf and to repair the drainage system. (**Note*** the lawsuit will not be discussed in this report).

Option to Generate Funds for Soccer Park Management

The COR should establish a viable business plan for the soccer park to provide a sustainable operation.

FINDINGS

- F1. The turf for each of the four soccer fields needs to be replaced within two-three years;
- F2. There is insufficient money in the “Replacement Fund” to replace the turf;
- F3. Several amendments to the original Soccer Park Lease over five years have not resulted in adequate monies to the Replacement Fund;
- F4. The COR has failed to perform its fiduciary duty to its citizens to protect the \$10 million investment required by the original Soccer Park Lease with amendments;
- F5. There has never been an audit of the SRSA’s financial records of monies received, expended and available for the “Replacement Fund”; and

⁵ Soccer Park Lease Between City of Redding and Shasta Regional Soccer Association
Section 4.a. Percentage Rent

F6. The pending litigation by the COR is not a guaranteed solution to obtain funds for turf replacement and drainage repair.

RECOMMENDATIONS

R1. The COR shall conduct a forensic audit of SRSA's financial records between 2007 and 2014 by January 15, 2016.

R2. The COR shall develop by October 1, 2015 a strategy to replace the turf that is not dependent on pending litigation or the current Soccer Park Lease dated September 26, 2012.

R3. The COR shall establish a viable business plan for the soccer park that would provide a sustainable operation by October 1, 2015.

R4. The COR shall provide accurate accounting to the City Council and the public annually by August 15 of each year for compliance with the fiscal Soccer Park Lease terms.

Required Response

Redding City Council as to: F2, F3, F4 and R1, R2, R3, R4, R5

Requested Response

Redding City Manager as to: F1, F5, and R4

METHAMPHETAMINE AND HEROIN PLAGUE SHASTA COUNTY LIFE

A “Trip” You Never Want To Take



SUMMARY

The detrimental impact of substance abuse on Shasta County overburdens city and county governments, family-life and community structure. This report provides information about the depth and breadth of the methamphetamine (meth) and heroin problems and the challenges to combat them:

- Substance abuse is a multigenerational problem in Shasta County;
- Meth use has plagued Shasta County for decades;
- Heroin use is rapidly increasing; and
- Reduced staffing has hindered law enforcement’s ability to effectively deal with the large scale distribution and sale of controlled substances in this county.

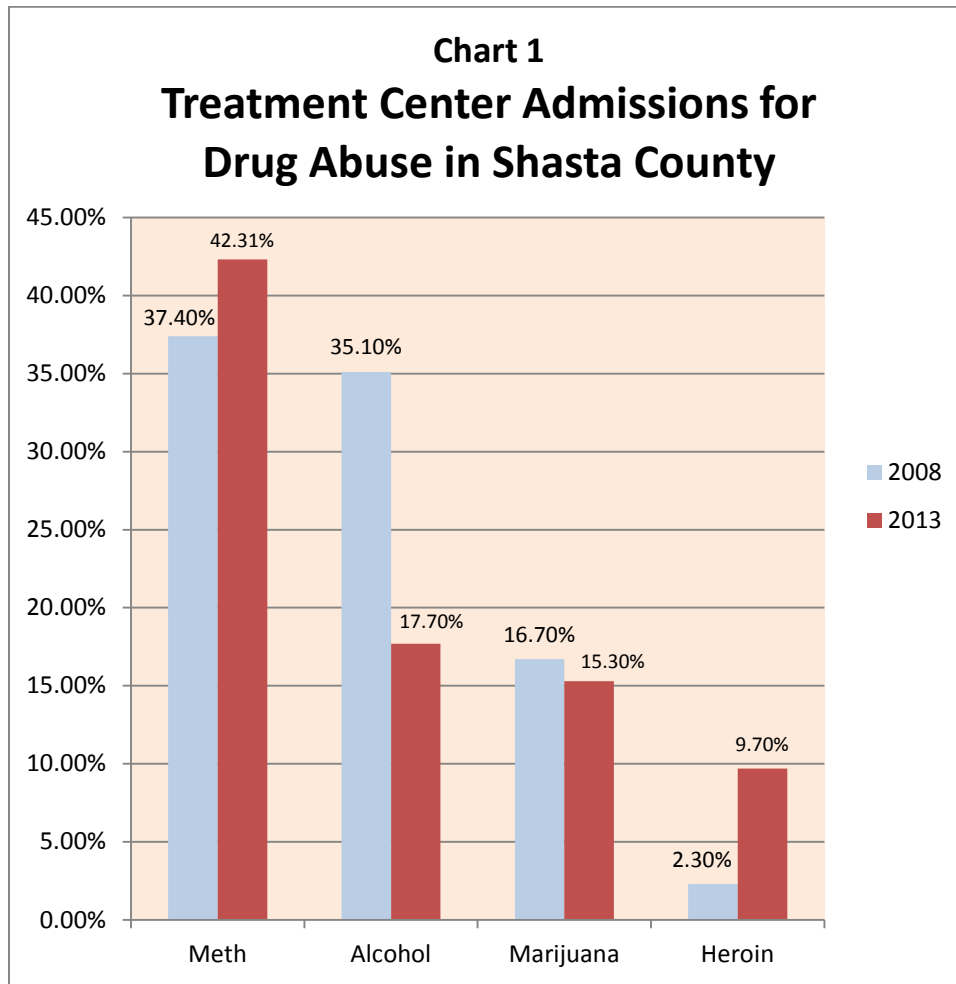
Collaborative efforts are needed among all agencies within the criminal justice system including rehabilitation programs and opportunities to combat the drug problem. Assembly Bill (AB) 109 and voter passed Proposition 47 contribute to the challenge of law enforcement’s ability to combat drug sales, distribution and use. On the other hand, AB 109 and Proposition 47 emphasize the need for treatment, as well as, enforcement.

BACKGROUND

The Grand Jury is concerned about the increasing use of illegal drugs in Shasta County, particularly the continuing use of meth and the rapidly escalating use of heroin. As noted in Chart 1, heroin use quadrupled from 2008 to 2013. Chart 2 reflects the number of hospital admissions from heroin use in Shasta County from 2005 to 2014.

The 2008 economic downturn resulted in reduced law enforcement staffing. Law enforcement is still struggling to regain the resources it needs to combat drug distribution and use.

We are alarmed about the serious physical, mental and emotional effects of meth and heroin and the resulting damage to the individual, family structure and the community. The use of these drugs contributes to poverty, lack of education, family support systems, unemployment and crime. These circumstances reveal the need for increasing treatment facilities in our county.



**Source: University of Southern California, USC Annenberg School for Communication and Journalism
“Reporting on Health”**

METHODOLOGY

The Grand Jury:

- Reviewed Shasta County ordinances and media reports;
- Reviewed Shasta County agency websites related to this topic;

- Interviewed county and city law enforcement personnel, Shasta County Probation Department staff, county staff, Public Defender staff, and those involved with managing and funding of the 2015 Edward Byrne Memorial Justice Assistance Grant (Byrnes-JAG);
- Reviewed the Policy and Procedures Manual for the Shasta County Probation Department;
- Reviewed drug arrest statistics from Redding and Anderson Police Departments;
- Researched the National Institute on Drug Abuse (NIDA) website;
- Researched University of Southern California (USC), USC Annenberg “Reporting on Health” website; and,
- Researched Office of Statewide Health Planning and Development website.

DISCUSSION

According to the information gathered through research and interviews with local officials, crime in Shasta County is primarily driven by the abuse of illegal drugs. Although there are a number of problem drugs being used in Shasta County (including alcohol), this report deals with the current most destructive drugs, meth and heroin. In order to understand the devastating effects these drugs are having on our community, one needs to understand what the actual physical and mental effects are on the individual.

Effects of Methamphetamine Use:

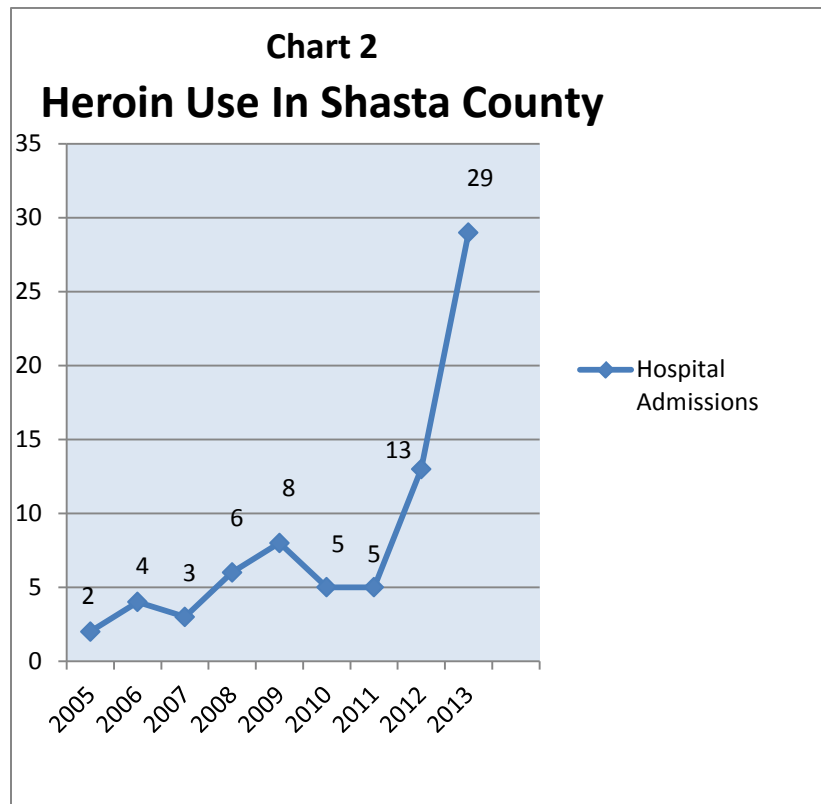
Meth is an extremely addictive stimulant drug. It can be taken orally, smoked, snorted, or injected. Repeated use may lead to addiction. Extended meth use has many negative physical and psychological health consequences. Long-term users may experience anxiety, confusion, insomnia and mood disturbances, and may display violent behavior. Serious physical changes include extreme weight loss, tooth decay, skin deterioration, loss of hair and muscle mass from malnutrition. Users can exhibit symptoms of psychosis, such as visual and auditory hallucinations and delusions. Use, even in small amounts, can produce these symptoms. Chronic use often results in chemical and molecular physical changes to the brain. Some changes persist long after use stops while others may be reversed after being off the drug for an extended period of time.

Data shows that from 2008 through 2013 meth use increased 4.9 percent but still accounted for 42.13 percent of treatment center admissions for drug abuse in Shasta County. The highly toxic and hazardous substances that are used in manufacture of methamphetamine are extremely dangerous to the individuals involved, children that may be at lab sites, and first responders. The toxins remain in the environment long after the labs are gone.

Effects of Heroin Use

Heroin, classified as an opiate, can be snorted through the nose, liquefied, smoked and injected. When it enters the brain, it is converted to morphine and produces a surge or rush of pleasurable sensations. This causes a warm flushing of the skin, dry mouth, a heavy feeling of the extremities and may be accompanied by nausea, vomiting and severe itching. After the initial effects, users are often drowsy for several hours, and experience mental confusion. Their heart function slows

and they may also have severely slowed breathing that can sometimes be life threatening. Because heroin is highly addictive, a tolerance is quickly reached. Withdrawal symptoms may occur within a few hours of the last dose of the drug which results in an immediate craving for more heroin. Users experience restlessness, bone and muscle pain, insomnia, diarrhea, vomiting and cold flashes. Drug users often suffer from damage to mucous tissue of the nose (from snorting). Injecting the drug can cause lung complications, including pneumonia and tuberculosis, collapsed veins, bacterial infections, abscesses, infection of heart lining and valves, and liver and kidney disease. Communicable diseases, such as, hepatitis C and HIV/AIDS due to shared needles also pose a threat.



Hospital Admissions for Heroin Use in 2014* In Shasta County

Age Range	Number of Admissions
15-19	2
20-24	6
25-29	2
30-34	2
35-39	1
40-44	0
45-49	3
50-54	0
55-59	1
60-64	1

*Only for first 6 months

Source of Charts: Record Searchlight

Effect of Drugs on Children and Families:

Meth and heroin abuse is destructive to families and community, especially to children. Drug use tears apart the social fabric of families and communities. Education is usually not a priority in these families, which leads to truancy and school drop-outs. Consequently, the ability to acquire life and social skills is diminished for children who grow up exposed to drug abuse and related domestic violence within their family. Infants, exposed to drugs before birth, are often immediately placed into protective custody and taken into foster care. These children also often experience developmental delay and behavioral problems. For example, **88%** of children placed in foster care are removed from drug abusing families. These children often need long term specialized medical care and psychological treatment. Also, many years of rehabilitation and treatment may be required for the entire family.

The consensus of county officials is that the drug abuse problem often becomes multi-generational. Support for those drug users open to treatment, instead of incarceration, is needed from both the criminal justice system and the community.

How Drug Use Affects Our Community

Meth use is an ongoing plague in Shasta County and the use of heroin is quickly increasing. Because prescription medication is expensive and increasingly difficult to obtain, abusers frequently turn to heroin as an alternative. Users quickly develop a tolerance requiring more of the drugs to satisfy their habits.

Both meth and heroin users may resort to crime to support their habit and meth users are often prone to violent behavior. Heroin and meth combined (called speed-balling) can result in a state of “excited delirium.” In this state, the users often have insensitivity to pain, and as a result have superhuman strength. Police officers confronting these users can suffer serious injuries, thereby reducing police protection for the community. A consequence to users can be heart failure and death during these struggles with police.

The physical and emotional damages caused to drug abusers also stresses and overburdens county and city departments, health care and community based agencies, such as, fire departments and hospital emergency rooms. These costs usually fall on taxpayer-supported community departments and agencies.

Suggested Solutions for Addressing Drug Abuse

To alleviate the county drug abuse problem, the consensus of many city and county officials is that a cooperative focus is needed regarding the following factors:

- Provide early education for children and families about substance abuse;
- Provide medical and behavioral treatment resources, and crisis intervention for at-risk families;
- Law enforcement needs to educate the public regarding effective reporting of necessary information that can lead to an arrest;
- Refer users for job training and employment resources once treatment is completed; and,
- Increase law enforcement.

All of these solutions have been hindered by a lack of funding; however, the City of Anderson was proactive and successfully obtained grant funding and passed a two-part sales tax initiative in 2014 that increased funding for public safety.

Treatment Available in Shasta County

Shasta County Health and Human Services Treatment Programs include:

- Addicted Offender Program: (530) 225-3674;
- Youth Treatment Services: (530) 225-5239;
- Perinatal Treatment Services: (530) 245-6411; and

- Other county and private program options can be found at: <http://www.co.shasta.ca.us/docs/HHSA/alcoholtobaccoandotherdrugs/AODPrograms.pdf?sfvrsn=0>

Treatment options are available for users with private insurance. Users relying on Medi-Cal, or those without insurance have limited treatment sources available.

Propositions and Legislation

In 2011, the U.S. Supreme Court mandated the State of California to reduce its state prison population. This resulted in the passage of AB 109, which realigns many prisoners from state prisons to county jurisdiction. Additionally, AB 109 provides funding for both incarceration and rehabilitation.

In November, 2014, California's Proposition 47, a referendum known as the "Safe Neighborhood and Schools Act," was passed by voters. It redefined many nonviolent felonies to misdemeanors. The measure also required that money saved as a result would be spent on "school truancy and dropout prevention programs, victim services, mental health and drug abuse treatment, and other programs to keep offenders out of prison and jail."

The Effect of the Economy and Loss of Funding for Law Enforcement

Regular law enforcement staff usually target street level drug sales and distribution. Specialized drug task forces focus on higher level drug distributors and Cartels. When these task forces are fully staffed, their work often results in federal indictments and prosecutions of offenders on federal narcotics charges.

In January of 2015, the Byrnes-JAG Grant Program provided funds which resulted in the creation of the "Shasta Reentry Reduction Program" [SRRP]. This grant sets a new precedent by emphasizing rehabilitation. It identifies factors which can most effectively reduce crime, address recidivism, rehabilitate families and protect children. The grant enhances co-operative partnerships between agencies addressing both enforcement and rehabilitation. The SRRP Project will use programs that will demonstrate measureable results.

For the past two years, law enforcement agencies are focusing more on the protection of children who are often third and fourth-generation victims of family substance and drug abuse. While the Grand Jury supports rehabilitation programs that effectively reduce our addict population, we believe that law enforcement must be adequately funded to end the proliferation of drugs in our county. For a safe community, we must stand together to reduce this destructive impact upon community and family life to make "**Shasta Strong.**"

FINDINGS

F1. The abuse of meth and heroin has serious often long-term destructive physical and mental effects on the users and their families. Medical, social, and psychological services and law enforcement are strained;

F2. Shasta County needs more drug treatment, rehabilitation services and drug education for abusers, their families and the community to reduce drug abuse and strengthen life skills of those most at risk; and

F3. County and city law enforcement, as currently staffed, are unable to fully combat drug abuse.

RECOMMENDATIONS

R1. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with the city councils of Redding, Anderson and City of Shasta Lake, the business communities, service organizations, school districts and others throughout the county to provide early drug education programs (i.e. Montana Meth Project, www.montanameth.org) including an educational media campaign.

R2. The Grand Jury recommends that the Shasta County Board of Supervisors and city councils seek funding through grants and ballot propositions to increase treatment and rehabilitation services.

R3. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with city councils to seek funding through grants and ballot propositions to maintain and increase law enforcement staff to combat illegal drugs.

COMMENDATION

C1. The Grand Jury commends the Anderson Police Department and the City of Anderson for proactively obtaining funds through grants and two separate ballot measures to put three more police officers on the streets and form the Anderson Problem Oriented Policing Unit (POP). They also plan to return a police officer to a county-wide task force, Shasta County Interagency Narcotics Task Force (SINTF).

REQUIRED RESPONSES:

Pursuant to Penal Code section 933.05, the grand jury requests responses as follows:

From the following governing bodies:

- Shasta County Board of Supervisors: F1, F2, F3, R1, R2 and R3.
- Redding, Anderson and Shasta Lake City Councils: F1, F2, F3, R1, R2 and R3.
- Shasta County Sheriff: F3 and R3.

REQUESTED RESPONSES:

- Chief Executive Officer of Shasta County: F1, F2, F3, R1, R2 and R3.
- City Managers of Redding, Anderson and City of Shasta Lake: F1, F2, F3, R1, R2 and R3.

KEEPING CHILDREN SAFE AND FAMILIES TOGETHER



SUMMARY

The Shasta County Grand Jury is concerned about keeping children safe. Substantiated child abuse rates for Shasta County are more than double the rate of California as a whole.

The Grand Jury looked at the responsibilities and challenges of the Children's Services Branch of the Health and Human Services Agency (HHS). This agency works with some of our most at risk children. They are responsible for investigating allegations of child abuse, keeping children safe, supervising foster care placements, providing children's wellness services, coordinating health care and providing mental health services for the children of Shasta County.

The Grand Jury found that:

- The difficulty of recruiting and retaining social workers has resulted in chronic vacancies, high case loads, stressed workers, and a reduced ability to find permanent placements for children in a timely fashion;
- When the on-call social worker takes custody of a child after hours the potential for an unsafe situation exists;
- Law enforcement, Children's Services Branch, and hospital emergency rooms are strained due to the lack of adequate mobile crisis response units and the absence of inpatient psychiatric beds for children.

The Grand Jury looked into these findings and made recommendations regarding staffing, policies, recruitment policies and community partnerships.

BACKGROUND

The Children's Services Branch was formed as a result of the 2006 reorganization required by the Mental Health Services Act (MHSA). It includes child welfare and mental health services.

Funding for these programs comes from a variety of federal, state and county sources. Voters in 2004 approved Proposition 63 creating additional funds for mental health services by adding a 1% tax on individual taxable income over a million dollars. The resulting Mental Health Services Act (MHSA) provides funds for evidence-based prevention, intervention and community support services programs and a recovery and wellness model of treatment.

METHODOLOGY

The Grand Jury:

- Interviewed HHSA and Children’s Services Branch administrative staff including: two Program Managers, two Clinical Division Managers, and two Children’s Services Branch Senior Social Workers;
- Interviewed one staff member from each of the following: Shasta County (SC) Child Abuse Prevention Coordinating Council, Shasta County Housing and Community Action Agency, Redding Housing Department, Shasta County Personnel Department, Shasta County Supervisor, One Safe Place, and two from the Probation Department;
- Observed one parent court training session, a Foster Care Inquiry Meeting, and the Suicide Prevention Workgroup;
- Reviewed the Mental Health Services Act (MHSA) program report, Shasta County websites for Child and Family Services and Mental Health Services, past Grand Jury Reports from 2008 through 2013, Proposition 63 of 2004 and 2014/2015 Record Searchlight reports on child abuse and mental health issues;
- Reviewed SCHHSA Policy and Procedures Manual (2012), the 2015 Shasta County Self-Assessment CFS Review, “Understanding the Child Welfare System in California” document, and Shasta County Child Abuse Prevention Coordinating Council documents;
- Reviewed the Shasta County Fiscal Year 2013/14 Audit Report, HHSA grant application for emergency mobile unit, HHSA organization charts, job descriptions and salaries, the Standardized Core Training Program Summary for Child Welfare Workers, and the 2014 California State Report on permanent placements in Shasta County;
- Researched information on Teen Centers and Teen Shelters in California; and,
- Researched suicide rates, attempted suicide rates, and suicide prevention programs in Shasta County.

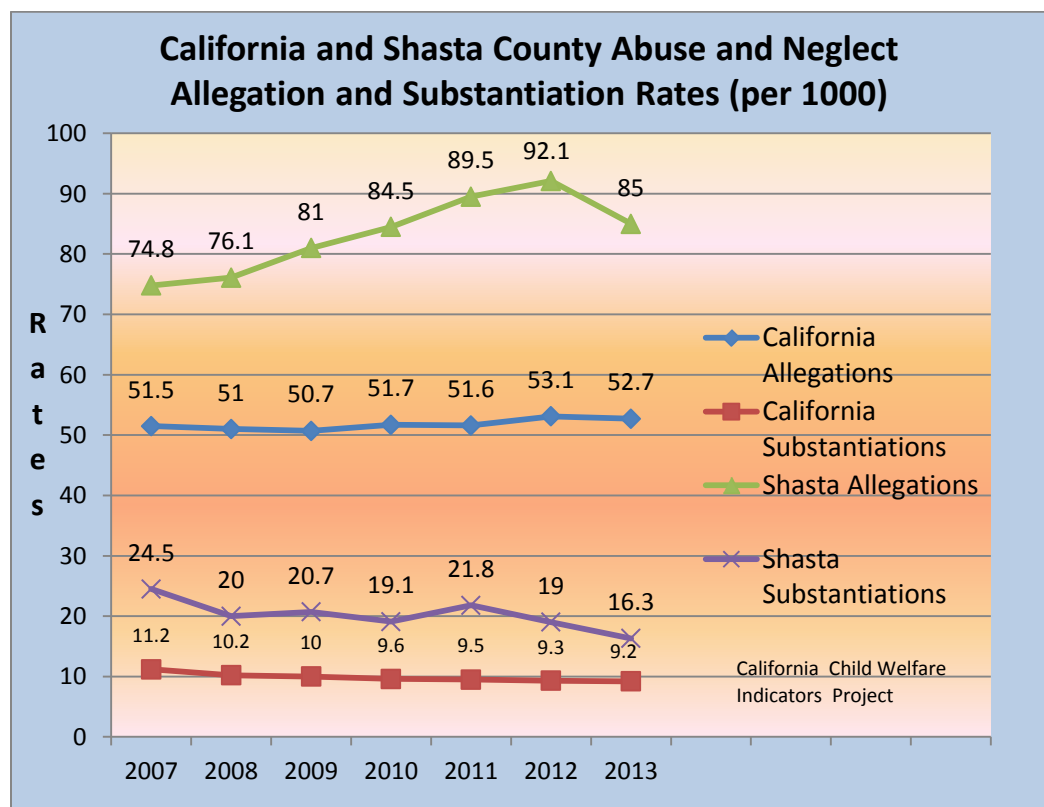
DISCUSSION

Children’s Services Branch works with the court system, law enforcement, Shasta County Office of Education, and various non-profit agencies. The Branch’s clearly stated goals are to keep

children safe, and when possible, keep families together. In Shasta County, this is a very challenging task.

The most recent census shows that 24.8% of children in Shasta County live in poverty. Ongoing drug and alcohol problems continue to endanger children and disrupt families. The recent recession has decreased the funding available to county departments, straining the resources available to work with children affected by domestic violence, substance abuse, child abuse and homelessness.

Shasta County’s rate of substantiated child maltreatment (19.8 cases per thousand children) is more than twice that of California’s rate (9.3 per thousand children). A study conducted by First Five LA found that 12.9% (589) of the 4,556 children born in 2006 and 2007 in Shasta County were victims of abuse or neglect within the first five years of their life.



The most recent juvenile court petition data showed that 88% of children removed from their families were in households where one or both parents have substance abuse issues.

There is a lack of facilities for children with acute mental illness or suicidal tendencies.

It is Difficult to Recruit and Retain Social Workers

Social workers have a difficult and demanding job. They work with children and families and deal with traumatic, disturbing and potentially dangerous situations. They must follow state-mandated deadlines, manage high caseloads, work with resistant and often angry parents and family members, and effectively use limited resources available.

Social workers in Shasta County make less than the average salary for social workers in California. Senior social workers require both a Master’s Degree in Social Work and experience and are often difficult to find.

High vacancy rates and large caseloads are a factor in social worker burn out, making it hard to retain social workers. Children's Services Branch has been understaffed for a long time. Social worker positions have remained vacant year after year. There is a limited pool of qualified candidates and as the economic situation has improved in the state, Shasta County has continued to have difficulty recruiting to fill vacant positions as other counties compete for workers. Often, entry level social workers leave Shasta County after two or three years for higher salaried positions elsewhere in the state. The situation has improved in the last year for two reasons:

- The hiring process changed in 2014 from a state-wide system to an in-county system resulting in more local applicants;
- A recently introduced program called "Grow Your Own" is showing positive results in developing Senior Social Workers. Social workers are offered extended learning opportunities through California State Universities and loan forgiveness to acquire a Master's Degree. This improves recruitment and retention of local applicants by providing educational incentives and promotions to attract them.

In October of 2014, 17 out of 75 social worker positions were vacant. Nine probationary social workers were hired in January of 2015. However, according to the department's January 2015 self-assessment, the local hiring process remains slow and limits Children's Services Branch's ability to fill vacancies in a timely manner. As of February 2015, there were still more than six vacancies in Children's Services Branch, and the nine newly hired workers are still in their probationary period

Immediate Response to Allegations of Child Abuse

The top priority of intake social workers is to respond to allegations of child abuse immediately and determine necessary steps to ensure the child's safety. Intake caseloads have averaged eighteen new cases a month in addition to ongoing cases. In spite of these high caseloads, the department has been effective in responding to urgent critical situations in a timely fashion.

A dilemma exists when the on-call social worker has temporary custody of a child in need of placement after normal work hours. This creates an unsafe situation which can be a liability for the county. One person cannot supervise a child in crisis and find an emergency placement at the same time.

HHSA Children's Services policy states that no worker is allowed alone in the office with a client; however, there is an exception to this policy. When a social worker takes temporary custody of a child/youth after hours, they may take the child to the office while arranging for a second worker to come to help attend to the child. Although there is a pool of workers on standby, arranging for a second worker to come to the office can take some time. Even when two workers are at the office with a child in an emergency, a placement may not be found and the child may remain in the office under supervision for up to two days.

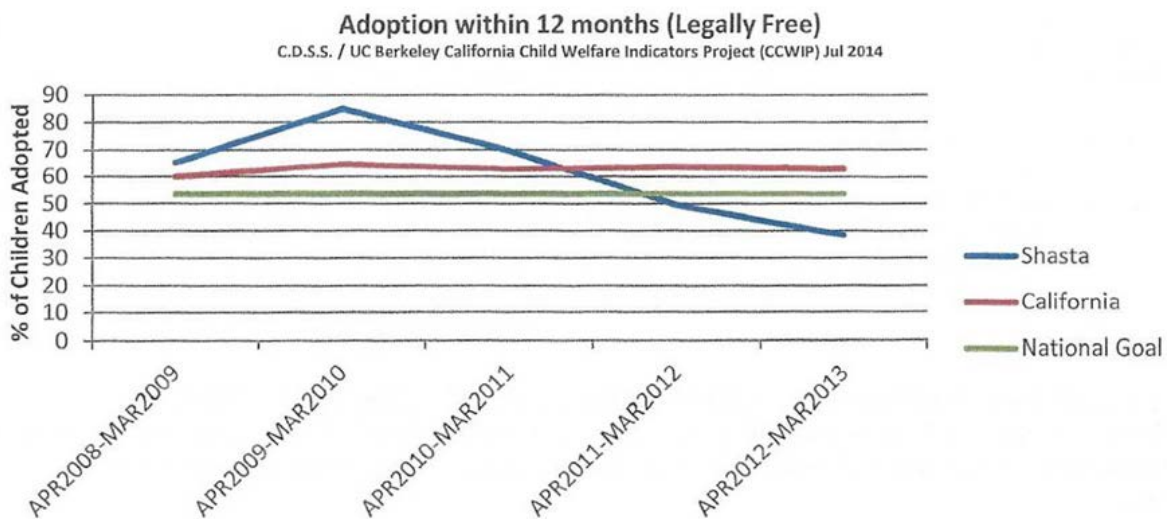
Teenagers, in particular, are difficult to place. This is a county-wide problem. A limited number of foster homes accept emergency placements of teenagers on a temporary basis. There is no teen shelter in Shasta County to provide temporary, transitional housing and crisis services for teenagers. One Safe Place has occasionally helped to house teenagers, and there may be an opportunity to formalize this relationship in the future. Some cities in California fund transitional housing facilities by building partnerships between city and county departments,

non-profit agencies and local law enforcement. Examples of these centers that operate in Northern California are the Sixth Street Center for Youth in Chico, WIND Youth Services in Sacramento, and the Bill Wilson Youth Center in Santa Clara.

Finding Foster Placements or Re-unifying Families

Ongoing social workers must find placements for children, visit each child at least once a month, assist the child and family as they navigate the court system, connect families to resources, and write reports about how each case is proceeding. In Shasta County the average caseload has been consistently higher than thirty cases per social worker, sometimes reaching thirty-nine or forty per social worker.

These large caseloads also make it difficult for social workers to provide the depth of oversight children need in foster care or when returned to their own families. Shasta County’s ability to put children in permanent homes has fallen sharply in the last two years. Shasta County has only been able to place 76% of children needing permanent placement within three years compared to a state-wide average of 86%. Although there are several reasons for this, including a constant need for more foster parents, one contributing factor is insufficient staffing. Children’s Services Branch is not meeting the timelines for finding permanent placements for children who are removed from their parents or guardians.



A Team Approach

Grand Jury interviews indicated that a team approach has increased morale and efficiency. There are daily and weekly team meetings to discuss cases and direct appropriate resources toward the child and the family. Consistent interdepartmental collaboration and resource sharing occurs. This team includes social workers and representatives from Shasta County Office of Education, Shasta County Alcohol and Drug Department, law enforcement, public health, or non-profit organizations (i.e. CAPCC, One Safe Place)

Family Resources

Shasta County has many quality programs available to help parents and foster parents.

- The HHS website includes links to many parenting programs and resources.
- Shasta County works in partnership with the Child Abuse Prevention Coordinating Council (CAPCC) to provide Triple P (Positive Parenting Program) and Safe Care, an in-home training program to improve the home environment.
- Currently, CAPCC oversees nine paid parent partners who work with social workers to provide parenting education to parents who are struggling and to connect families with necessary services.
- Shasta College's Foster Care education program offers classes to train and support foster/adoptive parents.
- Parent Leaders participate in a program designed to assist parents who have had their children removed from their homes. Parents who have been through the entire process themselves and were successful in reunification serve as mentors, providing moral support and information about available resources.
- Shasta County Health and Human Services Agency has an outpatient program that offers substance abuse treatment to women who are pregnant or have young children.

One resource lacking in Shasta County is rehabilitation housing for parents who need to be sober and drug free in order to provide a safe home for their children. Although there are some options for mothers and children, these are limited.

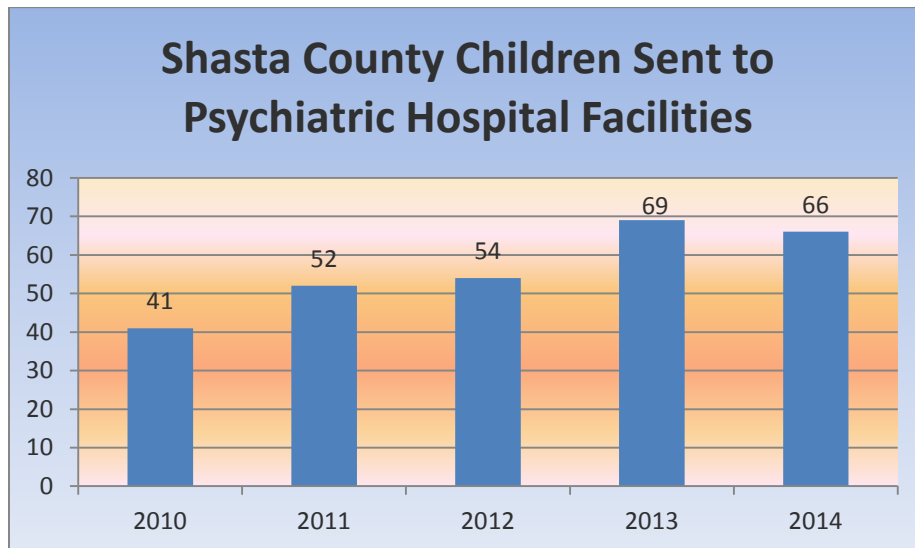
Children's Mental Health

We have many children in crisis in this county. The average rate of suicide attempts over the last five years by children or youth under 25 in Shasta County is more than double that of California as a whole. The Children's Services Branch mental health staff includes licensed clinicians and interns. It has been difficult to hire a child psychiatrist for Children's Services Branch. Children's Services Branch contracts out of area psychiatrists to meet with patients through video conferencing. Medi-Cal eligible children with ongoing mental health needs, who are not in immediate crisis, are referred to one of three contract providers:

- Remi Vista Youth and Family Services;
- North Valley Catholic Social Services;
- Victor Community Support Services.

Children in immediate crisis are screened by a therapist. If a severe risk exists, the child must be medically evaluated at an emergency room, and may be sent to a psychiatric lock-down facility. There are no psychiatric inpatient beds available for children in Shasta County. Therefore, children who are identified as a danger to themselves or others must be placed in facilities outside of the county. Sometimes it is difficult to find placements for these children as resources are limited. The child must be kept in a hospital emergency room until a placement is found. Sometimes this can take several days. An already traumatic situation is made even worse for the child and the family, and emergency room resources are strained. Although costs are similar whether a child is placed in a local facility or one out of the county, there is a slightly higher cost

due to the need to transport clients long distances. If there were local facilities available for children, not only would it cost less, but it would benefit the child, the family and the community. HHSA has encouraged the county to contract with local facilities to provide beds for children in crisis, but has not yet been successful.



Shasta County HHSA
Data 2010-2014

Need for a Mobile Crisis Response Unit

Shasta County is a large geographic area covering 3,847 square miles. Mental health patients in some of the more distant parts of the county have to travel long distances for services. Patients in crisis must be transported to hospital emergency rooms for medical evaluations. Mobile devices to assist social workers and mental health clinicians in the field would help, but confidentiality and technical issues make this difficult.

When individuals experience a mental health crisis, cooperative efforts are needed between law enforcement agencies, hospital and emergency room staff and community mental health workers. While there are crisis response teams in place in Shasta County to provide this cooperation, these teams are limited and are not available 24/7. There is a need for an expanded mobile crisis unit, but the competitive state grant that the department applied for in 2013 was not awarded.

Mental Health Outreach Programs

The Shasta County Suicide Prevention Workgroup was created as one of several prevention programs required by the MHSA. This group meets monthly to plan and coordinate programs and events for the purpose of increasing community awareness of suicide, its stigma and efforts to prevent it. One program is called Brave Faces. Representatives with personal experience with suicide or mental illness speak to community organizations, youth groups and schools about their stories. Brave Faces also posts videos of some of the stories on the Shasta County Stand Against Stigma website and on the Suicide Prevention Facebook page. Brave Faces photographs are posted around the community and in RABA buses.

Funding Challenges and Trends

Passage of the Mental Health Services Act (MHSA) in 2004 helped create additional funds for mental health services. There are specific regulations and limitations on how this funding is to be used. This resulted in a reorganization of the department which took time to plan. The economic recession put a large strain on all Shasta County resources, making it difficult to fully implement some of the new programs. In particular, the recession made it difficult to increase workers' salaries.

Funds available for both mental health and child welfare are expected to grow as the economy continues to improve and as the state budget realignment directs more money toward these programs. According to the 2013 Audit Report for Shasta County, there will be growth in funding for child welfare programs.

FINDINGS

- F1. The job of a children's social worker is a difficult and demanding one, and Shasta County's lower than state average pay, and higher than state average caseload add to this pressure. This increases the challenge of recruiting and retaining qualified social workers.
- F2. The short-staffing of the Children's Services Branch, combined with Shasta County's high level of substantiated child abuse and neglect cases, has reduced the Children's Services Branch's ability to find permanent placements in a timely fashion for children who need them. Shasta County has only been able to place 76% (down from 83% in 2012) of children needing permanent placement within three years compared to a state-wide average of 86%.
- F3. Social workers and children are put in unsafe situations because of the after-hours oversight of children taken into temporary custody. Children's Services Branch policy allows a social worker to take temporary custody of children from law enforcement and remain in the office before another on-call worker is available.
- F4. There is a need for an expanded mobile response unit with personnel who can access critical health information and screen patients to serve the extensive rural areas. It would reduce the strain on law enforcement and emergency rooms.
- F5. The lack of local inpatient psychiatric beds for children strains emergency room resources and causes stress to children in crisis and to their families.
- F6. The lack of a temporary teen shelter has put an undue burden on the Children's Services Branch.
- F7. Community partnerships with organizations such as One Safe Place, the Child Abuse Prevention Coordinating Council, and First Five have resulted in quality parental support and education resources. The Brave Faces program and the Parent Leadership Advisory Group in particular should be commended for their efforts.

F8. Branch directors, clinicians and social workers work with each other and with other agencies as an effective team to deal with children and families in crisis. This team approach has had a positive effect on the morale of the staff and effectiveness of the department.

RECOMMENDATIONS

R1. The Grand Jury recommends that within six months, Shasta County Personnel Services work with HHSA to develop an ongoing strategy to aggressively recruit and fill social worker vacancies. The “Grow Your Own” Program should continue to be fully supported as part of this process.

R2. The Grand Jury recommends that as Child Welfare funding is expected to increase in the next year, the Shasta County Board of Supervisors look for opportunities to increase the social workers’ compensation package.

R3. The Grand Jury recommends that within six months, the Health and Human Services Agency revise its policy to ensure that on-call social workers have immediate access to a second social worker or family worker when dealing with crisis situations after hours so that two people are in the office and the situation is safe for both workers and children.

R4. The Grand Jury recommends that within six months, the Shasta County Board of Supervisors develop a strategy to contract with a local provider for inpatient psychiatric beds for children.

R5. The Grand Jury recommends that within six months, the Health and Human Services Agency continue to search and apply for grant funds to expand its mobile crisis unit.

R6. The Grand Jury recommends that within one year, the Shasta County Housing Authority, Redding Housing Department, and Health and Human Services Agency partner to develop a plan for funding and staffing one or more teen shelters to offer emergency services to teens in crisis. Non-profit organizations such as One Safe Place and CAPCC should be invited to participate in this plan.

REQUEST FOR RESPONSES

Pursuant to Penal Code section 933.05, the grand jury requests responses as follows:

From the following governing bodies:

- Shasta County Board of Supervisors as to F1, F2, F3, F4, F5, F6, R1, R2, R3, R4, R5, R6
- Redding City Council as to F6, R6

INVITED RESPONSES

Type titles of individuals here and list the findings and recommendations (by number) that each individual is invited to respond to.

- Director of Shasta County Personnel Services as to F1, R1,R2
- Director of Health and Human Services Agency as to F1, F2,F3, F4, F5, F6, R1,R2,R3,R4, R5
- Redding Housing Manager as to F6, R6

After School Programs Keep Kids Safe, Involved and Out of Trouble



SUMMARY

Poverty, homelessness, and substance abuse are increasing in Shasta County. Our children are the most vulnerable. As our community explores possible solutions to these complex issues, we need to look to the future and break the cycle of dysfunction for the next generation. Improving the lives of children will have long-term positive effects. Many children have few resources and difficult home situations. At-risk children need more opportunities for connection with caring adults, help with homework, and safe, stimulating activities. After school programs provide these.

This concern prompted the Grand Jury to investigate the availability and accessibility of after school programs. Major university studies show that well-implemented, dynamic after school programs have a positive impact on disadvantaged children. There is evidence that these programs not only provide a safe place for children, but also reduce juvenile crime and improve students' academic performance. Constructive after school activities can transform the prime time for juvenile crime -- between 3:00 P.M. and 6:00 P.M. -- into a time of opportunity and promise. The Grand Jury took a close look at three programs: Shasta County Office of Education's Project SHARE, the Redding School District's after school program, and the Anderson Teen Center.

We found many examples of excellent programs and dedicated staff at the program sites we visited. Some community members have partnered with schools to sponsor and support these programs. We did find, however, that opportunities for partnership may not be as actively developed as they might be. We found that there are barriers to access for disadvantaged children because of limited space and waiting lists. We also found that in most areas of the county, disadvantaged teens lack access to any form of formal after school program or activities.

This report makes recommendations regarding recruitment policies, advertising staff positions, creating community partnerships and exploring opportunities for establishing a teen outreach program for Redding.

BACKGROUND

Most school districts in Shasta County have some form of after school program. In 2002 California passed Proposition 49 which provided guaranteed funding for before and after school programs to provide tutoring, homework assistance and educational enrichment. Schools with mainly low-income students were to be given priority for this additional funding. School districts in Shasta County applied early for state grants and we have many schools that qualified for funding. California's program is called the After School Education and Safety (ASES) Program. The program encourages collaboration between the schools and community partners such as law enforcement, parks and recreation departments, community-based organizations and the private sector.

Priority for grants went to schools with over 50% economically disadvantaged children – those eligible for free and reduced priced lunch. Over half of all school children in Shasta County meet this requirement.

The ASES grant funds after school programs for three hours at \$7.50 per student per day. Funding from the state is based on attendance in the after school program. The ASES grant funds a maximum of 84 students per school. Programs can support more students through partnerships with schools and other organizations.

In addition to the ASES K-8 state grant, there are federally funded grants called 21st Century Community Learning Grants which can also be used for high school programs. The California Department of Education provides After School Regional Leads to offer advice and training to after school programs funded by these grants.

METHODOLOGY

The Grand Jury:

- Interviewed members of the Shasta County Office of Education, YMCA, Redding Recreation, and Redding School District administrative staff;
- Interviewed after school program staff;
- Observed ten Project SHARE and Redding School District after school program sites;
- Visited the Anderson Teen Center, the Martin Luther King Jr. Center and the Eagles Soar Youth Activity Center;
- Attended a Shasta County Office of Education Board Meeting;
- Attended a Project SHARE Family Literacy Night;
- Reviewed informational websites and university studies about after school programs and teen centers;
- Reviewed data from Children Now California County Scoreboard 2014-2015 and kidsdata.org;
- Reviewed job descriptions and advertisements for after school program staff;
- Reviewed ASES grant applications from Project SHARE and the Redding School District;

- Reviewed county-wide school website descriptions of after school programs; and,
- Reviewed statistics about juvenile crime and drug from local law enforcement agencies.

DISCUSSION

Why do we need after school programs?

Quality after school programs, have a positive effect on a wide range of academic and social outcomes, particularly for disadvantaged children. Participation in after school programs leads to more positive communication between families and schools. It increases the opportunity for children and teens to connect with caring, supportive adults and improves their ability to interact with peers.

In teens, data indicates participation may lead to a decrease in drug and alcohol use, criminal behavior, violence, and sexual activity. Participation in after school programs improves graduation rates and college and career readiness. Research from California after school programs has shown positive impacts on school attendance, reduced high-school dropout rates, reduced juvenile crime, and increased academic success. Youth who participate also improve social-emotional skills and health and wellness.

Facts about children in Shasta County (from Children Now California County Scoreboard 2014-2015 and kidsdata.org):

- 38,532 children live in Shasta County;
- 24.8% (9,536) of these children live in poverty;
- There are approximately 400 homeless children and youth in Shasta County;
- 56.7% (15,282) of Shasta County students (26,935) last school year were eligible for the National School Lunch Program which provides free and reduced price school meals for children from low-income families; and
- 42% of elementary and middle school children in the county are not supervised after school;

Teen use of drugs and alcohol (Shasta County California Healthy Kids Survey, 2010-11)

- 86% of teens who tried drugs started at age 14 or younger.
- 26% of 11th graders report binge drinking.
- 48% of 7th graders have been a passenger in a car driven by someone who had been drinking.

After School Program Funding

Shasta County Office of Education's Project SHARE after school programs throughout the county are funded by state and federal grants and a small parent fee. Redding School District's programs are funded by the ASES state grant and a sliding scale of parent fees.

Anderson High School District Project SHARE programs are funded by the federal 21st Century Grant. This grant for high schools was a competitive grant and was the only program in Shasta County to apply for and be awarded this grant.

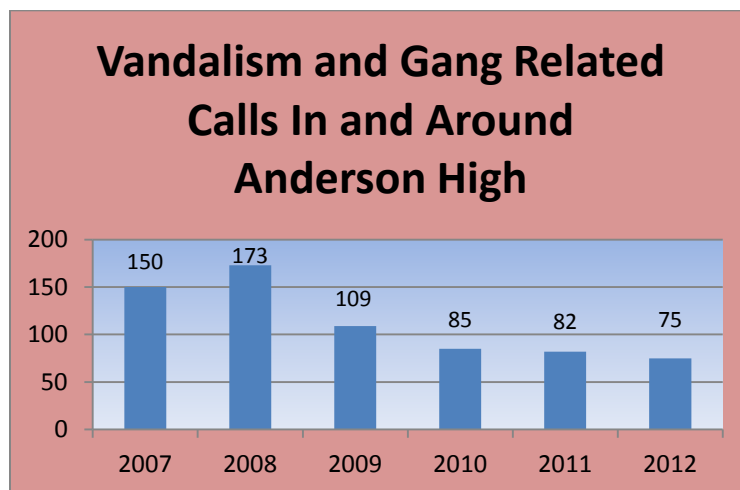
Anderson Teen Center is funded by grants and administered by the Child Abuse Prevention Coordinating Council (CAPCC). Currently a large portion of the teen center's operating costs are covered by a community development block grant through the City of Anderson.

Programs for Teens

We were impressed with after school opportunities for high school students in Anderson and Cottonwood. This year, Anderson High Schools 21st Century grant was renewed for another five years and West Valley High School was added this school year. At Anderson High School 530 students out of 600 (92%), chose to participate in the program. Anderson High School teachers contract to stay after school to share their hobbies and interests that attract teens. Examples of these classes are robotics, weight training, model building, theater, digital music production, and broadcasting.

In addition to these formal after school programs, Anderson Teen Center offers a place for teens to drop in and engage in a variety of activities of interest to teenagers. It is close to Anderson High School, Anderson Middle School and Anderson New Tech High School and draws students from all these schools.

The Anderson Police Department's crime statistics show a marked decrease in vandalism and gang related calls near Anderson High School since the establishment of after school programs in the city.



In contrast, the City of Redding lacks after school resources for teens. Research studies have shown that teen crime decreases when organized activities are available after school. With the exception of some tutoring at Shasta Union High School District schools, high schools in the City of Redding do not offer after school programs. Although the YMCA and Redding Recreation have organized sports, there are fees for these programs. Both organizations offer some scholarships. The City of Redding Housing Department funds YMCA memberships for fifty children. Other than sports programs, there are few organized after school activities for high school students.

Best Practices and Quality Programs

High quality after school programs should have:

- Clearly defined goals for the program, based on evaluations and parent and staff input;
- Integration with the school day and clear communication with classroom teachers;
- Strong academic support;
- Interesting and engaging enrichment activities;
- Staff with experience working with children;
- Staff that stays in the same job for several years;
- Staff with the ability to motivate students; and,
- Staff that is able to communicate effectively with teachers and parents.

The Grand Jury observed evidence of many best practices– both in Project SHARE and in the Redding School District. There were creative and innovative offerings for student engagement such as dance, robotics, sewing, gardening, photography and scrapbooking. In all programs there was time devoted to academics.

Our observations and interviews with staff indicated that they are passionate about their work. Positive relationships were seen between schools and after school staff, children and families. Most schools have strong administrative support for the program and good two-way communication. All programs offered training for after school staff in behavior management, first aid, teaching strategies, and curriculum building.

Clearly Defined Goals and Evaluations

All of the programs we observed have academic and behavioral goals for students. These programs look for improved attendance in school, increases in academic proficiency and more positive student attitude and behavior. They use school attendance data, proficiency scores and student, parent, and staff questionnaires to collect this data. Project SHARE programs have the added goal of increasing parent involvement in students' education. Redding School District emphasizes strong commitment to recruiting at-risk students into the after school program. The district uses referrals by teachers, parents and counselors to achieve this goal. Redding School District's goal for next year is to use their new after school director to increase community partnerships.

Staff Stability--Recruitment and Retention

Although one of the indicators of a quality program is a strong staff with a low staff turnover rate, both Project SHARE and the Redding School District's programs suffer from a high turnover rate. Often there are vacancies that aren't filled in a timely fashion. Pay is low and the jobs are usually only a few hours a day. Many after school staff are college students, who change schedules or leave as their career needs develop. Some staff are parents who leave the positions when their children leave the school. Staff employed by the school in other capacities (i.e. teacher's aides, cafeteria workers) is more stable and stay in the position longer. Some schools

have negotiated personnel agreements to pay certificated classroom teachers to provide academic support during after school program hours.

Staff vacancies cause disruption in the programs. Sometimes site directors must scramble to get substitutes. The oversight of the program is hurt when the site director has to fill in as a teacher. Some schools have waiting lists because they haven't been able to fill vacant positions.

The daily advertisement for vacancies in the Record Searchlight does not clearly specify what positions are available. Applicants are directed to a separate website called Edjoin to see a job description. Other resources used are Craig's List and college job offices.

Connecting to the School Day

Many after school site directors have ongoing communication with each child's teachers to supplement and support academic needs. This communication is particularly strong on sites where employees who work at the school during the school day also work in the after school program.

Communication with Parents

Both Project SHARE and Redding after school programs communicate with parents through newsletters, automated phone systems and one-on-one conversations as parents pick up their children. In the Redding School District, there were direct links to after school programs on each school's web page. In Project SHARE schools, information on school websites varied. Some Project SHARE schools had no information on the school websites about the after school program, and it was necessary to call the school to find out if a program existed.

Transportation and Waiting Lists

One barrier to after school attendance for disadvantaged children can be the lack of transportation, particularly in rural areas. A few of the schools we observed provided a second bus for after school attendees, but this was not common. Another barrier to after school attendance for disadvantaged children is the existence of waiting lists. Project SHARE sites have a limited number of spaces for students. When waiting lists exist, access to the program is on a first come basis. Although a main purpose of the state funded after school grant is to help economically disadvantaged youth, Project SHARE policies and practices do not give priority to targeted groups of disadvantaged students, academically struggling students or English Language Learners. Currently, Redding School District programs for disadvantaged children seldom have waiting lists.

Partnerships

Quality after school programs develop strong partnerships. We saw evidence of two partnerships in Project SHARE – the Family Literacy Night Program at Meadow Lane Elementary School and the Anderson Parks and Recreation basketball partnership with south county Project SHARE schools. Project SHARE has received some donations and support from community organizations. The Project SHARE's Family Literacy Night which began this year is a joint effort of the Shasta Early Literacy Partnership, Anderson Partnership with Healthy Children and Strengthening Families, and the Cascade School District. This program strengthens families,

supports literacy and provides parenting support through a course called Love and Logic: Teaching Children Responsibility.

Cypress School partners with Redding Recreation and the Redding Library to provide sites for its after school program. The district transports children to the Martin Luther King Jr. Multicultural Center and partners with Redding Recreation to provide an after school program. Redding Recreation also offers evening activities at the center for children through age fifteen. Some of these activities include Boys Council and Girls Circle programs, Friday Kid Nights and computer class.

Redding School District's after school programs have a continuing relationship with a variety of sponsors and supporters. The District also partners with some faith-based organizations to provide mentoring, supplies, field trips, and tutoring. Some disadvantaged and homeless students attending Sycamore School are served by a faith-based program called the Eagles Soar Youth Activity Center which works with families, mentors students and provides transportation from the school to their center for additional after school and summer activities.

Although the Redding School District has partnered with the YMCA to provide after school programs in two schools, that relationship is expiring in June, 2015.

There are opportunities for more developed partnerships for both the Redding School District and Project SHARE. Tehama County is an example of one county that has involved the community in support of after school programs. Tehama County has been selected by the state of California as one of nine demonstration programs and lists 57 partners on its after school web page. This list includes a variety of law enforcement and government agencies as well as community businesses.

Training and support for developing partnerships is available through the California Regional After School Technical Assistance System. This program develops and provides resources supporting safe and educationally enriching environments for children and youth in before and after school programs throughout California

FINDINGS

- F1 The California After School Education and Safety Grant (ASES) is designed to support disadvantaged students. Redding School District has made this a priority of its program; Shasta County Office of Education has not. Project SHARE's current sign-up process does not ensure that the neediest students have access to the after school programs.
- F2 The large turnover of after school workers interferes with the over-all effectiveness of after school programs. Vacancies can result in waiting lists and unserved children.
- F3 It is difficult to find qualified staff for after school programs. Advertising is not specific, does not use all available media, and does not target a wide applicant pool from various age groups and backgrounds.

- F4 Shasta County Office of Education’s Project SHARE has minimal partnerships with other agencies such as law enforcement, parks and recreation departments, health organizations, and local corporations and non-profits. Those that exist are effective.
- F5 Teens in the south county benefit from the Teen Center in Anderson and after school programs at Anderson High School and West Valley High School.
- F6 Within the City of Redding there is no teen center and no formal after school programs are offered at local high schools. There is a lack of accessible programs to attract teenagers and involve them in organized activities after school.
- F7 Shasta County is fortunate that school districts and the Shasta County Office of Education had the vision to apply early for ASES and 21st Century grants. Not all schools in California have access to these after school programs.

RECOMMENDATIONS

- R1. The Grand Jury recommends that Shasta County Office of Education revise its Project SHARE after school policies and practices prior to the beginning of the 2015-2016 school year, giving priority to disadvantaged students in compliance with the intent of the ASES and 21st Century Grants.
- R2. The Grand Jury recommends that by August 1, 2015, the Human Resources Departments of Shasta County Office of Education and the Redding School District advertise after school positions specifically, creatively and aggressively, targeting a wide applicant pool and utilizing all media sources available,
- R3. The Grand Jury recommends that the Shasta County Superintendent of Schools and the Director of Project SHARE actively pursue partnerships beginning in the first quarter of school year 2015-2016. As part of this effort, they should request assistance from the California State Regional Lead for Region 2 for training and advice on how to accomplish this.
- R4. The Grand Jury recommends that by January 1, 2016, the City of Redding convene a task force to explore possibilities for establishing a teen center or teen outreach program. Possible funding sources include a Community Development Block Grant or housing funds. Community stakeholders including schools, law enforcement, businesses, and non-profit and philanthropic organizations should be invited to participate in the planning process.

REQUIRED RESPONSES

Pursuant to Penal Code section 933.05, the grand jury requests responses as follows:

- R1. From the following individuals:
Shasta County Superintendent of Schools as to F1, F2, F3, F4, R1, R2, R3
- R.2 From the following governing bodies:
Redding Elementary School District Board as to F2, F3, R2
Redding City Council as to F6, R4

COMMENDATIONS

- C1. Family Literacy Night is a good example of a startup partnership and could be a model for the development of further partnerships.
- C2. Anderson High School's after school program has made a positive impact on the community.
- C3. The Anderson Teen Center provides an accessible program that appeals to teenagers and should be duplicated throughout the county

GLOSSARY

21st Century Community Learning Grant – Federal grant program which supports the creation of community learning centers that provide academic enrichment opportunities during non-school hours for children, particularly students who attend high-poverty and low-performing schools

ASES Grant- After school Education and Safety Grant-California funding for K-8 after school programs guaranteed by California Proposition 49 in 2002.

ASSETs Grants – After School Safety and Education for Teens-state administered funding for the federal 21st Century grant.

Project SHARE –(Shasta Health Academic and Recreation Enrichment) Shasta County Office of Education After School Program.

Proposition 49 – “The After School Education and Safety Program Act of 2002” was a voter-approved initiative that funds the establishment of local after school education and enrichment programs.

SHASTA COUNTY JAIL:

“CATCH AND RELEASE”



BACKGROUND

Shasta County jail was completed in August 1984 and was initially designed to house 237 inmates. The jail was intended for offenders who committed misdemeanor or felony offenses resulting in a maximum sentence of one year or less. It was also intended, if room was available, to create income by housing state, federal and other counties' inmates. However, this never materialized.

In 1993, Shasta County Sheriff's Office obtained an order from Shasta County Superior Court that allowed an increase in the jail population to 381. It also authorized the release of inmates when the jail population grew to within 10% of capacity. This allows Shasta County jail staff the flexibility to adjust inmate population according to classification of criminal charges. The result is a "Catch and Release" practice that allows the jail staff to keep more serious offenders in custody. However, due to the limited availability of beds, a choice must be made by the jail staff to release a less-serious offender. This is commonly known as a capacity release.

In July of 2009, budget constraints resulted in a loss of 128 beds. With this closure, the maximum capacity of the jail went from 381 to 253 inmates. This reduction further compounded the "Catch and Release" practice.

In October 2011, California State Assembly Bill 109 (AB 109), also known as Public Safety Realignment was enacted in response to the United States Supreme Court mandated reduction of the California prison population.

In August 2012, AB 109 funds allowed the second housing level (floor) of the jail to reopen, returning the maximum capacity in the jail to 381 inmates.

In accordance with the court order, the Sheriff provides a quarterly report to the Superior Court Judges and the Grand Jury which explains population trends and early releases of inmates.

METHODOLOGY

The Grand Jury:

- Conducted two site tours of Shasta County Jail (October 10, 2014 and October 17, 2014);
- Interviewed several senior officials and several correctional officers from the jail;
- Reviewed the Board of State and Community Corrections (BSCC) Biennial Jail Inspection dated February 14, 2014;
- Reviewed the Community Safety Plan completed in 2002;
- Reviewed the Shasta County Jail quarterly booking and release reports for 2014;
- Reviewed the 2012 Shasta County Jail Custody Policy and Procedures Manual (most recent version) and 2013 Sheriff's Office Policy and Procedures Manual;
- Reviewed the Shasta County Use of Force Policy;
- Reviewed the 2014 Shasta County Jail Incident Class Codes;
- Reviewed the Shasta County Jail Inmate Movement Record for November 2014, regarding an inmate suicide;
- Reviewed the Shasta County Jail Inmate Health and Suicide Watch Procedures Activity for November 2014, also known as the "Pipe-Check Report";
- Reviewed the 2012 Sheriff's Office Correctional Officer Training Manual.

DISCUSSION

On October 10 and 17, 2014, the Shasta County Grand Jury conducted site tours of the Shasta County Jail located at 1655 West Street, Redding, California 96001.

Grounds and Buildings

Overall, the grounds, building exterior and interior of the facility were in acceptable operational condition and no graffiti was observed. Doors were closed for safety and hallways were clear of obstructions. Lighting and temperature were adequate. There were a few locations where the Grand Jury noticed chipped paint on booking room doors, spider webs and ceiling tiles which showed signs of water leaks.

Inmates

The few inmates we saw during our visit seemed to be adequately groomed, with clothing that appeared to be in good condition. At the time of the inspection, approximately 13% of the inmates were women. The male inmates usually work in the kitchen and the female inmates usually work in the laundry room.

As of the October 10, 2014 inspection:

- 160 inmates were incarcerated for rape, robbery, domestic violence and murder;
- 100 were incarcerated for burglary, theft and weapons charges; and
- 120 were incarcerated for probation violation and driving under the influence.

Operations

The jail has an annual budget for fiscal year 2015 of \$14,307,204.
Staffing in the main jail:

Number	Employees
1	Captain
1	Lieutenant
1	Agency Staff Services Analyst
5	Correctional Sergeants
55	Correctional Officers
5	Senior Service Officers
20	Services Officer
1	Correctional Plant Manager
8	Cooks/Laundry Officers
97	Total Jail Staff

Programs

Several programs are in place to address the needs of inmates and better prepare them for community re-entry:

- Alcoholics and Narcotics Anonymous programs;
- Parenting skills classes;
- Religious counseling; and
- GED/High School Diploma.

Services

Medical, dental and mental health services are available to the inmates. The County Jail currently has a contract with the California Forensic Medical Group (CFMG) for inmate medical care and mental health programs. A physician and medical staff are available onsite three times a week. Mental health services are available two times a week. Approximately 20% to 30% of the inmates are on mental health medications. It should be noted that inmates may refuse these medications.

Inmates have access to telephones and other forms of correspondence. For visiting, there is adequate space, convenient times and accommodations for families' work schedules.

Discipline

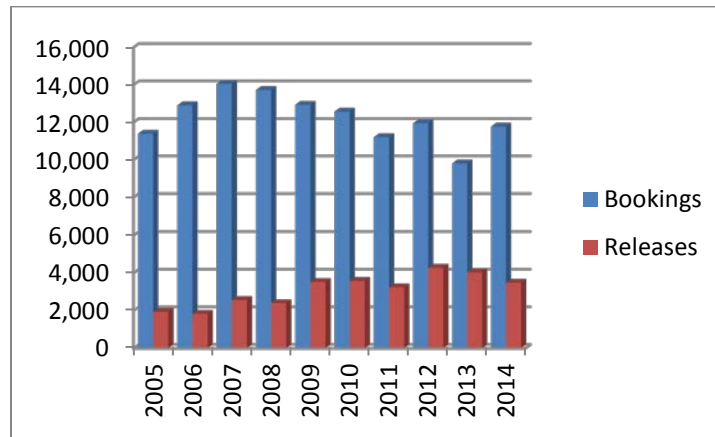
There are discipline and grievance programs in place that include an opportunity for a hearing and an avenue for appeal.

Suicide

An inmate committed suicide in November 2014, while in custody at the Shasta County Jail. The Grand Jury's inquiry regarding this particular incident revealed that the policy and procedures at the jail were followed.

Bookings and Releases

The chart below indicates the number of bookings in and capacity releases from the Shasta County Jail from 2005 to 2014 due to Shasta County Superior Court order.



Board of State and Community Corrections Inspection

On February 3 and 4, 2014, The Board of State and Community Corrections (BSCC) conducted an inspection of the jail. These inspections are performed every two years. The jail was inspected for compliance with the Minimum Standards for Local Detention Facilities, as outlined in Title 15 and Title 24, in the California Code of Regulations. The inspection consisted of a review of applicable written policies and procedures governing the operation of the facilities, a site visit of each facility, and a review of documentation to verify that their practices followed their written procedures. In reviewing the report, the Grand Jury found that all of the requirements were met.

FINDINGS

F1. Overall, the jail is a clean, safe, and secure environment.

F2. Several programs are in place to address the needs of inmates and better prepare them for community re-entry.

RECOMMENDATIONS

None

REQUEST FOR RESPONSES

None

COMMENDATIONS

C1. The Grand Jury would like to commend the jail staff for their dedication and the excellent job they do in a difficult and challenging environment.

SHASTA COUNTY JUVENILE REHABILITATION FACILITY



SUMMARY

The new Shasta County Juvenile Rehabilitation Facility (JRF) was opened on January 28, 2014, using funds raised by the issuance of State of California bonds. The JRF is a 24-hour secure detention facility located at 2684 Radio Lane in Redding, adjacent to the old Juvenile Hall. According to their website, the JRF “is a temporary holding facility for minors awaiting court and is operated in accordance with the regulations set forth in the California Minimum Standards for Juvenile Facilities, Title 15.”

METHODOLOGY

The 2014-15 Grand Jury was welcomed for an informational tour at JRF on September 19, 2014. Four members of the Criminal Justice Committee made a second visit to the facility on January 12, 2015. The Grand Jury toured the intake department and holding cells, the family visitation room, medical facilities, kitchen, classroom, exercise yard, and visited a “pod” housing residents (detained youth) in order to view the cells, and speak with the residents.

The Grand Jury Interviewed:

- Former and present JRF Division Directors;
- Assistant Director of the facility;
- Two Juvenile Detention Officers; and
- Five residents.

The Grand Jury Reviewed:

- The Board of State Community Corrections (BSCC) Report of the old Juvenile Hall. No BSCC report has been conducted since the new facility opened, but one is expected this year;

- Local agency inspection reports;
- A log of resident grievances;
- Incident reports filled out by the Detention Officers and Supervisors; and
- Local fire, medical and mental health, environmental and nutritional health inspection reports.

DISCUSSION

Description of Facility and Services

The new Juvenile Rehabilitation Facility has an attractive, modern appearance surrounded by well-manicured lawns, plantings and shade trees. The interior areas are spacious, well-lit by natural and fluorescent lighting, temperature-controlled, equipped with state-of-the-art security systems and very well-maintained. The family visitation room is welcoming with windows overlooking the grounds. Holding cells are clean, as is the safety cell, which is also padded to prevent a resident from injury when in distress. The cafeteria is impressive with professional-grade stainless steel appliances and counters. Meals are nutritious, varied and modified for restricted diets.

The residents are housed in what are referred to as pods, which are two stories each with a central staircase. Cells have fixed beds, sinks and toilets. Showers and bathrooms are well-maintained, and provide privacy without compromising staff supervision.

Each of the pods opens on a common area that allows the residents to socialize, eat meals and snacks, study and recreate under supervision. All resident rules and procedures, including the grievance process, are clearly posted.

Outside recreation areas include a high fenced, asphalt basketball court, which is covered to provide shelter from either rain or sun. Within this basketball area are two closely-monitored “cool-down” fenced areas with basketball hoops for residents who are especially upset and need to burn off some extra energy in a private area outside, away from other residents. Other recreation areas include a fenced lawn surrounding another uncovered basketball court and a baseball diamond.

Youth have daily opportunities for physical exercise. They also participate in organized, supervised sports that provide positive, or pro-social, interaction with other youth and adults.

Education of Residents

The Juvenile Rehabilitation Facility Court School is administered by Shasta County Office of Education and is located in the third pod at JRF. It is staffed with two full-time teachers, a resource teacher and two full-time instructional assistants. They are trained in, and familiar with, the difficult needs and behaviors that these youth present. In addition, two JRF Detention Facility Officers are on-hand to maintain control in the classrooms. Each student is given individualized assignments according to their grade level, academic ability and requirements towards successfully completing a high school education. JRF offers the High School Exit Exam three times a year for those students who are eligible. The two modern and well-supplied classrooms each contain new desks, chairs and computers. A varied and up-to-date selection of

California State Board of Education adopted curriculum for language arts, math, science, history and technology is available. The classrooms displayed artwork, motivational posters and behavior standards.

Regional Occupational Program (ROP) classes are being developed through the Shasta County Office of Education and Shasta Community College. Certificates are given to youth who complete the program. These vocational opportunities include such programs as food services, gardening and landscaping.

Medical and Mental Health

The fully-equipped medical clinic has a nurse on duty daily with regular visits from a physician, in addition to 24-hour on-call services for emergencies.

Medical, dental and mental health services for the residents are provided by the California Forensic Medical Group (CFMG). Shasta County Mental Health and other community-based clinicians provide additional mental health services which include crisis intervention, individual therapy, psychotropic medication evaluations and monitoring of youth on psychotropic medications. JRF provides regular access to an experienced Licensed Family and Marriage Therapist (LFMT) and face-to-face “tele-doctor” appointments with a psychiatrist via satellite.

JRF Mission and Philosophy

The JRF staff sets a high standard for itself as reflected in the mission statement to, “...provide a safe and secure environment for detained youth, where professional staff holds residents accountable while encouraging them to embrace positive community values, accept responsibility and cultivate healthy relationships. We accomplish this mission by ensuring staff serve as role models and project an appearance, attitude and behavior which create an atmosphere conducive to positive change...”

The detained youth are challenging and high risk. The average recidivism rate (youth returning to the facility) is between 60% and 70%. The majority come from families experiencing multigenerational poverty, unemployment, mental illness, drug and alcohol abuse and criminal behavior. The youths’ behaviors and actions reflect their unstable upbringing. Instead of living with parents who provide consistent positive guidance, these children spend their time with adults and other kids who commit crimes, do drugs and rule by intimidation. These youth lack life-skills and the ability to handle the challenges of normal everyday life.

When first brought to JRF, staff completes a Detention Risk Assessment Inventory (DRAI) on the detained youth. The information from this form determines whether the youth presents a low, moderate or high risk to him/herself and others. The DRAI assessment tool also aids the staff in identifying areas where the youth needs help, such as: drug or alcohol addiction, academics, medical or mental health needs and problems with anger management or impulse control. The DRAI aids the Probation Department in determining which youth are appropriate for detention and which could be safely managed without being in lock-up prior to and during their court proceedings. Detention Officers do not want to introduce youths into the facility who have any chance of overcoming their situation without detention, because they can be influenced negatively, despite the supervision provided.

The residents are then separated into two pods based on their behaviors. One pod houses youth who are detained for more serious crimes, such as, sex offenses (sex offenders are roomed alone), car-jacking, murder and robbery. Youth who commit these and other serious crimes are considered more likely to victimize other residents. The second pod houses residents who are detained for lesser offenses and might be victimized by the more hardened juveniles.

Discipline is maintained through a behavior modification program where points are earned and when tallied, promote residents up a system of levels, each with increased privileges.

Family strengths and weaknesses can also be identified from the DRAI. This helps Shasta County's Probation Department recommend appropriate services committed to strengthening families. The youths' families receive services from the courts to aid them in providing a safer and more secure home with the hope that the youth can return home to become more productive citizens.

Resident to Staff Ratio and Alternatives to Detention

JRF is designed to hold approximately ninety juveniles, but the current average is thirty. Two reasons account for this discrepancy:

- The Probation Department's preference is to explore alternatives to detention for youth;
- There is a chronic full-time staffing shortage. Additional Juvenile Probation Officers can be brought in during an urgent situation.

Probation staff find that holding a low-risk youth who is not likely to reoffend in a detention facility can cause psychological damage due to the influence of more hardened and repeat offenders. Many of the youth have mental health or other behavioral needs that can be met by county agencies in addition to intensive home supervision. Options through the Juvenile Detention Alternative Program (JDAP) are Temporary Release (TR), Peer Court and a Wraparound Interagency Network for Growth and Stability (WINGS). This is an intensive strength-based family focused program for high-risk youth. While ensuring the safety and security for the youth and the community, the goal of the Probation Department is to promote the youth's return to their home when suitable.

The Juvenile Probation Department has experienced an on-going struggle to recruit and hire qualified staff. The primary problem is the inability of applicants to pass the background check. At the time of the tours, JRF had twenty-three full-time staff members, five of whom were absent due to on-the-job injuries. One-third of the remaining staff had less than a year of experience working at JRF.

The JRF staff must possess the unique ability to connect with these troubled youth and be positive role models. Staff members keep in mind that these are "kids" and they strive to be firm, fair and consistent with the goal of helping these youth become more accountable for their behaviors.

Community Involvement

Staff members have goals to implement more vocational and coaching programs that teach work ethic and discipline, but are limited by funding and staffing. They are creatively seeking help from private and non-profit sources within the community.

Religious services are held weekly. Regular visits are made by members from local churches who volunteer their time with the youth.

Others programs offered at JRF include Boys Council, Girls Circle, Thinking 4 Change, Alcoholics and Narcotics Anonymous, Planned Parenthood, Life Skills, Parent Project Teens and Victim Awareness.

FINDINGS

- F1. The staff, at the Juvenile Rehabilitation Facility, exhibit a high degree of professionalism and dedication to provide the residents with life skills to be successful after release.
- F2. The JRF facility appears to be clean, well-equipped and well-maintained.

COMMENDATIONS:

- C1. The Grand Jury commends the JRF staff for their commitment to the youth under their care despite the difficult challenges they face.



SUGAR PINE CONSERVATION CAMP
An Opportunity for Success



AUTHORIZATION

Penal Code section 919(b) requires the Grand Jury to inspect the condition and management of all public prisons in Shasta County. Sugar Pine Conservation Camp (Sugar Pine) is the only public prison located in Shasta County.

DISCUSSION

On January 22, 2015, the Grand Jury conducted the required annual site tour of Sugar Pine, a minimum-security prison for felons convicted of low-level, non-violent and non-sexual crimes. It lies in a quiet location 25 miles east of Redding off Highway 299. Most inmates have been incarcerated for alcohol and drug-related charges.

The California Department of Corrections and Rehabilitation (CDCR) is responsible for the selection, supervision, care and discipline of the inmates. The requirements for inmates to serve their term at Sugar Pine are strict. There are four levels of review by the CDCR in order to ensure that inmates assigned to the camp are qualified. Before selection, inmates are thoroughly screened and interviewed by CDCR. The inmates then have to pass a medical screening to make sure they are physically fit before they begin a two week physical training program. After completion of mental, medical, and physical prescreening, they must undergo two more weeks of classroom and field training by CAL-FIRE. When they have successfully passed these tests, they are sent to Sugar Pine and are qualified to respond to wildfires. Their skills are comparable

to Interagency Hotshot Crews. Training is continuous throughout their incarceration at Sugar Pine.

The camp's primary mission is to provide effective emergency services to the public in a safe, efficient and cost-effective manner. In the process of performing their duties, inmates become disciplined physically and mentally, develop healthy habits, acquire new skills and achieve a newfound sense of pride in contributing to the community.

Sugar Pine provides six 17 man fire crews for fire suppression duties, mainly in the Shasta/Trinity areas. Additionally, inmate crews provide a work force for various conservation and community service projects, which include:

- Fuel breaks;
- Flood control;
- Building and maintaining playgrounds for local schools, little league fields, and historical cemeteries in the Shasta/Trinity area; and
- Maintaining corridors along state and local highways for traffic safety and vegetation management burns.

It is estimated that the inmate work forces save California taxpayers approximately \$1.5 million annually by supplying tens of thousands of low-cost hours to public entities throughout the region.

Daily cost of housing an inmate:

- In state prison is \$77 to \$100 per day;
- In fire camp is \$44 per day; and
- After CAL-FIRE training, the cost is reduced to \$10 per day.

CAL-FIRE personnel help to maintain the camp and supervise the work of inmate fire crews. They bear the responsibility for the custody of the inmates during CAL-FIRE work projects. CDCR staff accompanies the inmate fire crews to provide security, medical needs and disciplinary control of the inmates while they are away on assignment fighting fires, floods or other assigned activities.

Shortly after the Grand Jury arrived, we were introduced to camp personnel. Senior officials, including the Warden from the California Correctional Center (CCC), the hub institution for fire camps located in Susanville, met with us to show us their facility. The Warden believed the Grand Jury's visit was important enough to take time from his busy schedule to meet with us personally. This is the type of dedication we would soon learn starts from the top down, from both the CDCR and CAL-FIRE.

Inmate fire fighters appreciate the positive recognition they receive while they are there working in the community. One inmate said fighting fires and helping the community makes him feel valued, something he never experienced while growing up.

The Grand Jury was told that some inmates arrive at Sugar Pine with a 'prison yard' mentality and will separate themselves socially by race. Training personnel emphasize that race means

nothing when they are faced with the dangers of fighting a fire. Inmates must learn to trust each other with their lives. Rapport between inmates is built through training, long before the time comes when they may need each other's help.

The camp offers spiritual services and recovery programs, including weekly Alcoholics/Narcotics Anonymous meetings that are provided by community volunteers. In June of each year, the inmates participate in the Sugar Pine Car, Bike and Truck Show sponsored by the local community.

In their off work hours, inmates can choose from several recreational activities including the use of an exercise yard, arts and craft room, library and music room. The tour included a live performance by a four member inmate band called "Contraband". The lead singer had been involved in backup bands with some famous country western singers before he was sent to prison.



Sugar Pine offers courses that allow the inmates to get general education and college degrees. In fact, a recently paroled inmate earned his four year degree while at Sugar Pine. Inmates are taught the importance of a good education, and Sugar Pine staff are willing to customize learning programs to an individual inmate's needs. Inmates are also taught other useful skills that can help them get a job when they are released. These skills include auto mechanics, welding, plumbing, saw repair, cabinetry, engraving, cooking and kitchen duties, clerking, general maintenance and landscaping. We observed a great deal of talent among the inmates. One inmate is currently receiving training as a water treatment and distribution operator, a specialized occupation in high demand.

The Grand Jury spoke with inmates who seem to clearly enjoy their surroundings and feel pride in their skills. Many of them spoke of wanting to be one of the success stories.

The camp personnel want the men to succeed after they are released. Recently, within a week of being paroled, one of the inmates who had been trained in the engraving shop, called camp personnel and proudly informed them that he had obtained a job as an engraver. Rarely does staff hear from inmates once they leave the prison, and hearing a success story like this gives them a particular sense of satisfaction.

Inmates are paid for their work. The majority are laborers who receive \$1.45 per day, while skilled laborers may earn up to \$2.56 per day. Inmate fire fighters earn \$1 an hour while they are fighting fires. Up to 60% of their earned funds can be taken for court-ordered restitution. Some inmates keep only a small portion of their earnings to spend on themselves at the camp store and any extra money is sent home to care for their families.

While there seems to be a friendly respect of the prison staff by the inmates, if an inmate is caught violating camp rules, the staff is well-equipped to handle any situation. The camp has adopted a progressive form of discipline in order to reinforce positive behavior. If an inmate

gets caught fighting, possessing a cell phone, drugs or contraband, he will be removed from the camp and sent back to prison. Such inmates may have an opportunity to come back to a different CDCR camp, but it isn't easy. The inmate must endure the approval and training regimens all over again. With all of the benefits of being in a conservation camp, most inmates quickly learn that living and serving at Sugar Pine is preferable to life behind the walls of a prison and, therefore, most conduct themselves accordingly.

SUGAR PINE INMATE SERVICE HOURS: 2012 – 2014

Fire hours, fire defense, search & rescue, schools, cemeteries, Sheriff, Shasta Mosquito, Cal Trans, A.C.I.D., local governments' fire defense improvements (WSRCD/RFD), U.S.B.R./B.L.M., U.S.F.S. Jones Valley, Shasta County Public Works, Shasta Lake City, Bella Vista Water, SRA/F-STEPP	2012 hours: 38,210 2013 hours: 34,013 2014 hours: 20,131	92,354 total hours of service: 2012 - 2014
Big Bend, Black Butte, Boulder Creek, Castle Rock, Oak Run, Whitmore, Mtn. Union Elementary Schools, Foothill, Shasta/Pioneer High Schools and Shasta Co. Cemeteries	Clear vegetation, playground construction, fuel thinning, and general maintenance	1,500 total hours of service: 2012 - 2014
Fuel Reduction	Forest Service, BLM, Western Shasta Resource Conservation, SRA/F-STEPP, Ponderosa Way and Latour Fuel Break	28,443 total hours of service: 2012 - 2014
Infrastructure Fire Defense	A.C.I.D.	30,110 total hours of service: 2012 - 2014
Infrastructure Fire Defense	Shasta Lake City	1,105 total hours of service: 2012 - 2014
Cal Trans	Burney, I-5/Shasta Lake City, Redding, access road @ Lehigh, Cal Trans (landscape)	6,440 total hours of service: 2012 – 2014
Fire Crews: Sugar Pine Fire Crews 1-6	Wild land fire protection, flood, search & rescue, Meals on Wheels for out camp, serve as staging area for resources	22,060 total hours of service: 2012 - 2014

METHODOLOGY

The Grand Jury conducted

- A site tour of Sugar Pine on January 22, 2015; and
- A follow-up site tour on February 27, 2015;

Interviews

- Senior California Department of Corrections Officials;
- Correctional Officers;
- Senior CAL-FIRE Officials; and
- Several inmates.

Document Reviews

- Sugar Pine 2014 Policy and Procedures Audit;
- Sugar Pine Website;
- Camp Mission Statement;
- Sugar Pine Information Packet;
- Charts of Inmate Work Hours from 2012 through 2014; and
- Classroom and Field Agendas.

FINDINGS

F1. The CDCR and CAL-FIRE manage an outstanding prison facility that is clean and well-maintained.

F2. The inmates are offered broad educational opportunities and job skills training that give them the resources to be successful in life upon their release.

F3. Sugar Pine provides free inmate labor on various projects throughout Shasta County. They are also an integral and invaluable part of the wildfire fighting community, saving taxpayers approximately \$1.5 million annually.

F4. The staff treats inmates with respect and, in turn, the inmates are expected to interact with staff and each other with respect, integrity and dignity.

RECOMMENDATIONS - None

RESPONSES REQUIRED -None

2013-14 Shasta County Audit Report

Summary

California Penal Code 925 requires the Grand Jury to examine the accounts and records of Shasta County. Government Code 25250 requires the Board of Supervisors to assure an annual audit of all county records. In Shasta County these similar requirements are accomplished through the Shasta County Joint Audit Committee comprised of members of the Grand Jury, Board of Supervisors, elected and appointed staff.

Discussion

The Audit is conducted by an external, contracted accounting firm that specializes in county government finance pursuant to Government Code section 31000. The 2013-2014 Fiscal Years audit was conducted by the firm of Gallina LLP during the autumn of 2014.

The Joint Audit Committee met with the auditing firm at the outset of the engagement (August 11, 2014) to review the processes involved and ask questions about specific areas of interest. The Joint Audit Committee was presented the report of Finding on December 15, 2014 summarized by Gallina opinion that “The financial statements reference...present fairly, in all material respects, the respective position of the governmental activities...(of Shasta) County, California, as of June 30, 2014...”. The full report is available online at www.co.shasta.ca.us.

The Grand Jury further provided written approval to the County to continue with Gallina LLP for Fiscal Year 2014-2015 audit.

METHODOLOGY

- Met with Joint Audit Committee on two occasions;
- Met with Audit Project Leader;
- Reviewed Shasta County Budget 2013-2014; and
- Reviewed Shasta County written Audit 2013-2014.

FINDINGS

F1 The Shasta County Audit was conducted appropriately.

F2 Shasta County complies with generally accepted accounting principles (GAAP) for public agencies.

There are no Recommendations.

LOOKING BACK

Responses to the Shasta County Grand Jury Report Fiscal Year 2013-2014

The 2014-15 Shasta County Grand Jury reviewed the responses from the final report of the 2013-14 Grand Jury that was published on June 25, 2014. The report issued findings and recommendations from investigations that it had conducted on public agencies. As it relates to the recommendations and findings, California Penal Code section 933.05 requires each responding person or entity of the public agency to (1) agree with a finding of the grand jury, or (2) disagree, wholly or in part, with the findings and include an explanation for their reasons.

Additionally, as to each grand jury recommendation, the responding entity of the public agency shall report in one of the four following actions:

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 time frame for implementation.
3. The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a time frame for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This time frame 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 therefor.

Although the responses were submitted in a timely manner, some of the Shasta County Department of Resource Management, *Not in My Backyard* and Redding Area Bus Authority, *Wheels on the Bus* responses failed to meet the statutory requirements of Penal Code section 933.05 for the reasons identified below.

As a result the 2014-15 Grand Jury interviewed officials from each agency to clarify the responses to ensure that the responses met the requirements of Penal Code section 933.05.

Shasta County Department of Resource Management “Not in My Backyard”

Background

This report highlighted the need for increased management and oversight of code enforcement. The recommendations included the establishment of protocols and procedures to address the backlog and to manage the future workload.

METHODOLOGY

The 2014-15 Grand Jury met with three officials who were responsible for drafting the responses to the report “Not in My Backyard”. Each official was given a copy of Penal Code section 933.05 to serve as a reference. The Grand Jury then asked each official to review the responses taking into consideration the requirements of Penal Code section 933.05.

Listed below are the original responses which did not meet the Penal Code section 933.05 requirements followed by the updated responses that were submitted and approved by the Shasta County Board of Supervisors on December 16, 2014.

Recommendation (3)-2013/14 Grand Jury - The County assesses the capabilities of its current permit tracking system to determine if it is able to allow managerial oversight of the code violation process. If it is found inadequate, Resource Management staff submits to the Board of Supervisors a proposal to obtain an appropriate permit tracking software system for consideration as part of the budget process. This software should include the ability of staff in all affected departments to view outstanding violations prior to building and land use permits being issued.

Response Shasta-County - The Board of Supervisors concurs with the recommendation and plans to implement the recommendation in the future. Staff is preparing a Request for Proposals (RFP) for companies specializing in permit tracking software programs for public agencies.

Evaluation 2014/15-Grand Jury – The qualifying language “in the future” does not fulfill the Penal Code section 933.05 (b) (2) requirement that a timeframe for implementation be specifically identified.

Response Revised-Shasta County – The Department of Resource Management is currently in the process of purchasing a software program to track permits and code violations. As of December 2014, a Request for Proposal has been issued. Proposals are due to the Department of Resource Management in January 2015. Interviews with potential vendors will take place in February 2015. Depending on contract negotiations, a contract could be before the Board of Supervisors for their consideration around June 2015. If negotiations do not go as anticipated, or if the RFP needs to be reissued due to not enough qualified respondents, then this timeline would not be applicable.

Evaluation Revised- 2014/15 Grand Jury– The response above meets the Penal Code section 933.05 requirement of establishing a timeframe for implementation.

Recommendation-(4)2013/14 Grand Jury - A quarterly written report be submitted to the County Executive Officer and to the Board of Supervisors, beginning October 1, 2014, showing the progress made on resolving the backlog of violations. An annual written report be submitted to the County Board of Supervisors and County Executive Officer, prior to budget consideration, classifying the nature and type of violations and backlogs of cases.

Response Shasta County – The Board of supervisors plans to implement the recommendation in the future.

Evaluation 2014/15 Grand Jury – The qualifying language “in the future” does not satisfy the Penal Code section 933.05(b)(2) requirement that the timeframe for implementation be identified.

Response Revised Shasta County – Beginning in Fiscal Year 2015-16, in addition to the other means of reporting described in R4 above, the Resource Management Director will provide written summary code enforcement program statistics to the Board of Supervisors as part of the annual update on department activity.

Evaluation Revised-2014/15 Grand Jury– The response above meets the Penal code 933.05(b)(2) requirement that the timeframe for implementation be identified.

Recommendation (5)-2013/14 Grand Jury - Beginning in fiscal year 2014-2015, there will be a separate cost accounting of both expenditures and revenues associated with code enforcement so that the true cost to the general public and County may be calculated, including the costs from all departments that are involved in code enforcement activities.

Response Shasta County - The Board of Supervisors will not implement the recommendation. Costs associated with the department’s activities are readily available.

Evaluation 2014/15 Grand Jury – The response was not clear. The Grand Jury could not find the costs associated with the department’s activities and the response failed to provide an explanation as required by Penal Code section 933.05(b)(4).

Response Revised Shasta County – This recommendation will not be implemented because the information is readily available. It does not make economic sense to create a new Cost Center when costs related to code compliance activities are readily available. For example, the following information can be found in the County’s annual budget:

Type of Expense	Division Cost Center/Account
Two Code Enforcement Officers and One Agency Staff Services Analyst (Fixed)	Building 28200/Salaries & Benefits
Interpreter Costs (Variable)	Building 28200/034800 Prof &Spec Services
Process Server (Variable)	Building 28200/34800 Prof & Spec Services

SUMMARY

The 2014-15 Grand Jury reviewed the revised responses that were submitted by the Shasta County Board of Supervisors and is satisfied that the revised responses meet the requirements of Penal Code section 933.05

Redding Area Bus Authority, “Wheels on the Bus”

BACKGROUND

This report provided an overview of the Redding Area Bus Authority (RABA), explored issues RABA faces today and makes recommendations regarding board meeting schedules, citizen participation, and use of technology, partnerships, and posting of bus schedules.

METHODOLOGY

The 2014-15 Grand Jury met with two officials who were responsible for drafting the responses to the report “Wheels on the Bus”. Each official was given a copy of Penal Code section 933.05 to serve as a reference. The Grand Jury then asked each official to review the responses taking into consideration the requirements of Penal Code section 933.05.

Listed below are the original responses which did not meet the Penal Code section 933.05 requirements followed by the updated responses that were submitted and approved by the RABA Board of Directors on January 26, 2015.

Recommendation (5)-2013/14 Grand Jury - The Grand Jury recommends that within one year, RABA needs to have bus arrival times posted at locations used by its riders and update the information on locations stated on the website where schedules and maps are available and insure distribution of and post schedules and maps at service agencies, schools, high volume rider destinations and transit stops.

Response RABA -RABA intends to implement this recommendation. The RABA Board recently approved the SRTP. The SRTP proposes improvements to the fixed route system and includes recommendations on how the information is communicated to customers. This will include updated stop and schedule information at transit stops, transfer centers, and the RABA website. Staff will also update the Ride Guide distribution list to reflect current agencies and outlets. In addition, RABA intends to update its GPS technology and Intelligent Transportation Systems that will likely include real time bus monitoring and text messaging of arrival times and delays.

Evaluation 2014-15 Grand Jury - The phrase “intends to implement this recommendation” does not meet the statutory requirements. Penal Code section 933.05(b)(2) requires a timeframe for implementation be identified in the response.

Response Revised RABA: RABA intends to implement this recommendation within the time frame suggested by the 2013-14 Grand Jury. The RABA Board recently approved the SRTP. The SRTP proposes improvements to the fixed route system and includes recommendations on how

the information is communicated to customers. This will include updated stop and schedule information at transit stops, transfer centers, and the RABA website. Staff will also update the Ride Guide distribution list to reflect current agencies and outlets. In addition, RABA intends to update its GPS technology and Intelligent Transportation Systems that will include real time bus monitoring and text messaging of arrival times and delays

Evaluation Revised 2014/15 Grand Jury -- The response above meets the Penal Code section 933.05(b)(2) requirement of establishing a timeframe for implementation.

Recommendation (6) 2013/14 Grand Jury -The Grand Jury recommends that RABA explore partnerships to help increase ridership.

Response RABA - RABA will continually pursue partnerships with local business and agencies that not only meet the specific transportation needs of their clients, but also serve the general public as well. These partnerships will likely include limited express services operating with fewer stops and during peak travel periods and may include funding and performance agreements with partner agency or business. The performance of these routes, are usually predicated on meeting elevated passengers per hour rates and farebox ratios.

Evaluation-2014/15 Grand Jury - The response “continually pursue” does not meet the Penal Code section 933.05(b)(2) requirement that a timeframe for implementation be identified.

Response Revised-RABA - RABA has implemented this recommendation. RABA pursues partnerships with local business and agencies that not only meet the specific transportation needs of their clients, but also serve the general public as well. These partnerships usually include limited express services operating with fewer stops and during peak travel periods and may include funding and performance agreements with partner agency or business. The performance of these routes is usually predicated on meeting elevated passengers per hour rates and farebox ratios.

Evaluation Revised - 2014/15 Grand Jury - RABA is currently implementing the above the recommendation therefore meets the Penal Code section 933.05(b)(2) requirement of establishing a timeframe for implementation.

SUMMARY

The 2014-15 Grand Jury reviewed the revised responses that were submitted by Redding Area Bus Authority and is satisfied that the revised responses meet the requirements of Penal Code section 933.05.

Redding Police Department



The Grand Jury was invited by the Redding Police Department (RPD) to inspect Internal Affairs files and to participate in the Department's excessive force training. On March 19, 2015, members of the Grand Jury reviewed files and asked questions. On April 2, 2015, members of the Grand Jury participated in RPD's excessive force training and were able to ask questions about training and policies.

The Grand Jury extends our appreciation to the Redding Police Department. We also commend RPD for their transparency and willingness to share important and sensitive information.

Grand Jury Investigative Reports 2000-2015

CITY OF ANDERSON

Anderson Teen Center	2014/2015
City of Anderson	2006/07
Development Fees	2013/14
Economic Development:	2007/08
Police Reporting	2013/14

CITY OF REDDING

Development Services Department

Recreation Department	2014/2015
Redding Soccer Park	2014/15
Development Fees	2013/14
Land Purchases	2004/05
Redevelopment Agency	2005/06
Redding Fire Department	2005/06
Zoning and Planning	2004/05
Nuisance Water Complaint	2010/11
Stillwater Business Park	2007/08
Wastewater Treatment Plants	2010/11
Redding Ballot Measures A and B	2010/11
Redding Employees Gift Policy	2012/13
Redding City Transfer Station	2011/12
Redding Park Fees	2013/14

Electric Utility Department

Big League Dreams Complaint	2012/13
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Finance Department

Assessment Districts (General)	1999/00
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Information Technology	2008/09
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Police Department	2001/02,2005/06,2008/09
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Police Department Complaints	2008/09
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Police Department Facility	2008/09
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Police Response Time	2013/14
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Red Light Enforcement Program	2008/09,2011/12
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Firearms Training Simulator	2011/12
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Sobriety Check Points	2010/11
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PUBLIC WORKS DEPARTMENT

Airport Expansion	2011/12
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CITY OF SHASTA LAKE

Economic Development	2007/08
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Development Fees	2013/14
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COUNTY OF SHASTA

Agriculture/Weights and Measures	2008/09
Assessor/Recorder Office	2005/06,2008/09
Auditor/Controller's Office	2001/02,2008/09
Audit and Management Report	Annually
Code Enforcement	2013/14
Employee Orientation/Training	2000/01
Management Audit	2003/04
Audit – Retired Senior Volunteer Program	2002/03
County Clerk's Office	
Registrar of Voters	2000/01,2003/04
COUNTY OF SHASTA	
Health and Human Services Agency	2014/2015
County Fire Department	2006/07,2011/12,2013/14
Economic Development	2007/08
Mental Health Department	2001/02,2004/05,2007/08
Registrar of Voters	2000/01,2003/04
Planning Division	2007/08
Probation Department	
Juvenile Assessment Center	2000/01
P.A.C.T	2008/09
Shasta County Juvenile Hall	Annually
Public Health Department	
Small Pox Vaccination Program	2002/03
Water Fluoridation Ballot Measure	2003/04
Public Works Department	
Fall River Mills and Shingletown Airports	2000/01
Public Works	2006/07
Sheriff/Coroner's Office	2013/14
Animal	2004/05,2006/07,2009/10
Ankle Bracelets	2013/14
Autopsy Report	2013/14
Boating Safety	2007/08
Crystal Creek Boy's Camp	Annually to closing in 2008
Firearms Confiscation	2008/09
Fire Arms Training Simulator	2010/11
Hiring Practices for Correctional Officers	2012/13
Jail Inmate Welfare Fund	2006/07
Property/Evidence Facility	2008/09
Shasta County Coroner	2010/11,2011/12
Shasta County Detention Annex	Annually to closing in 2004
Shasta County Jail	Annually
Shasta County Jail Cell Searches	2010/11
Shasta County Jail Female Inmates	2011/12
Sheriff/Patrol Division	2005/06
Sugar Pine Conservation Camp	Annually
Training – Handling the Mentally Ill	2004/05
Work Release Program	2002/03,2003/04,2005/06, 2007/08
Missing Person Complaint	2011/12

Social Services Department

Children Services Branch	2014/2015
Public Guardian	2002/03
Adult Services	2008/09
Support Services	2008/09

Treasurer/Tax Collector's Office

Use Permits	2004/05
Vehicle Usage	2004/05

Special Districts

Management of District Boards	2009/10
Anderson/Cottonwood Irrigation District	2004/05
Anderson Fire Protection District	2009/10
Burney Fire Protection District	2000/01,2004/05,2005/06, 2007/08
Burney Water District	2010/11
Centerville Community Services District	2005/06
Cottonwood Fire Protective District	2004/05
Fall River Mills Community Services District	2003/04
Mountain Gate Community Services District	2008/09,2010/11,2011/12
Shasta Community Service District	2003/04,2005/06,2006/07
Shasta Mosquito and Vector Control District	2001/02.2004/05.2008/09
Shasta Lake Fire Protection District	2002/03
Western Shasta Conservation District (WSRCD)	2002/03,2012/13

SCHOOLS AND SCHOOL DISTRICTS

Cascade Elementary School District	2014/2015
Redding Elementary School District	2014/2015
Anderson Union High School District	2002/03
Black Butte School District	1999/00
Consolidation/Unification of Shasta County Schools	2005/06
Cottonwood Union School District	2007/08
Gateway Unified School District	2004/05
Grant Elementary School	2003/04
Safe School Initiative	2006/07

Shasta County Office of Education

Shasta County After School Programs	2014-15
Camp Latieze	1999/00
Shasta Union High School District	2004/05
Shasta Union High School District Adult Transition Program	2012/13

MISCELLANEOUS

City and County Websites	2007/08
Credit Cards – Usage by Public Entities	2003/04
Duration of Independent Audit Contracts	1999/00
Gangs/Gang Activities (SAGE)	2006/07
Law Enforcement Preparedness: School	2000/01
Railroad Operations in Shasta County	2001/02
Redding Area Bus Authority (RABA)	2006/07,2013/14
SHASCOM: Shasta Area Safety Communications	2000/01,2003/04,2005/06, 2007/08,2011/12

Shasta Interagency Narcotics Task Force	2003/04,2006/07
Special Districts in Shasta County	2007/08
What It Takes to Become a Law Enforcement Officer	2010/11
California Assembly Bill AB109 (Realignment Sugar Pine Conservation Camp	2011/12

Shasta County Local Districts and Agencies

Cemetery Districts

Anderson Cemetery District
 Burney Cemetery District
 Cottonwood Cemetery District
 Fall River Mills Cemetery District
 Holcomb Cemetery District
 Manton Joint Cemetery District
 Millville Cemetery District
 Pine Grove Cemetery District

Mosquito Districts

Burney Basin Mosquito Abatement District
 Pine Grove Mosquito Abatement District
 Shasta Mosquito & Vector Control District
 Igo-Ono Community Service District
 Mountain Gate Community Service District
 Shasta Community Service District

Conservation Districts

Fall River Resource Conservation District
 Western Shasta Resource Conservation District
 Shasta County Air Quality Management District
 LAFCO

School District

Anderson Union High School District
 Bella Vista Elementary School District
 Black Butte Union School District
 Cascade Elementary School District
 Castle Rock Elementary School District
 Columbia Elementary School District
 Cottonwood Union Elementary School District
 Enterprise Elementary School District
 Shasta Lake Fire Protection District
 Buckeye Fire Protection District

Water Districts

Anderson Cottonwood Irrigation District
 Bella Vista Water District
 Burney Water District
 Cottonwood Water District
 Shasta County Water Agency

Community Service Districts

Centerville Community Service District
 Clear Creek Community Service District
 Fall River Mills Community Service District

Other Districts/Agencies

Shasta Area Safety Communications Agency
 Mayers Memorial Health Care District

Fire Districts

Anderson Fire Protection District
 Burney Fire Protection District
 Castella Fire Protection District
 Cottonwood Fire Protection District
 Fall River Mills Fire Protection District
 Happy Valley Fire Protection District
 McArthur Fire Protection District
 Millville Fire Protection District



SHASTA COUNTY OFFICE OF EDUCATION

To provide leadership and assistance to the districts and community partners in Shasta County to ensure all students have equal access to a quality education that prepares them to graduate from high school and obtain a high skilled, high wage career.

Superintendent
Tom Armelino

Board of Education
Diane Gerard
Rhonda Hull
Sharon Hunter
Steve MacFarland
Laura Manuel
William Stegall
Elizabeth "Buffy" Tanner

August 31, 2015

Honorable Judge Gregory S. Gaul
Shasta County Superior Court
1500 Court Street
Redding, CA 96001

RE: Response of Shasta County Superintendent of Schools to 2014-15 Shasta County Grand Jury Report

Dear Judge Gaul:

The Shasta County Superintendent of Schools appreciates the opportunity to respond to the Grand Jury 2014-15 report titled "After School Programs Keep Kids Safe, Involved and Out of Trouble."

First, I appreciate the recognition of the importance of after-school programs as well as the challenges county offices have providing quality services with a limited job pool and diminishing financial resources. We are thankful for the commendation of our Family Literacy Nights and the positive impact that our after school program at Anderson High School has made on the community. Both commendations are great examples of the strong collaborative relationships we have developed to ensure the highest quality services to our students and families.

Following are responses to findings:

SHASTA COUNTY SUPERINTENDENT OF SCHOOLS:

AFTER SCHOOL PROGRAMS KEEP KIDS SAFE, INVOLVED AND OUT OF TROUBLE

FINDINGS:

1. The California After School Education and Safety Grant (ASES) is designed to support disadvantaged students. Redding School District has made this a priority of its program; Shasta County Office of Education has not. Project SHARE's current sign-up process does not ensure that the neediest students have access to the after school program.

Response: The Shasta County Superintendent of Schools disagrees with this finding. The Shasta County Superintendent of Schools has not been provided any evidence from the Grand Jury to verify that the neediest students aren't served. In addition, schools receive funding based on their overall free and reduced percentage. The Shasta County Office of Education (SCOE) does not receive a specific list of individual students identified by their poverty level and, therefore, even if it was deemed appropriate to give specific students priority based on this suggested criteria of the Shasta County Grand Jury (which is not part of the ASES grant priority), it is not possible to give priority as suggested. However, when the program is notified by the district, current policies and procedures allow enrollment priority for disadvantaged students.

2. The large turnover of after school workers interferes with the over-all effectiveness of after school programs. Vacancies can result in waiting lists and unserved children.

Response: Although the Shasta County Superintendent of Schools agrees that the turnover rate of staff creates challenges for our Human Resources Department and Project SHARE management team, it is not agreed that turnover interferes with the over-all effectiveness of our after school program. According to a 2010 report called After School Matters, the California afterschool staff turnover rate is 40% or more. The average staff turnover rate for Project SHARE for the last three school years is 29.6%. During the 2014/15 school year, the overall staff turnover rate of the Project SHARE program was 27%. We work very hard to keep our program staffed and take pride in the fact that the Project SHARE after school program turnover rate is less than the California average.

3. It is difficult to find qualified staff for after school programs. Advertising is not specific, does not use all available media, and does not target a wide applicant pool from various age groups and backgrounds.

Response: The Shasta County Superintendent of Schools agrees that it is difficult to find qualified staff for after school programs. Therefore, a variety of channels were used during the 2014/15 school year that will continue into the 2015/16 school year to target a wide applicant pool from various age groups and backgrounds, including:

- Posting all open positions on Ed-Join (premier site for open positions in education)
- Recruitment ads at Valley Cinemas in Anderson
- 2 Community Booths
- 2 Job Fairs
- Monthly Craigslist postings
- Recruitment flyer postings at all sites with vacancies
- Recruitment flyers placed in teacher boxes and sent home with students
- All call dialer to the homes of all students at sites with vacancies

4. Shasta County Office of Education's Project SHARE has minimal partnerships with other agencies such as law enforcement, parks and recreation departments, health organizations, and local corporations and non-profits. Those that exist are effective.

Response: The Shasta County Superintendent of Schools disputes the finding that the Project SHARE program has minimal partnerships. The after school program maintains strong collaborative partnerships with several community organizations to enhance the services offered to the program participants and families they serve. The program will continue to look for other opportunities to partner. Current partnerships include:

- Shasta Early Literacy Partnership
- The City of Redding, Recreation Division
- The City of Anderson, Parks and Recreation Department
- The Anderson Teen Center
- SMART Business Resource Center
- UC Davis Cooperative Extension
- The Healthy Behaviors Initiative
- Anderson Partnership for Children and Youth
- Center for Evaluation and Research
- Youth Violence Prevention Council
- College Options and Gear Up
- Learning Support, Region 2
- 18 Shasta County School Districts
- 25 Shasta County Schools

5. Teens in south county benefit from the Teen Center in Anderson and after school programs at Anderson High School and West Valley High School.

Response: The Shasta County Superintendent of Schools agrees with this finding and is pleased to offer these beneficial programs to students in the south county area.

6. Within the City of Redding there is no teen center and no formal after school programs are offered at local high schools. There is a lack of accessible programs to attract teenagers and involve them in organized activities after school.

Response: The Shasta County Superintendent of Schools agrees with this finding and welcomes opportunities to partner with local high school districts. We will continue to offer our local high schools opportunities to have an after school program in their schools (Currently only the districts served have expressed an interest in having their students served in an after school program) to offer these beneficial programs to students.

7. Shasta County is fortunate that school districts and the Shasta County Office of Education had the vision to apply early for ASES and 21st Century grants. Not all schools in California have access to these after school programs.

Response: The Shasta County Superintendent of Schools agrees with this finding and welcomes opportunities to partner with interested districts in applying for future ASES and 21st Century grants.

RECOMMENDATIONS:

1. The Grand Jury recommends that Shasta County Office of Education revise its Project SHARE after school policies and practices prior to the beginning of the 2015-2016 school year, giving priority to disadvantaged students in compliance with the intent of the ASES and 21st Century grants.

Response: The Shasta County Superintendent of Schools does not intend to implement this recommendation as current policies and practices give priority to disadvantaged students when the program is notified by the district. According to the ASES and 21st Century grant, schools receive service based on their overall free and reduced rate; therefore, any student served is considered disadvantaged. See response to FINDING 1.

2. The Grand Jury recommends that by August 1, 2015, the Human Resources Department of Shasta County Office of Education advertise after school positions specifically, creatively and aggressively, targeting a wide applicant pool and utilizing all media sources available.

Response: The Shasta County Superintendent of Schools will continue the current practices identified in the response to FINDING 3 which includes creative and aggressive advertising of after school positions.

3. The Grand Jury recommends that the Shasta County Superintendent of Schools and the Director of Project SHARE actively pursue partnerships beginning in the first quarter of the school year 2015-2016. As part of this effort, they should request assistance from the California State Regional Lead for Region 2 for training and advice on how to accomplish this.

Response: The Shasta County Superintendent of Schools intends to implement this recommendation, will maintain existing collaborative partnerships and will continue to look for other opportunities to partner. See response to FINDING 4.

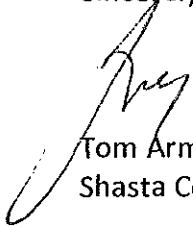
4. The Grand Jury recommends that by January 1, 2016, the City of Redding convene a task force to explore possibilities for establishing a teen center or teen outreach program. Possible funding sources include a Community Development Block Grant or housing funds. Community stakeholders including schools, law enforcement, businesses and non-profit and philanthropic organizations should be invited to participate in the planning process.

Response: The Shasta County Superintendent of Schools welcomes opportunities to partner with community stakeholders in the planning process.

Thank you again for sharing the concerns and recommendations of the Shasta County Grand Jury. The Shasta County Office of Education welcomes feedback and the opportunity to improve. We are proud of the services we provide students in the Project SHARE after school program and we will continue to strive to improve our services and look for additional opportunities to serve the youth of Shasta County.

If I can answer any questions you may have, please do not hesitate to call. I can be reached at (530) 225-0227.

Sincerely,



Tom Armelino
Shasta County Superintendent of Schools



CITY OF REDDING

FRANCIE SULLIVAN, MAYOR

777 Cypress Avenue, Redding, CA 96001

P.O. Box 496071, Redding, CA 96049-6071

530.225.4447 FAX 530.225.4463

September 2, 2015
B-080-600-800

The Honorable Gregory Gaul
Presiding Judge
Shasta County Superior Court
1500 Court Street, Room 205
Redding, CA 96001

Dear Judge Gaul:

The Shasta County Grand Jury 2014-15 Final Report contains a report titled "After School Programs Keep Kids Safe, Involved and Out of Trouble." The Grand Jury has requested that the Redding City Council respond to the Findings and Recommendations within that report.

F6. Within the City of Redding there is no teen center and no formal after school programs are offered at local high schools. There is a lack of accessible programs to attract teenagers and involve them in organized activities after school.

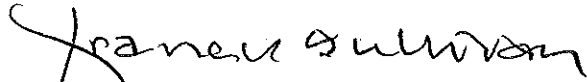
Response to F6: The respondent agrees that the City of Redding does not currently operate a teen center.

R4. The Grand Jury recommends that by January 1, 2016, the City of Redding convene a task force to explore the possibilities for establishing a teen center or teen outreach program. Possible funding sources include a Community Development Block Grant or housing funds. Community stakeholders including schools, law enforcement, businesses, and non-profit and philanthropic organizations should be invited to participate in the planning process.

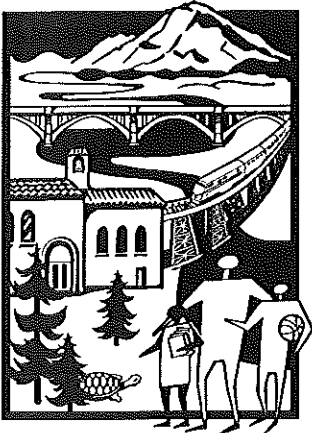
Response to R4: This recommendation will not be implemented. The City of Redding already has a commission in place to advise the City Council relative to the need for recreational facilities. Therefore, the City Council will refer the Grand Jury's report to the City of Redding's Community Services Advisory Commission.

On behalf of the City Council, I would like to thank and commend the Grand Jury for its dedication and hard work. The City Council values and respects the important role that the Grand Jury serves in our community.

Sincerely,



Francie Sullivan
Mayor



REDDING SCHOOL DISTRICT

Academic Excellence Since 1873



Tradition of Excellence Since 1853

SHASTA UNION ELEMENTARY SCHOOL DISTRICT



IGO-ONO- PLATINA UNION SCHOOL DISTRICT

EDUCATION CENTER
5885 East Bonnyview Road
P.O. Box 992418
Redding, CA 96099-2418
(530) 225-0011
(530) 225-0015 Fax
<http://redding.echalk.com>

RICK FAUSS, Ed.D.
Superintendent

September 2, 2015

Honorable Judge Gregory S. Gaul
Shasta County Superior Court
1500 Court Street
Redding, CA 96001

Dear Judge Gaul;

This letter is in response to findings and recommendation made by the Shasta County Grand Jury in correspondence dated June 4, 2015 and received on June 8, 2015. I would first like to thank the grand jury for looking at the quality after school programs being offered to the children of Shasta County. Redding School District prides itself in offering educational and engaging programs for our students, and we appreciate the opportunity to improve on what we have built. Please find the required responses below:

FINDINGS:

- F2 – The large turnover of after school workers interferes with the over-all effectiveness of after school programs. Vacancies can result in waiting lists and unserved children.

We absolutely agree that turnover of staff interferes with the over-all effectiveness of the after school programs however, we do not turn families away based on staff turnover. Our district maintains a classified substitute list and provides extra hours to existing staff whenever possible to meet the needs of the program and our students while we attempt to fill vacant positions. We do not have a practice of establishing waiting lists and not serving children.

- F3 – It is difficult to find qualified staff for the after school programs. Advertising is not specific, does not use all available media, and does not target a wide applicant pool from various age groups and backgrounds.

It is difficult to find qualified staff for the after school programs. The positions require individuals to work in part time positions until 5:30 or 6 pm every day, and these hours are not considered family friendly working hours. In an effort to reduce costs and use taxpayer dollars wisely, local school districts in Shasta County have pooled resources and have had, in previous years, a running advertisement in the Record Searchlight that directs interested individuals to Ed-join, the web based tool used by educators nation-wide. The advertisements in Record Searchlight and on Monster.com are not specific by position, but they are used as a vehicle to point the applicants to the detailed and specific advertisements. In addition, Redding School District posts specific positions on the Human Resources page of our website (www.reddingschools.net), and we connect with our local colleges, universities and the Smart Center to post job announcements and flyers. Although we have not used Craigslist in the past, we believe we are reaching a wide applicant pool from various age groups and backgrounds.

The New Millennium Partnership

RECOMMENDATIONS:

- The Grand Jury recommends that by August 1, 2015, the Human Resources Departments of Shasta County Office of Education and the Redding School District advertise after school positions specifically, creatively and aggressively, targeting a wide applicant pool and utilizing all media sources available.

We feel we are implementing the recommendations of the Grand Jury but have made a renewed effort to better focus our efforts with more targeted creative advertisements that reach a wide applicant pool and use Craigslist in addition to all other media sources available. Our renewed efforts began in July of 2015 include the following:

Advertise on www.edjoin.org

Advertise on District Website – www.reddingschools.net

Advertise in Record Searchlight, Redding.com and Monster.com

Advertise on Craigslist

Distribute Flyers at Rush Personnel, The Smart Center and Shasta Bible College

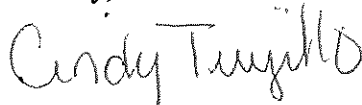
Advertise positions through Shasta College Online Student Center

Advertise positions through Simpson University Online Career Services

Future implementation of the recommendation will be completed by October 1, 2015 and will include more aggressive advertisements focused specifically on our afterschool program. We will post advertisements with local churches to target an even wider applicant pool. Our aim is to meet our vacancy needs and establish a larger substitute pool.

Thank you again for the opportunity to better meet the needs of our students, families and the community.

Sincerely,



Cindy Trujillo
Director of Human Resources

CC: Lee Delaney, Foreperson
2014/15 Shasta County Grand Jury



CITY OF REDDING

HOUSING DIVISION

777 Cypress Avenue, Redding, CA 96001
P.O. Box 496071, Redding, CA 96049-6071
530.225.4048

August 10, 2015
B-080-600-800

The Honorable Gregory S. Gaul
Presiding Judge
Shasta County Superior Court
1500 Court Street
Redding, CA 96001

Dear Judge Gaul:

The Shasta County Grand Jury published a report titled "Keeping Children Safe and Families Together" in June 2015. The report includes eight findings and six recommendations. The Grand Jury requested that the Housing Manager of the City of Redding respond to the findings and the recommendations (F6 and R6). Therefore, the purpose of this letter is to honor the Grand Jury's request:

F6. The lack of a temporary teen shelter has put an undue burden on the Children's Services Branch.

Response: The City Council agrees with this finding.

R6. The Grand Jury recommends that within one year, the Shasta County Housing Authority, Redding Housing Department, and Health and Human Services Agency partner to develop a plan for funding and staffing one or more teen shelters to offer emergency services to teens in crisis. Non-profit organizations such as One Safe Place and CAPCC should be invited to participate in this plan.

Response: This recommendation requires further analysis. As presented, it is too broad and is not within the City's abilities to reasonably effectuate. Prior to December 1, 2015, the City will discuss with appropriate Shasta County representatives the role the City Housing Division could play in such a partnership. It should be noted that the City has historically provided financial assistance to organizations that address needs associated with teen welfare and housing, particularly through its Community Development Block Grant program.

OK *[Signature]*
08.24.15

Thank you for the opportunity to comment on the Grant Jury's report. The City of Redding appreciates and respects the important function that the Shasta County Grand Jury serves in local government.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steve Bade', with a large, sweeping flourish extending to the right.

Steve Bade
Housing Manager

c: City Council Members
Kurt Starman, City Manager



Shasta County

BOARD OF SUPERVISORS

1450 Court Street, Suite 308B
Redding, California 96001-1673
(530) 225-5557
(800) 479-8009
(530) 225-5189-FAX

DAVID A. KEHOE, DISTRICT 1
LEONARD MOTY, DISTRICT 2
PAM GIACOMINI, DISTRICT 3
BILL SCHAPPELL, DISTRICT 4
LES BAUGH, DISTRICT 5

July 21, 2015

The Honorable Gregory Gaul
Presiding Judge, Shasta County Superior Court
1500 Court St., Rm. 205
Redding, CA 96001

Dear Judge Gaul:

Re: Response of Board of Supervisors to Fiscal Year 2014-2015 Grand Jury Report

The Shasta County Board of Supervisors appreciates the time and dedication which the 2014-2015 Grand Jurors contributed to their charge. The following findings and recommendations are under serious consideration and discussions are being held regarding solutions to any unresolved problems.

RESPONSES AND FINDINGS

A. Keeping Children Safe and Families Together

FINDINGS

The Grand Jury findings:

F1. The job of a children's social worker is a difficult and demanding one, and Shasta County's lower than state average pay, and higher than state average caseload add to this pressure. This increases the challenge of recruiting and retaining qualified social workers.

Response: The Board of Supervisors disagrees partially with the finding. The Board of Supervisors agrees that the job of a Children's Services Social Worker is a difficult and demanding one, that recruitment and retention of qualified social workers is challenging and that vacant positions create higher caseloads. However, Shasta County's cost of living and tax base is also less than many other communities throughout the State of California. There are factors other than salary that contribute to vacant positions.

F2. *The short staffing of the Children's Services Branch, combined with Shasta County's high level of substantiated child abuse and neglect cases, has reduced the Children's Services Branch's ability to find permanent placements in a timely fashion for children who need them. Shasta County has only been able to place 76% (down from 83% in 2012) of children needing permanent placement within three years compared to state-wide average of 86%.*

Response: The Board of Supervisors agrees that a reduced level of staffing to provide permanency services has been a contributing factor in the decline in the number of children for whom permanent placements were made within the timeliness standard. Two new Social Work positions included in the Fiscal Year 2015-2016 Health and Human Services Agency Budget will be assigned to the provision of permanency services.

F3. *Social workers and children are put in unsafe situations because of the after-hours oversight of children taken into temporary custody. Children's Services Branch policy allows a social worker to take temporary custody of children from law enforcement and remain in the office before another on-call worker is available.*

Response: The Board of Supervisors disagrees with this finding. Health and Human Services Agency Children's Services has policies in place regarding employee safety and building security as well as, after hours emergency response that address the need for two staff to be present when a child is in the building awaiting placement after business hours.

F4. *There is a need for an expanded mobile response unit with personnel who can access critical health information and screen patients to serve the extensive rural areas. It would reduce the strain on law enforcement and emergency rooms.*

Response: The Board of Supervisors agrees with the finding.

F5. *The lack of local inpatient psychiatric beds for children strain emergency room resources and causes stress to children in crisis and to their families.*

Response: The Board of Supervisors agrees with the finding.

F6. *The lack of temporary teen shelter has put an undue burden on the Children's Services Branch.*

Response: The Board of Supervisors disagrees partially with the finding. There is a need for additional placement options for teens who require child welfare interventions for their protection. However, the Board of Supervisors does not believe a temporary shelter setting can adequately meet the needs of youth needing foster care.

RECOMMENDATIONS

The Grand Jury recommends:

R1. *The Grand Jury recommends that within six months, Shasta County Personnel Services work with HHSA to develop an ongoing strategy to aggressively recruit and fill social worker vacancies. The "Grown Your Own" Program should continue to be fully supported as part of this process.*

Response: Within the next six months, the Board of Supervisors will direct County Personnel and Health and Human Services Agency to continue all current efforts to recruit qualified Social Workers and to analyze factors contributing to the inability to fill vacancies in a timely manner in order to identify additional strategies to decrease vacancy rates.

R2. *The Grand Jury recommends that as Child Welfare funding is expected to increase in the next year, the Shasta County Board of Supervisors look for opportunities to increase social workers' compensation package.*

Response: The Board of Supervisors will not implement this recommendation as Shasta County employee's compensation is a labor negotiation matter and will be handled through the bargaining process accordingly.

R3. *The Grand Jury recommends that within six months, the Health and Human Services Agency revise its policy to ensure that on-call social workers have immediate access to a second social worker or family worker when dealing with crisis situations after hours so that two people are in the office and the situation is safe for both workers and children.*

Response: The recommendation has been implemented. The Board of Supervisors has determined that the Health and Human Services Agency Children's Branch added a Supervisory standby rotation effective June 14, 2015, for oversight of call out activities and to ensure adequate staff coverage for after business hours program responsibilities.

R4. *The Grand Jury recommends that within six months, the Shasta County Board of Supervisors develop a strategy to contract with a local provider for inpatient psychiatric beds for children.*

Response: The Board of Supervisors agrees that there is a need for psychiatric beds for children in Shasta County. The Health and Human Services Agency is prepared to enter into contract negotiations with a local provider of psychiatric hospital beds for individuals under 18 years of age as soon as such a facility becomes available and will continue to communicate with potential providers regarding this need.

R5. *The Grand Jury recommends that within six months, the Health and Human Services Agency continue to search and apply for grant funds to expand its mobile crisis unit.*

Response: The recommendation has been implemented and Health and Human Services Agency will continue to search and apply for grant funds to expand its mobile crisis unit. Additionally, in June 2015, the Board of Supervisors approved a plan for the utilization of Intergovernmental Transfer funds that includes an expansion of crisis services. Additional Clinical staff will, through this plan, be made available to respond to the local emergency rooms regarding individuals needing assessment due to psychiatric emergencies and to respond with law enforcement to community calls that have a mental health component.

R6. *The Grand Jury recommends that within one year, the Shasta County Housing Authority, Redding Housing Department, and Health and Human Services Agency partner to develop a plan for funding and staffing one or more teen shelters to offer emergency services to teens in crisis. Non-profit organizations such as One Safe Place and CAPCC should be invited to participate in this plan.*

Response: The recommendation will not be implemented because Health and Human Services Agency Children's Services is partnering with community members and organizations to identify additional placement options for children in need of foster care. Such placements need to be licensed homes or facilities that are equipped to meet the specialized needs of the children who enter the foster care system.

B. METHAMPHETAMINE AND HEROIN PLAGUE SHASTA COUNTY LIFE

FINDINGS

F1. *The abuse of meth and heroin has serious often long-term destructive physical and mental effects on users and their families. Medical, social, and psychological services and law enforcement are strained.*

Response: The Board of Supervisors agrees with the finding.

F2. *Shasta County needs more drug treatment, rehabilitation services and drug education for abusers, their families and the community to reduce drug abuse and strengthen life skills of those most at risk.*

Response: The Board of Supervisors agrees with the finding.

F3. *County and city law enforcement, as currently staffed, are unable to fully combat drug abuse.*

Response: The Board of Supervisors agrees with the finding. The County has ongoing recruitment for law enforcement positions.

RECOMMENDATIONS:

R1. *The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with the city councils of Redding, Anderson and City of Shasta Lake, the business communities, services organizations, school districts and others throughout the county to provide early drug education programs, including an educational media campaign.*

Response: The recommendation has been implemented as there are currently varying levels of collaboration taking place. However, the County Executive Officer within the next six (6) months will further analyze and study the recommendation to determine if there are further steps the County can take to provide additional early drug education programs.

R2. *The Grand Jury recommends that the Shasta County Board of Supervisors and city councils seek funding through grants and ballot propositions to increase treatment and rehabilitations services.*

Response: The recommendation has been implemented. The County applies for grant funding continuously to increase treatment and rehabilitation services. Shasta County received \$2,122,797 in public safety grand funding in fiscal year ending June 30, 2014.

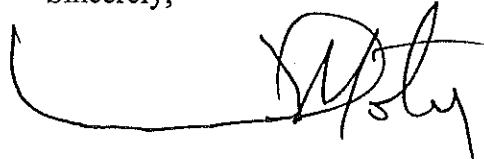
R3. *The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with city councils to seek funding through grants and ballot propositions to maintain and increase law enforcement staff to combat illegal drugs.*

Response: The recommendation has been partially implemented. The County applies for grant funding continuously to increase law enforcement staff to combat illegal drugs. On March 17, 2015, the Board of Supervisors approved funding for five Full-Time-Equivalent Deputy positions for eastern Shasta County. The County and Cities work together through the SHASCOM JPA to coordinate Public Safety communications that create safety efficiencies.

Honorable Gregory Gaul
July 21, 2015
Page 6 of 6

This concludes the response of the Shasta County Board of Supervisors to the FY 2014-2015 Grand Jury Report.

Sincerely,

A handwritten signature in black ink, appearing to read 'L. Moty', with a long horizontal flourish extending to the left.

LEONARD MOTY, CHAIRMAN
Board of Supervisors
County of Shasta



CITY OF REDDING

FRANCIE SULLIVAN, MAYOR

777 Cypress Avenue, Redding, CA 96001

P.O. Box 496071, Redding, CA 96049-6071

530.225.4447 FAX 530.225.4463

September 2, 2015

B-080-600-800

The Honorable Gregory S. Gaul
Presiding Judge
Shasta County Superior Court
1500 Court Street
Redding, CA 96001

Dear Judge Gaul:

The Shasta County Grand Jury published a report titled "Keeping Children Safe and Families Together" in June 2015. The report includes eight findings and six recommendations. The City Council is required to respond to F6 and R6. Therefore, the purpose of this letter is to respond to that requirement.

F6. The lack of a temporary teen shelter has put an undue burden on the Children's Services Branch.

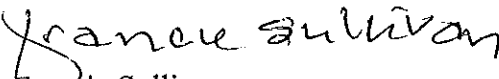
Response: The City Council agrees with this finding.

R6. The Grand Jury recommends that within one year, the Shasta County Housing Authority, Redding Housing Department, and Health and Human Services Agency partner to develop a plan for funding and staffing one or more teen shelters to offer emergency services to teens in crisis. Non-profit organizations such as One Safe Place and CAPCC should be invited to participate in this plan.

Response: This recommendation requires further analysis. As presented, it is too broad and is not within the City's abilities to reasonably effectuate. Prior to December 1, 2015, the City will discuss with appropriate Shasta County representatives the role the City Housing Division could play in such a partnership. It should be noted that the City has historically provided financial assistance to organizations that address needs associated with teen welfare and housing, particularly through its Community Development Block Grant program.

Thank you for the opportunity to comment on the Grant Jury's report. The City of Redding appreciates and respects the important function that the Shasta County Grand Jury serves in local government.

Sincerely,


Francie Sullivan
Mayor



Health and Human Services Agency

Donnell Ewert, MPH, Director

2650 Breslauer Way
Redding, CA 96001-4246
Phone: (530) 225-5899
Fax: (530) 225-5903
CA Relay Service: (800) 735-2922

July 20, 2015

The Honorable Gregory Gaul
Presiding Judge, Shasta County Superior Court
1500 Court Street, Room 205
Redding, CA 96001

Re: Response of Director of Health and Human Services to Fiscal Year 2014-2015 Shasta County Grand Jury Report "Keeping Children Safe and Families Together"

Dear Judge Gaul,

The Health and Human Services Agency respects the efforts and thoroughness of the 2014-2015 Grand Jury, and appreciates the opportunity to review and respond to the report entitled "Keeping Children Safe and Families Together."

FINDINGS, RECOMMENDATIONS AND RESPONSES

FINDINGS

F1. The job of a children's social worker is a difficult and demanding one, and Shasta County's lower than state average pay, and higher than state average caseload add to this pressure. This increases the challenge of recruiting and retaining qualified social workers

Response: The Director of Health and Human Services Agency disagrees partially with the finding. The Director agrees that the job of a Children's Services Social Worker is a difficult and demanding one, that recruitment and retention of qualified social workers is challenging, and that vacant positions create higher caseloads. However, there are factors other than salary that contribute to vacant positions.

F2. The short-staffing of the Children's Services Branch, combined with Shasta County's high level of substantiated child abuse and neglect cases, has reduced the Children's Services Branch's ability to find permanent placements in a timely fashion for children who need them. Shasta County has only been able to place 76% (down from 83% in 2012) of children needing permanent placement within three years compared to a state-wide average of 86%.

"Healthy people in thriving and safe communities"

www.shastahhsa.net

Response: The Director of Health and Human Services agrees that a reduced level of staffing to provide permanency services has been a contributing factor in the decline in the number of children for whom permanent placements were made within the timeliness standard. Two new Social Work positions included in the Fiscal Year 2015-2016 Health and Human Services Agency budget approved by the Board of Supervisors will be assigned to the provision of permanency services.

F3. Social Workers and children are put in unsafe situations because of the after-hours oversight of children taken into temporary custody. Children's Services Branch policy allows a social worker to take temporary custody of children from law enforcement and remain in the office before another on-call worker is available.

Response: The Director of Health and Human Services Agency disagrees with this finding. The Health and Human Services Agency, Children's Services Branch has policies in place regarding employee safety and building security as well as, after hours emergency response that address the need for two staff to be present when a child is in the building awaiting placement after business hours.

F4. There is a need for an expanded mobile response unit with personnel who can access critical health information and screen patients to serve the extensive rural areas. It would reduce the strain on law enforcement and emergency rooms.

Response: The Director of Health and Human Services Agency agrees with this finding.

F5. The lack of local inpatient psychiatric beds for children strains emergency room resources and causes stress to children in crisis and to their families.

Response: The Director of Health and Human Services Agency agrees with this finding.

F6. The lack of a temporary teen shelter has put an undue burden on the Children's Services Branch.

Response: The Director of Health and Human Services Agency agrees that there is a need for additional placement options for teens who require child welfare interventions for their protection but does not believe a temporary shelter setting can adequately meet the needs of youth needing foster care.

RECOMMENDATIONS

R1. The Grand Jury recommends that within six months, Shasta County Personnel Services work with HHSA to develop an ongoing strategy to aggressively recruit and fill social worker vacancies. The “Grow Your Own” Program should continue to be fully supported as a part of this process.

Response: Health and Human Services Agency will continue all current efforts to recruit qualified Social Workers and to analyze factors contributing to the inability to fill vacancies in a timely manner in order to identify additional strategies to decrease vacancy rates.

R2. The Grand Jury recommends that as Child Welfare funding is expected to increase in the next year, the Shasta County Board of Supervisors look for opportunities to increase social workers’ compensation package.

Response: The Director of Health and Human Services Agency will defer to County Personnel, County Executive Officer and the Board of Supervisors as employee compensation is a labor negotiation matter and will be handled through the bargaining process.

R3. The Grand Jury recommends that within six months, the Health and Human Services Agency revise its policy to ensure that on-call social workers have immediate access to a second social worker or family worker when dealing with crisis situations after hours so that two people are in the office and the situations is safe for both workers and children.

Response: Health and Human Services Agency has implemented this recommendation. Health and Human Services Agency, Children’s Branch added a Supervisory standby rotation effective June 14, 2015, for oversight of call out activities and to ensure adequate staff coverage for after business hours program responsibilities.

R4. The Grand Jury recommends that within six months the Shasta County Board of Supervisors develop a strategy to contract with a local provider for inpatient psychiatric beds for children.

Response: The Director of Health and Human Services Agency agrees that there is a need for psychiatric beds for youth and children in Shasta County. Health and Human Services Agency is prepared to enter into contract negotiations with a local provider of psychiatric hospital beds for individuals under 18 years of age as soon as such a facility becomes available, and will continue to communicate with potential providers regarding this need.

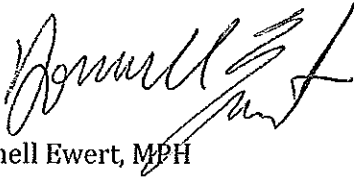
The Honorable Gregory Gaul
Shasta County Superior Court
July 20, 2015
Page 4

R5. The Grand Jury recommends that within six months, the Health and Human Services Agency continue to search and apply for grant funds to expand its mobile crisis unit.

Response: The recommendation has been implemented and Health and Human Services Agency will continue to search for and apply for grant funds to expand its mobile crisis unit. The Board of Supervisors approved a plan for the utilization of Intergovernmental Transfer funds that includes an expansion of crisis services. Through this plan, additional clinical staff be made available to respond to the local emergency rooms regarding individuals needing assessment due to psychiatric emergencies and to respond with law enforcement to community calls that have a mental health component.

This concludes the Health and Human Services Agency's response to the 2014-2015 Grand Jury Report.

Sincerely,



Donnell Ewert, MPH
Director
(530) 245-6269
dewert@co.shasta.ca.us

cc: Grand Jury



**SHASTA COUNTY
DEPARTMENT OF SUPPORT SERVICES**

ANGELA DAVIS, DIRECTOR

1450 Court Street, Suite 348
Redding, California 96001-1673
Voice - (530) 225-5342
Fax - (530) 225-5345
California Relay Service at 711 or (800) 735-2922

PO-083

July 21, 2015

Honorable Judge Gregory S. Gaul
Presiding Judge
Shasta County Superior Court
1500 Court Street, Room 205
Redding, CA 96001

Re: Shasta County Director of Support Services Response to Fiscal Year 2014-2015 Grand Jury Report

Dear Honorable Judge Gaul:

I appreciate the efforts and commitment demonstrated by the 2014-2015 Grand Jurors to Shasta County, in their preparation and finalization of the 2014-2015 Grand Jury Report. Further, I appreciate the opportunity to provide a response to the finding and recommendations as requested, pertaining to the Keeping Children Safe and Families Together report. My responses are as follows:

Keeping Children Safe and Families Together

Grand Jury Finding:

- F1. The job of a children's social worker is a difficult and demanding one, and Shasta County's lower than state average pay, and higher than state average caseload add to this pressure. This increases the challenge of recruiting and retaining qualified social workers.

Response: The respondent disagrees partially with the finding. The respondent agrees that the job of a Children's Services Social Worker is a difficult and demanding one, that recruitment and retention of qualified social workers is challenging and that vacant positions create higher caseloads. However, Shasta County's cost of living and tax base is also less than many other communities throughout the State of California. There are factors other than salary that contribute to vacant positions.

Grand Jury Recommendations:

R1. The Grand Jury recommends that within six months, Shasta County Personnel Services work with HHSA to develop an ongoing strategy to aggressively recruit and fill social worker vacancies. The "Grow Your Own" Program should continue to be fully supported as part of this process.

Response: The recommendation has not yet been implemented and will be implemented within the next six months. The Department of Support Services, Personnel Unit in the meantime, working collaboratively with Health and Human Services Agency staff, will continue to support and review alternative methods of recruitment for social workers.

R2. The Grand Jury recommends that as Child Welfare funding is expected to increase in the next year, the Shasta County Board of Supervisors look for opportunities to increase the social workers' compensation package.

Response: The recommendation will not be implemented as Shasta County employee's compensation is a labor negotiation matter and will be handled through the bargaining process accordingly.

This concludes the Shasta County Department of Support Services response to the 2014-2015 Grand Jury Report.

Sincerely,



Angela Davis

Director of Support Services

cc: Foreperson, Shasta County Grand Jury



SHASTA COUNTY

Office of the Sheriff



June 24, 2015

Tom Bosenko
SHERIFF - CORONER

The Honorable Gregory Gaul
Presiding Judge, Shasta County Superior Court
1500 Court Street, Room 205
Redding, CA 96001

Dear Judge Gaul"

Re: Response of Shasta County Sheriff to FY 2014-2015 Grand Jury Report.

I would like to extend my thanks and appreciation to the Fiscal Year 2014-2015 Grand Jury members for their commitment to serving Shasta County and its citizens.

FINDINGS AND RESPONSES

A TRIP YOU NEVER WANT TO TAKE

Findings:

F3. County and city law enforcement, as currently staffed, are unable to fully combat drug abuse.

Response: Sheriff Tom Bosenko concurs with the Grand Jury's finding. The County is aware of the limited staffing and resources of the Sheriff's Office as the Board of Supervisors controls allocated positions and budgetary funding for the Sheriff's Office.

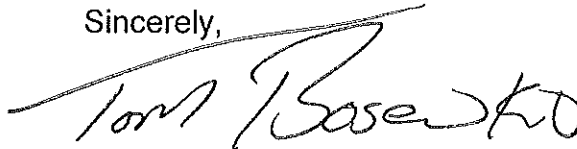
Recommendations:

R3. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with city councils to seek funding through grants and ballot propositions to maintain and increase staff to combat illegal drugs.

Response: Sheriff Tom Bosenko concurs with the recommendation. Overall, grant funding is decreasing. The County must approve grant applications. The County has reservations with grants requiring matching funds or grants that fund full time positions. Grants often have expiration dates and require the County to incur an ongoing cost to the County.

This concludes the Shasta County Sheriff's Office response to the 2014-2015 Grand Jury Report.

Sincerely,

A handwritten signature in black ink that reads "Tom Bosenko". The signature is written in a cursive style with a long, sweeping horizontal line above the name.

TOM BOSENKO
Sheriff-Coroner

TMB/bw

cc: CEO Larry Lees, Shasta County
Undersheriff Eric Magrini, Shasta County Sheriff's Office

Copy



Shasta County

ADMINISTRATIVE OFFICE
LAWRENCE G. LEES
COUNTY EXECUTIVE OFFICER

1450 COURT ST., SUITE A
REDDING, CALIFORNIA 96001-1680
VOICE - (530) 225-5561
(NORTH STATE) - (800) 479-8009
FAX - 229-8238

July 21, 2015

The Honorable Gregory Gaul
Presiding Judge, Shasta County Superior Court
1500 Court St., Rm. 205
Redding, CA 96001

Dear Judge Gaul:

Re: Response of County Executive Officer to Fiscal Year 2014-2015 Grand Jury Report

The County Executive Officer appreciates the time and dedication which the 2014-2015 Grand Jurors contributed to their charge. The County has implemented changes pursuant to the Grand Jury's Findings and Recommendations.

FINDINGS AND RESPONSES

A. Meth and Heroin Plague Shasta County Life

FINDINGS

The Grand Jury findings:

F1. The abuse of meth and heroin has serious often long-term destructive physical and mental effects on the users and their families. Medical, social, and psychological services and law enforcement are strained.

Response: County Executive Officer Lawrence G. Lees agrees with the finding.

F2. Shasta County needs more drug treatment, rehabilitation services and drug education for abusers, their families and the community to reduce drug abuse and strengthen life skills of those most at risk.

Response: County Executive Officer Lawrence G. Lees agrees with the finding.

F3. County and city law enforcement, as currently staffed, are unable to fully combat drug abuse.

Response: County Executive Officer Lawrence G. Lees agrees with the finding.

RECOMMENDATIONS:

R1. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with the city councils of Redding, Anderson and City of Shasta Lake, the business communities, services organizations, school districts and others throughout the county to provide early drug education programs, including an educational media campaign.

Response: The recommendation has been implemented as there are currently varying levels of collaboration taking place. However, the County Executive Officer within the next six (6) months will further analyze and study the recommendation to determine if there are further steps the County can take to provide additional early drug education programs.

R2. The Grand Jury recommends that the Shasta County Board of Supervisors and city councils seek funding through grants and ballot propositions to increase treatment and rehabilitations services.

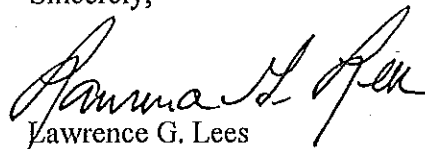
Response: The recommendation has been implemented. The County applies for grant funding continuously to increase treatment and rehabilitation services. Shasta County received \$2,122,797 in public safety grant funding in Fiscal Year ending June 30, 2014.

R3. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with city councils to seek funding through grants and ballot propositions to maintain and increase law enforcement staff to combat illegal drugs.

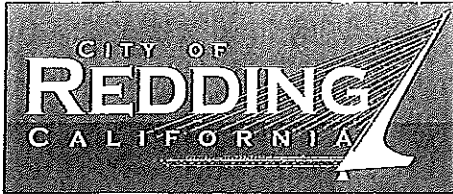
Response: The recommendation has been partially implemented. The County applies for grant funding continuously to increase law enforcement staff to combat illegal drugs. On March 17, 2015, the Board of Supervisors approved funding for five Full-Time-Equivalent Deputy positions for eastern Shasta County. The County and Cities work together through the SHASCOM JPA to coordinate Public Safety communications that create safety efficiencies.

This concludes the response of the Shasta County Executive Officer to the FY 2014-2015 Meth and Heroin Plague Shasta County Life Grand Jury Report.

Sincerely,


Lawrence G. Lees
County Executive Officer

LGL:jd



CITY OF REDDING
777 CYPRESS AVENUE, REDDING, CA 96001
P.O. BOX 496071, REDDING, CA 96049-6071

OFFICE OF THE CITY MANAGER
KURT STARMAN, CITY MANAGER
BARRY TIPPIN, ASSISTANT CITY MANAGER
GREG CLARK, DEPUTY CITY MANAGER
530.225.4060
530.225.4325 FAX

July 22, 2015
B-080-600-800

The Honorable Gregory Gaul
Presiding Judge
Shasta County Superior Court
1500 Court Street, Room 205
Redding, CA 96001

Dear Judge Gaul:

The Shasta County Grand Jury 2014-15 Final Report contains a report titled "Meth and Heroin Plague Shasta County Life". The Grand Jury has requested that the City Manager of the City of Redding respond to the Findings and Recommendations within that report.

- F1. The abuse of meth and heroin has serious often long-term destructive physical and mental effects on the users and their families. Medical, social, and psychological services and law enforcement are strained.

Response: The respondent agrees with the finding.

- F2. Shasta County needs more drug treatment, rehabilitation services and drug education for abusers, their families and the community to reduce drug abuse and strengthen life skills of those most at risk.

Response: The respondent agrees with the finding.

- F3. County and city law enforcement, as currently staffed, are unable to fully combat drug abuse.

Response: The respondent agrees with the finding.



-
- R1. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with the city councils of Redding, Anderson and City of Shasta Lake, the business communities, service organizations, school districts and others throughout the county to provide early drug education programs, including an educational media campaign.

Response: The recommendation requires further analysis over the next six months to determine more precisely what the City of Redding's participation would entail. The City of Redding collaborates with the County of Shasta on a wide range of community issues. The City of Redding is willing to collaborate with the County of Shasta and other stakeholders on this recommendation, as well.

- R2. The Grand Jury recommends that the Shasta County Board of Supervisors and city councils seek funding through grants and ballot propositions to increase treatment and rehabilitation services.

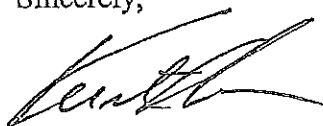
Response: The recommendation will not be implemented. The City of Redding does not operate any drug-related treatment or rehabilitation services. Therefore, it is not practical for the City of Redding to apply for such grants. The City of Redding will continue to support the County of Shasta's efforts, however, to secure such grants to better serve the community.

- R3. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with city councils to seek funding through grants and ballot propositions to maintain and increase law enforcement staff to combat illegal drugs.

Response: This recommendation has been implemented. The City of Redding has been able to successfully secure grants to maintain and increase law enforcement staff to combat illegal drugs and other criminal activity. The City of Redding will continue to pursue grant opportunities in collaboration with the County of Shasta.

In closing, I would like to thank and commend the Grand Jury for its dedication and hard work. I value and respect the important role that the Grand Jury serves in our community.

Sincerely,



Kurt Starman
City Manager

City of Shasta Lake

P.O. Box 777 • 1650 Stanton Drive
Shasta Lake, CA 96019
Phone: 530-275-7400
Fax: 530-275-7414
Website: www.cityofshastalake.org



August 17, 2015

The Honorable Gregory Gaul, Presiding Judge
Shasta Superior Court
1500 Court Street
Redding, CA 96001

Re: 2014-2015 Grand Jury Report: Methamphetamine and Heroine Plague Shasta County Life

The City Council of the City of Shasta Lake voted in open session to approve required responses and authorize the Mayor to submit them. The 2014-2015 Grand Jury Report also requested that the City Managers respond to the findings and recommendations. As the City of Shasta Lake's City Manager, I concur with the City Council's response to the report as follows:

F1: The City of Shasta Lake agrees that methamphetamine and Heroine use is increasingly becoming a major problem in Shasta County.

F2: The City of Shasta Lake is in agreement with the Grand Jury regarding the need for more drug treatment, rehabilitation service and education for abusers, their families and the community.

F3: The City of Shasta Lake agrees that increased law enforcement personnel are vital to the efforts to decrease Methamphetamine and Heroine use. Although, not specifically related to this report, the City Council at its June 16, 2015 meeting approved the funding for one additional contract Shasta County Sheriff's deputy for the 2015/16 fiscal year.

R1: The City of Shasta Lake collaborates with the County and the cities of Redding and Anderson in a variety of ways. City Manager and the County CEO meet on a quarterly basis to share information and determine if there are issues on which the jurisdictions can collaborate. The City relies on the Shasta County Health and Human Services and the Shasta County Sheriff's Department, with whom the City of Shasta Lake contracts for law enforcement, to provide services and referrals, and apprise City officials about substance abuse issues within the City.

In addition, the City provides annual financial aid to the Shasta County Chemical People, Youth Violence Prevention Council, and Central Valley Sober Grad. These organizations provide substance abuse prevention services, referrals and education. The City Manager will meet with the Gateway Unified School District Superintendent to see if the DARE program can be brought back to our school district to provide early substance abuse prevention education. The City also makes available meeting rooms free of charge to Shasta/Trinity Area Narcotics Anonymous.

R2: The City of Shasta Lake supports the endeavors of Shasta County, City of Anderson and City of Redding in seeking grant funding to provide increased treatment, rehabilitation, and prevention of

*Reviewed 08.30.15
G. Gaul, PJ*

substance abuse. The City of Shasta Lake has continually written letters of support, when requested to do so, for other jurisdiction's grant applications. City staff also continually monitors grant opportunities for which the city is eligible to apply.

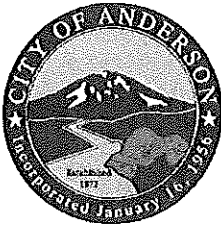
R3: The City receives annual funding through the Citizen's Options for Police Services (COPS) grant program in the amount of \$100,000. This funding pays for one of the officers provided in the City's contract with the Sheriff's Department. As stated in F1 above, funding for one additional contract Shasta County Sheriff's deputy for the 2015/16 fiscal year was recently approved.

If there are any questions regarding these responses, please feel free to contact me at 530-275-7411. It is our hope that with additional effort and collaboration, that Shasta County Methamphetamine and Heroin use, as well as other substance abuse, can be decreased.

Respectively submitted,

A handwritten signature in black ink, appearing to read "J.N. Duckett, Jr.", with a stylized flourish extending to the right.

John N. Duckett, Jr.
City Manager, City of Shasta Lake



July 21, 2015

The Honorable Gregory Gaul
Presiding Judge, Shasta County Superior Court
1500 Court Street
Redding, CA 96001

Dear Judge Gaul:

On behalf of the City of Anderson, we wish to express our thanks and appreciation for the work of the 2014-2015 Shasta County Grand Jury. As required by California Penal Code Sections 933 and 933.05, the City of Anderson offers the following response to the report titled, "Methamphetamine and Heroine Plague Shasta County Life".

Finding F1:

The abuse of meth and heroin has serious often long-term destructive physical and mental effects on the users and their families. Medical, social, and psychological services and law enforcement are strained;

Response:

The City of Anderson agrees with this finding.

Finding F2:

Shasta County needs more drug treatment, rehabilitation services and drug education for abusers, their families and the community to reduce drug abuse and strengthen life skills of those most at risk;

Response:

The City of Anderson agrees with this finding.

Finding F3:

County and city law enforcement, as currently staffed are unable to fully combat drug abuse.

Response:

The City of Anderson agrees with this finding.

Recommendation R1:

The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with the city councils of Redding, Anderson, and City of Shasta Lake, the business communities, service organizations, school districts and others throughout the county to provide early drug education programs, including and educational media campaign.

Response:

The recommendation has been implemented and is ongoing. In addition to continued collaboration, the City of Anderson will specifically be restoring the School Resource Officer (SRO) position in partnership with the Anderson Union High School District. The SRO will be a fulltime position for a uniformed City of Anderson Police officer and will allow the City to be a partner with the Anderson Union High School District in both education and enforcement. In addition the City continues to partner with the Anderson Teen Center, Shasta County Health and Human Services, and several other local groups.

Recommendation R2:

The Grand Jury recommends that the Shasta County Board of Supervisors and city councils seek funding through grants and ballot propositions to increase treatment and rehabilitation services.

Response:

The recommendation requires further analysis. The City of Anderson does not currently have their own treatment or rehabilitation services, therefore, grant funding in support of these services has not been previously sought. The City will analyze what services are currently available within the City and begin looking for grant opportunities to assist with funding these services where applicable. The City is open to working with Shasta County Health and Human Services to collaborate on seeking funding through either grants or ballot measures to increase treatment and rehabilitation.

Recommendation R3:

The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with city councils to seek funding through grants and ballot propositions to maintain and increase law enforcement staff to combat illegal drugs.

Response:

The recommendation has been implemented. The City of Anderson continually seeks funding opportunities through various public safety grants. Current grant funding assists the City in keeping additional officers, supporting the School Resource Officer and Problem Oriented Policing programs. In 2013 the City sought and was awarded grant funds to assist in keeping the Anderson Teen Center open providing educational and fun activities for youth in a clean and safe environment. In 2014 the City Council placed a sales tax initiative (Measure A) on the ballot and the people of Anderson passed the initiative in support of enhanced public safety. To date we have added three officers, a K9 and are in the process of adding one nonsworn public safety officer. In 2015 the City of Anderson will be

The Honorable Gregory Gaul
July 21, 2015
Page 3

rejoining the Shasta Interagency Narcotics Task Force (SINTIF) by providing a fulltime officer to the program. These activities are instrumental in the fight against illegal drugs.

The City of Anderson appreciates this opportunity to respond to relevant portions of the 2014-2015 Shasta County Grand Jury Final Report.

Sincerely,

A handwritten signature in black ink that reads "Jeff Kiser". The signature is written in a cursive style with a large, sweeping initial "J".

Jeff Kiser
City Manager
City of Anderson

City of Shasta Lake

P.O. Box 777 • 1650 Stanton Drive
Shasta Lake, CA 96019
Phone: 530-275-7400
Fax: 530-275-7414
Website: www.cityofshastalake.org



August 5, 2015

The Honorable Gregory Gaul, Presiding Judge
Shasta Superior Court
1500 Court Street
Redding, CA 96001

Re: 2014-2015 Grand Jury Report: Methamphetamine and Heroine Plague Shasta County Life

The City of Shasta Lake City Council provides the following required responses to the Grand Jury Report:

F1: The City of Shasta Lake agrees that methamphetamine and Heroine use is increasingly becoming a major problem in Shasta County.

F2: The City of Shasta Lake is in agreement with the Grand Jury regarding the need for more drug treatment, rehabilitation service and education for abusers, their families and the community.

F3: The City of Shasta Lake agrees that increased law enforcement personnel are vital to the efforts to decrease Methamphetamine and Heroine use. Although, not specifically related to this report, the City Council at its June 16, 2015 meeting approved the funding for one additional contract Shasta County Sheriff's deputy for the 2015/16 fiscal year.

R1: The City of Shasta Lake collaborates with the County and the cities of Redding and Anderson in a variety of ways. City Manager and the County CEO meet on a quarterly basis to share information and determine if there are issues on which the jurisdictions can collaborate. The City relies on the Shasta County Health and Human Services and the Shasta County Sheriff's Department, with whom the City of Shasta Lake contracts for law enforcement, to provide services and referrals, and apprise City officials about substance abuse issues within the City.

In addition, the City provides annual financial aid to the Shasta County Chemical People, Youth Violence Prevention Council, and Central Valley Sober Grad. These organizations provide substance abuse prevention services, referrals and education. The City Manager will meet with the Gateway Unified School District Superintendent to see if the DARE program can be brought back to our school district to provide early substance abuse prevention education. The City also makes available meeting rooms free of charge to Shasta/Trinity Area Narcotics Anonymous.

R2: The City of Shasta Lake supports the endeavors of Shasta County, City of Anderson and City of Redding in seeking grant funding to provide increased treatment, rehabilitation, and prevention of substance abuse. The City of Shasta Lake has continually written letters of support, when requested to do

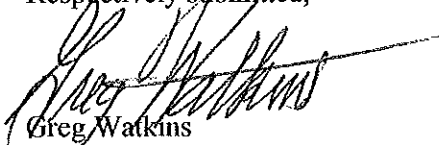
*Reviewed 8/30/15
G. Gaul, PJ*

so, for other jurisdiction's grant applications. City staff also continually monitors grant opportunities for which the city is eligible to apply.

R3: The City receives annual funding through the Citizen's Options for Police Services (COPS) grant program in the amount of \$100,000. This funding pays for one of the officers provided in the City's contract with the Sheriff's Department. As stated in F1 above, funding for one additional contract Shasta County Sheriff's deputy for the 2015/16 fiscal year was recently approved.

If there are any questions regarding these responses, please contact John Duckett, City Manager at 530-275-7411. It is our hope that with additional effort and collaboration, that Shasta County Methamphetamine and Heroine use, as well as other substance abuse, can be decreased.

Respectively submitted,



Greg Watkins
Mayor, City of Shasta Lake



CITY OF REDDING

FRANCIE SULLIVAN, MAYOR

777 Cypress Avenue, Redding, CA 96001

P.O. Box 496071, Redding, CA 96049-6071

530.225.4447 FAX 530.225.4463

September 2, 2015
B-080-600-800

The Honorable Gregory Gaul
Presiding Judge
Shasta County Superior Court
1500 Court Street, Room 205
Redding, CA 96001

Dear Judge Gaul:

The Shasta County Grand Jury 2014-15 Final Report contains a report titled "Methamphetamine and Heroin Plague Shasta County Life." The Grand Jury has requested that the Redding City Council respond to the Findings and Recommendations within that report.

F1. The abuse of meth and heroin has serious often long-term destructive physical and mental effects on the users and their families. Medical, social, and psychological services and law enforcement are strained.

Response to F1: The respondent agrees with the finding.

F2. Shasta County needs more drug treatment, rehabilitation services and drug education for abusers, their families and the community to reduce drug abuse and strengthen life skills of those most at risk.

Response to F2: The respondent agrees with the finding.

F3. County and city law enforcement, as currently staffed, are unable to fully combat drug abuse.

Response to F3: The respondent agrees with the finding.

R1. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with the city councils of Redding, Anderson and City of Shasta Lake, the business communities, service organizations, school districts and others throughout the county to provide early drug education programs, including an educational media campaign.

Response to R1: The recommendation requires further analysis over the next six months to determine more precisely what the City of Redding's participation would entail. The City of Redding collaborates with the County of Shasta on a wide range of community issues. The City of Redding is willing to collaborate with the County of Shasta and other stakeholders on this recommendation, as well.

- R2. The Grand Jury recommends that the Shasta County Board of Supervisors and city councils seek funding through grants and ballot propositions to increase treatment and rehabilitation services.

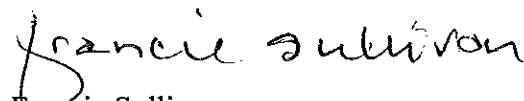
Response to R2: The recommendation will not be implemented. The City of Redding does not operate any drug-related treatment or rehabilitation services. Therefore, it is not practical for the City of Redding to apply for such grants. The City of Redding will continue to support the County of Shasta's efforts, however, to secure such grants to better serve the community.

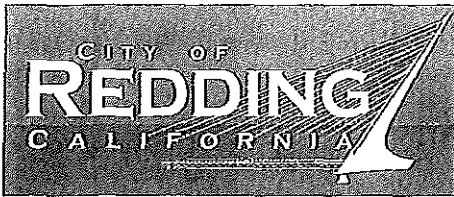
- R3. The Grand Jury recommends that the Shasta County Board of Supervisors collaborate with city councils to seek funding through grants and ballot propositions to maintain and increase law enforcement staff to combat illegal drugs.

Response to R3: This recommendation has been implemented. The City of Redding has been able to successfully secure grants to maintain and increase law enforcement staff to combat illegal drugs and other criminal activity. The City of Redding will continue to pursue grant opportunities in collaboration with the County of Shasta.

On behalf of the City Council, I would like to thank and commend the Grand Jury for its dedication and hard work. The City Council values and respects the important role that the Grand Jury serves in our community.

Sincerely,


Francie Sullivan
Mayor



CITY OF REDDING
777 CYPRESS AVENUE, REDDING, CA 96001
P.O. Box 496071, REDDING, CA 96049-6071

OFFICE OF THE CITY MANAGER
KURT STARMAN, CITY MANAGER
BARRY TIPPIN, ASSISTANT CITY MANAGER
GREG CLARK, DEPUTY CITY MANAGER
530.225.4060
530.225.4325 FAX

July 22, 2015
B-080-600-800

The Honorable Gregory Gaul
Presiding Judge
Shasta County Superior Court
1500 Court Street, Room 205
Redding, CA 96001

Dear Judge Gaul:

The Shasta County Grand Jury 2014-15 Final Report contains a report titled "Turf Troubles in River City". The Grand Jury has requested that the City Manager of the City of Redding respond to the Finding #1, Finding #5, and Recommendation #4 within that report.

F1. The turf for each of the four soccer fields needs to be replaced within two-three years.

Response: The respondent agrees with the finding. It is uncertain when the turf for each field will need to be replaced. However, the finding above appears to be reasonable.

F5. There has never been an audit of the Shasta Regional Soccer Association's (SRSA) financial records of monies received, expended and available for the Replacement Fund.

Response: The respondent agrees with the finding. The City of Redding retains the contractual right to audit the SRSA's financial records, but there has been no need for a full audit. With that said, the City of Redding's Director of Community Services receives and reviews the SRSA's financial reports on a regular basis.

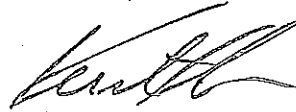
R4. The COR shall provide accurate accounting to the City Council and the public annually by August 15 of each year for compliance with the fiscal Soccer Park Lease terms.

Response: The recommendation has not yet been implemented, but will be implemented by October 31, 2015. The Director of Community Services will provide a report to the Community Services Advisory Commission on an annual basis. The report will be made available to the City Council and the public.



In closing, I would like to thank and commend the Grand Jury for its dedication and hard work. I value and respect the important role that the Grand Jury serves in our community.

Sincerely,



Kurt Starman
City Manager

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c: Honorable Mayor and Council Members
Kim Niemer, Director of Community Services



CITY OF REDDING

FRANCIE SULLIVAN, MAYOR

777 Cypress Avenue, Redding, CA 96001

P.O. Box 496071, Redding, CA 96049-6071

530.225.4447 FAX 530.225.4463

September 2, 2015

B-080-600-800

The Honorable Gregory Gaul
Presiding Judge
Shasta County Superior Court
1500 Court Street, Room 205
Redding, CA 96001

Dear Judge Gaul:

The Shasta County Grand Jury 2014-15 Final Report contains a report titled "Turf Troubles in River City." The Grand Jury has requested that the Redding City Council respond to the Findings 2, 3, and 4, and Recommendations 1 through 4.

F2. There is insufficient money in the "Replacement Fund" to replace the turf.

Response: The respondent agrees with the finding.

F3. Several amendments to the original Soccer Park Lease over five years have not resulted in adequate monies to the Replacement Fund.

Response: The respondent agrees with the finding. The amendments were made when the lessor was unable to comply with the existing lease requirements in order to keep the park open and available to the public.

F4. The COR has failed to perform its fiduciary duty to its citizens to protect the \$10 million investment required by the original Soccer Park Lease with amendments.

Response: The respondent disagrees with this finding. The City of Redding manages the lease agreement closely. The severe economic recession of the last several years impacted revenue at the park. The City of Redding has provided no financial support to operate the Soccer Park since it first opened in 2007 and thousands of residents have enjoyed the recreational amenities. Refusing to amend the lease would have caused the Soccer Park to close or the City of Redding to assume operational responsibility, which was not possible when drastic cuts were being made to the City's General Fund due to the recession.

- R1. The COR shall conduct a forensic audit of SRSA's financial records between 2007 and 2014 by January 15, 2016.

Response: The recommendation will not be implemented because it is not warranted. The City of Redding reviews Soccer Park financial reports monthly. There is no evidence of impropriety that would justify the expense or effort of a forensic audit.

- R2. The COR shall develop by October 1, 2015 a strategy to replace the turf that is not dependent on pending litigation or the current Soccer Park Lease dated September 26, 2012.

Response: The recommendation will not be implemented. Responsibility for replacing the turf rests with the Shasta Regional Soccer Association. However, the City of Redding will continue to work with the Shasta Regional Soccer Association to identify long-term solutions and strategies.

- R3. The COR shall establish a viable business plan for the soccer park that would provide a sustainable operation by October 1, 2015.

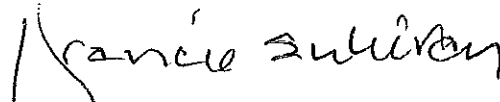
Response: The recommendation will not be implemented. The City of Redding does not operate the facility. The City of Redding has an agreement with the Shasta Regional Soccer Association for operation of the Redding Soccer Park.

- R4. The COR shall provide accurate accounting to the City Council and the public annually by August 15 of each year for compliance with the fiscal Soccer Park Lease terms.

Response: The recommendation has not yet been implemented but will be implemented by October 31, 2015. The Director of Community Services will provide a report to the Community Services Advisory Commission on an annual basis. The report will be made available to the City Council and the public.

In closing, I would like to thank and commend the Grand Jury for its diligent efforts on behalf of our community.

Sincerely,


Francie Sullivan
Mayor