



**NAPA COUNTY GRAND JURY  
2019-2020**

**FINAL REPORT  
APRIL 30, 2020**

**The City of Napa's Sidewalks:  
Watch Your Step!**

# The City of Napa's Sidewalks: Watch Your Step!

April 2020

## SUMMARY



Fig. 1. 2019/2020 Grand Jury.  
*Displaced Neighborhood Sidewalk.*  
2020.



Fig. 2. 2019/2020 Grand Jury.  
*Close-up of the same displaced sidewalk,*  
*showing a displacement of eight inches.*  
2020.

Based upon both informal complaints and personal observations regarding sidewalk conditions, the 2019/2020 Napa County Grand Jury (Jury) investigated the City of Napa's sidewalk repair and maintenance programs, with a particular focus on the City's residential neighborhoods. The Jury's initial inquiry was simple: what is the City doing to repair neighborhood sidewalks that present a tripping hazard? The Jury focused on two questions: 1) how does the City decide which sidewalks to repair each year, and 2) does the City adequately inform the public of their sidewalk repair plans and completed projects?

The City of Napa's Public Works Department (PWD) is responsible for the City's sidewalk repair programs. Between fiscal year 2016/17 through fiscal year 2020/21, PWD has spent or is scheduled to spend over \$9,200,000 on sidewalk repairs. Despite the yearly repair efforts of the PWD, many of the City's residential sidewalks have remained uneven, cracked, broken, or missing, sometimes for years. For example, nearly half of the sidewalks described on one PWD database as having more than four inches of vertical displacement had been in that database for five years or longer.

Most of PWD's neighborhood sidewalk repair budget has been spent on sidewalk repairs performed as a first step to a street surface repaving project. As explained to the Jury by PWD staff, sidewalks and curbs need to be repaved before streets are resurfaced. Large stretches of residential sidewalks are replaced or repaired during these street resurfacing projects. The selection of these locations and the timing of these repairs are determined entirely by street surface condition, not the condition of the sidewalks. Many damaged sidewalks are repaired in

this way. However, if a street does not need resurfacing, a severely damaged sidewalk could remain unrepaired for years.

Damaged or displaced sidewalks impose costs upon the City that go beyond the budgeted cost of repairs. Displaced sidewalks can cause people to trip. Tripping on sidewalks can cause injuries. The injuries impose financial costs to the City. The Jury found that between January 2014 and November 2019, the City paid \$822,040.18 to resolve sidewalk trip-and-fall claims.<sup>1</sup> This amount does *not* include the additional cost of paying outside legal counsel or an outside claim administrator to assist with claims and lawsuits.

The Jury recommends the PWD adopt changes in processes, adopt definitions, develop a repair plan, and clarify or augment their public reporting. These changes are all foundational: they are needed to help the PWD better identify, describe, and complete repairs to the most damaged sidewalks in the City’s neighborhoods. The PWD has performance goals and is aware of damaged neighborhood sidewalks. The Jury’s recommendations are therefore designed to increase public awareness of, and PWD’s accountability for, the City of Napa’s sidewalk repair projects.

## **GLOSSARY**

City: The City of Napa

LSPP: Local Streets Paving Plan

Jury: The 2019/2020 Napa County Grand Jury

PWD: Public Works Department

Trip-and-fall: A term used internally within the PWD to refer to a sidewalk area that presents a tripping risk.

WAM: Workorder Asset Management

## **BACKGROUND**

The City of Napa’s neighborhoods are often tree-lined and the roots from these neighborhood street trees can cause the sidewalks to crack or become displaced. Street trees are the trees located within the “right of way” between the homeowner’s property and the street. The right of way is the area behind the curb that includes the planting strip and the sidewalk.<sup>2</sup> Property owners are responsible for the maintenance of sidewalks and street trees located in the right-of-way adjacent to their property.<sup>3</sup> Nevertheless, many cities in California, Napa included, undertake some sidewalk maintenance, repairs, and/or replacement.

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<sup>1</sup> The payments to resolve these claims do not come out of the PWD’s budget. They are paid out of the City’s risk management fund.

<sup>2</sup> Napa Municipal Code Section 17.06.030, [https://qcode.us/codes/napa/view.php?topic=city\\_of\\_napa\\_municipal\\_code-17-17\\_06-17\\_06\\_030&frames=on](https://qcode.us/codes/napa/view.php?topic=city_of_napa_municipal_code-17-17_06-17_06_030&frames=on).

<sup>3</sup> California Streets and Highways Code Section 5610, [https://leginfo.legislature.ca.gov/faces/codes\\_displaySection.xhtml?lawCode=SHC&sectionNum=5610](https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=SHC&sectionNum=5610); Napa Municipal Code 12.44.050, [http://qcode.us/codes/napa/view.php?topic=city\\_of\\_napa\\_municipal\\_code-12-12\\_44-12\\_44\\_050&frames=on](http://qcode.us/codes/napa/view.php?topic=city_of_napa_municipal_code-12-12_44-12_44_050&frames=on).

Two groups within the PWD have primary responsibility for sidewalk repairs. The PWD's Engineering Division is responsible for sidewalks located in the right-of-way next to major streets that help to connect City streets to major roadways and highways. The Operations group is responsible for local streets and neighborhoods. The Operations group is not a part of the Engineering Division. It is a separate group reporting to the Director of Public Works. The Operations group, not the Engineering Division, manages and sometimes performs residential neighborhood street paving and sidewalk repairs. The Jury focused its inquiry on the work of the Operations group and its residential sidewalk programs.<sup>4</sup>

In 2019, the PWD experienced several personnel changes and management reorganizations.<sup>5</sup> As a result, most of the managers directly responsible for the City's neighborhood sidewalk repair and replacement programs are new to their current roles. The Public Works Director, the Operations Manager, the Associate Civil Engineer in charge of Operations Engineering, and the Streets/Sidewalks Superintendent were all new to their positions in 2019.

## METHODOLOGY

In conducting its investigation, the Jury completed the following steps:

- Interviews
  - The Jury conducted seven interviews with officials in the Public Works Department, City Attorney's Office, and the City Manager's Office.
- Research
  - The Jury researched state and local codes addressing right-of-way maintenance standards in California and Napa.
  - The Jury requested and reviewed numerous budget documents relating to the City of Napa's sidewalk maintenance and repair programs.
  - The Jury requested and reviewed documents relating to claims and settlements for trip-and-fall accidents on sidewalks in the City.
  - The Jury reviewed the City's website pages devoted to the PWD's sidewalk maintenance and repair programs.
  - The Jury requested and reviewed documents regarding the PWD's records of known sidewalk issues, sidewalk repairs completed, and planned sidewalk repairs or replacement.
  - The Jury took photographs of displaced neighborhood sidewalks.

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<sup>4</sup> Formerly, key components of the Operations group were part of the Maintenance Division. As a result of the recent reorganizations, the Maintenance Division no longer exists but is still referenced in various locations on the cityofnapa.org website.

<sup>5</sup> Napa Mid-Cycle Budget Fiscal Year 2018/19, 87-88, <https://www.cityofnapa.org/ArchiveCenter/ViewFile/Item/132>.

## DISCUSSION

### The City of Napa’s Sidewalk Budget

Each year, the City of Napa allocates funds from the City’s General Fund as well as other funding sources for residential neighborhood sidewalk repair or replacement projects. The Sidewalk Improvement Program, the program for repairing the City’s sidewalks, receives a specific allocation separate from other programs within the purview of the PWD. According to the City’s budget adopted on June 18, 2019, and additional information obtained from the PWD, the City spent or plans to spend the following amounts for its Sidewalk Improvement Program:

**Table 1. Sidewalk Improvement Program Funding**

<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Adopted</b>	<b>2020/21 Adopted</b>	<b>TOTAL</b>
<b>\$2,102,477</b>	<b>\$1,414,838</b>	<b>\$1,252,832</b>	<b>\$2,771,300<sup>6</sup></b>	<b>\$1,700,900</b>	<b>\$9,242,347</b>

Sources: City of Napa Operating and Capital Improvement Budget Fiscal Years 2019/20 and 2020/21, 197, <https://www.cityofnapa.org/ArchiveCenter/ViewFile/Item/139>, and additional updated information for fiscal year 2018/19 that was provided by the PWD.

### Databases of Reported Sidewalk Concerns

For years, the PWD maintained more than one database recording sidewalk condition problems. The databases consisted of citizen reports, PWD staff observations, and data resulting from a laser measurement process. Some of these databases were part of a system that is now being phased out.<sup>7</sup> The databases had incompatible formats or programs and could not be combined. In some cases, such as the laser measurements, the information contained in the databases could not be accessed by PWD staff.

Citizen complaints regarding sidewalks have typically come to the PWD either through email, phone, or more recently through the “service request” button on the City’s website.<sup>8</sup> The complaints were recorded on the “Sidewalk Service List,” a spreadsheet of what the PWD staff refers to as “trip-and-falls.” A trip-and-fall, as that term is used by PWD staff, is a sidewalk with a vertical displacement that could create a tripping risk.

<sup>6</sup> According to PWD staff, the Sidewalk Improvement Program acts like its own fund. Unspent funds fall back into the reserves and, according to PWD staff, actual expenditures have been much lower than the budgeted amounts. The increase indicated for 2019/20 reflects a carryover of these unspent funds from prior years.

<sup>7</sup> City of Napa Operating and Capital Improvement Budget Fiscal Years 2019/20 and 2020/21, 353, <https://www.cityofnapa.org/ArchiveCenter/ViewFile/Item/139>.

<sup>8</sup> City of Napa Service Center, <https://www.cityofnapa.org/277/Service-Center>. There is no comparable button or link on the PWD’s webpage.

The Sidewalk Service List was created, in part, through the initiative of citizens who contacted the PWD to report a sidewalk issue; however, it was not a complete inventory of the City’s cracked, broken, or displaced residential sidewalks. For example, neither of the two sidewalk areas shown in the 2020 photographs below are on the list. Both of the sidewalks show a vertical displacement of six inches.



Fig. 3. 2019/2020 Grand Jury. *Displaced sidewalk not on the sidewalk service list.* 2020.



Fig. 4. 2019/2020 Grand Jury. *Close-up view of the same sidewalk as Fig.3, showing a displacement of nearly 6 inches.* 2020.



Fig. 5. 2019/2020 Grand Jury. *Another displaced sidewalk not listed on the sidewalk service list.* 2020.



Fig. 6. 2019/2020 Grand Jury. *Close-up view of the same sidewalk shown in Fig. 5. This view shows the displacement of nearly six inches.* 2020.

Although the list was not a complete inventory, it included 2,377 entries as of late October 2019, when the PWD ceased updating the list as part of a conversion to a new database system. Most of the entries included an indication of the severity of the sidewalk problem as well as the date on which the problem was first reported. The severity of the problem was described using a ranking system.

A ranking of “1” on the sidewalk list indicated a sidewalk vertically displaced by approximately one inch. Rankings of “2,” “3,” or “4” similarly reflected the rough estimate of the number of inches of vertical displacement. A ranking of “5” indicated a vertical

displacement of more than four inches. The Jury observed that some of the sidewalks listed as “5” were vertically displaced by as much as eight inches.

The final version of the Sidewalk Service List included 165 entries with the most severe displacement rating of “5.” Seventy-six of those entries had been added to the list prior to March 2015 and had remained on the list for nearly five years or more.



Fig. 7. 2019/2020 Grand Jury. *Series of sidewalk segments displaced by more than four vertical inches. This segment of sidewalk has been on the “Sidewalk Service List” since at least March 2015.*  
2020.

A similar list maintained by the PWD recorded repairs completed either by the City or the adjacent property owners. This list showed that a total of 50 separate street addresses with a sidewalk displaced at a severity level of “5” were repaired at some point prior to November 2019.

In late 2019, the PWD began to consolidate the information from its various sidewalk lists and databases into one new consolidated database with a new data management system. The consolidation takes advantage of two software products. The first is a geographic information system (GIS), used citywide to pinpoint and “analyze relationships between geographic locations.”<sup>9</sup>

The second software program essential to the PWD’s data consolidation efforts is also part of a citywide program that PWD has now begun to adopt. This second system is a Workorder Asset Management system (WAM).<sup>10</sup> As described in the City’s most recently published budget, WAM “is a computer-based system to capture and manage data related to

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<sup>9</sup> Discussion of GIS on the County of Napa website, <https://www.countyofnapa.org/1196/Geographic-Information-Systems-GIS>.

<sup>10</sup> Napa Operating and Capital Improvement Budget Fiscal Years 2019/20 and 2020/21, 353, <https://www.cityofnapa.org/ArchiveCenter/ViewFile/Item/139>.

where assets are located, what condition they are in, when they need to be replaced, and who has worked on them.”<sup>11</sup>

In November 2019, the PWD began to load information from the older sidewalk databases into a consolidated database for use with the new WAM program. WAM is expected to allow the PWD staff to sort and analyze those data in more useful ways than in the past. PWD staff were unable to describe the process for evaluating the success of their conversion to WAM or their ability to use it effectively.

## **The City of Napa’s “Sidewalk Improvement Program” and “One-Off” or “Priority” Projects**

The City’s budget adopted on June 18, 2019, provides the following overview of the Sidewalk Improvement Program:

The Sidewalk Improvement Program utilizes City crews to remove, replace, install and maintain curb, gutter, sidewalk, driveway approaches, valley gutters, ADA [Americans with Disabilities Act] ramps and other concrete associated needs each year using a variety of funding sources. The program aims to install a minimum of 1,200 cubic yards of concrete every year. The Sidewalk Improvement Program allows the City to stretch General Fund and Gas Tax funding sources to provide a widespread benefit throughout the community. The program typically completes work in the Local Streets Paving Program (LSPP) neighborhoods prior to the streets being re-paved. However, crews additionally work in priority areas to address tripping hazards and other sidewalk issues.<sup>12</sup>

The PWD’s Operations group typically manages and performs the work of repairing or replacing neighborhood sidewalks according to a schedule proscribed by the LSPP. PWD staff periodically update a map which is sometimes referred to as the “LSPP Map” and sometimes called the “10 Mile Map.” The map visually depicts neighborhood streets that will be repaved according to a paving schedule that roughly mirrors the life expectancy of the streets. It reflects the goal of repaving all of the City’s residential streets over a 14-year period by paving 10 miles of residential streets each year using City crews.<sup>13</sup>

A street’s asphalt surface runs up to the gutter areas, so before street repaving can occur the City must first make any needed repairs to the sidewalks, gutters, curbs, and ramps. The LSPP, therefore, dictates much of the scheduling for sidewalk repairs. Sidewalk repairs performed in conjunction with the LSPP tend to repair cracked or displaced sidewalks in a contiguous area and, for that reason, can be more cost effective than single spot repairs. PWD staff repeatedly stressed during interviews that repairing large areas of sidewalks prior to street repaving allows the City to repair more sidewalks. Spot repairs of severely displaced sidewalks come second, when there is room in the budget toward the end of the fiscal year.

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<sup>11</sup> Ibid.

<sup>12</sup> City of Napa Operating and Capital Improvement Budget Fiscal Years 2019/20 and 2020/21(2019), 196, <https://www.cityofnapa.org/ArchiveCenter/ViewFile/Item/139>.

<sup>13</sup> City of Napa Website, PWD Street Paving Description, <https://www.cityofnapa.org/498/Street-Paving>.

The City budget states that the PWD is required to perform some “priority” sidewalk repairs each year, in addition to the repairs performed prior to street repaving. The budget includes a “Program Metrics” discussion that provides a “target” of 50 of these priority repairs each year. The term “priority” is not defined in the budget or within the PWD.<sup>14</sup> PWD staff responsible for reporting the number of completed priority projects for inclusion in the budget were unable to provide documentation to support an established written definition for the term. The PWD reported in the City’s most recently published budget that 100 “priority” projects had been completed in 2017/18, twice the target number for the year.<sup>15</sup> The PWD staff were unable to provide documents to support this number. The PWD does not publish a list of priority projects completed each year.

In multiple interviews with PWD staff, the Jury was told about “one-off” sidewalk repair projects. Although the term “one-off” is undefined, from conversations with PWD staff, the Jury understood it to refer to a sidewalk repair that is performed separately from the sidewalk repairs completed as part of the LSPP. In response to a Jury request for a list of “one-off” repairs, PWD staff created a document that reported 28 “one-offs” completed between August 1, 2017, and September 21, 2019. The overlap between these “one-offs” and the reported “priority” projects is unclear.

The PWD does not have a written policy or written guidance describing which “one-off” or priority projects will be performed each year or the order in which those projects should be performed. Historically, PWD staff selected “one-off” projects by attempting to identify a small group of repairs that could be completed cost-effectively at one time and within the remaining budget for the year. The Jury learned through interviews that on at least one occasion, a persistent homeowner convinced the Parks and Recreation Department and the PWD to prioritize the removal of a tree and an associated sidewalk repair. In addition, during interviews the PWD staff made statements indicating that they may consider whether a displaced sidewalk is located near a school when deciding to perform a “one-off” repair.

In response to the Jury’s requests for written policies and procedures relating to sidewalk issues, the Jury was told that the PWD had no such written policies. More specifically, the PWD has no written policy for the selection of “one-off” or “priority” projects. Because the PWD’s process for selecting these projects is informal, it is not clear how the selection process relates to the most displaced sidewalks such as the 165 level “5” entries on the PWD’s Sidewalk Service List.

## **The PWD’s Sidewalk Repair and Replacement Programs**

Within the Operations group, sidewalk repairs and replacement have typically been performed in four ways:

- 1) Entirely by City employees;
- 2) Jointly by City employees and private contractors hired by the city;

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<sup>14</sup> City of Napa Operating and Capital Improvement Budget Fiscal Years 2019/20 and 2020/21, 196, <https://www.cityofnapa.org/ArchiveCenter/ViewFile/Item/139>.

<sup>15</sup> Ibid.

3) By a private contractor hired by the City to “shave” or “grind” sidewalks displaced by one to two inches, or;

4) By property owners or their contractors through a “Cost-Share” program that partially reimburses property owners for their sidewalk repair costs.<sup>16</sup>

The advantage of the Cost-Share program to the City and property owners is the speed with which a displaced sidewalk can be repaired: “The Sidewalk Cost-Share Program was enacted by City Council in 1990 for expedient repair of sidewalks and other frontage improvements damaged by street trees throughout the City. The program allows property owners to replace street trees, sidewalk, curb, gutter, and driveway approaches and receive a partial reimbursement from the City. The program is funded yearly by the General Fund.”<sup>17</sup>

As described on the City of Napa’s website, the City’s Cost-Share program offers property owners reimbursement of either 50% of the repair cost *or* up to \$4.00 per square foot of sidewalk and driveway approach concrete replacement, whichever is lower.<sup>18</sup> As the cost of hiring a contractor to perform this work has steadily increased, it is almost always the case that the \$4.00 per square foot reimbursement will be the lower of the two. PWD staff are aware of the changing cost structure and estimated that the current reimbursement level is closer to 30% of the costs incurred by the adjacent property owner.

## **Public Information Regarding the PWD’s Sidewalk Programs**

The current version of the City of Napa’s website went live in January 2018 after a comprehensive redesign process.<sup>19</sup> The PWD’s portion of the website includes descriptions of its sidewalk repair and replacement programs. It also provides a detailed explanation of the Cost-Share program and the necessary forms for requesting a Cost-Share permit. The website does not include the LSPP Map, a description of scheduled sidewalk projects, or a list of completed “priority” sidewalk repairs. Much of the content on the new website was copied from prior versions of the City’s website.

Through 2019, the website included the following description of the Sidewalk Improvement Program:

In advance of the Street Resurfacing Program, our in-house maintenance crews in conjunction with contractors, work ahead of planned paving work to repair or install sidewalk, curb, gutter, and ADA ramps. The program aims to install 1,200 cubic yards of

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<sup>16</sup> City of Napa website, PWD discussion of the Cost-Share program and related materials, <https://www.cityofnapa.org/DocumentCenter/View/835/Sidewalk-Repair-Program;PDF?bidId=>.

<sup>17</sup> City of Napa website, general discussion of PWD sidewalk programs, <https://www.cityofnapa.org/365/Sidewalks-Curbs-Gutters>.

<sup>18</sup> City of Napa website, PWD discussion of the Cost-Share program and related materials, <https://www.cityofnapa.org/DocumentCenter/View/835/Sidewalk-Repair-Program;PDF?bidId=>.

<sup>19</sup> City of Napa Operating and Capital Improvement Budget Fiscal Years 2019/20 and 2020/21, 17, <https://www.cityofnapa.org/ArchiveCenter/ViewFile/Item/139>.

concrete which typically allows work at 250 to 300 locations. The program budget is approximately \$1.5 million.<sup>20</sup>

The term “locations” is not defined or explained in the document. Based upon interviews with PWD staff, however, a “location” may be one displaced sidewalk segment and there can be multiple “locations” per street address. It is not clear how this reference to “locations” relates to the “one-offs” discussed internally within the PWD or to the “priority” areas referenced in the city’s budget.

Certain PWD staff have independent authority to update the PWD’s portions of the City’s website. The PWD does not need prior approval from other City of Napa staff or departments before updating their portion of the website. In addition, the PWD can update their portion of the website as frequently as needed. There are no technical limitations that would prevent inclusion of maps or other materials to describe the PWD’s sidewalk programs. The City allows departments such as the PWD to make changes as needed and would allow the PWD to include maps or other material to inform the public. In addition, the PWD may include a service request button or link on the PWD’s webpages. This is a function not presently part of the PWD pages but present on other pages devoted to other city departments.<sup>21</sup>

## **The Financial Cost in Terms of Claims and Lawsuits**

Despite the City’s annual sidewalk repair efforts, many of the City’s sidewalks remain displaced and cracked. Between January 1, 2014, and November 2019, the City resolved 59 separate claims that had alleged an injury resulting from a trip-and-fall accident on a Napa sidewalk.<sup>22</sup> While most claims do not result in a payment, some do. During this same 2014 to November 2019 time period, the City paid \$822,040.18 to resolve sidewalk trip-and-fall claims. This amount does *not* include the cost of paying outside legal counsel and claims administrators to assist with the claims and lawsuits nor does it include the cost of City staff time. The total cost to Napa of sidewalk trip-and-fall claims is, therefore, higher than just the \$822,040.18 paid to claimants to resolve the claims.

## **FINDINGS**

- F1. Nearly all of the Public Works Department’s annual neighborhood sidewalk repair budget is spent on projects associated with the Local Streets Paving Program rather than those individual segments of vertically displaced sidewalks that present the most serious tripping risks.

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<sup>20</sup> City of Napa website, general discussion of PWD sidewalk programs, <https://www.cityofnapa.org/365/Sidewalks-Curbs-Gutters>.

<sup>21</sup> See, e.g., the link offered by the Parks and Recreation Department on their website page, <https://www.cityofnapa.org/377/Trees-Urban-Forestry>.

<sup>22</sup> The city provides a form for all claims reporting an incident in which the claimant believes “the City of Napa has caused a loss or damage to [the claimant’s] person or property,” <https://www.cityofnapa.org/151/Claims>.

- F2. Because the Public Works Department lacks a written plan for determining which “one-off” or “priority” projects will be undertaken, repair decisions appear to be made subjectively.
- F3. Because the Public Works Department lacks a written plan for determining when “one-off” or “priority” projects will be performed, scheduling of these repairs appears random.
- F4. Because the Public Works Department lacks written definitions of key terms such as “location” and “priority” that are used in published documents or webpages, the use of these terms is confusing to readers.
- F5. The Public Works Department does not publish a list of “priority” projects completed each year, making it difficult for residents of the City of Napa to assess the City’s progress in repairing dangerous sidewalks.
- F6. The Public Works Department does not adequately inform residents of the City of Napa of its sidewalk repair schedule.
- F7. The Public Works Department’s webpage does not include a service request button or email link to the City of Napa’s service request page. The webpage therefore does not offer an easy way to report sidewalk problems.
- F8. The Public Works Department’s recordkeeping and public reporting are unclear because in both their internal and external communications as well as their internal records, the Public Works Department uses undefined terms such as “one-off,” “location,” and “priority.”
- F9. The Cost-Share program has not kept pace with the actual cost of sidewalk replacement. The 50% reimbursement level being offered is rarely available to homeowners.
- F10. The Public Works Department has not adopted a method for assessing the success of the Workorder Asset Management system conversion and its implementation in helping staff address sidewalk displacement issues.

## **RECOMMENDATIONS**

- R1. The Jury recommends that Public Works Department publish definitions of the terms “priority,” “location,” and “one-off” whenever those terms are used in documents or information made available to the public, to be completed by December 31, 2020.
- R2. The Jury recommends that the Public Works Department adhere to their published definitions of terms such as “priority,” “location,” and “one-off” in their recordkeeping efforts so that PWD’s reporting on the number of sidewalk repairs is consistent and clear, to be completed by December 31, 2020.
- R3. The Jury recommends that the Public Works Department adopt a written policy governing the selection of individual “one-off” or “priority” repair projects, to be completed by December 31, 2020.

- R4. The Jury recommends that the Public Works Department adopt a written policy governing the timing of work on “one-off” or “priority” projects, to be completed by December 31, 2020.
- R5. The Jury recommends that the Public Works Department develop a 5-year plan for repairing all sidewalks with a vertical displacement of four inches or more, to be completed by December 31, 2020.
- R6. The Jury recommends that Public Works Department annually publish on the City of Napa’s website a street address list of priority projects completed each year, to be completed by December 31, 2020.
- R7. The Jury recommends that the Public Works Department update its portion of the City of Napa’s website to better inform citizens. At a minimum, the update should include the most current schedule or map for sidewalk repairs as well as a link to facilitate citizen reporting of sidewalk issues, to be completed by December 31, 2020.
- R8. The Jury recommends that the Public Works Department develop a schedule and methodology for assessing the success of the conversion to the Workorder Asset Management system and their ability to use it effectively, to be completed by December 31, 2020.

**REQUIRED RESPONSES**

Pursuant to Penal Code sections 933 and 933.05, the 2019/2020 Napa County Grand Jury requests responses as follows:

- From the following within 90 days:
- City of Napa City Council (F1-F10 and R1-R8)

**INVITED RESPONSES**

Pursuant to Penal Code sections 933 and 933.05, the 2019/2020 Napa County Grand Jury invites responses as follows:

- From the following within 90 days:
- City of Napa Director of the Public Works Department (F1-F10 and R1-R8)

Reports issued by the Grand Jury do not identify 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.