

MADELINE CLINE
DISTRICT 1
MAUREEN MULHEREN
DISTRICT 2
JOHN HASCHAK
DISTRICT 3
BERNIE NORVELL
DISTRICT 4
TED WILLIAMS
DISTRICT 5



DARCIE ANTLE
CHIEF EXECUTIVE OFFICER
CLERK OF THE BOARD

CHARLOTTE E. SCOTT
COUNTY COUNSEL

MENDOCINO COUNTY
BOARD OF SUPERVISORS AGENDA
BOARD WORKSHOP (SPECIAL MEETING)
January 14, 2025 - 9:00 AM

Meeting Location(s): 8207 East Road, Redwood Valley, CA. 95470 (Behavioral Health Training Center)

Zoom Link: <https://mendocinocounty.zoom.us/j/84018030063>

Zoom Phone Number (if joining via telephone): 1 669 900 9128 ; Zoom Webinar ID: 840 1803 0063

Listed below are some of the Board of Supervisors Public Engagement options. For streaming options and a complete list of ways to interact with agenda items (or more information on any of these listed) please visit: <https://www.mendocinocounty.org/government/board-of-supervisors/public-engagement>

Written Comment

- Submit online via the eComment platform at <https://mendocino.legistar.com/Calendar.aspx>

Verbal Comment

- Speak in person at any physical meeting location when the Chair calls for Public Comment
- Join the Zoom Webinar and use the "raise hand" feature when the Chair calls for Public Comment (if joining via telephone: press *9 to raise your hand, and *6 to unmute yourself when called)
- Leave a voicemail message, up to 3 minutes in length, by calling 707-234-6333

*Note: Voicemail comments will no longer be played back during Open Session, but are immediately available to the full Board of Supervisors upon submittal.

1. OPEN SESSION (PLEDGE OF ALLEGIANCE AND ROLL CALL 9:00 A.M.)

1a) Roll Call

1b) Pledge of Allegiance

2. WELCOME AND AGENDA REVIEW

No formal action will be taken by the Board of Supervisors. Any action items will be added to an agenda for a future meeting of the Board of Supervisors.

3. PUBLIC EXPRESSION

Members of the public are welcome to address the Board on items not listed on the agenda, but within the jurisdiction of the Board of Supervisors. The Board is prohibited by law from taking action on matters not on the agenda.

Individuals wishing to address the Board under Public Expression are welcome to do so via any method listed on the front page of this agenda or on our Public Engagement page, at: <https://rb.gy/d3p0>

For more information on any of these methods, please call the Mendocino County Clerk of the Board at (707) 463-4441

4. TOPIC: DECORUM

Presenters: Chair and Facilitator.

4a) Board of Supervisors Meeting Roles of Supervisors, Chair, CEO, and Staff

Attachments: [Communication Etiquette for BOS Agenda and Constituent Matters.pdf](#)
[Executive Office Liaison Sheet January 2025 - DRAFT](#)

4b) Proposed Code of Conduct and Ethics

Attachments: [BOS Code of Conduct and Ethics - DRAFT](#)

5. TOPIC: STRATEGIC PLAN

Presenters: Chair and Facilitator.

5a) **Strategic Plan**

Attachments: [Strategic Plan MC Final 20.pdf](#)
[Strat Plan Tracker 2022-27 - Updated 1.8.25](#)
[01-13-25 Strat Plan Tracker 2022-27 - Revised](#)

6. TOPIC: STATE OF THE DISTRICTS

Presenters: District Supervisors, Chair, and Facilitator.

6a) **State of the District Reports**

Attachments: [2025 BOS Priorities Presentation](#)

6b) **Board of Supervisors Discussion on Shared County Priorities**

7. TOPIC: SAFETY PANEL

Presenters: Matthew Kendall (Sheriff), Izen Locatelli (Chief Probation Officer), Mick Hill (Public Defender), David Eyster (District Attorney), and Facilitator.

7a) **The State of Public Safety in Mendocino County**

8. TOPIC: HOMELESSNESS

Presenters: Dr. Jenine Miller (Health Services Director), Megan Van Sant (Sr. Program Manager, Social Services), Matthew Kendall (Sheriff), and Facilitator.

8a) **Community Outreach Response and Engagement (CORE) and Other Program Updates**

Attachments: [BOS.workshop.handouts.homelessness.1.14.25](#)
[Mendocino County Point-In-Time Count Report 8 29 24](#)

9. BOARD OF SUPERVISORS DEBRIEF AND DAY 1 WRAP UP

ADJOURNMENT

Additional Meeting Information for Interested Parties

For a full list of the latest available options by which to engage with agenda items, please visit <https://www.mendocinocounty.org/government/board-of-supervisors/public-engagement>

All electronically submitted comment is immediately available to Supervisors, staff, and the general public by clicking this meeting's eComment link at <https://mendocino.legistar.com/Calendar.aspx>

LIVE WEB STREAMING OF BOARD MEETINGS is available at <https://mendocino.legistar.com> or visit the Mendocino County YouTube channel. Meetings are also livestreamed from the Mendocino County Facebook page. For technical assistance, please contact the Clerk of the Board at (707) 463-4441. Please reference the departmental website to obtain additional resource information for the Board of Supervisors: www.mendocinocounty.org/bos

The Mendocino County Board of Board of Supervisors complies with the Americans with Disabilities Act (ADA) requirements and upon request, will attempt to reasonably accommodate individuals with disabilities by making meeting material available in appropriate alternative formats (pursuant to Government Code 54953.2). Anyone requiring a reasonable accommodation to participate in a meeting of the Board of Supervisors or Affiliate Meeting Body should contact the Mendocino County Clerk of the Boards Office at (707) 463-4441, not less than 48 hours prior to the meeting.

Thank you for your interest in the proceedings of the Mendocino County Board of Supervisors.



Mendocino County Board of Supervisors Agenda Summary

Item #: 4a)

To: BOARD OF SUPERVISORS

From: Executive Office

Meeting Date: January 14, 2025

Department Contact: Darcie Antle

Phone: 707-463-4441

Item Type: Regular Agenda

Time Allocated for Item: 30 Minutes

Agenda Title:

Board of Supervisors Meeting Roles of Supervisors, Chair, CEO, and Staff

CEO Liaison: Darcie Antle, CEO

CEO Review: Choose an item.

CEO Comments:

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Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: No Action Taken

Date: January 14, 2025





COUNTY OF MENDOCINO

Executive Office

DARCIE ANTLE
CHIEF EXECUTIVE OFFICER
CLERK OF THE BOARD

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Communication Etiquette for BOS Agenda and Constituent Matters

To ensure effective and respectful communication among all parties involved in BOS agenda items and constituent matters, please adhere to the following guidelines:

1. New Agenda Item

- Consult with both the CEO and the relevant Department Head to discuss and ensure alignment. Share your DRAFT agenda summary with the DH in advance of publication and invite feedback that may clarify or strengthen the item.

2. Posted Agenda Item

- In advance of the meeting, communicate directly with the Department Head via email or phone if you have questions or concerns regarding a posted agenda item. Include the CEO in this communication for awareness.

3. General Questions or Information Requests

- Reach out directly to the appropriate Department Head. CC: the CEO or the DCEO assigned to the department for awareness of any issue.

4. Constituent Complaints

- Verify that the constituent has utilized all available channels within the department to resolve their issue. This approach helps BOS members avoid becoming intermediaries in departmental matters. When contacting a Department Head regarding a complaint, please allow up to 48 hours for a response, as they may need time to address their current priorities before responding.
- For urgent or significant complaints, include the CEO in the communication, whether by email or phone, for visibility and expedited handling.

This protocol helps ensure clear and efficient communication while respecting the workflow of all parties involved.

Darcie Antle
Chief Executive Officer

EXECUTIVE TEAM			
Darcie Antle CEO/COB	Cherie Johnson HR Director/DCEO	Steve Dunicliff DCEO	Tony Rakes DCEO
<ul style="list-style-type: none"> • Liaison <ul style="list-style-type: none"> • Retirement • Auditor • County Counsel • Treasurer • BOS/COB • Risk • Museum • OES/PRRM Director • County Budget Oversight • EO Fiscal Oversight • BOS Relations • Organizational Development • Department Head Relations • Community Relations • Debt Committee • Leadership • Purchasing Agent • Tax Sharing • COB Operational Oversight • Measure B • Economic Development Facilities/Fleet • EOC Responsibilities 	<ul style="list-style-type: none"> • Liaison <ul style="list-style-type: none"> • District Attorney • Human Resources • Public Defender/AD/CD • Sheriff's Office • Animal Care Services • Library • Museum • Health Benefits • Front Office Oversight • Health Plan Oversight • Labor Relations/Negotiations • Leadership Oversight • Threat Assessments • Closed Session Coordination and Records • CEO Special Projects • EOC Responsibilities 	<ul style="list-style-type: none"> • Liaison <ul style="list-style-type: none"> • Agriculture • AQMD • Probation/Courts • Farm Advisor • Cannabis • Water Agency • DOT • PBS • Social Services • Housing • Threat Assessments • CCP • CEO Special Projects <ul style="list-style-type: none"> ○ Jail Expansion Project-Support ○ Environmental Health • Real Property • EOC Responsibilities 	<ul style="list-style-type: none"> • Liaison <ul style="list-style-type: none"> • BHRS • Public Health • Assessor/Clerk/Recorder • Child Support • Grand Jury • Facility Re-Location • IT • GOV Invest <ul style="list-style-type: none"> ○ Broadband ○ Munis improvements • Budget Reporting • Budget Training Coordination • Budget Book • OpenGov Admin Transparency • Executive Office Budgets • COB/BOS Fiscal and Budget • Fee Hearing • County Payroll Oversight • EOC Responsibilities



Mendocino County Board of Supervisors Agenda Summary

Item #: 4b)

To: BOARD OF SUPERVISORS

From: Executive Office

Meeting Date: January 14, 2025

Department Contact: Darcie Antle

Phone: 707-463-4441

Item Type: Regular Agenda

Time Allocated for Item: 30 Minutes

Agenda Title:

Proposed Code of Conduct and Ethics

CEO Liaison: Executive Office

CEO Review: Choose an item.

CEO Comments:

FOR COB USE ONLY

Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: No Action Taken

Date: January 14, 2025



BOARD OF SUPERVISORS CODE OF CONDUCT AND ETHICS

A. Intent and Purpose.

This Code of Conduct and Ethics Policy “Policy” aims to assure public confidence in the integrity of local government and its effective and fair operation and provides a framework for day-to-day actions and decision-making by members of the Mendocino County Board of Supervisors (“Board”). This policy represents a commitment to uphold a standard of integrity beyond that required by law. The citizens and businesses of Mendocino County are entitled to a fair, ethical and accountable local government which has earned the public’s full confidence for integrity. The Board of Supervisors agrees that upholding these values will aid in earning the public’s confidence in its integrity and ensuring the effective functioning of democratic government.

The Board of Supervisors requires that:

1. Public officials, both elected and appointed, comply with both the letter and spirit of the laws and policies affecting the operations of government;
2. Public officials be independent, impartial and fair in their judgment and actions;
3. Public office be used for the public good, not for personal gain;
4. Public deliberations and processes be conducted openly, unless legally confidential, in an atmosphere of respect and civility, both as between Board member and between the Board of Supervisors and other peers, staff and the public; and
5. Board members will treat each other, community members, contractors, department heads, and staff with the utmost respect and professionalism.

B. Principles and Standards.

The principles and standards of ethical conduct for the Mendocino County Board of Supervisors are hereby established as set forth below.

1. **Act in the Public Interest.** Recognizing that stewardship of the public interest must be their primary concern, Board members will work for the common good of the people of the county and not for any private or personal interest, and they will assure fair and equal treatment of all persons, claims and transactions coming before the Board of Supervisors.
2. **Comply with the Law.** Board members shall comply with the laws of the nation, the State California, and the County of Mendocino in the performance of their public duties.
3. **Board Member Conduct.**
 - i. The professional and personal conduct of Board members must be above reproach and consistent with established law.

- ii. Board members must avoid even the appearance of impropriety, which is critically important for maintaining a positive and productive image of County governance.
 - iii. While it is understood that Board members enjoy First Amendment rights, Board members should practice civility and decorum in discussions and debate.
 - iv. Board Members shall refrain from conduct that has the effect of disrupting county business and bringing the County's government into disrepute, such as:
 - a. Abusive conduct towards staff and the public;
 - b. Personal charges;
 - c. Unsubstantiated allegations;
 - d. Disclosure of confidential information; and
 - e. Verbal attacks upon the character or motives of other members of the Board of Supervisors, boards, commissions, staff or the public.
4. **Respect for Process.** Board members shall perform their duties in accordance with the processes and rules of order established by the Board governing the deliberation of public policy issues, meaningful involvement of the public and implementation of policy decisions of the Board by county staff.
5. **Decisions Based on Merit.** Board members shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated or personal considerations. Board members are free to apply personal ideology to their deliberations but shall not allow personal feelings about a matter before the Board to affect their judgment.
6. **Conflict of Interest.** In order to assure their independence and impartiality in the County's best interest, Board members shall not use their official positions to influence decisions in which they have a conflict of interest of any nature.
- i. All Board members shall use their best efforts to refrain from creating even the appearance of impropriety in their actions and decisions.
 - ii. No Board member shall engage in any business, transaction or activity, or have a financial interest, which is in conflict with the proper discharge of official duties, which would tend to impair independence of judgment or action in the performance of official duties, which creates the appearance of such conflict, or which otherwise violates applicable county policies or state or federal law.
 - iii. In order to protect against conflicts of interest, or the appearance thereof, all Board members must comply with state-mandated gift reporting requirements and any related county policies.
7. **Confidential Information.** Board members shall respect the confidentiality of information concerning the property, personnel, or affairs of the county. They shall neither disclose confidential information without proper legal authorization, nor use such information to advance their political, personal, financial, or other private interests.

8. **Use of Public Resources.** Board members shall not use public resources, such as County staff time, equipment, supplies or facilities, for private gain or personal purposes.
9. **Advocacy.** Board members shall represent the official policies or positions of the entire Board of Supervisors, to the best of their ability, when designated as delegates for this purpose. When presenting their individual opinions and positions while acting as a Board designated delegate, Board members shall explicitly state they do not represent the opinion of the entire Board. When a matter may come before the Board in the future as a policy or project consideration or any matter in the county's jurisdiction, Board members shall utilize caution and not present their fixed position on the topic.

10. Positive Workplace Environment.

- i. Board members shall support the maintenance of a positive and constructive workplace environment for County employees, private citizens and businesses dealing with the County.
- ii. Board members shall recognize their role in individual dealings with county employees. There are many rules and regulations, both federal and state, which deal with the way in which employees are treated, and untoward conduct by a Board member may expose the county to substantial risk. While a Board member is not, strictly speaking, a "superior" or "supervisor" of a county employee, courts and juries have widely viewed them as being bound to the restrictions which apply to such roles. Accordingly, Board members should always address county employees, whether in public or in private, with courtesy and respect.
- iii. Any concerns which a Board member may have regarding the performance of a County employee should only be raised in private with the County Executive Officer. Negative or critical comments by Board members about a county employee in public serves to lessen public trust and respect for, and confidence in, county government. It may also constitute actionable conduct, exposing the county to financial or legal risks. Board members have no legal right or authority to act as the superior, employer or supervisor of any county employee, although the Board of Supervisors acting as a body has this authority over the County Executive Officer, County Counsel, and appointed Department Heads.

11. Individual Supervisor Request for Information. When Board members are requesting information from staff:

- i. Individual Supervisor's requests will only be for information on Board-approved priorities or those that require only a reasonable expenditure of staff resources.
- ii. Every effort must be made to ensure questions are not considered direction for action and to understand the difference between commenting, suggesting, and imposing.

- iii. Outside of public meetings, the initial request for information is made to the appropriate department head, thereby allowing them to delegate or respond appropriately.
- iv. Department heads should be notified by email or phone when questions will be asked in public to allow time for appropriate preparation and the development of the information needed to inform the Board and public appropriately.
- v. Questions arising from published agenda items should be asked of the department head(s) before the Board meeting to save time and allow the department head to answer fully and accurately.

12. **Policy Role of Board members.** Board members shall respect and adhere to the Board – County Executive Officer structure of Mendocino County government. In this structure, the Board of Supervisors determines the policies of the County with the advice, information and analysis provided by the public, boards and commissions and County staff. Board members shall not interfere with the administrative functions of the County or the professional and legal duties of County staff, nor shall they impair the ability of staff to implement Board-policy decisions.

C. Relations to Other Policies.

These standards shall not be construed as an exhaustive code of conduct and ethics for members of the Board of Supervisors, and the county may supplement these standards by such additional policies and provisions as it deems appropriate, including but not limited to those set forth in Board policies, personnel rules, or employment contracts. Such other policies shall, to the extent possible, be interpreted consistently with the core values expressed herein.



Mendocino County Board of Supervisors Agenda Summary

Item #: 5a)

To: BOARD OF SUPERVISORS

From: Executive Office

Meeting Date: January 14, 2025

Department Contact: Darcie Antle

Phone: 707-463-4441

Item Type: Regular Agenda

Time Allocated for Item: 30 Minutes

Agenda Title:

Strategic Plan

CEO Liaison: Executive Office

CEO Review: Choose an item.

CEO Comments:

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Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: No Action Taken

Date: January 14, 2025



MENDOCINO COUNTY STRATEGIC PLAN 2022-2027



May 2022

*Darcie Antle, Interim Chief Executive Officer, antled@mendocinocounty.org
Anne Molgaard, Director, Public Health Department, molgaardac@mendocinocounty.org*

Foreword from the Board of Supervisors Strategic Planning Ad Hoc Committee

We're pleased to share Mendocino County's first five-year strategic plan with you. This plan will help guide the critical decisions the Mendocino County Board of Supervisors will face over the next five years to improve the quality of life for County residents. Over the past eight months, County leadership engaged with over 1,000 County residents to explore the challenges we face and identify solutions that will result in **a more effective county government organization, a thriving economy, and a County that is safe, healthy, resilient, and prepared for future uncertainties.** We're grateful to so many constituents who voiced their opinions about what's important to them, their families, and our County's future.

We've identified ambitious goals with specific objectives that will enable us to achieve positive results. Accomplishing these goals will depend on allocating sufficient County staff to implement key tasks; designating resources via the budget process within the context of our mandated funding commitments; close collaboration with our community members, businesses, nonprofits, and local government organizations; and finally, the Board of Supervisors' commitment and leadership.

This strategic plan would not have been possible without the guidance from key County staff and our planning consultants. We'd like to thank project manager, Anne Molgaard, Director of Public Health, for leading this planning initiative. We're grateful for the leadership from the following employees who served on the Strategic Planning Task Force: Buffey Bourassa, Behavioral Health & Recovery Services; Katie S. Ford, Human Resources; Elizabeth Garcia, Agriculture; Izen Locatelli, Probation; Michael Oliphant, Planning & Building; and Megan Van Sant, Social Services. We appreciate the project assistance provided by Maya Stuart, Public Health. We'd also like to thank consultants B.J. Bischoff and Sarah Stierch, Sonoma-based Bischoff Consulting, and Gary Hochman, The HR Matrix, a Santa-Rosa-based firm, for providing our planning framework and coaching our Strategic Planning Task Force.

We welcome comments and ideas from our Mendocino County friends and neighbors as we work together to build a bright future. We're confident this plan will help us focus on moving in the right direction.



Glenn McGourty
First District Supervisor



John Haschak
Third District Supervisor

\$ Currently Funded



Keeping an eye out for \$\$ & partners



No current funding identified

Overview of the Planning Process

The Mendocino County Board of Supervisors formed an Ad Hoc Committee, comprised of First District Supervisor Glenn McGourty and Third District Supervisor John Haschak, January 5, 2021, to work with County staff to explore the development of a strategic plan for the County. Based on the Ad Hoc Committee's recommendation, the full Board voted to invite two consulting firms to submit a written proposal and participate in an interview with the Board at its public meeting on June 9, 2021. In July 2021, Mendocino County entered into an agreement with Sonoma-based Bischoff Consulting (Consultant B.J. Bischoff) in partnership with The HR Matrix (Consultant Gary Hochman) to facilitate the development of a five-year strategic plan for Mendocino County. The consultants worked with Project Manager Anne Molgaard, Director of Public Health, and a Task Force comprised of six County employee leaders with knowledge of County government operations. Task Force members included Buffey Bourassa, Behavioral Health & Recovery Services; Katie S. Ford, Human Resources; Elizabeth Garcia, Agriculture; Izen Locatelli, Probation; Michael Oliphant, Planning & Building; and Megan Van Sant, Social Services. Maya Stuart, Public Health. County Supervisors McGourty and Haschak served as Ex Officio members of the Task Force.

The Task Force met twice per month between July 2021 and January 2022 with the planning consultants to develop goals and objectives for the Strategic Plan based on information obtained from County employees and community members. To inform the direction of the plan, the Strategic Planning Task Force and consultants gathered input through the following sources:

- Individual interviews with the 5 members of the County's Board of Supervisors
- Individual interviews with the County's Chief Executive Officer (CEO)
- Group meetings with all Department Heads
- Group meeting with staff from the CEO's office
- 3 virtual town halls, attended by 206 County residents
- 6 community focus groups, averaging 8 community leaders per group, representing the following sectors:
 - Cities & towns in the County
 - Community-based organizations
 - Businesses
 - Public safety
 - Healthcare
 - Latino community service providers
- Individual interviews with Mendocino County Tribal Council Leaders
- One-on-one interviews and 6 focus groups with 41 County staff leaders
- Survey responses from 432 County employees
- 330 comments received via email from County residents
- Documents from existing County planning efforts, including the following, among others:
 - MOVE2030: Community Economic Action Plan



- Mendocino County Homeless Services Continuum of Care Strategic Plan to Address Homelessness
- Mendocino County Public Health Department's 6 Priorities
- Priorities of the Mendocino County Climate Action and Advisory Committee, the Grassroots Institute, and Climate Action Mendocino

Additional information regarding public input provided to inform the strategic plan may be found on the Mendocino County website.

Strategic Priorities

The strategic plan consists of 17 goals under these 4 priority areas:

- An Effective County Government Organization
- A Safe and Healthy County
- A Thriving Economy
- A Prepared and Resilient County



These priorities and goals are supported by specific actionable objectives, identified on the following pages, for County staff to implement. The first priority of an effective County organization is critical to the implementation of the other three priorities. A strong internal organization, with a healthy culture, participative leadership, clear communication channels, and departments fully staffed with qualified individuals, will make it possible for the County to achieve results in the additional three priority areas.


Mendocino County Strategic Plan: 2022-2027

\$ Currently Funded 👁 Keeping an eye out for \$\$ & partners 🚫 No current funding identified


Draft Priorities, Goals & Objectives

I. An Effective County Government Organization

A. Define clear roles, responsibilities, and processes for government leadership

1. Make determinations about key roles for county governance, including the CEO/CAO and County elected officials. \$
2. Create operating agreements for how the Supervisors will work with one another and with the CAO/CEO, County elected officials, and Department Heads. \$
3. In collaboration, Supervisors, Department Heads, CAO/CEO, and other elected County leaders create a *Code of Conduct* that defines acceptable behavior and sets expectations for accountability. \$
4. Create groupings of departments with similar functions and assign Supervisors as liaisons with the Department Heads from those groups to conduct regular meetings that promote healthy communication and greater cooperation across departments. \$
5. Identify an organizational leader to work closely with Department Heads and CEO/CAO Office to guide the implementation of the strategic plan by establishing responsibilities, priorities, and annual budgets. 

B. Create a thriving organizational culture

1. Attract and retain the best employees by identifying why people join, stay, and leave County government and making needed improvements informed by annual surveys for current employees and exit interviews for all departing employees. \$
2. Invest in employee professional growth and retention by continuing to offer high quality training, development, and leadership programs. \$
3. Create a compensation and benefits philosophy, participate in salary surveys, and complete competitive market matching every two years. Adjust wages as appropriate. \$
4. Continue Department Heads meetings. Department Heads integrate the County's Leadership Philosophy into the development and implementation of management practices. Department Heads take accountability for ensuring that staff demonstrate effective leadership behaviors throughout the organization. \$
5. Strengthen the County's Leadership Initiative and High-Performance Organization culture through the implementation of projects, coaching, and performance improvement initiatives that promote leadership at all levels with support from senior leaders and the Board of Supervisors. 

C. Implement new approaches to demonstrate our commitment to Diversity, Equity, and Inclusion (DEI)

1. Adopt definitions and create a shared understanding of what diversity, equity, and inclusion mean. \$




\$ Currently Funded



Keeping an eye out for \$\$ & partners



No current funding identified

2. Appoint an Equity Officer who will create a multi-year plan to address disparities in treatment of County employees due to race, ethnicity, and other protected classes. 
3. Launch DEI training for County leadership, beginning with the Board of Supervisors and CAO/CEO. Provide coaching, toolkits, and other resources, as needed. 
4. Broaden the list of organizations invited to contract with the County to include a more diverse set of organizations. \$
5. Develop a consultation policy with the ten federally recognized Tribes to build deeper working relationships. \$
6. Through the guidance of the Equity Officer, review existing processes and policies in every department to determine adverse impact against County residents who are Black, Indigenous, and People of Color in service delivery or access. \$
7. Boost pay premium for bilingual employees who use multiple languages in their positions. 
8. Implement strategic job outreach and recruitment efforts to attract a more diverse candidate pool. \$


D. Improve operational efficiency by streamlining processes and implementing technology-based solutions

1. Redesign the hiring process to drastically reduce cycle time from open requisition to new employee start date. \$
2. Evaluate the existing portfolio of County software and applications based on pre-determined criteria including reliability and ease of use, among others. Identify and prioritize the software that needs to be updated and budget for it accordingly. \$
3. Audit core processes for conducting business in every department to determine where technology can support organizational effectiveness and efficiencies. Perform a cost-benefit analysis of moving to a technology-based solution and prioritize investments across departments. \$
4. Establish expectations for every department to complete a minimum of one process improvement project each year to improve efficiencies, reduce costs, and increase customer service. \$



E. Increase transparency in government operations to build trust with employees, communities, and partners

1. Strengthen internal communications to provide equitable access and increased understanding among County employees of organizational information, budgets, decisions, and emerging changes in direction. \$





2. Identify a Public Information Officer to build an inter-departmental communications team that increases information sharing with the public and conducts periodic public forums with the aim of improving community engagement and trust. 
3. Simplify the County website for ease of use and access to information. \$
4. Offer all County communications, including the website, with a Spanish language option. \$
5. Offer automated and paper-driven processes to serve the needs of diverse communities. \$
6. Proactively initiate collaboration with local jurisdictions to advance priorities identified in the strategic plan. \$

F. Assure financial sustainability of the County

1. Create a collective approach to grant funding, from research of funding opportunities to spending, with the expectation that all departments will collaborate. \$
2. Identify new sources of money to align with the discretionary funding required to deliver on strategic initiatives. 
3. Annually, match the cost of implementing strategic planning objectives with available and anticipated funding to ensure that priorities can be achieved. 





II. A Safe and Healthy County

- A. Provide a person-centered approach to help under-resourced individuals and families thrive
1. Enhance collaboration among departments to provide a *one door* approach to services so community members can access services from multiple departments through one point of entry. \$
 2. In partnership with Family Resource Centers, Consolidated Tribal Health, and other local community-based organizations, design and implement approaches to providing individuals and families easier access to programs and services that match their needs, including providing both printed and online information and satellite offices. \$
 3. Support community partners' efforts to achieve food security and improved nutrition among County residents. \$
 4. Increase access to services and resources to enable older adults to age in place. \$
- B. Deliver culturally relevant public health services that focus on prevention and are guided by social determinants of health
1. Review public health programs to be sure they are based on sound research, lead to positive results, and focus on prevention. \$
 2. Develop a strategy for how best to engage Community Health Workers (CHWs) to conduct culturally responsive interventions throughout the County. \$
 3. Fill open requisitions to ensure adequate staffing for effective program delivery. 
 4. Implement the Public Health Department's six strategic priorities to improve emergency preparedness, external communication, immunizations, organizational culture, prevention, and collaboration among staff and community partners. 
- C. Increase access to behavioral health services
1. Increase partnerships and collaboration with community partners, including Tribes and Latinx groups, and law enforcement to deliver services to people in need. \$
 2. Engage Community Health Workers, Promotores, and Community Health Representatives to communicate with under-resourced populations to help increase access to mental health services and reduce the associated stigma. \$
 3. Implement Measure B plans to create a Psychiatric Health Facility (PHF), Crisis Residential Treatment Facility (CRT), and Behavioral Health Regional Training Center. \$





4. Collaborate across County health and human services departments to secure additional grant funding from state and federal sources to address the County's behavioral health needs. \$

D. Help people feel safe in their communities

1. Continue to develop and implement innovative approaches for law enforcement organizations and criminal justice partners to work in coordination with other County departments and community-based organizations to reduce recidivism and incarceration. \$
2. In collaboration with schools, nonprofits, employers, Tribes, and other organizations, continue to implement multiple types of collaborative community-oriented law enforcement solutions based on best practices in public safety to increase citizen engagement and understanding. 
3. Identify and implement strategies that prevent youth entry into the criminal justice system. 

E. Implement practices that support a sustainable environment and responsible stewardship of natural resources

1. Develop a strategy for a sustainable water supply that includes the identification of potential new sources of water, expansion of existing surface water delivery systems, and storage. \$
2. Reduce the carbon footprint of County facilities and operations by installing solar microgrids, purchasing electric vehicles, reducing the use of fossil fuels, installing electric charging stations in select County parking lots, and implementing other practices. 
3. Support sustainable forestry, agriculture, and landscapes as a County policy with a focus on lowering carbon emissions. \$
4. Collaborate with local Tribes to incorporate Tribal perspectives on environmental management, integrating Tribal traditions to inform natural resource conservation practices, long-term stewardship, and maintenance of our resources. 



III. A Thriving Economy

A. Support a vibrant economy

1. Collaborate with economic development partners, including local jurisdictions and Tribes, to identify actions the County can take to support their business development, expansion, and attraction goals. \$
2. Implement policies and practices to make it easier for businesses to start-up and expand. \$
3. Support policies to encourage legal cannabis cultivation operations, while ensuring aggressive code enforcement for unpermitted cannabis facilities. 👁

B. Support increased housing stock at a range of affordability levels

1. Explore the creation of a workforce housing initiative and other creative programs to enable County employees to be able to afford to live in Mendocino County. \$
2. Identify one County executive with the responsibility to implement a wide array of housing programs, including market-rate housing and housing for unsheltered residents, as well as to identify and acquire additional State and Federal grants. 👁
3. Interview developers and housing industry stakeholders and develop a plan to reduce barriers and time relative to permitting, as allowed within the parameters of California State laws. \$
4. Work with water and sewer districts to identify and prioritize expansion of services where needed to facilitate the increased density of housing development. \$
5. Discover and implement strategies to provide permanent and temporary housing opportunities and supportive services for people who are unhoused. 👁
6. Implement online permitting processes and record searching functions to streamline construction and provide the County with additional sources of revenue. 👁
7. Create forums and dialog with County residents about the value of and need for housing and commercial opportunities. \$

C. Ensure that affordable and reliable broadband communications is available to all County residents

1. Identify a County employee to serve as the Broadband Manager to advance and coordinate multiple broadband initiatives with partner organizations, including identifying funding sources, obtaining funding, developing strategies, mobilizing resources, and managing negotiations. 👁
2. Partner with Broadband Alliance of Mendocino County, cell companies, Tribes, and others to improve access to broadband, wireless, and cell services. 👁

\$ Currently Funded







Keeping an eye out for \$\$ & partners




No current funding identified

IV. A Prepared and Resilient County



A. Increase disaster/emergency preparedness and resiliency

1. Revise the County's Emergency Operations Plan to be consistent with current County ordinances and emergency powers and implement accordingly to ensure 24/7 readiness of the County's Emergency Operations Center (EOC). \$
2. Develop a site for a permanent EOC, supplemented by mobile and/or satellite facilities, with necessary, up-to-date equipment. 
3. Provide ongoing training to ensure that existing employees are prepared to seamlessly operate the EOC at any time. 
4. Coordinate with community disaster response organizations, Tribes, and other community- and faith-based organizations to post social media messages, provide training programs, and conduct public meetings in English and Spanish throughout the County on the topic of emergency preparedness. 
5. Develop a comprehensive wildfire management plan for the County. 

B. Ensure access to rural fire protection and emergency medical services

1. Support recruitment efforts of firefighters for paid and volunteer fire departments. \$
2. Work with the Mendocino County Fire Safe Council to develop Neighborhood Fire Safe Councils in communities throughout the County. \$
3. Seek funding to increase the number of available ambulances with advanced life support features. 

C. Improve and maintain transportation and road systems/access routes

1. Identify supplemental funding sources to implement priority road system improvements. 
2. Determine the feasibility of increasing Mendocino Transit Authority routes and access points and implement changes accordingly. \$
3. Encourage the development of road associations through public education and support. \$
4. Identify, prioritize, and pursue funding for secondary emergency access routes for areas with single in and out access to improve disaster response. 



I. An Effective County Government

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	% Complete	Notes
I.A	Define clear roles, responsibilities, and processes for government leadership				70%	
I.A.1	Make determinations about key roles for county governance, including the CEO/CAO and County elected officials.	Medium	Complete	BOS	100%	BOS completed through Ad Hoc process in 2022.
I.A.2	Create operating agreements for how the Supervisors will work with one another and with the CAO/CEO, County elected officials, and Department Heads	High	In Progress	BOS/CEO	50%	On agenda for 2025 BOS workshop. CoCo is drafting
I.A.3	In collaboration, Supervisors, Department Heads, CAO/CEO, and other elected County leaders create a Code of Conduct that defines acceptable behavior and sets expectations for accountability.	High	In Progress	BOS/CEO	50%	On agenda for 2025 BOS workshop. CoCo is drafting
I.A.4	Create groupings of departments with similar functions and assign Supervisors as liaisons with the Department Heads from those groups to conduct regular meetings that promote healthy communication and greater cooperation across departments.	Low	Complete	County Counsel	100%	Cannot complete as there are issues related to Brown Act
I.A.5	Identify an organizational leader to work closely with Department Heads and CEO/CAO Office to guide the implementation of the strategic plan by establishing responsibilities, priorities, and annual budgets.	Low	In Progress	BOS/CEO	50%	CEO's office identified as lead. Continuing implementation of strategic plan by working with Department Heads.
I.B	Create a thriving Organizational Culture				80%	
I.B.1	Attract and retain the best employees by identifying why people join, stay, and leave County government and making needed improvements informed by annual surveys for current employees and exit interviews for all departing employees.	High	Complete - Ongoing	HR	100%	11/27/24The County launched anonymous Anniversary and Exit Surveys in June 2022 to gather employee feedback about their workplace experiences. Additionally, the Employee Engagement & Retention Leadership team conducts an annual Employee Engagement Survey. This team is committed to analyzing survey data regularly and using the insights to develop initiatives and programs that address employee needs, improve engagement, and enhance retention.
I.B.2	Invest in employee professional growth and retention by continuing to offer high quality training, development, and leadership programs.	High	Complete - Ongoing	HR	100%	11/27/24: HR continues to enhance leadership training by reinstating the Supervisor/Management & Emerging Leaders Academy, now a requirement for supervisory roles and an option for aspiring leaders. In addition, HR has introduced a 6-part Management Roundtable series focused on leadership development and offers a wide range of wellness and Employee Assistance Program (EAP) trainings to support employee well-being and professional growth. Recognizing the importance of high-quality training for retention and professional development, HR actively seeks the best external training providers and encourages participation in programs like the NACo High Performance Leadership Academy and CSAC courses. Through the Leadership Initiative, HR also hosts an annual Leadership Book Club, fostering both personal and professional growth through shared learning experiences.
I.B.3	Create a compensation and benefits philosophy, participate in salary surveys, and complete competitive market matching every two years. Adjust wages as appropriate.	Medium	In Progress	BOS/HR	50%	11/27/24:Plan has been submitted to BOS in draft format- HR working on final draft in preparation of next round of labor negotiations

I.B.4	Continue Department Heads meetings. Department Heads integrate the County's Leadership Philosophy into the development and implementation of management practices. Department Heads take accountability for ensuring that staff demonstrate effective leadership behaviors throughout the organization.	Medium	Complete - Ongoing	CEO	100%	11/27/24: Standing Department Head meetings are held on the first Wednesday of the month.
I.B.5	Strengthen the County's Leadership Initiative and High-Performance Organization culture through the implementation of projects, coaching, and performance improvement initiatives that promote leadership at all levels with support from senior leaders and the Board of Supervisors.	High	In Progress	HR/CEO	50%	11/27/24: EO and HR continue to work with departments on developing skills and supporting employees. There are many trainings opportunities internally and through CSAC and NaCO, and employees are encouraged to participate. We are also in the process of working on a revamp of the County's leadership philosophy.
I.C	Implement new approaches to demonstrate our commitment to Diversity, Equity, and Inclusion (DEI)				51%	
I.C.1	Adopt definitions and create a shared understanding of what diversity, equity, and inclusion mean.	Medium	In Progress	HR	50%	11/27/24: Effective August 2024, HR is offering quarterly courses on DEI through a professional contracted trainer. In addition, we have begun to provide education to county employees on the importance of DEI and our commitment to DEI in the workplace as an employer. HR is also developing a web page to provide more education and bring attention to our DEI efforts. Common DEI definitions will be posted on the new DEI webpage to further a shared understanding.
I.C.2	Appoint an Equity Officer who will create a multi-year plan to address disparities in treatment of County employees due to race, ethnicity, and other protected classes.	Medium	Held	HR	10%	11/27/24: Funding is not available for this position. HR has taken on the role of DEI, through trainings, engagement surveys and a committee. HR would like to work with the REAJC committee to come up with a draft multi-year plan.
I.C.3	Launch DEI training for County leadership, beginning with the Board of Supervisors and CAO/CEO. Provide coaching, toolkits, and other resources, as needed.	Medium	In Progress	HR	50%	11/27/24: Department Head training occurred 2023 and County HR continues to offer DEI trainings on a regular basis through online learning and contract with Cooperative Personnel Services.
I.C.4	Broaden the list of organizations invited to contract with the County to include a more diverse set of organizations.	Medium	Complete - Ongoing	Purchasing	100%	County uses PlanetBids to advertise to a wide set of organizations.
I.C.5	Develop a consultation policy with the ten federally recognized Tribes to build deeper working relationships.	High	Not Started	Health Services	0%	Pending update
I.C.6	Through the guidance of the Equity Officer, review existing processes and policies in every department to determine adverse impact against County residents who are Black, Indigenous, and People of Color in service delivery or access.	Medium	Held	HR	0%	Pending appointment of Equity Officer. Contingent on available funding.
I.C.7	Boost pay premium for bilingual employees who use multiple languages in their positions.	High	Complete	BOS/HR	100%	Negotiated in bargaining unit contracts 2024
I.C.8	Implement strategic job outreach and recruitment efforts to attract a more diverse candidate pool.	Medium	Complete - Ongoing	HR	100%	11/27/24: All job postings are featured on the top eight diversity-focused websites through Careers in Government. Jobs are tagged with relevant diversity groups and associations to enhance visibility. Job postings are published in local bilingual newspapers at the request of County departments, and advertisements in women- and minority-focused associations/publications as a priority based on the job. Collaboration with our local community college career services, and community organizations further strengthen recruitment pipelines. To improve language accessibility, job applications are available in Spanish, and HR provides translations for paper applications in other languages Advertising efforts have broadened to include additional DEI-focused websites across various industries, including higher education.

I.D Improve operational efficiency by streamlining processes and implementing technology-based solutions					69%	
I.D.1	Redesign the hiring process to drastically reduce cycle time from open requisition to new employee start date.	High	Complete - Ongoing	HR	100%	11/27/24: The recruitment and hiring process is guided by the Mendocino County Civil Service Rules (CSR). Human Resources has identified areas for improvement within the process and is actively revamping the CSRs, which are now in the final editing stage with HR and Counsel and then review and adoption by the Civil Service Commission. Some of the proposed updates aim to streamline recruitment timelines from open requisition to hire. Additionally, delays in the process can sometimes occur when County departments do not meet established hiring timelines. To address this, HR has been providing training to department personnel on the importance of timeliness in interviewing and selecting staff.
I.D.2	Evaluate the existing portfolio of County software and applications based on pre-determined criteria including reliability and ease of use, among others. Identify and prioritize the software that needs to be updated and budget for it accordingly.	Medium	Complete - Ongoing	IT	100%	Secured a grant that will fund the purchase and implementation of a county wide grants management software. Working with AC/TTC on utilizing Enterprise software to highest functionality Implementation improved the payroll process, budget development, budget book development and transparency software.
I.D.3	Audit core processes for conducting business in every department to determine where technology can support organizational effectiveness and efficiencies. Perform a cost-benefit analysis of moving to a technology-based solution and prioritize investments across departments.	Medium	In Progress	TBD	25%	Have assisted departments to implement a time saving upload for time entry as part of the payroll process.
I.D.4	Establish expectations for every department to complete a minimum of one process improvement project each year to improve efficiencies, reduce costs, and increase customer service.	High	In Progress	CEO/BOS/DH	50%	Departments are expected to provide at least one process improvement update each year. BHRS specifically completes process improvement projects for Substance Use Disorder Treatment in partnership with Partnership Health Plan and in Mental Health two improvement projects, one clinical and one non clinical, are completed in partnership with contracted agencies.
I.E Implement practices that support a sustainable environment and responsible stewardship of natural resources					46%	
I.E.1	Strengthen internal communications to provide equitable access and increased understanding among County employees of organizational information, budgets, decisions, and emerging changes in direction.	High	Complete - Ongoing	Fiscal Team with ACTTC	100%	Trainings are held to education budget officers and other employees on the County's budget process.
I.E.2	Identify a Public Information Officer to build an inter-departmental communications team that increases information sharing with the public and conducts periodic public forums with the aim of improving community engagement and trust.	Medium	Held	CEO	0%	Looking for \$\$ to support PIO
I.E.3	Simplify the County website for ease of use and access to information.	Medium	In Progress	IT	25%	Complete update and revision to the County website. Significant effort has gone into simplifying the County website and removing old documents, links, and references. A project is currently in planning for a complete update to the County website.
I.E.4	Offer all County communications, including the website, with a Spanish language option.	Medium	In Progress	CEO/BOS/DH	50%	We currently publish many County communications in both English and Spanish. The County website has a translate feature into many languages. CEO report is also presented in Spanish.
I.E.5	Offer automated and paper-driven processes to serve the needs of diverse communities.	Medium	Complete - Ongoing	All	100%	Many core services are offered digitally and by paper process. Continually monitor for opportunities and efficiencies.
I.E.6	Proactively initiate collaboration with local jurisdictions to advance priorities identified in the strategic plan.	Medium	Held	CEO	0%	Need clarification

I.F	Assure financial sustainability of the County				67%	
I.F.1	Create a collective approach to grant funding, from research of funding opportunities to spending, with the expectation that all departments will collaborate.	High	Complete - Ongoing	CEO/Grants Division	100%	Secured a grant to fund a .85 FTE personnel costs for 5 years to help with grant funding. Grants division is up an functioning with many departments across many departments
I.F.2	Identify new sources of money to align with the discretionary funding required to deliver on strategic initiatives.	High	In Progress	CEO	50%	Continually searching for grants that may be applicable for various departments within the County
I.F.3	Annually, match the cost of implementing strategic planning objectives with available and anticipated funding to ensure that priorities can be achieved.	High	In Progress	CEO	50%	Fiscal is always looking for, soliciting, and listening to, ideas that could improve the County's financial position.

Strategic Plan Summary Adopted May 2022		Board Agendas Since June 2022
I. An Effective County Government	64%	789
II. A Safe and Healthy County	71%	801
III. A Thriving Economy	80%	146
IV. A Prepared and Resilient County	70%	234
Total	71%	1970

II. A Safe and Healthy County

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	% Complete	Notes
II.A	Provide a person-centered approach to help under-resourced individuals and families thrive				100%	
II.A.1	Enhance collaboration among departments to provide a one door approach to services so community members can access services from multiple departments through one point of entry.	Medium	Complete	SS/PH/BH	100%	<p>BH has increased new collaborations and sustained existing collaborations to expand services, increase problem resolution, and increase communication with the following departments: PH, MCSO Corrections and Field, Probation, and SS. BH has also increased collaborations with external agencies and departments for increasing access and resources to individuals and families.</p> <p>PH has increased new collaborations and sustained existing collaborations to provide expanded services and resources to individuals and families with the following departments: Probation, BH, and SS.</p>
II.A.2	In partnership with Family Resource Centers, Consolidated Tribal Health, and other local community-based organizations, design and implement approaches to providing individuals and families easier access to programs and services that match their needs, including providing both printed and online information and satellite offices.	Medium	Complete	DSS	100%	<p>1/7/25- DSS contracts with multiple community partners to provide outreach and application assistance to families and individuals to increase access to public assistance programs. Written materials are provided as well as information on how to access public assistance online. Department is working on modernization of web pages.</p>
II.A.3	Support community partners' efforts to achieve food security and improved nutrition among County residents.	Medium	Complete	PH/DSS	100%	<p>PH has several programs that address food security and nutrition at various ages and stages of life. These programs collaborate with community partners and other County departments to expand communication, resources, and community education about food and nutrition. These programs include Women Infants and Children, CalFresh/Community Wellness, and Maternal Child and Adolescent Health.</p> <p>1/7/25--DSS provides quarterly Outreach Partner meetings, annual training, and technical support to enlighten community organizations on CalFresh program requirements and opportunities to better support program reach.</p>
II.A.4	Increase access to services and resources to enable older adults to age in place.	Medium	Complete - Ongoing	IHSS	100%	<ul style="list-style-type: none"> • Utilized APS Home Safe Program to financially assist Elder and Dependent Adults who were homeless or at risk of homelessness, allowing them to obtain housing or retain their current housing. 16 individuals were served in FY 2023-24. • Provided funding for contracts with local Senior Centers to support a part time Outreach Worker, Congregate Meals, and provide Financial Representative Payee Services for qualifying individuals. • Provided funding to supplement State and Federal funding for Meals on Wheels programs throughout the county. • Provided funding to local Food Banks to address Senior Food Insecurity. • Conducted Outreach related to Elder Abuse Awareness. • Conducted outreach to increase the number of available care providers in the In-Home Supportive Services Program.

II.B	Deliver culturally relevant public health services that focus on prevention and are guided by social determinants of health				100%	
II.B.1	Review public health programs to be sure they are based on sound research, lead to positive results, and focus on prevention.	High	Complete - Ongoing	PH	100%	PH is actively engaged in Accreditation and several grant or state oversight partnerships around delivery of public health programs in a data driven, research based, prevention focused manner. Programs use Evidence Based curricula and outreach prevention strategies.
II.B.2	Develop a strategy for how best to engage Community Health Workers (CHWs) to conduct culturally responsive interventions throughout the County and to build the public health professional workforce.	Medium	Complete	PH	100%	PH partners with community based agencies and community liaisons around bringing programs and projects into the communities using Community Health Worker based approaches to expand cultural responsiveness and accessibility to public health and workforce options. Several programs use Community Health Worker models, classification and/or Promotoras for culturally responsive interventions.
II.B.3	Fill open requisitions to ensure adequate staffing for effective program delivery.	High	Complete - Ongoing	PH	100%	PH justifies critical and mandated positions to recruit for critical programs to ensure effective and efficient program delivery. The BH PH administrative collaboration has allowed for increased efficiency and reduced costs to maximize resources for program delivery.
II.B.4	Implement the Public Health Department's six strategic priorities to improve emergency preparedness, external communication, immunizations, organizational culture, prevention, and collaboration among staff and community partners.	High	Complete	PH	100%	<p>PH Emergency Preparedness has expanded communication and planning by conducting increased training, social media, and communication with agency partners.</p> <p>PH Immunizations have filled critical vacancies in the past year and have increased collaborations for pop up clinics with schools and monitor county vaccination rates.</p> <p>PH has increased Social Media and Website updates in the past year to improve external communication and data sharing with the public.</p> <p>PH Prevention conducts and partners with other county departments and external partners to attend outreach and educational awareness events regarding PH topics.</p> <p>PH organizational changes have increased contact between units and collaborative approaches to program and service delivery increasing staff and community partner communication and unit cohesiveness.</p>
II.C	Increase access to behavioral health and public health services that focus on prevention and are guided by social determinants of health				94%	
II.C.1	Increase partnerships and collaboration with community partners, including Tribes and Latinx groups, and law enforcement to deliver services to people in need.	Medium	Complete - Ongoing	PH	100%	PH BH has worked with local clinics, CBOS, and other health care providers to establish a consortium, which enables stronger relationships, linkages, and appropriate referrals to best serve clients. PH & BH have expanded partnerships with Latinx & Tribal Health Organizations including collaboration for a Native Warm Line, increased medication assisted treatment. The HSA Director attends the CTHP Board meeting quarterly to provide updates and communication with Tribal Leaders.
II.C.2	Engage Community Health Workers, Promotores, and Community Health Representatives to communicate with under-resourced populations to help increase access to mental health services and reduce the associated stigma.	Medium	Complete - Ongoing	PH	100%	BHRS employs Community Health Worker roles to work within our HOPE & Wellness Center, the Behavioral Health Bridge Housing Program, and field based outreach and crisis response programs to provide follow up connection and support individuals to connect with services. Prioritized under resourced populations include Native American, Latinx, LGBTQ+, Senior, and homeless individuals. BH partners with community based agencies and community liaisons around bringing programs and projects into the communities using Community Health Worker based approaches to expand cultural responsiveness and accessibility to public health and workforce options. Several programs use Community Health Worker models, classification and/or Promotoras for culturally responsive interventions.
II.C.3	Implement Measure B plans to create a Psychiatric Health Facility (PHF), Crisis Residential Treatment Facility (CRT), and Behavioral Health Regional Training Center.	High	In Progress	BH	75%	CRT opened on April 25, 2022. Behavioral Health Regional Training Center opened on April 26, 2022. PHF is expected to open January 2026.
II.C.4	Collaborate across County health and human services departments to secure additional grant funding from state and federal sources to address the County's behavioral health needs.	Medium	Complete - Ongoing	BH	100%	BH continuously seeks grants, and additional state and federal funding resources to expand and sustain programs beyond core mandates. Examples of funding secured in the past year include but are not limited to: PATH Justice Involved grants, extension of existing funds for Opioid response and prevention, extension of funding for Mental Health Student Services Funding, Application and implementation of Behavioral Health Bridge Housing Funding, COVID Mitigation to collaborate between BH & PH and bring prevention resources for BH and unhoused individuals.

II.D Help people feel safe in their communities					0%	
II.D.1	Continue to develop and implement innovative approaches for law enforcement organizations and criminal justice partners to work in coordination with other County departments and community-based organizations to reduce recidivism and incarceration.	High	In Progress	Public Safety	0%	Pending Updates
II.D.2	In collaboration with schools, nonprofits, employers, Tribes, and other organizations, continue to implement multiple types of collaborative community-oriented law enforcement solutions based on best practices in public safety to increase citizen engagement and understanding.	Medium	In Progress	Public Safety	0%	Pending Updates
II.D.3	Identify and implement strategies that prevent youth entry into the criminal justice system.	Medium	In Progress	DSS	0%	Pending Updates
II.E Implement practices that support a sustainable environment and responsible stewardship of natural resources					63%	
II.E.1	Develop a strategy for a sustainable water supply that includes the identification of potential new sources of water, expansion of existing surface water delivery systems, and storage.	Medium	In Progress	CEO/Water Agency	100%	<ul style="list-style-type: none"> •Drought Ad Hoc was merged into Public Health, Safety, and Resource Standing Committee •Multiple surveys have been sent to water purveyors to identify needs •BOS appropriated for FY22/23, \$250,000 of the PG&E Disaster Settlement funds, which were earmarked for drought, to hire a consultant and to help create a Mendocino County Water Resource Team and to work in connection with the UC Extension •Multiple grants have been obtained by various agencies throughout Mendocino County to help with strategies for sustainable water supplies
II.E.2	Reduce the carbon footprint of County facilities and operations by installing solar microgrids, purchasing electric vehicles, reducing the use of fossil fuels, installing electric charging stations in select County parking lots, and implementing other practices.	High	In Progress	CEO/Facilities	50%	<ul style="list-style-type: none"> •Project to install EV Chargers at County Administrative center and Department of Social Services Ukiah offices
II.E.3	Support sustainable forestry, agriculture, and landscapes as a County policy with a focus on lowering carbon emissions.	Medium	Complete	BOS	100%	<ul style="list-style-type: none"> •Supported in 2025 Legislative platform
II.E.4	Collaborate with local Tribes to incorporate Tribal perspectives on environmental management, integrating Tribal traditions to inform natural resource conservation practices, long-term stewardship, and maintenance of our resources.	Medium	Not Started	BOS	0%	Pending Update


III. A Thriving Economy

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	% Complete	Notes
III.A	Support a vibrant economy				100%	
III.A.1	Collaborate with economic development partners, including local jurisdictions and Tribes, to identify actions the County can take to support their business development, expansion, and attraction goals.	High	Complete - Ongoing	CEO/Economic Development	100%	12/2/24: Economic Development Division regularly meets with local city staff and partner agencies in addition to hosting the Economic Development Roundtable meetings where cities, education, and other economic development agencies staff discuss collaborative opportunities.
III.A.2	Implement policies and practices to make it easier for businesses to start-up and expand.	Medium	Not Started	BOS	100%	Supported in 2025 Legislative Platform
III.A.3	Support policies to encourage legal cannabis cultivation operations, while ensuring aggressive code enforcement for unpermitted cannabis facilities.	High	Complete - Ongoing	BOS/Code Enforcement/Cannabis	100%	The Cannabis Department has repeatedly sought grants with funding to be used in support of legal cannabis cultivators. The County advocates for legislation at the State which is supportive of the needs of local cannabis cultivators. Mendocino County Code Section 10A.17 has been revised multiple times, most recently in March 2024, to make the local cultivation ordinance more efficient and effective. The Board has directed code enforcement resources to focus on illegal cannabis cultivation in specific areas.
III.B	Support increased housing stock at a range of affordability levels				41%	
III.B.1	Explore the creation of a workforce housing initiative and other creative programs to enable County employees to be able to afford to live in Mendocino County.	Low	Complete	CEO/Economic Development	100%	County participates in employee home loan program with RCRC
III.B.2	Identify one County executive with the responsibility to implement a wide array of housing programs, including market-rate housing and housing for unsheltered residents, as well as to identify and acquire additional State and Federal grants.	Medium	In Progress	DSS	25%	County staff has been identified, Megan Van Sant and has worked on C.O.R.E.

III.B.3	Interview developers and housing industry stakeholders and develop a plan to reduce barriers and time relative to permitting, as allowed within the parameters of California State laws.	Medium	In Progress	Economic Development	 50%	Economic Development working on outreach to relators to create a list of businesss available properties
III.B.4	Work with water and sewer districts to identify and prioritize expansion of services where needed to facilitate the increased density of housing development.	High	Not Started	TBD	0%	Pending updates
III.B.5	Discover and implement strategies to provide permanent and temporary housing opportunities and supportive services for people who are unhoused.	Medium	Not Started	TBD	0%	Pending updates
III.B.6	Implement online permitting processes and record searching functions to streamline construction and provide the County with additional sources of revenue.	High	Complete	PBS	 100%	Online permitting is available
III.B.7	Create forums and dialog with County residents about the value of and need for housing and commercial opportunities.	Medium	In Progress	TBD	 10%	Participate in housing summit
III.C	Ensure that affordable and reliable broadband communication is available to all County residents				 100%	
III.C.1	Identify a County employee to serve as the Broadband Manager to advance and coordinate multiple broadband initiatives with partner organizations, including identifying funding sources, obtaining funding, developing strategies, mobilizing resources, and managing negotiations.	High	Complete	Tony Rakes/Ted Williams	 100%	•County Broadband Manager has been identified.
III.C.2	Partner with Broadband Alliance of Mendocino County, cell companies, Tribes, and others to improve access to broadband, wireless, and cell services.	Medium	Complete	Tony Rakes/Ted Williams	 100%	•Partnering with Golden State Connect Authority and North Bay North Coast Broadband Consortium. •Outreach and discussion with other agencies, including Tribes and cell companies to improve acces to broadband.

IV. A Prepared and Resilient County

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	% Complete	Notes
IV.A	Increase disaster and emergency preparedness and resiliency				77%	
IV.A.1	Revise the County's Emergency Operations Plan to be consistent with current County ordinances and emergency powers and implement accordingly to ensure 24/7 readiness of the County's Emergency Operations Center (EOC).	High	In Progress	CEO/OES	60%	12/2/24: OES staff are in the process of writing 2024 EOP, in collaboration with county departments and operational area partners.
IV.A.2	Develop a site for a permanent EOC, supplemented by mobile and/or satellite facilities, with necessary, up-to-date equipment.	High	Complete	OES Director	100%	Permanent EOC is set up on the 501 Low Gap campus. All EOC equipment are updated using grant funding.
IV.A.3	Provide ongoing training to ensure that existing employees are prepared to seamlessly operate the EOC at any time.	High	Complete - Ongoing	OES Director	100%	12/2/24: OES staff have conducted approximately 10 trainings this calendar year. Management, Planning, Logistics, and Finance EOC Sections have completed their training. Training for Operations Section is being scheduled.
IV.A.4	Coordinate with community disaster response organizations, Tribes, and other community- and faith-based organizations to post social media messages, provide training programs, and conduct public meetings in English and Spanish throughout the County on the topic of emergency preparedness.	High	Complete - Ongoing	OES Director	100%	12/2/24: OES staff participate in every VOAD and fire chiefs meeting. Tribes are invited to the operational area calls. OES and PRRM host at least 8 Prepare CA listening sessions throughout the county on the topic of disaster preparedness and mitigation. Social media posts are pushed out in English and Spanish. OES participate in Spanish-speaking media when there is an opportunity, for example they did a Spanish radio interview with KVVH-FM 88.5 Mendocino last year.
IV.A.5	Develop a comprehensive wildfire management plan for the County.	High	In Progress	OES Director	25%	12/2/24: OES and PRRM staff are working on updating the Community Wildfire Protection Plan, in close collaboration with community partners.
IV.B	Ensure access to rural fire protection and emergency medical services				70%	
IV.B.1	Support recruitment efforts of firefighters for paid and volunteer fire departments.	High	Complete	BOS	100%	12/2/24: Measure P passed 11/23, OES Emergency Services Coordinator regularly assists with fire exercise trainings planning and interviews. OES Emergency Services Coordinator sits on the evaluation committee for Community Foundation grants and advocates for first responder agencies needs.
IV.B.2	Work with the Mendocino County Fire Safe Council to develop Neighborhood Fire Safe Councils in communities throughout the County.	High	Complete - Ongoing	BOS/PRRM	100%	This is continual - MCFSC was awarded \$600,000 over 5 years for operation. The EO Budget Team has prioritized funding of the FSC, in the past.
IV.B.3	Seek funding to increase the number of available ambulances with advanced life support features.	High	In Progress	CEO/EMS	10%	12/2/24: Grants Division continues to seek grant funding for ambulances. The BOS allocated PG&E settlement funds to non-transport and transport services for equipment.
IV.C	Improve and maintain transportation and road systems and access routes				63%	
IV.C.1	Identify supplemental funding sources to implement priority road system improvements.	High	Complete - Ongoing	DOT	100%	The Department of Transportation consistently pursues supplemental funding sources for priority road system improvements. Specific examples include the Highway Bridge Program (HBP), Senate Bill 1 (SB 1) Road Maintenance and Rehabilitation Account (RMRA), State Transportation Improvement Program (STIP), Highway Safety Improvement Program (HSIP) and Safe Routes to Schools.
IV.C.2	Determine the feasibility of increasing Mendocino Transit Authority routes and access points and implement changes accordingly.	Medium	Complete	DOT	100%	The County cannot directly implement this item. MTA was established in 1976 under a joint powers agency agreement between the County and its four incorporated Cities. MTA is mostly funded with .255 of State portion of sales tax or "Transportation Development Act of 1971 (TDA) funds administered through local Regional Transportation Planning Agency (Mendocino Council of Governments, MCOG).
IV.C.3	Encourage the development of road associations through public education and support.	Medium	Not Started	BOS	0%	Pending updates

IV.C.4	Identify, prioritize, and pursue funding for secondary emergency access routes for areas with single in and out access to improve disaster response.	High	In Progress	DOT		50%	12/2/24: PRRM is working on identifying all single access areas. PRRM has a project with CAL FIRE for the East Hills evacuation route planning. EO staff has worked on the Sherwood Road Special Assessment. PRRM and Grants continue to look for secondary access funding.
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Priority
Low
Medium
High

Status
Not Started
Held
In Progress
Complete - Ongoing
Complete

Strategic Plan Summary Adopted May 2022		Board Agendas Since June 2022
I. An Effective County Government	64%	789
II. A Safe and Healthy County	75%	801
III. A Thriving Economy	80%	146
IV. A Prepared and Resilient County	70%	234
Total	72%	1970

I. An Effective County Government

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	% Complete	Notes
I.A	Define clear roles, responsibilities, and processes for government leadership				70%	
I.A.1	Make determinations about key roles for county governance, including the CEO/CAO and County elected officials.	Medium	Complete	BOS	100%	BOS completed through Ad Hoc process in 2022.
I.A.2	Create operating agreements for how the Supervisors will work with one another and with the CAO/CEO, County elected officials, and Department Heads	High	In Progress	BOS/CEO	50%	On agenda for 2025 BOS workshop. CoCo is drafting
I.A.3	In collaboration, Supervisors, Department Heads, CAO/CEO, and other elected County leaders create a Code of Conduct that defines acceptable behavior and sets expectations for accountability.	High	In Progress	BOS/CEO	50%	On agenda for 2025 BOS workshop. CoCo is drafting
I.A.4	Create groupings of departments with similar functions and assign Supervisors as liaisons with the Department Heads from those groups to conduct regular meetings that promote healthy communication and greater cooperation across departments.	Low	Complete	County Counsel	100%	Cannot complete as there are issues related to Brown Act
I.A.5	Identify an organizational leader to work closely with Department Heads and CEO/CAO Office to guide the implementation of the strategic plan by establishing responsibilities, priorities, and annual budgets.	Low	In Progress	BOS/CEO	50%	CEO's office identified as lead. Continuing implementation of strategic plan by working with Department Heads.
I.B	Create a thriving Organizational Culture				80%	
I.B.1	Attract and retain the best employees by identifying why people join, stay, and leave County government and making needed improvements informed by annual surveys for current employees and exit interviews for all departing employees.	High	Complete - Ongoing	HR	100%	11/27/24The County launched anonymous Anniversary and Exit Surveys in June 2022 to gather employee feedback about their workplace experiences. Additionally, the Employee Engagement & Retention Leadership team conducts an annual Employee Engagement Survey. This team is committed to analyzing survey data regularly and using the insights to develop initiatives and programs that address employee needs, improve engagement, and enhance retention.
I.B.2	Invest in employee professional growth and retention by continuing to offer high quality training, development, and leadership programs.	High	Complete - Ongoing	HR	100%	11/27/24: HR continues to enhance leadership training by reinstating the Supervisor/Management & Emerging Leaders Academy, now a requirement for supervisory roles and an option for aspiring leaders. In addition, HR has introduced a 6-part Management Roundtable series focused on leadership development and offers a wide range of wellness and Employee Assistance Program (EAP) trainings to support employee well-being and professional growth. Recognizing the importance of high-quality training for retention and professional development, HR actively seeks the best external training providers and encourages participation in programs like the NACo High Performance Leadership Academy and CSAC courses. Through the Leadership Initiative, HR also hosts an annual Leadership Book Club, fostering both personal and professional growth through shared learning experiences.
I.B.3	Create a compensation and benefits philosophy, participate in salary surveys, and complete competitive market matching every two years. Adjust wages as appropriate.	Medium	In Progress	BOS/HR	50%	11/27/24:Plan has been submitted to BOS in draft format- HR working on final draft in preparation of next round of labor negotiations

I.B.4	Continue Department Heads meetings. Department Heads integrate the County's Leadership Philosophy into the development and implementation of management practices. Department Heads take accountability for ensuring that staff demonstrate effective leadership behaviors throughout the organization.	Medium	Complete - Ongoing	CEO	100%	11/27/24: Standing Department Head meetings are held on the first Wednesday of the month.
I.B.5	Strengthen the County's Leadership Initiative and High-Performance Organization culture through the implementation of projects, coaching, and performance improvement initiatives that promote leadership at all levels with support from senior leaders and the Board of Supervisors.	High	In Progress	HR/CEO	50%	11/27/24: EO and HR continue to work with departments on developing skills and supporting employees. There are many trainings opportunities internally and through CSAC and NaCO, and employees are encouraged to participate. We are also in the process of working on a revamp of the County's leadership philosophy.
I.C	Implement new approaches to demonstrate our commitment to Diversity, Equity, and Inclusion (DEI)				51%	
I.C.1	Adopt definitions and create a shared understanding of what diversity, equity, and inclusion mean.	Medium	In Progress	HR	50%	11/27/24: Effective August 2024, HR is offering quarterly courses on DEI through a professional contracted trainer. In addition, we have begun to provide education to county employees on the importance of DEI and our commitment to DEI in the workplace as an employer. HR is also developing a web page to provide more education and bring attention to our DEI efforts. Common DEI definitions will be posted on the new DEI webpage to further a shared understanding.
I.C.2	Appoint an Equity Officer who will create a multi-year plan to address disparities in treatment of County employees due to race, ethnicity, and other protected classes.	Medium	Held	HR	10%	11/27/24: Funding is not available for this position. HR has taken on the role of DEI, through trainings, engagement surveys and a committee. HR would like to work with the REAJC committee to come up with a draft multi-year plan.
I.C.3	Launch DEI training for County leadership, beginning with the Board of Supervisors and CAO/CEO. Provide coaching, toolkits, and other resources, as needed.	Medium	In Progress	HR	50%	11/27/24: Department Head training occurred 2023 and County HR continues to offer DEI trainings on a regular basis through online learning and contract with Cooperative Personnel Services.
I.C.4	Broaden the list of organizations invited to contract with the County to include a more diverse set of organizations.	Medium	Complete - Ongoing	Purchasing	100%	County uses PlanetBids to advertise to a wide set of organizations.
I.C.5	Develop a consultation policy with the ten federally recognized Tribes to build deeper working relationships.	High	Not Started	Health Services	0%	Pending update
I.C.6	Through the guidance of the Equity Officer, review existing processes and policies in every department to determine adverse impact against County residents who are Black, Indigenous, and People of Color in service delivery or access.	Medium	Held	HR	0%	Pending appointment of Equity Officer. Contingent on available funding.
I.C.7	Boost pay premium for bilingual employees who use multiple languages in their positions.	High	Complete	BOS/HR	100%	Negotiated in bargaining unit contracts 2024
I.C.8	Implement strategic job outreach and recruitment efforts to attract a more diverse candidate pool.	Medium	Complete - Ongoing	HR	100%	11/27/24: All job postings are featured on the top eight diversity-focused websites through Careers in Government. Jobs are tagged with relevant diversity groups and associations to enhance visibility. Job postings are published in local bilingual newspapers at the request of County departments, and advertisements in women- and minority-focused associations/publications as a priority based on the job. Collaboration with our local community college career services, and community organizations further strengthen recruitment pipelines. To improve language accessibility, job applications are available in Spanish, and HR provides translations for paper applications in other languages Advertising efforts have broadened to include additional DEI-focused websites across various industries, including higher education.




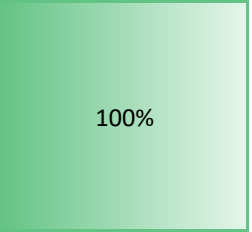
I.D Improve operational efficiency by streamlining processes and implementing technology-based solutions					69%	
I.D.1	Redesign the hiring process to drastically reduce cycle time from open requisition to new employee start date.	High	Complete - Ongoing	HR	100%	11/27/24: The recruitment and hiring process is guided by the Mendocino County Civil Service Rules (CSR). Human Resources has identified areas for improvement within the process and is actively revamping the CSRs, which are now in the final editing stage with HR and Counsel and then review and adoption by the Civil Service Commission. Some of the proposed updates aim to streamline recruitment timelines from open requisition to hire. Additionally, delays in the process can sometimes occur when County departments do not meet established hiring timelines. To address this, HR has been providing training to department personnel on the importance of timeliness in interviewing and selecting staff.
I.D.2	Evaluate the existing portfolio of County software and applications based on pre-determined criteria including reliability and ease of use, among others. Identify and prioritize the software that needs to be updated and budget for it accordingly.	Medium	Complete - Ongoing	IT	100%	Secured a grant that will fund the purchase and implementation of a county wide grants management software. Working with AC/TTC on utilizing Enterprise software to highest functionality Implementation improved the payroll process, budget development, budget book development and transparency software.
I.D.3	Audit core processes for conducting business in every department to determine where technology can support organizational effectiveness and efficiencies. Perform a cost-benefit analysis of moving to a technology-based solution and prioritize investments across departments.	Medium	In Progress	TBD	25%	Have assisted departments to implement a time saving upload for time entry as part of the payroll process.
I.D.4	Establish expectations for every department to complete a minimum of one process improvement project each year to improve efficiencies, reduce costs, and increase customer service.	High	In Progress	CEO/BOS/DH	50%	Departments are expected to provide at least one process improvement update each year. BHRS specifically completes process improvement projects for Substance Use Disorder Treatment in partnership with Partnership Health Plan and in Mental Health two improvement projects, one clinical and one non clinical, are completed in partnership with contracted agencies.
I.E Implement practices that support a sustainable environment and responsible stewardship of natural resources					46%	
I.E.1	Strengthen internal communications to provide equitable access and increased understanding among County employees of organizational information, budgets, decisions, and emerging changes in direction.	High	Complete - Ongoing	Fiscal Team with ACTTC	100%	Trainings are held to education budget officers and other employees on the County's budget process.
I.E.2	Identify a Public Information Officer to build an inter-departmental communications team that increases information sharing with the public and conducts periodic public forums with the aim of improving community engagement and trust.	Medium	Held	CEO	0%	Looking for \$\$ to support PIO
I.E.3	Simplify the County website for ease of use and access to information.	Medium	In Progress	IT	25%	Complete update and revision to the County website. Significant effort has gone into simplifying the County website and removing old documents, links, and references. A project is currently in planning for a complete update to the County website.
I.E.4	Offer all County communications, including the website, with a Spanish language option.	Medium	In Progress	CEO/BOS/DH	50%	We currently publish many County communications in both English and Spanish. The County website has a translate feature into many languages. CEO report is also presented in Spanish.
I.E.5	Offer automated and paper-driven processes to serve the needs of diverse communities.	Medium	Complete - Ongoing	All	100%	Many core services are offered digitally and by paper process. Continually monitor for opportunities and efficiencies.
I.E.6	Proactively initiate collaboration with local jurisdictions to advance priorities identified in the strategic plan.	Medium	Held	CEO	0%	Need clarification


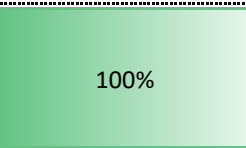
I.F	Assure financial sustainability of the County				67%	
I.F.1	Create a collective approach to grant funding, from research of funding opportunities to spending, with the expectation that all departments will collaborate.	High	Complete - Ongoing	CEO/Grants Division	100%	Secured a grant to fund a .85 FTE personnel costs for 5 years to help with grant funding. Grants division is up an functioning with many departments across many departments
I.F.2	Identify new sources of money to align with the discretionary funding required to deliver on strategic initiatives.	High	In Progress	CEO	50%	Continually searching for grants that may be applicable for various departments within the County
I.F.3	Annually, match the cost of implementing strategic planning objectives with available and anticipated funding to ensure that priorities can be achieved.	High	In Progress	CEO	50%	Fiscal is always looking for, soliciting, and listening to, ideas that could improve the County's financial position.

II. A Safe and Healthy County

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	% Complete	Notes
II.A	Provide a person-centered approach to help under-resourced individuals and families thrive				100%	
II.A.1	Enhance collaboration among departments to provide a one door approach to services so community members can access services from multiple departments through one point of entry.	Medium	Complete	SS/PH/BH	100%	<p>BH has increased new collaborations and sustained existing collaborations to expand services, increase problem resolution, and increase communication with the following departments: PH, MCSO Corrections and Field, Probation, and SS. BH has also increased collaborations with external agencies and departments for increasing access and resources to individuals and families.</p> <p>PH has increased new collaborations and sustained existing collaborations to provide expanded services and resources to individuals and families with the following departments: Probation, BH, and SS.</p>
II.A.2	In partnership with Family Resource Centers, Consolidated Tribal Health, and other local community-based organizations, design and implement approaches to providing individuals and families easier access to programs and services that match their needs, including providing both printed and online information and satellite offices.	Medium	Complete	DSS	100%	<p>1/7/25- DSS contracts with multiple community partners to provide outreach and application assistance to families and individuals to increase access to public assistance programs. Written materials are provided as well as information on how to access public assistance online. Department is working on modernization of web pages.</p>
II.A.3	Support community partners' efforts to achieve food security and improved nutrition among County residents.	Medium	Complete	PH/DSS	100%	<p>PH has several programs that address food security and nutrition at various ages and stages of life. These programs collaborate with community partners and other County departments to expand communication, resources, and community education about food and nutrition. These programs include Women Infants and Children, CalFresh/Community Wellness, and Maternal Child and Adolescent Health.</p> <p>1/7/25--DSS provides quarterly Outreach Partner meetings, annual training, and technical support to enlighten community organizations on CalFresh program requirements and opportunities to better support program reach.</p>
II.A.4	Increase access to services and resources to enable older adults to age in place.	Medium	Complete - Ongoing	IHSS	100%	<ul style="list-style-type: none"> • Utilized APS Home Safe Program to financially assist Elder and Dependent Adults who were homeless or at risk of homelessness, allowing them to obtain housing or retain their current housing. 16 individuals were served in FY 2023-24. • Provided funding for contracts with local Senior Centers to support a part time Outreach Worker, Congregate Meals, and provide Financial Representative Payee Services for qualifying individuals. • Provided funding to supplement State and Federal funding for Meals on Wheels programs throughout the county. • Provided funding to local Food Banks to address Senior Food Insecurity. • Conducted Outreach related to Elder Abuse Awareness. • Conducted outreach to increase the number of available care providers in the In-Home Supportive Services Program.

II.B	Deliver culturally relevant public health services that focus on prevention and are guided by social determinants of health				100%	
II.B.1	Review public health programs to be sure they are based on sound research, lead to positive results, and focus on prevention.	High	Complete - Ongoing	PH	100%	PH is actively engaged in Accreditation and several grant or state oversight partnerships around delivery of public health programs in a data driven, research based, prevention focused manner. Programs use Evidence Based curricula and outreach prevention strategies.
II.B.2	Develop a strategy for how best to engage Community Health Workers (CHWs) to conduct culturally responsive interventions throughout the County and to build the public health professional workforce.	Medium	Complete	PH	100%	PH partners with community based agencies and community liaisons around bringing programs and projects into the communities using Community Health Worker based approaches to expand cultural responsiveness and accessibility to public health and workforce options. Several programs use Community Health Worker models, classification and/or Promotoras for culturally responsive interventions.
II.B.3	Fill open requisitions to ensure adequate staffing for effective program delivery.	High	Complete - Ongoing	PH	100%	PH justifies critical and mandated positions to recruit for critical programs to ensure effective and efficient program delivery. The BH PH administrative collaboration has allowed for increased efficiency and reduced costs to maximize resources for program delivery.
II.B.4	Implement the Public Health Department's six strategic priorities to improve emergency preparedness, external communication, immunizations, organizational culture, prevention, and collaboration among staff and community partners.	High	Complete	PH	100%	<p>PH Emergency Preparedness has expanded communication and planning by conducting increased training, social media, and communication with agency partners.</p> <p>PH Immunizations have filled critical vacancies in the past year and have increased collaborations for pop up clinics with schools and monitor county vaccination rates.</p> <p>PH has increased Social Media and Website updates in the past year to improve external communication and data sharing with the public.</p> <p>PH Prevention conducts and partners with other county departments and external partners to attend outreach and educational awareness events regarding PH topics.</p> <p>PH organizational changes have increased contact between units and collaborative approaches to program and service delivery increasing staff and community partner communication and unit cohesiveness.</p>
II.C	Increase access to behavioral health and public health services that focus on prevention and are guided by social determinants of health				94%	
II.C.1	Increase partnerships and collaboration with community partners, including Tribes and Latinx groups, and law enforcement to deliver services to people in need.	Medium	Complete - Ongoing	PH	100%	PH BH has worked with local clinics, CBOS, and other health care providers to establish a consortium, which enables stronger relationships, linkages, and appropriate referrals to best serve clients. PH & BH have expanded partnerships with Latinx & Tribal Health Organizations including collaboration for a Native Warm Line, increased medication assisted treatment. The HSA Director attends the CTHP Board meeting quarterly to provide updates and communication with Tribal Leaders.
II.C.2	Engage Community Health Workers, Promotores, and Community Health Representatives to communicate with under-resourced populations to help increase access to mental health services and reduce the associated stigma.	Medium	Complete - Ongoing	PH	100%	BHRS employs Community Health Worker roles to work within our HOPE & Wellness Center, the Behavioral Health Bridge Housing Program, and field based outreach and crisis response programs to provide follow up connection and support individuals to connect with services. Prioritized under resourced populations include Native American, Latinx, LGBTQ+, Senior, and homeless individuals. BH partners with community based agencies and community liaisons around bringing programs and projects into the communities using Community Health Worker based approaches to expand cultural responsiveness and accessibility to public health and workforce options. Several programs use Community Health Worker models, classification and/or Promotoras for culturally responsive interventions.
II.C.3	Implement Measure B plans to create a Psychiatric Health Facility (PHF), Crisis Residential Treatment Facility (CRT), and Behavioral Health Regional Training Center.	High	In Progress	BH	75%	CRT opened on April 25, 2022. Behavioral Health Regional Training Center opened on April 26, 2022. PHF is expected to open January 2026.
II.C.4	Collaborate across County health and human services departments to secure additional grant funding from state and federal sources to address the County's behavioral health needs.	Medium	Complete - Ongoing	BH	100%	BH continuously seeks grants, and additional state and federal funding resources to expand and sustain programs beyond core mandates. Examples of funding secured in the past year include but are not limited to: PATH Justice Involved grants, extension of existing funds for Opioid response and prevention, extension of funding for Mental Health Student Services Funding, Application and implementation of Behavioral Health Bridge Housing Funding, COVID Mitigation to collaborate between BH & PH and bring prevention resources for BH and unhoused individuals.

II.D Help people feel safe in their communities						17%
II.D.1	Continue to develop and implement innovative approaches for law enforcement organizations and criminal justice partners to work in coordination with other County departments and community-based organizations to reduce recidivism and incarceration.	High	In Progress	Public Safety	0%	Pending Updates
II.D.2	In collaboration with schools, nonprofits, employers, Tribes, and other organizations, continue to implement multiple types of collaborative community-oriented law enforcement solutions based on best practices in public safety to increase citizen engagement and understanding.	Medium	In Progress	Public Safety	0%	Pending Updates
II.D.3	Identify and implement strategies that prevent youth entry into the criminal justice system.	Medium	In Progress	DSS		<ul style="list-style-type: none"> •Advocate/Mentor programs, such as Independent Living Program (ILP) as they provide training, services, and benefits to assist current and former foster youth in achieving self-sufficiency prior to, and after leaving, the foster care system. •Therapy services including cognitive behavioral therapy to assist children address distorted or upsetting beliefs and attributions and learn skills to help them cope with ordinary life stressors. •Wraparound programs in which we assign staff to develop individualized plans offering an array of services to assist children and adolescents with serious emotional disturbances – sometimes including youth facing serious delinquency charges – who might otherwise be placed into residential facilities. •Extended Foster Care helps to stabilize foster youth emancipating from the dependency system. •Voluntary Family Services •Voluntary Family Maintenance provides supportive services to families at risk of removal of the children to prevent the need for protective custody. •Voluntary Family Reunification provides placement for seriously emotionally disturbed children who require placement in a residential treatment facility, who otherwise would be likely to be found to fit the description in subdivision (c) of Section 300, and who reasonably may be expected to be returned home within the extended time period. •FFPSA and the ILT •Families First Prevention Services Act is a federal program entrusting various community agencies to collaborate with a focus to provide prevention services that prevent children “at imminent risk” from entering the foster care system. •Interagency Leadership Team fosters connections and collaboration between different FFPSA agencies to ensure families at risk of child removal receive effective prevention services, and advocates for policies that minimize the use of congregate care placement by promoting evidence-based practices and building strong community support systems.
II.E Implement practices that support a sustainable environment and responsible stewardship of natural resources						63%
II.E.1	Develop a strategy for a sustainable water supply that includes the identification of potential new sources of water, expansion of existing surface water delivery systems, and storage.	Medium	In Progress	CEO/Water Agency		<ul style="list-style-type: none"> •Drought Ad Hoc was merged into Public Health, Safety, and Resource Standing Committee •Multiple surveys have been sent to water purveyors to identify needs •BOS appropriated for FY22/23, \$250,000 of the PG&E Disaster Settlement funds, which were earmarked for drought, to hire a consultant and to help create a Mendocino County Water Resource Team and to work in connection with the UC Extension •Multiple grants have been obtained by various agencies throughout Mendocino County to help with strategies for sustainable water supplies

II.E.2	Reduce the carbon footprint of County facilities and operations by installing solar microgrids, purchasing electric vehicles, reducing the use of fossil fuels, installing electric charging stations in select County parking lots, and implementing other practices.	High	In Progress	CEO/Facilities	 50%	<ul style="list-style-type: none"> •Project to install EV Chargers at County Administrative center and Department of Social Services Ukiah offices
II.E.3	Support sustainable forestry, agriculture, and landscapes as a County policy with a focus on lowering carbon emissions.	Medium	Complete	BOS	 100%	<ul style="list-style-type: none"> •Supported in 2025 Legislative platform
II.E.4	Collaborate with local Tribes to incorporate Tribal perspectives on environmental management, integrating Tribal traditions to inform natural resource conservation practices, long-term stewardship, and maintenance of our resources.	Medium	Not Started	BOS	0%	Pending Update

III. A Thriving Economy

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	% Complete	Notes
III.A	Support a vibrant economy				100%	
III.A.1	Collaborate with economic development partners, including local jurisdictions and Tribes, to identify actions the County can take to support their business development, expansion, and attraction goals.	High	Complete - Ongoing	CEO/Economic Development	100%	12/2/24: Economic Development Division regularly meets with local city staff and partner agencies in addition to hosting the Economic Development Roundtable meetings where cities, education, and other economic development agencies staff discuss collaborative opportunities.
III.A.2	Implement policies and practices to make it easier for businesses to start-up and expand.	Medium	Not Started	BOS	100%	Supported in 2025 Legislative Platform
III.A.3	Support policies to encourage legal cannabis cultivation operations, while ensuring aggressive code enforcement for unpermitted cannabis facilities.	High	Complete - Ongoing	BOS/Code Enforcement/Cannabis	100%	The Cannabis Department has repeatedly sought grants with funding to be used in support of legal cannabis cultivators. The County advocates for legislation at the State which is supportive of the needs of local cannabis cultivators. Mendocino County Code Section 10A.17 has been revised multiple times, most recently in March 2024, to make the local cultivation ordinance more efficient and effective. The Board has directed code enforcement resources to focus on illegal cannabis cultivation in specific areas.
III.B	Support increased housing stock at a range of affordability levels				41%	
III.B.1	Explore the creation of a workforce housing initiative and other creative programs to enable County employees to be able to afford to live in Mendocino County.	Low	Complete	CEO/Economic Development	100%	County participates in employee home loan program with RCRC
III.B.2	Identify one County executive with the responsibility to implement a wide array of housing programs, including market-rate housing and housing for unsheltered residents, as well as to identify and acquire additional State and Federal grants.	Medium	In Progress	DSS	25%	County staff has been identified, Megan Van Sant and has worked on C.O.R.E.

III.B.3	Interview developers and housing industry stakeholders and develop a plan to reduce barriers and time relative to permitting, as allowed within the parameters of California State laws.	Medium	In Progress	Economic Development	 50%	Economic Development working on outreach to relators to create a list of business available properties
III.B.4	Work with water and sewer districts to identify and prioritize expansion of services where needed to facilitate the increased density of housing development.	High	Not Started	TBD	 0%	Pending updates
III.B.5	Discover and implement strategies to provide permanent and temporary housing opportunities and supportive services for people who are unhoused.	Medium	Not Started	TBD	 0%	Pending updates
III.B.6	Implement online permitting processes and record searching functions to streamline construction and provide the County with additional sources of revenue.	High	Complete	PBS	 100%	Online permitting is available
III.B.7	Create forums and dialog with County residents about the value of and need for housing and commercial opportunities.	Medium	In Progress	TBD	 10%	Participate in housing summit
III.C	Ensure that affordable and reliable broadband communication is available to all County residents				 100%	
III.C.1	Identify a County employee to serve as the Broadband Manager to advance and coordinate multiple broadband initiatives with partner organizations, including identifying funding sources, obtaining funding, developing strategies, mobilizing resources, and managing negotiations.	High	Complete	Tony Rakes/Ted Williams	 100%	•County Broadband Manager has been identified.
III.C.2	Partner with Broadband Alliance of Mendocino County, cell companies, Tribes, and others to improve access to broadband, wireless, and cell services.	Medium	Complete	Tony Rakes/Ted Williams	 100%	•Partnering with Golden State Connect Authority and North Bay North Coast Broadband Consortium. •Outreach and discussion with other agencies, including Tribes and cell companies to improve acces to broadband.

IV. A Prepared and Resilient County

Goal ID	Strategic Goals and Objectives	Priority	Status	Lead	% Complete	Notes
IV.A	Increase disaster and emergency preparedness and resiliency				77%	
IV.A.1	Revise the County's Emergency Operations Plan to be consistent with current County ordinances and emergency powers and implement accordingly to ensure 24/7 readiness of the County's Emergency Operations Center (EOC).	High	In Progress	CEO/OES	60%	12/2/24: OES staff are in the process of writing 2024 EOP, in collaboration with county departments and operational area partners.
IV.A.2	Develop a site for a permanent EOC, supplemented by mobile and/or satellite facilities, with necessary, up-to-date equipment.	High	Complete	OES Director	100%	Permanent EOC is set up on the 501 Low Gap campus. All EOC equipment are updated using grant funding.
IV.A.3	Provide ongoing training to ensure that existing employees are prepared to seamlessly operate the EOC at any time.	High	Complete - Ongoing	OES Director	100%	12/2/24: OES staff have conducted approximately 10 trainings this calendar year. Management, Planning, Logistics, and Finance EOC Sections have completed their training. Training for Operations Section is being scheduled.
IV.A.4	Coordinate with community disaster response organizations, Tribes, and other community- and faith-based organizations to post social media messages, provide training programs, and conduct public meetings in English and Spanish throughout the County on the topic of emergency preparedness.	High	Complete - Ongoing	OES Director	100%	12/2/24: OES staff participate in every VOAD and fire chiefs meeting. Tribes are invited to the operational area calls. OES and PRRM host at least 8 Prepare CA listening sessions throughout the county on the topic of disaster preparedness and mitigation. Social media posts are pushed out in English and Spanish. OES participate in Spanish-speaking media when there is an opportunity, for example they did a Spanish radio interview with KVVH-FM 88.5 Mendocino last year.
IV.A.5	Develop a comprehensive wildfire management plan for the County.	High	In Progress	OES Director	25%	12/2/24: OES and PRRM staff are working on updating the Community Wildfire Protection Plan, in close collaboration with community partners.
IV.B	Ensure access to rural fire protection and emergency medical services				70%	
IV.B.1	Support recruitment efforts of firefighters for paid and volunteer fire departments.	High	Complete	BOS	100%	12/2/24: Measure P passed 11/23, OES Emergency Services Coordinator regularly assists with fire exercise trainings planning and interviews. OES Emergency Services Coordinator sits on the evaluation committee for Community Foundation grants and advocates for first responder agencies needs.
IV.B.2	Work with the Mendocino County Fire Safe Council to develop Neighborhood Fire Safe Councils in communities throughout the County.	High	Complete - Ongoing	BOS/PRRM	100%	This is continual - MCFSC was awarded \$600,000 over 5 years for operation. The EO Budget Team has prioritized funding of the FSC, in the past.
IV.B.3	Seek funding to increase the number of available ambulances with advanced life support features.	High	In Progress	CEO/EMS	10%	12/2/24: Grants Division continues to seek grant funding for ambulances. The BOS allocated PG&E settlement funds to non-transport and transport services for equipment.
IV.C	Improve and maintain transportation and road systems and access routes				63%	
IV.C.1	Identify supplemental funding sources to implement priority road system improvements.	High	Complete - Ongoing	DOT	100%	The Department of Transportation consistently pursues supplemental funding sources for priority road system improvements. Specific examples include the Highway Bridge Program (HBP), Senate Bill 1 (SB 1) Road Maintenance and Rehabilitation Account (RMRA), State Transportation Improvement Program (STIP), Highway Safety Improvement Program (HSIP) and Safe Routes to Schools.
IV.C.2	Determine the feasibility of increasing Mendocino Transit Authority routes and access points and implement changes accordingly.	Medium	Complete	DOT	100%	The County cannot directly implement this item. MTA was established in 1976 under a joint powers agency agreement between the County and its four incorporated Cities. MTA is mostly funded with .255 of State portion of sales tax or "Transportation Development Act of 1971 (TDA) funds administered through local Regional Transportation Planning Agency (Mendocino Council of Governments, MCOG).
IV.C.3	Encourage the development of road associations through public education and support.	Medium	Not Started	BOS	0%	Pending updates

IV.C.4	Identify, prioritize, and pursue funding for secondary emergency access routes for areas with single in and out access to improve disaster response.	High	In Progress	DOT	 50%	12/2/24: PRRM is working on identifying all single access areas. PRRM has a project with CAL FIRE for the East Hills evacuation route planning. EO staff has worked on the Sherwood Road Special Assessment. PRRM and Grants continue to look for secondary access funding.
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Mendocino County Board of Supervisors Agenda Summary

Item #: 6a)

To: BOARD OF SUPERVISORS

From: Supervisor Cline

Meeting Date: January 14, 2025

Department Contact: Executive Office

Phone: 707-463-4441

Item Type: Regular Agenda

Time Allocated for Item: 30 Minutes

Agenda Title:

State of the District Reports

CEO Liaison: Darcie Antle, CEO

CEO Review: Choose an item.

CEO Comments:

FOR COB USE ONLY

Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: No Action Taken

Date: January 14, 2025





2025 Board of Supervisors Member Priorities



Questions

1. What are the top 3 Priorities for your Supervisorial District?
2. What are your top three priorities for Mendocino County?
3. What is needed for you to be an effective Supervisor?
4. In your opinion, what key elements are needed for an effective and productive meeting?



1. What are the top 3 Priorities for your Supervisorial District?

- Housing expansion related to water availability and failing septics (3)
- Infrastructure in Leggett, Water and Sewer (4)
- Development of the North side of the Harbor (3)
- Economic Development (3)
- Safe Communities (especially fire, crime, dogs) (2)
- Community Wellness (addiction recovery, homelessness, mental health, physical) (2)
- Long term water sustainability and storage infrastructure (2)
- Improve road maintenance and transportation infrastructure(4)
- Proactive emergency preparedness and response (4)
- Active Transportation safety (2)



2. What are your top three priorities for Mendocino County?

- Housing & Economic Development (cannabis, new technology, recreation tourism) (3)
- Budget stability and Fiscal responsibility (1)
- Quality of life and environment in the County (2,3)
- Homeless, mental health and substance abuse services (2)
- Improved County Roads Funding and a sustainable Fire Service Funding Model (4)
- Gaining back the trust and support of both constituents and Staff as it relates to the Board (1)
- Improve government operations, fiscal strength, and transparency (1,3)
- Invest in economic development and empower local businesses (3)
- Increase coordination and oversight of homelessness and behavioral health services (2)



3. What is needed for you to be an effective Supervisor?

- A willingness amongst colleagues to hear and support the needs of each others' Districts.
- Communication that is clear and concise (Internally with departments and with the public)
Information provided in advance of the decision to be made honesty from colleagues
- Accessibility of information both internal and external to the county
- Collaboration of leadership, staff, and stakeholders Research and analysis
- Basic support services
- Transparency: Clearly articulate how tax dollars are spent (e.g., Measure O, P, and Measure B) and explain changes within departments to the Board, employees and public as necessary



4. In your opinion, what key elements are needed for an effective productive meeting?

- Clear structure
- Participants following the rules
- Respect for others
- Respectful communication
- Meetings may go off track; the chair should refocus discussions
- Supervisors should prepare thoroughly to avoid revisiting items
- Being Prepared
- Eight-hour meetings are fine if productivity matches the time
- FULL Participation
- Full preparation by BOS members, including consultation
- Full preparation by staff
- Decorum on dais
- Respectful and cordial conversations
- Being Professional

Attachment A

1. What are the top three priorities for your Supervisorial District?
2. What are your top three priorities for Mendocino County?

The priorities of my district align directly with my recommended priorities for Mendocino County. Rather than listing three token issues like roads, law enforcement, and social services, I would summarize our shared goal as good governance. The most resounding message I receive from constituents is a lack of trust in the county's ability to deliver on promises. I believe the core issue has three components:

1. Misalignment with Public Priorities

The county often prioritizes mandates that are out of step with what matters most to our residents. While we've maintained that mandates are non-negotiable due to potential state penalties, the public—and I—believe we have more flexibility than we're currently exercising. Given the county's limited funding, we need to prioritize what aligns with the will of the people, even if it means reallocating resources to address their immediate concerns over less impactful mandates.

2. Challenges in Execution

The public cares deeply about outcomes. When we undertake a project or initiative that has public support, it's critical to deliver results on time and in alignment with expectations. In reality, unforeseen circumstances can impede timeliness and attenuate results. The public can accept these realities, so long as we actively engage in communication. Silent surprises relative to the public good are costly to trust. When discussing these challenges in open session, we must be mindful not to undermine the morale of our dedicated public servants, whose commitment remains strong. I believe structural inefficiencies—not individual performance—are at the root of execution issues.

Consider the library solar-battery report discussed at the last board meeting. Key questions went unanswered, and the proposal appeared contrary to public expectations. While the public supports the concept, they believe the original goals are unachievable without adjustments to the project. In the meeting, I shared my on-the-spot arithmetic of approximately a third of a million dollars for a 4-hour battery with ten year lifetime — probably not appropriate given competing infrastructure needs and certainly not an expenditure capable

of yielding a return on investment (one of the two foundational goals). Offline, several project advocates raised concerns about its execution. Below, I've included a public response as an example.

This recurring issue highlights the need for more thorough vetting of proposals. Could we implement a process where the CEO or a peer group reviews and approves proposals before they are presented?

3. Performance Tracking

The public expects performance tracking grounded in rigorous research methods. Too often, our county is unable to demonstrate dollar-for-dollar performance compared to other counties, the state, or the nation. As a result, success is perceived as a subjective belief rather than an objective fact.

Taxpayers expect every program to be evaluated rigorously, similar to metrics like prosecution win rates, Pavement Condition Index, or dollars collected versus billed amounts. While some of our programs and departments provide objective outcome data, many do not. The concern extends to our third-party contractors, where public demand for transparency is even more pronounced due to the profit-seeking motive of business. The performance tracking gap erodes credibility and trust. When the media critiques us, we lack the hard facts necessary to rebut. Reputation matters. Perhaps our partnership with University of California could be leveraged toward defining appropriate data collection, analysis and reporting methodologies? The public's expectation is on par with the methods used in academia.

I hope we can collaboratively address these structural concerns, focusing on solutions rather than culpability, and work together to restore public trust.

3. What is needed for you to be an effective Supervisor?

Supervisors require access to reliable information and adequate staff support. It's difficult to drive progress when obtaining basic information requires extensive time and effort.

One potential solution would be to create a centralized electronic archive for all relevant documents, with redactions applied as necessary. This would streamline access and empower Supervisors to make informed decisions and prepare action items more efficiently.

Today, a simple question such as jail staffing level over the past fifty years relative to

population is a lengthy research project. With an archive of categorized data, the effort might take minutes. I brought related action on March 19, 2019 item 6a (which passed unanimously). Included in the text: "(a) digitize all paper documents to reduce staff time and increase public access;" I remain ready to support and assist with this effort.

Closely related is the careful balance of staff influence on public policy. It is vital that our staff, particularly those with domain expertise, provide recommendations supported by citations. At the same time, policymakers must have access to all relevant information. Providing a selective subset of information to steer decisions may "lead a horse to water," but this undermines public expectations of transparency and accountability (the legislative intent of the Brown Act). For example, my responses in this writing should be provided verbatim to the board and public as opposed to a summary. Summaries are useful, but not appropriate as exclusive material in this type of process.

2. In your opinion, what key elements are needed for an effective and productive meeting?

1) Transparency and Open Debate

Deliberations about public policies and expenditures should be conducted in front of the public. The overarching goal of the Brown Act is to ensure transparency, accountability, and public participation in local government decision-making processes. Healthy debate, grounded in differing principles and priorities, is what the public expects and deserves. Efforts to streamline meetings by curtailing discussion can undermine trust and prevent the airing of valuable perspectives. Even when my colleagues are on the losing end of a vote, their minority opinion still matters and carries potential to influence future action. Freedom of speech and a lack of censorship are essential for fostering trust and accountability.

Availability of Pertinent Information

Relevant information should be included with the agenda or at least accessible during meetings. Too often, the board asks basic but important questions, and answers are unavailable, leading to delays, frustration and lack of continuity.

Tracking and Accountability

Every request for additional information or action should be tracked in a transparent system. A tracking queue could include columns for the date requested, date of last progress, assigned

Attachment A

party, blockers, and expected completion date. This queue could be appended to the meeting agenda when it is published 72 hours in advance.

During my first days with the County, I asked for login details to the organization's task tracking tool. To my astonishment, I learned there was not such a system. Tracking software is a project management and issue-tracking tool designed to help teams plan, track, and manage their work efficiently. It enables users to create and organize tasks, monitor progress through customizable workflows, and collaborate effectively within a centralized platform. Commonly used in Agile and other iterative development methodologies, the tool often includes features like task boards, backlog prioritization, sprint planning, and reporting dashboards. Organization is a critical ingredient to reach successful outcomes.

Referenced note from strong proponent of the solarization of Library in Willits:

Ted,

Here are my thoughts:

First of all, let's remember the 2 primary goals of the County - to reduce costs by improving efficiency and reduce carbon emissions. Not sure this project meets either one of these primary goals very well, which is not to say the project is unworthy of pursuing.

1. Without consideration of costs, I like most everything about the project except for the fact that the project does not include replacement (with Heat Pumps) of HVAC and water heater systems that are currently fossil fuel dependent. Yes, go with the metal roof and maximize rooftop PV. Try to make this project a template or example to follow for upgrading other county facilities - but to do that you should realistically include heat pumps and elimination of any dependency on fossil fuels.

2. Considering costs - the battery system proposed, as you pointed out, is WAY too expensive. The few times the backup battery system would be needed to power the facility due to a power outage do not, IMHO, justify the costs. This money, which amounts to several \$100,000, would be much better spent on rooftop solar and/or (preferably) heat pump projects elsewhere.

Battery backup just for the sake of having a non-fossil fuel backup system, regardless of the cost, does not make sense. Cost IS a factor. Battery prices will come down in the future given advances in storage technology and economies of scale as more and more batteries are

Attachment A

produced. One option, therefore, is to skip the 122kWh BESS system but install all the equipment necessary to (relatively) easily add batteries in the future, as costs fall.

3. Possible misconception by some? - I hear some Supervisors and others state that having rooftop solar somehow reduces carbon emissions. Well, depending on the circumstances, this is not always true. Willitts, if I am not mistaken, is served by PG&E (distribution) and Sonoma Clean Power (generation). And, if I am not mistaken, the County is on SCP's Evergreen program for clean energy generation. So, the Willitts Library may already be consuming clean, electric energy. So, replacing SCP's clean energy generation with rooftop PV Solar clean energy therefore has no impact on fossil fuel emissions (except for the emissions generated by production of the PV panels and associated equipment - inverter, etc.). Yes, rooftop solar will reduce, perhaps significantly PG&E/SCP bills, but the ROI for this project appears excessively long so where are the savings?

4. What did we expect? The County hired Ameresco, an international corporate energy consulting firm, to present this project proposal. The County is already paying them many 10s of thousands of dollars to generate project proposal(s), correct? Now, I have no reason to doubt their competency in this area. But, the County should not expect to get anything resembling a "deal" from this corporation as they are in this to make a profit and given their latest financial results they appear to be quite successful at it given their recent quarterly revenue growth of 49%. And, Jeff Charneski admitted that this is a small project for them so the County ends up paying big company fees for a a small project that is, let's face it, not terribly complicated nor challenging for Ameresco. A smaller, local firm could have easily come up with this type of proposal since the remedy is so obvious in terms of the needs of the building and the efficiency and cost-savings goals of the County. And, I think I was not the only one who was rather disappointed that they did not have hard numbers to address various questions about BESS costs and energy savings if BESS was eliminated (or scaled back) from the project.

So, my recommendation:

- A. Opt for the steel roof
- B. Opt for the maximum number PV panels on the roof but try to get the price down

Attachment A

C. Skip the ridiculously expensive BESS. Ensure that a BESS can be easily added down the road. Or, include a small capacity BESS just to keep lights on and charge devices (this could be done inexpensively using batteries from Goal Zero with an integrated transfer switch to power a select number of circuits).

D. Want to significantly reduce carbon emissions generated by the operation of this facility? Include heat pumps (HVAC & water heating) in the project.



[16 kWh Haven Home Backup](#)

goalzero.com



Mendocino County Board of Supervisors Agenda Summary

Item #: 6b)

To: BOARD OF SUPERVISORS

From: Supervisor Mulheren

Meeting Date: January 14, 2025

Department Contact: Executive Office

Phone: 707-463-4441

Item Type: Regular Agenda

Time Allocated for Item: 30 Minutes

Agenda Title:

Board of Supervisors Discussion on Shared County Priorities

CEO Liaison: Darcie Antle, CEO

CEO Review: Choose an item.

CEO Comments:

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Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: No Action Taken

Date: January 14, 2025





Mendocino County Board of Supervisors Agenda Summary

Item #: 7a)

To: BOARD OF SUPERVISORS

From: Executive Office

Meeting Date: January 14, 2025

Department Contact: Darcie Antle

Phone: 707-463-4441

Item Type: Regular Agenda

Time Allocated for Item: 30 Minutes

Agenda Title:

The State of Public Safety in Mendocino County

CEO Liaison: Executive Office

CEO Review: Choose an item.

CEO Comments:

FOR COB USE ONLY

Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: No Action Taken

Date: January 14, 2025





Mendocino County Board of Supervisors Agenda Summary

Item #: 8a)

To: BOARD OF SUPERVISORS

From: Executive Office

Meeting Date: January 14, 2025

Department Contact: Darcie Antle

Phone: 707-463-4441

Item Type: Regular Agenda

Time Allocated for Item: 30 Minutes

Agenda Title:

Community Outreach Response and Engagement (CORE) and Other Program Updates

CEO Liaison: Executive Office

CEO Review: Choose an item.

CEO Comments:

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Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: No Action Taken

Date: January 14, 2025



Data Snapshot on Homelessness Trends Since 2022

Mendocino County's Homeless Management Information System (HMIS)¹

- ✓ 304 literally homeless individuals were housed in 2021. 351 literally homeless individuals were housed in 2022. 314 literally homeless individuals were housed in 2023.
- ✓ **Over past three years, 969 literally homeless individuals were housed in permanent housing in Mendocino County.**
- ✓ *Note – The data set ONLY includes those individuals previously living on the streets or in shelter. Thus, households living in substandard housing, doubled up or couch surfing, are NOT included in this data. Some households living in housing specifically for those experiencing severe mental illness are also not included.*

Heads Up Project²

- ✓ In 2022, 52% of referrals received from law enforcement (UPD and MCSO) were for homeless individuals. In 2024, 23% of referrals received from law enforcement were for homeless individuals. (Annual number of referrals received has remained steady.)
- ✓ **Heads Up referrals for homeless clients has declined from 52% to 23% since 2022.**
- ✓ From a data set sample of 100 referred clients, 72% received follow-up support from an agency more suited to their needs (housing, mental health, primary care, adult services, etc.) 86% of clients contacted by an appropriate social service or mental health professional had no further arrests or bookings into jail.

Ukiah Valley Fire Department³

- ✓ In 2021, 15.9% of calls for service were for homeless individuals. In 2024 to date, 11.4% of calls for services are for homeless individuals. This **represents a 28% reduction in calls for service to UVFD for homeless individuals.**

Front Door for Families – Mendocino County⁴

- ✓ This program provides housing support specifically for families with children experiencing housing instability and/or homelessness.
- ✓ 427 households provided services and assistance in FY 23.24.
- ✓ **175 homeless or at-risk families with children were housed or stabilized in Fiscal Year 2023-2024** through Front Door for Families.

Low-Income Rental Assistance– Community Development Commission (Section 8 Vouchers)⁵

- ✓ In 2022, the success rate for rental assistance voucher “issue to lease” was around 35%. **In 2024, the success rate is around 64%. This is an exceptionally high rate for a public housing authority.**
- ✓ In 2024, 60% of the people housed with rental assistance were homeless at the point of admission.

¹ As compiled and distributed by State of California's System Performance Measures – CA-509

² Source: Database of client-level information that tracks every referral submitted from UPD and MCSO

³ Information provided by Captain Buckingham of UVFD by email on 9/25/2024

⁴ Data compiled by Special Projects Team at DSS to submit to State of California on quarterly basis

⁵ Data provided by Teresa Desimone at Community Development Commission by email on 10/18/24

New Housing Projects in Mendocino County since 2021

Permanent Housing	Year Opened	Location	Total Number of Units	Number of Units Specific to Homeless
Project Homekey - Live Oak Apartments	2021	Ukiah	48	48
The Plateau	2022	Fort Bragg	68	20
Orr Creek I	2021	Ukiah	40	10
Orr Creek II	2022	Ukiah	40	19
Millview Apartments	2023	Ukiah	48	0
Ukiah Senior Apartments	2022	Ukiah	31	0
Bush Street Apartments	2023	Ukiah	7	7
Acorn Valley Plaza	2024	Ukiah	71	0
			353	104
Specialty Mental Health Housing				
Cypress - Crisis Respite Beds	2022	Fort Bragg	4	
Phoenix - Crisis Residential Treatment	2022	Ukiah	8	
Blue House - Permanent Housing	2022*	Ukiah	12	
Valley House - Permanent Housing	2022*	Redwood Valley	10	
Willow Terrace - Permanent Housing	2019	Ukiah	38	
Madrone - Crisis Respite Beds	2018	Ukiah	8	
Harmony - Transitional Housing	2017	Willits	6	
Haven - Transitional Housing	2015	Ukiah	7	
Redwood Creek - Board and Care	2013	Willits	16	
HS - Permanent Housing	pre 2010	Ukiah	6	
GS - Permanent Housing	pre 2010	Ukiah	16	
			131	
<i>*new operators and population focus</i>				

Data compiled on 10/25/2024 by Megan Van Sant, vansanm@mendocinocounty.gov

Updates, additions, or corrections? Please email Megan. Thank you!

Homeless Programs Overview - Mendocino County

Homelessness Related Programs - County	Population of Focus / Description
HomeSafe	targeted to elderly residents in need of housing support to gain housing or stay housed.
Homeless Disability Assistance Program (HDAP)	targeted to persons with disabilities who are homeless or at-risk of homelessness, and who have not yet successfully enrolled in relevant Social Security benefit programs
CalWorks Housing Support Program	targeted to households with children, eligible for CalWorks, and at-risk of or experiencing homelessness.
Temporary and Permanent Housing Assistance	provides limited motel stays and direct financial assistance (through security deposits and one-time housing needs) to CalWorks-eligible households with children experiencing homelessness
Bringing Families Home	provides housing guidance and financial assistance to families involved with child welfare services and experiencing housing instability.
Project Homekey - Live Oak Apartments	County-owned former hotel providing 48 units of housing to households experiencing homelessness. (Total housed to date: 170 - 109 adults, 61 child)
Front Door for Families	Grant-funded project providing housing navigation and direct financial assistance to families with children
Various Specialty Programs	County receives small allocations of housing support funds for former foster youth (Housing Navigation Maintenance Program, Housing Navigation Program)
Behavioral Health Bridge Housing	Provides housing support through various pathways to persons experiencing severe mental illness

Homeless Programs Overview - Community

Homelessness Related Services - Community	Contracted Providers	Population of Focus / Description
Rapid Rehousing	North Coast Opportunities Redwood Community Services Mendocino Coast Hospitality Center	Provides short-term rental assistance and services for literally homeless households.
Emergency Shelter	RCS Building Bridges Mendocino Coast Hospitality Center City of Fort Bragg (winter shelter only)	Provides emergency congregate or non-congregate shelter to literally homeless individuals
Emergency Shelter - specialty population	Ford Street Project Project Sanctuary Mendocino County Youth Project Redwood Community Services	Provides emergency shelter to specialty population, e.g. domestic violence victims, youth, etc.
Transitional Housing	Mendocino Coast Hospitality Center Project Sanctuary	Provides short-term housing to households experiencing homelessness
Street Outreach	Adventist Health Mendocino Coast Hospitality Center Contractors via Dept Social Services	Provides limited outreach and engagement in the field
Homeward Bound	Redwood Community Services Various County programs	Multiple County programs provide transportation to homeless individuals returning to their home communities.
Housing Navigation via CalAIM	Numerous throughout county	Provides housing navigation services to those experiencing homelessness.
Tribal Focused Homelessness Programs	Northern Circle Indian Housing Authority	Provides various housing programs with a priority given to Tribal members. Programs may vary by tribal affinity.
<p>Note: Most, but not all, of these services are partially supported through service contracts with County of Mendocino, through grant funding from state and federal sources. No County General Fund dollars are currently used to specifically support homeless services.</p>		



Mendocino County
Homeless Services
Continuum of Care

MENDOCINO COUNTY 2024 HOMELESSNESS POINT-IN-TIME COUNT & REPORT

Updated August 29, 2024

Prepared by
Applied Survey Research



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ACKNOWLEDGEMENTS

The considerable efforts of many individuals, organizations, and government agencies helped ensure the success of the 2024 Homeless Point-in-Time Count. The Mendocino County Homeless Services Continuum of Care is grateful to the people, agencies, organizations, and community members who partner together to make homelessness for individuals and families in Mendocino County rare, brief, and non-recurring. We would like to thank the many staff, partner agencies, volunteers, residents of the shelters, and fellow community residents experiencing unsheltered homelessness who participated in the Point-In-Time (PIT) Count and survey administration, as well as the survey respondents themselves. This work is reflected throughout the findings of this report. We are particularly grateful to the leadership and staff at the following organizations for their assistance with all aspects of this report:

Supporting Organizations	
Adventist Health	Cahto Tribe of the Laytonville Rancheria
City of Fort Bragg	City of Point Arena
City of Ukiah	City of Willits
Community Development Commission of Mendocino Co. & Housing Authority	Coyote Valley Band of Pomo Indians
Ford Street Project	Geo Group, Inc.
Guidiville Indian Rancheria	Hopland Band of Pomo Indians
Manchester Band of Pomo Indians of the Manchester Rancheria	MCAVHN Care and Prevention Network
Mendocino Coast Hospitality Center	Mendocino County Office of Education
Mendocino County Youth Project	Nation's Finest
Northern Circle Indian Housing Authority	Pinoleville Pomo Nation
Potter Valley Tribe	Project Sanctuary
Redwood Community Services	Redwood Valley Little River of Pomo Indians of the Redwood Valley Rancheria
Round Valley Indian Tribes	Rural Communities Housing Development Corporation
Sherwood Valley Band of Pomo Indians	State Council of Developmental Disabilities
Veteran's Administration	Yokayo Tribe of Indians

INTRODUCTION

The Point-in-Time (PIT) Count is the only source of nationwide data on sheltered and unsheltered homelessness. It is required by the US Department of Housing and Urban Development (HUD) of all jurisdictions receiving federal funding to provide housing and services for individuals and families experiencing homelessness.

Mendocino County Homeless Services Continuum of Care board is responsible for the management of the PIT Count. It also coordinates planning and service delivery on a countywide basis to support general and special population shelter and supportive services funding from HUD, the State, and many other sources.

The following is a summary of data findings from the 2024 Mendocino County PIT Count conducted on the morning of January 24, 2024. Shelter data was based on sleeping locations from the night of January 23, 2024. Utilizing a location-based application, short surveys were administered to individuals and families residing on the streets and in vehicles, makeshift shelters, encampments, and other places not meant for human habitation throughout the County. Non-responsive observed persons were documented and included in the Count totals as well.



Point Arena Lighthouse



MacKerricher State Marine Conservation Area

POINT-IN-TIME COUNT & SURVEY

This section provides an overview of the findings generated from the 2024 Mendocino County Point-in-Time Count and Survey. PIT Count data were gathered on the morning of January 24, 2024. A total of 73 interviews with homeless individuals were conducted and over 144 observations without interviews were documented. To gain a greater understanding of the experiences of individuals and families experiencing homelessness in Mendocino County, respondents were asked basic demographic questions including age, gender, race, and ethnicity. Respondents were not required to respond to all survey questions to respect their privacy and to ensure the safety and comfort of those who participated.

Tribal Lands and the PIT Count

In years past, PIT Count organizers and volunteers have not felt confident in their ability to effectively document the prevalence of homelessness on sovereign Tribal Lands throughout the County. This year, in order to improve our collective understanding and outcomes, the PIT Count Planning Team contacted local Tribal Nations and Northern Circle Indian Housing Authority, which were eager to help in this effort and work closely with the PIT organizing team to train and coordinate teams of Tribal Members and Leaders to canvas Tribal Land throughout Mendocino County.

Planning maps with layer displays of Tribal Land borders and US Census Tracts were used to develop Tribal PIT Count planning maps for Tribal Surveyor Teams to canvass. All known areas within Mendocino County were enumerated ranging from the Cahto and Round Valley Tribes in the North to the Hopland and Yokayo Tribes in the South to the Manchester Band on the Coast. Tribal Members familiar with the local areas surveyed the land and documented persons and vehicles known to be inhabited by persons experiencing homelessness. This local knowledge and access enabled Mendocino PIT Count teams the ability to include many vehicles of persons who were experiencing homelessness who previously would not have been reported.

The participation of Tribal Leadership in the PIT Count enabled the County to more effectively document the prevalence of people experiencing unsheltered homelessness who identify as Native American, Alaska Native, or Indigenous. Newly collected data and other system performance measures show this demographic may represent as many as 37% of the homeless population in Mendocino County. Special thanks to the organizing skills and participation of Priest Martinez of the Northern Circle Indian Housing Authority for all his help in achieving this component of the PIT Count

A New Baseline

We believe that the following factors significantly impacted our PIT results and report in 2024:

1. Retention of a professional consultant: For the first time in over a decade, the Mendocino County CoC retained the services of a professional consultant to assist with planning, data collection, and analysis. The introduction of an experienced professional brought new and different techniques of analysis and strategies of estimation.
2. As noted above, strengthened partnerships with Tribal Nations increased our collective ability to assess homelessness in and around Tribal areas with a thoroughness and sensitivity we hadn't been able to achieve in many years.
3. For the first time, our PIT team sought specific information from our school district partners about families experiencing unsheltered homelessness. As a result, our indicators for family homelessness have remained consistent despite significant focus on reducing family homelessness.

In conclusion, although we note and acknowledge that unsheltered homelessness appears to have increased since the 2023 PIT Count, we believe that the factors described above contributed to a more accurate and comprehensive count than we've enjoyed in the recent past. The disruption of the pandemic, an influx of new opportunities to address and assess homelessness, and variation in counting methodologies have contributed to an unstable data collection environment in the past five years or so. To that end, we consider 2024 to be a baseline year for the PIT Count experience in Mendocino County. We look forward to being able to analyze and understand our own data in a more robust and useful manner as we move forward toward our collective goal of ending homelessness in our communities.

For more information regarding the survey methodology, please see the [Research Notes](#).



Putding Creek Trestle

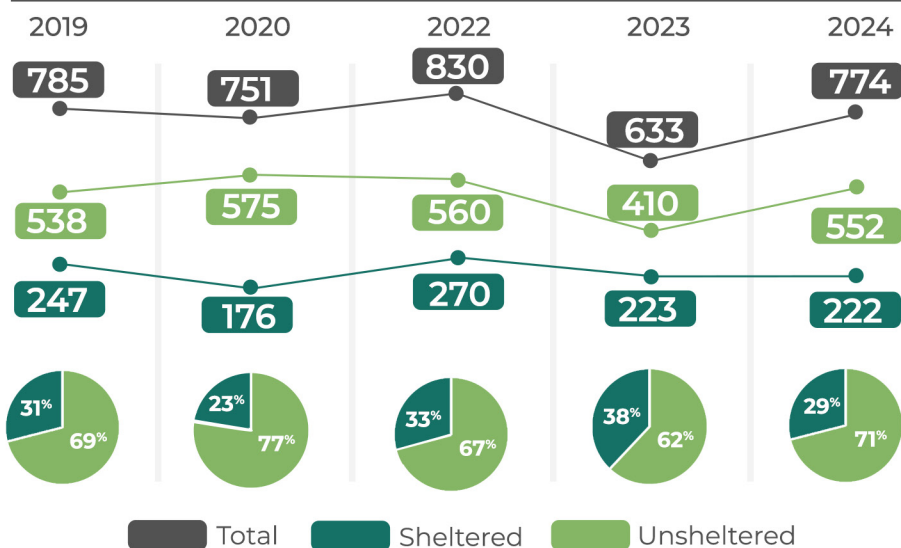
2024 MENDOCINO COUNTY POINT-IN-TIME COUNT & SURVEY



Every two years HUD requires during the last 10 days of January, communities across the country conduct comprehensive counts of the local homeless populations in order to measure the prevalence of homelessness in each local Continuum of Care.

The Mendocino CoC completes a Point-in-Time Count annually. The 2024 Mendocino Count was a community-wide effort conducted on January 24th to identify where people stayed the night of January 23rd. A survey was administered to 73 unsheltered individuals experiencing homelessness in order to profile their experiences and characteristics.

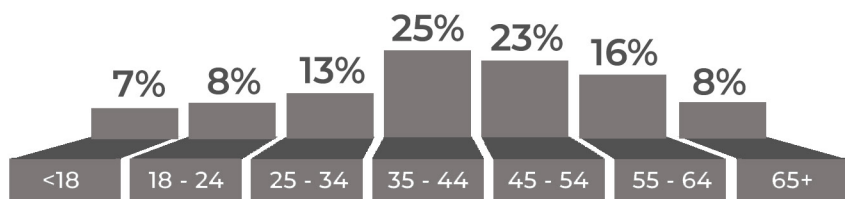
TOTAL POPULATION LONGITUDINAL TREND ^o



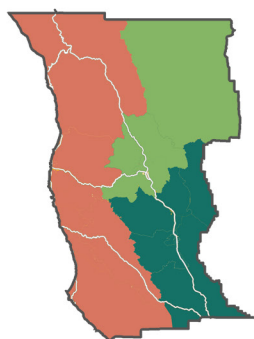
2024 SHELTERED/UNSHELTERED POPULATION ^o



2024 POPULATION BY AGE



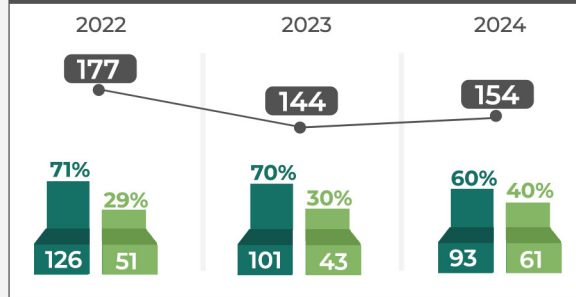
2024 UNSHELTERED POPULATION BY REGION



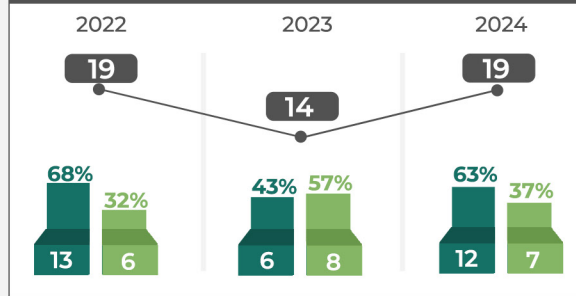
Coast	121	22%
Inland North	216	39%
Inland South	215	39%
Total	552	100%

SPECIAL POPULATION DATA

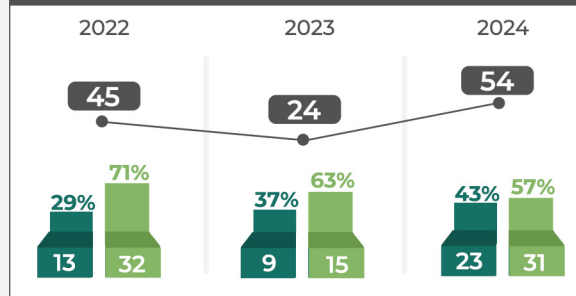
CHRONIC HOMELESSNESS



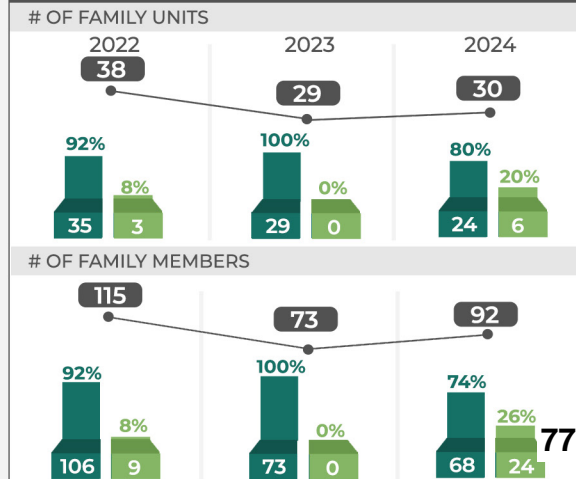
VETERANS



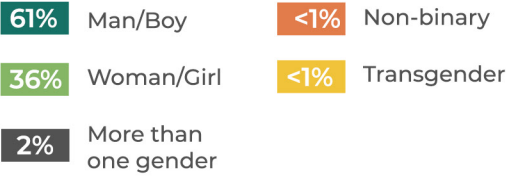
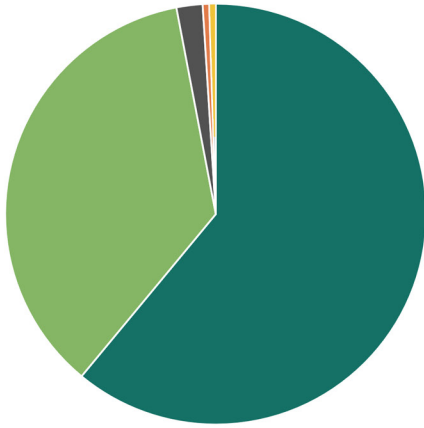
UNACCOMPANIED YOUTH AND YOUNG ADULTS



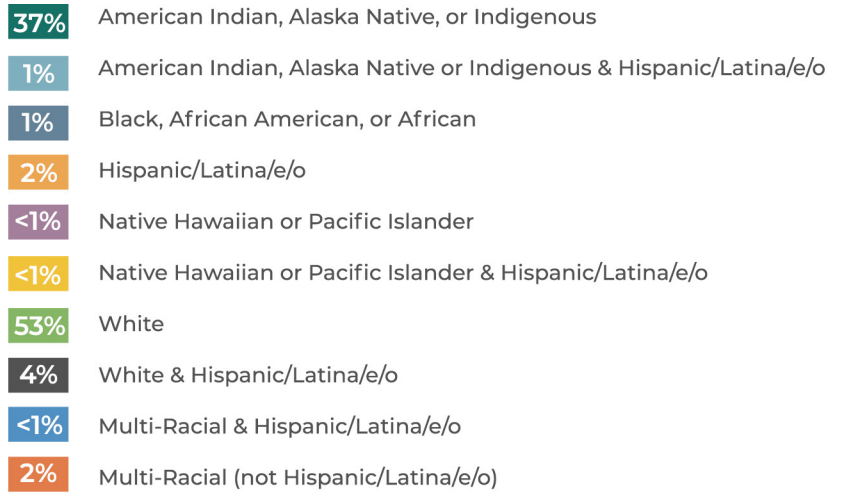
FAMILIES



GENDER

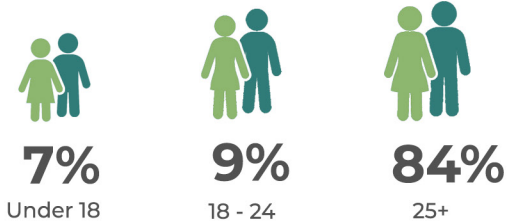


RACE & ETHNICITY

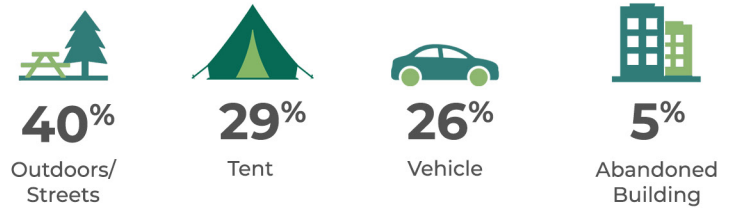


UNSHeltered SURVEY DATA N= 73 | Margin of error 10%

AGE AT FIRST EPISODE OF HOMELESSNESS



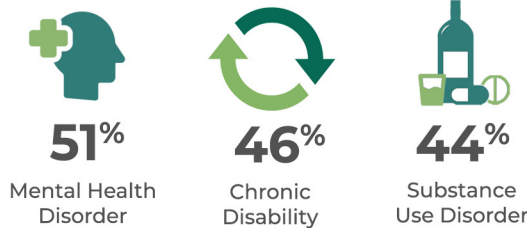
UNSHeltered POPULATION BY SLEEPING LOCATION



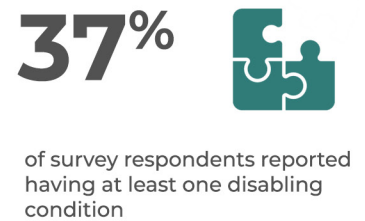
FIRST EPISODE OF HOMELESSNESS



SELF REPORTED HEALTH*



DISABLING CONDITIONS



SUBPOPULATION DEFINITIONS

CHRONIC HOMELESSNESS

An individual with one or more disabling conditions, or a family with a head of household with a disabling condition, who:

- Has been continuously homeless for one year or more and/or;
- Has experienced four or more episodes of homelessness within the past three years.

VETERANS

Persons who have served on active duty in the Armed Forces of the United States. This does not include inactive military reserves or the National Guard unless the person was called up to active duty.

FAMILIES

A household with at least one adult member (persons 18 or older) and at least one child member (persons under 18).

UNACCOMPANIED YOUTH YOUNG ADULTS

Youth under the age of 18 and young adults from the ages of 18 to 24 years old (TAY) who are experiencing homelessness and living without a parent or legal guardian.

* Only displaying top responses, all responsive data will be available in full report.

Note: Some percentages have been rounded so total percentage will equal 100%.

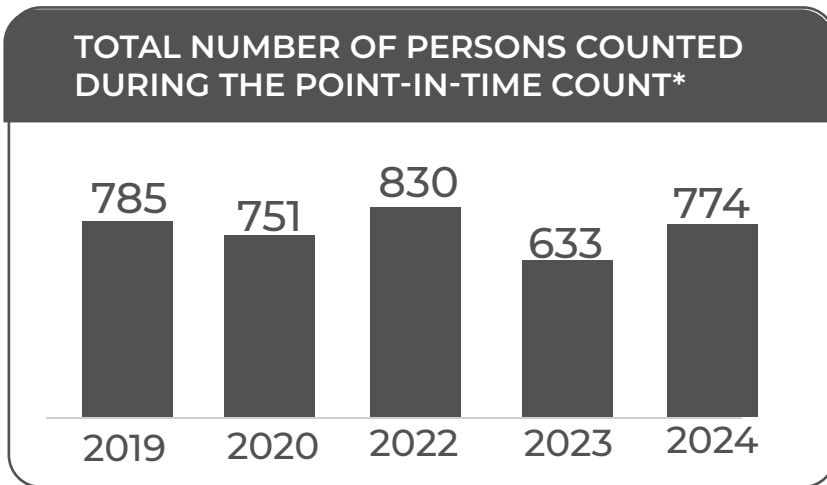
DEMOGRAPHICS

TOTAL POPULATION

The number of individuals counted in the 2024 Mendocino County Point-in-Time Count was 774.

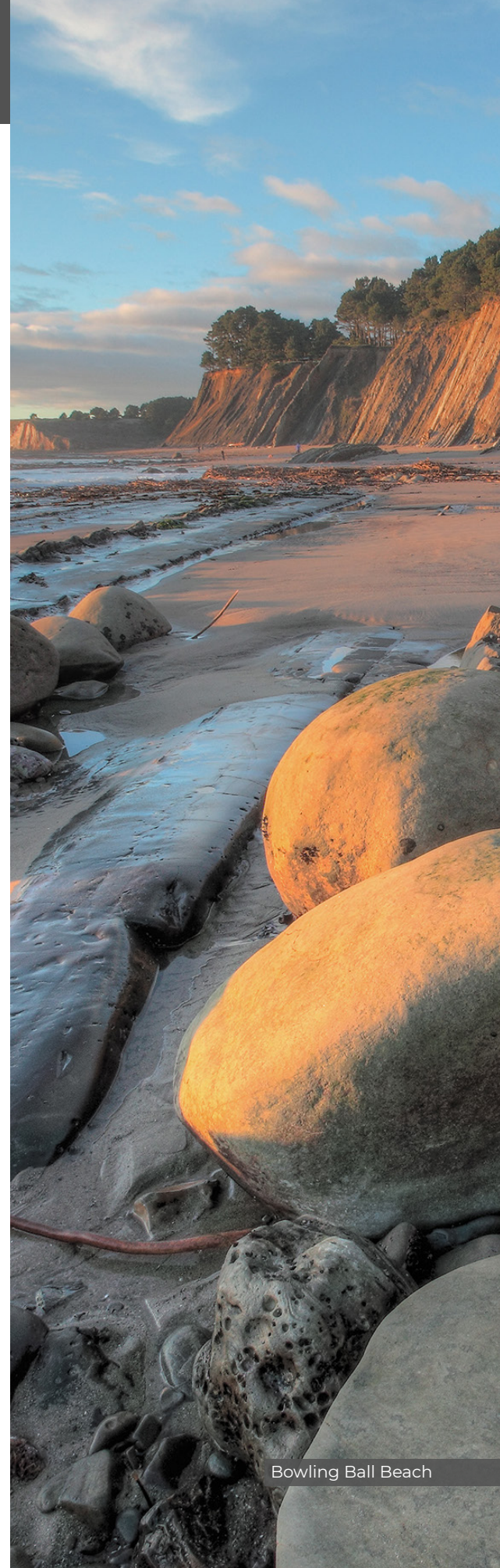
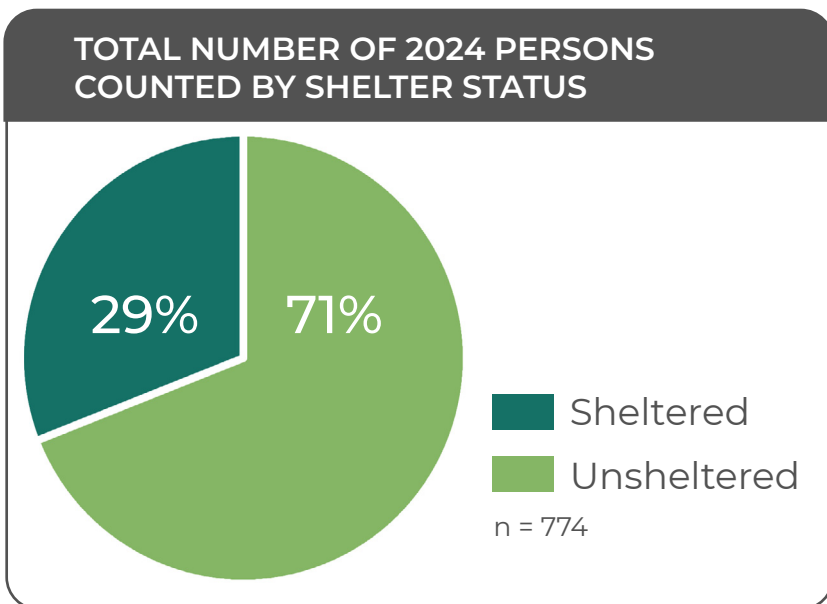
This was a 22% increase over the number of individuals counted in 2023 (633).

Figure 01



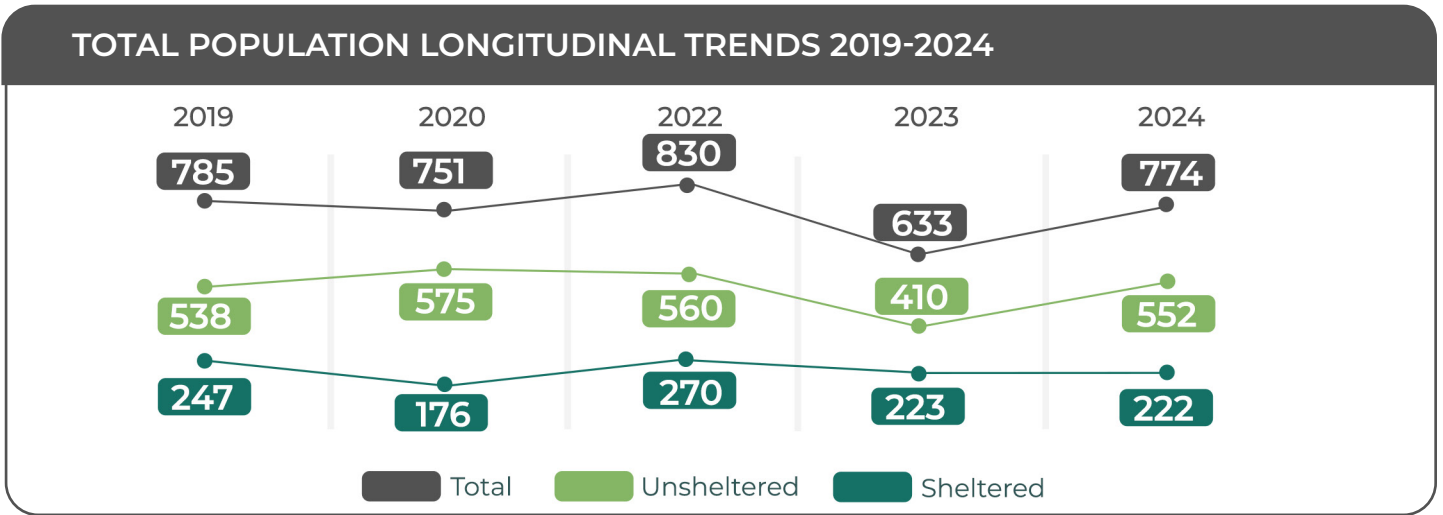
*2021 data is unavailable as an unsheltered count was not conducted due to health and safety concerns related to the COVID-19 Pandemic

Figure 02



Bowling Ball Beach

Figure 03



AGE

Approximately 8% of persons enumerated during the PIT Count were between the ages of 18 and 25, while 85% were 25 or older. There is an emerging trend of those experiencing homelessness at age 55 or older. In 2024, 24% of people experiencing homelessness were aged 55 and over, a slight increase from 2023 (21%)

Figure 04

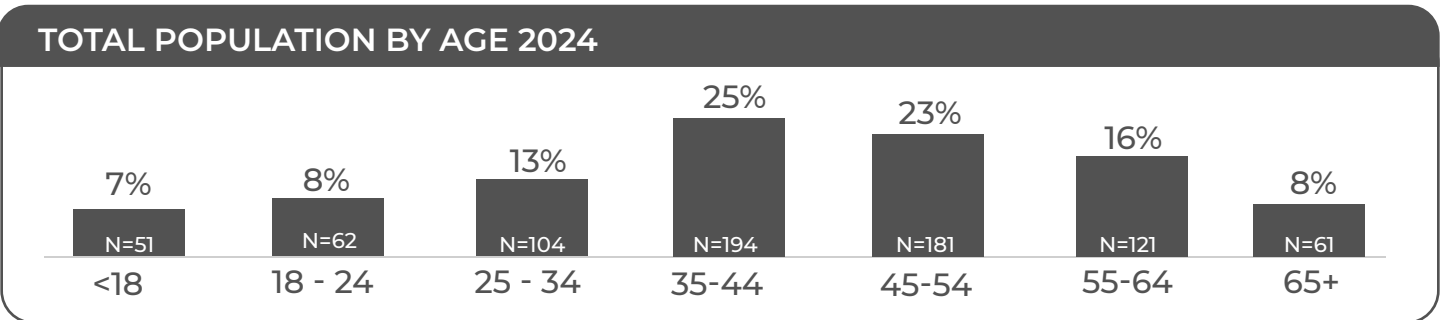


Figure 05

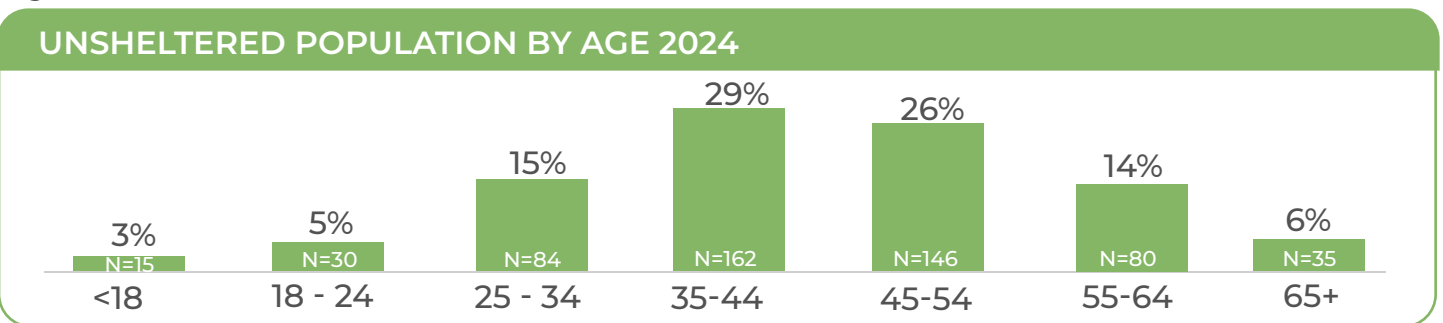
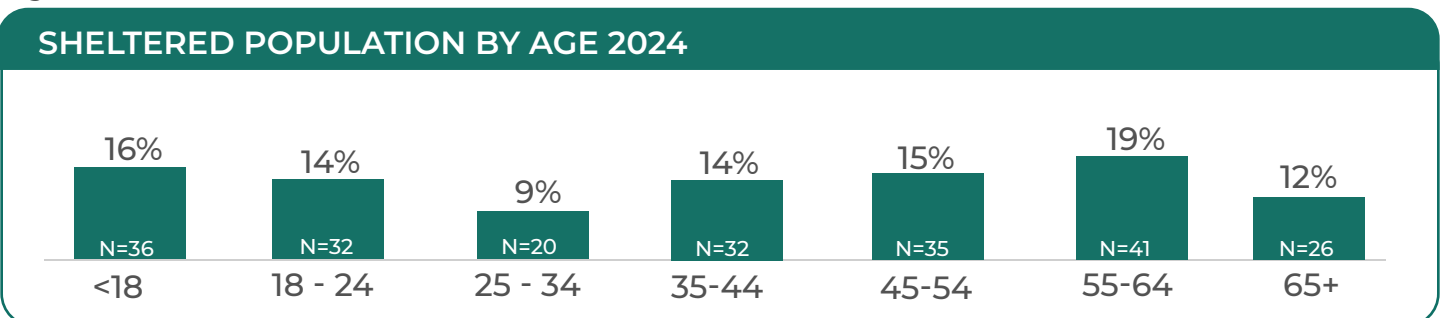
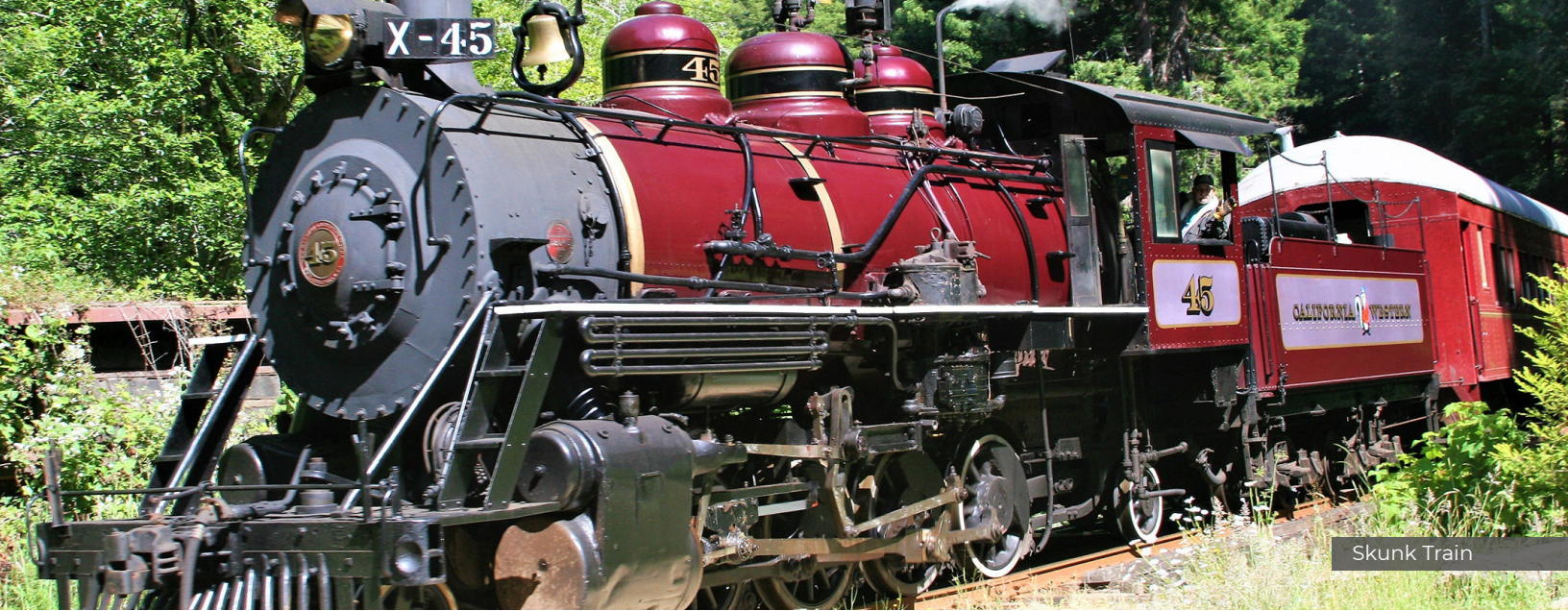


Figure 06

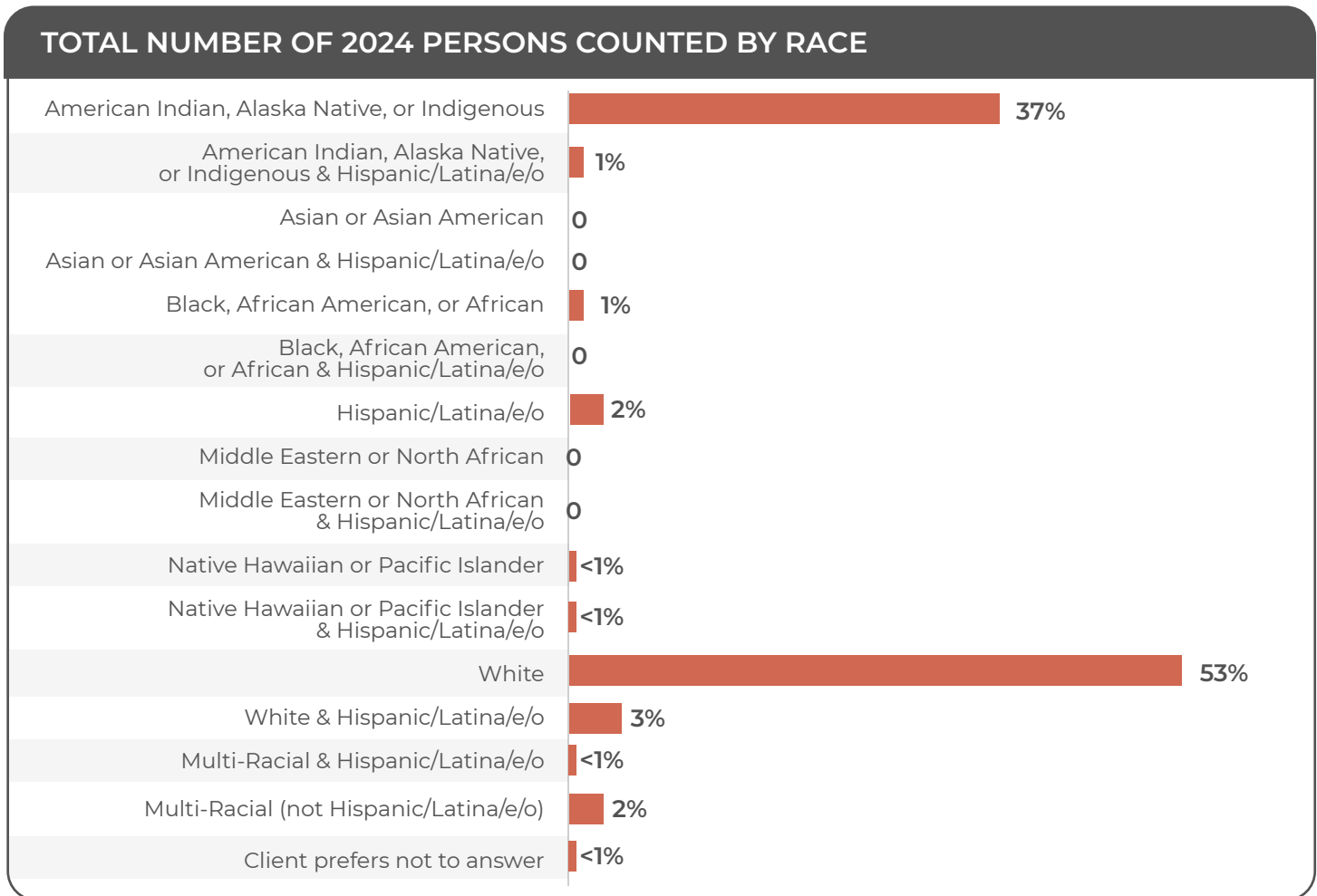




RACE & ETHNICITY

A majority of the population identified as White (53%). Thirty-seven percent (37%) identified as American Indian, Alaska Native, or indigenous. Two percent (2%) identify as Hispanic/Latina/e/o.

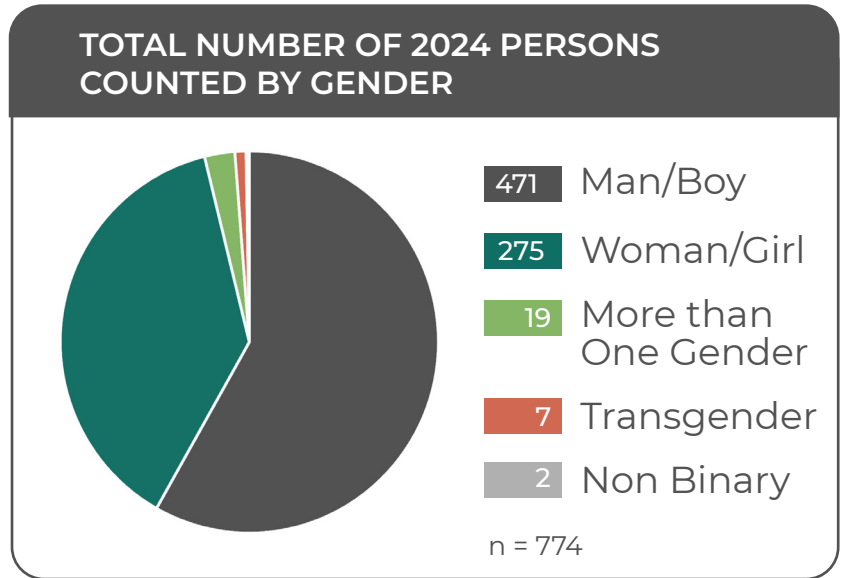
Figure 07



GENDER

Over three-fifths (61%) of the population identified as male, while 36% identified as female. Four percent identified as transgender, non-binary, or more than one gender.

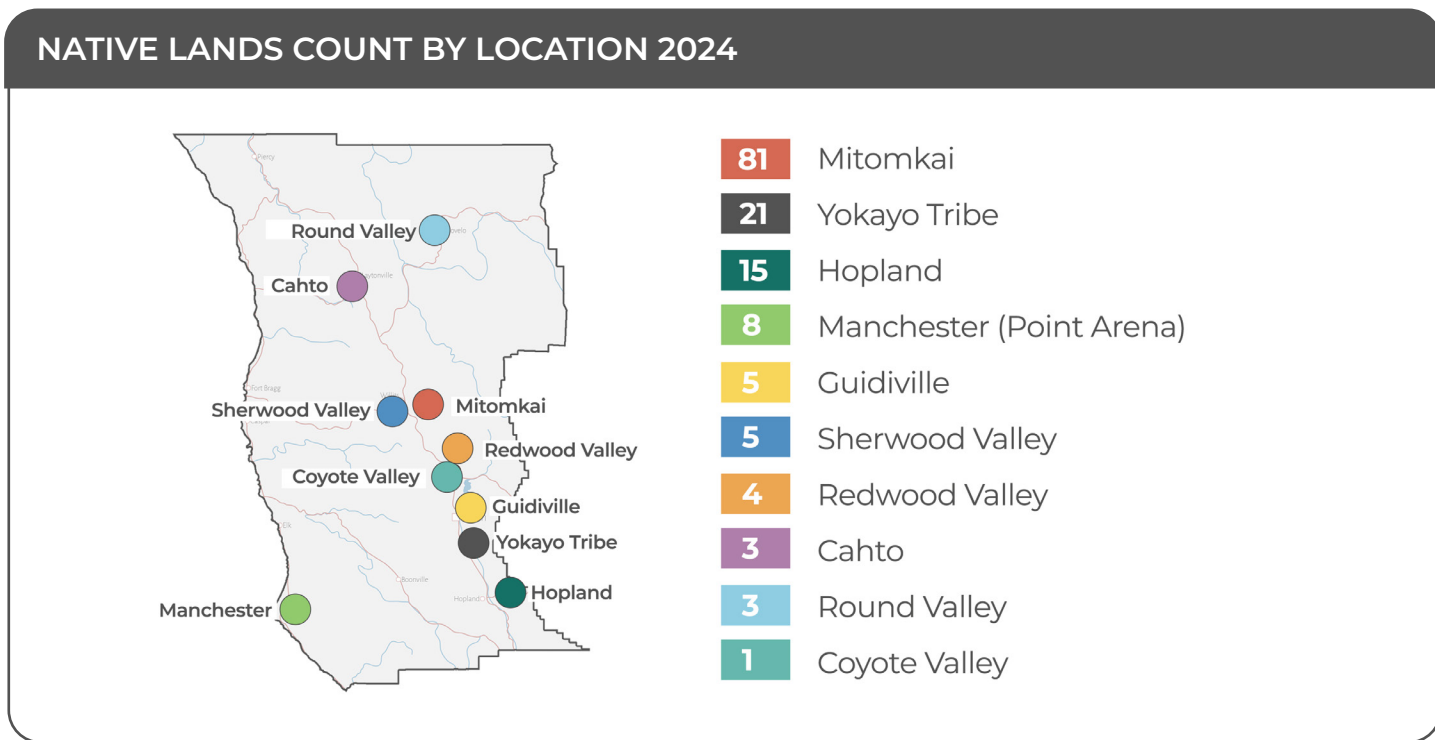
Figure 08



NATIVE LANDS COUNT BY LOCATION

The following table identifies the Tribal Lands on which people experiencing unsheltered homelessness were identified.

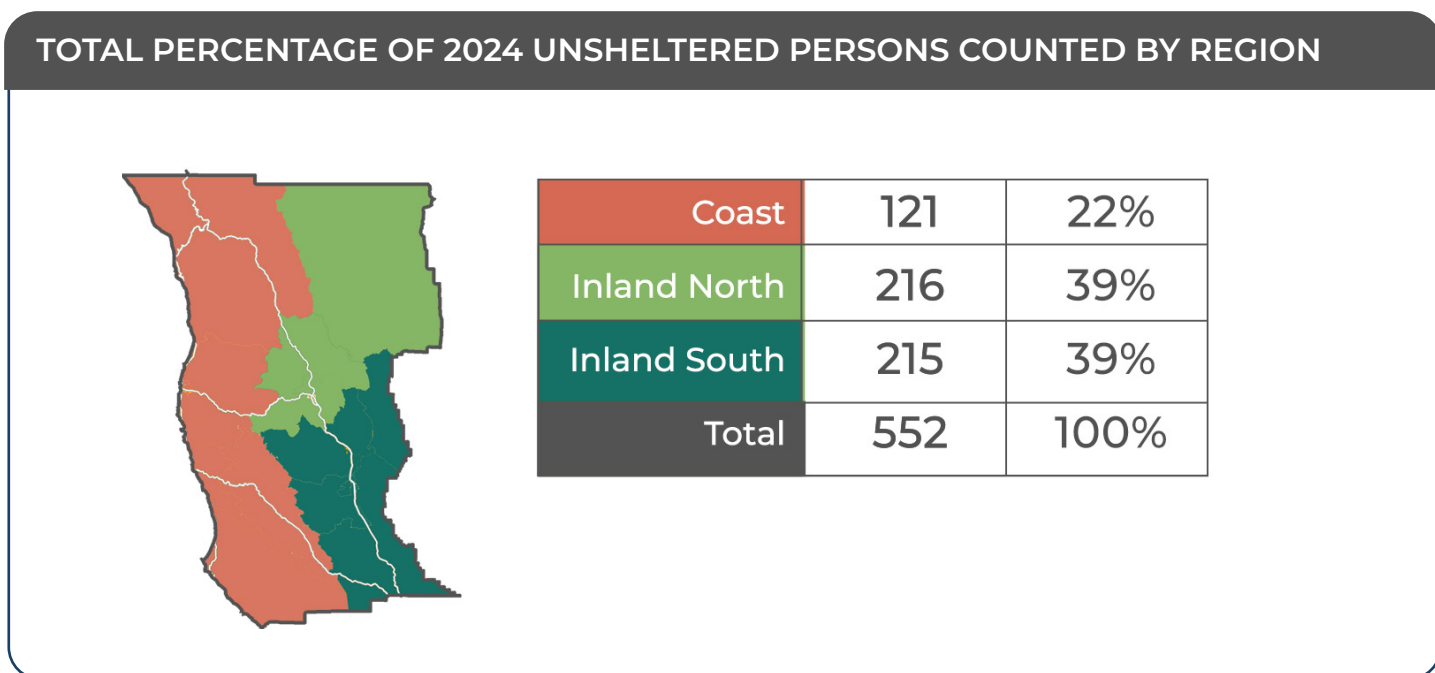
Figure 9



TOTAL UNSHELTERED POPULATION BY REGION

The following table displays the PIT Count results in a more regional context.

Figure 10





Willits, CA

UNSHELTERED SURVEY DATA

A survey was administered to unsheltered individuals experiencing homelessness in order to profile their experience and characteristics. The data presented on pages 13 and 14 reflects responses gathered from 73 unsheltered individuals with a margin of error of 10%.

EXPERIENCING HOMELESSNESS

For many, their current episode of homelessness is their first, while many others experience multiple episodes throughout their lives.

Figure 11

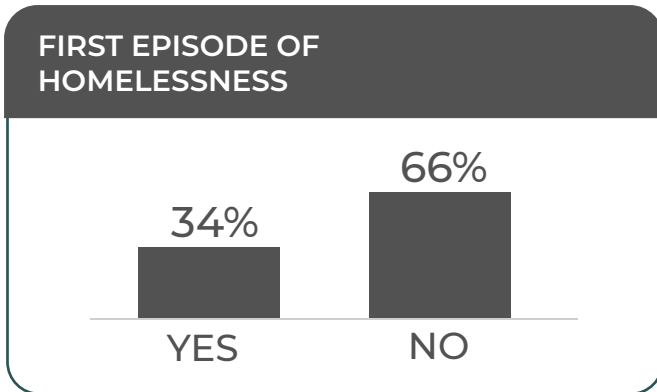


Figure 12

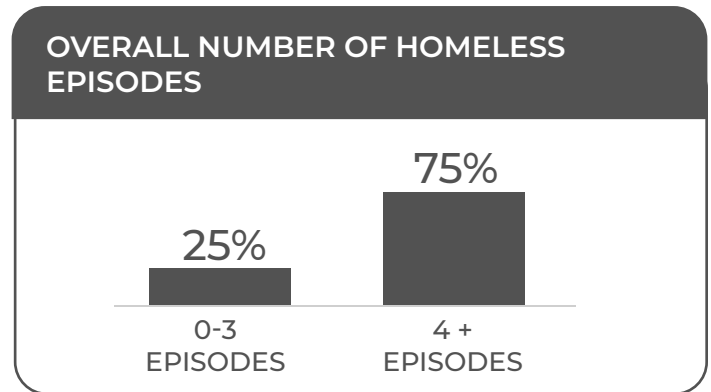


Figure 13

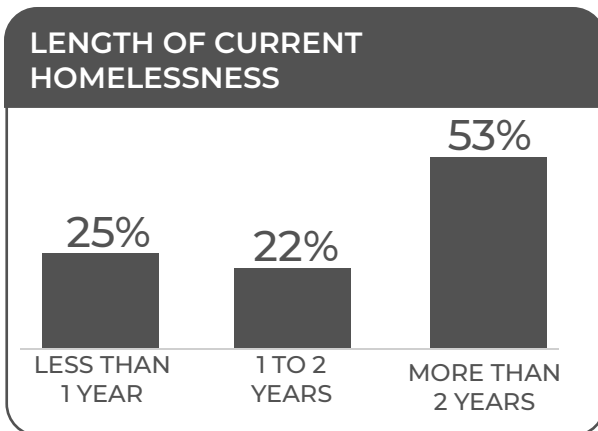
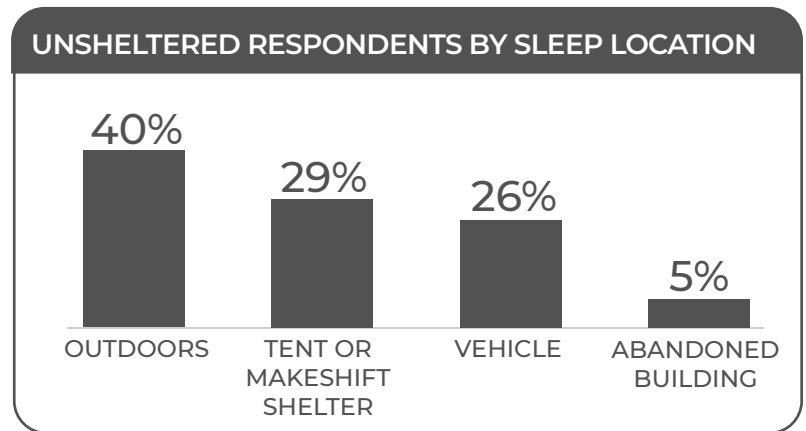


Figure 14



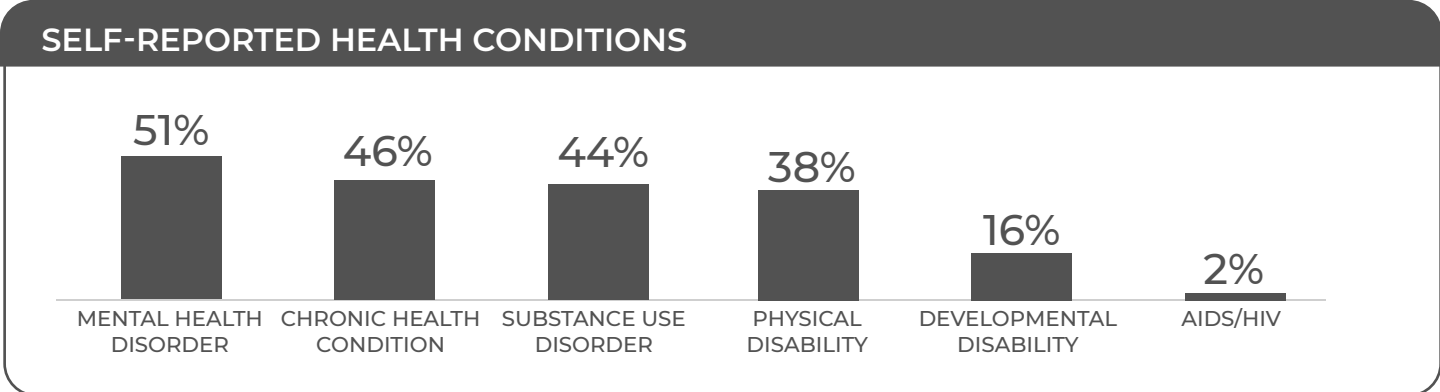


Fort Bragg, CA

HEALTH

The poor health of many who experience homelessness is both a cause and consequence of their lack of housing. Mental, behavioral and physical health issues are well documented in our survey.

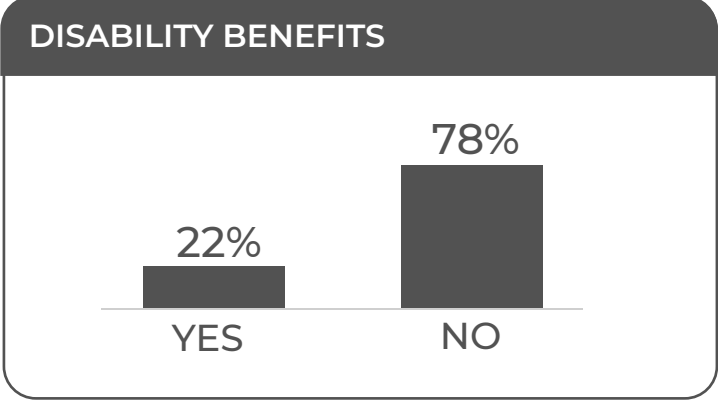
Figure 15



DISABILITY

Despite the prevalence of the many disabling conditions above, the percentage and number of persons receiving disability payments is relatively low.

Figure 16

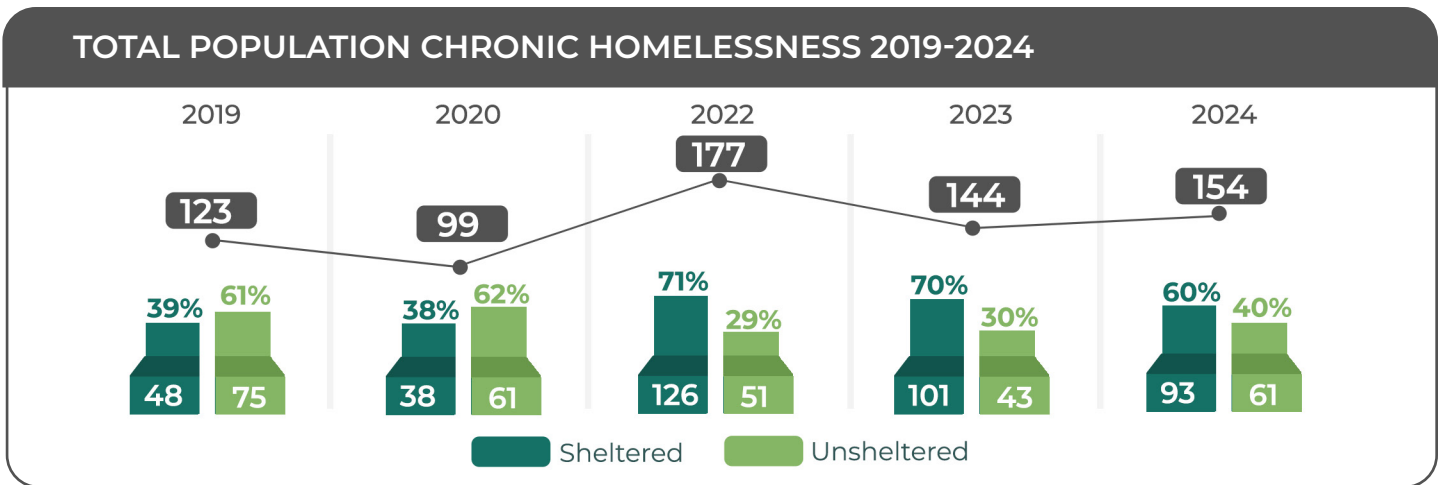


SPECIAL POPULATIONS

CHRONIC HOMELESSNESS

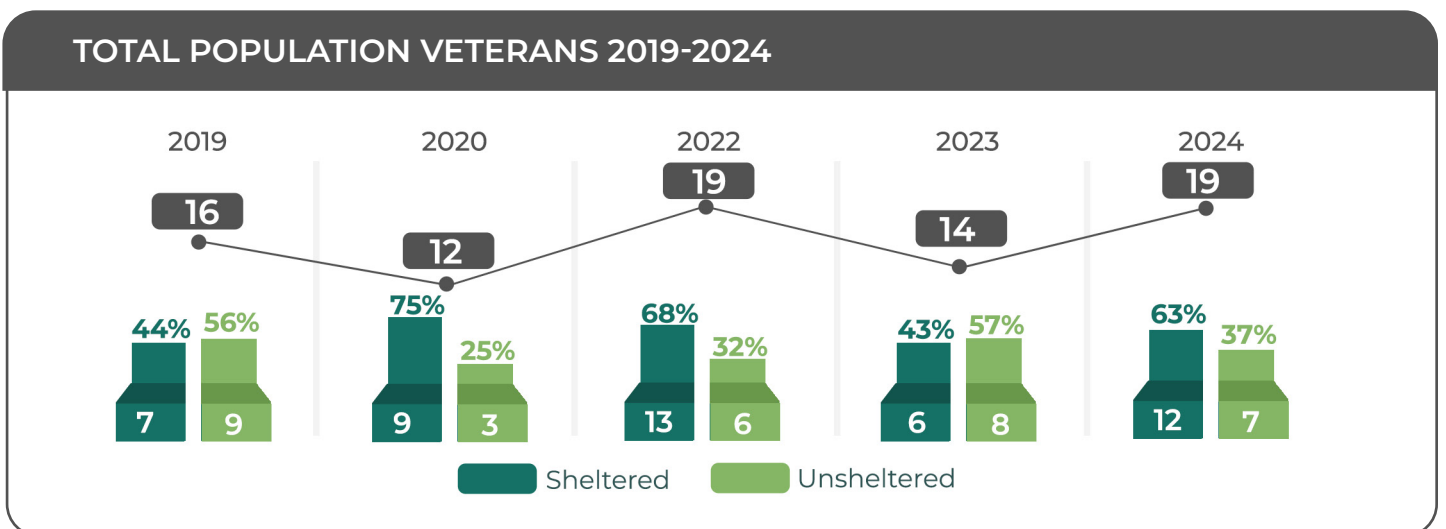
Chronic homelessness is a category that requires multi-episodic or yearlong homelessness combined with a disabling health condition that prohibits independent living. Twenty percent of persons experiencing homelessness in Mendocino are considered chronic, a decrease from 2023 (23%).

Figure 17



VETERANS

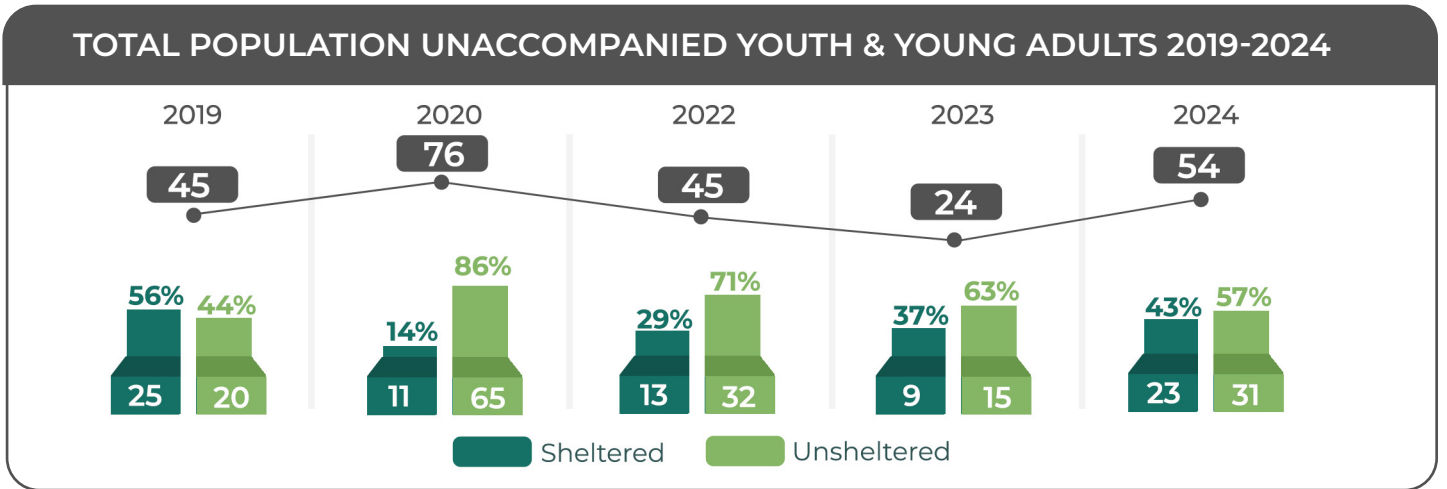
Figure 18



UNACCOMPANIED YOUTH & YOUNG ADULTS

As in previous years, the number of unaccompanied homeless youth is relatively small.

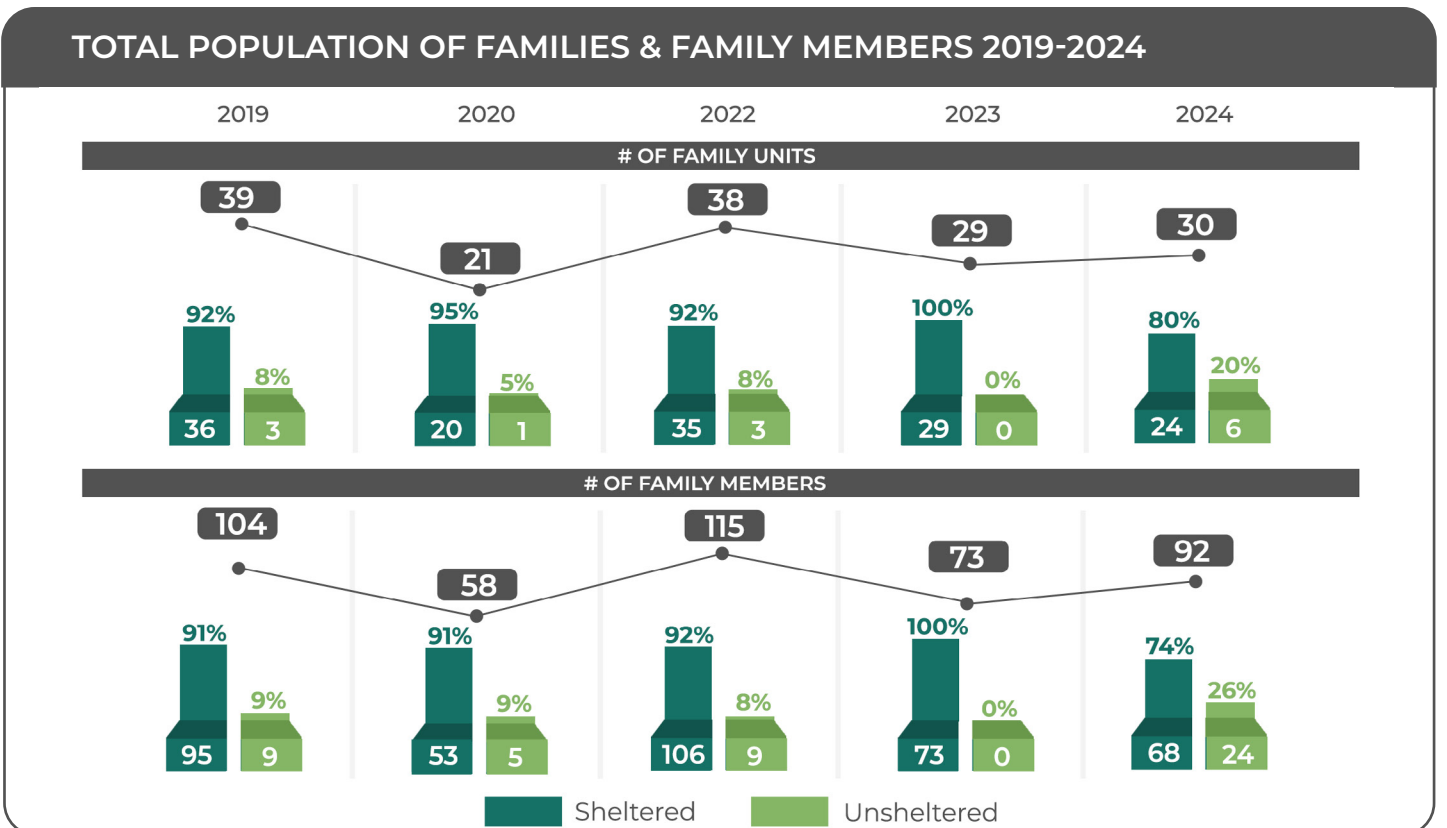
Figure 19



FAMILIES

The number of families enumerated in the PIT Count is consistent with previous years.

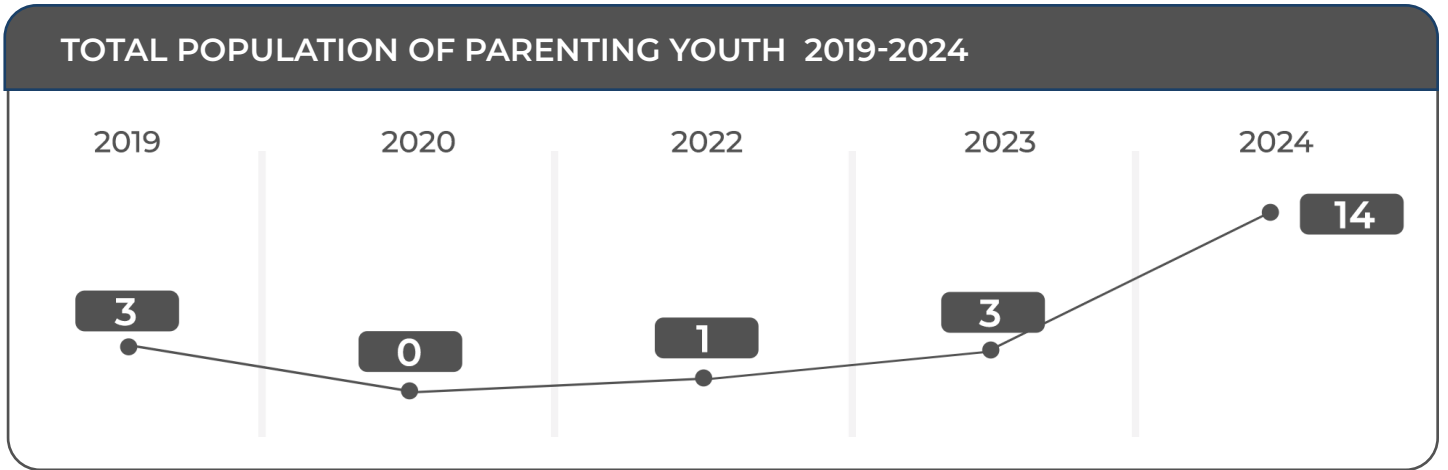
Figure 20



PARENTING YOUTH

This is a HUD reporting category for young families where the parent is under 25 years of age and there is an under 18 child.

Figure 21



Mendocino Headlands State Park

RESEARCH NOTES

The PIT Count was conducted under the direction of the County with independent teams organized by local agencies and County and jurisdictional staff in Mendocino County. Applied Survey Research was contracted to provide technical support for the project including development and management of the Simtech-based smartphone survey app and production of the summary report data. Data development of the survey results was completed by the staff at Applied Survey Research including the HDX data for the unsheltered component of the HUD submission. The Housing Inventory Chart and the corresponding shelter component of the HUD HDX data submission were completed by County staff.

Mendocino County PIT Count staff organized surveyor recruitment and trainings to support the Count. Approximately 140 persons participated and were trained on the usage of the smartphone PIT survey app and proper conduct and procedures for administering the survey. The survey was conducted primarily between the hours of 7:30 am and noon on January 24, 2024, in unsheltered locations throughout the County. Coverage and deployment organization was consistent with prior years with deployment sites in Ukiah, Willits, and Ft. Bragg. Indian reservations, rancherias, and closely surrounding areas were enumerated primarily by Native American enumerators who were authorized to canvas native lands and who deployed in pre-arranged locations on the morning of the Count. Priest Martinez, ESS Manager of the Northern Circle Indian Housing Authority acted as deployment captain and organized the PIT Count in Tribal areas.

Unsheltered family data is commonly under-reported due to surveyor inability to access these families. Recent HUD notices have approved calling family waitlist names to determine their housing status and family profile but that could not be accomplished with current list and staffing availability.

Unaccompanied youth under 25 years of age are also under-reported during the PIT Count survey process due, in part, to outreach shortfalls but also to the more common experience of youth “couch-surfing” which is not a HUD-allowable sleeping condition to be included as experiencing homelessness. McKinney-Vento liaisons at school districts in Mendocino County verified the sleeping locations of students as required by HUD for the specific date window of the PIT Count (2/24 – 3/10/2024) and contributed data on seven families.

Local VA Staff contacted all Veterans experiencing unsheltered homelessness they have engaged and completed surveys with seven Veterans over the telephone.

A best practice in homeless PIT Counts is the participation and contribution of persons with lived homeless experience in the effort. This was accomplished successfully in Ft. Bragg, Ukiah, and the Tribal areas. Surveyors with lived experience were paid \$20 per hour in cash for their efforts on behalf of the PIT Count.

ABOUT THE RESEARCHER

Applied Survey Research (ASR) is a social research firm dedicated to helping people build better communities by collecting meaningful data, facilitating information-based planning, and developing custom strategies. The firm was founded in 1980 on the principle that community improvement, initiative sustainability, and program success are closely tied to assessment needs, evaluation of community goals, and development of appropriate responses.

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