



COUNTY OF MENDOCINO
BOARD OF SUPERVISORS
501 Low Gap Road • Room 1010
Ukiah, California 95482

June 2, 2022

Dear Colleagues:

The purpose of this memo is to provide the Board of Supervisors with information that I believe is very important to consider regardless of the model the Board approves.

The overall goal is to improve communications and transparency between the Board of Supervisors and departments without creating work overloads for anyone. Here are some ideas and I believe this is a very effective way to develop institutional knowledge and widespread understanding of issues.

The Board Supervisors

The Board of Supervisors (BOS) is the duly elected legislative body of Mendocino County responsible for general governance. The Board of Supervisors sets and adopts policies and directs programs for public safety and justice; public health and mental health; social services; planning for land use and building, and economic development; transportation and roads; water and air resources; agriculture, cannabis, and UC Cooperative Extension; libraries, parks and museums. The BOS also directs support services including the CEO office, County Counsel, Human Resources, General Services and Information Services. The five members of the Board are elected by district, are non-partisan and serve four-year terms. Board members individually serve as liaisons to numerous advisory bodies and participate in a number of regional governing bodies, governmental service organizations and regional collaborative organizations with assignments given by the Chair of the BOS. The BOS are responsible for the development of a Strategic Plan that is used to prioritize county work plans and help allocate resources.

A Mendocino CAO Model

The County Administrator's Office assists the Board of Supervisors in managing, directing and coordinating the operation of all departments over which the Board exercises authority. The County Administrator's Office implements the policies of the county organization as set by the Board of Supervisors, as well as providing executive management for county departments and agencies. The County Administrator is responsible for the development, preparation and management of the annual recommended budget (including management of contracts and grants); assistance with policy development and implementing the strategic plan; and participating in

and coordinating with various local, regional and statewide organizations. It is the CAO's role to make sure the administrative oversight aligns with and supports the policy direction as expressed by the BOS.

County Department Heads are hired by the BOS in consultation with the CAO and staff and serve at the pleasure of the BOS. They may communicate directly to the BOS, follow directives and assignments, and are evaluated annually in a process where the CAO is responsible for completing the evaluations in collaboration with the BOS.

Additional staff and stakeholder input is part of a "360" process of evaluation. County Department Heads (DHS) meet monthly with the CAO for general information, budget and management updates. The CAO provides administrative direction to DHS while the BOS provides policy direction. The CAO helps department heads with budget development and financial management, staffing, office space allocation and other resources needed for departments to deliver their services and accomplish their assignments. The CAO office also supports Department Heads to execute specific BOS directives and the Strategic Plan. To summarize, the BOS is responsible for policy direction, and the CAO's office is responsible for administrative oversight of the Mendocino County organization.

County Department Working Groups

County Departments are organized into working groups with similar missions or function. The purpose of the Working Groups is to create direct communications and support for their participating departments with the BOS. Additionally, BOS develop expertise and foster informed working relationships with Working Group participants. The appropriate department heads, 2 supervisors and 1 deputy CAO are assigned to each working group and meet quarterly to report on activities; address common interests and directives; strategic goals and objectives (from the Strategic Plan), and resource allocations. Overall mission operations and specific assignments, staffing, funding, grant opportunities and other resources are discussed at these meetings. The individual Working Groups may elect a chair person to coordinate activities. Other departments and even outside agencies may be invited to participate in Working Groups for specific issues and projects for defined periods of time.

Working Groups are standing committees with agendized meetings and report out periodically to the BOS during regular meetings.

BOS assignments to the Working Groups:

Board Members can request assignment to one specific working group that they believe to have subject matter expertise in for up to 4 years. Additional terms may be requested. Otherwise, assignments are for 2 years, allowing rotation of BOS members. Assignments are made by the sitting Board Chair when terms come up. The exception is the BOS Support Working Group in which terms are concurrent with Board Chair and Vice Chair.

Potential Working Groups

Agriculture and Natural Resources:

- Agriculture Dept.
- UC Cooperative Extension
- Air Quality Management District
- Mendocino County Water Agency

Health and Human Services:

- Behavioral Health (Mental Health and SUDT)
- Public Health
- Social Services
- Environmental Health

Community Services and Land Use

- Department of Transportation
- Parks
- Cultural Services (Libraries and Museum)
- Planning and Building Services
- Cannabis Program
- Environmental Health (divisions working with buildings, water and infrastructure)

Financial Services

- CAO Financial Team
- Auditor Assessor Controller Tax Collector
- Clerk/Recorder

BOS Support (BOS Chair and Vice Chair are assigned to this working group)

- CAO Office
- Human Resources (including DEI Officer)
- Clerk of Board (Separate group from CAO office)
- General Services
- IS
- County Counsel

Public Safety and Justice

- Sheriff and County Jail
- DA
- Probation
- Public Defender
- County Counsel

Text adapted from Yolo County with additions on working groups by Glenn McGourty in consultation with Pat Blacklock, CEO, RCRC

It is my hope that this model will help Supervisors be better informed of the inner workings of the county, and improve communications between department heads and county leadership. These ideas are presented as a way for us to start a discussion as to what our Board wants as we move forward with a change of leadership in the county organization.

Sincerely,

A handwritten signature in blue ink, reading "Glenn McGourty". The signature is fluid and cursive, with a large, stylized "G" at the end.

Glenn McGourty, 1st District Supervisor
Mendocino County Board of Supervisors