



# COUNTY OF MENDOCINO

## Executive Office

**CARMEL J. ANGELO**  
Chief Executive Officer  
Clerk of the Board

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March 14, 2022

To the Honorable Board of Supervisors:

On January 6, 2022, I announced my retirement from County service. As time quickly draws near, please note that March 19, 2022 marks my final day. I have enjoyed my tenure as your first female Chief Executive Officer (CEO) and the longest serving CEO in Mendocino County, only to be out-served by Chief Administrative Officer, Al Beltrami who became my friend & mentor in those early years.

There has not been a day that goes by, that I am not grateful for the opportunity to serve the Mendocino County community with the guidance & support of the Board of Supervisors, both past & present. Throughout these past twelve years, we have responded to numerous challenges ranging from wild fires requiring a coordinated emergency response between State & local staff, recruiting & training of disaster service workers, implementing prudent budget planning to ameliorate potential deficits and striving for adequate staffing levels for all departments along with equitable salary negotiations.

As I retire, I am mindful of the work that the County does that impacts our community, not the least of which, is the remnants of a worldwide COVID-19 pandemic. Also, there are never-ending challenges that accompanied the legalization of cannabis, the crisis of homelessness and ongoing lack of access to mental health services in areas of high need.

That being said, I am very proud of the work we did as a team to serve this community, even through the most difficult times. As a county team, we mitigated structural deficits, eliminated a \$120M OPEB liability, saved close to \$20M in Dedicated and General Reserves, purchased a hotel as permanent supportive housing for unhoused community members, built a mental health/public safety training center and a crisis residential center for our community members effected by mental illness, brought CSAC education and credentialing to our employees and many other worthwhile projects that will serve Mendocino County into the future.

Throughout the years, we focused on the Board's goals of fiscal stability, financial sustainability and organizational development. An example of organizational development that I am most proud of is the Leadership Initiative, started by a small group of 40 county heroes that wrote and presented a Leadership Philosophy to the Board of Supervisors and the whole County organization. This Leadership Initiative lives on today to serve our greatest asset, our employees. I believe it will be the Leadership Initiative that will carry this organization forward as the county embarks on implementing a strategic plan in the midst of future budgetary constraints, labor negotiations, community requests greater than county resources and many other ongoing and new challenges.

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As I leave, if I can give any words of caution, it is to save county dollars, not to spend them on non-mandated services. Your workforce is the most important asset as that is how the work of the county is accomplished. The workforce should be considered first before money is spent on community requests.

Another area I am concerned about is the ongoing public disillusionment with government. As the legislative body, it is critical to seek information, rather than listening to the vocal minority that defames county representatives for self-satisfaction and personal gain. These attacks damage the County's ability to recruit and retain good employees. Public comment & criticism come with the job of elected and appointed officials, but those constant false allegations make it difficult to promote a career in public service.

Lastly, as I retire, I am appreciative of and confident in the administrative team, department heads, staff and emerging county leaders that are currently serving Mendocino County today. Thank you!

Again, I leave with a grateful heart.

A handwritten signature in blue ink, appearing to read "Carmel J. Angelo". The signature is fluid and cursive, with a long horizontal stroke at the end.

Carmel J Angelo, Chief Executive Officer