

November 12, 2023,

Via email to [pgarza@mcdh.org](mailto:pgarza@mcdh.org) and [ssavage@mcdh.org](mailto:ssavage@mcdh.org)

Paul Garza, Director, and Susan Savage, Director/Board Secretary  
Mendocino Coast Health Care District  
P. O. Box 579  
Fort Bragg, CA 95437

**RE: DISTRICT ADMINISTRATION SERVICE OPTIONS**

Dear Mr. Garza and Ms. Savage:

Thank you for the opportunity to offer our services to the Mendocino Coast Health Care District (District). We understand that the District seeks to retain a consultant with relevant knowledge, skills, and abilities to provide basic public administration services to support the Board's objectives and to maintain and advance the District's mission.

RGS is a unique, fee-supported, joint powers authority specializing in public-sector administration and consulting services and employing experienced public-sector professionals. Since 2002, RGS has served nearly 400 public agencies in California. RGS has a solid and respected reputation with the public agencies we serve for timely, cost-efficient delivery and effective implementation. As a public agency ourselves, we fully understand the needs and requirements of public agencies.

RGS prides itself on our flexible approach. The array of services described in this document will be provided by an RGS team and managed in cooperation with other District consultants to provide a comprehensive approach to providing the District with a solid administrative foundation. We are happy to meet further with you to scope specific service types and define collaborative relationships and roles that best fit the needs of your District.

Please do not hesitate to contact me at 650-587-7315 or [sselivanoff@rgs.ca.gov](mailto:sselivanoff@rgs.ca.gov) if further information is desired. The RGS team looks forward to the opportunity to be of service to the Mendocino Coast Health Care District.

Sincerely,



Sophia Selivanoff, Executive Director

**REGIONAL GOVERNMENT SERVICES**

## **PROPOSED SERVICES**

### Organizational Assessment

RGS will promptly provide an initial assessment of the current state of executive, administrative, financial, and contract management of the District. An analysis of the strengths and gaps in current administrative systems and practices, along with opportunities for improvement in functionality will be delivered to the Board of Directors, with a written workplan prioritizing recommendations to address significant needs and issues.

This assessment will provide a road map to the fulfillment of all necessary administrative functions. As identified in the report, these needs may be met by various resources over varying time frames, and the report will recommend to the District an efficient and cost-effective path or paths. The administrative systems and functions assessed will include but are not limited to: governance procedure and transparency, contract management, and public agency human resources and financial management. The initial goal is to recommend any needed actions or programs to achieve public administration consistent with industry standards in so far as resources permit.

Secondary objectives, which may be included as budget permits, include:

- Identification of a “staffing readiness” path in the event the District wishes in future to directly employ administrative personnel.\*
- Recommendations and timeline to achieve a set of financial reports that best present the District’s fiscal condition for future issuance of debt.

### Agency Administration Services

RGS will provide comprehensive Administration Services to support the Mendocino Coast Health Care District through the implementation of a team skilled in developing organizational infrastructure and best public agency management practices that support the District. RGS will focus on administering the day-to day operations of the District including:

- Through assigned RGS staff, serve as the Agency Administrator, supporting the District’s Board in effective governance policy and priority setting by:
  - Preparing reports and agendas for Board and committee meetings.
  - Arranging relevant presentations, information, updates and analysis for Board consideration at meetings.
  - Coordination of committee and Board activity and communication.
  - Facilitating the policy decisions and priorities of the District’s Board of Directors.
- Ensure timely, responsive, and compliant meeting notices and production of Board actions and minutes.
- Ensure District records are maintained and comply with Public Records Act requests in appropriate collaboration with District counsel.

- Coordinate District administrative and project activities with other contracted service providers, District partnering organizations including Adventist Health, and others.
- Implement and advise on District budgets.
- Identify and pursue grant and other funding opportunities as appropriate.
- Prepare RFP's and other procurement processes; develop, negotiate, and monitor District contracts for technical and other services as needed.
- Serve as a spokesperson for the District, attend meetings with community stakeholders, and represent the District at public and professional functions as needed.
- Ensure effective implementation of District's Communication and Engagement Plan, including coordination of public information, workshops, and education programs, providing appropriate website and social media messaging, and coordinating media relations.
- Facilitate strategic and other planning efforts as requested by the District.
- Ensure compliance with relevant state, local, and federal laws.
- As mutually agreed between the District and RGS, maintain office hours access and ensure the office is a functional and usable space.

RGS will implement and manage an organizational structure that is successful in managing the administrative functions of the District as well as supporting longer-term objectives and program development; work closely with the District's Board; assign experienced and skilled staff to perform all contracted functions. As part of RGS' mission, vision, and values, RGS will ensure cooperative working relationships with all involved.

After the contract has been signed, RGS will:

- Assign an employee to serve as the Agency Administrator, who will meet with the Board to finalize role definition and identify initial priorities.
- Commence the organizational assessment project.
- Assign Clerk of the Board services and initiate the transition of relevant recordkeeping and communications systems, as needed.
  - As needed, establish a secure site and/or method for sharing active project data and/or for records retention.
- Establish effective workflows with existing contracted service provider(s).
- Ensure RGS team has a full and complete understanding of existing District administrative policies, practices, and systems, as well as any specific legal issues and regulatory mandates associated with the operation of the District.
- Meet with local stakeholders as needed about RGS services and establish appropriate channels of communication, following closely all administrative guidelines and requirements.
- Meet with board regularly to ensure effective progress on identified priorities.

The RGS staff prides itself on its ability to deliver accurate, professional products and services within reasonable timelines, and to provide clear, honest, and effective communications, all of which help to promote good relations with stakeholders at all phases of a client’s engagement.

RGS staff operate remotely throughout the state. Key members of the RGS team can easily be accessible to Board members and District partners via videoconference, phone, and email; and are willing and able to attend meetings or events in person as needed.

The RGS team contains skilled public executives, performing a variety of leadership consultation services. When assigning key team members, RGS will consider geographic location as well as the specific needs of the Board and community. Key team members (when assigned) will be supported by RGS’ broad bench of experts as needed to deliver services.

## **FEE STRUCTURE & COST OF SERVICES**

RGS proposes an initial agreement term extending from December 1, 2023, to June 30, 2024. Although RGS typically bills on an hourly basis for work performed, for this service period we propose a mix of onetime costs, flat-fee monthly rates for general administrative services provided by the designated Agency Administrator, with an hourly billing for supportive services (with NTE amount) as shown below:

Agency Administrator Services (\$13,200 monthly, 7 months)	\$92,400
Assessment (one-time, flat fee)	\$10,000
Governance/other administration and project services (hourly, as needed)	\$15,000 (NTE)
<b>Estimated Initial Cost of Services</b>	<b>\$117,400</b>

Hourly rates include all personnel and administrative costs associated with assigned staff. Hourly rates for the team proposed are provided below.

<b>Title</b>	<b>Hourly Rate</b>
Strategic Services Advisor	\$176
Senior Advisor	\$150
Advisor	\$128
Technical Specialist	\$114
Administrative Specialist	\$102

\*The Hourly Rate does not include direct external costs (such as travel, rent, office equipment and supplies) which will be invoiced to Agency with no markup.

Initial joint planning and prioritization of desired services and outcomes will be essential. The proposed assessment will be one tool for establishing clarity and setting priorities. It is RGS' experience that to succeed outstanding and ongoing communication along with great flexibility are required, and we look forward to designing an affordable approach with the Board.

## REFERENCES

Below is a list of public agency clients who have contracted with RGS for agency administration services similar to those proposed for the Mendocino Coast Health Care District.

Steve McIntyre, Chair of the Board

**Salinas Valley Basin Groundwater Sustainability Agency (SVBGSA)**

PO Box 1350, Carmel Valley, CA 93924

Ph: (831) 471-7519 (Clerk of the Board main)

Email: [board@svbgsa.org](mailto:board@svbgsa.org)

- SVBGSA has contracted with RGS since 2017.

Phillip Peters (Kern County Board of Supervisors), Chair of the Board

**Indian Wells Valley Groundwater Authority (IWVGA)**

c/o 1115 Truxtun Avenue, 5th Floor, Bakersfield, CA 93301

Ph: (661) 868-3650

Email: [district1@kerncounty.com](mailto:district1@kerncounty.com)

- IWVGA has contracted with RGS since 2021.

John Boule, Executive Director

**CalSAWS – A Statewide Automated Welfare System.**

11290 Pyrites Way, Suite 150, Rancho Cordova, CA 95670

Ph: (916) 622-2265

Email: [bouleJ@CalSAWS.org](mailto:bouleJ@CalSAWS.org)

- CalSAWS has contracted with RGS since 2009.

Chief Rich Pearce (Tiburon Fire Department), President of the Board

**Marin Emergency Radio Authority (MERA)**

C/O Town of Corte Madera, 300 Tamalpais Drive, Corte Madera, CA 94925

Ph: (415) 435-7200 (City of Tiburon)

Email: [rpearce@tiburonfire.org](mailto:rpearce@tiburonfire.org)

- MERA has contracted with RGS since 2009.

Russ Melton, Chair of the Board

**Silicon Valley Regional Interoperability Authority (SVRIA)**

601 El Camino Real, Santa Clara, CA 95050

Ph: (408) 615-5571

- SVRIA has contracted with RGS since 2020.

Robin Bartholow, Board Chair

**Sonoma Mendocino Economic Development District**

141 Stony Circle Suite 110, Santa Rosa, CA 95401

Ph: (707) 544-5575 (Sonoma County Farm Bureau)

[robin@sonomafb.org](mailto:robin@sonomafb.org)

- SMEDD has contracted with RGS since November 2022.

In addition, RGS provides consulting services to many public agencies, including several in the Mendocino County region who have contracted with RGS.

Peggy Ducey , City Manager

**City of Fort Bragg**

416 North Franklin Street, Fort Bragg, CA 95437

[pducey@fortbragg.com](mailto:pducey@fortbragg.com)

**RGS Projects:** Comprehensive economic diversification feasibility study; City-wide classification and total compensation study

Mary Anne Petrillo, Chief Executive Officer

**West Business Development Center**

PO Box 1110, Mendocino CA 95460

[maryanne@westcenter.org](mailto:maryanne@westcenter.org)

**RGS Projects:** Communications support for Oneka Project; subcontractor for Economic Development Support Services to the County of Mendocino

Dan Buffalo, Finance Manager

**City of Ukiah**

300 Seminary Avenue, Ukiah, CA 95482

Ph: (707) 463-6220

[dbuffalo@cityofukiah.com](mailto:dbuffalo@cityofukiah.com)

**RGS Projects:** Various Finance Projects

Glenn McGourty, Supervisor, 1<sup>st</sup> District

**Mendocino County**

501 Low Gap Road, Room 1010, Ukiah, CA 95482

Ph: (707) 463-4221

**RGS Projects:** 2021 Drought Emergency Response Project Management

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\*The human resources infrastructure development and recruitment services needed to implement staffing readiness and/or hiring are not included in this proposal. If desired, RGS is happy to provide a separate proposal for such services once the assessment is completed and a clearer scope is available.