
Situational Analysis of the Mendocino County Water Agency

Final Report



Prepared for the

Mendocino County Water Agency Board of Directors

By the

University of California Cooperative Extension

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EXECUTIVE SUMMARY

At the request of the Mendocino County Water Agency (MCWA) Board of Directors, the University of California Cooperative Extension (UCCE) conducted a situational analysis of the Mendocino County Water Agency. This analysis is intended to generate information needed to make decisions about Agency structure and focus. As designed, the analysis complements recent resolutions and staffing decisions by MCWA Board of Directors establishing the Agency mission, as well as anticipated planning and implementation action by Agency staff. This study began in March 2003 and spanned 14 months. UCCE staff implemented the analysis through three components: A) Current and past historical summary; B) Development of alternative roles and approaches; and C) Identification and assessment of implications and alternatives. This report has been prepared as documentation of the study methods and outcomes. *It is important to note that component outcomes and results represent a picture in time of an evolving effort to coordinate water resource management within Mendocino County. For this reason, they are a reflection of available information, condition of relationships, and identified capacities at the time they were formed.*

Current and Past Historical Summary

The Mendocino County Flood Control and Water Conservation District (MCRC&WCD) was formed in 1949 by an act of the State Legislature. As such, the district was administered by the County Administrative Officer through the Public Protection and Natural Resources or the Public Works Department and provided civil engineering, maintenance and hydrologic consulting and services to water districts throughout the county. Funding for the district was limited to state and county apportioned tax revenues. In 1987, California Assembly Bill 2068 amended the original act, officially changing the agency name to the Mendocino County Water Agency and establishing it as an organization autonomous of other county departments. Direct funding and support of the agency in this new structure was basically unchanged, though grant funds and contributions from the County General Fund are in evidence today. Those available funds were used for legal services regarding water rights applications and to hire an agency hydrologist. Other activities during that organizational phase of the agency included implementation of water quality and watershed assessment studies and sediment reduction and fishery enhancement projects with grant funds.

During the 50-plus year tenure of the Agency there have been numerous efforts and actions taken to consolidate water resource management in the County. These include the formation of the Mendocino County Russian River Flood Control and Water Conservation Improvement District, Ukiah Valley-Wide Task Force study and report, and Joint Powers Agreement establishing the Inland Water and Power Commission. The County participated in each of these measures but was never granted or accepted a lead role with regard to county-wide water resource management. In addition, no other agency or district was identified to have that lead role and as a result, the county and its water users have never been represented with one common voice outside of the county. The fallout from this lack of lead representation and authority is a source of great

frustration for some county residents because of a sense of lost opportunities to secure water for county-wide beneficial uses.

County staff, at the direction of the Board of Directors, began to explore options and take measures to address these limitations as early as 1998. These measures have included an analysis of MCWA, reorganization, and the hiring of an interim and permanent Agency general manager. In addition, the Board of Directors has made resolutions and decisions to position the Agency as the county-wide water resource management organization. These actions include filing of notice of intent to remove the Agency from the IWPC and submittal of a letter of intent to be the lead local agency on the proposed United States Army Corps of Engineers feasibility study to raise Coyote Dam. These steps and measures are evidence of the commitment and focus of the County to water resource management and the role of the MCWA to be a lead organization. How that agency will be structured and what issues it will focus on remain to be determined.

County population projections for the year 2020 are 40,120 and 118,800 in the incorporated and unincorporated portions of the county, respectively (Pacific Municipal Consultants, 2003). This is a 20 percent increase over estimated county population for the year 2000. This influx of people will increase water demands within the County. In addition, agricultural water use will remain constant or increase by 2020. Estimating the total amount of water needed to meet this increased demand is difficult to predict and requires assumptions about the level of agricultural, commercial, and domestic water conservation methods as well as the quantities of surface and ground water used. With these factors in mind, estimates of water needs under normal rainfall conditions for the year 2020 range from 10,768 to 14,306; 8,991 to 14,193; and 31,554 to 36,221 acre-feet for the Coastal, Eel, and Russian River basins, respectively (Sommarstrom, 1987, 1989, and 1992). This translates to 41, 52, and 2 percent increases over 1985 water use for each of these basins, respectively. Meeting this increase in demand will require development of additional water, implementation of water conservation methods, and adoption of efficient water use technologies.

In order to understand both the current organization and operations of water districts in the county along with the ways that they are responding to mounting pressure on water resources, surveys were sent out to 17 water districts and interviews were completed with 14 water district representatives. The need for a stable water supply for current and future populations was a major issue for water districts, with 62% of the district representatives citing it as one of the top water user concerns. Water rates and water quality were also important concerns that were mentioned often. Additionally, lack of secure water rights was a common limitation identified by districts. Discussions with the water district representatives elucidated a shared frustration with the myriad of uncertainties involved with water supply in the county. As one respondent said, "We are in a sea of uncertainty." These uncertainties stem from a variety of sources including increasing regulatory requirements, changing definitions of water rights, insecure water rights, and a growing population.

Questions regarding the future of water management in the county brought to the fore several potential organizational structures. A majority of interview respondents (54% or eight out of thirteen) indicated a preference for a central agency with varied levels of control from a relatively hands-off source of information, expertise, and guidance (15%

or two out of thirteen), to a stronger entity taking the lead in water development and management throughout the county (39% or five out of thirteen). Some suggested tasks for a central agency included:

- Build and maintain a communication and cooperation network among water professionals in the county.
- Serve as a clearinghouse and information center or central library for people who manage public water systems or land.
- Develop new sources of water for the county, engage in governmental lobbying, and protect Mendocino Co. interests.
- Track grants and communicate with groups who might benefit from them. Assist in preparation and participate in the grant if appropriate.
- Find water sources for its citizens which live outside water district boundaries.
- Streamline regulatory requirements and assist existing regional water agencies to respond to service, operational and regulatory demands and to promote overall effectiveness and coordination in the delivery of water services.
- Enable resource sharing between districts (staff and equipment).
- Provide water treatment and wastewater treatment facilities.
- Maintain an up-to-date Geographic Information System (GIS).

While there were many advantageous services a central agency could provide, there are also many concerns and fears associated with such a change, particularly if the central agency is MCWA. One respondent noted that “MCWA has been asleep for 50 years and all of a sudden it wants to wake up and pick up this big of a problem, they don’t know the situation.” Another said, “I could see a large agency becoming the pawn of larger interests, benefiting the wealthy/powerful at the expense of the smaller forces.” These fears must be respected and addressed in determining the future role of MCWA.

Interviews with the five individual MCWA directors provided the initial step for the directors to discuss their vision for MCWA, the needs to realize and barriers to implementing that vision, and expectations for this situational analysis. Consistently, the directors saw MCWA functioning as source of centralized or consolidated services for water resource management in the county. Services the Agency could provide include outreach and education, science and technical expertise, and procurement of exterior funds for project implementation. In addition, the directors saw the agency as a potential broker of county-wide agreements. To implement these services and function as a county-wide organization, the Agency will need to develop a source of revenue. It will also need to reconcile the level of authority it will have over water resources with that held by local county water districts. Hydrological questions to resolve include water budget analysis that identifies the quantities of surface, ground, and under flow water used in the Coastal, Eel, and Russian River basins. The Directors viewed the situational analysis as the structure and process through which they can explore options for water resource management in the County. In addition, it was hoped that the analysis would provide county constituents with information needed to understand the issues and efforts to restructure the Agency.

Development of Alternative Roles and Approaches

Component B was implemented to identify and prioritize the potential services that MCWA could provide under its new county-wide role. These services are the “IF” portion of the IF:THEN approach being used in this study. They are considered the functions that the agency will implement. The form or structure, through which the agency will provide these prioritized services, will be formulated and presented in Component C of the study.

Public workshops and a survey with multiple delivery methods were used to collect information and prioritize possible services. The survey contained six sections: 1) Respondents' demographic information; 2) Questions to determine agreement with the Board of Supervisors' vision for the types of services that the MCWA should offer; 3) Questions to consider common services offered by other county water agencies in California; 4) Questions to consider services that came from the Component A survey of local water districts and municipalities; 5) An open-ended question that allowed participants/respondents to write in their own preferred services; and 6) An open-ended question for participants to evaluate the public workshops and survey.

A total of 11 workshops were scheduled throughout the county from July 21 to August 19, 2003. Workshops were held in Boonville, Covelo, Fort Bragg, Gualala, Hopland, Laytonville, Point Arena, Potter Valley, Redwood Valley, Ukiah, and Willits. Each workshop was two hours in length. The workshops were formatted to provide participants with the background information and purpose of the MCWA and to collect input on the services for the MCWA. The respective MCWA BOD (Board of Directors) member for each workshop was in attendance, as well as Roland Sanford, MCWA General Manager. This participation and access was greatly appreciated by workshop participants. Specifically, participants felt that access to the BOD members was “access to the decision makers” and an opportunity to “influence the process.”

A total of 303 surveys were received through the workshops, web site, and mailings. Respondents represented a broad cross section of the county. The greatest number of respondents resided in Supervisor District 5 followed by Districts 1, 3, 2, and 4 in that order. Districts 2 and 4 were under-represented relative to the other three Districts. Approximately 40 % of the respondents live in the Russian River basin followed by 37 % in the Coastal Basin and 23 % in the Eel River Basin. The duration respondents have lived in Mendocino County ranges from 0.5 to 88 years with an average of 28 years. Respondents represented diverse employment and job titles with over 40 different occupations listed. Approximately 20% were retired, followed by another 14% who worked in the agricultural sector.

Participants in the survey were asked to consider and rank water resource management services from three sources: Services identified and of interest to MCWA BOD; Services typically provided by other California county water agencies; and Services identified by local water districts and municipalities for MCWA to provide. Among those services identified by MCWA BOD the first priority among survey participants was to pursue grants and financial assistance. This was followed closely by provide science and technical assistance. Providing a county-wide identity to outside agencies on water issues, provide outreach and education, and offer dispute resolution were ranked as the third, fourth, and fifth choices. Many participants commented on the

relationship between science and technical assistance and outreach and education. In addition, respondents expressed a belief or expectation that by providing many of the other services disputes and conflicts would be resolved.

Among the 12 services that other water agencies deliver, a group of five were identified as most important including in order of rank: Water Conservation – Promote efficient water use within region; Water Supply – Plan, construct, operate and maintain water supply facilities; Watershed/aquatic Habitat Protection – Develop watershed management plans and fund habitat restoration and enhancement; Coordinate Local Entities – Develop and implement water and long-term water supply plans; and Represent County – Serve as a legislative advocate before State, Federal, and out-of-region interests. This grouping of services demonstrates an understanding of the integrated nature of effective water resource management to meet all valued uses of county water resources. Participants acknowledge the predicted increase demand for water by human population growth and the pressure this will place on current water uses. Conservation and more efficient water use were commonly held as an important way to increase available water for all valued uses including watershed and habitat protection.

The last group included 14 services that local water districts and municipalities identified during interviews conducted as part of study Component A. Respondents' prioritization scores of these services were graduated in comparison to the first two lists of services ranked. Nonetheless, four services were clearly preferred over the others. These included in order of rank: Develop new sources of water for the County; Engage in governmental lobbying to protect county interests; Maintain an up-to-date Geographic Information System or GIS that show all the watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical/use sites; and Build and maintain communications and cooperation network among water professionals in the county. Clearly, the value placed on water supply is shown again by this ranking. Participants' comments indicated that they want to seek options and alternatives for water supply that overcome the problem between when water is deposited in the winter and when water demand is highest in the summer. In addition to water supply, the importance of serving county interests to out-of-county authorities and the need to document sources of potential water contamination so as to better protect water quality are both services valued by survey respondents.

Understanding where there is agreement with these priority totals and where there is disagreement, or differing priorities, is important for MCWA to successfully fulfill the county-wide leadership directive it has been given. Factors associated with differences include hydrologic basin (Coastal, Eel, and Russian) and supervisor district (1, 2, 3, 4, and 5). It is important when discussing these two factors to point out that in some cases they represent the same group of survey respondents. For example, the Coastal Basin was comprised of respondents only from Districts 4 and 5 while 91 percent of the Eel River Basin group consisted of respondents from District 3. The other two factors analyzed for influence on priority were source of water (own, district, or both) and survey response method (mail, web site, and workshop). Priorities from these factors more closely agreed with the priority totals than results from basin and district groups.

These overall priority totals and the differences from basin and district results provide MCWA with an initial list of prioritized services to use in its new beginning. They can be grouped into three broad service themes:

- Manage county's water resources to meet the multiple valued needs and uses (consumptive and environmental) with emphasis on water conservation;
- Secure the financial resources to implement targeted improvements, studies, and projects; and
- Provide Mendocino County with the identity needed to be effective at the State and Federal levels.

When considering these themes and services, MCWA will also be well served by general suggestions and words of caution offered by survey and workshop participants. Avoiding duplication of services as well as integrating and coordinating water resource management with other county departments and state and federal agencies was as important to participants as the specific services MCWA can or should provide. When considering the prioritized services it may be useful to organize them according to short and long term implementation. Participants also observed that the current BOS resolution and resulting "new beginning" for MCWA is the product of an agreement made by the existing Board of Directors. Their concern is that the composition of the Board will change in such a way that will also change this agreement and the collective support for MCWA.

In Component C, these service themes will be evaluated through documentation of their financial requirements and existing organization resources within the County to carry out their implementation. Direction will also provide for the integration of services with other County departments and governmental agencies to avoid duplication. This information and series of recommendations will provide MCWA and its BOD with the basis to make decisions about which services to pursue and potential ways to provide them.

Identification and Assessment of Implications and Alternatives

Using the input and identified patterns for preferred water resource management services generated through Component B, we developed and applied a decision making process to provide direction for MCWA and its potential partners as they move forward on county-wide management of water resources. This process provides MCWA and BOD with our results and findings and, in addition, should serve as a tool in making organizational decisions for MCWA. In addition to the decision making process, we interviewed managers of other county water agencies to gather information on their structure and capacities to deliver water resource management services that are similar to those identified for MCWA through Component B and the decision making process.

Our purpose in employing the decision making process is to find a mesh between local and county water capacities that uses their different strengths to the full future benefit of the county's localities and citizens. We have approached this purpose through a screen of five successive questions.

1. Do local water districts and watershed councils have different goals and constituencies than a county water agency, or are their goals and constituencies the same?

2. Which water policy and management functions are most advantageously performed at local levels, which at a county level, and which are better shared?

3. To what functions did citizens assign priority for a county-wide organization in the course of our surveys and workshops? Which were viewed as county-wide functions, which as better shared between local and county organizations?

4. Given other counties' experiences, what are the apparent costs of county functions identified in Mendocino County as high priority, and what is the relative effectiveness of these functions at different financial scales?

5. Given other counties' experiences, are forms of organization and governance likely to influence capacity and effectiveness? What forms seem most suitable for Mendocino County?

Through analysis of these questions, our conclusion is that the Mendocino County Water Agency has distinctive functions in:

- Representation of county interests at state and federal levels;
- Planning, coordination and technical assistance for integrating water considerations in future economic and social development county-wide; and
- Expanding water finance from the diversified range of sources available to counties for economic and social development, water quality and habitat improvements, and environmental outreach and education.

An advisory council of local water districts and watershed councils, perhaps selected through elections of regional representatives, seems essential. Technical advisory groups are recommended in agriculture, in conservation, and in urban development. County hard-money finance of \$1 M per year would be raised through permit fees on new residential developments, higher hotel and tourism taxes, and cost-sharing arrangements with state and federal governments.

The MCWA BOD and its General Manager will need to fully explore these options and recommendations for service provision, governance, and financing. Workshops and focused discussions on each of these will provide the opportunity to make decisions about the structure and role of an advisory council for example. Such workshops would be the logical next step in the strategic planning process and for MCWA staff to develop and implement a plan of action for its county-wide water resource management role.

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Table of Contents

EXECUTIVE SUMMARY	I
CURRENT AND PAST HISTORICAL SUMMARY.....	I
DEVELOPMENT OF ALTERNATIVE ROLES AND APPROACHES	IV
IDENTIFICATION AND ASSESSMENT OF IMPLICATIONS AND ALTERNATIVES.....	VI
INTRODUCTION.....	1
CURRENT AND PAST HISTORICAL SUMMARY.....	3
COUNTY WATER RESOURCES AND USE	3
<i>Hydrologic Boundaries</i>	3
<i>Surface and Ground Water</i>	3
<i>Population Growth and Water Use</i>	4
WATER AGENCY PAST, PRESENT, AND FUTURE ROLES	5
<i>Formation and Supporting Legislation</i>	5
<i>Past Opportunities to Consolidate Water Resource Management</i>	6
<i>Future Role of the Mendocino County Water Agency</i>	7
WATER RESOURCE MANAGEMENT STRUCTURE, CAPABILITIES, AND CAPACITY	9
<i>County Water Districts and Purveyors</i>	9
<i>Survey Responses</i>	9
<i>Interview Information</i>	19
MCWA BOARD OF DIRECTORS	22
<i>Vision for MCWA</i>	22
<i>Needs for Realizing and Barriers to the Vision</i>	23
DEVELOPMENT OF ALTERNATIVE ROLES AND APPROACHES	25
INTRODUCTION	25
METHODS	25
<i>Survey Design and Implementation</i>	25
<i>Workshop Schedule, Notification, and Format</i>	27
RESULTS AND DISCUSSION.....	29
<i>Survey Response and Respondent Demographics</i>	29
<i>Preferred and Nonpreferred Services</i>	30
<i>Influencing Factors</i>	38
<i>Services Identified by Survey Respondents</i>	47
<i>Survey and Workshop Evaluation</i>	51
CONCLUSIONS.....	52
IDENTIFICATION AND ASSESSMENT OF IMPLICATIONS AND ALTERNATIVES	57
INTRODUCTION	57
INTERVIEWS WITH WATER AGENCY AND DISTRICT GENERAL MANAGERS.....	57
SOLANO COUNTY WATER AGENCY: A NEUTRAL, THIRD PARTY.....	59
LAKE COUNTY FLOOD CONTROL DISTRICT: OUTREACH & ACTION-ORIENTED	63

YOLO COUNTY FLOOD CONTROL & WATER CONSERVATION DISTRICT:	
BUILDING RELATIONSHIPS, CONTEMPLATING CHANGES	67
SONOMA COUNTY WATER AGENCY:	
“THE MUNICIPAL WATER DISTRICT OF THE NORTH”	71
OPTIONS FOR FUNDING AND FINANCE	75
IDENTIFYING WHAT THE MCWA SHOULD BE AND DO	76
<i>Analysis</i>	77
OPTIONS AND CONCLUSIONS	81
REFERENCES.....	83
APPENDIX A	85
APPENDIX B	87
APPENDIX C	89
APPENDIX D	91
APPENDIX E	93
APPENDIX F	109
APPENDIX G.....	115
APPENDIX H.....	139
APPENDIX I	149
APPENDIX J.....	161

INTRODUCTION

Opportunities to secure and manage water resources in a coordinated fashion for Mendocino County have been missed, producing a fractionalized approach to resource management. Reasons for this in the past include a lack of financial capital to participate in water development projects, and a separation in water resource management goals and objectives between water service providers among the three hydrologic basins dividing the county. Cognizant that opportunities for the County and its water users have been missed in the past, the County is now creating the opportunity to evaluate that past role and set a new direction for its future.

At the request of the Mendocino County Water Agency (MCWA) Board of Directors, the University of California Cooperative Extension (UCCE) conducted a situational analysis of the Mendocino County Water Agency. This analysis compliments a series of resolutions and staffing decisions by MCWA Board of Directors establishing the Agency mission. This analysis also supports anticipated action planning and implementation of this mission by Agency staff. This study began in March 2003 and lasted 14 months. UCCE staff implemented the analysis through three components: A) Current and past historical summary; B) Development of alternative roles and approaches; and C) Identification and assessment of implications and alternatives.

This report has been prepared to document the methods and outcomes of the study and is organized according to the three study components. The Component A section provides a brief summary of the Agency's past and present county-wide water resource management role and a discussion of previous investigations of water resource management coordination. Appendices A and B provide copies of the recent and relevant Mendocino County resolutions that call upon MCWA to formulate a county-wide water resource management role. Additionally, the report presents results from interviews with MCWA Board of Directors and other local water district managers and representatives.

The Component B report section details the workshop series and survey methods that were developed and implemented to gather county resident input on desired services for MCWA to provide. Appendices E and F provide copies of the workshop slide show series and the survey. Results from the survey and workshop series are summarized including verbal and written comments provided by workshop participants and survey respondents.

The final section of the report presents information from case study interviews with the general managers of four county water agencies. In addition, the decision making process and screening questions used to analyze the information gathered through these interviews along with the survey of county residents are presented with subsequent recommendations. The study's final conclusions and recommendations are also provided in this section of the report.

It is important to note that component outcomes and results represent a picture in time of an evolving effort to coordinate water resource management within Mendocino County. For this reason, they are a reflection of information available, condition of relationships, and capacities identified at the time they were formed.

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CURRENT AND PAST HISTORICAL SUMMARY

County Water Resources and Use

Hydrologic Boundaries

Mendocino County and the 3,470 square miles it covers are broadly divided into three general hydrologic units: Eel, Russian, and Coastal River Basins. Technically they are all three coastal watersheds with inland headwaters and terminating estuaries with the Pacific Ocean. Each of these basins is comprised of sub-basins or watershed units with a total of 16 identified within the County (Pacific Municipal Consultants, 2003). The Eel River Basin is shared with Glenn, Humboldt, Lake, Tehama, and Trinity counties covering 3,600 square miles. Of this total, 1,610 square miles are in Mendocino County (Sommarstrom, 1989) including all or portions of the Lower, Middle, South Fork, and Upper Eel watershed. The Russian River basin spans approximately 1,500 square miles of which 500 square miles are in Mendocino County (Sommarstrom, 1986) and the remainder in Sonoma County. The coastal basin covers 1,360 square miles of the County (Sommarstrom, 1992) and is divided by eight watersheds including from North to South: Mattole; Ten Mile; Noyo; Big; Albion; Navarro; Garcia; and Gualala Rivers.

Surface and Ground Water

Surface and ground water are used in varying amounts to meet the agricultural, cold-water fisheries, domestic, industrial, and recreational beneficial uses within these three basins. Surface runoff is comprised almost entirely of rainfall. The significance of this rainfall runoff relationship is evidenced by increased stream flow during the wet cool winters and specific storms followed by reduction and in some cases cessation during the hot dry summers. It is not uncommon for over 90 % of the annual runoff to occur between December and April. Development of these surface waters includes approximately 300 diversions, dams and reservoirs, and stock ponds. The significant water developments in the county include Van Arsdale Reservoir (700 acre-feet), Lake Mendocino (118,900 acre-feet), and other small projects such as Morris Reservoir (723 acre-feet) and Centennial Reservoir (635 acre-feet) (Pacific Municipal Consultants, 2003, and Beach, 1996). There are no significant water developments in the coastal basins.

Ground water resources within the county are dominated by either inland valley or mountain geology. Mountainous areas cover approximately 95 percent of the county (Pacific Municipal Consultants, 2003) and are comprised of Franciscan Complex consolidated rocks that supply less than 5 gallons per minute of water to wells (Farrar, 1986). Interior valleys, covering five percent of the county, are underlain with unconsolidated to loosely cemented gravel, sand, silt, and clay formed as continental basin deposits, continental terrace deposits, or alluvium. The groundwater flow in these materials ranges from 50 to 1,000 gallons per minute depending on the grain size of the material through which it flows. The six county interior valleys include Anderson, Laytonville, Little Lake, Potter, Round, and Ukiah (DWR, 2003).

Population Growth and Water Use

As part of the update for the General Plan population growth projections were made into the future (Table 1). These estimates total 118,800 people by the year 2020 or a 20 percent increase over the 2000 county population. Total city population is projected to increase by 30 percent or 12,050 people over the year 2000 estimates. Population in the unincorporated portions of the county will be 26 percent or 20,485 people higher than in 2000.

Table 1: Mendocino County population growth, 1970-2020 (Pacific Municipal Consulting, 2003)

Jurisdiction	1970¹	1980¹	1990¹	2000¹	2020²	Percent of County Population, 2000
Fort Bragg	4,455	5,019	6,078	7,026	8,720	8.1
Point Arena	424	425	407	474	590	0.55
Ukiah	10,095	12,035	14,599	15,497	23,760	17.9
Willits	3,091	4,008	5,027	5,073	7,050	5.9
Total Cities	18,065	21,487	26,111	28,070	40,120	32.45
Unincorporated	33,036	45,251	54,234	58,195	78,680	67.4
Total County	51,101	66,738	80,345	86,265	118,800	100*

Notes

1. U.S. Census
 2. Mendocino Council of Government Forecasts
- * Numbers may not add due to rounding.

Estimating the projected county water needs of this increased population requires making assumptions with regard to water use efficiency or conservation and the distribution of that population among the three basins. Making such estimations also requires anticipation of agricultural water use requiring assumptions about crop type and irrigation efficiency. From 1986 to 1992, Dr. Sari Sommarstrom prepared three respective water use projection reports for the Coastal, Eel, and Russian River Basins (Sommarstrom, 1986, 1989, and 1992). She compared actual water use for a normal rainfall year in 1985 to estimated water needs for the estimated increased population and agricultural water use in 2020 (Table 2).

Table 2: Mendocino County water use in 1985 and projected need for a “normal year” in 2020 (Sommarstrom, 1986, 1989, and 1992)

Basin	Population		Urban Water Use		Agriculture Water Use		Total Water Use	
	1985	2020	1985	2020	1985	2020	1985	2020
Coastal	22,500	44,868	2,901	4,316- 5,675	5,517	3,917- 5,417	8,418	10,768- 14,306
Eel	16,100	31,486	2,676	5,777- 6,143	4,191	3,214	6,867	8,991- 14,193
Russian	32,500	50,200- 70,800	10,354	14,520- 19,187	15,636	17,034	35,370*	31,554- 36,221

*Includes 9,380 acre-feet for use by Potter Valley.

These results are only projections and were developed as much as 16 years ago. It will be helpful and important for the Agency to compare them with documented water use in 1990 and 2000. The results, however, do serve as an indication of future water needs throughout the County. Estimated water needs for 2020 are 41%, 52%, and 2% greater than 1985 water use for the Coastal, Eel, and Russian River basins, respectively. Finding the additional 5,888, 7,326, and 851 acre-feet needed for the respective basins will require development of additional water, implementation of water conservation methods, and adoption of efficient water use technologies.

Water Agency Past, Present, and Future Roles

Formation and Supporting Legislation

In 1949, the United States Army Corps of Engineers completed a flood control and water conservation study of the Russian River Watershed (U.S. Army, 1950). Results from this study identified the opportunities for controlling floods and providing water for beneficial use through dam projects in the Dry Creek and East Fork Russian River tributary watersheds. Simultaneously and in response to these findings and interest, the Mendocino County Flood Control and Water Conservation District (MCRC&WCD) was established by state legislation to control and dispose of storm and floodwaters in the county (Stats, 1949). This was a special district governed by the Mendocino County Board of Supervisors and administered by the County Administrative Officer. In this capacity, the district used nominal tax revenues to address flood control projects through the county’s Public Protection and Natural Resources or Public Works Department.

In 1987 California Assembly Bill 2068, sponsored by Representative Hauser, was passed amending the original act (Stats, 1987). This amendment resulted in the change of

name for the district to the “Mendocino County Water Agency” and the establishment of MCWA as a county entity independent of other county departments. Assembly Bill 3275, also sponsored by Representative Hauser, further amended this decision and the original act in 1990, authorizing the Board of Directors to appoint a zone council within a zone of benefit, in addition to the option of electing the council.

Past Opportunities to Consolidate Water Resource Management

Assessment and commitment to water resource management coordination in Mendocino County is not new. During the last 55 years, there have been numerous efforts and actions taken to form a lead water resource management authority in the county. These include county-wide and local district elections, numerous studies, and formal agreements between respective county water agencies and districts.

Local mandate and formation of a consolidated Ukiah Valley district was formalized in 1956 with 3-to-1 majority wide vote to establish the Mendocino County – Russian River Flood Control and Water Conservation Improvement District (Ukiah Daily Journal, 1956). This vote approved a \$650,000 bond measure to be used as the County’s contribution for construction of Coyote Dam on the East Fork of the Russian River resulting in impoundment of Lake Mendocino. In return, the Russian River Flood Control and Water Conservation Improvement District was awarded approximately 11% or 8,000 acre-feet of the beneficial water stored in Lake Mendocino. This measure was placed on the ballot only after an attempt to have the Agency be the lead through the passing of a county-wide bond measure failed. The prevailing attitude at the time was that the Coyote Dam project was a Ukiah Valley issue not of county-wide importance. The explicit result for the county was that the Agency would not be the lead water resource management agency.

The Local Agency Formation Commission (LAFCO) solicited a study of consolidation for the Ukiah Valley in 1986 (Culp/Wesner/Clup, 1986). This study explored the feasibility of water service consolidation between Calpella County Water District, Millview County Water District, City of Ukiah Municipal Water System, and Willow County Water District. Alternatives explored included a joint powers agreement between the four entities, expansion of one of the existing county water districts to serve as the lead service provider, and creating a single new agency governed either by the City of Ukiah or Mendocino County. Results indicated that alternatives that consolidated services into one agency either through expansion of an existing organization or establishment of a new agency would provide the most cost-effective and highest quality of service but were viewed as the least politically feasible. Recommendations from this report were not pursued.

Four years after the LAFCO study, Mendocino County and City of Ukiah established the Ukiah Valley-wide Task Force. The charge of this task force was to “initiate a long, overdue study of possible consolidation of services, and consolidation of interests in providing services and /or meeting future service needed in the areas of water, sewer, emergency services and development standards (Lowery and Henderson, 1991).” The task force, as a broad based group of representatives from the county, city, and other water districts, developed findings and recommendations encouraging the Russian River Flood Control and Water Conservation District to become the lead agency for water

services in the valley. Because of the existing water rights, the task force recommended that other water districts continue to provide water to their respective users but to begin the process of consolidation into one larger agency. Lastly, the task force called for the formation of the “Ukiah Valley Water Task Force.” The mission of that task force would be to coordinate the implementation of the original task force’s recommendations and facilitate a joint powers agreement between the water agencies and districts in the Valley. None of the recommendations were implemented.

In 1996, the Inland Water and Power Commission (IWPC) was formed through a signed joint powers agreement (IWPC, 1996) between the County of Mendocino, City of Ukiah, Mendocino County Russian River Flood Control and Water Conservation Improvement District, Redwood Valley County Water District, and Potter Valley Irrigation District. This commission has a board of directors made up of representatives from each of the member agencies and authority to serve the agreement purposes including: the right of first refusal for the agencies to develop new water and water rights, water and power acquisition, water development, maintain the viability of the PG&E Potter Valley Project, and raise funds as needed. As a result of this agreement, the County was a commission member but not the lead on water resource management in the Ukiah Valley or the County.

Future Role of the Mendocino County Water Agency

The formation and history of the MCWA demonstrates the complexity of organizational structure to affect water resource management. As described, there have been key moments in that history when action or inaction limited the County’s ability to effectively provide water resource management services. County staff, at the direction of the Board, began to explore options and take measures to address these limitations as early as 1998. These measures included comparison of MCWA roles and two searches for an agency general manager. Since these measures were taken, the Board has issued three significant decisions with regard to the MCWA, hired interim General Manager, Jim Stretch in May of 2002, and permanent General Manager, Roland Sanford. These policy and staffing decisions provide the mission and goals for the Agency and served as context for the situational analysis.

On February 4, 2003 the Board passed Resolution Number 03-032 (Appendix A) directing the Agency “...to assume a leadership role in addressing water related matters in Mendocino County.” Water related matters specifically identified in this resolution include: watershed protection and restoration; water conservation; water reuse; new water development; and habitat and fisheries protection and restoration. The Agency is further directed to:

- Work in partnership with other Mendocino County water agencies, as well as local, state, and federal agencies outside of the county;
- Collaborate with Mendocino County water agencies through granting and technical assistance;

- Develop revenue for the Agency;
- Encourage and assist in water resource management consolidation for efficient, effective, and economical benefits; and
- Develop and maintain a comprehensive database of county-wide assets, services, connections and capacities for all water agencies.

The Board also passed Resolution Number 03-033 (Appendix B) on February 4, 2003. This resolution established and supported a priority list of county water resource management projects to be submitted for consideration of funding through California State Proposition 50, the Water Security, Clean Drinking Water, Coastal and Beach Protection Act of 2002. The list of priority projects was the result of an Agency facilitated consensus process inventorying \$223,619,000 in projects needs and prioritizing those to ten projects with a total funding need of \$10,000,000. This process and resolution were made voluntarily to speak with a unified voice for the needs of Mendocino County and demonstrated the potential coordination role that the Agency could provide.

On March 25, 2003, the Board elected to provide a letter of intent to withdraw from the Joint Powers Agreement (JPA) that established the Inland Water and Power Commission (IWPC). This decision was made with the intent to return the full authority and right of first refusal under the enabling Act to the Agency so that it could fulfill the newly delivered mandate by Resolution Number 03-032. This initial decision has been followed up by a latter decision in December 2003 to officially withdraw from the IWPC.

On May 6, 2003, the Board took up the matter of local sponsor for the Coyote Dam feasibility study and elected to submit a letter to the United States Army Corps of Engineers to express their intent for the county-wide Water Agency to be the local sponsor. At the time of the vote, public and director comments indicated the need to balance this opportunity for the County to be the lead water resource agency with the importance of maintaining trust and collaborative relationships with other county water agencies. Both aspects of this decision are explicit directives in Resolution Number 03-032. The importance of this balance was borne through a subsequent Board decision on May 13 to delay submittal of the letter of intent until full discussion with other water districts and agencies could be held. Measures to foster those discussions included the water forum held by the Board on May 20, 2003. Currently, MCWA and IWPC are discussing the option of joint local sponsorship of the feasibility study.

The Board's vision of a viable county-wide water agency, once widely supported by water districts throughout the county, including the larger inland water agencies, will inevitably challenge the status quo and may now be felt by some as either moving to fast or posing a threat to traditional inland roles. This is not to say that the county wide support for the vision of the Water Agency, as expressed in Resolution 03-032, is not still valued. Expressions of concern about the Water Agency's direction and role are the result of internalization of potential risks and benefits by county constituents and stakeholders as the Agency moves forward.

Water Resource Management Structure, Capabilities, and Capacity

County Water Districts and Purveyors

There are 17 water districts and purveyors that provide water for agricultural, domestic, and industrial use within Mendocino County. There are also an additional 33 special districts that provide wastewater and flood control services through out the County. Descriptions of these providers are provided in the recent Mendocino County General Plan Update (Pacific Municipal Consultants, 2003) and the Drinking Water Adequacy Assessment (DHS, 2002). In addition to these sources of information, we sent out a survey (Appendix C) to 17 county water providers and followed up the surveys with semi-structured interviews (Appendix D). Due to time constraints, the 2002 State Annual Water System Report was accepted in lieu of the completed survey questionnaire in several cases. This section presents the responses from the surveys and reports that we received, as well as the information provided by personal interviews with water district superintendents. The survey and report responses are laid out clearly in Tables 3 & 4, while the interview information is summarized to protect the anonymity of respondents in Table 5.

Survey Responses

The surveys were intended to elicit responses regarding each water district's 1) organization and operations, 2) rights and capacity, 3) infrastructure, 4) financial considerations, and 5) future planning efforts. Surveys were returned by Brooktrails, Ukiah, Willits, and Fort Bragg. 2002 State Annual Water System Reports were returned by Redwood Valley, Caspar South, Willow, Calpella, and Millview. A table of survey responses and report responses are provided below (Tables 3 & 4).

Table 3. Summary of survey responses

	Brooktrails	Ukiah	Willits	Fort Bragg
1	Community service district	Municipality	Municipality	Municipality
2	Provide utility and fire services	None	NA	<ul style="list-style-type: none"> - Ensure that new development and annexations are served by adequate water system services and infrastructure. - Assure that the City’s water system infrastructure is maintained and expanded to meet the needs of the City’s residents. -Provide high quality customer service and water system information to water system users. -Continue the City’s water conservation and retrofit program. -Maintain an adequate rate structure which meets the water system operating needs while maintaining reasonably affordable customer rates. -Protect the City’s water sources and their watersheds from contamination.
3	11 FT, 1 PT, 1 lawyer, 1 architect, 1 pro golf contractor	PT Director, PT Operation Supervisor, 7 PT field personnel, and 3 FT plant operators	5 Treatment operators	<ul style="list-style-type: none"> - Director of Public Works (FT) - Water Treatment Superintendent (FT) -4 Treatment Plant Operators (FT) -1 Operator-in-training (FT) -1 Water Quality Technician (FT) -Public Works Supervisor, 6 Maintenance Worker II staff, 1 Equipment Operator - Water Project Manager (PT) works in an administrative capacity to help the City achieve the previously stated management objectives. - Finance Department takes care of all water billing, arranges for customer service and serves as a contact point for water customers.
4	M-F 8am-5pm	M-F 8am-5pm	M-F 7:30am-4pm	M-F 9am-Noon and 1 to 5 PM. General contact phone number is (707) 961-2823.
5	5 Board of Directors	City Council, 300 Seminary Ave., Ukiah	City Council (Ron Orienstein, Denny McEntire, Bruce Burton, Tami Jorgenson, Karen Oslund)	City Council (Jere Melo, Mayor Dan Gjerde, Mayor Pro Tem Brian Baltierra, Council member Lindy Peters, Council member Dan Turner, Council member Connie Jackson, City Manager)
6	2 nd & 4 th Tues.	1 st & 3 rd Wed.	2 nd & 4 th Wed.	2 nd & 4 th Mondays of every month at 7 PM, 363 Main Street, Fort Bragg.

Table 3. Summary of survey responses (*continued*)

	Brooktrails	Ukiah	Willits	Fort Bragg
7	3,700	Current 15,000 +5 yrs 15,200 +10 yrs 15,400 + 20 yrs 15,800	5,000 w/in city, unknown outside city limits	From City of Fort Bragg General Plan, 2002: Present (2000): 7,445 2005: 7,604 2010: 8,863 2020: 10,179 The projected growth rate is 1.9 % per year
Rights & Capacities				
8	Appropriative	Appropriative	Appropriative	<ol style="list-style-type: none"> 1. A pre-1914 right to divert half the average annual flow from Newman Gulch. 2. An appropriative water right to divert half the annual average flow from an unnamed stream (locally known as Waterfall Gulch). 3. A 1956 application for an appropriative water right to divert 3 cfs from the Noyo River. This has been renewed on a temporary basis since 1956.
9	413 af in 2 reservoirs: Lake Emily (275 af) and Lake Ada Rose (138 af)	20 cfs	2 cfs direct diversion, 1,440 af storage	<ol style="list-style-type: none"> 1. The Newman Gulch pre-1914 water right is for 300 acre-feet annually. 2. The Waterfall Gulch appropriative water right is for 0.668 cfs or 480 acre-feet annually. 3. The Noyo River appropriative water application is for 3 cfs, with low-flow limitations.. 4. The City of Fort Bragg is limited to a total of 1,500 acre-feet annually from all appropriative water rights held now or acquired in the future.
10	2,500 ac greenbelt for groundwater	Well not included in appropriative right	No	<p>Yes. The City has a production well drilled into the Noyo River alluvium. The well has a production capacity of approximately 500 gallons per minute, or about 40 % of the City’s present average use. The well is not presently tied into the City’s raw water supply system. The well is considered a reserve source that could be added to the system if needed, but only after a major expenditure in infrastructure expansion (pipeline, pumps and blending facilities).</p>
11	Specific Plan: water to supply buildout to 4,000 single family residences	4,100 af currently, no future projections	~450 MG/year	<p>Current water demand is seasonal. Peak day demand in late summer is about 1.7 MGD. Average daily demand is about 0.825 MGD. Annual water use is about 1,200 acre-feet.</p> <p>Projected water demand at build-out (from the City of Fort Bragg General Plan, 2002) is about 1,450 acre-feet annually.</p>

Table 3. Summary of survey responses (*continued*)

	Brooktrails	Ukiah	Willits	Fort Bragg
12	Build a 3 rd dam— In 1982 district applied for a 3 rd reservoir (2,400 af), however cost & environmental challenges must be overcome (geographic stability, raised flood plain, dam built on an in-line stream fishery)	Available water	Will need to develop new water sources in order to meet instream releases for Fish & Game.	The water supply can meet all current demands. Present information indicates that if the City succeeds in obtaining a permanent license to divert 3 cfs from the Noyo River, the water supply will be able to meet current demand projections at build-out. The status of water availability for the future redevelopment of the 450-acre former mill site property is unresolved at this time. These statements may be revised during the preparation of the Water System Management Plan.
Infrastructure				
13	64 miles A/C water, plant capability 1.2 MG/day, 62 miles of sewer line		53.4 miles	5.7 miles of raw water delivery lines. 28.4 miles of potable water distribution lines.
14	257 hydrants		225 hydrants	246 hydrants
15	413 af	3.0 MG	Water tanks-3MG, 1.5 MG, 130,000 G Wood-2 x 43,000 gallons Reservoirs- Centennial 0-60 years	6.6 MG
16	Water system developed in 1966			Some of the oldest parts (Newman Reservoir) date from the 1890s. Other major additions date from the late 1940s, the 1950s, 1960s and 1970s. Very little of the system is newer and almost no parts of the distribution system are less than 10 years old. The main raw water pipeline from Madsen Hole on the Noyo River was built about 1958. About 3,700 feet of that line will be reconstructed in 2003. Part of the Newman-Simpson pipeline was reconstructed in 1992, but other sections may be as old as 100 years.

Table 3. Summary of survey responses (*continued*)

	Brooktrails	Ukiah	Willits	Fort Bragg
17	Assessment is good, annual water seepage ~19% in 2002		The city inherited a depleted system in 1984. All the pipe had been installed in the 40s and 50s. Since that time we have replaced much of that line and the treatment plant, but we still have much to do.	It is an aging system, but age is not the only factor. Some sections of the system with PVC pipe installed in the 1960s and 1970s have an abnormally high number of leaks. For the last two years, the Public Works crew has repaired an average of one system leak per week in the distribution system. Periodic leak detection efforts always find new leaks.
18	R-1,482 C-6 T=1,488		R-1,830 C-296 I-20	R-2,285 I-17 C-361 A-22 T=2,675
19	Feb. 28, 2003 CA DHS issued a compliance order to the district prohibiting further connections beyond its existing 1,451, in March this was amended to 1,488	No	No	Yes. There are 3 moratoriums.
20	Metered	Water is metered and billed on cubic feet	Customer meters.	Raw water is metered at each source. Two meters are mechanical, one is magnetic. These meters are read monthly. Overall demand on the potable water supply is metered with a single magnetic meter. Readings are continuous. This is reported as “water production”. Distribution meters are all mechanical. All services are metered. Meters are read by “pencil & paper” method every 2 months.

Table 3. Summary of survey responses (*continued*)

	Brooktrails	Ukiah	Willits	Fort Bragg
Financial Considerations				
21	\$1.9 million	\$1.9 million	\$1.5 million	\$1.3 million
22	95% operational, 5% capital improvements and reserves		Admin.: \$596,655 Maintenance: \$277,850 Operations: \$321,795 Engineering: 25,000 Contingencies: \$15,000 Debt Service: \$264,485	Debt service: 32 % Operations & management: 63 % Other professional services: 3 % Capital expenditures: 2 %
23	User fees (consumption), water availability charges (blanket lien providing “special benefit”, sewer standby charges, water & sewer hookup fees, general fund ad valorem tax, fire fund special tax.	Sale of water	Total revenue \$1.7 million (\$1.6 million from user charges)	Total income: \$ 1,557,332 Water sales and fees: \$ 1,480,741 Use of money and property: \$56,000 Miscellaneous revenue: \$ 20,581
24	Impound water	Cost of production	N/A	The City of Fort Bragg does not pay for water per se. 55 % of Fort Bragg’s water comes from the Noyo River. The cost of this water is the annual pumping cost (electricity and other costs of operating the Madsen Hole pump station and pipeline). The other 45 % flows to the Water Treatment Plant by gravity. These sources were paid for at least 50 years ago. The only transmission costs are those of pipeline and intake maintenance.
25	4 tier fee structure based on consumption		\$2.30/100 cubic ft + meter charge	

Table 3. Summary of survey responses (*continued*)

	Brooktrails	Ukiah	Willits	Fort Bragg
26	Grants		None	<p>The City is using its own Water Enterprise Funds for the two current construction projects and for completion of watershed protection plans for our two secondary water supplies. The City has used pooled municipal bonds in the past. The City applied to DHS for a construction loan from the Drinking Water State Revolving Fund in November, 2000.</p> <p>The City has had success with a grant obtained under Title XVI (Reclamation Wastewater and Groundwater studies) of Public Law 102-575 (Reclamation Projects Authorization Act of 1992). The City is currently working with staff from the California Integrated Waste Management Board to develop a grant proposal for protection of one of our secondary water sources.</p>
Future Planning				
27	Specific Plan adopted in 1997		Willits Water System Master Plan (September, 1984), Water System Capacity Investigation (March 2003)	<p>The City of Fort Bragg has had a large number of planning and feasibility studies done in the struggle to develop a reliable water supply. In addition, several studies have been directed at protecting our smaller water supplies. Only the Fort Bragg-specific studies will be cited here. We assume the Mendocino County Water Authority already has copies of the regional studies. Our list of planning studies has been separated into categories by subject.</p>
28	Up to 4,000 single family residences		Develop sources to continue to serve the customers with high quality drinking water.	See response to question #2
29	Weaknesses is cost to develop 3 rd reservoir			<p>The strength of the City’s water system is that we have a very clear quantitative picture of the water resources available to the City both now and in the future. We also know what we need to do to maintain the system and to protect our water quality. There are two main weaknesses with the system. The first is endemic to all communities. The City does not have either the financial resources or staff to maintain the water collection and distribution system to the level needed. The second weakness is that the City is completely dependent on the quality of surface water collected from surface and shallow subsurface runoff in the Noyo River watershed. The City does not have the resources to monitor or mitigate the activities that impact our water supply.</p>

Table 3. Summary of survey responses (*continued*)

	Brooktrails	Ukiah	Willits	Fort Bragg
30	Access to State funding through various propositions, ex. Prop. 50		Find water sources for its citizens which live outside water district boundaries.	See Trends & Suggested Actions section.
31	Depends on whether the County wants to include Brooktrails Township CSD as a housing target. The BOS authorized 6,000+ lot subdivision with only 25% of the water known at the time of development.			The organization must be autonomous, open, accessible, and professional. The structure should promote and facilitate easy access to and sharing of information among agencies. The structure should also give staff the ability to provide assistance and support to regional issues in a timely manner. If those of us who are water managers need help, we will need it on a short time scale. Often we have 15 or 30 days to respond to some proposal or 6 weeks to develop a grant proposal. An effective MCWA response may be required in that time frame. MCWA should not seek to develop additional regulatory jurisdiction or requirements, but to assist existing regional water agencies to respond to service, operational and regulatory demands and to promote overall effectiveness and coordination in the delivery of water services.

Table 4. Summary of 2002 State Annual Water System Report responses

	Millview	Willow	Calpella	Redwood Valley	Caspar South
Manager	Timothy Bradley (millview@saber.net)	David Redding (WillowWater@pacific.net)	David Redding (WillowWater@pacific.net)	David Wallen (rvwaterdistrict@pacific.net)	Warren Wade (wwade@mcn.org)
Contact Info	3081 N. State St., Ukiah, 707-462-7992	707-462-2666	707-462-2666	PO Box 399, Redwood Valley 707-485-0697	PO Box 774, Mendocino, 707-964-6362
Physical location	2850 Redemeyer Rd., Ukiah		151 Laws Ave, Ukiah	8961 Colony Dr., Redwood Valley	14050 Pt. Cabrillo Dr., Mendocino
Population served	5,500	3,760		2,970	100
Rights & Capacities					
# & type of water sources	GW-18 SW-1 *	GW-5	GW-1	SW-1	GW-6
Annual water produced (MG)	GW-178.9 SW-323.11	385.1	9.6	244.5	4.5
Water purchased	0	0	26.1	0	0
Water sold	26.57	34.4	0	0	0
Infrastructure					
# & type of service connections	R-1239 C-162 I-17 P-27 O-2 T=1479 **	R-950 C-61 A-18 T=1029	153 connections	R-1109 C-23 T=1132	R-87
Future Planning					
Water system improvements	2002-well field rehabilitation 2003-600 MG storage, emergency standby generators, chlorination system	Retrofit of a well, 120% increase over old diesel motor		2002-standby generator, rehab of #2 clarifier, surge tank, 2003-installation of solar powered aerators	2003-100,000 gallon storage tank

Table 4. Summary of 2002 State Annual Water System Report responses (*continued*)

	Millview	Willow	Calpella	Redwood Valley	Caspar South
User Feedback					
# & type of problems	29 connection breaks/leaks, 3 main breaks/leaks	7 connection breaks/leaks, 5 main breaks/leaks		21 connection breaks/leaks	
# & type of complaints	2 taste/odor, 4 turbidity, 2 pressure	0	2 color/taste	10 taste/odor	0

* GW=groundwater, SW=surface water

** R=residential, C=commercial, I=industrial, P=public authority, A=agriculture, O=other, T=total active connections

Interview Information

The interviews were intended to elicit information about each district's water users and the most prevalent issues that they face, areas that need improvement, and general feelings about the county water agency. A total of 12 water district superintendents and water company managers were interviewed, representing 14 water districts. Five of the superintendents/managers were located in the Mendocino Coast region, three were located in the Inland-North County region (Eel River drainage), and seven were interviewed in the Inland-South County region (Russian River drainage).

Trends & Suggested Actions

It is clear that the districts represent many different needs and visions of water management within the county, however there are some common areas of concern that Table 5 highlights. First, the need for a stable water supply for current and future populations is a major issue, with 62% of the district representatives citing it as one of the top water user concerns. Water rates and water quality are also important concerns that were mentioned often. Not surprisingly, lack of secure water rights was a common limitation identified by districts. Brooktrails, Redwood Valley, Fort Bragg, Willow and Calpella water districts are all currently under moratoriums limiting additional water hookups.

Additionally, lack of funding sources and aging or inadequate infrastructure were also commonly cited. As one survey respondent noted, "There are two main weaknesses with the system. The first is endemic to all communities. The City does not have either the financial resources or staff to maintain the water collection and distribution system to the level needed." Interestingly, several district representatives mentioned the lack of clear policy or regulatory guidelines at the county level, as a limitation to their district. This presents a direct area of action for MCWA.

Questions regarding the future of water management in the county brought to the fore several potential organizational structures. A majority of interview respondents (54%) indicated a preference for a central agency with varied levels of control from a relatively hands-off source of information, expertise, and guidance, to a stronger entity taking the lead in water development and management throughout the county. Finally, 56% preferred MCWA taking a limited role, while 33% preferred MCWA taking a lead role in the future of water management.

Discussions with the water district representatives elucidated a common frustration with the myriad of uncertainties involved with water supply in the county. As one respondent said, "We are in a sea of uncertainty. These uncertainties stem from a variety of sources including increasing regulatory requirements, changing definitions of water rights, and growing populations. There are so many regulations now, and so many things we have to test for, that the cost of running a water district has almost doubled in the past 6 years...San Francisco/Santa Rosa can spread out the cost of improvements...smaller agencies can't." Several respondents mentioned that this was an area where a central agency could help districts, "We need some kind of entity to coordinate bond issues and assist districts to get money for upkeep and to keep up with regulatory requirements. Most of the districts are so small that they can't spread costs over a large consumer base. The kind of role the county water agency could have

Table 5. Summary of interview responses.

Category and Questions	Number of water districts that gave this response (could choose more than one response to a question)	Percentage of water districts that gave this response (does not include non-responses)
Water uses		
Municipal	2	12.5%
Commercial	2	12.5%
Agricultural	2	12.5%
Residential	10	62.5%
Water Rights		
Nov-June water permit (from the Russian River)	4	20%
July-Oct water permit (from the Russian River)	2	10%
Water rights held by RRFC	4	20%
Groundwater permit	5	25%
Year-round water right (not from the Russian River)	4	20%
Undeveloped water right	1	5%
Water Supply Concerns		
Water supply	8	62%
Water rates	3	23%
Water quality	2	15%
District Limitations		
Lack of secure water right	7	20.5%
Aging infrastructure	7	20.5%
Lack of funding	8	23.5%
Small customer base	3	9%
Unaccounted for water loss	1	3%
Growth moratorium	5	15%
Lack of clear regulatory/policy guidelines	3	9%
Vision for County Water Resource Management		
Status quo	2	15%
JPA framework	3	23%
Unidentified cooperative structure	1	8%
Central agency to assist districts	2	15%
Central agency leading water management	5	39%
Role of MCWA		
No role	1	11%
Limited role	5	56%
Lead role	3	33%

includes providing representation for funds through Prop. 50 and waterbonds.” Other suggestions for the tasks of a central agency included:

- Build and maintain a communications and cooperation network among water professionals in the county.
- Serve as a clearinghouse and information center or central library for people who manage public water systems or land.
- Develop new sources of water for the county, engage in governmental lobbying, and protect Mendocino Co. interests.
- Track grants and communicate with groups who might benefit from them. Assist in preparation and participate in the grant if appropriate.
- Find water sources for its citizens that live outside water district boundaries.
- Streamline regulatory requirements and assist existing regional water agencies to respond to service, operational and regulatory demands and to promote overall effectiveness and coordination in the delivery of water services.
- Enable resource sharing between districts (staff and equipment).
- Provide water treatment and wastewater treatment facilities.

- Maintain an up-to-date Geographic Information System (GIS) covering:
 - All watersheds in the county that are used as water supplies.
 - The usual topography, soils, vegetation, & erodibility layers.
 - Grazing areas and animal density.
 - Composites of Timber Harvest Plans (THP) and other land disturbing activities.
 - A series of “Cumulative Effects” overlays with composites for roads and their condition, known dump sites, large scale septic systems, places where chemicals are used, etc.
 - Water quality and quantity data.
- Maintain contact and interchange information with other GIS-users.
- Review and classify all THPs, other land disturbing activities requiring permits, and pesticide use permits. Notify water system managers when something is proposed in their areas of interest and assist in providing comments as needed and appropriate.
- Maintain a library of well logs for all wells in the county. Develop one or more GIS overlays with these data.
- Develop well and septic system maps for each heavily populated area in the county lacking developed sewer systems. Build a set of GIS overlays addressing this theme. The coastal marine terraces are a good place to start.
- Work as a team with public water system managers and others to provide both data and ideas when informed comments are needed in a short time.

While there are many advantageous services that a central agency could provide to the districts, there are also many concerns and fears associated with an expanded role for the county water agency. One respondent noted that “MCWA has been asleep for 50 years and all of a sudden it wants to wake up and pick up this big of a problem, they don’t know the situation.” Another said, “I could see a large agency becoming the pawn

of larger interests, benefiting the wealthy/powerful at the expense of the smaller forces.” These fears must be respected and addressed in determining the future role of the county water agency.

MCWA Board of Directors

In addition to surveying and interviewing the individual water service providers in the County we conducted individual interviews with the MCWA Board of Directors. These interviews lasted approximately one to one and one-half hours with six questions explored:

- What is your preferred structure or vision for water resource management in the county;
- What do you see as obstacles to this vision or sources of tension;
- Describe your constituency;
- What opportunities does the resolution (03-032) creating a stronger MCWA represent for you and your constituents;
- What are the implications of the recent Board decisions to consider revising/withdrawing from the JPA with the IWPC; and
- What are your expectations for this project/review?

It is important to point out that the directors’ participation in these interviews served as a first step for each of them to explore their thoughts and ideas with the project team. As such, we view their responses as the first installment of an ongoing discussion between the project team, directors, and county water users regarding the future role of MCWA. We have summarized these responses under three broad categories: Vision for MCWA role; Needs for realizing and barriers to the Vision; and Situation summary expectations.

Vision for MCWA

In describing their vision for the Agency, directors used a number of metaphors and analogies. These visions ranged from a “father-figure” to an “uncle-figure” to the “hub and spokes of a wheel.” In using these metaphors and analogies, the directors presented similarities and differences in the structure and approach to water resource management for the Agency.

Consistently, the directors identified the need for centralization or consolidation of services within the County because the smaller water districts often lack the resources and staff to address their respective needs. Repeatedly identified services that the Agency could provide through consolidation were outreach and education, science and technical assistance, and pursuit of grant funds and sources of financial assistance. This centralized or consolidated role would also provide a county-wide identity to agencies and organizations outside of the County.

An additional vision the directors consistently saw for the Agency was as arbitrator of disputes over water resources or alternatively as the broker of agreements between the respective county water districts. In describing this centralized or consolidated role, the directors similarly voiced that the Agency will need to go slow and evolve into that role, in order to gain the trust and credibility of the local county water

districts. Several directors see that trust building as a result of Agency actions and demonstrated commitment to effective water resource management.

Differences in the directors' vision for the Agency centered about the semantics of authority and the issue of water rights and development. Differences over what level of authority the Agency should have focused on the contrast between consolidation and centralization of services. In some cases, these two modes were used synonymously but in others the differences between consolidation and centralization were made explicit. We will explore these differences and their implications in Project Component B as alternatives for Agency organizational structure are developed.

With regard to water rights, there were not necessarily differences in the directors' vision for the Agency as there was recognition that individual water district rights needed to be respected as the Agency develops additional water for the county.

Needs for Realizing and Barriers to the Vision

The first and most consistently mentioned barrier for the Agency was a source of secure funding. County general funds have been allocated to hire the Agency general manager. This use of general funds is viewed as temporary with the intent that the Agency will develop a revenue stream of sufficient size to become self-supporting. Combined with this need for Agency funding is recognition that the diverse services and functions that could be appropriate for the Agency to take on require a respective level of financial support. The Agency most likely will not be able to do these multiple functions simultaneously and will therefore need to prioritize services and the funding needed to implement them.

Politically, the directors identified the ongoing differences of opinion and legal disputes between individual county water districts as a significant barrier to their Agency vision. These observations are tied closely to the concerns about the level of authority and water rights the Agency will have in contrast to the local authority held by individual county water districts. The underlying question being explored is whether water resource management is better served in the County by the local water service providers or by a consolidated organization. Responses from the directors support the exploration of a combination of the two to capitalize on the merits and reduce the drawbacks of each.

The principle hydrological barrier to the Agency vision is a lack of understanding about the amount of available water within the three basins and the amount being used. Unresolved components of this barrier include the differentiation between surface, ground, and under flow water extractions. In addition, water use is not metered in many cases leaving county water districts guessing about the amount of water provided in comparison to the amount held through water rights.

Situation Summary Expectations

In general, the directors expressed their hopes that this situation analysis will offer a process through which, a commonly held Agency mission and the steps and resources required to put that mission into effect can be identified. Directors asked that the project team be honest and direct but also to provide solutions not simply critique. In this capacity, the directors want the project team to serve as a source of science and research and provide them with a structure through which they can productively explore the

options for water resource management within the County. Products hoped for from the project include a listing of the pros and cons for the different options, a preferred option, and an explanation for why it is preferable. In addition, several directors identified the importance of this project in providing constituents with the information to understand the issues and the steps being taken to restructure the Agency.

DEVELOPMENT OF ALTERNATIVE ROLES AND APPROACHES

Introduction

What are the water resource management expectations of the County by residents in the three respective basins that divide the county? Should the County and MCWA focus solely on the service of providing water for domestic, agricultural, and commercial purposes, or do issues of instream habitat and water quality appropriately fall within its purview and responsibilities? What should the agency's role be in the development, management, and financing of new and additional water resources? Is there a role that the agency should play in support of either some or all of the other water agencies in the County? What are the benefits to being an agency with county-wide independent authority, and what are alternative structures of governance? The first step in answering these questions is to develop a list of alternative roles and approaches for the Agency.

We generated this list through an IF:THEN approach to generate alternative organizational structures, as well as their implications that County will use in determining its water resource management role. These alternatives are the IF components of the IF:THEN scenarios. They are considered the functions that the agency could implement.

Methods

The purpose of the situational analysis is to use strategic (Barry, 1997) and participatory (Chambers, 2002) planning to restructure the MCWA so that it will serve a county-wide leadership role in water resource management and better serve the needs of Mendocino County residents. Accordingly, Component B examined alternative MCWA roles and approaches specifically looking at the types of services it should offer. Public workshops and a survey with multiple delivery methods were used to collect information and prioritize these possible services. It is important to point out, that in the same way that the information collected in Study Component A was a picture at one point in time, so is the information collected through Study Component B survey and workshops. As county residents, staff, and officials gather more information about and give further consideration to water resource management their opinions and priorities will likely evolve.

Survey Design and Implementation

The three survey delivery methods included a group-administered survey at each of the eleven public workshops, a web-based survey and a traditional self-administered mailed survey. The survey was designed using methods outlined in *Mail and Internet Surveys: The Tailor Design Method* (Dillman, 1999). A copy of the survey used for the group and self-administered methods is included as Appendix E in this report. The web-based survey was identical to the paper-based version with slight modifications to allow for digital data entry. Copies of the survey were mailed to 1,456 County residents in addition to 25 subsequent phone inquires.

The survey contained six sections: 1) Respondents' demographic information; 2) Questions to determine agreement with the Board of Supervisors' Vision for the types of services that the MCWA should offer; 3) Questions that considered common services

offered by other county water agencies in California; 4) Questions that considered services identified through Component A's survey of local water districts and municipalities on the types of services that the MCWA should offer; 5) An open-ended question that allowed participants/respondents to write in their own preferred services; and 6) An open-ended question for participants to evaluate the public workshops and survey.

Demographic information on participants was collected to account for factors that may influence or be associated with participant responses. Questions 1 through 6 collected this demographic information and for our analysis this information became the covariates or descriptor variables. Included were supervisor district, occupation, years living in Mendocino County, watershed basin of residence (Russian, Eel, or Coastal), if Coastal Basin was indicated name of major river was requested, and source of water (district, own source or both).

For each of the questions concerning suggested services the questionnaire was designed to direct respondents to reflect on the general importance of each individual service. Respondents could choose *Not important*, *Somewhat important*, or *Very important*. Questions 7, 9, and 11 followed this format. Immediately following these questions, respondents were asked to rank or prioritize services within each section. Respondents conducted prioritization with a determined number of selections based on N/3 (N = the number of services listed) methodology (Interaction Associates, 1997). The N/3 method generates a numerical scale with the smaller number representing the most important and the largest number representing the least important service that MCWA should provide. For example if there were 12 services listed, respondents were told to rank their top 4 services with 1 being most important and 4 being least important ($12/3 = 4$). The end result is a general grouping of services into three broad groups of high medium and low preference. Questions 8, 10 and 12 followed this format. Question 13 was an open-ended question that allowed respondents to write in their own desired services.

Questions 7 & 8 were developed from Component A's interviews with the Board of Directors and were more visionary than specific in terms of services. Our purpose was to see how closely respondents agreed with their elected officials with regard to the general role the MCWA should play in water policy.

Questions 9 & 10 were developed from a survey of common services offered throughout the state by different county water agencies. While the choices were more specific, in terms of services than the BOD's vision, these services were more general and perhaps less applicable to Mendocino County needs (For example many water agencies offer wastewater treatment or recreational access and might not be concerned with environmental issues). The idea behind this section of the survey was to expose survey respondents to and have them consider typical services provided by California county water agencies of which they might not be aware.

Questions 11 & 12 were developed from Component A's interviews and survey with local water districts and municipalities in Mendocino County on services they'd like to see provided by a restructured MCWA. These services were very specific since they came from some of the potential clientele or sister agencies with which MCWA may cooperate and partner.

The survey is laid out from the descriptions above in a layered strategy. Questions went from general to the more specific and were designed to get respondents to think

about the importance of individual services before they were asked to rank groups of services. By providing an open-ended question, in question 13, respondents were able to list services that they felt the survey did not address.

Question 14 provided an open-ended question that asked respondents to give feedback regarding the survey and the workshop format so that the study team could learn and improve the process. This question also allowed for documentation of additional comments in the participatory strategic planning process to redirect MCWA.

Workshop Schedule, Notification, and Format

Schedule

A total of 11 workshops were scheduled through the county from July 21 to August 19, 2003 (Table 1). The criteria applied in selecting workshop location included: One workshop in each Supervisor District; One workshop in each of the three hydrologic basins; and Approximately 30 minutes of driving time for potential participants. All workshops were held in the evenings generally from 7:00 to 9:00 pm. The intent of these criteria and scheduling was to provide as many opportunities to attend the workshops as possible.

Table 6: Workshop schedule.

Date	Location (number attending)
7/21	Point Arena High School (19)
7/22	Boonville Fairgrounds (10)
7/23	Hopland Elementary School (5)
8/4	Mendocino County Board Room, Ukiah (21)
8/5	Fort Bragg Town Hall (13)
8/6	Willits City Hall (11)
8/11	Round Valley Health Center (18)
8/12	Laytonville Fire Hall (11)
8/13	Potter Valley High School (10)
8/14	Redwood Valley, Eagle Peak Middle School (8)
8/19	Gualala River Watershed Council, Gualala (23)

Notification

Notification of the workshops was done through a press release to media within Mendocino County including 17 newspapers and 5 radio stations. The workshop schedule was subsequently printed in four newspapers. Additionally, three articles mentioned the ongoing study and contact information for interested parties that wished to participate. We also paid for an advertisement in the Ukiah Daily Journal listing the workshop dates/locations and contracted with MCCT-TV Public Access Production to tape and broadcast the Fort Bragg Workshop.

To broaden the coverage and take advantage of electronic postings, we also mailed or faxed information to 24 special interest groups and nearly 80 individuals on the Water Agency's contact list. To our knowledge, this resulted in 5 electronic postings and inclusion in two newsletters. Workshop flyers were mailed to over 972 county residents. We also sent the press release and workshop schedule to County Department Heads and the City Managers of Ukiah, Fort Bragg, Willits and Point Arena to share with their staff and families. In addition, the workshop schedule was distributed through two county-wide electronic mail distribution lists reaching over 500 people. Flyers were also faxed or mailed to local groups within the county including: the Farm Bureau, 4H Club members, Water District Supervisors, 4 the Sake of Salmon, the Russian River Watershed Council, Friends of the Eel River, the Gualala Watershed Council, the Ukiah Environmental Center, Mendocino Coast Environmental Center, the Economic Development Council, tribal contacts, the Albion River Watershed Protection Association, the Audubon Society, the Conservation Alliance, Friends of the Garcia, EarthFirst!, and many others. Lastly, the workshop flyer was posted to the UCCE Mendocino County web site, which is linked to many county and local web sites.

Format

The workshops were formatted to provide participants with the background information and purpose of the MCWA and to collect input on the services or the "IFs" for the MCWA. Workshop content, format, and slideshow were developed iteratively. Two trial runs of the workshop were conducted with small focus groups to identify gaps, improve content, and increase participant input. The slide show presentation used at each workshop is included as Appendix F.

Each workshop was two hours in length. The first 30 minutes of each meeting provided those in attendance with an overview of Mendocino County Resolution Number 03-032 passed in February 2003 directing the Agency "to assume a leadership role in addressing water related matters in Mendocino County." In addition, participants had the opportunity to ask questions of MCWA General Manager Roland Sanford and respective MCWA BOD members regarding the resolution. This background was important to provide because it was the first time many county residents had learned about the effort of the BOD to hire Mr. Sanford and direct MCWA to take on a county-wide leadership role in water resource management. In addition, this overview provided an important context for conducting the Component B Survey during the remaining time of each workshop. Specifically, the introduction and background directed participants to complete the survey focused on what county-wide water resource management services are needed and which one MCWA could best provide.

Following the background section, participants spent thirty minutes completing the survey. This included submitting initial responses to survey questions 8, 10, and 12. These responses were compiled and shared during each workshop. The resulting preferred services were used to generate conversation. The last hour of the workshop was devoted to facilitating that discussion of the services provided in the survey and soliciting participant explanations and reasons for specific service preferences.

The respective MCWA Director for each workshop was in attendance. This participation and access was greatly appreciated by workshop participants. Specifically, participants felt that access to the BOD member was "access to the decision makers" and

an opportunity to “influence the process.” The participation also demonstrated their support for Resolution 03-032 and the MCWA county-wide leadership role. Lastly, their comments and responses to participant questions carried forward the unified concern that the BOD has for the management of water resources in Mendocino County.

Results and Discussion

Survey Response and Respondent Demographics

A total of 303 surveys were received through the workshops, web site, and mailings. Of these, 25 surveys were either incomplete or incorrectly completed. Where information was provided on a survey it was included in the results. Responses were omitted from analysis for those questions left blank or incorrectly completed. The result is a reduced sample size for those respective questions.

Survey respondents represented a broad cross section of Mendocino County (Table 2). The greatest number of respondents live in Supervisor District 5 followed by Districts 1, 3, 2, and 4 in that order. Approximately 40 % of the respondents live in the Russian River basin followed by 37 % in the Coastal Basin and 23 % in the Eel River Basin.

Table 7: Distribution of survey respondents by Mendocino County supervisor district and hydrologic basin.

Group Category	Number of Respondents	*Population
Supervisor District		
1	72	17,658
2	24	17,591
3	68	18,022
4	22	16,545
5	111	16,449
Hydrologic Basin		
Coastal	112	25,610
Eel River	70	19,124
Russian River	121	40,347

Notes

*2000 Census

The duration respondents have lived in Mendocino County ranges from 0.5 to 88 years with an average of 28 years. The median duration, or duration that 50 % of the respondents have lived longer than and 50 % have lived less than, is 25 years.

With regard to occupation, respondents represented diverse employment and job titles with over 40 different occupations listed. These responses were grouped into 15 general categories (Table 3). The greatest portion of respondents was retired, with one out of every five participants indicating retired as their employment status. Another 14% of the respondents worked in the agricultural sector.

Table 8: Frequency with which survey respondents identified themselves according to general occupational groups.

Occupational Groups	Number of Survey Respondents
Retired	61
Agriculture	43
Law/Business	26
Self-employed/Contractor	24
Education	16
Water District/Water Co. employee	12
Architect/Engineer	11
Forester	10
Construction/Carpentry	9
Restoration planning/implementation	8
Scientist	8
Politician	5
Homemaker	3
Journalist	3
Other (Artist, Physician, Governmental employee, etc.)	35

In terms of source of water accessed, respondents were asked to identify if the water they used was supplied through a local district or municipality, their own well or water source, or both. Of the responses to the question, 167 have their own source, followed by 78 who receive water from a district, and 54 that receive water from both water sources.

Preferred and Nonpreferred Services

Services from Board of Director’s Vision

There were five services mutually identified by MCWA Board of Directors during their respective individual interviews. Respondent designations of these services as very important are inversely related to their corresponding designations of these services as somewhat or not important (Figure 1a). The result is the visibly noticeable increase in the number of somewhat and not important designations as the number of

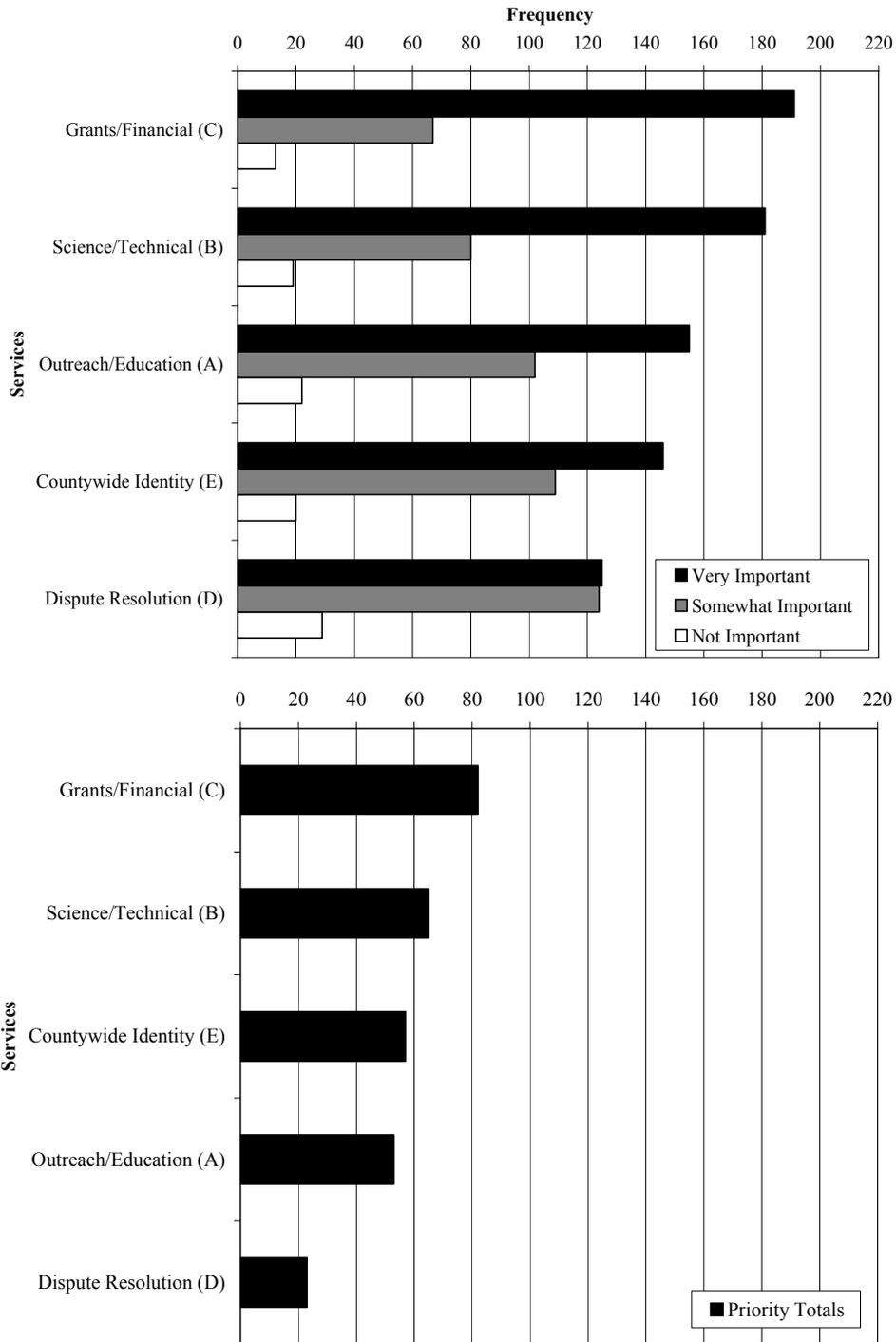
very important designation decreases. Survey responses showed that the greatest importance is placed on grants and financial assistance along with science and technical assistance. In both cases, over 180 respondents indicated that these services are very important. These are followed closely by outreach and education and providing a county-wide identity to outside agencies. Dispute resolution was of lesser importance for survey respondents. However, a combined 240 respondents designated the service as either very important or somewhat.

In terms of priorities, respondents indicated that pursuit of grants and other sources of financial assistance was their highest preference (Figure 1b and Table 9 in Appendix G). This is followed closely by science and technical assistance, which received the greatest number of selections among the five services for priority ranking number two. Results indicate that providing a county-wide identity to outside agencies and providing outreach and education are closely matched as the third and fourth preferences, respectively. Respondents consistently selected dispute resolution as the fifth service of choice among the selections possible.

With regard to financial assistance, respondents indicated that the lack of funding for infrastructure and maintenance projects, watershed and habitat studies, and restoration was the biggest hurdle to implementation. There is the perception that sources of state and federal funds are available but go unexplored. In many cases, respondents indicated that in their day to day activities they do not have the time to follow grants and other funding opportunities.

Science and technical assistance was important to participants for several reasons. They placed a high value on making policy and program decisions based on sound and sufficient scientific information. In many of the workshops and on many of the submitted surveys, participants highlighted the close link between science and technical assistance and outreach and education. One common perspective was that the science and technical information is the content for the information shared through outreach and education.

Participant comments regarding dispute resolution indicated that such a service would be beneficial but the other services were of higher priority in the near future. In addition, several comments indicated a belief that delivering many of the higher priority services would provide the information and structure to avoid or resolve disputes and conflicts. Many workshop participants also echoed this sentiment that the services were interconnected and made prioritization difficult; one respondent likened it to choosing between children.



Figures 1a, b: Frequency of responses indicating: a) level of importance (upper) and b) priority totals (lower) for services of identified through the Mendocino County Water Agency Board of Directors vision for the Agency

Services Provided by Other Water Agencies

Responses for the levels of importance of services provided by other California county water agencies showed consistent patterns for the very, somewhat, and not important designations (Figure 2a). As the number of very important designations went down, the number of somewhat and not important designations increased. Water conservation, increasing water supply, watershed and aquatic habitat protection, local entity coordination, and county representation were identified as very important by 140 or more respondents. This group was followed by a group that included assistance to local entities, assistance with agricultural interests, and wastewater treatment all which received above or nearly 140 very important designations and substantially more somewhat important designations than the first group of services. The last group included flood control, resource sharing, sale and purchase of water, and recreation, each with over 100 respondent designations as not important.

Prioritization of these same services indicated that there was a strong preference for water conservation and the promotion of efficient water use (Figure 2b and Table 10 in Appendix G). These services were followed by a group including: Water supply, or the planning, construction, operation and maintenance of supply facilities; Watershed and aquatic habitat protection; and Coordination of local entities through the development and implementation of water policy and long-term water supply plans. County representation to State, Federal, and out-of-region interests was identified next in terms of preference. These five services can be grouped together as services of highest preference for MCWA to provide. The group of medium preference services includes assistance to local entities through technical, legal, and financial support, assistance on agricultural issues through representation and support for agricultural water interests on county, state, and federal scales, and wastewater treatment through county assumption of sanitation zones and districts. The group of lowest preference or priority includes flood control, sharing resources, sale and purchase of water, and recreation in that order.

To get a sense of the strength of opinions, it is useful to examine the number of times certain services are ranked number one by respondents. While water conservation was the service most often ranked in the top four choices of respondents, water supply was actually ranked *number one* the most frequently. Watershed/aquatic habitat protection was ranked number one the second most frequently and water conservation was ranked number one the third most frequently. This indicates that respondents who choose water supply or watershed/aquatic habitat felt very strongly about those services; however, more people felt somewhat strongly about water conservation.

It should be noted that personal interpretations of these services varied, as was clear in the workshop discussions. For instance, water supply was ranked relatively high; however, when discussing what people meant when they selected “water supply,” responses ranged from supply to meet the demands of a growing population, to supply to meet the demands of the existing population, to supply for fish populations and environmental quality. Water conservation was another service of particularly high priority for most respondents with a diverse array of implementation ideas including: repairing aging pipes and water infrastructure to reduce leakage; re-charging groundwater through seepage ponds; increasing groundwater infiltration through permeable pavement

and vegetated swales in large paved areas; installing low-flush toilets and gray water systems; and finding beneficial uses for wastewater.

The five services in the high preference group demonstrate a commonly expressed relationship by participants between water availability for all desired uses and effective water resource management. Implementing water conservation measures for all uses was identified as a crucial and logical first step to assuring water availability for agriculture, domestic, commercial, and ecosystem needs. The equal prioritization of increasing county water supply and protecting its watersheds and aquatic habitat are illustrative of the high value and integrative view that is held for these two services. Many times respondents voiced appreciation for the studies and projects, such as the survey of county roads, that MCWA is currently conducting as examples of the types of watershed and aquatic habitat protection efforts they would like to see continue or expanded.

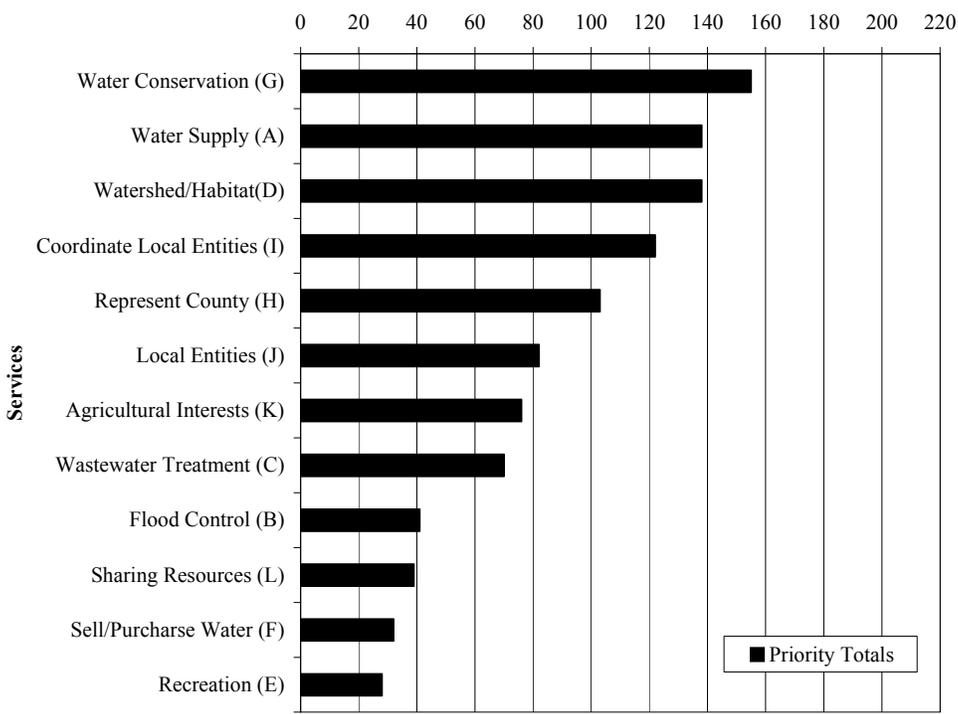
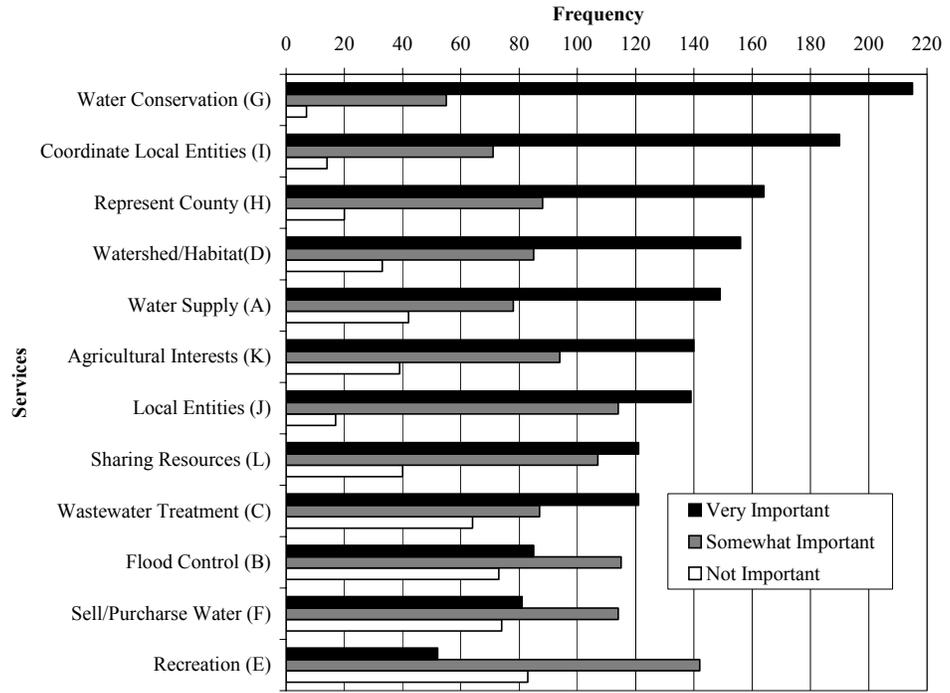
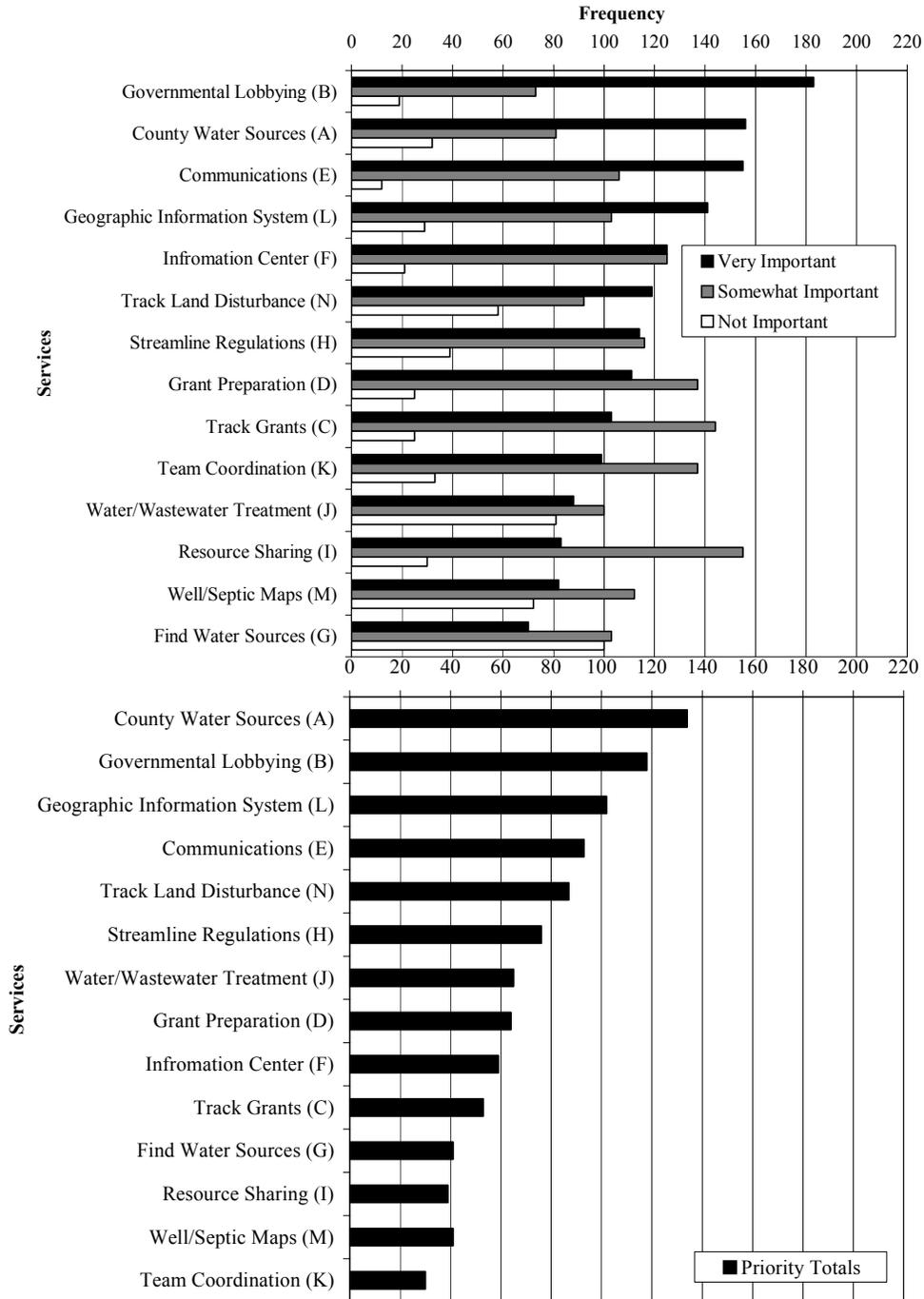


Figure 2a and b: Frequency of responses indicating: a) level of importance (upper); and b) priority totals (lower) for services typically performed by other California county water agencies.

Services of Interest to Local Districts and Municipalities

Respondents' designations of importance levels for services of interest to local water districts and municipalities were not as consistent as with the previous two service lists but patterns were still evident (Figure 3a). Of the fourteen services considered, four were designated by over 140 respondents as very important including: Develop new sources of water for the county; Engage in governmental lobbying; Maintain an up-to-date geographic information systems (GIS) that shows all county watersheds used as water supplies and their closeness to potentially impacting activities; and Build and maintain a communications and cooperation network among county water professionals. The remaining services in order of greatest to least number of designations as very important include: Track land disturbing activities requiring permits and pesticide use permits; Streamline regulatory requirements and assist water districts and municipalities to respond to service, operational, and regulatory demands; Assist in grant preparation; Track grants; Offer team coordination with existing public water system managers to respond to water issues when response time is short; Provide water treatment and wastewater treatment facilities; Enable resource sharing between local districts and municipalities; Develop well and septic system maps for areas not served by developed sewer systems; and Find water sources for citizens that live outside local water district and municipality boundaries.

The high preference group from this list of services includes: Develop new sources of water for the county; Engage in governmental lobbying to protect county interests; Maintain an up-to-date GIS that shows all county watersheds used as water supplies and their closeness to potentially impacting activities; and Build and maintain a communications and cooperation network among county water professionals (Figure 3b and Table 11 in Appendix G). The medium preference group of services includes: Track land disturbing activities; Streamline regulatory requirements; Provide water and wastewater treatment; and Assist in grant preparation and participate in grant if appropriate. Serving as a clearing house and information center for people who manage public water systems or land could be considered in either the medium or low preference group of services according to its prioritization value. In the low preference group of services are: Track grants; Find water sources for citizens that live outside water districts and municipality boundaries; Develop well and septic system maps; Enable resource sharing between districts and municipalities; and Offer team coordination.



Figures 3a and b: Frequency of responses indicating: a) level of importance (upper); and b) priority totals (lower) for services of interest to local water districts and municipalities.

Influencing Factors

The priority totals for the study provide an indication of the services of preference for the county as a whole but there are differences in these priorities based on respondents demographics that should be considered. To do this assessment we separated participants' responses based on several potential influencing factors including years residing in county, hydrologic basin, supervisor district, water source, and survey submittal method. Due to the high diversity in the occupations that respondents reported, it was difficult to see any trends in the data when broken down into occupational areas (which could also be seen as biased depending on the grouping method), and thus occupation was not used in the analysis of influencing factors. The following sections provide the results from the comparison of the priority totals with the priority totals for each factor and categories within each factor.

Basin

We utilized three categories for the factor "basin" based on hydrological areas. They are the Russian River, Eel River, and Coastal basins. The Coastal basin actually includes several river basins including the Gualala, the Albion, the Navarro, and the Big Rivers, among others. By separating the responses into categories, we begin to see that services are ranked differently within each basin when compared to each other and the priority totals. Particularly, the Russian River basin and the Coastal basin show some marked differences. However, the top groupings are similar across all three basin categories.

Looking at the MCWA BOD services, all three basins prioritized pursue grants as their service of preference in agreement with the priority totals (Table 12 in Appendix G). Results for the second preference are more varied with the coastal basin agreeing with the priority totals for the provision of science and technical assistance compared with provide county identity for both the Eel and Russian River Basins. Dispute resolution is consistently ranked the last priority for all three basins and is in agreement with the priority totals.

Among the services provided by other agencies, water conservation, water supply, watershed/aquatic habitat restoration, and coordinate local entities are ranked as the top four services by the priority totals (Table 13 in Appendix G). The top four priority services for the Eel River Basin match this grouping. In the Coastal basin, water supply is replaced by represent the county. In the Russian River basin, watershed/aquatic habitat restoration is replaced by represent the county. It is also interesting to note that agricultural interests get a relatively high ranking in the Russian River basin and a relatively low ranking in the Coastal basin.

For the group of services listed by local districts and municipalities, the priority totals and individual basin rankings of the top four services demonstrated some clear differences (Table 14 in Appendix G). The Eel River Basin results agree with the priority totals in ranking the following services as the top four: develop new sources of water for the county; engage in governmental lobbying to protect county interests; maintain an up-to-date GIS that shows all the watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems, and

chemical/use sites; and build and maintain communications and cooperation network among water professionals in the county. In the Coastal basin, the second priority is track land disturbing activities requiring permits and pesticide use permits and notify water system managers when something is proposed in their areas. In addition, develop new sources of water is tied as the fourth priority with build and maintain communications. In the Russian River basin, maintain an up-to-date GIS was replaced by build and maintain communications and cooperation network among water professionals in the county in the top four services.

Supervisor District

There are five categories for the factor “supervisor district,” they are: 1-Delbar, 2-Shoemaker, 3-Wagenet, 4-Campbell, and 5-Colfax (Table 15). As would be expected from county geography, District 1 and 2 respondents reside in the Russian River Basin. Similarly, District 3 respondents reside primarily in the Eel River Basin and District 4 respondents are principally residents in the Coastal Basin. District 5 respondents are more widely distributed among the Coastal and Russian River Basins than those from the other Districts. From a basin perspective, the Russian River Basin respondents more evenly represent the five Districts than in the other basins. In addition, the Coastal and Eel River Basins have respondents that are principally from District 4 and 5 and District 3, respectively. In the cases where there is district overlap with a basin, the influence that each has on prioritized services will be difficult to separate.

Table 15: Distribution of survey respondents by hydrologic basin and supervisor district. Number in parenthesis is the total of survey participants per factor. There were six participants that did not identify both district and basin.

Basin	District				
	1 (72)	2 (24)	3 (68)	4 (22)	5 (111)
Coastal (112)*			3	21	84
Eel River (70)	4	1	63	1	1
Russian River (121)	68	23	2	0	26

Notes:

*Four Coastal Basin respondents left the supervisory district question blank on their survey resulting in a total of 112 Coastal Basin respondents.

In general, the differences amongst supervisor district categories and between supervisor districts and the priority totals were less consistent than those found amongst and between basin categories. However, there are some interesting points to note. With regard to MCWA BOD vision services, results from Districts 1, 3, 4, and 5 agreed with the priority totals that showed pursue grants and financial assistance as the first priority service (Table 16 in Appendix G). District 2 results showed that science and technical assistance and county-wide identity were both ranked as the services of preference. In

District 5, science and technical assistance was ranked with financial assistance as the first priorities.

Among the services provided by other agencies, results from each District varied from the top four services indicated by the priority totals (Table 16 in Appendix G). In District 1 represent the county replaces watershed/aquatic habitat restoration. Water conservation and represent the county were ranked equally as the second priority in District 2. In District 3, assist local entities replaced watershed and habitat protection. For District 4, assist local entities was ranked as the number one priority and water supply was dropped from the top four services. In addition, watershed and habitat protection and coordinate local entities were both ranked as the number three priority and represent county was added as the number four priority. Lastly, in District 5 water supply and coordinate local entities were both ranked number three and represent county was added as number four.

Among the services of interest to local districts and municipalities results from each District varied from the top four services indicated by the priority totals (Table 18 in Appendix G). District 1 results show that streamline regulatory requirements replaced maintain a geographic information system. In District 2, engage in governmental lobbying and maintain a geographic information system were both ranked as the number two priority and assist in grant preparation was added as the fourth priority. Develop new water sources and engage in governmental lobbying were both ranked as the top priority and maintain a geographic information system and streamline regulatory requirements were both ranked as the number two priority in District 3. In addition, track land disturbing activities was added to the top four priorities. Results from District 4 show that assist in grant preparation was the third priority, engage in governmental lobbying was dropped, and several services including maintain a geographic information system, serve as a clearing house, and track grants were all ranked as the fourth priority. In District 5, track land disturbing activities was added to the list of top four priorities and was ranked the top priority along with maintain a geographic information system.

Water Source

There are three categories for the variable “water source,” they are: your own, water district, or both. The “your own” water source category could include a groundwater well, a subsurface flow well, a riparian right, or an appropriative right. The “water district” category could include community service districts, irrigation districts, or county water districts. The “both” category could include any combination of the other two water source categories.

In analyzing the similarities and differences among these categories and in comparison to the priority totals, water source did not prove to be a particularly illuminating factor (Tables 19, 20, and 21 in Appendix G). However, the “both” sources category was less matched to the general priority totals than the other two water source groups. Regarding services identified through MCWA BOD vision all three groups identified pursue grants as their service of preference similarly to the priority totals (Table 19 in Appendix G).

Respondents from all three water source categories had the same top four service preferences with the exception of the “both” category for services provided by other

county water agencies (Table 20 in Appendix G). In the “both” water source category, represent county and assist agricultural interests replaced watershed protection.

In reference to the services identified by local water districts and municipalities, respondents in all three water source groups prioritized the same number one service, as well as the top five services identified by the priority totals with exception of the “both” group (Table 21 in Appendix G). In this instance, streamline regulatory requirements replaced track land disturbing activities. It is interesting to note that “water district” respondents put a higher priority on assist in grant preparation than the other water source categories and priority totals. Also, the “your own” water source group put a higher priority on track land disturbing activities than either of the other categories or the priority totals.

Method of Response

Participants submitted survey responses through three methods mail, web site, and workshops. A total of 156, 32, and 115 surveys were submitted through each of these response methods, respectively. In general response patterns for method of response categories were similar to the priority totals. With regard to MCWA BOD vision services responses from the Web site and mail agreed with the priority totals in identifying financial assistance the service of preference (Table 22 in Appendix G). Workshop response results switched the order of the first and second service priorities with the selection of science and technical assistance first and financial assistance second.

Comparing the results for services provided by other county water agencies indicates that results from the three response methods agreed with the same top four services identified by the priority totals (Table 23 in Appendix G). The only difference between the groups was that the Web site respondents selected represent county and watershed protection both as the second priority.

Prioritization of the services identified by local water districts and municipalities for the three groups were again in general agreement with the priority totals of the top four services (Table 24 in Appendix G). Differences included the web site group ranking both governmental lobbying and maintain a geographic information system as the second priority and then adding track land disturbances and streamline regulatory processes as the fourth priority. In addition, the web site responses coupled develop new water sources and governmental lobbying the first priority, maintain geographic information system and track land disturbance as the third priority, and added track grants as the fourth priority.

Combining Influencing Factors to Understand Survey Responses

Each of these factors provides insight into the preferred services of survey respondents when analyzed separately. However, a more complete and robust picture is developed when the combined influence of these factors is analyzed. We used general linear and logistic regression methods and SAS statistical software to develop probability models based upon the influencing factors captured in the survey. One model explained the likelihood of a respondent to select a given service as their "top priority". The other model, applied only to the services performed by other California county water agencies

and those identified by local water districts, explained the likelihood of a respondent to select a given service as one of their "top four" preferences. The likelihoods presented are based upon the influencing factors and describe a relative difference between, for example, respondents in the Coast and Russian River basins to select a given service as a top priority. We did this modeling for the three highest ranked services among those identified by MCWA BOD and the top five and four services, respectively, for those services provided by other California water agencies and services identified by local water districts. This matched the results from the priority totals.

Starting with the MCWA BOD service list, both basin and district designations had significant relationships with the selection of pursue grants and financial assistance as the most preferred service (Table 25). Respondents from Supervisor District 4 were more likely to select this service as the preferred service than respondents from the other districts. Additionally, respondents from District 2 were less likely to select this service as a their first preference than respondents from District 5. Regarding basin influences, respondents identified with the coastal basin were less likely to select this service as their first preference than respondents from both the Eel and Russian River Basins. For the services to provide science and technical assistance and county-wide identity no significant model or factors were identified.

Among the services performed by other California county water agencies, we conducted statistical modeling on water conservation, water supply, watershed/aquatic habitat protection, coordinate local entities, and represent the county. For water conservation, the top priority model did not identify statistically significant relationships (Table 26). The top four model, however, indicated that both basin and type of water source were predictive of service preference. Respondents from the Coastal basin were more likely to select water conservation as one of their top four preferences than respondents in the Eel and Russian River Basins. Respondents who returned the survey via mail were also more likely to place this service among their top four than those who responded through the workshop or online.

The selection of water supply as the top priority is predicted by years of residence in the county and district. The longer a respondent lived in Mendocino County the more likely they were to select water supply as their top preference. Respondents from Supervisor District 1 were also more likely to select water supply as the top preference than respondents from Districts 3, 4, and 5. Also, respondents from District 2 were more likely to select water supply than District 4 respondents. Water supply being placed among the top four preferences was predicted by years residing in the county and basin. Again, the longer a respondent has lived in the county the more likely that water supply will be in their top four preferred services. Respondents from the Coastal basin are less likely to have water supply as one of their top four preferences than Russian River basin respondents.

Watershed and aquatic habitat protection as the top preference is predicted by survey type and district. Web based respondents were more likely to make this service their first choice compared with mail and workshop respondents. Respondents in District 5 were also more likely to prefer this service than District 1 and 3 respondents. The selection of this service in the top four preferred services is related to basin and district designations. Respondents from District 2 are more likely than those from Districts 1, 4, and 5 to place this service in their top four. Additionally, District 4 respondents are less

likely than District 3 and 5 respondents to do the same. Respondents from the Coastal Basin are more likely to select this service in their top four than Eel and Russian River basin respondents.

Models for the services to coordinate local entities and represent county were not as predictive as for the previous services. Only the top four model for represent county identified any statistically significant relationships. In that case, respondents from District 2 were more likely than respondents from Districts 3 and 5 to place represent the county in their top four services.

Of the services identified by local water districts we conducted statistical modeling on develop new sources of water, engage in governmental lobbying, maintain an up-to-date geographic information system, and build and maintain communications and cooperation network. The selection of develop new water sources as the top preference is predicted by years of residence in the county and basin (Table 27). The longer a respondent has lived in the county the more likely they were to select this service as their top preference. Respondents from the Coastal basin were also less likely to select this service than Russian River basin respondents. Similarly to the top priority model, years residing in the county and basin are predictive of a respondent selected this service in their top four preferences.

The selection of engage in governmental lobbying as the top preference is predicted by district. District 2 respondents are more likely to select this service as their top preference than District 1 and 5 respondents. Basin designation is the predictor for the selection of this service in the top four preferences with Coastal basin respondents more likely than Russian River basin respondents to select this service.

There were no statistically significant predictors for respondents' selection of maintain an up-to-date Geographic Information System as their top preference. Selection of this service as one of the top four preferences is predicted by district and basin. District 2 respondents are more likely to select this service in their top four than District 1, 4, and 5 respondents. Additionally, district 4 respondents are less likely than District 5 respondents to select this service. In the case of basin, Coastal respondents are more likely than Russian River respondents to select this service.

Regarding the service to build and maintain communications and cooperation network only the top priority model identified statistically significant predictors. In that case, water source was predictive of respondent selection. Those respondents with both sources of water were less likely to select this service as their top preference.

Table 25: Modeling results for prioritized services among those identified by the MCWA Board of Directors.

Services	Priority Totals	Statistical Results
Pursue grants and other sources of financial assistance for water projects (C)	82	<ul style="list-style-type: none"> • Overall Model: p-value = 0.0003, with District(0.0087) and Basin (0.0007) • District: 4 > 1(0.0300), > 2(0.0025), > 3 (0.0036), > 5(0.0287); 2 < 5 (0.0365). • Basin: Coastal < Eel(0.0005), < Russian (0.0075)
Provide science and technical assistance on water topics (B)	65	<ul style="list-style-type: none"> • No statistically significant model
Provide a county-wide identity to outside county agencies on water issues (E)	57	<ul style="list-style-type: none"> • No statistically significant model

Table 26: Modeling results for prioritized services among those performed by other California county water agencies.

Services	Priority Totals	Statistical Results
Water Conservation - Promote efficient water use within region (G)	155	<ul style="list-style-type: none"> • Top Priority Model: factors were not significant predictors • Service in Top 4 Model: Basin (0.0024), Type (0.0258) • Basin: Coastal > Eel (0.0074), > Russian (0.0007) • Type: Mail > Workshop (0.0073), >Web (0.0103)
Water Supply - Plan, construct, operate and maintain water supply facilities (A)	138	<ul style="list-style-type: none"> • Top Priority Model: Years (0.0455) and District (0.0009) • Years: Increased number of years increases likelihood that A is a priority • District: 1 > 3(0.0008), > 4(0.0039), > 5(0.0006), 2 > 4(0.454) • Service in Top 4 Model: Years (0.0090) and Basin (0.0001) • Years: Increased number of years increases likelihood of A in Top 4 • Basin: Coastal < Russian (0.0011)
Watershed/aquatic Habitat Protection - Develop watershed management plans and fund habitat restoration and enhancement (D)	138	<ul style="list-style-type: none"> • Top Priority Model: Survey Type (0.242) and District (0.0177) • Survey Type: Web > Mail (0.0064), > Workshop (0.0098); Mail < Workshop (0.0126) • District: 1 and 3 < 5 (odds ratios) • Service in Top 4 Model: District (0.0068) and Basin (0.0035) • District: 2 > 1(0.0038), > 4(0.0023), > 5(0.0111); 4 < 3(0.0235), < 5(0.0091) • Basin: Coastal > Eel(0.0089), > Russian (0.0012)
Coordinate Local Entities - Develop and implement water and long-term water supply plans (I)	126	<ul style="list-style-type: none"> • Top Priority Model: Factors do not predict service selection as priority • Service in Top 4 Model: Factors do not predict service selection in Top 4
Represent County - serve as a legislative advocate before State, Federal and out-of-region interests (H)	103	<ul style="list-style-type: none"> • Top Priority Model: Factors do not predict service selection as priority • Service in Top 4 Model: District (0.0161) • District: 2 > 3(0.0136), < 5(0.0118)

Table 27: Modeling results for prioritized services identified by Mendocino County local water districts.

Services	Priority Totals	Statistical Results
Develop new sources of water for the county (A)	134	<ul style="list-style-type: none"> • Top Priority Model: Years (0.0013) and Basin (0.0002) • Years: increased years increases likelihood of A being a priority • Basin: Coastal < Russian (0.0015) • Service in Top 4 Model: Years (0.0011) and Basin (<0.0001) • Years: Increased years increases likelihood of A being in top 4 • Basin: Coastal < Russian(0.0006)
Engage in governmental lobbying to protect county interests (B)	118	<ul style="list-style-type: none"> • Top Priority Model: District (0.0037) • District: 2 > 1(0.0266), > 5(0.0077) • Service in Top 4 Model: Basin (0.0006) • Basin: Coastal < Russian (0.0034)
Maintain an up-to-date Geographic Information System or GIS that show all the watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical/use sites (L)	102	<ul style="list-style-type: none"> • Top Priority Model: factors do not predict service selection as priority • Service in Top 4 Model: District (0.0366), Basin (0.0034) • District: 2 > 1 (0.0200), > 4(0.022), > 5(0.0031); 4 < 5 (0.0219) • Basin: Coastal > Russian (0.0169)
Build and maintain communications and cooperation network among water professionals in the county (E)	93	<ul style="list-style-type: none"> • Top Priority Model: Water Source (0.0171) • Water Source: Both < Own (0.0324) • Service in Top 4 Model: Factors do not predict selection in top 4

Services Identified by Survey Respondents

Question 13 on the survey asked respondents to list other services that were not mentioned in the body of the survey that they would like to see MCWA provide. During the workshops, we stressed the importance of this question to allow individuals to fill in “gaps” or oversights in the survey design and to share their vision for the future of county water resource management. We received many responses, which are attached as Appendix I without names to protect the anonymity of respondents.

We explored themes in the responses using social science methods, particularly content and interpretive context analysis of key words and phrases. Content analysis is an unbiased method of simply determining how many times a particular word or grouping of words appears in a text (Creswell 2002). We conducted content analysis of responses to question 13 for over thirty key words and phrases that were compiled by project team members including funding, finance, beneficial use, districts, fish, growth, dams, agriculture, environment, etc. (Table 28). In addition to word counts, excerpts of the context in which these key words were embedded is provided to help clarify the respondent’s meaning. This analysis can be repeated by anyone. Moreover, other analyses using different key words and phrases can be undertaken by using the responses provided in Appendix I.

The most frequently used terms by respondents that had cohesive meanings included conservation, water quality, planning, and water rights. While many of these phrases and their corresponding excerpts identify services not included in the survey there are many that are consistent or reinforcing of the services considered in early sections of the survey. They also provide more detailed or specific objectives for the previously considered services.

Other words were also common such as “environmental” (cited by 10 respondents), they were used in such widely varying contexts, for instance from environmental health to environmental extremists, that they had little cohesive meaning. It should also be noted that the number of respondents who used the key terms listed below may underestimate the number of respondents interested in the concept as they may have discussed similar ideas, while not using the particular key term.

In examining the results of this content and context analysis, we found that responses varied in their purpose. Some respondents used question 13 to place extra emphasis on services provided in the survey format, others refined or added detail to the services provided, and still others offered ideas for new services or other areas of emphasis for MCWA. Water conservation, for example, was a service that was listed in the survey. However, twenty-one respondents used question 13 to emphasize and further refine what they envisioned as important on-the-ground aspects of the rather broad term “conservation.” Restoration was another service that was provided in the survey as part of the watershed/aquatic habitat protection service, yet ten respondents stressed that restoration should be an important focus of MCWA. In addition, nine more respondents re-emphasized the importance of protection, most in regards to watershed and water resource protection. Therefore, a total of fifteen people used the terms “restoration” or “protection” in the context of watershed and habitat functions, indicating the strength of support for that constellation of services among certain respondents. Six respondents also re-emphasized the importance of water supply in question 13.

Many new services and areas of emphasis were also provided through question 13, though some of them are associated with services provided in the survey. Water quality was one such service, which twelve respondents specifically cited as an important concern that MCWA could help address through specific projects and monitoring efforts. Planning was another service that was not individually listed in the survey (though it could be considered as part of coordinate local entities). Twelve respondents mentioned planning, with most emphasizing the need to integrate water management and county planning efforts. However, one respondent who used the term “planning” did so in a comment about avoiding duplication among local agencies. Seven other respondents agreed that duplication of regulation and bureaucracy should be avoided. Twelve respondents used the term water rights pointing to the need for protection of county water rights and education regarding individual water rights. Monitoring groundwater was another service identified by twelve respondents. Finally, while wastewater treatment was provided in the survey as a service, seven respondents used the term wastewater to comment on the need for improved, innovative wastewater system designs and beneficial uses of treated wastewater.

Table 28: Analysis of services and comments provided by survey respondents which were not included in the survey questions but should be considered as services for MCWA to provide.

Key Terms	Number of Respondents	Context (selected direct quotes)
Conservation	21	<ul style="list-style-type: none"> - Elaborate on and enhance water conservation efforts-design specifically for agriculture, industry, government and residential consumers. - Require water conservation tech in all development i.e. low flush sanitation systems, etc. - Provide water conservation information for public and rationale for managers. - Create planning alternatives for grey water and water conservation. - Water conservation and reuse plus non-water waste systems are very important. Education on how to live well within water budget is also key. - Involving citizen participation in water conservation efforts.
Water quality	12	<ul style="list-style-type: none"> - Review projects for impact on water quality/quantity. - Water quality monitoring downstream from timber and vineyard operations. - Keep an eye on private and public road construction and maintenance for impact on water quality. - Monitor water quality, assist citizen monitoring of water quality, engage in governmental lobbying about water quality.
Planning	12	<ul style="list-style-type: none"> - Strong liaison among county agencies, specifically water, environmental health, public health and planning. - Assist Planning Dept. in resource management (i.e. gravel mining, quarry operations). - Look at how the human use of water over impacts the resource base and how to restrict that, studies that show the aquifers and their diminishing capacity so realistic planning can be done. - Calls for MCWA to become involved in planning, constructing, and operating water supply, flood control, and wastewater treatment facilities will only lead to duplication of existing efforts.
Water Rights	12	<ul style="list-style-type: none"> - Assist understanding water rights—and applying for the paper water rights. - Ensure permanent defined water rights for all communities in county and provide dispute resolution between agencies. - Launch a water trust to purchase and hold water rights. - Biggest problem is county giving or selling water rights to other counties such as Sonoma—or pipelines to distant counties like CA aqueduct project.
Restoration	10	<ul style="list-style-type: none"> - Participate in regional salmonid habitat conservation plans (i.e. 5-County effort/fishnet). - Coordinate/participate with local, State, Federal entities in watershed restoration activities. - More funds for local areas to do water restoration projects. - Develop and pursue mitigation and habitat restoration early and fully parallel to project development. - Habitat conservation, restoration of fisheries, stream restoration--these should be TOP priority!

Key Terms	Number of Respondents	Context (selected direct quotes)
Ground water (groundwater)	10	<ul style="list-style-type: none"> - Determine existing surface and ground water assets. - Water catchment & mechanisms for recharging ground water. - Groundwater monitoring - Update groundwater resources study and include source and storage capacity.
Protection	9	<ul style="list-style-type: none"> - Protection of watersheds, restoration of watersheds, working with state agencies to ensure CEQA standards. - Coordinate watershed protection. - Protection of Mendocino County’s water interests. - Protection and restoration of purity and quality of water.
Wastewater	7	<ul style="list-style-type: none"> - Wastewater—develop beneficial uses, not dumping. - Find designs for affordable wastewater treatment facilities for all residents and alternative designs for individual septic uses. - Educate developers and landowners and municipalities about new methods that use water better with fewer chemicals, e.g. reuse of wastewater
Storage	7	<ul style="list-style-type: none"> - Keep the water nature provides us—Eel River diversion, small reservoirs, off stream storage, county-wide storage. - Look for places to store water in winter; obtain/develop storage. - Alternative water storage as opposed to reservoirs. - Localize and appropriately scale water storage, treatment.
Duplication	7	<ul style="list-style-type: none"> - Reduce duplication of services. - Paper work, money, more bureaucracy, duplication of existing agencies—these we don’t need. - Avoid multi-agency/multi-duplication of existing regulations.
Supply	6	<ul style="list-style-type: none"> - Supply is the <u>most</u> important. Without supply the others are meaningless. - Develop policies based on establishing a maximum demand net supply, based on drought years not wet years. - Review land use permits with regards to demonstrable water supply. - Agency comment on efficacy of projects affecting water supply and water quality - Monitor water quality and supply.

Survey and Workshop Evaluation

Survey question 14 was provided as an opportunity to evaluate and provide suggestions for improving the survey and workshops. In addition, a brief evaluation section was held at the end of each workshop during which participants identified the aspects of the workshop they would keep the same and the ones they would change. A complete record of survey respondents' comments in Question 14 is included as Appendix I.

Survey

Many respondents expressed the difficulty they had in selecting and ranking services in questions 8, 10, and 12. As they explained, many more services deserved consideration than the number of allowable selections permitted. Additional critic of the survey has commented that the survey is unbalanced. Some participants have expressed that the questions are biased towards water supply for consumptive uses while others have commented that it provides too much emphasis on environmental water uses. It is not clear what can be drawn from these widely differing evaluations of the survey. On face value, if assumedly polar positions express concerns of being excluded the survey strikes the middle ground intended. That is to provide the opportunity to every interest and position to participate in a constructive dialogue on the management of water resources within Mendocino County.

Workshops

From the perspective of the project team, the workshops were each unique and demonstrated the regional differences in water resource management issues within Mendocino County. The differences included, for example, the need for wastewater treatment capacities in Round Valley, the specific needs of private water districts on the coast in comparison to public water districts, and others. The workshops, although different, were also very similar in evolution of receptiveness and participation by attendees. In general, participants were guarded and critical through the first portion of the workshop. As the participants had the opportunity to share their concerns about the resolution and have points clarified, their level of participation increased and was directed to making constructive contributions to the discussion and study. One participant described the dynamic by explaining that people generally share and need to resolve their fears and anger before moving forward.

Participant comments regarding the workshops indicated that they were successful but there were also aspects that could be improved. In general, participants expressed their appreciation for having the access and opportunity to learn more about MCWA and the County's plans. They also commented that the workshop structure and content were effective and useful. One common suggestion to improve the workshops was to increase notification.

Conclusions

Workshop and survey respondent demographics indicate a proportionally well divided cross section of county residents by hydrologic basin. Similarly, the respondents are reasonably well distributed among the source of water accessed: Own; District/Municipality; or Both. This is not the case with regard to Supervisory District, with both Districts 2 and 4 under represented relative to the other three. Results show there is strong overlap between some basins and Districts, which make it difficult in those instances to separate respective influences on prioritized services. Respondents typically have lived in Mendocino County for 25 years on average with 50 percent having lived more than and 50 percent having lived less than 28 years in the county. Respondent occupations are very diverse. The three largest groups were retired (20%), agriculture (14%), and law and business (9%). It is important to guard against associating a particular occupation with a preference or predisposition for water resource management issues in Mendocino County.

Survey results for the services identified as part of the MCWA BOD's vision indicate that respondents felt these five services were somewhat to very important. The service to pursue grants and other sources of financial assistance for water projects was identified by over 180 respondents as very important and ranked according to the priority totals as the first priority. Providing science and technical assistance on water topics was the second preference of respondents. Eel and Russian River Basin respondents prioritized financial assistance as the first preference. In comparison, Coastal Basin respondents prioritized science and technical assistance as their first preference followed by financial assistance. Preferred service for Supervisory Districts 1, 3, and 4 respondents was financial assistance. For District 5 respondents, the preferred service was a tie between financial assistance and science and technical assistance. District 2 respondents prioritized both science and technical assistance and county-wide identity as their preference. The service of preference based on water source was financial assistance for all three sources. Results from the web site and mail sources agree with the total priorities but the workshop results switched the order of the number one and two ranked services.

Survey results for the services typically delivered by other California water agencies showed consistent patterns for the very, somewhat, and not important designations. Water conservation, increasing water supply, watershed and aquatic habitat protection, local entity coordination and county representation were identified as very important by 140 or more respondents. Prioritization of these same services indicated that there was a strong preference for water conservation and the promotion of efficient water use. This service group was followed by a group including: Water supply, or the planning, construction, operation and maintenance of supply facilities; Watershed and aquatic habitat protection; and Coordination of local entities through the development and implementation of water policy and long-term water supply plans. The grouping of these five services as high priorities demonstrates a commonly expressed relationship by participants between water availability for all desired uses and effective water resource management. The top four priority services for the Eel River Basin match this grouping. In the Coastal basin, water supply is replaced by represent the county. In the Russian River basin, watershed/aquatic habitat restoration was replaced by represent the county. In District 1, represent the county replaced watershed/aquatic habitat restoration. Water conservation and represent the county were ranked equally as the second priority in District 2. In District 3, assist local entities replaced watershed and habitat protection.

For District 4, assist local entities was ranked as the number one priority and water supply was dropped from the top four services. In addition, watershed and habitat protection and coordinate local entities were both ranked as the number three priority and represent county was added as the number four priority. Lastly, in District 5 water supply and coordinate local entities were both ranked number three and represent county was added as number four. Respondents from all three water source categories had the same top four service preferences as the priority totals with the exception of the both category in which represent county and assist agricultural interests replaced watershed and habitat protection. Results from the three response methods agreed with the top four services identified by the priority totals.

Respondents' designations of importance levels for services of interest to local water districts and municipalities were not as consistent as with the previous two service lists but patterns were still evident (Figure 3a). Of the fourteen services considered, four were designated by over 140 respondents as very important including: Develop new sources of water for the county; Engage in governmental lobbying; Maintain an up-to-date geographic information systems (GIS) that shows all county watersheds used as water supplies and their closeness to potentially impacting activities; and Build and maintain a communications and cooperation network among county water professionals. The priority totals prioritized a similar group of top four services including: Develop new sources of water for the county; Engage in governmental lobbying to protect county interests; Maintain an up-to-date GIS that shows all county watersheds used as water supplies and their closeness to potentially impacting activities; and Build and maintain a communications and cooperation network among county water professionals.

The Eel River Basin results agree with the priority totals. In the Coastal basin, the second priority is track land disturbing activities requiring permits and pesticide use permits and notify water system managers when something is proposed in their areas. In addition, develop new sources of water is tied as the fourth priority with build and maintain communications. In the Russian River basin, maintain an up-to-date GIS was replaced by build and maintain communications and cooperation network among water professionals in the county. District 1 results showed that streamline regulatory requirements replaced maintain a geographic information system. In District 2, engage in governmental lobbying and maintain a GIS were both ranked as the number two priority and assist in grant preparation was added as the fourth priority. Develop new water sources and engage in governmental lobbying were both ranked as the top priority and maintain a geographic information system and streamline regulatory requirements were both ranked as the number two priority in District 3. In addition, track land disturbing activities was added to the to the top four priorities. Results from District 4 show that assist in grant preparation was the third priority, engage in governmental lobbying was dropped, and several services including maintain a GIS, serve as a clearing house, and track grants were all ranked as the fourth priority. In District 5, track land disturbing activities was added to the list of top four priorities and was ranked the top priority along with maintain a GIS. In reference to the services identified by local water districts and municipalities, respondents in all three water source groups prioritized the same number one service, as well as the top five services identified by the priority totals with exception of the both group. In this instance, streamline regulatory requirements replaced track land disturbing activities. Prioritization of the services identified by local water districts and municipalities for the three response method groups were in agreement with the priority totals top four services.

It is important to point out that some services were consistently identified as somewhat or not important and prioritized as low preference. These included services such as dispute resolution, recreation, and team coordination. Knowing what services are not valued will also provide direction to MCWA as it forms itself to provide county-wide leadership.

Statistical modeling of influencing factors for respondents' priorities identifies useful patterns for understanding subtle differences among respondents. There is a direct relationship between duration of residence and services relating to water supply and water sources. Potential reasons for this relationship are that those residents who have lived the longest in the county have witnessed the gradual increase in demand for water, as well as the fluctuations in water availability during their residency in the County.

Another consistent result from the modeling was that Coastal basin respondents were more likely to select water conservation and protect watersheds and aquatic habitat than Eel and Russian River basin respondents. Conversely, respondents from the river basins were more likely than Coast basin respondents to prioritize water supply services. These results, when coupled with the preferred services list for the respective basin respondents, highlights the degrees of similarity and difference in basin respondents. Respondents in the Coastal basin prioritized water conservation, water supply, and habitat protection but placed habitat protection ahead of the others. Similarly, Eel and Russian River respondents prioritized all three services but placed water supply ahead of habitat protection.

Statistical trends between supervisor districts and method of survey response were identified. Most notably, respondents from Supervisor District 2 are more likely to prioritize services to represent the County than respondents from the other districts. Otherwise, these trends provided little direction on the similarities and differences in responses based on influencing factors.

From these combined results, priority groupings can be distinguished that point to more productive paths that MCWA can follow in pursuit of a new beginning. They can be grouped into three broad service themes:

- Manage water resources within the County to meet the multiple valued needs and uses (consumptive and environmental) with emphasis on water conservation;
- Secure the financial resources to implement targeted improvements, studies, and projects; and
- Provide Mendocino County with the identity needed to be effective at the State and Federal levels.

When considering these themes and services, MCWA will also be well served by general suggestions and concerns offered by survey and workshop participants. Avoiding duplication of services as well as integrating and coordinating water resource management with other county departments and state and federal agencies was as important to participants as the specific services MCWA can or should provide. When considering the prioritized services it may be useful to organize them according to short and long term implementation. There are services that are important and of reasonably high priority that can be implemented immediately and conversely, there are high priority and very important services that require a longer time frame to be put into place. Lastly, participants observed that the current resolution and resulting "new beginning" for MCWA is the product of an agreement made by the existing Board of Director's. Their

concern is that the composition of the Board will change in such a way that will change this agreement and the collective support for MCWA.

In Component C, these service themes will be evaluated through documentation of their financial requirements and existing organization resources within the county to carry out their implementation. Direction will also be provided on the integration of services with other County departments and governmental agencies to avoid duplication. This information and series of recommendations will provide MCWA and its BOD with the basis to make decisions about which services to pursue and the ways in which to implement them.

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IDENTIFICATION AND ASSESSMENT OF IMPLICATIONS AND ALTERNATIVES

Introduction

Component C is the third and final stage of our study of options for the development of the MCWA. It has two parts. The first is a survey of four Northern California county water agencies in order to gain a sense of what they do, how they operate, and what lessons they provide for the MCWA. The second is a process that builds upon the findings from the current situation summary (Component A), water resource management service surveys (Component B) and the four-county survey of water agencies. The process essentially moves through the logic that led our team to conclusions about the organization and possible programs of the MCWA. Our intention is for the BOD and the General Manager, in cooperation with MCWA partners, to not simply accept our conclusions but to actively use the process as a means to confirm, revise, reject or replace the conclusions at which we arrived.

Interviews with Water Agency and District General Managers

We interviewed directors and general managers of four county water agencies and districts in Northern California in order to gain better sense of the fiscal and governmental realities of county water organizations. Those interviewed included the directors or general managers of the Solano County Water Agency, Lake County Flood Control District, Sonoma County Water Agency, and Yolo County Flood Control and Water Conservation District. These counties were chosen in order to sample a continuum of historical, demographic and economic conditions along which Mendocino County might be located, then to draw lessons for MCWA financial and governmental opportunities. Table 29 presents some key features of the contexts and operations of water agencies in the four counties. The survey questionnaire is attached as Appendix J.

Interview questions focused on how certain services were provided by each of the four agencies, at what cost, with what staffing requirements, and with what perceived effectiveness. Nine services were selected for the survey. These were services that residents of Mendocino County had ranked highly in our workshops and through mailed surveys regarding priority functions for a county water agency. We also explored questions about the evolution of the current organizational structure and lessons learned from both successes and failures. The following section uses these four interviews as case studies of alternative organizational forms and their individual methods of providing certain services. These case studies lend insight into constraints common to the region and address issues that the Mendocino County Water Agency may grapple with in the future.

Table 29: Organizational summary of case study interview counties

County	Population (2001 estimate)	Organization	Staff	Service Area	Annual Operating Budget (FY 02-03)
<i>Solano</i>	403,946	Water Agency Board including county supervisors, mayors of all 7 cities and 3 irrigation district representatives.	5 full-time employees, 30-40 consultants	The entire county, urban and agricultural	\$12 million, the majority from property taxes (\$9 million), water retailing (\$2 million), other (1\$ million)
<i>Lake</i>	60,839	Flood Control District Division of Public Works Department under the Director of Public Works and governed by supervisors.	4 full-time employees,	The entire county, urban and agricultural	\$1.7 million, the majority from grants (\$650,000) and the minority from property taxes (\$300,000) and other sources (\$850,000).
<i>Yolo</i>	174,815	Flood Control and Water Conservation District Board of Directors appointed supervisors.	23 full-time employees (approximately 10 are ditch tenders)	Only those within the boundaries of the district, which is smaller than the county and is mostly agricultural	\$3 million, the majority from water sales.
<i>Sonoma</i>	464,024	County-wide special district Responsible for domestic water supply delivery. Supervisors are Board of Directors.	207 full time employees in 5 divisions	The prime contractors are eight municipalities	\$120 million, the majority from water sales.

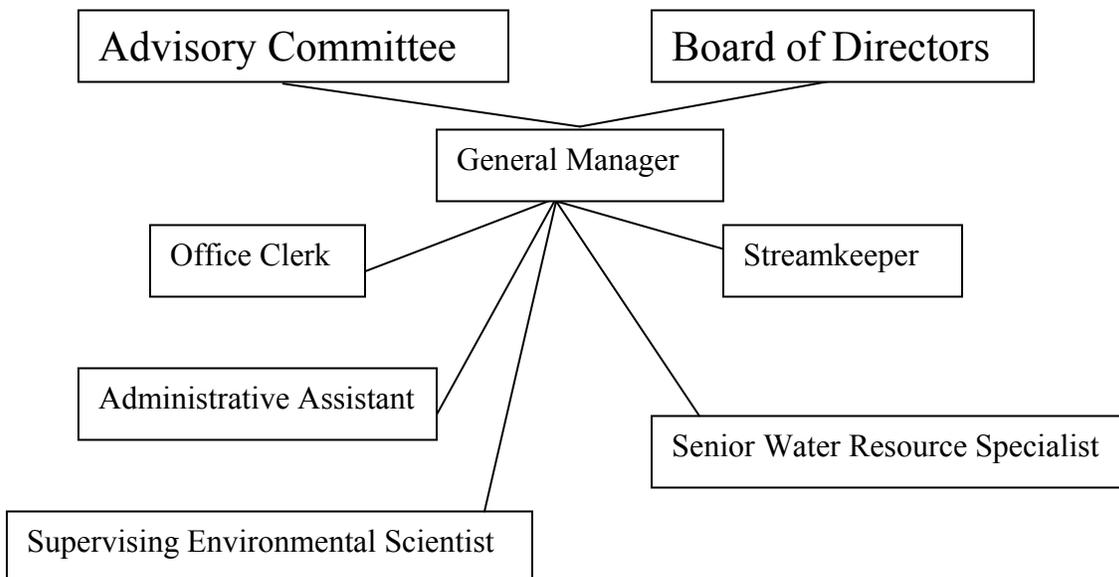
Solano County Water Agency: A Neutral, Third Party

History & General Approach

In 1988, the legislative act that originally established the Solano County Flood Control and Water Conservation District was changed to add representatives from three irrigation districts and mayors from all of the cities within the county boundaries to the governing board, which had previously consisted only of the county supervisors. Additionally, the act created an Advisory Committee comprised of representatives from each of the member agencies of SCWA, like public works directors and managers of irrigation districts. The following year the name was changed to the Solano County Water Agency. During this time of transition, the newly expanded Board of Directors chose to hire a staff for the agency independent from the county. This was when the current director of the Solano County Water Agency (SCWA), David Okita, was hired. Thus, in the eyes of Mr. Okita, many contentious political battles were worked out before he arrived on the scene as an independent, neutral party. He has managed the agency in this manner, choosing to hire people with project management skills, a consensus based approach to problem-solving, and an ability to earn trust. SCWA emphasizes administration and project coordination services. This strategy positions them as a neutral, third party. It also allows them to have relatively low overhead as far as in-house staffing requirements are concerned, however it also requires a lot of outsourcing. The agency employs approximately 30-40 consultants.

Organizational Structure

There are only five full-time staff members that report to the general manager. Employees are not out in the field so implementation is done through contractual arrangements. The general manager reports to the Board of Directors and is advised by the Advisory Committee, particularly on technical issues.



Revenue Sources

The main source of revenue is the tax base. SCWA receives 1.72% of the county-wide 1% property tax. This amounts to approximately \$3.7 million per year. This is the water agency's "general fund," there is also a special 2 cent per \$100 assessment that is assessed to property within a zone of benefit for the State Water Project. This amounts to approximately \$4.9 million per year. In addition, SCWA is a wholesaler of water and water sales amount to approximately \$2.1 million per year.

Service Provision

Grants

The SCWA is interested in pursuing grant funds, but they only apply for large grants and often use consultants who will implement the grant if it is awarded. They do not pursue smaller grants because of the large amount of paperwork necessary. They receive the greatest amount of grant funding through the CalFed program and through Propositions 204, 14, and 50. They are also water wholesalers and, as such, are eligible for funding through the US Bureau of Reclamation as federal contractors. They find out about grants through public agencies, which the director notes are good at notifying people about available funds.

Science and technical assistance

They spend around \$100,000/year on agricultural pesticide detection requirements, coordinating efforts with in-house expertise. They also give out small grants for flood control projects like ditch clearings, culvert replacements, small detention basins, amounts to less than \$10,000/year. Finally, they have a "flood control awareness program" that is run by consultants at a cost of \$500,000 total.

Water conservation

There are an urban and an agricultural committee organized by the SCWA to address water conservation issues. The urban committee is funded by cities, districts, and the water agency (\$60,000 per year). It includes all the big players: cities, irrigation districts, RCDs, etc. It focuses on public outreach information including brochures and pencils, an exhibit at Marine World, school poster contests, and in-school programs. Overall, the coordination of public awareness programs requires 10% of a full-time employee. Low-flow toilets are not dealt with by the committee as that happens on the city level. The agricultural committee is staffed by a part-time employee that they share with another county agency. This employee coordinates the mobile irrigation lab, which includes on-farm efficiency programs, soil moisture equipment, and on-farm advice. The agricultural committee receives some grant money from the US Bureau of Reclamation and SCWA funds a summer intern for fieldwork.

Watershed protection/restoration

Putah Creek project evolved from an in-stream flow lawsuit settlement, it requires SCWA to employ a streamkeeper, establish monitoring programs, and provide administrative support at a cost of \$200,000 per year. The streamkeeper has brought in millions of dollars worth of grants. Other programs monitor the watershed to the State Water Project, encouraging best management practices (BMPs), fencing for livestock, etc. Meeting requirements of the Source Water Assessment (Safe Water Drinking Act)

are involved. Watershed-wide flood control studies (including models using HEC-2 and HEC-RAS) have also provided environmental data for restoration/protection efforts.

Coordinate local entities

The Advisory Committee to the water agency meets monthly; it is a forum for irrigation districts and public works departments to offer advice and assistance to the water agency and each other. Mr. Okita stressed that people really appreciate having a voice and that this forum gives them the opportunity to be heard. In addition, the water agency serves as a neutral, third party to coordinate and administrate water-related projects throughout the county.

Water supply

SCWA purchases water from state and federal sources and sells the water to users in the county. There are sales and exchanges between cities and districts, ex. paying to put in wells in exchange for surface water rights.

Develop new sources of water

SCWA can purchase additional water from the State Water Project-Kern County. The Department of Water Resources decision on area-of-origin suit may go in their favor (several irrigation districts brought it in opposition to the export of local water via the State Water Project). They are part of the SWP wholesaler committee, which is the marketplace for water. Their preference is to buy water from the state.

Maintain an up-to-date GIS

The Habitat Conservation Plan for the whole county that was required by the renewal of a federal water supply contract has cost \$2 million over 5 years. They have hired a consultant to create GIS map. It cost \$100,000 for the consultant to put together the base maps.

Represent the county

This year they have hired a lobbyist at \$6,000 per month to protect property taxes from the state and to obtain Proposition 50 funding. They also contract with outside legal counsel at approximately \$50,000-70,000 per year.

Lessons Learned

Mr. Okita feels that the biggest success is having city and irrigation district representation on the Board of Directors. He stressed how important it was for the main players to be in the discussion, and feel that their voices were heard. He appears to have built a reputation for the agency as an unbiased and capable organization, which could be attributed both to his personality and changes in the organizational structure.

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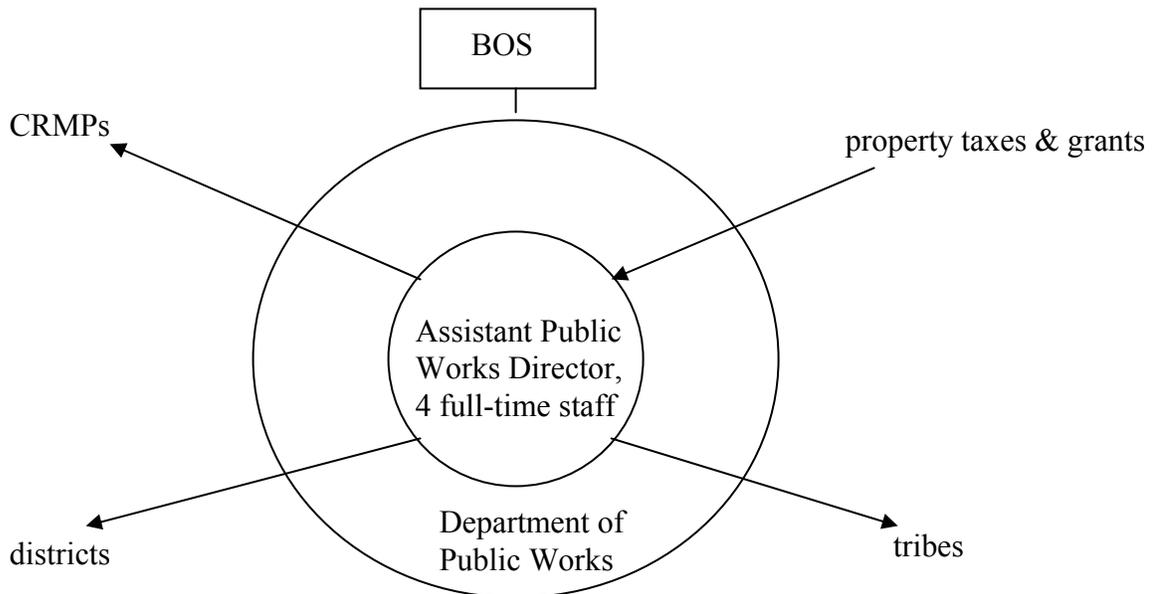
Lake County Flood Control District: Outreach & Action-oriented

History & General Approach

The Lake County Flood Control District (LCFCD) became a division of the county public works department in 1991-1992 as part of a county consolidation effort. As such, it does not distribute or supply water instead it focuses primarily on issues of flood control, groundwater management, storm water permitting, and the restoration and protection of the watershed. LCFCD has several major projects going on concurrently including the operation of a groundwater recharge detention facility, the development of a conjunctive use project, and a watershed wide ecosystem assessment in association with the Army Corps of Engineers. Additionally, the organization has a multitude of smaller projects including a public outreach committee, the development of an exhibit on the watershed, and an aquatic plant management program. In the words of an environmental engineer that has worked with LCFCD for approximately 15 years, “we get things done” and are therefore asked to be involved in many projects throughout the county. The staff appears to be highly motivated and willing to step in to save failing projects that are being poorly managed by other organizations. The staff that we spoke to exhibited a pride in their can-do attitude and reputation for “being the experts.” Drawbacks of this reputation include the heavy workload for the limited LCFCD staff, testing their ability to follow through on all of the grants and projects underway.

Organizational Structure

The Lake County Flood Control district is part of the Department of Public Works, yet its staff interacts closely with many different entities.



Revenue Sources

Property taxes only provide around \$300,000 annually, which is barely enough to pay the staff. There are 5 zones of benefit; the first 4 are locked in with a pre-proposition 13 assessment fee of 1%. The fifth zone of benefit is under negotiation, the “benefit assessment” requires a 50% + 1 passage by property owners, whereas a “special tax” requires a 2/3 + 1 vote among citizens of the entire county. Grants provide 60-80% of the budget, but can vary greatly from year to year.

Service Provision

Grants

The LCFCD actively pursues grants and other funding sources. Three staff members allocate 100-200 hours each to look for and apply for grants. They have about a 30% success rate and the funds that they garner from grants makes up 60-80% of the operating budget. They have received grants from AB 303, NRCS, and DWR. They try to partner with other groups to apply for grants and often hire temporary employees or contract with the roads department to do the field work. In the words of the assistant director, “We do oversight” when it comes to implementation.

Grants often require a public entity with legal authority and the ability to follow through.

Chances are enhanced by attending workshops, participating in many organizations like CalFED and the engineers committee, giving presentations about the work, involving agencies, having a proven track record, and being persistent. Grants were found through email notifications from the State Water Quality Control Board (SWQCB) and a grant researching service that the county has a subscription to called e-sevis.

Science and technical assistance

LCFDC is involved in providing science and technical assistance mostly through its involvement in local coordinated resource management and planning efforts (CRMPs). Staff members attend meetings, offer advice, and help defray some of their publicity costs. The staff that we spoke with spoke very highly of their interactions with the CRMPs saying that they “can’t emphasize how much benefit we get from working with these groups.” These groups supplement the work of the LCFCD, exemplified by a Native American watershed group recently receiving a grant of \$100,000 for the restoration of Middle Creek. “In general, for every \$1 we put in we get \$10 back.” Finally, LCFCD also has a public education and outreach subcommittee that is allocated \$10,000 per year to spend on videos, brochures, etc. Individual staff members will also often respond to individual requests for information or questions regarding water.

Water conservation

They are not involved in water conservation efforts instead it is left to those who provide water, i.e. cities, irrigation districts, and water companies.

Watershed protection/restoration

LCFCD is actively involved in several restoration projects and keeps in close contact with local watershed groups. There environmentally oriented projects include water quality monitoring, storm water management (NPDES Phase II), Arrundo removal, and ecosystem assessment. They fund a small portion of this through fees on pesticide

use, they also discussed boat permitting as a possible source of revenue for these projects, but the idea was abandoned due to concerns that people would stop using Clear Lake.

Water supply

Recently, LCFCD has become involved in two projects that will result in an increased water supply for certain areas. The first is the water recharge through the Kelsey Creek Detention Structure, which will create a new zone of benefit. The second is the Adobe Creek conjunctive use project, which is also planned to be funded through a benefit assessment.

Maintain an up-to-date GIS

Lake County has a GIS committee, which provides training through short courses at the Mendocino College. The committee also serves as a central location for layers on county environmental features, roads, and culverts. It is expensive to get initial data but the LCFCD staff cannot imagine working without it now. The county also has an online, interactive GIS site.

Represent the county

The special districts have a lobbyist in DC that they can use. They tried doing that once and didn't feel it was worth the \$5,000 per month. Instead, they personally get on the phone with Congressman Thompson, Senator Chesbro, etc. They send letters, one supervisor goes to fed/state functions with LCFCD staff, they stay plugged into statewide groups and coordinate with adjacent counties for larger grants, etc.

Lessons Learned

An underlying theme of the comments of the assistant director and environmental engineer were that there can be too much of a good thing. While LCFCD has been very successful in receiving grant money and launching projects, they now are faced with a heavy workload for the small staff. They stressed that such a reliance on grant money was not an optimal situation and that they were, in fact, unable to fund some of the more important projects since those projects were not eligible or did not receive grants. The fluctuation in available money for grants, the red tape associated with accepting grants, and the sometimes limiting trends in requests for proposals can work against long-term, coherent planning and action.

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Yolo County Flood Control & Water Conservation District: (Re)Building Relationships, Contemplating Changes

History & General Approach

The Yolo County Flood Control and Water Conservation District (YCFCWCD) is a special district that was formed in 1941, the county supervisors appoint the Board of Directors of the district, in effect creating two governing boards. In the past, there has been tension regarding the role of the district versus the role of the county. About seven years ago this tension was at its zenith and, exacerbated by a lack of trust, the district became insular and threatened. The current general manager, Tim O'Halloran, was hired a year ago and has worked to restore this relationship. They now have regular "two-by-two" meetings with two staff members from YCFCWCD and two from the county C.A.O.'s office. These meetings have helped to bring about greater clarity regarding the functions of the district.

Currently, the district does not do much flood control or water conservation, it mainly provides irrigation water to those within the district's boundaries, which do not match the county boundaries. The county Board of Supervisors thinks that Yolo County needs a county-wide water agency. However, Mr. O'Halloran feels that they cannot legally take over other existing reclamation districts, nor would they want to as some of them are doing a "bang up job." The central questions for Mr. O'Halloran are: What are the problems? What are the needs? How do you address both? In thinking about an expanded role for YCFCWCD, Mr. O'Halloran has contemplated the need to include metropolitan interests since it is now primarily agriculture-focused. This could involve changing the Board of Directors, perhaps adding representatives from the cities. There are also many questions about appropriate scales of governance for different services and how to supplement already existing local entities rather than subsuming them. One leadership role that Mr. O'Halloran thinks the YCFCWCD could take would be in developing a county-wide groundwater ordinance. If this were done with care and consensus, it could engender more support for a county-wide agency.

Organizational Structure

There are 23 employees, half of whom are in the field (ditch tenders). Mr. O'Halloran would prefer to have a "virtual organization" with no staff and just hire consultants because of their flexibility; however, he sees limitations to such a structure. "You can't have stature without staff, and you need to develop an institutional memory."

Revenue Sources

The main sources of revenue are water sales and property taxes. Water sales make up approximately two-thirds of the operating budget, while property taxes contribute approximately one-sixth of the budget. The total annual operating budget is \$3 million.

Service Provision

Grants

The general manager of the district actively pursues grant monies. He stresses that it is important for the manager to be politically connected. They received an AB 303

for a conjunctive use project. However, the money available changes each year so it is important to have other revenue sources.

Science and technical assistance

The science and technical assistance they provide consists primarily of groundwater monitoring which has been funded by the agency for 50 years and their support of a mobile lab through the local RCD that helps with irrigation efficiency and water quality issues. They are also involved in restoration and protection issues to some degree, in the words of O'Halloran "You cannot divert water without being a resource steward in these times." He or his assistant attends the Cache Creek watershed forum bi-monthly.

Water conservation

Mr. O'Halloran believes that "water conservation" is a misnomer, as the waste of one user is the supply of another. At a basinwide level, he states that there is 100% efficiency. Supports, through the RCD, a mobile lab that helps with irrigation efficiency and water quality issues, perhaps mostly for publicity.

Water supply

The YCFCWCD supplies irrigation water to rights holders within its boundaries. In 1967, the district acquired rights to the Clear Lake Water Company and in 1976 they secured more water by building the Indian Valley Reservoir. Both of these water sources are located in the neighboring Lake County, creating some tension between the two counties.

Develop new sources of water

Three out of every ten years there is a shortage of water and thus the need for "allocation." People always want more water and in Yolo County the interest is in further development. Thus, they are currently examining the idea of creating a new reservoir, though this is in the very early stages of discussion.

Coordination of local entities

Finally, while Mr. O'Halloran sees a real need for coordination of local entities. A water resources association of Yolo County was formed as a forum for coordination among water districts and as a first step towards a county-wide agency. However, it has not worked well as there is a tension between local entities and the district. Despite this stalemate, Mr. O'Halloran remarked that "You can't do anything without buy-in... In the old days, you filed for water rights in the dark of night and then fought for the next ten years to keep it. Now everything has to be negotiated up front."

Maintain an up-to-date GIS

They do not have a GIS program because "You have to have a large staff and there's lots of duplication." The general manager would rather contract with a consultant or join forces with the county or a city to share GIS resources.

Represent the county

The YCFCWCD spends \$60,000-100,000 on legal counsel during an average year; however it can cost three times that much when in litigation. They do not have their own

lobbyist, as they are members of an organization of Northern California water agencies that lobbies on their behalf.

Lessons Learned

The general manager stresses Yolo County Flood Control and Water Conservation District is dependent on “buy-in” from multiple stakeholders to make progress. He is attempting to rebuild relationships with county offices after a fall-out and build new relationships both locally and regionally. Regional management and planning is becoming increasingly important, but it is crucial to explore how benefits are distributed by such approaches. He emphasized the importance of politics and personalities in conflicts and compromises.

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Sonoma County Water Agency: “The Municipal Water District of the North”

History & General Approach

Randy Poole, General Manager of Sonoma County Water Agency (SCWA), describes his job as part salesperson, part businessman, part engineer, part actor, and part politician. These qualities are key for a general manager who comments repeatedly on the parallels between SCWA and MWD (Municipal Water District) the Goliath of water agencies in Los Angeles, renown for the historic Owens Valley controversy and the more recent battle with IID (Imperial Irrigation District). In 1956, SCWA had a staff of only 8 people. However, they made the historic decision to finance the construction of Coyote Dam with the Army Corps, thus ensuring that SCWA would hold the lion’s share of rights to the water impounded in Lake Mendocino. Mr. Poole perceives the first 30 years of SCWA as mainly engineering-oriented, focused on infrastructure like the Coyote Dam, Warm Springs Dam, and the water transmission system. In 1980, things began to change as the agency was tasked to run “like an enterprise.” Indeed, Mr. Poole stresses the importance of a self-sustaining funding source for any water agency to survive. However, the increasingly independent and bold decision making of the agency was not initially appreciated by the county supervisors, and in 1994-1995 a county reorganization almost saw the demise of the water agency as it was slated to be subsumed by public works. At that time, Mr. Poole convinced the supervisors to allow SCWA to take on the assets and liabilities of the public works department rather than the other way around. Mr. Poole was hired in 1995 as the General Manager.

Today, SCWA is a county-wide special district responsible for domestic water supply delivery to eight prime contractors (the Cities of Santa Rosa, Petaluma, Sonoma, Rohnert Park, and Cotati; Valley of the Moon; Forestville; and North Marin Water Districts). The Agency designs, constructs and maintains flood control facilities. The Sonoma County Water Agency operates and maintains Spring Lake Park via contract with the Sonoma County Regional Parks Department. The Water Agency also provides Sanitation services to five County Sanitation Districts and six Sanitation Zones of Benefit. The Board of Supervisors serves as the Board of Directors of the agency.

Organizational Structure

The current organization employs 207 people in five different divisions, all reporting back to the general manager (the organizational chart is provided below). Mr. Poole has focused on hiring people who are risk-takers and who display a breadth of abilities and personality characteristics that supplement those of the general manager.



Revenue Sources

The budget for fiscal year 2002-2003 is as follows:

Administration & General	28,177,942
Flood Control	11,737,554
Water Supply	12,133,166
Water Transmission	63,524,100
Internal Service Fund	7,594,125
Sanitation	<u>49,645,977</u>
Total for FY 02-03	\$172,812,864

Revenue is mainly collected from water sales. SCWA contracts with the cities of Cotati, Petaluma, Rohnert Park, Santa Rosa and Sonoma, along with the water districts of Forestville, North Marin, and Valley of the Moon. Charges per acre-foot of water are between \$393.89 and \$413.89; however the price increases for surplus water or summer water to almost \$500. Monthly meter charges for entities other than water contractors are on a progressive scale from \$24 for a 1 inch meter to \$220 for a 10 inch meter. The agency also has a number of bonds issued to fund new and on-going capital projects and brings in several million dollars through grants annually.

Service Provision

Grants

They have a full-time grant writer who often partners with other organizations to apply for funding. Mr. Poole stresses the importance of coalition-building in order to garner state and, particularly, federal funds. This year they received about \$3 million in grants and loans, a relatively minor contribution to the total budget. They also run their own grant program, the Fisheries Enhancement Program (FEP), which gives out funds for fisheries related restoration projects.

Science and technical assistance

SCWA has a Water Education Program designed to help educators teach students the value of water as an important natural resource and to promote water conservation and stewardship of the watershed. Workshops for teachers and materials are free to teachers if the school is located within the service area of one of the above listed water districts.

Water conservation

Water conservation has several dimensions; the first requires meeting state defined best management practices (BMPs) for water usage. These BMPs include metering water use, installing low-flow appliances, etc. Adopted in June 1999, the Agency's [Water Conservation Plan](#) is designed to provide funding to water contractors for cost-effective water conservation measures with the goal of saving 6,600 acre-feet of water annually. The plan allocates \$15 million to water conservation programs over the next 10 years, with the money going directly to assist the water contractors in implementing water conservation measures in their service areas. So far, the Agency has

funded and distributed over 100,000 free water-conserving showerheads and faucet aerators, retrofitting of 33,000 toilets to low flow, and 1,200 rebates for horizontal-axis, water-efficient washing machines. Additionally, water conservation can entail the re-use of waste water. This is of particular interest to SCWA as they funded a study on applying tertiary treated waste water to wetlands (Parsons and Martini-Lamb, 2003) and have discussed the possibility of using tertiary treated waste water in landscaping.

Water supply

Three major reservoir projects provide water supply for the Russian River watershed: Lake Pillsbury on the Eel River, Lake Mendocino on the East Fork of the Russian River, and Lake Sonoma on Dry Creek. Lake Mendocino and Lake Sonoma provide water for agriculture, municipal and industrial uses, in addition to maintaining the minimum stream flows required by Agency water rights permits. These minimum stream flows provide recreation and fish passage for salmon and steelhead. Most of the streamflow in the Russian River during the summer is provided by water imported from the Eel River. Streamflows are augmented by releases from Lake Mendocino and Lake Sonoma.

Develop new sources of water

There is a constant need for more water. In particular, the battle over the Russian River water continues. Mr. Poole has encouraged agriculturalists in the Northern part of the county to form a corporation and set contracts for water rights rather than establishing a traditional irrigation district. This would allow individual landowners to act as parties in the corporation. SCWA has also been pursuing the use of treated waste water as a “new” source of water for a limited number of uses.

Coordination of local entities

Mr. Poole sees the divisive relations between entrenched interests of water agencies in LA, San Diego, and Santa Barbara as the Achilles heel of Southern California. “These are people who can’t even sit in a room together.” Mr. Poole points out that although the population of Northern California is much smaller, there is more flexibility and potential for coalition-building among water interests and thus they have the ability to out maneuver Southern California water interests. “We can beat them with brains rather than muscle.” Such coalition-building is the critical factor in many of the deals that Mr. Poole has brokered. One of his first accomplishments was creating the 5 State Coastal Salmon Restoration Federation that received \$78 million of federal funds in 2000 and has provided funding for Senate Bill 271. More recently, the SCWA organized the Russian River Watershed Association to coordinate regional regulatory responses and the Water Bond Coalition to pursue Proposition 50 funding for projects in the Russian River area.

Maintain an up-to-date GIS

They have GIS expertise on their staff and are currently contracting with KRIS systems to put together a map of restoration project locations throughout the region.

Represent the county

The agency employs 3 lobbyists. Mr. Poole along with members of his staff, the Sonoma County Board of Supervisors, and sometimes members of the Mendocino County Board of Supervisors, regularly visit Washington D.C. to talk with lawmakers

about the concerns of Northern California. Mr. Poole is attentive to creating bipartisan support for projects in the region.

Lessons Learned

As Mr. Poole himself stressed, he has many roles; however, the most obvious is his ability to coordinate various entities through an astute awareness of political workings. Coalition building, he says, is about getting people at the table, getting out front with an idea, and then making it in everyone's best interest to get on-board whether it's through financial incentives or regulatory arm-twisting. It is fair to note that this strategy has not always engendered the most positive feedback. Yet, Mr. Poole sees controversy as a necessary and predictable step in the process. Innovative problem-solving and risk-taking are two aspects that this general manager prides himself on bringing to all projects.

Options for Funding and Finance

Through this examination of agency functions, it has become clear that MCWA will need to develop a self-sustaining source of funding if it is to take an ongoing role in water resource management within the county. Our analysis of various water agencies and districts have demonstrated a variety of means to raise revenue. Below we outline some of the main revenue sources of county water agencies.

Water supply

Wholesaling or retailing water requires that the county water agency has some perfected water rights and a transmission system or watercourse for distribution. In Mendocino County, the majority of water rights are held by local districts that are, for the most part, unwilling to give up any of those rights. In addition, many local systems are working relatively well, though the majority would like a larger organization to be tasked with the long-term protection of Mendocino county's water resources and to coordinate local entities, funding, and information sources.

Property tax

Due to Proposition 13, property taxes are locked in at their 1978 rate. In some cases, this has been a windfall (as in Solano County where taxes were particularly high that year), while others like Mendocino County are left with nothing. A property tax is a very stable way to fund particularly important public services, but it requires a "yes" vote by two-thirds of the county. Mendocino County, with its diversity of natural features and populations, has had a difficult time in the past reaching county-wide consensus. The water agency could only hope to receive such great public support through a massive campaign to residents in all of the watersheds as to why and how a county-wide water agency would benefit them locally.

Benefit assessment

A "benefit assessment" tax can be created within a particular zone of benefit. It is a tax that is levied only on those that benefit from a particular project. In comparison to a special property tax, it needs a "yes" vote by half of property owners within the zone of benefit rather than a two-thirds vote by the entire county. This makes this option more viable, but it still requires great local support.

Grants

Grants, while considered a "free" source of money in reality require a great deal of staff time, come with many restrictions, and are very dependent on state and federal budgets. They can also encourage opportunistic projects that do not necessarily address the real needs of a community. However, grants can be an extremely valuable way of supplementing an agency's budget and could be a pragmatic way to fund initial projects that demonstrate MCWA's abilities and follow-through to begin developing partnerships and trust in the community.

Conservation fees

Cities and counties can levy water or wastewater conservation fees for undeveloped properties to be paid at time of building permit issuance. In the city of Rohnert Park, such fees are \$325 for a residential unit and \$1,625/acre for commercial and industrial development.

Development tax

The county Board of Supervisors can approve a levy on new construction projects, earmarking the revenue for the water agency. Based on U.S. Census data reported in the Mendocino General Plan Update, we can estimate the number of new housing units that will be built between 2000 and 2010 (based on the growth rate from 1990-2000). This shows that approximately 2,912 new homes will be built in the County with approximately 2,807 of those being built in the unincorporated areas (Table 30). This is a conservative estimate due to the predicted increasing population growth and it does not include commercial developments. Yet even based on this conservative estimate of new housing units, a relatively small development tax (under \$200/unit) could raise funds on the order of \$583,400 thousand over a ten year period. This translates to approximately \$58,000 a year.

Table 30: Regional Housing Growth in Mendocino County (data from Table 1-10 in Mendocino County General Plan Update; Source: U.S. Census, 1990 and 2000)

	Housing Units			
	1990	2000	Percent Growth 99-00	2010 Estimate
Mendocino County	33,649	36,397	8%	39,309
Unincorporated Area	23,018	25,517	11%	28,324

Identifying What the MCWA Should Be and Do

Our purpose is to find a mesh between local and county water capacities in Mendocino County that uses their different strengths to the full future benefit of the county’s localities and citizens. We have approached this purpose through a screen of five successive questions that are used to draw conclusions from our earlier informational work.

1. Do local water districts and watershed councils have different goals and constituencies than a county water agency, or are their goals and constituencies the same?
2. Which water policy and management functions are most advantageously performed at local levels, which at a county level, and which are better shared?
3. To what functions did citizens assign priority for a county-wide organization in the course of our surveys and workshops? Which were viewed as county-wide functions, which as better shared between local and county organizations?

4. Given other counties' experiences, what are the apparent costs of county functions identified in Mendocino County as high priority, and what is the relative effectiveness of these functions at different financial scales?

5. Given other counties' experiences, are forms of organization and governance likely to influence capacity and effectiveness? What forms seem most suitable for Mendocino County?

Analysis

1. Do local water districts and watershed councils have different goals and constituencies than a county water agency, or are their goals and constituencies the same?

The water research literature suggests that local water districts and watershed councils have particular interest in and responsibility for the economic and ecological sustainability of their systems and membership, focusing on physical water supply, along with allocation and drainage as their means to fulfill the needs of property owners and citizens. A county agency approaches water within broader jurisdictional responsibilities for the general well-being of the whole population of the county, including its economic development, health and welfare, and reasonably equitable distribution of its opportunities. Its primary instruments are in land allocation, transport, economic development, health and educational services, financial access, and the capacity to coordinate county agencies and localities. All of these determine the pattern of water needs, interests, allocations and capacities.

Other counties in Northern California have developed management structures to allow them to cooperatively, and aggressively, pursue water rights along with state and federal funds for the use of the county as a whole. The success of these agencies, along with a desire to protect the long-term interests of Mendocino County, has led to an interest in more cooperative structures for water management in Mendocino. These structures include watershed coalitions, basin governance structures, and the expanded role of the MCWA. There are specific strengths and weaknesses related to each organizational approach, which will be discussed in further detail below.

Our analysis of this question confirms that local water organizations serve different groups and have different goals than a county water agency and, for the most part, the county's constituencies and goals are other than the sum of the localized parts. Needed is a feasible and effective combination between the local constituencies and goals that are focused on water policy and management and the Mendocino county-wide constituencies and goals that focus on water as a critical factor within broader jurisdictional responsibilities for the future of the whole county and its people.

2. Which water policy and management functions are most advantageously performed at local levels, which at a county level, and which are better shared?

The water research literature demonstrates the importance of local water organizations because of their on-the-ground control and capacity for response to operational needs. These needs often arise momentarily because of weather, emergency, time bound production requirements, and availability of workers and machinery. They require local participation, rapid mobilization of people and equipment, and neighborly

pressures for cooperation. They require the knowledge of local circumstances, the sense of the stakes involved for their water users at different times and sites, and the expertise developed over time to respond effectively when the unexpected occurs, which is frequently.

A county organization lacks this potential responsiveness to immediate situations, but it has much greater potential capacity than local water organizations for future planning and development that integrates water within the broader framework of longer-term county-wide needs and interests. It has accountability to the whole county population, thus broader political and fiscal capacity for a longer term. It has a broader view than is possible locally, and the capacity to influence other governmental capacities that have profound effects on water demand, supply, and allocation. It can achieve economies of scale in activities that local organizations need but cannot afford individually, and other economies that are possible through ease of access to complementary county and state agencies, in transport, housing and health for example.

The water research literature also sheds light on the different capacities of water-focused jurisdictions (e.g. basin and watershed councils, irrigation districts) and population-focused jurisdictions such as towns, counties and states. Of particular note are the different technical expertise, stakeholder groups, and financial opportunities available to the two types of organizations. Water-oriented organizations are much more specialized in their technical, political and financial strengths, with population-oriented organizations much more generalized in their strengths. Both types become increasingly important in situations that are undergoing rapid change. The challenge always is in finding their most effective complement.

Our analysis finds that local water organizations have a comparative advantage in operational management that responds effectively to the needs of their members. They have the knowledge, expertise, equipment, and specialized connections to be able to respond quickly and effectively to the uncertainties that confront daily satisfaction of needs. County organizations have a comparative advantage in future-oriented planning and development, in access to non-water agencies that determine the conditions for future water need, supply and allocation, and in access to a broad county constituency and its political and fiscal strength. In areas of specialization that local organizations need but cannot afford, a sharing of functions between local water organizations and the county water agency seems appropriate. Overall, a strongly complementary mode of organization, between local and county and between water-oriented and people-oriented, is needed in the conditions of Mendocino County.

3. To what functions did citizens assign priority for a county-wide organization in the course of our surveys and workshops? Which were viewed as county-wide functions, which as better shared between local and county organizations?

As the county survey and the research literature demonstrate, an effective organization must have buy-in from the interests it affects, the constituencies it serves, and the capacities it needs. Thus, our surveys and workshops were intended to identify what people want, need, or prefer on their own, because such information was essential to understanding what a county public water agency could and should become. Many hundreds of citizens participated in this process.

In terms of priorities, you will likely remember that we broke up categories of services into three groupings: 1) priorities of the County Supervisors, 2) priorities of other water agencies, and 3) priorities of local districts and municipalities.

In the first grouping, respondents indicated that pursuit of grants and other sources of financial assistance was their highest preference followed closely by science and technical assistance. With regard to financial assistance, respondents indicated that the lack of funding for infrastructure and maintenance projects, watershed and habitat studies, and restoration was the biggest hurdle to implementation. There is a perception that sources of state and federal funds are available but go unexplored. In many cases, respondents indicated that in their daily activities they did not have time to track grants. Science and technical assistance was important to participants for several reasons. They placed a high value on making policy and program decisions based on sound and sufficient scientific information. Additionally, the science and technical information was considered important content for the information shared through outreach and education.

In the second grouping, there was a strong preference for water conservation and the promotion of efficient water use. This was followed by water supply, watershed and aquatic habitat protection, and the coordination of local entities. These services demonstrate a relationship between water availability for all desired uses and effective water management commonly expressed by participants. Implementing water conservation measures for all uses was identified as a crucial and logical first step to assuring domestic, commercial, and ecosystem needs. The equal prioritization of increasing county water supply and protection of watersheds is illustrative of the widely held view of the watershed as an interconnected system. It also indicates an expectation that the agency will be involved at a county-wide level and operate at a larger scale than individual districts or basin-oriented organizations.

Indeed, the third grouping of priorities of interest to local districts and municipalities shows that participants favored the larger scale services like developing new sources of water, engaging in governmental lobbying, and maintaining an up-to-date county GIS rather than smaller scale services such as developing well and septic system maps or enabling local level resource-sharing, which may already be occurring at the district scale.

Emerging from participant choices was the view of the county water agency that will support, complement and coordinate, but not duplicate, local efforts with a longer-term county-wide vision and capacity. Participants saw an opportunity to promote cooperation among districts, municipalities, and agencies that have similar goals and needs. Many participants noted the need for improved coordination among county agencies, specifically water, environmental health, public health and planning, as well as state and federal water and restoration agencies.

Our analysis finds that Mendocino County is in a position to increase capacity by building on the strengths of local entities by helping secure grants and financial assistance and by providing science and technical assistance, while operating at a larger scale to coordinate projects that address county-wide needs and have a long-term vision of the future and protection of the county's water resources.

4. Given other counties' experiences, what are the apparent costs of county functions identified in Mendocino County as high priority, and what is the relative effectiveness of these functions at different financial scales?

In examining the relative effectiveness of the functions of other counties' agencies and districts, a continuum of functional priorities and relative costs becomes apparent. The continuum runs at one end from the very local focus of the Lake County Flood Control District, reliant on grant funds and citizen participation, to the other end,

with the expansive, enterprising and technocratic Sonoma County Water Agency. Solano and Yolo are intermediate in their financial scale and stability and their degree of cooperative action with constituents. The different models offer possible guidance for choices in Mendocino County.

The Lake County Flood Control District has been particularly adept at supporting local entities to develop restoration plans, utilizing already existing expertise rather than outsourcing. The Solano County Water Agency has brought together the technical and scientific expertise of the county through its Advisory Committee, which serves as a forum for irrigation districts and public works departments to offer advice and assistance to the water agency and each other. This role as a coordinator and facilitator of local entities has proved to be highly effective. Both organizations have also developed resource-sharing relationships with other county offices and local organizations for GIS expertise, water conservation, and public outreach projects. This is another highly effective strategy for decreasing costs and increasing coordination.

The Yolo County Flood Control and Water Conservation District and the Sonoma County Water Agency have both been highly successful at gaining water rights and representing county interests. The general managers emphasize the importance of politics and personalities. The focus of the Sonoma County Water Agency on coalition-building and lobbying for federal and state funds reflects the important role a county-wide agency with a politically savvy general manager can play in local and national arenas. Across the board, all the organizations found it necessary to have a secure financial base for credibility and to enable organization functions.

Our analysis finds that MCWA will need to develop a self-sustaining source of funding if it is to take an ongoing role in water resource management within the county. Through our examination of various water agencies and districts, we encountered a variety of means to raise revenue. Some of the main revenue sources of the agencies we examined included water supply, property tax, benefit assessments, grants, conservation fees, and development taxes.

5. Given other counties' experiences, are forms of organization and governance likely to influence capacity and effectiveness? What forms seem most suitable for Mendocino County?

Other counties' experiences with water organization are informative for Mendocino County. For the sake of simplicity, we might characterize the different forms in the following way. Lake County is a participatory model that uses a small county office to mobilize, support and coordinate predominantly local and tribal efforts. This seems to be effective in a county with a relatively small population, weak financial support, and highly committed local and tribal organizations. The county organization additionally has given access to financial sources that don't necessarily appear as 'water' sources but are directed toward areas like economic development and habitat preservation in which water has a fundamental role.

In contrast, Sonoma County's model can be characterized as technocratic, the weight of performance concentrated internally and organized by fields of technical specialization. While several of the branches of the structure have effective outreach functions, the governance of the agency is largely centralized and initiative rests primarily with agency staff. In Sonoma's setting of a predominantly urban and concentrated population with strong financial resources and water claims, this model

appears to be very effective technically, financially and in representation of interests at state and federal levels.

Solano is an intermediate case, as is its population and financial strength. Its water agency has a technocratic core surrounded by a circle of local representation and external technical advisors. In other words, a balance between county and local strengths has intentionally been sought. Although Solano County's population and financial strength exceed Mendocino County's, and although the nature of local interests and capacities differs as well, the pursuit of balance between county and local comes closest to Mendocino's need for strongly complementary functions between county and local organizations. The difference between the two is that perhaps Mendocino would have greater reliance than Solano on Lake County's entrepreneurial emphasis for local and tribal activities and diverse financial sources.

As in Solano, Mendocino's history of dispersed but effective local water management is an invaluable resource. The force of population growth, urbanization, and an inequitable distribution of opportunities, and the problem of retaining agricultural viability amidst these forces, is also common to both counties. What Mendocino adds to this mix is a strong regionalization of water management problems between the Coast, and the Russian and Eel basins.

We conclude that the Mendocino County Water Agency needs a strong core that is capable of **(1)** representing county-wide water and related financial and legal interests at multi-county, state and federal levels, **(2)** planning, acting, and coordinating with other county and local agencies, to respond effectively to the water supply and management needs of future development, and **(3)** providing specialized services to local water districts and watershed councils in critical services the local organizations cannot individually afford.

The pattern of governance flows from these functions. It would include an Advisory Council, or equivalent arrangement, that represented local water organizations in setting agency priorities and reviewing agency performance. It would include technical advisory groups for each of the three regions, each group emphasizing the mix of expertise most required in their region. A representative of each of the three groups might have a seat on the Advisory Council.

For such a system to work, there needs to be clear understanding about the distinction between operational (present) and developmental (future) functions and their division between local and county responsibilities. Representational functions of the agency need to be guided by and accountable to the county-wide elected Board of Directors, while service functions for local districts and councils deserve equivalent guidance by and accountability to the Advisory Council. The development of the core of developmental competence of the agency – planning, acting, and coordinating water aspects of future development, as well as all staff and financial administration of the agency, must be the unambiguous and protected purview of the agency's Director.

Options and Conclusions

The answers to above questions forms a sixth and concluding question: Given projections of future county needs, what appear to be the most promising possibilities for development of the Mendocino County Water Agency?

Our analysis finds that a county water agency has different constituencies, goals, and potential capacities, than water districts, watershed coalitions, or basin-oriented groups. Local water organizations have a comparative advantage in operational

management that responds quickly and effectively to the needs of the members. County organizations have a comparative advantage in future oriented planning, finance and development, in access to non-water agencies that determine the conditions for future water need, supply, and allocation, and in access to a broad county constituency and its political and fiscal strength. Overall, a strong complementary mode of organization, between local and county organizations, is needed for the conditions of Mendocino County.

Citizens who attended our workshops or filled out surveys reflected this sense of complementary services by prioritizing larger scale, future-oriented functions for a county-wide agency. Mendocino is in a position to increase capacity by building on the strengths of local entities, while operating at a larger scale and remaining focused on the future and the whole county's resources and people.

Our conclusion to our final question is that the Mendocino County Water Agency has distinctive functions in:

- Representation of county interests at state and federal levels;
- Planning, coordination and technical assistance for integrating water considerations in future economic and social development county-wide; and
- Expanding water finance from the diversified range of sources available to counties for economic and social development, water quality and habitat improvements, and environmental outreach and education.

An advisory council of local water districts and watershed councils, perhaps selected through elections of regional representatives, seems essential. Technical advisory groups are recommended for the regions and in agriculture, in conservation, and in urban development. County hard-money finance of \$1 million per year would be raised through permit fees on new residential developments, higher hotel and tourism taxes, and cost-sharing arrangements with state and federal governments.

The MCWA BOD and its General Manager will need to fully explore these options and recommendations for service provision, governance, and financing. Workshops and focused discussions on each of these will provide the opportunity to make decisions about the structure and role of an advisory council for example. Such workshops would be the logical next step in the strategic planning process and for MCWA staff to develop and implement a plan of action for its county-wide water resource management role.

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APPENDIX A

RESOLUTION NO. 03-032

CONCURRENT RESOLUTION OF THE BOARD OF SUPERVISORS OF THE STATE OF CALIFORNIA, COUNTY OF MENDOCINO, AND THE BOARD OF DIRECTORS OF THE MENDOCINO COUNTY WATER AGENCY, DIRECTING THE WATER AGENCY TO UNDERTAKE THE HIGH PRIORITY TASK OF WORKING WITH MENDOCINO COUNTY WATER PURVEYORS IN PLANNING FOR THE CURRENT AND FUTURE WATER NEEDS OF THE COUNTY, INCLUDING THE CREATION OF A COUNTY-WIDE DATA BASE, THE DEVELOPMENT OF A WATER RECYCLING AND CONSERVATION PLAN, AND THE INVESTIGATION AND ANALYSIS FOR DEVELOPMENT OF NEW SOURCES OF WATER AND IMPOUNDMENT FACILITIES

WHEREAS, Mendocino County communities, both inland and along the coast, are currently experiencing some form of water shortage; and

WHEREAS, the Sonoma County Water Agency possesses 88.7% of the water rights in Lake Mendocino and delivers that water by contract to agencies outside of Mendocino County; and

WHEREAS, the State Water Resources Control Board has declared the Russian River fully appropriated during the months of June 1 through October 31 of every year; and

WHEREAS, building moratoriums exist in a number of communities and water districts due to the unavailability of potable water; and

WHEREAS, the Redwood Valley County Water District has been notified that their only source of water (surplus) is no longer available effective immediately, leaving the community of 6,179 residents, 23 commercial businesses, 3 schools, 200 agriculture enterprises and fire districts without water; and

WHEREAS, the ability of various Mendocino County water agencies to meet current water demands as well as future needs is questionable, unless foresight, conservation and recycling measures are implemented and new sources of water are developed; and

WHEREAS, the *State Legislature* Mendocino County Board of Supervisors created the Mendocino County Water Agency in 1949 with all of the necessary powers under California law to control and dispose of storm and flood waters, operate, finance, construct and manage water projects, manage the watershed, create zones of benefit, and acquire and sell water; and

WHEREAS, water matters in Mendocino County have been fractionalized to its detriment over the years with no single lead agency, thus making it difficult for agencies to plan for and manage long-range water policies in the County to the extent necessary to meet the requirements of residents, agriculture and industry.

NOW, THEREFORE, BE IT RESOLVED that the Mendocino County Board of Supervisors and the Board of Directors of the Mendocino County Water Agency declare as follows:

- 1) The Mendocino County Water Agency is directed to assume a leadership role in addressing water related matters in Mendocino County, including the protection and restoration of watersheds, water conservation, reuse and recycling, water quality, the development and impoundment of new water, the protection, restoration and enhancement of habitat, and the restoration of fisheries.
- 2) The Mendocino County Water Agency shall work cooperatively and in partnership with other Mendocino County water agencies, agencies outside of the County, as well as State and Federal governments, on all water resource matters.
- 3) The Mendocino County Water Agency shall provide assistance to and collaborate with other Mendocino County water agencies in meeting the needs of their communities, including grants assistance and technical support.
- 4) The Mendocino County Water Agency shall make it a priority to develop revenue sources for the Agency in order to fund the activities and responsibilities set forth in this Resolution.
- 5) The Mendocino County Water Agency shall encourage and assist water districts in the County to consolidate when matters of efficiency, effectiveness and economic benefit can be demonstrated to the residents of the District.
- 6) The Mendocino County Water Agency shall develop and maintain a comprehensive database of the assets, services, connections and capacities for all water agencies in the County in order to assist in the overall assessments of water needs in the County as well as planning for the future.

The foregoing Resolution introduced by Supervisor/Director Colfax, seconded by Supervisor/Director Delbar, and carried this 4th day of February 2003, by the following vote:

AYES: Supervisors Delbar, Wagenet, Campbell, Colfax, and Shoemaker
 NOES: None
 ABSENT: None

WHEREUPON, the Chair declared said Resolution adopted and SO ORDERED.

Richard Shoemaker

RICHARD SHOEMAKER, Chairman

ATTEST: KRISTI FURMAN
 Clerk of the Board

Kristi Furman

I hereby certify that according to the provisions of Government Code Section 25103, delivery of this document has been made.

KRISTI FURMAN
 Clerk of the Board

By: *Janette Ray*
 DEPUTY

APPENDIX B

RESOLUTION NO. 03-033

CONCURRENT RESOLUTION OF THE MENDOCINO COUNTY BOARD OF SUPERVISORS AND MENDOCINO COUNTY WATER AGENCY ESTABLISHING AND SUPPORTING A PRIORITY LIST OF PROPOSITION 50 PROJECTS TOTALING \$10,000,000 FOR ALL MENDOCINO COUNTY PUBLIC AGENCIES

WHEREAS, Proposition 50, The Water Security, Clean Drinking Water, Coastal and Beach Protection Act of 2002 (2002 Water Bond) was passed by the voters on November 5, 2002, and will provide \$3.44 billion for water-related projects in California, and

WHEREAS, Mendocino County played an active role in the creation of the Northern and Coastal California Water Bond Initiative Coalition of public agencies that worked to pass Proposition 50, and

WHEREAS, Senator Machado has served as the Honorary Chairman of the Proposition 50 campaign and has promised to carry legislation to implement the Proposition 50 bond program and future measures, and

WHEREAS, Senator Machado and Assembly Member Joseph Canciamilla, Chair of the Assembly Water, Parks and Wildlife Committee, have requested Coalition participants (local agencies) to approach legislators with a prioritized program of important local projects, and

WHEREAS, public water agencies in Mendocino County were contacted for potential projects and submitted a total of \$223,619,000 of projects for consideration for funding, and

WHEREAS, a Proposition 50 Working Group of Mendocino County public agencies met on October 9, 2002, and established a system for prioritizing Proposition 50 projects that were submitted, applied that funding criteria to the requested projects and developed a consensus for recommending \$10,000,000 of projects County-wide, and

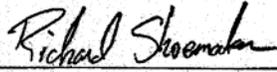
WHEREAS, it is believed that the success of Mendocino County agencies and other Coalition Agency members competing for Proposition 50 grants and loans is vastly increased by speaking with a unified voice in terms of the priorities for our area

NOW, THEREFORE, BE IT RESOLVED that the Mendocino County Board of Supervisors and the Mendocino County Water Agency Board of Directors hereby finds, determines and declares to the State Legislature and all State Departments charged with administering Proposition 50 programs that Mendocino County public agencies have assumed that \$10,000,000 of the \$3.44 billion bond issue is fair and reasonable amount of proposition 50 monies for Mendocino County agencies, who identified \$223,619,000 of local needs that qualify for funding under the Proposition, and speak with one voice for the allocation of such funds for eligible projects in Mendocino County as set forth in Attachment "A" to this Resolution

The foregoing Resolution introduced by Supervisor/Director Delbar, seconded by Supervisor/Director Colfax, and carried this 4th day of February, 2003, by the following vote

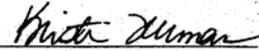
AYES	Supervisors Delbar, Campbell, and Colfax
NOES	Supervisors Shoemaker and Wagenet
ABSENT	None

WHEREUPON, the Chair declared said Resolution adopted and SO ORDERED.



J. DAVID COLFAX, Chairman

ATTEST KRISTI FURMAN
Clerk of the Board



hereby certify that according to the provisions of Government Code Section 25103, delivery of this document has been made.

KRISTI FURMAN
Clerk of the Board
By: 

DEPUTY

APPENDIX C

Survey of Water District Representatives for MCWA Situational Analysis

Thank you in advance for your time completing this survey. On behalf of the University of California Cooperative Extension and the Mendocino County Water Agency, we are collecting this information to compile a county data base of the current water resource management situation. Please answer the questions on a separate piece of paper using the numbering system provided and then email or fax the answers to Juliet Christian-Smith at jchristi@nature.berkeley.edu or (510) 643-2504.

Organization & Operations

1. What type of water district do you represent (flood control, county water district, etc.)?
2. What is the district's mission statement and management objectives?
3. What type of full-time and part-time staff do you employ (personnel, engineers, consultants, lawyers, etc.)?
4. Do you have a public office (hours)?
5. What are the names and contact information of Board Members and the Chair?
6. When are the meeting dates of Board?
7. What is the population that you serve (current and projected population of district in 5, 10, and 20 years)?

Rights & Capacity

8. What kind of water right does the district hold (riparian, appropriative)?
9. What is the quantity of water held in these rights (current and pending)?
10. Do you have other sources of water available?
11. What are the current and projected water needs of your constituency?
12. What do you see as the abilities or limitations of the district to meet current and future water needs?

Infrastructure

13. How many miles of water line does the district provide (size/type)?
14. How many fire hydrants (type)?
15. What is the storage capacity of your system?
16. What are the ages of various parts of the system?
17. What is the condition of the system (engineering assessments)?
18. What number of connections does the district provide and of what type (residential, commercial, & industrial)?
19. Are there any connection moratoriums (dates)?
20. How is water use metered or measured?

Financial Considerations

21. What is the annual budget of the district?
22. How is your budget spent (percentages on debt service, operations & management, capital replacement, legal expenses, engineering, etc.)?
23. What are your sources of revenue (and what are the dollar amounts of each)?
24. What price do you pay for water (wholesale and retail)?
25. How much do you charge for water (rate structure)?
26. What are other actual or potential sources of funding?

Future Planning

27. What kinds of planning studies have been done for the District (dates and copies)?
28. What are future goals of the district?
29. What do you see as the strengths and weaknesses of the district currently and in the future?
30. How can the Mendocino County Water Agency be of assistance to your district and to water resource management in the county?
31. What is your preferred structure for county water resource management?

APPENDIX D

Interviews of Water District Representatives for MCWA Situational Analysis

1. What are the main water uses in your district?
2. What issues do you find among your water users?
3. Can you identify areas of abilities and limitations within your district?
4. What are some of your thoughts on ways to address the limitations that you have identified?
5. What is your vision for water management in the county? (how could it be improved?)
6. Could the county water agency be of any assistance to your district or water management within the county in general?
7. Is there anything else that you would like to discuss?

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**Mendocino County Water Agency Situational
Analysis
Component B – Alternative Services Survey**

Conducted by the
University of California Cooperative Extension

For the
Mendocino County Water Agency Board of Directors

**Please mail back to:
University of California Cooperative Extension
579 Low Gap Road
Ukiah, CA 95482**

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County Water Agency Situational Analysis

Component B – Alternative Services Survey

We need your help.

Water – supply and quality – is one of the most important issues facing the citizens of Mendocino County and therefore the county government.

The Mendocino County Water Agency (MCWA) was formed over fifty years ago, with the Board of Supervisors acting as the MCWA Board of Directors. Historically the MCWA has provided little leadership and a very minor role in water issues. As a result, municipalities, water districts and individuals have been on their own to provide services to their clients and themselves, often lacking funds, expertise or political clout to ensure future supply and adequate quality of water for beneficial uses.

These beneficial uses include: drinking water, agricultural water, wildlife and fisheries habitat, industrial water and recreation. All of these uses are important to the citizens of Mendocino County because they define the economy, the lifestyles, and the intrinsic beauty of the county.

Lack of unity has historically hurt Mendocino's water supply and could certainly harm it in the future. A past example well understood by Russian River Valley residents is that most of the water supply contained in Lake Mendocino ended up belonging to Sonoma County. A more recent example is the proposed water bag transfer from Gualala to San Diego that did not go forward.

The current Board of Supervisors recognizes the importance of protecting and managing the water resources and has taken several steps to do so. These steps include a year-long study for restructuring the MCWA, hiring a permanent director for the MCWA, and creating county policy to support the revamped MCWA. More detail on each of these steps follows.

Agency Planning Study

As the Board of Directors for MCWA the Supervisors commissioned the locally-based University of California Cooperative Extension staff (also referred to as the UCCE MCWA Study Team) to conduct a study entitled "*A situational analysis of the Mendocino County Water Agency*". A detailed study proposal and other information concerning the study are available on the web at <http://cemendocino.ucdavis.edu>. This 12-month study began in March 2003. The purpose of the study is to use strategic and participatory planning to restructure the MCWA so that it will have a more active role in water resource management and better serve the needs of the residents of Mendocino County. It is divided into three components: A, B, and C.

Component A, which is complete, examined and summarized the current and past historical ways water resources have been managed and the role of MCWA in that process. It identified strengths and weaknesses of the current model and described visions for a future model of the MCWA including possible relationships between it and the existing water districts and municipalities.

Component B examines alternative MCWA roles and approaches specifically looking at the types of services it should offer. Public workshops and this survey will be used to collect information on possible services and to prioritize those services. Demographic information on participants will be used to account for differences in stakeholder groups, geographic or watershed location and Supervisor District. Component B captures the IF part of the IF:THEN analysis of the study. ***The UCCE MCWA Study Team needs and greatly appreciates your help by participating in the public workshops and answering the survey questions.***

Component C will identify and assess the roles, approaches and services discovered in Component B by filtering them through the constraints of what is actually viable. It will take into account existing resources such as economics, expertise and current and future relationships among the MCWA and existing water districts and municipalities. Component C captures the THEN part of the IF:THEN analysis of the study. A second survey and set of workshops is planned.

Agency Director Hire

The Board of Supervisors/Board of Directors hired Jim Stretch as Interim Director of the MCWA to serve until a permanent Director could be recruited. In May of 2003 Roland Sanford was hired as the Director of the MCWA. Both Jim Stretch and Roland Sanford have provided assistance to the UCCE MCWA Study Team.

Agency Direction and Role

In 2003, the Board of Supervisors passed Resolution 03-032. This resolution sets county policy to restructure MCWA and it states clearly that MCWA will become more involved in water resource management. The resolution doesn't specify the new structure of MCWA, but it makes several suggestions for the role of MCWA in water supply, quality and its relationships with other entities. Below is an excerpt from Resolution 03-032.

“The Mendocino County Water Agency is directed to assume a leadership role in addressing water related matters in Mendocino County, including the protection and restoration of watersheds, water conservation, reuse and recycling, water quality, the development of impoundment of new water, the protection, restoration and enhancement of habitat, and restoration of fisheries.

The Agency is further directed to:

- *Work in Partnership with other Mendocino County water agencies, as well as local, state, and federal agencies outside of the county;*
- *Collaborate with Mendocino County water agencies through granting and technical assistance;*
- *Develop revenue for the Agency;*
- *Encourage and assist in water resource management consolidation for efficient, effective, and economical benefits; and*
- *Develop and maintain a comprehensive database of county-wide assets, services, connections and capacities for all water agencies.”*

As you can see from above this issue is important and will affect the residents of Mendocino County now and in the future. Please help by completing the questions below and by participating in the public workshops. Thanks in advance!

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Mendocino County Water Agency Situational Analysis

Component B – Alternative Services Survey

Instructions: Please answer all of the questions. *Your personal information will not be released and no individual will be identified* in our reports of this survey. We need to ask for personal information because if we have questions regarding your responses we will need to contact you, and we need to summarize the responses by type of occupation, geographic location, watershed, and Supervisor District. Once the responses are entered into the database your name will be deleted.

If you need clarification on any of the questions please call us at 463-4495 or email us at cemendocino@ucdavis.edu. If you would like to complete this survey electronically you can find it at our web site located at http://cemendocino.ucdavis.edu/Watershed-Natural_Resources/. Thanks again for your time! *(Please print your responses.)*

Name: _____

City or Town/Zip:

Phone: _____ **Email:** _____

1) **Which Board of Supervisor represents you? (check only one)**

- District 1 – Michael Delbar
- District 2 – Richard Shoemaker
- District 3 – Hal Wagenet
- District 4 – Patti Campbell
- District 5 – David Colfax

2) **What is your occupation?** _____

3) **How many years have you lived in Mendocino County?** _____

4) **Which watershed basin do you live in or own property in? (write in “live” or “own”)**

- Russian River Basin _____
- Eel River Basin _____
- Coastal Basin _____

5) **If you answered Coastal Basin what is the name of the major river closest to you?** _____

6) **Where do you get your water? (check only one)**

- Water District or Municipality
- Your own source
- Both of the above

7) **For each of the following general services that the MCWA could offer please tell how important you think they are?**

a) *Provide outreach and education on water topics*

- Not important
- Somewhat important
- Very important

b) *Provide science and technical assistance on water topics*

- Not important
- Somewhat important
- Very important

c) *Pursue grants and other sources of financial assistance for water projects*

- Not important
- Somewhat important
- Very important

d) *Offer dispute resolution on water topics*

- Not important
- Somewhat important
- Very important

e) *Provide a county-wide identity to outside county agencies on water issues*

- Not important
- Somewhat important
- Very important

8) **Please rank the general services above 1 through 5 with 1 the most important and 5 the least important.**

- a) Provide outreach and education on water topics _____
- b) Provide science and technical assistance on water topics _____
- c) Pursue grants and other sources of financial assistance for water projects _____
- d) Offer dispute resolution on water topics _____
- e) Provide a county-wide identity to outside county agencies on water issues _____

9) **Common services offered by other county water agencies are listed below. Please tell how important you think they are for the MCWA.**

a) ***Water Supply— Plan, construct, operate and maintain water supply facilities (surface water diversions, dams, canals and pipelines, groundwater wells)***

- Not important
- Somewhat important
- Very Important

b) ***Flood Control— Plan, construct, operate and maintain flood control facilities***

- Not important
- Somewhat important
- Very important

c) ***Wastewater Treatment — Plan, construct, operate and maintain wastewater treatment facilities***

- Not important
- Somewhat important
- Very important

d) ***Watershed/aquatic habitat protection— Develop watershed management plans and fund habitat (riparian and upland) restoration and enhancement***

- Not important
- Somewhat important
- Very important

e) ***Recreation — Offer recreational activities, such as walking and biking, and fishing on Agency owned property***

- Not important
- Somewhat important
- Very important

f) ***Sell/Purchase water— Purchase water from state and/or federal interests, sell to local entities i.e., municipalities, irrigation districts, etc.***

- Not important
- Somewhat important
- Very important

g) ***Water Conservation— Promote efficient water use within region***

- Not important
- Somewhat important
- Very important

h) ***Represent County— Serve as a legislative advocate before State, Federal and out-of-region interests***

- Not important
- Somewhat important
- Very important

i) ***Coordinate Local Entities— Develop and implement water policy and long-term water supply plans***

- Not important
- Somewhat important
- Very important

j) ***Assist Local Entities— Provide technical, legal and financial support***

- Not important
- Somewhat important
- Very important

k) ***Assist Agricultural Interests— Provide representation and support for agricultural water interests on county, state, and federal scales***

- Not important
- Somewhat important
- Very important

l) ***Promote Sharing of Resources— Facilitate water exchanges and joint use of facilities***

- Not important
- Somewhat important
- Very important

10) From the list of typical water agency services listed below please select and rank your top 4 services that the MCWA should provide with 1 being most important and 4 being least important.

- a) Water Supply— Plan, construct, operate and maintain water supply facilities (surface water diversions, dams, canals and pipelines, groundwater wells) _____
- b) Flood Control— Plan, construct, operate and maintain flood control facilities _____
- c) Wastewater Treatment—Agency assumes responsibility for managing the County’s sanitation zones and districts, which provide wastewater treatment, reclamation, and disposal. _____
- d) Watershed/aquatic habitat protection—Develop watershed management plans and fund habitat (riparian and upland) restoration and enhancement. _____
- e) Recreation—Agency offers recreational activities, such as walking and biking, on many of its properties. _____
- f) Sell/Purchase water—Purchase from state and federal interests, sell to local entities, wholesale to retailers (i.e., municipalities, irrigation districts, etc.) _____
- g) Water Conservation—Promote efficient water use within region. _____
- h) Represent County—Serve as a legislative advocate before State, Federal and out-of-region interests. _____
- i) Coordinate Local Entities—Develop and implement water policy and long-term water supply plans. _____
- j) Assist Local Entities—Provide technical, legal and financial support. _____
- k) Assist Agricultural Interests—Provide representation and support for agricultural water interests on county, state, and federal scales. _____
- l) Promote Sharing of Resources— Facilitate water exchanges and joint use of facilities _____

11) **Water Districts and Municipalities in Mendocino County suggested the following services they'd like to see the MCWA provide. Please tell how important you think they are for the MCWA.**

a) *Develop new sources of water for the county*

- Not important
- Somewhat important
- Very important

b) *Engage in governmental lobbying to protect county interests*

- Not important
- Somewhat important
- Very important

c) *Track grants, communicate with groups who might benefit from them*

- Not important
- Somewhat important
- Very important

d) *Assist in grant preparation and participate in grant if appropriate*

- Not important
- Somewhat important
- Very important

e) *Build and maintain a communications and cooperation network among water professionals in the county*

- Not important
- Somewhat important
- Very important

f) *Serve as a clearinghouse and information center for people who manage public water systems or land*

- Not important
- Somewhat important
- Very important

g) *Find water sources for citizens that live outside water district/municipality boundaries*

- Not important
- Somewhat important
- Very important

- h) ***Streamline regulatory requirements and assist water districts/municipalities to respond to service, operational and regulatory demands***
- Not important
 - Somewhat important
 - Very important
- i) ***Enable resource (staff and equipment) sharing between districts/municipalities***
- Not important
 - Somewhat important
 - Very important
- j) ***Provide water treatment and wastewater treatment facilities***
- Not important
 - Somewhat important
 - Very important
- k) ***Offer team coordination with existing public water system managers to respond to water issues when response time is short***
- Not important
 - Somewhat important
 - Very important
- l) ***Maintain an up-to-date Geographic Information System or GIS (digital maps) that show all watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical storage/use sites.***
- Not important
 - Somewhat important
 - Very important
- m) ***Develop well and septic system maps for areas not served by developed sewer systems***
- Not important
 - Somewhat important
 - Very important
- n) ***Track land disturbing activities requiring permits and pesticide use permits and notify water system managers when something is proposed in their areas***
- Not important
 - Somewhat important
 - Very important

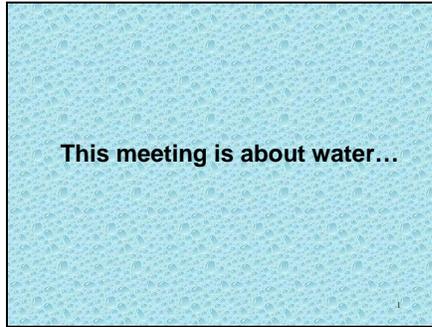
12) From the list of water district/municipality suggested water agency services listed below please select and rank your top 5 services that the MCWA should provide with 1 being most important and 5 being least important.

- a) Develop new sources of water for the county _____
- b) Engage in governmental lobbying to protect county interests _____
- c) Track grants; communicate with groups who might benefit from them _____
- d) Assist in grant preparation and participate in grant if appropriate _____
- e) Build and maintain a communications and cooperation network among water professionals in the county _____
- f) Serve as a clearinghouse and information center for people who manage public water systems or land _____
- g) Find water sources for citizens that live outside water district/municipality boundaries _____
- h) Streamline regulatory requirements and assist water districts/municipalities to respond to service, operational and regulatory demands _____
- i) Enable resource (staff and equipment) sharing between districts/municipalities _____
- j) Provide water treatment and wastewater treatment facilities _____
- k) Offer team coordination with existing public water system managers to respond to water issues when response time is short _____
- l) Maintain an up-to-date Geographic Information System or GIS (digital maps) that show all watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical storage/use sites. _____
- m) Develop well and septic system maps for areas not served by developed sewer systems _____
- n) Track land disturbing activities requiring permits and pesticide use Permits and notify water system managers when something is proposed in their areas _____

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APPENDIX F

Slide 1



Slide 2



Slide 3



Slide 4



Slide 5



Slide 6



Slide 7



Slide 8

Mendocino County Board of Supervisors Resolution 03-032

"The Mendocino County Water Agency is directed to assume a leadership role in addressing water related matters in Mendocino County, including the protection and restoration of watersheds, water conservation, reuse and recycling, water quality, the development of impoundment of new water, the protection, restoration and enhancement of habitat, and restoration of fisheries." (Passed in 2/03)

Slide 9

Resolution 03-032 (continued)

The Agency is further directed to:

- Work in Partnership with other Mendocino County water agencies, as well as local, state, and federal agencies outside of the county;
- Collaborate with Mendocino County water agencies through granting and technical assistance;
- Develop revenue for the Agency;
- Encourage and assist in water resource management consolidation for efficient, effective, and economical benefits; and
- Develop and maintain a comprehensive database of countywide assets, services, connections and capacities for all water agencies.

Slide 10

How will the Mendocino County Water Agency approach this new leadership role?

Slide 11

Study Purpose

- Identify water resource management services that the Mendocino County Water Agency could provide
- Involve the public in prioritizing those services
- Provide recommendations to the Board of Directors and Manager of the County Water Agency

Slide 12

Study Design & Approach

- IF : THEN analysis
- For example:
 - IF the critical services a water agency could provide are...
 - Water supply?
 - Watershed/aquatic habitat protection?
 - Representation of county interests?

Slide 13

THEN what mix of county and district capacities is...

- Most economically efficient?
- Most politically viable?
- Most responsible to district members?
- Most responsible to countywide population?

- Will this change for 2020 projected conditions?

Slide 14

Study Calendar

Time Period	Project Component
March – June, 2003	Component A – Historical and Current Situation Summary
May – August, 2003	Component B – Alternative Roles and Approaches (IF)
September, 2003 – February, 2004	Component C – Implications and Consequences (THEN)

Slide 15

Board of Directors' Vision for Agency

- Centralized or consolidated services within the County
 - Outreach and education
 - Science and technical assistance
 - Pursue grants and other sources of financial assistance
 - Dispute resolution
 - Provide a countywide identity to outside county agencies
- Gain trust of local county water districts
 - Move slowly into this new role
 - Demonstrate commitment to effective water resource management
 - Recognize local county water agency water rights as Agency develops additional water for the County

Slide 16

Water District Representatives

- Build and maintain a communications and cooperation network among water professionals in the county.
- Serve as a clearinghouse and information center for people who manage public water systems or land.
- Develop new sources of water for the county.
- Engage in governmental lobbying and protection of county interests at the state and federal levels.
- Provide information regarding funding opportunities and offer grant writing assistance.
- Streamline regulatory requirements.
- Enable resource sharing between districts (staff and equipment).
- Provide water treatment and waste water treatment facilities.
- Maintain an up-to-date Geographic Information System (GIS)

Slide 17

<http://cemendocino.ucdavis.edu>

Slide 18

http://cemendocino.ucdavis.edu/Watershed-Natural_Resources

Slide 19



Slide 20

Component B Workshop Schedule

Date	Location
July 21	Pt. Arena
July 22	Boonville
July 23	Hopland
August 4	Ukiah
August 5	Fort Bragg
August 6	Willits
August 11	Covelo
August 12	Laytonville
August 13	Potter Valley
August 14	Redwood Valley
August 19	Gualala

Slide 21



Slide 22

MCWA Situational Analysis Component B – Alternative Services Survey

- Please answer all of the questions.
- Your personal information will not be released.
- No individual will be identified in our reports of this survey.
- 4 parts to the survey
 - BOS vision
 - Typical services by other water agencies
 - Water District/Municipalities desired services
 - Services you would want

Slide 23

Question 8 Responses

Service	Response
a) Outreach and education	0
b) Science and technical assistance	3
c) Grants and financial assistance	4
d) Dispute resolution	0
e) Countywide Identity	0

Slide 24

Question 10 Responses

Service	Response
a) Water Supply	5
b) Flood Control	0
c) Wastewater Treatment	2
d) Watershed/aquatic Habitat Protection	3
e) Recreation	0
f) Sell/Purchase Water	3
g) Water Conservation	3
h) Represent County	3
i) Coordinate Local Entities	5
j) Assist Local Entities	2
k) Assist Agricultural Interests	1
l) Promote Sharing of Resources	1

Slide 25

Service	Response
a) Develop new water sources	5
b) Governmental Lobbying	5
c) Track Grants	2
d) Grant Preparation	5
e) Communications/Cooperation Network	2
f) Information Center	1
g) Water sources outside boundaries	2
h) Streamline regulatory requirements	2
i) Resource sharing	1
j) Water and wastewater treatment	0
k) Team coordination	4
l) Geographic Information System	2
m) Well and septic system maps	1
n) Track land disturbing activities	2

Slide 26

Question 13 Responses

Service	Response
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Slide 27

Wrap Up

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APPENDIX G

Table 9: Response results for water resource management services of identified through Mendocino County Water Agency Board of Directors vision for the Agency. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Rank				
	1*	2	3	4	5
Pursue grants and other sources of financial assistance for water projects (C)	82	65	54	40	35
Provide science and technical assistance on water topics (B)	65	83	61	45	20
Provide a county-wide identity to outside county agencies on water issues (E)	57	39	40	54	83
Provide outreach and education on water topics (A)	53	47	63	50	62
Offer dispute resolution on water topics (D)	23	42	55	75	79

Notes

*N/3 result and priority totals.

Table10: Response results for water resource management services typically performed by other California county water agencies. Respondents were asked to select and rank their four preferred services. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	Rank			
		1	2	3	4
Water Conservation - Promote efficient water use within region (G)	155	37	52	36	30
Water Supply - Plan, construct, operate and maintain water supply facilities (A)	138	83	18	22	15
Watershed/aquatic Habitat Protection - Develop watershed management plans and fund habitat restoration and enhancement (D)	138	49	31	25	33
Coordinate Local Entities - Develop and implement water and long-term water supply plans (I)	126	25	38	30	29
Represent County - serve as a legislative advocate before State, Federal and out-of-region interests (H)	103	19	14	38	32
Assist Local Entities - Provide technical, legal and financial support (J)	82	14	21	23	24
Assist Agricultural Interests - Provide representation and support for agricultural water interest on county, state, and federal scales (K)	76	16	16	20	24
Wastewater Treatment - Agency assumes responsibility for managing the County's sanitation zones and districts, which provide wastewater treatment, reclamation, and disposal (C)	70	5	17	30	18
Flood Control - Plan, construct, operate and maintain flood control facilities (B)	41	5	19	8	9
Promote Sharing of Resources - Facilitate water exchanges and joint use of facilities (L)	39	3	12	9	15
Sell/Purchase Water - Purchase from state federal interest, sell to local entities, wholesale to retailers (F)	32	2	12	9	9
Recreation - Agency offers recreational activities, such as walking and biking, on many of its properties (E)	28	4	6	8	12

Table 11: Response results for water resource management services of interest to local water districts and municipalities within Mendocino County. Respondents were asked to select and rank their four preferred services. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	Rank			
		1	2	3	4
Develop new sources of water for the county (A)	134	98	23	7	6
Engage in governmental lobbying to protect county interests (B)	118	27	43	24	24
Maintain an up-to-date Geographic Information System or GIS that show all the watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical/use sites (L)	102	26	21	25	30
Build and maintain communications and cooperation network among water professionals in the county (E)	93	24	20	29	20
Track land disturbing activities requiring permits and pesticide use permits and notify water system managers when something is proposed in their areas (N)	87	26	26	15	20
Streamline regulatory requirements and assist water districts/municipalities to respond to service, operational and regulatory demands (H)	76	13	17	28	18
Provide water treatment and wastewater treatment facilities (J)	65	14	17	17	17
Assist in grant preparation and participate in grant if appropriate (D)	64	4	16	23	21
Serve as a clearing house and information center for people who manage public water systems or land (F)	58	4	19	12	24
Track grants; communicate with groups who might benefit from them (C)	53	3	16	23	11
Find water sources for citizens that live outside water district/municipality boundaries (G)	41	4	11	14	12
Develop well and septic system maps for areas not served by developed sewer systems (M)	41	3	14	11	13
Enable resource sharing between districts/municipalities (I)	39	4	5	11	19
Offer team coordination with existing public water system managers to respond to water issues when response time is short (K)	30	4	6	6	10

Table 12: Response results for water resource management services from Mendocino County Water Agency Board of Directors vision separated by hydrologic basin. Survey priority totals are compared with basin priority totals. Relative percent priority values (22.9%) are the result of dividing basin priority totals for each service by the total number of basin selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority totals	Basin Priority Totals		
		Coastal	Eel	Russian
Pursue grants and other sources of financial assistance for water projects (C)	82	25 (22.9%)	25 (39.7%)	32 (29.6%)
Provide science and technical assistance on water topics (B)	65	32 (29.4%)	9 (14.3%)	24 (22.2%)
Provide a county-wide identity to outside county agencies on water issues (E)	57	16 (14.7%)	14 (22.2%)	27 (25.0%)
Provide outreach and education on water topics (A)	53	23 (21.1%)	10 (15.9%)	20 (18.5%)
Offer dispute resolution on water topics (D)	23	13 (11.9%)	5 (7.9%)	5 (4.6%)
Total Selections	280	109	63	108

Table 13: Response results for water resource management services typically performed by other California county water agencies separated by hydrologic basin. Survey priority totals are compared with basin priority totals. Relative percent priority values (19.1%) are the result of dividing basin priority totals for each service by the total number of basin selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority totals	Basin Priority Totals		
		Coastal	Eel	Russian
Water Conservation - Promote efficient water use within region (G)	155	73 (19.1%)	33 (13.4%)	52 (12.6%)
Water Supply - Plan, construct, operate and maintain water supply facilities (A)	138	35 (9.1%)	32 (13.09%)	72 (17.5%)
Watershed/aquatic Habitat Protection - Develop watershed management plans and fund habitat restoration and enhancement (D)	138	69 (18.0%)	29 (11.8%)	43 (10.4%)
Coordinate Local Entities - Develop and implement water and long-term water supply plans (I)	126	47 (12.3%)	30 (12.2%)	45 (10.9%)
Represent County - serve as a legislative advocate before State, Federal and out-of-region interests (H)	103	37 (9.7%)	23 (9.3%)	46 (11.2%)
Assist Local Entities - Provide technical, legal and financial support (J)	82	36 (9.4%)	24 (9.8%)	23 (5.6%)
Assist Agricultural Interests - Provide representation and support for agricultural water interest on county, state, and federal scales (K)	76	14 (3.7%)	20 (8.1%)	43 (10.4%)
Wastewater Treatment - Agency assumes responsibility for managing the County's sanitation zones and districts, which provide wastewater treatment, reclamation, and disposal (C)	70	33 (8.6%)	22 (8.9%)	17 (4.1%)
Flood Control - Plan, construct, operate and maintain flood control facilities (B)	41	7 (1.8%)	15 (6.1%)	21 (5.1%)
Promote Sharing of Resources - Facilitate water exchanges and join use of facilities (L)	39	13 (3.4%)	8 (3.3%)	18 (4.4%)
Sell/Purchase Water - Purchase from state federal interest, sell to local entities, wholesale to retailers (F)	32	4 (1.0%)	5 (2.0%)	23 (5.6%)

(continued)

Services	Priority totals	Coastal	Eel	Russian	
Recreation - Agency offers recreational activities, such as walking and biking, on many of its properties (E)	28	15 (3.9%)	5 (2.0%)	9 (22.0%)	
	Total Selections	1,041	383	246	412

Table 14: Response results for water resource management services of interest to other local water districts and municipalities within Mendocino County separated by hydrologic basin. Survey priority totals are compared with basin priority totals. Relative percent priority values (8.9%) are the result of dividing basin priority totals for each service by the total number of basin selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	Basin Priority Totals		
		Coastal	Eel	Russian
Develop new sources of water for the county (A)	134	34 (8.9%)	25 (11.3%)	75 (18.2%)
Engage in governmental lobbying to protect county interests (B)	118	35 (9.1%)	22 (9.9%)	62 (15.1%)
Maintain an up-to-date Geographic Information System or GIS that show all the watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical/use sites (L)	102	53 (13.8%)	23 (10.4%)	27 (6.6%)
Build and maintain communications and cooperation network among water professionals in the county (E)	93	34 (8.9%)	20 (9.0%)	39 (9.5%)
Track land disturbing activities requiring permits and pesticide use permits and notify water system managers when something is proposed in their areas (N)	87	49 (12.8%)	19 (8.6%)	20 (4.9%)
Streamline regulatory requirements and assist water districts/municipalities to respond to service, operational and regulatory demands (H)	76	21 (5.5%)	22 (9.9%)	34 (8.3%)
Provide water treatment and wastewater treatment facilities (J)	65	30 (5.5%)	14 (6.3%)	22 (5.4%)
Assist in grant preparation and participate in grant if appropriate (D)	64	20 (5.2%)	18 (8.1%)	27 (6.6%)
Serve as a clearing house and information center for people who manage public water systems or land (F)	58	31 (8.1%)	11 (5.0%)	19 (4.6%)
Track grants; communicate with groups who might benefit from them (C)	53	17 (4.4%)	14 (6.3%)	22 (5.4%)
Find water sources for citizens that live outside water district/municipality boundaries (G)	41	14 (3.7%)	8 (3.6%)	20 (4.9%)

(continued)

Services	Priority Totals	Coastal	Eel	Russian
Develop well and septic system maps for areas not served by developed systems(M)	41	12 (3.1%)	11 (5.0%)	18 (4.4%)
Enable resource sharing between districts/municipalities (I)	39	23 (6.0%)	9 (4.1%)	11 (2.7%)
Offer team coordination with existing public water system managers to respond to water issues when response time is short (K)	30	10 (2.6%)	6 (2.7%)	15 (3.4%)
	Total Selections	383	222	411

Table 16: Response results for water resource management services from Mendocino County Water Agency Board of Directors vision separated by Mendocino County Board of Supervisor Districts. Survey priority totals are compared with district priority totals. Relative percent priority values (31.7%) are the result of dividing district priority totals for each service by the total number of district selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority totals	District Priority Totals				
		1	2	3	4	5
Pursue grants and other sources of financial assistance for water projects (C)	82	20 (31.7%)	3 (14.3%)	22 (37.3%)	8 (36.4%)	28 (25.7%)
Provide science and technical assistance on water topics (B)	65	15 (23.8)	7 (33.3%)	8 (13.6%)	6 (27.3%)	28 (25.7%)
Provide a county-wide identity to outside county agencies on water issues (E)	57	16 (25.4)	7 (33.3%)	15 (25.4%)	2 (9.1%)	15 (13.8%)
Provide outreach and education on water topics (A)	53	9 (14.3)	4 (19.0%)	10 (16.9%)	3 (13.6%)	26 (23.9%)
Offer dispute resolution on water topics (D)	23	3 (4.8)	0 (0.0%)	4 (6.8%)	3 (13.6%)	12 (11.0%)
Total Selections	274	63	21	59	22	109

Table 17: Response results for water resource management services typically performed by other California county water agencies separated by Mendocino County Board of Supervisor Districts. Survey priority totals are compared with district priority totals. Relative percent priority values (12.3%) are the result of dividing district priority totals for each service by the total number of district selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	District Priority Totals				
		1	2	3	4	5
Water Conservation - Promote efficient water use within region (G)	155	29 (12.3%)	11 (5.3%)	32 (13.7%)	13 (5.3%)	67 (17.4%)
Water Supply - Plan, construct, operate and maintain water supply facilities (A)	138	44 (18.7%)	10 (7.2%)	29 (12.4%)	3 (2.2%)	49 (12.8%)
Watershed/aquatic Habitat Protection - Develop watershed management plans and fund habitat restoration and enhancement (D)	138	19 (8.1%)	12 (8.7%)	20 (12.8%)	9 (6.5%)	64 (16.7%)
Coordinate Local Entities - Develop and implement water and long-term water supply plans (I)	126	26 (11.1%)	6 (4.8%)	28 (12.8%)	9 (7.2%)	49 (12.8%)
Represent County - serve as a legislative advocate before State, Federal and out-of-region interests (H)	103	25 (10.6%)	11 (8.7%)	22 (9.4%)	7 (5.8%)	35 (9.1%)
Assist Local Entities - Provide technical, legal and financial support (J)	82	18 (7.7%)	3 (2.3%)	23 (9.8%)	14 (11.0%)	23 (6.0%)
Assist Agricultural Interests - Provide representation and support for agricultural water interest on county, state, and federal scales (K)	76	24 (10.2%)	3 (2.3%)	20 (8.5%)	3 (2.3%)	24 (6.3%)
Wastewater Treatment - Agency assumes responsibility for managing the County's sanitation zones and districts, which provide wastewater treatment, reclamation, and disposal (C)	70	10 (4.3%)	4 (2.9%)	20 (8.5%)	3 (2.3%)	31 (8.1%)
Flood Control - Plan, construct, operate and maintain flood control facilities (B)	41	10 (4.3%)	1 (0.7%)	15 (6.4%)	2 (1.5%)	13 (3.4%)

(continued)

Services	Priority Totals	1	2	3	4	5
Promote Sharing of Resources - Facilitate water exchanges and join use of facilities (L)	39	11 (4.7%)	3 (4.2%)	7 (3.0%)	7 (9.3%)	9 (2.3%)
Sell/Purchase Water - Purchase from state federal interest, sell to local entities, wholesale to retailers (F)	32	13 (5.5%)	7 (9.7%)	4 (1.7%)	2 (2.7%)	6 (1.6%)
Recreation - Agency offers recreational activities, such as walking and biking, on many of it properties (E)	28	6 (2.6%)	1 (1.4%)	4 (1.7%)	3 (4.0%)	14 (3.6%)
Total Selections	1000	235	72	234	75	384

Table 18: Response results for water resource management services of interest to other local water districts and municipalities within Mendocino County separated by Mendocino County Board of Supervisor Districts. Survey priority totals are compared with district priority totals. Relative percent priority values (18.8%) are the result of dividing district priority totals for each service by the total number of district selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	District Priority Totals				
		1	2	3	4	5
Develop new sources of water for the county (A)	134	45 (18.8%)	13 (18.6%)	22 (10.5%)	8 (10.1%)	42 (11.1%)
Engage in governmental lobbying to protect county interests (B)	118	36 (15.1%)	9 (12.9%)	22 (10.5%)	6 (7.6%)	43 (11.3%)
Maintain an up-to-date Geographic Information System or GIS that show all the watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical/use sites (L)	102	16 (6.7%)	9 (13.2%)	21 (10.0%)	7 (8.9%)	46 (12.1%)
Build and maintain communications and cooperation network among water professionals in the county (E)	93	21 (8.8%)	8 (11.4%)	18 (8.6%)	10 (12.7%)	34 (8.9%)
Track land disturbing activities requiring permits and pesticide use permits and notify water system managers when something is proposed in their areas (N)	87	11 (4.6%)	3 (4.4%)	20 (9.5%)	5 (6.3%)	46 (12.1%)
Streamline regulatory requirements and assist water districts/municipalities to respond to service, operational and regulatory demands (H)	76	19 (7.9%)	5 (7.4%)	21 (10.0%)	3 (3.8%)	27 (7.1%)
Provide water treatment and wastewater treatment facilities (J)	65	13 (5.4%)	3 (4.4%)	12 (5.7%)	2 (2.5%)	33 (8.7%)
Assist in grant preparation and participate in grant if appropriate (D)	64	14 (5.9%)	6 (8.6%)	17 (8.1%)	9 (11.4%)	18 (4.7%)
Serve as a clearing house and information center for people who manage public water systems or land (F)	58	9 (3.8%)	3 (4.3%)	12 (5.7%)	7 (8.9%)	25 (6.6%)
Track grants; communicate with groups who might benefit from	53	18 (7.5%)	3 (4.3%)	13 (6.2%)	7 (8.9%)	11 (2.9%)

them (C)
(continued)

Services	Priority Totals	1	2	3	4	5
Find water sources for citizens that live outside water district/municipality boundaries (G)	41	14 (5.9%)	0 (0.0%)	7 (3.3%)	2 (2.5%)	16 (4.2%)
Develop well and septic system maps for areas not served by developed sewer systems (M)	41	5 (2.1%)	2 (2.9%)	9 (4.3%)	2 (2.5%)	23 (6.1%)
Enable resource sharing between districts/municipalities (I)	39	8 (8.3%)	4 (5.9%)	10 (4.8%)	6 (7.6%)	10 (2.6%)
Offer team coordination with existing public water system managers to respond to water issues when response time is short (K)	30	10 (4.2%)	2 (2.9%)	6 (2.9%)	5 (2.3%)	6 (1.6%)
Total Selections	976	239	68	210	79	380

Table 19: Response results for water resource management services identified through Mendocino County Water Agency Board of Directors vision separated by respondent water source. Survey priority totals are compared with source priority totals. Relative percent priority values (27.7%) are the result of dividing source priority totals for each service by the total number of source selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services of Interest to Board of Directors	Priority Totals	Water Source Priority Totals		
		Own (165)	District (78)	Both (56)
Pursue grants and other sources of financial assistance for water projects (C)	82	43 (27.7%)	22 (30.1%)	16 (32.0%)
Provide science and technical assistance on water topics (B)	65	35 (22.6%)	16 (21.9%)	14 (28.0%)
Provide a county-wide identity to outside county agencies on water issues (E)	57	35 (22.6%)	12 (16.4%)	9 (18.0%)
Provide outreach and education on water topics (A)	53	35 (19.4%)	16 (19.2%)	9 (18.0%)
Offer dispute resolution on water topics (D)	23	12 (7.7%)	9 (12.3%)	2 (4.0%)
Total Selections	278	155	73	50

Table 20: Response results for water resource management services typically performed by other California county water agencies separated by respondent water source. Survey priority totals are compared with source priority totals. Relative percent priority values (16.3%) are the result of dividing source priority totals for each service by the total number of source selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	Water Source Priority Totals		
		Own	District	Both
Water Conservation - Promote efficient water use within region (G)	155	90 (16.3%)	41 (15.0%)	24 (12.5%)
Water Supply - Plan, construct, operate and maintain water supply facilities (A)	138	70 (12.7%)	33 (12.1%)	33 (17.2%)
Watershed/aquatic Habitat Protection - Develop watershed management plans and fund habitat restoration and enhancement (D)	138	83 (15.1%)	40 (14.7%)	15 (7.8%)
Coordinate Local Entities - Develop and implement water and long-term water supply plans (I)	126	61 (11.1%)	34 (12.5%)	25 (13.0%)
Represent County - serve as a legislative advocate before State, Federal and out-of-region interests (H)	103	52 (9.4%)	27 (9.9%)	23 (12.0%)
Assist Local Entities - Provide technical, legal and financial support (J)	82	47 (8.5%)	25 (9.2%)	10 (5.2%)
Assist Agricultural Interests - Provide representation and support for agricultural water interest on county, state, and federal scales (K)	76	38 (6.9%)	14 (5.1%)	23 (12.0%)
Wastewater Treatment - Agency assumes responsibility for managing the County's sanitation zones and districts, which provide wastewater treatment, reclamation, and disposal (C)	70	42 (7.6%)	20 (7.3%)	7 (3.6%)
Flood Control - Plan, construct, operate and maintain flood control facilities (B)	41	29 (5.3%)	3 (1.1%)	8 (4.2%)
Promote Sharing of Resources - Facilitate water exchanges and join use of facilities (L)	39	16 (2.9%)	15 (5.5%)	8 (4.2%)
Sell/Purchase Water - Purchase from state federal interest, sell to local entities, wholesale to retailers (F)	32	7 (1.3%)	14 (5.1%)	11 (5.7%)

(continued)

Services	Priority Totals	Water Source Priority Totals		
		Own	District	Both
Recreation - Agency offers recreational activities, such as walking and biking, on many of its properties (E)	28	16 (2.9%)	7 (2.6%)	5 (2.6%)
	Total Selections	551	273	192

Table 21: Response results for water resource management services of interest to other local water districts and municipalities within Mendocino County separated by respondent water source. Survey priority totals are compared with source priority totals. Relative percent priority values (12.6%) are the result of dividing source priority totals for each service by the total number of source selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	Water Source Priority Totals		
		Own	District	Both
Develop new sources of water for the county (A)	134	67 (12.6%)	32 (11.7%)	34 (17.6%)
Engage in governmental lobbying to protect county interests (B)	118	57 (10.7%)	30 (11.0%)	31 (16.1%)
Maintain an up-to-date Geographic Information System or GIS that show all the watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical/use sites (L)	102	57 (10.7%)	28 (10.3%)	17 (8.8%)
Build and maintain communications and cooperation network among water professionals in the county (E)	93	46 (8.7%)	29 (10.6%)	17 (8.8%)
Track land disturbing activities requiring permits and pesticide use permits and notify water system managers when something is proposed in their areas (N)	87	58 (10.9%)	21 (7.7%)	8 (4.1%)
Streamline regulatory requirements and assist water districts/municipalities to respond to service, operational and regulatory demands (H)	76	43 (8.1%)	18 (6.6%)	14 (7.3%)
Provide water treatment and wastewater treatment facilities (J)	65	37 (7.0%)	16 (5.9%)	12 (6.2%)
Assist in grant preparation and participate in grant if appropriate (D)	64	26 (4.9%)	26 (9.5%)	12 (6.2%)
Serve as a clearing house and information center for people who manage public water systems or land (F)	58	34 (6.4%)	14 (5.1%)	10 (5.2%)
Track grants; communicate with groups who might benefit from them (C)	53	27 (5.1%)	17 (6.2%)	10 (5.2%)
Find water sources for citizens that live outside water district/municipality boundaries (G)	41	23 (4.3%)	8 (2.9%)	10 (5.2%)

(continued)

Services	Priority Totals	Water Source Priority Totals		
		Own	District	Both
Develop well and septic system maps for areas not served by developed sewer systems (M)	41	26 (4.9%)	10 (3.7%)	5 (2.6%)
Enable resource sharing between districts/municipalities (I)	39	19 (3.6%)	12 (4.4%)	7 (3.6%)
Offer team coordination with existing public water system managers to respond to water issues when response time is short (K)	30	11 (2.1%)	12 (4.4%)	6 (3.1%)
Total Selections	997	531	273	193

Table 22: Response results for water resource management services identified through Mendocino County Water Agency Board of Directors vision separated by respondent response method. Survey priority totals are compared with response method priority totals. Relative percent priority values (27.7%) are the result of dividing response method priority totals for each service by the total number of source selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services of Interest to Board of Directors	Priority Totals	Response Method Priority Totals			
		Mail	Web Site	Workshops	
Pursue grants and other sources of financial assistance for water projects (C)	82	44 (30.6%)	11 (35.5%)	27 (25.7%)	
Provide science and technical assistance on water topics (B)	65	27 (18.8%)	7 (22.6%)	31 (29.5%)	
Provide a county-wide identity to outside county agencies on water issues (E)	57	33 (22.9%)	7 (22.6%)	17 (16.2%)	
Provide outreach and education on water topics (A)	53	28 (19.4%)	5 (16.1 %)	20 (19.0%)	
Offer dispute resolution on water topics (D)	23	12 (8.3%)	1 (3.2%)	10 (16.2%)	
	Total Selections	280	105	31	144

Table 23: Response results for water resource management services typically performed by other California county water agencies separated by respondent response method. Survey priority totals are compared with response method priority totals. Relative percent priority values (16.3%) are the result of dividing response priority totals for each service by the total number of response method selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	Response Method Priority Totals		
		Mail	Web Site	Workshop
Water Conservation - Promote efficient water use within region (G)	155	81 (16.2%)	11 (0.7%)	63 (15.0%)
Water Supply - Plan, construct, operate and maintain water supply facilities (A)	138	44 (14.4%)	15 (14.6%)	51 (12.1%)
Watershed/aquatic Habitat Protection - Develop watershed management plans and fund habitat restoration and enhancement (D)	138	61 (12.2%)	14 (13.6%)	63 (15.0%)
Coordinate Local Entities - Develop and implement water and long-term water supply plans (I)	126	57 (11.4%)	13 (12.6%)	52 (12.4%)
Represent County - serve as a legislative advocate before State, Federal and out-of-region interests (H)	103	43 (8.6%)	14 (13.6%)	46 (10.9%)
Assist Local Entities - Provide technical, legal and financial support (J)	82	39 (6.6%)	10 (9.7%)	39 (9.3%)
Assist Agricultural Interests - Provide representation and support for agricultural water interest on county, state, and federal scales (K)	76	43 (8.6%)	6 (5.8%)	27 (6.4%)
Wastewater Treatment - Agency assumes responsibility for managing the County's sanitation zones and districts, which provide wastewater treatment, reclamation, and disposal (C)	70	34 (6.8%)	5 (4.9%)	31 (7.4%)
Flood Control - Plan, construct, operate and maintain flood control facilities (B)	41	23 (4.6%)	4 (3.9%)	14(3.3%)
Promote Sharing of Resources - Facilitate water exchanges and join use of facilities (L)	39	14 (2.8%)	5 (4.9%)	20 (4.8%)
Sell/Purchase Water - Purchase from state federal interest, sell to local entities, wholesale to retailers (F)	32	19 (3.8%)	6 (5.8%)	7 (1.7%)
MCWA Situational Analysis	134	Final Report		

(continued)

Services	Priority Totals	Response Method Priority Totals		
		Mail	Web Site	Workshop
Recreation - Agency offers recreational activities, such as walking and biking, on many of its properties (E)	28	20 (4.0%)	0(0.0%)	8 (1.9%)
	Total Selections	500	103	421

Table 24: Response results for water resource management services of interest to other local water districts and municipalities within Mendocino County separated by respondent response method. Survey priority totals are compared with response priority totals. Relative percent priority values (12.6%) are the result of dividing response method priority totals for each service by the total number of response method selections. Letter in parenthesis is the original service letter in the survey (Appendix E).

Services	Priority Totals	Response Method Priority Totals		
		Mail	Web Site	Workshop
Develop new sources of water for the county (A)	134	71 (14.2%)	13 (13.0%)	50 (12.5%)
Engage in governmental lobbying to protect county interests (B)	118	62 (12.4%)	13 (13.0%)	43 (10.7%)
Maintain an up-to-date Geographic Information System or GIS that show all the watersheds in the county used as water supplies and their closeness to land disturbing activities, dump sites, large scale septic systems and chemical/use sites (L)	102	50 (10.0%)	9 (9.0%)	43 (10.7%)
Build and maintain communications and cooperation network among water professionals in the county (E)	93	47 (9.4%)	6 (6.0%)	40 (10.0%)
Track land disturbing activities requiring permits and pesticide use permits and notify water system managers when something is proposed in their areas (N)	87	44 (8.8%)	9 (9.0%)	34 (8.5%)
Streamline regulatory requirements and assist water districts/municipalities to respond to service, operational and regulatory demands (H)	76	35 (7.0%)	7 (7.0%)	34 (8.5%)
Provide water treatment and wastewater treatment facilities (J)	65	36 (7.2%)	6 (6.0%)	23 (5.7%)
Assist in grant preparation and participate in grant if appropriate (D)	64	25 (5.0%)	12 (12.0%)	27 (6.7%)
Serve as a clearing house and information center for people who manage public water systems or land (F)	58	27 (5.4%)	3 (3.0%)	29 (7.2%)
Track grants; communicate with groups who might benefit from them (C)	53	22 (4.4%)	8 (8.0%)	23 (5.7%)
Find water sources for citizens that live outside water district/municipality boundaries (G)	41	26 (5.2%)	4 (4.0%)	11 (2.7%)

(continued)

Services	Priority Totals	Response Method Priority Totals		
		Own	District	Both
Develop well and septic system maps for areas not served by developed sewer systems (M)	41	23 (4.6%)	5 (5.0%)	13 (3.2%)
Enable resource sharing between districts/municipalities (I)	39	18 (3.6%)	1 (1.0%)	20 (5.0%)
Offer team coordination with existing public water system managers to respond to water issues when response time is short (K)	30	11 (2.1%)	12 (4.4%)	6 (3.1%)
Total Selections	1002	501	100	401

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APPENDIX H

Survey Question 13 Responses

“Reduce duplication of services.”

“Providing the public with correct information about our water resources”

“Providing services to local entities; allowing them to better do their jobs”

“Securing water for agriculture, businesses, public “

“Keep the water nature provides us; Eel R. diversion, small reservoirs, off stream storage, county-wide storage. Work towards raising Coyote Dam; dredging Lake Mendocino.

Water Conservation; help with attitude change, tech. assistance on part of domestic and Ag, etc, users.

Coordinate with smaller water agencies.”

“Ensure permanent defined water rights for all communities in county and provide dispute resolution between agencies. Work for adequate water supplies for all beneficial uses.

Find designs for affordable waste water treatment facilities for all residents and alternative designs for individual septic uses. Provide technical assistance and/or solutions to water matters in our communities.

Assist with annexations through LAFCO and other agencies of water and waste treatment facilities.”

“Look for places to store water in winter; obtain/develop storage.”

“Map and plan efficient stream habitat management plans and develop funding sources for accomplishment by local water agencies. Coordinate usage between land owners and tribal members for coordinated use of water’s resources.”

“Use LAFCO to consolidate local agencies.”

“Eliminate duplication of effort.”

“Insure every area of responsibility is managed by a responsible agency.”

“Perform growth projections for all major water users: Ranches, agriculture, industry, population.”

“Determine existing surface and ground water assets.”

“Prioritize use of water assets.”

“Centralize where you can; decentralize where you must.”

“Conflict resolution regarding other parts of county or state assistance dealing with other agencies, such as Fish and Game, State and Federal.”

“I would like to see source watersheds monitored and protected. Balance water uses to keep urban development environmental needs and ag use so that no single use eliminates the others.”

“Protect and develop watersheds and ensure that adequate water for local food production to meet local population needs is retained.”

“No development should ever go forward without the guarantee of adequate water.”

“Reassessment water use information to the public; Example: water flows-access areas, clean up of water sheds water quality.”

“Develop policies based on establishing a maximum demand net supply, based on drought years not wet years. Policies that respect the wild and scenic Eel River, and that keep water within watersheds. “

“MCWA tie in the TMDL process.”

“I’ll wait and see how well you do with what is already listed.”

“Most things are covered; can’t think of anything more to add.”

“Localize and appropriately scale water storage, treatment. Progressive, intelligent water treatment and reclamation systems (e.g. isolation of grey water), long term and “systems” thinking vs. nonlinear thinking.”

“Alternative water storage as opposed to reservoirs.”

“Localized and smaller facilities.”

“Reclamation of storm run-off.”

“Educate public about reusing and recycling techniques such as greywater.”

“Evaluate existing water resources and report limits to growth. MCWA could be working with Ag land-owners evaluating land carrying capacity at existing water availability rates. Evaluate current use of Lake Mendocino water and tell us the truth: What per cent for Ag (break this down: grazing, crops, grapes, hay), and how much for industry, and domestic use? Evaluate waste; implement conservation plans in above areas. Support restoring water to Eel River watershed.”

“I think not having a grading ordinance in the County affects some of our local agricultural and environmental concerns. That is a horse to put in front of our water cart! Is it true Mendocino County is the only County without such an ordinance?”

“Never sell water rights to any other counties.”

“Correcting the misuse of the Eel River should be our #1 priority. Sonoma County is selling Eel water to Marin and other users outside the Russian River watershed for \$10 mil/year (40 K acre feet) while Lake Sonoma sits there nearly full. The Eel deserves better treatment and Mendocino County deserves the revenues for any of that water sold outside the county. The Inland Power & Water Commission has failed miserably to address this issue, seeking only to insure Potter Valley’s oversupply of water.”

“Elaborate on and enhance water conservation efforts—design specifically for agriculture, industry, government and residential consumers.”

“Find the best rural strategies and implement!”

“Water usage— can we quantify. MCWA should be able to measure consumption in all sectors. Document! Then an assessment can be made—who is using the water? Who needs to conserve?”

”The Navarro River seems to be over-looked. It is depleted, and there are many illegal diversions. How could a more equitable system be created there?”

“I am not sure our company can survive the “help” of another agency.”

“I don’t see enough questions about habitat conservation, restoration of fisheries, stream restoration. These should be TOP priority! Also monitoring presence and use of toxins— top priority. Above are equal in my view.”

“Provide water conservation information for public and rationale for managers.”

“Track water usage by area.”

“Promote and research and make available information regarding recycling and re-use of water—gray water, etc. Water quality/toxins in rivers, etc. Restorations of fisheries. Two or three sub “committees” for coastal, valley, other.”

“Consolidate water agencies so this county is acting with one voice. We have been, and continue to be, out of step with the times. The rest of the state’s water professionals perceive us as weak because we are so divided.”

“Partnering with local agency to develop water resources.”

“Offer not dispute resolution but mediation.”

“Solving water problems before they become acute-case in point-Anderson Valley & Navarro River drainage. Use the collective potential of the MCWA for revenue bond issues to solve local problems-small hillside reservoir construction for example.”

“Food Production and the water demand of that.”

“Assist the use of alternative treatment of septic systems.”

“Tie issuance of building permits in the county to mapping an assured year-round supply.”

“Provide for septage disposal for county residents.”

“Eventually get to a point where the MCWA coordinates and eventually assumes the responsibilities of the several individual water districts- though that may be decades off.”

“Provide hands-on technical and management assistance to small water districts.”

“Provide detailed geologic/hydrologic profiles of local area watersheds.”

“Provide review, oversight and counseling for small water districts and homeowners.”

“Regarding question 11N, the city routinely fields headaches created by the County Planning Department, caused by County approval of projects immediately outside of Fort Bragg city limits. Example: County approves home construction-well falls, and County Environmental Health officials tell the property owner to harass the city to let them hook- up to the city’s sewer system.”

“As was mentioned in the meeting-water quality would have to be a minor priority as well as maintaining quantity if not increasing this quantity. The assistance given in obtaining grants and other forms of financial assistance is also of great importance to water development.”

“Water testing lab for routine testing such as Alpha Labs, Ukiah does.”

“Support/assist local groups with creating new water districts.”

“Encourage community involvement in water issues (with workshops like this).

“Most of what I think is important was mentioned.”

“Technical assistance and help with grants to deal with beach pollution.”

“Salt water treatment plants coordination with LAFCO.”

“Housing issues in conjunction with water availability/costs future growth-agriculture, people, how to deal with droughts.”

“Coordination with Planning & Building Dept. regarding logistics, documentation, and current boundary line.”

“Water catchment & mechanisms for recharging ground water.”

“Dealing with sedimentation in streams & rivers/addressing agricultural run-off of nitrogen and pesticides.”

“Educating the public (land owners) on good water management practices and implementing putting policies forward.”

“Less bureaucracy and more action.”

“Provide clearinghouse/funded position, for information, legal counsel, complaints, concerns from users.”

“Inform citizens when plans for water use will effect them personally.”

“Inform citizens of the personal rights with regard to water (riparian etc.)”

“Data- scientific and historical- should be gathered as a “base” for understanding water issues in this county. One example- flow measurements on our rivers need to be continued by the County in absence of Federal and State work in this area. The County needs to take leadership in area such as this one.”

“Provide legal advice on water rights.”

“Create drought plans.”

“Track & evaluate.”

“Encourage implementation of water strategies such as encouraging water saving designs such as housing projects in Davis that catches run off and saves ground water.”

“Keep Planning Dept. abreast of innovative materials and designs for construction, e.g. permeable material for parking lots.”

“Many plans like General Plan and CEDS are well thought out, but often not implemented. How can we educate developers and landowners and municipalities about new methods that use water better with fewer chemicals e.g. reuse of waste-water.”

“Assist Planning Dept. in resource management (i.e. gravel mining, quarry operations)”

“Review projects for impact on water quality/quantity.”

“Review proof of water hydrologic studies.”

“Participate in regional salmonid habitat conservation plans (i.e. 5-County effort/fishnet)”

“Coordinate/participate with local, State, Federal entities in watershed restoration activities.”

“Help in maintaining and promoting a clean river and healthy watersheds.”

“At this time I think you have all the services covered.”

“Agriculture: Need conserve Type I,II,III Soils”

“Need to use low consumption irrigation systems”

“Require water conservation tech in all development i.e. low flush sanitation systems,etc.”

“Avoid high cost water development for development which focuses on “new” population growth.”

“Plan water needs based on “impact threshold”

“Assessment methodology for major projects.”

“Water conservation; water reservoirs.”

“One on one outreach to landowners. Individuals need to move out of fear and complacency and into levels of participation. Right now to effectively procure water rights it costs way too much time and money for the average landowner so they ignore the issues and refuse to participate.”

“Paper work, money, more bureaucracy, duplication of existing agencies—these we don’t need.”

“Fair representation- Supervisor Colfax was used as an example during the meeting. His region is so diverse, how can he represent use all?”

“Also, farmers use lots of water and have a low number of votes. We need protection for the public.”

“Have jurisdiction/authority over all County water agencies.”

“Create volunteer community advisory committees for each water district.”

“Fight for the rights for private landowners to build ponds and dams.”

“Avoid multi-agency/multi-duplication of existing regulations.”

“There needs to be assistance for individual water users who are going through the process of applying for a water right.”

“Development of treated waste water for Ag use; yes to monitoring of ground water.”

“Strong liaison among county agencies, specifically water, environmental health, public health and planning.”

“Strong representation of county water agency in formation of new general plan and in the rezoning it will require.”

“Assistance in developing municipal water systems in unincorporated areas lacking them.”

“Scientific data collection, monitoring of projects i.e. groundwater, analysis of data.”

“Water Conservations- improvement of agricultural methods, alternatives for frost protection.”

“Erosion control and stream restoration projects.”

“We must address the problem of reduced groundwater infiltration due to impermeable surfaces.”

“Water trust: protection of Mendocino County’s water interests.”

“Improvement of fisheries.”

“Coordinate with McDot and Merco”
 “Monitor water quality and fish habitat.”
 “Launch a water trust to purchase and hold water rights.”
 “Develop an in-school and/or after school water stewardship program.”
 “Develop workshop surveys of permaculture.”
 “Create planning alternatives for grey water and water conservation.”
 “Assist landowners with TMDL compliance.”
 “Promote citizen’s monitoring of their own water/flows on their land.”

“Monitor water quality and supply.”
 “Regulate water quality by imposing fines on people that pollute, erode, and degrade our water quality.”
 “Fish habitat and stream conservation.”
 “Water conservation-protect resources.”
 “Work together with Planning Department.”

“GIS maps with overlay to show aquifers.”
 “Track and monitor environmental quality of land with regard to water.”
 “Assess and track all users of water including plant and animal species.”
 “Protect natural water systems as a part of our public trust for future generations.”
 “Track the sustainability of human population growth.”
 “More funds for local areas to do water restoration projects.”
 “Working with schools for watershed education and conservation.”
 “Groundwater monitoring education.”

“In 10J, add citizens to the local entities.”

“Environmentally protecting ESHA’s within Mendocino County because the coastal division within the Department of Building and Planning services IS NOT doing their job in this.”

“Protecting of ESHAS in Mendocino County as the Planning Department in Fort Bragg coastal commission is dropping the ball on follow-up. To be sure permits are acquired and fines are implemented to those who don’t obtain permits when near these sensitive habitats.”

“Establish working relationship with Sonoma County water districts that share a common boundary with Mendocino (Russian and Gualala Rivers.)”

“Wastewater-develop beneficial uses, not dumping; Wildlife: protect fish from ag. Interests;
 “Wells etc.: meter private wells to get a better picture of water use and conservation needs.”
 “Aquifers: map and monitor; Local water companies: Should they remain private or more County control?”
 “Scientific advisors to be used by NGO’s etc.”

“Develop and pursue mitigation and habitat restoration early and fully parallel to project development.”
 “Education on water law compliance for public and private.”
 “Provide early notice and fair public workshops on water projects.”
 “Include live time 24-hr. electronic accessible gauging for streams, and water projects.”
 “Encourage where possible passive by pass flow devices that do not require a person to open a valve.”
 “Establish summer hydrographs on coastal streams.”
 “Providing low cost high capacity storage tanks to riparian water right holders to reduce summer pumping that is negatively impacting salmon and steelhead.”
 “Promote water master services in fully and over-appropriated streams where negative impacts on salmonids are documented.”

“While protecting Mendocino water resources from outside interests, the MCWA should also respect and protect local autonomy- encouraging smaller projects specific to localities, i.e. promote and enhance local responsibility/self sufficiency (control and responsibility should be distributed.)”

“Long (long) term water management—think Owens Valley (1930) to Los Angeles (2003). We needed long term perspectives in 1930.”

“Environmental Protection; Promote conservation and efficiency; Promote public ownership of water resources. Involvement in Global water politics. Establishing policies that work for us and the world. Update groundwater study; we’ve got lots of it.”

“Assist local water purveyors with water rights issues at the State level.”

“Be careful not to harm local water purveyors by pursuing environmental extremist views.”

“Try not to provide duplicative controls over PUC.”

“Well log library; Update groundwater resources study and include source and storage capacity. Facilitate available water resources (in addition to groundwater) . What water rights are in jeopardy? How can they be protected? How many rivers are already over- allocated? What are winter and summer flows in rivers?”

“Resource protection; Water quality issues; Promote public ownership management of water systems.”

“Update groundwater resource study.”

“Do stream-flow measurements and maintain records.”

“Allow environmental and fisheries interests to have an input capacity equal to Ag interests.”

“Cooperation with other agencies on water protection (DFG.etc)”

“Close environmental regulatory loopholes-County must take responsibility”

“Form science advisory board.”

“Create strong citizen input mechanisms for water-use projects.”

“Better enforcement of water law.”

“Create baseline water information for subsequent monitoring.”

“Water quality monitoring downstream from timber and vineyard operations.”

“Permit and regulation enforcement.”

“Ensure new projects e.i. vineyards, don’t overdraft available resources.”

“Collect and compile data from other County agencies, e.i. Planning Dept.”

“Need a solid science advisory board- could be volunteer.”

“A good web site with detailed information.”

“Continue extra sensitivity to any requests for coastal development. Have “radar” out for possible issues: examples- a desalinization plant, conflicts between conservation and resource management, legislative rules that may be outdated, need to update water law.”

“The biggest need for Laytonville water is assistance with complying with regulatory reporting requirements.”

“Raise Lake Mendocino.”

“Provide information on raising the dam at Lake Mendocino. Make sure Mendocino County has priority #1 on the additional water developed by raising the dam.”

“I believe that you have more than covered the types of services. Supply is the most important. Without supply the others are meaningless.”

“Keeping County water in the county; Involving citizen participation in water conservation efforts. Review land use permits with regards to demonstrable water supply. Youth workshops for sustainable water management. Habitat preservation/restoration.”

“Find ways to help aid water companies with increasing DHS testing and regulations.”

“Help fund existing water companies improvements.”

“Fund water companies construction resources.”

“Provide local workshops for renewing and/or continuing education for water certificates, operators, backflow.”

“Pollution of groundwater/surface water.”

“Depletion of surface water/groundwater.”

“Natural habitat issues/preservation”

“Illegal misuse/diversion of water by vineyards.”

“Recreational harm to waterways (pollution by homeless, squatters, drunks.)”

“Provide water and sewer services in Anderson Valley: New technology, model programs, limited size, serving existing communities only—to encourage and facilitate clustered development.”

“Do something about increasing storage in Lake Mendocino”

“Raise Lake Mendocino and all water problems will go away. Build more off stream holding ponds for summer months use.”

“Protection and restoration of purity and quantity of water.”

“There needs to be a continuing effort to inform the general public of the true facts and of the many efforts that agriculture contributes towards providing clean and abundant water for people, food production, industry, wildlife and recreation. Sound stewardship practices are being applied to the many watersheds of the County by honest and hard working ranchers, farmers, foresters, orchard and vineyard operators.

“As a cattleman in Mendocino County for over 40 years, I know that proper grazing practices on our watersheds result in improved grass production, reduced wildfires and erosion, and an increased volume of cleaner water. All of the above are most important to me.”

“1) Ways to encourage people to build large tanks (10-20,000 gal). 2) Ways to work with the tax people so that people don’t get taxed for water improvements such as wells, tanks, springs. 3) Keep the developers from selling marginal land with very little water. 4) Educate the farmers on drip watering. 5) Watershed mapping to show how many ponds are diverting water and to show how this effects the rivers in the first rains and the effects on the fish.”

“1)New water supplies should be developed in the least environmentally damaging way. 2) The Eel River watershed needs protection from new dams and more water needs to stay in that system. 3) Water conservation rules need to have enforcement “teeth” to prevent inefficient use.”

“1) Serve non-human water users with equal or higher priority to human waters users, as non-human users can’t easily advocate for themselves. 2) Habitat restoration assistance/fish-friendly practices – provide education and training. 3) Advocate above to all interests and help developers implement them.”

“To me, the most important rule for the County Water Agency is to FIND, DEVELOP, and DELIVER water to County interests, including residential, municipal, industrial and agriculture. We need to develop more water NOW.”

“1) Alien plant removal: Arundo donax (Giant Reed – looks like Bamboo), Tamarisk, perennial pepperweed, periwinkle. They don’t feed native animals, i.e. salmon. May use more water. 2) Clean up contamination from runoff with vegetated channels and filter strips alongside roads and agriculture fields. 3) Regarding water contamination: Educate about need and how to prevent it on household and business level. 4) Re-use sewage plant effluent: 1st as agriculture water for energy crops, i.e. sugar beets and corn to make gasohol, 2nd for landscaping and flushing toilets, and lastly for edible crops. 5) Trap and clean up contamination from seasonal streams with off-stream holding ponds to catch the “First Flush” of gunk in fall or early winter. 6) Encourage use of “leaky” paved surfaces of sidewalks, parking lots and gutters so Valley Oak Trees can survive (Save this City Symbol!).”

“1)Aid and control development of water infrastructure of small communities. 2) Avoid duplication of effort with other agencies, i.e. USDA Natural Resources Conservation Service. 3) Avail more easily water testing facilities.”

“1) Monitor water quality. 2) Assist citizen monitors of WQ. 3) Engage in governmental lobbying about WQ. There is a clear assumption inherent in this document that more development is a desirable goal. This is a political question which must be asked first!”

“Coordination/education related to NPDES Phase II stormwater issues.”

“1) Coordinate watershed restoration/protection. 2) Assist with understanding water rights and applying for the proper water rights. 3) Help coordinate 1603 process.”

“1) Research methods of water treatment that are not toxic to humans. 2) Work with Water Resources Board to ensure water diversion permits do not impair streams (especially agricultural interests). 3) Assist in promoting rain water catchment for small landowners (e.g. cisterns).”

“1) Drinking water well management brochure. 2) Informational guide for private irrigation and water collection systems. 3) Agencies directory for water related issues – local and state.”

“Weekly monitoring of all streams and creeks in Willits area for illegal dumping and pollution.”

“We need more water for housing, food crop, and livestock, not for grapes to make a few people rich.”

“Many water districts were developed for agriculture – now agriculture is being displaced by municipal demand. A policy of no-growth, unless there is adequate water, is needed.”

“What we don’t need is another agency policing us, taxing us, and otherwise regulating and being a nuisance. Your goal should be to help, and not make your money off our backs. Your excerpt of 03-032 sounds OK.”

“1) Stop the Eel River diversion. 2) Improve the quality of our water supply but not the quantity. 3) Improve anadromous fishing. 4) Improve riparian habitat. 5) Trash clean-up on all waterways.”

“Defent, guard, protect, and secure Mendocino water rights, water supplies and water interests (municipal, agricultural and individual).”

“Should make it less difficult to construct farm or other use ponds to collect winter run-off. It is almost impossible now. Make this less costly and cut red tape and tech requirements. Call me for information on how difficult this is.”

“Do a better job of informing the public as to what you are up to!!! No public awareness of your plans or meetings or goals!!!”

“Get more people using drip irrigation. More info on water conservation techniques to the public. Protect riparian corridors. More solar and less hydro power sources.”

“The County’s permit for water from Coyote Dam should be under the control of the Board of Supervisors, not the Russian River Flood Control WC & I District which is un-staffed, unsophisticated and dominated by agricultural interests who have little appreciation for conflict of interest restraints.”

“Study other similar facilities – their successes and failures. Don’t re-create the wheel.”

“1) Protection of watersheds. 2) Restoration of watersheds. 3) Working with State Agencies to ensure CEQA standards. 4) Looking at when the human use of water over-impacts the resource base and how to restrict that. 5) Studies that show the aquifers and their diminishing capacity so realistic planning can be done.”

“Keeping an eye on private and public road construction and maintenance for impact on water quality.”

“1) We need a study to determine how much water Mendocino County has and how much water it needs. 2) Water conservation and re-use plus non-water waste systems are very important. 3) Education on how to live well within a water budget is also key.”

“1) Look into reservoirs and dam sites in County where various agencies can store winter water. 2) Coordinate funding projects for raising Lake Mendocino among all interested parties. 3) Support equitable

usage of water for everyone without benefiting certain special interests – like housing tracts when we have lack of water moratoriums currently in place.”

“There is no particular ranking of the items listed below. They are just for your information:

- 1) The Mendocino County Water Agency should become expert in water rights, riparian, pre-49, post-49, etc. In order for them to be making decisions about our County, education is the best solution to these problems. If we don’t understand our history, our water rights, our future needs...it is difficult to implement a realistic policy or make changes.
- 2) We are now driven by political interests with a new manager (MCWA), new to this area, new to water rights issues within our County, new to being under the direction of a politically motivated Board of Supervisors with their own political agenda.
- 3) The MCWA should understand that our County Plan is being reworked and what our planning department is doing in critical areas relating to water. The MCWA can’t address future water issues without knowing policy. This is a difficult area due to competing interests. The MCWA should understand Ag department agenda and interests as well from our own agricultural department. These are important issues.
- 4) The University of California should also be aware of these issues and understand the above as well. Only then can a realistic idea be presented on how the MCWA situational analysis be discussed in the future. It is not just our ideas – it is the long and short-term realities of this County that need to be addressed without special interests holding a majority opinion.
- 5) The County MCWA will need to be involved in the Planning – Water usage for other Cities within the County. Otherwise their policies will not be represented.”

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APPENDIX I

Survey Question 14 Responses

“Great idea; great survey. Keep collecting information as this will be a key issue in the future (See Sonoma Co. NOW) for our ever-growing area. Push Colfax and County to be proactive on water issues NOW, tomorrow may be too late. Thank you.”

“You have listed a number of important items that are needed in the future to promote and protect our potential water supply.”

“Please avoid “over talking” that is, when directions have been given, let participants work without additional talk in their ears.”

“The proposed services don’t seem to follow directly from the 6 items in the supervisor’s resolution. Even though the resolution has four items, (1,2,5,6) which are “environmental” in nature, most of the proposed services seem to address development of water sources (item 4), or infrastructure, i.e. funding. It would be far easier if the proposed services correlated directly with the resolution. Regulation streamlining” is often double-talk for reducing or eliminating proper environmental review. Better explain the questions. Pleasant, effective meeting facilitator.”

“It was hard to fill out the survey because the questions tended to be based on some premises that were implicit, but not squarely addressed. What if I don’t agree that “regulatory demands” is a valid phrase? This whole thing is based on population growth predictions, but shouldn’t growth be determined by water availability? Why aren’t we being asked how much we want the county to grow, where, and how fast?” “It wasn’t always clear what the choices meant, and some things were separated when they could have been lumped together.”

“Better outreach and publicity about meeting information distributed previously that more clearly explains the mission and the reasons for these public meetings.”

“Environmental issues need to be listed in this survey. Need to discuss run-off regulations-- enforcements of water laws.”

“Interviews with Water Districts & Municipalities—did this include privately owned public water companies? The questions in #11 are somewhat redundant and uninspiring. No opportunity to explain our reticence to a “Power Grab”—Some things would be good for the Water Agency to do—if they did not compete with local jurisdictions. I think people told you tonight that we want the Water Agency to collect information, hence-the high rating of GIS rather than build facilities and run wastewater plants.”

“I am quite concerned that people who turn on the tap in our water district are happy and not concerned with many of the individual concerns talked about tonight—thusly they are not concerned and don’t attend meetings such as this and are not represented.”

“Good work! I attended a water conference sponsored by the local government commission and one thing that was emphasized again and again was the potential for gain through inter-agency cooperation, identification of common goals, elimination of overlap, etc. Involvement of people in survey, ranking tabulations, discussion was good! Presence of elected officials was good. Presence of water agency people and UC people was great! The graphics were great.”

“The format and process has been excellent--you may want to pass out your survey after the presentation.”

“The survey and workshop format is fine. Residents in outlying areas appreciate local meetings.”

“I like the workshop process. I don’t like the lecturer to have what he is saying printed on the screen and have him point it out as he speaks.”

“Discussions with the audience were very important. I personally want to know who to go to to solve ESHA problems—more individuality with problems if any.”

“I feel like in answering many questions, I could not necessarily represent my feelings as multiple interpretations could be surmised i.e. does legislative lobbying represent development over conservation? Of course, I would want lobbying if it represented a balanced effort with sound ecological concerns and not wholesale development. I hope this process will be able to avoid listening primarily to those who will benefit financially from water development who speak for the environment. Someone told me about this meeting but I did not see it published anywhere else. Who got the announcement? I think more people would have come had they known about it.”

“I found this survey to be confusing, convoluted and sidetracking that I feel are the most important issues, which are 1-Conservation, 2-Monitoring Quality & Quantity, 3-Regulate use and allocation. Give us more lead time on meetings and better outreach to let people know they are happening!!!”

“This survey is very easy to use—not easy to use on computer (sorry)! The process was a little controlled for many of the participants, but I understand the need to adhere to a process where a result is data that you might use---many thanks!”

“Notice regarding the meeting? I only heard about it today re a message from my district supervisor. Was notice posted? But nice folks here.”

“Looks good. Hopefully there will be lots of input.”

“It seems very workable!”

“As with any complicated issue, it’s difficult to encompass everything. You did well.”

“It would be great if you published this survey in the Farm Bureau Newsletter and the local newspapers. I realize that you might receive too many responses, but something must be done about “outreach” and quelling the fear and levels of paralysis affecting most landowners in the county.”

“I think the survey is too general and the questions are confusing.”

“Your program looks good and is long overdue. I don’t guess we ever get ahead of the curve.”

“Survey questions do not fully address BOS Resolution #03-033 by emphasizing water supply portions of the resolution and minimizing water quality portions of the resolution. Survey is skewed to water supply issues.”

“This agency needs regular funding from the County. Looking for grants and outside funding creates instability from year to year. This agency needs to have a firm local financial base to work from.”

“Less bureaucracy and more action.”

“Speaker said there are general funds available and other revenues will have to be raised for County water agency. If we were to get all the services we need/want, how is the money going to be raised? Taxes? Fees raised, etc.? We are an economically deprived County and it would be difficult to raise local money. Thank you for this opportunity.”

“In regards to wastewater treatment, I rated it high because it would be nice to get County help (grant writing/funding) to help districts deal with wastewater. However, the question was worded where the County would build and develop. I am not convinced County should operate etc.”

“So far so good! Not much discussion re: groundwater.”

“Thank you for encouraging community input in your planning process!”

“My first visit—been great!”

“The workshop was fine for what it was. It remains to see what will come to pass, and if the money becomes available to implement what I feel are important projects and responsibilities. I like small groups—everyone had a good chance to speak their mind.”

“It was poorly attended, I think. It should have been better attended. In other respects, I believe the presentations were well done, and audio/visuals were fine, the questions and possible answers seemed fair. I’d say your organization should improve your press relations.”

“You may be trying to be too broad. I feel that water supply issues dwarf all other factors. Mendocino County will never develop without more source water.”

“Second only to potable water is the use of water for the production of FOOD. This should be the foremost thought of all conscientious people.”

“You probably have the organizational structure to become pro-active and stay ahead of our water problems.”

“Thorough coverage.”

“Good job!”

“The goals are lofty, but with dedication and hard work, they all can be accomplished. At least, the County is finally moving in a concerted direction.”

“Would like to see more specific services in the areas of protection, restoration, conservation, quality, re-use, etc.—only two mentioned—(question 9-10, d & g).”

“I liked going over questions.. would like to get information about other areas.”

“It’s fine.”

“Great idea to survey and gather information! Good way to start an agency. I think it would help to continue the process over time. Ongoing feedback system. Good luck!! Thanks.”

“It was helpful to be informed. The survey was short enough to not be overwhelming.

“Survey seems good—some items I was unclear of their impact, potential effects. Maybe a sentence or two in parenthesis as explanation. Examples: 7e (what agencies?), 9i (what local entities?) 9L (what specifically is involved here).”

“Too Redundant—way too much repetition. Do not view all “Ag uses” as the same. Ask more direct questions: i.e. Should MCWA focus primarily on providing new water sources for new housing...or for new development? Should MCWA be a developmental or a conservation agency? You’ll bring out more interesting responses that way. Also, ask what we need locally! We need clean water for reservation housing! A downtown fire-hydrant system for starters.”

“The survey is too general and much too ambiguous. Trying to separate water use among interests and ranking priority defeats the purpose of a “visionary” County water agency. We all need water, and at an increasing rate. Conservation efforts and intelligent, efficient development of water resources should be divided equally across the spectrum of interests. Protecting the natural systems which provide for us need the most immediate and prolonged attention. We need to think of “how we live in balance with nature”, and how to not be wasteful.”

“So far---so good.”

“Worked okay. Excellent, well thought-out and presented. Good starting point.”

“If the County water agency acts in the interest of the public (not developers) then many of services listed would be beneficial. My concern is that the agency will become a political tool for developers.”

“This study should determine the maximum growth allowable based on localized water supplies.”

“Much of this sounds good, but I wonder what will be possible giving funding restraints, as well as the willingness/ability of MCWA to get groups to work together.”

“I found the amount of “jargon” in the online material difficult to read. I would really like to know how the agency is to remain responsive to citizens and not become part of the “hidden government of California”. This biggest problem I had in trying to get others to this meeting and interested was distrust of governmental processes.”

“In Covelo, we have an orphaned storm drain system that needs an owner/agency to maintain it. The Round Valley water district only concerns itself with flood waters. It ignores, irrigation, fire-hydrant systems, and drinking water. Note: Centralize where you can; decentralize where you must.”

“This is the first step and need follow-up on a continual basis.”

“I am very glad that someone out there is looking at the importance of water. My family depends on water for our well-being. Without water from the Eel River diversion, our farm could not exist. I feel like no one really understands this. Thank you. Education is incredibly important in my opinion.”

“Seems to be a good process—objective and unbiased.”

“Explain up front that this workshop is to streamline the survey process, not address water issues.”

“I am concerned that all of this is just going to develop another agency to answer (water cop)”

“We don’t need more government. Hopefully, focus will be on educating the public and private entities and helping them to protect existing resources. Grant money could help communities develop new water resources. Thanks.”

“A water agency with no water to sell will always be powerless. The MCWA needs to develop new water resources or obtain control of water rights through negotiation and merges with existing water districts to end the current water way!”

“Many good items, redundancy with DHS, Awna, PUC, DFB, SWAB, Coastal Commission.”

“Some one spoke from a “private” water company about “rights of privatization”—I believe we need to stop “private profit pirates” and work for social responsibility and accountability. What happened to Thomas Jefferson’s view of “the commons” and their importance? Make all utilities “public”—water, electricity, and medical care.”

“Good Start It’s tough to think so hard about things we usually take for granted.”

“I liked the discussion of the survey. Many times surveys feel impersonal and that they might be taken the wrong way.”

“Excellent survey. Thank you for the comprehensive and thoughtful approach you are providing.”

“Survey did not address change (apparent or anticipated) in MCWA from assisting and advising local agencies to ordering and controlling actions of said agencies. No mention of water allocation during dry years or who will do the allocating?”

“For those new to the process, it appears that there is considerable background material to understand before one can provide answers. Getting this information to the public before would have been ideal. The survey offers plenty of choices so would be surprised to see more stuff in Question #13.”

“Good job.”

“Survey is too complicated and confusing. It also seems to be internally contradictory. I really don’t think this process is helpful. In my view it is pointless to try to model or otherwise interpret the vast diversity found in Mendocino County.”

“Great workshop! The instant results of the survey was very helpful.”

“These meetings are important for the County to understand and the people to know the results in a timely manner. It affects everyone in the County equally—not one district or community over the other.”

“9E Government has bought too much property for conservation easements and public can’t use them--- Sonoma County”

“10 and 12 were a bit confusing. I started to rand them all from 1-4, it was not completely clear that only four were to be marked. Also, leave a blank or two in the side column, (10 & 12) for write-ins.”

“I hope to participate in future workshops. My time in this county has been wonderful. The largest worry is always fire. What are we, the landowners, going to do when a fire happens? How many people have enough water to fight a fire on their homestead? CDF only requires you to have 2,500 gallons. How long will that last? This survey is good. I believe we in Mendocino County can exist with what we have, we just need to not waste water.”

“Put deadlines and timelines on survey so I know if it is too late to send in or not. Received it months ago and just uncovered it.”

“Good survey on one of the most important topics.”

“I feel you are approaching the program properly, and at this point I cannot offer any improvements.”

“This is a good thing. Water is going to be very important in this century and so is protecting our watersheds. Because of the increased rural population far less water is reaching the creeks.”

“Thanks for providing the survey.”

“Regarding questions 11/12: Services M and N I consider to be satisfied by service L. Likewise E, F & K are too similar to consider more than one, and C would be done as part of D (assuming D is done properly). Next time keep this survey under 4 pages and design it to be mailed for the basic 37 cent stamp.”

“Good survey! We hope that MCWA unburdens itself by dropping issues that proxy shows low interest and avoids special interest pressures.”

“I believe this analysis document is skewed by asking a preponderance of questions about development/agricultural issues. As I rate the questions, they tally as follows: developmental:18, environmental: 5, health: 5, recreational: 1.”

“MCWA should be an informational source in a positive way. Should not be formed to use public funds to provide special interest group’s bias data to be used for their own agenda.”

“We have not attended a workshop but will attend future ones. As to this survey, it took more than 20 minutes if one really thinks about these issues. Since we have our own spring, we are against condemnation of private water.”

“1) Cover memo from John Harper dated August 8, 2003. 2) Postmark on envelope dated September 3, 2003. 3) Survey due September 15, 2003.”

“Biggest problem is county giving or selling water rights to other counties – such as Sonoma – or pipelines to distant counties like CA aqueduct project. We have a lot of water. Let’s develop more without building

dams and keep it for our interests, Ag use, and protection over the long run as growth in State of California continues.”

“I wasn’t able to attend the workshop, so I don’t feel especially confident about my replies to the survey. I am opposed to any privatization of our water systems! Government agencies are more responsive to our needs and care more deeply about the public good than companies focused on their bottom lines.”

“MCWA is a bureaucratic organization and as such must be controlled from outside or it will “eat” resources (e.g. money) that could be otherwise beneficially used to “grow” itself. People who choose to live outside water districts should NOT have their chosen lifestyle supported by the County. Why are the same issues, questions, asked three separate times? I fear a central agency which creates another layer of bureaucracy, incompetence and expense.”

“In some areas listed as Somewhat Important, this choice was made because of overlapping entities.”

“I think it is very important for a Water Agency to have an open and receptive attitude toward public/citizen input. It is too easy for agencies to become too bureaucratic and rigid in policies. This survey is helpful.”

“Survey could have been a bit more descriptive with words like streamline, municipalities, riparian, for those who do not know the meaning.”

“I think this County needs to take control of its water. There is lots of water if we had a way to save the overflow in winter to last into the summer and fall. We need help with putting more wells in so we don’t have to use of the Lake Mendocino water.”

“I didn’t attend any workshops. The survey seems OK.”

“Sorry I am late with the response. I was involved with other pressing matters.”

“This survey is very biased toward the assumption that everyone in Mendocino County wants more water and more growth.”

“The format appears thorough and well-organized.”

“Please send a copy of your mailing list. I am interested in whom you queried.”

“This was a good survey. Good luck getting the program together. SAVE OUR WATER!”

“This is an excellent first step in setting the foundation for the renewed MCWA.”

“I see water being wasted on a daily basis. Conservation could drastically cut demand by at least 33%.”

“A good start. Now we need someone to do it.”

“The workshop did not supply basic background for the previous plans or facts necessary to fill out the survey intelligently.”

“Water is a huge issue. To have enough and not waste any is critical. All water issues are important. The format was clear and concise.”

“In trying to ferret out the priorities of the human use of water, the public trust may not fare so well (in terms of number of questions). No many people knew about the meeting in Anderson Valley.”

“This survey can be a very useful tool in giving all involved an equal voice in decisions for the future. My concern, in the past, has been that those who have been the most vocal have been those that end up the most favored, precluding equal consideration for all involved and concerned.”

“I’d like some background information on the two hires, Jim Stretch and Roland Sanford. Who are the members of the study team, and how were they selected?”

“I am sorry I am late getting this survey back to you, but hope it is helpful nevertheless.”

“I attended the workshop in Fort Bragg. Mostly, I was appalled at the ignorance of the vocal members of the public on water issues in general and the historical reasons for the development of public water supplies and sewer systems. It was also obvious that many members of the public had no idea why the Board of Supervisors is trying to breathe new life into MCWA. I thought the workshop dwelled too much on making sure everyone was heard. The members of the Board of Supervisors attending the workshop could have explained some of the County’s problems and the Board’s actions to those assembled at the public meeting. That did not happen, and, as a result, the workshop turned into a gripe and pipe-dream forum for a vocal few.

The pleas for assistance from those who live in unincorporated areas not served by any sort of water system could easily exhaust the agency’s resources while producing little overall benefit. The same can be said for those advocating MCWA sponsorship of gray water systems and the use of biologically-contaminated water for in-home sewage disposal, except that those folks need to be taught about cholera, typhoid fever and polio. Such pleas from the public probably have a lot of appeal for individual members of the Board of Supervisors but are a trap that would reduce the agency’s potential effectiveness to perhaps less than the past level.

Similarly, calls for the MCWA to become involved with planning, constructing and operating water supply, flood control and wastewater treatment facilities will only lead to a duplication of existing efforts and a loss of efficiency while leaving the County with the present set of problems.

Allocating MCWA resources will be a challenge. I suggest prioritizing efforts based on the volume of water moved or needed over a year and the number of people impacted by the issue. That means 80+% of the effort would be focused on the Ukiah valley and that is where most of the problems are.”

“Thanks for the opportunity to participate. Hope you get a proper county-wide, (not just Ukiah Valley) agency going.”

“Some questions are too vague. The ranking system should be incorporated into the regular questions so there are not additional questions. (Streamline the questions.) Not enough protection of plants, animals and quality of water focus. Water conservation is NOT given enough importance.”

“The immediate need for the Ag and municipal water users is more water. Lake Mendocino was designed to be raised. Why do all the talkers say it can’t be done. Water storage is the top priority not campgrounds. We need action, not a bunch of people sitting around a table talking. This will become a typical bureaucratic undertaking, and nothing will come from it.”

“Keep it local.”

“It (the survey) is biased in favor of those who profit from the use of water and against efforts to protect water-related resources. It gives choices that lead the respondent to ignore the primary direction the Supervisors directed in favor of the secondary. See page 2.”

“This was a good survey. Thanks for the opportunity to participate.”

“The MCWA’s foremost charge, obligation and responsibility is almost certainly to develop, manage and protect the water supplies and water resources of all of Mendocino County for the benefit of all its residents. However, I think the Agency can best achieve that objective by first working with and consolidating the efforts and functions of the many existing water districts in the County.”

In 1989, a task force was formed consisting of some 19 leaders of public and private utilities, fire and emergency services agencies to study how to restructure the existing agencies to more effectively and efficiently provide the highest quality of service to the residents of the greater Ukiah valley. After 18 months of meetings, the task force issued and published its findings and recommendations.

The first recommendation of the water committee of the task force was that the MCRRFC & WCID would become a valley-wide water agency with the authority to consolidate the 6 or 7 water districts in the Ukiah valley and coordinate their operational efforts. The Board of Trustees of the FCD was to be reconstituted to consist of a representative from each of the valley water districts. This recommendation was to be implemented within three months of its issuance, but the FCD refused to accept that charge and responsibility.

I feel strongly that the MCWA is now in a unique position to be that responsible agency to establish a valley-wide water agency. Some would argue that the water agency should tackle immediately the loftier and more complex issues of water supply development and water rights, but I contend the agency in its infancy does not have the structure and expertise to pursue these issues. The SCWA has taken decades to develop itself into the type of water agency that we all envy and admire. Instead, I think the MCWA should take the first steps to build an agency which has the support and expertise of its member water districts so that it will have some political clout and the respect of other agencies who know it speaks for inland Mendocino County water interests with a single, unified voice.

The beauty of this recommendation lies in how it was perceived by the task force that the valley-wide water agency be formed. Each individual water district would continue to function as it presently does with its existing staff and existing governing boards. The valley-wide agency would begin to develop and offer a broad spectrum of services and functions that the member agencies could utilize or not. For instance, a billing system could be developed by the valley-wide agency which member agencies could subscribe to so they wouldn't have to develop a sophisticated billing system of its own with limited financial resources. The same could be said for a labor pool or an equipment inventory at the valley-wide agency so member agencies would not each have to hire certificated operators or rent or buy expensive equipment, yet each agency would have ready access to those services. Each member agency would also cede those individual functions to the valley-wide agency only when they became burdensome for the water district or when the valley-wide agency develops a function which can clearly benefit a water district. In fact, a water district could even take back a function if it ever proved to be inefficient or too expensive for the valley-wide agency to administer. The ultimate outcome would be for the member agency to cede all its operations to the valley-wide agency when that became financially feasible, but only with the electoral concurrence of the voters of the district.

While the valley-wide agency is consolidating the operations and efforts of the individual water districts, it has the benefit of the participation of each water district representative to develop policy regarding water supply development, water rights and a host of other larger, more complex issues.

If this governing structure conflicts with the present structure of the governing board of the MCWA being the BOS, the water district representatives could be an advisory committee to the BOS.

I realize that this proposal addresses only the needs of inland Mendocino County and the greater Ukiah valley in particular, but the same service could and should be provided to consolidate the water districts in coastal Mendocino County and other inland areas of Mendocino County where it is feasible. It is way too costly and inefficient for each individual water district to develop the facilities and staff which result in duplicity of function in neighboring districts and eventually higher costs and inefficiencies of service to customers and residents.

Do this first, or at least in conjunction with any other water agency functions so Mendocino County can begin to develop an agency it will be proud of and will provide a better quality of service and life to its residents.”

“Survey is good. However, it doesn't take into consideration the areas marked in yellow on my newspaper article. [Refers to paid advertisement “*An Open Letter to all Redwood Valley Residents*” in the **Ukiah Daily Journal** on August 11, 2003]

Charging everyone in the entire county equitably for water is one issue. To charge some in County and not others is unacceptable.

Monitor illegal ponds, dams and reservoirs to prevent illegal uses that will detrimentally impact the amount of water that we all share. This illegal group is only self-interest. State Water Resources has a list of illegal users. Agriculture users are the worst offenders.

Winter water storage is very important for usage in summer and fall as needed. Sharing of funds by everyone to develop these areas in various areas of the County.”

“I live in Redwood Valley, California. The issues facing us here are similar to issues facing all of Mendocino County and other parts of the State of California. Water will, and is, one of the most important future issues. Water management is critical in the future as more water becomes polluted and the need for good water is increased. The balancing of water issues between domestic, industry and other uses will also be of great importance in the future.

The questions in this survey do not reflect those that should be asked in all instances and some do not apply to this area and/or the Mendocino County Water Agency.

This agency has been in operation, limping along with no structure, for years. I believe that the Board of Supervisors only elevated it recently for one purpose – to pool the water in our area and make themselves in charge of the cost of water we all use.

It is believed that the Board of Supervisors does not collectively know a lot about water rights. I do not believe that the Mendocino County Board of Supervisors realized that they had no water rights with the exception of a few Board Members – and that they had (have) a complete understanding at this time of the implication of those water rights.

There are many important issues that need to be addressed by the Mendocino County Board of Supervisors. These issues are extremely important for future water use in this area.

- 1) The policy of this Board of Supervisors has been to have the Mendocino County Planning Department not enforce the California State Water Resources requirement that prior to building a pond, dam or reservoir Mendocino County residents and/or property owners need to have a permit for water from the State. They also need clearance from several other agencies including the California State Department of Fish & Game. Mendocino County has established an “exemption” list (for more information contact the Mendocino County Planning Department about this list).
- 2) Mendocino County takes no enforcement action against any of the illegal ponds, dams or reservoirs and looks the other way when illegal pumping of water takes place. Our District Attorney won’t prosecute those cases of “illegal taking” or pumping which compounds water issues here.
- 3) Those taking the water or impounding it know that the County won’t take any action politically. This leaves the agriculture interests in many cases taking water from those that have a legal right to water in our County.
- 4) In addition, the Mendocino County Board of Supervisors is in control of the MCWA. A three majority vote of the Board of Supervisors is all it takes to set policy and make decisions about the direction of the MCWA. The Board of Supervisors can set a public hearing – most of the time letting the opposition to their policies speak only for three minutes. Thus, the political direction of the moment and political interests are in charge of this agency.
- 5) The local cities, water agencies and other interests need to influence the Board of Supervisors on policy to get three votes or they will not have their issues addressed except in this three-minute forum.
- 6) One solution would be to have equal representation for all of the interests instead of this three majority vote. Your questionnaire should address this issue. Many entities and individuals, including special interests, know how the process works and know that political interests and

special interests rule. To grant certain powers to the MCWA with a Board of Supervisors veto needs to be addressed.

- 7) The issues are myriad to say the least. However, when the public has tried to speak at public hearings and bring various subjects to light, the Board of Supervisors doesn't want to listen if this is not what they want to do. Thus, we don't trust the Board (MCWA) to be given unlimited power (take over the Inland Water & Power Commission, etc. – Russian River Flood Control District.
- 8) With the Board of Supervisors determined to rezone major tracts of land for industry and housing tracts, the increasing demand for water will be enormous. We have a limited supply of water. Special powerful interests holding land, both developers and agricultural holders want unlimited supplies of water and are looking for ever-increasing sources, both illegal and legal. The County should be prohibiting all illegal uses on the one side and on the other should secure water prior to allowing all of this growth with no additional water.
- 9) We have had water shortages here in the recent past. In addition, as increasing usage from those with a legal right in the Russian River Flood Control District there will be less and less water available for the “Surplus Water” needs of the Redwood Valley County Water District. This is problematic because Redwood Valley uses 2500 AF +/- each year from the Russian River Flood Control District. In 2002, the RVCWD was told there was no surplus water available from the RRFCD and pumped illegally in November and December 2002. The Redwood Valley County Water District did not ration water, cut off agricultural irrigation or take any mandatory conservation measures. They pumped more water during those months than in the previous several years keeping their vineyards in green grass after harvest, etc. (Complaint filed with the State Water Resources Control Board regarding this issue is part of the public record.)
- 10) There are many issues and everyone wants a part of the pie. There will be no “new sources of water.” So looking for new, untapped sources is out of the question because the odds of us getting water from the Eel River and other areas could be under litigation from Humboldt County. Sonoma County is not likely to be giving us water considering their shortages or near shortages in past years. This leaves the water that is currently available in Mendocino County.
- 11) Raising Lake Mendocino may or may not be feasible. The cost just for the feasibility is now more than \$4,000,000 and rising. This project is years away and, if feasible, will take enormous sums of money.
- 12) Our County and Board of Supervisors needs to look at capturing winter water and storing it until it is needed during dry, critical and drought years and during times when extra water is needed by the water districts, etc. If everyone pooled their financial resources and bonds were passed, it would be possible to move forward in these areas. These reservoirs and dams could be spread throughout the County benefiting water users in various areas. (Even if we got the Eel River water, we have no place to store it.)
- 13) The MCWA should have a role in water conservation policies. However, this will be made a political issue by the Board of Supervisors. If they face the political fact we are short of water now...then they have to stop putting forward growth policies that impact the amount of water we now have at this time until we solve this shortage.
- 14) One has to understand that sewage treatment and re-use is an important issue for some parts of the County including the City of Ukiah. The Board of Supervisors would like to pool all the water in the Ukiah Valley for example, charge high rates to pay for the water agency and other expenses plus make a profit, and then say who gets the water – thus they could fund growth. Then they would make all of us use treated water for irrigation, etc. This sounds like a plan until you realize the loss of water rights from doing this project. In addition, growth will cause suffering under this problem right now. When sluge is spread on the land the air pollution stench in South Santa Rosa and Petaluma is awful. I had to work there for several

months (Petaluma) and could not stand the smell. In addition, they are polluting the land with this sludge and have no way to dispose of all of the treated water – some will go to the geysers in Lake County.

However, Lake County is having increasing earthquake problems from the injection of treated water into the earth. This will be a future political issue in Lake County – they are already having meeting.

- 15) There are no easy solutions to the problems we are facing. Some of the questions that are asked in this questionnaire are okay but they represent on surface issues. The MCWA and the Board of Supervisors can be on the cutting edge on these issues. However, political special interests are in control here and dictate policy most of the time. The MCWA will need to be structured in such a way as to give everyone a voice and not just a place to meet with everything in a Supervisors veto process.

The Board of Supervisors sees the MCWA as a potential broker of County-Wide Agreements according to your draft report. This would be difficult to do without consolidation of water rights which is not in the best interest of Mendocino County at this time due to the nature of our water rights.

The Board of Supervisors wants the MCWA to develop a source of revenue which would involve, at this time, wheeling water. The water that is to be wheeled is already paid for and committed. There is no water to wheel and the MCWA holds no water rights. Your investigation should include how the County Water Agency should raise funds for its own operation and for what other reasons? The Supervisors look at this as a source of income for the general fund? What restrictions would be placed on the sale of water? Since the Russian River Flood Control District is a taxation district – we pay for this water through taxes. Why should the County be able to wheel our water and make us pay high rates for it? Double taxation? Loss of water rights of the RRFCD is taken over by the County?

I don't believe that the Supervisors should have any level of authority over water resources that are held by local county water districts. The only exception may be needed water rationing to meet everyone's needs in critical times.

It is believed that the Supervisors see the RRFCD takeover as part of their ability to have a revenue source. Thus, the disagreement within various sections of the County on this issue. This is a highly political issue.

Since the MCWA needs a source of revenue – what would your study suggest? Are there any questions being addressed at this time to answer this question? Water resource management is a great idea in theory. Just who is to benefit is the political question.

In order to fund the MCWA in the future, this is a critical question as the funds now come out of the general fund. The supervisors need a source of revenue and will pressure the MCWA to come up with the ideas and funding. How do we address this issue? The MCWA will flounder without funding in this budget crisis time when revenues are short.

Must the funding come from selling water or wheeling water to others? Do we need to take over RRFCD to have this revenue? Is this the best idea? Some supervisors like Richard Shoemaker and Hal Wagenet are pushing this idea all over the County. We need a realistic answer to this question because it will determine the future of the MCWA.

Note: The Mendocino County Board of Supervisors should remain part of the IWPC – MCWA does not have the staffing or expertise to take over as lead agency for raising Lake Mendocino at this time. Driven by Supervisor's politics.

Note: Illegal ponds, dams and reservoirs impact our available water supplies. Also many vineyards are putting in underground cisterns that collect irrigation and rain water to be used on their vineyards. The use of these collectors keeps water from being used to recharge underground water supplies. Runoff into streams has been reduced causing streams to run dry and wells to go dry in some areas. This is a huge problem throughout the State of California and should also be addressed by the MCWA.

(Contact California State Water Resources Department in Sacramento regarding illegal pond dame and reservoir investigation in Mendocino County.)

The illegal use of water that belongs to us who have water rights or use water from these sources may be severely impacted in the future. No discussion of water should exclude these issues.”

APPENDIX J

Questions for water agency managers

Services :

Pursue Grants for Water Projects
Provide science and technical assistance to local entities
Water Conservation
Watershed Protection/Restoration
Coordinate Local Entities
Water Supply
Develop New Sources of Water
Maintain an up-to-date GIS
Represent the county (legal counsel, lobbyists)

Questions on the chart:

Do you offer this service?

What is its budget?

What % from the General Fund?

What % from Fees?

What % from Grants?

What are the staffing requirements of this service?

Questions for the interview:

Logistics—How many people do you serve? How much agriculture vs. municipal water?

Specifics on service provision—How do you provide this service? What does it include?
How has it changed over time?

Organization—How has this organizational structure evolved? What did it look like when it began? How has it grown/changed?

Overall questions—Where have you found the greatest payoff? The least?

Services	Do you offer this service?	What is its budget?	What % from the General Fund?	What % from Fees?	What % from Grants?	What are the staffing requirements of this service?
<i>Pursue Grants for Water Projects</i>	Yes ___ (please fill out the rest)					
	No ___ (go to the next service)					
<i>Provide science and technical assistance to local entities</i>	Yes ___					
	No ___					
<i>Water Conservation</i>	Yes ___					
	No ___					
<i>Watershed Protection/ Restoration</i>	Yes ___					
	No ___					
<i>Coordinate Local Entities</i>	Yes ___					
	No ___					
<i>Water Supply</i>	Yes ___					
	No ___					
<i>Develop New Sources of Water</i>	Yes ___					
	No ___					
<i>Maintain an up-to-date GIS</i>	Yes ___					
	No ___					
<i>Represent the county (legal counsel, lobbyists)</i>	Yes ___					
	No ___					

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