

9 October 2023

MEMORANDUM

To: Howard Dashiell, PE
From: Amir Mani, PhD, PE (EKI Environment and Water [EKI])
Sarah Hodson, PE (EKI)
Subject: Proposing a matrix organizational structure for the Mendocino County Water Agency (EKI C20176.00)

The purpose of this memorandum (memo) is to provide a summary of EKI's work in developing a matrix organization framework for the Mendocino County Water Agency (MCWA). The memo provides an overview of the current responsibilities of MCWGenA and the Mendocino County Water Agency Implementation Plan (WAIP), along with a comprehensive background on the matrix organization structure, its various types, advantages, and disadvantages in its first two Sections. In Sections 4 to 7, the memo discusses EKI's proposed implementation of a matrix organizational structure based on its findings, WAIP goals, and current and projected available resources and needs.

1. SUMMARY OF FINDINGS

Based on an assessment of existing resources and staffing, an analysis of MCWA's responsibilities and expected additional resources to achieve WAIP goals, and an evaluation of the required level of effort, EKI has determined the following:

- MCWA and relevant County Departments currently have limited capacity and resources to assume additional MCWRT responsibilities.
- MCWA's present budget and staffing structure are fully allocated and occasionally strained by regulatory mandates, making it vulnerable to non-compliance should additional mandates and obligations be imposed.
- The County lacks hydrological/hydrogeological expertise, which hinders Departments' ability to take on extra projects independently, necessitating external consultant support.
- Implementing WAIP beyond existing mandates will demand extra resources, staffing, and potential recruitment. Full WAIP implementation, based on the assumptions outlined in this memo, would necessitate the equivalent of 3.8 full-time employees possessing the relevant experience and expertise.
- MCWRT's ongoing responsibilities rely on the continuation of corresponding fees/ballot measures to meet revenue expectations. Although expanding the County's grant-seeking capabilities is part of the projected allocation matrix, relying on expected grant revenue alone is not a sustainable structure for MCWRT.
- The involvement of the University of California Cooperative Extension-Mendocino County (UCCE-Mendocino) will facilitate MCWRT's ability to take on additional responsibilities. However, UCCE advisors' capacity to contribute is limited by project scope and objectives aligned with their respective fields.

- A fully implemented WAIP under MCWRT is projected to result in a net annual expense of approximately \$800,000, distributed as an average over a 10-year period in 2023 US Dollars. Given current limitations in resources and staffing, as well as the substantial cost associated with full WAIP implementation, a phased approach under a flexible and adaptable framework will be necessary to achieve WAIP's overarching objectives.

2. MENDOCINO COUNTY WATER AGENCY

The MCWA was established in 1987 as an amendment to the Mendocino County Flood Control and Water Conservation District enabling legislation from 1949. However, since the County faced a budget crisis in 2008, MCWA has been operating with reduced staffing and has been managed by various departments, including Planning and Building Services (P&BS), Executive Office (EO), and the Department of Transportation (DOT). Currently, MCWA operates with the equivalent of a single half-time employee and falls under the management of the DOT and its director.

With limited staffing resources, MCWA has primarily focused on meeting state-mandated activities such as participating in the Ukiah Valley Groundwater Basin Groundwater Sustainability Agency (UVBGS), ensuring compliance with the County's Municipal Separate Storm Sewer System (MS4) National Pollutant Discharge Elimination System (NPDES) Permit, implementing measures to prevent Quagga mussel infestation, and monitoring groundwater levels through the California Statewide Groundwater Elevation Monitoring (CASGEM) program.

The recent history of severe droughts in Mendocino County and the significant water shortage experiences of the past two years have prompted the County Board of Supervisors (BOS) to consider re-establishing or restructuring MCWA. In June 2021, the BOS made the decision to evaluate these possibilities and enlisted the services of a consultant to prepare the WAIP.

2.1. Mendocino County Implementation Plan

WAIP was developed to determine the best way to re-establish MCWA in a manner that includes all interested parties and ensures long-term success in meeting the water resource needs of the County. Its development included extensive input from stakeholders, including surveys, interviews, and steering committee meetings.

WAIP establishes a mission and vision for MCWA, which will serve as the foundation for its role and function. MCWA's mission is defined as "to support Mendocino County's regional water interests and to maintain resilient watersheds by protecting and enhancing reliability, availability, affordability, and quality of water resources to the benefit of our community partners." Its vision is outlined as "We aspire to provide regional leadership for proactive water management that improves long-term water security throughout the County. We assist water stakeholders to understand and prioritize actions to effectively manage, promote, and collaborate for our shared interest of water resiliency."

In addition, WAIP defines goals and priority actions that will provide purpose and direction to MCWA's leadership. The six overarching goals of the MCWA were defined as A) water resilience, B) compliance with regulatory mandates, C) coordination, cooperation, and advocacy, D) outreach and education, E) funding and financing, and F) sustained governance. Priority actions to support these goals are shown in Table 1.

Table 1. WAIP's defined goals and priority actions for MCWA, and their corresponding staffing responsibilities based on different organizational structures (extracted from WAIP Table 2).

Goals and Priority Actions	General Manager	Hydrologist/ Water Resources Engineer	Analyst
Goal A - Water Resilience			
Lead long-term planning	X	X	
Promote effective groundwater management	X	X	
Promote long-term Investment in water reliability	X	X	
Provide technical/scientific assistance to water systems for underserved communities		X	
Goal B - Comply with Regulatory Mandates			
Continue active participation in the Ukiah Valley Basin GSA	X	X	
Manage the countywide Stormwater (MS4) Permit		X	
Manage quagga mussel and zebra mussel prevention program		X	
Prepare for and respond to drought	X	X	
Goal C - Coordination, Cooperation and Advocacy			
Develop water stakeholder lists		X	X
Create a communication forum for water interests	X	X	X
Advocate County water interests with state and federal legislators and agencies	X		
Support voluntary interconnections and consolidations to improve water security	X	X	
Coordinate establishment of mutual aid agreements among water agencies	X	X	
Maintain a water library for Mendocino County		X	X
Develop a clearinghouse for water data affecting the County		X	X
Goal D - Outreach and Education			
Lead and support water education throughout the County	X	X	X
Conduct public outreach campaigns aligned with priority goals	X		X
Develop communication tools such as a web-based portal of information and social media		X	X
Goal E - Funding and Financing			
Advocate, lead, and prioritize studies and projects to position for grants	X	X	
Build and maintain relationships with state and federal funding agencies	X	X	
Develop and support funding ballot measures	X		
Lead and coordinate grant applications and grant management		X	X
Goal F - Sustained Governance			
Establish an Agency General Manager position reporting to the Board	X		

Goals and Priority Actions	General Manager	Hydrologist/ Water Resources Engineer	Analyst
Policy analyst			X
Technical support staff (hydrologist, hydrogeologist, water resources engineer)		X	

Furthermore, the plan presents different organizational scenarios to consider regarding staffing and funding and outlines the next steps and schedule for the re-established agency moving forward. The proposed organization scenarios include the following:

- 1) Status quo: continuing business as presently handled, supporting compliance with current regulatory mandates with part-time staffing assigned to the DOT;
- 2) Recommended staffing level for a stand-alone MCWA: involves hiring a Water Agency General Manager and an Analyst position, a professionally registered hydrogeologist/water resources engineer in the 2nd year, and an additional technical or administrative position in the 3rd year.
- 3) General manager only: involves hiring the general manager but conditioning the hire of the analyst upon the availability of funding;
- 4) Technical professional only: involves hiring a technical professional position (hydrogeologist/water resources engineer) without an Agency General Manager, focused on technical studies, grant opportunities, compliance, contract management, and public representation, located within an existing County department.

2.2. Establishment of Mendocino County Water Resources Team

In August 2022, County BOS made the direction to staff to create the Mendocino County Water Resources Team (MCWRT) to serve as the MCWA and implement portions of the WAIP that are feasible to undertake according to available resources. Currently, the Water Agency is staffed with the equivalent of a single half-time employee and assigned to the Department of Transportation (DOT) to undertake state-mandated activities.

Based on the recommendations of the WAIP and discussions at the BOS meetings in March, May, and August 2022, the MCWRT, as presented in Scenario #1 at the BOS meeting on 2 August 2022 (BOS Agenda Item 4c), is to be established using a matrix organizational approach that uses the existing and available resources at various County departments and the UCCE-Mendocino. This is planned to be achieved using a phased approach due to budgetary considerations. In January 2023, EKI was retained to carry out the BOS directive and devise a phased plan for establishing the MCWRT.

3. MATRIX ORGANIZATION STRUCTURE

3.1. Background

The matrix organization structure is characterized by a dual reporting system where employees report both to a functional manager and a project manager simultaneously. It allows individuals with specialized skills to work on projects across various departments while retaining a home department. The matrix structure can be categorized into two primary types: functional matrix and balanced matrix.

In a functional matrix, employees maintain their permanent functional roles while temporarily working on projects led by project managers. The functional managers retain the decision-making authority, and

the project managers focus on project-specific goals, timelines, and resource allocation. This structure facilitates efficient resource utilization and knowledge sharing across departments.

In a balanced matrix, power is more evenly distributed between functional and Project managers. Both managers have an equal say in decision-making, resource allocation, and project outcomes. This structure enhances cross-functional collaboration, as both managers share responsibility for the success of the Project and the individual's performance.

3.1.1. Advantages of Matrix Organization Structure

The matrix organization structure offers several advantages that make it an attractive option for public entities, such as:

- **Enhanced Collaboration:** The matrix structure encourages collaboration between departments and facilitates the sharing of knowledge, ideas, and best practices. It fosters a culture of teamwork and integration, resulting in improved problem-solving and innovation. By bringing together individuals from different functional areas, the matrix structure promotes cross-pollination of ideas and a holistic approach to problem-solving.
- **Resource Optimization:** By pooling resources across functional departments, the matrix structure allows for efficient resource allocation. Employees with specialized skills can be deployed on projects where their expertise is most needed, resulting in optimal resource utilization. This approach ensures that resources are not underutilized within a specific department but are allocated based on project priorities and requirements.
- **Flexibility and Adaptability:** The matrix structure is highly flexible, allowing organizations to quickly adapt to changing project requirements or external factors. It enables cross-functional teams to form and dissolve as needed, ensuring the right people are working on the right projects at the right time. This adaptability is particularly advantageous for public entities that often need to respond to evolving community needs and policy changes.
- **Professional Development:** The matrix structure provides employees with opportunities for professional growth and skill development. By working on diverse projects and collaborating with professionals from different disciplines, employees can broaden their knowledge base and acquire new skills. This enhances their career prospects and increases employee engagement and satisfaction.

3.1.2. Disadvantages of Matrix Organization Structure

Despite its benefits, the matrix organization structure also poses certain challenges due to its comparably complex structure, including:

- **Dual Reporting Lines:** Having multiple reporting lines can lead to confusion, conflicts, and potential power struggles. Employees may receive conflicting instructions and face challenges in prioritizing tasks, resulting in role ambiguity and decreased productivity. Clear communication and well-defined roles and responsibilities are crucial to mitigate these challenges.
- **Communication Complexity:** With employees working on multiple projects and reporting to different managers, effective communication becomes crucial but challenging. Information sharing and coordination can become complex, requiring robust communication channels and processes to ensure seamless collaboration. Organizations must establish clear lines of

communication and implement effective project management tools to facilitate efficient information flow.

- **Increased Overhead:** The matrix structure introduces additional layers of management, leading to increased administrative overhead. The coordination and integration of functions and projects may require additional resources and time, potentially impacting cost-effectiveness. It is essential for organizations to carefully manage and optimize their administrative processes to mitigate the potential impact on efficiency and budget.

3.2. Implementation of a Matrix Organization

In the implementation of a matrix organization structure, resource allocation and management play a crucial role in ensuring effective project execution and overall organizational success. Resource matrix and allocation matrix are tools that facilitate the efficient utilization of resources and the alignment of skills and expertise in a matrix organizational framework. By leveraging these tools, organizations can enhance productivity, optimize resource allocation, and achieve project success in the matrix structure. The subsections below will provide a comprehensive overview of the resource matrix and allocation matrix and their importance in the context of matrix organization implementation.

3.2.1. Resource Matrix

A resource matrix is a visual representation of the available resources within an organization and how they are allocated across projects, tasks, or functional areas. It provides an overview of the skills, competencies, and availability of resources, enabling project managers and functional managers to make informed decisions regarding resource allocation. The matrix helps in identifying resource gaps, ensuring that the right resources are assigned to the right projects, and avoiding resource conflicts or shortages. It also provides insights into strategic planning by presenting resource availability and capacity, allowing organizations to plan future projects, assess resource needs, and make informed decisions regarding hiring, training, or outsourcing. Creating an effective resource matrix involves the following steps:

- **Identify Resources:** Determine the resources available within the organization, including personnel, equipment, and budgetary allocations. Consider both functional resources and project-specific resources.
- **Define Resource Skills and Competencies:** Identify the skills and competencies of each resource, considering their qualifications, experience, and expertise. Categorize the resources based on their areas of specialization.
- **Assess Resource Availability:** Determine the availability of resources, considering their workloads, contractual obligations, and other commitments. Assess their capacity to take on additional responsibilities or projects.

The resource matrix should be adapted to the specific needs of the organization. It should be regularly reviewed and updated to reflect changes in resource availability, project priorities, and organizational objectives. Collaboration and communication between project managers and functional managers are essential to ensure accurate and up-to-date resource allocation.

3.2.2. Allocation Matrix

An allocation matrix, also known as a responsibility matrix, establishes clear lines of responsibility and decision-making within a matrix organization. It helps to avoid confusion, duplication of effort, and

accountability gaps by outlining the roles and responsibilities of both functional and Project teams. Furthermore, the allocation matrix promotes collaboration by enabling teams to work together, leveraging their respective expertise and ensuring smooth coordination between functional and Project teams. It also streamlines communication channels and ensures that the right people are involved in decision-making processes. Developing an allocation matrix involves the following steps:

- Identify Project Activities: Identify the key activities or tasks involved in the Project or functional area. Break them down into understandable deliverables or end-products.
- Define Roles and Responsibilities: Determine the roles and responsibilities of the individuals or teams involved in each activity. Clarify who is accountable (A), responsible (R), consulted (C), or informed (I) for each Task. The RACI acronym is often used to represent these designations.
- Communicate and Align: Share the allocation matrix with all stakeholders involved in the Project or functional area. Ensure that everyone understands their roles and responsibilities and align their expectations accordingly.

Similar to the resource matrix, the allocation matrix should be adapted to the specific needs and culture of the organization. It should be regularly reviewed and updated as projects progress or organizational dynamics change. Effective communication and engagement with team members are crucial to ensure buy-in and adherence to the allocation matrix.

4. CURRENT MCWA RESPONSIBILITIES AND OPERATIONAL MATRIX

As mentioned above, the MCWA currently has limited staffing resources and is primarily focused on meeting the following state-mandated activities: (1) Administration and Participation with the UVBGSA; (2) Management of the Quagga and Zebra Mussel Prevention Program; (3) Management of the Stormwater Program; (4) CASGEM Monitoring; (5) Participation in Russian River Regional Monitoring Program (R3MP) meetings; (6) MCWA Outreach through Online Venues; (7) Compliance with Senate Bill (SB)-552.

Between March and May 2023, EKI conducted interviews with sixteen lead members from the BOS, EO, DOT, PB&S, Environmental Health (EH), General Services (GS), and UCCE-Mendocino director, shown in **Table 2**, to assess the distribution of MCWA resources throughout County departments, the labor that was utilized to complete the activities listed above, the relevant availabilities in different departments that can be utilized under the MCWRT, and the primary expectations and needs to be addressed by the MCWRT. The findings from the interviews guided the development of the MCWA operational matrix and improved EKI's understanding of current needs within the County and the existing potential to undertake additional responsibilities.

Table 2. Managers and responsible staff interviewed as part of the MCWRT establishment process.

Name	Department	Role	Interview Setting
Glenn McGourty	Board of Supervisors	District 1 Supervisor	In-person
John Haschak	Board of Supervisors	District 3 Supervisor	In-person
Ted Williams	Board of Supervisors	District 5 Supervisor	Virtual
Howard Dashiell	Department of Transportation	Director DOT	Virtual
Amber Fissette	Department of Transportation	Deputy Director DOT	Virtual
Darcie Antle	Executive Office (EO)	CEO	Virtual
Tony Rakes	County IT	Information Services Devision Manager	In-person
Marlayna Duley	Environmental Health Division of Public Health	Land Use Program Manager	In-person and Virtual
Kirk Ford	Environmental Health Division of Public Health	Environmental Health Manager	Virtual
Andy Coren	Environmental Health	Public Health Officer	In-person
Sara Pierce	Prevention, Recovery, Resiliency, and Mitigation (PRRM)	Deputy CEO/ Grants Management	Virtual
Julia Krog	Planning and Building Services	Director	Virtual
Nash Gonzalez	Planning and Building Services	Assistant Director	In-person
Janelle Rau	General Services Agency (GSA)	Director	Virtual
Xuyen Mallela	Executive Office	Grants Unit Administration	Virtual
John Harper	UCCE-Mendocino	Director	Virtual

4.1. Major Findings from Interviews

During discussions with department leads, managers, and pertinent staff, EKI outlined the objectives of its planning endeavors. This encompassed providing context regarding the WAIP findings, EKI's experience and expertise, and a summary of the BOS direction and expectation from this effort. Interviews were conducted on-site or online, depending on the interviewees' preferences, and a one-page introduction document was circulated to all participating departments ahead of the interviews. While a wealth of valuable input was gathered from the interviewees, and a diverse range of expectations and needs were recognized, EKI identified the predominant and recurring themes that pertain to the establishment of MCWRT and its phased implementation.

4.1.1. Existing capacity of MCWA

Through interviews with DOT and EH leads, it became evident that complying with existing mandates leaves little to no room within the current staffing framework for the MCWA to shoulder further responsibilities. An examination of the operational budget for MCWA, the consultant contracts needed to comply with mandates, and the capacity of available staff and their time commitments for executing and overseeing contracts and grants, attending mandatory meetings, and preparing and submitting necessary reports, invoices, records, and documentation indicate a department already fully engaged and occasionally stretched to its limits. This also stressed the possibility that additional future mandates imposed on the County could overload MCWA and hinder the County's compliance ability.

4.1.2. Need for in-house expert(s) in hydrology and hydrogeology

EKI could not identify existing staff members within the interviewed departments who possess the relevant hydrologic/hydrogeologic experience and expertise determined needed by the department leads and required for current MCWA undertakings. A significant portion of MCWA's ongoing responsibilities, such as UVBGSa participation, stormwater program and mussel prevention program management, Russian River Regional Monitoring Program (R3MP) involvement in steering and technical committees, and SB-552 compliance, demand hydrologic/hydrogeologic proficiency for both implementation and review capacities. While BOS Supervisors and consultants address some of these tasks, MCWA staff handles others, resulting in disproportionate time and resources allocated.

Furthermore, EKI observed a similar demand for expertise from department leads, particularly PB&S, EH, and DOT, regarding tasks not presently within MCWA's purview but deserving consideration in MCWRT's projected allocations. These tasks include document reviews, hydrologic evaluations for well-permitting applications, expertise needed to comply with well-permitting mandates under Executive Order N-7-22¹, stormwater permit compliance, and active participation and collaboration in regional committees such as Total Maximum Daily Load Development technical committees and Potter Valley Project (PVP) related committees. Although part of this need is expected to be fulfilled by the UCCE-Mendocino Advisors (UCCE-Advisor; i.e., the Area Water Quality, Quantity and Climate Change Advisor or other prospective advisors with relevant expertise), the UCCE-Advisors' participation and ability for involvement is limited by availability and the type of Project or need.

4.1.3. Limited availability in relevant departments

EKI identified limited available capacity in relevant departments and pertinent staff to be utilized under the MCWRT's projected allocations. All department leads indicated that their respective departments are currently at capacity, short-staffed, and do not see a feasible path for meaningful engagement in prospective MCWRT. County IT was the only department willing to commit resources needed for future needs, along with limited resources available for administrative support in EO and inspection and enforcement from EH and PB&S, respectively.

4.1.4. Changes in leadership/management positions

At the time of the interviews, the director roles for the Department of Public Health, Cannabis Department, and Ag Commissioner position were vacant. While these three departments and roles are potential contributors to the future MCWRT, they were not subject to interviews or assessments during this study. It is important to note that EH and the Land Use Program within the Public Health Department were interviewed in the context of this effort and are anticipated to play meaningful roles in the future MCWRT.

The existence of these vacant positions underscored the necessity for increased redundancy within the proposed MCWRT structure, particularly at the Project Manager level. It also highlighted the importance of an extended planning horizon and potential adaptability for phased MCWRT implementation as additional resources become available.

¹ <https://www.gov.ca.gov/wp-content/uploads/2022/03/March-2022-Drought-EO.pdf>

4.2. Current MCWA Operational Matrix and initiation of MCWRT

Based on the information gathered during these interviews, EKI created a matrix of current MCWA responsibilities with an estimated current operational budget of **\$187,000** (including grants, see **Table 3**) with the addition of the Drought Resiliency Plan Development expected to be funded by grants. This estimate was derived from information gathered during the interview process and reflects the County and consultant resources required to conduct the identified state-mandated activities, including grants and credits. The estimated budget primarily relies on lead staff rates and incorporates overhead and non-personnel expenses, factored at fixed rates, designed to incorporate supervised staff and other costs related to task fulfillment. Specifically, overhead and non-personnel expenses are estimated at 8% of the total County labor. Unless task-specific allocations have been explicitly defined, administrative and IS requirements are accounted for at 10% and 3% of the total lead-staff labor, based on feedback from the DOT and the current MCWA spending. While Supervisors' time is tracked in the table to provide an estimate of the level of effort expected, it is not included in the budget calculation based on feedback from the DOT. The estimate is not intended to represent the exact budget of the MCWA, but is used to indicate the relative level of effort with acceptable accuracy. This operational matrix would be the starting point for an established MCWRT.

Table 3. Current MCWA matrix (MCWRT) and estimated budget in 2023 dollars.

Task #	Task Description	County of Mendocino Labor (hr) ¹							Total County Labor	Consultant Budget	Overhead and Non-Personnel Expense ³	Grants and Credits	Total Expense
		Supervisor ²	Director (DOT)	Deputy Director (DOT)	Deputy CEO	Env. Compliance Specialist	Information Services Technician	Admin					
			\$184	\$115	\$146	\$60	\$68	\$50					
1	UVBGSA Administration and Participation	15	12	45	0	30	4	10	\$9,823		\$786		\$10,609
1.1	Financial Administration		12	30			2	5					
1.2	Board Meetings	15				15	1	2					
1.3	Technical Advisory Committee (TAC) Meetings			15		15	1	3					
2	Mussel Prevention Program	0	12	52	0	60	5	14	\$12,696	\$32,500	\$1,016	\$30,000	\$46,212
2.1	Grant Administration		4	20			1	3					
2.2	Monitoring					48	2	5		\$32,500			
2.3	Grant Application (every other year)		8	32		12	2	6					
3	Stormwater Program Management	0	0	140	0	216	12	38	\$31,776	\$40,000	\$2,542		\$74,318
3.1	Meetings			8		24	1	4					
3.2	Review County Stormwater Permit			20		32	2	6		\$40,000			
3.3	Annual Reporting			40		120	5	16					

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		Supervisor ²	Director (DOT)	Deputy Director (DOT)	Deputy CEO	Env. Compliance Specialist	Information Services Technician	Admin					
			\$184	\$115	\$146	\$60	\$68	\$50					
3.4	Russian River Water Association (RRWA)			72		40	4	12					
4	CASGEM Reporting			4		28	1	4	\$2,408		\$193		\$2,601
5	R3MP			8		24		4	\$2,560		\$205		\$2,765
5.1	Steering Committee Meetings			8			1	1					
5.2	TAC Meetings					24	1	3					
6	Outreach through Online Venues					86	3	9	\$5,814		\$465		\$6,279
7	SB-552 (Drought planning)	16	138	144	24	280	19	62	\$64,980		\$5,198	\$37,458	\$70,178
7.1	Task Force Meetings	16	80	8		180	9	30					
7.2	Drought Resiliency Plan (DRP) Development		58	136	24	100	10	32					
8	Mendocino County Inland Water and Power Commission Participation	16				32	1	4	\$2,188		\$175		\$2,363
Total		47	162	393	24	756	45	142	\$132,245	\$72,500	\$10,580	\$67,458	\$215,325

¹ In consultation with DOT, hourly rates for different positions were assumed to be twice the extracted rates from County's wage chart to include benefits, unless weighted rates were specified by the department (<https://www.mendocinocounty.org/home/showpublisheddocument/59163/638231328808600000>).

² Supervisors' times and rates are included to show the expected level of effort, although not commonly included in the departments' budgets.

³ Overhead and Non-personnel expense is assumed to be 20% of the total County labor, unless specified otherwise.

Figure 1 shows that the DOT provides most of the MCWRT staffing to fully undertake current MCWA responsibilities through its director, deputy director, and environmental compliance specialist, while EH, County IT and EO provide limited IT, administrative, and task-specific resources.

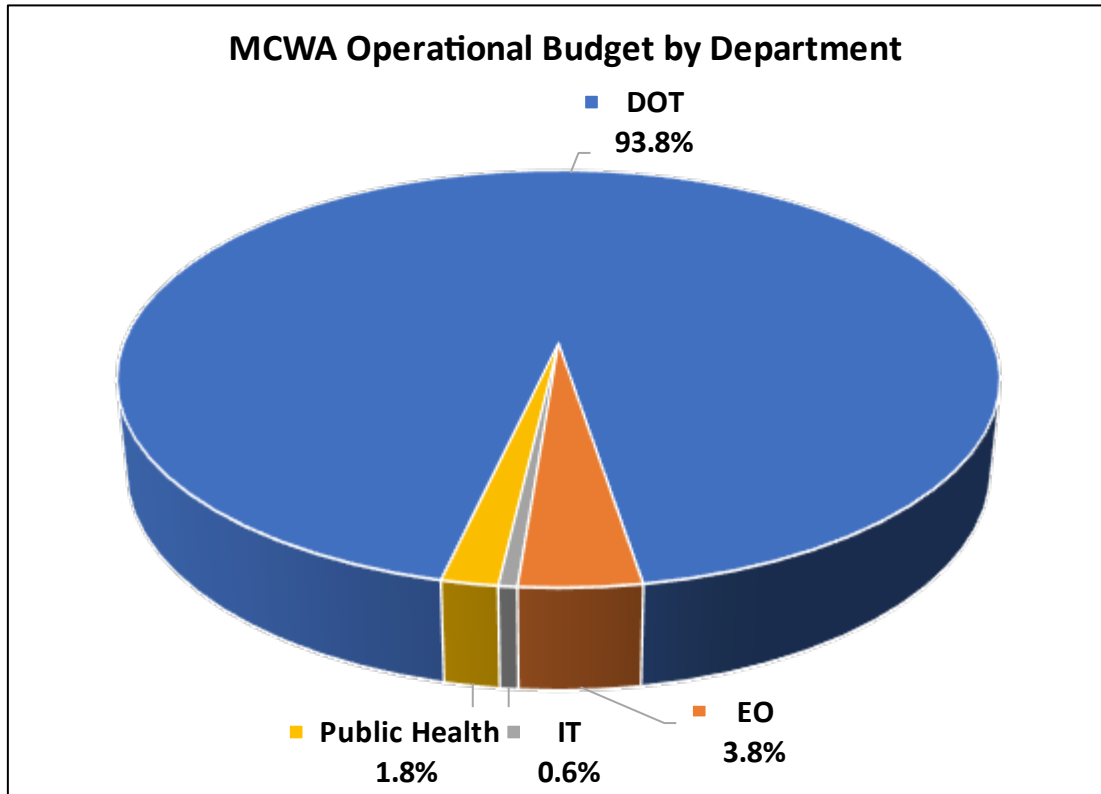


Figure 1. MCWA operational budget by department.

5. MCWA GOALS AND PROSPECTIVE MCWRT MATRIX STRUCTURE

The intended purpose of MCWRT is to continue the successful accomplishment of current MCWA responsibilities and implement WAIP wherever feasible. While the current responsibilities of MCWA are well defined and understood, WAIP only provides strategic goals to be pursued by a prospective MCWA if staffing is available. In order to propose a meaningful overall structure for the MCWRT, detailed and better-scoped future projects are needed.

5.1. MCWRT Scope Aligned with WAIP Defined Goals

Each WAIP goal is divided into overarching projects aligned with WAIP priority actions. This process refines the MCWRT's scope, enabling phased planning and implementation. Projects are further dissected into smaller tasks, as necessary, to provide a clearer definition of expected services and responsibilities. The outlook of the potential resource matrices for each Goal, focusing on lead personnel, is provided in **Appendix A**. Resource Matrices shown in Appendix A do not include all staff and resources to be allocated to each Project but show the overall potential matrix that would undertake each Project. Since the MCWRT implementation pathway is adaptable and uncertain at this time (see Section 7), potential future recruitments are considered along with current lead personnel for each Project.

5.1.1. Goal A: Water Resilience

WAIP defines the water resilience goal as promoting the availability of reliable water supplies and water quality commensurate with beneficial use to meet the needs of people, agriculture, and the environment. It defines four primary actions under the goal that are used as overarching future projects for the MCWRT.

A.1. Lead Long-term Planning

This Project is primarily managed by the PB&S under the umbrella of other Countywide planning (i.e., general plans) and conducted in conjunction with the BOS, DOT, and EH. Three major tasks are proposed under this Project according to WAIP and based on the needs of the County:

Task A.1.1. Integrated Water Resources Management: Includes the development of an integrated approach to managing water resources, considering both surface water and groundwater. This entails identifying opportunities for conjunctive use and optimization of available water sources, implementing policies and practices to balance water supply, demand, and environmental considerations, and conducting a comprehensive assessment of current and projected water supply sources, demand trends, and potential risks. This approach will help analyze the reliability of water sources under various scenarios and identify potential vulnerabilities that can be used to develop strategies to ensure long-term water supply sustainability. This would potentially entail developing and regularly updating a 5-year plan through a coordinated approach with a level of effort similar but probably more significant to the drought resiliency plan (DRP) currently under development by the County.

Task A.1.2. Climate Resiliency Planning: Includes an assessment of the potential impacts of climate change on water availability and quality and the development of strategies to adapt to changing precipitation patterns, increased temperatures, and potential extreme weather events. This planning effort would incorporate climate resilience considerations into long-term planning to safeguard water resources. The County has already developed a climate vulnerability assessment report². This Task would focus on preparing an action plan with strategies and an implementation plan to mitigate and adapt to climate change impacts. Development of such action plans would likely require hiring appropriate consultants and involve an upfront cost of development and recurring cost of implementation and update.

Task A.1.3. Emergency Response Planning: This planning effort can be an extension of the DRP and is coordinated with the County's Emergency Operations Plan³ and its Multi-Jurisdictional Hazard Mitigation Plan⁴. While these plans have sufficient protocols to attain the goals of this Task, coordinated understanding and compliance with them should be considered to expect a robust emergency response to potential water supply disruptions caused by natural disasters, technological failures, or other emergencies. The EO may lead this Task in coordination with the DOT.

² <https://www.mendocinocounty.org/home/showpublisheddocument/54483>

³ <https://www.mendocinocounty.org/home/showpublisheddocument/8211/636329380557000000>

⁴ <https://www.mendocinocounty.org/home/showpublisheddocument/43438/637587367973030000>

A.2. Groundwater Management

This Project is primarily led by the DOT in close coordination with the BOS and UCCE-Mendocino following the current UVBGSA engagement of the MCWA. Three major tasks are proposed under this Project according to WAIP and based on the needs of the County:

Task A.2.1. Groundwater Monitoring Network Expansion: Expanding the existing groundwater monitoring network to comprehensively assess groundwater levels, quality, and trends Countywide. This involves installing new monitoring wells, integrating real-time data collection, and establishing data analysis and interpretation protocols. This Task includes semi-annual to quarterly monitoring of identified existing wells at groundwater basins in the County (except for Ukiah Valley Basin, under the purview of UVBGSA) by hiring a local consultant. The anticipated level of effort is considered to be about two days per quarter per district for four consultant staff at a reasonable hourly rate. This Task does not include designing, permitting, drilling, or instrumenting new monitoring wells. Such activities are assumed to be considered upon the availability of grants and additional budget.

Task A.2.2. Groundwater Quality Protection and Remediation: Includes identifying potential sources of groundwater contamination and design strategies to mitigate pollution risks. This could include implementing pollution prevention measures, conducting remediation efforts for contaminated sites, and enforcing regulations to safeguard groundwater quality. Work under this Task is assumed to be undertaken upon the availability of grants. Grant identification and application for this Task should be considered under Task 1 of Goal E. A placeholder annual budget of \$60,000 is assumed as the target for grant application. It is understood that such an amount will not be available every year, and MCWRT needs to adapt based on available resources.

Task A.2.3. Well Permitting Ordinance Update: Includes evaluating the need for groundwater extraction permitting process to comply with EO-N-7-22 or similar legislative/executive mandates. This Task assumes reviewing the permitting process and implementing additional permitting requirements in basins not subject to the Sustainable Groundwater Management Act (SGMA). The level of effort is anticipated to be the same as the budget considered for regular annual well permitting (Goal B Project 8) and occur once within the 10-year planning period.

A.3. Long-term Investment in Water Reliability

The CEO and EO primarily lead this Project in coordination with the DOT and UCCE-Mendocino. Since the County does not have a water supply role and corresponding water rights, its role defined under this Project is limited to planning and support. The anticipated level of effort for tasks under this Project follows EKI's efforts as part of its contract to establish a stakeholder list and develop ranked projects for grant applications.

Task A.3.1. Financial Planning and Investment Strategy: Includes creating a comprehensive financial plan and investment strategy to ensure adequate funding for the identified projects under Task A.3.2, A.3.3, and Goal C. This includes budgeting, cost estimation, exploring funding sources (grants, bonds), and establishing financial mechanisms to support long-term investments. This planning effort is assumed to be a rolling 5-year effort, with the anticipated level of effort broken down into annual costs.

Task A.3.2. Identify Water Efficiency Programs and Infrastructure Upgrades and Expansion Such as Storage Infrastructure and Interconnectivity That Can be Supported Under Goal E: This entails identifying critical water infrastructure components such as pipelines, treatment plants, and reservoirs that require upgrades or expansion to meet growing demand and enhance reliability. County's responsibility under this Task is to coordinate with relevant stakeholders, gather input, and support local efforts. Consultant support is likely needed to accomplish this Task.

Task A.3.3. Support Voluntary Consolidation to Improve Water Security and Coordinate Agreements among Water Companies: This Task will be done in conjunction and/or as part of Goal C. Its budget and anticipated level of effort are included respectively under Goal C.

A.4. Technical Assistance for Underserved Communities

This Project is primarily led by the UCCE-Mendocino in close coordination with the DOT and EO. Since the County does not have a water supply role and corresponding water rights, its role defined under this Project is limited to advocacy, education, and support:

Task A.4.1. Outreach and Education on conservation, emergency planning, and capacity building: Includes organizing workshops to educate community members and leaders on water management, conservation, and basic maintenance of water systems. The County would provide resources, training, and guidance on sustainable practices and assist underserved communities in understanding and meeting water quality and regulatory standards. One annual workshop per supervisorial district is assumed to be conducted as the anticipated level of effort.

Task A.4.2. Water Quality Testing and Treatment Support: This entails providing technical assistance to underserved communities by conducting water quality testing to identify contaminants, developing treatment strategies, and offering guidance on affordable solutions to ensure safe drinking water. This Task is contingent upon receiving grants (i.e., Safe and Affordable Funding for Equity and Resilience [SAFER] grant) and is assumed a placeholder annual budget of \$50,000 to be considered for grant applications under Goal E Project 1.

5.1.2. Goal B: Comply with Regulatory Mandates

WAIP defines this goal as continuing compliance with state and federal regulatory requirements. While the overall requirements for this goal should follow the MCWRT operational matrix, it is expected that MCWRT can undertake well-permitting functionality under EH in the future. This is generally a fee-for-service mandate and will not impact the overall net expense of the projected allocation matrix. However, it impacts the availability of resources from the EH to undertake other responsibilities.

The overall expectation is that the regulatory mandates will likely increase in the future. This projected increase is not foreseen under this goal but is expected to be managed within the adaptable structure of the matrix at the expense of limiting other tasks or subtasks or allocating additional budget and resources needed. If MCWRT remains at its current operational level, additional mandates will need the allocation of additional budget and resources. Since the extent of current responsibilities considered under Goal B is well defined within the existing County structure, a detailed description of each Task is not provided.

5.1.1. Goal C: Coordination, Cooperation, and Advocacy

WAIP defines the Coordination, Cooperation, and Advocacy goal as collaborating with local, regional, and adjacent basin stakeholders to develop and promote region-wide water solutions that benefit an array of

beneficial users. It defines seven primary actions under the goal that are used to develop the four overarching future projects for the MCWRT.

C.1. Maintain and Update Water Stakeholders Inventory

The DOT primarily manages this Project, which is a continuation of EKI efforts in developing a database of water stakeholder contacts and a prioritized projects list. The comprehensive database systematically organizes and manages information about water stakeholders.

C.2. Create Communication Forum

DOT will primarily manage this Project in coordination with the BOS and UCCE-Mendocino. This Project will create a communication forum for ongoing coordination among water interests throughout the County. The foundation of this Project already exists through EKI efforts in establishing the technical advisory committee for project prioritization and can be expanded through the County's future DRP development and drought task force meetings. This forum can also focus on issue-specific topics, such as the future of PVP, and involve ad-hoc and advisory committees as needed.

Task C.2.1. Multi-Stakeholder Roundtable Meetings and Stakeholder Advisory Councils: This institutes routine roundtable gatherings uniting representatives from diverse water-related sectors. These sessions offer an organized platform for cooperative dialogues concerning significant water-related subjects and issues. Under the Task, virtual occasions like webinars and online forums may be arranged, enabling remote engagement by stakeholders. These events may encompass pertinent water-related themes, showcase guest speakers, and facilitate immediate Q&A interactions. This Task can also be undertaken as part of compliance with SB-552 and drought ad-hoc committee meetings.

Task C.2.2. Regional /Countywide Water Summits: This may include participating in, planning, and hosting regional water summits that attract a wide range or specific group of stakeholders. These summits can feature expert panels, keynote speakers, workshops, and networking opportunities to foster knowledge exchange and relationship-building, address coordination needed for countywide water issues, and develop state and federal relationships.

C.3. State and Federal Advocacy for County's Water Interests

This Project is primarily executed by the BOS and EO. It will help advocate for the County's water interests, position County and water stakeholders in the County for grants and financial aid, and form successful campaigns around important issues regarding the County's water.

Task C.3.1 Policy Position Development: This entails routine roundtable gatherings uniting representatives from diverse water-related sectors. These sessions offer an organized platform for cooperative dialogues concerning significant water-related subjects and issues. Under the Task, virtual occasions like webinars and online forums may be arranged, enabling remote engagement by stakeholders. These events may encompass pertinent water-related themes, showcase guest speakers, and facilitate immediate Q&A interactions. This Task can also be undertaken as part of compliance with SB-552 and drought ad-hoc committee meetings.

Task C.3.2. Legislative Outreach and Briefings and Participation in Advocacy Campaigns: This Task facilitates formulating a thorough approach for interacting with state and federal legislators. It includes arranging consistent briefings, presentations, and meetings to inform policymakers

about the County's water resource priorities, difficulties, and requirements. This can lead to regular participation in advocacy campaigns and initiatives led by pertinent state and federal entities and contributing resources, information, and expertise focused on promoting water-related policies.

Task C.3.3 Collaborative Coalition Building: Under this Task, MCWRT will help establish partnerships and coalitions with other water agencies, organizations, and stakeholders that share similar interests.

Task C.3.4. Issue-Specific Advocacy: Under this Task, targeted advocacy efforts will be developed focused on specific water issues that directly impact the County (i.e., surface water curtailments, PVP, etc.). This Task's outcome should involve developing comprehensive communication strategies, mobilizing stakeholders, and directly reaching legislators and agencies.

C.4. Develop a Water Library

DOT will lead this Project to digitize existing physical documents and reports related to water resources studies, reports, and information to create a digital catalog with comprehensive metadata for easy search and retrieval. This Project would lead to the development of a web-based clearinghouse platform for water data collected throughout the County that includes a user-friendly interface with advanced search and filtering capabilities. Under this Project, MCWRT would standardize data submission formats, establish protocols for data security and privacy, and enable data owners to submit information securely. This Project can further be expanded to integrate advanced technologies such as remote sensing, modeling, and predictive analytics to enhance decision-making and planning accuracy.

5.1.1. Goal D: Outreach and Education

WAIP defines the outreach and education goal as providing consistent and proactive outreach and education to stakeholders and the public to build trust and water resilience. It defines three primary actions under the goal used as overarching future projects for the MCWRT.

D.1. Water Education Program and Public Outreach

Under UCCE-Advisor leadership, MCWRT will develop comprehensive water education programs that focus on critical topics such as climate impacts, water efficiency, conservation, and water quality protection. These programs could include workshops, webinars, educational materials, and interactive tools for various age groups and audiences. This Project can also include targeted public outreach campaigns to raise awareness, engage the community, and drive specific behaviors such as water conservation or proper disposal of hazardous materials.

D.2. Educational Partnerships and Collaborations

Under DOT management, MCWRT will establish partnerships with schools, universities, community organizations, and other stakeholders to integrate water education into existing educational programs. UCCE-Advisor closely collaborates with the DOT to execute this Project.

D.3. Web-based Venues of Information and Education

Under DOT management, MCWRT will develop communication tools such as a Web-based portal of information and social media content to raise awareness throughout the County. This can include the current MCWA webpage and County social media.

5.1.2. Goal E: Funding and Financing

WAIP defines Funding and Financing goal as partnering with key stakeholders and striving to create a funding stream that will reinforce its financial position and benefit water interests countywide by leveraging State and Federal grants. It defines four primary actions under the goal used as overarching future projects for the MCWRT.

E.1. Advocate, Lead and Prioritize Studies and Projects to Position for Grants

Under the management of UCCE-Advisor with close coordination with the EO grants unit and the respective deputy CEO, DOT deputy CEO, EH program manager, and PBS Director, MCWRT will develop, conduct, and collaborate on studies that will advance the County's water priorities and positions MCWRT, County department, and water stakeholders to receive state and federal grants. This can include working with stakeholders and primary water management organizations in the County, such as Cities, districts, water companies, community water districts, tribes, and Mendocino County Resource Conservation Districts, to conduct Countywide or cross-county studies on riverine and habitat systems, integrated water resources management, water resiliency, and climate change that positions the County to receive appropriate funding from Bureau of Reclamation, Department of Water Resources, State Water Resources Control Board, California Department Fish and Wildlife, and other state and federal agencies. This work will continue the efforts conducted by EKI as part of its grant application Task for prioritized projects in the County.

Task E.1.1 Grant Research and Identification: MCWRT will establish a dedicated team to research and identify relevant grant opportunities aligned with the agency's goals and priorities (potentially under EO grants unit). This work will also include evaluating eligibility criteria, application deadlines, and funding requirements.

Task E.1.2 Grant and Proposal Development: MCWRT will lead the development of proposals that align with grant opportunities. This involves detailed project planning, defining objectives, assembling project teams, creating budgets, and drafting compelling grant proposals.

Task E.1.3 Grant Application Management: MCWRT, along with the EO grants unit, will manage the end-to-end grant application process, including compiling required documentation, meeting submission deadlines, ensuring compliance with grant guidelines, and coordinating communication with grantors.

E.2. Develop and Support Funding Ballot Measures

Under Supervisors and CEO leadership, MCWRT will craft and advocate for ballot measures to secure essential financial resources. By engaging the community and rallying support for these measures, potentially with the help of consultants, the County can maintain current tax revenue and provide a sustainable funding source to address critical and long-term needs.

Task E.2.1 Needs Assessment: This entails conducting a comprehensive needs assessment, potentially done annually, to identify funding gaps, prioritize projects, and determine the scope of the potential ballot measures.

Task E.1.2 Ballot Measure Development: Under this Task, MCWRT will develop measures, in collaboration with legal experts, that ensure accuracy, clarity, and compliance with legal requirements. This will include developing educational materials to inform the public about the measure's purpose and benefits, engaging the community through public meetings, workshops, town halls, and outreach campaigns to explain the ballot measure's significance, and addressing concerns and building support among residents and stakeholders.

5.1.3. Goal F: Sustained Governance

WAIP defines the Sustained Governance goal as providing sustained and coherent governance and staffing so that the County may respond to water challenges as a holistic water enterprise that protects local interests. This goal focuses on providing additional resources that the MCWRT and County departments will need to undertake projects and tasks defined under different WAIP goals. Under the 10-year projection of the allocation matrix provided below, this Project primarily focuses on hiring and training a hydrologist/hydrogeologist and a general manager for the MCWRT.

6. PROPOSED MCWRT ALLOCATION MATRIX

In line with the refined goals, projects, and tasks outlined for achieving WAIP objectives, an allocation matrix for the MCWRT is proposed that identifies different departments and functional managers responsible for projects' successes. The allocations matrix, included in **Appendix B**, provides an estimated annual budget averaged over a 10-year implementation timeline in 2023 dollars to indicate the anticipated level of effort. This anticipated effort accounts for the same percentages of non-personnel expenses as the current MCWRT operational matrix but adds an additional 20% for overhead expenses, reflecting the matrix's increased complexity and enhanced cross-department collaboration.

Lump-sum costs within the 10-year horizon are evenly distributed across annual values for the purpose of this memo. Grants and credits are considered solely for ongoing mandates or tasks with a likelihood of continued grant or fee support. While the County may choose to undertake different projects and tasks contingent on grant availability and external funding, such considerations were not factored into the budgeting exercise due to their inherent uncertainty and non-sustainable nature. The proposed budget serves as an estimate of the overall effort, primarily highlighting key lead staff and illustrating the potential resource allocation for each Task. It is not intended for use as an official cost estimate for planning purposes.

7. PROPOSED IMPLEMENTATION ROADMAP

Considering the MCWA's current operational budget, the absence of hydrology and hydrogeology expertise within County Departments, the recent UCCE-Advisor hiring process, and the substantial budget and resources required for full implementation of the proposed MCWRT allocation matrix, a phased and adaptable approach is recommended for MCWRT establishment. The phased implementation will commence based on the current operational matrix outlined in Section 4.2 and will expand only when additional resources and relevant expertise become available for additional Projects and Tasks, as per the proposed allocation matrix.

The County CEO and DOT Director, acting as the general manager and director of MCWRT, will determine the sequence and priority of Projects and Tasks based on resource availability, County requirements, budget considerations, and cost-benefit analyses. For full implementation of the MCWRT as outlined in

the proposed allocation matrix, recruiting two full-time personnel—a hydrologist/hydrogeologist and a general manager—is necessary. The in-house hydrologist/hydrogeologist expertise would be needed to expand the services of MCWRT under WAIP. The General Manager will assume the primary responsibilities of the DOT Director, Deputy Director, and Deputy CEO upon recruitment to lead the MCWRT under the direction of the CEO.

In addition to these two MCWRT hires, combined resources from other County departments equivalent to one full-time employee (FTE) are required. The current operational matrix represents 0.5 FTE, expected to be exceeded due to DRP development and SB-552 compliance. The ideal implementation of the proposed allocation matrix requires 3.8 FTE with relevant skills and expertise to contribute to MCWRT (**Figure 2**). The ideal implementation of the MCWRT will also require 0.45 FTE from UCCE, which is expected to be fulfilled by the two assigned UCCE-Advisors and potential UCCE-Advisor Emeriti. However, this engagement may need to be limited to 0.3 FTE depending on the Advisors' availability and scope of work, with supplemental efforts undertaken by the MCWRT hydrologist/hydrogeologist. This is only an estimation based on the provided level of effort as part of the proposed allocation matrix. However, it underscores the substantial need for additional resources and budget allocation to sustain MCWRT at the level envisioned under WAIP.

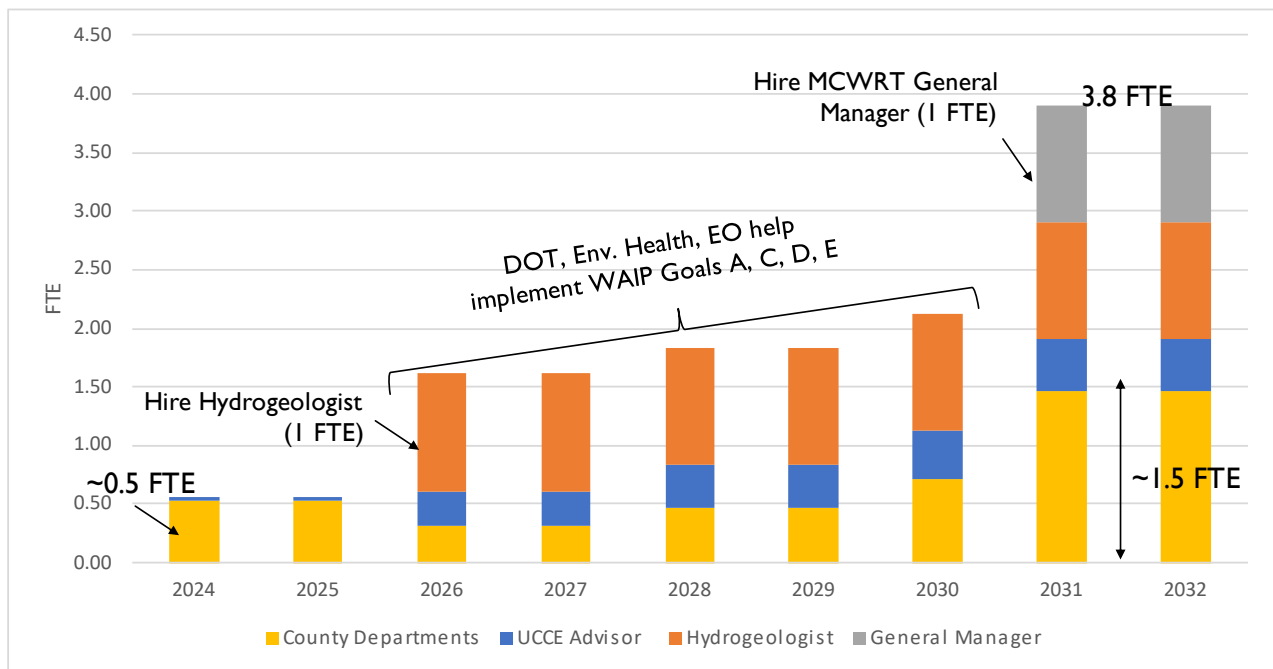
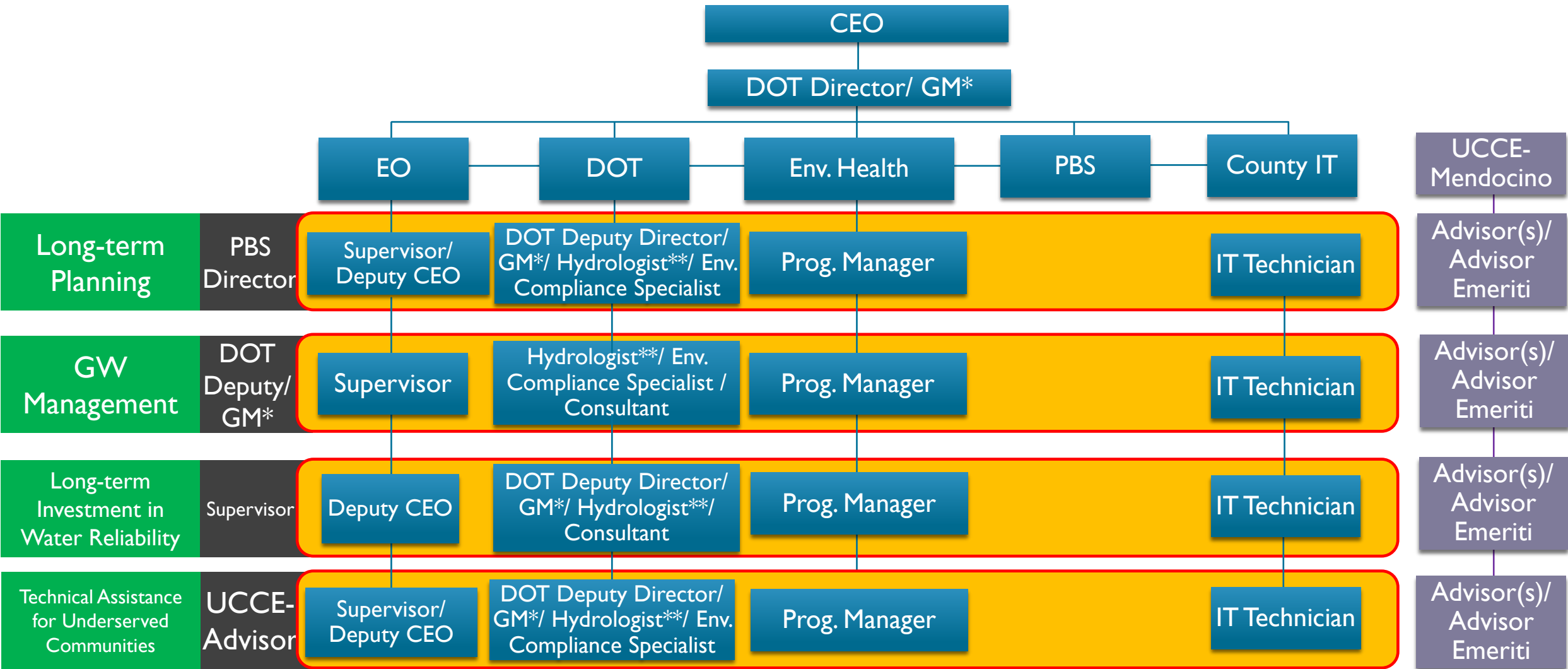


Figure 2. Personnel requirements to fully implement the proposed allocation matrix under the example implementation pathway

Following the illustrated implementation pathway in **Figure 2**, the County will maintain MCWRT at its current operational level until the recruitment of a hydrologist/hydrogeologist is completed. Once additional full-time equivalent (FTE) positions and pertinent expertise become accessible, MCWRT will initiate the execution of relevant Projects and Tasks aligned with Goals A through E, under the direction of the CEO and DOT Director. The degree of implementation will be contingent upon the availability of budgets and resources. With the decision to hire an additional FTE as a general manager and the recognition of available capacity in other County Departments, MCWRT can progress toward full implementation of the proposed allocation matrix and the objectives outlined in WAIP.

APPENDIX A: POTENTIAL RESOURCE MATRICES FOR GOALS A-E

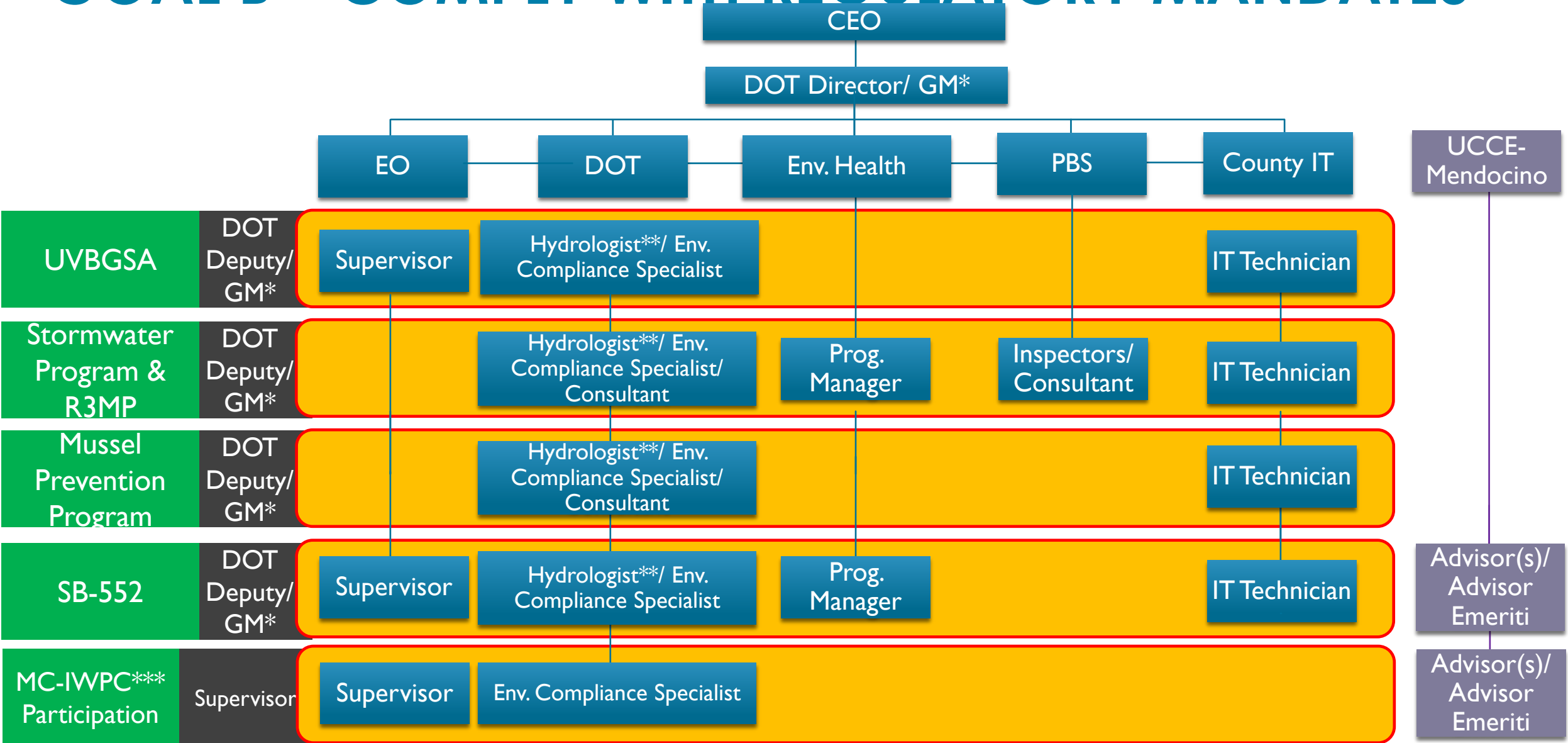
GOAL A – WATER RESILIENCE



* GM (MCWRT General Manager), upon recruitment, will assume primary responsibilities allocated to DOT Director and Deputy Director; and deputy CEO.

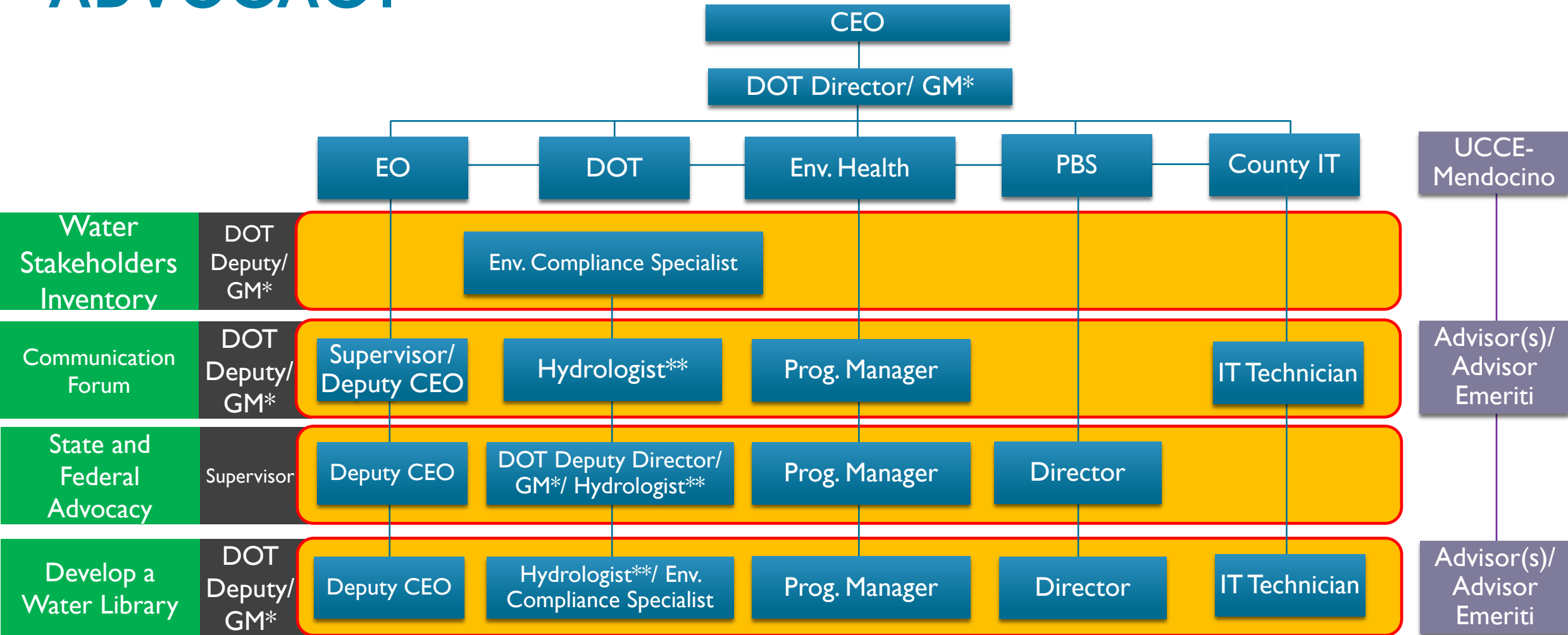
** Hydrologist, upon recruitment, will contribute to Projects outlined above and may assume some of the responsibilities allocated to DOT Director and Deputy Director.

GOAL B – COMPLY WITH REGULATORY MANDATES



* GM (MCWRT General Manager), upon recruitment, will assume primary responsibilities allocated to DOT Director and Deputy Director, and deputy CEO.
** Hydrologist, upon recruitment, will contribute to Projects outlined above and may assume some of the responsibilities allocated to DOT Director and Deputy Director.
***MC-IWPC: Mendocino County Inland Water and Power Commission

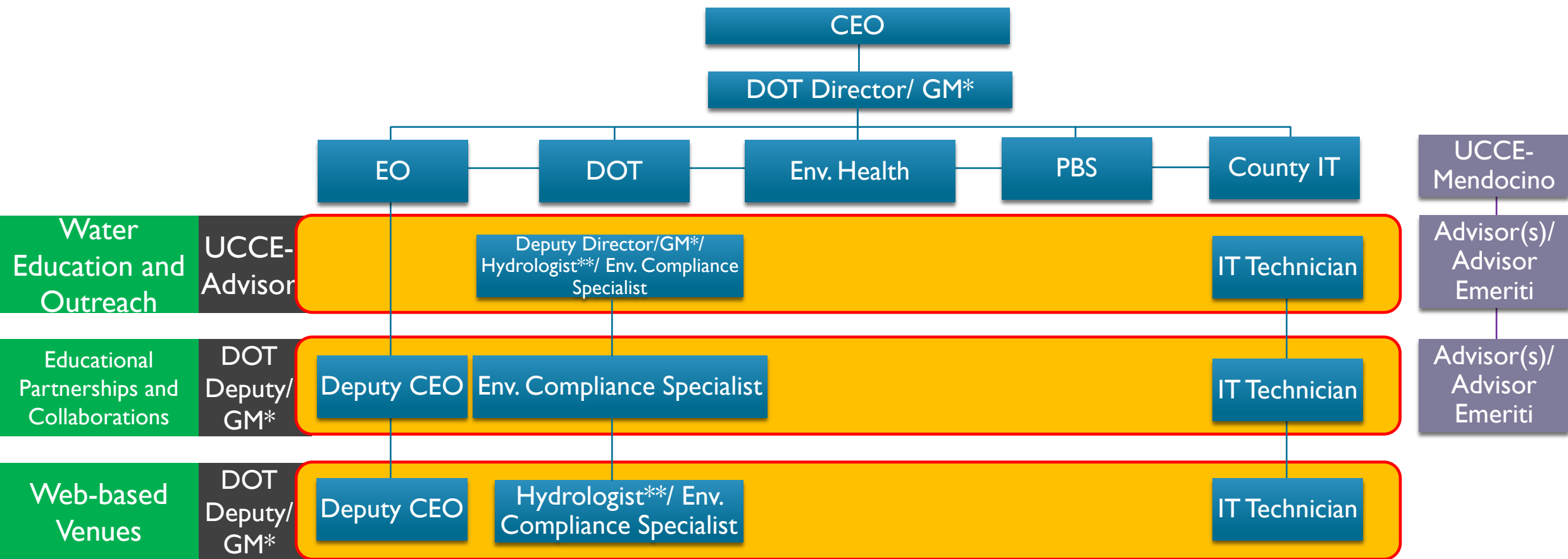
GOAL C – COORDINATION, COOPERATION, AND ADVOCACY



* GM (MCWRT General Manager), upon recruitment, will assume primary responsibilities allocated to DOT Director and Deputy Director, and deputy CEO.

** Hydrologist, upon recruitment, will contribute to Projects outlined above and may assume some of the responsibilities allocated to DOT Director and Deputy Director.

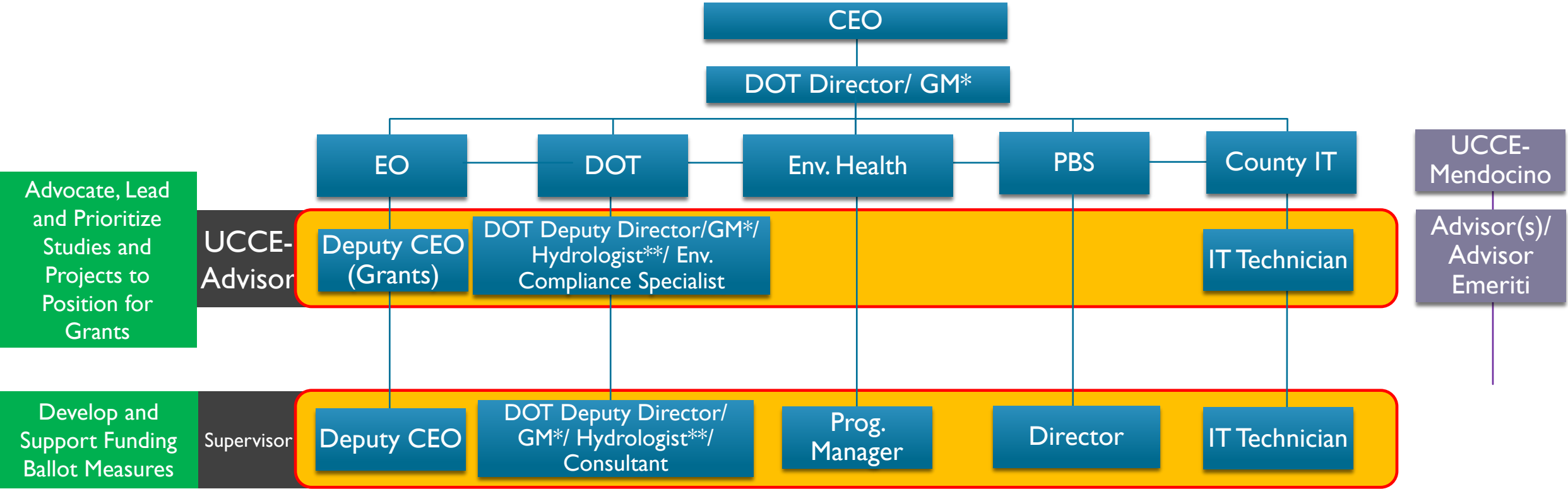
GOAL D – OUTREACH AND EDUCATION



* GM (MCWRT General Manager), upon recruitment, will assume primary responsibilities allocated to DOT Director and Deputy Director, and deputy CEO.

** Hydrologist, upon recruitment, will contribute to Projects outlined above and may assume some of the responsibilities allocated to DOT Director and Deputy Director.

GOAL E – FUNDING AND FINANCING



* GM (MCWRT General Manager), upon recruitment, will assume primary responsibilities allocated to DOT Director and Deputy Director, and deputy CEO.

** Hydrologist, upon recruitment, will contribute to Projects outlined above and may assume some of the responsibilities allocated to DOT Director and Deputy Director.

APPENDIX B: PROPOSED ALLOCATION MATRIX FOR FULL IMPLEMENTATION OF MCWRT IN 10 YEARS

Goal #	Goal Description	Task #	Task Description	Water Agency Labor														UCCE Budget			Lumpsum Consultant Budget	Non-Personnel Expense (Direct/Indirect)	Overhead Expense	Grants and Credits	Total Expense
				Supervisor	DOT Director	Deputy Director (DOT)	CEO	Deputy CEO	Program Manager (Env. Health)	PBS Director	Engineer/hydrogeologist	Env. Compliance Specialist	Planner	IT Director	Information Services Technician	Admin	Total County Labor	Director	Advisor	UCCE Total Labor					
				96	173	115	192	146	113	184	102	60	92	128	68	50	\$	92	73	\$					
	Total			233	292	559	136	211	569	80	1,155	2,761	44	32	276	875	604,795	0	922	67,306	333,424	36,470	90,137	346,190	785,942
A	Water Resilience		Total	56	64	155	24	55	86	16	164	279	28	0	29	47	94,493	0	244	17,812	230,924	7,559	17,859	119,275	249,374
		1	Long-term Planning	18	12	16	8	15	15	16	52	28	28	0	7	23	23,393	0	52	3,796	15,000	1,871	4,679	0	48,738
		1.1	Integrated Water Resources Management	12	4	6		7	7	4	24	16	16		3	10	9,441		16	1,168	10,000	755	1,888		23,253
		1.2	Climate Resiliency Planning	6	4	6	4	4	8	8	28	12	12		3	10	10,493		36	2,628	5,000	839	2,099		21,059
		1.3	Emergency Response Planning		4	4	4	4		4					1	3	3,458			0		277	692		4,427
		2	Groundwater Management	2	0	59	0	0	35	0	32	211	0	0	8	5	27,458	0	0	0	78,000	2,197	5,492	68,859	44,287
		2.1	Groundwater Monitoring Network Expansion								32	32			2		5,320			0	18,000	426	1,064		24,810
		2.2	Groundwater Quality Protection and Remediation			59									2		6,921			0	60,000	554	1,384	68,859	0
		2.3	Well Permitting Ordinance Update	2	0	0	0	0	35	0	0	179	0	0	4	5	15,217	0	0	0	0	1,217	3,043	0	19,478
		3	Long-term Investment in Water Reliability	16	32	16	16	20	16	0	40	0	0	0	6	0	19,669	0	32	2,336	25,000	1,574	3,934	0	52,512
		3.1	Financial Planning and Investment Strategy	16	16		16	16	16						3		10,193		16	1,168		815	2,039		14,215
		3.2	Identify Water Efficiency Programs and Infrastructure Upgrades and Expansion Such as Storage Infrastructure and Interconnectivity That Can be Supported Under Goal E		16	16		4			40				3		9,476		16	1,168	25,000	758	1,895		38,297
		3.3	Support Voluntary Consolidation to Improve Water Security and Coordinate agreements among Water Companies														0			0		0	0		0
		4	Technical Assistance for Underserved Communities	20	20	64	0	20	20	0	40	40	0	0	8	19	23,974	0	160	11,680	112,924	1,918	3,756	50,416	103,836
		4.1	Outreach and Education on conservation, emergency planning, and capacity building	20	20	20		20	20		40	40			6	19	18,778		100	7,300		1,502	3,756		31,336
		4.2	Water Quality Testing and Treatment Support			44									2		5,196		60	4,380	40,424	416	,	50,416	0

Goal #	Goal Description	Task #	Task Description	Water Agency Labor														UCCE Budget			Lumpsum Consultant Budget	Non-Personnel Expense (Direct/Indirect)	Overhead Expense	Grants and Credits	Total Expense
				Supervisor	DOT Director	Deputy Director (DOT)	CEO	Deputy CEO	Program Manager (Env. Health)	PBS Director	Engineer/hydrogeologist	Env. Compliance Specialist	Planner	IT Director	Information Services Technician	Admin	Total County Labor	Director	Advisor	UCCE Total Labor					
				96	173	115	192	146	113	184	102	60	92	128	68	50	\$	92	73	\$					
B	Comply with Regulatory Mandates		Total	31	72	110	8	16	415	0	343	2,181	0	0	77	200	256,957	0	48	3,504	72,500	8,643	21,608	201,916	161,297
		1	GSA Administration and Participation	15	12	30	0	0	0	0	15	15	0	0	4	11	8,778	0	0	0		702	1,756		11,236
		1.1	Financial Administration		12	30									2	5	5,912			0		473	1,182		
		1.2	GSA Board Meetings	15								15			1	4	1,168			0		93	234		
		1.3	TAC Meetings								15				1	2	1,698			0		136	340		
		2	Mussel Prevention Program	0	12	36	0	0	0	0	16	60	0	0	5	14	12,488	0	0	0	32,500	999	2,498	32,500	15,985
		2.1	Grant Administration		4	20									1	3	3,210			0		257	642		
		2.2	Monitoring									48			2	5	3,266			0	32,500	261	653		
		2.3	Grant Application (every other year)		8	16					16	12			2	6	6,012			0		481	1,202		
		3	Stormwater Program Management	0	0	20	0	0	0	0	120	216	0	0	12	39	30,266	0	0	0	40,000	2,421	6,053		78,740
		3.1	Meetings								8	24			1	4	2,524			0		202	505		
		3.2	Review County Stormwater Permit								20	32			2	6	4,396			0	40,000	352	879		
		3.3	Annual Reporting			20					20	120			5	17	12,730			0		1,018	2,546		
		3.4	RRWA								72	40			4	12	10,616			0		849	2,123		
		4	CASGEM Reporting								8	28			2		2,632			0		211	526		3,369
		5	R3MP	0	0	0	0	0	8	0	8	16	0	0	2	4	3,016	0	0	0		241	603		3,860
		5.1	Steering Committee Meetings								8	16			1	3	1,994			0		160	399		
		5.2	TAC Meetings						8						1	1	1,022			0		82	204		
		6	Outreach through Online Venues			24					24	48			3	10	8,792			0		703	1,758		11,254
		7	SB-552	16	48	0	0	16	12	0	92	48	0	0	8	25	26,054	0	48	3,504		2,084	5,211		33,349
		7.1	PSHR (DTF) Meetings	16	32				12		32	16			4	12	11,988			0		959	2,398		
		7.2	DRP Implementation		16			16			60	32			4	13	14,066		48	3,504		1,125	2,813		
		8	Well Permitting	0	0	0	8	0	395	0	60	1,750	0	0	41	97	164,931	0	0	0		1,281	3,203	169,416	0
		8.1	Domestic Water Well Permitting						350			1,750			37	37	148,916			0			148,916		
		8.2	EO N-7-22 Additional Cost				8		45		60				4	60	16,015			0		1,281	3,203	20,500	
		8.2	Mendocino County Inland Water and Power Commission Participation	16								32			1	4	2,188			0		175	438		2,801

Goal #	Goal Description	Task #	Task Description	Water Agency Labor													UCCE Budget			Lumpsum Consultant Budget	Non-Personnel Expense (Direct/Indirect)	Overhead Expense	Grants and Credits	Total Expense		
				Supervisor	DOT Director	Deputy Director (DOT)	CEO	Deputy CEO	Program Manager (Env. Health)	PBS Director	Engineer/ hydrogeologist	Env. Compliance Specialist	Planner	IT Director	Information Services Technician	Admin	Total County Labor	Director	Advisor						UCCE Total Labor	
				96	173	115	192	146	113	184	102	60	92	128	68	50	\$	92	73						\$	
C	Coordination, Cooperation, and Advocacy	Total			128	52	102	52	84	52	32	286	53	16	16	85	382	115,472	0	190	13,870	0	9,238	23,094	25,000	136,674
		1	Maintain and Update Water Stakeholders Inventory	0	0	2		0	0		0	21	0	0	14	206	12,712	0	0	0	0	1,017	2,542	0	16,271	
		2	Create Communication Forum	40	20	20	0	24	20	0	90	0	0	0	7	103	26,330	0	90	6,570	0	2,106	5,266	25,000	15,272	
		2.1	Multi-Stakeholder Roundtable Meetings and Stakeholder Advisory Councils								22				1	3	2,462		22	1,606		197	492			
		2.2	Regional /County-wide Water Summits	40	20	20		24	20		68				6	100	23,868		68	4,964		1,909	4,774	25,000		
		3	State and Federal Advocacy for County's Water Interests	88	24	56	52	52	24	24	164	0	0	0	16	53	55,772	0	0	0	0	4,462	11,154	0	71,388	
		3.1	Policy Position Development	48	24	24	24	24	24	24	32				7	24	27,093			0		2,167	5,419			
		3.2	Legislative Outreach and Briefings and Participation in Advocacy Campaigns	24			12	12			24				3	8	7,112			0		569	1,422			
		3.3	Collaborative Coalition Building	8		16	8	8			60				3	11	11,420			0		914	2,284			
		3.4	Issue-Specific Advocacy	8		16	8	8			48				3	10	10,146			0		812	2,029			
4	Develop a Water Library	0	8	24		8	8	8	32	32	16	16	48	20	20,658	0	100	7,300	0	1,653	4,132	0	33,743			
D	Outreach and Education	Total			0	0	8	12	32	0	0	64	88	0	16	85	31	29,090	0	120	8,760	0	2,327	5,818	0	45,995
		1	Water Education Program and Public Outreach			8	4				40	32			3	9	8,343	0	60	4,380		667	1,669	0	15,059	
		2	Educational Partnerships and Collaborations				8	16				32			2	6	6,230	0	60	4,380		498	1,246	0	12,355	
		3	Web-based Venues of Information and Education					16			24	24		16	80	16	14,516	0	0	0		1,161	2,903	0	18,581	
E	Funding and Financing	Total			16	88	176	32	24	16	32	298	160	0	0	0	199	102,756	0	320	23,360	30,000	8,220	20,551	0	184,888
		1	Advocate, Lead and Prioritize Studies and Projects to Position for Grants	0	56	128	0	8	0	0	266	160	0	0	0	177	71,158	0	320	23,360	0	5,693	14,232	0	114,442	
		1.1	Grant Research and Identification			8		8			46					120	12,780		80	5,840		1,022	2,556			
		1.2	Grant and Proposal Development		24	40					120	160				35	32,342		120	8,760		2,587	6,468			
		1.3	Grant Application Management		32	80					100					22	26,036		120	8,760		2,083	5,207			
		2	Develop and Support Funding Ballot Measures	16	32	48	32	16	16	32	32	0	0	0	0	22	31,598	0	0	0	30,000	2,528	6,320	0	70,445	
		2.1	Needs Assessment		32	16	32	16	16	32	32					18	27,718			0		2,217	5,544			
		2.2	Ballot Measure Development			32										4	3,880			0	30,000	310	776			
F	Sustained Governance	Total			2	16	8	8	0	0	0	0	0	0	0	16	6,026	0	0	0	0	482	1,205	0	7,714	
		1	Manage Staffing and Balance Resources	2	16	8	8	0	0	0	0	0	0	0	0	16	6,026	0	0	0	0	482	1,205	0	7,714	
		1.1	Hire Hydrologist/ Hydrogeologist		8	8										8	2,704					216	541			
		1.2	Hire General Manager	2	8		8									8	3,322			0		266	664			