

STRATEGIC PLAN



Strategic Plan

2000

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2002

PARTNERS FOR A WATER-EFFICIENT CALIFORNIA



California Urban Water
Conservation Council

Strategic Plan

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2001

2002

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Executive Summary



Mission Statement

The Mission of the California Urban Water Conservation Council is to improve water use efficiency statewide.

The California Urban Water Conservation Council and the Memorandum of Understanding that created it represent a unique approach to urban water conservation through collaboration between water agencies, regulators, public interest groups, and other interested organizations. The approach relies on a consensus partnership to simultaneously improve the state of the art in urban water conservation while moving forward on recognized Best Management Practices (BMPs) in a timely and cost effective manner. The Council supports the water conservation efforts of its member organizations through assistance in implementing the BMPs, collaborative research and development among the membership, and through monitoring and evaluation of the urban water conservation programs and activities undertaken by the membership. A special interest of the Council is the overall integration of urban water conservation BMPs into the planning and management of California's water resources.

Purpose of the Plan



The first Council Strategic Plan was intended to initiate a continuing strategic planning process within the organization. Many of the action items identified in that plan have been or are now being carried out. This new Strategic Plan is part of an ongoing process and will guide Council activities from now to the year 2002 to ensure that Council actions are consistent with the mission and goals as envisioned by the members. Input for this Strategic Plan was sought from all signatories during the plan conception and preparation. Summaries of the Strategic Planning process and a visioning workshop are presented in the Appendix.

Since the creation of the Council in 1991, the organization has successfully established itself as a collaborative forum within which all of the different types of membership organizations work together to advance urban water conservation throughout the state. This collaborative process has made an important contribution to urban water conservation. Water management in California, and urban water conservation in particular, are complex and dynamic. Thus, it is essential for the Council to monitor its own policies, practices, and activities on a continuous basis to ensure that it continues to provide a leadership role.

Five years ago, the Council was still in its infancy. Its primary goal related to survival. Today, the Council is maturing. Funding and membership are more certain in 1999 than they have been in the past, and permanent staffing has been hired. Signatory water agencies have made substantial progress in the implementation of the BMPs, thanks to technical materials and assistance provided by the Council. The year 2000 offers the Council the opportunity to redefine itself. What will be its destiny, either with or without a CALFED future? And what should its role be within California's overall water picture?

The Council must play a greater leadership role within the state, because without that shift, the Council will be led rather than lead. The Council must continue its aggressive support of BMP implementation. It must continue its now-established role of promoting water use efficiency as a viable and important part of the state's resource mix. It also must continue to develop new BMPs, and revise existing ones, as the technology improves and as the additional opportunities for water conservation present themselves. The development of new stakeholder partnerships must also be pursued. In accomplishing this, outreach efforts to legislators, media and other policy makers will be more important than ever.

In addition, the Council must wrestle with its own internal identity. As the dialogue relating to technical assistance versus certification continues, the Council must either find ways to play both roles effectively, or it must limit its role and influence. Filling both roles will be a shift from the prior direction of the Council. Thus, there is internal disagreement about its feasibility and its wisdom that must be resolved. The general feeling within the Council appears to be that certification will happen — it is only a question of when — and whether or not that role will actually be enacted as recommended by CALFED. Thus, this strategic plan focuses principally on how to make certification a reality, rather than on the debate of whether or not it should occur.

Despite the current funding stability of the Council, there is currently no available funding for increasing the Council's level of responsibility. To raise additional revenues, the Council must seek increased funding from CALFED agencies such as the U.S. Bureau of Reclamation (USBR) and the Department of Water Resources (DWR) as well as the Legislature. To do so, the Council must convey a professional image and obtain respectful recognition from the managers and policy makers in and around the water community.

Acknowledgements

This Strategic Plan was prepared with full participation of the Council's membership. Following a workshop held on May 13, 1999 in Oakland where numerous ideas for Council activities and direction were gathered, a committee of 25 volunteers met numerous times to refine the ideas received, to establish some basic goals and objectives, and to set a course for the Council's future.

These committee members gave many hours of their time and energy to making the Plan a success. It is with great appreciation to these individuals that the Strategic Plan is dedicated.

Susan Munves, *City of Santa Monica*, Co-Chair
Betsy Reifsnider, *Friends of the River*, Co-Chair

Tim Barr, *Western Municipal Water District*

Joe Berg, *Municipal Water District of Orange County*

Roberta Borgonovo, *League of Women Voters*

Kirk Brewer, *Southern California Water Company*

Mary Lou Cotton, *Kern County Water Agency*

Ed Craddock, *Department of Water Resources*

David Czamanske, *Sierra Club*

Chris Dundon, *Contra Costa Water District*

Conner Everts, *P.O.W.E.R.*

David Fullerton, *Natural Heritage Institute*

Tom Gackstetter, *Los Angeles Department of Water and Power*

Ted Haring, *Eastern Municipal Water District*

Richard Harris, *East Bay Municipal Utility District*

Bill Jacoby, *San Diego County Water Authority*

Kimberley Knox, *San Francisco Water Department*

Dale Lessick, *Irvine Ranch Water District*

Bill Miller, *Bear Valley Community Services District*

Barbara Nadon, *Metropolitan Water District of Southern California*

Randal Orton, *Las Virgenes Municipal Water District*

Marsha Prillwitz, *U.S. Bureau of Reclamation*

Fiona Sanchez, *CTSI, Inc.*

Greg Smith, *California Department of Water Resources*

Frances Spivey-Weber, *Mono Lake Committee*

Meena Westford, *U.S. Bureau of Reclamation*

– Mary Ann Dickinson
Executive Director
April 3, 2000

Introduction and Context

In the mid-1980s, the California Water Resources Control Board announced its view that water conservation efforts could reduce urban water use in the state by up to one million acre-feet per year. At that time, there were no mechanisms in place to realize those savings; they were only a theoretical assumption.

In response to that announcement, 120 water agencies, environmental groups, and other interested parties voluntarily signed a milestone statement in December of 1991: the Memorandum of Understanding, or MOU. This historic document, negotiated over a three year period, represented an agreement among these parties to develop and implement comprehensive water conservation Best Management Practices, or BMPs. In addition, the MOU called for the creation of the California Urban Water Conservation Council. Its fundamental mission was — and still is — to oversee the implementation of the MOU, especially the BMPs, and to do so in a collaborative fashion.

Now that the Council's signatories number over 245 members, it is time for some self-evaluation. The administrative structure of the Council has remained in place for nearly a decade. The full Council meets in plenary session four times each year to review studies and projects, approve new signatories, and modify the BMPs. An elected Steering Committee guides the administrative decision-making of the Council, and representatives of each of the signatory groups participate in a broad range of topic-specific subcommittees.

Now, nearly ten years later, the effects of the Council's activities are becoming increasingly visible across the state. Water agencies are considering water-use efficiency in a new light. In the past, conservation programs were generally viewed as a short-term solution to an acute drought. Today, however, demand-side management is viewed as a significant portion of the water supply mix, and conserved water is regularly factored in as an important part of integrated resource planning.

During its first decade, the Council continued its work in the planning and assessment of demand management programs and the implementation of the BMPs. As the efforts of the Council have expanded, the demands placed upon the membership have increased. A strategic planning process was undertaken in 1995, and a plan of goals and objectives covering 1996–1998 was adopted. In 1998, in implementing one of the plan's recommendations, the Council created a full-time Executive Director position to manage the diverse points of view held by the membership and to help lead the organization through future challenges.

The organization now stands at a crossroads of change and will need continued strong leadership. The Council is and remains financially viable, but with increased demands on the Council for assistance, it will need to increase its membership and its revenue stream. The current membership is committed and very active in Council activities, but as the stresses on California's water continue to grow, so do the demands for technical assistance on BMPs from the Council. In response, the Council needs to launch a membership initiative to maintain a strong and viable membership and to fund needed projects with supplementary membership revenue.

The greatest new opportunity grows from the decisions being made by CALFED in its management of California's Bay Delta estuary. In the past, the Council has provided technical assistance to water suppliers, helping them to satisfy the requirements of the BMPs. With the problems facing the Delta, however, simply helping suppliers satisfy the BMPs may not be enough. Eventually, there may be a designated body to certify that the BMPs are being fully implemented by all signatories. The Council has already been approached by CALFED about accepting a potential certification role. Doing so, however, will split the organization in two: one half providing technical assistance to its member signatories, and the other half reviewing for adequacy.

While the membership realizes that such a shift would dramatically change the Council as it currently exists, they are also committed to a state that uses its water resources with the utmost wisdom. That will inevitably require a different look at the BMPs, regardless of who and how or even if certification may eventually happen.

This strategic plan attempts to plot a course for negotiating this tricky future. It includes efforts to refine the Council's governance; efforts to improve and refine the BMPs; efforts to keep the public, the water community, and policy makers fully informed about issues related to water-use efficiency; efforts to expand the Council's sphere of influence and to attract new members; and efforts to position the Council so it can either take on the role of certification or work closely and collaboratively with whatever entity is chosen.

Governance of an organization that simultaneously wears the hat of helper and enforcer will be tricky. At least for the foreseeable future, the Council will continue under the existing structure. If its role expands, however, governance will shift to enable the two separate responsibilities — technical assistance and certification — to be carried out independently, thus avoiding possible conflicts of interest between the Council and its membership.

This strategic plan attempts to take this history and these uncertainties into account.

SECTION 2

Council Function and Governance: Preparing for a Certification Future



The Council was founded to assure that the BMPs as established in the initial MOU would be implemented. In the succeeding decade, however, the importance and benefits of water use efficiency as part of the overall state-wide water resource mix has become increasingly apparent, particularly in the discussions surrounding a CALFED solution. Simultaneously, the difficulties inherent in implementing and evaluating water conservation programs have become apparent as well. Thus, the need now exists to create benchmarks and other measurement tools, and to assess the ability of agencies to meet their targets on a timely basis. Such an effort falls into the universe of regulation — or certification — rather than just technical assistance.

Certification of conservation programs will likely occur in some form, whether it be through CALFED or some other means. The question now is who will oversee such an effort and become the certifying entity. It presents a dilemma to the Council, if chosen for this role. How can the Council maintain the technical assistance function that the Council has traditionally provided yet demonstrate the neutrality and objectivity necessary in a certification world? Both functions must be accommodated, and to do so will require reorganizing the Council into two quasi-independent branches: technical assistance to agencies implementing the BMPs; and actual certification of agency performance. Much preparation is needed to accomplish both functions adequately, and this plan is the first step in that direction.

Beyond the requirements of certification, the governance of the organization in general will largely determine the Council's future. Either the Council grows and serves its members in a balanced consensus process, or the Council fails in its mission. Governance, therefore, represents an essential cornerstone of this strategic plan, and will be critical in a certification future.

2.1 OBJECTIVE:

To adequately prepare the Council for certification responsibilities.

- a. Define the Council's role and responsibilities under proposed CALFED certification.
 - Establish a "certification implementation committee" of the Council to create the framework for how to certify within the Council structure.
 - Explore avenues for funding of a certification program and facilitation of the certification process within the context of the existing proposals and with concurrence with CALFED.
 - Differentiate the functions of technical assistance and BMP compliance review by creating administrative and managerial separation of function.
 - Consider providing compensation to Group 2 for time spent for official certification responsibilities.
- b. Communicate with legislators and other government officials to reinforce that the Council is prepared for certification responsibilities.
- c. Explore possible legal relationships with state government to ensure that the Council can receive CALFED funding.
- d. Develop relationship with CA Public Utilities Commission (CPUC) and other regulatory agencies to further water conservation and BMP objectives and to resolve potential certification conflicts.

2.2 OBJECTIVE:

To provide appropriate governance for all Council activities.

- a. Evaluate and potentially reorganize the existing Council subcommittee structure.
- b. Explore ways to enhance Group 3 participation in Council activities.
- c. Hold steering committee orientations to train new incoming steering committee members.
- d. Provide staff support to subcommittees to ensure productivity.

2.3 OBJECTIVE:

To secure and maintain a steady revenue for the Council.

- a. Monitor current contributions structure, to determine whether equity has been maintained while providing sufficient revenue to support Council functions and programs.
- b. Plan for the financial and administrative impacts to the Council of changing membership and responsibilities.
- c. Develop technical services fee structure for members and non-members.
- d. Apply for grants from foundations and other funding sources.

2.4 OBJECTIVE:

To retain parity between Group 1 and Group 2 members

- a. Assure balance of Group 1 and Group 2 in all Council governance structures, including new certification governance.
- b. Continue to financially support Group 2 members in Council functions by reimbursing expenses for travel and Convener time.

- c. Provide a forum for coordination of Group 2 members in implementing Section 4.4(e) of the MOU: "Encouraging the removal of institutional barriers to the implementation of BMPs."
- d. Encourage increased level of membership for Group 2 members by marketing the Council to non-signatory environmental organizations.

2.5 OBJECTIVE:

To increase the current membership's participation in the Council.

- a. Seek 100% reporting submittals by all signatories as required under the MOU.
- b. Seek 100% financial contributions by all signatories.
- c. Develop and define the benefits of membership.
 - Create Council membership packet.
 - Establish protocol and pricing for publications, web site access, and access to other resources (consultants, library, etc.)
 - Pursue discounts for members for goods and services
- d. Promote regional programs and interaction.
- e. Evaluate contributing level of signatory members and contact inactive members to encourage involvement.
- f. Recognize outstanding conservation activities of signatories.
- g. Establish a mentoring program for new signatories.

Technical Assistance: Retaining the Leading Edge of BMP Implementation



he greatest single challenge facing the Council's members is the successful implementation of the BMPs. Such implementation will only be possible with adequate Council support and assistance. Many issues remain to be clarified and researched; even the underlying cost-effectiveness guarantee in the MOU is in need of refined analysis and guidance. While numerous water agencies are well underway toward meeting the BMP targets, others have yet to begin. The Council must provide technical expertise and support services to both of these constituencies. Providing up-to-date manuals, training, information and technology transfer, frameworks for new initiatives, and relationships with other organizations will be an important ongoing focus of the Council.

3.1 OBJECTIVE:

To maximize the Council's effectiveness in providing high-quality technical assistance.

- a. Develop Handbooks and hold training workshops as new technical studies are completed and new issues are identified.
 - Cost-effectiveness preparation and review protocol
 - Database rollout
 - High efficiency washing machine savings study
 - BMP handbooks (#5, #9, #1 and possibly #14)
 - Quality control workshop
 - Explore regional training opportunities
- b. Develop an interactive full-service website to foster community presence on the web and to provide technical assistance on issues of importance to members.
 - Regular Information updates and technical tips (Newsletter)
 - Guidance on Conservation Planning
 - Cost-Effectiveness Analysis and Exemption Worksheets
 - BMP Target calculation spreadsheets
 - BMP Savings and Cost summaries
 - Directory of Services
 - Forum for questions and idea sharing among agencies
 - BMP Case Studies
 - Sample RFP language
 - Guidance on Biannual Report Preparation
 - File Biannual reports on website
 - Information on new technology and hyperlink to Waterwiser
 - Links to other members' web pages

- c. Explore coordinated approaches to satisfying the BMPs, particularly for smaller and newer signatories.
 - Survey water agencies for areas of interest
 - Explore joint funding feasibility for pilot projects to test the concept of consolidated programs

3.2 OBJECTIVE:

To support local agencies with innovative, flexible, and cost-effective initiatives

- a. Explore the feasibility of a group purchase program for particular products (for example, ULFTs, flappers, moisture sensors, irrigation controllers, educational and public information materials, and promotional giveaways).
 - Contact membership to determine interest
 - Explore options for joint purchasing and bidding within the existing state purchasing process
- b. Encourage regional and statewide discussion forums to explore regional implementation of BMP programs.
- c. Publicize existing creative financing tools, such as FARECAL.

3.3 OBJECTIVE:

To develop a long-term research plan for improving water savings assessment and cost-effectiveness analysis.

- a. Define guidance on estimating avoided cost of supply
- b. Conduct empirical study on assumptions of free ridership.
- c. Resolve issues related to calculation of BMP savings targets.
- d. Continue to develop and refine numbers for potential water savings from BMPs.
- e. Provide operational criteria on interpreting “at least as effective as” provision of the MOU.

- f. Conduct study on estimating and managing the revenue impacts of conservation.
- g. Monitor development of mutually agreed upon methodology for calculating water savings statewide. Provide advice and input to statewide advisory committees as appropriate.
- h. Develop protocol for estimating the environmental costs and benefits of BMP programs.
- i. Develop and maintain a database-backed website to aggregate savings information among signatories.
- j. Cooperatively work with the American Waterworks Association Research Foundation (AWWARF) to determine conservation research needs.
- k. Research and survey policies that most effectively accomplish water conservation, and provide case study information on the website.

3.4 OBJECTIVE:

To establish relationships with other organizations that can bolster the Council efforts to provide technical assistance to conservation professionals.

- a. Explore marketing opportunities with the American Waterworks Association (AWWA) for Council publications.
- b. Review AWWA professional certification program for possible joint activity.
- c. Work cooperatively with the Association of California Water Agencies (ACWA) and other appropriate associations to improve dissemination of conservation information in conferences and published materials.

Statewide Water Resources Management: Defining The Council's Role



Thus far in its history, the Council has been concentrating its limited resources on supporting the efforts of its members and in promoting water conservation in a general way. It has not to date actively engaged in water policy discussions. Its members already represent at least 60% of California's population, urban centers, and economic bases, so the Council does not have far to go to have true statewide representation. During the span of this strategic plan, the Council will work to expand its role in articulating and supporting the BMPs, providing leadership in statewide water use efficiency and integrated resource planning, and supporting water recycling.

This expansion of the Council's focus is a necessary shift. With a population growth rate and economy that lead the nation, California now faces the prospect that its increasing demands for water will not be met in a sustainable way. Because of this demand, water is rapidly becoming a commodity as well as a resource. Water must be carefully managed to properly reflect the social, economic, and environmental value of the resource — a message consistent with the implementation of the BMPs. The value of water efficiency must be underscored in discussions on statewide water resources management.

4.1 OBJECTIVE:

To continue the Council's leadership role in defining and refining standards for BMPs and Potential BMPs.

- a. Review present Potential BMPs (PBMPs) for feasibility and cost-effectiveness and whether they should be added to the BMP list. Research additional opportunities for water use efficiency and water recycling and develop additional PBMPs accordingly.
- b. Continue to refine existing BMPs to eliminate ambiguities relating to implementation.
- c. Support legislation that facilitates BMP implementation.
- d. Provide guidelines for complying with Section 3.4 of the MOU regarding "Land Use Planning."

4.2 OBJECTIVE:

To position the Council more prominently in statewide water resources planning issues, while developing and maintaining a leadership role in conservation.

- a. Testify on legislation affecting water conservation and the Council's programs, with policy direction by the Plenary session.
- b. Explore with DWR and USBR opportunities for shared program initiatives and resource management tools.
- c. Explore partnerships, both private and public. This includes energy utilities such as electric and gas, wastewater agencies, and other non-traditional partners such as EPA and integrated waste management agencies.
- d. Promote water conservation in California's water supply mix at conferences and other public events.

4.3 OBJECTIVE:

To support the integration of water resource planning in all agencies statewide.

- a. Provide technical assistance to member signatories as available.
- b. Develop strategic alliances with government agencies such as DWR and USBR, as well as outside professional organizations such as ACWA.
- c. Coordinate the BMP development and implementation process with the urban water management planning process and requirements under the Central Valley Project Improvement Act, integrating land use, ground water management, and other activities as appropriate.
- d. Develop ways to interact more effectively with water recycling agencies.
- e. Coordinate with the CPUC and the State Water Resources Control Board (SWRCB) on BMP related issues.

Communicating the Council's Role: Reaching Consumers to Legislators

For water efficiency to truly succeed as a fundamental part of California's water supply solution, significant effort must be made to inform and educate different audiences, from consumers at the household level to government officials planning the state's future. Effective outreach and communication are cornerstones for the Council's success; without them, the Council is working in a vacuum. At this point the Council is well known to the water conservation professional community. The next step is to reach a broader audience.

5.1 OBJECTIVE:

To educate and reach out to members of the public on water conservation issues.

- a. Develop a Council water conservation information package.
- b. Develop "drop-in" text for agency bill inserts and newsletters.
- c. Create media awareness of Council accomplishments by issuing news release and other packages of information. Develop bullet positions for the media on specific issues.
- d. Develop water conservation marketing tools, such as public service announcements, in partnership with other entities.
- e. Develop materials for public distribution.

5.2 OBJECTIVE:

To educate and involve more urban water agency board members, managers, and staff in Council activities.

- a. Provide tools, such as a Power Point presentation or video, to help educate water agency board members, managers and public officials on the value of water conservation programs.

- b. Allow more time in meetings for substantive discussion and to encourage attendance by management from urban water agencies.
- c. Market Council membership to non-signatory water agencies and other organizations; specifically solicit the membership of new private water companies that are developing supplies for marketing.
- d. Actively encourage and solicit more participation in Council activities.

5.3 OBJECTIVE:

To work cooperatively with other organizations to improve Council outreach efforts.

- a. Seek placement of water conservation articles in water industry periodicals, such as Western Water.
- b. Participate in programs of ACWA, the California Water Association, the Environmental Water Caucus, the Agricultural Water Management Council, and others.
- c. Develop relationship with the CPUC, the SWRCB, and other regulatory agencies to further water conservation and BMP objectives.
- d. Work with other non-profits to explore projects of mutual interest.
- e. Seek opportunities for Council information dissemination.

5.4 OBJECTIVE:

To reach out to Legislators to increase their understanding of Council goals and activities.

- a. Provide technical information to legislators and other policy-makers as requested.
- b. Provide a regular forum to educate policymakers, managers, and legislators on activities and benefits of water conservation.
- c. Provide information of specific interest to policy-makers.

SECTION 6

Three-Year Action Plan and Resource Needs



The following action plan lists each strategy, its expected cost, and the time period assigned for its completion. It is an ambitious set of tasks that totals nearly a million dollars of expenditures for the three-year period 2000 to 2002 — 1.3 million dollars over and above the Council’s basic administrative budget of \$450,000 yearly.

Clearly, the Council has a significant task of fund raising. It is expected that a CALFED solution will include some financial support, although at the time of this plan adoption the amounts are unspecified. Therefore, the Council will also need to seek grants and partners for many of the projects envisioned. It must consider

increasing its own administrative budget to hire additional staff.

The action plan below is intended to be a program and budget guidance document for the Council and its funding partners — a business plan to indicate the long-term strategic direction for the Council as well as the short-term tasks to be accomplished.

The Strategic Plan Tasks are itemized and costs summarized by year. The estimated costs are firm for the years 2000 and 2001, but less firm for the year 2002. Those costs will only be able to be more precisely defined when the certification program design is completed in the year 2000.

YEAR 2000

Year 2000 Funding by Task and Source

Strategic Plan Element	CUWCC	Grants	CALFED	FTE
2.1 Prepare For Certification				
Create & continue certification implementation committee				0.05
Explore certification funding				0.05
Differentiate tech assistance and certification				
Consider certification funding for Group 2				
Communicate with legislators and officials				0.01
Explore legal relationships with state government				
<i>Subtotal</i>				<i>0.11</i>
2.2 Provide Governance				
Evaluate existing subcommittee structure				0.01
Enhance Group 3 participation				
Hold Steering Committee orientation	\$1,000			
Provide staff support to subcommittees				0.10
<i>Subtotal</i>	<i>\$1,000</i>			<i>0.11</i>
2.3 Maintain Steady Revenue Stream				
Monitor contributions structure, adjust if needed				0.01
Plan for changing membership impacts				
Develop tech services fee structure				0.02
Apply for grants	\$5,000			0.05
<i>Subtotal</i>	<i>\$5,000</i>			<i>0.08</i>

Year 2000

Strategic Plan Element	CUWCC	Grants	CALFED	FTE
2.4 Retain Parity Between Group 1 and 2				
Assure balance in all governance structures				0.01
Reimburse Group 2 travel	\$10,000			
Provide forum for Group 2 coordination				0.01
Increase level of Group 2 membership				0.01
<i>Subtotal</i>	<i>\$10,000</i>			<i>0.03</i>
2.5 Increase Participation of Members				
Seek 100% reporting by all signatories	\$10,000			
Seek 100% contributions by signatories				0.06
Develop and define benefits of membership				0.05
Create membership packet	\$15,000			
Establish protocol and pricing for resources				0.02
Pursue discounts for goods and services				
Promote regional programs and interaction				0.01
Evaluate activity of members to increase involvement				0.02
Recognize outstanding activities of members		\$1,000		
Establish mentoring program for new members				0.01
<i>Subtotal</i>	<i>\$25,000</i>	<i>\$1,000</i>		<i>0.17</i>
3.1 Provide High Quality Technical Assistance				
Refine cost effectiveness analysis & protocol	\$10,000			
BMP Cost and Savings Updates	\$15,000			
Complete reporting database-backed website and evaluate results		\$125,000		0.60
High Efficiency Washing Machine Savings Study		\$40,000		
BMP 9 Handbook	\$35,000			
BMP 1 Handbook				
BMP 14 Handbook				
Quality Control Workshops (2)	\$2,500			
Leak Detection Workshops with DWR	\$4,000			
Database Training Workshops	\$2,500			
Explore regional training opportunities				
Develop full-service website			\$50,000	
Regular information updates and technical tips			\$15,000	
Guidance on Conservation Planning				
Cost-Effectiveness Model, Exemption Worksheets	\$15,000			
BMP Target calculation spreadsheets	\$5,000			
BMP Savings and Cost Summaries	\$3,000			
Directory of Services				
Forum for questions, idea sharing among agencies				
BMP Case Studies				0.15
Sample RFP language				
Guidance on Report Preparation	\$10,000			
Info on new technology and hyperlinks to sites				0.02
Links to other members' web pages				0.01
Explore coordinated approaches for BMPs				
Survey water agencies for areas of interest				
Explore joint funding feasibility for pilot projects				
<i>Subtotal</i>	<i>\$102,000</i>	<i>\$165,000</i>	<i>\$65,000</i>	<i>0.78</i>

Year 2000

Strategic Plan Element	CUWCC	Grants	CALFED	FTE
3.2 Support Local Agencies with Initiatives				
Explore feasibility of group purchase program				
Contact members to determine interest				
Explore options for joint purchasing and bidding				
Encourage regional forums for regional BMP programs				
Publicize existing creative financing tools				
<i>Subtotal</i>				
3.3 Develop Long-term Research Plan				
Guidance on estimating avoided cost of supply			\$35,000	
Empirical Study on assumptions of free ridership			\$60,000	
Resolve issues related to calculation of BMP targets				0.10
Refine numbers for potential BMP water savings				
Operationalize “at least as effective as” criterion	\$30,000			
Estimating and Managing Revenue Impacts of Conserv.				
Monitor statewide water savings calculations				0.30
Develop protocol for environmental benefit of BMPs				
Develop and maintain reporting database				0.35
Cooperatively work with AWWARF on research needs				
Research policies for water conservation				
<i>Subtotal</i>	\$30,000		\$95,000	0.75
3.4 Establish Relationships with Others				
Explore marketing opportunities for publications				0.10
Review AWWA conservation certification program				0.05
Improve conservation info in ACWA conferences, etc.				0.05
<i>Subtotal</i>				0.20
4.1 Refine Standards for BMPs and PBMPs				
Review present PBMPs and research new ones	\$10,000			0.15
Refine existing BMPs to eliminate ambiguities				0.05
Support legislation that facilitates BMP programs				0.05
Provide guidelines for complying with MOU Section 3.4				
<i>Subtotal</i>	\$10,000			0.25
4.2 Water Resource Planning Issues				
Testify on legislation				0.01
Explore with USBR, DWR shared programs and tools				0.05
Explore partnerships, both private and public				
Promote water conservation topics at conferences				0.01
<i>Subtotal</i>				0.07
4.3 Support Integrated Water Planning				
Provide tech assistance to members				0.20
Develop strategic alliances				0.05
Coordinate BMP process with UWMPs and CVPIA				0.05
Interact more effectively with water recycling agencies				
Coordinate with CPUC on BMP issues				0.05
<i>Subtotal</i>				0.35

Year 2000

Strategic Plan Element	CUWCC	Grants	CALFED	FTE
5.1 Public Education and Outreach				
Develop water conservation information package				0.10
Develop text for agency bill inserts, newsletters				0.01
Create media awareness of Council				0.10
Develop marketing tools such as PSAs				0.01
Develop materials for public distribution				0.10
<i>Subtotal</i>				0.32
5.2 Educate Agency Boards, Managers				
Presentation on value of water conservation programs	\$3,000			
Substantive discussions at plenaries				0.02
Market membership to non-members, such as privates				0.12
Solicit participation from board members, managers				0.05
<i>Subtotal</i>	\$3,000			0.19
5.3 Work with Others on Outreach				
Seek Water Conservation articles in periodicals				0.10
Participate in ACWA, CWA, EWC, AWMC				0.10
Develop relationship with CPUC				0.02
Work with other non-profits				0.01
Seek opportunities for info dissemination				0.05
<i>Subtotal</i>				0.18
5.4 Reach Out to Legislators				
Provide technical info as requested				0.05
Provide a regular forum to educate				
Provide information of interest to policy-makers				0.05
<i>Subtotal</i>				0.10
<i>Total FTE</i>				3.69
<i>Year 2000 totals</i>	\$186,000	\$166,000	\$160,000	\$200,000

Year 2000 Budget Total: \$712,000

Year 2001 Funding by Task and Source

YEAR 2001

Strategic Plan Element	CUWCC	Grants	CALFED	Staffing
2.1 Prepare For Certification				
Create & continue certification implementation committee				0.05
Explore certification funding				0.05
Differentiate tech assistance and certification			\$20,000	
Consider certification funding for Group 2				0.01
Communicate with legislators and officials				0.01
Explore legal relationships with state government			\$10,000	
<i>Subtotal</i>			\$30,000	0.12

Year 2001

Strategic Plan Element	CUWCC	Grants	CALFED	Staffing
2.2 Provide Governance				
Evaluate existing subcommittee structure				0.01
Enhance Group 3 participation				
Hold Steering Committee orientation	\$1,000			
Provide staff support to subcommittees				0.10
<i>Subtotal</i>	<i>\$1,000</i>			<i>0.11</i>
2.3 Maintain Steady Revenue Stream				
Monitor contributions structure, adjust if needed				0.01
Plan for changing membership impacts			\$10,000	
Develop tech services fee structure				
Apply for grants				0.05
<i>Subtotal</i>			<i>\$10,000</i>	<i>0.06</i>
2.4 Retain Parity Between Group 1 and 2				
Assure balance in all governance structures				0.01
Reimburse Group 2 travel	\$12,000			
Provide forum for Group 2 coordination				0.01
Increase level of Group 2 membership	\$3,000			
<i>Subtotal</i>	<i>\$15,000</i>			<i>0.02</i>
2.5 Increase Participation of Members				
Seek 100% reporting by all signatories				
Seek 100% contributions by signatories				0.06
Develop and define benefits of membership				0.03
Create membership packet				
Establish protocol and pricing for resources				
Pursue discounts for goods and services				0.05
Promote regional programs and interaction				0.01
Evaluate activity of members to increase involvement				0.02
Recognize outstanding activities of members		\$1,000		
Establish mentoring program for new members				0.01
<i>Subtotal</i>		<i>\$1,000</i>		<i>0.18</i>
3.1 Provide High Quality Technical Assistance				
Refine cost effectiveness analysis & protocol	\$10,000			
BMP Cost and Savings Updates	\$15,000			
Complete reporting database-backed website and evaluate results			\$10,000	0.60
High Efficiency Washing Machine Savings Study				
BMP 9 Handbook				
BMP 1 Handbook	\$15,000			
BMP 14 Handbook				
Quality Control Workshops (2)				
Leak Detection Workshops with DWR				
Database Training Workshops				
Explore regional training opportunities				0.15
Develop full-service website			\$20,000	
Regular information updates and technical tips			\$15,000	
Guidance on Conservation Planning				0.25
Cost-Effectiveness Model, Exemption Worksheets	\$15,000			
BMP Target calculation spreadsheets				
BMP Savings and Cost Summaries				

Year 2001

Strategic Plan Element	CUWCC	Grants	CALFED	Staffing
Directory of Services				
Forum for questions, idea sharing among agencies	\$10,000			
BMP Case Studies				0.15
Sample RFP language				0.05
Guidance on Report Preparation				
Info on new technology and hyperlinks to sites				0.02
Links to other members' web pages				0.01
Explore coordinated approaches for BMPs				
Survey water agencies for areas of interest				0.06
Explore joint funding feasibility for pilot projects				
Subtotal	\$65,000		\$45,000	1.29
3.2 Support Local Agencies with Initiatives				
Explore feasibility of group purchase program				0.03
Contact members to determine interest				0.03
Explore options for joint purchasing and bidding				
Encourage regional forums for regional BMP programs				0.02
Publicize existing creative financing tools				0.01
Subtotal				0.09
3.3 Develop Long-term Research Plan				
Guidance on estimating avoided cost of supply				
Empirical Study on assumptions of free ridership				
Resolve issues related to calculation of BMP targets				
Refine numbers for potential BMP water savings				0.20
Operationalize "at least as effective as" criterion				
Estimating and Managing Revenue Impacts of Conserv.		\$20,000		
Monitor statewide water savings calculations				0.30
Develop protocol for environmental benefit of BMPs			\$45,000	
Develop and maintain reporting database				0.35
Cooperatively work with AWWARF on research needs				
Research policies for water conservation			\$15,000	
Subtotal		\$20,000	\$60,000	0.85
3.4 Establish Relationships with Others				
Explore marketing opportunities for publications				0.10
Review AWWA conservation certification program				
Improve conservation info in ACWA conferences, etc.				0.05
Subtotal				0.15
4.1 Refine Standards for BMPs and PBMPs				
Review present PBMPs and research new ones	\$10,000			0.15
Refine existing BMPs to eliminate ambiguities				
Support legislation that facilitates BMP programs				0.05
Provide guidelines for complying with MOU Section 3.4		\$10,000		
Subtotal	\$10,000	\$10,000		0.20
4.2 Water Resource Planning Issues				
Testify on legislation				0.01
Explore with USBR, DWR shared programs and tools				0.05
Explore partnerships, both private and public		\$10,000		
Promote water conservation topics at conferences				0.01
Subtotal		\$10,000		0.07

Year 2001

Strategic Plan Element	CUWCC	Grants	CALFED	Staffing
4.3 Support Integrated Water Planning				
Provide tech assistance to members				0.20
Develop strategic alliances				0.05
Coordinate BMP process with UWMPs and CVPIA				0.05
Interact more effectively with water recycling agencies				0.02
Coordinate with CPUC on BMP issues				0.05
<i>Subtotal</i>				0.37
5.1 Public Education and Outreach				
Develop water conservation information package		\$25,000		
Develop text for agency bill inserts, newsletters				0.07
Create media awareness of Council				0.11
Develop marketing tools such as PSAs				0.10
Develop materials for public distribution				0.10
<i>Subtotal</i>		\$25,000		0.38
5.2 Educate Agency Boards, Managers				
Presentation on value of water conservation programs				
Substantive discussions at plenaries				0.02
Market membership to non-members, such as privates				0.12
Solicit participation from board members, managers				0.05
<i>Subtotal</i>				0.19
5.3 Work with Others on Outreach				
Seek Water Conservation articles in periodicals				0.10
Participate in ACWA, CWA, EWC, AWMC				0.10
Develop relationship with CPUC				0.02
Work with other non-profits				0.01
Seek opportunities for info dissemination				0.05
<i>Subtotal</i>				0.18
5.4 Reach Out to Legislators				
Provide technical info as requested				0.05
Provide a regular forum to educate	\$3,000			
Provide information of interest to policy-makers				0.05
<i>Subtotal</i>	\$3,000			0.10
<i>Total FTE</i>				4.36
<i>Year 2001 totals</i>	\$94,000	\$66,000	\$145,000	\$240,000

Year 2001 Budget Total: \$545,000

Year 2002 Funding by Task and Source

YEAR 2002

Strategic Plan Element	CUWCC	Grants	CALFED	Staffing
2.1 Prepare For Certification				
Create & continue certification implementation committee				0.05
Explore certification funding				0.05
Differentiate tech assistance and certification			\$20,000	
Consider certification funding for Group 2				
Communicate with legislators and officials				0.01
Explore legal relationships with state government				
<i>Subtotal</i>			\$20,000	0.11
2.2 Provide Governance				
Evaluate existing subcommittee structure				
Enhance Group 3 participation				0.01
Hold Steering Committee orientation	\$1,000			
Provide staff support to subcommittees				0.10
<i>Subtotal</i>	\$1,000			0.11
2.3 Maintain Steady Revenue Stream				
Monitor contributions structure, adjust if needed				0.01
Plan for changing membership impacts				
Develop tech services fee structure				
Apply for grants				0.05
<i>Subtotal</i>				0.06
2.4 Retain Parity Between Group 1 and 2				
Assure balance in all governance structures				0.01
Reimburse Group 2 travel	\$15,000			
Provide forum for Group 2 coordination				0.01
Increase level of Group 2 membership				0.01
<i>Subtotal</i>	\$15,000			0.03
2.5 Increase Participation of Members				
Seek 100% reporting by all signatories	\$10,000			
Seek 100% contributions by signatories				0.06
Develop and define benefits of membership				
Create membership packet				
Establish protocol and pricing for resources				
Pursue discounts for goods and services				
Promote regional programs and interaction				0.01
Evaluate activity of members to increase involvement				0.02
Recognize outstanding activities of members		\$1,000		
Establish mentoring program for new members				0.01
<i>Subtotal</i>	\$10,000	\$1,000		0.10

Year 2002

Strategic Plan Element	CUWCC	Grants	CALFED	Staffing
3.1 Provide High Quality Technical Assistance				
Refine cost effectiveness analysis & protocol	\$10,000			
BMP Cost and Savings Updates	\$15,000			
Complete reporting database-backed website and evaluate results			\$10,000	0.60
High Efficiency Washing Machine Savings Study				
BMP 9 Handbook				
BMP 1 Handbook				
BMP 14 Handbook	\$15,000			
Quality Control Workshops (2)				
Leak Detection Workshops with DWR				
Database Training Workshops				
Explore regional training opportunities				
Develop full-service website			\$20,000	
Regular information updates and technical tips			\$15,000	
Guidance on Conservation Planning				
Cost-Effectiveness Model, Exemption Worksheets				
BMP Target calculation spreadsheets				
BMP Savings and Cost Summaries				
Directory of Services				
Forum for questions, idea sharing among agencies	\$10,000			
BMP Case Studies				0.15
Sample RFP language				0.05
Guidance on Report Preparation				
Info on new technology and hyperlinks to sites				0.02
Links to other members' web pages				0.01
Explore coordinated approaches for BMPs				
Survey water agencies for areas of interest				
Explore joint funding feasibility for pilot projects				0.10
<i>Subtotal</i>	<i>\$50,000</i>		<i>\$45,000</i>	<i>0.93</i>
3.2 Support Local Agencies with Initiatives				
Explore feasibility of group purchase program				0.03
Contact members to determine interest				
Explore options for joint purchasing and bidding				0.04
Encourage regional forums for regional BMP programs				0.02
Publicize existing creative financing tools				0.01
<i>Subtotal</i>				<i>0.10</i>
3.3 Develop Long-term Research Plan				
Guidance on estimating avoided cost of supply				
Empirical Study on assumptions of free ridership				
Resolve issues related to calculation of BMP targets				
Refine numbers for potential BMP water savings				0.20
Operationalize "at least as effective as" criterion				
Estimating and Managing Revenue Impacts of Conserv.		\$40,000		
Monitor statewide water savings calculations				0.30
Develop protocol for environmental benefit of BMPs			\$35,000	
Develop and maintain reporting database				0.35

Year 2002

Strategic Plan Element	CUWCC	Grants	CALFED	Staffing
Cooperatively work with AWWARF on research needs				
Research policies for water conservation				
<i>Subtotal</i>		\$40,000	\$35,000	0.85
3.4 Establish Relationships with Others				
Explore marketing opportunities for publications				0.10
Review AWWA conservation certification program				
Improve conservation info in ACWA conferences, etc.				0.05
<i>Subtotal</i>				0.15
4.1 Refine Standards for BMPs and PBMPs				
Review present PBMPs and research new ones	\$10,000			0.15
Refine existing BMPs to eliminate ambiguities				
Support legislation that facilitates BMP programs				0.05
Provide guidelines for complying with MOU Section 3.4				
<i>Subtotal</i>	\$10,000			0.20
4.2 Water Resource Planning Issues				
Testify on legislation				0.01
Explore with USBR, DWR shared programs and tools				0.05
Explore partnerships, both private and public				
Promote water conservation topics at conferences				0.01
<i>Subtotal</i>				0.07
4.3 Support Integrated Water Planning				
Provide tech assistance to members				0.20
Develop strategic alliances				0.05
Coordinate BMP process with UWMPs and CVPIA				0.05
Interact more effectively with water recycling agencies				0.02
Coordinate with CPUC on BMP issues				0.05
<i>Subtotal</i>				0.37
5.1 Public Education and Outreach				
Develop water conservation information package				
Develop text for agency bill inserts, newsletters				
Create media awareness of Council				0.11
Develop marketing tools such as PSAs				0.10
Develop materials for public distribution				0.10
<i>Subtotal</i>				0.31
5.2 Educate Agency Boards, Managers				
Presentation on value of water conservation programs				
Substantive discussions at plenaries				0.02
Market membership to non-members, such as privates				0.12
Solicit participation from board members, managers				0.05
<i>Subtotal</i>				0.19

Year 2002

Strategic Plan Element	CUWCC	Grants	CALFED	Staffing
5.3 Work with Others on Outreach				
Seek Water Conservation articles in periodicals				0.10
Participate in ACWA, CWA, EWC, AWMC				0.10
Develop relationship with CPUC				0.02
Work with other non-profits				0.01
Seek opportunities for info dissemination				0.05
<i>Subtotal</i>				0.18
5.4 Reach Out to Legislators				
Provide technical info as requested				0.05
Provide a regular forum to educate	\$3,000			
Provide information of interest to policy-makers				0.05
<i>Subtotal</i>	\$3,000			0.10
<i>Total FTE</i>				3.86
<i>Year 2002 totals</i>	\$89,000	\$41,000	\$100,000	\$200,000

Year 2002 Budget Total: \$430,000

Signatories of the CUWCC Memorandum of Understanding Regarding Urban Water Conservation in California

As of March 9, 2000

Group 1 Retailers

Alameda County Water District
 Arcade Water District
 Atascadero Mutual Water Company
 Bear Valley CSD
 Belmont County Water District
 Calaveras Co. Water District
 California Water Service Company
 California-American Water Company
 Camrosa Municipal Water District
 Carpinteria Valley Water District
 Casitas Municipal Water District
 Channel Islands Beach CSD
 Citizens Utility Company of California
 City of American Canyon
 City of Anaheim, PUD
 City of Blythe
 City of Brentwood
 City of Burbank, PSD
 City of Calexico
 City of Calistoga
 City of Camarillo
 City of Compton, Water Department
 City of Corona, Utility Services
 City of Covina
 City of Davis, Public Works
 City of Escondido
 City of Fairfield, Public Works
 City of Fresno
 City of Fullerton
 City of Garden Grove
 City of Glendale
 City of Grass Valley
 City of Hayward
 City of Hollister
 City of La Verne
 City of Long Beach
 City of Manteca
 City of Millbrae
 City of Mountain View
 City of Oceanside, Water Department
 City of Palo Alto
 City of Pasadena
 City of Patterson
 City of Pittsburgh
 City of Pomona
 City of Poway
 City of Redwood City
 City of Riverbank
 City of Riverside, Public Utilities
 City of Sacramento
 City of San Buenaventura
 City of San Diego
 City of San Fernando
 City of San Jose
 City of San Juan Capistrano
 City of San Luis Obispo
 City of Santa Ana
 City of Santa Barbara, PWD
 City of Santa Monica
 City of Santa Rosa
 City of Shasta Lake
 City of Thousand Oaks
 City of Torrance, Water Division
 City of Upland
 City of Ventura
 City of West Covina
 City of Yreka
 Coastside County Water District
 Contra Costa Water District
 Crestline Village Water District
 Cucamonga County Water District
 Del Oro Water Company
 Desert Water Agency
 Dominguez Water Corporation
 Dublin San Ramon Services District
 East Bay Municipal Utilities District
 Eastern Municipal Water District
 El Toro Water District
 Fair Oaks Water District
 Fallbrook Public Utility District
 Goleta Water District
 Helix Water District
 Hi-Desert Water District
 Hidden Valley Lake CSD
 Hilmar County Water District
 Indian Wells Valley Water District
 Irvine Ranch Water District
 Jurupa Community Services District
 Lake Canyon CSD
 Las Flores Water Company
 Las Virgenes Municipal Water District
 Lincoln Avenue Water Company
 Los Alisos Water District
 Los Angeles County Waterworks District
 Los Angeles Department of Water and Power
 Malaga County Water District
 Marin Municipal Water District
 Marina Coast Water District
 Mesa Consolidated Water District
 Monte Vista Water District
 Montecito Water District
 Moulton Niguel Water District
 North Coast County Water District
 North Tahoe Public Utility District
 Olivenhain Municipal Water District
 Otay Water District
 Padre Dam Municipal Water District
 Purissima Hills Water District
 Ramona Municipal Water District
 Rio Linda/Elverta Community Water District
 Rincon Del Diablo MWD
 Rowland Water District
 Rubidoux Community Services District
 Sacramento County WMD
 San Diequito Water District
 San Francisco Water Department
 San Juan Water District
 Santa Fe Irrigation District
 Santa Ynez River WCD - I.D.# 1
 South Coast Water District
 Southern California Water Co.
 Sweetwater Authority
 Templeton CSD
 Town of Windsor
 Trabuco Canyon Water District
 Triunfo Sanitation District
 Tuolumne County Water District
 Vallecitos Water District
 Valley Center Municipal Water District

Ventura County Waterworks District #1
 Vista Irrigation District
 Walnut Valley Water District
 Westborough Water District
 Western MWD of Riverside Company

Group 1 Wholesalers

California Department of Water Resources
 Calleguas Municipal Water District
 Central Coast Water Authority
 Central Basin MWD
 Coastal Municipal Water District
 Covina Irrigating Company
 Foothill Municipal Water District
 Inland Empire Utilities Agency
 Kern County Water Agency
 Metropolitan Water District of SC
 Municipal Water District of Orange County
 Orange County Water District
 San Bernardino County
 San Diego County Water Authority
 San Francisco Public Utilities Commission
 Santa Barbara County Water Agency
 Santa Clara Valley Water District
 Solano County Water Agency
 Sonoma County Water Agency
 Three Valleys Mun. Water District
 Tri-Cities Municipal Water District
 Upper San Gabriel Valley MWD
 U.S.B.R., Mid-Pacific Regional Office
 U.S.B.R., Lower Colorado River Region, Southern California Area Office
 West Basin MWD

Group 2

California Trout, Inc.
 Environmental Defense Fund
 Friends of the River
 Heal the Bay
 Korean Youth & Community Center
 League of Women Voters
 Los Angeles Water Conservation Council
 Mono Lake Committee
 Mothers of East L.A. Santa Isabel
 NHI

NRDC
 P.O.W.E.R.
 Planning and Conservation League
 Rocky Mountain Institute
 Save San Francisco Bay Association
 Sierra Club
 Southern California Water Committee
 Southern California Watershed Alliance
 The Environmental Policy Center
 Valley Water Protection Association

Group 3

A&N Technical Services
 Act Inc. Metlund Systems
 ADRO Environmental
 Advance, Inc.
 Aquametrics, LLC
 ASL Consulting Engineers
 Asian American Drug Abuse Program, Inc.
 Association of California Water Agencies
 Bay Irrigation Inc.
 Benoit & Associates
 Best Management Partners
 Black and Veatch
 Brown and Caldwell Consultants
 CA Landscape Contractors Association
 California Conservation Corps
 California Green Industry Council
 California Outdoors
 California Public Utilities Commission
 California Sod Producers Assn
 California Urban Water Agencies
 California Water Association
 CET Environmental Services, Inc.
 Chino Basin Water Conservation District
 Construction Industry Federation
 Contra Costa County Community Development Department
 Council for a Green Environment
 CTSI Corporation
 David Griffith and Associates
 Dendron Landscape Management Cons.
 Diamond Head Water Management
 Economic Insights
 El Dorado County Water Agency

Enviro-Check, Inc.
 Expert, Inc.
 Gardeners' Guild, Inc.
 GIC-SFBA
 Hilton Farnkopf-Hobson, LLC
 Honeywell DMC
 John Blevens Consultant
 John Olaf Nelson, Water Resources Management
 Kennedy/Jenks
 Koeller & Company
 L and L Landscape Services
 Lynn Rodriguez, Consultant
 Maddaus Water Management
 McCormick, Kidman & Behrens
 Montgomery Watson Americas, Inc.
 National Energy Foundation
 NEOS Corporation
 Niagara Conservation Corporation
 Orange County Sanitation District
 Pollution Prevention International
 Rain Bird Sales, Inc.
 Rain Master Irrigation Systems
 Resource West
 Richard Heath and Associates
 San Francisco Bay Area Water Users Association
 Southwest Environmental, Inc.
 SWRCB, Division of Clean Water Programs
 SynAqua LLC
 Synergic Resources Corporation
 Systematic Irrigation Controls, Inc.
 TCA
 The Roberts Co.
 Volt VIEWTech
 W. L. Corpening and Associates
 Water Management Resource
 Western Policy Research

159 Group 1 R&W
 20 Group 2
 70 Group 3
 249 Total

Subcommittees of the CUWCC Steering Committee



The Steering Committee has created a number of subcommittees to assist it in its duties. These subcommittees are generally open to all members of the Plenary Council.

Committee	Chair(s)		
Ad Hoc Committee on Contributions Structure	Joe Berg Bill Jacoby	(714) 963-3058 (619) 682-4156	jberg@mwdoc.com bjacoby@sdwca.org
Commercial, Industrial & Institutional	Mike Hazinski Charlie Pike	(510) 287-1802 (916) 327-1649	mhazinsk@ebmud.com cpike@water.ca.gov
Communications	Nora Harlow Brian Bowcock	(510) 287-0592 (909) 596-8741	nharlow@ebmud.com
Cost Effectiveness PAC	Mike Hollis	(213) 217-7228	mhollis@mwsc.dst.ca.gov
Landscape	Larry Rohlfes Alice Webb	(916) 448-2522 (213) 217-6716	larryrohlfes@clca.org awebb@mwd.dst.ca.us
Measurement & Evaluation	Bill Jacoby Mike Hollis	(619) 682-4156 (213) 217-7228	bjacoby@sdwca.org mhollis@mwd.dst.ca.us
Membership	Tom Gackstetter Conner Everts	(213) 367-0936 (818-788-7811	thomas.gackstetter@water.ladwp.com Connere@west.net
Rate Structure	Dale Lessick Spreck Rosekrans	(714) 453-5324 (510) 658-8008	dalel@ctsicorp.com spreck_rosekrans@edf.org
Reporting & Implementation	Mary Lou Cotton	(661) 634-1405	marylou@kcwa.org
Strategic Plan	Betsy Reifsnider Susan Munves	(916) 442-3155 (310) 458-8229	breif@friendsoftheriver.org susan-munves@ci.santa-monica.ca.us
Residential	William Granger	(408) 285-2607	willgran@scvwd.dst.ca.us
Water Recycling Liaison	Bill Jacoby	(619) 682-4156	bjacoby@sdwca.org

Glossary of Terms

ACWA – Association of California Water Agencies

A private membership association.

AWWA – American Water Works Association

AWWA is a private membership association. Most conservation activities originate within a national conservation division, but there is also a conservation committee as part of the AWWA California-Nevada Section.

BMP – Best Management Practice

In this context, a BMP is an urban water conservation practice that is intended to reduce long-term demand for water from what it would have been without implementation of the practice, and is in addition to programs which may be instituted during occasional water supply shortages.

CALFED

A joint state federal planning organization to provide more coordinated action in the Bay Delta. It is comprised of the members of the California Water Policy Council and the Federal Ecosystem Directorate (see also CALFED Bay-Delta). Five state and six federal agencies are members of CALFED.

CALFED Bay-Delta Program

A joint state-federal effort to develop long-term solutions to problems of the San Francisco Bay/Sacramento-San Joaquin Delta estuary (Bay-Delta) in Northern California. The Program involves significant public and “stakeholder” involvement, and seeks resolution of Bay-Delta problems by building consensus rather than fostering conflict.

CII – Commercial, Industrial and Institutional

CPUC – California Public Utilities Commission

This is a state regulatory body that oversees the private investor-owned water companies.

CUWA – California Urban Water Agencies

CUWCC – California Urban Water Conservation Council

The Council, or CUWCC, is the result of an innovative effort by urban water agencies and public interest groups to implement water conservation as a demand side option on an equal basis with supply side options. This effort was formalized in a Memorandum of Understanding (MOU), signed in 1991 by three signatory groups: urban water suppliers; public interest groups; and other interested parties. The Council has the responsibility for monitoring the implementation of the MOU and is comprised of signatories of the MOU.

Demand Side Management

Demand management is the subset of conservation techniques that result in lower water use. More precisely, those efforts that result in a level of water use at some future time, which is less than the level would have been at that time, had the technique not been implemented. Demand management ignores water loss prior to point of use.

DWR

California Department of Water Resources is a part of The Resources Agency, an organization that reports directly to the Governor’s Office in the Executive Branch of California State Government. Its mission is to manage the water resources of California in cooperation with other agencies, to benefit the State’s people, and to protect, restore, and enhance the natural and human environments.

Group 1 Signatories

Urban water suppliers

Group 2 Signatories

Public interest groups

Group 3 Signatories

Other interested parties not in Group 1 or Group 2

Integrated Resources Planning

A dynamic planning process which identifies, evaluates and integrates a broad of water supply sources in combination with water conservation strategies and selects a strategy to meet an acceptable level of water service reliability in an environmentally responsible and affordable manner.

MOU – Memorandum of Understanding

In this particular context, it refers to the MOU signed in 1991 by urban water agencies, public interest groups and other interested parties. Signatories agreed to develop and implement comprehensive conservation Best Management Practices (BMPs). An essential component of the MOU was the creation of the California Urban Water Conservation Council (CUWCC).

PBMP – Potential Best Management Practice

PBMP's are possible conservation practices that have not been promoted to the BMP list.

Steering Committee

An executive committee of the CUWCC comprised of up to eight voting members from Group 1, up to eight voting members from Group 2, and up to four non-voting members from Group 3. Steering Committee members are elected to two-year terms.

SWRCB – State Water Resources Control Board

Formed in 1967, its mission is to ensure the highest reasonable quality of waters of the state, while allocating those waters to achieve the optimal balance of beneficial uses.

ULFT – Ultra-Low-Flush Toilet

ULFTs flush a maximum of 1.6 gallons of water per flush.

USBR – U.S. Bureau of Reclamation

Water Conservation

Water conservation is any beneficial reduction in water use or in water losses, where the following apply:

1. A reduction in use occurs when a water management practice results in less water use as compared to the level of water use expected in the absence of practice (the with and without comparison).
2. A reduction in water use is beneficial if the aggregate of all beneficial effects resulting from implementation of the water management practice exceeds the aggregate of all adverse effects occasioned by such implementation. The practice should result in a net increase in social welfare. If all beneficial and adverse effects are measurable in monetary terms, a beneficial reduction occurs when the present value of the stream of expected benefits exceeds the present value of the stream of expected costs.
3. Water that is for some purpose withdrawn, diverted or physically segregated from supply so that it is temporarily or permanently unavailable for other purposes is considered water used. Water uses are therefore competitive by definition. No use can be increased without reducing, in some way, the availability for other uses.
4. A quantity of water that, having once been defined as part of water supply, is no longer available for use is considered water lost. If water supply is measured as reservoir storage, for example, water losses include spills from storage and leakage from the transmission and distribution system. Water recycling (reclamation) is a water supply rather than conservation as it increases the volume of water able to be used. Recycled water, however, can be conserved by efficient use and loss reductions.

California Urban Water Conservation Council

1. The California Urban Water Conservation Council (the "Council") will be comprised of a representative of each of the signatories to the MOU.
2. The Council will be housed by California Urban Water Agencies ("CUWA"). The Council will act independently of CUWA on all technical and policy issues. CUWA will be responsible for the initial funding and ensuring that the Council's administrative and general office needs are met. CUWA will retain the right to withdraw from this relationship at any time upon 180 days written notice to the Council. The Council recognizes that its funding requirements may exceed what CUWA is prepared to contribute and that alternative funding may be needed.
3. The Council's responsibilities and authorities include:
 - a. Recommending study methodologies for Best Management Practices ("BMPs"), including procedures for assessing the effectiveness and reliability of urban water conservation measures.
 - b. Developing guidelines including discount rate to be used by all signatories in computing BMP benefits and costs pursuant to Exhibit 3.
 - c. Reviewing and modifying the economic principles set forth in Exhibit 3.
 - d. Collecting and summarizing information on implementation of BMPs and Potential Best Management Practices ("PBMPs").
 - e. Adopting or modifying BMPs and PBMPs lists.
 - f. Adopting or modifying reliable water conservation savings data for BMPs.
 - g. Adopting or modifying the schedules of implementation for existing and new BMPs.
 - h. Adopting or modifying the schedules for research and demonstration projects for BMPs and PBMPs.
 - i. Coordinating and/or making recommendations regarding BMP study and demonstration projects.
 - j. Accepting or denying requests for additional parties to join the MOU and assigning additional parties to one of the three signatory groups as described in Section 1.3 of the MOU.
 - k. Reviewing and modifying report formats.
 - l. Making annual reports to the State Water Resources Control Board and the Council Members on the above items based on the format described in Exhibit 5.
 - m. Within two years of the initial signing of this MOU, developing and implementing procedures and a funding mechanism for independent evaluation of the MOU process at the Council and signatory levels.
 - n. Undertaking such additional responsibilities as the Members may agree upon.
4. The Council will make formal reports to the State Water Resources Control Board and to the governing bodies of all Council Members. Such reports shall include a formal annual written report. Other reports such as status reports and periodic updates may be prepared as deemed appropriate by the Council. Any Member of the Council will be entitled to review draft reports and comment on all reports. Such comments shall be included in any final report at the Member's request.
5. It is anticipated that the Council will develop a committee structure, which will include a Membership Committee as described in Section 7.2 of the MOU. A Steering Committee and one or more technical committees may also be needed.
6. For purposes of the Council, signatories will be divided into three groups: water suppliers ("Group 1"), public advocacy organizations ("Group 2") and other interested groups ("Group 3") as those terms are defined in Section 1 of the MOU. Members of Groups 1 and 2 shall be members of the Council and shall possess all voting rights. Members of Group 3 shall not have voting rights, but shall act in an advisory capacity to the Council.
7. Decisions by the Council to undertake additional responsibilities; to modify the MOU itself; or to modify Exhibits 2 or 3 require the following:
 - a. The Council will provide notice to all signatories giving the text of the proposed action or modification at least 60 days in advance of the vote by the Council.
 - b. To pass the action or modification, there must be a vote in favor of the action or modification by at least $\frac{2}{3}$ of the members of Group 1 voting, including votes made in person or in writing, and a vote in favor of the action or modification by at least $\frac{2}{3}$ of the members of Group 2 voting, including votes made in person or in writing.
8. All other modifications and Council actions shall be undertaken as follows: There must be a vote in favor of the modification or action by a simple majority of the members of Group 1 voting, including votes made in person or in writing, and a vote in favor of the modification or action by a simple majority of the members of Group 2 voting, including votes made in person or in writing.