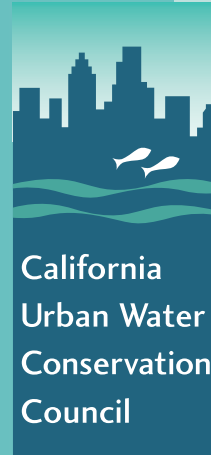


# STRATEGIC PLAN



2003

2004

2005

PARTNERS FOR A WATER-EFFICIENT CALIFORNIA



California Urban Water Conservation Council

# Strategic Plan

2003

2004

2005

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## Mission Statement

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

The California Urban Water Conservation Council (Council) and the Memorandum of Understanding (MOU) 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 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.

# The Strategic Plan

## SECTION 1

### Introduction and Context

**F**ounded in 1991, the California Urban Water Conservation Council is now more than a decade old. This Strategic Plan is the Council's third. Organizationally, the Council is in its adolescence. It has passed through the difficulties of infancy by having built a solid and stable membership base and having successfully created or overseen a broad range of aggressive water conservation initiatives. It provides training and technical assistance on a regular basis, and it has either produced or helped distribute cutting-edge literature on urban water conservation. It has successfully championed legislation and regulations influencing water conservation within the state, and is respected statewide by policy makers, water professionals, and environmental organizations. It is known to be a balanced, fair-minded advocate for water conservation, one of the primary sources of California's present and future water needs.

Most of the action items identified in the 2000–2002 Strategic Plan have been or are now being carried out. This new Strategic Plan is part of an ongoing process, and it will guide Council activities from 2003 through the year 2005, ensuring that the Council's actions are consistent with the mission and goals of its members.

Input for this Strategic Plan derived from a three-day strategic planning workshop, held on October 28–30, 2003 at the East Bay Municipal Utility District's Pardee facility. Twenty-two Council members attended, representing all of the signatory groups: water agencies, non-profit organizations, advocacy groups, professional organizations and agencies of state and federal government. In addition, two professional facilitators oversaw the discussion and kept it focused.

The Council has successfully established itself as a collaborative forum within which water agencies and the environmental community work together to advance urban water conservation throughout the state. This collaboration has been 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 it retains its leadership role.

Today, the Council is maturing. Membership has tripled in the past 10 years, dues have become a standard requirement, and the Sacramento office is fully staffed.

Signatory water agencies have made substantial progress in the continuous refinement of the BMPs, as well as their implementation, thanks to technical materials and assistance provided by the Council.

In the coming years, the Council must continue to play a leadership role within the state. It 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 must also continue to develop new BMPs, and revise existing ones, as technologies improve and as additional opportunities for water conservation present themselves. The development of new stakeholder partnerships must also be pursued. In accomplishing this, credible, substantive outreach efforts to legislators, media, and other policy makers will be more important than ever.

The Council also continues to wrestle with its own internal identity. A dynamic tension exists between the need for technical assistance and the practice of certification. The first plays a support role; the latter, a regulatory role. The Council anticipates that certification will soon be a part of California's water conservation efforts. This Strategic Plan works from the assumption that certification will take place at some point in the relatively near future and that the Council will play a role, although not as the primary certifier.

The principal challenge facing the Council in these upcoming years is funding source reliability. These past few years of growth have depended heavily on grant funding from state and federal agencies. Grant funding, however, places the emphasis on specific time-limited projects, and it does not result in sustainability for long-term Council staffing. As a result, in the period from 2003 to the end of 2005, the Council will focus internal energy and expertise on building and restructuring its dues-paying membership base and on securing other bases of long-term, secure funding.

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#### CUWCC Supplemental Budget Needs:

2003	\$293,000
2004	\$355,000
2005	\$195,000

## 2003 Steering Committee

### **Convener**

Frances Spivy-Weber, *Mono Lake Committee*

### **Vice Convener**

Ron Munds, *City of San Luis Obispo*

### **Secretary-Treasurer**

Ade Adeniji, *ADRO Environmental*

### **Convener Emeritus**

William Miller, *North of the River Municipal Water District*

### **Group 1: Urban Water Suppliers**

Mary Lou Cotton, *Castaic Lake Water Agency*

Chris Dundon, *Contra Costa Water District*

Richard Harris, *East Bay Municipal Utility District*

Thomas Gackstetter, *Los Angeles Department of Water & Power*

Tim Blair, *Metropolitan Water District of Southern California*

Joe Berg, *Municipal Water District of Orange County*

Bill Jacoby, *San Diego County Water Authority*

Lynn Hulme, *Sonoma County Water Agency*

### **Group 2: Public Advocacy Organizations**

Polly Smith, *Bay Institute of San Francisco*

Roberta Borgonovo, *League of Women Voters of California*

Ed Osann, *Natural Resources Defense Council*

Dana Haasz, *Pacific Institute*

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

Eric Wesselman, *Sierra Club*

Suzanne Michel, *Southern California Watershed Alliance*

Lynn Barris, *Valley Water Protection Association*

### **Group 3: Other Interested Parties** (Non-voting)

Danny Gleiberman, *Falcon Waterfree Technologies, LLC*

Azita Yazdani, *Pollution Prevention International*

Charlie Pike, *Regional Water Authority*

Val Pape, *Volt VIEWtech, Inc.*

### **Ex-Officio** (Non-voting)

Marsha Prillwitz and Dave Todd,

*California Department of Water Resources*

Shani Lee and Meena Westford,

*U.S. Bureau of Reclamation*

## Acknowledgements

This Strategic Plan was prepared by the Council's Steering Committee, following a workshop held on October 29-30, 2002 where the three-year goals and objectives were set. Following this workshop, the Governance Committee further developed the tasks and budget estimates which are contained in the plan. The Council's plenary approved the document at its regular quarterly meeting on June 11, 2003.

The Steering Committee and Governance 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.

Mary Ann Dickinson

*Executive Director*

*June, 2003*

## Expanding Technical Assistance: Delivering the Leading Edge

The dominant professional challenge facing the Council's members continues to be the successful implementation of the BMPs. Such implementation requires adequate Council support and assistance. Often questions need to be answered or researched for the water agencies implementing conservation programs. This assistance is one of the Council's most important functions. Another service is providing actual program implementation options which the Council operates for its members. The restaurant "pre-rinse spray valve replacement program" is an example, saving water at a net cost of only about \$29 per acre-foot. With many new water sources in the state costing upwards of \$500 per acre-foot, this saved water will represent some of the most cost-effective, least expensive water in the state!

While most water agencies are meeting or close to meeting their 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 continues to be an important ongoing focus of the Council.

### 2.1 OBJECTIVE:

**Provide technical assistance, training, tools, and methodologies to help urban water suppliers implement BMPs**

- a. Provide technical assistance on BMP implementation to members through dedicated staffing
- b. Prepare individual BMP web pages on Council website
- c. Maintain BMP web pages on CUWCC website
- d. Conduct training workshops on Landscape, Leak Detection and CII programs
- e. Conduct training workshops on Cost-Effectiveness of BMP programs and further refine Council-prepared software tools
- f. Conduct outreach to assist agencies in overcoming the revenue impacts of conservation and provide guidance to water agencies on how to manage these impacts
- g. Design BMP 5 template program and provide targeted field assistance; work with California Polytechnic State University, San Luis Obispo on Landscape Water Manager Software

- h. Design a marketing strategy for certain CII sectors and conduct training workshop on CII marketing
- i. Provide conservation training for DWR, CUWCC, and water agency staff based on Amy Vickers' *Handbook of Water Use and Conservation*
- j. Develop a residential *BMP Handbook* on how to conduct residential programs
- k. Continue to maintain virtual water saving home website if funding is not secured
- l. Update *BMP 5 Handbook* with additional case studies, template on how to maintain savings
- m. Revise *Practical Plumbing Handbook*

### 2.2 OBJECTIVE:

**Evaluate adding a programmatic performance track option to the MOU that meets or exceeds the measurable water conservation savings of the MOU**

- a. Develop analysis and process for accomplishing MOU performance track and adopting it as part of the MOU
- b. Adopt programmatic performance track language in MOU if feasible; Prepare evaluation and briefing materials for member agencies
- c. Distribute evaluation and educational materials on performance track option

### 2.3 OBJECTIVE:

**Provide a forum to bring the water conservation community together to share information and to initiate cooperative efforts**

- a. Conduct Pre-Rinse Spray Valve Replacement Program for Water Agencies Statewide through 2003
- b. Explore other member partnership opportunities for Proposition 50 funding
- c. Design and conduct annual conservation conference
- d. Redesign Plenary to include informational presentations as standard feature.
- e. Continue Plenary agenda to include informational presentations as standard feature
- f. Pursue member discounts for conservation goods and services

## Fostering Good Science: Ensuring that Conservation Remains Credible

**T**he complexities of California water conservation present a hard-to-hit target. New technologies continue to emerge. Economic cycles and cycles of drought influence public sentiment and acceptance. Legislative changes bring about mandates for certain initiatives.

The Council is in the position of both responding to and driving those changes.

Retaining its leadership role requires strong, credible information that is readily accessible and easy to use. Conservation, however, does not fit a traditional engineering model of striving to increase supplies; it diminishes a need for supply by controlling demand. As such, it must constantly be explained, sold, and updated. The Council is in a unique position to drive that conversation among the public, among professionals, and among policy makers.

### 3.1 OBJECTIVE:

#### Conduct and coordinate research and analysis into BMP costs, savings, and implementation issues

- a. Revise and update BMP Costs and Savings Study and republish at least twice during this period
- b. Conduct detailed analysis of avoided cost calculation options and refine practical definitions of avoided cost
- c. Develop study to assist water agencies in analyzing the environmental benefit of implementing BMPs
- d. Conduct study on need for ULFT flapper replacement program
- e. Based on funding availability, conduct savings studies on commercial dishwashers, waterless urinals, submetering, landscape water savings, or other pilot projects
- f. Conduct CII ULFT Implementation Study as required by the MOU
- g. Prepare new revision of CUWA *Conservation Evaluation Manual*, possibly using Proposition 50 funds

### 3.2 OBJECTIVE:

#### Support efforts to define and refine standards for BMPs and PBMPs

- a. Revise BMP 1
- b. Revise BMP 6 to update it to the new state standards
- c. Revise BMP 10 to provide measurable coverage requirement
- d. Review PBMP list in MOU and revise as appropriate

### 3.3 OBJECTIVE:

#### Coordinate with State and Federal agencies to develop credible statewide water conservation estimates

- a. Prepare BMP savings model to calculate water savings from the BMP Reporting Database
- b. Develop estimate of water conservation savings with voluntary vs. mandatory certification of the MOU
- c. Work with Bulletin 160 Staff to assist with calculating water use efficiency estimates
- d. Work with USBR, DWR, signatories and others to coordinate and prioritize needed data development and funding for research

## Strengthening the Council's Foundation: Preparing for a Stable, Sustainable and Financially Secure Future

**S**ustainability is one of the watchwords of our time, for the Council as well as for the world it serves. Although the Council has grown, thrived, and delivered highly successful work, it has done so through the generosity of grants rather than through a stable, reliable, predictable source of funds. Continuing to seek grants for specific initiatives will continue, but the focus of the Council will shift to the development of a more stable and secure revenue base built upon membership dues and fees-for-service.

### 4.1 OBJECTIVE:

**Ensure that the Council's core functions are funded by revenues generated by a secure dues-generated revenue base**

- a. Develop a plan for funding Council staff through dues and fee revenues rather than solely through grants
- b. Conduct study of service "cost" categories and determine level of usage and appropriate charges for a fee-for-service program
- c. Implement "fee-for-service" plan as approved by Steering
- d. Examine whether revenue plan needs to be adjusted; survey membership and evaluate costs

### 4.2 OBJECTIVE:

**Develop a stable funding base**

- a. Monitor current grant agreements to preserve funding status
- b. Enact MOU revision to require mandatory payment of dues
- c. Call members and contact by letter to achieve 100 percent payment

### 4.3 OBJECTIVE:

**Position Council's governance structure to further its goals and objectives**

- a. Develop policy with membership and governance committees on non-member fees and signatory member fees
- b. Quantify Group 2's in-kind contributions to the Council
- c. Differentiate Council benefits for members vs. non-members
- d. Conduct study of membership to determine current areas of involvement

*The 2000–2002 Strategic Plan was broad in its scope. This 2003–2005 Strategic Plan is more focused, concentrating principally on the Council's core functions:*

**Continuing** to provide leading-edge technical assistance

**Fostering** good science and providing substantive, credible information

**Securing** its own finances for a more stable, sustainable, and secure future

**Making** a statewide case for the value of urban water conservation



## Promoting the Value of Urban Water Conservation: Making the Case Statewide

In the coming years, the Council must continue its practice of engaging in statewide water policy discussions. Council members already represent about 70 percent of California’s population, urban centers, and economic bases, but the Council wants to expand that representation. The Council will work to expand its role in articulating and supporting the BMPs, as well as in providing leadership in statewide water use efficiency and integrated resource planning. To meet the demands of California’s growing population, water must be carefully managed to 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 present in discussions on statewide water resources management.

### 5.1 OBJECTIVE:

**Participate actively in developing a statewide urban certification program to define and carry out the Council’s role, as directed by the Council Plenary**

- a. Maintain the BMP Reporting Database website and build successive reporting year forms for BMP reporting
- b. Seek 100 percent reporting by MOU signatories through calls and outreach
- c. Provide certification support for CALFED staff in finalizing a BMP certification program, including designing a BMP exemption process
- d. Prepare publication describing certification program in conjunction with the Water Education Foundation
- e. Provide technical assistance to water agencies for the implemented BMP exemption process
- f. Work cooperatively with the State Water Resources Control Board in the finalization of the certification regulations

### 5.2 OBJECTIVE:

**Partner with other entities to further statewide water conservation and mutual benefit opportunities**

- a. Provide support to water agencies in preparing urban water management plans to assist them in integrating water efficiency into overall water supply planning
- b. Provide guidelines for coordinating with land use agencies and complying with MOU Section 3.4
- c. Work cooperatively with the California Public Utilities Commission to involve them in the certification framework and to improve conservation rate recovery
- d. Continue to serve on the boards of the California Water Awareness Campaign, the ACWA Water Management Committee and the Water Education Foundation
- e. Serve on the Advisory Committee of Bulletin 160-2003 for DWR
- f. Serve on the Governor’s Environmental Goals and Policy Report Advisory Committee

## Three-Year Action Plan and Resource Needs

2003

2003 Goals & Objectives	Tasks	Funding Source	Additional CUWCC Budget	FTE Hours
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## SECTION 2 Expanding Technical Assistance: Delivering the Leading Edge

<b>2.1 OBJECTIVE:</b> Provide technical assistance, training, tools and methodologies to help urban water suppliers implement BMPs	a. Provide technical assistance on BMP implementation to members through dedicated staffing	CALFED/ CUWCC	\$50,000	0.5
	b. Prepare individual BMP web pages on Council web site	DWR		0.1
	c. Conduct training workshops on Landscape, Leak Detection and CII programs	CALFED/ CUWCC		0.07
	d. Conduct training workshops on Cost-Effectiveness of BMP programs and further refine Council-prepared software tools	USBR		0.03
	e. Conduct outreach to assist agencies in overcoming revenue impacts of conservation; provide guidance to water agencies on managing these impacts.	DWR		0.05
	f. Design BMP 5 template program and provide targeted field assistance	USBR		0.1
	g. Design a marketing strategy for certain CII sectors and conduct training workshop on CII marketing	CUWCC	\$20,000	0.05
	h. Provide conservation training for DWR, CUWCC and water agency staff based on the Amy Vickers' <i>Handbook of Water Use and Conservation</i>	DWR		0.03
<b>2.2 OBJECTIVE:</b> Evaluate adding a programmatic performance track option to the MOU that meets or exceeds the measurable water conservation savings of the MOU	a. Develop analysis and process for accomplishing MOU performance track and adopting it as part of the MOU	CUWCC	\$25,000	0.4
<b>2.3 OBJECTIVE:</b> Provide a forum to bring the water conservation community together to share information and to initiate cooperative efforts	a. Conduct Pre-Rinse Spray Valve Replacement Program for water agencies statewide through 2003	CPUC		1.75
	b. Explore other member partnership opportunities for Proposition 50 funding	CUWCC	\$5,000	0.04
	c. Redesign Plenary to include informational presentations as standard feature	CUWCC	staff-supported	0.04
	d. Pursue member discounts for conservation goods and services	CUWCC	\$5,000	0.05

## SECTION 3 Fostering Good Science: Ensuring that Conservation Remains Credible

<b>3.1 OBJECTIVE:</b> Conduct and coordinate research and analysis into BMP costs, savings, and implementation issues	a. Revise and update BMP Costs and Savings Study and republish at least twice during this period	USBR		0.4
	b. Conduct detailed analysis of avoided cost calculation options and refine practical definitions of avoided cost	USBR		0.2
	c. Develop study to assist water agencies in analyzing the environmental benefit of implementing BMPs	USBR		0.2
	d. Conduct CII ULFT Implementation Study as required by the MOU	CUWCC	\$50,000	0.1
	e. Conduct study on need for ULFT flapper replacement program	CUWCC	\$80,000	0.08

2003 Goals & Objectives	Tasks	Funding Source	Additional CUWCC Budget	FTE Hours
<b>3.2 OBJECTIVE:</b> Support efforts to define and refine standards for BMPs and PBMPs	a. Revise BMP 1	CUWCC	\$10,000	0.1
	b. Revise BMP 6 to update it to the new state standards	CUWCC	\$3,000	0.02
	c. Revise BMP 10 to provide measurable coverage requirement	CALFED		0.02
	d. Review PBMP list in MOU and revise as appropriate	CUWCC	\$5,000	0.04
<b>3.3 OBJECTIVE:</b> Coordinate with State and Federal agencies to develop credible state-wide water conservation estimates	a. Prepare BMP savings model to calculate water savings from the BMP Reporting Database	DWR		0.1
	b. Develop estimate of water conservation savings with voluntary vs. mandatory certification of the MOU	CALFED		0.2
	c. Assist Bulletin 160 Staff with calculating water use efficiency estimates	CUWCC	\$10,000	0.05
	d. Work with USBR, DWR, signatories and others to coordinate and prioritize needed data development and funding for research	CUWCC	staff-supported	0.05

SECTION 4 Strengthening the Council's Foundation:  
Preparing for a Stable, Sustainable and Financially Secure Future

<b>4.1 OBJECTIVE:</b> Ensure that the Council's core functions are funded by revenues generated by a secure dues-generated revenue base	a. Develop a plan for funding Council staff through dues and fee revenues rather than solely through grants	CUWCC	\$10,000	0.08
	b. Conduct study of service "cost" categories and determine level of usage and appropriate charges for a fee-for-service program	CUWCC	\$20,000	0.05
<b>4.2 OBJECTIVE:</b> Develop a stable funding base	a. Monitor current grant agreements to preserve funding status	CUWCC	staff-supported	0.02
	b. Enact MOU revision to require mandatory payment of dues	CUWCC	staff-supported	0.02
	c. Call members and contact by letter to achieve 100 percent payment	CUWCC	staff-supported	0.05
<b>4.3 OBJECTIVE:</b> Position Council's governance structure to further its goals and objectives	a. Develop policy with membership and governance committees on non-member fees and signatory member fees	CUWCC	staff-supported	0.06
	b. Quantify Group 2's in-kind contributions to the Council	CUWCC	staff-supported	0.08

SECTION 5 Promoting the Value of Urban Water Conservation:  
Making the Case Statewide

<b>5.1 OBJECTIVE:</b> Participate actively in developing a statewide urban certification program to define and carry out the Council's role, as directed by the Council Plenary	a. Maintain the BMP Reporting Database website and build successive reporting year forms for BMP reporting.	DWR/USBR		0.8
	b. Seek 100 percent reporting by MOU signatories through calls and outreach	DWR/USBR		0.1
	c. Provide certification support for CALFED staff in finalizing a BMP certification program, including designing a BMP exemption process.	CALFED		0.1
<b>5.2 OBJECTIVE:</b> Partner with other entities to further state-wide water conservation and mutual benefit opportunities	a. Work cooperatively with California Public Utilities Commission to involve them in certification framework and to improve conservation rate recovery	CALFED		0.05
	b. Continue to serve on the boards of California Water Awareness Campaign, ACWA Water Management Committee and Water Education Foundation	CUWCC	staff-supported	0.08
	c. Serve on the Advisory Committee of Bulletin 160-2003 for DWR	CUWCC	staff-supported	0.08
	d. Serve on the Governor's Environmental Goals and Policy Report Advisory Committee	CUWCC	staff-supported	0.01

2003 CUWCC Total	\$293,000	6.35
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2004 Goals & Objectives	Tasks	Funding Source	Additional CUWCC Budget	FTE Hours
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## SECTION 2 Expanding Technical Assistance: Delivering the Leading Edge

<b>2.1 OBJECTIVE:</b> Provide technical assistance, training, tools and methodologies to help urban water suppliers implement BMPs	a. Provide technical assistance on BMP implementation to members through dedicated staffing	CALFED/ CUWCC		0.5
	b. Maintain BMP web pages on CUWCC web site	CALFED		0.1
	c. Conduct training workshops on Landscape, Leak Detection and CII programs	CALFED/ CUWCC		0.07
	d. Conduct outreach to assist agencies in overcoming revenue impacts of conservation; provide guidance to water agencies on managing these impacts	DWR		0.05
	e. Design BMP 5 template program and provide targeted field assistance; work with Cal Poly on Landscape Water Manager Software	USBR		0.1
	f. Develop a residential BMP Handbook on how to conduct residential programs	CUWCC	\$40,000	0.1
	g. Continue to maintain virtual water saving home website if funding is not secured	EPA/ CUWCC	\$25,000	0.05
<b>2.2 OBJECTIVE:</b> Evaluate adding a programmatic performance track option to the MOU that meets or exceeds the measurable water conservation savings of the MOU	a. Adopt programmatic performance track language in MOU if feasible; Prepare evaluation and briefing materials for member agencies	CUWCC	staff-supported	0.4
<b>2.3 OBJECTIVE:</b> Provide a forum to bring the water conservation community together to share information and to initiate cooperative efforts	a. Conduct Pre-Rinse Spray Valve Replacement Program for Water Agencies Statewide Phase 2 through 2004-2005	CPUC		1.75
	b. Explore other member partnership opportunities for Proposition 50 funding	CUWCC	\$5,000	0.04
	c. Design and conduct annual conservation conference	CUWCC	\$5,000	0.2
	d. Continue Plenary agenda to include informational presentations as standard feature	CUWCC	staff-supported	0.04
	e. Pursue member discounts for conservation goods and services	CUWCC	\$5,000	0.05

## SECTION 3 Fostering Good Science: Ensuring that Conservation Remains Credible

<b>3.1 OBJECTIVE:</b> Conduct and coordinate research and analysis into BMP costs, savings, and implementation issues	a. Revise and update BMP Costs and Savings Study and republish at least twice during this period	USBR		0.4
	b. Based on funding availability, conduct savings studies on commercial dishwashers, waterless urinals, submetering, landscape water savings, or other pilot projects	CUWCC/ water agencies, industry	\$100,000	0.5
	c. Conduct CII ULFT Implementation Study as required by the MOU	CUWCC	\$50,000	0.1

2004 Goals & Objectives	Tasks	Funding Source	Additional CUWCC Budget	FTE Hours
<b>3.2 OBJECTIVE:</b> Support efforts to define and refine standards for BMPs and PBMPs	a. Revise BMP 1	CUWCC	\$10,000	0.1
	b. Review PBMP list in MOU and revise as appropriate	CUWCC	\$5,000	0.04
<b>3.3 OBJECTIVE:</b> Coordinate with State and Federal agencies to develop credible state-wide water conservation estimates	a. Work with USBR, DWR, signatories and others to coordinate and prioritize needed data development and funding for research	CUWCC	staff-supported	0.05

SECTION 4 Strengthening the Council's Foundation:  
Preparing for a Stable, Sustainable and Financially Secure Future

<b>4.1 OBJECTIVE:</b> Ensure that the Council's core functions are funded by revenues generated by a secure dues-generated revenue base	a. Implement "fee for service" plan as approved by Steering Committee	CUWCC	staff-supported	0.05
<b>4.2 OBJECTIVE:</b> Develop a stable funding base	a. Monitor current grant agreements to preserve funding status	CUWCC	staff-supported	0.02
	b. Call members and contact by letter to achieve 100 percent payment	CUWCC	staff-supported	0.05
<b>4.3 OBJECTIVE:</b> Position Council's governance structure to further its goals and objectives	a. Differentiate Council benefits for members vs. non-members	CUWCC	staff-supported	0.02
	b. Conduct study of membership to determine current areas of involvement	CUWCC	\$10,000	0.03

SECTION 5 Promoting the Value of Urban Water Conservation:  
Making the Case Statewide

<b>5.1 OBJECTIVE:</b> Participate actively in developing a statewide urban certification program to define and carry out the Council's role, as directed by the Council Plenary	a. Maintain the BMP Reporting Database website and build successive reporting year forms for BMP reporting	DWR/USBR		0.8
	b. Provide certification support for CALFED staff in finalizing a BMP certification program, including designing a BMP exemption process	CALFED		0.1
	c. Prepare publication describing certification program in conjunction with the Water Education Foundation	CALFED/ CUWCC	\$100,000	0.3
<b>5.2 OBJECTIVE:</b> Partner with other entities to further state-wide water conservation and mutual benefit opportunities	a. Provide support to water agencies in preparing urban water management plans to assist integrating water efficiency into overall water supply planning	DWR		0.04
	b. Provide guidelines for coordinating with land use agencies and complying with MOU Section 3.4	DWR		0.2
	c. Work cooperatively with the CA Public Utilities Commission to involve them in the certification framework and to improve conservation rate recovery	CALFED		0.05
	d. Continue to serve on the boards of the CA Water Awareness Campaign, the ACWA Water Management Committee and the Water Education Foundation	CUWCC	staff-supported	0.08

2004 CUWCC Total	<b>\$355,000</b>	6.38
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2005 Goals & Objectives	Tasks	Funding Source	Additional CUWCC Budget	FTE Hours
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## SECTION 2

### Expanding Technical Assistance: Delivering the Leading Edge

<b>2.1 OBJECTIVE:</b> Provide technical assistance, training, tools and methodologies to help urban water suppliers implement BMPs	a. Provide technical assistance on BMP implementation to signatories through dedicated staffing	CALFED/ CUWCC		0.5
	b. Maintain BMP web pages on CUWCC web site	CALFED		0.1
	c. Conduct training workshops on Landscape, Leak Detection and CII programs	CALFED/ CUWCC		0.07
	d. Conduct training workshops on Cost-Effectiveness of BMP programs and further refine Council-prepared software tools	USBR		0.03
	e. Design BMP 5 template program and provide targeted field assistance	USBR		0.1
	f. Update BMP 5 Handbook with additional case studies, template on how to maintain savings	CUWCC	\$30,000	0.08
	g. Continue to maintain virtual water saving home website if funding is not secured	EPA/ CUWCC	\$25,000	0.05
	h. Revise Practical Plumbing Handbook	CUWCC	\$25,000	0.07
<b>2.2 OBJECTIVE:</b> Evaluate adding a programmatic performance track option to the MOU that meets or exceeds the measurable water conservation savings of the MOU	a. Distribute evaluation and educational materials on performance track option	CUWCC	\$20,000	0.05
<b>2.3 OBJECTIVE:</b> Provide a forum to bring the water conservation community together to share information and to initiate cooperative efforts	a. Conduct Pre-Rinse Spray Valve Replacement Program for Water Agencies Statewide Phase 2 through 2004-2005	CPUC		1.75
	b. Explore other member partnership opportunities for Proposition 50 funding	CUWCC	\$5,000	0.08
	c. Design and conduct annual conservation conference	CUWCC	\$5,000	0.2
	d. Continue Plenary agenda to include informational presentations as standard feature	CUWCC	staff-supported	0.04
	e. Pursue member discounts for conservation goods and services	CUWCC	\$5,000	0.05

## SECTION 3

### Fostering Good Science: Ensuring that Conservation Remains Credible

<b>3.1 OBJECTIVE:</b> Conduct and coordinate research and analysis into BMP costs, savings, and implementation issues	a. Revise and update BMP Costs and Savings Study and republish at least twice during this period	USBR		0.4
	b. Prepare new revision of CUWA Conservation Evaluation Manual, possibly using Prop 50 funds	CUWCC	\$60,000	0.6

2005 Goals & Objectives	Tasks	Funding Source	Additional CUWCC Budget	FTE Hours
<b>3.2 OBJECTIVE:</b> Support efforts to define and refine standards for BMPs and PBMPs	a. Review PBMP list in MOU and revise as appropriate	CUWCC	\$5,000	0.04
<b>3.3 OBJECTIVE:</b> Coordinate with State and Federal agencies to develop credible state-wide water conservation estimates	a. Work with USBR, DWR, signatories and others to coordinate and prioritize needed data development and funding for research	CUWCC	staff-supported	0.05

SECTION 4 Strengthening the Council's Foundation:  
Preparing for a Stable, Sustainable and Financially Secure Future

<b>4.1 OBJECTIVE:</b> Ensure that the Council's core functions are funded by revenues generated by a secure dues-generated revenue base	a. Examine whether revenue plan needs to be adjusted; survey membership and evaluate costs	CUWCC	staff-supported	0.07
<b>4.2 OBJECTIVE:</b> Develop a stable funding base	a. Call members and contact by letter to achieve 100 percent payment	CUWCC	staff-supported	0.05

SECTION 5 Promoting the Value of Urban Water Conservation:  
Making the Case Statewide

<b>5.1 OBJECTIVE:</b> Participate actively in developing a statewide urban certification program to define and carry out the Council's role, as directed by the Council Plenary	a. Maintain the BMP Reporting Database website and build successive reporting year forms for BMP reporting	DWR/USBR		0.8
	b. Seek 100% reporting by MOU signatories through calls and outreach	DWR/USBR		0.1
	c. Provide technical assistance to water agencies for the implemented BMP exemption process	USBR		0.1
	d. Work cooperatively with the State Water Resources Control Board in the finalization of the certification regulations	CUWCC	\$15,000	0.1
<b>5.2 OBJECTIVE:</b> Partner with other entities to further state-wide water conservation and mutual benefit opportunities	a. Provide support to water agencies in preparing urban water management plans to assist integrating water efficiency into overall water supply planning	DWR		0.08
	b. Provide guidelines for coordinating with land use agencies and complying with MOU Section 3.4	DWR		0.08
	c. Continue to serve on the boards of the CA Water Awareness Campaign, the ACWA Water Management Committee and the Water Education Foundation	CALFED	staff-supported	0.08

2005 CUWCC Total <b>\$195,000</b>	5.72
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# Signatories

of the CUWCC Memorandum of Understanding Regarding Urban Water Conservation in California  
As of March 26, 2003

## GROUP 1 RETAILER

Alameda County Water District  
American Canyon, City of  
Anaheim Public Utilities Department  
Atascadero Mutual Water Company  
Bear Valley Community SD  
Benicia, City of  
Blythe, City of  
Brentwood, City of  
Burbank, City of, PSD  
Calaveras County Water District  
Calexico, City of  
California Water Service Company  
California-American Water Company  
Calistoga, City of  
Camarillo, City of  
Camrosa Water District  
Carpinteria Valley Water District  
Casitas Municipal Water District  
Channel Islands Beach Community SD  
Coachella, City of  
Coastside County Water District  
Compton Water Department  
Contra Costa Water District  
Corona Water Utilities Department  
Cotati, City of  
Covina, City of  
Crestline Village Water District  
Cucamonga County Water District  
Davis, City of, Public Works  
Del Oro Water Company  
Desert Water Agency  
Dublin San Ramon SD  
East Bay Municipal Utility District  
East Orange County Water District  
Eastern Municipal Water District  
El Dorado Irrigation District  
El Toro Water District  
Elsinore Valley Municipal Water District  
Escondido, City of  
Fair Oaks Water District  
Fairfield Public Works  
Fallbrook Public Utility District  
Forestville Water District  
Fountain Valley, City of  
Fresno, City of  
Fullerton, City of  
Garden Grove, City of  
Glendale Public Services Department  
Goleta Water District  
Grass Valley, City of  
Hayward, City of  
Helix Water District  
Hidden Valley Lake Community Services District  
Hi-Desert Water District  
Hilmar County Water District  
Hollister, City of  
Huntington Beach, City of  
Indian Wells Valley Water District  
Irvine Ranch Water District  
Jurupa Community SD  
La Verne, City of  
Lake Arrowhead Community SD  
Las Flores Water Company  
Las Virgenes Municipal Water District  
Lincoln Avenue Water Company  
Long Beach Water Department  
Los Angeles Co. Waterworks Districts  
Los Angeles Department of Water & Power  
Malaga County Water District  
Manteca, City of  
Marin Municipal Water District  
Marina Coast Water District  
Mesa Consolidated Water District  
Mid-Peninsula Water District  
Millbrae, City of  
Monte Vista Water District  
Montecito Water District  
Moulton Niguel Water District  
Mountain View, City of  
Napa, City of  
Newhall County Water District  
North Coast County Water District  
North Marin Water District  
North of the River Municipal Water District  
North Tahoe Public Utility Dist.  
Oceanside, City of, Water Department  
Olivenhain Municipal Water District  
Ontario, City of  
Otay Water District  
Padre Dam Municipal Water District  
Palo Alto, City of  
Pasadena, City of  
Patterson, City of  
Petaluma, City of  
Pittsburg, City of  
Pomona, City of  
Poway, City of  
Purissima Hills Water District  
Ramona Municipal Water District  
Redwood City, City of  
Rincon Del Diablo Municipal Water District  
Rio Linda/Elverta Comm. Water District  
Riverbank, City of  
Riverside, City of, Public Utilities  
Rohnert Park, City of  
Rowland Water District  
Rubidoux Community SD  
Sacramento County Water Agency  
Sacramento, City of  
San Buenaventura, City of  
San Diego, City of  
San Dieguito Water District  
San Fernando, City of  
San Francisco Water Department  
San Jose, City of, Environmental Services  
San Juan Capistrano, City of  
San Juan Water District  
San Luis Obispo, City of  
Santa Ana, City of  
Santa Barbara, City of, Public Works Department  
Santa Cruz, City of, Water Department  
Santa Fe Irrigation District  
Santa Monica, City of  
Santa Rosa, City of  
Santa Ynez River WCD-I.D.#1  
Seal Beach, City of  
Shasta Lake, City of  
Sonoma, City of  
South Coast Water District  
South Mesa Water Company  
Southern California Water Company  
Sweetwater Authority  
Templeton Community SD  
Thousand Oaks, City of  
Torrance, City of, Water Division  
Trabuco Canyon Water District  
Triunfo Sanitation District  
Tuolumne County Water District  
Upland, City of  
Vallecitos Water District  
Valley Center Municipal Water District  
Valley of the Moon Water District  
Ventura County Waterworks District #1  
Vista Irrigation District  
Walnut Valley Water District  
Westborough Water District  
Western Municipal Water District of Riverside  
Windsor, Town of  
Yreka, City of



## GROUP 1 WHOLESALER

California Department of Water Resources  
Calleguas Municipal Water District  
Castaic Lake Water Agency  
Central Basin Municipal Water District  
Central Coast Water Authority  
Contra Costa Water District  
Covina Irrigating Company  
Elsinore Valley Municipal Water District  
Foothill Municipal Water District  
Inland Empire Utilities Agency  
Kern County Water Agency  
Metropolitan Water District of Southern California  
Municipal Water District of Orange County  
North of the River Municipal Water District  
Orange County Water District  
Padre Dam Municipal Water District  
Sacramento, City of  
San Diego County Water Authority  
San Francisco Public Utilities Comm.  
San Juan Water District  
Santa Barbara County Water Agency  
Santa Clara Valley Water District  
Solano County Water Agency  
Sonoma County Water Agency  
Three Valleys Municipal Water District  
Upper San Gabriel Valley Municipal Water District  
US Bureau of Reclamation  
West Basin Municipal Water District  
Western Municipal Water District of Riverside

## GROUP 2

Bay Institute, The  
Butte Environmental Council  
California Oak Foundation  
California Trout, Inc.  
Clean Water Action  
Environmental Defense  
Friends of the River  
Global Cities Project  
Heal the Bay  
Korean Youth and Community Center  
League of Women Voters of California  
Los Angeles Water Conservation Council  
Mono Lake Committee  
Mothers of East L.A. Santa Isabel  
Natural Heritage Institute  
Natural Resources Defense Council  
P.O.W.E.R.  
Pacific Institute  
Planning & Conservation League  
Resource Renewal Institute  
Richmond Improvement Association  
Rocky Mountain Institute  
Save San Francisco Bay Association  
Sierra Club  
Sierra Nevada Alliance  
Southern California Water Committee  
Southern California Watershed Alliance  
Tree People  
Valley Water Protection Association

## GROUP 3

A&N Technical Services  
Act Inc. Metlund Systems  
ADRO Environmental  
ADVANCE, Inc.  
AM Conservation Group, Inc.  
Applied Graphics, Inc.  
Aqua Conservation, Inc.  
AquaMetrics, LLC  
Asian American Drug Abuse Program  
Association of California Water Agencies  
Bay Area Water Users Association  
Best Management Partners  
Black and Veatch  
Bookman-Edmonston  
Brown and Caldwell Consultants  
California Public Utilities Commission  
California State Water Resources Control Board  
California Golf Course Superintendents Association  
California Green Industry Council  
California Landscape Contractors Association  
California Municipal Utilities Association  
California Outdoors  
California Sod Producers Association  
California Urban Water Agencies  
California Water Association  
California Water Conservation Co.  
Calvary Baptist Homes, Inc.  
Center for Irrigation Technology, CSUF  
Chino Basin Water Conservation District  
Community Enhancement Services  
Conservation Solutions, Inc.  
ConserVision Consulting LLC  
Contra Costa Co. Community Development Department  
Council for a Green Environment  
Craft & Associates  
D&R International  
David Evans & Associates, Inc.  
Dendron Landscape Management Consultants  
Diamond Head Water Management  
Economic Insights  
El Dorado County Water Agency  
Expert, Inc.

Falcon Waterfree Technologies, LLC  
 Fisher Manufacturing Company  
 Gardeners Guild, Inc.  
 GardenSoft  
 Hilton Farnkopf-Hobson, LLC  
 Honeywell DMC  
 John Blevens Consulting  
 John Deere Landscapes  
 John Olaf Nelson, Water Resources Management  
 JV Manufacturing, Inc.  
 Kennedy/Jenks  
 Koeller & Company  
 Krieger & Stewart, Inc.  
 Laing Thermotech, Inc.  
 Lake Canyon Community SD  
 Larry Farwell Consultant (formerly SynAqua)  
 Lynn Rodriguez  
 Maddaus Water Management  
 Maximus  
 McCormick, Kidman & Behrens  
 Midwest Landscaping  
 Montgomery Watson Harza Americas, Inc.

National Energy Foundation  
 NEOS Corporation  
 Niagara Conservation Corp  
 Northern California Golf Association  
 Orange County SD  
 Plumbing, Heating, Cooling Contractors of California  
 Pollution Prevention Int.  
 Rain Bird Corporation  
 Rain Master Irrigation Systems  
 Regional Water Authority  
 Resources West  
 Richard Heath & Associates  
 SA Associates  
 San Bernardino County  
 Southern CA Golf Association  
 Southwest Environmental, Inc.  
 Space Imaging  
 Susanville Consolidated SD  
 TCA  
 Tetratex, Inc.  
 The Writing Company  
 Tubiolo, Jan & Associates  
 United Conservation Management

United States Golf Association, Green Section  
 Van Dyke LLP  
 Volt VIEWtech  
 Water Management, Inc.  
 Water Resources Institute—CSU, San Bernardino  
 Waterless Company, LLC  
 Wellspring International, Inc.  
 West Yost & Associates  
 Western Policy Research

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Group 1 Retailer .....	149
Group 1 Wholesaler .....	29
Group 2 .....	29
Group 3 .....	96
<b>Total Signatories .....</b>	<b>303</b>

## 2003 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)		
CII	Bill McDonnell	(213) 217-7693	bmcdonnell@mwdh2o.com
Finance	Ron Munds Frances Spivy-Weber	(805) 781-7258 (310) 316-0041	rmunds@slocity.org frances@monolake.org
Governance	Ron Munds Frances Spivy-Weber	(805) 781-7258 (310) 316-0041	rmunds@slocity.org frances@monolake.org
Landscape	Jerry DeLaPiedra	(408) 265-2607	gdelapiedra@valleywater.org
Membership	Thomas Gackstetter Frances Spivy-Weber	(213) 367-0936 (310) 316-0041	thomas.gackstetter@ladwp.com frances@monolake.org
Research & Evaluation	Mike Hollis	(213) 217-7228	mhollis@mwdh2o.com
Residential	William Granger	(619) 670-2290	wgranger@otaywater.gov
Utility Operations	Ed Osann Charlie Pike	(202) 429-8873 (916) 967-7692	eosann@starpower.net cpike@rwah2o.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 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 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**

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**

Part of The Resources Agency, this organization 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 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, 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 creation of 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

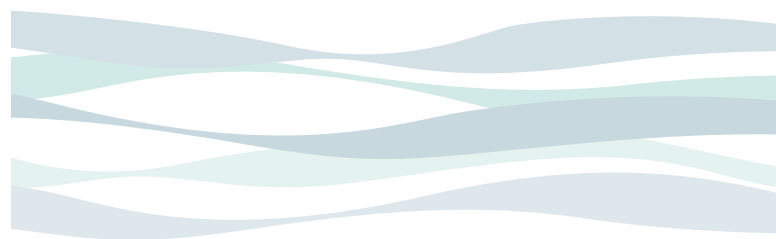
ULFTs flush a maximum of 1.6 gallons of water per flush.

## 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 present value of the stream of expected benefits exceeds 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, 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, e.g, 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 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’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 BMPs 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
3. 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.
4. 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.
5. 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 Signatory members of the Council and shall possess all voting rights. Members of Group 3 shall be Signatory members and shall not have voting rights, but shall act in an advisory capacity to the Council.
 

Beginning January 1, 2004 members shall become Full Members of the Council upon payment of the annual assessment as invoiced by the Council according to Section 11.01 of the Council’s Bylaws. Full members shall be eligible to receive all services and benefits available from the Council’s resources. For Group 2 members, payment shall mean payment in cash and/or in kind services. Officers and members of the Council Steering Committee shall be Full Members in good standing.
6. 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.
7. 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.

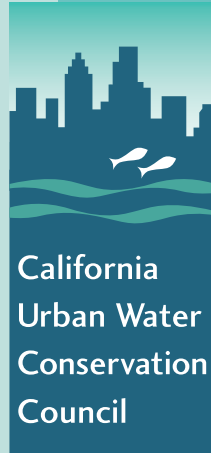
# STRATEGIC PLAN

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Printed on recycled paper 

PARTNERS FOR A WATER-EFFICIENT CALIFORNIA