

STRATEGIC PLAN



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PARTNERS FOR A WATER-EFFICIENT CALIFORNIA

Acknowledgements

This Strategic Plan was prepared by the Council's Steering Committee, following a workshop held on October 13-14, 2005 where the five-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 December 13, 2006.

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



California
Urban Water
Conservation
Council

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California Urban Water Conservation Council

The 2006 – 2010

Strategic Plan

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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 and the Memorandum of Understanding (MOU) that created it represent a unique approach to urban water conservation through cooperation between water agencies, regulators, public interest groups, and other interested organizations. The approach relies on a collaborative partnership to improve the state of the art in urban water conservation, including the implementation of Best Management Practices (BMPs) in a timely and cost-effective manner, when they are the most effective conservation strategy.

The Council supports the water conservation efforts of its member organizations through assistance in implementing the BMPs, collaborative research and development, and through monitoring and evaluation of the urban water conservation programs and additional activities undertaken by the membership.

A special interest of the Council is the overall integration of urban water conservation into state water planning and the management of California's water resources, and ensuring that water conservation options are given equal consideration with supply.

Overview

of the 2006–2010 CUWCC Strategic Plan

Founded in 1991, the California Urban Water Conservation Council is reaching maturity. A bold experiment in strategic cooperation, the Council has succeeded in the collaborative process but has now arrived at a turning point in its history. Financially, the Council has developed a palette of funding sources and currently manages several million dollars worth of projects funded by state and federal grants. In terms of long-term opportunities for fostering change within California's water conservation marketplace, the Council is performing well. However, the grant management process, which often entails the need to float large expenses before receiving reimbursement, has impacted the Council's cash reserves. As a result, this Strategic Planning period will refocus on the Council's finances so the Council can put its limited resources to their optimal use and leverage its strong overall funding position.

While the Council's finances are an ongoing concern, the Council's structure, governance, and role in the policy arena face more serious threats that will require strong communication, collaboration and trust to overcome. As part of its founding structure, the Council consists of three independent membership groups: Group 1, Group 2, and Group 3. Group 1 members represent water supply agencies, both public and private: those entities charged with the task of conserving water. Group 2 members represent non-profit advocacy organizations, such as groups with a mission of environmental protection. Group 3 members represent the remainder: other state agencies, regional organizations, and a full universe of vendors and consultants that can profit from and contribute to the efforts of the Council.

Historically in most market sectors, Groups 1 and 2 operate at odds with one another. In worst-case scenarios, they force change by using the legal system and maintaining adversarial positions. With the signing of the Memorandum of Understanding, however, this playing field has shifted to a successful one of hoped-for cooperation and collaboration in the water conservation arena.

This Strategic Plan lays the groundwork for a re-examination of the basic premises of the formation of the Council:

Can Group 1 and Group 2 members work toward a common good without becoming a trade association for water agencies on the one hand, or on the other a negativist advocate that can never be satisfied with progress because there is always too much more to achieve?

Can Group 3 members find a niche within the structure of the Council that provides a voice while keeping the primary decision-making and governance responsibilities within the scope of the dynamic relationship between Group 1 and Group 2 members?

This next five-year period represents a watershed time for the Council in light of the daring foundation of its mission. It will need new paradigms for visioning finances and business relationships, new strategies for encouraging and measuring BMP compliance, and new performance measures that move beyond the BMPs.

Simultaneously, the Council must also maintain its successes in a number of areas:

- Playing a leadership role in furthering water conservation across the state;
- Ensuring that water conservation programs evaluated through integrated resources planning processes are given priority consideration;
- Promoting legislated changes in plumbing codes and practices that permanently embed the latest long-term, cost-effective conservation devices;
- Providing educational opportunities for conservation professionals;
- Conducting research that establishes the viability of water conservation options;
- Supporting and documenting BMP implementation;
- Developing new BMPs and revising existing ones, as technologies improve and as additional opportunities for water conservation present themselves; and
- Developing new stakeholder partnerships.



2006 Steering Committee

Convener

Dana Haasz, San Fran Public Utilities Commission

Vice Convener

Otis Wollan, P.O.W.E.R.

Secretary-Treasurer

Ade Adeniji, ADRO Environmental

Group 1—Urban Water Suppliers (8 Seats)

Contra Costa Water District – Chris Dundon

Los Angeles Dept. of Water & Power – Thomas Gackstetter

Metropolitan Water District of Southern California – Tim Blair

Municipal Water District of Orange County – Joe Berg

San Diego County Water Authority – Toby Roy

San Luis Obispo, City of – Ron Munds

Santa Clara Valley Water District – Hossein Ashktorab

Sonoma County Water Agency – Lynn Florey

Group 2—Public Advocacy Organizations (8 Seats)

Environmental Justice Coalition for Water – Miriam Torres

Friends of the River – Betsy Reifsnider

League of Women Voters of California – Roberta Borgonovo

Natural Resources Defense Council – Ronnie Cohen

Sierra Club – Jim Metropulos

Sierra Nevada Alliance – Julie Leimbach

Surfrider Foundation – Joe Geever

TreePeople – Rebecca Drayse

Group 3—Other Interested Parties, Non-voting (4 Seats)

Falcon Waterfree Technologies, LLC – Danny Gleiberman

Kennedy/Jenks Consultants – Mary Lou Cotton

Pollution Prevention International, Inc. – Azita Yazdani

Regional Water Authority – Angela Anderson

Ex-Officio, Non-voting (2 Seats)

California Dept. of Water Resources – Dave Todd

U.S. Bureau of Reclamation – Lucille Billingsley/Paula Sunde

Convener Emeritus, Non-voting

Sierra Club – Eric Wesselman (Tuolumne River Trust)

Redirecting

the Course of Fiscal Stability

Sustainability is one of the watchwords of our time, for the Council as well as for the world it serves. The Council has grown, thrived, and succeeded, largely through programmatic grants that also provided member benefits. This growth through grants, however, is not a stable, reliable, and fully predictable source of funds. Seeking grants for specific initiatives will continue because it is valuable for the membership, but the Council must also strive to develop a more stable and secure revenue base built upon new membership dues and fees-for-service to ensure long-term sustainability.

In the last three-year planning window, the Council successfully funded its work through a number of grants from state and federal sources. These grants, however, have required a significant upfront cash outlay, with the Council not receiving payment for services and expenses until the work is complete, thus causing a cash-flow lag of hundreds of thousands of dollars per month. Revisioning the Council's financial management represents a significant effort for this next five-year plan.

2.1 OBJECTIVE:

Develop long-term stability for the Council's non-grant related finances

- a. Clearly define the Council's "Core Functions." Seek dues funding for and provide services related to those core functions.
- b. Study the current dues structure and the clearly defined Core Functions to determine precisely what services should be provided by dues and what services should trigger an additional charge.
- c. Augment cash reserves on an annual basis.
- d. Identify and investigate new permanent sources of revenue. As part of the task, pursue line item funding from the state or federal budget, similar to that already received by the Agricultural Water Management Council.
- e. Develop a permanent funding source for the BMP Reporting database, shifting it from grant funding to being funded directly from the USBR, DWR, or other funding source.
- f. Develop a policy on fees for signatories and non-members for special services.
- g. Define the specific purpose, size, and requirements of the reserve fund; develop and implement a specific plan to reach and maintain the specified reserve fund levels.

2.2 OBJECTIVE:

Research grant-funding opportunities and pursue those that are financially viable and fit within the Council's Mission

- a. Pursue appropriate grants and external funding opportunities.
- b. Research the administrative overhead percentages generally billed by similar organizations, and revise the Council's administrative overhead fees to be more in line with accepted practice.

Ensuring that Conservation is Integrated into the State's Water Resources Planning

The dominant purposes for water conservation programs are to deliver cost-effective water supply and to reduce overall demand. The gains of the BMP programs implemented by water agencies have been recognized by California's water resource and energy planners for their value in reducing California's overall need for these resources and for helping to reduce the negative impacts of climate change. The Council must continue to document the effectiveness of water efficiency as an integrated strategy for solving the State's most pressing problems: insufficient water and energy resources. Most importantly, the Council must strive to incorporate the BMPs into the water agencies' integrated regional water management plans and partnerships and to ensure that water efficiency remains a strategic issue for water agency members.

Successful, cost-effective implementation of the BMPs requires a number of critical services from the Council: supporting and assisting local water agency BMP program planning; accurately quantifying water savings and documenting costs of conservation programs; investigating new water efficient products and technologies; developing training tools; and embedding efficiency gains in statewide water resources planning.

The BMPs established by the original Memorandum of Understanding continue to represent the cornerstone of the Council's efforts, but new technologies call for new strategies. Some BMPs will need to be revised or created; addressing such emerging opportunities as higher-efficiency toilets and weather-based landscape irrigation controllers.

Time has also shown that not all BMPs are uniformly effective for all water agencies under all circumstances. Thus, the Council will be pursuing a "Performance Track Option" which could offer an attractive alternative to some members. As implementation practices keep pace with the science of development, this option will provide needed flexibility to the Council and its members. Regardless of the ultimate measures of implementation, however, conservation gains will need to be carefully quantified so they provide a credible view of conservation benefits statewide.

3.1 OBJECTIVE:

Develop new approaches for integration of water conservation into broad water resources programs, such as CALFED, watershed management, storm water management, raw water management, and recycled water programs

- a. Work with the California Department of Water Resources (DWR) to incorporate water efficiency strategies into the next State Water Plan (Bulletin 160).
- b. Develop strategies for helping ensure that BMPs are given equal consideration in all integrated resources management planning processes.
- c. Assist DWR and the State Water Resources Control Board (SWRCB) in integrating objectives for watershed management, storm water management, and water use efficiency into the state's integrated regional water management planning process, and in highlighting the role of water efficiency in these programs.
- d. Develop programmatic approaches for working with CALFED stakeholders and for obtaining mutually-beneficial policies and funding.
- e. Work with recycled water stakeholders to better understand and incorporate into BMP programs the use of recycled water.
- f. Evaluate the benefits of water conservation to wastewater agencies. Present those benefits to wastewater agencies to encourage partnering with their local water agencies.
- g. Evaluate water agency raw water management issues and make recommendations for BMP implementation.
- h. Work cooperatively with CALFED, SWRCB, DWR, the CPUC and the legislature in developing criteria for an urban water efficiency certification program.
- i. Address environmental justice issues when creating or revising BMPs, and foster equitable water conservation efforts in all communities.

3.2 OBJECTIVE:

Develop a long-term relationship between water and energy

- a. Work with the California Energy Commission to refine the energy implications of water efficiency programs.
- b. Promote the funding of cold-water conservation programs by the California Public Utilities Commission with public benefits goods charge funds.
- c. Seek grant opportunities with energy agencies for mutually-beneficial research.
- d. Assure adequate funding for water use efficiency by analyzing the water-energy connection and by pursuing energy-side funding opportunities.

3.3 OBJECTIVE:

Research water efficiency opportunities for new construction

- a. Develop standards and guidelines for water efficiency in new construction.
- b. Explore a recognition program similar to LEED certification or a Green Business Program.

3.4 OBJECTIVE:

Conduct and coordinate analysis of BMP costs, savings and environmental benefits

- a. Continue to conduct and coordinate research and analysis into BMP costs and savings, and continue to refine evaluation methodologies, tools, and the BMP reporting database.
- b. Research estimating water savings for non-quantifiable BMPs for the BMP reporting database, including savings from local ordinances.
- c. Assist water agencies in developing a priority sequence for implementation of the BMPs based on the benefits to the water agency or the watershed.
- d. Complete the environmental benefits study.
- e. Implement the Council's new methodology for calculating utility avoided cost.
- f. Link the BMPs and conservation savings to the targets of the State Water Plan.

3.5 OBJECTIVE:

Research new technologies and products

- a. Study and evaluate new technologies for possible BMP inclusion.
- b. Promote and support activities that bring about water efficiency changes in the plumbing codes and standards.
- c. Support the development of a national or statewide labeling system related to water-use efficiency.

3.6 OBJECTIVE:

Develop a "performance track" approach to BMP implementation

- a. Identify the challenges of creating a performance track, and identify criteria for evaluating program success.
- b. Create a working committee to establish policies and guidelines related to the establishment of a performance track.
- c. Adopt an appropriate performance track framework.
- d. Expand the performance track assessment for individual BMP implementation, especially for landscaping programs.
- e. Identify institutional obstacles to conservation and disincentives to conservation, and launch initiatives to close these loopholes.

3.7 OBJECTIVE:

Evaluate each recommendation made by the AB 2717 Landscape Task Force and pursue as determined

- a. Revise BMP 11 by December 31, 2006.
- b. Revise BMP 5 as necessary.
- c. Investigate developing a Water Recycling BMP.
- d. Work with the Department of Water Resources on assigned studies.
- e. Participate in the revision of the Model Landscape Ordinance.
- f. Participate in the development of legislative and regulatory strategies to implement the Task Force recommendations.
- g. Work with the California Landscape Contractors Association and the Irrigation Association to develop training and certification programs for landscape professionals on water budgeting and other efficiency programs.
- h. Work with U.S. EPA and others to establish proper product standards and labeling programs for irrigation equipment.

3.8 OBJECTIVE:

Revise existing BMPs and develop new BMPs as appropriate to respond to changing technologies and transforming markets

- a. Provide cutting-edge technical assistance in response to a changing marketplace.
- b. Determine the cost-effectiveness and customer acceptance of high-efficiency toilets for possible inclusion in the BMPs.
- c. Redevelop the sunsetted BMP 1 into a new residential outdoor BMP (BMP 15).
- d. Revise BMP 2 to include components of residential indoor water use.
- e. Revise BMP 3 to incorporate new water loss analysis methods approved by the International Water Association and the American Water Works Association.
- f. Revise BMP 6 to incorporate California water factor standards as necessary.
- g. Develop a BMP for new construction which incorporates standards for water efficient development.

3.9 OBJECTIVE:

Support national strategies for water efficient research

- a. Support the creation of a national Alliance for Water Efficiency and aid in defining its strategic role.
- b. Continue to participate in national research projects such as the sensor faucet study and the icemaker study.
- c. Participate in programs for national market enhancement and product labeling.
- d. Continue to maintain the Virtual Water Saving Home website.
- e. Promote water conservation policies, processes, and devices in the national marketplace and legislative arena.

Ensuring Accountability of BMP Implementation

As a voluntary organization, the Council does not and likely will never have regulatory teeth. Nonetheless, the Council is charged in the MOU with striving to ensure that the BMPs are pursued among all of its members, and also that the Council perform effectively as an organization. A comprehensive database-backed web site has been developed and refined over the years to track BMP compliance status. The web-posted BMP activity reports, along with their accompanying savings calculations, have been used extensively in statewide water resource and energy planning programs.

The MOU provides that water agencies can file for exemption from any BMP for certain specific reasons. In most cases, these exemptions are in the best interest of both the water agency and the water conservation community. As part of this strategic cycle, the Council will examine the exemption policy and amend it as necessary in an effort to provide support and flexibility to the applicants, as well as to provide needed accountability to the conservation community.

4.1 OBJECTIVE:

Improve the BMP implementation and reporting process

- a. Seek to increase members' BMP implementation and compliance.
- b. Seek 100 percent reporting by MOU signatories through calls and outreach.
- c. Refine the BMP reporting forms to eliminate data entry confusion and to clarify ambiguities.
- d. Add new reporting form criteria for tracking devices and products.
- e. Develop methods for rewarding conservation program activity that goes above and beyond the BMPs.

4.2 OBJECTIVE:

Refine the BMP exemption policy in the MOU

- a. Re-examine the exemption policy to ensure equity and fairness.
- b. Provide technical assistance to those agencies in need of it for exemption filings.
- c. Develop an Exemption Handbook that spells out guidelines for exemptions in an effort to assist water agencies.
- d. Provide technical assistance on "at least as effective as" applications for substitute BMP programs, and link these efforts to available state funds.

4.3 OBJECTIVE:

Define the BMP benchmarks beyond 2007, the ten-year time window of the current MOU

- a. Clarify for water agencies the terms of the ten-year compliance schedule for the BMPs.
- b. Create an additional time window for tracking BMP compliance beyond the ten years in the BMP reporting database.
- c. Ensure continued viability of the MOU beyond 2007 by having the Plenary re-ratify the document.

4.4 OBJECTIVE:

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

- a. Provide technical assistance on BMP implementation to members through dedicated staffing.
- b. Improve and maintain the BMP web pages on the Council's members only section of the web site.
- c. Provide training to members on the following topics: residential BMP implementation, BMP 9 marketing strategies, conservation coordinator training, and new technologies available for implementation.
- d. Include Group 2 and Group 3 members in such assistance and training to help them support full BMP implementation.

Promoting the Water Conservation Case Statewide

In the coming years, the Council must continue its practice of engaging in statewide water policy discussions. Already the Council publicly promotes the value of the BMPs and provides 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—and this is a message consistent with the implementation of the BMPs. Indeed, we believe that by 2030, landscape conservation savings will be one of the backbones of California's water supply. The value of water efficiency must be present in discussions on statewide water resources management, and the Council must work to ensure its place at the policy table.

Council members currently represent about 75 percent of California's urban water deliveries, but the Council wants to expand that representation by bringing the benefits of water conservation programs to a wider audience. Especially important is the additional inclusion of private investor-owned water companies, which historically have not been uniformly active in the Council's programs.

5.1 OBJECTIVE:

Seek to expand the MOU signatory base

- a. Seek additional retail water supplier signatories.
- b. Develop an action plan for bringing additional private water companies to the Council as signatories, consistent with the 2005 Water Action Plan adopted by the California Public Utilities Commission (CPUC).
- c. Seek energy utility and wastewater utility signatories to join as Group 3 members.

5.2 OBJECTIVE:

Further statewide water conservation promotion opportunities

- a. Provide support to water agencies in preparing urban water management plans, and assist them in integrating water efficiency into their overall water supply planning.
- b. Work cooperatively and actively with the Department of Water Resources and the US Bureau of Reclamation on the implementation of the CALFED Water Use Efficiency goals.
- c. Work cooperatively and actively with the California Public Utilities Commission to seek approval of Water Action Plan items relating to water efficiency and to link Council efforts to state goals.
- d. Explore the issues surrounding a dedicated public benefits goods charge on the water supply side for water efficiency program funding.
- e. Continue to serve on the boards of the ACWA Water Management Committee and the Water Education Foundation.
- f. Actively seek opportunities to collaborate with Community Based Organizations (CBOs) and to support their conservation programs.

5.3 OBJECTIVE:

Seek opportunities for expanding the Council's briefings on water conservation

- a. Provide regular press releases and materials to publicize Council activity.
- b. Seek opportunities to conduct annual briefings to the State Legislature.
- c. Present the Council's Annual Report to water agency, environmental, and public interest boards.

Five-Year Action Plan and Resource Needs

GOALS & OBJECTIVES	TASKS	FUNDING SOURCE	ADDITIONAL CUWCC BUDGET PER YEAR, UNLESS NOTED	FULL TIME EQUIVALENT PER YEAR	YEARS	PRIORITY (A,B,C)
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SECTION 2 Redirecting the Course of Fiscal Stability

2.1 Develop long-term stability for the Council's non-grant-related finances	a. Clearly define the Council's "Core Functions." Seek dues funding for and provide services related to the core functions.	CUWCC		0.05	2006	A
	b. Study the current dues structure and the clearly defined Core Functions to determine precisely what services should be provided by dues and what services should trigger an additional charge.	CUWCC	\$10,000		2007	A
	c. Augment cash reserves on an annual basis.	CUWCC	\$50,000		All Years	A
	d. Identify and investigate new permanent sources of revenue. As part of the task, pursue line item funding from the state or federal budget, similar to that already received by the Agricultural Water Management Council.	CUWCC		0.1	2007	A
	e. Develop a permanent funding source for the BMP Reporting database, shifting it from grant funding to being funded directly from the USBR, DWR, or other funding source.	DWR/ USBR		0.05	2006	A
	f. Develop a policy on fees for signatories and non-members for special services.	CUWCC	See 2.1(b)	0.05	2008	C
	g. Define the specific purpose, size, and requirements of the reserve fund; develop and implement a specific plan to reach and maintain the specified reserve fund levels.	CUWCC	See 2.1(c)	0.05	2007	A
2.2 Research grant-funding opportunities and pursue those that are financially viable and fit within the Council's mission	a. Pursue appropriate grants and external funding opportunities.	CUWCC		0.1	All Years	A
	b. Research the administrative overhead percentages generally billed by similar organizations, and revise the Council's administrative overhead fees to be more in line with accepted practice.	CUWCC		0.05	2007	B

SECTION 3 Ensuring that Conservation is Integrated into the State's Water Resources Planning

3.1 Develop new approaches for integration of water conservation into broad water resources programs, such as CALFED, watershed management, storm water management, raw water management, and recycled water programs.	a. Work with the DWR to incorporate water efficiency strategies into the next State Water Plan (Bulletin 160).	CUWCC		0.05	All Years	B
	b. Develop strategies to ensure that BMPs are given equal consideration in all integrated resources management planning processes.	CUWCC		0.1	All Years	A
	c. Assist the DWR and the State Water Resources Control Board (SWRCB) in integrating objectives for watershed management, storm water management, and water use efficiency into the state's integrated regional water management planning process, and in highlighting the role of water efficiency in these programs.	CUWCC/ Prop 50		0.15	All Years	A
	d. Develop programmatic approaches for working with CALFED stakeholders and for obtaining mutually-beneficial policies and funding.	CUWCC/ CALFED	\$15,000	0.1	All Years	B
	e. Work with recycled water stakeholders to better understand and incorporate into BMP programs the use of recycled water.	CUWCC		0.05	2008	B
	f. Evaluate the benefits of water conservation to wastewater agencies. Present those benefits to wastewater agencies to encourage partnering with their local water agencies.	CUWCC		0.05	2007	C
	g. Evaluate water agency raw water management issues and make recommendations for BMP implementation.	CUWCC		0.05	2007	C
	h. Work cooperatively with CALFED, SWRCB, DWR, the CPUC and the legislature in developing an urban water efficiency certification program.	CUWCC		0.1	2007	A
	i. Address environmental justice issues when creating or revising BMPs, and foster equitable water conservation efforts in all communities.	CUWCC		0.005	2007	B

GOALS & OBJECTIVES	TASKS	FUNDING SOURCE	ADDITIONAL CUWCC BUDGET PER YEAR, UNLESS NOTED	FULL TIME EQUIVALENT PER YEAR	YEARS	PRIORITY (A,B,C)
3.2 Develop a long-term relationship between water and energy	a. Work with the California Energy Commission to refine the energy implications of water efficiency programs.	CUWCC		0.1	2006	A
	b. Promote the funding of cold-water conservation programs by the CPUC with public benefits goods charge funds.	CUWCC		0.1	2006	A
	c. Seek grant opportunities with energy agencies for mutually-beneficial research.	CUWCC		0.05	2007	A
	d. Assure adequate funding for water use efficiency by analyzing the water-energy connection and by pursuing energy-side funding opportunities.	CUWCC/ CEC/ CPUC	\$7,000	0.01	All Years	A
3.3 Research water efficiency opportunities for new construction	a. Develop standards and guidelines for water efficiency in new construction.	CUWCC/ Prop 50		0.2	2007	A
	b. Explore a recognition program similar to LEED certification or a Green Business Program.	CUWCC/ Prop 50		0.02	2007	C
3.4 Conduct and coordinate analysis of BMP costs, savings and environmental benefits	a. Continue to conduct and coordinate research and analysis into BMP costs and savings, and continue to refine evaluation methodologies, tools, and the BMP reporting database.	CUWCC	\$30,000	0.1	All Years	A
	b. Research estimating water savings for non-quantifiable BMPs for the BMP reporting database, including savings from local ordinances.	CUWCC	\$50,000	0.2	2007	B
	c. Assist water agencies in developing a priority sequence for implementation of the BMPs based on the benefits to the water agency or the watershed.	CUWCC		0.05	2007	B
	d. Complete the environmental benefits study.	USBR	Prior Funding	0.1	2006	A
	e. Implement the Council's new methodology for calculating utility avoided cost.	CUWCC	\$5,000	0.1	2006	A
	f. Link the BMPs and conservation savings to the targets of the State Water Plan.	CUWCC		0.05	2008	A
3.5 Research new technologies and products	a. Study and evaluate new technologies for possible BMP inclusion.	CUWCC	See 3.4(a)	0.02	All Years	A
	b. Promote and support activities that bring about water efficiency changes in the plumbing codes and standards.	CUWCC/ AWE	\$40,000	0.1	All Years	A
	c. Support the development of a national or statewide labeling system related to water-use efficiency.	CUWCC/ AWE	\$10,000	0.05	2006	B
3.6 Develop a "performance track" approach to BMP implementation	a. Identify the challenges of creating a performance track, and identify criteria for evaluating program success.	CUWCC	\$15,000	0.05	2007	A
	b. Create a working committee to establish policies and guidelines related to the establishment of a performance track.	CUWCC	See Above	0.1	2006	A
	c. Adopt an appropriate performance track framework.	CUWCC	See Above	0.05	2007	A
	d. Expand the performance track assessment for individual BMP implementation, especially for landscaping programs.	CUWCC	See Above	0.1	2008	A
	e. Identify institutional obstacles to conservation and disincentives to conservation, and launch initiatives to close these loopholes.	CUWCC		0.2	2008	C
3.7 Evaluate each recommendation made by the AB 2717 Landscape Task Force and pursue as determined	a. Revise BMP 11 by December 31, 2006.	CUWCC	\$100,000	0.3	2006	A
	b. Revise BMP 5 as necessary.	CUWCC		0.2	2006	A
	c. Investigate developing a Water Recycling BMP.	CUWCC		0.05	2008	C
	d. Work with the DWR on assigned studies.	CUWCC		0.05	2007	A
	e. Participate in the revision of the Model Landscape Ordinance.	CUWCC	\$25,000	0.1	2007	A
	f. Participate in the development of legislative and regulatory strategies to implement the Task Force recommendations.	CUWCC		0.05	2006 2007	A
	g. Work with the CLCA and the Irrigation Association to develop training and certification programs for landscape professionals on water budgeting and other efficiency programs.	CUWCC	\$75,000 <i>One-time expenditure</i>	0.2	2006 2007	B
	h. Work with U.S. EPA and others to establish proper product standards and labeling programs for irrigation equipment.	CUWCC	\$15,000	0.05	2007	B

GOALS & OBJECTIVES	TASKS	FUNDING SOURCE	ADDITIONAL CUWCC BUDGET PER YEAR, UNLESS NOTED	FULL TIME EQUIVALENT PER YEAR	YEARS	PRIORITY (A,B,C)
3.8 Revise Existing BMPs and develop new BMPs as appropriate to respond to changing technologies and transforming markets.	a. Provide cutting-edge technical assistance in response to a changing marketplace.	CUWCC/ Prop 50		0.2	All Years	A
	b. Determine the cost-effectiveness and customer acceptance of high-efficiency toilets for possible inclusion in the BMPs.	CUWCC	\$5,000	0.05	2006	A
	c. Redevelop the sunsetted BMP 1 into a new residential outdoor BMP (BMP 15).	CUWCC		0.5	2007	A
	d. Revise BMP 2 to include components of residential indoor water use.	CUWCC		0.05	2007	B
	e. Revise BMP 3 to incorporate new water loss analysis methods approved by the International Water Association and the American Water Works Association.	CUWCC	\$50,000 <i>One-time expenditure</i>	0.2	2006 2007	A
	f. Revise BMP 6 to incorporate California water factor standards as necessary.	CUWCC		0.2	2007	B
	g. Develop a BMP for new construction which incorporates standards for water efficient development.	CUWCC/ Prop 50	\$10,000	0.1	2008	B
3.9 Support national strategies for water efficient research	a. Support the creation of a national Alliance for Water Efficiency and aid in defining its strategic role.	CUWCC/ AWE	\$200,000 <i>One-time expenditure</i>	0.5	2006 2007	A
	b. Continue to participate in national research projects such as the sensor faucet study and the icemaker study.	CUWCC/ AWE		0.1	2006 2007	B
	c. Participate in programs for national market enhancement and product labeling.	CUWCC/ AWE		0.1	2007	B
	d. Continue to maintain the virtual water saving home website.	CUWCC/ AWE	\$10,000 <i>One-time expenditure</i>	0.1	2006 2007	A
	e. Promote water conservation policies, processes, and devices in the national marketplace and legislative arena.	CUWCC/ AWE		0.05	All Years	B

SECTION 4

Ensuring Accountability of BMP Implementation

4.1 Improve the BMP implementation and reporting process.	a. Seek to increase members' BMP implementation and compliance.	CUWCC		0.1	2006 2008 2010	A
	b. Seek 100 percent reporting by MOU signatories through calls and outreach.	CUWCC		0.05	2006 2008 2010	A
	c. Refine the BMP Reporting Forms to eliminate data entry confusion and to clarify ambiguities.	CUWCC/ USBR		0.05	2006 2008 2010	A
	d. Add new reporting form criteria for tracking devices and products.	CUWCC/ USBR	\$10,000	0.005	2006 2008 2010	A
	e. Develop methods for rewarding conservation program activity that goes above and beyond the BMPs.	CUWCC		0.05	2007 2008	A
4.2 Refine the BMP exemption policy in the MOU	a. Re-examine the exemption policy to ensure equity and fairness.	CUWCC		0.1	2006 2007	A
	b. Provide technical assistance to those agencies in need of it for exemption filings.	CUWCC		0.05	2006 2008 2010	A
	c. Develop an Exemption Handbook that spells out guidelines for exemptions in an effort to assist water agencies.	CUWCC		0.1	2006	A
	d. Provide technical assistance on "at least as effective as" applications for substitute BMP programs, and link these efforts to available state funds.	CUWCC		0.05	All Years	A

GOALS & OBJECTIVES	TASKS	FUNDING SOURCE	ADDITIONAL CUWCC BUDGET PER YEAR, UNLESS NOTED	FULL TIME EQUIVALENT PER YEAR	YEARS	PRIORITY (A,B,C)
4.3 Define the BMP benchmarks beyond 2007, the ten-year time window of the MOU	a. Clarify for water agencies the terms of the ten-year compliance schedule for the BMPs.	CUWCC		0.05	2006 2007	A
	b. Create an additional time window for tracking BMP compliance beyond the ten years in the BMP Reporting database.	CUWCC		0.005	2007	A
	c. Ensure continued viability of the MOU beyond 2007 by having the Plenary re-ratify the document.	CUWCC		0.005	2007	A
4.4 Provide technical assistance, training, and tools to help urban water suppliers implement BMPs	a. Provide technical assistance on BMP implementation to members through dedicated staffing.	CUWCC		0.5	All Years	A
	b. Improve and maintain the BMP web pages on the Council's members only section of the web site.	CUWCC		0.5	All Years	B
	c. Provide training to members on the following topics: Residential BMP implementation, BMP 9 marketing strategies, conservation coordinator training, and new technologies available for implementation.	CUWCC/ Prop 50	\$50,000		2007	A
	d. Include Group 2 and Group 3 members in such assistance and training to help them support full BMP implementation.	CUWCC		0.003	2007	B

SECTION 5 Promoting the Water Conservation Case Statewide

5.1 Seek to expand the MOU signatory base	a. Seek additional retail water supplier signatories.	CUWCC		0.05	All Years	C
	b. Develop an action plan for bringing additional private water companies to the Council as signatories, consistent with the 2005 Water Action Plan adopted by the California Public Utilities Commission (CPUC).	CUWCC		0.05	2006	C
	c. Seek energy utility and wastewater utility signatories to join as Group 3 members.	CUWCC		0.001	All Years	C
5.2 Further statewide water conservation promotion opportunities	a. Provide support to water agencies in preparing urban water management plans, and assist them in integrating water efficiency into their overall water supply planning.	CUWCC		0.05	2010	B
	b. Work cooperatively and actively with the DWR and the US Bureau of Reclamation on the implementation of the CALFED Water Use Efficiency goals.	CUWCC		0.05	All Years	B
	c. Work cooperatively and actively with the CPUC to seek approval of Water Action Plan items relating to water efficiency and to link Council efforts to state goals.	CUWCC		0.05	All Years	B
	d. Explore the issues surrounding a dedicated public benefits goods charge on the water supply side for water efficiency program funding.	CUWCC	\$15,000		2007	B
	e. Continue to serve on the boards of the ACWA Water Management Committee and the Water Education Foundation.	CUWCC		0.05	All Years	C
	f. Actively seek opportunities to collaborate with Community Based Organizations (CBOs) and to support their conservation programs.	CUWCC		0.05	All Years	C
5.3 Seek opportunities for expanding the Council's briefings on water conservation	a. Provide regular press releases and materials to publicize Council activity.	CUWCC		0.05	All Years	A
	b. Seek opportunities to conduct annual briefings to the State Legislature.	CUWCC		0.005	All Years	A
	c. Present the Council's Annual Report to water agency, environmental, and public interest boards.	CUWCC		0.05	All Years	C
Total number of tasks: 86						

Five-Year Action Plan & Resource Needs

Totals

Summary Totals

Years	Budget	Non Admin FTE's
TOTAL 2006	\$467,000	5.3
TOTAL 2007	\$532,000	6.4
TOTAL 2008	\$197,000	3.7
TOTAL 2009	\$177,000	2.1
TOTAL 2010	\$187,000	2.7

Priority Budget Totals

Years	Priority A \$	Priority B \$
TOTAL 2006	\$247,000	\$25,000
TOTAL 2007	\$487,000	\$170,000
TOTAL 2008	\$137,000	\$25,000
TOTAL 2009	\$127,000	\$15,000
TOTAL 2010	\$137,000	\$15,000

Priority Non-Admin FTEs

Years	Priority A FTE	Priority B FTE	Priority C FTE
TOTAL 2006	3.8	1.0	0.3
TOTAL 2007	3.7	1.4	0.3
TOTAL 2008	1.3	1.0	0.5
TOTAL 2009	1.4	0.8	0.2
TOTAL 2010	1.6	0.9	0.2

Signatories

of the CUWCC Memorandum of Understanding Regarding Urban Water Conservation in California As of March 8, 2006

FULL MEMBER GROUP 1 RETAILER

Alameda County Water District	Grass Valley, City of	Rincon Del Diablo Municipal Water District
American Canyon, City of	Gustine, City of	Rio Vista, City of
Anaheim, City of, Public Utilities Department	Hayward, City of	Riverside, City of, Public Utilities
Atascadero Mutual Water Company	Helix Water District	Rohnert Park, City of
Bear Valley Community Services District	Hidden Valley Lake Community Services District	Rowland Water District
Bellflower-Somerset Mutual Water Company	Hilmar County Water District	Rubidoux Community Services District
Benicia, City of	Hollister, City of	Sacramento County Water Agency
Big Bear Lake, City of	Huntington Beach, City of	Sacramento, City of
Blythe, City of	Huntington Park, City of	San Antonio Water Company
Brentwood, City of	Indian Wells Valley Water District	San Buenaventura, City of
Burbank, City of, PSD	Irvine Ranch Water District	San Diego, City of
Calexico, City of	Jurupa Community Services District	San Dieguito Water District
California American Water	La Verne, City of	San Fernando, City of
California Water Service Company	Lake Arrowhead Community Service District	San Francisco Public Utilities Commission-Retail
Calistoga, City of	Las Virgenes Municipal Water District	San Jose Water Company
Camarillo, City of	Long Beach Water Department	San Jose, City of, Environmental Services
Cambria Community Services District	Los Angeles County Waterworks Districts	San Juan Capistrano, City of
Camrosa Water District	Los Angeles Department of Water and Power	San Juan Water District
Carlsbad Municipal Water District	Malaga County Water District	San Luis Obispo, City of
Carpinteria Valley Water District	Manteca, City of	Sanger, City of
Casitas Municipal Water District	Marin Municipal Water District	Santa Ana, City of
Channel Islands Beach Community Services District	Marina Coast Water District	Santa Barbara, City of, Public Works Department
Chino Hills, City of	Mesa Consolidated Water District	Santa Cruz, City of, Water Department
Coachella, City of	Mid-Peninsula Water District	Santa Fe Irrigation District
Coastside County Water District	Millbrae, City of	Santa Maria, City of
Contra Costa Water District	Monte Vista Water District	Santa Monica, City of
Corona, City of, Water Utilities Department	Montecito Water District	Santa Rosa, City of
Cotati, City of	Moulton Niguel Water District	Santa Ynez River WCD - I.D.#1
Crestline Village Water District	Mountain View, City of	Scotts Valley Water District
Cucamonga Valley Water District	Napa, City of	Seal Beach, City of
Downey, City of	Newhall County Water District	Shasta Lake, City of
Dublin San Ramon Services District	Newport Beach, City of	Sonoma, City of
East Bay Municipal Utility District	North Coast County Water District	South Coast Water District
East Orange County Water District	North Marin Water District	Sweetwater Authority
Eastern Municipal Water District	North of the River Municipal Water District	Templeton Community Services District
El Dorado Irrigation District	Oceanside, City of, Water Department	Thousand Oaks, City of
El Toro Water District	Olivenhain Municipal Water District	Torrance, City of, Water Division
Elsinore Valley Municipal Water District	Ontario, City of	Trabuco Canyon Water District
Escondido, City of	Otay Water District	Triunfo Sanitation District
Fair Oaks Water District	Oxnard, City of	Upland, City of
Fallbrook Public Utility District	Padre Dam Municipal Water District	Vallecitos Water District
Folsom, City of	Palo Alto, City of	Valley Center Municipal Water District
Forestville Water District	Pasadena, City of	Valley of the Moon Water District
Fountain Valley, City of	Petaluma, City of	Ventura County Waterworks District #1
Fullerton, City of	Pittsburg, City of	Vista Irrigation District
Garden Grove, City of	Placer County Water Agency	Walnut Valley Water District
Glendale, City of, Public Services Department	Pomona, City of	Western Municipal Water District of Riverside
Golden State Water Company	Poway, City of	Windsor, Town of
Goleta Water District	Purissima Hills Water District	Yreka, City of
	Ramona Municipal Water District	
	Rancho California Water District	
	Redwood City, City of	
		<i>Total Group 1 Retailer..... 150</i>

**FULL MEMBER
GROUP 1 WHOLESALER**

California Dept. of Water Resources
Calleguas Municipal Water District
Castaic Lake Water Agency
Central Basin Municipal Water District
Contra Costa Water District
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
Placer County Water Agency
Sacramento, City of
San Diego County Water Authority
San Francisco Public Utilities Commission-Wholesale
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

Total Group 1 Wholesaler..... 28

**FULL MEMBER
GROUP 2**

Bay Institute, The
California Trout, Inc.
Environmental Defense
Friends of the River
League of Women Voters of California
Los Angeles Water Conservation Council
Mono Lake Committee
Natural Resources Defense Council
P.O.W.E.R.
Pacific Institute
Planning and Conservation League
Resource Renewal Institute
Sierra Club
Sierra Nevada Alliance
The River Project
TreePeople

Total Group 2..... 16

**FULL MEMBER
GROUP 3**

A&N Technical Services
Act Inc. Metlund Systems
ADRO Environmental
AM Conservation Group, Inc.
Aqua One Technologies, Inc.
AquaMetrics, LLC
Asian American Drug Abuse Program
Association of California Water Agencies
Barnacle Water Saver, LLC
Bay Area Water Supply and Conservation Agency
Best Management Partners
C&L Supply Co.
California Golf Course Superintendents Association
California Green Industry Council
California Landscape Contractors Association
California Municipal Utilities Association
California Sod Producers Association
California Urban Water Agencies
California Water Association
Chino Basin Water Conservation District
Coastwise Group, The
Community Enhancement Services
Conservation Retrofitter, Inc.
ConserVision Consulting LLC
Craft & Associates
D&R International
Darnell Shaw Environmental
Del Mar Lighting, LLC
Dendron Landscape Management Consultants
El Dorado County Water Agency
Energy Solutions
EnerPath
ET Water Systems
Ewing Irrigation
Expert, Inc.
Falcon Waterfree Technologies, LLC
Farrand Research
Fisher Manufacturing Co.
Fluidmaster, Inc.
Golden Bear Irrigation Services
Griffin Structures, Inc.
Hilton Farnkopf-Hobson, LLC
Honeywell DMC
HydroPoint Data Systems
Integrated Resource Management, LLC
Irrrometer Company, Inc.
JV Manufacturing, Inc.
Kennedy/Jenks
Koeller & Company
Kohler Co.
Krieger & Stewart, Inc.

Larry Farwell Consultant
Lawrence Pane & Associates, Inc.
Maddaus Water Management
MASCO Contractor Services
Maureen Erbeznik & Associates
MicroMet USA, Inc.
Niagara Conservation Corp
Pollution Prevention International
Rain Bird Corporation
Rain Master Irrigation Systems
Regional Water Authority
Resource Action Programs
Richard Heath and Associates
RightThere Software
Sanborn
Southern California Golf Association
Southwest Environmental, Inc.
State Water Resources Control Board
SunCal Companies
The Writing Company
Thornhill Associates
TruePoint Solutions
Water Forum
Water Systems Optimization, Inc.
Waterless Co., LLC
West Yost & Associates

Total Group 3..... 77

**SIGNATORY ONLY
GROUP 1**

Beverly Hills, City of
Calaveras County Water District, W/PW
Compton, City of, Water Department
Covina Irrigating Company
Covina, City of
Davis, City of, Public Works Department
Del Oro Water Company
Desert Water Agency
Fairfield, City of, Department of Public Works
Fresno, City of
Hi-Desert Water District
Las Flores Water Company
Lincoln Avenue Water Company
North Tahoe Public Utility District
Patterson, City of
Pismo Beach, City of
Rio Linda/Elverta Community Water District
Riverbank, City of
South Mesa Water Company
Tuolumne County Water District
Westborough Water District

Total Signatory Only, Group 1 21

**SIGNATORY ONLY
GROUP 2**

Butte Environmental Council
 California Oak Foundation
 Clean Water Action
 Global Cities Project
 Heal the Bay
 Korean Youth and Community Center
 Mothers of East L.A. Santa Isabel
 Natural Heritage Institute
 Richmond Improvement Association
 Rocky Mountain Institute
 San Diego County Xeriscape Council
 Save San Francisco Bay Association
 Southern California Water Committee
 Southern California Watershed Alliance
 Valley Water Protection Association
 Total Signatory Only, Group 2 15

**SIGNATORY ONLY
GROUP 3**

Academy for Educational Development
 Accurate WeatherSet Company
 Applied Graphics, Inc.
 Aqua Conserve
 Association of Compost Producers
 Black and Veatch
 Bookman-Edmonston, a Division of
 GEI Consultants
 Brown and Caldwell Consultants

California Climate Change Center
 California Outdoors
 California Public Utilities Commission
 Calvary Baptist Homes, Inc.
 Center for Irrigation Technology, CSUF
 Collaborative Services
 Conservation Solutions, Inc.
 Contra Costa Co. Community
 Development Department
 Council for a Green Environment
 Diamond Head Water Management
 Economic Insights
 Fluid Conservation Systems
 GardenSoft
 Jardinier, Inc.
 John Deere Landscapes
 John Olaf Nelson, Water Resources
 Management
 Katz & Associates
 Laing Thermotech, Inc.
 Lake Canyon Community Service District
 Legacy Collaborative
 Lynn Rodriguez
 Maximus
 McCormick, Kidman & Behrens
 Midwest Landscaping
 Ministry of Water & Irrigation /
 Amman, Jordan
 Montgomery Watson Harza Americas,
 Inc.
 Northern California Golf Association
 Orange County Sanitation District

Plumbing, Heating, Cooling Contractors
 of California
 Resource West
 SA Associates
 San Bernardino County
 Susanville Consolidated Sanitary District
 TCA
 United States Golf Assn, Green Section
 Van Dyke LLP
 Water Management, Inc.
 Water Resources Institute-CSU,
 San Bernardino
 Western Policy Research
 Total Signatory Only, Group 3 47

FULL MEMBERS

Group 1 Retailer 150
 Group 1 Wholesaler..... 28
 Group 2 16
 Group 3 77

SIGNATORY ONLY

Group 1 21
 Group 2 15
 Group 3 47

TOTAL

Total Signatories 354

2006 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
Communications	Dana Haasz Otis Wollan	(415) (530)	551-4739 346-7967	dhaasz@sfwater.org otis@foothill.net
Finance	Dana Haasz Otis Wollan	(415) (530)	551-4739 346-7967	dhaasz@sfwater.org otis@foothill.net
Governance	Dana Haasz Otis Wollan	(415) (530)	551-4739 346-7967	dhaasz@sfwater.org otis@foothill.net
Landscape	Jerry De La Piedra Vickie Driver	(408) (858)	265-2607 522-6760	gdelapiedra@valleywater.org vdriver@sdca.org
Legislative	Dana Haasz	(415)	551-4739	dhaasz@sfwater.org
Membership	Thomas Gackstetter	(213)	367-0936	thomas.gackstetter@ladwp.com
Research & Evaluation	Tim Blair	(213)	217-6613	tblair@mwdh2o.com
Residential	Cindy Hansen	(858)	522-6747	chansen@sdca.org
Utility Operations	Ed Osann David Wallenstein	(202) (510)	429-8873 986-7614	eosann@starpower.net dwallens@ebmud.com

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

HET—High-efficiency Toilet

HETs flush a maximum of 1.28 gallons of water per flush. Includes dual-flush toilets.

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.

LEED—Leadership in Energy & Environmental Design

A voluntary green building certification program managed by the U.S. Green Building Council.

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

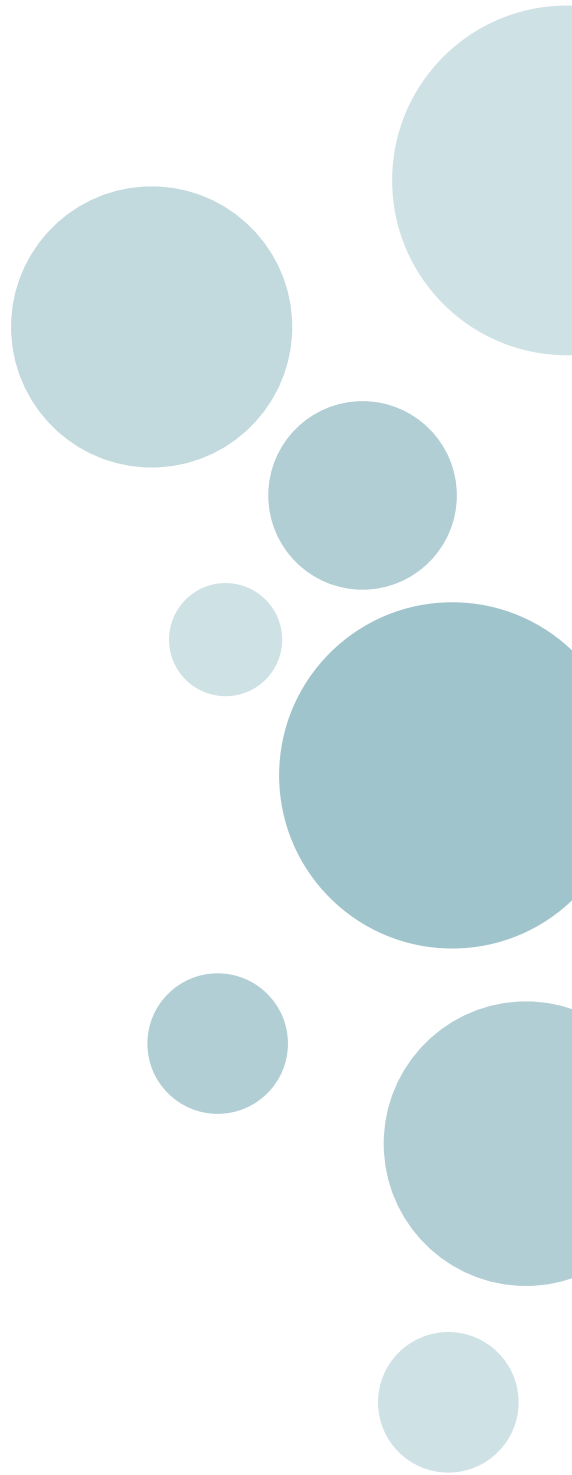
Water conservation is any beneficial reduction in water use or in water losses, where the following apply:

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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PARTNERS FOR A WATER-EFFICIENT CALIFORNIA