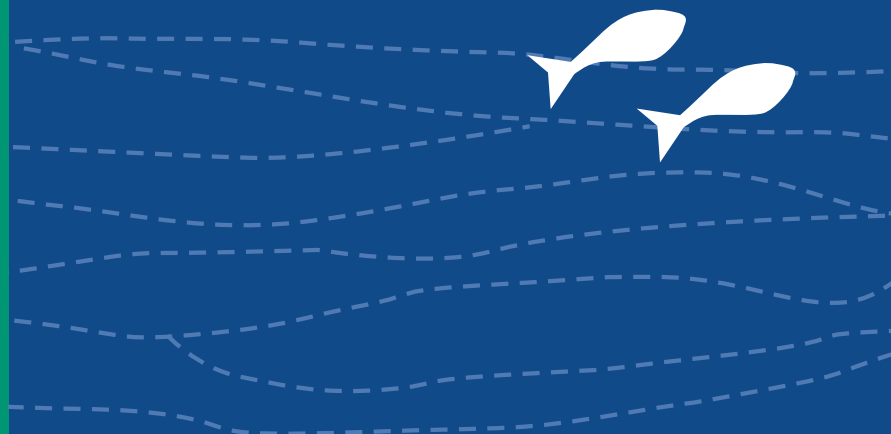


California Urban Water  
Conservation Council

2011-2015  
STRATEGIC PLAN





# Acknowledgments

The Strategic Plan was prepared by the Council's Board of Directors as a result of a workshop held on February 25–26, 2010 where the five year goals and objectives were established. Following this workshop, the Governance Committee further developed the tasks that are contained in the Plan. The Council's Plenary approved the Plan at its regularly quarterly meeting on March 16, 2011.

The Board of Directors and Governance Committee members gave many hours of their time to make the Plan a success. It is with great appreciation to these individuals that the Strategic Plan is dedicated.

CHRIS BROWN  
*Executive Director*





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# Board of Directors

## **CHAIR**

Heather Cooley • Pacific Institute

## **VICE-CHAIR**

Chris Dundon • Contra Costa Water District

## **SECRETARY/TREASURER**

Mary Lou Cotton • Kennedy/Jenks Consultants

### **GROUP 1 | 8 Seats**

Richard Harris • East Bay Municipal Utility District

Lisa Brown • City of Roseville

Fiona Sanchez • Irvine Ranch Water District

Penny Falcon • Los Angeles Department of Water & Power

Joe Berg • Municipal Water District of Orange County

Dan Muelrath • City of Santa Rosa

Matt Lyons • Long Beach Water Department

Ron Munds • City of San Luis Obispo

### **GROUP 2 | 8 Seats**

Ron Stork • Friends of the River

Rebecca Drayse • TreePeople

Susan Tatayon • The Nature Conservancy

Tracy Quinn • Natural Resources Defense Council

Roberta Borghonovo • League of Women Voters of California

Jim Metropulos • Sierra Club

### **GROUP 3 | 4 Seats**

*(Non-voting)*

Lisa Maddaus • Maddaus Water Management

Linda Yager • Regional Water Authority

Jack Hawks • California Water Association

Ben Silverman • Rain Bird Corporation

### **Ex-OFFICIO | 2 Seats**

*(Non-voting)*

Dave Todd • CA Department of Water Resources

Deb Whitney • Anna Sutton • U.S. Bureau of Reclamation

### **CHAIR EMERITUS**

*(Non-voting)*

Toby Roy • San Diego County Water Authority



# INTRODUCTION




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

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

During its twenty year history, 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. It is known to be a balanced, fair-minded advocate for water conservation and efficiency as one of the primary sources of California's present and future water needs. It is respected statewide and nationally by policy makers, water professionals, and environmental organizations. In the last 5 years the Council incubated a national organization, the Alliance for Water Efficiency, to carry on advocacy and technical assistance in other states.

The Council has matured as an organization. Membership has grown by 25 percent over the past 10 years and now includes more than 400 organizations. Dues are a standard requirement. Signatory water agencies have made substantial progress in the continuous refinement of the BMPs and implementation of additional potential BMPs due, in part, to technical materials and assistance provided by the Council.




Despite the achievements of the last two decades, social, economic, environmental, and political conditions are changing. The CALFED process has disbanded. The Sacramento-San Joaquin Delta, an important source of water for much of California, is facing the collapse of several native fish populations and related ecological problems, and numerous efforts have been initiated to help restore this system. Continued population growth is increasing pressure on limited water supplies. The state's financial crisis has limited investments in water and wastewater systems. Additionally, climate change threatens the quantity, quality, timing, and demand for water supplies.

For the first time, California passed legislation in 2009 mandating a 20 percent reduction in statewide urban per capita water use by 2020. This has increased awareness of opportunities for water conservation in California, and perhaps provides new opportunities for the Council to assist agencies in meeting or exceeding those goals.

Beginning in 2010, the Council embarked on a strategic planning process. Through this effort, the Council seeks to address changing conditions by revisiting its vision and mission and identifying new strategic initiatives that ensure the Council continues to play a leadership role and support the needs of its membership. This new Strategic Plan will guide Council activities from 2011 through the year 2015 and help ensure that the Council's actions are consistent with its mission and goals.

In drafting the Strategic Plan, the Board of Directors sought input from Council staff and members, as well as the assistance of a professional facilitator. Council members were surveyed about their perceptions of the strengths and weaknesses of the Council as well as the opportunities and threats facing the organization. On February 25–26, 2010, the Board members participated in a two-day strategic planning workshop 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. A professional facilitator worked with the Board to incorporate member input and to grapple with new organizational and policy challenges anticipated over the next decade. A second workshop was held on February 24–25, 2011 to obtain additional input from the Board and to begin planning the 2011–2012 Action Plan.

Based on the results of the survey and focused discussion among Board members and staff, the Council has determined that it will continue its aggressive support of BMP implementation and promotion of water use efficiency as a viable and important part of the state's water resource portfolio. In addition to the traditional BMPs, the Council will provide Flex Trak and GPCD (gallons

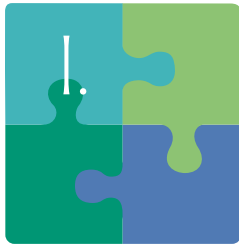


per capita per day) implementation approaches designed to maximize innovation and increase overall water savings. It will also continue to develop new potential BMPs, and revise existing ones, as technologies improve and additional opportunities for water conservation present themselves. The Council will pursue new stakeholder partnerships to add vitality and diversity in the breadth of participants promoting water use efficiency.

Funding source reliability is the principal challenge facing the Council in the coming years. The early part of the previous decade depended heavily on grant funding from state and federal agencies. These sources have largely disappeared as a potential for new funding, and membership dues have come to represent the core funding base of the Council. The staffing structure and services desired by members are not supported by dues alone—remaining funds from the 2007 Proposition 50 grant cycle, and newly acquired grants still play an important role in the Council’s financial health. As a result, in the period from 2011 to the end of 2015, the Council will focus energy and expertise on building new fee-for-services initiatives based, in part, on its strong web presence and on other new enterprises to support the strategic partnerships and cutting edge goals envisioned in this Plan.

Based on the input received during the strategic planning process, the Council adopted the mission and vision found in this Plan. The Council also adopted five objectives, including robust membership services; statewide support for conservation advances; and engaging partners in key strategic sectors to bring about mutually supported advances with organizations involved in landscape water use, green building, energy efficiency, and alternative water supply portfolios. Each year during the Strategic Plan’s five year planning horizon, Council staff will solicit input from its membership and the Board to develop an annual action plan. The emphasis of the annual action plan is to identify tasks that will be accomplished during the following year and to refocus staff and material resources in the areas most needed to realize the objectives identified in the Strategic Plan.





## VISION

The California Urban Water Conservation Council envisions a water-efficient California that is characterized by reliable and sustainable water resources, healthy ecosystems, and economically strong communities.



## MISSION STATEMENT

The California Urban Water Conservation Council is a membership organization dedicated to maximizing urban water conservation throughout California by supporting and integrating innovative technologies and practices; encouraging effective public policies; advancing research, training, and public education; and building on collaborative approaches and partnerships.





## PRIMARY OBJECTIVES

The following objectives are designed to maximize progress towards achieving the Council's mission during the next five years. In essence, these objectives help the Council remain the preeminent organization for advances in and support of conservation and water use efficiency information and initiatives:

1. Develop, implement, and promote innovative water conservation and efficiency strategies.
2. Assist the Council's membership to achieve water conservation and efficiency goals.
3. Develop partnerships with key institutions and organizations that can effectively promote and/or require conservation.
4. Support and expand public awareness, education, and technical assistance.
5. Build and sustain the Council's ability to fulfill its long-term mission and objectives.



## ACTION PLAN

The Action Plan portion of the Strategic Plan seeks to clarify what should be accomplished by the end of 2015. Based on input gathered from the Board strategic planning workshops, the tasks identified below should be considered in developing and prioritizing activities under each of the Primary Objectives. These tasks, however, should be considered as advisory. Each year during the Strategic Plan's five year planning horizon, Council staff will solicit input from its membership and the Board to develop an annual action plan that clearly identifies specific tasks to be implemented in the following year, including assignments, timeframes, resources, and benchmarks for progress.

### 1. Develop, implement, and promote innovative water conservation and efficiency strategies.

Technological innovation is necessary for new water use efficiency achievements. Additionally, innovation in message is needed to catch the attention of the busy public and help them hear how they can contribute to a more sustainable future. As a state-wide organization, the Council pools the expertise and power of its water agencies, the push of its advocacy groups, and the expertise and skills of its professional members to expand the impact of water conservation and efficiency efforts. This works only if the Council is willing to adopt new methods of communication and promote innovative strategies for improving water conservation and efficiency.

The two primary objectives in this section are designed to expand the effectiveness of the Council through sharing information and promoting water conservation and efficiency through market transformation and new development standards. These efforts are designed to accelerate reductions in water demand and reduce the need for expensive retrofits of inefficient technologies.

#### A. Create more opportunities for dialogue about successes, challenges, and innovations.

- i. Convene occasional 1- or 2-day conference-style meetings to allow for more exchange among members.

- ii. Encourage and allow for presentations by members from Groups 1, 2, and 3 at the plenary sessions.
- iii. Invite manufacturers, organizations, and partners (e.g. EPA WaterSense) to present to plenary on new technologies and programs that enhance water conservation and efficiency.
- iv. Document case studies and promote information sharing on Council website.

**B. Research and evaluate future water conservation technologies and practices.**

- i. Pursue research opportunities in new technologies and methods for water conservation and management.
- ii. Develop a tool for estimating embedded energy savings and identify funding opportunities for conservation incentive programs.
- iii. Evaluate best practices in conservation to determine water savings and cost-effectiveness.
- iv. Improve information dissemination of new research findings to Council members.

**C. Help articulate and define a “new norm” for water use and consumption practices.**

- i. Engage committees (e.g., residential, landscape, CII, and utility ops) to establish efficient water use metrics.
- ii. Engage with DWR, EPA, and other state and federal agencies to help promulgate efficiency standards.

**D. Promote market transformation and new development standards that further water conservation and efficiency.**

- i. Support and promote WaterSense product labeling.
- ii. Support and promote green building and low-impact development standards.

**E. Support Group 2 and Group 3 members in promoting innovative conservation technologies and practices.**

- i. Implement a products and services directory.
- ii. Identify opportunities to partner with Group 3 members on research and development grants.
- iii. Identify opportunities to partner with Group 2 members on research and development grants, as well as education and outreach.

## 2. Assist the Council's membership in achieving water conservation and efficiency goals.

The MOU was envisioned first and foremost as a means of advancing water conservation and efficiency practices through a combination of voluntary commitments, strong technical information, and clear guidance. Since 1991, the number of organizations that have signed the MOU has increased four-fold, and today more than 230 urban water service areas are represented among the Council's membership. As a result, the diversity of community profiles, economic circumstances, and conservation knowledge has grown.

Much of the Council's staff time is spent providing members advice and resources to help them make technically sound and successful choices. Collaborative decision-making processes, quarterly plenary meetings, an unparalleled web-based data tracking system, the statewide Smart Rebates program, and the ever-evolving Best Management Practices, including Flex Trak and GPCD approaches, are all part of the Council's member services.

### A. Provide services and trainings to Council members.

- i. Provide relevant workshops and training to Council members.
- ii. In partnership with the California Department of Water Resources (DWR), provide outreach, training, and education materials on SBX7-7, Urban Water Management Plans, and approaches to achieve water conservation and efficiency goals.
- iii. Seek to ensure that 90 percent of the Council's member agencies are meeting conservation goals.

### B. Increase participation among Council members.

- i. Improve orientation package for new members and elected board and officers.
- ii. Expand mentoring capacity for members, local agencies, and others involved in water conservation and efficiency. Encourage board members to volunteer as mentors.
- iii. Evaluate the Board election process, committee structure, and policies to engage a growing number of new Council members.
- iv. Allow broader access to the plenary meetings through webinars and recordings.
- v. Create membership forums outside the plenary.
- vi. Create a Council social media presence.

### C. Develop responsive and efficient data warehousing and reporting system.

- i. Complete database upgrade.
- ii. Provide database training.
- iii. Incorporate SBx7-7 criteria into the database.

- D. Promote support for statewide implementation of effective conservation approaches.**
- i. Administer Smart Rebates Program.
  - ii. Support use of FlexTrak and GPCD approaches to foster water conservation.
  - iii. Promote universal adoption of foundational and programmatic BMPs.
  - iv. Encourage cost effective implementation of programmatic BMPs through research and technical assistance.
- E. Explore ways to assist water agencies in attaining financial stability as they implement conservation programs and rates.**
- i. Provide information on rate decoupling including the water revenue adjustment mechanism process through the CPUC, and other models.
  - ii. Revisit Pricing BMP to ensure that financial model and conservation goals are consistent.
- F. Make plenary meetings more accessible and inclusive.**
- i. Encourage and allow for presentations by a variety of members at the plenary sessions.
  - ii. Hold panel discussions to stimulate dialogue.
  - iii. Allow broader access to the plenary meetings through webinars and recordings of presentations available from website and other social media.
- G. Promote codes and standards that institutionalize water conservation and efficiency.**
- i. Encourage that 80 percent of Council members are either WaterSense partners, and/or have adopted the higher tiers of the CalGreen Building Codes.
  - ii. Participate in technical standing committees such as IAPMO and ICC.
  - iii. Work with California contractor's and landscaper certification programs to incorporate water conservation information into curriculum.
  - iv. Educate legislators, general managers, and boards of directors about water conservation measures.
  - v. Provide information on building code updates, exemplary city codes, and CalGreen Codes to water agencies and cities.
- H. Make explicit the connection between water-use efficiency and smart growth.**
- i. Promote and provide input on new federal and state codes and standards in venues such as the Building Commission Standards and Housing and Community Development, LEED, and EPA WaterSense.
  - ii. Engage cities, counties, and other government agencies on standards, e.g., new green building standards, low-impact development, etc.

### 3. Develop partnerships with key institutions and organizations that can effectively promote and/or require conservation.

In the past decade, a growing number of organizations have realized the benefit of implementing water conservation and efficiency programs to achieve their own goals. Growing recognition of the connections between water demand and landscape, energy use, recycled water, and stormwater management, plus the environmental and economic impacts of customer choices have brought new players into the field of water conservation and efficiency. Many of these potential partners can join the Council as part of Group 3, and the Council's encouragement of their role and success in promoting water conservation is one objective of this Plan. Partnerships promoting mutually beneficial programs and policies are envisioned with other nongovernmental associations and state and federal agencies that play roles similar in size and scope to the Council. These partnerships are expected to play an ever greater role in the Council's growth over the next decade.

#### A. **Promote a “new normal” for California landscapes that includes climate appropriate plant material, efficient irrigation practices, and sustainable maintenance practices.**

- i. Encourage green industry organizations and professional associations to integrate more effective water conservation and sustainability measures into their plans and practices.
- ii. Engage landscape trade organizations, professional associations, environmental groups, and community groups to partner on joint research, education, and outreach programs.
- iii. Encourage more aggressive landscaping criteria, including rainwater capture, in new development, general plans, ordinances, etc.
- iv. Develop a report card on implementation of local ordinances based upon the state's Model Water Efficient Landscape Ordinance.
- v. Partner with California Stormwater Quality Association, State Water Resources Control Board, Regional Water Quality Control Boards, and others to emphasize the benefits of landscape water conservation.

#### B. **Integrate more effective water conservation and efficiency measures in the commercial, institutional, and industrial sectors.**

- i. Administer the SBx7–7 Commercial Industrial and Institutional (CII) Task Force and write a report for the legislature in cooperation with DWR.
- ii. Develop business and industry best practices and standards with the CII Task Force and seek means of expanding their use by urban water agencies and self-supplied industries.

- iii. Explore non-widget-based water conservation and efficiency practices for the CII sector, such as corporate water footprinting.
- iv. Promote awareness and adoption of policies that expand the scope of water use efficiency through collaboration with new CII partners.
- v. Engage the Council's CII and Research & Evaluation Committees to review CII Task Force deliverables and provide feedback.

C. **Develop strong partnerships with water, recycled water, energy, wastewater, stormwater and groundwater agencies to promote water conservation and efficiency.**

- i. Conduct outreach to wastewater service providers and regulators to encourage their active participation and cooperation in planning and implementing water conservation measures.
- ii. Assist Council members to identify opportunities to partner with energy utilities on programs that save both water and energy, especially as both strive to meet AB 32 goals.
- iii. Promote recycled water use through partnerships with recycled water providers, associations, and other interested parties.
- iv. Promote benefits of water conservation to minimize groundwater overdraft through partnerships with groundwater agencies, associations, and other interested parties.
- v. Partner with Water Environment Federation to educate members regarding avoided cost benefits of water conservation.
- vi. Partner with state and local water agencies and associations to promote water conservation and efficiency.

## 4. Support and expand public awareness, education, and technical assistance.

The Council has played a historic role in water conservation research and advocacy since its founding 20 years ago. Research into potential BMPs must and will continue, but as the need for aggressive water conservation grows, the Council must meet the demands for statewide conservation education and information aimed at policy makers, consumers, citizens, and the general public. These resources will assist member agencies and the state in achieving additional water savings. To be truly successful in this effort, the Council must also help educate its members in the more complex but essential realms of the environmental, societal, and economic benefits of water conservation and efficiency.

- A. **Educate the general public about the source of their water, the importance of water conservation, and the link between water conservation and sustaining healthy ecosystems.**
  - i. Develop and promote a statewide public education/awareness program.
  - ii. Create and expand upon social media opportunities to convey information and message.
  - iii. Engage with local media, especially local meteorologists, to reach the general public.
  - iv. Coordinate efforts with local, state, and national water education groups.
  
- B. **Provide technical assistance to water practitioners.**
  - i. Develop a user-friendly, comprehensive repository and clearinghouse for water conservation and efficiency resources, including innovations, best practices, the water/energy nexus, emerging research, and relevant policies.
  - ii. Provide electronic guidebooks and case studies.
  - iii. Evaluate functionality of website and develop work plan to improve user-friendliness.
  - iv. Provide technical assistance to the California State Legislature and water-related state agencies, departments, and boards.
  
- C. **Evaluate and expand the opportunities to tie water conservation back to environmental benefits and economically strong communities.**
  - i. Educate members and public on the connections between water conservation and environmental benefits.
  - ii. Integrate environmental benefits model into cost effectiveness analysis.
  - iii. Explore opportunities to improve water supply reliability through appropriate storm-water management practices.
  - iv. Create a committee to explore additional opportunities for work in these areas.

## 5. Build and sustain the Council's ability to fulfill its long-term mission and objectives.

In the past five years, the Council has moved successfully from a primarily grant-funded organization to one supported in large by membership dues. The economic conditions of the recent past have led to a smaller staff, but the Council has successfully maintained its member services, including its world renowned websites. To ensure continued health and to add some of the new programs envisioned in this strategic plan, the Council must further diversify its funding base, reduce dependency on any one source of funds, and expand the



involvement of members in basic program development and delivery. By involving the creative genius of the three active membership groups, the Council can continue to play a leadership role in water conservation and efficiency during lean economic times.

**A. Identify an effective means for Groups 1, 2 and 3 to use their respective strengths to advance the Council's mission and objectives.**

- i. Identify group strengths and assess opportunities.
- ii. Develop strategy for increasing various groups' effectiveness in promoting the Council's mission and objectives.

**B. Effectively utilize Council staff and resources to implement the Strategic Plan.**

- i. Identify opportunities for staff training, development, and involvement in relevant activities to enhance the effectiveness of the Council.
- ii. Evaluate committee structure and develop recommendations for optimizing effectiveness.

**C. Actively engage committees to advance the Council's mission and objectives.**

- i. Establish an efficient committee structure.
- ii. Align the roles and responsibilities of the committees with the Council's annual action plan.
- iii. Improve communication between the committees, Board, and members.

**D. Increase membership by 20% in each membership group.**

- i. Identify access points for non-traditional members to participate in the Council's mission.
- ii. Contact and survey non-members to understand reasons for not participating on the Council.
- iii. Identify new benefits in each membership group as selling tools to increase membership.

**E. Develop a diversified funding portfolio.**

- i. Develop procedures to explain and provide range of services to members in an efficient manner or charge fee-for-service.
- ii. Implement website underwriting.

# Appendix 1

## CUWCC Members *as of December 2010*

### **GROUP 1** Full Member

#### **WATER SUPPLIERS**

Retailer and Wholesaler  
(Wholesaler denoted with \*)

Alameda County Water District	Chino Hills, City of	Goleta Water District
American Canyon, City of	Chino, City of	Hayward, City of
Anaheim City Public Utilities Department	Chiriaco Summit Water District	Helix Water District
Apple Valley Ranchos Water Co.	Citrus Heights Water District	Hidden Valley Lake CSD
Atascadero Mutual Water Company	Coastside County Water District	Hilmar County Water District
Bear Valley Community Services District	Colusa, City of	Hollister, City of
Bellflower-Somerset Mutual Water Co.	Contra Costa Water District*	Indian Wells Valley Water District
Benicia, City of	Corona, City of, Water Utilities Department	Indio, City of
Beverly Hills, City of	Cotati, City of	Inland Empire Utilities Agency*
Big Bear Lake, City of	Crestline Village Water District	Irvine Ranch Water District
Blythe, City of	Cucamonga Valley Water District	Jurupa Community Services District
Brentwood, City of	Delano, City of	Kerman, City of
Burbank, City of, PSD	Downey, City of	Kern County Water Agency*
Calaveras County WD, W/PW	Dublin San Ramon Services District	La Verne, City of
Calexico, City of	East Bay Municipal Utilities District	Los Angeles Department of Water and Power
California Water Service Company	East Orange County Water District	Lake Arrowhead CSD
California-American Water Company	Eastern Municipal Water District	Lake Hemet MWD
Calistoga, City of	El Dorado Irrigation District	Lake Sherwood CSD
Calleguas Municipal Water District*	El Segundo, City of	Lakeside Water District
Camarillo, City of	Elk Grove Water Service	Las Virgenes Municipal Water District
Cambria Community Services District	Elsinore Valley Municipal Water District*	Long Beach Water Department
Camrosa Water District	Escondido, City of	Los Angeles County Waterworks Districts
Carlsbad Municipal Water District	Fair Oaks Water District	Manteca, City of
Carpinteria Valley Water District	Fairfield City Public Works	Marin Municipal Water District
Casitas Municipal Water District	Fallbrook Public Utility District	Marina Coast Water District
Castaic Lake Water Agency*	Folsom, City of	Mesa Consolidated Water District
Central Basin Municipal Water District*	Foothill Municipal Water District*	Mid-Peninsula Water District
Channel Islands Beach CSD	Forestville Water District	Millbrae, City of
	Fountain Valley, City of	Mojave Water Agency
	Fresno, City of	Monte Vista Water District
	Fullerton, City of	Montecito Water District
	Garden Grove, City of	Moulton Niguel Water District
	Glendale, City of	Mountain View, City of
	Golden State Water Company (SoCalWater)	Municipal Water District of Orange County*

Metropolitan Water District of Southern California\*  
 Napa, City of  
 Newhall County Water District  
 Newport Beach, City of  
 Nipomo Comm. Services District  
 North Coast County Water District  
 North Marin Water District  
 North of the River Municipal Water District\*  
 Nuevo Water Company  
 Oceanside, City of, Water Department  
 Olivenhain Municipal Water District  
 Ontario Municipal Utilities Company  
 Orange Vale Water Company  
 Orange, City of  
 Otay Water District  
 Oxnard, City of  
 Padre Dam Municipal Water District\*  
 Palmdale Water District  
 Palo Alto, City of  
 Park Water Company  
 Pasadena, City of  
 Paso Robles, City of  
 Petaluma, City of  
 Pismo Beach, City of  
 Pittsburg, City of  
 Placer County Water Agency\*  
 Pomona, City of  
 Poway, City of  
 Purissima Hills Water District  
 Rainbow MWD  
 Ramona Municipal Water District  
 Rancho California Water District  
 Redwood City, City of  
 Redwood Valley County Water District  
 Reedley, City of  
 Rincon Del Diablo MWD  
 Riverbank, City of  
 Rohnert Park, City of  
 Roseville, City of  
 Rowland Water District  
 Rubidoux Community Services District  
 Sacramento, City of\*  
 Sacramento County Water Agency

Sacramento Suburban Water District  
 San Antonio Water Company  
 San Buenaventura, City of  
 San Clemente, City of  
 San Diego County Water Authority\*  
 San Diego, City of  
 San Dieguito Water District  
 San Francisco Public Utilities Commission\*  
 San Gabriel Valley Water Company  
 San Jose, City of, Environmental Services  
 San Jose Water Company  
 San Juan Capistrano, City of  
 San Juan Water District\*  
 San Luis Obispo, City of  
 Sanger, City of  
 Santa Ana, City of  
 Santa Barbara, City of  
 Santa Barbara County Water Agency\*  
 Santa Clara Valley Water District\*  
 Santa Cruz, City of, Water Department  
 Santa Fe Irrigation District  
 Santa Maria, City of  
 Santa Monica, City of  
 Santa Rosa, City of  
 Scotts Valley Water District  
 Solano County Water Agency\*  
 Sonoma County Water Agency\*  
 Sonoma, City of  
 South Coast Water District  
 South Tahoe PUD  
 Stockton, City of  
 Suburban Water Systems  
 Sweetwater Authority  
 Sweetwater Springs Water District  
 Templeton Community Services District  
 Thousand Oaks, City of  
 Three Valleys Municipal Water District\*  
 Trabuco Canyon Water District  
 Triunfo Sanitation District  
 Tuolumne County WD  
 Turlock, City of  
 Upland, City of

Upper San Gabriel Valley Municipal Water District\*  
 Vacaville, City of  
 Valencia Water Company  
 Vallecitos Water District  
 Valley Center Municipal Water District  
 Valley of the Moon Water District  
 Ventura County Waterworks District #1  
 Ventura County Waterworks District #8, Simi Valley  
 Vista Irrigation District  
 Walnut Valley Water District  
 West Basin Municipal Water District\*  
 Western Municipal Water District of Riverside\*  
 Windsor, Town of  
 Yreka, City of  
 Yucaipa Valley Water District  
 Yuima Municipal Water  
 Zone 7 Water Agency

**GROUP 1 Signatory Only**

Arvin Community Services District  
 Coachella, City of  
 Compton, City of, Water Department  
 Davis City Public Works Department  
 El Toro Water District  
 Grass Valley, City of  
 Great Oaks Water Company  
 Hi-Desert Water District  
 Huntington Beach, City of  
 Huntington Park, City of  
 Malaga County Water District  
 Orange County Water District  
 Patterson, City of  
 Perris, City of  
 Rialto, City of  
 Riverside, City of, Public Utilities  
 San Fernando, City of  
 Santa Ynez River WCD  
 Seal Beach, City of  
 Shasta Lake, City of  
 Torrance, City of, Water Division  
 Vernon, City of



**GROUP 2**  
**PUBLIC ADVOCACY**  
**ORGANIZATIONS**

Environmental Defense Fund  
Environmental Policy Center  
Friends of the River  
Koreatown Community Center  
League of Women Voters of California  
Los Angeles Water Conservation Council  
Mono Lake Committee  
Natural Resources Defense Council  
The Nature Conservancy  
Orange County Coastkeeper  
P.O.W.E.R.  
Pacific Institute for Studies  
Planning and Conservation League  
Resource Renewal Institute  
The River Project  
Rocky Mountain Institute  
San Diego City Xeriscape Council  
Sierra Club  
Sierra Nevada Alliance  
Surfrider Foundation  
Tree People  
Tuolumne River Trust  
Wholly H<sub>2</sub>O

**GROUP 3** Full Member  
**OTHER INTERESTED GROUPS**

A&N Technical Services  
Act Inc. Metlund Systems  
Alliance for Water Efficiency  
AM Conservation Group, Inc.  
AquaGrab  
Association of California Water Agencies  
Bay Area Water Supply Association  
Brown and Caldwell Consultants  
Bushman  
C&L Supply Company  
CA Public Utilities Commission  
CA State Water Resources Control Board  
California Landscape Contractors Association  
California Urban Water Agencies  
California Water Association  
Caroma USA  
Charlie Pike & Associates  
Chino Basin Water Conservation District  
Community Enhancement Services  
ConserVision Consulting, LLC  
Contra Costa County CDD  
Cyber-Rain, Inc.  
Daniel B. Stephens & Associates  
Dendron Landscape Management  
El Dorado County Water Agency  
Ewing Irrigation  
Falcon Waterfree Technologies, LLC  
HF&H Consultants, LLC  
Industrial Environmental Association  
Irrrometer Company  
Kennedy/Jenks Consultants  
Koeller & Company

Maddaus Water Management  
Malcom Pirnie, Inc.  
Maureen Erbeznik & Associates  
MJSI, Inc.  
Monterey Peninsula Water Management District  
Nalco  
NDS  
Niagara Conservation Corp  
Northern California Golf Association  
Raftelis Financial Consultants  
Rain Bird Corporation  
Regional Water Authority  
Resource Action Programs (a.k.a. National Energy Foundation)  
Resource Solutions Group, Inc.  
Richard Heath and Associates  
Smart-Markets  
Southern California Golf Association  
Southwest Environmental, Inc.  
SSI Sustainable Solutions International  
Stanford Utilities Department  
The Reed Group, Inc.  
The Writing Company  
University of Florida  
Van Dyke, LLP  
Veritec Consulting, Inc.  
Water Forum  
Water Management, Inc.  
Water System Optimization, Inc.  
Waterwise Consulting, Inc.  
West Yost & Associates  
Western Policy Research  
Winzler & Kelly

**GROUP 3** Signatory Only

ADRO Environmental  
Best Management Partners  
California Green Industry Council  
California Municipal Utilities Association  
California Sod Producers Association  
Conservation Retrofitter, Inc.  
Conserve Track  
Darnell Shaw Environmental  
ET Water Systems  
Expert, Inc.  
Favor Enterprises  
FCI Management Consultants  
Fisher Manufacturing Co.  
Fluid Master, Inc.  
Gary Jennings  
Golden Bear Irrigation Services  
Honeywell International  
HydroPoint Data Systems, Inc.  
J. V. Manufacturing, Inc.  
Jardinier, Inc.  
Lawrence Pane & Associates  
MASCO Contractor Services  
Northern Cal Pronto Wash  
P.I.P.E. (Piping Industry Progress & Education)  
Rain Master Irrigation Systems  
Sanborn (formerly Space Imaging)  
Showertime  
The Irrigation Association  
The Pressure Pipe Inspection Co., Inc.  
Virginia Porter Consulting Services  
Water Awareness Committee of Monterey County, Inc.  
Water Resources Institute CSU  
Water Saver Technologies  
Water Wise Solutions  
Waterless Co., LLC  
Zurn Industries

# Appendix 2

## CUWCC Committees

### COMMERCIAL, INDUSTRIAL & INSTITUTIONAL

*Chair* | Bill McDonnell, Metropolitan Water District of Southern California

### FINANCE AND GOVERNANCE

*Chair* | Heather Cooley, Pacific Institute

### MEMBERSHIP

### RESEARCH AND EVALUATION

*Chair* | Tim Blair, Metropolitan Water District of Southern California

### RESIDENTIAL

*Chair* | Andy Florendo, Solano Irrigation

### LANDSCAPE

*Co-Chairs* | Joe Berg, Municipal Water District of Orange County  
Dan Muelrath, City of Santa Rosa

### EDUCATION

*Chair* | Renee Olsen, Dublin San Ramon SD

### UTILITY OPERATIONS

*Co-Chairs* | Ed Osann, Natural Resources Defense Council  
David Wallenstein, East Bay Municipal Utilities District

# Appendix 3

## Glossary of Terms

**ACWA | Association of California Water Agencies**

A coalition of 450 public water agencies in California promoting the development, management, and reasonable beneficial use of good quality water at the lowest practical cost in an environmentally balanced manner.

**AWWA | American Water Works Association**

An international nonprofit educational association dedicated to safe water.

**AWE | Alliance for Water Efficiency**

A stakeholder-based non-profit organization dedicated to the efficient and sustainable use of water. The Alliance serves as a North American advocate for water efficient products and programs, and provides information and assistance on water conservation efforts.

**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.

**Board of Directors**

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. Board Members are elected to two-year terms.

**CII | Commercial, Industrial, and Institutional**

The Commercial, Industrial and Institutional market segment of water customers or accounts.

**CPUC | California Public Utilities Commission**

A state regulatory body that oversees the private investor-owned water companies.

**CUWA | California Urban Water Agencies**

A non-profit corporation providing a forum for its member agencies to study and promote the need for a reliable, high quality water supply for the state's current and future urban water needs.

**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.

**Demand Side Management**

The subset of conservation techniques that result in lower water use.

**DWR | California Department of Water Resources**

DWR's mission is to manage the water resources of California in cooperation with other agencies; to protect, restore, and enhance the natural and human environments.

**GPCD**

Gallons-per-capita-per-day

**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 1.29 gallons of water per flush. Includes dual-flush toilets.



**IAPMO | International Association of Plumbing and Mechanical Officials**

Responsible for adopting national plumbing codes

**ICBO | International Congress of Building Officials**

Responsible for adopting California building codes

**IRWMP | Integrated Regional Water Management Planning**

A dynamic regional planning process that 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 context, the MOU signed in 1991 by urban water agencies, public interest groups, and other interested parties which created the CUWCC. Signatories agreed to develop and implement comprehensive conservation BMPs.

**PBMP | Potential Best Management Practice**

PBMPs are possible conservation practices that have not yet been promoted to the BMP list.

**SB x7-7**

California's Senate Bill x7-7 was enacted in November 2009 and requires all water suppliers to increase water use efficiency.

**SWRCB | State Water Resources Control Board**

California agency with a mission to ensure the highest reasonable quality of water for the state while allocating those waters to achieve the optimal balance of beneficial uses.

**ULFT | Ultra Low Flush Toilet**

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

**USBR | United States Bureau of Reclamation**

The largest wholesaler of water in the country, bringing water to more than 31 million people, and providing one out of five Western farmers with irrigation water for 10 million acres of farmland.

**Water Conservation**

Activities designed to (1) reduce the demand for water, (2) improve efficiency in use and reduce losses and waste of water, and (3) improve land management practices to conserve water.

**WaterSense**


A U.S. Environmental Protection Agency program that helps people save water by identifying water-efficient fixtures and appliances. Products carrying the WaterSense label perform well, help save money, and encourage innovation in manufacturing.

# Appendix 4

## CUWCC Memorandum of Understanding Exhibit Two

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.



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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 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 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.



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