



CALIFORNIA  
WATER EFFICIENCY  
PARTNERSHIP

A chapter of the *Alliance for Water Efficiency*

Partners for a  
Water-Efficient California

STRATEGIC PLAN  
2018  
2020

## VISION STATEMENT

The California Water Efficiency Partnership envisions a water-efficient California with reliable and sustainable water resources, healthy ecosystems, and economically strong communities.

## MISSION STATEMENT

Maximize urban water efficiency and conservation throughout California by supporting and integrating innovative technologies and practices; encouraging effective public policies; advancing research, training, and public education; and building collaborative approaches and partnerships.

## TAG LINE

Partners for a  
Water-Efficient California



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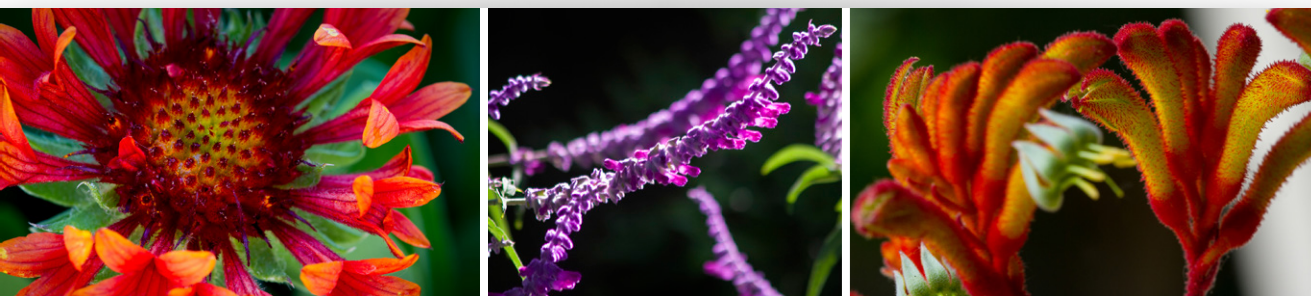
## INTRODUCTION

This 2018-2020 Strategic Plan marks a significant milestone in California's ongoing efforts to help communities conserve water and use the state's precious liquid resource more efficiently. Twenty-five years ago, in response to a goal set by the State Water Resources Control Board to save more than one million gallons of water through conservation efforts, 120 water agencies, environmental groups, and other interested parties signed a historic Memorandum of Understanding (MOU). Over time, the list of members committed to continuing this effort grew to over 400. The core of the work rested with a series of Best Management Practices – BMPs – that enabled water agencies to measure their voluntary activities and document estimated water savings. The California Urban Water Conservation Council (CUWCC) successfully led this effort for a quarter of a century.

In recent years, however, California's water conservation landscape has changed. In 2009, state law mandated a 20-percent reduction in urban per capita water use by 2020 (SBX7-7). Then, in response to its recent historic drought, the state reorganized and strengthened the conservation and reporting requirements for the drought emergency, mandating water-use reductions and taking steps to make "water conservation a California way of life" on a permanent basis. Emerging new requirements will affect water

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conservation program efforts related to indoor residential water use; outdoor irrigation; commercial, industrial, and institutional water use (CII); and water system losses. With potential new requirements on the horizon, the need for voluntary BMPs and an organization dedicated to refining and supporting them has shifted. Water suppliers will still need to conserve water aggressively and will still need policy and technical support to do so, but the structure of the old CUWCC and the MOU needed to change.

On January 1, 2017, the members of the CUWCC voted to allow the organization to sunset, replacing it with a new organization: the California Water Efficiency Partnership, or CalWEP. CalWEP is committed to providing leadership and cutting-edge expertise on California water issues, challenges, and opportunities within a broad collaborative framework.

CalWEP is a true partnership organization committed to helping all of its partners use water more efficiently, and doing so in a supported, measurable, research-driven manner. The goal is to allow water agencies to pursue water efficiency and conservation programs suited for their community's unique climate, economy, demographic, and land uses.

During the transition to its new organizational structure, the CalWEP Board of Directors agreed that the following eight overarching organizational goals would serve as the basis of the new organization. These goals drove the development of this Strategic Plan, and they sit at the foundation of CalWEP's long-term efforts. They are:

1. Helping water supplier partners meet legislative and regulatory requirements, as well as municipal or utility-adopted water-use goals.
2. Fostering research and evaluation.
3. Serving as an information clearinghouse.

4. Providing technical tools and training, as well as professional networking opportunities.
5. Advancing modern data analytics.
6. Serving as technical experts to partners and local, state, and federal agencies.
7. Transforming markets for water-use efficiency-related products and services.
8. Sharing successes and building partnerships to improve water efficiency and water conservation, and to produce additional benefits to water system and ecosystem resilience.

In addition, while CalWEP maintains a committed focus on California's water issues, it has also turned outward through an explicit partnership arrangement with North America's primary water-use-efficiency advocate, the Alliance for Water Efficiency (AWE): CalWEP is AWE's first state chapter. In this way, the two organizations can maximize the effectiveness of national research and education efforts, while staying fully committed to local issues and local support projects.

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## PRIMARY OBJECTIVES

Seven primary objectives were developed during a strategic planning workshop with the CalWEP Board, and will focus the work of the organization on achieving the eight organizational goals developed during the transition process. The Primary Objectives serve as the foundation for the 2018-2020 Strategic Plan.

1. Assist water supplier partners by providing as-needed information, expertise, and services that will enable them to meet municipal or utility-adopted water-use goals, as well as legislative and regulatory requirements.
2. Conduct and support research and evaluation efforts.
3. Transform markets for water-use efficiency-related products and services.
4. Assume a leadership role in building a statewide community of organizations focused on conservation, efficiency, resilience of water systems and watersheds, and leveraging the water-energy nexus.
5. Retain existing partners and increase overall membership.
6. Build organizational capacity to meet strategic planning goals.
7. Define advocacy principles and activities to meet strategic planning goals.



## This Action Plan provides a strategic roadmap for how each of the objectives will be achieved.

### 1. Assist water supplier partners by providing as-needed information, expertise, and services that will enable them to meet municipal or utility-adopted water-use goals, as well as legislative and regulatory requirements.

The primary reason for the existence of CalWEP is to help its partners succeed. Achieving that objective lies at the foundation of everything we are and do. Success will rely on providing non-partisan, in-depth technical assistance and guidance rather than being rigidly directive or prescriptive. In addition, with evolving knowledge and the implementation of practices best suited for specific regions, economies, demographics, and climates, practitioners and researchers will need a central hub to ensure that efforts achieve the desired results and are known to be as effective as possible. CalWEP will serve as that hub for water agencies and other partners, as well as all levels of government.

- a. Serve as a statewide information clearinghouse for water use efficiency and conservation.
- b. Maintain the “wiki” Toolbox to include conservation-related research, information,

and practices, and align the information with the Alliance for Water Efficiency’s online clearinghouse of information.

- c. Evaluate long-term compliance needs under any new requirements adopted in California. Develop recommendations for resources to assist utilities in meeting those requirements.
- d. Develop and deliver tools to help partners design and implement conservation programs as might be required under the state’s Water Conservation Framework. These tools will include:
  1. Guidance on standards for Automatic Metering Infrastructure operability and implementation, and training for utilities.
  2. Guidance on outdoor water efficiency and conservation program implementation to help meet new outdoor water consumption targets and to emphasize watershed-based approaches to landscape management and market transformation.
  3. Guidance on indoor water efficiency and conservation program implementation to help meet new indoor water consumption targets.
  4. Guidance on non-revenue water reduction strategies, in partnership with the existing Technical Assistance Program of AWWA Cal-Nevada.
  5. Regular webinars with AWE and other partners on conservation and efficiency topics, including unintended consequences of conservation and efficiency actions.



- e. Hold an annual two-day Peer-to-Peer training conference with the goal of helping partners:
  - 1. Achieve water conservation and efficiency goals, including compliance with the statewide Water Conservation Framework and the Model Water Efficiency Landscape Ordinance (MWELo).
  - 2. Highlight useful local conservation programs and ordinances.
  - 3. Advise on communicating with customers using social media.
  - 4. Suggest strategies for carrying out successful outreach and programmatic efforts in economically disadvantaged areas.
- f. Serve as a technical expert on water conservation research to local, state, and federal partners on request.
- g. Secure funding and partnerships to provide user-friendly tools for achieving commercial, industrial, and institutional (CII) Water Efficiency framework goals and to encourage greater uptake of CII program tools and incentives.
- h. Establish ad hoc task forces to focus on specific, time-limited efforts such as leak detection and water loss control, CII, graywater, landscape design, or professional training.
- i. Explore ways to assist partners with determining qualified contractors and/or developing a standardized Request for Qualifications (RFQ).

*CalWEP will play a leadership role in researching, measuring, supporting, and promoting technological advances in an effort to continue transforming the marketplace of water-using products, supporting water-efficient product labeling, and establishing manufacturing standards.*

## 2. Conduct and support research and evaluation efforts.

Agencies will be able to build upon past successes as they develop new programs, analytical tools, and delivery methods. Doing so will require new tiers of knowledge, creative thought, and collaboration. CalWEP will serve as the initiator as well as the clearinghouse for this work, ensuring that partnerships are built and communication networks stay open and vibrant.

- a. Develop and disseminate research protocols to provide a reliable mechanism for undertaking and evaluating new research.
- b. Provide the latest California-specific information, research-based reports, and webinars.
- c. Undertake research in partnership with AWE and others related to outdoor water savings and landscape conservation that takes regions and climates into account.
- d. Develop research studies and pilot projects in response to partner needs, such as:
  - 1. Refining a protocol for calculating embedded energy in water.
  - 2. Establishing research funding needs, research protocols, and building a list of potential projects.
  - 3. Studying customer behavior characteristics.
- e. Create Project advisory committees and peer review techniques to guide the new research to be undertaken.
- f. Provide partners and policy makers with reliable peer-reviewed, fully vetted research findings.
- g. Seek opportunities for collaboration with other respected technical organizations.
- h. Place solution-based CalWEP-branded articles in trade journals.



### 3. Transform markets for water-use efficiency-related products and services.

The historical effectiveness of water conservation efforts has resulted from the hard work of creating new technologies and practices, carefully measuring their effectiveness, and then making them widely available. CalWEP will play a leadership role in researching, measuring, supporting, and promoting technological advances in an effort to continue transforming the marketplace of water-using products, supporting water efficient product labeling, and establishing manufacturing standards. This effort will entail research, partnership building, influencing the evolution of codes and standards, and disseminating information to partners and the greater community.

- a. Support the CalWEP Landscape Market Transformation Plan and continue to make landscape transformation in a watershed approach a priority. Periodically review the Plan's strategies.
- b. Maintain a leadership role in ensuring that state and national codes and standards continue to promote water conservation technologies and practices.
- c. Partner with high tech incubator organizations to promote technology and innovation to CalWEP partners.
- d. Support labeling programs such as WaterSense and ensure that California consumers have the right information.
- e. Engage new market transformation partners, including but not limited to manufacturers, nurseries, retailers, and product vendors.

### 4. Foster partnerships to build a statewide community of organizations focused on conservation, efficiency, resiliency of water systems and watersheds, and leveraging the water-energy nexus.

Ensuring an evolving ethos of improved best practices cannot happen in a vacuum. Thought leaders, researchers, developers, and marketers from academia, industry, and throughout civil society will need to communicate and collaborate effectively. While the full responsibility for this effort will not rest with CalWEP, CalWEP will nonetheless play a leadership role in convening partnerships that promote and support responsible, efficient water use across the state and beyond.

- a. Establish CalWEP as the statewide "go to" organization for conservation and efficiency.
- b. Support efforts to align CalWEP's efforts related to water-use efficiency and conservation with statewide programs to reduce greenhouse gas emissions.
- c. Develop cooperative partnerships with academia and energy research organizations to better promote the evaluation of embedded energy in water supplies and encourage progressive policies to reward water suppliers for energy saved in conserving water.
- d. Expand partnerships with community-based non-profit organizations for outreach to communities that might not otherwise communicate with government or utilities.

*Success will rely on providing  
non-partisan, in-depth technical  
assistance and guidance*



## 5. Retain existing partners and increase overall membership.

CalWEP's success will depend in large part on having strength in numbers, not only for financial viability, but also more importantly, to be widely effective in its effort to provide wide-ranging information and technical assistance. In addition to increasing the number of water agency and water provider partners, CalWEP will also grow its partner base of advocacy organizations, industry, government agencies, and academic institutions. Partnership in CalWEP will also come with the added benefit of membership in the Alliance for Water Efficiency, AWE, which will provide not only ready access to statewide partners and information, but also access to similar resources at the national level.

- a. Conduct "listening sessions" across the state in 2018. Use this information to expand and fine-tune this strategic plan and to inform future strategic planning efforts.
- b. Regularly publish the CalWEP Connect e-newsletter.
- c. Expand the "ambassador" program developed during the CalWEP transition as a means of continued outreach to partners.

- d. Promote all available water conservation training opportunities and engage the partnership in these offerings.
- e. Continue to improve and update the CalWEP website and Toolbox with the latest current information.
- f. Hold regular partnership meetings, workshops, and symposiums on timely and relevant topics.
- g. Develop and disseminate collateral materials describing the benefits of partnership.
- h. Increase the number of partners from private business and environmental organizations.
- i. Establish a recognition program for partners.



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## 6. Build organizational capacity to meet strategic planning goals.

CalWEP will need to develop the necessary organizational capacity to deliver successfully on the promised objectives in this Strategic Plan. Adequate finances are certainly part of this needed organizational capacity, but success will also require proper organization structure and governance, and responsiveness to member needs. Leveraging resources with the Alliance for Water Efficiency will also assist in building strong organizational capacity.

- a. Build a dedicated, competent core staff and consultant team that will enable CalWEP to deliver services to its partners.
- b. Evaluate partner dues to ensure adequate support for provision of services.
- c. Pursue sources of government and foundation funding to supplement partner dues.
- d. Identify partnerships that can leverage CalWEP resources and provide additional organizational capacity.
- e. Develop a committee structure that will address partner program needs and that can involve partners on an active basis.
- f. Seek project funding from water supplier partners for specific research and technical assistance projects.
- g. Maintain adequate financial reserves.

## 7. Define advocacy principles and activities to meet strategic planning goals.

CalWEP must represent the needs of its partners, and occasionally should express its views to state legislators, regulators, and water policy leaders. National advocacy issues would be covered by the Alliance for Water Efficiency, but state issues are squarely in the domain of CalWEP and should be appropriately addressed.

- a. Develop policy principles for statewide advocacy that will allow CalWEP staff to provide important input to state officials and other water policy leaders. Define issues of universal concern.
- b. Institute a formal approval process for advocacy positions.
- c. Define appropriate activities that will be acceptable forms of advocacy on policy issues.
- d. Seek like-minded advocacy partners on certain issues of concern.
- e. Coordinate closely with the Alliance for Water Efficiency on national policy issues of concern to California.

*CalWEP will play a leadership role in convening partnerships that promote and support responsible, efficient water use across the state and beyond.*

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