



CALIFORNIA
WATER EFFICIENCY
PARTNERSHIP

A chapter of the *Alliance for Water Efficiency*

Efficiency Through
Collaboration

STRATEGIC PLAN

2021
-
2023

VISION STATEMENT

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

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

Efficiency through
collaboration



CALIFORNIA WATER EFFICIENCY PARTNERSHIP

A Chapter of the Alliance *for* Water Efficiency

INTRODUCTION

The California Water Efficiency Partnership (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 in a supported, measurable, and 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, demographics, and land uses.

CalWEP has eight over-arching organizational goals that drive 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. Supporting the use of 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.

STRATEGIC PLAN

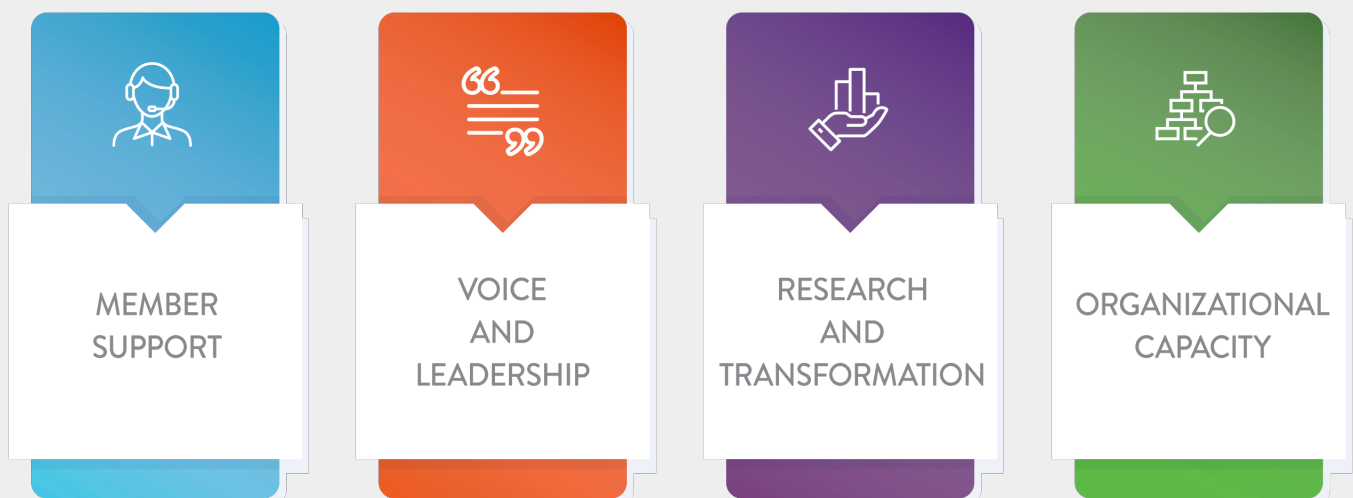
2021
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PRIMARY OBJECTIVES

Eight primary objectives were developed through a strategic planning process with the CalWEP Board and will focus the work of the organization on achieving the organizational goals. The Primary Objectives serve as the foundation for the 2021-2023 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, climate change, and leveraging the water-energy nexus.
5. Retain existing partners and increase overall membership.
6. Build organizational capacity to meet strategic planning goals.
7. Expand statewide advocacy following CalWEP's adopted advocacy principles.
8. Promote water use efficiency as a means to increase water equity and affordability.

ACTION PLAN



This Action Plan provides a strategy 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.

ONGOING:

- A. Serve as a statewide information clearinghouse for water use efficiency and conservation.
- B. Evaluate long term compliance needs under any conservation and efficiency related requirements adopted in California.
- C. Hold an annual peer-to-peer training conference with the goal of helping partners:
 - a. Achieve water conservation and efficiency goals, including compliance with the statewide Water Conservation Framework and the Model Water Efficient Landscape Ordinance.
 - b. Highlight useful local conservation programs and ordinances.
 - c. Improve communication with customers using a variety of digital tools (e.g. social media).
 - d. Develop strategies for carrying out successful outreach and programmatic efforts in economically disadvantaged areas.
 - e. Promote multiple benefits of water conservation and importance of cross-sector collaboration.
 - f. Other goals as needed.
- D. Serve as a technical expert on water conservation research to local, state, and federal partners.

PRIORITIES (in order):

1. Develop and deliver tools to help partners assess compliance and implement conservation programs to achieve compliance. These tools will include:
 - a. Support for partners to utilize the updated California version of Alliance for Water Efficiency's (AWE) Tracking Tool
 - b. 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.
 - c. Guidance on indoor water efficiency and conservation program implementation to help meet new indoor water consumption targets such as residential indoor end-use studies.
 - d. Development of water loss strategies, trainings, and programs, in partnership with The California-Nevada Section of the American Water Works Association and other industry partners.

- e. Regular collaboration and education with AWE and other industry partners on conservation and efficiency topics.
- 2. Develop “add on” member programs through MyCalWEP+ including, but not limited to, topic-specific circuit riders (e.g. access to hired consultants/pool of experts), statewide direct distribution programs, bulk discount programs, and other technical support via a fee-for-service model.
- 3. Seek funding and partnerships to provide user-friendly tools for achieving commercial, industrial, and institutional (CII) water efficiency and to encourage greater uptake of CII program tools and incentives.
- 4. 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.

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 the partnerships get built and the communication networks stay open and vibrant.

ONGOING:

- A. Develop and disseminate research protocols to provide a reliable mechanism for undertaking and evaluating new research in coordination with AWE.
- 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.

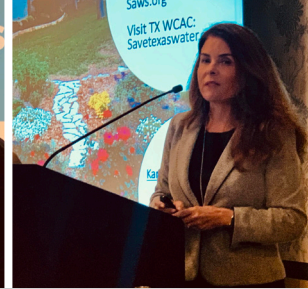
- D. Provide partners and policy makers with reliable peer-reviewed, fully vetted research findings.
- E. Seek opportunities for collaboration with other respected technical organizations.

PRIORITIES:

- 1. Create project advisory committees and peer review techniques to guide the new research to be undertaken.
- 2. Place solution-based CalWEP-branded articles in trade journals.
- 3. Promote data awareness and data literacy among CalWEP members through seminars and other educational materials.
- 4. Develop research studies and pilot projects in response to partner needs, such as:
 - a. Refining a protocol for calculating embedded energy in water.
 - b. Establishing research funding needs, research protocols, and building a list of potential projects.
 - c. Studying customer behavior characteristics.

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.



ONGOING:

- A. Maintain a leadership role in ensuring that state and national codes and standards continue to promote water conservation technologies and practices.
- B. Support labeling programs, such as WaterSense, and ensure that California consumers have the right information.
- C. Engage new market transformation partners, including, but not limited to, manufacturers, nurseries, retailers, software developers, and technology and innovation product vendors.

PRIORITIES:

1. Administer professional development trainings across the state in partnership with CalWEP members, such as the Qualified Water Efficient Landscape certification.
2. Conduct review of previous plans, including analysis of next steps to move Sustainable Landscape Market Transformation Plan forward.
3. Serve as a magnet to accelerate deployment and adoption of new products and services.
 - a. Develop programs focused on removing barriers to adoption of efficient products and services, such as “plug and play” program to support for water agencies (RFPs, NDA, MSAs, etc.)
 - b. Identify programs for agency partners to promote adoption of products, such as direct distribution programs.

4. Foster partnerships to build a statewide community of organizations focused on conservation, efficiency, resilience of water systems and watersheds, climate change, 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.

ONGOING:

- A. Establish CalWEP as the statewide “go to” organization for water-use efficiency and conservation research, best practices, and innovation.
- B. Support efforts to align CalWEP’s efforts related to water-use efficiency and conservation with statewide programs to reduce greenhouse gas emissions.
- C. Promote partnerships to foster the research and development of solutions with multi-benefit results, including adaptation and mitigation to climate change impacts in California through water-use efficiency and conservation.

- D. Expand strategic partnerships with:
- a. Community-based non-profit organizations
 - b. Other utilities
 - c. Business and industry
 - d. Academia
 - e. State and regional planning agencies and organizations, including other sectors of the water community

PRIORITY:

1. Expand cooperative partnerships with academia and energy-related organizations to better promote the evaluation of embedded energy in water supplies and encourage progressive policies to reward water suppliers for energy saved by conserving water.
 - a. One example is the UC Davis Center for Water-Energy Efficiency (CWEE) project..

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. CalWEP has also developed a Collaborators Program, allowing limited access to resources and committees to qualifying non-profit organizations free of charge.

ONGOING:

- A. Conduct ongoing partnership outreach to current partners, including one-on-one in-person meetings to discuss individual needs.
- B. Expand metric tracking in Salesforce and run regular reports to assess engagement of partners.

- C. Regularly publish the CalWEP Connect e-newsletter.
 - a. Promote all available water conservation training opportunities and engage the partnership in these offerings.
- D. Continue to improve and update the CalWEP website and member portal with the latest current information.
- E. Hold regular partnership meetings, workshops, and symposiums on timely and relevant topics.
- F. Expand Collaborators Program through outreach to local and statewide non-profit organizations.
- G. Develop outreach strategy with Membership Committee to reach urban water agencies that are not currently part of CalWEP.
 - a. Develop and disseminate collateral materials describing the benefits of partnership.
 - b. Evaluate regional diversity of the partnership with particular focus on Central Valley communities.
 - c. Establish an outreach plan to bring underserved communities into the partnership to ensure the organization is benefiting the entire state.
 - d. Develop partnerships with rural water organizations to expand CalWEP's reach.
- H. Maintain primary focus on expanding the partnership with water utilities while also working to diversify membership from non-agency sectors, such as academia, businesses, and energy utilities.

PRIORITY:

1. Develop a meaningful recognition program for partners.



6. Build organizational capacity to meet strategic planning goals.

CalWEP will continue 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.

ONGOING:

- A. Build a dedicated, competent core staff and consultant team that will enable CalWEP to deliver services to its partners.
- B. Pursue sources of government and foundation funding to supplement partner dues.
- C. Identify partnerships that can leverage CalWEP resources and provide additional organizational capacity.
- D. Maintain a committee structure that will address partner program needs and that can involve partners on an active basis.
- E. Seek project funding from water supplier partners for specific research and technical assistance projects.
- F. Maintain adequate financial reserves.

PRIORITY:

1. Periodically evaluate partner dues to ensure adequate support for provision of services.

7. Expand statewide advocacy following CalWEP's adopted advocacy principles.

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.

ONGOING:

- A. As needed, develop additional CalWEP's policy principles for ongoing statewide advocacy to allow CalWEP staff to provide important input to state officials and other water policy leaders. Define issues of universal concern.
- B. Lead coalition development with like-minded advocacy partners, including CalWEP Collaborators and partners, on certain issues of concern.
- C. Disseminate data-driven research to inform decision makers, influence policy development, and expand CalWEP's thought leadership statewide on all policy issues related to water conservation and efficiency.
- D. Publish op-eds and other articles to establish CalWEP's thought leadership on issues related to water conservation and efficiency.
- E. Expand relationships within CalWEP's current water agency partners' policy staff.
- F. Proactively engage with state agencies on all matters related to SB 606/AB 1668 and future water efficiency related legislation.
- G. Coordinate closely with the Alliance for Water Efficiency on national policy issues of concern to California.

8. Promote water use efficiency as a means to increase water equity and affordability.

The California Water Efficiency Partnership envisions a future with reliable and sustainable water resources, healthy ecosystems, and economically strong communities. This future is only possible in a system that serves all people equitably. CalWEP supports those working towards a more just and inclusive society. To that end, CalWEP believes it is important to promote water use efficiency as a means to increase water equity and affordability. Over the coming years, CalWEP will work to develop additional tools and resources, in coordination with the Alliance for Water Efficiency, to reach disadvantaged communities and make water efficiency tools, research, and programs more accessible.

ONGOING:

- A. Seek funding opportunities and partners specifically focused on water conservation and efficiency programs for disadvantaged communities.
- B. Explore opportunities to expand diversity in water conservation workforce and leadership.

PRIORITIES:

1. Create a CalWEP Equity Committee to assess and develop strategies for the organization to achieve this organizational objective.
2. Identify and develop multi-family residential programs for CalWEP to promote and support, including outreach programs to tenants.
3. Expand community pilots for Watershed Approach to Sustainable Landscaping programs in additional Central Valley communities in close partnership with community-based organizations, including a written guidebook that covers community engagement best practices.
4. Explore strategies to make water conservation and efficiency programs and resources available to agencies and organizations within disadvantaged communities who would not otherwise be able to access CalWEP resources.
5. Serve as a clearing house for resources, tools, and affordability studies.
6. Ensure CalWEP materials created for agency customers are accessible to Spanish speaking communities.

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901 F Street, Ste 225 | Sacramento, CA 95814

P 916-552-5885 | W CALWEP.ORG