



CALIFORNIA DEPARTMENT OF
WATER RESOURCES

Case Study: **Getting Board Buy In** **on Direct Installation** **Conservation Programs**

A Practical Case Study for
Water Agency Staff Exploring Direct Install
& Landscape Transformation Programs

Developed by



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Building the Implementation Pathway for Scalable Landscape Transformation Outreach and Technical Assistance

Case Study: Getting Board Buy In on Direct Installation Conservation Programs

A practical case study for water agency staff exploring direct install and landscape transformation programs

Developed by California Water Efficiency Partnership and Woodard & Curran
with support from the California Department of Water Resources

July 2026

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The collective expertise and willingness of these organizations and water professionals to share both successes and challenges made this resource possible. CalWEP sincerely thanks everyone who contributed their time, insights, and experience to help strengthen board engagement efforts across California.

Cover image photographed by Carol Bornstein. Caynon gray sagebrush, silver carpet California aster and native sages creates a lush and tidy coastal scrub garden in Los Angeles. Landscaping by FormLA Design.

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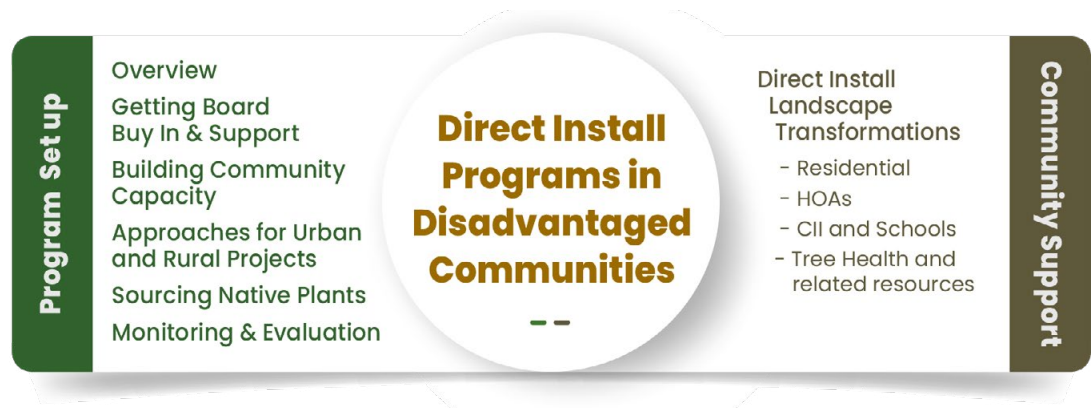
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Building the Implementation Pathway for Scalable Landscape Transformation Outreach and Technical Assistance

Direct Install and Landscape Transformation (DI / LT) Series

This case study is part of a California Water Efficiency Partnership (CalWEP) series on Direct Install and Landscape Transformation (DI / LT) programs that explore the elements required to successfully design, implement, and scale these efforts across California. Each case study in the series is intended to stand on its own, while also contributing to a broader picture of how DI / LT programs can be designed, delivered, and scaled across California. Together, these case studies draw on insights gathered through surveys, interviews, and meetings with practitioners who have successfully implemented these programs across diverse contexts. Across the series, readers will find practical guidance, lessons learned, common challenges, and actionable recommendations, supported by real-world examples, to inform the development and refinement of their own direct installation programs.

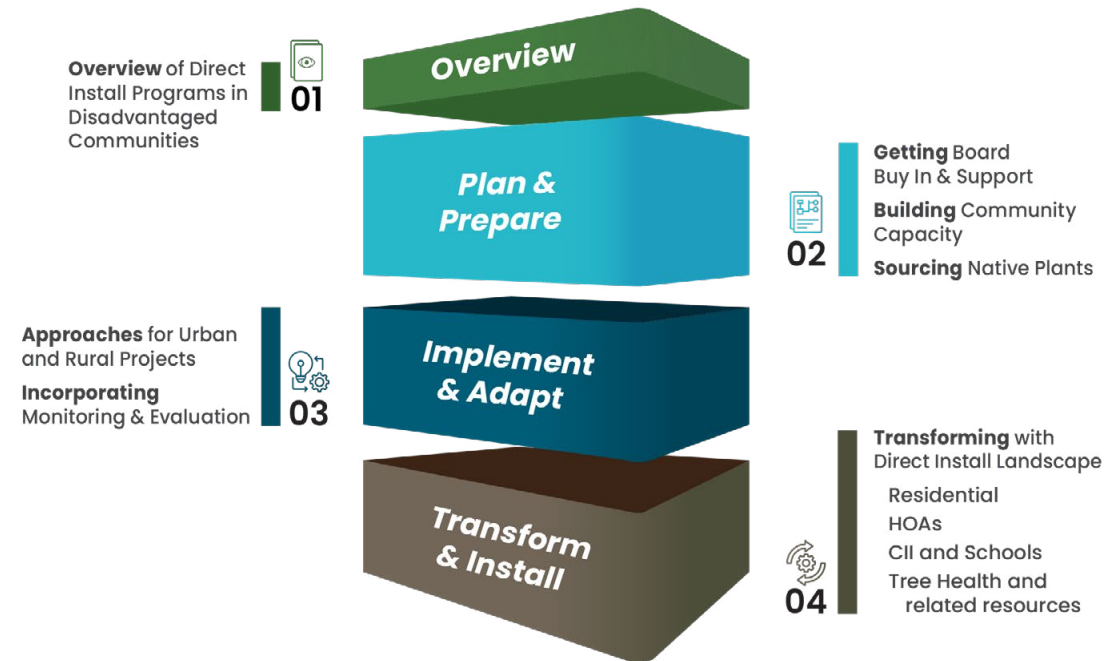
Other case studies in this series include:



As illustrated in the graphic, a successful direct installation turf replacement program follows a lifecycle that extends well beyond the landscape installation itself. Lasting success begins by building a strong foundation through planning and preparation, including securing organizational support, engaging communities, building local capacity, selecting appropriate native plants, tailoring approaches to local conditions, and establishing monitoring and evaluation processes. These foundational elements enable successful implementation of direct installation projects across residential, HOA, commercial, institutional, and school landscapes while allowing programs to adapt based on lessons learned and participant feedback. By progressing from planning and preparation to

implementation and adaptation, and ultimately to sustaining and growing successful landscapes, agencies can transform individual projects into resilient, water-efficient spaces that create lasting environmental, community, and water conservation benefits.

How to Develop a Direct Turf Install Program



The Thriving Communities graphic illustrates that successful direct installation turf replacement programs are not individual projects—they are interconnected improvement processes. Programs begin by listening, engaging, and planning, then move into implementation while adapting to lessons learned from participants, partners, and on-the-ground experience. Those insights strengthen future outreach, program design, plant selection, maintenance practices, and evaluation efforts, creating a cycle of continuous refinement. By regularly evaluating outcomes and applying those lessons to the next generation of projects, agencies can build stronger programs, achieve more resilient landscapes, and multiply their long-term community and water conservation impacts.

Every completed project becomes the foundation for a stronger, more effective program—creating a continuous cycle of learning, adaptation, and lasting community impact.



Executive Summary

Direct-install turf removal and landscape transformation programs are increasingly recognized as effective tools for reducing water use, expanding participation, and advancing equity goals, particularly where traditional rebate programs have underperformed. Through California Water Efficiency Partnership (CalWEP) engagement workshops, statewide surveys, and practitioner discussions, water agencies consistently reported that direct-install approaches can deliver measurable benefits when designed and implemented carefully. However, these same efforts revealed that the primary barrier to advancing direct-install programs is not technical feasibility or community interest, but securing governing board (Board of Directors or City Council, herein referred to as “boards”) and senior leadership buy-in.

This case study focuses on how water agency staff have successfully navigated that internal decision-making process. It examines what boards and senior leadership are actually deciding when asked to approve direct-install turf removal programs; identifies the priorities and concerns that most influence approval; and highlights practical tools, framing strategies, and entry points that agencies have used to move programs forward.

Key Findings

Across agencies of different sizes and regions, leadership concerns were strikingly consistent. Boards are primarily focused on risk management, fiscal responsibility, accountability, and public perception, rather than opposition to conservation or equity objectives. Common concerns included:

- Upfront and long-term cost exposure
- Liability and responsibility for work on private property
- Long-term maintenance and perceived program “ownership”
- Equity, fairness, and who benefits from public investment
- Staffing capacity, procurement complexity, and operational burden
- Certainty and defensibility of water savings and outcomes

At the same time, boards responded positively when direct-install programs were clearly aligned with priorities they already govern such as regulatory compliance, long-term water reliability, cost control, and visible public benefit. Agencies that secured approval did not eliminate uncertainty, but they managed it intentionally through program structure, clear boundaries, and transparent communication.

Agencies that successfully gained leadership buy-in shared several common approaches:

- Framing direct-install turf removal as an evolution of existing conservation programs, not a new or experimental initiative
- Proposing bounded pilots with defined scope, funding caps, and evaluation milestones
- Leveraging external or grant funding to reduce ratepayer risk
- Clearly defining roles between the agency and third-party implementers
- Using peer examples, visuals, and side-by-side comparisons to support defensible decision-making
- Sequencing approvals through early executive and legal review before board action

Importantly, agencies began this work at different levels of involvement, some as program leads, collaborators, or supporters, depending on internal capacity and leadership appetite. There was no single model for success.

Recommendations for Water Agencies

Based on the findings in this case study, CalWEP offers the following recommendations for agencies considering requesting approval for direct-install turf removal programs:

- **Frame programs around leadership priorities first:** Explicitly connect direct-install approaches to regulatory compliance, long-term water savings, cost control, and public accountability before discussing program mechanics.
- **Start with defined, low-risk entry points:** Pilot programs, demonstration projects, and grant-funded efforts allow agencies to test approaches, build data, and establish internal confidence without long-term commitments.
- **Lead with clarity around scope and responsibility:** Clearly articulate what the agency is, and is not, responsible for, particularly related to liability, maintenance, and post-installation support.
- **Use concrete evidence and peer examples:** Boards are more comfortable approving programs when staff can reference similar agencies, comparable programs, and tangible outcomes rather than abstract benefits alone.
- **Treat leadership buy-in as part of program design:** Internal alignment should be approached with the same care and intention as community outreach, contractor selection, or performance evaluation.

Direct-install turf removal programs represent a powerful opportunity for water agencies to deliver conservation at scale while reducing participation barriers and supporting equitable outcomes. These programs succeed not simply because they are technically sound, but because agencies invest in building leadership alignment deliberately, transparently, and incrementally. When done well, leadership buy-in enables programs to move from concept to implementation in a way that serves both community needs and governance responsibilities.



1. How to Use this Case Study

This case study is part of a CalWEP series focused on direct-installation turf removal and landscape transformation programs. While other case studies in the series explore program design, community partnerships, workforce development, and implementation considerations, this document focuses specifically on how water agency staff can build board and senior leadership buy-in for direct-install approaches.

This case study is intended for:

- Conservation and water efficiency staff
- Program managers and planners
- Executives and senior managers preparing board actions
- Agency staff supporting internal decision-making
- Consultants and partners who support agencies in developing or presenting program proposals

This case study explores the concerns that boards and senior leadership commonly raise about direct-install turf removal programs, along with the ways water agencies have successfully framed these approaches to align with leadership priorities. It highlights the practical tools and materials staff used to make their case, examines common internal and external barriers encountered during approval and implementation, and describes how agencies addressed those challenges. The case study also outlines low-risk entry points for agencies that are beginning to explore direct-install models. Rather than prescribing a single approach, it highlights real-world decision pathways based on agency experiences shared through CalWEP engagement workshops and surveys.

Agencies are encouraged to use this case study:

- As a conversation starter with internal leadership
- As a reference when preparing board materials or staff reports

- As a training resource for staff involved in program development
- As validation that similar agencies have faced—and addressed—comparable challenges

Each section was written to stand alone, based on need, therefore, you may see duplicative trends or themes. The sections include the following information::

- 1. Leadership Decision Making:** Examines what boards are actually deciding when asked to approve direct-install programs, focusing on governance considerations such as risk, liability, cost exposure, accountability, and public perception rather than program intent alone.
- 2. Board-Level Priorities:** Identifies the priorities that most influence leadership approval including regulatory compliance, long-term water reliability, fiscal stewardship, equity framed through access, and visible community benefit. Explains how successful agencies aligned proposals to these priorities.
- 3. Proven Strategies:** Highlights practical framing and approval strategies agencies used to secure buy-in, such as positioning direct-install programs as an evolution of existing efforts, defining clear program descriptions, clarifying roles, and sharing peer experiences.
- 4. Materials to Build Support:** Outlines the types of staff reports, visuals, comparisons, peer examples, and internal briefings that helped boards understand program tradeoffs and make defensible approval decisions.
- 5. Case Studies:** Presents real-world examples from utilities and partners that illustrate different pathways to leadership approval, showing how agencies with varying capacity and governance structures successfully advanced direct-install programs.
- 6. Addressing Common Barriers:** Acknowledges frequent challenges including staffing, procurement, liability, maintenance, equity concerns, and data limitations. Describes how agencies anticipated and addressed these barriers during approval and implementation.
- 7. Initial Program Approaches:** Describes low-risk entry points agencies used to begin, such as pilots, grant-funded efforts, partnerships, and limited-scope projects that allow leadership to evaluate outcomes before committing to broader programs.

Conclusion

Summarizes key insights and reinforces that leadership buy-in is not a procedural hurdle but a critical part of program design, emphasizing that successful agencies treated internal alignment with the same intention as external program delivery.



2. Introduction

Over the past several years, direct-install turf removal and landscape transformation programs have emerged as a promising evolution of traditional rebate-based water conservation approaches. Through CalWEP engagement workshops, statewide surveys, and practitioner discussions, water agencies consistently identified direct-install models as more effective at reducing participation barriers, particularly those related to upfront cost, administrative complexity, and trust in disadvantaged and hard-to-reach communities.

Across two statewide engagement workshops convened by CalWEP in March and April 2026, agencies and implementation partners described improved customer experience, reduced burden on agency staff, and stronger outcomes when third-party partners delivered turnkey installations. Participants included representatives from GRID Alternatives, SoCal Gas, Los Angeles Department of Water and Power, Indio Water Authority, Daily Acts, Surfrider Foundation, and Watershed Progressive. Participants repeatedly emphasized that direct-install approaches helped agencies reach customers who had not participated in traditional rebate programs, even when those customers expressed interest in conservation.

Additionally, CalWEP conducted a survey from January 15, 2026 to March 30, 2026. CalWEP members were encouraged to participate via email, in person events, and an online messaging platform. Survey results are included as Appendix A. Despite the growing practitioner confidence expressed in the statewide engagement workshops, CalWEP's survey of 26 water agency staff revealed a persistent gap between program-level support and organizational readiness. While half of respondents reported feeling "very confident" explaining the benefits of direct-install turf removal programs, nearly half indicated they were only somewhat confident, or not confident, doing so in a board or executive setting. Fewer than one-fifth of respondents described their agency as "very prepared" to implement a direct-install program, with the remainder citing partial or low preparedness.

This contrast highlights a core challenge facing agencies: technical feasibility and community interest alone are not sufficient to advance direct-install programs. Instead, progress depends on whether agency staff can successfully navigate internal approval processes shaped by board and senior leadership responsibilities.

Survey results and workshop discussions showed that agency staff believe their Boards were most likely to raise questions related to:

- **Upfront and long-term program cost**
- **Liability associated with work performed on private property**
- **Long-term maintenance and perceived program “ownership”**
- **Equity, fairness, and public perception of who benefits**
- **Staffing capacity, procurement complexity, and operational burden**
- **Certainty and defensibility of water savings and outcomes**

Importantly, workshop participants emphasized that leadership hesitation was rarely about opposition to conservation or equity goals. Instead, it reflected boards’ fiduciary and governance responsibilities, including risk management, fiscal stewardship, regulatory compliance, and public accountability.

Survey respondents identified regulatory compliance, long-term water savings, cost control through grant funding, and visible community improvement as the messaging themes most likely to resonate with leadership. What agencies reported lacking was not motivation to pursue direct-install approaches, but shared framing tools, peer examples, and defensible narratives that translate program benefits into board-relevant decision criteria.

Many respondents also indicated they felt least prepared to address questions related to program cost, long-term maintenance, liability, and uncertainty of outcome which are the same issues boards prioritize during approval decisions. As a result, agencies often relied on external funding availability, pilot framing, or state mandates to justify programs, rather than articulating a clear internal rationale for why direct-install approaches represent a strategic and responsible evolution of existing conservation program portfolios.

This case study exists to address that gap. Rather than focusing on technical program design or customer-facing implementation, this document examines how water agency staff have successfully built leadership alignment for direct-install turf removal programs. It draws on real-world agency experiences to illuminate what boards are actually deciding, how successful agencies framed their proposals, and which tools, strategies, and entry points helped move programs forward.

The goal is not to prescribe a single model or suggest that every agency should adopt a direct-install approach. Instead, this case study is intended to help agencies:

- Better understand the concerns leadership is responding to
- Translate program benefits into board-level priorities
- Learn from peer agencies facing similar constraints
- Approach leadership conversations with greater clarity and preparedness

Direct-install turf removal programs move forward not on technical merit alone, but when agency staff intentionally design both the program and the internal path to approval around leadership priorities related to risk, cost, accountability, and long-term water management.



3. Leadership Decision Making

When water agency boards or senior leadership consider whether to authorize a direct-install turf removal program, they are not simply evaluating a conservation concept. Rather, they are making a set of governance decisions that touch on risk, accountability, fiscal responsibility, and public trust. CalWEP's engagement workshops and survey data show that leadership questions about direct-install programs are both predictable and consistent, reflecting the core duties boards are charged with fulfilling.

Traditional rebate programs place primary responsibility on the customer: the customer chooses a contractor, pays upfront costs, submits documentation, and assumes long-term responsibility for the outcome. In contrast, direct-install programs shift much of that responsibility (design standards, contractor selection, quality control, and in some cases customer outreach) onto the agency or its implementation partners.

Workshop participants repeatedly noted that this shift is precisely what makes direct-install programs more effective for many customers, particularly in disadvantaged communities. However, from a leadership perspective, the same shift raises fundamental questions about the agency's role:

- To what extent is the agency responsible for work performed on private property?
- How much operational complexity is the agency assuming, directly or indirectly?
- Where does responsibility end once installation is complete?

These questions surfaced frequently in both workshops and survey responses, particularly around long-term maintenance and perceived ownership of installed landscapes. The sections below further explore relevant categories of leadership decision making, including 3.1 (Managing Risk and Liability), 3.2 (Cost Exposure and Long-Term Commitments), 3.3 (Equity, Fairness, and Public Perception), and 3.4 (Evidence, Defensibility, and Decision Support).

Managing Risk and Liability

Survey data indicate that liability is among the most significant concerns boards are likely to raise when evaluating direct-install programs. More than half of survey respondents identified liability as a top concern their board would raise, and many also reported feeling least prepared to address liability-related questions.

Workshop discussions clarified that these concerns extend beyond legal exposure alone. Leadership is often weighing:

- **Reputational risk if installations fail, perform poorly, or generate complaints**
- **Political risk if public funds are perceived as benefiting too few customers or not available to all customers**
- **Operational risk if staff capacity or contractor performance falls short**
- **Legal compliance with Proposition 218 regulations**

Participants described leadership hesitation not as opposition to innovation, but as a need for clear boundaries, defensible safeguards, and role clarity, particularly when programs involve third-party contractors operating on private property.

Cost Exposure and Long-Term Commitments

Another central leadership decision is whether a direct-install program creates an open-ended financial commitment. Survey respondents overwhelmingly identified upfront program cost as the most likely concern their boards would raise. However, follow-up questions and open-ended responses suggest that boards are equally concerned about future cost exposure, including:

- **Ongoing maintenance expectations**
- **Repeat customer support requests**
- **Program expansion pressure once a pilot is successful**

During Workshop 2, multiple participants noted that leadership was more comfortable authorizing pilot programs or grant-funded efforts with defined scopes and endpoints, particularly when funding did not rely on ratepayer dollars. This highlights that boards are often deciding not just whether a program is affordable today, but whether it establishes a precedent that will be difficult to unwind.

Equity, Fairness, and Public Perception

Although direct-install programs are often designed to reduce equity gaps, boards must still consider how such programs will be perceived by the broader customer base. Survey respondents identified public perception and fairness as common concerns, particularly questions about who benefits and why.

Open-ended survey responses and workshop discussions revealed recurring leadership questions such as:

- **How will eligibility be determined and justified?**
- **What are the optics of this program to customers who are not eligible?**
- **How will the agency respond to concerns about public funds used on private properties?**

These concerns are amplified in agencies operating under Proposition 218 constraints or similar fiscal rules, where boards must be especially careful about demonstrating proportional benefit.

Evidence, Defensibility, and Decision Support

Leadership approval often hinges on whether boards feel they have sufficient evidence to defend the decision, both internally and publicly. Survey respondents indicated boards expect to see:

- **Cost per estimated gallons saved**
- **Comparisons to traditional rebate programs**
- **Examples from peer agencies**
- **Clear descriptions of safeguards and accountability mechanisms**

When boards review direct-install turf removal programs, they are not deciding whether conservation or equity matters. They are deciding whether the program's structure appropriately manages risk, cost, accountability, and public perception while delivering outcomes the agency can confidently stand behind.



4. Board-Level Priorities

CalWEP engagement activities and survey results make clear that boards and senior leadership do not reject direct-install turf removal programs outright. Rather, approval hinges on whether programs are presented in ways that align with existing agency priorities and decision frameworks. When staff successfully connect direct-install approaches to mandates leadership already recognizes, such as regulatory compliance, long-term cost control, and system risk reduction, buy-in becomes more achievable.

Direct-install turf removal programs gain leadership traction when they are framed as solutions to existing priorities rather than as standalone or experimental initiatives. Existing priorities are explored further in the follow subsections.

Regulatory Compliance

One of the strongest points of connection between staff proposals and board priorities is regulatory compliance. Survey respondents identified alignment with state water efficiency mandates, including long-term conservation requirements, as one of the messaging themes most likely to resonate with leadership. Rather than framing direct-install programs as novel or discretionary initiatives, agencies that secured approval positioned them as tools to help meet existing obligations more effectively.

Workshop discussions underscored that boards respond more positively when programs are described as methods for achieving required outcomes, not expansions of agency scope. Participants noted that when leadership understood direct-install turf removal as supporting compliance with water use objectives or drought response expectations, questions shifted from whether the program should exist to how it should be structured.

Reliable, Long-Term Water Savings

Board members are ultimately responsible for ensuring reliable water supply and managing long-term risk. Survey data show that leadership places high value on programs that demonstrate durable water savings over time. While many respondents acknowledged that comprehensive performance data are still emerging, staff reported that framing direct-install programs as more controlled and consistent than rebate-based approaches helped address leadership concerns.

During Workshop 1, participants described how standardized designs, contractor oversight, and centralized quality control enabled agencies to feel more confident about projected outcomes compared to customer-driven rebate installations. This positioned direct-install turf removal not as a higher-risk option, but as one that reduces variability and uncertainty.

Cost Control and Strategic Use of Grant Funding

Another key priority for boards is cost containment. Survey respondents overwhelmingly identified upfront program cost as a primary concern leadership is likely to raise. However, the same survey and workshop discussions suggest that leadership is often receptive when programs are structured around external funding, defined pilots, or capped investments.

Participants shared that grant-funded direct-install programs, particularly those supported by California Department of Water Resources (DWR) initiatives, were significantly easier to advance internally because they limited ratepayer exposure and established clear program boundaries. Framing grant funding as a way to test, evaluate, and refine program models resonated with boards tasked with fiscal stewardship.

Importantly, agencies that emphasized cost control alongside outcomes (rather than cost alone) reported greater success. Boards responded more favorably when staff articulated how direct-install programs could reduce per-unit administrative burden, streamline implementation, or avoid the inefficiencies associated with low rebate participation.

Equity and Program Reach, Framed Through Access

Equity considerations featured prominently in the findings, but workshop discussions revealed that leadership often views equity through the lens of fairness and defensibility, rather than program intent alone. Survey respondents noted that while serving disadvantaged communities is a valued goal, boards expect clear justification for eligibility criteria and transparent communication about who benefits.

Agencies that successfully advanced direct-install programs framed equity not as preferential treatment, but as barrier reduction such as removing cost, language, access, and trust barriers that prevent certain customers from participating in existing programs. This

reframing helped leadership understand direct-install models as mechanisms to extend the reach of conservation programs already funded and approved, rather than as exceptions to fairness standards.

Visible Community Benefits and Public Trust

Finally, boards are attentive to how agency actions are perceived by the public. Survey respondents identified visible community improvement as one of the most compelling messages for leadership approval. Workshop participants echoed that leadership responded positively to tangible outcomes (demonstration sites, before-and-after visuals, and examples of neighborhood-scale impact) that made program benefits concrete.

By emphasizing visible results alongside water savings, agencies helped boards see direct-install turf removal as a public-facing investment that reinforces trust and demonstrates responsiveness to community needs, rather than as a purely technical conservation tool.



5. Proven Strategies

Across CalWEP engagement workshops and survey responses, agencies described a consistent set of strategies that helped gain support for direct-install turf removal programs. These strategies allowed boards and senior leadership to make informed, defensible decisions and can be duplicated by agencies interested in pursuing similar program support. Leadership buy-in does not require eliminating uncertainty. It requires framing direct-install turf removal programs as bounded, accountable, and aligned with existing agency priorities, supported by clear roles, predefined limits, and credible examples.

Respondents and workshop attendees identified strategies that were effective and those strategies are outlined in the subsections below.

Position Direct-Install Programs as an Evolution

Agencies that successfully secured approval rarely introduced direct-install turf removal as an entirely new program category. Instead, they framed it as a natural evolution of existing conservation efforts, building on turf rebates, landscape incentives, or drought response programs already familiar to leadership. Workshop participants noted that boards were more receptive when staff emphasized lessons learned from prior rebate programs, particularly low participation rates, equity gaps, and administrative burden. Direct-install model were then presented as a refinement designed to address those shortcomings. This framing helped leadership view direct install as a logical response to limitations, rather than an experimental or new program.

Survey responses reinforce this approach. Many respondents indicated that boards were most persuaded by cost-effectiveness comparisons and data demonstrating how direct-install approaches could achieve program goals more reliably than traditional rebates. By anchoring proposals in existing program experience, staff reduced uncertainty and reinforced continuity with approved policy directions.

Lead with Boundaries, Guardrails, and Decision Points

Another consistent strategy was explicitly defining program limits upfront. Agencies that gained buy-in described how they addressed leadership concerns by clearly articulating:

- Pilot scope and duration
- Funding caps and sources
- Geographic or customer eligibility limits
- Defined evaluation milestones

Survey respondents reported that boards were especially sensitive to open-ended commitments, particularly when programs involved work on private property. Workshop discussions showed that leadership confidence increased when staff clearly articulated what the agency was, and was not, committing to, including exit points if outcomes did not meet expectations.

Framing direct-install turf removal as a time-bound pilot or grant-funded test case was cited as a critical factor in overcoming risk aversion. Participants emphasized that boards were more comfortable approving programs structured with built-in evaluation and reporting milestones rather than open-ended funding commitments.

Emphasize Role Clarity and Shared Responsibility

A third framing strategy involved clearly distinguishing between the roles of the water agency and its partners. Across both workshops, participants repeatedly stressed that leadership buy-in improved when staff demonstrated how responsibility for implementation, outreach, and follow-through would be distributed, rather than centralized within the utility. Direct-install programs were most defensible when agencies could show that:

- Implementation complexity would be carried by qualified third-party contractors or nonprofit partners
- The agency's role would focus on funding, oversight, and outcome alignment
- Liability and maintenance responsibilities were clearly defined and documented

Survey respondents identified staffing capacity, contracting complexity, and long-term maintenance as areas where they felt least prepared to answer board questions. Agencies that proactively clarified partner roles, contract structures, and accountability mechanisms reported smoother approval processes and fewer subsequent leadership concerns.

This strategy also supported equity framing. By demonstrating that trusted community-based partners and/or contractors would lead outreach and engagement, staff helped boards understand how programs would reach priority communities without requiring the agency to assume roles outside its core competencies.

Replace Abstract Benefits with Concrete Evidence

Finally, agencies that successfully built leadership support consistently provided evidence and precedents. Survey respondents overwhelmingly indicated that boards expect to see documentation from other agencies, cost-benefit comparisons, and clearly articulated outcomes. Workshop participants noted that leadership discussions became more productive when staff shared:

- Examples of peer agencies implementing similar programs
- Preliminary data or qualitative outcomes from pilot efforts
- Visuals such as before-and-after photos or demonstration sites

These tools helped boards move beyond hypothetical concerns and evaluate direct-install programs based on observed results.



6. Materials to Build Support

Across CalWEP engagement activities, agencies described a common set of materials and approaches that helped them communicate effectively with boards and senior leadership about direct-install turf removal programs. These tools did not replace policy discussion or fiscal review, but they helped leadership visualize the program, understand tradeoffs, and feel confident in staff recommendations.

Survey respondents reported that boards most often engage with direct-install proposals through staff reports, briefing memos, and formal agenda items, rather than through exploratory discussion alone. Agencies that secured approval emphasized the importance of concise materials that clearly stated:

- **The problem being addressed (e.g., low rebate participation, equity gaps)**
- **Why existing programs were insufficient**
- **How the direct-install approach differed in structure and risk**

Participants noted that effective staff reports avoided lengthy technical detail and instead focused on decision-relevant information, including funding source, scope limits, and approval boundaries.

Workshop participants consistently described pilot framing as one of the most effective internal tools. Agencies presented direct-install turf removal as time-limited, bounded efforts, often tied to grant funding or external mandates. Pilot proposals that resonated with leadership typically included:

- **A defined number of installations or sites**
- **A capped budget**
- **Clear reporting and evaluation milestones**

This approach aligned with survey findings showing that boards are particularly concerned about open-ended commitments and long-term exposure. By embedding limits and decision points into proposal materials, staff reduced perceived risk without diminishing program intent.

The subsections below further describe common useful materials to build support.

Side-by-Side Comparisons to Traditional Rebates

Many respondents reported that leadership found comparative framing especially helpful. Staff presented side-by-side descriptions of traditional rebate programs and direct-install models, focusing on differences in participation barriers, administrative burden, and quality control. Survey respondents indicated that cost-benefit comparisons and water savings estimates, especially when framed relative to existing programs, were among the most valuable tools for board advocacy. Even where hard data were limited, agencies reported that qualitative comparisons helped leadership understand why direct-install approaches might perform differently.

Visuals: Demonstration Sites and Before-and-After Examples

Both workshop discussions and polling results highlighted the importance of visual tools. Agencies shared that boards responded strongly to before-and-after photos, demonstration site descriptions, and examples of completed landscapes, particularly when these visuals illustrated standardized designs and visible community improvements. Survey respondents similarly ranked before-and-after photos, visuals of landscape templates, and testimonials as among the most helpful communication tools for board outreach. These materials supported leadership understanding by making program outcomes tangible rather than abstract.

Peer Examples and Case References

Another consistently effective tool was reference to peer agencies. Survey results showed that case studies from other agencies were among the most requested resources for building confidence in board advocacy. During workshops, staff noted that leadership discussions became more productive when proposals cited examples from agencies with similar governance structures, service areas, or regulatory constraints. Peer references helped boards see direct-install turf removal as a tested approach within the sector rather than an unproven experiment.

Early Executive and Legal Briefings

Several participants shared that board success often depended on conversations that occurred before a proposal ever reached a public agenda. Survey responses described internal sequencing in which executive staff, legal counsel, or management committees reviewed and refined program concepts before formal board presentation. Workshop discussions reinforced that early internal briefings helped identify liability, contracting, or Proposition 218 considerations ahead of time, allowing staff to adjust proposals and avoid surprises in public meetings. Including these briefings as materials in board packets can be useful in demonstrating due diligence.



7. Real Agency Examples

The following case studies illustrate how different agencies and partners navigated leadership approval for direct-install turf removal programs. While each program reflects distinct local contexts, they share common internal decision dynamics and framing approaches that helped secure buy-in from boards or senior leadership. These examples are drawn from CalWEP engagement workshops and practitioner discussions and are intended to highlight how approval pathways were shaped, rather than to prescribe a single model.



Los Angeles
Department of
Water & Power

Los Angeles Department of Water and Power (LADWP) Landscape Efficiency Assistance Program (LEAP)

The Landscape Efficiency Assistance Program (LEAP) is a Los Angeles Department of Water and Power (LADWP) initiative that provides free, professionally installed water-efficient landscapes for eligible single-family residential customers living in Disadvantaged Communities within the City of Los Angeles. The grant-funded program is designed to reduce outdoor water use, lower household water bills, and improve neighborhood sustainability by replacing traditional turf landscapes with climate-appropriate, water-saving alternatives.

LADWP's direct-install turf replacement program emerged in response to persistent participation gaps in traditional rebate programs, particularly in disadvantaged communities. Workshop participants from LADWP recognized that removing upfront costs and offering all-inclusive design and construction services were necessary to encourage more equitable participation and meet conservation goals. LEAP is intended to remove that barrier by offering no-cost, direct-install services, with all design and construction work coordinated and overseen by LADWP through qualified contractors.



LEAP Program Description

Eligible participants receive a package of landscape and irrigation upgrades, tailored to their front yard conditions, which may include:

- Removal of existing turf and installation of California-friendly landscaping featuring drought-tolerant and California native plants, based on the template design style selected by the eligible participant
- Conversion of existing irrigation systems to drip irrigation
- Installation of a weather-based irrigation controller
- Installation of a smart home water-use monitoring device
- Installation of a stormwater capture feature, such as a rain barrel, rock garden, or rain garden

In cases where turf replacement is not preferred, participants may be eligible for replacement of conventional sprinklers with high-efficiency sprinkler equipment as an alternative.

Customers may qualify for LEAP if they meet all of the following criteria:

- Live in a single-family residence located within a Disadvantaged Community, as defined by the DWR
- Have approximately 500 to 3,000 square feet of living grass in the front yard (including parkway areas, if applicable)
- Are the property owner of record with LADWP or have written permission from the property owner
- Agree to the program's terms and conditions

The program applies to front yards only.

LEAP participants choose from a selection of pre-approved landscape and irrigation design templates depending on the region they reside in within the City of Los Angeles (Harbor, Central, Western, West Valley, East Valley). Designs are tailored to each region's climate and soil conditions and are finalized in coordination with an LADWP-assigned contractor to fit the existing front-yard layout. landscape installation work is performed by LADWP-approved contractors, ensuring consistent quality, program compliance, and long-term performance.

LEAP is funded through the Urban Community Drought Relief Grant from the California Department of Water Resources. The program supports regional water conservation goals while prioritizing equitable access to water-saving improvements for communities that have historically faced financial and infrastructure barriers. Outreach materials for the LEAP Program can be found in [Appendix A](#).



LEAP Program Approval

In implementing the program, leadership identified the following concerns:

- **Liability associated with construction on private property**
- **Long-term maintenance responsibility**
- **Compliance with Proposition 218 requirements**

LADWP staff emphasized that the program would be fully grant-funded, significantly reducing ratepayer risk and addressing Proposition 218 constraints. Leadership buy-in was further supported by framing the program as a defined, time-bound pilot, rather than a systemwide mandate. Additionally, program terms and conditions address liability concerns and outline customer maintenance responsibility once the residential project is completed and the customer agrees to the post-installation agreement.

Staff also addressed internal risk concerns by using standardized design templates developed through previous conservation program offerings. This allowed LADWP to leverage prior design program deliverables and contract solely for construction services, simplifying procurement and streamline design scope and outcomes.

Leadership approval was achieved by coupling equity goals with clear risk boundaries, standardized designs, and utilizing external funding sources, allowing the board to authorize the program without committing the agency to open-ended operational responsibility.



Indio Water Authority Contractor-Led Direct Install Model Funded Through DWR Grants

The Indio Water Authority (IWA) Disadvantaged Community Direct-Install Turf Replacement Program is a water conservation initiative designed to reduce outdoor water use and improve landscape efficiency in Disadvantaged Communities (DACs) within the City of Indio. The program focuses on no-cost, contractor-led landscape transformations, removing traditional turf and replacing it with desert-adaptive landscaping to help participating households save water and lower utility bills. IWA's direct-install approach is specifically intended to eliminate financial, administrative, and participation barriers by delivering services directly to eligible customers rather than requiring customers to pay costs upfront or manage contractors themselves.

The program is implemented through a contractor-led direct-install model, supported by grant funding, in which third-party contractors conduct outreach, verify eligibility, complete landscape installations, and provide post-installation documentation. This approach reduces administrative burden on IWA staff while maintaining oversight of quality and consistency.



IWA Project Description

Program services focus on turf removal and conversion to desert-adaptive or xeriscape landscaping, and may include related landscape improvements necessary to support long-term water efficiency. All installations are completed at no cost to participating DAC customers.

The direct-install program is targeted specifically to customers living in Disadvantaged Community areas, as defined by state and regional criteria. Participation prioritizes households that are least likely to benefit from traditional rebate structures due to upfront cost requirements or administrative complexity. The program has included neighborhood-scale turf removal installations within DAC areas of Indio as part of its implementation.

The program is funded through state and federal drought relief grant programs, including an Urban and Multibenefit Drought Relief (UMDR) grant administered by the California Department of Water Resources. Grant amendments have allowed IWA to shift from reimbursement-based funding toward direct payment and direct-install mechanisms, enabling no-cost participation for DAC customers.

In Implementation, IWA shared that clearly defining contractor responsibilities early in the process was critical for successful implementation. Assigning outreach, eligibility verification, installation, documentation, and customer coordination responsibilities to third-party contractors helped reduce the administrative burden on agency staff while still maintaining program consistency and accountability through defined reporting and inspection requirements.

IWA recommends that agencies carefully evaluate internal staffing capacity before launching a large-scale direct-install program. Structuring the program as a grant-funded, contractor-managed effort helped expand conservation programming and deliver measurable water savings without creating significant long-term staffing obligations. Leveraging external funding sources and scalable contractor support allowed us to implement the program more efficiently and at a larger scale than may have otherwise been possible.

IWA also recommend prioritizing targeted community outreach and education efforts within DAC neighborhoods. Working directly within the community, simplifying application requirements, and ensuring outreach materials are accessible helped improve customer participation and build trust in the program. IWA found that framing the program as both a water conservation initiative and a community assistance effort helped strengthen internal and external support for implementation.



IWA Leadership Approval

IWA's approach was focused on minimizing participation barriers for customers. Many DAC households may not have the financial ability to front project costs or navigate complex rebate reimbursement processes. By utilizing a contractor-led direct-install model, IWA was able to provide no-cost landscape conversions while simplifying participation for customers and increasing overall program accessibility.

IWA implemented this program through a DWR Urban Drought Relief Grant, relying heavily on third-party contractors for delivery. Some of the concerns for this program included internal staffing limitations, capacity to manage inspections and customer coordination, and cost control.

Leadership support was built by positioning the program as an outsourced, turn-key effort, where contractors would manage outreach, eligibility verification, installation, and documentation. This structure addressed internal capacity concerns while maintaining agency oversight through defined deliverables and reporting requirements.

Staff emphasized that the approach would reduce administrative burden on agency staff while still producing measurable water savings and community benefits. By clearly delineating contractor responsibilities, the agency reassured leadership that approval would not create long-term staffing or management obligations. Buy-in was achieved by framing direct install as a way to reduce internal workload, not add to it, which resonated with leadership concerned about staff capacity.



Daily Acts and Sonoma County Partners Land Resilience Partnership (LRP) Direct Install Efforts Land Resilience Partnership Landscape Transformation Program

The Land Resilience Partnership (LRP) is a cooperative effort that makes it easier for Californians to become more drought, fire, flood and climate resilient. One example of their work is a community-based, direct-install landscape transformation initiative led by Daily Acts in partnership with local governments, nonprofit organizations, and workforce development partners in Sonoma County, with a focus on Disadvantaged Communities (DACs) in the Petaluma River Watershed. The program is designed to reduce outdoor water use, improve climate resilience, and deliver co-benefits such as flood mitigation, habitat creation, and urban shade through no- or low-cost landscape and water-saving installations.

Please note, LRP is a convertible model. The LRP framework has been opted in with full water district buy-in and sponsorship in other communities. For more information, please see the CalWEP Capacity Case Study.



LRP Project Description

LRP was implemented as a direct-install model to address barriers commonly associated with rebate-based conservation programs, including upfront costs, technical complexity, and limited contractor access. Through this approach, participating households and community sites received hands-on technical support, design services, and installation assistance, rather than being required to manage projects independently.

Daily Acts piloted the Land Resilience Partnership in Sonoma County through a Department of Water Resources–funded Urban and Multibenefit Drought Relief grant, delivering a combination of site assessments, concept designs, and direct installations between 2023 and 2025. Program services included:

- **Rainwater harvesting systems**
- **Rain gardens and bioswales**
- **Greywater reuse systems**
- **Lawn conversions via sheet mulching**
- **Climate-appropriate plantings, including native plants and habitat-providing trees**

Participating sites included single-family homes, schools, parks, and other community spaces, with a significant share located in DAC areas prioritized for climate and water vulnerability.

Key features of the program included:

- **Free site assessments and concept designs for all participants**
- **Direct installation of selected projects, led by Daily Acts and partners**
- **Labor costs fully covered by grant funding**
- **Materials provided on an income-based sliding scale, with some participants qualifying for full material cost coverage**



LRP Program Approval

Rather than positioning the water agency as the primary implementer, partners framed the program as a community-led effort supported by utility funding. Leadership support was strengthened by demonstrating that trusted nonprofits would manage outreach, education, and implementation, while agencies retained oversight roles rather than day-to-day responsibility.

Daily Acts relied heavily on trusted community-based partners for outreach, translation, and relationship-building, including social service organizations serving East Petaluma neighborhoods. These partnerships were critical for reaching residents who might not otherwise participate in conservation programs.

Project installation also incorporated green workforce development, partnering with organizations such as Conservation Corps North Bay to support job training for young adults. Over the course of the pilot, workforce participants gained hands-on experience installing water-efficient landscape features and had the opportunity to advance into leadership roles.

Daily Acts emphasized that workforce development and adaptive maintenance support helped address leadership concerns that installations would be abandoned or underperform over time. Support for this program was strengthened by shifting complexity outward, allowing agencies to fund and legitimize the work without being responsible for hands-on delivery or long-term maintenance.

8. Addressing Common Barriers

Across CalWEP engagement workshops and survey responses, agencies consistently identified a similar set of barriers when proposing or implementing direct-install turf removal programs. Importantly, these challenges were not limited to agencies that struggled to advance programs. They were also reported by agencies that ultimately secured leadership approval and launched successful pilots. The difference lay not in whether barriers existed, but in how agencies anticipated, framed, and addressed them. The subsections below describe approaches to addressing common barriers.

5 Common Barriers



Staffing and Internal Capacity Constraints

Staffing limitations emerged as one of the most common internal challenges. Survey respondents identified contractor procurement, quality control, customer recruitment, and long-term maintenance support as areas that stretched existing staff capacity. To address this barrier successfully frame direct-install programs as an opportunity to reduce internal administrative burden, rather than increase it. Workshop participants described models in which third-party contractors or community-based partners assumed responsibility for outreach, eligibility verification, installations, and documentation, while agency staff focused on oversight and reporting. Explain that this approach manages workload strategically instead of adding new operational demands.

Procurement, Contracting, and Liability Concerns

Procurement complexity and liability risk were among the most frequently cited leadership concerns in both surveys and workshops. Participants described legal and contracting hurdles related to working on private property, selecting qualified contractors, and defining responsibility for workmanship and outcomes. Address these concerns by:

- Creating separate scopes of work for design work and for construction services.
- Using standardized design templates to simplify contracts so that contractors are not asked to incorporate design changes to installation projects. Identifying equipment/device types that may/may not be used during construction.
- Clearly defining contractor responsibilities and deliverables such as turf removal and irrigation system changes, but restricting work like installation of hardscape or lighting.

These strategies and others can reduce ambiguity and allow leadership to see that risks are constrained and manageable. Several participants in the workshops shared that early coordination with legal and procurement staff was critical to resolving these issues before board consideration.

Long-Term Maintenance and Perceived “Ownership”

Concerns about long-term maintenance and responsibility for installed landscapes were cited repeatedly in workshops and open-ended survey responses. To manage this concern, it is important to clarify:

- Where agency responsibility begins and ends
- What maintenance support, if any, would be offered post-installation
- How customers or partners would be supported without ongoing agency involvement

- Language that can be included in terms & conditions to ensure the agency is not held responsible for plant health following installation

Providing education, follow-up support, or workforce development related to landscape stewardship can also address this barrier. Please note, CalWEP is currently developing a long-term garden maintenance mobile phone app that can support this need.

Equity, Fairness, and Public Perception

Equity goals were a motivating factor for many direct-install programs, but also a source of leadership concern when framed imprecisely. Staff should be prepared to answer questions like:

- Who benefits from the program and how?
- How is eligibility determined?
- What messaging will be used to convey eligibility to customers?

It may be useful to reframe equity as barrier reduction, emphasizing that direct-install approaches remove cost, access, and trust obstacles that prevent certain customers from participating in existing programs. This framing could help leadership view direct-install turf removal as an extension of approved conservation efforts rather than a preferential or exclusive benefit.

Data Availability and Outcome Certainty

Many agencies reported limited availability of hard data related to water savings, cost effectiveness, or long-term outcomes, especially for newer or pilot programs. However, Boards consistently expected defensible evidence before approving funding. To be responsive to this need, staff could use the following data:

- Projected savings based on standardized designs
- Outcomes from peer agencies
- Phased evaluation and reporting
- Development of a monitoring and evaluation plan to measure benefits (See CalWEP's Guidance on the Measurement & Evaluation of Water Savings from Urban Conservation Programs for more).

In existing programs, these approaches helped leadership understand that while full data sets were still emerging, programs were designed with accountability and learning in mind.

9. Initial Program Approaches

For many water agencies, the biggest challenge in advancing direct-install turf removal programs is not determining long-term program design but identifying a safe and defensible place to start. CalWEP engagement workshops and survey findings show that agencies rarely launched full-scale direct-install programs as a first step. Instead, they began with incremental, low-risk entry points that allowed leadership to evaluate outcomes before committing to broader implementation. Agencies do not need to resolve every design question before starting. Leadership confidence increases when agencies begin with small, defined steps like pilots, partnerships, and grant-funded efforts that demonstrate value while keeping risk manageable. The subsections below further describe initial program approaches for agency consideration.

Initial Program Approaches



Start with a Pilot or Demonstration Project

The most common and effective entry point identified across workshops was launching a small-scale pilot. Workshop participants emphasized that leadership was more comfortable approving limited pilot programs with defined scope, geography, and duration. Survey responses reinforce this approach. Boards were described as particularly receptive to pilots that:

- Had clear caps on funding and number of installations
- Were tied to external or grant funding
- Included built-in evaluation and reporting milestones

By positioning pilots as learning opportunities rather than permanent commitments, agencies reduced perceived risk while still advancing program goals.

Before pitching a pilot, consider the following questions and be prepared to present this information to the Board of Directors:

- Who is eligible for the pilot project?
- What will the installation project include and not include?
- What is an ideal site or location for the pilot project?
- What part of the service area should the pilot project take place in?
- What is the timeline of the pilot project?
- What is the role of the agency/customer/contractor in the pilot project?
- How will the pilot project be funded?
- What data will be collected as part of the pilot project?

Begin as a Supporter, Not a Program Owner

Another low-risk entry strategy involved supporting direct-install efforts led by external partners instead of owning program delivery. Several agencies described beginning as funders or collaborators where they were responsible for providing financial support, data alignment, or legitimacy while community-based organizations or contractors handled implementation. This approach allowed agencies to:

- Test direct-install models without expanding internal operations
- Observe partner capacity and program outcomes
- Build leadership confidence incrementally

Workshop discussions showed that leadership was often more willing to approve programs where the agency's role was clearly defined as oversight and alignment rather than hands-on delivery.

CalWEP is producing a case study specific to partnership which can serve as a helpful resource upon publication.

Focus on a Type of Project or Customer

Agencies also reduced complexity by limiting early efforts to one geographic area, customer class, or standard design. Participants noted that narrowing scope helped leadership understand the program more clearly and reduced concerns about variability, equity, and operational burden. It also enabled staff to develop targeted messaging and partnerships, making outcomes easier to communicate internally and externally.

Leverage Existing Grant-Funded Opportunities

Grant funding emerged repeatedly as a practical starting point for agencies hesitant to commit ratepayer funds. Workshop participants described how DWR-funded programs and other state or federally -funded initiatives provided a pathway to pilot direct-install approaches while minimizing fiscal exposure. Survey respondents confirmed that boards were more likely to approve programs when external funding was secured or clearly identified. Grant-funded entry points allowed agencies to test assumptions, build internal experience, and generate data to support future decisions. However, it is important to comply with all grant requirements, including allowable use of funds, and timeline.

Use Existing Programs as On-Ramps

Finally, agencies found value in building from what already exists. Rather than proposing entirely new initiatives, staff connected direct-install turf removal to familiar programs (conservation rebates and incentives). Workshop discussions highlighted that leadership responded more positively when direct-install efforts were framed as refinements addressing known limitations of existing programs, rather than as stand-alone initiatives.



10. Conclusion

Direct-install turf removal programs sit at the intersection of water efficiency, equity, and operational strategy. As California water agencies face increasing pressure to meet long-term conservation mandates, respond to climate variability, and serve diverse communities equitably, the limitations of traditional program models have become more visible. CalWEP's engagement workshops and survey findings show that direct-install approaches offer a meaningful way forward, but only when agencies can confidently align them with leadership priorities and governance responsibilities.

When water agency staff successfully secure board and senior leadership support for direct-install turf removal programs, the benefits extend well beyond individual installations. Agencies reported gains in several critical areas:

- **Water savings:** Direct-install programs allow for greater consistency in design, materials, and installation quality, helping agencies deliver more reliable and predictable water savings compared to purely customer-driven rebate programs.
- **Greater program reach:** By removing upfront cost, administrative complexity, and trust barriers, direct-install approaches reached customers who historically did not participate in rebate programs, particularly within disadvantaged communities.
- **Reduced long-term program strain:** Agencies that relied on standardized designs and third-party implementers described lower internal administrative burden and fewer staff hours dedicated to troubleshooting individual customer projects.
- **Stronger public trust and visibility:** Visible, neighborhood-scale improvements and demonstration sites helped agencies show tangible results from public investment, an outcome survey respondents identified as important to leadership and public accountability.



At the same time, the findings across surveys and workshops are clear: technical feasibility and community interest alone do not move programs forward. Direct-install turf removal requires leadership approval because it touches on core governance issues like risk, liability, cost control, equity, and public perception.

Agencies that struggled to advance programs were often aligned with conservation and equity goals but lacked shared framing, evidence, or internal narratives tailored to what boards are actually deciding. By contrast, successful agencies anticipated leadership concerns early, structured programs with defined guardrails, and framed direct-install approaches as evolutions of existing mandates rather than departures from them.

One of the most consistent insights from this work is that there is no single “right” way to implement or approve a direct-install turf removal program. Successful agencies entered this work at different levels of involvement depending on staff capacity, funding, and leadership appetite.

Direct-install turf removal programs represent one of the most promising tools available to water agencies seeking to deliver conservation at scale while reducing participation barriers and supporting equitable outcomes. However, these programs succeed only when the internal work of building leadership alignment is treated with the same diligence as program design and implementation. Agencies that approach program buy-in strategically, transparently, and incrementally are better positioned to move from concept to implementation in ways that serve both their communities and their governance responsibilities.



11. References

California Water Efficiency Partnership (CalWEP). CalWEP Direct Install Turf Removal Workshop 1 Summary. Mar. 26, 2026.

CalWEP Direct Install Turf Removal Engagement Workshop 2. Apr. 3, 2026.

Workshop 1 Menti Results. Mar. 2026.

Board Approach Survey: Direct Install Programs. Apr. 2026.

DWR–CalWEP Project Scope. Woodard & Curran, 2025

Appendix A: LEAP Program Outreach Materials

Landscape Efficiency Assistance Program – Door Hangers



Los Angeles **LA DWP** Department of Water & Power

FREE Front Yard Upgrade

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Two FREE* Options Available:

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Programa de Asistencia para la Eficiencia del Paisajismo de LADWP

Dos Opciones GRATUITAS* Disponibles:

1 LADWP retira su césped sediento, instala un sistema de riego y planta un hermoso jardín al estilo California Friendly®.

Elija entre 5 diseños. ¡LADWP se encarga del resto!



O

2 LADWP mejora su sistema de riego actual y lo actualiza a un sistema de aspersores de alta eficiencia.



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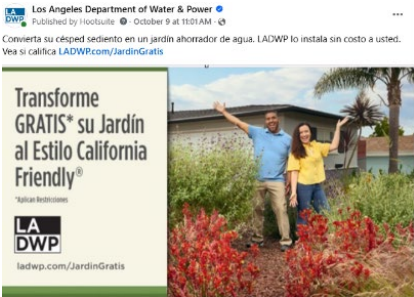


No espere. ¡Solicítelo hoy!

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*Se aplican requisitos de elegibilidad. Los fondos son limitados.

Landscape Efficiency Assistance Program – Social Media Posts

Instagram  	Spanish https://www.instagram.com/p/DPmQku-vgUg-/?igsh=NTc4MTIwNjQ2YQ== English https://www.instagram.com/p/DPjk3CYDS-5J/?igsh=NTc4MTIwNjQ2YQ==
Facebook  	Spanish https://www.facebook.com/LADWP/posts/pfbid-02dX1zBVFoWmAh7jMN6DWqLZ3v4qbivwmfrFdytg-Mh6BpSTTW2PHd5c28tM6ttwz3Kl English https://www.facebook.com/LADWP/posts/pfbid02gSd17Tzu7GgiHn69NejqNiorIm8PXrugS-7jq9VZZjDQKF5XqkAUZhCMr3ciSY7txl

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	English https://x.com/LADWP/status/1975969737587777694
	English https://x.com/LADWP/status/1980695986541318263
	Spanish https://x.com/LADWP/status/1981065581869576532

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