



REQUEST FOR PROPOSALS
FOR
COMMUNITY-BASED SOCIAL MARKETING FOR CONSERVATION PROGRAMS

PROPOSALS DUE:
February 24, 2010 at 5:30 pm

SAN DIEGO COUNTY WATER AUTHORITY
4677 OVERLAND AVENUE
SAN DIEGO, CA 92123

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REQUEST FOR PROPOSALS
FOR
Community-Based Social Marketing for Conservation Programs

1.0 INTRODUCTION

The San Diego County Water Authority (Water Authority) is seeking proposals from qualified firms for as-needed marketing research, strategic advice, and implementation of an outreach campaign that applies social norm and behavioral-marketing techniques to change long-term attitudes and behaviors about water use and outdoor landscapes in San Diego County. The Water Authority may award multiple contracts for these services, of varying amounts, which collectively will not exceed \$500,000, contingent on approval of the next two-year budget for fiscal years 2012 through 2013. Contract(s) awarded shall be for a three-year period. At the discretion of the Water Authority, the contract(s) may be extended for two additional years.

This Request for Proposals (RFP) describes the project, the required scope of services, the contractor selection process, and the minimum information that must be included in the Proposal. Failure to submit information in accordance with this RFP's requirements and procedures may be cause for disqualification.

2.0 WATER AUTHORITY BACKGROUND

The Water Authority was organized on June 9, 1944 to provide a safe and reliable water supply to its member agencies serving the San Diego Region. The Water Authority has 24 member agencies, consisting of 6 cities, 17 special districts, and the Pendleton Military Reservation. The Water Authority is governed by a 35 member Board of Directors. The General Manager and staff implement the policies approved by the Board of Directors and handle the agency's day-to-day operations.

The estimated population in San Diego County is three (3) million people, 98 percent of whom live within the Water Authority's service area. The service area lies within the foothills and coastal areas of the westerly third of San Diego County, encompassing approximately 907,634 acres. As a water wholesaler, the Water Authority purchases the majority of its water from the Metropolitan Water District of Southern California.

3.0 PROJECT BACKGROUND

In 2006, the Water Authority and its member agencies hosted the region's first Water Conservation Summit. The summit generated several conservation strategies aimed at long-term water conservation behavior:

- Strategy #2: Bring water-efficient landscaping products and services to market collaboratively and efficiently
- Strategy #3: Develop a professional certification that customers can recognize and trust

- Strategy #4: Create a public outreach plan to increase customer demand for water-efficient landscaping
- Strategy #5: Make water-efficient landscaping a financially attractive option

Those strategies were incorporated into the Water Authority's strategic plan for water conservation – "Blueprint for Water Conservation: FY 2007 – 2012". The Blueprint is available for review at: <http://www.sdcwa.org/manage/pdf/Conservation/BlueprintDraft.pdf>. The Blueprint includes specific objectives aimed at reducing water consumption and increasing the public's awareness:

- By January 1, 2015 the average regional residential per capita water consumption will be reduced by 10% from the current (adopted April 24, 2008) 10-year regional average
- By January 1, 2015 75% of the region's residents can identify water conservation as one of their most important civic obligations

To achieve these objectives, in 2007 the Water Authority hired a marketing firm to develop strategies for a regional conservation brand and outreach plan for its outdoor water conservation efforts. The firm developed an Outdoor Water Conservation Branding Implementation Plan (Exhibit D) with these key objectives:

1. Increase customer demand for water-efficient landscaping
2. Increase demand of products and services associated with water-efficient landscaping
3. Make water-efficient landscaping a financially attractive option for both consumers and business

The Implementation Plan customized strategies for the key market sectors: residential, commercial, and public. Water Authority staff has begun to implement certain elements from the Implementation Plan. The marketing firm(s) awarded a contract will be responsible for providing advice and implementing the remaining tasks, as directed. Examples of water conservation projects, currently in development or proposed, that the marketing contractor(s) may support are provided in Exhibit C. Additional components which can achieve the objectives, but are not identified in the Implementation Plan, may also be developed.

As part of the development of an outdoor water conservation brand for the Water Authority, a brand name, tagline, and graphic identity were developed. Although the brand name received strong marketplace support, the Water Authority has been advised that there are potential legal trademark issues surrounding its use. The anticipated contract scope includes the creation of a new, unique brand name to complement an existing graphic identity (which pending further review, may also be subject to change). At this time, it is not anticipated that the graphic identity, including the logo, will be changed. However, if efforts to trademark and protect the logo and identity are not feasible, it will be necessary for the marketing firm to recommend and create a new identity.

It is also anticipated that the brand will transition from an outdoor water conservation brand to an umbrella brand for Water Authority conservation efforts and programs.

One of the major projects anticipated in the Implementation Plan (Exhibit D) is a regional outdoor landscape demonstration project to include commercial, residential, and public agency sites. The selected contractor(s) will be responsible for working closely with technical and Water Authority staffs to develop, recommend, and launch an outreach campaign to create public awareness and interest in the sites. The contractor(s) selected may also be required to develop and recruit corporate sponsors and participants. Landscape and other technical experts will be retained outside of the contract(s) to assist with landscape design services to ensure participating sites adhere to the technical standards of the brand. Water Authority staff will identify and screen potential sites, and selected contractor(s) shall assist with developing and executing marketing and awareness tactics to increase participation and recruit potential sites.

4.0 SCOPE OF WORK

The contract(s) will be task order based. Before the start of any work, the Water Authority shall provide the Contractor with a Scope of Work for a given “Task.” Contractor shall provide the Water Authority with a Task Cost Estimate and Schedule based on the hourly rates established in the contract payment and fee schedule. Upon mutual agreement of the parties on the Task Cost Estimate and Schedule, the Water Authority will issue a Notice to Proceed (NTP). The Contractor shall begin the Task within seven calendar days of a written NTP.

Contractor will provide as-needed research, strategic advice, and implementation of a community-based outreach campaign that is based on social norms and behavioral marketing. The campaign is based on the “Outdoor Water Conservation Branding Implementation Plan” (Exhibit D). Several of the projects in the Implementation Plan are already underway or under development for near-term implementation. Contractor shall utilize and incorporate products already developed by the Water Authority, such as market research findings; desired brand values, attitudes and behaviors document; marketing strategies overview; target audience overview; and the Implementation Plan. Revisions and additions to the products and programs are anticipated as a result of applying social marketing and behavioral marketing research and principals in the course of implementing the project’s work scope, outlined below.

Contractor shall have the expertise and experience to provide services that include, but are not limited to:

- 4.1 Branding and trademark services based on social norms and behavioral marketing research. Depending on the results of the Water Authority’s pending trademark actions, its tentative “WaterSmart” brand identity shall undergo a revision that ranges between replacing the term, “WaterSmart” with another name, to developing an entirely new identity. Contractor shall be able to:
 - 4.1.1 Identify replacement names, art, and/or taglines that support the brand’s vision, values, and beliefs
 - 4.1.2 Conduct market research related to branding
 - 4.1.3 Develop alternative brand art

- 4.1.4 Recommend appropriate trade/service marks and conduct initial trademark searches to determine whether anyone is already claiming trademark rights for a particular mark.
- 4.1.5 Develop a clear representation of the mark which can be used to file a registration with the United States Patent and Trademark Office, and, if directed, file the registration.
- 4.1.6 Develop a class of goods and services with which the mark can be used.

It is anticipated that Contractor will begin work on Task 4.1 upon award of the contract and first task order, with recommended alternatives completed by spring 2010.

- 4.2 Conduct independent marketing research and quantify results. The parameters for the market research needed will be determined as project plans are developed. Data from the research will be used to inform and validate. The firm should have expertise and experience in:
 - 4.2.1 Stakeholder analysis
 - 4.2.2 Pre- and post-satisfaction surveys
 - 4.2.3 Focus groups
 - 4.2.4 Stakeholder forums
 - 4.2.5 Program pilots and testing
- 4.3 Provide expertise and experience using social and behavioral marketing techniques and tactics to conduct research, to provide strategic advice, and to implement marketing plans and programs, including:
 - 4.3.1 Establishing a target action through behavior selection
 - 4.3.2 Identifying barriers to the desired behavior and creating a motivational platform
 - 4.3.3 Incorporating proven techniques and strategies to change and motivate desired behavior.
- 4.4 Develop marketing plans. Marketing plans will address objectives aimed at, but not limited to:
 - 4.4.1 Motivating key audience participation
 - 4.4.2 Distributing of market-specific “guides”
 - 4.4.3 Recruiting partners
 - 4.4.4 Promoting sites and conservation messaging
 - 4.4.5 Incorporating creative tactics/concepts that focus on long-term behavioral change and maximize value to the Water Authority and its conservation website
- 4.5 Recommend, refine, and execute the Outdoor Water Conservation Branding Implementation Plan strategies and tactics, as directed. To accomplish this, Contractor shall provide the following services:
 - 4.5.1 Content development and writing
 - 4.5.2 Design and layout

- 4.5.3 Copywriting
- 4.5.4 Advertising (does not include media buys)
- 4.5.5 Event planning and management
- 4.5.6 Printing
- 4.5.7 Video production
- 4.5.8 Recommendations for outreach activities and events to support strategies and tactics
- 4.5.9 Social marketing
- 4.5.10 Recognition and certification programs and awareness
- 4.6 As part of the implementation of the Outdoor Water Conservation Branding Implementation Plan, develop and implement an outreach campaign for a regional demonstration landscape project. Activities include, but are not limited to:
 - 4.6.1 Recruit corporate sponsors and industry partners
 - 4.6.2 Identify a strategy for selecting sites
 - 4.6.3 Develop recognition for sponsors and participants
- 4.7 Recommend and implement social or new media techniques and tactics as directed.
- 4.8 Recommend additional strategies, tactics, and programs as needed.
- 4.9 Post-implementation strategies shall be developed for each program that addresses evaluation, leveraging, community awareness, and other value-added as directed.
- 4.10 All deliverables to the Water Authority will be submitted in the following software format: Microsoft Windows XP, Microsoft Office Professional 2007, or Adobe Acrobat PDF format, as directed by the Contract Manager. Electronic art files shall be PC compatible and the contractor shall provide application file in Adobe InDesign or Quark as directed, along with all related fonts and images. Any work product, including all original reports, writings, recordings, drawings, files, database records, and detailed calculations developed under this contract is the property of the Water Authority.

5.0 PRE-SUBMITTAL ACTIVITIES

5.1 Questions Concerning the RFP

All questions regarding the RFP should be presented in writing to:

SAN DIEGO COUNTY WATER AUTHORITY
 ATTN: Kelly Mooney
 4677 Overland Avenue
 San Diego, CA 92123
 Fax: (858) 268-7881
 E-mail: KMooney@sdewa.org

as soon as possible, but no later than February 17, 2010 at 4:00 pm.

5.2 Pre-proposal Meeting

A pre-proposal meeting will be held on February 16, 2010 at 1:30 p.m. in the Board Room at the following location:

SAN DIEGO COUNTY WATER AUTHORITY
4677 Overland Avenue
San Diego, CA 92123

5.3 Revision to the RFP

The Water Authority reserves the right to revise the RFP prior to the date proposals are due. Revisions to the RFP shall be distributed to all potential contractors. The Water Authority reserves the right to extend the date by which the proposals are due.

6.0 SUBMITTAL REQUIREMENTS

- 6.1 One executed original, clearly marked on the cover, and four copies of the Proposal shall be submitted.
- 6.2 The Proposal shall be signed by an individual or individuals authorized to execute legal documents on behalf of the contractor.
- 6.3 The Proposal must be received no later than 5:30 p.m., on February 24, 2010 at the office of:

SAN DIEGO COUNTY WATER AUTHORITY
ATTN: Kelly Mooney
4677 Overland Avenue
San Diego, CA 92123

- 6.4 The Proposal shall be submitted in sealed package(s) with the following information clearly marked on the outside of each package:

- Name of contractor
- Community-Based Social Marketing for Conservation Programs
- Package number (e.g., 1 of __, 2 of __, etc.)
- The word "PROPOSAL" written or stamped in red

6.5 Failure to comply with the requirements of this RFP may result in disqualification.

6.6 Proposals and/or modifications thereto received after the hour and date specified above will not be considered and will be returned unopened to the proposer.

7.0 PROPOSAL REQUIREMENTS

Written proposals shall include a discussion of the contractor's approach to the project; identify key personnel; propose a project plan; and provide cost estimates.

7.1 General

7.1.1 The Proposal should be concise, well organized, and demonstrate the Contractor's understanding of the Project.

7.1.2 Contractors will be evaluated based on the information submitted in accordance with Section 7.2 below.

7.2 Contents

Proposals submitted in response to this RFP shall be in the following order and shall include:

7.2.1 Executive Summary

Include a one-to-two page overview of the entire Proposal describing the highlights of the Proposal.

7.2.2 Identification of Contractor

- Legal name and address of company.
- Name and address of principal place of business.
- Legal status of contractor (sole proprietorship, partnership, corporation, joint venture, etc.). If joint venture or partnership identify the members of the joint venture or partnership and provide all information required under this section for each member.
- If company is wholly owned subsidiary of a parent company, identify the parent company.

- Address(es) of office(s) located in San Diego County, if applicable.
- Number of years company has maintained an office in San Diego County, if applicable.
- Number of employees in San Diego County, if applicable.
- Name, title, address, telephone number, and email address of person to contact concerning the Proposal.

7.2.3 Experience

Describe contractor's experience in completing similar contracting efforts. List three (3) successfully completed projects of similar nature with name of company and Project Manager, telephone numbers, email address(es), type of work performed, and value of each contract. Contracting projects currently being performed may be submitted for consideration.

7.2.4 Proposed Method to Accomplish the Work

Discuss contractor's approach to the project.

7.2.5 Project Organization and Key Personnel

- Describe proposed project organization, including key personnel and respective responsibilities. Indicate role and responsibilities of prime contractor and all subcontractors, including small contractors. The evaluation will consider the entire team, therefore no changes in team composition will be allowed without prior written approval by the Water Authority.
- Provide detailed discussion of the experience of contractor's Project Manager and other key staff members on projects of similar size, capacity, and dollar value. For each similar project, include client's name, contact person, telephone number(s), and email address(es).

7.2.6 Cost Proposal and Fee Schedule

- Price Proposal must include hourly rates, including overhead where applicable, for individuals identified by classification and name. Contractor services will be as needed and reimbursed on a time and materials basis.

- Task-specific not-to-exceed amounts will be negotiated before the start of each task. List per mile travel costs (not to exceed IRS allowances) and any other costs associated with performing the service. No subcontractor markup shall be allowed.

7.2.7 Previous Contracts with the Water Authority

The contractor shall submit a listing of all prime contracts and/or amendments awarded to contractor by the Water Authority in the last three (3) years. The list shall include a: short description of contract scope, award date, completion date, and contract value. If the contractor is a Joint Venture, a list shall be submitted for each member of the Joint Venture. If the contractor has not been awarded any prime contracts and/or amendments by the Water Authority in the last three (3) years, the contractor shall so state.

7.2.8 Addenda to this RFP

Contractor shall confirm in its Proposal the receipt of all addenda issued to this RFP. Contractor is not required to include copies of the actual addenda in its Proposal.

8.0 CONTRACTOR NOMINATION AND SELECTION PROCESS

- 8.1 A Contractor Selection Panel (Panel) will be established for this project and will include representatives from the Water Authority, and when deemed in the Water Authority's best interests, representatives of its member agencies and/or the general public.
- 8.2 Based on the proposals submitted, the Water Authority's Panel will select a short list of qualified firms for this project.
- 8.3 The Panel may interview the short-listed firms. Based on the Proposal and interview, the Panel will rank the finalists as to qualifications. The Panel will recommend the selected firm(s) to the General Manager; and will request authority to enter into negotiations with the selected firm(s). The General Manager has final authority for selection.
- 8.4 Upon receipt of the General Manager's authorization to negotiate, the Water Authority will establish a negotiating team and enter into negotiations with the selected firm(s). Negotiations will cover: scope of work, contract schedule, technical specifications, and price. If the negotiating team is unable to reach an acceptable contract with the selected firm(s), the negotiating team will recommend to the General Manager that the negotiations be terminated and that negotiations with the next ranked firm(s) be initiated. The General Manager has final authority to terminate negotiations and move to the next ranked firm(s).

- 8.5 After negotiating a proposed contract that is fair and reasonable, the negotiating team will recommend to the General Manager that the Water Authority enter into the proposed contract(s). The General Manager will make the final recommendation to the Board of Directors of the Water Authority, if required, concerning the proposed contract. Final authority to approve the contract(s) rests with the General Manager or with the Water Authority Board of Directors if required by the Water Authority's Administrative Code.

9.0 EVALUATION CRITERIA

At a minimum, proposals and contractor selection will be evaluated based on the following minimum criteria:

9.1 Scope of Work: 20%

- Understanding of project and purpose
- Responsiveness to RFP, including approach and methodology proposed
- Appropriate level of detail in Proposal
- Relevance of add/delete to scope of work
- Familiarity with problems associated with project

9.2 Technical Competence: 30%

- Technical/specialized qualifications of team, including subcontractor(s)
- Experience of key personnel, including subcontractor(s), with similar projects
- Depth of technical expertise in firm, including subcontractor(s)
- Provisions for technical and quality review
- Familiarity with the Water Authority's water system

9.3 Past Performance: 20%

- Technical quality of prior projects, including subcontractor(s)
- Demonstrated ability to meet schedules
- Cost control
- Performance on Water Authority or other agency projects

9.4 Organization and Schedule: 10%

- Commitment of key personnel
- Financial capability and resources of firm
- Flexibility to changes in scopes and schedules

9.5 Cost Proposal: 20%

- Proposed fee relative to the services to be provided

10.0 SCHEDULE FOR NOMINATION, SELECTION, AND AWARD

The Water Authority anticipates that the process for nominating and selecting a contractor, and awarding the contract, will be according to the following tentative schedule:

10.1	Advertise and issue RFP:	February 8, 2010
10.2	Pre-proposal meeting:	February 16, 2010
10.3	Proposal due date:	February 24, 2010
10.4	Oral interviews:	March 8-9, 2010
10.5	Selection and notification:	March 12, 2010
10.6	Contract negotiation complete:	March 24, 2010
10.7	Approval of Contract:	April 22, 2010
10.8	Notice to Proceed:	April 26, 2010

11.0 SMALL CONTRACTOR OUTREACH AND OPPORTUNITIES PROGRAM (SCOOP) REQUIREMENTS

- 11.1 The Water Authority's SCOOP is designed to maximize participation of diverse, qualified, small contractors, consultants and vendors seeking to do business with the Water Authority.
- 11.2 Due to the limited scope of this project, the Water Authority anticipates limited subcontracting opportunities. The Water Authority does continue to promote opportunities for small business participation and encourages outreach to small firms should subcontracting opportunities become available on this project.
- 11.3 If subcontractors are to provide services related to this project, the Contractor must complete the following form: Schedule A-1, Designation of Subcontractors, Vendors and Services Providers (refer to Exhibit B).

12.0 SPECIAL CONDITIONS

12.1 Reservations

This RFP does not commit the Water Authority to award a contract, to defray any costs incurred in the preparation of a Proposal in response to this RFP, or to procure or contract for work. The Water Authority reserves the right to award this contract to the contractor(s) determined to offer the quality, standards, and prices most advantageous to the Water Authority.

12.2 Public Records

All Proposals submitted in response to this RFP become the property of the Water Authority and under the Public Records Act (Government Code § 6250 et. seq.) are public

records, and as such may be subject to public review. However, the Water Authority proposals shall not be disclosed until negotiations are complete and a recommendation for selection and award is made to the Board of Directors or General Manager. Pursuant to Administrative Code Section 4.04.180 the proposals will be subject to public review at least 10 days before selection and award.

If a proposer claims a privilege against public disclosure for trade secret or other proprietary information, such information must be clearly identified in the Proposal. Note that under California law, price proposal to a public agency is not a trade secret.

12.3 Right to Cancel

The Water Authority reserves the right to cancel, for any reason, in part or in its entirety, this RFP including but not limited to: selection schedule, submittal date, and submittal requirements. If the Water Authority cancels or revises the RFP, all proposers will be notified in writing by the Water Authority.

12.4 Additional Information

The Water Authority reserves the right to request additional information and/or clarifications from any or all proposers to this RFP.

12.5 Conflict of Interest

The contractor is subject to all federal, state and local conflict of interest laws, regulations and policies applicable to public contracts and procurement practices. The Water Authority has established a policy concerning potential conflict of interest in program management, design and construction. This policy applies to all contractors and their proposed subcontractors. Refer to the Professional Services Contract for additional information.

12.6 Public Information

Release of Public Information – Contractors desiring to release information to the public must receive prior written approval from the Water Authority.

12.7 Professional Services Contract

The selected contractor will be required to sign a Professional Services Contract a sample of which is attached, and to provide the Insurance Certificates and all other required documentation within 15 calendar days of notification of award.

12.8 Insurance Requirements

The Water Authority requires contractors and vendors doing business with it to obtain insurance as shown in the attached Professional Services Contract. The required insurance certificates must comply with all requirements of the standards as shown in the Contract and an original copy must be provided within 15 days of notification of award and prior to commencement of any work on the project.

12.9 Public Agency Clause

It is intended that any other public agency as defined by Cal. Gov. Code section 6500 if authorized by its governing body, shall have the option to participate in any award made as a result of this solicitation at the same prices, and terms and conditions. This option, if awarded, shall extend for the term of the contract with the Water Authority, and shall be subject to the successful Contractor's acceptance. Public agencies participating shall accept sole responsibility for entering into contracts, the placing of orders, arranging for delivery and/or services, and making payments to the successful Contractor. The Water Authority will not be liable, or responsible, for any obligations, including but not limited to financial responsibility, in connection with any participation by another public agency.

12.10 Noncollusion

Proposer shall not submit a proposal on behalf of or in the interest of any undisclosed person, partnership, company, association, organization, or corporation. The Proposal shall be genuine and not collusive or a sham or false proposal. Proposer shall not in any manner directly or indirectly with any one seek to have others refrain from submitting a proposal; shall not agree, communicate or conference with anyone to fix any overhead, profit or cost element of the proposal price, or to secure any advantage against the Water Authority or anyone interested in submitting a proposal in response to this request. Proposer shall not submit any false statements and shall not pay any fee to any corporation, partnership, company, association, organization, or to any member or agent to effectuate a collusive or sham proposal.

EXHIBIT A

PROFESSIONAL SERVICES CONTRACT

1. PARTIES:

The parties to this contract are the SAN DIEGO COUNTY WATER AUTHORITY, a county water authority, (the Water Authority) and _____, [a / an] _____ (Contractor).

2. SCOPE OF SERVICES:

The services to be provided by Contractor are described in Attachment A.

3. PAYMENT:

- (a) Payment for services. The Water Authority shall pay for services performed in accordance with this contract according to the payment and fee schedule contained in Attachment B.
- (b) Reimbursement of expenses. Contractor will be reimbursed for actual, reasonable and necessary expenses incurred in the performance of services in accordance with the expense reimbursement schedule included in Attachment B.
- (c) Maximum payment. The maximum payment under this contract for services and, if authorized, reimbursement of expenses, shall not exceed \$_____.
- (d) Invoices. All invoices for services will be submitted on a monthly basis to the Contract Manager. Each bill shall include an invoice showing the amount of services rendered during the billing period and the fee for such services. If reimbursement of expenses is authorized, Contractor shall submit monthly invoices for such expenses, including full documentation of each expense incurred. The Water Authority generally will process and pay bills within thirty (30) days from receipt. Payments are subject to a final audit upon completion of services or other termination of this contract.
- (e) Audit of Records. Contractor shall maintain complete and accurate records of all payrolls, expenditures, disbursements and other cost items charged to the Water Authority for establishing the basis of an invoice, for a minimum of four (4) years from the date of final payment to Contractor. All such records shall be clearly identifiable. Contractor shall allow Water Authority representative to inspect, examine, copy and audit such records during regular business hours upon 24 hours' notice.

4. TIME FOR PERFORMANCE:

(a) Contractor will complete all services by _____. At the Water Authority's discretion, the contract may be extended an additional 2 (two) years. Contractor shall not proceed with any as-needed task without written authorization from the Contract Manager.

(b) Extension of time for unforeseen circumstances. In the event that the Contractor is unable to meet the completion date or schedule of services, if any, due to circumstances beyond Contractor's reasonable control, such as war, riots, strikes, lockouts, work slow down or stoppage, except strikes, lockouts, or work slow down or stoppage of Contractor's employees or subcontractors, acts of God, such as floods or earthquakes, and electrical blackouts or brownouts, Contractor shall inform the Contract Manager of the additional time required to perform the work and the Contract Manager may adjust the schedule.

5. STANDARD OF PERFORMANCE:

Contractor's services shall be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of Contractor's profession currently practicing under similar conditions. Whenever the scope of work requires or permits approval by the Water Authority, it is understood to be approval solely for the purposes of conforming to the requirements of the scope of work and not acceptance of any professional or other responsibility for the work. Such approval does not relieve the Contractor of responsibility for complying with the standard of performance or laws, regulations, industry standards, or from liability for damages caused by negligent acts, errors, omissions, noncompliance with industry standards, or the willful misconduct of Contractor or its subcontractors. By delivery of completed work, Contractor certifies that the work conforms to the requirements of this contract and all applicable federal, state and local laws. If Contractor is retained to perform services requiring a license, certification, registration or other similar requirement under California law, Contractor shall maintain that license, certification, registration or other similar requirement throughout the term of this Contract.

6. INDEPENDENT CONTRACTOR:

Contractor is an independent contractor. Neither Contractor nor any of Contractor's officers, employees, agents or subcontractors, if any, is an employee of the Water Authority by virtue of this contract or performance of any work under this contract.

7. ASSIGNMENT:

Contractor shall not assign or transfer voluntarily or involuntarily any of its rights, duties, or obligations under this contract without the express written consent of the Water Authority in each instance.

8. SUBCONTRACTORS:

Contractor will perform the work personally or through Contractor's employees. Contractor may subcontract work only upon prior approval of the Water Authority and in compliance with provisions of the Water Authority's Small Contractor Outreach and Opportunities Program, if the Water Authority determines that the program provisions are applicable.

9. CONTRACTOR'S EMPLOYEES:

(a) Immigration Reform and Control Act of 1986. Contractor is aware of the requirements of the Immigration Reform and Control Act of 1986 and shall comply with those requirements, including, but not limited to, verifying the eligibility for employment of all of Contractor's agents, employees, subcontractors and Contractors that are included in this contract.

(b) Limitation of Water Authority Liability. The payment made to Contractor pursuant to this contract shall be the full and complete compensation to which Contractor and Contractor's officers, employees, agents and subcontractors are entitled for performance of any work under this contract. Neither Contractor nor Contractor's officers or employees are entitled to any salary or wages, or retirement, health, leave or other fringe benefits applicable to employees of the Water Authority. The Water Authority will not make any federal or state tax withholdings on behalf of Contractor. The Water Authority shall not be required to pay any workers' compensation insurance on behalf of Contractor.

(c) Indemnification for Employee Payments. Contractor agrees to defend and indemnify the Water Authority for any obligation, claim, suit or demand for tax, retirement contribution including any contribution to the Public Employees Retirement System (PERS), social security, salary or wages, overtime payment, or workers' compensation payment which the Water Authority may be required to make on behalf of Contractor or any employee of Contractor, or any employee of Contractor construed to be an employee of the Water Authority, for work done under this contract. This is a continuing obligation that survives the termination of this contract.

10. FAIR EMPLOYMENT PRACTICES:

(a) Administrative Code Provisions. Contractor acknowledges and agrees to abide by the following provision of the Water Authority Administrative Code Section 2.24.010 that states:

“(a) It is the policy of the Authority to protect and safeguard the right and opportunity of all persons to seek, obtain, and hold employment without discrimination or abridgment on account of race, color, ethnicity, national origin, ancestry, religion, creed, veteran status, physical disability, mental disability, medical condition, marital status, sex, sexual orientation, age, or other status protected from workplace discrimination by state or federal law. Authority officers, employees and Contractors shall not knowingly deny an Authority opportunity or benefit, discriminate against or harass, any Authority employee, applicant for employment, contractor, vendor, or recipient of Authority services on account of the person's race, color, ethnicity, national origin, ancestry, religion, creed, veteran status, physical disability, mental disability, medical

condition, marital status, sex, sexual orientation, age, or other status protected from workplace discrimination by state or federal law. Authority officers, employees and Contractors shall not knowingly give preferential treatment to any applicant for employment, bidder, contractor, vendor, or recipient of Authority services on the basis of race, color, ethnicity, national origin, ancestry, religion, creed, physical disability, mental disability, medical condition, marital status, sex, or sexual orientation.

“(b) This section shall be interpreted in a manner that is consistent with the California and United States Constitutions and applicable state and federal statutes governing workplace discrimination. The terms used in this section shall have the same meaning as defined in state statutes governing the same subject matter.

“(c) Nothing in this section shall be interpreted as prohibiting bona fide occupational qualifications consistent with applicable state and federal law and reasonably necessary to the normal operation of Authority employment or contracting. Nothing in this section shall be interpreted as prohibiting regulations and policies to prevent nepotism or conflicts of interest.

“(d) Nothing in this section shall be interpreted as prohibiting action taken to establish or maintain eligibility for any federal program, where ineligibility would result in a loss of federal funds to the Authority.”

(b) Civil Rights Act. Contractor agrees to comply with Title VII of the Civil Rights Act of 1964, as amended, the California Fair Employment Practices Act, the Americans with Disabilities Act of 1990, any other applicable federal and state laws and regulations hereinafter enacted, and the Water Authority’s Small Contractor Outreach and Opportunities Program.

(c) Water Authority Discrimination/Harassment Policy. Contractor and its officers, employees, agents and subcontractors shall comply with the Water Authority’s Discrimination/Harassment Prohibition Policy in performance of this contract.

(d) Indemnification. To the fullest extent permitted by law and without limitation by the provisions of Section 19 relating to insurance, the Contractor shall also indemnify, defend and hold harmless the Water Authority, and its directors, officers, employees and agents from and against all liability (including without limitation all claims, damages, penalties, fines, and judgments, associated investigation and administrative expenses, and defense costs, including but not limited to reasonable attorneys' fees, court costs, and costs of alternative dispute resolution) resulting from any claim of discrimination or harassment, including but not limited to sexual harassment, arising from the conduct of the Contractor or any of the Contractor’s officers, employees, agents, licensees, or subcontractors. In the event of a discrimination or harassment complaint against any employee, agent, licensee or subcontractor of the Contractor or its subcontractors, the Contractor shall take immediate and appropriate action in response to such complaint, including, but not limited to termination or appropriate discipline of any responsible employee, agent, licensee or subcontractor. The provisions of this Section survive completion of the services or termination of the Contract.

11. WORKPLACE CONDUCT AND BEHAVIOR:

Contractor and Contractor's officers, employees, agents and subcontractors shall comply with the Water Authority's Substance-free Work Place Policy, Information and Communications Systems Policy, and other rules and regulations governing work place safety, conduct, and behavior, for any portion of the work performed on the premises of the Water Authority or using Water Authority facilities or equipment.

12. OWNERSHIP OF WORK PRODUCT:

Upon delivery, the work product, including without limitation, all original reports, writings, recordings, drawings, files, and detailed calculations developed under this contract are the property of the Water Authority. Contractor agrees that all copyrights which arise from creation of the work pursuant to this contract shall be vested in the Water Authority and waives and relinquishes all claims to copyright or other intellectual property rights in favor of the Water Authority. Water Authority acknowledges that its use of the work product is limited to the purposes contemplated by the scope of work and that the Contractor makes no representation of the suitability of the work product for use in or application to circumstances not contemplated by the scope of work.

13. FORMAT OF DOCUMENTS:

Documents submitted to the Water Authority in electronic format shall be formatted according to specifications provided by the Water Authority, or if not otherwise specified, in Microsoft Word, Excel, PowerPoint or other Microsoft Office Professional 2007 format as appropriate for the particular work product or, if directed by the Contract Manager in Adobe Acrobat pdf format.

14. CHANGES IN WORK:

No payment for changed or additional work shall be made unless the changed or additional work has first been approved in writing by the Contract Manager and the parties have agreed upon the appropriate adjustment, if any, to the payment schedule and maximum payment amount for the changed or additional work. The Contract Manager may order changes or additions to the scope of work. Whether a change or addition to the scope of work is proposed by the Contractor or ordered by the Contract Manager, the parties shall in good faith negotiate an appropriate adjustment, if any, to the payment schedule and maximum payment for the changed or additional work. An approved change or addition, along with the payment adjustment, if any, will be effective upon an amendment to this contract executed by both parties. The amendment shall not render ineffective or invalidate unaffected portions of this contract. All changes in work that increase the amount of payment shall be subject to Section 4.04.040 of the Water Authority Administrative Code.

15. CONFIDENTIALITY:

(a) Confidential Nature of Information. Contractor shall treat all information obtained from the Water Authority in the performance of this contract as confidential and proprietary to the Water Authority.

Contractor shall treat all records and work product prepared or maintained by Contractor in the performance of this contract as confidential.

(b) Limitation on use and disclosure. Contractor agrees that it will not use any information obtained as a consequence of the performance of work for any purpose other than fulfillment of Contractor's scope of work. Contractor will not disclose any information prepared for the Water Authority, or obtained from the Water Authority or obtained as a consequence of the performance of work to any person other than the Water Authority, or its own employees, agents or subcontractors who have a need for the information for the performance of work under this contract unless such disclosure is specifically authorized in writing by the Water Authority.

(c) Security plan. If requested by the Contract Manager, Contractor shall prepare a security plan to assure that information obtained from the Water Authority or as a consequence of the performance of work is not used for any unauthorized purpose or disclosed to unauthorized persons. Contractor shall advise the Water Authority of any request for disclosure of information or of any actual or potential disclosure of information.

(d) Survival. Contractor's obligations under this paragraph shall survive the termination of this contract.

16. PROHIBITED INTEREST:

No official or employee of the Water Authority who is authorized in such capacity on behalf of the Water Authority to negotiate, make, accept, or approve, or take part in negotiating, making, accepting, or approving this contract, shall become directly or indirectly interested in this contract or in any part thereof. No officer or employee of the Water Authority who is authorized in such capacity and on behalf of the Water Authority to exercise any executive, supervisory, or similar functions in connection with the performance of this contract shall become directly or indirectly interested personally in this contract or any part thereof.

17. CONFLICT OF INTEREST:

(a) Local Conflict of Interest Code Compliance. The Water Authority has determined, based on the scope of the services to be provided by Contractor under this contract, that this contract does not confer on Contractor or any of Contractor's employees the status of a "designated employee" or "Consultant" of the Water Authority for the purposes of the Water Authority's Local Conflict of Interest Code and the California Political Reform Act. This contract does not require or permit Contractor to make a governmental decision as specified in 2 Cal. Code of Regs. § 18701, subdiv. (a)(2)(A), or serve in a staff capacity as specified in 2 Cal. Code of Regs. § 18701, subdiv. (a)(2)(B).

(b) Disqualification. Contractor shall not make or participate in making or in any way attempt to use Contractor's position to influence a governmental decision in which Contractor knows or has reason to know Contractor has a direct or indirect financial interest other than the compensation promised by this contract. Contractor will not have such interest during the term of this contract. Contractor will

immediately advise the General Counsel of the Water Authority if Contractor learns of a financial interest of Contractor's during the term of this contract. If Contractor's participation in another Water Authority project would create an actual or potential conflict of interest, in the opinion of the Water Authority, the Water Authority may disqualify Contractor from participation in such other project during the term of this Contract.

18. INDEMNIFICATION:

(a) To the fullest extent permitted by law, the Contractor shall (1) immediately defend, and (2) indemnify the Water Authority, and its directors, officers, and employees from and against all liabilities regardless of nature or type arising out of or resulting from Contractor's performance of services under this contract, or any negligent or wrongful act or omission of the Contractor or Contractor's officers, employees, agents, or subcontractors. Liabilities subject to the duties to defend and indemnify include, without limitation all claims, losses, damages, penalties, fines, and judgments; associated investigation and administrative expenses; defense costs, including but not limited to reasonable attorneys' fees; court costs; and costs of alternative dispute resolution. The Contractor's obligation to indemnify applies unless it is adjudicated that its liability was caused by the sole active negligence or sole willful misconduct of an indemnified party. If it is finally adjudicated that liability is caused by the comparative active negligence or willful misconduct of an indemnified party, the Contractor's indemnification obligation shall be reduced in proportion to the established comparative liability of the indemnified party.

(b) The duty to defend is a separate and distinct obligation from the Contractor's duty to indemnify. The Contractor shall be obligated to defend, in all legal, equitable, administrative, or special proceedings, with counsel approved by the Water Authority, the Water Authority and its directors, officers, and employees, immediately upon tender to the Contractor of the claim in any form or at any stage of an action or proceeding, whether or not liability is established. An allegation or determination of comparative active negligence or willful misconduct by an indemnified party does not relieve the Contractor from its separate and distinct obligation to defend Water Authority. The obligation to defend extends through final judgment, including exhaustion of any appeals. The defense obligation includes an obligation to provide independent defense counsel if the Contractor asserts that liability is caused in whole or in part by the negligence or willful misconduct of the indemnified party. If it is finally adjudicated that liability was caused by the sole active negligence or sole willful misconduct of an indemnified party, Contractor may submit a claim to the Water Authority for reimbursement of reasonable attorneys' fees and defense costs.

(c) The review, acceptance or approval of the Contractor's work or work product by any indemnified party shall not affect, relieve or reduce the Contractor's indemnification or defense obligations. This Section survives completion of the services or the termination of this contract. The provisions of this Section are not limited by and do not affect the provisions of this contract relating to insurance.

19. INSURANCE:

(a) Requirement. Contractor shall procure and maintain during the period of performance of this contract, insurance from insurance companies authorized to do business in the State of California, as set

forth in this section. These policies shall be primary insurance as to the Water Authority so that any other coverage held by the Water Authority shall not contribute to any loss under Contractor's insurance.

General liability: (with coverage at least as broad as ISO form CG 00 01 10 01) coverage in an amount not less than \$1,000,000 general aggregate and \$1,000,000 per occurrence for general liability, bodily injury, personal injury, and property damage.

Automobile liability: (with coverage at least as broad as ISO form CA 00 01 10 01, for "any auto") coverage in an amount not less than \$1,000,000 per accident for personal injury, including death, and property damage.

Professional liability: (errors and omissions) for damage alleged to be as a result of errors, omissions or negligent acts of Contractor coverage in an amount not less than \$1,000,000 per claim.

Workers' compensation and employer's liability: coverage shall comply with the laws of the State of California, but not less than an employer's liability limit of \$1,000,000.

A deductible or retention may be utilized, subject to approval by the Water Authority.

(b) Endorsements. The insurance policies shall be endorsed as follows:

For the commercial general liability insurance, the Water Authority (including its directors, officers, employees, and agents) shall be named as additional insured, and the policy shall be endorsed with a form equivalent to ISO form CG 20 10 10 93, that contain the provisions required by this contract.

Contractor's insurance is primary to any other insurance available to the Water Authority with respect to any claim arising out of this Agreement. Any insurance maintained by the Water Authority shall be excess of the Contractor's insurance and shall not contribute with it. The Contractor's endorsement of insurance shall include a waiver of any rights of subrogation against the Water Authority, and its directors, officers, employees and agents.

Contractor's insurance will not be canceled, limited, amended, reduced in coverage amount, or allowed to expire without renewal until after thirty (30) days' written notice has been given to the Water Authority, or after ten (10) days' written notice in the case of cancellation for non-payment of premium.

(c) Qualifications of Insurer. The insurance shall be provided by an acceptable insurance provider, as determined by the Water Authority, which satisfies the following minimum requirements: An insurance carrier admitted to do business in California and maintaining an agent for process within the state. Such insurance carrier shall maintain a current A.M. Best rating classification of "A-" or better and a financial size of "\$10 million to \$24 million (Class V) or better", or A Lloyds of London program provided by syndicates of Lloyds of London and other London insurance carriers, providing all participants are qualified to do business in California and the policy provides for an agent for process in the state. Workers' Compensation and Employer's Liability

shall be provided by an A-V rated carrier or by the California State Compensation Fund. If provided by a carrier other than California State Compensation Fund, Contractor shall provide proof of the carrier's A-V rating to Water Authority.

(d) Provision of Insurance Prior to Commencement of Services. Before commencing any services, Contractor shall furnish certificates of insurance and endorsements affecting coverage on forms provided by Water Authority, or on equivalent ISO forms that contain provisions required by this contract.

20. ACCIDENT REPORTS:

Contractor shall immediately report (as soon as feasible, but not more than 24 hours) to the Water Authority any accident or other occurrence causing injury to persons or property during the performance of this Contract. If required by the Water Authority's Risk Manager, the report shall be made in writing and shall include, at a minimum: (a) the names, addresses, and telephone numbers of the persons involved, (b) the names, addresses and telephone numbers of any known witnesses, (c) the date, time and description of the accident or other occurrence.

21. COVENANT AGAINST CONTINGENT FEES:

Contractor agrees that its firm has not employed or retained any company or person, other than a bona fide employee working for Contractor, to solicit or secure this contract, and that Contractor has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent upon, or resulting from, the award or making of this contract. For breach or violation of this provision, the Water Authority shall have the right to terminate this contract without liability, or, in its discretion, to deduct from the contract price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fees, gift, or contingent fee.

22. TERMINATION OR ABANDONMENT:

(a) Water Authority's Rights. The Water Authority has the right to terminate or abandon any portion or all of the work by giving ten (10) days' written notice. Upon receipt of a notice of termination, Contractor shall perform no further work except as specified in the notice. Before the date of termination, Contractor shall deliver to Water Authority all work product, whether completed or not, as of the date of termination and not otherwise previously delivered. The Water Authority shall pay Contractor for services performed in accordance with this contract before the date of termination. If this contract provides for payment of a lump sum for all services or by task and termination occurs before completion of the work or any defined task which according to the performance schedule was commenced before the notice of termination, the fee for services performed shall be based on an amount mutually agreed to by the Water Authority and Contractor for the portion of work completed in conformance with this contract before the date of termination. In addition, the Water Authority will reimburse Contractor for authorized expenses incurred and not previously reimbursed. The Water Authority shall not be liable for any fees or costs associated for the termination or abandonment except for the fees, and reimbursement of authorized expenses, payable pursuant to this section.

(b) Contractor's Rights. Contractor, if Contractor is not in default or breach, may terminate Contractor's obligation to provide further services under this contract upon thirty (30) days' written notice only in the event of a material default by the Water Authority, which default has not been cured within thirty (30) days following the written notice.

23. SUCCESSORS OR ASSIGNS:

All terms, conditions, and provisions of this contract shall apply to and bind the respective heirs, executors, administrators, successors, and assigns of the parties. Nothing in this paragraph is intended to affect the limitation on assignment.

24. DAMAGE OR LOSS OF EQUIPMENT OR FACILITIES:

General Obligation. Contractor shall pay to the Water Authority the replacement cost of any equipment or repair cost of any facilities provided by the Water Authority for Contractor's use in performance of services that is lost or damaged by Contractor or Contractor's officers, employees, agents or subcontractors.

25. ELECTRONIC COMMUNICATIONS:

During the course of this contract, communications may occur through sending, receiving or exchanging electronic versions of documents and e-mails using commercially available computer software and Internet access. Contractor and the Water Authority acknowledge that the Internet is occasionally victimized by the creation and dissemination of so-called viruses, or similar destructive electronic programs. Contractor and the Water Authority view the issues raised by these viruses seriously and have invested in document and e-mail scanning software that identify and reject files containing known viruses. Contractor agrees to update its system with the software vendor's most current releases at regular intervals. Because of the virus scanning software, the respective computer systems of the parties may occasionally reject a communication. The parties acknowledge that this occurrence is to be expected as part of the ordinary course of business. Because the virus protection industry is generally one or two steps behind new viruses, neither party can guarantee that its respective communications and documents will be virus free. Occasionally, a virus will escape and go undetected as it is passed from system to system. Although each party will use all reasonable efforts to assure that its communications are virus free, neither party warrants that its documents will be virus free. Each party agrees to advise the other if it discovers a virus in its respective system that may have been communicated to the other party.

26. LAWS AND VENUE:

This contract and disputes arising out of or relating to the contract or the parties' relationship are governed by the laws of the State of California. Any action or proceeding arising out of or relating to the contract or the parties' relationship shall be brought in a state or federal court situated in the County of San Diego, State of California.

27. ADMINISTRATION:

- (a) Contractor's principal place of business and agent for service of process. Contractor's principal place of business is _____. Contractor's agent for service of process is _____.
- (b) Water Authority's Representative. The Water Authority's representative for administration of this contract is _____, who is the designated Contract Manager. The Water Authority may change the Contract Manager at any time upon notice to the Contractor.
- (c) Contractor's Representative. The Contractor's representative for administration of this contract is _____, who is designated as the Project Manager. The Contractor may change the Project Manager upon written notice to and approval by the Contract Manager.
- (d) Notices. Any notice or instrument required to be given or delivered by law or this contract shall be effective upon receipt thereof and shall be by personal service or delivered by depositing the same in any United States Post Office, registered or certified, postage prepaid, addressed to:

San Diego County Water Authority
4677 Overland Avenue
San Diego, CA 92123-1233

Attn: _____(Contract Manager)

Contractor:

Attn: _____(Project Manager)

Either party may change the address or identity of the person for notices under this paragraph by written notice to the other delivered in accordance with this paragraph.

- (e) Routine Administrative Communications. Routine administrative communication required to be in writing may be by personal delivery, mail, facsimile transmission or electronic mail as agreed between the Contractor and Contract Manager.

28. INTEGRATION AND MODIFICATION:

This contract represents the entire understanding of the Water Authority and Contractor as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with

respect to those matters covered hereunder. This contract may not be modified, amended, or altered except in writing signed by the Water Authority and Contractor.

29. ADVICE OF COUNSEL:

The parties agree that they are aware that they have the right to be advised by counsel with respect to the negotiations, terms, and conditions of this contract, and that the decision of whether or not to seek the advice of counsel with respect to this contract is a decision which is the sole responsibility of each of the parties hereto. This contract shall not be construed in favor or against either party by reason of the extent to which each party participated in the drafting of the contract.

30. INDEPENDENT REVIEW:

Each party hereto declares and represents that in entering this contract it has relied and is relying solely upon its own judgment, belief and knowledge of the nature, extent, effect and consequence relating thereto. Each party further declares and represents that this contract is being made without reliance upon any statement or representation not contained herein of any other party, or any representative, agent, or attorney of any other party.

31. TIME:

Time is of the essence in this contract. Any reference to days means calendar days unless otherwise specifically stated.

32. ASSIGNMENT OF ANTI-TRUST CLAIMS:

The Contractor offers and agrees to assign to the Water Authority all rights, title and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. 15) or under the Cartwright Act [Chapter 2 (commencing with § 16700) of Part 2 of Division 7 of the Business and Professions Code], arising from purchases of goods, services, or materials pursuant to the contract. This assignment shall become effective at the time the Water Authority tenders final payment to Contractor, without further acknowledgment by the parties. The Contractor shall have the rights set forth in Sections 4553 and 4554 of the Government Code.

33. TAXES:

The Contractor shall pay all applicable federal, state, and local excise, sales, consumer use, and other similar taxes required by law for the execution of the work.

34. SIGNATURES:

The individuals executing this contract represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

IN WITNESS WHEREOF, the parties have executed this contract on the following date.

DATED: _____, 2010

San Diego County Water Authority

By: _____

Contractor:

By: _____

Approved as to form:
DANIEL S. HENTSCHE
General Counsel
San Diego County Water Authority

By: _____

ATTACHMENT A
SCOPE OF WORK

ATTACHMENT B
PAYMENT and FEE SCHEDULE

ATTACHMENT B

REIMBURSEMENTS

1. The administrative, overhead, payroll and similar charges, secretarial time or secretarial overtime, word processing, photocopying, in-house printing, insurance and other ordinary business expenses are included within the scope of payment for services and are not reimbursable expenses.
2. Copying and report production expenses by outside copying or printing services, when necessary for the services are reimbursable at actual cost.
3. Federal Express and similar delivery services should be avoided without the prior approval of the Contract Manager. Charges for approved delivery services are reimbursable at actual cost.

ATTACHMENT C
SCOOP FORMS

CERTIFICATES OF INSURANCE
and
ADDITIONAL INSURED ENDORSEMENTS



EXHIBIT B

SCHEDULE A-1: DESIGNATION of ALL SUBCONTRACTORS, INCLUDING SUBCONTRACTORS/VENDORS/SERVICE PROVIDERS

Company Name: _____ Project Name: _____ Date: _____ Change Order # : _____

Water Authority Project Manager: _____

Amendment #: _____

NAME AND CONTACT OF SUBCONTRACTOR(S)	ADDRESS, TELEPHONE NUMBER, E-MAIL OF PLACE OF BUSINESS	LICENSE NO. ⁽¹⁾	SPECIFIC WORK TO BE DONE BY SUBCONTRACTOR ⁽²⁾	SMALL BUSINESS YES/NO	MINORITY- OWNED	WOMAN- OWNED	DOLLAR AMOUNT ⁽³⁾	% OF TOTAL FEE	LIST ANY CERTIFICATIONS ⁽⁴⁾

TOTAL INITIAL DOLLAR AMOUNT COMMITTED TO SMALL CONTRACTORS: \$ _____
TOTAL INITIAL DOLLAR AMOUNT COMMITTED TO ALL SUBCONTRACTORS: \$ _____

CHANGE ORDER / AMENDED DOLLAR AMOUNT: \$ _____

TOTAL DOLLAR AMOUNT COMMITTED TO SMALL CONTRACTORS: \$ _____

TOTAL DOLLAR AMOUNT COMMITTED TO ALL SUBCONTRACTORS: \$ _____

Note: San Diego County Water Authority reserves the right to verify contents of this report by contacting subcontractors, including subcontractors, subconsultants, vendors and service providers.

- (1) For use by construction contractors only.
- (2) If 100 percent of item will NOT be performed or furnished by listed small contractor, describe exact portion of the item that will be performed or furnished by the small contractor.
- (3) Must show total price for specific work by subcontractor, subconsultant, vendor, service provider, or broker. For Material Brokers, show Broker Fee for Service.
- (4) Small businesses meet the size criteria of 13CFR121 (as amended) and may be certified as a small business by the California Department of Transportation (CalTrans) or a signatory agency within the California Unified Certification Program (CUCP), the U.S. Small Business Administration, the City of San Diego's Diverse Emerging Vendor Outreach (DEVO) and Minor Construction programs, the Metropolitan Water District of Southern California, the San Diego County Water Authority's Small Contractor Outreach and Opportunities Program (SCOOP), and the California State Department of General Services' Small Business Enterprise and Disabled Veteran Business Enterprise programs.

EXHIBIT C

WATER CONSERVATION PROJECTS CURRENTLY IN DEVELOPMENT OR PROPOSED

1. Residential How-To Project:

Status: Final stages of the draft Project Development Plan.

Description: An integrated collection of tools and resources will be developed that gives residential property owners easy to follow information on transforming their existing residence into a water-efficient property. This residential collection will meet the specific criteria for indoor efficiency and outdoor landscape design and maintenance.

2. Community Association How-To Project:

Status: Prototype guide developed and distributed. Feedback is currently being catalogued to determine areas needing revision and/or supplementation.

Description: With assistance from industry representatives, an information how-to guide was developed for community associations interested in planning for and incorporating landscape improvements. The next step is to revise the guide, supplement the resources, and establish a plan to best distribute and promote the resource.

3. Public Sector or Commercial How-To Project:

Status: Proposed

Description: Along the same lines as the Residential How-To Project. An additional collection of tools and resources will be developed specifically for the public sector or commercial market.

4. Regional Demonstration Sites:

Status: Proposed

Description: Residential and commercial landscape sites will be chosen based on visibility and distribution throughout the Water Authority's service area. Technical and maintenance assistance will be provided to transform the site into living examples that not only demonstrate the applicability of the state's landscape ordinance, but the beauty and enhanced lifestyle that is possible. In return, participating sites shall agree to display a sign, permit the Water Authority to post their address on the website, and allow periodic outreach events to be held onsite.

5. Partnership Project:

Status: Proposed; Limited efforts underway in connection with a current landscape retrofit pilot.

Description: Establish partnerships with private sector businesses (i.e. service providers, manufacturers, distributors, retailers) for the purpose of providing technical and financial incentives to the public. For example, an irrigation distributor may partner to provide a discount on smart controllers for the month of September. The intent is three-fold. First it will foster market transformation by moving incentives away from water agencies and over to the private sector, help offset retrofit costs, and provide opportunities for businesses to increase visibility and revenues.

6. Promotion and Recognition Project:

Status: Proposed; Limited past and current efforts such as 1) awards provided at the 2009 Water Conservation Summit honoring personal service and innovative business practices that foster water conservation and 2) the landscape award given to the San Diego County Fair landscape exhibit that best exemplifies a water-efficient landscape through eye catching colors, textures, design, and irrigation.

Description: Establish promotion and recognition efforts that 1) identify those professionals that have training on water-saving processes and utilize it in their business, 2) honor innovative business practices, 3) identify landscapes that exemplify qualities that encourage others to embrace water-efficient landscapes that increase the beauty and lifestyle of our Mediterranean region.

7. WaterSmart Branding and Trademark:

Status: Under revision; Time is of the essence.

Description: The WaterSmart brand was developed to serve as the region's umbrella brand for water conservation. The brand identity includes the name, art, and tagline. Current trademark action may necessitate changing the name connected to brand identity or developing an entirely new brand identity (Exhibit E).

EXHIBIT D

OUTDOOR WATER CONSERVATION BRANDING IMPLEMENTATION PLAN

Outdoor Water Conservation Branding Project Draft Final Report

EXECUTIVE SUMMARY—9.22.08



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EXECUTIVE SUMMARY

1.1 Situation Overview



San Diego County imports more than 85% of its total water supply from the Sierras and the Colorado River. Current drought conditions, combined with population growth throughout the Southwest, climate change and other factors, are putting increased demand on current water sources and accelerating the need to conserve.

With the strong awareness of current drought conditions and the need for increased water conservation generated throughout San Diego County by the 20 Gallon Challenge, residents and businesses alike are primed for change and actively looking for specific ways to reduce their water usage. And with landscape irrigation being the single largest use of water in California's urban areas, improved water efficiency in landscaping and irrigation is a top priority, and the focus of this branded program.

1.2 Objectives & Goals

The Objectives of this Document:

- Outline specific strategies to support the Urban Water Management Plan and the Blueprint for Water Conservation, with the ultimate goal of achieving market transformation.
- Identify specific items within the strategies and tactics that can be prioritized to provide the most immediate water saving impact in support of Drought Response efforts.

Program Goals:

- Double the amount of water saved in San Diego County (using 2006 conservation efforts as a benchmark) specifically through improvements in outdoor water use efficiency by the year 2020.
 - Increase customer demand for water efficient landscaping
 - Increase demand for products and services associated with water efficient landscaping
 - Make water efficient landscaping a financially attractive option for both consumers and businesses

1.3 Process Summary

Key to the recommendation of a successful brand and implementation plan, was a thorough understanding of the marketplace, current attitudes, perceptions and motivations of our target audiences, and how they respond to planned program elements.

Step 1: Background Research

The first step in this process was to review existing research reports, customer surveys, plans, and existing conservation programs and incentives offered throughout San Diego County.

Step 2: Primary Research

We also conducted focus groups to get direct input from members of the target audiences, and gathered input from industry stakeholders at the Water Conservation Summit.

Step 3: Values, Attitudes and Beliefs

With all of that research as input, our next step was to define the values, attitudes, and beliefs that this outdoor water conservation brand should represent and convey.

Step 4: Brand Evaluation Criteria

From the research and from the values, attitudes, and beliefs, we then developed a set of criteria by which to evaluate potential brand names for the program.

Step 5: Draft Implementation Plan

From there we developed a draft implementation plan including prioritization of our target audiences and listing program strategies and specific tactics for implementation.

Step 6: Brand and Implementation Research

Finally, we tested those brand names that had scored the highest in our evaluation step, along with several implementation plan assumptions and ideas with target audience focus groups and also stakeholder forums.

Step 7: Final Implementation Plan Recommendation

Based on all of the inputs and steps listed above, we have developed this final brand implementation plan recommendation.

1.4 Key Research Findings



To better understand current perceptions of and attitudes toward outdoor water use and water conservation, research was conducted among a broad sampling of target audiences and influencer groups, including stakeholders via the Water Conservation Summit and group forums.

PMSI reviewed a wide range of existing research on outdoor water conservation, including customer surveys and public opinion polls previously conducted by the San Diego County Water Authority as well as focus group research reports from other local water agencies, including Metropolitan Water.

Taking into account the information gleaned from this review of existing research findings, PMSI then launched a primary research initiative, consisting of four focus groups with San Diego County homeowners and landscape contractors, 20 in-depth-interviews with landscape architects, HOA managers, developers, and property/facility managers in the County, and breakout sessions with key stakeholders.

This research pinpointed and identified a number of important findings that shaped the development of our strategic and tactical recommendations, which were then tested again in focus groups with homeowners, property and facility managers, and licensed landscape contractors. Key findings from all of these research inputs are listed below:

- **San Diego County = Paradise**
 - San Diego County residents have a strong sense of pride and affection for their community and its landscaping, which they perceive as beautiful, lush, and reinforces the perception that San Diego County is truly paradise
- **Beauty means everything**
 - Landscaped yards are very important to homeowners as places to relax, play and entertain, and the APPEARANCE of the landscape is the most important factor to homeowners when it comes to their lawn and garden
 - The appearance of a lush and beautiful landscape is important for all target audiences—commercial and residential—and the concepts of “xeriscape” or “native plants” elicit negative responses across the board
 - Current perception is largely that water efficient landscape is inherently NOT beautiful, lush, and green

- **Water is always an issue here**
 - The need for water conservation has very high awareness in San Diego County, but is also perceived to be “business as usual”
 - Inertia may be our most formidable obstacle
 - There’s a sense that municipalities and water agencies are “crying wolf” regarding the water situation because a true crisis has (so far) managed to be averted
 - And yet, when the messages disappear, so does the conservation. For long-term sustained conservation, high visibility consistent public outreach and education programs are essential for keeping conservation “top of mind”
- **We’re already conserving**
 - San Diego homeowners believe they are already doing their part to save water, and therefore have a difficult time understanding what more they can do
 - Most equate conservation with a sacrifice of some kind – having to give something up in order to use less
- **We could take shorter showers**
 - Indoor conservation strategies are what come to mind first for most consumers
 - Outdoor water conservation, while accounting for significant water saving potential, is not top of mind
 - The prospect of major landscape change is daunting and perceived as cost-prohibitive
- **We probably use about 50 gallons a day**
 - Many members of our target audience, including homeowners and municipal property and facility managers, have only a vague understanding (at best) of the amount of water they use for irrigation purposes, let alone if this amount of water is appropriate
 - Monitoring gallons of water is difficult for many and to many not very meaningful – specific tips or actions for how to conserve are likely going to be more effective
 - A Water Budget is theoretically well received as a potential tool – but there is initial skepticism regarding accuracy and reliability of the information that would be provided
- **What about all the water wasted by municipalities?**
 - Homeowners feel singled out as the only ones being asked to make the needed changes and sacrifices to save water
 - Homeowners are skeptical of water conservation messages when they witness commercial and municipal areas being lavishly watered or over watered
 - They demand that cities lead by example through conservation efforts in their own facilities
- **Ask the experts**
 - Landscape professionals are the primary source of landscaping and irrigation information for many of our target audiences, including homeowners, HOAs, and commercial property and facility managers
 - That said, however, when it comes to residential decision-making, demand for water efficiency very much lies with the homeowner—gardeners and even most landscapers follow the lead of the homeowner (their client) and do not proactively encourage water efficiency
 - Industry partners recognize a significant water savings opportunity simply by making minor alterations to irrigation practices or products, such as reducing watering times by a few minutes per zone per day, and/or watering one less day per week
 - Landscape professionals are interested in and motivated to participate in water efficiency/program training
- **One size does not fit all**
 - Homeowners respond well to the idea of “options” or “choices” in a landscape conservation program
 - Different demographic groups have different motivations and respond to different messages

- **Property Value, Property Value, Property Value**
 - HOA Managers are highly cost-conscious and can thwart conservation efforts that they perceive as potentially impacting property values and/or do not promise immediate return on investment
- **Get the word out**
 - There is very little current awareness or recognition of any existing water conservation brands or programs in San Diego County
 - Awareness of available incentive programs is low, even among landscape professionals (who consider themselves knowledgeable about water conservation strategies)
 - Conservation efforts, over time, *have* changed consumer behavior. For more than 12 years following the 1987-1992 drought, total water consumption across the county remained relatively constant, despite the addition of over 400,000 people
- **Dollars and sense**
 - The cost of water is not a major concern; customers are willing to pay for excessive usage as long as water is cheap
 - However, rebates, incentives and money savings are important motivators and influencers
 - Consumers respond more strongly and positively to financial incentives for conserving rather than penalties for not conserving
 - Participation in rebate and incentive programs can be discouraged if paperwork is cumbersome and turnaround times are long
- **Put conservation on display**
 - Other incentives such as recognition and certification are also seen as positive and valuable among all audiences surveyed
 - Visible landscape recognition signs are viewed favorably – both in terms of “self promotion” for some and as an educational mechanism to help promote water-efficient landscapes
 - Landscape professionals see the need to begin the program on commercial or other visible properties to raise awareness and acceptance of the program among homeowners
 - Heightened awareness about climate change and “global warming” are adding to a spirit of wanting to do the right thing for the environment at a broad level among all audiences
 - Word-of-mouth and neighborhood “role models” can be highly influential

1.5 Desired Brand Values Attitudes and Behaviors



A name, and sometimes a symbol, can represent a brand. **But that name alone is not the brand.** A brand is a promise; a set of perceptions that reside in the minds of the target audience. It is a reflection of the *experience* that an organization and/or enterprise provides.

Based on our research and observations, and in conjunction with the Water Authority's Water Conservation Team and stakeholders, we developed the following values, attitudes and behaviors that the outdoor water conservation brand should promote.

VALUES

Sustainability in meeting our needs today without compromising the availability of resources for future San Diegan's

Balance of beauty and efficiency

Pride in maintaining beautiful, water-efficient, climate-appropriate landscape, and efficient irrigation choices and behaviors

Intrinsic Value of water-efficient upgrades that increase property value and improve the quality of life

Community by doing our fair share to preserve what we value most

ATTITUDES

Awareness of need, and of programs and solutions

Win/Win outlook that water efficiency is good for self and good for community

Desire to Preserve San Diego's lifestyle

Commitment to be part of the long-term solution

Can-Do receptivity to behavior changes and confidence in ability to make changes

Fulfillment in financial assistance and intrinsic reward

BEHAVIORS

Champion water-efficient irrigation and landscape behaviors and products for new, retrofit, and maintenance applications

Adopt new water-efficient landscaping and irrigation products/plants/practices

Engage in long-term water-efficient landscaping choices

Participate in available programs, classes, and incentive offers

Dialogue with others to virally communicate water-efficient landscape choices and practices to clients, companies, colleagues, neighbors, friends and community

1.6 Brand Name Recommendation

In recommending a brand to be used by the San Diego County Water Authority specific to outdoor water conservation initiatives, we have evaluated several options—some of which are existing brands, others would be newly created. To determine which of these options best suits the needs of the Water Authority and best reflects what our research learning has revealed, each brand was evaluated based on the approved evaluation criteria. (See **SECTION III** for complete criteria, evaluation scores, and additional detail behind the brand recommendation.)

Based on attribute scores, end-user and stakeholder feedback, legal review and council relative to brand usage in San Diego, and the opinions and judgment of the Water Authority team,

stakeholders, and the outside marketing consultants, **WaterSmart Landscape** is the recommended outdoor water conservation brand for the San Diego County Water Authority.

This name is recommended for several reasons.

- It is descriptive, which we believe is critical to the success of this program
- It is easy to say and easy to remember. It is flexible and appealing to all audience types
- It was “tied” as the most appealing in our focus groups (representing home owners, landscape contractors, and facility/property managers)
- It leverages the new “So Cal WaterSmart” initiative by Metropolitan Water District that will potentially have some cross-over visibility into the San Diego market
- It implies a long-term way to think about water use in San Diego County
- It works well both as a specific outdoor/landscape water conservation brand, and an “umbrella brand” (see below)

Visual Representation of the Brand



A BETTER WAY TO BEAUTIFUL

The goal in developing the visual representation of the WaterSmart brand was to create a logo that is simple, memorable and easy-to-understand. The central motif—an iconic representation of a flower—is designed to be uplifting and convey a sense of beauty and growth. The flower symbol is accented with a single drop of water, linking together concepts of beauty (the flower) and water conservation (the single water drop), subtly emphasizing the facts that every drop counts, and that it only takes a little water to achieve beauty in a WaterSmart Landscape.

The tagline “A Better Way to Beautiful” addresses the key issue of landscape beauty, which is so critical to end-users, reinforces the understanding that WaterSmart Landscapes are also beautiful landscapes, and emphasizes the behavioral changes that are necessary for drought response, long-term sustainability, and to achieve market transformation.

Recommendation for an “Umbrella” Brand

Further, it is recommended that the SDCWA not only pursue this brand for outdoor water conservation, but also adopt **WaterSmart San Diego County** as an “umbrella” water conservation brand and message, to use and leverage for outdoor, indoor, and crisis conservation messages throughout San Diego County.

- Brands are built by consistency and repetition
- Equating water conservation—of all kinds—in San Diego County to one brand will help give the brand meaning
- Brand awareness increases as multiple communications reinforce the same message for water conservation
- Marketing dollars work harder and more efficiently as brand recognition increases

Examples of how WaterSmart San Diego County can be used in a broader Umbrella Brand Approach include:

- WaterSmart Landscape (to identify a water efficient landscape)
- Certified WaterSmart Landscape Professional
- WaterSmart Poway (possible option for customization of the program by community)

- WaterSmart San Diego County Challenge (as the name of a specific promotion, along the lines of the 20-Gallon Challenge and could be shortened to WaterSmart Challenge)
- WaterSmart San Diego County Voucher Incentives
- Be WaterSmart San Diego County (example of possible common message or call to action from all water conservation communications)

1.7 Marketing Strategies Overview



Marketing strategies are the foundations upon which successful marketing plans are built. Unlike tactics, which tell us specifically *what* we are going to do to achieve our objectives (which follow) strategies are the guidelines that tell us *how* best to get there.

1. Develop an integrated, solutions-based approach

In order to achieve as large an impact as possible on outdoor water use and maximize conservation, we must develop a program that is solutions based and a variety of ways to address water use reduction:

landscape design, irrigation technology, a climate appropriate plant palette, and landscape maintenance.

- These elements, while independent of each other, overlap in many important ways. For example, a water efficient plant palette (a landscaping solution) does not save water if the individual caring for it waters it too frequently (maintenance) and the sprinkler heads are not positioned properly (irrigation). Since reducing outdoor water use is a multi-faceted challenge, it requires a multi-faceted approach.

2. Prioritize market segments that provide the largest water savings opportunities

With our aggressive water saving goal, we need to make as large an impact on water use as possible—as quickly as possible. We'll therefore start by prioritizing and pursuing market segments with the largest potential savings opportunities, as well as the highest levels of visibility within the community. In general, these are properties that are open to the public, or are highly visible within the community, such as:

- Large multi-family and HOA residential complexes
- Major office parks
- Municipal buildings
- Parks
- Corporate campuses
- Universities and colleges

3. Leverage the Influencer Groups

As perceived experts, key Influencers (as detailed in the Target Audience Segmentation in Section IV) often have far more ability to directly impact water use behavior and facilitate change through their relationships and interactions with End-Users than does traditional "advertising" (print, broadcast, outdoor, etc.).

Our program must take full advantage of this critical communication channel, and use it to extend our message through this broad network of "feet-on-the-street" champions to educate, promote and influence water efficient products and practices every day.

4. Create and Promote Visible Success Stories

It is critical to the achievement of our objectives that we successfully demonstrate broad and earnest commitment to outdoor water conservation throughout all of San Diego County. To accomplish this, we will actively seek out and promote public, large-scale, highly visible examples of water efficient landscape and irrigation practices to use as case studies and role models for the

rest of the community, starting with those we know of who are already showcasing water efficient landscapes.

5. Maximize Awareness of Existing Incentive Programs

Incentives are a critical component of any successful conservation initiative, but awareness and understanding is critical to their effectiveness. Research indicates that most End-Users and many Influencers, including landscape contractors, have limited awareness of the incentives currently available in their areas. Our program must therefore incorporate clear, prominent and easy-to-understand incentive messaging as a core element in all of our communication materials to ensure awareness of and increased participation in existing programs.

6. Add Recognition and Certification Incentives

Partnerships, certification, and recognition programs can help to solidify participation, while creating high-profile evangelists to further promote and lend credibility—and perhaps even some cachet—to outdoor water conservation.

7. Ensure Consistent Program Communications

With multiple influencer groups, stakeholders, member agencies, partners, and constituents all committed to reducing outdoor water use, ensuring and maintaining consistency in program implementation is a complex and hugely challenging undertaking. That's why we need to keep it simple. The easier our program is to understand, access and implement, the higher the willingness to take part (rather than develop a separate program all on their own).

8. Reinforce the “Win, Win, Win” Value Proposition

As was confirmed in our research, it is a common misconception that a water efficient landscape is inherently dry, barren and dull. Through visuals and messaging we will continually reinforce the value proposition that a landscape can be water-efficient, cost efficient, and good for the environment while still being colorful, lush, and beautiful.

9. Provide Clear, Specific, Achievable Water Saving Strategies and Goals

San Diegans are already doing a lot to save water—more than in many parts of the country. Water conservation is a part of day-to-day living, and they know the basic drill. Generalities, such as “use less water,” are meaningless. People ARE using less water. Because the concept of “gallons used” is hard for most audiences to understand let alone monitor, our best course is to provide specific and measurable steps users can take to reduce water use outdoors to achieve the needed conservation levels.

10. Ensure Program Flexibility to Address Needs of All Audiences

Addressing multiple audiences—both End-Users and Influencers—means appealing to multiple motivations and needs. Our program must be broad and flexible enough to be customized or tailored to suit the unique drivers and needs of each.

1.8 Key Communication Points

Based on the increased awareness of current drought conditions and the need for increased water conservation generated by the 20-Gallon Challenge, we believe that San Diego County is now ready and actively looking for specific ways to reduce their outdoor water usage. Given this current situation, there are five key points that the San Diego County Outdoor Water Conservation Program must communicate to our target audiences:

1. Drought Communications
2. Benefits
3. Responsibility
4. Why?
- 5. How?**

If we don't deliver practical, action-oriented guidance to our audiences on HOW to implement conservation measures, we risk eroding the good will and awareness achieved by the 20-Gallon Challenge Campaign.

Drought Communications

San Diego County is in the midst of a drought, and is implementing a Drought Response Plan to help conserve existing water supplies. Drought-focused messages, therefore, will be a key program communication point for the immediate short-term, as well as for the foreseeable future.

- Tactics that specifically address drought response will be prioritized in order to maximize their water saving potential as quickly and impactfully as possible.
- Drought communications will focus on immediate changes that can be made, primarily in the areas of maintenance and irrigation, with less emphasis on longer-term landscape design and plant selection strategies
- Emphasis will be on action-oriented messaging leading to core conservation program participation

Benefits

Based upon the Drivers that we identified for our Priority 1 audiences, the key program communication points will focus on the benefits of the "Win. Win. Win." Value Proposition, as outlined in our Marketing Strategies above, namely:

- Saving money and time
- Keeping your landscape beautiful
- Doing the right thing for San Diego County and the environment

Our communications will also maximize the use of visuals to help demonstrate and reinforce these benefits by consistently showcasing beautiful, lush landscapes that are water-efficient.

Responsibility

When it comes to implementing social changes, like water conservation, there is a good percentage of the populace whose natural inclination is to trust that "someone else" will take responsibility, thereby allowing them to go about their daily routine unchanged. In order to achieve our water reductions goals, we need EVERYONE—businesses and individuals alike—to take responsibility and do their part. Every outdoor watering decision can make a difference, and San Diego needs each of those decisions to be a water-efficient one.

Why?

Our program must change those perceptions, and educate San Diegans that the need for water conservation—especially in San Diego County's naturally mild and arid climate—is critical, continuous and NOT contingent on the amount of rainfall in a given year. There is never enough water to waste, and rain or shine, water efficiency makes sense.

How?

In all of our program communications, the “calls to action” must always be clear and easy-to-understand, achievable and empowering to the audience to whom we are speaking. Where ever possible, and as often as possible, we will provide specific and actionable steps End-Users can take to reduce outdoor water usage, across all three conservation facets—Behavior, Irrigation, and Landscaping. Some examples:

- Reduce watering cycles by five minutes per day
- Add two to three inches of mulch to garden beds to reduce water lost to evaporation
- Schedule a landscape audit today
- Install a drip irrigation system for garden beds
- Become a certified water-efficient property
 - Certification guidelines are to be determined, but will require ongoing inspections to ensure water efficiency levels and the appearance of the property are maintained
 - These inspections will be the responsibility of the individual member water agencies
 - If water efficiency is NOT maintained, or the property falls into disrepair, the certification can be revoked

1.9 Target Audience Overview



While all landscapes in the San Diego County Water Authority service area technically fall within the scope of this initiative, different target audiences and demographic groups have different motivations and respond to different messages.

To appropriately address each target group, we identified all the possible target audiences and segmented them into two sub-groups: “End Users/Decision Makers” and “Influencers.”

- End Users are directly responsible for outdoor water use decisions, and are therefore critical to our success
- Influencers are individuals and resources that End-Users look to and rely on for advice, information, recommendations and/or direction regarding their outdoor water use, and as such are important channels and resources for helping to communicate water efficiency messages to end-users and for encouraging and reinforcing water efficient products and behaviors

Following is a summary of the target audiences we identified. Additional information about each target audience, as well as details on the drivers, influencers, and channels for each, can be found in **Section IV** of the final report.

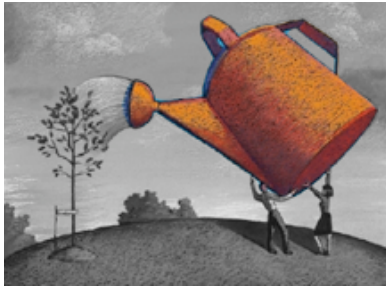
END-USERS/DECISION MAKERS

- Municipal and Corporate Executives and Governing Boards
- Licensed Landscape Contractors
- Facility Managers
- Property Managers
- Heavy and Moderate Water Use Single Family Homeowners

INFLUENCERS

- Irrigation Supply Houses
- Landscape Architects and Designers
- Landscape Contractors Associations
- Licensed Landscape Contractors
- Water Conservation Garden at Cuyamaca College
- Water Purveyors
- Irrigation Product Manufacturers
- Building Associations, including “Green” Building Organizations
- Residential and Commercial Developers
- City Planning Departments
- Storm Water Co-Permittees and other Water/Wastewater Agencies California
- Non-Profit Community Organizations, including Horticultural Societies, Master Gardener Organizations, Native Plant Societies, Botanical Gardens, San Diego Museums, San Diego County Fair Exhibit and the Center for Sustainable Energy
- Local News/Press
- Nurseries and Growers (including “big box” garden departments like Home Depot, Target and Lowe’s)
- Colleges and Universities
- Students—Elementary, middle and high school programs

1.10 Core Program Tactics



Understanding the need both for immediate Drought Response efforts to reduce outdoor water use NOW, as well as sustainable strategies to ensure water-saving behavior continues over the long term, we have organized our recommended Communication Tactics into four categories/priorities:

- **Ongoing Programs:** These are tactics that the Water Authority has already implemented to help address the need for increased outdoor water conservation, and that will continue to provide water saving benefits going forward
- **Drought Response:** This category includes tactics emphasizing prompt action that, once implemented, will have the most immediate impact on reducing outdoor water use, with visible results within six months
- **Near Term:** While requiring a bit more ramp up time than the Drought Response tactics, Near Term tactics should begin delivering water saving benefits within a one to two year timeframe
- **Longer Term:** These tactics—of which there are only a few—include those that require seeds be planted now in order to reap more long term, sustainable water savings in two or more years from now

Many, if not most, of the Ongoing and Drought Response tactics will also continue to deliver conservation benefits into the Near Term and Longer Term timeframes, and these categories, therefore, should not be considered mutually exclusive. As applicable and when it makes sense, efficiencies may be gained by using program materials across multiple tactics/audiences, as well as through “mass customization” techniques.

Following is a summary of recommended tactical initiatives. Additional information about each tactic can be found in **Section IV** of the final report.

ONGOING TACTICAL INITIATIVES

1. Promote a Holistic Approach to Landscape Solutions through Incentive Programs and Services. Includes developing the overall technical program design, incorporating existing WaterSmart Landscape program elements, as well as adding new conservation programs, as appropriate.

2. Promote Water Exhibits at Local Museums: Two current water-related exhibits at the Natural History Museum—as well as planned exhibits at the Museum of Man and the Reuben H. Fleet Science Center—are excellent tools for educating the general public about the water issues facing the San Diego County area.

3. Water Efficient Gardening Seminars: Leverage existing water efficient landscape curriculum currently in place and in use by the Water Conservation Garden, Quail Botanical Gardens, Cuyamaca and Mira Costa Colleges, and others and work to extend the impact of these seminars through promotion and the development of additional program materials, including window clings/bumper stickers, brochures and more.

4. WaterSmart Garden Contest: Continue to sponsor and promote “San Diego County’s Annual California-Friendly Landscape Contest,” but for the sake of impact and consistency, rename the program the “WaterSmart Landscape Contest” and update the program materials, including the website, to reflect the new brand.

5. WaterSmart Landscape Exhibit at the San Diego County Fair: Develop an annual WaterSmart Landscape exhibit at the County Fair and recognize the best WaterSmart Landscape exhibit at the Fair with a “San Diego WaterSmart Landscape” award plaque and monetary prize.

DROUGHT RESPONSE TACTICAL RECOMMENDATIONS

1. Develop Water Conservation Website: To reinforce the outdoor water conservation brand and program, develop a program-specific website that is separate and distinct from the current Water Authority site (although the two will be linked), with its own unique URL to showcase beautiful, lush, water-efficient landscapes, and, organizationally, to segment information and program specific by audience—residential, commercial, landscape professional, etc.

2. Create Program Communication Materials: Develop program materials to support our efforts and communicate the program to the various target audiences, including a program overview brochure, point of sale materials, an email campaign to landscape professionals and property/facility managers, and newsletter for use by key Influencer groups.

3. Arm Member Agencies and Influencers with Program Information and Materials: Maximize impact by creating consistency across all water conservation brands in San Diego County with a customizable program implementation “kit,” PowerPoint presentation, and member agency and stakeholder training sessions and tours.

4. Implement HOA Pilot Program: Launch a pilot program targeting HOAs (selected due to their visibility, accessibility and to build on momentum from HOA outreach and training programs already underway) to identify and address potential issues, as well as to develop case studies that we can use to showcase and promote the program to additional participants.

5. Launch Program to “Hot List” Targets: Working with the SDCWA, member agencies will develop “hot lists” of the highest water using properties and highly visible properties in their jurisdictions that would be beneficial to our efforts to become recognized as water efficient to be the recipients of highly resource intensive one-to-one initiatives.

6. Leverage Drought Requirements: Leverage, where appropriate, specific drought requirement mandates and look for opportunities to transition drought management themes into long-term conservation themes.

7. Promote Success Stories: Identify “success stories” of properties that have achieved water efficient recognition and aggressively use these examples to generate overall program awareness, demonstrate broad participation in the program, and to inspire others—particularly homeowners—to follow suit.

8. Member Agency Program Communications: To further facilitate their participation and assistance, we will develop additional materials—specifically targeted to homeowners—for use by the local water agencies, including a residential program communication kit, bill insert templates, newsletter articles, and stand-alone direct mail pieces targeting high-water-use homeowners.

9. Landscape Gardener Communications: Gardeners—the unlicensed “mow and blow” landscapers—are also on the frontline of landscape care and for maintaining water efficiency over the long-term, but are often overlooked. To address this often Spanish-speaking audience, we will develop a dual-language outreach campaign, including printed materials and educational seminars with participation incentives for course completion

10. Local Garden Partnerships: Provide financial support for the installation of demonstration gardens, contingent upon receipt of additional funding.

11. School-Based Drought Response Initiatives: Develop materials specifically related to Drought Awareness for distribution in San Diego County schools.

NEAR TERM TACTICAL RECOMMENDATIONS

1. Develop Certification and Recognition Program for Landscape Professionals:

Landscape Professionals are a critical target audience for this initiative—both as End-Users and Influencers. To support their needs while helping to reduce outdoor water use, we recommend developing (and/or repurposing from an existing resource) a WaterSmart Certification Program targeted to landscape professionals.

2. Develop Recognition Program for Water Efficient Landscaped Properties: Similar to the tactic above, this program would recognize and reward organizations (including HOAs) whose properties meet a set of predetermined water efficient guidelines.

3. Point of Sale at Nurseries and Garden Centers: Nurseries and garden centers are one of the most common and frequently visited places that homeowners go to get information about landscaping, plant choices and irrigation equipment. To take advantage of this critical communication opportunity, we will develop a comprehensive in-store marketing campaign for use throughout the County, including displays, take-one brochures, cross-promotions (where possible/appropriate) and, in partnership with the County of San Diego, interactive kiosks.

4. School Programs: Children represent the future of San Diego County, and are also very influential today in their own homes in impacting their parents' behavior. To target this audience on an ongoing basis we will continue existing programs and develop additional outdoor water efficiency branded education programs, as appropriate for the varying grade-levels.

5. Water Conservation Garden Tours: For students throughout San Diego County, provide funding for busses to enable field trips to The Conservation Garden. Also consider creating a mobile exhibit and DVD presentation to take the garden to the students.

6. Green Building Partnerships: Partner with green building associations including USGBC-SD and Center for Sustainable Energy.

7. Storm Water Partnership Program: Partner with Storm Water Co-Permittees and their water and wastewater agencies to develop co-branded materials promoting outdoor water use efficiency strategies, both as a means to conserve water and to reduce run-off and related watershed pollution issues.

8. Traveling Water Conservation Exhibit: Explore development of a traveling/temporary art exhibit geared at increasing the public's awareness for landscape water conservation.

LONGER TERM TACTICAL RECOMMENDATIONS

1. Youth Organization Programs: Work with local Scout organizations to develop programs specifically for San Diego County, focused on outdoor water use and efficiency.

2. Development Partnerships: Automatically bestow WaterSmart Recognition status to any new developments that comply with the water efficient ordinances and/or USGBC-SD certification. Provide developers with promotional materials to further encourage landscape water

use efficiency, and develop an outreach program targeting City Planning Departments to further help generate awareness of the program among developers.

3. Distribution and Retail Channels: Increase focus on distribution and retail channels to ensure availability of water-efficient products and services.

1.11 Recommended Implementation Timeframe

Looking from a high level at the tactics listed above, the following chart summarizes the recommended roll-out timeframe for the first two-and-a-half years of this ongoing conservation initiative.

Yellow = Program Development Green = Program Implementation	FY 2009				FY 2010				FY 2011	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Ongoing Tactics - Promote holistic approach through incentives and services - Promote water exhibits at local museums - Water efficient gardening seminars - WaterSmart Garden Contest - WaterSmart landscape exhibit at the San Diego County Fair										→
Drought Response Tactical Recommendations - Program Website - Program communication materials - Leverage drought requirements - Arm member agencies with program tools - HOA Pilot Program - Launch to "Hot List" targets - Promote success stories - Member agency program communications - Landscape gardener communications - Local garden partnerships - School-based drought response initiatives										→
Near Term Tactics - Certification and recognition program for landscape professionals - Recognition program for water efficient landscaped properties - Point of sale at nurseries and garden centers - School programs - Water conservation garden tours - Green building partnerships - Storm water partnership program - Traveling water conservation exhibit										→
Longer Term Tactics - Youth Organization Programs - Development Partnerships - Distribution and Retail Channels										→

SECTION II MARKET RESEARCH

2.1 Summary of Research Conducted



To better understand current perceptions of and attitudes toward outdoor water use and water conservation, research was conducted among a broad sampling of target audiences and influencer groups, including stakeholders via the Water Conservation Summit and group forums.

The first set of research initiatives were intended to provide a clear understanding of the current marketplace, the needs, motivations, and perspectives of the many varying target audiences and to help provide a framework for the development of the outdoor water efficiency brand. This research consisted of four elements:

- Review and analysis of existing branding-related documents supplied by the San Diego County Water Authority and other agencies
- Qualitative research conducted among industry stakeholders at the 2007 Water Conservation Summit in San Diego
- Focus Groups with homeowners with moderate to heavy water usage, Hispanic single-family homeowners, and landscape contractors
- In-depth interviews (IDIs) with developers, landscape architects, HOA Managers, and Commercial and Municipal Facility/Property Managers

The second set of initiatives were conducted following preliminary brand development work, and were designed to confirm the findings from our initial research, to elicit opinions and feedback from target audience members regarding potential branding options, and to proactively identify potential issues and formulate effective strategies for addressing them prior to launch. This phase of the research consisted of:

- Informal qualitative research sessions at the Water Authority with key industry stakeholders, including landscape contractors, HOA managers, landscape architects, landscape designers, nursery representatives, and irrigation product manufacturers
- Focus Groups with heavy water use homeowners, landscape contractors, and facility and property managers

2.2 Background Research Findings

As the first step toward better understanding branding needs related to promoting water efficient landscaping in San Diego County, findings from the following list of existing research materials and branding-related documents (provided by the Water Authority, PMSI and others) were reviewed and summarized.

- MMWD 2007 Conservation Master Plan
- CUWCC 2007 Statewide Market Survey: Landscape Water Use Efficiency
- Metropolitan Water District 2007 Landscape Sector Analysis
- SDCWA 2007 Blueprint for Water Conservation
- SDCWA 2006, 2005, 2004, 2003 Public Opinion Polls
- EBMUD 2006 Weather-Based Irrigation Controller Study
- El Dorado Irrigation District 2006 Commercial Qualitative Study
- Texas 2004 Focus Groups and Quantitative Survey
- Irvine Ranch 2004 Residential Runoff Reduction Study

- Seattle 2003 Saving Water Partnership
- SWAT/IA 2003 Focus Groups
- Santa Barbara 2003 ET Controller Program Research
- Eugene Water 2002 Focus Groups
- SDCWA 2006 and 2007 Water Conservation Summit White Papers

Within these reports, researchers looked for attitudinal and behavioral trends and insights, and made comparisons across all the research findings to find consistencies (and inconsistencies), with the goal of confirming known “truths” and identifying areas that had yet to be explored, or where results were inconclusive and/or inconsistent, and needed further inquiry.

Following is a summary of the consistencies—the “truths”—that were discovered and/or confirmed in this phase of the research.

1. We know we need to conserve water.

Most Californians are aware of the need to conserve water (as are many outside of California). Water conservation is “always an issue” and a reality of living in the state, and people generally want to “do the right thing” (i.e., conserve).

- Many researchers believe, however, that actual behavior does not necessarily follow intentions and that the perception among end-users is that conserving water means giving something up.

2. Appearances are important.

Landscaped yards are very important to homeowners as places to relax, play and entertain, and the APPEARANCE of the landscape is the most important factor for homeowners when it comes to their lawn and garden.

- Ease of maintenance is also a strong selling point, coming in at #2.

3. I’m already doing MY part.

People generally believe that they already are doing their part/all they can to conserve water. While they agree that inefficient water use is indeed a problem, they quickly point their fingers at their neighbors, their cities, and “others” as the water wasters.

- Because consumers feel they are already “doing their part,” any ADDITIONAL conservation actions that might be requested are often perceived as unfair or an unnecessary hardship.
- Homeowners want “others”—especially business and government—to make more of an effort.

4. Volume of water used is not on the radar.

Most people underestimate or are unaware of the amount of water they actually use—especially when it comes to outdoor irrigation. However, many people THINK they DO know.

- Any marketing effort must be wary of alienating consumers by trying to “teach” them something they think they already know.
- Direct measures of effect (actual purchases of water efficient plants, for example) rather than self-reported data should be used to judge the true effectiveness of any conservation program.

5. Conservation communication works.

Conservation efforts, over time, *have* changed consumer behavior. For more than 12 years following the 1987 -1992 drought, despite the addition of 400,000 people, total water consumption across the County remained relatively unchanged, thanks to conservation.

6. Out of sight, out of mind.

People need ongoing reminders and reinforcement to sustain conservation gains over time. Long-term, high visibility public outreach and education programs are essential for keeping conservation “top of mind.”

7. The environment is a hot topic.

More people today see the environment as an important issue, and a responsibility, and believe that individuals can make a difference.

8. Money talks.

Consumer decisions are heavily influenced by cost and “ROI.” That’s why rebates, incentives and money savings are important and effective motivators and influencers.

- Most consumers believe that rebates and cash incentives “would” or “might work” in getting people to make the changes necessary to conserve water.

9. Carrots taste better than sticks.

Consumers react most strongly and positively—and program participation increases—when benefits associated with conservation are emphasized (rather than focusing on penalties and disincentives for not conserving), are tangibly proven and demonstrated (e.g., water efficient demonstration gardens, irrigation equipment demonstrations, case studies, testimonials, etc.), and where free, hands-on support is provided (e.g., workshops, events, detailed information, DVDs, etc.).

10. Tips are good.

Consumers want to do their part to save water, save money, and help the environment, but they don’t always know HOW.

11. Demand lies with the homeowners.

Demand for outdoor water use efficiency currently originates with the homeowner, not with the landscaper. Gardeners, and even most landscape contractors, simply react to the requests of their clients and, as a rule, do not try to proactively influence their choices towards water usage and efficiency.

- That said, landscape contractors are a key influencer group and are well positioned to effectively incent conservation efforts among their clientele.

12. Landscape contractors are a key partner.

Landscape contractors see the benefit in water efficiency expertise. As awareness of water conservation increases, landscape contractors see potential to differentiate themselves through certification programs.

13. One size does not fit all.

Different demographic groups have different motivations and respond to different messages.

14. Commercially speaking, water is cheap.

For most customers, saving money is an important motivating factor in reducing water use. But with the cost of water perceived as very low, there is little current incentive to change water use behavior—especially when it is believed that conserving water will negatively impact the appearance of the landscape and, in turn, the value of the home.

15. Small changes can mean big results.

A whole lot of water could be saved by altering irrigation practices and/or products. Watering one day less per week, or watering 3 minutes less each day per zone. Fixing leaking heads or adjusting them so that they water the landscape and not the sidewalk. These small changes can result in big savings.

16. Inertia is a power force to be reckoned.

Perhaps the most formidable obstacle we face in changing outdoor water use is the inertia that sets in to most people’s lifestyles and habits. We must create a directional force to break the cycle.

2.3 Conservation Summit Findings

As part of the Water Conservation Summit in October 2007, PMSI led a Break-Out Session with select Summit participants to discuss strategies and gain “real world” insight and knowledge regarding programs, influencers, and motivators in San Diego County, in order to further inform outreach brand development. (A list of registered session participants and the Discussion Guide used by the session moderator is included in the Addendum to this document.) Specific topics discussed in this session included:

- Local success stories in conservation—and what makes them effective
- Programs that were not successful and discuss why
- Current educational programs and efforts
- Existing rebate programs for smart controllers, turf replacement, etc., including participation levels
- Determining which local/regional/state/national conservation programs you embrace or in which you participate

Following is a summary of the key themes and “take-aways” that emerged from this discussion.

- Education/awareness of the many CHOICES of drought-tolerant, San Diego County appropriate plants that are available is low (and therefore represents a good educational opportunity)
- That said, however, the term “Native” is not well-received and should not be the primary terminology used to describe appropriate plants choices
- Visuals of water efficient landscaping and plant choices must appear and be perceived as “mainstream”
 - Trends seem to indicate growing awareness and willingness to accept a “new aesthetic,” but traction has just begun to develop and will take time to build
- Irrigation alone is a big water saving opportunity, whether through optimization, technology, or simply watering a little less often
- Classes/seminars are a very mixed bag—they work in some places, not in others
- Homeowners (especially those that are early adopters of water efficiency and somewhat “vocal”) can be very influential to others within their neighborhoods
- Participants in the session tended to look quite narrowly at “their area” and saw no evidence of looking at the “broader view”
- Inertia is perhaps the largest and most formidable obstacle we face

Please refer to Appendix A for the Water Conservation Summit discussion guide and to Appendix B for a list of the Water Conservation Summit participants.

2.4 Focus Groups #1 Background

To gain additional insights into current perceptions of and attitudes toward an outdoor water conservation program and elicit feedback on preliminary branding options, four focus groups were conducted on October 17-18, 2007 among key residential and professional landscaper target audiences:

- Single-family residential homeowners who are relatively heavy water users (representing the people who have the greatest individual potential to save);
- Single-family residential homeowners who are moderate water users (representing a large number of people and perhaps the greatest cumulative potential to save);
- Hispanic single-family homeowners (representing a large, growing and increasingly influential segment of the County's population with a possibly unique set of dynamics);
- Landscape contractors who have substantial influence over the plant selection and irrigation choices of homeowners (representing potential opinion leaders and influencers in a public opinion shift).

Each group was comprised of 7-9 respondents. All of the homeowners were the primary decision maker for their household when it comes to lawn and garden landscape and water maintenance. All were 30-64 years old and had a household income of at least \$50,000. All had an average to large-sized landscaped yard, a front or back lawn with grass, and an in-ground irrigation system. A mix of males and females and of various income levels (above the minimum) was represented in each homeowner group.

All of the landscapers were licensed professionals who owned their business and specified and installed irrigation equipment. All had been in business for at least five years and employed at least three workers on crews. All reported that the majority of their business came from residential clients.

During each session, a trained moderator led the group through a 115-minute discussion which investigated in-depth the issues and objectives of this project.

Please refer to Appendix C for the complete research report and Appendix D for the discussion guide.

Focus Group Objectives

- Gauge the mindset of homeowners and landscape professionals regarding water conservation (including awareness, belief systems, and core values)
- Determine the most meaningful motivations for acceptance of and participation in a water conservation program for residential homeowners and landscape professionals in the County
- Identify and prioritize the critical area(s) of concern, confusion and barriers to acceptance of such a program
- Gauge receptivity to basic communication elements that must comprise the core of a branding program, such as key phrases and visual imagery
- Explore alternative ways of reaching and communicating with target customers
- Identify possible differences in the above areas among single-family homeowners who are heavy water users, single-family homeowners who are moderate water users, Hispanic single-family homeowners, and landscape professionals.

2.5 Focus Groups #1 Findings

1. We ♥ San Diego County.

Homeowners in San Diego County have a strong affinity for the area and identify themselves first and foremost as “San Diegans” as opposed to “Californians” or even “Southern Californians”

- They perceive San Diego County as a “paradise” and want that reflected in their homes and landscaping

2. Water is always an issue here.

Respondents immediately recognize water conservation as the leading environmental issue for the County. However, despite their awareness, San Diego County residents view the need for water conservation more as a theoretical societal good rather than a serious, imminent threat.

- *“[The water authorities have] lost credibility [by talking about water shortages all the time and there not being one]. If a drought or water problem is [really] the case, then I don’t think anyone believes it.”*
- *“We hear about water problems daily..... Every weekend, there is a garden show talking about water conservation[it’s nothing new to us].”*
- Presents a challenge of disbelief, as San Diego County residents have a hard time accepting any real threat to anything as ‘assumed’ and basically essential as water

3. Why should I conserve when municipalities and water agencies clearly are not?

- Adding to their skepticism is their witnessing institutional and public areas being lavishly watered and kept lush
- *“They are just crying wolf about the water problem.”*
- *“The city runs the sprinklers even after it’s been raining for a couple of days – they need to do their part too.”*

4. Among landscape contractors, water shortages are serious business.

While water shortages threaten their business, landscape contractors believe that water conservation could create a business opportunity in the long run—namely retrofitting their customer base for water efficiency

- *“No water means no business.”*

5. Contractors will only lead so far.

- Contractors warn, however, that their clientele will have to undergo some very fundamental shifts in their mindsets regarding their landscapes and their irrigation systems in order for water to be conserved at the needed rate
- *“If I cut back the water and something dies, I’m the bad guy.”*
- *“I am only providing a need for a nice looking landscape [not managing their water].”*

6. Conservation efforts indoors and out.

Most participants have a fairly accurate sense of their indoor vs. outdoor water usage (50%/50%). However, the perceived quantity used—averaging about 150 gallons per day *per household*—is more consistent with the *per capita* usage and therefore a serious underestimate

- Quite accurately, heavy water users and Hispanics think they can save more water by conserving via outdoor practices rather than by conserving via indoor practices
- Common water conservation efforts cited include shorter showers or doing laundry with larger loads
- Very little is typically done to conserve water outdoors, other than stopping a rare leak or using drip irrigation in place of sprinklers
- Homeowners think of changing their irrigation patterns before they think of changing their landscape
- Making changes to the landscape comes up secondarily, suggesting that this option presents more of a challenge

7. HOAs can be a roadblock.

- Some residents feel incapable of doing anything to change their landscape because their local Home Owners Association restricts what they can and cannot plant (*“My HOA just*

sent me a letter saying my lawn was getting too brown and I needed to get it more green.”)

- Landscape contractors also cite difficulties with cost-conscious HOAs, who will not consider replacing existing landscaping or installing “smart” irrigation technologies if the return-on-investment is not immediate

8. I’m not the plant expert.

Homeowners do not feel comfortable in identifying and choosing drought-tolerant and water-efficient plants on their own, and want expert advice

- *“We need education on which plants are low water.”*
- Most do not have a landscape professional whom they consider an expert (i.e., many use immigrant gardeners or do their own landscaping)
- Advice from professionals—be they landscapers, the water authority, nurseries, the Water Conservation Garden or social organizations (like the Sierra Club)—is seen as one of the best ways to find out about water conservation strategies, as is advice from trusted friends

9. Very little brand awareness.

There is very little awareness of any branded conservation programs. Instead, existing conservation efforts are perceived in more generic terms (e.g., “recycling”) or as specific actions (i.e., “turn off air conditioning”)

- On an aided basis, “Energy Star,” “Flex Your Power” and “Be Water Wise” are familiar

10. Terminology is tricky.

- Most of the terms used to describe plants and landscaping that were mentioned—including “native,” “water-efficient,” “low water use,” and “smart”—either had negative connotations or were unclear/confusing
- Of the terms tested, “California-Friendly” had some appeal, but many still felt they didn’t know what types of plants belonged in that category
- “Mediterranean” was also somewhat appealing
- Landscape contractors feel “California-Friendly” is marketable
- *“Everyone likes the term ‘friendly’”*

11. Give me green and lush.

The visual imagery of water-efficient landscaping that was colorful, green and lush was quite well received. The images that were not appealing featured cactus, succulents and dry, “desert-like” landscaping

- While homeowners readily believe that the images presented represent water-saving landscapes and most can envision such landscaping on their properties, they still say they would not change their landscape due to the cost
- Homeowners also feel intimidated by the variety of options available and want to know exactly what would work best for their particular property

12. Money #1, Environment #2.

Of the statements presented, the most compelling is: “A water efficient landscape saves me money and helps save the environment”

- While nearly all focus group participants agree fully with this statement, it is most effective if the financial incentives are huge
- Several homeowners seem to expect a “small” increase of 30-50% in the cost of water, and consider this to be relatively palatable
- A doubling or tripling of prices might be more motivating
- *“When you pay more for water than gas, then it’s a ‘crisis’.”*
- Statement: **“With the cost of water going up, I need to consider drought-tolerant plants,”** is nearly as widely accepted
- However, still the overall cost of water remains relatively low and often hidden from the consumer as it is billed along with other charges like sewage and taxes.

2.6 In-Depth Interview Background

To better understand the attitudes and motivations of the commercial and municipal audiences, twenty in-depth interviews were conducted between November 23 and December 14, 2007 with qualified landscape architects (4), HOA managers (4), developers (4) and property/facility managers (8) from both the private sector and from municipal organizations in San Diego County.

Due to the outbreak of wildfires in San Diego County shortly after completion of the focus groups, this second portion of the research was delayed until just after Thanksgiving to minimize the probability that this high-profile environmental disaster would color respondents' perspectives regarding water use and conservation.

While the discussion guide was written to allow each interview to be completed within 10-15 minutes, some respondents (at their discretion) spent as long as 40 minutes in discussion with our moderator. All of the respondents identified themselves as a primary decision maker for landscaping and irrigation-related topics within their organization.

To help facilitate participation, The San Diego County Water Authority was identified up-front as the sponsor of this research. In order to ensure candid responses, all participants were guaranteed anonymity. Therefore all statements included in this document, while reported verbatim, are not directly attributed to specific individuals or organizations.

Please refer to Appendix E for the full IDI report.

2.7 In-Depth Interview Key Findings

1. Not a business priority.

- All IDI respondent groups—Developers, Landscape Architects, HOA Managers, and Commercial and Municipal Facility/Property Managers—have a very good understanding of the water issues that impact the region and *personally* understand the need for water conservation, but from a *business* perspective, outdoor water conservation is not necessarily a top priority for some
- Landscaping and outdoor water use is not a priority for Developers
 - Landscaping is often not a part of the home sale
 - Their goal is to sell houses in a down market, and since outdoor water efficiency is not a compelling need for homeowners, it is of little concern to Developers

2. Mandates get attention.

- Mandates, rules and regulations were cited by all respondent groups as among the best ways to achieve landscape water efficiency goals
 - Not surprisingly, financial incentives are also considered quite helpful

3. Landscape Architects are heavily influential on big projects.

- Landscape Architects have the greatest direct influence on large landscaping projects—commercial, multi-unit residential, etc.—where they are often involved in both the design and installation of the landscape

4. Landscape maintenance makes all the difference.

- Landscape Maintenance Contractors are key to the success of any conservation effort, as their job performance can significantly affect both the health and beauty of the landscape **and** the amount of water the landscape consumes

5. For HOAs, cost is the #1 issue.

- Keeping costs down (while still ensuring property values are maintained) is a constant challenge for HOA Managers
 - Landscaping and the cost for the water to maintain it represent two of the largest expense items for any HOA, so reducing outdoor water use is of interest from a business/financial perspective

- Professional Landscape Contractors (as differentiated from “gardeners”) are the primary source of landscaping and irrigation information and recommendations for both HOA Managers and Commercial Facility/Property Managers
 - In fact, in some cases, they are the primary decision-maker

6. Public agency/municipal facility managers have influence but not control.

- Public agency and school facility managers have responsibility for the most acreage and turf—and therefore the most outdoor water use—but also have the least direct control over landscape and irrigation decision-making
 - Awareness of actual levels of outdoor water usage is low
 - Decision-making is complex, structured and removed from the day-to-day management of the landscape
- Municipal Facility Managers cite lack of funding as the largest obstacle to implementing water saving strategies
 - Incentive programs are needed to spur action

2.8 Industry Stakeholder Forum Findings

On March 11 and 12, 2008, two meetings were conducted with industry stakeholders to obtain their feedback on the Draft Implementation Plan, strategies, potential brand direction and related topics. The first group consisted of landscape contractors and HOA Managers, while the second included landscape architects, designers and nursery representatives, plus three representatives from Hunter, a leading irrigation products manufacturer.

Following are the key take-aways from each of these two meetings:

Forum #1: Landscape Contractors and HOA Managers

- When it comes to water efficient irrigation equipment, landscape contractors feel that drip irrigation is highly overrated
 - Requires significant maintenance and lots of callbacks (commercial is the worst)
 - Doesn’t save water if not managed well
- Landscape contractors need to better educate their clients about water saving technologies and strategies
 - Homeowners need to know that a technology, like ET Controllers, is established before they are comfortable considering it—they don’t want to be the guinea pig
 - People just simply don’t understand that they overwater or that they should use less water
- Rebates need to be EASY to get/administer
 - Landscape contractors do not want to have to show their invoice to the customer in order to get a rebate—this is a big barrier
 - They feel that costs should be between the contractor and “city”—keep the client out of it
- Financial incentives are a strong motivator, across the board
 - To incent properties to improve their outdoor water efficiency and to become certified, consider offering a monthly water credit for meeting and maintaining water savings goals
 - Along the same lines, consider giving discounts to water efficiency certified landscape contractors, good for 5%-10% off purchases at nurseries, irrigation supply, etc.
- Newsletters were cited as especially good communication vehicles
- Consistent with previous findings, these stakeholders confirmed that landscape contractors have a very strong influence over landscaping decisions made by an HOA

- Managing water use is viewed as the landscaper's responsibility, and part of the contractor's contract with clients
- A water budget is considered a good tool to track and help manage water use

Reaction to Potential Branding/Names

- Group preferred "WaterSmart San Diego" – "says it all"
- Communication should be a bit more forceful – not just "encouraging" water efficiency
- SmartScape sounds more like a product

Forum #2: Landscape architects, designers, nursery representatives and irrigation product manufacturers

- Landscape architects believe that they influence landscaping decisions more than landscape contractors, specifically among corporate boards and HOAs
 - The landscape architect works directly with the HOA boards to direct and influence the design that will be implemented
 - The larger a project or proposed change to a landscape, the more likely the customer will bring in a landscape architect
- Landscape architects and designers are influenced by nurseries (specifically Tree of Life), driven by cost (design to budget) and reached (channel) through referrals, nursery, websites
 - They are also clearly influenced by the needs and desires of their customers, and their own desire to enhance their portfolio
 - They thrive on challenge—"I want a water efficient and beautiful landscape"
- Irrigation product manufacturers both create and respond to demand; primary goal is to sell more products, so whatever will accomplish that, they will do
- Homeowners are worried about "messing with" their irrigation controllers
 - Consider The Home Depot training and related types of sponsored training to help overcome this concern
- While new construction is down overall, smaller developers continue to do infill projects, and are still very active
- There is a lot of confusion in the market about all the various certification programs being offered
 - Landscape architects do not have continuing education requirements in the state of California
- Case studies are an effective way to demonstrate water use efficiency
 - Highlight different ways to save—efficiency through behavioral change, efficiency through irrigation upgrades, efficiency through landscape design
 - Mulching and soil management are important behaviors
- Nurseries are an important influencer group, but won't use a program unless it's useful
 - Need to show how it benefits them
 - Look at other trends in nurseries

Reaction to Potential Branding/Names

- SmartScape is too similar to Xeriscape; doesn't seem to encompass behavior

2.9 Focus Groups #2 Background

Based on all of the research to this point, three key target audiences were identified as essential to the success of the outdoor water efficiency branding initiative:

- **Single-family residential homeowners** who are relatively **heavy water users** (representing the people who have the greatest individual potential to save);
- **Landscape contractors** who have substantial influence over the plant selection and irrigation choices of homeowners (representing potential opinion leaders and influencers in a public opinion shift);
- **Facility and property managers** who are key decision makers and gatekeepers in planting, maintenance, and irrigation for large commercial, residential (including HOAs) and public landscapes.

Upon completion of the Brand Recommendation (see Section III), our final step was to conduct a second set of focus groups to elicit feedback regarding branding options and identify which of several options best communicates the program to the various target audiences, including any differences that may exist among the target audiences. Our goal was also to confirm prior research findings regarding perceptions of and attitudes toward a water conservation program, specific program features and elements, and messaging and communications benefits and strategies.

Three focus groups were conducted on April 17-18, 2008 in San Diego, CA, as follows:

- Focus Group #1: Heavy water using homeowners (defined as having incurred a 100% increase in water usage during summer months);
- Focus Group #2: Professional landscapers (in business for at least five years, who employ at least three workers on crews, including three who had at least 30% of business coming from commercial clients);
- Focus Group #3: Facility/property managers (decision makers for managing outdoor landscaping and watering of properties with a large amount of turf).

Each group was composed of 9-10 respondents.

All of the homeowners lived in key target ZIP codes from areas like Elfin Forest, Escondido, Poway, Vista, La Mesa, El Cajon, etc. All were the primary decision maker for their household when it comes to lawn and garden landscape and water maintenance. All were 30-64 years old and had a household income of at least \$50,000. All had an average to large-sized landscaped yard, a front or back lawn with grass, and an in-ground irrigation system. A mix of males and females and of various income levels (above the minimum) was represented in each homeowner group.

All of the landscapers were licensed professionals who owned their business and specified and installed irrigation equipment. Those with heavy commercial clientele maintained those grounds.

All of the facility/property managers oversaw areas without smart controllers and without reclaimed water.

During each session, a trained moderator led the group through a 115-minute discussion which investigated in-depth the issues and objectives of this project.

Please refer to Appendix G for the full research report, and Appendix H for copies of the discussion guides and visuals presented.

2.10 Focus Groups #2 Findings

1. Heavy water users are skeptics.

Homeowners who are heavy water users do not believe there is a serious water shortage in San Diego County—either now or in the foreseeable future

- Few are aware that the county's water supply has been cut by 30%
- Strikingly, even when told this is the case, heavy water users are surprised (and even shocked), but remain skeptical that their own property's water usage will need to be compromised
- These homeowners are also not particularly conscious about water conservation strategies

2. Low awareness of water conservation programs among homeowners.

Among the high water use homeowners, there was very little awareness of anything other than low flush toilets. A small number have had a landscape audit, but the overwhelming majority has never heard of this program

- A similar lack of awareness permeates the other products, programs and services, including smart controllers, "Cash for Plants", and water savings performance programs

3. Contractors and property managers more aware.

Landscape contractors and facility/property managers universally believe San Diego County faces a water shortage, although the severity and immediacy of the problem is not necessarily seen as acute

- While all of the contractors interviewed think that a water problem will eventually occur unless things change, only half feel San Diego County currently has a water problem
- Similarly, while all of the facility/property managers acknowledge a water supply issue, half think it is "very" serious and half think it only "fairly" serious

4. Just starting to see the signs of a real issue.

- For facility/property managers, increasing rates and reports of agricultural water restrictions are signs of stress on the water supply infrastructure
- In the public sector, rates are increasing faster than budgets
- Some managers, however, are optimistic, pointing out that mandatory restrictions are still quite rare and recent heavy snowfall in the mountains offers promise for ample water supply, at least in the immediate future

5. Beginning to take action.

Both landscape contractors and facility/property managers are reacting pro-actively in the face of the mounting water issue. Some contractors recommend their customers minimize the size of their lawns and water more efficiently, are designing water-efficient irrigation systems, and suggesting artificial turf.

- Facility/property managers are installing low-flush toilets, smart timers, and more efficient in-ground components
- Some municipalities are adding weather stations and new wells
- Most landscape professionals and facility/property managers are aware of rebates for installing smart controllers and just under half have heard of rebates for installing artificial turf
- Beyond this, however, awareness of smart landscape grants, "Cash for Plants" programs, and water savings performance programs is limited

6. Money remains key motivator.

- Customers are somewhat interested in saving water, but this is motivated mainly by the desire to save money
- Homeowners want greenery and, according to contractors, do not really know or care about water savings

- Facility/property managers report that ownership/management for some properties are out-of-touch with water conservation as a goal, but most (including many HOA boards) owners are driven by saving money and aware of the issue

7. Potential benefit to audit program.

Participation in audit programs is mixed, due primarily to lack of awareness, information and/or knowledge. Some landscape contractors are familiar with audit programs, but facility/property managers are largely unaware (although a few later realized that Otay's water district provides such a program.)

- While a few contractors have used landscape audits, they typically do not know their client's actual water consumption, so are rarely in a position to recommend an audit based on actual usage
- *"[Audits] are great because it gives the property manager an opportunity to check on the landscaper."*

8. Smart Controllers not quite there.

- Many contractors lack specific working knowledge about smart controllers, while facility/property managers often lack the budget to install them
- A few facility/property managers are intrigued by smart controllers but do not know how to obtain, install, and/or program them

9. Synthetic turf not a realistic alternative for most.

Synthetic turf is seen as aesthetically unappealing unless a high-grade product is installed, which is extremely expensive and cost-prohibitive, even with rebates. It also requires a lot of maintenance and up-keep, just in different ways than natural turf.

- Contractors complain that their customer base "hates it," although they themselves find it an interesting option they'd like to learn more about (i.e., take classes)

10. Water budget is intriguing.

Landscape professionals view a water budget program as a business opportunity, provided that certain conditions are met. The source for the budget must be an independent, trustworthy authority, such as The San Diego County Water Authority.

- There is some skepticism, without further detail about the program, in terms of accuracy and ability to account for varying zones and differing watering needs

11. Landscape Contractors look at programs as revenue generators.

A landscape water conservation program designed around a number of rebate and incentive offers is generally well received by contractors, but they are cautious. Ideally, the program would not simply provide rebates and incentives, but also ways to generate revenue.

- Change is also viewed as risky, and if they were to fall short of client expectations, the contractor fears being held accountable
- Contractors want to be trained to effectively implement the programs for their clients
- Rebate paperwork and turnaround time must be efficient
- According to contractors, commercial customers are more likely to see the long-term cost benefits associated with water efficient landscapes than residential customers, and will therefore be more willing to make the needed up-front investment
- Homeowners must first be educated about the program prior to being approached by the contractor, or the entire concept is a challenging "sell" for contractors trying to appeal to the homeowner segment
- *"Commercial customers are less attached to the property than homeowners."*
- A landscape water conservation program is of interest to facility/property managers, and financial considerations are a key factor for all

12. Commercial Property Managers look for cost savings.

The program benefit is viewed as primarily financial, and, to the extent it saves the owner money in water costs, such a program is likely to be greeted positively. Especially promising for tenants who share common area maintenance (CAM) costs and therefore would benefit greatly in terms of water bill savings

- *"Everyone is looking at the budget and will see landscaping as a line item. They'll notice [the savings] because they look at the budget... and I could get recognized."*
- Owners-clients are often difficult to reach and slow in their decision-making process, so offers would need to last a minimum of one year (and perhaps up to two years), and definite deadlines set to stimulate decision-making and commitment

13. Residential Property Managers are a bit more skeptical.

Concerned about the upfront investment needed, and want to know the cost and savings potential ahead of time. Property managers are particularly skeptical that Homeowners Associations (HOAs) will have the funding for such a program.

- Residential property managers also desire a long promotional period (e.g., 12 months) to allow enough time for decision making, and want a program that can be tailored specifically for the needs of their particular property(s)

14. Public Sector Property Managers also look for cost savings.

Facility managers in the public sector also stress the need to show a cost-savings benefit to their management, and need tools to help them do that.

- Once they have at least heard of the program, public facility managers are open to being contacted by a landscape contractor, especially if it were their current contractor who contacted them

15. Homeowner reactions are mixed.

Some perceive a landscape water conservation program as overly idealistic, essentially non-substantive and, perhaps, even a coercive government-run program

- *"Sounds like political speak, like a bunch of blah!"*
- They need details: What is the benefit? What's really in it for me? Is it to save money and if so, how much? Or is it more to save labor because of easy maintenance and upkeep? Or is it mainly to feel good, to do the right thing for the community? What upgrades to their irrigation system are necessary?
- Those who are most receptive to the concept are intrigued primarily by the potential for saving money on their water bill

16. Don't tell me what to do.

Homeowners want to make their own decisions and choices about their landscaping.

- *"They should say ways to make "suggested" upgrades or changes [not "necessary"]"*
- While they would feel good about helping the county save water, homeowners do not see this as an immediate dire need and are resistant to the extent they feel forced into it
- *"The number one objective in my landscape is to have a beautiful environment. Close behind that is to make it as efficient and conserve as much water as I can. [With this concept] that's great!"*

17. Beauty first, save money/water second, help the environment third.

"The program is especially designed to enhance beauty and use up to 50% less water than a typical landscape" was the statement that most appealed to all three groups—landscapers, homeowners and facility/property managers—and is the most promising overall

- The power of this message is that it talks about enhancing the beauty of the landscape while saving water
- *"It's concise and to the point – [It means that you can] have a nice looking landscape and save water."*
- *"It seems like a bonus if you can cut your water bill by 50% and [also] enhance the landscape."*
- In other statements, terms like "arid" and "drought-tolerant" lessen the appeal by invoking negative imagery of sparse, desert landscaping
- *"What would frighten me away from that is 'drought-tolerant' plant choices."*
- *"Take out 'drought-tolerant' and put in 'attractive.'"*

18. Landscape signs great for commercial locations.

Signs that recognize a landscape as "San Diego County WaterSmart Certified" (or any other name) are exceptionally well received by the commercial sector, favorably received by a portion

of the residential sector, and positively received—albeit with a major caveat—by the public sector.

- Water efficient landscape signs are considered to be very effective marketing tools for commercial properties of all types—both those that traditionally have an “ecological” orientation (e.g., a Whole Foods Store), to those that may not (e.g., a Best Buy, a Kaiser Permanente medical center, a bio-tech company’s corporate headquarters)
- Even if the gain from having such signage is subtle, contractors and property managers agree that the business establishment benefits by differentiating itself and making a socially-desirable statement
- *“The sign works very, very well for business. It says the business is ecologically- and community-oriented”*
- Homeowners, too, would think more highly of a business that installed a water efficient landscape and displayed the signage, although the impact would be subtle
- *“Seeing the sign in front of commercial business makes me feel like they were smart and they cared. They’re saving our money...”*

19. Mixed reviews for signs among homeowners.

Most homeowners feel that a sign would add clutter, detract from their landscape, and some even perceive it as a form of annoying commercial advertising.

- However, while most would not want a sign in *their* yard, they did say that a small but notable—and likely effective—subset of their more “ecologically-minded” neighbors would be interested
- Even those who reject the signs for their own properties would enjoy seeing them on other people’s property on an occasional basis (provided they were not ubiquitous)
- Most importantly, the sign would draw their attention to the water-efficient landscape and they would consider this issue for themselves
- *“That [sign] would look really good right next to their Prius.”*
- *“I would put [the sign] in my front yard. It sends a message to my neighbors to get on the bandwagon.”*
- *“Seeing the sign on my neighbor’s house makes me feel good about them”*
- Residential property managers feel the sign would be in sync with current societal trends, perhaps even cutting-edge at first, and add some value to the property
- *“It’s trendy to say ‘it’s green and efficient.’ It adds value to the property!”*

20. All agree that the signs help raise awareness.

Perhaps most significantly, all target groups think such signs would be an outstanding way to promote water conservation, efficient landscaping and irrigation, and let the public know about the program.

- The signs send a message that the community values water efficiency and show local residents that everyone can do their part
- *“I think [the sign’s] a plus. It goes with the education for the piece. Shows that they [residents] are doing their part also.”*
- *“[The signs] are educating the public. That’s significant!”*

21. Contractors respond well to certification and materials.

Landscape contractors feel that the program offers something for everybody—from the contractor to the homeowner to the city and commercial property owner—and are even more excited upon learning more details about the specific program elements

- Presentation folders and website listings are the most appealing elements
- The online website with referrals and links to trained contractors certified in water efficient landscaping provides the contractor with something to differentiate himself or herself, and is particularly attractive to commercial and municipal work
- *“The online directory is huge! People use the Internet for everything.”*
- Certification denotation and logos on vehicles, business cards, and collateral all add to the interest in the program (Most contractors were not interested in a lapel pin.)

- The entire program provides value and generates a “buzz” by making the certified contractor feel like part of an exclusive club of professionals with expertise in something that not only earns them a living but which also does good for San Diego County

22. Training is a given.

Given their strong interest, it is not surprising that landscapers universally express not merely a need for training, but a sincere interest and willingness to invest both time and money in such training. The need to pass a test in order to receive certification is expected, and even the prospect of such training being required by the CLCA or other licensing organizations is accepted without hesitation.

- *"You need to focus on educating the contractor. We're all in this for a business opportunity and if there is a business opportunity in it, and that's known to us, then we'll be able to take advantage of it."*
- Most would attend two days of training and spend \$50 per half-day session, but a range of training options and corresponding certification levels broadens the appeal
- For example, interest widens if the contractor can take only a 2-4 hour training class
- It should be noted, however, that the two-day requirement sets a higher standard and will likely lead to a greater sense of exclusivity, enhancing the perception that “WaterSmart Certified” contractors are indeed special and different

23. Proper Managers see intrinsic reward.

Commercial and residential property managers also like the program elements – the recognition—through certification, press releases, website, plaques, business journal articles and testimonials—all have appeal. Municipal facilities managers, while they would not necessarily expect awards or rewards for enabling the water-efficient effort, would be recognized by their management and simply enjoy and feel good being acknowledged for their efforts

- Facilities managers often report to the people who approve (or at least see) the water bill, so if they could save the organization money, they would be recognized, which is appealing
- *"Everyone is looking at the budget and will see landscaping as a line item. They'll notice [the savings] because they look at the budget.... and I could get recognized."*
- Residential property managers say they would be acknowledged by the board for saving water and lowering bills

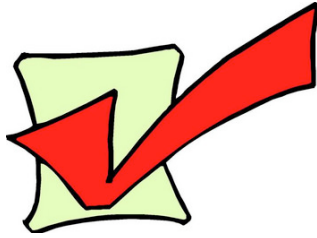
24. Brand Name reactions.

“WaterSmart Landscape” is the most appealing name for the program, edging out “WaterWise Landscape,” with preference largely a matter of each individual’s interpretation of the words “smart” versus “wise”

- While homeowners and facility/property managers are split over which name they prefer, “WaterSmart” is the clear favorite among landscape contractors
- San Diego Friendly Landscape, Beautifully Water Wise Garden, Smartscape and Smart Landscape all have substantially less appeal than the others
- Many homeowners identify themselves generally as “San Diegans,” but feel that using “San Diego” in the program name is an intrusion of “San Diego” into their local area, conjuring up imagery of Big Brother-like bureaucracy
- *"[Putting the name 'San Diego' on it] is too long and it sounds like it is county run...or government run... [And] if it's government run, it's costing us."*
- On the other hand, some of the target audience take exceptional pride in being San Diegans and like that identifier in the name
- While some public facility managers would like to see the community local name on the moniker (e.g., “San Marcos WaterSmart Certified Landscape”), most commercial and residential property managers, along with landscape contractors, would rather the name be left out entirely to give the program the widest possible application and acceptance

SECTION III BRAND RECOMMENDATION

3.1 Process Review



A name, and sometimes a symbol, can represent a brand. But that name alone is not the brand. A brand is a promise; a set of perceptions that reside in the mind of the consumer or other target audience member. With the brand comes a pledge of what the experience of that brand will be.

In developing a brand recommendation for the San Diego County Water Authority specific to outdoor water conservation initiatives, a broad range of potential options were evaluated—some existing brands, others newly created that represent the brand values the SDCWA is striving to communicate.

To determine which of these options best suits the needs of the Water Authority and is most meaningful and compelling to all facets of the target audiences, each potential brand was first evaluated and ranked against an approved Brand Evaluation Criteria.

- Those criteria consisted of ten categories, each chosen to reflect specific needs defined in the research, as well as brand attributes and values desired by the SDCWA.
- Each criterion was assigned a “weight” to reflect its relative importance to the overall brand.
- Within each criteria category, two or more descriptive attributes relative to that specific criterion were defined and assigned a score from 0 to 2, with “0” indicating that the attribute does not meet the defined criteria, “1” meaning that it meets part, but not all, of the defined criteria, and “2” if the attribute meets the defined criteria well.

Attribute scores were combined and multiplied by the assigned weight to provide an overall score for each criteria, then added together to determine the total score for each potential brand, which was expressed as a percentage of the total points possible. Top scoring brands were further evaluated in terms of availability for use.

Top-scoring “finalist” brands were then presented to end-user audiences—heavy water use homeowners, landscape contractors, and facility and property managers—in focus groups to obtain their input and perspectives on each.

While the attribute score is a critical part of the overall brand evaluation, final brand recommendations reflect a combination of a number of factors, including the score (as defined above), end-user and stakeholder feedback, professional judgment, and availability.

3.2 Brand Evaluation Criteria

In order to evaluate the brand options for San Diego County's outdoor irrigation water conservation program, the following list of evaluation criteria and relative "weights" were developed against which to measure each brand under consideration.

SCORING SCALE:

0 = does NOT meet the criteria as defined

1 = meets part but not all of the criteria as defined

2 = meets criteria well as defined

BRAND EVALUATED: BRAND X				
WEIGHT	CRITERIA	SCORE	MULTIPLIER	TOTAL
8%	APPROACHABILITY (3.2 points possible)			0
	"positive" feel -- does not feel like a "sacrifice"	0	0.8	0
	easy to understand	0	0.8	0
12%	DESCRIPTIVE OF OUTDOOR WATER USE (4.8 points possible)			0
	is distinct from "general" water conservation initiatives	0	0.8	0
	helps to reinforce water savings	0	0.8	0
	helps to reinforce beautiful results	0	0.8	0
8%	ACTION-ORIENTED (3.2 points possible)			0
	empowers people that they can do it	0	0.8	0
	gives specific direction ("tell me what to do")	0	0.8	0
10%	LONG-TERM FOCUS (4.0 points possible)			0
	does not imply savings today only	0	1	0
	promotes long-term, permanent changes	0	1	0
10%	MEMORABILITY (4.0 points possible)			0
	easy to say	0	1	0
	easy to remember	0	1	0
10%	LOCAL (4.0 points possible)			0
	specific to San Diego County or Southern California	0	2	0
10%	UNIVERSAL APPLICABILITY (4.0 points possible)			0
	appealing to residential customers	0	0.5	0
	appealing to commercial customers	0	0.5	0
	appealing to municipal & government customers	0	0.5	0
	appealing to landscape professionals	0	0.5	0
8%	FLEXIBILITY (3.2 points possible)			0
	works well in "co-branded" or customized applications	0	0.4	0
	works well for products	0	0.6	0
	works well for programs, services and incentives	0	0.6	0
10%	ESTABLISHED BRAND (4.0 points possible)			0
	recognition for brand exists in SD general market	0	1	0
	available materials exist for use	0	1	0
14%	FOCUS GROUP RESPONSE (5.6 points possible)			0
	well received by residential focus groups	0	1.4	0
	well received by commercial focus groups	0	1.4	0
BRAND X		TOTAL SCORE		0
		POSSIBLE TOTAL		40
		SCORE %		0%

3.3 Names Considered

Our charter for this process was to evaluate existing brands and determine if there were strengths and/or benefits to adopting an existing brand name, as well as evaluate “new” brand names that would be appropriate for the San Diego County program.

Each of the finalist brands was scored, using the Evaluation Criteria above, to arrive at the initial scores for each potential brand name. Scores for “focus group response” were held equal for each name evaluated in this initial score. The results of that initial evaluation are as follows:

• Beautifully Water Wise	76%
• San Diego WaterSmart Landscape	75%
• WaterSmart Landscape	73%
• Water Wise Landscape	73%
• SmartScape	71%
• Smart Landscape	70%
• San Diego Friendly	70%
• WaterSmart	69%
• Water Right	69%
• Water Use It Wisely	69%
• Be Water Wise	66%
• Water Star	65%
• California Friendly	64%
• Water Conservation Garden	58%
• San Diego Water Saver Landscape	58%
• 20-Gallon Challenge	53%

These results showed a break between those names that scored over 70% of the total possible points, and those that scored under. The 70% + names were then considered our “short list” and were taken to the next step of evaluation by our focus groups.

- Beautifully Water Wise
- San Diego WaterSmart Landscape
- WaterSmart Landscape
- Water Wise Landscape
- SmartScape
- Smart Landscape
- San Diego Friendly

All seven names were then presented, in no specific order, to the second round of focus groups for feedback. Among focus group participants, WaterSmart was the clear winner, cited as among respondents’ top three brands 22 times, and selected as the number one choice by eight participants—the most of any of the brands tested.

- WaterSmart also had the broadest appeal, with support evenly spread across all three focus group audiences: homeowners, facility/property managers and landscape contractors

Water Wise came in second, receiving a total of 17 top three marks and ranked first by six respondents, with San Diego WaterSmart in third place, with a total of 13 top three rankings, and six first place finishes, and SmartScape in fourth with a total of 13 top three rankings and five first place finishes.

For the evaluations, the two names that received over half of all respondents ranking in their top 3 were given full points. The next two most-cited names, each received 13 respondents ranking in their top 3 received half points. The remaining names received no points for the evaluation.

Based on the re-tallied evaluation scores incorporating focus group response as described above, two similar and very strong names tied for first place—WaterSmart Landscape and Water Wise Landscape—at 73% each. Other names scored as follows:

• WaterSmart Landscape	73%
• Water Wise Landscape	73%
• San Diego WaterSmart Landscape	69%
• SmartScape	65%
• Beautifully Water Wise	64%
• Smart Landscape	61%
• San Diego Friendly	58%

Interestingly, when presented with brands that incorporated “San Diego” (which were intended to give the brand a “local” feel), focus group participants often had reservations, associating the brand with the “city of” San Diego rather than the broader San Diego County, implying that “Local” is perhaps not as important an attribute as originally thought.

3.4 Brand Name Recommendation

Additional discussion has been ongoing regarding the possible use of WaterSmart. There is some concern that because “WaterSmart” is used by Toro relative to specific irrigation products, as well as by Pardee Homes under their “Living Smart” program, there is potential for confusion in the mind of our market if the standards for what is termed “WaterSmart” are not consistent in these various uses. However, Metropolitan Water District recently announced a new water conservation program under the name “So Cal WaterSmart” that will be promoted across Southern California, including some cross over of messaging into San Diego County, and we believe there may be some leverage to be gained by this name similarity. In addition, WaterSmart is generally becoming the accepted “buzzword” for water conservation.

Therefore, based on attribute scores (as defined above), end-user and stakeholder feedback, and the opinions and judgment of the Water Authority team, stakeholders and the outside marketing consultants, **WaterSmart Landscape** is the recommended outdoor water conservation brand for the San Diego County Water Authority.

This name is recommended for several reasons.

- It is descriptive, which we believe is critical to the success of this program
- It is easy to say and easy to remember. It is flexible and appealing to all audience types
- It was “tied” as the most appealing in our focus groups (representing home owners, landscape contractors, and facility/property managers)
- It leverages the new “So Cal WaterSmart” initiative by Metropolitan Water District that will potentially have some cross-over visibility into the San Diego market
- It implies a long-term way to think about water use in San Diego County
- It works well both as a specific outdoor/landscape water conservation brand, and an “umbrella brand” (see below)

Visual Representation of the Brand



A BETTER WAY TO BEAUTIFUL

The goal in developing the visual representation of the WaterSmart brand was to create a logo that is simple, memorable and easy-to-understand. The central motif—an iconic representation of a flower—is designed to be uplifting and convey a sense of beauty and growth. The flower symbol is accented with a single drop of water, linking together concepts of beauty (the flower) and water conservation (the single water drop), subtly emphasizing the facts that every drop counts, and that it only takes a little water to achieve beauty in a WaterSmart Landscape.

The tagline “A Better Way to Beautiful” addresses the key issue of landscape beauty, which is so critical to end-users, reinforces the understanding that WaterSmart Landscapes are also beautiful landscapes, and emphasizes the behavioral changes that are necessary for drought response, long-term sustainability, and to achieve market transformation.

Recommendation for an Umbrella Brand

Further, it is recommended that the SDCWA not only pursue this brand for outdoor water conservation, but also adopt **WaterSmart San Diego County** as an “umbrella” water conservation brand and message, to use and leverage for outdoor, indoor, commercial, industrial, and crisis conservation messages throughout San Diego County.

- Brands are built by consistency and repetition
- Equating water conservation—of all kinds—in San Diego County to one brand will help to give the brand meaning
- Brand awareness increases as multiple communications reinforce same message for water conservation
- Marketing dollars work harder as brand recognition increases

Examples of how WaterSmart can be used in a broader Umbrella Brand Approach include:

- WaterSmart Landscape (to identify a water efficient landscape)
- Certified WaterSmart Landscape Professional
- WaterSmart Poway (possible option for customization of the program by community)
- WaterSmart San Diego County Challenge (as the name of a specific promotion, along the lines of the 20-Gallon Challenge and could be shortened to WaterSmart Challenge)
- WaterSmart San Diego County Voucher Incentives
- Be WaterSmart San Diego County (example of possible common message or call to action from all water conservation communications)

SECTION IV IMPLEMENTATION PLAN

4.1 Target Audience Segmentation



While all landscapes in the San Diego County Water Authority service area technically fall within the scope of this initiative, different target audiences and demographic groups have different motivations and respond to different messages.

In order to maximize our resources and our opportunity for success, therefore, we have broken the target universe down into more defined segments and focused our efforts on the audiences that have the greatest opportunity to make the largest impact on water use reduction most quickly.

To accomplish this, we first identified all the possible target audiences and segmented them into two sub-groups: “End Users/Decision Makers” and “Influencers.”

- End Users are directly responsible for outdoor water use decisions, and are therefore critical to our success
- Influencers are individuals and resources that End-Users look to and rely on for advice, information, recommendations and/or direction regarding their outdoor water use, and as such are important channels and resources for helping to communicate water efficiency messages to end-users and for encouraging and reinforcing water efficient products and behaviors

For each target audience, we then identified their “**Drivers**”—the water use benefits that are most important to them and would be the most likely to impact their decisions regarding water use; their “**Influencers**”—the individuals and resources who are likely to have the most “pull” on that end-users specific water usage; and “**Channels**”—the places where each target audience is most likely to learn about water conservation initiatives (beyond mass awareness advertising, which impacts all San Diego County residents) and through which to most effectively and impactfully communicate our water saving messages to them.



4.2 End-Users/Decision Makers

Municipal and Corporate Executives and Governing Boards: These are the individuals and groups that approve budgets for landscape installation, maintenance and upgrades and provide direction for conservation efforts for high-profile organizations with large landscapes, including corporations with large campuses, government and municipalities, colleges and universities, parks and attractions, etc.

Drivers	Influencers	Channels
- Cost - Landscape Appearance/Beauty - Environmental Stewardship - Maintaining/Improving Property Value - Government Regulation	- SDCWA/Local Water Purveyor - Government - General Public	- Direct marketing - Personal "selling"

Licensed Landscape Contractors: These individuals are hired on contract by property or facility managers to install and/or maintain irrigation systems and landscaping, often for the large corporations and entities described above. They are generally perceived as experts in the field, and are often called upon to recommend, design and/or make irrigation and landscape choices.

They are also unique among our target audiences, in that they are both an End-User and an Influencer.

Drivers	Influencers	Channels
- Maintain/Grow Business - Client Satisfaction - Ease of Maintenance - Pride in Craft - Government Regulation	- Landscape Architects - Water Purveyors/ SDCWA - Contractor/ Professional Associations - Peers - Clients - Manufacturers - Water Conservation Garden - Nurseries	- Point of Purchase (Irrigation Supply Houses) - Small groups settings (Contractor/ Professional Associations) - Peer to peer

Facility Managers: Typically employed by a municipality, a commercial property owner, or a corporation, institution or other similar entity with one or more related properties. Facility Managers are responsible for overseeing the running of all aspects of the facility, including irrigation and landscape. Examples of the types of properties Facility Managers are responsible for managing include corporate campuses and facilities, municipal public properties, hotels, universities, parks & attractions, golf courses, etc.

Drivers	Influencers	Channels
- Landscape Appearance/Beauty - Ease of Maintenance - Environmental Stewardship	- Landscape Maintenance Contractors - Management/ Employer - Local Water Purveyor - Peers	- Direct - Management/ Employer - Facility Management Associations

Property Managers: Similar to Facility Managers, Property Managers are responsible for overseeing the day-to-day functioning of all aspects of a residential, multi-family residential or commercial development. Unlike Facility Managers, they are generally employed by a Property Management Company (not the property owners), and typically manage properties with multiple tenants and/or multiple properties. Examples include HOA managers, business parks, shopping centers, and apartment complexes.

Drivers	Influencers	Channels
- Cost - Landscape Appearance/ Beauty - Maintaining/ Improving Property Value	- Landscape Maintenance Contractors - HOA Boards/ Management - Local Water Purveyor - Water Conservation Garden	- Property Manager Associations - Management/ Employer

Heavy to Moderate Water Use Single Family Homeowners: Homeowners—particularly those with large or very large landscaped areas of ½ acre or more or those residences with water bills that increase by 50% to more than double during the summer months—are an important end-user target. While using less water *individually* than most commercial end-users, *combined* they account for a large chunk of all outdoor water use in San Diego County.

Drivers	Influencers	Channels
- Landscape Appearance/ Beauty - Cost - Maintaining/ Improving Property Value	- Landscape Maintenance Contractors - HOA Boards/ Management - Local Water Purveyor - Water Conservation Garden	- Direct marketing - Point of Purchase - One-to-many/Mass marketing

4.3 Influencers

We have identified 17 target audience groups, all of which directly influence End-Users. Licensed Landscape Contractors, as mentioned above, are both an End-User and Influencer group, and since they were described above, we have not listed them again below. Following are the remaining Influencer groups.

Irrigation Supply Houses: These are the places that professional Landscape and Irrigation Contractors and more sophisticated DIY homeowners go to get their irrigation equipment and supplies. In addition to selling products, these supply houses often offer workshops and educational training, provide employees with continuing education, and are an important source of information and education to landscape professionals—both on-site and through newsletter communications, both of which provide an opportunity for organizations like the SDCWA to promote products, programs and incentives.

Drivers	Influencers	Channels
- Maintaining/ Enhancing Client Relationships - Providing Service and Expertise to Landscape Professionals - Responding to Customer Needs/ Demands	- Landscape Contractors Associations - Irrigation Product Manufacturers	- Direct - Trade Shows/ Events - Manufacturers

Landscape Architects and Designers: These individuals design landscapes and specify irrigation products, and may work directly with the Licensed Landscape Contractor on new installations or major retrofit projects.

Drivers	Influencers	Channels
- Customer Satisfaction - Landscape Appearance/ Beauty - Pride in Craft - Government Regulation	- Landscape Architect Associations - Peers - Demonstration Gardens - Educational Programs/ Training	- Landscape Architect Assoc. - Direct - Trade Shows/ Events - Trade publications - CAC

Landscape Contractors Associations: These organizations, like the California Landscape Contractors Association (CLCA), the IA (Irrigation Association) and others, provide information, education and certification to member constituents—primarily Licensed Landscape Contractors. They are an important influencer group and can be strong advocates for promoting new technologies, new products and best practices.

Drivers	Influencers	Channels
- Providing Expert Level Knowledge and Influence to Members - Member Satisfaction - Providing Added Value	- Manufacturers - Government Regulations - Members	- Direct

Licensed Landscape Contractors: These individuals are hired on contract by property or facility managers to install and/or maintain irrigation systems and landscaping. They are generally perceived as experts in the field, and are often called upon to recommend, design and/or make irrigation and landscape choices. They are also unique among our Priority 1 target audiences, in that they are both an End-User and an Influencer.

Drivers	Influencers	Channels
- Maintain/Grow Their Business - Client Satisfaction - Ease of Maintenance - Pride in Craft	- Landscape Architects - Water Purveyors/ SDCWA - Contractor/ Professional Associations - Peers - Clients - Manufacturers - Water Conservation Garden - Nurseries	- Point of Purchase (Irrigation Supply Houses) - Small groups settings (Contractor/ Professional Associations) - Peer to peer

Water Conservation Garden at Cuyamaca College: The Garden is an important local Influencer group for a wide range of End-Users throughout San Diego County. Their water conservation efforts are primarily focused on landscaping and plant choice, and in addition to their programs for the general public, they offer HOA and landscape contractor education and training.

Drivers	Influencers	Channels
- Providing Expert Level Knowledge - Educate/Inform/ Influence Trade and Consumer Groups - Commitment to Water Conservation	- SDCWA/ Member Agencies - Horticulture Experts	- Direct

Water Purveyors: The influencer group includes all 24 San Diego County member water agencies, as well as the SDCWA, and Metropolitan Water.

Drivers	Influencers	Channels
- Customer Service - Cost Management - Water Conservation - Government Regulations	- Met Water (for SDCWA) - SDCWA (for 24 member agencies) - Government Agencies, like DWR	- SDCWA - Direct

Irrigation Product Manufacturers: These corporations—some quite large—have the resources, motivation, and established marketing channels to effectively promote water efficient irrigation products through retailers and irrigation distributors. They also supply information and training to landscape and irrigation professionals and can help promote water efficiency and conservation to the industry through their product and program communications and advertising.

Drivers	Influencers	Channels
- Product Sales - Customer Satisfaction - Government Regulations	- Customers - Government Regulations	- Direct

Building Associations, including “Green” Building Organizations: While generally more involved with construction than with landscaping, Building Associations are a good source of information and support for builders and developers. “Green” Building Organizations, in particular, share a “sustainability” focus which is philosophically well-aligned to water conservation, although landscaping is not necessarily a top priority.

Drivers	Influencers	Channels
- Providing Expert Level Knowledge and Influence to Members - Member Satisfaction - Providing Added Value	- Members - Government Regulations - Landscape Architects	- Direct

Residential and Commercial Developers: Includes residential developments as well as large multi-family and commercial office building development, where landscape choices are driven primarily by “curb appeal.”

Drivers	Influencers	Channels
– Landscape Appearance/Beauty – Maximizing Property Value	– Home Buyers/Customers – Government Regulations – Landscape Architects – Builders Associations	– Direct – Peer-to-peer

City Planning Departments: Planning departments set the regulations and parameters that govern outdoor water use for both residential and commercial end-users, and have the ability to enforce those regulations through building codes and fines for non-compliance. Given that Government Regulations are a primary influencer for many of our target audience segments, Planning Departments are an important partner in our conservation efforts.

Drivers	Influencers	Channels
– Environmental Stewardship – Community Health and Safety – Government Regulation	– SDCWA and Member Agencies – Local Government	– Direct

Storm Water Co-Permittees and other Water/Wastewater Agencies: These agencies share many of the same concerns and objectives as the Water Authority, especially related to run-off and the issues that accompany it. In addition, many of these agencies also have the ability to enforce regulatory compliance from end-users, which generally has a positive impact on water-use efficiency and conservation. Combining and/or aligning resources and messaging with these agencies will maximize resource efficiency and assist all parties in strengthening and reinforcing outreach efforts.

Drivers	Influencers	Channels
– Environmental Stewardship – Government Regulations – Maximizing Outreach Efficiency and Effectiveness	– SDCWA and Member Agencies – Government Regulations	– Direct

Community Organizations: There are a number of community events and non-profit organizations—both large and small—that share SDCWA’s concern about the future of water in San Diego County which we can partner with and/or leverage to help get the word out and influence end-users to increase their efforts to conserve water outdoors. These include:

Horticultural Societies: Includes Master Gardener Associations, Native Plant Societies, and other organizations that share an interest and concern in outdoor landscaping, gardening, and related areas.

Botanical Gardens: Includes Quail Botanical Gardens, Alta Vista Garden and others in San Diego County, who, like the Water Conservation Garden, provide an excellent education source for landscape professionals and the general public.

San Diego Museums: Currently featuring a local water exhibit, the San Diego Natural History Museum is a good resource for educating the general public about water issues

specific to San Diego County. Other museums, such as the Museum of Man and the Reuben H. Fleet Center will also feature water-related exhibits.

San Diego County Fair Exhibit: Annual fair exhibit in Del Mar to feature water conservation landscape guidance, design and plant choice examples, and program information.

California Center for Sustainable Energy: Leverage outreach and events.

Drivers	Influencers	Channels
- Providing Expert Level Knowledge - Educate/Inform/ Influence the Public - Commitment to Water Conservation	- SDCWA and its Member Agencies - Horticulture and other experts in the field of water efficiency and conservation	- Direct

Local News/Press: An important channel to help communicate success stories, as well as build awareness and credibility regarding San Diego County's water needs.

Drivers	Influencers	Channels
- Educate/Inform/ Influence the Public	- SDCWA and its Member Agencies - Horticulture and other experts in the field of water efficiency and conservation	- PR - Events

Nurseries and Growers (including "big box" store garden departments, such as Home Depot and Lowe's): As suppliers and retailer of plants, gardening supplies and DIY irrigation equipment, these Influencers are important information resources for both homeowners and landscape contractors. In addition to providing information, these key influencers should also be encouraged to stock, sell and train homeowners how to use a variety of WaterSmart irrigation products, including drip irrigation.

- Includes local chains, such as Armstrong and Walter Anderson, "superstore" garden centers, such as The Home Depot and Target, and growers and wholesalers, such as Miramar Nursery, Monrovia, and Mountain States

Drivers	Influencers	Channels
- Driving Store Traffic and Sales - Responding to Customer Needs/ Demands - Providing Service and Expertise to Landscape Professionals	- Consumers - Irrigation Product Manufacturers	- Direct - Trade Shows/ Events - Manufacturers

Colleges and Universities: Landscape architecture and design programs, schools of horticulture, irrigation design and engineering.

Drivers	Influencers	Channels
– Providing Expert Level Knowledge and Influence to Students	– The Demands of Potential Employers (e.g., Landscape Architects and Designers) – Marketplace Needs	– Direct

Students—Elementary, middle and high school programs: Children are good advocates for conservation efforts, and will have a strong influence over future water use in San Diego County.

Drivers	Influencers	Channels
– Providing Basic Knowledge of Water Conservation Issues – Educate/Inform/ Influence the Future of San Diego County – Commitment to Water Conservation	– Parents and Teachers – Authorities on Water Conservation, such as SDCWA and its Member Agencies	– Direct – Classroom materials

4.4 Recommended Marketing Strategies

Marketing strategies are the foundations upon which successful marketing plans are built. Unlike tactics, which tell us specifically *what* we are going to do to achieve our objectives (which we will get to shortly), strategies are the guidelines that tell us *how* best to get there.

1. Develop an integrated, solutions-based approach

In order to achieve as large an impact as possible on outdoor water use and maximize conservation, we must develop a program that is solutions based and addresses all three ways that usage can be reduced—behavior, irrigation, and landscaping.

- **Behavior:** This area encompasses all the things that people can do right now, without making any structural changes to their irrigation system or landscaping, to save water. Examples include watering less frequently, adjusting existing automatic sprinkler controllers as weather conditions change, shortening run times to minimize run-off, etc.
- **Irrigation:** This area address all the physical equipment, systems and devices used to irrigate a landscape. Solutions that fall into this area include auditing existing systems, making immediate and ongoing irrigation equipment upgrades (as needed) to ensure maximum efficiency, installing “smart” irrigation controllers, rain and moisture sensors, etc.
- **Landscaping:** This area involves water-efficient landscape design and plant choice, hardscape, turf, water features, etc. as well as educating individuals regarding the proper care of their specific landscape.

These three elements, while independent of each other, overlap in many important ways. For example, a water efficient plant palette (a landscaping solution) does not save water if the individual caring for it waters it too frequently (behavior) and the sprinkler heads are not positioned properly (irrigation). Since reducing outdoor water use is a multi-faceted problem, it requires a multi-faceted approach.

2. Focus initial efforts on market segments that provide the opportunity to achieve the largest outdoor water savings

With our aggressive water saving goal, we need to make as large an impact on water use as possible—as quickly as possible. We’ll therefore start by prioritizing and pursuing market segments with the largest potential savings opportunities, as outlined in the Target Audience section above, as well as the highest levels of visibility within the community. In general, these are properties that are open to the public (or at least highly visible within the community, like major office parks) and with very large landscaped areas. Municipal buildings, parks, corporate campuses, universities and colleges, large multi-family and HOA residential complexes, shopping centers and strip malls, and like properties all meet this criteria and would fall within the scope of our initial focus.

In addition to realizing measurable water savings quickly, targeting these heavy water users also helps us be as cost efficient as possible, generating the greatest water savings per dollar spent. Equally important, it provides high visibility examples of corporate and municipal water conservation efforts to the community in general and homeowners specifically, who, through our research we know often feel singled out as they only ones being asked to make the needed changes and sacrifices to reduce outdoor water use.

3. Leverage the Influencer Groups

As perceived experts, key Influencers (as detailed in the Target Audience section above) often have far more ability to directly impact water use behavior and facilitate change through their relationships and interactions with End-Users than does traditional “advertising” (print, broadcast, outdoor, etc.).

Our program must take full advantage of this critical communication channel, and use it to extend our message through this broad network of “feet-on-the-street” champions to educate, promote and influence water efficient products and practices every day.

4. Create and Promote Visible Success Stories

It is critical to the achievement of our objectives that we successfully demonstrate broad and earnest commitment to outdoor water conservation throughout all of San Diego County. To accomplish this, we will actively seek out and promote public, large-scale, highly visible examples of water efficient landscape and irrigation practices to use as case studies and role models for the rest of the community.

Prior to even launching this effort, we know that a number of organizations in the County with large landscaped areas have already done a lot of reduce and/or minimize their outdoor water usage. One of our top priorities, therefore, will be to harvest this “low-hanging fruit,” and showcase these examples through PR, case studies and more, as “wins” that can help influence others to follow suit—both among our top priority audiences as well as for future, broad consumer audience appeals.

5. Maximize Awareness of Existing Incentive Programs

Incentives are a critical component of any successful conservation initiative, but awareness and understanding is critical to their effectiveness. Research indicates that most End-Users and many Influencers, including property owners, property managers, maintenance firms and landscape contractors, have limited awareness of the incentives currently available in their areas. Our program must therefore incorporate clear, prominent and easy-to-understand incentive messaging as a core element in all of our communication materials to ensure awareness of and increased participation in existing programs.

6. Consider Implementing Additional Incentive Programs Specifically for High-Priority Targets

Existing incentive programs may not be adequate or well-targeted enough to motivate some key audiences, including property owners, property managers, maintenance firms and landscape contractors. Given the critical importance of these end-user groups to our overall program goals, we may need to consider additional incentive programs tailored more specifically to their needs and motivating factors to achieve the significant water savings needed.

These incentives can take on a variety of forms, and not all need be financial (although financial incentives are often the most compelling and easiest to promote). Effective incentives can appeal to pride as well as pocketbook. Partnerships, certification and recognition programs can also help to solidify participation, while creating high-profile evangelists to further promote and lend credibility—and perhaps even some cachet—to outdoor water conservation.

7. Create Consistency Across All Water Conservation Brand Communications in San Diego County

With outdoor water conservation awareness efforts growing and gaining in urgency, the number of branded conservation programs and messages coming from many different avenues is also growing. The intention is good, but multiple separate branded programs can fracture awareness, lead to confusion, and require substantial commitment of time and resources to generate, build and support the level of awareness required to bring about sustained behavioral change.

Our program can help harness the power of all these water conservation efforts by uniting them under a consistent, County-wide water conservation brand—an “umbrella” brand, if you will excuse the pun. Under this “umbrella” would be defined sub-brands for each distinct water conversation need—outdoor water efficiency, drought management, conservation incentives, etc.

In addition to creating a more cohesive, and therefore more impactful program, this approach also positions San Diego County Water Authority in the leadership role and provides program “exportability” to other parts of the state.

8. Use Simplicity to Facilitate Consistent Implementation of Program Messaging

With multiple influencer groups, stakeholders, partners and constituents all committed to reducing outdoor water use, ensuring and maintaining consistency in program implementation is a complex and hugely challenging undertaking. That’s why need to keep it simple. The easier our program is to understand, access and implement, the higher the willingness to take part (rather than go off and develop a separate program all on their own).

9. Focus Brand Messaging Specifically to San Diego County

The strong affection for and connection to San Diego County that was expressed and confirmed in our research provides a unique and important opportunity that we can leverage to enhance the effectiveness of this program. Our program will stress the need to change outdoor water use behaviors as an imperative, citing our unique geography and climate, and as being critical to preserving the qualities of San Diego County that its residents love.

10. Reinforce the “Win, Win, Win” Value Proposition

As was confirmed in our research, it is a common misconception that a water efficient landscape is inherently dry, barren, and dull. Through visuals and messaging we will continually reinforce the value proposition that a landscape can be water-efficient, cost efficient, and good for the environment while still being colorful, green, lush, and beautiful.

11. Provide Clear, Specific, Achievable Water Saving Strategies and Goals

San Diego County residents are already doing a lot to save water—more than in many parts of the country. Water conservation is a part of day-to-day living, and they know the basic drill. Generalities, such as “use less water,” are meaningless. People ARE using less water. We need them to do more.

Of course, the goal of this program is to generate awareness about the need to conserve more outdoors, and it will do that, but it also needs to educate audiences and provide specific and measurable steps users can take to reduce water use outdoors to achieve the needed conservation levels.

12. Ensure Program Flexibility to Address Needs of All Audiences

Addressing multiple audiences—both End-Users and Influencers—means appealing to multiple motivations and needs. Our program must be broad and flexible enough to be customized or tailored to suit unique drivers and needs of each.

4.5 Key Communication Points

Based on the increased awareness of current drought conditions and the need for increased water conservation generated by the 20-Gallon Challenge, San Diego County is now ready and actively looking for specific ways to reduce their outdoor water usage. Given this current situation, there are five key points that the San Diego County Outdoor Water Conservation Program must communicate to our target audiences:

1. Drought Communications
2. Benefits
3. Responsibility
4. Why?
5. How?

If we don't deliver practical, action-oriented guidance to our audiences on HOW to implement conservation measures, we risk eroding the good will and awareness achieved by the 20-Gallon Challenge Campaign.

Drought Communications

San Diego County is in the midst of a drought, and will soon be implementing a Drought Response Plan to help conserve existing water supplies. Drought-focused messages, therefore, will be a key program communication point for the immediate short-term, as well as for the foreseeable future.

- Tactics that specifically address drought response will be prioritized in order to maximize their water saving potential as quickly and impactfully as possible.
- Drought communications will focus on immediate changes that can be made, primarily in the areas of maintenance and irrigation, with less emphasis on longer-term landscape design and plant selection strategies

Benefits

As mentioned earlier, and as our research confirmed, "carrots taste better than sticks." In other words, consumers react most strongly and positively when the benefits of water conservation are made clear and compelling. In other words, "what's in it for me?"

Based upon the Drivers that we identified for our target audiences, the key program communication points will focus on the benefits of the "Win. Win. Win." Value Proposition, as outlined in our Marketing Strategies above, namely:

- Saving money and time
- Keeping your landscape beautiful
- Doing good for San Diego County and the environment

While all three elements will be reflected throughout the program, the emphasis on each may change depending on the needs and motivations of each specific audience to whom we are speaking.

Responsibility

When it comes to implementing social changes, like water conservation, there is a good percentage of the populace whose natural inclination is to trust that "someone else" will take responsibility, thereby allowing them to go about their daily routine unchanged. The problem is that it simply is no longer good enough. In order to achieve our water reductions goals, we need EVERYONE—businesses and individuals alike—to take responsibility and do their part. Every outdoor watering decision can make a difference, and San Diego County needs each of those decisions to be a water-efficient one.

To this end, our program will continually strive to impress upon San Diego County residents their personal responsibility for reducing outdoor water usage, that we ALL need to “do the right thing,” and that they must always keep water efficiency top-of-mind each time they make a choice about their outdoor water use.

Why?

Why is water conservation important to San Diego County? This may seem like a “no brainer” to us, but there may be individuals out there who don’t really understand the urgency of the situation. We certainly know that many perceive water shortages as a “temporary” condition, and one that always has been resolved (and so, they assume, will continue to be).

Our program must change those perceptions, and educate San Diegans that the need for water conservation—especially in San Diego County’s naturally mild and arid climate—is critical, continuous and NOT contingent on the amount of rainfall in a given year. There is never enough water to waste, and rain or shine, water efficiency makes sense.

How?

OK, so now that I know why outdoor water efficiency is important, understand the benefits I will realize by reducing my water usage, and see conserving as my personal responsibility, how can I do my part and where can I get help? Good questions, and our program will provide answers—as clearly, simply and thoroughly as possible.

When leveraging existing programs and incentives, as well as promoting new initiatives, our “calls to action” must always be clear and easy-to-understand, achievable and empowering to the audience to whom we are speaking. Where ever possible, and as often as possible, we will provide specific and actionable steps End-Users can take to reduce outdoor water usage, across all three conservation facets—Behavior, Irrigation, and Landscaping. Some examples:

- Reduce watering cycles by five minutes per day
- Add two to three inches of mulch to garden beds to reduce water lost to evaporation
- Schedule a landscape audit today
- Install a drip irrigation system for garden beds
- Become a certified water-efficient property
 - Certification guidelines are to be determined, but will require ongoing inspections to ensure water efficiency levels and the appearance of the property are maintained
 - These inspections will be the responsibility of the individual member water agencies)
 - If water efficiency is NOT maintained, or the property falls into disrepair, the certification can be revoked

Where more information is needed, such as scheduling a landscape audit or becoming a certified water-efficient property, specific next steps will always be provided so End-Users know exactly what to do and how to do it.

And because, as we all know, a picture’s worth a thousand words, we will maximize the use of visuals, in conjunction with out verbal messaging, to demonstrate and reinforce our key communication points. Visuals will provide readers with images of water-efficient plants choices and assist tremendously in addressing concerns about the appearance of water-efficient landscapes, depicting them as green, lush and colorful, not gray, scrubby and dull. We may also use side-by-side, or “before” and “after” images of gardens to tangibly demonstrate our points and reinforce our messaging.

4.6 Tactical Plan



As we have mentioned throughout this plan, reducing outdoor water use, especially in the ongoing and sustainable manner that is required in San Diego County, is a multi-year, long-term undertaking. Yet San Diego County is also facing an impending drought, which requires immediate action to reduce water use NOW. Understanding this, we have organized our recommended Communication Tactics into four categories/priorities:

- **Ongoing Programs:** These are tactics that the Water Authority is already implementing to help address the needed increased outdoor water conservation, and that will continue to provide water saving benefits going forward
- **Drought Response:** This category includes the tactics that, once implemented, will have the most immediate impact on reducing outdoor water use, with viable results within six months
- **Near Term:** While requiring a bit more ramp up time than the Drought Response tactics, Near Term tactics should begin delivering water saving benefits within a one to two year timeframe
- **Longer Term:** These tactics—of which there are only a few—include those that require seeds be planted now in order to reap more long term, sustainable water savings in two or more years from now

Many, if not most, of the Ongoing and Drought Response tactics will also continue to deliver conservation benefits into the Near Term and Longer Term timeframes, and these categories, therefore, should not be considered mutually exclusive.

Within each category are tactics from three sub-categories, each with its own strengths and challenges, and each particularly well-suited to specific situations and target audiences:

- **One-to-Many:** This category encompasses all the traditional mass advertising channels (print, broadcast, outdoor, direct mail), as well outward facing web tactics (website, Internet ads, etc.)
 - **Strengths:** Resource and cost efficient; broader reach
 - **Challenges:** Impersonal; easier to ignore; less tightly targeted
- **One-to-Few:** This category includes more grassroots efforts, such as events, seminars and other small group communication opportunities. The Water Conservation Garden also falls into this category, for although it may have many visitors over the course of a year, at any one time that number is likely more akin to a small group event.
 - **Strengths:** More targeted and personal; opportunity for two-way communication
 - **Challenges:** More resource intensive
- **One-to-One:** This category is the most targeted and personal of all, and includes in-person visits, peer-to-peer communications and other direct, highly individualized communications.
 - **Strengths:** Highly personal, targeted and effective
 - **Challenges:** Highly resource intensive

Our plan includes tactics from each of these three categories, as appropriate based on the situation and target audience, to maximize overall program impact.

ONGOING TACTICAL INITIATIVES

1. Promote a Holistic Approach to Landscape Solutions through Incentive Programs and Services. Our first step will be to develop the overall technical program design, incorporating existing Smart Landscape program elements, as well as new conservation programs, such as a Certification and Recognition Program. Additional program elements and tools such as water budgets and recycled water will be incorporated into the plan for use by the member water agencies in implementing in their initiatives, as they deem appropriate.

- Define program specifics, rebates, etc.
- Define certification requirements (see below)
- Specify level of communication for specific audience elements such as water budgets and recycled water
- Develop specific “how to” steps for inclusion in program communications

2. Promote Water Exhibits at Local Museums: Two water-related exhibits at the Natural History Museum—*Water: A California Story* and the upcoming *Water: H₂O=Life* are excellent tools for educating the general public about the water issues facing the San Diego County area, providing a renewed appreciation for this essential ingredient of life and to allow residents to “discover why, to have water in the future, we all need to change how we use water now.” Additionally, the Museum of Man and the Reuben H. Fleet Science Center will also promote water-related exhibits.

Specific to the Natural History Museum, we will partner with the museum to promote the exhibits by:

- Promoting the exhibit on the water conservation program website
- Sponsoring Family Day in November (set up an information table, provide activities that promote water efficiency, etc.)
- Creating a series of :15 “WaterSmart” television spots that feature tips on how to save water (outdoors and in), and include a sign-off promoting the WaterSmart program and URL
- Providing a discount to those who sign up on the 20-Gallon Challenge. Discount will be printed on their pledge form
- Providing a drawing for a free-membership to those who bring in their water bill showing a reduction in water use
- Sponsoring school tours of exhibit (could tie in to school programs and could even be the reward for schools generating the most 20-Gallon Challenge pledges)

3. Water Efficient Gardening Seminars: Leverage existing water efficient landscape curriculum currently in place and in use by the Water Conservation Garden, Quail Botanical Gardens, Cuyamaca and Mira Costa Colleges, and others. Maximize the effectiveness of these existing efforts by ensuring consistent messaging with the WaterSmart Landscape program message, and extend the reach of these seminars to additional locations throughout the county.

Attendees will receive:

- A program folder
- Overview brochure that includes program incentive information
- Window cling/bumper sticker (to help expand the promotion of outdoor water efficiency)
- A packet of water efficient flower seeds, hose nozzle or other water-saving gardening device, etc.

The seminars should be promoted by each hosting venue, as well as through local nurseries, horticultural societies, master gardener associations, the Home & Garden section of the Sunday newspaper, and on the website.

4. WaterSmart Garden Contest: Continue to sponsor and promote “San Diego County’s Annual California-Friendly Landscape Contest,” but for the sake of impact and consistency, rename the program the “WaterSmart Landscape Contest” and update the program materials, including the website, to reflect the new brand.

5. WaterSmart Landscape Exhibit at the San Diego County Fair: Develop an annual WaterSmart Landscape exhibit at the County Fair in Del Mar, featuring water conservation landscape guidance, design and plant choice examples and program information.

- Recognize the best WaterSmart Landscape exhibit at the Fair with a “San Diego County WaterSmart Landscape” award plaque and monetary prize

DROUGHT RESPONSE TACTICAL RECOMMENDATIONS

1. Develop Water Conservation Website: To reinforce the outdoor water conservation brand and program, we suggest developing a program website that is separate and distinct from the current Water Authority site (although the two will be linked), with its own unique URL. Visually, the site will integrate with the program communications to showcase beautiful, lush, water-efficient landscapes, and organizationally will be able to segment information and program specifics by audience – residential, commercial, landscape professional.

- Landscape Conservation Wizard type tool to help design an outdoor water conservation plan to best serve individual landscapes (incorporating all of the available incentive options)
- List of certified water efficiency landscape professionals
- Tips and other tools
- Link to water budget tool (as appropriate)
- Password protected program area for member agencies and partners to access program materials
- Include links to other relevant sites such as:
 - 20-Gallon Challenge.com
 - Water Conservation Garden
 - Etc.

2. Create Program Communication Materials: We will develop a number of program materials that will be used to support our efforts and communicate the program to the various target audiences, including:

- A program overview brochure, which can be used as a direct mail piece, a take-one and a leave behind
- Point of sale materials for use at irrigation supply houses, nurseries and other retail locations, as appropriate
- An email campaign to landscape professionals and property/facility managers, communicating key program elements and directing them to the website for additional information
- A newsletter for use by key Influencer groups

3. Arm Member Agencies and Influencers with Program Information and Materials: The 24 member agencies in San Diego County are critical partners in this initiative. One of our key marketing strategies is to maximize impact by creating consistency across all water conservation brands in San Diego County, and in order to do so we need everyone to be promoting the same program in the same manner.

- A customizable program implementation “kit” (also available online) will be distributed to all member agencies and will include:
 - Electronic files on CD of all program materials (brochures, DM templates, registration forms, etc)
 - Program brand and customization guidelines

- A PowerPoint presentation and speaking points about water conservation and supply issues for stakeholders to use during various speaking engagements to ensure consistency in messaging
- Member agency and stakeholder training sessions and tours to familiarize partners with program materials and implementation goals

4. Implement Pilot Program: Prior to launching the program broadly, we suggest a pilot program to identify potential issues and address them, as well as to develop case studies that we can use to showcase and promote the program to additional participants. To do this, we have selected the HOA market based on their visibility, accessibility, and to build on momentum from HOA outreach and training programs already underway.

- Determine length of pilot program period
- Create required pilot program communication materials
- Establish pilot program participation criteria including requirement to provide feedback to program implementation process, as well as granting permission for case study publication for participating properties

5. Launch Program to “Hot List” Targets: Working with the SDCWA, member agencies will develop “hot lists” of the highest water using properties in their jurisdictions, as well as a list of highly visible properties that would be beneficial to our efforts to become recognized as water efficient. Our goal is to have identified a total of 100 to 150 properties in each of the two categories throughout all of San Diego County. These lists will be the focus of the initial efforts, and will be the recipients of the majority of highly resource intensive one-to-one initiatives, including:

- Executive and property/facility manager briefings, which will feature a PowerPoint presentation, leave-behinds and case studies
- Telephone/email/DM blitz campaign to these targets inviting them to attend the briefings

Relationships with member agencies and influencer groups will be leveraged to recruit participants and Pilot Program case studies, examples and incentives will be used to encourage participation.

6. Leverage Drought Requirements. Leverage, where appropriate, specific drought requirement mandates and look for opportunities to transition drought management themes into long-term conservation themes.

7. Promote Success Stories: Identify “success stories” of properties that have achieved water efficient recognition and aggressively use these examples to generate overall program awareness, demonstrate broad participation in the program, and to inspire others—particularly homeowners—to follow suit.

- Promote through heavy use of PR—both individually for each property as it is recognized, and also cumulatively to generate maximum “buzz” and generate a sense of momentum building within the community. “Landmark” San Diego County properties that achieve recognition will also be highly promoted
- Recognition advertising on a quarterly basis (more frequently if warranted) to showcase participating commercial, municipal and HOA properties that have been recognized by the program

8. Member Agency Program Communications: Here again, the 24 county member agencies are critical channels for communicating program messaging. To further facilitate their participation and assistance, we will develop additional materials—specifically targeted to homeowners—for use by the local water agencies. These include:

- Residential program communication kit
- Bill insert templates to communicate basic program incentives

- Newsletter articles
- Stand-alone direct mail piece targeting high water use homeowners

9. Landscape Gardener Communications: Gardeners—the unlicensed “mow and blow” landscapers—are an often-overlooked piece of the puzzle, but are also on the frontline of landscape care. While not necessarily influential to water efficiency decisions, they certainly are important for maintaining water efficiency over the long-term. To address this often Spanish-speaking audience, we will:

- Develop a dual-language communication piece with irrigation tips and timer basics, watering guidelines and what to look for to identify water waste
- Create bi-lingual “Lunch & Learn” seminars, conducted on jobsites (where feasible), at local irrigation supply houses, as well as through retail partners such as The Home Depot, targeting locations in each general area of San Diego County (South Bay, East County, Coastal, Downtown, North County)
- Offer participation incentives for course completion, such as a \$25 gift card to The Home Depot
- Promote classes through a variety of grassroots channels, including word of mouth

10. Local Garden Partnerships: Provide financial support for the installation of demonstration gardens, contingent upon receipt of additional funding.

- Include local public gardens, such as Jack’s Pond

11. School-Based Drought Response Initiatives: Children can have substantial influence on their parents’ water conservation behavior, so we will develop materials specifically related to Drought Awareness for distribution in San Diego County schools. These materials—which may include posters, refrigerator magnets, coloring books and more—will provide actionable tips and strategic ideas to help children help their parents reduce their outdoor water use.

NEAR TERM TACTICAL RECOMMENDATIONS

1. Develop Certification and Recognition Program for Landscape Professionals:

Landscape Professionals are a critical target audience for this initiative—both as End-Users and Influencers. Some of their key motivators are to grow their business and to ensure that they are providing the best service possible to their customers. To support their needs while helping to reduce outdoor water use, we recommend developing a Water Efficient Certification Program targeted to landscape professionals.

- Determine which existing landscape professional certification standards we will adopt for this program (CLCA, WaterSense, etc.)
- Develop or support training curriculum and standardize workshops, training and certification efforts through partners
- Develop certification materials for course completion, such as:
 - Brochure to promote certification training, emphasizing how certification can differentiate and grow your business
 - Recruitment outreach (POS posters, counter cards, postcards for DM, email template)
 - Certification materials for completion (folders, certifications, program client brochures, logo art for use on business cards, hat)

2. Develop Recognition Program for Water Efficient Landscaped Properties: Similar to the tactic above, this program would recognize and reward organizations (including HOAs) whose properties meet a set of predetermined water efficient guidelines. Targeted to businesses, large residential developments and public institutions (i.e., government, universities, etc.), this program provides a tangible way to demonstrate care and commitment to San Diego County, which in turn generates awareness and positive PR for these entities.

- Provide Water Budget program for member agencies to leverage in creating the water efficiency criteria required for recognition
- Create recognition materials including:
 - Program overview for landscape recognition and how to participate
 - Program application
 - Efficient Landscape Recognition folder including: certificate of recognition, employee (or homeowner) communication flyers, press release template
 - Efficient Landscape signs
 - Lobby Plaque

3. Point of Sale at Nurseries and Garden Centers: Nurseries and garden centers are one of the most common and frequently visited places that homeowners go to get information about landscaping, plant choices and irrigation equipment. To take advantage of this critical communication opportunity, we will develop a comprehensive in-store marketing campaign for use throughout the county.

The program will include:

- "WaterSmart Plant Choice" displays with customized signage to help shoppers quickly and easily identify water efficient plant choices
- Take-one brochures with tips, plant choice information and program incentive offers
- Where possible, we will also negotiate a cross-promotion with the nursery or garden center, offering an incentive for their purchase of water efficient products (e.g., Get \$50 worth of water efficient plants when you purchase a water efficient irrigation system valued at \$500 or more)
- We will also partner with the County of San Diego to produce kiosks that will be located at nurseries and big box stores. Customers will access the in-store kiosks to find out information about landscaping plant choice and irrigation.

4. School Programs: Children represent the future of San Diego County, and are also very influential today in their own homes in impacting their parents' behavior. To target this audience on an ongoing basis we will continue existing programs and develop additional outdoor water efficiency branded education programs, as appropriate for the varying grade-levels:

- 1-3: Plant Science on Tour
 - Develop a program that goes out to the schools to teach about plant adaptation, irrigation, soil, and mulch. Climate will be included, especially in how it relates to appropriate plant selection and the qualities of plants. Implementation would be handled by an established county-wide program like the "Green Machine."
- 3-5: Children's Garden Program
 - Develop a garden program that introduces students to regional gardens and climate-appropriate gardening. Offerings may include tours, in-school programs, curriculum, and books.
 - Explore the development of a partnership with the Master Gardener Association through the Resource Conservation District of Greater San Diego County, FFA, and other like organizations, to provide outreach and assistance to schools looking to implement school gardens.
- K-6: School Theater Program
 - Revise current theater program into a conservation-based show that includes outdoor conservation.
- 3-5: Fund buses for school tours to regional gardens
- 4-6: Reproduce and distribute conservation workbook that is currently under development
- 4-6: Reproduce and distribute conservation video currently under development
- K-12: Continue promoting water-efficient school gardens by providing garden grants

- K-12: Continue providing garden workshops for teachers, but upgrade the teacher binder to include brand name, professionally printed materials, and “Plant a Seed” garden book
- 5: Continue providing “Weather & Water” classroom presentations
- College: Continue offering by-request presentations to college classes, but integrate the need for outdoor conservation in the presentation.
- 6-8: Water Conservation Curriculum (MWD)

5. Water Conservation Garden Tours: For students throughout San Diego County, provide funding for busses to enable field trips to The Conservation Garden. Also consider creating a mobile exhibit and DVD presentation to take the garden to the students.

6. Green Building Partnerships: Partner with green building associations including USGBC-SD and Center for Sustainable Energy.

7. Storm Water Partnership Program: Partner with Storm Water Co-Permittees and their water and wastewater agencies to develop co-branded materials promoting outdoor water use efficiency strategies, both as a means to conserve water and to reduce run-off and related watershed pollution issues.

8. Traveling Water Conservation Exhibit: Explore development of a traveling/temporary art exhibit geared at increasing the public's awareness for landscape water conservation.

- Provides outdoor water conservation information and strategies in a highly interactive, visually compelling and easy-to-absorb manner

LONGER TERM TACTICAL RECOMMENDATIONS

1. Youth Organization Programs: Both the Girl Scouts and Boy Scouts have award programs where children earn recognitions for fulfillment requirements related to specific topics. We would work with the local scout organizations to develop programs specifically for San Diego County, focused on outdoor water use and efficiency. These programs would be promoted to individual troops through the local councils and will be publicized to the community at large through PR. (This element is already underway through the 20-Gallon Challenge initiative... ideally it would reinforce the same “WaterSmart” message.)

2. Development Partnerships: To get developers involved, we will provide automatic WaterSmart Recognition status to any property that complies with the water efficient ordinances and/or USGBC-SD certification in place for all new developments. Along with their recognition, developers will receive:

- WaterSmart Landscape signs to place in front of model homes, buildings, and in landscaped areas
- Homeowner brochures to include in escrow packets and, ideally, an incentive coupon, funded by the developer, to further encourage landscape water use efficiency
- Reach out to developers working on retrofit projects to encourage participation in program as well.

To support this tactic, we will also develop an outreach program targeting City Planning Departments (who are on the front lines of all new developments in the County) to educate them about the WaterSmart Recognition program and provide materials they can use, in turn, to help generate awareness of the program among developers.

3. Distribution and Retail Channels: Increase focus on distribution and retail channels to ensure availability of water-efficient products and services.

SECTION V HOA PROGRAM PROTOTYPE

5.1 Prototype Summary and Objectives

Through our research and branding process, we determined that before embarking on the full program launch, we would launch a prototype program with a high-water-saving-potential, identifiable group to which landscape water efficiency education has already begun. We identified Homeowners Associations (HOAs) as one of the most important target audience segments that we need to effectively influence in order to meet our water-saving goals.

- Homeowners Associations often manage large landscaped common areas, providing the potential for significant water savings through increased water use efficiency
- HOAs also often have strong influence over many single-family residences, and therefore offer the possibility of a more efficient means to reach large numbers of homeowners (as compared to outreach efforts to each homeowner individually)
- Finally, HOAs may create barriers for residents who want to make water saving changes to their landscapes or irrigation schedules, but can't due to inefficient landscaping rules and regulations imposed (either knowingly or unknowingly) by the HOA

5.2 Process

Step 1: Strategy and Objectives

Our first step was to develop a brief statement of strategy and objectives (based on the established program strategy and objectives) specific to the HOA market segment to help us to focus the materials and program elements. This statement included:

- Target audience definition with specifics on attitudes and motivations as outlined in the program implementation plan.
- Messaging platform to create outward messages that address core HOA motivators and drivers
- HOA segment specific objectives and goals

Step 2: Define HOA Program Specifics

A key component of the program, as outlined in our broader outdoor conservation implementation plan, is an HOA Certification and Recognition Program for water efficient landscapes. While not currently included in the program prototype, this effort will eventually require specific definition and development of the Certification and Recognition Program itself, with significant input and guidance from the SDCWA Water Conservation team, including:

- An outline of the specific steps an HOA needs to take in order to become certified as water efficient, including auditing existing irrigation systems, making immediate and ongoing irrigation equipment upgrades (as needed) to ensure maximum efficiency, installing "smart" irrigation controllers, rain and moisture sensors, etc.
- The definition of the variable(s) against which water use will be measured and used to qualify an HOA as certified (e.g., meeting a SDCWA and/or member water agency determined water budget).
 - Determine if some level of homeowner participation will be required (and if so, what), or if the HOA can qualify only based on their common areas.
 - Determine maintenance contractors' role in the program.

- Confirmation of rebates and other incentives that are available and will be offered to HOAs for program participation and/or achievement of landscape certification.
- Drafts, including all content, of all SDCWA and water agency-required certification documentation required of participating HOAs.

Step 3: Develop Outreach Program Design Direction

As the design direction for this prototype program drives the design direction of additional outreach materials for the program down the road, we explored three design directions for review and refinement to arrive at an approved program design direction. This exploration focused on the HOA segment, but gave consideration to how these materials would fit into a broader program family approach including:

- Overall design look and feel
- Color palette
- Key visuals and graphic elements
- Copy direction, including headlines and subheads

5.3 Deliverables

Step 1 Deliverables:

- HOA program segment, statement of strategy and objectives. PDF and Word document versions. Includes up to 2 rounds of refinement with Water Authority team.

Step 2 Deliverables:

- Program definition in conjunction with Water Authority team. PDF and Word document versions. Assumes close collaboration with the Water Authority, who will provide approximately 80% of the content, and up to 3 rounds of refinement.

Step 3 Deliverables:

- Program design direction, look and feel, key visuals and copy direction, including headlines and subheads shown across 3-5 program elements such as program brochure cover and inside spread, website homepage, landscape certification sign, recognition ad template, etc. Upon selection of final design direction, scope also included design, layout and draft copy for complete program "How To" guide prototype.
 - Three concept directions were developed for review by the Water Authority Conservation Team
 - Concept development included rough concepts, black and white sketches and color layouts
 - Up to 3 rounds of revisions to selected direction were included to reach the final approved program design direction
 - Design of "How To" guide with two rounds of refinement for prototype guide including draft copy.

SECTION VI SUCCESS PARAMETERS

6.1 Measurement of Overall Landscape Conservation Success



Program success will be measured in a number of ways. Clearly, long-term reductions in overall water use is the key success factor. However, it is often difficult to see water-use trends change in the short-term, not can we necessarily directly attribute those reductions to this (or any other) specific program. Therefore, in addition to overall water use, we also recommend that we use other, program-specific variables to measure program impact, including:

- Number of landscape professionals certified
- Number of outdoor water efficient businesses certified
- Website activity (to the stand-alone site)
- Brand awareness



Appendix A Water Conservation Summit Discussion Guide

CLIENT: SDCWA

PROJECT: CONSERVATION SUMMIT OUTREACH BREAKOUT SESSION

VERSION: 1.0

DATE: 10.01.07

DISCUSSION GUIDE

I. INTRODUCTION / WELCOME

<10/10>

1. PMSI introduction
 - a. Overview of outreach planning process
 - b. Review of overall project objectives:
 - Increase customer demand for water efficient landscaping
 - Increase demand for products and services associated with water efficient landscaping
 - Make water efficient landscaping a financially attractive option
2. Participant introductions
 - a. Name, who you represent, and your years in the industry
 - b. Summary of industry areas represented
3. Breakout session overview
 - a. Review of today's breakout session objectives
 - Gain insight and knowledge about influencers and motivators based on your experience in San Diego County to help drive our outreach and brand development.
 - b. Ground rules:
 - No right/wrong answers
 - We'll facilitate questions, please use your water drops if you'd like the floor
 - Speak up so the room can hear – one voice at a time, please

II. SAN DIEGO DISCUSSION

<60/70>

1. Based on each of your individual experiences, what have been “success stories” (yours or others) in terms of conservation efforts (water related or not)?
 - a. Examples from group.
 - b. What do you believe made those programs or initiatives successful?
 - c. Are these still in place?
 - d. Were any of these county-wide initiatives? Southern California-wide initiatives? California initiatives?
2. Now let's talk about some efforts that have not worked out so well.
 - a. Examples from group.
 - b. Why do you think this didn't work?
 - c. How long did the effort last?



3. We'd like to spend some time now talking about education relative to water conservation in San Diego. Can we hear from each of our vantage points what "education" means and what form it takes and how you believe it can be most successful. Based on your experience, what role does education play in conservation efforts?
 - a. Schools/educators
 - b. Water districts
 - c. Conservation groups
 - d. Contractors
 - e. Retail
 - f. Manufacturer

PROBE: school outreach programs, all levels

PROBE: seminars, workshops – through water agencies? Through retailers? Through manufacturers? Conferences?

PROBE: The Conservation Garden – it's role and opportunity.

4. Let's talk about money. Specifically money given back to end-users through rebates, vouchers and incentives.
 - a. Based on your experience, do they work?

PROBE: high efficiency washer programs

PROBE: low-flow toilets

PROBE: smart controllers

PROBE: rotating sprinklers
 - b. Why or why not?
 - c. For whom?
 - d. Can major conservation "purchases" happen without them? (In your opinion)
 - e. Examples of purchases motivated without rebates?
5. Question for our water districts, contractors and nursery representatives – how do you determine which local/regional/state/national conservation programs you embrace or participate in? When do you determine it's "better" to create your own program?
 - a. PROBE decision criteria

X. QUESTIONS/OTHER COMMENTS/WRAP

<20/90>

Thank you very much for your participation today. Your input and experience, along with input from consumers in focus groups next week, as well as research data previously gathered and reviewed, will all contribute to the development of a recommended brand program for San Diego County to increase water efficiency relative to landscaping. We appreciate your time, your interest, and your involvement.

Appendix B Water Conservation Summit Participants											
SDCWA Summit Registrants											
Constituency		Number Registered	First Choice	Second Choice	In	Out					
Academia		4	4	0	0	4					
Author		1	1	0	1	0					
Cleaning		2	2	0	0	2					
Eng/Consulting		1	0	1	0	1					
Envir. Education		1	1	0	1	0					
Financial Svcs.		2	1	1	0	2					
Garden/Museum		7	6	1	2	5					
Government		8	4	4	3	5					
HOA		2	1	1	1	1					
Landscaper/Arch		7	3	4	3	4					
Manufacturer		3	2	1	2	0					
Non-profit		1	1	0	0	1					
Nursery/Retail		5	4	1	3	2					
Water District		16	13	3	8	8					
Unknown		2	0	2	0	2					
TOTAL		62	43	19	24	37					
First Name	Last Name	Company/Agency	City	Constituency	In	Out	Email	Phone	First Choice	Second Choice	Reg. Date
Nora	Jaeschke	NN Jaeschke	San Diego	???		X		858-550-7900	Industry	Public Outreach	9/25/07
Joan	Dahlin		La Jolla	???		X	joan_gahlin@sbcglobal.net	858-454-5019	Recycled	Public Outreach	9/21/07
Leslie	Seiger	Biology Dept/K202 San Diego Mesa College	San Diego	Academia		X	lseiger@sdccd.edu	619-388-2425	Public Outreach	Recycled	8/29/07
Richard	Kiy	International Community Foundation	San Diego	Academia		X	rkiy@icfdn.org	858-677-2912	Public Outreach	Recycled	9/13/07
Ernie	Barrera	UC Cooperative Extension	San Diego	Academia		X	vfazaneo@ucdavis.edu	858-694-2859	Public Outreach	Recycled	9/15/07
Vincent	Lazaneo	UC Cooperative Extension	San Diego	Academia		X	vfazaneo@ucdavis.edu	858-694-2859	Public Outreach	Recycled	9/15/07
Nan	Sterman	Plant Soup, Inc.	Encinitas	Author	X		nsterman@PlantSoup.com	760-634-2902	Public Outreach		8/13/07
Mike	Beck	California Pressure Clean	Campo	Cleaning		X	mmikelvici@netscape.net	619-478-2519	Public Outreach	Water/Energy	10/2/07
Victoria	Beck	California Pressure Clean	Campo	Cleaning		X	mmikelvici@netscape.net	619-478-2519	Public Outreach	Water/Energy	10/2/07
Laura	Lindenmayer	Brown and Caldwell	San Diego	Eng/Consulting		X	llindenmayer@brwnclad.com	858-571-6762	Water/Energy	Public Outreach	9/18/07
Joni	Gabriel	Solana Center for Environmental Innovation	Encinitas	Envir. Educ.	X		ioni@solanacenter.org	760-436-7986	Public Outreach	Recycled	9/24/07
Robert	Watts	Accredited Home Lenders, Inc.	San Diego	Financial Svcs.		X	bwatts@accredhome.com	858-676-2136	Water/Energy	Public Outreach	9/4/07
Paige	Strohson	AUM	San Diego	Financial Svcs.		X	pstrohson@aum-inc.com	619-850-9428	Public Outreach	Recycled	9/5/07
Michael	Hager, DR	San Diego Natural History Museum	San Diego	Garden/Museum		X	mhager@sdnhm.org	619-255-0216	Public Outreach	Public Outreach	9/7/07
Anne	Fege	San Diego Natural History Museum	San Diego	Garden/Museum		X	afege@sdnhm.org	858-472-1293	Public Outreach	Water/Energy	8/13/07
Jim	Stone	San Diego Natural History Museum	San Diego	Garden/Museum	X		jstone@sdnhm.org	619-255-0248	Public Outreach	Water/Energy	9/10/07
Marty	Eberhardt	Water Conservation Garden	El Cajon	Garden/Museum	X		marty@thegarden.org	619-660-1684	Public Outreach	Industry	8/24/07
Elizabeth	Ramos	Water Conservation Garden	El Cajon	Garden/Museum		X	elizabeth@thegarden.org	619-519-9335	Public Outreach	Ordinance	9/30/07
Laurie	Furry	Water Conservation Garden	El Cajon	Garden/Museum		X	laurie@thegarden.org	619-985-8337	Public Outreach	Water/Energy	8/28/07
Don	Shultz	Water Conservation Garden	El Cajon	Garden/Museum		X	don@thegarden.org	619-660-0619	Industry	Public Outreach	9/10/07
Patrick	Murphy	City of Encinitas	Encinitas	Government		X	pmurphy@ci.encinitas.ca.us	760-633-2696	Ordinance	Public Outreach	8/27/07
Jerome	Kern	City of Oceanside	Oceanside	Government	X		jkern@ci.oceanside.ca.us	760-435-3032	Public Outreach	Recycled	9/28/07
Kristen	Mignone Crane	City of Poway	Poway	Government	X		kcrane@ci.poway.ca.us	858-668-4505	Public Outreach	Ordinance	9/24/07
Luis	Andrade	City of San Diego	San Diego	Government	X		landrade@sandiego.gov	619-980-9478	Public Outreach	Recycled	9/11/07
James	Waring	CleanTECH San Diego	La Jolla	Government		X	jtwaring@aol.com	858-964-1322	Ordinance	Public Outreach	9/11/07
Joel	Mathein	County of San Bernardino SDD/WAS	Victorville	Government		X	dbishop@sdd.sbcounty.gov	760-962-1522	Ordinance	Public Outreach	10/3/07
Kathy	Tiegs	Inland Empire Utilities Agency	Chino	Government		X	ktiegs@ieua.org	909-993-1706	Public Outreach	Water/Energy	8/15/07
Alan	Pentico	San Diego County Apartment Association	San Diego	Government		X	apentico@sdcaa.com	858-278-8070	Ordinance	Public Outreach	8/16/07
Don	Piller	Candlelight Hills HOA	Escondido	HOA		X	dpiller@cox.net	760-796-4007	Recycled	Public Outreach	10/1/07
Robert	Warrick	Oceana East #1 HOA	Oceanside	HOA	X		qwarrickster@gmail.com	760-439-4743	Public Outreach	Public Outreach	9/18/07
Jon	Wreschinsky	ASLA/San Diego Chapter	La Mesa	Landscaper/Arch	X		jon_wreschinsky@johngallup.com	619-916-6956	Public Outreach	Recycled	10/3/07
Tracy	Morgan Hollingworth	ASLA/San Diego Chapter	San Diego	Landscaper/Arch		X	ASLASD@sbglobal.net	619-225-8155	Ordinance	Public Outreach	10/3/07
Fran	Lambert	Ewing Mariposa Tree Service, Inc.	Rancho Santa	Landscaper/Arch		X	franlambert@att.net	760-753-8853	Ordinance	Public Outreach	

First Name	Last Name	Company/Agency	City	Constituency	In	Out	Email	Phone	First Choice	Second Choice	Reg. Date
Ryan	Ferguson	Mark Schroeder & Co.	San Diego	Landscaper/Arch	X		ryan@schroco.com	858-531-6319	Public Outreach	Water/Energy	9/18/07
Robert	Brown	Robert Brown Landscape Irrigation, Inc.	Santee	Landscaper/Arch		X	robertbrownirrigation@yahoo.com	619-449-0666	Ordinance	Public Outreach	10/1/07
Susan	Weichert	SKA Landscape Architecture/Planning	San Diego	Landscaper/Arch		X	sweichert@skainc.com	619-584-5444	Recycled	Public Outreach	10/3/07
Michelle	Ventura	Venturscape Designs	Chula Vista	Landscaper/Arch	X		ventuscapedesigns@yahoo.com	619-213-2091	Public Outreach	Industry	10/2/07
Kevin	Gordon	Hunter Industries	San Marcos	Manufacturer	X		kgordon@hunterindustries.com		Public Outreach		
Tom	Ash	HydroPoint Data Systems	Newport Beach	Manufacturer	X		tash@hydropoint.com	707-338-7031	Public Outreach	Ordinance	10/3/07
Helen	McBrady	S.M.A.R.T. Building Products/ECH20 Products	San Diego	Manufacturer		X	Helenmcbrady@aol.com	619-249-7557	Water/Energy	Public Outreach	9/4/07
Mel	Hinton	San Diego Audubon Society	San Diego	Non-Profit		X	melhinton@sbcglobal.net	858-454-6550	Public Outreach	Recycled	9/10/07
Aarre	Silvola	Finnamex	Fallbrook	Nursery/Retail	X		martti@finnamex.com	760-728-4714	Public Outreach	Recycled	9/24/07
Martti	Silvola	Finnamex	Fallbrook	Nursery/Retail		X	martti@finnamex.com	760-403-5236	Public Outreach	Recycled	9/24/07
Bill	Widas	Padree Tree Nursery	Bonsall	Nursery/Retail	X		bwidas@padreetree.com	760-630-5400	Public Outreach	Ordinance	10/1/07
Julian	Duval	Quail Botanical Gardens	Encinitas	Nursery/Retail	X		Lavilez@qbgardens.org	760-436-3036	Public Outreach	Recycled	10/2/07
Debbie	Evans	Tree of Life Nursery	San Juan Capistrano	Nursery/Retail		X	debevans@treeoflifeny.com	949-728-0685	Industry	Public Outreach	8/15/07
Krysten	Rosenthal	City of San Diego Water Department	San Diego	Water District	X		krosenthal@sandiego.gov	619-533-5380	Public Outreach	Recycled	10/1/07
Larry	Attebery	City of Victorville Water	Victorville	Water District	X		latterbery@ci.victorville.ca.us	760-272-7917	Public Outreach	Recycled	10/2/07
John	Linden	Helix Water District	La Mesa	Water District	X		lorri.rarick@helixwater.org	619-667-6204	Public Outreach	Recycled	9/6/07
Kathleen	Coates-Hedberg	Helix Water District	La Mesa	Water District		X	lorri.rarick@helixwater.org	619-667-6204	Public Outreach	Water/Energy	9/6/07
Mark	Weston	Helix Water District	La Mesa	Water District		X	mar.weston@helixwater.org	619-667-6204	Public Outreach	Water/Energy	9/5/07
Terri	Blomker	Mojave Water District		Water District	X		tblomker@mojavewater.org	760-946-7000	Public Outreach	Ordinance	10/2/07
Justin	Scott-Coe	Monte Vista Water District	Montclair	Water District		X	jscottcoe@earthlink.net	909-267-2116	Ordinance	Public Outreach	8/20/07
Lynn	Lipinski	MWD	Los Angeles	Water District	X		llipinski@mwdh2o.com	213-217-6603	Public Outreach	Ordinance	9/18/07
Mark	Robak	Otay Water District	Spring Valley	Water District		X	scruz@otaywater.gov	619-670-2280	Recycled	Public Outreach	9/7/07
Rom	Sarno	Otay Water District	Spring Valley	Water District		X	rsarno@otaywater.gov	619-670-2716	Industry	Public Outreach	9/18/07
Nancy	Long	Pasadena Water & Power	Pasadena	Water District		X	nlong@cityofpasadena.net	626-744-3865	Public Outreach	Water/Energy	9/5/07
John	Johnson	SDCWA	San Diego	Water District	X		dlore@sdcwa.org	858-522-6614	Public Outreach	Ordinance	9/24/07
Michael	Beauchamp	Sweetwater Authority	Encinitas	Water District	X		mbeauchamp@sweetwater.org	619-409-6704	Public Outreach	Ordinance	10/1/07
Tom	Woodrum	Sweetwater Authority	Chula Vista	Water District		X	twoodrum@sweetwater.org	619-409-6770	Public Outreach	Ordinance	9/18/07
Sue	King	Sweetwater Authority	Chula Vista	Water District		X	sking@sweetwater.org	619-409-6721	Public Outreach	Water/Energy	9/18/07
Tedi	Jackson	WMWD	Escondido	Water District	X		tjackson@wmwd	760-480-6369	Public Outreach	Industry	9/7/07

Appendix C

Full Report from Focus Groups #1

STATEMENT OF LIMITATIONS:

This research is subject to all of the limitations normally associated with focus groups, one-on-one in-depth interviews, and other forms of qualitative research: Sample sizes are limited, each respondent's answers may have been influenced by those of other respondents, and responses are subject to the moderator's interpretation. Moreover, given the limited budget for this initial phase of research, it should be recognized that only one group was conducted per target segment. The possibility that a single group may have not been representative of a given sub-market should be understood.

Accordingly, this research should be viewed as directional in nature and not absolute, quantifiable, or projectible.

NOTATION FOR VERBATIMS USED IN THIS REPORT:

H = **H**heavy Water User

M = **M**oderate Water User

L = **L**atino / Hispanic Homeowner

C = Landscape **C**ontractor

FOCUS GROUP FINDINGS

1. Being A San Diegan

IDENTITY:

Homeowners in San Diego County have a strong affinity for the San Diego area and identify themselves with it. Rather than see themselves as "Californians" or even "Southern Californians," San Diego homeowners think of themselves first and foremost as "San Diegans."

ESTABLISHED

LONGEVITY:

Many of the respondents who took part in these focus groups have lived in the San Diego area most or all of their lives, and among those who did not grow up in the County, most moved here 25 or more years ago. This may appear surprising at first glance, given the steady population growth the County has witnessed (which implies a large non-native population base). However, it is easily explained by three factors related to the required qualifications of participants in these focus groups:

1. All focus group participants were 30+ years old, while much of the migrating population tends to skew younger.
2. Single-family homeowners are more established than the population in general.

3. Participants were required to have lived in the County for at least five years.

FEELING OF PARADISE: Strongly tied to the area, home-owning residents refer to San Diego as a "paradise." They thoroughly enjoy the San Diego lifestyle. Laid-back, with a wonderful sunny yet temperate climate, surrounded by desert, woodlands, mountains and canyons, San Diego offers a healthy, natural, idyllic environment.

A SOURCE OF PRIDE: Homeowners in general, and especially those in neighborhoods where households use a lot of water for outdoor irrigation, take substantial pride in the way their properties look. Lawns and landscapes are a significant source of enjoyment. Many San Diegans seem to view their landscape as defining their appearance to the world as much as the clothes they wear.

A SOURCE OF PLEASURE: In addition, a pleasing landscape has intrinsic power. San Diegans are especially fond of the area's relaxing, "paradise-like" surroundings and want this reflected in their own homes. Those with young children value lawn areas where the children can play. Indeed, even those whose children are teenagers or older like a lawn simply because it reminds them of the warm feelings of raising a family.

IMPLICATIONS OF: Respondents' strong identity as "San Diegans" and their affection for the metropolitan area has implications beyond simply how to address the County's residents in a branding program. On the opportunity side, the Water Authority can make emotional appeals that stress the need to preserve these qualities that residents love so much. On the other hand, the strong identity with San Diego and its idyllic qualities presents a challenge of disbelief. Many San Diegans seem to think, "If this is paradise, how can there ever be a real threat of not having something as assumed and as basically essential as water?"

2. Importance of Water Conservation as an Issue

ATTITUDE TOWARD

WATER CONSERVATION: Both heavy and moderate water users immediately recognize water conservation as an important environmental issue on an unaided, open-ended basis. A growing local population, the possibility of drought conditions, the lack of a large natural body of freshwater, and the need to import water from other areas are all given as reasons why "water" is an issue.

M *San Diego has always been a desert with scrub. We're always going to be running just short of water.*

L *We depend a lot on water coming from a different state.*

L *We depend on the Colorado River.*

STRONG AWARENESS: More than any of the other metropolitan areas where PMSI has conducted research on water conservation-related programs and products, San Diego's population is the most readily aware of water conservation as an environmental issue. Consistently among heavy water users and moderate water users alike, as well as among Hispanics and landscape professionals, water is at the forefront as being the leading environmental issue County residents face today. It is far more top-of-mind than other issues such as air pollution, greenhouse gases, traffic congestion, oil/energy supply, and trash disposal (recycling).

L *I've lived here all my life and I've heard for a long time there's a water shortage....*

H *The problem with San Diego is that we don't make our own water, we buy it or get it from some place else so there's a lot of talk about conserving it and the cost of water has gone up considerably.*

H *In San Diego, water conservation is a way of life.*

A FAMILIAR ISSUE: Interestingly, many San Diegans refer to the issue simply as "water", not "water conservation" or "water shortages." This shorthand reference phrasing underscores the primacy of the issue in their mindsets. The need to conserve water is so much in the forefront of their environmental concerns that San Diegans simply refer to it as "water." Residents assume that others readily understand the "water" issue, so there is no need to explain it further.

LACK OF CONCERN: Yet despite their awareness of the issue, San Diegans do not seem to acutely believe that it is an imperative issue. Because it has been spoken about so much without any cataclysmic outcome or fruition, homeowners in the County lack a sense of truly severe consequences and a need for urgency. This attitude toward water conservation as a theoretical societal good but not as a serious, imminent threat prevents homeowners from changing their behavior.

H *[I've heard this before]. When I was a kid, you could only water the lawn on certain days.*

- M *[The water authorities have] lost credibility [by talking about water shortages all the time and there not being one]. If a drought or water problem is [really] the case, then I don't think anyone believes it.*
- H *We hear about water problems daily..... Every weekend, there is a garden show talking about water conservation[it's nothing new to us].*
- H *It's common sense; everyone "should" be doing it.*

SKEPTICISM:

Adding to their skepticism toward the issue is their witnessing institutional and public areas being lavishly watered and kept lush. Golf courses, corporate headquarters with sprawling landscapes, public buildings with nice lawns and greenery—even landscaping on the freeway medians—make residents extremely skeptical that any water shortage threat is real. To some extent, the “Authorities” are beginning to lose their credibility. Many homeowners feel that city and state governments exaggerate the issues to “scare the public” into supporting special-interest environmental programs.

- M *They are just crying wolf about the water problem.*
- L *The city runs the sprinklers even after it's been raining for a couple of days – they need to do their part too.*

CONTRAST TO

GLOBAL WARMING:

The skepticism towards the need to increase long-term water conservation stands in clear contrast to the perception of the problem of greenhouse gases. The successful branding of “Global Warming” as an issue has promoted greenhouse gases to be the number-two top-of-mind environmental issue for County residents. Moreover, even though it ranks second to water conservation on awareness, the perceived threat from “Global Warming” is huge, making it supercede water conservation as an issue people really care about. When discussing water conservation, residents speak unemotionally about such shortages many years ago or some vague concern over future water shortages, both without any sign of panic over what this might mean. By contrast, “Global Warming” brings serious concerns for overwhelming devastation.

- H *The impact [of global warming] is the complete devastation of foliage, species will be lost, the food chain, our children's future!*
- M *Global warming....people just get overwhelmed by the extent of the issue!*

CONTRAST TO THE

GREEN MOVEMENT:

Water conservation is seen as quite distinct from the broader “Green Movement.” It may be one of many issues comprising the Green Movement, but the Green Movement means so much more to San Diegans than just water conservation as to overwhelm any strong association between the two. The Green Movement is seen as radical, non-mainstream, and pro-active. “Green” is for the few on the very edge of a political / societal spectrum, and it spans many facets of conservation in an effort to preserve the natural environment. By

contrast, water conservation is seen as “a [necessary] way of life” for everybody in San Diego County, and is more about restricting use of just one resource—water. Moreover, while the Green Movement seeks to replace the artificial “man-made” with the bucolic “green” of nature, water conservation seeks just the opposite, to replace the artificial lush green landscape that San Diegans love with something less.

M *The green movement dictates what you are going to do rather than what you are not going to do.*

IMPLICATIONS FOR LANDSCAPE

PROFESSIONALS:

Landscape contractors are keenly aware of water shortages as a critical issue facing San Diego County. Unlike the consumer market, landscape professionals view water conservation as not only an important environmental issue, but also one with extremely serious consequences for themselves personally. Landscapers believe that water shortages are pending, and that such shortages will jeopardize their ability to do business and work in their profession. Landscapers correctly perceive their customers as unmindful of the entire issue. They are quite worried that consumer demand is outstripping supply, that water shortages will occur, that residential landscapes will not receive adequate water, that homeowners will allow their landscapes to die, and that ultimately landscape contractors will lose many customers as a result. In addition, higher water prices would mean that it will be significantly more difficult to install and maintain new landscapes for prospective customers in the future, again resulting in lost business.

C *No water means no business.*

C *A study showed that only 8-10% in San Diego County were aware of a water shortage.*

3. Current Water Use, Conservation Practices and Opportunities

PERCEIVED USAGE:

Other than underestimating the quantity of gallons of water they use, San Diegans have a fairly accurate sense of their own personal water usage. While estimates vary widely from person to person, homeowners on average think they use about half their water indoors and half outdoors. This perception is consistent with the “water facts” later shown to them [see attachment A]. In contrast, many Hispanics believe they use most of their water outdoors. However, the perceived quantity used—averaging about 150 gallons per day *per household*—is more consistent with the *per capita* usage and therefore a serious underestimate, although still in the realm of reality (i.e., it is not a 10X order of magnitude off), and at first glance sounds right (if the listener fails to catch the distinction between per capita and per household usage).

PERCEIVED POTENTIAL FOR SAVINGS:

Quite accurately, heavy water users and Hispanics think they can save more water by conserving via outdoor practices rather than by conserving via indoor practices. On the other hand, moderate water

users incorrectly ascribe an equivalent amount of savings potential to indoors and outdoors.

CONSERVATION EFFORTS: Typically, the most common water conservation action households take indoors is to shorten their showers or do laundry with smaller loads. Outdoors, other than stopping a rare leak or using drip instead of a sprinkler in the irrigation system, very little is typically done to conserve water.

A notable minority of San Diegans, however, do already make conservation efforts outdoors, including turning on their irrigation systems in the early mornings, using "grey" (re-circulated) water to irrigate, letting their lawns turn brown, and/or putting in pavement/stone instead of plants or lawns. This is unlike the Seattle, Las Vegas, and Northern California metropolitan areas. Compared to these other markets, San Diegans are relative leaders in water conservation. Yet water conservation is still the exception rather than the rule. So whereas in other markets virtually none engaged in significant outdoor conservation, in San Diego only a small minority actively engage in it. The masses do not.

H *I think people are thinking about water conservation globally but not necessarily in their own little world.*

*CHANGING IRRIGATION
BEHAVIOR:*

Homeowners think of changing their irrigation patterns before they think of changing their landscape. Solutions volunteered by homeowners include irrigating less frequently and/or for shorter run times, replacing sprinkler heads with drip irrigation, watering at night, and turning off their irrigation system altogether and watering manually. While they are offered up as helpful practices, none of these solutions appears commonplace, however. In each group, only two or three people mention engaging in them. No homeowners mention using, or even considering, "smart" controller-based systems.

CHANGING LANDSCAPE: Changing the type of plantings in the landscape comes up secondarily, suggesting that this option presents more of a challenge. A small number of heavy water users mention changing out plants to "friendly" "Californian" "native" plants, but "not those ugly brown things". Moderate water users are even less forthcoming, with only an occasional mention of reducing the amount of lawn or installing drought-tolerant plants.

*BARRIERS TO CHANGE –
HOA'S:*

Some residents feel incapable of doing anything to change their landscape because their local Home Owners Association restricts what they can and cannot plant. For example, in an effort to cut down on his water bill, one heavy water user let the lawn turn a little browner, only to be told by the HOA that he had to fix the problem and revert back to his old irrigation schedule.

H *My HOA just sent me a letter saying my lawn was getting too brown and I needed to get it more green.*

Contractors as well cite difficulties with cost-conscious HOAs, who complain that if the return-on-investment is not almost immediately positive, they will not even consider replacing existing landscaping in common areas with more water-efficient plants and ground covering, nor installing “smart” irrigation technologies. Contractors claim that big builders seem more open to such an effort, but that they, too, are under budget constraints.

KNOWING HOW TO

ADJUST THE SYSTEM: Physically resetting their irrigation system to water more efficiently is not an issue. Male homeowners say they know how to adjust the settings themselves, and female homeowners say that their husbands know how to do it. Although many systems are installed by landscape professionals, many are installed or adjusted by homeowners, who feel totally comfortable adjusting the system or at least its settings on the controller.

Educating homeowners about the degree to which to reset the system, however, is an issue, as the public does not readily volunteer the possibility of (for example) watering every third day instead of every other day. Instead, homeowners seem to have only a vague sense of “less watering”. When a concrete definition of what this means is brought up (e.g., water every third day instead of every other day), they respond positively that they are willing to try it, provided that someone has determined that their plantings would thrive with such schedule. Thus, homeowners are open to resetting their usage if told in concrete terms how frequently they should water or how long their run times should be by expert authorities familiar with their plantings.

EXPECTATIONS:

Importantly, homeowners are open to water conserving strategies only on a trial basis. If the “experiment” fails (i.e., the plantings start looking unhealthy, if the lawn starts turning brown) they will immediately abandon the low-irrigation settings. Thus, whatever guidance is given to homeowners, it must be safe and accurate for long-term compliance.

H *There’s a lot of pride in our neighborhood and maybe we waste water, but we want our lawns to look good!*

*KNOWING WHAT
TO PLANT:*

Similarly, homeowners want to be educated about which types of plants are drought-tolerant and water-efficient. They do not feel comfortable in identifying and choosing such plants themselves. And because most do not have a landscape professional who they consider an expert (i.e., many use immigrant gardeners or do their own landscaping), they seek expert advice.

M We need education on which plants are low water.

*OPPORTUNITY FOR
CONTRACTORS:*

While water shortages threaten their business, landscape contractors feel that if consumers embrace water conservation, it will create an opportunity for their businesses in the long-run. They point to the SDCWA incentive programs like the one for "smart" irrigation controllers as an opportunity to help homeowners reduce their water bill, help San Diego conserve water, and help their business grow by providing a new revenue stream. While some contractors lament the loss of business that a water shortage would bring in the short-term, others embrace the long-term prospect of retrofitting their customer base for water efficiency.

THE CUSTOMER'S ROLE:

Regardless, contractors warn that their clientele will have to undergo some very fundamental changes to their landscape and to their irrigation systems in order for water to be conserved at the needed rate. They have an accurate sense that consumers are not going to embrace drought tolerant plants without a radical shift in their mindset. Contractors say that homeowners do not want to spend the money to get their irrigation system right to make a "smart" product work properly.

KNOWLEDGE BASE:

Landscapers appear confident that they themselves know water-efficient plants, but that it is the homeowner that must be educated and willing. If it were up to the landscaper, water-efficient landscapes would be the norm. This is not to say that landscape professionals will not need education. They admit they need to learn the proper plants and ground covering options. But they do have a sense of the possibilities already.

C The co-efficiency of plant evapotranspiration.....

*DEFERRING TO THE
CUSTOMER:*

Landscapers admit they do not always stand up to their client's tendency to over-water. Given the customer's emotional connection to their landscape, the stakes are high. A few incidences of under-watering could ruin their landscape and because homeowners don't want to risk that, they tend to reset their systems to over-water. Landscape contractors return to the property and see this, but often do little about it because they, too, do not want to take on the risk of annoying the customer and the rare possibility that the foliage would take a turn for the worse.

- C *If I cut back the water and something dies, I'm the bad guy.*
- C *I am only providing a need for a nice looking landscape [not managing their water].*

4. Creating a Brand Name

OTHER PROGRAMS: Generating brand awareness for any conservation program appears challenging. San Diego residents have limited unaided awareness of other branded conservation programs [see Attachment B], and no outdoor water conservation programs are mentioned. Instead, consumers talk in generic terms about "turn off air conditioning," "rebates for low-flush toilets," "recycling," or "hybrid cars."

Energy-related conservation brands clearly have the greatest awareness. On an aided basis, the vast majority of San Diegans have heard of Energy Star and Flex Your Power, although only some claim to be very familiar with them. The Be Water Wise website also is known by many residents on an aided basis, although few claim to have actually visited the site. A small number know about the 20 Gallon Challenge. The Water Conservation Garden is known to some heavy water users, mainly because they are aware of field trips for schoolchildren to the site. WaterSense has almost no recognition at all.

IMPLICATIONS: Thus, to the extent other programs and institutions have sought to brand themselves, only to fail to gain widespread familiarity, branding a water conservation program for San Diego County presents a serious challenge.

5. Landscaping Phrases and Terms

CALIFORNIA-FRIENDLY: Of the alternative terms used to describe the type of landscaping that would promote water conservation, "California-Friendly" sounds the most attractive to homeowners, although, at the same time, they lack a clear image of what kinds of plants and grasses are "California-Friendly." Still, compared to the alternatives, this name has the most appeal and many say that if they did know which plants were "California-Friendly," their affinity for such a program would grow. Landscape contractors feel this term is marketable.

- C *Everyone likes the term "friendly".*

NATIVE: By contrast, the term "native" landscape has negative connotations. The landscape "native" to San Diego is thought to be largely chaparral, sagebrush, low-lying scrub and weeds. It is brown, non-descript, and the opposite of what San Diegans love about living in the area today. Also adversely impacted by the term, Hispanics think of "native" as desert, rocks, and the environment their families left behind in Mexico for the "greener" pastures of San Diego County.

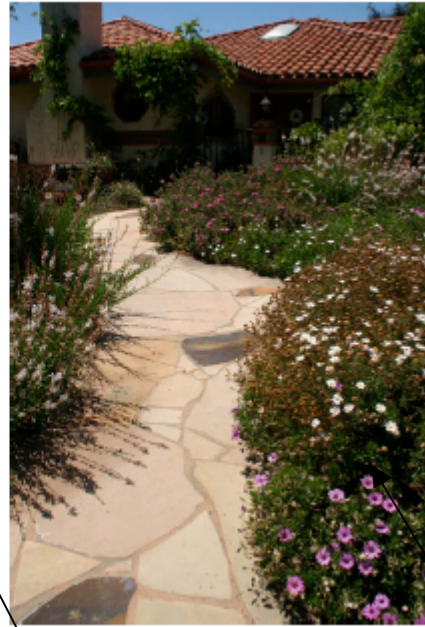
- H *Stuff [chaparral] you see on the side of the highway.*

<i>SAN DIEGO:</i>	Using the term “San Diego landscape” is confusing to homeowners. Residents of the county are unclear whether a “San Diego” landscape would have the type of plants and trees originally native to the area (i.e., chaparral, sage, brown) or the man-made “green” foliage that dominates the westerly third of the County today.
<i>WATER-EFFICIENT:</i>	A “water-efficient” landscape is perceived as being filled with cactus, ice plant, rocks, xeriscape, and desert-type plantings. It is seen as natural to the area and somewhat attractive, but only if expertly designed—something that requires a substantial cost outlay. Otherwise, a “water-efficient” landscape is perceived as too brown and sparse to capture the appeal of “the San Diego lifestyle.”
<i>LOW WATER USE:</i>	To some, a “low-water-use” landscape is somewhat greener and more appealing than a “water-efficient” landscape. Perhaps this is because the term acknowledges the “use” of water rather than its “efficiency”. A low-water use landscape includes cactus, but it also has greener desert-type plantings, such as succulents, fig trees, hibiscus, junipers, and seasonal flowers. This type of landscape is favorably seen as heartier and sturdier than a water-efficient landscape. Nevertheless, many still see it as cactus and desert-like, non-promoting of the San Diego lifestyle, and largely unappealing.
<i>MEDITERRANEAN:</i>	A “Mediterranean” landscape is appealing. Imagery of palms, ferns, cypress, bougainvilleas, colorful, flowery textures, lavender, rosemary, bougainvillea, fruit trees, olive trees, fig trees, and “things that are hearty and good in warm weather” abound. The term is inviting and suggestive of an earthy landscape that will naturally develop, complete with creeping plants and different kinds of greens. However, the term also has two downsides: 1) Hispanics do not relate to it well, some even thinking of a desert-look, and 2) it highlights another geographic area and as such may not effectively promote what is so special and dear to San Diego. For County residents, San Diego is their paradise, not the Mediterranean.
<i>SMART LANDSCAPING:</i>	The term “Smart” landscaping is meaningful to landscape contractors, but not homeowners. To the common person, landscaping is not readily associated with technology and the word “Smart” may be too cutting-edge for the typical homeowner at this time.

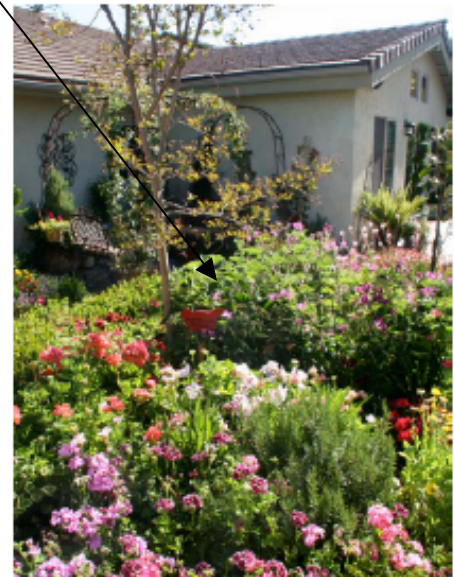
6. Visual Imagery

POWERFUL IMPACT OF: Almost all of the visual landscape images presented [see Attachment C] are pleasing. With one or two exceptions, homeowners are attracted to these images and feel they would be happy if their landscape looked like them.

Images C, D, F and H have the most appeal.

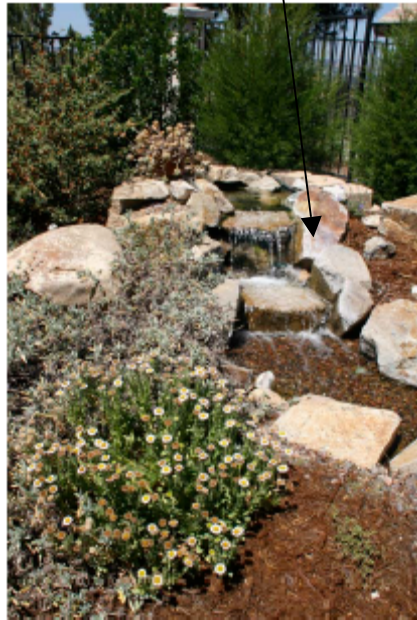


The large patches of green bushes in C, the varied flowering bushes in D, the green and flowering plants in H, and the long-stemmed flowers and combination of green and tan bushes in F all make for attractive landscapes.



Another option (E) with a recycled waterfall captures the interest of a sizeable minority, although Some San Diegans are also resistant to the waterfall, which they think would add to, rather than subtract from, water usage. From the image alone, it is not clear to some homeowners that a waterfall uses recycled water.

H *I would feel guilty having the waterfall*



Hispanics acknowledge the use of mulch as a nice way to save water in G. Almost all homeowners say that two or more of these images would work for their yards. In addition, they acknowledge that such an assortment of landscapes offers a diverse menu of ways to make their yards look unique.

L *Mulch keeps ground moist. I already use mulch because I like the way it smells, it looks pretty, it refreshes everything, and it keeps the moisture in.*

LEAST EFFECTIVE:

Image A [Succulents] generates substantial resistance, as does (to a lesser extent) Image B [Mediterranean_8].



Many San Diegans say they dislike cactus and succulents as a landscaping option. Again, San Diegans are unwilling to give up what they perceive as making their area unique from Phoenix or Las Vegas. Images A and B are far too desert-like.

THE PRO'S KNOW:

The reactions of landscape professionals readily summarize the overall dynamic of what works and does not work in these images: Lots of color from flowers, a variety of textures, the presence of some greenery, and the avoidance of browns and grays.

C For all of them, it's important for plants/combination of plants not to have too much gray.

BELIEVABILITY:

On an unaided basis, homeowners think almost all of these images represent water-saving landscapes. The only exceptions include the concerns about the waterfall, and that Image D [Mediterranean_5] is thought by some Hispanics to require a great deal of water. Regardless, when told that all of these images do indeed represent water-saving landscapes, homeowners believe it and, for the most part, they can envision such landscaping on their properties.

CONCERNS:

Regardless of believability, however, there are still significant challenges to motivating change/action. Homeowners say they would not switch to such landscaping because it would cost too much money to redo their whole yard or even a significant portion of it. Unless vouchers/rebates for several hundred dollars (e.g., \$500-\$750) of credit were offered, they would not spend the money to install such plantings. In addition, because they would start by replacing only a section of their yard with such low-water use landscape, many are unconvinced the change would result in significant water savings. Third, homeowners feel somewhat intimidated by the plethora of options available and want to be educated about exactly what would work for their particular property.

Hispanics appear most willing to try these types of low-water landscapes, but even they say they need to be educated as to what to put in. Many do their own landscaping and do not have professional landscapers or gardeners and self-education is necessary.

M *If you have a good designer [which I do not].....*

M *I would easily do it if I had the money [which I do not]....*

7. Education

IMPACT OF SOCIAL PRESSURE:

When asked to envision a hypothetical future scenario where social/societal pressures create a negative perception of lush, green lawns from neighbor to neighbor, many homeowners say that such pressure would make them think twice about being the one home in their neighborhood with a lush green lawn. However, they emphasize that such societal pressure only goes so far and that it must be backed with penalties and disincentives to be truly effective. Municipal authorities need to impose quotas and penalties, and at the same time demonstrate that water conservation is impacting public entities/officials to gain the public's participation in water conservation.

IMPORTED RATE:

Exposure to a series of facts about water usage (see Attachment A) does not change homeowner attitudes markedly because San Diegans already believe and accept these statements as factual reality, while at the same time denying their ultimate impact. For example, many San Diegans are keenly aware that the Water Authority imports the vast majority of its water. Many in fact go on to specify the source of the water as the Colorado River. Some even feel vulnerable because of it. However, none feel even the least sense of guilt. None acknowledge that they are taking other community's water. None can even imagine the catastrophic consequences of their not having enough water. Instead, they assume that even in the most dire of circumstances, the water will come from "somewhere."

M *I don't believe [water shortages] will happen next year.*

M *I don't expect [a water shortage] to make a huge personal impact on us.*

AMOUNT USED:

While not every homeowner thinks half of their water usage is for outdoor irrigation, personal estimates are not far off. Thus, hearing this "fact" is quite believable and not "new news." Similarly, while estimates of personal *household* usage are more in line with actual *per capita* water usage (180 gallons per day), the difference is relatively subtle since the numbers match (i.e., 150 gallons household use sounds close to 180 gallons personal use). Perhaps it would be more effective if the usage was given in terms of per four-person household (e.g., "nearly 1000 gallons per day"). Nevertheless, as tested in this research, the facts about daily water use are not particularly enlightening or compelling.

POPULATION GROWTH: Exposure to other facts particular to San Diego County do not add much sense of urgency. While not necessarily different from what they otherwise expect, hearing that one million new residents would move to the area by 2030 was distressing. However, the main concern was about traffic, not water.

INSUFFICIENT SUPPLY: Somewhat alarmingly, the allegation that “if current trends persist, water demand will exceed supply in San Diego by next year” is only minimally distressing. Few residents literally take this to mean that they would turn on the tap and no water would come out. Instead, they perceive this to have far less serious consequences, namely higher prices (but only 30-50% higher), the need to build desalinization plants (which would then be built, thus alleviating the issue), and the need to import more water (which they believe would successfully be done, as it has in past).

M I don't ever think we'll get to a point where there's no water but might get to a point where we turn the faucet on and it's like liquid gold [expensive price for water] coming out.

BAN ON OUTDOOR

WATERING IN GEORGIA: Several San Diegans are aware of the current wide-ranging ban on outdoor watering in North Georgia. But while they believe a similar ban in San Diego would create an ugly, brown landscape in their yards, homeowners insist that “it’s a stage that will pass,” and that “it might last a season” or, at most, “a couple of years.” Clinging to their vision of San Diego as paradise, homeowners in the County insist that such a wide-ranging ban on outdoor watering would be short-lived, that the Water Authority must have a plan in place to overcome it, and that even if such a ban did occur and people’s landscapes turned brown, the politicians would be to blame. Note here the utter absence of personal responsibility or any call to action.

M It would be the end of the political careers for those in charge... It would have large political implications.

8. Existing Values

WIDELY HELD BELIEFS: San Diegans already claim to hold many of the values that could be used to support a water conservation program [see Attachment D]. The most compelling statement is [T]: **“A water efficient landscape saves me money and helps save the environment.”** After discussing the subject and learning about water-efficient plants and ways of irrigating less, nearly all of the focus group participants agree fully with this statement. However, it is most effective if the financial incentives are huge. Several homeowners seem to expect a “small” increase of 30-50% in the cost of water and consider this to be relatively palatable. Seeing a doubling or tripling of prices might be more motivating. Similarly, if the browning of paradise is believed to be extensive and long-term rather than contained and transitory, the second part of this statement—that a water efficient landscape helps save the environment—would be optimally effective.

M When you pay more for water than gas, then it's a "crisis".

Statement [V]: **"With the cost of water going up, I need to consider drought-tolerant plants,"** is nearly as widely accepted as statement T. Again, it should be remembered that this is after a nearly two-hour discussion and education on the subject.

Moreover, landscape contractors advise that price increases must be steep to make an impact. They see the cost of water for irrigation being relatively inexpensive and hidden from the consumer along with other charges like sewage service and taxes. For this statement to create social change, the increase in the cost of water must be massive.

THE GIVENS:

Statement [J]: **"It is important to save water now to ensure a safe and adequate water supply for my children,"** has the greatest impact among Hispanics. Nevertheless, it does not seem to be truly motivating, much as the threat of demand outstripping supply in the water facts is not fully alarming. Statement [Q]: **"It just makes sense to keep a water-wise landscape here in San Diego,"** again generates agreement. However, this seems to be accepted only if there are water restrictions. For Statements J and Q, there is a "no new news" factor. Consumers seem to acknowledge these statements, agree with them, and then dismiss them as if they contain no new information.

L *If we don't consider [water conservation] now, our kids will pay for it later.*

M *Duh.*

AFFINITY FOR LAWNS:

Encouragingly, many San Diegans disagree with statements that could otherwise provide barriers to acceptance. None of the heavy water users agree that [K]: **"A large green lawn is important for my kids to play."** However, it should be noted that several moderate users and Hispanics—perhaps because they tend to be more child-focused or likely to have children—do in fact acknowledge this.

L *I don't want to give up my lawn in the front, because that's where [my family] sits to enjoy*

LIMITED AGREEMENT:

Suggesting that many people think they can reduce their irrigation schedule or run times, only one-third agree that [L]: **"My lawn looks great, so I must be using the right amount of water."** Two more statements, [M]: **"My yard is the 'back drop' of my home and reflects my design style,"** and [P]: **"My yard reflects my San Diego lifestyle,"** elicit agreement from some but not from most homeowners.

9. Sources of Information

LANDSCAPE

PROFESSIONALS:

Consumers volunteer a plethora of ways they'd expect to find out about water conservation programs and strategies. **Landscape professionals** are considered experts in the field and relied upon for advice by many homeowners. However, many heavy water users are skeptical, and believe that their landscape professional would push them toward what is best for their own business, not what is best for the homeowner. Also, there is a distinction between "landscape professional" and a laborer-type or gardener/maintenance-type landscaper. Many residential water users appear to have relatively distant relationships with a landscape professional and instead rely on a gardener-type laborer, many of whom do not speak English. And Hispanic homeowners often do the work themselves and hire neither a professional or laborer type.

Landscape contractors also consider themselves an excellent source of information, but many are themselves under-informed. For example, only half knew about the rebate program in the County. Some had never heard of the 20-Gallon Challenge, many had little knowledge of the workings of Be Water Wise, and almost none had heard of Water Sense.

WATER BILL INSERTS:

Water bill inserts are suggested by homeowners as a good way to learn about a water conservation program. In fact, most homeowners say they at least glance at such inserts, with many reading them thoroughly. Having notices printed directly on the main page of the invoice would be especially effective. Other forms of **direct mail from the Water Authority** are considered a supplemental source of information. While they are less likely to be read than a water bill insert, some customers say they would open up and read such a separate mailer from their water district.

RETAILERS & PR:

Large nurseries and **home building warehouse stores** (Home Depot or Lowe's) are frequently mentioned as sources of information. Nurseries offer personal, face-to-face advice from salespeople who are considered to be trustworthy plant experts. By contrast, a Home Depot (or Lowe's) offers no expert staff, but signage and special displays that are considered informative and worth consulting. **News stories** and **PSA radio announcements** are also seen as acceptable and believable sources. Hearing success stories **from trusted friends** is considered a good source. Some of these homeowners have contact with **social organizations** like the Scouts or Sierra Club, and if one of these organizations were to promote the program, they would listen to what they had to say. Those who have children say they would be moved if their family or children took a trip to the **Water Conservation Garden** at Cuyamaca College and preached about what they learned there.

- L *I talk about gardening with my neighbor, so it would be easy [to have influence on them or vice versa].*

- H *The nursery asked how much sunlight my lawn gets, how much water I wanted to use on plants, and what kind of native plants do they want.....*
- L *The best audience is children – they listen to conservation efforts and repeat the information.*

WEBSITE:

The Water Authority's **website** is not considered a particularly good source—at least in the early stages—because consumers need to know about the program prior to looking for information online. However, once aware of the program, a website would be consulted for information if consumers are directed there.

PRINT & HISPANIC MEDIA:

publications. Interestingly, **Spanish media** is used by bilingual Hispanic homeowners, but is not their primary source of media consumption, suggesting that English-language media outlets would reach this group just as effectively.

An ad i

OTHER SOURCES:

Telephone calls are considered intrusive, even if it is the City or a public entity like a utility calling. **Door-to-door visits** from the City are even more intrusive and considered inappropriate. Homeowners are very averse to receiving **email solicitations**, which they consider "spam." **Outdoor billboards** are rarely used in San Diego County and run counter to the environmental protection underpinnings of a water conservation program.

**LEADING SOURCES FOR
LANDSCAPERS:**

Supply houses, in-store displays, trade publications and direct mail are popular means of education for landscape contractors. Many landscapers personally visit their **supply house**. There, they find **in-store displays** and **point-of-purchase** interesting. Several regularly read **trade publications** such as Lawn & Landscape. They also claim to pay attention to **direct mailings** for their industry. **Trade association emails** and **seminars** are cited as other sources of information.

Focus Group Conclusions, Implications and Recommendations:

CONCLUSIONS:

1. San Diego County homeowners define themselves, first and foremost, as San Diegans—not Californians or even Southern Californians—and have a very strong affection for the “paradise” in which they live.
2. As expected, homeowners take considerable pride in their landscapes and view their yards as a source of pleasure.
3. Water conservation is clearly perceived to be the most important environmental issue in San Diego County, but also one that is more of a “chronic” problem, rather than a “crisis.”
 - While water shortages will likely result in higher prices, they are confident that the water authority will find ways to address the problem (e.g., build desalination plants, import more water)
4. Most have already taken steps to conserve water indoors and some are attempting to conserve outdoors, although not yet to a significant degree.
 - Home Owner Associations make it difficult for some homeowners to conserve, as any changes that are perceived to negatively impact a home’s appearance are prohibited.
5. While homeowners are receptive to the idea of outdoor water conservation, they want/need to be educated about what exactly they need to do.
 - Behavioral changes are more attractive (easier to implement) than landscaping changes, which are perceived as being quite costly and difficult
6. There is very little awareness of any branded conservation programs. Instead, existing conservation efforts are perceived in more generic terms (e.g., “recycling”) or as specific actions (i.e., “turn off air conditioning”).
 - On an aided basis, “Energy Star,” “Flex Your Power” and “Be Water Wise” are familiar.
7. Most of the terms used to describe plants and landscaping that were mentioned—including “native,” “water-efficient,” “low water use,” “San Diego” and “smart”—either had negative connotations or were unclear/confusing.
 - “California-Friendly” was the most attractive-sounding, but many participants still felt they didn’t know what types of plants belonged in that category.
 - “Mediterranean” was also appealing.
8. With a very few exceptions, all of the visual imagery of water-efficient landscaping was well-received.
9. San Diego residents already have high levels of awareness regarding the region’s water supply issues, their personal water use and the need to conserve, and the majority agree with the water conservation messages presented in the groups (although they are not particularly motivated by them, as they are “nothing new” and most feel they are already doing their part).

10. Advice from professionals—be they landscapers, the water authority, nurseries, the Water Conservation Garden or social organizations (like the Sierra Club)—is seen as one of the best ways to find out about water conservation strategies, as is advice from trusted friends.
 - Good channels for communicating this type of information include water bill inserts, direct mail (specifically from the water authority), at retail and/or in person.
 - The Water Authority website could also be a good source of information, but only once awareness has been generated.
11. Telephone calls, door-to-door visits, email and billboards are negatively viewed as potential communication channels.
12. Hispanic homeowners do not differ significantly from non-Hispanic homeowners in their awareness or perspectives regarding outdoor water usage, except, perhaps, to be somewhat more likely to “do-it-yourself” rather than hire a landscape professional. Spanish language media, while watched by Hispanic homeowners, is not their primary source for information.
13. Landscape professionals are clearly aware of the need for water conservation in San Diego—as an environmental issue and as a problem that could impact their businesses, both negatively and (for some) positively. While they generally understand what is required to set up a water efficient garden, they acknowledge that homeowners will likely be resistant to change and they don’t want to be the “bad guys.”

IMPLICATIONS AND RECOMMENDATIONS:

1. The need for water conservation already has very high awareness in San Diego, but is also perceived to be “business as usual” and a problem that will be solved by the “powers that be.” A radical shift in perceptions is needed in order to San Diegans accept that this is a problem with dire consequences.
 - STRATEGY ➤ Ongoing, low-level efforts to encourage water conservation actually appear to be malproductive, reinforcing the perception among homeowners of a chronic rather than crisis situation. Therefore, we recommend minimizing communications about water conservation until the entire branding program is in place and ready for a full blitz.
 - STRATEGY ➤ Once ready, the brand program must hit hard, across as many channels as possible, and maintain strong, ongoing support in order to generate the level of awareness needed to bring about behavioral change.
2. In order to achieve the needed shift in perceptions, all spheres of the community—government, businesses, golf courses, large public and private institutions, political leaders—must embrace the local outdoor water conservation effort and their behaviors must be reflective of a “crisis” situation. There cannot be any doubt that everyone is participating and doing all they can to save water. Otherwise, a skeptical public will look to those who do not as proof that the County is “crying wolf” again and reject the program.
 - STRATEGY ➤ Involve and elicit some level of participation from ALL facets of the San Diego community—municipal, commercial, industrial, agricultural, in addition to residential.

- STRATEGY ➤ Make sure the branding program highlights ways in which all facets of the San Diego community are saving water, especially those that are not readily apparent (e.g., golf courses irrigating with grey water, installation of lower-water use plants on highway median, etc.)
3. HOAs need to be part of the solution and, at the very least, not stand in the way of their residents who wish to take the steps needed to save water. To this end, they must be strongly encouraged—or perhaps even mandated—to support landscaping and irrigation changes that lower water use.
 - STRATEGY ➤ Make HOAs a key target for educational outreach. Consider offering rebate and incentive programs specifically targeted to HOAs and large builders.
 4. San Diegans have a strong sense of pride and affection for their community, a good deal of which is linked to the idyllic weather and “paradise-like” surroundings—factors that also contribute to the area’s water issues (e.g., lack of rain).
 - STRATEGY ➤ Focus branding messages specifically to San Diego (versus a larger/broader geography), and stress the need to conserve water as being critical to preserving the qualities of San Diego County that its residents love.
 5. It is difficult for homeowners to understand through words and terminology alone just what water-efficient landscaping is, what it looks like, whether or not it’s attractive, etc. None of the terminology tested elicited strong, positive response (with the possible exceptions of “California-friendly” and “Mediterranean,” although both these terms focus on areas outside of and/or significantly broader than San Diego County). Once water-efficient landscape images are shown, however, response is quite positive.
 - STRATEGY ➤ Support brand messaging with clear imagery and descriptions of greenery, flowers, lushness, reflecting the perception of a San Diego “paradise” so that residents immediately understand that “water-efficiency” and “beautiful landscaping” are not mutually exclusive. Avoid browns, grays, dry looking bushes and chaparral, cactuses and succulents.
 - STRATEGY ➤ Educate homeowners and provide information to help them identify and select plants that are water-efficient. Make it fun, interesting and EASY.
 6. San Diego homeowners already believe they are doing a lot to save water (and most are), and therefore they have a difficult time understanding what more they can do. To help them, the branding program must be as actionable as possible, and must set clear, achievable goals and guidelines for homeowners to follow and strive toward.
 - STRATEGY ➤ Talk in terms of average water usage per household, not average usage per capita. Choose a reference subject that is closer to 1000 gallons per day to be orders of magnitude higher than current homeowner self-perceptions.
 - STRATEGY ➤ Prioritize changes to irrigation schedules initially (over changing out plant types) as a more immediate and less costly strategy. In doing so, provide explicit guidelines (e.g., water once every third day instead of every other day). Do not ask people to simply “water less” or “cut back on water usage.” Guidelines should be developed with caution, however, since if the cutbacks cause plants to die or become unhealthy, consumers will abandon their effort.

- STRATEGY ➤ Let homeowners know that they can keep their green lawns, but can still save water by reducing its size, choosing water-efficient grasses (and, specifically, what those are) and/or reducing the frequency of their irrigation (with clear guidelines as to how much they can/should cut back).
7. Landscape professionals are a very important influencer group and have a vested interest in helping homeowners make good choices regarding their outdoor water usage. But, like homeowners, they have been down this water conservation road before and know it is going to take a lot of effort to get homeowners to shift their mindsets. It is important, therefore, that these professionals feel justified and supported in renewed efforts to insist on water efficient solutions.
 - STRATEGY ➤ Explain to landscape professionals how the need for outdoor water-use efficiency can actually be a moneymaking opportunity for their business, and give them the education and tools they need to help reposition their businesses to best take advantage of this opportunity
 8. Landscaping represents a large financial and emotional investment for most homeowners, and they are generally unwilling to even consider any changes in behavior that they feel might damage that investment. Water users in San Diego, therefore, need to be assured and trust that any of the recommended water-saving strategies they implement will not damage the health and beauty of their landscape. To that end, alternative ways of eliciting the most trust (and minimizing skepticism) should be explored.
 - STRATEGY ➤ Consider creating or appointing a trustworthy and charismatic champion spokesperson for the brand. A local celebrity who fits with the lawn and garden subject matter may be ideal.



Appendix D

Focus Group #1 Discussion Guide

CLIENT: SDCWA

PROJECT: CONSERVATION BRANDING PROGRAM FOCUS GROUPS

VERSION: 2.0

DATE: 10.01.07

DISCUSSION GUIDE

I. INTRODUCTION / WARM-UP / SOCIAL CAUSES

<05/05>

1. Personal Introductions.
 - a. Explain focus group setting.
 - b. We're going to talk today about different environmental issues.
 - c. No right/wrong answers, talk-up/allow others to talk, talk one at a time, etc.
 - d. Self-introductions (name, where they live, work, family, how long lived in the area).
 - e. Do you consider yourself first a "Californian", "Southern Californian", or "San Diegan"? What does "being a San Diegan" mean to you? Why live here? What's great about living here?

II. ENVIRONMENTAL ISSUES

<05/10>

1. HAVE RESPONDENTS WRITE-DOWN, THEN DISCUSS:
 - a. What do you think is the most important environmental issue today? What is next most important? Next?
2. PROBE: Energy efficiency, gasoline/oil, recycling, global warming, *water conservation*. More specific. What aspect of it? Outdoor? Indoor?
3. Why this order? PROBE: Why is water conservation more important than X but less important than Y?
4. When you hear the term "*conservation*", what comes to mind? PROBE FOR IMAGERY.
5. What have you heard of [regarding these conservation-related issues] recently in the news?
 - a. ASK FOR VARIOUS INCLUDING WATER: Is ISSUE a part of the "green" movement?
6. Does San Diego face any conservation-related issues more than other places? If so, what? (IF NO: What about California?)

III. SELF-PERCEPTION OF RESOURCE USAGE & CONSERVATION EFFORTS

<15/25>

1. There are many ways to conserve resources. As individuals, in our day-to-day lives, are there ways we can use less resources?
2. Which resources can we use less of?
 - a. How? Exactly how does that work?
 - b. Is that realistic?PROBE: Electricity/energy, oil/gasoline, paper /trees, *water*.
3. ASK FOR EACH RESOURCE: What is the benefit(s) of conserving this?
PROBE AS NEEDED: Societal vs. Personal benefits.
4. ASK FOR EACH RESOURCE: What is needed to really conserve this resource? What do we need to do?
PROBE AS NEEDED: Societal vs. Personal responsibilities.
5. Focus on water conservation.
 - a. How do you use water (i.e., irrigation vs. drinking, bathing/showering, pool, toilet, washing, etc.)
 - b. How much water do you think "we" use? How much do "you" use?
LISTEN FOR: measures, amounts.



- c. How do you feel about “our” water usage?
- d. Do people do anything to conserve water? What do they do? Effectiveness of that.

IV. AWARENESS OF CURRENT PRODUCTS, PROGRAMS & SERVICES

<05/30>

1. UNAIDED, WRITE DOWN, THEN DISCUSS: What conservation programs are you aware of?
Heard of any services that encourage you to conserve? Any products? Any “brands”?
 - a. Any run by the government?
 - b. Locally, by San Diego County or by the City?
 - c. Outside of San Diego County?
2. PROBE HINTED: Electricity/energy, oil/gasoline, paper /trees/recycling, *water*.
3. ASK AIDED FOR SPECIFIC PROGRAMS & SERVICES:
 - Energy Star
 - Flex Your Power
 - California Friendly
 - Be Water Wise
 - 20 Gallon Challenge
 - The Water Conservation Garden
[in El Cajon]
 - WaterSense
4. Familiarity with specific brands/programs: How familiar are you with
_____?



V. IRRIGATION OF LANDSCAPE / YARD / GARDENS IN HOME AND PROPERTY OWNED <15/45>

1. Thinking specifically about your OUTDOOR water use, what are you currently doing to conserve water?
 - a. To what extent does that help? How does that help?
 - b. Could you do more? What?
 - c. Why not do that?
2. Please describe your property. Trees, shrubs, plants, flowers. Describe the areas that are watered regularly.

PROBE: System, equipment. What do you know about the irrigation equipment you currently have? PROBE: Programming? How it works? Frequency. Zones. Seasonal adjustments. Manual adjustments.
3. How did this system come about? Who decided? How?

PROBE: Owner's role in decision process.

PROBE: Who maintains the irrigation equipment? Who adjusts the controller?
4. How did the plantings in your yard come about? [Inherited from previous owners? Designed and installed by a landscape architect? From years of "puttering" around the garden?]
 - a. How do you feel about your landscape? To what extent is it optimal?
 - b. How did you come to have the plants that are included in your landscape? [for those who did this themselves]? Advice from nursery guy? Wandered around Home Depot and grabbed what looked nice? Sunset Western Garden Book?]
 - c. Is there such a thing as a "San Diego landscape?" How would you describe it?
 - d. What is a "native" plant? EXPLAIN IF NECESSARY, THEN ASK: What kind of plants are native to the area? Does your landscape include native plants? If so, what percentage would you say are native?
5. SHOW IMAGES AND ASK: Is this a "San Diego landscape"? A "Water efficient landscape"?
6. What kind of plants are "Native," "Mediterranean," "California-friendly," "Low water use"? Which is best? Why? Second best? Why? What's wrong with _____?

VI. IMPACT OF CONSUMER EDUCATION <15/60>

HAND OUT CARDS TO PRESENT 10 FACTS ABOUT WATER USAGE ONE-AT-A-TIME.
ASK FOR EACH BEFORE MOVING ON TO THE NEXT FACT:

1. Reaction?
2. Do you believe this? Totally? If not, what is not believable?
3. Based on what you just heard, how does it change what you think about changing how you water your property?
4. AFTER ALL FACTS HAVE BEEN PRESENTED & DISCUSSED, DO CARD SORT TO RANK THEM. REVIEW REASONING IF NECESSARY.



VII. REACTIONS TO ALTERNATIVE BENEFIT STATEMENTS

<25/85>

1. DISTRIBUTE/READ BENEFIT STATEMENTS [ATTACHMENT C] ONE-BY-ONE (RANDOMIZE ORDER). Beginning with first statement, ask:
 - a. What do you think? How does this make you feel?
 - b. What do you like about this? What don't you like about it?
2. Rank order of statements in terms of which is most important / convincing to you. Discuss:
 - a. Reasons for this ranking.
3. Take most important concepts and review key messages in detail.

VIII. REACTIONS TO OTHER BRANDS/PROGRAMS

<15/100>

1. ONE-BY-ONE, SHOW DESCRIPTIONS OF EACH PROGRAM LISTED IN SECTION IV.3. ASK:
 - a. What do you think of this?
 - b. What word or phrase comes to mind?
 - c. What feelings does it evoke in you?
 - d. Would you do this? Is it compelling to you?
 - e. How would your neighbors react to it?
 - f. Which parts work for you? Indoor vs. outdoor? What about it catches your attention?
 - g. Which parts do not? Why is that? What would you change to make it more compelling?
2. How would you convince your neighbors to be more water efficient? PROBE AS NEEDED.

IX. SOURCES OF INFORMATION

<5/105>

1. ASK UNAIDED: How expect to find out about a water conservation program?
2. THEN ASK AIDED:

▪ Landscaper / gardener ▪ Retail store (Nursery, Home Depot, other) ▪ Water agency (via bill insert or website) ▪ Telephone call from City (not manuf.) ▪ Email from City (not manuf.) ▪ Person from City stopped by ▪ Newspaper article	▪ Trusted friend told you about it ▪ Print ads (San Diego Magazine, Home magazines) ▪ Radio ad ▪ Outdoor/Billboards ▪ Direct mail ▪ Websearch / website ▪ Social organization like Sierra Club
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3. PREFERENCE: RANK TOP 3.
4. What if you were told your "water budget" for each billing period?
 - a. How do you envision finding out about it? Water bill? Email?

X. CONCLUSION / WRAP-UP

Appendix E

In-Depth-Interview Full Report

STATEMENT OF LIMITATIONS:

This research is subject to all of the limitations normally associated with focus groups, one-on-one in-depth interviews, and other forms of qualitative research: Sample sizes are limited, each respondent's answers may have been influenced by those of other respondents, and responses are subject to the moderator's interpretation. Moreover, given the limited budget for this initial phase of research, it should be recognized that only one group was conducted per target segment. The possibility that a single group may have not been representative of a given sub-market should be understood.

Accordingly, this research should be viewed as directional in nature and not absolute, quantifiable, or projectible.

IN-DEPTH-INTERVIEW FINDINGS

1. Being A San Diegan

IDENTITY:

Much like the focus group participants, all of the IDI participants are citizens of San Diego County and have a strong, personal identity with and connection to the area. Most have lived in the county for many years, and a number have lived here for generations.

AWARENESS OF WATER

ISSUES:

Respondents have a very good understanding of the water issues that impact the region, the fragility of the supply and the importance of conservation, although there is some disagreement as to the severity of the current situation.

- *"I'm a southern California native, probably for 5 generations and I have a real personal issue with wasting water down here. I know we don't have much water and we are spending a lot of money watering in a semi-arid climate trying to create an oasis. That's my personal philosophy."* [Municipal Facility Manager]
- *"Anyone who reads the news. All you have to do is look at the levels on Lake Mead and assume that there is a similar situation happening all over. I don't think there is a doubt in anybody's mind that there is a consideration for water in the future and we better do something about it. People should be doing as much in their homes as they are in their businesses."* [Municipal Facility Manager (School)]
- *"We have this political fight in San Diego County between the city attorney and the mayor. The City Attorney says we are in a water crisis and the mayor is going well 'I don't know if that is true.' Well it is true. We **are** in a drought. I*

mean San Diego gets less precipitation a year than Phoenix does. In every square inch of ground, there is landscaping.”
[Landscape Architect]

- *“It has not been a huge issue [for San Diego] yet. In Big Bear, they have a water moratorium. People [there] are taking their turf out because they cannot water their plants.”* [Landscape Architect]
- *“I was brought up in the ‘Cadillac desert.’ I am well aware of water as an issue and we conserve as much as we can. But people want to do what they want to do. Our job is to make sure they are educated at trying to be as tight with water as they can without giving up quality of life. Price certainly gets everyone’s attention.”* [Landscape Architect]

2. Residential Developers

OVERVIEW: Representatives from four of the region’s largest home and multi-family builders (Centex, Pulte Homes, Lennar and K. Hovnanian) were interviewed. The respondents were all deeply experienced professionals with in-depth understanding of the community development process.

CHAIN OF COMMAND: For large developers, the regional general manager or president is the ultimate authority and sets the agenda. Responsibility for day-to-day operations and decision-making lies with the land development officer and the project manager.

The Director of Land Development is the “caretaker of the budget” and is responsible for project feasibility. The Project Manager is the primary point person with the agency at the planning desk, and will be present at **all** planning meetings.

- *“Generally, decision making is a team thing. We know what we’re looking for but I’d say 51% of the vote rests with the project manager.”*
- *“[The Project Manager has] cradle to grave responsibility for any community, so they are pretty much riding side-saddle with me”* [Land Developer]

All landscape design and implementation work is always done by subcontractors.

- *“I hire that out to design consultants and then I also hire the contractors to do the installation.”*

While the president does not control day-to-day operations, their opinions carry a great deal of weight. For example, if the president deems that the plant palette selection will negatively impact sales or the value of their properties, a change in palette will be ordered.

- *"Part of the problem that I run into is that so many of the succulent plants are not desirable and do not create a lush feeling in the landscape. Frequently my president goes out and takes a look at the land and says 'I don't like these succulents; get rid of them,' even though there is the [negative] 'green' side-affect of that. It is not only him. An array of the landscape committee takes a look at them and says that the succulents do not present the warmth and lushness we want communicated in a model complex."*

MARKETPLACE
PRESSURES:

For the last few years, developers have suffered through a very public slump in sales in all areas, including San Diego County. Dire market conditions have resulted in an industry shake-out, leaving only seasoned professionals, who know what they want and what sells best.

- *"Our industry has retrenched so much all you are left with are very experienced people."*

INFLUENCERS:

Landscape Architects and City Agencies are both important influencers when it comes to plant palettes, irrigation design and water efficiency. The Landscape Architect's job is to know, identify and comply with all community regulations and to implement the vision of the developer, and of their client, the HOA. And the Planning Departments (and/or other city agencies) set and enforce the outdoor water-use regulations for each community.

- *"Obviously down here there are many schools of thought as you go from community to community. Some communities are water wise and many are not water wise. So, that affects the plant selections and that kind of thing."*
- *"Generally, we want a design consultant that's worked with the landscape department before in the agency, and they are familiar with the acceptable plants and generally what they like to see. We will have four to seven landscape design submittals that go back and forth between the city agency and us before we settle on what everybody has agreed to."*
- *"Some agencies will say that they want drip systems and not sprays because sprays are wasteful. They have a very exclusive palette of plants, trees and shrubs that you can use and those have been selected in a combination in the water they need and in conjunction with the aesthetic value of the plants."*

While the landscape architect participates in the planning and plan checking process, the decision-making responsibility always resides with the developer—and specifically the project manager for the developer—so that the landscape architect is not the lead in managing the permitting process.

- *"The consultants are putting pen to paper and that kind of thing but they [Landscape Architects] **never** meet with the agency alone. We [the Developer] always go with them."*

LANDSCAPING IS NOT

A PRIORITY:

As a rule, developers do not spend a lot of time thinking about landscaping. Landscaping does not sell houses. In their opinion, buyers are most interested in the house, and worry about the yard when they can afford too.

- *"We really do not market landscape."*
- *"The majority of our customers have a blank backyard for quite a while. Landscape is really down the list. It can be months or even a year or so from the time they see the model and when they actually think about actually putting in landscape."*

MARKETING HAS LIMITED

IMPACT:

Model homes are one of the primary sales tools for developers and serve as a showcase for the entire development, and some developers did suggest using them as a way to reach the home buyer before landscaping decisions have been made.

- *"Maybe it is some kind of educational help about the plants or it is a display where you can present the plant palettes."*
- *"What you could do is sponsor model houses that fit plant palettes that you have used and have found success with, and has the "lush" look. I think if you chose 20 models a year and did the landscape and put in signage saying that, 'This landscape is sponsored by...' That said [however], I have no models coming up in the next few years."*

But even so, developers are not enthusiastic about this approach and generally believe that using model homes to promote water efficiency is either not a consideration, and/or is not going to be effective. Flyers and promotional material are rarely distributed by the sales people and when they are, usually they are discarded before leaving the model home.

- *"Few if any people who go into model homes even go into the backyard."*
- *"Here's the thing. Developers build models so we have a model complex and those are pretty juiced up. They have lots of trees and lots of plants. They really do a number on it. It's what we have always done."*
- *"People come to models to look at the house. They are **not** going there to discover the latest and most economical landscape and irrigation choices. They hardly ever go into the backyard. All they get is a glimpse. Landscaping is last on the Top 10 list of reasons why people go to models."*

Because landscaping decisions are often made six months to a year or more after the house has been sold, water saving information given at the model home is long forgotten by the time decisions are considered. Instead, Developers suggest providing tips on outdoor water conservation at the close of escrow.

- *"I did put out flyers; however, people do not pick them up and it is a waste of your money. It would be better to have a package when someone goes into contract; you could present to them landscape tips and ideas. That's something you can do and have the salesperson give to them at closing. They'll keep that and may even read it when they get ready to do their landscape."*
- *"Rather than putting signs in the yards that nobody really cares about or promoting to the masses, really narrow down your profile to the guy who bought the house and getting factual information out to them. That's the guy in my world who is going to make a difference to you."*

ATTITUDES TOWARDS WATER

CONSERVATION:

Like most San Diego County citizens, Developers are fully aware of the water supply challenges the region faces and share a strong personal belief in the importance of environmental issues and specifically the need for water conservation.

- *"I do believe "green" is very important. I do believe we can make a difference and that every person we can get on board will definitely help."*
- *"There is a huge, huge problem in southern California with over-watering of the landscape. In any community down here of 100 homes, you will have 10-12 people that absolutely over water to a point there is water running down the street all the time because of seepage coming out of the lot."*
- *"You absolutely do need to change the status quo. It's going to take a lot of effort and money to get the message out."*

That said, however, Developers have no real business interest in outdoor water conservation. It may be a concern on a personal level, but becomes a business concern only when mandated by communities. Of course, if mandated, they will willingly comply.

- *"Personally, water conservation is important to me. It seems to be the responsible thing to do today. From a business point of view, there is no benefit. It all has to do with the standard we are required to build to."*
- *"There is nothing in it for me in selling a house. We have no control of their water use."*

- *"We install efficient irrigation systems for a different reason. We are concerned about water around the immediate perimeter house so we will push for drip systems, which are better for water consumption, but it will also keep fugitive water away from around the slab and the walls of the home. That's a much bigger driving factor for us. It's a liability issue."*

THE COST OF WATER: Since developers do not pay the water bill, they also have very little direct interest in the cost of water.

- *"We turn everything over to the HOA. We don't maintain anything long-term. We don't carry anything out into the future. We clear our bonds and walk away."*

The cost of water DOES affect the HOA and the dues they charge, however, and this is indeed a consideration for developers.

- *"I think we are probably at the leading edge of introducing those technological innovations whether they are mandated or not because it saves on water and therefore it reduces HOA burden. It is absolutely a selling point to HOAs."*
- *"In all projects, ultimately it is all paid for by the consumer. Some projects require green spaces. All of it will either be built into the sales price or be handed over to the HOA, which will pick up the monthly cost and pass it on to the homeowner in the form of dues."*

THE IMPACT OF "GREEN": Implementing "green" building practices is starting to become a consideration for some San Diego County home builders, but the emphasis differs from developer to developer.

- *"Green is absolutely a value proposition for us. The demographics that are buying homes right now are very familiar with that concept. If you can prove the 'greenness' of the community, it is a selling point. The boomers are definitely aware of it and they are the vast majority of the buyers these days."*

Conversely, a very experienced and senior marketing director for a developer sees "green" from a different perspective:

- *"Absolutely there are developers promoting 'green.'" All of Madera Rancho promoted "green," and is probably the best-recognized [green] community in the region. Developers were required to put it in. But "green" is 25% more expensive. People say it is important to them but when they find out that they have to pay 25% more, they lose interest. We've had smart systems that would drop the blinds when the sun came over that side of the house, not one person bought that system. We put in solar and no one*

bought it. They [the perspective home buyer] like it, but when push comes to shove, they did not buy it."

Some communities have mandated developers to turn some of their model homes into showcases for an efficient landscape palette and as an outreach tool to reach prospective home buyers. To developers, however, these efforts are not perceived to be successful.

- *"Chino required us to build one of the four models so that it met the agency's landscape requirements. We were required to put in signage too. I don't think anyone cared or noticed it. Also, several times in San Diego, we have done the "green" aspect. At Rancho Santa Fe at the Links, we built a model that had all the succulents and met all the standards there and we had a sign. I think no one noticed and certainly no one asked about it."*

RELATIONSHIP WITH THE
WATER AUTHORITY:

Developers' do not perceive that they have a relationship with the San Diego County Water Authority, but rather with the local water agency in which their properties are being built.

- *"The Water Authority is a couple of layers away from the agencies. Districts are the ones on the front line land developers deal with. I've dealt with the authority on a very rare occasion. The only reason I would speak with them is if we have an easement issue with them."*

REGULATION IS KEY:

Developers see the regulator as having the most responsibility for and influence over achieving increased landscape water efficiency. They believe that mandates, rules and regulations are one of the best ways to achieve landscape water efficiency goals.

- *"That's exactly what they should do. From what I have seen down here, I'm not so sure it's a bad idea. I've been from Northern California for 25+ years and down here for several. It's shocking to me how much over watering there is down here. I am constantly amazed at the difference. In Southern California, they are wasting water like you cannot believe."*

That said, Developers complain that agencies don't always follow through on the mandates and regulations they enact. For example, in many areas of San Diego County, the installation of reclaimed water infrastructure is a requirement for obtaining a building permit. Even though the infrastructure has been developed, water agencies are not providing the reclaimed water. Consequently, potable water is commonly used for irrigation purposes even though the site is set up to use reclaimed water.

- *"A lot of agencies, at least in my 20 years of experience, have required the installation of a reclaimed water system."*

But nothing happened. The reclaimed systems still have potable water in them. Because there is no reclaimed water, they are charged with potable water. So when are the water agencies going to catch up and truly do something about reclaimed water? As of 15 years ago, most agencies in Southern California mandated reclaimed water infrastructure. But very few have caught up and introduced reclaimed water."

THE ROLE OF INCENTIVES: Developers claim they would embrace "anything that would encourage native, drought-tolerant planting" if there were some form of credit or incentive for them.

- *"I don't think there are any programs where the purveyors credit you to encourage use of native drought tolerant planting. The credit could be monetary or lower water rates. I think that is the one biggest single impact agencies could have."*

3. Landscape Architects

OVERVIEW: Of the Landscape Architects interviewed, three are the principals of their respective firms, and the fourth is a lead project manager who also is a licensed landscape architect. (Each firm averages 3-4 employees.) All are members of the San Diego chapter of the American Society of Landscape Architects, and together represent a good cross-section of clients and property types, including custom residential, production development, low-income housing, commercial, public works, recreation areas and parks. Services offered range from policy planning, environmental consulting, to landscape architecture, irrigation and technical design.

THE DESIGN PROCESS: Internally, the process for the landscape architect begins with the project overview, which involves everybody in his staff. They will review the design criteria, which also includes any community requirements. Next, they develop the initial design concepts, which go through a series of rounds of internal revisions. The design is presented to the client for client review. After incorporating client feedback into the plan, the designs are revised and presented a second time for client approval.

- *"Usually they want to review the plans, say yes or no. Normally we come up with the vision. They trust us to come up with the good ideas and the good solutions. That's what we are paid to do."*
- *"We lead them down the process. Developers are pretty knowledgeable about the procedures, the price of things they like and do not like, what is marketable and what is going to require a lot of maintenance. They are pretty savvy."*

The project manager for a custom residential landscape project is often the homeowner client. Commercial projects always have a very seasoned project manager who oversees the project for his employer, the developer, and assumes operational responsibility for the construction phase. Municipal projects also require a project manager but there can be significant differences in their skills and attitude when compared to their commercial counterparts.

- *"For a public agency, there will be a project manager who will be involved with the plan review process. The skill levels and knowledge within government project managers varies by person. Some are just waiting to retire and some are good."*

THE ARCHITECT'S ROLE: The extent of the landscape architect's role in the designing, permitting and installation process varies, depending on the type of client and type of project. For custom residential projects, the landscape architect's involvement usually ends with the completion of the design, as most homeowners are not in a position and/or willing to pay for additional oversight services.

- *"With clients, we make recommendations, but beyond that we have no control."*
- *"No plan is 100%. Within my specifications, there are a number of things I must personally see in the field for that part of the project to move forward. If they do not pay us for this service, then it is kind of out of our hands. Then you hope the construction management will follow on with the specifications, but in my experience it is rare that happens and **we may never see the project again**. They trust that the landscape contractor knows what he is doing. The landscape contractor **often doesn't do the things the specifications require**."*

For commercial and municipal projects, however, landscape architects are often involved from start to finish—even to the point of evaluating and selecting the installation contractor, and overseeing installation.

- *"For public works projects...we do evaluate their proposal. Usually we are evaluating their schedule to see if they are front loading the project."*

STICKING TO THE PLAN: Landscape architects take great pride in what they design, and will often object if the contractor—or even the client—attempts to modify their plans. Therefore, when Landscape Architects are involved in overseeing installation (primarily commercial), the finished product rarely deviates from the architect's plan.

- *"We [the Landscape Architects] have more control on commercial jobs, because the cities and counties require us to sign off on the installation, so they tend to be exactly per plan."*
- *"There should be no interpretation of your drawings. Interpretation usually leads to change orders and change orders are something our clients do not like."*
- *"They cannot change the plan. They do exactly what is on the plan."*
- *"Often that is where the issues crop up when the contractor does not contact me about changes. Contractors are notorious for swapping irrigation equipment. I put those products in for a reason and I want a say in what is going to be swapped. A good professional contractor will not swap out or they will call you. I don't have a problem with discussing other options if a contractor wants to install one brand over another."*
- *"My direction to my clients is that you've paid a lot of money to hire a professional to prepare a set of drawings, you should stick to the drawings."*

PLAN REVIEW AND
APPROVAL:

Government review and oversight is a standard part of the process for commercial and large residential projects (i.e., developments), although the level of scrutiny and specific requirements vary from agency to agency, and even from inspector to inspector.

- *"It is a standard requirement for most guidelines for every city. All cities have different guidelines that require water efficient landscapes."*

For custom, non-development residential projects, there is far less oversight of irrigation and/or landscaping plans. When asked why, architects cite lack of education and/or awareness on the part of the inspectors.

- *"Not typically. It might come up if the project is slanted towards water conservation. They just do not care."*
- *"The plan checker never advises us or influences us on anything. Less control is better because it gives us a lot more flexibility on what we want to do."*

THE IMPORTANCE OF MAINTENANCE
CONTRACTORS:

Landscape Architects view the landscape maintenance contractor as key to the success of any conservation effort, as their job performance can significantly affect the health and beauty of the landscape **and** the amount of water the landscape consumes.

- *"Maintenance is always an issue but it all depends on who does the long-term care maintenance."*

- *"Maintenance is the number 1 issue afterwards. If the developer has a long-term interest in the property, they will hire landscape maintenance companies that are good ones and ones that they have long histories with."*
- *"There are business parks where the lessee is responsible who will hire the least expensive maintenance contractor and then the finger pointing starts if the landscape suffers."*

Not all maintenance contractors are trained in using or programming the newest technologies and that is essential, especially in the case of ET (smart) controllers.

- *"It is unfortunate, that anyone with a truck and wheelbarrow suddenly becomes a landscape contractor or maintenance guy. With the sophistication of the new controllers, not everybody is up to speed with what these new controllers can do or what the technology is."*
- *"While the more sophisticated controllers allow you to set for ET, there is a lot of information required to tune these controllers. Even contractors do not fully understand. There are lots of guys from out of state with mowers on the back of their truck and they do not have a clue."*
- *"The ET controller does not do you any good if he (the maintenance contractor) does not use it and he overrides the functionality of the controller and reverts to the default settings."*
- *"The frustration is that you spent a bunch of money, gone down the right path to do the conservation, then they don't know how to operate it and you lose all the conservation. The back end has just not caught up."*

ATTITUDES TOWARD WATER

CONSERVATION:

Landscape Architects vary in their awareness of landscape water usage and the level of concern they have for the issue.

- *"For our work, it is pertinent and part of what we do for every project. It does not matter who the client is. We look at how we can provide a product that is already water conscious in the first place. Our principal sits on a couple of different boards with water utilities and erosion. So it is one of his primary paths he offers the community and is included in every project that we work on."*
- *"The amount of water or the cost of water is 'never an issue.' I have no idea how much water they use. We do try to be water conscious. There are cities that require that we can only use 10-15% of cool season turf. You are not going to have much lawn anywhere."*

THE COST OF WATER:

The cost of water is not a direct concern to Landscape Architects, but it may be to their clients. Exactly how important it is perceived

to be, however, varies. Most often, it simply comes down to whether or not the owner/developer/HOA manager will be the one maintaining the landscape and paying the water bills.

- *"It is a massive selling point if you can go into a HOA and tell them they can reduce their HOA fees. Their two largest costs are landscape maintenance costs and cost of water. I tell them you can keep your HOA fees low if you do what I am recommending. The HOA wants to use that fact in their marketing program. Sometimes it works and sometimes it does not."*
- *"The cost of water is brought up by HOAs when you are talking tens of thousands of dollars."*
- *"I work with HOAs all the time and it is almost exclusively getting their irrigation system up to snuff. The driving force is the cost of water."*
- *"Regardless of whether they [the developers] are going to flip it [the development] or not, we as landscape architects have to look at the best practices and apply what we think is best every time (not just based on if he is flipping it or not). Look, he is paying us a fee to design a project, which includes irrigation; it should be the landscape architect or the irrigation designer that does the right thing."*
- *"It is not always important to clients. But we try to educate them as to why it should be an important element within their project."*

*WATER EFFICIENCY
STRATEGIES:*

Landscape architects employ a wide variety of strategies in order to create a water efficient landscape. One put it very clearly, when he stated, "I cannot state one strategy they are not using". Specific to irrigation design, their goal is to get a system "that promotes the highest efficiency that you can, depending on the landscape."

CLIENT EDUCATION:

In some cases, achieving irrigation water efficiency is simply a matter of repairing leaks and broken parts or adjusting the sprinkler heads of an old system.

- *"When I walk on a property, I can save them 50% of the water just by their doing the punch list I give them to fix the repairs."*
- *"I don't hand out irrigation schedules but I try to educate them on how to find the information on how to set a schedule. I give them the best irrigation possible, with the best controller possible so that they can tune their system to apply only the water their landscape needs. I educate them on how not to waste water all over the place".*

FRONT YARD VS.

BACK YARD:

The landscape architect is trained to treat the front yard as the "crown jewel" of landscape design. In order to achieve landscape water efficiency, that strategy is changing.

- *"Owners at all levels are starting to think that maybe it is not that important to have a lot of turf in their front yard. The negotiation is between front and back yard use. I tell people that they live in their backyard and you don't live in your front yard."*

*IRRIGATION-BASED
STRATEGIES:*

There are a number of irrigation-based strategies that Landscape Architects are using and/or considering to improve outdoor water use efficiency.

- *"Check valves; master valves that will shut off if there is a break in the main line, all the heads are seal-a-matic, pressure regulating, controllers with rain sensors."*
- *"We use low volume sprays."*
- *"There are technologies now that allow you to capture the rain water, drop it into an underground cistern and use this golf course technology where you can take the water collected and use it for the irrigation system."*
- *"Rotary sprays are something we are designing for as they provide a little bit better water management ability."*

ET controllers are familiar and used by most, although there are some concerns, including cost, subscription fee schemes and the long-term management of the controller by untrained clients and maintenance contractors.

- *"I make them aware of (the ET controller), especially now. There are battles you get into when you try to introduce new technology into a tried and true system. But it is easier to convince a client that there are ways to utilize the water on the site."*
- *"We hardly ever use ET controllers because they are so expensive. You use them on golf courses and have to buy a weather station."*
- *"If developers did not have to spend a lot of money on them [ET Controllers], I sure everyone would want one."*

Drip irrigation is commonly used, but is under some scrutiny because drip systems do fail, leaks occur and plants die.

- *"Point first irrigation is no longer the way to do irrigation."*
- *"We have moved away from point source drip irrigation because there is no lateral movement of water so the roots stay on the surface and do not spread away on the surface the way they should."*

- *"We are looking at subterranean systems (NetaFim) but it is untested. It is only 4 inches down so if you aerate the ground or turn it, there are issues."*

*PLANT-BASED
STRATEGIES:*

Of all the audiences interviewed, the Landscape Architect is the most aware and most knowledgeable about the water demands necessary to maintain a healthy landscape, and use a variety of plant-based strategies to create water-efficient landscapes.

- *"Use the right plants in the right places and zone them properly."*
- *"We group in hydrazones with plants requiring like water uses."*
- *"There is so much plant material out there that is low water use, it's phenomenal."*
- *"We try to be water conscious. There are cities that require that we can only use 10-15% of cool season turf. You are not going to have much lawn anywhere."*

Overall, however, the idea of using drought-tolerant landscapes (also referred to by some as "Xeriscape") elicits a negative response.

- *"There will always be issues of drought. Most landscape architects try to do what we can to respond to these things by proper planning. For the most part, people do not want the Xeriscape look. It will look like Phoenix."*
- *"You don't want to use Xeriscape as a model. There are maintenance problems with it."*
- *"They don't know what drought tolerant is so they use the term Xeriscape. I wish that phrase had never come up. Xeriscape and drought tolerant are not the same thing. That is what we are pushing now at my firm."*

*COUNTY REBATE
PROGRAMS:*

None of the Landscape Architects interviewed were able to identify a specific Water Authority rebate or awareness campaign on an unaided basis. However, once engaged in the conversation, they did have some awareness of smart controller programs, as well as with programs from Metropolitan and from local districts.

- *"I'm aware of programs in the 90's requiring water audits. They used to put glasses in the yard testing distribution uniformity. The water police essentially."*

*CONSERVATION
STRATEGIES:*

Landscape Architects had a number of suggestions and ideas for encouraging outdoor water conservation among their customers,

including rebates and incentive programs, increased regulations and penalties, and marketing initiatives.

- *"The Otay Water District has placed restrictions and fee structures based on water budget. If you adhere to it, it is OK. Otherwise, you are penalized. I think it is better to provide an incentive so you get a reward instead of a fine."*
- *"Riverside County has their California Friendly irrigation requirements. They tell you that here is the 'X' amount of water you have and you have to decide what you are going to water with the amount of water you do have. Simply, it comes down to how much turf you have vs. the amount of planted material."*
- *"The Water Conservation Garden is one of the most wonderful ideas I have ever seen and I wish we had one in the North County. I think they are trying to convert the Botanical Garden. People go out there to get ideas."*
- *"Garden shows are a wonderful place to reach people. We often see our clients at these shows. You should be well-represented there, giving lectures and having demo gardens. MET does not seem to see the value of these demo gardens the way we professionals do."*
- *"I think the large developments are the place to focus because when you are doing 2,000 houses a year that is a water drain. The city tells them that one of the model houses must be drought tolerant. I think that model should be a demo garden on how to make your landscape space beautiful, here is the plant material that you should be using and it should be across the board. It shouldn't be just one house, it should be 20. In my opinion, many designers do not know how to design it."*
- *"Some of the mandates are the only way to get a lot of people's attention. That is, trying to make sure if you are going to install controllers, that they are the newest and greatest controllers. It is just like showerheads and toilets and especially for new construction."*
- *"You have to give the owner an incentive. It would be really awesome if the water purveyor is saying that if you put in this kind of system, we will give you this kind of break, even give you a break on water cost. The developers should be coming to the landscape architect and telling us to design these things into the system. I talk to other landscape architects, most of the time they do not even bring these issues up to the client."*

EDUCATING LANDSCAPE
ARCHITECTS:

Landscape Architects learn about new water savings strategies from a wide variety of sources, including manufacturer's reps, trade shows, conferences, peers and professional development classes.

- *"I take classes and try to stay educated."*
- *"I go out of my way to have the latest catalogs."*
- *"I talk to my peers and people at the Water Wise Garden. I know Jan Cuvalo and Don Schultz."*
- *"I just try to stay educated about all these issues because I am an irrigation professional and it is just a natural part of what we do."*
- *"To be honest, I am trying to get up to speed with what is offered. We work with a lot of water districts and I am not as attuned as I should be as to who is providing incentives or free product. It certainly would **really** help if the county provided a clearinghouse of information as to who is providing rebates."*

4. Homeowners Associations

OVERVIEW:

Due to their size and ubiquity, Homeowners Associations (HOAs) represent a significant opportunity to reduce landscape water use in the Water Authority service area. As an example of this, one HOA manager we interviewed manages a development with over 23 acres of common area and 1,735 homes. Another has 80 properties in their management portfolio in Southern California.

Of the respondents we talked to, three are professional managers with decades of HOA property management industry experience. The fourth is relatively new to the property management industry.

HOA MANAGEMENT

STRUCTURES:

Most commonly, HOA managers work for an independent professional management company and manage multiple properties. Less frequently, they are hired directly by the HOA board of directors to manage just that one HOA. This type of management structures is often called "self-managed." Our respondent sample included representatives from both.

The professional management companies can be quite large. One HOA manager we interviewed works for the Prescott Company, which presently manages more than 160 community associations comprised of more than 31,000 units. The properties under management vary from single-family homes to condominiums to apartment house complexes. The direct hire HOA manager has only one client. In contrast to the professional management company, these HOA managers have their offices on-site and have day-to-day involvement with the property.

RESPONSIBILITIES:

The HOA manager has an intimate understanding and day-to-day management responsibility for all aspects of the properties they manage, including all landscape, common areas, streets, access roads, trash, community buildings, tennis courts, swimming pools, and all property within the development up to homeowner property lines. Most also know the makeup, the age and condition of the

irrigation system and for each of the controllers they use to manage irrigation.

- *"Sabre Springs Neighborhood HOA has 23 acres of common area that is maintained by the HOA. The city maintains the brush but the HOA maintains the trail."*
- *"When this was built, the city put in 2 dedicated irrigation water meters so there is no sewer charge for irrigation which saves us money."*

When problems arise, the HOA manager is the one who receives the call and determines the course of action. The HOA manager also selects all contractors who provide services for the HOA. Final approval of contractors, however, belongs to the board of directors who approves the selection and signs the contract. The legal authority rests with the board and the board always controls the purse strings.

- *"I work for the board of directors. I bring to them as a consultant all the necessary research and I make the selection process for them a simple 1, 2, 3 choice. But they make the decision."*

HOMEOWNER DUES:

As we learned in our developer and landscape architect interviews, HOA Managers confirm that dues are a top-of-mind concern for the residents of every community and are also, therefore, a primary concern to the elected board of directors. Management must balance the need to minimize costs wherever possible, while at the same time maintaining the quality of life homeowners want and keeping property values high.

- *"I imagine it [dues] is more important to the board of directors because they are the ones ultimately responsible for the amount of the assessment the homeowners pay, so they want to make sure the assessment is as low as possible."*
- *"I look for ways to cut the costs as much as possible."*
- *"It all depends on how much money the HOA has. You can only go so far with their revenue."*
- *"It all boils down to what is cost effective to the association. Is it cost effective for them to redo a strip of land with drought tolerant material when perhaps it might not be as attractive to the community to keep property values as high as they can be?"*

MANAGING THE LANDSCAPE:

Three of the HOA Managers interviewed employed landscape maintenance contractors to manage their landscapes, while the self-managed HOA employs a full-time staff of nine employees, two of whom are primarily responsible for the landscape.

For the self-managed HOA, the primary benefit for having landscapers on-staff is the direct control of the work schedule, resulting in a more timely response to the demands of the homeowners.

- *"Because we have in-house staff, there is no lag-time between identifying a problem and fixing it."*

Properties that hire landscape maintenance companies usually do not have much day-to-day involvement in landscape decision-making, and rely on the expertise of their contractor, who has a great deal of influence. And while the impetus for landscaping decisions can originate from any number of different sources—the HOA manager, an individual homeowner or even a board member—the most common initiator is the Landscape Contractor.

- *"We kind of really depend on the landscape company [i.e., contractor] to keep us apprised on what needs to be done or what changes need to be made."*
- *"Primarily the landscape maintenance company is responsible."*

Whatever the issue, it is the responsibility of the HOA manager to assess it, understand the repair or replacement process and all costs. The HOA manager generally has the power to authorize repairs or unexpected, unbudgeted maintenance issues without board approval. (One HOA manager said his spending limit is \$1,000 without needing board approval.) For larger expenditures, the HOA manager will present all the information to the board, which then makes the final decision.

- *"They are a pretty good board and they have a lot of confidence in the landscape company. 9 out of 10 times it is the basic FYI and we have something we need to correct and they say go ahead. It is usually pretty easy."*
- *"If they [the board] are comfortable enough they say go ahead and take care of it. Other boards are more careful in how they spend their money so they may want multiple bids. If it is an emergency issue, they will say go ahead and do the work."*

THE COST OF WATER:

Keeping costs under control is very important to the HOA, and landscaping and water are two of the HOA's largest expense items. One association, for example, has an operating budget of \$671,000, of which \$113,307 (17%) is budgeted for outdoor water. Another informs us that a typical water bill for one month can range from \$20,000-\$23,000 (including indoor use). Without checking, one said their water bill from fiscal year 2003 to 2007 increased by 40%.

- *"The two biggest costs for any HOA is insurance followed by sewer, and water."*
- *"It is only going up. We live in San Diego. We are considered a multi-unit complex so every bit of water my residents have access to is billed at 100% sewer. So, I'm in education mode so they know that even the plants they are watering on their patio are billed at 100% sewer."*
- *"The association is concerned about their water bills. It is a very big deal."*

WATER SAVING
STRATEGIES:

All of the HOA Managers we spoke to are aware of their landscape water use, and some have taken concrete steps to reduce consumption, including audits by the local water purveyor and installing low water use plants.

- *"It appears that we are (using the right amount of water). A couple of times we've actually had testing (audit) by the city and the report was favorable to what we were doing."*
- *"On areas that are maintained, the slopes have red apple ground cover, which is drought tolerant. Bougainvillea is also used on the slopes to provide color."*
- *"I am looking at putting in low water usage plants such as Mexican Feather Grass and eliminating the watering from the sidewalks up to the houses themselves."*

It is also apparent that there is some awareness and acceptance of smart controllers within this audience, but it is not universal.

- *"All but one of my properties is equipped with smart controllers and the one that is not will get one next year."*
- *"The Authority is going to implement controllers that get their data from a satellite. I think it is awesome because we can change water use in the snap of a finger. It will make my life a lot easier."*

Those without a smart controller try to adjust their controllers as the weather changes.

- *"Our landscaper watches the weather and changes the timer."*

- *"We have 24 controllers. Most are between 8-12 stations and one has 24 stations. We have turned them all off because it is raining. If you are not on site, you are not going to turn off all the controllers. (Note that they do not utilize rain shut-off devices.) I've tried to switch to working with a [landscape maintenance] company but just to have them come out to turn off the controllers is \$400-\$500."*
- *"We do a monthly walk through to look at areas that are either over watered or under watered. It is always an issue of over watering. They [the maintenance contractor] are doing things by trial and error."*

LANDSCAPE CONTRACTORS

ARE KEY INFLUENCERS: The Landscape Contractor is the primary source of landscaping and irrigation information and recommendations for HOA Managers. For example, few HOA Managers are aware of any of the rebate programs that are available to them. The one that did know was told of it by their Landscape Contractor.

- *"We hired a new landscaper, Pacific Green Landscaping, who got us smart controllers **and** \$7,000 in rebates. We were able to put it all (\$7,000) back into the ground, improved the irrigation system and got new plants. We still have some plant changes to make. When you have a company that saves you that much money right out of the box, it doesn't take long to break even. Our water bill has dropped to \$3,200 a month."*
- *"My involvement is not really a great deal. We kind of really depend on the landscape company to keep us apprised on what needs to be done or what changes need to be made."*

5. Commercial Facility/Property Managers

OVERVIEW:

Four interviews were conducted with facility managers for commercial properties. Respondents identified themselves as the person ultimately responsible for landscape and irrigation decision making. Most of the properties they are responsible for are large, with some areas of turf, and all have in ground automatic irrigation systems.

Three of the respondents directly manage commercial properties that range in size from five acres to eight acres. Buildings and parking lots use the greatest percentage of the properties. One respondent is the Landscape Manager for The Irvine Company and has direct management responsibility for all landscape and irrigation at all Irvine Company office properties including the 19 commercial properties located within the San Diego County Water Authority service area. These properties range in size from 72,000 SF to 825,000 SF. His oversight of the properties is "weekly, if not daily."

The facility manager is responsible for managing all inside and outdoor operations, and can have highly varying levels of landscape-specific experience.

- *"My background is in air conditioning. I'm not the world's expert in landscaping."*
- *"I have 20 years of experience, am a certified grounds manager and arborist and I am on the national board of directors of Professional Grounds Management Society."*

RESPONSIBILITY FOR
LANDSCAPING:

Among the four commercial Managers we spoke with, two contract with a landscape maintenance company to manage the landscape, one has an in-house staff, and one uses outside contractors in addition to having as a trained in-house staff. All expressed a great deal of confidence in the knowledge, capabilities and performance of their landscapers, and rely on their expertise and recommendations.

- *"I hired Heaviland Enterprises as our contractor and they have been here nine years. I've simplified things for them and told them that if things need to be repaired, just do it. And then send me the bill."*
- *"Some of his guys are very experienced and skilled. Others are new. The guy who oversees the irrigation has 15 years of experience in irrigation and had previously owned his own irrigation installation company."*
- *"I rely on him [landscape contractor] but feel he is making the watering adjustments without my input. He has a map that shows how the irrigation is set up. We monitor it pretty closely for dry spots and wet spots. I trust him to take care."*

THE COST OF WATER:

For some Commercial Facility Managers, the cost of landscape water is not a major concern, or is one that they cannot quantify and so are unable to address it effectively.

- *"At this time within our company, I'd have to say no. Our buildings are fairly new so it isn't a huge problem and we have done a lot to manage water use. I think at this time we have a good handle on it."*
- *"It is not an issue because we use reclaimed water."*
- *"We have no way to isolate irrigation water cost. We are a YMCA with swimming pools and showers, etc."*

For others, it is a top-of-mind issue, often due to issues such as increasing costs, unpredictable expenses and concern regarding penalties for excessive water use.

- *"Yes. Yes. The bill comes to me. The cost of water is a big deal to us. It has a tremendous amount of influence on what we put into our budget for water savings. The company has a very strong passion and we are very diligent in that we perform water management techniques with our contractors."*
- *"Their penalties and tiered scale is something that we work on on a weekly basis."*
- *"Our water cost has increased the last three years. We can never truly predict water use because of weather. The last few years we have had a drought and districts have increased what they charge per CCF."*

*WATER-SAVING
STRATEGIES:*

Commercial Facility Managers mention a number of strategies that they currently use to reduce their outdoor water use.

- *"98% of the water we use is reclaimed water."*
- *"We have quite a few drought tolerant plants because of the city of Poway. During a plan review, they got us to put in the drought tolerant plants. We are going to need every drop we can get in a few years."*
- *"You have to look at the palette and I think we are. We also try to reduce any aspects of runoff. We are constantly updating our systems to install the latest technology from complete renovations to low saving nozzles or spray heads and we're using smart controllers that have real time weather data."*
- *"You need to continuously upgrade every year and this company does that."*
- *"We've put in MP Rotators for turf areas to try to eliminate any and all run-off. We try to pick foliage types that are not heavy 'water pigs'."*
- *"We are looking at putting in flow sensors and central control to minimize use. Our goal here is to get a smart irrigation system that is based on ET."*

Commercial Facility Managers also had a number of suggestions and ideas for the SDCWA to encourage outdoor water conservation, including more education, training and incentive programs.

- *"Make educational classes available to give people tools to save water."*
- *"Provide training for people like me and to the contractors that we employ so that we can have an understanding of water savings that is on their level. If you tell a contractor that you want to save water, they will shut it off, things"*

turn brown, and we lose quality. We walk a fine line between water savings and lost quality."

- *"You could give us a grant so I can put in a central system with flow sensors. We have 14 controllers; some have 25 stations each."*
- *"It would be really nice to if there was more government or water agency funding for research for technologies for landscape irrigation. It is probably the only thing that is really holding us back."*
- *"The biggest motivator is cost decrease."*

EDUCATING COMMERCIAL

FACILITY MANAGERS:

Commercial Facilities Managers learn about new water savings strategies from a few sources, most notably their Landscape Contractor.

- *"Through my contractor."*
- *"We have a facility cluster group with all the YMCAs in San Diego County and we meet monthly. The contact is the chairman about the program. If the chairman sees this as value, you get put on the meeting agenda and get a chance to speak to the group."*
- *"I'm a national director of the Professional Grounds Management Society (www.pgms.org). That's where I get my information."*
- *"Trade shows."*

6. Municipal Facility/Property Managers

OVERVIEW:

Of all the respondents interviewed, public agency and school facility managers have direct responsibility for the most acreage and turf—and therefore the most amount of water use—and are all highly experienced professionals. The school facility managers interviewed are responsible for overseeing the landscape for forty-four elementary schools and fourteen school sites (one high school, three middle schools and ten elementary schools) and one district office. One of the San Diego County District Park Managers we interviewed manages ten community parks and "a lot of river valleys and open space."

DECISION MAKING

RESPONSIBILITIES:

The decision-making process for municipal facility managers is more structured than for their private sector counterparts. Municipal park managers have citizen advisory boards they consult with for major decisions. For ordinary issues, "I speak with the field staff every day. They have a lot of autonomy so I trust them." That said, "They are aware of the wishes of the advisory board."

- *"If it is out of the routine, they have to come to me. When we are fertilizing, I make those decisions. "*
- *"My major involvement is in the planning or if I get a complaint from the water utility that the bills are too high. I'll jump right in then."*
- *"Typically it is more community driven and the advisory board. If we see something, we will go to the board and see if they have a problem with it. If they approve it, it is just a matter to get a source of funding which can be from the board of supervisors, through their community enhancement funds, CBDG, PLBO or just general funds depending on how expensive it is to get it done."*

LANDSCAPE
MAINTENANCE:

One school facility manager has a landscape supervisor who manages the maintenance staff. They communicate daily.

- *"He is a very talented person. He manages the irrigation scheduling based on time of year and the events planned for the field. I get involved when we are planning or doing major field renovation."*

Another has "15-20 people under him including volunteers" as well as two lead landscape managers on whom he depends to oversee the day-to-day landscaping needs. The site supervisor at Linda Lake Park is a senior park supervisor and has a staff of three working under him. Another has three contractors under contract, but has limited involvement as "she talks with them (contractors) once a week unless there is a problem. It really depends on what is going on."

Some have staff that includes certified arborists or irrigation specialists, while others are less skilled. For the most part, these Facility Managers are interested in learning how to do a better job and have taken steps to improve their skills, as well as those of their staff.

- *"I've taken some classes in turf management. My people also take classes."*
- *"I have gone through Xeriscape training. We do some in-house training but it is typically through classes put on by Hydroscape [irrigation distributor]."*

This type of training is most often on a Saturday at the distributor's location and typically conducted by manufacturers. It is not formal certification.

AWARENESS OF WATER
ISSUES:

Municipal Facility Managers are fully aware of the water issues in San Diego County and believe that water is in short supply. As

long time San Diegans, their memory of past droughts reinforces the strength of their opinions.

- *"I was in California for the last one (drought) and remember my wife and I taking the kids bath water and using it to wash clothes. Of course it is real."*
- *"Absolutely. There could be shortages because the ground water has disappeared. It is a pretty comprehensive problem."*
- *"I remember that the water truck was running up and down the street watering your lawn with reclaimed water once every four days because they would not allow you to water your lawns."*
- *"Absolutely. I've heard of the Colorado River reduction, the Metropolitan Water District and the amount of water they can bring down. Do I believe it is a problem? 'YES!'"*
- *"I don't think there is a doubt in anybody's mind that there is a consideration for water in the future and we better do something about it."*

*AWARENESS OF
WATER USE:*

Awareness among Municipal Facility Managers as to the amount of water they are using for irrigation and/or if this amount of water is appropriate/optimal is quite low.

- *"No I don't. For the last two years, I've been working tying my district's central control to all of our school's controllers and I'm putting in weather stations. In all honesty, once they are all on this ET based weather station, then, yes, we will use the right amount of water. I think naturally, industry wide, whether you are a homeowner or everybody, we over water."*
- *"We do not get a breakdown per park of our actual water use and the reason is bureaucracy. They say it is too difficult for them to get that communication. I'll be a happy manager if you can cut through that red tape and make it happen."*
- *"A year ago we started receiving water bills. Prior to that, we did not know. So, if someone called and complained that the grass was brown we would just crank up the controller. That's part of the problem because we don't have a baseline of usage."*

*WATER SAVING
STRATEGIES:*

Some Municipal Facility Managers are using central control systems and weather stations to adjust irrigation schedules with good results. Interestingly, "manpower shortage," not water savings, was the primary reason management approved the installation of the central control, when the Facility Manager showed "how I could reduce some of my workload and be able to put my employees in other areas."

- *"...When it rains I don't have to send a guy to change 44 clocks..."*
- *"The preliminary from the last two months of testing of a central control system that is tied to a weather station at one of our schools, I've seen a 35% drop in water use. I'd love it to be that efficient for all 44 schools. It also tells me when and where I have broken heads, when I can water and when I cannot."*

Central control also provides complete control over watering times, which is significant to managers who use reclaimed water.

- *"Reclaimed water does not allow you to water between 6 AM and 9 PM and I have 11 sites that use reclaimed water. The rest use potable water."*

Others actively seek outside assistance to audit their irrigation systems.

- *"I just spoke with Maureen at MWD and we are requesting water audits so she can check us out."*

Parks use some plant-based strategies, while school districts generally do not. Turf reduction in parks is also happening, however more as a byproduct of the park's efforts to save oak trees and not to save water. The results were the trees survived, the turf died and water use decreased.

- *"We try not to plant a lot of shrubbery that requires a lot of irrigation and attention. I'll tell you right now on new plans, we are ensuring that we have low water usage plants and natives that are low water use. We try to use natives. It is something the parks department has worked towards for a long time."*
- *"All new developments have to have a percentage of natives. This came directly from the advisory board, which has landscape architects on it."*
- *"We have taken out the turf under the oak trees in some parks because we have been over watering the trees to help the turf and have been killing the trees. The real reason was to help the trees but the collateral benefit was less water use. The focus was to save the oak groves. The decision was to reduce watering which will make the oak trees healthier at the expense of half the lawn areas."*

However, even with the expressed goal to install drought tolerant plants, these managers are running up against other environmental objectives that are given a higher priority over water efficiency.

- *"We are already using a lot more drought tolerant natives in our palette. Cuyamaca College has a beautiful garden with drought tolerant plants, although they are not all natives. But our number 1 priority is to reduce exotics and invasive non-native plants. Number two is less thirsty plant palette."*

Reclaimed water is also used but not consistently because reclaimed is not available everywhere.

- *"In Carlsbad, in the schools we have built in the 12 years I have been here are a mix of reclaimed water and sweet water. I expect in time we will go completely reclaimed."*

Some use water efficient irrigation technologies such as rotary nozzles and smart controllers. Others add mulch and "mowing the grass a little higher so it does not dry out as fast." But lack of money is clearly a mitigating factor.

- *"As we replace systems, we are replacing with more efficient products (rotaries) whenever possible. We cannot afford to replace systems completely."*
- *"We've been running flow meters everywhere we can. I can get ET at 56 controllers but can only get flow data at 12 of my 44 schools which tells me if I can tell if I have broken heads at only 12 of these 44 schools. Again, it gets back to money."*
- *"Without a smart controller, when it rained we never shut our systems off. The issue is primarily lack of budget. Yeah, from day one when I first started working in this office I thought it was nuts."*

OBSTACLES TO OVERCOME:

Lack of funding is the number one challenge that Municipal Facility Managers face when trying to implement water saving strategies, exacerbated by pressure from management to ensure that municipal properties appear lush and attractive.

- *"My boss will go out and check my parks and they had better be green."*
- *"It is no secret that the problems we have in schools is funding. You have as much chance of getting supplies for your wife's classroom as I do for funds for our irrigation system."*
- *"If we had easier accessibility to grants or funding, that would be the key. I'd be writing grant applications left and right as long as there was a good enough incentive worth applying for the grant. The challenge is that some of these require matching funds and it is always tough to get money."*

- *"You could give us a grant so I can put in a central system with flow sensors. We have 14 controllers; some have 25 stations each."*

In addition, mandatory procurement regulations do not allow the Landscape Architect to spec a specific brand, so contractors often install the lowest cost components which are not always the most water efficient.

- *"That's a fact! They cannot call out a name brand but can call out GPM, throw, etc. However, they can deviate if approved by the project manager who has the work authorization and controls the funds. That said they cannot deviate much. 10 years ago, they could slap in anything they wanted but for the past ten years, it has been pretty tight. It's a challenge."*

*EDUCATING MUNICIPAL
FACILITY MANAGERS:*

Municipal Facility Managers learn about new water saving strategies through a variety of sources including publications, seminars and trade shows. One mentioned that they use their distributor, Hydroscape, as a source of information much like all landscape contractors do with their distributors. To be expected, they also speak with their peers and "I speak with other district park managers in the office. I'll pick their brains." They also say "talking to peers at other districts, but they are further behind on this ET thing."

As with other audiences, Cuyamaca College was referenced as a trusted resource, with two Managers mentioning Cuyamaca College unaided.

- *"In terms of anything to do with landscaping, I have contacts at the Cuyamaca College out here in San Diego. They have a tremendous Ornamental Horticulture program and great instructors. I was out there a couple years. They have some great contacts and I can pick their brains. I also call state agencies and network through them. That's usually pretty successful for me and at the very least they can point me in the right direction."*

*THE IMPORTANCE OF
INCENTIVE PROGRAMS:*

While education is very important, more than anything else, Municipal Facility Managers want and need incentive programs.

- *"What would be attractive to me is for a public entity to offer packages that we can afford in terms of incentives. I just upgraded our air-conditioning and I was presented an \$88,000 check. It all comes down to money. Whoever can offer the best package that is affordable for us, we would jump on in a heartbeat."*
- *"I'm very enticed by the program from MET, who is actually looking at giving you \$1,500 rebates in cash per irrigated*

acre converted to central control plus other rebates for ET controllers. These are good realistic programs for me and an incentive for me to push the program so I don't have to beg, borrow and steal from budget to convert my other 44 controllers over to central like I did for the last three years to get the 60 controllers converted I already have. The [school] district supports it wholeheartedly."

Appendix F

In-Depth-Interview Sample Discussion Guide

San Diego County Water Authority Water Conservation In-Depth Interviews Version 1: Landscape Architects

SCREENER/DISCUSSION GUIDE

Contact's Name: Day Tel.:()
Business Name: Title:
Business Address: Eve. Tel.:()
City: State: Zip:

(INTERVIEWER: ASK TO SPEAK WITH THE MANAGER. INTRODUCE YOURSELF BY SAYING:)
Hello. My name is _____ from PMSI, an independent market research firm. We're conducting a survey about outdoor water use on behalf of the San Diego County Water Authority and would like to ask you a few short questions that should take only about 10 to 15 minutes of your time.

SQ.1 (ASK:) Are you the **primary influencer or decision maker** for landscape and irrigation design decisions for your organization? (CIRCLE ONE:)

Yes.....1 (CONTINUE)
No2 (ASK TO SPEAK TO THAT PERSON. OTHERWISE,
TERMINATE AND TALLY)

SQ.2. May I please have your name, title and the name of your company?
RECORD VERBATIM:

MAIN QUESTIONNAIRE

1. Please describe, in terms of **size** and **type**, the properties/facilities that you design landscape for.

RECORD VERBATIM:

PROBE Types of clients. Types of landscapes.

2. Who in your company is primarily responsible for the landscaping and irrigation design that is eventually submitted to your client for approval?

Probe process.

2a. As the landscape designer, how much responsibility/oversight do you take in managing the final landscaping and irrigation decisions?

PROBE: Choice of contractor? What kind of decisions does the landscape contractor make on their own, and what kinds of decisions require your approval? When do they deviate from the design plan? When do others (like the property owner) need to get involved? What are the most frequent issues/problems/ and actions taken to resolve?

3. In the design process, to what degree is the amount of water your landscape design consumes a consideration?

PROBE: To whom? You? Your client? Others?

3a. In the permitting process, is water efficiency ever brought up by the plan checkers?
IF YES OR NO: Why do you think that is (or not)?

4. Is the cost of the water used for irrigation a concern for your client, for you or for others in your organization?

IF YES: PROBE TO WHOM IT IS IMPORTANT [Respondent? Others? If so, who?] AND WHY
[RECORD VERBATIM]

IF NO: PROBE AT WHAT POINT IT WOULD BECOME A CONCERN [RECORD VERBATIM]

5. Are you aware of potential concerns regarding the supply of water and the possibility of water shortages in San Diego County?

IF YES.....1 (GO TO 5a.)

IF NO.....2 (GO TO 6.)

5a. What have you heard? How does that make you feel? Where did you hear about it? What do you think about what you have heard? Do you believe it is accurate? Why or why not?
[RECORD VERBATIM]

6. When it comes to outdoor irrigation, what strategies, if any, do you currently use in your designs to conserve water? RECORD VERBATIM

PROBE: Hardware maintenance (i.e., fixing broken sprinkler heads), hardware system upgrades, scheduling irrigation controller based on seasonality, etc.)

6a. Are there other water conserving strategies that you are aware of but do NOT currently use? If so, why not?

PROBE: Cost? Difficulty? Concern about damaging the appearance of the landscape?

6b. What challenges do you face in implementing water conservation strategies?

6c. What, if anything, could your water purveyor do to motivate you to make some of these additional changes? It's not really about "your" water purveyor as it would be the client's water purveyor that would provide potential incentives, right? The rebates, penalties, audits, etc would be to the home or business, not to the landscape architect. Perhaps it's reworded to be "local water agencies do to motivate your clients to implement water conservation strategies in their outdoor irrigation?"

PROBE: Rebates, penalties, audits, etc.

7. Are you aware of any water conservation efforts, specifically related to outdoor water use, currently offered in San Diego County?

PROBE: Commercial-specific? Consumer-specific? Targeted to both/either? Are any of your clients participating in these programs?

IF YES.....1 (GO TO 7a.)

IF NO.....2 (GO TO 8.)

7a. Please describe these efforts. Where did you hear about them? Are they appropriate/helpful to your business? Have you ever participated in these programs? Why or why not? [RECORD VERBATIM]

8. Where do you typically get information or learn about irrigation or landscaping products? (DO

NOT READ LIST. CHECK ALL THAT APPLY):

- A. Landscape Architects (peers)
- B. Irrigation Distributor
- C. In the Mail
- D. Trade Magazines
- E. On the Web
- F. At Events and Trade Shows
- G. From the Water Company
- H. Sales Calls
- I. Other (SPECIFY): _____
- J. I do not typically get information about irrigation or landscaping products/NA

9. How do you become educated about new landscape products/processes/programs? PROBE: what motivates you to make landscape/irrigation changes? [RECORD VERBATIM]

That's the end of our survey. Thank you for your time. Your input has been very helpful.

Appendix G

Full Report Focus Groups #2

STATEMENT OF LIMITATIONS:

This research is subject to all of the limitations normally associated with focus groups, one-on-one in-depth interviews, and other forms of qualitative research: Sample sizes are limited, each respondent's answers may have been influenced by those of other respondents, and responses are subject to the moderator's interpretation. Moreover, given the limited budget for this initial phase of research, it should be recognized that only one group was conducted per target segment. The possibility that a single group may have not been representative of a given sub-market should be understood.

Accordingly, this research should be viewed as directional in nature and not absolute, quantifiable, or projectible.

NOTATION:

H = Homeowner C = Landscape Contractor RPM = Residential Property Manager
CPM = Commercial Property Manager PFM = Public Facilities Manager

FINDINGS:

1. Awareness & Attitudes Toward the Water Situation In San Diego

HOMEOWNER SKEPTICISM:

Heavy water using San Diegan homeowners enjoy the greenery, plants, and flora on their properties. They are skeptical that there is a serious water shortage or even that one is imminent in the foreseeable future. Very few are aware that the county's water supply has been cut by 30%. Strikingly, even when told that this is happening, heavy water users in the county are surprised and even shocked, but remain skeptical that their own property's water usage will need to be compromised.

LACK OF AWARENESS:

Homeowners are not particularly conscious about conserving water. They have very little awareness of anything other than low flush toilets. A few homeowners have investigated synthetic turf, then rejected it because of the expense and it not looking authentic. A small number have had a landscape audit, but the overwhelming majority has never even heard of this resource. Similarly, a lack of awareness permeates the other products, programs and services, including smart controllers, "Cash for Plants", and water savings performance programs.

H I don't like artificial turf. It doesn't look authentic.

PROFESSIONALS'

ACCEPTANCE:

Landscape contractors and facility/property managers universally believe San Diego faces a water shortage, although the severity and immediacy of the problem is not necessarily acute. While all of the contractors interviewed think that a water problem will eventually occur unless things change, only half feel San Diego currently has a water problem. Similarly, while all of the facility/property managers acknowledge a water supply issue, half think it is "very" serious and half think it only "fairly" serious.

C Arizona doesn't have a water problem like we're going to.

C The sources are drying up. We're a desert – we get our water from other places.

For facility/property managers, increasing rates and reports of agricultural water restrictions are signs of stress on the water supply infrastructure. In the public sector, rates are increasing faster than budgets, again pointing to water being a growing problem. On the other hand, some managers are optimistic, pointing out that mandatory restrictions are still quite rare and recent heavy snowfall in the mountains offers promise for ample water supply, at least in the immediate future.

PFM They cut agriculture 30%. It is very serious.

CONSERVATION

EFFORTS:

Both landscape contractors and facility/property managers claim they are being pro-active in the face of the mounting water issue. Some contractors attempt to influence their customers to minimize the size of their lawns and water more efficiently. They are designing water-efficient irrigation systems and suggesting artificial turf. Facility/property managers are installing low-flush toilets, smart timers, and more efficient in-ground components. Some municipalities are adding weather stations and new wells.

The customer base is somewhat interested in saving water, but this is motivated mainly by the desire to save money rather than a deep-rooted interest in conserving a precious resource. The residential customer base wants greenery and, according to contractors, does not really know or care about water savings. The people to whom facility/property managers report have widely disparate attitudes toward water savings. For some properties, ownership/management is out-of-touch with water conservation as a goal, but most (including many HOA boards) owners are driven by saving money and are aware of the issue.

WATER CONSERVATION

PROGRAM AWARENESS:

Most landscape professionals and facility/property managers are aware of rebates for installing smart controllers and just under half have heard of rebates for installing artificial turf. Beyond this, however, awareness of smart landscape grants, "Cash for Plants" programs, and water savings performance programs is limited.

Some landscape contractors are familiar with audit programs. Facility/property managers are largely unfamiliar with them, although several later realize that Otai's water district provides such a program.

OTHER BARRIERS:

A lack of information or knowledge is the predominant reason usage of these programs is limited. For those programs that landscapers and managers are aware, other barriers exist. While a few contractors have worked with a **landscape audit**, they typically do not see the water bill and are out-of-touch with the client's actual water consumption. Therefore, contractors rarely are in a position to recommend an audit based on actual usage. Moreover, and compounding this obstacle, their client base largely does not know such audit programs exist.

Such audits are also often met with skepticism. Facility/property managers think the guideline goal suggested by such audits is unrealistically low. However, the few who have participated in Otai's audit program find it to be precise enough and useful as a way to make the landscape professional accountable.

PFM [With water budgets], the suggested water figures [were] too conservative [too low].

RPM [Audits] are great because it gives the property manager an opportunity to check on the landscaper.

Many contractors lack specific working knowledge about **smart controllers**. At the same time, facility/property managers often feel they lack the budget to install them. A few facility/property managers are intrigued by the potential of smart controllers but do not know how to go about obtaining, installing and programming them.

Synthetic turf is seen as aesthetically unappealing unless a high-grade product is installed, in which case it is extremely expensive and cost-prohibitive even with rebates. Many contractors claim that synthetic turf still requires much maintenance and up-keep, just in different ways than natural turf. Contractors complain that their customer base "hates it", although they themselves find it an interesting option they'd like to learn more about (i.e., take classes on).

C Customers hate [synthetic turf].

C It [synthetic turf] gets hot, it gets sticky, and if you've ever picked up dog poop on it you just know! Actually this guy just dropped \$60,000 on a very small area and it was the worst job.

C The initial cost is ridiculous if you want to get the high-grade stuff.

C If you don't get the high-grade stuff then you get less than 5 years. It requires just as much maintenance as grass but in a different way.

Landscape professionals see a **water budget program** as a business opportunity provided that certain conditions are met. A key prerequisite for any water budgeting program is that the source be an independent, trustworthy authority. The San Diego County Water Authority is viewed as such a reliable source. A second requirement is that the guidelines be reliable. A strong number of landscape professionals are interested in a water budget program for their clients, but at the same time are concerned that it could lead to repeat callbacks to the site or their being blamed if incorrect guidelines are authorized and plants and grasses died. Another prerequisite for a budget program is that it propose guidelines by zone, not just for the property as a whole. Landscapers do not believe that a property-wide budget allowance would be effectively managed because properties often involve several zones with distinct and widely-disparate watering needs.

CPM I'd believe I was over watering if the message came from the water district, not a private company.

2. Initial Reactions to Proposed Program

CONTRACTORS:

The general concept of a landscape water conservation program designed around a number of rebate and incentive offers is well-received by contractors. However, this target audience needs more detail and assurances before becoming seriously interested. Contractors want to know the specific money-making and cost-saving components. Ideally, the program would not simply provide rebates and incentives, but it would also provide ways of generating revenue. Landscapers are concerned that few homeowners will be able to afford it. By suggesting a non-mainstream plan for a client, the contractor is sticking his/her neck out and should the changes fall short of expectations, the contractor fears being held accountable for this. Changes to irrigation equipment and landscape design/plantings could easily require more maintenance and upkeep than expected and thus be less profitable. In addition, contractors are not confident they have sufficient knowledge and training in water conservation and efficiency to effectively promote and execute such a program. A few complain that rebates take a long time to receive (often 6-12 weeks) and they would in effect be providing the financing in the meantime.

C Who pays [for this program]? The homeowner can't afford it. I know; I lost my house!

Contractors envision commercial customers as operating from a more bottom-line perspective and therefore more likely to see the long-term cost benefits associated with water efficient landscapes than residential customers. Unfortunately for most contractors, commercial accounts for a smaller share of their business than residential. Contractors say they typically generate a strong majority of their volume (70-95%) from residential clients. Landscape professionals are quite leery of residential customers' acumen. They are concerned that after they do the work, the

homeowner will unintentionally alter the system settings or plantings in a way as to upset the beauty of the landscape. Furthermore, unless homeowners are educated about the program prior to being approached by the contractor, the entire concept is a challenging "sell" for contractors trying to appeal to the homeowner segment.

C Commercial customers are less attached to the property than homeowners.

*FACILITY/PROPERTY
MANAGERS:*

The concept of a landscape water conservation program that improves water efficiency is also interesting to facility/property managers. However, depending on who they service, facility/property managers have varying concerns and needs. Those in the commercial property management sector stress that their owner-clients are often difficult to reach and slow in their decision-making process. As such, rebate offers would need to last a minimum of one year (and perhaps up to two years) and set a definite deadline to stimulate decision-making and commitment. To the extent it saves the owner money in water costs, such a program is likely to be greeted positively. The benefit is thought of as primarily financial: commercial property managers do not immediately think of added value from the public image due to a commitment to such a program. This is not to say that enhanced marketing power and image is not a prime benefit, but rather that it is not immediately realized on an unaided basis. In any event, the program is seen as especially promising for tenants who share common area maintenance (CAM) costs and therefore would benefit greatly in terms of water bill savings.

CPM Rebates need to last one to two years, so we could get it in the budget.... We have owners who are on cruises right now.

CPM Everyone is looking at the budget and will see landscaping as a line item. They'll notice [the savings] because they look at the budget.... and I could get recognized.

Residential property managers are concerned that in the current weak economy the upfront investment in upgrades or new equipment, landscaping, and/or plants will be difficult to obtain. These managers want to know the cost and savings of such a program. Property managers are particularly skeptical that Homeowners Associations (HOAs) will have the funding for such a program. Like their commercial counterparts, residential property managers desire a long open period (e.g., 12 months) to allow for decision making before rebates/incentives would expire. They also want assurances that the program can be tailored specifically for their particular property(s) needs.

RPM If there is not enough money now, how are they going to use all this money to do all these upgrades?

Facility managers in the public sector stress the need to show a cost-savings benefit to their management. They need tools to sell the program to their management. Unless their relationship is exceptionally close, the public facilities manager expects to be contacted by a letter, a water bill insert, or water bill special notice. They claim they are too busy and called upon to consider an introductory telephone call or even an email. Once they have at least heard of the program, public facility managers are open to being contacted by a landscape contractor, especially if it were their current contractor who contacted them.

PFM Budget wise – great it's a rebate, but how much is it going to cost? How much will it save?

PFM I hate to be contacted on the phone. It is ringing off the hook. Put [marketing materials] in a letter or bill [and I'll look at it].

HOMEOWNERS:

Some homeowners are intrigued by the general concept of a landscape water conservation program, but at least as many are turned off. The main obstacles to interest in the program stem from verbal cues suggestive of an overly idealistic, essentially non-substantive and perhaps even coercive government-run program. Heavy water using homeowners immediately want to know the specific details. Little of this is defined in the program concept, which is seen as more of a teaser and at that fails to generate much interest.

Homeowners find some of the phrasing in the concept about making "necessary" upgrades or changes to be threatening. They would rather see references to "suggested" upgrades or changes. At best, the concept teases them but does not provide enough detail. Specifically, homeowners want to know:

- What is the benefit?
- What are the incentives?
- What are the costs?
- What upgrades to their irrigation system are necessary?
- What kinds of plants help minimize water usage?
- What's really in it for them? Is it to save money and if so, how much? Or is it more to save labor because of easy maintenance and upkeep? Or is it mainly to feel good, to do the right thing for the community?

H I want more details.

H Sounds like political speak, like a bunch of blah!

H It's [just] a teaser.

H They should say ways to make "suggested" upgrades or changes.

Those who are most receptive to the concept are intrigued primarily by the potential for saving money on their water bill.

Having a yard that requires less maintenance is a secondary benefit. While they would feel good about helping the county save water, homeowners do not see this as an immediate dire need and are resistant to the extent they feel forced into it.

H The bill is the bottom line.

H The number one objective in my landscape is to have a beautiful environment. Close behind that is to make it as efficient and conserve as much water as I can. [With this concept] that's great!

3. Reaction to Program Benefits

STATEMENT [G]: Statement [G] *"The program is especially designed to enhance beauty and use up to 50% less water than a typical landscape"* appeals to all three groups - landscapers, homeowners and facility/property managers - and is the most promising overall. The power of this message is that it talks about enhancing the beauty of the landscape while saving water and being tailored to the particular users' landscape needs. In fact, enhancing the landscape is as much of a draw as is saving water.

H It's concise and to the point – [It means that you can] have a nice looking landscape and save water.

H It seems like a bonus if you can cut your water bill by 50% and [also] enhance the landscape.

STATEMENT [K]: Landscape professionals also like [K] *"The program is designed for water efficiency by optimizing sprinkler systems, and featuring beautiful plant choices that thrive in San Diego's arid climate"* because it defines what is beauty and does so in a local, personal way (i.e., "in San Diego").

STATEMENT [M]: Statement [M] *"The program provides tools and funding for attractive, drought-tolerant plant choices, designed to optimize water efficiency, and minimize landscape maintenance"* is also liked by landscapers and facility/property managers. The key buzzwords in [M] are "tools and funding". Tools imply less work and ease of implementation. Funding suggests incentives, rebates and a positive cost-benefit structure. Nevertheless, in both [K] and [M] terms like "arid" and "drought-tolerant" lessen the appeal by conjuring up negative imagery of sparse, desert landscaping. "Beautiful" is a much more positive descriptor. Moreover, homeowners are turned off by the length of this description, which they find wordy and difficult to follow.

PFM [The words] "tools and funding" work.

RPM Take out "drought-tolerant" and put in "attractive".

RPM A lot of people are turned off when you talk about drought-tolerant plants.

H *What would frighten me away from that is 'drought-tolerant' plant choices.*

[I] vs. [H]:

Two similar statements were also examined: [I] couches the savings in terms of the water bill "The program can save up to 50% on your property's annual water bill" whereas [H] mentions the savings to water consumption "*The program can save up to 50% or more on annual water use*". Together, [H] and [I] are a major selling-point, although the audience is somewhat divided over which is better, with a slight edge to [I]. Most homeowners prefer statement [I] about monetary savings, which they see as the ultimate benefit. Facility/property managers also prefer to hear about the savings in terms of dollars while landscape professionals are split on the issue.

H *It needs to [say that you] save on the water bill. This is different from [saying that you save on] usage.*

STATEMENT [Q]:

Statement [Q] "*The program helps improve efficiency of the irrigation system, but leaves plant choice to the customer*" appeals to homeowners but is disliked by landscapers. Homeowners appreciate that they get to have control and choice over plantings and landscape. By contrast, contractors warn that the statement is contradictory because their experience is that giving homeowners power in the short run may result in a bad-looking and over-watered landscape in the long run. Similarly, statement [P] "*The program provides tools and funding, but gives participants the freedom to choose the optimum solution for the site*" suffers from the same flaw.

H *It's a control thing.*

STATEMENT [L]:

Statement [L] "*The program means more beauty with less water*" is short and sweet, with the reference to beauty being a draw, but the lack of specific quantification is limiting. In fact, some homeowners are skeptical as to what is meant by "beauty", since this statement provides little detail in this regard. Statement [J] "*The program keeps San Diego beautiful while using less of our precious water*" generates mediocre interest, apparently for much the same reason. Homeowners see it as being an overly idealistic utopian impersonal statement about neither them nor their yard.

H *It's relative what "beauty" is.*

H *It's not about me, or my yard. There's nothing specific to my home or my yard.*

4. Role of Signage

OVERALL REACTION:

Regardless of its name, property signs for a San Diego WaterSmart Certified (or other name) landscape are exceptionally received by the commercial sector, favorably received by a portion of the residential sector, and positively received - albeit with a major caveat - by the public sector.

RESIDENTIAL
PROPERTIES:

In the residential sector, the signs appeal to a small but notable minority of "ecologically-minded" homeowners who want to make a social statement. While not for the masses and typically not for themselves, homeowners overwhelmingly say they would enjoy seeing an occasional San Diego WaterSmart Certified (or other name) sign. Landscapers say the signs would be planted by their "Good Samaritan" clients who want to be role models for the rest of their community. To the masses, however, the prospect of putting such a sign on their property adds clutter, detracts from the landscape, and is a form of annoying commercial advertising. Importantly, however, even those who reject the signs for their own properties say they would enjoy seeing them on other people's property on an occasional basis (provided they were not massively present everywhere).

A small but notable and likely effective portion of the residential market appears poised to use the signs. While most homeowners would not use the signs themselves, homeowners report they have neighbors who would because they are the type of people who want to make a social statement. Encouragingly, homeowners would respect that statement and not look down upon the neighbor. Most importantly, the sign would draw their attention to the water-efficient landscape and they would consider this issue for themselves.

C That [sign] would look really good right next to their Prius.

H I think there are two types of people in general that this whole thing appeals to: One is the green friendly person and they're going to want to do all of these things because it is good for the neighborhood and good for the environment. And they'll get their name in the paper and they'll pass out flyers and be the hero of the neighborhood. The other kind of person is saying... 'give me the right plants, save me the money, I don't care about a sign or anything. I'm more on what's the right plants and how much am I going to save.'

H I would put [the sign] in my front yard. It sends a message to my neighbors to get on the bandwagon.

H Seeing the sign on my neighbor's house makes me feel good about them.

COMMERCIAL
PROPERTIES:

As much as the signs work for residential properties, they are even more effective as marketing tools for commercial properties. Signs fit best for businesses with an ecological orientation of some type (e.g., a Whole Foods Store) but they also serve to boost the image of many businesses, including mass merchandise retailers, shopping malls, other sites patronized by the public, and corporate headquarters (e.g., a Best Buy, a Kaiser Permanente medical center, a bio-tech company's corporate headquarters). Even if the gain from having such signage is subtle, contractors and property

managers agree that the business establishment benefits by differentiating itself and making a socially-desirable statement.

Homeowners say they would think more highly of commercial businesses that installed a water efficient landscape and displayed the signage. The impact would be subtle and not over the top, but it would make the average consumer household feel a bit more positive toward the establishment. This dynamic also extends to public lands and municipal governing bodies - consumers would enjoy seeing their tax dollars at work toward this cause.

H Seeing the sign in front of commercial business makes me feel like they were smart and they cared. They're saving our money....

C The sign works very, very well for business.. It says the business is ecologically- and community-oriented

PUBLIC PROPERTIES:

In the public sector, however, facility managers are highly resistant. A common experience is that such signs attract graffiti and end up tainting the environment. Another experience is that signs, unless bolted down, are stolen. Some in the public sector are unsure about installing the signs because it might be seen as a public form of advertising, which they need to weigh against the eventual public good. A final area of concern is the signs being a trip hazard.

PFM Signage to us is graffiti.

PFM Signs would get vandalized. They should be installed permanently.

**COMMERCIAL
LIMITATIONS:**

This also applies to commercial properties. Some commercial property managers say they have no place where such a sign could be installed. These properties lack an entranceway, or share common areas equally, or violate tenant restrictions on displaying signage. Another concern is that the signs would encourage all kinds of crazy signs to be planted on the property.

CPM Hang that sign and it would encourage 'Poway Singles' [to put its sign on the property]. We definitely would not install it on the landscaping.

CREATIVE EXECUTION:

Ideally, the signs would fit in with the landscape. The creative execution shown in these groups was liked and seemed to strike a balance between standing out on one hand and fitting in with the environment on the other. Some decision makers would like more subtle graphics that blend into the scenery. However, others fear this change would detract between the sign's ability to break through the clutter and be noticed and make any statement at all.

BENEFITS OF SIGNS:

Perhaps most significantly, landscape professionals, homeowners, and facility/property managers all think such signs would be an outstanding way to get the word out - to promote water conservation, efficient landscaping and irrigation, and let the public

know about the program. The signs send a message that the community values water efficiency. They show local residents that everyone can do their part.

C I think [the sign's] a plus. It goes with the education for the piece. Shows that they [residents] are doing their part also.

PFM [The signs] are educating the public. That's significant!

FOR PROFESSIONALS: Some landscapers want a placeholder on the signs for their name as well, as they would promote them as experts in water efficiency. The signs would provide a subtle, socially-conscious way to promote their own landscape business.

C It would be a big plus if my name were on the sign.

C I like the recognition.

FOR HOAs & RESIDENTIAL

PROPERTY MANAGERS: Residential property managers feel such a sign would be in sync with societal trends, perhaps even cutting-edge at first, and add some value to the property. Because the signs promote a cause that is good for the community, residents would like them and the property manager would gain some acknowledgement, even if only in a subtle and impersonal way. Provided they were not over-saturated, everyone involved would feel good about such signs.

RPM It's trendy to say 'it's green and efficient'. It adds value to the property!

5. Impact of Program & Its Specific Elements

OVERALL REACTION: Upon learning more detail about the program elements, contractors are even more excited by the prospect of the program. The program is viewed as having something for everybody – from the contractor to the homeowner to the city and commercial property owner.

C We got the certification, the Internet exposure....we've got all the flash that we can give to the customers. And on the other side, they [the commercial customers] get this stuff they can hang on the 'I Love Me' wall in their lobby, and they get entered in the contest.... It's got something for all sides!

*CONTRACTORS –
BENEFITS:*

To landscapers, the presentation folders to give to clients and the website listings are the most appealing elements of the program. Many feel the online website with referrals and links to trained contractors certified in water efficient landscaping is an excellent idea. This element provides the contractor with something to differentiate himself or herself. Contractors see it being particularly attractive to commercial and municipal work. The presentation folders make for a supreme handout that can help attract new business. Certification denotation and logos on vehicles, business cards, collateral, even pins that the contractor

can wear all add to the interest in the program. While some contractors say they would wear the pin, others suggest a hat.

C It separates you from the guy in the pick up truck.

C The online directory is huge! People use the Internet for everything.

The entire program adds value and generates a buzz by making the certified contractor feel like part of an exclusive club of professionals with expertise in something that not only earns them a living but which also does good for San Diego. Toward this end, some suggest the sponsoring authority holding a barbeque or fiesta event for like-minded and qualified contractors.

*CONTRACTORS –
INTEREST:*

Interest in the program is thought to be quite high. Several contractors speculate that a solid majority of their clientele would be interested in seriously participating in it. However, they insist that it is essential that their customer base hear of the program and have some familiarity with it – even if only vague – prior to their approaching them.

C You need to focus on educating the contractor. We're all in this for a business opportunity and if there is a business opportunity in it, and that's known to us, then we'll be able to take advantage of it.

C With the city in charge, it won't happen. A lot of those guys are real book smart, but they have no hands on experience, they've never been out there.

*CONTRACTORS –
TRAINING:*

Given their strong interest, it is not surprising that landscapers universally express not merely a need for training, but a sincere interest in it and a willingness to invest both time and money in such training. Most would attend two days of training and spend \$50 per half-day session. However, a range of training options and corresponding certification levels broadens the appeal. Interest widens if the contractor can take a 2-4 hour training class. It should be noted, however, that the two-day requirement might produce a tougher mark and lead to a greater sense of exclusivity and protect the feeling that "WaterSmart Certified" contractors are indeed special and different.

C I'd go. I'm for any and all ways to promote water conservation and increase business opportunities.

A training program is so accepted that contractors typically expect it to require testing to pass certification. Even the prospect of such training being required by the CLCA or other licensing organizations is accepted without hesitation. It appears that contractors recognize the public good coming out of the effort and want to be part of it.

PROPERTY MANAGERS -

BENEFITS:

Commercial and residential property managers also like the program elements, although not with quite as much enthusiasm as the contractors. The recognition through certification, press releases, website, plaques, business journal articles and testimonials all have appeal. Municipal facilities managers say they would be recognized by their management at work and while they would not necessarily expect awards or rewards for enabling the water-efficient effort, they would simply enjoy and feel good being acknowledged.

CPM I would want it all and I would do it.

CPM The press release is important.

Facilities managers often report to people who see or approve the water bill. To the extent they could save the organization money on watering bills, they would be recognized and this is a draw. And even though many facility/property managers do not report directly to the person who pays the water bill, the individual to whom they report does see the water expense compared to budget and such savings would be recognized and appreciated.

PFM I work for 60,000 people. They're my bosses.

CPM Everyone is looking at the budget and will see landscaping as a line item. They'll notice [the savings] because they look at the budget... and I could get recognized.

PROPERTY MANAGERS -

SPECIFICS:

Referring to the savings in terms of "up to 50%" generates greater interest than referring to it as "30%". Some facility/property managers are open to the idea of being featured in case studies and testimonials provided the effort were aimed at getting other cities, commercial entities and HOAs to conserve (not for personal publicity). Residential property managers say they would be acknowledged by the board for saving water and lowering bills.

6. Brand Name:

SMART V. WISE:

"Water Smart Landscape" is the most appealing name for the program, edging "WaterWise Landscape". The target audience is closely divided and preference is largely a matter of what they read into the words "smart" versus "wise." "Smart" is somewhat trendier and connotes cutting-edge technology while "Wise" suggests something has been tried and proven and creates a calming sense of confidence. While homeowners and facility/property managers are split over which name they prefer, Water Smart is the favorite among contractors.

"SAN DIEGO"

IN THE NAME:

While heavy water using homeowners identify themselves as "San Diegans" they do not want "San Diego" to be mentioned as part of the program name. Homeowners who are heavy water users typically live outside the San Diego city limits, often on the

outskirts of the metro area. For most of these homeowners, the intrusion of "San Diego" into their local area conjures up imagery of Big Brother-like bureaucracy. On the other hand, some of the target audience take exceptional pride in being San Diegans and want that identifier in the name.

Although many landscapers and facility/property managers want the name of "San Diego" to be part of the brand, about as many do not. Resistance to naming the program with the "San Diego" moniker is greatest among people who work, represent, live in, or service areas of the county that have city or town names other than San Diego. Poway, Fallbrook, Carlsbad, Encinitas do not necessarily consider themselves "San Diego". Putting "San Diego" on the signs also makes the program seem government-run and therefore coercive rather than an elective, public contribution to the community. Some public facility managers would like to see the local name on the moniker... for example "San Marcos Water Smart Certified Landscape". However, many commercial and residential property managers, along with landscape contractors, would rather the name be left out entirely to give the program the widest possible application and acceptance.

H [Putting the name 'San Diego' on it] is too long and it sounds like it is county run...or government run... [And] if it's government run, it's costing us.

LESS APPEALING NAMES: Several names generate considerably less interest. San Diego Friendly Landscape, Beautifully Water Wise Garden, Smartscape and Smart Landscape all have substantially less appeal than the others.

IMPLICATIONS & RECOMMENDATIONS:

LAYING THE FOUNDATION:

1. The foundation of the program should be built on its monetary consequences. Focus on how the program saves the user money on their water bills. Explain how not being pro-active could lead to major increases in water expenditures, but that by being pro-active with the program the customer can actually turn this into an advantage and potentially pay less.
 - This is especially important to managers of large public facilities and commercial and residential complexes and HOAs.
2. Prioritize the target audience. Recognize that homeowners are the most difficult market. Target the easiest to convince users first. Start by concentrating on managers of large public facilities, property managers of retail stores and other highly visible places, and commercial and residential complexes and HOAs.
3. Stress the immediacy of the water shortage to landscape professionals and the seriousness of it to facility/property managers.

- This includes countering misperceptions that the snow-pack or other resources are fine for the immediate future.
 - Consider capitalizing on public concern over rapidly increasing gasoline prices. For example, "And you thought paying \$4 for a gallon of gasoline was bad?"
4. A widely adopted water conservation program for San Diego eventually needs justification in the minds of homeowners. This target audience must first understand why water conservation is advantageous. Without such rationale, the program lacks a foundation it can rest on.
 - This research confirms that heavy water using homeowners will not conserve water unless convinced the shortage is very real and very serious.
 5. Prior to encouraging landscape contractors to approach their home-owning clients, make sure that homeowners have heard of the program and have at least an elementary knowledge about what it is.
 - Landscapers want to know that homeowners know at least something about the program before they approach them. Let contractors know that homeowners are aware of the program and are ready for more information.
 - Consider a publicity study. After a wave of marketing effort, survey key audiences to measure their (hopefully strong) awareness and attitudes about smart watering and then use the survey as publicity.

MARKETING & PROMOTION:

6. Position the program similar to [G] as "especially designed to enhance beauty and use up to 50% less water than a typical landscape."
 - Consider wording the usage savings in terms of dollars saved, instead of the amount of water saved.
 - If possible, do not discuss the issue of control. While the homeowner wants it, the contractor thinks providing it is ultimately harmful.
7. Focus on the beautiful results and the voluntary nature of the program. Steer clear of messaging that makes the program appear forced or mandatory. Words like "necessary" should be avoided. Similarly, avoid using terms or images suggestive of a desert-like landscape (like "drought-tolerant" plants).
8. Brand the program "Water Smart Landscape".
 - Referring to "San Diego" works against it more often than it works for it.
9. Consider featuring early adopters of the program as examples for testimonials and case studies, focusing on the dollar savings, enhanced beauty, and improved image and recognition.

10. Remind target audiences that the sponsor is the SDCWA, an objective third-party that is not trying to sell them a product and just turn a profit.

LANDSCAPE PROFESSIONALS:

11. Landscapers can be an effective sales partner. Promote the following key elements to them:
 - #1 - Online website listing and referrals;
 - #2 - Presentation folders to hand-out;
 - #3 - Certification denotation and logos for business cards, collateral, pins, hats, etc.
12. Make the program be and feel exclusive. Remind landscapers that they are part of an exclusive club.
 - Consider other members-only benefits, like a barbeque or other special event.
13. Require training for contractors to be certified and eligible for the program. Start with two full-day or four half-day sessions. Charge \$50 per half-day class.
14. Monitor enrollment, always keeping the program small to start with to make sure it is exclusive and gives the contractor an added advantage. As water efficient landscaping becomes more and more mainstream, make the program easier to sign up for by offering lower thresholds for lower tiers of certification.
 - Eventually, the program could become mandatory for CLCA or other licensing.
15. Educate landscape contractors on the specific ways they can make money while saving their client money at the same time. Promote a variety of revenue-generating ideas to contractors and explain why the dollars make sense for themselves and their customers. Prove the affordability and payback to the contractor. Arm the contractor with this information to pass on and explain to their client.
16. Provide landscape contractors with formulas or tools they can use to calculate dollar savings, especially for their large commercial and public facility clients.

FACILITY/PROPERTY MANAGERS & HOMEOWNERS:

17. Communicate to facility/property managers that they will receive recognition at work for saving their organization a lot of money and for doing a great thing for society at the same time.
18. Appeal to ecologically- or socially-conscious homeowners, not simply heavy water users.

- It's the "Prius" set that is most likely to adopt and post the signs.

PROGRAM ELEMENTS:

19. Signs are a critical component, especially for commercial retail properties, HOAs, and large residential or office complexes. Provide signs free of charge to properties that use the program.
 - Make receiving the sign be the default (i.e., user must opt-out of receiving them, rather than opt-in to receive them).
 - However, for public facility managers, the default should be to not receive the signs.
20. The current sign creative execution is excellent. However, the reference to "San Diego" should probably be removed.
21. Consider adding a small placeholder for contractors to add their name to the sign.
22. Ideally, a limited number of residential households would post the signs. There is a delicate balance between being common enough to be noticed and make multiple impressions and being over-saturated and too commercialized to make a real statement.
23. Rebates and incentives should have a firm expiration date but be good for at least 12 months.
24. Rebates should be processed and received relatively quickly and contractors/homeowners should be told to expect the funds in less time than they typically experience (e.g., 2-3 weeks, not 4-6 weeks).

WORKING WITH OTHER PROGRAMS:

25. Along with these efforts, awareness of existing programs like landscape audits, smart controllers, "Cash for Plants", and water savings performance programs should be increased. In particular, landscape contractors and facility/property managers need more education about smart controllers.
 - Do not emphasize artificial turf programs until the price of quality artificial turf declines substantially.
26. Reassure landscape professionals and their commercial clients that audits are accurate, trustworthy, and actionable on a zone-by-zone basis.
27. Contractors need to be convinced that a water budgeting program is accurate by zone and takes into account the unique landscape and property needs of any customer.



CLIENT: SDCWA

PROJECT: CONSERVATION PROGRAM FEATURES & MESSAGING FOCUS GROUPS

VERSION: 1.0

DATE: 04.15.08

FACILITY / PROPERTY MANAGERS
DISCUSSION GUIDE

NOTE: SEAT FACILITY MGRS FOR COMM'L, FACILITY MGRS FOR PUBLIC ENTITY, AND PROPERTY MGRS FOR HOA/PROP MGT CO TOGETHER IN SEPARATE AREAS OF THE TABLE.

I. INTRODUCTION / WARM-UP / SOCIAL CAUSES

<10/10>

1. Personal Introductions.
 - a. Explain focus group setting.
 - b. We're going to talk today about landscape and irrigation services.
 - c. No right/wrong answers, talk-up/allow others to talk, talk one at a time, etc.
 - d. Self-introductions (Name, Where work, Title, Area of SD they work, Describe the property to everyone, How long practicing as a facility or property manager, Day-to-day responsibilities).
2. Awareness of water situation in San Diego.
 - a. Does San Diego face any conservation-related issues more than other places? If so, what? (IF NO: What about California?)
PROBE: Right now (these days), to what extent is there really a need to conserve water?
 - b. How can San Diegans save water? What can we do? What can you do? PROBE: As facility or property managers, what can you do?
 - c. What do you think is your tenant/employee base's general attitude toward using water more efficiently?

II. INVOLVEMENT WITH CURRENT PROGRAMS & SERVICES

<10/20>

1. UNAIDED, WRITE DOWN, THEN DISCUSS: What water conservation programs are you aware of? Heard of any services that encourage you to conserve? Any products? Any "brands"?
PROBE: Any run locally, by San Diego County or by the City?
2. ASK AIDED FOR SPECIFIC PROGRAMS.
 - Landscape audits.
 - Rebates for installing a smart controller.
 - Landscape grants.
 - Synthetic turf rebates.
 - Water Savings Performance Program.
 - Public Sector Water Efficiency Partnership Demonstration Program.
 - Otay Water District's Cash for Plants.
3. IF YES: What do you know about this program? Participate in it? Why / why not?



III. INITIAL REACTION TO PROGRAM AND KEY BENEFITS

<30/50>

1. DISTRIBUTE AND READ STATEMENT ALOUD:

A water conservation program for San Diego that will be designed around a number of rebate and incentive offers. The program will provide easy and affordable ways to make necessary upgrades or changes to irrigation equipment and practices, and/or landscape design, and/or plant choices to improve water efficiency in landscapes.

2. Reactions to statement.

- a. HAVE RESPONDENTS WRITE DOWN, THEN REVEAL & DISCUSS: Reactions? What do you think of this? Interest in it?
- b. How do you expect such a program to be structured? How do you imagine it will work?
- c. What do you like about it?
- d. What don't you like?
- e. What else do you need to know about it?
- f. What do you think would be the benefit of such a program?
- g. Who do you think will benefit?
PROBE: To you? To the tenants in your property/facility? All, most, some, just a few? Which ones?

3. DISTRIBUTE CARDS. READ ALOUD.

- G The program is especially designed to enhance beauty and use at least 30% less water than a typical landscape.
- H The program can save 30% or more on annual water use.
- I The program can save up to 30% on the property's annual water bill.
- J The program keeps San Diego beautiful while using less of our precious water.
- K The program is designed for water efficiency by optimizing sprinkler systems, and featuring beautiful plant choices that thrive in San Diego's arid climate.
- L The program means more beauty with less water.
- M The program provides attractive, drought-tolerant plant choices, designed to optimize water efficiency, and minimize landscape maintenance.

4. Reactions to alternative positionings.

- a. ASK RESPONDENTS TO CHOOSE THE STATEMENT(S) THAT 1ST, 2ND , 3RD MOST APPEAL TO THEM.
- b. DISCUSS: What did you choose that one? Why not others?

IV. IRRIGATION AND LANDSCAPE IMAGERY

<15/65>

1. SHOW IMAGES OF A SERIES OF 12 PROPERTIES (6 RESIDENTIAL AND 6 COMMERCIAL, INCLUDING 2 OF EACH TYPE WITH SIGNAGE). DO NOT DISCUSS OBJECTIVES OF THIS SECTION. ASK RESPONDENTS TO LOOK AT THESE BUILDINGS AND PROPERTIES AS THEY WOULD IF THEY WERE DRIVING BY THEM ON THE ROAD.
 - a. Write down a word or a phrase that describes how you feel about each property/landscape?
 - b. Review reactions. Why did you say that?
PROBE IF NEEDED: Notice anything (signs) on some of them?
 - c. What do you think about these signs? Is this something you'd like to have?
 - d. Why? Why not?
 - e. What kind of company/ public agency/tenant is this for? Why do you say that?

V. DETAILED REACTION TO PROGRAM ELEMENTS AND FEATURES

<30/95>

1. DISTRIBUTE AND READ ALOUD:

The program will also offer certification and recognition for water efficient landscapes. Landscapes that meet qualifying criteria to save 30% or more on targeted water use will be “certified” as “water-friendly” landscapes and receive :

- *Landscape certification signs that you/ can place on the property.*
- *A lobby award plaque ().*
- *Press releases will list the names of companies/properties that are complying with the program.*
- *Information packets with water conservation tips for employees (commercial tenants) and homeowners (residential tenants).*
- *Recognition page in a local paper listing certified landscapes.*
- *Recognition page on program Website*
- *And more....*

2. Reactions to program elements and features.

- a. Reactions? What do you think of this? Interest in it?
- b. Is this what you expected from the description? If not, how is it different?
- c. What do you like about it? What element(s) do you like best? Next best? Next?
PROBE: Why is that?
- d. What don't you like?
PROBE: Why is that?
- e. Is anything missing? What else would you like to see it include?
- f. Anything confusing? What else do you need to know about it?
- g. What is the benefit of this?
- h. Is this for you? Why do you say that?
- i. If not, what kind of facility/property manager is this for?



VI. REACTIONS TO PROGRAM BRAND NAMES

<15/110>

1. EXPLAIN: We're now going to talk about what a program like this might be called. I'm going to show you some different names and want your reactions – which one or ones you like best. DISTRIBUTE CARDS:
 - Water Wise Landscape
 - San Diego Water Wise Landscape
 - San Diego Friendly Landscape
 - Water Smart Landscape
 - San Diego Water Smart Landscape
 - Beautifully Water Wise Garden
 - SmartScape
2. Rank order your top 3 choices.
3. DISCUSS: Which do you like best? Next best? Next?
 - a. Why? Why not the others?
 - b. For those that have “ San Diego” in the name, does it make it better or worse or no difference?
PROBE; Why is that?
 - c. Is it any more or less clear with “San Diego” in it? How is that?

VII. CONCLUSION / WRAP-UP



CLIENT: SDCWA

PROJECT: CONSERVATION PROGRAM FEATURES & MESSAGING FOCUS GROUPS

VERSION: 1.0

DATE: 04.14.08

HOMEOWNERS DISCUSSION GUIDE

NOTE: SEAT COMMERCIAL ON ONE SIDE OF ROOM, RESIDENTIAL ON THE OTHER.

I. INTRODUCTION / WARM-UP / SOCIAL CAUSES

<10/10>

1. Personal Introductions.
 - a. Explain focus group setting.
 - b. We're going to talk today about home and garden services.
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2. Awareness of water situation in San Diego.
 - a. Does San Diego face any conservation-related issues more than other places? If so, what? (IF NO: What about California?)
 PROBE: Right now (these days), to what extent is there really a need to conserve water?
 - b. How can San Diegans save water? How can we use water more efficiently? What can your neighbors do? What can you do?
 - c. What do you think the general attitude is among San Diegans toward using water more efficiently?

II. INVOLVEMENT WITH CURRENT PROGRAMS & SERVICES

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1. UNAIDED, WRITE DOWN, THEN DISCUSS: What water conservation programs are you aware of? Heard of any services that encourage you to conserve? Any products? Any "brands"?
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2. ASK AIDED FOR SPECIFIC PROGRAMS.
 - Landscape audits.
 - Rebates for installing a smart controller.
 - Synthetic turf rebates.
 - Water Savings Performance Program.
 - Cash for Plants.
 - Low-flush toilet rebates.
 - High efficiency clothes washer rebates
3. IF YES: What do you know about this program? Participate in it? Why / why not?



III. INITIAL REACTION TO PROGRAM AND KEY BENEFITS

<30/50>

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2. Reactions to statement.

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- b. How do you expect such a program to be structured? How do you imagine it will work?
- c. What do you like about it?
- d. What don't you like?
- e. What else do you need to know about it?
- f. What do you think would be the benefit of such a program?
- g. Do you think you personally could benefit?

3. DISTRIBUTE CARDS. READ ALOUD.

- G The program is especially designed to enhance beauty and use at least 30% less water than a typical landscape.
- H The program can save 30% or more on annual water use.
- I The program can save up to 30% on your annual water bill.
- J The program keeps San Diego beautiful while using less of our precious water.
- K The program is designed for water efficiency by optimizing sprinkler systems, and featuring beautiful plant choices that thrive in San Diego's arid climate.
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- c. What do you think about these signs? Is this something you'd like to have?
- d. Why? Why not?
- e. What kind of person/household/tenant is this for? Why do you say that?



V. DETAILED REACTION TO PROGRAM ELEMENTS AND FEATURES

<30/95>

1. DISTRIBUTE AND READ ALOUD:

The program will also offer certification and recognition for water efficient landscapes. Landscapes that meet qualifying criteria to save 30% or more on targeted water use will be “certified” as “water-friendly” landscapes and receive :

- *Landscape certification signs that you can place on the property.*
- *Automatic entry into annual water efficient landscape contest with prize of up to \$500.*
- *Information packets with water conservation tips for homeowners like yourself.*
- *Recognition page in a local paper listing water-efficient landscape award winners.*
- *And more....*

2. Reactions to program elements and features.

- Reactions? What do you think of this? Interest in it?
- Is this what you expected from the description? If not, how is it different?
- What do you like about it? What element(s) do you like best? Next best? Next?
PROBE: Why is that?
- What don't you like?
PROBE: Why is that?
- Is anything missing? What else would you like to see it include?
- Anything confusing? What else do you need to know about it?
- What is the benefit of this?
- Is this for you? If not, who is this for? Why do you say that?

VI. REACTIONS TO PROGRAM BRAND NAMES

<15/110>

- EXPLAIN: We're now going to talk about what a program like this might be called. I'm going to show you some different names and want your reactions – which one or ones you like best. DISTRIBUTE CARDS:
 - Water Wise Landscape
 - San Diego Water Wise Landscape
 - San Diego Friendly Landscape
 - Water Smart Landscape
 - San Diego Water Smart Landscape
 - Beautifully Water Wise Garden
 - SmartScape
- Rank order your top 3 choices.
- DISCUSS: Which do you like best? Next best? Next?
 - Why? Why not the others?
 - For those that have “ San Diego” in the name, does it make it better or worse or no difference?
PROBE; Why is that?
 - Is it any more or less clear with “San Diego” in it? How is that?

VII. CONCLUSION / WRAP-UP



CLIENT: SDCWA

PROJECT: CONSERVATION PROGRAM FEATURES & MESSAGING FOCUS GROUPS

VERSION: 1.0

DATE: 04.14.08

LANDSCAPE CONTRACTORS DISCUSSION GUIDE

NOTE: SEAT COMMERCIAL ON ONE SIDE OF ROOM, RESIDENTIAL ON THE OTHER.

I. INTRODUCTION / WARM-UP / SOCIAL CAUSES

<10/10>

1. Personal Introductions.
 - a. Explain focus group setting.
 - b. We're going to talk today about landscape and irrigation services.
 - c. No right/wrong answers, talk-up/allow others to talk, talk one at a time, etc.
 - d. Self-introductions (Name, Years practicing as a professional landscaper, Area of SD their practice is based, Residential v Commercial clients, Type(s) of services provided).
2. Awareness of water situation in San Diego.
 - a. Does San Diego face any conservation-related issues more than other places? If so, what? (IF NO: What about California?)
PROBE: Right now (these days), to what extent is there really a need to conserve water?
 - b. How can San Diegans save water? What can we do? What can you do? PROBE: As landscape professionals, what can you do?
 - c. What do you think is your customer base's general attitude toward using water more efficiently?

II. INVOLVEMENT WITH CURRENT PROGRAMS & SERVICES

<10/20>

1. UNAIDED, WRITE DOWN, THEN DISCUSS: What water conservation programs are you aware of? Heard of any services that encourage you to conserve? Any products? Any "brands"?
PROBE: Any run locally, by San Diego County or by the City?
2. ASK AIDED FOR SPECIFIC PROGRAMS.
 - Landscape audits.
 - Rebates for installing a smart controller.
 - Landscape grants.
 - Synthetic turf rebates.
 - Water Savings Performance Program.
 - Public Sector Water Efficiency Partnership Demonstration Program.
 - Otay Water District's Cash for Plants.
3. IF YES: What do you know about this program? Participate in it? Why / why not?



III. INITIAL REACTION TO PROGRAM AND KEY BENEFITS

<30/50>

1. DISTRIBUTE AND READ STATEMENT ALOUD:

A water conservation program for San Diego that will be designed around a number of rebate and incentive offers. The program will provide easy and affordable ways to make necessary upgrades or changes to irrigation equipment and practices, and/or landscape design, and/or plant choices to improve water efficiency in landscapes.

2. Reactions to statement.

- a. HAVE RESPONDENTS WRITE DOWN, THEN REVEAL & DISCUSS: Reactions? What do you think of this? Interest in it?
- b. How do you expect such a program to be structured? How do you imagine it will work?
- c. What do you like about it?
- d. What don't you like?
- e. What else do you need to know about it?
- f. What do you think would be the benefit of such a program?
- g. Who do you think will benefit?

PROBE: To you? To your customers? All, most, some, just a few? Which ones?

3. DISTRIBUTE CARDS. READ ALOUD.

- G The program is especially designed to enhance beauty and use at least 30% less water than a typical landscape.
- H The program can save 30% or more on annual water use.
- I The program can save up to 30% on your customer's annual water bill.
- J The program keeps San Diego beautiful while using less of our precious water.
- K The program is designed for water efficiency by optimizing sprinkler systems, and featuring beautiful plant choices that thrive in San Diego's arid climate.
- L The program means more beauty with less water.
- M The program provides attractive, drought-tolerant plant choices, designed to optimize water efficiency, and minimize landscape maintenance.

4. Reactions to alternative positionings.

- a. ASK RESPONDENTS TO CHOOSE THE STATEMENT(S) THAT 1ST, 2ND, 3RD MOST APPEAL TO THEM.
- b. DISCUSS: What did you choose that one? Why not others?

IV. IRRIGATION AND LANDSCAPE IMAGERY

<15/65>

1. SHOW IMAGES OF A SERIES OF 12 PROPERTIES (6 RESIDENTIAL AND 6 COMMERCIAL, INCLUDING 2 OF EACH TYPE WITH SIGNAGE). DO NOT DISCUSS OBJECTIVES OF THIS SECTION. ASK RESPONDENTS TO LOOK AT THESE BUILDINGS AND PROPERTIES AS THEY WOULD IF THEY WERE DRIVING BY THEM ON THE ROAD.

- a. Write down a word or a phrase that describes how you feel about each property/landscape?
- b. Review reactions. Why did you say that?
PROBE IF NEEDED: Notice anything (signs) on some of them?
- c. What do you think about these signs? Is this something you'd like to have?
- d. Why? Why not?
- e. What kind of customers / landscape professionals is this for? Why do you say that?

V. DETAILED REACTION TO PROGRAM ELEMENTS AND FEATURES

<30/95>

1. DISTRIBUTE AND READ ALOUD:

The program will also offer certification and recognition for water efficient landscapes and landscape professionals . Landscapes that meet qualifying criteria to save 30% or more on targeted water use will be “certified” as “water-friendly” landscapes and receive :

- *Landscape certification signs that you/your customer can place on their property.*
- *Automatic entry into annual water efficient landscape contest with prize of up to \$500 (for residential customers-only).*
- *A lobby award plaque (for commercial customers-only).*
- *Press releases will list the names of landscape professionals who are complying with the program.*
- *Information packets with water conservation tips for employees (commercial customers) and homeowners (residential customers).*
- *Recognition page in a local paper listing certified contractors or landscape award winners.*
- *Inclusion in a water conservation professional directory.*
- *And more....*

Contractors like you can become certified based on criteria developed in conjunction with the CLCA. If certified, additional benefits include:

- *Certificate noting you are certified.*
- *Certification emblem that can be used on business cards, stationery, etc.*
- *A Professional Kit that includes: presentation folders, information brochures, recognition information, listing on website, window decals, and more.*

2. Reactions to program elements and features.

- a. Reactions? What do you think of this? Interest in it?
- b. Is this what you expected from the description? If not, how is it different?
- c. What do you like about it? What element(s) do you like best? Next best? Next?
PROBE: Why is that?
- d. What don't you like?
PROBE: Why is that?
- e. Is anything missing? What else would you like to see it include?
- f. Anything confusing? What else do you need to know about it?
- g. What is the benefit of this?
- h. How many of your customers is this for? What kind of customers is this for? Why do you say that?
- i. Is this for you? If not, what kind of contractor is this for?



VI. REACTIONS TO PROGRAM BRAND NAMES

<15/110>

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2. Rank order your top 3 choices.
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 - a. Why? Why not the others?
 - b. For those that have “ San Diego” in the name, does it make it better or worse or no difference?
PROBE; Why is that?
 - c. Is it any more or less clear with “San Diego” in it? How is that?

VII. CONCLUSION / WRAP-UP

EXHIBIT E

WATERSMART BRAND IDENTITY

Brand Identity Package



A BETTER WAY TO BEAUTIFUL