Selection of an Investment Manager for Select Asset Classes

Administrative and Finance Committee
November 20, 2014

Presenter: Lisa Marie Harris – Director of Finance
Agenda

- September Board Action
- Investment Manager Selection Process
- Investment Management Strategy Timeline
- Staff Recommendation
September Board Action

• Board approved Investment Strategy at the September 25th Board meeting including:
  – Maintain current investment management strategy for Core Investments, liquidity, cash flow, and target duration
  – Diversify portfolio by adding asset classes of medium term corporate notes and municipal securities
  – Achieve portfolio diversity by hiring an external investment manager

• Board approved the issuance of an RFP for an external investment manager
Investment Manager Selection Process

• Water Authority administered an RFP in September 2014
• Water Authority engaged a review panel
  – Water Authority staff and a local government member
• Panel reviewed five proposals and interviewed three managers
• Selection criteria
  – Fixed Income Expertise
  – Number of Clients
  – Assets Under Management
  – Quality of Presentation and Discussion
  – Local San Diego Presence
  – Competitive Fees
• Investment Manager recommended for Board approval
Investment Management Strategy Timeline

- **September**: Issued RFP for External Investment Manager
- **October**: Approve Contract for External Investment Manager
- **November**: Adopt Annual Statement of Investment Policy for Calendar Year 2015
- **December**: 1-2 year Phase-in of New Asset Classes
- **January**: 1-2 year Phase-in of New Asset Classes
Staff Recommendation

Approve the selection of **Chandler Asset Management**: To manage investments in medium term corporate notes and municipal securities.
Fiscal Sustainability

Administrative and Finance Committee
November 20, 2014
Agenda

- Purpose
- Timing
- Summary of Member Agency General Managers/Finance Officers Meetings
- Next Steps
Purpose

- September A&F Committee
  - Update on Fiscal Sustainability process
  - Direction on prioritizing FY 2015 tasks
    - Work with Member Agency managers on addressing fiscal sustainability issues in 2016 rates and charges

- Member Agency Discussions
  - October 20th
  - November 6th
  - November 18th
  - Scheduled for December 9th

- Today’s A&F Committee
  - Progress report on discussions
Discussion on IAC Policy, TSAWR, Non-Commodity Revenues

Begin Discussion with Member Agencies on Revenue Concepts

Key Revenue Concepts with Member Agencies

Sept Board

Nov Board

Provide Update to the Board on Fiscal Sustainability Progress

Provide Update to the Board on Fiscal Sustainability Progress

Discussion on IAC Policy, TSAWR, Non-Commodity Revenues

Final 2016 Rates

March Board

April Board

Cost of Service Review

Work with Member Agencies on reliability charge

San Diego County Water Authority
Sustainability Problem Statement

- Growing fixed cost structure for Supply
  - Increased contractual obligations for Supply because of supply diversification
  - Risk associated with water sales volatility increasing as fixed costs increase
- Not all beneficiaries pay for supply diversification
  - Consistent users
  - Intermittent users
  - Insures Member Agencies loss of local supply
- Some linkage between volatility and beneficiaries pay
  - Fixed charge for supply smoothes out volatility
  - Ensures beneficiaries pay
Change in SDCWA Cost Structure

Note: Total Fixed Costs and Fixed Revenue do not include MWD's RTS charge and Capacity Charge.
Always Meet 100% of Revenue Requirement

- Projected Sales Revenue
-Actual Sales Revenue
+ Fixed Revenue = 100% of Revenue Requirement

If Actual Sales Revenue + Fixed Charges < 100% of Revenue Requirement
+ Draw from Reserves = 100% of Revenue Requirement
Managing Financial Impacts from Water Sales Volatility via Reserves

- **Policy Issues**
  - Use of reserves is a one-time solution
    - Discounted by rating agencies
  - Rate increases driven by reserve funding
  - Increased reliance on reserves weakens financial position

---

**Impact on Reserves from change in Cost Structure**

- **Fiscal Year**
  - 2014
    - RSF Target Ending Balance: $66
    - RSF Maximum Allowable Ending Balance: $109
  - 2015
    - RSF Target Ending Balance: $48/AF
    - RSF Maximum Allowable Ending Balance: $138
  - 2016
    - RSF Target Ending Balance: $42/AF
    - RSF Maximum Allowable Ending Balance: $166
  - 2017
    - RSF Target Ending Balance: $30/AF
    - RSF Maximum Allowable Ending Balance: $189
  - 2018
    - RSF Target Ending Balance: $36/AF
    - RSF Maximum Allowable Ending Balance: $212
Member Agency Concept – San Diego

- Establish a portion of the Water Authority annual water sales, minimum annual sales, to be fixed revenue.
- Create new desalination fixed charge apportioned to member agencies based on a 3 year rolling average of proportional sales. It expires when the cost of imported water matches the cost of the desalinated seawater.
Minimum Sales Concept

Minimum Sales

Volumes

Pricing

Terms
Revenue Volatility Sales (AFY)

Greatest Uncertainty

Observed Minimum Sales

Least Uncertainty

San Diego County Water Authority
Recap of Member Agency Meetings

- Manage changing cost structure and revenue volatility through reserves
  - Volatility does not justify a new fixed charge
- Necessary structure for minimum sales lacks consensus
  - Trade off between minimum amount and price
  - Needs to provide more certainty than current structure
  - Minimum Sales helps determine need for fixed revenue
- New supply reliability fixed charge recognizes the benefit of past investments
  - Benefit of access to reliable supply has a value to all member agencies
  - What about Member Agencies local supply investment and regional benefit?
Recap of Member Agency Meetings

- Financial contributions by member agencies through 2035
  - Purchase profiles per 2010 Urban Water Management Plan
  - Two scenarios with increased local supply development
  - Changing Member Agency cost responsibilities over time

- Assessed the effect of an additional fixed charge
  - Desal charge suggested by City of San Diego
  - Incremental cost of Carlsbad Desal over existing cost of water
    - Charge reduces over time
Recap of Member Agency Meetings

- General consensus that sustainability discussion about fixed revenue for fixed supply costs – Not Unanimous
  - Concern over ensuring commitment to previous investments
  - Concern not taking into account the value of local supply to region and financial cost to member agency
  - Several agencies view financial commitment to Water Authority as separate from member agency decision to develop local supplies

- Nov 17th Olivenhain MWD Proposal
  - Proposed modifications to March 2014 Fiscal Sustainability recommendations
    - No addition of fixed Supply costs to IAC
    - Reliability charge similar to City of San Diego proposal
Next Steps

- Member Agency meeting December 9th
  - Continue discussion
  - Bring additional scenarios for Member Agency financial contribution requested by Member Agencies
  - Review Alternative methodologies for Supply Reliability Charge
    - Reliability based
    - Incremental cost based
    - Other?
  - Continue to work with Member Agencies in early 2015
    - Progress reports to A&F Committee
Final Report on A&F Committee’s Goals for Calendar Years 2013 & 2014

Business Plan Goals

- Financial Planning
  - Fiscal Sustainability Task Force
  - Cost of Service Study
  - Carlsbad Desalination
  - Liquidity Facility
  - Long Range Financing Plan
  - Post-Employment Benefits

- Information Technology
  - E-Discovery Solution
  - Computerized Maintenance Management

- Other Goals
  - Budget
  - Business Insurance
Financial Planning Highlights

- Fiscal Sustainability Task Force
  - Approved Guiding Principles (November 2013)
  - Task Force Recommendations (March 2014) deferred to FY 2015
  - Member Agency discussions (Fall 2014)
- Cost of Service Study
  - Completed both Phase I and II (December 2014 – Goal #7)
- Post-Employment Benefits
  - Executed an OPEB trust in October 2014 (July 2013 – Goal #3)

Information Technology Highlights

- Computerized Maintenance Management
  - Maximo Upgrade completed (August 2014)
Other Goals Highlights

- Business Insurance
  - Authorized purchase of general liability and property insurance (June 2013 and June 2014)
    - $152,000 in premium savings
Supranationals are Multi-National Organizations

- California Government Code permits investment in the following Washington, D.C. based Supranational organizations, effective January 1, 2015:

<table>
<thead>
<tr>
<th>Name</th>
<th>Ownership</th>
<th>U.S. Shareholder Percent</th>
<th>Mission</th>
<th>Rating</th>
</tr>
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<tbody>
<tr>
<td>Inter-American Development Bank</td>
<td>48 Member Countries</td>
<td>30%</td>
<td>Lending operations in the agricultural, energy, and transportation industries</td>
<td>Aaa/AAA/AAA</td>
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<tr>
<td>International Bank for Reconstruction and Development</td>
<td>188 Member Countries</td>
<td>16.5%</td>
<td>Loans to middle-income developing and low-income countries</td>
<td>Aaa/AAA/AAA</td>
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<tr>
<td>International Finance Corporation</td>
<td>184 Member Countries</td>
<td>24%</td>
<td>Lending to the private sector in developing countries</td>
<td>Aaa/AAA</td>
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</tbody>
</table>

- Asset class has a long history
- Imbedded within the non-corporate component of credit index benchmarks
- Retained their credit ratings when the U.S. was downgraded by S&P in August 2011
- U.S. is the largest shareholder
Advance Payment Proposal to the QSA Joint Powers Authority

Imported Water Committee
November 20, 2014

Dan Denham, Colorado River Program Director
QSA Joint Powers Authority

- Administers environmental mitigation funding for the QSA water transfers
- Water Authority, IID, and CVWD financial contributions capped at $375M ($133M in 2003 dollars); State of California has the unconditional obligation to cover all costs in excess of this amount
- An advance of water agency contributions is needed to cover cash-flow requirements beginning in fiscal year 2016
### Current Funding Schedule

($Millions)

<table>
<thead>
<tr>
<th>Agency</th>
<th>Obligation 2003 $</th>
<th>Obligation Nominal $</th>
<th>Payments To Date Nominal $</th>
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<tbody>
<tr>
<td>Water Authority</td>
<td>$52</td>
<td>$99M</td>
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</tr>
<tr>
<td>CVWD</td>
<td>$37</td>
<td>$70M</td>
<td>$27</td>
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<tr>
<td>IID</td>
<td>$44</td>
<td>$206</td>
<td>$12</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$133</strong></td>
<td><strong>$375</strong></td>
<td><strong>$78</strong></td>
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</table>

Final payments due in CY 2025 for Water Authority and CVWD, and in 2047 for IID.
Highest costs are currently...
Projected Imperial County PM-10 Emissions in 2047

- Fugitive Windblown Dust: 55%
- Unpaved Roads & Farming: 15%
- QSA - Salton Sea: 17%
- Other: 8%
- Salton Sea: 5%
QSA JPA Quarterly Cash Flow Projections
Current Funding Schedules

October 2015
## Advance Payment Proposal

<table>
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<tr>
<th>Agency</th>
<th>Advance ($Millions)</th>
<th>Nominal Savings ($Millions)</th>
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</thead>
<tbody>
<tr>
<td>Water Authority</td>
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<tr>
<td>CVWD</td>
<td>$10.0</td>
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<tr>
<td>IID</td>
<td>$25.5</td>
<td>$79.53</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$45.5</strong></td>
<td><strong>$88.48</strong></td>
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</tbody>
</table>

- Final payment remains in CY 2025 for Water Authority and CVWD, but moves from 2047 to 2035 for IID.
QSA JPA Net Projected Annual Surplus/Deficit Funding Schedules with Proposed Advance Payments
Staff Recommendation

1. Authorize the advance of up to $10 million over six years beginning in fiscal year 2015-16 of the Water Authority’s obligation to the QSA JPA to pay for environmental mitigation requirements.

2. Authorize the modification of Payment Schedules pursuant to the QSA JPA Creation and Funding Agreement.
Final Report on Imported Water Committee Goals for Calendar Years 2013 & 2014

November 20, 2014
Business Plan Goals

- **Colorado River Water Supplies**
  - Updates
  - Imperial Valley Outreach
  - Binational Discussions

- **Bay Delta Plan**
  - Multi-disciplinary analysis of Bay Delta Conservation Plan (BDCP)
  - Comment letters on BDCP

- **MWD Water Supplies**
  - Long-term regional water supply reliability and quality
  - Fiscal sustainability
  - Rate and Public Records Act litigation
  - State Water Project Operations
  - Out-of-Region Storage Program
In 19 meetings, reviewed, discussed and provided guidance to staff on multi-disciplinary analysis of BDCP:

- BDCP alternatives’ estimated export yields
- Supply and demand reliability
- “Decision Tree” process
- Baseline assumptions
- Implementation timeline and process
- Costs, financing, and cost−benefit analyses
- Economic/Financial Assessment to the Water Authority
- Governance and Infrastructure

- Approved comment letters on EIR/EIS and IA
- Board position pending on cost allocation and finance plan
Colorado River Water Supplies

- Status reports on QSA water transfer and canal lining projects
- Updates on Colorado River basin-wide issues
- Continued binational discussions with Mexico
- Increased outreach to Imperial Valley through board-to-board discussions and tour
MWD Water Supplies and Other Goals

- Received monthly program updates, Delegates’ written and oral reports on MWD and more than 19 staff reports
- Received favorable rulings on Rate and Public Records Act litigation
- Other Goals
  - SWP Governance and Operations
  - Out-of-Region Groundwater Program
Update on MWD Purchase Order

November 20, 2014

Amy Chen, Director of MWD Program
MWD Board Action – Purchase Orders

- New 10-year term
- Member agencies to chose Tier 1 limit; assessment of Tier 2 modified
  - Tier 2 applied only when cumulative sales for the term of purchase order exceed member agency’s cumulative Tier 1 maximum
  - Unmet purchase commitments may be offset by local resource project production post 1/1/2014
- Tier 2 revenues transferred to Water Management Fund
  - North of Delta transfers, additional conservation expenses, etc.
    - No nexus to cost-of-service
Water Authority’s Estimated MWD Purchases

Source: 2015 Rates and Charges analysis (adjusted for member agencies’ portion of seawater desalination production - 6,000 AF) and assumes extraordinary conservation results in a drop in demand between 2014 and 2015.
Estimated Cumulative Demand on MWD (2015–2024)

Source: 2015 Rates and Charges analysis (adjusted for member agencies' portion of seawater desalination production - 6,000 AF) and assumes extraordinary conservation results in a drop in demand between 2014 and 2015.
Issues related to Purchase Order

- Changes do not accomplish purpose of Tier 2 to recover cost of new water supply, nor to provide financial stability to MWD
- Tier 1 purchases, at maximum, may exceed available MWD supplies
- Not based on cost of service
  - No reference in MWD’s cost of service study linking cost of service with terms of purchase order
  - Tier 2 cost of acquiring new water supply now shifted to other rates and charges
- MWD argued in court Tier 2 recovered some dry-year peaking costs
- Current changes move away from even miniscule recovery
Conclusion

- Water Authority staff does not recommend entering into a Purchase Order with MWD
Business Plan Goals

- Water Use Efficiency
  - Regional water use
  - Expand partnerships and external funding

- Government Relations
  - Legislative Policy Guidelines
  - Water Bond
  - State/Federal appropriations

- Public Outreach
  - Value of Water
  - Small-business participation goals
  - School education

- Other
  - Legislative positions
  - Communication tools
  - Polling review
Water Use Efficiency Highlights

- New tools and programs
  - WaterSmart conservation website
  - eGuide to a WaterSmart Lifestyle (digital flipbook)
  - WaterSmart Landscape Makeover workshops
  - “When in Drought: Save Every Day, Every Way” campaign

- $3.6 million in grants, funding agreements
  - SDG&E partnerships
  - $1 million DROP Proposition 50 grant
Government Relations Highlights

- Updated, approved Legislative Policy Guidelines
- Approved resolution of support for Prop. 1
- Held Sacramento, Washington, DC briefings
- Supported securing state funding
  - $26.6 million for local and regional projects through Prop 84 IRWM grants and Prop 50 grants
- Took positions on 50 bills
  - Sponsored bills SB 322 (Hueso) and AB 2067 (Weber) signed into law
Public Outreach Highlights

- Supported expanded civic engagement/government relations plans
  - Promote value of water/investments in reliability
  - Citizens Water Academy

- Met small-business outreach goals
  - Set new 30% participation target

- Met school education outreach goals
  - Reached 112,000 students, 4,200 teachers
Sponsored Legislation for 2015

Legislation, Conservation, & Outreach Committee
November 20, 2014
Staff Review of Legislative Proposals

- Staff solicited ideas, concepts, and legislative proposals from:
  - Water Authority staff
  - Member agencies
  - Board members

- Staff evaluated six proposals for possible sponsorship of legislation in 2015

- Staff is recommending Water Authority sponsorship of three legislative proposals
Recommended Proposal #1

- Permanently change the Urban Water Management Plan submittal dates

Issues

- Water use target reporting cannot be fully compiled for entire reporting period (2015 interim and 2020) under current UWMP cycle - may also occur in subsequent years
- Demographic data updated through the U.S. Census is not available for inclusion in UWMPs under existing UWMP preparation and submittal cycle

Proposed legislative approach

- Permanently change the submittal dates for future UWMPs to December 31 of years ending in “1” and “6,” rather than in years ending in “0” and “5”
Recommended Proposal #2

- Streamline the state’s administration of the IRWM Program

- Issues
  - IRWM project invoice reimbursement is untimely – negatively affects smaller NGOs
  - Delayed payment of invoices is a barrier for NGOs and disadvantaged community participation
  - Even with administrative improvements, DWR processing time for invoices is still not in compliance with the California Prompt Payment Act
Proposed legislative approach

- Authorize DWR to provide 50 percent advance payment of a project award for an IRWM project that satisfies two criteria
  - Project is sponsored by an NGO or addresses the water supply or quality needs of a qualified disadvantaged community
  - Grant award for the project is less than $1 million
- Include a DWR reporting mechanism to ensure accountability of compliance with the California Prompt Payment Act
Recommended Proposal #3

- Authorize broader application of artificial turf in common interest developments

Issues

- Threat of a continuing, prolonged drought into and beyond 2015
- Landscape irrigation can be responsible for more than half of average household water use in San Diego County
- Grass lawns use up to 46 gallons of water per square foot in the San Diego region
- Voluntary and mandatory rationing programs across the state would benefit from having available all reasonable opportunities to improve water savings and efficiency
Proposed legislative approach

- Provide that the governing documents of a CID are void if they prohibit the use, or include conditions that effectively prohibit the use, of artificial turf or any other synthetic surface that resembles grass.
- Allows a common interest development to apply design and quality standards for installation of artificial turf.
Staff Recommendation

- Approve sponsorship of legislation:
  - Permanently change the Urban Water Management Plan submittal dates
  - Streamline the state’s administration of the Integrated Regional Water Management program, and
  - Authorize broader application of artificial turf in common interest developments
Sacramento Update

Legislation, Conservation, & Outreach Committee
November 20, 2014
Returns to Sacramento for organizational purposes on December 1

Organizational Recess begins after December 1 – lasts until early January

January 5, 2015 – Legislature returns to regular business

January 10, 2015 – Budget must be submitted by Governor

January 12–23, 2015 – Projected timing for Governor’s State of the State address
Conventional Wisdom: Democrats fare well in higher voter turnout elections – Republicans fare well in lower voter turnout elections

% Eligible Voter Turnout (National)

*California mid-term election turnout = 40.8% of registered voters, surpassing national turnout; San Diego County = 44.7% of registered voters
Republicans Gained Ground in Congress

**House of Representatives**
Republicans Strengthen Majority Control

Before November 4
- Dem: 234
- Rep: 201

After November 4*
- Dem: 244
- Rep: 184

**U.S. Senate**
Republicans Gain Majority Control

Before November 4
- Dem: 45
- Rep: 53

After November 4*
- Dem: 53
- Rep: 46

*99% of House seats decided – In Senate, one seat remains undecided – Louisiana (12/6/14)
Key Take-Aways from National Election Results

- Senate: Republicans gained at least 8 seats to give them control in the next Congress
  - Louisiana – December 6 runoff – incumbent Democrat considered to be underdog

- Senators Feinstein (Energy and Water Appropriations) and Boxer (Environment and Public Works) lose chairmanships, both reverting to Ranking Member

- House: Republicans gained seats, retaining control and triggering a loss of 2–3 seats on each committee for Democrats
Republicans Gained Ground in California Legislature

State Assembly – Democrats Retain Majority Control

Before November 4

- Democrats: 25
- Republicans: 55

After November 4

- Democrats: 28
- Republicans: 52

State Senate – Democrats Retain Majority Control

Before November 4

- Democrats: 12
- Republicans: 28

After November 4*

- Democrats: 14
- Republicans: 25

*One seat remains vacant – SD 35; Special Election – 12/9/14
California Statewide Offices: Democrat Sweep Retains All Offices

- All California statewide offices retained or won by Democrat candidates

- Governor Jerry Brown
- Lt. Governor Gavin Newsom
- Insurance Comm. Dave Jones
- Attorney General Kamala Harris
- Secretary of State Alex Padilla
- Supt of Public Instruction Tom Torlakson*
- State Treasurer John Chiang
- State Controller Betty Yee

* Non-Partisan
Key Take-Aways from California Election Results

- Loss of 2/3 super-majority by Democrats in Assembly and Senate

- Unanimous support for Toni Atkins to remain as Assembly Speaker for next two years (official vote on 12/1/14)

- San Diego delegation all re-elected
  - 7 incumbent Assemblymembers
    - Bi-partisan (3 Democrat – 4 Republican)
    - Long term limits
  - 2 incumbent Senators; 1 new Senator
    - Bi-partisan (2 Democrat – 2 Republican)
    - Long term limits
Voters Demand Investment in California’s Water Future

- Voters’ action on Proposition 1 far exceeded pre-election polling expectations

October 2014 Pre-Election Polling (PPIC)

<table>
<thead>
<tr>
<th>Statewide</th>
<th>Orange/SD Regions</th>
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<tbody>
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<td><strong>Statewide</strong></td>
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<tr>
<td>Yes: 56%</td>
<td>No: 43%</td>
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<td>Und: 0%</td>
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<tr>
<td><strong>Orange/SD</strong></td>
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<tr>
<td>Yes: 56%</td>
<td>No: 43%</td>
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<tr>
<td>Und: 0%</td>
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Actual Election Results

<table>
<thead>
<tr>
<th>Statewide</th>
<th>SD County*</th>
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<tbody>
<tr>
<td>Yes: 67.1%</td>
<td>Yes: 68.6%</td>
</tr>
<tr>
<td>No: 32.9%</td>
<td>No: 31.4%</td>
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*Orange County: Yes = 64.4%; No = 35.6%
Proposition 1 Provides Key Funding Opportunities for San Diego Region

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Total</th>
<th>Direct Allocations to SD County</th>
<th>Allocations to Other Regions</th>
<th>Indirect Benefits</th>
<th>Available/Competitive</th>
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<td>$69.5 M</td>
<td>$637.5 M</td>
<td>$3.5575 B</td>
<td>$3.2805 B</td>
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- Direct allocations to San Diego County include:
  - Chapter 7: $52.5 million to the San Diego funding area for local and regional Integrated Regional Water Management projects
  - Chapter 6: $17 million to the San Diego River Conservancy
  - Proposition 1 implementation and positioning for competitive funding opportunities are key priorities for the Water Authority in 2015
Drought Response Communications Update

Legislation, Conservation and Outreach Committee
November 20, 2014

Jason Foster
Director, Public Outreach and Conservation
Message Transition

Summer’s Over.
The Drought Isn’t.
Days are shorter. Reduce irrigation.

Supported by the San Diego County Water Authority and its 24 member agencies. Partial funding for the When in Drought campaign was provided by a grant from the state Department of Water Resources.
Thank-you Promotion

Are you saving water? Together, EVERY water saver makes a difference!

Share YOUR water-saving story. The most inspirational story will win two Southwest Airlines round-trip tickets to any domestic destination.

Southwest

Every entry has a chance to win prizes from our sponsors:

utsandiego.com/watersavers

I am inspired by the inventive ways my fellow San Diegans are saving water! All living things are united by the need for water and this is how we conserve this precious resource: toss water from rinsing out the coffee pot or making our Vision a Reality. To save water, we knew our large grassy backyard had to go! So, it was “out” with the grass and “in” with the vision of...our own orchard full of delicious and healthy fruit! We immediately

Public Name: tlaff
City: San Diego
State: CA
Comments: (0)

I knew our lawn used a lot of water. “You are creating an artificial marsh,” a friend told me. Still, it was a look I had grown up with. We had already made changes indoors with low flow shower heads and low flush

Public Name: ihargrove
Comments: (0)

I started an adventure with California Native Plants that not only saved water, but it is a vast ecological improvement over outdated gardening methods and it creates habitat for our beneficial wildlife.

Public Name: Tara
Comments: (0)
SDSU Men’s Basketball

- Radio ads
- Arena messages
- E-mail/social media
San Diego Brewers Guild Fest

Lakeside Chamber of Commerce: Beans, Beer, and Business Fair

San Diego Horticultural Society Holiday Marketplace

Water Conservation Garden’s Enchanted Garden Gala

Guild Fest participants learn about beer and the drought.
Water Conservation Web Traffic

WatersmartSD.org Visits (August–October)

Up 180%
Turf Replacement Web Traffic

Average Monthly Visits (August–October)

Up 390%
Audits and Surveys (Field Services)

Services Performed (July –October)

Up 170%
Turf Replacement Rebate Demand

Monthly Applications

<table>
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<tr>
<th>Jan-14</th>
<th>Feb-14</th>
<th>Mar-14</th>
<th>Apr-14</th>
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<td>237</td>
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San Diego County Water Authority