

# STRATEGIC BUSINESS PLAN

August 2011

## Board of Directors



**Division I**  
Ronald C. Smith



**Division II**  
Gloria D. Gray



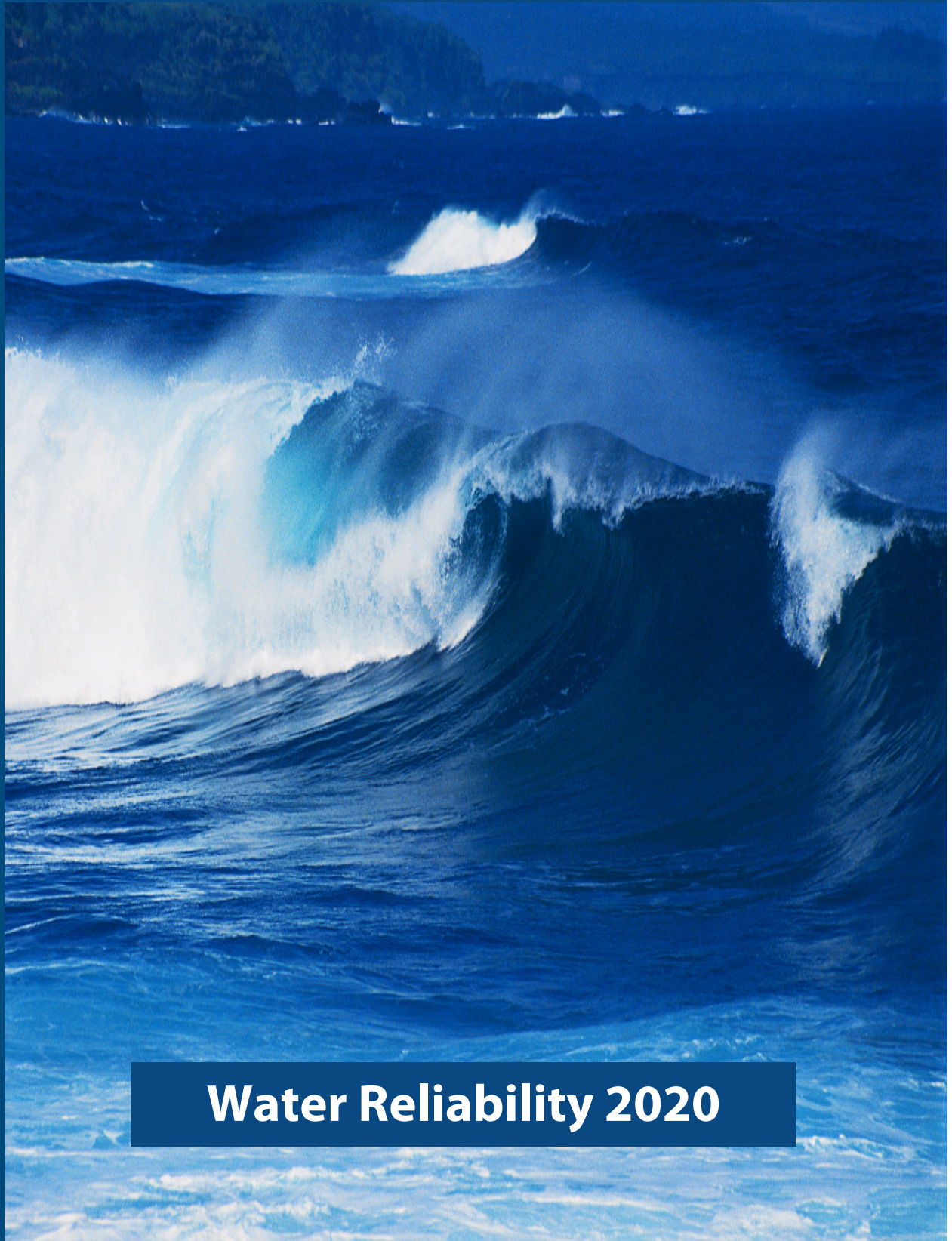
**Division III**  
Carol W. Kwan



**Division IV**  
Edward C. Little



**Division V**  
Donald L. Dear



**Water Reliability 2020**

# EXECUTIVE SUMMARY

West Basin Municipal Water District (West Basin) is facing significant challenges in providing a reliable water supply to the rapidly growing community. A variety of issues must be planned for and accommodated in order to maintain the effective delivery of these services, including rapid population growth, increasing environmental regulations, aging infrastructure, and rate pressures. To address those issues, West Basin has implemented on an ambitious program called Water Reliability 2020.

In 2008, West Basin embarked on the development of this Strategic Business Plan (Plan) to reassess West Basin's mission, goals, and objectives to leverage the knowledge and commitment of the employees. The Strategic Business Plan was developed through a series of interviews with the Board of Directors, Management, key staff and interviews with key stakeholders. The Plan was refined at an employee workshop and presented to the Board for final approval.

The Plan provides continuous direction for each year's planning, budgeting, implementation, evaluation and reporting. The Plan sets the overall policy direction and strategic priorities established by the Board. West Basin management develops the strategies, programs and activities necessary to effectively implement the Board's direction. The Plan further assists in determining whether staff and financial resources need to be realigned to achieve strategic objectives.

The Plan provides a framework, which is reviewed annually and updated as necessary, for aligning the priorities and actions of West Basin towards specific and measurable goals in pursuit of accomplishing the organization's mission of protecting water resources, further demonstrating a commitment to public accountability.

## Mission Statement

The West Basin Mission Statement identifies the fundamental purpose of the organization:

***"To provide a safe and reliable supply of high quality water to the communities we serve."***

# Goals

The Strategic Goals in 2008 have been combined into five areas for efficient implementation of the Strategic Business Plan.

1

**Water Reliability** – West Basin is committed to innovative planning and investments to provide water reliability and drought protection.

2

**Water Quality** – West Basin is committed to providing safe, high-quality water by meeting current and anticipated water quality requirements.

3

**Customer Service** – West Basin is committed to providing value by understanding and meeting the needs of our customers and the communities we serve.

4

**Sound Financial and Resource Management** – West Basin is committed to efficient business operations, financial planning, and asset management.

5

**Environmental Stewardship** – West Basin is committed to sustainable and environmentally-friendly business practices.

The West Basin *Objectives and Strategies* have been revised within each of these goal areas. All West Basin activities will be directed toward the accomplishment of one or more of these goals.



## Board of Directors



Division I  
Ronald C. (Ron) Smith

Director Ronald C. (Ron) Smith currently serves as Board President and was elected to the West Basin Board of Directors in 2006 representing Division I Cities of Carson, Palos Verdes Estates, Rancho Palos Verdes, Rolling Hills Estates, Rolling Hills and portions of San Pedro. In June 2011, he was elected to the Santa Monica Bay Restoration Commission Board of Directors, serves as the representative on the Association of California Water Agencies' Joint Powers Insurance Authority Board of Directors since 2006 and was appointed to the National Water Research Institute Board of Directors in 2010. He works diligently to maintain his commitments to West Basin constituents and customers for Water Reliability/Quality, Water Education and Conservation, Innovation, and sound governance and financial management. Founder/CEO of the REALTYSMITH Group and Success Mastery Institute, his experience/expertise in business and government enhances his role on the West Basin Board to help take its place as an international leader in the world of water. A family man, he is the proud father of 7 children, an accomplished co-author of a self-development book and an active instructor of Tennis/Physical Conditioning and the Martial Arts.



Division II  
Gloria D. Gray

Gloria D. Gray was elected to the West Basin Municipal Water District Board in 2006 as the first African-American woman elected to the Board in its near 65-year history and is currently serving a second term. Director Gray represents the Division II Cities of Inglewood, South Ladera Heights, a portion of Lennox and Athens, Howard and Ross-Sexton. In April 2010, she was appointed to the Delta Stewardship Council by House Speaker-Emeritus Karen Bass. Director Gray serves as Vice-Chair on the Metropolitan Water District Board of Directors as one of West Basin's two representatives and serves on the Executive Committee, Organization, Personnel and Technology Committee, Legislative Committee, Communication and Education Committee, and Special Committee on Bay-Delta. She dedicated her 36-year career to the Los Angeles County Departments of Health and Human Services and other public service arenas. She served two terms on the Inglewood Unified School District, from 1995 - 2003, and was elected an Executive Board Member for the Los Angeles County Democratic Party Central Committee 51st Assembly District.



Division III  
Carol W. Kwan

Carol W. Kwan was first elected to the West Basin Board of Directors in 1996 to represent the cities of Hermosa Beach, Lomita, Manhattan Beach, Redondo Beach and Torrance. She won re-election in November 2008 and is currently in her fourth term of office. Director Kwan is the first female and Asian American elected to the West Basin Board in its 65-year history and is the first Asian American member to serve on the Metropolitan Water District Board of Directors.



Division IV  
Edward C. Little

Appointed to the West Basin Board of Directors in 1989, Ed Little represents the cities of Culver City, El Segundo, Malibu, West Hollywood and Lennox, North Ladera Heights, Del Aire, Topanga, View Park and Windsor Hills. Director Little is currently serving his fifth term of office. Director Little owns Ed Little Auto Service in Culver City and operated the business for 50 years. He is a former Culver City councilman. West Basin's world-renown water recycling facility is named after Director Little in honor of his commitment to West Basin, the water industry, and to providing a reliable water supply for the region. He currently serves as one of two of West Basin's representatives on the Metropolitan Water District Board of Directors.



Division V  
Donald L. Dear

Donald L. Dear was elected to the West Basin Board of Directors in November 2000 to represent the cities of Gardena, Hawthorne, Lawndale and portions of El Camino Village. He is currently serving his third term after being re-elected in November 2008. Director Dear came to the Board with a vast array of experience in public service, serving as the Gardena Mayor for nine consecutive terms before retiring in 2001. He has served on the Local Agency Formation Commission since 2005 and is current a Vice Chair. He is also a widely respected, award-winning teacher who taught at Stephen White Middle School in Carson for 37 years. Director Dear is currently serving as Board Vice President.

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## Message from the Board President

As West Basin celebrates 65 years of meeting the water needs of individuals, families and businesses within our service area, we're facing new challenges and opportunities that compel us to continue being innovative in bringing safe and reliable sources of water to our communities.

When West Basin was formed in 1947 by a vote of the people, it was charged with finding a solution to a declining groundwater table and an over-reliance on water from the West Coast Groundwater Basin. West Basin joined the Metropolitan Water District of Southern California (MWD) in 1948 to help conserve that declining water table by importing water and wholesaling it to the cities and water companies in our service area.

However, steady population growth and a loss of imported supplies made drought conditions in Southern California less the exception and more the norm. Fortunately, West Basin set out in the early 1990's to diversify our water reliability through conservation and locally-produced sources of water. We plan to build on those successes by expanding our recycled water plant and taking ocean-water desalination to the next level. By 2015, more than half the water supplied by West Basin will originate locally and over one-third of our needs will be met through water conservation, water recycling, and ocean-water desalination.

As Board President, I am proud of the talent we have been able to attract and retain at West Basin. Our staff performs at a high level implementing the policies that the West Basin Board has adopted to achieve our mission statement. Developing and maintaining a highly qualified, motivated and productive workforce is one of the highest priorities. Because of this talent, West Basin received an award from the National Water Research Institute in 2002 naming the Edward C. Little Water Recycling Facility a *National Center for Water Treatment Technologies*. West Basin has received a number of prestigious awards from national and international water, energy, engineering, and finance organizations such as WaterReuse Association, SCE, Government Finance Officers Association and Association of Public Treasurers of United States and Canada, National Council for Public-Private Partnerships, Flex Your Power, California Water Environment Association, Global Water Intelligence, Construction Engineers & Land Surveyors of California, Design-Build Institute of America, and CA-NV Section of American Water Works Association recognizing our recycled water projects, excellence in energy efficiency, budgeting and investments, joint ventures, and public education and community outreach.

Demonstrating a commitment to the environment is a top priority for the West Basin Board. We are making every effort to implement practices at our facilities that best protect our natural resources. Solar panels at the Edward C. Little Water Recycling Facility provide for 10% of the facility's overall peak power usage. In 2010, we completed constructing and are operating an Ocean-Water Desalination Demonstration Facility and Water Education Center in Redondo Beach. We will investigate and provide insight on how to protect marine life, and reduce energy use. The use of alternative ocean-water intake methodologies that include a seabed infiltration subsurface intake pilot and passive wedgewire screen technologies will provide technical confirmation for the appropriate design for implementation of a full-scale ocean-water desalination operational facility.

In June 2011, as West Basin's representative I was elected to hold the at-large seat on the Santa Monica Bay Restoration Commission. Representation on the Commission is an honor to be able to work with our esteemed colleagues in addressing water quality issues in the Santa Monica Bay and to share West Basin's programs that reduce runoff to the oceans, provide water reliability through water recycling and ocean-water desalination, and how we continue to reach out to our communities to do more to help maintain water quality in our local tidelands, beaches and ocean environments.

Our staff-driven "green team" identifies conservation measures that will improve our operations to minimize the impact on the environment. All of these practices are part of our policy to use environmentally-sustainable and sound business practices in our decision making for our projects and programs.

Though the West Basin Board has set ambitious goals, they will be accomplished in a prudent and responsible manner. We have strengthened our credit rating consistently over the past few years, most recently earning a very strong Aa2 rating from Moody's and AA- from Standard and Poor's. The Board initiated an investment policy that encourages investments in fully insured small-community banks, which earn a competitive rate of return and that re-invest those dollars into the local community.

Looking ahead, the West Basin Board and staff will work together with other water agencies to provide imported water in a cost-effective manner to our customer agencies. As we expand our education and conservation outreach programs we will create additional awareness and provide even more water-savings devices and practices where people live and work. We will maintain our position as a leader in recycled water and demonstrate the value of ocean-water desalination, using sound business practices minimizing the impact on the environment. We will continue to build strong partnerships with our cities, water agencies, environmental groups, and funding agencies. All of this fulfills our mission to provide a safe and reliable supply of high quality water to the communities we serve and I am proud to introduce the 2011 Board adopted Strategic Business Plan.

Ronald C. (Ron) Smith

## Message from the General Manager

Thanks to the leadership of the West Basin Board of Directors, we have clear direction in this Strategic Business Plan that allows West Basin to continue to be an industry leader and innovator. West Basin has a long history of expertise in groundwater clean up and protection, water recycling, conservation, and more recently ocean-water desalination. This enables West Basin to provide its customers with a reliable, diversified and locally-controlled water supply. Most importantly, it also allows West Basin to provide reliable future water supplies in the face of looming water challenges from reoccurring droughts to environmental restrictions to possible impacts of population growth and climate change.

Working as a small, efficient entrepreneurial team, West Basin is focused on providing value. For example, our one-of-a-kind water recycling plant was built with approximately one-third of the funding coming from outside investment. This allowed West Basin to economically develop and expand the world's only water recycling facility that produces five types of "designer" waters out of wastewater. Our conservation program is augmented by grants and partnerships that give our communities \$7 worth of water efficiency devices for each \$1 we spend. Our one-of-a-kind Ocean-Water Desalination Demonstration Facility and Water Education Center will provide groundbreaking science and information on protecting the ocean environment, energy efficiency and cost reduction measures that will not only aid the water industry worldwide, but also lead to a full-scale West Basin ocean-water desalination plant capable of producing 20 million gallons a day of "new" potable water.

West Basin's Board of Directors leadership, supported by an efficient, knowledgeable staff, will result in continued strategic planning and investment that provides our customers with value, innovation and water reliability.



## Introduction

West Basin Municipal Water District (West Basin) is a special district that purchases imported water from the Metropolitan Water District of Southern California (MWD). West Basin wholesales imported water to cities, investor-owned utilities and private companies in southwest Los Angeles County. (Imported water is transported through the expansive Colorado River Aqueduct system and from State Water Project in Northern California). To protect against seawater intrusion, West Basin provides water for injection into the West Coast Basin Seawater Barrier. West Basin also supplies the region with recycled water for municipal, commercial and industrial use.

In the mid-1940s, the agencies charged with preserving underground water supplies and finding supplemental water recommended establishment of West Basin. This recommendation was approved by the voters, and in 1947, West Basin was formed. The following year, West Basin became a member agency of the MWD, an agency that provides the region with imported water. The five West Basin Board of Directors appoint two representatives to the 37-member MWD Board of Directors. West Basin also provides the South Bay with recycled water for irrigation, commercial sites, barrier water and industrial processes. Today, West Basin is the sixth largest water district in the state of California, serving a population of nearly one million. West Basin's organization is depicted in Figure 1.

West Basin's service area uses 220,000 acre-feet of water annually, enough to fill the Rose Bowl 850 times. An acre-foot of water is approximately 326,000 gallons, enough to meet the water needs of two average families in and around their homes for one year.

### Functions of West Basin

West Basin serves several functions on behalf of its service area. These functions can be generally consolidated into two major areas: 1) Coordination of delivery of imported sources of water supply and representation of the region in larger water policy forums, and 2) Development of local water supply reliability.

#### **1) Coordination of Imported Water Delivery and Regional Representation at Metropolitan Water District of Southern California**

West Basin wholesales water delivered from MWD to its customer agencies. It represents the interests of its customer agencies and residents in its service area at regional, state-wide and federal levels to ensure that the water needs of the communities it serves are addressed. As a Member Agency of MWD, the primary water wholesaler for Southern California that contracts for water from the State Water Project and operates the Colorado River Aqueduct, West Basin's two MWD Directors regularly participate in MWD's board meetings to ensure the perspectives and needs of West Basin's customers are reflected in their policies.

#### **2) Development of Local Water Supply Reliability**

In 2009, West Basin implemented its Water Reliability 2020 Program that will double water recycling, double water conservation, increase public education and add alternative water supplies such as ocean-water desalination.

**Recycled Water:** West Basin's transformation from a wholesale provider to a leader in water conservation and water recycling can be traced back to California's severe drought period between the late '80s and early '90s. During this difficult period, West Basin learned valuable lessons about resource management and pursued water recycling and conservation as practical solutions to sustaining a reliable supply of water. In 2000, West Basin launched its Drought-Proof campaign and in 2009 the Water Reliability 2020 Program was implemented to develop local water resources and diversify the "portfolio" of water sources to reduce the region's dependence on imported water. Through its aggressive conservation and water recycling programs, West Basin has heightened public awareness regarding water issues.

In 1992, West Basin received state and federal funding to pursue its water recycling program, which consisted of constructing a water treatment facility in the City of El Segundo. Three years later, West Basin completed the construction of a world-class, state of the art water recycling facility, which has been renamed the Edward C. Little Water Recycling Facility (ECLWRF) after one of its visionary directors, with its own Visitor's Center, exhibits, tours and classroom.

Today, the ECLWRF is the largest recycled water plant of its type in the United States and was recognized by the National Water Research Institute in 2002 as one of six National Centers for Water Treatment Technologies in the country. West Basin's water recycling program aims to:

1. Reduce the region's dependence on imported water.
2. Provide an alternative drought-proof local water source to meet present and future demands.
3. Reduce the volume of secondary treated wastewater discharged to the Santa Monica Bay.
4. Provide water to the seawater barrier to prevent seawater intrusion into the groundwater supply.

**Desalination:** With the demand on the water supply continuing to increase, West Basin is proactively researching new water supplies through the operation of a Ocean-Water Desalination Demonstration Facility and Water Education Center. This test facility explores the feasibility of large-scale ocean-water desalination as an economically viable source of future water supply.

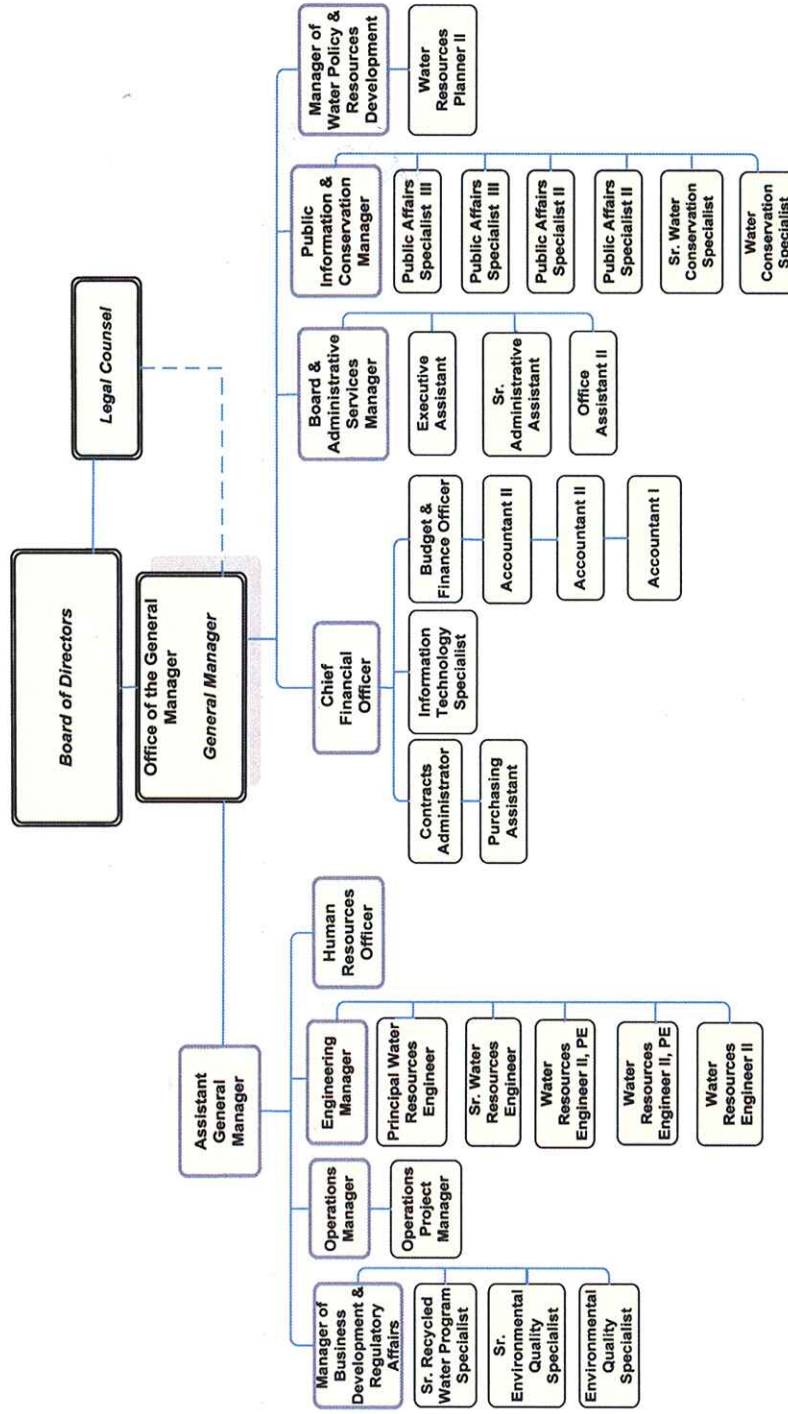
The benefit of desalination is that it is virtually immune to dry weather periods and potential disputes over water rights associated with supplies that are imported from other areas.

**Conservation:** Water conservation is an important part of West Basin's overall strategy to reduce our dependence of imported water to our service area. West Basin adopted a Conservation Master Plan as part of its Integrated Resources Plan and combines the distribution of water-saving showerheads and toilets, smart controllers and ocean-friendly landscape and gardening workshops, water recycling, water education, cooperative groundwater management and desalination efforts to increase water reliability with the region.

Figure 1: Table of Organization for West Basin

WEST BASIN MUNICIPAL WATER DISTRICT

July 2011



# Strategic Planning Process

Definitions of terms used in this Strategic Business Plan are provided in Table 2 below.

**Table 2: Definition of Key Strategic Planning Terms**

<b>Term</b>	<b>Definition</b>
<b>Goals</b>	Benchmarks that need to be reached in order to achieve West Basin's vision
<b>Mission Statement</b>	The fundamental purpose of West Basin
<b>Objectives</b>	Short-term actions aimed at achieving the goal
<b>Strategies</b>	Actions that define how to best accomplish the goals.
<b>Strategic Business Plan</b>	A structured plan that identifies specific actions necessary to fulfill West Basin's Mission
<b>SWOT Analysis</b>	Analysis conducted in focus groups to identify Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing West Basin

This Strategic Business Plan was developed by the West Basin Board of Directors and Management staff. The Board developed Goals and Objectives and Management staff developed strategies to achieve those goals and objectives. The final draft of the Business Plan was presented to the Board of Directors at a public meeting in January 2008 and adopted unanimously. West Basin will annually review, evaluate, and update the Strategic Business Plan to ensure that the goals and objectives are appropriate for achieving West Basin's mission and the vision of the organization.

## Mission Statement

West Basin's Mission Statement is:

**"To provide a safe and reliable supply of high quality water to the communities we serve."**

## Organization Strategic Goals, Objectives, and Strategies

**The Goals in 2008** have been combined into five areas for efficient implementation of the Strategic Business Plan.

- 1** **Water Reliability** – West Basin is committed to innovative planning and investments to provide water reliability and drought protection.
- 2** **Water Quality** – West Basin is committed to providing safe, high-quality water by meeting current and anticipated water quality requirements.
- 3** **Customer Service** – West Basin is committed to providing value by understanding and meeting the needs of our customers and the communities we serve.
- 4** **Sound Financial and Resource Management** – West Basin is committed to efficient business operations, financial planning, and asset management.
- 5** **Environmental Stewardship** – West Basin is committed to sustainable and environmentally-friendly business practices.

The following sections of the Strategic Business Plan describe the primary goal for each area and present the associated objectives and strategies. West Basin will periodically evaluate the status of these activities and modify, add, or delete goals, objectives and strategies as appropriate.





**Goal: Water Reliability** – West Basin is committed to innovative planning and investments to provide water reliability and drought protection.

### **Objective 1**

Prepare a water supply strategy annually that presents different levels of imported water independence and associated costs/water rate implications.

#### **Strategies**

1. Maintain water supply and demand projections; update and present annually to the board.
2. Update Urban Water Management Plan every 5 years.
3. Annual review of local water resources development.

### **Objective 2**

Increase diversification of West Basin's supply portfolio.

#### **Strategies**

1. Incorporate ocean-water desalination facility into West Basin's water supply portfolio.
2. Participate in opportunities for regional development of groundwater storage.
3. Playing a direct role in evaluating a regional brackish groundwater desalting partnership for the West Coast Basin.
4. Expand West Basin's water recycling system through partnerships with local agencies both inside and outside of the WB service area.
5. Evaluate potential for direct potable reuse.
6. Implement West Basin's Conservation Master Plan.
7. Pursue fair and practical regulations.

### **Objective 3**

Develop new water infrastructure to ensure regional water supply reliability.

#### **Strategies**

1. Assess long-term water quality requirements of recycled water treatment and delivery systems.
2. Continue to provide effective project management practices to ensure successful infrastructure implementation.
3. Identify, develop and/or acquire new infrastructure required to meet reliability goals.

#### **Objective 4**

Develop an Ocean-Water Desalination Program.

#### **Strategies**

1. Operate a demonstration-scale ocean-water desalination facility and Water Education Center.
  2. Construct and operate full-scale ocean-water desalination treatment and conveyance facilities.
  3. Complete Ocean-Water Desalination Master Plan.
  4. Establish partnerships to develop full-scale ocean-water desalination facility.
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**2**

**Goal: Water Quality** – West Basin is committed to providing save, high-quality water by meeting current and anticipated water quality requirements.

#### **Objective 1**

Maximize customer satisfaction.

#### **Strategy**

1. Assess and address customer water quality concerns.
2. Develop a strategy for improved feed water quality at Edward C. Little Water Recycling Facility.

#### **Objective 2**

Meet permit and contractual water quality requirements.

#### **Strategies**

1. Ensure our monitoring processes are current and properly executed.
2. Influence pending or proposed regulatory requirements.

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**3**

**Goal: Customer Services** – West Basin is committed to providing value by understanding and meeting the needs of our customers and the communities we serve.

**Objective 1**

Actively engage local businesses in the procurement of services.

**Strategy**

1. Annual evaluation of current procurement practices for improved outreach to local businesses.

**Objective 2**

Maintain customer high regard and respect.

**Strategies**

1. Seek and consider customer agency feedback on West Basin board and staff through a formal periodic survey.
2. Ensure that West Basin services are provided to the customer agencies and the communities we serve.

**Objective 3**

Support the Board in maintaining a strategic business plan.

**Strategy**

1. Conduct an annual board planning session.

**Objective 4**

Promote outreach and education programs.

**Strategies**

1. Identify and increase participation in community events throughout the service area.
2. Implement water shortage allocation plan program.

**Objective 5**

Enhance and promote the image of West Basin.

## Strategies

1. Understand political/environmental roles and relationships.
2. Be proactive in our government affairs activities.
3. Maintain and increase communication of West Basin policies and initiatives to achieve our mission.
4. Enhance West Basin's brand through implementation of the Communications Plan.
5. Ensure compliance with state policies and West Basin's Code of Conduct.
6. Assess and report on the Water Reliability 2020 Outreach Program.

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4

**Goal: Sound Financial and Resource Management** – West Basin is committed to efficient business operations, financial planning, and asset management.

### **Objective 1**

Provide effective overall capital facility asset management.

### **Strategies**

1. Develop a comprehensive Asset Management Program.
2. Provide ongoing training and supervision of personnel for effective management of West Basin's assets.

### **Objective 2**

Maintain facilities to manage and minimize risk of failure and liability exposure.

### **Strategies**

1. Develop facility condition and risk assessment to identify potential system deficiencies and necessary corrective actions.
2. Identify and track threats to West Basin's water supply portfolio and objectives.
3. Develop an Emergency Response Plan.

### **Objective 3**

Pursue partnerships for facility development.

## **Strategy**

1. Partner with other agencies as appropriate.

## **Objective 4**

Maintain or improve current bond ratings.

## **Strategies**

1. Periodically meet with interested parties/partners.
2. Ensure that Board and management actions contribute to maintaining a healthy financial condition.
3. Evaluate a credit rating increase.
4. Maintain all-in debt coverage ratio of at least 1.30.

## **Objective 5**

Maintain a Long Range Financial Plan.

## **Strategies**

1. Ensure financial information is current and plan is updated.
2. Develop a financial model to project revenue needs.
3. Develop a capital funding policy.
4. Explore non-traditional financing sources.

## **Objective 6**

Operate cost-efficiently and effectively.

## **Strategies**

1. Competitively bid services and products, as appropriate.
2. Periodically review and report financial results.
3. Prepare an annual budget based on the Board's goals and objectives.
4. Ensure the West Basin adheres to its investment policy.
5. Ensure that West Basin has appropriate financial and non-financial policies to reduce exposure to litigation.
6. Pursue grant funding for facilities/programs.



7. Evaluate energy conservation incentive programs to see if participation is cost-effective.
8. Evaluate reasonable alternative processes, procedures, and equipment that could reduce costs.

### **Objective 7**

Recruit and hire qualified candidates to fill all West Basin positions.

#### **Strategies**

1. Utilize effective outreach efforts to attract the most qualified candidates.
2. Explore diverse recruitment and hiring.
3. Develop annual workforce diversity report.

### **Objective 8**

Manage and reward performance.

#### **Strategies**

1. Conduct comprehensive classification studies every three to five years.
2. Conduct annual compensation surveys to ensure salaries/benefits are competitive within the labor market.
3. Conduct annual employee performance evaluations and utilize incentive pay plan to promote outstanding performance.

### **Objective 9**

Develop a formal plan for workforce retention, training and succession planning.

#### **Strategies**

1. Conduct training consistent with the plan.
2. Update Develop West Basin's staffing succession plan and assess and document key staff functions and responsibilities to facilitate succession.
3. Assess effectiveness of current employment policies and practices to retain and motivate staff.

### **Objective 10**

Conduct Board evaluation of the General Manager.

## Strategies

1. Ensure Board develops annual goals and objectives for the General Manager.
  2. Update the General Manager Review form.
  3. Provide Board members with evaluation forms in May and schedule a meeting for the annual General Manager's performance review.
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5

**Goal: Environmental Stewardship** – Utilize environmentally sustainable and sound business practices in our projects, policies and actions.

### **Objective 1**

Establish a process to ensure social and environmental factors are considered in decision-making.

### **Strategies**

1. Evaluate feasibility of designing new and retrofit facilities to green building standards.
2. Examine benefits of life cycle analysis or other decision tools for major projects.

### **Objective 2**

Continue to gain environmental community support for West Basin programs.

### **Strategies**

1. Enhance West Basin's positive working relationships with the environmental community.
2. Communicate West Basin's environmental achievements.
3. Look for opportunities to partner with the environmental community on projects.