



**LEUCADIA  
WASTEWATER  
DISTRICT**

LEADERS IN  
ENVIRONMENTAL  
PROTECTION

# **Strategic Plan**

**Adopted: July 13th, 2005  
Revised: March 21st, 2007**



LEADERS IN  
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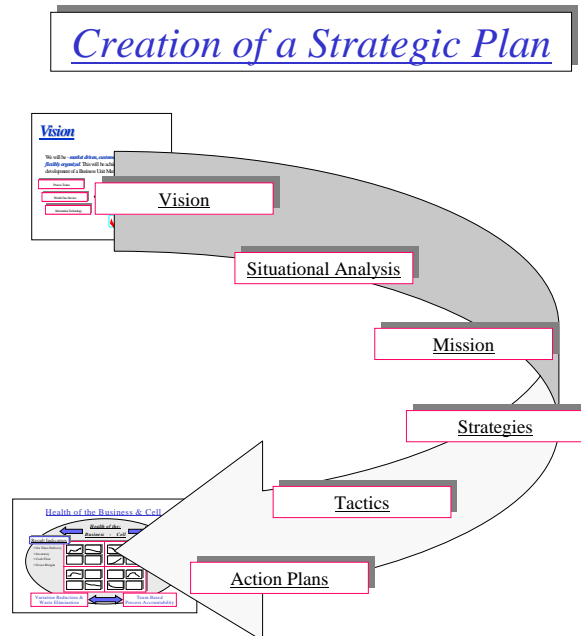
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## Introduction

In January of 2005, Leucadia Wastewater District contracted with Greg Goates, of Goates Consulting Group, to facilitate the updating of the Leucadia Wastewater District Strategic Plan. Two Strategic Planning sessions were held. One session was held in March 2005 with the Board of Directors to revisit the Vision, Mission and Strategies and complete a current Situational Analysis. The other session was held in April of 2005 with the Leucadia Wastewater District Staff to update, brainstorm and prioritize current Tactics and develop Action Plans that support the Strategies of the Board.

### Strategic Planning Process

In March, the Board of Directors of Leucadia Wastewater District determined to follow the strategic planning model below. Strategic Planning enables an organization to determine what to do today to impact the future in a desired predetermined way (outcome). Strategic Planning is a decision making process which shapes the future through use of: Vision, Situational Analysis, Mission Statement, Strategies, Tactics and Action Plans all linked together.



### Strategic Management

Strategic Management creates a company wide bond that defines specific responsibilities at each level through deployment of a Strategic Plan. The Board of Directors have responsibility for developing a long-term strategic vision and framework that guides operational decision making and is consistent with the application of its values. But it is the conviction to Strategic Management that allows Leucadia Wastewater District to create its own future by deploying an organization wide strategic management initiative and creating a strategic thinking culture. Ownership through organization participation and commitment, as the organization becomes more self-aware and ready to accept challenges, will ultimately bring success as changing external forces create the need for change.

## Vision Overview

The Vision is future focused. It is a conceptualization of what the organization's ideal future state should be and is the reason or force behind the need for change. Creation of the Vision relies on imaginative anticipation or perception of what the future holds and therefore becomes the bias for action.

## Situational Analysis

### I. Past and Present:

- a. External Business Environment: what external influences caused the past and present business environment to exist? (i.e. Demographics, Customer Base, market Demand, World Economics)
- b. Internal Abilities of the Organization: what external or internal influences caused the past and present business environment to exist. (i.e. Culture, Technology, Local Economy, Expertise)

### II. SWOT:

What are LWD's competitive, technological, financial, and social strengths and weaknesses?

**Strengths:** What are the critical resources? (i.e. Technical Capabilities, Capital Resources, market Share, Culture)

**Weaknesses:** What are the critical deficiencies? (i.e. Technical Capabilities, Capital Resources, Market Share, Culture)

**Opportunities:** What are the ir retrievable prospects? (i.e. New Business, Technology, Customer Reputation, Market Share Growth)

**Threats:** What conditional actions could occur? (i.e. Competition, Culture, Economy Collapse)

What trends can we perceive from review of ourselves and what demographic changes have occurred?

### III. Assumptions:

What must we (LWD) assume responsibility for; seize control of, without proof, to ensure success? (i.e. Competition, Customers, Economy, Behavior Change.)

## Effective Mission Statements

The Mission Statement describes the direction and thrust of an organization that unites its employees to a common goal. It is focused on the "here and now". It functions as a tactical decision making tool. It helps staff prioritize the work to be done on a daily, weekly and monthly basis.

## Effective Strategies

The mission statement becomes the umbrella that the Strategies link to. Strategies also are derived from the Situational Analysis in the form of Key Success Initiatives, Key Result Areas and the Values and Guiding Principles that come from the Vision.

Key Success Initiatives - outcomes that must be done well to ensure success. These outcomes typically reflect critical success factors (present and future) that relate to the Vision.

Unlike the Vision and Mission which are timeless, Strategies are time dependent and dictate the where and how the company will place efforts and resources for the planned period.

### **Effective Tactics**

Tactics combine strength of the Mission Statement with the energy of Strategies for achieving specific goals linked to the Mission and Values and Guiding Behaviors. Effective Tactics incorporate best use of the organization's resources, strengths and opportunities to outline the how to achieve desired outcomes.

Tactics should be S.M.A.R.T.: Specific, Measurable, Aggressive but Achievable, Realistic, Time Based.

### **Effective Action Plans**

Action Plans are the chronological event schedule for Strategy and Tactics implementation. It identifies what actions are required, timeline of actions, specific responsibilities and accountabilities, resource allocation, and appropriate controls for successful task completion.

Action Plans should identify: Who: resources; What: task identification; When: timeline; How: actions required. Action Plans are followed up in Team and Leadership meetings throughout the year where regular reports/updates on progress of action plans are made by the individual assigned the action.

### Board Mission Statement

*To provide visionary and pro-active leadership for the responsible stewardship of public resources.*

### Role of Board

- ◆ *To set policy and provide leadership and strategic direction to LWD staff.*
- ◆ *To articulate clearly desired results, including where the district is going and what LWD staff should focus on.*

### Board of Directors' Code of Conduct

- ◆ *I will openly communicate during Board meetings and voice my views, in the meetings, on all matters regarding the District.*
- ◆ *I will support the decisions of the Board once they are voted on.*
- ◆ *I will concentrate on issues of governance and strategic import to the District and will expect support from staff on issues of operational import and detail.*
- ◆ *I will treat fellow Board members with dignity and respect.*
- ◆ *I will be prepared to discuss Board issues and agree to spend the necessary time and attention to Board matters.*
- ◆ *If I have concerns or questions, I will ask. If I need clarification of Board agenda items, I will call ahead and discuss with the General Manager.*
- ◆ *I will support the general manager as the primary spokesperson for the district.*
- ◆ *I will conduct myself in the highest ethical manner and comply with all appropriate government regulations.*

### Role of Staff

- ◆ *Implement policies of LWD Board*
- ◆ *Create tactics and action plans that address how policies should be implemented*
- ◆ *Provide technical competence in addressing issues of how tactics should be implemented*
- ◆ *Provide relevant facts and recommendations*
- ◆ *Provide effective leadership*
- ◆ *Administer day-to-day operations of the district*
- ◆ *Respond to reasonable board requests for information*



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## Vision Statement

*To be a recognized leader in wastewater services, water recycling, and environmental protection.*

## Mission Statement

*To serve the public by collecting, transporting, recycling and treating wastewater in a safe, reliable, efficient, cost effective, and environmentally responsive manner, while providing excellent service to our customers.*

## Situational Analysis

### I. Past and Present –

#### a. External Environment:

- ◆ *Growth in unincorporated area of North County created need for wastewater services in Encinitas, Leucadia and La Costa areas. This resulted in a special district being formed to oversee development and operations of those services.*
- ◆ *As time progressed, there has been higher demand for wastewater treatment to protect public health and provide environmental protection.*
- ◆ *Opportunity to look at regional partnering and expanded services to meet growing environmental regulations.*
- ◆ *Increasing Regulatory compliance issues.*

#### b. Internal Abilities

- ◆ *Stable and visionary leadership has kept district on course and created culture of good customer relations and service.*
- ◆ *A philosophy of proactively doing the right thing has emphasized safety, led to financial stability and a reputation of being a respected, well run, small special district.*
- ◆ *The stability and quality of the staff and board members have created a mutual respect and productive working relationship that has allowed the district to focus on it's core purpose of providing wastewater and recycling services effectively.*
- ◆ *High quality and stability of staff has created a lean, well cross trained employee base.*
- ◆ *Throughout its history, the Board of Directors of LWD has been responsive to community needs.*

### II. SWOT (Strengths, Weaknesses, Opportunities and Threats)

#### a. Strengths

- ◆ *Excellent Board, Staff trust.*
- ◆ *Agility of being a smaller special district. Non-bureaucratic – easy to get to a decision maker, decision making is pushed down to lowest level possible.*
- ◆ *Long-term Outlook and planning.*
- ◆ *Motivated and trained staff.*
- ◆ *Proactive and effective district administration.*
- ◆ *Current ability to maintain low rates.*
- ◆ *Excellent customer service and satisfaction.*
- ◆ *Proactive vs. reactive philosophy.*

- ◆ *Board has always supported staff with equipment and training to insure safety and efficiency.*
- ◆ *Stable leadership on Board of Directors.*
- ◆ *Committee organization facilitate sound decision making by Board.*

b. Weaknesses

- ◆ *Not well known in the communities we serve.*
- ◆ *Money currently held by district makes us a target for takeover.*
- ◆ *Potential for complacency.*
- ◆ *Exponential increase in regulations and compliance requirements (e.g. air quality).*
- ◆ *Lean staff compared to what may be required in the future to address additional regulatory requirements.*
- ◆ *Small staff – limited depth.*
- ◆ *Succession planning – aging workforce.*

c. Opportunities

- ◆ *Poised to be leader in wastewater services, water recycling, and environmental protection.*
- ◆ *Contract to operate other systems.*
- ◆ *Identify opportunities to synergize with other local agencies i.e. wastewater and recycling efforts.*
- ◆ *Financially feasible master plan for “Island” area of Leucadia.*
- ◆ *Storm water management and services.*
- ◆ *Potential water purification to potable water standards.*
- ◆ *New technology to increase productivity and efficiency.*

d. Threats

- ◆ *Takeover or consolidation.*
- ◆ *State oversight – regulation and fiscal.*
- ◆ *Law suits.*
- ◆ *Aging infrastructure.*
- ◆ *Losing long term vision and leadership stability.*
- ◆ *Natural disasters.*
- ◆ *Failure to embrace change and continuously improve.*

#### e. Trends

- ◆ *Politicizing of special districts elections.*
- ◆ *Increasing costs for insurance and utilities to run facilities.*
- ◆ *Cost of water doubling in next 10 years – demand for recycled water increasing in future.*
- ◆ *Increasingly stringent regulations.*
- ◆ *Continuing demand for high service at low costs.*
- ◆ *Increasing legislative oversight of special districts.*
- ◆ *Greater public awareness.*
- ◆ *Increased public demand for high level of service at stable rates.*

#### III. Assumptions:

- ◆ *Continue philosophy of being progressive, best at customer service, quality and focus on doing what we do best.*
- ◆ *Maintain competitive cost and high customer service.*
- ◆ *Being proactive in philosophy and technology.*
- ◆ *Continued public outreach emphasizing educating the public.*
- ◆ *Board and Staff maintaining present effective relationships.*
- ◆ *Providing mutual aid whenever needed.*

## Strategies

*(Note: Bullets under strategies indicate notes to Staff in developing Tactics and Action Plans for Strategies)*

### 1. Financial

Assure Fiscal Stability and Growth through Proper Management of District Assets and Investments.

### 2. People

Assure the Highest Qualified Work Force to Provide Outstanding Service for District Stakeholders.

### 3. Water Reclamation

Maximize Cost Effective Market Opportunities to Increase the Quantity and Quality of Reclaimed Water Produced for Current and Future Customers.

### 4. Services

While Focusing on the Core Business and superior customer service, Expand Capabilities through Strategic Alliances with Other Organizations to Enhance Both the Service Provided and Financial Future of the District.

### 5. Recognition of Achievement

Assume a Leadership Position within the Wastewater Community and Provide an Increasing Level of Outreach and Collaboration with the Water and Environment Communities.

### 6. Technology

Enhance district operations through technological excellence, innovation and utilization of outstanding professional resources.

### 7. Community Outreach

Increase community awareness of district services and benefits.