

**LEUCADIA WASTEWATER DISTRICT**  
Minutes of a Special Board Meeting  
Wednesday, August 4, 2021

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A special meeting of the Board of Directors of the Leucadia Wastewater District was held Wednesday, August 4, 2021 at 9:00 a.m., at the District Administration Office at 1960 La Costa Avenue, Carlsbad, California.

**1. Call to Order**

President Omsted called the meeting to order at 9:04 a.m.

**2. Roll Call**

DIRECTORS PRESENT: Omsted, Hanson, Sullivan, Brown, and Roesink

DIRECTORS ABSENT:

OTHERS PRESENT: General Manager Paul Bushee, District Counsel Wayne Brechtel, Administrative Services Manager Richard Duffey, Technical Services Manager Robin Morishita, Field Services Superintendent Jeff Stecker, Executive Assistant Tianne Baity, Administrative Services Supervisor Trisha Hill, District Engineer Dexter Wilson, Field Services Specialist Ian Riffel and Jeff Bills of Confidence Consulting

**3. Approval of Agenda**

The Board of Directors approved the agenda by consensus.

**4. Public Comment**

No public comment was received.

**5. Strategic Planning Workshop**

GM Bushee thanked everyone for attending the strategic planning session and stated it was the first in-person meeting since March 2020. He welcomed Directors Brown and Roesink to their first District in-person Board meeting.

A. Welcome/Introductions

Staff and the Board introduced themselves and each Staff member provided a brief description of their primary job responsibilities.

B. Results of Board and Staff Interviews

GM Bushee then introduced Jeff Bills of Confidence Consulting to facilitate the meeting.

Mr. Bills provided a summary of the results of the Board and Staff interviews.

The Board and Staff participated in an open discussion reviewing the following areas:

- Clarity of Purpose;
- Fiduciary Oversight;
- Strategy;
- Board Competence and Expertise;
- Board Meetings;
- Role and Responsibility;
- Performance Evaluation; and
- Board and Leadership Succession

Mr. Bills called for a break at 10:55 a.m.

President Omsted asked if it is possible to receive a list of Board Self-Evaluation questions. Mr. Bills answered affirmatively noting that he would forward the list to GM Bushee to distribute to the Board.

C. Lessons Learned from the Pandemic

Mr. Bills reviewed lessons learned from the pandemic and then summarized the significance of these lessons.

Mr. Bills called for a lunch break at 12:00 p.m.

D. Future Expectations

Mr. Bills discussed what can be expected in the future and how to respond to potential issues and concerns.

Director Brown expressed concern for the need for more financial expertise and support once ASM Duffey retires. GM Bushee stated that when hiring for a replacement for ASM Duffey's position, the District will be looking to hire a person with a strong financial background.

President Omsted expressed concern with the high costs of Encina Wastewater Authority (EWA). GM Bushee stated that these costs are part of being a member of EWA and he noted that the recent costs are not in line with their original projections, however, the costs are for rehabilitation projects that need to be done.

Director Brown stated that in the future the District may want to reevaluate the 3 years on - 3 years-off rate increase schedule as well as consider investing more money into cybersecurity. TSM Morishita noted that the District has invested money into new cybersecurity equipment as well as training for all Staff.

E. Key Areas to Address

Mr. Bills noted that a key area of discussion for the Board was the Board Committee Assignments. He then turned it over to the Board for discussion.

President Omsted stated he would like to see a rotation to the committee assignments. He then shared a spreadsheet he created which showed how the committee members could potentially rotate through the committees.

Director Sullivan stated she did not agree with rotating committees.

Vice President Hanson stated she agreed with rotating committees.

Director Brown stated that he believed that a new Board member can be a better Board member by rotating committees, however, long term knowledge can be important with the EWA Committee.

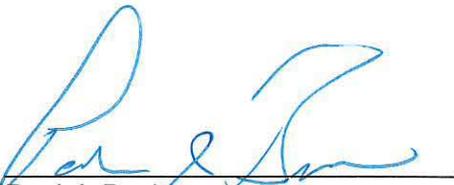
Following a lengthy discussion, the Board reached consensus to bring the Board Committee assignment policy to the August Board meeting for review and potential action.

F. Summation

At the conclusion of the meeting, Mr. Bills provided a brief recap of the ideas and topics discussed during the strategic planning workshop.

The Board and Staff thanked Mr. Bills for a great Strategic Planning workshop.

The meeting was adjourned at 2:25 p.m.



Paul J. Bushee  
Secretary/General Manager  
(SEAL)

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Donald F. Omsted, President