



BOARD OF DIRECTORS REGULAR MEETING

DATE: Wednesday, April 17, 2024
TIME: 5:00 p.m.
PLACE: Leucadia Wastewater District
1960 La Costa Avenue, Carlsbad, CA 92009

AGENDA

Items on the agenda may be taken out of sequential order as their priority is determined by the Board of Directors. In the case of an emergency, items may be added to the Agenda by a majority vote of the Board of Directors. Also, items that arise after posting of the Agenda may be added, per Government Code Section 54954.2, by a 2/3 vote of the Board. All agenda materials can be accessed at the District website at <https://www.lwwd.org/agendas/board> and are also available for public inspection in the Administration Office located at 1960 La Costa Avenue, Carlsbad, CA 92009 during normal business hours.

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the Executive Assistant at (760) 753-0155. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

1. **Call to Order**
2. **Roll Call**
3. **Pledge of Allegiance**
4. **General Public Comment Period**
5. **Approval of Agenda**
6. **Presentation and Awards**
 - A. Teacher Grant Recipients. (Verbal)
 - B. Achievement of Organizational Objective – Two Years No Vehicle Accidents (Page 6)
 - C. 2023 CWEA State Awards – Collection System Person of the Year Award for Hugo Gonzalez (Page 7)
 - D. Achievement of Individual Objective – CWEA Certification for Rick Easton (Pages 8-9)

CONSENT CALENDAR

Items 7-12 will be enacted in one motion in accordance with the recommendation unless removed from the Consent Calendar by the Board of Directors, Staff or Public. If a member of the public wishes to remove an item, they should submit a "Request to Address the LWD Board of Directors" form to the Board Secretary prior to the meeting. Items removed from the Consent Calendar will be considered in the original agenda order immediately following adoption of the Consent Calendar.

7. Approval of Board and Committee Minutes

Minutes of the following meetings:

March 7, 2024 Special Board Meeting (Pages 10-12)
March 13, 2024 Regular Board Meeting (Pages 13-18)
April 8, 2024 Engineering Committee Meeting (Pages 19-20)

8. Approval of Demands for March/April 2024

This item provides for Board of Directors approval of all demands paid from LWD during the month of March and a portion of April 2024. (Pages 21-33)

9. Operations Report

This report discloses the year-to-date and monthly flow, rainfall, EDU's and reclaimed water averages; along with MGD flow comparisons from FY23 to FY24, flows by sub-basin, and staff training. (Pages 34-40)

10. Finance Report

This report discloses up-to-date schedule of assets, liabilities, net assets and compares fiscal year-to-date expenditures to the FY24 budget and discloses monthly investments. (Pages 41-48)

11. Disclosure of Reimbursements

This report discloses travel expense reimbursements for the month of March 2024. (Pages 49-50)

12. Status Update on the Fiscal Year 2024 (FY24) LWD Tactics and Action Plan

(Pages 51-56)

EWA REPORTS

13. Encina Wastewater Authority Reports

A. A regular EWA Board Meeting was held on March 27, 2024. (Page 57)

B. An Encina Member Agency Manager's (MAM) Meeting was held on April 2, 2024. (Verbal)

COMMITTEE REPORTS

14. Committee Reports

A. An Engineering Committee Meeting was held on April 8, 2024. (Page 58)

ACTION ITEMS

- 15. Batiquitos Pump Station Emergency Basin Lining Project – Final Design Services**
Authorize the General Manager to execute Task Order No. 7 to the Engineering Design Services Agreement with Water Works Engineers (WWE) for final design services for the Batiquitos Pump Station Emergency Basin Lining Project in an amount not to exceed \$81,509. (Pages 59-68)
- 16. Construction Contract Award for the Rancho Verde Pump Station Rehabilitation Project**
Authorize the General Manager to execute an Agreement with SCW Contracting Corporation for the construction of the Rancho Verde Pump Station Rehabilitation Project in an amount not to exceed \$1,434,600 as the lowest responsive and responsible bidder. (Pages 69-76)
- 17. Board of Directors Compensation Adjustment** (Pages 77-78)
- 18. Strategic Plan Update**
Receive and file the updated Strategic Plan. (Pages 79-102)

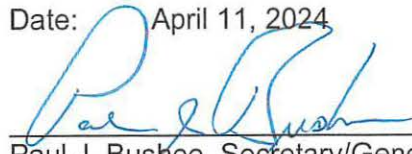
INFORMATION ITEMS

- 19. Project Status Updates and Other Informational Reports**
None.
- 20. Directors' Meetings and Conference Reports**
The 2024 CWEA Annual Conference was held April 9-12, 2024 at the Sacramento Convention Center in Sacramento, CA. (Page 103)
- 21. General Manager's Report**
- 22. General Counsel's Report**
- 23. Board of Directors' Comments**
- 24. Adjournment**

AFFIDAVIT OF POSTING

I, Paul J. Bushee, Secretary of the Leucadia Wastewater District, hereby certify that I posted a copy of the foregoing agenda in the lobby of the District office at 1960 La Costa Avenue, Carlsbad, California and on the District website www.lwwd.org at least 72 hours prior to the meeting, in accordance with Govt. Code Section 54954.2(a).

Date: April 11, 2024



Paul J. Bushee, Secretary/General Manager

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 polices 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*

MEMORANDUM

DATE: April 11, 2024
TO: Board of Directors
FROM: Paul J. Bushee, General Manager
SUBJECT: **Two Years No Vehicle Accidents**



I am pleased to report that the Leucadia Wastewater District (LWD) achieved an organizational objective under the LWD Incentive Program:

Achieve Highest Number of Consecutive Days Without a Vehicle Accident

Under the Incentive Program, an Organizational Objective is met if the District achieves the highest number of consecutive days without a vehicle accident. On March 17, 2024, LWD staff achieved two complete years without a vehicle accident. Vehicle accidents result in economic impacts due to lost productivity, damaged public and private property, workers compensation costs, and undermines employee morale. As a result of this achievement, each employee is eligible for an incentive compensation award in the amount of \$375.

Please join me with congratulating all staff for going two years without a vehicle accident.

tb:PJB

MEMORANDUM

Ref: 24-8725

Date: April 11, 2024
To: Board of Directors
From: Paul J. Bushee, General Manager
Subject: **Presentations and Awards**



It is my pleasure to announce that a Leucadia Wastewater District (LWD) staff member was honored with the following award: 2023 CWEA State Collection System Person of the Year – 1st Place. CWEA presented LWD the award at the CWEA Annual Conference on Thursday, April 11, 2024 in Sacramento, CA. A brief summary of the award follows:

2023 Collection System Person of the Year Award

Mr. Hugo Gonzalez, a Field Service Technician III, received the CWEA San Diego Collection System Person of the Year Award. After winning at the local level, Hugo continued his success with a first place finish for Collection System Person of the Year Award for the State of California.

Please join me in congratulating Hugo for this outstanding accomplishment.

tb:PJB

Attachment

MEMORANDUM

DATE: April 11, 2024
TO: Board of Directors
FROM: Paul J. Bushee, General Manager
SUBJECT: Achievement of an Individual Award



It is my pleasure to announce that a Leucadia Wastewater District (LWD) staff member has met an individual performance objective under LWD's Incentive Program. The individual and achievement are as follows:

California Water Environment Association (CWEA) Mechanical Technologist Grade 1 Certification – Richard (Rick) Easton

Please join me in congratulating Rick who recently received his Mechanical Technologist Grade 1 certification from CWEA. Rick has been working for the District since September 2013 and this is his sixth certification since his employment at the District. Rick has worked hard on his own time for this achievement while maintaining his fulltime position at LWD.

This accomplishment reflects Rick's desire to excel through continued professional development. As a result of this certification, Rick is eligible for an Individual Incentive Award of \$500.

tb:PJB

Certificate of Competence

This is to certify

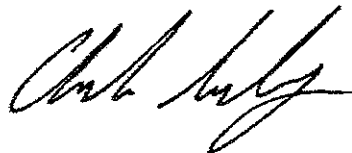
Richard Easton

Having submitted acceptable evidence of qualifications by education, training and experience, this individual is hereby granted this certification of competency in

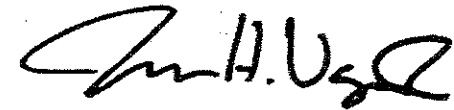
MECHANICAL TECHNOLOGIST GRADE 1

Certificate number: 1308236479

Expires: 3/31/2025



Charles Greely, President
California Water Environment Association



John Vogel, Chair
Technical Certification Program

LEUCADIA WASTEWATER DISTRICT
 Minutes of a Special Board Meeting
 Thursday, March 7, 2024

A special meeting of the Board of Directors of the Leucadia Wastewater District was held Thursday, March 7, 2024 at 8:00 a.m., at the District Administration Office at 1960 La Costa Avenue, Carlsbad, California.

1. Call to Order

President Roesink called the meeting to order at 8:15 a.m.

2. Roll Call and Pledge of Allegiance

DIRECTORS PRESENT: Roesink, Saldana, Omsted, Pacilio, Sullivan
 DIRECTORS ABSENT:
 OTHERS PRESENT: General Manager Paul Bushee, District Counsel Wayne Brechtel, Director of Finance and Administration Ryan Green, Superintendent Marvin Gonzalez, Executive Assistant Tianne Baity, Administrative Services Supervisor Trisha Hill, Field Services Supervisor Mauricio Avalos, Field Services Supervisor Gabe Mendez, Project Coordinator Ian Riffel and Jeff Bills of Confidence Consulting

Director Omsted led the Pledge of Allegiance.

3. Approval of Agenda

Upon a motion duly made by Director Sullivan, seconded by Director Omsted, and unanimously carried, the Board of Directors approved the agenda by the following vote:

Director	Vote
President Roesink	Yes
Vice President Saldana	Yes
Director Omsted	Yes
Director Pacilio	Yes
Director Sullivan	Yes

4. Public Comment

No public comment was received.

5. Strategic Planning Workshop

GM Bushee thanked everyone for attending the strategic planning session.

A. Welcome/Introductions

GM Bushee thanked everyone for attending today's Strategic Planning Workshop. He then introduced Mr. Jeff Bills of Confidence Consulting to facilitate the meeting.

B. Continued Changes in Strategic Thinking

Mr. Bills reviewed how the changes in the strategic planning thinking business model continue to occur. He also reviewed traditional strategic thinking versus responsive strategic planning models and the limitations of each.

Mr. Bills called for a break at 9:32 a.m.

C. Results of Board and Staff Interviews

Mr. Bills provided a brief summary of the results of the Board and Staff interviews noting Board consensus on the following items:

- Strong Commitment to mission / values;
- Strong commitment to leadership / staff;
- Strong perception of governance improvement;
- Recognition of "We Can Improve";
- Tactical plan support; and
- High awareness of personal accountability

D. Focus on Key Strategies

Mr. Bills reviewed and discussed the following key strategic matters:

- Shared strategy at all levels;
- Stronger succession planning at all levels; and
- Building a shared strategy and better relationship with Encina

The Board discussed the key strategic matters at length. Staff explored how the strategic focus areas are explained throughout the organization and provided an overview of staff's succession planning approach. The Board also discussed various approaches to communicating LWD's financial strategic goals to Encina and other key partners.

Mr. Bills called for a lunch break at 12:11 p.m.

Mr. Bills and staff agreed to re-write LWD's strategic focus areas to include a communication strategy for its key partners, and present a draft for the Board's review at a future LWD Board meeting. The Board concurred with this approach.

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

E. Closed Session

The Board met in Closed Session with General Manager Paul Bushee to discuss potential salaries and compensation related to organization

changes and related items as authorized under Government Code Section 54957.6.

There was no reportable action.

The meeting was adjourned at 2:15 p.m.

Chris Roesink, President

Paul J. Bushee
Secretary/General Manager
(SEAL)

LEUCADIA WASTEWATER DISTRICT

Minutes of a Regular Board Meeting

March 13, 2024

A regular meeting of the Board of Directors of the Leucadia Wastewater District was held Wednesday, March 13, 2024 at 5:00 p.m., at the District Administration Office at 1960 La Costa Avenue, Carlsbad, California.

1. Call to Order

President Roesink called the meeting to order at 5:00 p.m.

2. Roll Call

DIRECTORS PRESENT: Roesink, Saldana, Omsted, Pacilio, Sullivan

DIRECTORS ABSENT:

OTHERS PRESENT: General Manager Paul Bushee, General Counsel Wayne Brechtel, Director of Finance and Administration Ryan Green, Field Services Superintendent Marvin Gonzalez, Administrative Services Supervisor Trisha Hill, Executive Assistant Tianne Baity, Project Coordinator Ian Riffel, District Engineer Natalie Frascchetti, former Director of Technical Services Robin Morishita, and Carlos Mendoza member of the public

3. Pledge of Allegiance

Vice President Saldana led the pledge of allegiance.

4. General Public Comment Period

None.

5. Approval of Agenda

Upon a motion duly made by Director Omsted, seconded by Director Sullivan, and unanimously carried, the Board of Directors approved the agenda by the following vote:

Director	Vote
President Roesink	Yes
Vice President Saldana	Yes
Director Omsted	Yes
Director Pacilio	Yes
Director Sullivan	Yes

6. Presentations and Awards

Adopt Resolution No. 2412 – In Appreciation of Robin Morishita For His Outstanding Service and Commitment to the Leucadia Wastewater District.

GM Bushee presented Mr. Robin Morishita with the Resolution of Appreciation, noting Robin's accomplishments during his time with the District.

Mr. Morishita thanked the Board for always supporting staff.

The Board and staff congratulated Robin and thanked him for his hard work and contributions to the District.

Upon a motion duly made by Director Sullivan, seconded by Director Omsted, and unanimously carried, the Board of Directors adopted Resolution No. 2412 – In Appreciation of Robin Morishita For His Outstanding Service and Commitment to the Leucadia Wastewater District by the following vote:

Director	Vote
President Roesink	Yes
Vice President Saldana	Yes
Director Omsted	Yes
Director Pacilio	Yes
Director Sullivan	Yes

CONSENT CALENDAR

7. Approval of Board and Committee Minutes

Minutes of the following meetings:

- February 14, 2024 Board Meeting
- March 6, 2024 Community Affairs Committee Meeting
- March 6, 2024 Engineering Committee Meeting

8. Approval of Demands for February/March 2024

Payroll Checks numbered 240215-1 – 240306-19; General Checking Checks numbered 25357 - 25455

9. Operations Report (A copy was included in the original March 13, 2024 Agenda)

10. Finance Report (A copy was included in the original March 13, 2024 Agenda)

11. Disclosure of Reimbursements

This report discloses travel expense reimbursements for the month of February 2024.

Upon a motion duly made by Director Pacilio, seconded by Vice President Saldana, and unanimously carried, the Board of Directors approved the Consent Calendar by the following vote:

Director	Vote
President Roesink	Yes
Vice President Saldana	Yes
Director Omsted	Yes
Director Pacilio	Yes
Director Sullivan	Yes

EWA and COMMITTEE REPORTS

12. Encina Wastewater Authority (EWA) Reports

A. A regular EWA Board Meeting was held on February 28, 2024.

Vice President Saldana reported on EWA's Board meeting.

B. An Encina Member Agency Manager's (MAM) Meeting was held on March 5, 2024.

GM Bushee reported on EWA's MAM meeting.

13. Committee Reports

A. Community Affairs Committee (CAC) Meeting was held on March 6, 2024.

Vice President Saldana reported that the CAC reviewed and commented on the 2024 Spring Newsletter Draft Text. The CAC suggested some minor edits and staff stated they would make the changes.

The CAC also received an update on the Student Field Day / Hands on Tour with Olivenhain Municipal Water District and San Elijo Joint Powers Authority.

Following discussion, the CAC authorized staff and RTP to proceed with the draft layout of the newsletter.

B. Engineering Committee Meeting was held on March 6, 2024.

Director Omsted reported that the EC reviewed the following recommendations regarding the San Marcos Creek Crossing Diversion Project;

1. Authorize a Fiscal Year 2024 (FY 24) Capital Budget transfer of \$200,000 from the FY 24 Gravity Rehabilitation Project account to the San Marcos Creek Crossing Diversion Project account; and
2. Authorize the General Manager to execute Task Order No. 6 with Water Works Engineers for final design services for the San Marcos Creek Crossing Diversion Project in an amount not to exceed \$99,762.

Director Omsted stated the EC concurred with staff to present these recommendations to the Board of Directors and they will be discussed later in the agenda.

ACTION ITEMS

14. Fiscal Year 2025 (FY25) Budget Development Schedule

DFA Green presented the item stating that staff is in the process of preparing the FY25 Budget. He provided the recommended dates for the Special Board Meeting to review the Preliminary FY25 Budget.

Following discussion, the Board of Directors agreed to schedule the Special Board Meeting for Thursday, May 2, 2024 from 10:00 a.m. to 12:00 p.m.

No action was taken.

15. San Marcos Creek Crossing Diversion Project – Transfer of Capital Funds and Engineering Services.

- A. Authorize a Fiscal Year 2024 (FY 24) Capital Budget transfer of \$200,000 from the FY 24 Gravity Rehabilitation Project account to the San Marcos Creek Crossing Diversion Project account; and
- B. Authorize the General Manager to execute Task Order No. 6 with Water Works Engineers for final design services for the San Marcos Creek Crossing Diversion Project in an amount not to exceed \$99,762.

PC Riffel presented the items to the Board and provided background information noting that it is a FY24 tactical goal. PC Riffel stated emergency repair work was recently completed at the San Marcos Creek pipeline crossing at the Omni La Costa south golf course.

PC Riffel stated that there is a need to expedite a permanent repair to divert flow from the pipeline. He continued that there are two recommendations. The first recommendation involves a \$200K capital budget transfer from the FY24 Gravity Rehabilitation Project (FY24 Gravity Project) account to the San Marcos Creek Crossing Repair account in order to start design work immediately. He said the goal is to complete the project before the next rainy season. He also mentioned the funds are available in the FY24 Gravity Project because the bid price for work came in lower than the engineer's estimate.

RC Riffel said the second recommendation involves a project that would intercept the flow from the sewer line creek crossing and divert to an existing LWD sewer line located in an Arizona crossing. Subsequent to project completion, the sewer line creek crossing would be abandoned. There is additional preliminary work necessary for design including geotechnical investigation, survey work, utility location, and easement identification.

PC Riffel stated staff requested a proposal from the District's as-needed design from Water Works. Staff has reviewed the proposal of \$99,762, which includes support services, noting that it is fair and reasonable.

PC Riffel said the FY 24 Capital Budget for the San Marcos Creek Crossing Project included \$100K to evaluate project alternatives but was utilized for the emergency repair and monitoring. The \$200K transfer of capital funds will allow staff to expedite design and bidding of the project. He mentioned that additional funding will be requested as part of the FY 25 Capital Improvement Program budget as the project is better defined.

Vice President Saldana asked what would the impact on the community be for the project noting that it is important to build good will by notifying the community early on. PC Riffel answered that it would be minor, a couple days, maybe less of geotechnical work, pot-holing, and surveying.

President Roesink asked how deep would the geotechnical work go. PC Riffel answered 40-50 feet deep. President Roesink asked if the Powerpoint slide of the pipe rerouting could be emailed to the Board. PC Riffel answered affirmatively.

Vice President Saldana asked if there was another opportunity for the \$200K to be used for something else. PC Riffel answered that funds were available in the FY 24 Gravity Project because the bid price came in lower than the engineer's estimate. GM Bushee stated that there wasn't a project this year that was put on hold because of funding and that unused funds would be left in reserve for future projects.

The Board thanked PC Riffel for his presentation.

Following discussion, upon a motion duly made by Director Pacilio, and seconded by Director Omsted, and unanimously carried, the Board of Director's authorized a Fiscal Year 2024 (FY 24) Capital Budget transfer of \$200,000 from the FY 24 Gravity Rehabilitation Project account to the San Marcos Creek Crossing Diversion Project account and authorized the General Manager to execute Task Order No. 6 with Water Works Engineers for final design services for the San Marcos Creek Crossing Diversion Project in an amount not to exceed \$99,762 by the following vote:

Director	Vote
President Roesink	Yes
Vice President Saldana	Yes
Director Omsted	Yes
Director Pacilio	Yes
Director Sullivan	Yes

INFORMATION ITEMS

16. Project Status Updates and Other Informational Reports

2024 CSDA Legislative Days is scheduled for May 21 – 22, 2024 at the Sheraton Grand Hotel in Sacramento, CA.

EA Baity announced the date and the time of the 2024 CSDA Legislative Days Conference.

17. Directors' Meetings and Conference Reports

The CSDA Quarterly Dinner was held on February 15, 2024 at The Butcher Shop Steakhouse in San Diego, CA.

Director Sullivan summarized the program for the quarterly dinner.

18. General Manager's Report

GM Bushee reported on the following:

- A reminder that the April Board Meeting was pushed back a week to April 17, 2024.

19. General Counsel's Report

GC Brechtel reported on the following:

- SB 903 – Prohibiting the manufacture, sale, delivery, holding, or offer for sale perfluoroalkyl and polyfluoroalkyl substances (PFAS); and
- Update on the Tax Payer Protection Accountability Act.

20. Board of Directors' Comments

None.

21. Adjournment

President Roesink adjourned the meeting at approximately 5:42 p.m.

Chris Roesink, President

Paul J. Bushee
Secretary/General Manager
(SEAL)

LEUCADIA WASTEWATER DISTRICT
 Minutes of an Engineering Committee Meeting
 April 8, 2024

A meeting of the Engineering Committee (EC) of Leucadia Wastewater District (LWD or District) was held on Monday, April 8, 2024 at 1:00 p.m., at the LWD Administration Office located at 1960 La Costa Avenue, Carlsbad, California.

1. Call to Order

Chairperson Omsted called the meeting to order at 12:59 p.m.

2. Roll Call

DIRECTORS PRESENT: Omsted, Pacilio

DIRECTORS ABSENT: None

OTHERS PRESENT: General Manager Paul Bushee (via zoom); Field Services Superintendent Marvin Gonzalez; Field Services Supervisor Gabe Mendez; Field Services Supervisor Mauricio Avalos; Project Coordinator Ian Riffel; District Engineer Dexter Wilson; and Tim Lewis from Water Works Engineers (Water Works)

3. Public Comment

None.

4. New Business

- A. Authorize the General Manager to execute Task Order No. 7 to the Engineering Design Services Agreement with Water Works Engineers for engineering design services for the Batiquitos Pump Station Emergency Basin Lining Project in an amount not to exceed \$81,509.

PC Riffel presented this recommendation to the EC. PC Riffel stated this item is a FY24 tactical goal and provided a brief background and location of the project.

PC Riffel stated that in October 2022, V&A performed a condition assessment of the emergency basin based on the visual deterioration. As a recommendation to the initial inspection, in December 2022, V&A returned to collect concrete core samples from the (4) walls to further evaluate the extent of the concrete deterioration.

Director Pacilio asked about the concrete core size. PC Riffel answered that 9 inch cores were extracted from the basin.

PC Riffel continued that the results revealed significant lining and concrete failures. He said as a result, V&A recommended to repair the concrete and install a new protective lining in the next 2 years.

PC Riffel added that staff discovered cracks in the nearby dry well below the air well in July 2023. Staff retained a structural engineer to evaluate the issue and the engineer recommended the crack be repaired. This work has been included in the design scope of work.

To commence this work, Water Works has proposed a cost of \$81,509, which staff believes is fair and reasonable.

There is sufficient funding in the FY24 Budget to cover this cost, however, additional funds

will be needed to cover construction.

Following discussion, the EC concurred with staff to forward this item to the Board of Directors.

- B. Authorize the General Manager to execute an Agreement with SCW Contracting Corporation for construction services to complete the Rancho Verde Pump Station Rehabilitation Project in an amount not to exceed \$1,434,600.

PC Riffel presented this item to the EC. He provided background information and said that in March 2020 a Pump Station Condition Assessment recommended the Rancho Verde Pump Station (RVPS) be rehabilitated in FY23.

PC Riffel noted that the estimated construction cost was \$1.108M. PC Riffel stated that the District received two (2) bids by the March 21st deadline and SCW Contracting Corporation (SCW) was the lowest bid of \$1,434,600. He said that SCW's bid was \$327K more than the cost estimate.

PC Riffel reviewed actions staff took to ensure the bid was competitive. Based on this analysis, staff is recommending that the bid be awarded to SCW.

PC Riffel said the FY24 Capital Budget includes sufficient funds to begin construction and that staff will request an additional appropriation as part of the FY25 Capital Budget.

Following discussion, the EC concurred with staff to recommend that that Board of Directors authorize the General Manager to award the contract for the RVPS Project construction to SCW in an amount not to exceed \$1,434,600 as the lowest responsive and responsible bidder.

5. Information Items

None.

6. Directors' Comments

None.

7. General Manager's Comments

GM Bushee mentioned that last week the District procured the new permanent easement for the Diana Pump Station Project. As a result, the District can proceed with the upgrade project.

8. Adjournment

Chairperson Omsted adjourned the meeting at approximately 1:33 p.m.

Paul J. Bushee,
Secretary/Manager
(Seal)

**LEUCADIA WASTEWATER DISTRICT
DEMANDS SUMMARY
April 17, 2024**

Disbursement Period	March 8, 2024 through April 11, 2024	
PAYROLL PAYMENTS		\$ 106,533.69
PAYROLL EXPENSE REIMBURSEMENTS		\$ -
GENERAL CHECKS		
Operating		\$ 290,755.99
Capital		\$ 19,214.60
TOTAL GENERAL CHECKS		<u>\$ 309,970.59</u>
ELECTRONIC PAYMENTS		
Operating		\$ 970,904.17
Capital		\$ 1,148,220.00
TOTAL ELECTRONIC PAYMENTS		<u>\$ 2,119,124.17</u>
TOTAL DEMANDS		\$ 2,535,628.45

**LEUCADIA WASTEWATER DISTRICT
EMPLOYEE/BOARD PAYROLL CHECKS**

April 17, 2024

Disbursement Period March 8, 2024 through April 11, 2024

<u>Description</u>	<u>Check Date</u>	<u>Check #'s</u>		<u>Amount</u>
Biweekly Payroll	3/20/2024	240320-1	240320-18	\$ 52,212.87
Board Payroll	4/1/2024	240401-1	240401-5	\$ 2,290.30
Biweekly Payroll	4/3/2024	240403-1	240403-18	\$ 52,030.52

TOTAL PAYROLL CHECKS	\$	106,533.69
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Leucadia Wastewater District
 Check/Voucher Register - Demand Summary for Board
 1001 - PPB (Opus) General Checking Account
 From 3/8/2024 Through 4/11/2024

Check Number	Effective Date	Vendor Name	Check Amount	Transaction Description
25456	3/8/2024	COUNTY OF SAN DIEGO	3,390.00	Omni La Costa Cross-Connection Inspection
25457	3/14/2024	ABILA INC	7,355.73	MIP Accounting Software Renewal 03/01/24-02/28/2025
25458	3/14/2024	AIRGAS USA LLC	2,034.21	Liquid Oxygen Contract 02/27/24
25459	3/14/2024	AMERICAN BUSINESS BANK	4,608.36	Retention-Pacific Hydrotech VP7 PS #8654100
25460	3/14/2024	AT&T	216.35	Phone Service-BPS 02/10/24-03/09/24
25461	3/14/2024	PETTY CASH	341.26	Petty Cash 01/30/24-03/11/24
25462	3/14/2024	CHUNG S KIM	3,000.00	Lateral Reimbursement: 801 Woodside Ln, Encinitas CA
25463	3/14/2024	CITY OF CARLSBAD	337.90	Water for Vactor 1
	3/14/2024	CITY OF CARLSBAD	365.02	Water for Vactor 2
25464	3/14/2024	CORODATA RECORDS MANAGEMENT ...	105.02	File Storage-February 2024
25465	3/14/2024	C W E A	108.00	Certification Renewal-Collection System Main Grd 3-R Easton
25466	3/14/2024	DEXTER WILSON ENGINEERING	768.00	Development Services-0943 Leucadia Streetscape
	3/14/2024	DEXTER WILSON ENGINEERING	256.00	Development Services-1115 555 & 571 N Vulcan Ave
	3/14/2024	DEXTER WILSON ENGINEERING	64.00	Development Services-1117-155 W. Jason Street
	3/14/2024	DEXTER WILSON ENGINEERING	234.50	Development Services-1158-For Giving Annexation-936 Hymettus
	3/14/2024	DEXTER WILSON ENGINEERING	64.00	Development Services-1199-City of Encinitas La Costa Ave Ped
	3/14/2024	DEXTER WILSON ENGINEERING	256.00	Development Services-1201-159 161 163 Sanford St
25467	3/14/2024	DOWNSTREAM SERVICES, INC.	144.19	Stormwater Maintenance & Hydro Carbon Booms
25468	3/14/2024	FEDERAL EXPRESS CORPORATION	47.48	Shlpping 02/29/24
25469	3/14/2024	FIRE ETC	525.00	SCBA Fit test
25470	3/14/2024	GRAINGER, INC	80.88	While in use cover 4-3/4'
25471	3/14/2024	THE HARTFORD	499.68	Life Insurance-March 2024
25472	3/14/2024	INFRASTRUCTURE ENGINEERING CORP	250.00	Village Park #7 Pump Statton Replacement
25473	3/14/2024	MALLORY SAFETY AND SUPPLY	247.83	Nitrile Gloves

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Leucadia Wastewater District
 Check/Voucher Register - Demand Summary for Board
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Check Number	Effective Date	Vendor Name	Check Amount	Transaction Description
25474	3/14/2024	MAVTECK	4,995.00	FY 2024 Manhole Rehabilitation Project-Feb 2024
25475	3/14/2024	MSC JANITORIAL SERVICE, INC	2,334.58	Janitorial Services-February 2024
	3/14/2024	MSC JANITORIAL SERVICE, INC	546.25	Quarterly Floor Maintenance-January 2024
25476	3/14/2024	OLIVENHAIN MUNICIPAL WATER DIST	19.24	Rincon Consultants NSDWRC Grant Admin Prof Serv thru 1/31/24
	3/14/2024	OLIVENHAIN MUNICIPAL WATER DIST	81.74	Woodard & Curran NSDWRC Grant Admin Prof Serv thru 01/26/24
25477	3/14/2024	PRUDENTIAL OVERALL SUPPLY	176.39	Weekly Uniform/Laundry Services 03/05/24
	3/14/2024	PRUDENTIAL OVERALL SUPPLY	178.61	Weekly Uniform/Laundry Services 03/12/24
25478	3/14/2024	READY LINE FLEET SERVICE INC	1,148.77	Change out heater core vactor #159
25479	3/14/2024	SAN ELIJO JOINT POWERS AUTHORITY	6,750.00	Chief Plant Operator Services Q4
25480	3/14/2024	TERMINIX PROCESSING CENTER	95.10	Pest Control 02/05/24
25481	3/14/2024	PROFESSIONAL EXCHANGE	90.00	Monthly Phone Answering Services - March 2024
25482	3/14/2024	T.S. INDUSTRIAL SUPPLY	204.42	Green Construction Marking Paint
25483	3/14/2024	U.S. BANK	9,553.04	Cal Card Purchase on Statement Dated 02/22/24
25484	3/14/2024	VORTEX DOORS LLC	1,650.00	Preventative Maintenance on rolling doors & gates
25485	3/14/2024	WILLIAMS LLP	3,720.00	Legal Services February 2024
25486	3/21/2024	5 NORTH MEDIA	61,589.41	Audio / Visual System Replacement
25487	3/21/2024	AIRGAS USA LLC	2,009.48	Liquid Oxygen Contract
25488	3/21/2024	AWSS INC	2,149.79	Vehicle Fuel 03/04/24-03/15/24
25489	3/21/2024	GRAINGER, INC	45.08	O Ring, Flange Gasket
25490	3/21/2024	HAAKER EQUIPMENT CO	237.21	Mender 1/2 LL8-30
	3/21/2024	HAAKER EQUIPMENT CO	(1,096.70)	Returned Check Valve CR invoice C3A2C8
	3/21/2024	HAAKER EQUIPMENT CO	11,703.18	Vactor Fluid/Oil & Filters
25491	3/21/2024	HUMANA DENTAL INS.	4,232.27	Dental Insurance- April 2024
25492	3/21/2024	JANET DUSCH	3,000.00	Lateral Reimbursement 816 Summerhill Ct, Encinitas CA
25493	3/21/2024	CONFIDENCE CONSULTING	13,373.84	Strategic Planning Interviews
25494	3/21/2024	KEN GRODY FORD	264.51	Vehicle Maintenance / Services
25495	3/21/2024	MCCROMETER	309.94	Prop Retest w/3pt Cert

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 1001 - PPB (Opus) General Checking Account
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Check Number	Effective Date	Vendor Name	Check Amount	Transaction Description
25496	3/21/2024	MISSION SQUARE	5,924.14	Deferred Comp for PPE 3/17/24
25497	3/21/2024	NEW PIG CORPORATION	644.98	Pig blue absorbant sock
25498	3/21/2024	OLIVENHAIN MUNICIPAL WATER DIS...	58.25	Water @ VP5 PS
25499	3/21/2024	PLANT PEOPLE, INC	186.90	Office Plant Maintenance - March 2024
25500	3/21/2024	PRUDENTIAL OVERALL SUPPLY	178.61	Weekly Uniform/Laundry Services 03/19/24
25501	3/21/2024	SAN DIEGUITO WATER DISTRICT	14.96	Water @ Tanker 2
25502	3/21/2024	SAN DIEGO GAS & ELECTRIC	3,717.09	Electric @ Admin
	3/21/2024	SAN DIEGO GAS & ELECTRIC	89.36	Electric @ Avocado PS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	500.62	Electric @ AWT
	3/21/2024	SAN DIEGO GAS & ELECTRIC	18,318.86	Electric @ BPS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	377.25	Electric @ Diana PS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	2,098.45	Electric @ La Costa PS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	12,808.95	Electric @ LPS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	145.97	Electric @ RV PS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	804.37	Electric @ Saxony PS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	323.24	Electric @ VP5 PS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	195.58	Electric @ VP7 PS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	714.96	Electric/Gas @ E Estates PS
	3/21/2024	SAN DIEGO GAS & ELECTRIC	221.13	Gas @ Admin
25503	3/21/2024	SEA VIEW CONDOMINIUM HOMEOWN...	457.42	Refund for Fiscal Year 2024 Sewer Service Fees
25504	3/21/2024	I2B NETWORKS INC DBA SPACELINK	160.00	Webcam @ BPS 3/14/24-04/13/24
25505	3/21/2024	STAPLES	323.67	Office Supples
25506	3/21/2024	TERMINIX PROCESSING CENTER	73.00	Pest Control 03/04/24
25507	3/21/2024	OCCUPATIONAL HEALTH CENTERS OF...	170.00	Audio Recert
25508	3/21/2024	VERIZON WIRELESS	1,008.75	Cell Phones 02/08/24-03/07/24
25509	3/28/2024	ADS CORP DBA ADS ENVIRONMENTA...	4,655.00	Flow Metering and Data Analysis-March 2024
	3/28/2024	ADS CORP DBA ADS ENVIRONMENTA...	1,340.00	Meter Maintenance / Data Delivery (ECHO) - March 2024
25510	3/28/2024	AT&T	284.40	Phone Service Elevator 01/25/24-03/24/24
25511	3/28/2024	C & B Atr Power	750.45	Service kits & labor
25512	3/28/2024	COLONIAL LIFE INS	184.16	Accident/Critical Illness Ins 3/6 & 3/20/24
25530	3/28/2024	CO'S TRAFFIC CONTROL, INC	1,650.00	Traffic Control Plan
25531	3/28/2024	COUNTY OF SAN DIEGO	10.00	State Surcharge for CUPA Village Park 5

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25532	3/28/2024	DEXTER WILSON ENGINEERING	3,195.00	General Engineering 103-500 FY2024-Feb
	3/28/2024	DEXTER WILSON ENGINEERING	3,528.00	VP7 PS Portable Generator Design
25533	3/28/2024	FIDELITY SECURITY LIFE INSURANCE...	409.75	Vision Insurance-April 2024
25534	3/28/2024	GRAINGER, INC	139.28	25ft Chain
	3/28/2024	GRAINGER, INC	5.46	O-Ring Dash 352
25535	3/28/2024	HAAKER EQUIPMENT CO	715.87	2' discharge valve
	3/28/2024	HAAKER EQUIPMENT CO	168.09	Hose end, mender
	3/28/2024	HAAKER EQUIPMENT CO	2,027.83	Work for Vactor Module
25536	3/28/2024	JOHN W. SMITH dba: NORTH COUNT...	300.00	Test 3 backflow preventers
25537	3/28/2024	KONECRANES, INC	707.00	LPS Quarterly Crane inspection March 2024
25538	3/28/2024	MUTUAL OF OMAHA	1,397.45	Disability Insurance-April 2024
25539	3/28/2024	OLIVENHAIN MUNICIPAL WATER DIST	138.59	Woodard & Curran NSDWRC Grant Admin
25540	3/28/2024	PLUMBERS DEPOT, INC	938.90	Fiberglass poles, foam core, grit/debris catcher and scoop
25541	3/28/2024	PRUDENTIAL OVERALL SUPPLY	178.61	Weekly Uniform/Laundry Service 3/26/24
25542	3/28/2024	Quench USA Inc	136.85	Office Drinking Water Monthly Service 03/19/24-04/18/24
25543	3/28/2024	RANCHO SANTA FE SECURITY SYSTEMS	20.00	System modification - addition Anderson & Hinojosa
	3/28/2024	RANCHO SANTA FE SECURITY SYSTEMS	10.00	System modification - removal R Morishita
	3/28/2024	RANCHO SANTA FE SECURITY SYSTEMS	10.00	System modification -additfon A Bobb
25544	3/28/2024	THE SHERWIN-WILLIAMS CO INC	164.30	Paint
25545	3/28/2024	STAPLES	(29.30)	Credit on Invoice 3561064948
	3/28/2024	STAPLES	390.60	Office Supplies
25546	3/28/2024	UNIFIRST FIRST AID CORP	(1,415.88)	Credit on paid invoice 2029365
	3/28/2024	UNIFIRST FIRST AID CORP	1,696.03	G5 Electrodes
	3/28/2024	UNIFIRST FIRST AID CORP	510.87	G5 Lithium battery
25547	4/4/2024	ADT COMMERCIAL LLC	165.00	Monthly Security Camera Maintenance 04/17/24-05/16/24
25548	4/4/2024	AZTEC LEASING INC	530.88	Copy Machine Lease-March 2024
25549	4/4/2024	BAJA POOL AND SPA SERVICE	540.00	Water Fountain Weekly Maintenance - April 2024

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25550	4/4/2024	Brightview Landscape Services Inc	1,066.00	Landscape Maintenance Services @ Admin-April 2024
	4/4/2024	Brightview Landscape Services Inc	378.00	Vegetation Cleanup (Line Maintenance)-April 2024
25551	4/4/2024	CITY OF CARLSBAD	459.21	Water @ 1900 La Costa Ave
	4/4/2024	CITY OF CARLSBAD	170.60	Water @ 1960 La Costa Ave
	4/4/2024	CITY OF CARLSBAD	28.70	Water @ Fire Line
25552	4/4/2024	COX COMMUNICATIONS SAN DIEGO	1,567.08	Phone / Internet Services 3/22/24-4/21/24
25553	4/4/2024	C W E A	108.00	Certification Renewal-Collection System Main Grd 3-M. Avalos
25554	4/4/2024	DATA NET SOLUTIONS GROUP	6,208.00	Monthly IT Services-March 2024
	4/4/2024	DATA NET SOLUTIONS GROUP	2,610.00	Monthly Managed Services- March 2024
25555	4/4/2024	DKF SOLUTIONS GROUP, LLC	300.00	Monthly MSO Subscription - April 2024
25556	4/4/2024	GRAINGER, INC	161.09	Fuse, Class CC
	4/4/2024	GRAINGER, INC	23.29	Pulley Block 2 IN
25557	4/4/2024	KEN GRODY FORD	1.65	Ken Grody Invoiced us short for invoice 398178
25558	4/4/2024	L&L PRINTERS	4,332.51	Prop 218 Notice Letter postage
25559	4/4/2024	MAVTECK	9,045.00	FY 2024 Manhole Rehabilitation Project-March 2024
25560	4/4/2024	MIGUEL A GURROLA dba DRAINS FOR...	10,795.00	Replace 80 gallon water heater
25561	4/4/2024	MISSION SQUARE	6,747.89	Deferred Comp for PPE 04/03/24
25562	4/4/2024	MITSUBISHI ELECTRIC US INC - MEU...	375.30	Elevator Maintenance-April 2024
25563	4/4/2024	NORTH COUNTY TRANSIT DISTRICT	920.74	235.10-2003-PL-LCWD Annual License Fee 3/1/24-2/28/25
25564	4/4/2024	OLIVENHAIN MUNICIPAL WATER DIS...	74.13	Recycled Water @ Traveling
	4/4/2024	OLIVENHAIN MUNICIPAL WATER DIS...	54.28	Water @ Enclinitas Estates PS
	4/4/2024	OLIVENHAIN MUNICIPAL WATER DIS...	598.61	Water @ Traveling
	4/4/2024	OLIVENHAIN MUNICIPAL WATER DIS...	452.95	Water @ Traveling 2
	4/4/2024	OLIVENHAIN MUNICIPAL WATER DIS...	65.23	Water @ VP7
25565	4/4/2024	PLUMBERS DEPOT, INC	2,861.88	Federal Signal, Micro Pulse 9, Wide Angle, Amber 9 LEDs
25566	4/4/2024	REPUBLIC SERVICES #661	395.76	Waste Services- March 2024
25567	4/4/2024	PROFESSIONAL EXCHANGE	90.00	Monthly Phone Answering Services-March 2024
25568	4/4/2024	T.S. INDUSTRIAL SUPPLY	78.23	Green Marking Chalk
25569	4/4/2024	UNDERGROUND SERVICE ALERTS/C	270.75	Monthly Underground Alarm Service

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	4/4/2024	UNDERGROUND SERVICE ALERTS/C	76.07	Monthly Underground State Fee
25570	4/4/2024	VORTEX DOORS LLC	932.10	Repairs to side gate at Batiquitos
25571	4/4/2024	WATCHMAN SAFETY CONSULTING	4,280.00	Traffic Control/Flagger & Confined Space Training
25572	4/11/2024	AIRGAS USA LLC	800.00	Liquid Oxygen Contract - Monthly Fee-April 2024
	4/11/2024	AIRGAS USA LLC	800.00	Liquid Oxygen Contract - Monthly Fee-February 2024
	4/11/2024	AIRGAS USA LLC	800.00	Liquid Oxygen Contract - Monthly Fee-March 2024
	4/11/2024	AIRGAS USA LLC	2,229.60	Liquid Oxygen Contract 03/25/24
25573	4/11/2024	ALPHAGRAPHICS	147.76	Annual Budget tabs
25574	4/11/2024	CITY OF CARLSBAD	337.90	Water for Vactor 1
	4/11/2024	CITY OF CARLSBAD	369.54	Water for Vactor 2
25575	4/11/2024	CORODATA RECORDS MANAGEMENT ...	108.35	File Storage - March 2024
25576	4/11/2024	ESCONDIDO GOLF CART CENTER, INC	157.94	Tire
25577	4/11/2024	HAAKER EQUIPMENT CO	2,826.50	Quick Change 8" Wheel
25578	4/11/2024	PACIFIC RIM MECHANICAL	337.00	Quarterly HVAC Services-AWT
	4/11/2024	PACIFIC RIM MECHANICAL	687.00	Quarterly HVAC Services-BPS
	4/11/2024	PACIFIC RIM MECHANICAL	186.50	Quarterly HVAC Services-EEPS
	4/11/2024	PACIFIC RIM MECHANICAL	684.00	Quarterly HVAC Services-LPS
	4/11/2024	PACIFIC RIM MECHANICAL	2,289.50	Quarterly HVAC Services-LWD Admin Building
25579	4/11/2024	PRUDENTIAL OVERALL SUPPLY	178.61	Weekly Uniform/Laundry Service 04/02/24
	4/11/2024	PRUDENTIAL OVERALL SUPPLY	193.20	Weekly Uniform/Laundry Service 04/09/24
25580	4/11/2024	QUADIENT FINANCE USA INC	200.00	Postage
25581	4/11/2024	RISING TIDE PARTNERS	3,300.00	Public Information Services 01/01/24-01/31/24
	4/11/2024	RISING TIDE PARTNERS	3,687.75	Public Information Services 02/01/24-02/29/24
25582	4/11/2024	SAN DIEGUITO WATER DISTRICT	7.48	Water @ Tanker 2
25583	4/11/2024	SLOAN ELECTRIC COMPANY	2,160.00	Vibration Reading & Analysis BPS
25584	4/11/2024	TERMINIX PROCESSING CENTER	95.10	Pest Control 03/04/2024
	4/11/2024	TERMINIX PROCESSING CENTER	73.00	Pest Control 04/01/2024
25585	4/11/2024	THE HOME DEPOT CRC/GECF	15.06	27x48 CRDLs RD white 1 vinyl cut
	4/11/2024	THE HOME DEPOT CRC/GECF	19.18	3/8 Barb x 1/4 MIP adaptor brass

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Check Number	Effective Date	Vendor Name	Check Amount	Transaction Description
	4/11/2024	THE HOME DEPOT CRC/GECF	65.66	Furniture Stretch Wrap/Upholstry Cleaner
	4/11/2024	THE HOME DEPOT CRC/GECF	82.06	Paint supplies/Pine Sol
25586	4/11/2024	T.S. INDUSTRIAL SUPPLY	142.69	Gre sewer marker wire flags
25587	4/11/2024	VORTEX DOORS LLC	<u>730.90</u>	Repair work on entrance gate
Report Total			<u>309,970.59</u>	

Leucadia Wastewater District
 Posted General Ledger Transactions - CD Transactions for Demands w/ fund

Session ID	Document Number	Effective Date	Name	Debit	Transaction Description
CD1151	1002592019	3/8/2024	CALPERS	4,153.93	CalPERS Retirement for Payroll on 03/6/24-Classic-EE
		3/8/2024	CALPERS	8,962.13	CalPERS Retirement for Payroll on 03/6/24-Classic-ER
	1002592020	3/8/2024	CALPERS	2,788.66	CalPERS Retirement for Payroll on 03/6/24-PEPRA-EE
		3/8/2024	CALPERS	<u>2,763.44</u>	CalPERS Retirement for Payroll on 03/6/24-PEPRA-ER
Total CD1151				18,668.16	
CD1154	1002601950	4/2/2024	CALPERS	39,837.86	CalPERS Health Insurance-March 2024-Staff
		4/2/2024	CALPERS	138.99	CalPERS Health Insurance-March 2024-AdminCalPERS Health In
		4/2/2024	CALPERS	942.00	CalPERS Health Insurance-March 2024-Retirees
	1002601951	4/2/2024	CALPERS	2,020.64	CalPERS Health Insurance-March 2024-Board
		4/2/2024	CALPERS	<u>6.47</u>	CalPERS Health Insurance-March 2024-Admin
Total CD1154				42,945.96	

Leucadia Wastewater District
 Posted General Ledger Transactions - CD Transactions for Demands w/ fund

Session ID	Document Number	Effective Date	Name	Debit	Transaction Description
CD1155	270448190240773	3/21/2024	United States Treasury	8,658.43	Payroll Taxes for Check Dated 03/20/24-Federal
		3/21/2024	United States Treasury	10,199.72	Payroll Taxes for Check Dated 03/20/24-FICA
		3/21/2024	United States Treasury	2,385.40	Payroll Taxes for Check Dated 03/20/24-Medicare
	7690593	3/21/2024	EMPLOYMENT DEVELOPMENT DEPT	<u>3,397.60</u>	Payroll Taxes for Check Dated 03/20/24-State
Total CD1155				24,641.15	
CD1156	1002602256	3/22/2024	CALPERS	3,477.14	CalPERS Retirement for Payroll on 02/7/24-Classic EE
		3/22/2024	CALPERS	7,501.95	CalPERS Retirement for Payroll on 03/20/24-Classic-ER
	1002602257	3/22/2024	CALPERS	2,789.82	CalPERS Retirement for Payroll on 03/20/24-PEPRA EE
		3/22/2024	CALPERS	<u>2,764.60</u>	CalPERS Retirement for Payroll on 03/20/24-PEPRA ER
Total CD1156				16,533.51	

Leucadia Wastewater District
 Posted General Ledger Transactions - CD Transactions for Demands w/ fund

Session ID	Document Number	Effective Date	Name	Debit	Transaction Description
		12/31/2023	ENCINA WASTEWATER AUTHORITY	165,824.00	EWA Wire-Q2 FY2024 Recon Operating
		12/31/2023	ENCINA WASTEWATER AUTHORITY	(180,223.00)	EWA Wire-Q2 FY2024 Recon Capital
		3/31/2024	ENCINA WASTEWATER AUTHORITY	659,907.00	EWA Wire-Q4 FY2024 Est Operating
		3/31/2024	ENCINA WASTEWATER AUTHORITY	1,328,443.00	EWA Wire-Q4 FY2024 Est Capital
Total CD1157				1,973,951.00	
CD1158	270449372672734	4/2/2024	United States Treasury	284.70	Board Payroll Taxes for Checks dated 04/01/24-W/H
		4/2/2024	United States Treasury	272.80	Board Payroll Taxes for Checks dated 04/01/24-FICA
		4/2/2024	United States Treasury	<u>81.20</u>	Board Payroll Taxes for Checks dated 04/01/24-Medicare
Total CD1158				638.70	
CD1159	1002610677	4/2/2024	CALPERS	48.00	PERS Retirement Pay Period 3/1 - 3/31/2024 E. Sullivan-EE
		4/2/2024	CALPERS	<u>103.56</u>	PERS Retirement Pay Period 3/1 - 3/31/2024 E. Sullivan-ER
Total CD1159				151.56	
CD1160	270449580451366	4/4/2024	United States Treasury	8,978.37	Payroll Taxes for Check Dated 04/03/24-W/H

Leucadia Wastewater District
 Posted General Ledger Transactions - CD Transactions for Demands w/ fund

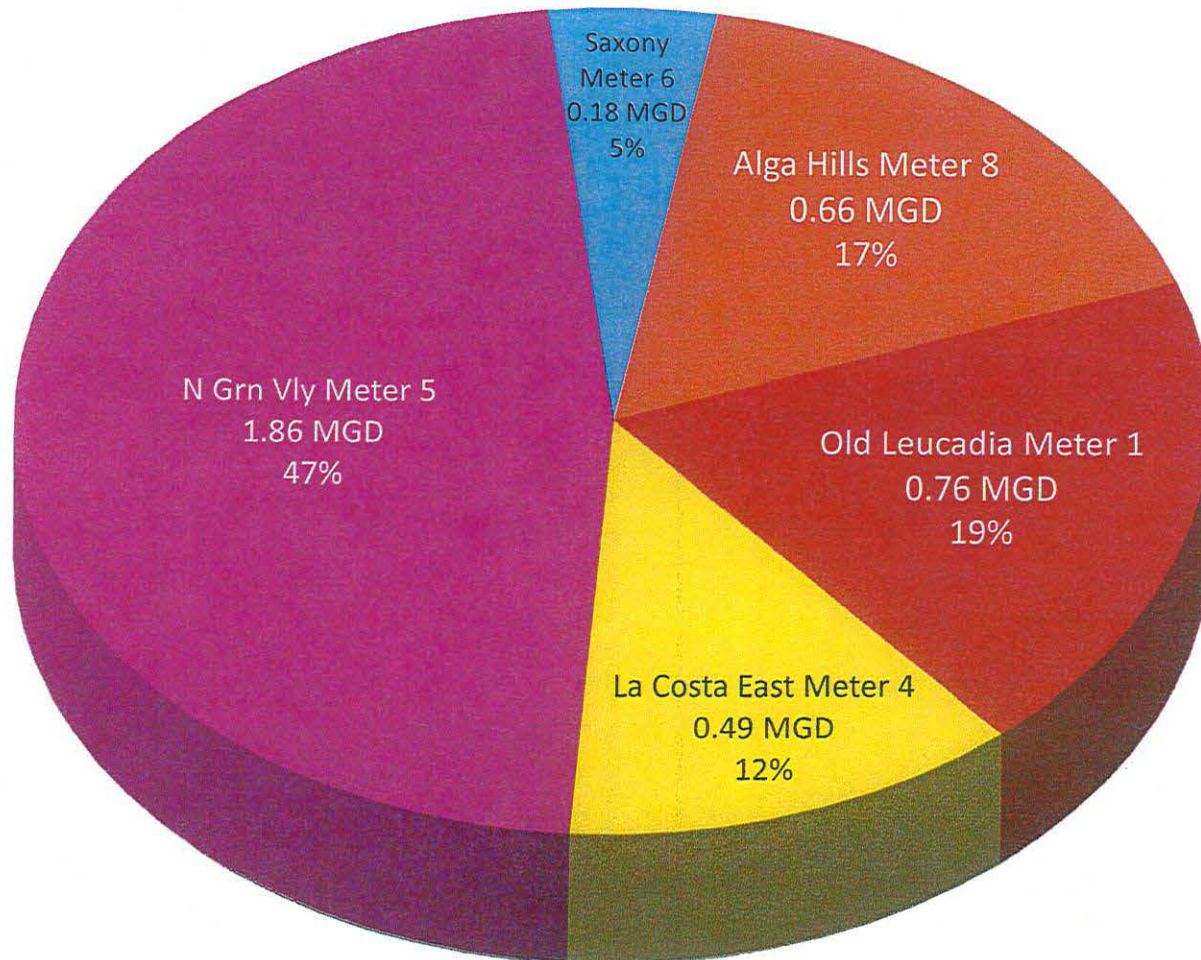
Session ID	Document Number	Effective Date	Name	Debit	Transaction Description
		4/4/2024	United States Treasury	2,383.84	Payroll Taxes for Check Dated 04/03/24-Medicare
	7711696	4/4/2024	United States Treasury	10,192.80	Payroll Taxes for Check Dated 04/03/24-FICA
	/	4/4/2024	EMPLOYMENT DEVELOPMENT DEPT	<u>3,378.12</u>	Payroll Taxes for Check Dated 04/03/24-State
Total CD1160				24,933.13	
CD1161	1002611153	4/5/2024	CALPERS	3,477.14	CalPERS Retirement for Payroll on 04/03/24-Classic-EE
		4/5/2024	CALPERS	7,501.94	CalPERS Retirement for Payroll on 04/03/24-Classic-ER
	1002611154	4/5/2024	CALPERS	2,798.86	CalPERS Retirement for Payroll on 04/03/24-PEPRA-EE
		4/5/2024	CALPERS	<u>2,773.56</u>	CalPERS Retirement for Payroll on 04/03/24-PEPRA-ER
Total CD1161				16,551.50	
CD1162	318251	3/28/2024	IGOE-FLEX BENEFIT	<u>109.50</u>	IGOE Admin Fee - March 2024
Total CD1162				<u>109.50</u>	
Report Total				<u>2,119,124.17</u>	

**LEUCADIA WASTEWATER DISTRICT
OPERATIONS REPORT
FISCAL YEAR 2024 (July 2023 - June 2024)**

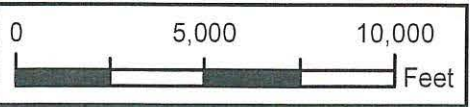
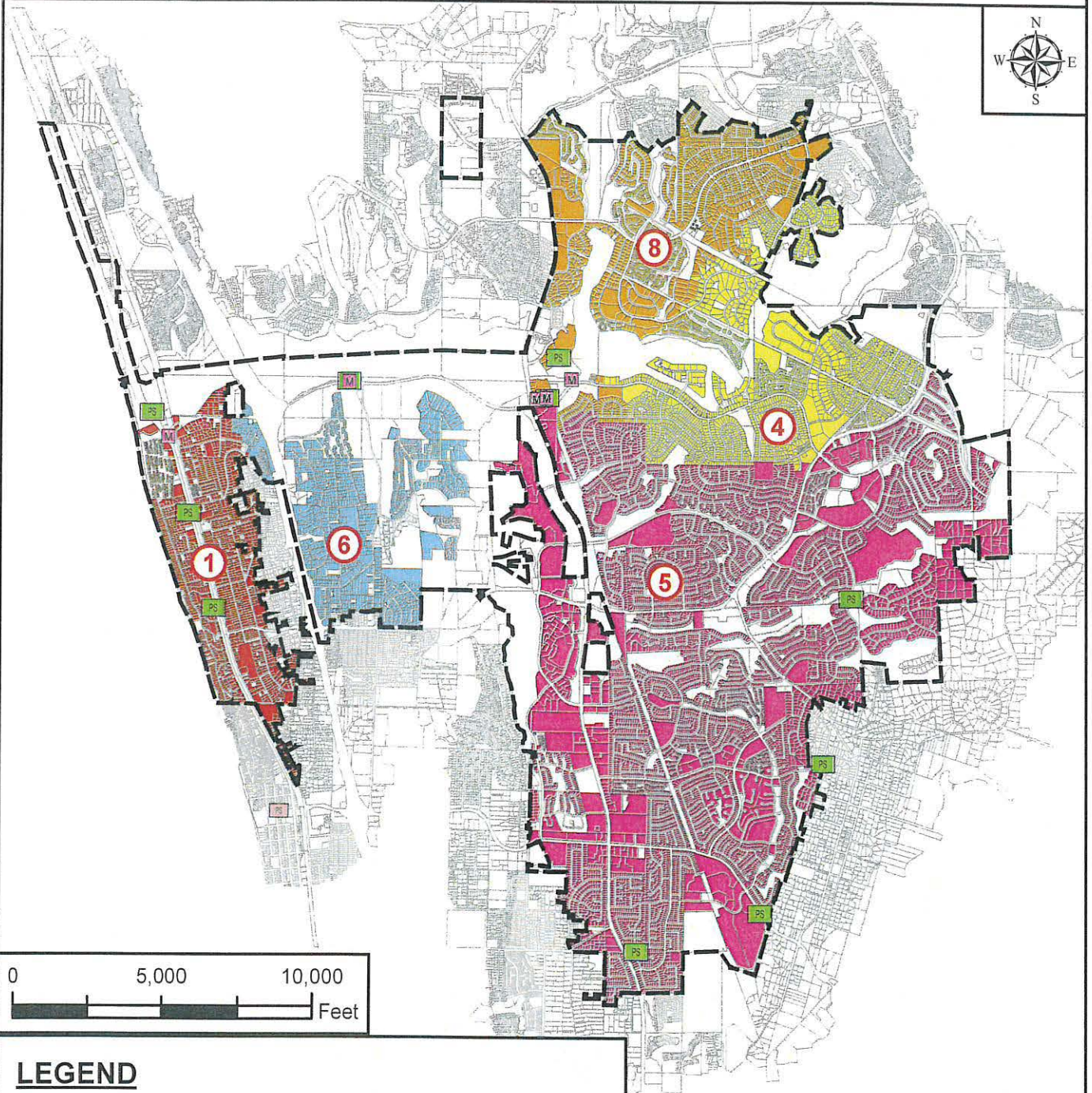
CURRENT MONTH Mar-24							FY 2023
Period	Total Rain Inches	Total Flow MG	Added EDU's 28,936.03	LWD ADF (MGD)	GPD/EDU	RECLAIMED Total (ac-ft/mo)	LWD ADF (MGD)
JULY	0.00	116.56	24.75	3.76	129.83	36.08	3.81
YTD			28,960.78				
AUGUST	2.56	118.73	4.46	3.83	132.22	19.08	3.96
YTD			28,965.24				
SEPTEMBER	0.08	115.20	2.25	3.70	127.73	22.89	3.91
YTD			28,967.49				
OCTOBER	0.06	114.08	3.00	3.68	127.02	23.49	3.76
YTD			28,970.49				
NOVEMBER	1.17	114.90	0.60	3.68	127.02	10.91	3.87
YTD			28,971.09				
DECEMBER	0.99	118.11	0.00	3.62	124.95	5.23	3.80
YTD			28,971.09				
JANUARY	3.56	119.35	0.25	3.71	128.06	1.58	4.00
YTD			28,971.34				
FEBRUARY	6.07	119.48	1.50	4.12	142.20	0.00	3.63
YTD			28,972.84				
MARCH	2.02	122.45	2.25	3.80	131.15	0.37	3.86
YTD			28,975.09				
APRIL							3.82
YTD							
MAY							3.99
YTD							
JUNE							3.67
YTD							
YTD Totals	16.51	1058.86	39.06			119.63	
Mo Average	1.83	117.65	4.34	3.77	130.02	13.29	3.84

34

**LWD Flows by Sub-Basin
March 2024
Total LWD Flow 3.95 MGD**



LEUCADIA WASTEWATER DISTRICT

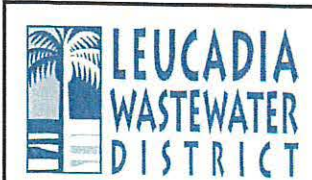


LEGEND

Parcels by Basin

- 1 - Old Leucadia
- 4 - La Costa East
- 5 - North Green Valley
- 6 - Saxony
- 8 - Alga Hills

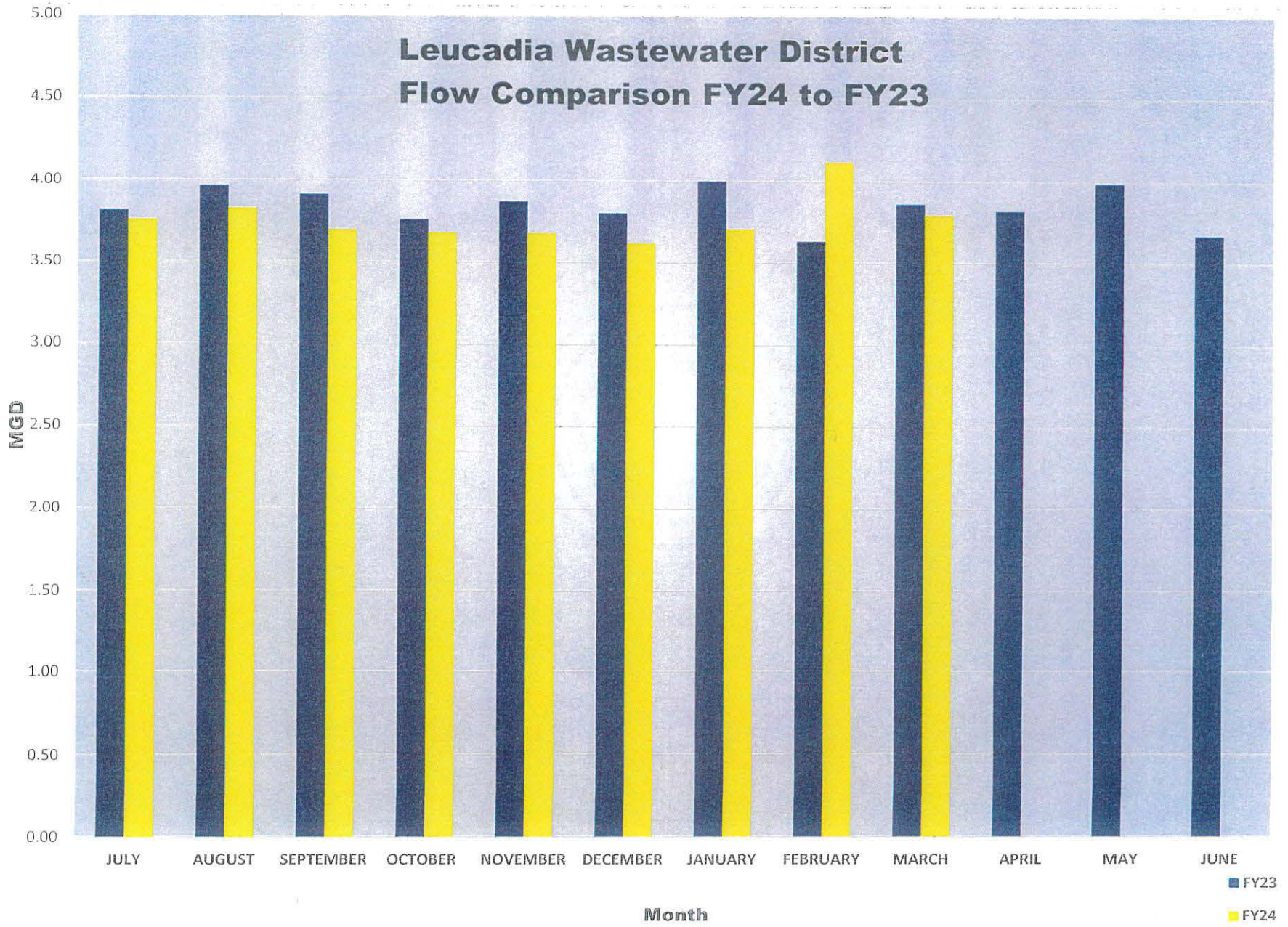
- M Meter Locations
- PS LWD Pump Stations
- PS Encinitas Pump Stations
- LWD Boundary



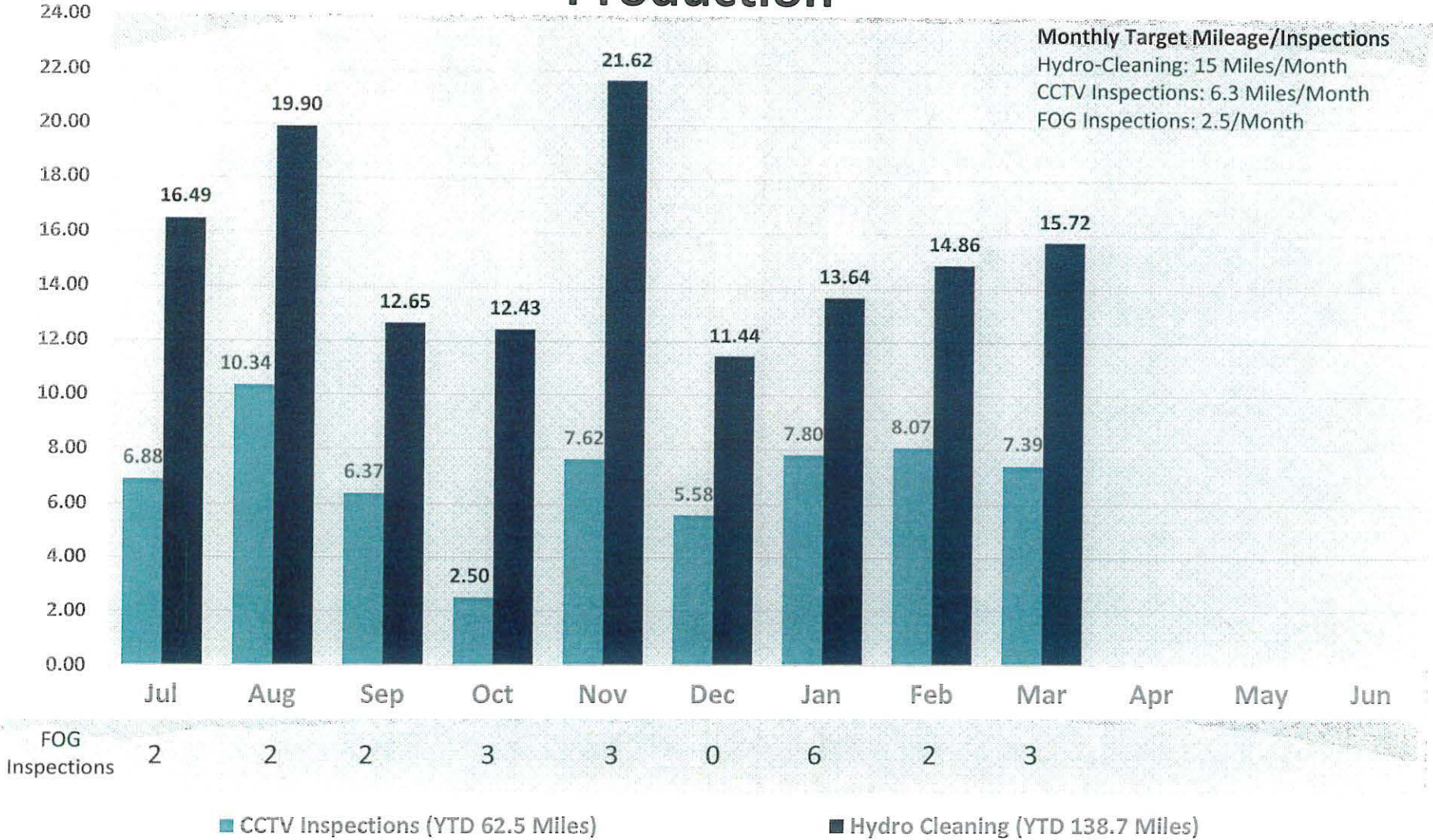
DEXTER WILSON ENGINEERING, INC.
CONSULTING ENGINEERS
(760) 438-4422

SEWER COLLECTION SYSTEM BY SUB-BASIN

Date Saved: 11/12/2021 9:07:13 AM
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FY-24 CCTV Inspections & Hydro Cleaning Production





LEADERS IN
ENVIRONMENTAL
PROTECTION

**Operations and Administration Training Report
March 2024**

Training & Safety Events for the month March 2024

Description	Hours		
	Ops	Admin	Total
CalOSHA Awareness Level Training Module	1.0	0.0	1.0
Confined Space Program Review	13.5	0.0	13.5
Confined Space Training	36.0	0.0	36.0
Flagging / Traffic Control	36.0	0.0	36.0
Hearing Conservation	3.0	0.0	3.0
CSRMA Skid Steer Operations	1.0	0.0	1.0
DataNet Phishing: Introduction to Phishing	0.0	0.5	0.5
DataNet Phishing: CEO Scams	0.0	2.0	2.0
DataNet Clean Desk Policy	0.0	2.0	2.0
DataNet Physical Security: Removable Devices	0.0	2.0	2.0
DataNet NIST 800-171 Overview	0.0	2.0	2.0
Underground Utility	7.0	0.0	7.0
Water Industry Effective Meter Reading	1.0	0.0	1.0
Water Industry Driving Safety	1.0	0.0	1.0
Water Industry Materials Handling, Storage, Use, & Disposal	1.0	0.0	1.0
Workplace Violence Prevention Training	1.0	0.0	1.0
Total Training Hours	101.5	8.5	110.0

Conferences/Webinars/Seminars for the month of March 2024

Description	Attendees		
	Ops	Admin	Total
CalPERS MyCalPERS Employer Reports	0	1	1
PFM Understanding Fixed Income Securities	0	1	1
PFM Understanding Total Return	0	1	1
CSRMA Legal Issues Regarding Hiring	0	2	2
CSRMA What's new in Worker's Compensation for 2024 - Laws, Rules, Regulations and F	0	1	1
Total Attended Conferences	0	6	6

Notes:

Trainings include web-based, classroom, tailgates and safety events



LEUCADIA
WASTEWATER
DISTRICT

LEADERS IN
ENVIRONMENTAL
PROTECTION

**Operations and Administration Training Report
Summary for Fiscal Year 2024**

Training		Hours	
Month	Ops	Admin	Total
Jul-23	27.0	13.0	40.0
Aug-23	28.0	10.0	38.0
Sep-23	67.5	16.0	83.5
Oct-23	37.0	6.0	43.0
Nov-23	37.5	11.0	48.5
Dec-23	48.0	9.0	57.0
Jan-24	55.0	24.5	79.5
Feb-24	60.0	6.0	66.0
Mar-24	101.5	8.5	110.0
Apr-24	0.0	0.0	0.0
May-24	0.0	0.0	0.0
Jun-24	0.0	0.0	0.0
YTD Totals	461.5	104.0	565.5

Conferences		Attendees	
Month	Ops	Admin	Total
Jul-23	0.0	2.0	2.0
Aug-23	6.0	8.0	14.0
Sep-23	0.0	6.0	6.0
Oct-23	1.0	2.0	3.0
Nov-23	0.0	2.0	2.0
Dec-23	0.0	2.0	2.0
Jan-24	3.0	7.0	10.0
Feb-24	0.0	2.0	2.0
Mar-24	0.0	6.0	6.0
Apr-24	0.0	0.0	0.0
May-24	0.0	0.0	0.0
Jun-24	0.0	0.0	0.0
YTD Total	10.0	37.0	47.0

Notes:

Trainings include web-based, classroom, and tailgates

Conferences include CASA, CWEA, CSDA, CSRMA, CSFMO

Leucadia Wastewater District

Balance Sheet

As of 3/31/2024

(In Whole Numbers)

	Amount
Assets	
Cash & Investments	24,368,604
Accounts Receivables	174,407
Net OPEB Asset	149,103
Prepaid Expense	266,432
Funds held with Encina Wastewater Authority	445,200
Capital Assets	191,971,167
Less Accumulated Depreciation	(67,725,713)
Total Assets	149,649,200
Deferred Outflows	
PERS Pension Deferred Outflows	2,452,372
OPEB Health Deferred Outflows	111,455
Total Deferred Outflows	2,563,827
Total Assets & Deferred Outflows	152,213,027
Liabilities	
Accounts Payable & Accrued Expenses	625,116
Developer Deposits	183,839
Lease Liability	6,818
Net Pension Liability	4,848,371
Total Liabilities	5,664,144
Deferred Inflows	
PERS Pension Deferred Inflows	247,136
OPEB Health Deferred Inflows	77,393
Total Deferred Inflows	324,529
Net Position	
Beginning Net Position (as of June 30, 2023)	
Investment in Capital Assets	124,238,637
Reserves	24,508,862
Undesignated Net Position	(0)
Total Beginning Net Position (as of June 30, 2023)	148,747,499
Current Change In Net Position	
Other	(2,523,145)
Total Current Change In Net Position	(2,523,145)
Total Net Position	146,224,354
Total Liabilities, Deferred Inflows & Net Position	152,213,027

Leucadia Wastewater District

Summary Budget Comparison - Revenues and Operating Expenses

From 7/1/2023 Through 3/31/2024

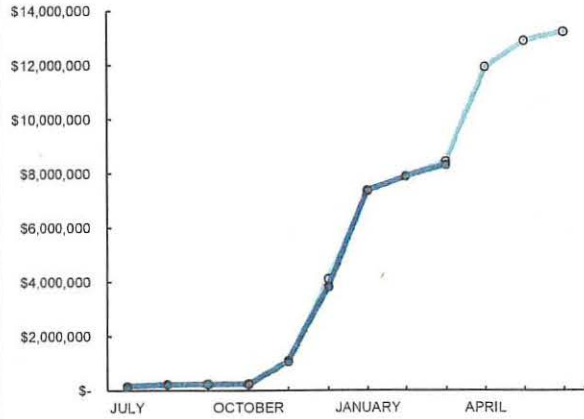
Account Title	YTD Actual	Total Annual Budget	Remaining Budget	Percentage Total Budget Used
OPERATING REVENUES				
3110 Sewer Service Fees	\$ 8,307,278.98	\$13,213,949.00	\$ 4,906,670.02	62.9%
3150 Recycled Water Sales	184,041.61	403,000.00	218,958.39	45.7%
3100 Misc. Operating Revenue	40,767.56	190,824.00	150,056.44	21.4%
TOTAL OPERATING REVENUES	\$ 8,532,088.15	\$13,807,773.00	\$ 5,275,684.85	61.8%
OPERATING EXPENSES				
4100 Salaries	\$ 1,564,129.72	\$ 2,230,802.00	\$ 666,672.28	70.1%
4200 Employee Benefits	1,105,825.38	1,577,047.00	471,221.62	70.1%
4300 Directors Expense	66,773.27	130,600.00	63,826.73	51.1%
4600 Gas, Oil & Fuel	38,142.16	61,000.00	22,857.84	62.5%
4700 Insurance Expense	231,386.35	237,500.00	6,113.65	97.4%
4800 Memberships	36,827.74	40,000.00	3,172.26	92.1%
4900 Office Expense	129,098.41	179,280.00	50,181.59	72.0%
5000 Operating Supplies	86,732.54	154,400.00	67,667.46	56.2%
5200 Professional Services	258,461.38	464,050.00	205,588.62	55.7%
5300 Printing & Publishing	16,828.12	32,000.00	15,171.88	52.6%
5400 Rents & Leases	12,130.07	22,900.00	10,769.93	53.0%
5500 Repairs & Maintenance	360,880.37	555,135.00	194,254.63	65.0%
5600 Monitoring & Permits	81,349.73	93,600.00	12,250.27	86.9%
5700 Training & Development	37,047.70	52,000.00	14,952.30	71.2%
5900 Utilities	434,967.43	578,600.00	143,632.57	75.2%
6100 LAFCO Operations	7,344.11	9,050.00	1,705.89	81.2%
6200 Encina Operating Expense	2,657,927.00	2,884,000.00	226,073.00	92.2%
6900 Admin O/H alloc to Capital	(175,065.25)	(210,060.00)	(34,994.75)	83.3%
TOTAL OPERATING EXPENSES	\$ 6,950,786.23	\$ 9,091,904.00	\$ 2,141,117.77	76.5%
NON-OPERATING REVENUES				
3130 Capacity Fees	\$ 212,198.12	\$ 152,670.00	\$ (59,528.12)	139.0%
3220 Property Taxes	1,357,405.44	2,213,000.00	855,594.56	61.3%
3250 Investment Income	440,250.00	485,000.00	44,750.00	90.8%
3290 Misc. Non Op Revenue	11,203.63	535,400.00	524,196.37	2.1%
TOTAL NON-OPERATING REVENUES	\$ 2,021,057.19	\$ 3,386,070.00	\$ 1,365,012.81	59.7%

Preliminary: subject to future review, reconciliation, accruals and audit

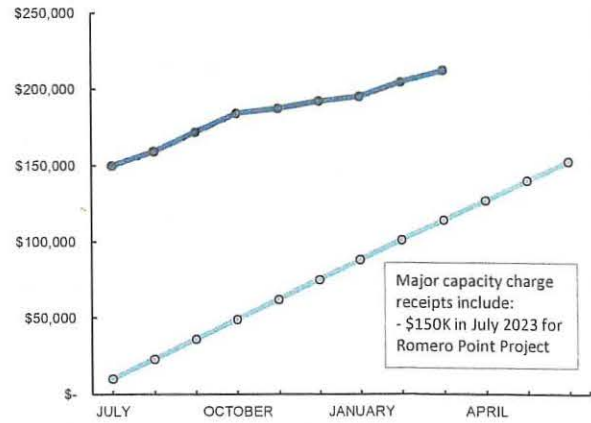
Leucadia Wastewater District Revenue FY2024

YTD through March 31, 2024

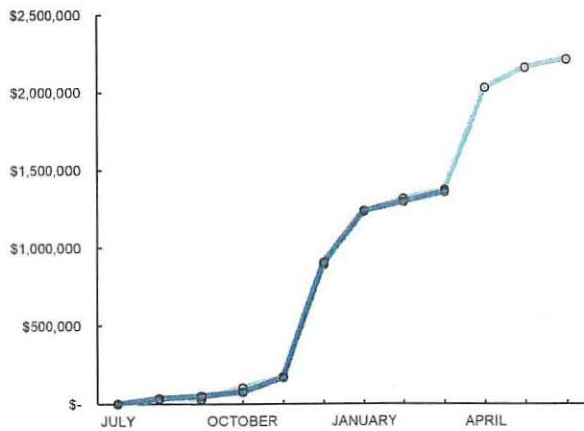
Sewer Service Fees



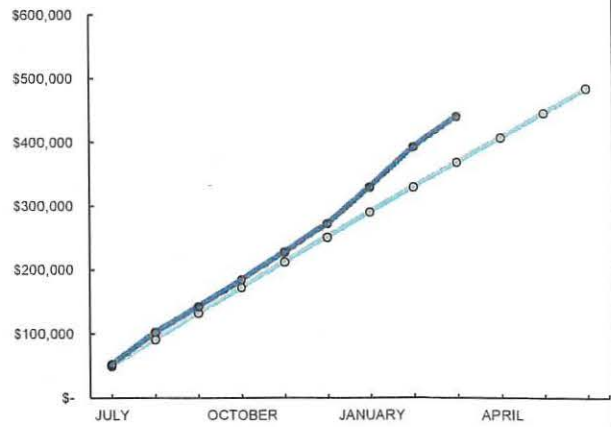
Capacity Charges



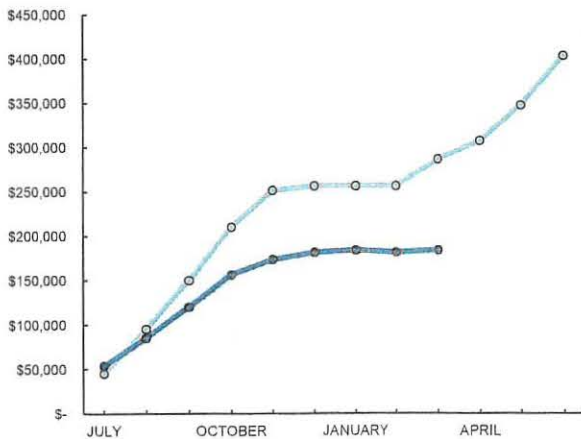
Property Taxes



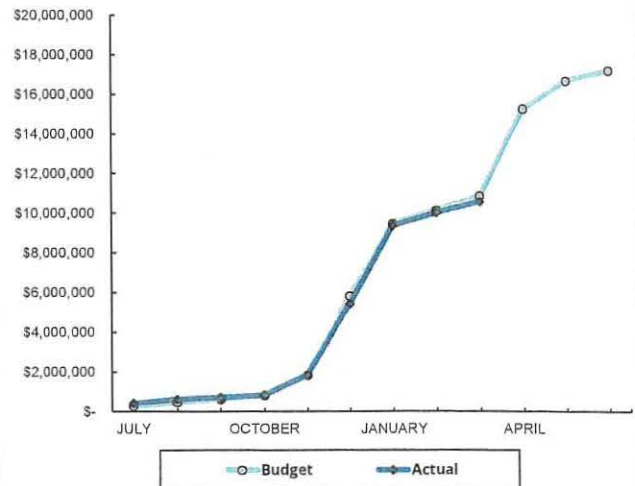
Investment Income



Recycled Wastewater Sales



Total Revenue

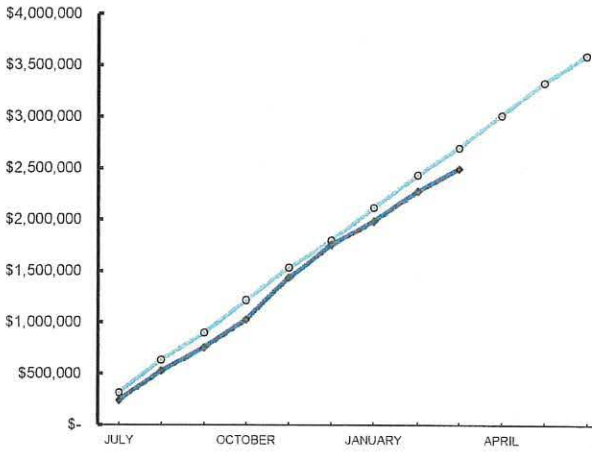


* Preliminary: subject to future review, reconciliation, accruals, and audit

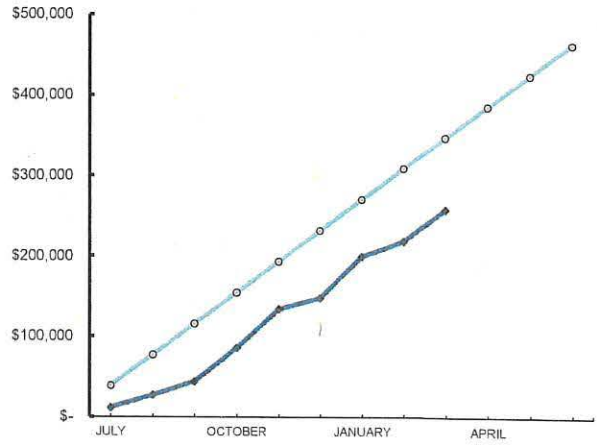
Leucadia Wastewater District Operating Expenses FY2024

YTD through March 31, 2024

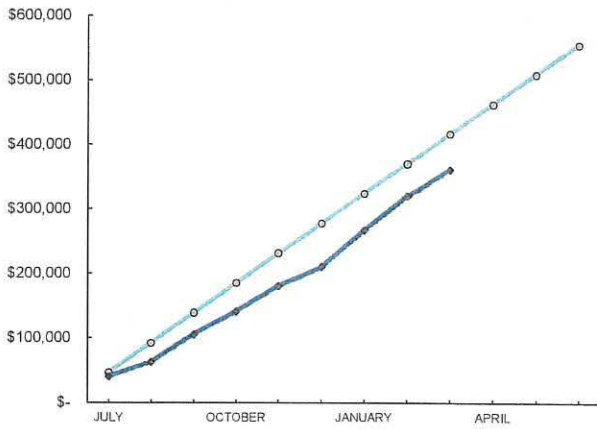
Salaries and Benefits



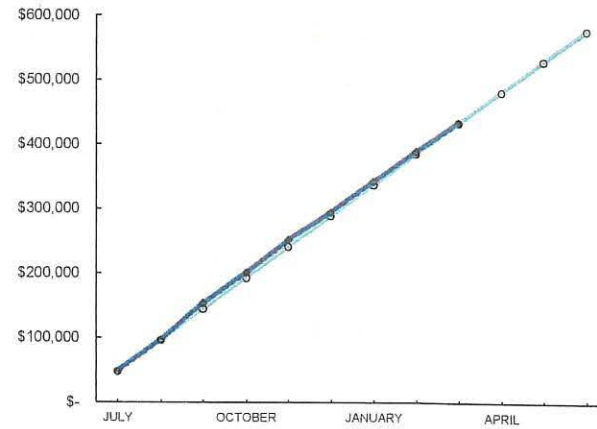
Professional Services



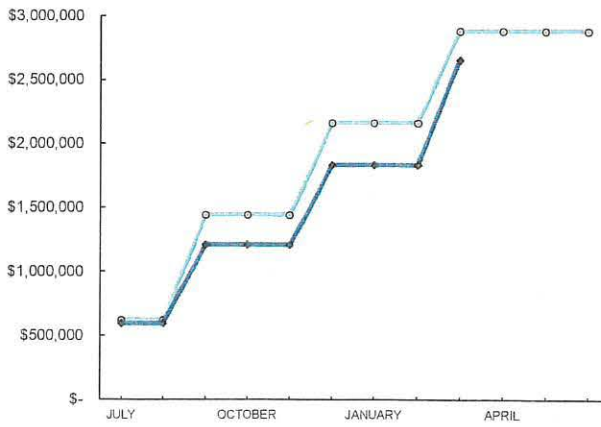
Repairs & Maintenance



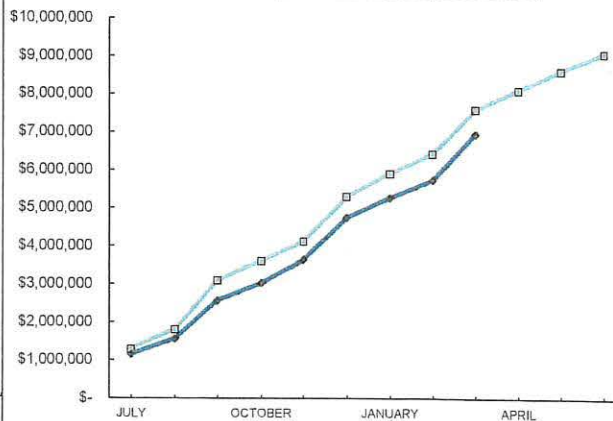
Utilities



Encina M&O



Total Operating Expenses -
Before Depreciation & Replacement



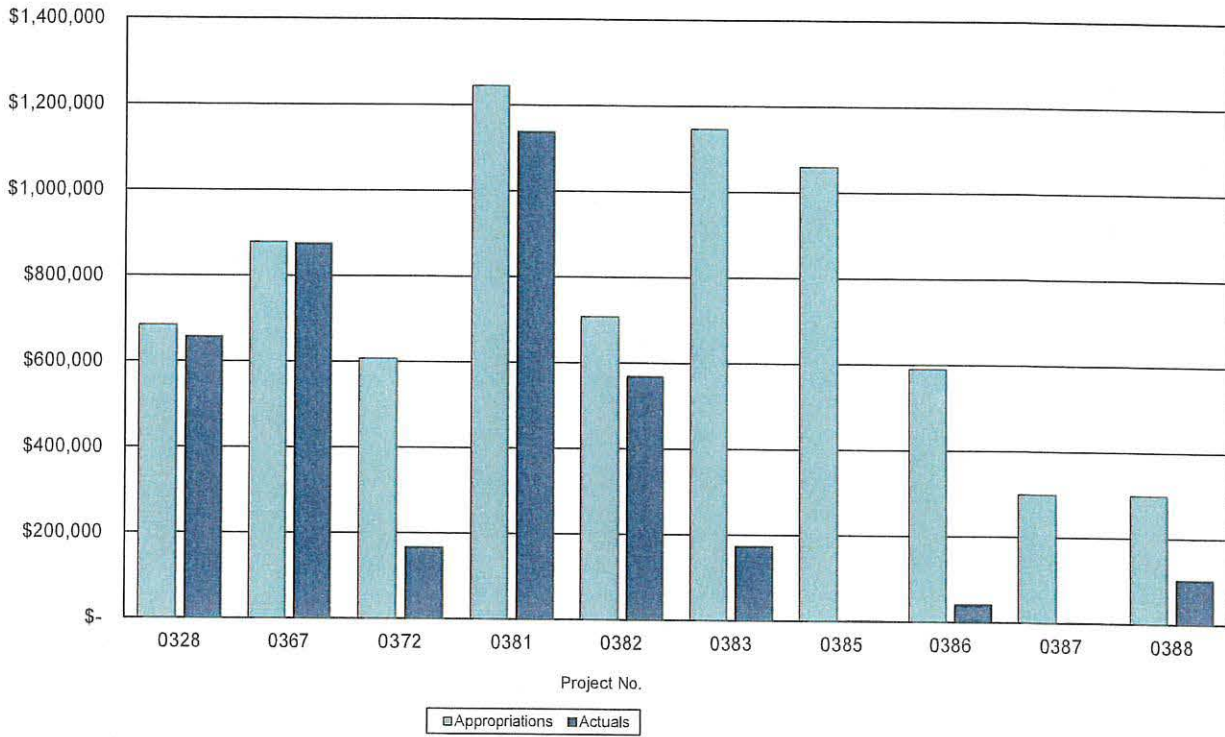
□ Budget ◆ Actual

* Preliminary: subject to future review, reconciliation, accruals, and audit

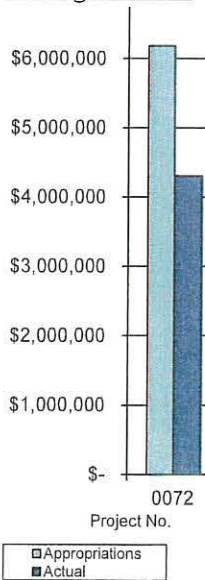
Leucadia Wastewater District Capital Expenditures

As of March 31, 2024

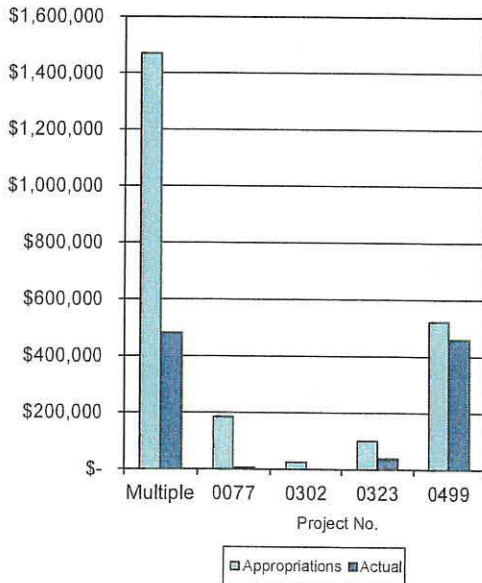
District Multi Year Capital Expenditures by Project Through FY2024



District's Share of Encina WPCF Capital Exp Through FY2024



Single Year Capital Expenditures by Project FY2024



Project Legend

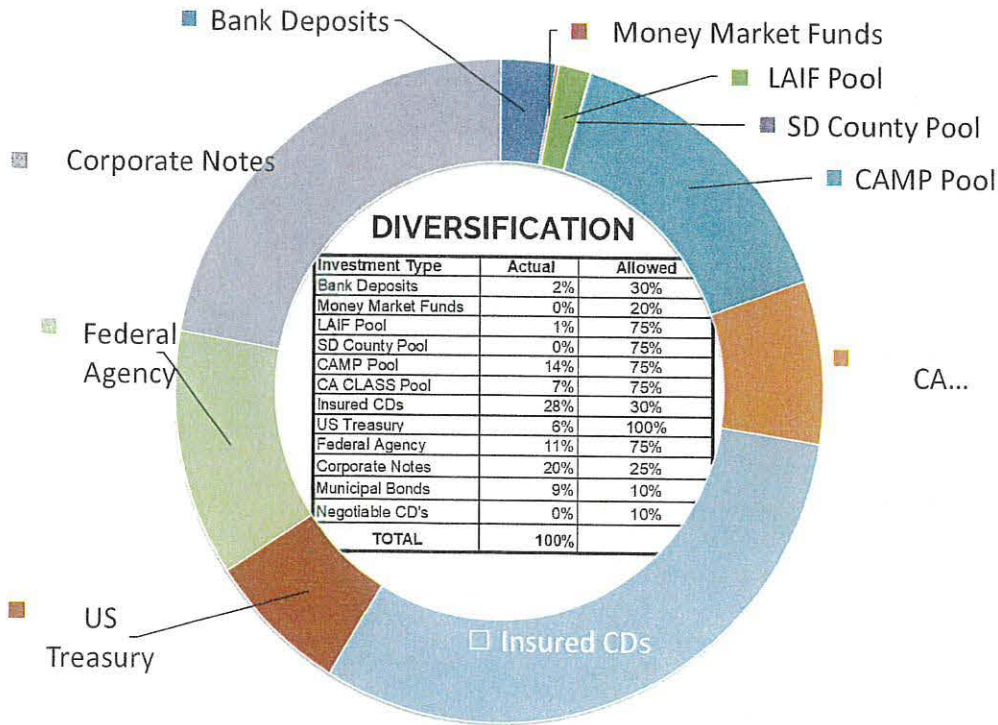
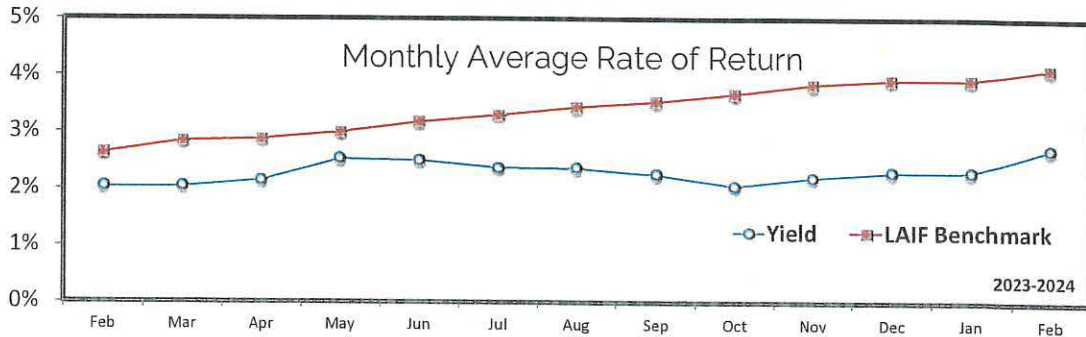
Multi-Year Capital Projects	No.
Encina Capital	0072
Water Recycling Group	0328
B1 Force Main - N. Section Replacement	0367
Diana Pump Station Upgrade	0372
Village Park 7 Pump Station Rehabilitation	0381
FY2023 Gravity Pipeline Rehabilitation	0382
Rancho Verde Pump Station	0383
Batiquitos Emergency Basin Project	0385
FY2024 Gravity Pipeline Rehabilitation	0386
L1 Condition Assessment	0387
San Marcos Creek Crossing Repair	0388

Single Year Capital Projects	No.
Equipment - Capital Acquisitions	Multiple
Misc. Pipeline Rehabilitation	0077
District Engineering Services	0302
Lateral Replace/Backflow Prevention	0323
LWD Gen'l Cap Labor & O/H Allocation	0499

* Preliminary: subject to future review, reconciliation, accruals, and audit

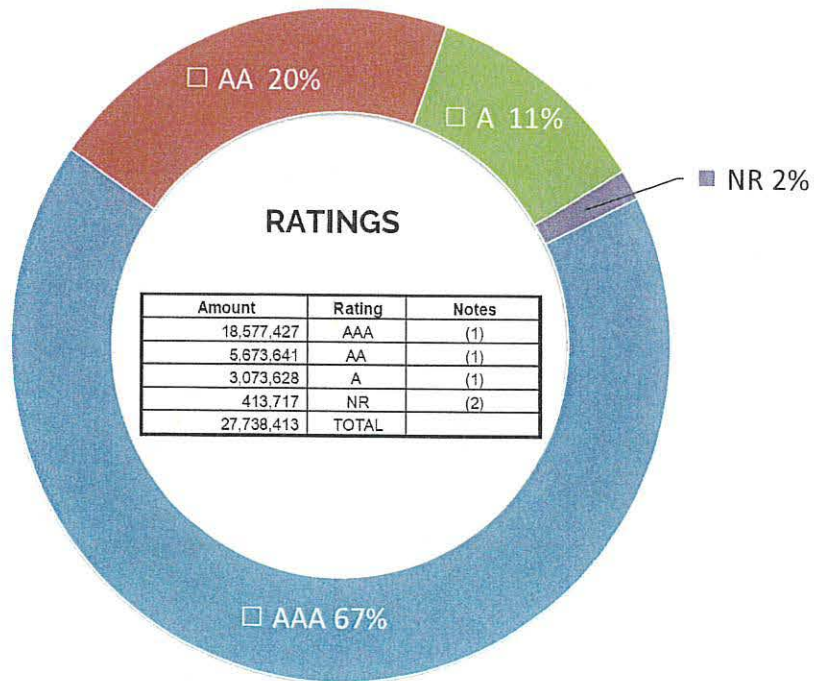
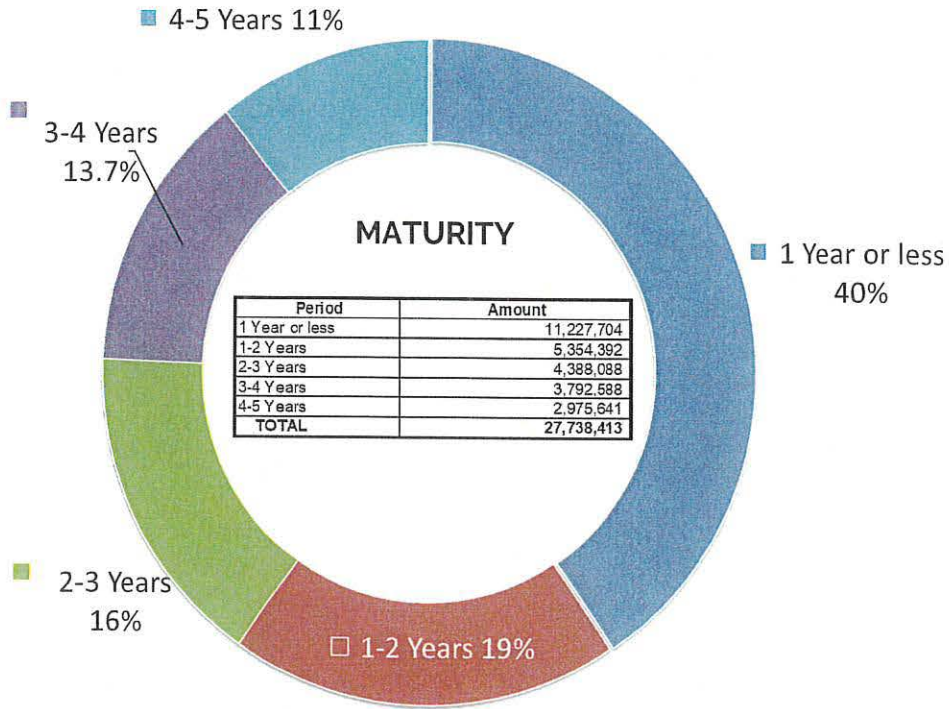
LEUCADIA WASTEWATER DISTRICT
Monthly Investment Summary
February 29, 2024

Cash Equivalents & Investments	Principal (Original Cost)		February Interest	Average Rate
	Jan 31, 2024	Feb 29, 2024		
Pacific Premier Bank Reserves	\$ 572,417	\$ 686,466	\$ 5	0.010%
TVI Dreyfus Money Market	28,941	33,655	129	4.960%
LAIF Pool	413,717	413,717	1,421	4.122%
SD County Pool	10,560	10,560	32	3.620%
CAMP Pool	4,751,944	3,797,181	18,799	5.500%
CA CLASS Pool	2,008,731	2,017,389	8,658	5.161%
Certificates of Deposit - Insured	7,890,000	7,890,000	15,559	2.363%
US Treasury Notes	1,557,340	1,789,377	2,536	2.358%
Federal Agency Notes	3,039,265	3,039,265	3,804	1.701%
Municipal Bonds	2,433,766	2,433,766	1,831	0.853%
Corporate Bonds/Notes	5,154,092	5,627,037	9,909	2.644%
Totals	\$ 27,860,774	\$ 27,738,413	\$ 62,682	2.706%



LEUCADIA WASTEWATER DISTRICT
Monthly Investment Summary
February 29, 2024

(Continued)

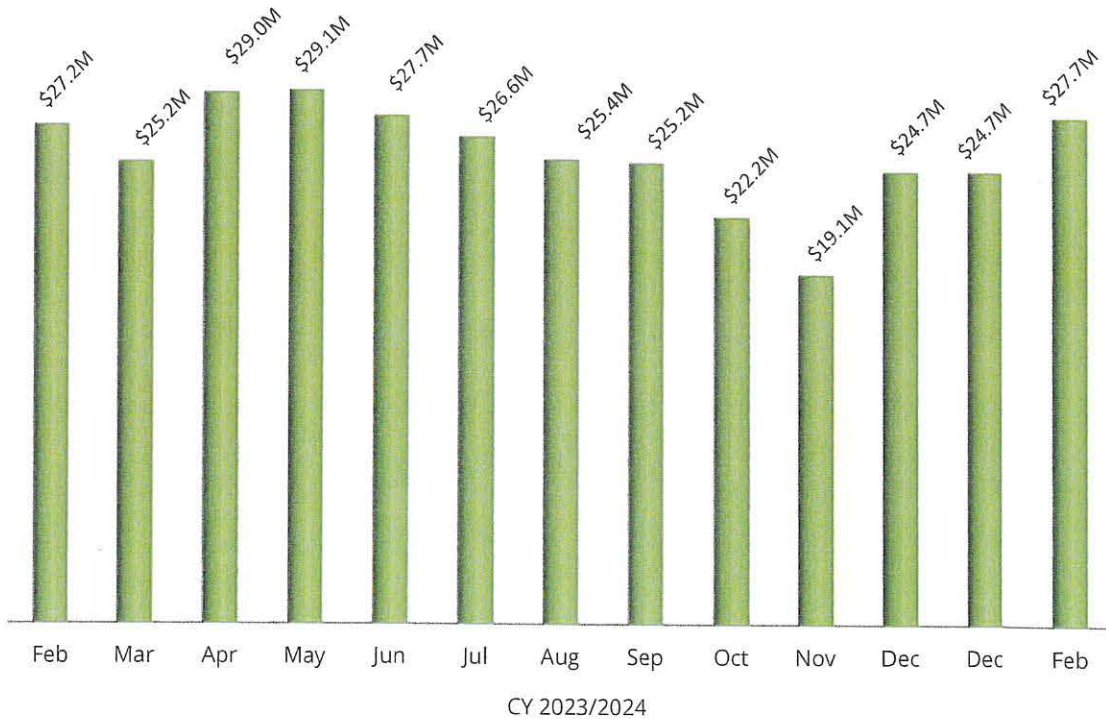


(1) CAMP Pool, CA CLASS & SD County Pool are rated by Standard & Poors. Investments are rated by Moody's or another rating agency.
 (2) LAIF is not rated.

LEUCADIA WASTEWATER DISTRICT
Monthly Investment Summary
February 29, 2024

(Continued)

CASH & INVESTMENT FUNDS BY MONTH



INVESTMENT TRANSACTIONS

Investment	Purchases	Sales & Maturities	Maturity Date	CUSIP	YTM at Cost
Microsoft Corp		268,400	2/6/2024	594918BX1	0.59%
IBM Corp		274,108	2/12/2024	459200HU8	0.64%
US Treasury Note	237,740		7/31/2027	91282CFB2	4.29%
US Treasury Note	248,688		10/31/2027	91282CFU0	4.28%
Toyota Mtr Cr Corp	257,025		11/10/2027	89236TKL8	4.62%
United Health Group Inc	243,028		6/15/2028	91324PDK5	4.57%
Toyota Mtr Cr Corp	255,700		9/11/2028	89236TLB9	4.69%
Citibank NA	259,700		9/29/2028	17325FBB3	4.84%
TOTAL	\$ 1,501,880	\$ 542,508			

Investment transactions above are investment purchases, sales, and maturities during the month. They do not include internal transfers between District's checking accounts and cash equivalents (pools/reserves).

MEMORANDUM

DATE: April 11, 2024
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: **March 2024 Board Disclosure of Reimbursements Report**

RECOMMENDATION:

Staff requests that the Board of Directors:

1. Receive and file the Board Disclosure of Reimbursement Report for the month ending March 2024.

DISCUSSION:

Government Code Section §53065 stipulates that Special Districts must disclose reimbursements of \$100 or more on at least an annual basis. Leucadia Wastewater District (LWD) prepares the Disclosure Report every month in accordance with Resolution No. 2405 – The Integrated Travel Authorization and Expense Reimbursement Policy, which is above and beyond the requirements of Government Code Section §53065.

Attached please find the Board Disclosure of Reimbursements report for March 2024 for your review.

tb:PJB

Attachment

**Leucadia Wastewater District
Disclosure of Reimbursements Report
March 2024**

Conference Date	Description	GM	Director	Director	Director	Director	Director	DTS	DFA	ADS
		P. Bushee	E. Sullivan	D. Omsted	C. Roesink	R. Saldana	R. Pacilio	R. Morishita	R. Green	T. Hill
	Registration									
	Hotel									
	Airfare									
	Meals									
	Baggage									
	Rental Car									
	Tips									
	Fuel/mileage/taxi/uber									
	Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Registration									
	Hotel									
	Airfare									
	Meals									
	Parking									
	Rental Car									
	Tips									
	Fuel/mileage/taxi/uber									
	Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Registration									
	Hotel									
	Airfare									
	Meals									
	Baggage									
	Parking/Coaster									
	Tips									
	Fuel/mileage/taxi/uber									
	Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Registration									
	Hotel									
	Airfare									
	Meals									
	Baggage									
	Parking/Coaster									
	Tips									
	Fuel/mileage/taxi/uber									
	Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Notes: There were no conferences for the month of March 2024

MEMORANDUM

DATE: April 11, 2024
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: Status Update - Fiscal Year 2024 (FY 24) LWD Tactics and Action Plan

RECOMMENDED:

1. No action is required.

DISCUSSION:

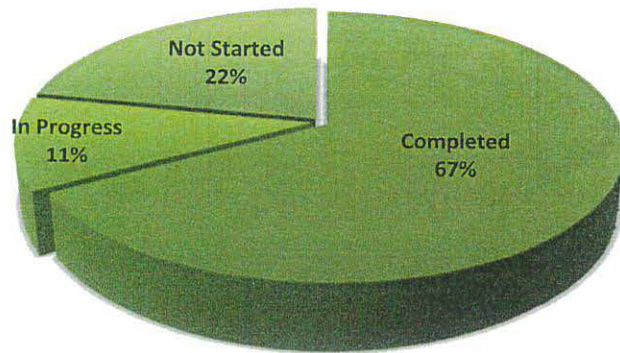
During the July 12, 2023 Board meeting, the Board of Directors adopted the LWD FY 24 Tactics and Action Plan. Attached, for the Board's review, is the FY 24 Tactics and Action Plan's quarterly status report with an ending date of March 31, 2024. The report indicates which goals are in progress, have been completed, have been postponed and have not been started.

th:PJB

Attachments

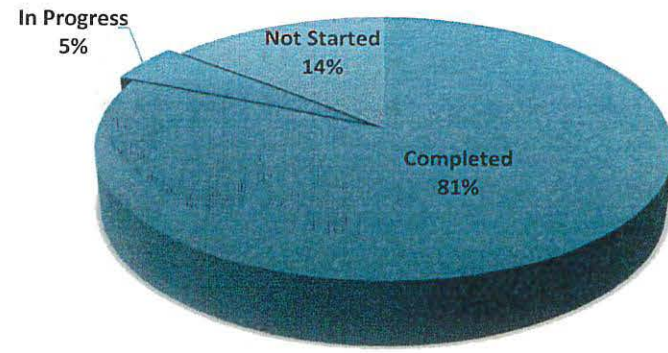
FY 2024 Tactics and Action Plan Status Report January 1 - March 31, 2024

Financial Tactics



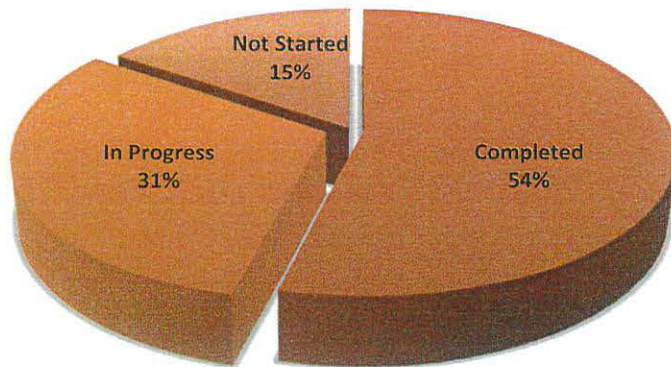
■ Cancelled ■ Completed ■ In Progress
■ Not Started ■ Postponed ■ Scheduled

People Tactics



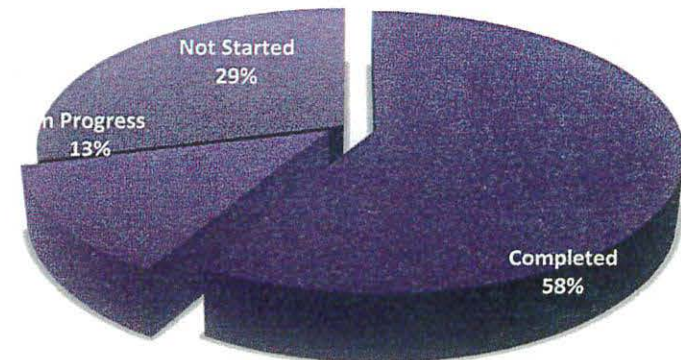
■ Cancelled ■ Completed ■ In Progress
■ Not Started ■ Postponed ■ Scheduled

Services Tactics



■ Cancelled ■ Completed ■ In Progress
■ Not Started ■ Postponed ■ Scheduled

Infrastructure and Technology Tactics



■ Cancelled ■ Completed ■ In Progress
■ Not Started ■ Postponed ■ Scheduled

**Leucadia Wastewater District
Fiscal Year 2024
Tactics & Action Plans**

1. Financial

Assure fiscal stability and growth by effectively monitoring and forecasting District finances in order to provide competitive rates and avoid abrupt rate adjustments.

Tactics	Leader	Team	Start Date	Completion Date	Status/Comments
FY 2024 Audit Close Books, Prepare Trial Balance & Supporting Schedules Coordinate with & Respond to Auditors Audit Report to Board	DFA DFA DFA	AT, ADS AT, ADS, EA, GM GM, ADS, AS	Jul-23 Jul-23 Dec-23	Sep-23 Dec-23 Dec-23	Completed Completed Completed
FY 2025 Budget Initial Data Collection Board Workshop Budget Approval	DFA DFA DFA	DTS, FSS, EA, ADS, FSSup, PC GM, DTS, FSS, EA, ADS, FSSup, PC GM	Jan-24 May-24 Jun-24	Mar-24 May-24 Jun-24	Completed In Progress Not Started
Finance Policy Reviews Procurement Policy Investment Policy Reserve Policy	DFA DFA DFA	DTS, GM, ADS, EA ADS, GM, EA ADS, GM, EA	Aug-23 Jul-23 Feb-24	Aug-23 Aug-23 Feb-24	Completed Completed Completed
Sewer Rate Increase Notification & Hearing Issue Notification in Compliance with Prop 218 Review Written Protests Hold Public Hearing in Compliance with Prop 218	DFA DFA DFA	ADS, AS, RTP GM, ADS ADS, EA, AS	Feb-24 Mar-24 Jun-24	Mar-24 Apr-24 Jun-24	In Progress Not Started Not Started
Financial Awards Apply for GFOA Financial Reporting Award	DFA	AT	Dec-23	Jan-24	Completed
Financial Plan Tracking Update Community Choice Aggregation (Electricity) Update Internally Update District's Financial Plan Recycled Water Workshop	DFA DFA GM	FSS GM DFA	Jul-23 Nov-23 Aug-23	Jul-23 Feb-24 Dec-23	Completed Completed Completed
CalPERS Actuarial Valuation & Associated Liabilities Coordinate with Actuary to Complete OPEB Valuation Complete Deferral Schedules and Record in Accounting Provide Update on CalPERS	DFA DFA DFA	AT AT AT	Jan-24 May-24 Apr-24	Apr-24 Jun-24 Jun-24	Completed Not Started In Progress

2. People

Assure the highest qualified work force by optimizing training opportunities; promoting an excellent safety culture; and providing competitive compensation in order to recruit and retain high quality employees.

Tactics	Leader	Team	Start Date	Completion Date	Status/Comments
Conduct Employee Benefits Briefing	DFA	ADS, Pickering Ins Brokers	May-24	May-24	Not Started
Employee Training					
Conduct Annual Confined Space Entry Training	FSS	FSSup, FS Staff	Oct-23	Feb-24	Completed
Conduct Annual Traffic Control Training	FSS	FSSup, FS Staff	Sep-23	Jan-24	Completed
Fire Extinguisher Training	FSS	All Staff	Jul-23	Aug-23	Completed
Conduct Sewer Spill Estimation Training	FSS	FSSup, FS Staff	May-24	Jun-24	Not Started
Administration Policy Updates/Annual Reviews					
Board Policy Binders	EA	AS	Sep-23	Nov-23	Completed
Board Staff Relations Policy	DFA	GM, ADS	Nov-23	Jan-24	Completed
Workplace Violence Prevention Policy	DFA	GM, ADS, DTS, EA	Aug-23	Nov-23	Completed
Review Integrated Travel Authorization and Expense Reimbursement Policy	DFA	GM, ADS, DTS, EA	Sep-23	Dec-23	Completed
Human Resources Policy Manual	DFA	GM, ADS, DTS, EA	Jan-24	Apr-24	Completed
Conduct Salary Survey (In-house)	DFA	ADS, AS	Jan-24	Apr-24	Completed
Conduct Team Building Workshop	GM	DFA, EA, ADS	Oct-23	Dec-23	Completed
Conduct Strategic Planning Workshop	GM	Board, DFA	Nov-23	Mar-24	Completed
Emergency Response					
Conduct an Emergency Response Drill/Training	ADS	All Staff	Sep-23	Nov-23	Completed
LWD's Safety Program					
Review existing Safety Programs & Policies	DFA	GM, DTS, FSS, FSSup, Safety Committee	Jul-23	Jan-24	Completed
Update existing Safety Programs & Policies	DFA	GM, DTS, FSS, FSSup, Safety Committee	Jan-24	Jun-24	Completed
Conduct Employee Interviews					
Conduct Employee Satisfaction Survey	GM	DFA, ADS	Nov-23	Dec-23	Completed
Compensation	GM	DFA, ADS	May-24	Jun-24	Not Started
Leadership Coaching	GM	Management Staff	Jul-23	May-24	In Progress
Employee Recognition					
Annual Employee BBQ	EA	ADS, AS	Jul-23	Jul-23	Completed
Holiday Function	EA	ADS, AS	Aug-23	Dec-23	Completed

3. Services

Provide exceptional services to our customers by safely collecting and transporting wastewater in order to ensure the highest level of environmental protection; educating customers on our services; pursuing viable water recycling opportunities; and pursuing strategic alliances with other organizations.

Tactics	Leader	Team	Start Date	Completion Date	Status/Comments
Smoke Testing	FSSup	FSS, FS Staff	Mar-24	Jun-24	Not Started
FOG Inspections - Complete 30	PC	PC, FS Staff	Jul-23	Jun-24	In Progress
Hydro Clean and CCTV La Costa Ave	FSSup	FSS, FS Staff	May-24	May-24	Not Started
Vector Control	FSSup	FSS, FS Staff	May-24	May-24	Not Started
Root Control	FSSup	FSS, FS Staff	May-24	May-24	Completed
Rehab Pump & Motor (Batiqitos)	FSS	FSSup, FS Staff	Sep-23	Apr-24	Completed
Exercise FM and Air Vacs Valves	FSS	FSSup, FS Staff	Sep-23	Sep-23	Not Started
Test Overflow Basin pump at Leucadia Pump Station	FSS	FSSup, FS Staff	Aug-23	Aug-23	Completed
Conduct Backflow Testing at Omni La Costa Resort	FSS	DTS, FSSup	Jul-23	Oct-23	Completed
Reporting					
Submit Quarterly Recycled Water Reports	FSS	DTS, FSSup	Jul-23	Jun-24	In Progress
Submit Collection System Annual Report	FSS	DTS, FSSup	May-24	Jun-24	Completed
Submit Stormwater Annual Report	FSS	DTS, FSSup	May-24	Jun-24	Completed
Bypass Pumping Drills					
Batiqitos Pump Station	FSSup	FSS, FS Staff	Oct-23	Nov-23	Completed
Leucadia Pump Station	FSSup	FSS, FS Staff	Sep-23	Sep-23	Not Started
Village Park 5 Pump Station	FSSup	FSS, FS Staff	Jan-24	Jan-24	Completed
Encinitas Estates Pump Station	FSSup	FSS, FS Staff	Mar-24	Mar-24	Completed
Detachment of Service Areas (currently being serviced by Carlsbad)					
Treviso Community (near Poinsettia bridge)	PC	DFA, DTS	Jul-23	Mar-24	In Progress
Ponto State Beach Area	PC	DFA, DTS	Jul-23	Mar-24	In Progress
Black Skimmer Drive Community	PC	DFA, DTS	Jul-23	Mar-24	In Progress
Host Emergency Drill with Local Agencies	FSS	FSSup, FS Staff	Mar-24	Mar-24	Completed
Office Equipment					
Execute Copy Machine Lease	ADS	EA, AS	Feb-24	Jun-24	Completed
Dispose of Obsolete IT Equipment	DFA	ADS, AS	Jun-23	Dec-23	Completed
SSMP Audit	FSS	FSSup, PC	Sep-23	Nov-23	Completed
Public Outreach Services					
Develop Relevant Social Media Content	ADS	RTP, GM, DFA, FSSup, FS Staff	Jul-23	Jun-24	In Progress
LWD Teacher Grant Program	ADS	AS, RTP	Aug-23	Nov-23	Completed
Write, Design, Print & Mail 2023 Fall Newsletter	ADS	AS, RTP	Jul-23	Oct-23	Completed
Write, Design, Print & Mail 2024 Spring Newsletter	ADS	GM, DFA, EA, AS, RTP	Jan-24	May-24	In Progress
Continue to Review and Post New Videos to Website	ADS	RTP, GM, DFA, DTS, FSSup, EA, AS	Jul-23	Jun-24	Completed
Evaluate the development of photo contest for grades 7th - 12th	ADS	DFA, AS, RTP	Jan-24	Mar-24	Not Started
al. Option to Provide On-Site Hydro/CCTV Vehicle Demos to Local Schools	DFA	FS Staff, ADS, AS, RTP	Jul-23	Jun-24	Completed
Awards					
Apply for CWEA Awards	FSS	DTS, DFA, FSSup	Oct-23	Nov-23	Completed
Apply for CSDA District of Transparency	EA		Apr-24	Jun-24	In Progress
Apply for CSDA District of Distinction	EA		Apr-24	Jun-24	In Progress
Records Retention					
Review Stored Records and Destroy Those Past Retention Period	EA	AS, ADS	Jul-23	Oct-23	Completed
Evaluate Electronically Storing Accounts Payable Documentation	DFA	AT	Jul-23	Jun-24	Completed

4. Infrastructure and Technology

Protect the long-term viability of the District by proactively improving and replacing the infrastructure prior to failure. Pursue technological innovation and excellence to enhance the District's infrastructure and operations to ensure maximum efficiency and cost effectiveness.

Tactics	Leader	Team	Start Date	Completion Date	Status/Comments	
Diana Pump Station Upgrade	Obtain Easement	DTS	GM, PC, FSS, DE	Jul-23	Sep-23	Completed
	Project Design	DTS	GM, PC, FSS, DE	Oct-23	Jan-24	In Progress
	Environmental	PC	GM, DTS, FSS, DE	Jan-24	Apr-24	Not Started
	Bid Project	PC	GM, FSS, DE	May-24	Jun-24	Not Started
FY2023 Gravity Pipeline Rehabilitation	Construction	PC	GM, DTS, FSS, DE	Jul-23	Aug-23	Completed
Village Park No. 7 PS Replacement	Construction	DTS	GM, FSS, DE	Jul-23	Aug-23	Completed
FY24 Gravity Pipeline Rehabilitation (Manholes)	Design	PC	GM, DTS, FSS, DE	Jul-23	Sep-23	Completed
	Bid Project	PC	GM, DTS, FSS, DE	Oct-23	Nov-23	Completed
	Construction	PC	GM, DTS, FSS, DE	Dec-23	Jun-24	In Progress
Rancho Verde Pump Station Rehabilitation	Design	PC	GM, DTS, FSS, DE	Jul-23	Aug-23	Completed
	Bid Project	PC	GM, DTS, FSS, DE	Sep-23	Oct-23	Completed
	Construction	PC	GM, DTS, FSS, DE	Nov-23	Jun-24	Not Started
Leucadia PS (L1) Force Main Condition Assessment	Design	PC	GM, DTS, FSS, DE	Oct-23	Nov-23	In Progress
	Bid Project	PC	GM, DTS, FSS, DE	Dec-23	Jan-24	Not Started
	Construction	PC	GM, DTS, FSS, DE	Feb-24	Jun-24	Not Started
San Marcos Creek Crossing Repair Evaluation	Execute Agreement for Monitoring	PC	GM, DTS, FSS, DE	Jul-23	Jul-23	Completed
	Data Collection	PC	GM, DTS, FSS, DE	Jul-23	May-24	Completed
	Evaluation	PC	GM, DTS, FSS, DE	Jun-24	Jun-24	Completed
	Design	PC	GM, DTS, FSS, DE	Mar-24	Jun-24	In Progress
Batiquitos PS Emergency Basin Project	Design	PC	GM, DTS, FSS, DE	Nov-23	Mar-24	In Progress
	Bid Project	PC	GM, DTS, FSS, DE	Apr-24	May-24	Not Started
	Construction	PC	GM, DTS, FSS, DE	Jun-24	Jun-24	Not Started
Purchases	Purchase Traffic Control Truck	FSS	FSSup, FS Staff	Aug-23	Feb-24	In Progress
	Purchase Spare Conditioning Pump (Leucadia)	FSS	FSSup, FS Staff	Oct-23	Jan-24	In Progress
	Purchase New Vector Truck	FSS	FSSup, FS Staff	Aug-23	May-24	In Progress
	Purchase Reclaim Water Supply Pump	FSS	FSSup, FS Staff	Oct-23	Oct-23	Completed
Administration Building and Facility Updates	Carpet Replacement (2nd Floor)	PC	FSSup, FS Staff	Jul-23	Jan-24	Completed
Replace Audio and Visual Equipment	Purchase	DTS	GM, DFA, ADS, EA	Jul-23	Aug-23	Completed
	Install	DTS	GM, DFA, ADS, EA	Sep-23	Nov-23	Completed
Replace Network Equipment	Purchase	DTS	EA, ADS	Jul-23	Aug-23	Completed
	Install	DTS	EA, ADS	Sep-23	Oct-23	Completed

Encina Wastewater Authority Report
Regular Board Meeting
March 27, 2024

EWA Board of Directors – Vice President Saldana Reporting

1. Secondaries and Effluent Electrical, Building, and Controls Project Construction Management Services Award

The Board of Directors authorized the General Manager to execute a professional services agreement with Carollo Engineers, Inc. in an amount not to exceed \$1,424,721 for the Secondaries and Effluent Electrical, Building, and Controls Project.

2. 2023 Ocean Outfall Maintenance and External Inspection Report

The Board of Directors received and filed the 2023 Ocean Outfall Maintenance and External Inspection Report provided by Marine Taxonomic Services Ltd.

3. Encina Project Development Process

The Board reviewed EWA's project development process. This item was for information only. No action was taken.

Engineering Committee Meeting Report

Presented by Director Omsted

Meeting held April 8, 2024

The EC reviewed the following recommendations:

1. Authorize the General Manager to execute Task Order No. 7 to the Engineering Design Services Agreement with Water Works Engineers (Water Works) for engineering design services for the Batiquitos Pump Station Emergency Basin Lining Project in an amount not to exceed \$81,509; and
2. Authorize the General Manager to execute an Agreement with SCW Contracting Corporation for construction services to complete the Rancho Verde Pump Station Rehabilitation Project in an amount not to exceed \$1,434,600.

The EC concurred with staff to present these recommendations to the Board of Directors and they will be discussed later in the agenda.

MEMORANDUM

DATE: April 11, 2024
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: Batiquitos Pump Station Emergency Basin Lining Project – Final Design Services

RECOMMENDATION:

Staff and the Engineering Committee recommend that the Board of Directors:

1. Authorize the General Manager to execute Task Order No. 7 to the Engineering Design Services Agreement with Water Works Engineers for final design services for the Batiquitos Pump Station Emergency Basin Lining Project in an amount not to exceed \$81,509.
2. Discuss and take other action as appropriate.

BACKGROUND:

Tactical Goal: Infrastructure & Technology / Batiquitos P. S. Emergency Basin Lining Project

This item was reviewed by the EC at their April 8th meeting and the EC concurred with staff to present this item for the Board's consideration.

The Batiquitos Pump Station (Batiquitos PS) emergency basin is a critical piece of infrastructure that serves as temporary wastewater storage for excess flows during a pump station emergency or during high wet weather flow situations. The concrete structure was constructed in 1986 and has the capacity to hold nearly 190k gallons of wastewater.

In October 2022, V&A Consulting Engineers (V&A) performed a condition assessment on the Batiquitos PS emergency basin as a result of visual deterioration of the concrete surfaces and existing lining. As a recommendation to the initial inspection, V&A returned to the site in December 2022 to collect concrete cores from within the structure to help quantify the condition of the concrete and coating in the structure. Overall, the condition assessment revealed the lining had mostly failed and the concrete was significantly degraded. As a result, V&A recommended concrete restoration and a coating within the next two years before more expansive damage to the steel reinforcement occurs and escalates the scope and cost of repairs.

In addition, staff discovered cracks in the nearby Batiquitos PS dry well located at the masonry wall and beam below the air well in July 2023. In August 2023, the District and SMR, a structural engineering firm, followed up with a site investigation and identified the cracks as a potential failure source. As a result, SMR recommended the cracks be repaired before any further corrosion takes place on the exposed rebar and estimated the repair cost to be approximately \$150k.

Since the dry well repair includes similar concrete restoration work as the BPS emergency basin, staff decided to combine the repairs into one project to benefit from a larger project with economy of scale.

DISCUSSION:

To commence the design, staff requested a proposal from the District's as-needed design firm Water Works Engineers (Water Works). Staff and the EC have reviewed the proposal and believe it meets the objectives of the project. The proposal had been attached for your review and includes all design related services through project bidding.

Water Work's proposed fee for design services is \$81,509 which includes services to support Project design, such as structural engineering design services. The preliminary construction cost estimate for this project is \$1.10M, therefore, the proposed design fee represents a soft cost loading of 7.4% of construction. This fee is well within industry standards and, based on the complexity of the project, staff believes it is fair and reasonable.

FISCAL IMPACT:

Staff appropriated \$88K in the FY24 Capital Budget for the Batiquitos Pump Station Emergency Basin Lining Project design. Therefore, the budget contains sufficient funds to complete the final design services to be provided under this task order amendment. Staff plans to request additional funding for this project as part of the Fiscal Year 2025 Budget process to complete all project work.

ier:PJB

Attachment

Mr. Ian Riffel
Leucadia Wastewater District
1960 La Costa Avenue
Carlsbad, CA 92009

April 2nd, 2024

RE: Engineering Services Proposal for Batiquitos LS Emergency Overflow Structure Rehabilitation

Dear Mr. Riffel,

Water Works Engineers (Water Works) is pleased to submit to Leucadia Wastewater District (District) a proposal for design services for the Batiquitos Lift Station Emergency Overflow Structure Rehabilitation Project.

In 2022, Water Works Engineers and V&A Consulting Engineers conducted a condition assessment of the existing large emergency overflow structure abutting the wetwell. Results indicated:

- Significant corrosion was observed on all surfaces except the floor. A 2" on average of deleterious and degraded concrete that has undergone H₂S acid attack will need to be removed to reach sound concrete, with some areas likely requiring deeper repairs past the initial reinforcement mat.
- Concrete partial depth repairs and a coating should be performed in the next 2 years before more expansive damage to the steel reinforcement occurs and escalates the scope and cost of repairs significantly.

In addition, in August 2023 a DWEI/SMR field investigation of a cracked concrete surface inside the dry well (pump room) identified a need for an immediate repair.

The design services described herein are intended to produce a final design of the rehabilitation project for the emergency overflow structure, and the dry well (pump room)

The attached Scope of Services describes the specific tasks and deliverables that Water Works will perform for this Project. Please contact me at (619) 833-6955 should you have any questions or need further information.

Sincerely,

Tim Lewis, PE



Project Manager

7777 Alvarado Rd, Suite 300
La Mesa, CA 91942
619-833-6955 (Direct Office)
619-919-3880 (Cell)
timl@wwengineers.com / www.wwengineers.com

Scope of Engineering Services

Water Works Engineers, LLC. and Leucadia Wastewater District

Batiquitos Lift Station Emergency Overflow Structure Rehabilitation Project


This Scope of Engineering Services is issued by Leucadia Wastewater District (herein referred to as CLIENT or District) and accepted by Water Works Engineers LLC (herein referred to as ENGINEER) pursuant to the mutual promises, covenants, and conditions contained in the most current As Needed Engineering Design Services Agreement between Leucadia Wastewater District and Water Works Engineers LLC.

Project Description

Location	County Hwy S21, Encinitas, CA 92024
Facilities	Batiquitos Lift Station
Project Objectives	<p>The Project objective is to design improvements for construction that likely include:</p> <ul style="list-style-type: none"> • Partial depth repair (2" on average) of deleterious and degraded concrete that has undergone H₂S acid attack will need to be removed to reach sound concrete, with some areas likely requiring deeper repairs past the initial reinforcement mat. • New large hatch for access for repair and also access for future submersible pumps for the bypassing of the station. • Protect in place existing 2x flap gates and sluice gate • Stow and restore existing instrumentation and sump pump railing, supports, pumps, and appurtenances.
Existing Documentation	<ol style="list-style-type: none"> 1. Attachment 2: 2022 V&A Batiquitos Lift Station Emergency Storage Structure Condition Assessment Report 2. Attachment 3: Site Photos 3. Attachment 4: DWEI/SMR report on dry well cracking from August 2023 4. Other data requested by ENGINEER identified in Scope of Services



<p>Project Background, Description, and Objectives</p>	<p>In 2022, Water Works Engineers and V&A Consulting Engineers conducted a condition assessment of the existing large emergency overflow structure abutting the wetwell. Results indicated:</p> <ul style="list-style-type: none">• Significant corrosion was observed on all surfaces except the floor. A 2" on average of deleterious and degraded concrete that has undergone H₂S acid attack will need to be removed to reach sound concrete, with some areas likely requiring deeper repairs past the initial reinforcement mat.• Concrete partial depth repairs and a coating should be performed in the next 2 years before more expansive damage to the steel reinforcement occurs and escalates the scope and cost of repairs significantly. <p>In March of 2023, Water Works also produced a draft email-based discussion on likely recommended lining alternatives and technologies and the likely recommendation for a 100% solids epoxy coating system in lieu of more expensive plastic lining systems. Assuming epoxy coatings, the rehabilitation project is likely in excess of \$1M for the emergency overflow structure in 2024 dollars. This was substantiated by conceptual budgetary cost proposals produced by a specialty subcontractor.</p> <p>In 2023, DWEI and SMR conducted a site investigation and identified some cracks in the masonry wall and a crack in the beam below the air well. This crack was identified as a potential failure source long term and must be repaired before any more corrosion takes place on exposed rebar. The report identified that the likely repair cost may be up to \$150K.</p> <p>Therefore, the total budgetary cost estimate for the proposed work, prior to the preliminary engineering and final design being completed is approximately \$1,100,000 (including 30% Contingency).</p>
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 WATERWORKS ENGINEERS	Title:	Batiquitos PS Emergency Storage Basin Conceptual OPCC			
	Computed By:	TL			
	Date:	3/12/2024			
Preliminary Design Opinion of Probable Construction Cost (OPCC)					
Item	Quantity	Unit	Unit Cost	Total Cost	
General					
1	Mobilization	1	LS	\$46,800	\$47,000
2	Demolition	1	LS	\$287,391	\$288,000
3	Partial Depth Repair (2" Average)	1	LS	\$158,298	\$159,000
4	Coating	6280	SF	\$55	\$343,000
5	Replace 24" Sluice Gate REMOVED	4	LS	\$46,800	\$47,000
6	New Large Access Hatch	1	LS	\$78,000	\$78,000
7	Confined Space Equipment	1	LS	\$3,120	\$4,000
8	Scaffolding	1	LS	\$7,800	\$8,000
9	Specialty Tools & Materials	1	LS	\$20,861	\$21,000
10	Dry Well Beam Repair	1	LS	\$150,000	\$150,000
Opinion of Probable Construction Cost* (2023 Dollars)				\$1,100,000	
<i>*Rounded up to nearest \$10,000, includes 30% Contingency</i>					

Scope of Services

ENGINEER shall provide engineering design services for to meet the Project objectives. Services will be split into the following tasks.

Subtasks	Title
1	Project Management and Administration
2	Preliminary Engineering
3	Final Design

Subtask 1: Project Management and Administration

Under this subtask, ENGINEER shall monitor and track the project budget and schedule to ensure that all deadlines are met and that the project budget is not exceeded. ENGINEER will coordinate with the project team to address items such as project schedule, project budget, and current issues of concern. ENGINEER shall also monitor progress and coordinate the activities being performed by all sub-consultants associated with the project and submit monthly progress reports to the CLIENT. The following will be performed under this subtask:

- 1) Project Kickoff Meeting (to be conducted on Virtual MS Teams Meeting)
 - a) ENGINEER introductions to CLIENT staff
 - b) Familiarize ENGINEER with all project facilities
 - c) Gather operational data
 - d) Agree on Project Objectives
 - e) Agree on Project Components

- 2) Project Communication and Control
 - a) Coordination of all project team activities

- b) Communication of project progress and issues to CLIENT staff
- c) Project schedule maintenance and control of project tasks to keep project schedule on track
- d) Cost tracking of all engineering activities and active cost control of fees.
- 3) Quality Assurance/Quality Control
 - a) Plan and implement Quality Assurance/ Quality Control Policy with the entire project team
 - b) Ensure QA/QC procedures are being followed at each step in the design process

Meetings	<ul style="list-style-type: none"> • Project Kickoff Meeting (in-person)
Deliverables	<ul style="list-style-type: none"> • Kickoff Meeting Notes (via email) • Status Reports (via email)

Subtask 2: Final Design

Under this subtask ENGINEER shall produce plans, technical specifications, and cost estimates (PS&E) for the final alternative improvements listed in the project objectives per the following tasks.

Sheet List	Major Deliverable			
	50%	75%	100%	Bid Docs ¹
Title Sheet	X	X	X	X
General Notes		X	X	X
General Designations		X	X	X
Civil Legend	X	X	X	X
Mechanical Legend		X	X	X
Structural Notes		X	X	X
Structural Notes 2		X	X	X
Architectural Notes		X	X	X
Demo	X	X	X	X
Civil Site	X	X	X	X
Civil Details 1		X	X	X
Civil Details 2		X	X	X
Structural Mechanical Plan	X	X	X	X
Structural Mechanical Section 1	X	X	X	X
Structural Mechanical Section 2		X	X	X
Electrical & Instrumentation		X	X	X
Minor Modification Details		X	X	X
Standard Details		X	X	X

¹Changes between 100% and Bid Docs should be minor and limited to clarifications to existing notes, standard details, DIV-1 specifications, and front ends.

- Water Works requests that the District procure all available asbuilts, record drawings, and CAD files from previous consultants for Water Works use.

Meetings	<ul style="list-style-type: none"> • 50% Design Review Meeting (in-person or teleconference) • 75% Design Review Meeting (in-person or teleconference) • 100% Design Review Meeting (in-person or teleconference)
Deliverables	<ul style="list-style-type: none"> • 50% PS&E (Elec.; pdf) • 75% PS&E (Elec.; pdf) • 100% PS&E (Elec.; pdf) • Bid Documents PS&E (Elec.; pdf)

ASSUMPTIONS

The following assumptions have been made in the development of this Scope of Services. Additional Task Orders would be required in order to perform any of the work which is not listed in this scope or has been specifically identified as out of scope in the assumptions below:

- CLIENT review periods of submittals: 10-working days
- Water Works hereby assumes that by issuing this task order, the District is directing Water Works Engineers to rely upon the condition assessment notes and repair recommendations presented in Attachment 4: DWEI/SMR Dry Well Cracking (August 2023) as the basis of design for the development of repair design procedures in Water Works construction contract documents for the dry well.
- Not in Scope:
 - Front Ends & Division "00" Documents (Bidding Requirements, Contract Forms, and Conditions of the Contract)
 - Printed hard copies of deliverables
 - Hydraulic calculations or hydraulic modeling
 - Geotechnical Design and/or Field Services
 - Environmental Engineering Services and/or Studies (CEQA)
 - Survey Services
 - Traffic Control Plans
 - Water Quality analysis and/or Testing
 - Potholing
 - Permitting
 - Funding Procurement Assistance and/or Investigation
 - Public Outreach
 - Utility Investigation and Utility "A" Letters
 - Bidding Support
 - Engineering Services During Construction
 - Environmental Engineering Services and/or Studies (CEQA)
 - Proposed construction/rehabilitation would strictly involve work within existing developed hardscapes of the pump station facility, and no ground

disturbing activities or other project related work would impact native vegetation/habitats,

- It is assumed the project could be implemented without adversely effecting biological resources and qualify for an NOE.
- Based on the proposed work adjacent to habitat for nesting birds (including federally and state listed rare birds) the primary bio issue would be impacts to nesting by project-generated noise.
- To address and avoid/resolve this issue, it is recommended to include a statement of timing for project implementation in the project description. Something like "Project activities would occur over an approximately XX-month period and are anticipated to begin as early as XXX and end in XXX. This construction timing is arranged specifically to avoid the bird, including raptors, nesting season (i.e., between January 15 to September 15), particularly sensitive bird/raptor species potentially nesting adjacent to the project. Implementation of this project commitment would ensure that potential impacts to nesting birds and raptors would not occur."
- Approach assumes and will state that flexible PVC and other plastic lining technologies are likely fatal flawed for this application or is too costly for the District. Approach assumes and will likely recommend 100% solids epoxy coating alternative.
- Optional improvements to accommodate future bypass and rehabilitation of overall lift station will be covered in future task orders.
 - Penetrations for future bypass piping
 - Replace, replace, or remove existing overflow valves and slide gate
 - Replace existing instrumentation and sump pump railing, supports, and appurtenances.
 - Provide infrastructure for future bypass operation (locations for pumps, railing, supports, and appurtenances, etc.)

SCHEDULE

Estimated Design Schedule ¹	
Description	Estimated Date
Notice to Proceed	April 19 th
Field kickoff meeting	Week of April 29 th
50% Design	June 21st, 2024
75% Design	July 19th, 2024
100% Design	August 16th, 2024
Bid Documents	September 6th, 2024

¹Dates provided herein are preliminary and assume a 5-day District review period. Durations for delivery of design submissions is counted from the date where final written review comments are received. Work is assumed to occur in CY2024.

PAYMENT

Payment will be on a Time and Expense, Not-to-Exceed basis and invoiced in accordance with the Hourly Wage Rates in the following table, per the most current As Needed Engineering Services Agreement. Payment will be on a Time and Expense, Not-to-Exceed basis and invoiced in accordance with the Hourly Wage Rates in the following table, per the most current As Needed Engineering Services Agreement.

Hourly Rates and Fees

Billing Categories				
Classification	Title	2023	2024	2025
AA1	Administrative Assistant	\$81.37	\$83.81	\$86.33
AA2	Senior Administrative Assistant	\$114.33	\$117.76	\$121.29
E0	Engineering Assistant	\$114.33	\$117.76	\$121.29
E1	Staff Engineer	\$143.17	\$147.47	\$151.89
E2	Associate Engineer	\$175.10	\$180.35	\$185.76
E3	Project Engineer	\$196.73	\$202.63	\$208.71
E4	Senior PE / Project Manager	\$227.63	\$234.46	\$241.49
E5	Principal Engineer	\$263.68	\$271.59	\$279.74
I1	Field Inspector	\$153.47	\$158.07	\$162.82
I2	Senior Inspector	\$172.01	\$177.17	\$182.49
I3	Supervising Inspector	\$190.55	\$196.27	\$202.15
T1	CADD Tech 1 (Drafter/Jr. Technician)	\$96.82	\$99.72	\$102.72
T2	CADD Tech 2 (Designer/Sr. Technician)	\$129.78	\$133.67	\$137.68
T3	CADD Tech 3 (Senior Designer)	\$157.59	\$162.32	\$167.19

Notes:

1. A markup of 10% will be applied to all project related Direct Costs and Expenses
2. An additional premium of 25% will be added to the above rates for Expert Witness and Testimony Services.
3. Rate effective through December 31st of each respective year, a 3% increase will be added for any services performed in each year thereafter, pursuant to the Master Engineering Services Agreement

Total Budget for each subtask will be as follows and is detailed in Attachment 1.

Subtask	Title	Budget
1	Project Management & Administration	\$2,685
2	Final Design	\$78,824
Project Total Budget		\$81,509

ATTACHMENTS

Attached to this Scope for reference are the following:

1	Fee Basis Spreadsheet
2	2022 V&A Condition Assessment Report
3	Photos
4	DWEI/SMR August 2023 Dry Well Beam Cracking Memo

MEMORANDUM

Ref: 24-8745

DATE: April 11, 2024
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: **Construction Contract Award for the District's Rancho Verde Pump Station Rehabilitation Project**

RECOMMENDATION:

Staff and the Engineering Committee recommend that the Board of Directors:

1. Authorize the General Manager to execute an Agreement with SCW Contracting Corporation for the construction of the Rancho Verde Pump Station Rehabilitation Project in an amount not to exceed \$1,434,600 as the lowest responsive and responsible bidder.
2. Discuss and take other action as appropriate.

BACKGROUND:

Tactical Goal: Infrastructure & Technology / Rancho Verde Pump Station Rehabilitation

This item was reviewed by the EC at their April 8th meeting and the EC concurred with staff to present this item for the Board's consideration.

In March 2020, Infrastructure Engineering Corporation (IEC) completed the Leucadia Wastewater District's (District) 2019 Pump Station Condition Assessment. IEC was the District's previous as needed design engineer. IEC's assessment recommended that the Rancho Verde Pump Station be rehabilitated to include improvements to the mechanical, electrical, and general site components of the facility in Fiscal Year 2023.

In September 2022, Water Works Engineers (Water Works) was issued a task order to conduct the Preliminary Design Report (PDR) for the Rancho Verde Pump Station Rehabilitation Project (Project) in order to establish the scope and parameters of the project. In December 2022, Water Works completed the PDR which identified improvements to existing vaults, wet well, site drainage, electrical panels and pump station controls.

In February 2023, the Board authorized the final design services for the Project. Due to the limited space at the pump station, the final design was contingent on the District obtaining an extension to the current easement from The Ranch HOA (HOA) in order to install half-sized electrical panels to maintain site aesthetics. The District worked with the HOA and the easement extension was recorded on November 17, 2023.

DISCUSSION:

Water Works completed project design in January 2024. The project was advertised for bids on February 5, 2024. Bids were due on March 21, 2024. Two (2) bids were received as follows:

Construction Firm	Bid Price
SCW Contracting Corporation	\$1,434,600
Pacific Hydrotech Corporation	\$1,710,100

SCW's bid of \$1,434,600 is about \$327K, or 29%, more than the engineer's opinion of probable cost of \$1.108M.

Due to the high cost and limited competition, staff inquired why only two bids were received. Therefore, staff reached out to (2) construction firms, Cora Constructors (Cora) and GSE Construction (GSE), that were on the plan holders list but did not submit a bid. The District discovered Cora did not submit a bid because they did not meet the project experience requirements and GSE because of current project commitments and that the project was not large enough to justify hiring additional staff to manage.

Additionally, staff reviewed the plans and evaluated whether the project could be modified or redesigned and rebid to reduce construction costs. Staff and Water Works determined that a redesign would not significantly reduce cost and still meet the project objectives.

Staff and Water Works attribute the high bids to the construction industry experiencing a high demand, labor shortages and labor rate increases, and the prequalification requirements which reduced the pool of bidders to highly experienced contractors. Overall, the current bidding environment is very expensive at this time.

The bids were reviewed by Tim Lewis at Water Works. As a result of their evaluation, Water Works determined SCW Contracting Corporation (SCW) to be responsive to the bid requirements and recommended that SCW be awarded the contract as the lowest responsive and responsible bidder. The Water Works bid review memorandum is attached for your review.

Therefore, staff and the EC concur with Water Work's recommendation and requests that the Board of Directors award the contract to SCW Contracting Corporation as the lowest responsive and responsible bidder in an amount not to exceed \$1,434,600.

FISCAL IMPACT:

The FY24 Capital Budget included \$816K for project construction. Staff will request an additional appropriation as part of the FY25 Capital Budget to cover the total cost of the project.

ier:PJB

Attachment

Leucadia Wastewater District Rancho Verde Pump Station Rehabilitation Project Bid Review Memorandum



Date: March 23, 2024
Prepared by: Tim Lewis, PE (Design Engineer)

Purpose

The purpose of this memorandum is to summarize Water Works Engineer's (Design Engineer) evaluation of the bid results and the responsiveness of the apparent low bidder to bidding and contract documents for the Leucadia Wastewater District (District) Rancho Verde Pump Station Rehabilitation Project.

Bid Results

Two (2) Bids were received and opened on March 21st, 2024. The Bids are summarized below, along with the Engineer's Opinion of Probable Construction Cost (OPCC). See the last section of this memorandum for discussion on the difference between the Engineer's OPCC and the Low Bid.

Apparent Low Bid: (SCW Contracting Corporation)	\$1,434,600
Second Low Bid:(Pacific Hydrotech)	\$1,710,100
Engineer's Opinion of Probable Construction Cost (OPCC):	\$1,108,000

Review of Apparent Low Bidder

Water Works Engineer's reviewed the bidding documents submitted by the Low Apparent Bidder to determine if the Bidder is the lowest responsive responsible bidder.

Contractor's License (Responsive)

The Contractor holds the required Class A License (No. 630435) which is current and active. The Contractor also holds C51 (Steel, Structural) and C60 (Welding) licenses. Worker's Compensation is Active. The Contractor is bonded. The Bidder is responsive.

Business Information

SCW CONTRACTING CORPORATION
2525 NORTH OLD HIGHWAY 395
FALLBROOK, CA 92028
Business Phone Number:(760) 728-1308

Entity Corporation
Issue Date 10/09/1991
Expire Date 10/31/2025

License Status

This license is current and active.

All information below should be reviewed.

Classifications

- ▶ [A - GENERAL ENGINEERING](#)
- ▶ [C60 - WELDING](#)
- ▶ [C51 - STEEL STRUCTURAL](#)

Bonding Information

Contractor's Bond

This license filed a Contractor's Bond with [TRAVELERS CASUALTY AND SURETY COMPANY](#).

Bond Number: 206857601

Bond Amount: \$25,000

Effective Date: 01/01/2023

[Contractor's Bond History](#)

Bond of Qualifying Individual

The qualifying individual JEFFREY DEAN SCRAPE certified that he/she owns 10 percent or more of the voting stock/membership interest of this company; therefore, the Bond of Qualifying Individual is not required.

Effective Date: 10/09/1991

Workers' Compensation

This license has workers compensation insurance with the [HARTFORD CASUALTY INSURANCE COMPANY](#).

Policy Number: 53WEOH9H11

Effective Date: 10/01/2022

Expire Date: 10/01/2024

[Workers' Compensation History](#)

Other

- ▶ Personnel listed on this license (current or disassociated) are listed on other licenses.

<https://www.cslb.ca.gov/onlineservices/checklicenseII/checklicense.aspx>

Bid Bond (Responsive)

A bid bond in the amount of ten percent (10%) of the bid amount was submitted with Liberty Mutual Insurance Company as surety, as required. The Bidder is responsive.

Signatures (Responsive)

SCW Contracting Corporation Vice President Andrew Scrape signed the Closing Statement, Bidder’s Bond, Non-Collusion Affidavit, and Local Preference Certification. Other company partners were listed. Liberty Mutual Insurance Company surety was signed by Sandra Figueroa, Attorney-in-Fact, and Vice President Andrew Scrape. Both individuals were acknowledged and validated via a notary public. The Bidder is responsive.

Addenda Acknowledgment (Responsive)

Addenda 1 and 2 are signed and acknowledged by Vice President Andrew Scrape. The Bidder is responsive.

Registration with the Department of Industrial Relations (Responsive)

The prime and subcontractors are required to be registered with the DIR prior to bidding a public works project. The Bidder is responsive.

Contractor Legal name	Type of Work	Registration #	Registration Date	Expiration Date
PRIME: SCW Contracting Corp.	Prime	1000001579	7/1/2023	6/30/2025
SUB: Hydrotech Electric	Electrical	1000001266	7/1/2022	6/30/2024
SUB: New Dimension Masonry	Masonry	1000001513	7/1/2022	6/30/2025
SUB: MC Painting	Painting and Coating	1000026859	7/1/2023	6/30/2024
SUB: Amber Steel Co	Reinforcing Steel	1000000630	7/1/2022	6/30/2024

<https://www.dir.ca.gov/public-works/Contractors.html>

Experience Requirements (Responsive)

Water Works reviewed the Bidder’s self-reported qualifications/experience responses as required by the bidding documents, takes no exception, and considers the Bidder to be responsive.

1. Prime and Subs willful violations in last 5 years: No.
2. Listed compensation experience modification factors: Listed.
3. Injury prevention program adoption: Yes.
4. Bidder debtor in bankruptcy case: No.
5. Bankruptcy in last 5 years: No.
6. Liquidated damages in the last 5 years: No.
7. Bidder disqualification in last 5 years: No.
8. Claim against Bidde in last 5 years: No.
9. Claim against Owner in last 5 years: No.
10. Surety payments in last 5 years: No.
11. DIR registration for prime and subs: Yes.

12. The bidder was required to construct three (3x) government agency owned raw wastewater pump stations or a new government owned raw wastewater pump station (lift station) with a minimum capacity of 7.5 HP pumps within the past 5 years: Yes.
13. The bidder was required to have three (3x) projects where they successfully bypassed 100% of wastewater flows with no incidents or spills within the past 5 years: Yes.

Experience References (Responsive)

Water Works Engineers contacted all the qualification experience references on 3/22/24 listed on the contract forms and takes no exception to any of the responses received and considers the Bidder responsive.

<p>Megan Trott (909-993-1696) - Inland Empire Utilities Agency</p> <p><u>Projects:</u></p> <ol style="list-style-type: none"> 1. NRW Flowmeter Replacement Project 2. RP-1 Flow Equalization & Effluent Monitoring <p><u>Comments:</u></p> <ol style="list-style-type: none"> 1. NO ANSWER LEFT 2x VOICEMAIL
<p>Mayra Cabrera (951-674-3146 ext 8349) – Elsinore Valley Municipal Water District</p> <p><u>Projects:</u></p> <ol style="list-style-type: none"> 1. Nichols Ranch Lift Station <p><u>Comments from Reference:</u></p> <ol style="list-style-type: none"> 1. SCW is a preferred contractor for lift station, booster station, and reservoirs projects. 2. SCW did a great job and she did not have to worry or over watch the contractor movements. 3. SCW is very honest with paperwork, they bring things up in advance that are super helpful or could be a concern to the Engineer. 4. Recommended.
<p>Kevin Lee (909-725-5047) – City of Beaumont</p> <p><u>Projects:</u></p> <ol style="list-style-type: none"> 1. Beaumont Mesa Lift Station Pump Replacement <p><u>Comments from Reference:</u></p> <ol style="list-style-type: none"> 1. NO ANSWER LEFT 2x VOICEMAILS
<p>Emad Zaya (858-573-5033) – City of San Diego</p> <p><u>Projects:</u></p> <ol style="list-style-type: none"> 1. SPS 23T Reliability Improvements <p><u>Comments from Reference</u></p> <ol style="list-style-type: none"> 1. No concerns 2. Mentioned that the contractor was familiar with City specs 3. Overall, he recommends them.

In addition – Leucadia Wastewater District utilized SCW Contracting for the Village Park 5 (VP5) pump station replacement project in 2017 (7 years ago), and the District’s experience with the Contractor was positive and the District cannot recall any undue concerns with the company.

Approach to Work (Responsive)

In general, the Bidders Work Approach is relatively short and does not have many details, but Water Works Engineers takes no exception to it and considers it reasonable. One item of note is that the Bidder intends to deliver materials to the Bidder’s offsite warehouse which may not be readily accessible to District representatives. This is not uncommon for smaller construction projects where there is reduced space for onsite staging and storage (particularly for high value items that may be vandalized or stolen). If the Bidder requests payment for those materials during construction, the District reserves the right to not make payment for stored materials it cannot verify, in accordance with the contract documents.

Safety and Injury Prevention Plan (Responsive)

The Bidder indicated that it has adopted an injury prevention program. The Bidder is responsive.

Project Manager Information (Omitted)

Both the Low Bidder and High Bidder did not submit Project Manager experience as by IFB-9, but it is Water Works opinion that this is an unintentional omission and is not a disqualifying factor. It is recommended that the District request project manager supplementary information from the Bidder as required by IFB-9. A similar occurrence occurred for the November 2020 Encinitas Estates Pump Station Project bid. The likely justification for this is that the project manager experience is not listed on the on the bidder experience data forms and the Bidders were either unaware or were confused and believed it was supplemental information to be submitted after the bid. For future projects, it is recommended that the District reexamine whether the bid forms should include a project manager experience section.

Review of Low Bid versus Engineer OPCC

The Low Bid is 29% higher than the Engineer’s OPCC (estimate). It is Water Works opinion that this can be primarily attributed to the following reasons.

- The current bidding environment is poor due to high volume and demand for construction projects along with skilled laborer shortages that has been made worse due to high inflation. Consequently, fewer bids are received, and the low bid is typically less competitive. The RVPS Rehabilitation Project is relatively small in size, and when combined with the District’s rigorous qualification and experience and local-preference requirements, the pool of potential bidders interested in the project has appeared to have been significantly reduced. Only two bids were received but three other potential bidders expressed interest in the project, and two responded that they could not meet the experience requirements. On similar past pump station projects with the same qualification and experience requirements, it is our understanding that the District had sometimes up to six bidders.
- The market environment is also considered poor due to high labor rates, recent inflationary effects, and material and equipment shortages and pricing volatility from post-pandemic supply shocks.

In addition, Water Works examined the bid items for both bids and provided additional clarifications or opinions on differences with the Engineer OPCC. Water Works Engineers takes no exception to the bid cost breakdown. The Bidder did not appear to have any significant pricing deviation that may indicate the Bidder is front-loading or has manipulated the magnitude of a particular bid item in such a way that is not industry standard or indicates the Bidder did not understand the scope of work delineated in the bid item.

See Appendix A for the bid summary and comparison.

Final Opinion

Water Works takes no exception to and considers SCW Contracting Corporation to be the lowest responsive and responsible bidder, as required by the Bidding and Contract Documents. The submitted Low Bid appears to be reasonable, considering the current bidding and market environment.

As with all construction projects, it is possible that the District may be able to identify value engineering opportunities with Contractor once the project is awarded to realize any potential cost savings. Typically this would mean reducing the scale of secondary or optional improvements, or relaxing specification requirements, however the specifics of these value engineering opportunities are outside the scope of this memorandum and are not assured.

Attachments

Attachment A: Bid Summary

MEMORANDUM

Ref: 24-8715

DATE: April 11, 2024

TO: Board of Directors

FROM: Paul J. Bushee, General Manager



SUBJECT: Board of Director Compensation Adjustment

RECOMMENDATION:

Staff requests that the Board of Directors:

1. Discuss and provide direction as appropriate.

DISCUSSION:

On June 12, 2019, after a noticed Public Hearing, the Board of Directors adopted Ordinance No. 140 which adjusted Director's compensation from \$190 to \$200 per service day. The Ordinance became effective 60 days after adoption in accordance with the California Water Code.

California Water Code Section 20202 allows for a 5% adjustment per calendar year following the operative date of the last adjustment. Since the last adjustment occurred in 2019, the Board is eligible for an adjustment not to exceed 25%. The exact amount of the increase, up to the limit, is at the Board's discretion.

A survey of Director's compensation for other agencies is attached.

This item is presented for the Board's consideration and staff has no recommendation on this matter. Staff requests that the board discuss this item and, if an increase is recommended, authorize staff to prepare, notice and schedule a public hearing concurrent with the May 2024 Board meeting.

reg:PJB

Attachment

**BOARD OF DIRECTORS
PER DIEM COMPENSATION COMPARISON
APRIL 2024**

	DISTRICT	Apr 2023	Apr 2024	Comments
1	Carlsbad MWD	\$100.00	\$100.00	
2	Eastern MWD	\$245.00	\$258.00	
3	Elsinore Valley MWD	\$232.50	\$244.13	
4	Encina Wastewater Authority	\$221.41	\$221.41	
5	Fallbrook PUD	\$127.63	\$134	
6	Helix Water District	\$225.00	\$225.00	
7	Lakeside Water District	\$125.00	\$125.00	
8	Leucadia Wastewater	\$200.00	\$200.00	
9	Olivenhain MWD	\$150.00	\$150.00	
10	Otay Water District	\$158.00	\$165.00	
11	Padre Dam MWD	\$145.00	\$160.00	Will consider increase Mar/Apr 2024 during budget process
12	Rainbow MWD	\$150.00	\$150.00	
13	Ramona MWD	\$100.00	\$100.00	
14	Rancho California Water District	\$200.00	\$200.00	
15	Rincon Del Diablo MWD	\$160.00	\$168.00	
16	SDCWA Directors/Officers	\$150/\$180	\$150/\$180	
17	San Dieguito Water District	\$100.00	\$100.00	
18	Santa Fe Irrigation District	\$150.00	\$150.00	
19	South Bay Irrigation District	\$100.00	\$100.00	
20	Sweetwater Authority	\$150.00	\$200.00	
21	Vallecitos Water District	\$200.00	\$200.00	
22	Valley Center MWD	\$100.00	\$100.00	
23	Vista Irrigation District	\$200.00	\$200.00	
24	Yuima MWD	\$100.00	\$100.00	

The **average** per diem is **\$163.22**

The **median** per diem is **\$160.00**

MEMORANDUM

DATE: April 11, 2024
TO: Board of Directors
FROM: Paul J. Bushee, General Manager
SUBJECT: Strategic Plan Update

**RECOMMENDATION:**

Staff recommends that the Board of Directors:

1. Review the District's Strategic Plan.
2. Discuss and take other action as appropriate.

DISCUSSION:

The Board of Directors conducted a Strategic Planning Workshop on March 7, 2024. Jeff Bills of Confidence Consulting facilitated the workshop where various strategic topics were discussed. During the workshop, the Board directed staff to revise the District's Strategic Plan's strategic focus areas to include a communication strategy with the District's key partners, and present a draft for the Board's review at a future LWD Board meeting. As such, staff made the following changes for the Board's consideration:

- Reformatted the Strategies section into bullet points to enhance its clarity and readability;
- Added the following language strategy to the financial strategy: "*Maintain fiscal stability and growth with effective oversight and communication with key partners, including the Encina Joint Powers Authority, to ensure cost effective capital and operating planning and consistency with District financial goals*" to incorporate the Board's direction;
- Updated the language in the people strategy from "*Assure the highest qualified workforce by optimizing training opportunities*" to "*Employ the highest qualified workforce by optimizing training and leadership development opportunities*" to emphasize succession planning efforts;
- Removed the aged SWOT and Assumptions sections, which were partially outdated and have not been discussed during the past several Strategic Planning Workshops;
- Modified the introduction section to reflect the most recent Board Workshop discussion; and
- Updated the cover and other made minor grammatical modifications.

The attached, revised Strategic Plan is provided in red-line version for the Board's consideration. Staff is recommending that the Board review the changes and provide direction as appropriate.

Attachment

reg:PJB



LEUCADIA
WASTEWATER
DISTRICT

LEADERS IN
ENVIRONMENTAL
PROTECTION



STRATEGIC PLAN

1960 LA COSTA AVE
CARLSBAD, CA 92009
(760) 753-0155

ADOPTED: JULY 13, 2005
REVISED: MARCH 21, 2007
REVISED: JUNE 12, 2013
REVISED: MARCH 11, 2015
REVISED: APRIL 17, 2024

WWW.LWWD.ORG



LEADERS IN ENVIRONMENTAL PROTECTION

Ref: 24-875015-4519

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Introduction

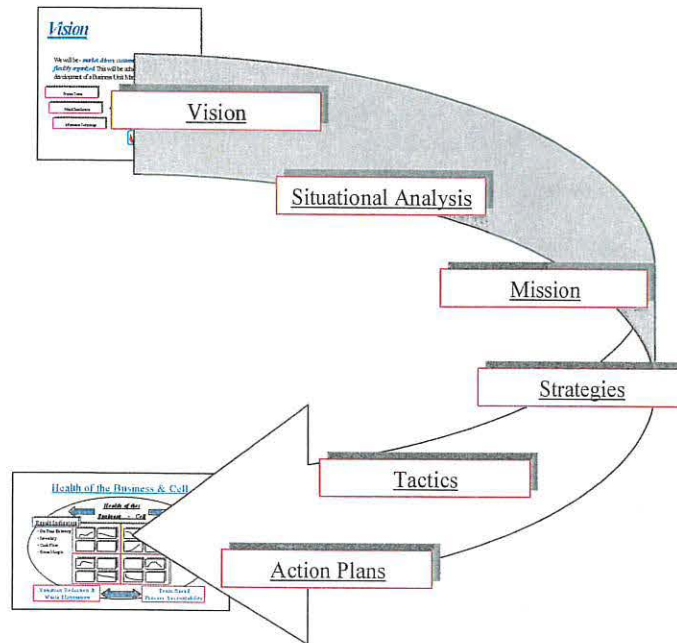
In March of 2005, the Leucadia Wastewater District Board of Directors adopted a strategic planning model to shape the future of the district through the use of: Vision, Situational Analysis, Mission Statement, Strategies, Tactics and Action Plans all linked together.

Since 2005, the Board has reviewed and, from time to time, modified the plan as appropriate. In March of 2024, the Leucadia Wastewater District Board of Directors held a Strategic Planning session with Jeff Bills of Confidence Consulting and discussed various topics, including: traditional and responsive strategic thinking, results of Board and key staff interviews, and key strategic matters. The Board determined that an update to the Strategic Plan was necessary and the document below reflects the changes. 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, tThe 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.

Creation of a Strategic Plan



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 and Staff Section

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*



LEADERS IN
ENVIRONMENTAL
PROTECTION

- ◆ *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*



LEADERS IN
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PROTECTION

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:

- ◆ *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.*
- ◆ *The need to replace aging infrastructure.*
- ◆ *Effects of the prolonged drought and the need to conserve water and the escalating price of water.*
- ◆ *Increased public scrutiny.*

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
- ~~◆~~
 - ~~◆ 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.~~
 - ~~◆ Continue the 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.~~

Strategies

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

1. Financial

~~Assure~~ Maintain fiscal stability and growth ~~by~~ with:

- Proactive ~~effectively~~ monitoring and forecasting of District finances in order to provide competitive rates and avoid abrupt rate adjustments; ~~and~~;
- Effective oversight and communication with key partners, including the Encina Joint Powers Authority, to ensure cost effective capital and operating planning and consistency with District financial goals.

2. People

~~Assure~~ Employ the highest qualified work force ~~by~~:

- ~~O~~ptimizing training and leadership development opportunities;
- Promoting an excellent safety culture; and
- Providing competitive compensation in order to recruit and retain high quality employees.

3. Services

Provide exceptional services to our customers ~~by~~:

- Ssafely collecting and transporting wastewater in order to ~~ensure~~ provide the highest level of environmental protection;
- Eeducating customers on our services;
- Ppursuing viable water recycling opportunities; and
- Ppursuing strategic alliances with other organizations.

4. Infrastructure & Technology

Protect the long-term viability of the District ~~by~~:

- Proactively improving and replacing the infrastructure prior to failure; and
- Ppursuing technological innovation and excellence to enhance the District's infrastructure and operations to ~~ensure~~ maximize efficiency and cost effectiveness.



LEUCADIA
WASTEWATER
DISTRICT

LEADERS IN
ENVIRONMENTAL
PROTECTION



STRATEGIC PLAN

1960 LA COSTA AVE
CARLSBAD, CA 92009
(760) 753-0155

WWW.LWWD.ORG

ADOPTED: JULY 13, 2005
REVISED: MARCH 21, 2007
REVISED: JUNE 12, 2013
REVISED: MARCH 11, 2015
REVISED: APRIL 17, 2024



LEADERS IN
ENVIRONMENTAL
PROTECTION

Ref: 24-8750

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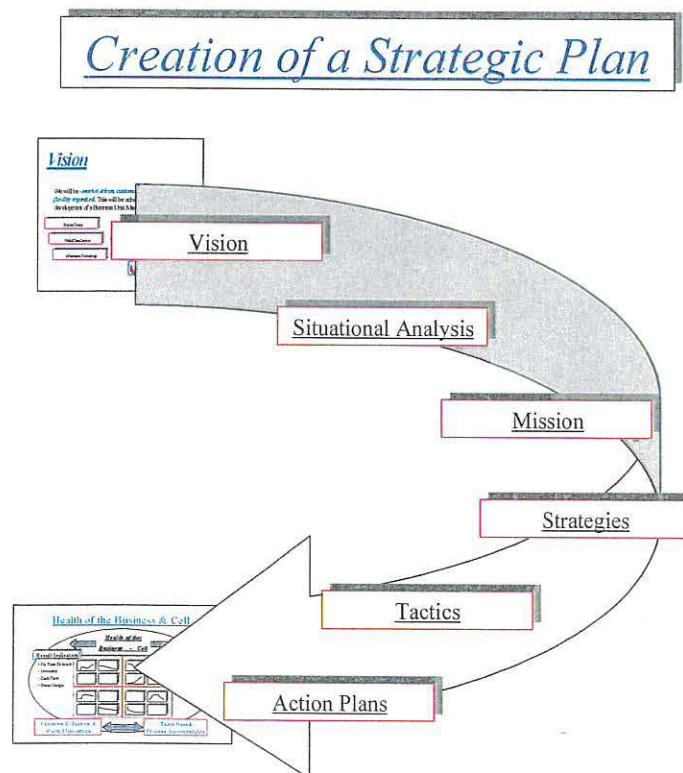
Introduction

In March of 2005, the Leucadia Wastewater District Board of Directors adopted a strategic planning model to shape the future of the district through the use of: Vision, Situational Analysis, Mission Statement, Strategies, Tactics and Action Plans all linked together.

Since 2005, the Board has reviewed and, from time to time, modified the plan as appropriate. In March of 2024, the Leucadia Wastewater District Board of Directors held a Strategic Planning session with Jeff Bills of Confidence Consulting and discussed various topics, including: traditional and responsive strategic thinking, results of Board and key staff interviews, and key strategic matters. The Board determined that an update to the Strategic Plan was necessary and the document below reflects the changes.

Strategic Planning Process

The Board of Directors of Leucadia Wastewater District 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 companywide 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

- 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)

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 and Staff Section

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*



LEADERS IN
ENVIRONMENTAL
PROTECTION

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:

- ◆ *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.*
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Directors' Meetings

Presented by Director Sullivan

Conference

2024 CWEA Annual Conference

Dates and Location

April 9-12, 2024
Sacramento, CA

List of Attendees

Director Sullivan

The above mentioned Board member attended various sessions regarding wastewater and recycled water issues.