

AGENDA

**HUMAN RESOURCES COMMITTEE MEETING
LEUCADIA WASTEWATER DISTRICT**

Thursday, October 30, 2025 – 1:00 p.m.
1960 La Costa Avenue, Carlsbad, CA 92009

1. **Call to Order**
2. **Roll Call**
3. **Public Comment**
4. **Review of LWD's Compensation Policy (Pages 2-9)**
5. **Information Items**
None.
6. **Directors' Comments**
7. **General Manager's Comments**
8. **Adjournment**

MEMORANDUM

Ref: 25-9294

DATE: October 27, 2025
TO: Human Resources Committee
FROM: Paul J. Bushee, General Manager
SUBJECT: Leucadia Wastewater District (LWD) Compensation Policy



RECOMMENDATION:

1. Adopt Resolution No. 2436 – Updating LWD's Compensation Policy
2. Discuss and provide direction, as appropriate.

BACKGROUND:

LWD's Compensation Policy was last updated in September 2018. That update consolidated the 2003 Compensation Policy and the 2015 Incentive Program into a single document reflecting the District's compensation principles and practices. Before 2018, the most significant changes occurred between 2003 to 2006, during which its current structure, objectives, and award values were established to align with the District's strategic goals.

DISCUSSION:

The current Incentive Compensation Program outlines several individual and organizational performance goals with corresponding award amounts. However, many of these amounts remain unchanged since 2003, and several awards are listed as "TBD." The District is approaching one such threshold — six or more consecutive years without a reportable spill — for which no award amount has been defined (see below).

Objective No. 1: Achieve the highest number of consecutive years without a reportable spill. The achievement levels are as follows:

Achievement Levels

1 Year	2 Years	3 – 5 Years	6+ Years
Award amount: \$1,000	Award amount: \$1,000	Award amount: \$1,500	Award amount: TBD

Establishing a value for this incentive would ensure consistency and timely recognition of this organizational achievement. Staff recommends establishing a \$2,000 incentive amount for achieving 6+ consecutive years without a reportable spill, which would maintain a consistent incremental increase (\$500) between milestones for this particular incentive.

Staff also requests the HRC's input on whether to review and consider adjusting all established incentive values. Staff will provide an overview and suggestions for the HRC's consideration at the upcoming meeting.

PJB:
Attachment

RESOLUTION NO. 2436

**A RESOLUTION OF THE BOARD OF DIRECTORS OF
THE LEUCADIA WASTEWATER DISTRICT
ADOPTING THE UPDATED COMPENSATION POLICY**

Whereas, the Leucadia Wastewater District (LWD) Board of Directors last updated the Compensation Policy on September 12, 2018; and,

Whereas, the Board of Directors has identified "People – Assure the highest qualified work force ..." as one its top strategic priorities; and

Whereas, the Board of Directors recognizes that employee compensation should be consistent with the intent of LWD's mission and vision statements, which encourage exceptional LWD performance; and

Whereas, the Board of Directors desires to update the Compensation Policy to reflect LWD's current compensation concepts and practices.

NOW, THEREFORE, it is hereby resolved as follows:

The Board of Directors of the Leucadia Wastewater District does hereby rescind Resolution No. 2304 and adopts in its place the updated Compensation Policy attached hereto as Exhibit "A" and directs that it be implemented consistent with all applicable laws and related District policies;

Passed and Adopted by the Board of Directors of the Leucadia Wastewater District this 12th day of November 2025 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Rolando Saldana, President

Attest:

Paul J. Bushee, Secretary /Manager

Exhibit A

Compensation Policy

**LEUCADIA WASTEWATER DISTRICT
COMPENSATION POLICY**Ref: [49-632926-9296](#)**I. PURPOSE**

The Leucadia Wastewater District's (LWD) compensation program is intended to recruit, retain, and motivate the best possible work force. This policy shall be consistent with the intent of LWD's mission and vision statements, which is to encourage exceptional District performance.

II. COMPENSATION PROGRAM

The employee compensation program is designed to compensate each employee at a salary that is commensurate with the skills and aptitude needed to perform each job classification based on the competitive job market in the San Diego area. The compensation program includes the following three primary elements:

- 1) Base Salary - wages paid for a job performed.
- 2) Employee Benefits - health & welfare, time away from work, retirement and related items.
- 3) Incentive Pay - additional incentive payments when specific goals, objectives and/or standards are achieved. Incentive pay may be in the form of individual and organizational awards.

The Board of Directors shall approve the total compensation budget as part of LWD's annual budget process. The General Manager shall be responsible for implementing the approved annual compensation budget.

III. GUIDELINES FOR EMPLOYEE'S COMPENSATION**1) Base Salary**

- ✓ Salary ranges shall exist for all classifications and shall be approved by the Board of Directors by Resolution each fiscal year.
- ✓ The salary ranges shall be based on the target goal of 10% above the competitive market mean. The market mean shall be established by comparing the top of the range of each comparable classification with the top of the range of each LWD salary range.
- ✓ The competitive market shall consist of the 19 San Diego Region public agencies listed in Attachment A. LWD salary ranges and job classifications shall be compared to similar job classifications and salary ranges amongst the 19 agencies.
- ✓ Every position at LWD will have a salary range that identifies the minimum and maximum rate of pay for all positions in that range. The salary range spread shall be 25 percent from the maximum to minimum.

- ✓ Every position at LWD will have an accurate job description detailing the major duties and responsibilities of the position and qualifications for entry into the position.
- ✓ Each employee will be paid a base salary within the established salary range of their position.
- ✓ Base wage adjustments shall be based on performance as assessed by the employee's supervisor and available funding in the compensation budget. Employee performance shall be evaluated annually as a minimum.
- ✓ The Board will consider periodic salary range adjustments in order to stay in line with the target market-based salary objective (10% above mean).
- ✓ Salary range adjustments shall not constitute a general wage adjustment. Base wage adjustments shall be based on merit and performance.
- ✓ Any general wage adjustments shall be at the Board of Director's sole discretion

2) **Employee Benefits**

LWD will assess and make available a package of employee benefits including legislated and discretionary benefit programs in line with District objectives.

LWD will provide each employee with all required legal documentation and supplementary information on the employee benefits for which they are eligible.

Benefit programs may include the major benefit categories of health and welfare, time away from work, and retirement among other related areas, as appropriate.

An economic evaluation of the cost of each employee benefit program may be made to determine the continuance of the program and the degree to which LWD and/or the employee will contribute to funding of the program(s).

3) **Incentive Compensation Program**

The purpose of LWD's Incentive Program (Program) is to encourage performance that is above and beyond. The program is "at risk" and incentives are awarded only when objectives of the program are achieved.

Incentive compensation will be awarded for both individual and organizational accomplishments when specific targeted objectives or performance standards have been met. Employees eligible for incentive compensation will be informed in writing of the terms and conditions pertaining to the specific program.

A. Individual Incentive Program is designed to promote individual professional development and outstanding performance.

The program consists of the following three objectives and awards:

Objective No. 1: Exceptional Service Award - Award recognizing outstanding service and dedication. Criteria for award and evaluation are determined by General Manager, and may vary from year to year. Recipients will be recognized by the Board of Directors and receive a one-time \$500 incentive award.

Objective No. 2: Service Award - The Service Award recognizes years of service as an employee. Award of a service award requires approval of the General Manager. Recipients will be recognized by the Board of Directors and receive one-time award in accordance with the following schedule:

Years of Service	Amount of Award
5 yrs	\$100
10 yrs	\$200
15 yrs	\$300
20 yrs	\$400
25 yrs	\$500
30 yrs	\$750
35 yrs	\$1000
40 yrs	\$1500

Objective No. 3: Professional Achievement Award - The Professional Achievement Award recognizes individual accomplishments in the area of work related professional development such as education or technical certification. Eligibility for the Professional Achievement Award will be determined by the General Manager. Recipients will be recognized by the Board of Directors and receive a one-time award in accordance with the following schedule:

<u>Achievement</u>	<u>Amount of Award</u>
Professional certification	\$500
Associates Degree (AA)	\$750
Bachelor's Degree (BA/BS)	\$1,000
Master's Degree (MA/MS/MBA)	\$2,000

B. Organizational Incentive Program is designed to achieve the following objectives:

- ✓ Protection of the environment
- ✓ Maintain a safe and health workplace
- ✓ Protection of public assets
- ✓ Protection of private and personal property
- ✓ Promotes staff development

The program consists of the following five objectives and awards:

Objective No. 1: Achieve the highest number of consecutive years without a reportable spill. The achievement levels are as follows:

Achievement Levels

<u>1-Year</u>	<u>1-2 Years</u>	<u>3 – 5 Years</u>	<u>6+ Years</u>
<u>Award amount:</u> <u>\$1,000</u>	Award amount: \$1,000	Award amount: \$1,500	Award amount: TBD <u>\$2,000</u>

Objective No. 2: Cost sharing of CSRMA's Liability and Workers' compensation retrospective refunds or dividends. The incentive award is fifty percent (50%) of the total amount refunded to LWD, divided between the number of LWD employees.

Objective No. 3: The District receives recognition or awards from external or members agencies, such as, CWEA, CASA, and CSDA. The incentive award is based on the specific type of award. If the District receives a competitive based **local** award and receives the 1st place award, then each employee is eligible for an \$100 incentive award. If the District receives a competitive based **state** award and receives 1st place, then each employee is eligible for a \$300 incentive award.

Objective No. 4: Achieve highest number of consecutive years without a lost time injury. The achievement levels are as follows:

Achievement Levels

1 Year	2 Years	3-4 Years	5-9 Years	10-14 Years	15+ Years
Award Amount: \$300	Award Amount: \$500	Award Amount: \$1,000	Award Amount: \$1,200	Award Amount: \$1,500	Award Amount: TBD

Objective No. 5: Achieve highest number of consecutive years without a vehicle accident. The achievement levels are as follows:

Achievement Levels

1 Year	2 Years	3-4 Years	5-9 Years	10-14 Years	15+ Years
Award Amount: \$250	Award Amount: \$375	Award Amount: \$500	Award Amount: \$750	Award Amount: \$1,000	Award Amount: TBD

IV. LIMITATIONS

No provisions of this Policy shall be deemed to constitute an agreement by LWD to retain any person in its employment for any period of time.

V. DELEGATION OF AUTHORITY

The Board of Directors has sole authority to amend or revise this Compensation Policy.

ATTACHMENT A

List of Comparator Agencies

Agency
1. City of Carlsbad
2. City of Encinitas
3. City of Escondido
4. City of Oceanside
5. City of Vista
6. Eastern Municipal Water District
7. Encina Wastewater Authority
8. Fallbrook Public Utility District
9. Helix Water District
10. Olivenhain Municipal Water District
11. Otay Water District
12. Padre Dam Municipal Water District
13. Rainbow Municipal Water District
14. Ramona Municipal Water District
15. San Elijo Joint Powers Authority
16. Santa Fe Irrigation District
17. Vallecitos Water District
18. Valley Center Municipal Water District
19. Vista Irrigation District