

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: Saldana, Brown, Pacilio

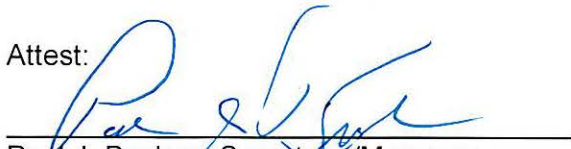
NOES: None.

ABSENT: Sullivan, Roesink

ABSTAIN: None.

  
Rolando Saldana, President

Attest:

  
Paul J. Bushee, Secretary /Manager

**LEUCADIA WASTEWATER DISTRICT  
COMPENSATION POLICY**

Ref: 26-9296

**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 two objectives and awards:

Objective No. 1: Service Award - This award recognizes years of service as an employee. The 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            | \$200           |
| 10 yrs           | \$300           |
| 15 yrs           | \$400           |
| 20 yrs           | \$500           |
| 25 yrs           | \$600           |
| 30 yrs           | \$850           |
| 35 yrs           | \$1100          |
| 40 yrs           | \$1600          |

Objective No. 2: Professional Achievement Award - This award recognizes individual accomplishments in the area of work-related professional development, such as education or technical certification. Eligibility for this 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  | \$600                  |
| Associates Degree (AA)      | \$850                  |
| Bachelor's Degree (BA/BS)   | \$1,100                |
| Master's Degree (MA/MS/MBA) | \$2,100                |

**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 |                          |                          |                          |
|--------------------|--------------------------|--------------------------|--------------------------|
|                    | 1-2 Years                | 3 – 5 Years              | 6+ Years                 |
|                    | Award amount:<br>\$1,000 | Award amount:<br>\$1,500 | Award amount:<br>\$2,000 |

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 1<sup>st</sup> place award, then each employee is eligible for a \$200 incentive award. If the District receives a competitive based **state** award and receives 1<sup>st</sup> place, then each employee is eligible for a \$500 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+ Years             |  |
|---------------------|---------------------|-----------------------|-----------------------|-----------------------|--|
| Award Amount: \$300 | Award Amount: \$500 | Award Amount: \$1,000 | Award Amount: \$1,200 | Award Amount: \$1,500 |  |

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+Years              |  |
|---------------------|---------------------|---------------------|---------------------|-----------------------|--|
| Award Amount: \$250 | Award Amount: \$375 | Award Amount: \$500 | Award Amount: \$750 | Award Amount: \$1,000 |  |

#### 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              |