

**AGENDA
SPECIAL MEETING
OF THE BOARD OF DIRECTORS
LEUCADIA WASTEWATER DISTRICT**
Wednesday, February 26, 2026 – 8:00 a.m.
1960 La Costa Avenue, Carlsbad, CA 92009

Join Zoom Meeting
<https://us02web.zoom.us/j/85330422271?pwd=bbvIbGstA0eNntxapqk6AFW5PR50Vb.1>
Meeting ID: 853 3042 2271 Passcode: 190590

(Note: Light breakfast served at 8:00 a.m. program starts at approximately 8:15 a.m.)

1. Call to Order

2. Roll Call

3. Pledge of Allegiance

4. Approval of Agenda

In the case of an emergency, items may be added to the Agenda by the 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 or unanimous vote of the Board.

5. Public Comment

Anyone wishing to address the Board or bring an agenda item forward may do so.

6. Strategic Planning Workshop

8:00 a.m. **Continental Breakfast**

8:15 a.m. **Welcome/Introductions**

- Workshop Expectations

8:30 a.m. **Government Benchmarks**

- Board Characteristics
- Adaptive Strategy

9:00 a.m. **Fiscal Stability & Growth**

- Status and Update of Encina Relationship
- Board Interview Comments

9:30 a.m. **Services**

- Status and Update of Recycled Water Program
- Board Interview Comments

10:00 a.m. **BREAK**

10:30 a.m. **Infrastructure & Technology**

- District's Current and Proposed Approach to AI
- Board Interview Comments

- 11:00 a.m. **Closed Session – People**
- Closed session pursuant to Government Code Section 54957(b)(1) to discuss personnel matters related to succession planning for Board appointed positions.
- 12:00 p.m. **LUNCH**
- 12:45 p.m. **Open Forum - Other Areas of Strategic Focus**
- 1:00 p.m. **Summation and Next Steps**

7. Adjournment

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*

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: February 19, 2026



Paul J. Bushee, Secretary/General Manager

MEMORANDUM

DATE: February 19, 2026
TO: Board of Directors
FROM: Paul J. Bushee, General Manager
SUBJECT: Strategic Planning Workshop



As you are aware, Mr. Jeff Bills of Confidence Consulting will facilitate the upcoming Strategic Planning Workshop. At the workshop, the Board of Directors will review and discuss key strategies associated with the District's four Strategic Focus Areas and other related matters, as appropriate. To provide background and facilitate the discussion, staff has attached the current Leucadia Wastewater District Strategic Plan for your review.

We look forward to a productive workshop. Please do not hesitate to contact me if you have any questions.

PJB:

Attachment



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

Table of Contents

<u>Introduction</u>	2
<u>Board and Staff Section</u>	5
♦ Board Mission Statement	
♦ Role of Board	
♦ Board of Directors Code of Conduct	
♦ Role of Staff	
<u>Vision</u>	6
<u>Mission</u>	6
<u>Situational Analysis</u>	7
<u>Strategies</u>	8

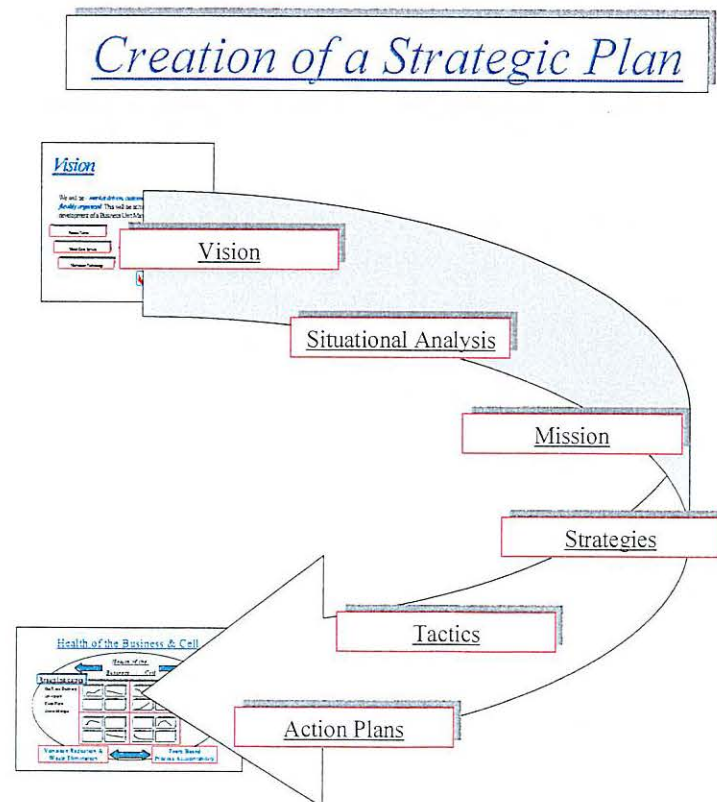
Introduction

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*

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.*

Strategies

1. Financial

Maintain fiscal stability and growth with:

- Proactive 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

Employ the highest qualified work force by:

- Optimizing 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:

- Safely collecting and transporting wastewater in order to provide the highest level of environmental protection;
- Educating customers on our services;
- Pursuing viable water recycling opportunities; and
- Pursuing 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
- Pursuing technological innovation and excellence to enhance the District's infrastructure and operations to maximize efficiency and cost effectiveness.