



BOARD OF DIRECTORS REGULAR MEETING

DATE: Wednesday, November 9, 2016
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 or unanimous vote of the Board.

Any writings or documents provided to a majority of the members of Leucadia Wastewater District regarding any item on this Agenda will be made available for public inspection in the Administration Office located at 1960 La Costa Avenue, Carlsbad, CA 92009 during normal business hours.

- 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. None.

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:

October 19, 2016 Regular Board Meeting (Pages 5-9)
October 24, 2016 Human Resources Committee Meeting (Pages 10-11)
October 25, 2016 Community Affairs Committee Meeting (Pages 12-13)
November 2, 2016 Engineering Committee Meeting (Pages 14-15)

8. Approval of Demands for October/November 2016

This item provides for the Board of Directors approval of all demands paid from LWD during the month of October and a portion in November 2016. (Pages 16-35)

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 FY16 to FY17 and flows by sub-basin. (Pages 36-40)

10. Finance Report

This report discloses up-to-date schedule of assets, liabilities, net assets and compares fiscal year-to-date expenditures to the FY17 budget and discloses monthly investments. (Pages 41-48)

11. Disclosure of Reimbursements

This report discloses travel expense reimbursements for the month of October 2016. (Pages 49-50)

12. Board-General Manager/Staff Relations Policy

Receive and file the annual review of the Board-General Manager/Staff Relations Policy. (Pages 51-56)

EWA REPORTS

13. Encina Wastewater Authority Reports

- A. A regular EWA Board Meeting was held on October 26, 2016 – report by Director Sullivan. (Page 57)
- B. An Encina Member Agencies Manager's Meeting was held on November 1, 2016 – report by GM Bushee. (Verbal)

COMMITTEE REPORTS

14. Committee Reports

- A. Human Resources Committee Meeting was held on October 24, 2016 – report by Director Hanson. (Page 58)
- B. Community Affairs Committee Meeting was held on October 25, 2016 – report by Director Sullivan. (Page 59)
- C. Engineering Committee Meeting was held on November 2, 2016 – report by Director Juliussen. (Page 60)

ACTION ITEMS

15. Quarterly Treasurer's Investment Report

This report discloses investments for the quarter ending September 30, 2016.
(Pages 61-62, Enclosure 15A)

16. Discussion of LWD Organizational Efficiency Study (Pages 63-107)

17. Potential Strategic Planning Facilitators (Pages 108-114)

18. Calendar Year 2017 Board of Directors' Meeting Schedule (Pages 115-118)

INFORMATION ITEMS

19. Project Status Updates and Other Informational Reports

A. Batiquitos Pump Station Electrical Cost Analysis. (Verbal)

B. 2017 CSRMA Executive Board Elections. (Page 119)

C. CSDA Quarterly Dinner Meeting is scheduled for Thursday, November 17, 2016 at
The Butcher Shop Steakhouse in Kearny Mesa. (Pages 120-121)

D. LWD Holiday Luncheon is scheduled for Thursday, December 8, 2016 at 12 noon at
Bistro West. (Page 122)

20. Directors' Meetings and Conference Reports

None.

21. General Manager's Report

22. General Counsel's Report

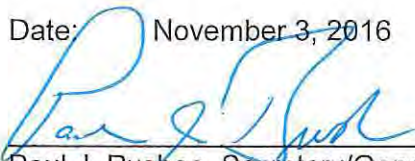
23. Board of Directors' Comments

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 at least 72 hours prior to the meeting, in accordance with Govt. Code Section 54954.2(a).

Date: November 3, 2016



Paul J. Bushee, Secretary/General Manager

LEUCADIA WASTEWATER DISTRICTMinutes of a Regular Board Meeting
October 19, 2016

A regular meeting of the Board of Directors of the Leucadia Wastewater District (LWD) was held Wednesday, October 19, 2016 at 5:00 p.m., at the District Administration Office at 1960 La Costa Ave., Carlsbad, California.

1. Call to Order

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

2. Roll Call

DIRECTORS PRESENT: Omsted, Hanson, Sullivan, Kulchin, and Juliussen

DIRECTORS ABSENT: None.

OTHERS PRESENT: General Manager Paul Bushee, General Counsel Wayne Brechtel, Administrative Services Manager Richard Duffey, Field Services Superintendent Jeff Stecker, Executive Assistant Tianne Baity, Administrative Services Supervisor Trisha Hill, District Engineer Steve Deering, Natalie Frascchetti and Steven Henderson with Dexter Wilson Engineering Inc.

3. Pledge of Allegiance

President Omsted led the pledge of allegiance.

4. General Public Comment Period

None.

5. Approval of Agenda

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

Director	Vote
President Omsted	Yes
Vice President Hanson	Yes
Director Sullivan	Yes
Director Kulchin	Yes
Director Juliussen	Yes

6. Presentations and Awards**A. Achievement of Organizational Objective.**

GM Bushee reported that on September 12, 2016 staff completed five years without a lost time injury accident. This achievement meets an organizational objective under the incentive program. He noted that each employee is eligible for a \$1,200 compensation award. He stated that this award reflects staff's excellent attention to safety while working in the field.

The Board congratulated staff for their efforts.

B. Special District Leadership Foundation (SDLF) District Transparency Certificate.

GM Bushee reported that the District received the Transparency Certificate of Excellence on October 11, 2016 during the CSDA Annual Conference in San Diego, CA. GM Bushee acknowledged EA Baity for her excellent work compiling the necessary information in order to apply for this award.

The Board congratulated staff for their efforts.

CONSENT CALENDAR

7. Approval of Board and Committee Minutes

Minutes of the following meetings:

September 14, 2016 Regular Board Meeting
September 26, 2016 Human Resources Committee Meeting
October 5, 2016 Engineering Committee Meeting

8. Approval of Demands for September/October 2016

Payroll Checks numbered 18802-18867; General Checking – Checks numbered 48752-48857.

9. Operations Report (A copy was included in the original October 19, 2016 Agenda)

10. Finance Report (A copy was included in the original October 19, 2016 Agenda)

11. Disclosure of Reimbursements

This report discloses travel expense reimbursements for the month of September 2016.

12. Status Update on the Fiscal Year 2017 (FY17) LWD Tactics and Action Plan

Upon a motion duly made by Director Juliussen, seconded by Director Kulchin, and unanimously carried, the Board of Directors approved the Consent Calendar by the following vote:

Director	Vote
President Omsted	Yes
Vice President Hanson	Yes
Director Sullivan	Yes
Director Kulchin	Yes
Director Juliussen	Yes

EWA and COMMITTEE REPORTS

13. Encina Wastewater Authority (EWA) Reports

A. EWA Board Report – Meeting held on September 28, 2016.

Director Sullivan reported on EWA's September 28, 2016 Board meeting.

B. EWA Member Agency Manager's (MAM) - Meeting held on October 4, 2016.

GM Bushee reported on MAM's October 4, 2016 meeting.

14. Committee Reports

A. Human Resources Committee (HRC) meeting held on September 26, 2016.

Vice President Hanson reported that the HRC met with staff as a follow-up to the discussion regarding LWD's compensation at the June 2016 Board of Directors meeting.

The HRC directed staff to research and provide price estimates for an efficiency study focusing on the areas of finance, staffing, job descriptions, human resources, operations, risk management, capital expenditures, board expenditures and consultant expenditures.

Another HRC meeting will be planned for the near future so that staff can report back on the estimated costs to conduct an efficiency study.

B. Engineering Committee (EC) meeting held on October 5, 2016.

Director Juliussen stated that the EC reviewed the following:

- The Sanitary Sewer Management Plan (SSMP) Fiscal Year 2016 Audit conducted by Dexter Wilson Engineering, Inc.

The EC concurred with staff to present this recommendation to the Board of Directors and it will be discussed later in the agenda.

The EC also received information on the Batiquitos Pump Station Photo Voltaic Panel Installation. This item was for information only. No action was taken.

ACTION ITEMS

15. Receive and file the Sewer System Management Plan (SSMP) Fiscal Year 2016 (FY16) Audit conducted by Dexter Wilson Engineering (DWE), Inc.

FSSup Stecker presented this item and provided background information on the SSMP. He introduced Ms. Natalie Frascchetti of DWE to provide an overview of the audit and its results.

Ms. Frascchetti provided an overview of the FY16 SSMP Audit. She stated that the audit concluded that the District's activities, programs, and efforts meet or exceed the requirements of its SSMP. She noted that minor changes in the District's organization, practices, or regulations that occurred during the year were not significant enough to require a revision of the SSMP prior to June 2019, the required five year SSMP review cycle.

President Omsted asked if the audit report is filed with the State Water Resources Control Board (SWRCB). Ms. Frascchetti answered his question stating that LWD does not file the audit report with the SWRCB but instead posts the audit report on the LWD website and provides the SWRCB with the link to the District's audit report.

Upon a motion duly made by Director Kulchin, seconded by Director Sullivan, and unanimously carried, the Board of Directors received and filed SSMP FY16 Audit conducted by DWE, Inc. by the following vote:

Director	Vote
President Omsted	Yes
Vice President Hanson	Yes
Director Sullivan	Yes
Director Kulchin	Yes
Director Juliussen	Yes

16. Batiquitos Lagoon Foundation Board Members 2016 Election

EA Baity presented the item stating that the Batiquitos Lagoon Foundation is requesting its members to vote for candidates for its 2016 Board Election. She noted the candidate's names and that staff has no recommendation.

Upon a motion duly made by Director Sullivan, seconded by Vice President Hanson, and unanimously carried, the Board of Directors voted for Jim Brown (Incumbent), Deborah Mossa (Incumbent) and Fred Sandquist (Incumbent) for the Batiquitos Lagoon Foundation Board by the following vote:

Director	Vote
President Omsted	Yes
Vice President Hanson	Yes
Director Sullivan	Yes
Director Kulchin	Yes
Director Juliussen	Yes

INFORMATION ITEMS

17. Project Status Updates and Other Informational Reports

A. Direct Potable Reuse Draft Report to the Legislature.

GM Bushee reported on the Draft Report to the Legislature on the Investigation on the Feasibility of Developing Uniform Water Recycling Criteria for Direct Potable Reuse by the State Water Resources Control Board (SWRCB). GM Bushee provided background information on the independent review of direct potable reuse (DPR) and reviewed the report conclusions and recommendations to the State.

Vice President Hanson asked if anyone from the San Diego area was on the panel. GM Bushee answered stating that the Advisory Panel had representatives from the City of San Diego and the Padre Dam Municipal Water District.

President Omsted noted that he would like to have a copy of the Draft Report. GM Bushee stated that he would email President Omsted the Draft Report.

18. Directors' Meetings and Conference Reports

A. CSDA Annual Conference was held October 10-13, 2016 at the Sheraton San Diego Hotel & Marina in San Diego, CA.

Director Juliussen stated that it was a great conference.

Director Kulchin stated it was one of the best conferences.

Director Sullivan noted that it had a record attendance with great speakers and that the sessions were up to date, stimulating, and thought provoking.

Vice President Hanson stated there was something for everyone at the conference and that all the sessions she attended were beneficial.

President Omsted concurred with the Board stating it was stimulating and one of the best conferences the Board has attended.

19. General Manager's Report

GM Bushee reported on the following items:

- The Carlsbad Water Recycling Facility Dedication Event is on Tuesday, November 1, 2016 at 9 a.m. A carpool will be leaving the District office at 8:30 a.m. and GM Bushee will send an email reminder;
- LWD is in the process of repairing a leak on LWD's recycled water line at the Encina Wastewater Authority plant site;
- The Board Strategic Planning Session is scheduled for early 2017 and GM Bushee is seeking suggestions or preferences for facilitators for the session from the Board.

Director Kulchin asked if a list of facilitators and bios could be presented to the Board. GM Bushee stated he would provide a list of facilitators with bios and add this item to the November 9, 2016 Board meeting agenda for review and discussion.

President Omsted requested that the Board provide any additional facilitators prior to the November Board meeting.

20. General Counsel's Report

GC Brechtel reported on the following items:

- AB 626 Public Contracts: Claim Resolution;
- AB 1661 Sexual Harassment Prevention Training;
- AB 2257 Agenda Online Posting;
- AB 2389 District Based Elections: Reapportionment;
- AB 2801 Written Protests;
- AB 2853 Public Records;
- SB 661 Subsurface Installations;
- SB 1436 Executive Compensation and Oral Report of Final Action Recommendation; and
- SB 1069 Accessory Dwelling Units

21. Board of Directors' Comments

None.

22. Adjournment

President Omsted adjourned the meeting at 5:54 p.m.

Donald Omsted, President

Paul J. Bushee
Secretary/General Manager
(SEAL)

LEUCADIA WASTEWATER DISTRICT
Minutes of a Human Resources Committee Meeting
October 24, 2016

A meeting of the Human Resources Committee (HRC) of the Leucadia Wastewater District (LWD) was held Monday, October 24, 2016 at 8:30 a.m. at the District Administration Office at 1960 La Costa Ave., Carlsbad, California.

1. Call to Order

Director Hanson called the meeting to order at 8:30 a.m.

2. Roll Call

DIRECTORS PRESENT: Kulchin and Hanson

DIRECTORS ABSENT: None.

OTHERS PRESENT: General Manager Paul Bushee, Administrative Services Manager Richard Duffey, Administrative Services Supervisor Trisha Hill, and Executive Assistant Tianne Baity

3. Public Comment

No public comment was received.

4. New Business

A. Discussion of Leucadia Wastewater District (LWD) Efficiency Study.

GM Bushee presented the item stating that this meeting is a follow-up to the discussion regarding an efficiency analysis at the September 26th HRC meeting.

GM Bushee noted that at the September 26th HRC Meeting, the HRC recommended that staff research and provide price estimates for an efficiency study focusing on the areas of finance, staffing, job descriptions, human resources, operations, risk management, capital expenditures, board expenditures and consultant expenditures. GM Bushee stated that staff researched and contacted three firms that perform efficiencies analyses of this nature and they included: BHI Management Consulting, Black & Veatch, and EMA, Inc. GM Bushee introduced ASM Duffey to present the costs associated with conducting an efficiency analysis.

ASM Duffey stated that based on phone discussions with the firms, the following ballpark costs were provided:

- Black & Veatch - \$50,000 to \$60,000
- BHI Management Consulting - \$50,000 to \$60,000
- EMA Inc. – Had not received estimate prior to HRC meeting

ASM Duffey noted that the amounts listed above are preliminary estimates and could vary based on the actual detailed scope of the final project.

Vice President Hanson stated that she is still concerned with how much money the District spends, however, her concerns are more focused on compensation and less focused on infrastructure and collection system operations. Director Hanson stated that an efficiency analysis could possibly tell the District if there are areas where the District could save money. She noted that she would still like to have an efficiency analysis performed.

Director Kulchin stated that he is satisfied with how money is spent in operations and infrastructure. He noted that the District provides adequate job descriptions, conducts salary surveys, and pays employees on a reasonable level with other organizations of similar size. Director Kulchin noted that he doesn't see the value in spending the money for an efficiency analysis.

Following discussion, the HRC recommended that staff take the information discussed and reviewed at this meeting, as well as the information provided at the September 26th HRC meeting, to the full Board for review at the November 9th Board meeting.

GM Bushee stated that staff would add this as an agenda item for the November 9th Board meeting and provide all the necessary information for review and discussion.

5. Information Items

None.

6. Directors' Comments

Director Kulchin asked if the new candidate for the November 8th Election has contacted the District. GM Bushee stated that he had not heard from the candidate.

7. General Manager's Comments

GM Bushee stated that there will be a carpool leaving the District office for the Carlsbad Water Recycling Facility dedication event on Tuesday, November 1, 2016 at 8:30 a.m.

8. Adjournment

Director Hanson adjourned the meeting at 8:48 a.m.

Paul J. Bushee
Secretary/General Manager
(Seal)

LEUCADIA WASTEWATER DISTRICT
 Minutes of a Community Affairs Committee Meeting
 October 25, 2016

A meeting of the Community Affairs Committee (CAC) of the Leucadia Wastewater District (LWD) was held October 25, 2016 at 9:30 a.m. at the District Administration Office at 1960 La Costa Ave., Carlsbad, California.

1. Call to Order

Chairperson Sullivan called the meeting to order at 9:30 a.m.

2. Roll Call

DIRECTORS PRESENT: Omsted and Sullivan

DIRECTORS ABSENT: None.

OTHERS PRESENT: General Manager Paul Bushee, Administrative Services Manager Richard Duffey, Administrative Services Supervisor Trisha Hill, Executive Assistant Tianne Baity, and Jared Criscuolo of Rising Tide Partners (RTP)

3. Public Comment

No public comment was received.

4. New Business

A. Discussion of the 2016 Fall/Winter Newsletter Proposed Article Topics and Production Schedule.

ASsup Hill presented the subject item, noting it is a Fiscal Year 2017 tactical goal. She introduced Mr. Jared Criscuolo from RTP to present the newsletter proposed article topics.

Mr. Criscuolo stated that the cover page lead article will discuss LWD semi-annual performance from May 1, 2016 through November 1, 2016.

Mr. Criscuolo also provided a brief summary of the following other articles in the newsletter:

- Keeping the Pipes Clear and Free of Obstructions, Pipeline Blockages, and Illegal Dumping;
- Outreach Efforts and Assets;
- Employee and Agency Recognitions;
- Capital Improvements; and
- Recycled Water

Mr. Criscuolo noted that the article on Recycled Water could start educating the public on how direct potable reuse (DPR) works. He stated that this topic would continue in future newsletters. He also noted that this topic may be pushed to the next newsletter depending on available space.

ASsup Hill reviewed the Production Schedule for the fall/winter newsletter noting that a CAC meeting will be scheduled for the week of November 14th to review the draft newsletter.

Following discussion, the CAC authorized staff and RTP to proceed with the newsletter articles and the production schedule.

5. Information Items

A. Facebook Update.

ASsup Hill provided a status update on LWD's Facebook page. She noted that Mr. Criscuolo has increased LWD's postings to 2-3 postings per week.

Mr. Criscuolo then provided an overview on LWD's Facebook page statistics from the month. He noted the number of people reached and the numbers of likes, comments, shares, and engagements.

Staff and the CAC also reviewed the District website and the link on the District's homepage to the District's surf cam at Ponto Beach in Carlsbad.

6. Directors' Comments

Director Omsted provided a handout he authored for the League of Women Voters on direct potable reuse titled "Water – DPR".

7. General Manager's Comments

- GM Bushee stated that on November 8, 2016 the District office is an Election Polling Site and employees will park in the lower lot.
- GM Bushee noted that The Carlsbad Water Recycling Facility Dedication Event is on Tuesday, November 1, 2016 at 9 a.m. A carpool will be leaving the District office at 8:30 a.m. and GM Bushee will send an email reminder.

8. Adjournment

Chairperson Sullivan adjourned the meeting at 10:42 a.m.

Paul J. Bushee
Secretary/Manager
(Seal)

LEUCADIA WASTEWATER DISTRICT
Minutes of an Engineering Committee Meeting
November 2, 2016

A meeting of the Engineering Committee (EC) of Leucadia Wastewater District (LWD) was held on Wednesday, November 2, 2016 at 8:30 a.m., at the LWD Administration Office located at 1960 La Costa Avenue, Carlsbad, California.

1. Call to Order

Chairperson Juliussen called the meeting to order at 8:30 a.m.

2. Roll Call

DIRECTORS PRESENT: Juliussen and Kulchin

DIRECTORS ABSENT: None

OTHERS PRESENT: General Manager Paul Bushee; Technical Services Manager Robin Morishita; Administrative Services Manager Richard Duffey; Field Services Superintendent Jeffery Stecker; Field Services Supervisor Marvin Gonzalez; and District Engineer Steve Deering.

3. Public Comment

None.

4. New Business

None.

5. Information Items

A. Village Park No. 5 Pump Station Replacement Project

TSM Morishita presented a status of the Village Park No. 5 (VP5) Pump Station Replacement Project. He said that SCW Contracting (SCW) mobilized to the VP5 site on October 3rd. He continued that the new Valve Vault and new Wet Well precast structures have been installed with the exception of the covers. He said the new submersible pumps have been received. TSM Morishita stated that SCW is scheduled to install the pump bases and railings this week as well as the Valve Vault piping.

B. Leucadia (L1) Force Main West Section Replacement Project

TSM Morishita presented a status of the L1 Force Main West Section Replacement Project. He stated that the bid opening has been postponed to November 3rd. He continued that the City of San Diego had a \$4.3M sewer project and a \$9.5M water project bidding before and after the L1 Project's October 27th bid opening date. TSM Morishita said that it was determined that it was prudent to delay the project bid date to November 3rd to create a better bid environment for the L1 Project.

C. Batiquitos Pump Station Solar Panel Cost Analysis

FSSupt Stecker presented a cost analysis of the Batiquitos Pump Station electrical rate. He said that on May 2015 the District switched to a new electrical rate at the Batiquitos Pump Station. He explained that the new rate required the District to reduce on-peak demand by 2,000 kwhrs per year at the Batiquitos Pump Station. FSSupt Stecker said that the installation of the Solar Panels satisfies that requirement. He stated he completed a comparison of electrical costs before and after the rate switch for a one year period over the same months in each comparison year. He said that the new rate at Batiquitos Pump Station has significantly reduced the electrical costs. FSSupt Stecker continued that based on the monthly savings, the District saved enough over a ten month period to pay for the installation of the Solar Panels. He said that as a result of switching to the new electrical rate prior to installing the solar panels, the District saved enough in electric costs to pay for the solar panel installation before they were physically installed.

The EC requested that this information be presented to the Board during their November meeting.

6. Directors' Comments

None.


7. General Manager's Comments

GM Bushee informed the EC that staff has recently received numerous odor complaints in the vicinity of the Batiquitos Pump Station and the intersection of La Costa Avenue and Coast Highway 101. He said that staff is working to resolve the issue by replacing the carbon media in the Batiquitos Pump Station odor reduction system and discussing the issue with San Elijo Joint Powers Authority, the operators of the Moonlight Beach Pump Station.

8. Adjournment

Chairperson Juliussen adjourned the meeting at approximately 9:10 a.m.

Paul J. Bushee,
Secretary/Manager
(Seal)

DATE: November 3, 2016
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: Approval of October/November Demands

RECOMMENDATION:

Staff requests that the Board of Directors:

1. Approve checks and electronic payments totaling \$ **1,277,362.71**.
2. Discuss and take other action as appropriate.

DISCUSSION:

Attached are check registers describing all payments made by LWD for the months October 14, 2016 – November 3, 2016.

Operating expenses totaled **\$871,076.92** while Capital Improvement Program expenses totaled **\$ 335,078.78**.

Payroll for employees and the Board totaled **\$ 71,207.01**.

Attached, please find a year-to-date Employee and Board Payroll Report from October 2015 to November 2016, for your review. The report includes a monthly breakdown of employee and Board payroll expenses for the prior 12 months.

Attachment 1	Summary of Demands by Account October/November 2016
Attachment 2	Accounts Payable Check Register dated October 19, 2016
Attachment 3	Payroll Check Register dated October 20, 2016
Attachment 4	Payroll Check Register dated October 26, 2016
Attachment 5	Accounts Payable Check Register dated October 26, 2016
Attachment 6	Accounts Payable Check Register dated November 1, 2016
Attachment 7	Board Payroll Check Register dated November 1, 2016
Attachment 8	Year to Date Employee and Board Payroll Report

DEMANDS SUMMARY

November 9, 2016

1. Demands

<u>Category</u>	<u>Check #'s</u>	<u>Amount</u>	<u>Total</u>
Payroll Check -10/20/2016	18868 - 18886 Incentive	\$19,567.48	
Payroll Check -10/26/2016	18887 - 18905	\$46,879.62	
Board Payroll Check - 11/1/2016	18906 - 18910	<u>\$4,759.91</u>	
	Total	\$71,207.01	
General Checking -10/19/2016	48858 - 48920	\$ 167,520.97	
General Checking -10/26/2016	48921 - 48955	\$ 960,688.14	
General Checking -11/01/2016	48956 - 48971	<u>\$ 77,946.59</u>	
	Total	\$ 1,206,155.70	
	GRAND TOTAL		\$1,277,362.71

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/19/2016 Through 10/19/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
ADS LLC	48858	10/19/2016	<u>25,962.00</u>	FLOW MONITORING-JULY-SEPT
	Total 48858		25,962.00	
ALLAN JULIUSSEN	48859	10/19/2016	<u>990.09</u>	REIMBURSE A.J. FOR CONFERENCE
	Total 48859		990.09	
ARC DOCUMENT SOLUTIONS,LLC	48860	10/19/2016	<u>32.00</u>	PLANS AND SPECS
	Total 48860		32.00	
AT&T	48861	10/19/2016	198.16	PHONE SERVICE
AT&T		10/19/2016	<u>979.62</u>	PHONE SERVICE @ BPS-6 MONTHS
	Total 48861		1,177.78	
AVI-AUDIO VISUAL INNOVATIONS	48862	10/19/2016	<u>560.00</u>	AV SYSTEM REPAIR
	Total 48862		560.00	
BARRETT ENGINEERED PUMP	48863	10/19/2016	<u>447.12</u>	SUMP PUMP
	Total 48863		447.12	
CARLSBAD FUELS CORPORATION	48864	10/19/2016	<u>4,671.40</u>	VEHICLE FUEL
	Total 48864		4,671.40	
CITY OF CARLSBAD	48865	10/19/2016	262.04	WATER @ PLANT
CITY OF CARLSBAD		10/19/2016	183.57	WATER @ VACTOR
CITY OF CARLSBAD		10/19/2016	<u>241.62</u>	WATER @ VACTOR 2
	Total 48865		687.23	
WAGeworks, INC	48866	10/19/2016	<u>140.00</u>	SEC 125 FLEX PLAN-SEPT
	Total 48866		140.00	
CORELOGIC INFORMATION SOLUTIONS,INC	48867	10/19/2016	<u>125.00</u>	SUBSCRIPTION MONTHLY RENEWAL-SEPT
	Total 48867		125.00	
CORODATA	48868	10/19/2016	<u>137.35</u>	STORAGE-SEPT
	Total 48868		137.35	
COX COMMUNICATIONS SAN DIEGO	48869	10/19/2016	<u>1,424.54</u>	INTERNET,PHONES ETC
	Total 48869		1,424.54	
CUES, INC	48870	10/19/2016	519.29	CABLES
CUES, INC		10/19/2016	<u>573.33</u>	PARTS AND CREDIT

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/19/2016 Through 10/19/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
CUES, INC		10/19/2016	<u>2,969.99</u>	REPAIRS DONE @ CUES FOR VAN
	Total 48870		4,062.61	
DATA NET	48871	10/19/2016	766.50	IS MAINT AND SUPPORT
DATA NET		10/19/2016	5,530.00	MS UPGRADE AND COMPUTERS
DATA NET		10/19/2016	2,599.40	NEW MONITORS
DATA NET		10/19/2016	<u>980.00</u>	RENEWAL-VEEAM ESSENTIALS
	Total 48871		9,875.90	
DAVID KULCHIN	48872	10/19/2016	<u>723.55</u>	REIMBURSE D.K. FOR CSDA CONF
	Total 48872		723.55	
DKF SOLUTIONS GROUP, LLC	48873	10/19/2016	2,100.00	EMERGENCY PLANS
DKF SOLUTIONS GROUP, LLC		10/19/2016	<u>300.00</u>	MONTHLY FEE FOR SAFETY
	Total 48873		2,400.00	
DONALD OMSTED	48874	10/19/2016	<u>35.85</u>	REIMBURSE D.O. FOR CONF.
	Total 48874		35.85	
DUDEK & ASSOCIATES	48875	10/19/2016	2,837.50	GE/CIP/AUG/200/0361
DUDEK & ASSOCIATES		10/19/2016	<u>2,167.50</u>	GE/CIP/July/200/0361
	Total 48875		5,005.00	
EVOQUA WATER TECHNOLOGIES, LLC	48876	10/19/2016	5,612.69	BIOXIDE
	Total 48876		5,612.69	
EWING IRRIGATION PRODUCTS	48877	10/19/2016	86.66	PARTS AND SUPPLIES
	Total 48877		86.66	
GRAINGER, INC	48878	10/19/2016	52.04	BATTERY
GRAINGER, INC		10/19/2016	<u>84.22</u>	UPS SYSTEM
	Total 48878		136.26	
HAAKER EQUIPMENT CO	48879	10/19/2016	<u>2,010.24</u>	MAINT WORK
	Total 48879		2,010.24	
HEAVILAND ENTERPRISES, INC	48880	10/19/2016	840.00	LANDSCAPE MAINT-OCT
HEAVILAND ENTERPRISES, INC		10/19/2016	<u>2,344.00</u>	REPLACE SPRINKLERS
	Total 48880		3,184.00	
I2B NETWORKS, INC	48881	10/19/2016	<u>160.00</u>	WEB CAM @ BPS
	Total 48881		160.00	
ICMA RETIREMENT-303979	48882	10/19/2016	<u>4,303.07</u>	DEFERRED COMP

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/19/2016 Through 10/19/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
	Total 48882		4,303.07	
JAMES HOYETT	48883	10/19/2016	451.36	REIMBURSE FOR CONFERENCE
	Total 48883		451.36	
JCI JONES CHEMICAL, INC	48884	10/19/2016	4,068.76	HYPOCHLORITE SOLUTION-CHEMICALS
	Total 48884		4,068.76	
JEFF BILLS	48885	10/19/2016	3,510.57	CONSULTING SERVICES-SEPT
	Total 48885		3,510.57	
MALLORY SAFETY AND SUPPLY	48886	10/19/2016	55.09	SAFETY GLASSES
MALLORY SAFETY AND SUPPLY		10/19/2016	52.65	SUNSHIELDS
	Total 48886		107.74	
MITSUBISHI ELECTRIC US, INC	48887	10/19/2016	277.41	ELEVATOR MAINT
	Total 48887		277.41	
MSC JANITORIAL SERVICE, INC	48888	10/19/2016	1,552.92	JANITORIAL SERVICES-SEPT
	Total 48888		1,552.92	
NAPA AUTO	48889	10/19/2016	44.77	AIR FRESHNER/GUAGE/ PARTS
NAPA AUTO		10/19/2016	28.06	BATTERY
NAPA AUTO		10/19/2016	194.08	NAPA GOLD FUEL
NAPA AUTO		10/19/2016	147.95	PARTS AND A CREDIT
NAPA AUTO		10/19/2016	87.97	PARTS AND SUPPLIES
NAPA AUTO		10/19/2016	37.77	SUPPLIES @ LPS
NAPA AUTO		10/19/2016	23.64	TARP FASTNERS
	Total 48889		564.24	
NATIONWIDE RETIREMENT SOLUTIONS	48890	10/19/2016	155.00	DEFERRED COMP
	Total 48890		155.00	
NEOPOST, INC	48891	10/19/2016	400.00	POSTAGE FOR NEW METER
	Total 48891		400.00	
OFFICE DEPOT, INC.	48892	10/19/2016	441.38	OFFICE SUPPLIES
	Total 48892		441.38	
OLIVENHAIN MUNICIPAL WATER DIST	48893	10/19/2016	41.13	WATER @ E. ESTATES PS
OLIVENHAIN MUNICIPAL WATER DIST		10/19/2016	306.44	WATER @ TRAVELING
OLIVENHAIN MUNICIPAL WATER DIST		10/19/2016	271.59	WATER @ TRAVELING 2

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/19/2016 Through 10/19/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
OLIVENHAIN MUNICIPAL WATER DIST		10/19/2016	41.13	WATER @ VP5
OLIVENHAIN MUNICIPAL WATER DIST		10/19/2016	41.13	WATER @ VP7 PS
	Total 48893		701.42	
PALOMAR WATER, LLC	48894	10/19/2016	212.63	BOTTLED WTR DELIVERED-SEPT
	Total 48894		212.63	
PERS RETIREMENT	48895	10/19/2016	12,636.26	EMPLOYEE RETIREMENT ENDING 9/25/16
	Total 48895		12,636.26	
PLANT PEOPLE, INC	48896	10/19/2016	158.00	PLANT MAINT FOR OCT
	Total 48896		158.00	
PLUMBERS DEPOT, INC	48897	10/19/2016	572.40	GRIT CATCHER
	Total 48897		572.40	
RICHARD STINSON	48898	10/19/2016	7,000.00	CONSTRUCTION MANAGEMENT-Sept
	Total 48898		7,000.00	
RISING TIDE PARTNERS	48899	10/19/2016	4,858.72	PUBLIC INFO-SEPT
	Total 48899		4,858.72	
ROCKWELL CONSTRUCTION SERVICES, INC	48900	10/19/2016	135.00	ELECTRICAL INSPECT @ BPS
ROCKWELL CONSTRUCTION SERVICES, INC		10/19/2016	202.50	ELECTRICAL WORK @ GAFNER
	Total 48900		337.50	
SAN DIEGO GAS AND ELECTRIC	48901	10/19/2016	1,344.00	OUTAGE FEES FOR BPS
	Total 48901		1,344.00	
SAN DIEGO UNION TRIBUNE	48902	10/19/2016	1,035.80	AD FOR FORCE MAIN PROJECT
	Total 48902		1,035.80	
SAN DIEGO UNION TRIBUNE	48903	10/19/2016	437.76	SUBSCRIPTION RENEWAL
	Total 48903		437.76	
SAN DIEGUITO WATER DISTRICT	48904	10/19/2016	110.46	WATER @ TANKER
SAN DIEGUITO WATER DISTRICT		10/19/2016	89.42	WATER @ TANKER 2
	Total 48904		199.88	

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/19/2016 Through 10/19/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
SAN DIEGO GAS & ELECTIRC	48905	10/19/2016	108.08	ELECTRIC @ AVOCADO PS
SAN DIEGO GAS & ELECTIRC		10/19/2016	453.59	ELECTRIC @ DIANA PS
SAN DIEGO GAS & ELECTIRC		10/19/2016	792.27	ELECTRIC @ E. ESTATES
SAN DIEGO GAS & ELECTIRC		10/19/2016	310.83	ELECTRIC @ VP5 PS
SAN DIEGO GAS & ELECTIRC		10/19/2016	20.87	GAS @ OFFICE
	Total 48905		1,685.64	
SMITH & LOVELESS, INC	48906	10/19/2016	6,335.75	MOTOR @ VP7 PS
	Total 48906		6,335.75	
SOUTHERN CONTRACTING COMPANY	48907	10/19/2016	1,320.00	ELECTICAL WORK @ BPS
SOUTHERN CONTRACTING COMPANY		10/19/2016	2,760.00	ELECTRICAL WORK @ BPS
SOUTHERN CONTRACTING COMPANY		10/19/2016	600.00	ELECTRICAL WORK @ SPS
SOUTHERN CONTRACTING COMPANY		10/19/2016	8,300.00	REPLACE MAIN BREAKERS @ BPS
SOUTHERN CONTRACTING COMPANY		10/19/2016	498.96	WORK @ SPS
	Total 48907		13,478.96	
THE HOME DEPOT CRC/GECF	48908	10/19/2016	247.84	SUPPLIES AND PARTS
	Total 48908		247.84	
TIM BESTAMENTE	48909	10/19/2016	127.50	WORK ON COUNTER SINK
	Total 48909		127.50	
TITUS INDUSTRIAL GROUP, INC	48910	10/19/2016	21,390.77	MANHOLE COVERS/FRAMES
	Total 48910		21,390.77	
PIPE TOOLS SPECIALITIES	48911	10/19/2016	667.51	CCTV THREADS
	Total 48911		667.51	
T.S. INDUSTRIAL SUPPLY	48912	10/19/2016	484.47	FUEL PUMP KIT
T.S. INDUSTRIAL SUPPLY		10/19/2016	224.64	PARTS
	Total 48912		709.11	
UNDERGROUND SERVICE ALERT OF	48913	10/19/2016	154.50	UNDERGROUND ALARM
	Total 48913		154.50	
UNIFIRST CORPORATION	48914	10/19/2016	192.03	LAUNDRY SERVICE-W/E 10/12/16
UNIFIRST CORPORATION		10/19/2016	188.85	LAUNDRY SERVICE-WE 9/28/16
	Total 48914		380.88	
U.S. BANK	48915	10/19/2016	4,374.58	CONFS, MEETINGS, SUPPLIES, ETC

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/19/2016 Through 10/19/2016

<u>Vendor Name</u>	<u>Check Number</u>	<u>Effective Date</u>	<u>Check Amount</u>	<u>Transaction Description</u>
	Total 48915		4,374.58	
V&A CONSULTING ENGINEERS	48916	10/19/2016	<u>1,500.00</u>	CREEK SAMPLING @ AWT
	Total 48916		1,500.00	
VERIZON WIRELESS	48917	10/19/2016	906.40	CELL PHONES
VERIZON WIRELESS		10/19/2016	<u>21.27</u>	TELEMETRY WITH PHONES
	Total 48917		927.67	
WASTE MANAGEMENT	48918	10/19/2016	<u>206.86</u>	TRASH SERVICE-SEPT
	Total 48918		206.86	
WEST COAST SAFETY SUPPLY CO., INC.	48919	10/19/2016	259.20	MANHOLE CUSHION
	Total 48919		259.20	
XEROX CORPORATION	48920	10/19/2016	<u>100.11</u>	COPIER MAINT-OTRLY SERVICE
	Total 48920		100.11	
Report Total			<u><u>167,520.97</u></u>	

LEUCADIA WASTEWATER DISTRICT
EMPLOYEE PAYROLL CHECK REPORT

Payroll Date: October 20, 2016
Incentive

<u>Check Nos.</u>	<u>Date</u>	<u>Amount</u>
18868 - 18886	10/20/2016	\$19,567.48

LEUCADIA WASTEWATER DISTRICT
EMPLOYEE PAYROLL CHECK REPORT

Payroll Date: October 26, 2016

<u>Check Nos.</u>	<u>Date</u>	<u>Amount</u>
18887 - 18905	10/26/2016	\$46,879.62

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/26/2016 Through 10/26/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
ARC DOCUMENT SOLUTIONS, LLC	48921	10/26/2016	7.91	PLANS AND SPECS
	Total 48921		7.91	
PETTY CASH	48922	10/26/2016	261.92	PETTY CASH-SEPT/OCT
	Total 48922		261.92	
CWEA	48923	10/26/2016	98.00	RENEWAL FOR I. Riffel COLLECTION CERT-GRADE 4
CWEA		10/26/2016	172.00	RENEWAL FOR J. HOYETT-MEMBERSHIP
	Total 48923		270.00	
DATA NET	48924	10/26/2016	2,157.05	IS MAINT AND SUPPORT
DATA NET		10/26/2016	4,617.50	UPGRADE SERVER EXCHANGE 2016
	Total 48924		6,774.55	
DUDEK & ASSOCIATES	48925	10/26/2016	1,320.00	GE/3251/100/GRADING
DUDEK & ASSOCIATES		10/26/2016	220.00	GE/3252/0593/LC TOWNE SQ
DUDEK & ASSOCIATES		10/26/2016	275.00	GE/3252/0596/ASTOR GARDENS
DUDEK & ASSOCIATES		10/26/2016	495.00	GE/3252/0946/SCOTT ANNEX
DUDEK & ASSOCIATES		10/26/2016	55.00	GE/3252/0954/EOLUS AVE
DUDEK & ASSOCIATES		10/26/2016	110.00	GE/3252/0955/ELOUS AVE ANNEX
DUDEK & ASSOCIATES		10/26/2016	165.00	GE/3252/0957/EL CAMINO REAL
DUDEK & ASSOCIATES		10/26/2016	165.00	GE/3252/0972/BEACONS BEACH
DUDEK & ASSOCIATES		10/26/2016	220.00	GE/3252/0973/ANOTHER BROKEN EGG
DUDEK & ASSOCIATES		10/26/2016	220.00	GE/3252/930/E. JASON ST
	Total 48925		3,245.00	
ELAINE SULLIVAN	48926	10/26/2016	698.37	REIMBURSE FOR CSDA CONF
	Total 48926		698.37	
ENCINA WASTEWATER AUTHORITY	48927	10/26/2016	3,740.20	LAB FEES
	Total 48927		3,740.20	
ENCINA WASTEWATER AUTHORITY	48928	10/26/2016	633,295.29	1ST QTR BILLING-O/M/CAPITAL
	Total 48928		633,295.29	
EVOQUA WATER TECHNOLOGIES, LLC	48929	10/26/2016	8,576.22	BIOXIDE
	Total 48929		8,576.22	
GREAT AMERICA FINANCIAL SERVICES	48930	10/26/2016	755.37	COPIER LEASE-NOV

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/26/2016 Through 10/26/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
	Total 48930		755.37	
ICMA RETIREMENT-303979	48931	10/26/2016	<u>4,274.20</u>	DEFERRED COMP
	Total 48931		4,274.20	
INFRASTRUCTURE ENGINEERING CORP	48932	10/26/2016	1,620.00	AS NEEDED GIS SERVICES
INFRASTRUCTURE ENGINEERING CORP		10/26/2016	1,305.00	FY 15 GRAVITY SEWER REPAIR
INFRASTRUCTURE ENGINEERING CORP		10/26/2016	12,683.43	FY 17 GRAVITY SEWER REPAIR
INFRASTRUCTURE ENGINEERING CORP		10/26/2016	457.50	FY 2016 GRAVITY LINE
INFRASTRUCTURE ENGINEERING CORP		10/26/2016	5,550.00	GAFNER/AWT PROJECT
INFRASTRUCTURE ENGINEERING CORP		10/26/2016	8,335.00	L1 FORCE MAIN PROJECT
INFRASTRUCTURE ENGINEERING CORP		10/26/2016	3,840.00	LPS REHAB PROJECT
INFRASTRUCTURE ENGINEERING CORP		10/26/2016	<u>2,187.40</u>	VILLAGE PARK 5 REPLACEMENT PROJECT
	Total 48932		35,978.33	
JUDY HANSON	48933	10/26/2016	<u>545.57</u>	REIMBURSE J.HANSON FOR CSDA CONF
	Total 48933		545.57	
MALLORY SAFETY AND SUPPLY	48934	10/26/2016	<u>42.13</u>	HEADLIGHT SEPTOR
	Total 48934		42.13	
MSC JANITORIAL SERVICE, INC	48935	10/26/2016	<u>1,552.92</u>	JANITORIAL SERVICES-OCT
	Total 48935		1,552.92	
NATIONWIDE RETIREMENT SOLUTIONS	48936	10/26/2016	<u>125.00</u>	DEFERRED COMP
	Total 48936		125.00	
NU-LINE TECHNOLOGIES, INC	48937	10/26/2016	<u>197,528.75</u>	2016 GRAVITY PIPELINE
	Total 48937		197,528.75	
OFFICE DEPOT, INC.	48938	10/26/2016	<u>50.74</u>	OFFICE SUPPLIES
	Total 48938		50.74	
PARADA PAINTING, INC	48939	10/26/2016	<u>2,880.00</u>	POWER WASH/PAINT FOUNTAIN
	Total 48939		2,880.00	
PERS RETIREMENT	48940	10/26/2016	39.25	BRD RETIREMENT ENDING 9/30/16

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/26/2016 Through 10/26/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
PERS RETIREMENT		10/26/2016	12,636.26	EMPLOYEE RETIREMENT ENDING 10/9/16
	Total 48940		12,675.51	
PLUMBERS DEPOT, INC	48941	10/26/2016	349.64	GRIT CATCHER
	Total 48941		349.64	
QUALITY CHEVROLET	48942	10/26/2016	58.43	MAINT AND REPAIR-VEHICLES
	Total 48942		58.43	
RANCHO SANTA FE SECURITY SYSTEMS	48943	10/26/2016	258.00	QTRLY ALARM SERVICE
	Total 48943		258.00	
AIR POLLUTION CONTROL DISTRICT	48944	10/26/2016	309.00	EMISSION FEES
	Total 48944		309.00	
SAN DIEGO GAS AND ELECTRIC	48945	10/26/2016	17,389.93	ELECTRIC @ LPS/OFFICE
	Total 48945		17,389.93	
SAN DIEGO GAS & ELECTIRC	48946	10/26/2016	9,695.91	ELECTRIC @ BPS
SAN DIEGO GAS & ELECTIRC		10/26/2016	1,463.21	ELECTRIC @ EEPs
SAN DIEGO GAS & ELECTIRC		10/26/2016	1,046.96	ELECTRIC @ LCPS
SAN DIEGO GAS & ELECTIRC		10/26/2016	187.98	ELECTRIC @ RANCHO VERDE PS
SAN DIEGO GAS & ELECTIRC		10/26/2016	779.68	ELECTRIC @ SAXONY PS
SAN DIEGO GAS & ELECTIRC		10/26/2016	183.92	ELECTRIC @ VP7 PS
SAN DIEGO GAS & ELECTIRC		10/26/2016	1.34	NAT GAS @ EE PS
	Total 48946		13,359.00	
STATE WATER RESOURCES CONTROL BD	48947	10/26/2016	300.00	RENEWAL FOR J. STECKER-TREATMENT CERT
	Total 48947		300.00	
TERMINIX	48948	10/26/2016	56.00	MONTHLY PEST SERVICE-OCT
	Total 48948		56.00	
THOMSON REUTERS-WEST	48949	10/26/2016	163.09	SUBS RENEWAL 2016-2017
	Total 48949		163.09	
TITUS INDUSTRIAL GROUP, INC	48950	10/26/2016	12,543.43	MANHOLE COVERS/FRAMES
	Total 48950		12,543.43	
TRI COMMUNITY ANSWERING SERVICE	48951	10/26/2016	90.00	ANSWERING SERVICE-OCT

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 10/26/2016 Through 10/26/2016

<u>Vendor Name</u>	<u>Check Number</u>	<u>Effective Date</u>	<u>Check Amount</u>	<u>Transaction Description</u>
	Total 48951		90.00	
UNIFIRST CORPORATION	48952	10/26/2016	185.34	LAUNDRY SERVICE-W/E 10/19/16
	Total 48952		185.34	
U.S. HEALTHWORKS MEDICAL GROUP, P.C.	48953	10/26/2016	123.00	PHYSICALS
	Total 48953		123.00	
WEST COAST SAFETY SUPPLY CO., INC.	48954	10/26/2016	774.50	MANHOLE COVERS/HANDLE
	Total 48954		774.50	
WORDEN WILLIAMS LLP	48955	10/26/2016	1,450.80	LEGAL FEES-OCT
	Total 48955		1,450.80	
Report Total			960,688.14	

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 11/1/2016 Through 11/1/2016

Vendor Name	Check Number	Effective Date	Check Amount	Transaction Description
CAL PUBLIC EMPLOYEES' RETIRE SYSTEM	48956	11/1/2016	29,092.46	HEALTH INS-NOV
	Total 48956		29,092.46	
COUNTY OF SD-REGISTRAR OF VOTERS	48957	11/1/2016	37,309.00	ELECTION DEPOSIT
	Total 48957		37,309.00	
CUES, INC	48958	11/1/2016	1,679.82	CCTV VAN PARTS AND SERVICE
	Total 48958		1,679.82	
DATA NET	48959	11/1/2016	57.50	IS MAINT AND SUPPORT
DATA NET		11/1/2016	57.50	IS MAINT/SUPPORT-SYMC PROTECTION
	Total 48959		115.00	
HARTFORD LIFE & ACCIDENT INS.	48960	11/1/2016	441.32	LIFE INS-NOV
	Total 48960		441.32	
HOCH CONSULTING	48961	11/1/2016	1,191.25	VILLAGE PARK 5 PS
	Total 48961		1,191.25	
IAN RIFFEL	48962	11/1/2016	444.34	REIMBURSE I. RIFFEL FOR SEWER SUMMIT CONF
	Total 48962		444.34	
LEONARD OKUN, MD	48963	11/1/2016	267.52	REFUND DEV #0883
	Total 48963		267.52	
MES VISION	48964	11/1/2016	379.33	VISION INS-NOV
	Total 48964		379.33	
OFFICE DEPOT, INC.	48965	11/1/2016	109.16	OFFICE SUPPLIES
	Total 48965		109.16	
ROARK GRIFFIN dba: SAN DIEGO POOL TILE CLEANING	48966	11/1/2016	665.00	CALCIUM REMOVAL @ FOUNTAIN
	Total 48966		665.00	
SOUTHERN CONTRACTING COMPANY	48967	11/1/2016	910.00	ELECTRICAL WORK @VP7/BPS
	Total 48967		910.00	
STATE BOARD OF EQUALIZATION	48968	11/1/2016	300.00	SCOTT ANNEX-#0946

Leucadia Wastewater District
Check/Voucher Register - CHECK REGISTER
1005 - UNION BANK GENERAL
From 11/1/2016 Through 11/1/2016

<u>Vendor Name</u>	<u>Check Number</u>	<u>Effective Date</u>	<u>Check Amount</u>	<u>Transaction Description</u>
	Total 48968		300.00	
THE GUARDIAN	48969	11/1/2016	<u>4,116.48</u>	DENTAL AND DISABILITY INS-NOV
	Total 48969		4,116.48	
PIPE TOOLS SPECIALITIES	48970	11/1/2016	<u>667.51</u>	CCTV THREADS
	Total 48970		667.51	
UNIFIRST CORPORATION	48971	11/1/2016	<u>258.40</u>	LAUNDRY SERVICE-W/E 10/26/16
	Total 48971		258.40	
Report Total			<u><u>77,946.59</u></u>	

**LEUCADIA WASTEWATER DISTRICT
BOARD PAYROLL CHECK REPORT**

Payroll Date: November 1, 2016

<u>Check No.</u>	<u>Date</u>	<u>Amount</u>
18906 - 18910	11/1/2016	\$4,759.91

**LEUCADIA WASTEWATER DISTRICT
YEAR TO DATE EMPLOYEE AND BOARD PAYROLL AMOUNTS**

<u>OCTOBER</u>	2015		
10/3/2015	Board		\$5,312.42
10/13/2015	Employee	Incentive	\$16,002.53
10/14/2015	Employee		\$42,620.89
10/28/2015	Employee		<u>\$44,099.43</u>
	TOTAL		\$108,035.27

<u>NOVEMBER</u>			
11/3/2015	Board		\$2,124.85
11/11/2015	Employee		\$44,035.82
11/25/2015	Employee		<u>\$44,605.14</u>
	TOTAL		\$90,765.81

<u>DECEMBER</u>			
12/3/2015	Board		\$1,975.10
12/4/2015	Employee	Sick Buyback	\$22,529.21
12/9/2015	Employee		\$44,069.21
12/23/2015	Employee		<u>\$42,398.10</u>
	TOTAL		\$110,971.62

<u>JANUARY</u>	2016		
1/3/2016	Board		\$1,628.29
1/6/2016	Employee		\$43,385.98
1/13/2016	Employee	Incentive	\$461.75
1/20/2016	Employee		\$41,432.17
1/20/2016	Employee	Chucks's	<u>\$7,460.73</u>
	TOTAL		\$94,368.92

<u>FEBRUARY</u>			
2/3/2016	Employee		\$41,636.25
2/3/2016	Board		\$4,887.14
2/10/2016	Employee	Incentive	\$1,567.35
2/10/2016	Employee	Incentive	\$879.35
2/17/2016	Employee		<u>\$41,942.42</u>
	TOTAL		\$90,912.51

<u>MARCH</u>			
3/2/2016	Employee		\$42,292.77
3/2/2016	Board		\$3,136.26
3/9/2016	Employee	Incentive	\$451.61
3/16/2016	Employee		\$42,023.59
3/30/2016	Employee		<u>\$41,286.80</u>
	TOTAL		\$129,191.03

**LEUCADIA WASTEWATER DISTRICT
YEAR TO DATE EMPLOYEE AND BOARD PAYROLL AMOUNTS**

APRIL

4/2/2016	Board		\$3,531.16
4/13/2016	Employee		\$44,125.93
4/14/2016	Employee	Incentive	\$11,302.63
4/27/2016	Employee		<u>\$44,434.86</u>
	TOTAL		\$103,394.58

MAY

5/2/2016	Board		\$4,924.86
5/11/2016	Employee		\$45,328.93
5/11/2016	Employee	Incentive	\$16,361.17
5/25/2016	Employee		<u>\$45,256.06</u>
	TOTAL		\$111,871.02

JUNE

6/2/2016	Board		\$4,900.16
6/8/2016	Employee		\$45,693.96
6/22/2016	Employee		<u>\$44,504.50</u>
	TOTAL		\$95,098.62

JULY

7/2/2016	Board		\$1,113.05
7/6/2016	Employee		\$45,209.70
7/20/2016	Employee		\$45,447.42
7/21/2016	Employee	Incentive	<u>\$92.35</u>
	TOTAL		\$91,862.52

AUGUST

8/1/2016	Board		\$2,494.10
8/3/2016	Employee		\$47,019.66
8/16/2016	Employee	Incentive	\$6,786.37
8/17/2016	Employee		\$46,135.12
8/31/2016	Employee		<u>45952.27</u>
	TOTAL		\$148,387.52

SEPTEMBER

9/1/2016	Board		\$5,336.83
9/13/2016	Employee	Incentive	\$552.59
9/14/2016	Employee		\$46,590.94
9/14/2016	Employee	Incentive	\$1,137.27
9/28/2016	Employee		<u>\$46,288.36</u>
	TOTAL		\$99,905.99

**LEUCADIA WASTEWATER DISTRICT
YEAR TO DATE EMPLOYEE AND BOARD PAYROLL AMOUNTS**

OCTOBER

10/1/2016	Board		\$1,750.79
10/12/2016	Employee		\$48,948.76
10/20/2016	Employee	Incentive	\$19,567.48
10/26/2016	Employee		<u>\$46,879.62</u>
	TOTAL		\$117,146.65

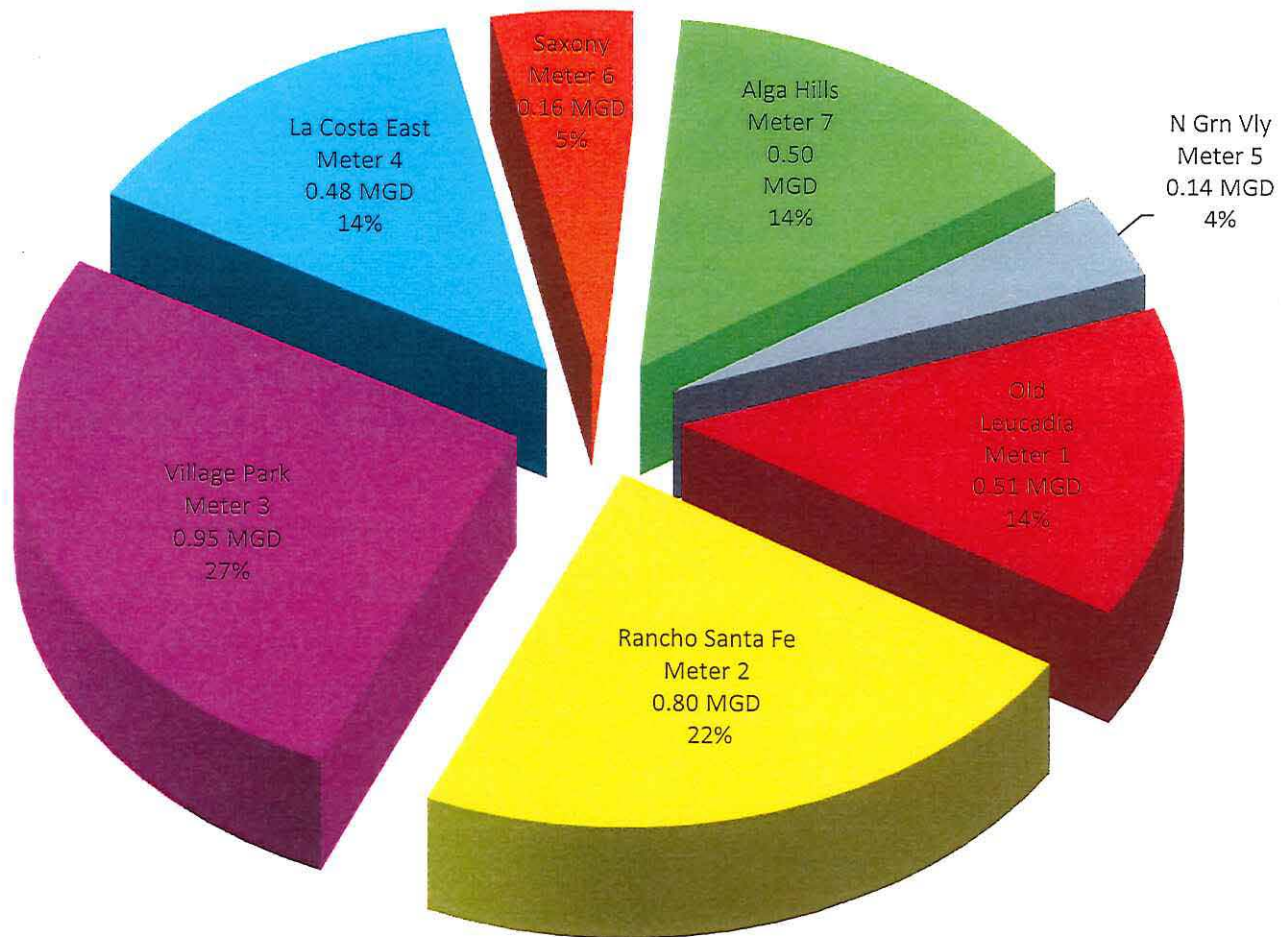
NOVEMBER

11/1/2016	Board		\$4,759.91
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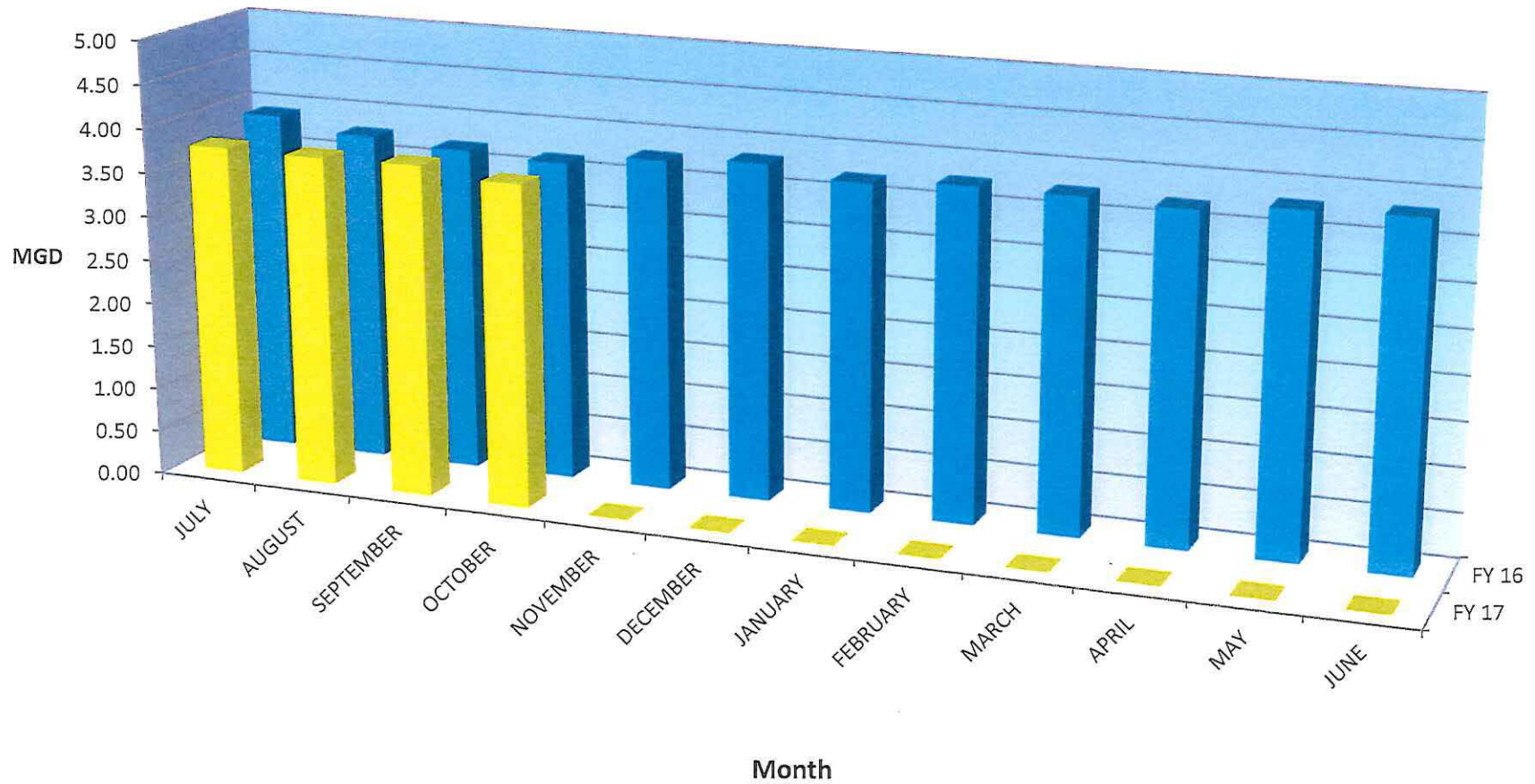
**LEUCADIA WASTEWATER DISTRICT
OPERATIONS REPORT
FISCAL YEAR 2017 (July 2016 - June 2017)**

CURRENT MONTH - October 2016							FY 2015-2016
Period	Total Rain Inches	Total Flow MG	Added EDU's 28,560.21	LWD ADF (MGD)	GPD/EDU	RECLAIMED Total (ac-ft/mo)	LWD ADF (MGD)
JULY	0.00	116.87	1.00	3.77	132	54.07	3.92
YTD			28,561.21				
AUGUST	0.00	116.25	1.50	3.75	131	44.02	3.77
YTD			28,562.71				
SEPTEMBER	0.24	112.80	2.00	3.76	132	47.41	3.70
YTD			28,564.71				
OCTOBER	0.33	113.15	4.50	3.65	128	18.32	3.65
YTD			28,569.21				
NOVEMBER					0		3.77
YTD			28,569.21				
DECEMBER					0		3.83
YTD			28,569.21				
JANUARY					0		3.71
YTD			28,569.21				
FEBRUARY					0		3.77
YTD			28,569.21				
MARCH					0		3.76
YTD			28,569.21				
APRIL					0		3.72
YTD			28,569.21				
MAY					0		3.81
YTD			28,569.21				
JUNE					0		3.83
YTD			28,569.21				
YTD Totals	0.57	459.07	9.00			163.82	
Mo Average	0.14	114.77	2.25	3.73	43.56	40.96	3.77

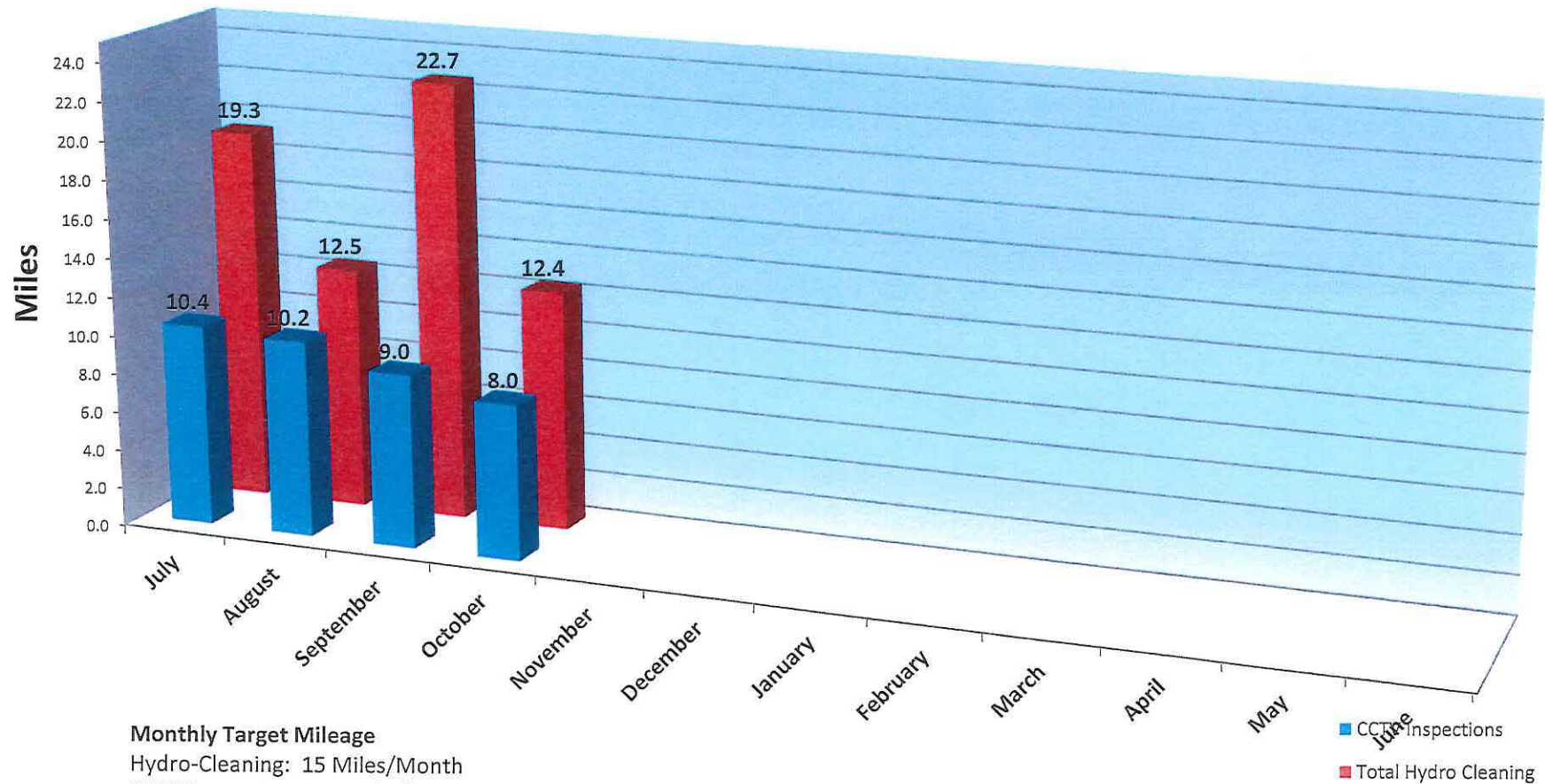
LWD Flows by Sub-Basin
October 2016
Total LWD Flow = 3.65 MGD



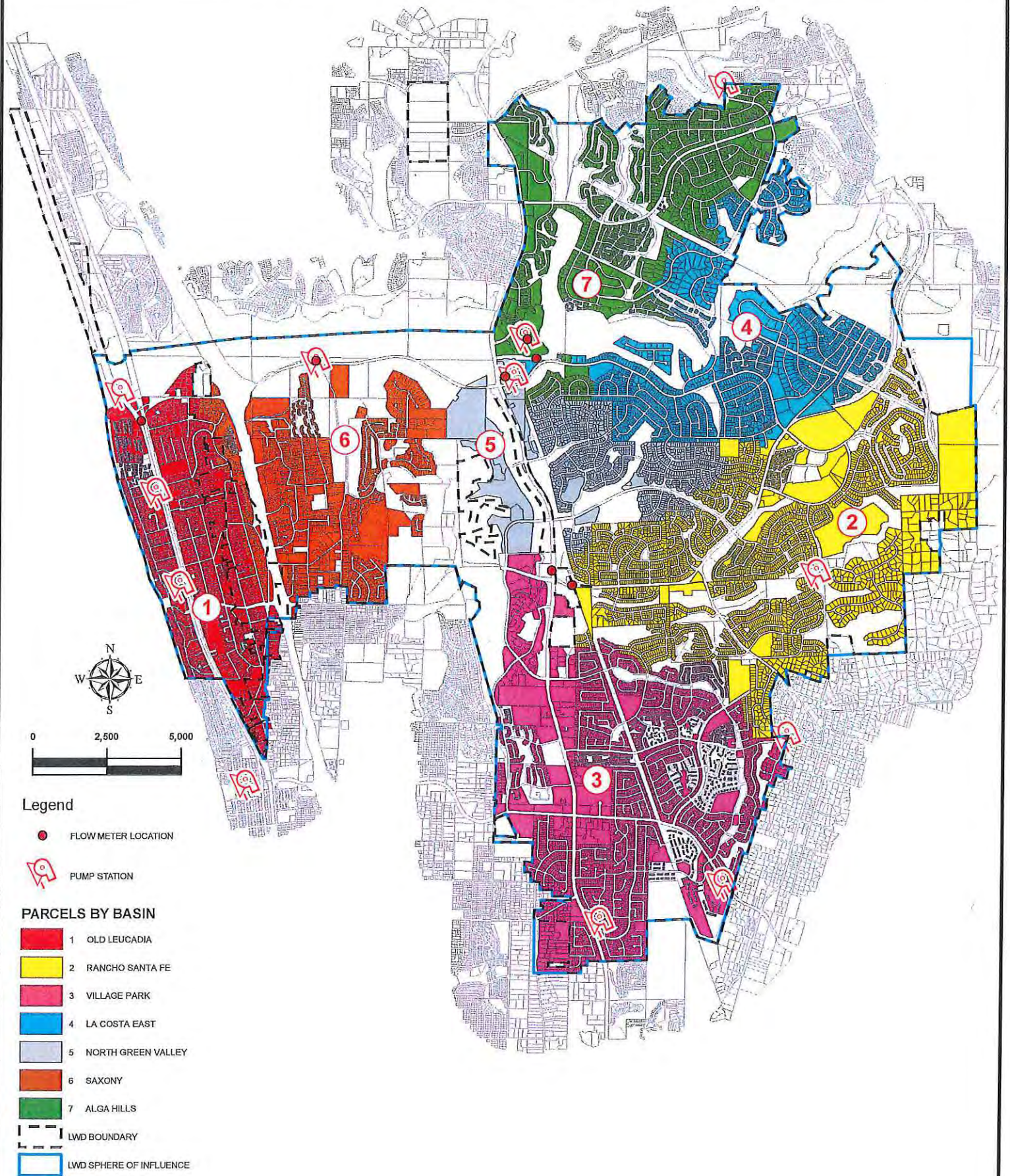
Leucadia Wastewater District Flow Comparison FY 16 to FY 17



FY-17 CCTV Inspections & Hydro Cleaning Production



LEUCADIA WASTEWATER DISTRICT



Leucadia Wastewater District

Balance Sheet

As of 10/31/2016

		Current Year
Assets		
Cash & Investments	1CAS	31,893,044.88
Accounts Receivables	2A/R	119,858.71
Prepaid Expense	3PRE	161,645.64
Funds held with Encinca Wastewater Authority	4EWA	1,486,800.00
Capital Assets	4F/A	153,257,263.85
Less Accumulated Depreciation	6DEP	(49,904,593.36)
Total Assets		<u>137,014,019.72</u>
Deferred Outflows		
Projected/Actual PERS Earnings Difference	6D/O	391,974.00
PERS Proportions & Assumptions Difference	7D/O	26,291.00
Current Year PERS Employer Contribution	8D/O	299,609.00
Total Deferred Outflows		<u>717,874.00</u>
Total Assets & Deferred Outflows		<u>137,731,893.72</u>
Liabilities		
Accounts Payable & Accrued Expenses	A/P	292,739.71
Developer Deposits	DEVD	103,161.87
Net Pension Liability	LTDB	2,511,793.00
Total Liabilities		<u>2,907,694.58</u>
Deferred Inflows		
PERS Actual/Proportion Contribution Difference	D/I2	141,557.00
PERS Proportions & Assumptions Difference	D/I3	216,891.00
Projected/Actual PERS Earnings Difference	D/In	573,987.00
Total Deferred Inflows		<u>932,435.00</u>
Net Position		
Beginning Net Position (as of June 30, 2016)		
Investment in Capital Assets	IC/A	103,352,670.49
Reserves	RESV	32,621,572.67
Total Beginning Net Position (as of June 30, 2016)		<u>135,974,243.16</u>
Current Change In Net Position		
Other		(2,082,479.02)
Total Current Change In Net Position		<u>(2,082,479.02)</u>
Total Net Position		<u>133,891,764.14</u>
Total Liabilities, Deferred Inflows & Net Position		<u>137,731,893.72</u>

Leucadia Wastewater District

Summary Budget Comparison - Revenues and Operating Expenses

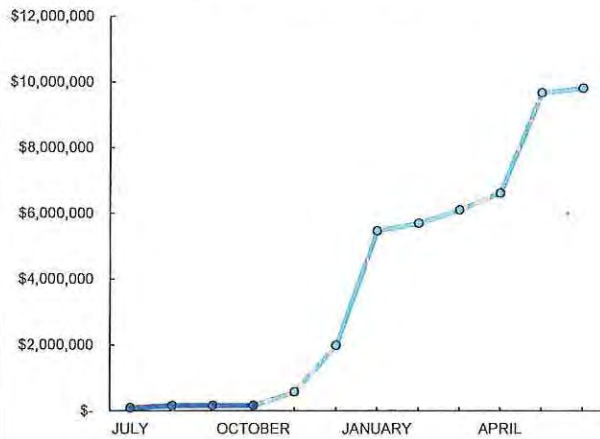
From 7/1/2016 Through 10/31/2016

Account Title	YTD Actual	Total Annual Budget	Remaining Budget	Percentage Total Budget Used
OPERATING REVENUES				
3110 Sewer Service Fees	\$ 168,273.51	\$ 9,819,969.00	\$ 9,651,695.49	1.7%
3150 Recycled Water Sales	114,179.46	269,000.00	154,820.54	42.4%
3100 Misc. Operating Revenue	1,320.00	223,710.00	222,390.00	0.6%
TOTAL OPERATING REVENUES	\$ 283,772.97	\$10,312,679.00	\$10,028,906.03	2.8%
OPERATING EXPENSES				
4100 Salaries	\$ 546,923.28	\$ 1,747,174.00	\$ 1,200,250.72	31.3%
4200 Employee Benefits	276,572.97	832,488.00	555,915.03	33.2%
4300 Directors Expense	33,025.66	142,400.00	109,374.34	23.2%
4400 Election Expense	0.00	30,000.00	30,000.00	0.0%
4600 Gas, Oil & Fuel	11,297.88	44,000.00	32,702.12	25.7%
4700 Insurance Expense	17,087.70	113,900.00	96,812.30	15.0%
4800 Memberships	5,903.00	25,900.00	19,997.00	22.8%
4900 Office Expense	32,258.67	137,100.00	104,841.33	23.5%
5000 Operating Supplies	51,552.69	227,600.00	176,047.31	22.7%
5200 Professional Services	52,033.10	464,700.00	412,666.90	11.2%
5300 Printing & Publishing	0.00	29,000.00	29,000.00	0.0%
5400 Rents & Leases	6,227.77	15,200.00	8,972.23	41.0%
5500 Repairs & Maintenance	108,050.77	441,600.00	333,549.23	24.5%
5600 Monitoring & Permits	7,269.20	57,300.00	50,030.80	12.7%
5700 Training & Development	11,693.31	47,200.00	35,506.69	24.8%
5900 Utilities	143,368.52	477,900.00	334,531.48	30.0%
6100 LAFCO Operations	6,470.14	9,000.00	2,529.86	71.9%
6200 Encina Operating Expense	400,000.29	1,911,730.00	1,511,729.71	20.9%
6900 Admin O/H alloc to Capital	(29,992.10)	(137,959.00)	(107,966.90)	21.7%
TOTAL OPERATING EXPENSES	\$1,679,742.85	\$ 6,616,233.00	\$ 4,936,490.15	25.4%
NON-OPERATING REVENUES				
3130 Capacity Fees	\$ 40,060.00	\$ 240,360.00	\$ 200,300.00	16.7%
3220 Property Taxes	47,818.32	1,550,000.00	1,502,181.68	3.1%
3250 Investment Income	91,856.00	212,000.00	120,144.00	43.3%
3290 Misc. Non Op Revenue	276.17	174,400.00	174,123.83	0.2%
TOTAL NON-OPERATING REVENUES	\$ 180,010.49	\$ 2,176,760.00	\$ 1,996,749.51	8.3%

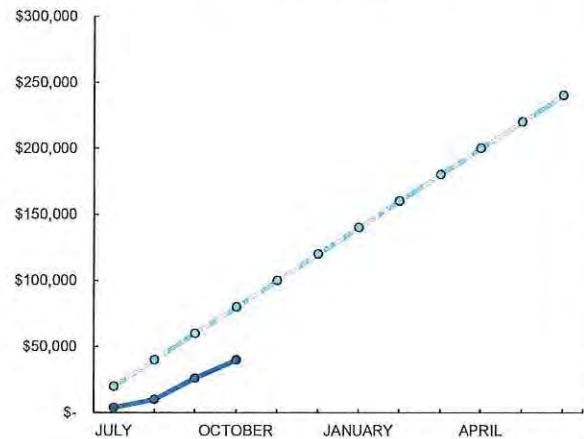
Leucadia Wastewater District Revenue FY2017

YTD through October 31, 2016

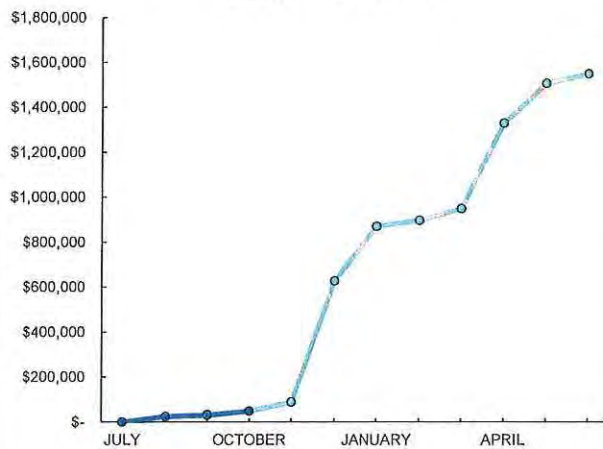
Sewer Service Fees



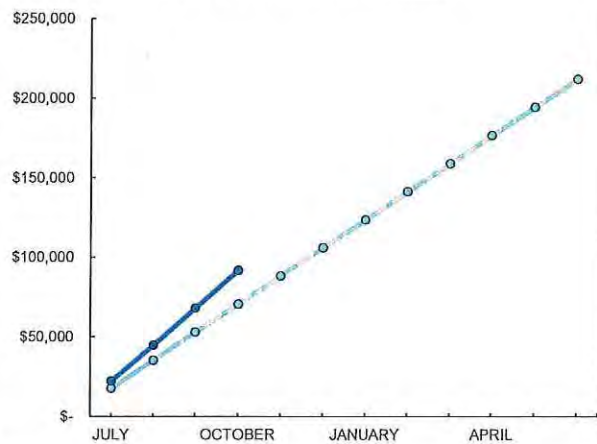
Capacity Charges



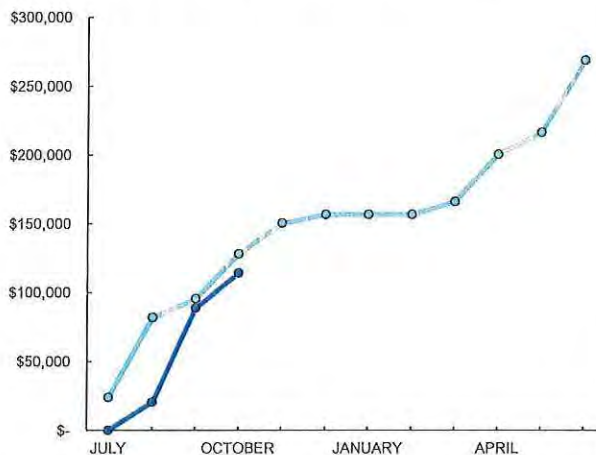
Property Taxes



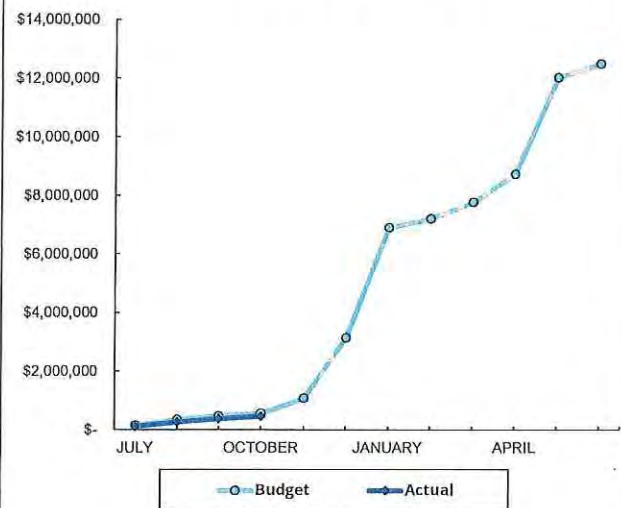
Investment Income



Recycled Wastewater Sales



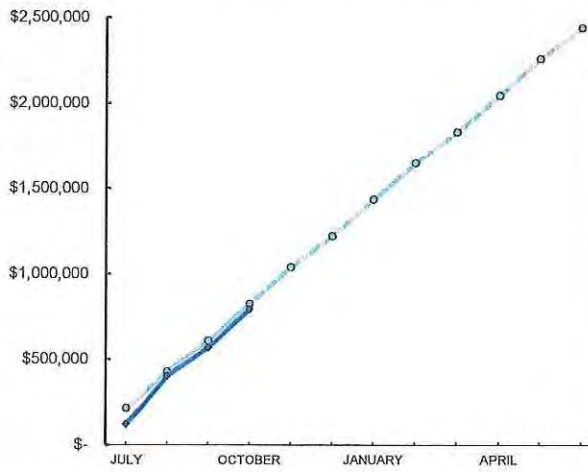
Total Revenue



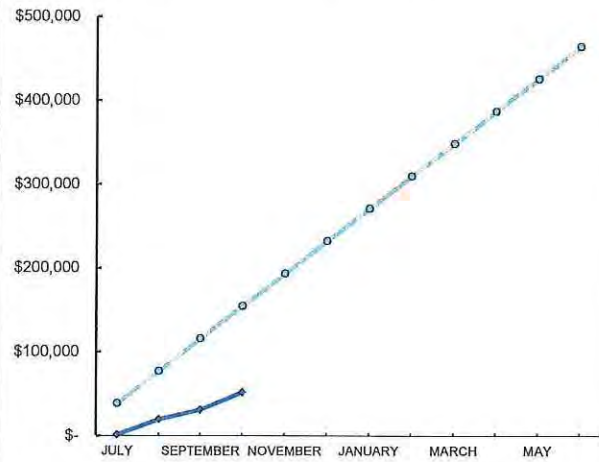
Leucadia Wastewater District Operating Expenses FY2017

YTD through October 31, 2016

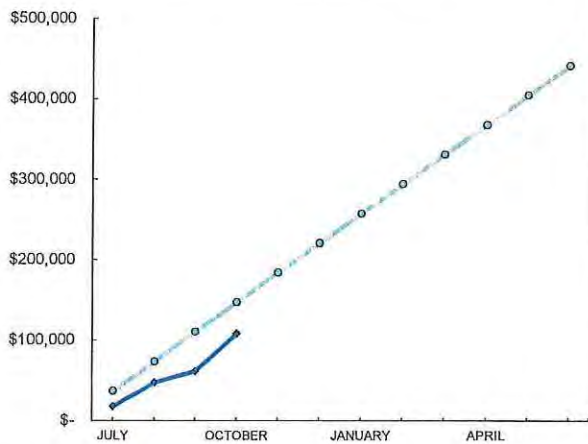
Salaries and Benefits



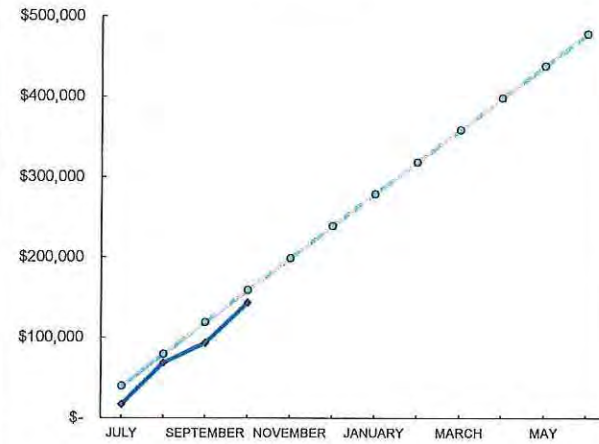
Professional Services



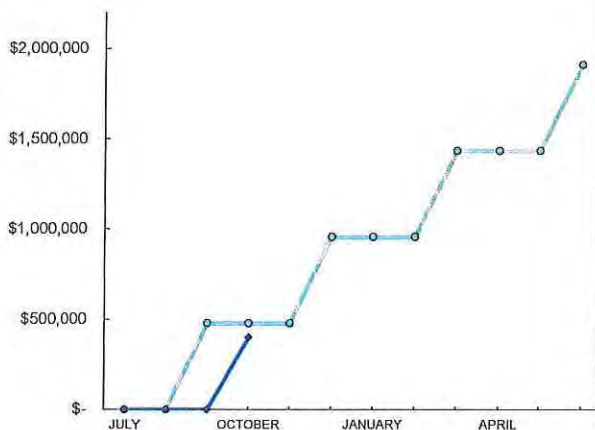
Repairs & Maintenance



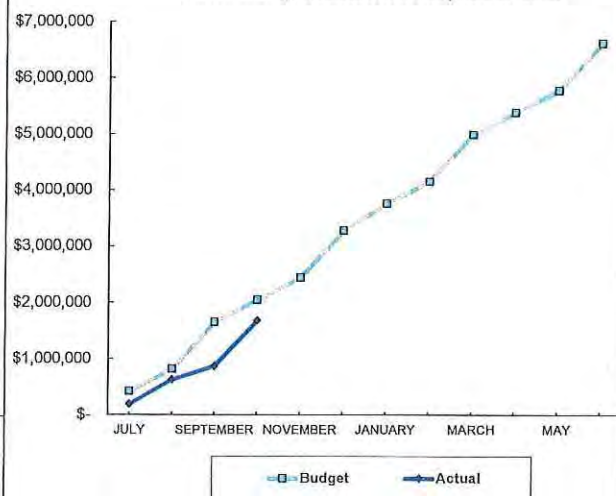
Utilities



Encina M&O



Total Operating Expenses -
Before Depreciation & Replacement

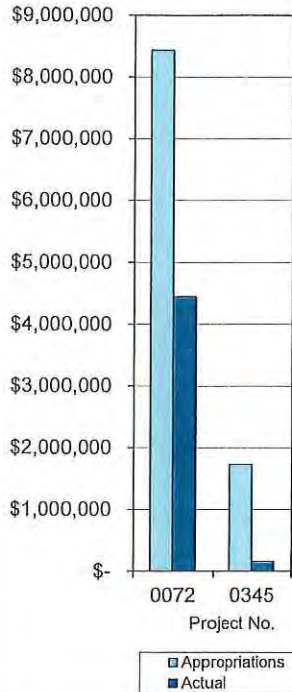


* Preliminary: subject to future review, reconciliation, accruals, and audit

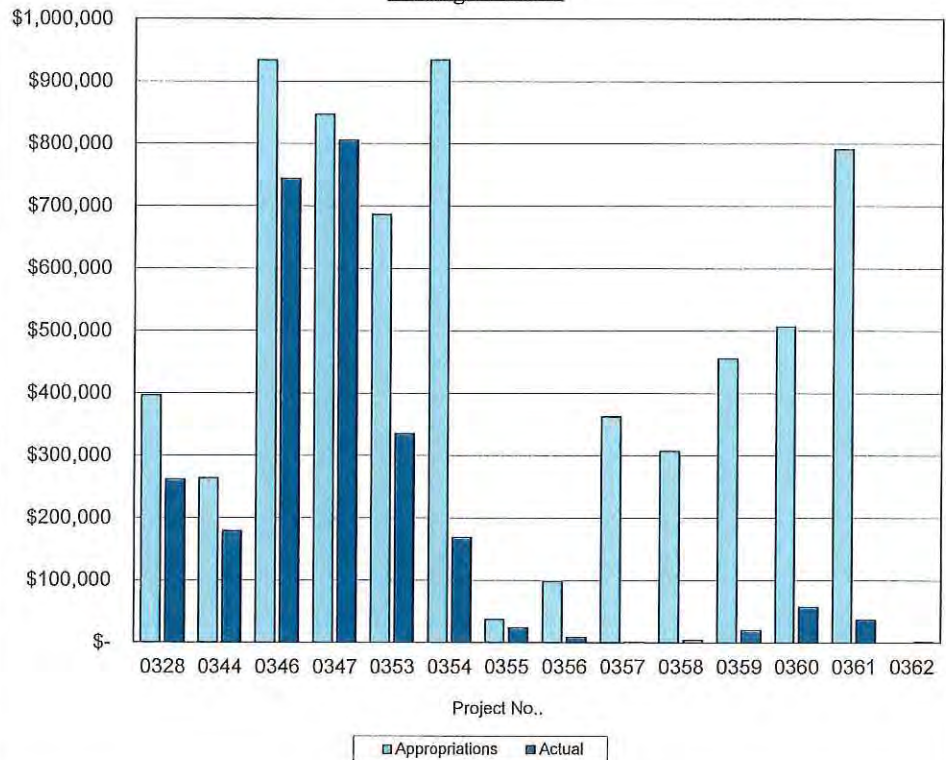
Leucadia Wastewater District Capital Expenditures

As of October 31, 2016

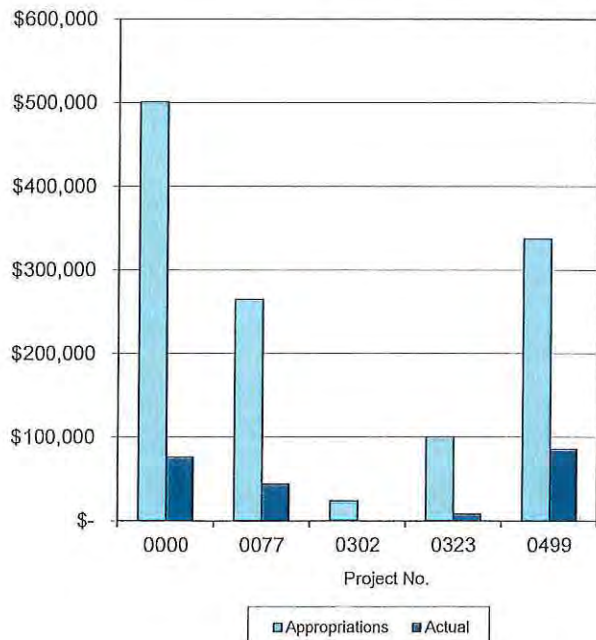
District Multi Year Capital Expenditures by Project (>\$1M) Through FY2017



District Multi Year Capital Expenditures by Project (<\$1M) Through FY2017



Single Year Capital Expenditures by Project FY2017



Project Legend

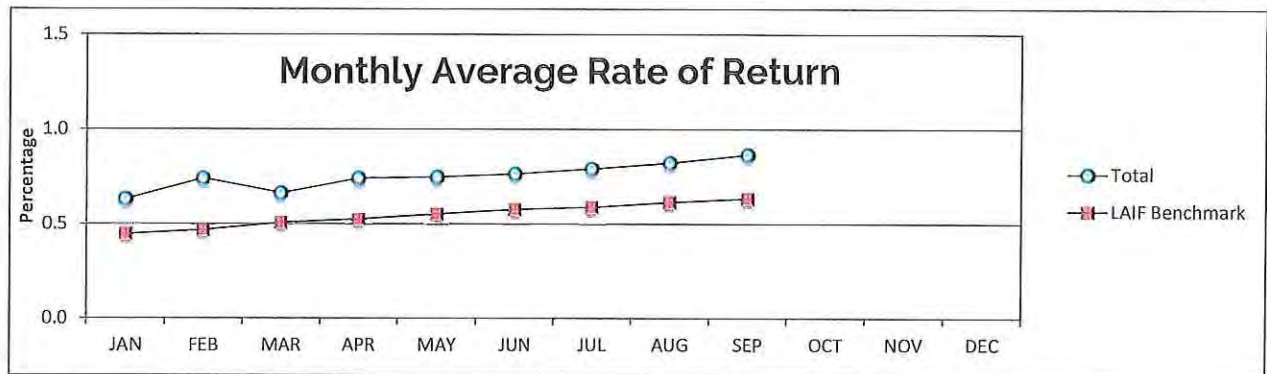
Multi-Year Capital Projects		No.
Encina Joint Facility Capital Projects		0072
North SD Water Reuse Coalition Project		0328
Scott's Valley Pipeline Repair		0344
Leucadia FM West section Replacement		0345
FY2015 Gravity Pipeline Rehabilitation		0346
Saxony Pump Station Rehabilitation		0347
FY2016 Gravity Pipeline Rehabilitation		0353
Village Park No. 5 PS Replacement		0354
Batequitos Pump Station Solar Panels		0355
New Recycled Water Pump Design		0356
La Costa Golf Course Gravity Line Improv		0357
Leucadia Pump Station Rehabilitation		0358
FY2017 Gravity Pipeline Rehabilitation		0359
Gafner AWT Improvements		0360
Poinsettia Station Gravity Pipeline Rehab		0361
Secondary Effluent FM Repair (at Encina)		0362

Single Year Capital Projects		No.
Equipment		0000
Misc. Pipeline Rehabilitation		0077
District Engineering Services		0302
Lateral Replace/Backflow Prevention		0323
LWD Gen'l Cap Labor & O/H Allocation		0499

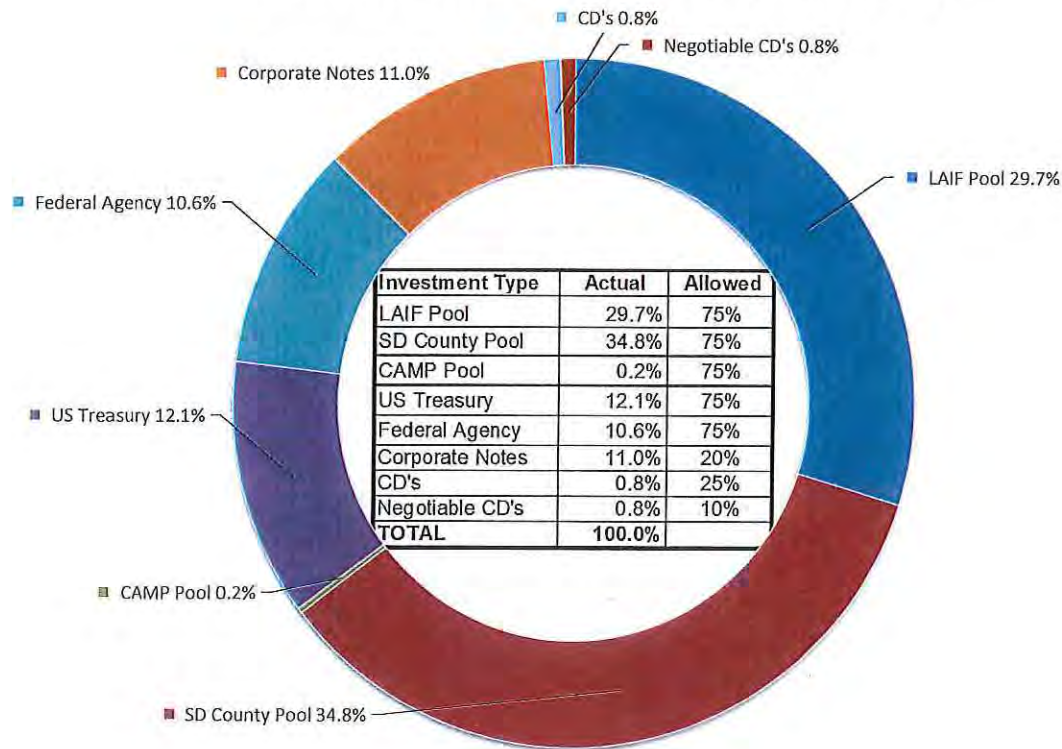
* Preliminary: subject to future review, reconciliation, accruals, and audit

LEUCADIA WASTEWATER DISTRICT
Monthly Investment Summary
September 30, 2016

Cash Equivalents & Investments	Principal (Original Cost)		September Interest	Average Rate
	August 31, 2016	September 30, 2016		
LAIF Pool	\$ 12,298,988	\$ 9,823,988	\$ 5,844	0.634%
SD County Pool	11,502,076	11,502,076	9,815	1.024%
CAMP Pool	102,663	77,416	531	0.640%
CAMP Portfolio				
US Treasury Notes	3,992,305	3,992,305	2,750	0.830%
Federal Agency Mortgage-Backed Securities	6,120	6,087	37	7.370%
Federal Agency Notes	3,488,390	3,488,390	2,895	1.010%
Corporate Bonds/Notes	1,611,640	3,634,549	1,583	1.280%
Certificates of Deposit	250,000	250,000	321	1.540%
Negotiable CD's	250,000	250,000	210	1.010%
Total Camp Portfolio	9,598,455	11,621,331	7,798	1.040%
Totals	\$ 33,502,182	\$ 33,024,811	\$ 23,988	0.865%

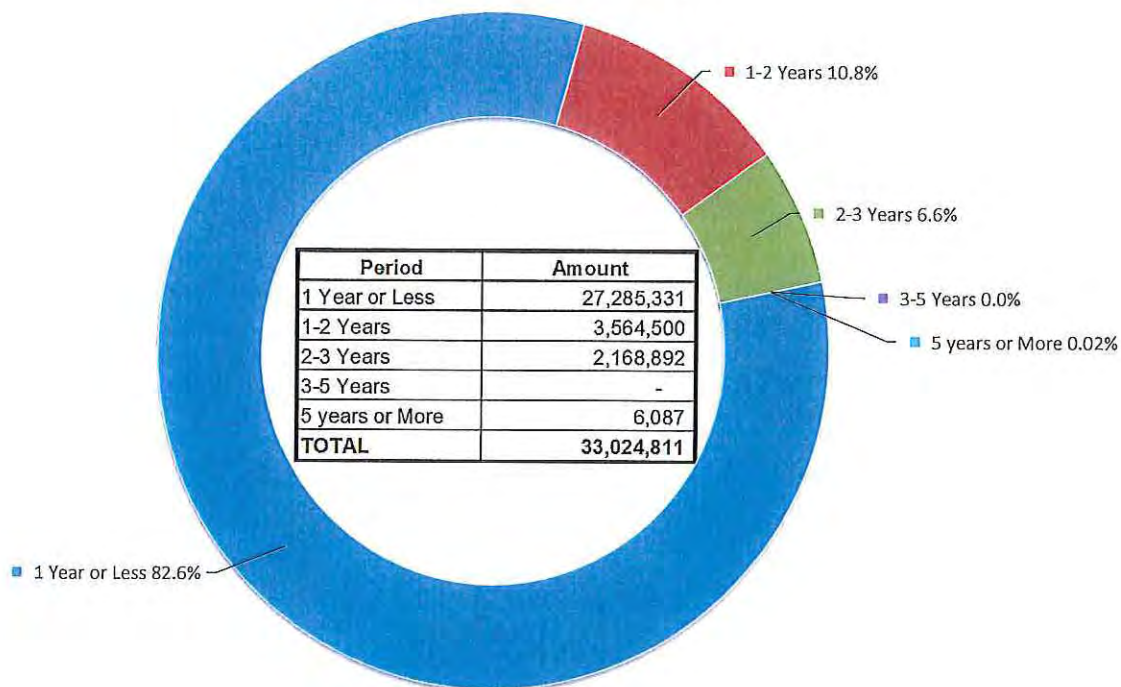


INVESTMENT DISTRIBUTION BY CATEGORY

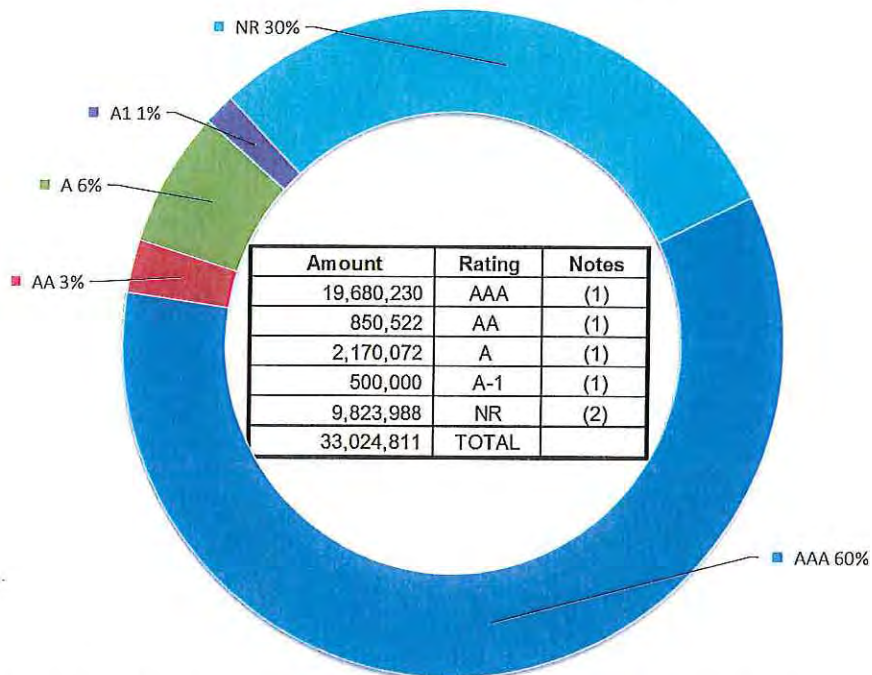


LEUCADIA WASTEWATER DISTRICT
Monthly Investment Summary
September 30, 2016
(Continued)

REMAINING MATURITY



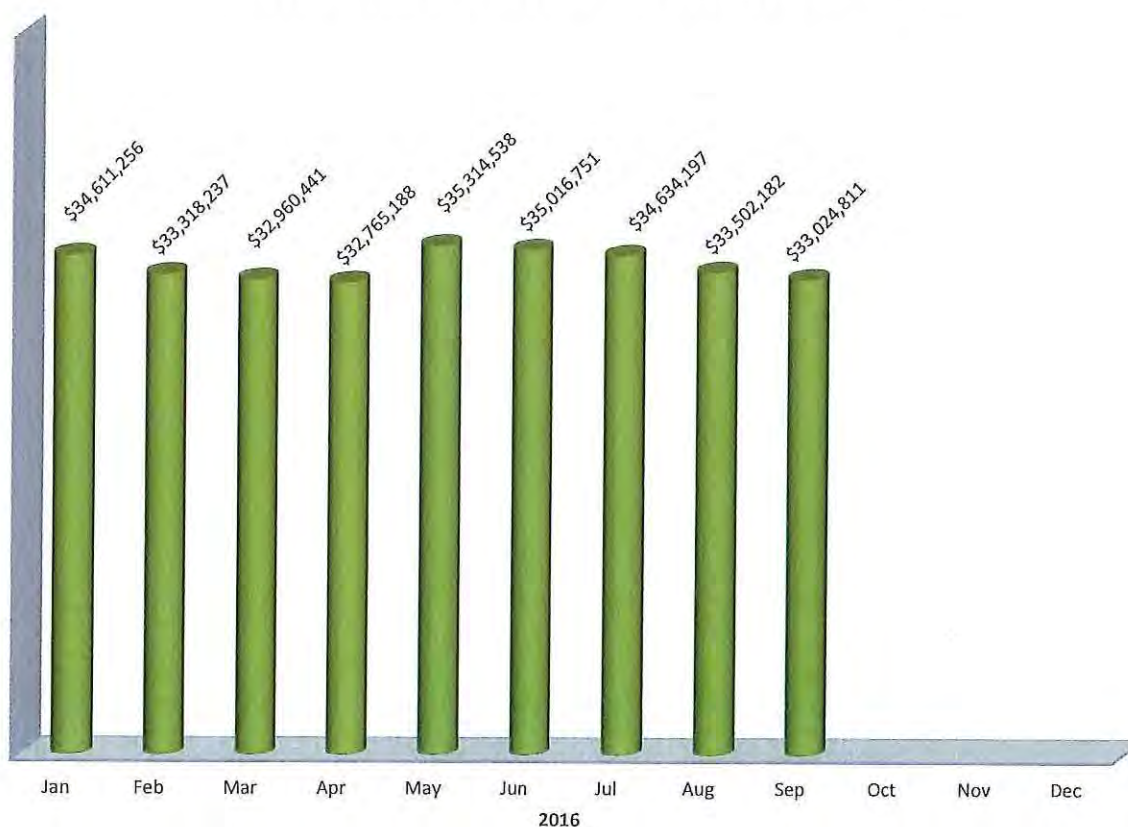
INVESTMENT RATINGS



- (1) CAMP Pool, SD County Pool, & CD's are rated by Standard & Poors and Investments are rated by Moody's.
 (2) LAIF is not rated

LEUCADIA WASTEWATER DISTRICT
Monthly Investment Summary
September 30, 2016
(Continued)

TOTAL CASH EQUIVALENTS & INVESTMENTS



INVESTMENT TRANSACTIONS
For the month of September, 2016


Investment	Purchases	Maturities	Sales	Notes	YTM at Cost
GNMA MBS 30-yr Pool	\$ -	\$ 33	\$ -	(3)	7.37%
TOTAL	\$ -	\$ 33	\$ -		

(3) Monthly principal payments from mortgage pool

Investment transactions above do not include transfers between checking a/c's and cash equivalents (pools)

MEMORANDUM

Ref: 17-5188

DATE: November 3, 2016
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: October 2016 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 October 2016.

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. 2250 – 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 the month of October 2016 for your review.

tb:PJB

Attachment

**Leucadia Wastewater District
Disclosure of Reimbursements Report
October 1-31, 2016**

Conference Date	Description	Director J. Hanson	Director E. Sullivan	Director D. Omsted	Director D. Kulchin	Director A. Juliussen	GM P. Bushee	ASM R. Duffey	TSM R. Morishita	FSSupln J. Stecker	FSSuper M. Gonzalez
2016 CSDA Annual Conference October 10-13, 2016 San Diego, CA	2016 CSDA Annual Conference										
	Registration	580.00	580.00	580.00	580.00	580.00	580.00	225.00			
	Hotel	537.57	537.57		537.57	537.57					
	Airfare										
	Meals	48.68	48.68		21.87	48.68		23.12			
	Coaster			23.10							
	Parking		111.00		111.00	111.00	30.00	32.00			
	Tips/Baggage	8.00	12.00		18.00						
	Fuel/mileage/taxi		37.80	12.75	35.10	33.48	40.00				
	Total	\$1,174.25	\$ 1,327.05	\$ 615.85	\$1,303.54	\$ 1,310.73	\$ 650.00	\$ 280.12	\$ -	\$ -	\$ -
	Registration										
	Hotel										
	Airfare										
	Meals										
	Rental Car										
	Parking										
	Tips										
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Registration										
	Hotel										
	Airfare										
	Meals										
	Rental Car										
	Parking										
	Tips										
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

- RD attended the Governance Training module only - one day
- AJ paid for dinner for JH and ES on 10/11/2016 (\$146.04 / 3 = \$48.68 per person)
- ES drove JH to the conference

MEMORANDUM

DATE: November 3, 2016
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: **Board-General Manager/Staff Relations Policy Annual Review**

RECOMMENDATION:

Staff recommends that the Board of Directors:

1. Receive and file the Annual Review of the LWD Board-General Manager/Staff Relations Policy; or,
2. Discuss and take other action, as appropriate.

DISCUSSION:

Tactical Goal: People/Administrative Policy Updates-Reviews/Board-General Manager/Staff Relations Policy

In January, 2007, the Board of Directors (Board) adopted Leucadia Wastewater District's (LWD) Board-General Manager/Staff Relations Policy. The policy, which was last amended on November 12, 2014, calls for an annual review by the Board of Directors.

Staff recently conducted an annual review of the existing policy. Based on this review, staff is not recommending any changes. As you may recall, at the November 18, 2015 Board meeting, the Board agreed that if there were no proposed changes to the policy then this item would be placed on the consent calendar for Board approval.

Staff recommends that the Board of Directors receive and file the LWD Board-General Manager/Staff Relations Policy.

th:PJB



LEADERS IN
ENVIRONMENTAL
PROTECTION

LEUCADIA WASTEWATER DISTRICT BOARD - GENERAL MANAGER/STAFF RELATIONS POLICY

Ref: 15-4281

I. General Provisions

A) The Board of Directors, acting as a Board, is the governing body of the Leucadia Wastewater District (District) and is accountable to the public for the District's services, finances, establishment of policy and District performance. All powers of the Board shall be exercised and performed by the Board as a body, and no individual Director, except as otherwise authorized by the Board, shall have the power to alter or amend Board policy or directions. Public statements of Board policy and direction should reflect the viewpoint of a Board majority, notwithstanding a minority position. Directors acting within the scope and authority of their position enjoy strong legal protections from personal liability. Directors could lose some of these protections and risk personal liability if they act independently in excess of their authority.

B) The General Manager serves at the pleasure of the Board and is accountable to the Board for the implementation of Board policy and directions. The General Manager is the official spokesman for the District and is responsible for its day-to-day operation and administration. Unless directed otherwise by the Board, letters that express policies or positions of the District shall be from the General Manager.

C) The staff is responsible for performing administrative and operational functions assigned by the General Manager, or his or her designee, in implementing Board policy and directions. Direction to staff shall come through formal job descriptions or by directives from the General Manager or his or her designee.

D) District Counsel is retained by the Board, and is solely accountable to the Board.

E) The District's Financial Auditor is directly accountable to the Board. The Investment and Finance Committee (IFC) shall serve as the Board's delegated point of contact and meet with the Financial Auditor as required during the audit process.

II. Board to General Manager

A) The Board shall hire a General Manager, establish his or her compensation and define the conditions of his or her employment. The General Manager shall serve at the pleasure of the Board.

B) The General Manager is responsible for performing those functions, specific or general, assigned by the Board, either in the form of job description or Board direction.

C) The General Manager shall recommend, and the Board shall approve, the organizational structure of the District.

D) The General Manager shall hire all personnel with the exception of General Counsel at his or her sole discretion. The General Manager shall recommend and the Board shall approve the District's organizational chart and compensation ranges.

E) The Board of Directors shall ultimately approve district Policy. The General Manager may recommend and provide information regarding policy matters, including information relating to the technical, administrative and fiscal ramifications of the policies being considered.

F) The General Manager shall take direction only from a Board majority, or from a duly appointed committee, acting within the scope of the District and in accordance with direction from the Board.

G) The General Manager shall act as the primary point of contact between the Board and the staff.

H) The General Manager shall provide such reports for the Board as requested, including but not limited to:

- 1) Status reports on Board directed activities.
- 2) Financial reports.
- 3) Updates on operations, maintenance, construction and personnel matters.
- 4) Emergency reports.

III. Board to Staff

A) Administration of staff is the direct responsibility of the General Manager. The General Manager shall provide policy and administrative direction to staff. Directors shall not direct staff regarding their employment duties.

B) If a Director is requesting the creation of a particular report or analysis, the matter shall be brought to the General Manager or, if appropriate, the Board of Directors. However, Directors may obtain copies of existing reports and analysis from staff.

C) Individual Directors may contact staff directly for the purpose of asking questions about, or seeking clarifications of, issues related to the District's official business. This access may be in person or via telephone, e-mail or other forms of written or verbal requests. When feasible, Directors should direct their general inquiries to Management Staff and questions regarding travel issues to the Executive Assistant. For the purposes of this policy, Management Staff includes the Administrative Services Manager, the Technical Services Manager and the Field Services Superintendent. The General Manager should be notified by staff of such contacts.

D) Individual Directors intending to use more than 30 minutes of any staff member's time for issues relating to the District's business, should make an appointment with the staff member at a mutually agreed time and date. Contact with staff members should not generally

exceed one (1) hour in any one week. Contact between Directors and the General Manager is not limited.

E) Individual Directors shall be granted access to all existing public documents at the District.

F) Staff members are not precluded from speaking with Directors. However, all complaints or matters of internal discipline should follow the established chain of command.

IV. Board and Employee Political/Election Related Activities

A) Government Code § 3204 prohibits elected public officials, such as District Board Members, from directly or indirectly "using any office, authority or influence" to persuade an individual to vote, exert political influence, or take political action on behalf of any candidate, officer, or party, in exchange for aiding or obstructing that individual's ability to secure "any position, nomination, confirmation, or promotion." It is unlawful, therefore, for Board Members to use their positions to force employees to perform political or election related tasks, or to retaliate against employees for refusing to do so.

B) In the event that District employees volunteer to help Board Members with election or political activities, the District prohibits such conduct while at work or while on District property. The basic rule is that public entities cannot use public funds or resources to influence voters to support a political position. This prohibition naturally extends to a public employee's use of his or her time on the job for political or election activities. Employees may not participate in political or election activities while in uniform or at work.

V. Board, General Manager and Staff to Attorneys

A) The Board may hire Attorneys as needed and establish their compensation. Attorneys shall work under the direction of the Board or its designee and shall serve at the pleasure of the Board or its designee.

B) Attorneys shall not become involved in policy decisions, except to comment on the legal ramifications of the policies being discussed or considered.

C) Attorneys shall take direction from a Board majority, from a duly appointed committee acting within the scope of its District and in accordance with direction from a Board majority or from the Board Chair.

D) Any Director may request a verbal opinion from Attorneys on matters relating to District business, including, but not limited to, clarification of potential conflicts of interest which may bear on the Director's ability to participate in a vote. Any advice Attorneys provide shall be as legal counsel for the District and not individual Directors. Attorneys shall inform the Board if they become aware of any potential conflict of interest that may require withdrawal, disclosure, or abstention of a Director or otherwise impact the actions of the Board.

Directors may consult independent counsel on conflict of interest matters. If a potential conflict between an individual Director and the Board arises, the Director is encouraged to consult independent counsel.

E) Attorneys shall not respond to individual requests of a personal nature.

F) The General Manager is the primary point of contact between the staff and Attorneys for the assignment of work.

G) The General Manager shall be authorized to contact attorneys at his or her discretion.

VI. Board to Other Agencies

A) Directors may contact elected officials, or staffs of other Agencies, on behalf of the Board. However, when representing the Board, Directors' comments should reflect approved Board policies or, in areas where no policy has yet been developed, the viewpoint of a majority of the Board. If the Board's viewpoint is unclear or not known, this should be stated.

B) If a Director expresses an opinion before another agency regarding District business that is inconsistent with established Board policy or is simply not covered by Board policy or action, it is requested that the Director state that he or she is expressing their own opinion and not representing the Board as a whole

VII. Emergency Situations

A) The General Manager or his/her appointee shall notify Directors of an emergency as soon as reasonably practical. The General Manager or his/her appointee shall follow-up with written reports to the Board within a reasonable time following the emergency.

VIII. Access To The Agenda

A) The Board may request items to be placed on future agendas at its regular meetings. In addition, each and every Director may place any item on the agenda provided the request is made no later than Tuesday of the week before the meeting.

B) Items placed on the agenda by an individual Director, accompanied by material submitted by that Director, shall be included in the agenda packet.

IX. Committees

A) To facilitate the fulfillment of its responsibilities, the Board may, from time to time, establish committees, as allowed by the Government and Water Codes.

B) The Board President shall appoint committee members at a meeting of the Board. For appointments made by the Board President, no action or vote by the full Board is required. However, if requested by two Directors at the meeting in which committee appointments are made, a Board vote to affirm or reject the committee appointments shall be held. If a majority of the Directors vote in favor of the committee appointments, or fail to vote against the appointments, they shall be deemed approved. If a majority of the Directors present vote against the committee appointments, they shall be deemed void, and the Board shall then make the committee appointments.

C) The General Manager shall complete, and post on the District's website, a Fair Political Practices Commission Form 806 that identifies all of the current, paid committee appointments. The General Manager shall update and post a new Form 806 on the District's

website upon any of the following circumstances: 1) the number of scheduled or estimated committee meetings is changed, 2) there is a change in committee compensation, or 3) there is a change in committee membership.

D) The purpose, scope and duration of each committee shall be established by the Board.

E) Each committee will operate within the purpose and scope defined by the Board. If additional activities appear necessary to the completion of the assigned task, the committee may request additional authorization from the Board.

F) Committees will keep the Board apprised of their activities and make a full report to the Board at regularly scheduled Board meetings.

X. Policy Review

A) This policy shall be reviewed annually by the Board of Directors.

Encina Wastewater Authority Report
Regular Board Meeting
October 26, 2016

EWA Board of Directors - Director Sullivan Reporting

1. Authorization to Advertise Request for Proposals for Financial Auditing Services

The Board of Directors authorized staff to advertise a Request for Proposals for Financial Auditing Services.

2. South Parcel Land Use

The Board of Directors authorized the General manager to appropriately respond to South Parcel lease and purchase proposals based on the established land use framework listed below.

- Lease-based consideration.
- Passive utilization that does not require permanent structures or other large-scale improvements. Passive uses could include parking or potential storage solutions.
- Income justification that benefits EWA.
- Efficient reversion back to EWA for mission related utilization.

There was no Executive Session.

Human Resources Committee Meeting Report

Presented by Director Hanson

Meeting held on October 24, 2016

1. Discussion of Leucadia Wastewater District (LWD) Efficiency Study

The Human Resources Committee (HRC) met with staff as a follow-up to the discussion regarding an efficiency analysis at the September 26th HRC meeting.

Staff contacted three firms and provided the HRC with ballpark costs associated with conducting an efficiency analysis.

Following discussion, the HRC recommended that this item be presented at the November 9th Board meeting for review.

This item will be reviewed by the Board of Directors later in the agenda.

Community Affairs Committee Meeting Report

Presented by Director Sullivan

Meeting held October 25, 2016

1. Discussion of the 2016 Fall Newsletter Proposed Article Topics and Production Schedule

The CAC reviewed and agreed with the following newsletter article topics, along with the production schedule:

- LWD semi-annual performance May 1, 2016 through November 1, 2016;
- Keeping the Pipes Clear and Free of Obstructions, Pipeline Blockages, and Illegal Dumping;
- Outreach Efforts and Assets;
- Employee and Agency Recognition;
- Capital Improvements; and
- Recycled Water

The CAC directed staff to move forward with the newsletter and production schedule.

2. Facebook Update

The CAC received an update on LWD's Facebook page and reviewed LWD's website.

These items were for information purposes. There was no action taken.

Engineering Committee Meeting Report

Presented by Director Juliussen


Meeting held on November 2, 2016

1. The EC received updates on the following:
 - Village Park No.5 Pump Station Replacement Project;
 - Leucadia (L1) Force Main Project; and
 - Batiquitos Pump Station Solar Panel Cost Analysis

The EC requested that the Batiquitos Pump Station Solar Panel Cost Analysis be presented to the Board and this item will be reviewed later in the agenda.

MEMORANDUM

Ref: 17-5196

DATE: November 3, 2016
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: LWD QUARTERLY TREASURER'S INVESTMENT REPORT

RECOMMENDATION:

Staff requests that the Board of Directors:

1. Receive and file LWD's Quarterly Treasurer's Investment Report

DISCUSSION:

In accordance with California Government Code Section #53646 LWD is encouraged to render the Quarterly Treasurer's Investment Report to the Board of Directors for its consideration. For your convenience, staff has developed a one page summary of LWD's investments for the quarter ending September 30, 2016 (see attached). A copy of the full Quarterly Treasurer's Investment Reports has been enclosed for your review.

rad:PJB

Attachment

LEUCADIA WASTEWATER DISTRICT

QUARTERLY TREASURER'S REPORT SUMMARY

9-30-16

SUMMARY OF CASH & INVESTMENTS at September 30, 2016				
SEE QUARTERLY TREASURER'S REPORT FOR DETAILS				
ASSETS	AMORTIZED COST 9/30/2016	% OF TOTAL		MARKET VALUE 9/30/2016
		Actual	Allowed	
CASH IN BANK (Checking Accounts)	\$ 256,162	0.8%	25%	\$ 256,162
LAIF - STATE INVESTMENT POOL	\$ 9,823,988	29.6%	75%	\$ 9,826,994
SAN DIEGO COUNTY INVESTMENT POOL	\$ 11,502,076	34.6%	75%	\$ 11,489,000
CAMP - JPA INVESTMENT POOL	\$ 77,416	0.2%	75%	\$ 77,416
CAMP PORTFOLIO - US BANK Safekeeping				
Federal Agency Securities				
GNMA Pools	\$ 6,032			\$ 6,035
FNMA Benchmark & Global Notes	\$ 1,500,212			\$ 1,503,306
FHLMC Notes	\$ 1,993,141			\$ 2,001,296
Total Federal Agency Securities	\$ 3,499,385	10.5%	75%	\$ 3,510,637
US Treasury Bonds/Notes	\$ 3,996,311	12.0%	75%	\$ 4,004,202
Corporate Notes	\$ 3,543,866	10.7%	10%	\$ 3,542,111
Certificates of Deposit	\$ 250,000	0.8%	10%	\$ 249,688
TOTAL CAMP PORTFOLIO	\$ 11,539,562	24.2%		\$ 11,556,663
TOTAL CASH & INVESTMENTS	\$ 33,199,204	100.0%		\$ 33,206,235

AS OF 06/30/16		QUARTERLY RESULTS			
Cash & Investments	Avg Days to Maturity	Change in Cash & Inv	Interest Earned	Average Return	LAIF Benchmark
\$33.2M	144	-\$1.9M	\$70.3K	0.83%	0.61%

MEMORANDUM

Ref: 17-5204

DATE: November 3, 2016
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: Discussion of Leucadia Wastewater District (LWD) Organizational Efficiency Analysis

RECOMMENDATION:

Staff requests that the Board of Directors:

1. Consider whether LWD should conduct an Organizational Efficiency Analysis; or
2. Discuss and take other action, as appropriate.

DISCUSSION:

Tactical Goal: Financial / Discussion of LWD Compensation

This issue was reviewed and discussed by the Human Resources Committee (HRC) at its September 26th and October 24th meetings. As a result of these discussions, the HRC was split on whether LWD should conduct an organizational efficiency analysis. Vice President Hanson expressed concerns with LWD especially in the areas of compensation and staffing; and she believes an organizational efficiency analysis could lead to potential cost savings for LWD. Director Kulchin believes that LWD is a well-run and cost effective organization; and he does not see the value of spending money on an organizational efficiency analysis. Consequently, the HRC referred this matter to the Board of Directors for its consideration.

This issue was prompted by a discussion at the June 2016 Board of Directors meeting. At the meeting, Vice President Hanson expressed concerns with LWD's compensation process during the Board's consideration of the Employee's Salary & Benefits Resolution. The Board approved the resolution and referred further discussion of employee compensation to the HRC.

September 26th HRC Meeting:

At its first meeting of this matter, the HRC reviewed the history of LWD's current Compensation Program. As such, LWD's program was approved by the Board of Directors in May 2008 and was reviewed again in 2012 by the HRC to determine if a new compensation study was warranted. The HRC determined that a compensation study was not warranted at that time.

The HRC reviewed information regarding LWD's compensation trends and a comparison of staffing with agencies that provided similar services to LWD. Based on that discussion, the HRC directed staff to research firms and obtain "ballpark" cost information to perform an organizational efficiency analysis based on the following areas: finance, staffing, job descriptions, human resources, operations, risk management, capital expenditures, board expenditures, and consultant expenditures.

October 24th HRC Meeting:

The HRC met again on October 24th and reviewed cost information relating to an organization efficiency analysis. Staff had contacted three firms: Black & Veatch, BHI Management Consulting, and EMA, Inc. The HRC reviewed cost estimates from Black & Veatch and BHI as communicated to Richard Duffey via phone. EMA, Inc. provided its cost estimate after the HRC meeting and the information was emailed to the committee members.

The HRC requested that staff include the EMA cost estimate in the Board report. Attached please find the cost estimates from each firm and a brief summary is as follows:

- Black & Veatch: \$50,000 - \$60,000 depending on actual scope of work.
- BHI Management Consulting: \$50,000 - \$60,000 depending on actual scope of work.
- EMA, Inc.: \$70,000 depending on scope and with several exclusions.

As previously indicated, the HRC was split on whether to pursue an organizational efficiency analysis and referred this matter to the Board of Directors for consideration at its November 9th meeting.

Additional Information:

To provide additional background information, staff has attached the HRC's September 26th and October 24th agenda packets to assist with the Board's review. Staff will present an overview of this information at the upcoming meeting.

In summary, the issue before the Board of Directors is to determine whether or not LWD should pursue an organizational efficiency analysis.

PJB:

Attachments

Attachment 1

Organizational Efficiency Analysis Cost Estimates

From: Richard Duffey
Sent: Tuesday, October 11, 2016 9:46 AM
To: Paul Bushee
Cc: Trisha Hill
Subject: costs of an Organizational Analysis

Paul,

At the request of the Human Resource Committee, which met on September 26, 2016, I researched some firms that could do an organizational analysis or operational effectiveness study for Leucadia Wastewater District which would include the following areas:

1. Finance.
2. Analysis of staffing, including appropriateness of compensation and detailed review of tasks that staff performs.
3. Review of Board of Director expenditures.
4. Job description review.
5. Review of collection systems operations, including pump stations, gravity lines and force mains
6. Review Condition of infrastructure
7. Review capital expenditures

I found two firms that indicated that they would be able to perform this service. The first one was Black & Veatch. I talked to Brain Jewett, from Black & Veatch, who indicated that the cost of such an analysis typically runs over \$100,000 for a city, but would be less, approximately \$50,000 to \$60,000, for a district of LWD's size. The other firm was BHI Management Consulting. I talked to Brent Ives from BHI Consulting. He indicated a project of this size could run between \$50,000 to \$60,00 but that key questions need to be clarified.

These are rough preliminary estimates for the cost of such an analysis and could vary based on the actual detailed scope of any final project.

Richard Duffey CPA
Leucadia Wastewater District
1960 La Costa Avenue
Carlsbad, CA 92009
(760) 753-0155 ext 3012



From: Jack Geisenhoff <jgeisenhoff@ema-inc.com>
Sent: Monday, October 24, 2016 11:35 AM
To: Paul Bushee
Subject: RE: Organizational Evaluation Quote

Paul,

Thanks for spending the time explaining about LWWD and the potential organization evaluation. Let's see if I can answer each potential area of the organizational analysis that you list as to whether we could help or not and the sort of analysis we would recommend.

1. Finance
 - a. It appears what you are looking for is a financial audit. EMA does not perform financial audits, however there are many firms that do.
2. Analysis of staffing including appropriateness of compensation and detailed review of tasks that staff performs
 - a. As part of an organizational analysis we would build an understanding of the work required for your utility and consider how the work would be carried out by a utility using best practices. We could then compare that assessment to your present operation and determine the gap between your staffing and best practices – if any. We would help identify the suggested best practices, and with your agreement, we could lay out a plan for implementation of any changes.
 - b. We would not perform an *appropriateness of compensation* analysis. This is typically referred to as a *Job Classification & Compensation Study*. There are many consulting firms that perform this analysis.
3. Review of Board of Director Expenditures
 - a. We would not perform this analysis.
4. Job Description Review
 - a. As part of an organizational analysis we would review the job descriptions to see if they represent the work expected for a utility using best practices.
5. Review of Collection Systems operations including pump stations, gravity lines and forcemains.
 - a. As part of an organizational analysis we would perform an analysis of the present operations and compare them to the best practices for a utility.
6. Review of Recycled Water Facility Operations (Tertiary Polishing Plant)
 - a. As part of an organizational analysis we would perform an analysis of the present operations and compare them to the best practices for a utility.
7. Review Condition of infrastructure
 - a. Since Leucadia Wastewater District's assets are primarily buried, assessing the condition of the infrastructure is likely an on-going activity of the District. It would then not be cost effective for EMA to do an independent evaluation of the condition of the infrastructure. We could however, review the condition assessment program of the district for effectiveness and efficiency. We could compare the program to best practices for a utility.
8. Review Capital Expenditures
 - a. As part of an organizational analysis, we would review the asset management program for LWWD. An asset management program would be expected to evaluate risks to the utility and develop strategies based on meeting the level of service desired by the utility for the lowest total cost of ownership. Part of an asset management plan is developing the best CIP

investment strategies including funding mechanisms. We would review your present and recent past CIP strategies for consistency with sound asset management principles.

So, based on the previous comments, I am thinking that this would involve a project to:

- review existing information on the utility;
- prepare and present to the utility on information on utility best practices and their benefits;
- observations interviews and shadowing of Operations (both Collection System and Recycled Water Facility);
- observations, and interviews regarding the district's asset management program (including asset condition program, risk recognition, maintenance and CIP programs);
- discuss and prepare a report identifying any gaps between the management of the utility and best practices;
- presentation of the summary of this report to your board;

I am estimating that the cost of this project would be in the order of \$70,000 and would likely take 2 to 3 months to complete.

Let me know if you would like to discuss this further.

Thanks,

Jack

Jack Geisenhoff P.E., PMP

EMA, Inc.

651.639.5676 PHONE

651.503.4573 CELL

jgeisenhoff@ema-inc.com

www.ema-inc.com

From: Paul Bushee [mailto:PBushee@lwwd.org]

Sent: Friday, September 30, 2016 4:17 PM

To: Jack Geisenhoff <jgeisenhoff@ema-inc.com>

Subject: Organizational Evaluation Quote

Jack:

It was pleasure speaking with you this afternoon. As promised, here is a preliminary overview of the potential scope areas for an organizational analysis of the Leucadia Wastewater District:

1. Finance
2. Analysis of staffing including appropriateness of compensation and detailed review of tasks that staff performs
3. Review of Board of Director Expenditures
4. Job Description Review
5. Review of Collection Systems operations including pump stations, gravity lines and forcemains.
6. Review of Recycled Water Facility Operations (Tertiary Polishing Plant)
7. Review Condition of infrastructure
8. Review Capital Expenditures

I appreciate your help with this matter. Please do not hesitate to contact me on my direct line at (760) 274-2275 should you have any questions.

Best regards,

Paul

Paul J. Bushee

General Manager

Leucadia Wastewater District

1960 La Costa Avenue

Carlsbad, CA 92009

Ph: (760) 753-0155

Fax: (760) 753-3094

Email: pbushee@lwwd.org

Web: www.lwwd.org

Attachment 2

**October 24th, 2016
HRC Meeting Agenda**

AGENDA

**HUMAN RESOURCES COMMITTEE MEETING
LEUCADIA WASTEWATER DISTRICT**

Monday, October 24, 2016 – 8:30 AM
1960 La Costa Avenue, Carlsbad, CA 92009

1. **Call to Order**
2. **Roll Call**
3. **Public Comment**
4. **New Business**
 - A. Discussion of Leucadia Wastewater District (LWD) Employee Compensation (Pages 2-3)
5. **Information Items**

None.
6. **Directors' Comments**
7. **General Manager's Comments**
8. **Adjournment**

MEMORANDUM

Ref: 17-5191

DATE: October 20, 2016
TO: Human Resources Committee
FROM: Paul J. Bushee, General Manager 
SUBJECT: Discussion of Leucadia Wastewater District (LWD) Employee Compensation

RECOMMENDATION:

Staff requests that the Human Resources Committee:

1. Discuss and provide direction, as appropriate.

DISCUSSION:

Tactical Goal: Financial / Discussion of LWD Compensation

This item is a follow-up to the discussion at the September 26th Human Resources Committee (HRC) meeting. At the meeting, the HRC discussed background information relating to LWD's current compensation policy and program.

Based on the discussion, the HRC directed staff to research firms and obtain information on the "ballpark" cost to perform an efficiency analysis for LWD. To obtain this information, the HRC agreed that the efficiency analysis should focus on the following areas: finance, staffing, job descriptions, human resources, operations, risk management, capital expenditures, board expenditures and consultant expenditures.

Staff has since researched and contacted three firms that perform efficiencies analyses of this nature and they include: BHI Management Consulting, Black & Veatch and EMA, Inc. Attached please find pricing information from BHI Management Consulting and Black & Veatch as related to Mr. Richard Duffey via phone call. As of the publication of this agenda, staff has not yet received pricing information from EMA, Inc. If this information is received prior to the HRC meeting, it will be forwarded to the HRC for its review.

Staff requests that the HRC review and discuss this information and provide direction, as appropriate.

rad:PJB:

Attachment

From: Richard Duffey
Sent: Tuesday, October 11, 2016 9:46 AM
To: Paul Bushee
Cc: Trisha Hill
Subject: costs of an Organizational Analysis

Paul,

At the request of the Human Resource Committee, which met on September 26, 2016, I researched some firms that could do an organizational analysis or operational effectiveness study for Leucadia Wastewater District which would include the following areas:

1. Finance.
2. Analysis of staffing, including appropriateness of compensation and detailed review of tasks that staff performs.
3. Review of Board of Director expenditures.
4. Job description review.
5. Review of collection systems operations, including pump stations, gravity lines and force mains
6. Review Condition of infrastructure
7. Review capital expenditures

I found two firms that indicated that they would be able to perform this service. The first one was Black & Veatch. I talked to Brain Jewett, from Black & Veatch, who indicated that the cost of such an analysis typically runs over \$100,000 for a city, but would be less, approximately \$50,000 to \$60,000, for a district of LWD's size. The other firm was BHI Management Consulting. I talked to Brent Ives from BHI Consulting. He indicated a project of this size could run between \$50,000 to \$60,00 but that key questions need to be clarified.

These are rough preliminary estimates for the cost of such an analysis and could vary based on the actual detailed scope of any final project.

Richard Duffey CPA
Leucadia Wastewater District
1960 La Costa Avenue
Carlsbad, CA 92009
(760) 753-0155 ext 3012



Attachment 3

**September 26, 2016
HRC Meeting Agenda**

AGENDA

**HUMAN RESOURCES COMMITTEE MEETING
LEUCADIA WASTEWATER DISTRICT
September 26, 2016 – 8:30 AM
1960 La Costa Avenue, Carlsbad, CA 92009**

1. Call to Order
2. Roll Call
3. Public Comment
4. New Business
 - A. Discussion of Leucadia Wastewater District (LWD) Employee Compensation (Pages 2-33)
5. Information Items
None.
6. Directors' Comments
7. General Manager's Comments
8. Adjournment

MEMORANDUM

Ref: 17-5163

DATE: September 21, 2016
TO: Human Resources Committee
FROM: Paul J. Bushee, General Manager 
SUBJECT: Discussion of Leucadia Wastewater District (LWD) Employee Compensation

RECOMMENDATION:

Staff requests that the Human Resources Committee:

1. Discuss and provide direction, as appropriate.

BACKGROUND:

Tactical Goal: Financial / Discussion of LWD Compensation

This item is a follow-up to the discussion regarding LWD's compensation at the June 2016 Board of Directors meeting. At the meeting, Vice President Hanson expressed concerns with LWD's compensation process during the Board's consideration of the Employee's Salary & Benefits Resolution. The Board approved the resolution and referred further discussion of employee compensation to the Human Resources Committee (HRC).

From the June discussion, it appears that there was some confusion as to how LWD's compensation program works especially in regards to LWD's salary survey process. To provide a brief background, LWD contracted with Rewards Strategy Group (RSG) to conduct a compensation study in the spring of 2008. The study was prompted by an employee satisfaction survey where a number of employees expressed concerns with LWD compensation at that time.

2008 Compensation Study

RSG developed a compensation program that compared LWD salaries to 18 other similar organizations. As part of the process, RSG reviewed job descriptions for LWD and the 18 organizations and developed comparable positions for each of LWD's job classifications. The study also proposed a compensation target of 10% above the average for each LWD classification. The Board of Directors reviewed and approved the proposed compensation program in May 2008. To provide additional background, the staff report and Board minutes from the May 2008 Board meeting have been attached for your review.

2012 HRC Review

In January 2012, the HRC reviewed LWD's compensation program to determine if a new salary study was warranted. Staff and HRC reviewed the salary survey process at that time and HRC determined that a new study was not needed. The January 2012 staff report and HRC minutes have also been attached for your review.

DISCUSSION:

In terms of the salary survey process, staff has annually updated its salary survey information using the same organizations and job comparisons approved by the Board of Directors in 2008. Please note that from time to time that the comparison agencies have reclassified or changed the name of some of the original job classifications. In these instances, staff does review the job descriptions to determine the appropriate comparable job classification.

The information attached has been provided as a starting point for the HRC's discussion of this issue. Staff requests that the HRC review and discuss this information and provide direction, as appropriate.

PJB:

Attachments

ATTACHMENT 1

STAFF REPORT: FY 2009 INFORMAL INPUT PROCESS

MEMORANDUM

Date: May 8, 2008
To: Board of Directors
From: Paul J. Bushee, General Manager 
Subject: Closed Session – Fiscal Year 2009 (FY 09) Informal Input Process

RECOMMENDED

Staff requests that the Human Resources Committee recommend that the Board of Directors:

- 1) Review overall FY 09 Personnel Budget
- 2) Consider adjusting LWD Salary Ranges to 10% above the compensation survey average.
- 3) Consider narrowing LWD Salary Ranges from 40% to 25%.
- 4) Consider a 3% General Wage Adjustment.
- 5) Consider Merit Pool/Individual Incentive Compensation Funding at \$53,085.
- 6) Consider Team Incentive Program Funding at \$31,851.
- 7) Review the results of the benefits survey.
- 8) Discuss and take other action as appropriate.

DISCUSSION

The Human Resources Committee (HRC) reviewed this item at its April 29, 2009, meeting and is scheduled to further review this information on May 12, 2008. Modifications to this item, if any, will be reported to the Board as appropriate.

The Leucadia Wastewater District (LWD) employees are not represented. The employees have met to discuss compensation and benefit issues and have submitted their requests to management for consideration as part of the budget process. In addition, LWD recently retained Reward Strategy Group (RSG) to conduct a compensation study. The compensation study was an outcrop of the employee surveys conducted by Jeff Bills in December 2007. You may recall that, overall, the employee survey information was very favorable, however, there was concern from employees regarding salaries.

As a result of the informal input process and the compensation study, staff proposes the following for the Board's consideration.

Item 1 – FY 09 Personnel Budget

LWD's personnel budget consists of two major components: a salaries component and a benefits component. For FY 09, the proposed personnel budget of \$2,164,807 represents a 6% or \$130,596 increase over the FY 08 Budget. Major changes to these two components are:

Salaries - The proposed salaries budget, which consists of salaries, overtime and stand-by pay, is \$1,443,359. This amount represents a 7% or \$89,953 increase over the FY 08 Budget and is mainly attributable to recommended salary range changes, merit pool and Incentive Pool funding. The overtime component remains flat with a proposed budget of \$50,000.

Benefits – The proposed benefits budget is \$721,448. This increase of 6% or \$40,643 is primarily attributable to anticipated increases in health benefits and PERS retirement benefits.

The Proposed FY 09 Personnel Budget is included as Attachment A for your review. It consists of the Personnel Expense Detail sheet and the Personnel Summary by Department sheet.

Item 2 - Salary Range Adjustment

As previously indicated, Staff recently retained RSG to conduct a compensation study for the District. The study analyzed and compared LWD's salary classification to 18 public agencies that provide similar services to the District. The survey showed that compensation for eight of LWD's twelve classifications are presently below the survey average. It also showed that the remaining four classifications are slightly above the survey average.

Based on the compensation study, staff is recommending that classification ranges be adjusted with maximum compensation being 10% above the survey average. LWD has strived to be the recognized leader of our industry. Over the past several years, the District has made tremendous improvement in this area and I believe that we are among the very best organizations that operate wastewater collection systems and recycled water facilities. We have also operated at this very high level using a very lean staffing approach. I believe that compensating our employees at 10% the survey average will allow our organization to continue to operate at the very highest levels. This adjustment will also allow LWD to: attract qualified employees; retain current employees; and motivate employees to continue directing their efforts towards achieving the District's goals.

Attachment B includes the proposed summary of the compensation analysis, the recommended FY 09 Salary Ranges at 10% above the industry average, as well as the existing FY 08 Salary Ranges for comparison.

Item 3 - Salary Range Spread

LWD's current salary ranges are based on a 40% spread from the top of the range to the bottom. The compensation study found that the salary range spreads of the 18 organizations studied averaged 28.9%. Over the past year, I have realized that salary range minimums at LWD are well below market level especially for our Utility Worker and Field Service Technician classifications. This is evident in that our recent recruitment efforts have brought in candidates with very limited experience. Although we have been pleased with the people we have hired, the training has been extensive and it can often take up to two years to bring these employees fully up to speed with the requirements of a Field Services Technician.

In order to better recruit staff and keep trained staff from moving to another organization, I am recommending that LWD's salary ranges be reduced from 40% to 25%. This spread is more consistent with other organizations in our industry and I believe will effectively make LWD's entry-level compensation much more competitive. By adjusting minimum salaries, some employees will be outside of their classification range. For these employees, compensation will be adjusted so that they fall within the range boundaries. The fiscal impact of these adjustments is approximately \$42,500.

Attachment C includes a summary of salary range spreads of the 18 organizations surveyed, as well as the comparisons of the salary range minimums for the Field Service Technician and Utility Worker classifications.

Item 4 – 3% General Wage Adjustment

LWD employees last received a general wage adjustment in 2004. San Diego County is currently experiencing dramatic economic changes related to increasing fuel prices, an unstable

housing market, adjusting interest rates and a general loss of purchasing power. Each of these factors impacts our employees.

As you are aware, LWD does not typically provide general wage adjustments. For the past several years we have moved the ranges upward by 3% to 4% annually, but all salary increases have been based on merit. However, most other public agencies have provided annual "across the board" general wage adjustments in addition to merit based increases. Over time, LWD's salaries have fallen behind.

To bring LWD's salaries somewhat back in-line, I am recommending a one-time 3% wage adjustment to those employees who will not be affected by the recommended range adjustments. This wage adjustment will also provide some equity to those employees not directly affected by the recommended range adjustments. A 3% adjustment is also consistent with what the employees requested as part of the informal input process. The fiscal impact of the 3% general adjustment is \$25,900. Annual adjustments to employee compensation will continue to be based on merit.

Attachment D includes an example showing how a LWD employee's salary compares to a similar employee at the Encina Wastewater Authority and the Vallecitos Water District over the past few years.

Item 5 – Merit Pool & Individual Incentive Compensation

The merit pool allows for merit based salary increase, and the individual incentive compensation allows for compensation for meeting the individual objectives of LWD's Incentive Program. Based on the discussion at the April 29, 2008 Human Resource Committee meeting, the proposed FY 09 funding has been adjusted downward to \$53,085 and covers both of these components. This amount represents a reduction of \$8,863 from last year's funding of \$61,948. The Incentive Compensation funding has been reduced to 5% of existing staff salaries compared to the 6% funding level of the last several years.

Item 6 - Organizational Incentive Compensation

Organizational Incentive Compensation covers funding for the Organizational Objectives of LWD's Incentive Program. The proposed FY 09 funding of \$31,851 represents \$9,448 reduction from last year's organization incentive funding of \$41,299. The FY 09 funding represents 3% of existing staff salaries as compared to 4% last year.

Item 7 – Benefits Survey

At its April 29, 2008, the HRC requested that RSG and staff provide supplemental information relating to LWD's benefits package. Mr. Allan Creclius of RSG indicated that he would provide benefits information from a recent study conducted for the Encina Wastewater Authority in which LWD participated.

Attachment E includes a summary of RSG's benefit analysis results. It is important to note that the recent employee survey indicated that staff is very pleased with LWD's benefits package. Overall, the survey showed LWD's benefits package is very good and very much in-line with other organizations in our industry.

LWD Organization

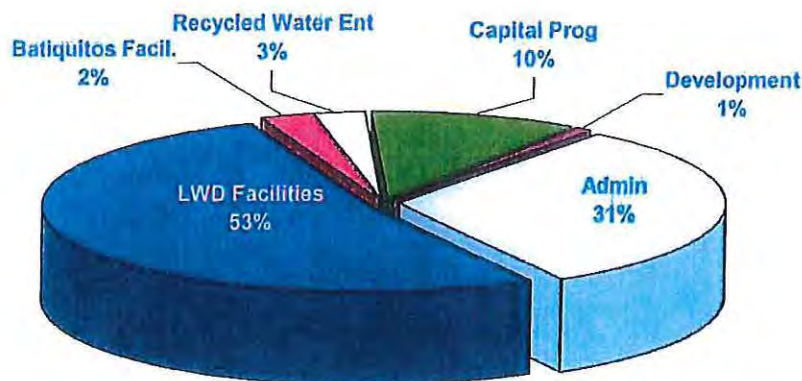
LWD's existing organizational chart (Attachment F) includes 18 full time equivalent (FTE) positions and a 0.2 FTE part time position. No organizational staffing changes are proposed for FY 09.

Attachments

**Leucadia Wastewater District
Fiscal Year 2009 Budget
Personnel Summary By Department**

<u>Program</u>		<u>FY 08 Budget</u>	<u>FY 08 Projected</u>	<u>FY 09 Proposed</u>	<u>% Change Bud to Bud</u>
LWD Facilities					
Salaries	\$	701,616	\$ 606,151	750,064	7%
Benefits	\$	364,093	\$ 317,496	387,416	6%
Total LWD Facilities	\$	1,065,709	\$ 923,647	1,137,481	7%
Batiquitos Joint Facilities					
Salaries	\$	32,267	\$ 29,384	34,625	7%
Benefits	\$	16,853	\$ 16,276	17,863	6%
Total Bat Joint Facilities	\$	49,120	\$ 45,660	52,488	7%
Recycled Water Enterprise:					
Salaries	\$	33,767	\$ 27,792	36,125	7%
Benefits	\$	17,016	\$ 14,546	18,025	6%
Total RW Enterprise	\$	50,783	\$ 42,338	54,150	7%
Capital Program:					
Salaries	\$	139,600	\$ 57,662	\$ 149,715	7%
Benefits	\$	69,382	\$ 19,656	\$ 73,845	6%
Total Capital Program	\$	208,982	\$ 77,318	223,560	7%
Development:					
Salaries	\$	20,819	\$ 10,582	\$ 12,407	-40%
Benefits	\$	10,972	\$ 5,616	\$ 6,345	-42%
Total Development	\$	31,791	\$ 16,198	18,752	-41%
Administration					
Salaries	\$	425,335	\$ 400,606	\$ 460,424	8%
Benefits	\$	202,490	\$ 207,593	\$ 217,954	8%
Total Admin	\$	627,825	\$ 608,199	678,377	8%
Total Personnel Expense	\$	2,034,211	\$ 1,713,360	\$ 2,164,807	6%

LWD FY 09 Personnel By Program



Leucadia Wastewater District
Fiscal Year 2009 Operating & Capital Budgets
Personnel Expense Detail

<u>Acct #</u>	<u>Description</u>	<u>FY 08 Budget</u>	<u>FY 08 Projected</u>	<u>FY 09 Proposed</u>	<u>% Change Bud to Bud</u>
4100	<u>Salaries</u>				
4110	Regular salaries	\$ 1,303,406	\$ 1,092,177	\$ 1,393,359	7%
4120	Overtime salaries	\$ 50,000	\$ 40,000	\$ 50,000	0%
	Total Salaries	\$ 1,353,406	\$ 1,132,177	\$ 1,443,359	7%
4200	<u>Employee Benefits</u>				
4210	F.I.C.A.	\$ 98,127	\$ 83,768	\$ 104,630	7%
4220	Medical insurance	\$ 195,457	\$ 166,856	\$ 210,096	7%
4221	Dental insurance	\$ 22,477	\$ 19,188	\$ 23,697	5%
4222	Disability insurance	\$ 13,310	\$ 11,362	\$ 14,288	7%
4223	Life insurance	\$ 4,240	\$ 3,620	\$ 4,938	16%
4224	Unemployment insurance	\$ -	\$ -	\$ -	0%
4225	Employee assistance program (EAP)	\$ 800	\$ 683	\$ 648	-19%
4226	Vision plan	\$ 3,953	\$ 3,375	\$ 3,947	0%
4230	Workers compensation insurance	\$ 39,413	\$ 33,646	\$ 31,068	-21%
4240	PERS, employee retirement	\$ 281,418	\$ 240,238	\$ 305,038	8%
4245	Section 125 plan	\$ 1,550	\$ 1,323	\$ 2,750	77%
4293	Deferred Compensation contribution	\$ 20,059	\$ 17,125	\$ 20,348	1%
	Total Benefits	\$ 680,805	\$ 581,183	\$ 721,448	6%
	TOTAL, SALARY & BENEFITS	\$ 2,034,211	\$ 1,713,360	\$ 2,164,807	6%

LEUCADIA WASTEWATER DISTRICT
Summary of Salary Survey Comparisons

District Class	District Range Max (\$)	# Comparisons	Survey Average (\$)	LWWD vs Average	Survey Median (\$)	LWWD vs Median	District Rank
Administrative Services Manager	117,894	17	120,585	(2.3)%	119,517	(1.4)%	11 of 18
Field Services Manager	117,894	15	123,330	(4.6)%	123,369	(4.6)%	11 of 16
Project Manager	102,752	15	102,475	+0.3%	104,250	(1.5)%	9 of 16
Field Services Supervisor	81,235	18	84,251	(3.7)%	82,750	(1.9)%	14 of 19
Field Services Specialist	66,106	14	65,554	+0.8%	64,594	+2.3%	6 of 15
Field Services Technician III	62,378	18	63,307	(1.5)%	61,671	+1.1%	10 of 19
Field Services Technician II	53,741	17	56,640	(5.4)%	56,891	(5.9)%	15 of 18
Field Services Technician I	48,314	17	50,480	(4.5)%	50,405	(4.3)%	15 of 18
Utility Worker	42,151	13	43,769	(3.8)%	44,136	(4.7)%	12 of 14
Executive Assistant	72,190	16	68,851	+4.8%	68,934	+4.7%	7 of 17
Accounting Technician	60,733	16	58,683	+3.5%	57,671	+5.3%	6 of 17
Administrative Specialist	50,252	18	50,698	(0.9)%	51,047	+1.6%	12 of 19

- ♦ Eight District benchmarks are below survey average by between 0.9% and 5.4%.
- ♦ Four District benchmarks are above survey average by between 0.3% and 4.8%.

LEUCADIA WASTEWATER DISTRICT
PROPOSED CLASSIFICATION RANGES
FY 2009

Position	Grade	Salary Ranges		Spread
		Minimum	Maximum	
Field Services Manager Administrative Services Manager	19	\$ 108,000.00	\$ 135,000.00	25%
Project Manager	18	\$ 90,000.00	\$ 112,500.00	25%
Field Services Supervisor	17	\$ 75,000.00	\$ 93,750.00	25%
Executive Assistant	16	\$ 62,500.00	\$ 78,125.00	25%
Field Services Specialist Field Services Technician III	15	\$ 56,800.00	\$ 71,000.00	25%
Accounting Technician	14	\$ 53,080.00	\$ 66,350.00	25%
Field Services Technician II	13	\$ 49,600.00	\$ 62,000.00	25%
Vacant	12	\$ 46,720.00	\$ 58,400.00	25%
Administrative Specialist Field Services Technician I	11	\$ 44,560.00	\$ 55,700.00	25%
Vacant	10	\$ 49,600.00	\$ 62,000.00	25%
Vacant	9	\$ 42,440.00	\$ 53,050.00	25%
Utility Worker	8	\$ 38,480.00	\$ 48,100.00	25%

LEUCADIA WASTEWATER DISTRICT
CLASSIFICATION RANGES
FY 2008

Position	Grade	Salary Ranges		Spread
		Minimum	Maximum	
Field Services Manager Administrative Services Manager	8	\$ 84,210.29	\$ 117,894.40	40%
Project Manager	7	\$ 73,394.29	\$ 102,752.00	40%
Field Services Supervisor	6	\$ 58,024.75	\$ 81,234.65	40%
Executive Assistant	5.5	\$ 51,564.51	\$ 72,190.31	40%
Field Services Specialist	5	\$ 47,218.79	\$ 66,106.31	40%
Field Services Technician III	4.5	\$ 44,555.74	\$ 62,378.04	40%
Accounting Technician	4	\$ 43,380.66	\$ 60,732.92	40%
Field Services Technician II	3.5	\$ 38,386.76	\$ 53,741.46	40%
Administrative Specialist	3	\$ 35,894.44	\$ 50,252.22	40%
Field Services Technician I	2.5	\$ 34,509.99	\$ 48,313.99	40%
Utility Worker	2	\$ 30,107.88	\$ 42,151.03	40%
Vacant	1	\$ 25,463.96	\$ 35,649.54	40%

LEUCADIA WASTEWATER DISTRICT
Illustration of Salary Range Breadths among Survey Agencies

	Agency	Salary Range Breadth – Min to Max
1.	Eastern MWD	24.6%
2.	Encina WWA	23%
3.	Fallbrook PUD	25%
4.	Helix WD	27.6%
5.	Olivenhain MWD	40%
6.	Otay WD	25%
7.	Padre Dam MWD	31%
8.	Rainbow MWD	31.2%
9.	Ramona MWD	27.7%
10.	Santa Fe ID	50%
11.	Vallecitos WD	34%
12.	Valley Center MWD	34%
13.	Vista ID	21.6%
14.	City of Carlsbad	21.6%
15.	City of Encinitas	34%
16.	City of Escondido	21.5%
17.	City of Oceanside	27.6%
18.	City of Vista	21.6%

SUMMARY OF FINDINGS

- ◆ Only two of the 18 organizations (11 percent of the survey sample) have minimums that are 40 percent or more below range maximums — as does Leucadia WW District.
- ◆ The *average* range spread minimum to maximum for this survey group is 28.9 percent.

COMMENT

RSG has previously proposed a salary range for LWWD that is a 25 percent increase from minimum to range control point, and 31.25 percent for the full min to max.

LEUCADIA WASTEWATER DISTRICT
2008 Salary Survey
Special Supplemental Data Sheets: Range Minimums

Class: Field Services Technician III

44,556

	Agency	Comparison Class	Salary Range Min
1.	Eastern MWD	Collections Systems Utility Worker III	48,027
2.	Encina WWA	Mechanical Technician II	62,275
3.	Fallbrook PUD	Utility Technician - Collections	48,792
4.	Helix WD	Utility Crew Member III	47,844
5.	Olivenhain MWD	Water Reclamation Operator III	49,079
6.	Otay WD	Senior Utility Worker/Equipment Operator	50,178
7.	Padre Dam MWD	Construction Equipment Operator	49,146
8.	Rainbow MWD	Utility Worker III - Water Services	46,197
9.	Ramona MWD	Systems Operator III	50,398
10.	Santa Fe ID	Senior Utility Worker	46,427
11.	Vallecitos WD	Systems Collection Worker III	44,844
12.	Valley Center MWD	Wastewater Systems Technician III	50,440
13.	Vista ID	Senior Construction Worker	54,533
14.	City of Carlsbad	Sanitation Systems Operator III	48,624
15.	City of Encinitas	Utility & Maintenance Technician IV	44,136
16.	City of Escondido	Senior Wastewater Collections Technician	47,352
17.	City of Oceanside	Senior Utility Worker	50,898
18.	City of Vista	Wastewater Worker III	45,984

Average Minimum:

49,176

LEUCADIA WASTEWATER DISTRICT
2008 Salary Survey
Special Supplemental Data Sheets: Range Minimums

Class: Field Services Technician II

38,387

	Agency	Comparison Class	Salary Range Min
1.	Eastern MWD	Collections Systems Utility Worker II	45,739
2.	Encina WWA	Mechanical Technician I	53,820
3.	Fallbrook PUD	Utility Worker II – Collections	40,992
4.	Helix WD	Utility Crew Member II	43,392
5.	Olivenhain MWD	Water Reclamation Operator II	42,675
6.	Otay WD	Utility Worker II	45,513
7.	Padre Dam MWD	Utility Worker II	43,586
8.	Rainbow MWD	Utility Worker II – Wastewater	41,817
9.	Ramona MWD	Systems Operator II	46,842
10.	Santa Fe ID	Utility Worker II	38,169
11.	Vallecitos WD	Systems Collection Worker II	40,668
12.	Valley Center MWD	Wastewater Systems Technician II	45,750
13.	Vista ID	Facilities Worker/Equipment Operator	49,217
14.	City of Carlsbad	Sanitation Systems Operator II	44,020
15.	City of Encinitas	Utility & Maintenance Technician III	40,956
16.	City of Escondido	NC	—
17.	City of Oceanside	Utility Worker II	42,224
18.	City of Vista	Wastewater Worker II	40,704

Average Minimum: 43,887

LEUCADIA WASTEWATER DISTRICT
2008 Salary Survey
Special Supplemental Data Sheets: Range Minimums

Class: Field Services Technician I

34,510

	Agency	Comparison Class	Salary Range Min
1.	Eastern MWD	Collections Systems Utility Worker I	41,496
2.	Encina WWA	NC	—
3.	Fallbrook PUD	Utility Worker I – Collections	37,152
4.	Helix WD	Utility Crew Member I	39,360
5.	Olivenhain MWD	Utility Worker II	37,433
6.	Otay WD	Utility Worker I	41,282
7.	Padre Dam MWD	Utility Worker I	37,966
8.	Rainbow MWD	Utility Worker I – Wastewater	37,849
9.	Ramona MWD	Systems Operator I	42,494
10.	Santa Fe ID	Utility Worker I	33,009
11.	Vallecitos WD	Systems Collection Worker I	35,136
12.	Valley Center MWD	Wastewater Systems Technician I	40,498
13.	Vista ID	Construction Worker	42,808
14.	City of Carlsbad	Utility Worker II	41,468
15.	City of Encinitas	Utility & Maintenance Technician II	37,776
16.	City of Escondido	Wastewater Collections Technician II	38,868
17.	City of Oceanside	Utility Worker I	38,480
18.	City of Vista	Wastewater Worker I	38,760

Average Minimum:

38,931

LEUCADIA WASTEWATER DISTRICT
2008 Salary Survey
Special Supplemental Data Sheets: Range Minimums

Class: Utility Worker

30,108

	Agency	Comparison Class	Salary Range Min
1.	Eastern MWD	Maintenance Trades Assistant	29,494
2.	Encina WWA	NC	—
3.	Fallbrook PUD	Maintenance Worker	35,376
4.	Helix WD	NC	—
5.	Olivenhain MWD	Utility Worker I	33,125
6.	Otay WD	NC	—
7.	Padre Dam MWD	NC	—
8.	Rainbow MWD	Laborer	32,641
9.	Ramona MWD	Utility Worker I	35,048
10.	Santa Fe ID	NC	—
11.	Vallecitos WD	Building & Grounds Worker	33,456
12.	Valley Center MWD	Maintenance Worker I	33,317
13.	Vista ID	Laborer	40,901
14.	City of Carlsbad	Utility Worker I	35,365
15.	City of Encinitas	Utility & Maintenance Technician I	36,312
16.	City of Escondido	Wastewater Collections Technician I	35,208
17.	City of Oceanside	Maintenance Worker I	31,491
18.	City of Vista	Maintenance Worker I	36,024

Average Minimum: 34,443

**Leucadia Wastewater District
Salary Comparison Example
With 3% Adjustment for FY 09**

Leucadia Wastewater District					
Fiscal Year	Base Salary	General Wage Adjustment	Merit Increase	New Base Salary	
FY 03	\$ 40,000	\$ -	\$ 2,000	\$ 42,000	
FY 04	\$ 42,000	\$ 1,470	\$ 2,100	\$ 45,570	
FY 05	\$ 45,570	\$ 1,367	\$ 2,279	\$ 49,216	
FY 06	\$ 49,216	\$ -	\$ 2,461	\$ 51,676	
FY 07	\$ 53,746	\$ -	\$ 2,687	\$ 56,433	
FY 08	\$ 56,433	\$ -	\$ 2,822	\$ 59,255	
FY 09	\$ 59,255	\$ 1,778	\$ 2,963	\$ 63,995	

Encina Wastewater Authority					
Fiscal Year	Base Salary	General Wage Adjustment	Merit Increase	New Base Salary	
FY 03	\$ 40,000	\$ 1,600	\$ 2,000	\$ 43,600	
FY 04	\$ 43,600	\$ 1,744	\$ 2,180	\$ 47,524	
FY 05	\$ 47,524	\$ 1,901	\$ 2,376	\$ 51,801	
FY 06	\$ 51,801	\$ 2,072	\$ 2,590	\$ 56,463	
FY 07	\$ 56,463	\$ 1,694	\$ 2,823	\$ 60,980	
FY 08	\$ 60,980	\$ 2,439	\$ 3,049	\$ 66,469	
FY 09	\$ 66,469	\$ 1,994	\$ 3,323	\$ 71,786	

Vallecitos Water District					
Fiscal Year	Base Salary	General Wage Adjustment	Merit Increase	New Base Salary	
FY 03	\$ 40,000	\$ -	\$ 2,000	\$ 42,000	
FY 04	\$ 42,000	\$ 1,680	\$ 2,100	\$ 45,780	
FY 05	\$ 45,780	\$ 1,557	\$ 2,289	\$ 49,626	
FY 06	\$ 49,626	\$ 1,836	\$ 2,481	\$ 53,943	
FY 07	\$ 53,943	\$ 2,158	\$ 2,697	\$ 58,798	
FY 08	\$ 58,798	\$ 1,764	\$ 2,940	\$ 63,502	
FY 09	\$ 63,502	\$ 1,461	\$ 3,175	\$ 68,137	

1) Assumes similar good employee who receives a 5% merit increase per year.

LEUCADIA WASTEWATER DISTRICT

Competitiveness of Benefits Participant Report

- ◆ There are four areas where Leucadia benefits are relatively low compared to the market.
 - Of the 15 agencies providing retiree coverage for medical insurance, Leucadia has the lowest contribution at \$80.80/month. Coverage ranges from \$97/month to 100 percent of premium.
 - Leucadia offers 10 vacation days to start; the survey median is 12 days. The maximum vacation that Leucadia offers is 20 days, while the survey median is 23.
 - Ten of the agencies surveyed offer a shift differential. All 10 agencies are higher than Leucadia's \$0.75/hr. p.m. and \$1.00/hr. a.m. The shift differential ranges from \$1.19/hr. to 6 percent.
 - Of the 16 agencies surveyed, 16 provide tuition reimbursement. Nine of the 16 agencies offer a higher level of reimbursement than Leucadia.
- ◆ The areas where Leucadia's benefits are above average for the market:
 - Leucadia and only four of 18 surveyed agencies offer 100 percent medical coverage for employee +1 and family.
 - Only San Elijo and Encina have a higher deferred compensation program matching up to 4 percent. Leucadia matches two percent, and the remaining agencies have limited or no deferred compensation.
 - Of the nine water/wastewater/sanitation districts in PERS:
 - Two have the same retirement formula as Leucadia of 3 percent at 60.
 - Three have retirement formulas of 2.7 percent at 55.
 - Three have retirement formulas of 2.5 percent at 55.
 - One has retirement formula of 2 percent at 55.

Benefits Survey Summary

PARTICIPATING ORGANIZATIONS (N=18)

Eastern MWD	Santa Margarita Water District
Encina Wastewater Authority	So Orange County Wastewater Authority
Fallbrook PUD	Vallecitos Water District
Orange County Sanitation District	Valley Center MWD
Orange County Water District	City of Escondido
Otay Water District	City of Oceanside
Padre Dam MWD	City of San Clemente
San Elijo JPA	City of San Diego*
Santa Fe Irrigation District	City of Vista**

*The City of San Diego was only included in Health Care, Retirement Program (including Deferred Compensation and Supplemental Plans) and Vacation and Time-Off analysis.

** The City of Vista was only included in Health Care, Retirement Program, Additional Policies, Vacation and Time-Off Analysis. Findings based on VCMA MOU 2007-2009.

HEALTH INSURANCE COVERAGE

- ♦ Twelve of 18 survey agencies offer at least one plan with 100 percent coverage for employee only and four of 18 survey agencies offer 100 percent coverage for employee + 1 and family.
- ♦ Five agencies offer the CalPERs medical plans, three agencies offer a single plan, and the remainder offer either two or three plan levels.
- ♦ Orange County Sanitation has the lowest employer contribution range at \$229 – \$1,270/month. San Elijo offers the highest employee contribution with a range of \$401 – \$1,853/month.

SECURITY AND RETIREMENT PLANS

- ♦ Of the 12 survey agencies that utilize CalPERS as the primary retirement system, ten offer an enhanced formula.
- ♦ Five of the 16 survey agencies participate in Social Security.
- ♦ Of those participating in Social Security, only one agency pays the employee contribution, and two have an enhanced CalPERS formula.
- ♦ Only four agencies in the survey offer a Supplemental Retirement Plan.

RETIREE BENEFITS

- ♦ Fourteen of 16 surveyed agencies provide medical insurance coverage for retirees.
- ♦ Twelve of the 14 agencies providing retiree medical insurance coverage contribute some portion of the premium.
- ♦ Coverage ranges from \$97/month to 100 percent of premium.
- ♦ None of the surveyed agencies offer retiree dental or vision coverage.
- ♦ There is no standard eligibility formula for retiree health insurance. However, the formulas tend to be based on a combination of age 50 or 55 and 5 or 10 years of service.

VACATION AND TIME OFF POLICIES

- ♦ Of the 18 agencies surveyed, only two offer PTO rather than a combination of vacation and sick leave.
- ♦ Of the 16 agencies offering vacation and sick leave:
 - Median vacation days for year one is 12 and range from 10–13 days.
 - Median sick days for year one is 12 and range from 8–13.5 days.
 - The maximum level of annually accrued vacation days has a median of 23 and range from 16–32.
 - The maximum level of annually accrued sick days has a median of 12 and range from 10–15.
- ♦ Only one of 16 agencies varies sick leave based on longevity; the remaining only vary vacation days.
- ♦ The median number of years of employment needed to reach maximum time off is 20 years and ranges from 10–30 years.
- ♦ The standard number of observed and floating holidays is 12. Of the agencies that deviate, there is only one that deviates more than two days above or below.

OTHER PROGRAMS AND POLICIES

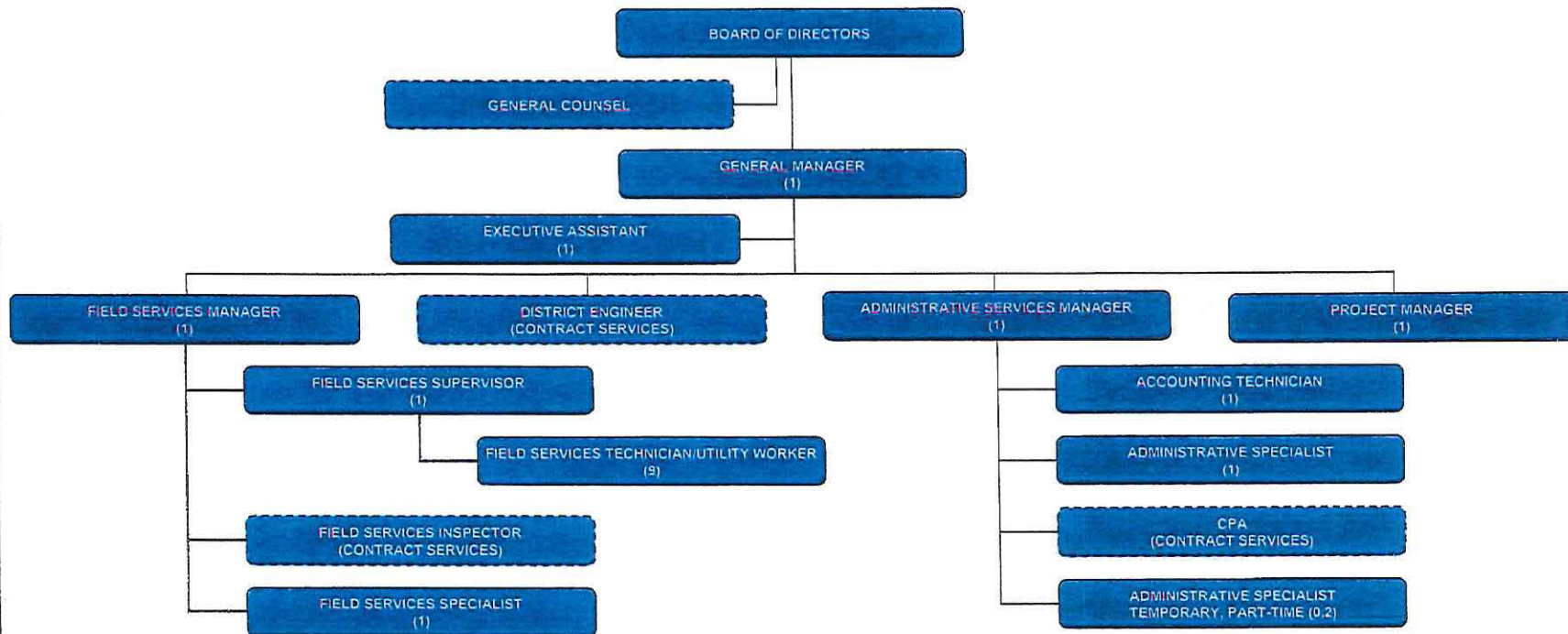
- ♦ Seventeen of 17 survey agencies offer employee assistance programs that range in cost from \$1.72/month/employee to \$5,500 annually.
- ♦ Sixteen of 17 survey agencies offer tuition reimbursement programs that range in maximum reimbursement from \$250 to \$5,250 annually.
- ♦ Nine of 17 survey agencies offer suggestion awards that range in award amount. Formulas are based on type of idea and are paid a one-time amount that is typically less than \$200.
- ♦ Fourteen of 17 survey agencies offer employee recognition awards. Awards are either for length of service or merit and are in the form of gift certificates, cash and plaques.
- ♦ Four of 16 survey agencies provide supplemental pay for longevity ranging from 1–5 percent.
- ♦ Eight of 16 survey agencies provide supplemental pay for licenses/certifications. Three agencies provide a one-time bonus, and five offer an ongoing salary increase.
- ♦ Ten of 15 survey agencies provide supplemental pay for military callback. Four of the 10 agencies go beyond the legally required policy and pay the difference between military pay and agency pay.
- ♦ Of the 17 survey agencies, ten grant salary increases based on Time In Service, four have a variable merit structure and three use a combination of both.



LEADERS IN
ENVIRONMENTAL
PROTECTION

FISCAL YEAR 2008 ORGANIZATIONAL CHART

TOTAL POSITIONS – 18.2 FTE



ATTACHMENT 2

MAY 14, 2008 REGULAR BOARD MEETING MINUTES

LEUCADIA WASTEWATER DISTRICT

Minutes of a Regular Board Meeting

May 14, 2008

A regular meeting of the Board of Directors of the Leucadia Wastewater District (LWD) was held Wednesday, May 14, 2008 at 5:00 p.m., at the District Administration Office at 1960 La Costa Ave., Carlsbad, California.

1. Call to Order

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

2. Roll Call

DIRECTORS PRESENT:	Sullivan, Kulchin, Juliussen, Hanson, and Omsted
DIRECTORS ABSENT:	None
OTHERS PRESENT:	General Manager Paul Bushee, District Counsel Wayne Brechtel, Administrative Services Manager Chuck LeMay, Field Services Manager Leo Schempp, Project Manager Robin Morishita, Executive Assistant Trisha Miranda, Richard Duffey with Brownell and Duffey, and District Engineer Steve Deering

3. Pledge of Allegiance

4. Approval of Agenda

Upon a motion duly made by Director Juliussen, seconded by Director Hanson, and carried, the Board of Directors approved the agenda.

5. Public Comment

There was no public comment.

GM Bushee introduced Mr. Michael Ramirez as LWD's new Utility Worker. The Board of Directors welcomed Mr. Ramirez to LWD.

6. Presentations and Awards

A. Award of the California Society of Municipal Finance Officers (CSMFO).

GM Bushee stated that last month, LWD received a certificate of award from CSMFO recognizing the District's efforts in meeting professional standards and criteria in reporting and preparation of the annual financial statements. GM Bushee recognized CPA Richard Duffey, and staff members ASM LeMay and AT McEniry for their efforts in applying for the award.

The Board of Directors congratulated staff for their achievement.

7. Consent Calendar

- A. Minutes for the following meetings:
 April 9, 2008 Regular Board meeting
 April 22, 2008 Special Board meeting

D. CSDA Legislative Day was held at the Sheraton Grand Sacramento Hotel in Sacramento, CA on May 12, 2008 – report by Directors Juliussen and Sullivan.

President Sullivan and Director Juliussen attended the CSDA Legislative Day Conference. Director Juliussen stated that legislatures are proposing proposition 1A which will help fund the parole realignment by taxing water and wastewater agencies. Director Juliussen noted that CSDA is recommending that Special District members vote no on proposition 98 and yes on proposition 99. President Sullivan and Director Juliussen met with local legislatures or their assistants.

14. Comments, Questions or Requests by Directors

Director Kulchin thanked FSM Leo Schempp for attending a local elementary school in La Costa and presenting them with information on the District.

Director Juliussen thanked staff for the get well card and thanked Director Hanson for visiting him at the hospital.

15. General Manager's Report

The following items were reported:

- Two news articles relating to a wastewater service rate increase in Encinitas and the state of wastewater infrastructure in the United States were included as handouts at the meeting. GM Bushee noted that he had a telephone interview with Ms. Ruth Webster of the North County Times relating to the Encinitas article.
- On Friday, staff noticed that a cable was stolen from one of LWD's portable generator and staff notified the police.
- The CSDA Quarterly Dinner is tomorrow night and the carpool will be leaving LWD at 5:30 p.m.
- The District will be participating in the Carlsbad Public Works Day event on Wednesday, May 21, 2008.
- The Employee BBQ is scheduled for Thursday, July 10, 2008 at noon located at Stagecoach Park in Carlsbad.

16. General Counsel's Report

General Counsel reported he participated on a conference call with the CASA committee. The committee discussed potential regulations for private laterals; such as, the need of a legislation that would include the inspection of private laterals prior to the close of escrow.

President Sullivan called for a ten minute break before meeting in closed session.

17. Closed Session


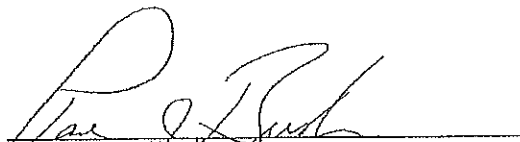
- A. To meet with General Manager Bushee and ASM LeMay to discuss labor negotiation, as authorized under Government Code 54957.6

The Board of Directors met with GM Bushee and ASM LeMay to discuss labor negotiation.

Following discussion, the Board of Directors reported that they had approved the following: 1) establish LWD salary ranges at 10% above the industry average, 2) establish salary range spreads of 25%; 3) a 3% general adjustment to those employees who's salaries would not be increased as part of range adjustments; and 4) maintain staff's benefits at the same level. The Board of Directors will approve funding for these as part of the overall FY 09 Budget approval process in June 2008.

18. Adjournment

President Sullivan adjourned the meeting at 7:50 p.m.


Elaine Sullivan, President
Paul J. Bushee
Secretary/General Manager
(SEAL)


ATTACHMENT 3

STAFF REPORT: 2011 SALARY COMPENSATION STUDY

MEMORANDUM

Ref: 12-3115

DATE: January 5, 2012
TO: Human Resources Committee
FROM: Paul J. Bushee, General Manager
SUBJECT: Salary and Compensation Study



RECOMMENDATION:

Staff requests that the Human Resources Committee:

1. Discuss and provide direction, as appropriate.

BACKGROUND:

At the August 2011 Board of Director's meeting, Director Kulchin requested that the District conduct an independent compensation survey during the current fiscal year. This issue was briefly discussed at the December 2011 Board meeting and the Board referred this matter to the Human Resources Committee (HRC) for further discussion.

LWD provides compensation information to the HRC and the Board of Directors on an annual basis as part of the budget preparation process. This information is generally collected and disseminated by staff; however, it is occasionally compiled by an independent source.

The most recent independent compensation survey was conducted in April 2008 by Mr. Allan Crecelius from Reward Strategy Group (RSG). This survey not only compared District compensation data with 18 similar agencies but also provided a benchmark job analysis upon which a salary survey database was established. As a result of this job analysis, the Board set LWD salary ranges at a minimum of 10% above the compensation survey average.

DISCUSSION:

Since 2008, staff has annually conducted an internal compensation survey using the same agency base and job analysis benchmark established by RSG. A copy of the 2011 internal compensation survey has been attached for your review. Staff believes that the benchmarks established in the independent survey provide the best compensation comparison.

Staff has not planned or budgeted for an independent compensation analysis during FY 2012. Staff requested an estimate from RSG since they are most familiar with our organization and have an initial database already established. The estimate to provide services similar to the 2008 survey is \$28,000.

If the HRC and the Board are interested in conducting the compensation analysis during FY 2012, a mid-year budget appropriation would be required. Another alternative is to budget sufficient funds and conduct the independent analysis during next fiscal year (FY 2013).

Staff requests that the Human Resources Committee discuss and provide direction, as appropriate.

cal:PJB

Attachment

Leucadia Wastewater District
2011 Salary Survey
Summary of Survey Data

District Class	District Range Max (\$)	# Comparisons	Survey Average (\$)	LWWD vs Average	District Rank
Administrative Services Manager	141,831	16	134,738	5.3%	6
Technical Services Manager	141,831	16	136,210	4.1%	7
Field Services Superintendent	118,193	11	110,523	6.9%	3
Field Services Supervisor	98,494	17	90,367	9.0%	3
Field Services Specialist	82,078	13	71,886	14.2%	1
Field Services Technician III	74,593	17	67,709	10.2%	2
Field Services Technician II	65,137	15	61,220	6.4%	6
Field Services Technician I	58,518	16	54,500	7.4%	3
FST-In-Training	50,534	11	46,390	8.9%	2
Executive Assistant	82,078	15	73,662	11.4%	4
Accounting Technician	69,707	15	61,461	13.4%	3
Administrative Specialist	58,518	17	54,763	6.9%	4

ATTACHMENT 4

JANUARY 10, 2012 HRC MEETING MINUTES

LEUCADIA WASTEWATER DISTRICT
Minutes of a Human Resource Committee Meeting
January 10, 2012

A meeting of the Human Resource Committee (HRC) of Leucadia Wastewater District (LWD) was held January 10, 2012 at 9:30 a.m., at the LWD Administration Office located at 1960 La Costa Ave., Carlsbad, California.

1. Call to Order

Chairperson Hanson called the meeting to order at 9:30 p.m.

2. Roll Call

DIRECTORS PRESENT: Kulchin and Hanson
 DIRECTORS ABSENT: None
 OTHERS PRESENT: General Manager Paul Bushee, Administrative Services
 Manager Chuck LeMay, and Executive Assistant Trisha Hill

3. Public Comment

No public comment was received.

4. Old Business

None.

5. New Business

A. Review and discuss salary and compensation study.

GM Bushee presented the item stating that Director Kulchin suggested that staff look into conducting an independent compensation study. GM Bushee provided background information on the District's 2008 Compensation survey completed by Reward Strategic Group (RSG). He noted that since 2008, staff has been conducting compensation surveys using the same classifications as RSG.

ASM LeMay stated that the 2011 survey was included in the agenda for review.

President Hanson requested a report that contained detailed survey data for each classification. ASM LeMay provided that information during the meeting. The HRC reviewed the detailed data report and asked several questions pertaining to the report.

GM Bushee also presented a PowerPoint with information relating to the District's turnover rate within the last seven years, the median salary range, and the amount of organization incentive received by employees over the past few years.

Following discussion, the HRC determined that an independent compensation study was not necessary this fiscal year or next fiscal year.

6. Information Items

None.

7. **Director's Comments**

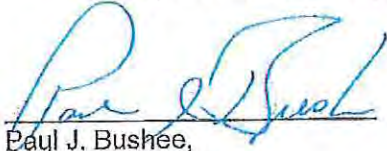
None.

8. **General Manager's Comments**

None.

9. **Adjournment**

Chairperson Hanson adjourned the meeting at approximately 10:30 a.m.




Paul J. Bushee,
Secretary/Manager
(Seal)

MEMORANDUM

Ref: 17-5208

DATE: November 3, 2016
TO: Board of Directors
FROM: Paul J. Bushee, General Manager
SUBJECT: Potential Strategic Planning Facilitators



RECOMMENDATION:

Staff requests that the Board of Directors:

1. Discuss and provide direction, as appropriate.

DISCUSSION:

At the October 2016 Board meeting, the Board briefly discussed the selection of a strategic planning facilitator for its upcoming strategic planning session. The session has tentatively been earmarked for late February 2017. As a result, the Board directed staff to provide some biographical information from a couple of firms for the Board's consideration. President Omsted also suggested that Board members contact staff if they know of any firms that the Board should consider. To date, staff has not received any suggestions.

Staff has since contacted BHI Management Consulting (BHI) and the Tamayo Group, Inc.; and both firms expressed interest in working with LWD on its strategic planning efforts. As you aware, BHI is owned by Brent Ives who facilitated LWD's last strategic planning session in 2015. The Tamayo Group, Inc. is led by Michele Tamayo and is based out of Encinitas. As with BHI, the Tamayo Group has facilitated a number of strategic planning sessions in our industry including the Encina Wastewater Authority, Vallecitos Water District and the California Association of Sanitation Agencies (CASA). Attached please find biographical and relevant experience information for both BHI and the Tamayo Group.

The Board has a few options on how to procure these services within LWD's policy. The Board could simply direct staff to sole source either firm or another firm if preferred. The Board could also solicit cost proposals and interview both firms and/or additional firms. Lastly, the Board could advertise a public request for proposals to any firms interested in performing this work.

In summary, staff is requesting that the Board review and discuss this information and provide direction on how it wishes to proceed with procuring strategic facilitation services.

PJB:

Attachments

Brent Ives and BHI Management Consulting

BHI Management Consulting brings unique qualifications to public agency organizational projects with a dual perspective approach to the process of Strategic Planning. The firm is owned and operated by Brent Ives and is located in Tracy, CA. It was begun in 1996 and has focused on providing for the organizational health issues of Special District's since 1999. Brent Ives is Principal and carries four associates, Mr. David Aranda, Sr. Consultant, Mr. Andrew Ives, Associate Consultant and Ms. Lynda Ives, Editor/Facilitating assistant. Other associates are contracted as projects demand relative to project needs. Brent Ives is planned to be the primary consultant on this project BHI is currently working on four Strategic Plans and updates across the state with different agencies and companies.

Mr. Brent Ives has worked with numerous special districts and cities across the state dealing with organizational projects, seeking to optimize operational approach for all clients. BHI is currently engaged with four strategic planning projects with California Special Districts, Board relations and teambuilding. Brent serves as a faculty member on the Special Districts Foundation Governance Academy for Special District Directors, teaching classes including "Setting Direction and Community Leadership" and "The Board's Role in Human Resources". Brent has taught elected representatives and Directors and staff from hundreds of public agencies across California and Washington. He teaches his own curriculum on Strategic Planning for CSDA sponsored classes across California. He is educated in Organizational Behavior at the University of San Francisco, has 25 years experience as a technical manager for the Lawrence Livermore National Laboratory. Brent also served for 14 years as a City Council Member in the City of Tracy, California. He recently completed an additional 8 years as directly elected Mayor of Tracy, a city of 85000, He served as a member/Chair of the Altamont Commuter Express (commute rail service) Commission, and is member/Chair of the Board of the San Joaquin Council of Governments.

Brent and the BHI team bring unique perspective to the organizational processes that differentiate them from other firms. We clearly understand how important relationships are in the public sector and employ a professional approach at practical and useful future planning. Brent and his team deliberately engage the industry by being present and available for clients where they learn, like the CASA and CSDA conferences. As an experienced elected official, Brent knows how boards must function to best fulfill their public trust. He is an experienced manager who has led groups of engineers and technicians on complex multi-million dollar projects for the Department of Energy at the Lawrence Livermore National Laboratory and can understand the need for broad clarity throughout an organization. His education in organizations allows him to apply that experience to your planning effort. His 17 years of experience directly with Special Districts in California and years on the dais has led to the clear understanding how important strategic planning is to a public agency.



Brent is known for establishing a sincere and knowledgeable relationship with both the Directors and staff. Brent's time and experience as an elected official allows him unique perspective that helps him to "see" it from a Board's viewpoint, capturing the Board's perspective in moving forward. Brent will lead the District through proven strategic planning process that will reflect vision and practical implementation for the agency.

BHI Strategic Planning Clients

- Mt. View Sanitary District
 - Orange County Wastewater District
 - Costa Mesa Sanitary District
 - Town of Yountville
 - Big Bear Airport District
 - Santa Fe Irrigation District
 - Sunnyslope County Water District
 - West County Wastewater District
 - Castro Valley Sanitary District
 - Oro Loma Sanitary District
 - Hayward Park and Rec. District
 - Grossmont Healthcare District
 - Ironhouse Sanitary District
 - West Bay Sanitary District
 - Laguna Beach Water District
 - Marina Coast Water District
 - Monterey Airport District
 - Northstar CSD
 - Olivehurst PUD
 - Pleasant Valley Rec. and Park District
 - Dublin San Ramon Sanitary District
 - TUD
 - Conejo RPD
 - McKinleyville CSD
 - Nipomo CSD
 - Jurupa CSD
 - Palmdale Water District
 - City of San Ramon
 - Camarillo HCD
 - Big Bear CSD
 - Cameron Park CSD
 - Central Marin Sanitation District
 - Monterey Regional Fire Authority
 - SAC Metro Fire Authority
 - City of Lynwood, WA
 - Goleta Sanitary District
 - Newhall County Water District
-
- Sanitary District #5
 - Las Gallinas Sanitary District

Michele Tamayo is President of The Tamayo Group, Inc., a consulting firm specializing in leadership and organizational performance. We are seasoned professionals with extensive experience in both the public and private sectors. As a no-nonsense, no-frills firm, we use practical strategies to help our clients achieve positive results.

Michele has over 25 years consulting experience. She has worked with a wide variety of organizational cultures and with many different leadership styles. She uses a collaborative approach with clients to create innovative strategies that result in practical solutions. Some of the results she has helped clients achieve include:

- Strategic business plans that provide a clear roadmap for success
- Effective teams that work well together and produce high-quality results
- Improved communication and relationships among boards, councils, management teams and work groups
- Effective business meetings that produce focused plans and results
- Improved organizational cultures that engage employees, increase efficiencies and enhance customer service
- Enhanced executive performance for corporate, government and non-profit executives

Michele has served on the faculties at San Diego State University, University of California, San Diego and Miramar College. Her educational background includes an M.A. in Organizational Communication and a B.A. in Speech Communication and Public Relations, both from San Diego State University. She has a certificate in Intercultural Relations from Stanford University.

Some of Ms. Tamayo's clients have included:

GOVERNMENT: California Cities of Carlsbad, Coronado, Encinitas, Fremont, La Mesa, Oceanside, Poway, Santee and San Diego; CA Department of Agriculture, CALTRANS, CalTRUST, Encina Wastewater Authority, Federal Aviation Administration, Riverside Police Department, San Diego County Water Authority, San Diego Police Department, Santa Fe Irrigation District, U.S. Department of Defense, Vallecitos Water District

CORPORATE: Apple Computer, Baxter Healthcare, Beyond Law, Buck Knives, Hughes Aircraft, LPL Financial, Mazda Motor of America, NCR Corporation, Perkins Coie, Personal Strengths Publishing, Seyfarth Shaw, Qualcomm, TEC, The Koll Company, Wells Fargo Bank

EDUCATION AND NON-PROFIT: CASA, Children's Hospital, Cuyamaca College, La Jolla Chamber Music Society, San Diego City School District, San Diego County Childhood Obesity Initiative, San Diego State University, Santa Clara University, Sharp Healthcare, University of San Francisco, University of California, San Diego, UCSD Medical Center

Ms. Tamayo is immediate past Board President for The San Diego Hunger Coalition and has served in various leadership roles for several non-profit organizations including: San Diego Community Research Group, Rancho Encinitas Academy League, The Grauer School and Kids Korps USA.

Sample Water & Wastewater Industry Planning Projects

Oro Loma Sanitary District — 2016

The Oro Loma Board and GM wanted to update their strategic plan and specifically address some key issues facing the District. In January 2016, Michele conducted interviews with the Board, management and staff and prepared a summary report outlining issues and options. A facilitated Board workshop was conducted to discuss and finalize changes and additions to the Plan. Michele is currently working with the District again to review the plan and make any modifications for moving forward into 2017.

South Orange County Wastewater Authority — 2016

SOCWA is a JPA representing ten local agencies. The Board of Directors wishes to create a strategic plan that clarifies the current situation, takes into account the differing needs of the 10 member agencies and plans for the future. We are currently in the beginning phase of creating the plan and also discussing a review of the JPA agreement.

East Bay Dischargers Authority —2016

EBDA is very similar to SOCWA but it represents five agencies in northern California. Michele started working with this JPA this October and will be gathering data from key stakeholders in preparation for a workshop in January 2017. The Board will then come together to discuss current issues and begin to outline a future vision for the agency

California Association of Sanitation Agencies — 2015 & 2016

CASA is the leading voice for public wastewater agencies on regulatory, legislative, and legal issues. They are an association of local agencies engaged in advancing the recycling of wastewater. They offer conferences, trainings and workshops for their member agencies. Michele worked with the Board and staff in 2015 to update their strategic plan and has also worked with the agency on organizational and team development issues.

Helix Water District — 2014-2016

Michele worked with Helix to establish a new strategic plan for the District. Board interviews were completed and the entire employee population (150) participated in an Environmental Scanning and SWOT process. The community was invited to participate in a workshop to give their input. The executive team developed key components of the plan before engaging the Board again for their input and approval. The plan was approved in April 2014. Michele worked with the District again in 2015 to establish improvements in how the Board works with one another, and with staff to support the strategic plan. Currently, she is working with supervisors and managers on several organizational development projects.

Vallecitos Water District — 2011 & 2014

The Vallecitos Water District wanted a strategic planning process that engaged the Board and staff. Michele interviewed Board members to solicit input and ideas. She also coordinated with the General Manager to establish an internal Steering Committee to help guide the strategic planning progression, ensuring employee involvement throughout the process. The strategic plan was finalized in 2012. Michele returned to work with the District and its new Board to update the plan in 2014.

City of Oceanside, Water Utilities Department — 2011-12

Michele and one of her senior associates worked with the Utilities Department to create a comprehensive strategic plan. The process engaged the organization in a series of steps to analyze current issues and trends, examine stakeholder priorities, review pertinent mandates and make strategic choices to focus future efforts. In addition, the consultants designed and facilitated water conservation planning workshops to assist the Water Commission and City Council in selecting the most effective conservation methods to meet their 20 by 2020 goal.

San Diego County Water Authority — 2010

Michele worked with top management and Board members to design and facilitate the Board of Directors' Annual Retreat. The focus of the session was to understand challenges affecting the Water industry and to address strategic policy issues. The result included new ideas and policy guidance in critical areas such as Water Supply and Demand, Regional Economic Development, Water Supply Reliability and Conservation.

Santa Fe Irrigation District — 2008, 2011

SFID wanted to update and expand their existing strategic plan. After conducting interviews with Board and staff members, Michele worked closely with executive staff to design a focused Board Planning session. The result included: a review of organizational accomplishments, updated Mission and Vision, environmental scan that helped set new priorities for five focused strategic objectives, development of innovative ideas and action plans, and commitments between Board and staff to ensure successful implementation of the plan. Michele also worked with the Board to improve their effectiveness as a Board. The results were improved communication, role clarification and streamlining of work processes.

Encina Wastewater Authority — 2008, 2010 and 2014


Michele worked collaboratively with the Board and the executive staff to develop a process to lead the Board's discussion of updating the existing strategic plan, developed in the 1990s. The result included an updated mission, vision and values, new strategic focus areas, clarification of current challenges and opportunities, innovative ideas for future development, and key actions to move the organization forward. Michele was asked to return to work with the Board and facilitate updates two years after completing the initial plan and again in 2014.

City of Carlsbad Water Utilities Department — 2008

The Water Utilities Department had been working with several different business plans and wanted to create a comprehensive strategic plan. Michele worked closely with Department management to design the planning process. She presented a model for strategic planning and facilitated several sessions with management and staff to create a new Department mission, vision, values and key goals.

MEMORANDUM

Ref: 17-5190

DATE: November 3, 2016
TO: Board of Directors
FROM: Paul J. Bushee, General Manager 
SUBJECT: Calendar Year 2017 Board of Directors' Meeting Schedule

RECOMMENDATION:

Staff requests that the Board of Directors:

1. Approve the calendar year 2017 Board of Directors' meeting schedule.
2. Discuss and take other action, as appropriate.

DISCUSSION:

During November 2009, the Board of Directors adopted Resolution No. 2205 establishing the date, time and place for regular meetings of the Board. According to the resolution, Board meetings will be held at the District Administration Building at 5:00 P.M. on the second Wednesday of each month unless changed by a motion of the Board at a regular meeting. Below please find the proposed meeting schedule for calendar year 2017. Also attached is the updated 2017 conference schedule that staff has prepared for coordinating with the Board meeting dates in order to avoid potential conflicts with the proposed dates. There are no conflicts between conferences and Board meeting dates for calendar year 2017.

2017 Board of Directors' Meeting Schedule	
January 11, 2017	July 12, 2017
February 8, 2017	August 9, 2017
March 8, 2017	September 13, 2017
April 12, 2017	October 11, 2017
May 10, 2017	November 8, 2017
June 14, 2017	December 13, 2017

In accordance with the Resolution, staff requests that the Board of Directors approve the calendar year 2017 Board of Directors' meeting schedule (above) and take other action, as appropriate.

tb:PJB

Attachments



LEADERS IN
ENVIRONMENTAL
PROTECTION

Board of Directors

2017 Calendar Year Board Meeting Schedule	
January 11, 2017	July 12, 2017
February 8, 2017	August 9, 2017
March 8, 2017	September 13, 2017
April 12, 2017	October 11, 2017
May 10, 2017	November 8, 2017
June 14, 2017	December 13, 2017

**Approved November 2016*

UPCOMING 2017 CONFERENCES

CASA Conferences

Winter Conference

Date: **January 18-20, 2017**

LWD Board Meeting: January 11, 2017

Location: Hilton Palm Springs, CA

Conference website: <http://www.casaweb.org/events/2017-casa-winter-conference/>

Joint Public Policy Forum (CASA-WaterReuse)

Date: **April 19, 2017** (9am to 1:30pm)

LWD Board Meeting: April 12, 2017

Location:

The Sutter Club

1220 9th Street

Sacramento, CA 95814

Hotels in close proximity. Choose from the following:

- Hyatt Regency Sacramento. Complimentary Shuttle Service.
- Sheraton Grand Sacramento
- The Citizen Hotel

Parking available at the Sutter Club Parking Garage, 824 L Street, Sacramento, CA.

Conference website: <http://casaweb.org/events/casa-watereuse-ca-public-policy-forum/>

62nd Annual Conference

Date: **August 22-24, 2017**

LWD Board Meeting: August 9, 2017

Location: Marriott Marquis San Diego

Conference website: <http://casaweb.org/calendar/casa-events>

Watereuse Conference

2017 WaterReuse California Annual Conference

Date: **March 19-21, 2017**

LWD Board Meeting: March 8, 2017

Location: Westin San Diego, CA

Conference website:

<https://watereuse.org/news-events/event-calendar/>

CSDA Conferences

Legislative Days

Date: **May 16-17, 2017**

LWD Board Meeting: May 10, 2017

Location: Sacramento Convention Center

Annual Conference

Date: **September 25-28, 2017**

LWD Board Meetings: September 13, 2017

Location: Monterey, CA

CWEA Conferences

Annual Conference

Date: **April 25-28, 2017**

LWD Board Meetings: April 12, 2017

Location: Palm Springs Convention Center and Renaissance Hotel, Palm Springs, CA

Conference website:

https://www.cwea.org/et_attendees_conferences.shtml

WEF TEC Conference

90th Annual Water Environment Federation Conference

Date: **September 30- October 4, 2017**

LWD Board Meetings: October 11, 2017

Location: McCormick Place, Chicago, IL

Conference website: <http://www.weftec.org/future-weftec-schedule/>

CSRMA

California Sanitation Risk Management Authority



c/o ALLIANT INSURANCE SERVICES, INC.
100 Pine Street, 11th Floor, San Francisco, CA 94111-5101

Insurance License No.: 0C36861
Tel: 415.403.1400 Fax: 415.874.4813

OFFICERS:

Paul Bushee, *President*
760.753.0155
Greg Baatrup, *Vice President*
707.429.8930

PAST PRESIDENTS:

Russ Baggerly
2010-2014
Robert Reid
2006-2010

October 20, 2016

RE: 2017 Executive Board Elections

Dear CSRMA Members:

At the direction of the Executive Board, a Nominating Committee has been formed to recommend a slate of candidates for the year. 2017 Executive Board elections are to be held at the January Board of Directors Meeting. That Committee is comprised of Jason Dow, Central Marin Sanitation Agency and Ed Oyama, West Valley Sanitation District.

If you would care to discuss the nomination process, please feel free to contact either of these Committee members as below:

Jason Dow	(415) 459-1455	jdow@cmsa.us
Ed Oyama	(408) 378-2407 x111	eoyama@westvalleysan.org

Thank you for your interest and participation in this important process.

Sincerely,

Dennis Mulqueeney
Program Administrators
Alliant Insurance Services, Inc.
(415) 403-1421

cc: Paul Bushee
Greg Baatrup



San Diego Chapter

California Special Districts Association

October 28, 2016

To: San Diego Chapter CSDA Member Agencies
From: Michael Bardin, San Diego Chapter President
Subject: San Diego Chapter CSDA Quarterly Dinner Meeting
Event Date: **Thursday, November 17, 2016**
Time: **6:00 pm to 9:00 pm – Dinner served at 6:45 pm**
Location: **The Butcher Shop Steakhouse – Kearny Mesa**
5255 Kearny Villa Road, San Diego - (858) 565-2272
<http://www.butchershopsd.signonsandiego.com>

Board of Directors

President
Michael J. Bardin
Santa Fe Irrigation District

First Vice-President
Jim Peasley
Padre Dam Municipal Water District

Second Vice-President
Tim Gieser
Deer Springs Fire Protection District

Treasurer
Richard Stevenson
Sweetwater Authority

Secretary
Diana Towne
Rincon del Diablo Municipal Water District

Past President
Kathleen Coates Hedberg
Helix Water District

State CSDA Director
Jo MacKenzie
Vista Irrigation District

Join us for a dynamic, interactive and educational evening as SDCSDA presents:

“State of the Climate and Winter Outlook”
by Alex Tardy, Warning Coordination Meteorologist
National Weather Service in San Diego

We will also hold our own San Diego Chapter CSDA Board of Directors Elections

Four positions up for election:

President, First Vice-President, Second Vice President (remainder of term - 1 year), and Treasurer.

Please contact Nomination Committee Chair Jo MacKenzie for more information, mackgroup@cox.net.

Be sure to read your November San Diego Chapter CSDA Newsletter for more great information.

Dinner Menu Selections – \$30 per person (\$40 non-member)

Public is invited to attend the dinner at the \$40 non-member price

Tri-Tip Steak with Bordelaise Sauce, New Potatoes and Vegetables
Fillet of Atlantic Salmon- Sauteed Salmon Fillet with Dill Buerre Blanc
Mediterranean Pasta - Garlic, Sun Dried Tomatoes, Olives, Feta Cheese with Linguini Pasta

Registration deadline is: Thursday, November 10, 2016

We look forward to seeing all agencies and guests attending this event. If you have any questions or need further information, please call Mike Bardin at (858) 756-5598; mbardin@sfdwater.org, or Rich Stevenson at (619) 409-6711; rstenenson@sweetwater.org

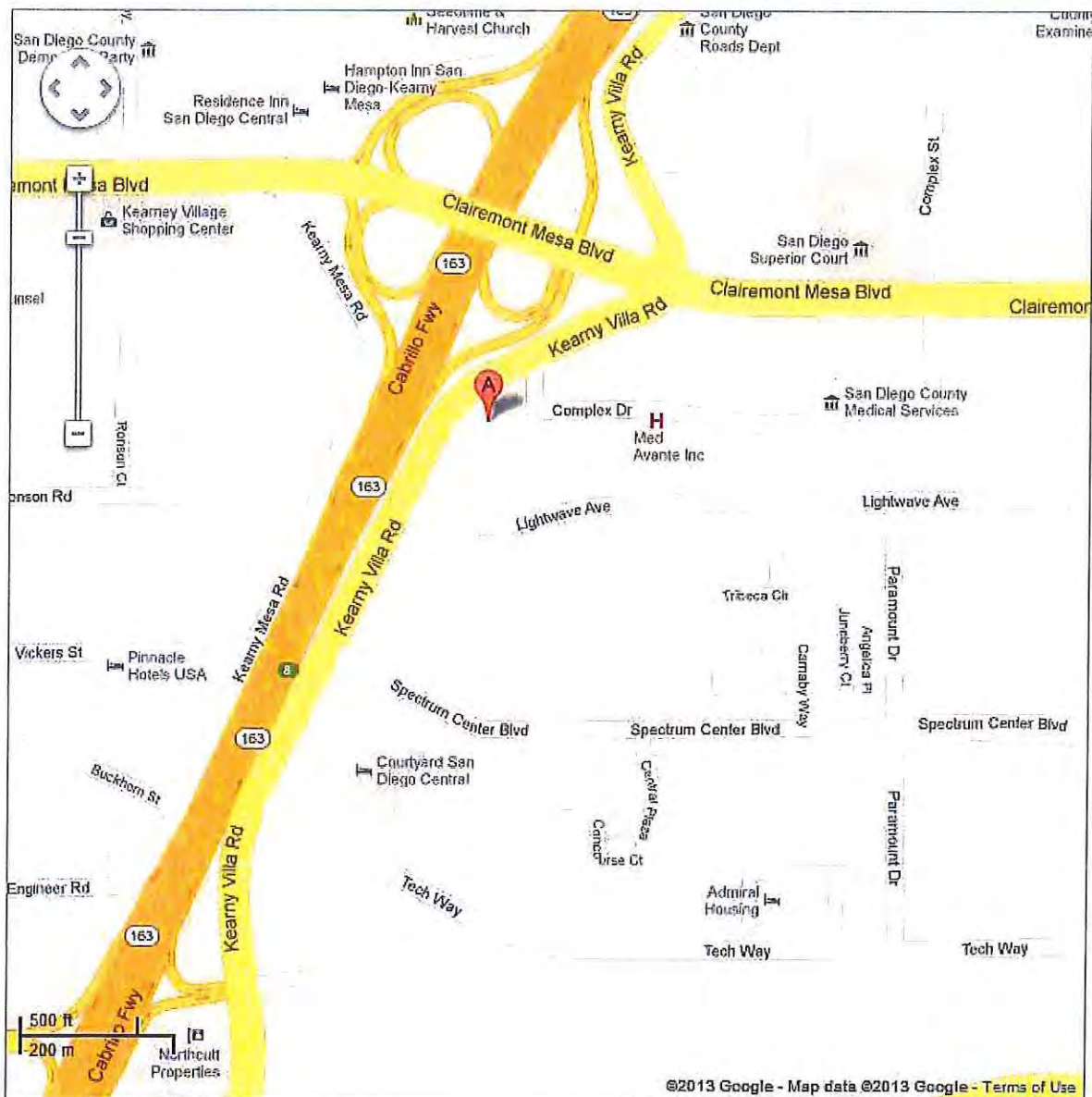
Cancellation/Refund Policy: San Diego Chapter CSDA is obligated by contract to pay for the number of attendees registered by the Friday prior to the event, hence the Thursday deadline. Cancellations made after the deadline are not refundable. Agencies and individuals are responsible for paying any reservation that is made and not cancelled prior to the deadline. Agencies may substitute or add individuals attending.

Directions to: The Butcher Shop Steakhouse – Kearny Mesa
5255 Kearny Villa Road, San Diego - (858) 565-2272
<http://www.butchershopsd.signonsandiego.com>

Located just off HWY 163 & Clairemont Mesa Blvd.

From South: Take 163 North to Clairemont Mesa Blvd East. Take the first two rights. We are on the left side of the street.

From North: Take 163 South to Clairemont Mesa Blvd East. Cross the 163 overpass and take the first right. Once again we are on the left side of the street.



You are cordially invited to attend the

Leucadia Wastewater District

2016 Holiday Luncheon

Thursday, December 8



Bistro West
4960 Avenida Encinas
Carlsbad, CA 92008
(760) 930-8008

From
12 noon-2pm
with
Lunch served at 12noon

Please R.S.V.P. with Tianne
by December 1, 2016