

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.

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