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FIVE YEAR STRATEGIC PLAN 2024-2028

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Protecting Public and  
Environmental Health  
for Generations to Come



**ENCINA**  
**WASTEWATER**  
**AUTHORITY**

A PUBLIC AGENCY SERVING NORTH SAN DIEGO COUNTY

## **ABOUT ENCINA**

Encina Wastewater Authority (Encina) is a publicly owned joint powers authority located in North San Diego County, and is comprised of six (6) Member Agencies: the City of Vista, the City of Carlsbad, the Buena Sanitation District, the Vallecitos Water District, the Leucadia Wastewater District, and the City of Encinitas. Founded in 1961, Encina protects public and environmental health by providing wastewater treatment for approximately 380,000 residents and industrial users in a 123-square mile area. These services are provided through the operation, maintenance and administration of the Encina Water Pollution Control Facility (EWPCF) located in Carlsbad. The EWPCF has a rated treatment capacity of 43.3 million gallons per day and releases treated wastewater through an ocean outfall that extends 1.5 miles into the Pacific Ocean. In addition, Encina operates remote pump stations and the Carlsbad Water Recycling Facility, owned by its Member Agencies.

Encina is a model of excellence and innovation. Encina was one of the first wastewater treatment plants in the nation to adopt a cogeneration model back in the 1980's, converting biogas to green energy, supplying up to 85% of the power necessary to operate the EWPCF. In addition, Encina was a pioneer in using beer waste to enhance biogas production. Encina is also a leader in resource recovery management, converting biosolids to high grade fertilizer utilizing heat dryer technology.

Encina is committed to adhering to the highest standards, while demonstrating fiscal responsibility and cost-effectiveness for its member agencies. We are a values-driven organization, run by a highly trained and dedicated workforce, and strive to not only meet, but to exceed, the expectations of the community we serve. This document guides the strategic direction of Encina and was developed with input from the Governing Board, Member Agency Managers, staff and other key stakeholders.

### **OUR VISION**

To achieve excellence in  
wastewater treatment and  
resource recovery for the  
communities we serve.



## PURPOSE OF THIS STRATEGIC PLAN

The Encina Strategic Plan is focused on addressing future challenges and opportunities that may occur within the five-year planning horizon and are common in the wastewater industry.

## OUR MISSION

To provide reliable, resilient and sustainable wastewater services to North San Diego County while optimizing the use of renewable resources.



# OUR CORE VALUES

We are guided in our daily decision making by these core values:



## Safety

We prioritize protecting the health and wellness of all employees.



## Teamwork

We work together in a constructive, effective, and efficient way to achieve our goals.



## Integrity

We communicate and act openly and transparently.



**S**afety  
**T**eamwork  
**I**ntegrity  
**R**esponsibility  
**R**espect



## Responsibility

We are stewards of public resources and protectors of the environment.



## Respect

We believe everyone should be seen, heard, valued, and empowered to succeed.



# OUR STRATEGIC INITIATIVES

Encina relies upon the strategic planning process to align the Vision, Mission, and Core Values with the strategies, objectives, goals, and tasks of everyday operations. The strategic plan is a valuable tool that provides focus and direction for all employees to ensure we achieve our operational goals. During the strategic planning process, significant future challenges facing the wastewater industry and Encina were identified including: aging infrastructure; rising construction, chemical, and energy costs; air quality emissions reduction regulations; cybersecurity; employee retention and organizational effectiveness.

Each Strategic Initiative identified below provides structure and forward guidance on items addressing these challenges and is supported by a team of employees with diverse backgrounds, skill sets and areas of expertise. Our strategic plan represents the future of Encina.

## **Protect Public and Environmental Health**

Protect the health of the public, employees and the environment, meeting all regulatory requirements.

## **Remain an Employer of Choice**

Attract, retain and develop a highly skilled, adaptable and engaged workforce.

## **Ensure Administrative Effectiveness**

Provide efficient and effective administrative systems and sustain financial viability in accordance with best management practices.

## **Maintain Infrastructure Reliability and Safeguard Public Assets**

Achieve uninterrupted, long-term wastewater treatment service through sound planning, investment, maintenance and safeguard public assets.

## **Pursue Resource Recovery**

Explore and implement wastewater resource recovery opportunities for beneficial reuse.

## **Optimize Operational Performance**

Strive for excellence, innovation and continuous improvement to provide operational systems that bring the highest value to the communities we serve.





## Board of Directors

### Chair Jim Hernandez

*Board Member, Vallecitos Water District*

### Vice-Chair Chris Roesink

*Board Member, Leucadia Wastewater District*

### Director Jim Pennock

*Board Member, Vallecitos Water District*

### Director Rolando Saldana

*Board Member, Leucadia Wastewater District*

### Director Keith Blackburn

*Mayor, City of Carlsbad*

### Director Carolyn Luna

*Council Member, City of Carlsbad*

### Director John Franklin

*Mayor, City of Vista*

### Director Joe Green

*Council Member, City of Vista*

### Director Joy Lyndes

*Council Member, City of Encinitas*

### Director Bruce Ehlers

*Council Member, City of Encinitas*

## General Counsel

Nicholaus Norvell

## Management

### Scott McClelland, P.E., BCEE

*General Manager*

### Jennifer Sabine

*Assistant General Manager*

### Alicia Appel

*Director of Environmental Compliance*

### Octavio Navarrete

*Director of Operations*

### Dimitris Papachristoforou

*Director of Technical Services*

### Aaron Beanan

*Director of Finance*



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