



Tehachapi-Cummings
County Water District

Our Water • Our Future



STRATEGIC PLAN 2025



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Directors General Manager

**President, Division 5, Robert W. Schultz,
2023-2024**



**Vice President, Division 2, Jonathan Hall
2023-2024**



Director, Division 1, Joseph B. Sasia



Director, Division 3, John M. Ables



Director, Division 4, Gerald Davis



General Manager, Thomas Neisler







CAUTION
FOR PROTECTIVE
EQUIPMENT

DANGER

GENERAC

GENERAC
POWER SYSTEMS

IN GA
UT-06

INTRODUCTION

1.1 PURPOSE OF A STRATEGIC PLAN



Strategic Planning is a structured process utilized to define priorities. It is used to envision a desired future and translate this vision into goals and processes to achieve them. These goals must account for finite resources and be adaptable to changing conditions. The Board of Directors of the Tehachapi-Cummings County Water District defined the purpose of creating a Strategic Plan as follows:

Describe the path desired to achieve our vision and mission

Guide our priorities and use of resources

Set standards of excellence

Provide methods to cope with uncertainty and change

Provide bases for control and evaluation

Establish financial targets to provide required resources

1.2 MISSION STATEMENT

During the Strategic Planning Workshops, the following Mission Statement was developed:

“*Tehachapi-Cummings County Water District will ensure the most reliable, cost effective water supply for our customers through the importation of State Water Project water and management of groundwater basins. We will operate and maintain certain flood control structures to protect our customer’s safety and property.*”

This statement incorporates the three key functions of our District and establishes our priorities for achieving them.

1.3 CORE VALUES

The Board of Directors determined that we will be successful by operating under the following Core Values for the District:



Honesty

Social Responsibility

*Ensuring the safety
and wellbeing of
Team Members*

Transparency

*Fiscal responsibility
and accountability*

Defining these values will focus our efforts on maintaining them in our daily operations

1.4 VISION

Defining our vision will help to keep our efforts focused on our long-term goals and guide our planning. The Board defined our vision for the district as follows:

“Tehachapi-Cummings County Water District will strive for continuous improvement in meeting our customer’s needs, both now and in the future. We will explore all avenues to ensure adequate water supplies and manage our groundwater basins to ensure sufficient protection for extraction quantity and quality.”

During the strategic planning process and continuing into the future, the Board of Directors and staff will utilize the District’s Mission Statement, Core Values and Vision to guide our planning and action. Management will also utilize these tools to inform and guide staff to meet production goals and motivate performance.

STRATEGIC PLANNING PROCESS

The Board of Directors directed the General Manager to develop a Strategic Planning Process to assist the Board and staff to embark on a long-term plan to guide District operations and manage financial resources. The Board recognized that our water supply is under constant pressure is subject to year-to-year variation, and will likely decrease in the future. Given these conditions, the Board directed staff to prepare a plan that will help to address such situations. While many public agencies use hired consultants to prepare strategic plans; the Board decided to prepare this study in-house, utilizing district staff. Not only did this approach save significant cost, it allowed the plan to be focused specifically on the concerns and priorities that were presented directly from Team TCCWD.

2.1 VISION, ALIGNMENT, EXECUTION

The method utilized to create the Strategic Plan is known as



Vision, Alignment, Execution.



It is described in a book titled



The Work of Leaders: How Vision, Alignment and Execution Will Change the Way You Lead



by Julie Straw and Barry Davis.



VISION

The first step in this method is to craft a vision (or visions for multiple goals). Key points that were considered when crafting our visions include:

- *Imagining an improved future condition that the group will make a reality through its planning and work*
- *Most people can learn how to craft an effective, compelling vision*
- *Most great visions involve contributions from a wide range of people*
- *Involvement by leaders at all levels develops responsibility and ownership of vision*
- *Great vision elevates our work. It sparks our imaginations. It touches on a basic need to do something of value with our lives.*
- *Vision drives the creation of goals. It becomes easier to identify the necessary milestones to get there*
- *To be achieved, a vision needs to be measurable and progress must be able to be tracked*

Alignment

The vision crafting process was accomplished primarily by the Board of Directors and Senior Management staff with public input during the workshops. After visions are defined, the next step is to build alignment to commit to the visions. This step includes mid-level managers/supervisors. This is the point where long-term plans are shared with the team.

- *Getting to the point where everyone in the group understands and is committed to the direction (vision)*
- *Building alignment is the process of gaining buy-in for the vision*
 - **Absolutely critical in moving from imagination to reality**
- *Alignment is not something to check-off a to-do list.*
 - *It is a dynamic process that requires continual monitoring and realignment as conditions and needs change*
- *Alignment integrates the vision with the resources required to achieve it*

Execution

The third step in this process is to champion execution of the visions after they are honed during the alignment process. This step involves the entire Team TCCWD.

- *Ensuring that the conditions are present for the imagined future to be turned into a reality*
- *This is how we will turn our vision into a reality*
 - *Turn all of the good ideas into results*
- **Won't happen without commitment and active participation by all involved!**
 - *Team TCCWD*
 - *Customers*
 - *Board of Directors*
 - *Management*
 - *Supervisors and Line Employees*



Once the process was explained and adopted in the workshops, the Board of Directors participated in a thorough analysis of our operations and planning. The SWOT process was utilized to assess our major business areas. The purpose of using this approach was to analyze our needs and, ultimately, our goals.

SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

SWOT analysis looks at specific areas and assesses what is good and what is not good about a particular item. This process is commonly used in strategic planning. If honest analysis is conducted, the process can produce realistic results in areas that need to be improved or where strengths can be leveraged.



S STRENGTHS

Characteristics of things we do well

W WEAKNESSES

Characteristics of things that are obstacles to obtaining our vision

O OPPORTUNITIES

Elements that we can exploit to our advantage

T THREATS

Obstacles that could cause us trouble or challenge our progress



As we worked through these analyses in the workshops, ideas that turned into visions became evident

- *Challenges that needed to be considered in alignment were identified*
- *Processes to be used in execution were developed from these*

We utilized the SWOT process to develop our VAE goals

- *Took a deep dive into our major business areas*
- *Made presentations for each business area*
- *Conducted interactive SWOT analysis on each business area*
- *Utilized findings to craft visions*
- *Developed alignment strategies to implement visions*
- *Determined resources and a schedule to execute*
- *Developed long-term capital improvement plan*

Staff reviewed five major business areas and made extensive presentations on each. SWOT analysis was conducted after each presentation.

3.1 HUMAN RESOURCES—OUR MOST VALUABLE RESOURCE

The Board analyzed this area first as they recognized that our people are our greatest asset:



Safety

The Primary Core Value of the entire organization

- *Not just a priority*

Team TCCWD will strive for continual improvement, using the following strengths

- *Team with strong safety background and commitment*
- *A focus on an implemented "Stop Work Authority" for all team members*
 - *All team members have the authority and responsibility to stop work if they see any activity that they feel may be unsafe*
- *A continued emphasis on open communication*
 - *Team members can speak up with no fear of reprisals*

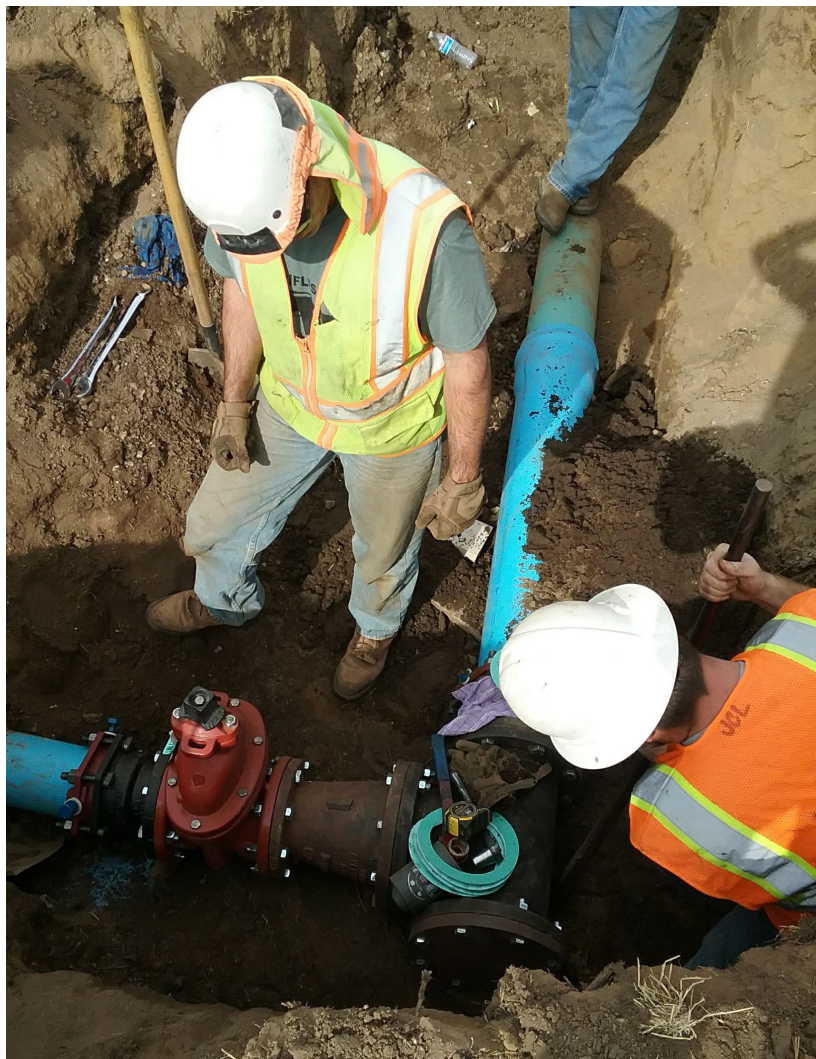
Technical expertise of Staff

Excellent staff

- Long-serving
- Well-trained on equipment and systems

Outside support availability is limited

- Superior engines are being replaced
 - 11 of our 16 engines
- Control system is being upgraded with engines
- Team has done an excellent job of backstopping expertise with outside experts



Workforce aging

Significant issue for district and for industry in general

- Average age of workforce has been reduced from 53 to 47 years of age.
- Great benefits allow for early retirement, many at 60

Succession planning is critical

- Retention of legacy data and knowledge
- Training and hiring with succession as key goal

3.2 WATER SUPPLY—OUR MOST VULNERABLE RESOURCE

Having adequate imported water supply is critical to our operation. The Board analyzed this area next.



State Water Project – imported supply (SWP) reliability is a key concern

TCCWD has delivery contracts for both Municipal & Industrial and Agricultural allocations on the system

- 15,000 AFY Municipal & Industrial
- 4,300 AFY Agricultural

TCCWD is a member unit of the Kern County Water Agency

Contracts expire in 2035

- Extensions are being negotiated

Long-term delivery forecast is decreasing

- Average forecast decreased from 62% to 43% (long-term average)
- Estimated 1-2 MM/AFY reduction in next 10 years

TCCWD importation capacity is limited to approximately 52% of our full allocation

- Due to pumping and pipeline capacity
- Our goal is to import 10,000 AFY
 - Supply must be available to meet this goal

More precipitation variation is forecast

- *Climate change is attributed as major factor*
- *More extremes in precipitation are anticipated*
 - *Drier and more frequent dry years*
 - *Wetter, wet years leading to inability to absorb extreme storm runoff*
- *More storage is key to adapting*
 - *State-wide system improvements*
 - *Increased TCCWD banking out of district*
 - *Expanded recharge capacity within district*

Delta Conveyance Project is the best opportunity available to ensure available supply

- *Project is very expensive and controversial*
- *First water deliveries from project are scheduled to be no sooner than 2033 (probably later due to litigation)*
- *TCCWD currently supports the Delta Conveyance Project*

New Challenges

- *Revise Brite Basin to indicate prescribed rights*
 - *Due to basin being full, no physical solution for management was presented to the court for approval*
- *In 2021, Kern County Superior Court granted the Amended and Restated Judgment for Cummings Basin*
 - *This action reduced the Native Safe Yield (NSY) to 2,990 AFY and provided improved management tools for the District as Watermaster*



Groundwater – native and banked supplies

TCCWD has jurisdiction over three, distinct groundwater basins

- Tehachapi Basin
- Cummings Basin
- Brite Basin

All three basins are adjudicated

- Native safe yields (NSY) have been established by the court for all three basins
 - NSY = the amount of natural recharge that will occur over the long-term based on the physical characteristics of the basin
- Tehachapi basin has prescribed rights and physical solution
 - Dedicated water rights to an individual
- Cummings and Brite Basins have overlying rights
 - All withdrawals combined cannot exceed the court established NSY
- District modified adjudicated NSY for Cummings Basin in 2021
 - Measured levels are subsiding over time due to over-extraction

Our three adjudicated basins are exempt from SGMA – Sustainable Groundwater Management Act

- SGMA is the first attempt in California to limit groundwater over-extraction
 - The legislation is a significant regulatory hurdle
- SGMA mandates better management for over-extracted groundwater basins for others
- Previously adjudicated basins demonstrating adequate groundwater management were exempted from legislation
 - 29 exempted basins statewide out of 515
 - 3 of the 29 exempted basins are TCCWD managed

TCCWD goal is to maximize importation & recharge to supplement groundwater supplies

- Separate from native safe yield
- 10,000 AFY importation goal established
- Banking agreements required from M&I customers
- Voluntary banking agreements offered to Agricultural customers
- Maximizing imports when energy costs and financial opportunities are favorable



Future/potential sources

Water is a very scarce resource

- *Additional sources are difficult to procure*
- *Potential opportunities for additional supply*

Storm water capture and recharge

- *Subject to state regulation (currently prohibited)*

Indirect potable recharge

Expanded reclaimed water use based on supply

Exchange/transfer agreements

Delta Conveyance Project

Treatment of imported supply for Municipal & Industrial use

- *Worst case scenario*
- *Driven by regulatory requirement or extreme shortage*

3.3 WATER IMPORTATION SYSTEM – OUR MOST LIMITED RESOURCE

TCCWD operates a very sophisticated water importation system. We take delivery of State Water Project water at the base of the Grapevine and pump it almost 3,500 vertical feet to deliver to our customers. The imported water originates in Sierra mountain runoff above Lake Oroville, 400 miles north of our delivery point. The vertical lift is the highest in the state for the amount of capacity we deliver. This system requires significant infrastructure and energy to operate. Components of the system are described below.

Pumping Plants

Engines – Natural Gas, Internal Combustion

Plant 1

Waukesha 5794 GSI, rich-burn engines with catalyts, 2016

- *Hours on each engine*

Plants 2 and 3

Engine replacement project to be completed 2026

- *\$11 MM Revenue bonds issued to finance*
- *Engine replacement programmed into Capital Improvement Plan for 2023-2024*
 - *Natural gas vs. electrification analysis in progress*
 - *Our operations require 24/7 reliable power sources*
- *AMR/SCADA/technology upgrades anticipated with engine upgrade project in 2023-2024*
 - *Currently investigating real time metering quantity and flow measurement*
- *Greater management capability*
- *Reduced meter reading labor and decreased errors*

Plant 4

3 superior 1706 engines, 1 Waukesha F18 engine

- *Approximately 60,000 hours on each engine*
- *Different engine types are not ideal*
- *Potential replacement in 2023-2024*
 - *Four new engines will be same type*
- *Goal is to replace with 2 new natural gas engines and 2 electric motors with VFD*

Plant 5

2 electrical motors, 100 hp

- *Light use*
- *Regular maintenance will extend useful life indefinitely*
- *Replacement included in Capital Improvement Plan*

Pipeline

Mainline – 30 miles bar wrapped steel pipe

- Diameter 18" – 30"
- Pressure up to almost 500 psi
- Installed in 1972

Mainline condition

- Inspection and analysis of 7.2 Miles in 2016
 - Minimal deterioration noted
 - Estimated remaining service life >30 years per analysis
- Plan to continue to monitor and inspect upon indication of problems
 - Problems increasing
 - Additional investigation and analysis programmed

Appurtenant facilities

- Distribution pipelines of various diameters and types
- Valves, meters, air & vacuum valves, blowoffs, hydrants



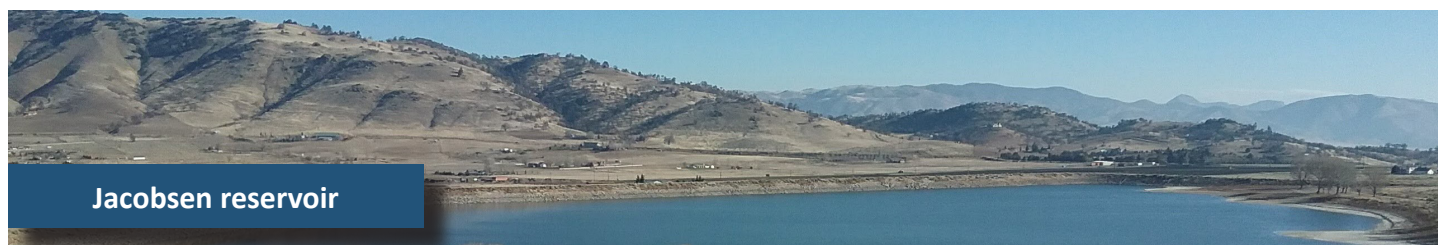
Extraction wells

Four TCCWD wells in Tehachapi basin

- Groundwater extracted to supplement supply and meet wheeled water demand
- Supplemental supply per agreements with City of Tehachapi and GHCSO
 - Agreement with City of Tehachapi being reviewed
- All wells have vertical turbine pumps with electric motors

No TCCWD extraction wells in Cummings valley

- Conjunctive use agreements with BVCSO and SSCSD for supplemental supply
- District extraction well programmed in Capital Improvement Plan



Jacobsen reservoir

Single surface storage facility

- *Maximum capacity = 1,865 AF, minimum storage (to meet fire flow demands) = 400 AF*
- *Usable supply approximately 1450 AF (less than one-month summer delivery)*
- *Expansion unlikely due to*
 - *Geology*
 - *Regulations*
- *Additional surface storage also unlikely*
 - *Regulations are very restrictive*
 - *Construction costs are prohibitive*
 - *Surface storage is inefficient due to evapotranspiration, percolation and maintenance*
- *Best option for additional storage is to expand recharge and banking*
 - *Extraction of banked supplies during peak demand with recharge to replace withdrawn quantities in off-peak periods may be required*

Recharge facilities

Cummings basin

- *Westerly recharge*
 - *Maximum inflow approximately 600 gpm, sustainable*
- *Cummings ponds*
 - *Maximum inflow approximately 500 gpm, non-sustainable*
- *19 ac. Recharge*
 - *Maximum inflow approximately 2,500 gpm, sustainable*
- *Cummings Basin Westerly Recharge Project (CBWRP)*
 - *Maximum inflow approximately 3,000 gpm, sustainable*

Tehachapi basin

Antelope dam

Maximum inflow approximately 2,500 gpm, sustainable

Gravel pit

Maximum inflow approximately 500 gpm, sustainable

Greater recharge capacity in Tehachapi basin and greater recharge need in Cummings basin

Goal is to expand recharge capacity in Cummings basin

Goal is to procure extraction well(s) in Cummings basin

3.4 SUPPORT SYSTEMS

Support systems include our physical plant and associated vehicles and equipment required to perform our mission.



Office complex

Major expansions complete

- Board/conference room
- Warehouse
- Management offices
- Pump plant office area
- All completed within last three years

Scheduled improvements

- New Warehouse
- Pump plant office area

Potential improvements

- HVAC units for main office area
- Restroom in pipeline and pumping building
- Security system updates/upgrades
- Automated gates/access control

GIS/CMMS

- Added GIS Technician Team Member
- Ongoing implementation project for CMMS



Vehicles and equipment



Vehicle fleet in excellent condition

- *Almost all vehicles are < 5 years old and have < 100,000 miles*
- *Continue ongoing program of purchasing vehicles as needed*
 - *Average 1 – 2 per year*
 - *Safety is primary factor in recommended replacement*

Equipment fleet in adequate condition

- *Low annual use hours = increased longevity*
- *Dozer and one backhoe are older and out of emissions compliance*
 - *To be taken out of service and surplussed this year*
- *Recommended Additional equipment*
 - *Loader/integrated Tool Carrier*
 - *Excavator*
 - *New backhoe - programmed in Capital Improvement Plan*



3.5 FINANCIAL RESOURCES

TCCWD is tasked with managing public resources with transparency and efficiency. We are also responsible to our rate payers to provide the best possible service at the lowest possible cost. We take these responsibilities very seriously. TCCWD has received the “Certificate of Achievement for Excellence in Financial Reporting” from the Government Finance Officers Association for the last ten years. We look forward to continuing to extend this effort. Areas that the Board reviewed in this section include:



Budget

- *Adopted budget is the foundation for the District's financial planning and control*
- *Staff prepares draft budget requests*
- *Ad-hoc committee reviews and prepares recommendation for the Board*
- *Board approves draft budget prior to June 30 each year*
- *Board approves final budget no later than September 1 each year*
- *At least two public hearings are held during budget review process*
- *Budget is reviewed mid-year and revised budget is adopted by the Board*
- *Entire budget is public document and is posted on our website*

Reserves

Reserve policy included in budget

Sets forth reserve targets and plans to accumulate funds

Budget plan has goal to meet all reserve targets (except flood control

Reserve targets

Set during lean times with seven-year target

All targets met within two years

Expanded reserves may be desirable vision and will be reviewed during budget process

Projections

Effective strategies needed to cope with changing circumstances

Reserve funds and related policies are necessary to maintain prudent financial position and provide for future (including contingencies)

Need to continually assess expenses and revenue streams

Challenges include:

Regulatory fees and charges

Energy usage and costs

Large capital expenditures and financing in a rising interest rate environment

Increasing natural gas pricing

Restricted supplies of import water

Cost of SWP participation

Delayed capital improvements

Subsidence

Delta Conyence Project

(All could lead to unreliable revenue and financial instability)

MAJOR CHALLENGES

After reviewing the major business areas in detail, the Board identified three major challenge areas:



4.1 HUMAN RESOURCES

Nurture and stimulate our team members and provide a positive, fulfilling workplace

Performance evaluations are conducted annually

Schedule team social activities

- Picnics
- Informal lunches
- Swag
 - Hats, t shirts, etc. to boost morale

Maintain and enhance communication

- Regular safety/staff meetings
- Transparency in purpose of decisions
- Encourage team participation in decisions
- Develop and encourage workforce synergy
- Utilize task management software to improve communication, task assignments and tracking

Plan for succession when team members leave the district

Document procedures and protocols

- Written standard operating procedures and employee handbook

Develop and implement GIS system

- Currently underway, ongoing commitment

Provide cross-training in anticipation of the loss of key staff and for vacation coverage

Provide training and opportunity for team members to advance and thrive

- Develop goals and path through performance evaluations

Identify areas of weakness and develop resources to address

- Ongoing, collaborative effort
- All the above will lead to participation and stimulate team members

4.2 WATER SUPPLY

Protect and expand existing supply sources

Existing supplies

- Continue full participation in Delta Conveyance Project
- Maximize importation and banking opportunities
 - Continue pursuing goal to import 10,000 AFY and bank surplus when available
- Accept all SWP Table “A” allocation and Article 21 when available
- Accept Kern River supplemental flows when available
- Negotiate fixed transfer/banking agreements rather than open-ended agreements

Expanded resources

- Pursue indirect potable recharge projects
 - Tehachapi and Cummings basins
- Fully utilize recycled water supplies
- Pursue additional storage in and out of District

Non-SWP sources

- Storm water
- Search and investigate other possible sources

New Challenges (climate, reduced snowfall)

- Extended drought and decrease in snowpack are causing more extreme water supply challenges
 - District is planning for "worst case scenario" due to extended lack of SWP allocation
- Continuing increase in new housing and commercial/industrial development
 - Creates fixed demand to be serviced by variable demand
 - Cooperation between District as Watermaster and Public Water Agency Partners imperative
 - Governed by most recent RUWMP



4.3 INFRASTRUCTURE

Adherence to maintenance and inspection schedules

- *Continuing vigilance and supervision of personnel*
- *Investigate alternate/preferable alternatives procedures*
 - *New supervision = fresh leadership*
- *Monitoring and reporting schedules established and enforced*

Pipeline inspection

- *Monitor conditions and operating parameters*
- *Search for pro-active opportunities to enhance pipeline condition*
- *Schedule and budget accordingly*

Plan for engine replacement

- *Follow maintenance schedules*
- *Take pro-active steps to allow Superior engines to operate 5-7 years*
- *Review alternative energy options/ideas prior to committing to NG engine replacement*
- *Planned replacement of Superior engines in 2023-2024*

Develop schedules for other key equipment replacement

- *Follow maintenance schedules*
- *Identify and implement procedures to accurately assess condition and operation*

Reserve Targets

- *Continue to strive to fully fund reserves based on Capital Improvement Element of Strategic Plan*

The Capital Improvement Plan is the backbone of the Strategic Plan. It is attached as Appendix “B”. It is intended to be dynamic and adjusted routinely. The CIP will be an important component of the Annual Budget and will drive discussion about Reserve Fund targets and suitability. It is divided into three sections:



Short-Term Goals

- *Includes projects to be completed within the next two budget cycles*
- *Most specific and most refined cost estimates*
- *This list is not intended to include every minor item, but to include larger, more impactful items*

Mid-Term Goals

- *Includes potential projects anticipated within three to five years*
 - *These projects are being planned and have a high likelihood of moving forward*
- *Less refined than short-term projects*
- *These projects should be considered in reserve fund targets*

Long-Term Goals

- *Includes potential projects anticipated within six to ten years*
- *These projects are less well defined and cost estimates are more preliminary*
- *This category is more of a “wish list”*
- *Primary benefit is to begin thinking of major projects on the horizon*
- *These projects are likely to require significant planning and resource allocation*

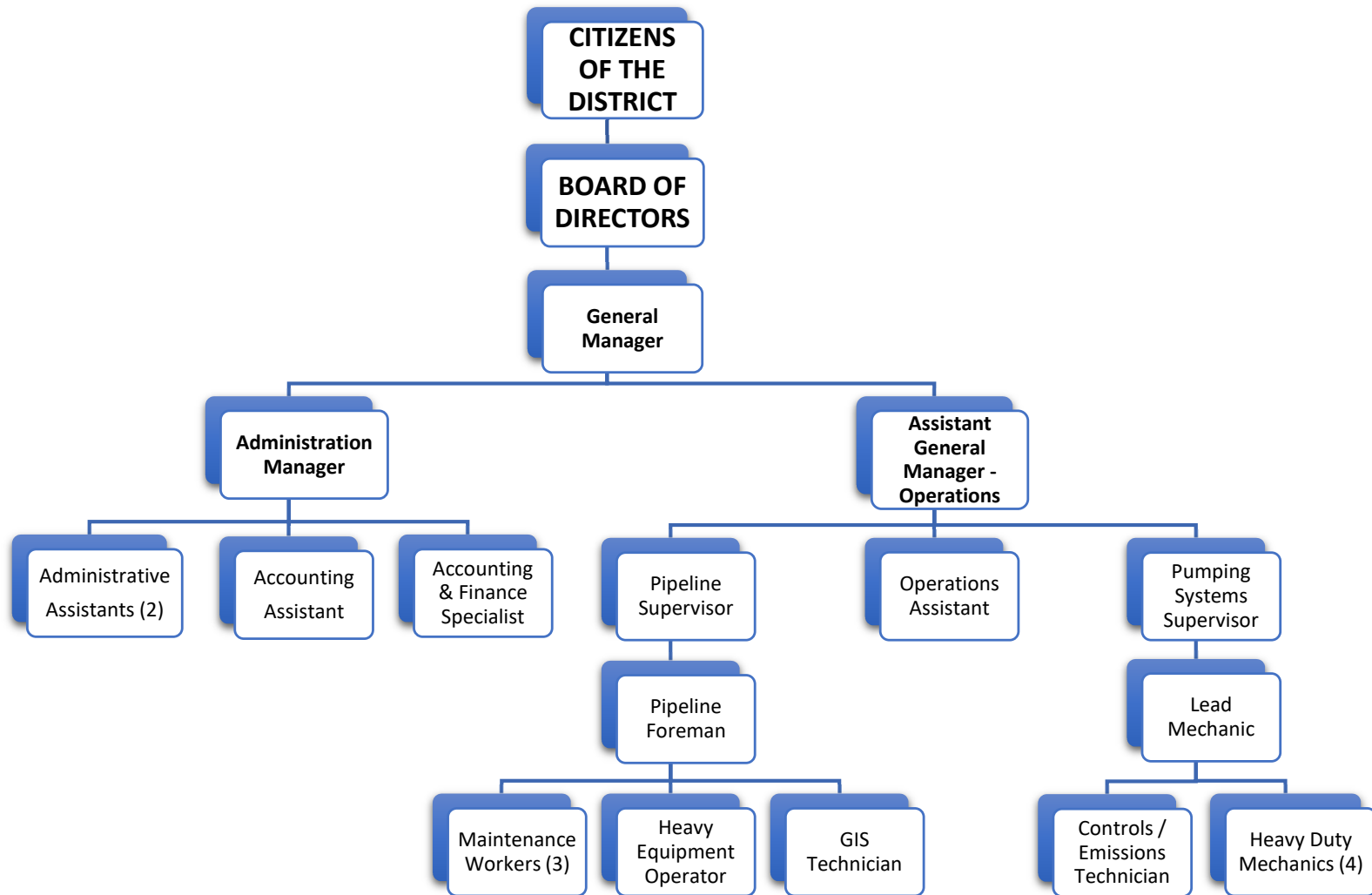
CONCLUSIONS

The intent of this Strategic Plan is for it to be dynamic. It should be reviewed regularly and revised, as conditions warrant. Staff recommends that a formal review be done at least biennially. Interim, more specific revisions could be made in between these cycles. An additional intent of the document is to provide a template for future Boards and staff to continue to provide excellent service for our customers. Water issues have always been, and will always be, a very complicated and difficult issue in California.



TEHACHAPI-CUMMINGS COUNTY WATER DISTRICT

ORGANIZATION CHART



Tehachapi-Cummings
County Water District

Our Water • Our Future

Revision No. 18

Date: 08/13/25

APPENDIX B



CAPITAL IMPROVEMENT PLAN
SHORT-TERM (1-2 YEARS) FY 2025-2026 / FY 2026-2027

03/18/26
Rev. 33

DESCRIPTION	BUDGET	COMMENTS	FY SCHED.
DEPARTMENT 01 - ADMINISTRATION			
Storage Facility	\$ 300,000		25-26
Remodel Small Shop	\$ 50,000		25-26
Water Rate Study	\$ 100,000		25-26
Record Digitization	\$ 20,000	3 years @ \$20,000/year	Ongoing
CMMS	\$ 25,000		26-27
ADMINISTRATION SUB-TOTAL	\$ 495,000		
DEPARTMENT 02 - PIPELINE			
Cathodic Protection Survey/Study/Installation	\$ 20,000		25-26
Lake Road Repairs (annual)	\$ 20,000		25-26
Bulk Purchase of 8" Backflows (Qty. 6)	\$ 90,000		25-26
Pipeline Inspection	\$ 200,000		25-26
Backhoe - Tier 4 - Extendable Boom 116+HP	\$ 300,000		25-26
Service Body Truck	\$ 120,000		26-27
Cummings Valley Mainline Repair	\$ 200,000		26-27
PIPELINE SUB-TOTAL	\$ 950,000		
DEPARTMENT 03 - PUMPING SYSTEMS			
PP Road Base (annual)	\$ 20,000		25-26
High Press. Discharge Valve Replacements	\$ 160,000	4/year for 3 years	25-26
PP1 Sand Media Filter Replacement	\$ 20,000		25-26
Spare 1706 Parts - PP4	\$ 75,000		25-26
Pump Repairs (annual)	\$ 90,000		25-26
Right Angle Gear Box Repairs	\$ 30,000		25-26
STS Tank Maintenance	\$ 232,850		25-26/26-27
PP4 Generator and Trans. Switch Repl. (installation)	\$ 20,000		25-26
New Hub Puller	\$ 15,000		25-26
PP4 Drainage Improvements	\$ 25,000		25-26
Replacement Emissions Analyzer	\$ 15,000		25-26
New 7-Stage Pump	\$ 120,000		26-27
SCADA upgrade	\$ 200,000	in conjunction with engine project	26-27
PUMPING SUB-TOTAL	\$ 1,022,850		
SHORT-TERM CIP TOTAL	\$ 2,467,850		



CAPITAL IMPROVEMENT PLAN

MID-TERM (3-5 YEARS) FY 2027-2028 / FY 2028-2029/ FY 2029-2030

DESCRIPTION	BUDGET	COMMENTS	FY SCHED.
DEPARTMENT 01 - ADMINISTRATION			
Vehicles	\$ 240,000	1/year for 3 years	Ongoing
Brite Lake access road paving	\$ 300,000		27-28
HVAC system replacement	\$ 100,000	front of main bldg	27-28
Budgeting Software	\$ 50,000		27-28
Boardroom Video System	\$ 50,000		27-28
Cummings Basin Groundwater Model	\$ 200,000		28-29
DEPARTMENT 02 - PIPELINE			
Cummings Valley loop line completion	\$ 2,000,000	grant?	TBD
Benz Well Rehabilitation	\$ 150,000		27-28
Tehachapi Wells inspections	\$ 20,000		27-28
Pipeline Inspection	\$ 500,000		TBD
DEPARTMENT 03 - PUMPING SYSTEMS			
7 stage pumps	\$ 80,000	0.5/yr	Ongoing
Fiber optic cable replacement	\$ 450,000	PP 2 to CoGen (service life exist)	28-29
Tank maintenance and repair service	\$ 300,000	3 years	Ongoing
Radio Comm. Oak Creek Tank to PP5	\$ 50,000		28-29
500 HP Motor Installation at PP4 (2)	\$ 1,500,000		28-29
PP Fencing	\$ 100,000	PP 1-4	27-28
Surge Tank replacement	\$ 80,000	PP 1-3	27-28
Air tanks replacement	\$ 100,000	PP 2/3	28-29
Cummings Valley extraction well	\$ 750,000		27-28
PP1 Engine Overhauls	\$ 1,200,000		28-29
PP3 Top-End Rebuilds	\$ 220,000		28-29/29-30
MID-TERM CIP TOTAL	\$ 8,440,000		

CAPITAL IMPROVEMENT PLAN

LONG-TERM (6-10 YEARS) FY 2030-2031 THROUGH FY 2035-2036

DESCRIPTION	BUDGET	COMMENTS	FY SCHED.
DEPARTMENT 01 - ADMINISTRATION			
Vehicles	\$ 400,000	1/year for 5 years	TBD
SJ Valley Banking Facility	\$ 5,000,000		TBD
DEPARTMENT 02 - PIPELINE			
Pipeline Replacement	\$ 5,000,000		TBD
Backhoe	\$ 300,000	replacement	TBD
DEPARTMENT 03 - PUMPING SYSTEMS			
7 stage pumps	\$ 200,000	0.5/yr	Ongoing
Brite Lake expansion planning/permitting	\$ 1,000,000	Const. cost TBD	TBD
Upgrade remote communications	\$ 1,000,000	future technology	TBD
PP 5 motors	\$ 100,000	2 - 100 hp	TBD
Tank maintenance and repair service	\$ 594,000	5 years	Ongoing
Inspect PP Discharge Piping	\$ 200,000		TBD
3 stage pump	\$ 50,000		Ongoing
Engine Overhauls PP2/PP3	\$ 1,800,000		TBD
LONG-TERM CIP TOTAL	\$ 15,644,000		

CAPITAL IMPROVEMENT PLAN COMPLETED

G/L #	DESCRIPTION	BUDGET	FYE Actual \$	COMMENTS	COMPL	FY COMP
DEPARTMENT 01 - ADMINISTRATION						
70-01-50455	Office computer server	\$ 10,000	\$ 6,127	upgrade hardware and software	Y	18-19
70-01-50458	GIS development	\$ 30,000	\$ 43,680	maintenance ongoing budget exp.	Y	18-19
70-01-50455	GPS data collectors	\$ 30,000	\$ 27,762		Y	18-19
70-01-50456	Front office reconfigure	\$ 5,000	\$ 8,564		Y	18-19
70-01-50456	Exterior painting	\$ 20,000	\$ 18,383		Y	18-19
70-01-50455	Shop work stations, storage, equip, tools	\$ 4,985	\$ 5,015		Y	19-20
n/a	Warehouse restroom	\$ -	\$ -	removed from plan, staff request	N	19-20
70-01-50456	Audio system Board Room	\$ 49,908	\$ 5,015		Y	19-20
70-01-50458	CMMS Software	\$ 20,000	\$ 15,000	ongoing project	Y	19-20
70-01-50466	SOP's and O&M Manual	\$ 20,000	\$ -	ongoing project	Y	19-20
70-01-50482	Tehachapi Basin Groundwater Model	\$ 100,000	\$ -		Y	19-20
n/a	Digital records transfer	\$ -	\$ -	removed from plan, staff to complete	N	N/A
70-01-50456-01	Office HVAC Duct Work	\$ 6,000	\$ 6,800	Split for Control Room	Y	20-21
n/a	Warehouse restroom	\$ -	\$ -	deleted as not desired by staff	N	20-21
70-01-50456-03	Front office reconfiguration	\$ 25,000	\$ 22,071		Y	20-21
70-01-50458-01	Inventory management system	\$ 20,000	\$ 13,950	Phase 2	Y	20-21
n/a	SOP's and O&M Manual	\$ -	\$ -	removed from plan, staff to complete	N	21-22
70-01-50469-00	Urban Wtr Mngt Plan	\$ -	\$ 15,788	recurring	N/A	N/A
70-01-50482-00	Groundwater Studies	\$ 50,000	\$ 79,549	recurring	N/A	N/A
70-01-50456-04	Covered Storage Area	\$ 90,000	\$ 89,050		Y	21-22
70-03-50466-00	Electrification Study	\$ 50,000	\$ 33,000		Y	22-23
70-01-5045501	CalOES Generator Project	\$ 175,000	\$ 164,884		Y	23-24
70-01-50456-05	Automt Compund Gate	\$ 40,000	\$ 38,980		Y	23-24
70-01-50456-07	Office Ladder Cages	\$ 20,000	\$ 8,683		Y	23-24
70-01-50455-02	Office Furniture	\$ 20,000	\$ 18,684		Y	24-25
	ADMINISTRATION SUB-TOTAL	\$ 785,893	\$ 620,983			
DEPARTMENT 02 - PIPELINE						
70-02-50451	Pipeline Truck - 1 ton SRW Diesel w/ svc bed	\$ 55,000	\$ 53,877		Y	18-19
70-02-50451	Pipeline Truck - Superintendent	\$ 35,000	\$ 39,622		Y	18-19
70-02-50487	Pipeline to gravel pit recharge	\$ 20,000	\$ 26,328		Y	18-19
70-02-50455	Pipeline locator	\$ 7,000	\$ 7,330		Y	18-19
70-02-50422	Pump plant road base/surfacing	\$ 10,000	\$ 9,583	ongoing project	Y	18-19
70-02-50431	Security Gates/flood control dam roads	\$ 20,000	\$ 4,913		Y	19-20
70-02-50447	Cogen building repairs	\$ 25,000	\$ 6,660		Y	19-20
70-02-50457	Fencing Office wells and Antelope Dam	\$ 20,000	\$ 19,943		Y	19-20
70-02-50457	Dedicated Sample Stations	\$ 6,000	\$ 6,067		Y	19-20
70-02-50422-01	Pump Plant Road Agg Base & Drains	\$ 12,000	\$ 11,500	Ongoing maintenance	Y	20-21
70-02-50445-00	30" Lake Mag Meter	\$ 15,000	\$ 13,904		Y	20-21
70-02-50452-01	Parking lot repair/slurry seal	\$ 60,000	\$ 55,822	carryover	Y	20-21
70-02-50455-01	Vibrating Compactor	\$ 6,000	\$ 3,579	diesel	Y	20-21
70-02-50456-01	Bulk Storage Bins	\$ 15,000	\$ 11,996	Storage for Agg base, sand, fill	Y	20-21
70-02-50485-01	Well Motor Protection (2 sites)	\$ 75,000	\$ 69,476	lightning/dirty power prot.	Y	20-21
70-02-50485-02	Groundwater Extraction Enhancement	\$ 125,000	\$ 128,063	explore various options	Y	20-21
n/a	19 Ac. Recharge fine grading	\$ 75,000	\$ -	removed from plan, staff to complete	N	20-21
n/a	Surfacing around PP 5 and Oak Creek Tank	\$ 10,000	\$ -	removed from plan, staff request	N	20-21
70-02-50446-02	Master meter vault	\$ 10,000	\$ 3,245		Y	21-22
70-02-50485-01	Well Motor Protection (Benz well)	\$ 35,000	\$ 51,230		Y	22-23
70-02-50431-00	Repair Lake/Cogen Road	\$ 20,000	\$ 20,000	Ongoing/Annual	Y	21-22
70-02-50422-02	Brite Lake Fencing Repair	\$ 100,000	\$ 100,540		Y	22-23
70-02-50422-03	Replace damaged gates flood control channel	\$ 10,000	\$ 8,700		Y	21-22
70-02-50455-02	Standardized tool sets for trucks	\$ 10,000	\$ 5,102		Y	21-22
70-02-50452-02	Surfacing office compound	\$ 30,000	\$ 16,338		Y	21-22
70-02-50455-03	Skidsteer with Mower Deck	\$ 120,000	\$ 106,166		Y	21-22
70-02-50455-04	Portable generators/compressor	\$ 15,000	\$ 12,500		Y	22-23
70-02-50451-01	10 wheel dump truck	\$ 300,000	\$ 290,000		Y	22-23
70-02-50449-02	Pressre Sustaining Cla-Vals for High Use CV Turn.	\$ 70,000	\$ 76,225		Y	23-24

CAPITAL IMPROVEMENT PLAN COMPLETED

G/L #	DESCRIPTION	BUDGET	FYE Actual \$	COMMENTS	COMPL	FY COMP
70-02-50451-02	New Service Body Truck w/Rack	\$ 90,000	\$ 97,397		Y	23-24
70-02-50455-05	Line Locater, Transmitter and Training	\$ 13,000	\$ 7,348		Y	23-24
70-02-50485-03	Dennison Well Pump Repair	\$ 170,000	\$ 159,958		Y	23-24
70-02-50485-04	Nunes Well Electrical Improvements	\$ 50,000	\$ 70,311		Y	23-24
70-02-50449-01	Fairview Loop Line Cla-Vals	\$ 20,000	\$ 28,901		Y	24-25
70-02-50451-03	24' Flatbed Material Trailer	\$ 20,000	\$ 14,637		Y	24-25
70-02-50455-07	Remote Drive Mower	\$ 80,000	\$ 76,641		Y	24-25
70-02-50485-05	PP5 Well Rehabilitation	\$ 100,000	\$ 93,740		Y	24-25
	PIPELINE SUB-TOTAL	\$ 1,854,000	\$ 1,707,643			
DEPARTMENT 03 - PUMPING SYSTEMS						
70-03-50413	Additional SCADA software licenses	\$ 10,000	\$ 6,637	New technician	Y	18-19
70-03-50455	Bead blaster	\$ 7,000	\$ 5,884		Y	18-19
70-03-50416	Pump alignment	\$ 125,000	\$ 127,897	PP 1-4, 2 years	Y	18-19
70-03-50415	Driveline balancing	\$ 32,000	\$ 28,353	PP 2 & 3	Y	18-19
70-03-50412	Pump Plant Light Upgrades	\$ 25,000	\$ 36,852	PP 2&3	Y	19-20
70-03-50412	PP4 heat exchangers	\$ 105,000	\$ 104,954		Y	18-19
70-03-50412	Roof Access Ladders	\$ 20,000	\$ 20,416	PP 1-4	Y	18-19
70-03-50415	Rebuild parts	\$ 80,000	\$ 81,045		Y	18-19
70-03-50486	Cummings ponds recharge automation	\$ 30,000	\$ 23,700		Y	18-19
70-03-50415	Waukesha spare parts	\$ 20,000	\$ 19,848	PP 1-4	Y	18-19
70-03-50448	Tank maintenance & Repair	\$ 165,000	\$ 170,640	cmpgrnd E/PP4 rblld/PP2 wash	Y	18-19
70-03-50412	Pump Plant Light Upgrades	\$ 35,000	\$ 33,623	PP 1&4	Y	19-20
70-03-50412	Air compressors	\$ 30,000	\$ 25,353	PP 3	Y	19-20
70-03-50412	Overhead crane motor and hoist	\$ 16,000	\$ 5,047		Y	19-20
70-03-50413	Pressure Transmitters	\$ 20,000	\$ 11,394	PP 1 heat exchangers	Y	19-20
70-03-50413	NG Isolation Valves	\$ 5,000	\$ 4,008		Y	19-20
70-03-50413	Inst 5.5 GHz radios @ 4 PP, CoGen, Ridge, Office	\$ 45,000	\$ 44,666	added to CIP 19-20	Y	19-20
70-03-50413	Real Time Vibration Analysis (SCADA)	\$ 40,000	\$ 17,297	added to CIP 19-20	Y	19-20
70-03-50413	Control room cabinet reconfiguration	\$ 20,000	\$ 15,411	equip orderd 18-19, complete 19-20	Y	19-20
70-03-50415	Superior Parts	\$ 80,000	\$ 91,417	2406 spare parts	Y	19-20
70-03-50416	7 stage pump	\$ 80,000	\$ 81,157		Y	19-20
70-03-50416	(2) Split Design Discharge Heads	\$ 60,000	\$ 106,161		Y	19-20
70-03-50416	Pump & discharge head repairs	\$ 75,000	\$ 92,146		Y	19-20
70-03-50416	Gear drive repairs	\$ 30,000	\$ 34,248		Y	19-20
70-03-50416	Replace gear drive couplers	\$ 33,000	\$ 24,337		Y	19-20
70-03-50418	Tank maintenance contract	\$ 225,000	\$ 224,120	ongoing project	Y	19-20
70-03-50455	Portable vibration analyzer	\$ 8,000	\$ 8,342		Y	19-20
70-03-50455	Communication headsets	\$ 12,000	\$ 10,872		Y	19-20
70-03-50457	Public water system automation	\$ 26,872	\$ 27,006		Y	19-20
70-03-50411-01	Split Design Discharge Heads (2)	\$ 75,000	\$ 78,120	PP 1	Y	20-21
70-03-50412-01	Air compressors	\$ 35,000	\$ 37,706	PP 2	Y	20-21
70-03-50413-01	Network Radio and Licenses (spare)	\$ 12,500	\$ 11,506		Y	20-21
70-03-50413-02	Testing Fiber Cable Runs	\$ 10,000	\$ 5,500	Reliability/continuity	Y	20-21
70-03-50413-03	Backup UPS's	\$ 12,500	\$ 11,573	PP 3 and 4	Y	20-21
70-03-50415-01	Right Angle Gear Box Repairs	\$ 50,000	\$ 51,512	PP 3 and 4	Y	20-21
70-03-50415-02	Rebuild parts	\$ 60,000	\$ 62,052	Superior Engines per year	Y	20-21
70-03-50415-03	PP1 Top End Engine Rebuilds (2)	\$ 125,000	\$ 120,737		Y	20-21
70-03-50415-04	Catalyst Elements	\$ 110,000	\$ 109,981	Eight elements	Y	20-21
70-03-50415-05	Insurance Deductible - Engine Failure	\$ 25,000	\$ 25,000		Y	20-21
70-03-50416-01	Pump Repairs	\$ 125,000	\$ 85,177		Y	20-21
70-03-50416-02	Discharge head repairs	\$ 25,000	\$ 23,649		Y	20-21
70-03-50416-03	Gear Couplers	\$ 33,000	\$ 35,919	PP 1 (4)	Y	20-21
70-03-50451-00	Service Truck w/ Service Bed & Crane	\$ 90,000	\$ 78,093		Y	20-21
70-03-50445-00	14" ClaVal + 14" Mag Meter	\$ 55,000	\$ 53,135	PP 4	Y	20-21
70-03-50448-01	Tank maintenance contract	\$ 160,000	\$ 159,270	ongoing project	Y	20-21
70-03-50411-01	Split Design Discharge Heads (1)	\$ 40,000	\$ 41,023		Y	21-22
70-03-50412-02	Shipping containers - storage w/ shelving	\$ 20,000	\$ 18,997	PP's 2-4	Y	21-22

CAPITAL IMPROVEMENT PLAN COMPLETED

G/L #	DESCRIPTION	BUDGET	FYE Actual \$	COMMENTS	COMPL	FY COMP
70-03-50416-01	Pump repairs	\$ 50,000	\$ 53,062	Ongoing/Annual	Y	21-22
70-03-50416-04	Right Angle Drive repairs	\$ 75,000	\$ 75,616	Ongoing/Annual	Y	21-22
70-03-50455-03	Air compressors	\$ 55,000	\$ 54,243	PP1	Y	22-23
70-03-50412-03	Replace stand-by generator	\$ 50,000	\$ 48,753	PP1	Y	22-23
70-03-50412-04	Platform safety improvements	\$ 20,000	\$ 19,858	PP1	Y	21-22
70-03-50412-05	Sufacing PP compounds	\$ 10,000	\$ 9,750		Y	21-22
70-03-50412-00	Pump Station Painting/Exterior repairs	\$ 100,000	\$ 93,930		Y	21-22
70-03-50456-01	Limitorque actuator & 24" valve	\$ 35,000	\$ 52,130	at COGEN Building	Y	21-22
70-03-50456-02	Facility upgrades	\$ 30,000	\$ 25,676	PP5	Y	21-22
70-03-50411-00	7-stage pump	\$ 80,000	\$ 79,672		Y	21-22
70-03-50448-01	Tank maintenance and repair service	\$ 220,000	\$ 219,749	Ongoing/Annual	Y	21-22
70-03-50448-01	Tank maintenance and repair service	\$ 70,000	\$ 66,000	Ongoing/Annual	Y	22-23
70-03-50412-07	Clean/Inspect Heat Exchangers (8)	\$ 30,000	\$ 31,871		Y	23-24
70-03-50413-04	AMP/SCADA 1st Phase	\$ 20,000	\$ 11,927		Y	23-24
70-03-50415-03	PP1 Engines 2/4 Top End Rebuilds	\$ 150,000	\$ 149,744		Y	23-24
70-03-50416-07	PP4 Pump Couplings	\$ 35,000	\$ 24,621		Y	23-24
70-03-50448-01	STS Tank Maintenance	\$ 101,820	\$ 101,820		Y	23-24
70-03-50451-01	Service Body Truck With Crane	\$ 125,000	\$ 125,958		Y	23-24
70-03-50451-02	Replace PP Supervisor Truck	\$ 60,000	\$ 62,439		Y	23-34
70-03-50455-02	PP2 Generator/Transfer Switch (installation)	\$ 10,000	\$ 24,194		Y	23-24
70-03-50455-04	PP3 Generator/Transfer Switch (purchase)	\$ 60,000	\$ 50,960		Y	23-24
70-03-50455-05	PP3 Sand Media Filtration Skid	\$ 20,000	\$ 17,212		Y	23-24
70-03-50455-06	Laser Alignment Tool and Training	\$ 20,000	\$ 22,059		Y	23-24
70-03-50456-03	Cogen Exterior Improvements	\$ 10,000	\$ 9,402		Y	23-24
70-03-50456-04	Replace PP Building Roof Louvers	\$ 32,000	\$ 25,237		Y	23-24
70-03-50411-00	7-Stage Pump	\$ 120,000	\$ 115,279		Y	24-25
70-03-50411-02	3 Stage Pump	\$ 60,000	\$ 62,721		Y	24-25
70-03-50413-05	Office/SCADA Network Segregation	\$ 30,000	\$ 32,344		Y	24-25
70-03-50416-01	Pump Repairs	\$ 90,000	\$ 99,396		Y	24-25
70-03-50416-04	Right Angle Gearbox Repairs	\$ 30,000	\$ 17,685		Y	24-25
70-03-50448-01	STS Tank Maintenance	\$ 70,000	\$ 70,000		Y	24-25
70-03-50455-04	PP3 Generator/Transfer Switch (installation)	\$ 10,000	\$ 23,038		Y	24-25
70-03-50455-05	PP2 Sand Media Filter Replacement	\$ 20,000	\$ 14,073		Y	24-25
70-03-50455-07	PP4 Generator/Transfer Swtch (purchase)	\$ 50,000	\$ 56,022		Y	24-25
	PUMPING SUB-TOTAL	\$ 4,471,692	\$ 4,438,219			
PROP 1 - GRANT PROJECT						
84-00-50486-00	Cummings Basin Westerly Recharge Project	\$ 1,000,000	\$ 1,076,379	\$350,000 grant funding	Y	20-21
	COMPLETED CIP TOTAL	\$ 8,111,585	\$ 7,843,224			