



Tehachapi-Cummings  
County Water District

*Our Water • Our Future*



# ***STRATEGIC PLAN*** **2019**



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# Directors

## General Manager

**President, Division 3, James Pack,  
2019-2020**



**Vice President, Division 5, Robert W. Schultz,  
2019-2020**



**Director, Division 1, Kathy Cassil**



**Director, Division 2, Jonathan Hall**



**Director, Division 4, Rick Zanutto**



**General Manager, Thomas Neisler**













# 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:



*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 customers' 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.

The Board recognized that it is important to consider our District History and Organization in this process. The more than fifty-year history of TCCWD and the wise decisions made by previous Boards and General Managers are valuable cornerstones upon which to base our future planning. Our District history is described in Appendix “A”. Our District organization is described in Appendix “B”.

# 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*

- *Operations manager with strong safety background and commitment*
- *Safety coordinator with dedicated duties*
- *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*

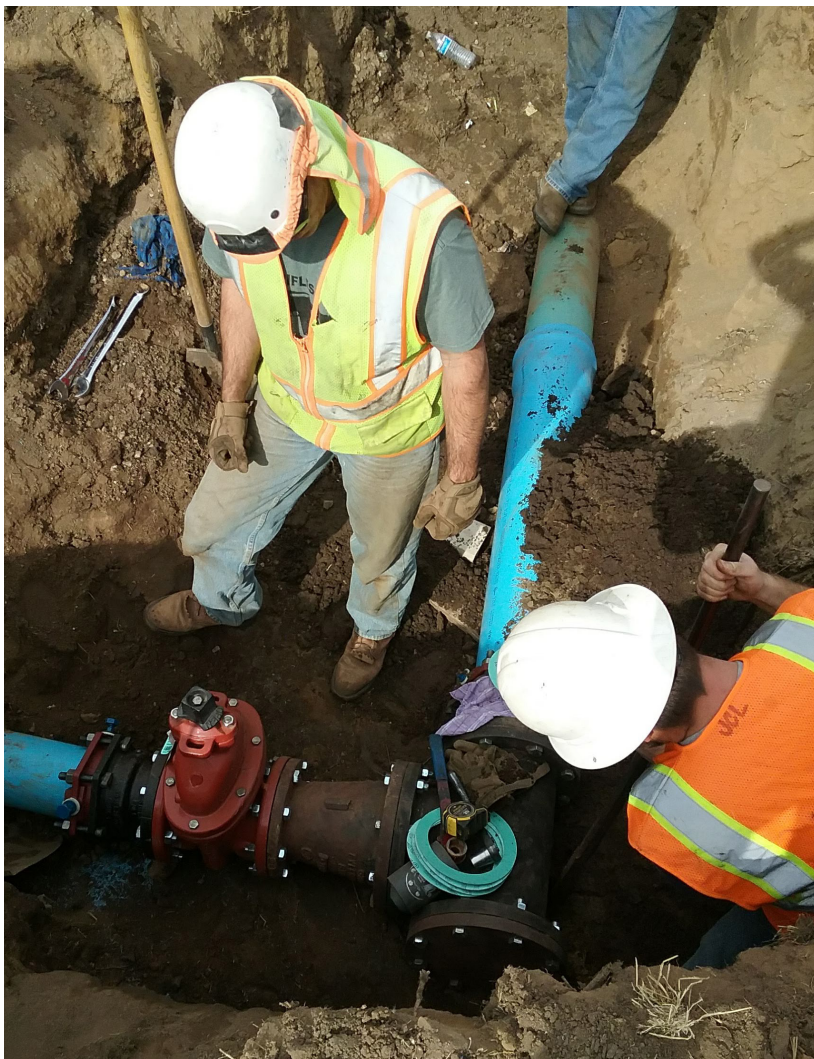
### Technical expertise of Staff

#### *Excellent staff*

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

#### *Outside support availability is limited*

- Superior engines are extinct
  - 11 of our 16 engines
- Control systems are unique
  - Vendor who installed systems is not a support option
- 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 Team TCCWD staff > 50 years old
- 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



*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 48% (long-term average)
- Estimated 1 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*





## 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
  - Dedicated water rights to an individual
- Cummings and Brite Basins have overlying rights
  - All withdrawals combined cannot exceed the court established NSY
- District is working to modify adjudicated NSY for Cummings Basin
  - 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
- 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*

*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

*Recent, Waukesha 5794 GSI, rich-burn engines with catalysts*

- <10,000 hours on each engine

##### Plants 2 and 3

*Superior 2406, lean-burn engines*

- Out of production for many years
- Average 60,000 – 70,000 hours per engine

*District is stockpiling parts to perform rebuilds on a scheduled basis*

*Goal is to maintain and operate until Plant 1 engine replacement loan is retired (2023)*

- Replacement programmed into Capital Improvement Plan

##### Plant 4

*3 superior 1706 engines, 1 Waukesha F18 engine*

- Approximately 40,000 hours on each engine
- Different engine types are not ideal
- Goal is to replace with Plant 2 & 3 project
  - Approximately 2023
  - Four new engines will be same type

##### Plant 5

*2 electrical motors*

- 100 hp
- Light use
- Regular maintenance will extend useful life indefinitely



## 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*

### *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*
- *All wells have vertical turbine pumps with electric motors*

### *No TCCWD extraction wells in Cummings valley*

- *Conjunctive use agreements with BVCSO and SSCSO for supplemental supply*





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

- *Cummings ponds*
  - *Maximum inflow approximately 500 gpm, non-sustainable*
- *19 ac. Recharge*
  - *Maximum inflow approximately 2,500 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 completed

- Board/conference room
- Warehouse
- Management offices
- Pump plant office area

(All completed within last three years)

#### Scheduled improvements

- Parking lot
- Fuel Island relocation

#### Potential improvements

- Additional storage area needed
- HVAC units for main office area
- Restroom in warehouse
- Security system updates/upgrades
- Automated gates/access control





## 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
- Recommended Additional equipment
  - Loader/integrated Tool Carrier
  - Excavator





## 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*
    - *Capital expenditures and financing*



# 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**

*Conduct regular performance evaluations*

*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

**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 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

#### Non-SWP sources

- Storm water
- Search and investigate other possible sources





## 4.3 INFRASTRUCTURE

### Adherence to maintenance and inspection schedules

- *Renewed vigilance and supervision of personnel*
- *Investigate alternative or preferable 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*

### Develop schedules for other key equipment replacement

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

### Develop appropriate reserves once above items are quantified

- *Include in Capital improvement plan and budget accordingly*



The Capital Improvement Plan is the backbone of the Strategic Plan. It is attached as Appendix “C”. 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*

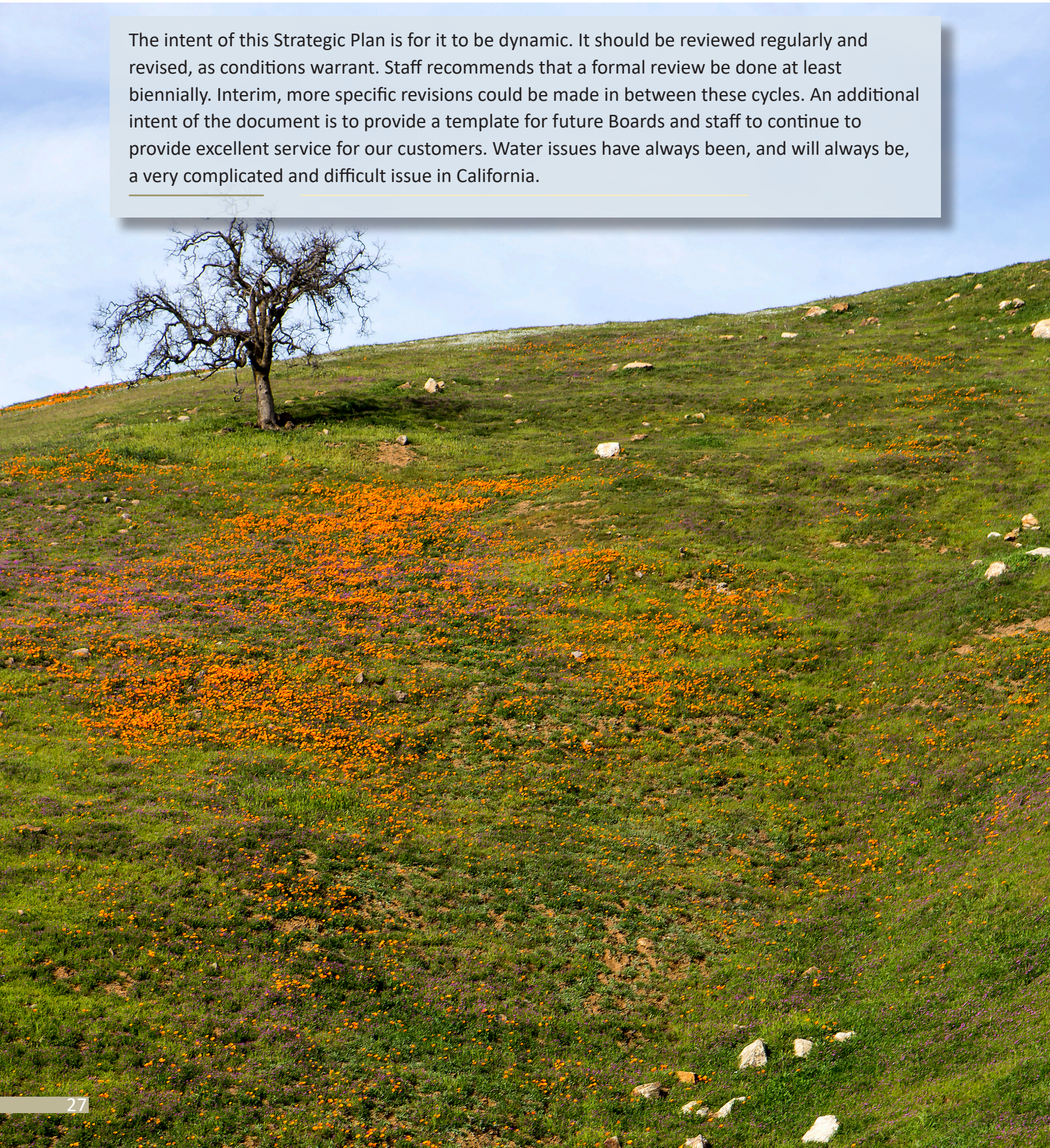
### Long-Term Goals

- *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.





## **Appendix A**

# History of the District

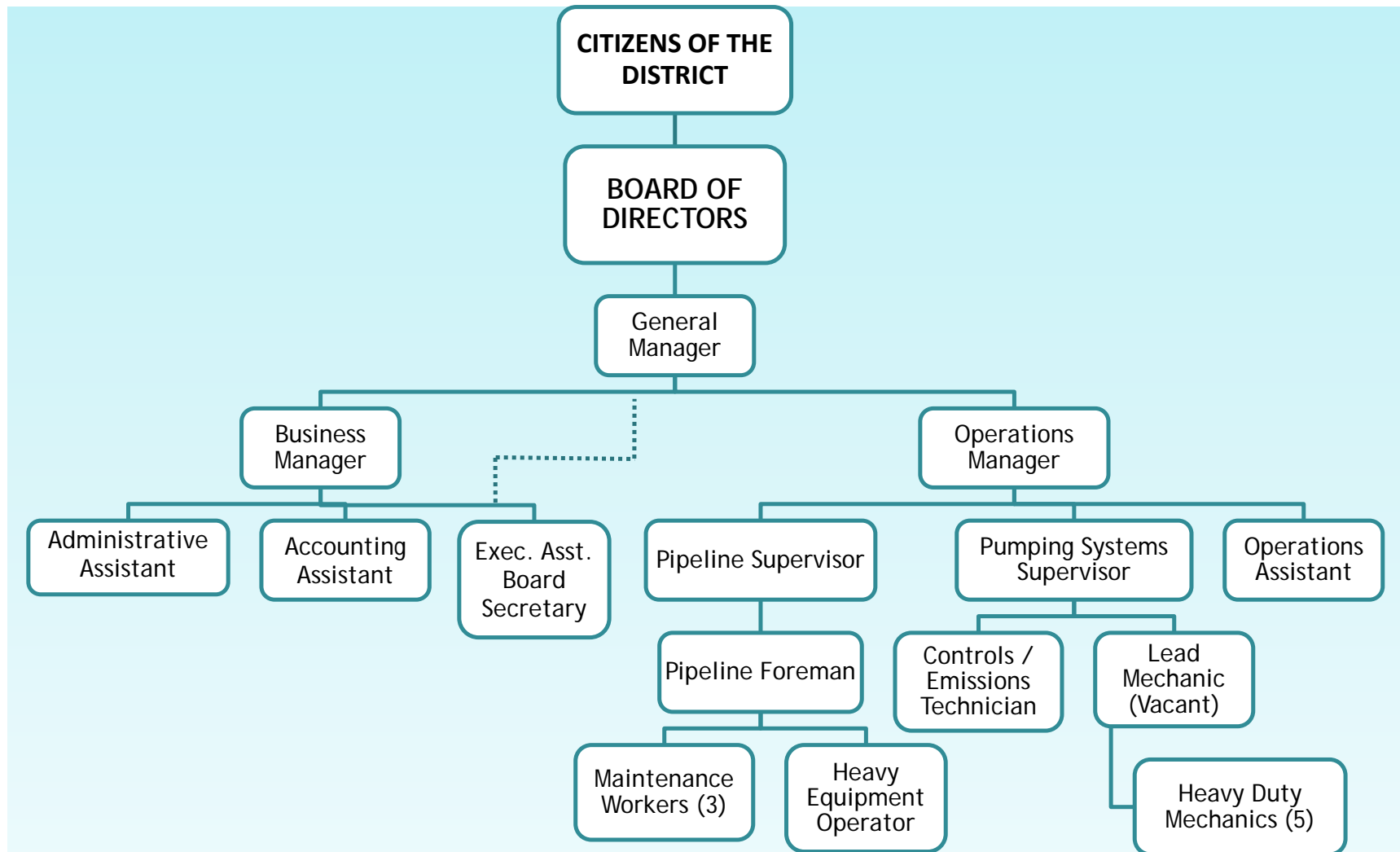
**Update in Progress**

Please check back



# TEHACHAPI-CUMMINGS COUNTY WATER DISTRICT

## ORGANIZATION CHART





## Appendix C



# CAPITAL IMPROVEMENT PLAN

## SHORT-TERM (1-2 YEARS) FY 2020-21 AND 2021-22

DATE: 06/08/20

REV. NO.: 17

PRIORITY	DESCRIPTION	BUDGET	COMMENTS	FY SCHED.
<b>DEPARTMENT 01 - ADMINISTRATION</b>				
	Office HVAC Duct Work	\$ 6,000	Split for Control Room	20-21
	Warehouse restroom	\$ 20,000	septic system not included	20-21
	Front office reconfiguration	\$ 25,000		20-21
	Covered Storage Area	\$ 25,000	Compressed gas & drums	20-21
	Inventory management system	\$ 20,000	Phase 2	20-21
	Storage Structure	\$ 100,000	Adjacent to small shop	21-22
	Automate compound gate	\$ 30,000		21-22
	SOP's and O&M Manual	\$ 20,000		21-22
	Inventory management system	\$ 20,000	Phase 3	21-22
	<b>ADMINISTRATION SUB-TOTAL</b>	<b>\$ 246,000</b>		
<b>DEPARTMENT 02 - PIPELINE</b>				
	Pump Plant Road Agg Base & Drains	\$ 12,000	Ongoing maintenance	20-21
	Parking lot repair/slurry seal	\$ 60,000	carryover	20-21
	Vibrating Compactor	\$ 6,000	diesel	20-21
	Bulk Storage Bins	\$ 15,000	Storage for Agg base, sand, fill	20-21
	Well Motor Protection (2 sites)	\$ 75,000	lightning/dirty power prot.	20-21
	Groundwater Extraction Enhancement	\$ 125,000	explore various options	20-21
	19 Ac. Recharge fine grading	\$ 75,000		20-21
	Surfacing around warehouse	\$ 30,000		21-22
	Surfacing around PP 5 and Oak Creek Tank	\$ 10,000		21-22
	Well Motor Protection (2 sites)	\$ 75,000	lightning/dirty power prot.	21-22
	Portable generators/compressor	\$ 15,000		21-22
	<b>PIPELINE SUB-TOTAL</b>	<b>\$ 423,000</b>		
<b>DEPARTMENT 03 - PUMPING SYSTEMS</b>				
	Split Design Discharge Heads (2)	\$ 75,000	PP 1	20-21
	Air compressors	\$ 35,000	PP 2	20-21
	Network Radio and Licenses (spare)	\$ 12,500		20-21
	Testing Fiber Cable Runs	\$ 10,000	Reliability/continuity	20-21
	Backup UPS's	\$ 12,500	PP 3 and 4	20-21
	Right Angle Drive repairs	\$ 50,000	2 units	20-21
	Rebuild parts	\$ 60,000	Superior Engines per year	20-21
	Engine Rebuilds (Top end)	\$ 125,000	PP 1 (2 engines)	20-21
	Catalyst Elements	\$ 110,000	Eight elements	20-21
	Pump repairs	\$ 125,000		20-21
	Discharge head repairs	\$ 25,000		20-21
	Gear Couplers	\$ 33,000	PP 1 (4)	20-21
	Tank maintenance and repair service	\$ 160,000	Per contract	ONGOING
	Service Truck w/ Service Bed & Crane	\$ 90,000		20-21
	7 stage pump	\$ 80,000		21-22
	3 stage pump	\$ 50,000		21-22
	Split Design Discharge Heads (2)	\$ 75,000	PP 2/3	21-22
	Air compressors	\$ 35,000	PP 1	21-22
	Pump Station Painting/Exterior repairs	\$ 60,000	PP 1-4	21-22
	Interior Insulation Removal	\$ 30,000	PP 1	21-22
	Replace stand-by generator	\$ 40,000	PP 1	21-22
	Storage containers	\$ 30,000	PP 2-4	21-22
	10 wheel dump truck	\$ 200,000		21-22
	<b>PUMPING SUB-TOTAL</b>	<b>\$ 1,523,000</b>		
	<b>SHORT-TERM CIP TOTAL</b>	<b>\$ 2,192,000</b>		
<b>PROP 1 - GRANT PROJECT</b>				
	Cummings Basin Westerly Recharge Project	\$ 650,000	\$350,000 grant funding	20-21
	<b>DISTRICT SHORT-TERM CIP TOTAL</b>	<b>\$ 2,842,000</b>		



## CAPITAL IMPROVEMENT PLAN

**MID-TERM (3-5 YEARS) FY 2022-23, 2023-2024, 2024-25**

PRIORITY	DESCRIPTION	BUDGET	COMMENTS	FY SCHED.
	<b>DEPARTMENT 01 - ADMINISTRATION</b>			
	Vehicles	\$ 150,000	1/year for 3 years	ONGOING
	Brite Lake access road paving	\$ 500,000	Subject to TVRPD lease	22-23
	Brite Lake Fencing repair	\$ 100,000	Concurrent with road repairs	22-23
	Indirect potable recharge study CCI effluent	\$ 50,000	Dependent on customer use	HOLD
	IPR system CCI	TBD	based on study above	HOLD
	Security system upgrades	\$ 50,000		22-23
	HVAC system replacement	\$ 75,000	front of main bldg & PL shop	22-23
	<b>DEPARTMENT 02 - PIPELINE</b>			
	Pipeline Inspection	\$ 1,000,000		TBD
	Crawler tractor	\$ 200,000	D5, 6 way blade, slope boards, T3?	
	Backhoe	\$ 150,000	replacement	
	Front end loader	\$ 150,000	ITC option	
	Cummings Valley loop line completion	\$ 2,000,000	grant?	TBD
	WRMWSD inter-tie	\$ 125,000		TBD
	<b>DEPARTMENT 03 - PUMPING SYSTEMS</b>			
	7 stage pumps	\$ 80,000	0.5/yr	ONGOING
	Fiber optic cable replacement	\$ 200,000	PP 2 to CoGen (service life exist)	24-25
	Tank maintenance and repair service	\$ 450,000	3 years	Ongoing
	Engine Replacement PP 2, 3, 4	\$ 20,000,000	incl. pump plant modification	23-24
	Gearhead regearing/rebuild	\$ 500,000		23-24
	Cummings Valley extraction well	\$ 300,000		22-23
	Surge Tank replacement	\$ 40,000	PP 1	22-23
		\$ 26,120,000		





## CAPITAL IMPROVEMENT PLAN

LONG-TERM (6-10 YEARS) FY 2025-26 THROUGH 2029-30

PRIORITY	DESCRIPTION	BUDGET	COMMENTS	FY SCHED.
	<b>DEPARTMENT 01 - ADMINISTRATION</b>			
	Brite Campground water tank replace	\$ 35,000		
	Vehicles	\$ 250,000	1/year for 5 years	
	Cummings Basin groundwater model	\$ 200,000	Pending ARJ Approval	24-25
	<b>DEPARTMENT 02 - PIPELINE</b>			
	Pipeline Inspection	\$ 1,000,000		
	Backhoe	\$ 150,000	replacement	
	Front end loader	\$ 200,000	ITC option	
	<b>DEPARTMENT 03 - PUMPING SYSTEMS</b>			
	7 stage pumps	\$ 200,000	0.5/yr	ONGOING
	Brite Lake expansion planning/permitting	\$ 1,000,000	Const. cost TBD	
	Upgrade remote communications	\$ 1,000,000	future technology	
	PP 5 motors	\$ 100,000	2 - 100 hp	
	Cummings Valley extraction well	\$ 300,000		
	Tank maintenance and repair service	\$ 594,000	5 years	
		\$ 5,029,000		

## CAPITAL IMPROVEMENT PLAN COMPLETED

PRIORITY	DESCRIPTION	BUDGET	COMMENTS	COMPLETE	FY COMP
<b>DEPARTMENT 01 - ADMINISTRATION</b>					
	Office computer server	\$ 10,000	upgrade hardware and software	Y	18-19
	GIS development	\$ 50,000	maintenance ongoing budget exp.	Y	18-19
	GPS data collectors	\$ 30,000		Y	18-19
	Front office reconfigure	\$ 5,000		Y	18-19
	Exterior painting	\$ 20,000		Y	18-19
	Digital records transfer	\$ -	removed from plan, staff to complete	N	N/A
	<b>ADMINISTRATION SUB-TOTAL</b>	<b>\$ 115,000</b>			
<b>DEPARTMENT 02 - PIPELINE</b>					
	Pipeline Truck - 1 ton SRW Diesel w/ svc bed	\$ 55,000		Y	18-19
	Pipeline Truck - Superintendent	\$ 40,000		Y	18-19
	Pump plant road base/surfacing	\$ 20,000		N	19-20
	Pipeline to gravel pit recharge	\$ 20,000		Y	18-19
	Pipeline to new portion 19 ac. Recharge	\$ 36,000		Y	18-19
	Pipeline locator	\$ 7,000		Y	18-19
	<b>PIPELINE SUB-TOTAL</b>	<b>\$ 178,000</b>			
<b>DEPARTMENT 03 - PUMPING SYSTEMS</b>					
	Pump Plant Light Upgrades	\$ 70,000	PP 1-4, 2 years	N	19-20
	Pump alignment	\$ 125,000	PP 1-4, 2 years	Y	18-19
	Driveline balancing	\$ 32,000	PP 2 & 3	Y	18-19
	PP4 heat exchangers	\$ 100,000		Y	18-19
	Rebuild parts	\$ 80,000	Superior Engines per year	N	ONGOING
	Cummings ponds recharge automation	\$ 30,000		Y	18-19
	Waukesha spare parts	\$ 20,000	PP 1-4	Y	18-19
	Air compressors	\$ 70,000	PP 2-3, 2 years	N	20-21
	7 stage pump	\$ 80,000		N	19-20
	Additional SCADA software licenses	\$ 10,000	New technician	Y	18-19
	Bead blaster	\$ 7,000		Y	18-19
	(2) Split Design Discharge Heads	\$ 60,000	added to CIP 19-20	N	19-20
	Control room cabinet reconfiguration	\$ 20,000	equip orderd 18-19, complete 19-20	N	19-20
	Inst 5.5 GHz radios @ 4 PP, CoGen, Ridge, Office	\$ 45,000	added to CIP 19-20	N	19-20
	Real Time Vibration Analysis (SCADA)	\$ 50,000	added to CIP 19-20	N	19-20
	<b>PUMPING SUB-TOTAL</b>	<b>\$ 799,000</b>			
	<b>SHORT-TERM CIP TOTAL</b>	<b>\$ 1,092,000</b>			