

**STRATEGIC PLAN
DRAFT NARRATIVE**

NOVEMBER 2018

REVISION 04



**Tehachapi-Cummings
County Water District**

Our Water • Our Future

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SECTION 1 – INTRODUCTION

1.1 PURPOSE OF STRATEGIC PLAN

Strategic Planning is a structured process that is utilized to define priorities. It is used to envision a desired future and translate this vision into goals and a process by which 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 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.

The Board recognized that 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”.

SECTION 2 – 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 and is subject to year to year variation and 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 QUESTIONNAIRE

As a first step in the process, the District distributed a Public Questionnaire/Survey to determine our customer’s priorities and concerns. The Questionnaire was made available in several ways:

- An insert was placed in our customer’s monthly water bills
- The questionnaire was posted on our website and highlighted on the Home page
- The District placed a notice in the local newspaper – the “Tehachapi News”
- The Board of Directors and management staff were requested to complete the questionnaire

Despite these efforts, public response was minimal.

The District reviewed the questionnaire responses and incorporated them into the discussion in a series of four public workshops.

2.2 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.

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

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.
 - Dynamic process the requires continual monitoring and realignment as conditions and needs change
- Alignment integrates the vision with the resources required to achieve it

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 during the workshops, the Board of Directors took a deep dive into our operations and planning. We utilized the SWOT process to assess our

major business areas. The purpose of using this approach was to analyze our needs and, ultimately, our goals.

SECTION 3 – SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

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

SWOT Analysis

- **Strengths** – characteristics of things we do well
- **Weaknesses** – Characteristics of things that are obstacles to obtaining our vision
- **Opportunities** – elements that we can exploit to our advantage
- **Threats** – obstacles that could cause us trouble or challenge our progress

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

- Challenges that needed to be considered in alignment were identified
- Processes that we will use 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
- Staff 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 schedule to execute
- Developed long-term capital improvement plan

Staff presented 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
 - Primary, Core Value of entire organization
 - Not just a priority
 - Team TCCWD will strive for continual improvement
 - Operations manager with strong safety background and commitment
 - Safety coordinator with dedicated duties

- We have implemented and focus on “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
 - Continually emphasize 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 extinct
 - 11 of our 16 engines
 - Control systems are unique
 - Vendor who installed systems is not a support option
 - Team has done great 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

Having adequate imported water supplies are critical to our operation. The Board analyzed this area next.

- State Water Project – imported supply (SWP) reliability is 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 being negotiated
 - Long-term delivery forecast 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 approx. 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
 - California WaterFix (CWF) is 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 CWF
- 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 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 first attempt in California to limit groundwater over-extraction
 - The legislation is significant regulatory hurdle
 - SGMA mandates better management for over-extracted groundwater basins
 - Previously adjudicated basins demonstrating adequate groundwater management were exempted from legislation
 - 29 basins statewide out of 515
 - 3 of the 29 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
- Future/potential sources
 - Water is very scarce resource
 - Additional sources 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
 - California WaterFix
 - Treatment of imported supply for Municipal & Industrial use
 - Worst case scenario
 - Requirement 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 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

- Construction costs prohibitive
 - Surface storage is inefficient due to evapotranspiration and 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 approx. 500 gpm, non-sustainable
 - 19 ac. Recharge
 - Maximum inflow approx. 2,500 gpm, sustainable
 - Tehachapi basin
 - Antelope dam
 - Maximum inflow approx. 2,500 gpm, sustainable
 - Gravel pit
 - Maximum inflow approx. 500 gpm, sustainable
 - Greater recharge capacity in Tehachapi basin, 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
 - 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 nine 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 district’s financial planning and control
 - Staff prepares draft budget requests
 - Ad-hoc committee reviews and prepares recommendation for 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 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

SECTION 4 – MAJOR CHALLENGES

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

- Human Resources
- Water Supply
- Infrastructure

Using the Vision, Alignment, Execution process and the SWOT analyses conducted on each business area, the Board established the following goals for each of these challenges:

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 of 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 California WaterFix
 - 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 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
- 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

SECTION 5 – CAPITAL IMPROVEMENT PLAN

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 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

SECTION 6 – 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. 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.

APPENDICES



**Tehachapi-Cummings
County Water District**

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APPENDIX "A"
HISTORY OF THE DISTRICT

HISTORY OF THE DISTRICT

The Tehachapi-Cummings County Water District was established in 1965, by popular vote. It replaced the Tehachapi Cummings Water Conservation District. Organizers were among the first water development leaders in the state to make the preservation of groundwater basins their primary consideration. In 1971, voters approved a bond issue for construction of an imported water system to convey State Project Water to the Tehachapi-Cummings County Water District. In 1972 the project construction commenced. In 1973, the District obtained court-approved authority to regulate the amount of water pumped from the ground in order to protect the local groundwater basins from overdraft. The first deliveries of State Project water began in early 1974.

To accomplish the goal of providing high-quality water at the lowest cost, imported water from the State Water Project is pumped up 3,425 vertical feet and stored in J.C. Jacobsen Reservoir. This non-potable Project water is sold to agricultural and municipal & industrial customers to supplement the native groundwater supply. The District uses this imported water to recharge groundwater basins in sufficient quantity to maintain a safe groundwater level and insure the future availability of clean potable water.

In 1984, construction began on Blackburn Dam, Antelope Dam, and diversion channel facilities. These improvements provide flood protection for the majority of the City of Tehachapi.

The District encompasses approximately 266,000 acres (415 square miles) in the Tehachapi Mountains east of the Southern San Joaquin Valley. The local groundwater supply is located in three basins: Brite, Cummings and Tehachapi Basins. The District is the court-appointed Watermaster for these three adjudicated basins. As Watermaster, the District protects the groundwater resources within the basins by administering the judgments and providing annual reports to the Kern County Superior Court.

APPENDIX "B"
ORGANIZATION OF THE DISTRICT

ORGANIZATION OF THE DISTRICT

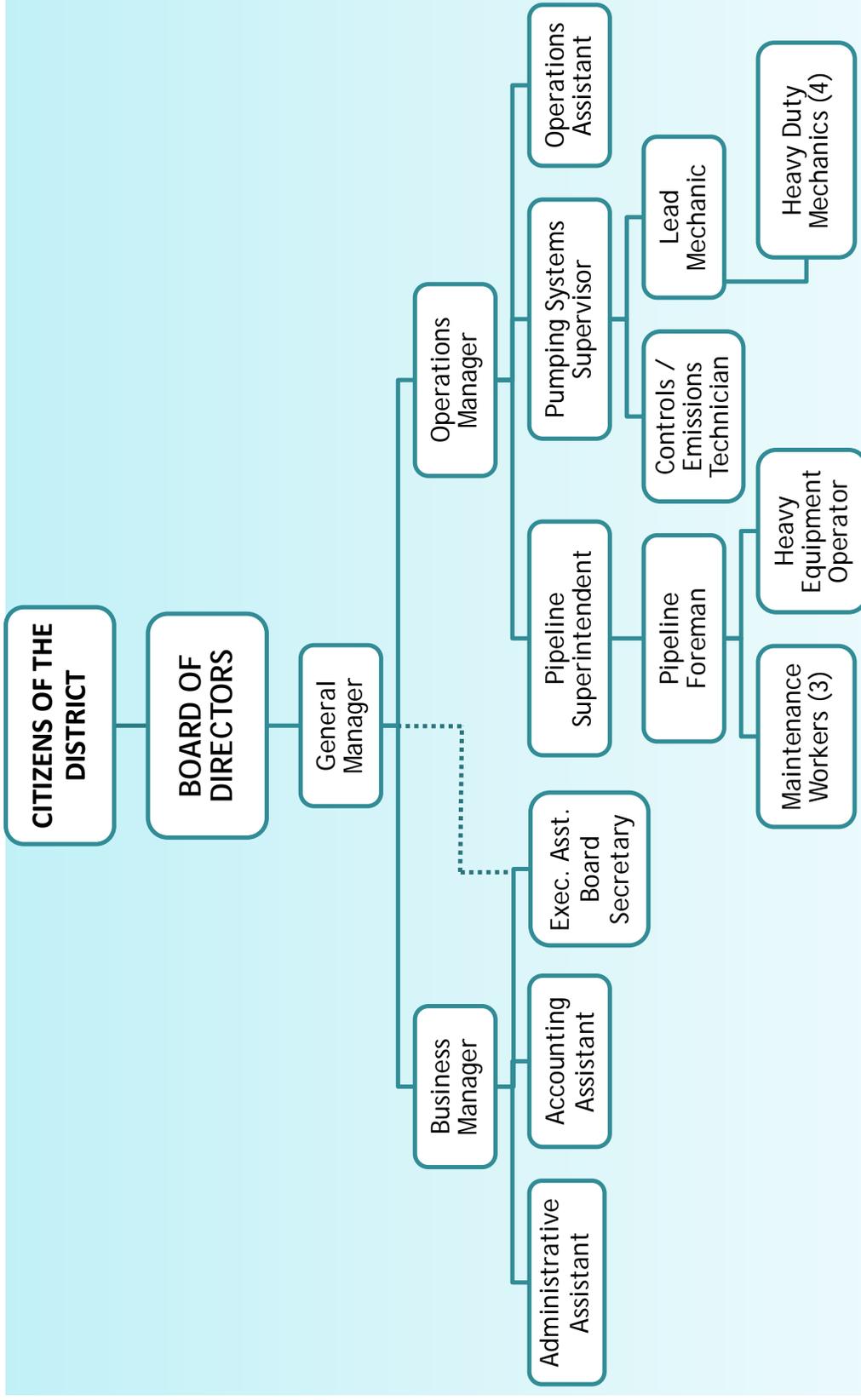
The District is governed by a five-person Board of Directors elected “from divisions” to four-year staggered terms. "From divisions" means election of directors who are residents of the division from which they are elected by the voters of the entire District. The five divisions are roughly equal in acreage. The Directors are responsible for policies and decisions which govern the operations of the District.

The District operates under the council-manager form of government and has done so since its inception. Policy making, and legislative authority are vested in the Board of Directors. The Board is responsible for setting policy by ordinance, resolution or minute order, adopting the budget and hiring the General Manager, Legal Counsel and Auditor. While the General Manager is an employee of the District, the Legal Counsel and Auditor are outside, contracted consultants. The General Manager is responsible for carrying out the policies of the Board, for overseeing the day-to-day operations of the District, and the hiring and management of all District employees. The current Organizational Chart is included in this Appendix. Both the Board of Directors and the General Manager position have been very stable over the history of the District. The current General Manager is only the fourth person to hold this position in the 53-year history of the District. The District serves a population of approximately 40,000.

The annual budget serves as the foundation for the District’s financial planning and control. All departments of the District are required to submit budget requests to the General Manager on or before April 1 each year. The General Manager and the Business Manager, together with an Ad-Hoc Budget Committee, prepare the draft budget. The Board conducts at least two public hearings on the proposed budget and adopts a preliminary budget no later than June 30 and a final budget no later than September 1 of each year. The budget is prepared by fund (e.g. general) and department (e.g. administration). Department heads may transfer resources within a department as they see fit. Transfers between funds must be approved by resolution of the Board.

TEHACHAPI-CUMMINGS COUNTY WATER DISTRICT

ORGANIZATION CHART



APPENDIX "C"
CAPITAL IMPROVEMENT PLAN



CAPITAL IMPROVEMENT PLAN SHORT-TERM (1-2 YEARS)

DATE: NOV 18, 2018

REV. NO.: 08

PRIORITY	DESCRIPTION	BUDGET	COMMENTS
DEPARTMENT 01 - ADMINISTRATION			
	Warehouse restroom	\$ 15,000	septic system not included
	Office computer server	\$ 10,000	upgrade hardware and software
	Control room cabinet reconfiguration	\$ 30,000	
	GIS development	\$ 50,000	maintenance ongoing budget exp.
	GPS data collectors	\$ 30,000	
	Front office reconfigure	\$ 5,000	
	Exterior painting	\$ 20,000	
	Tehachapi Valley Groundwater Model	\$ 100,000	
	Automate compound gate	\$ 30,000	
	Digital records transfer	\$ 25,000	ongoing project
DEPARTMENT 02 - PIPELINE			
	Pipeline Truck - 1 ton SRW Diesel w/ svc bed	\$ 55,000	
	Pipeline Truck - Superintendent	\$ 40,000	spec per AS
	Parking lot paving/reconstruction	\$ 200,000	Carryover again! Start engineering?
	Pump plant road base/surfacing	\$ 20,000	
	Pipeline to gravel pit recharge	\$ 20,000	
	Pipeline to new portion 19 ac. Recharge	\$ 36,000	
	Pipeline locator	\$ 7,000	
	WRMWSO inter-tie	\$ 125,000	
DEPARTMENT 03 - PUMPING SYSTEMS			
	Pump Plant Light Upgrades	\$ 50,000	PP 1-4, 2 years
	Pump alignment	\$ 125,000	PP 1-4, 2 years
	Driveline balancing	\$ 32,000	PP 2 & 3
	PP4 heat exchangers	\$ 100,000	
	Rebuild parts	\$ 80,000	Superior Engines per year
	Tank maintenance and repair service	\$ 400,000	
	Automate office/campground wells & tanks	\$ 35,000	
	Cummings ponds recharge automation	\$ 30,000	
	Waukesha spare parts	\$ 20,000	PP 1-4
	Air compressors	\$ 60,000	PP 1-4, 2 years
	7 stage pump	\$ 78,000	FY 2019-2020
	Additional SCADA software licenses	\$ 10,000	New technician
	Bead blaster	\$ 7,000	
	Inventory management system	\$ 20,000	
		\$ 1,865,000	



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CAPITAL IMPROVEMENT PLAN LONG-TERM (6-10 YEARS)

PRIORITY	DESCRIPTION	BUDGET	COMMENTS
	DEPARTMENT 01 - ADMINISTRATION		
	Brite Campground water tank replace	\$ 25,000	
	Vehicles	\$ 50,000	1/year
	DEPARTMENT 02 - PIPELINE		
	Pipeline Inspection	\$ 1,000,000	
	DEPARTMENT 03 - PUMPING SYSTEMS		
	7 stage pumps	\$ 80,000	0.5/yr
	Engine Replacement PP 2, 3, 4	\$ 18,000,000	incl. pump plant modification
	Brite Lake expansion	\$ 1,000,000	
	Gearhead regearing/rebuild	\$ 360,000	
	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	\$ 600,000	5 years
		\$ 22,515,000	