PALMDALE WATER DISTRICT

A CENTURY OF SERVICE

July 22, 2020

AGENDA FOR A STRATEGIC PLAN
SPECIAL MEETING WORKSHOP
OF THE BOARD OF DIRECTORS
OF THE PALMDALE WATER DISTRICT
to be held at the District's office at 2029 East Avenue Q, Palmdale
VIA TELECONFERENCE ONLY FOR THE PUBLIC
DIAL-IN NUMBER: 571-748-4021 ATTENDEE PIN: 107-837-875#
Submit Public Comments at: https://www.gomeet.com/107-837-875
TUESDAY, JULY 28, 2020
2:30 p.m.

NOTE: To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Dawn Deans at 661-947-4111 x1003 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale. Please call Dawn Deans at 661-947-4111 x1003 for public review of materials.

PUBLIC COMMENT GUIDELINES: **The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to carry out its meeting will not be permitted and offenders will be requested to leave the meeting. (PWD Rules and Regulations, Appendix DD, Sec. IV.A.)**

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

1) Pledge of Allegiance.

2) Roll Call.

3) Adoption of Agenda.

4) Action Items – Action Calendar (The public shall have an opportunity to comment on any action item as each item is considered by the Board of Directors prior to action being taken.)

4.1) Workshop, consideration, and possible action on Palmdale Water District's 2020 Strategic Plan. (General Manager LaMoreaux/Dr. Bill Mathis, The Mathis Group)

5) Adjournment.

Dennis D. LaMoreaux

DENNIS D. LaMOREAUX, General Manager
DDL/dd

PALMDALE WATER DISTRICT

BOARD MEMORANDUM

DATE: July 21, 2020 **March 19, 2020**

TO: BOARD OF DIRECTORS **Special Meeting Workshop**

FROM: Mr. Dennis D. LaMoreaux, General Manager

RE: ***AGENDA ITEM NO. 4.1 – WORKSHOP, CONSIDERATION, AND POSSIBLE ACTION ON PALMDALE WATER DISTRICT'S 2020 STRATEGIC PLAN. (GENERAL MANAGER LaMOREAUX/DR. BILL MATHIS, THE MATHIS GROUP)***

Recommendation:

The attached 2020 Strategic Plan Workshop Agenda will serve as an outline for the meeting to ensure a thorough review of all Strategic Initiatives.

Background:

The Strategic Plan serves as a guide for staff to set goals and projects throughout the year to meet the District's mission of providing high quality water to current and future customers at a reasonable cost. Dr. Bill Mathis, The Mathis Group, will facilitate discussions at the Special Meeting Workshop.

Strategic Plan Initiative:

This work is part of Strategic Initiative No. 5 – Regional Leadership.

Budget:

There is no impact to the budget from updating the Strategic Plan.

Supporting Documents:

- 2020 Strategic Plan Workshop Agenda
- PWD 2020 Standing Committee Goals dated March 3, 2020 and Committee Appointments dated October 28, 2019
- PWD 2018 Strategic Plan approved January 2018
- Projects included in the 2019 Water Rate Study
- Projects proposed for 2020

PALMDALE WATER DISTRICT

2020 STRATEGIC PLAN WORKSHOP AGENDA

1) Strategic Plan Workshop Overview, Scope, and Goals **2:30 – 2:45**

Dr. Bill Mathis, Mathis Group
GM Dennis LaMoreaux

2) Strategic Initiative No. 2 – Organizational Excellence **2:45 – 3:05**

Staff Input: **Human Resources Director Jennifer Emery**
Aleshire & Wynder – Attorney Colin Tanner

Recommendation: Update of Employee Handbook with Ad-Hoc Board Committee

Current Goals:

- Offer competitive compensation and benefits package to promote employee retention
- Focus Succession Planning Program on ensuring an overlap of training for key positions
- Continue providing transparency to our ratepayers
- Promote and support leadership training and professional development programs to enhance the District's customers' experience

Ideas for New Goals:

3) **Strategic Initiative No. 1 – Water Resource Reliability** **3:05 – 3:25**

Staff Input: **Resource and Analytics Director Peter Thompson**
Engineering/Grant Manager Scott Rogers
Operations Manager Mynor Masaya

Current Goals:

- ~~Complete the 2018 phase of the Upper Amargosa Creek Recharge Project~~
- Ensure Palmdale Recycled Water Authority (PRWA) to be fully operational by year 2020
- Adopt new state-of-the-art water treatment technologies
- Implement the Antelope Valley Groundwater Adjudication agreement
- ~~Complete the grade-control structure for the Littlerock Reservoir Sediment Removal Project~~
- Continue the next phase towards the completion of Palmdale Regional Groundwater Recharge and Recovery Project
- Identify and pursue opportunities to increase the reliability of water supply

Ideas for New Goals:

4) Strategic Initiative No. 3 – Systems Efficiency **3:25 – 3:45**

Staff Input: **Assistant GM Adam Ly**
Facilities Manager Chris Bligh
Information Technology Manager James Stanton

Current Goals:

- ~~Implement 2016 Water System Master Plan~~
- ~~Develop a five-year Infrastructure Revitalization Plan to continue the reinvestment and preventative maintenance for aging infrastructure~~
- Explore energy independence
- Continue being the industry's leader on the use of Granular Activated Carbon (GAC)
- Research and test new technologies to increase efficiencies
- Improve safety and training for Directors, employees, and customers
- ~~Develop a crisis communications plan~~

Ideas for New Goals:

Break **3:45 – 4:00**

5) Strategic Initiative No. 4 – Financial Health and Stability 4:00 – 4:20

Staff Input: **Finance Manager Michael Williams**

Current Goals:

- Pursue additional grant funding for all District projects
- ~~Adopt a sustainable and balanced rate structure to meet short and long-term needs~~
- Create a five-year financial plan in conjunction with the 2019 Water Rate Plan
- Maintain adequate reserve levels, high-level bond rating, and financial stability

Ideas for New Goals:

6) Strategic Initiative No. 5 – Regional Leadership 4:20 – 4:40

Staff Input: **Assistant GM Adam Ly**
Resource and Analytics Director Peter Thompson
Engineering/Grant Manager Scott Rogers
Public Affairs Director Judy Shay

Current Goals:

- Enhance relationships with Antelope Valley partnerships, including local water agencies, Antelope Valley State Water Contractors Association and the Palmdale Recycled Water Authority
- Expand school water education programs
- Engage elected officials in water-related issues
- Continue offering career opportunities through the Internship Program
- Provide opportunities for local businesses to contract with the District

Ideas for New Goals:

7) Strategic Initiative No. 6 – Customer Care, Advocacy and Outreach 4:40 – 5:00

Staff Input: **Customer Care Supervisor Tara Rosati**
Public Affairs Director Judy Shay

Current Goals:

- Increase Customer Care accessibility through communication and feedback to enhance customers' experience
- Evaluate, develop, and market additional payment options
- Be point of communication for customers' water-related public health concerns
- Develop the District's Public Outreach Plan
- Increase public awareness of the District's history ~~and promote centennial anniversary~~

Ideas for New Goals:

8) **Ideas for Additional Strategic Initiatives** **5:00 – 5:15**

Dr. Bill Mathis, Mathis Group
GM Dennis LaMoreaux

Ideas for New Initiatives/Goals:

PWD 2020 STANDING COMMITTEE GOALS – COMPLETION CHECKLIST MARCH 3, 2020

RESOURCE AND FACILITIES:

☐ Continue to be aware of evolving and transitional technologies the District may need in the future.

☐ Continue with project plans approved in the 2019 Water Rate Study with an annual end of year progress update.

☐ Stay informed of regional partner technologies and continue working with area agencies to determine the next steps for mutual assistance in the event of emergencies.

☐ Review and monitor timeline for 2020 projects.

☐ Review of Littlerock Reservoir Sediment Removal Project to ensure bids are obtained for the sediment removal process.

PERSONNEL:

☐ Continue training opportunities.

☐ Complete review of job descriptions for succession planning.

☐ Completion of Emergency Management Plans and Guides.

☐ Complete the Employee Handbook update.

☐ Continue Internship Programs.

FINANCE:

☐ Continue to refine staff's financial reports to be more efficient and concise.

☐ Develop and complete the annual budget in a timely manner.

☐ Maintain transparency in the District's finances.

☐ Continue financial education through webinars and other sources.

OUTREACH:

☐ As a regional organization, continue to ensure outside organizations within the District's boundaries are aware the District is available to offer water-related information and assistance.

☐ Provide continuing education on the District's water rate structure.

☐ Develop a brochure regarding water industry jobs and required classes and certifications for these jobs for presentation to Human Resources Departments of area high schools and community colleges in addition to continuing the Junior Water Ambassador Academy and school presentations, including the Water Conservation and Education Garden.

☐ Continue plans for educating the public on emergency preparedness.

☐ Review of Strategic Plan initiatives regarding outreach.

PWD 2019 STANDING COMMITTEES AND APPOINTMENTS – 10-28-19

RESOURCE AND FACILITIES:

Director Mac Laren, Chair — Director Alvarado

GOAL: To Ensure Reliable Water Sources, Facilities and Equipment

Assignments:

1) Water System Master Plan and Asset Management
2) Recycled Water System
3) Water Supply Portfolio Diversification
4) Source Water Management
5) Water and Energy Conservation and Education Programs
6) Operation Resiliency and Safety

PERSONNEL:

Director Dizmang, Chair — Director Mac Laren

GOAL: To Promote Employee Retention and Excellence

Assignments:

1) Compensation and benefits
2) Succession Planning Program
3) Organizational structure
4) Personnel policies
5) Training
6) Internships and Mentoring

FINANCE:

Director Dizmang, Chair — Director Wilson

GOAL: To Ensure and Maintain Financial Stability

Assignments:

1) Grant funding
2) Five-year Water Rate Plan
3) Payment options
4) Budget and audit
5) Investments and reserves
6) Developer fees

OUTREACH:

Director Wilson, Chair — Director Alvarado

GOAL: To be an Industry Leader, Both Locally and Regionally, and to Develop New and Innovative Programs

Assignments:

1) Antelope Valley partnerships and associations
2) Emergency Response Plan
3) Legislation and lobbying efforts
4) Board policies
5) Outreach Plan and publications
6) State-of-the-art concepts to improve efficiencies and operations

PALMDALE WATER DISTRICT DIRECTOR APPOINTMENTS

- **Antelope Valley State Water Contractors Association**

  Director Dino — Director Mac Laren

  Alternate: Director Wilson

- **Palmdale Recycled Water Authority**

  Director Dino — Director Mac Laren

  Alternate: Director Alvarado

- **Plant 42 Environmental Restoration Advisory Board**

  Director Dizmang — Director Wilson

  Alternate: Director Dino

- **Association of California Water Agencies & JPIA**

  Director Dino — Alternate: Director Wilson

BOARD LIAISONS:

The Board President shall act as and/or appoint Liaisons to various functions and organizations to represent PWD.

- **AVEK** — Director Dino
- **Fin & Feather Club** — Director Alvarado

The Board President shall appoint Ad Hoc Committees from time to time and reconstitute such committees as the need arises.

Dear PWD Customer:

It is with true pride that Palmdale Water District (PWD) is celebrating 100 years of providing high-quality water at an affordable cost to our community. PWD has grown exponentially since its inception in 1918 when agricultural farmland was the primary customer. Today, we serve more than 115,000 individuals, who rely on us to ensure that the water they receive in their homes and businesses is safe, clean and reliable.

California's water issues are complex, and competition for this precious, finite natural resource will only increase in coming years. Like we have done for 100 years, PWD continues to plan for the future to ensure that our community's water supply is properly managed so that long-term water needs will be met. We strive to responsibly expand our water portfolio through groundwater recharge projects, increasing reservoir capacity and complex negotiations for water rights.

As we move forward toward our second century of service, the PWD Board members and staff are committed to keep providing you with the best customer care, lowest rates possible and conservation practices to save money.

The Board works very closely with staff to plan and execute short- and long-term goals to make sure that our water supply and reliability is solid for our existing and future customers. These six initiatives, known as the 2018 Strategic Plan, will guide us to achieve our collective goal of serving you better.

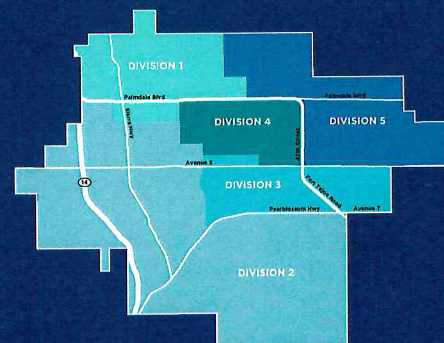
Thank you for being an important part of our first 100 years of service. We look forward to another century of providing you with clean and affordable water, and contributing to Palmdale's history!

Regards,

Vincent Dino
PWD Board President

Dennis D. LaMoreaux
General Manager

DISTRICT SERVICE AREA



Board of Directors

Robert E. Alvarado, Division 1 | Joe Estes, Division 2 | Marco Henriquez, Division 3 | Kathy Mac Laren, Division 4 | Vincent Dino, Division 5

2029 East Avenue Q, Palmdale, California 93550
palmdalewater.org

PALMDALE WATER DISTRICT
A CENTURY OF SERVICE

CONTACT US
Monday - Thursday 8:00 am - 6:00 pm
661-947-4111 Phone
661-947-8604 Fax
661-947-4114 After Hours
855-498-9969 Pay by Phone 24/7

PALMDALE WATER DISTRICT
A CENTURY OF SERVICE

STRATEGIC PLAN

ADOPTED JANUARY 2018

2018 STRATEGIC PLAN

Strategic Initiative No. 1 – Water Resource Reliability:

- Complete the 2018 phase of the Upper Amargosa Creek Recharge Project
- Ensure Palmdale Recycled Water Authority to be fully operational by year 2020
- Adopt new state-of-the-art water treatment technologies
- Implement the Antelope Valley Groundwater Adjudication agreement
- Complete the grade-control structure for the Littlerock Reservoir Sediment Removal Project
- Continue the next phase towards the completion of Palmdale Regional Groundwater Recharge and Recovery Project
- Identify and pursue opportunities to increase the reliability of water supply

Strategic Initiative No. 2 – Organizational Excellence:

- Offer competitive compensation and benefits package to promote employee retention
- Focus Succession Planning Program on ensuring an overlap of training for key positions
- Continue providing transparency to our ratepayers
- Promote and support leadership training and professional development programs to enhance the District's customers' experience

Strategic Initiative No. 3 – Systems Efficiency:

- Implement 2016 Water System Master Plan
- Develop a five-year Infrastructure Revitalization Plan to continue the reinvestment and preventative maintenance for aging infrastructure
- Explore energy independence
- Continue being the industry's leader on the use of Granular Activated Carbon (GAC)
- Research and test new technologies to increase efficiencies
- Improve safety and training for Directors, employees and customers
- Develop a crisis communications plan

OUR STORY. The history of water in the Antelope Valley began decades before the region's two largest cities – Palmdale and Lancaster – were established. Artesian wells, orchards, agriculture and the vast expanse of land created opportunities for growth and development throughout the High Desert.

In 1895, the South Antelope Valley Irrigation Company formed to construct the earthen dam at Lake Palmdale to provide irrigation to the significant farming operations throughout the area. The irrigation company was taken over 17 years later by the Palmdale Water Company, which became the Palmdale Irrigation District in 1918. The name Palmdale Water District (PWD) was adopted in 1973. Throughout the last century, PWD and its predecessors expanded to help service the promising aerospace industry and the growing population of the community.

Water usage has shifted from agriculture to residential and business customers, who rightfully expect and deserve the highest quality water at a reasonable cost. PWD strives to meet customer expectations while simultaneously works to address an aging infrastructure, reduced water reliability, drought concerns, increased demand, customer satisfaction, future growth projections, and emergency preparedness needs.

The six initiatives presented are a guide to help PWD focus its resources, energy, and planning ability so that it can be more of an efficient, regional asset to current and future customers. Positioning the PWD as a regional leader and community partner will help ensure that the long-term vision for Palmdale's success will prevail.

Strategic Initiative No. 4 – Financial Health and Stability:

- Pursue additional grant funding for all District projects
- Adopt a sustainable and balanced rate structure to meet short- and long-term needs
- Create a five-year financial plan in conjunction with the 2019 Water Rate Plan
- Maintain adequate reserve levels, high-level bond rating, and financial stability

Strategic Initiative No. 5 – Regional Leadership:

- Enhance relationships with Antelope Valley partnerships, including local water agencies, Antelope Valley State Water Contractors Association and the Palmdale Recycled Water Authority
- Expand school water education programs
- Engage elected officials in water-related issues
- Continue offering career opportunities through the Internship Program
- Provide opportunities for local businesses to contract with the District

Strategic Initiative No. 6 – Customer Care, Advocacy and Outreach:

- Increase Customer Care accessibility through communication and feedback to enhance customers' experience
- Evaluate, develop, and market additional payment options
- Be point of communication for customers' water-related public health concerns
- Develop the District's Public Outreach Plan
- Increase public awareness of the District's history and promote centennial anniversary

Mission Statement

Providing high-quality water to our current and future customers at a reasonable cost.

PALMDALE WATER DISTRICT
Calendar Year 2020+ Budget
Deferred Capital & Plant Expenditures Project Summary

Year	Project Budget Requests (Not Committed)	Priority	Category	Project Type	Estimation
Asset/Infrastructure Related Expense					
Pipeline Projects					
2021	P @ 10TH (LOCKHEED)	N	RCP	Replacement Cap.	182,000
2021	17TH FR P-4 TO P-8	N	RCP	Replacement Cap.	352,800
2020	WELL 17 YARD PIPING	N	RCP	Replacement Cap.	63,000
2020/2021	Pipeline Design	N	NCP	New Capital	500,000
2020	2800 Zone Avenue P-8 from 32nd St to 37 St. (2,675 feet of 12" Dia. Pipe)	N	RCP	Replacement Cap.	778,655
2020	Pipeline with Velocity Deficiency (23 feet of 20" diameter 2800 Zone)	N	RCP	Replacement Cap.	11,246
2020	Sierra Hwy. Tie-In and Abandonment (Harold Streets)	D	RCP	Replacement Cap.	142,000
2021	2800 Zone Avenue Q-6 between 12St East and 15th St. East (965 feet of 12'	N	RCP	Replacement Cap.	280,898
2021	Pipeline with Velocity Deficiency (96 feet of 16" diamter 2950 Zone)	N	RCP	Replacement Cap.	37,240
2021	Ave. Q1, Q2, Q3, Q4, & Q5 @ 5th St. E. Wtr Main Repl. (Spec 1603)	D	RCP	Replacement Cap.	86,000
2021	Ave. Q14 and 15th Street East Water Main Replacement	D	RCP	Replacement Cap.	56,700
2021	Ave. Q10 and 12th Street East Water Main Replacement	D	RCP	Replacement Cap.	47,000
2021	Ave. P-12, Division, 2nd, 3rd, Stanridge Water Main Repl.	D	RCP	Replacement Cap.	1,341,000
2022	25TH FR P TO P-8	N	RCP	Replacement Cap.	825,000
2022	CAMARES @ S	N	RCP	Replacement Cap.	52,500
2022	2950 Zone 52nd St North and Fort Tejon Road (1,570 feet of 16" Dia. Pipe)	N	RCP	Replacement Cap.	609,340
2022	Pipeline with Velocity Deficiency (1,350 feet of 24" diameter 2800 Zone)	N	RCP	Replacement Cap.	787,376
2023	20TH FR P-8 TO Q	N	RCP	Replacement Cap.	810,000
2023	Pipeline with Velocity Deficiency (516 feet of 20" diameter 2950 Zone)	N	RCP	Replacement Cap.	250,533
2023	26th St, Rudall, & 27th St @ Avenue Water Main Replacement	D	RCP	Replacement Cap.	91,000
2024	FT TEJON	N	RCP	Replacement Cap.	486,000
2024	3400 Zone Camares Drive between Sierra Ancha Drive and Avenue S-14 (1,4	N	RCP	Replacement Cap.	271,680
2024	Pipeline with Velocity Deficiency (231 feet of 24" diameter 2950 Zone)	N	RCP	Replacement Cap.	134,627
2023	2950 Zone Avenue S-10 and 40 St. East (48 ft. of 8" Dia. Pipe)	N	RCP	Replacement Cap.	9,315
				Subtotal:	8,205,910
Water Supply Projects					
2020	Recharge Project Design (PRGRRP) (3 years)	N	WS	Water Supply	3,000,000
2020	Annual Sediment Removal of 38,000 cubic yards (note potential grant cost s	N	O&M	O&M Funds	3,000,000
				Subtotal:	6,000,000
Well Projects					
2020	Well 23 Rehabilitation	N	RCP	Replacement Cap.	180,000
2020	CL2 Monitoring @ Well Sites	D	RCP	Replacement Cap.	110,000
2021	Well 2 Rehabilitation	D	RCP	Replacement Cap.	185,000
2020	Well 3 Rehabilitation	D	RCP	Replacement Cap.	190,000
2020	NaOCL Generator Replacement - (4 Wells)	D	RCP	Replacement Cap.	265,000
2020	Well 16 Rehabilitation	D	RCP	Replacement Cap.	120,000
2021	Well 33 Rehabilitation	D	RCP	Replacement Cap.	185,000
2020	Brine Storage Tanks - Well Sites (Qty. 8)	D	RCP	Replacement Cap.	130,000
2021	Well/Booster Rehab 2021 - 2024	N	RCP	Replacement Cap.	1,490,000
2024	Future Well # 36 (2850 Zone, Capacity 2,150 gpm, head of 455 feet, refer to	N	NCP	New Capital	750,000
2024	New Well # 28 on 70 St and Avenue S (2016 WSMP, Section 10)	N	NCP	New Capital	646,858
2024	New Well #27 on 70 St. north of Well #25 (2016 WSMP, Section 10)	N	NCP	New Capital	646,858
2024	New Well #34 on 60th St. E and half-way between Ave. S and Ave. T (2016 V	N	NCP	New Capital	646,858
				Subtotal:	5,545,574

Storage Tanks					
				Subtotal:	-
Booster Projects					
2020	Booster Building Rehab (5-years schedule)	N	RCP	Replacement Cap.	175,000
2020	45th St. Booster #3 Zone 3000	D	RCP	Replacement Cap.	25,000
2020	25th St. Booster #3	D	RCP	Replacement Cap.	18,000
2020	45th St. Booster #3 Zone 2800	D	RCP	Replacement Cap.	23,000
2022	Fire Pump Deficiency at Existing T-8 Pump Station (Zone 3250)	N	RCP	Replacement Cap.	937,944
2023	Fire Pump Deficiency at Existing 5MG Booster Pump Station (Zone 3250)	N	RCP	Replacement Cap.	689,982
2021	New Pump to 3600 Zone	N	NCP	New Capital	366,553
				Subtotal:	2,235,479
Water Treatment Plant Projects					
2020	Turbidimeter	N	RCP	Replacement Cap.	100,000
2020	AC Unit	N	NCP	New Capital	15,000
2020	Entry Buildings @ Filter and GAC Pipe Gallery Entrance	D	NCP	New Capital	50,000
2021	Hypo Generator	N	RCP	Replacement Cap.	800,000
2021	Influent Mag Meter 30"	N	RCP	Replacement Cap.	20,000
2022	Sedimentation Basin Cleaning	N	RCP	Asset Improvement	2,000,000
2022	Filter Influent Valve Replacements	N	RCP	Replacement Cap.	200,000
2022	TOC Analyzer	N	NCP	New Capital	120,000
2022	Septic Tank	N	RCP	Replacement Cap.	20,000
2023	Bathroom Remodel	N	RCP	Replacement Cap.	100,000
2023	WTP Kitchen Remodel	D	RCP	Replacement Cap.	50,000
	Effluent Vault Stair				
2020	TX Plant GAC Staging Area Pavement	N	RCP	Replacement Cap.	120,000
				Subtotal:	3,595,000

Project No.		***Priority***	***Category***	***Project Type***	
Asset/Infrastructure Related Expense ***(Continued)***					
Facility Projects					
2020	Vault/Large Meter (~ 15/yr @ $7500/setup for 5 years)	N	RCP	Replacement Cap.	562,500
2020	District Office - Stucco Repair & Painting	D	RCP	Replacement Cap.	215,000
2020	Parking Lot Resurfacing (Main Office)	D	RCP	Replacement Cap.	42,000
2020	Palmdale Ditch Improvements (5-years schedule)	N	RCP	Replacement Cap.	75,000
2020	District Office Fire System upgrade w/control panel changeout	D	RCP	Replacement Cap.	42,000
2021	Ware House Conversion to Office & Fleet Shop Repairs	N	NRE	Replace/New Equip.	50,000
2021	Carpet, Tile and Painting of District Building	D	RCP	Replacement Cap.	150,000
2021	Parking Lot Re-Surfacing - Administration and N.O.B.	D	RCP	Replacement Cap.	130,000
2021	Radio System for SCADA (4 year replacement schedule)	N	NRE	Replace/New Equip.	200,000
2024	Emergency Power to NOB	N	RCP	Replacement Cap.	25,000
2020	Meter Replacement Program 2020-2021	N	RCP	Replacement Cap.	1,400,000
				Subtotal:	2,891,500
Equipment					
2020	Replacement Diaphragm Pump (4 pumps)	N	NRE	Replace/New Equip.	32,000
2020	Soft Starts (22 well & 11 booster)	N	RCP	Replacement Cap.	160,000
2020	Replacement Wackers - J Tamps (4-years schedule)	N	NRE	Replace/New Equip.	16,000
2020	Truck mounted welder for truck 115	D	NRE	Replace/New Equip.	5,000
2020	Radio System Upgrades for District	D	RCP	Replacement Cap.	81,000
2020	Hydraulic Concrete Breaker w/attachment for skidsteer	D	NRE	Replace/New Equip.	7,000
2021	Replace SCADAPack 32 with SCADAPack 575 (4-year schedule)	N	NRE	Replace/New Equip.	175,000

2021	Cooling Unit for Fab Shop	N	NRE	Replace/New Equip.	4,500
2022	Radar Level Sensor (3 year roll-out)	N	NRE	Replace/New Equip.	120,000
2023	Littlerock Insertion Mag Meter @ Well 5	D	NRE	Replace/New Equip.	32,000
2023	Engine Swap for efficiency @Well 2	N	RCP	Replacement Cap.	225,000
2023	Trailered Hot Water Pressure Washer	D	NRE	Replace/New Equip.	20,000
2023	Hydraulic Post Hole Digger (Skid Steer Attachment)	D	NRE	Replace/New Equip.	3,000
2021	Bucket Truck (Looking at Lease Option)	D	NRE	Replace/New Equip.	75,000
2020	Trailer mounted vac/pressure washer	N	NRE	Replace/New Equip.	145,000
2024	Outfit welding trailer	N	NRE	Replace/New Equip.	25,000
2024	V-24 1988 Crane - Newer Crane	N	NRE	Replace/New Equip.	150,000
2021	Cat C-7 enginer rehab (1 each year for total 2)	N	RCP	Replacement Cap.	30,000
2022	Cat C-7 enginer rehab (2)	N	RCP	Replacement Cap.	30,000
2024	Electric forklift for WTP	N	NRE	Replace/New Equip.	15,000
				Subtotal:	1,350,500
Vehicle Replacements					
2020	V-7 Replacement	N	NRE	Replace/New Equip.	23,000
2020	V-84 Replacement	N	NRE	Replace/New Equip.	23,000
2020	V-82 2004 PU - Traffic Control - Overload	N	NRE	Replace/New Equip.	55,000
2021	V-67 1999 Water Truck	N	NRE	Replace/New Equip.	65,000
2020	V-80 2003 PU	N		Lease	-
2020	V-99 2007 PU	N		Lease	-
2020	V-110 2007 PU	N		Lease	-
2021	V-35 Replacement	N	NRE	Replace/New Equip.	23,000
2021	V-60 1998 Utility	N	NRE	Replace/New Equip.	23,000
2021	V-101 2007 Cat 420E Backhoe	N	NRE	Replace/New Equip.	160,000
2021	V-04 1991 Dump Truck	N	NRE	Replace/New Equip.	65,000
2021	V-68 1999 Utility	N		Lease	-
2022	V-100 Replacement	N	NRE	Replace/New Equip.	23,000
2022	V-119 2008 Cat 420E Backhoe	N	NRE	Replace/New Equip.	160,000
2022	V-43 1990 Flatbed w/liftgate	N	NRE	Replace/New Equip.	45,000
2022	8 Passenger Van	N		Lease	-
2022	V109 2007 Van	N		Lease	-
2023	V-03 2000 Cat 4 416C Backhoe	N	NRE	Replace/New Equip.	160,000
2024	V-66 1993 JD Loader	N	NRE	Replace/New Equip.	140,000
2024	V-83 2004 PU	N		Lease	-
	V-17 1995 PU	N		Lease	-
	V-22 1996 PU	N		Lease	-
				Subtotal:	965,000
Safety					
2020	Emergency Supplies	N	NRE	Replace/New Equip.	1,500
2020	Arc Flash Study	N	CES	Studies & Planning	120,000
2020	Ergonomic Retrofit of CC workstation w/Expert Evaluation	N	CES	Studies & Planning	75,000
2020	Hazard Mitigation Plan	N	CES	Studies & Planning	100,000
	Little Rock Dam Stair	D			
	Reservoir Top Safety Retrofit	D			
				Subtotal:	296,500

Information Technology					
2020	Public Web Site Redesign	N	CES	Studies & Planning	75,000
2020	Intranet Redesign	N	CES	Studies & Planning	50,000
2020	Human Resources Information System	N	CES	Studies & Planning	60,000
2020	Personnel Emergency Notification System	N	CES	Studies & Planning	40,000
2022	Citrix - Seamless apps across multiple platforms	D	CES	Studies & Planning	50,000
2020	Replace EOL Oasis recorder	D	NRE	Replace/New Equip.	25,000
2022	Data Center UPS System (Symmetra)	D	CES	Studies & Planning	25,000
2020	GIS enhancement (5-years Conversion)	N	CES	Studies & Planning	375,000
2021	Data Warehousing	N	NRE	Replace/New Equip.	60,000
2021	Mass Communications	N	NRE	Replace/New Equip.	60,000
2021	Customer Mobile App	N	NRE	Replace/New Equip.	25,000
2021	GIS Drone	N	NRE	Replace/New Equip.	15,000
2021	Cameras for Dam & Windmill	N	NRE	Replace/New Equip.	8,000
2021	Gig to desktop/Infrastructure Refresh (4 years roll-out)	N	CES	Studies & Planning	200,000
	Smart Meter Deployment	D		Studies & Planning	
				Subtotal:	1,068,000

Total Asset/Infrastructure Project Requests 32,153,463

Bond Finance 17,979,717

Operating Expense

Plant Expenditures

	Total CIP Expense
CES	Arc Flash Study
CES	Citrix - Seamless apps across multiple platforms
CES	Data Center UPS System (Symmetra)
CES	Emergency Action Plan
CES	Ergonomic Retrofit of CC workstation w/Expert Evaluation
CES	Gig to desktop/Infrastructure Refresh (4 years roll-out)
CES	GIS enhancement (5-years Conversion)
CES	Hazard Mitigation Plan
CES	Human Resources Information System
CES	Intranet Redesign
CES	Littlerock Sediment Removal - Permitting
CES	Personnel Emergency Notification System
CES	PRGRRP - Construction & Monitor Wells/Test Basin
CES	PRGRRP - Consulting Services (Kennedy/Jenks)
CES	Public Web Site Redesign
CES	System Valuation Study

Current Year Acquisitions Property, Plant & Equipment

Year	Project Budget Requests (Not Committed)	Priority	Category	Project Type	Estimation
Asset/Infrastructure Related Expense					
Pipeline Projects					
2020	WELL 17 YARD PIPING		RCP	Replacement Cap.	63,000
2020	Pipeline Design		NCP	New Capital	100,000
2020	Pipeline with Velocity Deficiency (23 feet of 20" diameter 2800 Zone)		RCP	Replacement Cap.	11,246
2020	Sierra Hwy. Tie-In and Abandonment (Harold Streets)		RCP	Replacement Cap.	142,000
				Subtotal:	316,246
Water Supply Projects					
2020	Recharge Project Design (PRGRRP) (3 years)		WS	New Capital	500,000
2020	Annual Sediment Removal of 38,000 cubic yards (note potential grant cost share of $9			O&M Funds	600,000
				Subtotal:	1,100,000
Well Projects					
2020	Well 23 Rehabilitation		RCP	Replacement Cap.	180,000
2020	CL2 Monitoring @ Well Sites		RCP	Regulatory	110,000
2020	Well 3 Rehabilitation		RCP	Replacement Cap.	190,000
2020	NaOCL Generator Replacement - (4 Wells) (1 each year)		RCP	Replacement Cap.	66,250
2020	Well 16 Rehabilitation		RCP	Replacement Cap.	120,000
2020	Brine Storage Tanks - Well Sites (Qty. 8) (2 each year)		RCP	Replacement Cap.	32,500
				Subtotal:	698,750

Current Year Acquisitions Property, Plant & Equipment

Year	Project Budget Requests (Not Committed)	Priority	Category	Project Type	Estimation
Asset/Infrastructure Related Expense					
Booster Projects					
2020	Booster Building Rehab (5-years schedule)		RCP	Replacement Cap.	35,000
2020	45th St. Booster #3 Zone 3000		RCP	Replacement Cap.	25,000
2020	25th St. Booster #3		RCP	Replacement Cap.	18,000
2020	45th St. Booster #3 Zone 2800		RCP	Replacement Cap.	23,000
				Subtotal:	101,000
Water Treatment Plant Projects					
2020	Turbidimeter		RCP	Replacement Cap.	100,000
2020	AC Unit		NCP	New Capital	15,000
2020	Entry Buildings @ Filter and GAC Pipe Gallery Entrance		NCP	Safety	50,000
	Effluent Vault Stair			New Capital	
				Subtotal:	165,000

Current Year Acquisitions Property, Plant & Equipment

Year	Project Budget Requests (Not Committed)	Priority	Category	Project Type	Estimation
Asset/Infrastructure Related Expense					
Facility Projects					
2020	Vault/Large Meter (~ 15/yr @ $7500/setup for 5 years)		RCP	Replacement Cap.	112,500
2020	District Office - Stucco Repair & Painting		RCP	Replacement Cap.	215,000
2020	Parking Lot Resurfacing (Main Office)		RCP	Replacement Cap.	42,000
2020	Palmdale Ditch Improvements (5-years schedule)		RCP	Replacement Cap.	15,000
2020	District Office Fire System upgrade w/control panel changeout		RCP	Replacement Cap.	42,000
2020	Meter Replacement Program		RCP	Replacement Cap.	700,000
				Subtotal:	1,126,500
Equipment					
2020	Replacement Diaphragm Pump (4 pumps) (1/yr.)		NRE	Replacement Cap.	8,000
2020	Soft Starts (22 well & 11 booster) (5-years schedule)		RCP	Replacement Cap.	32,000
2020	Replacement Wackers - J Tamps (4-years schedule)		NRE	Replacement Equip.	4,000
2020	Truck mounted welder for truck 115		NRE	New Equipment	5,000
2020	Radio System Upgrades for District		RCP	Replacement Cap.	81,000
2020	Hydraulic Concrete Breaker w/attachment for skidsteer		NRE	New Equipment	7,000
2020	Trailer mounted vac/pressure washer		NRE	Replacement Cap.	145,000
				Subtotal:	282,000

Current Year Acquisitions Property, Plant & Equipment

Year	Project Budget Requests (Not Committed)	Priority	Category	Project Type	Estimation
Asset/Infrastructure Related Expense					
Information Technology					
2020	Public Web Site Redesign		CES	New Equipment	75,000
2020	Intranet Redesign		CES	Replacement Equip.	50,000
2020	Human Resources Information System		CES		60,000
2020	Personnel Emergency Notification System		CES		40,000
2020	Replace EOL Oasis recorder		NRE	Replacement Equip.	25,000
2020	GIS enhancement (5-years Conversion)		CES	Replacement Equip.	75,000
	Smart Meter Deployment			Reporting	
				Subtotal:	325,000

Total Asset/Infrastructure Project Requests **4,511,996**

PALMDALE WATER DISTRICT
A CENTURY OF SERVICE