#### CIP FINANCIAL PLANNING

Board policy regarding financial planning and budgeting provides the foundation for CIP financial planning. The policy states:

Executive Limitation EL-4, "Financial planning for any fiscal year shall be aligned with the Board's Ends, not risk fiscal jeopardy, and be derived from a multi-year plan."

- Executive Limitation EL-4.4, "A BAO shall include a credible multi-year projection of revenues and expenses, separation of capital and operational items, cash flow, staffing needs, external services, and disclosure of planning assumptions."
- Executive Limitation EL-4.1 "A BAO shall expend only those funds that have been appropriated in the Operating and Capital budgets, reserves, and debt service."

#### **KEY REVENUES SOURCES**

#### Water Charges

- Water charges include a ground water production charge, which is equivalent to the basic user charge, and is associated with the benefit of managing groundwater supplies. The groundwater charge is applied to water extracted from the groundwater basin in Zones W-2, W-5, W-7 and W-8. The basic user charge is applied to other types of water delivered by Valley Water. There are two rates: one for agricultural water and one for municipal and industrial water.
- A treated water surcharge, which is associated with the benefit of receiving treated water, is levied in addition to the basic user charge on water delivered from Valley Water's water treatment plants.

#### **Property Tax**

Santa Clara County allocates property tax revenue to Valley Water from ad valorem taxes levied on land within the county.

#### Special Parcel Tax

In November 2020, voters in Santa Clara County overwhelmingly approved Measure S, a renewal of Valley Water's Safe, Clean Water and Natural Flood Protection Program (Safe, Clean Water Program) which was originally approved in 2012 (2012 Safe, Clean Water Program). The measure needed 66.67% to pass and garnered more than 75% of votes at the November 2020 election. The renewed Safe, Clean Water Program identifies six key community priorities, established in collaboration with tens of thousands of residents and stakeholders. The renewed Safe, Clean Water program became effective in Fiscal Year 2021-2022 (FY22), starting on July 1, 2021, following the conclusion of the 2012 Safe, Clean Water Program in FY21. The renewed Safe, Clean Water Program parcel tax will provide approximately \$826 million in the first 15 years of the program.

#### Benefit Assessments

Benefit assessment revenue consists of levies approved by voters in 1986 and 1990 to support financing for flood control capital improvements. The ongoing budget amount is approximately 1.25 times the duly authorized annual debt service requirements for each watershed.

#### Capital Reimbursements

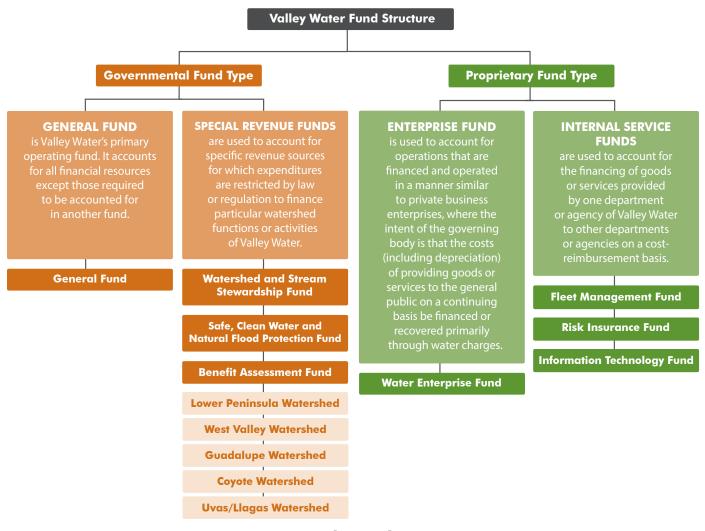
Capital reimbursement revenues are from local, state and federal partners for capital projects carried on cooperatively by Valley Water and its partners. Valley Water fronts the partners' shares of capital expenditures and receives reimbursements from the partners at a later time.

#### Interest

Interest is earned from Valley Water's investment portfolio.

#### **Valley Water Fund Structure**

Valley Water's revenue sources are organized into eight funds. Each fund has specific revenue sources according to their intended purposes, and each fund is an independent accounting entity with a self-balancing set of accounts comprised of its assets, liabilities, fund equity, revenue, and expenditures or expenses, as appropriate.



#### Revenue by Fund (\$K)

FUND NAME	FY22 Actual	FY23 Adopted	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Water Utility Enterprise	329,960	316,480	383,298	452,321	479,180	527,681	581,225	640,339	706,093	758,112	814,063	874,253
Watershed Stream Stewardship	122,093	137,297	154,053	136,516	131,971	127,452	131,395	135,898	140,647	145,653	151,329	156,818
Safe, Clean Water and Natural Flood Protection	54,197	103,033	77,577	121,877	78,977	68,224	58,440	59,301	60,360	61,605	62,993	64,240
Benefit Assessment	13,447	13,274	6,892	7,124	6,855	6,852	6,855	6,856	6,854	470,802		
General	11,567	10,476	11,396	11,738	12,105	12,463	12,832	13,213	13,604	14,007	14,423	14,851
Internal Service	763	359	460	538	586	591	595	611	628	646	665	685
TOTAL	532,027	580,919	633,676	730,114	709,674	743,264	791,343	856,218	928,187	1,450,825	1,043,472	1,110,846

Note: Internal Service is the combination of the Fleet Management Fund, the Information Technology Fund, and the Risk Management Fund.

#### **Revenue Projections**

Valley Water regularly updates the projected revenues based on the best information available.

- Revenues from water charges are estimated based on projections of water demand for residential, commercial, industrial, and agricultural consumption combined with rates per acre-foot. Rates are set at a level that will provide revenue needed to meet operating and capital needs.
- Revenues from property taxes, special parcel taxes, and benefit assessments are estimated based on projection of growth in assessed value and number of developed parcels in Santa Clara County.
- Interest earnings are estimated based on the projected average cash balances during the fiscal year and expected yield from Valley Water's investment portfolio.
- Revenues from capital partnerships are estimated based on the terms of agreements executed by Valley Water and its partners.

#### **Expenditure Projections**

Valley Water regularly updates operations and capital expenditures based on the best information available.

Each capital project cost estimate includes the yearly expenditures through completion based on the project's scope and schedule. The expenditures are monitored regularly and updated when necessary, for example, when there are any changes to a project's scope or schedule. A management review process is enforced to ensure only justified expenditure changes are approved.

Operations cost projections for the next 15 years are updated annually and are based on assumptions derived from Valley Water's strategic plans, including the impact of completed capital projects. Capital and operations expenditure projections are the foundation for the development of Valley Water's budget.

#### **Financial Analysis**

Valley Water regularly performs financial analysis to comply with the Board's Financial Planning/Budgeting Policy. Valley Water uses sophisticated financial models to perform the analysis for each fund. The projected operation expenditures, capital expenditures, and revenues for the next ten years are incorporated into the financial models to analyze the health of each fund under various economic scenarios. This process assures that funds will be available when needed to implement the CIP.

The financial analysis generates alternatives for funding capital projects based on the available yearly revenues from all sources allocated to the capital program, and the debt financing capacity of each fund. The financial analysis establishes the parameters within which the capital project schedule is developed.

#### **Debt Projections and Debt Ratios**

Debt is managed at Valley Water depending on the type of business involved. The Safe, Clean Water Program approved by the voters in 2012 and 2020 includes the authority to issue debt against future revenue in order to accelerate completion of projects sooner. Debt service on outstanding benefit assessment debt is funded by benefit assessments levied on property owners in the county.

The water utility business, on the other hand, uses a combination of short-term and long-term debt financing in conjunction with pay-as-you-go financing to lessen impacts to the water rates caused by fluctuations in capital funding needs. Debt service on outstanding debt is paid from water revenues. Bond covenants stipulate that Valley Water must maintain a 1.25 debt coverage ratio on all parity bonds. The long-term financial analysis targets a debt coverage ratio of 2.0, which helps establish the parameters for capital planning that ensure bond covenants will be met.

Valley Water currently enjoys credit ratings that are among the highest for a water-related government entity in the state of California, which helps keep interest costs borne by Valley Water at a minimum.

# Relationship between the Operating Budget and CIP

Whenever Valley Water commits to capital improvements, there is a potential for associated longrange commitments of operating funds. For example, if 20-year bonds are issued to finance capital needs, then the operating funds will need to budget debt service payments for the next two decades. For this reason, it is important to evaluate capital commitments in the context of their long-range operating impact.

In addition to the long-range debt service payments, some capital projects affect future operating budgets either positively or negatively due to an increase or decrease in maintenance and operation costs. Such impacts vary widely from project to project and are evaluated individually during the project development stage. Valley Water is committing to a potential change in the operating budget when a capital project is approved.

The projected debt service payments and the positive or negative operating budget impacts are important factors considered in Valley Water's financial analysis.

This chart identifies the operating budget impacts to each fund from projected debt service payments. The debt service payment in the Watershed Stream Stewardship Fund is a total of payments associated with each individual watershed.

#### **Debt Payment Schedule (\$K)**

Fund Name	FY23	FY24	FY25	FY26	FY27	FY28
General	475	475	-	-	-	-
Benefit Assessment	11,173	11,174	5,802	5,762	5,761	5,759
Safe, Clean Water and Natural Flood Protection	10,293	9,474	10,260	13,124	15,977	22,397
Water Utility Enterprise	56,919	73,293	100,097	110,686	117,794	120,302
TOTAL	78,860	94,416	116,159	129,572	139,532	148,458

This chart identifies the net operating budget impacts to each fund resulting from annual maintenance and/or operating costs for newly completed capital projects. Additional information regarding operating impacts related to individual projects can be found on the project pages.

#### **Estimated Operating Impacts (\$K)**

Fund Name	FY23	FY24	FY25	FY26	FY27	BEYOND
General Fund	-	-	-	-	-	-
Watershed Stream Stewardship Fund	230	480	480	744	744	514
Safe, Clean Water and Natural Flood Protection Fund	700	1,243	1,243	2,743	3,743	3,771
Water Utility Enterprise Fund	8	(219)	(149)	1,676	1,676	4,187
Information Technology Fund	300	300	400	400	400	400
TOTAL	1,238	1,804	1,974	5,563	6,563	8,872

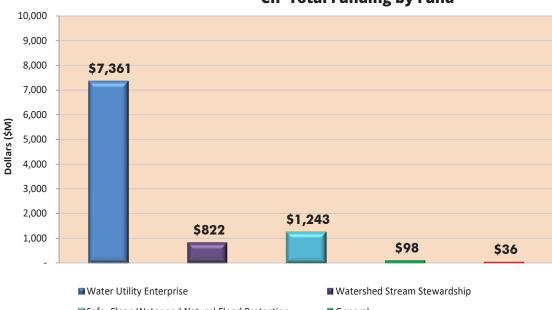
**VII-4** :: 2024–2028 Five-Year Capital Improvement Program

#### CIP FUNDING SUMMARY

Of the \$9.561 billion in total Valley Water funding for current and future projects, the Board appropriated \$2.546 billion in prior years through June 30, 2023

(the end of fiscal year 2022-23). This year's CIP process identified additional funding needs of \$7.015 billion to complete the projects in the CIP, with \$409 million allocated in fiscal year 2023-24 and a total of \$6.606 billion proposed for future years.

#### **CIP Total Funding by Fund**



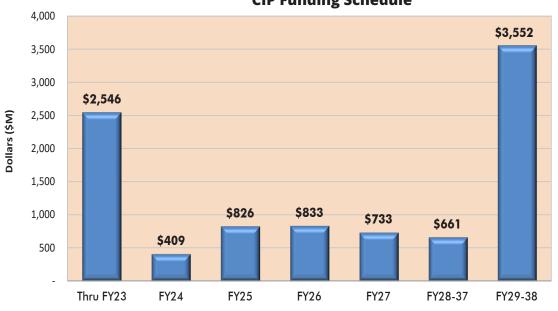
The needed \$9.561 billion to implement the 63 capital projects as defined in the CIP are funded by five of Valley Water's funds.

■Safe, Clean Water and Natural Flood Protection

General

■ Information Technology

#### **CIP Funding Schedule**



This chart shows the funding schedule for the \$9.561 billion to implement the 63 capital projects.

### **CIP Project Funding Schedule for Water Utility Enterprise Fund (\$K)**

PROJECT NAME	Through FY22	FY23	FY23 Unspent	FY24	FY25	FY26	FY27	FY28	FY29-38	TOTAL
Almaden Dam Improvements	14,772	-	257	57	384	19,193	119	187	26,615	61,326
Anderson Dam Seismic Retrofit (C1)	157,396	28,639		26,749	62,890	95,701	96,354	97,109	439,912	1,004,750
Anderson Dam Tunnel	47,493	102,110	417	59,590	35,691	1,437	-	-	-	246,321
Coyote Creek Flood Management Measures	5,112	24,070	9,380	53,991	31,791	585	125	37	-	115,712
Coyote Creek Chillers	13,664	6,023	5,424	3,229	11	-	-	-	-	22,927
Coyote Percolation Dam Replacement	1,116	4,051	-	12,496	77	-	-	-	-	17,740
Cross Valley Pipeline Extension	4,190	7,712		-	-	-	-	-	-	11,902
Calero and Guadalupe Dams Seismic Retrofits	36,682	-	3,955	523	109	114	454	14,082	211,466	263,430
Coyote Pumping Plant ASD Replacement	4,368	9,294	-	13,060	1,115	95	-	-	-	27,932
Coyote Warehouse	9,718	126	-	-	-	-	-	-	-	9,844
Dam Seismic Stability Evaluation	22,653	417	291	127	314	528	417	436	6,975	31,867
Small Capital Improvements, San Felipe Reach 1-3	n/a	6,181		7,005	1,175	103	3,616	14,381	48,645	81,106
Pacheco Reservoir Expansion Project (A1)	71,826	30,800		41,994	20,006	17,282	27,031	239,450	2,332,308	2,780,697
10-Year Pipeline Rehabilitation (FY18-FY27)	88,477	16,304	-	27,291	11,568	9,641	1,659	-	-	154,940
Almaden Valley Pipeline Replacement Project	1,509	79	462	1,677	2,235	2,336	2,674	2,401	100,417	113,328
Distribution System Master Plan Implementation	5,240	730		1,933	856	-	-	-	-	8,759
FAHCE Implementation	=	-		-	-	-	4,739	4,379	135,990	145,108
Pacheco/Santa Clara Conduit Right of Way Acquisition	4,993	847	1,360	74	216	-	-	-	-	6,129
SCADA Master Plan Implementation	3,749	1,571	337	389	757	-	-	-	-	6,466
Small Capital Improvements, Raw Water Transmission	n/a	1,010	-	1,020	2,442	970	775	922	8,352	15,491
Small Capital Improvements, Treated Water Transmission	n/a	297	-	276	350	48	-	50	333	1,354
Treated Water Isolation Valves	1,271	-		609	2,159	1,987	607	1,936	215	8,784
Vasona Pump Station Upgrade	3,828	922	2,002	-	9,094	14,110	3,167	-	-	31,122
PWTP Residuals Management	2,276	1,857	-	1,488	10,070	18,849	9,590	-	-	44,130
RWTP Residuals Remediation	61,835	18,397	6,179	1,209	-	-	-	-	-	81,441
RWTP Ammonia Storage & Metering Facility Upgrade		-		630	502	575	3,105	2,421	-	7,233
RWTP Reliability Improvement	272,486	6,036	12,358	22,177	68,464	93,560	89,229	46,710	29,181	627,843
Small Capital Improvements, Water Treatment	n/a	4,509		3,397	6,240	6,167	6,339	1,287	18,641	46,580
STWTP Filter Media Replacement Project	3,460	11,464	-	5,100	-	-	-	-	-	20,024
Water Treatment Plant Electrical Improvement Project	1,526	2,412	1,712	-	6,198	4,310	4,067	-	-	18,513
WTP Master Plan Implementation	4,669	732		3,060	819	-	-	-	-	9,280
Purified Water Program	28,618	10,934		48,959	408,080	325,101	275,327	113,981	197	1,211,197
Land Rights - South County Recycled Water PL	547	3,260	-	3,010	-	-	-	-	-	6,817
South County Recycled Water Pipeline	52,115	7,306	488	374	24	-	-	-	-	59,819
FAHCE Stevens Creek Fish Passage Enhancement - 90%	765	-		-	-	1,233	2,005	1,149	41	5,194
Coyote Percolation Dam Fish Passage Phase 2	-	-	-	-	-	-	2,000	2,090	15,821	19,911
Ogier Ponds Construction (e.g. Ogier Ponds)  WTP-WQL Network Equipment	2,996	- 1,274	- 783	-	- 2,140	2,582	11,533 7	11,879 586	- 3,437	23,412 13,022
TOTAL		309,364	45,405	341,494	685,777	616,507	544,940	555,472	3,378,546	7,361,449

## **CIP Project Funding Schedule for Watershed and Stream Stewardship Fund (\$K)**

PROJECT NAME	Through FY22	FY23	FY23 Unspent	FY24	FY25	FY26	FY27	FY28	FY29-38	TOTAL
Palo Alto Flood Basin Tide Gate Structure Replacement	7,537	-	443	-	412	456	477	498	2,849	12,229
Permanente Creek, SF Bay to Foothill Expressway	17,813	2,493	-	21	22	-	-	-	-	20,348
San Francisquito Creek, SF Bay thru Searsville Dam	4,064	-	-	-	-	-	-	-	-	4,064
San Francisquito Creek, Early Implementation	1,614	-	-	-	-	-	-	-	-	1,614
Guadalupe River Tasman Dr - I-880	5,613	-	-	1,342	1,100	32,465	31,238	31,338	-	103,096
Berryessa Ck, Lower Penitencia Ck to Calaveras Blvd Phs 1 (E3)	50,191	-	3,221	-	-	-	-	-	-	50,191
Berryessa Ck, Lower Penitencia Ck to Calaveras Blvd Phs 2 (E3)	85,580	1,907	-	345	257	-	-	-	-	88,088
Berryessa Ck, Lower Penitencia Ck to Calaveras Blvd Phs 3 (E3)	-	-	-	-	-	-	-	-	25,954	25,954
Lower Penitencia Ck Improvements, Coyote Ck to Berryessa Ck	26,718	8,150	-	78	82	86	-		-	35,113
Lower Silver Creek, I-680 to N. Babb Rd (Reach 4 Planning)	2,371	-	-	-		-	-	-	-	2,371
Lower Silver Creek, I-680 to Cunningham (Reach 4-6)	97,199	52	1,967	-	-	-	-	-	-	97,251
Lower Silver Creek, I-680 to Cunningham, Reimbursable (Reach 4-6)	1,928	-	-	-		-	-		-	1,928
Upper Penitencia Creek, Coyote Creek to Dorel Drive	23,029	-	4,060	-	-	-	-	-	-	23,029
Upper Penitencia Ck, Coyote Ck-Dorel Dr, Corps	9,467	-	-	-	-	-	-	-	-	9,467
Upper Penitencia Ck, Coyote Ck-Dorel Dr, LERRDs	2,309	-	-	-	-	-	-	-	-	2,309
Llagas Creek–Lower, Capacity Restoration, Buena Vista Road to Pajaro River	6,947	-	2,287	-	2,124	3,452	358	-	-	12,880
San Francisco Bay Shoreline	82,618	15,892	-	2,796	56	16,805	-	-	-	118,167
San Francisco Bay Shoreline - Contribution	490	-	-	-	-	-	-	-	-	490
Shoreline Early Implementation	359	-	-	-	-	-	-	-	-	359
Watersheds Asset Rehabilitation Program	50,273	6,741		8,387	6,645	6,858	9,849	10,181	77,979	176,913
FAHCE Stevens Creek Fish Passage Enhancement - 10%	85	-		-	-	137	223	128	5	577
FAHCE Stevens Creek Fish Passage Construction - 100%	-	-		-	-	-	520	3,545	9,599	13,664
Ogier Ponds Construction (e.g. Ogier Ponds)	-	-	-	-	-	-	11,533	11,879	-	23,412
Calabazas/San Tomas Aquino Creek-Marsh Connection	7,267	1,751		1,394	1,733	1,805	1,785	-	-	15,735
Pond A4 Resiliant Habitat Restoration Project	-	-	-	4,725	1,024	-	-	-	-	5,749
TOTAL	460,443	36,986	7,918	19,087	13,454	62,063	55,982	57,568	116,386	821,969

### Project Funding Schedule for Safe, Clean Water and Natural Flood Protection Fund (\$K)

PROJECT NAME	Through FY22	FY23	FY23 Unspent	FY24	FY25	FY26	FY27	FY28	FY29-38	TOTAL
IRP2 Additional Line Valves (A3)	2,593	1,220		3,559	3,609	3,465	2,199	101	91	16,837
Permanente Creek, SF Bay to Foothill Expressway	94,918	-	-	460	-	-	-	-	-	95,378
San Francisquito Creek, SF Bay thru Searsville Dam	6,411	-							-	6,411
(E5) San Francisquito Creek - Construction, SF Bay to Middlefield Road (E5)	63,689	-	10,971	4,917	25,433	9,955	447	455	121	105,018
Sunnyvale East and West Channels (E2)	37,471	931	9,481	-	13,785	5,513	238	-	-	57,938
Guadalupe Rv-Upper, Fish Passage Mods	2,651	-	-	-	-	-	-	-	-	2,651
Guadalupe Rv-Upper, I-280 to SPRR (Rch 6) (E8)	35,267	30	644	-	-	-	-	-	2,389	37,686
Guadalupe Rv-Upper, SPRR-Blossom Hill (Rch 7-12) (E8)	89,399	-	19,875	-	-	-	17,928	19,113	1,953	128,393
Guadalupe Rv–Upper, Actuals chg to other proj numbers	7,887	-		-	-	-	-	-	-	7,887
Berryessa Ck, Calaveras-I-680 - Corps	35,594	-	11,465	1,147	-	-	-	-	-	36,741
Berryessa Ck, Calaveras-l-680 - Reimbursable	17,670	-	-	-	-	-	-	-	-	17,670
Berryessa Ck, Lower Penitencia Ck to Calaveras Blvd Phs 3 - Planning and Design (E3)	-	-			-	-	-	-	8,524	8,524
Coyote Creek, Montague Expressway to Tully Road (E1)	18,857	6,373	2,199	1,604	14,439	99,497	79,982	3,364	603	224,719
Upper Penitencia Ck, Coyote Ck-Dorel Dr, Corps (E4)	11,253	-	4,060	-	-	-	-	-	-	11,253
Llagas Creek-Upper, LERRD's (E6b)	48,088	-		21	22	-	-	-	-	48,131
Llagas Creek-Upper, USACE Coordination (E6a)	155,169	16,885	23,016	-	734	285	-		-	173,073
Llagas Creek–Upper, Technical Studies	1,446	-	-	-	-	-	-	-	-	1,446
Llagas Creek-Upper, Design (E6)	28,193	-	4,521	-	-	-	-		-	28,193
Llagas Creek-Phase 2B Construction	-	-		22,400	56,000	11,200	-	-	-	89,600
San Francisco Bay Shoreline - EIA 11 Design & Partial Construction (E7)	17,516	-	-	-	-	-	-	-	-	17,516
San Francisco Bay Shoreline - ElAs 1-4	5,646	1,760	1	2,707	1,119	5,934	6,201	6,480	-	29,847
San Francisco Bay Shoreline - ElAs 5-9	1,045	1,045	-	1,045	3,276	3,423	3,578	-	-	13,412
Hale Creek Enhancement Pilot Study (D6.1)	8,847	3,500	-	10	33	-	-	•	-	12,389
Almaden Lake Improvements (D4.1)	16,742	20,855	27,662	-	-	-	-	-	-	37,597
South Bay Salt Ponds Restoration (D8)	308	-		-	-	-	-	-	-	308
SCW Fish Passage Improvements (D4.3)	5,508	16	190	-	-	-	-	-	-	5,524
Bolsa Road Fish Passage Improvement (D6.2)	2,205	4,170	3,234	2,662	27	29	89	-	-	9,182
SCW D4.3 Fish Passage Improvements	-	-		666	854	1,093	1,000	4,000	-	7,613
SCW Ogier Ponds Separation from Coyote Creek (D4.2)	2,649	113	303	1,232	1,840	3,399	3,060		-	12,293
TOTAL	717,022	56,898	117,622	42,430	121,171	143,793	114,722	33,513	13,681	1,243,229

### **Project Funding Schedule for General Fund (\$K)**

PROJECT NAME	Through FY22	FY23	FY23 Unspent	FY24	FY25	FY26	FY27	FY28	FY29-38	TOTAL
Facility Management, Small Capital Improvements	n/a	4,492	-	4,000	4,006	4,000	4,000	4,000	40,000	64,498
Security Upgrades and Enhancements	-	314	-	314	334	349	7,329	8,564		17,204
Headquarters Operations Building	2,020	2,080	3,380	-	-	5,737	4,031	1,407	1,135	16,410
TOTA	2,020	6,886	3,380	4,314	4,340	10,086	15,360	13,971	41,135	98,112

FY 2022-23 Funds to be reappropriated

### **Project Funding Schedule for Information Technology Fund (\$K)**

PROJECT NAME		Through	FY23	FY23 Unspent	FY24	FY25	FY26	FY27	FY28	FY29-38	TOTAL
Data Consolidation		1,232	-	375	17	39	-	-	-	-	1,288
IT Disaster Recovery		2,602	-	1	44	-	-	-	-	-	2,646
ERP System Implementation		17,329	237	-	-	-	-	-	-	-	17,566
Software Upgrades & Enhancements		4,400	1,234	-	1,322	1,159	778	2,117	889	2,513	14,412
	TOTAL	25,563	1,471	376	1,383	1,198	778	2,117	889	2,513	35,912

FY 2022-23 Funds to be reappropriated

## **CIP Funding Schedule Summary for All Funds (\$K)**

FUND NAME	Through FY22	FY23	FY23 Unspent	FY24	FY25	FY26	FY27	FY28	FY29-38	TOTAL
Water Utility Enterprise	929,350	309,364	45,405	341,494	685,777	616,507	544,940	555,472	3,378,546	7,361,449
Watershed Stream Stewardship	460,443	36,986	7,918	19,087	13,454	62,063	55,982	57,568	116,386	821,969
Safe, Clean Water and Natural Flood Protection	717,022	56,898	117,622	42,430	121,171	143,793	114,722	33,513	13,681	1,243,229
General	2,020	6,886	3,380	4,314	4,340	10,086	15,360	13,971	41,135	98,112
Information Technology	25,563	1,471	376	1,383	1,198	778	2,117	889	2,513	35,912
TOTAL	2,134,398	411,605	174,701	408,708	825,939	833,227	733,121	661,414	3,552,261	9,560,672