Overview
The Santa Clara Valley Water District’s (Valley Water) Capital Improvement Program (CIP) Fiscal Year (FY) 2025-29 Five-Year Plan is a projection of Valley Water’s capital funding for planned capital projects from FY 2024-25 through FY 2028-29. The purpose of the CIP is to document planned Valley Water projects to help integrate Valley Water work with the larger community by aligning Valley Water planning with other local agency planning efforts.

Valley Water’s CIP is developed following the guidelines of the Government Code (GC) § 65403 which governs the development and annual review of Capital Improvement Programs developed by special districts in the State of California. State law requires that the program be reviewed and updated annually. It also requires circulation of the document to all agencies having land use authority within Valley Water boundaries prior to adoption of the program. This document is intended to provide the information necessary to facilitate planning and construction of water-related infrastructure to meet the needs of Santa Clara County.

The CIP is prepared in accordance with the guidelines established by the Government Finance Officers Association (GFOA). Capital projects in this document are defined by both the accounting criteria for capital investment and the California Public Contract Code definition of public works. They exceed $50,000 in cost, have long-term life spans, and are generally nonrecurring. They usually fall within one of the following six categories:

1. Acquisition of land for public purpose;
2. Construction of a significant facility, i.e. a flood protection facility, a water treatment facility, or a building;
3. Addition to or expansion of an existing facility;
4. Nonrecurring rehabilitation or major repair to all or part of a facility provided the total cost is more than $50,000;
5. Specific planning, engineering study, or design work related to an individual project which falls within the above categories; and
6. Significant one-time investment in tangible goods of any nature, the benefit of which will accrue over several years. Examples include items such as large initial investments or improvements in technology or the purchase of a new telephone system.

The CIP includes several Small Capital Improvement Projects in the various funds. These projects will be ongoing and will be used to fund multiple small projects to undertake repairs, replacements, and minor modifications to existing water utility, watershed, or campus facilities. Small Capital Improvements generally meet the following criteria:

1. Project cost is less than $5 million (unless otherwise approved by the Board);
2. Project can be completed within two fiscal years; and
3. Rights-of-way acquisition is not required.

The proposed funding for the Water Supply Small Capital Improvement projects are anticipated to vary each year based on the work identified in the Water Utility Asset Management Plan. The Small Capital Improvement Projects under Buildings & Grounds and Information Technology are funded at a flat rate each year. Unspent funds in these projects will not carry forward from previous years, unless otherwise approved by the Board.

There are some miscellaneous capital expenditures incurred by Valley Water that are not captured in the CIP. These capital expenditures include certain components of water purchases, indirect costs to manage and train staff that are fully engaged in capital work, and routine replacement of vehicles and large equipment.

**ALIGNMENT WITH ENDS POLICIES**

Valley Water plans, manages, and carries out capital improvements to comply with the Ends Policies and Executive Limitations established by its Board of Directors. Under Valley Water’s Policy Governance Model, Ends Policies describe the outcomes or results to be achieved by Valley Water staff. The Executive Limitations balance the Ends Policies and set limits on staff activities in fulfilling them.
Overview

Program plans, master plans, and the asset management plan are developed to achieve the results established by the Ends Policies and to further define the goals and objectives of each Ends Policy. The Board either formally approves the plans or provides direction to staff, confirming the goals and objectives. These plans then become the basis for staff to propose and develop individual capital projects. Project ideas that are proposed by Operations staff must be vetted via a feasibility study and then validated to prepare a business case for proceeding with a capital investment. Some high-profile feasibility studies are included in the CIP. Alignment of the CIP with program or master plans provides a direct link to Ends Policies and ensures Valley Water’s long-term capital investments are planned and executed according to the Board’s priorities. Three Ends Policies directly drive program or master plans and the types of capital improvements described in the CIP:

- Ends Policy E-2 “Valley Water provides a reliable, safe, and affordable water supply for current and future generations in all communities served.”
- Ends Policy E-3 “Natural flood protection is provided to reduce risk and improve health and safety for residents, businesses, and visitors, now and into the future.”
  - E-3.1 “Maintain flood protection facilities to design levels of protection.”
  - E-3.2 “Assist people, businesses, schools, and communities to prepare for, respond to, and recover from flooding through equitable and effective engagement.”
  - E-3.3 “Increase the health and safety of residents countywide by reducing community flood risk.”
- Ends Policy E-4 “Water resources stewardship protects and enhances ecosystem health.”

(See flowchart “CIP Process Alignment with Ends Policies” on page I-6)

**CIP DEVELOPMENT PROCESS**

Valley Water conducts an annual development process for its CIP. The purpose of the CIP Development Process is to ensure the capital projects included in the CIP:

- Meet the Board’s priorities and contribute to the objectives of Valley Water’s various programs;
- Have identified funding for the duration of the projects; and
- Are coordinated with the local jurisdiction’s General Plans.

The CIP Development Process is carried out in accordance with the following Executive Limitations:

- Executive Limitation EL-4.4.1., “A BAO shall produce an annual Rolling Five-Year Capital Improvement Plan with the first year serving as the adopted capital budget and the remaining years in place as a projected capital funding plan.”
- Executive Limitation EL-4.4.3., “A BAO shall demonstrate to the Board the planned expenditures for the identified and selected capital projects in the Rolling Five-Year Capital Improvement Plan are aligned with the Board’s Ends Policies”

The annual CIP Process is the responsibility of the CIP Group comprised of division managers, with the responsibility to initiate or implement capital projects. The detailed process is a documented QEMS procedure. It includes the following key steps:

- Management review and approval, to ensure staff proposed projects are aligned with Board policies and approved program plans;
- Validation of projects to ensure there is a business case for doing the project and that a capital investment is the best solution;
- Review of all projects, including continuing and newly proposed projects, to ensure the projects in the CIP reflect Board priorities;
- Financial analysis, to determine the capacity of Valley Water’s capital funding sources to fund the proposed capital projects;
- Review of impacts the completed capital project will have on the Operations and Maintenance resources;
- Outreach to local jurisdictions with land use authority, within Santa Clara County, to coordinate Valley Water’s Capital Improvement Program with their General Plans;
- Board review and direction at appropriate steps, to ensure the CIP reflects Board policies and priorities; and
- Board adoption of the CIP Five-Year Plan.

The annual CIP Development Process starts with collecting information on proposed new capital projects in July, followed by the validation of proposed new projects, preliminary scoping, review, and financial analyses to produce a CIP Draft Five-Year Plan in February. The CIP Draft Five-Year Plan serves as a multi-year plan, and together with
Overview

other long-term planning efforts of Valley Water are the basis for the budget for the following fiscal year. This CIP Draft Five-Year Plan is also reviewed by local jurisdictions for consistency with their General Plans. While the CIP Draft Five-Year Plan is being reviewed by the cities and County, the budget is reviewed and finalized. The Board concludes the outreach of the CIP Draft Five-Year Plan with a public hearing. The first year of the CIP is reconciled with the budget; the Resolution to adopt the CIP Final Five-Year Plan and the budget are presented to the Board for approval in May.

BOARD DIRECTION AND CIP OUTREACH

The Board has many opportunities each year to provide direction on projects contained in the CIP Five-Year Plan. The CIP Five-Year Plan is developed in parallel with the budget and the water rates. It is presented to the Board for review and input on multiple occasions throughout the development process. Early in the Validation Process, the list of newly proposed projects is presented to the Board so they can provide direction to staff, followed by Board workshops to review the CIP Preliminary Five-Year Plan to ensure that the document is developed in accordance with Board priorities. The direction received is used to develop the CIP Draft Five-Year Plan which is reviewed by the Board before staff is authorized to release the document for public review. Following a public hearing, the Board approves the resolution to adopt the CIP Final Five-Year Plan in May.

The Board CIP Committee meets throughout the year to review and discuss information related to the development and implementation of the CIP and provide input to staff. The Committee provides recommendations on issues ranging from project implementation to resource utilization and funding sources or distribution. The Committee’s recommendations are presented to the Board for direction on incorporation into the CIP Five-Year Plan document or implementation by staff.

On January 9, 2024, the CIP Preliminary FY 2025-29 Five-Year Plan project list was reviewed and endorsed by the Board. Four new projects were added to the project list, the SCADA Master Plan Implementation Project (SMPiP) Upgrades - Phase 1, San Jose Purified Water Project (SJPWP) - Phase 1, Coyote 10B Freshwater Wetlands Project, and Regnart Creek Rehabilitation Project (F8).

The SMPiP Upgrades - Phase 1 Project will upgrade aging Supervisory Control and Data Acquisition System (SCADA) communications and implement additional backup control center capabilities for SCADA. The estimated project cost is $10.43 million and the project duration is expected to last 9 years.

The San Jose Purified Water Project (SJPWP) - Phase 1 will construct a Demonstration Facility to ensure successful implementation of a SJPWP - Phase 2 (Full-Scale Facility), as well as, ensure that the future direct potable reuse facility will meet new regulations to protect public health and provide reliable drought-proof water supplies for our county. The estimated project cost is $48.97 million and the project duration is expected to last 5 - 6 years.

The Coyote 10B Freshwater Wetlands Project will meet mitigation requirements for the multi-year Stream Maintenance Program (SMP-3) from 2027-2037 in the Santa Clara Basin. The Project will create seven acres of freshwater wetland, one acre of upland habitat, and one and a half acres of channel with the inclusion of fisheries habitat features. The estimated project cost is $8.90 million and the project duration is expected to last 3 - 4 years.

The SCW Regnart Creek Rehabilitation Project (F8) will implement the renewed Safe, Clean Water objectives for the Sustainable Creek Infrastructure for Continued Public Safety Project (F8). The Project will reduce the risk of bank failures that can impact adjacent properties and apply geomorphic principles to reduce the frequency of erosion recurrence. The estimated project cost is $8.97 million and the project duration is expected to last 3 years.

The following are highlights of changes from the previous year that have been approved as the basis for the CIP FY 2025-29 Five-Year Plan:

- To fully fund the Water Supply projects in the CIP FY 2025-29 Five-Year Plan, on May 14, 2024, the Board approved increases in groundwater production charges for FY 2024-25 of 12.9% in North County Zone W-2, 6.6% in South County Zone W-7, and 8% in South County Zone W-8.

- The following significant project changes are driving the groundwater production charges:
  - The Almaden-Calero Canal Rehabilitation Project increased in cost by $4.52 million.
  - The Anderson Dam Seismic Retrofit Project increased in cost by $894.40 million.
  - The Anderson Dam Tunnel Project increased in cost by $6.67 million.
- The Coyote Pumping Plant ASD Replacement Project increased in cost by $36.98 million.
- The Pacheco Reservoir Expansion Project decreased in cost by $31.38 million.
- The Small Capital Improvements, Water Treatment Project increased in cost by $14.07 million.
- The 10-Year Pipeline Rehabilitation (FY 2018-27) Project increased in cost by $15.97 million.
- The Almaden Valley Pipeline Replacement Project increased in cost by $5.96 million.
- The IRP2 Additional Line Valves (A3) Project increased in cost by $8.61 million.
- The Vasona Pump Station Upgrade Project increased in cost by $5.68 million.
- The RWTP Reliability Improvement Project increased in cost by $94.69 million.
- The Water Treatment Plant Electrical Improvement Project increased in cost by $1.93 million.
- The Palo Alto Purified Water Project decreased in cost by approximately $1.157 billion, was removed from the CIP and placed on the unfunded list.

The following are highlights of significant project changes under Flood Protection and Water Resources Stewardship:

- The Lower Guadalupe River Capacity Restoration Project increased in cost by $3.88 million.
- The Berryessa Creek, Lower Penitencia Creek to Calaveras Blvd, Phase 2 Project increased in cost by $1.60 million.
- The Coyote Creek, Montague Expressway to Tully Rd (E1) Project decreased in cost by $3.59 million.

- The Upper Penitencia Creek, Coyote Creek-Dorel Drive (E4) Project increased in cost by $4.04 million.
- The Llagas Creek, Upper, Reimbursable Project increased in cost by approximately $2 million.
- The SF Bay Shoreline, EIAs 5-9 (E7) Project increased in cost by $2.33 million.
- The Small Capital Improvements, Watersheds Asset Rehabilitation Program (WARP) Project increased in cost by $127.49 million.

- The following are highlights of significant project changes under Information Technology:
  - The Small Capital Improvements, Software Upgrades and Enhancements Project increased in cost by $6.46 million.
  - The Small Capital Improvements, WU Computer Network Modernization Project increased in cost by $10.89 million.

- Infrastructure construction projects in the CIP FY 2025-29 Five-Year Plan are experiencing significant cost increases due to construction inflation escalation factor increases, and changes in market conditions.

For reporting on FY 2023-24 expenditures, the CIP FY 2025-29 Five-Year Plan includes the following six (6) projects that are anticipated to be completed and/or closed by June 30, 2024: Cross Valley Pipeline Extension (under ADSRP), Coyote Warehouse, Almaden Lake Improvements (closed), Permanente Creek-S.F. Bay to Foothill Expressway, Berryessa Creek-Lower Penitencia Creek to Calaveras Boulevard, Phase 1, and IT Disaster Recovery.

Additional information regarding project changes can be found in each chapter overview.
Projects in the CIP are typically divided up into planning, design and construction phases. The Board may determine not to implement a project based on various considerations, such as financial constraints, environmental impacts, Operations and Maintenance, or community desire during a project’s planning or design phases. The Board has various opportunities to provide direction and approval of capital projects as shown in the graphic below.

**OPPORTUNITIES FOR BOARD DIRECTION ON CAPITAL PROJECTS**

*Board approval of the Engineer’s Report is required only on projects with zone funding.*
Overview

CIP PROCESS ALIGNMENT WITH ENDS POLICIES

Ends Policy E-2
Valley Water provides a reliable, safe, and affordable water supply for current and future generations in all communities served.

Program Plans or Master Plans
- 1990 SCVWWD Action Plan for reducing disinfection by-product (Board approved)
- Integrated Water Resource Plan (Board Work Studies)
- 1999 Producer-Wholesaler Agreement for Supply of Recycled Water between SCRWA and Valley Water (Board approved)
- 2004 Valley Water Asset Management Program Implementation Plan
- 2005 Urban Water Management Plan (Board approved)
- 2005 Dam Safety Plan
- 2005 Water Infrastructure Reliability Plan
- 2006 South County Water Recycling Master Plan (Board approved)
- 2012 Safe, Clean Water Program (Board/Voter approved)
- 2012 Water Supply Infrastructure Master Plan (Board approved)
- 2013 Recycled Water Master Plan (City of Sunnyvale)
- 2014 South Bay Water Recycling Strategic Master Plan

Ends Policy E-3, E-3.1, E-3.2 & E-3.3
Natural flood protection is provided to reduce risk and improve health and safety for residents, businesses, and visitors, now and into the future. Maintain flood protection facilities to design levels of protection. Assist people, businesses, schools, and communities to prepare for, respond to, and recover from flooding through equitable and effective engagement. Increase the health and safety of residents countywide by reducing community flood risk.

Program Plans or Master Plans
- 1982, 1986, 1990 Benefit Assessment Program (Board approved)
- 2000 Clean, Safe Creek Program (Board/Voter approved)
- 2001 Stream Maintenance Program (Board approved)
- Annual Watershed Facility Inspection Program (for all watersheds)
- Feasibility Cost Sharing Agreements with the US Army Corps of Engineers
- 2012 Safe, Clean Water Program (Board/Voter approved)
- 2020 Measure S, Renewed Safe, Clean Water Program (Board/Voter approved)

Ends Policy E-4
Water resources stewardship protects and enhances ecosystem health.

Program Plans or Master Plans
- CEQA commitments
- Regulatory permitting commitments
- Enhancement Program per Clean Safe Creeks Program (Board/Voter approved)
- Enhancement opportunities determined appropriate by the Board
  - Fish and Aquatic Habitat Collaborative Effort
  - Natural Resource Damage Assessment
  - Other
- 2012 Safe, Clean Water Program (Board/Voter approved)
- 2020 Measure S, Renewed Safe, Clean Water Program (Board/Voter approved)

Strategic Support

Program Plans or Master Plans
- 1990 Facilities Master Plan - Site Analysis Report (Board approved)
- 2005 Needs Assessment and Plan Feasibility Study
- 2012 Campus Master Plan (Board approved)

Strategic Support

Program Plans or Master Plans
- 2001 Information System Master Plan
- 2003 Enterprise-wide Master Communication Plan
- 2012 Information Systems Master Plan

NEW PROJECT VALIDATION, CIP REVIEW AND FINANCIAL ANALYSIS

FY 2025-2029 CIP
- 37 Water Supply Capital Projects

FY 2025-2029 CIP
- 15 Flood Protection Capital Projects

FY 2025-2029 CIP
- 13 Water Resources Stewardship Projects

FY 2025-2029 CIP
- 3 Buildings & Grounds Capital Projects

FY 2025-2029 CIP
- 5 Information Technology Capital Projects
Overview

FISCAL YEARS 2025-29 CIP SUMMARY

The recommended CIP FY 2025-29 Five-Year Plan includes 73 priority projects to implement the goals and objectives of Valley Water’s program plans and master plans. These projects are grouped into five types of improvements:

- **Water Supply Capital Improvements**
  37 projects contributing to Ends Policy E-2

- **Flood Protection Capital Improvements**
  15 projects contributing to Ends Policy E-3

- **Water Resources Stewardship Capital Improvements**
  13 projects contributing to Ends Policy E-4

- **Buildings & Grounds Capital Improvements**
  3 projects supporting Valley Water’s efforts to achieve the Ends Policies

- **Information Technology Capital Improvements**
  5 projects supporting Valley Water’s efforts to achieve the Ends Policies

Each of the 73 projects in the CIP has an identified funding source based on the type of improvement or function of the project.

The principal sources of revenue for Valley Water are property taxes; a special parcel tax, which funds the Safe, Clean Water and Natural Flood Protection Program (Safe, Clean Water Program); and water production charges for the use of groundwater, treated water, and surface water. These revenues are organized into eight funds. Seven of the eight funds have a specific purpose and only finance the operational and capital expenditures related to that purpose.

In 2008, the Board decided to combine the individual watershed funds into a county-wide watershed and stream stewardship fund to send the message that the watershed activities are managed for the benefit of the County. This also streamlines most tracking and accounting activities for staff. Valley Water continues to receive a small amount of revenue from benefit assessments that were approved by voters in the 1980s and 1990s. These funds are dedicated to specific watersheds and the accounting practices to ensure that they are spent and accounted for appropriately have been kept in place. As shown in the chart below, five of the eight funds are used to finance the five types of capital improvements in the CIP Five-Year Plan.

Valley Water aggressively pursues external funding to supplement its principal revenue when practical. For a complete listing of grants and partnerships, (see Appendix A).

A number of Valley Water projects are receiving substantial State funding through grants:

- $504 million for Pacheco Reservoir from the California Water Commission;
- $36 million for Upper Berryessa, Lower Berryessa, Lower Penitencia, and Cross Valley Pipeline Extension from DWR; and
- $61 million for San Francisco Bay Shoreline (Phase I) Project from the San Francisco Bay Restoration Authority.

In addition to Valley Water funding sources, Valley Water has entered into a flexible, low-cost Water Infrastructure Finance and Innovation Act (WIFIA) master loan agreements with the United States Environmental Protection Agency (EPA) that will provide up to:

<table>
<thead>
<tr>
<th>VALLEY WATER PRIORITIES</th>
<th>Valley Water Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of Improvement</strong></td>
<td><strong>Water Utility Enterprise Fund</strong></td>
</tr>
<tr>
<td>Water Supply</td>
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<td>Flood Protection</td>
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<tr>
<td>Water Resources Stewardship</td>
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<tr>
<td>Buildings &amp; Grounds</td>
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<tr>
<td>Information Technology</td>
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</tbody>
</table>

The chart above identifies which types of improvement are associated with each of Valley Water’s five capital funds.
Overview

- $580 million loan funding for the Anderson Dam Seismic Retrofit Project and the Coyote Percolation Dam Replacement Project with a projected final payoff of the loan occurring in 2067.
- $146 million loan funding for the Sunnyvale East and West Channels Flood Protection Project, the Coyote Creek Flood Protection Project, and the Upper Penitencia Creek Project with a projected final payoff of the loan occurring in 2063.
- $1.4 billion loan funding for the Pacheco Reservoir Expansion Project with a projected final payoff of the loan occurring in 2067.

The estimated total funding required to implement the 73 projects defined in the CIP is $10.046 billion. Valley Water has been and continues to be successful in leveraging funding for its capital projects through partnerships with federal, state, and local agencies. Of the $10.046 billion total funding, $1.205 billion is expected from Valley Water’s various partners, such as the U.S. Army Corps of Engineers (USACE), and $8.841 billion from Valley Water.

A list of projects that are funded cooperatively with Valley Water’s partners is summarized in Appendix A. Funding from partners for the cooperative capital projects generally come in two ways:

- Funds that are made available by the partners when needed (cost-sharing agreements or in-kind services), or
- Funds that are reimbursed by the partners after Valley Water advances the needed funds.

Of the $1.205 billion that is expected from Valley Water’s partners, $729 million is advanced by Valley Water and reimbursed later. This $729 million is included in the CIP, and increases Valley Water’s total funding requirement from $8.841 billion to $9.570 billion, to ensure that Valley Water has adequate funding to advance the reimbursement.

The chart “CIP Funding by Type of Improvement” shows how the $9.570 billion to implement the 73 projects is allocated to each of the five types of improvements.

The chart above shows the distribution by type of improvement, of the $9.570 billion total CIP funding as planned in the FY 2025-29 CIP.

Of the $9.570 billion in total funding for the 73 projects identified in the CIP, the Board has appropriated $2.767 billion in prior years (through June 30, 2024, the end of FY 2023-24). This year’s CIP process identified additional funding needs of $6.803 billion to complete the projects in the CIP, with $423 million allocated in FY 2024-25 and a total of $6.380 billion proposed for future years.

The table “CIP Funding Schedule by Type of Improvement and Funding Sources” shown on page I-9 breaks down the fiscal year total by the five types of improvement and by applicable funding sources.
# Overview

## CIP Funding Schedule by Type of Improvement and Funding Sources ($K)

<table>
<thead>
<tr>
<th>Type of Improvement</th>
<th>FY23 Through FY24</th>
<th>FY24 Unspent</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
<th>FY29</th>
<th>FY30-39</th>
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<td>937</td>
<td>1,304</td>
<td>1,218</td>
<td>24,524</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2,386,538</td>
<td>380,784</td>
<td>112,176</td>
<td>423,246</td>
<td>574,740</td>
<td>634,554</td>
<td>696,653</td>
<td>786,394</td>
<td>3,687,351</td>
</tr>
<tr>
<td><strong>CUMULATIVE TOTAL</strong></td>
<td>2,386,538</td>
<td>2,767,321</td>
<td>336,828</td>
<td>3,190,567</td>
<td>3,765,307</td>
<td>4,399,861</td>
<td>5,096,514</td>
<td>5,882,908</td>
<td>9,570,259</td>
</tr>
</tbody>
</table>
As shown in table “CIP Funding Schedule by Type of Improvement and Funding Sources” on page I-9, approximately $113 million of the already appropriated $2.767 billion is not spent and is reappropriated to FY 2024-25 for continued use in those same projects in amounts consistent with the project expenditure schedule for FY 2024-25. The following chart explains the relationship between the CIP Funding Schedule and CIP Expenditure Schedule.