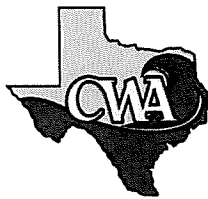


COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
2023 ANNUAL BUDGET



COASTAL WATER AUTHORITY

1801 Main Street, Suite 800
Houston, Texas 77002

Phone: 713-658-9020
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November 9, 2022

The Honorable Sylvester Turner, Mayor
Members of the City Council
City of Houston
P. O. Box 1562
Houston, Texas 77251-1562

**RE: 2023 ANNUAL BUDGET
LAKE HOUSTON FACILITIES PROJECT**

Mayor Turner and Members of the City Council:

In compliance with provisions of the Operating Contract between the City of Houston (the City) and the Coastal Water Authority (CWA), the Board of Directors respectfully submits the 2023 Calendar Year Budget for the Lake Houston Facilities Project for your consideration and approval.

The CWA 2023 Proposed Budget is \$3,880,700, an increase in expenditures of about \$395,200 from the Adopted 2022 Budget. This increase in expenditures is primarily due to the anticipated increases in the cost of supporting the increase in water demand from Lake Houston to the City's East Water Purification Plant. CWA expects to deliver 23.1 billion gallons of surface water as requested by the City compared to the water delivery of 14.3 billion gallons budgeted in 2022. This increase in the amount of water being delivered is the increase in the costs involving the allocation of field staffing efforts along with the increase in electricity usage.

This budget incorporates the activities and assignments requested by the City's Houston Public Works Department and authorized in the Authority's contract with the City as amended by the Mayor and City Council on November 25, 2003. At the direction of the City, CWA will provide maintenance and operational activities to include Lake Houston, the Lake Houston Dam and certain structures and property downstream of the Dam. CWA will also continue to provide the maintenance and operation of the Lake Houston Pump Station and the West Canal Facilities as it has since the original contract was executed in 1995.

The 2023 Capital Improvement Budget includes funding of about \$2.4 million for the Lake Houston Dam Spillway Improvement Project that is supported with a FEMA Grant awarded to the City of Houston. There is also \$680,000 in expenditures from CWA's available Special Project Fund for work on erosion control and upgrading the monitoring equipment on the water flow in the West Canal.

The Authority's Board of Directors and its management team continue to identify activities where costs could be reduced and still allow CWA to meet its obligations to the City. Some of those activities are:

- The Authority has renegotiated the electricity contract and achieved a rate reduction that continues through 2023.

- The Authority anticipates an increase in the renewal of the employees' medical insurance during 2023.

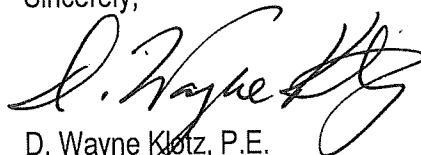
CWA's staffing for electrical and equipment maintenance will be on a job order basis and will be charged to the Lake Houston Facilities Project as they are incurred. Personnel for the mowing season will be provided by CWA from our existing work force and with available mowing equipment. Costs for the mowing operations and other canal maintenance activities will also be charged to the Lake Houston Facilities Project as they are incurred.

The proposed budget is reflective of the City of Houston's desire to maintain acceptable normal service levels while remaining in a position to respond favorably to requests for changes in water volume demands during peak periods. CWA will strive to continue to provide optimum service to our customers and keep maintenance and operating costs within the budget amounts.

It must be pointed out that there are minimal contingencies provided within the budget. In the event of unanticipated occurrences such as water deliveries in excess of 14.2 billion gallons, the failure of high-cost equipment or severe weather conditions that damage the system, a supplemental funding request may be necessary during the 2023 budget year. In the event of an additional funding request, it will be documented as to need and coordinated with the Department of Houston Public Works.

The members of the Board of Directors wish to express their appreciation to everyone involved in this Project, especially those City employees of the Department of Houston Public Works for their cooperation and assistance in furthering the Lake Houston Facilities Project as a major contributory resource for the Houston Combined Utility System. We look forward to continued efforts in planning and providing for the further growth of the City of Houston's water requirements.

Sincerely,



D. Wayne Klotz, P.E.
President, Board of Directors

Attachment

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
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2023 ANNUAL BUDGET

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COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
BUDGET SUMMARY
2023 ANNUAL BUDGET

<u>APPLICATION OF FUNDS</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Expenditures (1)	\$3,485,500	\$2,353,100	\$3,880,700
Capital Outlay	<u>3,325,000</u>	<u>3,325,000</u>	<u>3,078,400</u>
Total Expenditures	6,810,500	5,678,100	6,959,100
Ending Fund Balances (2)	<u>871,328</u>	<u>871,328</u>	<u>970,128</u>
Total Applications	<u><u>7,681,828</u></u>	<u><u>6,549,428</u></u>	<u><u>7,929,228</u></u>
 <u>SOURCE OF FUNDS</u>			
Beginning Fund Balances (2)	844,228	844,228	871,328
Investment Income	500	15,000	46,800
Other Income	<u>30,000</u>	<u>20,000</u>	<u>30,000</u>
Subtotal Sources	874,728	879,228	948,128
Capital Funding - Construction (3)	<u>3,325,000</u>	<u>3,325,000</u>	<u>3,078,400</u>
Subtotal	<u>4,199,728</u>	<u>4,204,228</u>	<u>4,026,528</u>
System Revenue - Project	<u>\$3,482,100</u>	<u>\$2,345,200</u>	<u>\$3,902,700</u>
Total Sources	<u><u>7,681,828</u></u>	<u><u>6,549,428</u></u>	<u><u>7,929,228</u></u>

(1) Includes assets purchased

(2) Operating Fund only.

(3) Special Project Equity Funding/ COH FEMA

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES
FACTS AND ASSUMPTIONS
2023 ANNUAL BUDGET

FACTS

1. The 2023 budget is prepared on a cash basis.
2. Lake Houston Facilities books and records consist of two funds, which are the Operating Fund and the Contingency Fund.
3. The required fund balances have been reflected at the minimum balances per the operating contract.
4. Lake Houston Facilities is charged with direct salary and costs as well as an allocation of certain general items based upon an overall payroll allocation of 15%.
5. The 2023 Capital Outlay Project is to be funded with the City of Houston FEMA funding and CWA's Special Project Equity Fund.

ASSUMPTIONS

1. Salaries anticipate funding the employee benefits of one field retiree.
2. The 2023 budget staffing level supports ongoing activity levels as requested in the operating and maintenance contract.
3. The Lake Houston Dam Spillway Improvement Project continues in 2023.

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
RECONCILIATION OF 2022
BUDGET TO 2023 BUDGET

2022 Budget
to
2023 Budget

2022 Budget

\$3,485,500

Field Salaries Allocation	164,300
Materials and Supplies	137,100
Contract Labor and Equipment	(37,000)
Utilities	52,100
Administrative Expense	61,900
General Operating Expenses (Insurance)	13,800
Engineering, Legal and Professional	<u>3,000</u>

Subtotal 395,200

2023 Budget

\$3,880,700

Capital Improvement (City of Houston FEMA Funding Project # DR-4332-TX-0023)	2,398,400
Lake Houston Dam Erosion Control Structure Repair	250,000
West Canal RTU Upgrades	150,000
Lake Houston Dam Wing Wall Repair	220,000
West Canal Greens Bayou Overflow Repair	40,000
West Canal Concrete Repair	20,000

Total 2023 Capital Improvement Budget: \$3,078,400

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
STATEMENT OF REVENUES AND EXPENDITURES
2023 ANNUAL BUDGET

	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
REVENUES			
Funds provided by City of Houston	\$3,482,100	\$2,345,200	\$3,902,700
Interest on Investments	500	15,000	46,800
Other	30,000	20,000	30,000
Total Revenue	<u>3,512,600</u>	<u>2,380,200</u>	<u>3,979,500</u>
 EXPENDITURES			
Field Salaries	1,185,300	822,800	1,349,600
Materials & Supplies	228,000	92,800	365,100
Contract Labor & Equipment (1)	990,600	448,800	953,600
Utilities	108,500	130,000	160,600
Administrative Expenses	509,600	426,400	571,500
General Operating Expenses	364,400	351,200	378,200
Engineering, Legal & Professional	99,100	81,100	102,100
Subtotal	<u>3,485,500</u>	<u>2,353,100</u>	<u>3,880,700</u>
Total Expenditures	<u>3,485,500</u>	<u>2,353,100</u>	<u>3,880,700</u>
	(2)		(3)
Net Increase (Decrease) in	<u>\$27,100</u>	<u>\$27,100</u>	<u>\$98,800</u>
Operating/Construction Fund Balances			

- (1) Includes assets purchased.
- (2) Increase in required operating reserve.
- (3) Increase in required operating reserve.

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
RECONCILIATION OF FUND ACTIVITY
2023 ANNUAL BUDGET

	OPERATING FUND	CONTINGENCY FUND	TOTAL LAKE HOUSTON FACILITIES PROJECT FUND
Beginning Balance	\$871,328	\$2,000,000	\$2,871,328
Service Revenue	3,902,700	0	3,902,700
Interest Earnings	6,800	40,000	46,800
Other Income	30,000	0	30,000
Transfer - Interest	40,000	(40,000)	0
Expenses	(3,880,700)	0	(3,880,700)
Net Activity	98,800	0	98,800
Ending Balance	\$970,128	\$2,000,000	\$2,970,128

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
WATER DEMAND FORECAST
2023 ANNUAL BUDGET

	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Gallons (in thousands)	<u>14,358,800</u>	<u>14,229,100</u>	<u>23,136,600</u>

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
INVESTMENT AND OTHER INCOME
2023 ANNUAL BUDGET

INVESTMENT INCOME

Average Cash and Investments	\$2,340,000
Average Effective Interest Rate	2.00%
Total	<u>\$ 46,800</u>

OTHER INCOME

Lake Houston Facilities anticipates \$30,000 to be received from the Texas Parks & Wildlife Department for aquatic vegetation control in Lake Houston.

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 SUMMARY OF GENERAL AND ADMINISTRATIVE EXPENDITURES
 2023 ANNUAL BUDGET

<u>GENERAL AND ADMINISTRATIVE EXPENDITURES</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
ADMINISTRATIVE	\$509,600	\$426,400	\$571,500
GENERAL OPERATING (Insurance)	364,400	351,200	378,200
ENGINEERING, LEGAL & PROFESSIONAL	<u>99,100</u>	<u>81,100</u>	<u>102,100</u>
Total	<u>\$973,100</u>	<u>\$858,700</u>	<u>\$1,051,800</u>

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 ADMINISTRATIVE EXPENSES
 2023 ANNUAL BUDGET

Administrative Salaries	\$189,000 (1)
Pension Plan Contribution (11.8% of total compensation)	181,555
Payroll Taxes (7.65% of total compensation)	117,703
Office Lease and Utilities	48,000 (1)
Office Supplies	6,000 (1)
Travel, Meetings and Parking	3,750 (1)
Directors Compensation	4,500 (1)
Printing and Reproduction	3,750 (1)
Telephone/ Data Maintenance	6,000 (1)
Vehicle: Gas & Maintenance	2,250 (1)
Payroll / Employee Processing Services	4,500 (1)
Miscellaneous	4,500 (1)
	<u>\$571,508</u>

(1) Allocated based upon payroll estimate of 15%.

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 OFFICE SALARY ALLOCATION
 2023 ANNUAL BUDGET

Executive Director

Chief Financial Officer

Chief Accountant

Senior Accountant

Senior Accountant

Senior Accountant

Senior Accountant

Executive Secretary

Financial Analyst

	Base Office Salaries	1,260,000
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Office Allocation Factor (1)

	Lake Houston Office Salaries	15.0%
	\$189,000	

(1) Based upon payroll estimate allocation

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
GENERAL OPERATING EXPENSES
2023 ANNUAL BUDGET

INSURANCE PREMIUM DESCRIPTION

Texas Commercial Policy (General Liability)	5,520	(3)	(5)
Watercraft Policy	16,900	(9)	(5)
Public Official & Employees Liability	1,380	(3)	(4) (7)
Pension - Fidelity Bond	60	(3)	(4)
Pension - Fiduciary Responsibility	1,110	(3)	(5)
Medical Insurance	298,500	(3)	(6) (7)
Public Official Position (Director Fidelity)	255	(3)	(4)
Automobile Insurance	4,350	(3)	(5)
Workers Compensation	22,050	(3)	(5) (7)
Dental Insurance	11,700	(3)	(5) (7)
Vision Insurance	3,750	(3)	(5) (7)
Combined Group Life/Short & Long Term Disability	12,600	(3)	(5) (7)
	<u>\$378,175</u>		

- (3) Allocated based upon total payroll estimate of 15%.
- (4) Assumes no rate increase.
- (5) Assumes 5% rate increase.
- (6) Assumes 10% rate increase.
- (7) Assumes full employment.
- (9) Allocated to Maintenance Boat Locations.

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
ENGINEERING, LEGAL AND PROFESSIONAL EXPENSES
2023 ANNUAL BUDGET

Engineering Services	\$40,000 (1)
Legal Services	20,000 (3)
Accounting & Auditing	9,900 (2)
Computer Support services	12,000 (2)
Website Development & Maintenance	6,000 (2)
Hardware, Software Upgrades and Maintenance	9,000 (2)
Miscellaneous Bank Fees	5,200 (3)
	<u>\$102,100</u>

(1) Based upon specific services.

(2) Allocated based upon total payroll estimate of 15%.

(3) Based upon specific and allocated services.

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 SUMMARY OF FIELD EXPENDITURES
 2023 ANNUAL BUDGET

<u>FIELD EXPENDITURES</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
SALARIES	\$1,185,300	\$822,800	\$1,349,600
MATERIALS & SUPPLIES	228,000	92,800	365,100
CONTRACT LABOR AND EQUIPMENT			
Contracted	\$970,000	428,200	877,000
Purchased	\$20,600	20,600	76,600
Subtotal	<u>990,600</u>	<u>448,800</u>	<u>953,600</u>
UTILITIES	108,500	130,000	160,600
Total	<u><u>\$2,512,400</u></u>	<u><u>\$1,494,400</u></u>	<u><u>\$2,828,900</u></u>

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 FIELD EXPENDITURES BY LOCATION
 2023 ANNUAL BUDGET

LOCATIONS	FIELD SALARIES	MATERIALS AND SUPPLIES	CONTRACT LABOR AND EQUIPMENT	UTILITIES	LOCATION TOTAL
Lake Houston & Pump Station	\$618,385	\$85,100	\$636,100	\$160,600	\$1,500,185
West Canal	270,281	108,500	84,300	0	463,081
Dam & Downstream	460,892	171,500	233,200	0	865,592
	<u>\$1,349,558</u>	<u>\$365,100</u>	<u>\$953,600</u>	<u>\$160,600</u>	<u>\$2,828,858</u>

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 SUMMARY OF FIELD SALARIES BY LOCATION
 2023 ANNUAL BUDGET

<u>LOCATION</u>	<u>BASE COMPENSATION</u>	<u>RETIREE PAY (1)</u>	<u>4% OVERTIME (2)</u>	<u>TOTAL</u>
Lake Houston & Pump Station	\$522,486	\$75,000	\$20,899	\$618,385
West Canal	259,886	0	10,395	270,281
Dam & Downstream	443,165	0	17,727	460,892
	<u>\$1,225,537</u>	<u>\$75,000</u>	<u>\$49,021</u>	<u>\$1,349,558</u>

(1) Allows for termination payment to retirees.

(2) Provides for minimum overtime.

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 ANALYSIS OF BASE FIELD SALARIES BY FUNCTION AND LOCATION
 2023 ANNUAL BUDGET

<u>LOCATION AND FUNCTION</u>	<u># OF EMPLOYEES</u>	<u>MAN HOURS (4)</u>	<u>AVG. RATE PER HOUR</u>	<u>BASE SALARIES</u>
<u>MANAGEMENT (1)</u>				
Lake Houston Pump Station	0.38	790	\$74.00	\$58,490
West Canal	0.48	998	74.00	73,882
Dam & Downstream	0.59	1,227	74.00	90,813
Subtotal	<u>1.45</u>	<u>3,016</u>	<u>74.00</u>	<u>223,185</u>
<u>SUPERVISORY PERSONNEL (2)</u>				
Lake Houston Pump Station	0.50	1,040	65.00	67,600
West Canal	0.50	1,040	65.00	67,600
Dam & Downstream	0.55	1,144	65.00	74,360
Subtotal	<u>1.55</u>	<u>3,224</u>	<u>65.00</u>	<u>209,560</u>
<u>ALL OTHER PERSONNEL (3)</u>				
Lake Houston Pump Station	5.78	12,012	33.00	396,396
West Canal	1.73	3,588	33.00	118,404
Dam & Downstream	4.05	8,424	33.00	277,992
Subtotal	<u>11.55</u>	<u>24,024</u>	<u>33.00</u>	<u>792,792</u>
Total Base Salaries	<u>14.55</u>	<u>30,264</u>	<u>\$40.49</u>	<u>\$1,225,537</u>

- (1) Includes Manager of Operations and Production, Manager of Security & General Superintendent.
- (2) Includes Superintendents, Master Electrician, Administrator OPM, and Purchasing Agent.
- (3) Includes Foremen, Electricians and Operators for construction, electrical, maintenance, and all routine operating functions.
- (4) Estimated number of employees at 2,080 hours per year.

COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
ANALYSIS OF MATERIALS AND SUPPLIES BY LOCATION
2023 ANNUAL BUDGET

LOCATION AND DESCRIPTION

LAKE HOUSTON AND PUMP STATION

Air Conditioning Repair Parts	\$2,000
Automotive / Equip Repair Parts	3,000
Building / Grounds Maintenance	4,700
Electrical / Instrument	5,000
Herbicides / Insecticides	2,000
Mechanical, Plumbing, Valves, etc	1,000
Miscellaneous Supplies	26,500
Office / Administrative	5,600
Oils and Lubricants	7,300
Power Tools, Hand Tools & Equip.	21,000
Road Base, Sand, Rock, Rip Rap, etc.	1,000
Tires & Batteries	1,000
Personal Protective Equipment	5,000
	<u>85,100</u>

WEST CANAL

Air Conditioning Repair Parts	1,000
Automotive / Equip Repair Parts	3,000
Building / Grounds Maintenance	2,500
Diesel Fuel	25,900
Electrical / Instrument	3,000
Gasoline	14,400
Herbicides / Insecticides	20,000
Mechanical, Plumbing, Valves, etc	1,000
Miscellaneous Supplies	13,700
Office / Administrative	1,000
Oils and Lubricants	1,000
Power Tools, Hand Tools & Equip.	6,000
Road Base, Sand, Rock, Rip Rap, etc.	10,000
Tires & Batteries	1,000
Personal Protective Equipment	5,000
	<u>108,500</u>

DAM & DOWNSTREAM

Air Conditioning Repair Parts	1,000
Automotive / Equip Repair Parts	3,000
Building / Grounds Maintenance	4,500
Electrical / Instrument	5,000
Herbicides / Insecticides	11,000
Miscellaneous Supplies	23,900
Office / Administrative	8,100
Oils and Lubricants	4,000
Power Tools, Hand Tools & Equip.	9,000
Road Base, Sand, Rock, Rip Rap, etc.	100,000
Tires & Batteries	1,000
Welding Equip & Supplies	1,000
	<u>171,500</u>

Total	<u><u>\$365,100</u></u>
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COASTAL WATER AUTHORITY
LAKE HOUSTON FACILITIES PROJECT
ANALYSIS OF CONTRACT LABOR AND EQUIPMENT BY LOCATION
2023 ANNUAL BUDGET

LOCATION AND DESCRIPTION

LAKE HOUSTON AND PUMP STATION	
Security: Contract Guards	\$ 180,000
Aquatic Vegetation Control	200,000
Major Motor Repair, 1 each	12,000
Major Pump Repair, 1 each	150,000
Security & Safety Training (1st Aid, CPR, AED, Etc.)	40,000
Training: Safety, RMP, Hazwop, Dam, AprPK, Etc.	500
Training: USACE Dam Safety CSE	2,000
Annual Service Contracts:	
Crane/Hoist Test/Certification	400
Pest Control Service	600
Substation, Relay Testing	4,000
Uniform Service	4,500
Generator Load Testing	1,200
Asset Management Software Upgrade	1,300
Purchase Equipment	
Security Camera Purchase and Installation	33,600
Emergency Radios (APX 6000)	5,000
GPS Asset Tracker Units/Annual Service Fee	1,000
	<u>636,100</u>
WEST CANAL	
Equipment Rental Services	\$ 10,000
Contract Labor (Welders, Divers, Tech Spt, etc)	1,000
Security: Fencing Repairs/Replacements	40,000
Annual Service Contracts:	
Asset Management Software Upgrade	1,300
Purchase Equipment	
Skid Steer	10,000
LHPS Lawn Mower - Backordered 2022	22,000
	<u>84,300</u>
DAM & DOWNSTREAM	
Buoy Maintenance/Replacement	10,500
Dam: Debris Removal	200,000
Equipment Rental Services	10,000
Security: Fencing Repairs/Replacement	5,000
Annual Service Contracts:	
Crane/Hoist Test/Certification	400
Generator Load Testing	800
Asset Management Software Upgrade	1,500
Purchase Equipment	
Emergency Radios (APX 6000)	5,000
	<u>233,200</u>
Total	<u><u>\$953,600</u></u>

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 ANALYSIS OF UTILITIES BY LOCATION
 2023 ANNUAL BUDGET

<u>ELECTRICITY</u>					
<u>LOCATION</u>	<u>KW HOURS</u>	<u>AVG. RATE PER HOUR (1)</u>	<u>AMOUNT</u>	<u>ALL OTHER (2)</u>	<u>TOTAL</u>
Lake Houston & Pump Station	2,152,000	\$0.0700	\$150,600	\$10,000	\$160,600
	<u>2,152,000</u>	<u>\$0.0700</u>	<u>\$150,600</u>	<u>\$10,000</u>	<u>\$160,600</u>

- (1) Reflects rate reduction accomplished through contract for electricity beginning July, 2015.
 (2) Includes telephone, water and waste disposal services.

COASTAL WATER AUTHORITY
 LAKE HOUSTON FACILITIES PROJECT
 CAPITAL OUTLAYS
 2023 ANNUAL BUDGET

	<u>Special Project Equity Fund</u>	<u>City of Houston FEMA Funding Project # DR-4332- TX-0023</u>	<u>Total</u>
<u>Lake Houston Dam Spillway Improvement Project:</u>			
Engineering & Design Phase II		\$ 2,398,400	\$ 2,398,400
Lake Houston Dam Erosion Control Structure Repair	\$ 250,000		
West Canal RTU Upgrades	150,000		
Lake Houston Dam Wing Wall Repair	220,000		
West Canal Greens Bayou Overflow Repair	\$ 40,000		
West Canal Concrete Repair	\$ 20,000		\$ 680,000
Total Capital Outlays	<u>\$ 680,000</u>	<u>\$ 2,398,400</u>	<u>\$ 3,078,400</u>