

2018 Budget



Mission Statement

The Board of Water Works of Pueblo is committed to providing the highest quality of water at the lowest possible cost.

We are equally committed to the workforce that helps achieve that goal.

We strive to create and maintain a professional environment that encourages and recognizes teamwork, individual contribution, and the integrity of each employee while providing the opportunity for each employee to grow within the organization.



Board of Water Works
of Pueblo, Colorado



Board of Water Works of Pueblo, Colorado

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"This budget sustains the Board's continuing commitment to a strong fiscal position while providing system reliability and readiness today and in the future."



Seth Clayton
Executive Director



Board of Water Works of Pueblo, Colorado

November 21, 2017

HONORABLE PRESIDENT AND MEMBERS OF THE BOARD BOARD OF WATER WORKS OF PUEBLO, COLORADO

Enclosed for your consideration and adoption is the proposed budget for 2018 outlining a program for personnel, operation and maintenance, capital expenditures, and debt retirement for the Board of Water Works of Pueblo, Colorado. The requirements presented herein represent the **minimum operational needs for 2018**.

The Division Overviews in the Detail of Expenditures section provide **important highlights** to this proposed budget. These overviews will assist you in better understanding changes in the work force as well as clarify the special or major O&M and capital projects we propose in our plan of work for 2018.

After reviewing the critical needs for 2018 and trimming the budget where possible, Staff recommends a water rate increase of 2.75 percent for 2018.

Highlighted below are specific recommendations and notable features included in the proposed plan for 2018 as well as certain estimates regarding results for 2017.

Water Development Fund

The Water Development Fund (WDF) remains the vehicle with which Pueblo Water funds long-term “water development” projects. These projects may range from acquisition of additional water rights and storage to large distribution or transmission infrastructure related projects. Since its inception, the WDF has been used for the financially prudent purpose of utilizing one-time revenue sources for future planning rather than to offset rate increases. That intent remains in Staff’s proposed plan for 2018, by funding the WDF through revenue generated from Public Service Company’s Comanche Unit 3.

Ongoing Projects

- Water rights engineering and legal work for the Bessemer Ditch change case will continue in connection with the 2017 water court filing. The coincident exchange case was filed at the end of 2016. Staff, along with our engineering and legal consultants, plan to schedule meetings with all parties who have filed statements of opposition in either late 2017 or early in 2018 with hopes that a stipulation in the case can be reached.
- Phase 10 of the AMR project was completed in 2016. All meters have now been converted to AMR. Staff tested a sample of the meters installed during the early years of the program in 2017 and will begin replacement rotation in 2018.

2017 Metered Water Revenue

Consumption for 2017 is expected to be approximately 8.24 billion gallons, generating metered water sales of approximately \$23.86 million equaling budgeted projections. At the end of 2017, the unrestricted operating fund balance is expected to be approximately \$18.93 million and is predicted to decline to approximately \$13.29 million in 2019 before rebounding to current levels around 2024.

Metered Water Revenue Assumptions

As a result of drought induced conservation, Staff has maintained lower consumption projections for most customers in subsequent years. The attached ten-year plan reflects a baseline annual consumption of approximately 8 billion gallons. In addition, Staff continues to project a minimal increase in consumption derived from growth. Since annual consumption is highly dependent upon precipitation received, actual results will vary from projections. In the future as more climate change data becomes available we may need to adjust our consumption projections.

Other Major Revenue Sources

- Raw water revenue is typically based upon long-term contracts and \$750,000 per year in short-term leases.
- Plant Water Investment Fees, as a result of modest growth in the housing market, have been reduced in the near term with a gradual increase in later years of the ten-year plan.
- Revenue derived from the contract with an investor owned utility is based upon the minimum “take-or-pay” amount of 12,783 acre feet.
- Revenue from a separate contract with an investor owned utility, for 2017 and beyond, is based upon the minimum “take-or-pay” amount of 1,000 acre feet at potable water rates and 444 acre feet at raw water rates.

Noteworthy Expenditures

- Utilities - \$3.34 million. This amount reflects an estimated increase in electric rates, but takes lower projected consumption levels into consideration.
- Repairs and Maintenance – \$1.11 million. This amount reflects a 9% increase from the 2017 plan.
- Supplies - \$1.3 million. This amount reflects a 7% decrease from the 2017 plan.
- Meter Related Costs including AMR - \$1.08 million.
- Main Expansion and Improvement Projects - \$3.42 million.
- Infrastructure related to the Filter Plant Generator - \$350,000.
- New Motor Control Centers at a Primary Pump Station - \$1.64 million.
- GC/MS Replacement - \$180,000.
- Transportation Equipment - \$423,000. Allocation of \$300,000 for each of the following years in the attached 10yr capital outlay plan.

It should be noted that when looking at the Front Range cities’ average monthly bills (reference Front Range comparison), the Board has the lowest cost of water for major water utilities. For average customers who consume 11,000 gallons per month, the Board’s customers pay 32 percent below the Front Range average, and 67 percent below the highest. When considering the residential rate impact for the Board’s rate increase of 2.75 percent, on average, a customer with a one-inch meter will see a monthly increase of \$1.04.

IN CLOSING, WE RECOMMEND THAT THE BOARD CONSIDER FOR ADOPTION THIS BUDGET WITH A 2.75 PERCENT RATE INCREASE FOR 2018. This budget sustains the Board's continuing commitment to a strong fiscal position while providing system reliability and readiness today and in the future.

We appreciate your continued strong guidance and support for long term planning for the operation, maintenance, capital improvements, salaries and benefits necessary to allow the Board of Water Works and its employees to provide reliable, high quality water service to our customers for 2018 and beyond. Development of a \$41.69 million budget and ten-year financial plan always takes significant work and we want to recognize the outstanding initiative and hard work of Leroy Rittgers as well as Matt Trujillo, Jeanette O'Quin, the Division Managers, Managers and Supervisors in producing this solid financial plan and budget. We also want to take this opportunity to thank all the employees of the Board of Water Works for their great work ethic, positive attitudes and commitment to providing our customers with a dependable supply of high quality water at a reasonable cost, 24 hours a day, 365 days a year.

Sincerely,

A handwritten signature in black ink, appearing to be "L. Rittgers", enclosed within a thin black rectangular border.

Executive Director

Board of Directors



Nicholas Gradisar

Dr. Thomas V. Autobee

Kevin F. McCarthy

Michael A. Cafasso

James H. Gardner

Leading With Vision
Serving With Integrity

RESOLUTION NO. 2017-04

A RESOLUTION ADOPTING THE 2018 FISCAL YEAR BUDGET AND APPROPRIATING FUNDS FOR THE PURPOSE OF OPERATING THE BOARD OF WATER WORKS OF PUEBLO, COLORADO'S GENERAL FUND, DEBT RETIREMENT FUND; AND WATER DEVELOPMENT FUND AND APPROVING A REVISED WATER SCHEDULE IN SUPPORT OF THE 2018 BUDGET.

WHEREAS, the Board of Water Works of Pueblo, Colorado (the Board) desires to continue a sound fiscal policy to support its operation on behalf of the citizens of Pueblo and customers of the Board during the fiscal period commencing January 1, 2018, and ending December 31, 2018, and

WHEREAS, the Executive Director has maintained for the Board a program of financial projection, and

WHEREAS, the Board annually reviews said program and establishes the policy for operation and maintenance of all facilities under the Board's control, and

WHEREAS, it is necessary for the Board to adopt the 2018 budget and appropriate funds in order for the Board to provide water service, and


WHEREAS, the program of financial projection calls for additional revenue to support the operation of the Board.


NOW, THEREFORE, BE IT RESOLVED that the Board hereby:


- (1) Approves and adopts the attached 2018 Budget and authorizes implementation of said Budget by the Executive Director.
- (2) Appropriates the revenue of the General Fund, Debt Retirement Fund and Water Development Fund, as provided in the 2018 Budget to each of said Funds.
- (3) Approves and adopts for implementation with the January, 2018, utility billing the revised water rate schedule as provided in the 2018 Budget.


ADOPTED THIS 21ST DAY OF NOVEMBER, 2017.

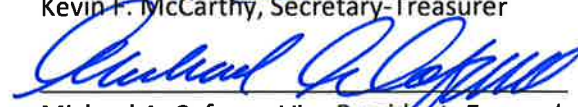
BOARD OF WATER WORKS OF PUEBLO, COLORADO

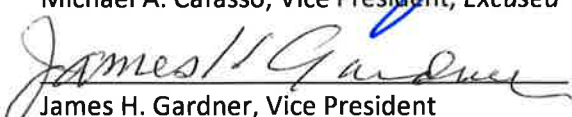

Seth J. Clayton, Executive Director

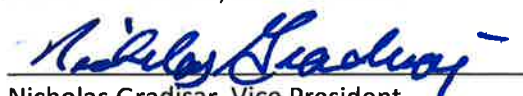

Patrick Garcia, Board Attorney


Thomas V. Autobee, President


Kevin F. McCarthy, Secretary-Treasurer


Michael A. Cafasso, Vice President, Excused


James H. Gardner, Vice President


Nicholas Gradisar, Vice President

Summary of Estimated Fund Balance for Operations and Reserves

Pueblo Board of Water Works
2018 Budget

GENERAL FUND

	<u>OPERATIONS</u>	<u>OPERATION & MAINTENANCE RESERVE</u>	<u>CAPITAL PROJECTS RESERVE</u>	<u>TOTAL</u>
ESTIMATED BEGINNING FUND BALANCE	\$ 18,932,121	\$ 4,151,751	\$ 1,000,000	\$ 24,083,872
ESTIMATED REVENUES AND TRANSFERS	<u>29,474,843</u>	<u>277,750</u>	<u>7,655,747</u>	<u>37,408,340</u>
ESTIMATED EXPENDITURES				
Personnel services	16,185,281	-	-	16,185,281
Operation and maintenance	10,760,848	-	-	10,760,848
Capital outlay	958,140	-	7,655,747	8,613,887
Debt retirement	4,909,383	-	-	4,909,383
Transfer to Water Development Fund	<u>1,219,310</u>	<u>-</u>	<u>-</u>	<u>1,219,310</u>
Total estimated expenditures	<u>34,032,962</u>	<u>-</u>	<u>7,655,747</u>	<u>41,688,709</u>
ESTIMATED ENDING FUND BALANCE	<u>\$ 14,374,002</u>	<u>\$ 4,429,501</u>	<u>\$ 1,000,000</u>	<u>\$ 19,803,503</u>

WATER DEVELOPMENT FUND

	<u>TOTAL</u>
ESTIMATED BEGINNING FUND BALANCE	\$ 4,955,441
ESTIMATED REVENUES AND TRANSFERS	<u>1,265,670</u>
ESTIMATED EXPENDITURES	
Capital outlay	<u>875,000</u>
Total estimated expenditures	<u>875,000</u>
ESTIMATED ENDING FUND BALANCE	<u><u>\$ 5,346,111</u></u>

GENERAL FUND

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 BUDGET
OPERATING REVENUES				
Water sales - Metered	\$ 23,993,983	\$ 23,661,753	\$ 23,863,946	\$ 24,415,375
Water sales - Utility Private	5,715,280	5,900,953	5,900,953	6,063,229
Water sales - Raw water	2,266,558	2,438,581	2,460,590	2,556,076
Water sales - Utility Public	1,108,550	1,144,578	1,144,600	1,176,077
Taps and meters	71,347	55,000	85,000	55,000
Material sales	175,432	55,000	113,000	55,000
Main assessments	5,460	10,000	21,500	10,000
Fire protection - public	10,261	9,365	9,365	9,365
Discounts	1,675	1,500	600	1,500
Rental income	27,837	25,329	25,000	25,688
Late field reading fee	16,700	7,000	17,900	7,000
Turn-on fee	69,720	70,000	69,000	70,000
Check processing fee	15,761	15,000	15,000	15,000
Field collection fee	1,270	1,500	1,500	1,500
Missed appointment fee	1,760	1,500	1,500	1,500
Finance Charges	25,685	1,000	1,000	1,000
Miscellaneous	266,822	75,000	230,000	603,628
Service line protection program	426,981	420,000	429,000	420,000
Plant water investment fee	654,670	350,000	750,000	500,000
Insurance recovery	95	10,000	270	10,000
Comanche operations and maintenance reimbursement	540,290	500,000	550,000	500,000
Busk-Ivanhoe administration fee	25,000	25,000	25,000	25,000
Wastewater billing reimbursement	435,180	449,725	449,725	462,092
Stormwater billing reimbursement	188,880	194,533	194,533	199,883
Total operating revenue	36,045,197	35,422,317	36,358,982	37,183,913
NONOPERATING REVENUES				
Interest income	134,577	149,397	220,000	204,427
Sale of assets	33,217	20,000	20,000	20,000
Contribution (to) from reserve	951,281	4,369,172	1,152,173	4,280,369
Total nonoperating revenue	1,119,075	4,538,569	1,392,173	4,504,796
Total revenue	\$ 37,164,272	\$ 39,960,886	\$ 37,751,155	\$ 41,688,709

GENERAL FUND

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 BUDGET
EXPENDITURES				
PERSONNEL SERVICES				
Administration	\$ 1,008,905	\$ 929,010	\$ 883,033	\$ 1,070,067
Finance	1,417,918	1,674,171	1,621,363	1,537,716
Information Systems	698,217	704,454	676,440	708,494
Water Quality, Treating & Pumping	2,865,238	3,146,958	3,003,144	3,346,934
Transmission, Distribution and Engineering	4,884,024	5,357,408	5,112,382	5,564,112
Facilities Operation & Maintenance	761,093	908,750	848,172	954,906
Water Resources	485,140	533,909	507,344	660,957
Human Resources	2,227,662	2,202,223	2,176,674	2,342,095
Total personnel services	14,348,197	15,456,883	14,828,552	16,185,281
OPERATION AND MAINTENANCE				
Administration	667,407	796,000	717,289	795,050
Finance	832,182	1,122,783	915,878	1,080,218
Information Systems	384,853	464,370	511,096	419,950
Water Quality, Treating & Pumping	2,139,635	2,233,285	2,223,759	2,166,325
Transmission, Distribution and Engineering	960,431	1,438,433	1,111,980	1,285,613
Facilities Operation & Maintenance	3,226,527	3,251,605	3,249,807	3,354,515
Water Resources	1,349,401	1,422,575	1,390,216	1,321,695
Human Resources	310,310	328,560	307,911	337,482
Total operation and maintenance	9,870,746	11,057,611	10,427,936	10,760,848
CAPITAL OUTLAY/ FUND TRANSFERS				
Administration	6,559	15,000	7,819	1,250
Finance	6,014,091	6,087,292	6,077,292	6,153,443
Information Systems	1,275,045	1,083,200	1,324,137	12,500
Water Quality, Treating & Pumping	36,228	278,600	188,790	279,000
Transmission, Distribution and Engineering	3,107,495	2,994,100	3,067,446	5,255,344
Facilities Operation & Maintenance	2,479,151	2,985,600	1,826,583	2,928,903
Water Resources	25,770	1,400	1,400	109,640
Human Resources	990	1,200	1,200	2,500
Total capital outlay	12,945,329	13,446,392	12,494,667	14,742,580
Total expenditures	\$ 37,164,272	\$ 39,960,886	\$ 37,751,155	\$ 41,688,709

DEBT SERVICE FUND

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 BUDGET
NONOPERATING REVENUES				
Interest income	\$ 49,580	\$ 10,000	\$ 10,000	\$ 10,000
Contribution from general fund	<u>4,903,653</u>	<u>4,901,428</u>	<u>4,904,858</u>	<u>4,909,383</u>
Total revenue	<u>4,953,233</u>	<u>4,911,428</u>	<u>4,914,858</u>	<u>4,919,383</u>
DEBT RETIREMENT				
Contribution to reserve	49,580	10,000	10,000	10,000
Principal - Series 2015	2,562,500	2,637,500	2,637,500	2,710,000
Principal - Series B	344,063	357,897	357,897	364,144
Principal - Series 2009	401,667	413,333	413,333	430,833
Interest - Series 2015	475,700	398,825	398,825	324,200
Interest - Series 2000B	279,549	265,610	265,610	255,348
Interest - Series 2009 (net)	<u>840,174</u>	<u>828,263</u>	<u>831,693</u>	<u>824,858</u>
Total debt retirement	<u>4,953,233</u>	<u>4,911,428</u>	<u>4,914,858</u>	<u>4,919,383</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES AND EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

WATER DEVELOPMENT FUND

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 ESTIMATED</u>	<u>2018 BUDGET</u>
NONOPERATING REVENUES				
Interest income	\$ 40,941	\$ 35,550	\$ 37,500	\$ 46,360
Net transfer from General Fund	1,101,599	1,167,164	1,163,734	1,219,310
Contribution (to) from reserve	<u>-</u>	<u>297,286</u>	<u>298,766</u>	<u>-</u>
Total nonoperating revenue	<u>1,142,540</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,265,670</u>
EXPENDITURES				
Outside services	287,786	500,000	500,000	775,000
Capital Improvements	-	1,000,000	1,000,000	100,000
Contribution to (from) reserve	<u>854,754</u>	<u>-</u>	<u>-</u>	<u>390,670</u>
Total expenditures	<u>1,142,540</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,265,670</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES AND EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



Headwaters Fountain at Night

Pueblo's water works for you!



Board of Water Works of Pueblo, Colorado

OVERVIEW ADMINISTRATION

Administration is responsible for the overall planning, management and coordination of all functions of Pueblo Water's operations. Included in the Administration budget are funds for personnel services of the Directors and support staff. Along with responsibility for the overall administration and planning for Pueblo Water, the division focuses on legislation, internal and external communication, as well as major contract negotiations and coordination of outside legal and professional services contracts.

The Water Development Fund (WDF) was established in 1999 to assist with financing future water expansion projects and water rights acquisitions. This year's 10 year cash flow includes 100% of the Public Service Company Unit 3 revenues being dedicated to the WDF rather than the General Fund. We will continue to fund the on-going engineering and legal expenses connected with our Bessemer Ditch water rights change case out of the funds available in the WDF. The WDF will continue to provide additional flexibility to deal with significant unexpected emergency capital expenditures along with funding future water system expansion including development of water storage sites as well as possible future purchases of additional water rights.

In 2018, we will continue to enhance and expand our communication and education outreach programs for external and internal relations through the following programs:

- ◆ **Annual Mountain Tour (funding identified in Water Resource budget)**
- ◆ **Conduct community outreach via Children's Water Festival and public education including presentations to students, civic groups and radio talk shows**
- ◆ **Foster positive relationships with media representatives through organized informational sharing**
- ◆ **Keep the Water Board's visibility high by attending and sponsoring community events and meetings of both Chambers of Commerce, Pueblo Downtown Association, CSU-Pueblo, PCC, PEDCO, and others**
- ◆ **Promote improved internal communication through the e-Pipeline newsletter, roundtable forums, employee events, Corporate Cup, employee awards banquet, WET Committee and other employee involvement programs**
- ◆ **Enhance content of pueblowater.org website**
- ◆ **Continue investment in the CARES Program at \$107,500**
- ◆ **Continue to participate in the future of Colorado's water supply through the Front Range Water Council, Colorado Water Congress, Arkansas Basin Roundtable, Arkansas River Basin Water Forum and by actively working with our elected representatives**
- ◆ **Continue to explore new and better ways of communicating to our employees and customers through more efficient use of electronic media**
- ◆ **Continue to encourage wise use of water**
- ◆ **Continue to be active in local emergency response and risk communication organizations**

Workforce Development is on-going so funds have been incorporated throughout the budget, including \$12,000 in the Administration budget for continuation of the college tuition reimbursement program for employee education and professional development. The addition of the Advance Skills & Knowledge (ASK) Committee will help advance and focus the employee education and training program plus help ensure our employees can attain the certifications necessary to pursue their chosen career path. Investment in employee education, training, and certification will continue to enhance our ability to deliver quality service to our customers.

Seth J. Clayton

**PERSONNEL SERVICES
ADMINISTRATION**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
SALARIES & WAGES				
Director	\$ 500,704	\$ 438,204	\$ 407,530	\$ 453,750
Specialist	200,193	218,618	203,315	284,505
Board Members	<u>13,800</u>	<u>13,800</u>	<u>13,800</u>	<u>13,800</u>
Total salaries and wages	<u>714,697</u>	<u>670,622</u>	<u>624,645</u>	<u>752,055</u>
BENEFITS				
Longevity	3,651	3,369	3,369	3,851
Employee assistance	144	131	131	131
Social security	53,959	52,001	52,001	59,510
Pension	22,204	19,298	19,298	22,148
Health insurance	87,503	91,366	91,366	124,567
Dental insurance	5,112	4,784	4,784	6,269
Disability insurance	5,181	4,503	4,503	5,168
Life insurance	8,418	7,329	7,329	8,417
Sick leave	51,446	29,365	29,365	34,334
Vacation leave	<u>56,590</u>	<u>46,242</u>	<u>46,242</u>	<u>53,617</u>
Total benefits	<u>294,208</u>	<u>258,388</u>	<u>258,388</u>	<u>318,012</u>
Total personnel services	<u>\$ 1,008,905</u>	<u>\$ 929,010</u>	<u>\$ 883,033</u>	<u>\$ 1,070,067</u>

**OPERATION AND MAINTENANCE
ADMINISTRATION**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
OPERATION AND MAINTENANCE				
Outside services	\$ 529,515	\$ 572,900	\$ 515,423	\$ 573,400
Utilities - other	4,369	5,150	5,370	5,400
Maintenance	1,914	2,250	2,453	2,000
Advertising	8,859	12,600	10,800	12,600
Travel and training	59,878	136,750	108,967	132,950
Office supplies	2,217	3,000	2,701	3,000
Subscriptions and memberships	<u>60,655</u>	<u>63,350</u>	<u>71,575</u>	<u>65,700</u>
Total operation and maintenance	<u>\$ 667,407</u>	<u>\$ 796,000</u>	<u>\$ 717,289</u>	<u>\$ 795,050</u>

**CAPITAL OUTLAY
ADMINISTRATION**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
CAPITAL OUTLAY				
Computer and office equipment	\$ <u>6,559</u>	\$ <u>15,000</u>	\$ <u>7,819</u>	\$ <u>1,250</u>



At Your Service



Board of Water Works of Pueblo, Colorado

OVERVIEW FINANCE

The Finance Division encompasses the departments of Accounting, Billing, Customer Service, and Purchasing. These departments provide a variety of business services to internal and external customers.

The focus of the Division remains on improving the level of service through leveraging available technology. We plan to explore and evaluate the second phase of our Enterprise Resource Planning (ERP) system conversion during 2017 for implementation during 2018. This phase will address general ledger, inventory, purchasing and payroll.

Customer Service, IS, and TD&E teams implemented a new Customer Information System software package in May 2017. The new software has increased the number of automated processes and allows for enhanced efficient customer service through improved customer self-service options, a mobile work order system, business intelligence tools, and introduction of a new water bill format that is easier to read. The online customer portal has engaged customers through increased account visibility of accurate and detailed information regarding consumption, bill history, payment options and self-service features such as check consumption work orders. Since inception, the customer portal has seen an increase in accounts by 57 percent with over 10,500 registered accounts.

Customer Service continued to team up with professionals at Black Hills Energy for a collaborative customer service training retreat in 2017. This professional development initiative focused on “Verbal Judo” and improved the level of service delivery for both agencies who serve the same customer base and have similar goals of providing the best possible customer service at the lowest possible cost. This training partnership will continue in 2018 to further build upon each year’s training topics towards customer service excellence.

During 2016, a new internal Purchasing portal was created for Pueblo Water’s staff to share information and provide services related to purchasing. The new portal allows end users to quickly search for purchasing policy and operating procedures, bid specification templates, contract templates, and purchasing card guidelines.

Purchasing continues to streamline the procure-to-pay process with the Procurement Card/ E-payables program. The program has improved the procurement process by reducing the need for requisitions, invoices and petty cash. Goods and services are received and paid in a timely manner with efficient and enhanced tracking of expenses.

Jeanette O’Quin

**PERSONNEL SERVICES
FINANCE**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 BUDGET
SALARIES & WAGES				
Manager	\$ 184,240	\$ 192,224	\$ 178,769	\$ 204,233
Supervisor	20,171	77,381	71,964	-
Specialist	149,487	216,474	201,321	162,726
Skills and trades	585,179	684,188	636,295	663,226
Part-time/ temporary	11,719	14,779	18,389	25,025
Overtime	15,054	14,500	40,000	14,500
Total salaries and wages	965,850	1,199,546	1,146,738	1,069,710
BENEFITS				
Longevity	8,906	8,904	8,904	7,942
Employee assistance	391	393	393	371
Social security	83,502	85,065	85,065	79,351
Pension	30,943	29,715	29,715	28,338
Health insurance	159,002	191,806	191,806	195,231
Dental insurance	10,678	10,382	10,382	11,111
Disability insurance	7,254	7,650	7,650	6,908
Life insurance	11,925	12,778	12,778	11,339
Sick leave	61,267	54,141	54,141	54,089
Vacation leave	78,200	73,791	73,791	73,326
Total benefits	452,068	474,625	474,625	468,006
Total personnel services	\$ 1,417,918	\$ 1,674,171	\$ 1,621,363	\$ 1,537,716

**OPERATION AND MAINTENANCE
FINANCE**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
OPERATION AND MAINTENANCE				
Outside services	\$ 259,961	\$ 284,448	\$ 289,988	\$ 292,480
Utilities	84,177	84,745	74,560	92,220
Maintenance - office equipment	2,966	9,765	9,473	8,870
Equipment lease and rental	828	900	828	900
Interest expense - meter deposits	885	1,000	1,000	1,000
Collection expense	667	750	750	750
Cash (over) short	132	150	150	150
Contingency	-	200,000	-	150,000
Insurance - property	246,948	264,000	264,000	259,000
Advertising	1,040	1,500	1,500	1,500
Travel and training	12,316	16,300	14,773	13,950
Office supplies	33,406	44,450	43,752	44,600
Postage	185,864	212,000	212,000	212,000
Subscriptions and memberships	<u>2,992</u>	<u>2,775</u>	<u>3,104</u>	<u>2,798</u>
 Total operation and maintenance	 <u>\$ 832,182</u>	 <u>\$ 1,122,783</u>	 <u>\$ 915,878</u>	 <u>\$ 1,080,218</u>

**CAPITAL OUTLAY
FINANCE**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
CAPITAL OUTLAY/ FUND TRANSFERS				
Computer and office equipment	\$ 8,839	\$ 18,700	\$ 8,700	\$ 24,750
Transfer to Debt Service Fund	4,903,653	4,901,428	4,904,858	4,909,383
Transfer to Water Development Fund	<u>1,101,599</u>	<u>1,167,164</u>	<u>1,163,734</u>	<u>1,219,310</u>
Total capital outlay and fund transfers	<u>\$ 6,014,091</u>	<u>\$ 6,087,292</u>	<u>\$ 6,077,292</u>	<u>\$ 6,153,443</u>



High Level Technology



OVERVIEW INFORMATION SYSTEMS

The Information Systems Department (IS) is responsible for all technology-related services used by employees and customers. Services include, but are not limited to, custom applications and web development, infrastructure (systems, network, and telephony) administration, and ensuring an environment that is secure, reliable and scalable. In addition, IS is responsible for processing customer bill printing, mailing of billing statements and other mailroom operations.

The new Customer Information System (CIS) software was implemented in May, 2017. The new system provides improved efficiencies for customer related information, eliminates paper based processes, and automates work orders for field service workers and dispatch. Additionally, the customer web portal for customer usage and billing information has been updated. Full implementation continues for several applications that interface with CIS. IS continues to partner with the TD&E Division and Pueblo County to explore the implementation of a Geographic Information System (GIS).

In, 2018, IS will work to implement new processes such as a ticketing and service desktop management system. This new software will provide asset management tools and expands the existing monitoring system to include servers and desk top applications. This new system will allow IS to respond more effectively to issues, enable improved documentation and resolution of issues, and ultimately equip the department to become more proactive. Also, IS will be working with GFOA consulting services to implement Phase II of our ERP system which will replace the SunGuard system for Finance, Human Resources, Payroll, Purchasing and other Administrative functions.

IS will continue to monitor electronic security threats and implement appropriate measures to mitigate any such risks against our data and systems.

Jeanette O'Quin

**PERSONNEL SERVICES
INFORMATION SYSTEMS**

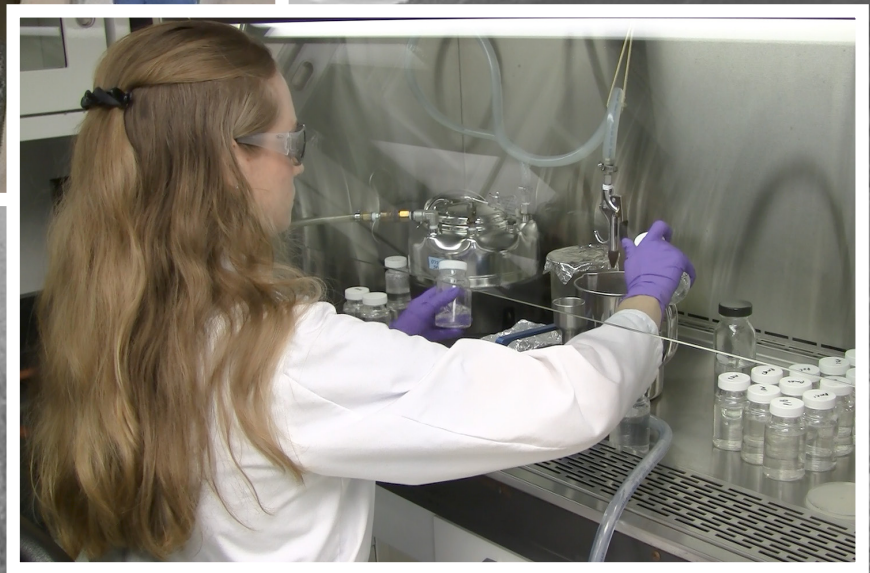
	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
SALARIES & WAGES				
Division manager	\$ 116,150	\$ 124,424	\$ 115,714	\$ -
Manager	-	-	-	89,691
Specialist	252,444	238,301	221,620	251,332
Skills and trades	99,647	116,608	108,445	119,571
Part-time/ temporary	-	-	5,540	21,775
Overtime	<u>4,697</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>
Total salaries and wages	<u>472,938</u>	<u>486,833</u>	<u>458,819</u>	<u>489,869</u>
BENEFITS				
Longevity	4,314	4,572	4,572	3,610
Employee assistance	140	131	131	131
Social security	40,586	36,662	36,662	36,342
Pension	15,123	14,380	14,380	11,127
Health insurance	78,904	85,456	85,456	99,116
Dental insurance	4,815	4,534	4,534	4,875
Disability insurance	3,484	3,355	3,355	3,224
Life insurance	5,684	5,484	5,484	5,270
Sick leave	28,725	26,267	26,267	22,688
Vacation leave	<u>43,504</u>	<u>36,780</u>	<u>36,780</u>	<u>32,242</u>
Total benefits	<u>225,279</u>	<u>217,621</u>	<u>217,621</u>	<u>218,625</u>
Total personnel services	<u>\$ 698,217</u>	<u>\$ 704,454</u>	<u>\$ 676,440</u>	<u>\$ 708,494</u>

**OPERATION AND MAINTENANCE
INFORMATION SYSTEMS**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
OPERATION AND MAINTENANCE				
Outside services	\$ 340,802	\$ 400,300	\$ 460,501	\$ 357,050
Utilities - other	4,143	4,200	4,200	5,000
Maintenance - office equipment	1,268	6,000	6,014	6,000
Equipment lease and rental	541	520	562	600
Travel and training	16,954	24,500	13,879	19,700
Office supplies	21,145	28,300	25,390	27,300
Subscriptions and memberships	<u>-</u>	<u>550</u>	<u>550</u>	<u>4,300</u>
Total operation and maintenance	<u>\$ 384,853</u>	<u>\$ 464,370</u>	<u>\$ 511,096</u>	<u>\$ 419,950</u>

**CAPITAL OUTLAY
INFORMATION SYSTEMS**

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 ESTIMATED</u>	<u>2018 BUDGET</u>
CAPITAL OUTLAY				
Computer and office equipment	<u>\$ 1,275,045</u>	<u>\$ 1,083,200</u>	<u>\$ 1,324,137</u>	<u>\$ 12,500</u>



We treat water right!



Board of Water Works of Pueblo, Colorado

OVERVIEW WATER QUALITY AND TREATMENT

The Water Quality, Treating and Pumping Division (WQT&P) of Pueblo Water includes the Whitlock Water Treatment Plant operators, Treating and Pumping Maintenance personnel, the Water Quality Laboratory group and the SCADA Specialist. Together this division helps to produce, store and pump high quality drinking water (nearly eight billion gallons annually) to the citizens of Pueblo on a continuous basis. Careful plant operation and rigorous maintenance schedules keep the facilities functioning as designed while analytical testing and compliance activities ensure that all water produced meets regulatory requirements as set forth by the State of Colorado and the United States Environmental Protection Agency.

Whitlock Plant records indicate that the highest peak day water usage for 2017 occurred on June 20th and totaled approximately 45.5 million gallons. This figure was nearly 1 million gallons less than the peak day water use recorded for 2016. The data suggest that consumers are using less water during the warmest summer days and it appears that this downward trend will most likely continue into the near future.

Whitlock Plant operations personnel completed chlorine and ammonia system training classes in 2017 to comply with Risk Management Plan requirements. WQT&P staff invited Pueblo Fire Department (PFD) leadership and Hazardous Materials responders to the Whitlock Plant for a series of site tours. Three groups completed tours (29 PFD individuals) to help familiarize potential first responders with the plant site and the chemical storage areas. Periodic refresher training and working with local responding personnel takes place regularly to re-enforce a safety-conscious work environment for the entire plant site.

WQT&P Treating and Pumping Maintenance groups continued the important work of inspecting, maintaining and refurbishing critical plant process equipment. A Filter Aid Polymer mixing system was installed in the Filter Plant to provide more efficient chemical mixing and feed for the filtration process. Mixing basins in Treatment Train A continue to be refurbished. The multi-year project is extensive and will include upgraded mixing paddles and new electrical infrastructure components upon completion.

The Water Quality Laboratory group obtained a new analytical instrument in 2017. The new ICP/ MS replaced an older non-supported instrument used to analyze trace metals in drinking water. The new instrument will be used in a collaborative effort between Pueblo City Schools (PCS) and Pueblo Water to study the drinking water inside the Pueblo's school buildings. The study will help to isolate any fixtures or plumbing inside the buildings used for water consumption that may be contributing to detectable or elevated lead levels. While the EPA has still not yet completed a revised Lead and Copper Rule (a final regulation may not be provided until the end of 2017) and schools are not required to conduct testing at this time, PCS and Pueblo Water determined that pro-active measures to protect students from lead exposure should be initiated as soon as possible.

The Whitlock Plant SCADA system continues to function well in the face of ever changing cyber security challenges. Pueblo Water's SCADA control system is robust and dynamic by design. It will continue to evolve to meet these challenges and remain a reliable information and control system for Pueblo Water.

Don A. Colalancia

**PERSONNEL SERVICES
WATER QUALITY AND TREATMENT**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
SALARIES & WAGES				
Division manager	\$ 109,390	\$ 124,424	\$ 115,714	\$ 127,584
Manager	98,308	107,029	99,537	109,749
Supervision	178,189	182,812	170,015	187,456
Specialist	178,974	204,295	189,995	216,438
Skills and trades	1,279,218	1,431,676	1,331,459	1,557,986
Part-time/ temporary	32,496	58,251	36,071	57,423
Overtime	<u>140,976</u>	<u>75,000</u>	<u>96,882</u>	<u>75,000</u>
Total salaries and wages	<u>2,017,551</u>	<u>2,183,487</u>	<u>2,039,673</u>	<u>2,331,636</u>
BENEFITS				
Longevity	14,391	16,124	16,124	15,643
Employee assistance	633	634	634	634
Social security	168,790	161,004	161,004	171,402
Pension	55,831	59,440	59,440	62,054
Health insurance	325,352	415,923	415,923	438,835
Dental insurance	20,271	21,594	21,594	21,804
Disability insurance	13,554	14,115	14,115	14,454
Life insurance	22,172	23,963	23,963	24,717
Sick leave	97,660	107,041	107,041	113,835
Vacation leave	<u>129,033</u>	<u>143,633</u>	<u>143,633</u>	<u>151,920</u>
Total benefits	<u>847,687</u>	<u>963,471</u>	<u>963,471</u>	<u>1,015,298</u>
Total personnel services	<u>\$ 2,865,238</u>	<u>\$ 3,146,958</u>	<u>\$ 3,003,144</u>	<u>\$ 3,346,934</u>

**OPERATION AND MAINTENANCE
WATER QUALITY AND TREATMENT**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
OPERATION AND MAINTENANCE				
Outside services	\$ 85,961	\$ 102,870	\$ 105,233	\$ 115,525
Utilities	1,163,493	1,233,400	1,183,437	1,206,400
Repair and maintenance - equipment	9,732	10,000	-	10,000
Maintenance - office equipment	746	1,050	1,050	1,000
Chemical (over) short	(8,586)	2,500	2,500	2,500
Travel and training	5,468	9,250	9,024	10,350
Office supplies	2,350	5,150	5,150	3,200
Safety	5,184	7,200	6,200	4,700
Chemicals	768,163	755,000	791,222	719,000
Laboratory	106,338	106,000	119,158	93,000
Subscriptions and memberships	<u>786</u>	<u>865</u>	<u>785</u>	<u>650</u>
Total operation and maintenance	<u>\$ 2,139,635</u>	<u>\$ 2,233,285</u>	<u>\$ 2,223,759</u>	<u>\$ 2,166,325</u>

CAPITAL OUTLAY
WATER QUALITY AND TREATMENT

	<u>2016</u> <u>ACTUAL</u>	<u>2017</u> <u>BUDGET</u>	<u>2017</u> <u>ESTIMATED</u>	<u>2018</u> <u>BUDGET</u>
CAPITAL OUTLAY				
Computer and office equipment	\$ 16,961	\$ -	\$ 10,401	\$ 50,000
Lab equipment	<u>19,267</u>	<u>278,600</u>	<u>178,389</u>	<u>229,000</u>
Total capital outlay and fund transfers	<u>\$ 36,228</u>	<u>\$ 278,600</u>	<u>\$ 188,790</u>	<u>\$ 279,000</u>



Maintaining A
Robust System



Board of Water Works of Pueblo, Colorado

OVERVIEW TRANSMISSION, DISTRIBUTION AND ENGINEERING

The Transmission, Distribution and Engineering Division (TD&E) and the associated seven departments are responsible for all of the field related customer services for Pueblo Water. The Dispatching Department processes all of the field service related calls. The Construction/Maintenance Department provides direct customer contact on water needs at the customer's point of use as well as installation and repair of mains, taps, meters, valves and fire hydrants. The Meter Services Department performs all the meter reading and testing functions. The Engineering Department maintains Pueblo Water's water system records and designs system improvements and expansion projects for construction by Pueblo Water crews or contractors. The Field Engineering Department monitors and maintains Pueblo Water's cathodic protection system for all the large diameter steel mains, performs field surveying work, oversees water main construction by contractors, and inspects mains that cross railroads, highways, irrigation ditches and rivers. The Fleet Maintenance Department maintains and repairs Pueblo Water's fleet of vehicles, and the Warehouse Department provides support services to maintain an inventory of materials and supplies.

The Construction/Maintenance Department replaced water mains in Taos Rd., between Mohawk Rd. and Jerry Murphy, as well as several projects done in conjunction with City of Pueblo projects. Those projects included the replacement of a 24" main with a 36" main as part of the W. 11th Street bridge construction project; installation of 12" main in Outlook Blvd., from Wills to Dillon, as part of the construction of the new CDOT facility; replacement of mains in 2300 block of the alley between Poplar and Wyoming, 1600 block of the alley between Claremont and Berkley, 1700 block of the alley between Carteret and Berkley, and the 300-400 block of the alley between Tyler and Lincoln, all in reaction to City of Pueblo Sanitary Sewer replacements. The Engineering Department designed and bid out two Citywide Main renewal projects. The first included replacement of mains in Maryland, from Pine to Lake Ave., Lake Ave. between Maryland and Elko, Elko from Lake Ave. to Lakeshore Dr., and the entirety of the main in LaVista Rd. The second Citywide project includes the replacement of 24" main in Greenwood, from W. 7th St. to W. 19th St. The first annual Citywide Lead Service line replacement project was bid in September. This includes 20 addresses on the North Side of Pueblo where lead service lines will be replaced. In most instances the service from the main to the meter will be replaced, with one exception where it will include replacement all of the way to the house. The experience gained from this project will be a good measure in the future direction of the program. Engineering also facilitated the continuation of the design/build process to replace the roofs on Jones tanks No's. 1 and 2, with tanks Nos. 3 and 4 to follow. Additionally, Engineering worked with contractors, developers, and other entities to facilitate their installation of Pueblo Water mains for both development and infrastructure rehabilitation projects. Furthermore, later this year, Engineering will design and bid the 2018 City Wide main replacement project for an early 2018 start. This project is planned to include the replacement of the 24" main in Greenwood, from 19th to 25th, 25th from Greenwood to 8th Ave., 8th Ave., from 25th St. to 27th St. 27th St. from 8th Ave. to High St. and the 8" main in the 2400 block of Elizabeth St. The Construction/Maintenance Department will continue to relocate mains in conjunction with Wastewater Main Renewal projects, replace and install valves in preparation for the Citywide main renewal projects, and work on several distribution system maintenance projects and replace water mains.

Pueblo Water's ongoing program for valve and fire hydrant maintenance, which includes approximately 16,000 water valves and 4,000 fire hydrants, will continue in 2018. Our Back Flow and Cross Connection program continues to take the lead in Colorado, as one of most progressive and complete programs in the state.

Ric Esgar

**PERSONNEL SERVICES
TRANSMISSION, DISTRIBUTION AND ENGINEERING**

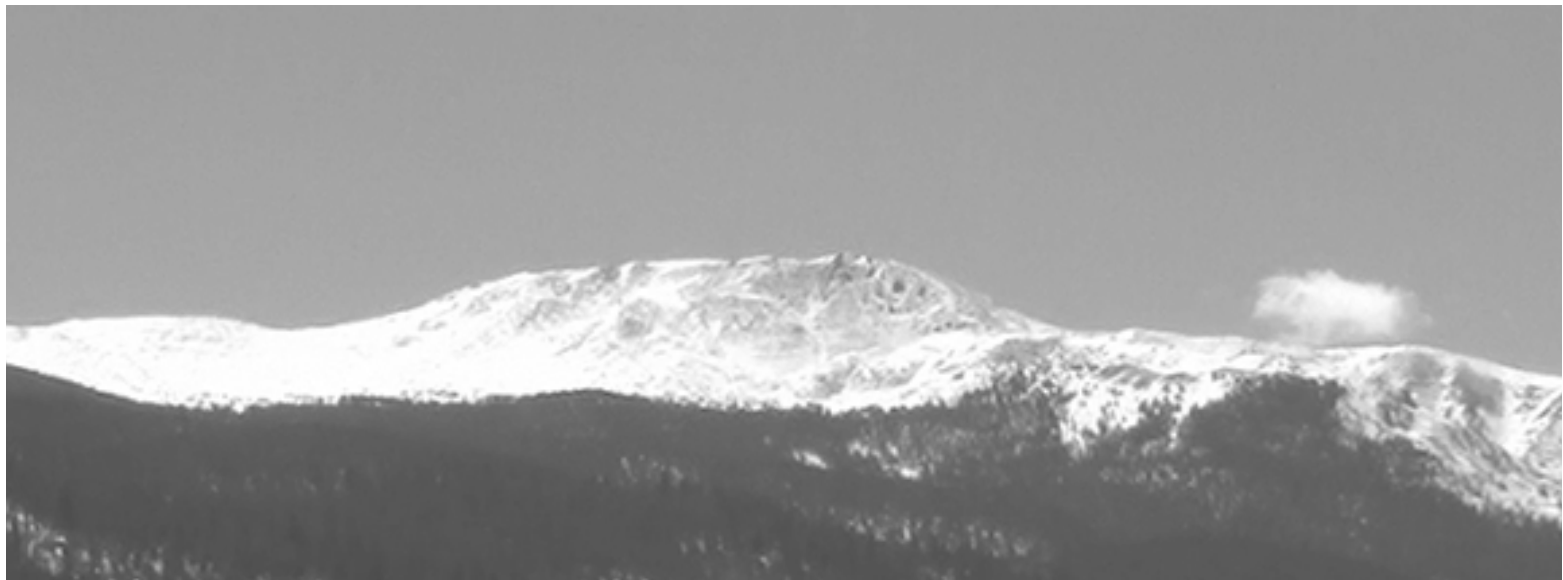
	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
SALARIES & WAGES				
Division manager	\$ 115,916	\$ 124,424	\$ 115,714	\$ 127,584
Manager	97,506	107,029	99,537	322,943
Supervision	335,328	375,496	349,212	187,456
Specialist	132,326	149,710	139,230	131,001
Skills and trades	2,436,782	2,766,518	2,572,861	2,844,223
Part-time/ temporary	33,198	56,342	52,491	79,544
Overtime	<u>131,652</u>	<u>112,593</u>	<u>118,041</u>	<u>125,000</u>
Total salaries and wages	<u>3,282,708</u>	<u>3,692,112</u>	<u>3,447,086</u>	<u>3,817,751</u>
BENEFITS				
Longevity	31,238	31,265	31,265	28,238
Employee assistance	1,307	1,268	1,268	1,310
Social security	288,446	271,396	271,396	277,781
Pension	100,571	101,551	101,551	100,340
Health insurance	626,386	721,611	721,611	801,741
Dental insurance	36,666	37,289	37,289	40,114
Disability insurance	23,632	24,426	24,426	25,292
Life insurance	38,784	40,779	40,779	41,498
Sick leave	204,325	192,267	192,267	188,671
Vacation leave	<u>249,961</u>	<u>243,444</u>	<u>243,444</u>	<u>241,376</u>
Total benefits	<u>1,601,316</u>	<u>1,665,296</u>	<u>1,665,296</u>	<u>1,746,361</u>
Total personnel services	<u>\$ 4,884,024</u>	<u>\$ 5,357,408</u>	<u>\$ 5,112,382</u>	<u>\$ 5,564,112</u>

**OPERATION AND MAINTENANCE
TRANSMISSION, DISTRIBUTION AND ENGINEERING**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
OPERATION AND MAINTENANCE				
Outside services	\$ 84,402	\$ 189,675	\$ 189,920	\$ 103,978
Engineering consulting	13	8,500	1,000	8,500
Utilities	91,347	99,450	96,849	100,950
Auto and truck	127,550	143,000	143,000	131,000
Repair and maintenance - equipment	5,979	7,000	7,000	7,000
Maintenance - office equipment	12,008	15,235	16,237	15,142
Maintenance - mains	145,620	150,000	166,945	162,000
Maintenance - meters	3,899	11,000	8,969	9,000
Maintenance - hydrants	19,452	15,000	15,000	15,800
Maintenance - valves	22,114	15,000	15,000	11,000
Maintenance - cathodic protection	1,432	1,650	1,603	2,550
Maintenance - private service lines	217,457	420,000	136,012	420,000
Service lines	16,673	15,000	15,000	10,000
Tool replacement	45,177	67,850	70,053	63,550
Barricades	1,863	2,500	2,500	2,500
Warehouse (over) short	4,303	6,000	6,000	6,000
Uninsured small claims	(11,700)	20,000	20,000	10,000
Communication	-	1,300	1,300	1,300
Travel and training	18,113	34,050	39,590	35,450
Gasoline and oil	116,270	170,000	115,003	125,000
Office supplies	5,006	7,300	8,056	6,900
Shop supplies	14,292	12,500	12,500	12,500
Safety	6,523	11,000	11,359	10,000
Meter shop supplies	2,327	3,500	3,500	3,500
Subscriptions and memberships	10,311	11,923	9,584	11,993
Total operation and maintenance	<u>\$ 960,431</u>	<u>\$ 1,438,433</u>	<u>\$ 1,111,980</u>	<u>\$ 1,285,613</u>

CAPITAL OUTLAY
TRANSMISSION, DISTRIBUTION AND ENGINEERING

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
CAPITAL OUTLAY				
Mains	\$ 1,436,641	\$ 2,149,000	\$ 2,231,112	\$ 3,423,344
Valves	39,849	66,000	16,000	63,000
Meters	902,162	167,000	207,038	1,084,000
Fire hydrants	75,288	65,000	65,339	65,000
Taps	14,969	9,500	10,314	12,000
Cathodic protection	13,506	102,400	99,400	99,500
Computer and office equipment	307,271	7,700	7,700	32,500
Heavy equipment	-	96,000	93,318	53,000
Transportation	<u>317,809</u>	<u>331,500</u>	<u>337,225</u>	<u>423,000</u>
Total capital outlay	<u>\$ 3,107,495</u>	<u>\$ 2,994,100</u>	<u>\$ 3,067,446</u>	<u>\$ 5,255,344</u>



Improving Systems



Board of Water Works of Pueblo, Colorado

OVERVIEW FACILITIES, OPERATION AND MAINTENANCE

The Facilities Operation & Maintenance Division (FO&M) provides services throughout the company to operate and maintain all facilities including buildings and associated mechanical, electrical, electronic and control systems. FO&M spends a significant amount of its efforts maintaining the systems necessary to pump, treat and store the water from the point it leaves the river to the point where it enters the distribution system, ready to be consumed by Pueblo Water's customers.

The Filter Plant generator and motor control center project is underway as a new generator, substation and electrical systems are on order and ready to be installed next year. Once installed, the new system will provide Pueblo Water a reliable emergency power system for the Filter Plant to maintain the water filter process during power outages.

Working with Black & Veatch on the Gardner Pump Station 4160 voltage motor control center (MCC) replacement project, scheduled to be bid in 2018. This project will replace the 1960's vintage MCC's in the Gardner north and south pump stations. It also involves Black Hills replacing the large 4160 voltage transformer that currently resides south of the laboratory area.

A new energy-efficient rooftop HVAC unit was installed on top of the TD&E facility. This new unit is part of our ongoing efforts to help conserve energy and boost cooling efficiency. We are scheduled to replace one of the four HVAC units each year for four years.

The Warehouse was painted, both interior and exterior, and will have a new parking surface installed prior to the end of the year.

Whitlock Mixing Basin electrical infrastructure upgrades started last year were completed. A new MCC and all associated conduits from the MCC to the slow mixer motors were installed in preparation for the new gear reduction slow mixer units that will be installed next year.

New tank climbing system upgrades were installed at Belmont Tanks, Platteville Tank and Jones Tank #1.

The Settling Facility emergency roof replacement project involved repairing and replacing the HVAC systems affected when the roof was damaged by the heavy winds earlier in the year. Exhaust fans and heating unit vent pipes were replaced followed by re-commissioning of the HVAC systems.

The Trace Metals Lab received a new inductively coupled plasma mass spectrometer (ICP/MS). The sensitivity of the new equipment required a new stand-alone HVAC system and a newly constructed chiller room to accommodate the needs of the lab for the ultra-precise equipment.

A new fiber optic cable was installed from McCabe Pump Station to the Southside intake to provide access control of the electric gate. In addition, two cameras have been installed to monitor the gate and South Yard.

The parking lots at TD&E, Administration Building and 5th Street Employee Parking lot were crack-filled, seal-coated and re-striped.

Matthew C. Trujillo

**PERSONNEL SERVICES
FACILITIES OPERATION AND MAINTENANCE**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
SALARIES & WAGES				
Manager	\$ 97,105	\$ 107,029	\$ 99,537	\$ 109,749
Specialist	122,051	132,311	123,050	135,671
Skills and trades	260,822	333,258	309,930	346,469
Part-time/ temporary	25,016	29,468	18,971	17,939
Overtime	<u>27,928</u>	<u>70,000</u>	<u>60,000</u>	<u>70,000</u>
Total salaries and wages	<u>532,922</u>	<u>672,066</u>	<u>611,488</u>	<u>679,828</u>
BENEFITS				
Longevity	2,566	3,610	3,610	4,091
Employee assistance	157	175	175	175
Social security	46,469	45,994	45,994	46,105
Pension	15,459	17,178	17,178	17,757
Health insurance	78,833	86,540	86,540	119,037
Dental insurance	4,596	5,262	5,262	5,802
Disability insurance	3,581	4,008	4,008	4,143
Life insurance	5,857	6,565	6,565	6,769
Sick leave	32,383	28,818	28,818	29,767
Vacation leave	<u>38,270</u>	<u>38,534</u>	<u>38,534</u>	<u>41,432</u>
Total benefits	<u>228,171</u>	<u>236,684</u>	<u>236,684</u>	<u>275,078</u>
Total personnel services	<u>\$ 761,093</u>	<u>\$ 908,750</u>	<u>\$ 848,172</u>	<u>\$ 954,906</u>

**OPERATION AND MAINTENANCE
FACILITIES OPERATION AND MAINTENANCE**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
PERATION AND MAINTENANCE				
Outside services	\$ 279,896	\$ 282,190	\$ 278,414	\$ 287,190
Engineering consulting	23,809	12,500	7,500	22,000
Utilities	1,948,049	1,861,600	1,861,600	1,912,200
Repair and maintenance - equipment	186,987	215,200	194,839	220,200
Maintenance - building	717,207	777,750	826,107	829,900
Communication	6,984	10,800	10,800	11,250
Tool replacement	26,368	19,690	17,866	28,100
Travel and training	5,025	15,500	16,918	3,650
Office supplies	2,422	5,500	997	700
Safety supplies	5,700	11,200	10,972	14,650
Janitorial supplies	10,495	10,000	10,000	10,000
Dues and subscriptions	<u>13,585</u>	<u>29,675</u>	<u>13,794</u>	<u>14,675</u>
Total operation and maintenance	<u>\$ 3,226,527</u>	<u>\$ 3,251,605</u>	<u>\$ 3,249,807</u>	<u>\$ 3,354,515</u>

**CAPITAL OUTLAY
FACILITIES OPERATION AND MAINTENANCE**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
CAPITAL OUTLAY				
Improvements and replacements	\$ 1,538,726	\$ 1,033,500	\$ 169,852	\$ 573,000
Computer equipment	16,349	11,100	37,813	20,000
Pumping equipment	315,831	283,000	360,956	1,689,000
Treating equipment	<u>608,245</u>	<u>1,658,000</u>	<u>1,257,962</u>	<u>646,903</u>
 Total capital outlay	 <u>\$ 2,479,151</u>	 <u>\$ 2,985,600</u>	 <u>\$ 1,826,583</u>	 <u>\$ 2,928,903</u>



Ivanhoe Dam and Reservoir

From the Rockies to You!



Board of Water Works of Pueblo, Colorado

OVERVIEW WATER RESOURCES

The primary responsibilities of the Water Resources Division (WR) are to manage Pueblo's water rights, to operate and maintain the infrastructure associated with those water rights, and to plan for future water supply needs. Individual tasks within those broad responsibilities include: keeping records of diversions, exchanges and storage; leasing surplus water supplies; maintaining reservoirs and west slope diversion structures; protecting Pueblo Water's water rights against injury from other water users; and acquisition of new water supplies and storage.

In 2017 water was unusually plentiful for the third year in a row. Unexpectedly the price of "spot-market" water leases in 2017 increased somewhat over last year, as 14,048 acre-feet were leased for \$777,225 compared to 21,732 acre-feet for \$530,991 in 2016.

Pueblo Water manages the water and augmentation plan for the Historic Arkansas Riverwalk Park (HARP). We acquired the Southern Colorado Power water right from Black Hills Energy and are now working on plan to convert that water right to enhance flow through HARP.

In order to meet future water supply needs, Pueblo Water purchased about 28% of the outstanding shares in the Bessemer Irrigating Ditch Company. WR continues to work with its legal team and engineering consultants to gain the necessary approvals to use the shares for municipal and other uses. We have reached an agreement with the Bessemer Irrigating Ditch Co. regarding the future transfer of those shares. Applications for a change of water rights and exchanges have been filed with the Water Court and we will start the process of negotiating with objectors in those cases.

Clear Creek Reservoir is in satisfactory condition, although seepage through the foundation of the dam continues to be a problem. A new seepage path formed in July 2014 and prompted WR to commission a comprehensive risk analysis of seepage at Clear Creek Dam. The recommendation from the risk analysis is that action should be taken to address the seepage problem. Additional geotechnical studies will be performed over the next few years in preparation for a major capital project to control the seepage. Pueblo Water has long term plans to raise Clear Creek Dam to increase the storage capacity and the seepage control project will be integrated into the plan for expansion. Work will continue on acquisition of property that would be inundated by the expansion.

WR continues to look for opportunities to add water storage downstream of Pueblo's wastewater plant discharge to facilitate better use and management of reusable return flows. Pueblo Water has entered into a lease with option to purchase on a potential reservoir site just east of Boone. The Restoration of Yield (ROY) partners have hired a consultant to study the feasibility of building a reservoir at this site.

The assessments for Twin Lakes Reservoir and Canal Co. and the Busk-Ivanhoe Water System Authority are two of the largest expenses in the WR budget. Both of these operations are complex transmountain collection and conveyance systems that require continuous and often costly maintenance. The Twin Lakes Reservoir and Canal Co. has raised its assessments to \$30 per share in anticipation of increasing O&M costs from the Bureau of Reclamation and it is expected that assessments will remain at the level for several years.

Alan Ward

**PERSONNEL SERVICES
WATER RESOURCES**

	2016 ACTUAL	2017 BUDGET	2017 ESTIMATED	2018 BUDGET
SALARIES & WAGES				
Division manager	\$ 115,916	\$ 124,424	\$ 115,714	\$ 127,584
Supervision	80,190	91,406	85,008	93,728
Specialist	<u>141,286</u>	<u>163,665</u>	<u>152,208</u>	<u>233,324</u>
Total salaries and wages	<u>337,392</u>	<u>379,495</u>	<u>352,930</u>	<u>454,636</u>
BENEFITS				
Longevity	2,640	3,129	3,129	3,129
Employee assistance	87	87	87	87
Social security	29,013	29,248	29,248	35,010
Pension	11,097	11,385	11,385	13,639
Health insurance	45,733	50,818	50,818	84,733
Dental insurance	3,057	3,057	3,057	4,369
Disability insurance	2,589	2,657	2,657	3,182
Life insurance	4,224	4,335	4,335	5,181
Sick leave	21,667	21,234	21,234	24,788
Vacation leave	<u>27,641</u>	<u>28,464</u>	<u>28,464</u>	<u>32,203</u>
Total benefits	<u>147,748</u>	<u>154,414</u>	<u>154,414</u>	<u>206,321</u>
Total personnel services	<u>\$ 485,140</u>	<u>\$ 533,909</u>	<u>\$ 507,344</u>	<u>\$ 660,957</u>

**OPERATIONS AND MAINTENANCE
WATER RESOURCES**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
OPERATION AND MAINTENANCE				
Outside services	\$ 150,310	\$ 168,075	\$ 177,398	\$ 161,300
Consulting services	173,298	67,500	67,500	77,500
Comanche return flow	-	750	750	750
Homestake Aurora	7,500	7,500	7,500	7,500
Twin Lakes water rights	301,269	378,800	344,305	344,305
Busk Ivanhoe water rights	250,000	225,000	225,000	225,000
Water storage and transportation	308,980	314,400	313,851	303,200
Short-term water purchases	67	90	90	80
Utilities	14,374	15,000	17,468	17,050
Maintenance - equipment	3,156	8,500	8,500	8,500
Maintenance - office equipment	1,021	2,000	2,203	2,000
Tool replacement	3,904	2,600	2,600	2,600
Clear Creek reservoir	5,130	69,350	66,524	8,850
Wurtz ditch	758	1,000	1,000	1,000
Wurtz extension	638	1,000	1,000	1,000
Ewing ditch	1,770	1,000	1,000	1,000
Ranch property maintenance	947	6,500	6,500	6,500
Dwelling - Leadville	775	8,000	1,152	1,000
Dwelling - Clear Creek	1,854	4,000	4,000	2,000
Snowplowing operations	33,033	35,000	35,000	35,000
Transmountain maintenance	54,511	50,000	50,000	70,000
Travel and training	33,418	44,750	44,896	39,500
Office supplies	855	1,250	1,250	1,250
Subscriptions and memberships	<u>1,833</u>	<u>10,510</u>	<u>10,729</u>	<u>4,810</u>
Total operation and maintenance	<u>\$ 1,349,401</u>	<u>\$ 1,422,575</u>	<u>\$ 1,390,216</u>	<u>\$ 1,321,695</u>

**CAPITAL OUTLAY
WATER RESOURCES**

	<u>2016</u> <u>ACTUAL</u>	<u>2017</u> <u>BUDGET</u>	<u>2017</u> <u>ESTIMATED</u>	<u>2018</u> <u>BUDGET</u>
CAPITAL OUTLAY				
Computer equipment	\$ 12,670	\$ 1,400	\$ 1,400	\$ 1,400
Pumping equipment	13,100	-	-	-
Expansion	<u>-</u>	<u>-</u>	<u>-</u>	<u>108,240</u>
 Total capital outlay	 <u>\$ 25,770</u>	 <u>\$ 1,400</u>	 <u>\$ 1,400</u>	 <u>\$ 109,640</u>



All hands working for you!



Board of Water Works of Pueblo, Colorado

OVERVIEW HUMAN RESOURCES

The Human Resources Department (HR) is responsible for providing applicants, employees, retirees, and the public with employment related services and information regarding payroll, benefits, career development, training, certification, safety, and knowledge management, while remaining compliant in all legal areas of the HR profession. Our vision is to constantly challenge ourselves to become more knowledgeable and competent while striving for excellence. We will continue to build partnerships, provide leadership, improve and streamline processes, policies, and procedures while enhancing services by technology.

The operating philosophy for HR is to provide fair, consistent, responsive and equitable treatment for everyone we serve. We value independent thought, innovation, diversity, and personal growth for all employees. We are an energetic, fun, self-motivated, positive-professional team who is committed to confidentiality, respect, courtesy, and we operate in an open and accessible environment. We operate in an environment that values service, open communication, confidentiality, diversity, and inclusiveness.

HR continues to improve employee communication vehicles to disseminate Pueblo Water's Policy and benefit information. Safety initiatives include monthly employee training on various topics identified by the Circle of Safety Committee. HR continues to promote wellness benefits for employees with the Water Works Wellness (WWW) program that includes an employee health fair for employees providing educational and preventative measures that promote, motivate and encourage healthy lifestyles. HR continues to partner with local educational institutions by participating in Job Fairs. Oversight of pension plan investments and pension benefit administration continues in coordination with the Retirement Board.

On the horizon for 2018, HR will continue to support employees' professional growth, training, knowledge management and certification requirements. Wellness efforts will continue throughout the year by engaging employees in various health challenges, flu vaccinations and the health fair. Streamlining processes, developing standard operation processes and cross training continues to be a priority for HR. Initiatives planned for 2018 include partnering with Information Systems to evaluate and implement a new ERP system that will include payroll and human resources (HRIS) component. We also plan to continue using the mobile HR registration application via employee ID badge bar codes, as well as continuing the NeoGov OnBoard software to facilitate the orientation of new employees. HR would like to improve the administrative process for employee performance reviews, retiree records management and approvals of Memorandums of Agreements to include electronic distribution, work flow for approvals, email notifications, and reminders. In addition, HR will continue to administer the employee tuition assistance program, the Circle of Safety Committee's initiatives and safety awards program. HR is committed to providing value-added services for the Board, employees, retirees and the public that we serve.

Jeanette O'Quin

**PERSONNEL SERVICES
HUMAN RESOURCES**

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 ESTIMATED</u>	<u>2018 BUDGET</u>
SALARIES & WAGES				
Division manager	\$ 43,448	\$ -	\$ -	\$ -
Manager	37,841	83,231	77,405	99,078
Specialist	226,654	253,466	235,723	254,520
Part-time/ temporary	<u>5,513</u>	<u>6,980</u>	<u>5,000</u>	<u>16,274</u>
Total salaries and wages	<u>313,456</u>	<u>343,677</u>	<u>318,128</u>	<u>369,872</u>
BENEFITS				
Longevity	2,109	2,166	2,166	1,685
Employee assistance	106	109	109	109
Social security	26,944	26,433	26,433	28,642
Social security - retirees	65,886	-	-	-
Pension	8,861	7,604	7,604	10,608
Defined benefit pension plan	1,379,559	1,378,750	1,378,750	1,493,460
Worker's compensation insurance	237,343	281,348	281,348	281,348
Unemployment insurance	32,275	1,500	1,500	1,500
Health insurance	40,346	47,455	47,455	41,050
Health insurance - retirees	66,001	55,000	55,000	55,000
Dental insurance	1,863	1,603	1,603	2,791
Disability insurance	2,114	2,357	2,357	2,475
Life insurance	3,455	3,860	3,860	4,045
Life insurance - retirees	12,349	12,000	12,000	12,000
Sick leave	20,746	16,982	16,982	16,493
Vacation leave	<u>14,249</u>	<u>21,379</u>	<u>21,379</u>	<u>21,017</u>
Total benefits	<u>1,914,206</u>	<u>1,858,546</u>	<u>1,858,546</u>	<u>1,972,223</u>
Total personnel services	<u>\$ 2,227,662</u>	<u>\$ 2,202,223</u>	<u>\$ 2,176,674</u>	<u>\$ 2,342,095</u>

**OPERATION AND MAINTENANCE
HUMAN RESOURCES**

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 ESTIMATED</u>	<u>2018 BUDGET</u>
OPERATION AND MAINTENANCE				
Outside services	\$ 43,741	\$ 78,200	\$ 66,617	\$ 82,350
Employment costs	37,874	43,135	41,665	50,735
Utilities - other	1,169	700	920	700
Maintenance - office equipment	3,601	3,000	3,000	3,000
Health reimbursement - In-patient copay	12,528	10,000	10,000	10,000
Pension supplement	163,061	134,427	131,210	134,427
Travel and training	36,391	46,660	40,575	42,405
Office supplies	3,473	3,240	3,240	4,240
Subscriptions and memberships	<u>8,472</u>	<u>9,198</u>	<u>10,684</u>	<u>9,625</u>
Total operation and maintenance	<u>\$ 310,310</u>	<u>\$ 328,560</u>	<u>\$ 307,911</u>	<u>\$ 337,482</u>

**CAPITAL OUTLAY
HUMAN RESOURCES**

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>ESTIMATED</u>	2018 <u>BUDGET</u>
CAPITAL OUTLAY				
Computer and office equipment	\$ <u>990</u>	\$ <u>1,200</u>	\$ <u>1,200</u>	\$ <u>2,500</u>



Pueblo Whitewater Park



Board of Water Works of Pueblo, Colorado

OVERVIEW SUPPLEMENTARY INFORMATION

The Board of Water Works of Pueblo, Colorado (Pueblo Water) is committed to providing its customers with the highest quality of water at the lowest possible cost. To ensure that it accomplishes this mission, Pueblo Water develops many long range plans. To assist the reader in understanding elements of those plans we have provided the following charts: debt service schedule, staffing summary, ten year capital projections, ten year cash flow projections, typical bill comparison, listing of new water rates, history of water rate changes, and comparisons of Front Range utilities', their water rates, and plant water investment fee rates.

Two of the afore-mentioned charts are the cornerstone of our long range plan. The first details Pueblo Water's capital outlay projections for the next ten years. It lists projected dollar amounts of equipment, improvements and replacements, and expansion for all divisions within Pueblo Water. The second is a cash flow analysis of the next ten years. In developing the cash flow analysis, Staff must make many assumptions. Examples of these assumptions include, but are not limited to: growth rate of Pueblo Water's customer base, inflation rates for various operating costs, interest rates, and water rate increases. The assumptions are incorporated with historical data in order to project Pueblo Water's cash flow out into the future. This is a very important tool to ensure Pueblo Water will be adequately positioned to support the needs of the citizens of Pueblo now and in the future.

It is important to note that all projections beyond 2018 are not adopted by the Board and are subject to change. There are various factors which influence the assumptions underlying these projections and these projections are constantly changing. These charts are simply tools which help Pueblo Water meet its goal of providing the highest quality of water at the lowest possible cost. They are reviewed not less than annually and are updated to reflect changes in factors influencing the assumptions.

Please direct any questions concerning the information provided in this report or requests for additional information to:

Financial Planning & Rate Analyst
Board of Water Works of Pueblo, Colorado
P.O. Box 400
Pueblo, Colorado 81002-0400

Debt Retirement Schedule

Pueblo Board of Water Works
2018 Budget

YEAR	SERIES 2015			CWRPDA 2000 B			SERIES 2009			ANNUAL	
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	35% SUBSIDY	EST. RESERVE FUND	TOTAL
2018	2,700,000	333,200	3,033,200	364,144	255,348	619,492	430,000	1,349,320	(446,126)	(76,503)	1,256,691
2019	2,760,000	279,200	3,039,200	380,210	242,551	622,761	435,000	1,330,830	(465,791)	(76,504)	1,223,536
2020	2,845,000	194,800	3,039,800	396,275	229,164	625,439	445,000	1,312,125	(459,244)	(76,503)	1,221,378
2021	2,950,000	88,500	3,038,500	412,340	215,179	627,519	455,000	1,289,653	(451,379)	(76,503)	1,216,771
2022	-	-	-	3,871,714	199,471	4,071,185	380,000	1,266,675	(443,336)	(76,504)	1,126,835
2023	-	-	-	-	-	-	2,780,000	1,247,485	(436,620)	(76,503)	3,514,362
2024	-	-	-	-	-	-	2,870,000	1,107,095	(387,483)	(76,503)	3,513,109
2025	-	-	-	-	-	-	3,135,000	962,160	(336,756)	(76,504)	3,683,900
2026	-	-	-	-	-	-	3,250,000	783,465	(274,213)	(76,503)	3,682,749
2027	-	-	-	-	-	-	3,370,000	598,215	(209,375)	(76,503)	3,682,337
2028	-	-	-	-	-	-	3,495,000	406,125	(142,144)	(76,504)	3,682,477
2029	-	-	-	-	-	-	3,630,000	206,910	(72,419)	(2,626,613)	1,137,879
	<u>\$ 11,255,000</u>	<u>\$ 895,700</u>	<u>\$ 12,150,700</u>	<u>\$ 5,424,683</u>	<u>\$ 1,141,713</u>	<u>\$ 6,566,396</u>	<u>\$ 24,675,000</u>	<u>\$ 11,860,058</u>	<u>\$ (4,124,884)</u>	<u>\$ (3,468,150)</u>	<u>\$ 28,942,024</u>
											<u>\$ 47,659,120</u>

Note: CWRPDA 2000 B interest payment includes an administration fee of \$ 76,470 for years 2018 through 2022.

Debt retirement schedule is based on actual amounts due on respective semi-annual and annual dates. Schedule does not reflect budgeted transfers.

Earnings on reserve fund are estimated at 3%

TOTALS BY DIVISION

	NUMBER OF POSITIONS			SALARY
	2017 ¹	2017 ²	2018 ³	2018
ADMINISTRATION				
Director	3	3	3	\$ 453,750
Specialist	3	3	4	284,505
Total	6	6	7	738,255
FINANCE				
Manager	2	2	2	204,233
Supervision	1	-	-	-
Specialist	3	3	2	162,726
Skills & Trade	12	13	14	663,226
Total	18	18	18	1,030,185
INFORMATION SYSTEMS				
Division Manager	1	1	-	-
Manager	-	-	1	89,691
Specialist	3	3	3	251,332
Skills & Trade	2	2	2	119,571
Total	6	6	6	460,594
WATER QUALITY, TREATING & PUMPING				
Division Manager	1	1	1	127,584
Manager	1	1	1	109,749
Supervision	2	2	2	187,456
Specialist	3	3	3	263,692
Skills & Trade	23	23	24	1,510,732
Total	30	30	31	2,199,213
TRANSMISSION, DISTRIBUTION & ENGINEERING				
Division Manager	1	1	1	127,584
Manager	1	3	3	322,943
Supervision	4	2	2	187,456
Specialist	2	2	2	131,001
Skills & Trade	52	52	51	2,844,223
Total	60	60	59	3,613,207
FACILITIES OPERATIONS & MAINTENANCE				
Manager	1	1	1	109,749
Specialist	2	2	2	135,671
Skills & Trade	5	5	5	346,469
Total	8	8	8	591,889
WATER RESOURCES				
Division Manager	1	1	1	127,584
Supervision	1	1	1	93,728
Specialist	2	2	3	233,324
Total	4	4	5	454,636
HUMAN RESOURCES				
Manager	1	1	1	99,078
Specialist	4	4	4	254,520
Total	5	5	5	353,598
TOTAL FULL TIME POSITIONS	137	137	139	\$ 9,441,577

¹ 2017 Budgeted number of Full Time Employees² 2017 Actual number of Full Time Employees³ 2018 Budgeted number of Full Time Employees

10 Year Capital Outlay Projections

Pueblo Board of Water Works
2018 Budget

DESCRIPTION	BUDGET		PROJECTED								
	2018		2019	2020	2021	2022	2023	2024	2025	2026	2027
EQUIPMENT											
Administration	\$ 1,250	\$ 3,900	\$ 1,400	\$ 17,500	\$ -	\$ 16,250	\$ 3,900	\$ 1,400	\$ 17,500	\$ -	
Finance	24,750	15,250	13,500	26,000	7,250	24,750	15,250	13,500	11,000	17,250	
Information Systems	12,500	85,400	33,750	7,500	86,250	282,500	29,400	33,750	27,500	16,250	
Water Quality, Treating & Pumping	279,000	5,000	72,750	21,250	62,800	5,000	165,000	164,750	46,250	22,800	
Transmission, Distribution & Engineering	508,500	356,750	355,150	368,750	338,750	355,400	359,250	572,650	353,750	341,250	
Facilities Operation & Maintenance	20,000	12,500	12,300	17,500	11,400	31,250	12,500	12,300	17,500	11,400	
Water Resources	1,400	1,250	10,000	13,750	1,400	1,400	1,250	-	13,750	11,400	
Human Resources	2,500	2,500	-	1,250	1,250	2,500	2,500	-	1,250	1,250	
Total equipment	849,900	482,550	498,850	473,500	509,100	719,050	589,050	798,350	488,500	421,600	
IMPROVEMENTS AND REPLACEMENTS											
Administration	-	-	-	-	-	-	-	-	-	-	
Finance	-	-	-	-	-	-	-	-	-	-	
Information Systems	-	-	-	-	-	-	-	-	-	-	
Water Quality, Treating & Pumping	-	-	-	-	-	-	-	-	-	-	
Transmission, Distribution & Engineering	4,683,844	3,153,500	2,020,500	1,183,500	1,213,500	1,630,500	1,213,500	1,213,500	1,643,500	2,073,500	
Facilities Operation & Maintenance	2,908,903	982,000	768,000	2,502,000	2,438,000	1,118,000	665,000	780,000	1,332,000	768,000	
Water Resources	108,240	175,000	-	-	-	575,000	25,000	25,000	25,000	25,000	
Human Resources	-	-	-	-	-	-	-	-	-	-	
Total improvements and replacements	7,700,987	4,310,500	2,788,500	3,685,500	3,651,500	3,323,500	1,903,500	2,018,500	3,000,500	2,866,500	
EXPANSION											
Administration	-	-	-	-	-	-	-	-	-	-	
Finance	-	-	-	-	-	-	-	-	-	-	
Information Systems	-	-	-	-	-	-	-	-	-	-	
Water Quality, Treating & Pumping	-	-	-	-	-	-	-	-	-	-	
Transmission, Distribution & Engineering	63,000	828,300	94,000	767,000	721,000	57,000	2,333,000	1,051,000	1,438,000	1,047,000	
Facilities Operation & Maintenance	-	-	-	-	-	-	-	-	-	-	
Water Resources	-	-	-	-	-	-	-	-	-	-	
Human Resources	-	-	-	-	-	-	-	-	-	-	
Total expansion	63,000	828,300	94,000	767,000	721,000	57,000	2,333,000	1,051,000	1,438,000	1,047,000	
Total capital outlay	\$ 8,613,887	\$ 5,621,350	\$ 3,381,350	\$ 4,926,000	\$ 4,881,600	\$ 4,099,550	\$ 4,825,550	\$ 3,867,850	\$ 4,927,000	\$ 4,335,100	

Operating and Capital Funds Cash Flow Analysis

Pueblo Board of Water Works
2018 Budget

OPERATING FUND	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
BEGINNING ESTIMATED CASH AVAILABLE	\$ 18,932,121	\$ 14,374,002	\$ 13,298,132	\$ 14,838,587	\$ 14,834,812	\$ 14,469,839	\$ 17,465,598	\$ 19,363,932	\$ 22,140,451	\$ 23,005,977
Revenues										
Sales Revenue Under Existing Rates										
General Water Sales	23,688,989	23,688,989	23,688,989	23,688,989	23,690,859	23,690,859	23,690,859	23,690,859	23,690,859	23,690,859
Raw Water Sales	8,804,430	8,650,995	8,626,839	8,581,793	8,357,604	8,357,604	8,080,620	8,058,660	7,813,604	7,760,074
Public Fire Protection	9,365	9,365	9,365	9,365	9,365	9,365	9,365	9,365	9,365	9,365
Private Fire Protection	71,544	71,544	71,544	71,544	71,544	71,544	71,544	71,544	71,544	71,544
Total Sales Revenue Under Existing Rates	32,574,328	32,420,893	32,396,737	32,351,691	32,129,372	32,129,372	31,852,388	31,830,428	31,585,372	31,531,842
Additional Sales Revenue Required	895,794	2,057,510	3,261,822	4,325,557	5,388,587	6,514,125	7,224,176	8,000,188	8,729,075	9,519,205
Total Sales Revenue	33,470,122	34,478,403	35,658,559	36,677,248	37,517,959	38,643,497	39,076,564	39,830,616	40,314,447	41,051,047
Raw Water Sales	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Other Operating Revenue	2,453,791	2,476,930	2,500,893	2,522,025	2,543,800	2,093,961	2,058,547	2,074,969	2,091,718	2,108,802
Transfers										
Transfer (to) from Working Capital Reserve	(238,115)	(58,770)	(77,248)	(132,469)	(91,376)	(142,424)	(97,805)	(101,428)	(156,914)	(108,610)
Transfer (to) from Water Development Fund	(1,219,310)	(1,338,086)	(1,429,902)	(1,514,047)	(1,685,907)	(382,763)	(441,959)	(330,268)	(391,704)	546,395
Transfer (to) from Capital Fund	(7,145,747)	(4,628,800)	(2,372,500)	(3,792,500)	(3,712,500)	(2,620,500)	(3,376,500)	(2,109,500)	(3,478,500)	(2,953,500)
Nonoperating Revenue										
Gain on Sale of Assets	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Interest Income	164,792	139,766	142,352	149,895	148,824	155,028	177,117	197,668	214,582	224,103
Total Operating Fund Revenue	28,255,533	31,839,443	35,192,154	34,680,151	35,490,800	38,516,798	38,165,964	40,332,056	39,363,629	41,638,237
Revenue Requirements										
Operation & Maintenance Expense	26,946,129	27,547,262	28,266,230	29,327,633	30,148,649	31,287,624	32,165,469	33,073,283	34,326,851	35,297,899
Existing Debt Service	4,909,383	4,885,501	4,886,620	4,882,793	5,198,024	3,514,365	3,513,112	3,683,904	3,682,752	3,682,340
Routine Capital Replacements	958,140	482,550	498,850	473,500	509,100	719,050	589,050	798,350	488,500	421,600
Total Revenue Requirements	32,813,652	32,915,313	33,651,700	34,683,926	35,855,773	35,521,039	36,267,631	37,555,537	38,498,103	39,401,839
Annual Surplus (Deficiency)	(4,558,119)	(1,075,870)	1,540,454	(3,775)	(364,973)	2,995,759	1,898,333	2,776,519	865,526	2,236,398
ENDING ESTIMATED CASH AVAILABLE	\$ 14,374,002	\$ 13,298,132	\$ 14,838,587	\$ 14,834,812	\$ 14,469,839	\$ 17,465,598	\$ 19,363,932	\$ 22,140,451	\$ 23,005,977	\$ 25,242,376

Operating and Capital Funds Cash Flow Analysis

Pueblo Board of Water Works
2018 Budget

CAPITAL FUND	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
BEGINNING ESTIMATED CASH AVAILABLE	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Sources of Funds										
Transfer From (To) Operating Fund	7,145,747	4,628,800	2,372,500	3,792,500	3,712,500	2,620,500	3,376,500	2,109,500	3,478,500	2,953,500
Main Assessments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Contributions	-	-	-	-	-	-	-	-	-	-
Plant Water Investment Fees	500,000	500,000	500,000	650,000	650,000	750,000	850,000	950,000	950,000	950,000
Proposed Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
Total Sources	7,655,747	5,138,800	2,882,500	4,452,500	4,372,500	3,380,500	4,236,500	3,069,500	4,438,500	3,913,500
Uses of Funds										
Major Capital Improvements										
Funded by Reserves	7,655,747	5,138,800	2,882,500	4,452,500	4,372,500	3,380,500	4,236,500	3,069,500	4,438,500	3,913,500
Funded by Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Total Major Capital Improvements	7,655,747	5,138,800	2,882,500	4,452,500	4,372,500	3,380,500	4,236,500	3,069,500	4,438,500	3,913,500
Debt Issuance Expense	-	-	-	-	-	-	-	-	-	-
Debt Service Reserve	-	-	-	-	-	-	-	-	-	-
Capitalized Interest	-	-	-	-	-	-	-	-	-	-
Total Uses	7,655,747	5,138,800	2,882,500	4,452,500	4,372,500	3,380,500	4,236,500	3,069,500	4,438,500	3,913,500
Annual Surplus (Deficiency)	-	-	-	-	-	-	-	-	-	-
ENDING ESTIMATED CASH AVAILABLE	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
OPERATION & MAINTENANCE RESERVE FUND										
BEGINNING ESTIMATED CASH AVAILABLE	\$ 4,151,751	\$ 4,429,501	\$ 4,528,317	\$ 4,646,504	\$ 4,820,981	\$ 4,955,942	\$ 5,143,171	\$ 5,287,474	\$ 5,436,704	\$ 5,642,770
Sources of Funds										
Transfer From (To) Operating Fund	238,115	58,770	77,248	132,469	91,376	142,424	97,805	101,428	156,914	108,610
Interest Income	39,635	40,046	40,939	42,008	43,585	44,805	46,498	47,802	49,152	51,014
Total Sources	277,750	98,816	118,187	174,477	134,961	187,229	144,303	149,230	206,066	159,624
ENDING ESTIMATED CASH AVAILABLE	\$ 4,429,501	\$ 4,528,317	\$ 4,646,504	\$ 4,820,981	\$ 4,955,942	\$ 5,143,171	\$ 5,287,474	\$ 5,436,704	\$ 5,642,770	\$ 5,802,394

Operating and Capital Funds Cash Flow Analysis

Pueblo Board of Water Works
2018 Budget

WATER DEVELOPMENT FUND	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
BEGINNING ESTIMATED CASH AVAILABLE	\$ 4,955,441	\$ 5,346,111	\$ 5,934,962	\$ 7,249,193	\$ 8,458,927	\$ 9,852,234	\$ 10,150,007	\$ 10,509,936	\$ 6,742,843	\$ 3,003,404
Sources of Funds										
Net Transfer From Operating Fund & Other Revenue	1,219,310	1,338,086	1,429,902	1,514,047	1,685,907	382,763	441,959	330,268	391,704	(546,395)
Interest Income	46,360	50,765	59,329	70,687	82,400	90,010	92,970	77,638	43,858	23,892
Total Sources	1,265,670	1,388,851	1,489,231	1,584,734	1,768,307	472,773	534,929	407,906	435,562	(522,503)
Uses of Funds										
	875,000	800,000	175,000	375,000	375,000	175,000	175,000	4,175,000	4,175,000	175,000
ENDING ESTIMATED CASH AVAILABLE	\$ 5,346,111	\$ 5,934,962	\$ 7,249,193	\$ 8,458,927	\$ 9,852,234	\$ 10,150,007	\$ 10,509,936	\$ 6,742,843	\$ 3,003,404	\$ 2,305,901
TOTAL OPERATING & RESERVE FUNDS										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Operating Fund Cash Balance	\$ 14,374,002	\$ 13,298,132	\$ 14,838,587	\$ 14,834,812	\$ 14,469,839	\$ 17,465,598	\$ 19,363,932	\$ 22,140,451	\$ 23,005,977	\$ 25,242,376
Capital Fund Cash Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Operation & Maintenance Reserve Cash Balance	4,429,501	4,528,317	4,646,504	4,820,981	4,955,942	5,143,171	5,287,474	5,436,704	5,642,770	5,802,394
Water Development Fund Cash Balance	5,346,111	5,934,962	7,249,193	8,458,927	9,852,234	10,150,007	10,509,936	6,742,843	3,003,404	2,305,901
Total Ending Estimated Cash Balance	\$ 25,149,614	\$ 24,761,411	\$ 27,734,283	\$ 29,114,720	\$ 30,278,015	\$ 33,758,777	\$ 36,161,342	\$ 35,319,997	\$ 32,652,152	\$ 34,350,671

Note:

(a) Operating & Maintenance reserve cash balance is maintained at an amount equal to 60 days of operation and maintenance expense.

(b) Capital Fund reserve cash balance is maintained at not less than \$1 million.

(c) Debt Service Coverage:	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Water Sales Revenue Increases (%)	2.75%	3.50%	3.50%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
No. of Months Increase is in Effect	12	12	12	12	12	12	12	12	12	12
Debt Service Coverage Calculation										
Revenue	37,454,700	38,465,910	39,682,072	40,891,863	41,766,568	42,557,301	43,081,696	43,958,693	44,443,757	45,188,858
Operation & Maintenance Expense	26,946,129	27,547,262	28,266,230	29,327,633	30,148,649	31,287,624	32,165,469	33,073,283	34,326,851	35,297,899
Net Revenue	10,508,571	10,918,648	11,415,842	11,564,230	11,617,919	11,269,677	10,916,227	10,885,410	10,116,906	9,890,959
Total Debt Service	4,909,383	4,885,501	4,886,620	4,882,793	5,198,024	3,514,365	3,513,112	3,683,904	3,682,752	3,682,340
Debt Service Coverage	214%	223%	234%	237%	224%	321%	311%	295%	275%	269%

2017 RATE VS 2018 RATE
2.75% INCREASE**DEFINITIONS:**

MINIMUM CONSUMER - The minimum consumer is one who may only use 2,000 gallons per month, or less. The majority of all minimum customers are serviced by the smallest water meter (3/4"). This can differ in some cases. Summer usage may rise above minimum.

AVERAGE RESIDENTIAL CONSUMER - For this comparison, the average residential consumer is one who uses more than the minimum and consumes 11,000 gallons per month over a one year period. These consumers may be serviced by a 3/4" water meter, but more likely would have a 1" meter. Although, due to drought induced conservation, a typical residential customer is projected to use 110,000 gallons annually, for the purposes of this comparison 132,000 gallons has been used.

DESCRIPTIONS	2017	2018	DOLLAR INCREASE
--------------	------	------	-----------------

MINIMUM CONSUMER**Readiness to serve charge (includes 2000 gallons)**

3/4" Meter	\$ 11.59	\$ 11.91	\$ 0.32
1" Meter	14.82	15.23	0.41

AVERAGE RESIDENTIAL CONSUMER

3/4" Meter - Readiness to serve charge	11.59	11.91	0.32
9,000 gallons @ \$ 2.66 and \$ 2.73 respectively	23.94	24.57	0.63
Total average monthly bill	<u>\$ 35.53</u>	<u>\$ 36.48</u>	<u>\$ 0.95</u>
1" Meter - Readiness to serve charge	\$ 14.82	\$ 15.23	\$ 0.41
9,000 gallons @ \$ 2.66 and \$ 2.73 respectively	23.94	24.57	0.63
Total average monthly bill	<u>\$ 38.76</u>	<u>\$ 39.80</u>	<u>\$ 1.04</u>

YEAR	¹ CPI CHANGE	WATER RATE CHANGE	VOLUME CHARGE	
			PER 1000/GAL	
			BEG.	END
1981	10.10%	11.80%	\$	\$ 0.85
1982	8.50%	7.00%		0.85 0.91
1983	5.40%	11.00%		0.91 1.01
1984	3.70%	6.00%		1.01 1.07
1985	2.60%	4.00%		1.07 1.11
1986	0.70%	6.00%		1.11 1.18
1987	2.60%	-		1.18 1.18
1988	2.60%	3.00%		1.18 1.22
1989	1.80%	-		1.22 1.22
1990	4.30%	-		1.22 1.22
1991	3.60%	-		1.22 1.22
1992	3.60%	-		1.22 1.22
1993	4.20%	2.50%		1.22 1.25
1994	4.00%	-		1.25 1.25
1995	4.90%	4.00%		1.25 1.30
1996	3.50%	4.40%		1.30 1.36
1997	3.40%	2.90%		1.36 1.40
1998	2.20%	2.00%		1.40 1.43
1999	2.90%	1.50%		1.43 1.45
2000	3.18%	2.25%		1.45 1.48
2001	5.40%	2.25%		1.48 1.51
2002	2.20%	2.50%		1.51 1.55
2003	1.73%	3.00%		1.55 1.60
2004	-0.69%	2.35%		1.60 1.64
2005	1.50%	3.00%		1.64 1.69
2006	3.75%	4.25%		1.69 1.76
2007	2.52%	4.00%		1.76 1.83
2008	3.72%	4.50%		1.83 1.91
2009	-0.62%	4.75%		1.91 2.00
2010	1.70%	5.00%		2.00 2.10
2011	3.83%	5.00%		2.10 2.21
2012	1.78%	3.50%		2.21 2.29
2013	2.77%	2.75%		2.29 2.35
2014	2.90%	3.00%		2.35 2.42
2015	1.00%	3.00%		2.42 2.50
2016	3.00%	3.25%		2.50 2.58
2017	3.10%	2.75%		2.58 2.66
TOTAL	117.37%	127.2%		

¹CPI - Denver area urban consumer price index as of June 30th (Base period: 1982-84=100)

Source: U.S. Department of Labor, Bureau of Labor Statistics

Annual Residential Water Charges Comparison

Pueblo Board of Water Works
2018 Budget

INSIDE CITY ¹	ANNUAL WATER CHARGES			PERCENT OF PUEBLO CHARGES		
	132 thous gallons	180 thous gallons	216 thous gallons	132 thous gallons	180 thous gallons	216 thous gallons
Colorado Springs	1,411.68	1,832.33	2,147.82	303.51 %	309.10 %	311.93 %
Aurora	946.32	1,207.44	1,403.28	203.46 %	203.68 %	203.80 %
Golden	850.32	1,100.88	1,288.80	182.82 %	185.71 %	187.17 %
Thornton	766.68	924.60	1,043.04	164.83 %	155.97 %	151.48 %
Englewood	753.12	1,005.60	1,194.96	161.92 %	169.64 %	173.54 %
Northglenn	714.12	916.20	1,067.76	153.53 %	154.55 %	155.07 %
Greeley	669.60	927.84	1,121.52	143.96 %	156.52 %	162.88 %
Lafayette	665.04	1,005.60	1,105.68	142.98 %	169.64 %	160.58 %
Westminster	657.84	894.48	1,071.96	141.43 %	150.89 %	155.68 %
Boulder	621.12	764.16	871.44	133.54 %	128.91 %	126.56 %
Louisville	612.12	775.80	898.56	131.60 %	130.87 %	130.50 %
Highlands Ranch	603.48	858.36	1,049.52	129.75 %	144.80 %	152.42 %
Denver	601.44	854.88	1,044.96	129.31 %	144.21 %	151.76 %
Broomfield	571.56	768.36	944.64	122.88 %	129.62 %	137.19 %
Pueblo West	566.28	719.64	850.08	121.75 %	121.40 %	123.46 %
Fort Collins	531.72	683.40	803.34	114.32 %	115.28 %	116.67 %
Arvada	528.66	708.18	842.82	113.66 %	119.46 %	122.40 %
Glenwood Springs	524.76	673.56	785.16	112.82 %	113.62 %	114.03 %
Pueblo	465.12	592.80	688.56	100.00 %	100.00 %	100.00 %
Average	\$ 687.42	\$ 906.01	\$ 1,064.42			

¹Based on residential rates using 1" meters

Detailed Water Rate Comparison

Pueblo Board of Water Works
2018 Budget

Comparison of Monthly 2017 Water Rates of Front Range Cities

										FRONT RANGE AVERAGE
BILL FOR 11,000 GAL. ON 1" METER	\$38.76	\$46.97	\$78.86	\$87.17	\$55.42	\$47.97	\$59.51	\$50.12	\$70.86	\$59.52
BILL FOR 20,000 GAL. ON 1" METER	\$62.70	\$80.63	\$127.82	\$172.09	\$96.73	\$78.64	\$97.40	\$97.64	\$117.84	\$103.50
BILL FOR 40,000 GAL. ON 1" METER	\$115.90	\$193.83	\$266.62	\$436.87	\$219.13	\$148.84	\$181.60	\$203.24	\$274.44	\$226.72
FIXED CHARGE ON 1" METER	\$14.82	5.83**	\$19.02	\$21.24	\$15.13	\$17.15	\$13.20	\$19.69	\$13.44	\$16.71
COST PER 1,000 GAL.	\$2.66	0-30K \$3.74 30-60K \$4.70 60-90K \$5.63 >90K \$7.49	0-20K \$5.44 20-40K \$6.19 >40K \$7.74	0-7473 gal 0.0349 7451-18649 .0654/ gal >18656 .0988/ gal	0-5K \$2.55 6-20K \$4.59 Over 21K \$6.12	0-7K \$2.66 7-13K \$3.05 >13K \$3.51	\$4.21	1-5K \$2.01 5-10K \$3.02 >10K \$5.28	1-20K \$5.22 >20K \$7.83	
+/- Change	+3.25%	+2.%	3.20%	0.0%	-1.92%	+5.0%	+2.7%	+0.0%	+12.5%	










* Includes first 2,000 gallons of water.

** Bi Monthly Charge

Front Range Water Utility Comparison

Pueblo Board of Water Works
2018 Budget

Front Range Water Utility Comparison

									
NUMBER OF METERED ACCOUNTS	39,940	35,631	85,400	144,014	250,000**	35,315	27,547	11,248	38,804
POPULATION	109,264	115,174	356,771	451,585	683,096	160,935	101,302	29,637***	132,848
NUMBER OF EMPLOYEES	137	66*	450	445*	1,100**	101	139*	28*	53

* Includes water and wastewater employees.

**Figures were approximated by Denver Water










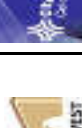
***City of Pueblo West figures: Suburbanstats.org

Source, population figures: 2015 Colo County & Municipal population estimate

Front Range Plant Water Investment Fee Comparison

Pueblo Board of Water Works
2018 Budget

Plant Water Investment Fee Comparison

										
3/4" Residential	4,767	19,720	16,311	5887-12913	3,030/.70 sq ft	720/.33sq ft	10,800	7,690	11,875	9,115
1" Residential	4,767	19,720	16,311	15,487	3,030/.70 sq ft	720/.33sq ft	10,800	7,690	18,911	24,306
Multi-Family	2,709/unit	9,863/unit	9,320/unit	5,295/unit	10,040*	540/.24sq ft	5,400/unit	5,510/unit	n/a	4,934/unit
Multi-Family Senior	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mobile Home	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Duplex	5,418	19,275	18,640	10,590	10,040	540/.24sq ft	10,800	11,020	n/a	5,443
3/4" Commercial	2,365	28,910	21,194	9,292	10,730	7,180	10,800	11,380	11,875	15,191
1"	4,616	48,190	37,937	15,487	19,170	19,710	17,350	22,760	18,911	24,306
1 1/2"	23,536	96,380	83,292	30,973	42,180	42,220	34,600	45,520	37,109	30,382
2"	29,832	154,200	151,324	49,557	76,690	66,680	55,400	91,040	58,845	97,222
3"	57,334	327,680	**	92,920	*****	**	121,300	204,840	116,953	194,445
4"	197,881	578,250	**	154,867	*****	**	207,900	*****	***	303,820
6"	408,248	n/a	**	****	*****	**	433,150	*****	***	n/a
8"	947,455	n/a	**	****	*****	**	n/a	*****	***	n/a

*Multi-family rate covers first two units. Each unit after is \$2,420 each.

**Anything 3" and above is based on peak day demand.

***Rates based on compound meter. Rates for turbine meters: 3" is \$126,895. larger sizes upon request.

****No change in Colorado Springs utility rates for 2017. The 6" and 8" meter fee is based on potential average daily usage and peak day demand of that customer.

***** Anything over 2" or 3" is based on demand needs or individual basis.

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