



# Adopted Annual BUDGET

For Fiscal Year 2023







**PUEBLO WATER IS COMMITTED** to providing the highest quality 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 all to grow within the organization.

# MISSION VISION VALUES

**OUR TEAM IS ENTRUSTED** by the citizens of Pueblo to responsibly manage and protect their most precious natural resource. We commit to provide the necessary leadership, oversight and ethical practices to ensure the sustainability of this resource, and do our part to ensure a prosperous future for Pueblo.

- ◆ **Trust**
- ◆ **Transparency**
- ◆ **Communication**
- ◆ **Customer Service**







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Board of Water Works of Pueblo  
Colorado**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Morill*

Executive Director



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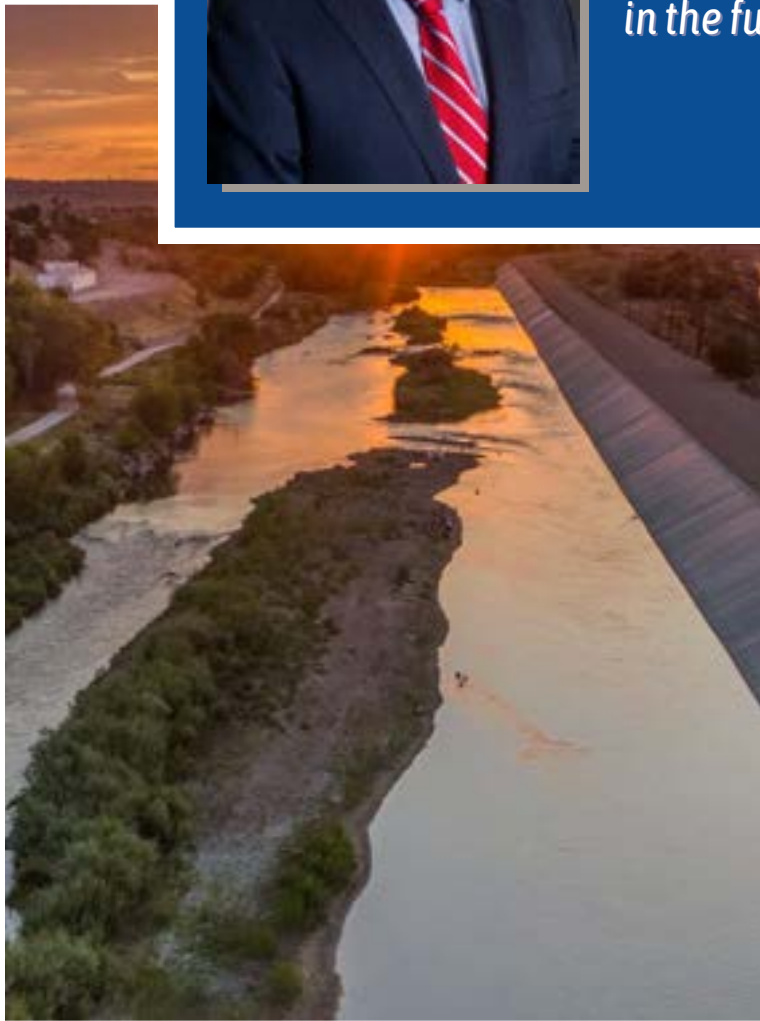






*"This budget contains the Board's continuing commitment to a strong fiscal position while providing system reliability and readiness for today and in the future."*

**Seth Clayton**  
Executive Director



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November 15, 2022

**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 2023, which outlines 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 2023.

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 workforce and clarify the special or major O&M and capital projects we propose in our plan of work for 2023.

After reviewing the critical needs for 2023 and trimming the budget where possible, Staff recommends a water rate increase of 4.00 percent for 2023.

Highlighted below are specific recommendations and notable features included in the proposed plan for 2023 as well as specific estimates regarding results for 2022.

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 or development of additional water storage to large distribution or transmission infrastructure-related projects or the potential acquisition of additional water rights. 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 2023, by funding the WDF through revenue generated from Public Service Company's Comanche Unit 3 and the capital recovery fee resulting from the Arkansas Valley Conduit's connection to Pueblo Water's distribution system. The Busk Ivanhoe Water Authority has assessed Pueblo Water \$2 million for its share of the Carlton Tunnel rehabilitation project. Staff's proposed plan for 2023 includes using monies from the WDF to cover the special assessment.

Ongoing Projects

► The Kevin F. McCarthy Hydroelectric Power Plant at the Whitlock Treatment Plant will continue into 2023. Due to supply chain issues and inflationary cost increases, the total project is now expected to cost \$6.75 million.



## 2022 Metered Water Revenue

Consumption for 2022 is expected to be approximately 8.5 billion gallons, generating metered water sales of approximately \$28.2 million or 4.8% above budgeted projections. At the end of 2022, the unrestricted operating fund balance is expected to be approximately \$24.59 million and is predicted to increase, during the next 10 years, to a high of approximately \$43.57 million in 2032.

## 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 10-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, however for 2023 we anticipate receiving only \$250,000 in short-term leases.
- Plant Water Investment Fees, because of modest growth in the housing market, are reduced in the near term with a gradual increase in later years of the 10-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 2023 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.
- Revenue from a one-year contract with a public utility, for 2023, is based upon 9,000-acre feet with revenue of approximately \$7.5 million.

## Noteworthy Expenditures

- Water Rights Operation & Maintenance - \$1.61 million.
- Utilities - \$3.24 million. The 10-year plan assumes future increases in electric rates, but not annually.
- Repairs and Maintenance - \$1.56 million. A 15.6% increase compared with the 2022 budget.
- Meter Related Costs including AMR - \$1.12 million. Allocation of \$1.15 - \$1.18 million for each of the following years in the attached 10-year capital outlay plan.
- Main Expansion and Improvement Projects - \$2.5 million.
- Hydroelectric Project - \$1,750,000.
- TD&E Facility Canopy - \$110,000.
- Whitlock Media and Underdrain Replacement - \$300,000.
- Arkansas River Southside Diversion Dam - \$11,000,000.
- Whitlock Sewer Lift Station Recondition - \$150,000.

- Annex Demo & New Building - \$1,200,000.
- TD&E Parking Acquisition - \$300,000.
- Administration Building Elevator Replacement - \$115,000.
- McCabe & Platteville Interior/Exterior Painting - \$1,100,000.
- Treatment Plant Generator Modifications - \$700,000.
- Wildhorse Creek Stream Gauges - \$100,000.
- Enterprise Resource Program Upgrade - \$175,000.
- AVC Highway 50 Bypass Crossing - \$2,000,000.
- Distribution Model Recommendations - \$1,000,000.

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 of all major water utilities. For average customers who consume 11,000 gallons per month, the Board's customers pay 33 percent below the Front Range average, and 68 percent below the highest. When considering the residential rate impact for the Board's rate increase of 4.00 percent, on average, a customer with a one-inch meter will see a monthly increase of \$1.76.

**IN CLOSING, WE RECOMMEND THAT THE BOARD CONSIDER FOR ADOPTION THIS BUDGET WITH A 4.00 PERCENT RATE INCREASE FOR 2023.** 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 2023 and beyond. Development of a \$60.31 million budget and 10-year financial plan always takes significant work, and I want to recognize the outstanding initiative and hard work of Kristen Spicola and Leroy Rittgers as well as Matt Trujillo, the Division Managers, Managers, and Supervisors in producing this solid financial plan. I 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,



Seth Clayton  
Executive Director





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## *About Pueblo Water*

Pueblo's drinking water system is owned by the citizens who are served by the system and is financed with revenue provided by everyone's monthly water bill payments.

Pueblo Water employs 136 professionals who specialize in the many skills needed to manage and operate Pueblo's water system. Most of Pueblo's water originates in the Rocky Mountains above Leadville, Colorado, flowing into canals, creeks, and streams and eventually into the Arkansas River. It is diverted from the river through intake structures located within Pueblo Dam and moved through a pipeline to the Whitlock Treatment Plant, where it is treated to a standard of excellent quality. The finished water is pumped through a system of transmission mains to storage tanks and adjoining pump stations throughout the city, then is delivered to homes, businesses, schools – all our customers in Pueblo - by a vast network of over 589 miles of water mains in the distribution system. These water treatment and delivery processes continue 24 hours a day, every day of every year.

Pueblo's water system has been self-supporting throughout its history. Major capital expansion and improvements are funded with debt financing, while routine operation, maintenance and capital replacements are paid for with operating revenues. The future prosperity of Pueblo is tied directly to this readily available supply of high-quality water.

# HISTORY



Water delivered by wagon in the late 1800's

*“As a result of a municipal charter convention in 1954, the systems were merged and the Board of Water Works of Pueblo, with a 5-member elected governing board, was created in 1957 to serve all Pueblo’s water needs.”*

The history of the public water supply in Pueblo, Colorado begins not only before Colorado became a state, but before several smaller towns combined to form one Pueblo.

## EARLY YEARS

In the earliest days of the community at the confluence of the Arkansas River and Fountain Creek, water was delivered to users from the river via barrels delivered by horse-drawn wagons. The region included the separate towns of Pueblo, South Pueblo, Central Pueblo, and Bessemer.

After a number of fires in the downtown business district made it clear that barrels of water were not an adequate system of fire protection, the city passed a bond issue to develop a municipal water system. The Holley pump station and a network of pipelines to distribute water were completed in 1874. The three Pueblos consolidated to become one Pueblo by 1886, and the town of Bessemer was annexed in 1894.

Since the entire service area for Pueblo’s first water system was north of the Arkansas River, a private company built a separate water supply system to serve areas south of the river. When that company began to fail as a private business, the City of Pueblo purchased it in 1906, resulting in the city operating two completely separate drinking water systems north and south of the Arkansas River.

## SEPARATE DEVELOPMENT

Separate was not equal, and as the two systems grew over time, it became apparent that combining the two into one made sense. As a result of a municipal charter convention in 1954, the systems were merged and the Board of Water Works of Pueblo, with a 5-member elected governing board, was created in 1957 to serve all Pueblo’s water needs.



## **BUILDING A MODERN SYSTEM**

Following the creation of the unified water utility, the new Board faced the challenge of efficiently upgrading the aging infrastructure across the whole city.

A main replacement program was put in place, investing large sums of money every year to replace water mains that had been identified as being the most fragile and subject to major breaks. That program continues to this day.

The Whitlock Treatment plant was built in 1977 and added carbon filtration to Pueblo's water treatment regime, helping to protect the health of everyone in the community.

Water quality was not the only concern, however, as the Board realized the water rights Pueblo held to serve its customers would not be sufficient to meet the needs of future growth in the community. To meet those needs, they invested in the additional water resources that would be required.

The completion of Pueblo Reservoir as part of the Fryingpan-Arkansas Project in 1975 provided boosts to both water quantity and water quality, as a portion of the water imported from the west slope is available for Pueblo's use, and a water supply pipeline built from Pueblo Dam to the Whitlock Treatment Plant conveys higher-quality source water than is available from the previously-used surface intake on the river itself.

As the city grew, customer demand for water naturally increased with it. By the late 1990s, summer demands were approaching the capacity of the treatment plant, so a major expansion was designed, completed in 2002.

In 2009, the St. Charles Industrial Park extended Pueblo's water system southward to serve new industries, including the Vestas wind tower plant and the Rockla railroad tie plant.

We don't often pause to consider the incredible value of a safe, reliable water supply - and the water system that delivers it - in our everyday lives. But consider what tap water does that no other water can do.



## ONLY TAP WATER DELIVERS . . .

### . . . public health protection.

In a world where an estimated 3 million people die every year from preventable waterborne disease, Pueblo's water system allows us to drink from any public tap with a high assurance of safety. Pueblo Water treats our drinking water to meet rigorous federal and state water quality standards to protect the health of all in our community.

### . . . fire protection.

A well-maintained water system is critical in protecting Pueblo from the ever-present threat of fire. Pueblo Water crews maintain the city's fire hydrants, providing Pueblo's Fire Department the reliable water at an adequate pressure they need to keep lives and property safe.

### . . . support for the economy.

Businesses and housing developments do not succeed without a safe and sustainable water supply. Tap water is critical to businesses' day-to-day operation and is often a primary ingredient in attracting new businesses to Pueblo. Since 1984, Pueblo Water has contributed over \$5 million in service to improve Pueblo's economy.

### . . . the quality of life we enjoy in Pueblo.

Any measure of a successful society - low mortality rates, economic diversity, productivity, and public safety - is in some way related to access to safe water. Add the beauty and recreational opportunities that our parks, golf courses and the Riverwalk Project bring to our lives, and you realize how valuable our most precious resource really is!

Transmission and Distribution personnel maintain all the pipes and valves in the system every day, even though it is all buried underground! They must respond to water main breaks in a timely manner that maintains water service to our customers while minimizing traffic disruptions during the excavation and repair of large pipes. They also test, maintain and repair over 4,000 fire hydrants throughout the city to provide top-rated fire protection for homes and businesses in Pueblo.







## TAKING CARE OF BUSINESS

Our Customer Service Department provides many payment options to make paying a water bill as convenient as possible for our customers: by mail, online payments, monthly auto-pay, over the phone by check or credit card, or in person at our main office. We also offer budget billing to smooth out the seasonal highs and lows of water charges to make budgeting for this important need much easier. When a customer has a temporary need for assistance in paying a water bill, our customer service representatives utilize our CARES program (funded by Pueblo Water and the City of Pueblo and administered by Catholic Charities of Pueblo) to assist the customer in a time of need.

## FACILITIES AND INFORMATION SERVICES

Every business depends on well-maintained facilities and rapidly evolving technology to stay on top of its game, and Pueblo Water is no exception. Although the plumbing, electrical, heating and cooling of our buildings is “behind the scenes,” they all must function daily to support every activity of Pueblo Water. Similarly, it is obvious that computer technology is at the heart of all our business processes, from water treatment to distribution system mapping, from financial operations to telephone communication. And it all needs to work, every day, at all hours of the day and night. As with all other departments at Pueblo Water, our professional work force is up to the task.

*“Every business depends  
on well-maintained  
facilities and rapidly  
evolving technology to stay  
on top of its game, and  
Pueblo Water is no  
exception.”*

2022 Pueblo Water Customer Service Area  
73 Square Miles

0 1.25 2.5 5 Miles

Cartography by: Kent J. Cooper  
ServiceArea\_A\_2020

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## Pueblo Community Profile

Population (est.) July 2021: 112,368<sup>1</sup>  
Pueblo Water Service Area: 73 square miles

### Workforce Statistics<sup>2</sup>

Labor Force: 77,498  
Employment: 71,347  
Unemployment rate: 7.9%

### Principal Employers<sup>3</sup>

Organization	Employees
Parkview Medical Center	2,210
Pueblo City Schools	1,759
EVRAZ Rocky Mountain Steel	1,332
Pueblo County	1,089
Walmart (includes PW Walmart)	1,088
School District 70	1,068
St. Mary-Corwin	810
Convergys	700
Target Corp. (Dist. Center & Store)	700
City of Pueblo	672

### Top Industries<sup>4</sup>

Industry	Employment
Health Care and Social Assistance	13,112
Retail Trade	8,379
Accommodation and Food Services	5,942
Educational Services	5,325
Manufacturing	4,470

<sup>1</sup> <https://www.census.gov/quickfacts/fact/table/pueblacitycolorado.US/PST045219> US Census Bureau population census July 2021.

<sup>2</sup> <https://www.bls.gov/lau/#cntyaa>. Labor force data by county, 2021 annual average.

<sup>3</sup> <https://www.pueblo.us/178/Annual-Comprehensive-Financial-Report>. City of Pueblo CAFR for year ending Dec. 31, 2021.

<sup>4</sup> <https://www.colmigateway.com/>. "Industry Employment Distribution" CO Dept of Labor and Employment as of 1st Quarter, 2022.



# EXPERTS IN OUR FIELDS

Ensuring the high-quality of water that we deliver to our community necessitates having a highly qualified workforce. One way we lead is by assisting our employees in obtaining further certifications and education in their respective areas. This helps us achieve our goal of excellence in everything that we do. Nearly 80 percent of Pueblo Water's workforce holds advanced licenses and/or certifications in their respective fields.

## Employee Professional Licenses and Certifications:



First aid, CPR and AED  
Certified (16)



American Society of  
Sanitary Engineering (2)



Colorado Groundwater  
Resource Services  
Class A & B Underground Storage Tank  
Operators (6)



Colorado Safety Association (2)



Computing Technology  
Industry Association (1)



Alliance Safety Council (1)



EPA Universal Technicians (4)



Senior Professional  
in Human Resources (1)



EPA Universal Technicians (1)



International Public Manage-  
ment Association for HR (1)



Cathodic Protection Tester (1)



National Institute For Auto  
Service Excellence (2)



Project Management Institute (1)



Pueblo Regional  
Building Department (3)



Certified Scrum Master (1)



Society for Human  
Resource Management (2)



Refrigeration Service  
Engineers Society (1)



Universal Public Purchasing  
Certification Council (1)



## State of Colorado

Certified Public Accountant (2)  
Class 1 Water Distribution Operator (10)  
Class 2 Water Distribution Operator (17)  
Class 3 Water Distribution Operator (4)  
Class 4 Water Distribution Operator (34)  
Class A Water Treatment Operator (18)  
Class B Water Treatment Operator (1)  
Class C Water Treatment Operator (1)  
Class D Water Treatment Operator (3)  
Journeyman Electrician (3)  
Professional Engineer (4)  
Notary Public (8)



Computer-specific Certifications (4)



# Recognitions



**2021**  
**Employee**  
**of the Year**  
**Joel Maes**

Facilities &  
Contracts  
Supervisor



**'22 EOQ1**

**Kyle Bartlett**  
Certified 'B'  
Operator



**'22 EOQ2**

**Schad Snell**  
Maintenance  
Worker III



**'22 EOQ3**

**Kerri Berumen**  
Customer  
Service Rep



**'22 EOQ4**

**Michelle Musso**  
Exec. Assistant  
Facilities, Safety  
& Security





# FINANCIAL POLICIES

The Board of Water Works of Pueblo, Colorado (the Board) operates as a single enterprise fund for financial statements and budgeting purposes. Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered, primarily through user charges, or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net revenue, financial position and cash flows is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The acquisition, maintenance and improvement of the physical plant facilities required for these goods or services are financed from existing cash resources, the issuance of bonds, Federal or State grants, etc. The generally accepted accounting principles here are those applicable to similar businesses in the private sector and, therefore, assets and liabilities, and revenues and expenses are recognized on the accrual basis of accounting; thus, revenues are recognized when earned and expenses are recorded when incurred.

The Board applies all Governmental Accounting Standards Board (GASB) pronouncements as well as the Financial Accounting Standards Board (FASB) pronouncements issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. Subsequent to this date, the Board follows GASB pronouncements.

## ANNUAL BUDGET

There shall be prepared, under the direction of the Executive Director, a proposed annual consolidated budget which shall be submitted to the Board of Directors no later than October 15th of the year immediately preceding the year to which the budget applies. Upon receipt of the proposed budget, on or before October 15th the Board must cause to be published, a one-time notice, in a newspaper of general circulation within the local government's boundaries. Following this a final draft must be submitted to the Board of Directors for adoption no later than the regular Board meeting in December. The proposed budget shall indicate by fund all anticipated expenditures and required reserves and the source of moneys to be used to meet such expenditures and provide such reserves. The proposed budget also shall indicate estimated beginning and ending fund balances which include all unexpended surpluses from the

prior years. A workshop on the proposed annual budget will be conducted prior to the November Board meeting. The Board of Directors shall review the proposed budget in its entirety and provide recommendations to the staff.

After considering the proposed budget and making revisions thereto that it may deem advisable, the Board of Directors shall adopt the budget before the beginning of the year to which the budget applies. Following adoption of the budget the Board shall file a certified copy of the adopted budget, including the budget message, with the Division of Local Government of the State of Colorado, no later than January 30th of the year to which the budget applies.

The budget is prepared using the budget basis in which revenues are recorded when they become available and expenditures are recorded at the time liabilities are incurred.

## BALANCED BUDGET

The Board shall balance the operating budget with current revenues, which may include the use of unallocated reserves less required reserves as established by the Board.

## ENCUMBRANCES

The Board shall report encumbrances for construction projects having a value of \$100,000 or more and transportation, machinery, and equipment purchases having a value of \$25,000 or more, in the year the bid and contract are awarded for budgetary purposes, which may or may not coincide with the same year used for GAAP reporting. All other encumbrances for construction projects having a value of less than \$100,000 and transportation, machinery, and equipment having a value of less than \$25,000, which have not been received at the end of the Board's fiscal year, shall be reported in the following year for both budgetary and GAAP purposes.

## FUNDS ESTABLISHED

Through its administrative code the Board identifies a number of accounts, which are referred to as funds, to separately track uses of moneys for specific purposes. To provide for accountability of public moneys in accordance with applicable federal and state law and regulations and Board policies, the following active or prospectively active funds have been established in the Treasury of the Board.

### Unrestricted Funds

General Fund (established 1957). Moneys not specifically allocated or appropriated may be placed in this fund and used for general purposes of the Board. To maintain the Board's credit rating and meet seasonal cash flow shortfalls, the budget shall provide for an anticipated General fund

balance of at least five percent of estimated annual revenues.

Should the General fund balance fall below the five percent threshold. A plan for expenditure reductions and/or revenue increases shall be submitted to the Board by the Finance Manager.

Operations and Maintenance Reserve Fund (established 1984). Moneys reserved to equal sixty days of total budget for personnel services and operation and maintenance expenses.

Capital Projects Reserve Fund (established 1999). Moneys reserved to assist with unforeseen emergency capital projects. This fund is maintained at not less than one million dollars.

Water Development Fund (established 1999). Moneys specifically allocated for further acquisition of water rights, protection of existing water rights and other similar uses approved by the Board of Directors. Additions to this fund are to be provided at the discretion of the Board of Directors.

### Restricted Fund

Debt Service Fund (established 2000). Moneys transferred from the General Fund specifically for the purpose of principal and interest payments on any then outstanding bond issues or repayment contracts. All transfers shall be made according to the bond covenants then in place.

## DEBT GUIDELINES, COMPLIANCE WITH FUND REQUIREMENTS, AND BOND PROVISIONS

### Debt Guidelines

- **Use of Proceeds** - Debt proceeds may not be used for operating and maintenance expenditures. Net proceeds shall only be used for non-routine capital expenditures (less amounts in a reasonably required reserve fund, when necessary) or to refund existing debt.

- **Advance Refundings** - Advance refundings will be considered when the net present value of the savings is greater than 3% and the refunding is permitted by existing statutory regulations.
- **Appropriate Use of Debt** - The Board's Finance Manager will monitor the marketplace and remain abreast of new types of financing instruments and sources of funds. In determining whether or not debt issuance is appropriate, the Board will consider: the expected life of the asset, the nature of the covenants, the impact on the Board's future financial flexibility, the amount of uncertainty and market risk associated with the type of financing considered, the current regulatory and economic environment and whether long-term projections indicate the Board will be able to sustain the projected level of debt. In making such evaluations, the Board may consult with one or more outside, independent financial advisors.

## Compliance and Bond Provisions

- **Timely Expenditure of Bond Proceeds** – The Board's Finance Manager shall be responsible for preparing a draw down schedule (when necessary) that details the anticipated spending schedule of bond proceeds to ensure they comply with the hedge bond rules of Section 149 of the Internal Revenue Code and determine whether the requirements for a three-year temporary period under Treasury Reg. 1.148-2(e) have been satisfied.
- **Calculation of Available Project Proceeds** – Once proceeds from the issuance along with costs of the issuance are determinable, and prior to issuance of the bonds, the Finance Manager shall

calculate (1.) the available project proceeds and (2.) the percentage of issuance costs. Verification shall be performed that such percentage does not violate any regulations or laws governing the issuance of the bonds.

- **Arbitrage Yield Restrictions and Rebate** - The Finance Manager shall invest the available bond proceeds so that any income does not materially exceed the arbitrage yield limit of the issuance as defined in the tax compliance certificate associated with the issuance. Three months prior to the five-year anniversary of each issuance, the Finance Manager shall review whether an arbitrage rebate calculation is due or should be performed.
- **Refundable Credits** - It is the responsibility of the Finance Manager to verify the amount of any refundable credit associated with any of the Board's outstanding bonds and prepare, on an ongoing and timely basis, the appropriate form associated with the refundable credit(s).
- **Identification of Violations** - It is the responsibility of the Finance Manager to review Federal tax requirements, along with arbitrage or tax compliance certificates associated with the Board's outstanding debt, to ensure compliance with said requirements. In the event of any violation of such requirements, the Finance Manager will speedily contact bond counsel and after consultation, take appropriate remedial action.
- **Record Retention** - All records necessary to support the status of the Board's bonds as qualified to receive tax advantaged treatment shall be maintained for a minimum of four years beyond the later of the



redemption of the bonds or any obligation issued to refund the bonds. Records shall be maintained in “paper” form and when practical in both “paper” and “electronic” form. Records may be maintained for a longer period of time in accordance with the Board’s Financial records retention policy.

- **Fund Requirements** - As of December 31st of each year, the Finance Manager shall make a review to determine whether the minimum fund requirements have been met and whether the Board has complied with the provisions of the articles and covenants contained in the resolutions of issuance for all outstanding Board bond issues during the preceding year. The Finance Manager shall report the results of the review to the Executive Director.

## CAPITAL ASSETS

Purchased and constructed capital assets are recorded at cost. Donated capital assets are recorded at their estimated fair market value on the date received. Net interest costs incurred during periods of construction are capitalized as part of the cost of the asset. Assets are capitalized if they have a cost of \$5,000 or more and have a useful life of more than one year.

Depreciation of capital assets shall be computed on the straight-line method based on estimated service lives of properties by classes. The estimated useful lives to be used in computing depreciation are as follows:

The difference between the cost of assets removed from service and the amount of accumulated depreciation at the time of removal shall be written off as loss on abandonment of assets.

## INVESTMENTS

Investments shall be recorded at cost and adjusted to market value for financial reporting purposes. Adjustments, if applicable, are to be made to cost, for any premium or discount, which shall be amortized over the maturity of the investment. For purposes of the statement of cash flows, the Board shall consider all investments with an original maturity of three months or less to be cash equivalents.

## INVENTORIES

Inventories shall be valued on the weighted average method.

## ALLOWANCE FOR DOUBTFUL ACCOUNTS

The allowance for doubtful accounts shall be computed at one percent of customer receivables at year end.

## REVENUE

The Board shall set fees and rates at levels which fully cover the total direct and indirect costs – including operations, capital outlay, and debt service of providing the citizens of Pueblo, Colorado and any extraterritorial customers with high quality water.

### Rate Structure

This section provides an overview of the Board’s rate structure. The rate structure is designed to accomplish the following:

- **Water Quality** – Support source quality improvements and water treatment systems that ensure the highest quality of water possible.

- **Accountability** – Set rates at levels which provide sufficient revenue to operate the System in a manner that ensures the highest quality, while providing the lowest possible price to our customers.
- **Rate Covenant** – The Board has agreed to set rates at levels which ensure that total revenue less operating expenses, will cover the combined annual debt service at a minimum of 1.20 times.
- **Community Provider** – Ensure that adequate water is provided to the community now and as needs grow.
- **Environmental Responsibility** – Encourage wise environmental stewardship and effective demand management.

### Rate Structure Components

The different elements of the current rate structure are detailed in the Board's Rules and Regulations and are subject to change.



# STRATEGIC PLAN

## PLANNING

Planning has been an important visionary component throughout Pueblo Water's history. This is evidenced through the maintenance of long-term financial, capital, main replacement, operation and maintenance, water resource, and work force succession plans.

## FINANCIAL, CAPITAL, AND OPERATION & MAINTENANCE

Each year, as part of the budget process, updates are performed to Pueblo Water's financial, capital, and operation and maintenance 10-year plans. Since it is Pueblo Water's practice to finance routine improvements within its normal rate structure, these plans are an integral part of that success. As a consequence, small steady rate increases are implemented each year, which is essential to ensuring adequate revenue and avoiding "rate shock" for customers. As is the case with many water utilities around the United States, Pueblo Water recognizes the coming challenge of replacing its infrastructure and works to continually refine its supplemental 30-year capital plan. This expanded capital plan affords Pueblo Water the ability to make crucial decisions surrounding replacement of its infrastructure.

The following table represents the planned capital projects included in the 2023 budget:

<u>Project Description</u>	<u>Total</u>
<b>ARKANSAS RIVER SS DIVERSION DAM</b>	\$11,000,000
<b>CITY WIDE MAIN RENEWALS</b>	2,500,000
<b>AVC HWY 50 BYPASS CROSSING</b>	2,000,000
<b>HYDRO POWER AT TREATMENT PLANT</b>	1,750,000
<b>ANNEX DEMO &amp; NEW BUILDING</b>	1,200,000
<b>AMR &amp; METER ROTATION</b>	1,120,000
<b>DISTRIBUTION MODEL RECOMMENDATIONS</b>	1,000,000
<b>MCCABE &amp; PLATTEVILLE INTERIOR/EXTERIOR PAINT</b>	1,100,000
<b>TD&amp;E PARKING ACQUISITION</b>	300,000
<b>ENTERPRISE RESOURCE PROGRAM UPGRADE</b>	175,000
<b>WHITLOCK MEDIA AND UNDERDRAIN REPLACEMENT</b>	300,000
<b>WHITLOCK SEWER LIFTSTATION RECONDITION</b>	150,000
<b>ADMINISTRATION BUILDING ELEVATOR REPLACEMENT</b>	115,000
<b>TD&amp;E FACILITY CANOPY</b>	110,000
<b>WILDHORSE CREEK STREAM GAUGES</b>	100,000
<b>VARIOUS CAPITAL PROJECTS UNDER \$100,000</b>	2,764,200
<b>TOTAL</b>	<b>\$25,684,200</b>



## MAIN REPLACEMENT PROGRAM


Pueblo Water's main replacement program was started in the late 1960's and consists of a formal twenty-year plan that is updated approximately every ten years through cooperation with Pueblo Water's internal engineering staff and its consulting engineer. During the intervening ten-year period, Pueblo Water's internal engineering staff regularly updates the plan to ensure customer needs are met. On average, Pueblo Water spends close to \$2 million every year in connection with the program. Through this program Pueblo Water has greatly reduced the number of main breaks experienced each year. In 1972, 196 main breaks occurred, while in 2021 there were just 33.

## WATER RESOURCE PLAN


In 2007, Pueblo Water updated the water resource plan to project and meet the needs of the community for the next fifty years. That process has continued a less formal basis each year since 2007.

## OBJECTIVES AND INITIATIVES

Pueblo Water's strategic plan is built on objectives and initiatives to align business goals and achieve strategies while focusing on the organization's mission, vision and core values. Key objectives and initiatives are listed below:

 **Customer Experience** – Meet future water needs of our customers, enhance the customer experience at every “touch level” and maintain an excellent water collection, treatment and distribution system.

- Diverse, flexible and resilient water supply sources
- Adaptable, long-range planning approach
- Appropriate storage and margin of safety including a drought plan and strategic water reserve
- Emergency water supply from/to neighboring water system
- Provide outstanding and innovative customer service leveraging new technology
- Increase awareness of customer affordability issues
- Review impact of repair/replacement cost of service lines on customers
- Deliver effective customer communication and education
- A reliable infrastructure
- Protection of watersheds
- Meeting or surpassing all drinking water regulations

 **Financial Stability** – maintain a fiscally strong and stable utility through excellent short and long-term fiscal health, ensuring the provision of the highest quality of water at the lowest possible cost through priority driven budgeting and spending.

- Evaluate rates annually to ensure both fiscal health and value for customers
- Create and maintain sound performance targets and reserves
- Maintain a diversified revenue stream
- Ensure the retirement and benefit programs are sustainable over the long term
- Manage funds prudently and wisely

- Strive for efficiency in both automated and manual processes
- Evaluate new infrastructure based on realistic demand forecasts
- Explore opportunities to maximize the return of Pueblo Water assets
- Maintain short and long-term financial and capital plans
- Engage employees in the budgeting and spending process

💧 **Organizational Efficiency** – maintain an effective, efficient and strategically driven organization.

- Promote leadership and strategic focus at all levels
- Continue and enhance positive working relation with union
- Healthy, collaborative, and highly capable/motivated workforce
- Create a resilient and flexible organization capable of adapting to future challenges and seizing new opportunities
- Enhance business processes and acquire assets that improve our efficiency and effectiveness
- Promote appropriate risk management of Pueblo Water's system and operations

💧 **External Partnerships and Relationships** – maintain and cultivate new effective partnerships and relationships.

- Maintain Pueblo Water's excellent reputation
- Maintain and cultivate new strategic relationships and partnerships
- Continue as advocates and resourceful drivers of economic development
- Play a key role in issues important to Pueblo Water and customers' success



# PERFORMANCE MEASUREMENTS

10-YEAR  
HISTORICAL  
AVERAGE

**43.3**

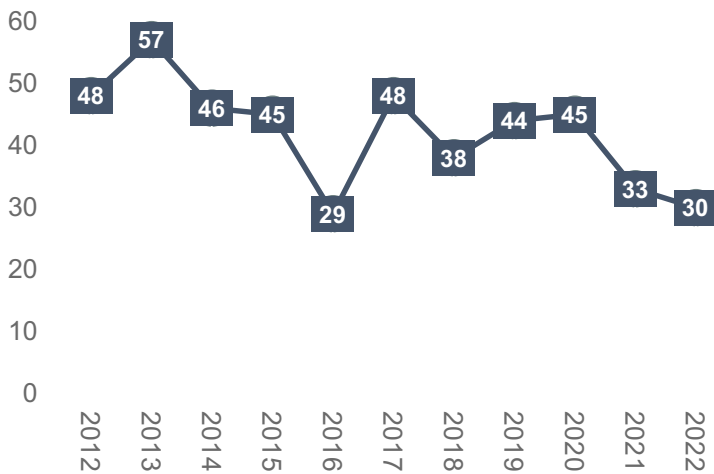
2022  
YTD

**30**

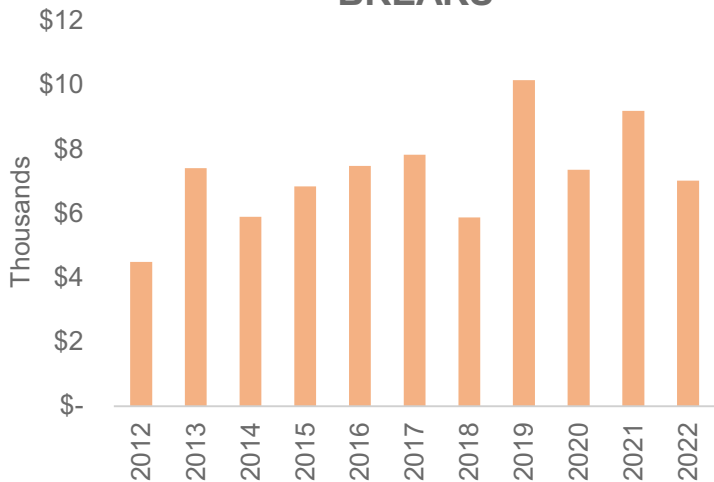
2022  
PROJECTED  
TOTAL

**39**

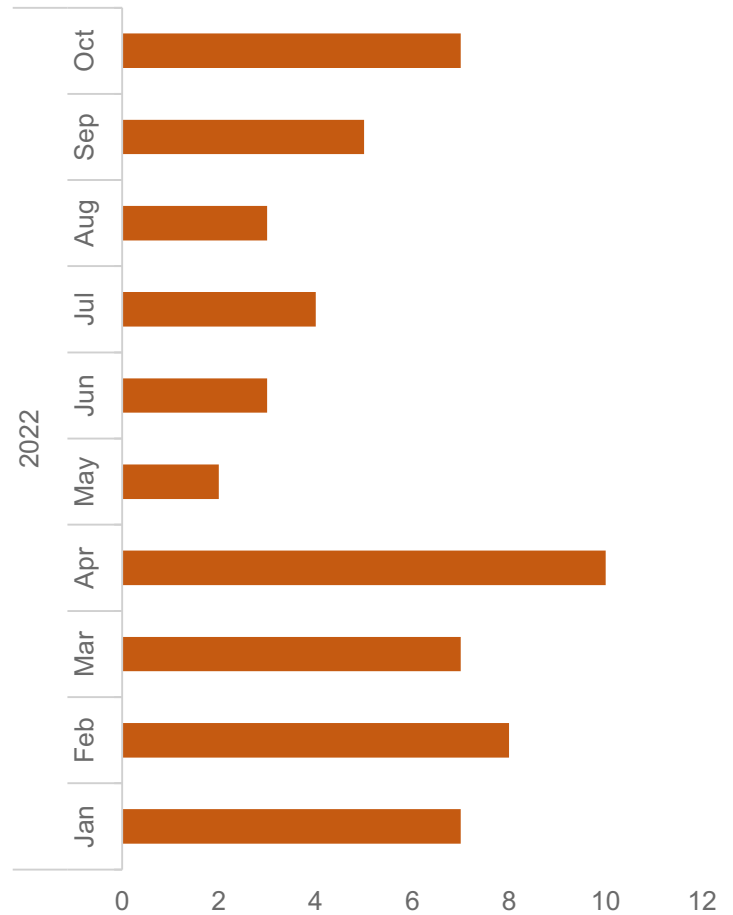
# OF MAIN BREAKS BY YEAR



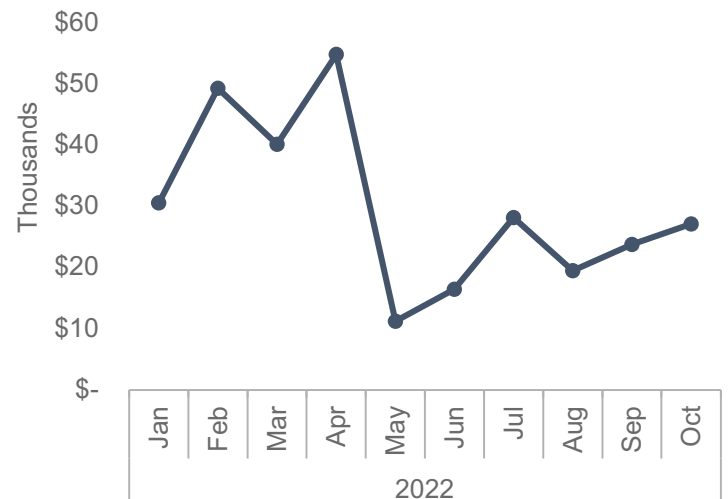
AVERAGE COST OF MAIN  
BREAKS



# OF SERVICE LINE  
REPAIRS/REPLACEMENTS



COST OF SERVICE LINE  
REPAIRS/REPLACEMENTS





# PERFORMANCE MEASUREMENTS

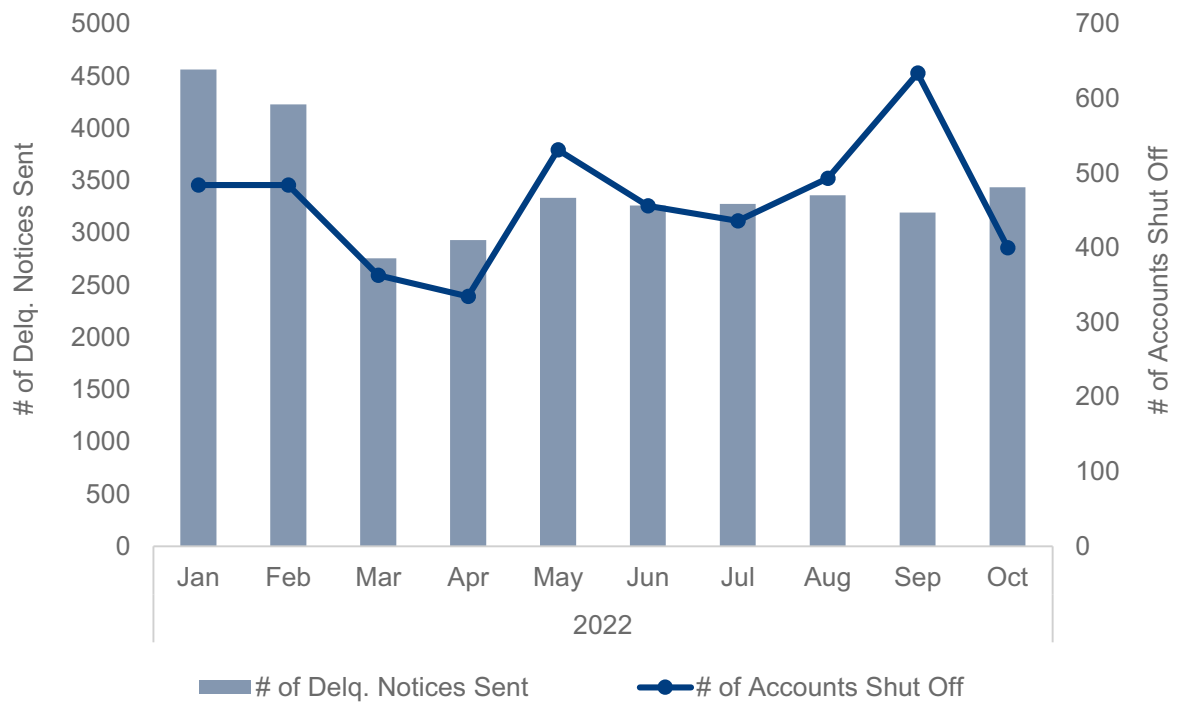
**10.82%**

OF ACCOUNTS  
WERE SENT  
SHUT OFF  
NOTICES YTD.

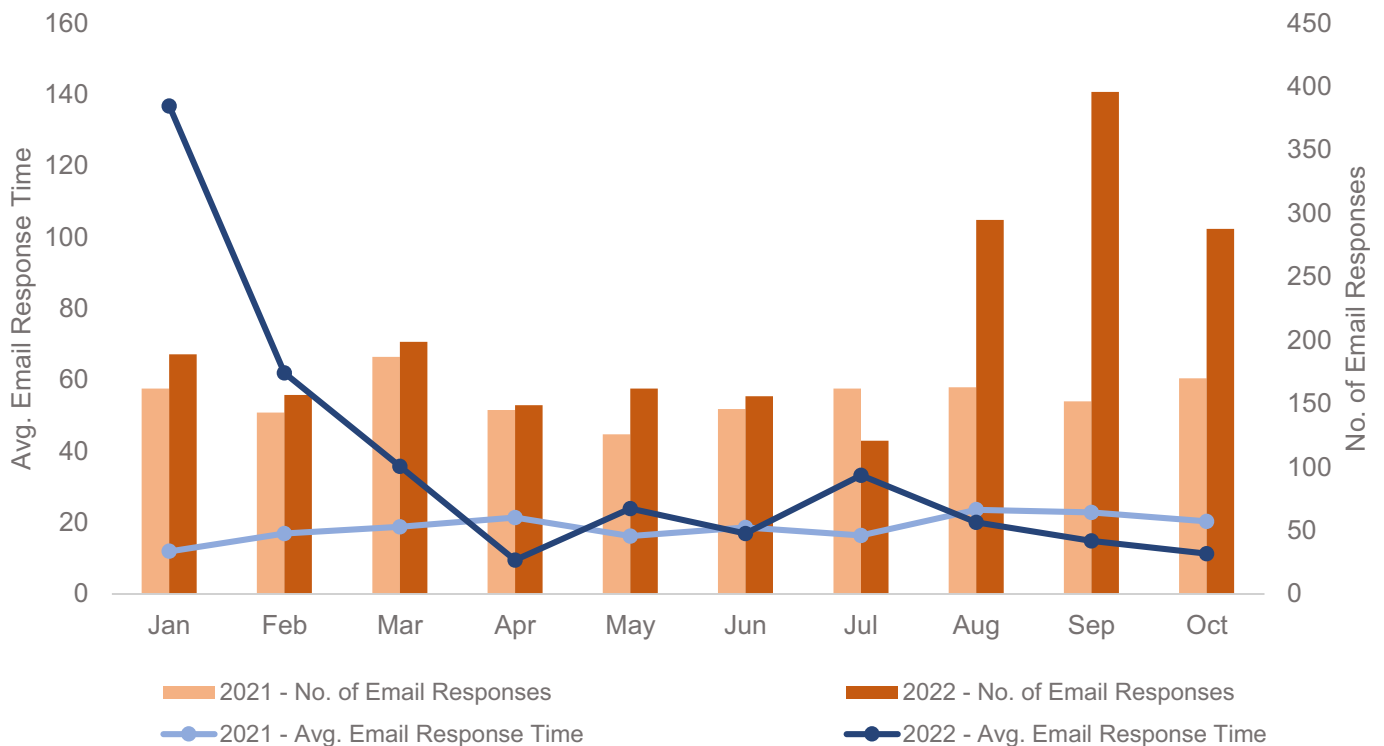
**1.45%**

OF ACCOUNTS  
WERE SHUT  
OFF YTD.

## DELINQUENT NOTICES & S/O'S BY MONTH



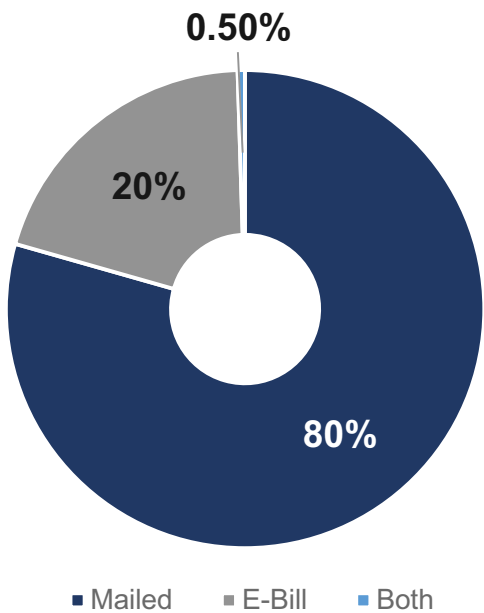
## # OF EMAIL RESPONSES AND AVG. RESPONSE TIME



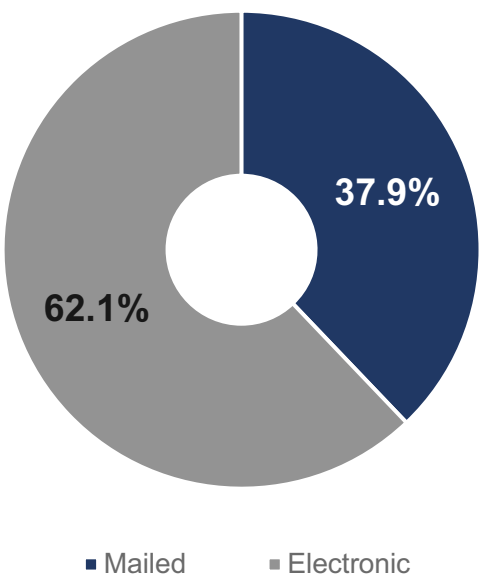


# PERFORMANCE MEASUREMENTS

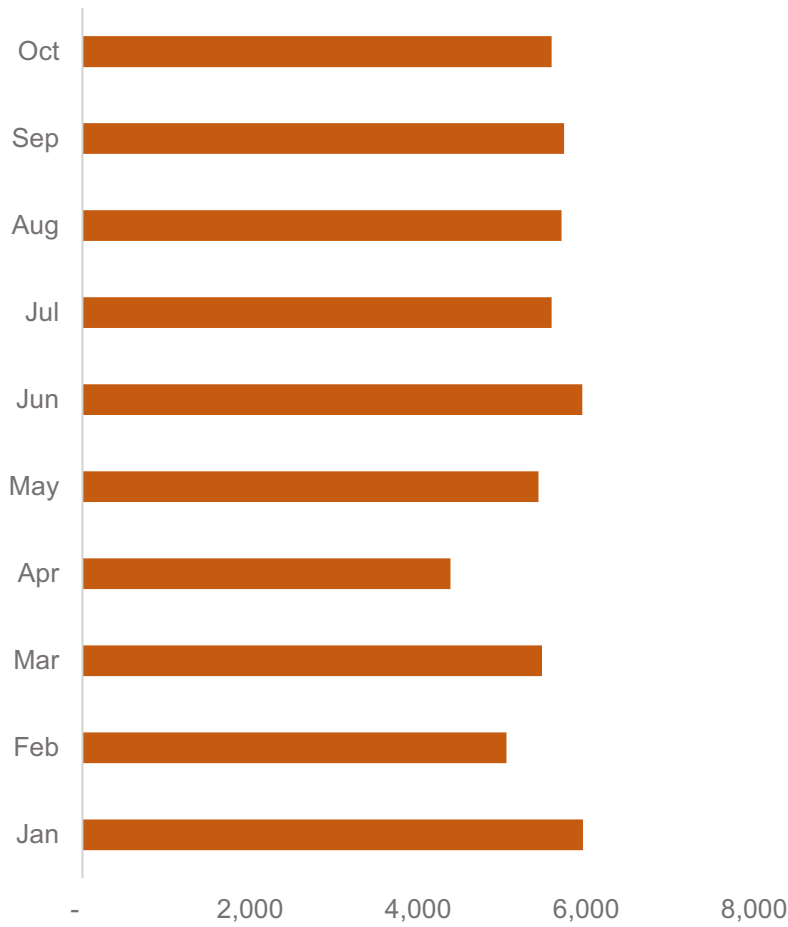
**BILLS-YTD**



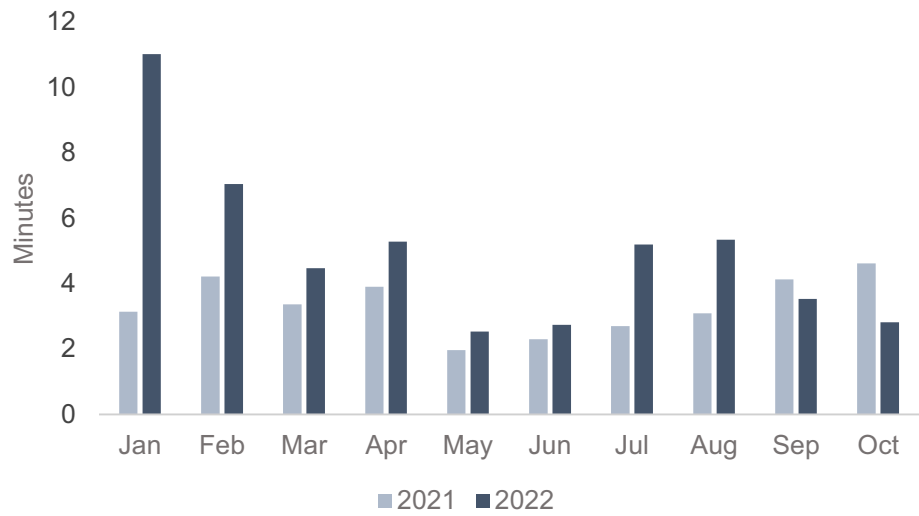
**PAYMENTS-YTD**



**TOTAL CALLS HANDLED**



**AVERAGE CALL WAIT TIME**



# WATER USAGE

## Water Delivery

## Acre Feet

Potable - Whitlock Treatment Plant	28,437
Raw Water - Comanche Pump Station	12,357
Raw Water – Outside City Limits	<u>9,540</u>

## Total Water Delivery

**50,334**

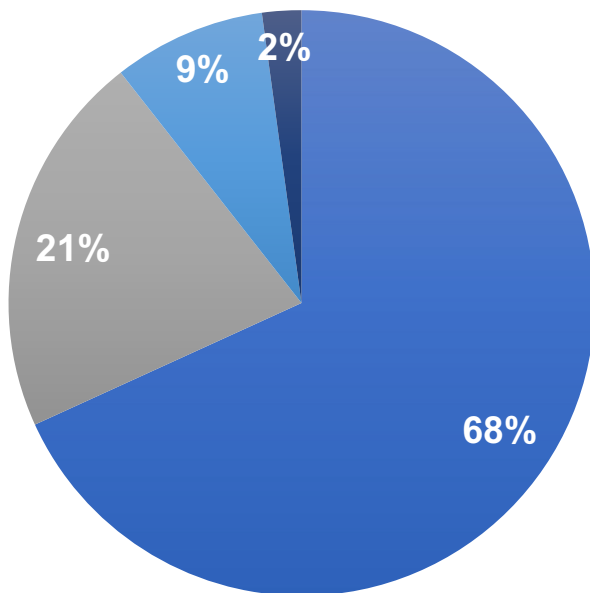
## Water Storage – as of December 31, 2021

Pueblo Reservoir	21,507
Clear Creek Reservoir	6,695
Twin Lakes Reservoir	2,658
Turquoise Reservoir	<u>683</u>

## Total Water Storage

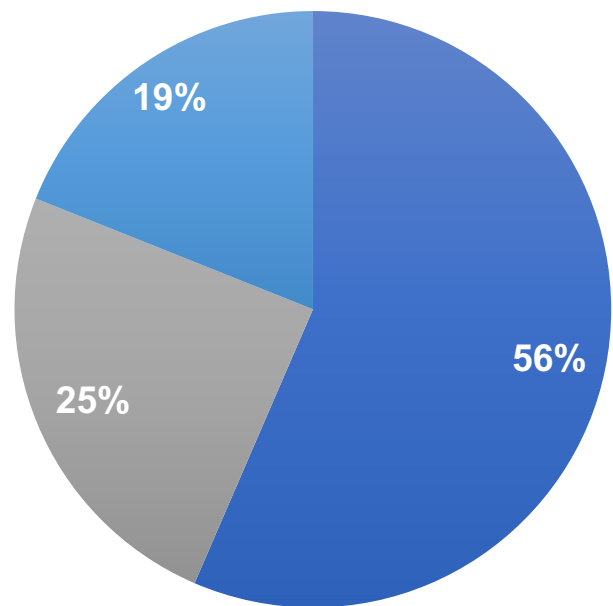
**31,543**

## Water Storage



- Pueblo Reservoir
- Clear Creek Reservoir
- Twin Lakes Reservoir
- Turquoise Reservoir

## Water Delivery



- Whitlock Treatment Plant
- Comanche Pump Station
- Outside City Limits



# MISCELLANEOUS FACTS & FIGURES

## As of December 31, 2021

Active taps:	41,283
Population served:	113,300
Average daily consumption:	22 million gallons
Peak day pumpage in 2021:	47 million gallons
Record peak day pumpage (July 16, 1997):	63 million gallons
Daily consumption per capita:	194 gallons
Treatment plant capacity*:	84 million gallons per day
Miles of pipeline:	588.64 (3" thru 84" in size)
Number of system fire hydrants:	4,257
Full-time employees:	134

*\* Treatment plant capacity will serve a population of up to 200,000 with associated business and industry. Based on current trends in maximum daily demand.*





# *Our Organization*





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# Board of Directors

**P**ueblo Water's five-person Board of Directors is made up of community and business leaders elected by the citizens of Pueblo. Pueblo is fortunate to have a Board that not only performs its expected duties capably — formulating policy, reviewing and approving the budget, setting rates and conducting long-range planning — but also maintains a passionate dedication, to the health and well-being of our community with its service. Board members also have a history of serving multiple six-year terms, and they continue to acquire the complex knowledge required to make the best decisions to ensure Pueblo's water system is operated and maintained in an effective and cost-efficient manner.



**Dr. Thomas Autobee**  
Term: Thru 2027

Dr. Autobee has been an elected Board member since 2004. He has operated a dental practice in Pueblo since 1977. His great-great-grandfather, Charles Autobee, was one of the original settlers in the Pueblo area in 1828.



**Mike Cafasso**  
Term: Thru 2026

Mr. Cafasso was appointed to fill a Board vacancy in March of 2007 and then was elected to the Board in November of that same year. He has served ever since. He is the CEO of St. Mary-Corwin Hospital.



**Sandy Gutierrez**  
Term: Thru 2023

Ms. Gutierrez is the CCO at Health Solutions. She is a former CEO of the Latino Chamber of Commerce. She also serves on the Mental Health Colorado Board of Directors for the Southern and Southeastern regions.



**Sam Krage**  
Term: Thru 2027

Mr. Krage founded Krage Manufacturing in 2000 and has since grown the company from six employees to more than 50, with sales in excess of \$15 million annually. He is active in several organizations and causes in Pueblo. He will serve as Board President in 2023.



**Chris Woodka**  
Term: Thru 2026

Mr. Woodka was a long-time water journalist and currently is Senior Policy and Issues Manager for the Southeastern Colorado Water Conservancy District. He deals with the storage and movement of water in the Arkansas River basin.



# Leadership



**Seth Clayton**  
Executive Director

*“Leadership is the capacity to translate vision into reality”*

*- Warren Bennis*



**Matt Trujillo**  
Director, Operations



**Kristen Spicola**  
Director, Admin. Services



**Scot Burbidge**  
Division Manager  
TD&E



**John Norton**  
Division Manager  
WQT&L



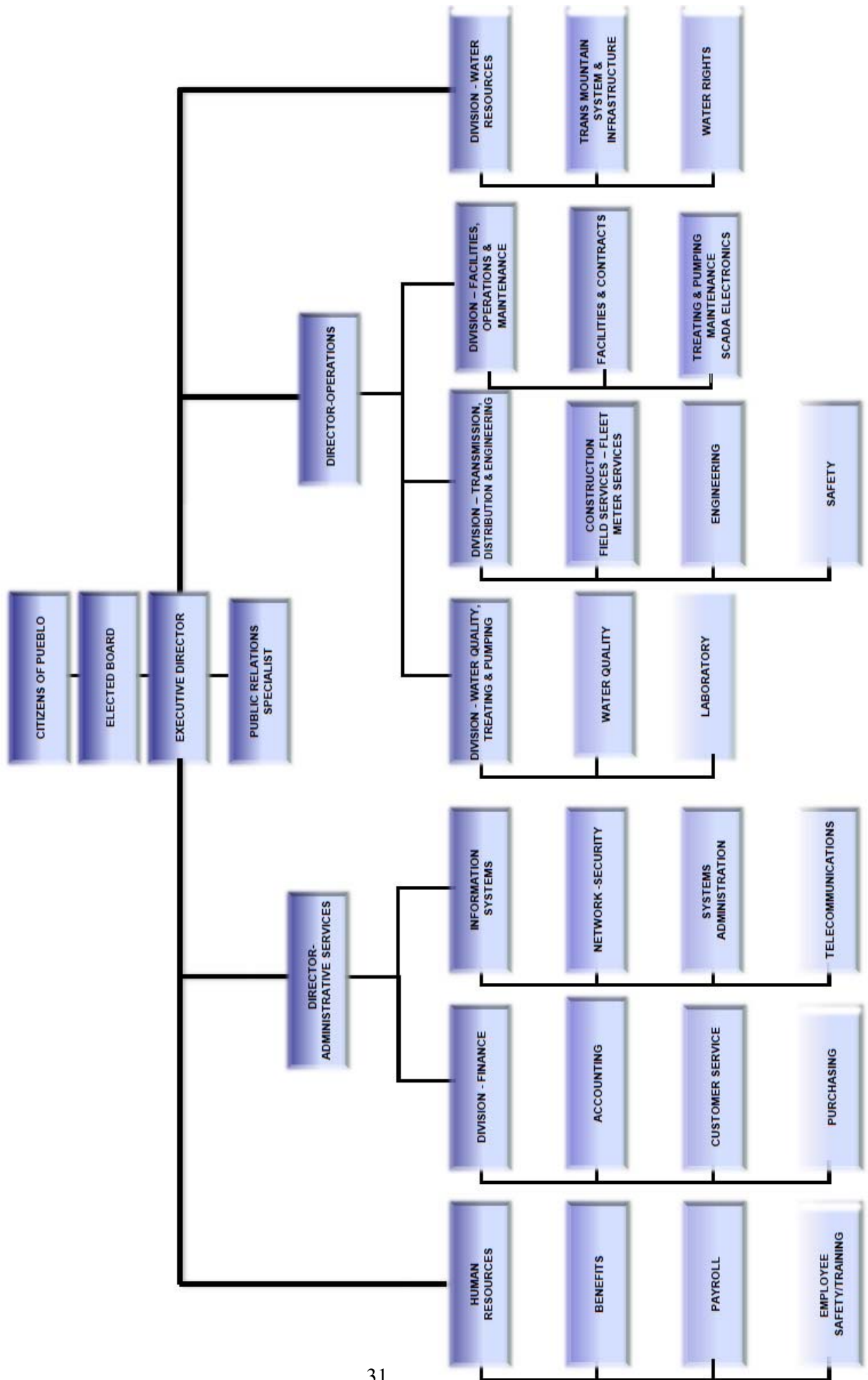
**Darrell Contreras**  
Division Manager  
FO&M



**Alan Ward**  
Division Manager  
Water Resources



# ORGANIZATIONAL CHART





# 2023 BUDGET PLAN PREPARATION



Pueblo Water's budget is determined by a variety of methods. The process begins in early June when a 10-year capital plan workshop is held with all staff to review the status of current projects and discuss changes to any projects in future years of the plan.

In July, the budget process is opened for management staff to develop and input requests. The divisional budget requests are submitted to the Finance Manager and Director of Administrative Services. These requests are reviewed by senior management and subsequently used by the Finance Manager and Director of Administrative Services to prepare a preliminary budget. The preliminary budget is then

submitted to the Executive Director for review and input.

In August, a management staff budget workshop is held to review the preliminary budget and develop project milestones for the 2023 capital project summary.

In early October, the preliminary budget is submitted to the Board of Directors for their input at which time it is made available for public inspection.

The final budget, including all appropriate resolutions, is usually adopted at Pueblo Water's November Board meeting, and subsequently submitted to the State of Colorado Department of Local Affairs.



## 2023 BUDGET PLAN

DATE	DESCRIPTION
<b>July 1, 2022</b>	Budget input into Central Square available
<b>July 12, 2022</b>	Planning and budget training
<b>July 29, 2022</b>	Budget memos to Division Managers
<b>August 5, 2022</b>	Division Manager review completed
<b>August 5, 2022</b>	Draft of department overviews to Public Relations Specialist
<b>August 8, 2022</b>	Finance Manager and Director of Admin. Services initial review
<b>August 9, 2022</b>	Div. Managers and Finance Manager budget and capital plan work sessions
<b>August 19, 2022</b>	All Budget input ability will be removed @ 4:30 p.m.
<b>August 19, 2022 – September 2, 2022</b>	Director's review
<b>September 2, 2022</b>	Final department overviews due to Finance Manager
<b>September 12, 2022</b>	Distribute preliminary draft, revenue requirements and 10-year plans to Directors
<b>September 16, 2022</b>	Directors review draft, revenue requirements, rate proposals, front range survey and typical bill comparisons
<b>September 23, 2022</b>	Director's final discussion and review
<b>October 7, 2022</b>	Quality review of external proposed draft
<b>October 11, 2022</b>	Preliminary Budget to Board
<b>October 11, 2022</b>	Publish Budget notice in Pueblo Chieftain
<b>October 14, 2022</b>	Workshop presentation overview
<b>November 8, 2022</b>	Budget workshop with Board
<b>November 15, 2022</b>	Board meeting, public hearing, and Budget adoption



# CONTACT US

## BOARD OF DIRECTORS

💧 Samuel Krage, President	719.584.0220
💧 Michael A. Cafasso, Secretary-Treasurer	719.584.0220
💧 Sandy Gutierrez, Vice-President	719.584.0220
💧 Dr. Thomas V. Autobee, Vice-President	719.584.0220
💧 Chris Woodka, Vice-President	719.584.0220

## DIRECTORS

💧 Seth Clayton, Executive Director	719.584.0214
💧 Matthew Trujillo, Director of Operations	719.584.0277
💧 Kristen Spicola, Director of Administrative Services	719.584.0414

## DIVISION MANAGERS

💧 Scot Burbidge, Transmission, Distribution & Engineering	719.584.0478
💧 John Norton, Water Quality, Treating & Lab	719.584.0261
💧 Darrell Contreras, Facilities, Operations & Maintenance	719.584.0263
💧 Alan Ward, Water Resources	719.584.0235

For any additional information or questions, please contact:

Leroy Rittgers, Finance Manager lrittgers@pueblowater.org	719.584.0416
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# Documents of Adoption





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# RESOLUTION OF ADOPTION

## RESOLUTION NO. 2022-15

A RESOLUTION ADOPTING THE 2023 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 2023 BUDGET.

WHEREAS, the Board of Water Works of Pueblo, Colorado (Pueblo Water) desires to continue a sound fiscal policy to support its operation on behalf of the citizens of Pueblo and customers of Pueblo Water during the fiscal period commencing January 1, 2023, and ending December 31, 2023, and

WHEREAS, the Executive Director has maintained for Pueblo Water 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 2023 budget and appropriate funds in order for Pueblo Water to provide water service, and

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

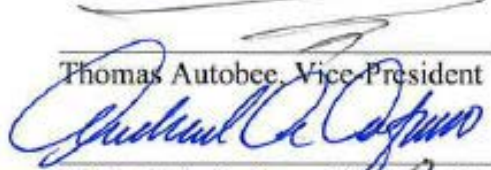
NOW, THEREFORE, BE IT RESOLVED that the Board hereby:

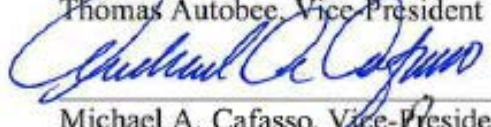
- (1) Approves and adopts the attached 2023 Budget and authorizes implementation of said Budget by the Executive Director.
- (2) Appropriates the revenue of the General Fund, Debt Retirement Fund and Water Development Fund, as provided in the 2023 Budget to each of said Funds.
- (3) Approves and adopts for implementation consistent with the dates described in the revised water rate schedule as provided in the 2023 Budget.

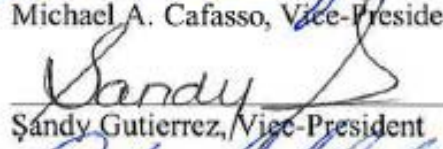
ADOPTED THIS 15<sup>TH</sup> DAY OF NOVEMBER 2022.

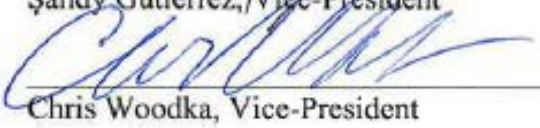
BOARD OF WATER WORKS OF PUEBLO, COLORADO

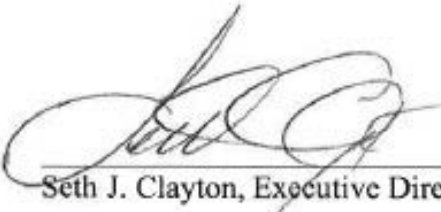
  
Samuel Krage, President

  
Thomas Autobee, Vice-President

  
Michael A. Cafasso, Vice-President

  
Sandy Gutierrez, Vice-President

  
Chris Woodka, Vice-President

  
Seth J. Clayton, Executive Director

  
Richard Orona, Board Attorney

**SUMMARY OF ESTIMATED CASH AVAILABLE FOR OPERATIONS AND RESERVES  
GENERAL FUND**

	<u>OPERATIONS</u>	<u>OPERATION &amp; MAINTENANCE RESERVE</u>	<u>CAPITAL PROJECTS RESERVE</u>	<u>TOTAL</u>
<b>ESTIMATED BEGINNING FUND BALANCE</b>	\$ 24,592,801	\$ 4,847,392	\$ 1,000,000	\$ 30,440,193
<b>ESTIMATED REVENUES AND TRANSFERS</b>	<u>36,324,961</u>	<u>370,525</u>	<u>24,644,700</u>	<u>61,340,186</u>
<b>ESTIMATED EXPENDITURES</b>				
Personnel services	17,984,559	-	-	17,984,559
Operation and maintenance	13,757,768	-	-	13,757,768
Capital outlay	1,039,500	-	24,644,700	25,684,200
Debt retirement	3,063,933	-	-	3,063,933
Transfer to(from) Water Development Fund	<u>(181,192)</u>	<u>-</u>	<u>-</u>	<u>(181,192)</u>
Total estimated expenditures	<u>35,664,568</u>	<u>-</u>	<u>24,644,700</u>	<u>60,309,268</u>
<b>ESTIMATED ENDING FUND BALANCE</b>	<u>\$ 25,253,194</u>	<u>\$ 5,217,917</u>	<u>\$ 1,000,000</u>	<u>\$ 31,471,111</u>

SUMMARY OF ESTIMATED CASH AVAILABLE  
WATER DEVELOPMENT FUND

	TOTAL
ESTIMATED BEGINNING FUND BALANCE	\$ 26,566,040
ESTIMATED REVENUES AND TRANSFERS	324,368
ESTIMATED EXPENDITURES	
Capital outlay	2,900,000
Total estimated expenditures	2,900,000
ESTIMATED ENDING FUND BALANCE	\$ 23,990,408



# FISCAL YEAR 2023 ANNUAL BUDGET

## ESTIMATED REVENUES BY SOURCE GENERAL FUND

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>OPERATING REVENUES</b>				
Water sales - Metered	\$ 27,013,356	\$ 26,961,132	\$ 28,246,402	\$ 28,136,548
Water sales - Utility Private	6,608,683	6,790,474	6,790,457	7,062,093
Water sales - Raw water	3,339,300	2,766,181	3,181,397	5,398,386
Water sales - Utility Public	1,281,900	1,317,149	1,317,150	8,828,258
Taps and meters	139,940	55,000	120,000	55,000
Material sales	310,401	55,000	160,000	55,000
Main assessments	32,760	10,000	49,000	10,000
Fire protection - public	232,474	9,614	9,614	9,614
Discounts	1,331	1,500	1,000	1,500
Rental income	27,807	28,572	32,375	33,670
Late field reading fee	25,300	7,000	32,000	7,000
Turn-on fee	60,400	70,000	92,000	70,000
Check processing fee	10,905	15,000	15,000	15,000
Field collection fee	150	1,500	100	1,500
Missed appointment fee	2,540	1,500	2,500	1,500
Finance Charges	16,370	1,000	6,000	1,000
Miscellaneous	119,561	75,000	110,000	75,000
Service line protection program	437,742	420,000	420,000	420,000
Plant water investment fee	1,414,583	1,100,000	1,300,000	1,100,000
Insurance recovery	47	10,000	200	10,000
Comanche operations and maintenance reimbursement	552,364	500,000	500,000	500,000
Busk-Ivanhoe administration fee	25,000	25,000	25,000	25,000
TIF proceeds	648,137	524,797	1,147,396	-
AVC Reimbursement	-	-	2,000,000	-
AGRA Conveyance Contract	-	-	450,000	30,000
Wastewater collection fee	503,220	517,518	517,518	538,219
Stormwater collection fee	218,400	223,858	223,858	232,812
Street repair collection fee	78,984	81,155	81,155	84,401
<b>Total operating revenue</b>	<b>43,101,655</b>	<b>41,567,950</b>	<b>46,830,122</b>	<b>52,701,501</b>
<b>NONOPERATING REVENUES</b>				
Interest income	15,222	47,049	220,000	618,685
Sale of assets	58,923	20,000	20,000	20,000
Contribution (to) from reserve	1,103,918	2,887,886	(3,704,830)	6,969,082
<b>Total nonoperating revenue</b>	<b>1,178,063</b>	<b>2,954,935</b>	<b>(3,464,830)</b>	<b>7,607,767</b>
<b>Total revenue</b>	<b>\$ 44,279,718</b>	<b>\$ 44,522,885</b>	<b>\$ 43,365,292</b>	<b>\$ 60,309,268</b>

# FISCAL YEAR 2023 ANNUAL BUDGET

## ESTIMATED EXPENDITURES BY OBJECT GENERAL FUND

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>EXPENDITURES</b>				
<b>PERSONNEL SERVICES</b>				
Administration	\$ 916,491	\$ 1,038,279	\$ 986,368	\$ 1,143,377
Finance	1,480,559	1,737,904	1,625,819	1,619,831
Information Systems	599,165	684,492	649,397	656,526
Water Quality, Treating & Pumping	3,615,488	3,790,259	2,302,766	2,668,336
Transmission, Distribution and Engineering	5,409,762	6,039,492	5,635,883	6,478,481
Facilities Operation & Maintenance	844,398	909,363	2,373,588	2,616,469
Water Resources	407,118	468,673	444,564	476,762
Human Resources	2,711,496	2,245,229	2,225,549	2,324,777
<b>Total personnel services</b>	<b>15,984,477</b>	<b>16,913,691</b>	<b>16,243,934</b>	<b>17,984,559</b>
<b>OPERATION AND MAINTENANCE</b>				
Administration	573,376	820,280	634,335	775,725
Finance	971,007	1,177,876	834,177	4,434,576
Information Systems	498,426	841,799	751,436	1,013,367
Water Quality, Treating & Pumping	2,071,721	2,427,425	2,592,275	1,943,762
Transmission, Distribution and Engineering	1,325,449	1,450,655	1,543,503	1,560,419
Facilities Operation & Maintenance	3,117,568	3,458,580	3,761,061	1,887,840
Water Resources	1,235,515	2,788,030	2,672,708	1,702,470
Human Resources	351,320	448,725	454,871	439,609
<b>Total operation and maintenance</b>	<b>10,144,382</b>	<b>13,413,370</b>	<b>13,244,366</b>	<b>13,757,768</b>
<b>CAPITAL OUTLAY/ FUND TRANSFERS</b>				
Administration	300	-	-	-
Finance	7,306,738	5,156,724	5,146,724	2,892,741
Information Systems	102,344	67,500	72,137	285,000
Water Quality, Treating & Pumping	11,194	-	-	85,000
Transmission, Distribution and Engineering	7,331,790	6,316,000	6,433,035	7,350,000
Facilities Operation & Maintenance	3,398,493	2,538,600	2,205,687	17,845,700
Water Resources	-	117,000	19,409	108,500
Human Resources	-	-	-	-
<b>Total capital outlay</b>	<b>18,150,859</b>	<b>14,195,824</b>	<b>13,876,992</b>	<b>28,566,941</b>
<b>Total expenditures</b>	<b>\$ 44,279,718</b>	<b>\$ 44,522,885</b>	<b>\$ 43,365,292</b>	<b>\$ 60,309,268</b>

## FISCAL YEAR 2023 ANNUAL BUDGET

### ESTIMATED REVENUES BY SOURCE & ESTIMATED EXPENDITURES BY OBJECT DEBT SERVICE FUND

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>NONOPERATING REVENUES</b>				
Interest income	\$ 1,443	\$ 10,000	\$ 10,000	\$ 10,000
Contribution from general fund	5,454,163	3,605,391	3,605,391	3,063,933
<b>Total revenue</b>	<b>5,455,606</b>	<b>3,615,391</b>	<b>3,615,391</b>	<b>3,073,933</b>
<b>DEBT RETIREMENT</b>				
Contribution to reserve	1,443	10,000	10,000	10,000
Principal - Series 2015	2,458,333	-	-	-
Principal - Series 2000B	1,853,746	2,258,500	2,258,500	-
Principal - Series 2019	-	370,833	370,833	2,243,333
Interest - Series 2015	73,750	-	-	-
Interest - Series 2000B	208,634	116,358	116,358	-
Interest - Series 2019	859,700	859,700	859,700	820,600
<b>Total debt retirement</b>	<b>5,455,606</b>	<b>3,615,391</b>	<b>3,615,391</b>	<b>3,073,933</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES AND EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**ESTIMATED REVENUES BY SOURCE & ESTIMATED EXPENDITURES BY OBJECT  
WATER DEVELOPMENT FUND**

	<b>2021</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>NONOPERATING REVENUES</b>				
Interest income	\$ 3,644	\$ 16,500	\$ 80,000	\$ 525,770
Sale of property	-	12,000,000	-	-
AVC reimbursement	-	-	20,103,063	-
Net transfer from General Fund	1,837,980	1,541,333	1,541,333	-
Contribution from reserve	-	-	-	2,555,422
<b>Total nonoperating revenue</b>	<b>1,841,624</b>	<b>13,557,833</b>	<b>21,724,396</b>	<b>3,081,192</b>
<b>EXPENDITURES</b>				
Outside services	5,009	50,000	50,000	500,000
Capital improvements	818,710	1,525,000	1,902,500	2,400,000
Net transfer to General Fund	-	-	-	181,192
Contribution to reserve	1,017,905	11,982,833	19,771,896	-
<b>Total expenditures</b>	<b>1,841,624</b>	<b>13,557,833</b>	<b>21,724,396</b>	<b>3,081,192</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES AND EXPENDITURES</b>				
	-	-	-	-



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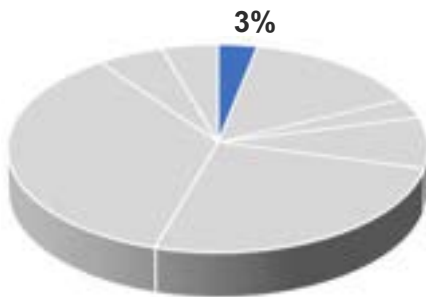
# ADMINISTRATION

## FUNCTION

The Administration at Pueblo Water wholly supports the 140 team members who are truly dedicated to our mission of providing customers with the highest quality water at the lowest possible cost. Our team works tirelessly to ensure that the supply, treatment, and distribution of our most precious natural resource goes uninterrupted to the more than 114,000 people we serve in our community every day.

## PERCENTAGE OF ANNUAL BUDGET

\$60.31 million



**Seth Clayton**  
Executive Director

## Goals & Objectives

### GOAL ONE

***Maintain reliable service for our customers***

#### OBJECTIVES

- 💧 Continue investing in Pueblo Water's main replacement program
- 💧 Maintain a detailed 10- and 30-year capital improvement plan
- 💧 Continue Pueblo Water's robust maintenance plan

### GOAL TWO

***Maintain the lowest water rates along Colorado's Front Range***

#### OBJECTIVES

- 💧 Continue to find innovative ways to maximize the return on Pueblo Water's assets
- 💧 Continue Pueblo Water's practice of long-range planning

### GOAL THREE

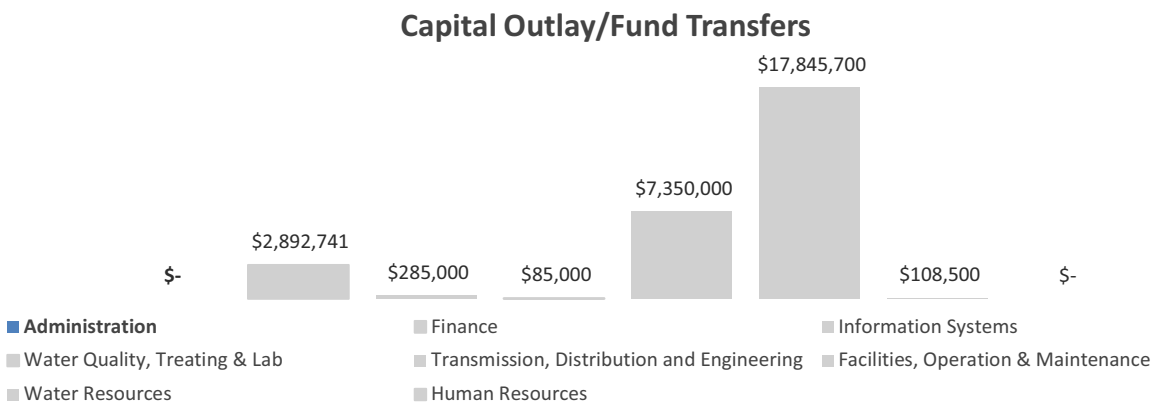
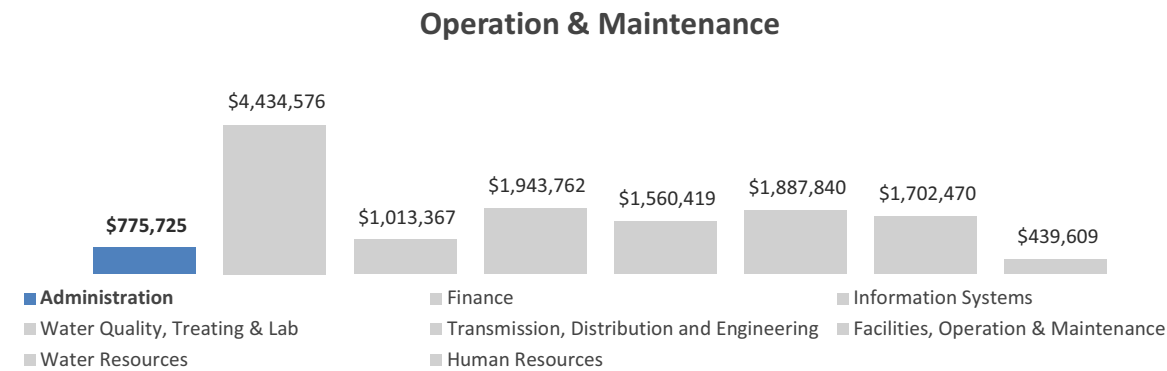
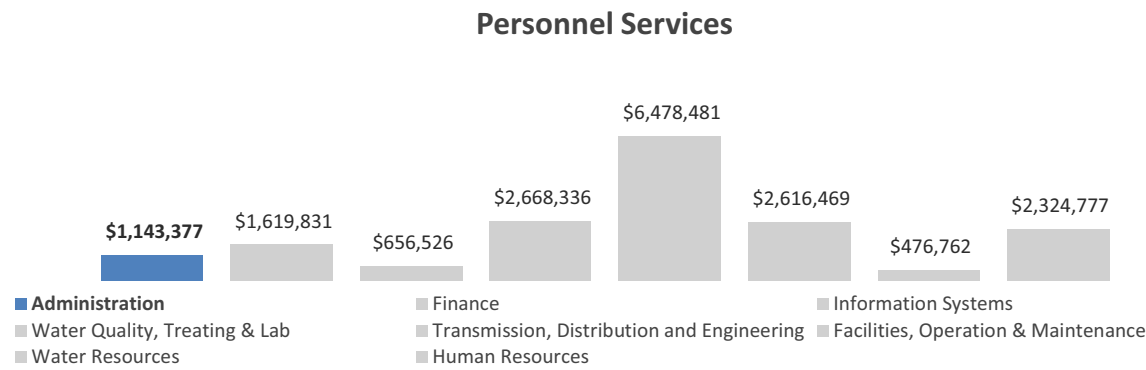
***Invest in our employees***

#### OBJECTIVES

- 💧 Provide all employees with access for training to enhance their skillsets
- 💧 Provide a compensation program commensurate of an employer of choice
- 💧 Continue to develop workforce succession plans

FISCAL YEAR 2023 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
ADMINISTRATION



# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES ADMINISTRATION

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>SALARIES &amp; WAGES</b>				
Director	\$ 402,068	\$ 509,521	\$ 473,855	\$ 550,997
Specialist	204,499	233,744	217,382	252,773
Overtime	-	-	117	-
Board Members	13,800	13,800	13,800	13,800
<b>Total salaries and wages</b>	<u>620,367</u>	<u>757,065</u>	<u>705,154</u>	<u>817,570</u>
<b>BENEFITS</b>				
Longevity	3,263	3,610	3,610	3,610
Employee assistance	142	140	140	219
Social security	54,731	60,001	60,001	63,957
Pension	22,117	22,298	22,298	24,113
Health insurance	94,814	92,837	92,837	118,306
Dental insurance	4,809	4,712	4,712	5,149
Disability insurance	5,074	5,203	5,203	5,627
Life insurance	8,258	8,458	8,458	9,137
Sick leave	44,753	34,211	34,211	36,994
Vacation leave	58,163	49,744	49,744	58,695
<b>Total benefits</b>	<u>296,124</u>	<u>281,214</u>	<u>281,214</u>	<u>325,807</u>
<b>Total personnel services</b>	<u>\$ 916,491</u>	<u>\$ 1,038,279</u>	<u>\$ 986,368</u>	<u>\$ 1,143,377</u>



## FISCAL YEAR 2023 ANNUAL BUDGET

### DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY ADMINISTRATION

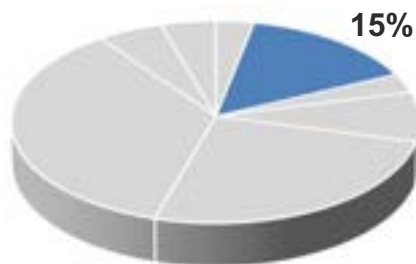
	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 456,046	\$ 600,500	\$ 422,546	\$ 544,600
Utilities - other	5,547	5,900	5,250	-
Maintenance	571	750	750	750
Advertising	5,280	12,500	7,500	8,600
Travel and training	34,742	102,750	104,342	129,515
Office supplies	1,268	23,325	6,954	16,150
Subscriptions and memberships	69,922	74,555	86,993	76,110
<b>Total operation and maintenance</b>	<u>\$ 573,376</u>	<u>\$ 820,280</u>	<u>\$ 634,335</u>	<u>\$ 775,725</u>
<b>CAPITAL OUTLAY</b>				
Computer and office equipment	<u>\$ 300</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## FUNCTION

The Finance Division at Pueblo Water implements the most cost-efficient methods for maintaining the highest standards in customer service, leadership in innovation and efficient use of public funds. Finance maintains the financial system to provide accountability and data for long-term strategic planning.

## PERCENTAGE OF ANNUAL BUDGET

\$60.31 million



**Kristen Spicola**  
Director of  
Administrative  
Services

## Goals & Objectives

### GOAL ONE

***Develop strategies to improve the customer service experience through transparency and accuracy***

#### OBJECTIVES

- 💧 Integrate the latest trends in customer service including CSR chat
- 💧 Partner with field services to automate tasks through the mobile work order system and integration with GIS
- 💧 Encourage increased customer engagement for eBilling, convenient electronic payment methods while continuing to develop new customer self-service tools

### GOAL TWO

***Continue sound financial practices to preserve and enhance Pueblo Water's financial position***

#### OBJECTIVES

- 💧 Engage leadership in the development and review of the 10 & 30-year Capital Improvement Plan
- 💧 Review and monitor Financial Model for long-term financial planning
- 💧 Evaluate financial policies and procedures for accountability and adequate internal controls

### GOAL THREE

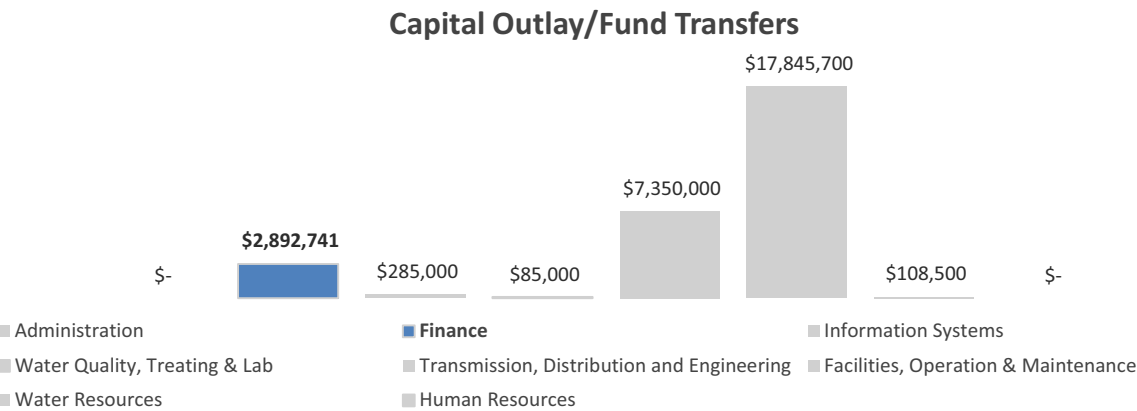
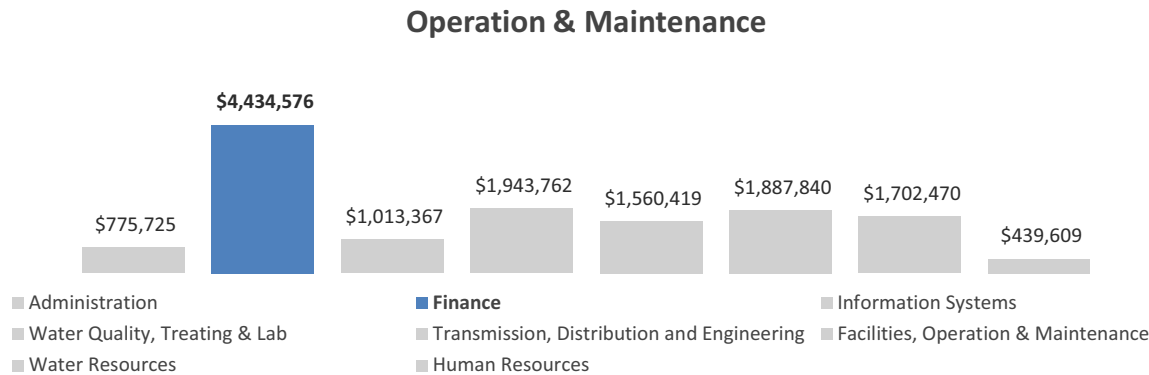
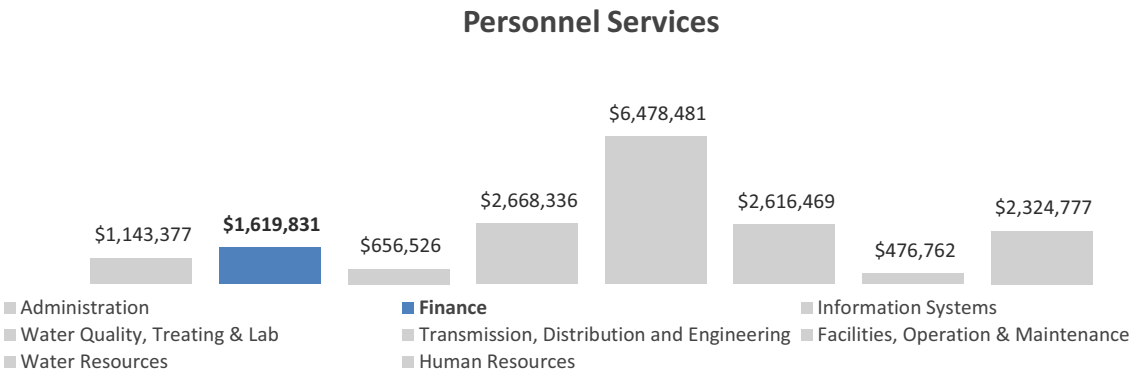
***Develop high quality/cost effective strategies to promote open competition and procure value added services***

#### OBJECTIVES

- 💧 Leverage e-Procurement technologies to increase vendor resources
- 💧 Secure contracts and cooperative procurement opportunities to manage supply chain disruptions

FISCAL YEAR 2023 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
FINANCE





# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES FINANCE

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>SALARIES &amp; WAGES</b>				
Division manager	\$ 99,336	\$ 139,477	\$ -	\$ -
Manager	2,200	-	91,899	111,696
Supervisor	78,620	95,060	88,406	103,819
Specialist	145,348	170,047	158,144	164,681
Skills and trades	626,538	769,283	715,433	743,719
Part-time/ temporary	19,118	31,698	31,698	39,280
Overtime	20,954	14,500	22,400	14,500
<b>Total salaries and wages</b>	<u>992,114</u>	<u>1,220,065</u>	<u>1,107,980</u>	<u>1,177,695</u>
<b>BENEFITS</b>				
Longevity	7,320	8,904	8,904	7,460
Employee assistance	379	396	396	583
Social security	79,528	90,988	90,988	88,761
Pension	30,756	33,249	33,249	30,502
Health insurance	204,216	216,073	216,073	157,251
Dental insurance	11,244	11,808	11,808	8,258
Disability insurance	7,427	7,551	7,551	7,867
Life insurance	12,137	13,460	13,460	12,860
Sick leave	57,137	55,539	55,539	54,825
Vacation leave	78,301	79,871	79,871	73,769
<b>Total benefits</b>	<u>488,445</u>	<u>517,839</u>	<u>517,839</u>	<u>442,136</u>
<b>Total personnel services</b>	<u>\$ 1,480,559</u>	<u>\$ 1,737,904</u>	<u>\$ 1,625,819</u>	<u>\$ 1,619,831</u>

# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY FINANCE

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 386,422	\$ 363,385	\$ 329,853	\$ 417,300
Utilities	72,578	81,930	82,800	3,103,220
Maintenance - office equipment	3,320	6,802	6,235	6,802
Equipment lease and rental	723	540	538	540
Interest expense - meter deposits	394	500	500	500
Collection expense	359	750	750	500
Cash (over) short	119	150	150	150
Contingency	-	150,000	-	150,000
Insurance - property	277,193	305,250	129,230	470,000
Advertising	1,271	1,200	500	1,200
Travel and training	6,251	17,375	16,535	6,420
Office supplies	31,639	35,825	34,000	34,675
Postage	189,041	212,000	231,000	241,000
Subscriptions and memberships	1,697	2,169	2,086	2,269
<b>Total operation and maintenance</b>	<b>\$ 971,007</b>	<b>\$ 1,177,876</b>	<b>\$ 834,177</b>	<b>\$ 4,434,576</b>
<b>CAPITAL OUTLAY/ FUND TRANSFERS</b>				
Computer and office equipment	\$ 14,595	\$ 10,000	\$ -	\$ 10,000
Transfer to Debt Service Fund	5,454,163	3,605,391	3,605,391	3,063,933
Transfer to Water Development Fund	1,837,980	1,541,333	1,541,333	(181,192)
<b>Total capital outlay and fund transfers</b>	<b>\$ 7,306,738</b>	<b>\$ 5,156,724</b>	<b>\$ 5,146,724</b>	<b>\$ 2,892,741</b>

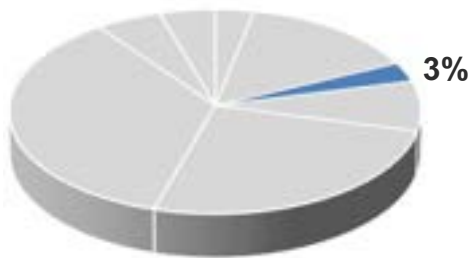
# INFORMATION SYSTEMS

## FUNCTION

The Information Systems Department at Pueblo Water is responsible for maintaining communication between the internal departments as well as external customers. We ensure that the systems are reliable, secure, and available. The IS department is committed to keeping our technology up to date for our employees and our customers.

## PERCENTAGE OF ANNUAL BUDGET

\$60.31 million



**Anthony Berumen**  
Manager, IS

## Goals & Objectives

### GOAL ONE

#### *Infrastructure refresh*

##### OBJECTIVES

- Replace end of life switches and routers to ensure continued support and security updates
- Replace existing phone system with updated version and technology
- Refresh radios at tank sites to implement security cameras

### GOAL TWO

#### *Cybersecurity implementation and employee awareness*

##### OBJECTIVES

- Implementation of Managed Threat Detection and Response
- Build security plan based on vulnerability testing and assessment results
- Provide employee training and awareness of cyber threats and how to detect them

### GOAL THREE

#### *Cloud development and security*

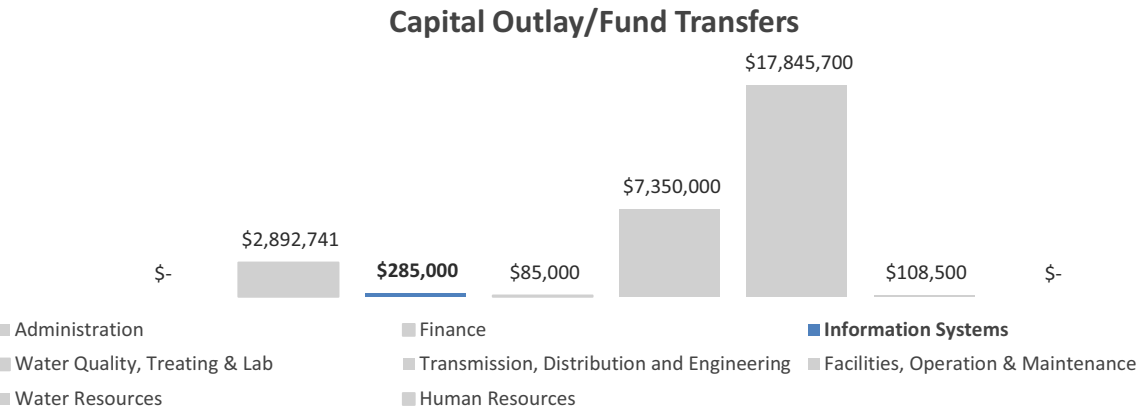
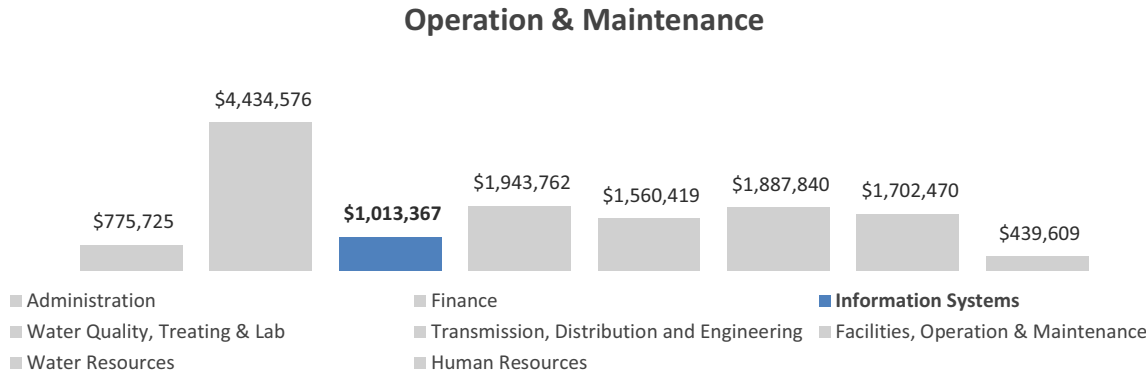
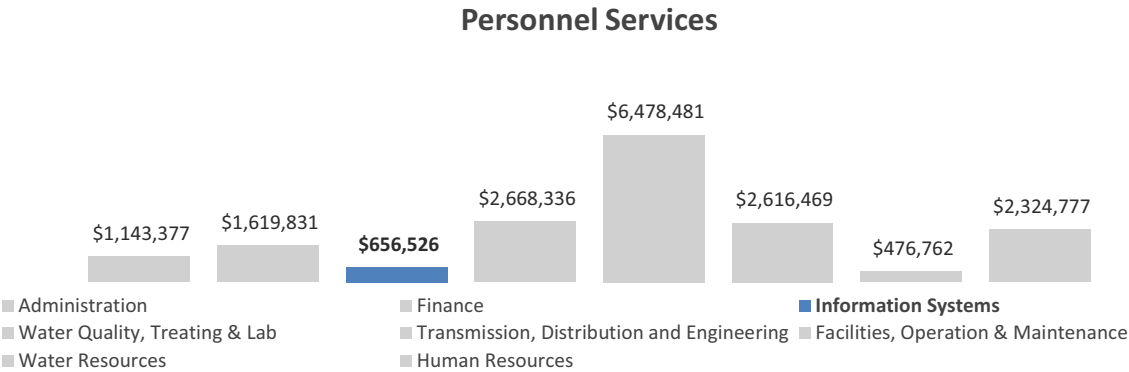
##### OBJECTIVES

- Utilize and migrate partner software to a supported cloud environment
- Construct cloud backup solution with high availability and redundancy
- Familiarize employees with current cloud solutions to take advantage of the benefit



FISCAL YEAR 2023 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
INFORMATION SYSTEMS



# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES INFORMATION SYSTEMS

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>SALARIES &amp; WAGES</b>				
Manager	\$ 87,162	\$ 95,792	\$ 89,087	\$ 121,561
Specialist	183,273	239,149	222,409	194,176
Skills and trades	110,295	130,717	121,567	141,358
Part-time/ temporary	-	-	-	-
Overtime	6,286	7,500	5,000	7,500
<b>Total salaries and wages</b>	<u>387,016</u>	<u>473,158</u>	<u>438,063</u>	<u>464,595</u>
<b>BENEFITS</b>				
Longevity	2,298	1,925	1,925	2,166
Employee assistance	136	140	140	146
Social security	32,814	34,895	34,895	34,886
Pension	12,222	11,811	11,811	13,713
Health insurance	99,215	100,067	100,067	80,350
Dental insurance	4,806	4,601	4,601	3,557
Disability insurance	2,861	3,259	3,259	2,572
Life insurance	4,684	5,326	5,326	5,202
Sick leave	24,654	23,151	23,151	23,043
Vacation leave	28,459	26,159	26,159	26,296
<b>Total benefits</b>	<u>212,149</u>	<u>211,334</u>	<u>211,334</u>	<u>191,931</u>
<b>Total personnel services</b>	<u>\$ 599,165</u>	<u>\$ 684,492</u>	<u>\$ 649,397</u>	<u>\$ 656,526</u>

## FISCAL YEAR 2023 ANNUAL BUDGET

### DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY INFORMATION SYSTEMS

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 419,028	\$ 743,099	\$ 656,757	\$ 787,942
Utilities - other	4,343	4,900	5,100	129,900
Maintenance - office equipment	8,049	4,500	4,500	7,000
Equipment lease and rental	658	650	684	700
Travel and training	1,972	10,800	6,300	6,000
Office supplies	64,301	73,750	73,995	77,325
Subscriptions and memberships	<u>75</u>	<u>4,100</u>	<u>4,100</u>	<u>4,500</u>
<b>Total operation and maintenance</b>	<u>\$ 498,426</u>	<u>\$ 841,799</u>	<u>\$ 751,436</u>	<u>\$ 1,013,367</u>
<b>CAPITAL OUTLAY</b>				
Computer and office equipment	<u>\$ 102,344</u>	<u>\$ 67,500</u>	<u>\$ 72,137</u>	<u>\$ 285,000</u>

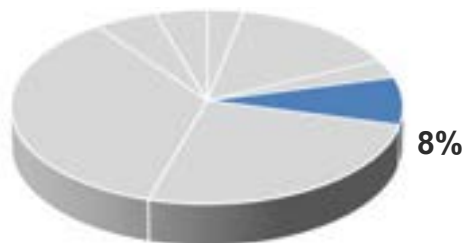
# WATER QUALITY, TREATING & LAB

## FUNCTION

The Water Quality, Treating & Laboratory Division (WQT&L) at Pueblo Water produces an uninterrupted supply of high-quality drinking water to meet the needs of the citizens of Pueblo every day. Personnel in this division work 24/7/365, continually monitoring the treatment process to ensure we are providing the safest, cleanest water to the City.

## PERCENTAGE OF ANNUAL BUDGET

\$60.31 million



**John Norton**  
Division Manager,  
WQT&L

## Goals & Objectives

### GOAL ONE

***Meet current state and EPA compliance goals and prepare for future regulatory requirements***

#### OBJECTIVES

- 💧 Monitor all current and future drinking water regulations
- 💧 Plan for and meet all the future compliance deadlines
- 💧 Work with other divisions to achieve this goal as it takes many to be successful

### GOAL TWO

***Improve treatment process efficiency***

#### OBJECTIVES

- 💧 Continue the chemical testing & calibrations to ensure proper dosing
- 💧 Perform comprehensive filter evaluations for our Whitlock Treatment Plant
- 💧 Train and develop in-house personnel on critical plant processes

### GOAL THREE

***Improve laboratory efficiency***

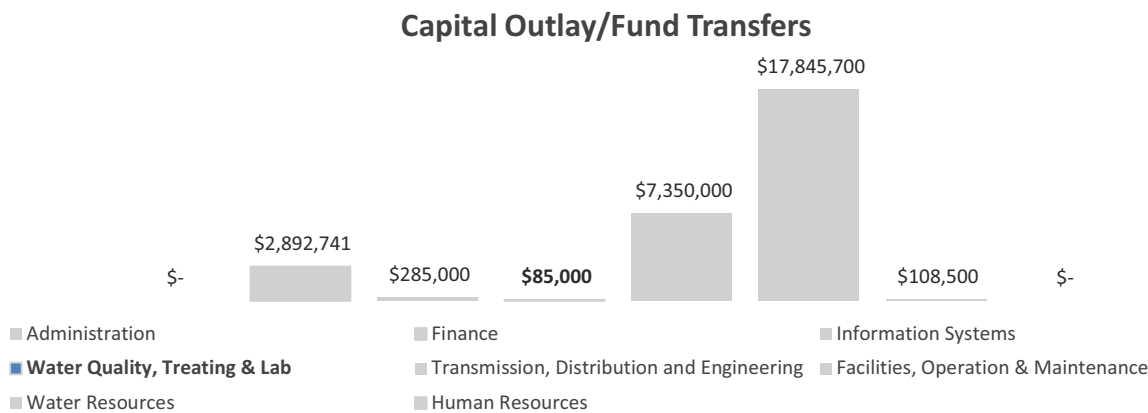
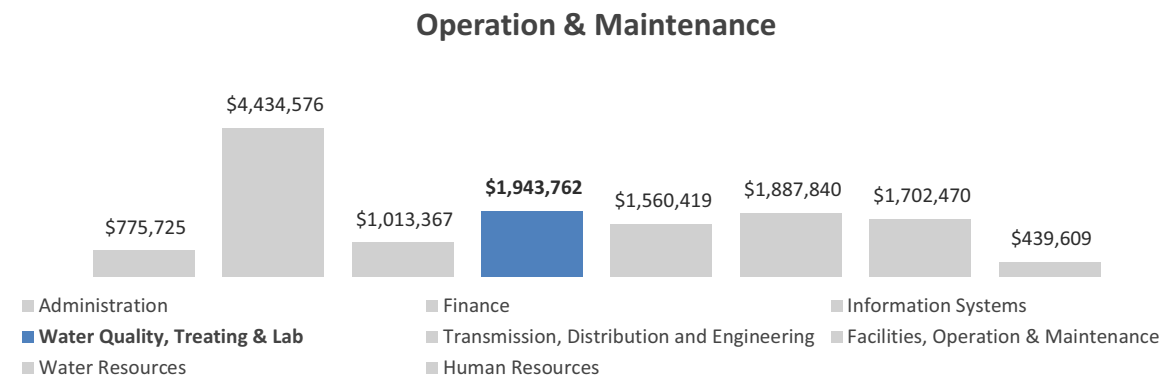
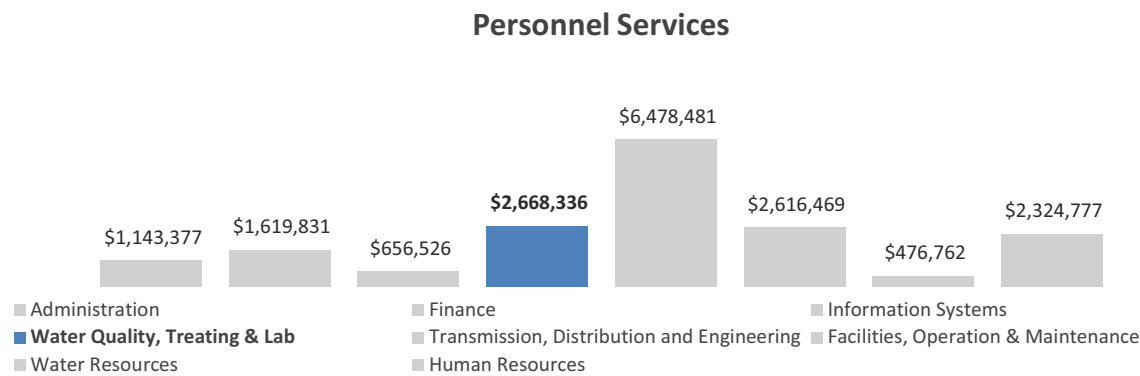
#### OBJECTIVES

- 💧 Cross train & certify lab personnel on all the testing methods and equipment used
- 💧 Develop and implement an efficient Water Information Management System (WIMs)
- 💧 Integrate the WIMS system functionality with other divisions & departments in Pueblo Water



FISCAL YEAR 2023 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
WATER QUALITY, TREATING & LAB



# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES WATER QUALITY, TREATING & LAB

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>SALARIES &amp; WAGES</b>				
Division manager	\$ 262,744	\$ 139,477	\$ 129,714	\$ 150,831
Manager	95,566	119,980	111,581	-
Supervision	227,130	204,932	190,587	221,615
Specialist	210,210	321,729	220,750	256,690
Skills and trades	1,481,668	1,701,528	871,881	1,191,461
Part-time/ temporary	89,073	125,068	26,340	75,885
Overtime	159,610	75,000	75,062	75,000
<b>Total salaries and wages</b>	<u>2,526,001</u>	<u>2,687,714</u>	<u>1,625,915</u>	<u>1,971,482</u>
<b>BENEFITS</b>				
Longevity	14,844	17,086	11,070	8,904
Employee assistance	748	745	442	693
Social security	209,423	198,554	132,149	141,262
Pension	66,140	71,208	48,287	52,220
Health insurance	434,121	443,484	235,956	242,038
Dental insurance	21,325	22,043	12,110	10,489
Disability insurance	15,483	17,206	11,267	11,669
Life insurance	25,439	29,041	19,309	20,406
Sick leave	133,378	125,865	85,399	89,357
Vacation leave	168,586	177,313	120,862	119,816
<b>Total benefits</b>	<u>1,089,487</u>	<u>1,102,545</u>	<u>676,851</u>	<u>696,854</u>
<b>Total personnel services</b>	<u>\$ 3,615,488</u>	<u>\$ 3,790,259</u>	<u>\$ 2,302,766</u>	<u>\$ 2,668,336</u>

# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY WATER QUALITY, TREATING & LAB

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 92,631	\$ 124,350	\$ 113,994	\$ 150,037
Engineering services	-	50,000	-	50,000
Utilities	884,528	1,068,300	1,238,022	-
Repair and maintenance - equipment	6,340	22,000	17,000	27,000
Maintenance - office equipment	460	1,050	1,050	1,050
Chemical (over) short	(4,812)	1,000	1,000	1,000
Travel and training	456	3,900	3,900	4,250
Office supplies	6,005	5,625	5,936	15,025
Safety	4,609	4,200	4,374	4,000
Chemicals	962,365	1,002,500	1,072,500	1,501,000
Laboratory	119,139	144,050	134,049	190,400
Subscriptions and memberships	-	450	450	-
<b>Total operation and maintenance</b>	<b>\$ 2,071,721</b>	<b>\$ 2,427,425</b>	<b>\$ 2,592,275</b>	<b>\$ 1,943,762</b>
<b>CAPITAL OUTLAY</b>				
Computer and office equipment	\$ 4,622	\$ -	\$ -	\$ 80,000
Lab equipment	6,572	-	-	5,000
<b>Total capital outlay and fund transfe</b>	<b>\$ 11,194</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>

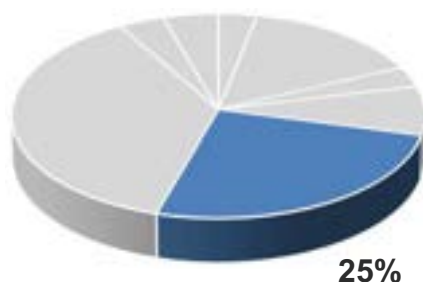
# TRANSMISSION, DISTRIBUTION & ENGINEERING

## FUNCTION

The Transmission, Distribution and Engineering Division (TD&E) at Pueblo Water efficiently ensures that the infrastructure that delivers water to our customers is properly maintained. We are proud to boast that service outages are kept to the lowest level possible.

## PERCENTAGE OF ANNUAL BUDGET

\$60.31 million



**Scot Burbidge**  
Division Manager,  
TD&E

## Goals & Objectives

### GOAL ONE

***To resolve all service disruptions in the most efficient and safe manner***

#### OBJECTIVES

- 💧 Train and develop our new employees
- 💧 Improve maintenance activity tracking and oversight
- 💧 Maintain strong working relationships with partner agencies, ensuring that we are receiving notice of issues at the onset

### GOAL TWO

***Upgrade system facilities in the most impactful way and identify and replace system weaknesses before they fail***

#### OBJECTIVES

- 💧 Improve predictive analysis methods by employing advanced software systems
- 💧 Continue the pursuit of identifying and replacing lead service lines
- 💧 Replace suspect infrastructure at the earliest opportunity

### GOAL THREE

***Partner with development prospects to ensure that we can accommodate economic growth through thoughtful system expansion***

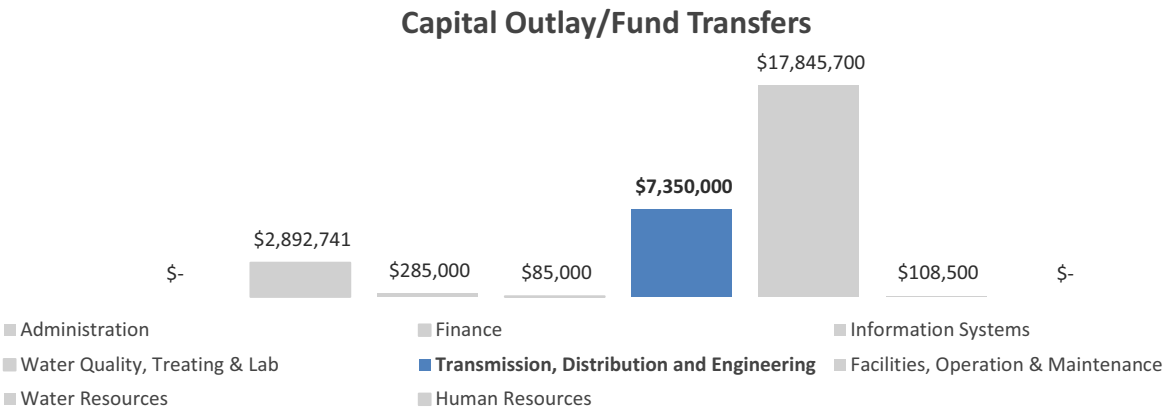
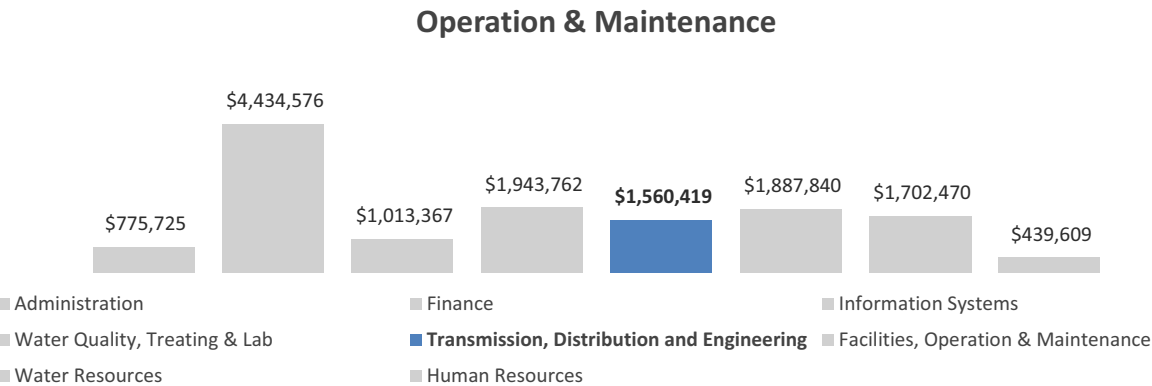
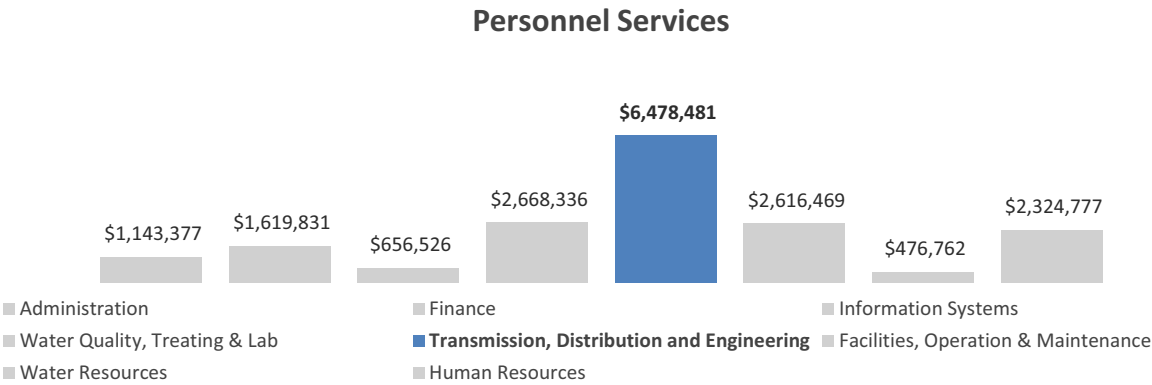
#### OBJECTIVES

- 💧 Maintain an accurate water system model
- 💧 Continue to closely interact with all development prospects through collaboration with partner agencies
- 💧 Identify infrastructure needs and work to ensure that they are in place



FISCAL YEAR 2023 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
TRANSMISSION, DISTRIBUTION AND ENGINEERING



# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES TRANSMISSION, DISTRIBUTION AND ENGINEERING

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>SALARIES &amp; WAGES</b>				
Division manager	\$ 125,282	\$ 139,477	\$ 129,714	\$ 150,831
Manager	321,271	359,940	334,744	389,241
Supervision	200,609	246,582	191,312	310,206
Specialist	217,273	245,626	228,432	274,112
Skills and trades	2,539,479	3,045,706	2,820,142	3,248,821
Part-time/ temporary	71,105	104,935	44,731	97,006
Overtime	<u>177,884</u>	<u>125,000</u>	<u>123,590</u>	<u>125,000</u>
<b>Total salaries and wages</b>	<u>3,652,903</u>	<u>4,267,266</u>	<u>3,872,665</u>	<u>4,595,217</u>
<b>BENEFITS</b>				
Longevity	27,921	31,235	31,235	26,712
Employee assistance	1,327	1,351	1,351	2,188
Social security	320,869	314,253	314,253	338,925
Pension	109,800	113,685	113,685	115,231
Health insurance	710,167	729,393	720,385	784,440
Dental insurance	36,434	37,579	37,579	34,487
Disability insurance	25,997	27,954	27,954	28,590
Life insurance	42,543	46,273	46,273	49,424
Sick leave	214,025	197,340	197,340	215,004
Vacation leave	<u>267,776</u>	<u>273,163</u>	<u>273,163</u>	<u>288,263</u>
<b>Total benefits</b>	<u>1,756,859</u>	<u>1,772,226</u>	<u>1,763,218</u>	<u>1,883,264</u>
<b>Total personnel services</b>	<u>\$ 5,409,762</u>	<u>\$ 6,039,492</u>	<u>\$ 5,635,883</u>	<u>\$ 6,478,481</u>

# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY TRANSMISSION, DISTRIBUTION AND ENGINEERING

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 136,329	\$ 82,385	\$ 89,535	\$ 126,232
Engineering consulting	-	8,000	8,312	92,500
Utilities	101,208	107,700	106,570	-
Auto and truck	135,243	142,000	142,000	142,000
Repair and maintenance - equipment	3,268	9,700	10,601	6,850
Maintenance - office equipment	8,525	14,625	15,567	20,567
Maintenance - mains	319,119	228,000	228,000	228,000
Maintenance - meters	631	8,000	7,822	8,500
Maintenance - hydrants	16,748	35,500	35,500	21,500
Maintenance - valves	20,569	28,000	28,000	28,000
Maintenance - cathodic protection	974	8,000	8,000	8,000
Maintenance - private service lines	292,845	420,000	420,000	420,000
Service lines	23,945	20,000	20,000	20,000
Tool replacement	34,313	68,700	68,432	64,500
Barricades	1,272	2,500	2,500	2,500
Warehouse (over) short	2,401	6,000	6,000	6,000
Uninsured small claims	(19,053)	10,000	30,964	10,000
Communication	-	1,280	1,280	1,280
Travel and training	11,426	41,550	33,720	44,050
Gasoline and oil	196,763	150,000	225,000	250,000
Office supplies	5,233	5,500	5,500	5,500
Shop supplies	7,069	13,500	13,500	13,500
Safety	7,102	15,500	11,500	15,525
Meter shop supplies	7,642	10,300	10,070	11,000
Subscriptions and memberships	11,877	13,915	15,130	14,415
<b>Total operation and maintenance</b>	<b>\$ 1,325,449</b>	<b>\$ 1,450,655</b>	<b>\$ 1,543,503</b>	<b>\$ 1,560,419</b>
<b>CAPITAL OUTLAY</b>				
Mains	\$ 5,817,111	\$ 4,402,500	\$ 4,861,819	\$ 5,606,000
Valves	28,447	66,000	24,505	76,000
Meters	1,015,692	927,000	945,882	1,120,000
Fire hydrants	91,983	86,000	88,082	88,000
Taps	24,240	12,000	23,066	14,500
Cathodic protection	14,405	10,000	11,990	95,000
Computer and office equipment	21,192	5,000	5,248	-
Heavy equipment	6,442	20,500	15,995	12,000
Transportation	312,278	787,000	456,448	338,500
<b>Total capital outlay</b>	<b>\$ 7,331,790</b>	<b>\$ 6,316,000</b>	<b>\$ 6,433,035</b>	<b>\$ 7,350,000</b>

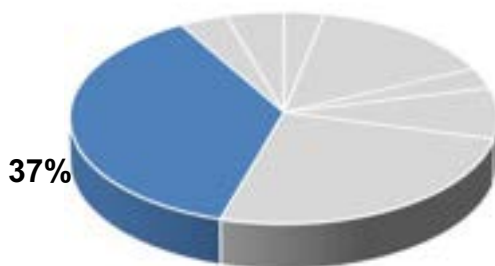
# FACILITIES, OPERATIONS & MAINTENANCE

## FUNCTION

The Facilities, Operations & Maintenance Division (FO&M) at Pueblo Water employ resources to sustain the condition and function of all Pueblo Water physical assets. We seek excellence with preventative and predictive maintenance resulting in reliable equipment, while delivering exceptional and cost-effective services. The FO&M Division maintains 35 Pueblo Water facilities at the highest standards while meeting our division and company goals.

## PERCENTAGE OF ANNUAL BUDGET

\$60.31 million



**Darrell Contreras**  
Division Manager,  
FO&M

## Goals & Objectives

### GOAL ONE

***Assure the water treatment operations, distribution facilities, storage facilities and administrative facilities are maintained to the required or higher standard***

#### OBJECTIVES

- Continue to train and develop in-house personnel to maintain all of Pueblo Water's infrastructure
- Replace end-of-lifecycle assets with new, technologically advanced and energy efficient systems

### GOAL TWO

***Improve SCADA (Supervisory Control and Data Acquisition) system design to enhance reliability and resilience***

#### OBJECTIVES

- Upgrade SCADA software and implement design efficiencies and standards
- Replace PCLs (programmable logic controllers) that will support new SCADA software system as it advances
- Expand SCADA historian reporting capabilities

### GOAL THREE

***Refine job site safety measures to reduce worker's compensation claims while continuously training employee on pertinent safety measures to ensure a safe, healthy workforce***

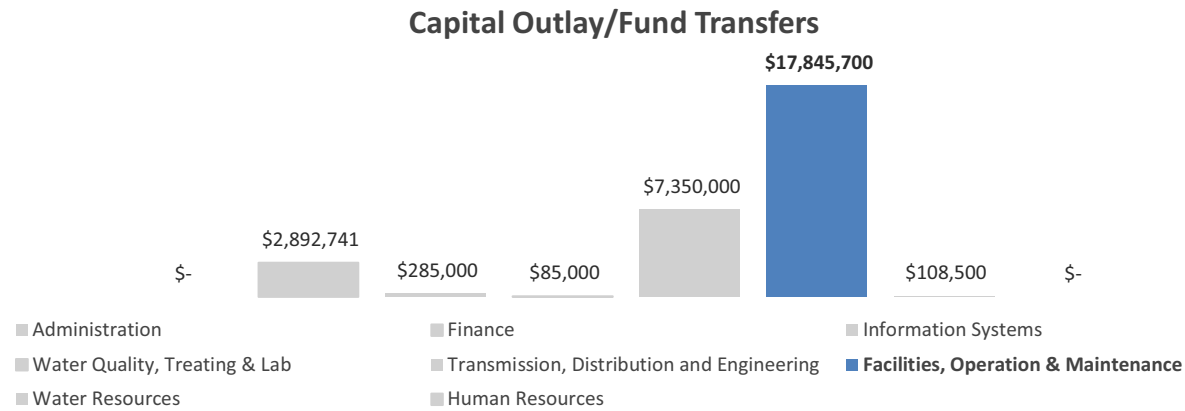
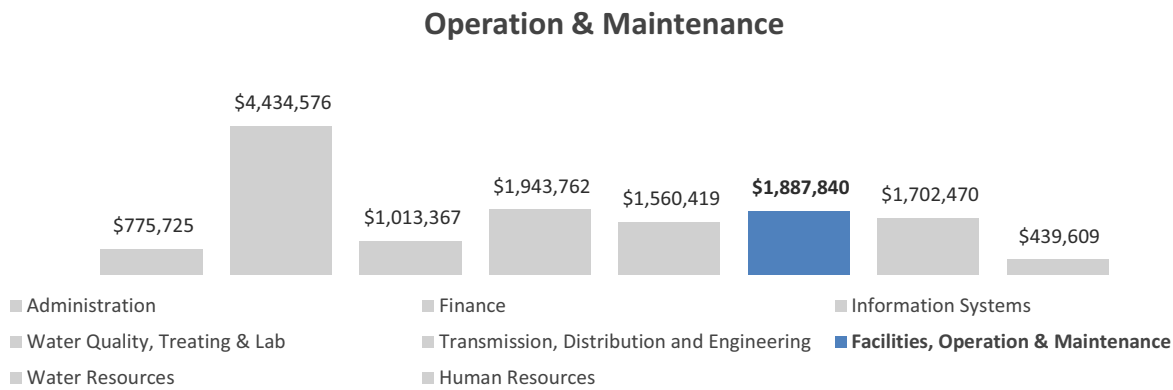
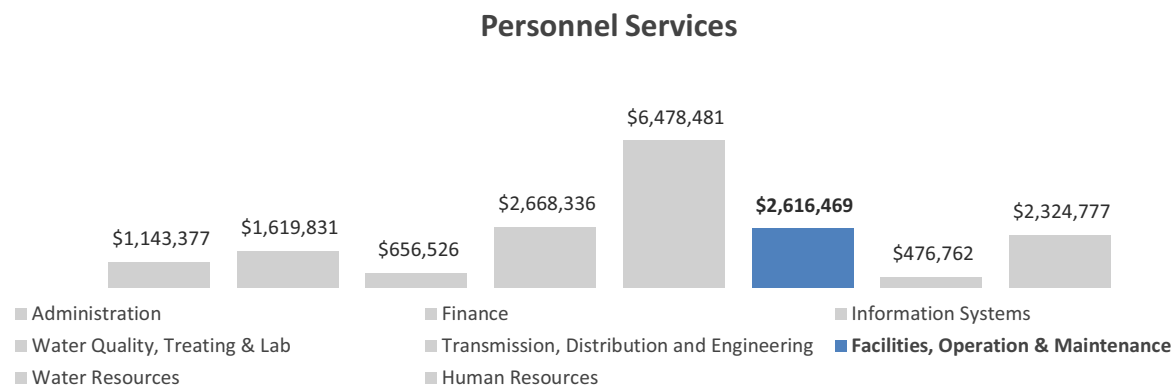
#### OBJECTIVES

- Engage and motivate employees to be proactive and work safely
- Raise safety awareness through education
- Engage employees through creative avenues



FISCAL YEAR 2023 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
FACILITIES, OPERATION & MAINTENANCE



# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES FACILITIES, OPERATION & MAINTENANCE

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>SALARIES &amp; WAGES</b>				
Division Manager	\$ 13,146	-	122,858	150,831
Manager	106,164	\$ 119,980	\$ -	\$ -
Supervision	9,212	-	250,600	205,597
Specialist	51,515	59,275	133,585	173,577
Skills and trades	341,859	381,632	1,065,458	1,220,913
Part-time/ temporary	25,262	25,594	22,113	72,407
Overtime	23,730	70,000	101,706	70,000
<b>Total salaries and wages</b>	<u>570,888</u>	<u>656,481</u>	<u>1,696,320</u>	<u>1,893,325</u>
<b>BENEFITS</b>				
Longevity	2,924	3,369	9,385	10,067
Employee assistance	166	163	466	766
Social security	49,035	44,266	109,363	132,621
Pension	16,832	16,826	39,747	49,843
Health insurance	106,101	105,325	312,853	313,512
Dental insurance	5,492	5,445	15,378	14,534
Disability insurance	3,927	3,926	9,865	11,942
Life insurance	6,415	6,414	16,146	19,495
Sick leave	37,905	28,669	69,135	72,467
Vacation leave	44,713	38,479	94,930	97,897
<b>Total benefits</b>	<u>273,510</u>	<u>252,882</u>	<u>677,268</u>	<u>723,144</u>
<b>Total personnel services</b>	<u>\$ 844,398</u>	<u>\$ 909,363</u>	<u>\$ 2,373,588</u>	<u>\$ 2,616,469</u>

# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY FACILITIES, OPERATION & MAINTENANCE

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 307,962	\$ 328,890	\$ 327,106	\$ 345,090
Engineering consulting	21,877	23,000	16,980	35,000
Utilities	1,763,867	1,867,500	2,125,474	-
Repair and maintenance - equipment	170,365	254,200	269,478	309,900
Maintenance - building	784,333	880,970	906,708	1,021,520
Communication	5,576	8,050	1,000	9,050
Tool replacement	21,574	42,470	48,066	76,850
Travel and training	3,356	7,150	21,207	27,430
Office supplies	261	600	1,300	950
Shop supplies	-	-	-	2,500
Safety supplies	14,442	14,250	17,210	22,450
Janitorial supplies	9,552	11,000	11,000	13,500
Subscriptions and memberships	14,403	20,500	15,532	23,600
<b>Total operation and maintenance</b>	<b>\$ 3,117,568</b>	<b>\$ 3,458,580</b>	<b>\$ 3,761,061</b>	<b>\$ 1,887,840</b>
<b>CAPITAL OUTLAY</b>				
Improvements and replacements	\$ 3,292,912	\$ 1,893,500	\$ 1,938,572	\$ 15,083,200
Communication	8,808	87,000	59,435	22,000
Computer equipment	1,857	4,600	4,600	28,000
Pumping equipment	54,147	214,000	164,829	1,426,000
Treating equipment	31,451	339,500	38,251	1,183,000
Heavy equipment	9,318	-	-	103,500
<b>Total capital outlay</b>	<b>\$ 3,398,493</b>	<b>\$ 2,538,600</b>	<b>\$ 2,205,687</b>	<b>\$ 17,845,700</b>

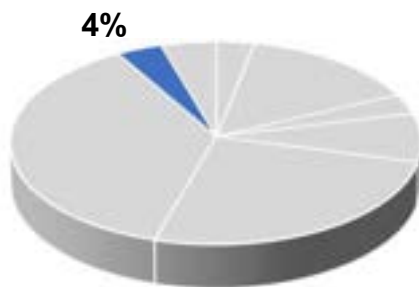
# WATER RESOURCES

## FUNCTION

The Water Resources Division at Pueblo Water ensures the city of Pueblo has an adequate supply of high-quality raw water. We operate and maintain Pueblo's water rights and the infrastructure associated with those rights. Water Resources is charged with putting any surplus water supply to good use by leasing water to agriculture, other municipalities, and various other water users to help ensure our customers are paying the lowest possible rates.

## PERCENTAGE OF ANNUAL BUDGET

\$60.31 million



**Alan Ward**  
Division Manager,  
Water Resources

## Goals & Objectives

### GOAL ONE

***Improve water resources data collection and analysis***

#### OBJECTIVES

- 💧 Improve public transparency by making our river diversion data available in near real-time on the internet
- 💧 Use “dashboards” for quick and effective tracking of important metrics
- 💧 Make data easier to collect, query, sort and analyze by housing data in a database rather than spreadsheets

### GOAL TWO

***Improve Clear Creek Reservoir safety and storage capacity***

#### OBJECTIVES

- 💧 Acquire land for reservoir enlargement
- 💧 Leverage partnerships to reduce cost and expedite timetable for repair and raise of the dam
- 💧 Fast track design and permitting

### GOAL THREE

***Increase resiliency to climate change***

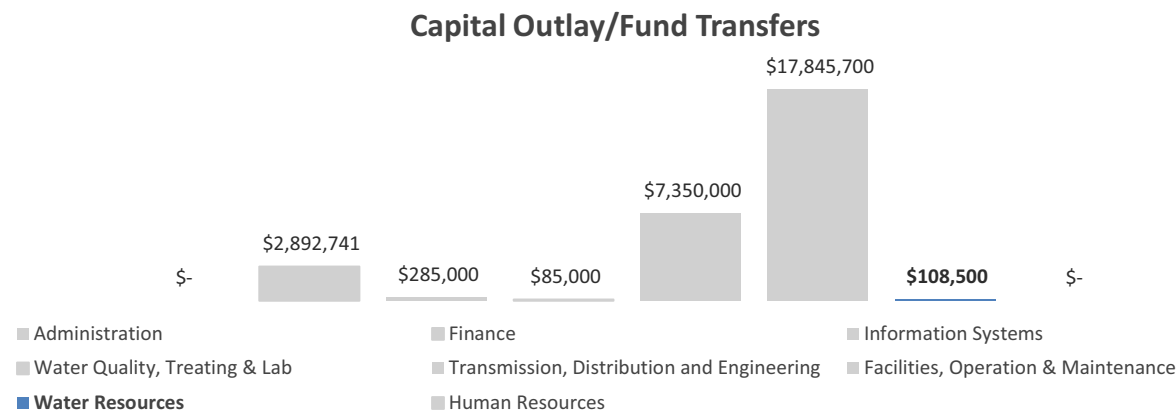
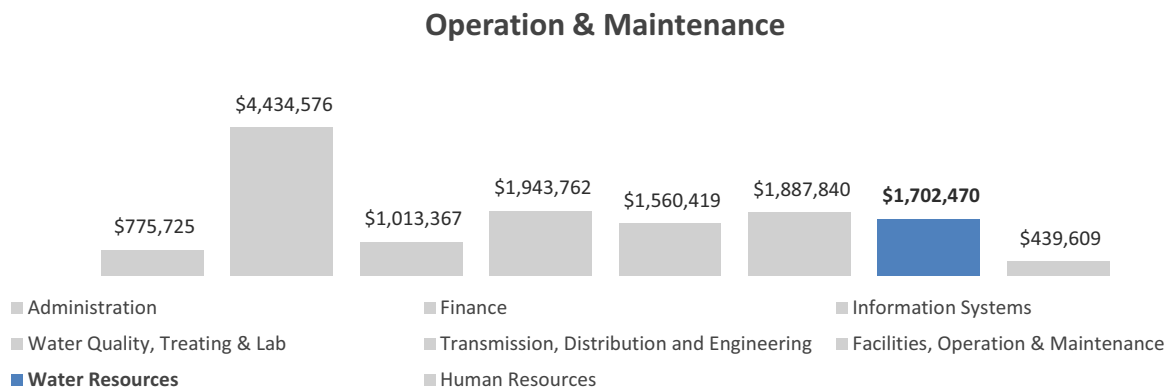
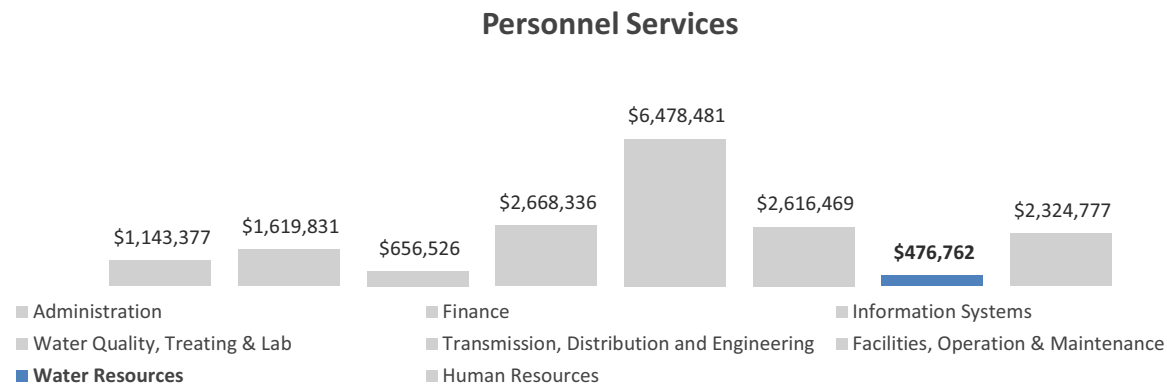
#### OBJECTIVES

- 💧 Increase water storage reserve
- 💧 Implement practical and economical demand reduction strategies
- 💧 Promote watershed health



FISCAL YEAR 2023 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
WATER RESOURCES



# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES WATER RESOURCES

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>SALARIES &amp; WAGES</b>				
Division manager	\$ 127,448	\$ 139,477	\$ 129,714	\$ 150,831
Supervision	90,962	102,466	95,293	110,807
Specialist	<u>71,507</u>	<u>102,466</u>	<u>95,293</u>	<u>77,551</u>
<b>Total salaries and wages</b>	<u>289,917</u>	<u>344,409</u>	<u>320,300</u>	<u>339,189</u>
<b>BENEFITS</b>				
Longevity	1,920	1,925	1,925	2,166
Employee assistance	66	70	70	109
Social security	26,143	26,987	26,987	26,254
Pension	9,257	10,332	10,332	10,176
Health insurance	34,023	34,506	34,506	46,830
Dental insurance	1,671	1,695	1,695	2,105
Disability insurance	2,160	2,411	2,411	2,374
Life insurance	3,516	3,924	3,924	3,862
Sick leave	17,640	18,210	18,210	18,161
Vacation leave	<u>20,805</u>	<u>24,204</u>	<u>24,204</u>	<u>25,536</u>
<b>Total benefits</b>	<u>117,201</u>	<u>124,264</u>	<u>124,264</u>	<u>137,573</u>
<b>Total personnel services</b>	<u>\$ 407,118</u>	<u>\$ 468,673</u>	<u>\$ 444,564</u>	<u>\$ 476,762</u>

# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY WATER RESOURCES

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 63,245	\$ 216,600	\$ 135,093	\$ 256,490
Consulting services	36,648	29,500	31,401	132,500
Comanche return flow	-	750	750	750
Homestake Aurora	7,500	7,500	7,500	7,500
Twin Lakes water rights	344,305	344,305	344,305	344,305
Busk Ivanhoe water rights	264,000	1,576,000	1,576,000	288,000
Water storage and transportation	352,581	352,250	348,388	352,250
Short-term water purchases	22,570	32,500	32,280	81,000
Utilities	15,665	16,450	15,098	10,000
Maintenance - equipment	4,516	13,000	3,000	13,000
Maintenance - office equipment	485	750	750	750
Tool replacement	205	500	500	500
Clear Creek reservoir	3,023	6,450	6,450	6,450
Wurtz ditch	364	850	850	850
Wurtz extension	-	500	500	500
Ewing ditch	-	500	500	500
Ranch property maintenance	1,385	8,000	8,000	8,500
Dwelling - Leadville	-	-	-	-
Dwelling - Clear Creek	3,222	3,000	3,000	7,500
Snowplowing operations	31,311	50,000	39,375	65,000
Transmountain maintenance	63,303	79,000	79,000	79,000
Travel and training	17,855	40,500	33,558	42,000
Office supplies	718	4,275	555	575
Subscriptions and memberships	2,614	4,850	5,855	4,550
<b>Total operation and maintenance</b>	<b>\$ 1,235,515</b>	<b>\$ 2,788,030</b>	<b>\$ 2,672,708</b>	<b>\$ 1,702,470</b>
<b>CAPITAL OUTLAY</b>				
Clear Creek resevoir	\$ -	\$ -	\$ -	\$ -
Expansion	-	117,000	19,409	108,500
<b>Total capital outlay</b>	<b>\$ -</b>	<b>\$ 117,000</b>	<b>\$ 19,409</b>	<b>\$ 108,500</b>

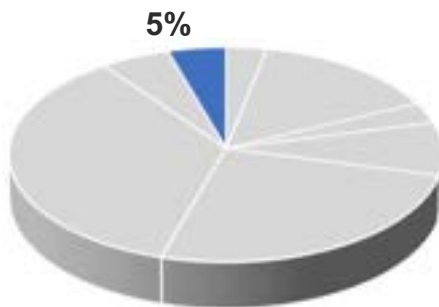
# HUMAN RESOURCES

## FUNCTION

Pueblo Water's Human Resources Division provides services that maximize the potential of our greatest assets – our employees. We strive to create and maintain an environment that provides a safe work environment characterized by fair treatment of all, personal accountability, continual learning, and mutual respect.

## PERCENTAGE OF ANNUAL BUDGET

\$60.31 million



**Collette Ferguson**  
Manager,  
Human Resources

## Goals & Objectives

### GOAL ONE

***Develop and facilitate talent management strategies***

#### OBJECTIVES

- Provide development opportunities to meet current workload needs and prepare them for future promotional opportunities
- Form community partnerships to build future talent pipeline
- Invest in employee development

### GOAL TWO

***Deploy recruitment and retention strategies***

#### OBJECTIVES

- Marketing and communication efforts to attract and retain qualified individuals to the organization
- Position Pueblo Water as an employer of choice by maximizing resources in benefits and wellness programs to ensure a competitive total rewards package
- Develop, maintain, and monitor compensation strategies that facilitate the recruitment and retention of high-quality employees

### GOAL THREE

***Promote safety at every level of the organization***

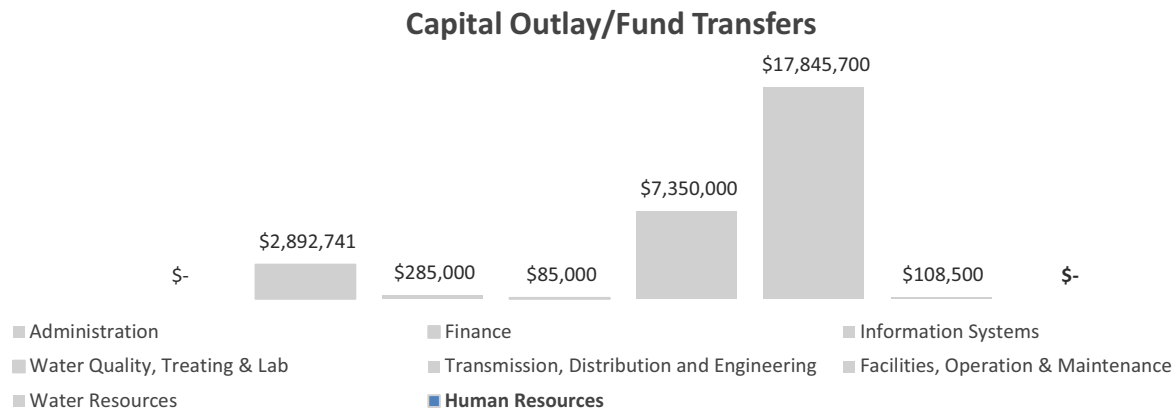
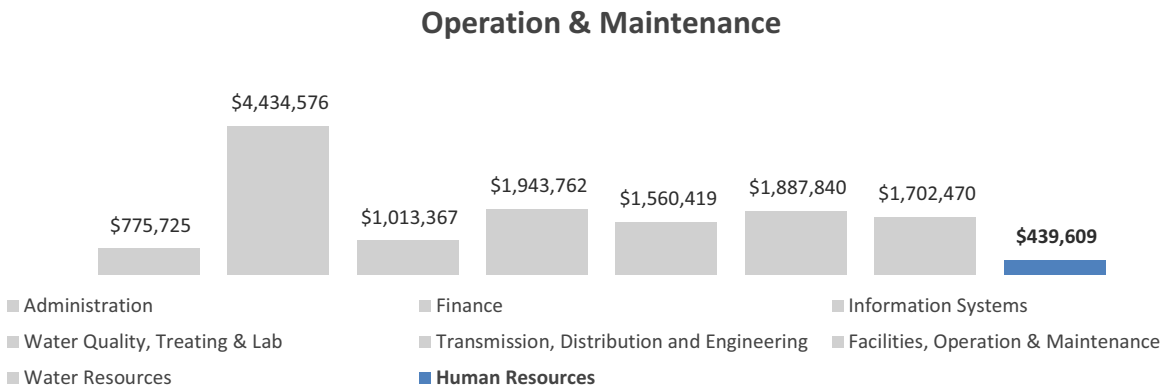
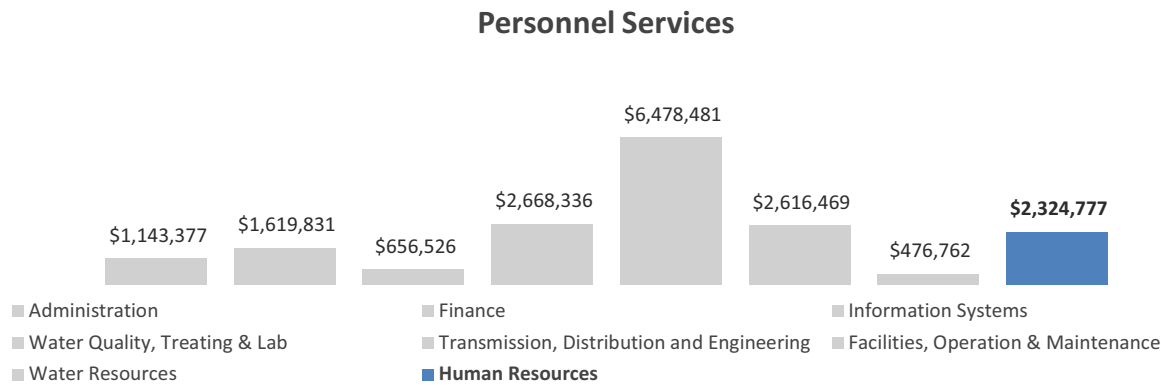
#### OBJECTIVES

- Ensure that the workspaces at Pueblo Water are secure and safe environments
- Facilitate internal training and outreach to employees focused on safety initiatives
- Encourage and reward near-miss reporting and safe behavior to build a culture of safety and awareness



FISCAL YEAR 2023 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
HUMAN RESOURCES



# FISCAL YEAR 2023 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES HUMAN RESOURCES

	2021 ACTUAL	2022 BUDGET	2022 ESTIMATED	2023 BUDGET
<b>SALARIES &amp; WAGES</b>				
Manager	\$ 108,518	\$ 119,980	\$ 111,581	\$ 129,747
Specialist	248,707	284,134	264,245	307,265
Overtime	-	-	556	-
<b>Total salaries and wages</b>	<u>357,225</u>	<u>404,114</u>	<u>376,382</u>	<u>437,012</u>
<b>BENEFITS</b>				
Longevity	1,586	2,166	2,166	2,407
Employee assistance	117	93	93	182
Social security	30,955	21,980	21,980	33,642
Social security - retirees	4,554	-	2,766	4,150
Pension	11,612	8,524	8,524	13,110
Defined benefit pension plan	1,859,115	1,407,906	1,407,906	1,407,906
Worker's compensation insurance	265,383	245,000	245,000	245,000
Unemployment insurance	5,505	1,500	6,786	1,500
Health insurance	47,143	34,506	34,506	53,402
Health insurance - retirees	58,266	55,000	55,000	55,000
Dental insurance	3,422	2,701	2,701	3,311
Disability insurance	2,709	1,989	1,989	3,059
Life insurance	4,434	3,260	3,260	4,983
Life insurance - retirees	14,496	12,000	12,000	12,000
Sick leave	20,570	18,600	18,600	20,113
Vacation leave	<u>24,404</u>	<u>25,890</u>	<u>25,890</u>	<u>28,000</u>
<b>Total benefits</b>	<u>2,354,271</u>	<u>1,841,115</u>	<u>1,849,167</u>	<u>1,887,765</u>
<b>Total personnel services</b>	<u>\$ 2,711,496</u>	<u>\$ 2,245,229</u>	<u>\$ 2,225,549</u>	<u>\$ 2,324,777</u>

## FISCAL YEAR 2023 ANNUAL BUDGET

### DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY HUMAN RESOURCES

	2021	2022	2022	2023
	ACTUAL	BUDGET	ESTIMATED	BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 60,866	\$ 61,729	\$ 84,351	\$ 63,750
Employment costs	25,492	60,750	61,555	61,250
Utilities - other	1,281	1,250	1,349	-
Maintenance - office equipment	1,554	3,200	3,200	3,200
Health reimbursement - In-patient copay	100,965	117,000	102,000	102,000
Pension supplement	126,183	134,318	137,371	142,531
Travel and training	24,494	57,450	51,960	54,500
Office supplies	1,562	3,125	3,125	1,925
Subscriptions and memberships	8,923	9,903	9,960	10,453
<b>Total operation and maintenance</b>	<b>\$ 351,320</b>	<b>\$ 448,725</b>	<b>\$ 454,871</b>	<b>\$ 439,609</b>
<b>CAPITAL OUTLAY</b>				
Computer and office equipment	\$ -	\$ -	\$ -	\$ -







# Supplementary Information





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# SUPPLEMENTARY INFORMATION

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

**Leroy Rittgers**  
**Finance Manager**

Board of Water Works  
of Pueblo, Colorado  
P.O. Box 400  
Pueblo, Colorado  
81002-0400  
719.584.0416

💧 **DEBT RETIREMENT  
SCHEDULE**

💧 **STAFFING SUMMARY**

💧 **10-YEAR PLANS**

💧 **COMPARISONS AND  
SURVEYS**

💧 **APPENDIX**

## Overview

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, 10-year capital projections, 10-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 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 2023 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.

FISCAL YEAR 2023 ANNUAL BUDGET

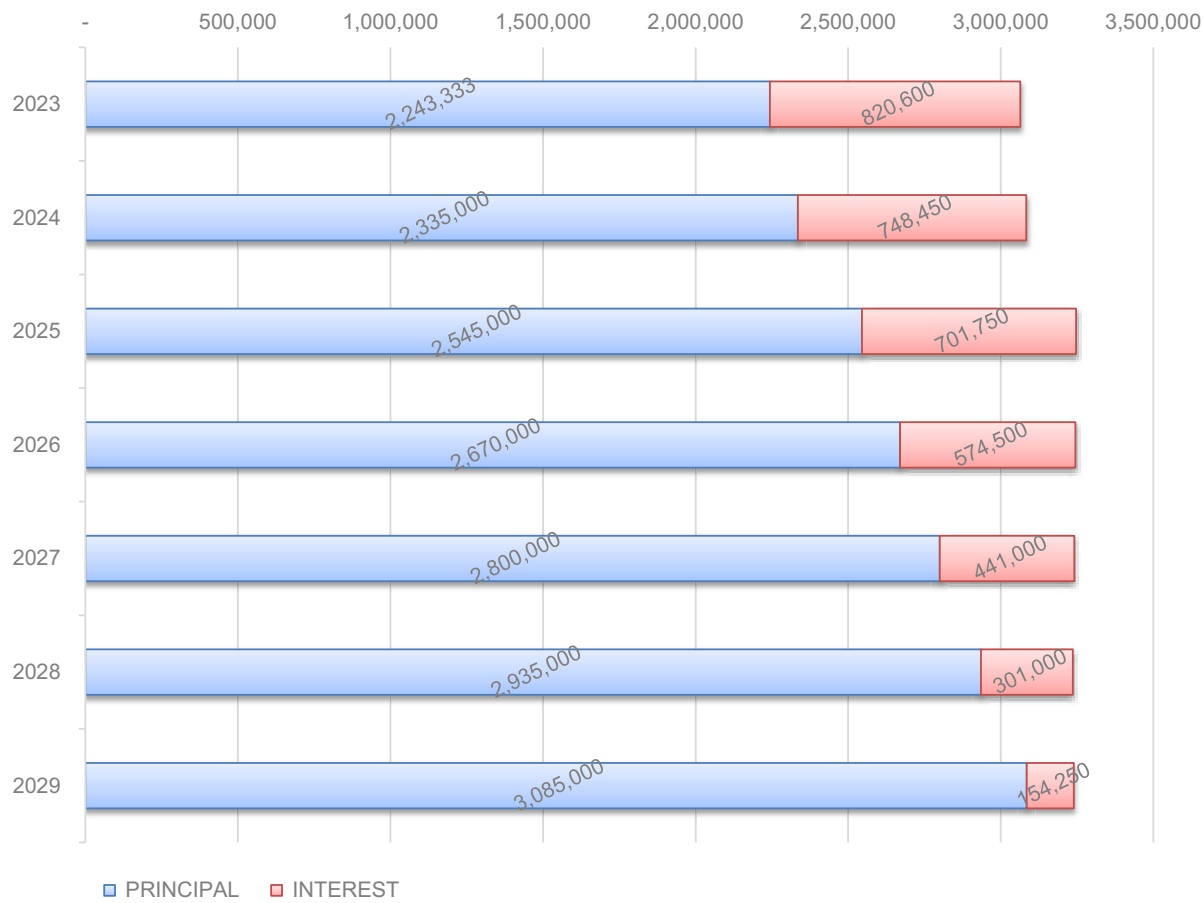
DEBT RETIREMENT SCHEDULE:

YEAR	SERIES 2019		TOTAL
	PRINCIPAL	INTEREST	
2023	2,243,333	820,600	3,063,933
2024	2,335,000	748,450	3,083,450
2025	2,545,000	701,750	3,246,750
2026	2,670,000	574,500	3,244,500
2027	2,800,000	441,000	3,241,000
2028	2,935,000	301,000	3,236,000
2029	3,085,000	154,250	3,239,250
	<u>\$ 18,613,333</u>	<u>\$ 3,741,550</u>	<u>\$ 22,354,883</u>

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

S&P Bond Rating: AA

ANNUAL DEBT RETIREMENT PAYMENTS





# FISCAL YEAR 2023 ANNUAL BUDGET

## STAFFING SUMMARY - FULL TIME POSITIONS TOTALS BY DIVISION

	NUMBER OF POSITIONS				SALARY 2023
	2021 <sup>1</sup>	2022 <sup>2</sup>	2022 <sup>3</sup>	2023 <sup>4</sup>	
<b>ADMINISTRATION</b>					
Director	3	3	3	3	\$ 550,997
Specialist	3	3	3	3	252,773
Total	6	6	6	6	803,770
<b>FINANCE</b>					
Division Manager	1	-	1	-	-
Manager	-	1	-	1	111,696
Supervision	1	1	1	1	103,819
Specialist	2	2	2	2	164,681
Skills & Trade	13	13	13	12	743,719
Total	17	17	17	16	1,123,915
<b>INFORMATION SYSTEMS</b>					
Manager	1	1	1	1	121,561
Specialist	3	2	3	2	194,176
Skills & Trade	2	2	2	2	141,358
Total	6	5	6	5	457,095
<b>WATER QUALITY, TREATING &amp; LAB</b>					
Division Manager	1	1	1	1	150,831
Manager	1	-	1	-	-
Supervision	2	2	2	2	221,615
Specialist	3	3	4	3	256,690
Skills & Trade	23	13	25	16	1,191,461
Total	30	19	33	22	1,820,597
<b>TRANSMISSION, DISTRIBUTION &amp; ENGINEERING</b>					
Division Manager	1	1	1	1	150,831
Manager	3	3	3	3	389,241
Supervision	2	2	2	3	310,206
Specialist	3	3	3	5	274,112
Skills & Trade	49	50	49	49	3,248,821
Total	58	59	58	61	4,373,211
<b>FACILITIES OPERATIONS &amp; MAINTENANCE</b>					
Division Manager	1	1	-	1	150,831
Manager	1	-	1	-	-
Supervisor	-	2	-	2	205,597
Specialist	2	2	1	2	173,577
Skills & Trade	6	17	5	17	1,220,913
Total	10	22	7	22	1,750,918
<b>WATER RESOURCES</b>					
Division Manager	1	1	1	1	150,831
Supervision	1	1	1	1	110,807
Specialist	1	1	1	1	77,551
Total	3	3	3	3	339,189
<b>HUMAN RESOURCES</b>					
Manager	1	1	1	1	129,747
Specialist	4	4	4	4	307,265
Total	5	5	5	5	437,012
<b>TOTAL FULL TIME POSITIONS</b>	135	136	135	140	\$ 11,105,707

<sup>1</sup> 2021 Actual number of Full Time Employees

<sup>2</sup> 2022 Actual number of Full Time Employees

<sup>3</sup> 2022 Budgeted number of Full Time Employees

<sup>4</sup> 2023 Budgeted number of Full Time Employees

FISCAL YEAR 2023 ANNUAL BUDGET

10 YR CAPITAL OUTLAY PROJECTIONS

DESCRIPTION	BUDGET		PROJECTED									
	2023		2024	2025	2026	2027	2028	2029	2030	2031	2032	
EQUIPMENT												
Administration	\$	-	\$	-	\$	-	\$	-	\$	-	\$	15,000
Finance		10,000		-		12,000		15,000		6,000		5,000
Information Systems		285,000		32,000		195,000		93,093		45,000		40,000
Water Quality, Treating & Pumping		85,000		5,000		52,000		45,000		11,000		55,000
Transmission, Distribution & Engineering		350,500		325,000		331,000		358,000		331,000		343,000
Facilities Operation & Maintenance		200,500		61,000		31,000		21,000		21,000		176,000
Water Resources		108,500		-		7,000		32,000		-		-
Human Resources		-		-		15,000		-		-		-
Total equipment		1,039,500		423,000		643,000		564,093		414,000		619,000
										361,000		876,000
												466,000
IMPROVEMENTS AND REPLACEMENTS												
Administration		-		-		-		-		-		-
Finance		-		-		-		-		-		-
Information Systems		-		-		-		-		-		-
Water Quality, Treating & Pumping		-		-		-		-		-		-
Transmission, Distribution & Engineering		3,869,500		3,856,500		4,346,500		4,746,500		4,746,500		4,746,500
Facilities Operation & Maintenance		17,645,200		1,729,500		1,450,000		13,676,000		943,000		809,500
Water Resources		-		25,000		25,000		25,000		25,000		25,000
Human Resources		-		-		-		-		-		-
Total improvements and replacements		21,514,700		5,611,000		5,821,500		18,447,500		12,714,500		5,714,500
										15,575,000		5,715,500
												5,581,000
EXPANSION												
Administration		-		-		-		-		-		-
Finance		-		-		-		-		-		-
Information Systems		-		-		-		-		-		-
Water Quality, Treating & Pumping		-		-		-		-		-		-
Transmission, Distribution & Engineering		3,130,000		2,099,000		1,059,000		1,047,000		647,000		647,000
Facilities Operation & Maintenance		-		-		-		-		-		-
Water Resources		-		-		-		-		-		-
Human Resources		-		-		-		-		-		-
Total expansion		3,130,000		2,099,000		1,059,000		1,047,000		647,000		647,000
										647,000		647,000
Total capital outlay	\$	25,684,200	\$	10,342,000	\$	8,133,000	\$	7,523,500	\$	20,058,593	\$	13,775,500
										6,980,500	\$	16,583,000
											\$	7,238,500
												\$ 6,694,000

# FISCAL YEAR 2023 ANNUAL BUDGET

## OPERATING AND CAPITAL FUNDS CASH FLOW ANALYSIS

OPERATING FUND	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>OPERATING ESTIMATED CASH AVAILABLE</b>	<b>\$ 24,592,801</b>	<b>\$ 25,253,194</b>	<b>\$ 29,370,467</b>	<b>\$ 36,025,707</b>	<b>\$ 42,780,571</b>	<b>\$ 36,381,638</b>	<b>\$ 35,562,507</b>	<b>\$ 40,870,962</b>	<b>\$ 36,344,659</b>	<b>\$ 40,726,625</b>
<b>Revenues</b>										
<b>Sales Revenue Under Existing Rates</b>										
General Water Sales	26,980,575	26,980,575	26,980,575	26,980,575	26,985,385	26,985,385	26,985,385	26,985,385	26,985,385	26,985,385
Raw Water Sales	20,231,438	15,641,947	15,573,863	15,379,752	14,902,872	14,547,390	14,427,864	14,401,628	14,314,597	12,959,762
Public Fire Protection	9,614	9,614	9,614	9,614	9,614	9,614	9,614	9,614	9,614	9,614
Private Fire Protection	71,544	71,544	71,544	71,544	71,544	71,544	71,544	71,544	71,544	71,544
<b>Total Sales Revenue Under Existing Rates</b>	<b>47,293,171</b>	<b>42,703,680</b>	<b>42,635,596</b>	<b>42,441,485</b>	<b>41,969,415</b>	<b>41,613,933</b>	<b>41,494,480</b>	<b>41,468,171</b>	<b>41,381,140</b>	<b>40,026,305</b>
Additional Sales Revenue Required	1,891,727	3,262,561	4,863,612	6,023,544	7,154,695	8,311,795	9,532,407	10,801,318	12,082,643	12,979,886
<b>Total Sales Revenue</b>	<b>49,184,898</b>	<b>45,966,241</b>	<b>47,499,208</b>	<b>48,465,029</b>	<b>49,124,110</b>	<b>49,925,728</b>	<b>51,026,887</b>	<b>52,269,489</b>	<b>53,463,783</b>	<b>53,006,191</b>
Raw Water Sales	250,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Other Operating Revenue	2,156,602	2,217,720	2,249,928	2,273,740	2,298,145	2,323,161	2,348,803	2,375,085	2,402,025	2,429,639
<b>Transfers</b>										
Transfer (to) from Working Capital Reserve	(270,498)	(56,919)	(89,640)	(135,772)	(98,361)	(103,516)	(153,938)	(113,738)	(119,750)	(126,080)
Transfer (to) from Water Development Fund	181,192	99,813	158,686	79,235	(3,397)	(89,507)	(169,395)	(3,493,861)	(3,581,207)	(3,670,737)
Transfer (to) from Capital Fund	(15,534,700)	(7,803,000)	(6,500,000)	(5,670,500)	(18,234,500)	(12,101,500)	(5,101,500)	(14,962,000)	(5,102,500)	(4,968,000)
<b>Nonoperating Revenue</b>										
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	518,658	565,708	673,171	808,528	812,540	741,272	787,468	828,132	827,623	900,802
<b>Total Operating Fund Revenue</b>	<b>36,506,153</b>	<b>41,759,564</b>	<b>44,761,353</b>	<b>46,590,259</b>	<b>34,668,537</b>	<b>41,465,638</b>	<b>49,508,326</b>	<b>37,673,107</b>	<b>48,659,973</b>	<b>48,341,814</b>
<b>Revenue Requirements</b>										
Operation & Maintenance Expense	31,742,327	32,729,841	33,936,363	35,447,895	36,762,377	38,134,769	39,841,621	41,338,410	42,902,007	44,535,701
Existing Debt Service	3,063,933	3,583,450	3,746,750	3,744,500	3,741,000	3,736,000	3,739,250	500,000	500,000	500,000
Routine Capital Replacements	1,039,500	1,329,000	423,000	643,000	564,093	414,000	619,000	361,000	876,000	466,000
<b>Total Revenue Requirements</b>	<b>35,845,760</b>	<b>37,642,291</b>	<b>38,106,113</b>	<b>39,835,395</b>	<b>41,067,470</b>	<b>42,284,769</b>	<b>44,199,871</b>	<b>42,199,410</b>	<b>44,278,007</b>	<b>45,501,701</b>
<b>Annual Surplus (Deficiency)</b>	<b>660,393</b>	<b>4,117,273</b>	<b>6,655,240</b>	<b>6,754,864</b>	<b>(6,398,933)</b>	<b>(819,131)</b>	<b>5,308,455</b>	<b>(4,526,303)</b>	<b>4,381,966</b>	<b>2,840,113</b>
<b>ENDING ESTIMATED CASH AVAILABLE</b>	<b>\$ 25,253,194</b>	<b>\$ 29,370,467</b>	<b>\$ 36,025,707</b>	<b>\$ 42,780,571</b>	<b>\$ 36,381,638</b>	<b>\$ 35,562,507</b>	<b>\$ 40,870,962</b>	<b>\$ 36,344,659</b>	<b>\$ 40,726,625</b>	<b>\$ 43,566,738</b>

# FISCAL YEAR 2023 ANNUAL BUDGET

## OPERATING AND CAPITAL FUNDS CASH FLOW ANALYSIS

CAPITAL FUND	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>BEGINNING ESTIMATED CASH AVAILABLE</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
<b>Sources of Funds</b>										
Transfer From (To) Operating Fund	15,534,700	7,803,000	6,500,000	5,670,500	18,234,500	12,101,500	5,101,500	14,962,000	5,102,500	4,968,000
Main Assessments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Contributions	8,000,000	-	-	-	-	-	-	-	-	-
Plant Water Investment Fees	1,100,000	1,200,000	1,200,000	1,200,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Proposed Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>24,644,700</b>	<b>9,013,000</b>	<b>7,710,000</b>	<b>6,880,500</b>	<b>19,494,500</b>	<b>13,361,500</b>	<b>6,361,500</b>	<b>16,222,000</b>	<b>6,362,500</b>	<b>6,228,000</b>
<b>Uses of Funds</b>										
<b>Major Capital Improvements</b>										
Funded by Reserves	24,644,700	9,013,000	7,710,000	6,880,500	19,494,500	13,361,500	6,361,500	16,222,000	6,362,500	6,228,000
Funded by Bond Proceeds	-	-	-	-	-	-	-	-	-	-
<b>Total Major Capital Improvements</b>	<b>24,644,700</b>	<b>9,013,000</b>	<b>7,710,000</b>	<b>6,880,500</b>	<b>19,494,500</b>	<b>13,361,500</b>	<b>6,361,500</b>	<b>16,222,000</b>	<b>6,362,500</b>	<b>6,228,000</b>
Debt Issuance Expense	-	-	-	-	-	-	-	-	-	-
Debt Service Reserve	-	-	-	-	-	-	-	-	-	-
Capitalized Interest	-	-	-	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>24,644,700</b>	<b>9,013,000</b>	<b>7,710,000</b>	<b>6,880,500</b>	<b>19,494,500</b>	<b>13,361,500</b>	<b>6,361,500</b>	<b>16,222,000</b>	<b>6,362,500</b>	<b>6,228,000</b>
<b>Annual Surplus (Deficiency)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING ESTIMATED CASH AVAILABLE</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
<b>OPERATION &amp; MAINTENANCE RESERVE FUND</b>										
<b>BEGINNING ESTIMATED CASH AVAILABLE</b>	<b>\$ 4,847,392</b>	<b>\$ 5,217,917</b>	<b>\$ 5,380,248</b>	<b>\$ 5,578,580</b>	<b>\$ 5,827,051</b>	<b>\$ 6,043,130</b>	<b>\$ 6,268,729</b>	<b>\$ 6,549,308</b>	<b>\$ 6,795,355</b>	<b>\$ 7,052,385</b>
<b>Sources of Funds</b>										
Transfer From (To) Operating Fund	270,498	56,919	89,640	135,772	98,361	103,516	153,938	113,738	119,750	126,080
Interest Income	100,027	105,412	108,692	112,699	117,718	122,083	126,641	132,309	137,280	142,472
<b>Total Sources</b>	<b>370,525</b>	<b>162,331</b>	<b>198,332</b>	<b>248,471</b>	<b>216,079</b>	<b>225,599</b>	<b>280,579</b>	<b>246,047</b>	<b>257,030</b>	<b>268,552</b>
<b>ENDING ESTIMATED CASH AVAILABLE</b>	<b>\$ 5,217,917</b>	<b>\$ 5,380,248</b>	<b>\$ 5,578,580</b>	<b>\$ 5,827,051</b>	<b>\$ 6,043,130</b>	<b>\$ 6,268,729</b>	<b>\$ 6,549,308</b>	<b>\$ 6,795,355</b>	<b>\$ 7,052,385</b>	<b>\$ 7,320,937</b>



# FISCAL YEAR 2023 ANNUAL BUDGET

## OPERATING AND CAPITAL FUNDS CASH FLOW ANALYSIS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>WATER DEVELOPMENT FUND</b>										
<b>BEGINNING ESTIMATED CASH AVAILABLE</b>	<b>\$ 26,566,040</b>	<b>\$ 23,990,408</b>	<b>\$ 27,444,948</b>	<b>\$ 24,909,810</b>	<b>\$ 22,403,710</b>	<b>\$ 19,930,450</b>	<b>\$ 19,514,406</b>	<b>\$ 13,514,085</b>	<b>\$ 10,750,593</b>	<b>\$ 14,585,158</b>
<b>Sources of Funds</b>										
Net Transfer (To)/From Operating Fund & Other Re	(181,192)	(99,813)	(158,686)	(79,235)	3,397	89,507	169,395	3,493,861	3,581,207	3,670,737
Sale of Property	-	6,000,000	-	-	-	-	-	-	-	-
AVC Reimbursement	-	-	-	-	-	-	-	-	-	-
Interest Income	505,560	454,354	523,548	473,135	423,342	394,449	330,285	242,647	253,358	331,728
<b>Total Sources</b>	<b>324,368</b>	<b>6,354,541</b>	<b>364,862</b>	<b>393,900</b>	<b>426,739</b>	<b>483,956</b>	<b>499,680</b>	<b>3,736,508</b>	<b>3,834,565</b>	<b>4,002,465</b>
<b>Uses of Funds</b>										
	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	900,000	6,500,000	6,500,000	-	-
<b>ENDING ESTIMATED CASH AVAILABLE</b>	<b>\$ 23,990,408</b>	<b>\$ 27,444,948</b>	<b>\$ 24,909,810</b>	<b>\$ 22,403,710</b>	<b>\$ 19,930,450</b>	<b>\$ 19,514,406</b>	<b>\$ 13,514,085</b>	<b>\$ 10,750,593</b>	<b>\$ 14,585,158</b>	<b>\$ 18,587,624</b>
<b>TOTAL OPERATING &amp; RESERVE FUNDS</b>										
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Operating Fund Cash Balance	\$ 25,253,194	\$ 29,370,467	\$ 36,025,707	\$ 42,780,571	\$ 36,381,638	\$ 35,562,507	\$ 40,870,962	\$ 36,344,659	\$ 40,726,625	\$ 43,566,738
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	5,217,917	5,380,248	5,578,580	5,827,051	6,043,130	6,268,729	6,549,308	6,795,355	7,052,385	7,320,937
Water Development Fund Cash Balance	23,990,408	27,444,948	24,909,810	22,403,710	19,930,450	19,514,406	13,514,085	10,750,593	14,585,158	18,587,624
<b>Total Ending Estimated Cash Balance</b>	<b>\$ 55,461,518</b>	<b>\$ 63,195,663</b>	<b>\$ 67,514,097</b>	<b>\$ 72,011,333</b>	<b>\$ 63,355,218</b>	<b>\$ 62,345,642</b>	<b>\$ 61,934,355</b>	<b>\$ 54,890,607</b>	<b>\$ 63,364,169</b>	<b>\$ 70,475,299</b>

### 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:

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Water Sales Revenue Increases (%)	4.00%	3.50%	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
No. of Months Increase is in Effect	12	12	12	12	12	12	12	12	12	12
Debt Service Coverage Calculation										
Revenue	61,845,745	57,289,435	53,034,547	54,113,131	54,805,855	55,536,693	56,650,084	57,877,662	59,114,069	58,840,832
Operation & Maintenance Expense	31,742,327	32,729,841	33,936,363	35,447,895	36,762,377	38,134,769	39,841,621	41,338,410	42,902,007	44,535,701
Net Revenue	30,103,418	24,559,594	19,098,184	18,665,236	18,043,478	17,401,924	16,808,463	16,539,252	16,212,062	14,305,131
Total Debt Service	3,063,933	3,583,450	3,746,750	3,744,500	3,741,000	3,736,000	3,739,250	500,000	500,000	500,000
Debt Service Coverage	983%	685%	510%	498%	482%	466%	450%	3308%	3242%	2861%

TYPICAL BILL COMPARISONS  
CURRENT RATE -VS- 2023 RATE  
4.00% 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 ustomers are sevised 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 consume 11,000 galllons per month overa a one year peirod. 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 103,000 gallons annually, for the purposes of this comparison, 132,000 gallons has been used.

DESCRIPTIONS	2022	2023	DOLLAR INCREASE
<b>MINIMUM CONSUMER</b>			
Readiness to serve charge (includes 2,000 gallons)			
3/4" Meter	\$ 13.34	\$ 13.87	\$ 0.53
1" Meter	\$ 17.06	\$ 17.74	\$ 0.68
<b>AVERAGE RESIDENTIAL CONSUMER</b>			
3/4" Meter - Readiness to serve charge	\$ 13.34	\$ 13.87	\$ 0.53
9,000 gallons @ \$ 3.06 and \$ 3.18 respectively	27.54	28.62	1.08
Total average monthly bill	<u>\$ 40.88</u>	<u>\$ 42.49</u>	<u>\$ 1.61</u>
1" Meter - Readiness to serve charge	\$ 17.06	\$ 17.74	\$ 0.68
9,000 gallons @ \$ 3.06 and \$ 3.18 respectively	27.54	28.62	1.08
Total average monthly bill	<u>\$ 44.60</u>	<u>\$ 46.36</u>	<u>\$ 1.76</u>

**HISTORY OF WATER RATE CHANGES - SINCE 1981**

YEAR	<sup>1</sup> 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%	3.25%	2.42	2.50
2016	3.00%	3.00%	2.50	2.58
2017	3.10%	3.25%	2.58	2.66
2018	3.50%	2.75%	2.66	2.73
2019	2.10%	3.50%	2.73	2.83
2020	1.10%	3.50%	2.83	2.93
2021	2.30%	1.75%	2.93	2.98
2022	2.91%	2.75%	2.98	3.06
TOTAL	129.28%	142.0%		

Note: As of 2018 CPI was reported bi monthly, CPI for 2020 is as of July 31

<sup>1</sup>CPI - 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

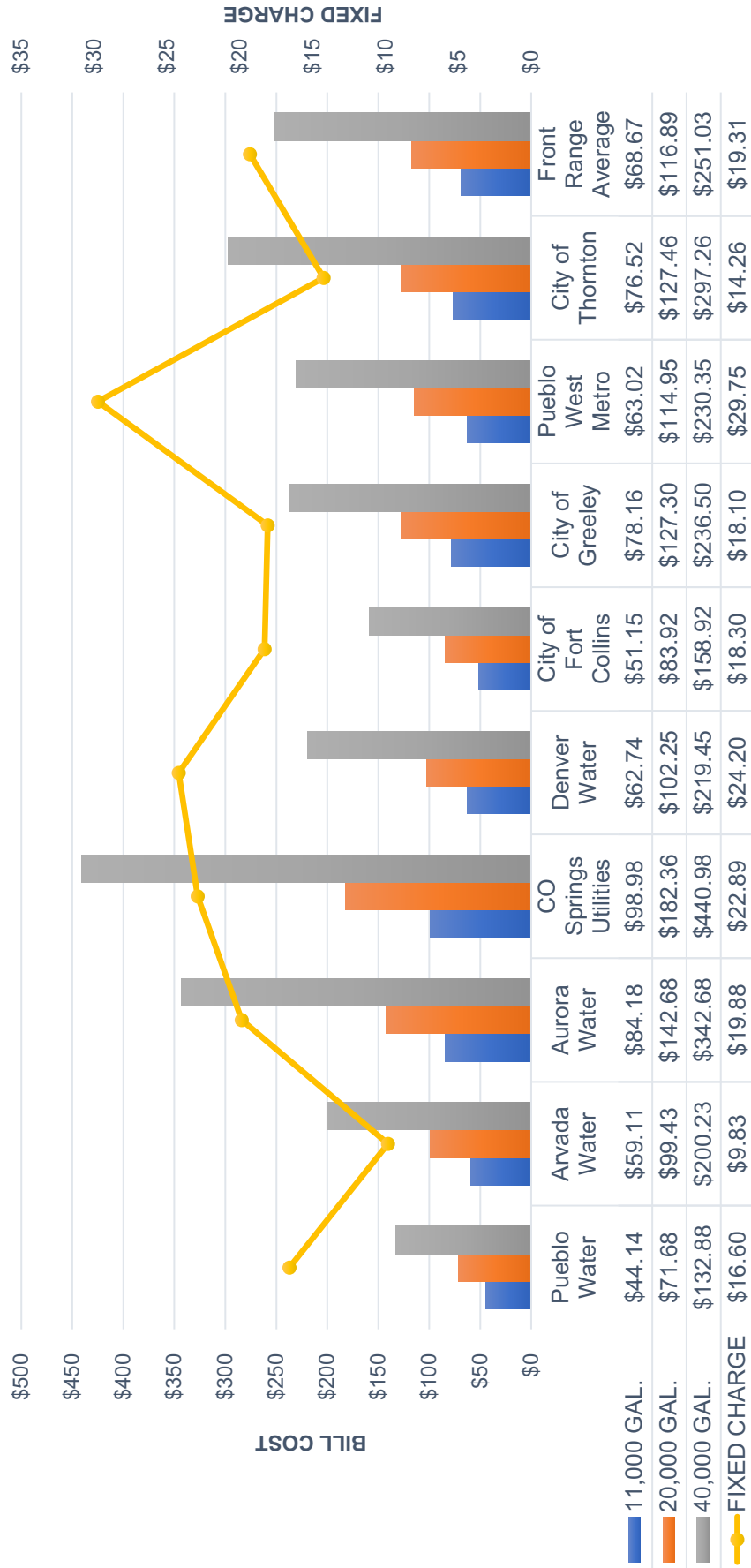
# PUEBLO AND OTHER FRONT RANGE WATER UTILITIES

INSIDE CITY <sup>1</sup>	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	\$	1,644.37	\$	2,265.06	\$	2,730.58
Greeley		1,013.16		1,302.60		1,519.68
Aurora		1,010.16		1,322.16		1,556.16
Golden		932.88		1,255.44		1,497.36
Thornton		918.24		1,189.92		1,393.68
Northglenn		913.92		1,226.40		1,460.76
Westminster		910.80		1,223.76		1,458.48
Boulder		882.60		1,085.16		1,237.08
Lafayette		821.88		1,162.68		1,418.28
Englewood		787.56		959.40		1,088.28
Highlands Ranch		780.36		987.24		1,142.40
Broomfield		776.88		938.16		1,059.12
Denver		752.88		963.60		1,174.56
Pueblo West		657.60		934.56		1,142.28
Arvada		650.34		865.38		1,026.66
Louisville		634.20		902.04		1,102.92
Fort Collins		613.80		774.12		928.80
<b>Pueblo</b>		<b>535.20</b>		<b>682.08</b>		<b>792.24</b>
<b>Average</b>		<b>846.49</b>		<b>1,113.32</b>		<b>1,318.30</b>

<sup>1</sup>Based on residential rates using 1" meters



# FRONT RANGE WATER RATES COMPARISON



	Pueblo Water	Arvada Water	Aurora Water	Colorado Springs Utilities	Denver Water	City of Fort Collins	City of Greeley	Pueblo West Metro	City of Thornton
<b>COST PER 1,000 GAL.</b>	\$3.06	0-30K \$4.48 30-60K \$5.60 60-90K \$6.73 >90K \$8.97	0-5K \$5.63 5-10K \$5.93 10-20K \$6.50 >20K \$10.00	0-7,473gal \$6.10 7,451-18,649gal \$8.59 >18,656gal \$12.90	0-5K \$2.44 6-20K \$4.39 > 21K \$5.86	0-7K \$2.83 7-13K \$3.26 >13K \$3.75	\$5.46	1-5K \$2.20 5-10K \$3.30 >10K \$5.77	1-20K \$5.66 >20K \$8.49
Change from previous year	+2.75%	+4.43%	+3.50%	0.00%	+2.09%	0.00%	+2.10%	0.00%	+2.2%

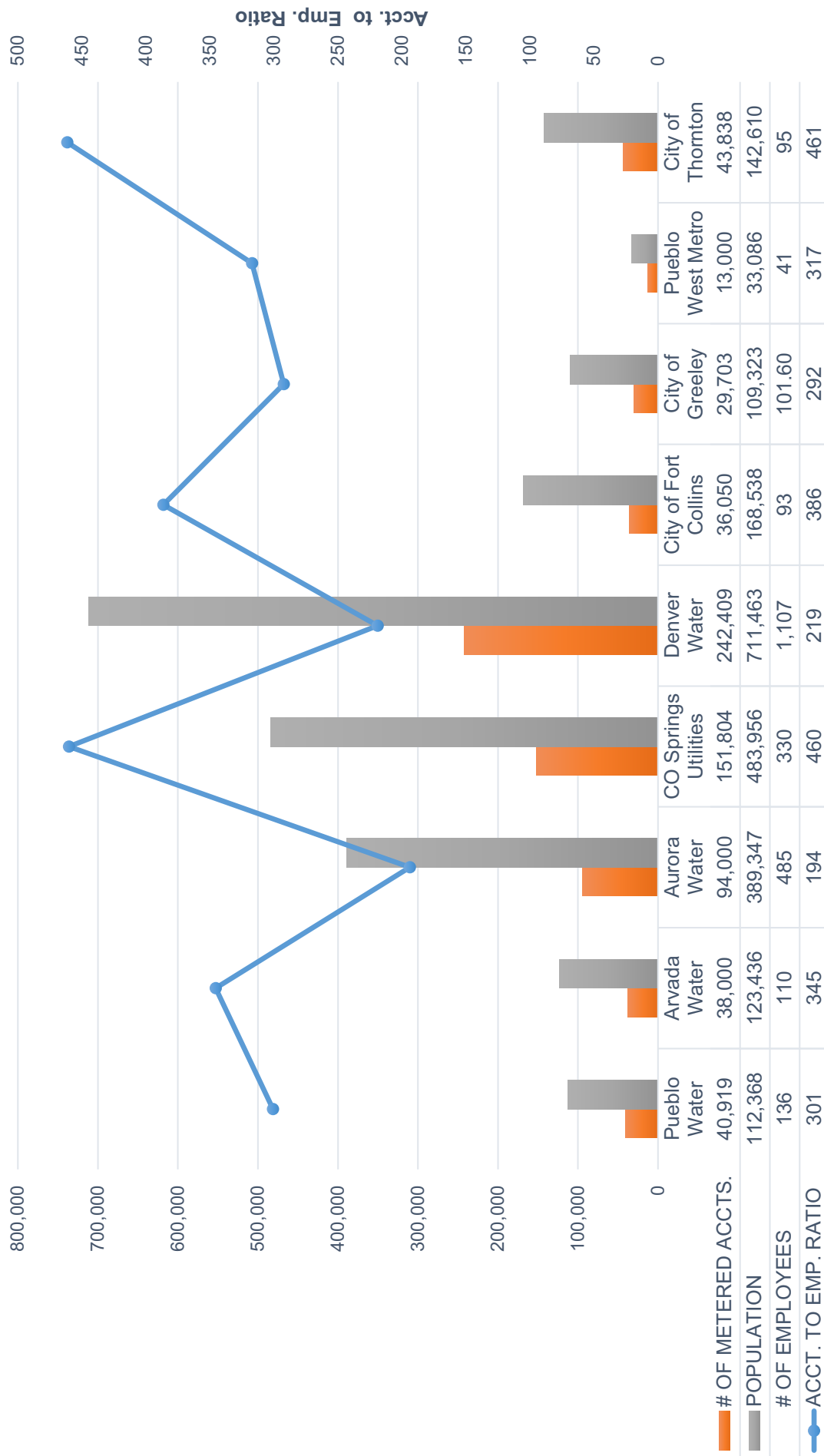
Bill costs calculated based on 1" meter.

Pueblo Water fixed charge includes first 2,000 gallons of water.

Arvada Water fixed charge is a Bi-Monthly Charge.

COS Utilities charges by the cubic foot (cf) so cost per 1,000 gallons was converted.

# FRONT RANGE WATER UTILITY COMPARISON



CO Springs Utilities & Pueblo West Metro employee figures include water and wastewater employees.  
 Source, population figures as of July 2021: US Census Bureau (<https://www.census.gov/quickfacts/fact/table/US/PST045219>)  
 Source, Pueblo West population figures as of 2020: US Census Bureau (<https://data.census.gov/cedsci/profile?q=16000000US0862220>)

# PLANT WATER INVESTMENT FEES COMPARISON

PWIF Fee	Pueblo Water	Arvada Water	Aurora Water	CO. Springs Utilities	Denver Water	City of Fort Collins	City of Greeley	Highlands Ranch Metro District	Pueblo West Metro	City of Thornton
3/4" Residential	\$5,485	\$19,275	\$6,607	\$5,538-\$11,931	\$3,030/\$.70 sq ft	\$781/\$.42 sq ft	\$11,200	\$7,690	\$16,609	\$7,430-\$9,650
1" Residential	\$5,485	\$19,275	\$6,607	\$14,330	\$3,030/\$.70 sq ft	\$1,322/\$.42 sq ft	\$18,700	\$7,690	\$28,235	n/a
Multi-Family	\$3,116/unit	\$9,640/unit	\$10,571/unit	\$4,684	\$10,040**	\$589/\$.31 sq ft	\$5,600/unit	\$5,510/unit	n/a	\$2,620/unit
Duplex	\$6,232	\$14,460	\$21,142	\$9,368	\$10,040	\$589/\$.31 sq ft	\$11,200	\$11,020	n/a	\$5,478
3/4" Commercial	\$2,722	\$28,910	\$24,037	\$8,598	\$10,730	\$4,584	\$11,200	\$11,380	\$16,609	\$16,083
1"	\$5,312	\$48,190	\$43,026	\$14,330	\$19,170	\$11,493	\$18,700	\$22,760	\$28,235	\$25,733
1 1/2"	\$27,083	\$96,380	\$94,456	\$28,660	\$42,180	\$21,180	\$37,300	\$45,520	\$54,810	\$32,166
2"	\$34,329	\$154,200	*	\$45,856	\$76,690	\$41,624	\$59,700	\$91,040	\$88,028	\$102,931
3"	\$65,977	\$327,680	*	\$92,568	\$126,426	***	\$130,600	\$204,840	\$194,325	\$205,862
4"	\$227,710	\$578,250	*	\$156,476	\$229,917	***	\$223,900	***	****	\$321,659
6"	\$469,789	n/a	*	\$425,616	\$517,374	***	\$466,500	***	****	****
8"	\$1,090,278	n/a	*	\$644,390	\$774,957	***	n/a	***	****	****

\* Meters 2" and greater are based on estimated daily volume of water and assessed at \$70.38 per gallon/per day  
 \*\*Denver Water multi-family rate covers first two units. Each unit after, up to 6 is \$2,420 each and over 8 units is \$1,940 each.  
 \*\*\*Based on peak day demand or individual basis.  
 \*\*\*\* Larger sizes available upon request.



# GLOSSARY

DEFINITIONS FOR TECHNICAL TERMS AND  
ACRONYMS FOUND IN THE BUDGET DOCUMENT.

## A

**Accrual** – the accumulation or increase of something over time, especially payments or benefits.

**Appropriation** – a sum of money or total assets devoted to a specific purpose.

**Arbitrage** – the simultaneous buying and selling of securities, currency, or commodities in different markets or in derivative forms in order to take advantage of differing prices for the same asset.

**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 ¾" 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.

**Acre-Foot** – volume of water equal to one foot in depth covering an area of one acre, or 43,560 cubic feet; approximately 325,851 gallons.

**Aquatic Nuisance Species** – aquatic plants and animals that invade lakes, reservoirs, rivers and streams.

**Audit** – an official inspection of an individual's or organization's accounts, typically by an independent body.

**AVC** – Arkansas Valley Conduit

## B

**Backflow and Cross Connection** – back flow is the flow of wastewater back into the treated water system and a cross connection is when drinking water piping connects to various plumbing fixtures or water utilizing equipment.

**Balanced Budget** – a situation in financial planning or the budgeting process where total expected revenues are equal to total planned spending.

**Bonds** – a fixed income instrument that represents a loan made by an investor to a borrower.

**Budget** – an estimate of income and expenditure for a set period of time.

## C

**Capital Outlay (Capital Expenditures)** – money spent to acquire a fixed asset or to extend its useful life over \$5,000.

**Cathodic Protection** – a technique used to control the corrosion of a metal surface by making it the cathode of an electrochemical cell.



**CIS** – Customer Information System

**Conduit** – a 24-inch (or larger) diameter pipe carrying raw or potable water from or to treatment facilities, reservoirs, and delivery points feeding a distribution system.

**Conveyance** – the process of transporting water from one location to another.

**CSR** – Customer Service Representative

**CWRDPA** – Colorado Water Resources and Power Development Authority

## D

**Debt Retirement** – the act of repaying debt.

**Debt Service** – principal and interest due on long-term debt.

**Depreciation** – a reduction in the value of an asset with the passage of time, due in particular to wear and tear.

**Diversion Structures** – a structure constructed to direct water to a desired location.

## E

**Enterprise Fund** – a self-supporting government fund that sells goods and services to the public for a fee.

**Environmental Protection Agency (EPA)** – an independent agency of the United States federal government for environmental protection.

**ERP** – Enterprise Resource Program

## F

**FASB** – Financial Accounting Standards Board

**FO&M** – Facilities, Operation, and Maintenance Division

**Fund** – a pool of money that is allocated for a specific purpose.

**Fund Balance** – the difference between fund assets and fund liabilities.

## G

**GAAP** – Generally Accepted Accounting Principles

**GASB** – Governmental Accounting Standards Board

**GFOA** – Government Finance Officers Association

**GIS** – Geographic Information System

## H

**HARP** – Historic Arkansas Riverwalk Park

**HR** – Human Resources

**HRIS** – Human Resource Information System

## I

**ICP/MS** – Inductively Coupled Plasma Mass Spectrometer

**IS** – Information Systems

## K

**KPI** – Key Performance Indicator

## M

**MCC** – Motor Control Center

**Memorandum of Agreement** – a formal business agreement that outlines an agreement made between two parties.

**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.

## N

**Non-Operating Revenues** – revenues that do not come from basic, day-to-day operations, example, interest income.

## O

**O&M** – Operations and Maintenance

**Operating Revenue** – revenue from the sale of water.

## P

**PCS** – Pueblo City Schools

**Petty Cash** – an accessible store of money for expenditure on small items.

**PFD** – Pueblo Fire Department

**Plant Water Investment Fees** – fees associated with the construction or remodel of a structure.

## R

**Raw Water** – water that has not been treated.

**Redundancy** – the inclusion of extra components which are not strictly necessary to functioning, in case of failure in other components.

**Requisition** – a written request for an organization's purchasing department to buy goods or services.

**Reservoir** – an impoundment to collect and store water.

**ROY** – Restoration of Yield

## S

**SCADA** – Supervisory Control and Data Acquisition

**Seepage** – the slow escape of water through a porous material or through small holes.

**Spot Market** – cash market where trades take place immediately.

## T

**TD&E** – Transmission, Distribution, and Engineering

**TIF** – Tax Increment Financing

**Transmountain Collection** – collection of water through a mountain.

## W

**Water Rights** – historical rights that give a party the rights to water usage from specific channel

**WDF** – Water Development Fund

**WQT&L** – Water Quality, Treating, and Lab

**WR** – Water Resources

**WWW** – Water Works Wellness







**For more information, please contact:  
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P.O. Box 400, Pueblo, CO, 81002-0400  
719.584.0416**

