

# ADOPTED ANNUAL BUDGET

FOR FISCAL YEAR 2024



*"Be the pipeline of success  
that flows through our  
community."*

[www.pueblowater.org](http://www.pueblowater.org)





**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, 2023**

*Christopher P. Morill*

Executive Director



**2023**

**Business of the Year**

*In Recognition of your contribution to the  
community of Pueblo*

*Presented to*

**Pueblo Water**



*April 12, 2023*



**THE GREATER™  
PUEBLO CHAMBER**

*We Mean Business*

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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









November 21, 2023

**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 2024, 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 2024.

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 2024.

After reviewing the critical needs for 2024 and trimming the budget where possible, Staff recommends a water rate increase of 4.00 percent for 2024.

Highlighted below are specific recommendations and notable features included in the proposed plan for 2024 as well as specific estimates regarding results for 2023.

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 2024, by funding the WDF through revenue generated from Public Service Company's Comanche Unit 3. 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 2024 includes using monies from the WDF to cover the special assessment and complete the acquisition of land for the expansion of Clear Creek Reservoir.

Ongoing Projects

► The Kevin F. McCarthy Hydroelectric Power Plant at the Whitlock Treatment Plant will continue into 2024. Due to supply chain issues and inflationary cost increases, the total project is now expected to cost between \$10 and \$11 million. The small turbine is anticipated to be online during low flow operations in February of 2024 with the large turbine online in May during high flow operations.

The Arkansas River Southside Diversion Dam Project will continue into 2024. The total project is expected to cost \$11 million and be open to the public by the Fall.

### 2023 Metered Water Revenue

Consumption for 2023 is expected to be approximately 7.93 billion gallons, generating metered water sales of approximately \$27.8 million or 1.2% below budgeted projections. At the end of 2023, the unrestricted operating fund balance is expected to be approximately \$28.17 million and is predicted to increase, during the next 10 years, to a high of approximately \$41.90 million in 2033.

### 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 2024 we anticipate receiving only \$500,000 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 2024 and beyond, is based upon the minimum “take-or-pay” amount of 1,000-acre feet at potable water rates and 444-acre feet at raw water rates.

### Noteworthy Expenditures

- Water Rights Operation & Maintenance - \$1.52 million.
- Utilities - \$3.06 million. The 10-year plan assumes future increases in electric rates, but not annually.
- Repairs and Maintenance - \$1.549 million. A slight increase of more than 1% compared with the 2023 budget.
- Meter Related Costs including AMR - \$1.281 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 - \$3.03 million.
- Transportation Equipment - \$720,000.
- Network Switch/Router Upgrades - \$383,000.
- Fountain Creek 24” Crossing - \$2,000,000.
- Corrosion Protection Repairs - \$150,000.

- Whitlock Media and Underdrain Replacement - \$300,000.
- TD&E Interior Remodel - \$1,800,000.
- Extend Raw Water Pipeline to Comanche Pump Station - \$1,000,000.
- Fleet Maintenance Shop at Warehouse - \$3,000,000.
- TD&E Parking Acquisition - \$300,000.
- LaVista Emergency Generator - \$700,000.
- Jones Tanks (2) Exterior Paint - \$700,000.
- Treatment Plant Generator Modifications - \$700,000.
- PLC Replacement at Filter Plant - \$100,500.
- WTP Mixing Basin #3 Repair - \$200,000.
- Network Cabling Admin. Bldg. & Whitlock Treatment Plant - \$223,000.
- South Outlet Repairs - \$200,000.
- TD&E Roof Replacement - \$160,000.

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 36 percent below the Front Range average, and 55 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 \$1.88.

**IN CLOSING, WE RECOMMEND THAT THE BOARD CONSIDER FOR ADOPTION THIS BUDGET WITH A 4.00 PERCENT RATE INCREASE FOR 2024.** 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 2024 and beyond. Development of a \$55.15 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 138 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 593 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.



*“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 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.





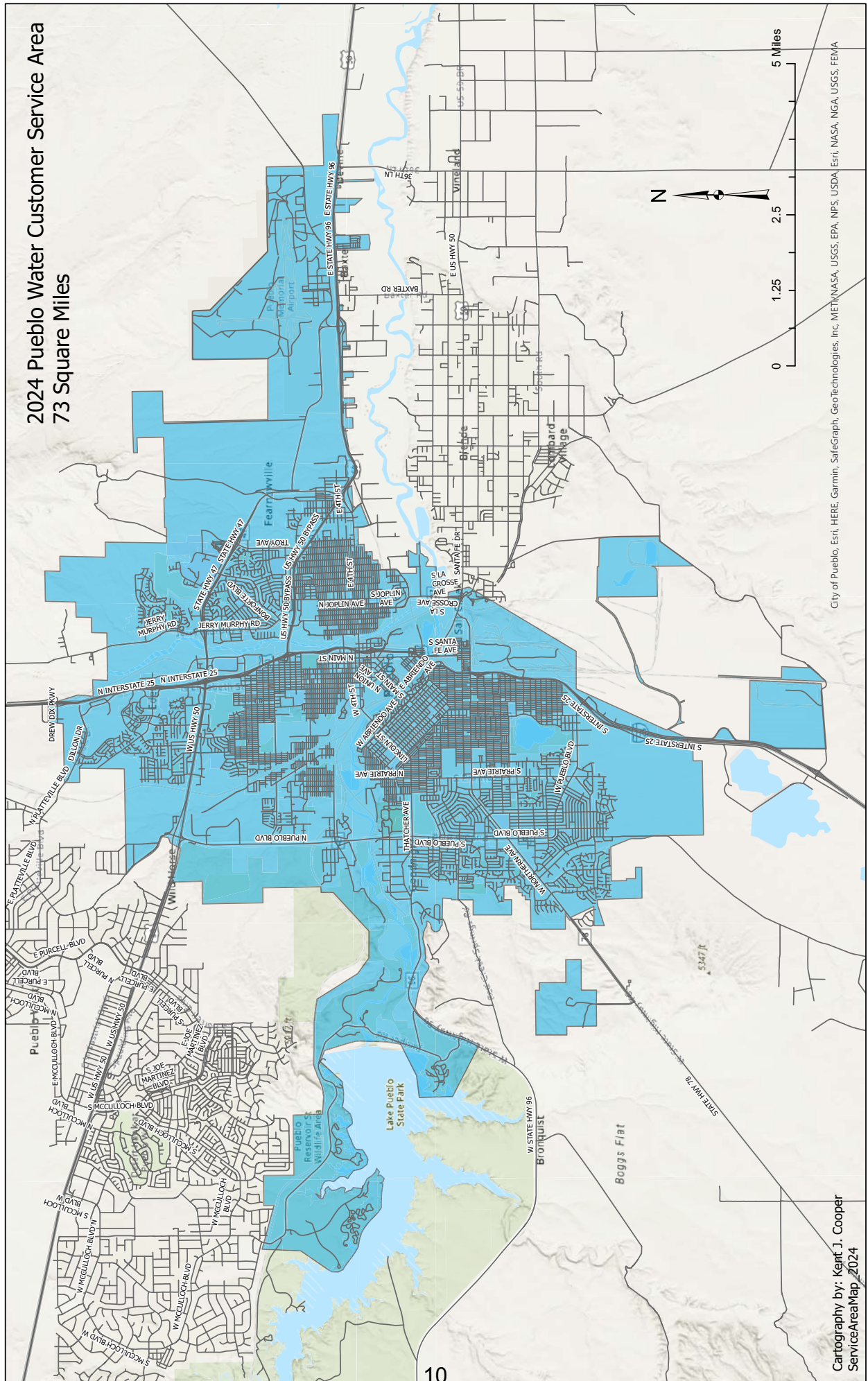
## **TAKING CARE OF BUSINESS**

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 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.

# 2024 Pueblo Water Customer Service Area 73 Square Miles



City of Pueblo, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, USDA, Esri, NASA, NGA, USGS, FEMA

Cartography by: Kent J. Cooper  
ServiceAreaMap\_2024



# Community Profile

## Pueblo Community Profile

Population (est.) July 2022: 111,456<sup>1</sup>  
Pueblo Water Service Area: 73 square miles

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

Labor Force: 75,680  
Employment: 72,421  
Unemployment rate: 4.3%

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

Organization	Employees
Parkview Medical Center	2,893
Colorado State Mental Inst	2,000
Pueblo City Schools (District 60)	1,647
Walmart (includes PW Walmart)	1,245
EVRAZ Rocky Mountain Steel	1,176
Pueblo County	1,158
School District 70	1,107
City of Pueblo	719
Concentrix/ Convergys Corp	709
Target Corporation (Dist. Center & Store)	700

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

Industry	Employment
Office & Administrative Support	7,330
Sales & Related	6,330
Food Preparation & Serving Related	6,100
Transportation & Material Moving	5,720
Healthcare Practitioners & Technical	4,910

<sup>1</sup> <https://www.census.gov/quickfacts/fact/table/pueblacitycolorado,US/PST045219> US Census Bureau population census July 2022.

<sup>2</sup> <https://beta.bls.gov/dataQuery/search> Bureau of Labor Statistics data as of July 2022.

<sup>3</sup> <https://www.pueblo.us/178/Annual-Comprehensive-Financial-Report> City of Pueblo CAFR for year ending Dec. 31, 2022.

<sup>4</sup> [https://www.bls.gov/oes/current/oes\\_39380.htm#11-0000](https://www.bls.gov/oes/current/oes_39380.htm#11-0000) May 2022 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates, Pueblo, CO



# LICENSES, ACCREDITATIONS & CERTIFICATIONS

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 (3)



Colorado Groundwater  
Resource Services  
Class A & B Underground Storage Tank  
Operators (6); Class C (1)



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 (13)  
Class 2 Water Distribution Operator (18)  
Class 3 Water Distribution Operator (2)  
Class 4 Water Distribution Operator (37)  
Class A Water Treatment Operator (16)  
Class B Water Treatment Operator (1)  
Class C Water Treatment Operator (1)  
Class D Water Treatment Operator (6)  
Journeyman Electrician (3)  
Professional Engineer (5)  
Notary Public (7)



Computer-specific Certifications (4)

# RECOGNITIONS

**Pueblo Water** values results-driven strategic leadership.

We offer a myriad of training opportunities to employees at every level in the organization. From senior leadership to those who wish to rise through the organization, Pueblo Water is committed to providing its team members the tools to lead effectively. We are proud to recognize employees who demonstrate excellence throughout the year.



**Andrew Comden**  
'A' Operator  
EOQ, 1st Q, 2023



**Gina Maez**  
HR Benefits Specialist  
EOQ, 3rd Q, 2023



**Michelle Musso**  
Exec. Assistant  
Facilities, Safety &  
Security  
Employee of the Year  
2022



**Kent Cooper**  
GIS Specialist  
EOQ, 2nd Q, 2023



**Eric Declusin**  
Water Service Worker  
EOQ 4th Q, 2023



# 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 transportation, machinery and equipment have a value of \$25,000 or more and construction projects having a value of \$100,000 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 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.

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## 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 Division 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 Division 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 Division 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 Division 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 Division 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 Division Manager shall review whether an arbitrage rebate calculation is due or should be performed.
- **Refundable Credits** - It is the responsibility of the Finance Division 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 Division 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 Division 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 Division 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 Division Manager shall report the results of his 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:

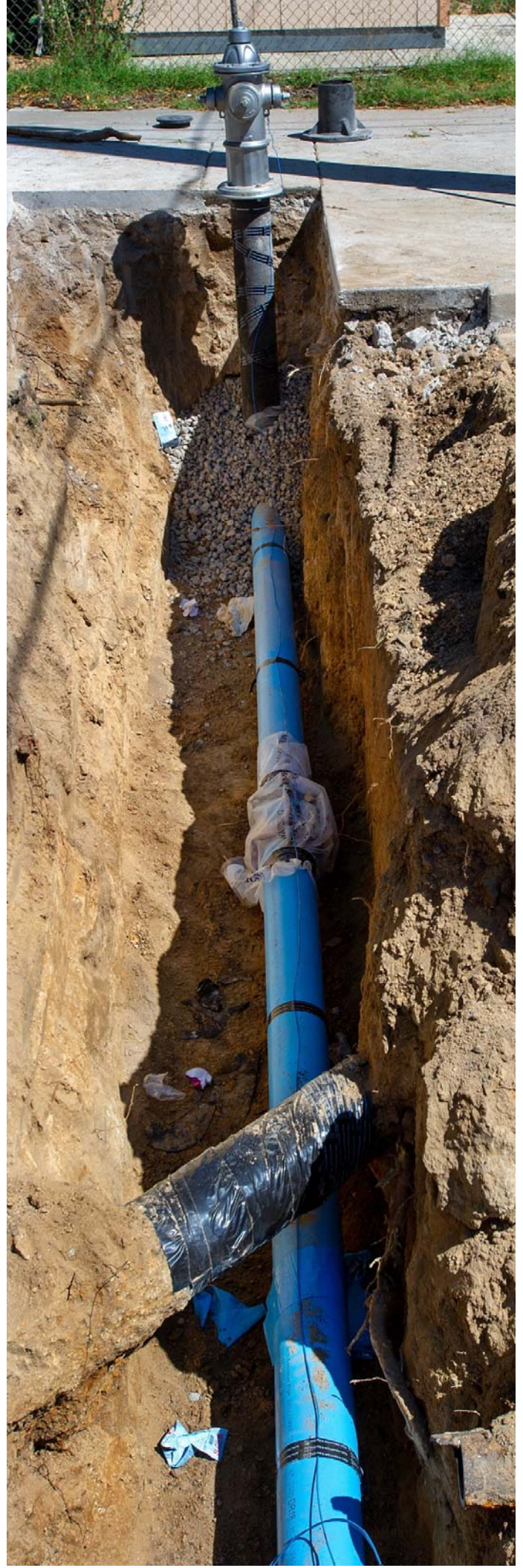
- **Water Quality** – Support source quality improvements and water treatment

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 2024 budget:

<u>Project Description</u>	<u>Total</u>
<b>CITY WIDE MAIN RENEWALS</b>	4,500,000
<b>FLEET MAINTENANCE SHOP AT WAREHOUSE</b>	3,000,000
<b>TDE FACILITY REMODEL</b>	1,800,000
<b>AMR &amp; METER ROTATION</b>	1,281,000
<b>EXT RAW WATER PIPELINE TO COMANCHE</b>	1,000,000
<b>TRANSPORTATION EQUIPMENT</b>	720,000
<b>TREATMENT PLANT BACKUP POWER MODIFICATIONS</b>	700,000
<b>LA VISTA DIESEL PUMP AND GENSET REPLACEMENT</b>	700,000
<b>JONES TANKS-PAINT EXTERIOR</b>	700,000
<b>WATER WORKS' CREWS PROJECTS</b>	561,000
<b>ADMIN BUILDING BORDER ROUTERS AND SWITCHES</b>	383,000
<b>TDE PARKING ACQUISITION</b>	300,000
<b>MIXING BASIN #3 REPAIR</b>	200,000
<b>MUNICIPAL OUTLET VALVE PIT REPAIR</b>	200,000
<b>VARIOUS CAPITAL PROJECTS UNDER \$200,000</b>	2,741,900
<b>TOTAL</b>	<b>\$18,786,900</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 2022 there were just 39.

## 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

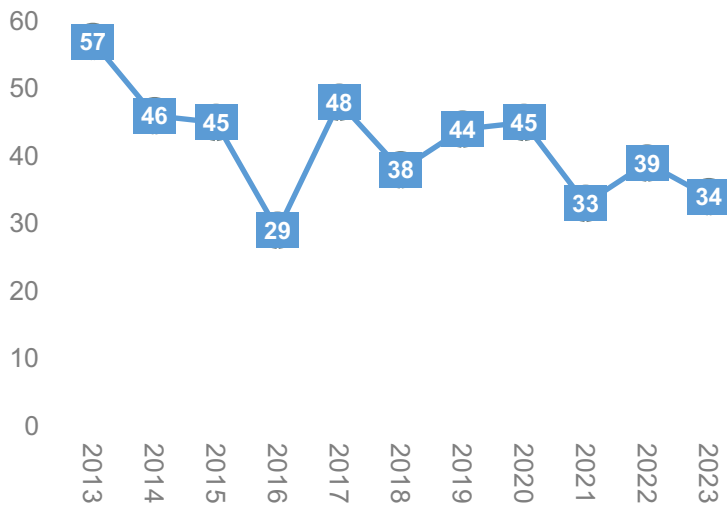


# PERFORMANCE MEASUREMENTS

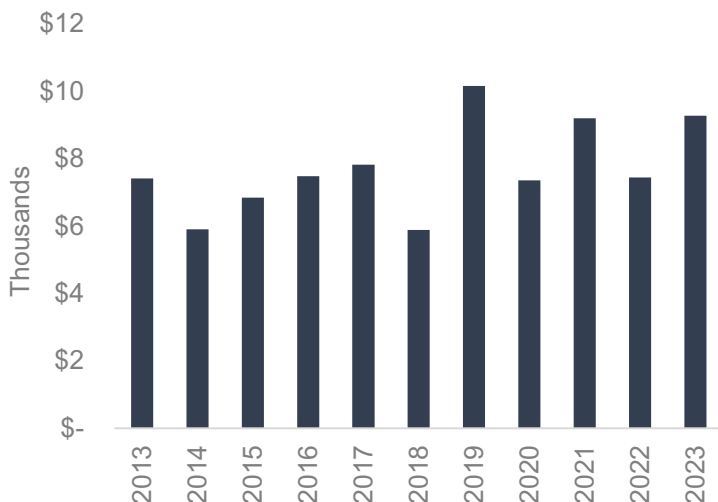
## MAIN BREAKS

10-YEAR HISTORICAL AVERAGE	2023 YTD	2023 PROJECTED TOTAL
<b>42.4</b>	<b>34</b>	<b>45</b>

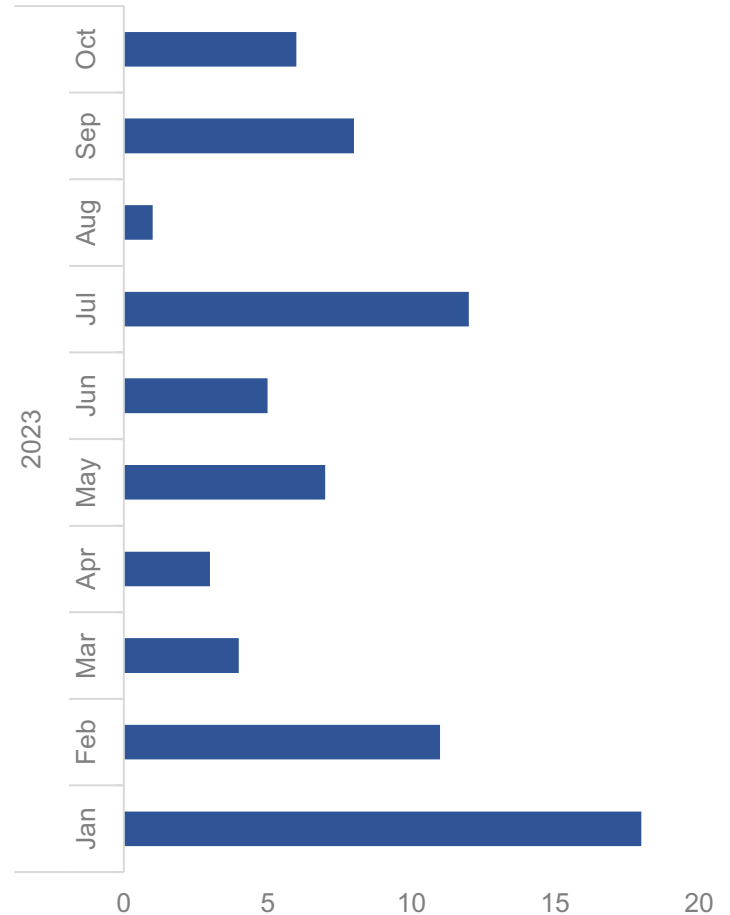
### # OF MAIN BREAKS BY YEAR



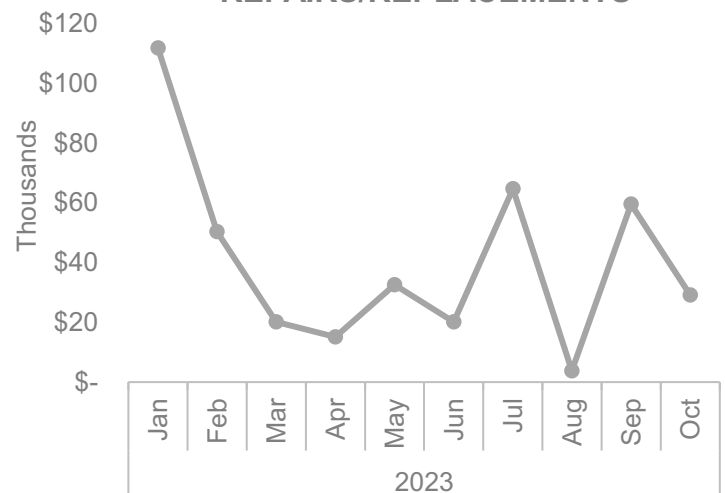
### AVERAGE COST OF MAIN BREAKS



## # OF SERVICE LINE REPAIRS/REPLACEMENTS



## COST OF SERVICE LINE REPAIRS/REPLACEMENTS



# PERFORMANCE MEASUREMENTS

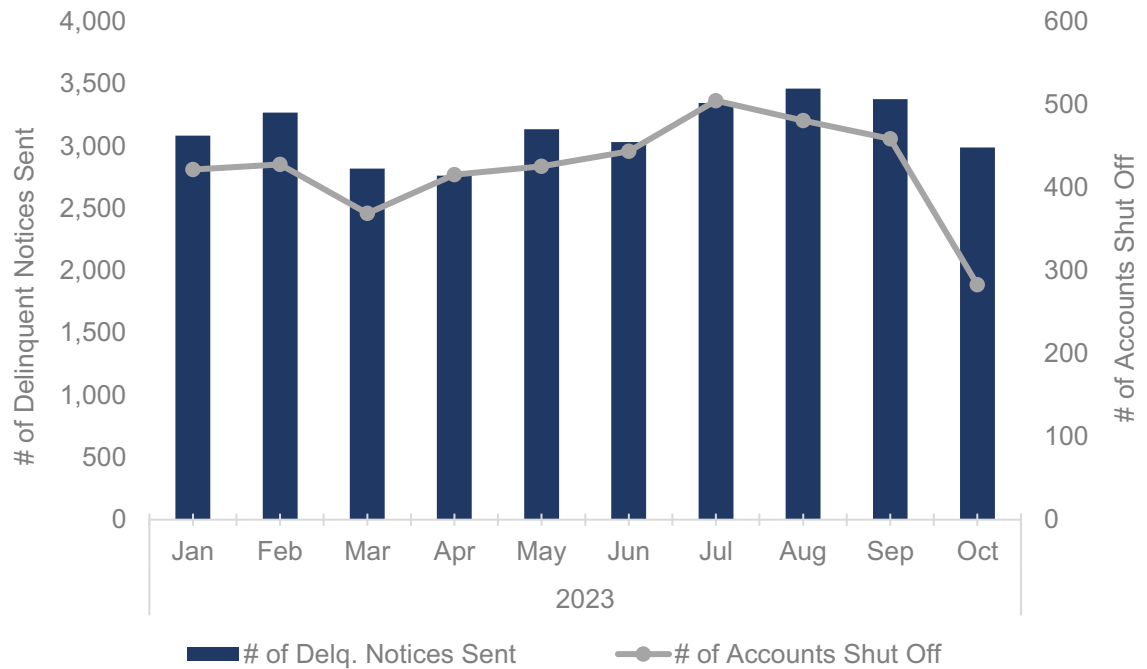
**10.11%**

OF ACCOUNTS  
WERE SENT  
SHUT OFF  
NOTICES YTD.

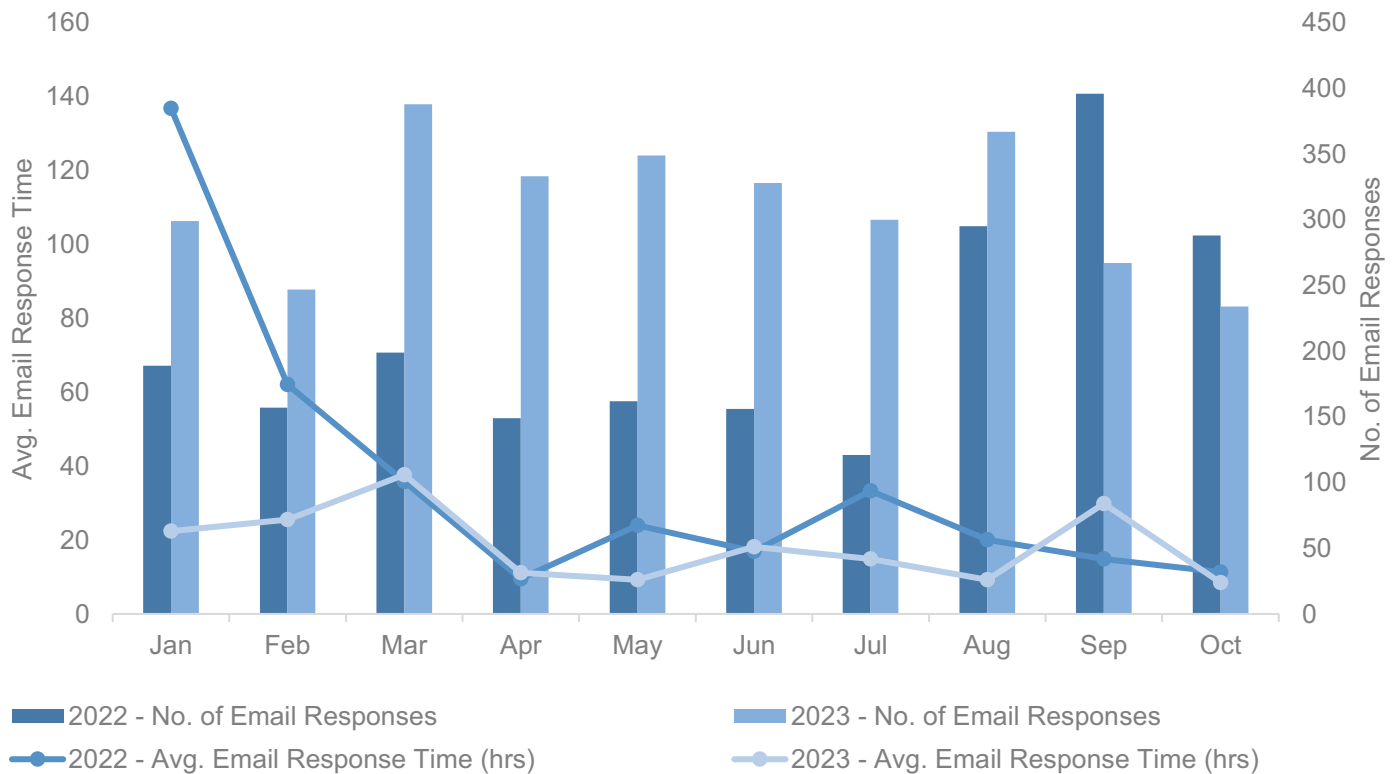
**1.37%**

OF ACCOUNTS  
WERE SHUT  
OFF YTD.

DELINQUENT NOTICES & S/O'S BY MONTH



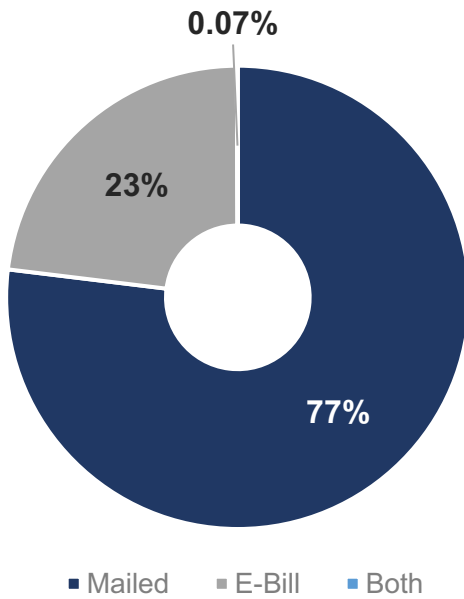
# OF EMAIL RESPONSES AND AVG. RESPONSE TIME



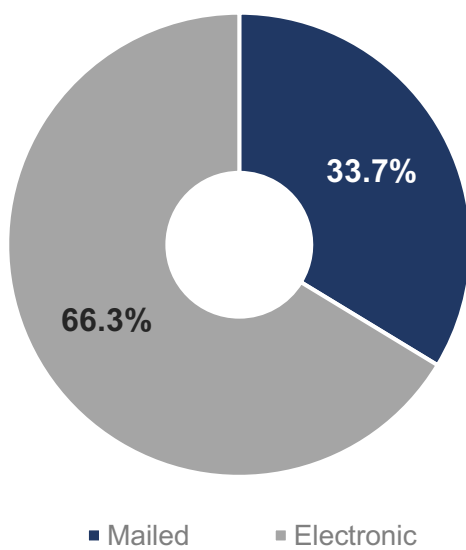


# PERFORMANCE MEASUREMENTS

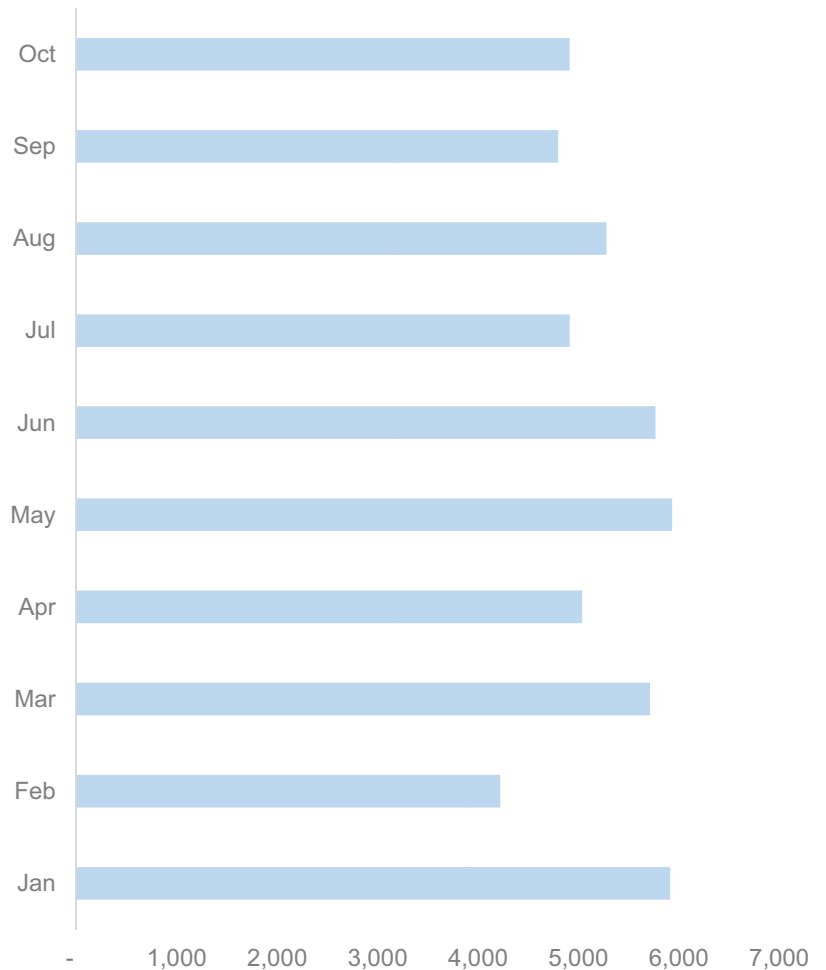
BILLS-YTD



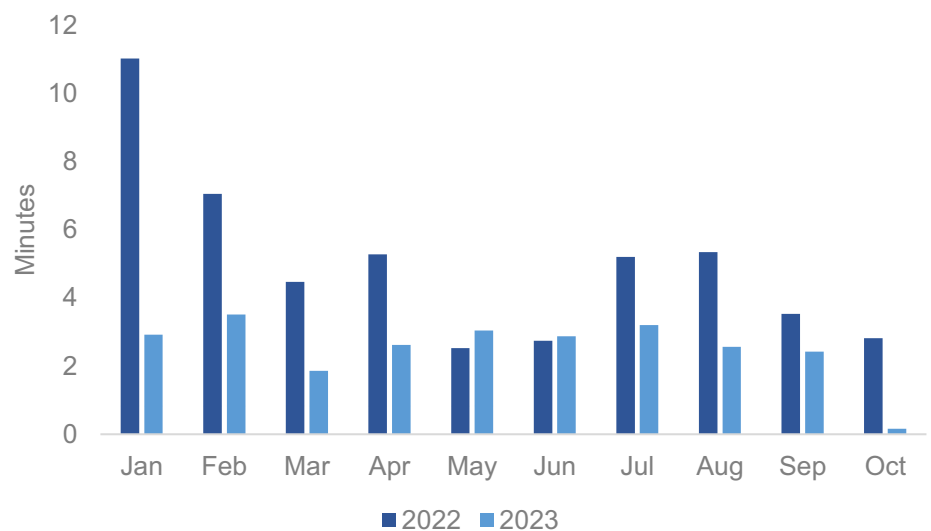
PAYMENTS-YTD



TOTAL CALLS HANDLED



AVERAGE CALL WAIT TIME







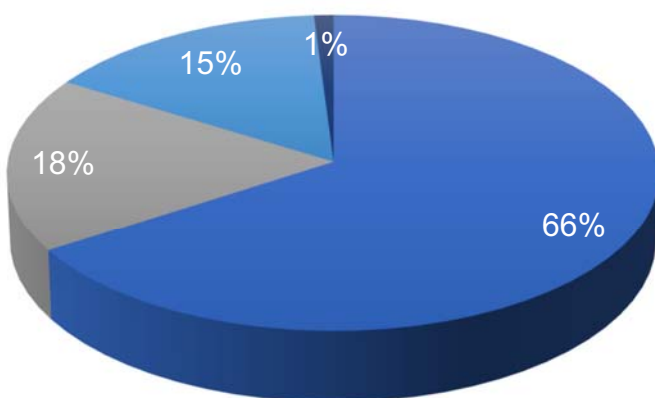
### Water Usage

Potable - Whitlock Treatment Plant	26,671
Raw Water - Comanche Pump Station	12,783
Raw Water – Outside City Limits	<u>9,276</u>
<b>Total Water Delivery</b>	<b>48,730</b>

### Water Storage – as of December 31, 2022

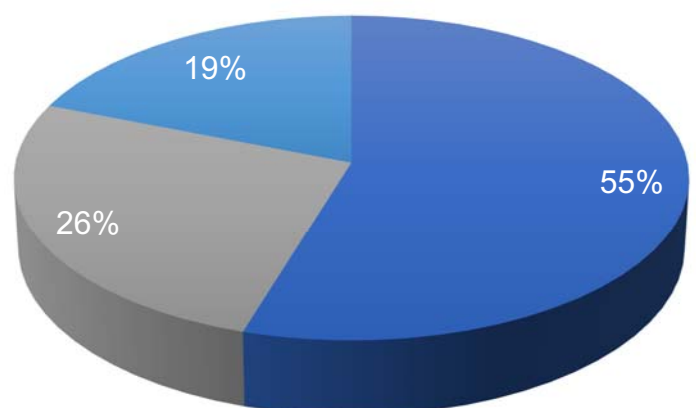
Pueblo Reservoir	27,534
Clear Creek Reservoir	7,499
Twin Lakes Reservoir	6,346
Turquoise Reservoir	<u>434</u>
<b>Total Water Storage</b>	<b>41,813</b>

### 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, 2022

Active taps:	41,510
Population served:	113,480
Average daily consumption:	22 million gallons
Peak day pumpage in 2022:	43 million gallons
Record peak day pumpage (July 16, 1997):	63 million gallons
Daily consumption per capita:	193 gallons
Treatment plant capacity*:	84 million gallons per day
Miles of pipeline:	592.58 (3" thru 84" in size)
Number of system fire hydrants:	4,284
Full-time employees:	135

*\* 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.*





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# Our Organization

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# ELECTED BOARD OF DIRECTORS

Dr. Tom  
Autobee



Dr. Autobee has been an elected Board member since 2004. He has operated a dental practice in Pueblo since 1977. His great-great-great grandfather, Charles Autobee, was one of the original settlers in the Pueblo area in 1828. His term runs through 2027.

---

Mike  
Cafasso



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. His current term runs through 2026.

---

Sandy  
Gutierrez



Ms. Gutierrez is the former 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. Her current term runs through 2023.

---

Sam  
Krage



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. His current term runs through 2027.

---

Chris  
Woodka



Mr. Woodka was a long-time water journalist and currently is the 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. His current term runs through 2026.





# LEADERSHIP



Seth Clayton  
Executive Director



Matt Trujillo  
Director of Operations



Kristen Spicola  
Director of Admin. Services

## Division Managers



Scot Burbidge  
TD&E



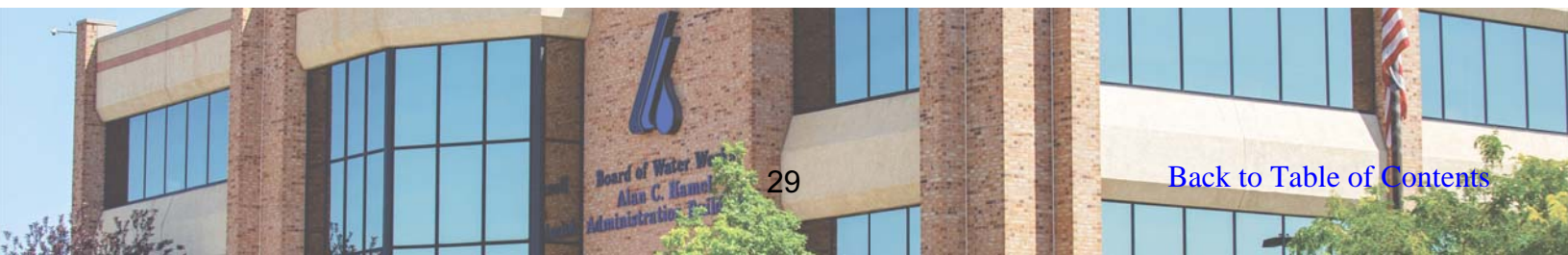
John Norton  
WQT&L



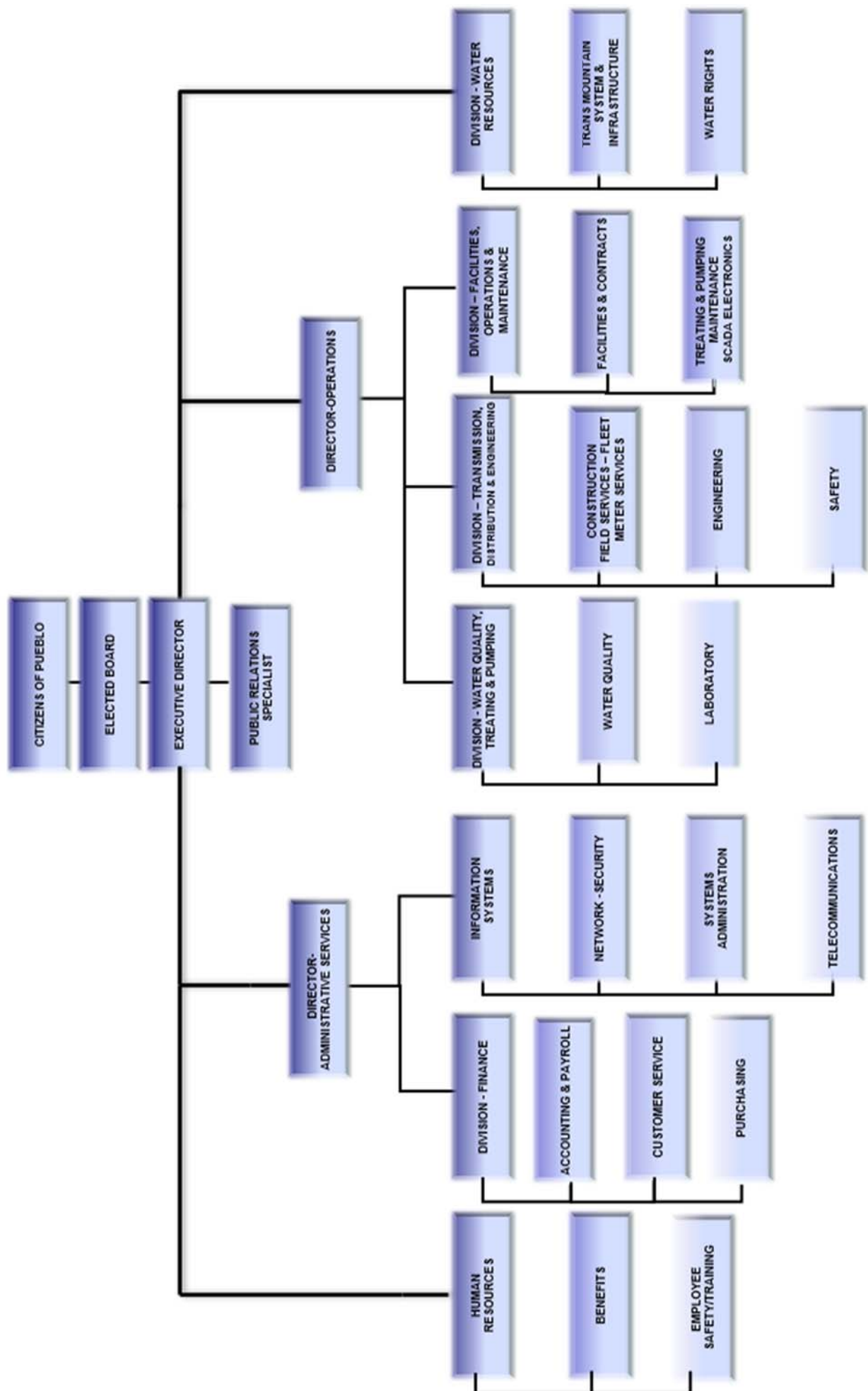
Darrell Contreras  
FO&M



Alan Ward  
Water Resources



# ORGANIZATIONAL CHART



# 2024 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 Division Manager. These requests are reviewed by senior management and subsequently used by the Finance Division Manager to prepare a preliminary budget. The preliminary budget is then submitted to the Executive Director for review and input.

In September, a management staff budget workshop is held to review the preliminary budget and develop project milestones for the 2024 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.

The following timeline reflects the planning of Pueblo Water’s budget process.










## 2024 BUDGET PLAN

DATE	DESCRIPTION
<b>July 3, 2023</b>	Budget input into Central Square available
<b>July 14, 2023</b>	Planning and budget training
<b>July 28, 2023</b>	Budget memos to Division Managers
<b>August 4, 2023</b>	Division Manager review of budget input & memos completed
<b>August 4, 2023</b>	Draft of department overviews to Public Relations Specialist
<b>August 7, 2023</b>	Finance Manager and Director of Admin. Services initial review
<b>August 8, 2023</b>	Div. Managers and Finance Manager budget and capital plan work sessions
<b>August 18, 2023</b>	All Budget input ability will be removed @ 4:30 p.m.
<b>August 25, 2023 – September 8, 2023</b>	Director's review
<b>September 8, 2023</b>	Final department overviews due to Finance Manager
<b>September 17, 2023</b>	Distribute preliminary draft, revenue requirements and 10-year plans to Directors
<b>September 22, 2023</b>	Directors review draft, revenue requirements, rate proposals, front range survey and typical bill comparisons
<b>September 29, 2023</b>	Director's final discussion and review
<b>October 6, 2023</b>	Quality review of external proposed draft
<b>October 17, 2023</b>	Preliminary Budget to Board
<b>October 17, 2023</b>	Publish Budget notice in Pueblo Chieftain
<b>October 27, 2023</b>	Workshop presentation overview
<b>November 14, 2023</b>	Budget workshop with Board
<b>November 21, 2023</b>	Board meeting, public hearing, and Budget adoption






# Contact Us





## BOARD OF DIRECTORS

 Sam 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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QUEBLO WATER WORKS  
HARPER GARDNER  
S. F. REIT  
HOWARD WHITLOCK  
D. F. PORTER  
C. L. PATTERSON  
DRISCOLL CONST. CO.  
TRUSTEES  
SUP'T. - 1931  
ENGR.  
CONTRACTOR

# Documents of Adoption





# RESOLUTION OF ADOPTION

## RESOLUTION NO. 2023-18

A RESOLUTION ADOPTING THE 2024 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 2024 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, 2024, and ending December 31, 2024, 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 2024 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 2024 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 2024 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 2024 Budget.

ADOPTED THIS 21ST DAY OF NOVEMBER, 2023.

  
Sam Krage, President

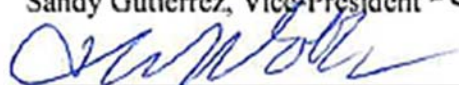
  
Thomas Autobee, Vice-President

  
Michael A. Cafasso, Vice-President

  
Seth J. Clayton, Executive Director

  
Patrick Garcia, Board Attorney

  
Sandy Gutierrez, Vice-President - EXCUSED

  
Chris Woodka, Vice-President

SUMMARY OF ESTIMATED CASH AVAILABLE FOR OPERATIONS AND RESERVES  
GENERAL FUND

	OPERATION & MAINTENANCE RESERVE		CAPITAL PROJECTS RESERVE	TOTAL
	OPERATIONS	RESERVE	RESERVE	
ESTIMATED BEGINNING FUND BALANCE	\$ 28,970,574	\$ 5,029,666	\$ 1,000,000	\$ 35,000,240
ESTIMATED REVENUES AND TRANSFERS	34,081,614	354,120	16,879,500	51,315,234
ESTIMATED EXPENDITURES				
Personnel services	18,784,551	-	-	18,784,551
Operation and maintenance	13,966,816	-	-	13,966,816
Capital outlay	1,907,400	-	16,879,500	18,786,900
Debt retirement	3,727,535	-	-	3,727,535
Transfer to(from) Water Development Fund	(112,616)	-	-	(112,616)
Total estimated expenditures	38,273,686	-	16,879,500	55,153,186
ESTIMATED ENDING FUND BALANCE	\$ 24,778,502	\$ 5,383,786	\$ 1,000,000	\$ 31,162,288

SUMMARY OF ESTIMATED CASH AVAILABLE  
WATER DEVELOPMENT FUND

	TOTAL
ESTIMATED BEGINNING FUND BALANCE	\$ 28,169,974
ESTIMATED REVENUES AND TRANSFERS	912,434
ESTIMATED EXPENDITURES	
Capital outlay	6,000,000
Total estimated expenditures	6,000,000
ESTIMATED ENDING FUND BALANCE	\$ 23,082,408



# FISCAL YEAR 2024 ANNUAL BUDGET

## ESTIMATED REVENUES BY SOURCE GENERAL FUND

	2022	2023	2023	2024
	ACTUAL	BUDGET	ESTIMATED	BUDGET
<b>OPERATING REVENUES</b>				
Water sales - Metered	\$ 27,510,458	\$ 28,136,548	\$ 27,788,168	\$ 29,328,736
Water sales - Utility Private	6,790,457	7,062,093	7,062,093	7,344,580
Water sales - Raw water	3,576,584	5,398,386	5,286,897	5,636,356
Water sales - Utility Public	1,317,150	8,828,258	8,828,240	4,309,292
Taps and meters	143,632	55,000	70,000	55,000
Material sales	388,826	55,000	125,000	55,000
Main assessments	17,996	10,000	5,000	10,000
Fire protection - public	242,275	9,614	250,194	9,614
Discounts	964	1,500	500	1,500
Rental income	36,330	33,670	33,670	35,017
Late field reading fee	30,900	7,000	28,000	7,000
Turn-on fee	108,120	70,000	110,000	70,000
Check processing fee	16,050	15,000	15,000	15,000
Field collection fee	130	1,500	100	1,500
Missed appointment fee	2,760	1,500	3,500	1,500
Finance Charges	6,078	1,000	8,500	1,000
Miscellaneous	129,934	75,000	85,000	75,000
Service line protection program	440,058	420,000	420,000	420,000
Plant water investment fee	1,449,888	1,100,000	800,000	1,200,000
Insurance recovery	214	10,000	1,600	10,000
Comanche operations and maintenance reimbursement	509,896	500,000	325,000	500,000
Busk-Ivanhoe administration fee	25,000	25,000	25,000	25,000
TIF proceeds	382,500	-	-	-
AGRA Conveyance Contract	1,147,396	30,000	30,000	60,000
Wastewater collection fee	517,056	538,219	538,219	559,748
Stormwater collection fee	224,412	232,812	232,812	242,124
Street repair collection fee	6,763	84,401	-	-
<b>Total operating revenue</b>	<b>45,021,827</b>	<b>52,701,501</b>	<b>52,072,493</b>	<b>49,972,967</b>
<b>NONOPERATING REVENUES</b>				
Interest income	442,905	618,685	1,700,000	1,322,267
Sale of assets	22,156	20,000	30,000	20,000
Contribution (to) from reserve	(15,333)	6,969,082	5,712,410	3,837,952
<b>Total nonoperating revenue</b>	<b>449,728</b>	<b>7,607,767</b>	<b>7,442,410</b>	<b>5,180,219</b>
<b>Total revenue</b>	<b>\$ 45,471,555</b>	<b>\$ 60,309,268</b>	<b>\$ 59,514,903</b>	<b>\$ 55,153,186</b>

# FISCAL YEAR 2024 ANNUAL BUDGET

## ESTIMATED EXPENDITURES BY OBJECT GENERAL FUND

	2022 ACTUAL	2023 BUDGET	2023 ESTIMATED	2024 BUDGET
<b>EXPENDITURES</b>				
<b>PERSONNEL SERVICES</b>				
Administration	\$ 1,023,646	\$ 1,143,377	\$ 1,092,454	\$ 1,201,847
Finance	1,458,448	1,619,831	1,631,660	1,792,908
Information Systems	553,501	656,526	631,558	745,302
Water Quality, Treating & Laboratory	2,292,929	2,668,336	2,476,856	2,571,385
Transmission, Distribution and Engineering	5,465,306	6,478,481	6,128,347	6,889,338
Facilities Operation & Maintenance	2,345,308	2,616,469	2,440,904	2,744,750
Water Resources	421,805	476,762	456,228	601,117
Human Resources	2,141,494	2,324,777	2,227,360	2,237,904
<b>Total personnel services</b>	<b>15,702,437</b>	<b>17,984,559</b>	<b>17,085,367</b>	<b>18,784,551</b>
<b>OPERATION AND MAINTENANCE</b>				
Administration	625,760	775,725	786,215	805,660
Finance	1,111,038	4,434,576	4,321,671	4,361,618
Information Systems	628,579	1,013,367	1,016,027	1,193,072
Water Quality, Treating & Laboratory	2,764,611	1,943,762	1,884,025	2,008,054
Transmission, Distribution and Engineering	1,476,202	1,560,419	1,627,893	1,601,592
Facilities Operation & Maintenance	3,575,121	1,887,840	1,897,668	1,917,030
Water Resources	2,806,125	1,702,470	1,557,631	1,623,513
Human Resources	410,400	439,609	420,638	456,277
<b>Total operation and maintenance</b>	<b>13,397,836</b>	<b>13,757,768</b>	<b>13,511,768</b>	<b>13,966,816</b>
<b>CAPITAL OUTLAY/ FUND TRANSFERS</b>				
Administration	-	-	-	5,000
Finance	5,146,724	2,892,741	2,882,741	3,614,919
Information Systems	48,382	285,000	333,959	584,400
Water Quality, Treating & Laboratory	-	85,000	87,055	5,000
Transmission, Distribution and Engineering	3,745,451	7,350,000	8,537,716	7,450,000
Facilities Operation & Maintenance	7,423,065	17,845,700	17,076,297	10,742,500
Water Resources	7,660	108,500	-	-
Human Resources	-	-	-	-
<b>Total capital outlay</b>	<b>16,371,282</b>	<b>28,566,941</b>	<b>28,917,768</b>	<b>22,401,819</b>
<b>Total expenditures</b>	<b>\$ 45,471,555</b>	<b>\$ 60,309,268</b>	<b>\$ 59,514,903</b>	<b>\$ 55,153,186</b>

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

	2022	2023	2023	2024
	ACTUAL	BUDGET	ESTIMATED	BUDGET
NONOPERATING REVENUES				
Interest income	\$ 32,981	\$ 10,000	\$ 10,000	\$ 10,000
Contribution from general fund	3,605,391	3,063,933	3,063,933	3,727,535
Total revenue	3,638,372	3,073,933	3,073,933	3,737,535
DEBT RETIREMENT				
Contribution to reserve	32,981	10,000	10,000	10,000
Principal - Series 2000B	2,258,500	-	-	-
Principal - Series 2019	370,833	2,243,333	2,243,333	2,370,000
Principal - CWCB Loan	-	-	-	395,299
Interest - Series 2000B	116,358	-	-	-
Interest - Series 2019	859,700	820,600	820,600	740,667
Interest - CWCB Loan	-	-	-	221,569
Total debt retirement	3,638,372	3,073,933	3,073,933	3,737,535
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES AND EXPENDITURES	-	-	-	-



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

	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>NONOPERATING REVENUES</b>				
Interest income	\$ 152,957	\$ 525,770	\$ 850,000	\$ 1,025,050
Sale of property	-	-	-	-
Plant water investment fee	20,103,063	-	-	-
Net transfer from General Fund	1,541,333	-	-	-
Contribution from reserve	-	2,555,422	2,131,192	5,087,566
<b>Total nonoperating revenue</b>	<b>21,797,353</b>	<b>3,081,192</b>	<b>2,981,192</b>	<b>6,112,616</b>
<b>EXPENDITURES</b>				
Outside services	13,759	500,000	500,000	600,000
Capital improvements	-	2,400,000	2,300,000	5,400,000
Net transfer to General Fund	-	181,192	181,192	112,616
Contribution to reserve	21,783,594	-	-	-
<b>Total expenditures</b>	<b>21,797,353</b>	<b>3,081,192</b>	<b>2,981,192</b>	<b>6,112,616</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES AND EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>







# Details of Expenditures

[Back to Table of Contents](#)



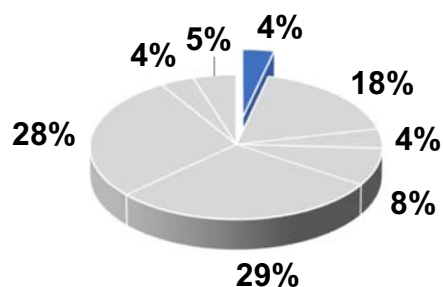
# ADMINISTRATION

## FUNCTION

The Administration at Pueblo Water wholly supports the entire team 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

\$55.15 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

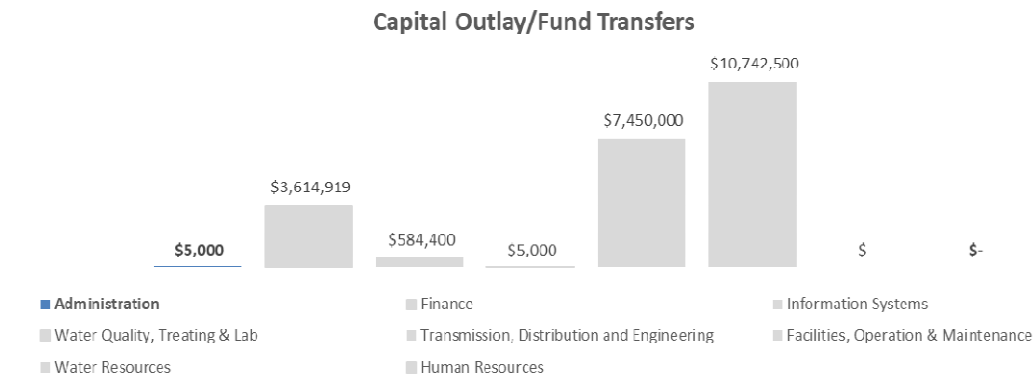
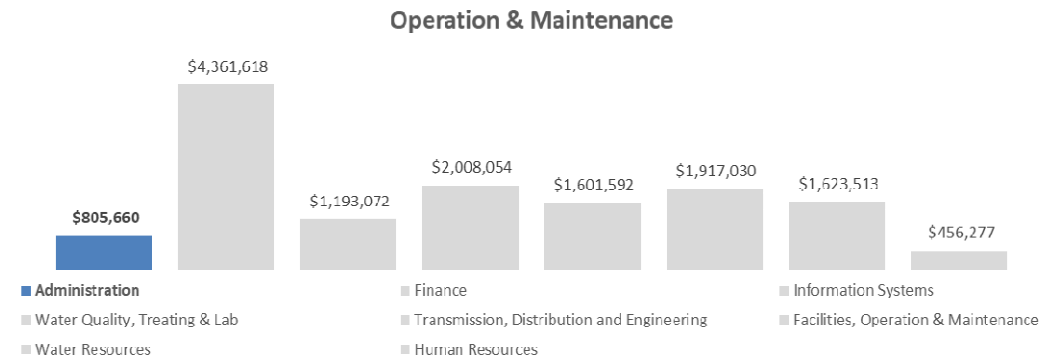
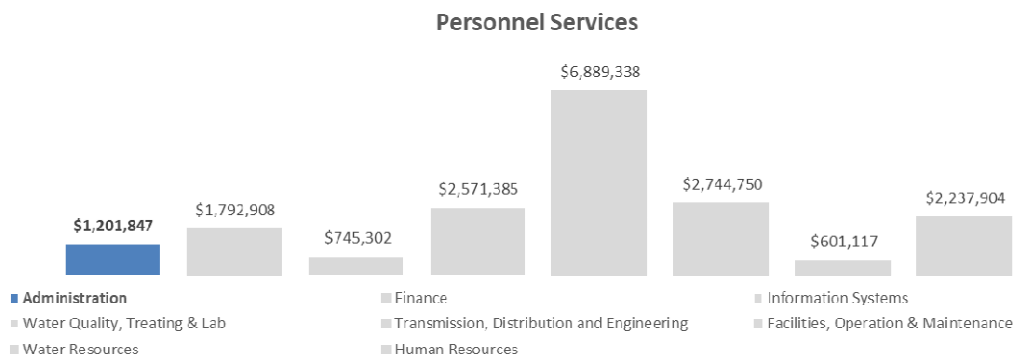
***Invest in our employees***

#### 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 2024 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
ADMINISTRATION



**DETAIL OF EXPENDITURES - PERSONNEL SERVICES  
ADMINISTRATION**

	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>SALARIES &amp; WAGES</b>				
Director	\$ 475,501	\$ 550,997	\$ 512,427	\$ 578,795
Specialist	209,620	252,773	235,079	265,527
Overtime	117	-	-	-
Board Members	<u>13,800</u>	<u>13,800</u>	<u>13,800</u>	<u>13,800</u>
<b>Total salaries and wages</b>	<u>699,038</u>	<u>817,570</u>	<u>761,306</u>	<u>858,122</u>
<b>BENEFITS</b>				
Longevity	3,428	3,610	8,951	10,521
Employee assistance	149	219	219	198
Social security	52,102	63,957	63,957	67,680
Pension	22,126	24,113	24,113	25,330
Health insurance	129,933	118,306	118,306	118,305
Dental insurance	5,045	5,149	5,149	5,149
Disability insurance	5,151	5,627	5,627	5,911
Life insurance	8,374	9,137	9,137	9,536
Sick leave	39,090	36,994	36,994	38,756
Vacation leave	<u>59,210</u>	<u>58,695</u>	<u>58,695</u>	<u>62,339</u>
<b>Total benefits</b>	<u>324,608</u>	<u>325,807</u>	<u>331,148</u>	<u>343,725</u>
<b>Total personnel services</b>	<u>\$ 1,023,646</u>	<u>\$ 1,143,377</u>	<u>\$ 1,092,454</u>	<u>\$ 1,201,847</u>



# FISCAL YEAR 2024 ANNUAL BUDGET

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

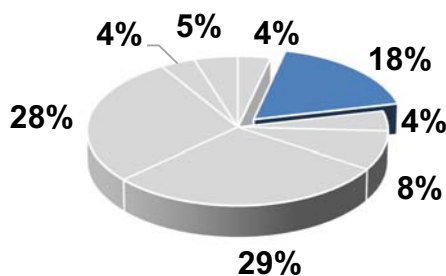
	2022 ACTUAL	2023 BUDGET	2023 ESTIMATED	2024 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 431,059	\$ 544,600	\$ 544,375	\$ 582,100
Utilities - other	4,905	-	-	-
Maintenance	1,039	750	750	750
Advertising	12,937	8,600	8,600	8,600
Travel and training	94,648	129,515	140,769	134,950
Office supplies	6,818	16,150	12,305	3,150
Subscriptions and memberships	<u>74,354</u>	<u>76,110</u>	<u>79,416</u>	<u>76,110</u>
<b>Total operation and maintenance</b>	<u>\$ 625,760</u>	<u>\$ 775,725</u>	<u>\$ 786,215</u>	<u>\$ 805,660</u>
<b>CAPITAL OUTLAY</b>				
Computer and office equipment	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,000</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

\$55.15 million



**Kristen Spicola**  
Director  
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 AI solutions and 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.***

- 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

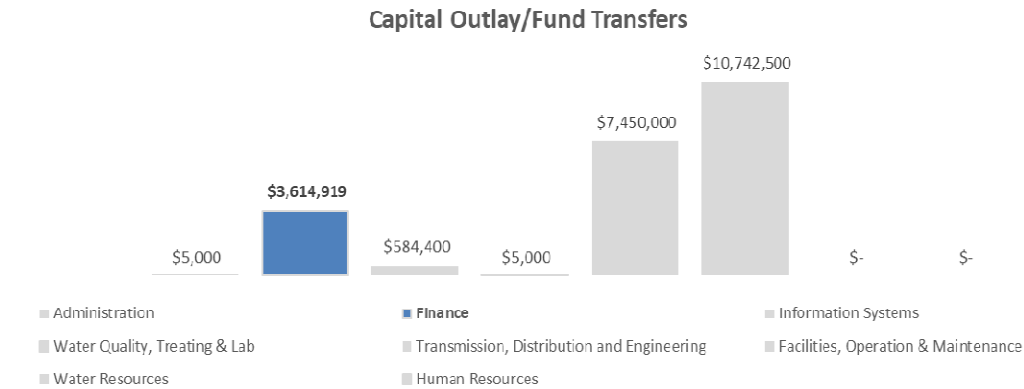
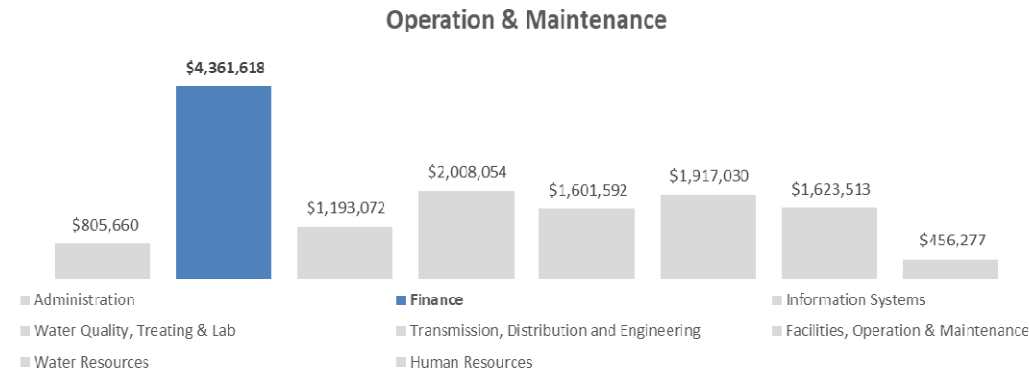
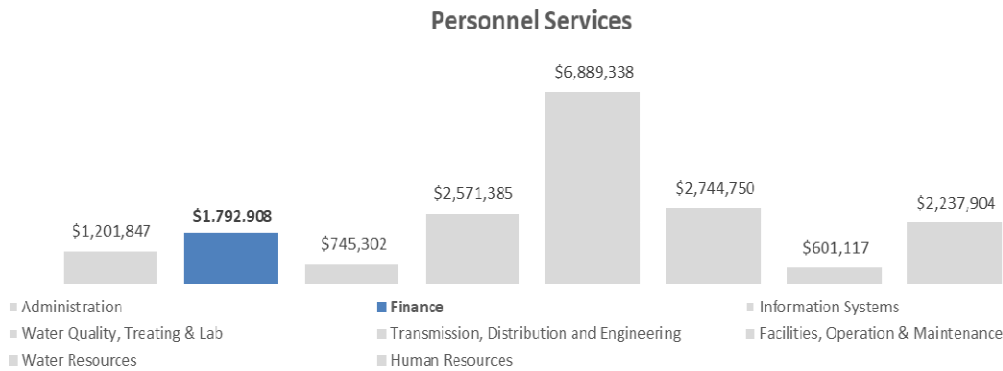
***Develop high quality/cost effective strategies to promote open competition and procure value added services.***

#### OBJECTIVES

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

FISCAL YEAR 2024 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
FINANCE





**DETAIL OF EXPENDITURES - PERSONNEL SERVICES  
FINANCE**

	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ESTIMATED</b>	<b>2024 BUDGET</b>
<b>SALARIES &amp; WAGES</b>				
Manager	\$ 90,650	\$ 111,696	\$ 114,644	\$ 136,294
Supervisor	82,565	103,819	96,552	116,399
Specialist	127,825	164,681	278,265	329,190
Skills and trades	622,767	743,719	636,060	666,872
Part-time/ temporary	29,854	39,280	17,914	41,262
Overtime	26,860	14,500	19,193	14,500
<b>Total salaries and wages</b>	<u>980,521</u>	<u>1,177,695</u>	<u>1,162,628</u>	<u>1,304,517</u>
<b>BENEFITS</b>				
Longevity	7,247	7,460	18,698	17,519
Employee assistance	413	583	616	528
Social security	87,650	88,761	89,570	99,691
Pension	27,304	30,502	32,060	35,587
Health insurance	186,863	157,251	162,797	162,343
Dental insurance	8,615	8,258	8,258	8,012
Disability insurance	6,623	7,867	7,867	8,742
Life insurance	10,867	12,860	12,860	14,278
Sick leave	80,481	54,825	57,629	59,733
Vacation leave	61,864	73,769	78,677	81,958
<b>Total benefits</b>	<u>477,927</u>	<u>442,136</u>	<u>469,032</u>	<u>488,391</u>
<b>Total personnel services</b>	<u>\$ 1,458,448</u>	<u>\$ 1,619,831</u>	<u>\$ 1,631,660</u>	<u>\$ 1,792,908</u>

# FISCAL YEAR 2024 ANNUAL BUDGET

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

	2022 ACTUAL	2023 BUDGET	2023 ESTIMATED	2024 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 346,387	\$ 417,300	\$ 445,485	\$ 464,166
Utilities	84,705	3,103,220	3,113,743	2,910,400
Maintenance - office equipment	5,940	6,802	5,011	6,802
Equipment lease and rental	538	540	540	540
Interest expense - meter deposits	388	500	1,842	500
Collection expense	87	500	505	600
Cash (over) short	(498)	150	150	150
Contingency	-	150,000	-	150,000
Insurance - property	429,290	470,000	458,322	520,000
Advertising	1,040	1,200	1,200	1,200
Travel and training	14,187	6,420	6,384	12,690
Office supplies	28,701	34,675	35,362	41,200
Postage	198,125	241,000	250,500	250,750
Subscriptions and memberships	2,148	2,269	2,627	2,620
<b>Total operation and maintenance</b>	<b>\$ 1,111,038</b>	<b>\$ 4,434,576</b>	<b>\$ 4,321,671</b>	<b>\$ 4,361,618</b>
<b>CAPITAL OUTLAY/ FUND TRANSFERS</b>				
Computer and office equipment	\$ -	\$ 10,000	\$ -	\$ -
Transfer to Debt Service Fund	3,605,391	3,063,933	3,063,933	3,727,535
Transfer to Water Development Fund	1,541,333	(181,192)	(181,192)	(112,616)
<b>Total capital outlay and fund transfers</b>	<b>\$ 5,146,724</b>	<b>\$ 2,892,741</b>	<b>\$ 2,882,741</b>	<b>\$ 3,614,919</b>

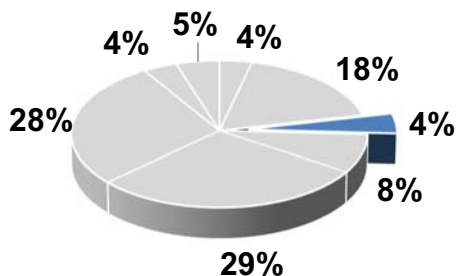
# INFORMATION SYSTEMS

## 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

\$55.15 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 network cabling with modern cable and fiber.
- Refresh microwaves at tank sites to updated technology and renew FCC license

### GOAL TWO

#### *Cybersecurity implementation and employee awareness*

##### OBJECTIVES

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

### GOAL THREE

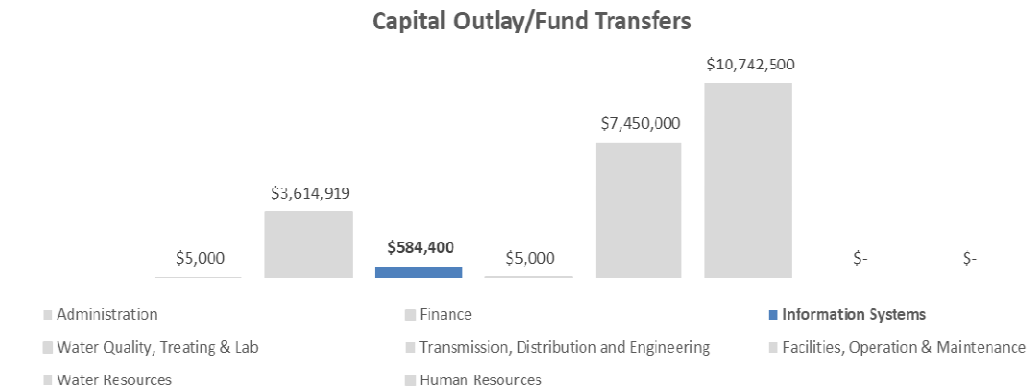
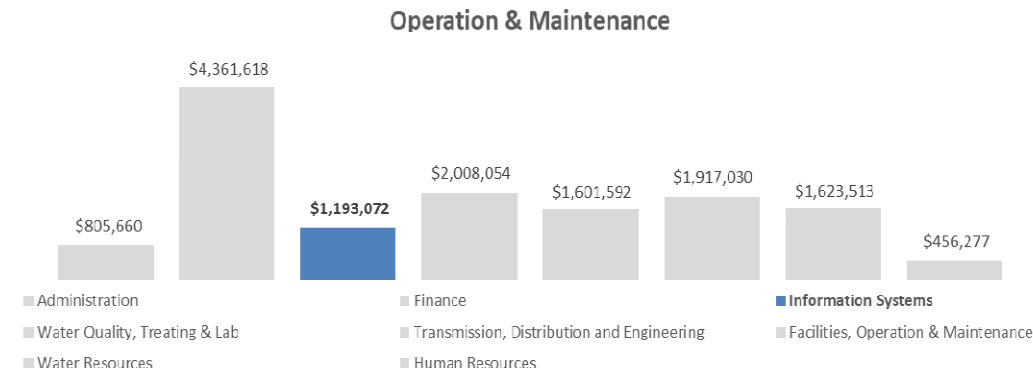
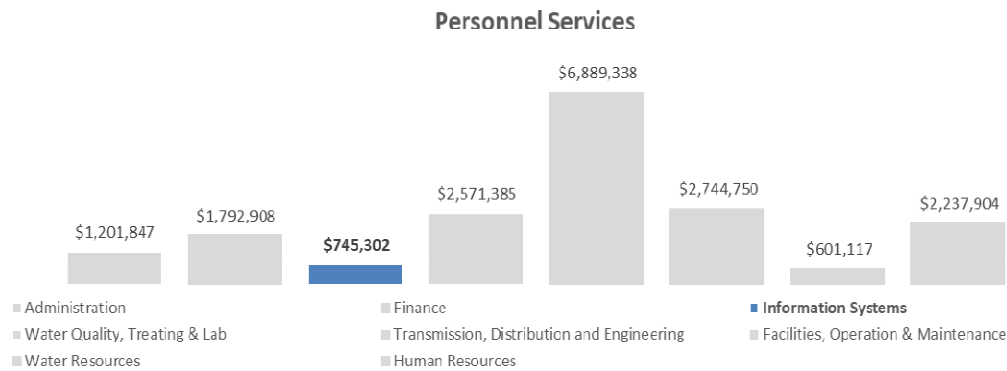
#### *Cloud development and security*

##### 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 benefits



EXPENDITURES BY OBJECT  
INFORMATION SYSTEMS



# FISCAL YEAR 2024 ANNUAL BUDGET

## DETAIL OF EXPENDITURES - PERSONNEL SERVICES INFORMATION SYSTEMS

	2022 ACTUAL	2023 BUDGET	2023 ESTIMATED	2024 BUDGET
<b>SALARIES &amp; WAGES</b>				
Manager	\$ 93,861	\$ 121,561	\$ 113,052	\$ 136,294
Specialist	142,172	194,176	180,584	369,050
Skills and trades	114,057	141,358	131,463	-
Part-time/ temporary	5,040	-	8,091	22,444
Overtime	4,739	7,500	3,423	7,500
<b>Total salaries and wages</b>	<u>359,869</u>	<u>464,595</u>	<u>436,613</u>	<u>535,288</u>
<b>BENEFITS</b>				
Longevity	1,984	2,166	5,180	5,840
Employee assistance	120	146	146	165
Social security	30,603	34,886	34,886	40,790
Pension	10,228	13,713	13,713	15,161
Health insurance	91,807	80,350	80,350	80,349
Dental insurance	3,603	3,557	3,557	3,557
Disability insurance	2,562	2,572	2,572	3,538
Life insurance	4,179	5,202	5,202	5,768
Sick leave	25,598	23,043	23,043	24,771
Vacation leave	22,948	26,296	26,296	30,075
<b>Total benefits</b>	<u>193,632</u>	<u>191,931</u>	<u>194,945</u>	<u>210,014</u>
<b>Total personnel services</b>	<u>\$ 553,501</u>	<u>\$ 656,526</u>	<u>\$ 631,558</u>	<u>\$ 745,302</u>

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

	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 533,414	\$ 787,942	\$ 772,368	\$ 947,147
Utilities - other	5,529	129,900	135,142	136,900
Maintenance - office equipment	3,728	7,000	3,000	7,000
Equipment lease and rental	684	700	712	700
Travel and training	4,075	6,000	4,543	2,500
Office supplies	81,149	77,325	95,762	94,325
Subscriptions and memberships	-	4,500	4,500	4,500
<b>Total operation and maintenance</b>	<b>\$ 628,579</b>	<b>\$ 1,013,367</b>	<b>\$ 1,016,027</b>	<b>\$ 1,193,072</b>
<b>CAPITAL OUTLAY</b>				
Computer and office equipment	\$ 48,382	\$ 285,000	\$ 333,959	\$ 584,400



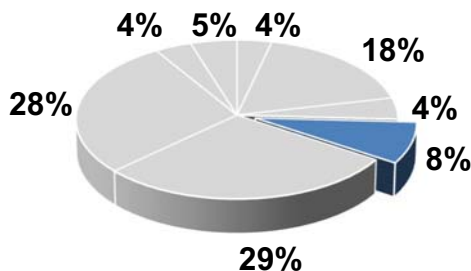
# WATER QUALITY, TREATING & LAB

## 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

\$55.15 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 & 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

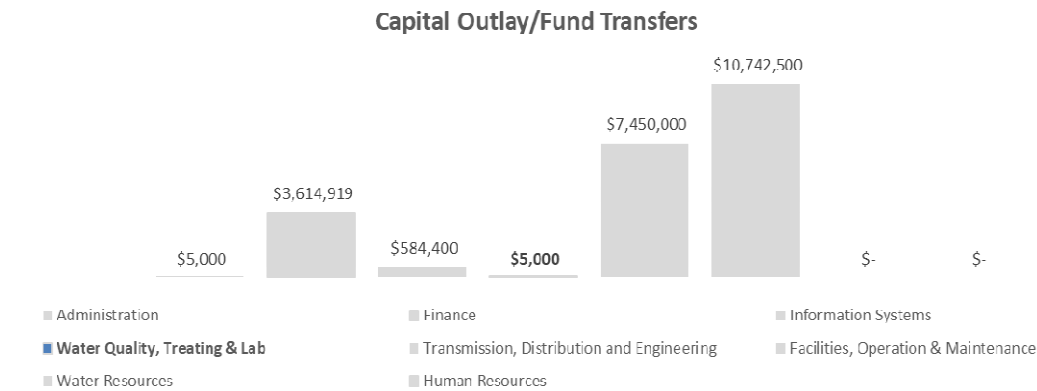
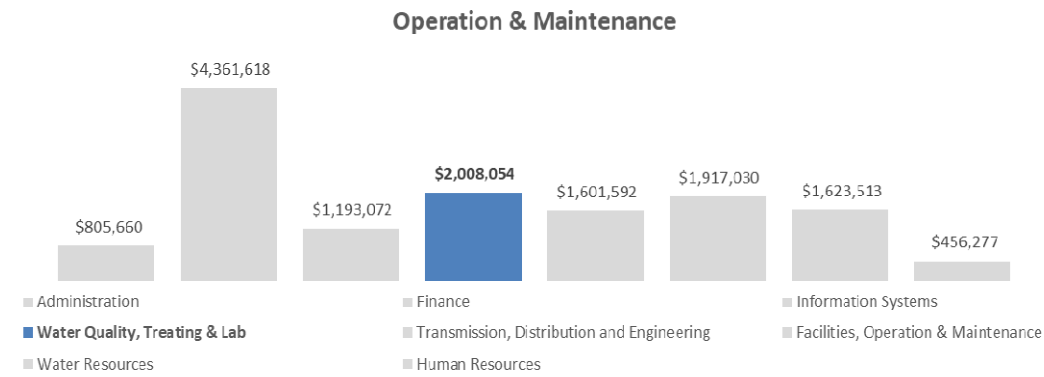
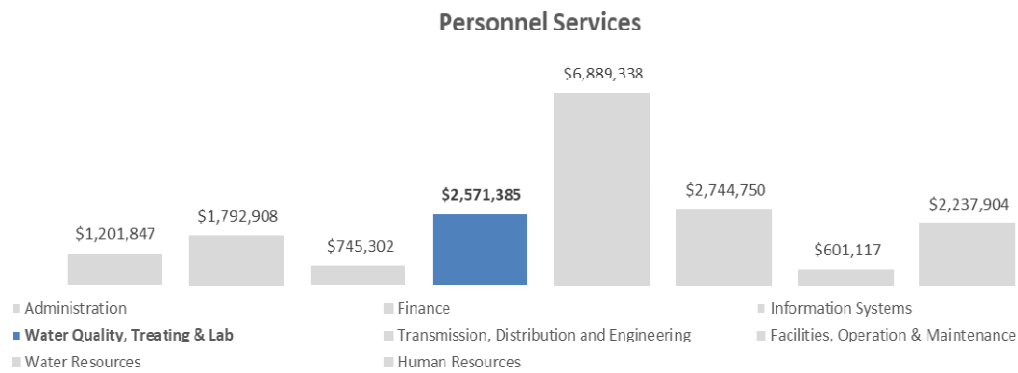
### GOAL THREE

***Improve laboratory efficiency***

#### OBJECTIVES

- 💧 Cross train & certify lab personnel on all the testing methods and equipment used
- 💧 Continue developing the Water Information Management System for data storage & reporting
- 💧 Integrate the lab data base system functionality with other divisions & departments in Pueblo Water

EXPENDITURES BY OBJECT  
WATER QUALITY, TREATING & LAB



**DETAIL OF EXPENDITURES - PERSONNEL SERVICES**  
**WATER QUALITY, TREATING & LABORATORY**

	2022 ACTUAL	2023 BUDGET	2023 ESTIMATED	2024 BUDGET
<b>SALARIES &amp; WAGES</b>				
Division manager	\$ 142,953	\$ 150,831	\$ 140,273	\$ 158,440
Supervision	183,240	221,615	206,102	232,797
Specialist	202,266	256,690	238,722	269,640
Skills and trades	929,383	1,191,461	1,108,059	1,148,426
Part-time/ temporary	28,425	75,885	8,680	11,619
Overtime	92,414	75,000	66,142	75,000
<b>Total salaries and wages</b>	<u>1,578,681</u>	<u>1,971,482</u>	<u>1,767,978</u>	<u>1,895,922</u>
<b>BENEFITS</b>				
Longevity	8,876	8,904	20,264	19,860
Employee assistance	503	693	693	660
Social security	138,937	141,262	141,926	141,304
Pension	45,261	52,220	52,220	50,408
Health insurance	254,745	242,038	242,038	212,952
Dental insurance	10,083	10,489	10,489	10,059
Disability insurance	10,640	11,669	11,669	12,664
Life insurance	17,380	20,406	20,406	20,661
Sick leave	109,965	89,357	89,357	89,219
Vacation leave	117,858	119,816	119,816	117,676
<b>Total benefits</b>	<u>714,248</u>	<u>696,854</u>	<u>708,878</u>	<u>675,463</u>
<b>Total personnel services</b>	<u>\$ 2,292,929</u>	<u>\$ 2,668,336</u>	<u>\$ 2,476,856</u>	<u>\$ 2,571,385</u>



**DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY  
WATER QUALITY, TREATING & LABORATORY**

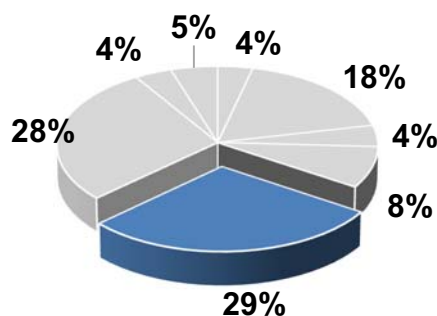
	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 109,759	\$ 150,037	\$ 121,596	\$ 169,350
Engineering services	-	50,000	-	50,000
Utilities	1,176,590	-	-	-
Repair and maintenance - equipment	187	27,000	17,500	27,000
Maintenance - office equipment	1,025	1,050	1,050	1,550
Chemical (over) short	3,826	1,000	1,000	1,000
Travel and training	577	4,250	3,782	7,850
Office supplies	6,113	15,025	5,525	15,000
Safety	3,383	4,000	4,000	4,000
Chemicals	1,340,749	1,501,000	1,543,439	1,540,454
Laboratory	122,402	190,400	186,133	191,850
<b>Total operation and maintenance</b>	<b>\$ 2,764,611</b>	<b>\$ 1,943,762</b>	<b>\$ 1,884,025</b>	<b>\$ 2,008,054</b>
<b>CAPITAL OUTLAY</b>				
Computer and office equipment	\$ -	\$ 80,000	\$ 84,555	\$ -
Lab equipment	-	5,000	2,500	5,000
<b>Total capital outlay and fund transfe</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ 87,055</b>	<b>\$ 5,000</b>

## 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

\$55.15 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

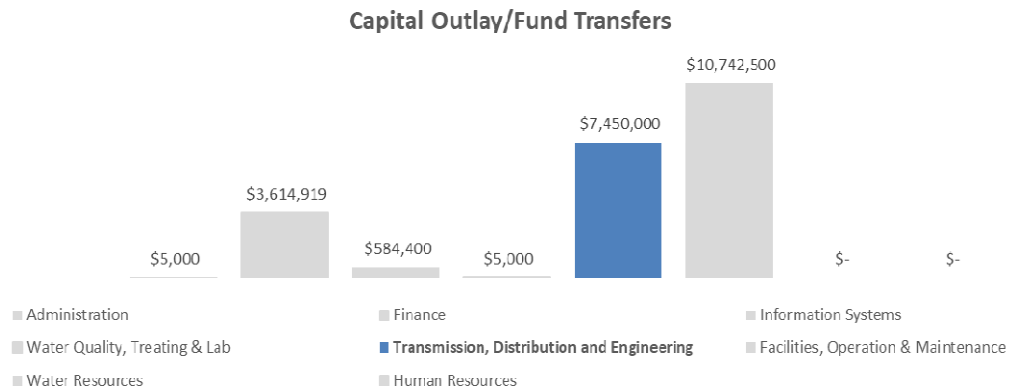
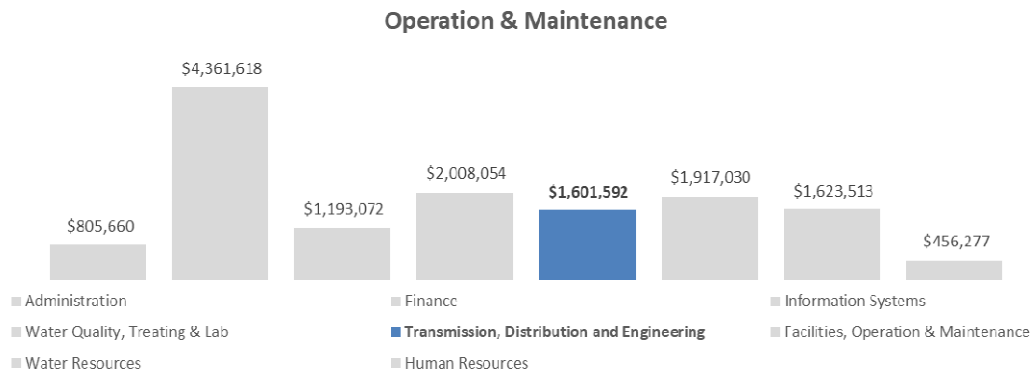
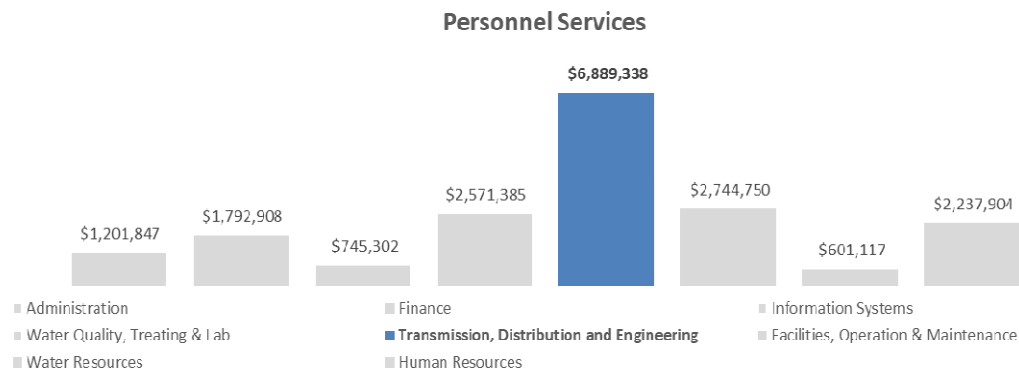
### GOAL THREE

***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 what infrastructure is needed and work to ensure that it is put into place

EXPENDITURES BY OBJECT  
TRANSMISSION, DISTRIBUTION AND ENGINEERING





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

	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>SALARIES &amp; WAGES</b>				
Division manager	\$ 126,368	\$ 150,831	\$ 140,273	\$ 158,440
Manager	336,406	389,241	361,994	408,881
Supervision	208,380	310,206	302,006	588,278
Specialist	224,379	274,112	254,924	175,398
Skills and trades	2,459,397	3,248,821	2,986,150	3,401,261
Part-time/ temporary	57,196	97,006	55,655	101,965
Overtime	<u>158,299</u>	<u>125,000</u>	<u>134,131</u>	<u>125,000</u>
<b>Total salaries and wages</b>	<u>3,570,425</u>	<u>4,595,217</u>	<u>4,235,133</u>	<u>4,959,223</u>
<b>BENEFITS</b>				
Longevity	27,759	26,712	58,897	58,990
Employee assistance	1,417	2,188	2,188	1,815
Social security	320,774	338,925	338,925	363,032
Pension	104,842	115,231	115,231	129,428
Health insurance	804,790	784,440	763,145	735,307
Dental insurance	32,149	34,487	33,547	32,403
Disability insurance	24,812	28,590	28,590	30,270
Life insurance	40,650	49,424	49,424	52,725
Sick leave	272,707	215,004	215,004	226,393
Vacation leave	<u>264,981</u>	<u>288,263</u>	<u>288,263</u>	<u>299,752</u>
<b>Total benefits</b>	<u>1,894,881</u>	<u>1,883,264</u>	<u>1,893,214</u>	<u>1,930,115</u>
<b>Total personnel services</b>	<u>\$ 5,465,306</u>	<u>\$ 6,478,481</u>	<u>\$ 6,128,347</u>	<u>\$ 6,889,338</u>

# FISCAL YEAR 2024 ANNUAL BUDGET

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

	2022 ACTUAL	2023 BUDGET	2023 ESTIMATED	2024 BUDGET
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 77,484	\$ 126,232	\$ 96,368	\$ 107,447
Engineering consulting	8,312	92,500	163,272	75,500
Utilities	111,552	-	-	-
Auto and truck	180,133	142,000	139,824	137,000
Repair and maintenance - equipment	8,474	6,850	9,100	9,850
Maintenance - office equipment	13,011	20,567	16,614	20,925
Maintenance - mains	240,796	228,000	228,000	303,000
Maintenance - meters	13,841	8,500	16,900	13,500
Maintenance - hydrants	13,763	21,500	19,500	21,500
Maintenance - valves	13,169	28,000	24,000	14,000
Maintenance - cathodic protection	2,295	8,000	8,000	5,000
Maintenance - private service lines	368,409	420,000	420,000	420,000
Service lines	34,671	20,000	31,686	20,000
Tool replacement	39,937	64,500	74,840	78,300
Barricades	1,113	2,500	2,500	2,500
Warehouse (over) short	9,200	6,000	6,000	6,000
Uninsured small claims	17,317	10,000	5,000	10,000
Communication	-	1,280	1,280	1,280
Travel and training	22,618	44,050	50,695	43,250
Gasoline and oil	256,529	250,000	250,000	250,000
Office supplies	5,915	5,500	6,503	6,500
Shop supplies	9,806	13,500	13,500	13,500
Safety	8,833	15,525	15,621	17,275
Meter shop supplies	6,399	11,000	13,205	10,250
Subscriptions and memberships	12,625	14,415	15,485	15,015
<b>Total operation and maintenance</b>	<b>\$ 1,476,202</b>	<b>\$ 1,560,419</b>	<b>\$ 1,627,893</b>	<b>\$ 1,601,592</b>
<b>CAPITAL OUTLAY</b>				
Mains	\$ 2,964,337	\$ 5,606,000	\$ 6,063,706	\$ 5,061,000
Valves	31,356	76,000	138,440	96,000
Meters	380,146	1,120,000	1,655,953	1,281,000
Fire hydrants	86,142	88,000	92,430	77,000
Taps	38,961	14,500	22,208	15,000
Cathodic protection	11,990	95,000	104,279	160,000
Computer and office equipment	5,248	-	-	15,000
Heavy equipment	7,495	12,000	12,000	25,000
Transportation	219,776	338,500	448,700	720,000
<b>Total capital outlay</b>	<b>\$ 3,745,451</b>	<b>\$ 7,350,000</b>	<b>\$ 8,537,716</b>	<b>\$ 7,450,000</b>

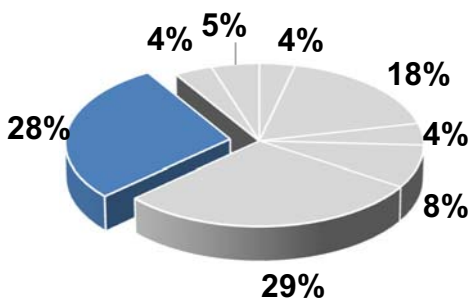
# FACILITIES, OPERATIONS & MAINTENANCE

## 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 organization goals.

## PERCENTAGE OF ANNUAL BUDGET

\$55.15 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 employees on pertinent safety measures to ensure a safe, healthy workforce***

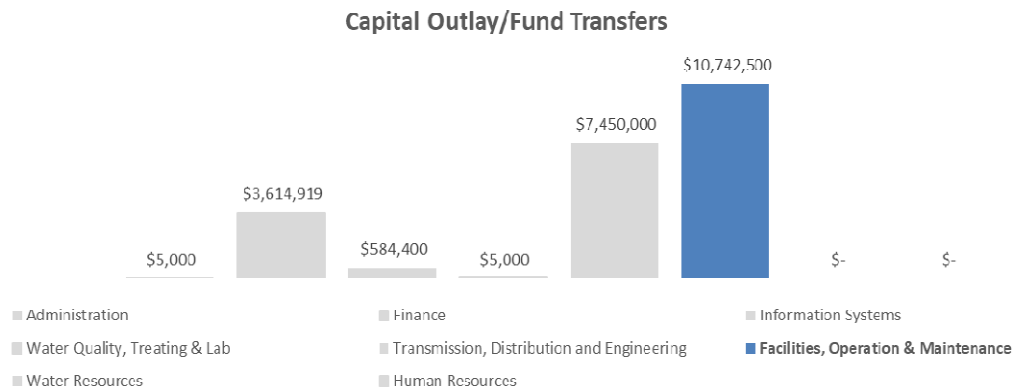
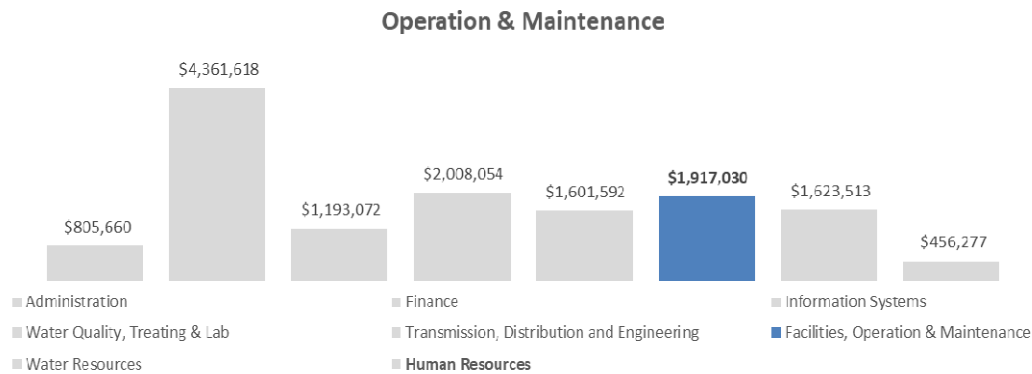
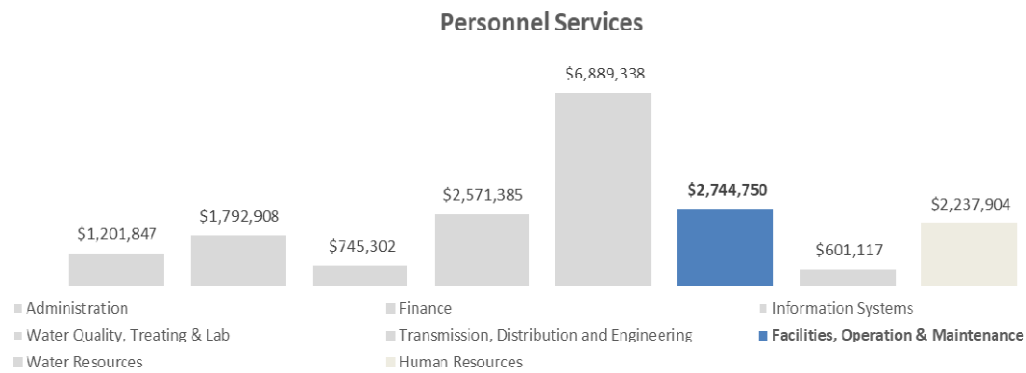
#### OBJECTIVES

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



FISCAL YEAR 2024 ANNUAL BUDGET

EXPENDITURES BY OBJECT  
FACILITIES, OPERATION & MAINTENANCE



# FISCAL YEAR 2024 ANNUAL BUDGET

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

	2022 ACTUAL	2023 BUDGET	2023 ESTIMATED	2024 BUDGET
<b>SALARIES &amp; WAGES</b>				
Division Manager	\$ 119,242	\$ 150,831	\$ 140,273	\$ 158,440
Supervision	256,222	205,597	195,442	232,797
Specialist	53,088	173,577	133,431	168,488
Skills and trades	985,526	1,220,913	1,094,238	1,228,111
Part-time/ temporary	16,568	72,407	33,568	65,902
Overtime	118,955	70,000	108,302	70,000
<b>Total salaries and wages</b>	<u>1,549,601</u>	<u>1,893,325</u>	<u>1,705,254</u>	<u>1,923,738</u>
<b>BENEFITS</b>				
Longevity	9,199	10,067	24,812	26,279
Employee assistance	515	766	766	726
Social security	132,760	132,621	130,382	149,427
Pension	43,853	49,843	49,843	52,343
Health insurance	350,213	313,512	313,512	325,341
Dental insurance	14,149	14,534	14,534	14,288
Disability insurance	10,309	11,942	11,942	13,330
Life insurance	16,867	19,495	19,495	21,770
Sick leave	102,173	72,467	72,467	92,436
Vacation leave	115,669	97,897	97,897	125,072
<b>Total benefits</b>	<u>795,707</u>	<u>723,144</u>	<u>735,650</u>	<u>821,012</u>
<b>Total personnel services</b>	<u>\$ 2,345,308</u>	<u>\$ 2,616,469</u>	<u>\$ 2,440,904</u>	<u>\$ 2,744,750</u>

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

	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 326,473	\$ 345,090	\$ 349,422	\$ 370,190
Engineering consulting	12,573	35,000	10,588	63,000
Utilities	2,049,315	-	-	-
Repair and maintenance - equipment	255,371	309,900	290,440	240,300
Maintenance - building	810,507	1,021,520	1,082,872	1,080,410
Communication	1,216	9,050	9,050	8,050
Tool replacement	52,023	76,850	63,987	55,400
Travel and training	23,309	27,430	25,341	32,580
Office supplies	2,038	950	1,703	1,400
Shop supplies	-	2,500	2,678	2,500
Safety supplies	14,706	22,450	24,249	21,000
Janitorial supplies	12,158	13,500	13,500	13,000
Subscriptions and memberships	15,432	23,600	23,838	29,200
<b>Total operation and maintenance</b>	<b>\$ 3,575,121</b>	<b>\$ 1,887,840</b>	<b>\$ 1,897,668</b>	<b>\$ 1,917,030</b>
<b>CAPITAL OUTLAY</b>				
Improvements and replacements	\$ 7,196,273	\$ 15,083,200	\$ 13,761,469	\$ 7,011,000
Communication	59,090	22,000	22,000	296,500
Computer equipment	1,688	28,000	28,900	164,700
Pumping equipment	140,558	1,426,000	2,981,136	1,556,800
Treating equipment	25,456	1,183,000	177,016	1,628,500
Heavy equipment	-	103,500	105,776	85,000
<b>Total capital outlay</b>	<b>\$ 7,423,065</b>	<b>\$ 17,845,700</b>	<b>\$ 17,076,297</b>	<b>\$ 10,742,500</b>



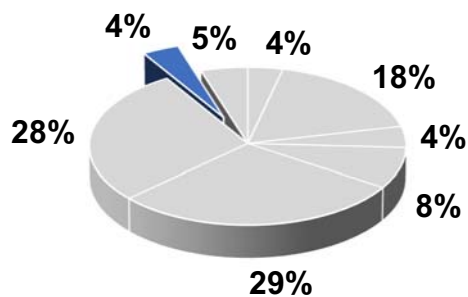
# WATER RESOURCES

## 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, municipalities, and various other water users to help ensure our customers are paying the lowest possible rates.

## PERCENTAGE OF ANNUAL BUDGET

\$55.15 million



**Alan Ward**  
Division Manager,  
Water Resources

## Goals & Objectives

### GOAL ONE

#### *Revitalize aging infrastructure*

##### OBJECTIVES

- 💧 Repair or replace Wurtz Extension pipeline
- 💧 Continue rehabilitation of Busk-Ivanhoe Tunnel

### 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 the repair and raise of the dam
- 💧 Develop wetland mitigation project at Tennessee Creek Ranch to aid in permitting
- 💧 Add project manager to staff to oversee this complex project

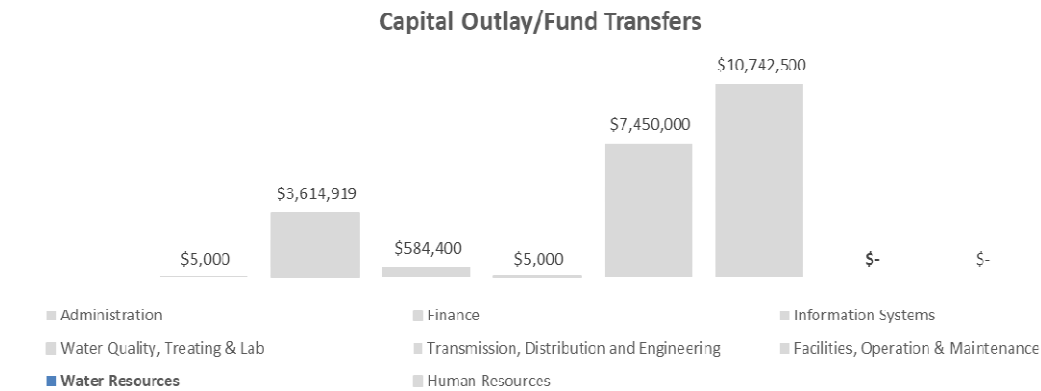
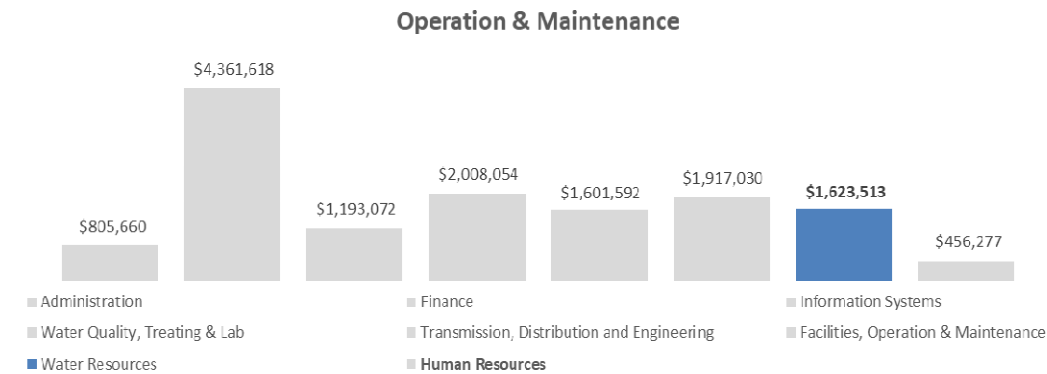
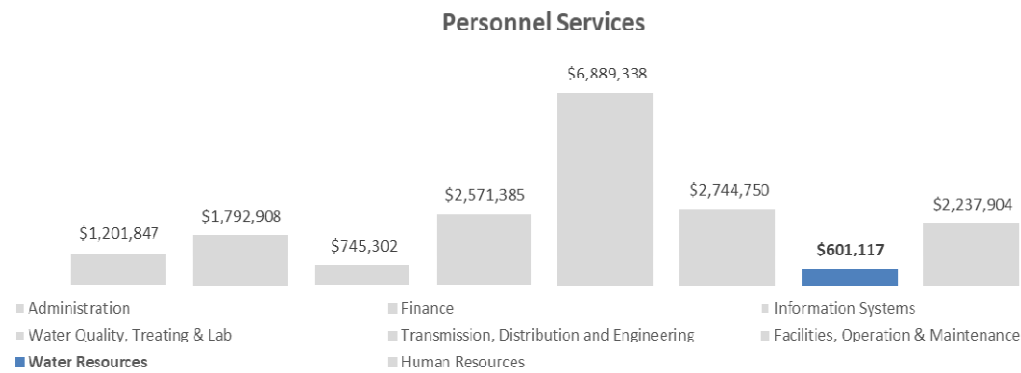
### GOAL THREE

#### *Increase resiliency to climate change*

##### OBJECTIVES

- 💧 Increase water storage reserve
- 💧 Implement practical and economical demand reduction strategies
- 💧 Investigate ways to reduce Pueblo Water's carbon footprint

EXPENDITURES BY OBJECT  
WATER RESOURCES



**DETAIL OF EXPENDITURES - PERSONNEL SERVICES  
WATER RESOURCES**

	<b>2022 ACTUAL</b>	<b>2023 BUDGET</b>	<b>2023 ESTIMATED</b>	<b>2024 BUDGET</b>
<b>SALARIES &amp; WAGES</b>				
Division manager	\$ 129,733	\$ 150,831	\$ 140,273	\$ 158,440
Supervision	94,522	110,807	103,051	216,038
Specialist	59,280	77,551	72,122	81,464
<b>Total salaries and wages</b>	<b>283,535</b>	<b>339,189</b>	<b>315,446</b>	<b>455,942</b>
<b>BENEFITS</b>				
Longevity	2,098	2,166	5,375	5,261
Employee assistance	76	109	109	99
Social security	24,919	26,254	26,254	27,862
Pension	9,207	10,176	10,176	10,689
Health insurance	52,619	46,830	46,830	46,829
Dental insurance	2,105	2,105	2,105	2,105
Disability insurance	2,148	2,374	2,374	2,494
Life insurance	3,501	3,862	3,862	4,059
Sick leave	19,781	18,161	18,161	19,026
Vacation leave	21,816	25,536	25,536	26,751
<b>Total benefits</b>	<b>138,270</b>	<b>137,573</b>	<b>140,782</b>	<b>145,175</b>
<b>Total personnel services</b>	<b>\$ 421,805</b>	<b>\$ 476,762</b>	<b>\$ 456,228</b>	<b>\$ 601,117</b>

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

	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>OPERATION AND MAINTENANCE</b>				
Outside services	\$ 57,604	\$ 256,490	\$ 228,921	\$ 265,490
Consulting services	39,058	132,500	32,500	32,500
Comanche return flow	-	750	750	750
Homestake Aurora	-	7,500	7,500	7,500
Twin Lakes water rights	344,305	344,305	344,305	344,305
Busk Ivanhoe water rights	1,826,000	288,000	288,000	288,000
Water storage and transportation	328,388	352,250	361,986	446,360
Short-term water purchases	34,573	81,000	80,450	133
Utilities	21,770	10,000	10,000	15,800
Maintenance - equipment	882	13,000	3,000	13,000
Maintenance - office equipment	171	750	750	750
Tool replacement	437	500	500	1,000
Clear Creek reservoir	3,238	6,450	17,431	8,150
Wurtz ditch	249	850	850	850
Wurtz extension	-	500	1,151	21,000
Ewing ditch	-	500	500	500
Ranch property maintenance	9,471	8,500	8,500	9,000
Dwelling - Clear Creek	2,635	7,500	7,437	3,300
Snowplowing operations	39,375	65,000	34,018	40,000
Transmountain maintenance	47,277	79,000	79,000	70,000
Travel and training	46,546	42,000	45,276	50,000
Office supplies	755	575	575	575
Subscriptions and memberships	3,391	4,550	4,231	4,550
<b>Total operation and maintenance</b>	<b>\$ 2,806,125</b>	<b>\$ 1,702,470</b>	<b>\$ 1,557,631</b>	<b>\$ 1,623,513</b>
<b>CAPITAL OUTLAY</b>				
Expansion	\$ 7,660	\$ 108,500	\$ -	\$ -



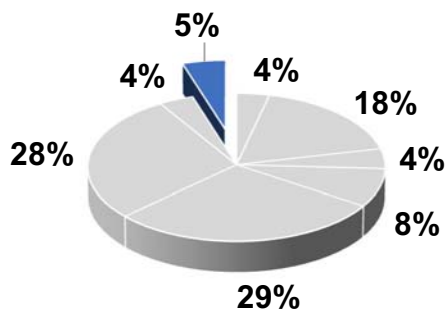
# HUMAN RESOURCES

## 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

\$55.15 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
- Continue to find meaningful ways to 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, retirement planning, 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

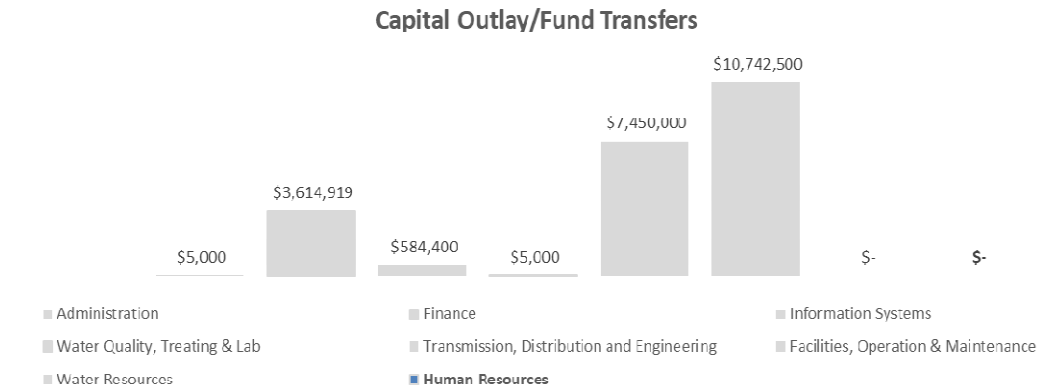
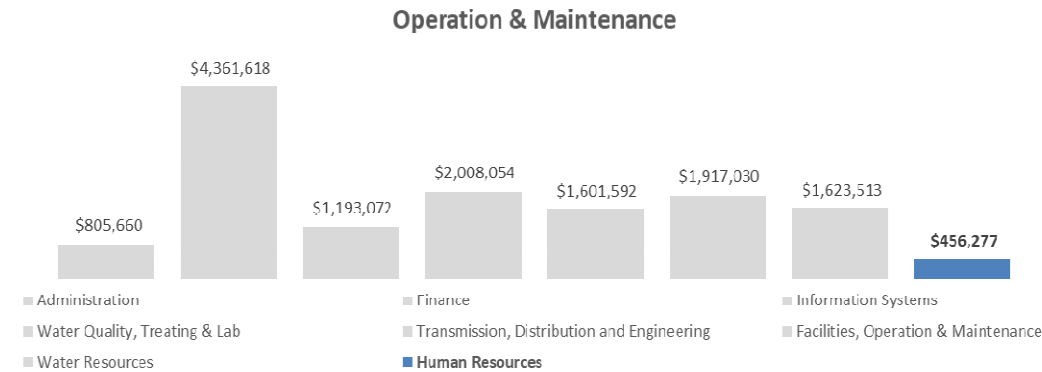
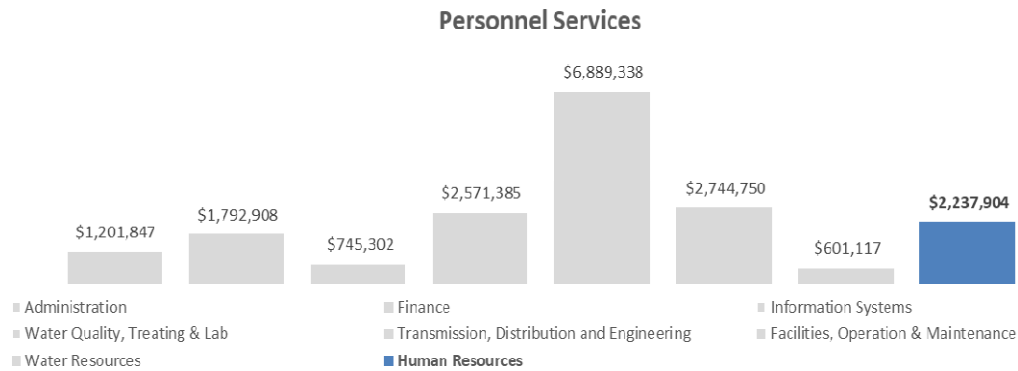
### GOAL THREE

***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

EXPENDITURES BY OBJECT  
HUMAN RESOURCES



**DETAIL OF EXPENDITURES - PERSONNEL SERVICES**  
**HUMAN RESOURCES**

	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>ESTIMATED</b>	<b>BUDGET</b>
<b>SALARIES &amp; WAGES</b>				
Manager	\$ 109,987	\$ 129,747	\$ 120,665	\$ 136,294
Specialist	258,239	307,265	237,780	241,305
Overtime	724	-	534	-
<b>Total salaries and wages</b>	<u>368,950</u>	<u>437,012</u>	<u>358,979</u>	<u>377,599</u>
<b>BENEFITS</b>				
Longevity	2,003	2,407	4,167	4,078
Employee assistance	126	182	149	132
Social security	32,214	33,642	29,696	29,349
Social security - retirees	4,312	4,150	2,222	4,150
Pension	12,114	13,110	10,753	11,328
Defined benefit pension plan	1,339,282	1,407,906	1,407,906	1,407,906
Worker's compensation insurance	209,898	245,000	245,000	255,000
Unemployment insurance	6,786	1,500	6,808	1,500
Health insurance	58,159	53,402	48,472	33,520
Health insurance - retirees	32,403	55,000	49,454	49,454
Dental insurance	3,311	3,311	3,311	3,250
Disability insurance	2,827	3,059	3,059	2,643
Life insurance	4,622	4,983	4,983	4,312
Life insurance - retirees	13,989	12,000	12,000	12,000
Sick leave	26,791	20,113	17,309	17,332
Vacation leave	23,707	28,000	23,092	24,351
<b>Total benefits</b>	<u>1,772,544</u>	<u>1,887,765</u>	<u>1,868,381</u>	<u>1,860,305</u>
<b>Total personnel services</b>	<u>\$ 2,141,494</u>	<u>\$ 2,324,777</u>	<u>\$ 2,227,360</u>	<u>\$ 2,237,904</u>

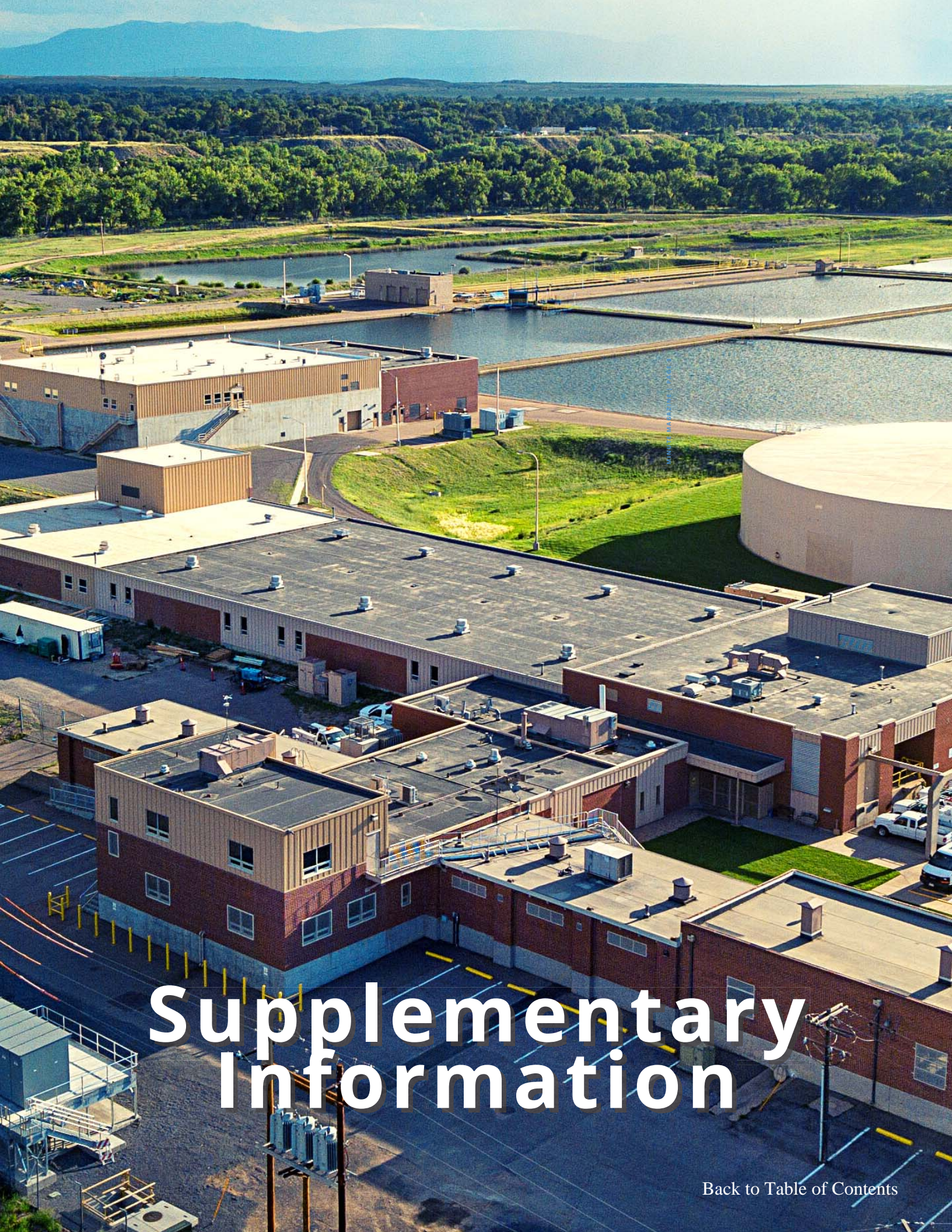
DETAIL OF EXPENDITURES - OPERATION & MAINTENANCE AND CAPITAL OUTLAY  
HUMAN RESOURCES

	2022	2023	2023	2024
	ACTUAL	BUDGET	ESTIMATED	BUDGET
OPERATION AND MAINTENANCE				
Outside services	\$ 84,102	\$ 63,750	\$ 67,724	\$ 62,150
Employment costs	40,835	61,250	56,704	61,250
Utilities - other	1,749	-	-	-
Maintenance - office equipment	2,243	3,200	3,000	3,200
Health reimbursement - In-patient copay	96,903	102,000	102,000	100,000
Pension supplement	131,366	142,531	123,641	125,854
Travel and training	42,226	54,500	54,320	80,320
Office supplies	1,715	1,925	2,182	12,600
Subscriptions and memberships	9,261	10,453	11,067	10,903
Total operation and maintenance	\$ 410,400	\$ 439,609	\$ 420,638	\$ 456,277
CAPITAL OUTLAY				
Computer and office equipment	\$ -	\$ -	\$ -	\$ -









# Supplementary Information

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## Overview

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  
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💧 **DEBT RETIREMENT  
SCHEDULE**

💧 **STAFFING SUMMARY**

💧 **10-YEAR PLANS**

💧 **COMPARISONS AND  
SURVEYS**

💧 **APPENDIX**

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 2024 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.



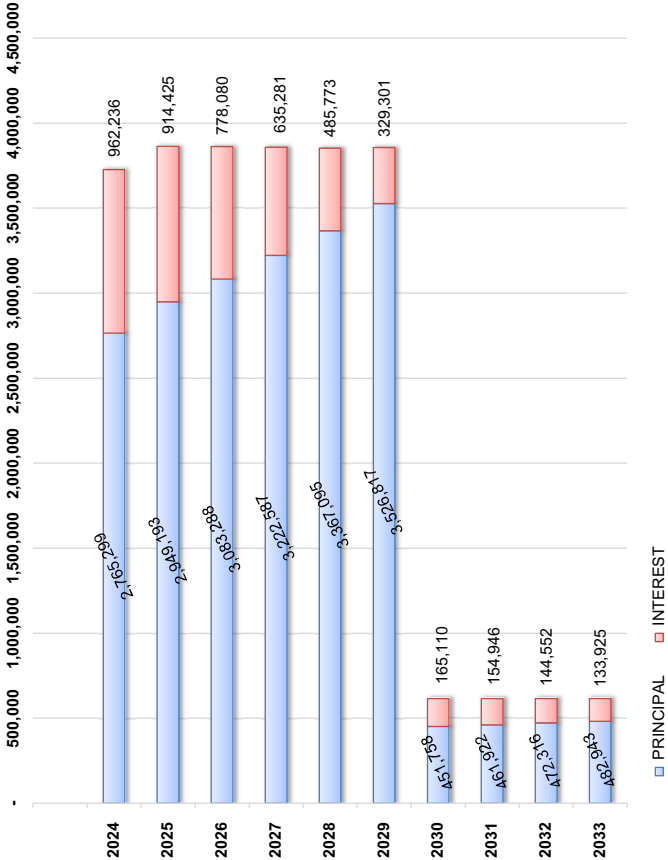
DEBT RETIREMENT SCHEDULE:

YEAR	SERIES 2019		INTEREST	TOTAL	CWGB LOAN		INTEREST	TOTAL	TOTAL	
	PRINCIPAL	PRINCIPAL			PRINCIPAL	PRINCIPAL			PRINCIPAL	INTEREST
2024	2,370,000	2,370,000	740,667	3,110,667		395,299	221,569	616,868	2,765,299	962,236
2025	2,545,000	2,545,000	701,750	3,246,750	404,193	404,193	212,675	616,868	2,949,193	914,425
2026	2,670,000	2,670,000	574,500	3,244,500	413,288	413,288	203,580	616,868	3,083,288	778,080
2027	2,800,000	2,800,000	441,000	3,241,000	422,587	422,587	194,281	616,868	3,222,587	635,281
2028	2,935,000	2,935,000	301,000	3,236,000	432,095	432,095	184,773	616,868	3,367,095	485,773
2029	3,085,000	3,085,000	154,250	3,239,250	441,817	441,817	175,051	616,868	3,526,817	329,301
2030	-	-	-	-	451,758	451,758	165,110	616,868	451,758	165,110
2031	-	-	-	-	461,922	461,922	154,946	616,868	461,922	154,946
2032	-	-	-	-	472,316	472,316	144,552	616,868	472,316	144,552
2033	-	-	-	-	482,943	482,943	133,925	616,868	482,943	133,925
	\$ 16,405,000	\$ 2,913,167	\$ 19,318,167		\$ 4,378,218	\$ 4,378,218	\$ 1,790,462	\$ 6,168,680	\$ 20,783,218	\$ 4,703,629
										\$ 25,486,847

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 2024 ANNUAL BUDGET

## STAFFING SUMMARY - FULL TIME POSITIONS TOTALS BY DIVISION

	NUMBER OF POSITIONS				SALARY
	2022 <sup>1</sup>	2023 <sup>2</sup>	2023 <sup>3</sup>	2024 <sup>4</sup>	2024
<b>ADMINISTRATION</b>					
Director	3	3	3	3	\$ 578,795
Specialist	3	3	3	3	265,527
Total	6	6	6	6	844,322
<b>FINANCE</b>					
Manager	1	1	1	1	136,294
Supervision	1	1	1	1	116,399
Specialist	2	4	2	4	329,190
Skills & Trade	13	10	12	10	666,872
Total	17	16	16	16	1,248,755
<b>INFORMATION SYSTEMS</b>					
Manager	1	1	1	1	136,294
Specialist	2	4	2	4	369,050
Skills & Trade	2	-	2	-	-
Total	5	5	5	5	505,344
<b>WATER QUALITY, TREATING &amp; LAB</b>					
Division Manager	1	1	1	1	158,440
Supervision	2	2	2	2	232,797
Specialist	3	3	3	3	269,640
Skills & Trade	13	14	16	14	1,148,426
Total	19	20	22	20	1,809,303
<b>TRANSMISSION, DISTRIBUTION &amp; ENGINEERING</b>					
Division Manager	1	1	1	1	158,440
Manager	3	3	3	4	525,280
Supervision	2	4	3	4	471,879
Specialist	3	4	5	5	175,398
Skills & Trade	50	49	49	49	3,401,261
Total	59	61	61	63	4,732,258
<b>FACILITIES OPERATIONS &amp; MAINTENANCE</b>					
Division Manager	1	1	1	1	158,440
Supervisor	2	2	2	2	232,797
Specialist	2	2	2	2	168,488
Skills & Trade	17	18	17	18	1,228,111
Total	22	23	22	23	1,787,836
<b>WATER RESOURCES</b>					
Division Manager	1	1	1	1	158,440
Supervision	1	1	1	2	216,038
Specialist	1	1	1	1	81,464
Total	3	3	3	4	455,942
<b>HUMAN RESOURCES</b>					
Manager	1	1	1	1	136,294
Specialist	4	3	4	3	241,305
Total	5	4	5	4	377,599
<b>TOTAL FULL TIME POSITIONS</b>	136	138	140	141	\$ 11,761,359

<sup>1</sup> 2022 Actual number of Full Time Employees

<sup>2</sup> 2023 Actual number of Full Time Employees

<sup>3</sup> 2023 Budgeted number of Full Time Employees

<sup>4</sup> 2024 Budgeted number of Full Time Employees

10 YR CAPITAL OUTLAY PROJECTIONS

DESCRIPTION	BUDGET		PROJECTED									
	2024		2025	2026	2027	2028	2029	20230	2031	2032	2033	
EQUIPMENT												
Administration	\$	5,000	\$	-	\$	-	\$	-	\$	5,000	\$	-
Finance		-	10,000	10,000	15,000	5,000	5,000	-	-	-	15,000	25,000
Information Systems		584,400	190,000	170,000	93,093	70,000	40,000	-	157,000	75,000	93,093	93,093
Water Quality, Treating & Pumping		5,000	5,000	15,000	240,000	10,000	55,000	5,000	5,000	5,000	15,000	15,000
Transmission, Distribution & Engineering		760,000	325,000	330,000	357,000	330,000	342,000	335,000	325,000	325,000	357,000	357,000
Facilities Operation & Maintenance		553,000	55,000	25,000	15,000	15,000	170,000	15,000	15,000	15,000	25,000	25,000
Water Resources		-	-	-	32,000	-	-	-	-	40,000	36,000	36,000
Human Resources		-	-	5,000	-	-	-	-	-	-	5,000	5,000
Total equipment		1,907,400	585,000	555,000	752,093	430,000	612,000	355,000	507,000	475,000	556,093	556,093
IMPROVEMENTS AND REPLACEMENTS												
Administration		-	-	-	-	-	-	-	-	-	-	-
Finance		-	-	-	-	-	-	-	-	-	-	-
Information Systems		-	-	-	-	-	-	-	-	-	-	-
Water Quality, Treating & Pumping		-	-	-	-	-	-	-	-	-	-	-
Transmission, Distribution & Engineering		6,101,000	3,862,000	4,352,000	4,752,000	4,752,000	4,752,000	4,752,000	4,750,000	4,750,000	4,750,000	4,750,000
Facilities Operation & Maintenance		10,189,500	2,161,500	3,260,000	14,212,000	9,043,000	1,028,000	10,818,500	944,000	1,809,500	760,000	760,000
Water Resources		-	775,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Human Resources		-	-	-	-	-	-	-	-	-	-	-
Total improvements and replacements		16,290,500	6,798,500	7,637,000	18,989,000	13,820,000	5,805,000	15,595,500	5,719,000	6,584,500	5,535,000	5,535,000
EXPANSION												
Administration		-	-	-	-	-	-	-	-	-	-	-
Finance		-	-	-	-	-	-	-	-	-	-	-
Information Systems		-	-	-	-	-	-	-	-	-	-	-
Water Quality, Treating & Pumping		-	-	-	-	-	-	-	-	-	-	-
Transmission, Distribution & Engineering		589,000	2,105,000	1,065,000	1,053,000	653,000	653,000	653,000	653,000	653,000	653,000	653,000
Facilities Operation & Maintenance		-	-	-	-	-	-	-	-	-	-	-
Water Resources		-	-	-	-	-	-	-	-	-	-	-
Human Resources		-	-	-	-	-	-	-	-	-	-	-
Total expansion		589,000	2,105,000	1,065,000	1,053,000	653,000	653,000	653,000	653,000	653,000	653,000	653,000
Total capital outlay		\$ 18,786,900	\$ 9,488,500	\$ 9,257,000	\$ 20,794,093	\$ 14,903,000	\$ 7,070,000	\$ 16,603,500	\$ 6,879,000	\$ 7,712,500	\$ 6,744,093	\$ 6,744,093

OPERATING AND CAPITAL FUNDS CASH FLOW ANALYSIS										
OPERATING FUND	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
BEGINNING ESTIMATED CASH AVAILABLE	\$ 28,970,573	\$ 24,785,707	\$ 30,605,305	\$ 36,480,514	\$ 29,226,615	\$ 27,275,740	\$ 32,774,592	\$ 28,811,815	\$ 34,435,181	\$ 38,801,060
Revenues										
Sales Revenue Under Existing Rates										
General Water Sales	28,126,835	28,126,835	28,126,835	28,126,835	28,131,434	28,131,434	28,131,434	28,131,434	28,131,434	28,131,434
Raw Water Sales	16,146,409	16,074,097	15,876,740	14,341,409	13,971,709	13,847,403	13,820,117	13,729,606	13,563,648	11,856,820
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
Total Sales Revenue Under Existing Rates	44,354,402	44,282,090	44,084,733	42,549,402	42,184,301	42,059,995	42,032,709	41,942,198	41,776,240	40,069,412
Additional Sales Revenue Required	1,774,176	3,152,885	4,555,542	5,805,274	7,193,654	8,649,430	10,164,115	11,704,761	13,261,486	14,303,345
Total Sales Revenue	46,128,578	47,434,975	48,640,275	48,354,676	49,377,955	50,709,425	52,196,824	53,646,959	55,037,726	54,372,757
Raw Water Sales	500,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Other Operating Revenue	2,134,389	2,159,496	2,185,356	2,211,991	2,239,426	2,267,684	2,296,790	2,326,768	2,357,646	2,389,450
Transfers										
Transfer (to) from Working Capital Reserve	(146,728)	51,539	(18,032)	21,675	21,051	(21,620)	21,305	20,457	(26,026)	20,350
Transfer (to) from Water Development Fund	112,616	158,758	63,868	(35,051)	(138,332)	(236,312)	(3,579,829)	(3,687,224)	(3,797,841)	(3,911,776)
Transfer (to) from Capital Fund	(15,669,500)	(7,693,500)	(7,492,000)	(18,782,000)	(13,213,000)	(5,198,000)	(14,988,500)	(5,112,000)	(5,977,500)	(4,928,000)
Nonoperating Revenue										
Gain on Sale of Assets	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Interest Income	1,122,080	1,161,573	1,404,987	1,385,086	1,209,817	1,290,608	1,394,639	1,437,607	1,648,428	1,807,260
Total Operating Fund Revenue	34,201,436	44,042,841	45,554,454	33,926,377	40,266,916	49,581,784	38,111,228	49,402,567	50,012,433	50,520,041
Revenue Requirements										
Operation & Maintenance Expense	32,751,367	33,774,624	35,262,877	36,570,316	37,934,923	39,614,814	41,102,138	42,655,332	44,554,687	46,249,446
Existing Debt Service	3,727,535	3,863,618	3,861,368	3,857,868	3,852,868	3,856,118	616,868	616,868	616,868	616,868
Routine Capital Replacements	1,907,400	585,000	555,000	752,093	430,000	612,000	355,000	507,000	475,000	556,093
Total Revenue Requirements	38,386,302	38,223,242	39,679,245	41,180,277	42,217,791	44,082,932	42,074,006	43,779,200	45,646,555	47,422,407
Annual Surplus (Deficiency)	(4,184,866)	5,819,599	5,875,209	(7,253,900)	(1,950,875)	5,498,852	(3,962,778)	5,623,367	4,365,878	3,097,634
ENDING ESTIMATED CASH AVAILABLE	\$ 24,785,707	\$ 30,605,305	\$ 36,480,514	\$ 29,226,615	\$ 27,275,740	\$ 32,774,592	\$ 28,811,815	\$ 34,435,181	\$ 38,801,060	\$ 41,898,693



FISCAL YEAR 2024 ANNUAL BUDGET

OPERATING AND CAPITAL FUNDS CASH FLOW ANALYSIS										
CAPITAL FUND	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
BEGINNING ESTIMATED CASH AVAILABLE	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Sources of Funds										
Transfer From (To) Operating Fund	15,669,500	7,693,500	7,492,000	18,782,000	13,213,000	5,198,000	14,988,500	5,112,000	5,977,500	4,928,000
Main Assessments	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Contributions	-	-	-	-	-	-	-	-	-	-
Plant Water Investment Fees	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	1,250,000
Proposed Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
Total Sources	16,879,500	8,903,500	8,702,000	20,042,000	14,473,000	6,458,000	16,248,500	6,372,000	7,237,500	6,188,000
Uses of Funds										
Major Capital Improvements										
Funded by Reserves	16,879,500	8,903,500	8,702,000	20,042,000	14,473,000	6,458,000	16,248,500	6,372,000	7,237,500	6,188,000
Funded by Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Total Major Capital Improvements	16,879,500	8,903,500	8,702,000	20,042,000	14,473,000	6,458,000	16,248,500	6,372,000	7,237,500	6,188,000
Debt Issuance Expense	-	-	-	-	-	-	-	-	-	-
Debt Service Reserve	-	-	-	-	-	-	-	-	-	-
Capitalized Interest	-	-	-	-	-	-	-	-	-	-
Total Uses	16,879,500	8,903,500	8,702,000	20,042,000	14,473,000	6,458,000	16,248,500	6,372,000	7,237,500	6,188,000
Annual Surplus (Deficiency)	-	-	-	-	-	-	-	-	-	-
ENDING ESTIMATED CASH AVAILABLE	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
OPERATION & MAINTENANCE RESERVE FUND										
BEGINNING ESTIMATED CASH AVAILABLE	\$ 5,029,666	\$ 5,383,786	\$ 5,551,993	\$ 5,796,637	\$ 6,011,559	\$ 6,235,878	\$ 6,512,024	\$ 6,756,516	\$ 7,011,835	\$ 7,324,058
Sources of Funds										
Transfer From (To) Operating Fund	146,728	(51,539)	18,032	(21,675)	(21,051)	21,620	(21,305)	(20,457)	26,026	(20,350)
Interest Income	207,392	219,746	226,612	236,597	245,370	254,526	265,797	275,776	286,197	298,941
Total Sources	354,120	168,207	244,644	214,922	224,319	276,146	244,492	255,319	312,223	278,591
ENDING ESTIMATED CASH AVAILABLE	\$ 5,383,786	\$ 5,551,993	\$ 5,796,637	\$ 6,011,559	\$ 6,235,878	\$ 6,512,024	\$ 6,756,516	\$ 7,011,835	\$ 7,324,058	\$ 7,602,649

OPERATING AND CAPITAL FUNDS CASH FLOW ANALYSIS											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
<b>WATER DEVELOPMENT FUND</b>											
<b>BEGINNING ESTIMATED CASH AVAILABLE</b>	<b>\$ 28,169,974</b>	<b>\$ 23,082,408</b>	<b>\$ 26,903,365</b>	<b>\$ 24,977,106</b>	<b>\$ 23,073,162</b>	<b>\$ 23,237,711</b>	<b>\$ 17,794,671</b>	<b>\$ 15,541,219</b>	<b>\$ 19,938,028</b>	<b>\$ 24,627,173</b>	
<b>Sources of Funds</b>											
Net Transfer (To)/From Operating Fund & Other Revenue	(112,616)	(158,758)	(63,868)	35,051	138,332	236,312	3,579,829	3,687,224	3,797,841	3,911,776	
Sale of Property	-	6,000,000	-	-	-	-	-	-	-	-	
Interest Income	1,025,050	879,715	1,037,609	961,005	926,217	820,648	666,718	709,585	891,304	1,085,023	
<b>Total Sources</b>	<b>912,434</b>	<b>6,720,957</b>	<b>973,741</b>	<b>996,056</b>	<b>1,064,549</b>	<b>1,056,960</b>	<b>4,246,547</b>	<b>4,396,809</b>	<b>4,689,145</b>	<b>4,996,799</b>	
<b>Uses of Funds</b>											
	6,000,000	2,900,000	2,900,000	2,900,000	900,000	6,500,000	6,500,000	-	-	-	
<b>ENDING ESTIMATED CASH AVAILABLE</b>	<b>\$ 23,082,408</b>	<b>\$ 26,903,365</b>	<b>\$ 24,977,106</b>	<b>\$ 23,073,162</b>	<b>\$ 23,237,711</b>	<b>\$ 17,794,671</b>	<b>\$ 15,541,219</b>	<b>\$ 19,938,028</b>	<b>\$ 24,627,173</b>	<b>\$ 29,623,972</b>	
<b>TOTAL OPERATING &amp; RESERVE FUNDS</b>											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Operating Fund Cash Balance	\$ 24,785,707	\$ 30,605,305	\$ 36,480,514	\$ 29,226,615	\$ 27,275,740	\$ 32,774,592	\$ 28,811,815	\$ 34,435,181	\$ 38,801,060	\$ 41,898,693	
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	5,383,786	5,551,993	5,796,637	6,011,559	6,235,878	6,512,024	6,756,516	7,011,835	7,324,058	7,602,649	
Water Development Fund Cash Balance	23,082,408	26,903,365	24,977,106	23,073,162	23,237,711	17,794,671	15,541,219	19,938,028	24,627,173	29,623,972	
<b>Total Ending Estimated Cash Balance</b>	<b>\$ 54,251,900</b>	<b>\$ 64,060,663</b>	<b>\$ 68,254,257</b>	<b>\$ 59,311,335</b>	<b>\$ 57,749,329</b>	<b>\$ 58,081,287</b>	<b>\$ 52,109,549</b>	<b>\$ 62,385,044</b>	<b>\$ 71,752,290</b>	<b>\$ 80,125,314</b>	
<b>Note:</b>											
(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:											
Water Sales Revenue Increases (%)	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
No. of Months Increase is in Effect	12	12	12	12	12	12	12	12	12	12	
Debt Service Coverage Calculation											
Revenue	52,347,489	59,835,505	55,474,839	55,179,355	56,028,785	57,372,891	58,850,768	60,426,695	62,251,301	61,983,431	
Operation & Maintenance Expense	32,751,367	33,774,624	35,262,877	36,570,316	37,934,923	39,614,814	41,102,138	42,655,332	44,554,687	46,249,446	
Net Revenue	19,596,122	26,060,881	20,211,962	18,609,039	18,093,862	17,758,077	17,748,630	17,771,363	17,696,614	15,733,985	
Total Debt Service	3,727,535	3,863,618	3,861,368	3,857,868	3,852,868	3,856,118	616,868	616,868	616,868	616,868	
Debt Service Coverage	526%	675%	523%	482%	470%	461%	2877%	2881%	2869%	2551%	

TYPICAL BILL COMPARISONS  
CURRENT RATE -VS- 2024 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 utometers 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	2023	2024	DOLLAR INCREASE
MINIMUM CONSUMER			
Readiness to serve charge (includes 2,000 gallons)			
3/4" Meter	\$ 13.87	\$ 14.42	\$ 0.55
1" Meter	\$ 17.74	\$ 18.45	\$ 0.71
AVERAGE RESIDENTIAL CONSUMER			
3/4" Meter - Readiness to serve charge	\$ 13.87	\$ 14.42	\$ 0.55
9,000 gallons @ \$ 3.18 and \$ 3.31 respectively	28.62	29.79	1.17
Total average monthly bill	\$ 42.49	\$ 44.21	\$ 1.72
1" Meter - Readiness to serve charge	\$ 17.74	\$ 18.45	\$ 0.71
9,000 gallons @ \$ 3.18 and \$ 3.31 respectively	28.62	29.79	1.17
Total average monthly bill	\$ 46.36	\$ 48.24	\$ 1.88

## 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
2023	8.20%	4.00%	3.06	3.18
TOTAL	137.48%	146.0%		

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

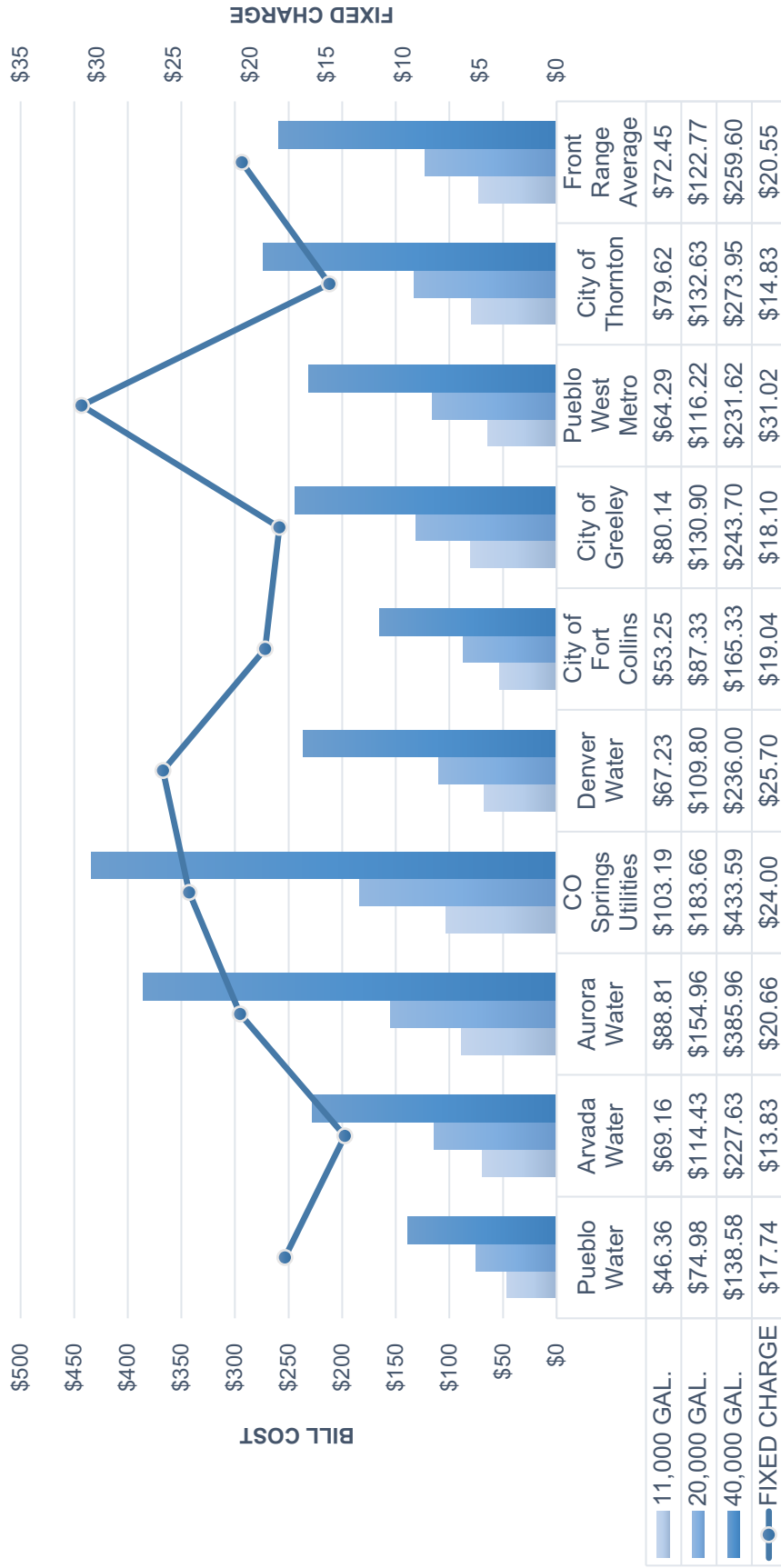


# PUEBLO AND OTHER FRONT RANGE WATER UTILITIES

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	\$	1,238.64	\$	1,938.36	222.65%	231.11%
Aurora		1,065.72		1,683.12	191.57%	200.08%
Thornton		1,024.08		1,518.84	184.08%	184.33%
Golden		970.44		1,305.96	174.44%	184.21%
Lafayette		966.12		1,356.36	173.66%	191.32%
Greeley		961.68		1,232.40	172.86%	173.83%
Westminster		946.92		1,272.36	170.21%	179.47%
Boulder		935.16		1,149.72	168.10%	162.17%
Northglenn		931.68		1,250.40	167.47%	176.37%
Englewood		873.12		1,052.64	156.95%	148.48%
Highlands Ranch		815.64		1,032.60	146.61%	145.65%
Denver		806.76		1,033.80	145.02%	145.82%
Pueblo West		771.48		1,048.44	138.68%	147.88%
Arvada		746.94		988.38	134.26%	139.41%
Broomfield		661.56		821.40	118.92%	115.86%
Fort Collins		639.00		813.96	114.86%	114.81%
Louisville		634.20		902.04	114.00%	127.23%
<b>Pueblo</b>		<b>556.32</b>		<b>708.96</b>	<b>100.00%</b>	<b>100.00%</b>
<b>Average</b>		<b>863.64</b>		<b>1,129.62</b>		<b>1,329.62</b>

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

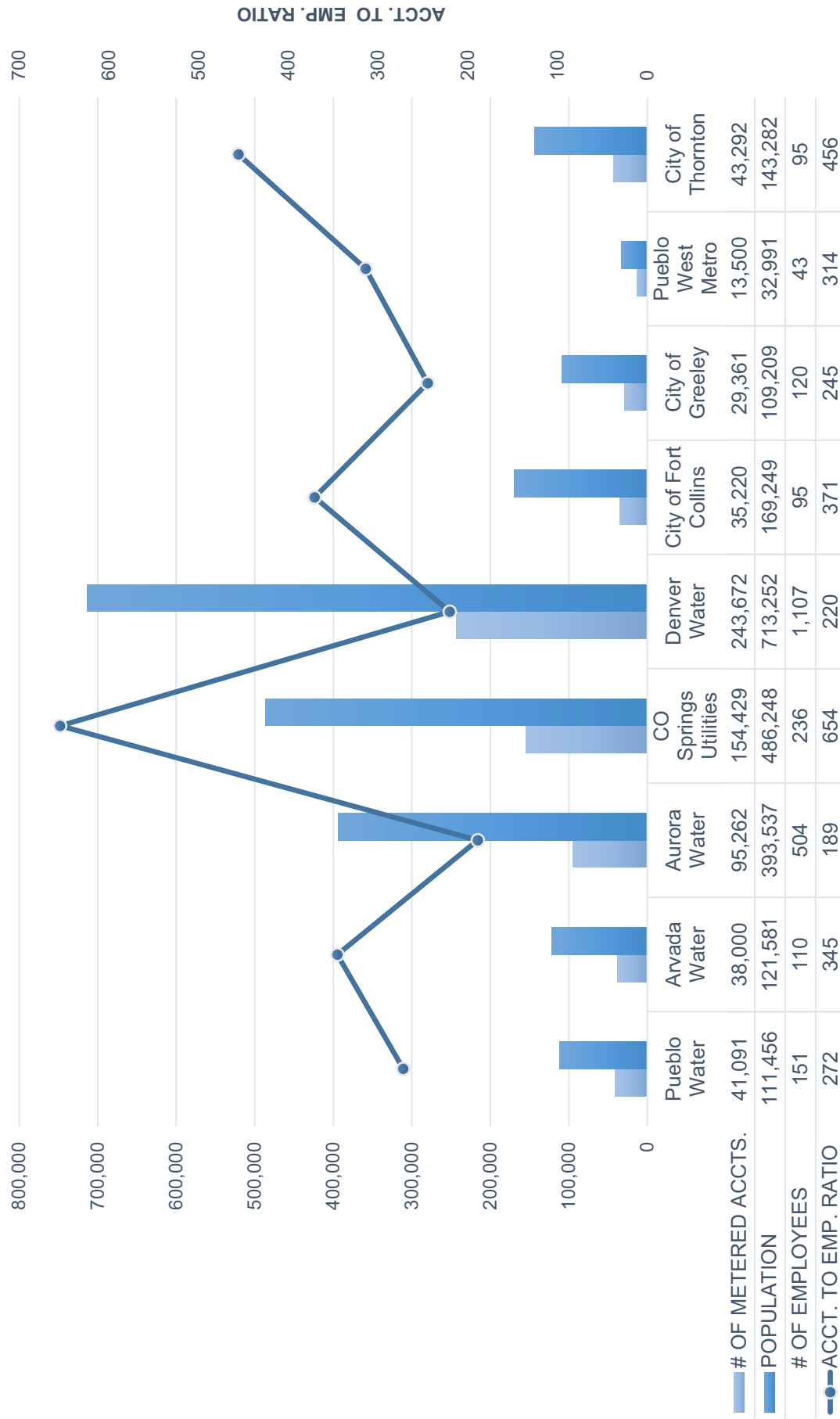
# FRONT RANGE WATER RATES COMPARISON



	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>	\$3.18	0-30K \$5.03 30-60K \$6.29 60-90K \$7.56 >90K \$10.07	0-5K \$5.63 5-10K \$6.53 10-20K \$7.35 >20K \$11.55	0-7,473gal \$6.67 7,451-18,649gal \$8.33 >18,656gal \$12.50	0-5K \$2.63 6-20K \$4.73 > 21K \$6.31	0-7K \$2.95 7-13K \$3.39 >13K \$3.90	\$5.64	1-5K \$2.20 5-10K \$3.30 >10K \$5.77	1-5K \$5.89 6-27K \$5.89 >27K \$8.83
Change from previous year	+4%	+12%	+4%	+7%	+7.8%	+4%	+3.3%	+4.3%	+4%

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 2022: US Census Bureau (<https://www.census.gov/quickfacts/facttable/US/PST045219>)  
 Source, Pueblo West population figures as of 2021: US Census Bureau (<https://data.census.gov/tables/?g=160XX00US0862220&y=2021>)



# PLANT WATER INVESTMENT FEES

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	\$5,704	\$19,275	\$6,213	\$5,297-\$10,949	\$3,030/\$.70 sq ft	\$851/\$.46 sq ft	\$12,100	\$7,690	\$16,609	\$7,430-\$9,650
1" Residential	\$5,704	\$19,275	\$6,213	\$13,174	\$3,030/\$.70 sq ft	\$1,441/\$.46 sq ft	\$20,200	\$7,690	\$28,235	n/a
Multi-Family	\$3,241/unit	\$9,640/unit	\$9,940/unit	\$4,072	\$10,040**	\$642/\$.34 sq ft	\$6,050/unit	\$5,510/unit	n/a	\$2,620/unit
Duplex	\$6,482	\$14,460	\$19,880	\$8,144	\$10,040	\$642/\$.34 sq ft	\$12,100	\$11,020	n/a	\$5,478
3/4" Commercial	\$2,831	\$28,910	\$22,603	\$7,904	\$10,730	\$4,997	\$12,100	\$11,380	\$16,609	\$16,083
1"	\$5,524	\$48,190	\$40,459	\$13,174	\$19,170	\$12,527	\$20,200	\$22,760	\$28,235	\$25,733
1 1/2"	\$28,166	\$96,380	*	\$26,347	\$42,180	\$23,086	\$40,300	\$45,520	\$54,810	\$32,166
2"	\$35,702	\$154,200	*	\$42,156	\$76,690	\$45,370	\$64,600	\$91,040	\$88,028	\$102,931
3"	\$68,616	\$327,680	*	\$92,216	\$126,426	***	\$141,400	\$204,840	\$194,325	\$205,862
4"	\$236,818	\$578,250	*	\$158,084	\$229,917	***	\$242,400	****	****	\$321,659
6"	\$488,581	n/a	*	\$355,690	\$517,374	***	\$504,700	****	****	****
8"	\$1,133,889	n/a	*	\$421,558	\$774,957	***	n/a	****	****	****

\*Commercial meters 1 1/2" and greater are based on estimated daily volume of water and assessed at \$64.79 per gallon/per day for recoverable usage and \$92.09 for non-recoverable usage for connection fee and \$2.24 for water transmission development fee.

\*\*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.

\*\*\*Commercial meters 3" and greater are based on peak day demand multiplied by \$6.09 per gallon

\*\*\*\* 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.

## 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 shell.

**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.

**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 Planning

## 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&P** – Water Quality, Treating, and Pumping

**WR** – Water Resources

**WWW** – Water Works Wellness









For more information, please contact:

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