

Pine Brook Water District

Frequently Asked Questions

The questions below are some of the most commonly asked questions about the Water District. Many of these answers have much more detail than can reasonably be placed here and that detail is available by calling the office at 303-443-5394.

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1. **Why is our water so expensive?**

This has a lot to do with the type of system that the District operates. Not only does the District have to constantly pump water from one point to another but we have a full treatment process that utilizes many of the same processes that much larger utilities use. The District must first pump the majority of its raw water from its source to the Pine Brook Reservoir. To move the raw water to the reservoir involves diverting the water from the creek to a holding pond, maintaining that pond, pumping it to Sunshine Canyon, then pumping it to Two Mile Creek where it finally flows down the existing stream bed to the reservoir. It also means knowing when are the best times to pump based on physical water availability and that based on Colorado Water Law that it is legal to take the water. That water is then removed from the reservoir to be treated. The treatment process includes; pre-treatment chemicals, clarification/sedimentation, filtration by membranes, and then the final step is disinfection. The treatment process is monitored by instrumentation to aid in the chemical dosing and treatment process and then other instrumentation documents the finished water quality. From there the water must be pumped to the various storage tanks from which it then flows through the distribution system to your home. To complete all these tasks, comply with all the regulations set by the State of Colorado and the EPA, operate the treatment plant, monitor and operate the distribution system, maintain, repair, and keep in good working order all of the above, coordinate as needed with the engineers and water attorneys, do the billing and collection of water uses/sales, make sure all bills are justified and paid, keep a set of financials, etc. takes 3 full time employees.

Most of the costs associated with the above are paid out of the “operating” part of the budget which is paid for by the water sales for the water usage by the residents. Approximately 90% or more of those costs are fixed costs which do not vary significantly. Though those fixed costs do increase over time, the percentage of the operating budget that they account for does not. In other words, you can produce more water for very little additional costs, but reducing the usage also does not significantly reduce costs.

Droughts have also had an effect on personal water usage, conservation became natural instead of an afterthought. The misconception of water conservation (or any type of conservation of resources) is that the cost to provide that resource (in our case water) does not really go down because so many of our costs are fixed.

That means that rates have to be increased to make up for the loss of revenue from conservation. This is true for us and for Xcel Energy, or any other entity. The advantage is that most of them have vastly larger customer bases to spread the cost over so the increase can be minimal but yield high returns.

2. **Why do some Districts that seem similar to us pay less?**

There can many factors of why. For instance many of them are either purchasing bulk water from another entity that is either adjacent or nearby (more on that in question #7) or have wells that do not require the extensive treatment provided by us. The number of homes or commercial taps that they have may be different. Our District, as of January of 2018, has 409 active residential taps and no commercial taps. Full buildout of the District will result in about 420 to maybe 430 taps.

Some of these systems also have a general purpose mill levy (which is a property tax) to help pay for their operations.

Many of them have either more homes, have commercial taps, etc. which aids in the spreading of the cost. The Pine Brook Water District, as noted above, only has the existing homes to spread the costs over.

There can be other factors, such as type of distribution system, type of source water, etc., that without full investigation may not be apparent from a general search.

3. Why have our rates gone up so much recently?

The main reasons for the increases in rates are;

1. That the District has had to spend money out of its reserves that were meant for capital projects and large preventive maintenance projects (such as tank painting) to cover shortfalls caused for a variety of reasons. Those monies need to be replaced and the water sales have to be increased to replace those monies and properly pay for the operations.
2. 2017 is when we added a third employee.
3. Increased cost to dispose of the waste sludge produced by treating the raw water which cost is continuing into 2018.

The table below shows that the District was operating at a loss since at least 2013. This table does not include the monies collected from the capital fee charges.

| Budget Year | Proposed Operating Expenditures | % Increase over previous yr. | Proposed Water Sales | Actual Water Sales | Actual Operating Expenditures | Difference of income to Expenditures |
|-------------|---------------------------------|------------------------------|----------------------|--------------------|-------------------------------|--------------------------------------|
| 2013 | \$500,000 | 6% | \$500,000 | \$475,621 | \$543,473 | -\$67,852 |
| 2014 | \$525,100 | 5% | \$525,000 | \$495,928 | \$513,795 | -\$17,867 |
| 2015 | \$543,200 | 3% | \$525,000 | \$488,700 | \$537,263 | -\$48,563 |
| 2016 | \$525,000 | -3% | \$525,000 | \$490,976 | \$526,754 | -\$35,778 |
| 2017 | \$566,050 | 7% | \$600,000 | \$573,868 | \$649,156 | -\$75,288 |
| 2018 | \$629,100 | 10% | \$622,000 | | | - |

This chart does not show the monies pulled from reserves for the District's share of the flood recovery costs as required by FEMA/State.

2013 deficient caused by the Boulder County Flood.

2014, a portion of this year's salaries and expenses were paid by FEMA Grants for the flood repair work, otherwise the shortfall would have been larger.

2017 a third employee was added to keep up with maintenance, regulations and to properly plan for the future management of the District at an approximate cost of \$65,000 (including salary and benefits).

There was a \$20/month rate increase to cover that cost and to aid recovery of the flood costs paid out of reserves.

Sludge disposal costs previous to 2017 had been about \$10,000 a year. For 2017 sludge disposal costs were \$60,359 because of the radiology removed by our treatment processes. 2018 estimated costs are \$45,000.

The amount of water produced over these same years

| 2013 | 2014 | 2015 | 2016 | 2017 |
|----------------------|----------------------|----------------------|----------------------|----------------------|
| 17.7 million gallons | 18.9 million gallons | 19.3 million gallons | 19.2 million gallons | 19.7 million gallons |

1. 2013 was the year of the flood which severely reduced usage, 2014 was still a wet year, the years since then have begun to return to “fairly” normal
2. Most residents believe in conserving
3. The installation of low flow devices reduces usage
4. Water rates and wet years can also influence usage

4. Why did the District hire a third employee?

Not only has the complexity of the District evolved over the years, but the District must plan ahead for progression of personnel so when the current manager retires there is not a vacuum left. The plan for the third employee is to have enough time for him to not only know how to operate the system efficiently but to understand all of the other duties as well.

The District needed a third employee so that a lot of normal maintenance which was not occurring due to a lack of time (despite the other two employees every year putting in many, many, many more hours than normal) could be done. A lot of preventive maintenance was not occurring for the same reason. Preventive maintenance can prevent repairs or very costly capital projects and/or reduce the cost of those projects.

The third employee was needed to provide proper coverage for not only daily system needs but also for emergencies, to provide coverage when an employee is sick, attending trainings, or on vacation.

Regulations have changed tremendously over the last 30 years. What used to be minimal paperwork is now voluminous. While in the past there was very little water testing that occurred, the number of contaminants or potential contaminants that have to be tested for has increased by over 10 fold. The frequency of those tests has also increased. The annual costs for those tests is now approaching \$10,000.00 compared to maybe \$1,000.00 (and that’s probably on the high side of what the District used to spend). And on and on.

Every year with two employees the number of hours over the normal hours was excessive. The District put off hiring the third person for well over 10 years thinking it would get better, it didn’t and so the third employee was added.

5. Are there ways we can reduce our rates?

As noted above most of our operating costs are what are considered fixed costs. To contain those costs the District has implemented procedures to either reduce or control them. For example the pumping of raw water to the reservoir is only done when those pumps can be operated continuously for at least two weeks or more during an electrical billing cycle. This procedure has reduced that cost by several thousand dollars. It was only possible to do so once the reservoir was built and brought on line in late 2006.

The District has worked diligently to improve the performance of its treatment plant and compares pricing as practical or possible. Recently the District found a new supplier for one of the pre-treatment chemicals which will save almost \$2,000.00 a year. The District when replacing the membranes found a supplier of equivalent membranes at a lower cost.

Over the years the District has had discussions with Xcel Energy about if they could save money by operating its facilities during off peak hours, however we were not eligible for those type of discounts as we are not a big enough user. The only action we can take is try limit our peak demand usages which we have done.

But the fact remains that the primary goal must be to have safe potable water at your tap when you turn it on and then to do so in the most cost effective manner possible. The District is constantly studying ways to improve.

6. Can't we sell more water to someone else?

The District can only sell its potable water to the residents of the District. That means to service any areas not currently within the District they must be included into the District, which means they must be adjacent to the current District boundaries. This limits the areas that could be considered. There have been discussions in the past with some of these areas. The biggest obstacle is that most of these areas do not have infrastructure in place to deliver/accept our water and so must bear those costs and pay tap fees, which is their "buy in" of our assets that even make the discussions possible. The residents of those areas to date have not wanted to bear those costs and the District does not feel it is proper or right to pay for those costs as that would mean the current residents would be paying for them to "come in" to our system. The only area that does have the infrastructure is also an area that the City of Boulder is considering annexing and actually has existing pipes immediately adjacent to that systems pipes. So it is very easy for the City of Boulder to connect Spring Valley and the City had an election on a ballot issue in 2017 that would allow it to happen if they decide to.

7. Why can't we just have the City of Boulder take over our water system or sell us bulk water?

The District cannot be served by the City of Boulder according to their charter. To change the charter requires a vote of the residents of the City of Boulder. The fact is the City just recently had such a vote to "clarify" the "blue line" (which is a line on the western edge of the City above which they will not provide any kind of City Service). The result was a positive vote to clarify the blue line but it was not abolished in any manner. If it had been felt that the blue line was no longer needed, or if the political climate as to whether or not they might consider serving above that line had changed, that ballot issue would have been to abolish it.

The last time we attempted to obtain water from the City, we offered a plan that we felt did not violate the blue line, however their attorneys did not agree. That attempt was to have them treat our water rights, we would then pay for that treatment, and then take that water from connection between them and us. This was viewed by the City Attorneys as still providing a "service" which above the blue line in violation of the City Charter.

8. Could we hire a company or someone to run the District for us at a cheaper cost?

The independent engineers present at the December 2017 Board Meeting said when outsourcing is done, the profit element deferred regular maintenance so that the work could then be reclassified as a capital expense at a higher cost. Initially the cost may be cheaper but not in the long run. They noted that entities that have contracted are now looking at going back to having their own employees and managing the business themselves to more efficiently and cost effectively manage the maintenance and capital expenditures.

The other issues may be what is their availability for an emergency? For example, the Spring Valley Water Association, had a water main break on 1/16/2018 during the night. The contracted company who takes care of their system (they have a well and only 36 homes) had to have an employee respond from Evergreen, Colorado. The District was called at 6:00 am to see if we had telephone numbers for them and when we went by there, and actually stopped, there were two citizens/Board members trying to isolate the water main break. This was after 8:00 am and assisted them. About the time we had shut down their water main the employee from the contract company made it there. Now I don't know what time he was called but we do know where he came from as he said so.

Normally you see a much quicker response from your District employees as they live much nearer, one in Boulder, one in Gunbarrel, and one in Longmont. It is unusual for us to take longer than 20 to 30 minutes to respond to an emergency during off hours.

An outside company would not be proactive on protecting our water rights nor the quality of our source water.

The District employees also work closely with the Fire Department, just talk with Chief Benson. Having people who work closely together during times of fire can be critical.

The Water District employees all carry fire pagers so that they can respond with the Fire Department as needed and will be there in a timely manner.

9. Why am I paying a Mill Levy (property tax) and Water Rates?

The fact is that 100% of the property taxes are servicing the bonds issued to fund construction of the reservoir. If you lived in Pine Brook before the reservoir you probably already understand the value of it. The reservoir not only allows the District to provide adequate water during a drought it also provides other benefits such as; 1- fire protection, during the Four Mile Canyon Fire of 2010 it was used extensively by helicopters to get water to the fire to help prevent the fire from entering our District; 2 - flooding, if we had not had a reservoir during the flood of 2013 the District would have been out of water within a few weeks (at best) and there would have been no water for months until our diversion system that was wiped out by the flood was rebuilt.

As noted previously water rates pay for the operations of the District and to build the reserves for capital maintenances projects such as tank paintings and more.

The reservoir was a result of the 2002 drought. 2002 was an extreme drought year and severe restrictions had to be implemented which negatively impacted water sales.

A positive of the drought is that it triggered the building of the reservoir. Prior to that the plan to protect against drought had been to add finished water storage tanks. Because prior to the 2002 drought, no one ever thought the impact to available water would ever be that severe.

As it turns out, if the District had continued with the plan to add tanks, it would have had other problems complying with the Safe Drinking Water Act, because of the changing regulations, and it likely would have ended with those tanks being a liability instead of an asset.

10. Should we hire an engineer to identify cost savings opportunities?

The District consults with its engineers on a wide range of topics as appropriate. The only area that they have suggested where the District could reduce costs is with the handling of the waste sludge.

The Board has studied the budget in depth and does not see any reasonable expectation of significant savings, which would justify the cost of a comprehensive study. The \$10,000.00 estimate that has been suggested as the cost seems low because the experts we have talked to estimate that it will be many times that number.

The Board feels that if experts are to be contracted, they must be independent, familiar with water systems, water treatment, water rights, and special districts.

The process of how to go about getting such a study is fairly straightforward. The District has gone out to bids or Request for Proposals in the past on other projects. If the goal of a study is to reduce rates, we must be realistic regarding the community's desire to maintain current service levels, water quality, etc.

Since all the reserves that the District currently has are already allocated for capital expenditures in the near and far future, then if the study does not find significant costs savings, a onetime assessment to all homes would have to be charged to recoup those costs.

An area that has been studied, as the cost was very reasonable, is salaries and benefits for the employees. Salaries and benefits constitute about 49% of the operating budget, which is fairly normal for most organizations as employee costs are one of the largest single costs, without quality employees the value of the service can be greatly diminished.

The District provides a fair salary as verified by an independent study done in 2014 by Mountain States Employers Council which found the salaries for the District's employees were neither too high nor too low. The District does not have a retirement plan, a 401K plan, etc., but the employees do get paid health care. The employees get credit for 6 holidays a year, New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving, and Christmas Day BUT someone still has to work that day to make sure everything is operating properly and be on call for emergencies.

11. Is our water safe?

Yes. On our website, www.pinebrookwater.com, there is yearly report on water quality. This report is based on all the tests conducted throughout the year.

The District is required to meet the standards set by the State of Colorado and the EPA. If the District fails to meet those requirements then a notice must go out notifying you that we have violated those standards.

The State requires the employees to be certified to the State standards and that the Operator in Charge must have a B License/Certification. The State also requires that the operators attend accredited training classes for which they receive training units to be able to renew their Licenses/Certifications which must be renewed every 3 years. The regulations are very strict on this, as delivering safe potable water is a health issue.

The treatment plant was built in 2006, updated in 2011, and then studied in 2013 and updated. The last update was based on the engineer's recommendations and paid for with FEMA grants of which the District had to pay 12.5% of the project. The total project cost was close to a million dollars.

12. Is the source of our raw water at risk and is the District prepared not only to treat it but take action when needed?

The more important question is can we cost effectively change our water source? No.

We have been using this source since 1982 and the only time that there has been a contamination issue was as result of the 2013 flood, the residuals of that contamination are still present in our water BUT our treatment system removes these contaminants.

We have plans in place for events that might cause contamination of our main surface water source AND because we have a reservoir that holds a year's worth of water, we have the ability to either address the contamination issue or allow it to flow past our diversions point.

We are using the Source Water Protection Plan (available on our website) to proactively monitor and protect our source water.

13. Where did the radiology in our waste sludge come from?

Radiology is naturally occurring in the bedrock and ground all around us, this includes the water captured from the water shed right here in our community. There are also old mines above our raw water source that even though their purpose was not to mine uranium etc., do contribute to the radiology.

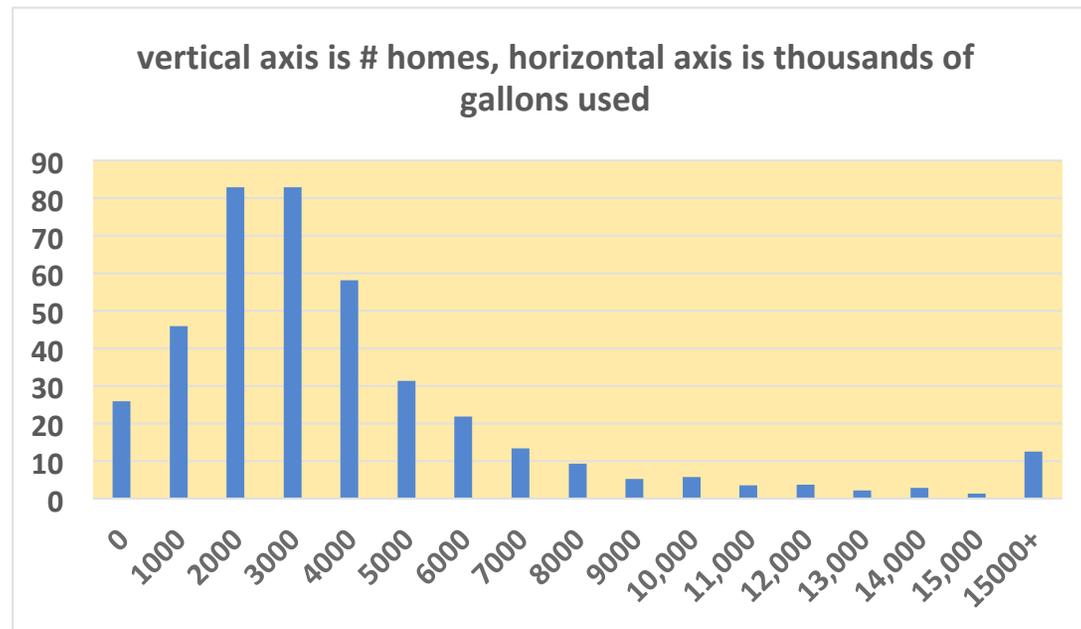
So our source waters pick up traces of this radiology as it makes its journey to our reservoir. Our treatment process includes a step which oxidizes out metals (mostly Iron and Manganese which contribute to taste, odor and discoloration issues) but it also oxidizes out the radiology at the same time. These all end up in our waste sludge. This is what has driven up our costs to dispose of the waste sludge.

14. Are low volume users subsidizing high volume users?

As the chart below shows most users are what most entities would consider “low users”. That is where the majority of our water sales occur, so no nobody is subsidizing another use.

The average usage pattern for homes in the Water District are (note the percentages shown are for the total homes at that point of use or less):

| <i>Usage</i> | <i>AVG #</i> | <i>% OF</i> |
|--------------|--------------|-------------|
| MONTH | HOMES | |
| 0 | 25.9 | 6.35% |
| 1000 | 45.9 | |
| 2000 | 82.8 | 37.90% |
| 3000 | 82.9 | |
| 4000 | 58.1 | 52.13% |
| 5000 | 31.4 | |
| 6000 | 21.8 | 85.49% |
| 7000 | 13.3 | |
| 8000 | 9.25 | 91.02% |
| 9000 | 5.2 | |
| 10,000 | 5.7 | 93.69% |
| 11,000 | 3.5 | |
| 12,000 | 3.6 | 95.43% |
| 13,000 | 2.1 | |
| 14,000 | 2.8 | |
| 15,000 | 1.25 | |
| 15000+ | 12.5 | |
| TOTAL | | |
| HOMES | 408 | |



15. How are we going to pay for our water main replacements and when?

The long range plan is once the bonds for the reservoir are paid off in 2029, then the District’s intent is to either seek voter approval for new bonds to pay for water line replacements, or to request that the tax mill levy be continued so that that money can be used. Which option is best is yet to be determined. The majority of our 26 miles of pipes are over 50 years old. While the pipes are actually in good condition, they are nearing what most would consider to be their useful life. However, our ground conditions are favorable enough that we don’t have issues with corrosion. The issues we have regarding breaks are due to how the pipe was installed. Currently it is much more cost effective to repair a water main when it breaks then to replace it, but at some point, it will have to be replaced. Technologies are constantly improving and it’s within reason to believe that the costs to replace the water mains in the future may come down.

16. Are you discussing restructuring of the water rates?

Yes. The reason for the discussion to restructure the water rates is to consider increasing the base cost to make sure all homes are contributing to the fixed costs equally. This base cost would include the first 2,000 gallons of water used. There is no subsidizing of a few heavy users as they constitute a very low percentage of the homes. The fact is that 38% of the 409 homes use 2,000 gallons or less of water per month, 52% of the 409 homes use 4,000 gallons or less of water per month, 85.5% of the 409 use 6,000 gallons or less of water per month, and only 4.5% of the 409 homes regularly use 12,000 gallons or more of water per month. What rate structure(s) will be adopted has not been decided and before a change in the rate structure occurs a public meeting (or meetings) will be held. A presentation is scheduled for the HOA meeting on January 30th. The Board wants to hear your opinion. Hope to see you there!

17. Who provides oversight to the District Employees and the Board of Directors?

The employees report to the manager, the manager reports to the Board, the Board is elected by eligible voters of the District per State Law. In other words, it is not a popular vote at a community meeting, it is a vote by each of you just like how you elect senators, the president, the governor, etc.

If there are no more candidates than openings on the Board, then the election is cancelled.

If there are not enough candidates for the seats on the Board, then the election again is cancelled and the Board then must appoint an eligible elector of the District to the Board.

If a vacancy occurs between elections then the Board must appoint an eligible elector of the District to the Board and that person must stand for election at the next regularly scheduled election.

The Board is elected to represent the entire community and is responsible to the entire community. By attending Board meetings the community can gain a better understanding of what the Board does and the actions it takes.

The Board members receive no compensation be it in the form of benefits or pay.

The main purpose of the Board is to provide policy direction for the District and provide oversight of the District. The Board approves the yearly budget, approves the expenditures each month and reviews the financial reports each month. They set the managers salary, the employee's salary is set by the manager BUT is included in the budget that the Board approves. The Board decides the water rates based on the budget needs. The Board has final say on the priority of capital projects and planning. The Board provides direction on many other aspects.

18. I am new to the District, why do we have a reservoir?

The reservoir not only allows the District to provide adequate water during a drought it also provides other benefits such as; 1- fire protection, during the Four Mile Canyon Fire of 2010 it was used extensively by helicopters to get water to the fire to help prevent the fire from entering our District; 2 - flooding, if we had not had a reservoir during the flood of 2013 the District would have been out of water within a few weeks (at best) and there would have been no water for months until our diversion system that was wiped out by the flood was rebuilt.

19. Why are there fish in the reservoir? What is the reason for the solar aerator in the reservoir?

There are fish in the reservoir to maintain a proper balance. The fish eat the plankton, the algae's, and more. Without the fish, there would be uncontrolled growth which would lead to other treatment problems. So the fish are both a boon and a bane, but uncontrolled growths in the reservoir is much worse.

The fact of the matter is there was lengthy discussions with the community before the reservoir was built about what uses were desired and that would be allowed. There were even surveys sent out to gauge what the community would like to see. Then based on the surveys, decisions were made. The only exception was that there was a real interest in boating (such as kayaks, paddleboards) to be allowed, BUT because of the real issue of zebra and quagga mussels possibly getting introduced into the reservoir, it was decided that would not be allowed. These mussels can cause long range problems and are very difficult to control or eradicate.

Swimming was another use that a segment of the community wanted, but that use would have meant a real change to the insurance policies at a real cost. So it was decided that the amount of users who wanted that use not only did not justify the additional cost but the potential liability was too great to allow or condone it.

The solar aerator in the reservoir is part of total management plan. It not only aerates the water, it also inhibits unwanted algae's, in particular the blue green algae's that otherwise would grow and bloom in the summer. The blue green algae's not only present treatment challenges, they cause taste and odor issues and they also can cause real health issues.

As part of this total management of the reservoir we also operate a bubbler that introduces air at the bottom of the reservoir. This air then rises to the top bringing with it some of the water from the bottom of the reservoir which in turn is mixed by the aforementioned solar aerator. What all of this does is reduce the amount or severity of any turn overs of the water in the reservoir.

This also makes treatment more consistent and reduces/prevents the severe taste and odor issues that can occur when a reservoir turns over.

Turnover of a reservoir/lake typically occurs twice a year (it can happen more often). The water in the upper layers of the reservoir are warmer than the lower layers. Once these temperatures hit a critical point the top water will suddenly "sink" and allow the lower layer of water to rise. This then causes the water to become very murky and more difficult to treat.

20. Can the District be more transparent?

The District is working on ways to improve the perceived non-transparency. While this perception may be up for debate the fact is that for major decisions the District does try to notify the residents. The most common instance is a significant change to water rates.

Every time the rates have changed significantly, the Water District has put out a notice explaining why. For instance when the capital fee was added in 2014, the District notified everyone that due to the expenses of the 2013 flood, and that even though FEMA paid for the majority of those costs, the District still had to pay 12.5% of those project expenses per FEMA rules. There were other costs that FEMA did not approve that had to be paid entirely by the District. Then in 2015 no change was made. In 2016 a \$1.00 per thousand adjustment was made to all of the water rates for increasing costs.

2017 again saw a significant increase of \$20.00 to cover the costs of a third employee and the loss of reserves and a notice was put out.

2018 the service fee again is being raised this time by \$11.00 because of the unexpected increased cost of disposing of the waste sludge generated by the production of potable water, and again a notice was put out.

But the District is taking this concern seriously and looking at ways of improving the communication with the residents.

21. Can the District billing process be improved?

We do not have email billing, primarily because email addresses change and then we would have to dedicate time to keep that list current, taking away time from the other work that needs to be done. We have done some preliminary checking on email billing and we know that there are software costs and then a monthly costs. Further study is needed to determine whether these type of alternative's are truly cost effective.

You can pay your bills with a credit card from our website, www.pinebrookwater.com. There is a fee associated which is designed to cover the costs of using a credit card that the District has to pay to accept credit card payments. It has been previously advertised that we accept credit card payments.

22. Who audits the district's financial books?

An independent Certified Public Accountant audits the District annually. This is required by State Law and the audit report and its format is determined by law and accepted standards. The District does not set those standards. This report is then made available on our website and has to be filed with the State of Colorado who then reviews the report and, based on their review, can require additional actions be taken or request additional information as they see fit. So not only is the District audited by an independent auditor, the State then reviews that information for concerns.

23. Can the time of public meetings change to be more accommodating for those who work?

A. The community could request the Board of Directors to have their meetings in the evenings, starting them sometime between 6:00 p.m. and 7:00 p.m. To change the day of the week of the meeting would take a discussion between all the associations as having the Water District Board meetings on Thursdays was agreed to over 10 years ago and each of the associations have exclusive use of the meeting room on certain days of the week. Those days are Monday and Wednesdays are for the Fire District plus the third Saturday of each month, the HOA has Tuesdays, and the Water District then has Thursdays. I am not sure that anyone (either residents or Board Directors) is very interested in having the meetings on the weekends.

Remember what is convenient for one person may not be for the next, so who gets preference? The fact of the matter is that typically there is rarely even one person who attends the meetings. That was true for almost all of last year and the year before that, etc. and was even true back when the Board met in the evenings. It is only garnering attention right now because there are questions about the operations of the District.

As the Manager of the District I am perfectly willing to meet with interested parties to discuss and review any and all issues that may be of concern, and if such meetings need to occur outside of normal office hours I will accommodate those requests so that you can be fully informed. Neither the Board nor I have anything to hide.