



# 2012 Annual Budget

City of  
**PUEBLO**  
Colorado



**CITY OF PUEBLO  
COLORADO**

**2012 ANNUAL BUDGET**



**CITY COUNCIL**

**RAY AGUILERA  
COUNCIL PRESIDENT**

**LAWRENCE W. ATENCIO**

**LEROY GARCIA**

**CHRIS KAUFMAN**

**STEVE NAWROCKI**

**VERA ORTEGON**

**JUDY WEAVER**

**JERRY M. PACHECO  
CITY MANAGER**

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## Office of the City Manager

October 11, 2011

Honorable President and Members of City Council:

### OPENING REMARKS

The 2012 budget is the third budget that I have had the opportunity to present to you as the City Manager. Once again the preparation of this budget comes during a challenging economic environment. The national recession may have technically ended last year however; our local economy suffers through a severe economic downturn. This economic slump has impacted us in many ways: declining home values, continuing foreclosures and on-going high unemployment are impacting revenues for City services' operations.

We began the 2012 budget planning process in early 2011 at the City Council Strategic Planning Retreat. At that time City Administration provided information about the level of the financial challenges that the City government will cope with in 2012 and beyond. In view of that, I have prepared the City Manager Recommended Budget for 2012 with five key goals established by the City Council during the annual retreat:

1. Protect primary services of the City government;
2. Carry on the City Council's Mission of returning the city to full prosperity and invest in a stronger and more resilient community;
3. Identify community nuisances and ensure responsive City services;
4. Maintain the non-departmental and non-profit sector funding levels in the 2012 budget; and
5. Complete the total compensation review for all City staff and develop a plan to implement recommended changes

Immediately after approval of the FY 2011 budget in November of 2010, we began working to reduce the \$4.3 million deficit projected for FY 2012. To fulfill the City Council's direction and objectives for year 2012, City Administration undertook several necessary fiscal actions to curtail expenditures. Preserving essential services remains a top City priority, however a cost reduction strategy that included a hiring freeze on all non-public safety related vacant positions and a reduction of operating and capital spending funded by the General Fund was needed to meet the Council's expectations. These techniques coupled with additional funds made available by exceptional diligence

## **2011 CITY MANAGER'S RECOMMENDED BUDGET**

Pursuant to Section 4-5.b of the Charter, I hereby submit for City Council's consideration the City Manager's recommended budget for the fiscal year 2012. The major areas of the 2012 budget are highlighted as follows:

### **REVENUE**

Sales and use tax revenue continue to be the principal source of income for the City's operating and capital budgets. At 67.2% of all general taxes in the 2012 budget, sales and use tax is by far the largest source of revenue. Using a qualitative and quantitative forecasting method based upon time series data in addition to a cross section of several economic, financial and demographic variables, we project a relatively small increase in sales and use tax revenue in 2012 compared to 2011. Sales and use tax is an unstable revenue source and if the economy continues to weaken in 2012 as some economists predict, we may have to adjust the forecast variables in early 2012. We will provide the City Council with a range of options once it is determined that the growth in sales and use tax revenue is less than the forecasted values. An increase in overall property tax is anticipated for FY 2012 due to a new assessed valuation schedule prepared by the Pueblo County Assessor's Office associated with the Xcel Energy property.

### **EXPENDITURES**

Preparing the FY 2012 budget was a balancing act. At times we were doing two things simultaneously. We have been working to balance the current fiscal year revenue and expenditures and also ensure that budget for future operating needs for FY 2012 is met. Optimizing for the future can place additional pressure on the financial challenges of the present. The key method used to balance the 2012 budget centered on reducing personnel costs. Personnel costs remain the single largest expenditure item in our budget. With adequate knowledge of the City's current state of the economy and the corresponding financial outlook, the police and fire labor unions agreed to contracts containing no significant across the board wage increases in 2012. A similar agreement was reached with the P.A.G.E union. These agreements come with an understanding that the step increases for bargaining unit employees will continue throughout FY 2012. In addition, we anticipate and have budgeted for a 12% increase in health/dental insurance costs in 2012.

In order to generate a sufficient amount of savings in FY 2011, and also balance the FY 2012 budget, we had to continue freezing and unfunding vacant positions. As proposed, 24 vacant fulltime employee positions will be authorized but not funded in 2012. Maintaining that many vacant positions is a difficult decision, because as a service organization, employees are our primary service delivery source. If we continue to freeze vacant positions for too long to reduce personnel costs, we risk degrading the high quality of city services.

Please note that the staffing numbers and related salaries listed in this recommended budget document are for informational purposes only. Actual staffing levels for positions

Please note that the staffing numbers and related salaries listed in this recommended budget document are for informational purposes only. Actual staffing levels for positions within each department and related salaries will be formally adopted by City Council as part of the annual staffing and salary ordinance approval.

Furthermore, based on City Council's direction, there are no authorized staffing increases in the 2012 General Fund Budget.

## **CAPITAL EXPENDITURES & CAPITAL IMPROVEMENTS**

The primary sources of revenue for capital projects are Highway User Tax Funds (HUTF), which are limited to the use of street maintenance; Lottery funds, which may only be used for parks and open spaces; utilities user fees; investment income from the half-cent sales tax fund; insurance proceeds; and transfers from the General Fund.

Corresponding to the revenue streams identified above, the primary capital expenditures in FY 2012 from all funds will include street resurfacing and handicap ramps, City Parks projects, wastewater utilities projects, Pueblo Memorial Airport projects, in-stream water rights, technology upgrades, and a capital expenditure fund for upkeep of all City owned buildings. We have secured a total funding of \$6.3 million for the Capital Improvement Plan with only 8.6% of the funds coming directly from the General Fund.

## **NON-DEPARTMENT FUNDING**

The FY 2012 budget continues to fund nearly \$864,000 for contributions and donations to non-profit organizations, \$841,000 direct contribution for the operation of the Health Department, funding of nearly \$306,000 for outside agencies' operational charges in addition to \$2.8 million to outside agencies for contractual payments. During the Council retreat it was decided that the City will not change the funding for the non-profits in the proposed FY 2012 Budget until further discussions are made and a clear direction is provided to the City staff concerning the City's essential services and the role of the city government in providing services to its citizens. It is critical that we continue this dialogue as we deal with an on-going structural deficit in our finances moving forward to future budget years.

## **TRANSFERS FROM CITY RESERVE FUNDS (FUND BALANCE)**

It is anticipated that the balancing of the general operating expenditures in the 2012 budget will require a transfer of nearly \$3.6 million from the City's undesignated/unreserved portion of the Fund Balance. This is a time of severe economic hardship and to think our community's economy would be immune from this would be irresponsible. That said, the 2012 budget maintains the City Council designated ten percent (10%) reserve and all other mandated reserve accounts. However, the City's budget once again is confronting a structural deficit or imbalance. The City's revenue is unable to keep up with increasing cost of personnel and operating while a vast number of serious infrastructure replacement/improvement needs are not being met. This critical

issue must be addressed in order to support high quality, essential services necessary to maintain a good quality standard of living in Pueblo.

## **CONCLUSION**

In 2011, we began implementing the City of Pueblo's 2011-2015 Strategic Plan. The City Council's direction in addition to the adopted Strategic Plan is offering us an operational framework for a more efficient service delivery system by the way of key performance measures. This is an important step in a right direction that will provide everyone involved with greater accountability and transparency.

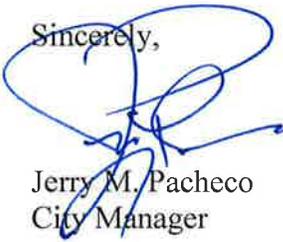
The City staff will continue to monitor our fiscal health and make necessary recommendations, changes, and adjustments to ensure that the City of Pueblo is fiscally on solid ground. I assure you that our staff remains committed to providing exceptional customer and municipal services to our citizens. We will look forward in 2012 to further advance the City Council's mission of returning the City of Pueblo to full prosperity. Staff will continue to support the community's economic development efforts and when necessary bring every possible resource to make investments in economic development, core City services, and livability.

Acknowledging the foregoing, and pursuant to Section 4-5.b of the Charter, I hereby submit for City Council's consideration the City Manager's recommended budget for the fiscal year 2012.

## **ACKNOWLEDGEMENTS**

Again, I am pleased to present the FY 2012 Operating and Capital Improvement Plan Budget to you. This document could not have been assembled without the thorough work of our Finance Department team and I sincerely thank them for their dedication and hard work. In addition, I want to express my true appreciation to all of the City departments for the open and honest discussions during this complex process and hard choices we all had to make to prepare this budget.

Sincerely,

A handwritten signature in blue ink, appearing to read 'JP', is written over the word 'Sincerely,'.

Jerry M. Pacheco  
City Manager

# City Of Pueblo

## General Fund Revenues/Expenditures and Fund Balance Summary by Category – Budgetary Basis

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>BEGINNING FUND BALANCE</b>	<b>15,203,899</b>	<b>19,061,099</b>	<b>15,241,071</b>	<b>13,843,950</b>
<b>PLUS: REVENUES &amp; OTHER SOURCES OF FUNDS</b>				
General Taxes	66,189,520	60,218,389	62,337,221	61,501,691
Licenses & Permits	558,257	600,523	607,836	548,050
Intergovernmental Receipts	1,523,360	1,401,339	1,881,017	1,820,278
Charges for Services	3,254,872	3,457,936	3,420,559	3,615,604
Fines & Forfeitures	2,136,887	2,276,641	2,417,129	2,365,200
Other Revenues	945,633	980,969	398,818	243,800
Transfer in from Other Funds	6,065,063	3,879,308	4,426,065	4,187,800
<b>Total Revenues &amp; Transfers In</b>	<b>80,673,592</b>	<b>72,815,105</b>	<b>75,488,645</b>	<b>74,282,423</b>
<b>LESS: EXPENDITURES &amp; OTHER USES OF FUNDS</b>				
Personnel Costs	50,544,000	51,619,524	54,752,381	56,202,083
Operating	8,375,504	9,300,902	9,719,715	9,756,491
Non-Departmental Costs	217,233	223,996	290,826	305,569
Contractual Agreements	2,909,614	3,024,443	3,002,410	2,881,006
Health & Welfare	498,917	841,500	841,500	841,500
Other Contributions & Donations	2,322,002	854,782	863,700	863,700
Transfers out to Other Funds	11,949,122	10,769,986	7,415,234	7,051,081
<b>Total Expenditures &amp; Transfers Out</b>	<b>76,816,392</b>	<b>76,635,133</b>	<b>76,885,766</b>	<b>77,901,430</b>
<b>Increase (Decrease) in Fund Balance</b>	<b>3,857,200</b>	<b>(3,820,028)</b>	<b>(1,397,121)</b>	<b>(3,619,007)</b>
<b>ENDING FUND BALANCE</b>	<b>19,061,099</b>	<b>15,241,071</b>	<b>13,843,950</b>	<b>10,224,943</b>
<b>Less: Fund Balance Reserves &amp; Designations</b>				
TABOR Emergency Reserve	2,420,208	2,430,000	2,430,000	2,430,000
Lake Minnequa Project Reserve	1,275,000	636,400	-	-
Police Building Reserve	-	-	-	-
&& Council Designated 10% Reserve	7,681,639	7,663,513	7,688,577	7,790,143
<b>FUND BALANCE AVAILABLE FOR FUTURE APPROPRIATION</b>	<b>7,684,252</b>	<b>4,511,158</b>	<b>3,725,373</b>	<b>4,800</b>

&& City Council has chosen to designate 10% of total expenditures and transfers outs as an emergency reserve to hold for major unanticipated emergencies. If these funds are used they will be recouped out of future years excess revenues.

City Council has also adopted a cash flow reserve of 8.33%. This fund balance is presented on a cash (budget) basis of accounting. This reserve is intended to cushion the timing effects of actual cash receipts (budget basis) rather than recording of revenue (modified accrual basis). Therefore, it is not necessary for this reserve to be included herein.

All amounts included in this overview are provided on the budgetary basis of accounting. As such, 2009 and 2010 historical information may differ from the line items details provided throughout the remainder of the budget document. Those detail accounts are presented on a basis of accounting other than budget basis.

# City Of Pueblo

## Revenue History – By Source

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
<b>General Taxes</b>				
Current Year Levy	10,908,992	11,171,538	11,320,000	13,332,675
Interest on Delinq Taxes	31,843	34,775	20,000	30,000
Prior Years Levy	222	7,858	7,012	5,000
Payment in Lieu of Taxes	4,600,000	2,909,859	14,788	9,860
Audit Sales Tax	4,535,172	975,125	4,650,000	500,000
Sales Tax Refund	(228,202)	(732,717)	(500,000)	(100,000)
Sales Taxes	38,234,525	38,251,400	38,650,000	39,303,553
Use Taxes	2,416,535	1,760,211	1,916,766	1,961,603
Black Hills Energy	2,279,655	2,447,697	2,758,920	3,080,000
Comcast	929,110	915,563	1,031,133	1,000,000
Other Franchise Taxes	3,208	35,256	35,000	35,000
Qwest	194,574	165,798	144,144	144,000
Xcel Energy	975,241	937,086	1,186,804	1,000,000
Cigarette Tax	303,954	273,014	262,654	250,000
Room Tax	798,625	809,728	700,000	800,000
Severance Tax	24,742	8,463	-	-
Special Room Tax	155,288	157,447	140,000	150,000
<b>Total General Taxes</b>	<b>66,163,484</b>	<b>60,128,101</b>	<b>62,337,221</b>	<b>61,501,691</b>
<b>Licenses and Permits</b>				
Alcoholic Beverages	17,093	18,954	17,000	17,000
All Other Business	9,089	7,492	7,464	10,000
Amusement Licenses	16,245	12,745	8,228	10,000
Health Licenses	11,878	15,450	11,010	10,000
Liquor Survey Revenue	46,308	42,700	59,856	45,000
Police & Protective	19,641	14,702	13,203	15,000
Sales Tax Licenses	388,789	406,005	450,000	400,000
All Other Non-Business	5,075	5,010	4,365	3,050
Curb & Gutter Construct	6,201	5,594	5,000	5,000
DrivewayConstruct	75	-	-	-
Excavation Permits	26,696	52,875	17,932	20,000
Revocable Permits	1,650	2,200	3,000	3,000
Right of Way Permits	4,532	11,936	6,000	5,000
Sidewalk Construction	4,988	4,860	4,778	5,000
<b>Total Licenses and Permits</b>	<b>558,260</b>	<b>600,523</b>	<b>607,836</b>	<b>548,050</b>
<b>Intergovernmental Receipts</b>				
U.S. Air Force	245,704	245,704	245,704	184,278
Traffic Signal Contrib	126,000	126,000	126,000	126,000
Misc County Contributions	5,000	5,000	5,000	5,000
Motor Vehicle Ownershp	1,146,655	1,012,135	1,000,000	1,000,000
Recreation Contribution	-	-	25,000	25,000
Urban Renewal Auth/TIF	-	-	479,313	480,000
Urban Renewal Other Misc	-	12,500	-	-
<b>Total Intergovernmental Receipts</b>	<b>1,523,359</b>	<b>1,401,339</b>	<b>1,881,017</b>	<b>1,820,278</b>

# City Of Pueblo

## Revenue History – By Source

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
<b>Charges for Services</b>				
Admin Services	1,504,883	1,404,338	1,495,755	1,758,142
Airport Service Fees	279,289	276,895	225,712	276,800
Animal Shelter Fees	-	6,512	-	-
Auditorium Rentals	81,538	55,301	44,597	-
Impact Fees	300	-	-	-
Land Development Fees	53,124	56,269	30,000	30,000
Land Use	-	31	30	30
Medical Marijuana Fees	-	1,000	525	1,500
Miscellaneous Revenue	6,820	620	324	-
PD-Support Services	9	7	6	-
Penalty & Interest	11,454	8,802	9,986	8,000
Photocopies	14,428	18,769	10,809	10,000
Public Works	72,934	104,895	40,068	30,200
Street Signs	1,595	300	2,090	1,000
DEA-Diversion Squad	-	8,637	-	-
False Alarms	28,625	30,250	26,378	25,000
Fingerprint Fees	19,100	17,140	16,702	15,000
Fire Inspection Fees	-	54,237	60,000	60,000
Fugitive Task Force	13,632	10,613	10,000	10,000
Impound/Tow Vehicle Fees	-	8,802	8,100	10,000
Medical Services/AMR	-	71,640	95,520	95,520
Misc Receipts-Safety	52,341	46,659	39,016	15,000
Off Duty Police Pay	2,037	32,703	25,000	10,000
Other Charges/Services	-	675	-	-
Overtime Police Pay	72,583	60,051	60,000	60,000
Police Reports	36,196	32,584	34,498	30,000
School SRO's	627,186	610,712	601,440	610,712
VIN Inspection	1,450	2,655	1,300	2,000
Witness Fees	8,955	8,657	9,812	8,000
Advertising	-	-	-	10,000
Baseball/Youth	4,200	6,461	8,000	6,500
Basketball/Gym/Adult	4,829	2,506	1,500	3,000
Basketball/Gym/Youth	31,440	24,277	20,000	25,000
Basketball/Slab/Youth	440	(80)	-	-
Birthday Party Rentals	-	1,145	11,258	15,000
Concessions	-	-	8,000	10,000
Concessions Contract	4,035	4,500	4,000	4,000
County Recreation	140	(50)	-	-
Dance/Square	2,610	-	2,000	-
Drop-in Hockey/Adult	-	-	1,557	2,000
Drop-in/Free Style	-	-	840	1,000
Field Rentals	400	2,485	2,152	2,000
Football/Flag/Adult	2,600	14	-	2,500
Football/Flag/Youth	-	(20)	1,000	500

# City Of Pueblo

## Revenue History - By Source

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Adopted</b>
Ice & Arena Rentals	110,719	102,034	100,000	100,000
Ice Arena Admissions	28,374	34,124	34,594	35,000
Lifeguard/WSI Training	-	2,612	3,070	3,000
Men's Hockey Program	-	-	600	1,000
Merchandise Sales	-	-	500	-
Miscellaneous	1,426	335	236	200
Open Gym Recreation	2,687	1,303	1,500	1,000
Park Rides/Carousel	78,571	114,241	110,000	100,000
Pride City Band	1,870	1,763	-	-
Pro Shop Sales	7,599	5,616	8,000	5,000
Public Bldg Rentals	6,052	6,809	5,000	5,000
Recreation Administration	2,651	6,655	9,000	5,000
Skate Rentals	6,758	11,887	12,651	15,000
Skate Sharpening	420	546	594	500
Skating Lessons	20,465	18,586	20,000	20,000
Soccer	-	(55)	-	-
Softball/Adult	17,814	27,223	30,000	24,000
Softball/Youth	8,940	8,986	12,000	8,000
Stick N Puck / Youth	-	-	594	1,000
Summer Playgrounds	50	1,960	5,000	3,000
Sun City Band	3,008	3,527	3,000	-
Swimming Lessons	-	23,965	15,000	20,000
Swimming Pool Rentals	-	5,485	9,000	5,000
Swimming Tickets	-	91,684	110,000	100,000
Tennis Courts	3,578	2,817	9,000	3,000
Tennis/Adult	3,088	2,783	1,245	2,500
Tennis/Youth	11,603	12,060	12,000	10,000
Volleyball/Adult	(2)	-	-	-
Woodworking Class	30	-	-	-
<b>Total Charges for Services</b>	<b>3,254,874</b>	<b>3,457,938</b>	<b>3,420,559</b>	<b>3,615,604</b>
<b>Fines and Forfeitures</b>				
Animal Fines	96,561	71,808	75,000	74,000
Breath-Blood Fee	1,823	1,790	1,376	500
DARE Surcharge	10,862	9,898	11,014	10,000
DMV	13,952	13,920	17,730	14,000
Drug Surcharge	4,531	3,373	3,099	2,000
DUI Fines	9,890	14,613	20,103	10,000
Graffiti Restitution	-	-	75	-
Health Surcharge	1,480	1,325	2,056	1,400
HIV Surcharge	-	230	855	1,000
Keep Pueblo Beautiful Surcharge	-	3,420	20,000	19,000
Liquor Fines In-Lieu	1,400	548	-	-

# City Of Pueblo

## Revenue History - By Source

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
Municipal Court	1,877,747	1,888,785	2,008,150	2,000,000
Pueblo Combined Court	442	143	-	-
Red Light Fines	37,092	171,919	172,119	150,000
Seat Belt Fines	200	420	588	300
Work Release	5,431	7,946	10,500	8,000
Xing Guard Surcharge	75,478	86,503	74,464	75,000
<b>Total Fines and Forfeitures</b>	<b>2,136,889</b>	<b>2,276,641</b>	<b>2,417,129</b>	<b>2,365,200</b>
<b>Other Revenue</b>				
Interest Cash Balances	(17,212)	(38,421)	(30,616)	(20,000)
Interest on Pooled Invest	290,102	145,232	165,000	150,000
City Property Rental	17,171	10	-	-
Ground Rental	14,460	15,323	14,892	13,800
Contributions & Donations	381	6,310	-	-
Cash Over / (Short)	(3)	(351)	262	-
Commissions-Tele/Vending	-	16	-	-
Hazmat Clean Up	1,443	1,539	-	-
Loss of Property Comp	130,000	217,865	3,842	-
Miscellaneous Revenue	84,071	420,098	85,000	10,000
Parks & Recreation	248	176	-	-
Refunds & Rebates	-	3,916	15,000	-
Sale of Surplus	5,042	16,627	30,000	15,000
SID Collection	-	-	2,793	-
Weed Lien Recovery	59,393	65,307	90,852	65,000
Worker's Comp Reimburse	350,596	88,569	-	-
Health Insurance	-	747	(5,529)	-
Disposal of Assets	9,941	38,005	27,322	10,000
<b>Total Other Revenue</b>	<b>945,633</b>	<b>980,968</b>	<b>398,818</b>	<b>243,800</b>
<b>Other Financing Sources</b>				
Capital Improvement Fund	650,000	-	147,000	-
Comm Dev Block Grant	335,804	309,439	350,219	370,000
Conservation Trust	825,000	500,000	500,000	500,000
E-911 Telephone Charges	410,000	410,000	432,000	432,000
Econ Dev Special Tax	200,000	200,000	200,000	200,000
Excess Court Fines - Graffiti	-	-	-	10,000
Highway User Tax Fund	2,000,000	2,075,657	2,356,262	2,356,262
HOME Grant	-	72,436	80,000	90,000
North Gateway BID	12,289	11,938	12,700	12,700
North Gateway PIF	13,329	12,549	12,500	12,500
Parking Facilities	154,725	154,725	135,384	-
Police Building Fund	2,000,000	-	-	-
Seized Property	-	-	-	4,338
Solid Waste Service Chgs	13,917	105,000	100,000	100,000
Stormwater Utility	100,000	100,000	100,000	100,000
<b>Total Other Financing Sources</b>	<b>6,715,064</b>	<b>3,951,744</b>	<b>4,426,065</b>	<b>4,187,800</b>
<b>Total General Fund Revenue</b>	<b>81,297,563</b>	<b>72,797,254</b>	<b>75,488,645</b>	<b>74,282,423</b>

# City of Pueblo

## General Fund Summary - Detail Expenditure Budget

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Elected/Board Members	78,425	77,585	80,520	80,520
Administration	4,534,234	4,828,482	5,296,374	5,582,313
Fire Service Salaries	8,174,989	8,194,972	8,792,288	8,960,835
Police Service Salaries	12,782,540	12,466,876	12,303,165	12,745,348
General Service	7,791,651	7,207,174	7,673,912	8,234,939
Temporary/Part Time	1,148,090	1,625,788	1,847,313	1,741,154
Stagehands	46,068	32,160	26,100	5,000
Overtime	1,614,850	1,830,788	1,511,773	936,440
Educational Incentive	60,200	67,000	72,400	70,600
Sick/Vac/Ph Sellback	589,489	642,857	787,468	553,916
Step-Up	306,978	304,501	293,656	170,200
Task Force Overtime	-	-	-	106,610
Uniform/Shoe/Tool Allow	71,052	69,246	102,350	122,550
Auto Allowance	6,000	6,000	6,000	6,000
Incentive Awards	4,471	3,075	11,176	5,900
Emp Of The Month/Year	-	484	914	-
Moving Allowance	3,025	-	-	-
Wellness Incentives	250	4,101	25,000	26,600
Terminal Pay	1,192,255	489,515	600,000	400,000
PERA Replacement Benefit	861	(119)	206	-
In-Kind Services Provided	-	(2,244)	(16,017)	-
<b>Benefits</b>				
Pension - PERA	1,545,171	1,690,945	1,849,794	1,915,892
Pension - Fire	1,841,374	1,647,844	1,747,975	1,717,768
Pension - Police	1,864,644	1,868,262	2,767,403	2,790,550
ICMA 401(A) Contributions	1,769	680	781	570
ICMA 401(A)/457 Contrib	-	-	4,500	-
Health/Dental Insurance	306,744	279,882	350,000	459,408
Insurance Benefits	5,541,625	5,668,024	6,580,460	7,590,960
Uniform Expense	459	75	112	-
Medicare Tax	425,444	447,087	471,668	496,717
Worker's Compensation	1,094,984	1,354,650	1,405,210	1,305,530
Incentive Awards	-	85	-	-
Uniform Repair/Replace	70,186	77,824	71,605	75,000
Tuition Reimbursement	42,148	37,997	38,657	24,500
Moving Expense	4,452	4,381	-	7,000
Moving Reimbursement	5,000	1,990	-	-
Uniform Cleaning	27,581	38,043	35,779	41,300
Employee Of The Month	1,131	919	200	800
Other Payroll Expense	5,333	10,576	13,031	13,046
Wellness Program	-	2,550	-	-
Benefits Admin Fees	-	-	608	-
<b>Total Personnel</b>	<b>51,183,473</b>	<b>50,980,055</b>	<b>54,752,381</b>	<b>56,187,966</b>

# City of Pueblo

## General Fund Summary - Detail Expenditure Budget

	2009	2010	2011	2012
Operating	Actual	Actual	Estimate	Adopted
Advertising	62,028	59,273	49,343	64,850
Communications	527,204	649,451	406,221	596,523
Cost Of Merchandise	6,138	5,070	9,514	7,750
Dues & Subscriptions	33,063	40,683	53,728	42,352
Equipment	232,471	187,142	121,078	73,269
Insurance	4,637	5,037	6,500	9,000
Licenses, Permits, & Fees	4,554	6,409	5,342	6,250
Non-Exp Reimbursement	-	7	-	-
Other Charges	73,450	47,806	36,578	42,300
Police Academy Training	-	1,580	3,500	3,500
Printing & Binding	26,137	23,350	26,001	28,837
Professional Services	1,839,593	1,711,892	1,486,423	1,537,656
Rentals	127,310	226,009	239,467	279,487
Repairs & Maintenance	1,011,331	1,088,827	1,232,981	964,500
Software Licensing & Maintenance	405,112	529,969	836,365	661,389
Supplies	724,454	902,536	953,020	965,429
Training & Education	110,138	126,579	100,160	175,260
Travel	148,737	144,065	161,369	172,700
Utilities	3,039,146	3,545,222	3,992,125	4,125,439
<b>Total Operating</b>	<b>8,375,503</b>	<b>9,300,907</b>	<b>9,719,715</b>	<b>9,756,491</b>
<b>Other</b>				
Action 22 Dues	2,917	5,000	5,000	5,000
Aircraft Museum - Operations	20,000	20,000	20,000	20,000
Aircraft Museum - Capital	200,000	-	-	-
Airport Advisory Comm	25,000	25,000	25,000	25,000
Capital Improvement Fund	4,984,063	3,520,737	376,000	546,869
Chamber Of Commerce	475,000	440,000	440,000	440,000
City Owned Parking	214,481	360,000	677,846	552,600
City-County Health Dept	498,917	841,500	841,500	841,500
Colorado Muni League Dues	52,013	48,435	50,453	50,453
Contingencies	-	20,485	85,000	100,000
Debt Service	2,739,691	2,866,504	2,863,744	2,959,722
District Attorney/DNA Analyst	-	17,305	45,000	45,000
H&HS Agency Monitoring	15,438	15,750	16,200	16,200
HARP Maintenance	102,000	302,000	241,600	241,600
HEF Scholarships	12,500	12,500	12,500	12,500
HOME Grant	200,000	185,172	185,000	162,296
Honor Farm Enterprise	38,500	-	-	-
Human Relations Commiss	21,500	21,500	21,500	21,500
Juneteenth	2,500	-	2,500	2,500
Latino Cham Of Comm Dues	10,000	10,000	10,000	10,000

# City of Pueblo

## General Fund Summary - Detail Expenditure Budget

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Latino Chamber Dinner	1,200	1,200	1,200	1,200
Little Britches Rodeo	10,000	10,000	10,000	10,000
Long Term Leases	3,738	3,738	3,738	3,738
Memorial Airport	615,569	628,663	614,729	508,244
Mountain Park Environment	156,700	166,500	307,500	160,500
Nat'L League Of Cities	8,743	8,743	9,000	8,743
Neighborworks	25,000	-	-	-
Nonprofits Pymt To County	237,500	737,500	737,500	737,500
Out Of Cycle Requests	33,303	93,582	100,000	100,000
PACOG	99,385	86,845	86,435	86,435
PEDCO	250,000	225,000	225,000	225,000
Pikes Peak Humane Society	220,000	520,000	520,000	520,000
Planning Grants	15,000	262,354	-	-
Pueblo Transit	1,824,635	1,618,993	1,729,093	1,777,638
Pueblo Zoo - Capital	40,000	25,000	25,000	25,000
Pueblo Zoo - Operations	637,000	637,000	637,000	637,000
Self-Insurance Fund	1,077,000	1,400,000	968,822	524,500
SRDA - Volunteer Coordinator	-	-	-	25,596
SRDA Allocation-Sr Rec	54,810	54,810	54,810	54,810
State Fair	265,000	265,000	265,000	265,000
Thomas E. Jagger, P.C.	-	130,328	-	-
Transportation Grants	890,183	-	-	-
Vestas Towers America	2,000,000	-	-	-
YMCA	467,604	200,000	200,000	200,000
<b>Total Other</b>	<b>18,546,890</b>	<b>15,787,144</b>	<b>12,413,670</b>	<b>11,923,644</b>
<b>Total Costs</b>	<b>78,105,866</b>	<b>76,068,106</b>	<b>76,885,766</b>	<b>77,868,101</b>

# City of Pueblo

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## General Fund Summary - 2012 Expenditure Budget by Category

	<b>Personnel</b>	<b>Operating</b>	<b>Other</b>	<b>Total</b>
City Council	70,520	227,980		298,500
City Manager	486,163	183,200		669,363
City Clerk	344,484	120,850		465,334
City Hall Upkeep and Memorial Hall	36,950	189,000		225,950
Civil Service	242,151	64,500		306,651
Finance	1,445,024	133,950		1,578,974
Fire	14,662,205	719,336		15,381,541
Housing and Citizen Services	409,620	47,800		457,420
Human Resources	604,887	83,375		688,262
Information Technology	1,282,847	910,220		2,193,067
Law	633,088	212,020		845,108
Municipal Court	774,434	123,442		897,876
Parks and Recreation	3,654,144	1,296,675		4,950,819
Planning and Community Development	960,879	213,038		1,173,917
Police	24,747,368	1,876,698		26,624,066
Public Works, Bureau of	5,056,921	3,316,462		8,373,383
Purchasing	276,281	37,945		314,226
Non-Departmental-Operational Charges	500,000		305,569	805,569
Non-Departmental-Contractual Payments			2,881,006	2,881,006
Non-Departmental-Health and Welfare			841,500	841,500
Non-Departmental-Contributions and Donations			863,700	863,700
Transfers to Other Funds			7,031,869	7,031,869
<b>Totals</b>	<b>56,187,966</b>	<b>9,756,491</b>	<b>11,923,644</b>	<b>77,868,101</b>

# City of Pueblo

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## General Fund Budget History - by Department

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
City Council	369,731	436,264	293,170	298,500
City Manager	600,177	544,337	646,405	669,363
City Clerk	435,728	505,775	453,669	465,334
City Hall Upkeep and Memorial Hall	174,052	152,109	208,728	225,950
Civil Service	282,420	287,250	274,895	306,651
Finance	1,323,599	1,428,847	1,435,996	1,578,974
Fire	14,165,461	14,413,035	15,080,430	15,381,541
Housing and Citizen Services	364,718	381,874	402,378	457,420
Human Resources	519,193	551,480	578,994	688,262
Information Technology	1,681,603	2,011,114	2,404,393	2,193,067
Law	820,548	709,834	813,007	845,108
Municipal Court	787,566	853,239	857,821	897,876
Parks and Recreation	3,896,466	4,322,326	4,968,651	4,950,819
Planning and Community Development	953,036	973,456	1,094,432	1,173,917
Police	24,356,129	24,372,510	26,231,137	26,624,066
Public Works, Bureau of	7,276,936	7,415,548	7,717,137	8,373,383
Purchasing	289,151	306,789	295,647	314,226
Non-Departmental-Operational Charges	1,479,696	839,171	1,006,032	805,569
Non-Departmental-Contractual Payments	2,909,614	3,024,443	3,002,410	2,881,006
Non-Departmental-Health and Welfare	498,917	841,500	841,500	841,500
Non-Departmental-Contributions and Donations	2,322,003	854,782	863,700	863,700
Transfers to Other Funds	12,599,122	10,842,423	7,415,234	7,031,869
<b>Totals</b>	<b>78,105,866</b>	<b>76,068,106</b>	<b>76,885,766</b>	<b>77,868,101</b>

## City of Pueblo

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### Other Funds Summary – 2012 Budgeted Expenditures

<b>Fund Title/Activity</b>	<b>Proprietary Funds</b>	<b>Governmental Funds</b>	<b>Debt Service Fund</b>
Elmwood Golf Course	1,168,439		
Fleet Maintenance	2,663,526		
Honor Farm	646,893		
Memorial Airport	2,677,484		
Parking	801,890		
Pueblo Transit	4,548,611		
Self-Insurance Fund	2,277,000		
Stormwater	2,755,000		
Technology Fund	116,500		
Walkingstick Golf Course	1,052,414		
Wastewater	13,546,655		
Arkansas River Legacy		0	
Economic Development Tax		8,435,019	
Historic Arkansas River Project		0	
HUD Grants		2,523,777	
Intergovernmental		5,299,338	
Minnequa Lake		0	
Other Special Revenue		175,100	
Police Building		0	
Public Improvements		3,540,582	
Special Charges		2,838,840	
Special Districts		627,666	
Stimulus Grants		0	
Capital Leases			821,470
HARP Bonds			979,300
Ice Arena COPS-GF Portion			0
Police Building COPS			1,632,048
<b>Total Other Funds Appropriation</b>	<b>32,254,412</b>	<b>23,440,322</b>	<b>3,432,818</b>

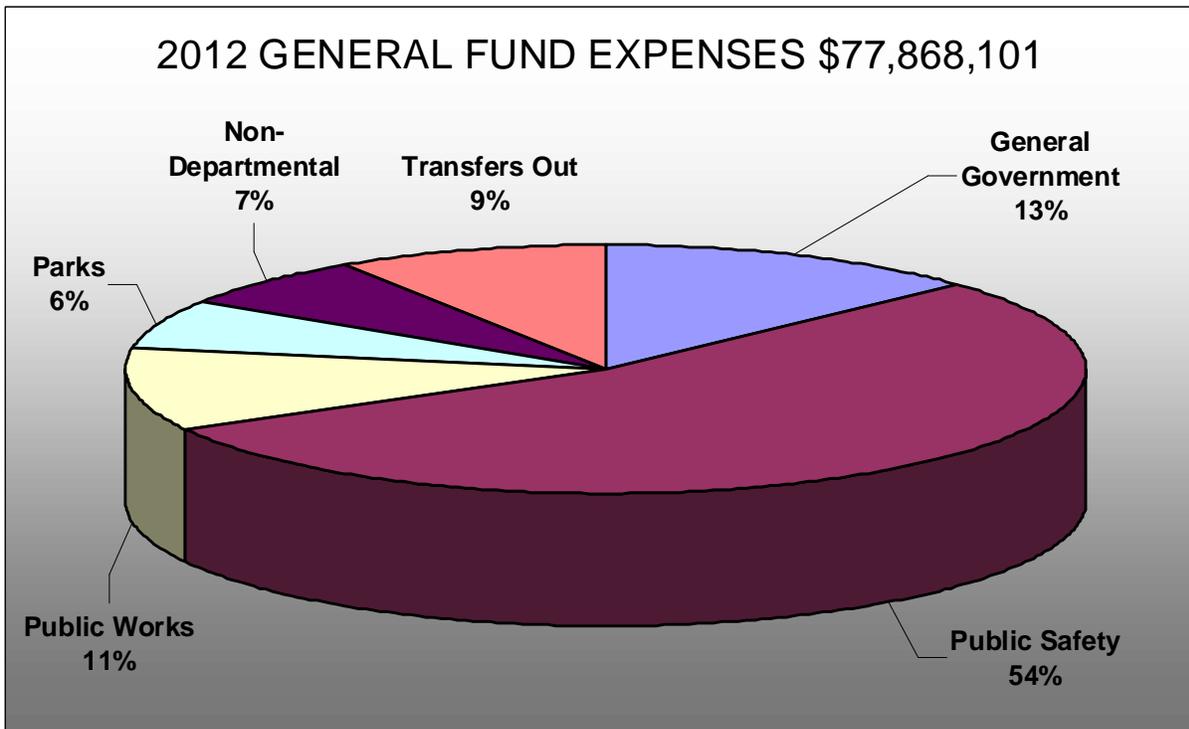
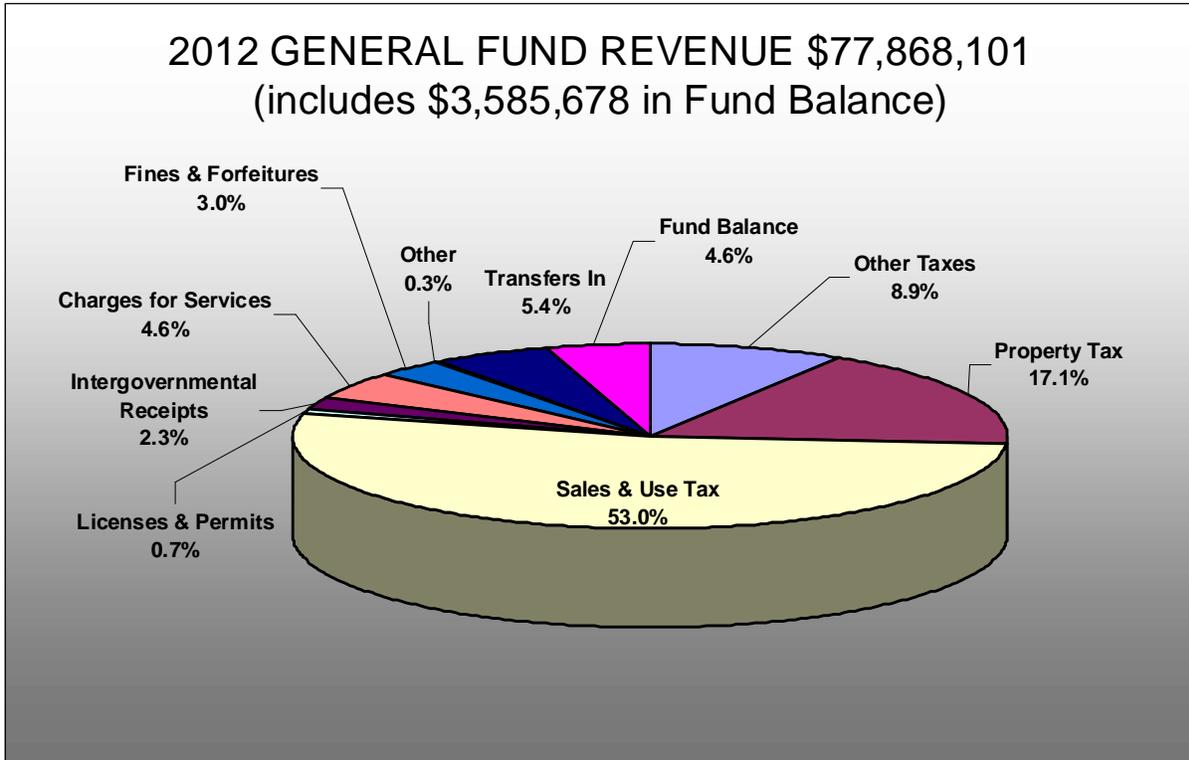
# City of Pueblo

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## Staffing Level Summary - by Department

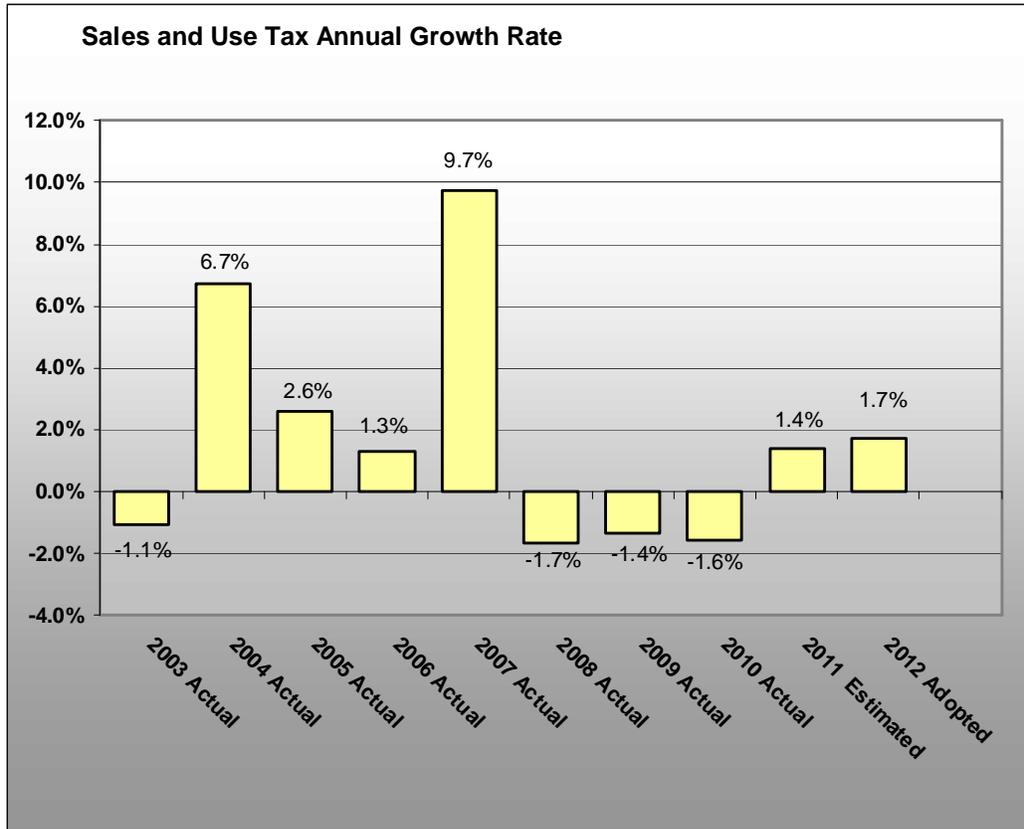
	Full Time Employees			
	2009	2010	2011	2012
<b>General Fund</b>				
City Council	7	7	7	7
City Manager	6	6	6	6
City Clerk	4	4	4	4
Civil Service	6	6	6	6
Finance	18	18	18	18
Fire	137	143	143	143
Housing and Citizen Services	4	4	4	4
Human Resources	6	6	6	7
Information Technology	14.75	15.75	15.75	15.75
Law	2	6	6	6
Municipal Court	9	9	9	9
Parks and Recreation	37.75	37.75	38	38
Planning and Community Development	16	16	16	16
Police	264	266	268	268
Public Works - Engineering	16	15	16	16
Public Works - Public Buildings	10	10	10	9
Public Works - Street Cleaning	6	6	6	6
Public Works - Streets Division	31	31	30	30
Public Works - Traffic Control	10	10	10	10
Public Works - Transportation	3	3	3	3
Purchasing	3	2	2	2
<b>General Fund Total</b>	<b>610.5</b>	<b>621.5</b>	<b>623.75</b>	<b>623.75</b>
<b>Other Funds</b>				
Fleet Maintenance	11	11	11	11
Honor Farm	1	1	2	2
Memorial Airport	11	11	11	11
Parking	2	2	2	2
Stormwater	17.5	17.5	18.5	18.5
Wastewater	49.5	49.5	51.5	51.5
<b>Other Funds Total</b>	<b>92</b>	<b>92</b>	<b>96</b>	<b>96</b>
<b>Totals</b>	<b>702.5</b>	<b>713.5</b>	<b>719.75</b>	<b>719.75</b>

# City of Pueblo

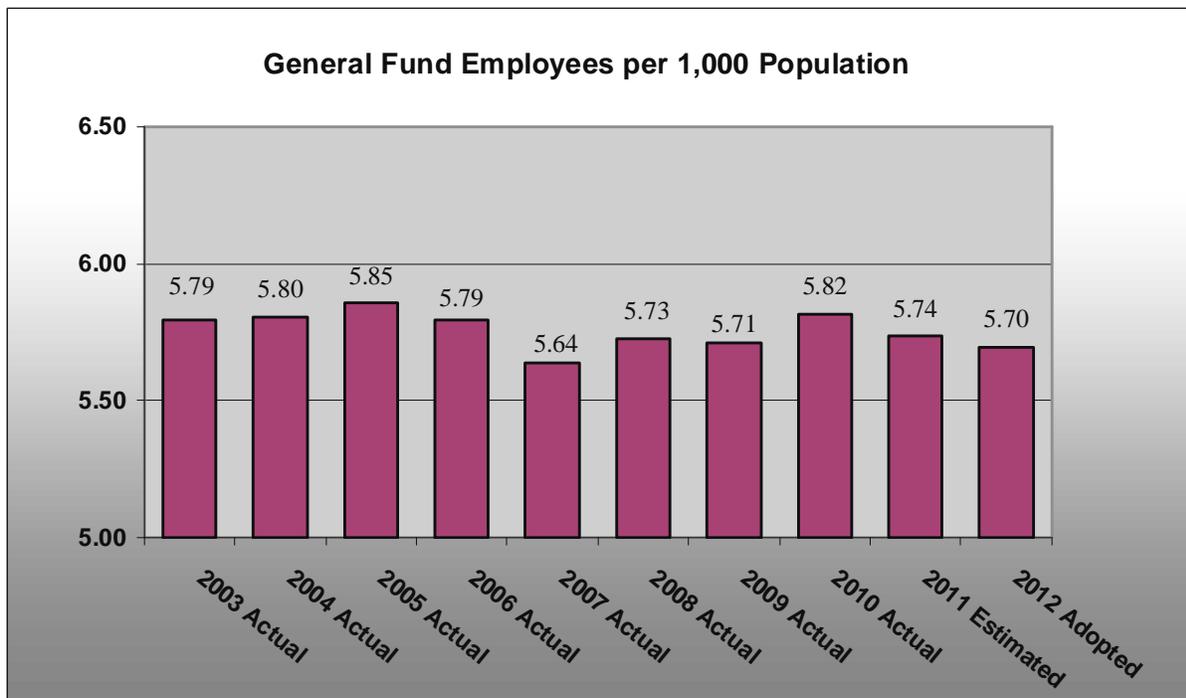
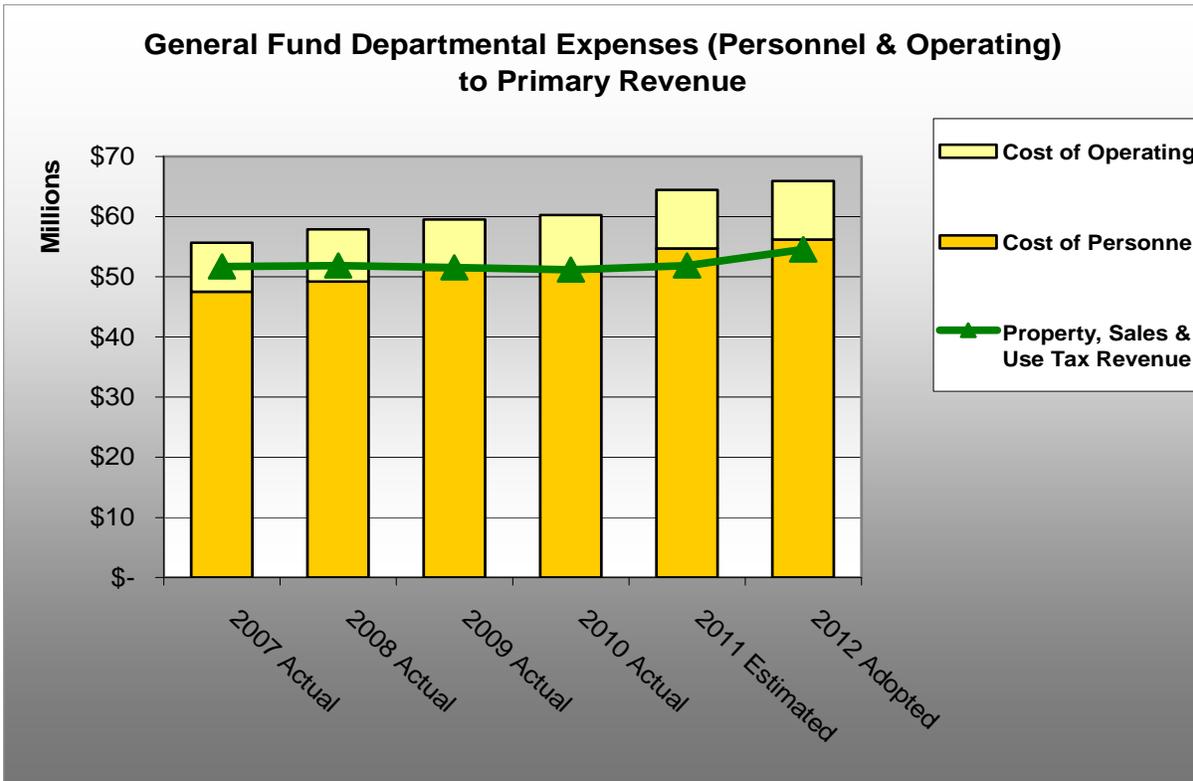


# City of Pueblo

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# City of Pueblo



## Property Tax

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Property tax is levied against all real property and business-related personal property within the City of Pueblo. An actual value of all property is established by the Pueblo County Assessor's Office. This value is then used to compute the assessed valuation of the property based on State-legislated ratios. These ratios are 1) 7.96% for residential real property, and 2) 29% for business real and personal property.

The mill levy is then applied to the assessed valuation to determine a property owner's tax bill. A mill is one-tenth of one cent. In other words, one mill represents \$1 for every \$1,000 of assessed property value. The formulas used for computing property taxes are as follows:

$$\begin{aligned}\text{Assessed Value} &= \text{Property actual value} \times \text{Assessment ratio} \\ \text{Property tax} &= \text{Assessed value} / 1,000 \times \text{Mill levy}\end{aligned}$$

Within the City of Pueblo's boundaries, the following entities certify mill levies: Pueblo County, Pueblo Library District, School District 60, Southeastern Colorado Water Conservancy District, and the City of Pueblo.

The mill levies for tax year 2010, and collected in 2011, which apply to all City of Pueblo taxpayers is provided in the table below:

	<u>Estimated Mill Levy</u>	<u>% Of Total Mill Levy</u>
Pueblo County	31.677	34%
Pueblo Library District	5.413	6%
Pueblo School District 60	38.811	42%
Water Conservancy District	0.947	1%
City of Pueblo	<u>15.633</u>	<u>17%</u>
Totals	92.481	100%

In addition, there are two Special Improvement Maintenance Districts (SIMD) within the City of Pueblo. Residents of the Southpointe SIMD incur an additional 5 mills for improvements, and residents of the Bandera Boulevard SIMD incur 3 mills. The levy provides for the maintenance of certain public improvements of general benefit to the residents of the Districts.

The Taxpayer Bill of Rights (TABOR) Amendment to the Colorado Constitution limits property tax revenue increases to the amount collected the previous year increased by the Denver-Boulder Consumer Price Index plus a local growth factor. TABOR also prohibits any increase to the mill levy unless approved by the registered voters of the City of Pueblo.

## Property Tax (continued)

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The City of Pueblo will certify its mill levy for 2012 at 15.633 mills. A five-year summary of Property Tax collections follows:

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### 2012 BUDGET

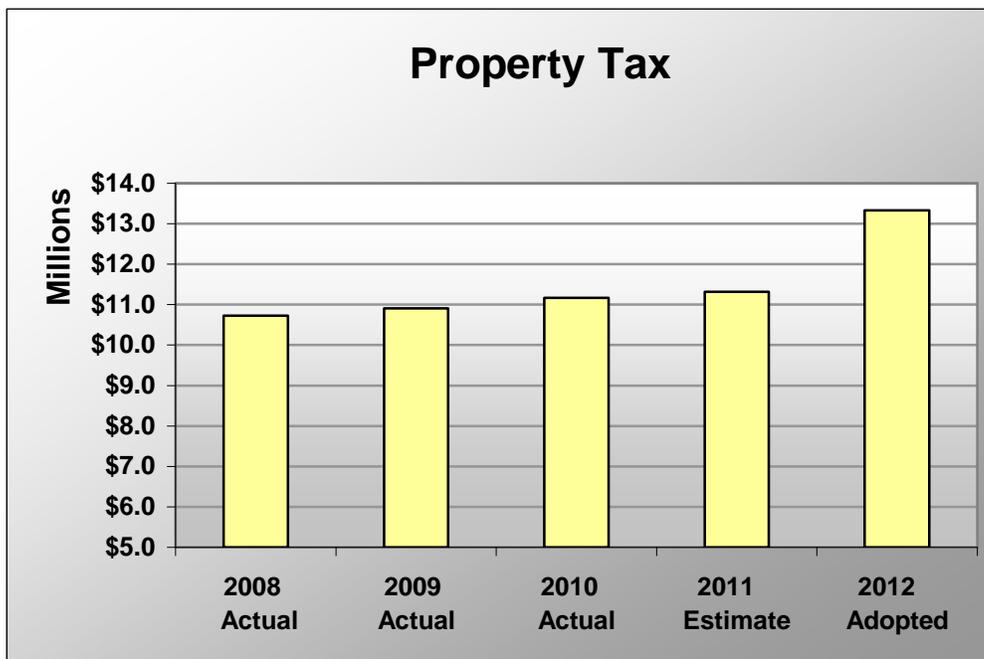
Assessed Value 865,647,982

Mills 15.633

Calculation:  $(865,647,982 / 1,000) * 15.633$

**2012 Property Tax Revenue = \$13,532,675**  
 (Less \$200,000 estimated as uncollectible)

<u>Year</u>	<u>Amount (\$)</u>	<u>Previous Year</u>
2008 Actual	10,726,240	
2009 Actual	10,908,992	1.7%
2010 Actual	11,171,538	2.4%
2011 Estimate	11,320,000	1.3%
2012 Adopted	13,332,675	17.8%



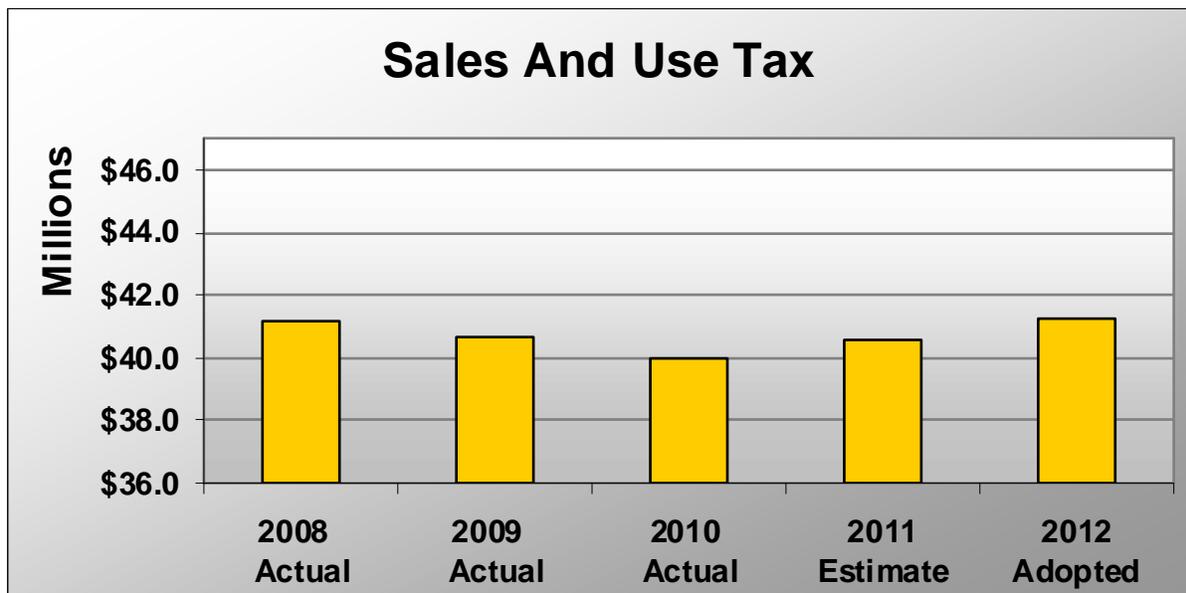
## Sales and Use Tax

Sales and Use Tax is the largest single revenue stream for the City of Pueblo, making up 55% of the City's general fund revenue. The total sales and use tax rate within the City of Pueblo is 3.5%, which consists of 3.0% general tax and .5% tax specifically for use in economic development. The ½ cent economic development tax was established by a vote of the City electorate effective January 1, 1985. This tax has been extended two times and is presently set to expire on December 31, 2011. The .5% tax is not included in the General Fund, and detailed information about the revenue and expenditures of this tax are included in the Other Governmental Funds section.

Sales or use tax is levied on all retail sales, leases, and rentals of tangible personal property on the basis of the purchase price or rental price. Food purchased for preparation and consumption at home and prescription medications are exempt from sales tax.

Sales and use tax collections are primarily dependent upon the level of local economic activity, consumer confidence, and tourist activity. In late 2008, the economy across the country began to turn for the worse. The local economy of Pueblo took a corresponding turn beginning in September of 2008. The City experienced twelve straight months of declines in sales and use tax revenue. It is estimated that 2010 will end the year flat, and collections for 2011 are expected to increase slightly.

<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	41,210,200	
2009 Actual	40,651,060	-1.4%
2010 Actual	40,011,611	-1.6%
2011 Estimate	40,566,766	1.4%
2012 Adopted	41,265,156	1.7%



## Franchise Fees

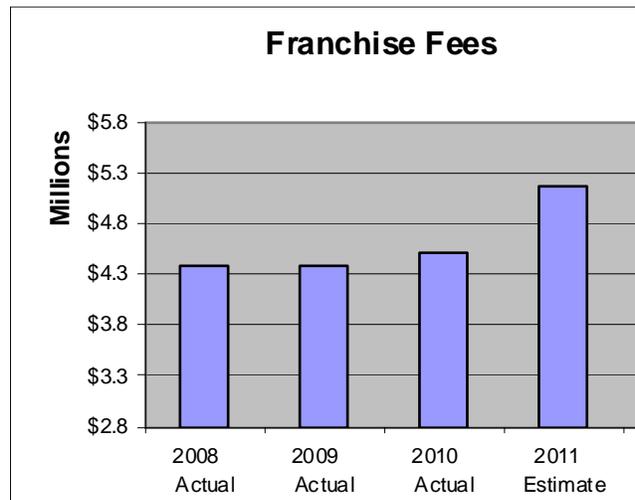
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Franchise fees are levied on businesses that deliver any public utility including electric, telephone, cable, and natural gas services. In order for a franchise to be granted, the residents of Pueblo must have a majority vote approving the franchise. Once approved by the voters, the applicant shall submit an ordinance granting the franchise. The City of Pueblo currently has four franchises: Qwest, Comcast, Black Hills (formerly Aquila), and Xcel Energy. The following summarizes franchise fee revenues for the past five years, with an anticipated slight incline in revenues for 2011 due to an expected rate increase by Black Hills Energy, canceling out the projected decline in revenues from Qwest.

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<u>Year</u>	<u>Amount (\$)</u>	<u>Previous Year</u>
2008 Actual	4,378,980	
2009 Actual	4,381,788	0.06%
2010 Actual	4,501,400	2.73%
2011 Estimate	5,156,001	14.54%
2012 Adopted	5,259,000	2.00%

<u>Year</u>			
2008 Actual	4,378,980		
2009 Actual	4,381,788	0.06%	
2010 Actual	4,501,400	2.73%	
2011 Estimate	5,156,001	14.54%	
2012 Adopted	5,259,000	2.00%	



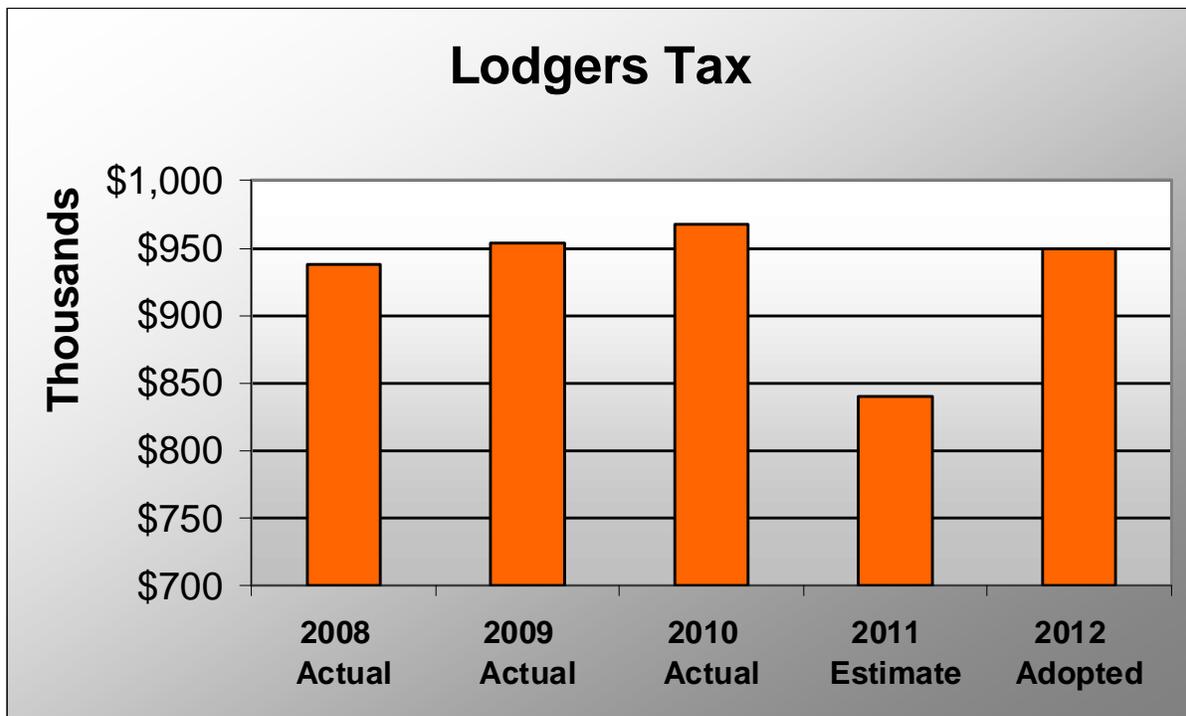
## Lodgers Tax

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A Lodger's Tax of 4.3% is imposed on the cost of lodging within the city. The 4.3% is in addition to the city sales tax of 3.5%. The tax was established to promote tourism in the City of Pueblo. The past few years have reflected a healthy growth in Lodger's Tax, with it topping out in 2009. The Lodger's Tax is projected to begin climbing back up in 2011 as the economy recovers.

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<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	937,602	
2009 Actual	953,913	1.74%
2010 Actual	967,175	1.39%
2011 Estimate	840,000	-13.15%
2012 Adopted	950,000	13.10%



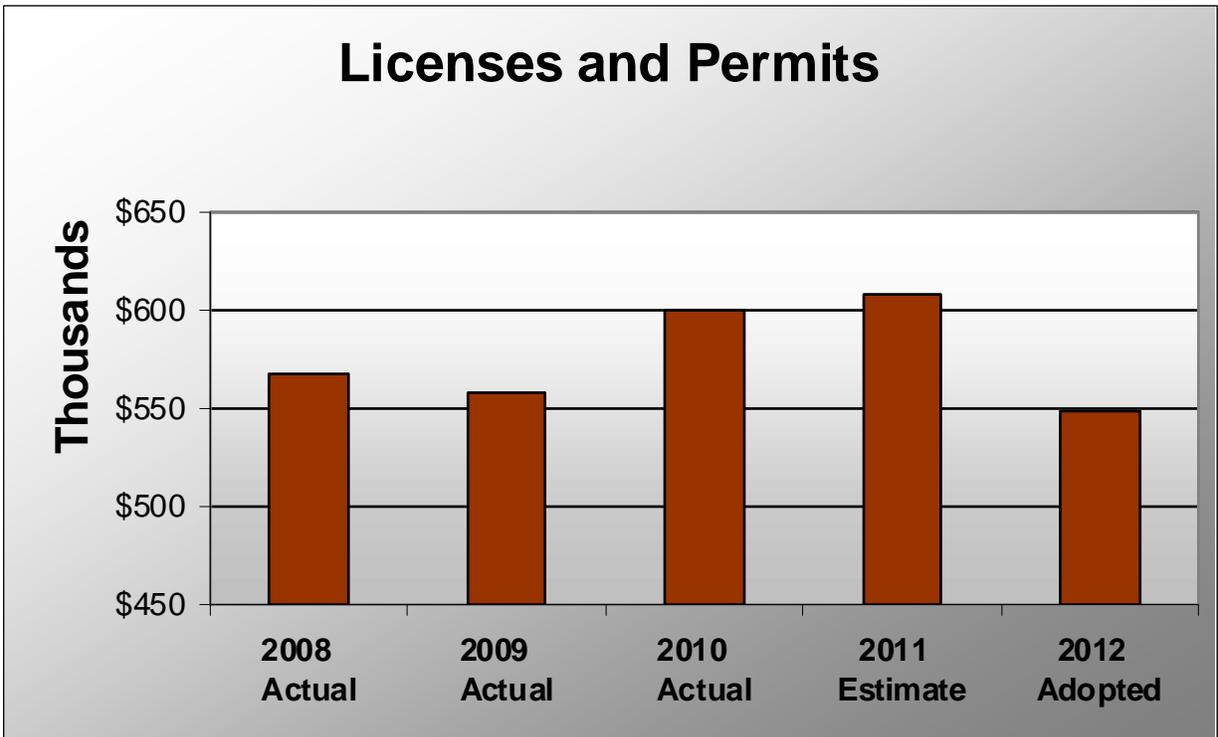
## Licenses and Permits

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License and Permit revenues are primarily derived from business licenses. Any organization conducting business within the City of Pueblo is required to have a business license. In addition, from 2004 through July 1, 2008, an animal registration fee was required for all dogs and cats within the city limits. The fee was used to help control the stray animal population within the city. Beginning mid-2008, the licensing of animals within the City was turned over to the Pueblo Animal Services, and a corresponding decrease in revenue occurred at that time. The 2010 increase in licenses is partially contributed to the educational activities in the business community by the Finance Department. It is estimated that the revenue will decline slightly in 2011 due to the continuing economic downturn.

---

<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	567,321	
2009 Actual	558,260	-1.60%
2010 Actual	600,523	7.57%
2011 Estimate	607,836	1.22%
2012 Adopted	548,050	-9.84%



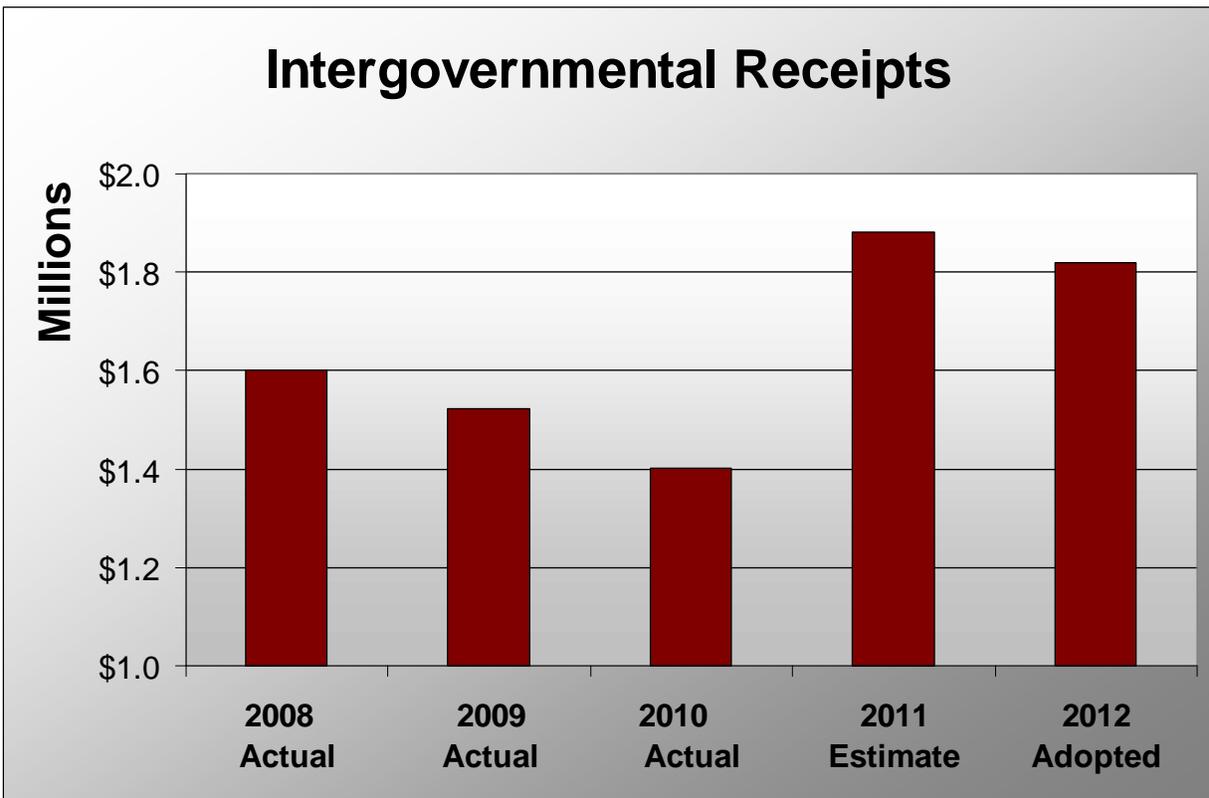
## Intergovernmental Receipts

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Intergovernmental Receipts consists of revenue received from other government agencies. By far, the largest intergovernmental receipt is for motor vehicle ownership fees collected by Pueblo County. By late 2008, the City began experiencing a decline in motor vehicle sales. This decline has continued through 2010. On the positive side, the City began receiving a contribution from the U.S. Air Force for the use of the Memorial Airport in October of 2007 and will continue to receive the contribution until 2012.

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<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	1,601,389	
2009 Actual	1,523,359	-4.87%
2010 Actual	1,401,338	-8.01%
2011 Estimate	1,881,017	34.23%
2012 Adopted	1,820,278	-3.23%



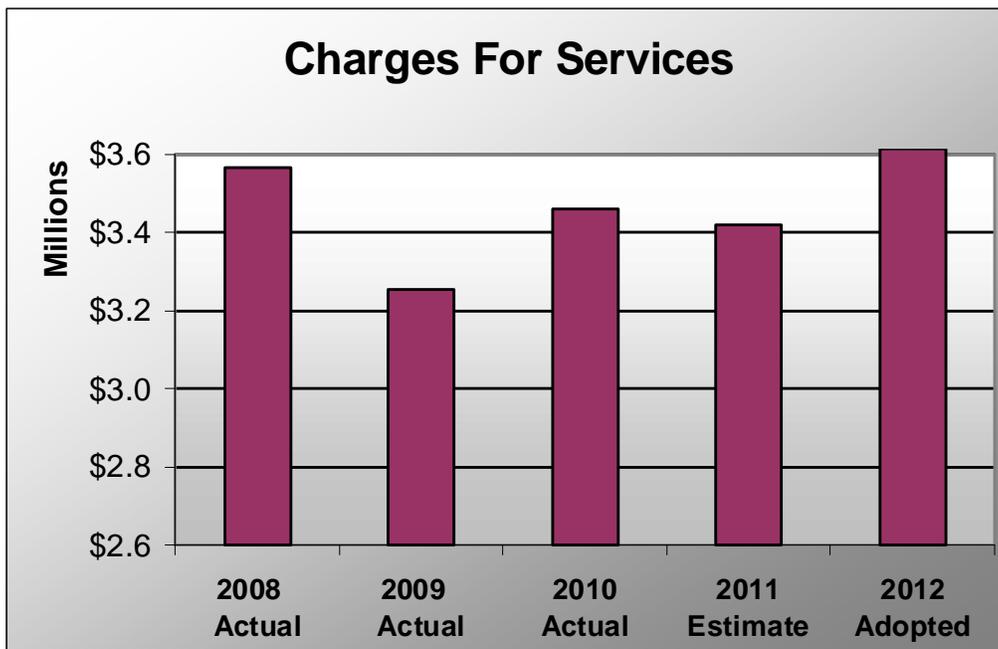
## Charges for Services

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Charges for Services include all of the fees charged for services provided by the government to the user of those services. These charges would include fees for recreation programs, photocopies and police reports. The largest of the fees is the administrative fee charged to enterprise funds for the services provided to it by the General Fund. The amount of the fee is based on a cost allocation study conducted to accurately determine the administrative fee for each enterprise fund. The 2011 budget continues to reflect administrative fees and is based primarily upon conclusions from the study.

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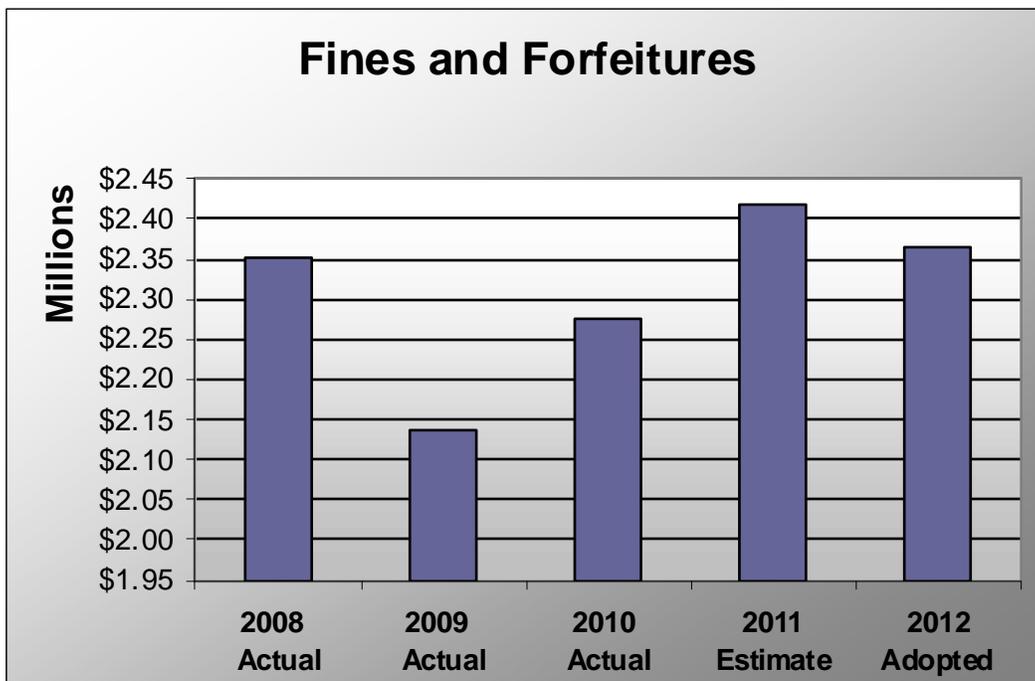
<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	3,566,903	
2009 Actual	3,254,874	-8.75%
2010 Actual	3,457,938	6.24%
2011 Estimate	3,420,559	-1.08%
2012 Adopted	3,615,604	5.70%



## Fines and Forfeitures

Fines are imposed by the City's Municipal Court on persons found to be in violation of the City code and subject to a fine. The 2008 fines and forfeitures increased due to a prolonged construction project on State Highway 50 within the city limits. Traffic enforcement in the construction zone resulted in a large increase in the number of tickets issued. The 2011 budget reflects an anticipated increase in collection of fines by contracting with a collection agency as well as using School Resource Officers during their off-peak schedule.

<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	2,351,093	
2009 Actual	2,136,889	-9.11%
2010 Actual	2,276,641	6.54%
2011 Estimate	2,417,129	6.17%
2012 Adopted	2,365,200	-2.15%



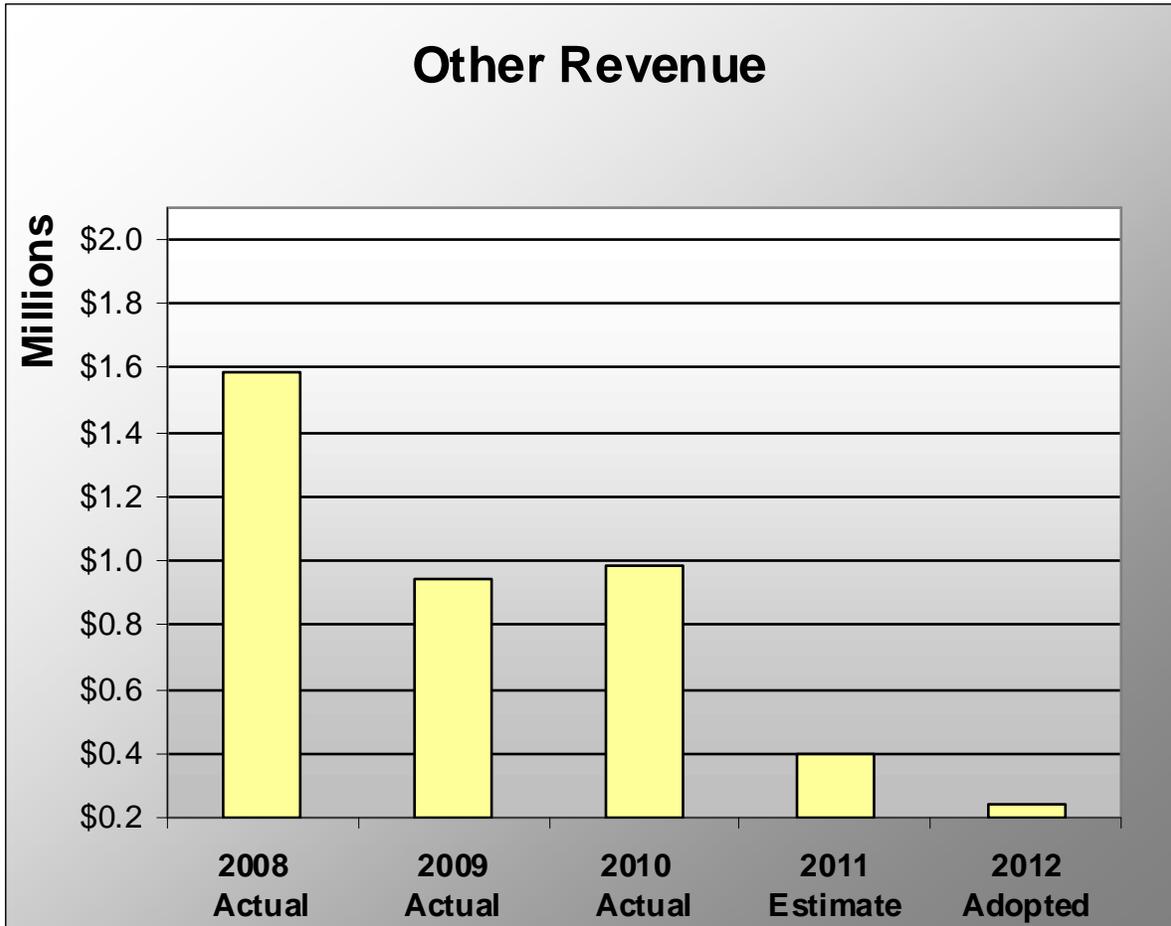
## Other Revenue

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Other Revenue, due to its very nature, tends to have large fluctuations. The major known component of other revenue is interest earnings on investments. As investment instruments began to mature in 2010, the funds were reinvested at much lower rates, resulting in a significant drop in revenue. It is anticipated that rates will decline further in 2011. Additionally, due to the uncertain nature of miscellaneous receipts, these revenues are budgeted on a very conservative basis.

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<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	1,583,831	
2009 Actual	945,633	-40.29%
2010 Actual	980,968	3.74%
2011 Estimate	398,818	-59.34%
2012 Adopted	243,800	-38.87%



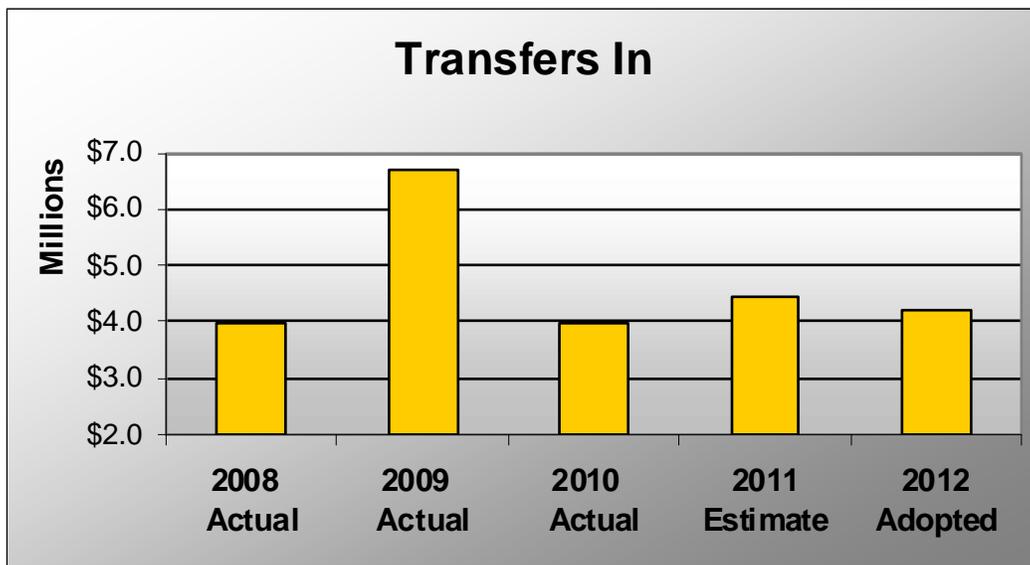
## Transfers In

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Transfers In represent transfers of moneys from special revenue or other funds into the General Fund. The money is used to perform the objectives of the special revenue or other fund, but the expenses related to that objective occur in the General Fund. In 2008, a significant increase in the amount transferred from the Conservation Trust Fund (Lottery) is included to provide a concentrated focus on improvement of the City's parks. This level of contribution from Lottery funds is not continued in 2010. In addition, transfers from projects closed and unfunded in the Capital Improvement Fund resulted in a one-time transfer in of \$650,000 during 2009. Transfers of this type did not occur during 2010.

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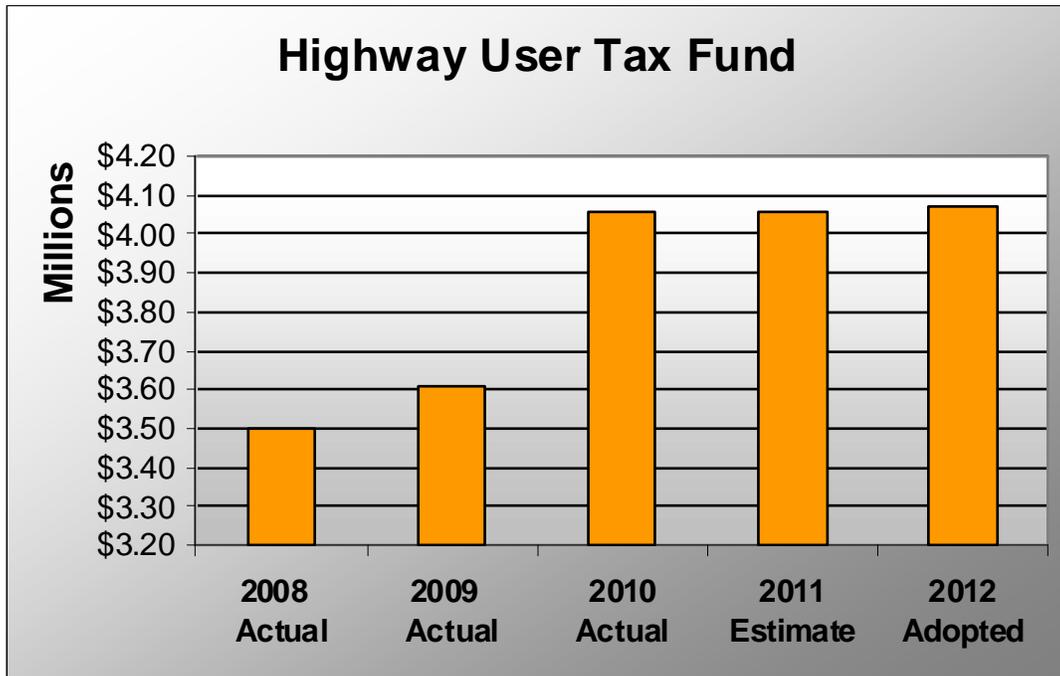
<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	3,995,893	
2009 Actual	6,715,064	68.05%
2010 Actual	3,951,744	-41.15%
2011 Estimate	4,426,065	12.00%
2012 Adopted	4,187,800	-5.38%



## Highway Users Tax Fund

The Highway Users Tax Fund (HUTF) accounts for distributions from the State of Colorado and Pueblo County to be used for operations and maintenance of streets and highways. The revenue to this fund is based upon a formula that considers the number of vehicles registered and miles of streets within a municipality relative to the same data in other municipalities. Revenues into the state collected fund are determined by a set amount of tax per gallon of gasoline. Due to the continued increases in the price of gasoline over the past few years, demand for gasoline has been declining. However, the State of Colorado has implemented new bridge safety and road safety fees to be assessed on the registration of vehicles. These new funds, called FASTER funds, are to be used to address the structurally deficient and poor conditioned bridges within the state. It is expected that HUTF and FASTER funding will remain flat in 2011.

<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	3,501,802	
2009 Actual	3,605,592	2.96%
2010 Actual	4,059,244	12.58%
2011 Estimate	4,059,774	0.01%
2012 Adopted	4,071,600	0.29%



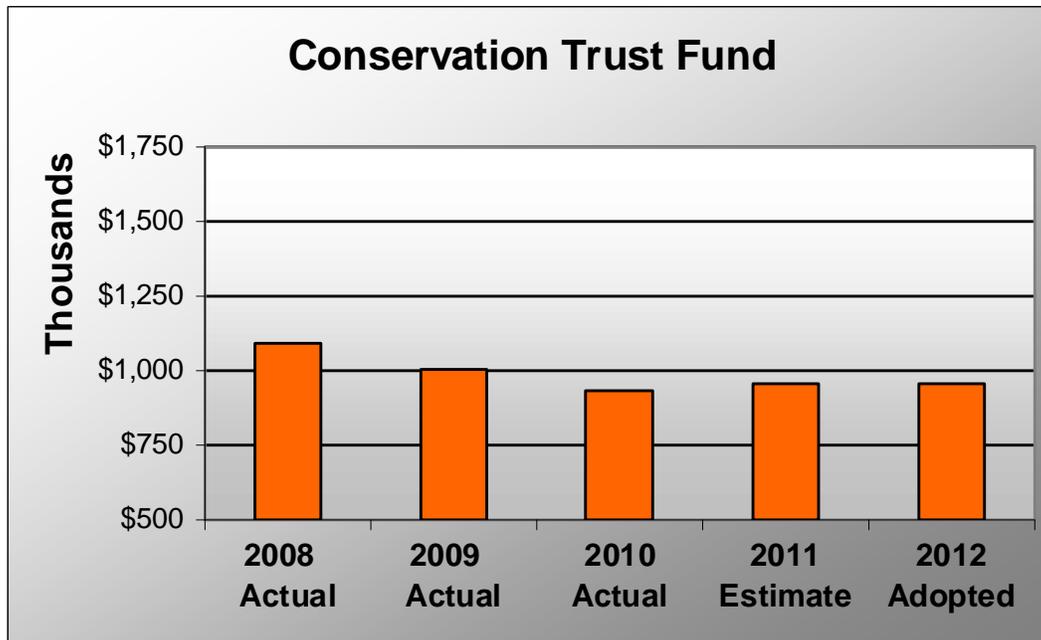
## Conservation Trust Fund

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The Conservation Trust Fund's revenue is derived from a portion of the State of Colorado Lottery proceeds. These funds are required to be used for the acquisition and maintenance of parks and open space. The revenues have been steadily declining for the past several years, and the 2011 budget reflects no anticipated increase.

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<u>Year</u>	<u>Amount (\$)</u>	<u>Increase from Previous Year</u>
2008 Actual	1,091,200	
2009 Actual	1,003,282	-8.06%
2010 Actual	932,043	-7.10%
2011 Estimate	953,968	2.35%
2012 Adopted	953,000	-0.10%



## City Council

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### Mission/Function

The Council is the legislative and policy setting body representing the citizens of the City of Pueblo in the creation and operation of municipal services, functions, and activities.



### Mission Statement

We, the elected City Council, representing a multitude of different interests, values, and opinions:

- commit to promoting the wellbeing of Pueblo's citizens;
- commit to responsible stewardship of community resources and values;
- commit to respectful and complete consideration of all decisions and decrees; and
- commit to strategic growth and all facets of economic development.

By uniting our energies, we will continue to develop Pueblo, Colorado into one significant, influential, and prosperous community.

### Core Values

- Visionary
- Accountability
- Professionalism
- Service Oriented with a "[\*Can Do Attitude\*](#)"
- Ethical
- Transparency
- Responsive and Respectful

### Budget Summary

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
Personnel	69,992	70,589	70,520	70,520
Operating	299,739	365,675	222,650	227,980
<b>Total Costs</b>	<b>369,731</b>	<b>436,264</b>	<b>293,170</b>	<b>298,500</b>

# City Council

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## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Elected/Board Members	61,200	61,200	61,200	61,200
<b>Benefits</b>				
Pension - PERA	6,758	8,384	8,384	8,384
ICMA 401(A) Contributions	1,069	-	-	-
Medicare Tax	934	956	887	887
Worker's Compensation	31	49	49	49
<b>Total Personnel</b>	<b>69,992</b>	<b>70,589</b>	<b>70,520</b>	<b>70,520</b>
<b>Operating</b>				
Advertising	-	1,438	-	
Communications	90	683	1,400	1,400
Dues & Subscriptions	5,000	5,100	5,500	5,000
Equipment	-	6,651	-	-
Printing & Binding	-	270	-	-
Professional Services	233,608	292,338	140,000	146,830
Rentals	1,826	1,698	5,000	4,000
Supplies	18,905	14,164	16,000	16,000
Training & Education	4,008	7,108	9,750	9,750
Travel	36,302	36,225	45,000	45,000
<b>Total Operating</b>	<b>299,739</b>	<b>365,675</b>	<b>222,650</b>	<b>227,980</b>
<b>Total Costs</b>	<b>369,731</b>	<b>436,264</b>	<b>293,170</b>	<b>298,500</b>

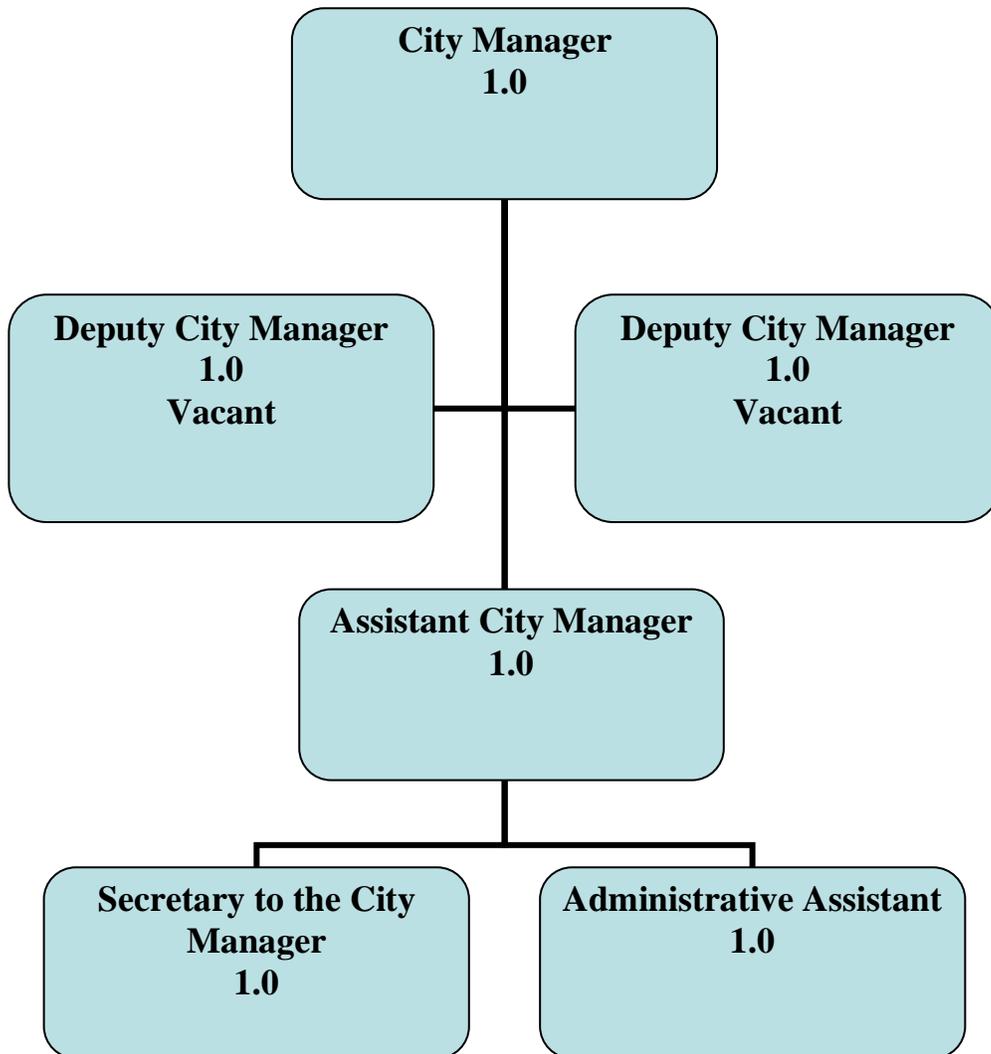
## Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
City Council President	1	1	1	1	10,800 - 10,800
City Council Member	6	6	6	6	8,400 - 8,400
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	

# City Manager

---

**Jerry Pacheco**  
City Manager  
200 Central Main St.  
Pueblo, CO 81003  
(719) 553-2655  
jpacheco@pueblo.us



# City Manager

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## Mission/Function

The City Manager is the Chief Executive Officer of the municipal corporation and is responsible for executive direction of all City staff that includes the planning, directing, facilitating, and overseeing of activities and operations of the City of Pueblo, including oversight of the City's legal department.

## Objectives

- Assist City Council in establishing and implementing policies
- Coordinate and provide assistance to City operations and to inform the City Council of the activities and needs of City departments and other organizations with whom the City interacts
- Lead the City through change working with community leaders, labor organizations, and other special interest groups
- Devise cost effective approaches to satisfying community needs and aspirations
- Establish and maintain effective working relationships with elected and appointed officials at all levels of government, the media, and the general public

### New Programs for 2012

- The City Manager's Office will continue implementing the strategies and objectives outlined in the 2011-2015 City of Pueblo Strategic Plan.

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	453,297	464,936	475,009	486,163
Operating	146,880	79,401	171,396	183,200
<b>Total Costs</b>	<b>600,177</b>	<b>544,337</b>	<b>646,405</b>	<b>669,363</b>

## Significant Adjustments

- The two Deputy City Manager positions will remain unfunded for 2012

# City Manager

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## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	339,805	343,918	343,917	343,917
Sick/Vac/PH Sellback	10,033	12,087	12,000	14,000
Step-Up	3,746	-	-	-
Auto Allowance	6,000	6,000	6,000	6,000
Emp of the Month/Year	-	484	914	-
Incentive Awards	1,371	193	1,226	1,500
<b>Benefits</b>				
Pension - PERA	35,103	45,998	46,009	45,785
ICMA 401(A)/457 Contrib	-	-	4,500	-
Insurance Benefits	48,116	48,048	52,992	59,907
Medicare Tax	4,331	3,882	4,000	3,998
Worker's Compensation	2,506	3,322	3,251	3,256
Incentive Awards	-	85	-	-
Tuition Reimbursement	1,142	-	-	-
Moving Expense	-	-	-	7,000
Employee of the Month	1,131	919	200	800
Other Payroll Expense	13	-	-	-
<b>Total Personnel</b>	<b>453,297</b>	<b>464,936</b>	<b>475,009</b>	<b>486,163</b>
<b>Operating</b>				
Advertising	17,707	-	-	-
Communications	8,077	14,560	5,500	6,800
Dues & Subscriptions	236	2,051	2,500	2,000
Equipment	23,844	2,159	51	-
Printing & Binding	3,861	3,811	2,820	4,000
Professional Services	31,953	2,691	101,000	116,000
Rentals	7,744	7,880	7,000	5,400
Repairs & Maintenance	10,249	-	525	-
Supplies	24,123	30,396	25,000	20,000
Training & Education	3,698	3,767	5,000	16,500
Travel	15,388	12,086	22,000	12,500
<b>Total Operating</b>	<b>146,880</b>	<b>79,401</b>	<b>171,396</b>	<b>183,200</b>
<b>Total Costs</b>	<b>600,177</b>	<b>544,337</b>	<b>646,405</b>	<b>669,363</b>

# City Manager

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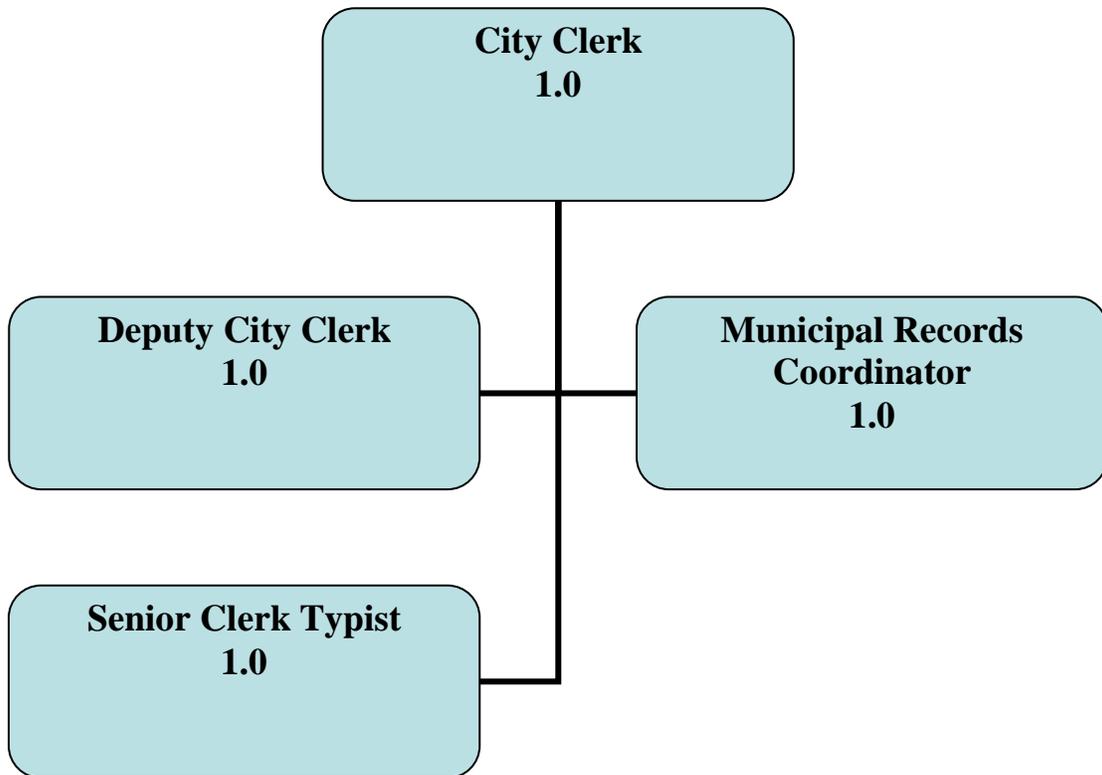
## Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
City Manager	1	1	1	1	155,160 -	155,160
Deputy City Manager/Community Services	1	1	1	1	0 -	0
Deputy City Manager/Internal Services	1	1	1	1	80,000	80,000
Assistant City Manager	1	1	1	1	47,399	47,399
Secretary to City Manager	1	1	1	1	57,154 -	57,154
Administrative Assistant	1	1	1	1	49,804 -	49,804
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>		

# City Clerk

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**Gina Dutcher, MMC**  
City Clerk  
230 Main St.  
Pueblo, CO 81003  
(719) 553-2669  
gdutcher@pueblo.us



# City Clerk

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## Mission/Function

The Mission of the City Clerk’s Office is to provide quality support and assistance to the City Council, the City Administration and the Citizens of Pueblo in an efficient, effective, ethical and positive manner. The City Clerk’s Office is responsible for the areas of Liquor and Beer Licensing, Records Management, Municipal Elections, including technical assistance with Referendum, Initiated and Charter Amendment Petition processes, and overall Clerk of the City Council. Maintain the process for Council appointments to all Boards and Commissions, provide the Governmental Information referral service, record, integrate, preserve, protect and disseminate City information and provide support.

## Objectives

- Maintain a Records Management Indexing System for fast research and retrieval of ordinances and resolutions, the City’s historical records and other municipal records
- Provide regular updates to the City Clerk’s section of the City’s Website by posting the City Council Meeting agendas and Minutes, Liquor Board agendas and minutes, the City Charter, the Code of Ordinances, the Traffic Code, Election information, the Open Records Act request form, Board and Commission application forms, and membership listings for the various boards and commissions
- Conduct Special Municipal Election(s) as required during 2012 as well as maintain the excellent professional relationship with the Pueblo County Clerk and Recorder for all joint efforts, including coordinated elections, joint City/County appointments and document recording needs

New Programs for 2012	
➤	Continue the development of a Boards and Commissions Handbook
➤	Provide programming content for Channel 17 related municipal services

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	326,338	329,074	338,965	344,484
Operating	109,390	176,701	114,704	120,850
<b>Total Costs</b>	<b>435,728</b>	<b>505,775</b>	<b>453,669</b>	<b>465,334</b>

## Significant Adjustments

- None

# City Clerk

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## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Elected/Board Members	3,725	3,510	4,320	4,320
Administration	152,692	152,692	152,692	152,692
General Service	91,527	92,721	93,916	95,307
Temporary/Part Time	1,912	1,824	2,000	-
Overtime	-	-	-	500
Sick/Vac/PH Sellback	3,758	3,758	6,000	5,800
<b>Benefits</b>				
Pension - PERA	30,240	33,366	33,586	33,692
Insurance Benefits	38,246	37,663	41,402	46,560
Medicare Tax	1,350	1,362	1,407	1,468
Worker's Compensation	1,691	2,127	2,097	2,100
Tuition Reimbursement	1,146	-	1,500	2,000
Other Payroll Expense	51	51	45	45
<b>Total Personnel</b>	<b>326,338</b>	<b>329,074</b>	<b>338,965</b>	<b>344,484</b>
<b>Operating</b>				
Advertising	14,549	13,836	14,000	17,000
Communications	5,720	9,318	3,162	6,500
Dues & Subscriptions	530	1,040	1,150	1,150
Printing & Binding	667	30	339	-
Professional Services	73,649	138,418	81,250	81,250
Rentals	4,263	4,468	4,678	5,000
Repairs & Maintenance	-	-	-	150
Supplies	6,917	5,481	5,319	5,500
Training & Education	435	2,211	1,800	1,800
Travel	2,660	1,899	3,006	2,500
<b>Total Operating</b>	<b>109,390</b>	<b>176,701</b>	<b>114,704</b>	<b>120,850</b>
<b>Total Costs</b>	<b>435,728</b>	<b>505,775</b>	<b>453,669</b>	<b>465,334</b>

## City Clerk

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### Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
City Clerk	1	1	1	1	97,998 - 97,998
Municipal Records & Technical Coordinator	1	1	1	1	54,471 - 54,471
Deputy City Clerk	1	1	1	1	57,154 - 57,154
Senior Clerk Typist/Senior Clerk (Certified)	1	1	1	1	39,816 - 39,816
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	

## City Hall Upkeep and Memorial Hall Operation

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### Mission/Function

City Hall Upkeep and Memorial Hall Operation are activities under the supervision of the Director of Finance. These activities have no full-time employees, but do have several individuals available on a part-time basis to support the needs of those renting the Hall.

### Objectives

- Provide a budget for the Interim City Hall utilities, maintenance, and security
- Oversee the financial transactions related to both Memorial Hall and City Hall construction projects

### Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Temporary/Part Time	31,696	28,313	30,000	27,000
Stagehands	46,068	32,160	26,100	5,000
Overtime	-	458	-	-
<b>Benefits</b>				
Pension - PERA	9,945	8,347	7,000	4,384
Uniform Expense	459	-	-	-
Medicare Tax	1,127	883	948	464
Worker's Compensation	1,877	2,055	1,500	102
<b>Total Personnel</b>	<b>91,172</b>	<b>72,216</b>	<b>65,548</b>	<b>36,950</b>
<b>Operating</b>				
Communications	43	-	-	-
Equipment	459	-	-	-
Professional Services	26,133	28,576	20,000	36,000
Repairs & Maintenance	3,280	310	5,500	10,000
Supplies	2,441	4,401	2,000	3,000
Utilities	50,524	46,606	115,680	140,000
<b>Total Operating</b>	<b>82,880</b>	<b>79,893</b>	<b>143,180</b>	<b>189,000</b>
<b>Total Costs</b>	<b>174,052</b>	<b>152,109</b>	<b>208,728</b>	<b>225,950</b>

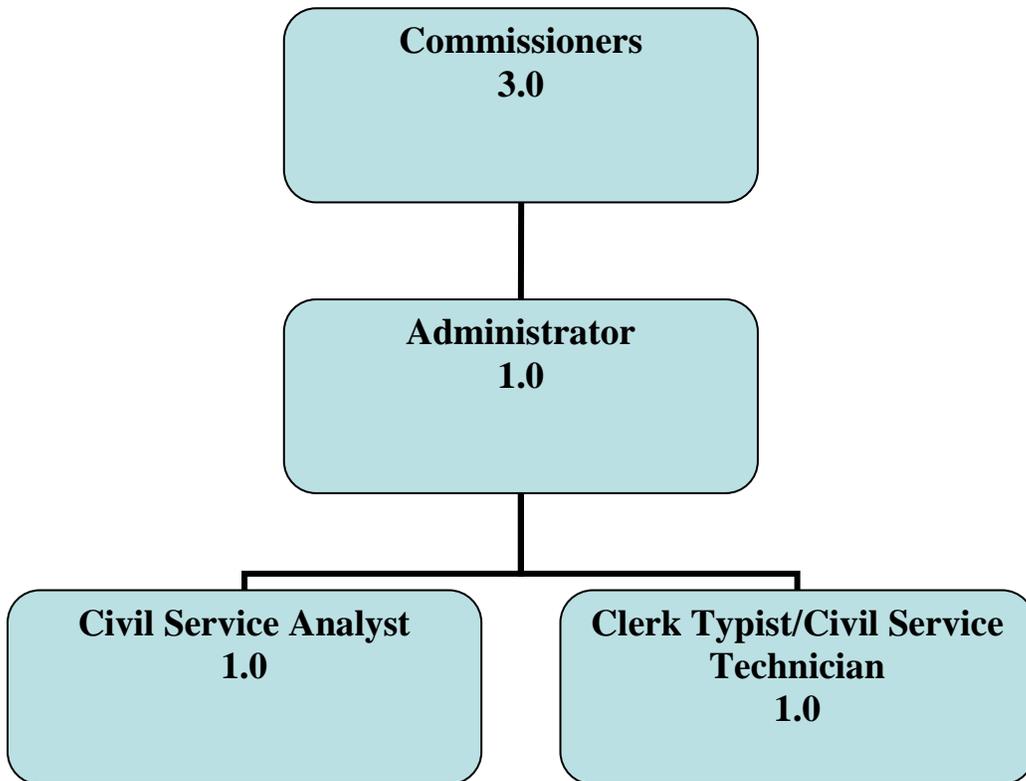
### Significant Adjustments

- 2012 City Hall Upkeep and Memorial Hall Operation budget is adjusted to reflect the cost of utilities and other expenses related to several City buildings

# Civil Service

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**Toni Selman**  
Administrator  
301 W. B Street  
Pueblo, CO 81003  
(719) 553-2635  
tselman@pueblo.us



# Civil Service

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## Mission/Function

Under the direction of the Civil Service Commission, the primary functions of the Civil Service Department are to recruit, develop and administer examinations for all classified positions for the City of Pueblo. The Civil Service Commission holds regular monthly meetings and is responsible for conducting hearings on employment related matters pertaining to classification, reclassification, allocation of positions and disciplinary action. Under the Direction of the City Manager, the Civil Service Department is also responsible for conducting recruitments and managing the hiring processes for unclassified positions for the City of Pueblo.

## Objectives

- Provide effective and efficient customer service to all citizens and employees
- Provide direction and support to candidates seeking employment with the City
- Develop and administer competitive examinations for purposes of establishing eligibility lists
- Maintain a neutral environment conducive of providing fair and equitable appeal processing
- Provide ongoing support to City departments throughout the hiring process
- Support Human Resources efforts to locate and identify candidates for City jobs through recruitment efforts

### New Programs for 2012

- Implementation of new program to support the posting of all City positions through Neogov, including temporary and seasonal positions

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	245,810	216,795	237,335	242,151
Operating	36,610	70,455	37,560	64,500
<b>Total Costs</b>	<b>282,420</b>	<b>287,250</b>	<b>274,895</b>	<b>306,651</b>

## Significant Adjustments

- None

## Civil Service

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### Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Elected/Board Members	8,200	8,400	8,400	8,400
Administration	92,736	92,736	92,736	92,736
General Service	81,152	60,212	68,390	77,020
Temporary/Part Time	-	-	1,400	-
Overtime	679	2,232	550	-
Sick/Vac/PH Sellback	-	1,767	5,000	4,000
Step-Up	3	352	-	-
<b>Benefits</b>				
Pension - PERA	22,008	21,012	22,112	22,449
ICMA 401(A) Contributions	700	680	781	570
Insurance Benefits	33,351	23,088	32,196	33,279
Medicare Tax	2,064	1,676	1,710	1,848
Worker's Compensation	1,404	1,727	1,770	1,759
Tuition Reimbursement	3,462	2,811	2,200	-
Other Payroll Expense	51	102	90	90
<b>Total Personnel</b>	<b>245,810</b>	<b>216,795</b>	<b>237,335</b>	<b>242,151</b>
<b>Operating</b>				
Advertising	242	47	100	200
Communications	2,688	4,827	2,016	2,400
Dues & Subscriptions	905	753	334	400
Equipment	79	-	-	-
Printing & Binding	-	52	-	-
Professional Services	24,748	48,958	25,000	50,800
Rentals	2,573	4,005	3,099	2,500
Repairs & Maintenance	300	-	-	-
Supplies	543	2,640	1,011	1,200
Training & Education	1,939	2,799	-	2,000
Travel	2,593	6,374	6,000	5,000
<b>Total Operating</b>	<b>36,610</b>	<b>70,455</b>	<b>37,560</b>	<b>64,500</b>
<b>Total Costs</b>	<b>282,420</b>	<b>287,250</b>	<b>274,895</b>	<b>306,651</b>

## Civil Service

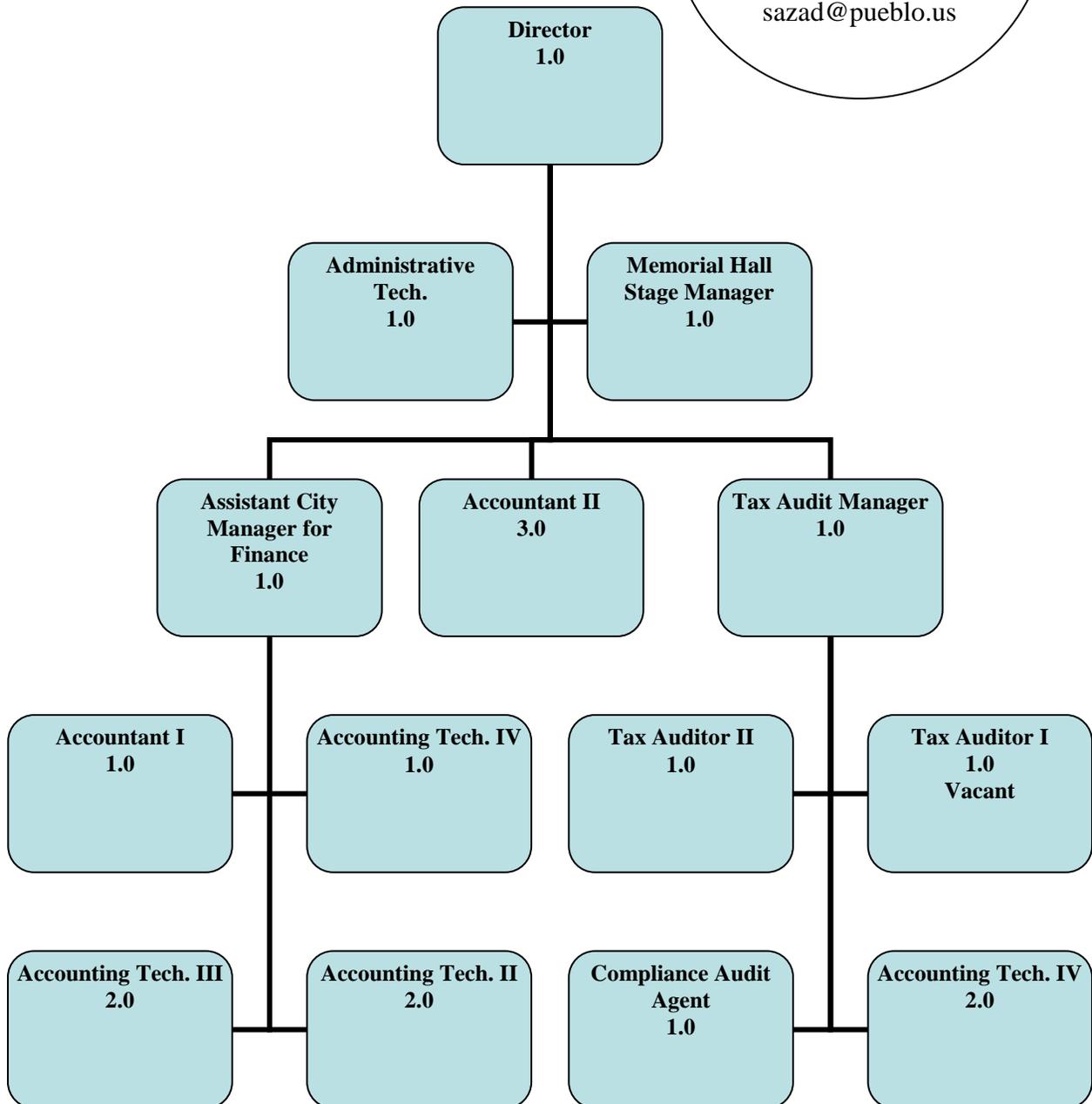
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### Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Civil Service Administrator	1	1	1	1	92,136 - 92,136
Civil Service Analyst	0	1	1	1	47,746 - 47,746
Clerk Typist/ Civil Service Technician	1	1	1	1	28,644 - 28,644
Civil Service Commissioner	3	3	3	3	2,700 - 3,000
Administrative Technician	1	0	0	0	-
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	

# Finance

**Sam Azad**  
 Director of Finance  
 150 Central Main St.  
 Pueblo, CO 81003  
 (719) 553-2625  
 sazad@pueblo.us



# Finance

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## Mission/Function

- Provide the point of contact for the public and other agencies on all City financial matters
- Provide seamless financial support and management advisory services for all departments and activities of the City of Pueblo
- Maintain the official financial records of the City of Pueblo and provide reporting as necessary for accountability

## Objectives

- Continue educating the community about City ordinances related to sales and use tax
- Complete the development of a comprehensive Policies and Procedures manual for fiscal operations of the City
- Receive the Award for Excellence in Financial Reporting on the 2011 Comprehensive Annual Financial Report (CAFR)

### New Programs for 2012

- Continue implementing the City Council's strategic plan goal #4: Fiscal Responsibility
- Participate in an RFP process for a Comprehensive Financial Management System application

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	1,234,461	1,310,584	1,352,012	1,445,024
Operating	89,138	118,263	83,984	133,950
<b>Total Costs</b>	<b>1,323,599</b>	<b>1,428,847</b>	<b>1,435,996</b>	<b>1,578,974</b>

## Significant Adjustments

None

# Finance

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## Budget Detail

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Administration	439,944	487,779	487,808	492,550
General Service	485,482	462,942	460,000	524,129
Temporary/Part Time	9,787	30,341	45,000	20,000
Overtime	-	1,212	6,000	2,000
Sick/Vac/PH Sellback	834	1,448	6,000	4,000
Step-Up	6,294	408	-	2,000
<b>Benefits</b>				
Pension - PERA	115,069	129,032	130,114	137,778
Insurance Benefits	159,668	175,867	197,204	238,342
Medicare Tax	12,415	13,626	13,832	14,641
Worker's Compensation	3,481	5,510	5,412	5,954
Tuition Reimbursement	1,130	-	-	3,000
Moving Expense	-	1,858	-	-
Other Payroll Expense	357	561	642	630
<b>Total Personnel</b>	<b>1,234,461</b>	<b>1,310,584</b>	<b>1,352,012</b>	<b>1,445,024</b>
<b>Operating</b>				
Advertising	1,742	166	802	1,000
Communications	31,253	48,964	31,803	38,100
Dues & Subscriptions	3,074	2,821	3,708	5,000
Equipment	419	6,544	1,263	1,000
Other Charges	-	-	16	-
Printing & Binding	1,801	4,445	2,000	5,000
Professional Services	6,369	14,159	16,000	29,500
Rentals	8,468	9,096	6,526	8,100
Repairs & Maintenance	753	3,102	3,240	3,000
Supplies	17,557	17,533	11,910	26,500
Training & Education	8,185	5,520	2,000	8,000
Travel	9,429	5,375	4,000	8,000
Utilities	88	538	716	750
<b>Total Operating</b>	<b>89,138</b>	<b>118,263</b>	<b>83,984</b>	<b>133,950</b>
<b>Total Costs</b>	<b>1,323,599</b>	<b>1,428,847</b>	<b>1,435,996</b>	<b>1,578,974</b>

## Finance

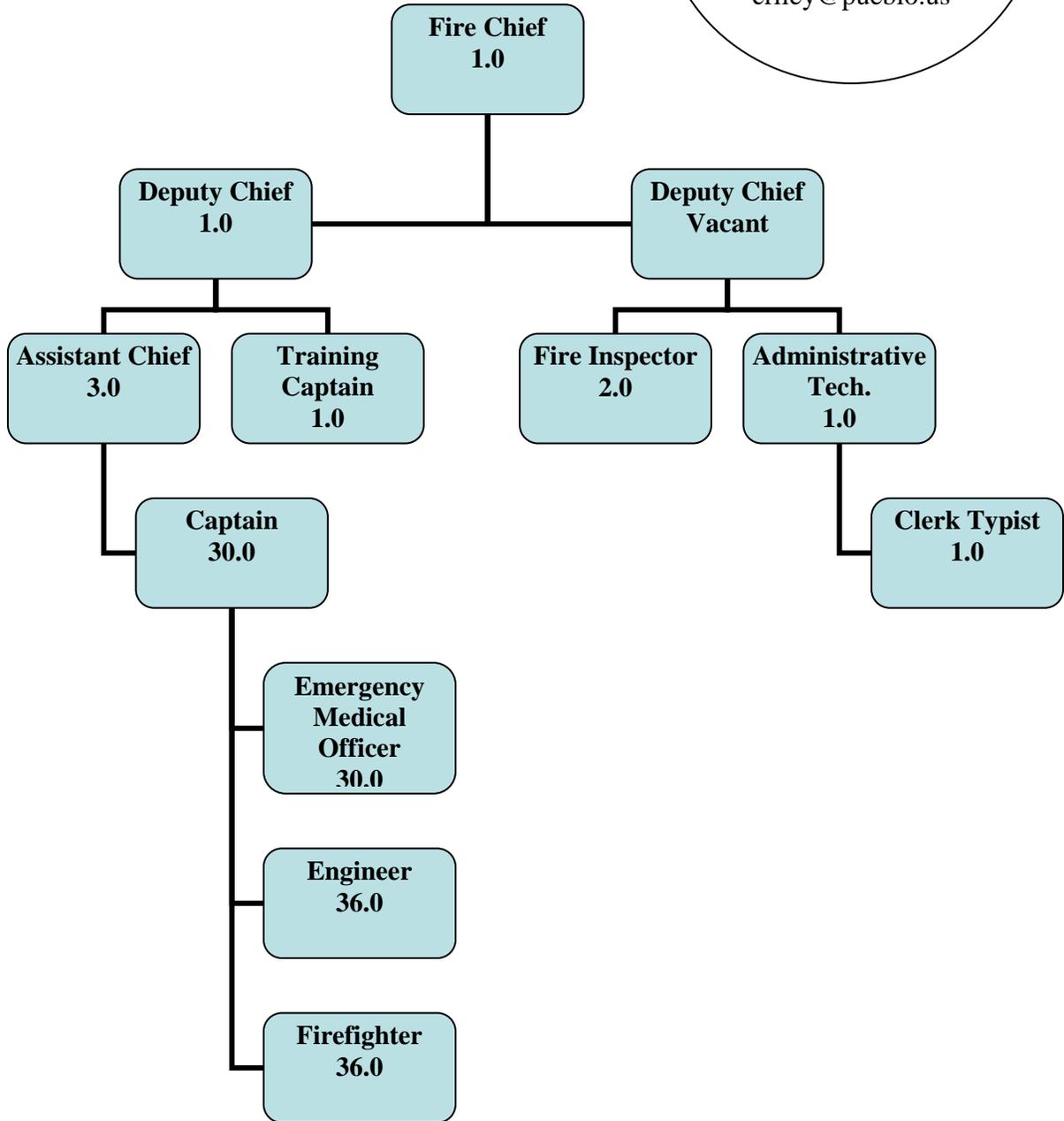
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### Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Director of Finance	1	1	1	1	97,332 -	97,332
Assistant City Manager/Finance	1	1	1	1	87,000 -	87,000
Accountant II	3	3	3	3	75,529 -	78,030
Accountant I	1	1	1	1	69,460 -	69,460
Tax Audit Manager	0	1	1	1	75,529 -	75,529
Tax Auditor II	2	1	1	1	63,573 -	63,573
Tax Auditor I	0	1	1	1	42,757 -	42,757
Compliance/Audit Agent	0	0	1	1	35,343 -	35,343
Administrative Tech/ Admin Tech (Certified)	1	1	1	1	39,990 -	39,990
Accounting Technician IV	3	3	3	3	35,219 -	43,487
Accounting Technician III	2	2	2	2	39,035 -	39,035
Accounting Technician II	3	3	2	2	36,246 -	36,423
Lead Tax Auditor	1	0	0	0		-
<b>Total</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>		

# Fire

**Christopher Riley**  
Fire Chief  
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# Fire

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## Mission/Function

The mission of the Pueblo Fire Department as established by the Pueblo City Charter is to provide its citizens with protection of life and property from fire, and enforcement of laws, ordinances and regulations relating to fire prevention and fire safety, and such other related functions as to insure public safety and minimize loss of life and property damage, following laws, safety practices and professional standards.

The City of Pueblo Fire Department Mission Statement includes: “We will provide the highest level of fire and rescue services to the City of Pueblo and our community following laws, safety practices, and professional standards.”

## Objectives

- Provide emergency responses and assistance to all incidents within the city limits, including fire, hazardous materials, rescue and medical responses within the time guidelines established by the City of Pueblo Fire Department Standards of Coverage document
- Provide comprehensive fire code enforcement and public education programs that will assist businesses and citizens in fire prevention and safety
- Provide emergency service during times of natural disaster, such as floods and major storms
- Provide excellent customer service to the citizens of Pueblo
- Provide a communication process to evaluate needs and desired services by the citizens of Pueblo

### New Programs for 2012

- Maintain International Accreditation Status
- Complete new Fire Station 4
- Continue formal officer development program
- Continue Fire Prevention and EMS Fee programs

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	13,371,339	13,689,133	14,328,218	14,662,205
Operating	794,122	723,902	752,212	719,336
<b>Total Costs</b>	<b>14,165,461</b>	<b>14,413,035</b>	<b>15,080,430</b>	<b>15,381,541</b>

## Significant Adjustments

- Continue Index B Fire Service Protection at Fire Station 10
- Continue to operate Fire Station 11 until the new Fire Station 4 is complete
- Continue to operate with increased staffing until the completion of Fire Station 4

# Fire

## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	309,516	276,808	225,000	299,434
Fire Service Salaries	8,174,989	8,194,972	8,792,288	8,960,835
General Service	84,730	76,906	55,000	71,206
Temporary/Part Time	-	5,880	21,837	-
Overtime	518,197	849,368	465,000	460,000
Sick/Vac/PH Sellback	228,022	240,848	252,900	252,600
Step-Up	141,976	139,574	195,666	150,000
Uniform/Shoe/Tool Allow	24,360	23,595	25,300	25,200
Moving Allowance	3,025	-	-	-
<b>Benefits</b>				
Pension - PERA	11,185	10,956	9,724	9,102
Pension - Fire	1,841,374	1,647,844	1,747,975	1,717,768
Insurance Benefits	1,505,038	1,583,285	1,883,764	2,071,948
Medicare Tax	100,745	109,759	114,902	123,343
Worker's Compensation	355,723	445,851	459,976	439,634
Uniform Repair/Replace	67,911	76,462	70,000	75,000
Tuition Reimbursement	1,000	3,000	4,257	1,500
Moving Expense	1,975	-	-	-
Other Payroll Expense	1,573	4,025	4,629	4,635
<b>Total Personnel</b>	<b>13,371,339</b>	<b>13,689,133</b>	<b>14,328,218</b>	<b>14,662,205</b>
<b>Operating</b>				
Communications	42,200	51,847	42,376	46,860
Dues & Subscriptions	2,093	3,552	5,352	3,217
Equipment	153,696	26,555	15,366	17,700
Other Charges	30,255	36,176	31,010	30,000
Printing & Binding	2,961	1,135	1,470	2,000
Professional Services	33,547	38,151	45,000	31,080
Rentals	4,027	3,677	3,676	4,800
Repairs & Maintenance	231,223	248,142	265,000	232,500
Supplies	73,501	68,460	56,230	91,179
Training & Education	46,292	40,963	23,732	50,000
Travel	17,506	17,394	20,000	15,000
Utilities	156,821	187,850	243,000	195,000
<b>Total Operating</b>	<b>794,122</b>	<b>723,902</b>	<b>752,212</b>	<b>719,336</b>
<b>Total Costs</b>	<b>14,165,461</b>	<b>14,413,035</b>	<b>15,080,430</b>	<b>15,381,541</b>

## Fire

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### Staffing Detail

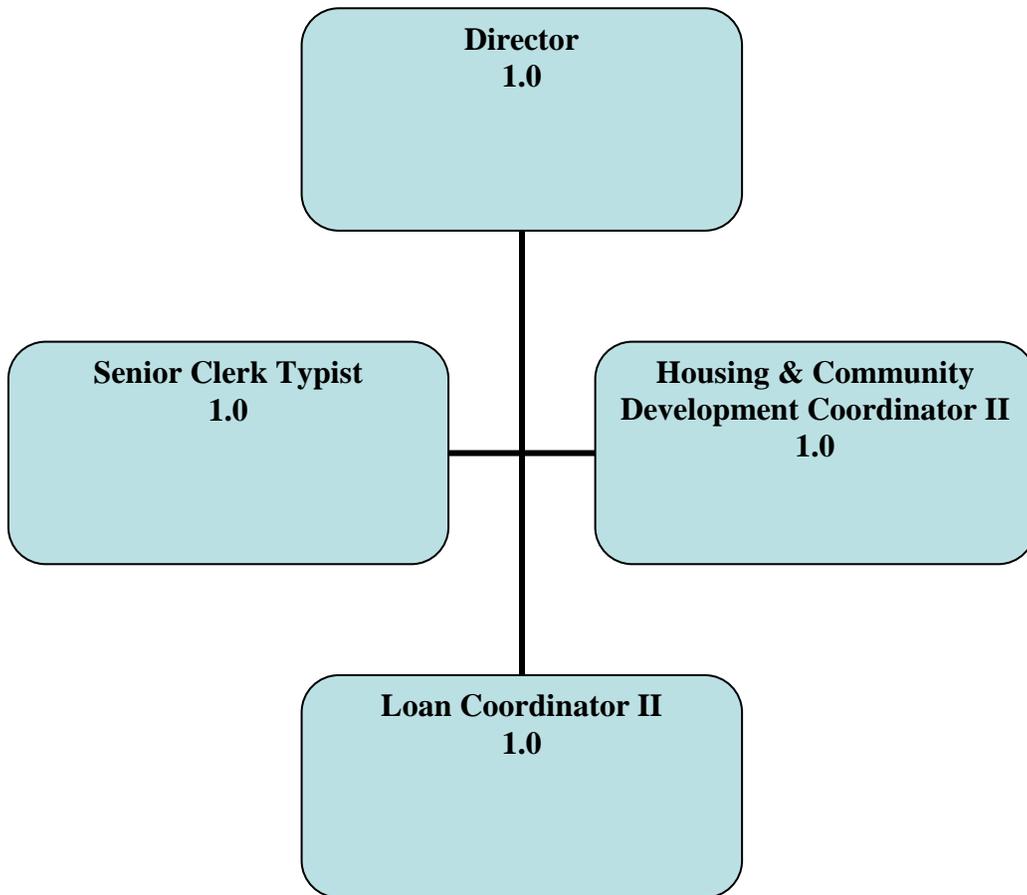
Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Fire Chief	1	1	1	1	127,193-	127,193
Deputy Fire Chief	2	2	2	2	86,432-	96,009
Assistant Fire Chief	3	3	3	3	89,137-	89,137
Fire Captain	30	30	30	30	63,741-	76,262
Emergency Medical Officer	30	30	30	30	56,799-	67,284
Asst Training Officer/Capt	1	1	1	1	82,262-	82,262
Fire Engineer	36	36	39	39	54,900-	63,824
Fire Inspector	2	2	2	2	70,551-	70,551
Firefighter	30	36	33	33	39,312-	58,816
Administrative Tech/ Admin Tech (Certified)	1	1	1	1	44,356-	44,356
Clerk Typist / Fire Support Technician	1	1	1	1	26,279	26,279
<b>Total</b>	<b>137</b>	<b>143*</b>	<b>143*</b>	<b>143*</b>		

\* Increased authorized staffing in Fiscal Years 2010 and 2011 by 3 sworn employees until the completion of Fire Station #4. The Department staffing of sworn employees will drop to the authorized level of 140 once Fire Station #4 is operational.

# Housing & Citizen Services

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**Ada Clark**  
Director of Housing  
2631 E. 4<sup>th</sup> St.  
Pueblo, CO 81001  
(719) 553-2845  
adaclark@pueblo.us



# Housing and Citizen Services

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## Mission/Function

The mission of the Department of Housing and Citizen Services is to preserve and enhance the quality and livability of the city’s older neighborhoods and preserve the housing stock; maintain the value of the real estate tax base; promote the economic viability and development of the city neighborhoods, while promoting the achievement of City Council’s neighborhood goals.

## Objectives

- Develop and implement policies and programs that support the availability of affordable housing as well as a diverse range of housing options in the community in accordance with the City of Pueblo five-year U.S. Department of Housing and Urban Development (HUD) Consolidated Plan
- Improve infrastructure and public amenities in low and moderate-income neighborhoods
- Purchase, rehabilitation and resale of foreclosed properties under the NSP
- Ongoing monitoring of HOME, CDBG, NSP, HPRP, CDBG-R, EECBG grants \*

**New Programs for 2012**

- Neighborhood Stabilization Program 3 (NSP3)

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	327,748	325,574	357,527	409,620
Operating	36,970	56,300	44,851	47,800
<b>Total Costs</b>	<b>364,718</b>	<b>381,874</b>	<b>402,378</b>	<b>457,420</b>

## Significant Adjustments

- None

\* (HOME) Home Investment Partnership Act (CDBG) Community Development Block Grant  
 (NSP) Neighborhood Stabilization Program (HPRP) Homeless Prevention Rapid Re-Housing Program  
 (CDBG-R) Community Development Block Grant – Recovery  
 (EECBG) Energy Efficiency and Conservation Block Grant

## Housing and Citizen Services

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### Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	97,887	97,887	97,887	97,887
General Service	133,839	105,944	131,990	135,330
Temporary/Part Time	17,409	48,215	51,771	74,844
Overtime	-	305	-	-
Sick/Vac/PH Sellback	2,502	-	-	-
In-Kind Services Provided	-	(2,244)	(16,017)	-
<b>Benefits</b>				
Pension - PERA	31,069	33,189	37,221	40,840
Insurance Benefits	40,485	35,292	48,452	52,012
Medicare Tax	2,874	3,459	3,939	4,323
Worker's Compensation	1,632	2,036	2,160	2,249
Tuition Reimbursement	-	1,409	-	2,000
Other Payroll Expense	51	82	124	135
<b>Total Personnel</b>	<b>327,748</b>	<b>325,574</b>	<b>357,527</b>	<b>409,620</b>
<b>Operating</b>				
Advertising	1,552	2,680	2,172	2,500
Communications	7,700	10,929	5,316	4,600
Dues & Subscriptions	2,980	1,988	3,246	1,500
Equipment	235	2,576	1,000	2,400
Printing & Binding	44	179	200	500
Professional Services	3,268	18,498	7,000	18,000
Rentals	3,098	2,084	1,658	1,600
Repairs & Maintenance	836	232	924	1,000
Supplies	5,470	8,147	11,320	6,500
Training & Education	4,095	1,068	426	2,000
Travel	4,619	1,651	6,984	3,000
Utilities	3,073	6,268	4,605	4,200
<b>Total Operating</b>	<b>36,970</b>	<b>56,300</b>	<b>44,851</b>	<b>47,800</b>
<b>Total Costs</b>	<b>364,718</b>	<b>381,874</b>	<b>402,378</b>	<b>457,420</b>

## Housing and Citizen Services

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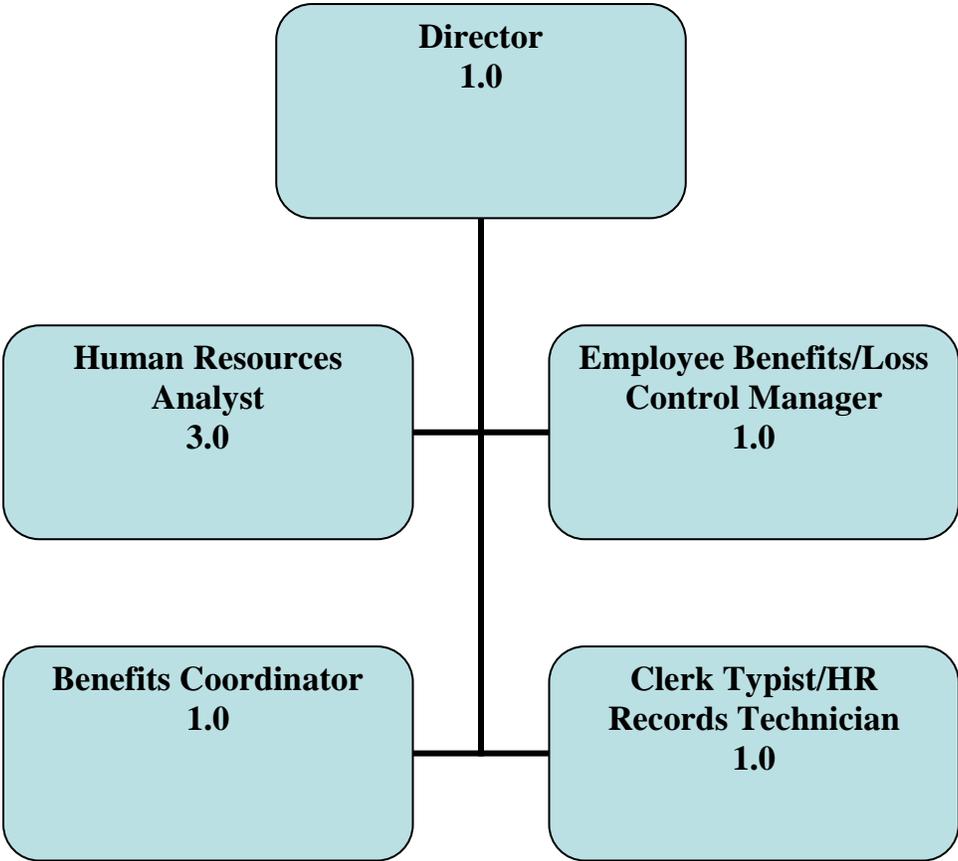
### Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Director of Housing and Citizen Services	1	1	1	1	97,286 -	97,286
Housing & Community Development Coordinator II	1	1	1	1	54,875 -	54,875
Loan Coordinator II	0	1	1	1	39,799 -	39,799
Senior Clerk Typist/Senior Clerk (Certified)	0	1	1	1	39,816 -	39,816
Grant Reporting/Property Specialist	1	0	0	0	-	
Administrative Technician	1	0	0	0	-	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>		

# Human Resources

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**Marisa L. Walker**  
Director of Human  
Resources  
301 West "B" Street  
Pueblo, CO 81003  
(719) 553-2663  
mwalker@pueblo.us



# Human Resources

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## Mission/Function

The mission of the Human Resources Department is to provide comprehensive human resources support to City Departments including employment, classification, compensation, benefits, retirement planning and pension administration, wellness, employee and labor relations, employee development, equal employment opportunity, and research and analysis.

## Objectives

- Develop and implement best practices in the recruitment of highly qualified employees
- Support and promote the health and well-being of City employees through the development and administration of a comprehensive benefit program including health, dental, life and retirement
- Foster and maintain a learning environment that is inclusive and supportive
- Improve Human Resources' processes, systems and infrastructure
- Recommend and maintain a comprehensive and competitive classification and compensation structure
- Mitigate City exposure to legal and business risks
- Provide complex research, analysis and administrative support to the City Manager and Department Directors
- To enable line departments to provide necessary citizen services through prompt and professional attention to human resource requirements

**New Programs for 2012**

- Continue to expand internal and community partnerships for recruiting and outreach efforts
- Finalize and implement City of Pueblo Employee Regulations Handbook
- Continue to partner with City Departments to develop in-house training programs targeting skills of interest for employees, supervisors and managers
- Finalize systematic review of the City's classification and compensation programs and make recommendations to City Manager
- Develop and implement a standardized performance management process for General Service and Management employees

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	465,895	465,311	522,685	604,887
Operating	53,298	86,169	56,309	83,375
<b>Total Costs</b>	<b>519,193</b>	<b>551,480</b>	<b>578,994</b>	<b>688,262</b>

## Significant Adjustments

- Increased by one FTE as an HR Analyst to support Strategic Plan objectives and increased workload
- Increased operational supplies to reflect purchase for mandatory training materials to ensure compliance with federal laws as well as CIRSA recommendations

## Human Resources

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### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Administration	271,525	251,875	277,102	328,309
General Service	77,538	76,420	76,993	79,308
Temporary/Part Time	-	-	7,830	-
Overtime	3,492	6,107	3,604	2,600
Sick/Vac/PH Sellback	4,198	7,396	10,500	5,000
Step-Up	-	4,123	-	-
Wellness Incentives	250	4,101	25,000	26,600
<b>Benefits</b>				
Pension - PERA	43,417	44,656	47,374	58,120
Insurance Benefits	59,538	58,826	66,828	95,053
Medicare Tax	3,733	3,539	3,848	5,012
Worker's Compensation	1,949	2,177	2,386	2,660
Tuition Reimbursement	-	1,275	-	2,000
Moving Reimbursement	-	1,990	-	-
Other Payroll Expense	255	276	612	225
Wellness Program	-	2,550	-	-
Benefits Admin Fees	-	-	608	-
<b>Total Personnel</b>	<b>465,895</b>	<b>465,311</b>	<b>522,685</b>	<b>604,887</b>
<b>Operating</b>				
Advertising	6,117	6,878	4,670	5,000
Communications	5,690	8,571	4,000	5,650
Dues & Subscriptions	1,197	360	1,000	2,000
Equipment	-	175	-	-
Other Charges	-	8,054	5,115	12,000
Printing & Binding	1,229	936	500	2,000
Professional Services	27,970	50,906	25,000	36,175
Rentals	-	1,083	-	1,500
Repairs & Maintenance	-	80	-	1,000
Supplies	6,881	6,329	8,000	10,000
Training & Education	3,724	964	2,577	3,750
Travel	490	1,772	5,000	4,000
Utilities	-	61	447	300
<b>Total Operating</b>	<b>53,298</b>	<b>86,169</b>	<b>56,309</b>	<b>83,375</b>
<b>Total Costs</b>	<b>519,193</b>	<b>551,480</b>	<b>578,994</b>	<b>688,262</b>

## Human Resources

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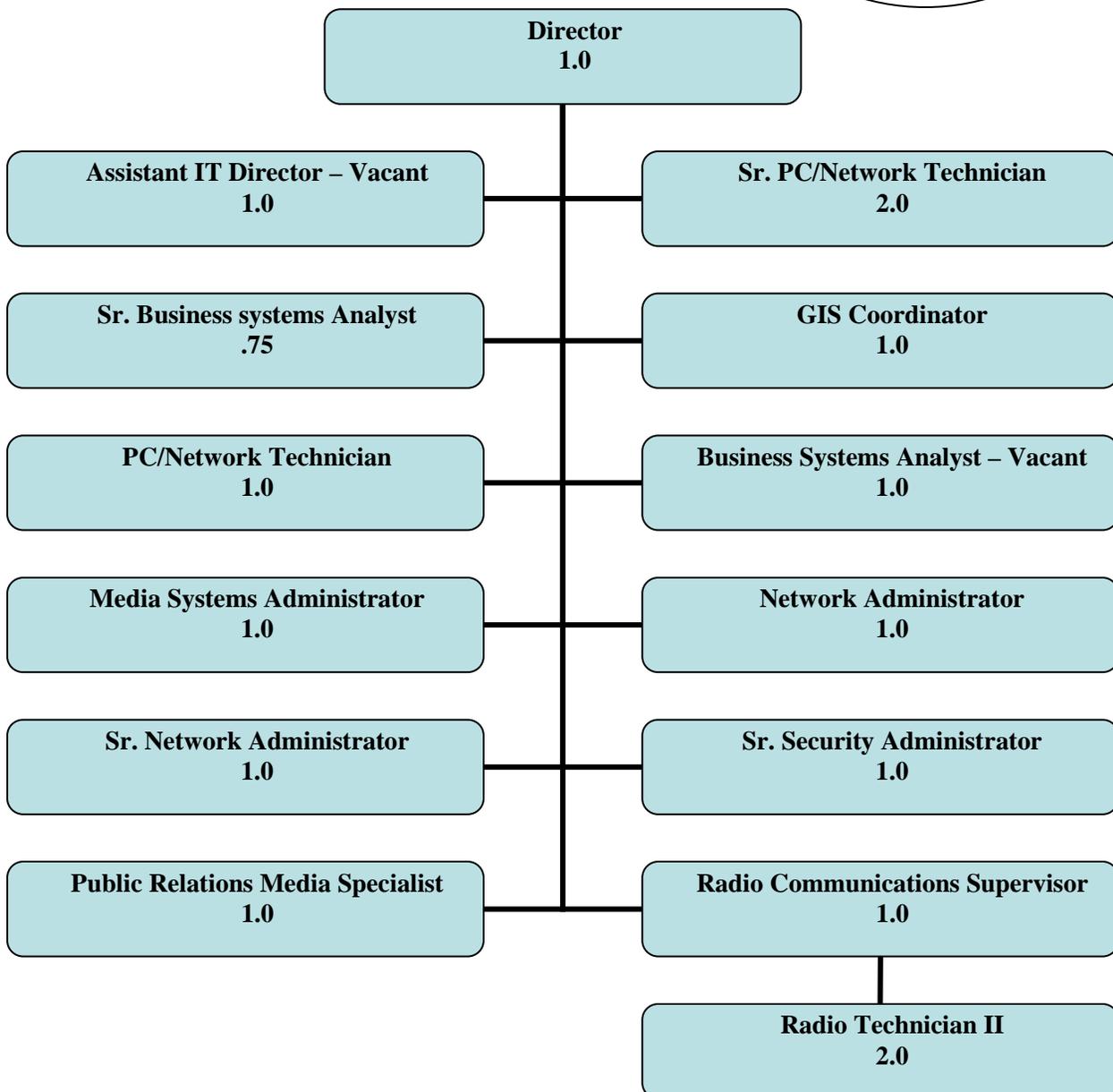
### Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Director of Human Resources	1	1	1	1	96,000 - 96,000
Employee Benefits & Loss Control Manager	1	1	1	1	82,971 - 82,971
HR Analyst	2	2	2	3	46,800 - 52,139
Benefits Coordinator	1	1	1	1	44,544 - 44,544
Clerk Typist/HR Records Technician	1	1	1	1	33,804 - 33,804
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	

# Information Technology

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Director of Information  
Technology  
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# Information Technology

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## Mission/Function

The mission of the Department of Information Technology is to facilitate the seamless integration of technology solutions in a cost-effective manner, provide, support and maintain a reliable system and network infrastructure that enables City entities to provide superior customer service to our community and our citizens, and support the City's mission and goals by ensuring I.T. services and technology solutions align with the City's strategic plan.

## Objectives

- Support all business systems including but not limited to the City's major financial, public safety, justice, and document management/imaging systems
- Provide a high-performance video, voice and data network, including 550 traditional and network based (Voice-over-IP) telephones
- Support the City's digital-trunked radio systems, used by all large departments, including Public Safety, Public Works and Transit
- Maintain the City's web site and other means of citizen access to the City through electronic means
- Install, maintain, and repair approximately 555 desktop computers, 120 wireless mobile computers and handheld (Blackberries) used by City employees
- Expand and maintain City's fiber network infrastructure
- Support the City's audio/visual and video-conferencing systems
- Expand and improve the City's Geographical Information System (GIS) and on-line functionality through the City's Internet site
- Advise senior management and provide guidance to departments regarding technological directions and initiatives that would benefit the City
- Increase video output on Channel 17 by originating new programming and continue to investigate other government websites for fresh ideas
- Increase published material aimed at specific groups such as children or the general populace

### New Programs for 2012

- Expand PubWorks, a work order and asset management system, to other City Departments
- Implement on-line Sales Tax system and other e-government services as applicable
- Implement a voice annunciation and Automatic Vehicle locator system for Transit and other City departments including Public Works, Wastewater and Parks
- Pursue a new Enterprise Resource System (ERP) to replace the City's outdated ERP system
- Complete the technology implementation for the new Fire Station #4 and City Hall renovation
- Install fiber and provide network connectivity for Parks facilities including pools and the Pueblo Motorsports Park

## Information Technology

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### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	1,151,191	1,199,625	1,273,315	1,282,847
Operating	530,412	811,489	1,131,078	910,220
<b>Total Costs</b>	<b>1,681,603</b>	<b>2,011,114</b>	<b>2,404,393</b>	<b>2,193,067</b>

### Significant Adjustments

- None

Information Technology

**Budget Detail**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	172,120	148,537	153,342	153,343
General Service	645,013	674,947	700,000	714,622
Temporary/Part Time	33,802	66,991	100,000	80,000
Overtime	15,651	19,733	10,666	7,000
Sick/Vac/PH Sellback	4,447	5,442	8,163	2,500
Step-Up	11,751	4,302	1,078	-
Uniform/Shoe/Tool Allow	150	150	225	300
Incentive Awards	100	50	150	650
<b>Benefits</b>				
Pension - PERA	108,456	120,172	125,000	125,961
Insurance Benefits	139,346	137,177	150,000	173,096
Medicare Tax	10,544	11,475	12,161	13,370
Worker's Compensation	5,905	6,956	7,000	7,525
Tuition Reimbursement	2,695	2,379	4,000	3,000
Uniform Cleaning	1,160	1,250	1,356	1,300
Other Payroll Expense	51	64	174	180
<b>Total Personnel</b>	<b>1,151,191</b>	<b>1,199,625</b>	<b>1,273,315</b>	<b>1,282,847</b>
<b>Operating</b>				
Advertising	171	11,184	14,108	10,000
Communications	53,424	50,597	28,798	35,538
Dues & Subscriptions	2,512	2,623	3,908	3,325
Equipment	4,854	11,480	14,446	4,850
Printing & Binding	131	-	-	1,000
Professional Services	14,472	35,233	35,000	16,496
Rentals	11,492	86,553	99,385	99,385
Repairs & Maintenance	9,616	2,105	16,000	14,300
Software Licensing & Maintenance	405,112	529,969	836,365	661,389
Supplies	16,149	49,827	45,986	26,450
Training & Education	4,156	7,490	9,232	11,000
Travel	4,719	9,131	7,876	6,300
Utilities	3,604	15,297	19,974	20,187
<b>Total Operating</b>	<b>530,412</b>	<b>811,489</b>	<b>1,131,078</b>	<b>910,220</b>
<b>Total Costs</b>	<b>1,681,603</b>	<b>2,011,114</b>	<b>2,404,393</b>	<b>2,193,067</b>

## Information Technology

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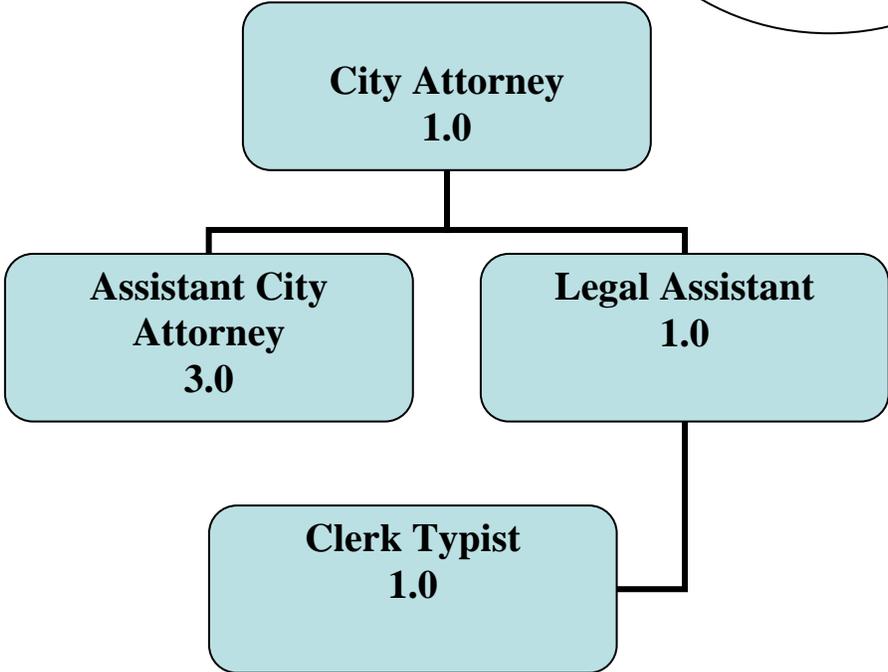
### Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Director of Information Technology	1	1	1	1	94,592 -	94,592
Assistant Director/ Information Technology	1	1	1	1	0 -	0
Public Relations & Media Specialist	1	1	1	1	71,177 -	71,177
Media Systems Administrator	0	1	1	1	60,108	60,108
Senior Business Systems Analyst	0.75	0.75	0.75	0.75	53,383 -	53,383
Senior Network Administrator	2	1	1	1	71,177 -	71,177
Senior Security Administrator	0	1	1	1	71,177 -	71,177
Network Administrator	1	1	1	1	54,457 -	54,457
GIS Coordinator	1	1	1	1	55,982 -	55,982
Senior PC Network Technician	3	2	2	2	44,225 -	50,204
Business Systems Analyst	0	1	1	1	43,603 -	43,603
PC Network Technician	0	1	1	1	38,446 -	38,446
Communications Supervisor	1	1	1	1	57,551 -	57,551
Radio Technician/Radio Technician II	2	2	2	2	37,095 -	51,468
Project Manager	1	0	0	0	-	-
Web Site Coordinator	1	0	0	0	-	-
<b>Total</b>	<b>14.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>		

# Law

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**Thomas J. Florczak**  
City Attorney  
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Pueblo, CO 81003  
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tflorczak@pueblo.us



# Law

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## Mission/Function

The mission of the Law Department is to provide quality legal services to the City in accordance with the Charter requirements. This mission is accomplished by providing prompt, courteous and professional service.

## Objectives

- Provide quality legal services to the City through staffing and contract attorneys
- Improve coordination with other City Departments for increased efficiencies
- Continue transition of Law Department files and document retention to electronic media using LSS
- Provide training to Police Department on excessive force and vehicle chases to reduce claims

### New Programs for 2012

- Continue implementation of electronic records system using LSS
- Increased efforts on code enforcement and neighborhood preservation
- Assist City Departments in implementing strategic plan

## Budget Summary

	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Estimate</b>	<b>2012 Adopted</b>
Personnel	44,300	429,539	611,567	633,088
Operating	776,248	280,295	201,440	212,020
<b>Total Costs</b>	<b>820,548</b>	<b>709,834</b>	<b>813,007</b>	<b>845,108</b>

## Significant Adjustments

- None

# Law

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## Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Administration	35,531	326,666	449,016	465,377
General Service	-	12,885	26,279	27,350
Overtime	-	-	-	250
Sick/Vac/PH Sellback	959	7,248	10,872	5,000
Step-Up	-	2,511	-	-
<b>Benefits</b>				
Pension - PERA	4,532	46,501	63,522	65,981
Insurance Benefits	2,323	25,649	52,000	60,435
Medicare Tax	527	5,030	6,880	7,056
Worker's Compensation	428	2,985	2,914	1,594
Other Payroll Expense	-	64	84	45
<b>Total Personnel</b>	<b>44,300</b>	<b>429,539</b>	<b>611,567</b>	<b>633,088</b>
<b>Operating</b>				
Advertising	-	275	112	-
Communications	-	2,942	3,000	3,000
Dues & Subscriptions	-	1,145	3,000	2,500
Equipment	-	3,315	500	-
Other Charges	31,197	-	-	-
Printing & Binding	-	63	-	-
Professional Services	745,051	210,563	130,000	130,000
Rentals	-	27,278	31,491	31,870
Repairs & Maintenance	-	-	-	1,650
Supplies	-	32,630	26,698	34,500
Training & Education	-	347	3,147	3,500
Travel	-	1,737	3,492	5,000
<b>Total Operating</b>	<b>776,248</b>	<b>280,295</b>	<b>201,440</b>	<b>212,020</b>
<b>Total Costs</b>	<b>820,548</b>	<b>709,834</b>	<b>813,007</b>	<b>845,108</b>

# Law

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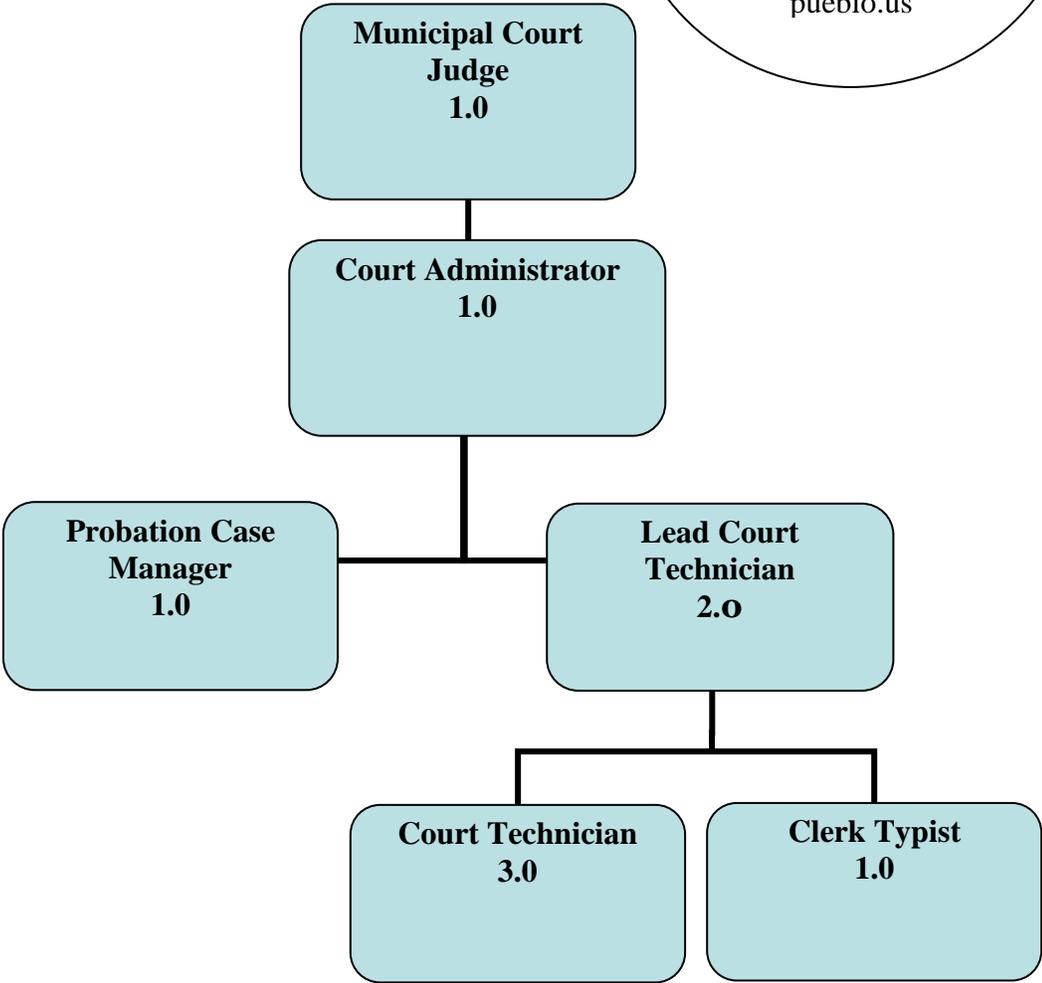
## Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
City Attorney	0	1	1	1	140,000 - 140,000
Assistant City Attorney	0	3	3	3	90,000 - 94,000
Legal Assistant	1	1	1	1	48,978 - 48,978
Clerk Typist	0	1	1	1	27,350 - 27,350
Deputy City Attorney	1	0	0	0	-
<b>Total</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>6</b>	

# Municipal Court

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**William Alexander**  
Presiding Judge  
200 S. Main St.  
Pueblo, CO 81003  
(719) 553-3810  
municipalcourt@  
pueblo.us



# Municipal Court

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## Mission/Function

The City of Pueblo Municipal Court's mission is to provide an efficient, equitable, and impartial forum to hear and resolve alleged violations of the City of Pueblo Municipal Code and to effectively and efficiently impose and collect fines, costs, and penalties due the City of Pueblo.

## Objectives

- Make customer service the number one priority and to make the Municipal Court experience a user-friendly, expeditious, and efficient process, whether the contact is personal, by phone, mail, e-mail, electronic, or otherwise
- Resolve in a speedy fashion all trials to the Court within a three-to-four week period from arraignment and all jury trials within a two month period from arraignment
- Continue the expansion of creative alternatives for adults and juveniles, including Juvenile Diversion Programming, Teen Court, Graffiti Removal/Community Service, Restorative Justice, and otherwise
- Expand the use of computers, technology, and other automated solutions that impact the efficiency of the Court or access to the Court
- Maintain the transparency of the Court, whereby every defendant and customer can expect to be treated the same as any other defendant and customer

### New Programs for 2012

- The Court will implement a new office management and case management program which will provide additional ability to reliably query and retrieve data as well as provide a single uniform system to maintain the Court's office management and case management needs, including internet based offender compliance tracking
- The Court will further expand Adult and Juvenile Community Service alternatives to facilitate restorative justice concepts and as an alternative to fines where appropriate
- The Court will further expand its collections efforts including warrant clearing with the purpose of responsibly collecting the increasing amount of outstanding fines and costs owed to the City of Pueblo
- The Court will further expand its customer service efforts in the nature of updated and increased website information availability; internet based case processing options, bi-lingual informational pamphlets, and government access channel public service announcements

## Municipal Court

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### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	695,252	723,283	744,180	774,434
Operating	92,314	129,956	113,641	123,442
<b>Total Costs</b>	<b>787,566</b>	<b>853,239</b>	<b>857,821</b>	<b>897,876</b>

### Significant Adjustments

Pueblo Municipal Court is now located in the Pueblo Municipal Justice Center. The new facility houses two court rooms, additional work stations, and additional customer service counters to allow for improved customer service. In addition, the new facility includes a variety of the most advanced technology available including but not limited to Docket Call docket management, Hitachi Smart Boards, comprehensive video surveillance, and improved security measures. Ultimately, the new facility produces a variety of customer service amenities, aesthetics, and employee benefits

# Municipal Court

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## Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Administration	145,673	155,629	177,546	177,547
General Service	264,386	269,519	259,790	265,462
Temporary/Part Time	106,469	111,573	124,130	135,501
Overtime	9,193	8,426	8,186	10,000
Sick/Vac/PH Sellback	10,526	14,369	-	8,000
Step-Up	11,215	9,496	2,000	1,500
<b>Benefits</b>				
Pension - PERA	65,184	73,110	78,000	77,223
Insurance Benefits	71,627	65,351	80,000	84,767
Medicare Tax	7,132	7,947	8,000	8,289
Worker's Compensation	3,847	5,493	6,438	4,055
Tuition Reimbursement	-	2,217	-	2,000
Other Payroll Expense	-	153	90	90
<b>Total Personnel</b>	<b>695,252</b>	<b>723,283</b>	<b>744,180</b>	<b>774,434</b>
<b>Operating</b>				
Communications	15,500	21,348	11,000	14,611
Dues & Subscriptions	1,842	225	300	1,500
Equipment	3,865	6,309	4,550	-
Insurance	4,637	5,037	6,500	9,000
Other Charges	85	-	105	-
Printing & Binding	648	2,186	1,000	3,000
Professional Services	17,376	22,958	23,202	25,331
Rentals	4,399	3,685	3,500	5,000
Repairs & Maintenance	7,280	9,988	13,286	7,000
Supplies	24,984	29,398	20,000	24,000
Training & Education	829	2,889	2,000	2,000
Travel	819	1,068	750	1,000
Utilities	10,050	24,865	27,448	31,000
<b>Total Operating</b>	<b>92,314</b>	<b>129,956</b>	<b>113,641</b>	<b>123,442</b>
<b>Total Costs</b>	<b>787,566</b>	<b>853,239</b>	<b>857,821</b>	<b>897,876</b>

# Municipal Court

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## Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Municipal Court Judge	1	1	1	1	124,992 - 124,992
Court Administrator	1	1	1	1	63,742 - 63,742
Clerk Typist/Court Technician	4	4	4	4	28,588 - 36,423
Lead Court Technician	2	2	2	2	37,028 - 39,035
Probation Case Manager	1	1	1	1	51,783 - 51,783
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	

# Parks and Recreation

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## Mission/Function

Pueblo PARKS MAKES LIFE BETTER by offering:

- Quality, diverse recreation and leisure opportunities
- Safe, clean and attractive park and recreation facilities
- Investments in new and renovated parks and recreation facilities
- Partnerships that enhance opportunities and maximize resources

## Objectives

- Create an organization committed to the rigorous pursuit of customer service, creativity, safety, teamwork, integrity and continuous improvement and development
- Provide quality, diverse recreation and leisure opportunities
- Provide safe, clean and aesthetically pleasing parks, trails and open space opportunities
- Invest in parks and recreation facilities by renovating old dilapidated spaces and planning and developing new opportunities
- Develop and manage partnerships and contract service that enhance opportunities and maximize resources

### New Programs for 2012

- Create, develop and enhance standards and expectation for parks maintenance
- Develop an organized and structured marketing and public relations campaign
- Implement a computerized maintenance management system
- Begin work on and implement initial phases of a department-wide sponsorship program
- Continue to develop and enhance program opportunities at El Centro del Quinto Sol Recreation Center
- Develop and implement a comprehensive volunteer program

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	2,841,961	2,972,916	3,437,668	3,654,144
Operating	1,054,505	1,349,410	1,530,983	1,296,675
<b>Total Costs</b>	<b>3,896,466</b>	<b>4,322,326</b>	<b>4,968,651</b>	<b>4,950,819</b>

## Significant Adjustments

- Complete restructuring and reorganization of the department focused on critical needs, updating operations and positioning for future success
- Replace mower fleet and old and dilapidated equipment that has outlived its useful life
- Funding to complete the Parks, Recreation and Trails Master Plan as well as develop park master plans for City Park, Mountain Park and Honor Farm

## Parks and Recreation

### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Administration	423,560	426,052	485,860	485,862
General Service	1,033,498	867,691	950,000	1,092,431
Temporary/Part Time	671,347	929,465	1,092,477	1,103,526
Overtime	16,098	23,869	22,356	11,500
Sick/Vac/PH Sellback	11,429	6,082	15,000	16,000
Step-Up	2,333	542	2,434	2,000
Uniform/Shoe/Tool Allow	1,575	1,575	2,025	2,175
Incentive Awards	1	-	6,000	-
<b>Benefits</b>				
Pension - PERA	263,814	298,416	360,748	357,403
Health/Dental Insurance	306,744	279,882	350,000	459,408
Insurance Benefits	6,946	7,109	7,960	8,728
Medicare Tax	26,288	30,607	33,969	37,299
Worker's Compensation	65,942	87,689	97,668	62,542
Moving Expense	2,477	2,523	-	-
Uniform Cleaning	9,781	11,214	10,923	15,000
Other Payroll Expense	128	200	248	270
<b>Total Personnel</b>	<b>2,841,961</b>	<b>2,972,916</b>	<b>3,437,668</b>	<b>3,654,144</b>
<b>Operating</b>				
Advertising	16,596	18,591	10,864	23,000
Communications	24,294	35,497	28,596	27,040
Cost of Merchandise	6,138	5,070	9,514	7,750
Dues & Subscriptions	4,128	6,559	10,134	4,300
Equipment	8,222	50,691	32,500	17,800
Licenses, Permits & Fees	50	1,605	2,646	2,250
Printing & Binding	4,243	2,563	2,000	5,025
Professional Services	157,095	119,661	220,000	165,960
Rentals	10,486	11,970	9,202	11,100
Repairs & Maintenance	146,763	209,083	236,400	178,300
Supplies	142,771	228,998	248,938	266,100
Training & Education	1,045	15,649	12,908	11,000
Travel	2,535	3,172	1,000	3,000
Utilities	530,139	640,301	706,281	574,050
<b>Total Operating</b>	<b>1,054,505</b>	<b>1,349,410</b>	<b>1,530,983</b>	<b>1,296,675</b>
<b>Total Costs</b>	<b>3,896,466</b>	<b>4,322,326</b>	<b>4,968,651</b>	<b>4,950,819</b>

# Parks and Recreation

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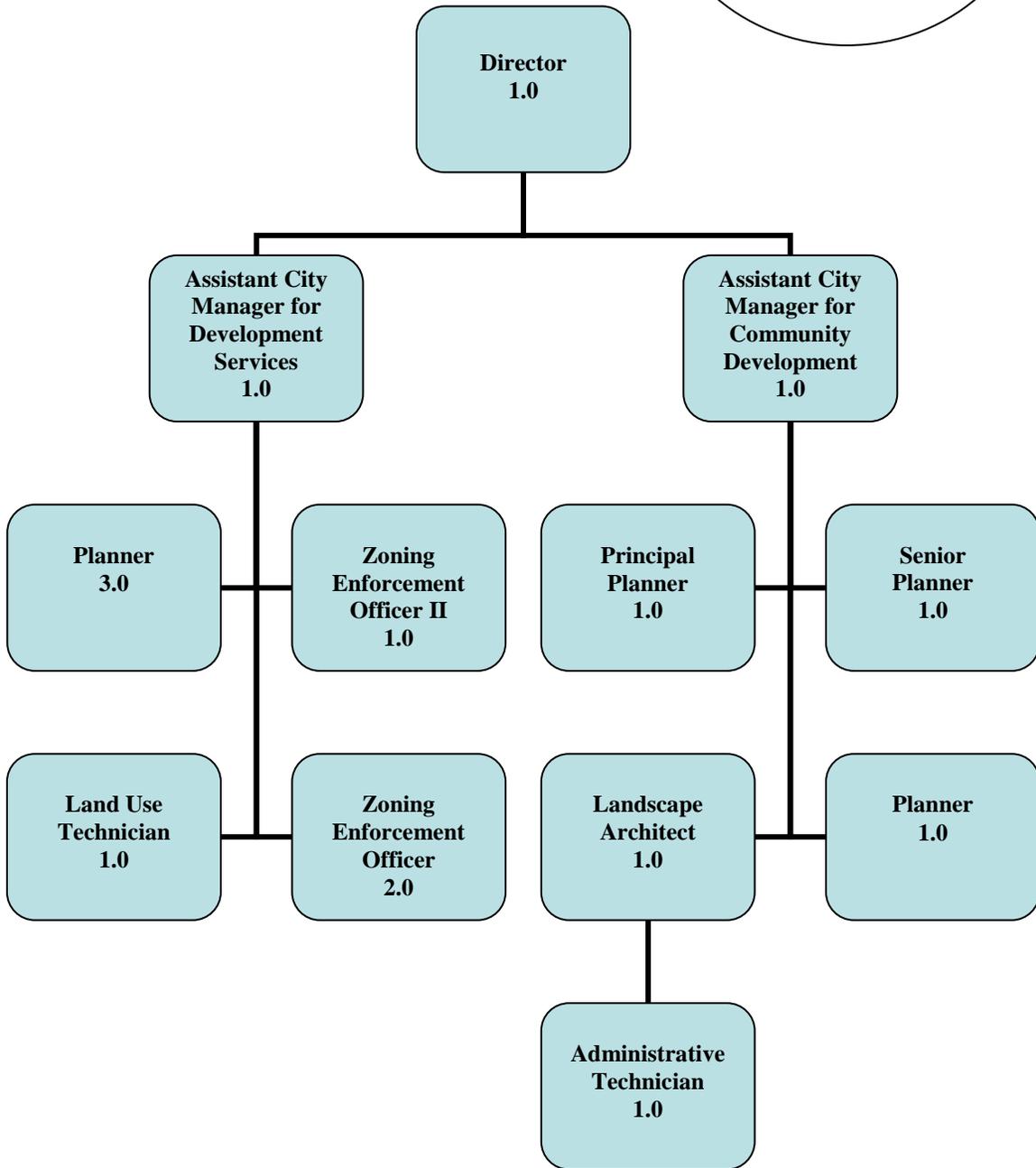
## Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Director of Parks	1	1	1	1	102,500 - 102,500
Assistant Director/ Parks and Recreation	0	1	1	1	90,835 - 90,835
Parks Manager	0	1	1	1	0 - 0
Parks Supervisor	2	2	2	2	57,154 - 59,045
Ice Arena Manager	1	1	1	1	73,120 - 73,120
Parks Maintenance Mechanic	3	3	3	3	36,226 - 46,457
Recreation Supervisor	0	2	2	2	49,804 - 49,804
Gardener	1	1	1	1	43,165 - 43,165
Parks Senior Mechanic/Welder	1	1	1	1	48,422 - 48,422
Park Caretaker II - Irrigation	4	4	4	4	33,486 - 43,165
Park Caretaker, Senior	0	1	2	2	37,677 - 37,677
Program Coordinator	0	1	3	3	38,325 - 45,238
Administrative Tech/ Admin Tech (Certified)	1	1	1	1	44,356 - 44,356
Utility Worker/Park Caretaker I	15	15	14	14	0 - 38,103
Clerk Typist/Parks & Recreation Technician	1.75	1.75	1	1	33,557 - 33,557
Asst Manager/Recreation	1	0	0	0	-
Park Area Coordinator	1	0	0	0	-
Recreation Center Coordinator	1	0	0	0	-
Recreation Supervisor I	1	0	0	0	-
Park Caretaker II - Maintenance	1	0	0	0	-
Park Caretaker II - Playground	1	0	0	0	-
Park Caretaker II - Trees	1	1	0	0	-
<b>Total</b>	<b>37.75</b>	<b>37.75</b>	<b>38.00</b>	<b>38.00</b>	

# Planning and Community Development

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**Jerry M. Pacheco**  
Director of Planning  
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kgrisham@pueblo.us



# Planning and Community Development

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## Mission/Function

The Department of Planning and Community Development’s mission is to preserve and enhance Pueblo’s unique quality of life by administering the City’s comprehensive plan and enforcing land use regulations in a timely and consistent manner; to provide professional technical support to the City’s elected officials in reaching their decisions on land use development proposals, and to lead the way on the design and implementation of community investment capital projects approved by City Council to meet the future needs of the community and improve neighborhoods.

## Objectives

- Prepare the city for managed growth in a sustainable fashion that adds value to the community and ensures that infrastructure is in place for future development
- Preparation and implementation of quality plans and projects that establish downtown as a regional center for people to live, work, and be entertained, as well as plans for infill and new developments that create a beautiful city with quality housing choices, and infrastructure upgrades in neighborhoods
- Ensure the development code reflects community goals and standards and review processes are timely, consistent, efficient, and predictable
- Provide technical planning and design assistance in the development of special projects as identified by the City Council
- Develop intergovernmental cooperation in support of achieving the community’s goals
- Fully inform citizens, elected, and appointed officials about land use development issues and cases

**New Programs for 2012**

- Establish aesthetic controls and guidelines for structures to be eligible for funding from the Urban Renewal Authority of Pueblo as part of neighborhood redevelopment activities in Downtown and the East Side
- Establish policies, procedures and staffing for the implementation of the enforcement of the regulations pertaining to the International Property Maintenance Code
- Sustainability planning focusing on urban development in existing locations already served with existing infrastructure and community facilities

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	811,419	765,748	923,992	960,879
Operating	141,617	207,708	170,440	213,038
<b>Total Costs</b>	<b>953,036</b>	<b>973,456</b>	<b>1,094,432</b>	<b>1,173,917</b>

## **Planning and Community Development**

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### **Significant Adjustments**

- The Department has completed a reorganization that eliminated the MPO Administrator position and has expanded Zoning Enforcement staff to three full-time employees
- The staffing under the City's delegation agreement with the Pueblo Area Council of Governments for the Metropolitan Planning Organization has been shifted to include the existing staff with the Planning Department in cooperation with staff from the Public Works and Transportation Departments

## Planning and Community Development

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### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Elected/Board Members	5,300	4,475	6,600	6,600
Administration	329,132	265,245	323,214	328,224
General Service	281,789	297,880	349,695	361,104
Overtime	865	-	-	-
Sick/Vac/PH Sellback	2,519	2,503	9,612	7,366
Step-Up	650	2,571	2,478	-
<b>Benefits</b>				
Pension - PERA	73,673	73,830	89,097	91,520
Insurance Benefits	103,027	103,607	125,054	148,491
Medicare Tax	8,419	7,854	9,572	9,793
Worker's Compensation	3,561	3,538	4,836	5,439
Tuition Reimbursement	2,433	3,999	3,500	2,000
Other Payroll Expense	51	246	334	342
<b>Total Personnel</b>	<b>811,419</b>	<b>765,748</b>	<b>923,992</b>	<b>960,879</b>
<b>Operating</b>				
Advertising	2,591	2,275	2,000	5,000
Communications	12,107	18,744	12,714	13,576
Dues & Subscriptions	1,776	3,021	4,328	3,300
Equipment	277	1,620	-	-
Printing & Binding	360	159	74	362
Professional Services	96,470	153,001	125,000	153,750
Rentals	11,025	10,197	10,556	13,000
Repairs & Maintenance	301	2,775	3,309	2,550
Supplies	10,869	8,627	5,538	10,000
Training & Education	1,342	4,135	2,198	3,500
Travel	2,354	1,415	1,311	5,000
Utilities	2,145	1,739	3,412	3,000
<b>Total Operating</b>	<b>141,617</b>	<b>207,708</b>	<b>170,440</b>	<b>213,038</b>
<b>Total Costs</b>	<b>953,036</b>	<b>973,456</b>	<b>1,094,432</b>	<b>1,173,917</b>

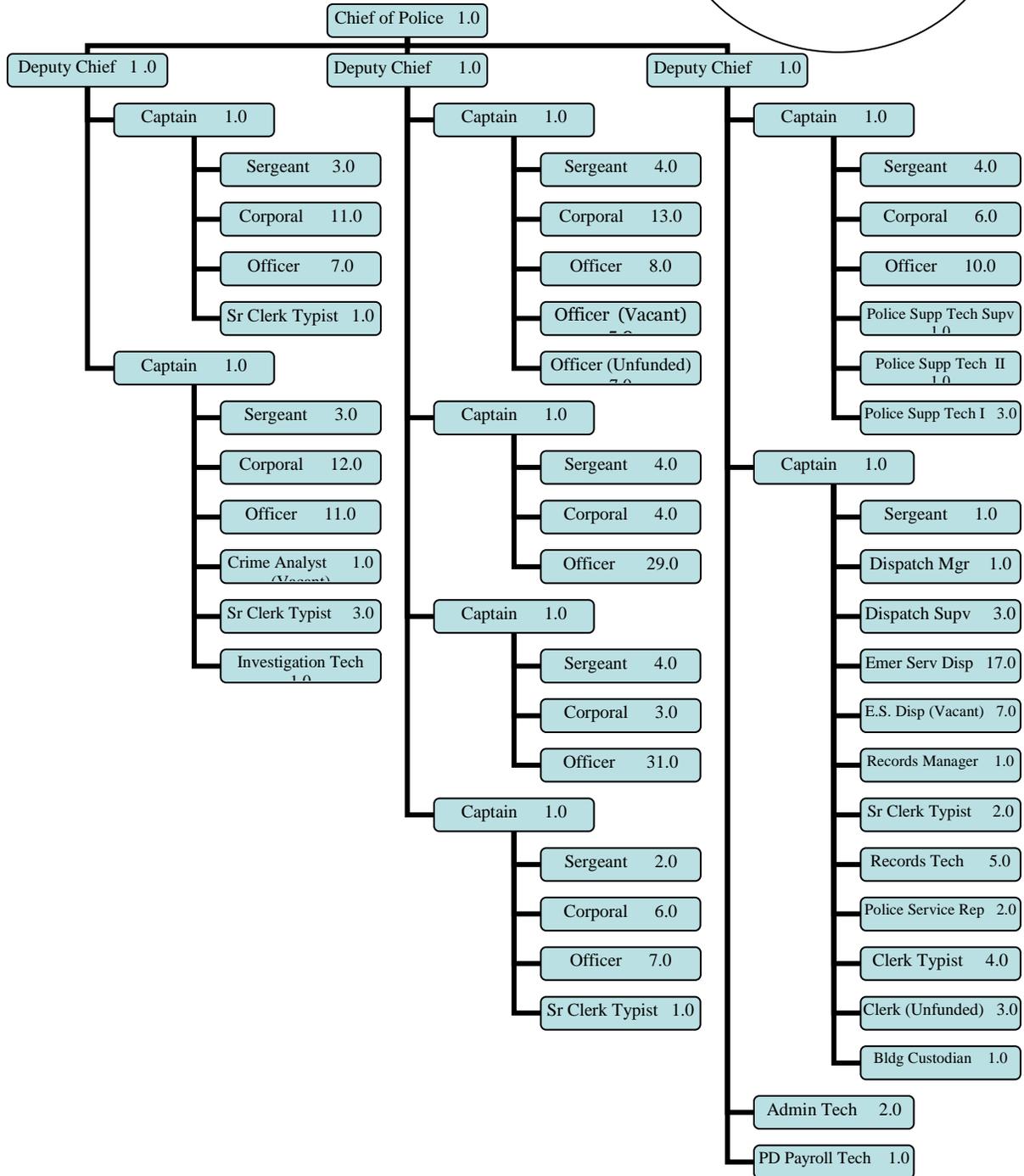
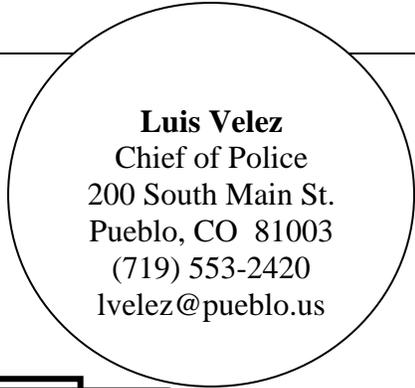
## Planning and Community Development

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### Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Director of Planning & Community Development	1	1	1	1	85,000	85,000
Assistant City Manager/Community Investment	1	1	1	1	80,241-	80,241
Assistant City Manager/Development Services	1	1	1	1	90,562-	90,562
Principal Planner	1	1	1	1	68,453-	68,453
Landscape Architect	1	1	1	1	68,164-	68,164
Senior Planner	2	2	2	2	50,503-	56,216
Planner	4	4	4	4	44,642-	51,914
Zoning Enforcement Supervisor	0	0	1	1	50,139-	50,139
Zoning Enforcement Officer	1	1	2	2	33,006-	41,276
Land Use Technician	1	1	1	1	35,856-	35,856
Administrative Tech/ Admin Tech (Certified)	1	1	1	1	44,356-	44,356
Clerk Typist/Land Use Records Tech	1	1	0	0	-	-
Metro Planning Org Administrator	1	1	0	0	-	-
<b>Total</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>		

# Police



# Police

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## Mission/Function

The Police Department is responsible for the preservation of public peace, prevention of crime, apprehension of criminals, protection of the rights of persons and property, and the enforcement of the laws of the State and the ordinances of the City, as provided by the Pueblo City Charter, including all rules and regulations made in accordance therewith, and such other functions as the City Council and City Manager may prescribe for public safety.

## Objectives

- Protect life and property from crime through preventive police patrol, crime prevention programs, community-oriented policing, and the investigation of reported crime
- Promote safe and orderly traffic movement through education and enforcement programs, with an emphasis on seatbelt safety and DUI violations
- Combat illegal drug use and drug trafficking through education and enforcement, including the DARE Program and an ongoing partnership with the U.S. Drug Enforcement Administration
- Actively address gang presence and combat gang crime through utilization of the SAFE unit, community partnerships and other police resources
- Provide order maintenance and other police services to improve the overall quality of life in the City of Pueblo, including working cooperatively with Pueblo City Schools to provide a safe school environment
- Provide code enforcement services including weed and solid waste abatement

New Programs for 2012	
➤	Adoption of a vehicle replacement program
➤	New Tactical Division
➤	Adoption of Lexipol policy manual system
➤	Adoption & Implementation of new Gang Strategy
➤	Adoption & Implementation of new Patrol Procedures
➤	Hiring of a Crime Analyst

## Budget Summary

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
Personnel	22,936,871	22,602,452	24,403,411	24,747,368
Operating	1,419,258	1,770,058	1,827,726	1,876,698
<b>Total Costs</b>	<b>24,356,129</b>	<b>24,372,510</b>	<b>26,231,137</b>	<b>26,624,066</b>

## Significant Adjustments

- Increased funding for fuel and utilities
- Hiring and training costs for 10 new police officers (Police Academy)

## Police

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### Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	1,001,197	1,101,974	1,312,514	1,384,405
Police Service Salaries	12,782,540	12,466,876	12,303,165	12,745,348
General Service	1,936,775	1,778,247	2,000,000	2,072,874
Temporary/Part Time	149,492	154,910	183,536	134,000
Overtime	1,019,296	891,396	947,702	405,890
Educational Incentive	60,200	67,000	72,400	70,600
Sick/Vac/PH Sellback	293,427	323,736	433,082	216,500
Step-Up	108,086	119,238	85,000	7,000
Task Force Overtime	-	-	-	106,610
Uniform/Shoe/Tool Allow	40,617	39,201	70,000	90,000
<b>Benefits</b>				
Pension - PERA	285,352	290,326	309,525	344,730
Pension - Police	1,864,644	1,868,262	2,767,403	2,790,550
Insurance Benefits	2,666,438	2,660,259	3,044,542	3,557,838
Medicare Tax	197,967	198,795	208,797	214,035
Worker's Compensation	512,571	627,906	649,380	602,173
Uniform Repair/Replace	2,275	1,362	1,605	-
Tuition Reimbursement	13,752	9,072	10,000	-
Other Payroll Expense	2,242	3,892	4,760	4,815
<b>Total Personnel</b>	<b>22,936,871</b>	<b>22,602,452</b>	<b>24,403,411</b>	<b>24,747,368</b>
<b>Operating</b>				
Advertising	180	1,206	15	200
Communications	281,801	309,156	200,000	359,218
Dues & Subscriptions	4,840	6,666	5,772	4,710
Equipment	7,300	14,513	13,811	22,669
Other Charges	2,125	-	-	-
Police Academy Training	-	1,580	3,500	3,500
Printing & Binding	10,078	6,461	14,544	5,000
Professional Services	197,100	241,547	250,000	235,299
Rentals	46,657	41,752	41,582	74,852
Repairs & Maintenance	308,755	369,252	350,000	224,000
Supplies	96,575	99,582	135,000	124,500
Training & Education	25,447	18,734	16,812	38,000
Travel	44,686	40,484	31,150	51,750
Utilities	393,714	619,125	765,540	733,000
<b>Total Operating</b>	<b>1,419,258</b>	<b>1,770,058</b>	<b>1,827,726</b>	<b>1,876,698</b>
<b>Total Costs</b>	<b>24,356,129</b>	<b>24,372,510</b>	<b>26,231,137</b>	<b>26,624,066</b>

## Police

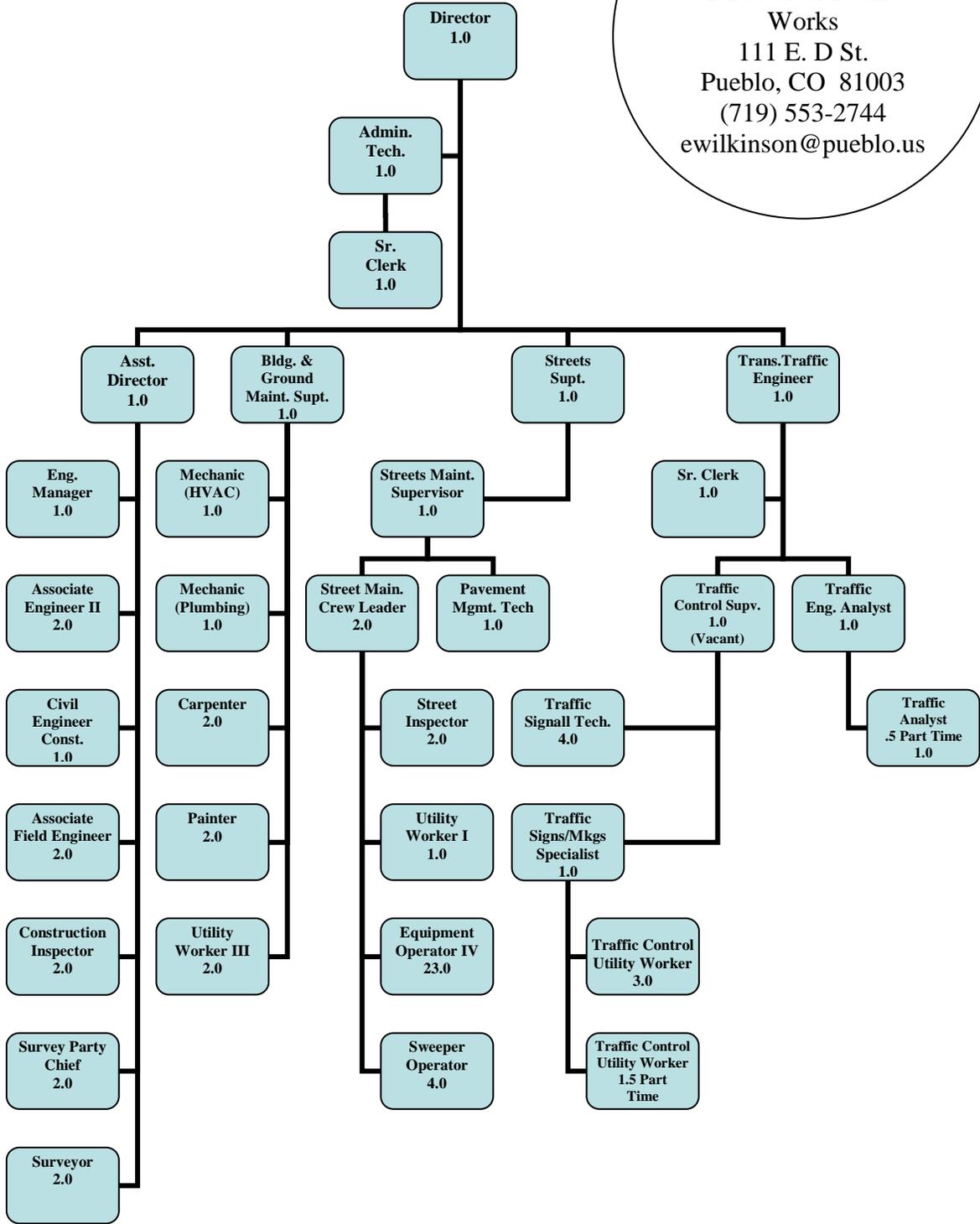
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### Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Police Chief	1	1	1	1	135,000-	135,000
Police Deputy Chief	3	3	3	3	104,420-	104,420
Police Captain	8	8	8	8	90,249-	90,249
Police Support Technician Supervisor	1	1	1	1	55,705-	55,705
Dispatch Manager	1	1	1	1	57,551-	57,551
Police Records Manager	1	1	1	1	57,551-	57,551
Police Sergeant	25	25	25	25	78,457-	81,432
Police Corporal	55	55	55	55	67,684-	69,730
Police Patrol Officer	115	115	115	115	0 -	65,979
Police Support Technician I	3	3	3	3	40,011-	42,476
Police Support Technician II	1	1	1	1	47,586-	47,586
Emergency Services Dispatch Supervisor	3	3	3	3	44,006-	52,127
Emergency Services Dispatcher	20	22	24	24	33,006-	46,180
Crime Analyst	1	1	1	1	51,917-	51,917
Administrative Tech/ Admin Tech (Certified)	1	1	1	1	42,806-	44,356
Police Payroll Technician	1	1	1	1	44,356-	44,356
Senior Clerk Typist / Senior Clerk (Certified)	8	8	8	8	38,488-	39,816
Clerk Typist/Records Tech/Investigations	15	15	15	15	0 -	36,423
Tech/Police Service Rep						
Building Custodian	1	1	1	1	29,822-	29,822
<b>Total</b>	<b>264</b>	<b>266</b>	<b>268</b>	<b>268</b>		

# Public Works

**Earl Wilkinson, P.E.**  
 Director of Public Works  
 111 E. D St.  
 Pueblo, CO 81003  
 (719) 553-2744  
 ewilkinson@pueblo.us



## Public Works, Bureau of

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### Mission/Function

Our mission is to enhance the quality of life for the Pueblo Community by providing safe, compliant, and efficient public infrastructure solutions.

### Objectives

- Develop an asphalt preservation program designed to extend the life of our roadway network
- Protect the building envelope on all City buildings
- Provide a safe, accessible environment for the public and City employees
- Ensure the City's storm sewer system meets the demands placed on it by current and future development
- Provide a safe, attractive, and well-maintained public right-of-way
- Provide a safe and efficient transportation system that allows for the convenient movement of people and goods
- Plan arterial and collector roads to maintain or create street connectivity throughout the City. Plan local streets to maintain the opportunity for good connectivity within and between neighborhoods by automobile, bicycle, and foot
- Plan for and consider the needs of all road users within the existing transportation system and in new developments including safety, intersection design, and roadway width
- Improve the pedestrian and bicycle transportation system to support a continuous, safe, and desirable walking and biking environment
- Implement design and construction standards

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	4,601,047	4,475,007	4,633,736	5,056,921
Operating	2,675,889	2,940,541	3,083,401	3,316,462
<b>Total Costs</b>	<b>7,276,936</b>	<b>7,415,548</b>	<b>7,717,137</b>	<b>8,373,383</b>

### Significant Adjustments

- Decreased by one full time employee in Public Buildings to enable the Human Resources Department to add one full time employee

## Public Works, Bureau of

### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Administration	628,386	606,154	623,210	685,500
General Service	2,590,927	2,383,921	2,452,610	2,668,384
Temporary/Part Time	92,233	178,971	112,332	80,750
Overtime	31,379	27,682	47,709	36,700
Sick/Vac/PH Sellback	15,034	16,173	18,339	13,150
Step-Up	20,924	21,384	5,000	7,700
Uniform/Shoe/Tool Allow	4,350	4,725	4,800	4,875
Incentive Awards	2,999	2,832	3,800	3,750
<b>Benefits</b>				
Pension - PERA	412,110	424,859	453,422	461,072
Insurance Benefits	594,677	573,483	674,322	851,499
Uniform Expense		75	112	-
Medicare Tax	41,880	43,190	43,752	47,560
Worker's Compensation	130,897	153,335	156,474	162,482
Tuition Reimbursement	13,101	11,835	13,200	7,000
Moving Reimbursement	5,000	-	-	-
Uniform Cleaning	16,640	25,579	23,500	25,000
Other Payroll Expense	510	809	1,154	1,499
<b>Total Personnel</b>	<b>4,601,047</b>	<b>4,475,007</b>	<b>4,633,736</b>	<b>5,056,921</b>
<b>Operating</b>				
Advertising	385	697	500	950
Communications	31,536	50,631	23,374	27,280
Dues & Subscriptions	1,353	1,983	3,246	1,875
Equipment	26,887	53,835	37,291	6,850
Licenses, Permits & Fees	4,504	4,804	2,696	4,000
Other Charges	13	-	750	-
Printing & Binding	114	1,060	1,000	950
Professional Services	148,716	279,123	234,105	260,185
Rentals	3,742	3,293	6,238	3,210
Repairs & Maintenance	289,111	239,981	338,109	286,850
Supplies	274,979	293,533	330,070	294,000
Training & Education	4,543	12,140	5,000	10,010
Travel	4,383	3,628	3,000	4,850
Utilities	1,885,623	1,995,833	2,098,022	2,415,452
<b>Total Operating</b>	<b>2,675,889</b>	<b>2,940,541</b>	<b>3,083,401</b>	<b>3,316,462</b>
<b>Total Costs</b>	<b>7,276,936</b>	<b>7,415,548</b>	<b>7,717,137</b>	<b>8,373,383</b>

## Public Works, Bureau of

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### Staffing Detail

#### Engineering

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Director of Public Works	1	1	1	1	109,341 -	109,341
Assistant Director/ Public Works	1	1	1	1	99,148 -	99,148
Engineering Manager	1	1	1	1	96,009 -	96,009
Civil Engineer/Construction	1	1	1	1	77,115 -	77,115
Associate Engineer II	2	2	2	2	54,417 -	56,483
Associate Field Engineer	2	2	2	2	42,757 -	54,871
Survey Party Chief-LS	1	1	1	1	58,597 -	58,597
Survey Party Chief	1	1	1	1	52,482 -	52,482
Construction Inspector	2	2	2	2	47,867 -	48,532
Surveyor	2	2	2	2	39,864 -	41,163
Administrative Tech/ Admin Tech (Certified)	1	1	1	1	39,121 -	39,121
Senior Clerk Typist/Senior Clerk (Certified)	0	0	1	1	39,816	39,816
Associate Engineer I	1	0	0	0	-	-
<b>Total</b>	<b>16</b>	<b>15</b>	<b>16</b>	<b>16</b>		

#### Public Buildings

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Bldg/Grounds Superintendent	1	1	1	1	70,787 -	70,787
Carpenter	2	2	2	2	51,479 -	52,482
Bldg/Grounds Maintenance Mechanic	2	2	2	2	52,482 -	52,482
Electrician	1	1	1	0	-	-
Painter	2	2	2	2	52,482 -	52,482
Utility Worker III	2	2	2	2	45,682 -	48,411
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>9</b>		

#### Street Cleaning

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Sweeper Operator	4	4	4	4	35,086 -	45,015
Equipment Operator II	2	2	2	2	0 -	40,582
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>		

## Public Works, Bureau of

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### Staffing Detail

#### Streets Division

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Streets Superintendent	1	1	1	1	87,866 - 87,866
Street Maintenance Supervisor	1	1	1	1	57,566 - 57,566
Street Inspector	2	2	2	2	50,769 - 50,769
Area Crew Leader	2	2	2	2	53,894 - 53,894
Pavement Management Technician	1	1	1	1	53,894 - 53,894
Equipment Operator IV	6	6	6	6	43,824 - 47,386
Equipment Operator II	4	4	4	4	0 - 40,582
Utility Worker/Equipment Operator I	12	12	12	12	0 - 35,693
Utility & Maintenance Worker I	1	1	1	1	44,243 - 44,243
Senior Clerk Typist/Senior Clerk (Certified)	1	1	0	0	-
<b>Total</b>	<b>31</b>	<b>31</b>	<b>30</b>	<b>30</b>	

#### Traffic Control

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Traffic Control Supervisor	1	1	1	1	55,659 - 55,659
Senior Traffic Signal Technician	2	2	2	2	0 - 50,607
Traffic Signal Technician	3	3	3	3	45,253 - 48,380
Traffic Signs & Marketing Specialist	2	2	1	1	40,484 - 40,484
Traffic Control Utility Work III	1	2	1	1	48,380 - 48,380
Traffic Control Utility Work II	0	0	2	2	31,620 - 31,620
Asst Traffic Control Supt	1	0	0	0	-
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	

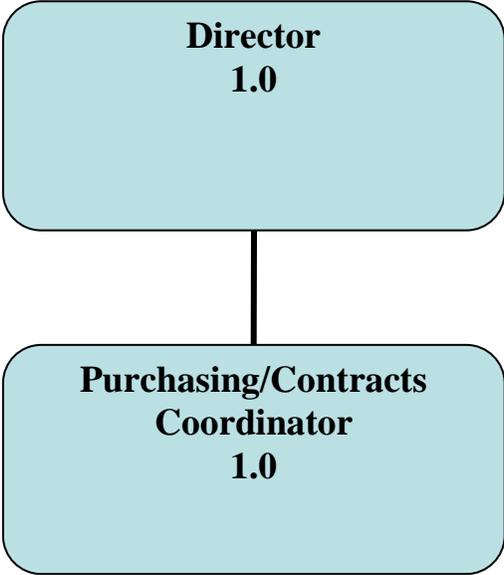
#### Transportation

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Traffic Engineer	1	1	1	1	85,090 - 85,090
Traffic Engineer Analyst	1	1	1	1	50,769 - 50,769
Senior Clerk Typist/Senior Clerk (Certified)	1	1	1	1	39,816 - 39,816
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	

# Purchasing

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**Naomi Hedden**  
Director of  
Purchasing  
230 S. Mechanic St.  
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nchedden@pueblo.us



# Purchasing

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## Mission/Function

The Purchasing Department exists to provide city departments and outside agencies with a central location for purchasing goods, equipment, and services while encouraging an atmosphere of fairness, honesty and integrity in dealing with customers, suppliers and staff. Our main goal is to provide competitive pricing, reputable sources, general problem solving services for our customers, and to spend City taxpayer money wisely so that maximum value is obtained for its limited financial resources.

## Objectives

- **Accountability:** Taking ownership and being responsible to all customers for our actions. We strive to ensure that Pueblo taxpayers receive the maximum value for every expenditure and that all expenditures are conducted in a manner that preserves the public trust
- **Transparency:** Easily accessible and understandable processes and policies. We endeavor to conduct all purchases in accordance with uniform rules and principles of public procurement and to adhere to Federal, State and local regulations
- **Integrity:** Doing the right thing at the right time. We will continue to provide the timely delivery of quality products and services at competitive prices to all customers
- **Impartiality:** Unbiased decision making and actions. We make every effort to encourage competitive bidding on the basis of opportunity and fair treatment to all vendors
- **Professionalism:** Upholding high technical and ethical standards. It is our priority to maintain a professional procurement system which is adaptable and responsive to changing needs and conditions within the City and marketplace
- **Service:** Maintain our obligation to our internal and external customers with a customer-service focus while meeting the needs and protecting the interests of the organization and the public. We will continue to uphold the spirit of collaboration and partnership with all other Purchasing Cooperative Agencies

<p><b>New Programs for 2012</b></p> <ul style="list-style-type: none"><li>➤ Analyze the existing Purchasing Policies and Procedures and make changes as needed to apply sound and current procurement practices while also abiding by the most current and applicable federal, state, and local laws and regulations</li><li>➤ Raise monetary thresholds for discretionary purchasing</li><li>➤ Analyze and develop more comprehensive and effective performance measures for our department</li></ul>
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## Purchasing

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### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Personnel	262,999	252,098	261,487	276,281
Operating	26,152	54,691	34,160	37,945
<b>Total Costs</b>	<b>289,151</b>	<b>306,789</b>	<b>295,647</b>	<b>314,226</b>

### Significant Adjustments

- None

## Purchasing

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### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Personnel</b>				
<b>Salaries</b>				
Administration	94,530	94,530	94,530	94,530
General Service	84,995	46,939	49,249	50,412
Temporary/Part Time	33,943	69,305	75,000	85,533
Sick/Vac/PH Sellback	1,801	-	-	-
<b>Benefits</b>				
Pension - PERA	27,256	28,791	28,956	31,468
Insurance Benefits	13,534	7,541	8,744	9,005
Medicare Tax	3,114	3,047	3,064	3,331
Worker's Compensation	1,539	1,894	1,899	1,957
Tuition Reimbursement	2,287	-	-	-
Other Payroll Expense	-	51	45	45
<b>Total Personnel</b>	<b>262,999</b>	<b>252,098</b>	<b>261,487</b>	<b>276,281</b>
<b>Operating</b>				
Advertising	196	-	-	-
Communications	5,081	10,837	3,166	3,950
Dues & Subscriptions	597	796	250	575
Equipment	2,334	719	300	-
Non-Exp Reimbursement	-	7	-	-
Other Charges	(306)	3,576	(418)	300
Printing & Binding	-	-	54	-
Professional Services	2,068	17,111	8,866	5,000
Rentals	7,510	7,290	5,876	8,170
Repairs & Maintenance	2,864	3,777	688	2,200
Supplies	1,789	2,390	4,000	6,000
Training & Education	400	795	3,578	2,450
Travel	254	654	800	800
Utilities	3,365	6,739	7,000	8,500
<b>Total Operating</b>	<b>26,152</b>	<b>54,691</b>	<b>34,160</b>	<b>37,945</b>
<b>Total Costs</b>	<b>289,151</b>	<b>306,789</b>	<b>295,647</b>	<b>314,226</b>

# Purchasing

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## Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Director of Purchasing	1	1	1	1	93,930 -	93,930
Purchasing/Contract Coordinator	1	1	1	1	50,412 -	50,412
Buyer/Contract Planner	1	0	0	0	-	
<b>Total</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>		

## Non-Departmental - Operational Charges

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### Mission/Function

Budget and account for operational charges which do not belong to any one particular department such as retirement payouts and any necessary contingencies.

### Objectives

- Identify Non-Departmental costs according to the use of those funds

### Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Personnel</b>				
<b>Salaries</b>				
Terminal Pay	1,192,255	489,515	600,000	400,000
PERA Replacement Benefit	861	(119)	206	-
<b>Benefits</b>				
Insurance Benefits	59,265	125,779	115,000	100,000
<b>Total Personnel</b>	<b>1,252,381</b>	<b>615,175</b>	<b>715,206</b>	<b>500,000</b>
<b>Operating</b>				
Other Charges	10,081	-	-	-
<b>Total Operating</b>	<b>10,081</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>				
Action 22 Dues	2,917	5,000	5,000	5,000
Airport Advisory Comm	25,000	25,000	25,000	25,000
Colorado Muni League Dues	52,013	48,435	50,453	50,453
Contingencies	-	20,485	85,000	100,000
H&HS Agency Monitoring	15,438	15,750	16,200	16,200
Latino Cham of Comm Dues	10,000	10,000	10,000	10,000
Long Term Leases	3,738	3,738	3,738	3,738
Nat'l League of Cities	8,743	8,743	9,000	8,743
PACOG	99,385	86,845	86,435	86,435
<b>Total Other</b>	<b>217,234</b>	<b>223,996</b>	<b>290,826</b>	<b>305,569</b>
<b>Total Costs</b>	<b>1,479,696</b>	<b>839,171</b>	<b>1,006,032</b>	<b>805,569</b>

### Significant Adjustments

- None

## Non-Departmental - Contractual Payments

---

### Mission/Function

Budget for payments provided to various entities under contractual agreements with the City. These agreements are generally for the provision of various services to the citizens of Pueblo.

### Objectives

- Account for and monitor all contractual and quasi-contractual obligations of the City of Pueblo which are not specific to any department of the City

### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Other</b>				
Aircraft Museum - Operations	20,000	20,000	20,000	20,000
Aircraft Museum - Capital	200,000	-	-	-
Chamber of Commerce	475,000	440,000	440,000	440,000
District Attorney/DNA Analyst	-	17,305	45,000	45,000
HARP Maintenance	102,000	302,000	241,600	241,600
Human Relations Commiss	21,500	21,500	21,500	21,500
Mountain Park Environment	156,700	166,500	307,500	160,500
PEDCO	250,000	225,000	225,000	225,000
Pikes Peak Humane Society	220,000	520,000	520,000	520,000
Pueblo Zoo - Capital	40,000	25,000	25,000	25,000
Pueblo Zoo - Operations	637,000	637,000	637,000	637,000
SRDA - Volunteer Coordinator	-	-	-	25,596
SRDA Allocation-Sr Rec	54,810	54,810	54,810	54,810
State Fair	265,000	265,000	265,000	265,000
Thomas E. Jagger, P.C.	-	130,328	-	-
YMCA	467,604	200,000	200,000	200,000
<b>Total Other</b>	<b>2,909,614</b>	<b>3,024,443</b>	<b>3,002,410</b>	<b>2,881,006</b>
<b>Total Costs</b>	<b>2,909,614</b>	<b>3,024,443</b>	<b>3,002,410</b>	<b>2,881,006</b>

### Significant Adjustments

- None

## Non-Departmental - Health and Welfare

---

### Mission/Function

Budget for payments payable to the City/County Health Department for health and welfare services provided to the citizens of the City.

### Objectives

- Account for and monitor all contributions made to the City/County Health Department

### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Other</b>				
City-County Health Dept	498,917	841,500	841,500	841,500
<b>Total Other</b>	<b>498,917</b>	<b>841,500</b>	<b>841,500</b>	<b>841,500</b>
<b>Total Costs</b>	<b>498,917</b>	<b>841,500</b>	<b>841,500</b>	<b>841,500</b>

### Significant Adjustments

- None

## Non-Departmental - Contributions and Donations

---

### Mission/Function

Account for contributions and donations made to various civic and non-profit organizations within the City.

### Objectives

- Identify all contributions from the City of Pueblo to various civic and non-profit organizations within the City

### Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Other</b>				
HEF Scholarships	12,500	12,500	12,500	12,500
Juneteenth	2,500	-	2,500	2,500
Latino Chamber Dinner	1,200	1,200	1,200	1,200
Little Britches Rodeo	10,000	10,000	10,000	10,000
Neighborworks	25,000	-	-	-
Nonprofits pmt to County	237,500	737,500	737,500	737,500
Out of Cycle Requests	33,303	93,582	100,000	100,000
Vestas Towers America	2,000,000	-	-	-
<b>Total Other</b>	<b>2,322,003</b>	<b>854,782</b>	<b>863,700</b>	<b>863,700</b>
<b>Total Costs</b>	<b>2,322,003</b>	<b>854,782</b>	<b>863,700</b>	<b>863,700</b>

### Significant Adjustments

- None

## Transfers to Other Funds

---

### Mission/Function

To budget for transfers from the General Fund to other funds of the City for the purpose of subsidizing or providing capital to the operations or activities of those other funds.

### Objectives

- Subsidize the operations of City enterprise funds when necessary
- Provide sufficient funding to pay the City's debt service commitments
- Pay the Self-Insurance Fund for the General Fund share of insurance costs

### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Other</b>				
Capital Improvement Fund	4,984,063	3,520,737	376,000	546,869
City Owned Parking	214,481	360,000	677,846	552,600
Debt Service	2,739,691	2,866,504	2,863,744	2,959,722
Home Grant	200,000	185,172	185,000	162,296
Honor Farm Properties	38,500	-	-	-
Memorial Airport	615,569	628,663	614,729	508,244
Planning Grants	15,000	262,354	-	-
Pueblo Transit	1,824,635	1,618,993	1,729,093	1,777,638
Self-Insurance Fund	1,077,000	1,400,000	968,822	524,500
Transportation Grants	890,183	-	-	-
<b>Total Other</b>	<b>12,599,122</b>	<b>10,842,423</b>	<b>7,415,234</b>	<b>7,031,869</b>
<b>Total Costs</b>	<b>12,599,122</b>	<b>10,842,423</b>	<b>7,415,234</b>	<b>7,031,869</b>

### Significant Adjustments

- Decreased funding to City owned Parking and Self Insurance Fund
- Increased direct General Fund subsidy to Pueblo Transit
- Increased funding to Capital Improvement Fund

## Debt Service

---

### Mission/Function

Provide funding for the payment of principal, interest, and fees on bonds and lease purchase agreements.

### Objectives

- Maintain the City's credit quality through timely payment of debt service obligations
- Maximize cash flow for capital projects through careful utilization of debt service funding

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
301 Capital Leases	651,959	651,959	652,700	821,470
302 HARP Bonds	974,669	979,188	977,475	979,300
306 Ice Arena COPS-GF Portion	78,887	78,826	78,859	-
307 Police Building COPS	1,636,446	1,629,649	1,628,548	1,632,048
<b>Total Revenue</b>	<b>3,341,961</b>	<b>3,339,622</b>	<b>3,337,582</b>	<b>3,432,818</b>
<b>Expenditure</b>				
301 Capital Leases	651,958	651,959	652,700	821,470
302 HARP Bonds	974,669	979,188	977,475	979,300
306 Ice Arena COPS-GF Portion	78,887	78,826	78,859	-
307 Police Building COPS	1,636,446	1,629,649	1,628,548	1,632,048
<b>Total Expenditure</b>	<b>3,341,960</b>	<b>3,339,622</b>	<b>3,337,582</b>	<b>3,432,818</b>

### Significant Adjustments

- None

# Elmwood Golf Course

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## Mission/Function

Provide and maintain a high quality 27-hole municipal golf course, driving range, and clubhouse for the recreational enjoyment of the general public.

## Objectives

- Plan, conduct and supervise the day-to-day pay at the course
- Operate and provide year-round maintenance for the golf course and its related amenities
- Cooperate with public and private agencies in coordinating leagues, programs, activities and tournaments
- Continue to build and promote Junior Golf (First Tee, Pueblo Junior Golf, Elmwood Junior Golf, Pikes Peak Junior Golf, High School Boy's & Girl's Golf)

**New Programs for 2012**

- The Golf Advisory Committee will be guiding the creation of a five-year strategic plan for the golf in the City

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>	<u>Adopted</u>
Revenue	1,281,917	1,204,452	1,200,000	1,168,439
<b>Total Income</b>	<b>1,281,917</b>	<b>1,204,452</b>	<b>1,200,000</b>	<b>1,168,439</b>
Personnel	31,779	31,572	34,992	36,250
Operating	736,865	685,163	703,021	757,144
Capital	-	22,487	-	170,000
Other	405,423	414,329	410,356	205,045
<b>Total Expense</b>	<b>1,174,067</b>	<b>1,153,551</b>	<b>1,148,369</b>	<b>1,168,439</b>
<b>(Net Gain)/Loss</b>	<b>(107,850)</b>	<b>(50,901)</b>	<b>(51,631)</b>	<b>-</b>

## Significant Adjustments

- The amount of \$117,609 has been included as a transfer to Walking Stick Golf Course
- All major equipment is planned to be replaced in 2012. some of the mowers and other equipment is more than 10 years old and has outlived their useful life

# Elmwood Golf Course

## Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Revenue</b>				
Charges for Services	1,281,917	1,204,452	1,200,000	1,168,439
Other Revenue				
<b>Total Revenue</b>	<b>1,281,917</b>	<b>1,204,452</b>	<b>1,200,000</b>	<b>1,168,439</b>
<b>Total Income</b>	<b>1,281,917</b>	<b>1,204,452</b>	<b>1,200,000</b>	<b>1,168,439</b>
<b>Personnel</b>				
<b>Salaries</b>				
Temporary/Part Time	27,388	26,897	30,000	31,394
<b>Benefits</b>				
Pension - PERA	3,506	3,685	4,000	4,301
Medicare Tax	397	390	390	455
Worker's Compensation	488	600	602	100
<b>Total Personnel</b>	<b>31,779</b>	<b>31,572</b>	<b>34,992</b>	<b>36,250</b>
<b>Operating</b>				
Advertising	310	10	-	500
Communications	4,391	4,543	4,500	4,850
Dues & Subscriptions	705	465	750	700
Equipment	7,263	3,176	5,691	-
Insurance	9,844	12,154	-	9,000
Other Charges	19,614	25,550	20,000	42,000
Professional Services	451,267	401,670	406,000	430,994
Rentals	2,535	4,341	2,500	600
Repairs & Maintenance	84,556	67,438	80,000	96,500
Supplies	66,774	66,954	54,072	56,000
Utilities	89,606	98,862	129,508	116,000
<b>Total Operating</b>	<b>736,865</b>	<b>685,163</b>	<b>703,021</b>	<b>757,144</b>
<b>Capital</b>				
Land Improvements	-	22,487	-	155,000
Repair & Maintenance	-	-	-	15,000
<b>Total Capital</b>	<b>-</b>	<b>22,487</b>	<b>-</b>	<b>170,000</b>
<b>Other</b>				
Bond Interest Payment	43,267	29,310	11,023	1,332
Bond Principal Payment	283,339	301,514	315,917	35,230
Fees & Charges	817	437	874	874
Transfer to Reserves	-	-	-	50,000
Walkingstick Golf Course	78,000	83,068	82,542	117,609
<b>Total Other</b>	<b>405,423</b>	<b>414,329</b>	<b>410,356</b>	<b>205,045</b>
<b>Total Expense</b>	<b>1,174,067</b>	<b>1,153,551</b>	<b>1,148,369</b>	<b>1,168,439</b>
<b>(Net Gain)/Loss</b>	<b>(107,850)</b>	<b>(50,901)</b>	<b>(51,631)</b>	<b>-</b>

# Honor Farm

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## Mission/Function

The mission of the Honor Farm Enterprise, including the Pueblo Motorsports Park, is to provide motorsports and other recreational opportunities for the benefit of local area residents and serve as a regional draw stimulating economic activity in the local market. This is achieved by offering, promoting and contracting programs and events; and maintaining, developing and enhancing facilities.

## Objectives

- Create an organization committed to the rigorous pursuit of customer service, creativity, safety, teamwork, integrity and continuous improvement and development
- Develop and enhance motorsports opportunities for southern Colorado
- Operate, develop and improve racing functions at Pueblo Motorsports Park including drag racing, open lapping and other associated programs
- Invest in the facilities within the Honor Farm Properties by renovating old dilapidated spaces and planning and developing new opportunities
- Plan, conduct, and supervise organized public recreation programs and activities within the Properties
- Work with other City departments and the Honor Farm Enterprise Citizens Advisory Board to develop, initiate, and expand recreational opportunities at the Properties

### New Programs for 2012

- Contract the operation of concessions at the Pueblo Motorsports Park and Ice Arena
- Major renovations will occur during the 2011/2012 off-season including replacement of the drag strip, replacement of the road course, and renovation of spectator areas
- Old dilapidated equipment is planned to be replaced in 2012
- A motorsports operations supervisor was created in 2011 and expected to enhance racing operations at the track
- Implement of three regional signature events with assistance from the NHRA

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Revenue	17,055	143,241	278,625	646,893
Subsidies	38,500	-	747,000	-
<b>Total Income</b>	<b>55,555</b>	<b>143,241</b>	<b>1,025,625</b>	<b>646,893</b>
Personnel	12,679	89,389	261,998	399,521
Operating	13,779	89,801	373,290	225,372
Capital	9,200	38,888	10,305	22,000
<b>Total Expense</b>	<b>35,658</b>	<b>218,078</b>	<b>645,593</b>	<b>646,893</b>
<b>(Net Gain)/Loss</b>	<b>(19,897)</b>	<b>74,837</b>	<b>(380,032)</b>	<b>-</b>

## Significant Adjustments

- Funding the addition of a full-time Sr. Parks Caretaker position to increase the LOS at the Pueblo Motorsports Park

## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
Charges for Services	17,055	143,241	261,000	616,893
Other Revenue	-	-	17,625	30,000
<b>Total Revenue</b>	<b>17,055</b>	<b>143,241</b>	<b>278,625</b>	<b>646,893</b>
<b>Subsidies</b>				
Capital Improvement Fund	-	-	747,000	-
From General Fund	38,500	-	-	-
<b>Total Subsidies</b>	<b>38,500</b>	<b>-</b>	<b>747,000</b>	<b>-</b>
<b>Total Income</b>	<b>55,555</b>	<b>143,241</b>	<b>1,025,625</b>	<b>646,893</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	-	-	51,093	116,910
Temporary/Part Time	10,737	73,985	135,860	202,798
Overtime	-	489	17,396	-
<b>Benefits</b>				
Pension - PERA	1,374	10,203	35,204	43,746
Health/Dental Insurance	-	-	7,528	25,801
Medicare Tax	156	1,080	3,726	4,630
Worker's Compensation	412	3,632	11,157	5,591
Other Payroll Expense	-	-	34	45
<b>Total Personnel</b>	<b>12,679</b>	<b>89,389</b>	<b>261,998</b>	<b>399,521</b>
<b>Operating</b>				
Advertising	302	1,209	14,277	10,000
Communications	411	1,935	2,415	3,400
Cost of Merchandise	-	406	12,782	8,000
Dues & Subscriptions	244	20	-	1,800
Equipment	2,353	4,677	16,107	6,500
Insurance	1,200	-	19,454	18,000
Licenses, Permits, & Fees	-	5,791	770	3,000
Motorsports Purses Paid	-	-	31,155	-
Other Charges	-	-	237	10,000
Printing & Binding	-	84	1,011	2,000
Professional Services	2,143	12,529	84,814	64,972
Rentals	-	3,656	41,912	15,000
Repair & Maintenance	3,146	21,104	47,151	40,000
Supplies	1,871	21,158	74,112	33,700
Training & Education	-	-	4,083	2,500
Travel	-	-	-	500
Utilities	2,109	17,232	23,010	6,000
<b>Total Operating</b>	<b>13,779</b>	<b>89,801</b>	<b>373,290</b>	<b>225,372</b>

# Honor Farm

## Budget Detail

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>Capital</b>				
Equipment	-	500	6,105	12,000
Land Improvements	-	-	2,700	-
Repair & Maintenance	9,200	38,388	1,500	10,000
<b>Total Capital</b>	<b>9,200</b>	<b>38,888</b>	<b>10,305</b>	<b>22,000</b>
<b>Total Expense</b>	<b>35,658</b>	<b>218,078</b>	<b>645,593</b>	<b>646,893</b>
<b>(Net Gain)/Loss</b>	<b>(19,897)</b>	<b>74,837</b>	<b>(380,032)</b>	<b>-</b>

## Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Pueblo Motorsports Park & Contracts Manager	0	1	1	1	65,907 - 65,907
Motorsports Operations Supervisor	0	0	1	1	49,804 - 49,804
Honor Farm Property Manager	1	0	0	0	-
<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	

## Capital Project Detail

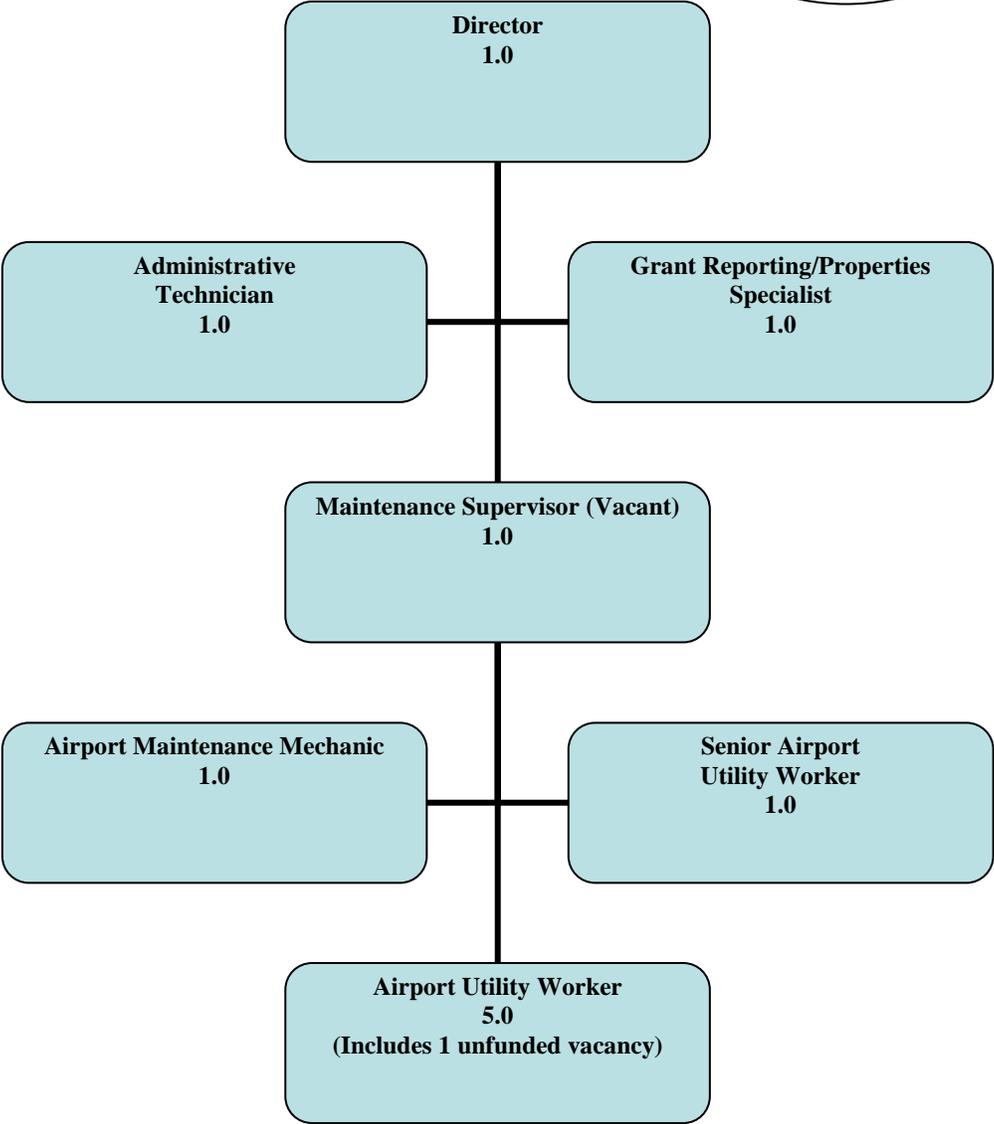
**Project No** **Project Description** **2012 Adopted**

No new capital projects are funded for 2012 -

Project No	Project Description	Project Budget	Project to Date Estimate	Projects
				Funded in Prior Years
HF1001	Honor Farm-Motorsports Park Repaving	627,000	32,830	594,170
HF1002	Honor Farm- Fencing and Signage	5,000	-	5,000
HF1003	Honor Farm- Concession Bldg. Upgrade	10,000	1,000	9,000
HF1004	Honor Farm- Training Room	10,000	-	10,000
HF1101	Bleachers	220,000	1,800	218,200
HF1102	Entry Road Improvements	50,000	-	50,000
	<b>Total Projects Funded in Prior Years</b>			<b>886,370</b>

# Memorial Airport

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## Memorial Airport

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**Purpose:** The Memorial Airport fund consists of the Memorial Airport, Airport Passenger Facility Charges, and Airport Improvement Trust Funds. The Memorial Airport Fund primarily consists of operations at the Pueblo Memorial Airport. The Airport Passenger Facility Fund accounts for the collection of an airport passenger facility charge for enplaned passengers. The Airport Improvement Trust Fund accounts for the transfer of funds equal to the appraised value of land located at Pueblo Memorial Airport conveyed to private ownership.

**Source of Revenue:** The revenue for operation of the Memorial Airport Fund primarily consists of fees charged at the Memorial Airport as well as a subsidy from the General Fund. Funding for capital improvements is provided mainly by state and federal grants.

**Designated Expenditure:** The majority of expenditures are related to operating the Pueblo Memorial Airport in an effective and efficient manner and for providing capital maintenance and improvements to the aeronautical infrastructure.

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
211 Airport Improvement Trust	33,446	24,849	40,000	55,500
230 Passenger Facility	15,448	30,125	32,000	120,000
270 Colo Aviation Grants	6,656,778	972,642	340,000	-
510 Memorial Airport	1,708,455	1,527,169	1,406,234	2,501,984
<b>Total Revenue</b>	<b>8,414,127</b>	<b>2,554,785</b>	<b>1,818,234</b>	<b>2,677,484</b>
<b>Expenditure</b>				
211 Airport Improvement Trust	26,600	77,632	40,000	55,500
230 Passenger Facility	-	-	32,000	120,000
270 Colo Aviation Grants	6,304,017	1,219,394	340,000	-
510 Memorial Airport	1,615,356	1,396,031	1,406,234	2,501,984
<b>Total Expenditure</b>	<b>7,945,973</b>	<b>2,693,057</b>	<b>1,818,234</b>	<b>2,677,484</b>

Due to the Pueblo Memorial Airport (Fund 510) comprising a large portion of the Memorial Airport Fund, greater detail related to operating the Pueblo Memorial Airport is provided on Pages F-8 through F-10. In addition, greater detail of capital projects included in the Colorado Aviation Grants fund (Fund 270) is provided on page F-11.

# Memorial Airport

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## Mission/Function

The mission of the Department of Aviation is to support the sound practice in the profession of aviation. We pledge ourselves to maintain high standards of competence and integrity in our work, and in our relations with the citizens of Pueblo. We further pledge ourselves to be effective and efficient while maintaining the level of safety and security standards that best serve the general public.

## Objectives

- Provide support when possible for the Airport Industrial Park business community
- Enhance safety and security standards at the airport
- Promote and maintain positive relations with airport tenants and customers
- Provide or enhance the products and services offered at the airport to meet the aeronautical demands
- Evaluate and modify, as necessary, airport business practices to encourage continued growth

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Revenue	1,092,886	898,506	1,046,563	1,873,740
Subsidies	615,569	628,663	359,671	628,244
<b>Total Income</b>	<b>1,708,455</b>	<b>1,527,169</b>	<b>1,406,234</b>	<b>2,501,984</b>
Personnel	748,229	688,497	714,072	796,288
Operating	815,713	657,423	653,778	669,049
Capital	13,299	50,111	-	900,000
Other	38,115	-	38,384	136,647
<b>Total Expense</b>	<b>1,615,356</b>	<b>1,396,031</b>	<b>1,406,234</b>	<b>2,501,984</b>
<b>(Net Gain)/Loss</b>	<b>(93,099)</b>	<b>(131,138)</b>	<b>-</b>	<b>-</b>

## Significant Adjustments

- Additional funds have been allocated in the Capital Improvement Plan for various infrastructure upgrades

# Memorial Airport

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## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
Charges for Services	776,177	588,823	737,380	664,557
Intergovernmental Receipts	315,213	309,183	309,183	309,183
Other Revenue	1,496	500	-	900,000
<b>Total Revenue</b>	<b>1,092,886</b>	<b>898,506</b>	<b>1,046,563</b>	<b>1,873,740</b>
<b>Subsidies</b>				
Airport Pass Facility	-	-	-	120,000
From General Fund	615,569	628,663	359,671	508,244
<b>Total Subsidies</b>	<b>615,569</b>	<b>628,663</b>	<b>359,671</b>	<b>628,244</b>
<b>Total Income</b>	<b>1,708,455</b>	<b>1,527,169</b>	<b>1,406,234</b>	<b>2,501,984</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	169,234	88,929	88,100	144,359
General Service	354,551	353,311	342,918	350,168
Temporary/Part Time	29,415	45,363	54,435	53,430
Overtime	7,625	9,882	21,316	9,000
Sick/Vac/PH Sellback	3,737	-	-	1,500
Step-Up	4,038	7,261	7,011	2,000
Uniform/Shoe/Tool Allow	525	450	675	900
<b>Benefits</b>				
Pension - PERA	66,711	68,267	71,268	75,773
Insurance Benefits	89,561	84,294	95,682	126,783
Medicare Tax	1,717	3,583	4,282	4,834
Worker's Compensation	18,916	23,942	25,162	23,496
Uniform Cleaning	2,199	3,164	3,178	4,000
Other Payroll Expense	-	51	45	45
<b>Total Personnel</b>	<b>748,229</b>	<b>688,497</b>	<b>714,072</b>	<b>796,288</b>
<b>Operating</b>				
Advertising	6,386	259	82	600
Communications	15,176	26,142	13,374	14,760
Dues & Subscriptions	894	500	1,238	825
Equipment	1,694	9,474	1,384	3,500
Insurance	22,709	23,265	25,005	23,200
Licenses, Permits, & Fees	465	693	382	730
Other Charges	1,392	946	660	1,500
Professional Services	407,393	222,089	177,460	227,864
Rentals	2,672	2,496	2,604	2,750
Repairs & Maintenance	39,707	46,861	83,130	51,620

# Memorial Airport

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## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Supplies	38,107	47,244	60,610	51,200
Training & Education	601	875	998	1,000
Travel	12,718	2,836	1,042	2,500
Utilities	265,799	273,743	285,809	287,000
<b>Total Operating</b>	<b>815,713</b>	<b>657,423</b>	<b>653,778</b>	<b>669,049</b>
<b>Capital</b>				
Equipment	8,500	8,826	-	-
Building	-	-	-	900,000
Repair & Maintenance	4,799	41,285	-	-
<b>Total Capital</b>	<b>13,299</b>	<b>50,111</b>	<b>-</b>	<b>900,000</b>
<b>Other</b>				
Bond Interest Payment	-	-	-	6,373
Bond Principal Payment	-	-	-	130,274
Colo Aviation Grants	38,115	-	38,384	-
<b>Total Other</b>	<b>38,115</b>	<b>-</b>	<b>38,384</b>	<b>136,647</b>
<b>Total Expense</b>	<b>1,615,356</b>	<b>1,396,031</b>	<b>1,406,234</b>	<b>2,501,984</b>
<b>(Net Gain)/Loss</b>	<b>(93,099)</b>	<b>(131,138)</b>	<b>-</b>	<b>-</b>

## Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Director of Aviation	1	1	1	1	87,500 -	87,500
Airport Maintenance Supervisor	1	1	1	1	55,659 -	55,659
Airport Maintenance Mechanic	1	1	1	1	46,457 -	46,457
Senior Airport Utility Worker	1	1	1	1	45,751 -	45,751
Utility Worker/Airport Utility Worker	5	5	5	5	0 -	41,198
Administrative Tech/ Admin Tech (Certified)	1	1	1	1	44,356 -	44,356
Grant Reporting/Property Specialist	0	1	1	1	43,487 -	43,487
Sr Clerk Typist	1	0	0	0	-	-
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>		

# Memorial Airport

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## Capital Project Detail

<b>Project No</b>	<b>Project Description</b>	<b>2012 Adopted</b>
AP1201	Terminal Renovation	900,000
	<b>Total 2012 Capital Project Funding</b>	<b>900,000</b>

<b>Project No</b>	<b>Project Description</b>	<b>Project Budget</b>	<b>Project to Date Estimate</b>	<b>Projects Funded in Prior Years</b>
AP0902	Fuel Farm Containment	150,000	-	150,000
AP1003	Training Runway	8,949,951	6,300,000	2,649,951
AP1102	Security Fence	346,728	-	346,728
	<b>Total Memorial Airport Projects-Prior Years</b>			<b>3,146,679</b>

# Parking

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## Mission/Function

Develop and manage publicly owned parking facilities that are safe, efficient and convenient in a cost effective manner.

## Objectives

- Provide adequate, clean, and secure off-street parking facilities that are centrally located to business districts
- Facilitate the implementation of plans and programs that yield the best parking solutions for the City's citizens, workers, and visitors
- Analyze impacts of on-street parking, and parking's impact on traffic flow
- Enforce parking regulations in business districts to increase the turn-over of on-street spaces
- Enforce parking regulations in residential districts and school zones

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Revenue	600,553	237,643	226,148	249,290
Subsidies	214,481	360,000	677,846	552,600
<b>Total Income</b>	<b>815,034</b>	<b>597,643</b>	<b>903,994</b>	<b>801,890</b>
Personnel	124,059	141,223	135,628	145,335
Operating	457,400	555,288	636,698	649,420
Capital	-	30,017	5,000	-
Other	154,725	154,725	154,725	7,135
<b>Total Expense</b>	<b>736,184</b>	<b>881,253</b>	<b>932,051</b>	<b>801,890</b>
<b>(Net Gain)/Loss</b>	<b>(78,850)</b>	<b>283,610</b>	<b>28,057</b>	<b>-</b>

## Significant Adjustments

- None.

# Parking

## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
Charges for Services	590,820	233,465	222,936	249,290
Other Revenue	9,733	4,178	3,212	-
<b>Total Revenue</b>	<b>600,553</b>	<b>237,643</b>	<b>226,148</b>	<b>249,290</b>
<b>Subsidies</b>				
Capital Improvement Fund	-	-	-	-
From General Fund	214,481	360,000	677,846	552,600
<b>Total Subsidies</b>	<b>214,481</b>	<b>360,000</b>	<b>677,846</b>	<b>552,600</b>
<b>Total Income</b>	<b>815,034</b>	<b>597,643</b>	<b>903,994</b>	<b>801,890</b>
<b>Personnel</b>				
<b>Salaries</b>				
General Service	73,743	74,493	74,492	69,042
Temporary/Part Time	16,380	27,193	30,000	29,588
Overtime	427	855	-	2,000
Incentive Awards	100	100	75	-
<b>Benefits</b>				
Pension - PERA	10,988	13,918	12,000	13,695
Insurance Benefits	17,953	18,334	14,000	25,588
Medicare Tax	1,246	1,475	1,116	1,449
Worker's Compensation	3,198	4,666	3,651	2,973
Uniform Cleaning	24	189	294	1,000
<b>Total Personnel</b>	<b>124,059</b>	<b>141,223</b>	<b>135,628</b>	<b>145,335</b>
<b>Operating</b>				
Communications	2,075	3,394	3,690	3,550
Equipment	-	1,245	-	-
Insurance	5,647	6,494	11,200	5,700
Printing & Binding	4,590	799	500	-
Professional Services	105,713	117,878	101,378	122,460
Rentals	282,543	357,042	456,908	449,350
Repairs & Maintenance	27,426	11,154	20,000	10,450
Supplies	1,035	1,822	130	300
Utilities	28,371	55,460	42,892	57,610
<b>Total Operating</b>	<b>457,400</b>	<b>555,288</b>	<b>636,698</b>	<b>649,420</b>
<b>Capital</b>				
Equipment	-	30,017	5,000	-
<b>Total Capital</b>	<b>-</b>	<b>30,017</b>	<b>5,000</b>	<b>-</b>
<b>Other</b>				
Bond Interest Payment	-	-	-	2,732
Bond Principal Payment	-	-	-	4,403
Loan Payment to General Fund	154,725	154,725	154,725	-
<b>Total Other</b>	<b>154,725</b>	<b>154,725</b>	<b>154,725</b>	<b>7,135</b>
<b>Total Expense</b>	<b>736,184</b>	<b>881,253</b>	<b>932,051</b>	<b>801,890</b>
<b>(Net Gain)/Loss</b>	<b>(78,850)</b>	<b>283,610</b>	<b>28,057</b>	<b>-</b>

# Parking

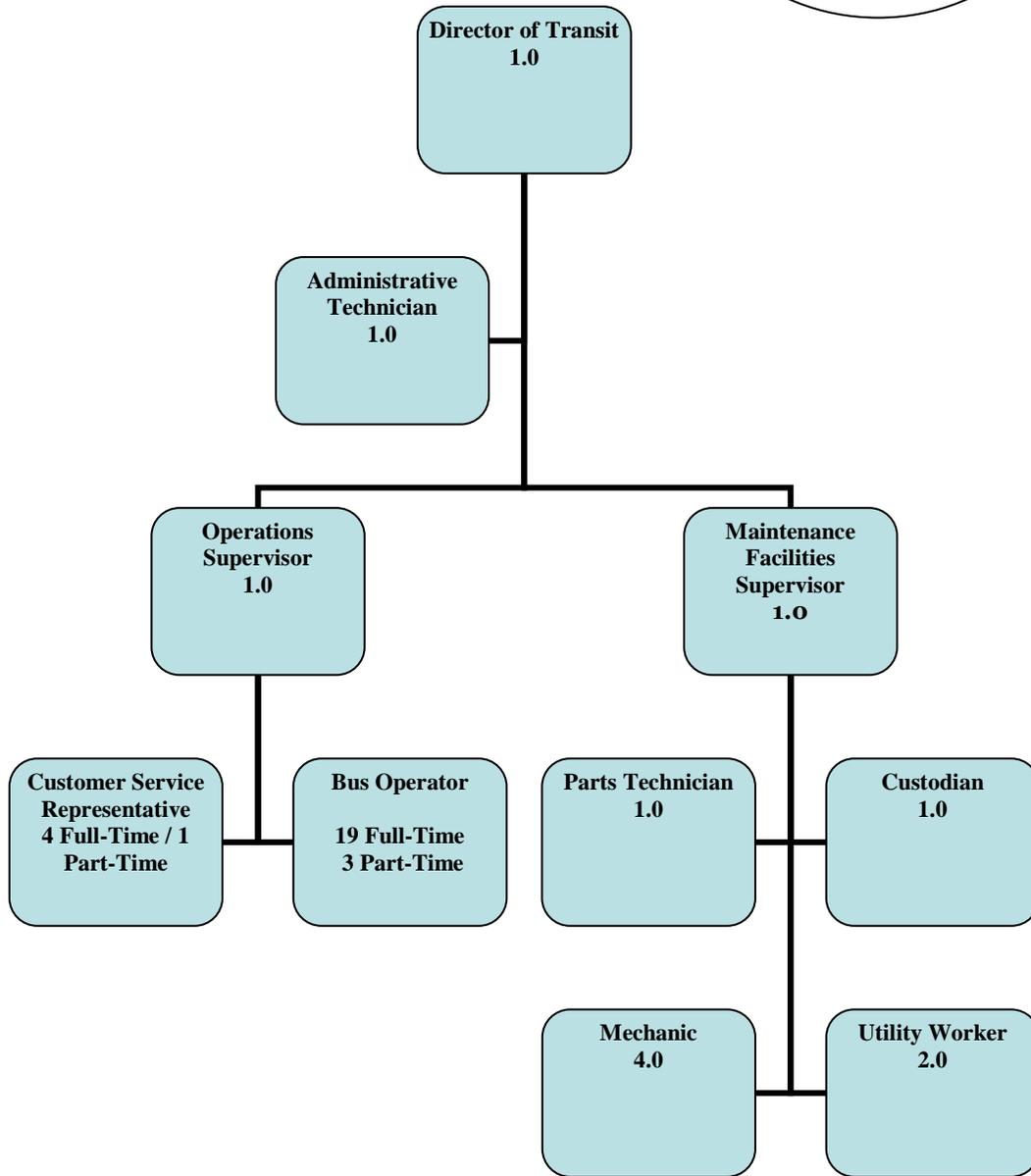
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## Staffing Detail

Title	Full Time Employees				2012 Estimated Salary Range
	2009	2010	2011	2012	
Parking Enforcer	2	2	2	2	31,856 - 36,736
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

# Pueblo Transit

**Brenda Broyles**  
Director Of Transit  
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# Pueblo Transit

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## Mission/Function

Provide safe, reliable and timely fixed route transit service in a courteous and professional manner to the citizens of Pueblo. To provide paratransit transportation to disabled riders who are unable to use the regular transit coaches. With a fleet of 27 vehicles, 16 heavy-duty coaches and 11 paratransit vans and transporting over 1,000,000 passengers annually, Pueblo Transit is responsible for providing service on 14 fixed routes and a mirrored paratransit system, operating in a 38.6 square mile area of Pueblo City limits, plus one rural route that extends outside city limits into the Salt Creek area.

## Objectives

- Ensure accessibility to public transportation in the Pueblo community by carefully planning and executing transit services
- Support the system’s day-to-day clientele made up of adults, seniors, and persons with disabilities, Medicare cardholders, students and children
- Fully utilize resources afforded to provide quality transportation services
- Strengthen safety awareness programs for employees and the publi.
- Ensure credible programs to meet the growing demand for reliable, safe and convenient transit services

### New Programs for 2012

- Initiation of a downtown area circulator using trolley buses (wheel based buses that look like trolleys)
- Initiation of Intergovernmental Agreements with PCC and CSU-P to provide additional transit services to both campuses
- Initiation of “Transit Google Mapping” to provide quick access to riders on routes information
- Installation of Voice Enunciation system on buses to announce ADA bus stops, and installation of smart technology such as Automated Vehicles Locators (AVL), and Global Positioning Systems (GPS) to locate buses in real time to improve timetables on routes

# Pueblo Transit

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## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Revenue	2,979,730	3,442,096	2,887,256	2,770,973
Subsidies	1,824,635	1,618,993	1,729,103	1,777,638
<b>Total Income</b>	<b>4,804,365</b>	<b>5,061,089</b>	<b>4,616,359</b>	<b>4,548,611</b>
Personnel	2,278,596	2,409,373	2,332,091	2,491,947
Operating	1,687,098	1,630,038	1,855,149	1,804,762
Capital	858,549	1,293,451	449,719	250,000
Other	-	-	-	1,902
<b>Total Expense</b>	<b>4,824,243</b>	<b>5,332,862</b>	<b>4,636,959</b>	<b>4,548,611</b>
<b>(Net Gain)/Loss</b>	<b>19,878</b>	<b>271,773</b>	<b>20,600</b>	<b>-</b>

## **Significant Adjustments**

- Increased staffing by one full time employee to meet operational needs
- Increase General Fund subsidy by \$36,045.00 to assist with operational needs

# Pueblo Transit

## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
Charges for Services	621,425	604,418	620,308	610,000
Intergovernmental Receipts	2,321,491	2,824,882	2,086,366	2,017,638
Other Revenue	36,814	12,796	180,582	143,335
<b>Total Revenue</b>	<b>2,979,730</b>	<b>3,442,096</b>	<b>2,887,256</b>	<b>2,770,973</b>
<b>Subsidies</b>				
From General Fund	1,824,635	1,618,993	1,729,103	1,777,638
<b>Total Subsidies</b>	<b>1,824,635</b>	<b>1,618,993</b>	<b>1,729,103</b>	<b>1,777,638</b>
<b>Total Income</b>	<b>4,804,365</b>	<b>5,061,089</b>	<b>4,616,359</b>	<b>4,548,611</b>
<b>Personnel</b>				
<b>Salaries</b>				
Pueblo Transit	1,428,728	1,461,322	1,384,839	1,510,135
Safety Incentive	8,093	8,945	10,688	8,800
Tool Allowance	122	10	-	-
Uniform Allowance	5,585	1,119	6,000	5,500
Overtime	124,854	176,339	140,000	90,000
Employee of the Quarter	-	-	114	-
<b>Benefits</b>				
Pension - PERA	190,343	215,435	199,196	203,700
Insurance Benefits	458,391	454,720	481,866	593,194
Tool Allowance	3,785	4,512	2,868	4,000
Medicare Tax	21,939	23,011	21,897	22,546
Worker's Compensation	30,285	55,170	65,000	50,227
Other Payroll Tax Exp	3,610	4,900	15,584	-
Other Payroll Expense	-	4	39	45
Uniform Cleaning	2,861	3,886	4,000	3,800
<b>Total Personnel</b>	<b>2,278,596</b>	<b>2,409,373</b>	<b>2,332,091</b>	<b>2,491,947</b>
<b>Operating</b>				
Advertising	3,061	3,251	772	1,000
Communications	11,195	17,926	7,626	11,700
Dues & Subscriptions	13,806	11,016	16,636	15,000
Equipment	5,118	3,871	12,794	-
Insurance	52,270	57,233	57,233	51,300
Licenses, Permits, & Fees	765	835	645	500
Other Charges	(4,499)	37,899	17,316	-
Printing & Binding	34,740	11,931	17,000	17,000
Professional Services	1,000,161	1,014,681	940,851	1,080,625
Rentals	2,653	2,867	2,112	4,000
Repairs & Maintenance	198,407	224,549	172,438	152,706
Supplies	62,664	71,201	65,100	56,300
Training & Education	1,445	2,641	6,458	4,500
Travel	2,774	7,969	3,000	5,000
Utilities	302,538	162,168	535,168	405,131
<b>Total Operating</b>	<b>1,687,098</b>	<b>1,630,038</b>	<b>1,855,149</b>	<b>1,804,762</b>

# Pueblo Transit

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## Budget Detail

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>Capital</b>				
Equipment	858,549	1,293,451	449,719	250,000
<b>Total Capital</b>	<b>858,549</b>	<b>1,293,451</b>	<b>449,719</b>	<b>250,000</b>
<b>Other</b>				
Bond Interest Payment	-	-	-	728
Bond Principal Payment	-	-	-	1,174
<b>Total Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,902</b>
<b>Total Expense</b>	<b>4,824,243</b>	<b>5,332,862</b>	<b>4,636,959</b>	<b>4,548,611</b>
<b>(Net Gain)/Loss</b>	<b>19,878</b>	<b>271,773</b>	<b>20,600</b>	<b>-</b>

## Capital Project Detail

**Project No** **Project Description** **2012 Adopted**

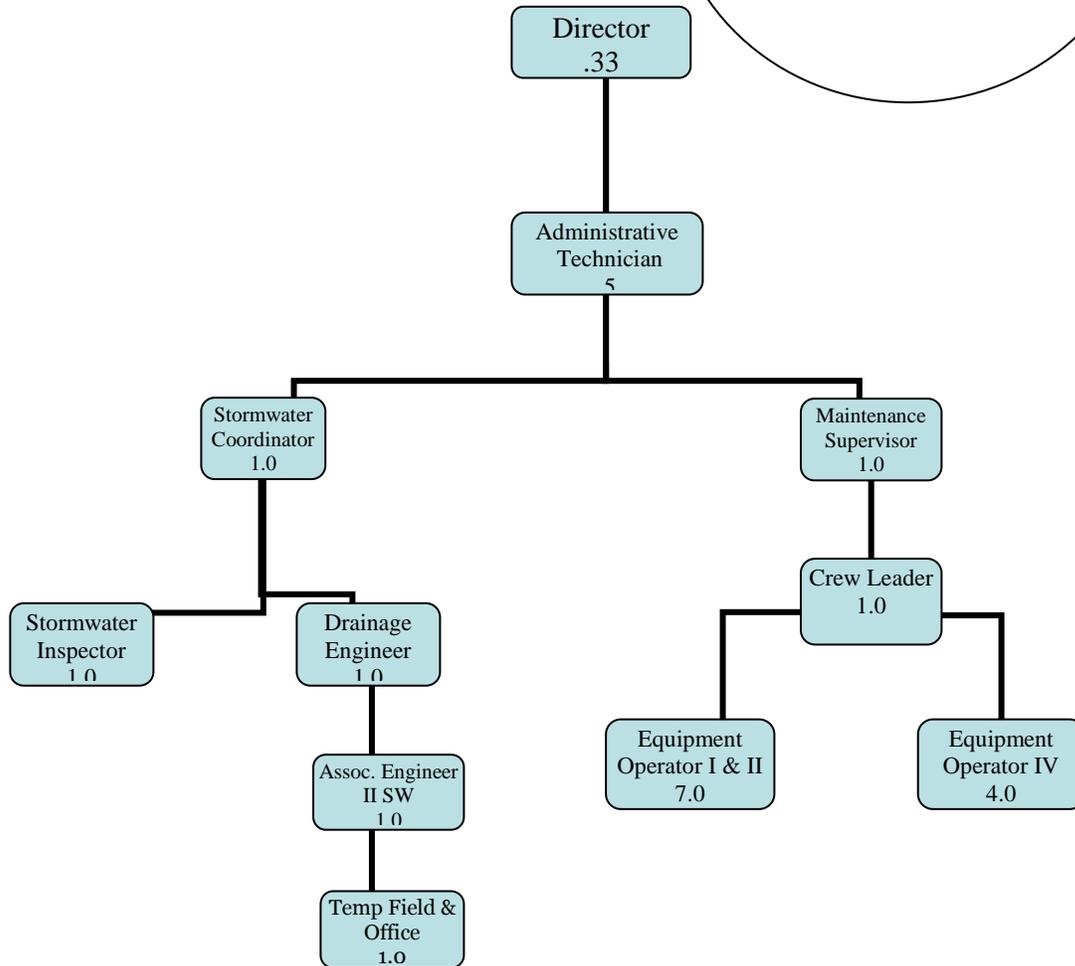
No new capital projects are funded for 2012 -

<b>Project No</b>	<b>Project Description</b>	<b>Project Budget</b>	<b>Projects</b>	
			<b>Project to Date Estimate</b>	<b>Funded in Prior Years</b>
BC1001	2010 FTA Capital Grant	482,065	288,852	193,213
BC1101	Fareboxes	6,000	-	6,000
	<b>Total FTA/Pueblo Transit Projects</b>			<b>199,213</b>

# Stormwater

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**Earl Wilkinson, P.E.**  
Director of Stormwater  
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## Stormwater

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### Mission/Function

The mission of the Stormwater Utility is to provide and manage funds and resources needed to improve the quality of water in our streams and creeks, provide adequate maintenance of the City's drainage facilities, and to provide new infrastructure to reduce flooding problems and insure development practices recognize stormwater as an asset in a semi-arid environment.

### Objectives

- Address Federal and State requirements related to improving stormwater quality
- Address maintenance and inspection of the stormwater system and repair and improve existing stormwater infrastructure
- Address water quality on new development and redeveloped sites by the use of stormwater best management practices (BMPs)
- Encourage phased construction on developing sites to minimize land disturbance and the associated increased run-off and decreased water quality from rainfall events
- Administer Flood Plain Regulations and provide mapping for new and existing flood plains
- Inform the public about the importance of preserving the quality of water
- Ensure the City's storm sewer system meets the demands placed on it by current and future development

#### New Programs for 2012

- Place Low Impact Development (LID) methods in City Regulations
- Maintain the feeder ditch between St. Charles Reservoir #2 and Lake Minnequa
- Prepare a study for future rate adjustments

### Budget Summary

	2009 Actual	2010 Actual	2011 Estimate	2012 Proposed
Revenue	3,311,384	4,177,827	3,205,826	2,755,000
Subsidies	-	-	49,514	-
<b>Total Income</b>	<b>3,311,384</b>	<b>4,177,827</b>	<b>3,255,340</b>	<b>2,755,000</b>
Personnel	1,197,406	1,220,060	1,252,391	1,335,025
Operating	646,521	706,131	836,481	1,162,425
Capital	283,176	1,011,974	1,435,848	100,000
Other	387,419	113,000	112,000	157,550
<b>Total Expense</b>	<b>2,514,522</b>	<b>3,051,165</b>	<b>3,636,720</b>	<b>2,755,000</b>
<b>(Net Gain)/Loss</b>	<b>(796,862)</b>	<b>(1,126,662)</b>	<b>381,380</b>	-

## Stormwater

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### Significant Adjustments

- None

# Stormwater

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## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
Charges for Services	2,771,994	2,757,602	2,775,000	2,750,000
Intergovernmental Receipts		89,95	422,548	-
Other Revenue	539,390	1,330,274	8,278	5,000
<b>Total Revenue</b>	<b>3,311,384</b>	<b>4,177,827</b>	<b>3,205,826</b>	<b>2,755,000</b>
<b>Subsidies</b>				
Conservation Trust	-	-	49,51	-
<b>Total Subsidies</b>	<b>-</b>	<b>-</b>	<b>49,514</b>	<b>-</b>
<b>Total Income</b>	<b>3,311,384</b>	<b>4,177,827</b>	<b>3,255,340</b>	<b>2,755,000</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	223,634	215,444	225,000	249,332
General Service	625,430	601,271	600,000	618,729
Temporary/Part Time	6,641	51,33	61,08	60,00
Overtime	5,073	5,063	7,596	8,000
Sick/Vac/PH Sellback	1,814	-	1,101	-
Step-Up	3,509	3,777	3,750	4,000
Uniform/Shoe/Tool Allow	1,125	1,200	1,200	1,275
Incentive Awards	800	819	825	875
<b>Benefits</b>				
Pension - PERA	101,718	110,433	115,000	124,149
Insurance Benefits	172,611	164,784	169,060	199,663
Medicare Tax	10,16	11,55	11,66	13,15
Worker's Compensation	34,76	47,64	46,51	45,51
Tuition Reimbursement	1,810	1,251	1,761	3,500
Uniform Cleaning	8,155	5,274	7,500	6,500
Other Payroll Expense	153	219	327	331
<b>Total Personnel</b>	<b>1,197,406</b>	<b>1,220,060</b>	<b>1,252,391</b>	<b>1,335,025</b>
<b>Operating</b>				
Advertising	44	54	150	3,000
Communications	5,130	7,446	6,158	8,400
Dues & Subscriptions	1,455	1,535	2,272	2,000
Equipment	3,692	4,615	13,31	68,28
Insurance	4,110	4,727	-	5,000
Licenses, Permits, & Fees	4,141	4,612	7,000	6,500
Printing & Binding	-	-	500	300
Professional Services	459,579	481,670	480,000	819,091
Rentals	6,460	7,650	27,01	9,000
Repairs & Maintenance	59,52	71,87	149,732	83,50
Supplies	55,05	55,37	54,37	73,60
Training & Education	4,421	5,971	5,001	6,000
Travel	1,133	1,007	3,000	3,250
Utilities	41,77	59,58	87,97	74,50
<b>Total Operating</b>	<b>646,521</b>	<b>706,131</b>	<b>836,481</b>	<b>1,162,425</b>

# Stormwater

## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Capital</b>				
Equipment	101,597	132,800	589,700	100,000
Infrastructure	79,130	756,475	750,000	-
Land	-	-	666	-
Repair & Maintenance	102,449	122,699	95,482	-
<b>Total Capital</b>	<b>283,176</b>	<b>1,011,974</b>	<b>1,435,848</b>	<b>100,000</b>
<b>Other</b>				
Bond Interest Payment	-	-	-	2,707
Bond Principal Payment	-	-	-	42,843
Capital Improvement Fund	13,000	13,000	12,000	12,000
General Fund	100,000	100,000	100,000	100,000
Minnequa Lake	274,419	-	-	-
<b>Total Other</b>	<b>387,419</b>	<b>113,000</b>	<b>112,000</b>	<b>157,550</b>
<b>Total Expense</b>	<b>2,514,522</b>	<b>3,051,165</b>	<b>3,636,720</b>	<b>2,755,000</b>
<b>(Net Gain)/Loss</b>	<b>(796,862)</b>	<b>(1,126,662)</b>	<b>381,380</b>	<b>-</b>

## Staffing Detail

Title	Full Time Employees				2012 Estimated	
	2009	2010	2011	2012	Salary Range	
Director of Stormwater	1	1	1	1	0 -	0
Stormwater Coordinator	1	1	1	1	79,738 -	79,738
Stormwater Maintenance Supervisor	1	1	1	1	61,835 -	61,835
Civil Engineer/ Drainage	0	0	1	1	65,907	65,907
Associate Engineer II Stormwater	1	1	1	1	56,483 -	56,483
Inspector/Stormwater	1	1	1	1	49,681 -	49,681
Stormwater Crew Leader	1	1	1	1	42,002 -	42,002
Equipment Operator IV	3	4	4	4	43,371 -	47,047
Equipment Operator II	0	3	3	3	34,249 -	40,582
Utility Worker/Equipment Operator I	8	4	4	4	36,700 -	38,103
Administrative Tech/ Admin Tech (Certified)	0.5	0.5	0.5	0.5	22,178 -	22,178
<b>Total</b>	<b>17.5</b>	<b>17.5</b>	<b>18.5</b>	<b>18.5</b>		

# Stormwater

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## Capital Project Detail

<u>Project No</u>	<u>Project Description</u>	<b>2012 Adopted Budget</b>
	Contribution to CPAN10-Street Resurfacing	12,000
	Capital Projects to be Determined	<u>58,284</u>
	<b>Total 2012 Capital Project Funding</b>	<b>70,284</b>

## On-going Capital Projects Funded in Prior Years

<u>Project No</u>	<u>Project Description</u>	<u>Project Budget</u>	<u>Project to Date Estimate</u>	<b>Projects Funded in Prior Years</b>
SW0603	Misc Erosion Control Projects	582,088	330,260	251,828
SW0604	Tucci Lane Improvements	148,000	20,963	127,037
SW0803	Detention Basin-Bonforte	80,000	-	80,000
SW0901	Lake Minnequa Feeder -Acero	440,000	161,745	278,255
SW0903	Levee Certification-Fountain Creek	200,000	120,952	79,048
SW0905	Watershed Invasive Plants	81,412	26,613	54,799
SW1001	Cross Drainage-Lake Ave	411,000	9,736	401,264
SW1002	Trunk Line-Lakeview/Smith	200,000	192,843	7,157
SW1003	Fountain Creek Water Quality Project	951,514	594,514	<u>357,000</u>
	<b>Total Stormwater Projects-Prior Years</b>			<b>1,636,388</b>

# Walkingstick Golf Course

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## Mission/Function

Provide and maintain a high quality 18-hole municipal golf course, driving range, and clubhouse for the recreational enjoyment of the general public.

## Objectives

- Plan, conduct and supervise the day-to-day play at the course
- Operate and provide year round maintenance for the golf course and its related amenities
- Cooperate with public and private agencies in coordinating leagues, programs, activities and tournaments

### New Programs for 2012

- The Golf Advisory Committee will be guiding the creation of a five-year strategic plan for the golf in the City
- The restaurant operation was brought under the golf manager in 2011
- New irrigation system was installed in 2011 and should provide for significant savings in repairs and water costs

## Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
Revenue	972,161	947,142	2,694,715	934,805
Subsidies	78,000	83,068	82,542	117,609
<b>Total Income</b>	<b>1,050,161</b>	<b>1,030,210</b>	<b>2,777,257</b>	<b>1,052,414</b>
Personnel	40,722	41,537	39,690	37,482
Operating	892,771	877,122	963,113	781,087
Capital	-	-	1,718,674	-
Other	69,121	73,411	112,580	233,845
<b>Total Expense</b>	<b>1,002,614</b>	<b>992,070</b>	<b>2,834,057</b>	<b>1,052,414</b>
<b>(Net Gain)/Loss</b>	<b>(47,547)</b>	<b>(38,140)</b>	<b>56,800</b>	<b>-</b>

## Significant Adjustments

- An advance from Elmwood has been anticipated for 2012
- All major equipment is planned to be replaced in 2012. Some of the mowers and other equipment is more than 10 years old and has outlived their useful life

# Walkingstick Golf Course

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## Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Revenue</b>				
Charges for Services	972,161	953,573	930,000	934,805
Other Revenue	-	(6,431)	1,764,715	-
<b>Total Revenue</b>	<b>972,161</b>	<b>947,142</b>	<b>2,694,715</b>	<b>934,805</b>
<b>Subsidies</b>				
City Park Golf Course	78,000	83,068	82,542	117,609
From General Fund	-	-		
<b>Total Subsidies</b>	<b>78,000</b>	<b>83,068</b>	<b>82,542</b>	<b>117,609</b>
<b>Total Income</b>	<b>1,050,161</b>	<b>1,030,210</b>	<b>2,777,257</b>	<b>1,052,414</b>
<b>Personnel</b>				
<b>Salaries</b>				
Temporary/Part Time	35,096	34,986	33,814	32,460
Overtime	-	404	-	-
<b>Benefits</b>				
Pension - PERA	4,492	4,848	4,632	4,447
Medicare Tax	509	513	490	471
Worker's Compensation	625	786	754	104
<b>Total Personnel</b>	<b>40,722</b>	<b>41,537</b>	<b>39,690</b>	<b>37,482</b>
<b>Operating</b>				
Advertising	2,320	3,951	2,712	4,000
Communications	974	588	3,594	2,350
Dues & Subscriptions	2,925	2,260	2,300	2,000
Equipment	10,141	997	26,000	-
Insurance	7,728	9,598	9,598	6,000
Non-Exp Disbursement	-	-	28,400	-
Non-Exp Reimbursement	-	-	(13,767)	-
Other Charges	10,932	11,911	9,810	13,596
Professional Services	424,413	400,253	400,000	391,641
Rentals	3,191	5,227	3,484	1,000
Repairs & Maintenance	138,944	103,648	85,000	72,000
Supplies	56,518	35,484	29,586	53,000
Travel	77	20	-	500
Utilities	234,608	303,185	376,396	235,000
<b>Total Operating</b>	<b>892,771</b>	<b>877,122</b>	<b>963,113</b>	<b>781,087</b>

## Walkingstick Golf Course

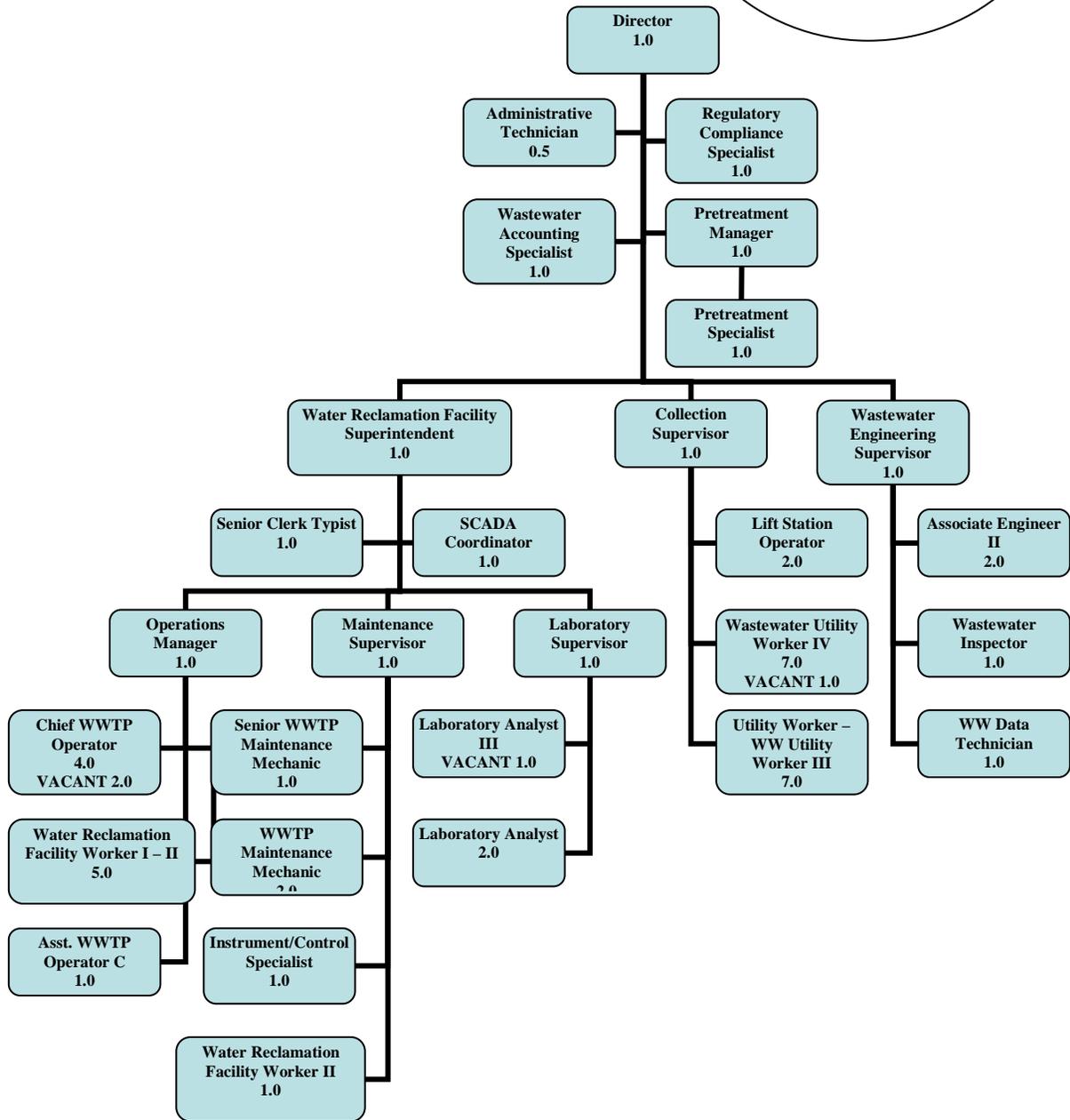
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### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Capital</b>				
Equipment	-	-	15,022	-
Land Improvements	-	-	1,700,000	-
Repairs & Maintenance	-	-	3,652	-
<b>Total Capital</b>	-	-	<b>1,718,674</b>	-
<b>Other</b>				
Bond Interest Payment	7,428	5,335	6,580	87,278
Bond Principal Payment	61,693	68,076	106,000	144,567
Fees & Charges	-	-	-	2,000
<b>Total Other</b>	<b>69,121</b>	<b>73,411</b>	<b>112,580</b>	<b>233,845</b>
<b>Total Expense</b>	<b>1,002,614</b>	<b>992,070</b>	<b>2,834,057</b>	<b>1,052,414</b>
<b>(Net Gain)/Loss</b>	<b>(47,547)</b>	<b>(38,140)</b>	<b>56,800</b>	-

# Wastewater

**Gene Michael**  
 Director of  
 Wastewater  
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 gmichael@pueblo.us



# Wastewater

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## Mission/Function

The mission of the Wastewater Department is to collect and reclaim wastewater in a manner that is protective of public health and the environment by collecting sanitary sewage from residences, businesses and industries; conveying sewage to the wastewater treatment facility safely and efficiently; treating sewage to levels specified by federal and State law; and disposing of residual materials in compliance with legal requirements.

## Objectives

- Meet all legal requirements in a continuous, cost effective manner
- Discharge only nontoxic effluent that meets standards protective of public health and the environment
- Maintain and develop firm treatment and collection system capacity to meet the ongoing needs of community development and the changing requirements of environmental law
- Recycle or dispose of treatment process residuals, meet solids stabilization requirements and limit odor problems
- Upgrade employee training and skill levels in all aspects of treatment, maintenance, laboratory analysis, and safety, including cross training between disciplines to achieve greater efficiency

New Programs for 2012	
➤	Complete compliance schedule milestones specified in the 2010 CDPS discharge permit
➤	Fully implement the activated sludge / nitrification treatment process at the Water Reclamation Facility
➤	Initiate a program to inspect and rehabilitate large sewer mains
➤	Initiate a multi-year electrical system rehabilitation program for the Water Reclamation Facility
➤	Construct the Wildhorse Creek Lift Station & place it in operation

## Budget Summary

	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>	<u>Adopted</u>
Revenue	13,030,575	23,051,141	31,251,152	13,546,655
<b>Total Income</b>	<b>13,030,575</b>	<b>23,051,141</b>	<b>31,251,152</b>	<b>13,546,655</b>
Personnel	3,453,656	3,523,386	3,704,074	3,939,842
Operating	2,370,471	2,255,498	2,729,044	4,813,454
Capital	4,601,198	10,778,538	21,430,226	2,528,200
Other	599,031	1,112,283	2,335,400	2,265,159
<b>Total Expense</b>	<b>11,024,356</b>	<b>17,669,705</b>	<b>30,198,744</b>	<b>13,546,655</b>
<b>(Net Gain)/Loss</b>	<b>(2,006,219)</b>	<b>(5,381,436)</b>	<b>(1,052,408)</b>	<b>-</b>

# Wastewater

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## Significant Adjustments

- Combined with the \$25 million State Revolving Fund loan for upgrading the Water Reclamation Facility as required by State and Federal environmental law, the annual

wastewater rate adjustment approved by the City Council in 2011 will provide for the financial health of the utility

# Wastewater

## Budget Detail

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
Charges for Services	12,389,246	13,670,116	13,000,000	13,458,985
Proceeds from Long Term Debt	293,145	7,876,055	17,729,855	
Intergovernmental Receipts		57,966	427,034	
Other Revenue	348,184	1,447,004	94,263	87,670
<b>Total Revenue</b>	<b>13,030,575</b>	<b>23,051,141</b>	<b>31,251,152</b>	<b>13,546,655</b>
<b>Total Income</b>	<b>13,030,575</b>	<b>23,051,141</b>	<b>31,251,152</b>	<b>13,546,655</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	680,446	749,533	801,588	772,797
General Service	1,755,178	1,684,807	1,671,712	1,854,694
Temporary/Part Time	101,575	72,587	79,886	62,842
Overtime	21,516	37,819	62,228	20,000
Sick/Vac/PH Sellback	1,139	2,535	6,021	6,600
Step-Up	7,097	17,218	20,487	16,500
Uniform/Shoe/Tool Allow	3,000	3,150	4,275	3,125
Incentive Awards	2,300	2,300	2,675	2,525
<b>Benefits</b>				
Pension - PERA	304,084	323,351	334,942	357,526
Insurance Benefits	441,282	468,194	552,066	678,163
Medicare Tax	30,328	31,848	34,299	35,957
Worker's Compensation	91,018	112,037	114,302	115,793
Safety & Prod Incentive	859	-	-	-
Tuition Reimbursement	1,622	1,532	2,002	1,500
Uniform Cleaning	11,855	15,837	16,916	11,100
Other Payroll Expense	357	638	675	720
<b>Total Personnel</b>	<b>3,453,656</b>	<b>3,523,386</b>	<b>3,704,074</b>	<b>3,939,842</b>
<b>Operating</b>				
Advertising	8,057	6,080	7,000	8,650
Communications	30,030	38,949	40,000	44,550
Dues & Subscriptions	11,907	12,250	6,000	16,570
Equipment	29,814	16,688	100,000	1,558,873
Insurance	47,685	54,838	200,000	200,000
Licenses, Permits, & Fees	45,388	25,331	25,000	37,446
Other Charges	34,044	14,954	8,102	36,500
Printing & Binding	-	245	-	1,500
Professional Services	1,051,653	1,051,171	1,015,431	1,499,599
Rentals	6,250	6,400	6,561	10,500
Repairs & Maintenance	248,383	191,094	308,976	259,550
Supplies	320,982	287,484	361,312	388,200
Training & Education	20,706	24,765	20,000	37,000
Travel	17,868	16,242	25,000	40,000
Utilities	497,704	509,007	605,662	674,516
<b>Total Operating</b>	<b>2,370,471</b>	<b>2,255,498</b>	<b>2,729,044</b>	<b>4,813,454</b>

## Wastewater

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### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Capital</b>				
Buildings	2,085,891	8,184,362	18,643,097	300,000
Equipment	780,545	506,702	430,198	165,500
Infrastructure	125,105	793,432	1,188,767	-
Repair & Maintenance	1,609,657	1,294,042	1,168,164	2,062,700
<b>Total Capital</b>	<b>4,601,198</b>	<b>10,778,538</b>	<b>21,430,226</b>	<b>2,528,200</b>
<b>Other</b>				
Ark Legacy River Project	-	-	69,100	-
Bond Interest Payment	114,107	382,679	538,323	527,196
Bond Principal Payment	362,703	405,699	1,421,994	1,431,980
Capital Improvement Fund	55,000	55,000	50,000	50,000
Fees & Charges	67,221	268,905	255,983	255,983
<b>Total Other</b>	<b>599,031</b>	<b>1,112,283</b>	<b>2,335,400</b>	<b>2,265,159</b>
<b>Total Expense</b>	<b>11,024,356</b>	<b>17,669,705</b>	<b>30,198,744</b>	<b>13,546,655</b>
<b>(Net Gain)/Loss</b>	<b>(2,006,219)</b>	<b>(5,381,436)</b>	<b>(1,052,408)</b>	<b>-</b>

# Wastewater

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## Staffing Detail

Title	Full Time Employees				2012 Adopted	
	2009	2010	2011	2012	Salary Range	
Director of Wastewater	1	1	1	1	104,832 -	104,832
WW Engineering Supervisor	1	1	1	1	70,787 -	70,787
WW Collection Supervisor	1	1	1	1	65,968 -	65,968
WWTP Superintendent	1	1	1	1	87,866 -	87,866
WWTP Lab Supervisor	1	1	1	1	67,752 -	67,752
WWTP Maintenance Supervisor	1	1	1	1	67,752 -	67,752
WWTP Operations Manager	1	1	1	1	68,164 -	68,164
Regulatory Compliance Specialist	1	1	1	1	82,376 -	82,376
WW Accounting Specialist	1	1	1	1	79,281 -	79,281
Associate Engineer II WW	1	1	2	2	43,365 -	52,318
Wastewater Data Technician	1	1	1	1	49,318 -	49,318
Wastewater Inspector	1	1	1	1	47,250 -	47,250
WW Utility Worker IV	7	7	7	8	37,677 -	47,796
Wastewater Lift Station Operator	2	2	2	2	50,769 -	50,769
WW SCADA Coordinator	1	1	1	1	54,227 -	54,227
Pretreatment Manager	1	1	1	1	72,769 -	72,769
Chief WWTP Operator	5	5	4	5	48,119 -	52,482
Lab Analyst III	2	2	1	1	51,126 -	51,126
Lab Analyst	1	1	2	2	44,056 -	46,741
Pretreatment Specialist	1	1	1	1	52,482 -	52,482
Utility Worker/WRF Worker I/WRF Worker II	5	5	6	4	28,757 -	33,945
Assistant WWTP Operator C	1	1	1	1	40,612 -	40,612
WWTP Maintenance Mechanic	1	1	2	3	36,226 -	46,457
Senior WWTP Maintenance Mechanic	1	1	1	1	52,482 -	52,482
WW Instrument & Controls Specialist	1	1	1	1	45,314 -	45,314
Administrative Tech/ Admin Tech (Certified)	0.5	0.5	0.5	0.5	22,178 -	22,178
Senior Clerk Typist/Senior Clerk (Certified)	1	1	1	1	39,816 -	39,816
Utility Worker/WW Utility Worker I/WW Utility Worker II / WW Utility Worker III	7	7	7	6	28,757 -	41,543
<b>Total</b>	<b>49.5</b>	<b>49.5</b>	<b>51.5</b>	<b>51.5</b>		

# Wastewater

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## Capital Project Detail

<b>Project No.</b>	<b>Project Description</b>	<b>2012 Adopted Budget</b>
WWAN01	Annual Small Main Rehabilitation	1,000,000
WWAN02	Annual Large Main Rehabilitation	500,000
WWAN03	Annual Point Repairs	-
WW1201	Sanitary Sewer-Arkansas River at Moffat St.	250,000
WW1202	Treatment Plant-Digester Cover Study	50,000
WW1203	Treatment Plant-Electrical Upgrade	212,700
WW1204	Treatment Plant-Roof Replacements	50,000
WW1205	Treatment Plant-Secondary Clarifier Rehab	50,000
WW1206	Generator-Trailer Mounted	70,000
WW1207	Laundry Covers	250,000
	Contribution to CPAN10-Street Resurfacing	50,000
WW1299	Capital Projects to be Determined	<u>1,541,773</u>
	<b>Total 2012 Capital Project Funding</b>	<b>4,024,473</b>

## On-going Capital Projects Funded in Prior Years

<b>Project No.</b>	<b>Project Description</b>	<b>Project Budget</b>	<b>Project to Date Estimate</b>	<b>Projects Funded in Prior Years</b>
WWAN01	Annual Small Main Rehab	3,851,869	2,374,478	1,477,391
WWAN02	Annual Large Main Rehab	1,372,364	612,626	759,738
WWAN03	Annual Point Repairs	1,316,466	473,350	843,116
WWAN04	Annual Treatment Plant Rehab & Equipment	1,138,178	313,617	824,561
WW0802	Heating Loop Boiler Replacement	402,200	383,272	18,928
WW0906	Old Admin Bldg Remodel	150,000	88,215	61,785
WW1001	Land Purchase WRF	900,000	-	900,000
WW1002	In-Place RPR/Lift Station Relocation	881,818	778,154	103,664
WW1004	WRF Administration Building Rehab	530,000	352,541	177,459
WW1005	Utility, Site and Shell Improvements	512,000	335,689	176,311
WW1101	Centrifuge Chutes Replacement	100,000	19,677	80,323
WW1102	WRF Roof Replacement	50,000	-	50,000
WW1103	Lake Avenue Sewer Upsize	80,000	50,000	30,000
WWL01A	WRF- Site Dewatering	1,232,000	1,218,331	13,669
WWL01C	WRF- Treatment Works	19,766,551	16,302,374	3,464,177
WWL02A	WRF- UV Disinfection	3,100,000	2,030,065	<u>1,069,935</u>
	<b>Total Wastewater Projects-Prior Years</b>			<b>10,051,057</b>

## Internal Services

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**Purpose:** The Internal Service Fund consists of the Self Insurance, Fleet Maintenance, and Technology Funds. The Internal Service Funds purpose is to provide insurance to City Departments, quality repair and maintenance of all city owned vehicles, and technology to ensure services are provided in an efficient manner.

**Source of Revenue:** The revenue generated for the Internal Service Fund primarily consists of charges paid by City Departments. Fleet Maintenance does provide some service to non-city owned vehicles.

**Designated Expenditure:** The majority of expenditures are related to insurance, vehicle maintenance, and lease payments for the new telephone system for the City of Pueblo.

### Budget Summary

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>Revenue</b>				
Fleet Maintenance	2,097,830	2,583,057	3,498,308	2,663,526
Self-Insurance Fund	2,378,263	3,068,456	2,678,510	2,277,000
Technology Fund	176,200	349,800	98,190	116,500
<b>Total Revenue</b>	<b>4,652,293</b>	<b>6,001,313</b>	<b>6,275,008</b>	<b>5,057,026</b>
<b>Expenditure</b>				
Fleet Maintenance	2,241,941	2,465,965	3,121,713	2,663,526
Self-Insurance Fund	2,758,881	2,762,461	2,718,452	2,277,000
Technology Fund	163,156	286,612	126,906	116,500
<b>Total Expenditure</b>	<b>5,163,978</b>	<b>5,515,038</b>	<b>5,967,071</b>	<b>5,057,026</b>

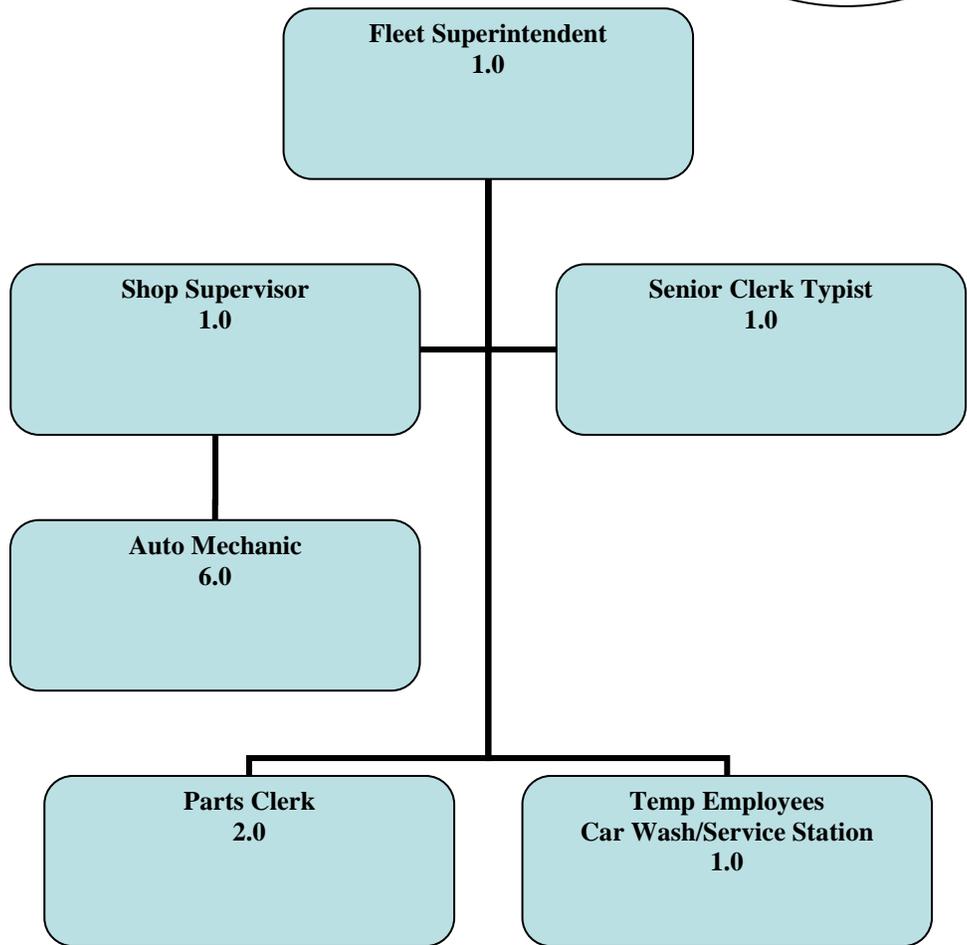
### Other Information

Greater detail related to the Internal Service Funds is provided on Pages G-3 through G-7

# Fleet Maintenance

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**Sam Ingo**  
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# Fleet Maintenance

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## Mission/Function

The mission of Fleet Maintenance is to provide quality vehicle repair and maintenance in a timely, cost-effective manner for 1,100 City and Outside Agency vehicles/equipment, as well as operate a car wash facility and three automated fueling sites. Provide back up support when needed for the Police, Fire and Public Works Departments during emergencies.

## Objectives

- Assist City Departments in evaluating equipment needs
- Assist with specifications for vehicles/equipment to meet City Department requirements
- Standardize vehicle/equipment to reduce the amount of replacement parts inventory
- Purchase fuel futures contract
- Monitor fuel site inventories

### New Programs for 2012

- Work with the Finance Department to develop and implement a vehicle/equipment replacement plan.
- Upgrade Fuel Site Card Readers.
- Implement Vehicle Locator System in Conjunction with IT Department.

## Budget Summary

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
Revenue	2,097,830	2,583,057	3,498,308	2,663,526
<b>Total Income</b>	<b>2,097,830</b>	<b>2,583,057</b>	<b>3,498,308</b>	<b>2,663,526</b>
Personnel	804,090	706,704	730,479	832,470
Operating	1,437,851	1,755,586	2,382,690	1,817,250
Capital	-	3,675	8,544	3,500
Other	-	-	-	10,306
<b>Total Expense</b>	<b>2,241,941</b>	<b>2,465,965</b>	<b>3,121,713</b>	<b>2,663,526</b>
<b>(Net Gain)/Loss</b>	<b>144,111</b>	<b>(117,092)</b>	<b>(376,595)</b>	<b>-</b>

## Significant Adjustments

- Will fill 2 vacant Auto Mechanic Positions.

## Fleet Maintenance

### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Revenue</b>				
Billing	1,774,440	2,138,166	3,036,495	2,263,526
Billing to Other Agencies	321,161	441,864	456,105	400,000
Disposal of Assets	-	1,225	-	-
Miscellaneous Revenue	517	339	1,148	-
Sale of Surplus	1,712	1,463	4,560	-
<b>Total Revenue</b>	<b>2,097,830</b>	<b>2,583,057</b>	<b>3,498,308</b>	<b>2,663,526</b>
<b>Total Income</b>	<b>2,097,830</b>	<b>2,583,057</b>	<b>3,498,308</b>	<b>2,663,526</b>
<b>Personnel</b>				
<b>Salaries</b>				
Administration	140,031	144,491	144,492	144,491
General Service	406,705	319,087	321,224	351,456
Temporary/Part Time	32,056	43,745	51,445	49,400
Overtime	-	-	-	2,000
Sick/Vac/PH Sellback	6,380	3,143	4,894	6,500
Uniform/Shoe/Tool Allow	750	600	900	2,850
Incentive Awards	471	350	262	550
<b>Benefits</b>				
Pension - PERA	65,916	60,491	61,143	69,986
Insurance Benefits	117,703	99,200	110,460	168,851
Medicare Tax	7,009	6,481	7,046	7,543
Worker's Compensation	22,097	23,592	22,869	23,753
Tool Allowance	1,914	2,099	2,624	-
Uniform Cleaning	3,007	3,374	3,030	5,000
Other Payroll Expense	51	51	90	90
<b>Total Personnel</b>	<b>804,090</b>	<b>706,704</b>	<b>730,479</b>	<b>832,470</b>
<b>Operating</b>				
Advertising	451	-	-	-
Communications	6,454	9,572	3,596	5,800
Cost of Merchandise	1,356,524	1,646,303	2,280,244	1,697,300
Dues & Subscriptions	2,761	2,844	2,844	3,200
Equipment	-	100	2,556	3,500
Licenses, Permits, & Fees	3,461	3,330	1,131	3,800
Other Charges	-	(595)	-	-
Professional Services	27,209	29,290	28,916	32,000
Rentals	959	1,154	2,456	3,250
Repairs & Maintenance	5,766	17,918	13,112	13,500
Supplies	7,298	10,766	11,858	11,400

## Fleet Maintenance

### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
Training & Education	218	1,054	225	500
Travel	57	-	-	-
Utilities	26,693	33,850	35,752	43,000
<b>Total Operating</b>	<b>1,437,851</b>	<b>1,755,586</b>	<b>2,382,690</b>	<b>1,817,250</b>
<b>Capital</b>				
Equipment	-	3,675	8,544	3,500
<b>Total Capital</b>	<b>-</b>	<b>3,675</b>	<b>8,544</b>	<b>3,500</b>
<b>Other</b>				
Bond Interest Payment	-	-	-	3,946
Bond Principal Payment	-	-	-	6,360
<b>Total Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,306</b>
<b>Total Expense</b>	<b>2,241,941</b>	<b>2,465,965</b>	<b>3,121,713</b>	<b>2,663,526</b>
<b>(Net Gain)/Loss</b>	<b>144,111</b>	<b>(117,092)</b>	<b>(376,595)</b>	<b>-</b>

### Staffing Detail

Title	Full Time Employees				2012 Adopted	
	2009	2010	2011	2012	Salary Range	
Fleet Superintendent	1	1	1	1	85,090-	85,090
Shops Supervisor	1	1	1	1	58,801-	58,801
Auto Mechanic	6	6	6	6	37,677-	48,380
Parts Clerk	2	2	2	2	28,628-	37,116
Senior Clerk Typist /Senior Clerk (Certified)	1	1	1	1	39,816-	39,816
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>		

## Self-Insurance

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### Mission/Function

The Self-Insurance Fund is an Internal Service Fund used to receive payments from City Departments in return for insurance services provided to those Departments. The Self-Insurance Fund is an enterprise activity dedicated to providing services to other City Departments. The fund provides for payment of losses up to the City's self-insured retention limit and purchases re-insurance in the event of losses above that amount. This fund also purchases risk management services for the City in an effort to minimize losses. The major insurance programs in the fund are worker's compensation, property, and liability coverage.

### Objectives

- Reduce the City's loss exposure

### Budget Detail

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>Revenue</b>				
Billing	1,280,485	1,595,433	1,442,586	1,600,000
Worker's Comp Reimburse	-	40,107	89,110	80,000
Recoveries	-	29,378	49,488	70,000
Loss of Property Comp	-	-	4,420	-
Miscellaneous Revenue	-	-	117,000	-
Interest on Pooled Invest	20,778	3,538	7,084	2,500
<b>Total Revenue</b>	<b>1,301,263</b>	<b>1,668,456</b>	<b>1,709,688</b>	<b>1,752,500</b>
<b>Subsidies</b>				
From General Fund	1,077,000	1,400,000	968,822	524,500
<b>Total Subsidies</b>	<b>1,077,000</b>	<b>1,400,000</b>	<b>968,822</b>	<b>524,500</b>
<b>Total Income</b>	<b>2,378,263</b>	<b>3,068,456</b>	<b>2,678,510</b>	<b>2,277,000</b>
<b>Operating</b>				
Insurance	2,758,991	2,763,831	2,718,452	2,277,000
Repairs & Maintenance	(110)	(1,370)	-	-
<b>Total Operating</b>	<b>2,758,881</b>	<b>2,762,461</b>	<b>2,718,452</b>	<b>2,277,000</b>
<b>Total Expense</b>	<b>2,758,881</b>	<b>2,762,461</b>	<b>2,718,452</b>	<b>2,277,000</b>
<b>(Net Gain)/Loss</b>	<b>(380,618)</b>	<b>(305,995)</b>	<b>39,942</b>	<b>-</b>

## Technology

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### Mission/Function

Provide funding for the payment of principal, interest and fees on the new phone system and other technology items.

### Objectives

- Improve the technology available to City staff to enhance the services provided to the citizens of Pueblo.

### Budget Detail

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Revenue</b>				
Billing	176,200	349,800	98,190	116,500
Interest	-	-	-	-
Prior Yr Unexp Fund Bal	-	-	-	-
<b>Total Revenue</b>	<b>176,200</b>	<b>349,800</b>	<b>98,190</b>	<b>116,500</b>
<b>Total Income</b>	<b>176,200</b>	<b>349,800</b>	<b>98,190</b>	<b>116,500</b>
<b>Operating</b>				
Communications	51,030	41,231	36,090	45,000
Professional Services	2,000	37,260	14,250	9,500
Repairs & Maintenance	2,115	69,188	3,706	2,500
Supplies	-	-	-	7,150
Service Contract	12,884	-	-	-
<b>Total Operating</b>	<b>68,029</b>	<b>147,679</b>	<b>54,046</b>	<b>64,150</b>
<b>Capital</b>				
Equipment		138,933	72,860	52,350
<b>Total Capital</b>	<b>-</b>	<b>138,933</b>	<b>72,860</b>	<b>52,350</b>
<b>Other</b>				
Bond Interest Payment	5,029	-	-	-
Lease Payment	90,098	-	-	-
<b>Total Other</b>	<b>95,127</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expense</b>	<b>163,156</b>	<b>286,612</b>	<b>126,906</b>	<b>116,500</b>
<b>(Net Gain)/Loss</b>	<b>(13,044)</b>	<b>(63,188)</b>	<b>28,716</b>	<b>-</b>

## Arkansas River Legacy

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**Purpose:** The Arkansas River Legacy fund accounts for the construction of a kayak course and other recreational amenities on a portion of the Arkansas River.

**Source of Revenue:** Funding for the project is primarily Federal and State grants and contributions.

**Designated Expenditure:** Expenditures are for the construction of the Arkansas River Legacy project.

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
453 Ark River Legacy Project	10,644	72,732	511,866	-
<b>Total Revenue</b>	<b>10,644</b>	<b>72,732</b>	<b>511,866</b>	<b>-</b>
<b>Expenditure</b>				
453 Ark River Legacy Project	7,830	1,006	511,866	-
<b>Total Expenditure</b>	<b>7,830</b>	<b>1,006</b>	<b>511,866</b>	<b>-</b>

### Other Information

- This project is substantially complete. Historical costs are included here for informational purposes only.

## Economic Development Tax

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**Purpose:** Account for the voter approved one-half cent sales tax to be used for the development of job creating activities throughout the city.

**Source of Revenue:** A one-half cent sales tax is added to the city sales tax rate.

**Designated Expenditure:** Projects that are designed to increase economic development for the City of Pueblo.

### Budget Summary

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>Revenue</b>				
413 Economic Development Tax	9,848,062	8,315,600	9,278,028	8,435,019
<b>Total Revenue</b>	<b>9,848,062</b>	<b>8,315,600</b>	<b>9,278,028</b>	<b>8,435,019</b>
<b>Expenditure</b>				
413 Economic Development Tax	12,232,352	3,545,463	2,823,327	8,435,019
<b>Total Expenditure</b>	<b>12,232,352</b>	<b>3,545,463</b>	<b>2,823,327</b>	<b>8,435,019</b>

### Other Information

- Detailed listing of the ongoing Economic Development projects authorized by the City Council in prior years but not yet completed is provided on Pages H – 18.

## Historic Arkansas River Project

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**Purpose:** The Historic Arkansas River Project (HARP) fund accounts for the construction of a river walk project around City Hall and the Convention Center.

**Source of Revenue:** Financing for the first phase of the project was provided by the issuance of \$12,850,000 of limited tax general obligation bonds. Additional phases have been funded primarily by grants and private donations.

**Designated Expenditure:** Expenditures are for the construction of the river walk project.

### Budget Summary

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>Revenue</b>				
450 HARP	61	1,443,651	415,180	-
<b>Total Revenue</b>	<b>61</b>	<b>1,443,651</b>	<b>415,180</b>	<b>-</b>
<b>Expenditure</b>				
450 HARP	60	1,443,136	415,695	-
<b>Total Expenditure</b>	<b>60</b>	<b>1,443,136</b>	<b>415,695</b>	<b>-</b>

### Other Information

- The continued expansion of the Historic Arkansas River Project (HARP) for Phase III will enhance the Riverwalk's ability to encourage economic development in the downtown area, as well as provide the community with a unique recreation facility. Phase IIIA, including construction of the Veteran's Bridge, was completed in 2011. Future phases are anticipated to include a Boathouse as well as the construction of the Heritage Plaza.

## HUD Grants

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**Purpose:** The HUD Grants Fund consists of the Community Development Block Grant (CDBG), HOME Grant, Housing Rehabilitation Loans, and Housing Development Loan Fund (HDLF). HUD Grant's purpose is to increase home ownership, support community development and increase access to affordable housing. CDBG funds are primarily utilized for community development in low-income neighborhoods. The HOME Grant is used for homeowner assistance projects for qualified participants. The Housing Rehabilitation Loan Program accounts for the provision of loans to low income individuals for the purpose of rehabilitation.

**Source of Revenue:** The majority of revenue is derived from federal grants that are appropriated annually.

**Designated Expenditure:** Projects associated with home ownership for lower income families and improving the infrastructure of low-income neighborhoods.

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
250 Community Development Block Grant	1,438,152	1,755,354	1,913,095	1,500,000
251 HOME Grant	950,067	1,919,980	1,045,798	973,777
252 Housing Rehabilitation Loans	30,250	32,944	-	50,000
254 Housing Development Loan Fund	-	146,634	-	-
<b>Total Revenue</b>	<b>2,418,469</b>	<b>3,854,912</b>	<b>2,958,893</b>	<b>2,523,777</b>
<b>Expenditure</b>				
250 Community Development Block Grant	1,427,037	1,387,687	1,913,095	1,500,000
251 HOME Grant	508,672	1,937,882	1,045,798	973,777
252 Housing Rehabilitation Loans	24,690	27,502	8,445	50,000
254 Housing Development Loan Fund	-	-	-	-
<b>Total Expenditure</b>	<b>1,960,399</b>	<b>3,353,071</b>	<b>2,967,338</b>	<b>2,523,777</b>

### Other Information

- Specific projects funded by these HUD revenues are authorized by a separate action of the City Council after public input is received.
- A detailed listing of the ongoing Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) projects authorized by the City Council in prior years but not yet completed is provided on Pages H - 16 through H - 18.

## Intergovernmental

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**Purpose:** The Intergovernmental Fund consists of the Highway User Tax Fund, Conservation Trust, Seized Property, and Federal Forfeiture funds. The Highway User Tax Fund accounts for distributions from the State of Colorado and Pueblo County to be used for operation and maintenance of streets and highways within the City. The Conservation Trust Fund accounts for the collection of revenues from the Colorado state lottery. The Seized Property and Federal Forfeiture funds account for moneys and other assets seized in law enforcement activity.

**Source of Revenue:** Funds are received from the state or federal government to be used for certain purposes stipulated within each fund. The Highway User Tax Fund revenue is based upon a formula that considers the number of vehicles registered and miles of streets within a municipality. The Conservation Trust Fund revenue is distributed by the Colorado Lottery, and is based upon population within a municipality. Seized Property and Federal Forfeiture revenues are derived from the disbursement of funds seized in state and federal narcotic law enforcement activity. The Seized Property program through the State of Colorado has been eliminated. Therefore, no further revenue will be received from this program.

**Designated Expenditure:** The primary expenses are related to street resurfacing, capital projects, and supplements to police-related activities. The detail of the Conservation Trust (Lottery) Capital Projects can be found in the Public Improvements section of the budget document.

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
210 Highway User Tax Fund	3,605,593	4,059,244	4,059,774	4,071,600
213 Conservation Trust	1,003,282	932,043	953,968	1,163,400
216 Seized Property	-	-	-	4,338
217 Federal Forfeiture	344,252	176,079	191,400	60,000
<b>Total Revenue</b>	<b>4,953,127</b>	<b>5,167,366</b>	<b>5,205,142</b>	<b>5,299,338</b>
<b>Expenditure</b>				
210 Highway User Tax Fund	3,737,069	3,864,070	4,119,198	4,071,600
213 Conservation Trust	1,170,851	669,243	788,050	1,163,400
216 Seized Property	-	-	-	4,338
217 Federal Forfeiture	100,974	278,783	265,000	60,000
<b>Total Expenditure</b>	<b>5,008,894</b>	<b>4,812,096</b>	<b>5,172,248</b>	<b>5,299,338</b>

## Minnequa Lake

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**Purpose:** The Minnequa Lake fund accounts for the acquisition of the land and water rights, as well as the construction of park and recreational facilities in and around Lake Minnequa.

**Source of Revenue:** Financing will be primarily provided by Federal and State grants, as well as contributions from the Stormwater Utility.

**Designated Expenditure:** Expenditures used for the acquisition and construction of facilities related to the projects along in and around Lake Minnequa.

### Budget Summary

	2009	2010	2011	2012
	Actual	Actual	Estimate	Adopted
<b>Revenue</b>				
454 Minnequa Lake	2,792,035	200,000	200,000	
<b>Total Revenue</b>	<b>2,792,035</b>	<b>200,000</b>	<b>200,000</b>	-
<b>Expenditure</b>				
454 Minnequa Lake	3,389,643	1,017	-	
<b>Total Expenditure</b>	<b>3,389,643</b>	<b>1,017</b>	-	-

### Other Information

- This project is substantially complete. Historical costs are included here for informational purposes only.

## Other Special Revenue

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**Purpose:** Account for miscellaneous special revenues for which expenditures are restricted to specific purposes. The Pueblo Beautiful Endowment fund is used to account for the collection of gifts for the beautification of the city. The Mountain View Cemetery Endowment is used for gravesite maintenance at the City cemetery. The Contributions and Donations fund is for monies donated to the city for specific purposes. HARP Land Sales fund is used for development of land around HARP in downtown Pueblo.

**Source of Revenue:** Revenue is primarily received from grants, contributions, and donations that are stipulated for a certain purpose.

**Designated Expenditure:** Management fees for Mountain View Cemetery represent the majority of expenditures. All other expenditures will only occur on a need basis to satisfy the stated purpose of the fund.

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
220 Pueblo Beautiful Endowment	109	30	30	100
221 Mtn View Cemetery Endowment	26,384	12,516	7,680	62,000
223 Contributions & Donations	11,720	27,437	28,795	50,000
225 HARP Land Sales	46,672	130,319	310	63,000
<b>Total Revenue</b>	<b>84,885</b>	<b>170,302</b>	<b>36,815</b>	<b>175,100</b>
<b>Expenditure</b>				
220 Pueblo Beautiful Endowment	-	-	-	100
221 Mtn View Cemetery Endowment	60,353	60,219	60,200	62,000
223 Contributions & Donations	10,202	20,729	21,364	50,000
225 HARP Land Sales	5,880	197,019	2,051	63,000
<b>Total Expenditure</b>	<b>76,435</b>	<b>277,967</b>	<b>83,615</b>	<b>175,100</b>

## Police Building

---

**Purpose:** The Police Building fund accounts for the construction of the new police building, police substations, and two fire stations.

**Source of Revenue:** Financing will be from a voter approved payment in lieu of tax from Xcel Energy in the amount of \$13,000,000, as well as the issuance of Certificates of Participation for the remaining cost of the building. Federal and state grant funds will also be used for the construction of the fire stations.

**Designated Expenditure:** Expenditures used for the construction of facilities as listed above.

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
455 Police Building	1,142,854	1,266,076	185,470	-
<b>Total Revenue</b>	<b>1,142,854</b>	<b>1,266,076</b>	<b>185,470</b>	<b>-</b>
<b>Expenditure</b>				
455 Police Building	25,023,414	7,428,142	3,083,172	-
<b>Total Expenditure</b>	<b>25,023,414</b>	<b>7,428,142</b>	<b>3,083,172</b>	<b>-</b>

### Other Information

- The City voters approved the use of \$17 million, including a \$13 million payment in lieu of taxes plus future property tax revenues to be received by the City, pursuant to an agreement with Xcel Energy resulting from their construction of a new power plant. The funds will be used for the construction of a new police building, and the construction or relocation of the southwest fire station and the Minnequa fire station. Construction of the Police Building was completed in early 2010 and the southwest fire station was substantially complete in 2010. The Minnequa station is expected to be complete in 2012.

## Public Improvements

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**Purpose:** The Public Improvement Fund includes Police Grants, Transportation Grants, Planning Grants, and Transportation Planning Grants, along with the general Capital Improvement Fund. The purpose of the fund is to enhance the services provided by the City by utilizing the various federal and state grants that are available. Police Grants are used to provide and address additional public safety issues. The Transportation Grants are used to address the numerous transportation related projects in the City of Pueblo. The Planning Grants are used to acquire, enhance or maintain the parks and open space areas of the City. Transportation Planning Grants address any urban and regional transportation planning with the City of Pueblo. The Capital Improvement Fund is used for other capital projects that are funded by revenue sources other than state and federal grants. This fund accounts for capital projects, large and small, that occur throughout the City of Pueblo, except for those required to be reported in a capital project fund. The Capital Improvement Fund-Grants is used to account for other capital projects that have at least one grant as a source of revenue.

**Source of Revenue:** Revenues for the Public Improvement Fund are typically received from Federal and State Grants that may or may not require a match from the General Fund. Other major funding sources for public improvement projects are the Conservation Trust Fund (Lottery), General Fund, Highway Users Tax Fund, and interest derived from the Economic Development Tax Fund.

**Designated Expenditure:** The expenditures typically involve large-scale projects that enhance the City of Pueblo. A listing of current and ongoing projects is included in the following pages of this document.

## Public Improvements

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### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
255Police Grants	270,305	238,890	454,584	50,000
256DOT Grants	1,408,806	275,954	355,829	-
260Planning Grants	399,546	4,517,962	2,633,394	-
263Transportation Planning	245,307	281,535	290,475	502,975
401Capital Improvement Fund	9,149,626	5,538,569	5,015,643	2,987,607
402Capital Improvement Fund-Grants	-	2,515,828	721,010	-
<b>Total Revenue</b>	<b>11,473,590</b>	<b>13,368,738</b>	<b>9,470,935</b>	<b>3,540,582</b>
<b>Expenditure</b>				
255Police Grants	284,864	238,806	454,584	50,000
256DOT Grants	634,165	320,339	355,829	-
260Planning Grants	230,000	1,355,017	7,150,594	-
263Transportation Planning	245,308	281,575	290,475	502,975
401Capital Improvement Fund	6,703,654	6,579,305	4,076,097	2,987,607
402Capital Improvement Fund-Grants	-	1,360,067	955,151	-
<b>Total Expenditure</b>	<b>8,097,991</b>	<b>10,135,109</b>	<b>13,282,730</b>	<b>3,540,582</b>

### Other Information

- Detail of the ongoing Public Improvement projects carried forward from prior years is provided on Pages H - 16 through H - 18.
- 2012 Capital Improvement Fund, which includes Capital Improvement Fund-Grants, Project funding can be found on Page H - 11.

## Public Improvements

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### Project Detail - Capital Improvement Fund

The Capital Improvement Fund is a fund dedicated to budget for capital projects and other capital expenditures of the City that have the majority of funding from sources other than state or federal grants. Funds are appropriated by specific project with the appropriation being allowed to carry over into future years until the project is completed.

Project Number	Project Description	Funding Source	2012 Adopted
	General Fund		546,869
	Highway User Tax Fund		1,715,338
	Conservation Trust		663,400
	Sewer User Contribution to Street Resurfacing		50,000
	Stormwater Utility Contribution to Street Resurfacing		<u>12,000</u>
	<b>TOTAL Revenue</b>		<b>2,987,607</b>
HUAN01	Street Resurfacing	HUTF/SW/WW	677,338
HUAN02	Signal/Crosswalk Upgrades	HUTF	150,000
HU1205	(Contrib to) Bridge Replace-West 11th St	HUTF/Faster	600,000
HU1201	Bike Lanes-Citywide	HUTF	30,000
HU1202	Pavement Markings	HUTF	40,000
HU1203	Handicap Ramps-Citywide	HUTF	180,000
HU1204	Traffic Signal Rebuild-1st and Santa Fe	HUTF	<u>100,000</u>
	<b>Subtotal HUTF Projects</b>		<b>1,777,338</b>
CIAN12	Technology Upgrades	General Fund	200,000
CIAN18	Grant Matches-Airport	General Fund	96,869
CIAN20	City Building Repairs	General Fund	150,000
CI0139	In-Stream Water Rights	General Fund	<u>100,000</u>
	<b>Subtotal General Fund Projects</b>		<b>546,869</b>
LT1201	Vehicles & Equip - Parks	CTF/Lottery	60,000
LT1202	Tree Planting - Citywide	CTF/Lottery	6,400
LT1203	Parks & Recreation Master Plan	CTF/Lottery	55,000
LT1204	City Park-Historic Carousel Repair	CTF/Lottery	75,000
LT1205	Equipment Leases-Parks	CTF/Lottery	183,000
LT1206	Equipment Purchases-Parks	CTF/Lottery	204,000
LT1207	IT/Network Infrastructure in Parks	CTF/Lottery	50,000
LT1208	Key System Implementation-Parks	CTF/Lottery	<u>30,000</u>
	<b>Subtotal Lottery Projects</b>		<b>663,400</b>
	<b>TOTAL 2012 Projects</b>		<b>2,987,607</b>

## Special Charges

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**Purpose:** The Special Charges Fund consists of the Southside Landfill Trust, E-911 Telephone, Solid Waste Service Charge, Sales Tax Collection Fee Fund, and Excess Court Fines. These funds are utilized for specific functions within the City of Pueblo.

**Source of Revenue:** Funds are primarily received from fees that are charged to customers that use the specific service. The solid waste service charge is \$.25 per cubic yard of waste surcharge on tipping fees at all solid waste disposal sites. The Sales Tax Collection Fee revenue is obtained from collection of the sales tax vendor fee of 3.3%. The Excess Court Fine revenue is derived from fines imposed by the Municipal Court which exceed \$300; any amount collected over the \$300 is considered an excess fine. The Southside landfill no longer collects fees. The revenue figure in the table below is an estimate of interest payment in the trust.

**Designated Expenditure:** The Southside Landfill Trust is used to accumulate resources relative to the post-closing costs of a portion of the Southside Landfill that is owned and operated by a private operator. The E-911 fees are restricted to operating and capital expenditures related to the 911 service provided by the city. The solid waste service charges are to be used for solid waste management and education. The resources accumulated in the Sales Tax Collection Fee are restricted to the operations and debt service of certain activities of the Pueblo Urban Renewal Authority. Excess court fines are used for graffiti removal and prevention programs.

## Budget Summary

	2009	2010	2011	2012
	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>	<u>Adopted</u>
<b>Revenue</b>				
212 Southside Landfill Trust	26,390	14,820	66,422	65,000
214 E-911 Telephone Charge	817,613	765,584	761,777	732,000
218 Solid Waste Service Charge	-	208,175	240,774	200,000
231 Sales Tax Collection Fee	1,787,275	1,770,306	3,023,526	1,811,840
232 Excess Court Fines	7,058	24,810	32,714	30,000
<b>Total Revenue</b>	<b><u>2,638,336</u></b>	<b><u>2,783,695</u></b>	<b><u>4,125,213</u></b>	<b><u>2,838,840</u></b>
<b>Expenditure</b>				
212 Southside Landfill Trust	-	-	-	65,000
214 E-911 Telephone Charge	710,000	710,000	732,000	732,000
218 Solid Waste Service Charge	13,917	105,000	100,000	200,000
231 Sales Tax Collection Fee	1,787,276	1,770,305	3,023,526	1,811,840
232 Excess Court Fines	-	21,132	13,500	30,000
<b>Total Expenditure</b>	<b><u>2,511,193</u></b>	<b><u>2,606,437</u></b>	<b><u>3,869,026</u></b>	<b><u>2,838,840</u></b>

## Other Information

- Greater detail of E-911 fee revenue and expenditure is provided on Page H-13.

## Special Charges

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### E-911 Telephone Charges

#### Mission/Function

The E-911 Telephone Charge Fund is a Special Revenue Fund used to receive funds which are restricted by ordinance for the costs associated with the implementation, operation and maintenance of the 9-1-1 emergency telephone system. The 911 dispatch center is operated by the Pueblo Police Department, and funds are transferred as budgeted to the City's General Fund for allowable expenditures in that division of the Police Department. Income for this fund is derived through a monthly charge per phone line for all telephone lines within the City. This charge was raised from 40 cents per line to 70 cents per line during 2006, with the purpose of upgrading the technology and equipment utilized by the 911 emergency response systems.

#### Objectives

- Improve the quality of service provided by the dispatch center, as well as to upgrade and maintain technology and equipment utilized by the 911 emergency response systems.

#### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
E-911 Telephone Fee	812,523	763,325	760,444	730,000
Interest Income	5,090	2,259	1,333	2,000
<b>Total Revenue</b>	<b>817,613</b>	<b>765,584</b>	<b>761,777</b>	<b>732,000</b>
<b>Expenditure</b>				
Transfer to General Fund	410,000	410,000	432,000	432,000
Transfer to Debt Service	300,000	300,000	300,000	300,000
<b>Total Expenditure</b>	<b>710,000</b>	<b>710,000</b>	<b>732,000</b>	<b>732,000</b>

## Special Districts

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**Purpose:** Account for and provide the maintenance of certain public infrastructure for entities within their district.

**Source of Revenue:** Southpointe and Bandera Boulevard Special Improvement Maintenance Districts derive their respective revenue by imposing an additional property tax of 5-mills and 3-mills, respectively, to all residents within their district. The North Gateway Business Improvement District (BID) is to be utilized for public improvements within its district. The North Gateway BID is located at the new Pueblo Crossing shopping center. A Public Improvement Fee is imposed by the retailers located within the North Gateway Business Improvement District on all sales within the district. Revenue collected from this fee is restricted for the construction of certain additional public improvements within the district.

**Designated Expenditure:** Maintenance and public improvements within each of the districts.

## Budget Summary

	2009 Actual	2010 Actual	2011 Estimate	2012 Adopted
<b>Revenue</b>				
215 Southpointe SIMD	20,230	18,774	18,300	31,500
219 Bandera SIMD	39,120	38,856	33,139	92,166
224 North Gateway BID	249,744	237,494	238,726	254,000
701 Park Land Escrow	1,151	-	-	-
702 North Gateway PIF	249,388	250,984	249,341	250,000
<b>Total Revenue</b>	<b>559,633</b>	<b>546,108</b>	<b>539,506</b>	<b>627,666</b>
<b>Expenditure</b>				
215 Southpointe SIMD	5,925	11,914	15,817	31,500
219 Bandera SIMD	13,137	29,342	26,723	92,166
224 North Gateway BID	245,780	238,752	238,726	254,000
702 North Gateway PIF	251,030	250,984	249,341	250,000
<b>Total Expenditure</b>	<b>515,872</b>	<b>530,992</b>	<b>530,607</b>	<b>627,666</b>

## Stimulus Grants

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**Purpose:** The Stimulus Grants Fund consists of grants received from the Federal government for the purpose of stimulating the struggling economy. In 2008, the Housing Economic Recovery Act (HERA) was enacted by Congress to provide funding to the collapsing housing markets across the country. In early 2009, the American Recovery and Reinvestment Act (ARRA) was also passed by Congress to provide funding for various types of projects and programs with the purpose of creating jobs and stimulating the economy.

**Source of Revenue:** Revenues are derived from the federal grants that were appropriated under ARRA and HERA.

**Designated Expenditure:** Projects are varied and are strictly defined under the provisions of each federal grant award and contract.

### Budget Summary

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>
<b>Revenue</b>				
240 ARRA Grants	747,580	4,319,644	1,510,377	-
241 HERA Grants	-	1,357,675	1,698,329	-
<b>Total Revenue</b>	<b>747,580</b>	<b>5,677,319</b>	<b>3,208,706</b>	<b>-</b>
<b>Expenditure</b>				
240 ARRA Grants	363,377	4,480,258	1,733,966	-
241 HERA Grants	1,000	1,356,400	1,698,604	-
<b>Total Expenditure</b>	<b>364,377</b>	<b>5,836,658</b>	<b>3,432,570</b>	<b>-</b>

### Other Information

- Additional detail on projects carried forward from previous years can be found on Pages H-16 through H-18.

## Capital Projects Not Completed – Funded in Prior Years

Project Number	Project Description	Project Budget	Project To Date Estimate	Estimated 2012 Project Budget
ARBC01	Bus Purchases	2,151,282	2,107,302	43,980
AREE02	Main Street Energy Programs	45,000	-	45,000
AREE05	Energy Efficiency and Conservation Coordinator	103,000	20,000	83,000
AREE07	Downtown Walkability/Livability Plan	50,066	25,000	25,066
ARHP01	Homelessness Prevention & Rapid Re-housing	678,970	586,599	92,371
ARPD02	P.R.I.D.E.	193,966	113,603	80,363
Various	Neighborhood Stabilization - Multi-Family	3,499,416	2,137,101	1,362,315
Various	Neighborhood Stabilization - Single-Family	1,041,234	765,482	275,752
Various	Neighborhood Stabiliation 3	1,460,506	300,000	1,160,506
<b>Total Stimulus Grant Projects</b>				<b>3,168,353</b>
CD0814	Water Line Replacement Program	15,530	11,185	4,345
CD0816	Rehab Program-Owner Occupied	60,291	7,090	53,201
CD0906	ENA-Portland Park Playground Equip	72,710	61,590	11,120
CD0908	Sidewalk/Curb/Gutter -ADA ramps Dean Ln	56,677	51,715	4,962
CD0909	Sidewalk/Curb/Gutter E8th St	50,000	43,765	6,235
CD0913	Habitat for Humanity- Infrast. Afford House	35,000	29,667	5,333
CD0914	Center for Disabilities-House Ramps	28,000	-	28,000
CD0915	BAND- W. Northern Ave Streetscape	19,000	-	19,000
CD0916	ENA- Portland Park Basketball Ct	15,447	14,000	1,447
CD0917	Sidewalks-Bessemer Expansion	15,000	12,144	2,856
CD0918	Landscape-Bessemer Expansion	15,000	1,075	13,925
CD0919	Sidewalks- 313 E. Corona	14,988	12,100	2,888
CD0920	Trees- Broadway & Abriendo	9,251	-	9,251
CD0921	Neighborhood Rehabilitation	50,333	-	50,333
CD0929	Unsafe Building Demolition	163,762	159,450	4,312
CD0930	BHS-ADA Entrance Main Bldg	76,633	-	76,633
CD0932	Infill Housing	103,190	-	103,190
CD0933	Demolition-Infill Housing	109,382	9,031	100,351
CD1006	Salvation Army Dining Room	200,000	-	200,000
CD1007	ADA Ramps-Abriendo/Broadway	84,494	-	84,494
CD1008	ENA-ADA Ramps, Curb, Gutter	271,313	155,950	115,363
CD1009	BAND-Sidewalks and Curb Ramps	189,193	-	189,193
CD1012	Rehab and Minor Repair Program	124,923	17,436	107,487
CD1013	ADA Curb Ramps Citywide	400,000	313,596	86,404
CD1101	2011 CDBG Administration	302,691	-	302,691
CD1103	Homeless and Low Income Individuals	50,000	-	50,000
CD1104	Homeless Youth Outreach Project	29,000	-	29,000
CD1105	Eastside Center-625 N Monument	41,830	-	41,830
CD1106	SRDA Transportation	33,122	-	33,122
CD1107	ERESP	45,000	-	45,000
CD1108	Street Lights-Alabama Ave	8,000	-	8,000
CD1109	Curbs, Ramps, Gutter-Broadway & Abriendo	146,914	-	146,914
CD1110	Infrastructure-W. 19th & Cruz Ct	35,000	-	35,000
CD1111	Street Lights-Floyd Lane	10,000	-	10,000
CD1112	ADA Curb Ramps Citywide	400,000	-	400,000
CD1113	Demolition Program	100,000	-	100,000
CD1114	Housing Program (Purch/Clear/Rehab)	103,086	-	103,086
CD1115	Infrastructure-Reno Ave	192,813	-	192,813
<b>Total CDBG Projects</b>				<b>2,777,779</b>

## Capital Projects Not Completed – Funded in Prior Years

CP0139	In-Stream Water Rights	1,035,000	990,383	44,617
CP0505	Vehicle Replacement	1,362,948	1,345,538	17,410
CP0806	Pool Repairs	250,000	228,337	21,663
CP0811	Pueblo Spgs Ranch-Escrow	351,044	256,612	94,432
CP0812	Pueblo Spgs Ranch - Legal	120,364	45,095	75,269
CP0910	Park Area- Eagleridge	66,643	36,461	30,182
CP0912	Park Area- Park West	57,183	55,468	1,715
CP0913	Park Area- Belmont	6,976	-	6,976
CP0914	Park Area- East Side	470	-	470
CP0915	Park Area- SW Pueblo	66,691	-	66,691
CP0916	Park Area- Lake Minnequa	427	-	427
CP0921	Crime Prevention/Environmental Design	30,000	7,662	22,338
CP1001	Main Street Brick Replacement	150,000	-	150,000
CP1002	Streetscape Repairs-Citywide	10,000	2,000	8,000
CP1004	Bridge Replacement-West 11th St	2,732,039	744,317	1,987,722
CP1005	Citywide Comprehensive Plan	50,000	-	50,000
CP1006	Kiddie Ride Enhancements	20,000	8,250	11,750
CP1008	Ice Arena Concession Equipment	35,000	1,000	34,000
CP1011	Minnequa Spray Park Recirculation System	75,000	-	75,000
CP1013	Tree Planting Citywide	20,000	9,499	10,501
CP1018	Comcast/PEG Capital Funds	202,000	130,000	72,000
CP1019	Comcast Technology Grant	50,000	3,666	46,334
CP1020	Lake Minnequa Football Field	906,000	20,681	885,319
CP1021	Softball Complex	400,000	2,219	397,781
CP1023	Pueblo Zoo - Black Rhino Exhibit	350,000	-	350,000
CP1028	Code Enforcement Abatements	25,000	-	25,000
CP1101	East 8th Street Bridge Design	142,820	115,964	26,856
CP1102	Parks & Recreation Master Plan	250,000	10,000	240,000
CP1104	Newport Bridge Deck Repair	15,000	7,088	7,912
CP1105	8th Street Bridge Repair	85,000	30,713	54,287
CP1106	City Park Pool Improvements	500,000	-	500,000
CP1107	Wheel Park Facility	1,000,000	3,720	996,280
CP1108	City Park Tennis Court Renovation	200,000	-	200,000
CP1109	Kiddie Ride Complex Improvements	300,000	-	300,000
CP1110	Park Play Equipment	300,000	-	300,000
CP1111	Trail Renovations	300,000	-	300,000
CP1113	Prefab Restroom No. 2	58,500	20,750	37,750
CP1114	Fuel Card Reader Upgrade	21,000	10,000	11,000
CPAN10	Street Resurfacing	3,264,404	2,639,772	624,632
CPAN11	Cross Pan/Curb & Gutter	400,000	261,004	138,996
CPAN12	Technology Upgrades	650,000	623,236	26,764
CPAN13	Vehicles & Equip - Other	141,748	12,000	129,748
CPAN14	Vehicles & Equip - Police	860,000	787,360	72,640
CPAN16	Vehicles & Equip - Public Works	500,000	351,666	148,334
CPAN20	City Building Repairs	325,000	181,139	143,861
CPAN21	Signal/Crosswalk Upgrades	377,866	15,537	362,329
<b>Total Capital Improvement Fund Projects</b>				<b>9,106,986</b>

## Capital Projects Not Completed – Funded in Prior Years

DT0802	Dillon Flyover	5,450,915	1,122,168	4,328,747
DT1101	Corwin Safe Route to School	132,000	-	132,000
	<b>Total Transportation Grant Projects</b>			<b>4,460,747</b>
ED0507	Professional Bull Riders	7,940,000	7,523,885	416,115
ED0601	Cingular Wireless	5,670,000	5,238,460	431,540
ED0801	Lease Proceeds Escrow/RMS	1,728,869	1,345,543	383,326
ED0802	Bldg Expense-Universal Boiler	50,000	32,332	17,669
ED0803	Bldg Expense-Eupec	85,000	69,523	15,477
ED0805	Bldg Expense-Adam Aircraft	146,729	141,328	5,401
ED0809	Bldg Expense- Shell Hangar	50,000	23,269	26,731
ED0810	Bldg Expense- Shell Hangars 11 and 12	25,000	5,100	19,900
ED0902	Rail Spur Design-St. Charles Ind Park	350,000	30,883	319,117
ED0904	Greenhorn Drive Extension	2,675,000	6,252	2,668,748
ED1002	Solar Roast Coffee	100,000	69,072	30,928
ED1003	KMG Electronic Chemicals	500,000	-	500,000
ED1102	Rail Spur Repairs	75,000	60,886	14,114
ED1103	McDonnell Douglas Building Purchase	4,350,000	4,340,000	10,000
ED9999	Projects To Be Determined	4,043,401	-	4,043,401
	<b>Total Economic Development Tax Projects</b>			<b>8,902,468</b>
HO-Variou	HOME Grant - City Administration	513,329	241,222	272,107
HO-Variou	HOME Grant - County Admin and Projects	1,213,527	648,289	565,238
HO-Variou	Down Payment Assistance	1,145,336	771,180	374,156
HO-Variou	HOME Rehab/Acquisition/New Construction	2,005,210	1,397,140	608,070
HO-Variou	Tenant Based Rental Assistance	200,000	101,435	98,565
HO-Variou	Development Loan Fund and Other	550,211	71,484	478,727
HO-Variou	Community Housing Development Organizations	1,001,001	180,166	820,835
HO-Variou	Undesignated Matching Funds	185,000	-	185,000
	<b>Total HOME Grant Projects</b>			<b>3,402,698</b>
PD0504	Body Armor Grant	174,451	134,364	40,087
PD1102	Colorado Prevention Partnership Success	62,400	18,897	43,503
PD1105	2011 JAG Grant	111,527	-	111,527
	<b>Total Police Grant Projects</b>			<b>195,117</b>
PL0804	Santa Fe/1st St Improvement	408,750	-	408,750
PL0806	City Hall Exterior Restoration	1,190,554	1,169,086	21,468
PL0807	BHS Forged In Steel	50,000	16,373	33,627
PL0904	City Hall Interior Renovation	4,542,311	2,243,302	2,299,010
PL0907	Downtown Walkability/Livability Plan	40,000	-	40,000
PL0908	City/County Sustainability Team	35,000	-	35,000
PL0909	Carbon Footprint Analysis	5,000	-	5,000
PL1004	City Park Shelter Enhancement	438,799	-	438,799
PL1101	4th Street Bridge Artwork	305,000	1,100	303,900
PL1102	Bessemer Historic Context	29,000	-	29,000
PL1103	Plaza Verde Trailhead	127,000	-	127,000
	<b>Total Planning Grant Projects</b>			<b>3,741,554</b>
	<b>GRAND TOTAL</b>			<b>35,755,701</b>

# CITY OF PUEBLO

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## BUDGET GLOSSARY

The following glossary provides definitions of various terms used in budgeting and financial reporting. The following abbreviations are used throughout the glossary:

AICPA	American Institute of Certified Public Accountants
FASB	Financial Accounting Standards Board
GAAP	Generally accepted accounting principles
GAAS	Generally accepted auditing standards
GAGAS	Generally accepted government auditing standards
GASB	Governmental Accounting Standards Board
IGAS	Interpretation of the Governmental Accounting Standards
NCGA	National Council on Governmental Accounting
SAS	Statement on Auditing Standards
SGAC	Statement of Governmental Accounting Concepts
SGAS	Statement of Governmental Accounting Standards

**Accountability:** Being obliged to explain one's actions, to justify what one does. Governmental accountability is based on the belief that the citizenry has a "right to know," a right to receive openly declared facts that may lead to public debate by the citizens and their elected representatives. [SGAC 1]

**Activity:** A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible (e.g., police is an activity within the *public safety* function).

**Agency funds:** One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments. [SGAS 34]

**Appropriated budget:** The expenditure authority created by the appropriation ordinances that are signed into law and related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes. [NCGA Interpretation 10]

**Assessed valuation:** A valuation set upon real estate or other property by the Pueblo County Assessor as a basis for levying taxes.

**Basis of accounting:** The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). Basis of accounting is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus. [SGAS 11]

# CITY OF PUEBLO

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## BUDGET GLOSSARY

**Budgetary basis of accounting:** The method used to determine when revenues and expenditures are recognized for budgetary purposes.

**Business-type activities:** One of two classes of activities reported in the government-wide financial statements. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services. These activities are usually reported in enterprise funds. [SGAS 34]

**Capital and related financing activities:** Term used in connection with cash flows reporting. Capital and related financing activities include (a) acquiring and disposing of capital assets used in providing services or producing goods, (b) borrowing money for acquiring, constructing, or improving capital assets and repaying the amounts borrowed, including interest, and (c) paying for capital assets obtained from vendors on credit. [SGAS 9]

**Capital assets:** Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. [SGAS 34]

**Capital projects fund:** Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). [NCGA Statement 1]

**Connection fees:** Fees charged to join or to extend an existing utility system. Often referred to as *tap fees* or *system development fees*.

**Consistency:** The principle according to which once an accounting principle or reporting method is adopted, it will be used for all similar transactions and events. The concept of consistency in financial reporting extends to many areas such as valuation methods, basis of accounting, and determination of the financial reporting entity. [SGAC 1]

**Cost-reimbursement basis:** Term used in connection with internal service funds. The setting of charges so that costs are systematically recovered on a break-even basis over time.

**Debt service fund:** Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. [NCGA Statement 1]

**Deferred revenue:** Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue. In governmental funds, earned amounts also are reported as deferred revenue until they are available to liquidate liabilities of the current period.

# CITY OF PUEBLO

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## BUDGET GLOSSARY

**Designated unreserved fund balance:** Management's intended use of available expendable financial resources in governmental funds reflecting actual plans approved by the government's senior management. Expressed another way, designations reflect a government's self-imposed limitations on the use of otherwise available expendable financial resources in governmental funds.

**Developer fees:** Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks, sidewalks).

**Effectiveness:** Term used in connection with the evaluation of internal controls and performance measurement. The degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

**Efficiency:** Term used in connection with the evaluation of internal controls and performance measurement. The degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of scarce resources. Efficiency necessarily presupposes effectiveness.

**Encumbrances:** Commitments related to unperformed (executory) contracts for goods or services. [NCGA Statement 1]

**Enterprise fund:** Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services. [SGAS 34]

**Fiduciary funds:** Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds. [SGAS 34]

**Financial Accounting Standards Board (FASB):** The authoritative accounting and financial reporting standard-setting body for business enterprises and not-for-profit organizations. The FASB is the direct successor of the Committee on Accounting Procedure and the Accounting Principles Board. The GASB and its predecessors have elected to apply a number of the FASB's standards, as well as those of its predecessors, to state and local governments.

**Financial resources:** Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, investments). Financial resources also may include inventories and prepaids (because they obviate the need to expend current available financial resources).

**Function:** A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., *public safety*).

# CITY OF PUEBLO

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## BUDGET GLOSSARY

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. [NCGA Statement 1]

**Fund balance:** The difference between assets and liabilities reported in a governmental fund.

**Fund classifications:** One of the three categories (governmental, proprietary, and fiduciary) used to classify fund types.

**Fund type:** One of 11 classifications into which all individual funds can be categorized. Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds; and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

**GASB:** Governmental Accounting Standards Board. GASB establishes standards for state and local governmental accounting and financial reporting.

**General fund:** The general fund is one of five governmental fund types and typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund. [NCGA Statement 1]

**General revenues:** All revenues that are *not* required to be reported as program revenues. All taxes, even those that are levied for a specific purpose, are general revenues and should be reported by type of tax—for example, sales tax, property tax, franchise tax, and income tax. All other non-tax revenues (including interest, grants, and contributions) that do not meet the criteria to be reported as program revenues should also be reported as general revenues. [SGAS 34]

**Governmental activities:** Activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues. These activities are usually reported in governmental funds and internal service funds. [SGAS 34]

**Governmental funds:** Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**Impact fees:** Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks, sidewalks).

**Improvement:** An addition made to, or change made in, a capital asset, other than maintenance, to prolong its life or to increase its efficiency or capacity. The cost of the addition or change is added to the book value of the asset.

# CITY OF PUEBLO

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## BUDGET GLOSSARY

**Indirect expenses:** Expenses that cannot be specifically associated with a given service, program, or department and thus, cannot be clearly associated with a particular functional category. [SGAS 34]

**Infrastructure:** Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems. [SGAS 34]

**Internal service funds:** Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis. [SGAS 34]

**Major fund:** A governmental fund or enterprise fund reported as a separate column in the basic fund financial statements. The general fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures /expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds for the same item. Any other government or enterprise fund maybe reported as a major fund if the government's officials believe that fund is particularly important to financial statement users. [SGAS 34]

**Matching requirement:** A requirement that grant recipients contribute resources to a program that equal or exceed a predetermined percentage of amounts provided by the grantor.

**Modified accrual basis of accounting:** Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due. [NCGA Statement 1]

**Number of funds principle:** The principle that only the minimum number of funds consistent with legal and operating requirements should be established, since unnecessary funds result in inflexibility, undue complexity, and inefficient financial administration. [NCGA Statement 1]

**Object:** A term used in connection with the classification of expenditures. The article purchased or the service obtained, rather than the purpose for which the article or service was purchased or obtained (e.g., *personal services, contractual services, materials and supplies*).

**Passenger facilities charges (PFCs):** A fixed fee authorized by the Federal Aviation Administration that airports may impose on each departing passenger for use in eligible construction projects or for related debt service. This charge is collected by whoever sells the ticket and then remitted to the airport.

# CITY OF PUEBLO

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## BUDGET GLOSSARY

**Pass-through grants:** Grants and other financial assistance received by a governmental entity to transfer to or spend on behalf of a secondary recipient. [SGAS 24]

**Payment in lieu of taxes:** A payment that a property owner not subject to taxation makes to a government to compensate it for services that the property owner receives that normally are financed through property taxes.

**Program:** Group activities, operations or organizational units directed to attaining specific purposes or objectives.

**Program revenue:** Term used in connection with the government-wide statement of activities. Revenues that derive directly from the program itself or from parties outside the reporting government's taxpayers or citizenry, as a whole; they reduce the net cost of the function to be financed from the government's general revenues. [SGAS 34]

**Proprietary funds:** Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**Re-appropriation:** The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent fiscal year.

**Reserved fund balance:** The portion of a governmental fund's net assets that is not available for appropriation.

**Special assessment:** A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Special revenue fund:** A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes. [NCGA Statement 1]

**System development fees:** Fees charged to join or to extend an existing utility system. Also referred to as *tap fees* or *connection fees*.

**Tap fees:** Fees charged to join or to extend an existing utility system. Also referred to as *system development fees* or *connection fees*.

**Tax-increment financing:** Financing secured by the anticipated incremental increase in tax revenues, resulting from the redevelopment of an area.

# **CITY OF PUEBLO**

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## **BUDGET GLOSSARY**

**Undesignated unreserved fund balance:** Available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e., designations).