



City of Pueblo

State of the City Brief

2014



A Citizen's Guide to the Community

Table of Contents

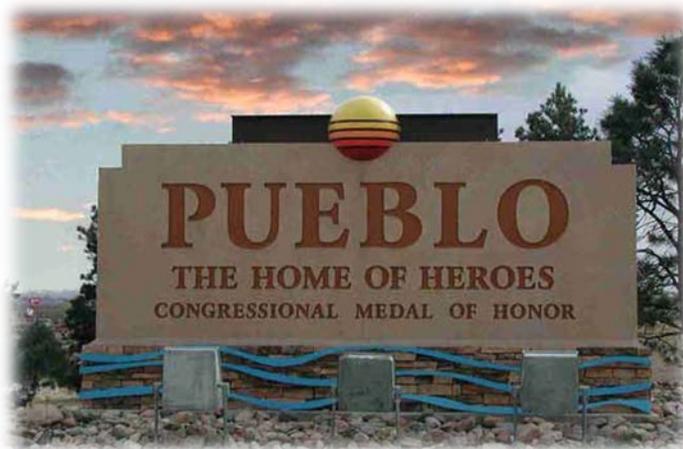
Introduction	Page 3
City Manager's Message	Page 5
Pueblo at a Glance	Page 6
Forging of the Community	Page 7
Organizational Chart	Page 8
Pueblo City Council	Page 9
Department Directory	Page 10
Citizen Involvement	Page 11
Mission Statement	Page 12
City Financials	Page 13
What's In the Budget?	Page 14
All Funds Summary	Page 16
General Fund Revenue	Page 17
General Fund Revenue (Unaudited)	Page 18
Sales Tax Rates Comparison	Page 19
Calculating Your Annual Property Tax	Page 20
Property Tax Rates Comparison	Page 21
City Employees Per Capita	Page 22
City Employees Authorized 2014	Page 23
Gross Sales Tax Receipts	Page 24
Financial Condition December 31, 2013	Page 25
Revenue at a Glance	Page 26
Awards and Recognitions	Page 28
Executive Summary of Departments	Page 30
Special Projects (<i>Memorial Hall, City Hall</i>)	Page 82
Moving Forward	Page 86
Office of the City Manager	Page 87
Sources	Page 88
Appendices:	Page 89
Appendix A	Page 90
Appendix B	Page 91
Appendix C	Page 92

Introduction

A *great place to visit – an even better place to live!* Pueblo offers an affordable lifestyle for its residents . . . and very unique opportunities for visitors. Year after year, Pueblo is picked by various organizations throughout the country as one of the most affordable communities in which to live. In 2013, Pueblo made the top ten list of *Best Places to Live the Good Life for Under \$30k* by *AARP The Magazine*. That's just one of many designations that reflects positively on Pueblo's hard working and richly spirited citizens who dedicate themselves to making Pueblo the place to be.

Pueblo boasts of a comfortable, small town atmosphere, while at the same time providing full services to its residents -- from commercial air service, police and fire protection, and transit services to ice time at the arena, a Colorado Lottery Starburst award-winning disc golf course, a highly accredited Pueblo Zoo, and the beautiful Historic Arkansas Riverwalk of Pueblo (a 32 acre urban water front that revitalized a segment of downtown), to name just a few. But we're not stopping there. Look for a 26,000 sf. world class wheel park to begin construction on Pueblo's Eastside in the fall of 2014. This new facility will include a plaza, festival area, and beach along the Fountain Creek and is slated to be one of the best in all of Colorado.

Don't forget to join the fun at any of our unique community festivals and special events, which bring together a very diverse mixture of folks in a hometown atmosphere that is bulging with pride and tradition.



Pueblo is honored to be the nation's *Home of Heroes* and is very proud of its four Congressional Medal of Honor recipients, more per capita than any other city in the United States – quite a unique honor. But we not only boast of our *national* heroes, we recognize the *everyday heroes* in this community that work hard each

day to support their families and each other - caring and generous folks from literally all walks of life.

Pueblo keeps moving forward through tough economic times. The City strives to provide quality essential services with limited dollars and a significantly reduced workforce, and we continue to address a difficult, yet improving, housing market and high unemployment. But you can't keep this community down – there's no shortage of pride and determination to help weather whatever storm comes our way. Revitalization, economic development, and beautification continue to be the main focus of local leaders, and becoming a regional tourism capital remains on their list of goals as well. Pueblo continues to work toward enhancing the quality of life for its residents and visitors.

In today's economic climate, even the slightest good news is always a welcome friend, so the City's revenue forecast for 2014 - a growth in sales and use taxes of approximately one percent (1.0%) compared to 2013 – is the kind of positive news that will help Pueblo continue to take small, but important, steps forward.

As you can see, Pueblo continues to work hard to accommodate the needs of its citizens and provide great opportunities for all. Please join us on our walk through the *2014 State of the City Brief* - a collection of information designed to illustrate the current operational and financial status of the municipal government. It is by no means inclusive of all the activities, achievements, and undertakings of the City, but rather puts forth some of the most important issues that have surfaced during 2013.

Acknowledgement

The City of Pueblo has a dedicated workforce, and it is through teamwork that the successes outlined in this report have been accomplished. We are proud of our employees who provide police and fire protection, our support staff and customer service representatives, our workers out in the field, and our dedicated leaders at all levels. From filling potholes to providing recreational programs, to maintaining our technology infrastructure (and everything in between), City employees continue to demonstrate patience, skill, and dedication while faced with challenges that arise daily. It's the City's work teams that really make it all happen!

“The dictionary is the only place that success comes before work. Work is the key to success, and hard work can help you accomplish anything.”

~Vince Lombardi

City Manager's Message

SAM AZAD
(719) 553-2655
sazad@pueblo.us

We are thrilled to present the City of Pueblo's 2014 State of the City Brief. It is not a very easy task to feature the many activities of the City over the course of one full year, but we feel this report gives a clear indication not only of the state of our City, but also a view of our diverse and devoted community and 1,000+ full-time and part-time employees committed to serving the public.

As we look back on the last few years, there have been some difficult times. All future forecasts also suggest that these challenges may persist for more years to come while the region struggles economically and our fiscal structural imbalance persists. Slow job growth, sluggish retail sales, and nominal construction and housing market activities have forced us to make hard decisions.

But the City of Pueblo will endure our economic challenges and will be as strong as ever. In the past few years, we have had to make difficult choices for sure, but we have come through leaner, more efficient, and with a vision of where we need to go for the future.

That commitment is stronger today than ever. That is why the state of our City is resilient and our future is bright. Each of us must share a dedication to building that bright future for Pueblo. There is strength and confidence in our citizens, and it is that which makes our City so special and gives us a great deal of hope.

We have a collective sense of optimism also because of the men and women who perform as our dedicated City employees -- they are committed to the success of our community. They have made an investment in our community, and they share the vision for a strong, vibrant and successful Pueblo as well.

We dedicate this State of the City Brief to our citizens and our devoted City employees.



Pueblo at a Glance

Form of Government:

Council-Manager form. Seven member Council elected for four-year staggered terms (four Council Members elected by district, three Council Members elected at-large by the voters of the entire City). The members of the Council elect the President of the Council to be the presiding officer with a vote like other Council Members, but with no veto power.

Population: 107,682 (2012 estimate)

College Population: 8,596 (Fall 2012)

Median Age: 37.4 yrs. (2012)

Per Capita Income: \$18,572 (2012)

Median Household Income: \$34,362 (2012)

Unemployment Rate: 9.6% (Dec. 2013)

Ethnicity: (2010 Census)

Hispanic American/Latino (49.8%)
White, Non-Hispanic (45.2%)
Black/African-American (2.1%)
Two or more races (1.3%)
Asian & Pacific Islander (0.8%)
Amer. Indian/Native Amer. (0.6%)
Some other race alone (0.2%)

Pueblo is a community of unique and charming neighborhoods.

Elevation: 4,700 feet

Area in Square Miles: 52.996 (Jan. 2014)

Street Miles: 485

Parks: Number: 86

Parkland Acres: 3,406

Number of Playgrounds: 47

Number of Swimming Pools: 4

Number of Tennis Courts: 27

Trail Mileage: 27

Open Space Areas: 3,262 acres

Basketball Courts: 37

Bocce Courts: 2 Ice Arenas: 1

Skate Parks: 1 Kiddie Rides: 1

Dog Parks: 1

Average # of Days Sunshine: 300

Climate: Averages: High 68.6° Low 36.8°

Average Annual Precipitation:

Rainfall: 11.2” Snowfall: 33.7”

Median Sales Price of an Existing House in Pueblo in 2013: \$121,750

Sales Tax Rate for 2013:

City 3.5%, County 1.0%, State 2.9%

City Property Tax Rate 2013:

15.633 mills

Major Employers:

Parkview Hospital
Pueblo City Schools
Evraz, Inc.
St. Mary Corwin Hospital
Pueblo County
Colorado Mental Health Institute
WalMart
City of Pueblo
Convergys
Express Scripts

Major Attractions:

Center for American Values
Colorado State Fair & Event Center
Congressional Medal/Honor Memorial
El Pueblo State Historical Museum
Historic Arkansas Riverwalk
Lake Pueblo State Park/Reservoir
Martin Luther King, Jr. Museum
National Little Britches Rodeo
Nature and Raptor Center of Pueblo
Pueblo Memorial Hall
Pueblo Mountain Park
Pueblo Motorsports Park
Pueblo Weisbrod Aircraft Museum
Pueblo Zoo
Rosemount Museum
Runyon Field Baseball Park
Sangre de Cristo Arts/Conf. Center
Southeastern Colorado Heritage Center
Steelworks Museum

Special Pueblo Events:

Boats, Bands, & BBQ
Chile & Frijoles Festival
Colorado State Fair
Festival Fridays
Rocky Mountain Street Rod Nationals
Stomp On
Wild, Wild, West Fest

Forging of the Community

PUEBLO

Pueblo was organized and incorporated as a town under the laws of the territory of Colorado by the Board of County Commissioners on March 22, 1870, and became a City of the second class under the territorial laws in 1873. In April 1880, the organization under the territorial laws was abandoned and Pueblo was organized as a City of the second class under the general laws of the State of Colorado.

SOUTH PUEBLO

South Pueblo was organized and incorporated as a town under the laws of the Territory of Colorado by the Board of County Commissioners on October 27, 1873. In April 1881, the organization under the territorial laws was abandoned and South Pueblo became a city of the second class under the general laws of the State of Colorado.

CENTRAL PUEBLO

Central Pueblo was organized and incorporated as a town under the general laws of the State of Colorado, by order of the County Court, on June 21, 1882.

BESSEMER

Bessemer was organized and incorporated as a town under the general laws of the State of Colorado, by order of the County Court, on July 15, 1886.

Consolidation of Pueblo, South Pueblo, and Central Pueblo

In April 1886, the City of Pueblo, the City of South Pueblo, and the town of Central Pueblo were consolidated under an act of the General Assembly of the State of Colorado, approved April 10, 1885, into one municipality under the name of the City of Pueblo. The articles setting forth the terms of this consolidation were agreed upon by commissioners appointed for that purpose by each of said municipalities, and were ratified and adopted by a vote of the qualified electors of each of said municipalities at a special election held on March 9, 1886. The city of Pueblo continued to exist as a City of the second class until April 1891, at which time it became by proclamation of the Governor, a City of the first class.

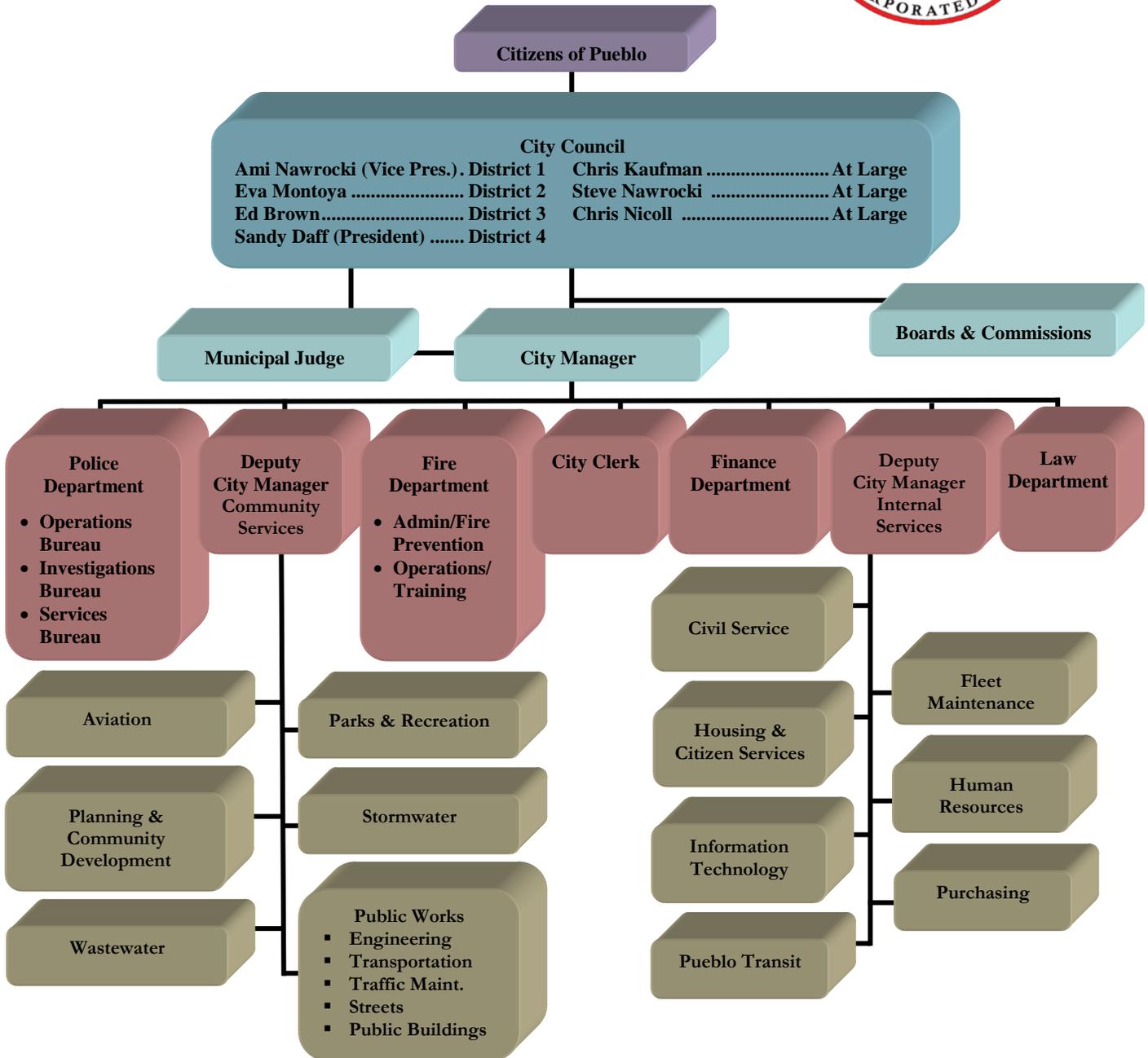
Annexation of the Town of Bessemer to the City of Pueblo

On March 21, 1894, the Town of Bessemer was annexed to the City of Pueblo under an act of the General Assembly of the State of Colorado, approved April 11, 1893.

(Source: 1908 Ordinances of the City of Pueblo, Colorado, Explanatory Notes Section)

**The Charter for the City of Pueblo, Colorado
was adopted April 6, 1954.**

City of Pueblo Organizational Chart



Pueblo City Council



Sandy Daff
District 4
President of Council



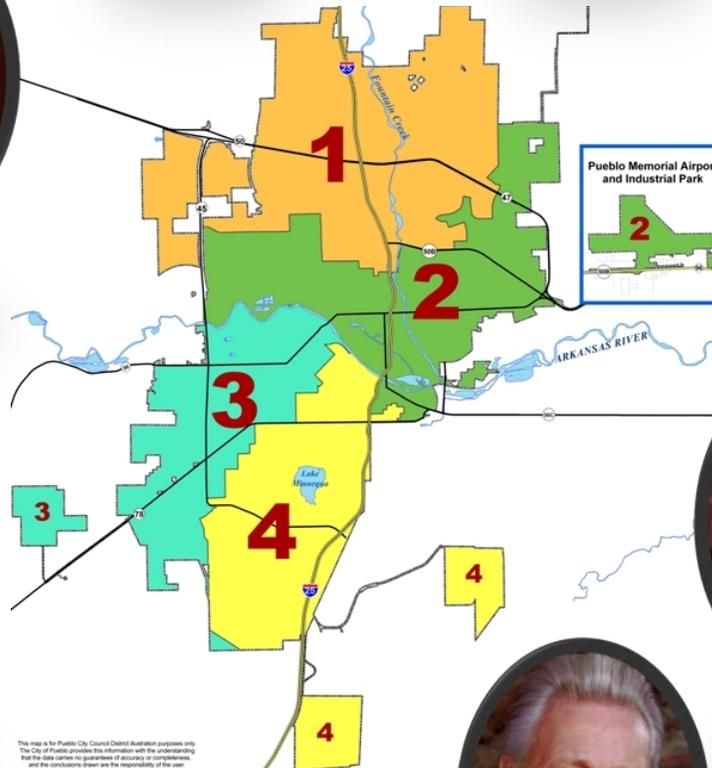
Ami Nawrocki
District 1
Vice President



Chris Nicoll
At-Large



Eva Montoya
District 2



Ed Brown
District 3



Chris Kaufman
At-Large



Steve Nawrocki
At-Large

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.

Current Council district maps are available in the City Clerk's Office

Department Directory



Administration	553-2655
Aviation – Pueblo Memorial Airport	553-2760
City Attorney	562-3899
City Clerk	553-2669
Civil Service	553-2635
Finance	553-2625
Fire Department	553-2830
Fleet Maintenance	553-2335
Housing & Citizen Services	553-2850
Human Resources	553-2633
Information Technology	553-2400
Municipal Court	562-3810
Parks & Recreation	553-2790
Planning & Community Development	553-2259
Police Department	553-2420
Public Works	553-2295
Pueblo Transit	553-2725
Purchasing	553-2350
Stormwater	553-2899
Streets Division	553-2319
Transportation Division	553-2722
Wastewater	553-2898
Wastewater Treatment Facility	553-2880



Citizen Involvement

As citizens of Pueblo, you are encouraged to become involved in your municipal government process by attending City Council Work Sessions, Regular City Council Meetings, and Town Hall meetings, by expressing your comments or concerns to your City Council Members, by calling your City departments, or by accessing the City's web site frequently for information.

- ❖ City Council holds a public Work Session on Mondays at 5:30 p.m. in Council Chambers, located at One City Hall Place.
- ❖ Regular City Council Meetings are held on the second and fourth Mondays of each month at 7:00 p.m. in Council Chambers, located at One City Hall Place. These meetings are televised on Public Access Channel 17.
- ❖ A Public Forum is held on the second and fourth Monday of each month at the beginning of the Regular City Council Meeting.

MEETINGS OF THE CITY COUNCIL ARE OPEN TO THE PUBLIC

Visit the City of Pueblo Web Site at:

www.pueblo.us

Digital Cities Survey Winner
Center for Digital Government

Like us on Facebook



Follow us on Twitter

Mission Statement

We, the City of Pueblo, representing a community of diverse culture, character, and history:

- commit to upholding the City Charter, all City Ordinances, and the highest standards of conduct
- commit to promoting and enhancing the well being and quality of life for Pueblo's residents, visitors, and businesses by providing excellent services in an efficient, respectful, and courteous manner
- commit to responsible stewardship of community resources and values and to support all segments of the community
- commit to a model of professionalism that ensures respectful and complete consideration of all decisions and decrees
- commit to strategic growth, all facets of economic development, and sustainability



Vision Statement

By uniting our energies and working cooperatively with the citizens of Pueblo, we will develop Pueblo, Colorado into one significant, influential, and prosperous community with opportunities for all.

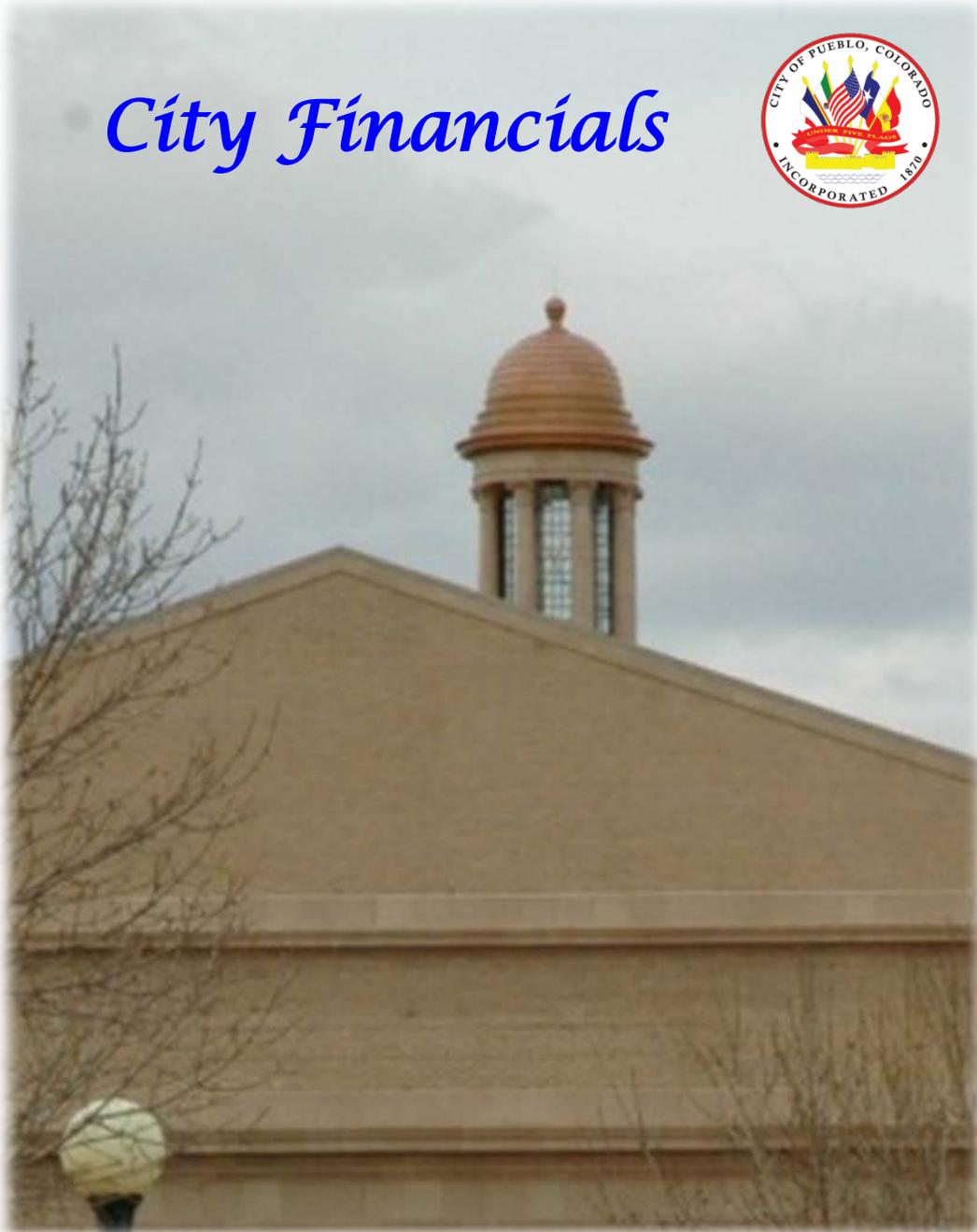
We Value . . .

- the resourcefulness of each individual
- entrepreneurship
- departmental accountability and professionalism;
- integrity and transparency
- responsive and respectful service to all
- diversity

Adopted by the Pueblo City Council

May 2012

City Financials



What's In the Budget?

The budget consists of numerous separate funds that fall into five different categories, as follows:

General Fund

The General Fund is considered the main operating fund of the City and accounts for all current financial resources of the general government that are not required to be accounted for in other funds. This fund supports the majority of City departments, as well as operational charges for retirement payouts and any necessary contingencies; contractual payments to outside agencies, such as HARP and the Pueblo Zoo; health and welfare services; contributions made to various civic and non-profit organizations within the City; and transfers out for the purpose of subsidizing or providing capital to the operations or activities of other funds such as the Self-Insurance Fund, the Capital Improvement Fund, Memorial Hall, Memorial Airport, and Pueblo Transit.



Debt Service Fund

This fund provides for the payment of principal, interest, and fees on bonds and lease purchase agreements. This fund helps maintain the City credit quality through timely payment of debt service obligations, and it maximizes cash flow for capital projects through careful utilization of debt service funding.

Enterprise Funds

This category contains the City's enterprises: Elmwood Golf Course, the Honor Farm, Pueblo Memorial Airport, Memorial Hall, Public Parking Facilities, Pueblo Transit, Stormwater, Walking Stick Golf Course, and Wastewater.

Internal Services Funds

This fund consists of the Self Insurance, Fleet Maintenance, and Technology Funds. The purpose of the Internal Services Fund 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.

Other Governmental Funds

There are numerous funds contained within this category. They are:

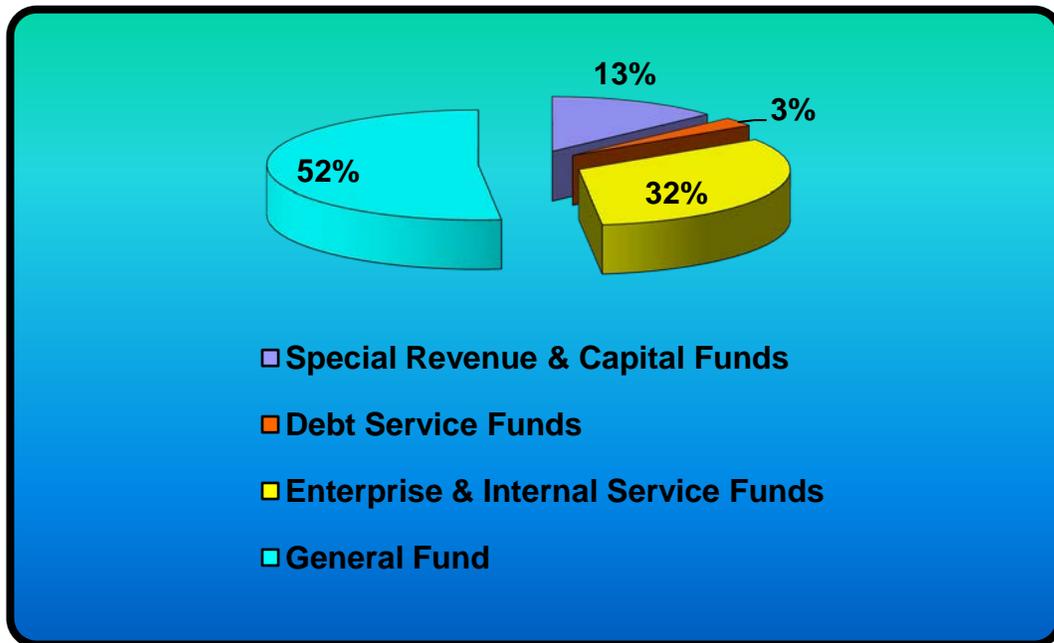
- Economic Development Tax (half-cent sales tax to be used for the development of job creating activities throughout the city)
- Historic Arkansas Riverwalk Project (construction of HARP)
- HUD Grants (Community Development Block Grant, HOME Grant, Housing Rehabilitation Loans, and Housing Development Loan Fund)
- Intergovernmental (Highway User Tax Fund for the maintenance of streets and highways, Conservation Trust accounts for state lottery funds, Seized Property, and Federal Forfeiture funds)
- Other Special Revenue (miscellaneous special revenues for which expenditures are restricted to specific purposes, such as the Mountain View Cemetery Endowment, contributions and donations, etc.)
- Police Building Fund (construction of new police building, police substations, and two fire stations)
- Public Improvements (Police grants, transportation grants, planning grants, transportation planning grants, and general capital improvement fund)
- Special Charges (Southside Landfill Trust, E-911 telephone, solid waste service charges, sales tax collection fee fund, and excess Court fines)
- Special Districts (maintenance of certain public infrastructure for entities within their district, such as Bandera, Southpointe, and North Gateway)
- Stimulus Grants (grants received from the Federal government for the purpose of stimulating the struggling economy)

The Annual Budget of the City of Pueblo can be found on the City's website (www.pueblo.us) or at each of the local public libraries. Also included in the Annual Budget are revenue narratives, which provide an explanation of the following categories and how they are assessed, imposed, levied, charged, received, or transferred:

Property Tax	Sales and Use Tax
Franchise Fees	Lodgers Tax
Licenses and Permits	Intergovernmental Receipts
Charges for Services	Fines and Forfeitures
Other Revenue	Transfers In

All Funds Summary

\$146,522,674



The General Fund is only one piece of the City of Pueblo's total budget. The General Fund supports traditional services:

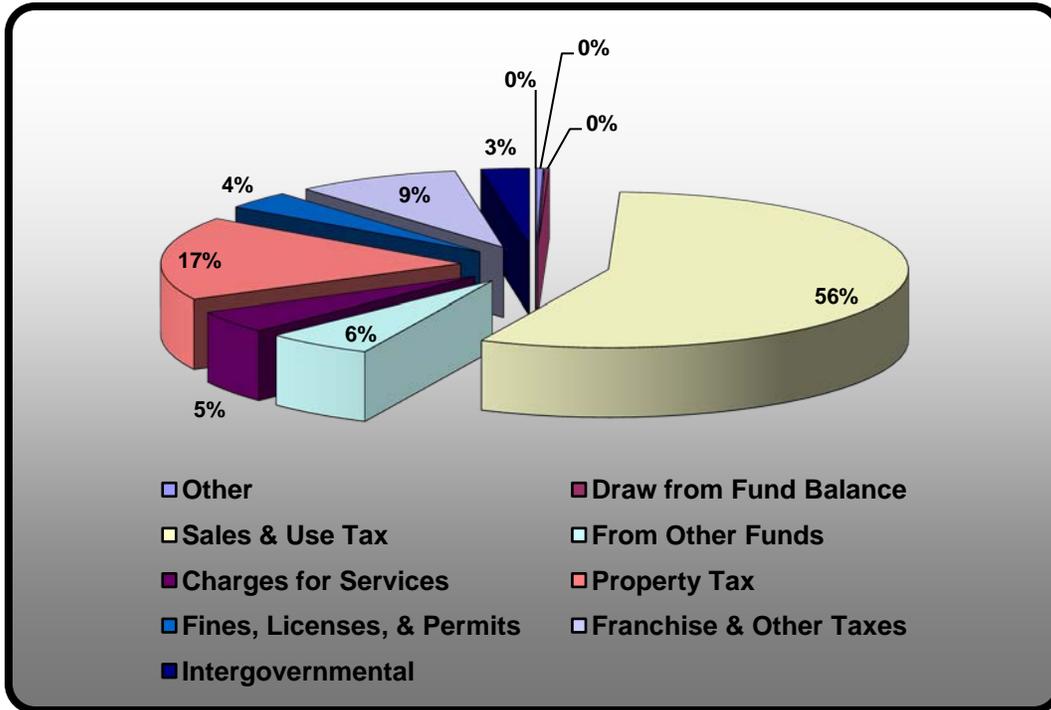
- | | |
|----------------------|--------------------|
| Fire | Police |
| Public Works | General Government |
| Parks and Recreation | |

The City of Pueblo also owns and operates enterprise activities, including:

- ❖ Elmwood and Walking Stick Golf Courses
- ❖ Pueblo Memorial Airport
- ❖ Parking Facilities
- ❖ Pueblo Transit
- ❖ Stormwater
- ❖ Wastewater
- ❖ Honor Farm Properties

Special Revenue & Capital Project Funds include: Arkansas River Legacy, Economic Development Tax, Historic Arkansas Riverwalk Project, HUD Grants, Intergovernmental, Minnequa Lake, Other Special Revenue, Police Building, Public Improvements, Special Charges, and Special Districts.

General Fund Revenue \$75,841,948



17

The percentage of total City revenue received from Property Tax

General Fund Revenue
December 31, 2013 (Unaudited)
\$75,841,948

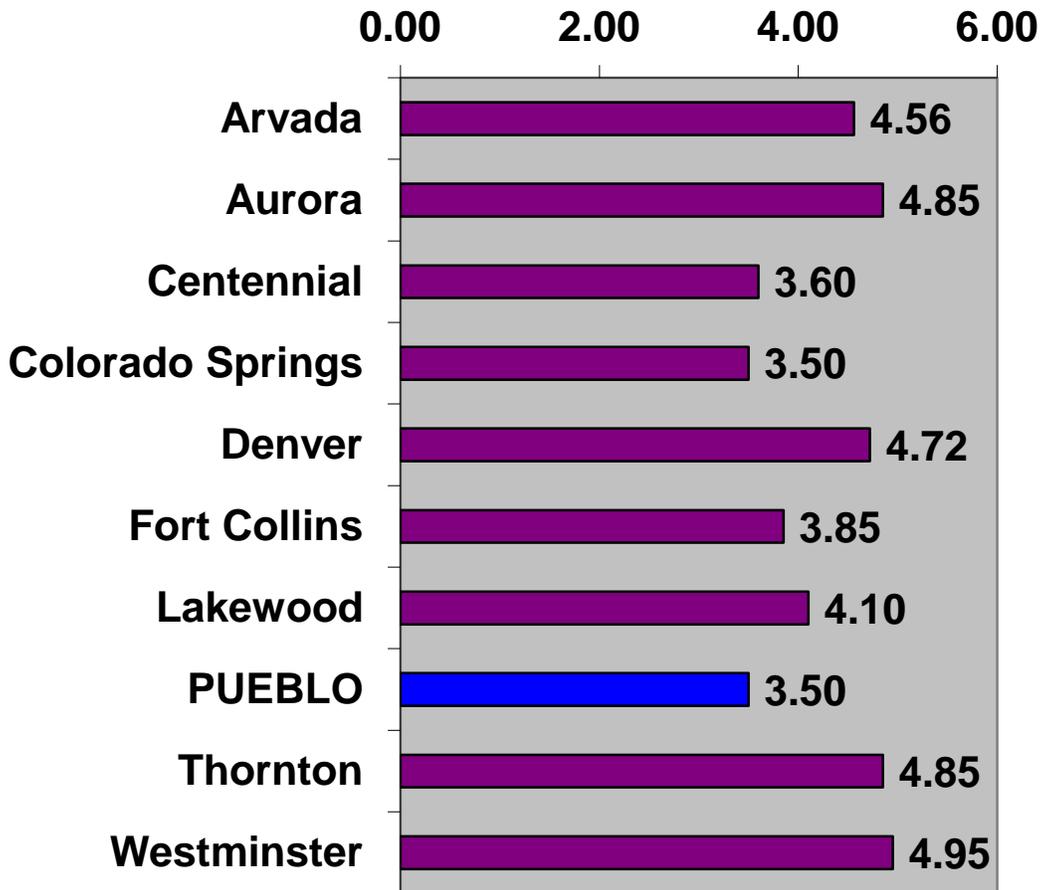
Revenue Category	2013 Actual
Sales & Use Tax	\$ 42,727,820
Property Tax	13,236,183
Charges for Services	3,535,480
Intergovernmental	1,965,000
Franchise & Other Taxes	6,723,183
Fines, Licenses, Permits	2,799,880
From Other Funds	4,391,523
Draw From Fund Balance	184,418
All Other Revenue	278,461
TOTAL	\$75,841,948

Average amount a Pueblo citizen pays to the City per year in Sales Tax

\$393

Sales Tax Rates Comparison

Selected Colorado Cities, 2013

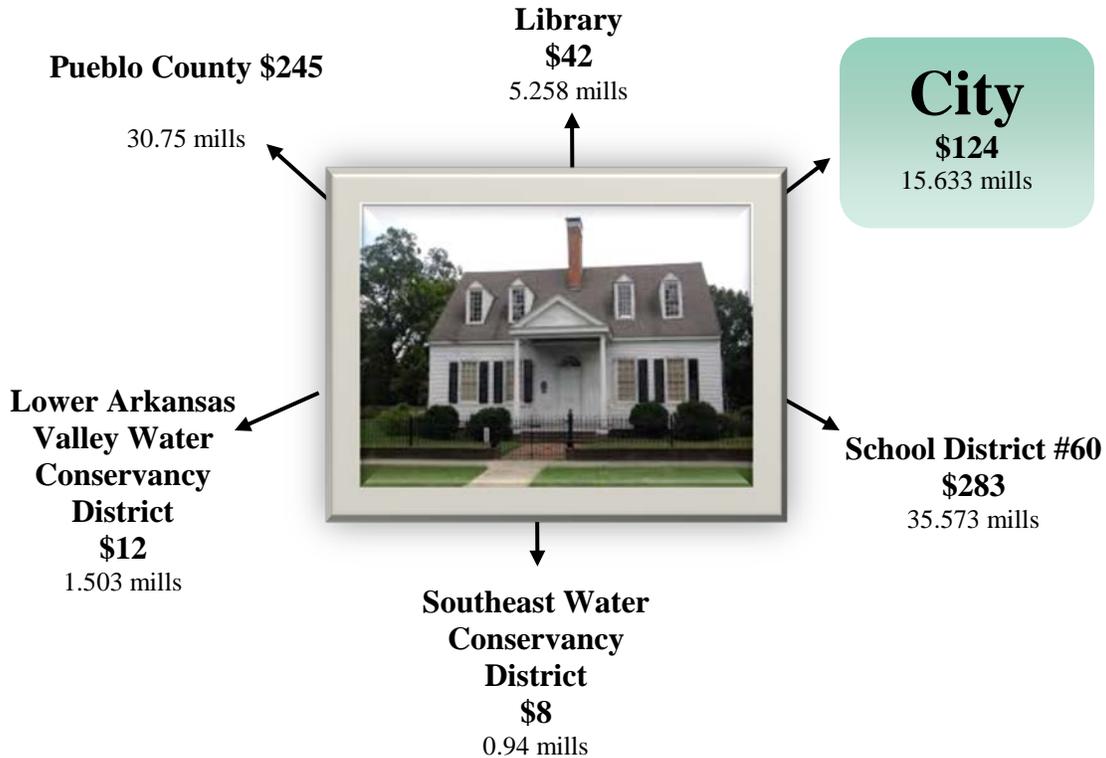


56

The percentage of total General Fund revenue received from Sales Tax in 2013

Calculating Your Annual Property Tax

Market Value	x	Assessment Ratio	=	Assessed Value	x	Total Mill Levy	=	Taxes
\$100,000	x	7.96%	=	\$7,960	x	0.089657	=	\$714

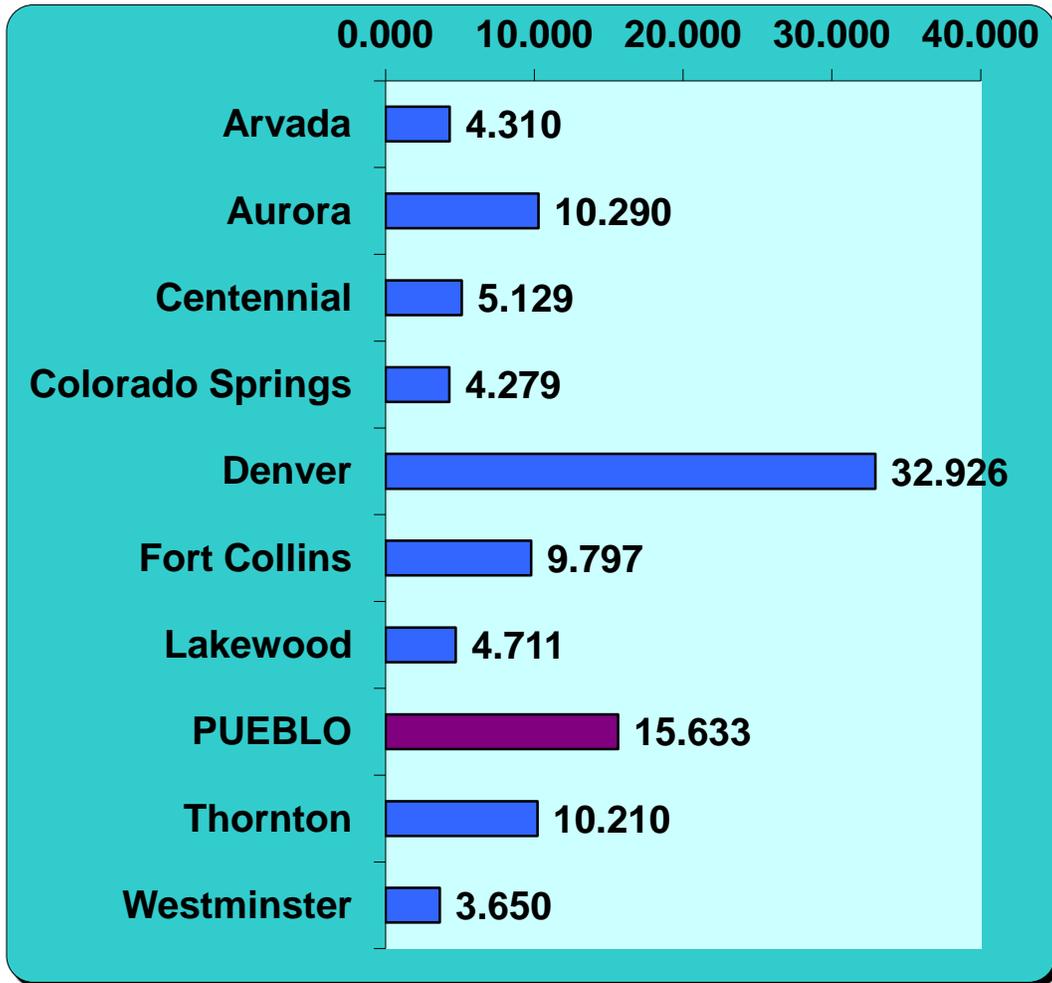


Total property tax rate is **89.657 mills**

NOTE: The example shown above is for taxes payable in 2013 and assumes a \$100,000 home in School District #60 and assumes no Special District mill levy. Other school districts have different mill levies. Some areas of the City are subject to additional property tax for a Special District.

17%
The portion of your property tax bill that is designated for the City

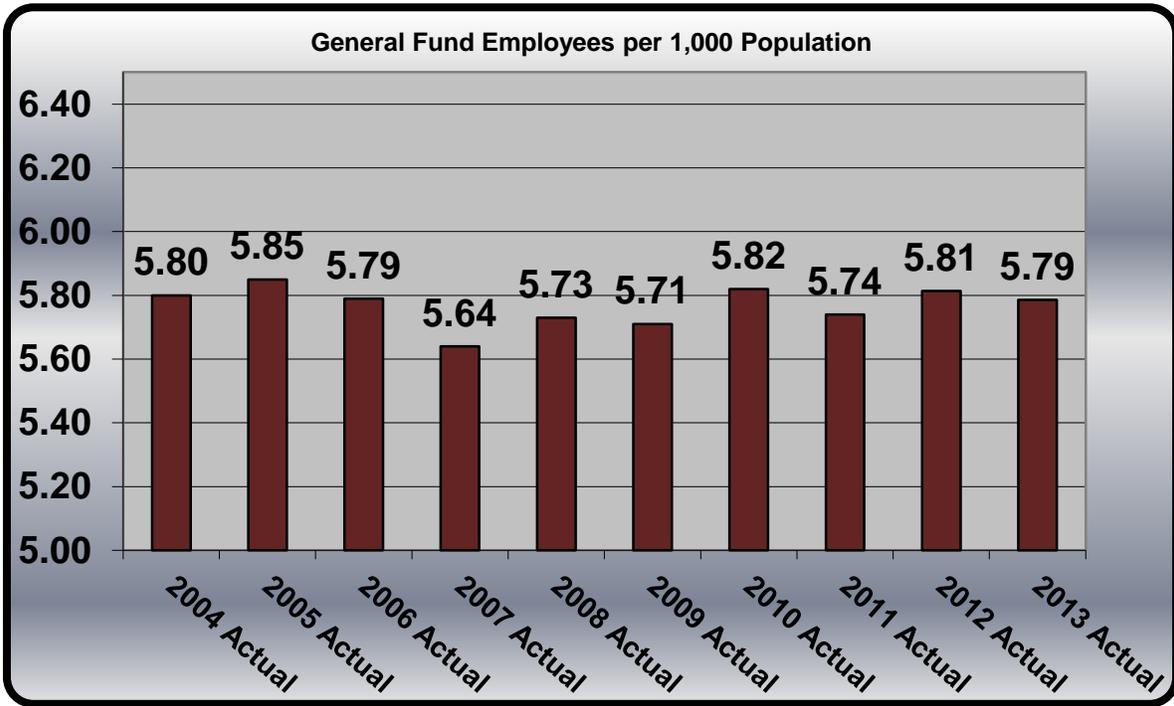
Property Tax Rates Comparison (in Mills) 2012



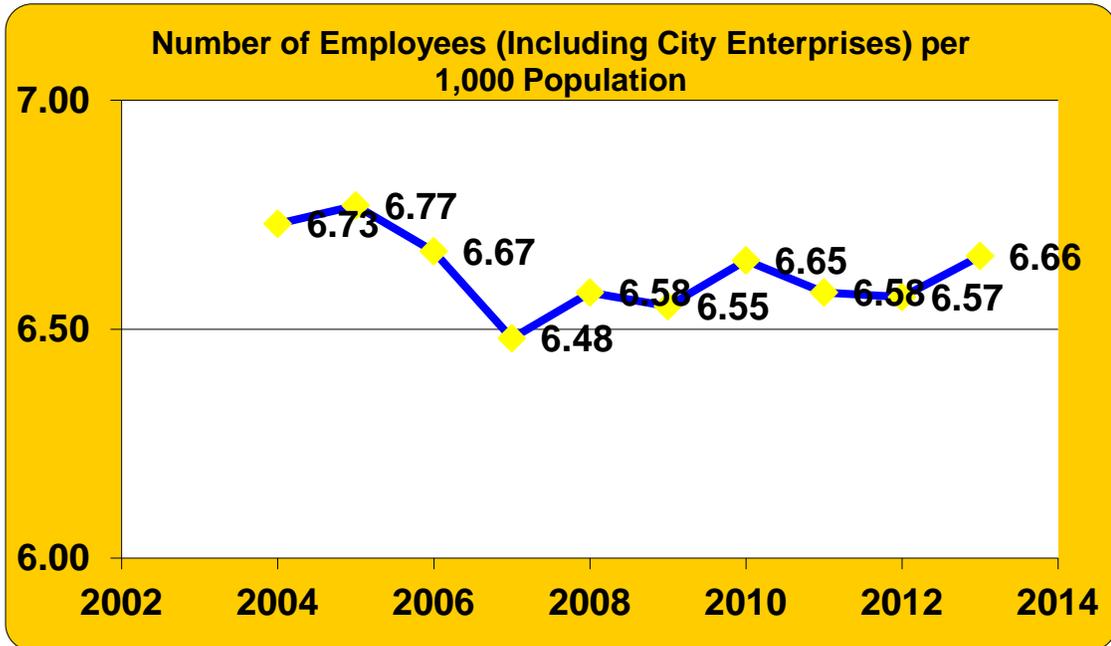
\$13,236,183

The amount of Property Tax Revenue the City of Pueblo received in 2013

City Employees - Per Capita



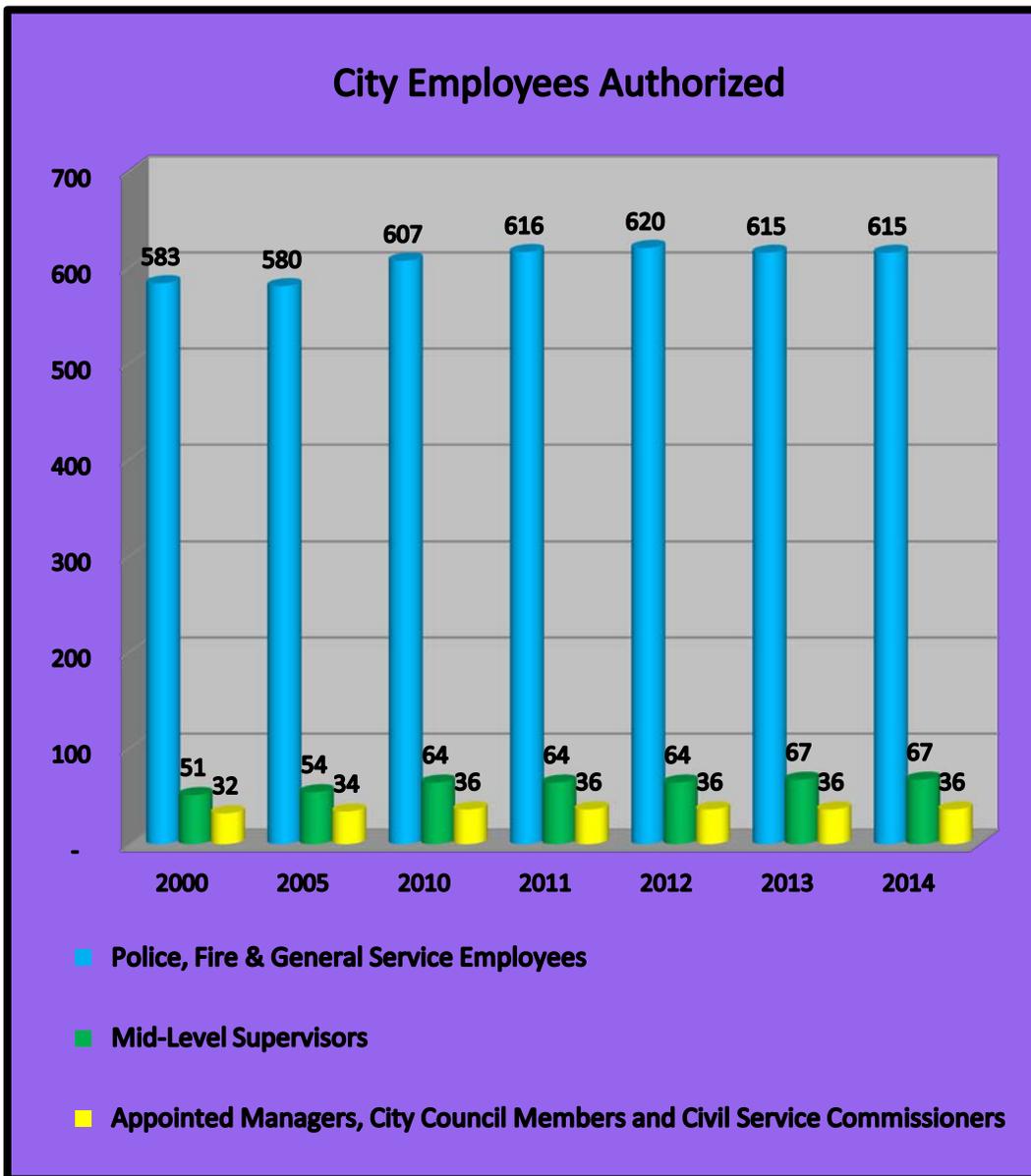
**Total Number of All Employees (Including City Enterprises)
Per 1,000 Population (2004 – 2013)**



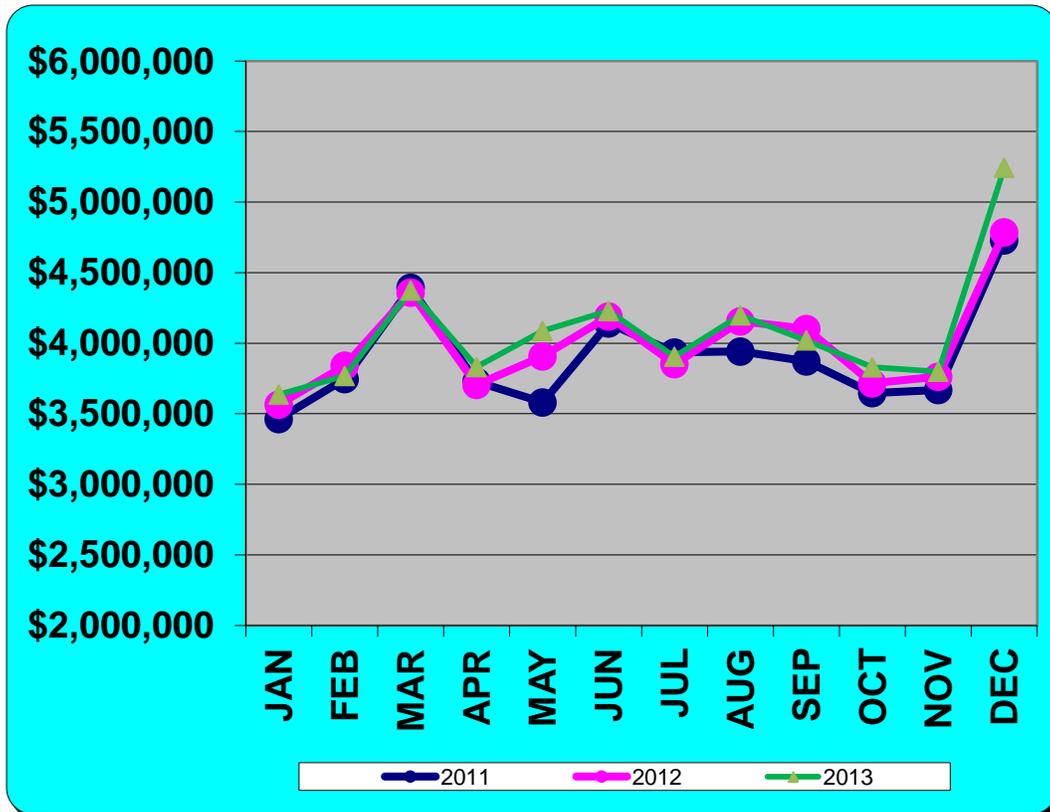
City Employees – Authorized 2014

Total number of authorized positions for the City of Pueblo – **717.75**

- 7 - City Council Members
- 3 - Civil Service Commissioners
- 26 - Appointed Managers
- 67 - Mid-Level Supervisors
- 615 - Police, Fire, General Service Employees



Gross Sales Tax Receipts



	2011	2012	2013
January	\$3,462,670	\$3,564,920	\$3,636,931
February	\$3,746,065	\$3,841,233	\$3,768,147
March	\$4,393,077	\$4,358,359	\$4,373,766
April	\$3,726,563	\$3,704,632	\$3,831,284
May	\$3,580,215	\$3,906,734	\$4,087,143
June	\$4,140,194	\$4,189,703	\$4,228,103
July	\$3,934,174	\$3,852,190	\$3,904,576
August	\$3,940,866	\$4,154,730	\$4,197,533
September	\$3,871,040	\$4,100,760	\$4,020,428
October	\$3,646,761	\$3,715,654	\$3,829,614
November	\$3,668,582	\$3,762,483	\$3,798,031
December	\$4,728,736	\$4,785,650	\$5,244,082
Total	\$46,838,943	\$47,937,048	\$48,919,638

Financial Condition

December 31, 2013

FY 2013 was a challenging year, to say the least, and although some areas of the state have been improving, future forecasts suggest that it may be a few more years before the regional economy recovers. Sluggish retail sales, nominal construction, and slow job growth, coupled with our fiscal structural imbalance and concerning housing market activities, continue to trouble our community.

An official audit of the City of Pueblo's financial state for FY 2013 began at the end of the first quarter of 2014. A preliminary and unaudited FY 2013 revenue estimate suggests that collected revenues will not meet the 2013 budget expectations by a small amount (\$107,000).

The estimated sales and use tax collections, the primary source of revenue for the City of Pueblo, was up slightly compared to the 2013 budget. Unaudited estimates for overall actual expenditures look to be \$1M less than the 2013 budget projections due primarily to personnel vacancies across most of the City's departments and fiscal cost reduction actions throughout the year.

The revenue forecast for FY 2014 includes a very modest growth (1%) in sales and use taxes and a slight increase in property taxes over the 2013 budget numbers. Other revenue sources are projected at a flat rate.



Revenue at a Glance

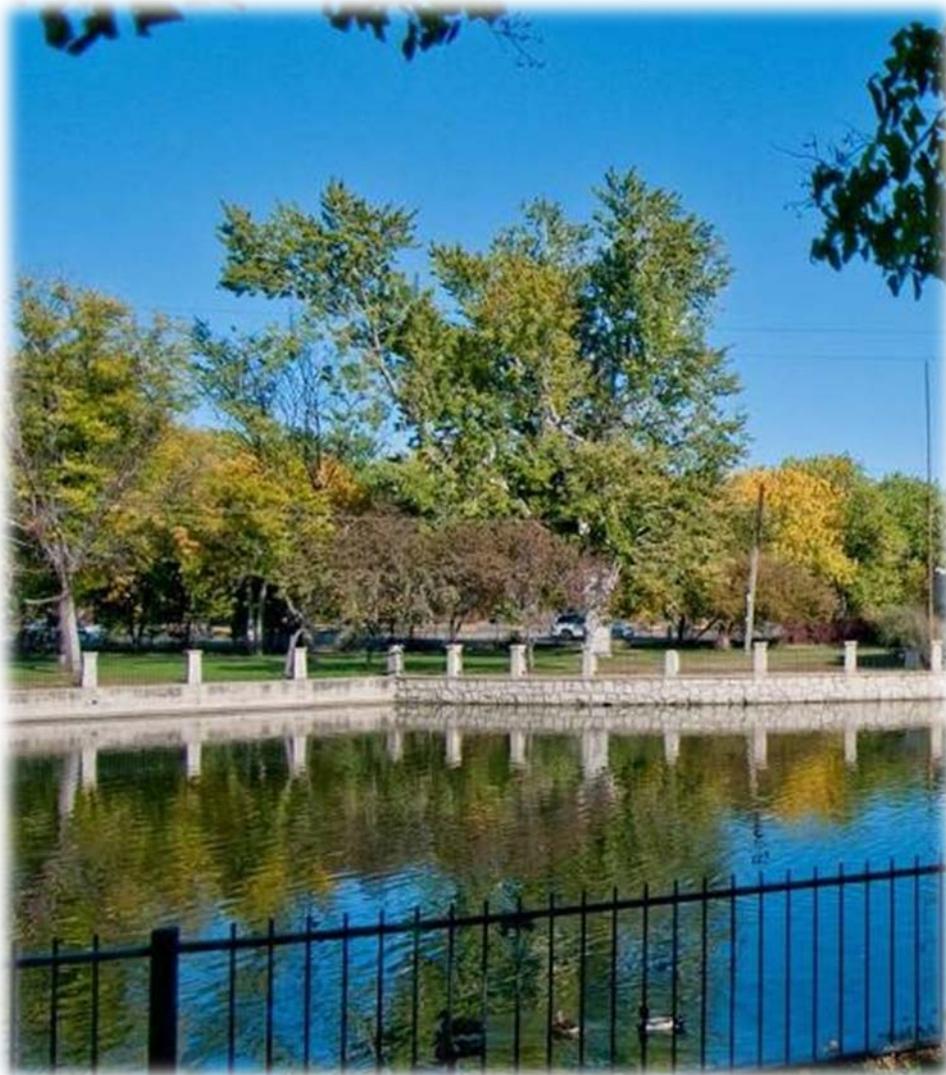
The preliminary estimates of the unaudited FY 2013 statistics suggest there are revenue sources that did not meet the budget projections. The estimated actual revenues collected for Property Tax, Franchise Fees, Fines and Forfeitures, and Other Revenue were less than the budgeted projections. All other revenue sources exceeded FY 2013 budget projections. Overall, the actual General Fund revenue as a whole is estimated to be slightly under estimated FY 2013 budget.

The FY 2013 budget required the use of \$1M from the General Fund undesignated portion of the reserve in order to balance the 2013 budget. The remainder of the General Fund reserves in the 2013 budget is set aside to maintain legal requirements, such as the TABOR Emergency reserve. Also, as part of the reserve requirements, the City Council has established a policy of committing a balance of 10% of the annual expenditures (estimated at \$7.6M for 2013). This fiscally responsible policy has been established by the City Council to provide financial stability, maintain favorable bond ratings, and to ensure the overall financial health of the City.

The City’s 2014 budget process was once again very challenging due to the continued structural imbalance from revenue not keeping pace with expenditures. The operating budget and funding for non-profit agencies was decreased to reduce the budget deficit. The City used \$184,418 of the General Fund reserves to balance the 2014 budget.

December 31, 2013 (Unaudited)

Performance Indicators		Major Revenue Sources	2013 Preliminary Estimates	Budget Variance
	Exceeds budget estimate	Property Tax	\$12,875,592	(1.2%)
		Sales and Use Tax	\$42,268,944	0.3%
		Franchise Fees	\$5,329,344	(3.2%)
		Other Taxes	\$1,228,127	2.3%
	Slightly less than budget estimate	Licenses and Permits	\$603,249	1.3%
		Intergovernmental Receipts	\$2,188,018	10.2%
	Significantly below budget estimate	Fines and Forfeitures	\$1,849,081	(19.5%)
		Other Revenue	\$281,213	(7.4%)
		Charges for Services	\$1,986,982	5.8%
		Highway Users Trust Fund	\$4,207,135	2.8%
		Conservation Trust Fund	\$1,158,241	18.2%



*A beautiful summer's day at
Mineral Palace Park*

Awards and Recognitions

Finance Department

Award of Financial Reporting Achievement by the Government Finance Officers Association of the United States and Canada. This award recognizes government units whose annual financial reports are judged to adhere to program standards and represents the highest award in government financial reporting.

Fire Department

- Emergency Medical Officer Barbie McDowell was selected and recognized by the 100 Club as Firefighter of the Year for 2013.
- A Commission on Fire Accreditation International (CFAI) assessment team spent the week of May 6-10 in Pueblo. Every aspect of the Fire Department, including response times, coverage, training, finance, and fire prevention and investigations was reviewed in depth to ascertain the effectiveness of operations. At the end of the assessment period, the Accreditation Team was notified that the Pueblo Fire Department had earned a recommendation for reaccreditation status to the Commission, part of the Center for Public Service Excellence (CPSE). The CFAI accreditation process provides a well defined, internationally recognized benchmark system to measure the quality of fire and emergency services. The City of Pueblo Fire Department is one of only 187 fire departments internationally, and only 12 in Colorado, to have achieved this status.



Information Technology Department

Received Digital Cities Award, 10th Place. The 2013 award criteria focused on results achieved by cities - via the use of technology - in operating efficiencies, realizing strategic objectives, innovative or creative solutions or approaches, effective collaboration, and transparency measures, among others.



Parks and Recreation Department

- Received numerous *Pueblo Chieftain BEST OF PUEBLO 2013* in the categories of Best Park (City Park), Best Playground (City Park), Best Picnic Spot (City Park), Best Swimming Pool (City Park), Best Hiking Trail (Arkansas River Trail), Best Golf Course (Elmwood), and Best Biking Trail (Arkansas River Trail).
- Pueblo was named a “TREE CITY, U.S.A.” by the National Arbor Day Foundation for the 33rd consecutive year. Parks Department celebrated this event with an Arbor Day ceremony at Heritage Elementary School.
- Chris Borton, Park Caretaker II Irrigation, was named City of Pueblo’s 2013 Employee of the Year.
- Park Caretaker I, Charlie Kuntz, received special employee recognition by City Council for his outstanding management of cleaning out and preparing the old police building for sale. Charlie was on loan from his duties as a Park Caretaker I to the Purchasing Department.
- Assistant Director Mike Sexton was named by USA Football and NFL Punt Pass & Kick to coordinate and conduct the 2013 National Punt Pass & Kick Finals, which was held at Sports Authority Field at Mile High in January in conjunction with the Denver Broncos playoff game vs. the San Diego Chargers. This was the first time that the National PPK Finals were held in Denver.



Wastewater Department

Received a Peak Performance Platinum Award from the National Association of Clean Water Agencies for five years of continuous compliance with all effluent limits



EXECUTIVE SUMMARY OF DEPARTMENTS



Executive Summary of Departments

During Fiscal Year 2013, the City functioned with 104 vacant positions, 55 of which were vacant and unfunded. Despite this limited staffing, City departments were able to achieve important goals, including those described in the following pages. This information is presented to provide a snapshot of each department, including any challenges that have arisen.

ADMINISTRATION

Mission/Function: The City Manager is the Chief Executive Officer of the municipal corporation and is responsible for executive direction of all City staff and operations of the City of Pueblo.

Accomplishments: City Administration continued to work toward accomplishing numerous organizational goals and providing support to the City Council. City Manager Sam Azad stepped into his new role on January 1, 2013, and immediately began working with his management team to initiate several internal process changes, ending the year with numerous successes and efficiencies. The most important accomplishment, and perhaps the most difficult, was preparing and presenting a proposed balanced budget for 2014, which was an especially challenging task to complete under existing economic conditions. Sam successfully negotiated bargaining unit contracts with the Police, Fire, and General Service Unions, continued progress on the LED Street Light project, and worked steady and hard to reduce the deficit projected for FY 2014, which required several necessary fiscal actions to curtail expenditures, along with the consolidation of departments and reduction in force of one department head.



2014 GOALS: Administration will continue to monitor the City's fiscal health and make necessary recommendations, changes, and adjustments to ensure the organization is fiscally on solid ground. Five key goals have been established moving into 2014. They are:

1. Protect core services and priorities of the City government;
2. Introduce innovations to deliver City services in the most efficient and effective manner;

3. Support community growth strategies by reviewing current regulations and advancing the stakeholders process;
4. Support economic vitality by attracting and retaining small business opportunities; and
5. Advance transportation needs of Interstate 25 throughout the City.

In addition, the City Manager will continue to support beautification efforts throughout the community; continue work on the Regional Tourism project and Pueblo Springs Ranch; work with Council to resolve illegal dumping, solid waste collection, and recycling issues; and partner with PEDCO to bring primary jobs to Pueblo. The City Manager's Office is hoping to relocate back into a renovated City Hall in late 2014 or early 2015, and ongoing efforts to plan, monitor, and implement policies and programs to accomplish the goals and objectives needed to move the organization forward will continue. The City Manager will work diligently to settle bargaining unit contracts for Police, Fire, and General Service employees for 2015 and continue to monitoring the day-to-day operations of the City. City Administration will also continue to keep the City Council well informed of the financial condition of the City, as well as provide projections and recommendations for overcoming any challenges or obstacles in 2014.

Challenges: Once again, a volatile local economy requires the City Manager to keep a constant eye on City revenue in order to determine what, if any, economic measures need to be addressed in order to end FY 2014 within its adopted budget. City departments continue to find ways of providing essential services with a minimum number of employees. As of the date of this publication, 103 worker positions remain vacant, 70 of which are currently unfunded. The City Manager's Office itself remains understaffed by one Deputy City Manager and an Assistant City Manager.



AVIATION

Mission/Function: Pueblo Memorial Airport is an enterprise and is funded through fees charged at the Airport, subsidy from the City's General Fund, and state and federal grants (capital improvements). The majority of expenditures are related to day-to-day operations, including maintenance and improvements to the aeronautical infrastructure. The Department's mission is to support the sound practice in the profession of aviation. It strives to maintain high standards of competence and integrity in its work and in its relations with the citizens of Pueblo and to be effective and efficient while maintaining the level of safety and security standards that best serve the general public.



Accomplishments: The Airport successfully opened a \$16M new runway in 2013, initiated a \$5.2M Taxiway A Project, and identified a replacement essential air service carrier to replace Great Lakes Airlines. The Department also completed the first phase of the Fuel Farm Secondary Containment Structure project and self serve fuel area ramp renovations.

2014 GOALS: The major goals of the Department include:

- Assure successful initiation of United Express EAS Air Service
- Complete remaining portion of Taxiway A rehabilitation project within remaining budget and schedule
- Complete the first phase of the Terminal Renovation Project
- Complete the final phase of the Fuel Farm Secondary Containment Structure
- Initiate the Taxiway D and Airline Ramp renovation projects
- Successfully execute the Request for Proposal, Fixed Base Operator, to replace Flower Aviation



Challenges: The Department continues to struggle with an aged infrastructure, particularly the terminal building, hangars, and equipment. These

facilities are subject to unpredictable high cost maintenance not easily budgeted for. In addition, although approved to fill a vacant position, the Department has an aging, retirement eligible work group. Lastly, many tenants have unrealistic expectations of a small Airport work group. It is challenging to deliver airport services at the same level as several years ago when more staffing was available.

For a complete list of projects, please refer to Appendix B.



CITY CLERK

Mission/Function: The Office of the City Clerk provides quality support and assistance to the City Council, City Administration, and the citizens of Pueblo. The Department is responsible for liquor and beer licensing, municipal elections, and maintenance of the appointments and terms of office for all Council appointed members to Boards and Commissions. The City Clerk is the custodian of legal documents and serves as the Clerk of the City Council. The Office of the City Clerk is the hub of government, the direct link between the citizens and their government.



Accomplishments: The use of technology during 2013 provided the vehicle for enhanced access to information, and the City Clerk's Office accomplished this goal by focusing on the achievements listed below:



- Ongoing application of technology to provide increased and improved access to online information and documents
- Migration from hard copy agendas to electronic documents accessed through the use of iPads
- Full agenda packets available on the City's Webpage, which includes all attachments, contracts, agreements, etc.
- Programming on Government Access Channel 17 as an informational series entitled "Fact or Fiction." The series provides education on specific City issues or topics utilizing a casual conversational format
- Realize efficiencies by coordinating activities and standardizing processes across the City

2014 GOALS:

1. Participate in the 2014 Administrative Action Plan to include the categories of Innovative Government, Growing the Economy, and Process Management.

Innovative Government:

- Create a culture of innovation
- Efficient use of resources
- Assist in reviewing the City Charter for possible charter convention

Growing Economy:

- Assist departments by reviewing ordinances and resolutions for relevancy to assist with business growth
- Participation in the creation of a one-stop shop for new businesses

Process Management:

- Use of technology in allowing access to all City documents on the City's Webpage for citizen review and retrieval
- Improved research capabilities for the City Charter and Pueblo Municipal Code on the Webpage

2. ***Guarantee that all members of the work team perform duties in an ethical manner and with integrity*** - The City Clerk's Office is the hub of the municipal organization and custodian of all official records; therefore, it is charged with maintaining complete impartiality and the utmost

integrity in all that it does. The Department carries out this goal by ensuring that all staff members are thoroughly trained, properly mentored, and kept well informed of best practices to ensure the best possible delivery of services for the citizens of Pueblo.

3. ***Provide excellent customer service*** – Cutting edge customer service requires constant improvement, which can be accomplished through continuous assessment that is based on feedback and active benchmarking. The City Clerk’s Office strives for excellence by making every effort to provide accurate information and maximizing access to municipal government in an efficient, timely, professional, and courteous manner. In 2014, the Department will strive to reach this goal by focusing on the following objectives:



- Utilize best practices for customer management (VERIFY System)
- Address all calls received through the 311 Governmental informational telephone line
- Respond quickly and accurately to Colorado Open Records Act (CORA) requests
- Provide current, comprehensive, and accurate information to meet the needs of the citizens

4. ***Work effectively as a team*** - Each division within the Department works together to deliver outstanding customer service and to optimize access to local government. The Department will move toward accomplishing this goal by focusing on the following objectives:

- Going above and beyond routine tasks to ensure a smooth process in all aspects of the Department
- Enable open and honest communication within the Department
- Rely on and become cross-trained to accomplish the Department’s goals

5. ***Support the goal of operating as “One City”*** - The Office of the City Clerk has a hand in nearly all aspects of City business, bridging the legislative and executive sides of government. Over the next year, the Department will continue to reach this goal by focusing on the following objectives:



- Relocate the office back into the newly renovated City Hall, which will provide easier access by the public
- Develop programming on Government Access Channel 17 for an informational series entitled “Fact or Fiction.” The series provides education on specific issues or topics utilizing a casual conversational format.

Challenges: To continue providing efficient service and exercise fiscal responsibility in an ever changing environment.

CIVIL SERVICE

Mission/Function: Working in conjunction with the elected Civil Service Commission, the primary functions are to recruit, develop, and administer examinations for all classified positions for the City of Pueblo organization. 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 Department is also responsible for conducting recruitments and managing the hiring process for unclassified positions for the organization. The Department also assists City departments with recruitments for temporary employees.

Accomplishments: Civil Service conducted recruitments, prepared and conducted examinations, and provided eligibility lists for 23 job classifications in 2013. The Department also conducted recruitments for the unclassified positions of Assistant City Attorney and Fire Chief.

The Department has continued to see a dramatic increase in the number of applications received for each posting since the implementation of the online



application workflow process *Neogov* in 2009. In 2013, 875 applications were received and processed for full-time positions as compared to 2012, in which 662 applications were received and processed. The rise in applicants may be due to the national visibility that City recruitments receive through the Internet via Government Jobs.com, and the trend for job

seekers to turn to online processes when applying for positions. The online application system provides easy access for persons looking for a long lasting career with the stability the City offers.



Civil Service has continued to see an upswing in applications received for temporary/seasonal positions as well. The centralization of application submittal for the entire organization makes it easier for candidates to apply for positions of all types. The Department conducted recruitments for 31 temporary/seasonal classifications, which resulted in 1,114 applications. The Transit Department also looks to

Civil Service to conduct both full-time and temporary recruitments. In 2013, five recruitments were conducted, and nearly 100 applications were received and processed for Pueblo Transit.

The Civil Service Commission met monthly in 2013 to ratify decisions and to approve eligibility lists. The Commission also made decisions on appeals from applicants regarding rejections or removals from eligible lists.

2014 GOALS: Civil Service will continue to work closely with the Human Resources Department to improve on communication and cooperation in the effort to provide excellent customer service to citizens, City employees, and other City departments. By collaborating with both HR and the departments during the revision of job specifications, the hiring process continues to become more efficient and accurate with respect to recruitment, testing, and hiring of the most qualified individuals. New examinations and exam methods will be explored, especially regarding computerized exams.



Civil Service Commissioners

Challenges: The ongoing challenges the Department faces include keeping up with the changes and updates to the online application system in order to give excellent customer service. Also challenging is the effort to keep up with the advances in exam developing and administration, including the trend toward

computer-based examinations. It is important to develop creative and trend-setting methods to keep up with these advances while continuing to provide high quality customer service to citizens, City employees, and other City departments, while staying within budget.

FINANCE

Mission/Function: The Finance Department is the point of contact for the public and other agencies on all City financial matters. It provides seamless financial support and management advisory services for all departments and activities of the City, maintains the official financial records for the organization, and provides reporting as necessary for accountability.

Accomplishments: The Finance Department received the prestigious “Award for Excellence in Financial Reporting” from the Government Finance Officers Association (GFOA) for the year ended December 31, 2012. This is the 33rd consecutive year the City has received this award. Finance also assisted the City Manager with the preparation of the 2014 Annual Budget and completed the annual update of the City’s Capital Improvement Plan. The Sales Tax Division provided service to City sales and use taxpayers, as well as presented educational seminars to various community resource groups and to requesting businesses.



2014 GOALS: The Department will continue working with the Information Technology Department to implement a new computer system that will go live on July 1, 2014. The Sales Tax Division will review ordinances and collaborate with other City departments and local governmental entities to streamline business procedures.

Challenges: The Department faces the challenge of transitioning into the new ERP computer system while also providing support and guidance for all City departments during the conversion process. The Sales Tax Division will continue to strive to provide service to the taxpayers and ensure compliance with the City’s sales and use tax ordinance despite personnel shortages.

FIRE DEPARTMENT

Mission/Function: It is the Pueblo Fire Department's responsibility to protect the life and property of City residents and to protect visitors and residents alike from all hazards. The Department's critical public safety mission is carried out 24 hours a day with professional and specially trained personnel who perform fire, rescue, emergency medical, hazardous material, fire prevention, and public education services. As a team, the Department has a strong reputation for delivering high quality services in all areas.

Accomplishments: The Department received four separate grants, three to replace/upgrade equipment, and one for a community aimed program. The Colorado Emergency Medical and Trauma Service (EMTS) awarded two grants for a total of \$57,758. The cardiac monitors and computer terminal grants consist of two parts that will be completed in 2014. The cardiac monitor grant (\$63,000) is from the EMTS for the purchase of 15 new cardiac monitors and miscellaneous equipment. The EMTS mobile computer terminal grant (\$57,693) is for the final phase of acquiring 14 Panasonic CF-19 computers and docking stations for the engines.



The Fire Investigations Bureau was the recipient of an FM Global Fire Prevention Grant. Pueblo was one of hundreds of applicants to receive \$2,500 towards the purchase of a digital camera and portable LED lighting equipment to assist with fire investigations. The Department also applied for and was awarded a federal grant from FEMA (\$26,007) to install smoke and carbon monoxide detectors in low income households. The Home Safety program will begin in early 2014 and is expected to improve the safety of approximately 450 low income households in the city. The Department continues to purchase spare personal protective equipment as funding allows.

Firefighters responded to 18,150 incidents in 2013 with no major injuries to Fire personnel, which can be attributed to a strong commitment to safety and training. The Fire Inspection Bureau continues to play a major role in the reduction of fires in the community. It takes part in numerous community activities throughout the year, including the Wild Wild West Fest, the Chile and Frijoles Festival, and the State Fair. During these events, Fire personnel use the Life Safety bus to conduct safety demonstrations to engage the public in doing their part to prevent fires.

Over the course of 2013, the Bureau completed over 3,000 inspections and reviewed 276 building plans. The inspectors also logged 7,000 hours of public education classes, released approximately 90 press releases, and responded to at



least 15 critical incidents. The Bureau also has a full-time inspector who maintains an Inspector Level 3 certification.

Fire Investigators continued ongoing training to maintain proficiency and certification. Two firefighters underwent training and internship to become certified investigators and will take their certification tests in

early 2014, with another expected to become certified by the end of 2014.

The Fire Department hosted several fire investigations meetings that were attended by other city agencies, county fire departments, and representatives of several federal agencies. The Investigations Unit investigated 20 structure fires of suspicious nature in 2013, including the Christmas Day fire that killed two residents. The lead Fire Investigator remained a member of the Board of Directors of the Colorado Chapter of the International Association of Arson Investigators and also coordinated and instructed at the annual statewide fire investigations seminar in October.

The Training Division continued to provide internal training throughout 2013. Through monies obtained from the Colorado Department of Health and Environment, the division was able to hold two specialized hazardous materials classes during the year. The classes, taught by SigNet North America, covered response to inland oils spills and air monitoring for hazardous materials. Classes were open to all fire departments within the county in an effort to assist response partners by providing this training. Members also attended specialized schools, including the State of Colorado Emergency Management Academy, Terrorism Liaison Officer Training, Wide Area Search Training, Incident Plans Training, Response to Bombing Incidents Training, and Radiological/Nuclear Technician Course. This includes the head of the Training Department, who also completed coursework and graduated from the Colorado Emergency Management Academy.

The Department logged a total of 44,246 man hours of training in addition to these outside courses. The Department was also able to send two members to become FEMA NIMS ICS instructors, which will allow the instruction of advanced Incident Management Classes to be done locally. This class, along with many others attended throughout the year, was funded by either FEMA or the State of Colorado Division of Homeland Security and Emergency Management, keeping City cost to a minimum.

During 2013, the Fire Department was one of several agencies in the state to assist with the most devastating fire in Colorado's history, the Black Forest Fire. The firefighting effort spanned over nine days, with a total of 14,280 acres burned, at least 511 homes destroyed, and involved at least 457 firefighters. For a large portion of the front line battle, there were eight Pueblo Fire Department members and two engines committed to the effort.

The Department also loaned out its Public Information Officer (PIO), who was used as a federal resource for the Bureau of Land Management (BLM) in Canon City for the Royal Gorge Fire. The PIO was on scene for three days and worked on the initial information team at the BLM headquarters in Canon City setting up the InciWeb data, handling the rush of media and public requests, establishing news briefs, and conducting news conferences. It was also during this same wildfire season that Pueblo firefighters assisted surrounding counties and states by loading approximately 50 air tankers with fire retardant. During the floods in Northern Colorado, two Pueblo firefighters were on hand to assist with the effort. Both employees belong to USAR, Colorado Task Force 1.

Pueblo City Fire Explorer Post #343 was established by a group of seven Pueblo firefighters. Since the program's inception, it has received approximately 240 recruit applicants and graduated approximately 160 Fire Explorers. The program is possible through a partnership between the Fire Department and the International Association of Fire Firefighters - IAFF Local #3. Subjects covered mirror the Fire Department and are intended to introduce the Explorers to the rigors and challenges of firefighting. Upon completion, the Explorers earned recognition through a graduation ceremony at the Centers for American Values involving local City/County administrators, elected officials, activists, and dignitaries. It is the mission of the Fire Explorer Program to mold community youths into strong young adult leaders with high moral and ethical character.

Pueblo firefighters raised over \$55,000 in 2013 for the Muscular Dystrophy Association (MDA) with the "Fill the Boot" campaign, as well as by assisting with community hosted events and walking the State Fair Parades. Several members of the Department were also published authors or co-authors on fire related topics in magazines, books, and international and national training manuals.



2014 GOALS: During 2014, the Fire Department hopes to improve staffing through a Fire Academy anticipated to begin in early 2014. Several of these positions will be funded by a Federal Emergency Management Agency grant expected to be awarded in the early part of the year. The Department hopes to reach as many citizens in the community as possible by better utilizing social media and by becoming involved in community projects.

Challenges: The Fire Department continues to struggle with staffing. There are currently 12 positions vacant. These vacancies generate overtime and extra stress on existing personnel. The budget has been scaled back in certain areas to cover other shortages, including training, which is a critical component. These financial constraints make it difficult for firefighters to participate in programs or classes that are essential to the firefighting effort.

FLEET MAINTENANCE

Mission/Function: Fleet Maintenance operates as an Internal Services Fund. Its mission is to provide quality vehicle repair and maintenance in a timely, cost-effective manner for approximately 900 City and outside agency vehicles/equipment, as well as to operate a car wash facility and three automated fueling sites. The Department also provides backup support when needed to the Police, Fire, and Public Works Departments during emergencies.

Accomplishments: Fleet Maintenance services and maintains 860 City owned vehicles for 38 City departments and divisions. Fleet also provides services to 20 non-profit organizations. In 2013, staff opened and completed 6,157 repairs, purchased and equipped 19 new and used vehicles, and disposed of 21 surplus vehicles. Fleet also processed 32,346 fuel transactions.

Total fuel consumption:

- ◆ Diesel – 203,737 gallons
Total Cost - \$652,295
Avg. Cost/Gal - \$3.20
- ◆ Unleaded – 294,075 gallons
Total Cost - \$818,924
Avg. Cost/Gal - \$2.784
- ◆ Approximate Total miles
driven - 4,800,000



Fleet will continue to provide related support services and car wash facility, fuel, and vehicle replacement assistance while providing cost effective repair and maintenance for its customer base.



2014 GOALS: The Department will purchase and equip any new vehicles allowed in the 2014 budget.

Challenges: Fleet is challenged to find funding for essential fuel site upgrades to the underground tank farm and dispensers and funding for vehicle and equipment replacement.

HOUSING & CITIZEN SERVICES

Mission/Function: The Department strives to preserve and enhance the quality and livability of the City's older neighborhoods and preserve the housing stock; to maintain the value of the real estate tax base; and to promote the economic viability and development of city neighborhoods, while promoting the achievement of City Council's neighborhood goals. This is accomplished through several U.S. Department of Housing and Urban Development grants.

Accomplishments: The Department of Housing and Citizen Services continued the administration of four federal grants in 2013. The four grants were:

1. Neighborhood Stabilization Program 1 (NSP1) - provided \$2.9 million in funding, which allowed the City to purchase eight foreclosed properties. In 2013, the Department completed the construction of all properties purchased under the grant and closed out the grant.



Before



After

2. Community Development Block Grant (CDBG) entitlement grant - provided \$1,331,590 for neighborhood improvements, housing, and public services to the low- to moderate-income community.
3. HOME Investment Partnership Act (HOME) entitlement grant - provided \$674,557.20 for affordable housing development and rehabilitation to benefit low- to moderate-income households.
4. Neighborhood Stabilization Program 3 (NSP3) - provided \$1.4 million in funding, which allowed for the purchase and reconstruction of foreclosed properties in targeted neighborhoods. During 2012, the Department undertook the purchase of seven properties under the grant for the purpose of acquisition and rehabilitation or new construction. In 2013, several of those properties were demolished and rebuilt. Four of those properties were completed and sold.



Before



After



Before



After

2014 GOALS: In 2014, the current 5-Year Consolidated Plan expires and a new Plan will need to be developed for 2015-2019. The Department will also complete the CDBG and HOME 2015 Action Plan. Applying for a Lead Hazard Reduction grant is anticipated. This is a competitive grant through HUD. The Department will continue to administer the open HOME, CDBG, and NSP3 open grants, as well as monitor compliance on over 18 affordable housing projects, comprising over 600 units.

Challenges: The Department is 100% grant funded, and funds for administration are allowed under the various grants received. The federal grant period is March 1 to February 28 of any year. The budget does not close at the end of each year, but rather as projects are completed. Administration and project budgets under each grant have separate fund account numbers. The Department receives no General Fund dollars, and projects must come in within the budgets established. Continued cuts in funding at the federal level and increased federal requirements and auditing will continue to put pressure on existing staff. Maintaining current funding levels in a volatile economic environment is a challenge in itself.

HUMAN RESOURCES

Mission/Function: Human Resources (HR) provides 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.

Accomplishments: Hiring and selection activities continued during 2013 despite budget constraints. In 2013, HR coordinated interview and selection activities for 19 new hires and 27 promotional advancements. The City's turnover rate decreased slightly in 2013 to approximately 7.1% with 44



individuals leaving City service in 2013. Of the separations in 2013, the majority of separations were due to voluntary resignations. This is a change from previous years when retirements were the main reason for employees leaving the City. Human Resources is also responsible for out-processing all exiting employees in terms of pension and other pay and benefit

administration issues. Beyond the 44 employees who left City employment in 2013, City Human Resources staff assisted 271 active employees and retirees with pension, disability, and retirement planning activities.

A request for proposal process occurred in 2013 to select a medical insurance and life insurance vendor for the City. A competitive bid process produced many competitive coverage offers from various companies. Ultimately, Cigna was

selected for medical insurance and Lincoln for life insurance. Dental, vision, and voluntary insurance programs remained with the same vendors. Coverage under new providers took effect January 1, 2014. A new voluntary program called TeleHealth was also selected through this process, which allows participating employees access to health professionals, including physicians, 24 hours a day by phone.

The City continued to gain efficiency through the use of technology in the annual benefits open enrollment process, handling 615 employee and 37 Pueblo Transit enrollments. With the new Tyler information system coming soon, it is hoped that eventually, employees will be able to access the Employee Self Service platform to make their benefit election in future years.

Employee development and training continued in 2013. After a year of training and learning activities offered through the “Pueblo Leadership Academy,” 47 supervisors and managers graduated from the inaugural year of the program in September 2013. Quality Leadership Training covering a variety of topics was offered on a quarterly basis for managers and directors to enhance leadership skills and competencies.

Wellness activities and education continued to be a priority in 2013. Throughout the year, 253 prizes were given to City and Pueblo Transit employees who participated in wellness related challenges and activities. The City’s medical provider, United Healthcare, offered an online wellness assessment and coaching program with participation by 135 employees.



The City’s 3rd Annual “Fun in the Sun 5K Walk/Run” was held in May around Pueblo’s beautiful Lake Minnequa Park. Employees and their families came out to get some exercise and enjoy the beautiful weather. Additionally, 11 other wellness events were held with six classes

offered throughout the year, as well as a repeat of the “Financial Wellness” series.

Wellness efforts were also enhanced during the year with free biometric testing and flu shots offered to employees through the annual health fair in September. Participating employees were given individualized health assessments based on the screening that helped them develop their own personal wellness goals and address health issues. At the end of 2013, the final wellness effort made by HR through the Benefits and Wellness Committee was the distribution of cookbooks and fruit and snack baskets to every City department around the holidays to promote healthy snacking.

Monthly labor management initiative meetings were held with the general services union. Positive and cooperative relationships with the City's employee unions continue to be an ongoing goal for Human Resources.

HR played a significant role in the preparation and successful negotiation of three collective bargaining agreements between the City and its employees, and the Department provided leadership and support to departments regarding employee relations matters throughout 2013. This labor and resource intensive support included feedback, coaching, investigation, verbal correction, intervention, and discipline consultation, when required.

2014 GOALS: HR has numerous goals, including implementing successes from labor/management cooperation in negotiations and labor management meetings. The review of the impacts of the Patient Protection and Affordability Act, also known as healthcare reform, will become a focus in



2014-2018 as many of the regulatory compliance issues come to fruition for employers. A major goal is to begin the process of successfully implementing the human resources and payroll modules of the City's new system through Tyler Technologies with an anticipated go-live date of January 1, 2015. The Department is also working on a standardized performance management system for general service and management employees.

Challenges: The ever-changing landscape of employment laws and compliance requirements continues to pose challenges for the lean HR staff. As the gatekeepers of the City's employee benefit plans, cost containment is a perpetual concern and will be a key focus in the year ahead and beyond. A limited operational budget for funding projects related to strategic plan objectives is also challenging.



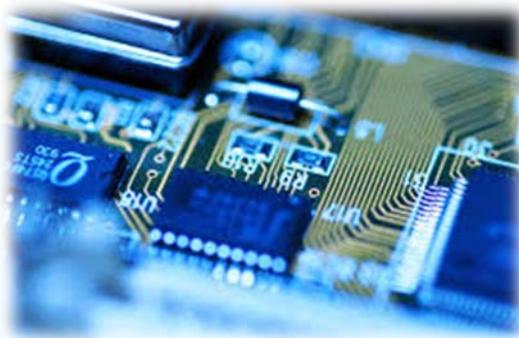
INFORMATION TECHNOLOGY

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

Accomplishments: I.T. continues to expand wireless connectivity and position the network to handle the growing demands of video surveillance, voice communications, mobile devices, and data communications. The disaster recovery site was completed, which will eventually house backup systems for mission critical applications. Also completed were the technology upgrades for City Council Chambers and Memorial Hall.

The City of Pueblo was one of five cities chosen by Civic Plus, the website hosting provider, to participate in a social media and citizen engagement research project. This research project evaluated the current website design and identified website modifications that need to be pursued to improve the use of social media, improve citizen engagement, and drive e-Government services. The suggested modifications include a bilingual web portal landing page, better integration with Facebook, Twitter, and other social media sites, and real-time online interaction at Council meetings. The City's website will go through a redesign beginning in 2014. The redesign will include the features and functionality identified through the research, as well as improving mobile presence.

The City, Pueblo County, the Chemical Stockpile Emergency Preparedness Program (CSEPP), the Department of Homeland Security (DHS), and the State of Colorado have partnered together to upgrade and expand the Digital Trunked Radio System (DTRS). CSEPP received grant funds from DHS for public safety improvements related to the mustard gas destruction, which is set to begin in 2015. Three city sites, one county site, and one state site are dedicating existing infrastructure to create a five site simulcast DTRS. The City is receiving approximately \$1.5 million in grant funding through this partnership. Implementation is scheduled for June 2014.



Phase I of the new ERP (Enterprise Resource Planning) system was successfully implemented in December 2013. Tyler Incode replaced Sungard's HTE Case Management System. The new system streamlined business operations, as well

as introduced new online and automated notification services. To accommodate the new ERP system, as well as expand an online presence, the City purchased two 20 GB/s firewalls. This equipment increases available bandwidth, provides load-balancing, and provides failover should one of the devices fail. Over the past year, the City has fully embraced application control to better manage bandwidth and network security. To support the new ERP, a second high availability VMWare platform was installed and includes VMWare Site Recovery Manager that replicates services and protects the City data.



The highlight of the year was the City's 10th Place honors in the 2013 Digital Cities Survey. Continuing to receive this honor is a direct result of the staff's commitment and dedication to the City of Pueblo.

2014 GOALS: The Department is scheduled to complete Phases II and III of the Tyler ERP system, which includes Financials and Payroll/HR. The final phase is expected to complete in June of 2015.

The ability to utilize Windows 8 tablets in the field is scheduled for second quarter 2014. The use of these tablets was slowed by the lack of broadband capabilities for Windows tablets. Broadband capability is now available.

IT will replace the Fire Department's mobile laptop fleet and upgrade its Records Management System. IT will also be working with the Police Department to implement a body camera solution and possibly a replacement in-car video system. In addition, IT will be supporting the PD pilot testing of a new community policing web-based program. This program has the potential of becoming a vital crime fighting tool for the PD, as well as engaging the community in crime fighting efforts.

IT, in conjunction with PD and Parks, will be piloting social media listening, reporting, and engagement tools. These tools are designed to provide a proactive approach to analyzing public record data produced across the Internet and in social media sites. This data is expected to drive some of the future citizen engagement efforts for the City of Pueblo. A 6-month pilot test of these tools is scheduled to begin in April 2014. If successful, the City will have a mechanism to rapidly respond to any social media based interactions and queries. These tools have the potential of driving future marketing efforts, as well as assisting with the 2014 organizational goals of growing the economy, safer streets, strong neighborhoods, cleaner city, and innovative government.

Other efforts related to the goal of being an “Innovative Government” are the implementation of online research functionality for City ordinances and resolutions and improving the presentation and search functionality for Municipal Code and Charter.

IT will explore the possibility of utilizing Cloud services for city e-mail and Office applications, as well as pursue a redesign of the City’s website. Mobile application and improving mobile presence will be a focus for the Department in 2014.

The Department’s Radio Division will complete the inter-agency conversion of DTRS to a Simulcast DTRS in June of 2014. The City is currently connected to the State Radio System via Zone 1 in Denver. Once the simulcast project is complete, the City will move from Zone 1 to Zone 6. Zone 6 is located in Pueblo.

Challenges: The current staffing level continues to be of critical concern. Staffing levels remain the same as 12 years ago, and IT service efficiency is highly constrained. At a minimum, staffing needs to be increased by 25-30% to successfully manage current demand. Budget constraints are hindering the speed at which City departments can deliver or expand services to citizens. The need to upgrade e-mail and Microsoft Office applications is of high concern with Microsoft ending support on the older versions of the applications. The City will need, at a minimum, to upgrade its e-mail services and Office applications within the next year or two. Cloud offerings are being evaluated; however, compliance constraints and annual costs may limit the City’s ability to utilize a Cloud solution.

LAW DEPARTMENT

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

Accomplishments:

During its fourth full year operating as a department of the City, the Law Department continued to provide legal services to the City Council, City Manager, and City departments; prosecuted Municipal Court violations and appeals; instituted and defended civil litigation on behalf of the



City; and advised the Planning and Zoning Commission, Zoning Board of Appeals, Liquor and Beer Licensing Board, Election Board, and the Civil Service Commission.

In 2013, the Law Department continued utilization of LSS (Legal Software System) software in the conversion of over 50 years of files to electronic form and continued to support economic development activities to bring financially sound new businesses and job opportunities to the City. Staff worked with Purchasing on electronic bidding and procurement and maintained staff training (CLE) in current legal developments, in addition to attending the Colorado Municipal League Annual Conference.

The Department professionally handled and defended claims and prosecuted litigation brought by the City and successfully transitioned to its new Third Floor offices at City Hall, which resulted in a decrease of its annual budget as it related to previous office space rental. A new Assistant City Attorney was hired, whose assignments include prosecuting Municipal Court cases, thereby allowing the reduction in staff of a contract attorney who formerly handled Municipal Court prosecutions on a part-time basis. This change resulted in a reduction of the Department's budget for 2013 and hopefully for many years to come.



Major projects completed by the Law Department in 2013 and other achievements include:

- Drafted, reviewed, and edited Resolutions and Ordinances on behalf of all City departments prior to their submission to City Council for approval
- Prepared a variety of resolutions and ordinances approving intergovernmental agreements, settlement agreements, and collective bargaining agreements
- Assisted the Planning & Zoning Commission in drafting the 1041 Regulations pertaining to the Wildhorse Creek Pipeline Project and negotiations relating to an appropriate easement, access road permit, and 1041 Permit on terms and conditions which are fair to all parties
- Researched and advised City actions related to compliance with Amendment 64 as it relates to marijuana establishments, licensing, and the continuation of a moratorium
- Helped with the prosecution of landlords of property within the City under the International Property Maintenance Code for maintaining substandard rental units, as well as assisting in the creation of the Code Compliance Unit
- Assisted in negotiation of the sale/auction of the former Police Building and former Fire Stations 4 and 9

- Helped make open records request procedures more efficient and uniform
- Continued working with Code Compliance and Planning to more aggressively handle code and zoning violations
- Continued participation with special counsel in researching and obtaining LED street lighting replacement throughout the City and electric rate cases to reduce proposed rate increases
- Represented and/or acted as Chief Negotiator in labor negotiations with PAGE, IBPO Local 537, IAFF Local 3, and ATU
- Represented various departments with respect to claims and arbitration of employment matters
- Provided leadership training seminars for supervisor and department head employees regarding discipline and disciplinary procedures
- Advised and represented Finance with respect to significant sales and use tax issues, including collection and enforcement practices, scope and application of charitable organization exemptions, and scope and application of refund limitation
- Assisted the Pueblo Area Council of Governments in drafting and promulgating a Pueblo region-wide water quality management plan
- Counseled Public Works Department on various alternatives to municipal solid waste collection
- Assisted in drafting the following:
 - comprehensive solid waste disposal ordinance
 - intergovernmental agreement between the City and County relating to shared information technology services and infrastructure
 - agreement with Intervention, LLC for the provision of adult probation services to Municipal Court offenders
 - comprehensive tow regulations relevant to public tows in response to citizen comments and complaints
 - Roadside Memorial ordinance

2014 GOALS: The goals of the Law Department for 2014 are to:

- Continue utilization of LSS software to convert over 50 years of files to electronic form, as well as reorganize active files into a master file and sub-file system
- Continue to support economic development activities to bring financially sound new businesses and job opportunities to the City



- Work with City departments to improve disciplinary procedures and policies in an effort to reduce grievances and appeals
- Continue to support Code Compliance in an effort to meet City Council's desire to reduce illegal dumping
- Increase awareness of and educate the public regarding Municipal Code and Charter provisions
- Stay within or below the 2014 budget for Law Department expenditures

Challenges: The Department is challenged to meet the legal service needs of the City and its boards, commissions, and departments with limited financial resources, to prepare and handle the significant increase in labor grievances and arbitrations relating to changes in management with respect to both the general services and police bargaining units, and to successfully utilize the current office space to incorporate new files and organization of archived and inactive files.

MUNICIPAL COURT

Mission/Function: 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.

Accomplishments: The most significant development for the Court in 2013 was the implementation of the Tyler Incode data management system. Beginning in November, Court staff invested a great deal of time to learn the new system, which launched on December 16, 2013. As with other new systems, this one came with some growing pains. For example, because of interface problems with the PD's OSSI system, there was a delay in the issuing and processing of warrants. Nevertheless, since the implementation of Incode, Court staff has diligently assisted with the identification of system kinks and glitches to insure

that the system will adapt to meet all Municipal Court needs. This new management system is expected to be invaluable to the Court's case management needs.



The Municipal Court, like all City departments, was impacted by a difficult economy, which, coupled with a decline in case filings, resulted in a significant drop in the collection of fines imposed. Subsequently, the Court began

working with the Finance Department to utilize a collection agency to address delinquent fines.

A total of 27,712 cases were filed in the Municipal Court during 2013, a decrease of 5,257 cases compared to 2012. There are six categories of cases filed in the Court: Adult criminal, juvenile criminal, animal services/control, traffic, parking tickets, and City complaints (Code Enforcement, Sales Tax, Land Use, Regional Building, etc.). The number of cases filed with the Court in each category is shown below:

- **Adult Criminal:** There were 8,046 adult criminal cases filed in 2013. This represents a decrease of 2,585 cases (24%) compared to 2012.
- **Juvenile Criminal:** There were 1,636 juvenile criminal cases filed in 2013, a decrease of approximately 35% compared to 2012.
- **Animal Services/Control:** This category also saw a decrease in the number of cases filed. In 2012, a total of 2,644 animal control cases were filed versus 1,641 in 2013—a decrease of approximately 38%.
- **Traffic Tickets:** There was a slight increase in the number of traffic tickets filed in 2013. The number of filings increased from 6,273 in 2012 to 6,971 in 2013.
- **Miscellaneous Offenses (Code Enforcement, Sales Tax etc.):** Like 2012, the number of miscellaneous offenses both dropped and demonstrated the most dramatic month-to-month variations in case filings. These filings ranged from 14 for the month of December to a high of 140 in August.
- **Parking Tickets:** Like all other categories (except traffic tickets), parking tickets saw a decline in filings for 2013. A total of 8,545 parking tickets were filed in 2013. Parking enforcers filed a total of 9,901 tickets in 2012.



Photo Red-Light: In 2013, the city installed two additional photo-red light cameras. The collection rate for fines resulting from photo red-light tickets was 79.1%. The total revenue resulting from this category of Municipal Court cases since 2010 is as follows:

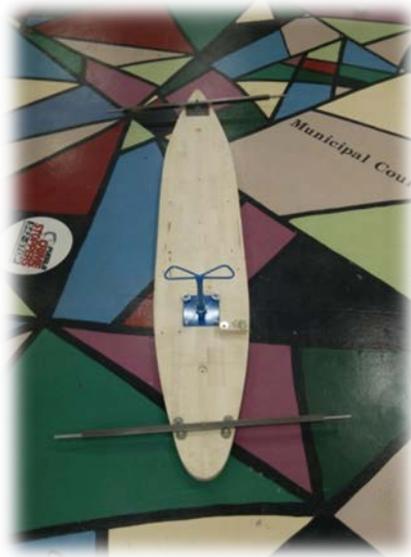
Photo Red Light Data:

Year:	2010	2011	2012	2013
Filings:	2,229	2,232	2,601	2,240
Revenue:	\$172,843	\$179,323	\$159,146	\$136,250
Collection Rate:	83.7%	75.4%	77.7%	79.1%

Court Revenue: The total revenue collected for 2013, excluding Photo Red Light offenses, was \$1,678,207. This represents a drop in revenue of \$229,576. Given a drop of more than 5,200 case filings for 2013, it should come as no surprise that fine revenue also saw a dramatic decrease.

The per day costs to the City for housing inmates in the Pueblo County Jail in 2013 saw an increase. Because it was anticipated, a concerted effort was made to utilize alternative sentencing such as in-home detention and expanded community service in an effort to mitigate the impact of the per day costs on the Police Department’s budget. The total cost of housing Municipal inmates in 2012 was \$183,943. In 2013, the payments to Pueblo County for Municipal inmates were reduced by approximately \$74,420 (total cost: \$109,523). The Court hopes to continue offsetting these increased costs by expanded use of in-home-detention (the cost of which is borne by the offender), community service, and adult probation programming.

The greatest ever proliferation of unsightly graffiti was seen in Pueblo last year. Despite the efforts of law enforcement and the use of excess fines and significant jail sentences, graffiti continues to torment the city. The total number of graffiti sites addressed by the Graffiti Removal Program (Community Service) in 2013 increased by about 77%. The Graffiti Removal Program addressed 11,704 sites in 2013, an increase of 80% and 77% over the past two years, respectively. Clearly, graffiti continues to be one of the most significant code violations confronting the city.



Only one region of the city actually saw a reduction in the number of graffiti sites addressed. The Belmont area went from 546 sites in 2012 to 370 in 2013. The total break-down of areas where graffiti sites were addressed is as follows:

Bessemer	1,863	(52% increase over 2012)
Downtown	2,356	(36% increase)
West Side	585	(17% increase)
South Side	2,757	(13% increase)
North Side	653	(45% increase)
East Side	3,120	(62% increase)
Belmont	370	(32% decrease)

2014 GOALS: Municipal Court’s 2014 goals are as follows:

- Assist Court staff in achieving maximum proficiency in the use of the newly implemented data management system
- Develop relationships with private and public supervision agencies in order to continue the expansion and development of alternative sentencing and fine collection
- Expand the Graffiti Removal/Community Service Program as a cost-effective alternative to the imposition of jail and to provide cost-effective assistance to community agencies and other departments of the City
- Continue collaboration with the District Attorney in the development of restorative justice, teen court, and diversion programs for juveniles
- Improve the Court’s ability to accurately assess the risk of recidivism for all Municipal Court offenders and individualize sentencing
- Enhance Courthouse security through collaboration with the Police Department
- Include the opportunity to build a Soap Box Derby car and/or race in the Soap Box Derby as part of alternative programming for juvenile defendants

Challenges: Municipal Court’s 2014 challenges are as follows:

Legislative Change: A Constitutional Amendment in 2012 legalized recreational use of marijuana in Colorado. While the City Council has imposed a moratorium on retail sales of marijuana within the city, the Pueblo County Commissioners have licensed several retail outlets. The amendment resulted in a reduction of the number of adult Possession of Cannabis cases for 2013. It is both difficult and premature to conclude



whether the legalization of marijuana may contribute to a rise in the number of youth using cannabis; however, the number of juvenile possession of cannabis cases rose from 196 in 2012 to 255 in 2013. The Court will attempt to closely monitor the juvenile filings for possession of cannabis in order to determine whether there is a statistical correlation between the legalization of recreational marijuana and the number of youth charged with this offense.

The Fines and Fees Schedule for 2013 will remain the same as 2012 despite state legislation in 2013 authorizing municipalities to increase their maximum fines to \$2,500. However, the City Council may take up the issue of imposing a mandatory surcharge for all defendants convicted (including deferred sentences) of Municipal Code violations.

This year's legislative session is taking up potential legislation restricting the ability of Municipal Courts to impose incarceration on offenders who fail to pay fines owed to the courts. The Court will be monitoring the progression of this bill through the legislative process and will be prepared to respond should it become law in 2014.

Technology: The Municipal Court will have immediate challenges for 2014 as the staff becomes familiar with the new data management system. It is believed



this system will allow the Court to maintain improved inter-department information sharing. The ability to enhance information sharing should afford enhanced efficiency for the Court and all departments working with the Court.

The enhancement of in-court technological resources has enabled litigants to present physical evidence in the form of electronic media more efficiently and with fewer delays. The Court is conscious of the amount of patrol time lost to officers of the Police Department due to the Court's occasional inability to play videos and audio recordings; therefore, it will continue to explore ways to provide the technological resources necessary to assist all litigants in the presentation of their cases.

Programs: By March 2014, the Court hopes to be working collaboratively with the District Court Probation and SB94 to begin supervising low-risk offenders sentenced to juvenile community service in State Court. The collaboration of these agencies should assist the Court in addressing the ever increasing amount of graffiti throughout the city and provide a low cost venue for other juvenile offenders to complete court ordered community service.

At the close of 2012, the Court began to look proactively at ways to minimize the impact of anticipated increases in the cost of housing Municipal Court defendants in the Pueblo County Jail; however, the use of in-home detention must be viewed as only one of a variety of ways that the Court can minimize this impact. The Court will continue to play whatever role is necessary to facilitate negotiations between the City and County to arrive at an agreement that will insure fair compensation to Pueblo County without compromising public safety. In addition, the Court hopes to work with City departments to identify ways in which the Court can reduce adult recidivism through low cost adult probation programming which should also have positive outcomes with respect to reducing incarceration costs to the city.

PARKS & RECREATION

Mission/Function: The Parks and Recreation Department endeavors to improve the quality of life for the citizens of the Greater Pueblo Community by providing quality, diverse recreation and leisure opportunities; safe, clean and attractive park and recreation facilities; partnerships that enhance opportunities and maximize resources; and investing in new and renovated parks and recreational facilities.

Accomplishments: In 2013, Steven Meier was appointed by the City Manager to serve as the Parks and Recreation Director after having served as interim director for several months. Steven's efforts to keep the Department moving forward as the interim director were recognized and very much appreciated.

Bessemer Park received numerous improvements thanks to the Bessemer Area Neighborhood Development (B.A.N.D.) receiving much needed CDGB funds. This was the first phase of the Bessemer Park Renovation project that included the replacement of backstop and fencing around Joe Santos Field; installation of



new irrigation system and replacement of infield mix at the ball field; removal of old asphalt pathways and construction of new 6' wide concrete paths throughout the park; installation and expansion of playground area; landscaping and irrigation in the median in front of the swimming pool; and upgrading and redirecting the irrigation around the playground and ball field areas to allow for better efficiency. Phase II is

scheduled for 2014 and will include new and improved ball field and park lighting, fountain renovations, and parking lot resurfacing.

Last year also saw the completion of eight acres of multi-use fields and parking area at Lake Minnequa Park, which was partially funded through a grant from the Denver Broncos Football Club and coordinated by the Pueblo Police Activities League. The park area will allow for several different recreational programs and community events to utilize the multi-purpose field area near the south end of the City.

The City again sponsored the Mile High Youth Corp for various park and trail cleanup projects during the summer of 2013. City Council District 2 Representative Eva Montoya also sponsored the MHYC for a week from July 29 through August 2 to assist Parks Maintenance staff with clean-up projects at Mitchell, St. Anne's, Bradford, Plaza Verde, and El Centro parks. This project provided eight weeks of service to the Pueblo community valued at over \$64,000.

Other accomplishments:

- A life-size bronze statue of Clara Morse Latshaw was presented to the City from the Mineral Palace Park Conservancy during a dedication ceremony on May 18, 2013. The statue is permanently located in the Rose Garden section of Historic Mineral Palace Park.
- The Department reduced irrigation frequency by 33% compared to 2012. The Department has made a concerted effort to use less water during the drought to conserve water and improve turf.
- The Pueblo Ice Arena concession area was completed in late 2012 and was opened in 2013. This facility amenity is considered a state-of-the-art concession stand for public recreational facilities.
- The Department received a \$4,000 Home Depot Foundation Community Impact Grant for a Veteran Volunteer project to revitalize the Pueblo War Memorial in Mineral Palace Park.
- FAASST Motorsports, Inc. took over the operations and management of the Pueblo Motorsports Park. The agreement with FAASST expires in 2016. FAASST Motorsports, Inc. saw success in 2013 and looks forward to an even better 2014.
- With assistance from volunteer artists, "Art in Park" emerged with numerous projects located throughout the parks system. The project began with the painting of the historic band shell at Mineral Palace Park, mural painting on several park irrigation hot boxes, and playground equipment painting at Starlite Park and El Camino Park.
- A short-term agreement was approved by City



Council for the City to continue to operate and manage the YWCA Thatcher Pool from February 11 through May 31, 2013, to give the YWCA Board of Directors time to secure funding to operate through the end of the year.

2014 GOALS: After months of planning and public meetings, the Fountain Creek Greenway and Revitalization Project will begin construction by late fall 2014. This \$2.5 million project will consist of a 27,000 square foot Wheel Park, Festival Plaza, amphitheater, trail renovations, beach area, and community garden, plus many other features that will make this park one of Pueblo's finest.

In April 2013, the Department received confirmation that \$106,500 was awarded to the City in the form of a Colorado Parks and Wildlife Non-Motorized Recreational Trails Grant for the City of Pueblo River Trail Revitalization Project Phase II. Funds will go toward repair of the most dangerous and dilapidated portion of the Arkansas River and Fountain Creek trail system totaling 2,350 linear feet. The project is scheduled to begin in spring 2014.

Plans are in progress to upgrade electrical service capabilities around Lake Clara at Mineral Palace Park and to install three lake aerators to move oxygen into the entire body of water, which will improve the health of the lake while alleviating algae and odor issues.

The replacement of the City Park Bathhouse is scheduled to begin following summer 2014. Plans are currently being developed for a new bathhouse design. Demolition of the existing structure would take place soon after the pool closes for the season in early September with construction beginning in fall 2014.

A new playground is scheduled for installation by early summer at Drew Dix Park. The new playground would include climbing boulder, rope climber, ADA access from the parking lot to the playground equipment, and interpretive signage depicting Pueblo Congressional Medal of Honor recipient Drew Dix.



Staff began the in-house renovation of Beckwood Park in late 2013. The renovation project consists of complete replacement of the existing irrigation system, major turf renovation, tree trimming, tree planting, and playground equipment.

To address the ever rising utility costs associated with operating the City Park

Tennis Complex, the existing electric meters will be separated into four meters to allow for better control of the lights. This project should be completed before summer 2014.

Due to unexpected delays last year, the new restrooms will finally be located in City Bark at City Park Dog Park sometime in the first half of 2014.

The Department continues to focus on building and enhancing partnerships and sponsorship opportunities with other corporate, regional, and local businesses and organizations, and it continues to implement the existing program offerings with a high standard of quality while remaining at or under its current funding level.

Challenges: The primary challenges experienced by the Parks and Recreation Department are similar to that of other City departments, which include very limited financial resources to adequately provide programs and services to the community. Major infrastructure failures began in 2011 and have continued into 2013. This trend is expected to continue into the foreseeable future until major renovations are funded and completed. Major infrastructure items of concern include failing irrigation systems, playgrounds, trails, sidewalks, lighting, parking, and water quality aeration in lakes. Limited capital project funding has been budgeted for 2014 to help address some of these issues.

From a human resource perspective, the Department hires more temporary and part-time staff than all other departments combined. This leads to challenges related to recruiting, hiring, training, and managing qualified and dedicated employees to keep programs and facilities operational to the high standards that are expected.

Operating budgets for the seven divisions within the Department are at levels where current services being provided, as well as fees, need to be re-evaluated in order to fully utilize funding to its maximum. Some programs have already been reduced or eliminated for 2014.

Utility costs for the Golf Course Enterprise, and specifically Walking Stick Golf Course, continue to be a major challenge. The average utility expense in the past four years has been approximately \$264,000, while during the same period the average utility expenses at Elmwood Golf Course were approximately \$74,000.

A final ongoing challenge is the lack of a sufficient number of quality facilities for hosting park and recreation programs throughout the community. This creates a high demand for facilities, a correspondingly high volume of maintenance, difficulty managing programs and services, and challenges recruiting regional tournaments and special programs.

PLANNING & COMMUNITY DEVELOPMENT

Mission/Function: The Planning & Community Development Department'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 for decisions on land use development proposals; provide planning and technical support for transportation related projects for the Pueblo Area Council of Governments (PACOG); and to provide a leadership role on the design and implementation of community investment and other capital projects approved by City Council to meet the future needs of the community and improve neighborhoods.



Accomplishments: The Department coordinated the completion of the construction of several significant City projects, including the Renovation and Expansion of Memorial Hall, the Exterior Rehabilitation of City Hall and Memorial Hall, the 4th Street Bridge Monumental Art Project, Plaza Verde Park Trailhead, and Arkansas River Fishery Habitat, Phase 2.



The Planning staff is continuing to administer six major streetscape improvement projects started in 2013 that will continue into 2014 on Santa Fe Avenue at 1st Street and between 6th and 8th Streets, East 4th Street Streetscape Design Project, Grand Avenue Streetscape, Abriendo and Broadway Streetscape including the restoration of the Columbus Statue Monument, and the Northern Avenue Streetscape Phase 2. These projects are anticipated to be constructed in 2014 and 2015. In addition, planning and design work was initiated on other key City projects, including Fountain Creek River Initiative (Wheel Park, Plaza & Trail), Arkansas River Trail Phase 4, and the Drew Dix Park Master Plan.

Grant funding for the rehabilitation of the pre-function room in City Hall was awarded to the City in 2013. Work will continue in 2014 on the installation of the City Hall/Memorial Hall Exterior Lighting project.

Funding was received from the State of Colorado that allowed for the completion of the *Pueblo City Hall and Memorial Hall Historical Context Study* that detailed the construction and social history of the buildings and the *Goodnight Barn Structural Assessment Study* in 2013. Funding for two additional historic context studies covering the Eilers Neighborhood and Pueblo Downtown Structural Assessment Study were received in 2013 that will be completed in 2014 providing strategies and action plans for the preservation of Pueblo's unique and historic areas within the City.

The Planning staff completed the Downtown Streetscape Design Standards adopted by City Council and the Pueblo Urban Renewal Authority. The Zoning Enforcement staff administered 1,576 cases in 2013, and a total of 1,097 of those cases were successfully closed; 375 were heard in Pueblo Municipal Court. The Development Services staff completed several land use approvals, including the property for a new ROCLA railroad tie company, Pueblo County Emergency Services Center, and a subdivision in the Minnequa Industrial Park for a 54,000 s.f. FedEx distribution center. East Side Library and Pewag Traction Chain in Minnequa Industrial Park were both approved in 2013.

Planning Staff coordinated the sale of the "Old Police Building," located at 140 Central Main Street, to a local development firm. A redevelopment proposal was approved by the Planning and Zoning Commission, and work is underway for a craft brewery and other commercial enterprises within the old municipal structure. Planning staff also facilitated the sale of the 100 year-old stairway that connected Union Avenue to Midway Avenue to the adjacent property owner. The owner is currently redeveloping the stairway with artistic expression.



Grant awards totaling \$1,448,349 were received for twelve projects, including the Arkansas River Fishery Habitat, Phase 2, David & Lucille Packard Foundation, and the Gates Family Foundation related to the Memorial Hall pre-function area, East 4th Street Streetscape Design (between Erie and Hudson Avenues), Eilers Community Built Survey, Goodnight Barn Structural

Assessment, Downtown Historic Structure Assessment, Kaiser Permanente Walk and Wheel Project, Pueblo Plug-in to Nature Study, DOLA Pueblo Downtown Tourism Improvement Study, Central Framework Creative Corridor Master Plan, and the Arkansas River Trail Phase 4.

The Urban Transportation Planning Division working under a sub-delegation agreement with the Pueblo Area Council of Governments completed several key activities that will lead to over \$100 million of funding for federal, state, and transportation projects in the Pueblo region. During 2013, the PACOG 2035 Long Range Transportation Plan was amended to reflect the full revenue projections and corresponding expenditure allocations to update the fiscally constrained provisions of the plan. Staff created and PACOG adopted the FFY 2014-2015 Unified Planning Work Program (UPWP) in compliance with Federal guidelines.



The City and PACOG entered into the 2014 Delegation Agreement contracting the City for performance and tasks as defined in the adopted FFY 2014-2015 UPWP. In cooperation with CDOT, staff completed two grant applications for the Responsible Acceleration of Maintenance and Partnerships (RAMP) Program for the I-25 and US 50 corridors. The I-25 (Ilex to 1st Street) project received \$22 million and the US-50 (Wills Blvd. to Purcell Blvd.) project received \$11.2 million in funding. The PACOG Board approved fourteen policy and seven administrative amendments to the Transportation Improvement Plan (TIP) prepared and submitted by the Urban Transportation Division in 2013.

2014 GOALS: The goals of the Department include substantial completion of the City Hall Renovation and the Memorial Hall Exterior Renovation projects, finalizing the design and starting construction on the Fountain Creek River Initiatives Project, partnering on the implementation of the Regional Tourism “Pueblo Professional Bull Riders University and Heritage of Heroes Project,” continuing efforts to improve the Historic Eastside neighborhood, with focus placed on commercial redevelopment, and



completing the Arkansas River Habitat Restoration Project Phase 2 (between the Nature Center and Lake Pueblo).

The Planning staff will also complete an update to the 2002 Comprehensive Plan in the form of an Addendum of the Factual Foundation and Land Use Sections. The Comprehensive Plan Addendum will provide an updated Future Land Use Map, 2010 census data, and 2040 population, housing, and employment projections. Several streetscape projects, including the Santa Fe Avenue Streetscape Project between 6th and 8th Streets and at the intersection of 1st and Santa Fe, as well as the 4th Street Bridge Public Art Project, will be completed in 2014. Staff will continue to provide ongoing enforcement of City's Title 17 Land Use Regulations and partner with the Code Compliance Unit of the Police Department to enforce the International Property Maintenance Code. Staff will also continue to be responsive to zoning code complaints and focus on improving customer service relating to the development review processes, ensuring timeliness, consistency, efficiency, and predictability of land use applications.

Challenges: Code Enforcement staff has been absorbed by the Police Department Code Compliance Unit and two planning positions are currently vacant. Because of this, the Department intends to focus primarily on high priority projects as determined by City Council and the City Manager during 2014. Administrative staffing for the Pueblo Area Council of Governments Metropolitan Planning Organization will continue to be provided by existing staff from the Planning and Community Development Department with assistance from the City Transportation Department and the Pueblo County Transportation Division. The recent reduction of three part-time staff members will provide an additional challenge in sustaining the pre-2014 Department activities. Current land use cases, customer service, and interdepartmental and intergovernmental cooperation on projects will remain a top priority.

For a complete list of projects, please refer to Appendix C.

POLICE DEPARTMENT

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.

Accomplishments: The Department continued to integrate the philosophy of Community Policing as part of its fundamental delivery of police services. Community policing is defined as “a collaborative effort between the police and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to these problems” (reference: Community Policing Consortium 1994). In community policing – in contrast to traditional policing – the public’s involvement is viewed as a “co-producer” of community safety and wellness. The goals of community policing are to reduce fear crime and disorder, promote citizens’ quality of life in communities, reduce fear of crime, and improve police-citizen relations. These goals are achieved through three essential efforts: Community engagement, problem solving, and organizational transformation.

The Patrol Division and the officers who work in patrol are the most recognized agents of the City of Pueblo and the Pueblo Police Department. They are the uniformed personnel that respond to initial reports of crime and perform the initial investigations that set the tone for success of a case. The officers respond to a myriad of issues that include order maintenance and community service efforts, crime and disturbance reports, traffic accidents, and runaways. When a citizen needs help with almost any issue, it is the Police Department they call and the uniformed patrol officer that responds.



On January 1, 2013, the Department adopted a new policy manual. This manual replaced one that had been in place for several years and was in need of being updated. These policies are grounded in recognized best practices and in current law. Lexipol, LLC, a risk management company, is the Department’s partner in this undertaking. Lexipol provides twice annual

policy updates, as well as emergency updates when needed. On March 1, 2013, the Department also initiated daily training bulletins, which are scenario based training exercises designed to provide officers with relevant training on high liability areas of law enforcement.

The mission of the Training Section is to provide and facilitate training opportunities for all employees of the Pueblo Police Department. In 2013, the Training Academy provided or oversaw a total of 19,659 hours of training to the men and women of this organization.

On March 4, 2013, the Department began a Police Academy with ten recruit officers plus two guest recruits from other agencies. Eight of the recruits completed the rigors of the Academy and were welcomed as new police officers.

The Volunteers Assisting Pueblo Police (VAPP) was able to maintain approximately 35 volunteers throughout 2013. They donated a total of 4,262 hours at a value of over \$95,000. Volunteers issued over \$22,000 worth of handicap parking violations and allowed the Department to accomplish tasks that otherwise would not have been possible.

Sergeant Eric Gonzales was designated as the first full-time Public Information Officer for the PPD. He is responsible for coordinating high profile crimes and is the liaison for contacts with the professional news media. By



making use of social media, Sgt. Gonzales has implemented a sound and dependable system that ensures all media outlets have equal access to information released by the Department. In addition to simply releasing information on specific criminal events, he also uses social media to post safety tips, solicit identification of suspects, warn the public of scams, notify the public of road closures, etc. More importantly, his presence on social media (Facebook, Twitter, and YouTube) has opened the lines of communication with individual citizens who can post their questions, comments, or concerns.

The Communications Center processed 346,923 telephone calls (a 2.54% increase over 2012), and they generated 137,669 calls for service (a 5.81% increase over 2012). Of those calls, 116,480 were police related calls (an increase of 5.5% over 2012), 18,628 were fire/rescue calls, 1,538 were animal control calls, and 1,023 were calls that involved responses outside the City. These calls included 84,830 9-1-1 calls. The Department documented 25,324 case reports during 2013.

The Communications Center initiated “Differential Response” call screening during 2013, which focuses on offering alternate means of reporting for lower priority calls so that officers remain available to handle calls of a more critical nature. To ensure consistency and provide guidance to the dispatchers, Standard Operating Procedures (SOPs) were built into the Computer Aided Dispatch system for the call types that qualified for a differential report. This has been a cultural shift for the Communications Center, the Department, and the citizens of Pueblo; however, it has also proven to be an effective program with citizens

opting to make thousands of police reports via the online Police to Citizen (P2C) Portal through police support technicians, clerk typists, or with Complaint Desk personnel.

The Records Section became one of the units most affected by “Differential Response.” In 2013, Records Section personnel completed 2,740 low level police reports so that officers could remain available to handle calls of a more critical nature. That number of reports amounted to 11% of all police reports generated in 2013. This section also processed 882 police reports (106% increase over 2012) made by citizens utilizing the online P2C tool.

Homeless Liaison officers were designated to work with such organizations as Posada, the City-County Health Department, and the Parks and Recreation Department in an effort to reach out to the homeless population on a weekly basis.

The Traffic Section did an exceptional job during 2013 while being down almost 25% in manpower. There were 3,618 traffic accidents in 2013 (a 7% decrease



compared to 2012); and there were 6 fatal accidents (a 64% decrease compared to 2012). Alcohol was a factor in all of the fatal accidents. There were 717 hit and run accidents (an 18% decrease compared to 2012). A total of 432 DUI arrests were made (a 15% decrease compared to 2012) by the Department - of those, the Traffic Section made 265 arrests (61%).

An ongoing monthly meeting was instituted with the Loss Prevention Association to discuss collaborative efforts in dealing with theft and shoplift crimes in particular. This meeting has served as a vital tool in identifying serial shoplifters and helping retailers focus their resources on commonly stolen items. These efforts also brought the Department into closer collaboration with the Municipal Court and the District Attorney’s Office.

Three Department personnel were sent to Data Driven Approaches to Crime and Traffic Safety (DDACTS) training in Colorado Springs. As a result of that training, three years worth of crime and traffic data were compiled and the Department selected a hot spot of activity at Northern and Prairie Avenues as the initial target area. The plan is to utilize officers and civilian personnel who are taken off call for service responsibilities and placed in this area to specifically address crime and traffic concerns. The intent is to lower the crime impacts to businesses and citizens alike.

The Department obtained approval for the lease of 60 state-of-the-art laptop computers, which were all placed in patrol vehicles. These laptops provide the capability to monitor the location of patrol vehicles through an Automated Vehicle Locator (AVL) system. This will be the first steps in being able to provide “Proximity Dispatching” (dispatching based on location) for the most serious calls for service.

Six Automated External Defibrillators (AEDs) were placed into supervisory vehicles in the field. These devices provide the capability of saving a life for a person experiencing a heart attack or a life threatening heart arrhythmia.

The Department conducted a Spanish Academy for members of the Hispanic community. This is an ongoing attempt to engage Hispanics in the community and to provide them with insights about the operation of the Department.

The Department instituted eight customer service training sessions for all personnel. The class content was established in collaboration with Pueblo Community College. PCC provided the instructors for the course. This completed the second year where customer service training was mandated for all PD personnel.

On May 1, 2013, a total of 17 Police Explorer Cadets graduated from a six week Explorer Academy that was designed for young people between the ages of 14 and 20 who have an affinity for the law enforcement profession. The Explorer Post #108 carries the badge number of Pueblo Police Officer Nick Heine, who died in the line of duty on June 21, 2008.



During the summer of 2013, the Department participated in a four month series of meetings with the “Stakeholders Group,” composed of many community organizations, in order to update the 2006 Stakeholders Agreement. A new 2013 Stakeholders Agreement was agreed upon and signed by all participating agencies. Part of that process was a proposed mediation program that would be offered to Department personnel as part of the internal disciplinary process.

In 2013, the Department responded to 116,480 calls for service, and the Internal Affairs Section investigated a total of 89 complaints. Of those 89 complaints, 38 were generated by citizens, while 51 were generated by members of the Department. The total number of complaints filed against police officers amounted to .0008% of the total calls for service. Of the 89 complaints, 49 were

sustained, 2 were not sustained, 9 were exonerated, and 8 were unfounded. One complaint was withdrawn by the complainant, and 20 cases remained open as of the close of 2013.

The Code Compliance Unit (formerly Code Enforcement) was very busy throughout the year. They conducted 12,907 follow-up inspections and issued 251 summonses and 292 parking citations. They registered an 80% voluntary compliance rate, while abating 312 properties. They also removed 959 tons of waste from properties (1,918,000 pounds).

The Department held its second annual day-long supervisory staff retreat in March 2013. The day included a half-day presentation by Lieutenant Kevin Dillon (Ret.), a 25 year law enforcement veteran from the State of Connecticut. The keynote presentation was entitled *Law Enforcement Active Diffusion Strategies (LEADS)*, which dealt with communication strategies in crisis situations. This training was attended by all command staff, sworn supervisors, civilian supervisors, and representatives of the IBPO and PAGE Unions. The second half of the day involved group exercises designed to elicit ideas from the Leadership Team dealing with problem identification and resolution strategies.



School Resource Officers (SROs) are responsible for safety and law enforcement at 29 schools in Pueblo. There is one SRO assigned to each of the four high schools and six middle schools in Pueblo City Schools. SROs handle the law enforcement needs at each school and are required to investigate the cases they generate to a successful completion. During the 2012-2013 school year, SROs handled over 4,100 investigations and were involved in over 2,600 conflict resolution situations. They also issued 640 citations during the school year.

The Registered Sex Offender Unit is responsible for managing the files for approximately 500 registered sex offenders (RSOs) in the City of Pueblo and uploading the information to the Colorado Bureau of Investigation. The detective investigates RSOs that are out of compliance, conducts address verifications, deals with any other issues regarding RSOs, conducts all community notifications and press releases regarding Sexually Violent Predators (SVPs), and works closely with Parole and Probation in monitoring them. During 2013, 45 criminal cases were worked against sex offenders; 455 address verifications were

conducted; 10 Sexually Violent Predator Community Notifications were made, and 39 warrants were issued for sex offenders.

The Narcotics Section aggressively pursues investigations with an emphasis on targeting those responsible for supplying and distributing illicit drugs to the community. The Section also investigates prostitution and Vice related crimes. As of the close of 2013, the Section had initiated or completed approximately 300 investigations involving narcotics or vice related cases. Those investigations resulted in 92 arrests, 80 search warrants obtained and served, and 11 cases referred to the Liquor Board for review of liquor violations, and the Unit processed narcotics evidence in over 400 local cases (including patrol cases) with an estimated street value of well over \$2 million.

2014 GOALS: The Department has numerous goals for 2014, including:

- Make application to the Commission on Accreditation for Law Enforcement Agencies (CALEA). This is the national gold standard of accreditation in policing
- Further embed the philosophy of community policing and problem oriented policing into the organization
- Increase the use of bicycle and foot patrols
- Generate an emphasis on report writing and accident investigation documentation
- Continue with the practice of conducting departmental audits
- Continue to expand the social media outreach of the Community Services Division
- Utilize the capability of the Automated Vehicle Locator systems to institute the process of “Proximity Dispatching” for critical calls for service
- Create online community policing portals to increase interaction with the community
- Finalize the implementation of the Lexipol policy manual
- Consolidate the combination of the City code enforcement efforts under a new Code Compliance Unit



- Continue the implementation of new SUVs into the patrol fleet, and continue the repainting of existing patrol fleet into the black and white design
- Conduct a Family Academy, Citizens Academy, Spanish Academy, and Explorer Academy within the Training Division
- Continue to support the Law Enforcement Explorer Program in cooperation with the Boy Scouts of America
- Maintain full staffing in the Communications Center
- Continue the practice of using transcription services for the Investigations Bureau, Internal Affairs, and Patrol Division
- Conduct “Active Shooter” training in conjunction with School District 60
- Conduct an annual off-site staff retreat, and host an annual awards ceremony for citizens and Department personnel

Challenges: The budget remains a primary concern. The Department received a 7% reduction in its operating budget in 2013, which includes an overtime budget that is 50% of what is required (a \$500,000 deficit), zero capital funds budgeted to accommodate for the \$70,000 annual payment required for the MDT replacement project, and rising fuel, utility, and incarceration costs.

Manpower is also a concern. As of the date of this publication, there are 15 sworn position vacancies, 14 of which are unfunded, and six civilian position vacancies, 5 of which remain unfunded.

The Department would benefit from a vehicle replacement policy. An aging fleet creates challenges. Marked and unmarked vehicles should be rotated out of service and replaced due to age/mileage. Fifty percent of the marked fleet has more than 100,000 miles, and there are no extra vehicles that can be utilized when either marked or unmarked vehicles break down.

The decision to stop taking four-hour holds by the Pueblo County Sheriff’s Office has necessitated the use of the Police Department’s holding cells. This will be a new practice that will entail many new procedures, including maintaining a secure and sterile environment, locking up weapons, visually checking on detainees, etc.

Federal funding is becoming an issue as well. There are shrinking federal forfeiture funds and possibly a significant reduction or elimination of Justice Assistance Grant (JAG) funding.



PUBLIC WORKS (BUREAU OF)

Mission/Function: The Bureau's mission is to enhance quality of life for the Pueblo community by providing safe, compliant, and efficient public infrastructure solutions. This includes maintenance and protection of streets and asphalt, City buildings, storm sewers, public rights-of-way, transportation systems, road connectivity, intersection design, pedestrian and bicycle transportation systems, and design and construction standards implementation.



The mission of the Stormwater Utility (within the Bureau) 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 provide new infrastructure to reduce flooding problems and insure development practices recognize stormwater as an asset in a semi-arid environment.

Accomplishments: Public Works resurfaced 10.2 lane miles of roadway and slurry sealed 7.4 lane miles of roadway. The Department completed the construction of 15 projects valued at approximately \$6,002,544. The Department and the A.D.A Committee continue to meet monthly to address concerns and create solutions for issues that the citizens of Pueblo have regarding persons with disabilities, and the committee is working with local hospitals to improve communications with deaf individuals. The Department also held a successful public outreach program at Carlile Elementary School. Members of the

Department brought equipment to the school and introduced themselves, their jobs, and their equipment to all of the students grades K-6.



Two of the five street sweepers have been replaced in the last six months. This will greatly improve the efficiency and effectiveness in keeping the streets of Pueblo cleaner. In addition, a new crack seal machine is

on order. Crack sealing is the primary pavement preservation program each year, and in 2013, the Streets Division staff crack sealed 72 linear miles of roadway.

2014 GOALS: The Dillon Drive Flyover Project will be advertised late spring and go to construction this summer. This project has been recognized as a major long range transportation goal through PACOG for several years and ultimately is an initial project that will provide relief to the heavily traveled US 50 corridor. The West 11th Street Bridge project over Wildhorse Dry Creek will go to construction in early winter; this bridge is a key structure in the West Pueblo Connector that has been identified in the PACOG long range transportation plan.

In addition to resurfacing and slurry seal, Public Works plans to chip seal at least one roadway this year. This is another inexpensive tool to preserve and prolong the life of roadways.

The Department has been hosting a public outreach program at an elementary school during Public Works Week for the past four years, and 2014's program will be hosted at Morton Elementary School the week of May 19th. This has been an excellent way to demonstrate to the elementary students what the Public Works Department does for the City. It also highlights future career opportunities in the field of public works.

The Stormwater Department is currently working with a consultant to design an embankment repair on Fountain Creek. This particular area was damaged during the high flows on Fountain Creek last September, and the project will go to construction this summer. The detention basin located at the end of West 23rd Street will go to construction this summer as well. This is the primary detention basin that will provide additional flood protection in the drainage basin that contributes flows to Peppersauce Bottoms. Over the next four years, three to four more of these ponds will be installed to significantly control flows and reduce flooding in this drainage basin.

For a complete list of projects, please refer to Appendix A.



Challenges: Public Works must find a way to utilize depreciated equipment and perform duties with fewer employees. Each division of the Public Works Department is understaffed due to retirements, promotions, or resignations. The Streets Division did not receive funding for any part-time or seasonal employees in 2014, which further decreases this Division's productivity. Another great

concern is that Public Works does not have adequate funding for demolitions, and the list of properties that need to be demolished increases monthly. The solution will take a great deal of committed funding for an extended period of time.

PUEBLO TRANSIT

Mission/Function: Pueblo Transit is a privately owned nonprofit corporation owned by the City of Pueblo. Its mission is to provide safe, reliable, and timely fixed route transit service in a courteous and professional manner to the citizens of Pueblo and to provide paratransit transportation to disabled riders who are unable to use the regular transit system. With a fleet of 33 vehicles, 23 heavy-duty coaches, and 10 paratransit vans and transporting almost one million passengers annually, Pueblo Transit is responsible for providing service on 14 fixed routes and a mirrored paratransit system. Pueblo Transit operates in a 38.6 square mile area of Pueblo city limits, plus one rural route that extends outside the City limits into the Salt Creek area. The Transit Center, which serves as the hub of the fixed route service, is strategically located to increase destination alternatives. It is a multi-modal transit facility gathering many modes of transportation together such as Greyhound, Americanos, Prestige, and the Chafee Shuttle.

Accomplishments: In 2013, the Global Positioning System and Automated Vehicle Locator (GPS/AVL) and automated enunciator systems were fully operational in 15 buses in the fleet. The program to encourage advertising on buses and bus stop benches was a success with the realization of an almost 33% increase in advertising revenues. Unfortunately, ridership decreased by 9%, which is attributed to the elimination of the summer Kids Ride Free program. Due to a slight increase in fares in 2012, fare box revenue decreased less than \$1,500 for the year. In October 2013, three routes, the Highway 50 West, Red Creek, and Bessemer, were revised to ensure timely, reliable service.



In December 2013, Transit began to offer online pass sales in addition to selling passes at the Transit Center. Despite the loss of six employees, Pueblo Transit completed FY 2013 within budget.



2014 GOALS: By the end of 2014, all buses in Transit's fleet will have the GPS/AVL and automated enunciator systems, as well as video/audio security surveillance systems, and the surveillance system at the Transit Center and in the bus compound will be replaced. Capital funds will also be used to purchase two paratransit vans to replace vans that have

exceeded their usable life. In an effort to regain lost ridership, the Kids Ride Free program will also be re-implemented. This will allow kids ages 7-18 to ride all transit routes free of charge from June 1 to August 31, 2014. To increase revenue from online pass sales, this program will be actively marketed to passengers.

By extending the hours of operation for the Greyhound ticket counter, increased revenue from ticket sale commissions is anticipated. Two local vendors have entered into contracts to provide filters and batteries which will help reduce maintenance costs.

Challenges: Maintaining full staff levels in the operations department has been a challenge for the past five years due to the aging workforce at Pueblo Transit. In the first few months of 2014, Pueblo Transit has already hired four bus operators and a customer service representative to fill vacant positions.

PURCHASING DEPARTMENT

Accomplishments: The Purchasing Department recognizes and embraces its responsibility to provide the City of Pueblo with the highest level of support in procuring all goods and services for City departments in accordance with the most current federal, state, and local statutes and regulations.

Utilizing only two full-time and four part-time employees, the Purchasing Department's key role is to administer and provide oversight for the pre-award and post-award processes for all procurement services. The responsibilities of the Department consist of procurement of



goods and contracting services, maintaining a centralized warehouse, providing in-house printing services, managing the interdepartmental courier service, and inventory/disposal of citywide surplus inventory.

Following are just a few of the Department's 2013 accomplishments:

- Reviewed and updated various processes in order to better utilize the time, money, and resources spent within the Department.
- Continued to reduce the amount of accumulated surplus property through third-party auction services and via various recycling methods. This generated income, saved storage costs, and reduced the amount of recyclable materials that end up in the landfill.
- Centralized the management of the janitorial contract, thus expediting the resolution of department janitorial issues.
- Assisted departments in better utilizing cooperative agreements through national organizations.
- Created a new comprehensive vendor guide, *How to Do Business with the City*.
- Started utilizing primarily email as the form of correspondence with vendors for notifications throughout all phases of the bid process, thus saving on time, fax, and mailing costs.
- The Purchasing/Contracts Coordinator obtained her certification as a Certified Professional Public Buyer, which is recognized throughout the public procurement profession and demonstrates an individual's comprehensive knowledge of public procurement. To date, there are only 9,574 purchasing professionals who have obtained this certification globally through the Universal Public Procurement Certification Council (UPPCC).
- Completed 93 formal projects for well over \$10.7 million in expenditures and 140 informal projects, all of which resulted in some form of contract or purchase order.
- Generated approximately 5,800 purchase orders.



2014 GOALS: The Purchasing Department is committed to carrying out the following ongoing objectives to meet the City’s procurement needs for goods and services with optimal quality and price in a timely manner:

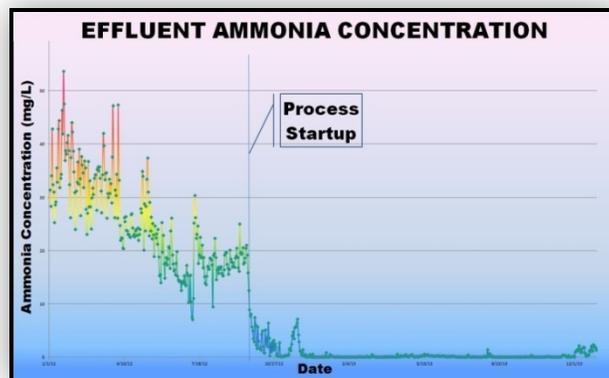
- Effective use of resources: Encourage employees to obtain a strong understanding of the guiding principles of public procurement; strive to establish strong customer service skills within the Department and to promote a friendly work environment through teamwork, respect, integrity, and honest communication.
- Create a culture of innovation: Seek to maximize the purchasing power of public funds through the use of cooperative agreements and high volume purchases; maintain excellent vendor relations to promote the City’s reputation for promoting fair and open competition.
- Creative use of technology: Training for July 1, 2014, go-live conversion of new ERP system. The staff also endeavors to seek continuous professional improvement through ongoing training, education, and skill enhancement. The Department provides open access via its website and the use of a third-party bid system to provide competitive opportunities for contractors and suppliers and timely access to procurement policies, procedures, and records.

Challenges: The Department’s biggest challenge for 2014 will be to provide the most efficient and effective services possible with a minimal staff while training for the new ERP system. Continuing to provide maximum quality services in a timely manner and balance staff time with project needs, while assisting with the system conversion, will be exigent.

WASTEWATER

Mission/Function:

The Wastewater Department is an enterprise with the mission of collecting and reclaiming wastewater in a manner that is protective of public health and the environment. This is done 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.



Accomplishments: Water Reclamation Facility infrastructure improvements in 2013 included:

- Implemented the modified Ludzack-Ettinger activated sludge treatment process allowing for essentially complete nitrification of the effluent with partial denitrification and partial biological phosphorus removal
- Removed bulk chemical storage of gaseous chlorine and sulfur dioxide, used for disinfection prior to the UV disinfection process
- Completed 3,460 safe work hours without a lost-time accident
- Trained operators in performing analyses for nutrients
- Completed a major rebuild of the 25-year-old biosolids centrifuges

Sanitary sewer infrastructure improvements in 2013 included:

- Identified via TV inspection and repaired 15 failed sanitary sewer mains ranging from 8 to 12 inches in diameter
- Contracted with a commercial pipe maintenance firm to remove accumulated sludge and debris from 29,838 linear feet (5.7 miles) of large sanitary sewer mains greater than 15 inches in diameter, too large for the Wastewater Department's equipment to maintain effectively
- Completed more than \$1.8 million in sanitary sewer main rehabilitation to maintain sanitary sewer service and ensure efficient operation
- Connected the Mineral Palace Park swimming pool backwash system into a renovated sanitary sewer main to prevent discharge of swimming pool filter backwash to surface waters



Regulatory initiatives addressed in 2013 included:

- Secured a grant in the amount of \$1,080,000 for construction of additional treatment units to ensure compliance with Water Quality Regulation #85 for nutrients
- Participated in ten water quality regulation work groups with the Colorado Department of Public Health and Environment
- Performed environmental monitoring in Segment 1a of the Lower Arkansas River to document attainment of designated uses according to the Colorado Department of Health and Environment's Multi-Metric Index
- Participated in development of Colorado's Discharger-Specific Variance process
- Participated as a water quality technical expert on the Fountain Creek Watershed District Technical Advisory Committee and on the

Environmental Policy Advisory Committee of the Pueblo Area Council of Governments

- Performed a review of wastewater rates in accordance with the requirements of contractual loan agreements and the Municipal Code to assure an adequate revenue stream to support Wastewater Department operations



Contractors perform river sampling to collect data used in the Multi-Metric Index

2014 GOALS: The Wastewater Department will continue to optimize and stabilize its biological nutrient removal process in 2014. A backup disinfection system utilizing solid chlorine and a liquid dechlorinating agent will be installed for use in the event of a failure of the UV disinfection system. The Department will utilize the State Nutrient Grant to finance the design of a fermenter to enhance the performance of biological nutrient removal and the design of a chemical feed system to aid in phosphorus removal. The Nutrient Grant will also fund pilot plant testing of filtration technology to attain compliance with long-range phosphorus limits. The ongoing task of performing maintenance, inspection, and repair work on the sanitary sewer collection system will continue. The Department will work with the Colorado Water Quality Control Division to renew the discharge permit, to develop Discharger Specific Variance guidance that will be adopted by the Colorado Water Quality Control Commission, and to prepare for a December 2014 rulemaking hearing to secure a discharger-specific variance for selenium and sulfate by June 2016.

Challenges: Responding to regulatory initiatives requiring a higher level of planning and maintenance remains a significant challenge. Retraining the staff on the new treatment process, reorganizing to accommodate different activities required by the new process, and succession planning to conserve institutional knowledge as the aging workforce retires continue to present staffing challenges.

SPECIAL PROJECTS

Memorial Hall Renovation Project

Memorial Hall Renovation - The renovation and expansion of Memorial Hall was designed to achieve several primary goals, including life safety and code compliance, expansion of its programmatic range, audience comfort and service, acoustical improvements, and historic restoration. With the completion of the project, Memorial Hall can once again assume its historic role as the anchor venue for cultural and community assemblies in Pueblo and Southern Colorado.



Update Summary - The renovation project started on June 11, 2012. HW Houston was the General Contractor awarded the contract in the amount of \$6,925,000. The project included the renovation of the existing hall and construction of the building addition, loading docks, and the utility enclosure. The project architect was Semple Brown Design, a Denver company. The City's Project Manager was Bill Zwick from the Department of Planning and Community Development. It is important to mention that City Hall and Memorial Hall are different projects and are funded separately.

The Memorial Hall Stakeholders Committee raised additional funds in the amount of \$366,500 for items such as acoustical windows, exterior lighting, decorative site furnishings, colored concrete patrons plaza, and historic interior lighting restoration and accent lighting.

A Grand Re-opening Event was held on July 10, 2013. Global Spectrum Company was hired by the City to operate and schedule performances for the

Hall. According to global Spectrum General Manager Brian Hoffman, 36 event days were held and over 15,000 tickets were sold.

Memorial Hall History and Significance – In 1915, a bond issue of \$300,000 was approved by a vote of the citizens for the construction of the Pueblo City Hall and Auditorium. Memorial Hall was originally designed in conjunction with City Hall between 1916 and 1919 by Pueblo architect William W. Stickney and New York architect Godley and Haskell. Contractor C.S. Lambie constructed the buildings, which were dedicated on September 25, 1919, by President Woodrow Wilson. Memorial Hall is a rare and beautiful example of late 19th Century and early 20th Century auditorium design. It is one of the few representative structures of this period and type in the state of Colorado.

Memorial Hall is notable for a number of singular performance events. It hosted President Woodrow Wilson’s final public address shortly before its official opening. Rafael Cavallo was the first symphony orchestra conductor at Memorial Auditorium, and John Phillip Sousa was the first band concert performance. Great performers such as Carol Burnett, Sid Caesar, Imogene Coca, David Copperfield, Dorothy Lamour, Martin Landau, Mel Torme, Dan Rowan, Paul Harvey, Kenny Rogers, Lily Tomlin, Michael Martin Murphey, Ferrante & Teischer, and Bob Newhart, to name a few, have performed at Memorial Hall. It is notable for the broad variety of performances it has provided for the regional community and has served as the anchor of the regional cultural community for more than nine decades.

There are many architecturally significant features in the auditorium. The proscenium is comprised of intricately detailed plaster ornament and includes two level side boxes and grillage housing the historic 1919 Austin Orchestral Pipe Organ. The pipe organ features between 4,000 and 5,000 pipes varying in size from a few inches to 32 feet in length, represents sixty-two different instruments, and is operational and played regularly. The organ is the third largest of its kind in the United States.



City Hall Renovation Project



In June 2010, the basement of City Hall was damaged due to failure of the interior storm drain system following a heavy hail and rainstorm. The storm water exacerbated the mold and mildew already present in the walls in the basement, and as a result of the damage, offices were relocated to other facilities. Fortunately, the design work was already underway to renovate the entire building. Funding for the project has come from several sources.

Phase 1. Phase 1 was completed in August 2013. It included a complete gutting of the entire building interior, including removal of the basement concrete slab, asbestos abatement, all new building systems (electrical, water

supply, plumbing, DWV, HVAC, data and communication cabling, etc.), emergency generator, new ADA elevator with additional stops at the south entrance level and the new City Clerk's storage mezzanine, bathrooms (men's and women's) on all three floors (first, second, and third), a new fire suppression/alarm system, the restoration of the Grand Stairway and Lobby spaces, and the construction of new Council Chambers on the north half of the Third Floor. Also included was the removal and replacement of the exterior hardscaping and the exterior waterproofing and building perimeter drain system. The City Council was able to hold their first meeting in new Council Chambers on August 26, 2013.

Phase 1-A. The interior finish of the south half of the Third Floor for the City Law Department offices was completed in fall 2013, and the Law Department is now fully occupying the space.

Phase 2. The Architect is currently working on the contract documents for Phase 2, which will be competitively bid separately from Phase 1 or 1-A. This Phase will include all of the remaining offices in City Hall, including Finance Department, Sales Tax/Auditors Operations, City Clerk's Office, City Administration, and the pre-function space for Memorial Hall.

The Planning Department has actively applied for grants to fund the remaining \$1.2 million project. They were able to secure \$50,000 from the Packard

Foundation and \$50,000 from the Boettcher Foundation. In early April 2014, the Department of Local Affairs (DOLA) awarded \$600,000 for the project, so once this funding is secured, Phase 2 will start construction in summer 2014. The project should be completed in winter 2014.



MOVING FORWARD



Strategic Plan

City Administration is committed to achieving its established 2014 goals, which are to protect core services and priorities of the City government; introduce innovations to deliver City services in the most efficient and effective manner; support community growth strategies by reviewing current regulations and advancing the stakeholders process; support economic vitality by attracting and retaining small business opportunities; and advance transportation needs of Interstate 25 throughout the City.

In addition to the above goals, Administration, working with the City Council, has identified five key areas of focus for 2014. They are:

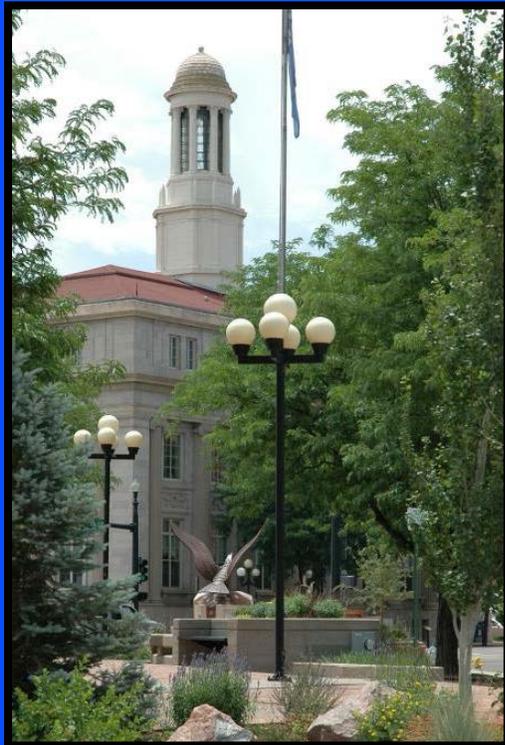
- Stronger Neighborhoods
- Cleaner City
- Innovative Government
- Growing Economy
- Safer Streets

Special attention will be paid to these focus areas throughout the year, and stakeholder groups will be established to work on issues or opportunities in each category.

Office of the City Manager

Sam Azad
City Manager

Jenny M. Eickelman
Interim Deputy City Manager



Address

**200 S. Main Street
Pueblo, CO 81003**

Phone

(719) 553-2655

Fax

(719) 553-2698

State of the City Brief 2014 was produced by the City of Pueblo Administration Office (April 2014). To view the complete budget for the City of Pueblo, please visit our website at www.pueblo.us. For questions or comments, please contact the City Manager's Office at the address or phone number above.

Sources

Some of the information that appears on Page 6, Pueblo at a Glance, was retrieved from:

Colorado Department of Local Affairs, State Demography Office:
<http://www.colorado.gov/cs/Satellite/DOLA-Main/CBON/1251593300013>

Colorado State University-Pueblo, and Pueblo Community College, Offices of Institutional Research

U.S. Bureau of the Census, American Community Survey, 1-Year Estimates, 2012.
<http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t>

Ibid.

U.S. Bureau of Labor Statistics: <http://www.bls.gov/data/>

U.S. Bureau of the Census, www.census.gov

Wikipedia article: Pueblo, Colorado:
http://en.wikipedia.org/wiki/Pueblo,_Colorado#Geography

City of Pueblo, Comprehensive Annual Financial Report, 2012, p. 168.
<http://www.pueblo.us/index.aspx?NID=178>

Wikipedia article: Pueblo, Colorado:
http://en.wikipedia.org/wiki/Pueblo,_Colorado#cite_note-HKO-24

climateZONE.com: <http://www.climate-zone.com/climate/united-states/colorado/pueblo/>

Pueblo Association of Realtors

City of Pueblo, Comprehensive Annual Financial Report, p. 152; Colorado Dept. of Revenue, Annual Report, 2013, p. 16; Sales-Tax.com, Pueblo, CO Sales Tax Rate:
<http://www.sale-tax.com/PuebloCO>

Pueblo County Assessor, Abstract of Assessment, 2013: http://www.co.pueblo.co.us/cgi-bin/webatrbroker.wsc/abstract_select.html

Pueblo Economic Development Corporation (PEDCo), Pueblo's Largest Employers, 2012:
<http://www.pedco.org/Portals/156464/docs/Largest%20Employers%2012'%20for%20web.pdf>

Special thanks to Department Directors and other City personnel for providing information, photos, and materials to complete this report.



APPENDICES



APPENDIX A

2013 Public Works Projects

Project #	Project Name	Bid Open Date	Awarded Bidder	Project Status	Contract Amount*
13-009	Elmwood Golf Course Concrete Cart Paths	2/6/2013	DRX Enterprises	Completed	\$29,750.00
14-007	Dillon Drive/I-25 Interchange Construction Engineering Mgmt. Services	3/19/2013	SHE	Ongoing	\$3,102,540.20
13-018	Design & Engineering Services for the Fountain Creek Wheel Park Design	2/20/2013	Design Concepts	Ongoing	\$300,896.00
13-023	Plaza Verde Park Recreational Trail	3/6/2013	Fedco, Inc.	Completed	\$126,706.46
13-038	FY2013-2014 Annual Fire Systems Inspection	5/28/2013	Cintas Fire Protection	Ongoing	\$24,000.00
13-047	Pueblo Blvd Asphalt Trail Replacement	4/24/2013	Doug Vaughn, LLC	Ongoing	\$75,410.49
13-059	FY2013 Asphalt Street Resurfacing - Overlay	6/26/2013	Martin Marietta Materials, Inc.	Completed	\$207,603.67
13-060	FY2013 Asphalt Street Resurfacing - Slurry Seal	6/26/2013	A-1 Chipseal Company	Completed	\$154,912.57
13-068	2013 Colorado State Hwy #45 (Pueblo Blvd) Roadway Improvements	9/18/2103	Fedco, Inc.	Completed	\$216,180.87
13-073	PMAIP Railroad Spur Renovation & Maintenance Contract	8/27/2013	Railroad Specialties, Inc.	Completed	\$221,059.96
13-076	City Park Dog Park Restroom - Concrete Construction	9/18/2013	Fedco, Inc.	Ongoing	\$30,664.79
13-078	ADA Curb Ramps & Curb & Gutter Repair	9/12/2013	Doug Vaughn, LLC	Completed	\$92,579.14
13-080	Greenhorn Drive Roadway Improvements	10/2/2013	Kirkland Construction	Ongoing	\$1,161,853.90
13-084	Dillon/I-25 Interchange Materials Testing and Inspection	10/29/2103	Terracon Consultants, Inc.	Completed	\$110,000.00
13-089	Sidewalk and ADA Curb Ramps - Bessemer Neighborhood	11/27/2013	Doug Vaughn, LLC	Completed	\$148,386.60

TOTAL \$6,002,544.65

***NOTE:**

**Contract amount shown for completed projects is the final contract amount.
Contract amount shown for ongoing projects is the current contract amount which could change if contract change orders are issued.**

APPENDIX B

SIX YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) WORKSHEET									
Airport Name	Pueblo Memorial Airport								
Airport Manager	Mark Lovin					CIP Update 2014			
Airport Sponsor	City of Pueblo					Airport Engineer/ Consultant: S.E.H			
Address	31201 Bryan Circle, Pueblo, CO 81001					ADO Contact: Ron Niehoff			
Phone	719-553-2760		FAX:	719-553-2761					
Project Description	FAA Discretionary	FAA State Apportion.	PFC	FAA Entitlements	CDAG Funds	Local Match	Total	Project Cost Estimate	
YEAR - Historical Year 2014									
Rehab Txy D & Comm. Ramp Reno.	2,000,000.00	-	-	150,000.00	56,578.00	56,579.00	2,263,157.00		
Fuel Farm - Phase II	-	-	-	-	138,501.00	15,389.00	153,890.00		
AIP 31 Reimbursement	-	-	-	552,862.00	14,549.00	14,549.00	581,960.00		
AIP 33 Reimbursement	-	-	-	2,105,280.00	52,632.00	52,632.00	2,210,544.00		
Total - Year 2014	2,000,000.00	-	-	2,808,142.00	262,260.00	139,149.00	5,209,551.00		
Year - 2015									
Terminal Improvements	-	-	-	150,000.00	8,333.00	8,333.00	166,666.00		
Equipment	-	-	-	-	-	225,000.00	225,000.00		
Pavement Maintenance	-	-	-	-	391,667.00	43,519.00	435,186.00		
	-	-	-	-	-	-	-		
Total - Year 2015	-	-	-	150,000.00	400,000.00	276,852.00	826,852.00		
YEAR - 2016									
Rehab Runway 17/35	4,500,000.00	-	-	150,000.00	258,333.00	258,334.00	5,166,667.00		
	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-		
Total - Year 2016	4,500,000.00	-	-	150,000.00	258,333.00	258,334.00	5,166,667.00		
YEAR 2017									
Rehab commercial service apron	4,000,000.00	-	-	150,000.00	230,555.00	230,556.00	4,611,111.00		
	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-		
Total - Year 2017	4,000,000.00	-	-	150,000.00	230,555.00	230,556.00	4,611,111.00		
YEAR 2018									
Pavement Maintenance	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-		
Total - Year 2018	-	-	-	-	-	-	-		
YEAR - 2019									
Master Plan Update to include AGIS	-	-	-	300,000.00	16,666.00	16,667.00	333,333.00		
Overmatch for Master Plan	-	-	-	-	100,000.00	11,111.00	111,111.00		
	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-		
Total - Year 2019	-	-	-	300,000.00	116,666.00	27,778.00	444,444.00		
YEAR - 2020									
	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-		
Total - Year 2020	-	-	-	-	-	-	-		
YEAR - 2021									
Acquire Snow Equipment	-	-	-	300,000.00	16,666.00	16,667.00	333,333.00		
	-	-	-	-	-	-	-		
	-	-	-	-	-	-	-		
Total - Year 2021	-	-	-	300,000.00	16,666.00	16,667.00	333,333.00		
TOTAL COST - 6 YEARS	8,500,000.00	-	-	1,050,000.00	1,022,220.00	810,187.00	11,382,407.00		
NPIAS Projects for long-term completion - by priority									
Ramp Rehab Phase V								4,000,000.00	
Rwy 17/35 Parallel Txy "D" Phase I								1,500,000.00	
Rwy 17/35 Parallel Txy "D" Phase II								4,500,000.00	
GA Hangar Taxiway and Utilities - Phase II								500,000.00	
Runway, Ramp, and Taxiway Seal Coat								-	
Acquire SRE vehicle								-	
NPIAS LONG TERM TOTAL								10,500,000.00	

APPENDIX C

Planning & Community Development Project List - FY 2014				
Project Name	Completed	Current	Pending	Future
CONSTRUCTION PROJECTS				
Bessemer Park Improvements	X			
West 4 th Street Bridge Art Project	X			
Abriendo and Broadway Streetscape	X			
Pueblo/Blvd/Thatcher Intersection Improvements	X			
City Hall/Memorial Hall Historic Context Study	X			
Plaza Verde Park Trail and Trailhead	X			
Pueblo Blvd Trail – Northern to Lehigh	X			
Memorial Hall Restoration	X			
Rocla – Road Dedication Improvements	X			
Arkansas River Habitat Improvements – Phase II		X		
City/ Memorial Hall Exterior Restoration		X		
City Hall Rehabilitation		X		
Santa Fe Avenue Streetscape - Phase II – 6 th to 8 th Sts		X		
1st Street & Santa Fe Avenue Streetscape		X		
I-25 & 1st Street - Landscape Improvements		X		
Grand Avenue Streetscape/Memorial Hall Site Improvements		X		
Fountain Creek River Initiative Project/ Skateboard Park		X		
Northern Avenue Trail/Streetscape, Phase II		X		
East 4th St Streetscape Improvements		X		
Columbus Statue Monument Restoration		X		
West 4 th Street Signalization Curb Ramps and Aesthetics		X		
Lake Minnequa Construction - Phase IV (Park Improvements)				X
Eastern Gateway – Phase III				X
Eagleridge Park				X
Victoria Ave. Streetscape & Lighting				X
El Pueblo - Archaeological Pavilion				X
PLANNING				
Drew Dix Park Improvements	X			
Goodnight Barn Structural Assessment	X			
I-25 New Pueblo Freeway Planning	X			
Dillon Interchange Design Review Team	X			
Goodnight Barn Structural Assessment	X			
Kaiser Permanente Walk and Wheel Project		X		
Arkansas River Trail – 4 th Street Access & Parking		X		
Regional Tourism Authority – PBR Home of Heroes Project		X		
2040 Long Range Transportation Plan Update		X		
PNREEC Plug In to Nature Study		X		
HARP - General Planning / Lot Development		X		
Pueblo Comprehensive Plan Addendum with 2040 projections		X		

Project Name	Completed	Current	Pending	Future
PLANNING (cont.)				
Bessemer Park, Phase 2		X		
Eastside Redevelopment – Urban Renewal District Planning		X		
Urban Renewal Projects - General Planning		X		
Santa Fe Avenue Paving Overlay (4 th to Santa Fe Drive)		X		
Ilex Bridge Replacement Project		X		
Pueblo West Reuse Pipeline Project		X		
Pueblo Creative Corridor		X		
Landscape Maintenance Contracts		X		
Eastside Redevelopment – East 4 th Street Commercial Corridor		X		
Eastside Redevelopment – Model Block Program		X		
City Center Downtown Business Improvement District		X		
Eilers Community Built Neighborhood Survey		X		
City Park Tennis Facility Clubhouse and Historic Structures		X		
Transportation Travel Demand Model		X		
City Park Master Plan			X	
Mineral Palace Park Master Plan			X	
Historic Land marking of Various Public Properties			X	
Honor Farm - Joe Martinez Connection				X
Goodnight Arroyo Trail / Open Space				X
DEVELOPMENT SERVICES				
City Center Streetscape Standards Text Amendment	X			
Agricultural Home Occupation Text Amendment	X			
B-3 Setback Text Amendment	X			
Roadside Memorial Text Amendment	X			
Flood Damage Prevention Text Amendment	X			
Residential Multi-Family Text Amendment	X			
1041 Regulations Text Amendment		X		
Zoning Land Use Matrix Project		X		
Regional Development Plan Update		X		
Subdivision Regulations Development Code Review		X		
Pueblo Springs Ranch Pre-Annexation Analysis		X		
Land Use Cases		46 Cases		
Historic Preservation Certificates of Appropriateness & Other Cases		20 Cases		
Development Code Text Amendments		10 Cases		
Commercial Plan reviews		41 Cases		
Zoning Code Enforcement		1576 Cases		
Zoning Board of Appeals		50 Cases		



Pueblo – the place to be!