



## **BUDGET SUMMARY**

The City of Alamosa's budget is made up of a General Fund, an Enterprise fund, and other special funds.

### **GENERAL FUND**

The General fund has the most flexibility for the City of Alamosa. Monies in this fund may be used, at the Council's discretion, in support of the other funds. However, most other funds monies may not be used for general fund purposes. Although the General Fund has the most flexibility, it is the fund most strained in providing services. Revenues in the General Fund come primarily from sales tax and property tax. This fund is responsible to pay for police, fire, park maintenance, and street maintenance, a portion of the library, court, and overall administration. Public Safety and Streets represent the largest part of this fund.

### **ENTERPRISE FUND**

Utilities provided by the City, such as water, wastewater, and sanitation is accounted for in the Enterprise fund. The Enterprise Fund receives its monies from the rate payers of those utilities. As an Enterprise, this fund is run like a business. The rate payers' fees must cover the actual cost of delivering and maintaining the service. As costs rise, rates also have to increase.

### **OTHER FUNDS**

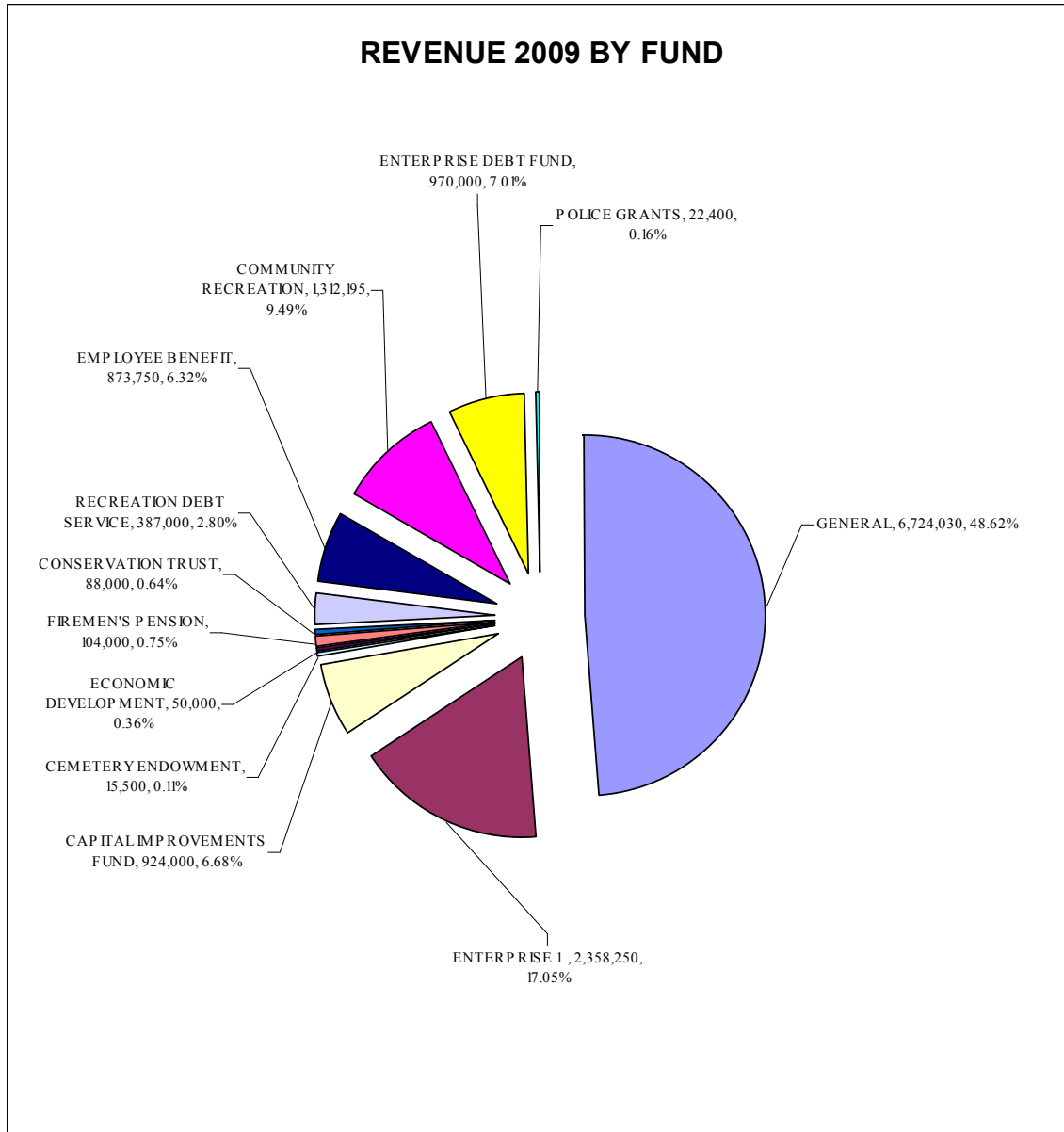
These other funds are a mix of specialized funds with distinctive funding sources or funds used to account for costs not specifically associated with any one department of fund. Examples of this type of fund would be the Employee Benefit Fund. Monies from all funds come into this special fund to pay the City's obligation for health benefits primarily. Other funds, such as the Capital Improvement Fund, are funds used to hold monies designated for a certain project. This fund allows the City to "save" up over time to pay for large capital improvements, such as roads and infrastructure.

## CITY OF ALAMOSA- 2009 BUDGET SUMMARY BY FUND

### SUMMARY BY FUND

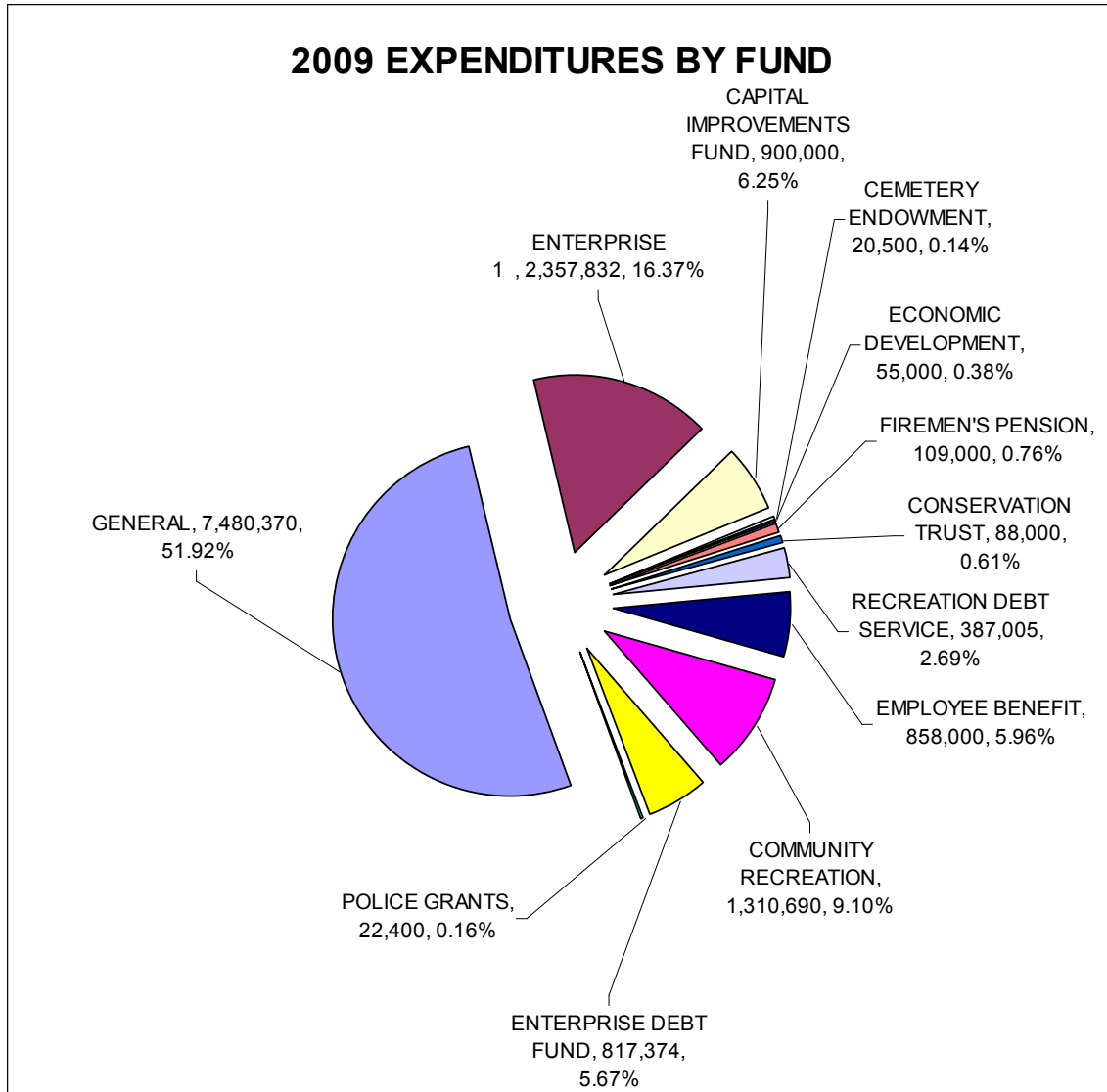
NUMBER	FUND	FUND TITLE	2009 REVENUE	2009 EXPENDITURES
	2	GENERAL	6,724,030	7,480,370
	3	ENTERPRISE <sup>1</sup>	2,358,250	2,357,832
		CAPITAL*		
		IMPROVEMENTS		
	4	FUND	924,000	900,000
		CEMETERY		
	6	ENDOWMENT	15,500	20,500
		ECONOMIC		
	7	DEVELOPMENT	50,000	55,000
		FIREMEN'S		
	9	PENSION	104,000	109,000
		CONSERVATION		
	11	TRUST	88,000	88,000
		RECREATION*		
	12	DEBT SERVICE	387,000	387,005
		EMPLOYEE*		
	13	BENEFIT	873,750	858,000
		COMMUNITY		
	19	RECREATION	1,312,195	1,310,690
		ENTERPRISE		
	31	DEBT FUND	970,000	817,374
	54	POLICE GRANTS	22,400	22,400
TOTAL ALL FUNDS			\$13,829,125	\$14,406,171

\*these funds revenues are shown as expenses in other funds. In some instances this will over represent revenues to the City.



## Revenues

Total projected City revenues for 2009 are \$13,829,125. The General Fund's revenues are projected at \$6,724,030 and are within the expected amounts based on past budgets.



## Expenditures

Total City expenditures are projected at \$14,406,171 for budget year 2009.

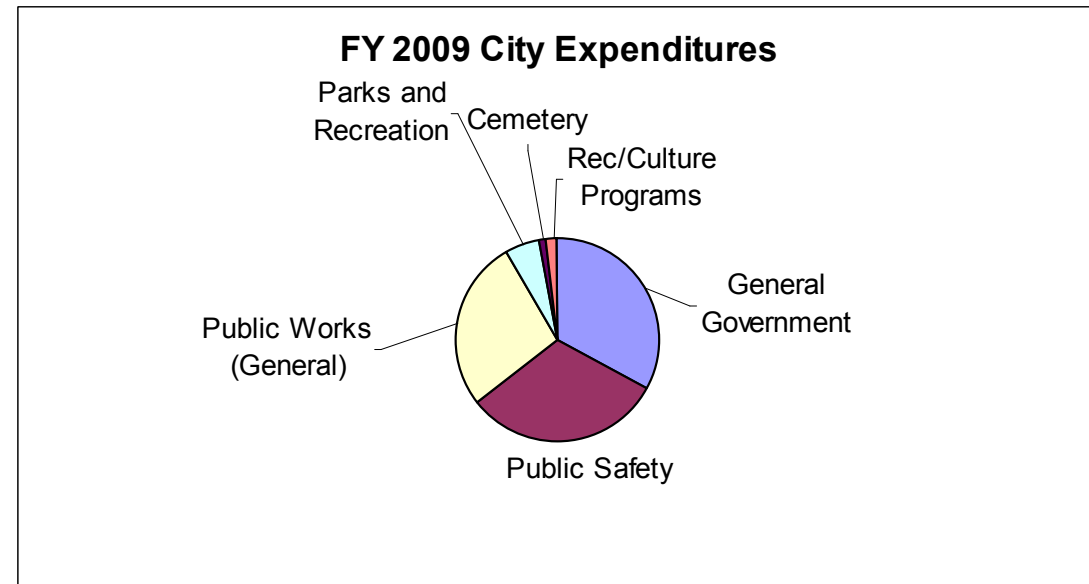
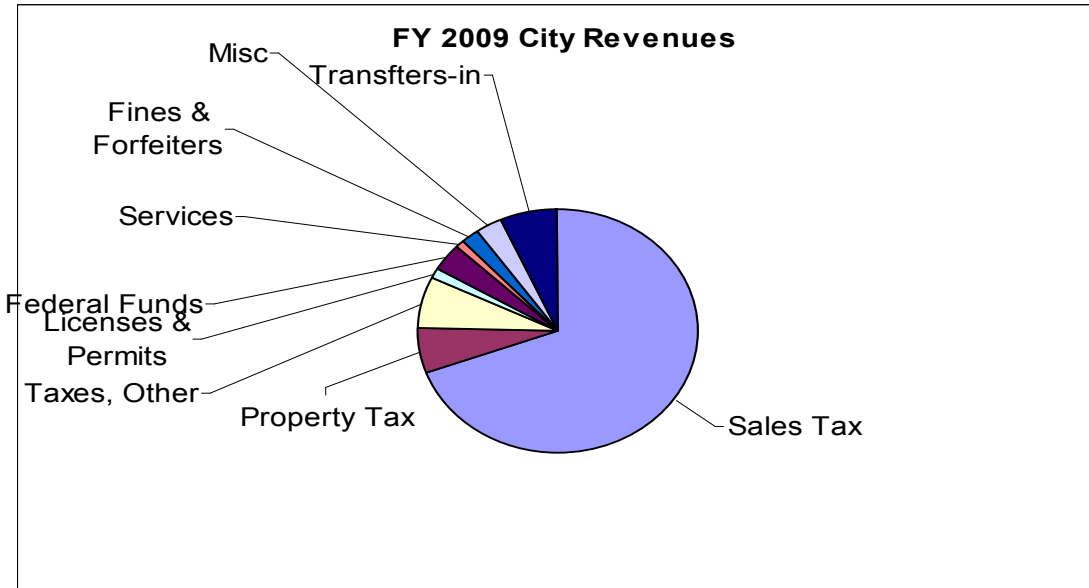
Total personnel costs for the City in 2009 are projected at \$5,287,690 or roughly 38% of the total spending.

The Capital Improvement fund, Employee Benefit fund, Recreation debt Service and Enterprise Debt Service receive their revenues from other funds. These internal transfers represent \$2,962,379 of the budget. While these transfers appear as revenue in the funds listed above, they are shown as expenditures in the funds where the money comes from.

**Annual Budget for Year Ended  
December 31, 2009**

**GENERAL FUND  
Revenues/Expenditures**

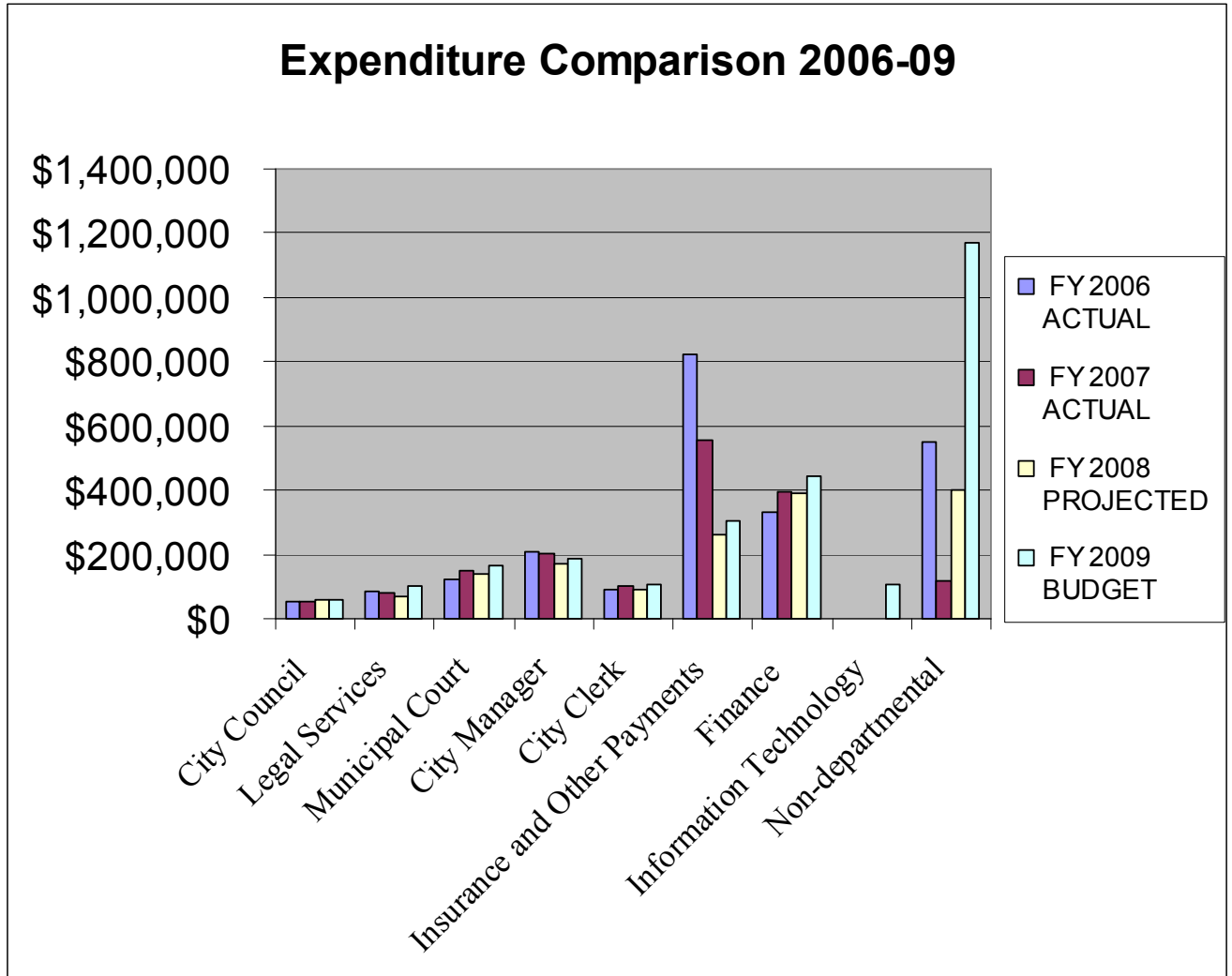
The following charts provide a summary of General Fund revenues by major revenue type and expenditures by major areas.



51% of the budget is personnel, 29% is operations and 20% is Capital Expenditures.

**City of Alamosa  
Annual Budget for Year Ended  
December 31, 2009**

**GENERAL GOVERNMENT  
GENERAL FUND**



**City of Alamosa  
Annual Budget for Year Ended  
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## General Government Overview

The following table is a summary report of expenditures throughout 2006-09.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
CITY COUNCIL	\$53,419	\$55,387	\$57,496	\$58,710	\$1,214	2.07%
LEGAL SERVICES	\$88,040	\$80,334	\$68,000	\$100,000	\$32,000	32.00%
MUNICIPAL COURT	\$121,145	\$149,747	\$140,443	\$163,590	\$23,147	14.15%
CITY MANAGER	\$206,082	\$205,092	\$152,982	\$186,150	\$33,168	17.82%
CITY CLERK	\$91,500	\$99,831	\$88,689	\$104,330	\$15,641	14.99%
INSURANCE AND OTHER PAYMENTS	\$825,107	\$554,384	\$284,609	\$307,100	\$22,491	7.32%
FINANCE	\$330,356	\$396,006	\$391,548	\$442,045	\$50,497	11.42%
INFORMATION TECHNOLOGY	\$0	\$0	\$65,094	\$105,510	\$105,510	100.00%
NON- DEPARTMENTAL	\$550,333	\$118,884	\$401,223	\$1,168,700	\$767,477	65.67%
<b>TOTAL</b>	<b>\$2,265,982</b>	<b>\$1,659,665</b>	<b>\$1,584,990</b>	<b>\$2,636,135</b>	<b>\$1,051,145</b>	<b>39.87%</b>

**City of Alamosa  
Annual Budget for Year Ended  
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**CITY COUNCIL  
GENERAL FUND**

**OVERVIEW**

The City Council division budget supports payroll and operations for City Council. This division requires very little in the way of operational budget. There are no capital outlay items applicable to this division.

DIVISION	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 PROJECTED	FY 2009 BUDGET	Change	% Change
CITY COUNCIL	\$53,419	\$55,387	\$57,496	\$58,710	\$1,214	2.11%

Break down between major expenditure groups.

DIVISION	YEAR	PERSONNEL	MATERIALS AND SUPPLIES	CAPITAL EXP	TOTAL
CITY COUNCIL	2007 Actual	\$ 39,714	\$ 15,673	\$ -	\$ 55,387
	2008 Projected	\$ 40,315	\$ 17,181	\$ -	\$ 57,496
	2009 Budget	\$ 40,280	\$ 18,430	\$ -	\$ 58,710

**PERSONNEL**

As Council's salary is set by charter, the increase in the personnel budget comes from state mandate retirement increases, unemployment insurance and workmen's compensation.

DIVISION		FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ESTIMATE	FY 2009 BUDGET
CITY COUNCIL	F/T	0	0	0	0
	P/T	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
	Total	7	7	7	7

**STATUS OF 2008 GOALS AND OBJECTIVES**

2008 PROGRAM GOALS:

To formulate and enact public policy and provide overall direction to the city administration toward improved responsiveness to the needs of the entire community.



**City of Alamosa  
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OBJECTIVES:

- (a) Seek and weigh citizen input in arriving at decisions that are in the broadest interest of the community.
- (b) Represent the citizens of Alamosa by considering and acting on proposed ordinances and other forms of policy statements.
- (c) Provide for citizen input in matters of city policy by conducting business in compliance with the State of Colorado Open Meetings Law.
- (d) Uphold city policy established through ordinance and charter.

**2009 GOALS AND OBJECTIVES**

These goals are ongoing, and will continue for the upcoming year. Each of the objectives is considered continually to ensure that the underlying goal continues to be met.

The City will use the citizen survey in formulating long range plans.

**City of Alamosa  
Annual Budget for Year Ended  
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**LEGAL SERVICES  
GENERAL FUND**

**OVERVIEW**

The City of Alamosa operates with a contract City Attorney. The City Attorney is directly accountable to the City Council and responsible for providing legal advice to the City.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
LEGAL SERVICES	\$88,040	\$80,334	\$68,000	\$100,000	\$32,000	47.06%

Break down between major expenditure groups.

<b>DIVISION</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>MATERIALS AND SUPPLIES</b>	<b>CAPITAL EXP</b>	<b>TOTAL</b>
LEGAL SERVICES	2007 Actual	\$15,160	\$65,174	\$ -	\$80,334
	2008 Projected	\$0	\$68,000	\$ -	\$68,000
	2009 Budget	\$0	\$100,000	\$ -	\$100,000

**CAPITAL OUTLAY**

There is no capital outlay in this budget for Legal Services.

**SIGNIFICANT ISSUES**

There are no significant issues.

**2009 GOALS AND OBJECTIVES**

Utilize the contracted hours to maximize City Funds.

**UNMET NEEDS**

There are no unmet needs.

**City of Alamosa  
Annual Budget for Year Ended  
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**MUNICIPAL COURT  
GENERAL FUND**

**OVERVIEW**

Municipal Court provides judicial service for traffic, parking, and municipal code violations. About one half of the caseload is traffic, with parking, weeds/trash, and misdemeanor criminal violations making up the other half.

Around 1995 the Court began seeing substantial growth. This is reflective to a small degree of the number of cases filed, but to a greater degree of the complexity of cases. In more recent years, the activity level has stabilized rather than grown. Municipal Court should be viewed as a means of administering justice and appropriate penalties for those convicted. This often results in unpredictability from both the revenue and expenditure sides of the budget.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
MUNICIPAL COURT	\$121,145	\$149,747	\$140,443	\$163,590	\$23,147	16.48%

Break down between major expenditure groups.

<b>DIVISION</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>MATERIALS AND SUPPLIES</b>	<b>CAPITAL EXP</b>	<b>TOTAL</b>
MUNICIPAL COURT	2007 Actual	\$111,688	\$38,059	\$ -	\$149,747
	2008 Projected	\$114,708	\$25,734	\$ -	\$140,442
	2009 Budget	\$130,290	\$33,300	\$ -	\$163,590

**PERSONNEL**

In addition to a part-time Judge, the Court division supports two full time traditional employees. Prior to April 2006, the traditional employees numbered one full-time and one part-time. The 2007 increase is a reflection of this staff change, contributing to the overall budget increase in this fund. The increase in the 2009 budget is indicative of the overall cost of doing business in general, and not attributed to any specific item. In addition to the employees shown below, the Court contracts its Prosecutor by retainer, and pays for substitute judges and court-appointed counsel from its operations and maintenance budget.

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It is noteworthy that the two full-time employees also provide support to the City Clerk division. The Court Administrator, a joint position with the City Clerk, is funded entirely through the City Clerk division, and is not reflected in this budget fund.

DIVISION		FY 2006 ACTUAL	FY 2008 ACTUAL	FY 2008 ESTIMATE	FY 2009 BUDGET
Municipal Court	F/T	2	2	2	2
	P/T	0	0	0	0
	P/T Judge	0.1	0.1	0.1	0.1
	Total	2.1	2.1	2.1	2.1

**STATUS OF 2008 GOALS AND OBJECTIVES**

PROGRAM GOALS:

To maintain a high level of municipal adjudication, consistent with federal and state requirements, in a timely and responsive manner that will evoke public confidence and awareness of the judicial process and help stimulate greater compliance with laws and ordinances.

OBJECTIVES:

- (a) To administer justice promptly and consistently toward the end of instilling the community with confidence in the municipal court system.
- (b) Maintain accurate processing of all citations, assuming due process to all citizens.
- (c) Collect and deposit fines for cases docketed through court and process warrants or defaults for those who failed to appear or pay fines.
- (d) Continue to improve court statistical data, operations and liaison with city prosecutor and law enforcement.
- (e) Maintain and improve automation to increase efficiency and minimize costs for the operation of municipal court.
- (f) Continue on-going training through Colorado Association of Municipal Court Administrators.
- (g) Maintain direct communication with CCIC/NCIC on-line.

2008 saw significant improvement in the ability to meet these goals with the addition of accepting credit cards as a payment option. The communication between Police and Finance Departments continues to improve, with a strong migration toward electronic methods and reduction of paper.

**City of Alamosa  
Annual Budget for Year Ended  
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**2009 GOALS AND OBJECTIVES**

Municipal Court will continue to implement these ongoing goals from the prior year. Each of the objectives is considered continually to ensure that the underlying goal continues to be met. The Court will focus during 2009 on ways to work more efficiently to reduce the costs associated with routine business. The area of customer service is also a high priority, with efforts directed toward more effective use of the City's website.

**UNMET NEEDS**

Implementation of customer service technology requires financial and administrative support from the City's IT staff. The Court has taken a huge leap forward during 2008 in this area, but it is important to recognize that the needs are on-going. There are areas that can be improved by further investing in technology, but will be evaluated to determine whether the benefit is worth the investment.

**City of Alamosa  
Annual Budget for Year Ended  
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**CITY MANAGER  
GENERAL FUND**

**OVERVIEW**

The City Manager's office is responsible for the overall management of the City of Alamosa. The Manager serves as the Director of Personnel and Economic Development efforts are also a key function of the City Manager.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
CITY MANAGER	\$206,082	\$205,092	\$152,982	\$186,150	\$33,168	21.68%

Break down between major expenditure groups

<b>DIVISION</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>MATERIALS AND SUPPLIES</b>	<b>CAPITAL EXP</b>	<b>TOTAL</b>
CITY MANAGER	2007 Actual	\$192,672	\$12,420	\$ -	\$205,092
	2008 Projected	\$146,181	\$6,801	\$ -	\$152,982
	2009 Budget	\$172,830	\$13,320	\$ -	\$186,150

**PERSONNEL**

The following table displays total personnel in the City Managers office. The City Manager's office includes a full-time Administrative Assistant and the City Manager. Funding is also provided for a part time intern.

<b>DIVISION</b>		<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>
CITY MANAGER	F/T	2	3	2	2
	P/T	0	0	0	0
	Total	2	3	2	2
TOTALS	F/T	2	2	2	2
	P/T	0	0	0	0
	Total	2	3	2	2

**City of Alamosa  
Annual Budget for Year Ended  
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**CAPITAL OUTLAY**

**City Manager:** There are no capital improvements in the 2009 Budget.

**SIGNIFICANT ISSUES  
STATUS OF 2008 GOALS AND OBJECTIVES**

**City Manager:**

- The targeted industry study is progressing. The initial drafts needed additional work. It is hoped to create an actionable plan.-
- Update the City's administrative policies and procedures – These policies were updated and adopted by Council on September 3, 2008.
- Establish an employee recognition program for outstanding service – The above and beyond awards are given at the annual employee Christmas Party.
- Implement a 10-year financial plan to assist the City Council in budgeting for the City's future. This is a work in progress and will continue to evolve.
- Revise and present policies to Council as needed.
- Downtown Revitalization – efforts continue on how to best reenergize our downtown area.

**2009 GOALS AND OBJECTIVES**

**City Manager:**

- Working with DRG/ACDC and others to implement a completed Targeted Industry Study
- Work with Downtown stake holders and others to recreate an Urban Renewal Area.
- Continue to implement a 10-year financial plan to assist the City Council in budgeting for the City's future.

**UNMET NEEDS**

Funding for economic development projects will continue to compete for needs with other City projects. City Facility needs will continue to be an issue that must be addressed.

**City of Alamosa  
Annual Budget for Year Ended  
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**CITY CLERK  
GENERAL FUND**

**OVERVIEW**

The City Clerk division provides support to City Council, as well as providing administration for elections, liquor licensing, records management, municipal court, and personnel. This division's budget is higher in odd numbered years due to election cycles.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
CITY CLERK	\$91,500	\$99,831	\$88,689	\$104,330	\$15,641	17.64%

Break down between major expenditure groups

<b>DIVISION</b>	<b>YEAR</b>	<b>PERSON NEL</b>	<b>MATERIALS AND SUPPLIES</b>	<b>CAPITAL EXP</b>	<b>TOTAL</b>
CITY CLERK	2007 Actual	\$69,569	\$30,262	\$ -	\$99,831
	2008 Projected	\$68,562	\$20,127	\$ -	\$88,689
	2009 Budget	\$76,230	\$28,100	\$ -	\$104,330

**PERSONNEL**

This division supports one full time employee. It is noteworthy that the City Clerk also acts as the Municipal Court Administrator, while the two Court employees provide support for the City clerk

<b>DIVISION</b>		<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>
CITY CLERK	F/T	1	1	1	1
	Total	1	1	1	1



**City of Alamosa  
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**STATUS OF 2008 GOALS AND OBJECTIVES**

PROGRAM GOALS:

- (a) Provide clerical support to city council.
- (b) Maintain all official City records, and continue to work toward indexing and retrieval systems for same.
- (c) Administer liquor licensing procedures and act as liaison between liquor license holders/applicants and city council.
- (d) Administer regular and special elections.
- (e) Provide clerical support to the personnel board.
- (f) Maintain records of terms held by members of all City boards and commissions, and advertise vacancies as needed.
- (g) Administer all workers' compensation claims.
- (h) Assist with administration of personnel matters, particularly health insurance benefits.
- (i) Continue education and training through IIMC and CMCA.

**2009 GOALS AND OBJECTIVES**

The City Clerk will continue to implement these ongoing goals from year to year. There are ever-increasing compliance requirements, particularly in the area of personnel, and some of the additional workload is being shifted to support staff. This is made possible through increased court efficiency.

2009 will continue to reach toward improved response to customer service needs that can be addressed through technology. The Laserfiche document management software was migrated to the server about a year ago, allowing city-wide availability. The City Clerk division will work toward improved customer service through the city's website by providing more complete information and forms to citizens.

**City of Alamosa**  
**Annual Budget for Year Ended**  
**December 31, 2009**

**UNMET NEEDS**

Citizens are accustomed to instant gratification when it comes to requests for information, and these expectations continue to rise. Our ability to meet these needs relies heavily on technology and the financial investment required maintaining the technology. It is important to recognize that the needs are on-going.

The area of Human Resources is a growing one, mostly due to regulatory compliance. While current staff levels absorb this demand by shifting priorities from lesser demanding functions, there are many improvements that could be made by the addition of a staff member whose time would be 100% dedicated to that role.

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**INSURANCE AND OTHER PAYMENTS  
GENERAL FUND**

**OVERVIEW**

The Insurance and other payments division is for budgetary purposes only. The payments and charges found here cross over several funds, but are not solely a single department's responsibility. These are best described as "other funds" charges. In this division costs for pre-employment drug screening and liability insurance are covered. A significant shift in 2008 comes from a shift of many non-insurance or non-risk costs to the non-departmental division.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
Insurance & Other Payments	\$825,107	\$554,384	\$284,609	\$307,100	\$22,491	7.90%

This budgetary division has no personnel or direct personnel related charges.

**CAPITAL OUTLAY**

There is no capital outlay in this budget

**SIGNIFICANT ISSUES**

Rising insurance costs and increased costs for effective pre-employment screening will place pressure on this division.

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Annual Budget for Year Ended  
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**FINANCE DEPARTMENT  
GENERAL FUND**

**OVERVIEW**

The Finance Department has responsibility for all accounting, cash collections, utility billings and investments for the City. The Finance Department's adopted budget for 2009 totals \$442,045, an increase of \$50,497 over the year 2008 estimate

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
FINANCE	\$330,356	\$396,006	\$391,548	\$442,045	\$50,497	12.90%

Break down between major expenditure groups

<b>DIVISION</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>MATERIALS AND SUPPLIES</b>	<b>CAPITAL EXP</b>	<b>DEBT SERVICE</b>	<b>TOTAL</b>
FINANCE	2007 Actual	\$274,321	\$121,685	\$ -	\$ -	\$396,006
	2008 Projected	\$304,126	\$87,422	\$ -	\$ -	\$391,548
	2009 Budget	\$356,410	\$85,635	\$ -	\$ -	\$442,045

**PERSONNEL**

The following table displays total personnel. One new part time position is anticipated for year 2009.

<b>DIVISION</b>		<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>
FINANCE	F/T	5	6	6	5
	P/T	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	Total	5	6	6	6

**City of Alamosa  
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**CAPITAL OUTLAY**

There is no capital improvement projects contemplated for 2009.

**STATUS OF 2008 GOALS AND OBJECTIVES**

Accomplishments

The Finance Department purchased a new vault/safe that meets security standards.

Implementation of credit card acceptance was initiated which enables utility customers the option to pay their utility bills via payment from Visa or MasterCard credit/debit accounts.

The Utility Department converted the billing style to a new full page bill which provides customers with more detail regarding their city utility usage. The new format also enables staff the option to print informational comments for customers regarding upcoming events and special announcements.

The acquisition of the automatic mail inserting machine has increased the efficiencies in both the Utility Department and the Sales Tax Department. This has eliminated the significant amount of time spent on hand inserting items into envelopes and allows for other departments to include inserts with the regular bills as well.

**2009 GOALS AND OBJECTIVES**

Goal:

Provide relevant and accurate financial information to City manager, City Council, City departments and the general public in a timely fashion.

**City of Alamosa  
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Objective:

Produce annual financial report that conforms to Generally Accepted Accounting Principles (GAAP) by April 15 of each year to comply with bonding requirements.

Provide monthly financial reports to all department heads by the 10<sup>th</sup> of each month.

Provide monthly Accounts Payable distribution report for the 2<sup>nd</sup> monthly City Council meeting that is understandable and descriptive for accountability purposes.

Goal:

Implement new procedures and training opportunities to improve operational efficiency in the Finance Department.

Objective:

Internal controls will be readdressed to include all aspects of the finance department for the purpose of complying with GAAP regulations.

Staff will continue to work on professional development to solidify their knowledge of INCODE as well as increase their professional comfort with the requirements and functions of accounting.

**UNMET NEEDS**

2009 will continue to reach toward increased responsibility and accountability requirements set forth by GAAP and GASB regulations. Currently not all of the staff in the Finance Department has the accounting education and/or experience to efficiently comply with these regulations. A foundation of properly trained and educated staff will need to acquire in order to meet the ongoing changing standards.

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Annual Budget for Year Ended  
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**NON-DEPARTMENTAL  
GENERAL FUND**

**OVERVIEW**

The Non-Departmental division is for budgetary purposes only. The payments and charges found here cross over several funds and divisions, but are not solely one single department's responsibility. These are best described as "other funds" charges. Phone service, maintenance and copier charges are captured in this division. Pass thru grants and support for outside agencies is now tracked in this division instead of the Insurance an Other Division. Of significant importance for 2009, the City is setting aside money for the needed replacement of the Library / City Hall.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTE D</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
NON-DEPARTMENTAL	\$550,333	\$118,884	\$401,223	\$1,168,700	\$767,477	191.28%

<b>DIVISON</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>MATERIA LS AND SUPPLIES</b>	<b>CAPITAL EXP</b>	<b>DEBT SERVICE</b>	<b>TOTAL</b>
NON-DEPARTMENTAL	2007 Actual	\$0	\$118,884	\$0	\$0	\$118,884
	2008 Projected	\$0	\$364,861	\$36,362	\$0	\$401,223
	2009 Budget	\$0	\$418,700	\$750,000	\$0	\$1,168,700

**City of Alamosa  
Annual Budget for Year Ended  
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**INFORMATION TECHNOLOGY  
GENERAL FUND**

**OVERVIEW**

The mission of the Information Technology Department is to deliver quality and innovative information technology solutions to enhance efficiency, reduce paperwork, reduce costs, and streamline the flow of information to the citizens, business community, City departments, City Council, and other governmental agencies.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
INFORMATION TECHNOLOGY	\$0	\$0	\$0	\$105,510	\$105,510	100.00%

<b>DIVISION</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>MATERIALS AND SUPPLIES</b>	<b>CAPITAL EXP</b>	<b>DEBT SERVICE</b>	<b>TOTAL</b>
INFORMATION TECHNOLOGY	2007 Actual	\$0	\$0	\$0	\$0	\$0
	2008 Projected	\$63,856	\$1,238	\$0	\$0	\$65,094
	2009 Budget	\$95,040	\$10,470	\$0	\$0	\$105,510

**PERSONNEL**

This division supports on full time director an one part time tech.

<b>DIVISION</b>		<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ESTIMATE</b>	<b>FY 2009 BUDGET</b>
INFORMATION TECHNOLOGY	F/T	0	0	0	1
	P/T	0	0	0	1
	Total	0	0	0	2

**CAPITAL OUTLAY**

It is anticipated that the division will purchase necessary hardware as the city's network expands.



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**2009 GOALS AND OBJECTIVES**

- Provide a reliable network and communication infrastructure on which user departments can conduct City business operations.
- Provide timely and effective resolution to the department's technology needs.
  
- Maintain the highest availability of network resources to users by keeping network downtime to a minimum Increase the fault tolerance and reliability of network resources.
- Provide adequate support personnel along with the training and tools to promptly respond to the department needs.
- Provide Systems analysis, designing, and programming for computer services.
- Provide for City-wide software and hardware computer audits and inventory.
- Provide Internet Services (Training, Support, and Web page development/maintenance).
- Provide On-site computer software training.
- Renovate the current Network cable installation.
- Provide online services for the patron's to contact the Library system.
- Installation and Maintenance of the entire Southern Peaks Public Library Public Computer Systems.
- Emergency Support function of coordinating all communications with outside agencies in emergency situations, including: telephone services, line ordering, cable installations, fax machines, and Cellular Phones.
- Coordinating all telephone services, placing orders, and trouble reporting.
- Technology research and analysis for all services used by or anticipated for use by the City of Alamosa.
- Ordering and monitoring all telephone circuits used for the network, installation of new telephone workstations and programming.
- Telephone and voice mail systems maintenance.
- PC Hardware support and maintenance.

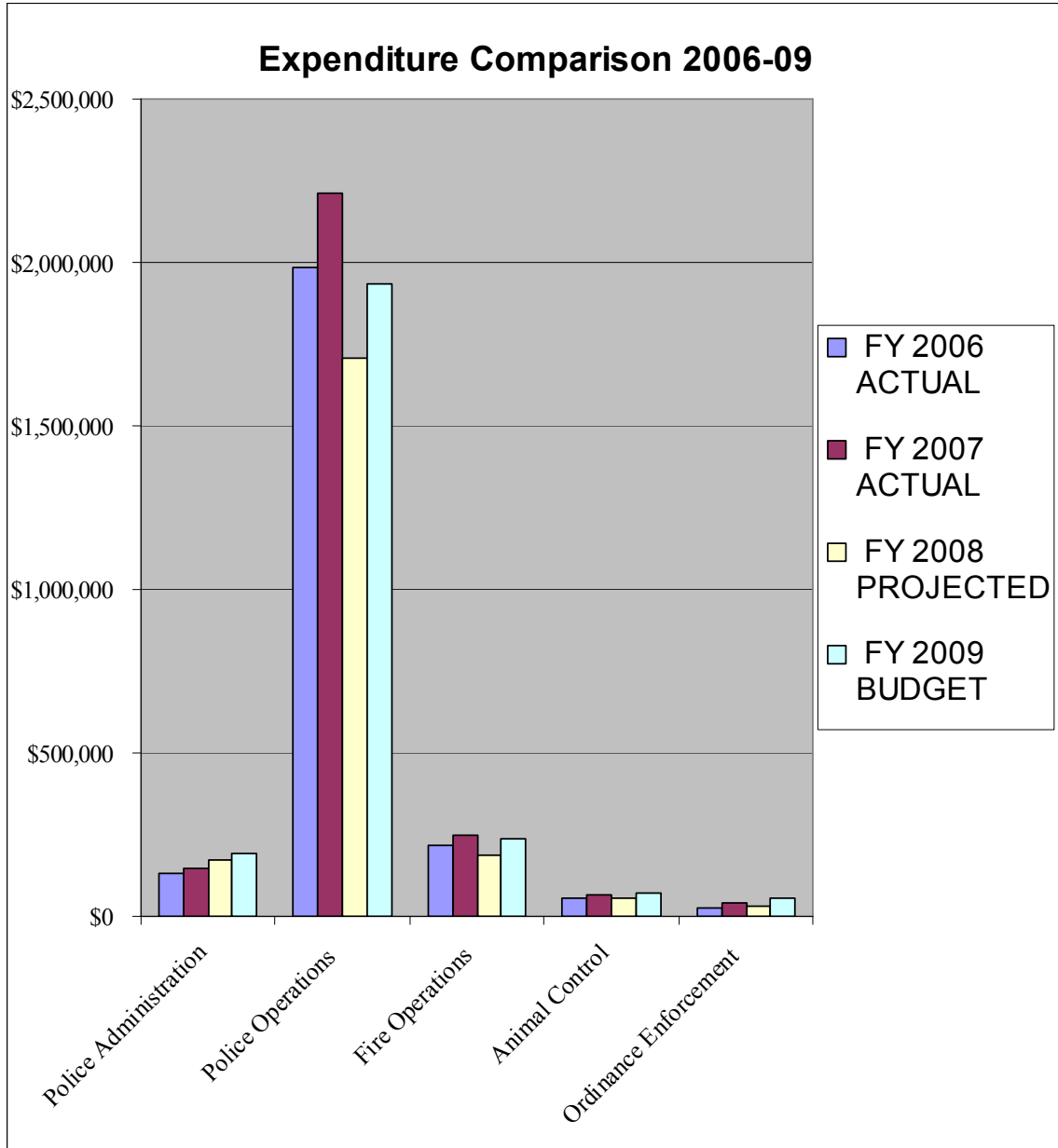
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**SIGNIFICANT ISSUES/UNMET NEEDS**

The City is in need of a true server room. The current situation is not a permanent solution and will need to be addressed soon. Major concerns regarding power requirements continue. The City has corrected the heat problem.

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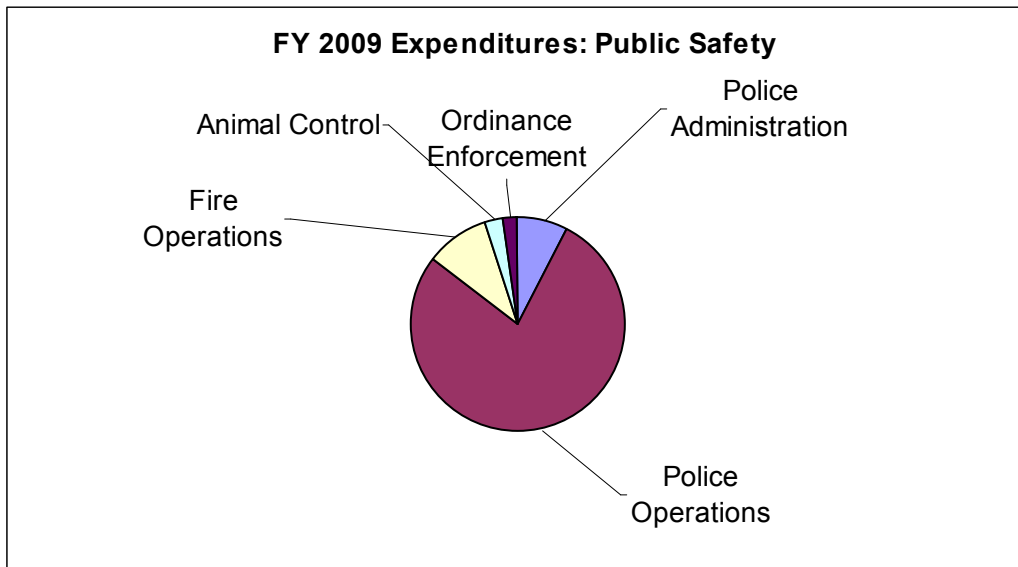
**PUBLIC SAFETY  
GENERAL FUND**



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**OVERVIEW**

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>CHANGE</b>	<b>% CHANGE</b>
POLICE ADMIN.	\$131,859	\$144,877	\$172,775	\$193,190	\$20,415	11.82%
POLICE OPERATION	\$1,932,527	\$2,214,459	\$1,709,422	\$1,935,360	\$225,938	13.22%
FIRE OPERATION	\$216,793	\$248,821	\$188,800	\$238,530	\$49,730	26.34%
ANIMAL CONTROL	\$56,050	\$63,785	\$53,376	\$72,220	\$18,844	35.30%
ORDINANCE ENFORCEMENT	\$25,700	\$37,981	\$31,702	\$53,790	\$22,088	69.67%
<b>TOTAL</b>	<b>\$2,362,929</b>	<b>\$2,709,923</b>	<b>\$2,156,075</b>	<b>\$2,493,090</b>	<b>\$337,015</b>	<b>15.63%</b>



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**POLICE  
GENERAL FUND**

**OVERVIEW**

The Alamosa Police Department is a professional, Colorado Chiefs of Police Association accredited agency that provides a full range of law enforcement services to the community. We are committed to the prevention of crime and the protection of life and property, the preservation of peace, order and safety, the enforcement of laws and ordinances, and the safeguarding of constitutional guarantees.

In addition, we provide enhanced services in the areas of school based policing, traffic accident investigation, criminal investigation and have the San Luis Valley's only critical incident response team. This team is unique in that it consists of officers from throughout the department who have an interest in this area and have received advanced training. The Hostage Negotiation component of this team is staffed by volunteers from the San Luis Valley Mental Health Center, who have received advanced Hostage Negotiations training from the Federal Bureau of Investigation. The Alamosa Police Department also serves as the coordinating agency for the entire San Luis Valley Drug Task Force.

The Police Department's budget for 2009 totals \$2,200,770, which represents an increase of \$245,645 over the 2008 estimate. The budgeted funds for the SLV Drug Task Force remain separately accounted for in their own fund. The police officer position that was not budgeted from 2007 to 2008 remains vacant. The Alamosa Public School District has contractually agreed to subsidize the City of Alamosa for up to 50 percent of the salary, and benefits, of the school resource officer position. This amount will not exceed \$25,000. When taken into context, the department's budget increased in only some areas. Great emphasis has been placed on the conservation of resources to both maximize our benefit and minimize our expenditure. Fuel usage conservation and overtime expenditure management are the best 2 examples of how we are proactively managing what are considered mandatory costs of doing business. Upward pressure on the budget will continue especially with increasing health care costs and the need to look at salary range increases in 2009 for the 2010 budget year.

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Break down between major expenditure groups

DIVISION	YEAR	PERSONNEL	MATERIALS AND SUPPLIES	CAPITAL EXP	TOTAL
Police Administration	2007 Actual	\$130,007	\$14,870	\$ -	\$144,877
	2008 Projected	\$172,775	\$0	\$ -	\$172,775
	2009 Budget	\$190,590	\$2,600	\$ -	\$193,190
Police Operations	2007 Actual	\$1,633,065	\$496,563	\$39,994	\$2,169,622
	2008 Projected	\$1,367,669	\$361,325	\$0	\$1,728,994
	2009 Budget	\$1,545,240	\$365,120	\$25,000	\$1,935,360
Animal Control	2007 Actual	\$42,812	\$20,973	\$ -	\$63,785
	2008 Projected	\$38,533	\$14,842	\$ -	\$53,375
	2009 Budget	\$48,170	\$24,050	\$ -	\$72,220
Ordinance Enforcement	2007 Actual	\$34,437	\$3,544	\$ -	\$37,981
	2008 Projected	\$29,378	\$2,324	\$ -	\$31,702
	2009 Budget	\$46,550	\$7,240	\$ -	\$53,790

**PERSONNEL**

DIVISION		FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 PROJECTED	FY 2009 BUDGET
Police Administration	F/T	2	2	3	3
	P/T	0	0	0	0
	Total	2	2	3	3
Police Operations	F/T	26	25	23	23
	P/T	0	0	0	0
	Total	26	25	23	23
Animal Control	F/T	1	1	1	1
	P/T	0	0	0	0
	Total	1	1	1	1
Ordinance Enforcement	F/T	1	1	1	1
	P/T	0	0	0	0
	Total	1	1	1	1
TOTALS	F/T	30	29	28	28
	P/T	0	0	0	0
	Total	30	29	28	28

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The personnel staffing levels, and assignments, will remain the same in 2009 as they did in 2008. There has been some discussion about the reallocation of supervisory ranks should some senior personnel retire within the 2009 budget year. No known retirements are planned to be able to forward budget for them.

**Materials & Supplies**

The police department will continue to review, and amend, some budgetary line items that must be realigned to better reflect their actual purpose for expenditure(s). There is a slight increase in this year's budget for materials and supplies. Some of those increased costs will be due to management needs of having an independent police headquarters facility and police training facility. We anticipate possibly reducing, and managing, these costs by issuing a competitive bid process for several key services that we use. The best examples of these contractual services include; dry cleaning, veterinary and changing our postage meter contractual obligation to a web based postage printing process.

Our funding for the San Luis Valley Drug Task Force grant was cut by almost two thirds. This is significant, but we have also reduced the mandatory personnel expenditures to the 12<sup>th</sup> Judicial District and to the Alamosa County Sheriff's Office. These two mandatory personnel expenditures accounted for almost two thirds of the grant so for operational purposes, with these offsets, we will continue to function with minimal impacts. On the contrary to what we have done on the past, we will be placing a much more positive proactive emphasis on achieving our measurable goals. This emphasis will focus on prevention and education versus almost pure enforcement. We do anticipate further reductions in funding for the San Luis Valley Drug Task Force in years to come. Adjustments will be made accordingly. We continue to track grants in a more specific manner to eliminate budgetary conflicts.

**Capital Outlay:**

The two building projects that we undertook in 2008 comprised monies that were non-budgeted funds.

We remodeled/built, and moved into, a new police department headquarters this year. This project was a tremendous logistical challenge and we were able to successfully achieve this build out and move with few problems.

We remodeled/built the San Luis Valley Regional Law Enforcement Training Center in a building that was being used for storage. This facility now houses the Regional Police Academy sponsored by Trinidad State Junior College, all

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classroom training for the Alamosa Police Department and other trainings hosted either by any of the 20 other law enforcement entities in the San Luis Valley or the San Luis Valley Law Enforcement Training Foundation.

The construction costs of both of these projects consisted mainly of the material costs as the workmanship was done almost exclusively done by students of Trinidad State Junior College and inmates of the Alamosa County Jail. We received two incredible facilities for literally the cost of the construction materials.

We replaced one existing patrol vehicle with a different, but previously owned Investigations vehicle from Jefferson County. This was needed to match the personnel needs of the police department to the police department fleet.

We plan to purchase one new, and then retire one old, patrol vehicle in the 2009 budget year. We do not anticipate adding any additional police vehicles to the fleet in 2009.

To equip the San Luis Valley Regional Law Enforcement Training Center, we took possession of literally tens of thousands of dollars of police training equipment from the Trinidad Campus of Trinidad State Junior College. All of this equipment has been placed in the training center for valley-wide police agency use.

We purchased, and transitioned to, all departmentally owned pistols and shotguns. This purchase will lower our ammunition expenditures and greatly reduce our liability through standardized training and maintenance practices. Specific officers still utilize some privately owner rifles for both patrol and tactical situations.

We took possession of a 26 foot trailer from the Immigration Customs and Enforcement agency of the United States Government. This trailer was a converted mobile command center that they no longer had any use for. We replaced a portion of the floor and now have a mobile command trailer that can be used on a variety of scenes as a command center and/or shelter.

We purchased a video tracking camera phone system, with an extended life battery, to help prevent future graffiti in places where the Graffiti Abatement Team has cleaned.

Computer software was purchased to aid in the teaching of police officers the Spanish language. We must increase the numbers of police officers who speak the Spanish language.



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Several departmental personnel reached more than 30 years of service in 2008. In the later portion of 2008, a financial incentive package was created and offered for retirement to these officers. Any one of these officers, who chose not to retire in 2008, could announce their retirement during 2009 which would cause an unknown impact to the budget. No retirements are known pending.

We purchased a video system which is compatible with the Alamosa County Jail capable of handling court arraignments via video camera. There is no longer any need to physically transport a prisoner anywhere for a municipal court hearing cutting committed officer time and reducing the liability involved with prisoner transport.

The Graffiti Abatement project, in partnership with State of Colorado Probation, proved to be an incredible example of how agency collaboration should work. Senate Bill 94 funds were used to reimburse the City of Alamosa for virtually all costs that were incurred for the program. The program has gained state-wide notoriety and is now being replicated in other jurisdictions.

**2009 Program Goals - POLICE:**

The primary goals of the Alamosa Police Department are the prevention of crime and the protection of life and property, the preservation of peace, order and safety; the enforcement of laws and ordinances, and the safeguarding of constitutional guarantees. We will strive to implement these philosophical goals by working within four specific strategic goal areas. Those four strategic goals, with individual objective areas, are:

**Strategic Goal I:**

*Provide a level of service that strives to achieve the safest possible environment, one that maintains and enhances the quality of life for all citizens of Alamosa, Colorado.*

**I-1 VIOLENT CRIME RATE**

Maintain a low City-wide violent crime rate in the community. The achievement of goal areas I-1 will be measured by comparing monthly totals with prior 2 year averages.

**I-1a ROBBERIES**

Maintain or reduce the number of City-wide incidents of robbery.

**I-1b AGGRAVATED ASSAULT/BATTERIES**

Maintain or reduce the number of City-wide incidents of aggravated assault and battery.

**I-1c SEXUAL ASSUALTS**

Maintain or reduce the number of City-wide incidents of sexual assault.

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**I-2 PROPERTY CRIME RATE**

Maintain a low City-wide property crime rate in the community. The achievement of goal areas I-2 will be measured by comparing monthly totals with prior 2 year averages.

**I-2a BURGLARIES**

Maintain or reduce the number of City-wide incidents of burglary.

**I-2b AUTO BURGLARIES**

Maintain or reduce the number of City-wide incidents of auto burglary.

**I-2c THEFTS**

Maintain or reduce the number of City-wide incidents of theft.

**I-2d AUTO THEFTS**

Maintain or reduce the number of City-wide incidents of auto theft.

**I-2e VANDALISM**

Maintain or reduce the number of City-wide incidents of vandalism.

**I-3 TRAFFIC ACCIDENTS**

Maintain a low City-wide traffic accident rate. The achievement of goal areas I-3 will be measured by comparing monthly totals with prior 2 year averages.

**I-3a INJURY ACCIDENTS**

Maintain or reduce the number of City-wide incidents of injury accidents.

**I-3b NON-INJURY ACCIDENTS**

Maintain or reduce the number of City-wide incidents of non-injury accidents.

**Strategic Goal II:**

***Maximize the development of Alamosa Police Department personnel, recognizing their importance as an essential component in the accomplishment of all department goals and objectives.***

Complete the proposed standardized 2009 officer training schedule that will provide for 120 hours of standardized training for each officer. It is anticipated that 80% of this training will meet the Police Officer Standards and Training/P.O.S.T. board approved criterion.

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Continue the revision, and implementation of the police officer, and supervisor, evaluation processes.

Revise the application hiring process for all newly hired officers. Continue the creation, and validation, of a physical fitness testing process. The fitness test for all new hired police officers will remain as a standard. Developmental goals will be established, through readiness and physicals, to begin the process of bringing incumbent police officers to where they can pass the same physical fitness test.

Seek new P.O.S.T. approved training opportunities for the 2009 standardized officer training calendar. Subject Matter Experts will be established, through the P.O.S.T. board, to allow lateral entries into law enforcement from the San Luis Valley Regional Law Enforcement Training Center.

Provide opportunities and funding for upper-level officer education opportunities through Adams State College and Trinidad State Junior College.

Locate professional development/training opportunities for supervisors, and command staff. This will be a priority for 2009.

Provide computer training for police officers for Microsoft Exchange Server functions, the Internet and Microsoft Office Suite programs.

**Strategic Goal III:**

***Maintain the highest ethical standards and community connectivity to achieve positive interactions, trust and support from our community.***

Maintain a low citizen complaint rate in the community. The achievement of this goal area will be measured by comparing monthly totals with prior 2 year averages.

Implement a reserve police officer program within the Alamosa Police Department.

Create, and implement a citizen's police academy within the Alamosa Police Department.

Revise the Alamosa Police Department Police Officer Field Training Manual and training program.

Work with all 14 school districts in the San Luis Valley to implement a standardized drug education curriculum. This will be funded through joint partnership agreements with the

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San Luis Valley Drug Task Force and the San Luis Valley Law Enforcement Training Foundation.

Complete the State of Colorado re-accreditation as a police department with the Colorado Chiefs of Police Association.

Cultivate, and expand, our partnership with the Public Safety Department of Adams State College.

Actively participate with the Immigrant Resource Center in taking the Spanish language education classes, their grant programs, and their social service programs.

Enhance the School Resource Office program. Officer Wilfong will continue to be a member of the Colorado Association of School Resource Officers and work to connect with other school resource officer programs in the state.

Effectively use scheduled shift “open time” for community policing outreach projects. Examples of these programs will include, but are not limited to:

Graffiti Abatement project, partnership with State of Colorado Probation

Working with the Boys and Girls Club of the San Luis Valley

Night Light program, partnership with State of Colorado Probation

Truancy Abatement Project, partnership with Alamosa School District

Child Identification, partnership with Wal-Mart

Immigrant Integration Project, partnership with the Immigrant Resource Center

Utilize bike patrol for routine patrol and special events.

**Strategic Goal IV:**

***Provide an organizational environment which encourages creativity and innovation which capitalizes on technology, promotes fiscal responsibility, and results in effective service.***

Establish a working gang awareness and suppression group that is integrated with the community.

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Efficiently and effectively manage active grants packages.

San Luis Valley Drug Task Force grant

Enforcing Underage Drinking Laws grant

LEAF – State of Colorado DUI Enforcement grant

Institute a Crime Analyst position, managed by the Alamosa Police Department, through a \$159,000.00 Department of Homeland Security grant. This grant was obtained in 2008, but will not be active until the first part of 2009. The Alamosa Police Department will simply steward the creation and daily operations of the position. The funding being solely provided by the Department of Homeland Security..

Establish a working relationship to; include a Memorandum of Understanding, with the State of Colorado Internet Crimes against Children task force.

Through a competitive bid process, obtain the best possible services available for items such as building maintenance, veterinary services, and uniform dry cleaning.

We will move from a Pitney Bowes contractual agreement for our postage to a web based postage printing process that costs more than 90% less, per month, in fees.

Maintain the highest level of public service while remaining within Alamosa Police Department budget.

Improve the bar code scanning system to enhance the tracking of all items of evidence and property. The evidence room will remain a priority for 2009 with sporadic “spot checks” of evidence and audits of the monetary funds kept in the evidence area.

Purchase, and install, an Intoxilizer 5000 breath testing instrument that was obtained through the receipt of a 2008 State of Colorado rural law enforcement grant.

Continually reevaluate the animal control position/program and operational standards.

Continually reevaluate the property codes enforcement position/program and operational standards.

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**UNMET NEEDS**

We currently have only minimal unmet operational capital needs that can, and will, be met within the 2009 budget. We anticipate re-placing several old, and adding several new, Tazer units to the Operations Division.

We must continue work on planning the building of a permanent location for a new police facility/building to meet our current lease termination situation.

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**FIRE OPERATIONS  
GENERAL FUND**

**OVERVIEW**

The Fire Department budget decreased slightly in 2008. The special fire operations expense is off set by revenue. Our actual money for overall operations remained about the same as 2008 original budget. The increase for personnel in 2008 is mainly due to increased costs of Workers Compensation Insurance. The 2008 budget did have capital improvement expenditures for equipment greater than \$5000. We replaced two Self Contained Breathing Apparatus. The 2009 budget does not have any appropriations for capitol improvements. Our budget has stayed fairly consistent for the past few years depending on capital improvement projects.

<b>DIVISION</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2008 BUDGET</b>	<b>CHANGE</b>	<b>% CHANGE</b>
Fire Operations	\$220,793	\$248,821	\$232,050	\$208,000	\$ 24,050	-10%

The 2008 budget reflected a slight increase in personnel costs. Our labor costs should remain consistent depending on the amount of calls we respond to.

**PERSONNEL**

The following table shows the number of firefighters we currently have verses the prior years.

<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009 estimate</b>
29	25	25	30

The number of firefighters has remained the same this year. Retention continues to be a problem as the majority of our people have less than two years experience with ten having less than one year. We only have nine firefighters with more that 5 years of experience on the department. This will continue to be a problem as people move to other areas or have a change with family or job commitments. Statewide the average retention for a volunteer firefighter is three years. We currently fall in that average. Daytime staffing continues to be an issue because employers are reluctant to let employees leave work to fight a fire.

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**FIRE CALLS**

Fire call comparisons are as follows:

<b>2006 yearly total</b>	<b>2007 yearly total</b>	<b>2008 as of November 1</b>
111	107	83

Call Breakdown

	<b>2006</b>	<b>2007</b>	<b>2008 thru Nov.11</b>
<b>Fires</b>	38	41	28
<b>Explosions</b>	1	6	0
<b>Extrication/Rescue</b>	14	5	8
<b>Hazardous Conditions</b>	23	30	24
<b>False Alarms, Misc.</b>	33	25	23

Fire calls include all structure, trash, and motor vehicle fires.

**GOALS AND OBJECTIVES 2008-2009**

The Alamosa Fire Department seeks to provide the highest quality of fire protection and fire prevention for the city and county of Alamosa.

The department is taking steps to meet its goals and objectives. We have been able to increase the number of firefighters, which has helped our daytime response. We have also improved the quality of training our firefighters receive. So far this year we have been able to send firefighters to training conferences which greatly improves their skills and knowledge. We currently have 9 firefighters enrolled in Firefighter 1 and 2 voluntary certification classes. Our goal is to maintain staffing levels between 30 and 35 firefighters.

Inspections are one area we hope to make a big improvement in .Inspections are the main essential for not only helping to prevent fires, they are the key to firefighter safety in the event of a fire. Currently we do inspections on an as needed basis, done when someone asks us to do one. This is due to time restraints on fire personnel, as the inspections need to be done during business hours. We often do not have anyone available to take time away from work to do inspections.



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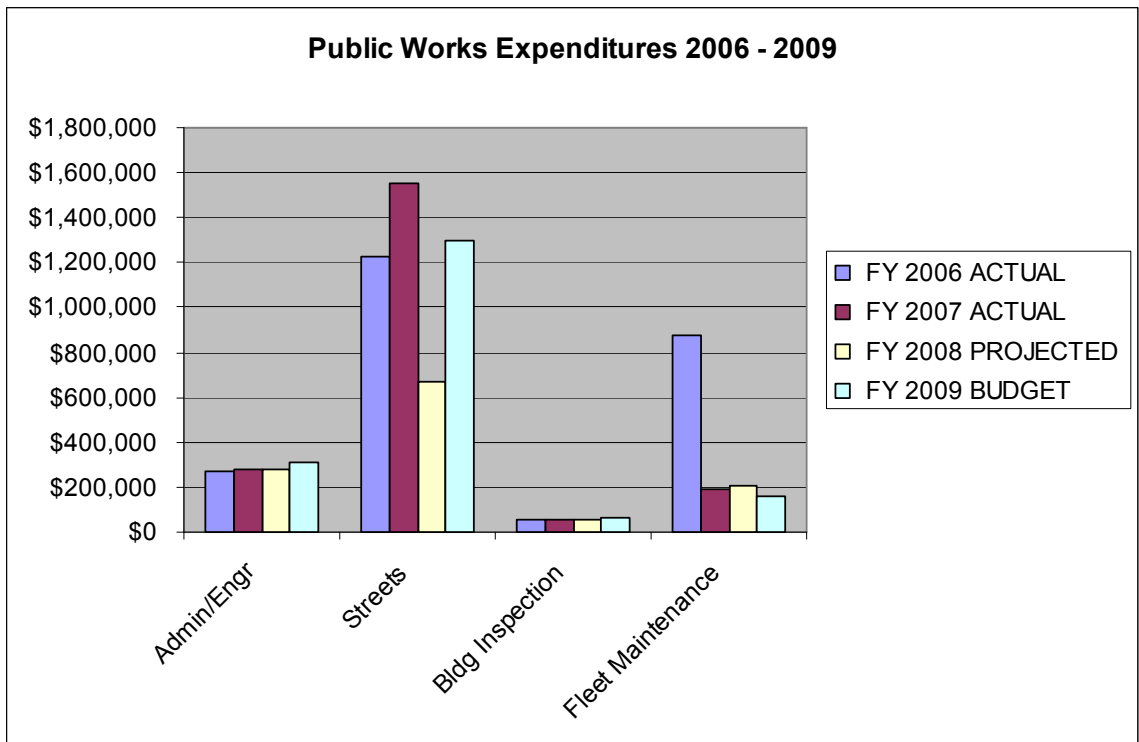
Once again this year we provided fire prevention and safety programs to the schools and several businesses in our community. Our goal is to further develop our fire prevention programs. We are working on developing a program for seniors, businesses and civic organizations as well as making improvements on our existing school programs. Personnel time and a lack of funding is the biggest challenge we have. Our public relations budget is not adequate enough to cover the cost of the materials that we distribute to the schools each year. We have applied for fire prevention grants the past two years and have not been successful. We will be trying for a grant again this year.

A huge step in planning for the future replacement of apparatus was taken when the council set aside \$30,000 in the 2007 budget for apparatus replacement. The ladder truck will be the next unit to be replaced in 4 to 5 years. Estimated cost of replacement is \$800,000.

We will also be looking for grants and other resources to help fund a new station and training facility.

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**PUBLIC WORKS DEPARTMENT  
GENERAL FUND**



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**PUBLIC WORKS DEPARTMENT**  
**GENERAL FUND**

**OVERVIEW**

The Public Works Department General Fund budget for 2009 totals \$1,825,615, an increase of \$173,890 from 2008 projected and a decrease of 249,926 from the 2006 actuals. The increase over 2008 is primarily a reflection of the higher funding priorities placed on street repairs in 2009. The 2007 numbers reflect the new street maintenance facilities completed in that year, a one time project that makes comparisons with that year's expenditures problematic.

DIVISION	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 PROJECTED	FY 2009 BUDGET	CHANGE	% CHANGE
Admin/Engr	\$268,835	\$277,638	\$285,095	\$308,465	\$23,370	8.20%
Streets	\$1,224,704	\$1,549,329	\$1,111,130	\$1,298,940	\$187,810	16.90%
Bldg Inspection	\$54,839	\$59,518	\$61,280	\$65,500	\$4,220	6.89%
Fleet Maintenance	\$877,034	\$195,094	\$200,910	\$159,840	(\$41,070)	-20.44%
<b>TOTAL</b>	<b>\$2,425,410</b>	<b>\$2,081,579</b>	<b>\$1,658,415</b>	<b>\$1,832,745</b>	<b>\$174,330</b>	<b>10.51%</b>

Break down between major expenditure groups.

DIVISION	YEAR	PERSONNEL	OPERATIONS	CAPITAL EXP	TOTAL
Admin	2007 Actual	\$249,703	\$27,935	\$-	\$277,638
	2008 Projected	\$256,640	\$28,455	\$-	\$285,095
	2009 Budget	\$275,065	\$33,400		\$308,465
Streets	2007 Actual	\$392,399	\$337,244	\$819,686	\$1,549,329
	2008 Projected	\$342,480	\$326,310	\$442,085	\$1,110,875
	2009 Budget	\$347,630	\$308,160	\$625,000	\$1,280,790
Bldg Inspection	2007 Actual	\$49,193	\$4,287	0	\$53,480
	2008 Projected	\$51,505	\$3,085	0	\$54,590
	2009 Budget	\$54,670	\$3,700	0	\$58,370
Fleet Maintenance	2007 Actual	\$156,233	\$33,997	\$4,864	\$195,094
	2008 Projected	\$162,545	\$38,365	\$0	\$200,910
	2009 Budget	\$123,215	\$36,625	\$0	\$159,840

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**PERSONNEL**

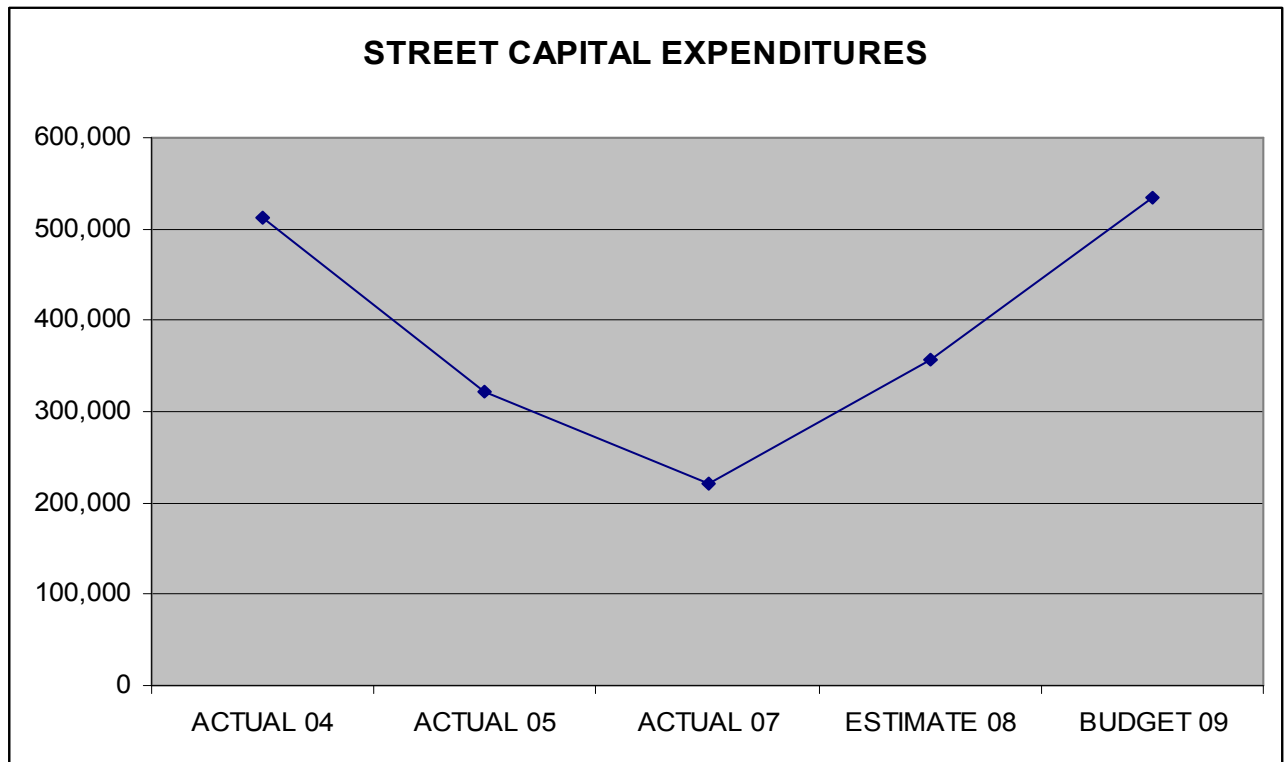
DIVISION		FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 PROJECTED	FY 2009 BUDGET
Admin/Engr	F/T	<u>5</u>	<u>4</u>	<u>4</u>	4
	P/T	0.5	0.5	0.5	<u>0.5</u>
	Total	5.5	4.5	4.5	4.5
Streets	F/T	8	<u>8</u>	<u>7</u>	7
	P/T	<u>1</u>	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
	Total	9	8.5	7.5	7.5
Bldg Insp	F/T	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	P/T	0	0	0	0
	Total	1	1	1	1
Fleet Maintenance	F/T	<u>3</u>	<u>3</u>	<u>3</u>	2
	P/T	0	0	0	<u>0</u>
	Total	0	3	3	2
TOTALS	F/T	<u>17</u>	<u>16</u>	<u>15</u>	14
	P/T	1.5	1	1	<u>1</u>
	Total	18.5	17	16	15

**CAPITAL OUTLAY**

**Admin/Engr Division:** There are no significant capital improvements in the 2009 Budget.

**Streets Division:** The 2009 budget includes \$535,000 in street capital improvements, an increase of almost \$200,000 over 2008. This, combined with dropping oil prices should allow us to make a significant dent in our backlog of repair and rehabilitation work as long as the oil supply problems we saw in 2008 do not re-occur. We will do everything we can to front load the construction schedule to minimize the chances of that happening.

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**Building Division:** There are no significant capital improvements in the 2009 Budget.

**Fleet Maintenance Division:** There are not significant capital improvements in the 2009 budget. At some point we are going to have to complete the vehicle washing facility here so that it can be used year round.

### **SIGNIFICANT ISSUES**

**Admin/Engr Division:** We lost our engineering tech early in the year at a time when we normally would have been preparing bid packages. This set us back not only in our scheduling of projects but also in researching the potential and options of graphical information systems (GIS). We were able to hire a replacement in late May who very quickly picked up on her basic responsibilities and helped us get back on track. We are fortunate in that she is very knowledgeable in the GIS field and she will be a great help in formulating our future strategies for GIS implementation.

**Streets Division:** 2008 brought us huge prices in oil used on asphalt and then our area's supplier went bankrupt. To further complicate matters the polymers that are typically

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used in asphalts in high Colorado were simply not available from anywhere at any reasonable cost. We depend on State orders and other local projects to keep the local asphalt plant operating so that we can get materials for our street repairs. The State was not ordering this year and there were not too many local projects both due to the high cost of asphalt in 2008 and the on-going deteriorating economic conditions. At this writing crude is selling at less than 50% of its peak in 2008, the polymer supply pipeline appears to be filling, and the State has a backlog of projects on the books. All of this we hope will contribute to a much more successful construction season in 2009. We will also be concentrating on cleaning up our backlog of intersections that don't have handi-capped ramps on them. We have always made some efforts on this each year, both in conjunction with other construction projects and as stand-alone projects. This year we have a more detailed inventory of our needs and will be more systematic in our approach.

**Building Division:** No significant issues. We did have a significant downturn on construction projects in 2008, a trend expected to continue in 2009.

**Fleet Maintenance Division:** The Fleet Division has been reduced from three personnel to two. We will no longer have someone dedicated to the office and management end of this division so our two line mechanics will have to pick up most of the slack with some help from the admin and streets divisions. I hope to upgrade our existing fleet management software to help us make this transition and continue to look at our fleet numbers and the mix of vehicles and equipment to ensure that we have only what we need in the quantities we need.

## **STATUS OF 2008 GOALS AND OBJECTIVES**

Expect the unexpected. Our spring water crisis, turnover in our engineering department, and asphalt availability issues all contributed to lack of progress in meeting many of our 2008 goals and objectives. Still, significant progress has been made on many of our areas of emphasis and we will be building on this momentum as we enter 2009

### **Admin/Engr Division:**

*Goal:* Develop a more comprehensive and accurate "inventory" city infrastructure assets

*Accomplishments:* We have reached tentative conclusions on our needs for hardware and software to support the implementation of GPS in the City of Alamosa and funds have been budgeted for its procurement in late 2008 and 2009. Meetings are on-going with users to determine the needs to which GPS can address and how to prioritize and meet these needs.

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*Goal:* Maximize the effectiveness of our limited resources.

*Accomplishments:* We have completed further training on our pavement management software. It is clear that we need to improve the quality of our street inventory surveys to make them more accurate and consistent. We are using existing data to develop long range maintenance and re-construction strategies under various funding scenarios and looking at the proper mix of techniques to make the best use of available funds.

**Streets Division:**

*Goal:* Increase Division efficiencies in light of declining resources.

*Accomplishments:* We have dropped some under utilized equipment from our inventory and acquired other equipment that will better meet our needs with reduced maintenance and operation costs. We sold our Case tractor at auction and installed a plow on our one ton dump for alley snow removal and hope to add a small sander as well. This should allow us to do a better job of snow and ice removal in our downtown alleys and parking lots and our more congested smaller streets while minimizing damage to the equipment and facilities. We were also able to replace our inoperative crack sealer with a newer, much more efficient and much safer machine. We have also budgeted for a used street sweeper in 2009 that will enable us to a better job of cleaning the streets at the times of high need such as the wind storms of spring, the cottonwood shedding season, and the fall leaf season. We are moving to contract completion of all street marking but have decided to retain the capability to due curb and parking markings in-house. We will be scheduling this work earlier in the year and attempt to compete it by the end of June each year in the future.

**Building Division:**

*Goal:* To ensure that the building, mechanical, fire, subdivision, and zoning codes are up to date and complied with.

*Accomplishments:* The International Energy Code has been implemented with no significant problems. The Downtown Design Guidelines have been adopted and implemented while landscape requirements remain a work in progress.

**Fleet Maintenance Division:**

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*Goal:* Ensure that the City has the proper equipment mix to accomplish our tasks and that this equipment is properly maintained and used.

*Accomplishments:* Due to personnel re-alignments, much of the fleet management functions will have to revert to the specific department heads. We will be working closely with them and the IT Director to upgrade our fleet management software to allow the admin division to assist in data collection and input so that we do have useful data to assist the department heads I making their decisions.

**2009 GOALS AND OBJECTIVES**

**Admin/Engr Division:**

*Goal:* Complete the acquisition of the needs hardware and software to implement a City GPS or GIS system. Put the highest priority GPS needs in operation and start data collection as needed for all priorities with the help of the respective division users.

*Objectives:*

1. Complete the purchase of ArcView with the number of seats needed and install on the City network
2. Consolidate user needs, set priorities, and fully implement those with the highest priorities knowing that data collection and updating will be an on-going requirement.

*Goal:* Maximize the effectiveness of our limited resources.

*Objectives:*

1. Update training for data collection and update the inventory of not less than 33% of our streets.
2. Use existing assets to prioritize and schedule sewer and water line replacements, coordinating these projects with our street improvement plan. This will be an on-going endeavor.

**Streets Division:**

*Goal:* Increase Division efficiencies in light of declining resources.

*Objectives:*

1. Develop a more focused and structured maintenance program to maintain our streets at the lowest possible cost while improving levels of service. This will require us to develop a “best practices” program borrowing heavily from other



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2. Colorado communities those methods that have been most successful in this climate.
3. Improve our street marking program to make sure it is completed earlier in the year and that we are using the right product or service for the various types of marking..

**Building Division:**

*Goal:* To ensure that the building, mechanical, fire, subdivision, and zoning codes are up to date and complied with.

*Objectives:*

1. Complete the development of landscaping standards for the entire City and bring them to council for adoption.
2. Continue to provide timely and complete inspections of all construction within the City to ensure that the appropriate code requirements are being met.

**Fleet Maintenance Division:**

*Goal:* Ensure that the City has the proper equipment mix to accomplish our tasks and that this equipment is properly maintained and used.

*Objectives:*

1. Implement fuel tracking in our fleet management software package in the admin division to support our depleted fleet personnel assets. Develop and disseminate timely periodic reports to department heads to provide them the information they need to manage their assets.
2. Make sure that all work orders capture all costs of the repairs so that managers know the true cost of owning and operating each piece of equipment.

**UNMET NEEDS**

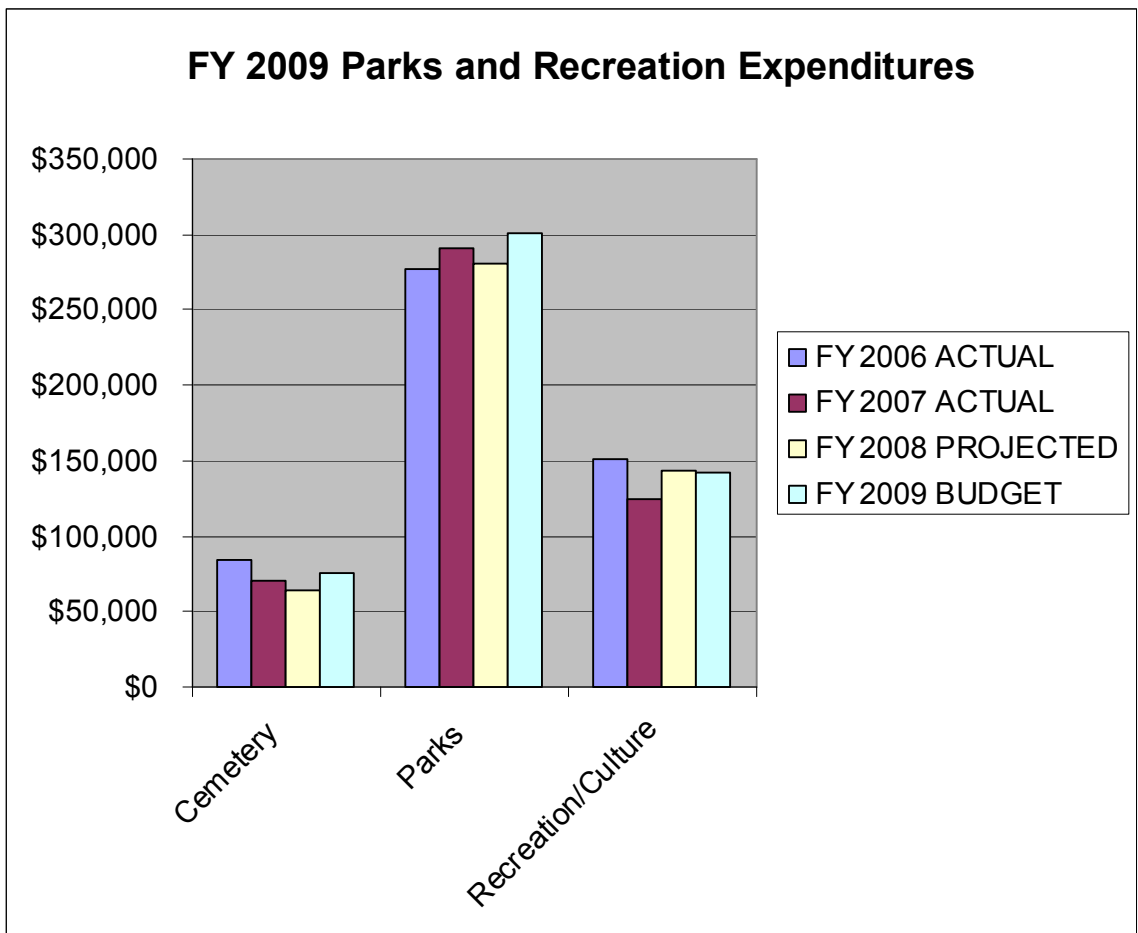
- GIS/GPS capability. We are making a start with the GIS system but GPS will be more expensive and elaborate process. For now we are replacing our total station survey instrument and will add a data collection module to it that will meet our immediate needs.
- Bring our streets up to acceptable standards. We currently are at the wrong end of the pavement maintenance curve where we can (relatively) inexpensively perform preventive maintenance activities to extend pavement life. The budgeted increase

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- for 2009 is a step in the right direction but we will have to continue this level of investment if we are ever to make true progress. Finish vehicle wash facility. Est. cost \$35,000 to \$40,000 for the building and approximately \$20,000 for new equipment to bring it fully up to standards.

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**PARKS AND RECREATION  
GENERAL FUND**



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**OVERVIEW**

The Alamosa Municipal Cemetery goal is to meet or exceed the maintenance standards for aesthetics, and the legal standards for interments. The Cemetery Division strives to meet these standards by effectively managing the use of all available resources, such as labor, materials and equipment. Our mission is to provide the community, its citizens and their family's exceptional cemetery services in a respectful, caring manner on a perpetual basis.

The Parks Division is responsible for all City owned parks, pathways, and bikeways, which totals almost 170 acres. These responsibilities include mowing, fertilizing, maintenance and repair of sprinkler systems and playground equipment, trash pickup, planting and maintaining all of the City's flower beds, and snow removal. The Parks Division also does construction of new parks.

The Recreation/Cultural Programs division represents the General Fund's contribution towards supporting the City's public library.

Overall, while individual budgets may fluctuate, total expenditures have not changed substantially over the last number of years.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
Cemetery	\$84,696	\$70,852	\$64,255	\$75,925	\$11,670	18.16%
Parks	\$277,405	\$290,632	\$280,710	\$300,465	\$19,755	7.04%
Recreation	\$150,555	\$124,525	\$143,455	\$141,990	(\$1,465)	16.06%
<b>TOTAL</b>	<b>\$512,656</b>	<b>\$486,009</b>	<b>\$488,420</b>	<b>\$518,380</b>	<b>\$9,374</b>	<b>-1.02%</b>

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The following table displays how the Department's budget is broken down between major expenditure groups.

<b>DIVISION</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>OPPERATIONS</b>	<b>CAPITAL EXP</b>	<b>TOTAL</b>
CEMETERY	2007 ACTUAL	\$63,490	\$7,362	0	\$70,852
	2008 PROJECTED	\$58,425	\$5,830	0	\$64,255
	2009 BUDGET	\$62,485	\$13,440	0	\$75,925
PARKS	2007 ACTUAL	\$191,784	\$98,848	0	\$290,632
	2008 PROJECTED	\$195,150	\$85,560	0	\$280,710
	2009 BUDGET	\$218,675	\$81,790	0	\$300,465
RECREATION/CULTURAL	2007 ACTUAL	\$ -	\$ -	\$124,525	\$124,525
	2008 PROJECTED	\$ -	\$ -	\$143,455	\$143,455
	2009 BUDGET	\$ -	\$ -	\$141,990	\$141,990

**PERSONNEL**

The following table displays total personnel. No new positions are anticipated for year 2009.

<b>DIVISION</b>		<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ESTIMATE</b>	<b>FY 2009 BUDGET</b>
Cemetery	F/T	1	1	1	1
	P/T	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total	1	1	1	1
Parks	F/T	3	3	3	3
	P/T	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total	3	3	3	3
Recreation/Cultural	F/T	0	0	0	0
	P/T	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total	0	0	0	0
TOTALS	F/T	4	4	4	4
	P/T	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total	4	4	4	4

**CAPITAL OUTLAY**

There is no capital outlay planned for in these budgets.

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**SIGNIFICANT ISSUES**

**Cemetery Division**

The need for expansion appears to be just a few years away and the upkeep of the present infrastructure needs continual attention.

**Parks Division**

Of prime importance in 2009 will again be how and where to use regular and seasonal staff. Additionally, staff will see increased demands in regards to the Ranch, golf course, and Cottonwood Wilderness Area. New equipment (mower, dump truck, bucket truck) will be an issue for the foreseeable future as wear and tear takes its toll. Other issues will include the capital costs to implement water conservation at the city parks/play fields and increasing utility costs.

**STATUS OF 2008 GOALS AND OBJECTIVES**

**Cemetery Division**

*Goal:* Continue to enter additional burial information

*Accomplishments:* Names, plot location, and other basic information are being entered when needed into an Excel spreadsheet. Computer and software were upgraded to ensure data integrity.

*Goal:* Establish a method for the public to access cemetery records electronically

*Accomplishments:* Research concluded that new software would be needed in order to give the public electronic access to cemetery records. Funding was set aside in the FY2009 budget to purchase appropriate management software.

*Goal:* Plant a minimum of ten trees in new areas and to replace dead or dying trees

*Accomplishments:* Fifteen Colorado blue spruce trees were planted in the cemetery.

*Goal:* Review facility and equipment needs

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*Accomplishments:* Department PC was deemed to be woefully inadequate and was replaced. Mowers and dump truck used to support cemetery operations are nearing the end of their life cycles with the expectation that repair costs will continue to rise. There is an increasing need to expand the cemetery as spaces are being taken up. Cemetery/Park operations were isolated from city's computer and phone networks. Installation of a wireless antennae and related equipment corrected that deficiency.

*Goal:* Create a timetable for cemetery expansion

*Accomplishments:* Expansion of the cemetery will begin in 2009 with funding set aside for that purpose and will need to progress over several phases in the years ahead.

**Parks Division**

*Goal:* Create a seasonal staffing plan

*Accomplishments:* Though the number of seasonal hires decreased, the staffing plan was not accomplished.

*Goal:* Complete the new city park next to the Boys & Girls Club

*Accomplishments:* Friends Park was completed and a ribbon cutting ceremony was held in October.

*Goal:* Evaluate each park/facility and determine needs

*Accomplishments:* Playground equipment and the surrounding area at Diamond Park were deemed to be unsafe and inadequate. All equipment was removed and replaced, along with installing adequate fall zone material.

*Goal:* Plant a minimum of twenty trees in new areas and to replace dead or dying trees

*Accomplishments:* A variety of twenty-five trees were planted in city parks and parking lots.

*Goal:* Assess equipment assigned to the division and draft future needs

*Accomplishments:* Mowers and at least two pickups used to support Park operations are nearing the end of their life cycles with the expectation that repair costs will increase.

*Goal:* Evaluate and trim mature trees on Main Street

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*Accomplishments:* Colorado State Forester provided an evaluation of the trees on Main Street. Maintenance activities were curtailed this year due to the failure of the Park's bucket truck. Plans are in place to purchase a replacement truck in December.

**2009 GOALS AND OBJECTIVES**

**Cemetery Division**

- Purchase cemetery management software and transfer records once installed
- Plant a minimum of ten trees in new areas and to replace dead or dying trees
- Continue to review facility and equipment needs

**Parks Division**

- Create a seasonal staffing plan
- Continue to evaluate each park/facility and determine needs
- Plant a minimum of twenty trees in new areas and to replace dead or dying trees
- Continue to assess equipment assigned to the division and draft future needs
- Trim and replace Main Street trees as needed with additional emphasis on park trees

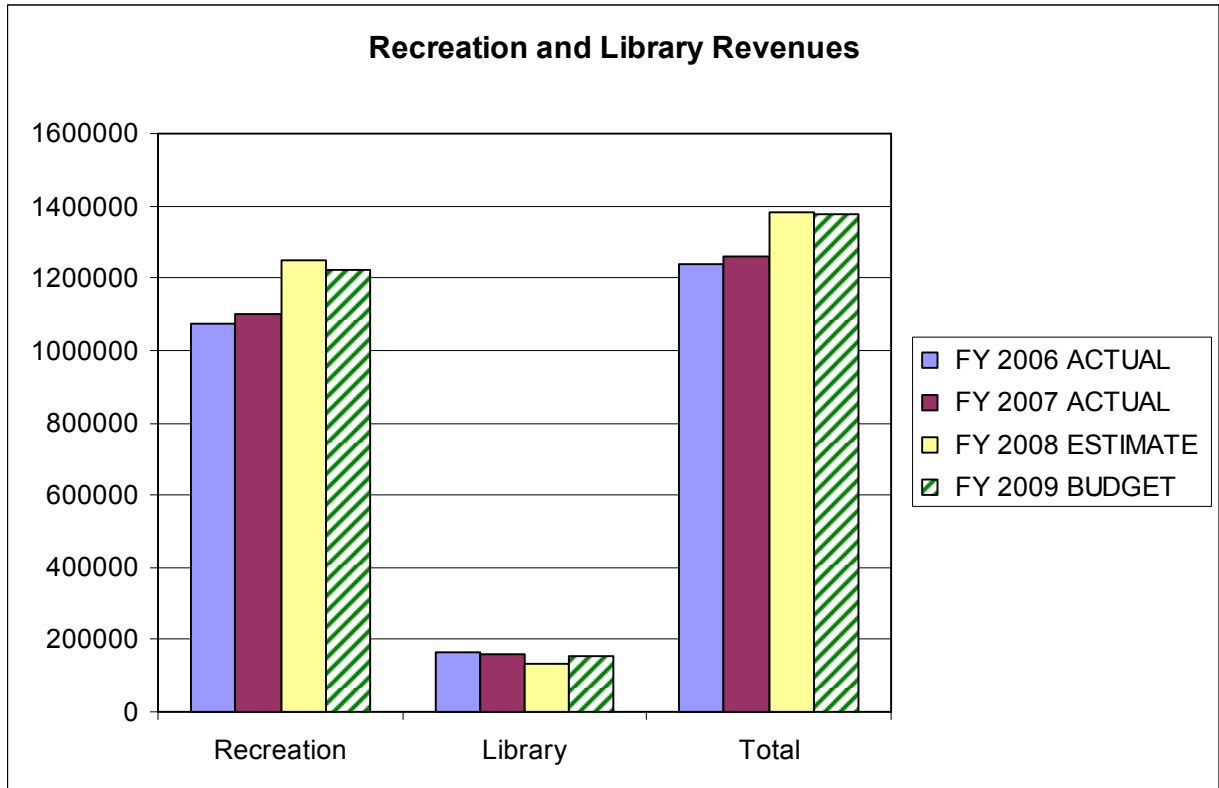
**UNMET NEEDS**

Capital funds to replace or upgrade some of the aging play structures, equipment (mowers, vehicles, tools, etc.), and infrastructure.

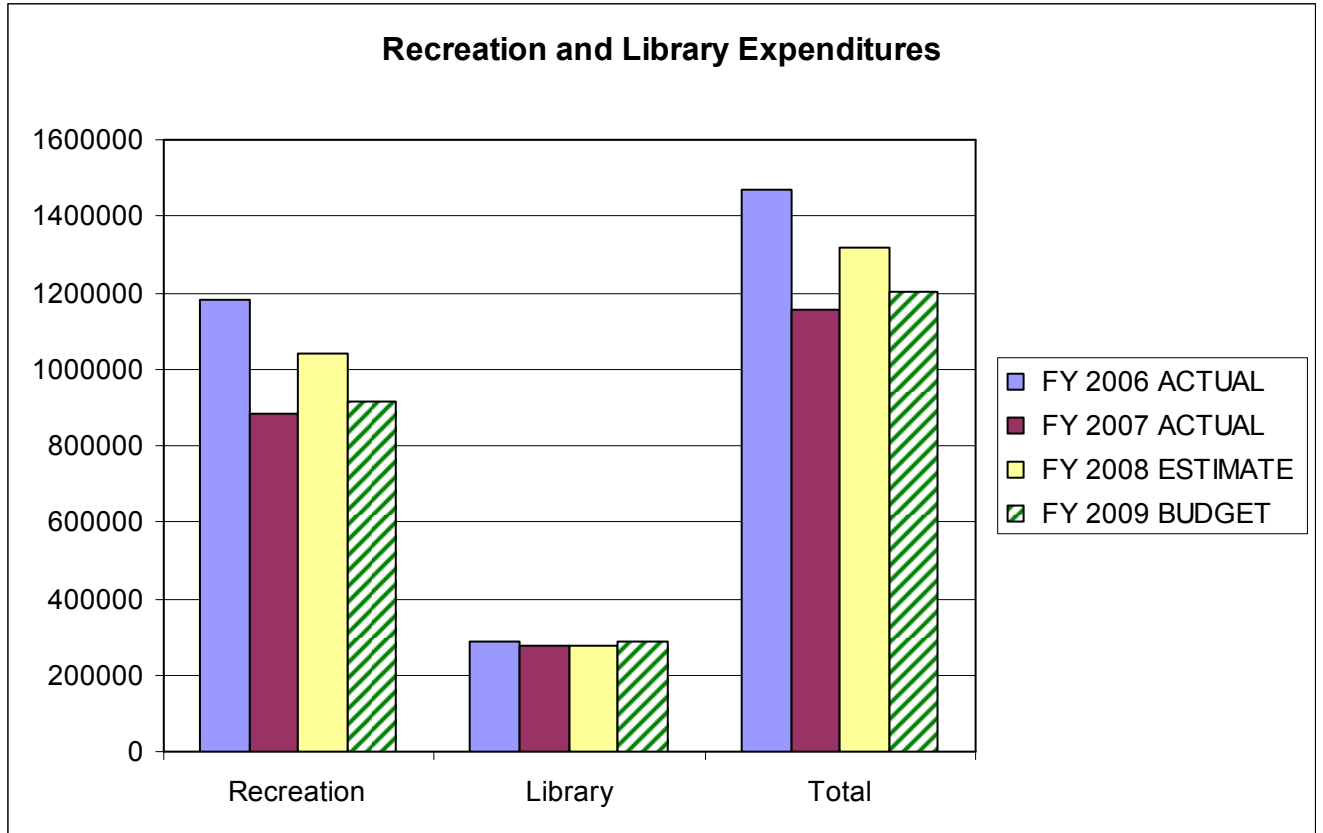


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**Community Recreation Fund**



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**OVERVIEW**

This fund provides for the many recreation activities offered by the City of Alamosa. The programs offered through the Alamosa Family Recreation Center are funded by a sales tax and user fees. In addition to these revenue sources, the General Fund contributes towards the operation of the Southern Peaks Public Library. Starting in 2008, the library was merged into the Community Recreation Fund.

The following table shows the expenditures for the Recreation fund by Division. FY 2008 Estimate figures include required accounting for the full costs and revenues associated with the construction of the golf course club house.

Revenues	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ESTIMATE	FY 2009 BUDGET	Change	% Change
Recreation	\$1,099,826	\$1,244,456	\$2,207,200	\$1,170,205	(\$1,036,995)	-46.98%
Library*	\$161,921	\$140,442	\$143,455	\$141,990	(\$1,465)	-1.02%
Total	\$1,261,747	\$1,384,898	\$2,350,655	\$1,312,195	(\$1,038,460)	-44.18%

<b>Expenditures</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ESTIMATE</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
Recreation	\$882,691	\$1,066,621	\$1,919,690	\$1,049,365	(\$870,325)	-45.34%
Library*	\$275,060	\$280,263	\$289,460	\$261,325	(\$28,135)	-9.72%
Total	\$1,157,751	\$1,346,884	\$2,209,150	\$1,310,690	(\$898,460)	-40.67%

\* Combined into Recreation Fund for 2008 from Fund 15 Library Fund

The following table displays how the Department's budget is broken down between major expenditure groups.

<b>DIVISION</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>OPERATIONS</b>	<b>CAPITAL EXP</b>	<b>TOTAL</b>
LIBRARY	2007 ACTUAL	\$207,860	\$72,403	\$ -	\$280,263
	2008 ESTIMATE	\$199,910	\$70,550	\$19,000	\$289,460
	2009 BUDGET	\$194,625	\$66,700	\$ -	\$261,325
RECREATION	2007 ACTUAL	\$274,402	\$737,290	\$54,929	\$1,066,621
	2008 ESTIMATE	\$336,860	\$623,375	\$959,130	\$1,919,65
	2009 BUDGET	\$356,140	\$693,225	\$ -	\$1,049,365

## Personnel

The following table displays total personnel. No new positions are anticipated for year 2009.

<b>DIVISION</b>		<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ESTIMATE</b>	<b>FY 2009 BUDGET</b>
Library	F/T	4	3	2	2
	P/T	6	7	8	8
	Total	10	10	10	10
Recreation	F/T	3	4	4	4
	P/T	5	5	8	8
	Total	8	9	12	12

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**CAPITAL OUTLAY**

There is no capital outlay planned for in these budgets.

**SIGNIFICANT ISSUES**

**Library:**

- Expansion of the facility.

**Recreation:**

- Feasibility of building an aquatic center.

**STATUS OF 2008 GOALS AND OBJECTIVES**

**Library:**

*Goal:* Replace ILS in early 2008 and move server to IT

*Accomplishments:* The need to replace the ILS diminished once IT moved the ILS to a new server. Replacement of the ILS is planned to coincide with the construction of a new facility.

*Goal:* Install Internet filtering on public computers

*Accomplishments:* IT department purchased and successfully installed hardware/software to filter the library's public computers.

*Goal:* Review effectiveness of patron PC management software

*Accomplishments:* PC management software was deemed to be a very important tool in allocating the use of the public PCs. Time Limit Manager and Clean Slate from Fortres Grand Corporation provide staff the ability to fairly manage computer use.

*Goal:* Migrate library website to state-hosted server running Plinkit software

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*Accomplishments:* IT department helped to move library website from the local server to one located in the Denver area hosted by a third party vendor. A volunteer helped to redesign the site and the Lead Librarian is able to update as needed.

*Goal:* Determine feasibility of installing a patron self-check station

*Accomplishments:* The current ILS does not allow for the addition of a patron self-check station. Plans are to include one in a new facility using a different ILS program.

*Goal:* Upgrade movie night projection capabilities

*Accomplishments:* IT department assisted in upgrading the projection system. A/V equipment was relocated and is no longer in the way of the viewing public. Relocating and replacing key equipment has greatly reduced the staff time needed to set up or shut down the system.

*Goal:* Repair or upgrade library exterior signage

*Accomplishments:* The exterior wooded sign was replaced with 10” metallic letters with financial assistance coming from the Friends group.

**Recreation:**

*Goal:* Install weight equipment from hospital grant in cardiovascular room with minimum disruption

*Accomplishments:* Using an online floor plan design program, staff was able to reposition equipment in the room prior to its arrival. No need to close the room to the public.

*Goal:* Plant a minimum of ten trees in new areas and to replace dead or dying trees

*Accomplishments:* Eight trees were planted at the Rec Center.

*Goal:* Plant Xeriscape demonstration gardens in front of Recreation Center

*Accomplishments:* Two small demonstration gardens were planted immediately in front of the Rec Center.

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*Goal:* Offer two new major activities/programs

*Accomplishments:* 1<sup>st</sup> Annual Halloween Carnival and Youth Bowling

*Goal:* Feasibility of upgrading Recreation Center with ADA compliant doors

*Accomplishments:* Doors can be modified with automatic openers. Due to other unexpected maintenance needs, consideration to upgrade deferred to 2009.

## **2009 GOALS AND OBJECTIVES**

### **Library Goals:**

- Review effectiveness of online subscription databases
- Determine feasibility of downloadable digital books
- Determine whether or not to retain VHS tapes and cassette audio books

### **Recreation Goals:**

- Plant a minimum of five trees in new areas and to replace dead or dying trees
- Expand Xeriscape demonstration gardens at the Recreation Center
- Offer two new major activities/programs

## **UNMET NEEDS**

The Library is a very busy city department averaging over 85,000 patron visits per year. This amount of traffic not only is accelerating the wear and tear on the facility, but, also, highlights the need for a larger venue in the future.

With the closure of Splashland and the ASC pool, there is no local swimming facility of similar size in Alamosa. Recreation Center is no longer able to meet the needs of the public in the area of swimming instruction.

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## OTHER FUNDS

The City of Alamosa has several other funds used to track specific revenues or expenditures. These funds may or may not be restricted in their use. For ease of the reader, all restricted funds will be designated as such. These funds by their nature are not categorized under any one department. These funds are listed below.

Other Funds Expenditures	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ESTIMATE	FY 2009 BUDGET	Change	% Change
Cemetery Endowment Fund*	\$50,977	\$20,094	\$13,000	\$20,500	\$7,500	57.69%
Firemen's Pension Fund *	\$98,393	\$100,182	\$98,700	\$98,700	\$0	0.00%
Conservation Trust Fund*	\$104,519	\$76,412	\$159,260	\$88,000	(\$71,260)	-44.74%
Recreation Debt Service Fund	\$377,090	\$377,649	\$369,042	\$387,005	\$17,963	4.87%
Employee Benefit Fund*	\$759,119	\$808,181	\$204,571	\$850,760	\$646,189	315.88%
Police Grant Funds	\$0	\$7,133	\$0	\$99,000	\$99,000	100.00%
Economic Development Fund	\$0	\$0	\$0	\$50,000	\$50,000	100.00%
Enterprise Debt Fund	\$0	\$0	\$0	\$817,374	\$817,374	100.00%
<b>Total</b>	<b>\$1,324,450</b>	<b>\$1,440,949</b>	<b>\$794,442</b>	<b>\$1,708,020</b>	<b>\$1,566,766</b>	<b>197.22%</b>

Other Funds Revenues	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ESTIMATE	FY 2009 BUDGET	Change	% Change
Cemetery Endowment Fund*	\$20,136	\$18,526	\$15,700	\$15,500	(\$200)	-1.27%
Firemen's Pension Fund *	\$176,817	\$255,843	\$82,708	\$103,580	\$20,872	25.24%
Conservation Trust Fund*	\$85,761	\$89,587	\$87,000	\$88,000	\$1,000	1.15%
Recreation Debt Service Fund	\$404,562	\$398,040	\$252,400	\$387,000	\$134,600	53.33%
Employee Benefit Fund*	\$762,181	\$655,153	\$702,118	\$861,495	\$159,377	22.70%
Police Grant Funds	\$0	\$0	\$0	\$99,000	\$99,000	100.00%
Enterprise Debt Fund	\$0	\$0	\$0	\$970,000	\$970,000	100.00%
Economic Development Fund	\$0	\$0	\$0	\$55,000	\$55,000	100.00%

**Cemetery Endowment Fund** – Funded by plot sales, this fund provides funding for ongoing maintenance of grave sites.

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**Firemen’s Pension Fund** – This fund is a fiduciary fund of the City. The assets in the fund are managed by FPPA and are not available to the City for other purposes. This fund receives monies from a portion of the Mill Levy.

**Conservation Trust Fund** – This fund is provided monies from lottery sales. These funds are restricted for certain park uses. Personnel costs have been moved out of this fund with future expenditures limited to maintenance needs and capital improvements.  
**Recreation Debt Service Fund** – this fund holds the revenues necessary to pay for the City’s Recreation Center.

**Employee Benefit Fund** – This fund is for the City’s self funded Health Insurance program.

**Police Grant Fund** – This is a new fund for 2008, primarily used to track expenditures for the San Luis Valley Drug task force and other police grants. Prior to 2008, these revenues and expenditures were recognized in the General Fund.

**Economic Development Fund** – This fund is new and uses Construction use tax to pay for economic development.

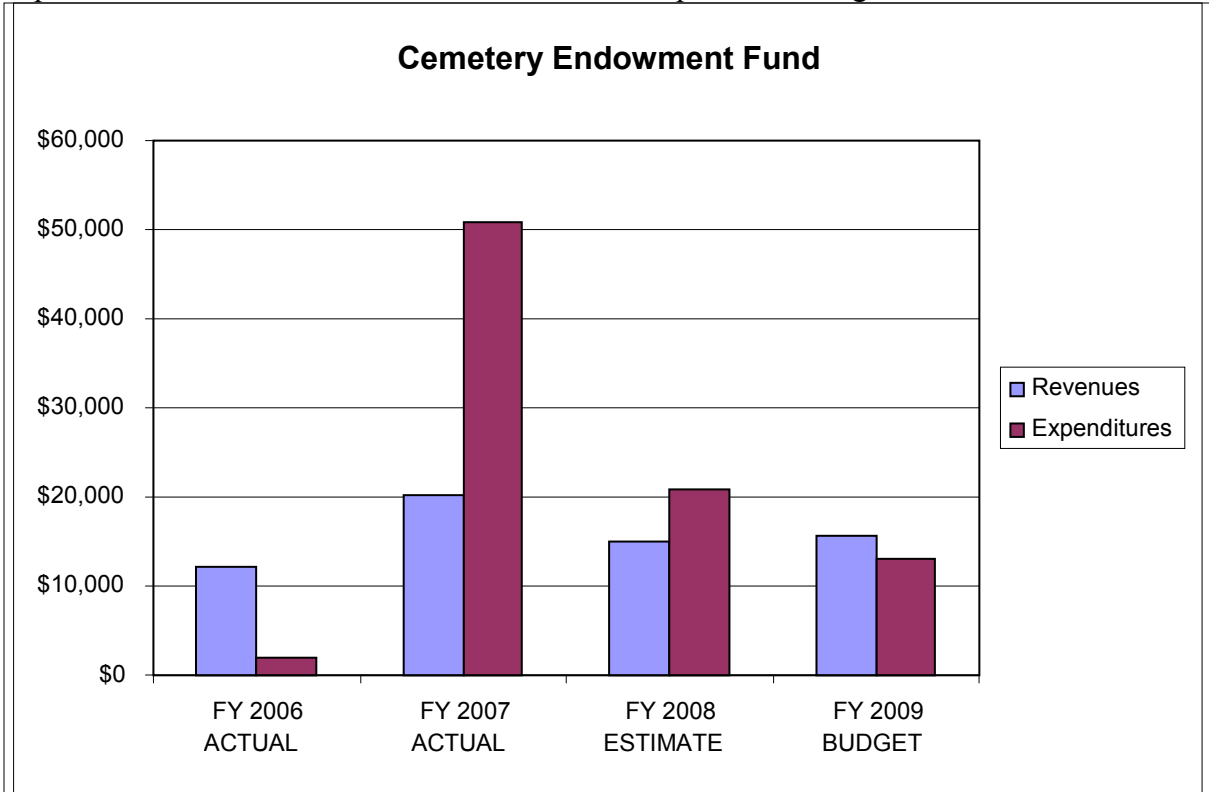
**Enterprise Debt Fund- 31** is a fund established to capture the cost of repaying the loan for the new water treatment plant.



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**CEMETERY ENDOWMENT FUND**

The Cemetery Endowment Fund is a restricted fund used only for the upkeep and maintenance of the Cemetery. The primary source of income is the sale of burial plots. Replacing equipment used in the Cemetery and fuel for that equipment accounts for the expenditures from this account. Personnel costs are paid for through the General Fund.



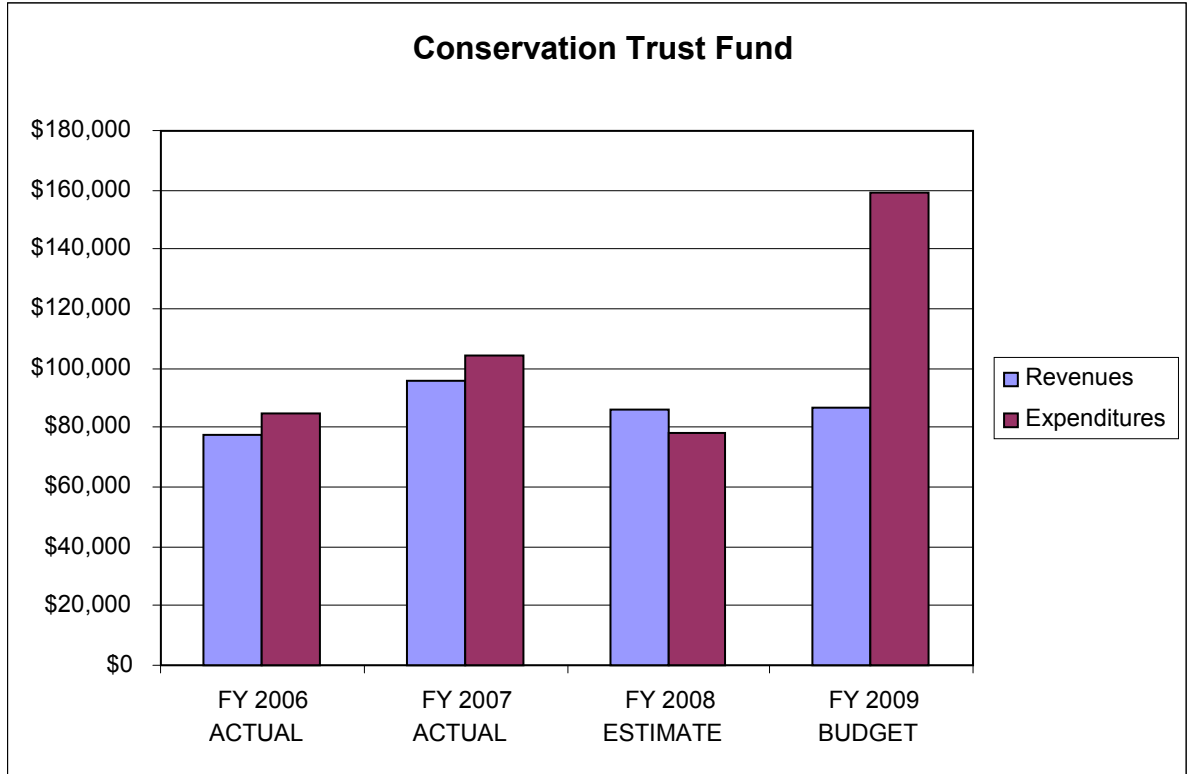
Revenues	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ESTIMATE	FY 2009 BUDGET	Change	% Change
Cemetery Endowment Fund	\$20,136	\$18,526	\$15,700	\$15,500	(\$200)	-1.27%

Expenditures	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ESTIMATE	FY 2009 BUDGET	Change	% Change
Cemetery Endowment Fund	\$50,977	\$20,094	\$13,000	\$20,500	\$7,500	57.69%

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**Conservation Trust Fund**

The Conservation Trust Fund is established to hold funds from State Lottery funds designated by the State solely for the purpose of maintaining and purchasing open space.



<b>Revenues</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ESTIMATE</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
Conservation Trust Fund	\$95,761	\$89,587	\$87,000	\$88,000	\$1,000	1.15%

<b>Expenditures</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ESTIMATE</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
Conservation Trust Fund	\$104,519	\$76,412	\$159,260	\$88,000	(\$71,260)	-44.74%

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## Recreation Debt Service Fund

This fund provides the account mechanism to manage the repayment of debt on the Family Recreation Center. Funds in this account are restricted to meet the City's financial obligation in repaying the Center's debt.

<b>Revenues</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ESTIMATE</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
Recreation Debt Service Fund	\$404,562	\$398,040	\$252,400	\$387,000	\$134,600	53.33%

<b>Expenditures</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 ESTIMATE</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% Change</b>
Recreation Debt Service Fund	\$377,090	\$377,649	\$369,042	\$387,005	\$17,963	4.87%

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**PUBLIC WORKS DEPARTMENT  
ENTERPRISE FUND**

**OVERVIEW**

Understanding the Enterprise fund can require a little explanation. The City's enterprise fund operates like a business and uses business accounting principles. One major difference with this type of fund is that each year capital expenditures are capitalized, or are moved from the expenditures to assets.

Therefore, there will be some discrepancy between the appendices with budget detail for past periods and this section.

<b>DIVISION</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ACTUAL</b>	<b>FY 2008 PROJECTED</b>	<b>FY 2009 BUDGET</b>	<b>Change</b>	<b>% CHANGE</b>
Water Distribution	\$1,841,975	\$9,255,931	\$4,499,846	\$527,008	(\$3,972,838)	-88.29%
Sewer Collection	\$486,390	\$749,569	\$1,085,123	\$345,708	(\$739,415)	-68.14%
Solid Waste	\$760,920	\$815,319	\$802,590	\$807,101	\$4,511	0.56%
Fixed Payments	\$28,465	\$705,160	\$791,640	\$0*	\$0	0.00%
Sewer Treatment	\$308,095	\$398,129	\$382,740	\$344,925	(\$37,815)	-9.88%
Water Treatment	\$0	\$0	\$176,215	\$333,090	\$156,875	0.00%
<b>TOTAL</b>	<b>\$3,425,845</b>	<b>\$11,924,108</b>	<b>\$7,738,154</b>	<b>\$2,357,832</b>	<b>(\$5,380,322)</b>	<b>-69.53%</b>

\*moved to fund 31

The following table displays how the Department's budget is broken down between major expenditure groups. Please note that capital expenditures prior to 2008 are wrapped up into a depreciation number in the operations expenditures during the audit. This can prove problematic for when trying to make sense of the day to day costs.

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<b>DIVISION</b>	<b>YEAR</b>	<b>PERSONNEL</b>	<b>OPERATIONS</b>	<b>CAPITAL EXP</b>	<b>TOTAL</b>
Water Distribution	2007 Actual	\$175,435	\$1,086,009	\$7,994,487	\$9,255,931
	2008 Projected	\$166,400	\$639,501	\$3,693,945	\$4,499,846
	2009 Budget	\$200,460	\$326,548	\$0	\$527,008
Sewer Collection	2007 Actual	\$170,281	\$449,195	\$130,094	\$749,570
	2008 Projected	\$220,345	\$188,925	\$675,853	\$1,085,123
	2009 Budget	\$212,110	\$133,595	\$0	\$345,705
Solid Waste	2007 Actual	\$384,625	\$430,695	\$0	\$815,320
	2008 Projected	\$360,005	\$302,270	\$140,315	\$802,590
	2009 Budget	\$395,025	\$412,076	\$0	\$807,101
Sewer Treatment	2007 Actual	\$55,839	\$342,290	\$0	\$398,129
	2008 Projected	\$55,255	\$327,485	\$0	\$382,740
	2009 Budget	\$58,825	\$286,100	\$0	\$344,925
Water Treatment	2007 Actual	\$0	\$0	\$0	\$0
	2008 Projected	\$54,655	\$121,560	\$0	\$176,215
	2009 Budget	\$54,025	\$175,425	\$103,640	\$333,090

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**PERSONNEL**

The following table displays total personnel in the enterprise fund divisions. We now have one full time position in the Water Treatment Division and will be backfilling the vacancy left in the water distribution division created by this shift. This will also allow us to be in a better position to address some of the issues identified as weaknesses during our analysis of past operations. We are adding one part time position to help in the recycling operations for 2009, particularly in the yard waste area.

DIVISION		FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 ESTIMATE	FY 2009 BUDGET
Water Distribution	F/T	3	4	3	4
	P/T	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.5</u>
	Total	3.25	4.25	3.25	4.5
Sewer Collection	F/T	4	4	4	4
	P/T	<u>0</u>	<u>0</u>	<u>0.25</u>	<u>0.25</u>
	Total	4	4	4.25	4.25
Solid Waste	F/T	9	9	9	9
	P/T	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.5</u>
	Total	9	9	9	9.5
Sewer Treatment	F/T	1	1	1	1
	P/T	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total	1	1	1	1
Water Treatment	F/T	0	0	1	1
	P/T	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total	0	0	1	1
TOTALS	F/T	17	18	18	19
	P/T	<u>0.25</u>	<u>0.25</u>	<u>0.5</u>	<u>1.25</u>
	Total	17.25	18.25	18.5	20.25

**CAPITAL OUTLAY**

**Water Division:** We have had a busy two years in preparation for the startup of the water treatment plant. In 2009 we will be minimizing the capital projects to allow us a chance to better address operational concerns and to plan for further capital improvements going forward.

**Sewer Collection Division:** In 2009 we will be spending less time on construction and more time on cleaning and inspecting our lines so that we can prepare a more thought out capital plan going forward.

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**Solid Waste Division:** No significant capital improvements.

**Wastewater Treatment Division:** No significant capital improvements.

**Water Treatment Division:** No significant capital improvements.

**SIGNIFICANT ISSUES**

**Water Distribution Division:** Getting the new storage facility on line is our primary concern. We still have to complete the conversion of the back nine of the golf course to non-potable water and develop plans to remove other significant irrigation not so already converted to non-potable sources as well. We need to better define our equipment and training needs to ensure we have the tools to carry out our missions, not just in water, but in all of the enterprise fund activities.

**Sewer Collection Division:** Again, asset management is an area in which we must improve. Underground utilities tend to be ignored until they break. Everyone assumes everything is good until we are faced with a major backlog of deferred maintenance.

**Solid Waste Division:** No significant issues

**Wastewater Treatment Division:** No significant issues

**Water Treatment Division:** We still have not reached the top of the learning curve by any means but the slope is not nearly as steep as it was. The plant to date is performing very well and our concentration will be on optimizing operations particularly under peak use conditions.

**STATUS OF 2008 GOALS AND OBJECTIVES**

**Water Distribution Division:**

*Goal:* Complete construction of the new water treatment plant and associated water lines and bring into full operation by the end of August 2008; update five year capital improvement plan and improve asset management information base.

*Accomplishments:* In spite of the set-back encountered with our March water crisis we did meet all major goals. The water plant is in full operation and is meeting or exceeding all expectations. We still need to get a better handle on our asset management which will be a primary focus in 2009 along with improving our preventive maintenance programs

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**Sewer Collection Division:**

*Goal:* Move forward on line maintenance and classification to reduce blockages and aid in line replacement and upgrade planning in the future.

*Accomplishments:* We did not make as much progress here as our priorities in 2008 had to be placed in water production, treatment and distribution. We will be cutting back on capital improvements in 2009 to better enable us to get our hands around the line maintenance and classification so that we can better focus our capital improvements going forward.

**Solid Waste Division:**

*Goal:* Look for all possible efficiencies while maintaining or improving current level of service.

*Accomplishments:* We have been able to reduce overtime significantly by reducing crew size and addressing schedules of our Saturday services. Fuel costs proved to be a major problem and we expect this to be a continuing challenge as we move forward.

**Wastewater Treatment Division:**

*Goal:* Complete plant “re-rating” and plant optimization studies.

*Accomplishments:* The plant re-rating process is complete and has increased the regulatory loading limits by more than 20%. This removes the threat of us having to expand the plant when we still have a practical excess capacity of more than 25% at peak flows.

**2009 GOALS AND OBJECTIVES**

**Water Distribution Division:**

*Goal:* Get the new water storage project well underway with a target completion date of fall 2010; complete the conversion of the back nine of the golf course from our potable water system to non-potable water; continue to update five year capital improvement plan and improve asset management information base.



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*Objectives:*

3. Complete the planning, design, bidding phases of the project by spring 2009. Complete the construction of the foundation and supporting pipe work by fall of 2009 with erection of the tower itself scheduled for 2010.
4. Complete the design and installation of the infrastructure to move the back nine of the golf course off the City potable water supply by fall of 09.
5. Update plans for line replacement/upgrades and start work on long-term water supply plans in light of new well regulations.

**Sewer Collection Division:**

*Goal:* Move forward on line maintenance and classification to reduce blockages and aid in line replacement and upgrade planning in the future.

*Objectives:*

4. Clean and camera not less than 20% of existing gravity sewer lines.
5. Inventory all gravity sewer lines as to size, type, and condition over a five year period, transferring data to a map format to aid in future asset management.
6. Inventory and type all lift stations in terms of capacity and condition. Prepare maintenance plans and update five year capital improvement plan

**Solid Waste Division:**

*Goal:* Continue to look for all possible efficiencies while maintaining or improving current level of service.

*Objectives:*

3. Evaluate routes to determine most efficient coverage of the City to minimize man-hours and fuel usage.
4. Consolidate landfill runs through use of tandem trailers and routing efficiencies
5. Evaluate use of B20 fuel in one or more of the solid waste trucks and if it increases power/mileage/efficiencies convert all trucks to its use. Work with fleet maintenance personnel to ensure that any conversions are done properly

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**Wastewater Treatment Division:**

*Goal:* Develop plans for plant optimization upgrades to include operational improvements that will reduce energy consumption at the plant.

*Objectives:*

3. Upgrade the existing plant SCADA system and develop plans for integrating it with collection system data collection and controls
4. As experience is gained with the changes caused by our new water treatment plant and how it impact wastewater treatment, optimize operations to counteract any adverse effects.

**Water Treatment Division:**

*Goal:* Continue to fine tune plant operations to improve water quality while reducing the required inputs.

*Objectives:*

1. Develop the knowledge base necessary to allow us to reduce our safety margins without reducing safety.
2. Expand training opportunities for all personnel in the water and sewer divisions so that we can increase our numbers of certified personnel, not only in water treatment, but in wastewater treatment and water distribution and sewer collection.

**UNMET NEEDS**

- Rates for storm and sanitary sewer must be adjusted in the next year in recognition of our higher costs and more stringent federal and state regulations.
- We must find ways to encourage our employees to take advantage of training opportunities and to become certified in their respective fields.
- Need to further refine our longer term capital requirements so that we can ensure that our service charges cover the true cost of service, not just this year or next, but going forward into the future as well.