PURA Work Session

Tuesday, November 3, 2026, at 2:00 PM

Pueblo Convention Center

320 Central Main Street

Pueblo, CO, 81003

719-582-5125 conference ID 161 076 011#

Meeting Book - PURA Work Session

PURA Work Session Meeting Agenda- 11.03.2026

2:00 pm **Call to Order** — Dr. Garrison Ortiz

The Pueblo Urban Renewal Authority's mission is to stabilize, enhance, and support economic vitality through community-driven development projects.

2:00 pm **Roll Call** — Cherish Deeg

Board Meeting Roll Call - 4

2:00 pm **Approval of the Agenda** — Motion

Reports

2:05 pm Chairman — Dr. Garrison Ortiz

2:10 pm Executive Director — Cherish Deeg

2:15 pm **Commissioner Comments**

Treasurers Report — Fallon Miller

2:25 pm Pueblo Convention Center Monthly Financials - September 2026

PCC September Financials - 5

2:35 pm PURA Monthly Financials - September 2026

Pura September Financials - 46

2:40 pm 2027 Budget Draft

Future Action PBudget - 53

2027 Draft Budget - 55

Direction LAUNCH Grant Evaluation Form 11.3.2026 - 81

PURA 2026 LAUNCH Application Board Report with Maps - 87

Future Action

2:55 pm Policies

Future Action Policy Manual Adoption - 110

Policy Book Draft - 113

3:15 pm DaVinci RTA Grant Requests

Future Action RTA Reimbursment - 251

Informational Items

3:20 pm

PLAN & RFP Updates

Information PLAN and RFP form - 253

3:25 pm

Executive Session

Motion

For a conference with the Authority's attorney for the purpose of receiving legal advice on specific legal questions under § 24-6-402(4)(b), C.R.S. and the specific legal issues are related to a potential economic development project - Project Manta, potential economic development prospect in the airport industrial park, potential TIF agreement with the Pueblo City and County Library District regarding the Jackson Ranch urban renewal project, potential St. Charles Phase 2 reimbursement agreement; and

For the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators, under C.R.S. § 24-6-402(4)(e) related to a potential redevelopment and reimbursement agreement for the Pueblo Springs II Apartments, potential TIF agreement with the Pueblo City and County Library District regarding the Jackson Ranch urban renewal project, and potential St. Charles Phase 2 reimbursement agreement.

NO ADOPTION OF ANY PROPOSED POLICY, POSITION, RESOLUTION, RULE, REGULATION OR FORMAL ACTION SHALL OCCUR AT ANY EXECUTIVE SESSION THAT IS NOT OPEN TO THE PUBLIC.

4:00 pm

Adjournment

Motion

Board of Commissioners

- ☐ Karim Ayoub
- ☐ Liz Chapman
- ☐ Dr. Kathy DeNiro
- ☐ Stephanie Garcia
- ☐ Heather Graham
- ☐ Corinne Koehler
- ☐ Dennis Maes
- ☐ Fallon Miller
- ☐ Steve Nawrocki
- ☐ Dr. Garrison Ortiz
- ☐ Zach Swearingen
- ☐ Dr. Jim Valenzuela
- ☐ Jon Walker

Ex Officio

- ☐ Brett Boston
- ☐ Michelle Erickson

Staff

- ☐ Cherish Deeg
- ☐ Andrea DelaGarza
- ☐ Shawn Carlson
- ☐ Chris DeLuca
- ☐ Cynthia Mitchell

Guests

PUEBLO
CONVENTION CENTER
on the Riverwalk

320 Central Main St.
Pueblo, CO. 81003
719.542.1100 TEL
719.583.9351 FAX

Cherish Deeg, Executive Director
Pueblo Urban Renewal Authority
115 E. Riverwalk, Suite 410
Pueblo, CO 81003

RE: September 2026 Financials

Dear Cherish,

For the month of September, we held 21 events and had 21 budgeted with gross revenues of $235,725 against a budget of $208,682 for a positive $27,043 vs budget for the month. Indirect expenses came in at $2247,417 against a budget of $261,671 for a positive $14,254 vs budget. Our total operating net income for the month is negative ($132,209) against a budgeted net loss of (140,209) resulting in a positive $7,805 vs budget for the month.

Year-to-date numbers are 179 actual events with 169 budgeted. Gross revenues are currently at $2,219,951 vs a budget of $2,045,702 for a positive $174,249 against budget YTD. Indirect expenses YTD are $1,934,273 vs a budget of $1,892,643 for a negative ($41,630) vs budget. Our total operating net income (loss) YTD is a loss of ($628,029) vs a budget of ($669,959) for a positive $41,930 vs budget YTD.

The Exhibit Hall for the month of September had 4 events for 1,113 attendees. The utility costs we received are Black Hills Energy for $5,920.97, Xcel Energy for $92.09 and water for $154.81, for a total of $6,167.87.

If you have any questions, please let me know.

Regards,

Kevin Ortiz, General Manager
Pueblo Convention Center
OVG360

GM Report - Pueblo Convention Center – September 2026

Financial Overview for the Month of September 2026:

For the Month of September 2026:

PUEBLO CONVENTION CENTER
FINANCIAL STATEMENT COMMENTS
FOR SEPTEMBER 2026
MONTHLY REPORT

	ACTUAL	ORIG BUDGET	Fav/(Unfav) VARIANCE
NO OF EVENTS	21	21	0
ATTENDANCE	2,881	3,618	(737)
EVENT INCOME	$ 114,494	$ 120,595	$ (6,101)
TOTAL EVENT INCOME	$ 114,494	$ 120,595	$ (6,101)
MISCELLANEOUS INCOME	$ 519	$ 867	$ (348)
SURCHARGE REVENUE	$ -	$ -	$ -
TOTAL OTHER INCOME	$ 519	$ 867	$ (348)
INDIRECT EXPENSES	$ 247,417	$ 261,671	$ 14,254
OPERATING NET INCOME (LOSS)	$ (132,404)	$ (140,209)	$ 7,805

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Year to Date as of September 2026:

PUEBLO CONVENTION CENTER
FINANCIAL STATEMENT COMMENTS
YTD FOR NINE MONTHS ENDED
September 30, 2026

	ACTUAL	ORIG BUDGET	Fav/ (UnFav) VARIANCE
NO OF EVENTS	179	169	10
ATTENDANCE	28,945	38,247	(9,302)
EVENT INCOME	$ 1,299,594	$ 1,213,884	$ 85,710
TOTAL EVENT INCOME	$ 1,299,594	$ 1,213,884	$ 85,710
MISCELLANEOUS INCOME	$ 6,650	$ 8,800	$ (2,150)
SURCHARGE REVENUE	$ -	$ -	$ -
TOTAL OTHER INCOME	$ 6,650	$ 8,800	$ (2,150)
TOTAL NET OPERATING INCOME	$ 1,306,244	$ 1,222,684	$ 83,560
INDIRECT EXPENSES	$ 1,934,273	$ 1,892,643	$ (41,630)
OPERATING NET INCOME(LOSS)	$ (628,029)	$ (669,959)	$ 41,930

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2026 Annual Budget Revenue Projection Status

Total Projection	Budgeted Total Gross Income	% of Gross Year-end Budget
$2,677,947	$2,646,796	101%

YTD Same Time Last Year Annual Budget Revenue Projection Status

Total Projection	Budgeted Total Gross Income	% of Gross Year-end Budget
$2,853,948	$2,854,215	100%

Gross Revenue for September 2026: $235,725 Year to Date: $2,219,951

Gross Revenue by Month YOY															
	January	February	March	April	May	June	July	August	September	October	November	December	YTD Total	Budget	Variance
FY 18	$52,456	$107,907	$110,803	$123,568	$95,156	$81,397	$47,918	$120,852	$155,498	$72,571	$190,795	$111,062	$1,269,983	$1,299,782	-$29,798
FY 19	$29,568	$138,693	$190,687	$167,188	$167,463	$109,119	$97,875	$106,483	$107,124	$196,886	$272,654	$107,724	$1,691,464	$1,748,180	-$56,716
FY 20	$57,568	$169,662	$78,268	$72	$399	$102	$12,420	$19,032	$37,646	$59,792	$15,646	$15,480	$466,282	$1,699,492	-$1,233,210
FY 21	$13,830	$15,019	$45,918	$116,146	$99,755	$75,915	$174,917	$137,963	$190,437	$150,598	$136,418	$113,519	$1,270,435	$1,238,264	$32,168
FY 22	$72,217	$49,859	$170,864	$144,767	$215,428	$185,953	$133,978	$236,933	$369,989	$336,072	$155,860	$308,458	$2,380,378	$1,633,880	$746,498
FY 23	$88,190	$136,001	$271,893	$288,297	$182,040	$380,769	$288,395	$269,669	$230,905	$216,905	$184,341	$300,784	$2,838,189	$2,115,612	$722,577
FY 24	$165,387	$174,499	$251,362	$510,457	$257,197	$260,575	$298,676	$149,697	$234,627	$181,731	$507,399	$315,087	$3,306,694	$2,582,277	$724,417
FY 25	$143,697	$181,322	$253,940	$360,228	$378,496	$192,547	$260,130	$61,661	$249,230	$443,138	$166,304	$239,820	$2,930,513	$2,854,215	$76,298
FY 26	$331,578	$289,906	$171,723	$373,776	$257,008	$169,527	$179,063	$211,645	$235,725				$2,219,951	$2,646,796	

NET Operating Loss/Income for September 2026: ($132,404) Year to Date: ($140,209)

Net Operating Income by Month YOY																
	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL	Budget	Variance	Notes
FY 18	$ (94,689)	$ (53,121)	$ (77,001)	$ (33,456)	$ (54,758)	$ (66,087)	$(91,076)	$ (52,880)	$ 1,440	$ (47,007)	$ (35,254)	$ (62,498)	$ (666,387)	$ (745,002)	$ 78,615	
FY 19	$ (79,947)	$ (40,838)	$ (25,340)	$ (34,387)	$ (36,389)	$ (59,888)	$(66,599)	$ (82,140)	$ (60,401)	$ (8,066)	$ 39,879	$(135,230)	$ (589,346)	$ (712,298)	$ 123,042	
FY 20	$ (105,869)	$ (27,529)	$ (76,977)	$ (100,733)	$ (87,700)	$ (94,547)	$(98,851)	$ (80,264)	$ (90,945)	$ (56,039)	$ (92,017)	-$124,753	$(1,036,224)	$ (735,115)	$ (301,128)	COVID-19
FY 21	$ (99,560)	$ (100,446)	$ (83,354)	$ (30,433)	$ (86,282)	$ (87,047)	$(41,364)	$ (38,510)	$ (11,826)	$ (47,240)	$ (49,848)	-$71,815	$ (747,725)	$ (799,145)	$ 51,420	COVID-19
FY 22	$ (92,119)	$ (114,061)	$ (34,467)	$ (53,735)	$ (22,250)	$ (32,815)	$(99,680)	$ (17,908)	$ 66,073	$ 3,499	$(111,771)	-$154,741	$ (663,975)	$ (803,623)	$ 139,648	
FY 23	$ (114,786)	$ (79,764)	$ (21,338)	$ 4,366	$ (54,079)	$ 33,655	$ (7,447)	$ (42,255)	$(103,994)	$ (81,949)	$(101,343)	-$142,089	$ (711,023)	$ (952,464)	$ 241,441	
FY 24	$ (78,418)	$ (74,561)	$ (32,674)	$ 139,529	$ (51,537)	$ (28,256)	$(41,616)	$(120,995)	$(118,312)	$(102,940)	$ (31,145)	-$101,022	$ (641,947)	$ (997,428)	$ 355,481	
FY 25	$ (108,444)	$ (80,534)	$ (23,220)	$ 4,925	$ 9,027	$ (69,426)	$(35,137)	$(160,295)	$(100,734)	$ (76,348)	$(128,996)	-$165,323	$ (934,505)	$ (995,122)	$ 60,617	
FY 26	$ (5,508)	$ (50,072)	$ (99,454)	$ 39,010	$ (53,518)	$(115,722)	$(84,394)	$(125,968)	$(132,404)				$ (628,030)	$ (1,097,235)		

Customer Survey Scores: September surveys 7 out of 9 returned event surveys received thus far for a Monthly Average 78% of returned client surveys. YTD an Average 73% of client surveys have been returned with a 99.5 satisfactory rating

- Surveys Attached

Notable Events in September 2026:

- **A Caring Pregnancy Center**
- **Colorado Department of Education**
- **UChealth Parkview Foundation**
- **Pueblo Association of Realtors**

September Monthly Hotel Report – By PURA Definition we had 1 room night generating events with a total of 148 booked rooms for the month of **September**. YTD, we have had **24** room night generating events by the PURA definition and a total of **3,202** rooms.

Monthly Hotel Report

Start Date	End Date	Account	Description	Type	Peak Number of Rooms	Total of Room Nights
09/15/26	09/15/26	Colorado Department of Education	Colorado Department of Education Postse	Meeting (10)	16	19
09/25/26	09/26/26	Alejan Duran Wedding	Spinuzzi & Duran Wedding (Ryan Spinuzzi	Banquet (15)	4	6
09/30/26	09/30/26	Center for Railway Research & Educatic	Center of Railway Research & Education -	Meeting (10)	38	115
09/12/26	09/12/26	Familia Pueblo	La Familia Pueblo (Puro Sol Jam 2026)	Special Event (35)	6	8

Rolling Forecast as of September 2026

PUEBLO CONVENTION CENTER
ROLLING FORECAST
FY 2026
9/30/2026

	ACTUAL Jan - Sep 2026	PROJECTED Oct - Dec 2026	TOTAL ACTUAL FY 2026	BUDGET FYE 12/31/2026	Total Actual Budget Variance
# OF EVENTS	179	44	223	227	(4)
ANCILLARY INCOME	$ 1,299,594	$ 268,143	$ 1,567,737	$ 1,570,095	$ (2,358)
TOTAL EVENT INCOME	$ 1,299,594	$ 268,143	$ 1,567,737	$ 1,570,095	$ (2,358)
MISCELLANEOUS INCOME	$ 6,650	$ 1,200	$ 7,850	$ 11,400	$ (3,550)
ADVERTISING&OTHER RENTAL INC	$ -	$ -	$ -	$ -	$ -
TOTAL OTHER INCOME	$ 6,650	$ 1,200	$ 7,850	$ 11,400	$ (3,550)
TOTAL NET OPERATING INCOME	$ 1,306,244	$ 269,343	$ 1,575,587	$ 1,581,495	$ (5,908)
INDIRECT EXPENSES	$ 1,934,273	$ 739,500	$ 2,673,773	$ 2,678,744	$ 4,971
OPERATING NET INCOME (LOSS)	$ (628,029)	$ (470,157)	$ (1,098,186)	$ (1,097,249)	$ (937)
FYI Extordianary items:					
Loan payments	$ 32,542	$ 8,139	$ 40,681	$ 42,620	$ 1,939
Parking Garage-WOL, net	$ 128,113	$ 41,280	$ 169,393	$ 165,120	$ (4,273)
Grounds-Da Vinci, net	$ 21,316	$ (18,860)	$ 2,456	$ 80,402	$ 77,946
Capital/Security Expenses	$ 144,531	$ 120,000	$ 264,531	$ 271,100	$ 6,569
NET INCOME (LOSS)	$ (954,531)	$ (620,716)	$ (1,575,247)	$ (1,656,491)	$ 81,244

COMMENTS:

Incentive Fee Pool Revenue Level:

Revenue:	Jan - Sep	Projected Oct-Dec	Total Act/ Projected	actual %	Final Proj
Event Revenue	$2,213,302	$452,945	$2,666,247	100%	100%
Misc Rev	$6,650	$1,200	$7,850	0%	0%
	$2,219,952	$454,145	$2,674,097		

PUEBLO CONVENTION CENTER
ROLLING FORECAST
FY 2026
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COMMENTS:

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	$2,219,952	$454,145	$2,674,097		

	Amount	
Incentive quantative @1.5% gross revenues up to $1,780,000	$ 26,700	based on rev forecast
If gross rev exceed $1,780,001 to $1,800,000 , 15% of additional gross rev	$ 3,000	based on rev forecast
If gross revenues exceed $1,800,001+ , 25% of additional gross rev	$ 218,524	based on rev forecast
Qualitative Portion - (Customer Satisfactions) 11% of MF	$ 15,201	
Qualitative Portion - (Room Night Generating Events) 11% of MF	$ 15,201	
Qualitative Portion - (Stability of workforce) 5% of MF	$ 6,910	
Projected Incentive Fee	$ 285,536	

KEVIN ORTIZ
DISTRICT GENERAL MANAGER

JUDY HEATHCOCK
DIRECTOR of FINANCE

ACPC

09/11/2026

OUR FACILITY

Did your meeting room/banquet space meet your needs? **5**

Was your meeting/banquet environment comfortable? **5**

Was your space set in the manner requested? **5**

Were the public spaces/restrooms clean & maintained regularly? **5**

MANAGEMENT/FACILITY STAFF

Was the sales staff knowledgeable & responsive to your inquiries? **5**

Was your Event Manager responsive & able to assist you during your event? **5**

Did the event/security staff present themselves in a professional manner? **5**

Did the set-up/housekeeping staff present themselves in a professional manner? **4**

What was your overall impression of our staff? **5**

FOOD & BEVERAGE SERVICES

Was your Catering Representative responsive & knowledgeable? **5**

Was the food & beverage service staff courteous & professional? **5**

What was the overall quality of our food & beverage items? **4**

What was the overall presentation of our food & beverage items? **3**

What was your overall satisfaction with our food & beverage service? **4**

AUDIO VISUAL SERVICE (if applicable)

Was your A/V Representative professional & knowledgeable? **5**

Was the A/V staff responsive and able to assist you during your event? **5**

What was the overall quality of A/V equipment provided?4

TELEPHONE/INTERNET SERVICES (if applicable)

Was your telecommunications contact professional and knowledgeable? **N/A**

Was the telecommunication staff responsive & able to assist during your event? **N/A**

What was the overall quality of the telecommunication service provided? **N/A**

PARKING

Was parking readily available, accessible and easy to locate? **5**

Was parking staff courteous and helpful? **N/A**

Was the parking lot clean and lighted adequately? **4**

OVERALL ASSESSMENT

What was your overall satisfaction with the Pueblo Convention Center as a facility? **4**

RECOMMEND TO OTHERS

How likely are you to recommend the Pueblo Convention Center to a friend or colleague? **5**

How did you hear about the Pueblo Convention Center? **Colleague/Acquaintance Other**

May we use your comments for future promotional purposes? **Yes**

Would you like to receive additional information about upcoming events? **No**

Which factors are most important to your event(s) at the Pueblo Convention Center?

Size of the venue and amenities available (food, av, parking)

Name of any staff you wish to recognize:

April was attentive, professional, and accessible. Mitch was easy to work with and quick to respond. Josh makes AV simple.

Would you consider being our guest again? **Yes**

Comments: **Respondent skipped this question**

Pueblo Association of REALTORS

9/26926

OUR FACILITY

Did your meeting room/banquet space meet your needs? **5**

Was your meeting/banquet environment comfortable? **5**

Was your space set in the manner requested? **5**

Were the public spaces/restrooms clean & maintained regularly? **5**

MANAGEMENT/FACILITY STAFF

Was the sales staff knowledgeable & responsive to your inquiries? **5**

Was your Event Manager responsive & able to assist you during your event? **5**

Did the event/security staff present themselves in a professional manner? **5**

Did the set-up/housekeeping staff present themselves in a professional manner? **N/A**

What was your overall impression of our staff? **5**

FOOD & BEVERAGE SERVICES

Was your Catering Representative responsive & knowledgeable? **5**

Was the food & beverage service staff courteous & professional? **5**

What was the overall quality of our food & beverage items? **4**

What was the overall presentation of our food & beverage items? **4**

What was your overall satisfaction with our food & beverage service? **4**

AUDIO VISUAL SERVICE (if applicable)

Was your A/V Representative professional & knowledgeable? **5**

Was the A/V staff responsive and able to assist you during your event? **N/A**

What was the overall quality of A/V equipment provided? **5**

TELEPHONE/INTERNET SERVICES (if applicable)

Was your telecommunications contact professional and knowledgeable? **N/A**

Was the telecommunication staff responsive & able to assist during your event? **N/A**

What was the overall quality of the telecommunication service provided? **5**

PARKING

Was parking readily available, accessible and easy to locate? **3**

Was parking staff courteous and helpful? **N/A**

Was the parking lot clean and lighted adequately? **5**

OVERALL ASSESSMENT

What was your overall satisfaction with the Pueblo Convention Center as a facility? **5**

RECOMMEND TO OTHERS

How likely are you to recommend the Pueblo Convention Center to a friend or colleague? **5**

How did you hear about the Pueblo Convention Center? **Colleague/Acquaintance Other**

May we use your comments for future promotional purposes? **No**

Would you like to receive additional information about upcoming events? **No**

Which factors are most important to your event(s) at the Pueblo Convention Center?

Size, location, food and parking

Name of any staff you wish to recognize: **Respondent skipped this question**

Would you consider being our guest again? **Not up to me.**

Comments: **Respondent skipped this question**

PUEBLO CONVENTION CENTER
on the Riverwalk

CUSTOMER EVALUATION

Connect with us on

www.puebloconventioncenter.com

Please tell us what you think! The Global Spectrum staff and our service providers at the Pueblo Convention Center are committed to bringing you, your organization and your guests the best! In order to do so, we'd like to hear your thoughts-what you liked, areas in which you feel we could improve, or any additional comments. Please take a moment to rate your satisfaction by filling in the squares below.

CLIENT SURVEY	Excellent	Very Good	Good	Fair	Poor	N/A
OUR FACILITY						
Did your meeting room/banquet space meet your needs?	☒	☐	☐	☐	☐	☐
Was your meeting/banquet environment comfortable?	☒	☐	☐	☐	☐	☐
Was your space set in the manner requested?	☒	☐	☐	☐	☐	☐
Were the Public Spaces/Restrooms clean and maintained regularly?	☒	☐	☐	☐	☐	☐
MANAGEMENT/FACILITY STAFF						
Was the sales staff knowledgeable and responsive to your inquiries?	☒	☐	☐	☐	☐	☐
Was your Event Manager responsive and able to assist you during your event?	☒	☐	☐	☐	☐	☐
Did the event/security staff present themselves in a professional manner?	☒	☐	☐	☐	☐	☐
Did the set-up/housekeeping staff present themselves in a professional manner?	☒	☐	☐	☐	☐	☐
What was your overall impression of our staff?	☒	☐	☐	☐	☐	☐
FOOD & BEVERAGE SERVICES:						
Was your Catering Representative responsive & knowledgeable?	☒	☐	☐	☐	☐	☐
Was the food and beverage service staff courteous and professional?	☒	☐	☐	☐	☐	☐
What was the overall quality of our food and beverage items?	☐	☒	☐	☐	☐	☐
What was the overall presentation of our food and beverage items?	☐	☒	☐	☐	☐	☐
What was your overall satisfaction with our Food & Beverage service?	☒	☐	☐	☐	☐	☐
AUDIO VISUAL SERVICE: (If Applicable)						
Was your A/V Representative professional and knowledgeable?	☒	☐	☐	☐	☐	☐
Was the A/V staff responsive and able to assist you during your event?	☒	☐	☐	☐	☐	☐
What was the overall quality of A/V equipment provided?	☒	☐	☐	☐	☐	☐
TELEPHONE/INTERNET SERVICES: (If Applicable)						
Was your telecommunications contact professional and knowledgeable?	☐	☐	☐	☐	☐	☐
Was the telecommunication staff responsive & able to assist during your event?	☐	☐	☐	☐	☐	☐
What was the overall quality of the telecommunication service provided?	☐	☐	☐	☐	☐	☐
PARKING:						
Was parking readily available, accessible and easy to locate?	☐	☐	☐	☐	☐	☐
Was parking staff courteous and helpful?	☐	☐	☐	☐	☐	☐

Was the parking lot clean and lighted adequately?	☐	☐	☐	☐	☐	☐

OVERALL ASSESSMENT:

What was your overall satisfaction with the Pueblo Convention Center as a facility?	☐	☐	☐	☐	☐	☐

	Very Likely					Not Likely
How likely are you to recommend the Pueblo Convention Center to a friend or colleague?	☐	☐	☐	☐	☐	☐

How did you hear about the Pueblo Convention Center?

Social Media	[ ]	Colleague/Acquaintance	[ ]
Print Advertising	[ ]	Other	[ ]
Radio Advertising	[ ]	I Don't Recall	[ ]
Pueblo Convention Center Website	[ ]	Internet Search	[ ]

**Did your attendees utilize local hotel rooms? YES NO

If so, where?

May we use your comments for future promotional purposes? YES NO

Would you like to receive additional information about upcoming events? YES NO

Do you survey your event attendees? YES NO

If so may we contact you for a copy? YES NO

Questions:

Which factors are most important to your event? _____

Name of any staff you wish to recognize? DIANE & MADDIE AV TECH WAS GREAT

For any score less than excellent, please describe how we can improve?

Comments:

UNITED COMPANIES

SEPTEMBER 2, 2026

Please complete & submit to our Administrative Office.
You may go to https://www.surveymonkey.com/s/QPW3HZQ to complete an online survey.

Thank you for taking the time to fill out our survey and for your use of the Pueblo Convention Center!
Our entire staff looks forward to working with you again and helping to make your event a success!

Pueblo Convention Center 320 Central Main Street Pueblo, CO. 81003
719.542.1100 719.583.9351 (Fax)

OVG
OAK VIEW GROUP

Colorado Department of Education

9/15/26

OUR FACILITY

Did your meeting room/banquet space meet your needs? **5**

Was your meeting/banquet environment comfortable? **4**

Was your space set in the manner requested? **5**

Were the public spaces/restrooms clean & maintained regularly? **5**

MANAGEMENT/FACILITY STAFF

Was the sales staff knowledgeable & responsive to your inquiries? **5**

Was your Event Manager responsive & able to assist you during your event? **5**

Did the event/security staff present themselves in a professional manner? **5**

Did the set-up/housekeeping staff present themselves in a professional manner? **5**

What was your overall impression of our staff? **5**

FOOD & BEVERAGE SERVICES

Was your Catering Representative responsive & knowledgeable? **5**

Was the food & beverage service staff courteous & professional? **5**

What was the overall quality of our food & beverage items? **5**

What was the overall presentation of our food & beverage items? **5**

What was your overall satisfaction with our food & beverage service? **5**

AUDIO VISUAL SERVICE (if applicable)

Was your A/V Representative professional & knowledgeable? **5**

Was the A/V staff responsive and able to assist you during your event? **5**

What was the overall quality of A/V equipment provided? **5**

TELEPHONE/INTERNET SERVICES (if applicable)

Was your telecommunications contact professional and knowledgeable? **5**

Was the telecommunication staff responsive & able to assist during your event? **5**

What was the overall quality of the telecommunication service provided? **5**

Was parking readily available, accessible and easy to locate?5

Was parking staff courteous and helpful? **5**

Was the parking lot clean and lighted adequately? **N/A**

OVERALL ASSESSMENT

What was your overall satisfaction with the Pueblo Convention Center as a facility? **5**

RECOMMEND TO OTHERS

How likely are you to recommend the Pueblo Convention Center to a friend or colleague? **5**

How did you hear about the Pueblo Convention Center? **Colleague/Acquaintance Other**

May we use your comments for future promotional purposes? **No**

Would you like to receive additional information about upcoming events? **No**

Which factors are most important to your event(s) at the Pueblo Convention Center?

capacity, location

Name of any staff you wish to recognize:

Diane Giner was so pleasant to work with through planning and day of! The AV technician (Josh?) also did a fantastic job helping us with CART set up, putting on appropriate music when needed, and just ensuring a smooth tech day.

Would you consider being our guest again? Yes

Comments:

We really enjoyed hosting our event at the convention center because all of the staff was so easy to work with, organized, and professional but friendly. Even the custodians: there was a hygiene emergency that morning that they took care of ASAP. We didn't get a single complaint about parking, and the soup/salad bar was so delicious and filling! The ballroom was pretty cold, but someone did fix that. This was a great experience all around.

Parkview Foundation

09/25/26

OUR FACILITY

Did your meeting room/banquet space meet your needs? **5**

Was your meeting/banquet environment comfortable? **5**

Was your space set in the manner requested? **5**

Were the public spaces/restrooms clean & maintained regularly? **5**

MANAGEMENT/FACILITY STAFF

Was the sales staff knowledgeable & responsive to your inquiries? **5**

Was your Event Manager responsive & able to assist you during your event? **5**

Did the event/security staff present themselves in a professional manner? **5**

Did the set-up/housekeeping staff present themselves in a professional manner? **5**

What was your overall impression of our staff? **5**

FOOD & BEVERAGE SERVICES

Was your Catering Representative responsive & knowledgeable? **5**

Was the food & beverage service staff courteous & professional? **5**

What was the overall quality of our food & beverage items? **4**

What was the overall presentation of our food & beverage items? **5**

What was your overall satisfaction with our food & beverage service? **4**

AUDIO VISUAL SERVICE (if applicable)

Was your A/V Representative professional & knowledgeable? **5**

Was the A/V staff responsive and able to assist you during your event? **5**

What was the overall quality of A/V equipment provided? **5**

TELEPHONE/INTERNET SERVICES (if applicable)

Was your telecommunications contact professional and knowledgeable? **N/A**

Was the telecommunication staff responsive & able to assist during your event? **N/A**

What was the overall quality of the telecommunication service provided? **N/A**

PARKING

Was parking readily available, accessible and easy to locate? **5**

Was parking staff courteous and helpful? **N/A**

Was the parking lot clean and lighted adequately? **5**

OVERALL ASSESSMENT

What was your overall satisfaction with the Pueblo Convention Center as a facility? **5**

RECOMMEND TO OTHERS

How likely are you to recommend the Pueblo Convention Center to a friend or colleague? **5**

How did you hear about the Pueblo Convention Center? **Colleague/Acquaintance Other**

May we use your comments for future promotional purposes? **Yes**

Would you like to receive additional information about upcoming events? **Yes**

Which factors are most important to your event(s) at the Pueblo Convention Center?

Quality of Food, guest experience, overall cost

Name of any staff you wish to recognize: **Diane, Fray, Dave, Kevin**

Would you consider being our guest again? **Yes**

Comments: **Respondent skipped this question**

Alta Planning & Design Inc.

9/28 9/29

OUR FACILITY

Did your meeting room/banquet space meet your needs? **5**

Was your meeting/banquet environment comfortable? **5**

Was your space set in the manner requested? **5**

Were the public spaces/restrooms clean & maintained regularly? **5**

MANAGEMENT/FACILITY STAFF

Was the sales staff knowledgeable & responsive to your inquiries? **5**

Was your Event Manager responsive & able to assist you during your event? **5**

Did the set-up/housekeeping staff present themselves in a professional manner? **5**

What was your overall impression of our staff? **5**

FOOD & BEVERAGE SERVICES

Was your Catering Representative responsive & knowledgeable? **5**

Was the food & beverage service staff courteous & professional? **5**

What was the overall quality of our food & beverage items? **5**

What was the overall presentation of our food & beverage items? **5**

What was your overall satisfaction with our food & beverage service? **5**

AUDIO VISUAL SERVICE (if applicable)

Was your A/V Representative professional & knowledgeable? **5**

Was the A/V staff responsive and able to assist you during your event? **5**

What was the overall quality of A/V equipment provided? **5**

TELEPHONE/INTERNET SERVICES (if applicable)

Was your telecommunications contact professional and knowledgeable? **N/A**

Was the telecommunication staff responsive & able to assist during your event? **N/A**

What was the overall quality of the telecommunication service provided? **N/A**

Was parking readily available, accessible and easy to locate? **5**

Was the parking lot clean and lighted adequately? **5**

OVERALL ASSESSMENT

What was your overall satisfaction with the Pueblo Convention Center as a facility? **5**

RECOMMEND TO OTHERS

How likely are you to recommend the Pueblo Convention Center to a friend or colleague? **5**

How did you hear about the Pueblo Convention Center? **Respondent skipped this question**

May we use your comments for future promotional purposes? **No**

Would you like to receive additional information about upcoming events? **No**

Which factors are most important to your event(s) at the Pueblo Convention Center? **Cost**

Name of any staff you wish to recognize: **Respondent skipped this question**

Would you consider being our guest again? **Yes**

Comments: **Respondent skipped this question**

MSU

9/30/26

OUR FACILITY

Did your meeting room/banquet space meet your needs? **5**

Was your meeting/banquet environment comfortable? **5**

Was your space set in the manner requested? **5**

Were the public spaces/restrooms clean & maintained regularly? **5**

MANAGEMENT/FACILITY STAFF

Was the sales staff knowledgeable & responsive to your inquiries? **5**

Was your Event Manager responsive & able to assist you during your event? **5**

Did the set-up/housekeeping staff present themselves in a professional manner? **5**

What was your overall impression of our staff? **5**

FOOD & BEVERAGE SERVICES

Was your Catering Representative responsive & knowledgeable? **5**

Was the food & beverage service staff courteous & professional? **5**

What was the overall quality of our food & beverage items? **5**

What was the overall presentation of our food & beverage items? **5**

What was your overall satisfaction with our food & beverage service? **5**

AUDIO VISUAL SERVICE (if applicable)

Was your A/V Representative professional & knowledgeable? **5**

Was the A/V staff responsive and able to assist you during your event? **5**

What was the overall quality of A/V equipment provided? **5**

TELEPHONE/INTERNET SERVICES (if applicable)

Was your telecommunications contact professional and knowledgeable? **N/A**

Was the telecommunication staff responsive & able to assist during your event? **N/A**

What was the overall quality of the telecommunication service provided? **N/A**

Was parking readily available, accessible and easy to locate? **5**

Was the parking lot clean and lighted adequately? **5**

OVERALL ASSESSMENT

What was your overall satisfaction with the Pueblo Convention Center as a facility? **5**

RECOMMEND TO OTHERS

How likely are you to recommend the Pueblo Convention Center to a friend or colleague? **5**

How did you hear about the Pueblo Convention Center? **Respondent skipped this question**

May we use your comments for future promotional purposes? **No**

Would you like to receive additional information about upcoming events? **No**

Which factors are most important to your event(s) at the Pueblo Convention Center? **Respondent skipped this question**

Name of any staff you wish to recognize: **Respondent skipped this question**

Would you consider being our guest again? **Respondent skipped this question**

Comments: **Respondent skipped this question**

OVG

OAK VIEW GROUP

PUEBLO CONVENTION CENTER
September, 2026

Oracle EPM Cloud Reporting Book

Last Updated: October 20, 2026

Confidentiality Agreement

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Kevin Ortiz
DGM

Judy Heathcock
DOF

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Pueblo Convention Center
Consolidated Income Statement
For the Period Ended: September FY26
USD

	MTD			YTD		
	Actual	Budget	B / (W)	Actual	Budget	B / (W)
Statistics						
90002 Number of Events	21	21	0	179	165	14
90009 Attendance	2,881	3,618	-737	28,945	38,247	-9,302
90015 Dropcount - General Seating	-	3,618	-3,618	-	38,247	-38,247
Event Revenue						
SL Rent Ticket Receipts	19,297	24,160	(4,863)	355,270	359,442	(4,172)
SL Event Reimbursement	185,041	141,063	43,978	1,560,333	1,266,155	294,178
Direct Event Revenue	**204,338**	**165,223**	**39,115**	**1,915,603**	**1,625,597**	**290,006**
SL Ticketing Fees	-	-	-	5,170	-	5,170
SL Third Party Services	-	-	-	30,630	-	30,630
SL Other Event	-	-	-	232	-	232
SL Catering	22,764	-	22,764	62,462	-	62,462
SL Concessions	8,105	21,000	(12,895)	199,204	213,280	(14,076)
Total Event Revenue	**235,206**	**207,815**	**27,391**	**2,213,302**	**2,036,902**	**176,399**
Event Costs						
SL Direct Revenue & Costs	117,845	76,071	(41,774)	854,333	705,129	(149,204)
SL Ticketing Fees	-	-	-	2,691	-	(2,691)
SL Unclassified Service Line	-	6,384	6,384	-	70,083	70,083
SL Catering	1,751	-	(1,751)	11,596	336	(11,260)
SL Concessions	1,116	4,765	3,649	45,088	47,471	2,383
Total Event Costs	**120,712**	**87,220**	**(33,492)**	**913,708**	**823,019**	**(90,689)**
Event Gross Profit before Revenue Sharing	**114,494**	**120,595**	**(6,101)**	**1,299,593**	**1,213,883**	**85,710**
Total Promoter & Team Revenue Sharing / Revenue	-	-	-	29,300	-	(29,300)
Event Gross Profit	**114,494**	**120,595**	**(6,101)**	**1,299,593**	**1,213,883**	**85,710**
Contracted Revenue						
SL Direct Revenue & Costs	250	-	250	2,250	-	2,250
SL Sponsorships	-	250	(250)	-	2,250	(2,250)
Total Contracted Revenue	**250**	**250**	**0**	**2,250**	**2,250**	**0**
Contracted Revenue Expenses						
Contracted Gross Profit before Revenue Sharing	250	250	0	2,250	2,250	0
Contracted Revenue Gross Profit	**250**	**250**	**0**	**2,250**	**2,250**	**0**
SL Other Event	269	616	(347)	4,400	6,550	(2,150)
Total Other Revenue	**269**	**616**	**(347)**	**4,400**	**6,550**	**(2,150)**
Other Gross Profit before Revenue Sharing	269	616	(347)	4,400	6,550	(2,150)
Other Revenue Gross Profit	**269**	**616**	**(347)**	**4,400**	**6,550**	**(2,150)**
Total Gross Profit	**115,014**	**121,461**	**(6,448)**	**1,306,244**	**1,222,683**	**83,561**
Indirect Expenses	247,417	261,670	14,252	1,934,273	1,892,645	(41,628)
Net Operating Income / (Loss)	(132,404)	(140,209)	7,805	(628,029)	(669,961)	41,933
Other Income & Expenses	64,127	(64,654)	128,781	(748,652)	(812,346)	63,694
Total Net Income	(196,530)	(75,554)	(120,976)	120,623	142,384	(21,761)

Pueblo Convention Center
Balance Sheet
For the Period Ended: September FY27

USD

	Sep-FY27
Assets	
Current Assets	
Cash and Cash Equivalents	2,845,219
Accounts Receivable	318,774
Inventory	52,985
Prepaid and Other Current Assets	31,795
Total Current Assets	**3,248,772**
Fixed Assets	
Total Assets	**3,248,772**
Liabilities & Members' Capital	
Current Liabilities	
Total Accounts Payable	167,949
Accrued Expenses	292,825
Total Deferred Revenue	195,373
Total Other Current Liabilities	27,665
Total Current Liabilities	**683,812**
Non-Current Liabilities	
Members' Capital	
Retained Earnings	2,564,960
Total Equity	**2,564,960**
Total Liabilities and Equity	**3,248,772**

Pueblo Convention Center
Income Statement Rolling Forecast
For the Period Ended: September FY26
USD

	YTD Actual	Projection Remaining Year	Forecast	Year Total Budget	B / (W)
Statistics					
90002 Number of Events	179	62	241	227	14
90009 Attendance	28,945	10,541	39,486	48,788	-9,302
90015 Dropcount - General Seating	-	10,541	10,541	48,788	-38,247
Event Revenue					
SL: Rent Ticket Receipts	355,270	65,785	421,054	425,227	(4,172)
SL: Event Reimbursement	1,560,333	393,379	1,953,712	1,659,534	294,178
Direct Event Revenue	**1,915,603**	**459,164**	**2,374,767**	**2,084,761**	**290,006**
SL: Ticketing Fees	5,170	-	5,170	-	5,170
SL: Total Catering	62,462	-	62,462	-	62,462
SL: Total Concessions	199,204	63,488	262,692	276,768	(14,076)
SL: Third Party Services	30,630	-	30,630	-	30,630
SL: Other Event	232	-	232	-	232
SL: Unclassified Service Line	-	75,842	75,842	273,867	(198,025)
Total Event Revenue	**2,242,602**	**598,494**	**2,841,095**	**2,635,396**	**205,699**
Event Costs					
SL: Direct Revenue & Costs	854,333	203,555	1,057,888	908,684	(149,204)
SL: Ticketing Fees	2,691	-	2,691	-	(2,691)
SL: Total Catering	11,596	221	11,817	557	(11,260)
SL: Total Concessions	45,088	13,561	58,649	61,032	2,383
SL: Unclassified Service Line	-	24,945	24,945	95,028	70,083
Total Event Costs	**913,708**	**242,282**	**1,155,990**	**1,065,301**	**(90,689)**
Event Gross Profit before Revenue Sharing	1,299,593	356,212	1,655,805	1,570,095	85,710
Total Promoter & Team Revenue Sharing / Revenue	29,300	-	29,300	-	29,300
Event Gross Profit	**1,299,593**	**356,212**	**1,655,805**	**1,570,095**	**85,710**
Contracted Revenue					
SL: Direct Revenue & Costs	2,250	-	2,250	-	2,250
SL: Sponsorships	-	750	750	3,000	(2,250)
Total Contracted Revenue	**2,250**	**750**	**3,000**	**3,000**	**0**
Contracted Revenue Expenses					
Contracted Gross Profit before Revenue Sharing	2,250	750	3,000	3,000	0
Contracted Revenue Gross Profit	**2,250**	**750**	**3,000**	**3,000**	**0**
Other Revenue					
SL: Other Event	4,400	1,850	6,250	8,400	(2,150)
Total Other Revenue	**4,400**	**1,850**	**6,250**	**8,400**	**(2,150)**
Other Gross Profit before Revenue Sharing	4,400	1,850	6,250	8,400	(2,150)
Other Revenue Gross Profit	**4,400**	**1,850**	**6,250**	**8,400**	**(2,150)**
Total Gross Profit	**1,306,244**	**358,812**	**1,665,055**	**1,581,495**	**83,561**
Indirect Expenses	1,934,273	830,156	2,764,429	2,678,744	(85,685)
Net Operating Income / (Loss)	(628,029)	(471,345)	(1,099,373)	(1,097,249)	(2,124)
Other Income & Expenses	(748,652)	(284,893)	(1,033,545)	(1,097,239)	63,694
Total Net Income	120,623	(186,451)	(65,828)	(10)	(65,818)

Pueblo Convention Center
Consolidated Gross Profit Statement

For the Period Ended: September FY26

USD

	MTD			YTD		
	Actual	Budget	B / (W)	Actual	Budget	B / (W)
Statistics						
90002: Number of Events	21	21	0	179	165	14
90009: Attendance	2,881	3,618	-737	28,945	38,247	-9,302
90015: Dropcount - General Seating	-	3,618	-3,618	-	38,247	-38,247
Event Gross Profit						
SL: Rent Ticket Receipts	19,297	24,160	(4,863)	355,270	359,442	(4,172)
SL: Event Reimbursement	67,195	64,992	2,203	706,000	561,026	144,974
Direct Event Gross Profit	**86,492**	**89,152**	**(2,660)**	**1,061,270**	**920,468**	**140,802**
SL: Ticketing Fees	-	-	-	2,480	-	2,480
SL: Third Party Services	-	-	-	30,630	-	30,630
SL: Unclassified Service Line	-	15,208	(15,208)	-	127,942	(127,942)
SL: Miscellaneous Other	-	-	-	232	-	232
SL: Catering	21,013	-	21,013	50,866	(336)	51,202
SL: Concessions	6,989	16,235	(9,246)	154,116	165,809	(11,693)
Total Event Gross Profit	**114,494**	**120,595**	**(6,101)**	**1,299,593**	**1,213,883**	**85,710**
Contracted Gross Profit						
SL: Direct Revenue & Costs	250	-	250	2,250	-	2,250
SL: Sponsorships	-	250	(250)	-	2,250	(2,250)
Total Contracted Gross Profit	**250**	**250**	**0**	**2,250**	**2,250**	**0**
Contracted Gross Profit before Revenue Sharing	250	250	0	2,250	2,250	0
Contracted Revenue Gross Profit	**250**	**250**	**0**	**2,250**	**2,250**	**0**
Other Gross Profit						
SL: Miscellaneous Other	**269**	**616**	**(347)**	**4,400**	**6,550**	**(2,150)**
Total Other Gross Profit	**269**	**616**	**(347)**	**4,400**	**6,550**	**(2,150)**
Other Gross Profit before Revenue Sharing	**269**	**616**	**(347)**	**4,400**	**6,550**	**(2,150)**
Other Revenue Gross Profit	**269**	**616**	**(347)**	**4,400**	**6,550**	**(2,150)**
Total Gross Profit	**115,014**	**121,461**	**(6,448)**	**1,306,244**	**1,222,683**	**83,561**
Indirect Expenses	**247,417**	**261,670**	**14,252**	**1,934,273**	**1,892,645**	**(41,628)**
Net Operating Income / (Loss)	**(132,404)**	**(140,209)**	**7,805**	**(628,029)**	**(669,961)**	**41,933**
Other Income & Expense	**64,127**	**(64,654)**	**128,781**	**(748,652)**	**(812,346)**	**63,694**
Total Net Income	**(196,530)**	**(75,554)**	**(120,976)**	**120,623**	**142,384**	**(21,761)**

Pueblo Convention Center
Detailed Income Statement
For the Period Ended: September FY26
USD

	MTD			YTD		
	Actual	Budget	B / (W)	Actual	Budget	B / (W)
Statistics						
90002 Number of Events	21	21	0	179	165	14
90009 Attendance	2,881	3,618	-737	28,945	38,247	-9,302
90015 Dropcount - General Seating	-	3,618	-3,618	-	38,247	-38,247
Event Revenue						
SL Rentals - Event Revenue: Exhibit Hall Rent	4,960	-	4,960	143,666	-	143,666
SL Rentals - Event Revenue: Venue Rentals	5,562	24,160	(18,598)	142,360	359,442	(217,082)
SL Rentals - Event Revenue: Meeting Room Rent	8,775	-	8,775	69,243	-	69,243
Total Rent / Ticket Receipts	**19,297**	**24,160**	**(4,863)**	**355,270**	**359,442**	**(4,172)**
SL Service & Expense Reimbursement - Event Revenue: Catering	98,828	93,876	4,952	904,615	891,977	12,638
SL Service & Expense Reimbursement - Event Revenue: Service Charge	22,398	-	22,398	201,899	-	201,899
SL Service & Expense Reimbursement - Event Revenue: Audio Visual	22,425	21,675	750	165,179	151,379	13,800
SL Service & Expense Reimbursement - Event Revenue: Production	18,650	13,340	5,310	103,785	73,892	29,893
SL Service & Expense Reimbursement - Event Revenue: Security	4,221	5,270	(1,049)	64,949	54,308	10,641
SL Service & Expense Reimbursement - Event Revenue: Equipment Rental	13,583	3,354	10,229	51,812	36,715	15,098
SL Service & Expense Reimbursement - Event Revenue: Electrician/Lights	1,420	-	1,420	25,875	1,000	24,875
SL Service & Expense Reimbursement - Event Revenue: Cleaning & Cleaning Supplies	180	-	180	19,814	10,761	9,053
SL Service & Expense Reimbursement - Event Revenue: Insurance	1,457	1,220	237	10,699	24,826	(14,127)
SL Service & Expense Reimbursement - Event Revenue: Guest Services	1,419	-	1,419	3,648	-	3,648
SL Service & Expense Reimbursement - Event Revenue: Advertising & Marketing	-	-	-	2,190	2,100	90
SL Service & Expense Reimbursement - Event Revenue: Other	-	-	-	2,050	-	2,050
SL Service & Expense Reimbursement - Event Revenue: Ushers	-	-	-	2,012	-	2,012
SL Service & Expense Reimbursement - Event Revenue: Ticket Sellers	-	-	-	710	3,200	(2,490)
SL Service & Expense Reimbursement - Event Revenue: Labor	460	-	460	610	-	610
SL Service & Expense Reimbursement - Event Revenue: Licenses, Fees & Permits	-	1,025	(1,025)	284	12,220	(11,937)
SL Service & Expense Reimbursement - Event Revenue: Bank and Merchant Processing Fees	-	-	-	128	-	128
SL Service & Expense Reimbursement - Event Revenue: Credit Card Merchant Fees	-	-	-	75	-	75
SL Service & Expense Reimbursement - Event Revenue: Other Expense	-	-	-	-	2,400	(2,400)
SL Service & Expense Reimbursement - Event Revenue: Artist & Talent Fees	-	695	(695)	-	695	(695)
SL Service & Expense Reimbursement - Event Revenue: Operations	-	609	(609)	-	684	(684)
Total Event Reimbursement	**185,041**	**141,063**	**43,978**	**1,560,333**	**1,266,155**	**294,178**
Direct Event Revenue	**204,338**	**165,223**	**39,115**	**1,915,603**	**1,625,597**	**290,006**
SL Ticketing Fees - Event Revenue: Per Ticket Fee	-	-	-	3,366	-	3,366
SL Ticketing Fees - Event Revenue: Facility Fee	-	-	-	1,804	-	1,804
Total Ticketing Revenue	**-**	**-**	**-**	**5,170**	**-**	**5,170**
SL Catering - Event Revenue: Catering - Liquor	12,850	-	12,850	45,453	-	45,453
SL Catering - Event Revenue: Catering	5,482	-	5,482	5,482	-	5,482
SL Catering - Event Revenue: Catering - Wine	1,735	-	1,735	5,065	-	5,065
SL Catering - Event Revenue: Catering - Non-Alcohol	1,091	-	1,091	4,856	-	4,856
SL Catering - Event Revenue: Service Charge	1,606	-	1,606	1,606	-	1,606
Total Catering	**22,764**	**-**	**22,764**	**62,462**	**-**	**62,462**
SL Concessions - Event Revenue: Liquor	4,305	8,325	(4,020)	73,046	84,884	(11,838)
SL Concessions - Event Revenue: Beer	2,602	-	2,602	59,846	-	59,846
SL Concessions - Event Revenue: Food	357	1,000	(643)	30,064	13,750	16,314
SL Concessions - Event Revenue: NA Beverage	339	1,500	(1,161)	24,573	7,500	17,073
SL Concessions - Event Revenue: Wine	502	2,775	(2,273)	11,676	28,805	(17,129)
SL Concessions - Event Revenue: Canned Beer	-	7,400	(7,400)	-	78,342	(78,342)
Total Concession	**8,105**	**21,000**	**(12,895)**	**199,204**	**213,280**	**(14,076)**
SL Third Party Services - Event Revenue: Audio Visual	-	-	-	30,630	-	30,630
Total Third Party Services	**-**	**-**	**-**	**30,630**	**-**	**30,630**
SL Miscellaneous Other - Event Revenue: Marketing	-	-	-	250	-	250
SL Miscellaneous Other - Event Revenue: Miscellaneous Other	-	-	-	(18)	-	(18)
Total Other Event Revenue	**-**	**-**	**-**	**232**	**-**	**232**
SL_0000 SL None - 40010_1044 Event Revenue Service Charge	-	21,592	(21,592)	-	198,025	(198,025)

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Pueblo Convention Center
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	MTD			YTD		
	Actual	Budget	B / (W)	Actual	Budget	B / (W)
Unclassified Service Line Entries - Event Revenue	-	**21,592**	**(21,592)**	-	**198,025**	**(198,025)**
Total Event Revenue	**235,206**	**207,815**	**27,391**	**2,213,302**	**2,036,902**	**176,399**
Event Costs						
SL Event Expenses - Event COS: Event Wages	19,225	-	(19,225)	179,520	-	(179,520)
SL Event Expenses - Event COS: Catering	40,767	24,641	(16,126)	146,755	237,644	90,889
SL Service & Expense Reimbursement - Event COS: Catering	-	-	-	113,916	-	(113,916)
SL Event Expenses - Event COS: Audio Visual	27,190	5,872	(21,318)	94,767	52,339	(42,428)
SL Event Expenses - Event COS: Cleaning & Cleaning Supplies	7,975	9,384	1,409	86,811	95,033	8,222
SL Event Expenses - Event COS: Advertising & Marketing	7,455	1,400	(6,055)	65,930	23,150	(42,780)
SL Event Expenses - Event COS: Security	3,197	4,465	1,268	52,624	49,806	(2,818)
SL Event Expenses - Event COS: Contract & Agency Wages	5,760	-	(5,760)	25,241	-	(25,241)
SL Event Expenses - Event COS: Production	360	10,672	10,312	24,805	59,114	34,309
SL SG&A - Event COS: Contract & Agency Wages	-	-	-	15,528	-	(15,528)
SL Event Expenses - Event COS: Bank and Merchant Processing Fees	696	-	(696)	12,516	-	(12,516)
SL Event Expenses - Event COS: Linens	949	1,406	457	8,860	12,246	3,386
SL Event Expenses - Event COS: Ushers	2,236	-	(2,236)	7,688	-	(7,688)
SL Event Expenses - Event COS: Equipment Rental	1,310	6	(1,304)	6,347	967	(5,380)
SL Event Expenses - Event COS: Insurance	643	549	(94)	3,812	13,566	9,754
SL Service & Expense Reimbursement - Event COS: Sales Tax	-	-	-	1,697	-	(1,697)
SL Event Expenses - Event COS: Admission Tax	-	-	-	1,690	-	(1,690)
SL Service & Expense Reimbursement - Event COS: Insurance	-	-	-	1,659	-	(1,659)
SL Event Expenses - Event COS: Trash Removal	-	-	-	1,340	-	(1,340)
SL Event Expenses - Event COS: Licenses, Fees & Permits	-	-	-	882	-	(882)
SL Service & Expense Reimbursement - Event COS: Advertising & Marketing	-	-	-	710	-	(710)
SL Event Expenses - Event COS: Other Expense	-	-	-	450	1,400	950
SL Service & Expense Reimbursement - Event COS: Music & Entertainment	-	-	-	450	-	(450)
SL Event Expenses - Event COS: Box Office Employees	-	-	-	176	-	(176)
SL Service & Expense Reimbursement - Event COS: Decorations	-	-	-	109	-	(109)
SL Event Expenses - Event COS: Wine	83	-	(83)	83	-	(83)
SL Service & Expense Reimbursement - Event COS: Linens	-	-	-	(32)	-	32
SL Event Expenses - Event COS: Artist & Talent Fees	-	70	70	-	70	70
SL Event Expenses - Event COS: Electrician/Lights	-	11	11	-	518	518
SL Event Expenses - Event COS: Ticket Sellers	-	-	-	-	1,600	1,600
SL Event Expenses - Event COS: Credit Card Merchant Fees	-	1,230	1,230	-	10,809	10,809
SL Event Expenses - Event COS: Labor	-	16,365	16,365	-	146,867	146,867
Total Event Operating Expenses	**117,845**	**76,071**	**(41,774)**	**854,333**	**705,129**	**(149,204)**
SL Ticketing Fees - Event COS: Per Ticket Fee	-	-	-	2,691	-	(2,691)
Total Ticketing Expenses	-	-	-	**2,691**	-	**(2,691)**
SL Catering - Event COS: Catering - Liquor	977	-	(977)	7,427	-	(7,427)
SL Catering - Event COS: Catering - Non-Alcohol	487	-	(487)	2,806	-	(2,806)
SL Catering - Event COS: Catering - Wine	287	-	(287)	1,237	-	(1,237)
SL Catering - Event COS: Catering	-	-	-	127	-	(127)
SL Catering - Event COS: Liquor	-	-	-	-	166	166
SL Catering - Event COS: Wine	-	-	-	-	50	50
SL Catering - Event COS: Canned Beer	-	-	-	-	120	120
Total Catering	**1,751**	-	**(1,751)**	**11,596**	**336**	**(11,260)**
SL Concessions - Event COS: Liquor	253	1,748	1,495	11,629	17,943	6,314
SL Concessions - Event COS: Beer	605	-	(605)	11,459	-	(11,459)
SL Concessions - Event COS: NA Beverage	151	600	449	11,010	3,000	(8,010)
SL Concessions - Event COS: Food	107	280	173	8,716	3,850	(4,866)
SL Concessions - Event COS: Wine	-	583	583	2,275	6,093	3,818
SL Concessions - Event COS: Canned Beer	-	1,554	1,554	-	16,584	16,584
Total Concession	**1,116**	**4,765**	**3,649**	**45,088**	**47,471**	**2,383**
SL_0000 SL None - 50010_1257 Event COS: Contract & Agency Labor	-	6,384	(6,384)	-	70,083	(70,083)
Unclassified Service Line Entries - Event Costs	-	**6,384**	**(6,384)**	-	**70,083**	**(70,083)**

Pueblo Convention Center
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	MTD			YTD		
	Actual	Budget	B / (W)	Actual	Budget	B / (W)
Total Event Costs	**120,712**	**87,220**	**(33,492)**	**913,708**	**823,019**	**(90,689)**
Event Gross Profit before Revenue Sharing	**114,494**	**120,595**	**(6,101)**	**1,299,593**	**1,213,883**	**85,710**
Promoter & Team Revenue Sharing / Revenue						
SL Promoter Revenue Share - Contra-Event Revenue: Promoter Profit/Loss	-	-	-	29,300	-	(29,300)
Total Promoter & Team Revenue Sharing / Revenue	-	-	-	**29,300**	-	**(29,300)**
Event Gross Profit	**114,494**	**120,595**	**(6,101)**	**1,299,593**	**1,213,883**	**85,710**
Contracted Revenue						
SL Service & Expense Reimbursement - Contracted Revenue: Sponsorship	250	-	250	2,250	-	2,250
Total Event Reimbursement	**250**	-	**250**	**2,250**	-	**2,250**
Direct Contracted Revenue	**250**	-	**250**	**2,250**	-	**2,250**
SL Partnerships - Contracted Revenue: Other	-	250	(250)	-	2,250	(2,250)
Total Sponsorships	-	**250**	(250)	-	2,250	(2,250)
Total Contracted Revenue	**250**	**250**	0	**2,250**	2,250	0
Contracted Revenue Expenses						
Contracted Gross Profit before Revenue Sharing	**250**	**250**	0	**2,250**	**2,250**	0
Promoter & Team Revenue Sharing / Revenue						
Contracted Revenue Gross Profit	**250**	**250**	**0**	**2,250**	**2,250**	**0**
Other Revenue						
Total Service Line - Other Revenue: Other Revenue	-	616	(616)	-	6,550	(6,550)
Total Service Line - Other Revenue: Miscellaneous Income	-	-	-	881	-	881
Total Service Line - Other Revenue: ATM Commission	11	-	11	158	-	158
Total Service Line - Other Revenue: Interest & Dividends	217	-	217	2,070	-	2,070
Total Service Line - Other Revenue: Miscellaneous Other	42	-	42	1,292	-	1,292
Total Other Revenue	**269**	**616**	**(347)**	**4,400**	**6,550**	**(2,150)**
Other Revenue Gross Profit	**269**	**616**	**(347)**	**4,400**	**6,550**	**(2,150)**
Total Gross Profit	**115,014**	**121,461**	**(6,448)**	**1,306,244**	**1,222,683**	**83,561**
Indirect Expenses						
60101 Salaries & Wages	111,532	121,421	9,889	1,104,250	1,102,892	(1,358)
60650 Contra-Payroll	(29,673)	(25,839)	3,834	(274,433)	(242,713)	31,720
60102 Allocated Salaries & Wages	(18,525)	(26,165)	(7,640)	(186,502)	(234,156)	(47,654)
60150 Other Payroll Costs	2,012	1,300	(712)	18,647	11,700	(6,947)
60200 Bonuses & Commissions	4,765	6,653	1,888	43,221	59,872	16,651
60300 Payroll Taxes	6,515	7,722	1,206	78,936	70,604	(8,333)
60350 Employee Benefits	33,967	29,401	(4,566)	301,682	265,319	(36,363)
60400 Pension & 401K	2,068	2,043	(24)	21,586	18,434	(3,153)
61000 Employee T&E	-	11,515	11,515	6,466	26,035	19,569
62000 Consultants and Professional Services	500	500	0	4,500	4,500	0
63000 Insurance	13,602	10,900	(2,702)	94,085	98,100	4,015
64000 Supplies	5,857	6,780	923	53,077	64,320	11,243
Repairs & Maintenance	4,652	6,100	1,449	41,837	54,900	13,063
Utilities	24,752	24,634	(118)	227,343	224,938	(2,405)
67000 Office Expenses	192	2,525	2,333	3,138	22,725	19,587
69000 Contracted Services	13,931	13,505	(426)	130,197	121,545	(8,652)
70000 Advertising & Marketing	-	1,350	1,350	621	6,750	6,129

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	MTD			YTD		
	Actual	Budget	B / (W)	Actual	Budget	B / (W)
72000: Other G&A	71,272	67,325	(3,947)	265,621	216,880	(48,741)
Total Indirect Expenses	**247,417**	**261,670**	**14,252**	**1,934,273**	**1,892,645**	**(41,628)**
Net Operating Income / Loss	**(132,404)**	**(140,209)**	**7,805**	**(628,029)**	**(669,961)**	**41,933**
Other Income (Expense): Miscellaneous Income	-	(167,207)	167,207	(1,337,654)	(1,504,861)	167,207
Other Income (Expense): Equipment Rental	2,714	2,714	0	32,542	34,479	(1,937)
Other Income (Expense): Natural Gas	(6,738)	6,912	(13,650)	21,316	60,596	(39,280)
Other Income (Expense): Parking	15,771	13,760	2,011	128,113	123,840	4,273
Other Income (Expense): Management Fee (Base)	29,167	29,167	0	262,500	262,500	0
Pre-Opening Costs: Kitchen Equipment	-	-	-	88,204	-	88,204
Pre-Opening Costs: Landscaping Service	-	-	-	24,986	-	24,986
Pre-Opening Costs: Marketing	23,213	-	23,213	31,341	-	31,341
Pre-Opening Costs: Facilities - Capital Expenses Incurred	-	50,000	(50,000)	-	211,100	(211,100)
Other Income & Expense	64,127	(64,654)	128,781	(748,652)	(812,346)	63,694
Total Net Income	**(196,530)**	**(75,554)**	**(120,976)**	**120,623**	**142,384**	**(21,761)**

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Salaries & Wages: Salaried Full-Time	74,826	94,362	19,536	783,160	849,261	66,101	783,160	1,132,348	69%
Salaries & Wages: Hourly Part-Time	36,706	24,059	[illegible]	321,090	226,631	[illegible]	321,090	300,138	107%
Salaries & Wages: Temporary Labor	-	3,000	3,000	-	27,000	27,000	-	36,000	-
Allocated Salaries & Wages: Salaried Full-Time	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	62%
Allocated Salaries & Wages: Hourly Full-Time	896	-	[illegible]	8,064	-	[illegible]	8,064	-	-
Other Payroll Costs: Payroll Service Fees	-	1,300	1,300	-	11,700	11,700	-	15,600	-
Other Payroll Costs: Payroll Processing Fees	2,012	-	[illegible]	18,647	-	[illegible]	18,647	-	-
Bonuses & Commissions: Accrued Bonus	4,765	4,147	[illegible]	43,221	45,195	1,974	43,221	57,635	75%
Bonuses & Commissions: Bonus Paid	-	2,506	2,506	-	14,677	14,677	-	22,195	-
Payroll Taxes: Payroll Taxes (Full-Time)	5,684	7,036	[illegible]	47,581	20,291	[illegible]	47,581	26,502	179%
Payroll Taxes: Hourly Full-Time	-	-	-	300	-	(300)	300	-	-
Payroll Taxes: Payroll Taxes (Part-Time)	2,833	[illegible]	[illegible]	31,056	[illegible]	[illegible]	31,056	[illegible]	[illegible]
Payroll Taxes: Workers Comp	-	5,733	5,733	-	50,859	50,859	-	68,205	-
Employee Benefits: General Employee Benefits	33,987	29,401	[illegible]	301,682	265,219	[illegible]	301,682	354,250	85%
Pension & 401K: Pension & 401K	2,068	2,043	[illegible]	21,386	18,454	[illegible]	21,386	24,604	87%
Contra-Payroll: Hourly Part-Time	[illegible]	-	29,673	[illegible]	-	274,433	[illegible]	-	-
Contra-Payroll: Payroll Recovery PT	-	[illegible]	[illegible]	-	[illegible]	[illegible]	-	[illegible]	-
Total Labor Costs	112,560	116,536	3,875	1,107,387	1,051,852	(55,536)	1,107,387	1,404,120	79%
Consultants and Professional Services: Accounting Audits	500	500	0	4,500	4,500	0	4,500	6,000	75%
62000: Consultants and Professional Services	500	500	0	4,500	4,500	0	4,500	6,000	75%
Employee T&E: Entertainment	-	-	-	300	-	(300)	300	-	-
Employee T&E: Other Travel Expense	-	-	-	1,638	-	(1,638)	1,638	-	-
Employee T&E: Training, Conferences, Meetings	-	11,515	11,515	4,528	26,035	21,507	4,528	33,780	13%
61000: Employee T&E	-	11,515	11,515	6,466	26,035	19,569	6,466	33,780	19%
Insurance: Workers Comp	7,440	7,500	60	63,391	67,500	4,109	63,391	90,000	70%
Insurance: Insurance and Bonding	6,162	3,400	[illegible]	30,695	30,600	(95)	30,695	40,800	75%
63000: Insurance	13,602	10,900	(2,702)	94,085	98,100	4,015	94,085	130,800	72%
Supplies: Bar Supplies	-	-	-	6	-	(6)	6	-	-
Supplies: Linens	235	125	[illegible]	2,427	1,125	[illegible]	2,427	1,500	162%
Supplies: Uniforms	25	150	125	257	4,650	4,393	257	5,100	5%
Supplies: Equipment Rental	20	-	[illegible]	[illegible]	-	107	[illegible]	-	-
Supplies: Printing	-	-	-	56	-	[illegible]	56	-	-
Supplies: Paper Products	1,938	1,420	[illegible]	16,420	12,780	[illegible]	16,420	17,040	96%
Supplies: Cleaning Supplies	378	1,130	752	11,454	10,170	[illegible]	11,454	13,560	84%
Supplies: Smallwares	67	400	333	67	3,600	3,533	67	4,800	1%
Supplies: Office Supplies	126	-	[illegible]	3,127	-	[illegible]	3,127	-	-
Supplies: Plumbing Supplies	-	80	80	-	720	720	-	960	-
Supplies: F&B Supplies	779	1,780	1,001	829	16,020	15,191	829	21,360	4%
Supplies: Building Supplies	2,289	1,120	[illegible]	16,730	10,080	[illegible]	16,730	13,440	124%
Supplies: Tools	-	300	300	-	2,700	2,700	-	3,600	-
Supplies: Bulbs and Lights	-	200	200	-	1,800	1,800	-	2,400	-
Supplies: Promotional Supplies	-	75	75	-	675	675	-	900	-
Supplies: Food & Beverage Equipment	-	-	-	1,741	-	[illegible]	1,741	-	-
64000: Supplies	5,857	6,780	923	53,077	64,320	11,243	53,077	84,660	63%
General R&M: Equipment Maintenance	3,021	5,150	2,129	22,237	46,350	24,113	22,237	61,800	36%
General R&M: General Repairs & Maintenance	236	950	714	14,290	8,550	[illegible]	14,290	11,400	125%
General R&M: Grease Removal/Trap Cleaning	625	-	(625)	3,975	-	[illegible]	3,975	-	-
General R&M: Food & Beverage Equipment	170	-	[illegible]	1,335	-	[illegible]	1,335	-	-
65001: General R&M	4,652	6,100	1,449	41,837	54,900	13,063	41,837	73,200	57%
Repairs & Maintenance	4,652	6,100	1,449	41,837	54,900	13,063	41,837	73,200	57%
General Utilities: Cell Phone & Data	836	550	[illegible]	4,456	4,950	494	4,456	6,600	68%
General Utilities: Telephone	950	700	[illegible]	9,432	6,300	[illegible]	9,432	8,400	100%
General Utilities: Internet & WIFI	99	-	[illegible]	8,430	-	[illegible]	8,430	-	-
General Utilities: Electricity	19,889	20,324	435	179,286	171,008	[illegible]	179,286	225,600	79%
General Utilities: Water	-	1,600	1,600	-	13,400	14,400	-	19,200	-
General Utilities: Natural Gas	1,517	1,160	[illegible]	23,066	23,760	794	23,066	34,900	66%
General Utilities: Cable	67	500	433	596	4,500	3,904	596	6,000	10%
General Utilities: Waste Services	1,583	-	[illegible]	14,078	-	[illegible]	14,078	-	-
66001: General Utilities	24,752	24,834	(118)	227,343	224,938	(2,405)	227,343	300,600	76%
Utilities	24,752	24,834	(118)	227,343	224,938	(2,405)	227,343	300,600	76%
Office Expenses: Advertising & Marketing	-	-	-	199	-	(199)	199	-	-
Office Expenses: Postage & Freight	-	-	-	40	-	(40)	40	-	-
Office Expenses: Equipment Rental	-	755	755	-	6,795	6,795	-	9,060	-
Office Expenses: Postage	-	170	170	362	1,530	1,168	362	2,040	18%
Office Expenses: Printing	192	350	158	2,538	3,150	612	2,538	4,200	60%
Office Expenses: Shipping	-	250	250	-	2,250	2,250	-	3,000	-
Office Expenses: Office Supplies	-	500	500	-	4,500	4,500	-	6,000	-
Office Expenses: Internet & WIFI	-	500	500	-	4,500	4,500	-	6,000	-
67000: Office Expenses	192	2,525	2,333	3,138	22,725	19,587	3,138	30,300	10%
Contracted Services: Contract & Agency Labor	2,000	-	[illegible]	15,950	-	[illegible]	15,950	-	-
Contracted Services: Trash Removal	1,035	1,120	85	10,214	10,080	[illegible]	10,214	13,440	76%
Contracted Services: Contracted Security	150	-	[illegible]	2,350	-	[illegible]	2,350	-	-
Contracted Services: Licenses, Fees & Permits	-	-	-	[illegible]	-	266	[illegible]	-	-
Contracted Services: Armored Car	1,946	1,350	[illegible]	16,121	12,150	[illegible]	16,121	15,200	106%
Contracted Services: Pest Control	205	300	95	1,845	2,700	855	1,845	3,600	51%
Contracted Services: IT Services	7,554	8,985	1,431	73,166	80,865	7,699	73,166	107,820	68%
Contracted Services: Grease Removal/Trap Cleaning	-	-	-	970	-	[illegible]	970	-	-
Contracted Services: Landscaping Service	941	1,500	559	9,947	13,500	3,553	9,947	18,000	55%
Contracted Services: Food & Beverage Equipment	-	250	250	-	2,250	2,250	-	3,000	-
69000: Contracted Services	13,931	13,505	(426)	130,197	121,545	(8,652)	130,197	162,060	80%

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OAK VIEW GROUP

Pueblo Convention Center
Operating Expenses by Department
Total Department
For The Period Ended: September FY26
USD

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Advertising & Marketing: Advertising	-	250	250	127	2,250	2,123	127	3,000	4%
Advertising & Marketing: Promotions	-	1,100	1,100	494	4,500	4,006	494	4,800	10%
70000: Advertising & Marketing	-	1,350	1,350	**621**	6,750	6,129	**621**	7,800	**8%**
Other G&A: None	-	-	-	-	-	15	-	-	-
Other G&A: Miscellaneous Other	-	500	500	-	4,500	4,500	-	6,000	-
Other G&A: Bank and Merchant Processing Fees	523	700	177	15,181	6,300	[illegible]	15,181	8,400	181%
Other G&A: Licenses, Fees & Permits	-	1,800	1,800	1,059	5,560	4,501	1,059	6,360	17%
Other G&A: Recruiting & Training	271	200	[illegible]	3,532	1,800	[illegible]	3,532	2,400	147%
Other G&A: Background Checks	13	-	(13)	184	-	(184)	184	-	-
Other G&A: Dues and Subscriptions	130	410	280	5,992	3,690	[illegible]	5,992	4,920	122%
Other G&A: Other Taxes & Licenses	70,508	63,715	[illegible]	239,122	195,030	(44,092)	239,122	417,344	57%
Other G&A: Credit Card Merchant Fees	[illegible]	-	172	466	-	(466)	466	-	-
Other G&A: Charitable Donations	-	-	-	100	-	(100)	100	-	-
72000: Other G&A	71,272	67,325	(3,947)	265,621	216,880	(48,741)	265,621	445,424	60%
Total Non Labor Costs	134,757	145,134	10,377	826,885	840,693	13,808	826,885	1,274,624	65%
Total Operating Expenses	247,417	261,670	14,252	1,934,273	1,892,645	(41,628)	1,934,273	2,678,744	72%

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Remaining
Other G&A: None	-	-	-	(15)	-	15	(15)	-	-
72000: Other G&A	-	-	-	(15)	-	15	(15)	-	-
Total Non Labor Costs	-	-	-	(15)	-	15	(15)	-	-
Total Operating Expenses	-	-	-	(15)	-	15	(15)	-	-

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Remaining
Bonuses & Commissions: Accrued Bonus	-	(85)	(85)	-	(766)	(766)	-	(1,021)	-
Bonuses & Commissions: Bonus Paid	-	85	85	-	766	766	-	1,021	-
Payroll Taxes: Payroll Taxes (Full-Time)	-	53	53	-	508	508	-	683	-
Payroll Taxes: Workers Comp	-	(5)	(5)	-	(53)	(53)	-	(67)	-

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Pueblo Convention Center
Operating Expenses by Department
D: Event Services
For The Period Ended: September FY26
USD

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Salaries & Wages: Salaried Full-Time	14,706	15,789	1,083	141,572	142,104	531	141,572	189,472	75%
Salaries & Wages: Hourly Part-Time	-	100	100	7,571	902	(6,669)	7,571	1,204	629%
Allocated Salaries & Wages: Salaried Full-Time	(2,917)	(2,837)	80	(26,253)	(25,445)	807	(26,253)	(33,928)	77%
Bonuses & Commissions: Accrued Bonus	620	-	(620)	5,737	3,729	(2,008)	5,737	3,729	154%
Bonuses & Commissions: Bonus Paid	-	746	746	-	2,982	2,982	-	5,220	-
Payroll Taxes: Payroll Taxes (Full-Time)	449	392	(57)	6,328	3,524	(2,804)	6,328	4,727	134%
Payroll Taxes: Payroll Taxes (Part-Time)	47	-	(47)	781	-	(781)	781	-	-
Payroll Taxes: Workers Comp	-	681	681	-	6,157	6,157	-	8,201	-
Employee Benefits: General Employee Benefits	6,989	6,623	(366)	64,938	59,767	(5,171)	64,938	79,800	81%
Pension & 401K: Pension & 401K	427	227	(200)	4,097	2,046	(2,051)	4,097	2,727	150%
Contra-Payroll: Hourly Part-Time	(103)	-	103	(8,932)	-	8,932	(781)	-	-
Contra-Payroll: Payroll Recovery PT	-	(91)	(90)	-	(819)	(819)	-	(1,091)	-
Total Labor Costs	**20,218**	**21,641**	**1,423**	**195,939**	**194,953**	**(986)**	**195,939**	**260,067**	**75%**
Supplies: Linens	235	125	(110)	2,427	1,125	(1,302)	2,427	1,500	162%
Supplies: Uniforms	-	-	-	15	2,400	2,385	15	2,400	1%
Supplies: Equipment Rental	20	-	(20)	193	-	(193)	193	-	-
Supplies: Building Supplies	-	-	-	86	-	(86)	86	-	-
64000: Supplies	**255**	**125**	**(130)**	**2,722**	**3,525**	**803**	**2,722**	**3,900**	**70%**
Office Expenses: Postage & Freight	-	-	-	40	-	(40)	40	-	-
67000: Office Expenses	**-**	**-**	**-**	**40**	**-**	**(40)**	**40**	**-**	**-**
Other G&A: Dues and Subscriptions	-	10	10	-	90	90	-	120	-
72000: Other G&A	**-**	**10**	**10**	**-**	**90**	**90**	**-**	**120**	**-**
Total Non Labor Costs	**255**	**135**	**(120)**	**2,762**	**3,615**	**853**	**2,762**	**4,020**	**69%**
Total Operating Expenses	**20,473**	**21,776**	**1,303**	**198,701**	**198,568**	**(133)**	**198,701**	**264,087**	**75%**

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Pueblo Convention Center
Operating Expenses by Department
D: Food & Beverage
For The Period Ended: September FY26
USD

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Salaries & Wages: Salaried Full-Time	12,971	17,676	5,705	114,524	159,082	44,557	114,524	212,109	54%
Salaries & Wages: Hourly Part-Time	23,920	13,775	[illegible]	194,930	123,495	[illegible]	194,930	167,510	116%
Salaries & Wages: Temporary Labor	-	3,000	3,000	-	27,000	27,000	-	36,000	-
Allocated Salaries & Wages: Salaried Full-Time	567	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	9%
Bonuses & Commissions: Accrued Bonus	750	-	(750)	6,867	4,147	[illegible]	6,867	4,147	166%
Bonuses & Commissions: Bonus Paid	-	829	829	-	3,315	3,315	-	5,802	-
Payroll Taxes: Payroll Taxes (Full-Time)	814	992	178	9,008	9,505	497	9,008	12,481	72%
Payroll Taxes: Payroll Taxes (Part-Time)	[illegible]	150	[illegible]	19,320	893	[illegible]	19,320	1,397	1,383%
Payroll Taxes: Workers Comp	-	1,101	1,101	-	9,844	9,844	-	13,148	-
Employee Benefits: General Employee Benefits	[illegible]	2,581	[illegible]	36,473	23,291	[illegible]	36,473	31,100	117%
Pension & 401K: Pension & 401K	317	465	148	3,040	4,194	1,154	3,040	5,600	54%
Contra-Payroll: Hourly Part-Time	[illegible]	-	21,555	[illegible]	-	178,729	[illegible]	-	-
Contra-Payroll: Payroll Recovery PT	-	[illegible]	[illegible]	-	[illegible]	[illegible]	-	[illegible]	-
Total Labor Costs	21,152	18,781	(2,371)	199,410	169,385	(30,025)	199,410	226,095	88%
Employee T&E: Training, Conferences, Meetings	-	200	200	-	1,800	1,800	-	2,400	-
61000: Employee T&E	-	200	200	-	1,800	1,800	-	2,400	-
Supplies: Bar Supplies	-	-	-	6	-	(6)	6	-	-
Supplies: Uniforms	25	150	125	242	1,350	1,108	242	1,800	13%
Supplies: Equipment Parts	-	-	-	[illegible]	-	300	[illegible]	-	-
Supplies: Paper Products	1,938	1,420	[illegible]	16,420	12,780	[illegible]	16,420	17,040	96%
Supplies: Cleaning Supplies	378	-	[illegible]	9,004	-	[illegible]	9,004	-	-
Supplies: Smallwares	67	400	333	67	3,600	3,533	67	4,800	1%
Supplies: F&B Supplies	779	1,780	1,001	829	16,020	15,191	829	21,360	4%
Supplies: Building Supplies	-	-	-	1,419	-	[illegible]	1,419	-	-
Supplies: Promotional Supplies	-	75	75	-	675	675	-	900	-
Supplies: Food & Beverage Equipment	-	-	-	1,741	-	[illegible]	1,741	-	-
64000: Supplies	3,188	3,825	637	29,427	34,425	4,998	29,427	45,900	64%
General R&M: Equipment Maintenance	-	850	850	1,997	7,650	5,653	1,997	10,200	20%
General R&M: General Repairs & Maintenance	354	-	(354)	1,758	-	[illegible]	1,758	-	-
General R&M: Grease Removal/Trap Cleaning	625	-	(625)	3,975	-	[illegible]	3,975	-	-
General R&M: Food & Beverage Equipment	170	-	(170)	1,335	-	[illegible]	1,335	-	-
65001: General R&M	1,149	850	(299)	12,066	7,650	(4,416)	12,066	10,200	118%
Repairs & Maintenance	1,149	850	(299)	12,066	7,650	(4,416)	12,066	10,200	118%
Contracted Services: Grease Removal/Trap Cleaning	-	-	-	970	-	[illegible]	970	-	-
Contracted Services: Food & Beverage Equipment	-	250	250	-	2,250	2,250	-	3,000	-
69000: Contracted Services	-	250	250	970	2,250	1,280	970	3,000	32%
Other G&A: Licenses, Fees & Permits	-	1,200	1,200	-	3,240	3,240	-	3,240	-
72000: Other G&A	-	1,200	1,200	-	3,240	3,240	-	3,240	-
Total Non Labor Costs	4,336	6,325	1,989	42,463	49,365	6,902	42,463	64,740	66%
Total Operating Expenses	25,489	25,106	(383)	241,872	218,750	(23,122)	241,872	290,835	83%

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Other Payroll Costs: Payroll Processing Fees	2,012	-	(2,012)	18,647	-	(18,647)	18,647	-	-
Employee Benefits: General Employee Benefits	-	-	-	18	-	(18)	18	-	-
Total Labor Costs	2,012	-	(2,012)	18,664	-	(18,664)	18,664	-	-
Employee T&E: Training, Conferences, Meetings	-	-	-	487	-	(487)	487	-	-
61000: Employee T&E	-	-	-	487	-	(487)	487	-	-
Insurance: Workers Comp	7,440	7,500	60	63,391	67,500	4,109	63,391	90,000	70%
Insurance: Insurance and Bonding	6,162	3,400	(2,762)	30,695	30,600	(95)	30,695	40,800	75%
63000: Insurance	13,602	10,900	(2,702)	94,085	98,100	4,015	94,085	130,800	72%
Supplies: Printing	-	-	-	66	-	(66)	66	-	-
Supplies: Office Supplies	126	-	(126)	3,187	-	(3,187)	3,187	-	-
Supplies: Building Supplies	-	-	-	32	-	(32)	32	-	-
64000: Supplies	126	-	(126)	3,285	-	(3,285)	3,285	-	-
General R&M: Equipment Maintenance	152	-	(152)	1,794	-	(1,794)	1,794	-	-
65001: General R&M	152	-	(152)	1,794	-	(1,794)	1,794	-	-
Repairs & Maintenance	152	-	(152)	1,794	-	(1,794)	1,794	-	-
General Utilities: Cell Phone & Data	856	550	(306)	4,456	4,950	494	4,456	6,600	68%
General Utilities: Telephone	950	700	(251)	8,432	6,300	(2,132)	8,432	8,400	100%
General Utilities: Internet & WiFi	89	-	(89)	801	-	(801)	801	-	-
General Utilities: Electricity	19,689	20,124	435	173,286	171,008	(2,278)	173,286	225,600	77%
General Utilities: Water	-	1,600	1,600	-	14,400	14,400	-	19,200	-
General Utilities: Natural Gas	1,517	1,160	(357)	23,066	23,760	694	23,066	34,800	66%
General Utilities: Cable	67	500	433	596	4,500	3,904	596	6,000	10%
General Utilities: Water Services	1,583	-	(1,583)	14,078	-	(14,078)	14,078	-	-
66001: General Utilities	24,752	24,634	(118)	224,713	224,938	225	224,713	300,600	75%
Utilities	24,752	24,634	(118)	224,713	224,938	225	224,713	300,600	75%
Office Expenses: Equipment Rental	-	755	755	-	6,795	6,795	-	9,060	-
Office Expenses: Postage	-	170	170	362	1,530	1,168	362	2,040	18%
Office Expenses: Printing	27	-	(27)	300	-	(300)	300	-	-
Office Expenses: Shipping	-	250	250	-	2,250	2,250	-	3,000	-
Office Expenses: Office Supplies	-	500	500	-	4,500	4,500	-	6,000	-
Office Expenses: Internet & WiFi	-	500	500	-	4,500	4,500	-	6,000	-
67000: Office Expenses	27	2,175	2,148	662	19,575	18,913	662	26,100	3%
Contracted Services: Trash Removal	1,035	1,120	85	10,214	10,080	(134)	10,214	13,440	76%
Contracted Services: Licenses, Fees & Permits	-	-	-	(266)	-	266	(266)	-	-
Contracted Services: IT Services	7,554	8,935	1,381	73,166	80,415	7,249	73,166	107,220	68%
69000: Contracted Services	8,589	10,055	1,466	83,113	90,495	7,382	83,113	120,660	69%
Other G&A: Miscellaneous Other	-	500	500	-	4,500	4,500	-	6,000	-
Other G&A: Licenses, Fees & Permits	-	-	-	1,059	-	(1,059)	1,059	-	-
Other G&A: Recruiting & Training	271	200	(71)	3,532	1,800	(1,732)	3,532	2,400	147%
Other G&A: Background Checks	13	-	(13)	184	-	(184)	184	-	-
Other G&A: Other Taxes & Licenses	70,508	63,715	(6,793)	239,122	195,030	(44,092)	239,122	417,344	57%
Other G&A: Credit Card Merchant Fees	(172)	-	172	466	-	(466)	466	-	-
72000: Other G&A	70,620	64,415	(6,205)	244,363	201,330	(43,033)	244,363	425,744	57%
Total Non Labor Costs	117,867	112,179	(5,688)	652,504	634,438	(18,066)	652,504	1,003,904	65%
Total Operating Expenses	119,879	112,179	(7,700)	671,169	634,438	(36,731)	671,169	1,003,904	67%

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Pueblo Convention Center
Operating Expenses by Department
D: Sales
For The Period Ended: September FY26
USD

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Salaries & Wages: Salaried Full-Time	12,177	15,956	4,779	129,520	143,607	14,087	129,520	191,476	68%
Allocated Salaries & Wages: Salaried Full-Time	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Bonuses & Commissions: Accrued Bonus	625	610	(15)	3,156	5,486	2,330	3,156	7,314	43%
Bonuses & Commissions: Bonus Paid	-	121	121	-	1,089	1,089	-	1,452	-
Payroll Taxes: Payroll Taxes (Full-Time)	654	14	(640)	9,771	449	[illegible]	9,771	518	1,886%
Payroll Taxes: Workers Comp	-	1,032	1,032	-	8,995	8,995	-	12,092	-
Employee Benefits: General Employee Benefits	5,410	5,080	(330)	48,695	45,842	(2,853)	48,695	61,200	80%
Pension & 401K: Pension & 401K	218	194	(23)	3,388	1,754	(1,634)	3,388	2,343	145%
Total Labor Costs	14,958	19,790	4,831	168,764	178,568	9,804	168,764	238,398	71%
Employee T&E: Entertainment	-	-	-	300	-	(300)	300	-	-
Employee T&E: Training/Conferences/Meetings	-	6,265	6,265	3,859	15,685	11,826	3,859	20,180	19%
61000: Employee T&E	-	6,265	6,265	4,159	15,685	11,526	4,159	20,180	21%
Office Expenses: Advertising & Marketing	-	-	-	199	-	(199)	199	-	-
Office Expenses: Printing	165	350	185	2,238	3,150	912	2,238	4,200	53%
67000: Office Expenses	165	350	185	2,437	3,150	713	2,437	4,200	58%
Contracted Services: Contract & Agency Labor	2,000	-	(2,000)	15,950	-	(15,950)	15,950	-	-
Contracted Services: IT Services	-	50	50	-	450	450	-	600	-
69000: Contracted Services	2,000	50	(1,950)	15,950	450	(15,500)	15,950	600	2,658%
Advertising & Marketing: Advertising	-	250	250	127	2,250	2,123	127	3,000	4%
Advertising & Marketing: Promotional	-	100	100	344	900	556	344	1,200	29%
70000: Advertising & Marketing	-	350	350	471	3,150	2,679	471	4,200	11%
Other G&A: Dues and Subscriptions	130	250	120	4,155	2,250	(1,905)	4,155	3,000	138%
72000: Other G&A	130	250	120	4,155	2,250	(1,905)	4,155	3,000	138%
Total Non Labor Costs	2,294	7,265	4,971	27,171	24,685	(2,486)	27,171	32,180	84%
Total Operating Expenses	17,253	27,055	9,802	195,936	203,253	7,318	195,936	270,578	72%

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OAK VIEW GROUP

Pueblo Convention Center
Operating Expenses by Department
D: Ticketing & Box Office
For The Period Ended: September FY26
USD

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Salaries & Wages: Hourly Part-Time	-	-	-	176	-	(176)	176	-	-
Allocated Salaries & Wages: Salaried Full-Time	-	896	896	-	8,086	8,086	-	10,800	-
Allocated Salaries & Wages: Hourly Full-Time	896	-	(896)	8,064	-	(8,064)	8,064	-	-
Payroll Taxes: Payroll Taxes (Full-Time)	100	506	406	600	4,566	3,966	600	6,100	10%
Payroll Taxes: Hourly Full-Time	-	-	-	300	-	(300)	300	-	-
Payroll Taxes: Payroll Taxes (Part-Time)	-	-	-	18	-	(18)	18	-	-
Employee Benefits: General Employee Benefits	506	506	0	4,554	4,566	12	4,554	6,100	75%
Total Labor Costs	1,502	1,908	406	13,712	17,218	3,506	13,712	23,000	60%
Total Operating Expenses	1,502	1,908	406	13,712	17,218	3,506	13,712	23,000	60%

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OAK VIEW GROUP

Pueblo Convention Center
Operating Expenses by Department
D: Operations
For The Period Ended: September FY26
USD

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Salaries & Wages: Salaried Full-Time	7,847	9,716	1,869	84,972	87,440	2,467	84,972	116,586	73%
Salaries & Wages: Hourly Part-Time	12,786	10,184	(2,602)	118,413	102,234	(16,179)	118,413	131,424	90%
Allocated Salaries & Wages: Salaried Full-Time	(1,542)	(1,542)	(0)	(13,878)	(13,871)	(8)	(13,878)	(18,496)	75%
Payroll Taxes: Payroll Taxes (Full-Time)	456	743	288	5,532	7,413	1,882	5,532	9,643	57%
Payroll Taxes: Payroll Taxes (Part-Time)	1,055	226	(829)	10,937	1,517	(9,420)	10,937	2,244	487%
Payroll Taxes: Workers Comp	-	605	605	-	5,275	5,275	-	7,092	-
Employee Benefits: General Employee Benefits	7,725	7,038	(687)	69,726	63,512	(6,214)	69,726	84,800	82%
Pension & 401K: Pension & 401K	233	243	10	3,945	2,186	(1,759)	3,945	2,913	135%
Contra-Payroll: Hourly Part-Time	(8,016)	-	8,016	(86,852)	-	86,852	(86,852)	-	-
Contra-Payroll: Payroll Recovery PT	-	(1,884)	(1,884)	-	(16,956)	(16,956)	-	(22,608)	-
Total Labor Costs	**20,744**	**17,797**	**(2,947)**	**192,795**	**160,573**	**(32,222)**	**192,795**	**214,384**	**90%**
Employee T&E: Training, Conferences, Meetings	-	200	200	-	1,800	1,800	-	2,400	-
61000: Employee T&E	**-**	**200**	**200**	**-**	**1,800**	**1,800**	**-**	**2,400**	**-**
Supplies: Uniforms	-	-	-	-	900	900	-	900	-
Supplies: Cleaning Supplies	-	1,130	1,130	2,450	10,170	7,720	2,450	13,560	18%
Supplies: Plumbing Supplies	-	80	80	-	720	720	-	960	-
Supplies: Building Supplies	2,289	1,120	(1,169)	15,192	10,080	(5,112)	15,192	13,440	113%
Supplies: Tools	-	300	300	-	2,700	2,700	-	3,600	-
Supplies: Bulbs and Lights	-	200	200	-	1,800	1,800	-	2,400	-
64000: Supplies	**2,289**	**2,830**	**541**	**17,642**	**26,370**	**8,728**	**17,642**	**34,860**	**51%**
General R&M: Equipment Maintenance	2,868	1,800	(1,068)	25,445	38,700	13,255	25,445	51,600	49%
General R&M: General Repairs & Maintenance	482	950	468	12,531	8,550	(3,981)	12,531	11,400	110%
65001: General R&M	**3,350**	**5,250**	**1,900**	**27,977**	**47,250**	**19,273**	**27,977**	**63,000**	**44%**
Repairs & Maintenance	**3,350**	**5,250**	**1,900**	**27,977**	**47,250**	**19,273**	**27,977**	**63,000**	**44%**
General Utilities: Internet & WiFi	-	-	-	2,629	-	(2,629)	2,629	-	-
66001: General Utilities	**-**	**-**	**-**	**2,629**	**-**	**(2,629)**	**2,629**	**-**	**-**
Utilities	**-**	**-**	**-**	**2,629**	**-**	**(2,629)**	**2,629**	**-**	**-**
Contracted Services: Contracted Security	250	-	(250)	2,250	-	(2,250)	2,250	-	-
Contracted Services: Pest Control	205	300	95	1,845	2,700	855	1,845	3,600	51%
Contracted Services: Landscaping Service	941	1,500	559	9,947	13,500	3,553	9,947	18,000	55%
69000: Contracted Services	1,396	1,800	404	14,042	16,200	2,158	14,042	21,600	65%
Other G&A: Licenses, Fees & Permits	-	600	600	-	2,320	2,320	-	3,120	-
72000: Other G&A	**-**	**600**	**600**	**-**	**2,320**	**2,320**	**-**	**3,120**	**-**
Total Non Labor Costs	**7,035**	**10,680**	**3,645**	**62,290**	**93,940**	**31,650**	**62,290**	**124,980**	**50%**
Total Operating Expenses	**27,778**	**28,477**	**699**	**255,086**	**254,513**	**(573)**	**255,086**	**339,364**	**75%**

OVG OAK VIEW GROUP

Pueblo Convention Center
Operating Expenses by Department
D: Administrative
For The Period Ended: September FY26
USD

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Salaries & Wages: Salaried Full-Time	16,685	18,076	1,391	160,378	162,685	2,307	160,378	216,913	74%
Allocated Salaries & Wages: Salaried Full-Time	(7,219)	(7,055)	164	(65,061)	(63,319)	1,742	(65,061)	(84,248)	77%
Bonuses & Commissions: Accrued Bonus	2,770	2,790	20	25,647	25,110	(537)	25,647	33,481	77%
Bonuses & Commissions: Bonus Paid	-	558	558	-	5,022	5,022	-	6,696	-
Payroll Taxes: Payroll Taxes (Full-Time)	610	(389)	(999)	7,654	(3,480)	(11,133)	7,654	(4,626)	(165%)
Payroll Taxes: Workers Comp	-	1,300	1,300	-	11,330	11,330	-	15,231	-
Employee Benefits: General Employee Benefits	4,219	4,187	(32)	40,369	37,785	(2,584)	40,369	50,450	80%
Pension & 401K: Pension & 401K	483	551	68	4,772	4,974	202	4,772	6,637	72%
Total Labor Costs	**17,538**	**20,009**	**2,471**	**173,758**	**180,107**	**6,350**	**173,758**	**240,533**	**72%**
Employee T&E: Other Travel Expense	-	-	-	1,638	-	(1,638)	1,638	-	-
Employee T&E: Training, Conferences, Meetings	-	4,850	4,850	182	6,150	5,968	182	8,200	2%
61000: Employee T&E	**-**	**4,850**	**4,850**	**1,820**	**6,150**	**4,330**	**1,820**	**8,200**	**22%**
Advertising & Marketing: Promotional	-	1,000	1,000	150	3,600	3,450	150	3,600	4%
70000: Advertising & Marketing	**-**	**1,000**	**1,000**	**150**	**3,600**	**3,450**	**150**	**3,600**	**4%**
Other G&A: Dues and Subscriptions	-	150	150	1,837	1,350	(487)	1,837	1,800	102%
Other G&A: Charitable Donations	-	-	-	100	-	(100)	100	-	-
72000: Other G&A	-	150	150	1,937	1,350	(587)	1,937	1,800	108%
Total Non Labor Costs	**-**	**6,000**	**6,000**	**3,907**	**11,100**	**7,193**	**3,907**	**13,600**	**29%**
Total Operating Expenses	**17,538**	**26,009**	**8,471**	**177,665**	**191,207**	**13,542**	**177,665**	**254,133**	**70%**

OVG
OAK VIEW GROUP

Pueblo Convention Center
Operating Expenses by Department
D: Finance & Accounting
For The Period Ended: September FY26
USD

	Period to Date			Year to Date			Full Year Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Achieved
Salaries & Wages: Salaried Full-Time	12,440	17,149	4,710	152,193	154,344	2,151	152,193	205,792	74%
Allocated Salaries & Wages: Salaried Full-Time	[illegible]	6,951	[illegible]	[illegible]	62,561	[illegible]	[illegible]	83,415	69%
Other Payroll Costs: Payroll Service Fees	-	1,300	1,300	-	11,700	11,700	-	15,600	-
Bonuses & Commissions: Accrued Bonus	-	832	832	1,814	7,489	5,675	1,814	9,986	18%
Bonuses & Commissions: Bonus Paid	-	167	167	-	1,503	1,503	-	2,004	-
Payroll Taxes: Payroll Taxes (Full-Time)	601	[illegible]	933	8,822	[illegible]	[illegible]	8,688	[illegible]	[illegible]
Payroll Taxes: Payroll Taxes (Part-Time)	-	(473)	(473)	-	2,955	(2,955)	-	4,078	-
Payroll Taxes: Workers Comp	-	1,120	1,120	-	9,764	9,764	-	13,125	-
Employee Benefits: General Employee Benefits	5,246	3,386	[illegible]	36,910	30,556	[illegible]	36,910	40,900	90%
Pension & 401K: Pension & 401K	190	363	174	2,344	3,281	936	2,344	4,384	53%
Total Labor Costs	14,536	16,610	2,074	144,345	151,148	6,802	144,345	201,642	72%
Consultants and Professional Services: Accounting Audits	500	500	0	4,500	4,500	0	4,500	6,000	75%
62000: Consultants and Professional Services	500	500	0	4,500	4,500	0	4,500	6,000	75%
Employee T&E: Training, Conferences, Meetings	-	-	-	-	600	600	-	600	-
61000: Employee T&E	-	-	-	-	600	600	-	600	-
Contracted Services: Armored Car	1,946	1,350	(596)	16,121	12,150	[illegible]	16,121	16,200	100%
69000: Contracted Services	1,946	1,350	(596)	16,121	12,150	(3,971)	16,121	16,200	100%
Other G&A: Bank and Merchant Processing Fees	523	700	177	15,181	8,300	[illegible]	15,181	8,400	181%
72000: Other G&A	523	700	177	15,181	8,300	(6,881)	15,181	8,400	181%
Total Non Labor Costs	2,969	2,550	(419)	35,802	23,550	(12,252)	35,802	31,200	115%
Total Operating Expenses	17,505	19,160	1,655	180,147	174,698	(5,450)	180,147	232,842	77%

FUNDS - AT A GLANCE | SEPTEMBER 2026

Gold = expense used • Teal = revenue received • Each circle compares against the fund's annual budget

Downtown Exp. • EXP 2029
EXPENSE 16.2% | REVENUE 57.5%
Exp $251,622 | Rev $895,721

North Pueblo • EXP 2031
EXPENSE 6.3% | REVENUE 89.7%
Exp $80,438 | Rev $1,140,864

South Santa Fe • EXP 2031
DECREMENT
EXPENSE 0.0% | REVENUE 0.0%
Exp $0 | Rev $0

Lake Minnequa • EXP 2032
EXPENSE 53.6% | REVENUE 90.7%
Exp $843,910 | Rev $1,428,323

Saint Charles • EXP 2033
EXPENSE 22.1% | REVENUE 64.1%
Exp $651,292 | Rev $1,890,533

Thunder Village P1 • EXP 2033
EXPENSE 176.5% | REVENUE 179.9%
Exp $167,969 | Rev $171,241

Eastside • EXP 2034
EXPENSE 25.4% | REVENUE 96.6%
Exp $9,981 | Rev $37,968

Union • EXP 2034
EXPENSE 20.5% | REVENUE 201.1%
Exp $12,815 | Rev $125,808

Lower Westside • EXP 2040
EXPENSE 15.2% | REVENUE 110.9%
Exp $2,023 | Rev $14,785

EVRAZ • EXP 2044
EXPENSE 24.4% | REVENUE 81.2%
Exp $2,212,425 | Rev $7,359,671

Thunder Village P2 • EXP 2045
EXPENSE 6.6% | REVENUE 11.2%
Exp $20,841 | Rev $35,327

Mitchell Park South • EXP 2047
EXPENSE 15.0% | REVENUE 99.1%
Exp $13,872 | Rev $91,617

North Elizabeth Hotel • EXP 2049
NO INCREMENT
EXPENSE 0.0% | REVENUE 0.0%
Exp $0 | Rev $0

The Bluffs • EXP 2049
NO INCREMENT
EXPENSE 0.0% | REVENUE 0.0%
Exp $0 | Rev $0

West Pueblo • EXP 2049
NO INCREMENT
EXPENSE 0.0% | REVENUE 0.0%
Exp $0 | Rev $0

Colorado Smelter • EXP 2049
DECREMENT
EXPENSE 0.0% | REVENUE 0.0%
Exp $0 | Rev $0

Dillon Drive • EXP 2050
NO INCREMENT
EXPENSE 0.0% | REVENUE 0.0%
Exp $0 | Rev $0

General Fund
EXPENSE 59.7% | REVENUE 96.7%
Exp $1,118,315 | Rev $1,811,654

Demonstration
EXPENSE 0.3% | REVENUE 3.1%
Exp $1,344 | Rev $12,404

RTA
EXPENSE 117.8% | REVENUE 76.8%
Exp $1,095,295 | Rev $713,739

Vendor Fee
EXPENSE 69.0% | REVENUE 69.0%
Exp $2,010,603 | Rev $2,011,840

Convention
EXPENSE 80.3% | REVENUE 99.6%
Exp $1,270,035 | Rev $1,575,587

DEBT SERVICE SUMMARY • DOLLARS

DEBT SERIES	PRIN.	INTEREST	BAL.	DEBT SERIES	PRIN.	INTEREST	BAL.
EVRAZ Series 2021 A&B	$4,670,000	$4,133,213	$82,345,000	Vendor Fee Series 2020	$660,000	$228,063	$8,540,000
Downtown Expanded Series 2020	$605,000	$40,160	$1,905,000	North Pueblo Series 2020	$350,000	$50,875	$1,500,000
Lake Minnequa Series 2020	$195,000	$43,807	$1,290,000	Saint Charles Series 2022	$1,256,836	$615,773	$13,335,916
Regional Tourism Act Series 2017	$180,000	$363,401	$7,780,000	Saint Charles Series 2024	$63,629	$38,575	$637,743
BALANCES	**$7,980,465 principal**		**$5,513,867 interest**			**$117,333,659 balance**	

Principal and interest by debt series; totals are for the entire year

Pueblo Urban Renewal Authority
Balance Sheet by Class
As of September 30, 2026

	01-GenFund	03-DTExp	05-LkMinn	06-NorthP	07-TVP1	08-SaintCh	09-East	10-Union	11-LWest	12-Demo	13-EVRAZ	15-TVP2	16-MPS	25-RTA	98-Vendor	TOTAL
ASSETS																
1004-10 · PBT-2378-SHF	0.00	0.00	0.00	0.00	0.00	0.00	0.00	75,410.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	75,410.71
1004-12 · PBT-2734-DEMORENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,602.27	0.00	0.00	0.00	0.00	0.00	11,602.27
1003-05 · Legacy-114-LKMINMM	0.00	0.00	1,102,862.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,102,862.45
1002-03 · USB-2049-DTEMM	0.00	1,403,032.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,403,032.98
1001-01 · USB-9352-GenFund	(1.00)	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1001-03 · USB-5160-DTERevenue	0.00	11,493.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,493.76
1001-05 · Legacy-136-LKMINRevenue	0.00	0.00	21,305.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21,305.51
1001-06 · BSJ-6894-NPRevenue	0.00	0.00	0.00	1,836,908.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,836,908.77
1001-16 · BSJ-5713-MPS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	216,431.91	0.00	0.00	216,431.91
1003-01 · PBT-7042-GenFund	1,508,955.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,508,955.79
1003-07 · PBT-7050-TV	0.00	0.00	0.00	0.00	3,350.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,350.49
1003-08 · PBT-7069-STCH	0.00	0.00	0.00	0.00	0.00	1,501,584.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,501,584.62
1003-09 · PBT-7077-EAST	0.00	0.00	0.00	0.00	0.00	0.00	83,595.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	83,595.65
1003-10 · PBT-7085-Union	0.00	0.00	0.00	0.00	0.00	0.00	0.00	74,140.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	74,140.89
1003-11 · PBT-7093-LWest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	79,009.10	0.00	0.00	0.00	0.00	0.00	0.00	79,009.10
1003-12 · PBT-7158-DEMO	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	62,783.33	0.00	0.00	0.00	0.00	0.00	62,783.33
1003-13 · PBT-7107-EVRAZ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,963,716.13	0.00	0.00	0.00	0.00	4,963,716.13
1003-15 · PBT-7115-TVP2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	114,437.46	0.00	0.00	0.00	114,437.46
1010-03 · USB-5178-DTEDS	0.00	0.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.16
1010-08 · BSJ-0406-STCHLIBRARY	0.00	0.00	0.00	0.00	0.00	84,432.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	84,432.79
1010-25 · PBT-7123-RTA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,678,460.58	0.00	4,678,460.58
1011-08 · BSJ-2346-STCHDS	0.00	0.00	0.00	0.00	0.00	3,213.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,213.49
1011-25 · PBT-7166-RTACity	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,556.95	0.00	23,556.95
1021-01 · PBT-7131-HeritageW	20,679.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,679.52
1023-01 · PBT-7182-Reserve	328,304.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	328,304.33
Total 1000-00 · CASH	1,857,938.64	1,414,526.90	1,124,167.96	1,836,908.77	3,350.49	1,589,230.90	83,595.65	149,552.60	79,009.10	74,385.60	4,963,716.13	114,437.46	216,431.91	4,702,017.53	0.00	18,209,269.64
1072-00 · Bill.com Money Out	310.45	0.00	0.00	0.00	0.01	(84,361.17)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(84,050.71)
1100-00 · Investments																
1110-13 · UMB-2021A&B-EVRAZ																
1111-13 · UMB-2021A&B-EVRAZDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	436.99	0.00	0.00	0.00	0.00	436.99
1112-13 · UMB-2021A&B-EVRAZReserve	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,584,544.90	0.00	0.00	0.00	0.00	7,584,544.90
1113-13 · UMB-2021A&B-EVRAZTIFRevenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	343.59	0.00	0.00	0.00	0.00	343.59
Total 1110-13 · UMB-2021A&B-EVRAZ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,585,325.48	0.00	0.00	0.00	0.00	7,585,325.48
1110-99 · UMB-2017-RTA																
1111-99 · UMB-2017-RTADS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(0.30)	0.00	(0.30)
1113-99 · UMB-2017-RTASTRev	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(27.92)	0.00	(27.92)
Total 1110-99 · UMB-2017-RTA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(28.22)	0.00	(28.22)
1120-98 · UMB-2020-PCC&MH																
1121-98 · UMB-2020-PCC&MHDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	457,508.45	457,508.45
1122-98 · UMB-2020-PCC&MHSTRev	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	384,728.85	384,728.85
1123-98 · UMB-2020-PCC&MHReserve	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	739,253.81	739,253.81
1124-98 · UMB-2020-PCC&MHRedemption	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	710,754.99	710,754.99
1126-98 · UMB-2020-PCCO&M	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.20
1120-98 · UMB-2020-PCC&MH - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(0.81)	(0.81)
Total 1120-98 · UMB-2020-PCC&MH	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,292,245.49	2,292,245.49
Total 1100-00 · Investments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,585,325.48	0.00	0.00	(28.22)	2,292,245.49	9,877,542.75
Total Checking/Savings	1,858,249.09	1,414,526.90	1,124,167.96	1,836,908.77	3,350.50	1,504,869.73	83,595.65	149,552.60	79,009.10	74,385.60	12,549,041.61	114,437.46	216,431.91	4,701,989.31	2,292,245.49	28,002,761.68
1200-00 · Accounts Receivable	5,562.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,562.33
Total Accounts Receivable	5,562.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,562.33
Other Current Assets																
1210-00 · Accrued Accounts Recieivable	0.00	57,345.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	57,345.00

Pueblo Urban Renewal Authority
Balance Sheet by Class
As of September 30, 2026

	01-GenFund	03-DTExp	05-LkMinn	06-NorthP	07-TVP1	08-SaintCh	09-East	10-Union	11-LWest	12-Demo	13-EVRAZ	15-TVP2	16-MPS	25-RTA	98-Vendor	TOTAL
1215-12 · Notes Receivable - Fcd Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.00	0.00	0.00	0.00	0.00	0.20
1300-00 · Prepaid Expenses	6,600.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,600.36
1400-00 · Inventory	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	941,219.00	0.00	0.00	0.00	0.00	0.00	941,219.00
1600-00 · Due From																
1601-00 · Due from General Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	64,649.00	0.00	0.00	0.00	64,649.00
1603-00 · Due from Downtown Expanded	3,547.12	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,547.12
1605-00 · Due from Lake Minnequa	2,864.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,864.56
1606-00 · Due from North Pueblo	4,785.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,785.10
1607-00 · Due from Thunder Village P1	10.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.13
1608-00 · Due from Saint Charles	4,018.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,018.57
1609-00 · Due from East Side	222.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	222.16
1610-00 · Due from Union Ave	195.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	195.25
1611-00 · Due from Lower West	211.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	211.70
1612-00 · Due from Demonstration	203.61	0.00	0.00	0.00	0.00	0.00	4,894.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,097.91
1613-00 · Due from EVRAZ	13,266.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13,266.54
1615-00 · Due from Thunder Village P2	307.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	307.14
1616-00 · Due from Mitchell Park South	327.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	327.82
1625-00 · Due from RTA	14,564.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,564.40
Total 1600-00 · Due From	44,524.10	0.00	0.00	0.00	0.00	0.00	4,894.30	0.00	0.00	0.00	0.00	64,649.00	0.00	0.00	0.00	114,067.40
1701-00 · Property Tax Receivable	0.00	898,281.00	1,573,936.00	1,203,281.00	95,168.00	2,948,803.00	39,278.00	7,523.66	13,272.00	0.00	7,976,685.00	9,772.00	92,419.00	0.00	0.00	14,858,418.66
Total 1700-00 · Tax Receivable	0.00	898,281.00	1,573,936.00	1,203,281.00	95,168.00	2,948,803.00	39,278.00	7,523.66	13,272.00	0.00	7,976,685.00	9,772.00	92,419.00	0.00	0.00	14,858,418.66
Total Other Current Assets	51,124.46	955,626.00	1,573,936.00	1,203,281.00	95,168.00	2,948,803.00	44,172.30	7,523.66	13,272.00	941,219.20	7,976,685.00	74,421.00	92,419.00	0.00	0.00	15,977,650.62
Total Current Assets	1,914,935.88	2,370,152.90	2,698,103.96	3,040,189.77	98,518.50	4,453,672.73	127,767.95	157,076.26	92,281.10	1,015,604.80	20,525,726.61	188,858.46	308,850.91	4,701,989.31	2,292,245.49	43,985,974.63
TOTAL ASSETS	1,914,935.88	2,370,152.90	2,698,103.96	3,040,189.77	98,518.50	4,453,672.73	127,767.95	157,076.26	92,281.10	1,015,604.80	20,525,726.61	188,858.46	308,850.91	4,701,989.31	2,292,245.49	43,985,974.63
2010-00 · Accounts Payable Vendor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,815.22	0.00	106.36	0.00	0.00	0.00	0.00	0.00	5,921.58
Total 2000-00 · Accounts Payable	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,815.22	0.00	106.36	0.00	0.00	0.00	0.00	0.00	5,921.58
Total Accounts Payable	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,815.22	0.00	106.36	0.00	0.00	0.00	0.00	0.00	5,921.58
Other Current Liabilities																
2020-00 · Accrued Accounts Payable	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	164,220.00	0.00	0.00	0.00	164,220.00
2100-00 · Accrued Liabilities	0.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08
2200-00 · Interest Payables	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.41	0.00	0.00	0.00	0.00	0.00	3.41
Total 2400-01 · Payroll Liabilities	420.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	420.17
2501-00 · Deferred Property Tax Increment	0.00	898,281.00	1,573,936.00	1,203,281.00	95,168.00	2,948,803.00	39,278.00	7,524.00	13,272.00	0.00	7,976,685.00	9,772.00	92,419.00	0.00	0.00	14,858,419.00
Total 2500-00 · Deferred Revenue	0.00	898,281.00	1,573,936.00	1,203,281.00	95,168.00	2,948,803.00	39,278.00	7,524.00	13,272.00	0.00	7,976,685.00	9,772.00	92,419.00	0.00	0.00	14,858,419.00
2601-00 · Due to General Fund	0.00	3,547.12	2,864.56	4,785.10	10.13	4,018.57	222.16	195.25	211.70	203.61	13,266.54	307.14	327.82	14,564.40	0.00	44,524.10
2609-00 · Due to East Side	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,894.30	0.00	0.00	0.00	0.00	0.00	4,894.30
2615-00 · Due to Thunder Village P2	64,649.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	64,649.00
2699-00 · Due to Convention Center	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	366,000.00	175,090.00	541,090.00
Total 2600-00 · Due To	64,649.00	3,547.12	2,864.56	4,785.10	10.13	4,018.57	222.16	195.25	211.70	5,097.91	13,266.54	307.14	327.82	380,564.40	175,090.00	655,157.40
Total Other Current Liabilities	65,069.25	901,828.12	1,576,800.56	1,208,066.10	95,178.13	2,952,821.57	39,500.16	7,719.25	13,483.70	5,101.32	7,989,951.54	174,299.14	92,746.82	380,564.40	175,090.00	15,678,220.06
Total Current Liabilities	65,069.25	901,828.12	1,576,800.56	1,208,066.10	95,178.13	2,952,821.57	39,500.16	13,534.47	13,483.70	5,207.68	7,989,951.54	174,299.14	92,746.82	380,564.40	175,090.00	15,684,141.64
2800-00 · Long-Term Liabilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200,000.00	0.00	200,000.00
Total Long Term Liabilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200,000.00	0.00	200,000.00
Total Liabilities	65,069.25	901,828.12	1,576,800.56	1,208,066.10	95,178.13	2,952,821.57	39,500.16	13,534.47	13,483.70	5,207.68	7,989,951.54	174,299.14	92,746.82	580,564.40	175,090.00	15,884,141.64
3000-00 · Fund Balance	1,476,197.97	767,830.09	313,037.08	523,091.90	10.76	824,387.19	4,211.00	5,861.00	27,152.00	144,149.00	31,325,796.00	0.00	0.00	2,332,366.47	2,329,366.00	40,073,456.46
32000 · Retained Earnings	(319,670.18)	56,395.55	223,853.10	248,605.69	57.19	(562,776.63)	56,069.93	24,688.01	38,883.04	854,888.39	(23,937,267.39)	73.25	138,358.59	2,170,614.31	(213,448.14)	(21,220,675.29)
Net Income	693,338.84	644,099.14	584,413.22	1,060,426.08	3,272.42	1,239,240.60	27,986.86	112,992.78	12,762.36	11,359.73	5,147,246.46	14,486.06	77,745.50	(381,555.87)	1,237.63	9,249,051.81
Total Equity	1,849,866.63	1,468,324.78	1,121,303.40	1,832,123.67	3,340.37	1,500,851.16	88,267.79	143,541.79	78,797.40	1,010,397.12	12,535,775.07	14,559.31	216,104.09	4,121,424.91	2,117,155.49	28,101,832.98
TOTAL LIABILITIES & EQUITY	1,914,935.88	2,370,152.90	2,698,103.96	3,040,189.77	98,518.50	4,453,672.73	127,767.95	157,076.26	92,281.10	1,015,604.80	20,525,726.61	188,858.45	308,850.91	4,701,989.31	2,292,245.49	43,985,974.62

Pueblo Urban Renewal Authority
Profit & Loss by Class
January through September 2026

	01-GenFund	03-DTExp	05-LkMinn	06-NorthP	07-TVP1	08-SaintCh	09-East	10-Union	11-LWest	12-Demo	13-EVRAZ	15-TVP2	16-MPS	25-RTA	98-Vendor	TOTAL
Income																
4000-00 · Revenue																
4020-00 · Investment and Interest Income	205,984.42	0.00	0.00	0.00	0.00	0.24	0.00	0.00	0.00	0.00	213,061.53	0.00	0.00	0.00	42,642.82	461,689.01
4045-00 · Rental Income	3,708.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,704.00	0.00	0.00	0.00	0.00	0.00	16,412.00
4055-00 · Property Tax Increment	0.00	830,343.46	1,428,323.44	1,140,863.58	171,241.25	1,890,532.69	37,968.27	4,725.31	14,784.97	0.00	7,146,609.50	35,327.32	91,617.44	0.00	0.00	12,792,337.23
4065-00 · Sales Tax Increment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	45,678.69	0.00	0.00	0.00	0.00	0.00	713,739.05	0.00	759,417.74
4080-01 · Asset Management Fee	262,500.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	262,500.03
4085-00 · Misc. Revenue	4.91	0.00	0.00	0.00	0.00	0.00	0.00	75,404.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	75,408.91
4091-00 · InterGov City of Pueblo	0.00	65,377.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65,377.45
4100-98 · Vendor Fee Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,969,197.57	1,969,197.57
Total 4000-00 · Revenue	472,197.36	895,720.91	1,428,323.44	1,140,863.58	171,241.25	1,890,532.93	37,968.27	125,808.00	14,784.97	12,704.00	7,359,671.03	35,327.32	91,617.44	713,739.05	2,011,840.39	16,402,339.94
Total Income	472,197.36	895,720.91	1,428,323.44	1,140,863.58	171,241.25	1,890,532.93	37,968.27	125,808.00	14,784.97	12,704.00	7,359,671.03	35,327.32	91,617.44	713,739.05	2,011,840.39	16,402,339.94
Expense																
5000-00 · Expense																
5010-00 · Advertising	631.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	631.60
5015-00 · Attorney Fees	147,544.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	147,544.45
5017-00 · Professional Services	90,874.10	11,050.00	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,400.00	0.00	109,324.10
5020-00 · Audit Fees	34,068.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	34,068.75
5025-00 · Board Expenses	14,099.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,099.09
5063-00 · Dues and Subscriptions	15,865.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,865.25
5065-00 · HARP IGA	0.00	50,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50,000.00
5067-00 · Telephone and Internet	3,704.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,704.76
5068-00 · Utilities	3,893.37	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	722.38	0.00	0.00	0.00	0.00	0.00	4,615.75
5075-00 · Office Expenses	17,807.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,807.14
5076-00 · Insurance Expense	124,310.74	30,469.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	154,779.96
5080-00 · Parking Garage Expenses	0.00	1,440.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,440.00
5090-01 · Payroll Expenses	536,496.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	536,496.69
5095-00 · Special Projects	90,992.00	25,000.00	0.00	0.00	0.00	171,023.97	0.00	2,000.00	0.00	401.89	0.00	0.00	0.00	207,734.50	57,665.46	554,817.82
5100-00 · Community Engagement	0.00	13,000.00	0.00	0.00	0.00	0.00	0.00	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18,000.00
5103-00 · Travel and Conferences	3,332.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,332.89
5105-00 · Website and IT	19,501.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19,501.18
5503-00 · Reimbursement to Developers	0.00	0.00	10,000.00	0.00	83,979.41	0.00	0.00	5,815.22	0.00	0.00	0.00	10,420.63	0.00	0.00	0.00	110,215.26
5508-00 · Landscape and Maintenenace	0.00	0.00	21,361.50	0.00	0.00	0.00	0.00	0.00	0.00	220.00	0.00	0.00	0.00	0.00	0.00	21,581.50
5817-00 · Trustee Fees	3,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00	0.00	6,000.00
5825-00 · Misc. Expense	12,193.35	941.34	67.07	0.00	10.00	10.00	0.00	0.00	0.00	0.00	19,941.69	0.00	0.00	47.92	0.00	33,211.37
Total 5000-00 · Expense	1,118,315.36	131,900.56	36,428.57	0.00	83,989.41	171,033.97	0.00	12,815.22	0.00	1,344.27	19,941.69	10,420.63	0.00	213,182.42	57,665.46	1,857,037.56
5840-00 · Debt Service Payment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expense	1,118,315.36	131,900.56	36,428.57	0.00	83,989.41	171,033.97	0.00	12,815.22	0.00	1,344.27	19,941.69	10,420.63	0.00	213,182.42	57,665.46	1,857,037.56
Net Ordinary Income	(646,118.00)	763,820.35	1,391,894.87	1,140,863.58	87,251.84	1,719,498.96	37,968.27	112,992.78	14,784.97	11,359.73	7,339,729.34	24,906.69	91,617.44	500,556.63	1,954,174.93	14,545,302.38
Other Income																
8000-00 · Transfer In																
8001-00 · Transfer in from General Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8003-00 · Transfer in from DTE	99,641.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	99,641.53
8005-00 · Transfer in from Lake Minnequa	785,578.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	785,578.08
8006-00 · Transfer in from North Pueblo	55,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	55,000.00
8007-00 · Transfer in from Thunder Vil P1	83,979.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	83,979.95
8008-00 · Transfer in from Saint Charles	153,084.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	153,084.06

Pueblo Urban Renewal Authority
Profit & Loss by Class
January through September 2026

	01-GenFund	03-DTExp	05-LkMinn	06-NorthP	07-TVP1	08-SaintCh	09-East	10-Union	11-LWest	12-Demo	13-EVRAZ	15-TVP2	16-MPS	25-RTA	98-Vendor	TOTAL
8009-00 · Transfer in from East Side	9,981.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,981.41
8010-00 · Transfer in from Union Ave	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8011-00 · Transfer in from Lower West	2,022.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,022.61
8012-00 · Transfer in from Demonstration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8013-00 · Transfer in from EVRAZ	125,876.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	125,876.63
8015-00 · Transfer in from Thunder Vil P2	10,420.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,420.63
8016-00 · Transfer in from Mitchell Park	13,871.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13,871.94
8025-00 · Transfer in from RTA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8099-00 · Transfer in from Convention	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 8000-00 · Transfer In	1,339,456.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,339,456.84
Total Other Income	1,339,456.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,339,456.84
Other Expense																
9000-00 · Transfer Out																
9001-00 · Transfer out to Gen Fund	0.00	99,641.21	785,577.90	55,000.00	83,979.42	153,084.06	9,981.41	0.00	2,022.61	0.00	125,876.63	10,420.63	13,871.94	0.00	0.00	1,339,455.81
9030-00 · Transfer out to Debt Service	0.00	20,080.00	21,903.75	25,437.50	0.00	327,174.30	0.00	0.00	0.00	0.00	2,066,606.25	0.00	0.00	0.00	295,578.01	2,756,779.81
9099-00 · Transfer out to Convention	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	882,112.50	1,657,359.29	2,539,471.79
Total 9000-00 · Transfer Out	0.00	119,721.21	807,481.65	80,437.50	83,979.42	480,258.36	9,981.41	0.00	2,022.61	0.00	2,192,482.88	10,420.63	13,871.94	882,112.50	1,952,937.30	6,635,707.41
Total Other Expense	0.00	119,721.21	807,481.65	80,437.50	83,979.42	480,258.36	9,981.41	0.00	2,022.61	0.00	2,192,482.88	10,420.63	13,871.94	882,112.50	1,952,937.30	6,635,707.41
Net Other Income	1,339,456.84	(119,721.21)	(807,481.65)	(80,437.50)	(83,979.42)	(480,258.36)	(9,981.41)	0.00	(2,022.61)	0.00	(2,192,482.88)	(10,420.63)	(13,871.94)	(882,112.50)	(1,952,937.30)	(5,296,250.57)
Net Income	693,338.84	644,099.14	584,413.22	1,060,426.08	3,272.42	1,239,240.60	27,986.86	112,992.78	12,762.36	11,359.73	5,147,246.46	14,486.06	77,745.50	(381,555.87)	1,237.63	9,249,051.81

Pueblo Urban Renewal Authority
Profit & Loss Budget vs. Actual
January through September 2026

	Jan - Sep 26	Budget	$ Over Budget	Annual Budget	$ Over Annual Budget
Ordinary Income/Expense					
Income					
4000-00 · Revenue					
4020-00 · Investment and Interest Income	205,984.42	652.50	205,331.92	870.00	205,114.42
4045-00 · Rental Income	3,708.00	5,292.00	(1,584.00)	7,146.00	(3,438.00)
4080-01 · Asset Management Fee	262,500.03	262,499.99	0.04	350,000.00	(87,499.97)
4085-00 · Misc. Revenue	4.91	7,868.00	(7,863.09)	7,868.00	(7,863.09)
Total 4000-00 · Revenue	472,197.36	276,312.49	195,884.87	365,884.00	106,313.36
Total Income	472,197.36	276,312.49	195,884.87	365,884.00	106,313.36
Expense					
5000-00 · Expense					
5010-00 · Advertising	631.60	1,275.00	643.40	1,700.00	1,068.40
5015-00 · Attorney Fees	147,544.45	97,500.01	(50,044.44)	130,000.00	(17,544.45)
5017-00 · Professional Services	90,874.10	147,000.00	56,125.90	170,000.00	79,125.90
5020-00 · Audit Fees	34,068.75	41,000.00	6,931.25	41,000.00	6,931.25
5025-00 · Board Expenses	14,099.09	34,024.99	19,925.90	53,000.00	38,900.91
5063-00 · Dues and Subscriptions	15,865.25	14,839.00	(1,026.25)	25,930.00	10,064.75
5067-00 · Telephone and Internet	3,704.76	5,999.99	2,295.23	8,000.00	4,295.24
5068-00 · Utilities	3,893.37	5,250.01	1,356.64	7,000.00	3,106.63
5075-00 · Office Expenses	17,807.14	30,880.00	13,072.86	39,992.51	22,185.37
5076-00 · Insurance Expense	124,310.74	96,700.00	(27,610.74)	123,300.00	(1,010.74)
5090-01 · Payroll Expenses	536,496.69	767,245.33	230,748.64	1,022,996.83	486,500.14
5095-00 · Special Projects	90,992.00	3,415.01	(87,576.99)	3,415.01	(87,576.99)
5100-00 · Community Engagement	0.00	28,687.50	28,687.50	38,250.00	38,250.00
5103-00 · Travel and Conferences	3,332.89	5,000.00	1,667.11	6,000.00	2,667.11
5105-00 · Website and IT	19,501.18	13,935.00	(5,566.18)	49,580.00	30,078.82
5817-00 · Trustee Fees	3,000.00	3,000.00	0.00	3,000.00	0.00
5825-00 · Misc. Expense	12,193.35		(12,193.35)		(12,193.35)
Total 5000-00 · Expense	1,118,315.36	1,295,751.84	177,436.48	1,723,164.35	604,848.99
Total Expense	1,118,315.36	1,295,751.84	177,436.48	1,723,164.35	604,848.99
Net Ordinary Income	(646,118.00)	(1,019,439.35)	(373,321.35)	(1,357,280.35)	(711,162.35)
Other Income/Expense					
Other Income					
8000-00 · Transfer In					
8001-00 · Transfer in from General Fund	0.00				
8003-00 · Transfer in from DTE	99,641.53	104,532.99	(4,891.46)	106,176.81	(6,535.28)
8005-00 · Transfer in from Lake Minnequa	785,578.08	778,106.68	7,471.40	802,225.00	(16,646.92)
8006-00 · Transfer in from North Pueblo	55,000.00	129,060.35	(74,060.35)	177,784.70	(122,784.70)
8007-00 · Transfer in from Thunder Vil P1	83,979.95	34,853.34	49,126.61	46,870.22	37,109.73
8008-00 · Transfer in from Saint Charles	153,084.06	153,084.06	0.00	153,084.06	0.00
8009-00 · Transfer in from East Side	9,981.41	7,486.07	2,495.34	9,981.41	0.00
8010-00 · Transfer in from Union Ave	0.00	889.31	(889.31)	889.31	(889.31)
8011-00 · Transfer in from Lower West	2,022.61	2,022.61	0.00	2,022.61	0.00
8012-00 · Transfer in from Demonstration	0.00	0.00	0.00	0.00	0.00
8013-00 · Transfer in from EVRAZ	125,876.63	125,876.63	0.00	125,876.63	0.00
8015-00 · Transfer in from Thunder Vil P2	10,420.63	3,578.75	6,841.88	4,812.65	5,607.98
8016-00 · Transfer in from Mitchell Park	13,871.94	10,403.94	3,468.00	13,871.94	0.00
8099-00 · Transfer in from Convention	0.00				0.00
Total 8000-00 · Transfer In	1,339,456.84	1,349,894.73	(10,437.89)	1,443,595.34	(104,138.50)
Total Other Income	1,339,456.84	1,349,894.73	(10,437.89)	1,443,595.34	(104,138.50)
Other Expense					
9000-00 · Transfer Out					
9001-00 · Transfer out to Gen Fund	0.00				
9015-00 · Transfer out to Thunder Vil P2	0.00	64,649.42	64,649.42	64,649.42	64,649.42
9016-00 · Transfer Out to Mitchell Park	0.00	91,000.00	91,000.00	91,000.00	91,000.00
Total 9000-00 · Transfer Out	0.00	155,649.42	155,649.42	155,649.42	155,649.42
Total Other Expense	0.00	155,649.42	155,649.42	155,649.42	155,649.42
Net Other Income	1,339,456.84	1,194,245.31	(145,211.53)	1,287,945.92	(51,510.92)
	693,338.84	**174,805.96**	(518,532.88)	**(69,334.43)**	(762,673.27)

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September 2026

BANK ACCOUNTS	INVESTMENT ACCOUNTS
√USB 9352-General Fund	√UMB 2021 A&B EVRAZ Debt Service 155392.1
√USB 5160-Downtown Expanded Revenue	√UMB 2021 A&B EVRAZ Reserve 155392.2
√IB 136-Lake Minnequa Revenue	√UMB 2021 A&B EVRAZ TIF Revenue 155392.3
√BSJ 6894-North Pueblo Revenue	√UMB 2021 A&B EVRAZ Surplus 155392.4
√BSJ 5713-Mitchell Park South	√UMB 2021 A&B EVRAZ Redemption 155392.5
√USB 2049 – DTEMM	√UMB 2021 A&B EVRAZ Project 155392.6
√PBT 7042 – Gen Fund	√UMB 2021 A&B EVRAZ Expense 155392.7
√IB 144 – Lake Minnequa Money Market	√UMB 2017 RTA Debt Service 146477.1
√PBT 7050 – TV	√UMB 2017 RTA Reserve 146477.2
√PBT 7069 – STCH	√UMB 2017 RTA Revenue 146477.3
√PBT 7077 – Eastside	√UMB 2017 RTA Surplus 146477.4
√PBT 7085 – Union	√UMB 2020 PCC & MH Debt Service 153581.1
√PBT 7093 – LowerWest	√UMB 2020 PCC & MH Revenue 153581.2
√PBT 2734 - DEMORENTAL	√UMB 2020 PCC & MH Reserve 153581.3
√PBT 7158 – Demonstration	√UMB 2020 PCC & MH Redemption 153581.4
√PBT 7107 – EVRAZ	√UMB 2020 PCC & MH Expense 153581.5
√PBT 7115 – TVP2	√UMB 2020 PCC & MH O&M 153581.6
√PBT 2378 – SHF	
√USB 5178-Downtown Expanded Debt Service	
√BSJ 2478-North Pueblo Debt Service	
√BSJ 0406-St Charles Library Debt	
√PBT 7123 – RTA	
√BSJ 2346-St Charles Debt Service	
√PBT 7166 – RTA City	
√PBT 7131 – Heritage Walk	
√PBT 7182 – Reserve	

The following errors were noted and corrected:

- BSJ 0406 - $0.69 interest income posted on wrong date

- UMB 2021 A&B EVRAZ TIF Revenue - $1.20 interest income posted on wrong date

- UMB 2017 RTA Revenue - $401.43 interest Income & $27.92 expense posted on wrong date.

10/12/2026

FUTURE ACTION

Future Action Anticipated at a Future Meeting

2027 Proposed Budget

Pueblo Urban Renewal Authority – All Funds Summar

Purpose

This summary presents the proposed 2027 budget for the Pueblo Urban Renewal Authority (PURA) for Board review and direction ahead of adoption. The budget reflects projected property tax increment for each urban renewal area, required debt service, Convention Center support, and PURA administrative operations across all funds.

Key Budget Indicators

Indicator	2027 Proposed
Total Revenues (all funds, incl. admin transfers)	$26,790,086
External Revenues (excl. $1,521,541 admin transfers)	$25,268,545
Total Expenditures	$21,522,567
Debt Service (Principal and Interest)	$16,172,754
Property Tax Increment	$18,953,752
TIF Growth from 2026 Amended Budget	**$4,094,917**

Where the Money Comes From

- **Property Tax Increment:** $18,953,752
- **Sales Tax Increment:** $984,139 (State Sales Tax Increment RTA $929,139; City Sales Tax pledge for Union Avenue $55,000)
- **Intergovernmental:** $260,192 (City of Pueblo – Downtown)
- **Rent, Interest, and Other:** $208,267 (includes $162,009 DaVinci rent in Fund 99)
- **Vendor Fees:** $3,005,603
- **Charges for Services:** $1,856,592 (Convention Center $1,506,592; asset management fee $350,000)

2027 Budget Highlights

- **TIF Growth:** Property tax increment is up $4,094,917 over the 2026 amended budget, driven almost entirely by EVRAZ Rail (+$4,108,672). North Pueblo (+$185,746) and West Pueblo (+$138,030) also increase, while Downtown (−$152,890), Saint Charles (−$142,032), and Lake Minnequa (−$51,622) decline.

- **Decrement and No-Increment Areas:** South Santa Fe and Colorado Smelter are in a decrement situation, with assessed values below their base. The Bluffs and North Elizabeth Hotel are at **no increment**. None of these areas generate property tax increment for 2027.
- **Debt Service:** $16,172,754 in principal and interest, funded by EVRAZ Rail ($11,761,683), Saint Charles ($1,967,274), Downtown ($650,480), North Pueblo ($401,250), Lake Minnequa ($238,055), Vendor Fee Debt ($244,611), and RTA Debt ($909,401).
- **Special Projects:** $1,209,855 across eight TIF areas, available for Board allocation to TIF eligible projects such as LAUNCH grant awardees within each area (see below). Lake Minnequa's $316,649 CDOT reimbursement and $216,000 Dog Track demolition are already allocated and are not included.
- **DaVinci Rent:** $162,009 in DaVinci rent revenue is currently budgeted as a $162,008 miscellaneous expense for utilities. Staff recommends allocating a portion to capital for upkeep of the space that would not qualify as upkeep through RTA.

Special Projects allocation by TIF Area – LAUNCH Grant/Special Project Allocation

TIF Area	2027 Special Projects
North Pueblo	$761,712
Lake Minnequa (excludes CDOT reimbursement and Dog Track demolition)	$105,550
Downtown Expanded	$133,897
Mitchell Park South	$81,846
West Pueblo	$78,875
Eastside	$31,897
Lower Westside	$10,692
Union Avenue	$5,386
Total Available	**$1,209,855**

Final Action

For Board review and direction at the November 3, 2026 Work Session:

- Review the proposed 2027 budget and provide direction on major TIF project allocations, special projects, and Convention Center funding.
- Provide direction on allocating Special Projects funds by TIF area to LAUNCH grant awardees or remain in Special projects for allocation in the year.
- Provide direction on staff's recommendation to allocate a portion of DaVinci rent revenue to capital for upkeep of the space that does not qualify for RTA funding.
- Next step: Board direction will be incorporated into the final 2027 budget presented for adoption at the November 10, 2026 Board Meeting.

Presented to the Pueblo Urban Renewal Authority Board of Commissioners at the November 3, 2026 Work Session

2027 Proposed Budget Summary

Board Presentation | Fund-level revenues, expenditures, financing, and projected change

TOTAL REVENUES	TOTAL EXPENDITURES	DEBT SERVICE	TOTAL TIF GROWTH FROM LAST YEAR
$26,790,086	$21,522,567	($15,018,742)	$4,094,917

Fund	Fund / Program	Revenues	Expenditures	Admin Transfers	Debt Service	Other Financing	TIF Growth
GENFUND	General Fund (GENFUND) Fund 01	$1,878,687	$1,878,687	-	-	-	-
DTE	Downtown Expanded (DTE) Fund 03	$1,005,583	$266,998	($88,105)	($650,480)	-	($152,890)
SSFE	South Santa Fe (SSFE) Fund 04	-	-	-	-	-	-
LKMIN	Lake Minnequa (LKMIN) Fund 05	$1,522,314	$733,034	($802,225)	($238,055)	$251,000	($51,622)
NP	North Pueblo (NP) Fund 06	$1,389,026	$782,548	($205,229)	($401,250)	-	$185,746
TV	Thunder Village (TV) Fund 07	$93,993	$47,702	($46,292)	-	-	($1,175)
STCH	Saint Charles Industrial Park (STCH) Fund 08	$2,807,772	$682,821	($157,677)	($1,967,274)	-	($142,032)
EAST	Eastside (EAST) Fund 09	$38,097	$32,469	($5,629)	-	-	($1,181)
UNION	Union Avenue (UNION) Fund 10	$62,627	$61,500	($1,127)	-	-	$103
LWEST	Lower Westside (LWEST) Fund 11	$12,771	$10,884	($1,887)	-	-	($919)
DEMO	Demonstration (DEMO) Fund 12	$38,112	$38,112	-	-	-	-
EVRAZ	EVRAZ Rail (EVRAZ) Fund 13	$12,085,357	$195,280	($128,394)	($11,761,683)	-	$4,108,672
TV2	Thunder Village Project 2 (TVP2) Fund 15	$5,931	$3,010	($2,921)	-	-	($3,841)
MPS	Mitchell Park South (MPS) Fund 16	$90,317	$83,200	($7,117)	-	-	($2,102)
BLUFF	The Bluffs Phase 1 (BLUFF) Fund 17	-	-	-	-	-	-
NEH	North Elizabeth Hotel (NEH) Fund 18	-	-	-	-	-	-
WP	West Pueblo (WP) Fund 19	$138,030	$80,946	($57,084)	-	-	$138,030
COSM	Colorado Smelter (COSM) Fund 20	-	-	-	-	-	-
Dillon	Dillon Drive Fund 21 (Dillon)	$18,127	$272	($17,855)	-	-	$18,127
RTA	Regional Tourism Act (RTA) Fund 25	$929,139	$20,500	-	-	($908,639)	-
DEBT	Debt Service (DEBT) Fund 30	-	$11,643,447	-	-	$15,018,742	-
VENDOR	Vendor Fee (VENDOR) Fund 98	$3,005,603	$20,000	-	-	($2,985,603)	-
CONV	Convention Center (CONV) Fund 99	$1,668,601	$4,941,159	-	-	$3,272,558	-
	TOTAL	**$26,790,086**	**$21,522,567**	**($1,521,541)**	**($15,018,742)**	**$14,648,058**	**$4,094,917**

TIF Growth equals 2027 Proposed Property Tax Increment less 2026A Property Tax Increment. Funds without property-tax increment show zero.

Pueblo Urban Renewal Authority

2027 General Ledger Summary | Board Appendix

	GENFUND	DTE	SSFE	LKMIN	NP	TV	STCH	EAST	UNION	LWEST	DEMO	EVRAZ	TV2	MPS	BLUFF	NEH	WP	COSM	Dillon	RTA	DEBT	VENDOR	CONV	TOTAL
REVENUES	$357,146	$1,005,583	-	$1,522,314	$1,389,026	$93,993	$2,807,772	$38,097	$62,627	$12,771	$38,112	$12,085,357	$5,931	$90,317	-	-	$138,030	-	$18,127	$929,139	-	$3,005,603	$1,668,601	$25,268,545
Charges for Services	$350,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	$1,506,592	$1,856,592
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	$1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	$1,000
Intergovernmental	-	$260,192	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	$260,192
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Tax Increment	-	$745,391	-	$1,522,314	$1,389,026	$93,993	$2,806,772	$38,097	$7,627	$12,771	-	$12,085,357	$5,931	$90,317	-	-	$138,030	-	$18,127	-	-	-	-	$18,953,752
Rent Income	$7,146	-	-	-	-	-	-	-	-	-	$38,112	-	-	-	-	-	-	-	-	-	-	-	$162,009	$207,267
Sales Tax Increment	-	-	-	-	-	-	-	-	$55,000	-	-	-	-	-	-	-	-	-	-	$929,139	-	-	-	$984,139
Vendor Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	$3,005,603	-	$3,005,603
EXPENDITURES	$1,878,687	$266,998	-	$733,034	$782,548	$47,702	$682,821	$32,469	$61,500	$10,884	$38,112	$195,280	$3,010	$83,200	-	-	$80,946	-	$272	$20,500	-	$20,000	$4,247,539	$9,185,500
Contractual Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	$2,959,354	$2,959,354
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	$1,126,177	$1,126,177
Economic Development	$3,000	$70,000	-	$37,000	-	$46,292	$640,720	-	$56,000	-	-	$14,000	$2,921	-	-	-	-	-	-	$3,000	-	$20,000	-	$892,932
General Government	$1,875,687	$196,998	-	$696,034	$782,548	$1,410	$42,102	$32,469	$5,500	$10,884	$38,112	$181,280	$89	$83,200	-	-	$80,946	-	$272	$17,500	-	-	$162,008	$4,207,037
OTHER FINANCING SOURCES AND USES	$1,521,541	($738,585)	-	($1,040,280)	($606,479)	($46,292)	($2,124,950)	($5,629)	($1,127)	($1,887)	-	($11,890,077)	($2,921)	($7,117)	-		($57,084)		($17,855)	($909,401)	$15,018,742	($2,985,603)	$2,928,938	($966,066)
Loan Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers In	$1,521,541	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	$15,018,742	-	$2,928,938	$19,469,221

NO INCREMENT

NO INCREMENT

DECREMENT

DECREMENT

Pueblo Urban Renewal Authority

2027 vs 2026A General Ledger Comparison

Account / Category	2027 Total	2026A Total	Variance $	Variance %
REVENUES	**$20,594,341**	**$16,855,159**	**$3,739,182**	**22.2%**
Charges for Services	$350,000	$350,000	-	-
Contributions	-	-	-	
Interest	$1,000	$388,837	($387,837)	(99.7%)
Intergovernmental	$260,192	$258,064	$2,128	0.8%
Other	-	$7,868	($7,868)	(100.0%)
Property Tax Increment	$18,953,752	$14,858,835	$4,094,917	27.6%
Rent Income	$45,258	$7,416	$37,842	510.3%
Sales Tax Increment	$984,139	$984,139	-	-
Vendor Fees	-	-	-	
EXPENDITURES	**$16,561,408**	**$18,290,885**	**($1,729,477)**	**(9.5%)**
Contractual Expenditures	-	-	-	
Total Debt Service Expenditures	$11,643,447	$12,895,260	($1,251,813)	(9.7%)
Economic Development	$872,932	$1,828,826	($955,894)	(52.3%)
General Government	$4,045,029	$3,566,798	$478,231	13.4%
Debt Service Funding	$15,018,742	$12,895,260	$2,123,482	16.5%
Loan Proceeds	-	-	-	
Internal Transfers In (detail)	$16,540,282	$14,653,505	$1,886,777	12.9%
Internal Transfers Out (detail)	($16,540,282)	($13,959,311)	$2,580,971	18.5%

Pueblo Urban Renewal Authority

General Fund (GENFUND) Fund 01

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	**$350,000**	$350,000	$350,000	$350,000	$350,000	$357,416	$357,416	$357,416	$257,416	$191,718	$190,718	$175,885
Contributions	-	-	-	-	-	-	$219,400	$112,500	$112,068	$149,000	$127,000	$377,500
Interest	-	$13,500	$870	$866	$866	$100	$969	$1,442	$86	$67	$145	$553
Intergovernmental	-	-	-	-	-	-	-	-	-	$36,000	$68,647	$145,004
Investment earnings	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	$7,868	$7,868	$7,057	$7,057	-	$144	$149	$11,123	$144	-	$298
Property Tax Increment	-	-	-	-	-	-	-	-	-	-	-	-
Rent Income	**$7,146**	$7,416	$7,416	$7,416	$7,416	-	-	-	-	-	-	-
Sales Tax Increment	-	-	-	-	-	-	-	-	-	-	-	-
Vendor Fees	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	**$357,146**	**$378,784**	**$366,154**	**$365,339**	**$365,339**	**$357,516**	**$577,929**	**$471,507**	**$380,693**	**$376,929**	**$386,510**	**$699,240**
Expense												
Capital outlay	-		-	-	-	-	$334,400	$37,949	$567,435	-	-	-
Contractual Expenditures	-		-	-	-	-	-	-	-	-	-	-
Debt Service	-		-	-	-	-	$12,070	$8,556	-	-	-	$54,881
Economic Development	$3,000	$41,250	$41,250	$59,950	$59,950	$4,050	$18,245	$24,547	$40,160	$146,206	-	$42,453
General Administration	-		-	-	-	-	-	-	-	-	-	-
General Government	$1,875,687	$1,677,499	$1,677,499	$1,646,210	$1,664,888	$1,701,569	$1,282,058	$1,394,509	$1,339,873	$1,074,478	$1,110,127	$865,151
Interest	-		-	-	-	-	-	-	-	-	-	-
Principal	-		-	-	-	-	-	-	-	-	-	-
Total Expenditures	**$1,878,687**	**$1,718,749**	**$1,718,749**	**$1,706,160**	**$1,724,838**	**$1,705,619**	**$1,646,773**	**$1,465,561**	**$1,947,468**	**$1,220,684**	**$1,110,127**	**$962,485**
Other Financing Sources and Uses												
Capital Contributions	-		-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-		-	-	-	-	-	$19,242	-	-	-	-
Transfers In	$1,521,541	$1,443,595	$1,443,595	$1,330,615	$1,330,615	$1,348,103	$978,511	$990,055	$1,276,414	$1,392,636	$1,124,950	$728,429
Transfers Out	-	($155,649)	($155,649)	-	-	-	-	-	($65,043)	-	-	($505,828)
Total Other Financing Sources and Uses	**$1,521,541**	**$1,352,595**	**$1,352,595**	**$1,359,500**	**$1,359,500**	**$1,348,103**	**$978,511**	**$1,009,297**	**$1,211,371**	**$1,392,636**	**$1,124,950**	**$222,601**
Net Change in Fund Balance	**($0)**	**$12,630**	**-**	**$18,678**	**-**	**-**	**($90,333)**	**$15,243**	**($355,404)**	**$548,881**	**$401,333**	**($40,644)**

Pueblo Urban Renewal Authority

Downtown Expanded (DTE) Fund 03

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	$86,520	$90,120	$41,722	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	$1,000	$1,000	$1,232	$1,232	$1,320	$1,137	$1,422	$115	$52	$1,362	$8,347
Intergovernmental	$260,192	$258,064	$258,064	$257,872	$257,872	$257,872	$257,461	$253,561	$308,752	$328,131	$336,788	$365,573
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	$145	-	-	-	$150	$56,617
Property Tax Increment	$745,391	$898,281	$927,139	$934,155	$934,155	$944,408	$878,602	$721,248	$706,831	$715,690	$716,514	$631,157
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$1,005,583**	**$1,157,345**	**$1,186,203**	**$1,193,260**	**$1,193,260**	**$1,203,600**	**$1,223,865**	**$1,066,351**	**$1,057,420**	**$1,043,873**	**$1,054,814**	**$1,061,694**
Expense												
Capital outlay	-	-		-	-	-	$8,809	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	**-**	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$23**	**-**
Economic Development	$70,000	$89,000	$89,000	$112,586	$112,586	$381,671	$367,040	$102,617	$183,515	$138,575	$99,547	$28,083
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$196,998	$717,008	$742,455	$725,576	$725,576	$63,920	$34,513	$34,367	$81,000	$43,184	$141,766	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$266,998**	**$806,008**	**$831,455**	**$838,162**	**$838,162**	**$445,591**	**$410,362**	**$136,984**	**$264,515**	**$181,759**	**$241,336**	**$28,083**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	$5,945,000	-
Transfers In	-	-		-	-	-	-	-	-	-	-	$100,000
Transfers Out	($738,585)	($751,337)	($754,748)	($755,097)	($755,097)	($758,009)	($756,442)	($719,539)	($719,700)	($716,278)	($7,105,488)	($973,814)
Total Other Financing Sources and Uses	**($738,585)**	**($351,337)**	**($354,748)**	**($355,097)**	**($355,097)**	**($758,009)**	**($756,442)**	**($719,539)**	**($719,700)**	**($716,278)**	**($1,160,488)**	**($873,814)**
Net Change in Fund Balance	**($0)**	**-**	**-**	**-**	**-**	**-**	**$57,061**	**$209,828**	**$73,205**	**$145,836**	**($347,010)**	**$159,797**

Pueblo Urban Renewal Authority

South Santa Fe (SSFE) Fund 04

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-	-	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Investment earnings	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Property Tax Increment	-	-	-	-	-	-	-	-	-	-	-	-
Rent Income	-	-	-	-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-	-	-	-	-	-	-	-	-	-	-
Vendor Fees	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Expense												
Capital outlay	-	-	-	-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-	-	-	-
General Administration	-	-	-	-	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-
Principal	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Sources and Uses												
Capital Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-	-	-	-
Transfers in from Fund Balance	-	-	-	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources and Uses	-	-	-	-	-	-	-	-	-	-	-	-
Net Change in Fund Balance	-											

Pueblo Urban Renewal Authority

Lake Minnequa (LKMIN) Fund 05

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	-		-	-	-	-	$10	-	-	$950	$7,270
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	-	-	-	-	-	-
Property Tax Increment	$1,522,314	$1,573,936	$1,616,236	$1,458,590	$1,458,590	$1,463,975	$692,918	$814,830	$828,428	$787,777	$785,278	$607,719
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$1,522,314**	**$1,573,936**	**$1,616,236**	**$1,458,590**	**$1,458,590**	**$1,463,975**	**$692,918**	**$814,840**	**$828,428**	**$787,777**	**$786,228**	**$614,989**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	-	-		-	-	-	-	-	-	-	$4	-
Economic Development	$37,000	$57,500	$57,500	$182,974	$182,974	$519,376	$58,121	$41,414	$115,317	$35,891	$605,803	$16,975
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$696,034	$475,403	$517,704	$333,984	$333,979	-	$182	$10	-	-	-	$758
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$733,034**	**$532,903**	**$575,204**	**$516,957**	**$516,953**	**$519,376**	**$58,303**	**$41,424**	**$115,317**	**$35,891**	**$605,807**	**$17,733**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	$2,545,000	-
Transfers In	-	-		-	-	-	-	-	-	-	-	-
Transfers in from Fund Balance	$251,000	-		$100,000	$100,000	$100,000	-	-	-	-	-	-
Transfers Out	($1,040,280)	($1,041,033)	($1,041,033)	($1,041,632)	($1,041,637)	($1,044,599)	($627,589)	($694,228)	($690,650)	($668,341)	($3,086,100)	($551,143)
Total Other Financing Sources and Uses	**($789,280)**	**($1,041,033)**	**($1,041,033)**	**($941,632)**	**($941,637)**	**($944,599)**	**($627,589)**	**($694,228)**	**($690,650)**	**($668,341)**	**($541,100)**	**($551,143)**
Net Change in Fund Balance	**$0**	**-**	**-**	**($0)**	**-**	**-**	**$7,026**	**$79,188**	**$22,461**	**$83,545**	**($360,679)**	**$46,113**

Pueblo Urban Renewal Authority

North Pueblo (NP) Fund 06

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	$100	$100	$96	$69	$500	$77	$71	$87	$71	$340	$623
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	-	$7	$6	-	-	-
Property Tax Increment	$1,389,026	$1,203,281	$1,209,178	$907,405	$907,405	$907,405	$796,920	$697,347	$684,824	$698,733	$651,621	$571,931
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$1,389,026**	**$1,203,381**	**$1,209,278**	**$907,501**	**$907,474**	**$907,905**	**$796,997**	**$697,425**	**$684,917**	**$698,804**	**$651,961**	**$572,554**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	-	-		-	-	-	-	-	-	-	-	-
Economic Development	-	$425,000	$425,000	-	-	$200,000	-	-	$33	$12	$125,532	-
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$782,548	$18,049	$18,138	$211,385	$211,358	$13,611	-	$8	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$782,548**	**$443,049**	**$443,138**	**$211,385**	**$211,358**	**$213,611**	**-**	**$8**	**$33**	**$12**	**$125,532**	**-**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	$3,825,000	-
Transfers In	-	-		-	-	-	-	-	-	-	-	-
Transfers Out	($606,479)	($828,660)	($829,531)	($705,225)	($705,225)	($705,225)	($654,300)	($663,100)	($856,739)	($455,150)	($4,590,483)	($382,942)
Total Other Financing Sources and Uses	**($606,479)**	**($760,331)**	**($766,141)**	**($696,116)**	**($696,116)**	**($694,294)**	**($654,300)**	**($663,100)**	**($856,739)**	**($455,150)**	**($765,483)**	**($382,942)**
Net Change in Fund Balance	**-**	**-**	**$0**	**($0)**	**-**	**-**	**$142,697**	**$34,317**	**($171,855)**	**$243,642**	**($239,054)**	**$189,612**

Pueblo Urban Renewal Authority

Thunder Village (TV) Fund 07

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	-	-	-	-	-	-
Property Tax Increment	$93,993	$95,168	$97,559	$183,861	$183,324	$104,657	$179,270	$90,282	$86,044	$101,277	$48,042	$40,072
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$93,993**	**$95,168**	**$97,559**	**$183,880**	**$183,343**	**$104,657**	**$179,291**	**$90,295**	**$86,044**	**$101,279**	**$48,042**	**$40,073**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	**-**	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Economic Development	$46,292	$46,870	$48,068	$90,844	$90,307	$54,657	$89,635	$45,141	$43,022	$50,699	$24,021	$20,125
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$1,410	$1,428	$1,464	$2,729	$2,729	-	-	-	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$47,702**	**$48,298**	**$49,532**	**$93,573**	**$93,036**	**$54,657**	**$89,635**	**$45,141**	**$43,022**	**$50,699**	**$24,021**	**$20,125**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	-	-
Transfers In	-	-		-	-	-	-	-	-	-	-	-
Transfers in from Fund Balance	-	-		-	-	-	-	-	-	-	-	-
Transfers Out	($46,292)	$46,870	($46,068)	($90,307)	($90,307)	($50,000)	($89,635)	($45,141)	($43,027)	($50,600)	($24,021)	($20,036)
Total Other Financing Sources and Uses	**($46,292)**	**$46,870**	**($46,068)**	**($90,307)**	**($90,307)**	**($50,000)**	**($89,635)**	**($45,141)**	**($43,027)**	**($50,600)**	**($24,021)**	**($20,036)**
Net Change in Fund Balance	**-**	**$93,740**	**-**	**($0)**	**-**	**-**	**$21**	**$13**	**($5)**	**($20)**	**-**	**($88)**

Pueblo Urban Renewal Authority

Saint Charles Industrial Park (STCH) Fund 08

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	$1,000	$1,000		$1,191	$1,191	$1,000	$2,301	$3,109	$213	$50	$29	$7,371
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	-	$10	$3	-	-	$15
Property Tax Increment	$2,806,772	$2,948,803	$3,050,569	$2,544,608	$2,544,608	$2,575,768	$2,550,353	$2,691,639	$2,878,387	$2,814,129	$2,826,747	$2,880,770
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$2,807,772**	**$2,949,803**	**$3,050,569**	**$2,545,799**	**$2,545,799**	**$2,576,768**	**$2,552,654**	**$2,694,758**	**$2,878,603**	**$2,814,179**	**$2,826,776**	**$2,888,156**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	$45,000	-	-	-	-	-
Debt Service	**-**	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$17**	**-**
Economic Development	$640,720	$776,674	$876,914	$504,024	$504,024	$600,466	$102,754	$7,527,750	$2,528,521	$2,682,078	$2,625,981	$2,764,824
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$42,102	$45,232	$45,759	$9,971,599	$9,971,599	-	$601,548	$637,922	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$682,821**	**$821,906**	**$922,672**	**$10,475,623**	**$10,475,623**	**$600,466**	**$749,302**	**$8,165,672**	**$2,528,521**	**$2,682,078**	**$2,625,998**	**$2,764,824**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	$765,000	-	$17,020,000	-	-	-
Transfers In	-	-		-	-	-	-	-	-	-	-	-
Transfers in from Fund Balance	-	-		$10,056,294	$10,056,294	$44,932	-	-	-	-	-	-
Transfers Out	($2,124,950)	($2,127,897)	($2,127,897)	($2,126,470)	($2,126,470)	($2,021,234)	($2,016,905)	($1,989,525)	($436,013)	($132,051)	($124,471)	($120,846)
Total Other Financing Sources and Uses	**($2,124,950)**	**($2,127,897)**	**($2,127,897)**	**$7,929,823**	**$7,929,823**	**($1,976,303)**	**($1,251,905)**	**($1,989,525)**	**$16,583,987**	**($132,051)**	**($124,471)**	**($120,846)**
Net Change in Fund Balance	**-**	**-**	**-**	**($0)**	**-**	**-**	**$551,447**	**($7,460,439)**	**$16,934,069**	**$50**	**$76,307**	**$2,486**

Pueblo Urban Renewal Authority

Eastside (EAST) Fund 09

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	$40	$40	$39	$39	-	$20	$7	-	-	-	-
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	-	-	$1	-	$18	-
Property Tax Increment	$38,097	$39,278	$40,534	$28,652	$28,652	$28,967	$27,483	$795	$746	$594	$569	$431
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$38,097**	**$39,318**	**$40,574**	**$28,692**	**$28,692**	**$28,967**	**$27,503**	**$802**	**$747**	**$594**	**$587**	**$431**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	-	-		-	-	-	-	-	-	-	-	-
Economic Development	-	-		-	-	$28,967	$701	-	-	-	-	-
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$32,469	$29,337	$30,592	$28,692	$28,692	-	-	-	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$32,469**	**$29,337**	**$30,592**	**$28,692**	**$28,692**	**$28,967**	**$701**	-	-	-	-	-
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	-	-
Transfers In	-	-		-	-	-	-	-	-	-	-	-
Transfers in from Fund Balance	-	-		-	-	-	-	-	-	-	-	-
Transfers Out	($5,629)	($9,981)	($9,981)	-	-	-	-	-	-	-	-	-
Total Other Financing Sources and Uses	**($5,629)**	**($9,981)**	**($9,981)**	-	-	-	-	-	-	-	-	-
Net Change in Fund Balance	-	-	**$0**	**$0**	-	-	**$26,802**	**$802**	**$747**	**$594**	**$587**	**$431**

Pueblo Urban Renewal Authority

Union Avenue (UNION) Fund 10

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	$25	$25	$25	$25	$36	$25	$36	-	-	-	-
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	-	-	$3	-	-	-
Property Tax Increment	$7,627	$7,524	$7,765	$7,465	$7,465	$7,547	$6,500	$7,030	$7,901	$6,633	$6,714	$5,463
Rent Income	-			-	-	-	-	-	-	-	-	-
Sales Tax Increment	$55,000	$55,000	$55,000	$55,000	$55,000	-	$111,503	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$62,627**	**$62,549**	**$62,790**	**$62,489**	**$62,489**	**$7,583**	**$118,028**	**$7,067**	**$7,904**	**$6,633**	**$6,714**	**$5,463**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	-	-		-	-	-	-	-	-	-	-	-
Economic Development	$56,000	$56,000	$56,000	$65,800	$65,800	$17,583	$124,229	-	-	-	-	-
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$5,500	$5,659	$5,873	$6,689	$6,689	-	-	-	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$61,500**	**$61,659**	**$61,873**	**$72,489**	**$72,489**	**$17,583**	**$124,229**	-	-	-	-	-
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	-	-
Transfers in from Fund Balance	-	-			-	-	-	-	-	-	-	-
Transfers Out	($1,127)	($889)	($918)	-	-	-	-	-	-	-	($8,243)	-
Total Other Financing Sources and Uses	**($1,127)**	**($889)**	**($918)**	**$10,000**	**$10,000**	**$10,000**	-	-	-	-	**($8,243)**	-
Net Change in Fund Balance	-	**$0**	**($0)**	**($0)**	-	-	**($6,201)**	**$7,067**	**$7,904**	**$6,633**	**($1,529)**	**$5,463**

Pueblo Urban Renewal Authority

Lower Westside (LWEST) Fund 11

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	$54	$54	$53	$53	$64	$45	$52	-	-	-	-
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	-	-	$4	-	-	-
Property Tax Increment	$12,771	$13,689	$13,689	$11,749	$11,749	$11,878	$10,858	$10,761	$8,501	$6,983	$6,362	$5,881
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$12,771**	**$13,743**	**$13,743**	**$11,801**	**$11,801**	**$11,941**	**$10,903**	**$10,813**	**$8,505**	**$6,983**	**$6,362**	**$5,881**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	-	-		-	-	-	-	-	-	-	-	-
Economic Development	-	-		-	-	$11,941	-	$3,000	-	-	-	-
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$10,884	$11,721	$11,721	$11,801	$11,801	-	-	-	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$10,884**	**$11,721**	**$11,721**	**$11,801**	**$11,801**	**$11,941**	**-**	**$3,000**	**-**	**-**	**-**	**-**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	-	-
Transfers In	-	-		-	-	-	-	-	-	-	-	-
Transfers in from Fund Balance	-	-		-	-	-	-	-	-	-	-	-
Transfers Out	($1,887)	($2,023)	($2,023)	-	-	-	-	-	-	-	($3,065)	-
Total Other Financing Sources and Uses	**($1,887)**	**($2,023)**	**($2,023)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**($3,065)**	**-**
Net Change in Fund Balance	**-**	**-**	**-**	**$0**	**$0**	**-**	**$10,903**	**$7,813**	**$8,505**	**$6,983**	**$3,297**	**$5,881**

Pueblo Urban Renewal Authority

Demonstration (DEMO) Fund 12

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	$100	$100	$176	$176	-	$474	$688	$29	-	-	-
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	$1,734	$2,526	$883	-	-	-
Property Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Rent Income	$38,112	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$38,112**	**$100**	**$100**	**$176**	**$176**	**-**	**$2,208**	**$3,214**	**$912**	**-**	**-**	**-**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	**-**	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Economic Development	-	-		-	-	$250,000	$70,765	$106,239	$31,323	-	-	-
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$38,112	$400,100	$400,100	$408,159	$408,159	-	-	-	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$38,112**	**$400,100**	**$400,100**	**$408,159**	**$408,159**	**$250,000**	**$70,765**	**$106,239**	**$31,323**	**-**	**-**	**-**
Other Financing Sources and Uses												
Transfers In	-	$250,000	$250,000	$250,000	$250,000	$250,000	$200,000	$210,000	$400,000	-	-	-
Transfers Out	-	-		-	-	-	-	($40,000)	-	-	-	-
Total Other Financing Sources and Uses	**-**	**$400,000**	**$400,000**	**$407,983**	**$407,983**	**$250,000**	**$520,924**	**$170,000**	**$400,000**	**-**	**-**	**-**
Net Change in Fund Balance	**-**	**-**		**-**	**-**	**-**	**$452,367**	**$66,975**	**$369,589**	**-**	**-**	**-**

Pueblo Urban Renewal Authority

EVRAZ Rail (EVRAZ) Fund 13

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	$373,000	$373,000	$372,611	$372,611	-	$442,796	$516,406	($166,887)	($48,721)	-	-
Intergovernmental	-	-		-	-	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	$1,072	-	-	-	-	-
Property Tax Increment	$12,085,357	$7,976,685	$8,232,941	$7,699,325	$7,680,266	$7,764,557	$2,786,471	$1,547,737	$1,429	-	-	-
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$12,085,357**	**$8,349,685**	**$8,605,941**	**$8,071,935**	**$8,052,876**	**$7,764,557**	**$3,230,339**	**$2,064,143**	**($165,458)**	**($48,721)**	**-**	**-**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	**-**	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Economic Development	$14,000	$14,000	$14,000	$4,000	$4,000	-	-	-	$14,725,270	$56,348,188	-	-
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$181,280	$119,650	$123,494	$134,263	$115,204	$4,000	$19,128	$17,649	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$195,280**	**$133,650**	**$137,494**	**$138,263**	**$119,204**	**$4,000**	**$19,128**	**$17,649**	**$14,725,270**	**$56,348,188**	**-**	**-**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	$91,160,033	-	-
Transfers Out	($11,890,077)	($8,929,089)	($8,929,580)	($9,247,199)	($9,247,199)	($9,244,476)	($4,304,477)	($4,348,513)	($4,385,513)	($3,437,328)	-	-
Total Other Financing Sources and Uses	**($11,890,077)**	**($8,216,035)**	**($8,468,447)**	**($7,933,672)**	**($7,933,672)**	**($7,760,557)**	**($4,304,477)**	**($4,348,513)**	**($4,385,513)**	**$87,722,705**	**-**	**-**
Net Change in Fund Balance	**($0)**	**-**	**$0**	**($0)**	**-**	**-**	**($1,093,266)**	**($2,302,019)**	**($19,276,241)**	**$31,325,796**	**-**	**-**

RENEW. ENHANCE. SUPPORT. PUEBLO

Pueblo Urban Renewal Authority

Thunder Village Project 2 (TVP2) Fund 15

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-		-	-	-	-	-	-	-	-	-
Contributions	-	-		-	-	-	-	-	-	-	-	-
Interest	-	$18	$18	$18	$18	-	$18	$2	-	-	-	-
Intergovernmental	-	-		$64,649	$64,649	-	-	-	-	-	-	-
Investment earnings	-	-		-	-	-	-	-	-	-	-	-
Other	-	-		-	-	-	-	-	-	-	-	-
Property Tax Increment	$5,931	$9,772	$10,022	$180,841	$180,841	$182,944	$128,830	$10,468	$1,845	-	-	-
Rent Income	-	-		-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-		-	-	-	-	-	-	-	-	-
Vendor Fees	-	-		-	-	-	-	-	-	-	-	-
Total Revenues	**$5,931**	**$9,790**	**$10,040**	**$245,508**	**$245,508**	**$182,944**	**$128,848**	**$10,470**	**$1,845**	**-**	**-**	**-**
Expense												
Capital outlay	-	-		-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-		-	-	-	-	-	-	-	-	-
Debt Service	**-**	**-**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Economic Development	$2,921	$309,532	$309,655	$241,424	$241,424	$132,944	$64,415	$5,304	$923	-	-	-
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$89	$165	$168	$2,730	$2,730	-	-	-	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$3,010**	**$309,697**	**$309,823**	**$244,154**	**$244,154**	**$132,944**	**$64,415**	**$5,304**	**$923**	**-**	**-**	**-**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	-	-
Transfers In	-	$64,649	$64,649	-	-	-	-	-	$5	-	-	-
Transfers Out	($2,921)	($4,813)	($4,936)	($1,354)	($1,354)	($50,000)	($64,415)	($5,234)	($923)	-	-	-
Total Other Financing Sources and Uses	**($2,921)**	**$299,907**	**$299,784**	**($1,354)**	**($1,354)**	**($50,000)**	**($64,415)**	**($5,234)**	**($918)**	**-**	**-**	**-**
Net Change in Fund Balance	**-**	**($0)**	**-**	**($0)**	**($0)**	**-**	**$18**	**($68)**	**$4**	**-**	**-**	**-**

Pueblo Urban Renewal Authority

Mitchell Park South (MPS) Fund 16

	2027 Proposed	2026A	2026	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues												
Charges for Services	-	-	-	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-	-
Investment earnings	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Property Tax Increment	$90,317	$92,419	$93,888	$144,272	$144,272	$79,856	$4,023	-	-	-	-	-
Rent Income	-	-	-	-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-	-	-	-	-	-	-	-	-	-	-
Vendor Fees	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	**$90,317**	**$92,419**	**$93,888**	**$144,272**	**$144,272**	**$79,856**	**$4,023**	**-**	**-**	**-**	**-**	**-**
Expense												
Capital outlay	-	-	-	-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Economic Development	-	$13,000	$13,000	$7,300	$7,300	$79,856	-	-	-	-	-	-
General Administration	-	-		-	-	-	-	-	-	-	-	-
General Government	$83,200	$65,547	$67,016	$136,972	$136,972	-	-	-	-	-	-	-
Interest	-	-		-	-	-	-	-	-	-	-	-
Principal	-	-		-	-	-	-	-	-	-	-	-
Total Expenditures	**$83,200**	**$78,547**	**$80,016**	**$144,272**	**$144,272**	**$79,856**	**-**	**-**	**-**	**-**	**-**	**-**
Other Financing Sources and Uses												
Capital Contributions	-	-		-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-		-	-	-	-	-	-	-	-	-
Transfers In	-	-		-	-	-	-	-	-	-	-	-
Transfers in from Fund Balance	-	-		-	-	-	-	-	-	-	-	-
Transfers Out	($7,117)	($13,872)	($13,872)	-	-	-	-	-	-	-	-	-
Total Other Financing Sources and Uses	**($7,117)**	**($13,872)**	**($13,872)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Change in Fund Balance	**($0)**	**-**	**-**	**$0**	**-**	**-**	**$4,023**	**-**	**-**	**-**	**-**	**-**

Pueblo Urban Renewal Authority

The Bluffs Phase 1 (BLUFF) Fund 17

	2027 Proposed	2026A	2026	2025	2024
Revenues					
Charges for Services	-	-	-	-	-
Contributions	-	-	-	-	-
Interest	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Investment earnings	-	-	-	-	-
Other	-	-	-	-	-
Property Tax Increment	-	-	-	-	-
Rent Income	-	-	-	-	-
Sales Tax Increment	-	-	-	-	-
Vendor Fees	-	-	-	-	-
Total Revenues	-	-	-	-	-
Expense					
Capital outlay	-	-	-	-	-
Contractual Expenditures	-	-	-	-	-
Debt Service	-	-	-	-	-
Economic Development	-	-	-	-	-
General Administration	-	-	-	-	-
General Government	-	-	-	-	-
Interest	-	-	-	-	-
Principal	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Other Financing Sources and Uses					
Capital Contributions	-	-	-	-	-
Loan Proceeds	-	-	-	-	-
Transfers In	-	-	-	-	-
Transfers in from Fund Balance	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources and Uses	-	-	-	-	-
Net Change in Fund Balance	-	-	-	-	-

Pueblo Urban Renewal Authority

North Elizabeth Hotel (NEH) Fund 18

	2027 Proposed	2026A	2026	2025	2024
Revenues					
Charges for Services	-	-	-	-	-
Contributions	-	-	-	-	-
Interest	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Investment earnings	-	-	-	-	-
Other	-	-	-	-	-
Property Tax Increment	-	-	-	-	-
Rent Income	-	-	-	-	-
Sales Tax Increment	-	-	-	-	-
Vendor Fees	-	-	-	-	-
Total Revenues	-	-	-	-	-
Expense					
Capital outlay	-	-	-	-	-
Contractual Expenditures	-	-	-	-	-
Debt Service	-	-	-	-	-
Economic Development	-	-	-	-	-
General Administration	-	-	-	-	-
General Government	-	-	-	-	-
Interest	-	-	-	-	-
Principal	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Other Financing Sources and Uses					
Capital Contributions	-	-	-	-	-
Loan Proceeds	-	-	-	-	-
Transfers In	-	-	-	-	-
Transfers in from Fund Balance	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources and Uses	-	-	-	-	-
Net Change in Fund Balance	-	-	-	-	-

Pueblo Urban Renewal Authority

West Pueblo (WP) Fund 19

	2027 Proposed	2026A	2026	2025	2024
Revenues					
Charges for Services	-	-	-	-	-
Contributions	-	-	-	-	-
Interest	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Investment earnings	-	-	-	-	-
Other	-	-	-	-	-
Property Tax Increment	$138,030	-	-	-	-
Rent Income	-	-	-	-	-
Sales Tax Increment	-	-	-	-	-
Vendor Fees	-	-	-	-	-
Total Revenues	**$138,030**	-	-	-	-
Expense					
Capital outlay	-	-	-	-	-
Contractual Expenditures	-	-	-	-	-
Debt Service	-	-	-	-	-
Economic Development	-	-	-	-	-
General Administration	-	-	-	-	-
General Government	$80,946	-	-	-	-
Interest	-	-	-	-	-
Principal	-	-	-	-	-
Total Expenditures	**$80,946**	-	-	-	-
Other Financing Sources and Uses					
Capital Contributions	-	-	-	-	-
Loan Proceeds	-	-	-	-	-
Transfers In	-	-	-	-	-
Transfers in from Fund Balance	-	-	-	-	-
Transfers Out	($57,084)	-	-	-	-
Total Other Financing Sources and Uses	**($57,084)**	-	-	-	-
Net Change in Fund Balance	**($0)**		-		

Pueblo Urban Renewal Authority

Colorado Smelter (COSM) Fund 20

	2027 Proposed	2026A	2026	2025	2024
Revenues					
Charges for Services	-	-		-	-
Contributions	-	-		-	-
Interest	-	-		-	-
Intergovernmental	-	-		-	-
Investment earnings	-	-		-	-
Other	-	-		-	-
Property Tax Increment	-	-	$569	-	-
Rent Income	-	-		-	-
Sales Tax Increment	-	-		-	-
Vendor Fees	-	-		-	-
Total Revenues	**-**	**-**	**$569**	**-**	**-**
Expense					
Capital outlay	-	-		-	-
Contractual Expenditures	-	-		-	-
Debt Service	**-**	**-**		**-**	**-**
Economic Development	-	-		-	-
General Administration	-	-		-	-
General Government	-	-	$569	-	-
Interest	-	-		-	-
Principal	-	-		-	-
Total Expenditures	**-**	**-**	**$569**	**-**	**-**
Other Financing Sources and Uses					
Capital Contributions	-	-	-	-	-
Loan Proceeds	-	-	-	-	-
Transfers In	-	-	-	-	-
Transfers in from Fund Balance	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources and Uses	**-**	**-**	**-**	**-**	**-**
Net Change in Fund Balance	**-**		**-**		

Pueblo Urban Renewal Authority

Dillon Drive (Dillon) Fund 21

	2027 Proposed	2026A	2026	2025	2024
Revenues					
Charges for Services	-	-	-	-	-
Contributions	-	-	-	-	-
Interest	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Investment earnings	-	-	-	-	-
Other	-	-	-	-	-
Property Tax Increment	$18,127	-	-	-	-
Rent Income	-	-	-	-	-
Sales Tax Increment	-	-	-	-	-
Vendor Fees	-	-	-	-	-
Total Revenues	**$18,127**	**-**	**-**	**-**	**-**
Expense					
Capital outlay	-	-	-	-	-
Contractual Expenditures	-	-	-	-	-
Debt Service	**-**	**-**	**-**	**-**	**-**
Economic Development	-	-	-	-	-
General Administration	-	-	-	-	-
General Government	$272	-	-	-	-
Interest	-	-	-	-	-
Principal	-	-	-	-	-
Total Expenditures	**$272**	**-**	**-**	**-**	**-**
Other Financing Sources and Uses					
Capital Contributions	-	-	-	-	-
Loan Proceeds	-	-	-	-	-
Transfers In	-	-	-	-	-
Transfers in from Fund Balance	-	-	-	-	-
Transfers Out	($17,855)	-	-	-	-
Total Other Financing Sources and Uses	**($17,855)**	**-**	**-**	**-**	**-**
Net Change in Fund Balance	**$0**	**-**	**-**	**-**	**-**

Pueblo Urban Renewal Authority

Regional Tourism Act (RTA) Fund 25

	2027 Proposed	2026	2025	2024	2023	2022	2021	2020	2019
Revenues									
Charges for Services	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-
Investment earnings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	$8,151	-	$8,727	-	-
Property Tax Increment	-	-	-	-	-	-	-	-	-
Rent Income	-	-	-	-	-	-	-	-	-
Sales Tax Increment	$929,139	$880,000	$877,537	$889,184	$883,512	$5,381,189	$4,863,887	$2,797,293	$2,122,932
Vendor Fees	-	-	-	-	-	-	-	-	-
Total Revenues	**$929,139**	**$880,000**	**$877,537**	**$889,184**	**$891,663**	**$5,381,189**	**$4,872,614**	**$2,797,293**	**$2,122,932**
Expense									
Capital outlay	-	-	-	-	-	$346,469	-	-	-
Contractual Expenditures	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Economic Development	$3,000	$3,000	$203,000	-	-	-	-	-	$31,087
General Administration	-	-	-	-	-	-	-	-	-
General Government	$17,500	$17,500	$48,190	$8,875	$3,000	$5,500	$3,000	$213,294	$1,597,448
Interest	-	-	-	-	-	-	-	-	-
Principal	-	-	-	-	-	-	-	-	-
Total Expenditures	**$20,500**	**$20,500**	**$251,190**	**$8,875**	**$3,000**	**$351,969**	**$3,000**	**$213,294**	**$1,628,535**
Other Financing Sources and Uses									
Capital Contributions	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	$207,689	$1,590,059
Transfers in from Fund Balance	$762	$49,901	$244,747	-	-	-	-	-	-
Transfers Out	($909,401)	($909,401)	($871,094)	($732,476)	($712,290)	($2,960,807)	($2,868,012)	($2,564,346)	($3,595,947)
Total Other Financing Sources and Uses	**($908,639)**	**($859,500)**	**($626,347)**	**($732,476)**	**($712,290)**	**($2,960,807)**	**($2,868,012)**	**($2,356,657)**	**($2,005,888)**
Net Change in Fund Balance	**-**	**-**	**-**	**$147,833**	**$176,373**	**$2,068,413**	**$2,001,602**	**$227,342**	**($1,511,491)**

Pueblo Urban Renewal Authority

Debt Service (DEBT) Fund 30

	2027 Proposed	2026A	2026	2025	2024	2023	2022	2021	2020	2019
Revenues										
Charges for Services	-	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-
Investment earnings	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Property Tax Increment	-	-	-	-	-	-	-	-	-	-
Rent Income	-	-	-	-	-	-	-	-	-	-
Sales Tax Increment	-	-	-	-	-	-	-	-	-	-
Vendor Fees	-	-	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-	-	-
Expense										
Capital outlay	-	-	-	-	-	-	-	-	-	-
Contractual Expenditures	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-	-
General Administration	-	-	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-	-	-
Interest	$4,611,048	$5,094,796	$5,094,796	$5,991,181	$5,281,762	$5,376,271	$4,641,048	$3,294,946	$912,937	$966,330
Principal	$7,032,399	$7,800,464	$7,800,464	$6,959,957	$2,725,230	$2,600,242	$1,482,175	$1,360,536	$1,158,613	$908,650
Total Expenditures	**$11,643,447**	**$12,895,260**	**$12,895,260**	**$12,951,138**	**$8,006,992**	**$7,976,513**	**$6,123,223**	**$4,655,482**	**$2,071,550**	**$1,874,980**
Other Financing Sources and Uses										
Capital Contributions	-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	($22,344,506)	-
Transfers In	$15,018,742	$12,895,260	$12,895,260	$12,951,138	$8,006,992	$7,976,513	$6,123,223	$4,655,482	$24,406,056	$1,874,980
Transfers in from Fund Balance	-	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources and Uses	**$15,018,742**	**$12,895,260**	**$12,895,260**	**$12,951,138**	**$8,006,992**	**$7,976,513**	**$6,123,223**	**$4,655,482**	**$2,061,550**	**$1,874,980**
Net Change in Fund Balance	**$3,375,295**	-	-	-	-	-	-	-	($10,000)	-

Pueblo Urban Renewal Authority

Vendor Fee (VENDOR) Fund 98

	2027 Proposed	2026A	2025	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues											
Vendor Fees	$3,005,603	$2,914,212	$3,037,007	$3,037,007	$3,037,007	$3,135,578	$3,037,007	$3,075,796	$2,955,560	$2,315,058	$2,237,636
Total Revenues	**$3,005,603**	**$2,914,212**	**$3,037,007**	**$3,037,007**	**$3,037,007**	**$3,135,578**	**$3,037,007**	**$3,075,796**	**$2,955,560**	**$2,315,058**	**$2,237,636**
Expense											
Economic Development	$20,000	$19,669	$20,000	$20,000	-	$115,556	$149,695	$10,683	-	$426,510	$14,470
Total Expenditures	**$20,000**	**$19,669**	**$20,000**	**$20,000**	**-**	**$115,556**	**$149,695**	**$10,683**	**-**	**$426,510**	**$14,470**
Other Financing Sources and Uses											
Transfers Out	($2,985,603)	($2,894,544)	($566,263)	($3,080,495)	($3,037,007)	($3,142,992)	($3,055,084)	($3,210,793)	($1,838,519)	($12,443,676)	($2,071,986)
Total Other Financing Sources and Uses	**($2,985,603)**	**($2,894,544)**	**($566,263)**	**($3,080,495)**	**($3,037,007)**	**($3,142,992)**	**($3,055,084)**	**($3,210,793)**	**($1,838,519)**	**($12,443,676)**	**($2,071,986)**
Net Change in Fund Balance	**($0)**	**-**	**$2,450,744**	**($63,488)**	**-**	**($122,970)**	**($167,772)**	**($145,680)**	**$1,117,041**	**($10,555,128)**	**$151,180**

Pueblo Urban Renewal Authority

Convention Center (CONV) Fund 99

	2027 Proposed	2025A	2025	2024	2023	2022	2021	2020	2019
Revenues									
Charges for Services	$1,506,592	$1,682,561	$1,682,561	$3,324,896	$2,876,590	$2,386,388	$1,300,047	$490,112	$1,732,204
Interest	-	-	-	-	$150,274	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-
Investment earnings	-	-	-	$161,460	-	$43,485	$805	$13,045	$77,686
Other	-	-	-	-	-	-	-	-	-
Property Tax Increment	-	-	-	-	-	-	-	-	-
Rent Income	$162,009	-	-	$8,612	$15,897	$15,897	-	-	-
Sales Tax Increment	-	-	-	-	-	-	-	-	-
Vendor Fees	-	-	-	-	-	-	-	-	-
Total Revenues	**$1,668,601**	**$1,682,561**	**$1,682,561**	**$3,494,968**	**$3,042,761**	**$2,445,770**	**$1,300,852**	**$503,157**	**$1,809,890**
Expense									
Capital outlay	$343,620	$430,000	$430,000	$153,449	$379,126	$528,711	$54,063	$215,734	$5,530,378
Contractual Expenditures	$2,959,354	$2,955,992	$2,955,992	$4,273,873	$3,869,985	$3,346,193	$2,132,059	$1,392,964	$2,388,434
Debt Service	**$1,126,177**	**$1,199,009**	**$833,009**	**$1,151,651**	**$1,092,785**	**$3,287,191**	**$3,446,511**	**$2,936,892**	**$2,888,474**
Economic Development	-	-	-	-	-	-	-	-	-
General Administration	$350,000	$350,000	$350,000	$350,000	$350,000	$250,000	$184,084	$184,000	$183,784
General Government	$162,008	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Principal	-	-	-	-	-	-	-	-	-
Total Expenditures	**$4,941,159**	**$4,935,001**	**$4,569,001**	**$5,928,973**	**$5,691,896**	**$7,412,095**	**$5,816,717**	**$4,729,590**	**$10,991,070**
Other Financing Sources and Uses									
Capital Contributions	$343,620	$430,000	$430,000	$700,000	$534,220	$38,000	-	-	$3,312,261
Loan Proceeds	-	-	-	-	-	-	-	$3,699,627	$284,029
Transfers In	$2,928,938	$2,822,440	$2,456,440	$2,503,728	$2,561,907	$5,566,566	$4,118,161	$4,421,952	$5,519,132
Transfers in from Fund Balance	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Total Other Financing Sources and Uses	**$3,272,558**	**$3,252,440**	**$2,886,440**	**$3,203,728**	**$3,096,127**	**$5,604,566**	**$4,118,161**	**$8,121,579**	**$9,115,422**
Net Change in Fund Balance	**-**	**-**	**-**	**$769,723**	**$446,992**	**$638,241**	**($397,704)**	**$3,895,146**	**($65,758)**

DIRECTION

Board Direction

LAUNCH Grant Evaluation Form

2027 Award Prioritization by TIF Area Capacity

Commissioner: _____ Date: _____

Overview

PURA received 42 LAUNCH applications; 33 are complete and eligible (below totals have Pueblo Transit applications consolidated as 1), requesting $511,739 across seven urban renewal areas. LAUNCH awards are paid from each area's own tax increment, and the proposed 2027 budget sets aside $1,209,855 in Special Projects funds across eight TIF areas that the Board may allocate to LAUNCH awardees. Requests exceed available capacity in four of the seven areas, and two areas have no 2027 capacity.
Use the directions below to score each eligible application, rank the applications within each area, and recommend awards within each area's 2027 capacity. A staff recommendation on priority will be provided for each area.

The summary provided is intended to provide a high-level overview of the LAUNCH Grant applications and key information for review. Board Members may refer to the full applications and supporting documentation in Diligent under “2026 LAUNCH Gant” in the Board workspace library.

How to Score

1. **Review the applications.** Read the LAUNCH Board Report, including each project's description, community benefit, total cost, request and location map, before scoring.
2. **Score each criterion.** In columns 1 through 5 of each score sheet, give each application a score from 1 to 5 for each criterion, using the scale below. Score each project on its own merits, regardless of the area's capacity.
3. **Total the scores.** Add the five criterion scores and enter the sum in the Total column (maximum 25).
4. **Rank within each area.** In the Rank column, rank the applications within the same area, with 1 as the highest priority. Use the totals as a guide; break ties based on the area's greatest need and the project's visibility.
5. **Recommend an award.** In the Award column, enter the amount you recommend, up to the amount requested (maximum $25,000). Partial awards are allowed. The area's total awards may not exceed its 2027 capacity.
6. **Score limited-capacity areas too.** Score and rank every application, including those in areas with limited or no capacity. Those rankings will guide any waitlist and the priority list offered to potential partners.

7. **Note any conflicts.** If you have a conflict of interest with an applicant, do not score that application and write "conflict" in its Total column.
8. **Return the form.** Return your completed form to staff by [date]. Staff will compile all Commissioners' scores and ranks for Board direction.

Scoring Criteria

From the adopted LAUNCH Grant Program Guidelines.

Criterion	What to look for
1. URA plan alignment	Advances the goals of the area's adopted Urban Renewal Plan; addresses blight or activation needs.
2. Project readiness	Site control, required approvals in place or pending, and able to start within 60 to 90 days of award.
3. Visibility and catalytic potential	Public-facing impact; likely to spur nearby investment, foot traffic or activity.
4. Financial feasibility and leverage	Credible budget and funding gap; other investment leveraged per LAUNCH dollar.
5. Ability to complete in 12 months	Scope and schedule realistic for substantial completion within 12 months of award.

Score each criterion 1 to 5: 5 = Excellent 4 = Strong 3 = Adequate 2 = Weak 1 = Does not meet. Maximum total = 25.

TIF Capacity by Area (2027)

Urban Renewal Area	Eligible apps	Requested	2027 capacity	Fundable	Shortfall
Downtown Expanded	3	$58,913	$133,897	$58,913	—
Lake Minnequa	3	$60,750	$105,550	$60,750	—
Mitchell Park South	1	$14,519	$81,846	$14,519	—
Eastside	3	$67,465	$31,897	$31,897	$35,568
Union Avenue	6	$126,680	$5,386	$5,386	$121,294
South Santa Fe	1	$24,500	$0	$0	$24,500
Colorado Smelter	8	$158,912	$0	$0	$158,912
Total	**25**	**$511,739**	**$358,576**	**$171,465**	**$340,274**

Capacity is the 2027 Special Projects amount by TIF area in the proposed 2027 budget (11/3/2026 work session). Colorado Smelter and South Santa Fe are in decrement and generate no tax increment for 2027.

Partnership Opportunities for Limited-Capacity Areas

Colorado Smelter, South Santa Fe, Union Avenue and Eastside have $340,274 in eligible requests that 2027 tax increment cannot cover. To extend the reach of LAUNCH in these areas, staff proposes to seek partnerships with corporations, financial institutions, utilities, foundations and other private partners willing to co-fund ranked LAUNCH projects.

- **Project sponsorship.** A partner funds one or more ranked projects in an area, with recognition such as "made possible by a LAUNCH Grant from the Pueblo Urban Renewal Authority and [Partner]."
- **Partner-funded pool.** Partners contribute to a pool administered alongside LAUNCH, using the same guidelines, reimbursement process and reporting, so awards stay accountable and visible.

- **Board's ranking as the priority list.** The Board's rankings in each area would be the priority list offered to partners. Any partnership agreement would return to the Board for approval.

Partner contributions would not be tax increment. LAUNCH awards paid from tax increment remain limited to each area's 2027 capacity.

Downtown Expanded – Score Sheet

2027 capacity $133,897 | Requested $58,913 | Capacity covers all requests.

#	Applicant / project	Total cost	Request	1	2	3	4	5	Total	Rank	Award
1	**Senior Resource Development Agency** Bike rack, bench, sidewalk, landscaping and electrical repairs	$13,913	$13,913								$
2	**1129 Spirits & Eatery** Riverwalk lighting, security, patio, seating, signage and wayfinding	$34,834	$25,000								$
3	**Sangre de Cristo Arts Center** Rabbit alebrije public sculpture	$118,300	$20,000								$
	Area total awards (not to exceed $133,897)		$58,913								$

Staff Recommendation – Downtown Expanded Priority
Recommended priority order (by #): **As listed above** Recommended area total: **$58,913**
Rationale: **1st Public space improvements, 2nd Public use space but privately held, 3rd Public art**

Lake Minnequa – Score Sheet

2027 capacity $105,550 | Requested $60,750 | Capacity covers all requests.

#	Applicant / project	Total cost	Request	1	2	3	4	5	Total	Rank	Award
1	**Longo Property Mgmt. - CannaCabinet** Remove invasive plants; frontage landscaping	$39,000	$25,000								$
2	**Posada - Elko Emergency Family Shelter** Concrete repair, accessible sidewalks, benches	$10,750	$10,750								$
3	**Southgate at Pueblo POA** Entrance sign repair, security lighting, cameras	$29,900	$25,000								$
	Area total awards (not to exceed $105,550)		$60,750								$

Staff Recommendation – Lake Minnequa Priority
Recommended priority order (by #): **2, 1/3** Recommended area total: **$60,750**
Rationale: **1st Public space improvements, 2nd Public space but privately held & Landscape**

Mitchell Park South – Score Sheet

2027 capacity $81,846 | Requested $14,519 | Capacity covers the request.

#	Applicant / project	Total cost	Request	1	2	3	4	5	Total	Rank	Award
1	**Boys & Girls Club - East Side Clubhouse** Entrance lighting, signage and branding	$14,519	$14,519								$
	Area total awards (not to exceed $81,846)		$14,519								$

Staff Recommendation – Mitchell Park South Priority
Recommended priority order (by #): **1** Recommended area total: **$14,519**
Rationale: **Kids ROCK!**

Eastside – Score Sheet

2027 capacity $31,897 | Requested $67,465 | Requests exceed capacity by $35,568. Rank and recommend awards within $31,897. Unfunded ranked projects may be offered to potential partners.

#	Applicant / project	Total cost	Request	1	2	3	4	5	Total	Rank	Award
1	**Squallflower Art - El Centro del Quinto Sol** Public mural at the skate park	$21,385	$21,385								$
2	**Posada - East Fourth Street** Exterior cameras, safety lighting, tree trimming	$24,080	$24,080								$
3	**White Book LLC - Nick's Dairy Cream** Paint, signage, lighting, pavement, parking	$27,244	$22,000								$
	Area total awards (not to exceed $31,897)		$67,465								$

Staff Recommendation – Eastside Priority
Recommended priority order (by #): **2, 3, 1** Recommended area total: **$46,080 for 2 & 3 (including available funding from Eastside fund balance). RE:1 Staff would recommend any public art on City owned spaces should follow a public process to select artwork. Fund Balance could be considered for public art.**
Rationale: **1st non-Profit and Safety improvements, 2nd Public space but privately held, 3rd Public Art**

Union Avenue – Score Sheet

2027 capacity $5,386 | Requested $126,680 | Requests exceed capacity by $121,294. Capacity is enough for one partial award at most. Unfunded ranked projects may be offered to potential partners.

#	Applicant / project	Total cost	Request	1	2	3	4	5	Total	Rank	Award
1	**Vessel Brewing - Gold Dust Saloon** Replace 50-foot patio canopy	$20,000	$20,000								$
2	**Pizzaboi Enterprizes LLC** Neon Alley Pueblo history mural	$24,000	$24,000								$
3	**McLaughlin LLC** Repair and paint historic windows	$140,700	$25,000								$
4	**Squallflower Art - Renewed Wholesale Bldg.** Mural at Central Main and Abriendo	$7,680	$7,680								$
5	**Cosyleon-Arteaga** Heritage mural, Mesa Junction gateway	$34,500	$25,000								$
6	**Unique Urban Development LLC** Repaint exterior, 227-231 S. Main	$35,000	$25,000								$
	Area total awards (not to exceed $5,386)		$126,680								$

Staff Recommendation – Union Avenue Priority
Recommended priority order (by #): **4 (1, 2, 3, 5, 6- all above threshold)** Recommended area total: **$5.386**
Rationale: **Only request that is close to the capacity amount. Union Ave. fund balance is limited.**

South Santa Fe – Score Sheet

2027 capacity $0 | Requested $24,500 | No 2027 capacity. Score and rank for a waitlist or other funding if the Board chooses. Unfunded ranked projects may be offered to potential partners.

#	Applicant / project	Total cost	Request	1	2	3	4	5	Total	Rank	Award
1	**D&W Leather Crafts Inc.** Storefront rehabilitation, 515 S. Santa Fe Ave.	$24,500	$24,500								$
	Area total awards (not to exceed $0)		$24,500								$

Staff Recommendation – South Santa Fe Priority
Recommended priority order (by #): **No Capacity-seek partner?** Recommended area total: **$0**
Rationale:

Colorado Smelter – Score Sheet

2027 capacity $0 | Requested $158,912 | No 2027 capacity. Score and rank for a waitlist or other funding if the Board chooses. Unfunded ranked projects may be offered to potential partners.

#	Applicant / project	Total cost	Request	1	2	3	4	5	Total	Rank	Award
1	**Pueblo Transit - 8 bus stops** ADA, lighting, signage and safety at Bessemer stops	Not provided	$17,878								$
2	**Veges Shoe Repair** Security shutters; refurbish neon sign	$26,200	$25,000								$
3	**Squallflower Art - north building** Mural facing Northern Ave. at Ray Aguilera Park	$24,627	$24,627								$
4	**Squallflower Art - south building** Mural near the Ray Aguilera Park pool	$7,440	$7,440								$
5	**AK 47 LLC dba Gus' Place** Steel security grille or garage door	$26,839	$21,000								$
6	**Frio LLC** Storefront garage door, facade and signage	$150,000	$25,000								$
7	**Boys & Girls Club - Bessemer** Entrance lettering, handrail, bench, garden	$13,217	$12,967								$
8	**NeighborWorks Southern Colorado** Exterior lighting, signage, seating, stucco	$88,000	$25,000								$
	Area total awards (not to exceed $0)		$158,912								$

Staff Recommendation – Colorado Smelter Priority
Recommended priority order (by #): **No Capacity- seek partners?** Recommended area total: **$0**
Rationale:

Presented to the Pueblo Urban Renewal Authority Board of Commissioners on 11/3/2026 Work Session

2026 LAUNCH GRANT PROGRAM

COMMISSION REVIEW SUMMARY

Eligible projects, community benefit, project costs and LAUNCH funding requests

33 COMPLETE APPLICATIONS	$511,739 TOTAL REQUESTED	7 PROJECT AREAS

Prepared for PURA Commission Review
November 3, 2026, Work Session

COLORADO SMELTER

8 eligible applications | $158,912 requested

PROJECT LOCATION MAP



Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Pueblo Transit - 8 bus stops	Modernize eight Bessemer-area stops with ADA, lighting, signage, streetscape, safety and public-art improvements.	Improves accessibility, safety, connectivity, placemaking and access to jobs, services and businesses.	$12,087 in other grant funding per bus stop.	$17,878
Veges Shoe Repair	Install storefront security shutters and refurbish the neon shoe sign.	Supports a long-standing business while improving security, appearance, lighting and corridor identity.	$26,200	$25,000

Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Squallflower Art - north building	Create a public mural facing Northern Avenue at Ray Aguilera Park.	Creates a visible public-art asset, supports environmental education and strengthens neighborhood identity.	$24,627	$24,627
Squallflower Art - south building	Create a public mural near the pool at Ray Aguilera Park.	Encourages positive park use and supports neighborhood pride and beautification.	$7,440	$7,440

Business / Applicant	Project Description	Community Benefit	Total Cost	Request
AK 47 LLC dba Gus' Place	Install a steel security grille or garage door to protect the storefront.	Protects a historic commercial property, deters vandalism, reduces blight and supports retention.	$26,839	$21,000
Frio LLC	Install an operable storefront garage door for a new ice cream shop with facade, signage and exterior improvements.	Activates the streetscape, increases visibility and foot traffic, and supports nearby businesses.	$150,000	$25,000

Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Boys & Girls Club - Bessemer	Improve the entrance with lettering, handrail, bench, garden enhancements and signage.	Improves accessibility, visibility and usability for youth and families.	$13,217	$12,967
NeighborWorks Southern Colorado	Add exterior lighting, signage and seating; repair building stucco.	Improves safety and appearance, reduces blight and encourages reinvestment.	$88,000	$25,000

SOUTH SANTA FE

1 eligible application | $24,500 requested

PROJECT LOCATION MAP



Business / Applicant	Project Description	Community Benefit	Total Cost	Request
D&W Leather Crafts Inc.	Rehabilitate the storefront at 515 S. Santa Fe Avenue.	Preserves a long-standing business, improves a visible corridor and supports tourism near the Riverwalk.	$24,500	$24,500

DOWNTOWN EXPANDED

3 eligible applications | $58,913 requested

PROJECT LOCATION MAP



Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Senior Resource Development Agency	Add a bike rack and bench; repair sidewalk, landscaping and electrical receptacles.	Improves safety, accessibility and appearance at a high-traffic location serving older adults and people with disabilities.	$13,913	$13,913
1129 Spirits & Eatery	Improve lighting, security, patio weather protection, seating, signage, planters, barriers and wayfinding.	Enhances Riverwalk frontage, the pedestrian experience and support for surrounding businesses.	$34,833	$25,000

Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Sangre de Cristo Arts Center	Install a multicolored rabbit alebrije sculpture featuring Pueblo chiles.	Creates a signature cultural destination, strengthens Downtown identity and supports tourism and arts access.	$118,300	$20,000

EASTSIDE

3 eligible applications | $67,465 requested

PROJECT LOCATION MAP



Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Squallflower Art - El Centro del Quinto Sol	Create a public mural between the skate park and parking lot.	Beautifies the park, promotes education and well-being, and strengthens East Side identity.	$21,385	$21,385
Posada - East Fourth Street	Install exterior cameras and safety lighting and trim trees.	Improves safety and visibility for formerly homeless veterans and low-income residents.	$24,080	$24,080

Business / Applicant	Project Description	Community Benefit	Total Cost	Request
White Book LLC - Nick's Dairy Cream	Improve exterior paint, signage, lighting, pavement and marked parking.	Improves safety, accessibility, curb appeal and customer experience.	$27,244	$22,000

LAKE MINNEQUA

3 eligible applications | $60,750 requested

PROJECT LOCATION MAP



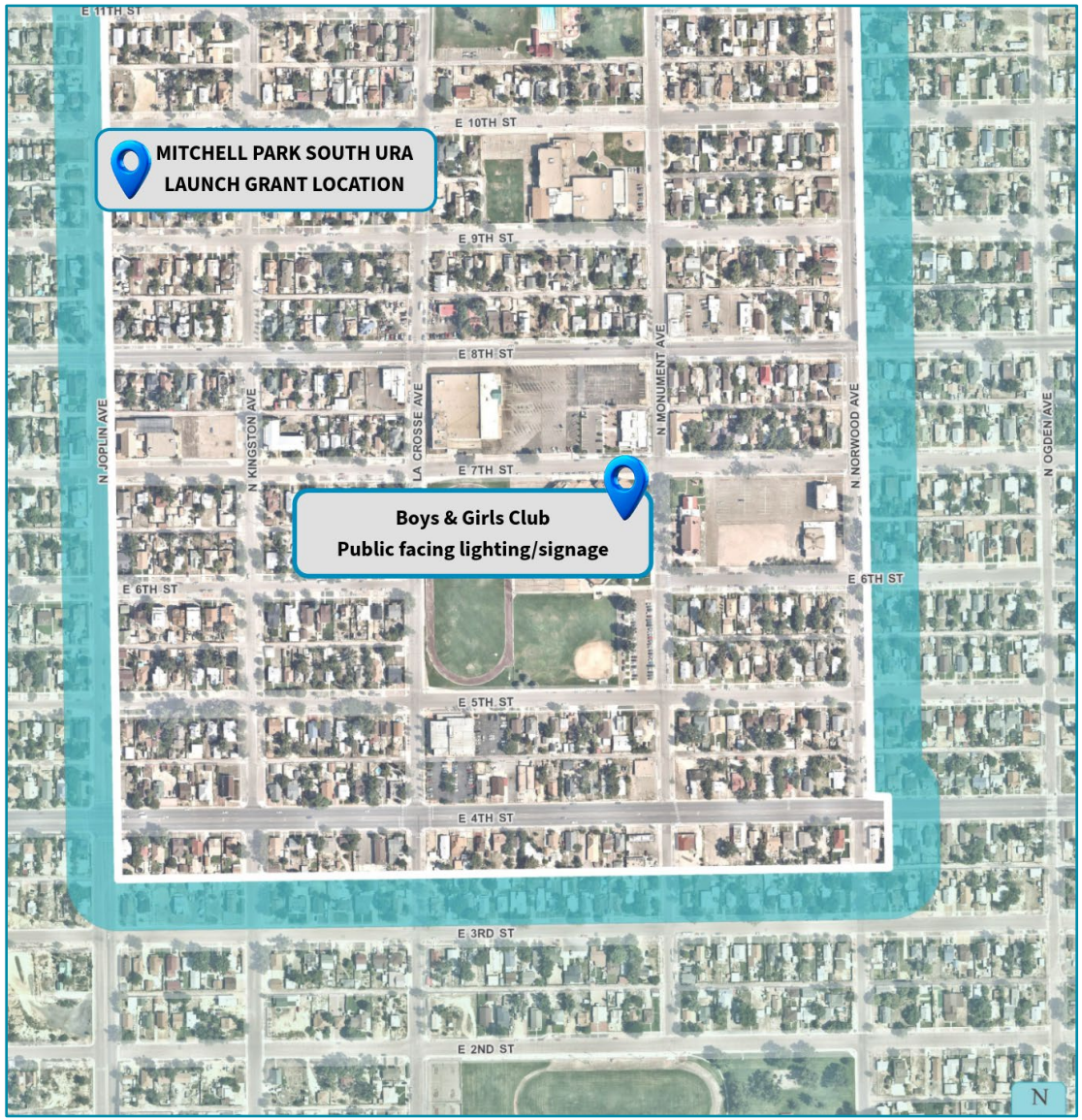
Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Longo Property Management - CannaCabinet	Remove invasive plants and install improved frontage landscaping.	Improves corridor appearance, environmental stewardship and neighborhood pride.	$39,000	$25,000
Posada - Elko Emergency Family Shelter	Repair concrete, install accessible sidewalks and add outdoor benches.	Addresses tripping hazards and improves accessibility for vulnerable families and children.	$10,750	$10,750

Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Southgate at Pueblo Property Owners Association	Repair entrance signage; add security lighting, anti-graffiti coating and cameras.	Restores and protects a prominent southern gateway into Pueblo.	$29,900	$25,000

MITCHELL PARK SOUTH

1 eligible application | $14,519 requested

PROJECT LOCATION MAP



Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Boys & Girls Club - East Side Clubhouse	Add entrance lighting, signage and organizational branding.	Improves safety, visibility, wayfinding and accessibility for youth and families.	$14,519	$14,519

UNION AVENUE

6 eligible applications | $126,680 requested

PROJECT LOCATION MAP



Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Vessel Brewing Company - Gold Dust Saloon	Replace the 50-foot canopy above the Union Avenue patio.	Improves visible downtown frontage, the streetscape and vitality of a long-standing anchor business.	$20,000	$20,000
Pizzaboi Enterprizes LLC	Create a Neon Alley mural depicting Pueblo history.	Creates a visitor destination, celebrates Pueblo history and supports downtown businesses.	$24,000	$24,000

Business / Applicant	Project Description	Community Benefit	Total Cost	Request
McLaughlin LLC	Repair and paint original windows consistent with historic guidelines.	Preserves a historic building and improves the surrounding historic streetscape.	$140,700	$25,000
Squallflower Art - Renewed Wholesale Building	Create a mural at Central Main Street and Abriendo Avenue.	Creates a Mesa Junction gateway supporting placemaking, tourism, community pride and business activity.	$7,680	$7,680

Business / Applicant	Project Description	Community Benefit	Total Cost	Request
Cosyleon-Arteaga	Create a heritage-themed mural serving as a Mesa Junction gateway.	Revitalizes a prominent property, reduces blight and promotes neighborhood identity.	$34,500	$25,000
Unique Urban Development LLC	Repaint exterior surfaces and trim at 227-231 S. Main Street.	Rehabilitates a visible commercial property and strengthens the Union Avenue Historic District.	$35,000	$25,000

FUTURE ACTION

Future Action Anticipated at a Future Meeting

Draft Policy Manual Adoption

Pueblo Urban Renewal Authority – Policy Manual, October 2026

Purpose

This item presents the October 2026 Draft Policy Manual for Board review and direction ahead of adoption. The manual places eight policies under a permanent policy-number framework (A-000 through E-100), replaces all existing PURA policies dating from 2009 to 2026, and adds three (3) new policies. Four (4) policy decisions must be resolved by the Board before the policies can be adopted.

Key Policy Indicators

Indicator	Draft Manual
Policies presented for adoption	8
Board policy decisions required	4 (D-1 to D-4)
Adoption actions	9 (A-1 to A-9)
Existing policies superseded	All
New policies with no predecessor	3 (A-000, B-310, E-100)
Executive Director contract approval limit	Up to $75,000
Formal advertised bid and Board award required	Over $75,000
Staff bonus program	Eliminated upon adoption

Board Decisions Required

- **D-1 Board Composition (A-100, §2.1):** Keep the ex-officio, non-voting seats (City Council member, second School District Board Member, and Past-Chairperson), and decide what to call them. These seats are permitted under C.R.S. § 31-25-104 but are not commissioners. General Counsel recommends the title "Advisory Liaisons." Decide if Past Chairperson remains for 1 year as Ex-Officio.
- **D-2 Chairperson Voting (A-100, §5.9):** Current bylaws allow the Chair to vote only on secret ballots or to break a tie. General Counsel recommends the Chair vote on all matters like other commissioners, with a roll call vote for every Board vote. Under the Colorado Open Meetings Law, secret ballots are allowed only for electing officers, this is recommended to stay as the process for electing Officers.
- **D-3 Pay Increases (B-100, §14.1):** Confirm a pay structure of an annual cost-of-living adjustment (COLA) plus merit increases, with evaluations and adjustments completed by October 31 each year, subject to Board budget approval. The staff bonus structure is eliminated upon adoption.

- **D-4 Public Comment Sign-Up (B-310, §2.1.1):** Decide whether remote or hybrid attendees may sign up for public comment and how, or whether public comment remains in person only.

Major Changes by Policy

- **A-000 Administrative Standards (new):** Sets rules for every policy: Board exceptions must be documented, an approved agreement controls over policy for that matter, policies and fee schedules are reviewed annually, and each new policy supersedes prior policy on its effective date.
- **B-100 Employee Handbook:** Replaces the 2009 handbook. Up to ten days of paid bereavement leave. FAMLI participation addressed. Raises limited to COLA plus merit, and bonuses eliminated. Adding 2 new holidays Juneteenth and Veterans Day
- **B-310 Public Communications, Open Records & Information Management (new):** Consolidates public comment, media communication, CORA requests, and records retention into one policy. Public comment remains three speakers at three minutes each, first come first served; the Chair may extend time equally for all speakers.
- **C-100 Financial, Administrative & Investment Policy:** Replaces the 2014 Internal Controls Policy and adds an investment policy. Wire transfers over $5,000 require documented approval before release. The CPA and Executive Director approve non-routine journal entries, and financial risks are assessed annually.
- **C-300 Procurement, Capitalization & Asset Disposition:** Replaces the 2009 Procurement & Disposal Policy. Executive Director may approve contracts up to $75,000; contracts over $75,000 require a formal advertised solicitation and Board award. Three written quotes required from $25,000 to $75,000. Purchase splitting is prohibited, and the capitalization threshold is $5,000.
- **D-100 Project Area Creation, Administration, Financing & Dissolution:** Replaces the 2015 Project Area policy. Adds a required application with a $5,000 fee, an annual standby fee of $10,000 to $25,000 for inactive or not-yet-started projects. TIF is split 75% developer reimbursement, 15% PURA administration, and 10% project area reserve. Bond closing fee of 1% of proceeds.
- **E-100 Information Technology, AI & Cybersecurity (new):** Sets acceptable use, account security, incident response, and vendor standards. AI may not make final decisions on employment, contracting, eligibility, or other significant matters; human review is required.

Adoption Actions and Superseded Policies

No.	Action	Supersedes
A-1	Adopt Administrative Standards for All Policies (A-000)	New policy
A-2	Adopt Bylaws (A-100)	PURA By-Laws, adopted May 12, 2026
A-3	Adopt Employee Handbook (B-100)	Employee Handbook, 2009 (rev. 2016, 2019)
A-4	Adopt Public Communications, Open Records & Information Management Policy (B-310)	New policy
A-5	Adopt Financial, Administrative & Investment Policy (C-100)	Financial and Administrative Internal Controls Policy, 2014 (rev. 2016, 2019)
A-6	Adopt Procurement, Capitalization & Asset Disposition Policy (C-300)	Procurement & Disposal Policy, 2009 (rev. 2016, 2019)

No.	Action	Supersedes
A-7	Adopt Project Area Creation, Administration, Financing & Dissolution Policy (D-100)	Project Area Creation, Administration & Dissolution Policy, 2015 (rev. 2016)
A-8	Adopt Information Technology, AI & Cybersecurity Policy (E-100)	New policy
A-9	Complete each adoption block (date, resolution number, signatures)	—

Final Action

For Board review and direction at November 3, 2026, Work Session:

- Provide direction on Board composition (D-1): keep the ex-officio, non-voting seats and adopt the title "Advisory Liaisons" or another title and Past Chairman Decision
- Provide direction on Chairperson voting (D-2): allow the Chair to vote on all matters and require roll call votes for all Board actions.
- Confirm the pay-increase structure (D-3): annual COLA plus merit with an October 31 evaluation deadline, and elimination of staff bonuses.
- Provide direction on public comment sign-up (D-4): allow remote or hybrid sign-up and set the method or keep public comment in person only.
- Next step: Board direction will be incorporated into the final policies, presented with adopting resolutions for each policy (A-1 to A-8) at a future Board Meeting.

Presented to the Pueblo Urban Renewal Authority Board of Commissioners at the November 3, 2026 Work Session

Pueblo Urban Renewal Authority

Policy Manual

DRAFT

RENEW.
ENHANCE.
SUPPORT.
PUEBLO
Urban Renewal Authority

October 2026

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Manual Placement and Draft Status

This working book places the available consolidated drafts into the permanent policy-number framework. A consolidated policy may intentionally satisfy several reserved index topics; those related numbers remain available for a future standalone policy only if the Board later determines one is needed.

Policy No.	Document	Current Status
A-000	Administrative Standards for All Policies	Draft assembled; applies to every policy unless a policy expressly provides otherwise
A-100	Bylaws	Draft assembled; counsel and Board confirmations required
B-100	Employee Handbook	Draft assembled; benefits, leave, payroll, and complaint-channel decisions required
B-310	Public Communications, Open Records & Information Management	Draft assembled; also covers A-250, B-320, G-220, and portions of G-210/G-230
C-100	Financial, Administrative & Investment Policy	Draft assembled; legal, banking, investment, audit, and threshold alignment required
C-300	Procurement, Capitalization & Asset Disposition Policy	Draft assembled; counsel and auditor review of thresholds and accounting treatment required
D-100	Project Area Creation, Administration, Financing & Dissolution Policy	Draft assembled; counsel review and Board confirmation of fees and allocations required
E-100	Information Technology, Artificial Intelligence & Cybersecurity Policy	Draft assembled; incident contacts, approved tools, vendor standards, and procedures required

How to Read This Draft Book

- Policy numbers are proposed permanent identifiers and should be included in adopting resolutions and on each final cover page.
- Bracketed text, drafting notes, counsel-review callouts, and blank adoption fields are intentionally retained for completion before adoption.

- This book is a working compilation, not a representation that every draft is legally ready for adoption.
- The separate Work Plan identifies the decisions, reviews, procedures, and missing policy areas that remain.

Administrative Standards for All Policies

These standards apply to every policy in this manual unless a policy expressly provides otherwise.

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Section 1. Exceptions and Agreement-Specific Terms

The Board may approve an exception to a policy when the Board determines that the exception advances a legitimate public purpose, provides sufficient community or economic benefit, is financially reasonable, is permitted by law, and is documented in the Board record.

A duly approved agreement may establish terms different from a policy. The agreement shall control for that matter to the extent of the approved difference, subject to applicable law and any superior obligation.

Section 2. Annual Review and Fee Schedules

PURA should review each policy, and any related fee schedule, annually or as needed. The review should consider actual administrative costs, performance, reserve needs, market and financing conditions, legal changes, fee effectiveness, and whether amendments are warranted.

Current operational information, such as project-area names, balances, status, and expiration dates, should be maintained in separate schedules or annual reports rather than embedded in a policy.

Section 3. Legal Construction and Severability

Each policy is an administrative framework. It does not create a private right of action, guarantee financial assistance or revenue, alter statutory authority, override an approved urban renewal plan, impair an existing contract, or bind the Board to approve a particular project, transaction, or financing structure.

If any provision of a policy is held invalid or unenforceable, the remaining provisions shall continue in effect to the fullest extent permitted by law. Headings are for convenience and do not limit the meaning of the text.

Section 4. Effective Date and Transition

Each policy becomes effective on the date stated in its adopting resolution and supersedes any prior existing policy, except as otherwise provided by the Board.

Existing agreements remain governed by their terms unless amended in writing. The Board may determine how a new or amended policy applies to pending matters and to obligations incurred before its effective date.

Pueblo Urban Renewal Authority

A-100

Bylaws



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Section 1. The Authority

The Pueblo Urban Renewal Authority is a creation of the City of Pueblo, as authorized under C.R.S. 31-25-101, et. seq. (the "Urban Renewal Law") and Pueblo City Council Resolution No. 1959-1133. The purpose of the Pueblo Urban Renewal Authority is the elimination of slum and blighting conditions within designated urban renewal project areas, which would include but not be limited to: demolition, rehabilitation, renovation and new construction.

1.1 Name of the Authority

The name of the Authority shall be "Pueblo Urban Renewal Authority" (otherwise known as "the Authority" or "PURA").

1.2 Seal of the Authority

The seal of the Authority shall be in the form of a circle and shall bear the words "Pueblo Urban Renewal Authority" as sealed on the margin hereof.

1.3 Office of the Authority

The office of the Authority shall be located in the City of Pueblo, State of Colorado, as the Authority shall designate by resolution.

Section 2. Board of Commissioners

2.1 Appointment

The Authority Board of Commissioners (the "Board") is comprised of thirteen (13) commissioners. Ten (10) commissioners are appointed by the mayor and are subject to approval by the Pueblo City Council, one of whom may be an official of the municipality. One (1) commissioner must be appointed by the county commissioners of the county in which the territorial boundaries of the Authority are located; one (1) commissioner must be appointed by the school district(s) levying a mill levy within the Authority's boundaries who is an elected member of a board of education of one of such school district(s); and one (1) commissioner must be appointed by agreement of the special districts imposing a mill levy within the Authority's boundaries who is a board member of at least one of the special districts. If no county, special district, or school district appoints a commissioner to the Authority, then the county, special district, or school district appointment remains vacant until such time as the applicable appointing authority makes the appointment pursuant to C.R.S 31-25-104 (2)(a)(II). The Board may also include one (1) ex-officio, non-voting Advisory Liaison who is a member of the Pueblo City Council, and shall include one (1) ex-officio, non-voting Advisory Liaison who is an elected member of the school district board of education that is not currently the school district acting as voting representative as stated above, and may have one (1) ex-officio, non-voting Advisory Liaison who is the Past-Chairperson.

BOARD DECISION REQUIRED (D-1): Board composition. The ex-officio, non-voting seats (City Council member, second school district board member, and Past-Chairperson) are permitted under C.R.S. § 31-25-104. Because the statute provides that these seats are not commissioners, they may not be referred to as commissioners. General Counsel recommends calling them "Advisory Liaisons."

2.2 Term

The term of each full-term appointment of a commissioner is for five (5) years, in accordance with the Urban Renewal Law, and commences in February. Terms must be on staggered approvals and the term of at least one commissioner will expire each year. A commissioner holds office until his or her successor has been appointed and qualified. However, when an appointment is made to fill the balance of an incomplete five (5) year term, the appointment shall be effective immediately and the majority of that term shall be considered a full term. Appointments may be to fill two (2) consecutive terms per City of Pueblo Boards and Commissions. Appointments for the second term are not automatic, and each commissioner must reapply through the online portal with the City of Pueblo. This applies to the 10 commissioners appointed by the mayor. Each commissioner appointed by the mayor shall be appointed, and each reappointment shall be made, by resolution adopted by the Pueblo City Council. Commissioner terms were established by City of Pueblo Resolution No. 1133-1959. The three commissioners appointed by the county, the school districts, and the special districts shall continue until such commissioners are replaced by their respective appointing parties, or until such commissioners become ineligible to serve under the Urban Renewal Law.

2.3 Compensation

In accordance with the Urban Renewal Law, a commissioner shall receive no compensation for his/her services, but shall be entitled to the necessary expenses, including traveling expenses, incurred in the discharge of his/her official duties.

2.4 Removal

The mayor, with the consent of the Pueblo City Council, may remove a commissioner for inefficiency or neglect of duty or misconduct in office according to the process described in the Urban Renewal Law, which includes providing the commissioner with a copy of the charges made by the mayor and an opportunity to be heard in person or by counsel before the Pueblo City Council. Three (3) consecutive unexcused absences from regular meetings and work sessions of the Board may be considered neglect of duty. An absence shall be excused if the commissioner provides prior written notice of the absence, which may be by email or by declining a calendar invite for the applicable meeting. In the event of the removal of any commissioner, the mayor shall file in the office of the clerk a record of the proceedings, together with the charges made against the commissioner and findings thereon.

Section 3. Officers & Employees

3.1 Officers

The officers of the Authority shall be a Chairperson, Vice-Chairperson, Treasurer, and Past Chairperson. Each of the Chairperson, Vice-Chairperson, and Treasurer shall have a term of one (1) year. If the Authority employs an Executive Director of the Authority he/she shall be the Secretary. A commissioner may be selected to fill the office of Secretary or any vacancy therein, and shall have such term as the Authority determines, but no commissioner of the Authority shall be eligible to hold this office except as a temporary appointee. The term of the Secretary/Executive Director shall automatically renew annually in accordance with his/her employment agreement. An officer shall hold the seat, unless he/she resigns, until his/her respective successor shall be nominated.

3.2 Chairperson

The Chairperson shall preside over all meetings of the Authority. Except as otherwise authorized by resolution of the Authority, the Chairperson shall sign all contracts, deeds and other instruments made by the Authority. At each meeting, the Chairperson shall submit such recommendations and information as he/she may consider proper concerning the business, affairs and policies of the Authority.

3.3 Vice-Chairperson

The Vice-Chairperson shall perform the duties of the Chairperson in the absence or incapacity of the Chairperson. He/she shall utilize his/her term to familiarize himself/herself with all duties and responsibilities which must be accomplished by the Chairperson. In case of the resignation or death of the Chairperson he/she shall move to the office of Chairperson with immediate effect.

3.4 Treasurer

The Treasurer shall perform duties consisting of general financial oversight of the Authority and may be signatory on financial documents, such as checks, CD's, depository accounts, and other instruments of finance.

3.5 Secretary

The Secretary, if employed by the Authority, shall be the Executive Director of the Authority and, as such, have supervision over the administration of its business and affairs, subject to the direction of the Authority, and he/she shall be charged with the management of all projects of the Authority. He/she shall keep the records of the Authority, shall act as secretary of the meetings of the Authority and record all votes, and shall keep a record of the proceedings of the Authority in a journal of proceedings to be kept for such purposes, and shall perform all duties incident to his/her office. He/she shall keep in safe custody the seal of the Authority and shall have power to affix such seal to all contracts and instruments authorized to be executed by the Authority. The appointment of the Secretary/Executive Director, and of

any commissioner selected to serve as Secretary or Secretary Pro Tempore, shall be ratified by the PURA Board of Commissioners.

The Secretary shall have the care and custody of all funds of the Authority and shall deposit the same in the name of the Authority in such bank or banks as the Authority may select. He/she shall sign orders and checks for the payment of money and shall pay out and disburse such monies under the direction of the Authority in accordance with the annual adopted budget. He/she shall keep regular books of accounts showing receipts and expenditures and shall render to the Authority, at each regular meeting (or more often when requested), an account of his/her transactions and also of the financial condition of the Authority.

The compensation of the Secretary shall be recommended by the officers of PURA and ratified by the full Board, provided that a temporary appointee selected from among the commissioners of the Authority as Secretary shall serve without compensation (other than the payment of necessary expenses). Such temporary appointee, in the absence of an employed Secretary or during a vacancy in the office of Secretary, may serve as Secretary Pro Tempore.

3.6 Additional Duties

The officers of the Authority shall perform such other duties and functions as may from time to time be required by the Authority or the By-Laws or rules and regulations of the Authority.

3.7 Election of Officers

Officers shall be elected annually by the Authority at the annual meeting of the Authority and shall assume their duties upon election. Officers shall hold office until their successors are elected.

3.8 Vacancies

Should the office of Chairperson, Vice-Chairperson or Treasurer become vacant, the Authority shall elect a successor from its membership at the next regular meeting, and such election shall be for the unexpired term of said office. When the office of Secretary becomes vacant, the Authority shall appoint a successor, as aforesaid.

3.9 Additional Personnel

The Authority may from time to time employ such personnel as it deems necessary to exercise its powers, duties, and functions as prescribed by the Colorado Urban Renewal Authority Law and all other laws of the State of Colorado applicable thereto. The selection and compensation of such personnel (including the Secretary) shall be determined by the Authority budget and subject to the laws of the State of Colorado. All personnel employed by the Authority, other than the Secretary/Executive Director, shall report solely to, and be supervised and directed exclusively by, the Executive Director. No commissioner or officer of the Authority shall direct or supervise such personnel except through the Executive Director.

3.10 Committees

From time to time the Board may establish committees and appoint members for special purposes. In the absence of volunteers for committees, the Chairperson shall have appointment authority. Meetings of the committees will be publicly posted in compliance with the Colorado Sunshine Laws

Section 4. Conflict of Interest

4.1 Conflict of Interest

No commissioner, officer, or employee of the Authority nor any immediate member of the family of any such commissioner, officer, or employee shall acquire any interest, direct or indirect, in any project or in any property included or planned to be included in any project, nor shall he/she have any interest, direct or indirect, in any contract or proposed contract for materials or services to be furnished or used in connection with any project. Each commissioner and employee of the Authority shall complete the Conflict of Interest Disclosure Form attached hereto as Appendix A annually and shall promptly submit an updated form whenever a potential conflict arises. Completed forms shall be retained in the official records of the Authority.

4.2 Disclosure of Conflict of Interest

If any commissioner, officer, or employee of the Authority owns or controls an interest, direct or indirect, in any property included or planned to be included in any project, he/she shall immediately disclose the same in writing to the Authority, and such disclosure shall be entered upon the minutes of the Authority. Upon such disclosure, such commissioner, officer, or other employee shall not participate in any action by the Authority affecting the carrying out of the project planning or the undertaking of the project unless the Authority determines that, in the light of such personal interest, the participation of such member in any such act would not be contrary to the public interest.

4.3 Failure to Disclose Conflict of Interest

Acquisition or retention of any such interest without such determination by the Authority that said interest is not contrary to the public interest, or willful failure to disclose any such interest, constitutes misconduct in office.

Section 5. Meetings

5.1 Annual Meeting

The annual meeting of the Authority shall be held at the regularly scheduled meeting in February at the regular meeting place.

5.2 Regular Monthly Meeting

Regular meetings may be held with notice at such times and places as may from time to time be determined by resolution of the Authority. Such resolution shall be considered and voted upon by the Authority at the annual meeting each year.

5.3 Special Meetings

The Chairperson of the Authority may, when he/she deems it expedient, or upon the written request of three members of the Authority, call a special meeting of the Authority for the purpose of transacting any business in the call. The call for a special meeting may be delivered to each member of the Authority or may be emailed to the business or home address of each member of the Authority at least two business days prior to the date of such special meeting. At such special meeting no business shall be considered other than as designated in the call.

5.4 Work Sessions

The Chairperson may, from time to time as determined necessary, convene a work session to supplement information provided at regular meetings, which shall be open and noticed in accordance with Colorado Revised Statutes. The schedule of work sessions shall be determined by resolution of the Authority, and such resolution shall be considered and voted upon by the Authority at the annual meeting each year. Additional work sessions, beyond those set forth in such resolution, may be convened by the Chairperson as provided in this Section.

5.5 Executive Session

Will be held in accordance with Colorado Revised Statute.

5.6 Annual Retreat

Annual Retreats of the Authority may be held during the year to conduct planning and goal setting. Details and dates are to be determined and shall be at the discretion of the Chairperson with input from the Board.

5.7 Quorum

The powers of the Authority shall be vested in the commissioners thereof in office from time to time. A majority of commissioners shall constitute a quorum for the purpose of conducting its business and exercising its powers and for all other purposes, but a smaller number may adjourn from time to time until a quorum is obtained. When a quorum is in attendance, action may be taken by the Authority upon a vote of a majority of the commissioners' present.

5.8 Agenda

For each regular and special meeting, the Chairperson shall submit a draft agenda to the Board at least 24 hours prior. The draft agenda shall also be posted in a public place and the urban renewal website. The draft agenda shall be adopted by the Authority at the start of a session. The group may make

changes it wishes before voting to adopt. Work sessions will follow a similar format. All resolutions shall be in writing and shall be copied in the official resolution log and meeting minutes of the Authority.

5.9 Manner of Voting

The voting on all questions coming before the Authority shall be entered upon the minutes of such meeting. In the event the vote is not unanimous, the minutes will reflect each Commissioner's individual vote. The election of officers may be by ballot and does not need to be reflected in the minutes. The Chairperson may only vote in secret ballots or to break a tie in a voice or roll call vote. The Secretary is responsible for the counting of secret ballots. Proxy votes are prohibited.

BOARD DECISION REQUIRED (D-2): Chairperson voting. General Counsel recommends that the Chairperson be able to vote on all matters like other commissioners; the current practice of limiting the Chairperson to secret ballots or tie-breaking votes is not standard. General Counsel also recommends a roll call vote for every vote of the Board. Under the Colorado Open Meetings Law, a secret ballot is allowed only for electing officers.

Section 6. Powers and Responsibilities

6.1 General Powers

The Authority shall have all of the general powers of such an Authority granted to it under the Urban Renewal Law, to be exercised consistent with applicable requirements of these By-Laws.

6.2 Expenditures of Monies

Purchases and other expenditures of monies by the Authority shall be made in conformity with a purchasing policy as the Board may adopt, or modify from time to time, in its discretion.

6.3 Acquisition of Real Estate

The Authority may expend monies for the acquisition of real estate, or interests therein, and utilize the laws of eminent domain for such acquisition purposes; provided however, such acquisition of real estate shall be for the purpose of effecting a redevelopment project or urban renewal project specifically approved by the Board. Also the right to use eminent domain must be approved by the Pueblo City Council either in the urban renewal plan document or on a case-by-case basis.

6.4 Contracts

Contracts of the Authority with persons, firms, agencies, companies, the United States, and other public entities shall be authorized by motion duly recorded upon the minutes of the Authority meeting or by written resolution, and a copy of any such resolutions and contracts shall be kept with the journal for the proceedings of the Authority; provided, however, that such contracts may be executed without specific board authorization where such contracts are authorized by the Authority's duly adopted budget and are

executed in accordance with the Authority's duly adopted procurement policies, or other policies delegating contracting authority to officers or employees of the Authority.

6.5 Checks

At least two of the following signatures shall be required on all Authority checks or drafts for payments of monies of the Authority from amongst the following officials: Chairperson, Vice-Chairperson, Treasurer, Secretary/Executive Director.

6.6 Policies

Unless a separate policy or regulatory document is approved by the Authority, processes and policies around open records requests, records retention or any other matters shall refer to and utilize the Urban Renewal Law, the Colorado Open Records Act CR.S. 24-72-201 to 206, or any other applicable law for such matters.

6.7 Budget

The Authority shall consider and adopt an annual budget in accordance with C.R.S. 29-1-101 et seq. by an affirmative vote of a majority of the commissioners present.

6.8 Electronic Signatures

In the event the signature(s) of one or more members of the Board or appointed officers or officials are required to execute a written document, contract, note, bond, and/or other official papers of the Authority, and the appropriate individual or individuals are unable to by physically present to sign said documentation, such individual or individuals are authorized to execute the documentation electronically via e-mail/digital signature, unless said documentation provides otherwise. Any electronic signature so affixed to a document shall carry the full legal force and effect of any original, handwritten signature. Except as approved herein, the provision of these By-Laws shall not be interpreted as establishing the Authority's consent or authorization to bind the Authority to any transaction by the use of electronic records or electronic means. This provision is made pursuant to Article 71.3 of Title 24, C.R.S., also known as the Uniform Electronic Transactions Act.

Section 7. Colorado Sunshine Law CRS-24-6-401

The Authority will provide notice of meetings by posting the time and location of the meeting twenty-four (24) hours prior to the meeting in compliance with the Colorado Sunshine Law Revised Statute 24-6-401.

Section 8. Amendments

8.1 Amendments to By-Laws

The By-Laws of the Authority shall be amended only with the approval of a majority of the members of the Authority at a regular or a special meeting, but no such amendment shall be adopted unless at least seven days written notice thereof has been previously given to all the members of the Authority. However, in no event shall these By-Laws be altered or amended so as to be inconsistent with the Urban Renewal Law.

8.2 Conflict with Urban Renewal Law

In the event of a conflict between these By-Laws and the Urban Renewal Law, the provisions of the Urban Renewal Law shall control.

Appendix A. Conflict of Interest Disclosure Form

Purpose and Authority

This Conflict of Interest Disclosure Form ("Form") is adopted for use by the Pueblo Urban Renewal Authority (the "Authority") Board of Commissioners pursuant to:

- **Section 4 (Conflict of Interest) of the Authority By-Laws, effective May 12, 2026; and**
- **The Colorado Urban Renewal Law, C.R.S. § 31-25-101, et seq., including C.R.S. § 31-25-104.**

The purpose of this Form is to ensure transparency, protect the public interest, and comply with statutory and by-law requirements regarding actual or perceived conflicts of interest.

Instructions

- **This is a blanket disclosure form.** Each Commissioner and Staff member must complete this Form **annually** and update it promptly whenever a potential conflict arises.
- Completed forms shall be retained in the official records of the Authority.

Commissioner or Staff Information

- **Name:** _____
- **Date of Disclosure:** _____

General Certification

Check **one**:

☐ **No Conflicts to Disclose**

I hereby certify that, after reasonable review, I do **not** have any actual or apparent conflict of interest, direct or indirect, as defined by the Authority By-Laws or the Colorado Urban Renewal Law, including any prohibited interest in:

- Any urban renewal project;
- Any property included or planned to be included in an urban renewal project; or
- Any contract, prospective contract, or financial arrangement involving the Authority.

☐ **Potential or Actual Conflicts Exist**

I hereby disclose the following actual or potential conflicts of interest and provide the required information below.

Disclosure of Interests

Disclose **any** direct or indirect financial, ownership, employment, consulting, board membership, volunteer, or familial interest that may relate to Authority projects, properties, or contracts.

Nature of Interest (property, business, employment, consulting, board service, etc.):

Name of Entity or Individual Involved:

Relationship to Commissioner (self, spouse, immediate family member, business partner, etc.):

Description of Property, Project, or Contract Involved:

Authority Project Area(s):

Determination and Recusal Acknowledgment

By signing below, I acknowledge and agree that:

- I have an affirmative duty to disclose, **in writing and promptly**, any actual or potential conflict of interest;
- Any disclosure may be entered into the official minutes of the Authority;
- Unless the Authority affirmatively determines that my participation is **not contrary to the public interest**, I will:
- Refrain from discussion, deliberation, voting, and other action on the affected matter; and
- Comply with any additional direction provided by the Board or legal counsel;
- Failure to disclose a conflict of interest may constitute misconduct in office under the Authority By-Laws and applicable law.

Ongoing Duty to Update

I acknowledge that this Form reflects my disclosures **as of the date signed** and that I am required to promptly submit an updated disclosure if my circumstances change during my term of service.

Certification and Signature

I hereby certify that the information provided in this disclosure is true, complete, and accurate to the best of my knowledge.

Signature: _____

Printed Name: _____

Date: _____

For Authority Use Only

- **Date Received:** _____
- **Entered Into Minutes (if applicable):** ☐ Yes ☐ No
- **Matter Determined Not Contrary to Public Interest by the Board of Commissioners:** ☐ Yes ☐ No ☐ N/A

Chairman: _____ **Date:** _____
Dr. Garrison Ortiz

Secretary: _____ Date: _____
Cherish K. Deeg

Adoption

Adopted by the Pueblo Urban Renewal Authority Board of Commissioners on _____, 20____.

PUEBLO URBAN RENEWAL AUTHORITY

_____

Board Chair

_____

Date

_____

Secretary or Authorized Officer

_____

Date

Superseded documents upon adoption:

- PURA By-Laws, adopted May 12, 2026

Pueblo Urban Renewal Authority

B-100

Employee Handbook



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Section 1. Welcome, Purpose, and Governance

1.1 Welcome

Welcome to the Pueblo Urban Renewal Authority (PURA). PURA's work depends on public trust, sound judgment, professional service, collaboration, and responsible stewardship of public resources. Each employee contributes to PURA's mission and reputation.

1.2 Purpose and scope

This handbook summarizes key employment policies, workplace expectations, and benefits for PURA employees, including the Executive Director. It is not exhaustive. Separate Board policies, benefit-plan documents, job descriptions, administrative procedures, and applicable law may provide additional requirements.

1.3 At-will employment and no contract

Employment with PURA is at will unless a written employment agreement approved by the Board expressly states otherwise. Subject to applicable law, either the employee or PURA may end the employment relationship at any time, with or without advance notice or cause. Nothing in this handbook creates a contract, a guarantee of continued employment, or a property interest in employment or requires progressive discipline. No oral statement or past practice changes at-will status.

Only the Board of Commissioners, acting collectively through formal action and a written agreement, may approve an employment arrangement that changes at-will status. Nothing in this policy authorizes termination for an unlawful reason or prohibits an employee from exercising rights protected by law.

1.4 Governance and administration

- The Board of Commissioners governs PURA collectively and adopts material personnel policies..
- The Board of Commissioners collectively exercises PURA's governing responsibilities with respect to the employment, direction, supervision and evaluation of the Executive Director.
- The Executive Director administers this handbook and directs employees within delegated authority.
- General Counsel advises PURA regarding legal compliance and privilege but is not the routine human-resources administrator or the default fact investigator for employee complaints.
- Individual commissioners do not direct employees, administer personnel policies, or independently investigate employee concerns unless formally authorized by the Board.

1.5 Controlling authority and interpretation

PURA will apply this handbook consistently with applicable federal, state, and local law. If a handbook provision conflicts with controlling law, an official benefit plan, or a later-adopted Board policy, the controlling authority governs. By resolution, PURA may interpret, revise, suspend, or rescind policies, subject to law and required Board action.

Section 2. Equal Employment Opportunity and Respectful Workplace

2.1 Equal employment opportunity

PURA provides equal employment opportunity in recruitment, hiring, assignment, compensation, training, promotion, discipline, separation, and other terms and conditions of employment. PURA prohibits discrimination based on any status protected by applicable law, including race, color, religion, creed, national origin, ancestry, sex, pregnancy, childbirth and related conditions, sexual orientation, gender identity or expression, age, disability, genetic information, marital status, military or veteran status, or other protected status.

2.2 Harassment prohibited

PURA prohibits discrimination, unlawful harassment and other inappropriate conduct based on a protected status as prohibited by applicable federal, state, and local law, including the Colorado Anti-Discrimination Act and the Colorado Protecting Opportunities and Workers' Rights Act. Prohibited conduct may be verbal, written, visual, electronic, or physical and may involve employees, commissioners, applicants, contractors, vendors, clients, or members of the public. Harassment will be evaluated under applicable law and may constitute unlawful harassment without being severe or pervasive. Conduct may violate this policy even when it does not rise to the level of unlawful harassment.

Prohibited behavior includes but is not limited to the following:

- Derogatory comments, slurs, stereotypes, threats, or offensive jokes.
- Unwelcome sexual advances, requests for sexual favors, or other unwelcome sexual conduct.
- Displaying or transmitting offensive images, messages, cartoons, or materials.
- Unwelcome touching, blocking movement, intimidation, or interference with work.
- Retaliation for reporting a concern or participating in an investigation.

Sexual harassment. PURA specifically prohibits sexual harassment. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal, written, visual, electronic, or physical conduct of a sexual nature, or conduct directed at a person because of sex, sexual orientation, or gender identity or expression, when (a) submission to the conduct is made, explicitly or implicitly, a term or condition of employment; (b) submission to or rejection of the conduct is used as a basis for an employment decision; or (c) the conduct has the purpose or effect of unreasonably interfering with work performance or creating an intimidating, hostile, or offensive work environment. Under Colorado law, harassment need not be severe or pervasive to be unlawful. Sexual harassment may occur between persons of any sex or gender and may be committed by or against employees, commissioners, applicants, contractors, vendors, or members of the public. No supervisor, commissioner, or other person may condition any employment benefit or decision on submission to sexual conduct. Any employee who

experiences or witnesses sexual harassment should report it as provided in Section 2.3, and PURA will respond as provided in Sections 2.4 and 2.5.

2.3 Reporting concerns

Employees should promptly report discrimination, harassment, retaliation, workplace violence, ethical concerns, wage concerns, safety concerns, or other suspected policy violations to the Executive Director. Employees are not required to report a concern to a person involved in the concern. If a concern involves the Executive Director, employees may report it to the Chairperson of the Board or to General Counsel.

Reports may be made orally or in writing. Employees are encouraged to provide relevant details, including the conduct involved, the persons involved, dates, witnesses and any information or supporting documentation,

2.4 Response, confidentiality, and cooperation

PURA will initiate a review and, where appropriate, investigation of complaints of discrimination, harassment, retaliation, workplace violence, ethical concerns, wage concerns, safety concerns or other suspected policy violations promptly and impartially and will take appropriate corrective action when warranted. Information will be shared only with those who reasonably need it for review, response, legal advice, safety, or compliance. PURA cannot promise absolute confidentiality and may be required to release certain records pursuant to the Colorado Open Records Act, court order or other applicable law. Employees must cooperate honestly in authorized reviews and preserve relevant information.

2.5 Non-retaliation

PURA prohibits retaliation against a person who, in good faith, reports a concern, requests an accommodation or protected leave, participates in an investigation, opposes conduct believed to be unlawful, discusses wages or working conditions as protected by law, or exercises another protected right. Knowingly false statements may be addressed, but an unsubstantiated good-faith report is not by itself misconduct.

2.6 Recordkeeping

PURA will retain personnel and employment records for at least five years and maintain a designated repository for discrimination complaints.

Section 3. Accommodations

3.1 Disability accommodations

PURA will provide reasonable accommodations to qualified applicants and employees with known disabilities when required by law, unless the accommodation would create an undue hardship or direct threat as defined by 29 C.F.R. §1630.2 that cannot be reduced through accommodation. An applicant or employees may request an accommodation from the Executive Director. PURA and the individual will

engage in an interactive process, as required by applicable law, to identify the individual's relevant limitations, the essential functions of the position, and potential reasonable accommodations. This process may include discussing the requested accommodation, obtaining supporting information when legally permissible and necessary, and considering effective alternatives.

3.2 Pregnancy, childbirth, and related conditions

PURA will provide reasonable accommodations for known limitations related to pregnancy, childbirth, or related medical conditions unless providing an accommodation would impose an undue hardship as defined by applicable law. Accommodations may include modified duties, schedule adjustments, additional breaks, seating, temporary lifting limits, or leave. PURA will engage in timely, good faith interactive process with the employee to identify an appropriate accommodation. PURA will not require an employee to accept an accommodation other than one reached through the required process, or require leave when another reasonable accommodation would allow continued work, except as permitted by law.

3.3 Religious accommodations

PURA will reasonably accommodate sincerely held religious beliefs, practices, and observances unless doing so would create an undue hardship under applicable law. Requests may involve scheduling, dress, grooming, or other workplace practices.

3.4 Lactation accommodations

PURA will provide reasonable break time and a private, functional location other than a bathroom, shielded from view and free from intrusion, for an employee to express breast milk as required by law. Employees should contact the Executive Director or another reporting channel to arrange appropriate accommodations.

3.5 Medical information

Medical and accommodation information will be requested only as permitted by law, maintained separately from ordinary personnel records, and disclosed only as reasonably necessary.

Section 4. Employment Status and Personnel Administration

4.1 Employee classifications

Classification	General description
Full-time	Normally scheduled to work at least 35 hours per week.
Part-time	Normally scheduled to work fewer than 35 hours per week.
Temporary	Employed for a limited period, project, or assignment; benefit eligibility is governed by plan terms and law.

Nonexempt	Eligible for overtime and other wage protections under applicable law.
Exempt	Not eligible for overtime only when the position satisfies all applicable legal tests; salary or title alone does not determine exemption.

4.2 Job duties and assignments

PURA may modify duties, reporting relationships, schedules, work locations, or assignments based on operational needs, organizational changes and PURA's missionwithin applicable law. Job descriptions summarize essential functions but are not intended to be exhaustive lists of duties or responsibilities. Employees may be assigned additional or different duties consistent with applicable law and the needs of PURA. Changes to job descriptions and assignments will be made by the Executive Director. Changes to the job description of the Executive Director shall be made by the Board.

4.3 Personnel records and employee information

Employees must promptly provide accurate contact, emergency, tax, benefit, and licensing information. PURA maintains personnel records in accordance with law and its records-retention requirements. Access to personnel records and employee personal information is limited to authorized personnel for authorized purposes.

4.4 Introductory and evaluation periods

PURA may use introductory, training, or evaluation periods to assess fit and performance. Completion of any period does not change at-will status or guarantee continued employment.

4.5 Workplace relationships and relatives

Employees must disclose a family, household, romantic, or other close relationship when it creates or may create supervisory, financial, audit, confidentiality, procurement, or favoritism concerns. PURA may implement reassignment, review, approval, recusal, or other controls. A person should not directly supervise, audit, approve compensation for, or control funds handled by a relative or household member.

Section 5. Work Schedules, Timekeeping, Pay, and Overtime

5.1 Workweek and schedules

Work schedules are established by the Executive Director based on operational needs. Employees must obtain approval for schedule changes, remote work, or alternative schedules.

5.2 Accurate timekeeping and off-the-clock work

Nonexempt employees must accurately record all time worked, meal periods when required, and leave used. Working off the clock, failing to record time, altering another person's record, or directing someone not to report time is prohibited. Errors should be reported promptly and will be corrected.

5.3 Paydays, deductions, overpayments and underpayments

Employees are paid biweekly on Wednesday, subject to the adopted payroll calendar. Required and authorized deductions will be made in accordance with law.

Employees should review each pay statement and promptly report questions or suspected errors. If an employee receives an overpayment in due to a payroll or clerical error, PURA may recover the amount paid in error after PURA notifies the employee of the amount overpaid in error and provides a detailed explanation of the overpayment with an itemized calculation. PURA must offer a repayment plan which may include payroll deductions with a reasonable schedule to be negotiated with the employee. PURA may make adjustments or alternate arrangements where repayment would cause a serious financial burden to the employee.

If an employee was paid less than the compensation to which the employee was entitled due to a payroll or clerical error, PURA will correct the underpayment to the extent required by applicable law. The amount and period of any corrective payment will be based on the nature of the underpayment, the employee's entitlement to the compensation, available payroll and employment records, and any applicable statutory limitation period or other legal requirement. This section addresses payroll or clerical errors involving compensation otherwise established or authorized for an employee. It is separate from any determination of whether an employee was properly classified, whether the employee was exempt or nonexempt from overtime requirements, whether particular time constitutes compensable work, or whether employee was otherwise entitled under applicable law to compensation different from that reflected in PURA's payroll or employment records. Those matters shall be evaluated separately under applicable law.

Employees shall cooperate with PURA in reviewing and correcting payroll errors and shall provide information reasonably requested to determine the nature, amount, and period of an alleged over or underpayment. PURA will not retaliate against an employee for reporting in good faith a suspected payroll error or underpayment or for exercising rights protected by applicable law.

In accordance with applicable law, PURA will maintain payroll records and itemized pay statements for at least three years.

5.4 Overtime

PURA pays nonexempt employees overtime as required by applicable federal and Colorado law, including qualifying weekly, daily, and consecutive-hour overtime. Employees must obtain advance approval before working overtime. However, all overtime actually worked must be accurately reported and will be paid when legally required. Working unauthorized overtime may result in corrective action, but wages will not be withheld.

PURA will not substitute informal time off for legally required overtime pay, average hours across workweeks, or reduce later hours in a way that defeats an overtime obligation already earned.

5.5 Meal and rest periods

PURA provides meal and paid rest periods to nonexempt employees as required by current Colorado law. Employees must be relieved of duty for an unpaid meal period. If operational needs require an on-duty meal period, the time will be paid. Employees should promptly report missed or interrupted required breaks.

5.6 Travel time, training, and remote work

Travel, training, after-hours communications, remote work, and other activities will be treated as compensable time when required by law. Nonexempt employees must obtain approval before performing work outside their regular schedule and must record all time worked. Exempt employees must request in advance to work remotely by submitting the request to the Executive Director. All remote work must be approved by the Executive Director.

5.7 Classification review

PURA periodically reviews exempt and nonexempt classifications. Employees should raise classification or pay concerns to the Executive Director without fear of retaliation.

Section 6. Attendance and Workplace Expectations

6.1 Attendance and notice

Reliable attendance and punctuality are important. An employee who will be late or absent must notify the Executive Director or designated supervisor as soon as practicable by a telephone call or text message. An employee that will be late or absent should indicate when they can be expected to return to work and provide a phone number where they can be reached. An employee that will be late or absent due to a medical condition will not be required to reveal protected health information. Another person may give notice when the employee is unable to do so.

6.2 Protected absences

PURA will not count legally protected leave or accommodation-related absences as attendance misconduct. Before treating an extended unexplained absence as job abandonment, PURA will review available facts and consider whether an emergency, disability, protected leave, approved remote work, or other lawful reason may apply.

6.3 Professional conduct

- Perform assigned duties accurately, safely, timely, and professionally.
- Treat coworkers, commissioners, partners, vendors, and the public with respect.
- Follow lawful instructions and adopted policies.
- Be truthful in employment and PURA business matters.
- Protect PURA resources, records, systems, and reputation.

- Avoid disruptive, threatening, dishonest, discriminatory, retaliatory, or abusive conduct.

6.4 Appearance

Employees must maintain a clean, safe, and professional appearance appropriate to their duties and public interaction. Business casual is PURA's standard attire. Standards will be applied neutrally and with reasonable accommodations for disability, religion, pregnancy-related needs, and other protected circumstances.

6.5 Solicitation and distribution

Solicitation during an employee's working time or distribution of materials in work areas may be restricted to prevent disruption. Working time does not include authorized meal or rest periods. PURA will apply this policy consistently with legally protected activity.

6.6 Workplace relationships

Consensual relationships must not interfere with work, create conflicts, or involve misuse of authority. A supervisor may not make employment decisions affecting a person with whom the supervisor has a close personal or romantic relationship without disclosure and approved safeguards.

6.7 Staff engagement

PURA values the contributions of its employees and supports a workplace where good work is noticed and acknowledged. The Executive Director may recognize employees for exceptional performance, service milestones, completion of significant projects, professional achievements, and contributions to PURA's mission and the community it serves.

Recognition may include acknowledgment at staff or Board meetings, written commendations placed in the employee's personnel file, service-anniversary recognition, and modest awards or team appreciation events. PURA may also celebrate occasions such as employee birthdays, work anniversaries, holidays, and other team milestones, for example with a staff lunch, treats, or a card. Participation in celebrations is voluntary, and employees who prefer not to have a personal occasion recognized may let the Executive Director know. Any recognition or celebration that uses PURA funds must be within the approved budget, be of modest value, and comply with PURA's financial policies and applicable law governing the use of public funds. Recognition of the Executive Director is determined by the Board.

Recognition and celebrations are discretionary. They do not create a right to any award, pay increase, or other benefit, and do not change an employee's at-will status.

Section 7. Paid Time Off, Holidays, and Protected Sick Leave

7.1 Combined PTO program

PURA provides a combined Paid Time Off (PTO) bank for vacation, personal needs, and other approved absences. PTO includes, and serves as, the employee's paid sick leave. PURA intends the program to provide at least the rights required by the Colorado Healthy Families and Workplaces Act (HFWA). Where

an absence qualifies for protected sick leave, the employee receives all protections required by law even if the time is recorded in the combined PTO bank.

7.2 Current accrual schedule

Years of service	Full-time accrual per pay period	Part-time accrual per pay period
Less than 3 years	9.23 hours	4.62 hours
3 through less than 6 years	10.15 hours	5.08 hours
6 through less than 10 years	11.08 hours	5.54 hours
10 or more years	12.92 hours	6.46 hours
Maximum balance	336 hours	168 hours

Annual accrual equals the hours earned per pay period multiplied by 26, the number of pay periods PURA has each year.

7.3 General PTO rules

- PTO is credited at the end of each pay period and must be available before use.
- Planned PTO should be requested as far in advance as practical and is subject to operational needs. All planned PTO requires prior approval. Employees must submit their PTO Request Form in Appendix A to the Executive Director for approval. The Executive Director must submit their PTO Request Form to the Chairperson of the Board for approval.
- Unforeseeable protected sick leave requires notice only as soon as practicable.
- PURA will not unreasonably deny protected sick leave or retaliate for its lawful use.
- Employees may not use more PTO than available unless another approved leave or accommodation applies.
- For PTO, PURA may establish reasonable minimum increments consistent with payroll practices and law.

7.4 HFWA-protected uses

Employees may use protected paid sick leave for qualifying health and safety needs recognized by Colorado law, including the employee's or a family member's illness, injury, health condition, diagnosis, preventive care, or treatment; needs related to domestic abuse, sexual assault, or criminal harassment; bereavement and certain needs following a family member's death; and qualifying closures, evacuation, or care disruptions caused by public-health or unexpected events.

PURA will provide the accrual, carryover, notice, documentation, privacy, reinstatement, and anti-retaliation protections required by current law. Documentation will be requested only when legally permitted and will not be used to require disclosure of protected health information.

7.5 PTO carryover and payout

PTO balances may not exceed the applicable maximum unless an exception is approved for documented operational reasons. At separation, PURA will pay earned PTO up to the applicable maximum, consistent with Colorado wage law.

7.6 Holidays

Eligible full-time employees receive eight hours of holiday pay and eligible part-time employees receive four hours of holiday pay for the holidays below, subject to the adopted holiday calendar and operational requirements.

- New Year's Day
- Martin Luther King Jr. Day
- Presidents Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Columbus Day
- Veterans Day
- Thanksgiving Day
- Friday following Thanksgiving
- Christmas Day

PURA will publish the observed holiday calendar annually. An employee who is required to work on a designated holiday will receive a floating holiday of equal hours, to be scheduled in advance with the approval of the Executive Director. Days immediately before or after any holiday observed by PURA under this Section may be designated as full or partial holidays at the discretion of the Executive Director, based on workload and the Authority's calendar.

7.7 Bereavement leave

PURA provides up to ten scheduled workdays of paid bereavement leave following the death of a spouse, domestic partner, child, parent, sibling, grandchild, or a person with an equivalent family relationship. The Executive Director may approve additional PTO or unpaid leave based on circumstances. Bereavement leave for the Executive Director must be approved by the Chairperson of the Board. Bereavement leave is a separate paid benefit, is not considered PTO for any employee, and is not deducted from any employee's PTO balance. Leave need not be consecutive when services, travel, legal, or family needs occur at different times. PURA will coordinate this benefit with protected sick leave rights. In the event of the death of a PURA employee, commissioner, or partner of the Authority, employees will be given at least one-half day of paid leave to attend the funeral or memorial service.

Section 8. Family, Medical, and Other Leaves

8.1 Leave coordination

Different leave laws and PURA benefits may apply to the same absence. PURA may designate leaves to run concurrently when legally permitted. Employees will not be required to exhaust PTO before Colorado FAMLI leave unless permitted by law, but may be allowed to use PTO to supplement wage-replacement benefits under a written procedure.

8.2 Colorado FAMLI

Colorado Family and Medical Leave Insurance (FAMLI) is a state program that may provide eligible workers paid family and medical leave for qualifying reasons, including the employee's serious health condition, caring for a family member, bonding with a new child, certain military-family needs, and safe leave. FAMLI benefits are administered through the Colorado FAMLI Division. PURA decided to not participate in the FAMLI program pursuant to a vote of the Board on December 20, 2021. PURA employees have the option to participate in the FAMLI plan as individuals by self-electing coverage through the Colorado FAMLI Division at the employee's own cost.

An employee that opts-in to the FAMLI program as an individual may submit premiums and wage data every quarter directly to the FAMLI Division or through PURA. Any employee that opts-in to FAMLI and requests employer assistance with facilitating premium payments to the State should provide notice as soon as practicable. The official FAMLI program controls benefit amounts, eligibility, duration, application requirements, and claim decisions.

8.3 Federal FMLA

PURA will comply with the federal Family and Medical Leave Act whenever PURA and the employee are covered and eligible. Because employer coverage and employee eligibility are legal determinations, this handbook does not promise FMLA eligibility in every case. PURA will provide required notices and designate qualifying leave when applicable.

8.4 Special Medical Leave

A full-time employee who has completed 12 consecutive months of full-time service may be eligible for up to 184 hours of PURA-paid Special Medical Leave for the employee's serious health condition, birth or placement of a child, or care of a spouse, domestic partner, child, or parent with a serious health condition. This benefit supplements, and does not reduce, rights provided by law. Special Medical Leave is not limited to a single use during employment; eligible employees may request it for each qualifying event. Requests for Special Medical Leave must be submitted in writing, with as much advance notice as practicable. Requests from staff are approved by the Executive Director; requests from the Executive Director are approved by the Chairperson of the Board.

PURA recognizes the value of employees and that there are certain serious health conditions of either an employee or a family member that can prevent an employee from contributing fully at work for a period

of time. This policy outlines Special Medical Leave provisions available to full-time PURA employees who meet the eligibility requirements below. This leave policy is designed to provide paid leave hours that are supplemental to those already accrued by the employee under the PTO policy.

The provisions of PURA's other existing leave policies continue to apply and will run concurrently with Special Medical Leave.

Eligibility

Full-time employees of PURA may apply for Special Medical Leave. The employee must meet all the following conditions:

1. The employee must be a full-time employee;
2. The employee must have worked for PURA in a full-time capacity for a minimum of 12 consecutive months prior to applying for Special Medical Leave; and
3. The employee must need leave for one of the following reasons:
    (a) The birth of a child of the employee and to care for that child;
    (b) The placement of a child with the employee for adoption or foster care;
    (c) To care for a spouse, domestic partner, child, or parent with a serious health condition; or
    (d) The serious health condition of the employee that makes the employee unable to work.

Duration of Leave

No unused hours of Special Medical Leave may be carried over by the employee after the expiration of the twelve-month period in which the Leave is first taken.

The total number of paid hours designated for this purpose shall be one hundred and eighty-four (184) hours within a twelve (12) month period. The period of this leave is calculated from the first day of the leave taken. An eligible employee shall exhaust all accrued PTO hours prior to Special Medical Leave becoming effective and shall use PTO hours that may continue to accrue during the Special Medical Leave. PTO hours accrue at less than one full day increments. When one full day (8 hours) of PTO has accrued, the employee shall use that full day of PTO before any further use of Special Medical Leave. Special Medical Leave is not granted in addition to accrued PTO hours, but provides a supplement of paid leave hours representing the difference between the PTO hours accrued up to a maximum of one hundred and eighty-four (184) hours. Special Medical Leave hours shall only be available in instances where the employee does not have enough paid leave under the PTO policy accrued to cover the approved absence, up to a maximum of twenty-three (23) work days or one hundred and eighty-four (184) hours. Except where intermittent or reduced-schedule leave is legally required, Special Medical Leave may only be taken in full-day increments of eight hours each.

Certification Requirements

Employees are required to provide certification of their need for Special Medical Leave. There are two certification forms specific to each type of leave:

- Physician's Certification form for the employee's serious health condition
- Physician's Certification form for a family member's serious health condition

Certification forms can be obtained from the Executive Director. PURA has the right to ask for specific documentation demonstrating a need to take leave under this policy. While on approved Special Medical Leave, employees are required to report not less than every week to the Executive Director regarding the status of the need for continued leave or return to work.

Employee Status and Benefits During Special Medical Leave

While an employee is on Special Medical Leave, PURA will continue to make the employer contributions to the employee's elected benefits at the same level and under the same conditions as if the employee had continued to work.

Return to Work

Upon return to work from Special Medical Leave, most employees will be restored to the same position or to one equivalent in pay, benefits, and other terms and conditions of employment.

If Special Medical Leave was based on the employee's own serious medical condition, the employee must provide a "Return to Work Certification" completed by the treating physician for such condition which verifies the employee can perform the essential functions of their position when they return to work. The "Return to Work Certification" can be obtained from the Executive Director and must be completed and returned prior to resuming work.

Failure to Return to Work

An employee who does not return to work upon expiration of Special Medical Leave and at the exhaustion of all approved PTO use may be discharged.

If the employee chooses not to return to work for reasons other than a continued serious health condition, PURA may require the employee to reimburse PURA for the amount it paid for the employee's benefit premiums during the Special Medical Leave period.

If an employee is unable to perform the essential functions of the position because of a physical or mental condition, including the continuation of a serious health condition, he or she should consult with the Executive Director regarding PURA's Americans with Disabilities Act interactive process to determine if any reasonable accommodation is available to allow the employee to perform the essential functions.

- The benefit will be coordinated with FAMLI, FMLA, PTO, disability benefits, workers' compensation, and accommodations.
- PURA will not require eight-hour increments when intermittent or reduced-schedule leave is legally required.
- Medical certification will be limited to information legally permitted and reasonably necessary.
- Medical information will be handled through a confidential process.

- Reinstatement, benefits continuation, and premium repayment will be governed by applicable law and approved plan terms.

8.5 Military leave

PURA provides military leave, reemployment rights, benefits, and nondiscrimination protections in accordance with USERRA and applicable Colorado law. Employees should provide advance notice when practicable and submit available military documentation as permitted by law.

8.6 Jury duty and witness service

An employee who is summoned for jury duty or subpoenaed to testify in connection with his or her PURA employment during a regularly scheduled work time will be compensated for the scheduled hours. A copy of the subpoena or order requiring such duty must be submitted with a leave request in order for such compensation to be paid. As a condition of the receipt of such pay, any stipend paid to the employee for jury service or as a witness fee must be paid to PURA or an equivalent amount deducted from the employee's pay.

8.7 Domestic violence and safe leave

PURA provides leave and reasonable safety accommodations to eligible employees affected by domestic abuse, stalking, sexual assault, criminal harassment, or other conduct covered by law. Documentation, if requested, will be limited, confidential, and consistent with law. Employees may use an alternate reporting channel when safety or privacy makes ordinary notice impracticable.

8.8 Voting, emergency responder, and other statutory leave

PURA provides voting leave, emergency-responder leave, and other leave required by applicable law. Employees should provide notice as soon as practicable.

8.9 Administrative leave and closures

The Executive Director may place an employee on administrative leave or close or modify operations due to weather, emergency, security, infrastructure failure, investigation, or other operational need, subject to delegated authority and applicable wage rules. Administrative leave may not be related to an employee's job performance and is not a presumption of wrongdoing.

Section 9. Benefits and Retirement

9.1 Benefit plans

PURA offers eligible employees medical, dental, vision, disability, life, retirement, and other benefits. Eligibility, enrollment, coverage, exclusions, premiums, claims, continuation, and benefit amounts are governed by official plan documents and applicable law. If this handbook conflicts with a plan document, the plan document controls.

Medical, Dental and Vision Insurance

PURA offers medical, dental and vision insurance to employees. Be sure to carefully read your benefit booklets for health and dental insurance policies. There are specific guidelines and time frames for adding dependents to your policy. Under the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), employees are responsible for notifying PURA of any event which results in loss of health or dental insurance coverage to a spouse or dependent child (e.g., divorce, legal separation, or a child losing dependent status).

Short Term Disability

PURA has offered Short Term Disability coverage to employees since July 1, 2008. Temporary and seasonal employees are not eligible. Employees become eligible after 30 days of continuous employment. Benefits are paid as shown in the current year's insurance policy document.

PURA has offered Long Term Disability coverage to employees since July 1, 2008. Temporary and seasonal employees are not eligible. Employees become eligible after 30 days of continuous employment. Benefits are paid as shown in the current year's insurance policy document.

**For Preferred Risk Employees, benefits are paid to age 65. For Standard Risk Employees, benefits are paid to age 65 for a disability caused by injury, and for the lesser of 5 years or until age 65 for a disability caused by sickness.

"Preferred Risk Employee" means an executive, administrative, sales, supervisory or clerical full-time employee whose duties are primarily inside-office (at least 50% of the time spent inside office and having no manual labor duties).

"Standard Risk Employee" means a full-time employee not included in the definition of Preferred Risk Employee.

9.2 Changes and employee responsibilities

Benefit plans and employee or employer contribution amounts may change by law, carrier action, plan terms, or Board action. Employees are responsible for timely enrollment, dependent changes, beneficiary designations, and required notices. PURA will provide required continuation-of-coverage information.

9.3 Retirement

PURA participates in retirement programs as confirmed by current payroll and plan records. Required employer and employee contributions are established by applicable law and plan requirements and will appear on the employee's pay statement. Contribution rates may change annually as set by state and federal law, and updated rates will be distributed to employees internally when necessary.

PURA participates in two retirement programs. The Colorado Public Employees' Retirement Association (PERA) and Social Security under the federal programs known as the Old-Age, Survivors, and Disability Insurance (OASDI) and Medicare's Hospital Insurance Program (HI) via the Federal Insurance Contribution Act (FICA).

PURA, as your employer will contribute to retirement benefit programs on your behalf. You will also be required to contribute to such programs via payroll deductions each pay period. The percentage contributions are established by state and federal statutes. Your PERA contributions are tax-deferred, which means they are not considered taxable income for federal and state income tax purposes until they are withdrawn. Social Security and Medicare contributions are not tax-deferred. Below are the contribution rates based on your wage earnings and will be reflected on your pay statement each pay day:

PURA Employer Contribution	Employee Contribution
15.8% PERA (2026 Rates)	9% PERA (2026 Rates)
6.2% Social Security – OASDI	6.2% Social Security – OASDI
1.45% Medicare HI	1.45% Medicare HI

In addition, PERA members may take advantage of voluntary programs offered by PERA such as life insurance, a 401(K) plan and long-term care insurance.

9.4 Workers' compensation

Employees must promptly report work-related injuries, illnesses, exposures, and near misses, regardless of apparent severity, and complete required forms within 24 hours of the incident where practicable. Failure or delay in reporting a work-related illness or injury could cause a delay or denial in payment of related medical bills. PURA will provide workers' compensation benefits and anti-retaliation protections as required by law. Emergency medical needs should be addressed immediately. PURA reserves the right to conduct post-accident injury drug or alcohol testing.

9.5 Auto Stipend

PURA awards an auto stipend to eligible employees whose positions require regular use of a personal vehicle for Authority business. The stipend is paid at a rate approved annually by the Board of Commissioners as part of the adopted budget, is paid through payroll, and is subject to applicable tax withholding. The stipend rate may change from year to year through the budget process, and updated rates will be distributed to employees internally. The auto stipend is intended to cover all costs of vehicle travel for Authority business, and no mileage reimbursements will be paid to employees who receive the stipend.

Section 10. Ethics, Conflicts, and Political Activity

10.1 Public trust and ethical conduct

Employees must act in PURA's best interests, protect public resources, avoid improper influence or the appearance thereof, and comply with applicable ethics, disclosure, procurement, and conflict-of-interest requirements.

10.2 Conflicts of interest

- Promptly disclose in writing any actual, potential, or perceived financial, property, family, business, or personal interest that could affect PURA duties or decisions.
- Complete the Conflict of Interest Disclosure Form (Bylaws Appendix A) annually and whenever a new potential conflict arises.
- Do not participate in a matter when impartiality may reasonably be questioned until PURA determines appropriate safeguards.
- Follow recusal, reassignment, review, or approval measures established by the Executive Director and General Counsel.
- Do not use confidential information, PURA position, or public resources for personal benefit.

10.3 Outside employment and business relationships

Outside work must not interfere with PURA duties, use PURA resources, disclose confidential information, compete with PURA responsibilities, or create a conflict. Employees must disclose outside work that may overlap with PURA projects, vendors, partners, or regulated matters. Employees may serve on outside boards in a personal or professional capacity. Service in a professional capacity, on a board position designated by the Executive Director as representing PURA, is part of the employee's PURA duties. Service in a personal capacity is done on the employee's own time, and PTO may be required for any board meetings or activities during scheduled work hours.

10.4 Political activity

Employees may participate in lawful political activity as private citizens during nonworking time. Employees may not campaign using PURA time, funds, systems, equipment, branding, confidential information, facilities, or official position, and may not represent personal political views as PURA's position. Employees and commissioners may not campaign for any candidate while wearing a PURA uniform or apparel, name badge, or other PURA branding. Candidacy or activity involving a matter before PURA must be disclosed for conflict review.

10.5 Gifts and Benefits

Employees must comply with Section 15 of Policy C-300 Procurement, Capitalization and Asset Disposition.

Section 11. Technology, Artificial Intelligence, Records, and Confidentiality

11.1 Acceptable use and limited privacy

PURA systems, accounts, devices, networks, software, and data are provided for authorized business use. Limited incidental personal use may be allowed if it does not interfere with work, create cost or risk, violate policy, or conflict with law. To the extent permitted by law, PURA may access, preserve, monitor, audit, or disclose information on its systems for security, operations, records, investigation, or compliance purposes. Employees should not expect personal privacy in PURA systems.

11.2 Accounts, passwords, and security

- Use an individual account and approved authentication method.
- Do not share passwords or authentication codes.
- Use multifactor authentication when required.
- Store information only in approved systems and cloud services.
- Promptly report suspected compromise, phishing, malware, loss, theft, or unauthorized access.
- Do not disable security controls or install unapproved software.
- Return all devices, records, credentials, and access tokens upon request or separation.

11.3 Public records and retention

Communications and documents concerning PURA business are public records or subject to retention, legal hold, audit, or disclosure requirements depending on their content and applicable law. PURA business conducted through personal accounts or devices remains subject to PURA preservation and production requirements. Employees must use approved systems whenever practical and must preserve and produce Authority records when directed.

11.4 Confidential and restricted information

Employees may access confidential or restricted information only for authorized duties and may disclose it only to authorized recipients or as legally protected. Protected information may include personnel, medical, attorney-client, security, financial, taxpayer, procurement, negotiating, proprietary, personal, or nonpublic project information. Employees must secure, transmit, retain, and dispose of such information according to PURA procedures. These obligations continue after separation.

11.5 Copyright and intellectual property

Employees must respect copyright, license, trademark, and other intellectual-property requirements. Work created within the scope of PURA employment is PURA property to the extent provided by law and agreement.

Section 12. Safety, Security, Drugs, Alcohol, and Driving

12.1 General safety

Employees must follow safety procedures, use required protective equipment, report hazards and injuries, cooperate with emergency instructions, and stop work when an imminent serious hazard is present. Call 911 for an immediate threat or medical emergency, then notify PURA as soon as safe.

12.2 Workplace violence and weapons

Threats, intimidation, stalking, fighting, sabotage, vandalism, and violent conduct are prohibited. Employees should report concerning behavior promptly. Weapons are prohibited to the extent permitted by applicable law, lease terms, and posted facility rules.

12.3 Emergency and security procedures

Employees must follow evacuation, shelter, emergency alert, visitor, access-control, suspicious-package, and building-security procedures. Security concerns should be reported immediately through the appropriate emergency or internal channel.

12.4 Drug- and alcohol-free workplace

Employees may not work while impaired or use, possess, distribute, sell, or manufacture illegal drugs on PURA property or while conducting PURA business. Alcohol may be authorized at a PURA-sponsored function, but employees must remain professional and fit for duty. Lawfully prescribed medication should be used as directed; an employee should seek an accommodation if medication affects safe performance.

Testing may occur only under a lawful, counsel-approved policy and procedure. Marijuana remains subject to PURA workplace rules consistent with applicable federal and Colorado law.

12.5 Driving for PURA

- Maintain a legally valid license appropriate for the assigned vehicle.
- Maintain required personal automobile insurance when using a personal vehicle for PURA business.
- The employee is responsible for notifying the Executive Director, in writing and no later than the next business day, of any suspension, revocation, restriction, loss of insurance, or medical limitation that affects assigned driving.
- Do not text or use a handheld device while driving; comply with all traffic and distracted-driving laws.
- Promptly report collisions, damage, citations arising during PURA business, and safety concerns.
- Do not drive while impaired, excessively fatigued, or otherwise unable to operate safely.

A change in driving status will be reviewed case by case based on essential duties, available accommodations or reassignment, insurance requirements, safety, and law. It does not automatically result in discharge. An employee who does not hold a valid driver's license, or does not maintain required insurance, is not eligible for the auto stipend under Section 9.5, and the stipend will stop as of the date of the suspension, revocation, or lapse. PURA may recover any stipend paid for a period in which the

employee was not eligible, including because the employee failed to notify the Executive Director as required above.

Section 13. Travel, Expenses, and Authority Property

13.1 Governing financial policy

Travel, purchasing, expense reimbursement, credit cards, advances, and disposition of property are governed primarily by PURA's adopted Financial and Administrative Internal Controls Policy and related procedures. This section provides employee-level expectations; the controlling financial policy governs any conflict.

13.2 Travel and reimbursement standards

- Obtain advance written approval for overnight travel and the related travel purchase order. Staff travel must be approved in advance by the Executive Director. Executive Director travel must be approved in advance by both the Chairperson of the Board and the Treasurer.
- Choose a reasonable, cost-effective option consistent with business needs and safety.
- Use the PURA credit card for travel expenses, and submit itemized receipts and a documented business purpose at the conclusion of travel. A travel purchase order (PO) is required for any credit card use.
- Personally pay nonbusiness, companion, upgrade, or unapproved costs.
- Identify attendees and business purpose for approved relationship-building meals or events when required.
- Comply with rules for airfare, lodging, meals, gratuities, parking, tolls, rental vehicles, and weather-related exceptions.

13.3 Credit cards and purchasing

A PURA card may be used only by the authorized cardholder for approved PURA business. An approved purchase order (PO) is required before any PURA credit card use, including a travel PO for travel expenses as provided in Section 13.2. Personal purchases, cash advances, split transactions intended to avoid limits, and unsupported charges are prohibited. Cardholders must safeguard cards, report loss or suspected fraud, retain itemized support, complete required reconciliation, and return the card upon request or separation.

13.4 PURA property

Employees must protect PURA funds, records, equipment, keys, credentials, vehicles, purchasing instruments, and other property. Property may not be removed, transferred, sold, discarded, or used for personal benefit without authorization.

Section 14. Performance, Corrective Action, and Separation

14.1 Performance feedback

The Executive Director is responsible for periodic performance feedback and formal staff reviews. The Board evaluates the Executive Director under applicable governance policy. Reviews may address job duties, goals, conduct, development, and organizational needs. A review does not guarantee a pay increase, promotion, or continued employment. Compensation decisions must remain within approved authority and budget. PURA pay increases are limited to cost-of-living adjustments (COLA) and merit increases. Merit increases are awarded as a percentage determined through the employee's annual performance evaluation. Annual evaluations and any resulting pay adjustments will be completed no later than October 31 of each year. The annual COLA and merit increase and is subject to Board budget approval.

BOARD DECISION REQUIRED (D-3): Pay increases. Confirm the pay-increase structure: an annual COLA plus merit increases, with evaluations and adjustments completed by October 31.The Bonus structure for all staff has been eliminated as of adoption of this policy.

14.2 Corrective action

PURA may use coaching, counseling, a written warning, performance improvement, suspension, reassignment, or termination. PURA may omit, repeat, or combine steps based on the circumstances, seriousness, past conduct, safety, legal requirements, and organizational needs. Nothing in this policy promises progressive discipline or changes at-will status.

14.3 Review before action

PURA may investigate suspected misconduct or performance concerns before deciding action. The employee may be offered an opportunity to provide information, but the scope and timing of any review are determined by the Executive Director and applicable law. Matters involving the Executive Director will be handled through a Board-authorized process.

14.4 Separation

At separation, employees must return PURA property, records, funds, keys, devices, and credentials; preserve and transfer business information; submit final expenses; and protect confidential information. Final pay and payment of earned PTO will be handled according to Colorado law and adopted policy. Benefit continuation and retirement information will be provided as applicable.

14.5 References and employment verification

Requests for employment verification or official references must be directed to the person designated by the Executive Director. Employees may not speak on behalf of PURA without authorization.

Section 15. Administration, Revisions, and Acknowledgment

15.1 Handbook administrator

The Executive Director administers this handbook, issues implementing procedures, and consults General Counsel on legal questions. Material changes to compensation, benefits, leave, discipline, or employee rights require Board approval. Subject to counsel review, the Executive Director may make nonmaterial administrative updates, contact changes, cross-references, and legally required notices that do not reduce employee rights or change Board-approved benefits.

15.2 Periodic review

PURA will review this handbook periodically and when significant legal, benefit, operational, or governance changes occur. The current adopted edition replaces prior editions.

15.3 Questions

Employees may direct questions to the Executive Director. Questions involving a potential complaint need not be directed to a person involved in the matter.

Time Off Request Form

Date: _____

Employee Name: _____

Dates Requested_____

Accrued Hours Available_____

Total Hours Requested: _____

Authorization:

☐ Approved ☐ Denied

Executive Director:

Signed: _____

Date: _____

Acknowledgement:

☐ Documented and Filed

Business Director:

Signed: _____

Date: _____

PUEBLO URBAN RENEWAL AUTHORITY

Time Off Request Form

Date: _____

Employee Name: _Cherish K. Deeg_____

Dates Requested_____

Accrued Hours Available_____

Total Hours Requested: _____

Authorization:

☐ Approved ☐ Denied

Chairman of the Board:

Signed: _____

Date: _____

Acknowledgement:

☐ Documented and Filed

Business Director:

Signed: _____

Date: _____

Appendix B. Employee Acknowledgment of Receipt

I acknowledge that I received the Pueblo Urban Renewal Authority Employee Handbook, edition dated _____. I understand that I am responsible for reading it and asking questions about policies I do not understand.

- I understand that this handbook is a summary and is not a contract of employment.
- I understand that my employment is at will unless a written agreement approved by the Board expressly provides otherwise.
- I understand that PURA may interpret, revise, suspend, or rescind policies, subject to applicable law and required Board action.
- I understand that official benefit-plan documents, adopted PURA policies, and applicable law control if they conflict with this handbook.
- I understand that I must promptly report suspected discrimination, harassment, retaliation, safety concerns, wage concerns, conflicts, records issues, and other policy violations using any available reporting channel.
- I understand that I am responsible for safeguarding PURA information, systems, records, funds, and property.

Employee name (print): _____

Employee signature: _____

Date: _____

PURA representative: _____

Date received: _____

Adoption

Adopted by the Pueblo Urban Renewal Authority Board of Commissioners on _____, 20____.

PUEBLO URBAN RENEWAL AUTHORITY

_____

Board Chair

_____

Date

_____

Secretary or Authorized Officer

_____

Date

Superseded documents upon adoption:

- Employee Handbook, adopted August 11, 2009; revised January 28, 2016; reformatted January 31, 2019

Pueblo Urban Renewal Authority

B-310

Public Communications, Open Records & Information Management Policy

RENEW.
ENHANCE.
SUPPORT.
PUEBLO
Urban Renewal Authority

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Section 1. General Provisions

1.1 Purpose and Organization

This Policy governs how the Pueblo Urban Renewal Authority ("PURA" or the "Authority") receives public comment at Board meetings, communicates with the media, responds to requests for public records under the Colorado Open Records Act ("CORA"), and manages and preserves its records. It is organized as follows:

- Section 2. Public Comment at Board Meetings
- Section 3. Media Communication
- Section 4. Colorado Open Records Act
- Section 5. Records Management and Preservation
- Section 6. Administration

1.2 Relationship to Other Policies

The Administrative Standards for All Policies (A-000) apply to this Policy. Records provisions in the Employee Handbook (B-100, Section 11.3), the Financial, Administrative & Investment Policy (C-100, Section 15), and the Procurement, Capitalization & Asset Disposition Policy (C-300, Section 21.4) shall be read consistently with Section 5 of this Policy. If any provision of this Policy conflicts with applicable federal or state law, court order, or other binding legal requirement, the applicable law or requirement controls.

Section 2. Public Comment at Board Meetings

The Public Comment period provides an opportunity for members of the public to address the Pueblo Urban Renewal Authority (PURA) Board of Commissioners on topics relevant to PURA during the PURA Board's monthly Regular Meeting.

2.1 General Procedures

2.1.1 A member of the public desiring to address the PURA Board shall sign up to speak on a sign-up sheet provided on the day of the scheduled PURA Board meeting. The speaker shall include the speaker's name and the topic on which the speaker wishes to speak on the sign-up sheet. When the Board offers remote attendance, a remote attendee may sign up by [method to be set by the Executive Director] before the meeting is called to order.

BOARD DECISION REQUIRED (D-4): Public comment sign-up. Decide whether remote or hybrid attendees may sign up for public comment, and how, or whether public comment is in person only.

2.1.2 Comments should relate to general matters within the Board's authority and mission.

2.1.3 During each Regular Meeting of the PURA Board, a maximum of three (3) individuals will be allowed to address the Board for up to three (3) minutes each on a first-come, first-served basis.

The Chair may allow additional speakers or additional time when the agenda permits, provided the same allowance is offered to all speakers at that meeting. The speaker shall leave the podium after the speaker's three (3) minutes have expired.

2.1.4 Public comments should be addressed to the entire Board and not to an individual Commissioner.

2.1.5 No legal advice or opinion shall be given in response to a public comment.

2.1.6 Public comment is not a time to engage in a dialogue with the Commissioners, and the Board typically does not respond to public comments.

2.2 Conduct and Enforcement

2.2.1 Comments that are irrelevant to the business of the PURA Board, obscene, or which threaten the health or safety of others are not allowed.

2.2.2 If a speaker violates these rules or otherwise displays conduct which disrupts the meeting, the Chair may terminate the speaker's public comments and/or require the offending speaker to leave the meeting.

2.2.3 The Chair shall apply this Section without regard to the viewpoint of the speaker.

Section 3. Media Communication

3.1 Purpose and Applicability

PURA intends to communicate accurately, effectively, transparently, and consistently with a variety of diverse audiences, including the media. This Part establishes who has authority to make public statements on behalf of PURA and the procedures for developing those statements. It applies to all PURA employees and to appointed members of the PURA Board of Commissioners when acting in their capacity as employees or Commissioners, including when they are asked questions.

3.2 Media Communication Standards

3.2.1 No employee or Commissioner is authorized to speak "off the record" on behalf of PURA to the media on any matter pertaining to PURA.

3.2.2 No employee or Commissioner may make official statements on behalf of PURA except in conformity with this Section.

3.2.3 The Board authorizes only the following persons to speak to the media on behalf of PURA:

Nature of Inquiry	Authorized Representative
Inquiries seeking an official PURA response or a statement on behalf of PURA	Chair (or Executive Director at the Chair's direction)
Questions of PURA policy or direction	Chair

Questions concerning a PURA Board vote or direction on a project or application	Chair
Status of a project or application, or matters of scheduling or processing applications	Executive Director
Factual background information related to a project or application	Executive Director
Factual matters related to the operations of PURA and the composition of the Board	Executive Director
Responding to Colorado Open Records Act requests	Executive Director, with notice to the Chair (see Section 4)

3.2.4 Except as set forth in Section 3.2.3, Commissioners are encouraged to provide the rationale for their vote on any matter before the Board during the public meeting and should refrain from interacting individually with the media on subjects that may come before or have come before the Board.

3.2.5 When an Authorized Representative identified in Section 3.2.3 receives and responds to a media inquiry in accordance with this Section on a matter of importance or controversy, the Authorized Representative is encouraged to inform the Chair or the Executive Director, as the case may be, of the inquiry and the response.

3.2.6 Other than to the media, nothing in this Section is intended to affect any individual's right to express personal opinions on PURA actions and policies. When speaking or writing in an individual capacity and not as a Commissioner or employee, an individual should be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that the individual does not speak for PURA. A personal disclaimer does not eliminate applicable records-retention, CORA, confidentiality, or ethics obligations.

Section 4. Colorado Open Records Act

4.1 Authority and Purpose

4.1.1 **Authority.** The custodian of any public record may make such rules with reference to the inspection of the record as are reasonably necessary for the protection of the records and the prevention of unnecessary interference with the regular discharge of the duties of the Public Office pursuant to C.R.S. § 24-72-203(1)(a).

4.1.2 **Purpose.** The Pueblo Urban Renewal Authority (PURA) adopts these procedures to govern the inspection and copying of PURA records by any person under the Colorado Open Records Act (CORA). These procedures are designed to ensure compliance with CORA, to respond to requests

in a consistent manner and to protect against disclosure of information or documents that are confidential under Colorado law. Any response to a CORA request will be under the supervision of the PURA Executive Director.

4.1.3 **Official Custodian.** The PURA Executive Director is designated as the Official Custodian who is responsible for the maintenance, care, and keeping of PURA's public records, regardless of whether the records are in the Executive Director's actual personal custody and control.

4.2 Requests for Records

4.2.1 **Receipt of request for records.** A request to inspect and/or copy PURA records should be made on PURA's CORA REQUEST FORM and must specifically identify the records requested to be inspected or copied. PURA will also accept a written request submitted by email or mail that reasonably identifies the records sought.

4.2.2 **Notice to Executive Director.** The employee receiving the request for inspection shall notify the Executive Director, as soon as practicable. The Executive Director shall review the request and shall seek guidance from PURA legal counsel as needed.

4.2.3 **Gathering Responsive Documents.** The Executive Director shall be in charge of collecting potentially responsive documents. The Executive Director will contact staff members who may have documents that are responsive and ask each to provide all potentially responsive documents.

4.2.4 **Confidential Information.** Staff members should flag any documents in their potentially responsive documents that may be confidential, privileged or otherwise exempt from disclosure. The Colorado Open Records Act does not require, and may prohibit, the release of certain categories of confidential or other protected records.

4.2.5 **Notice to PURA Board.** The Executive Director shall inform the PURA Board of all requests to inspect and/or copy PURA records and shall provide to the PURA Board the Executive Director's response and any records provided to the requestor.

4.3 Response to Request for Records

4.3.1 **Time.** PURA shall respond to a request within a reasonable time not to exceed three (3) working days. The three-day response time starts when a records request is in the possession of PURA. A request received after 5 p.m. or on any day the office is officially closed will be considered received as of the next business day.

4.3.2 **Extension of Time.** PURA may extend the response time for an additional seven (7) working days if extenuating circumstances exist as allowed by C.R.S. §24-72-203(3)(b)(I)-(III). A finding that extenuating circumstances exist shall be made in writing by the custodian and shall be provided to the person making the request within the three-day period. An extenuating circumstance cannot apply to a request that relates to a single, specifically identified document.

4.3.3 **Transmission.** Upon request for records transmission by an applicant seeking a copy of any public record, PURA shall transmit a copy of the record by US mail, other delivery service, facsimile, or electronic mail. PURA will deliver electronic copies or files to applicants when

possible. If electronic transmission is not possible or convenient, PURA will use another method of transmission.

4.3.4 **Inspection.** When personal inspection is requested PURA shall work with the applicant to schedule a time to inspect the records in person during regular business hours. Records should be made available in a suitable environment where the inspection can be supervised by a PURA employee to ensure that nothing is removed or added to the files. The number of persons conducting the inspection may be limited to ensure PURA's effective monitoring of the inspection.

4.3.5 **Time to Inspect.** Records will remain available for the applicant to review no longer than ten (10) working days from the date that a response is communicated to the applicant. After that time, the document(s) will be re-filed, and the applicant must submit a new request.

4.3.6 **Internal Record.** PURA staff shall maintain a record of CORA requests and the response made to each request.

4.3.7 **Records Not With PURA.** If PURA does not have custody of the records requested, the applicant shall be notified in writing of that fact and the reason at the time of the request or as soon thereafter as it is learned that the records are not in the possession of PURA. If known, PURA will inform the requestor of the proper custodian of the records.

4.3.8 **Certified Records.** PURA usually does not certify records. Any request for certified records shall be forwarded to PURA legal counsel.

4.3.9 **Request for Transcripts or Recordings of PURA meetings.** If PURA already possesses transcripts of the requested meeting, those transcripts shall be provided to the applicant for review. If PURA does not possess transcripts, the applicant may pay the cost of obtaining the transcript of all or a portion of the meeting. The applicant may also listen to audio recordings of PURA meetings while supervised by PURA staff subject to the payment of fees required in these procedures. If technology allows for a copy to be made of the audio recordings, the requestor may pay the actual costs of obtaining the copy.

4.3.10 **Format of Records Produced.** In all cases where the applicant has a right to inspect a public record, the applicant may request a copy, print out or photograph of the record. If PURA does not have the facility for making a copy, print out or photograph of the record, the applicant shall be granted access to the record for purpose of making a copy, print out or photograph while subject to the supervision of PURA staff. If other facilities are needed, the applicant shall pay the cost incurred. PURA may establish a reasonable schedule of times for making a copy, print out or photograph and charge the same fee as for copying.

4.4 Denial of Inspection

4.4.1 If PURA denies inspection of all or part of a requested record, PURA shall notify the applicant in writing. Upon request, PURA shall provide the applicant a written statement of the grounds for the denial within three (3) working days, citing the law or regulation under which access is denied or the general nature of the public interest to be protected.

4.4.2 Proposed denials involving privilege, deliberative process, pending litigation, confidential commercial information, or another legally sensitive issue shall be reviewed by legal counsel before the response is issued.

4.4.3 When legally appropriate, PURA shall produce reasonably segregable, nonexempt portions of a record after protected information has been redacted.

4.5 Fees

4.5.1 **Copying.** PURA may charge a fee of $.25 per standard page or a fee not to exceed the actual cost of providing a copy, print out or photograph of the record in a format other than a standard page.

4.5.2 **Search Fees.** PURA may charge a fee of up to the maximum hourly rate set under C.R.S. § 24-72-205(6) (currently $41.37 per hour) after the first hour of time has been expended for the research and retrieval of public records. The hourly rate shall automatically adjust to the maximum allowable rate as recalculated under C.R.S. § 24-72-205(6), which occurs every five years. Prior to charging this fee PURA must post on its website the applicable conditions concerning the research and retrieval fee. For staff time in excess of one hour, a time-log shall be maintained listing the staff who worked on the request and the amount of time each staff member worked on the request.

4.5.3 **Vendor Fees.** For large or cumbersome copy requests, PURA may arrange to have a vendor copy the documents. The applicant will be responsible for paying the vendor's invoice for the copying.

4.5.4 **Waiver of Fees.** The Executive Director may waive or reduce fees for a copy, printout or photograph of a record when the public records are to be used for a public purpose, including public agency support, nonprofit activities, journalism, or academic research. Fee reductions and waivers shall be uniformly applied among persons who are similarly situated.

4.5.5 **Research, Retrieval and Transmission Fees.** Within the time required for a response, PURA shall notify the applicant that a copy of the record is available but will only be sent to the applicant once PURA receives payment or makes arrangement for receiving payment for all costs associated with records compilation and transmission and for all other fees lawfully allowed. No transmission fees may be charged to the applicant for transmitting records via electronic mail. Upon either receiving payment or making arrangements to receive payment, PURA shall send the record to the applicant as soon as practicable but not more than three business days after receipt of or making arrangements to receive the fees.

4.6 Document Management

4.6.1 **Confidential documents.** Because the deadline for the production of records is very short, records should be organized so that confidential or "sensitive" materials can be identified quickly and, where appropriate, removed from the file prior to inspection. An entity that provides documents to PURA may request that the documents be marked confidential. PURA staff should flag these documents as confidential. However, a request of confidentiality does not mean that a document is not subject to inspection under CORA.

4.6.2 **Potential Litigation.** In the event that PURA or an employee is involved in an adversarial proceeding or an adversarial proceeding is imminent, PURA shall preserve records that are relevant to the proceeding or may lead to evidence that is relevant to the proceeding. The Executive Director shall consult with legal counsel before releasing any documents that relate to threatened or pending litigation. See also Section 5.4 (Litigation Holds).

4.7 Compliance with the Law

Notwithstanding any provision of these policies, no record shall be retained, destroyed, reproduced or disseminated in contravention to any local, state or federal law or regulation. Failure to comply with CORA may result in criminal sanctions. A person may have committed a criminal act if the person, knowing that he or she lacks the authority, destroys, mutilates, conceals, or impairs the availability of any public record or destroys a record that may be relevant to litigation.

4.8 Records Requests Made by PURA Commissioners

4.8.1 A PURA Commissioner who needs PURA records to perform their official duties as a PURA Board member may submit requests for records directly to the Executive Director by email and is not required to pay for any such records.

4.8.2 To ensure that the Commissioners receive consistent information, the Executive Director shall inform the PURA Board of all records requests from individual Commissioners for PURA records and shall provide to the PURA Board the Executive Director's response and any records provided to the Commissioner requesting the records.

4.8.3 Should the Executive Director determine that it will take a significant amount of time to respond to a records request submitted by a Commissioner, the Executive Director will seek further direction regarding such request from the Board Chair.

4.8.4 A Commissioner's request for records that is unrelated to the performance of their duties as a member of the PURA Board shall be processed in the same manner as a public CORA request.

Section 5. Records Management and Preservation

5.1 Official Recordkeeping Systems

PURA business records shall be maintained in approved systems or repositories that support appropriate access, security, retention, retrieval, continuity, and legal compliance.

Employees and officials shall not use personal storage locations as the sole repository for official PURA records.

5.2 Retention and Disposition

PURA shall retain and dispose of records according to applicable law and an approved records-retention schedule. Records shall not be destroyed when:

- A CORA request covering the records is pending;
- Litigation, a claim, an audit, or an investigation is pending or reasonably anticipated;

- A preservation directive or litigation hold applies;
- A subpoena or legal demand covers the records; or
- Destruction is otherwise prohibited by law.

Disposition shall be performed securely and documented when required.

5.3 Confidential and Sensitive Records

Confidential, privileged, and sensitive records shall be stored, transmitted, accessed, and disposed of using reasonable safeguards.

A person providing records to PURA may identify information believed to be confidential. Such a designation shall be considered during review but does not, by itself, determine whether a record is exempt from public inspection. See also Section 4.6.1.

5.4 Litigation Holds

When litigation, an adversarial proceeding, a claim, an investigation, or another legal matter is pending or reasonably anticipated, the Executive Director, in consultation with legal counsel, may issue a litigation hold or preservation directive. Affected persons shall:

- Preserve potentially relevant paper and electronic records;
- Suspend routine deletion or destruction;
- Preserve related email, messages, attachments, photographs, recordings, and files;
- Provide requested information to PURA or legal counsel; and
- Continue preservation until the hold is released in writing.

5.5 Email, Messaging, and Personal Devices

Email, text messages, collaboration messages, and other electronic communications concerning PURA business shall be managed according to content and applicable retention requirements.

PURA business conducted through a personal account or device shall be transferred to an approved system or otherwise preserved when required.

No person may delete, conceal, alter, or destroy PURA information for the purpose of avoiding retention, disclosure, inspection, audit, investigation, or discovery.

5.6 Security Incidents and Unauthorized Disclosure

A person covered by this Policy shall promptly report:

- Loss of PURA records;
- Unauthorized access;
- Accidental or unauthorized disclosure;
- Misaddressed confidential communications;
- Improper alteration or destruction;
- Compromise of a PURA account or device; or
- Release of potentially privileged information.

The Executive Director shall coordinate the response with legal counsel, technology providers, insurers, governmental partners, or law enforcement when appropriate.

Section 6. Administration

6.1 Administrative Procedures

The Executive Director may adopt and revise administrative materials consistent with this Policy, including the CORA request form, the CORA fee schedule and posted research-and-retrieval conditions, standard CORA response templates, the public comment sign-up form, records-retention guidance, and litigation hold forms. An administrative update that does not materially change Board policy or legal rights and responsibilities does not require formal amendment unless otherwise directed by the Board.

6.2 Review and Amendment

The Executive Director shall periodically review this Policy with legal counsel. Substantive amendments shall be presented to the Board for approval.

6.3 Supersession and Effective Date

This Policy becomes effective upon approval by the PURA Board of Commissioners. Upon its effective date, this Policy supersedes the documents listed in the adoption block below. Requests received before the effective date shall be handled according to the law applicable to the request, with the procedures in this Policy used when legally permissible.

Adoption

Adopted by the Pueblo Urban Renewal Authority Board of Commissioners on _____, 20____.

PUEBLO URBAN RENEWAL AUTHORITY

_____

Board Chair

_____

Date

_____

Secretary or Authorized Officer

_____

Date

Superseded documents upon adoption:

- None. This is a new policy; no previously adopted PURA policy is superseded.

Pueblo Urban Renewal Authority

C-100

Financial, Administrative & Investment Policy

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Section 1. Purpose and Policy Statement

The Pueblo Urban Renewal Authority (the "Authority" or "PURA") adopts this policy to safeguard public funds and other assets; establish clear financial and administrative controls; define responsibility for receipts, disbursements, accounting, budgeting, payroll, expenses, investments, and records; and provide reasonable assurance that transactions are authorized, accurately recorded, properly supported, and reported to the Board of Commissioners.

The Authority shall administer its finances in accordance with applicable law, bond documents, contracts, generally accepted accounting principles applicable to governmental entities, adopted budgets, and Board directives. If this policy conflicts with controlling law or a binding financing document, the controlling requirement shall govern, and this policy shall be interpreted or amended accordingly.

Section 2. Scope

This policy applies to all Authority funds, accounts, employees, commissioners, financial systems, receipts, disbursements, investments, and records. Employee retirement funds and bond proceeds governed by specific investment or trust requirements are subject to those controlling documents. Restricted, reserve, special, and project-area funds shall be administered in accordance with their applicable restrictions.

Section 3. Core Control Principles

- Safety of public funds and preservation of principal take precedence over convenience or return.
- Duties shall be separated to the extent practical among authorization, custody, transaction initiation, accounting, reconciliation, and review.
- No individual may approve a transaction for that individual's personal benefit or approve that individual's own expense report.
- Every transaction must have sufficient supporting documentation and a clear business purpose.
- Access to financial systems, bank accounts, payment platforms, and investment accounts shall be limited to authorized users and reviewed periodically.
- Where staffing requires one employee to perform multiple operational functions, compensating review by the Executive Director, Treasurer, or another Board-authorized reviewer shall be documented.

Section 4. Roles and Responsibilities

4.1 Board of Commissioners

- Adopts this policy, the annual budget, budget amendments, and any investment authority reserved to the Board by law, financing documents, or this policy.

- Approves authorized bank and investment signatories and provides governance oversight of financial condition, audit findings, risk, and investment performance.
- Approves exceptions or material deviations from this policy by resolution when legally permissible.

4.2 Chairperson

- Presides over Board meetings and, except as otherwise authorized by Board resolution, signs contracts, deeds, and other instruments approved by the Board, consistent with the Bylaws.
- Serves as an authorized signer and, when the Treasurer is unavailable, as the second approver and signer on invoices and checks, if designated as an authorized signatory by the Board.
- Reviews and approves the Executive Director's PTO requests, travel requests (together with the Treasurer), and other requests this policy or the Employee Handbook assigns to the Chairperson.
- Receives prompt notice from the Executive Director of any material financial exception, control failure, or audit concern, and determines whether the matter should be brought to the full Board.

4.3 Vice-Chairperson

- Performs the duties of the Chairperson under this policy in the Chairperson's absence or incapacity, or when the Chairperson has a conflict of interest.
- Serves as an authorized signer and second approver when designated as an authorized signatory by the Board and neither the Chairperson nor the Treasurer is available.

4.4 Treasurer

- Provides Board-level financial oversight and secondary review where required by this policy.
- Reviews monthly financial reporting, receipts-log reporting, investment reporting, annual risk assessment results, and audit recommendations.
- Serves as the second approver on all wire transfers.
- Serves as the second approver and signer on invoices and checks. If the Treasurer is unavailable, another authorized officer may serve as the second approver and signer.
- Reviews and approves the Executive Director’s PURA credit card transactions, and approves the Executive Director’s travel together with the Chairperson.

4.5 Executive Director

- Has overall administrative responsibility for implementation of this policy and for ensuring that controls are followed.
- Serves as the first approver on invoices; approves payroll; approves expenses of staff only (the Executive Director’s own expenses are approved as provided in Sections 4.2 and 4.4); serves as the first approver on wire transfers (the Treasurer is the second approver); serves as the sole approver on ACH transactions, which are treated separately from wire transfers; approves investment transfers; and serves as the second approver on unusual or non-routine journal entries after the contracted CPA, as required by this policy.

- Reviews bank reconciliations prepared by the Business and Development Director.
- Serves as the Authority's investment officer for purposes of oversight and accountability, while delegating day-to-day investment administration as stated below.

4.6 Business and Development Director

The Business and Development Director is the Authority's financial operations lead and is authorized, subject to the approvals and limits in this policy, to:

- Initiate wire transfers, ACH transfers, and other authorized bank transfers after obtaining required approvals;
- Record financial and investment transactions in the accounting records;
- Reconcile all Authority bank, cash, and investment accounts monthly;
- Prepare deposits, monthly financial statements, budget reports, investment reports, and supporting schedules;
- Administer and authorize transactions in the Authority's current Board-approved investments, including purchases, maturities, reinvestments, redemptions, and transfers, provided each action is within this policy, available appropriations, cash-flow needs, account restrictions, and any required Executive Director approval
- Maintain investment documentation, confirmations, statements, and records; and
- Notify the Executive Director promptly of any exception, reconciliation difference, credit concern, liquidity issue, or transaction outside normal operations.

The Business and Development Director may initiate, record, reconcile, and administer authorized investments because of the Authority's staffing structure. These combined functions shall be subject to documented compensating controls, including independent approval of transfers, monthly review of reconciliations by the contracted CPA (which the Executive Director may also review), and periodic review of investment statements and reports by the Treasurer. The contracted CPA shall review all accounting work performed by the Business and Development Director.

4.7 Special Program Manager

- Receives cash and checks, records receipts in the receipts log, restrictively endorses checks "For Deposit Only," and delivers receipts to the Business and Development Director for deposit.
- Receives and preserves invoice documentation and submits invoices to the Authority's accounts-payable system.

Section 5. Cash and Revenue Controls

- All receipts shall be recorded promptly in a receipts log and checks shall be restrictively endorsed upon receipt.
- The Special Program Manager shall transfer receipts to the Business and Development Director, who shall prepare the deposit and deposit funds into the appropriate Authority account.

- Deposits shall be made promptly and intact. Cash receipts shall not be used to make purchases or reimburse expenses.
- Monthly, the receipts log shall be filed.
- Any shortage, overage, returned item, or unexplained discrepancy shall be documented and reported promptly to the Executive Director.

Section 6. Disbursement Controls

6.1 Invoices and Accounts Payable

- Most disbursements shall be processed through the Authority's accounts-payable platform. Wire transfer, ACH, check, credit card, and may be used when appropriate. Credit card transactions are processed through a separate accounts-payable platform.
- Invoices shall be supported by an original invoice or equivalent source document, evidence of receipt or satisfactory performance when applicable, proper coding, and any required procurement or contract documentation.
- The Business and Development Director shall perform the initial financial and accounting review and enter or validate the transaction in the accounts-payable system.
- The Executive Director shall approve invoices for business purpose, accuracy, available budget, and proper accounting treatment.
- The Treasurer shall provide secondary approval of invoices as required by the Authority's established workflow.
- Payments shall bear two online system approvals.

6.2 Electronic Transfers and Wire Transfers

- The Business and Development Director shall initiate electronic transfers only after receiving required approval from the Executive Director.
- All wire transfers, regardless of amount, require approval by the Executive Director as first approver and the Treasurer as second approver.
- ACH transactions are treated separately from wire transfers and require approval by the Executive Director only.
- Debt service wires and transfers require approval by both the Executive Director and the Treasurer.
- Payroll transfers are made by ACH and require approval by the Executive Director only, regardless of amount.
- Interest transfers and transfers related to account closure require Executive Director approval.
- For any wire transfer over $5,000, the Business and Development Director shall provide transaction details to the required approvers and obtain documented approval before release.
- Bank templates, callback verification, multifactor authentication, transaction limits, and dual approval shall be used when available and appropriate.

- The initiator shall retain the approval, bank confirmation, purpose, amount, payee, account coding, and supporting documentation with the transaction record.

Section 7. Budgeting and Financial Reporting

- The Business and Development Director shall prepare the annual budget using the governmental fund structure and shall submit it to the Board for approval no later than the Board's regular November meeting, unless another schedule is required by law.
- The Business and Development Director shall prepare monthly financial reporting. The Executive Director and Treasurer shall review reports for budget compliance, cash position, material variances, and unusual transactions.
- The Business and Development Director and Executive Director shall review the County Assessor and Treasurer certifications used in Tax Increment Financing calculations as part of budget development and amendment.
- Budget amendments shall be presented after certifications by the county and as needed.
- Public hearings, notices, filings, appropriations, and amendments shall be completed in the manner and within the time required by applicable law.

Section 8. Bank and Investment Account Reconciliations

- The Business and Development Director shall reconcile all Authority bank, cash, and investment accounts monthly in conjunction with preparation of the monthly financial statements.
- Reconciliations shall identify outstanding items, deposits in transit, transfers, interest, fees, investment activity, and differences between bank or custodian records and the general ledger.
- The contracted CPA shall independently review and sign off on each reconciliation. The review shall include bank or custodian statements and evidence that reconciling items are timely resolved.

Section 9. Payroll and Personnel Financial Controls

- Personnel actions shall not be processed without required documentation and written authorization.
- The Executive Director is responsible for hiring, termination, and staff pay changes within the approved budget. The Board is responsible for hiring, termination, and compensation changes for the Executive Director.
- The Business and Development Director shall not process an Executive Director compensation adjustment without written authorization from the Board Chair or other Board-authorized officer and only if Board action was taken and approved
- Payroll shall be processed biweekly. The Business and Development Director will initiate payroll, the Executive Director will approve the payments. The Executive Director can request and or access

summaries and reports at any time. The Executive Director may also access and review payroll before it is initiated by the Business and Development Director.

- Changes to employee master data, direct deposit instructions, or pay rates shall be independently verified before processing.

Section 10. Employee, Commissioner, and Credit Card Expenses

- The Executive Director shall approve staff expense reports. The Chair shall approve commissioner expense reports; the Vice Chair or Treasurer shall approve the Chair's expenses; and the chairperson and treasurer shall approve the Executive Director's expenses.
- Expenses are limited to actual, necessary, reasonable, and documented expenses incurred for Authority business or approved training.
- Authority credit-card charges require an approved purchase order before the charge unless an emergency exception is documented and subsequently approved.
- When travel exceeds 50 miles one way for an early-morning meeting or an evening business event, lodging may be authorized as stated in the Authority's travel practices, subject to cost reasonableness and required approval.

Section 11. Receivables and Allowance for Doubtful Accounts

The Authority shall review aged receivables at least annually at fiscal year-end. Receivables outstanding for twelve months or more shall be evaluated for an allowance for doubtful accounts. An allowance may be recorded earlier when known circumstances indicate collectability is impaired. Receivables outstanding for twenty-four months or more may be written off against the allowance after appropriate review and authorization. A write-off does not waive collection rights unless separately authorized.

Section 12. Journal Entries, Audit Findings, and Risk Assessment

12.1 Non-Routine Journal Entries

The contracted CPA shall serve as the first approver, and the Executive Director as the second approver, on all unusual or non-routine journal entries posted by the Business and Development Director. The Executive Director shall notify the Treasurer. The Treasurer shall report material non-routine entries to the Board at the next regular work session or meeting. Supporting documentation shall explain the purpose, accounts, amount, and authority for the entry.

12.2 Audit Preparation and Recommendations

The Executive Director, CPA, and Business and Development Director shall coordinate year end entries for audit field work and testing

12.3 Annual Risk Assessment

At least annually, the Executive Director and Treasurer, with assistance from the Business and Development Director, CPA and General Counsel, shall assess financial risks and controls. The assessment shall address this policy, audit findings, investments, cybersecurity and payment fraud risks, access rights, segregation of duties, and potential fraud, theft, error, or misuse.

Section 13. Investment Policy

13.1 Objectives and Standard of Care

Investment objectives, in priority order, are safety, liquidity, and yield. Investments shall be made with judgment and care, under then-prevailing circumstances, for preservation of capital and production of reasonable income rather than speculation. Authority personnel acting within this policy and exercising due diligence shall promptly report material deviations, credit concerns, losses, or liquidity issues.

13.2 Ethics and Conflicts of Interest

Commissioners and employees involved in investment activities shall avoid personal business activity that conflicts with impartial administration of the investment program and shall disclose material interests or financial positions as required by applicable law and Authority policy.

13.3 Delegation and Authorization

The Executive Director shall serve as investment officer and is accountable for oversight of the investment program. The Business and Development Director is delegated authority to administer and authorize transactions in the Authority's current Board-approved investments, initiate related transfers, record transactions, reconcile accounts, maintain records, and prepare reports. Investment activity must remain within this policy, applicable law, adopted budgets, cash-flow requirements, account restrictions, and Board-approved signatory authority.

Creation of a new investment relationship, use of a new investment type, or a transaction outside the Authority's current approved investment arrangements requires prior Executive Director approval and any Board or Treasurer approval required by law, financing documents, or Board resolution.

13.4 Eligible Depositories and Counterparties

- Authority deposits shall be maintained only in institutions eligible to hold Colorado public funds, as applicable.
- Before establishing a depository relationship, the Authority shall verify eligibility and applicable public-deposit protection.
- Financial institutions, broker/dealers, investment advisers, and custodians, shall be evaluated for legal eligibility, registration, financial condition, controls, insurance, and ability to comply with this policy.

- Counterparty qualifications shall be reviewed periodically and at least biannually for active broker/dealer relationships.
- All public funds shall be FDIC insured. No uninsured risk are permitted.

13.5 Authorized Investments

The Authority may invest only in instruments authorized by Colorado law for public funds and permitted by applicable bond or trust documents. Authorized categories may include, to the extent legally permitted at the time of purchase:

- Obligations of the United States Treasury and qualifying United States government agencies or instrumentalities;
- Qualifying obligations of states and political subdivisions that satisfy applicable rating and maturity requirements;
- Local government investment pools;
- Eligible certificates of deposit and other deposits in qualifying public depositories;
- Qualifying repurchase agreements, money market funds, guaranteed investment contracts, corporate or bank securities, and other instruments expressly authorized by law; and
- Other investments specifically approved by the Board after legal review.

The Executive Director, General Counsel and Business and Development Director shall verify legal eligibility, maturity, rating, concentration, liquidity, custody, and policy compliance before each investment purchase or reinvestment. The Authority shall not purchase an instrument merely because it appears in this policy if then-current law or a controlling financing document does not permit it.

13.6 Maturity, Diversification, and Liquidity

- Investments shall be structured so maturities and readily available funds meet reasonably anticipated operating and project cash needs.
- The Authority's funds should generally be maintained in shorter-term investments, money market funds, or local government investment pools unless a longer maturity is appropriate and permitted.
- The portfolio shall be diversified by issuer, investment type, maturity, and liquidity to avoid undue concentration and reduce credit and interest-rate risk.
- Securities should ordinarily be held to maturity. Early sale may occur to address credit deterioration, improve portfolio quality or duration, or meet liquidity needs.

13.7 Safekeeping, Custody, and Settlement

- Marketable-security transactions shall use delivery-versus-payment settlement when available.
- Securities shall be held in the Authority's name by an independent qualified custodian or depository arrangement.
- Investment confirmations, statements, safekeeping records, and custody-control reports shall be retained and reconciled to the general ledger.
- Physical delivery of securities should be avoided.

13.8 Investment Transaction Controls

- The Business and Development Director may place or authorize transactions in current Board-approved investments and initiate the associated transfer. All transactions shall be approved by the Executive Director.
- No investment transaction may be executed for the personal benefit of a commissioner, employee, counterparty, or related person.
- Every investment transaction shall have written confirmation and shall identify the trade date, settlement date, amount, rate or yield, maturity, institution, account, and approving authority.
- Transfers to or from investment accounts shall follow the electronic-transfer controls in Section 6.2.
- The CPA shall review monthly investment-account reconciliations, and the Executive Director shall review periodic portfolio reporting.

Section 14. Administrative Fees

As part of the annual budget process, the Board may allocate administrative charges from project areas or other eligible funds to the General Fund to support Authority overhead, subject to applicable law, financing agreements, adopted budgets, and a documented allocation methodology.

Section 15. Records Management and Retention

All Authority records, regardless of format, shall be retained for the period necessary for current business, required by law or regulation, required by grant, contract, bond, audit, or litigation needs, or identified as having continuing administrative, fiscal, legal, or historical value. The Authority's adopted records-retention schedule is incorporated by reference and may be maintained as an appendix or separate administrative schedule.

- The Special Program Manager shall administer the records-management program with assistance from the Executive Director and legal counsel.
- Record destruction requires Executive Director authorization and must follow the adopted retention schedule.
- Destruction shall stop immediately upon notice of pending or reasonably foreseeable litigation, investigation, audit, claim, or public-records obligation. A legal hold may be released only on written authorization of legal counsel.
- Duplicate, transitory, and non-record material may be disposed of when no longer needed, unless subject to a legal hold or other retention requirement.

Section 16. Exceptions, Violations, and Corrective Action

Policy exceptions require advance approval by the Board Resolution. Exceptions shall be documented with the reason, duration, compensating controls, and Board approval. Suspected fraud, theft, misuse,

material error, cybersecurity incident, or policy violation shall be reported promptly to the Executive Director, Legal Cousel and Treasurer, or to the Board Chair, Treasurer, and legal counsel when reporting to the Executive Director would be inappropriate.

Section 17. Review and Amendment

The Executive Director, Treasurer, Business and Development Director, and General Counsel shall review this policy periodically and recommend amendments needed for legal, operational, accounting, technology, staffing, audit, or risk changes. The Board shall approve amendments. Administrative procedures and forms consistent with this policy may be updated without amending the policy unless Board approval is otherwise required.

Adoption

Adopted by the Pueblo Urban Renewal Authority Board of Commissioners on _____, 20____.

PUEBLO URBAN RENEWAL AUTHORITY

_____

Board Chair

_____

Date

_____

Secretary or Authorized Officer

_____

Date

Superseded documents upon adoption:

- Financial and Administrative Internal Controls Policy, adopted February 11, 2014; revised January 26, 2016; reformatted January 31, 2019
- Investment Policy, adopted April 13, 2010; revised January 26, 2016; reformatted January 31, 2019

Pueblo Urban Renewal Authority

C-300

Procurement, Capitalization & Asset Disposition Policy

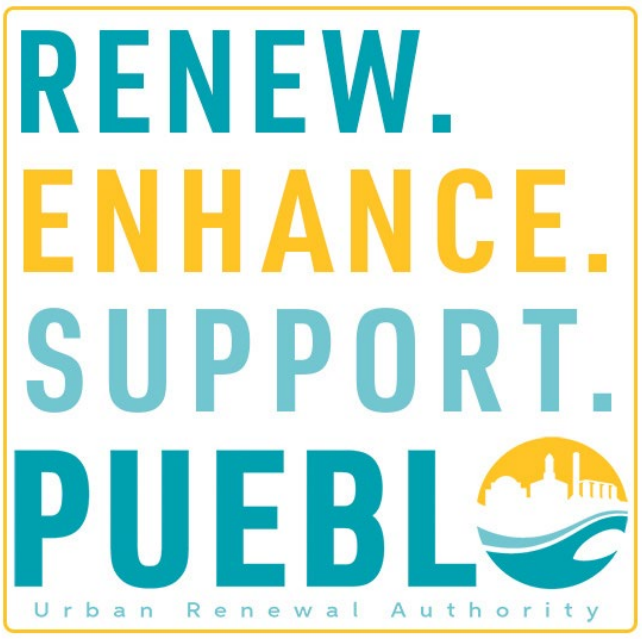


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Section 1. Purpose and Scope

The purpose of this Policy is to establish a coordinated, transparent, and practical framework for the Pueblo Urban Renewal Authority's procurement of goods, services, professional services, construction, and other contractual commitments; the recognition and accounting of capital assets; and the transfer or disposition of Authority property.

This Policy applies to all Authority commissioners, officers, employees, agents, consultants, and other persons acting on behalf of the Authority in connection with a procurement, contract, capital asset, or disposition transaction. It applies regardless of the method of payment or funding source, except where a controlling law, regulation, grant condition, cooperative agreement, or funding requirement imposes a more restrictive standard.

Section 2. Governing Principles and Order of Precedence

The Authority shall conduct procurement and asset-management activities to protect public resources, obtain best value, encourage competition, maintain public confidence, and support timely delivery of the Authority's programs and projects.

- Use fair, open, and impartial procurement practices.
- Seek best value based on price, quality, qualifications, schedule, risk, past performance, and other stated factors.
- Provide vendors and proposers a reasonable opportunity to compete.
- Maintain complete and accessible records supporting each material procurement decision.
- Separate authorization, vendor selection, receipt verification, invoice approval, and payment functions to the extent practicable.
- Prevent purchase splitting and other actions intended to avoid approval or competition requirements.
- Apply the most restrictive applicable requirement when multiple requirements govern a transaction.

2.1 Order of Precedence

In the event of a conflict, the following shall control in descending order: applicable law; binding grant, funding, or intergovernmental requirements; Board-adopted resolutions and approved agreements; this Policy; and administrative procedures adopted to implement this Policy. Questions shall be referred to the Executive Director and, when appropriate, legal counsel.

Section 3. Definitions

Term	Definition

Best Value	The most advantageous balance of price, quality, qualifications, performance, schedule, service, risk, and other factors stated in the solicitation.
Board	The Pueblo Urban Renewal Authority Board of Commissioners.
Budgeted	Included within, and consistent with, the Board-adopted budget and available appropriation.
Capital Asset	Property owned or controlled by the Authority that has an estimated useful life greater than one year, provides future service capacity or economic benefit, and meets the applicable capitalization criteria.
Change Order	A written modification to construction cost, time, scope, specifications, or other contract requirements.
Competitive Solicitation	An Invitation for Bids, Request for Proposals, Request for Qualifications, or other documented process designed to obtain competition.
Contract	A written agreement creating an obligation for the Authority, including purchase orders when used as the contractual instrument.
Emergency	An urgent and unforeseen condition requiring immediate action to protect health, safety, property, essential operations, or the Authority from significant additional cost caused by delay.
Formal Solicitation	A publicly advertised competitive process required for a procurement with a Total Contract Value greater than $75,000 unless an authorized exception applies.
Professional Services	Services that are primarily intellectual or advisory and require specialized knowledge, judgment, training, licensure, or expertise.
Purchase Splitting	Dividing or structuring related purchases, phases, amendments, or contracts to avoid a procurement threshold, Board approval, or competitive process.
Responsive and Responsible	Responsive means conforming in all material respects to the solicitation. Responsible means having the capability, integrity, experience, resources, and reliability to perform.
Sole Source	A procurement for which only one reasonably available source can meet the Authority's documented requirements.

Surplus Property	Authority property determined to be obsolete, excess, damaged beyond economical repair, no longer needed, or more costly to retain than dispose of.
Total Contract Value	The reasonably anticipated aggregate value of the commitment, including the initial term, options, renewals, extensions, amendments, related phases, reimbursable expenses, and other foreseeable compensation.

Section 4. Roles and Responsibilities

4.1 Board of Commissioners

- Adopts the annual budget and this Policy.
- Approves purchases, contracts, awards, amendments, and real-property transactions requiring Board action.
- Approves procurement waivers when required.
- Provides oversight through financial reports, audits, and policy review.

4.2 Executive Director

- Administers and enforces this Policy.
- Determines the appropriate procurement method and may issue implementing procedures, forms, and checklists.
- Approves and executes authorized purchases and contracts within the limits of this Policy.
- Ensures procurement documentation is complete before vendor selection, contract execution, commencement of work, and payment.
- Reports material exceptions or noncompliance to the Board and coordinates corrective action.

4.3 Staff

Staff initiating or managing a purchase shall define the need, verify available funding, avoid conflicts, obtain required competition, monitor performance, verify receipt, preserve records, and promptly identify changes in scope, cost, or schedule. All purchases shall abide by the purchasing policy outlined in the manual. Staff purchases require approval by the Executive Director, and purchases by the Executive Director require approval by the Treasurer.

4.4 Treasurer and Financial Review

The Treasurer shall perform the review and approval functions assigned by the Authority's Financial and Administrative Internal Controls Policy. Nothing in this Policy replaces required invoice approvals, payment controls, or authorized signatures.

Section 5. Executive Director Purchasing and Contracting Authority

The Executive Director is authorized to approve and execute purchases and contracts with a Total Contract Value up to and including $75,000 without separate Board approval when all of the following conditions are satisfied:

- The expenditure is budgeted and sufficient funds are available.
- The transaction is within the Authority's lawful purposes and adopted plans.
- The procurement method required by Section 7 has been completed.
- The contract does not create an unbudgeted multi-year financial obligation.
- All required purchase orders, quotations, selection records, contracts, insurance, and supporting documentation are complete.
- The transaction is not otherwise reserved to the Board by this Policy, the bylaws, a resolution, law, grant requirement, or other binding obligation.

The $75,000 limit is an approval limit and does not waive any competition, documentation, conflict-of-interest, funding-source, or internal-control requirement. Authority delegated under this section may not be further delegated except through a written designation approved by the Executive Director and consistent with the bylaws and internal-control procedures.

Section 6. Board Approval Requirements

Board approval is required before the Authority becomes obligated for any of the following:

- A purchase or contract with a Total Contract Value greater than $75,000.
- An unbudgeted expenditure, regardless of amount, unless emergency authority under Section 13.2 applies.
- An acquisition, sale, lease, exchange, option, or other transfer of real property or an interest in real property.
- A redevelopment, reimbursement, cooperation, intergovernmental, financing, debt, or similar material agreement.
- A contract that commits funds beyond available appropriations or materially exceeds the approved project budget.
- A waiver of procurement requirements when Board approval is specified by this Policy.
- Any transaction otherwise reserved to the Board by law, bylaws, resolution, or funding requirement.

The Board may approve an award and authorize the Chair, Executive Director, or another authorized officer to execute the final agreement within a stated maximum amount and substantially in the form presented.

Section 7. Procurement Thresholds and Methods

The applicable procurement method shall be based on Total Contract Value, not a single invoice, fiscal year payment. The Executive Director may require a more formal method when risk, complexity, public interest, market conditions, or a funding requirement warrants.

Total Value	Minimum Method	Core Documentation	Approval
Up to $25,000	Micro purchase;	Price reasonableness and business purpose	Executive Director
$25,000.01–$75,000	At least three written quotations when reasonably available	Quotes, comparison, selection, purchase order or contract	Executive Director
More than $75,000.01	Formal advertised IFB, RFP, RFQ, ITN, or other approved competitive method	Solicitation, advertisement, evaluations, award record, contract	Board

7.1 Micro Purchases

For purchases up to $25,000, formal competition is not required. The requesting employee shall document the business purpose and a reasonable basis for concluding that the price is fair. To the extent practical, purchases should be distributed among qualified vendors and local vendors should be considered when price, quality, availability, and performance are competitive.

7.2 Documented Competitive Selection

For purchases greater than $25,000 and up to $75,000, staff shall conduct a documented competitive process and seek at least three written quotations from qualified sources when reasonably available. If fewer than three quotations are received, the file shall identify vendors contacted and explain why proceeding is reasonable. Selection may be based on best value and is not required to be based solely on the lowest price. The Executive Director shall approve the award. Public advertisement is encouraged and shall be used when required by law, funding source, or the Executive Director based on market conditions, risk, or public interest.

7.3 Formal Competitive Solicitation

For purchases greater than $75,000, the Authority shall use a publicly advertised Invitation for Bids, Request for Proposals, Request for Qualifications, or other legally appropriate competitive method unless a documented exception under this Policy applies. The Board shall approve the award.

7.4 No Purchase Splitting

No person shall split, phase, sequence, renew, amend, or otherwise structure a procurement to avoid competition, Executive Director authority, Board approval, publication, or another requirement. Related and reasonably foreseeable purchases shall be aggregated when determining Total Contract Value.

7.5 Waiver Request Requirements

When formal competitive solicitation is not available for a specific product or service, the Executive Director shall request a waiver from the Board in accordance with Section 13.3.

Section 8. Procurement Planning and Purchase Orders

Procurement planning shall occur before a vendor is selected or work begins. At a minimum, staff shall:

- Define the business need, outcome, scope, specifications, schedule, and estimated Total Contract Value.
- Confirm the budget and funding source.
- Identify applicable legal, grant, insurance, bonding, licensing, accessibility, records, or labor requirements.
- Determine the procurement method and required approvals.
- Identify evaluation factors before responses are received.
- Complete any sole-source, emergency, or waiver approval before vendor commitment, except when immediate emergency action is necessary.

8.1 Purchase Orders

A purchase order shall be issued before goods are ordered or services begin when required by administrative procedure or the Financial and Administrative Internal Controls Policy. A purchase order does not replace a written contract when the nature, risk, duration, or complexity of the transaction requires additional terms.

8.2 Unauthorized Commitments

Only an authorized individual may commit the Authority. A person making an unauthorized commitment may be subject to corrective action, and the Authority is not obligated to ratify the commitment. Ratification, when legally permissible, requires written justification and the approval that would have been required before the commitment.

Section 9. Competitive Solicitations

9.1 General Requirements

Solicitations shall provide sufficient information for qualified vendors to submit responsive offers and shall state the Authority's rights, submission requirements, evaluation process, anticipated contract terms, and applicable protest or clarification procedures, if any.

- A clear scope of work or specifications.
- Submission location, format, due date, and time.
- Minimum qualifications and required forms.
- Evaluation criteria and, when appropriate, weighting.
- Insurance, bonding, licensing, and compliance requirements.
- The anticipated schedule and contract term.
- The Authority's right to reject responses, waive minor irregularities, request clarification, negotiate when permitted, cancel the solicitation, or make no award.

9.2 Invitation for Bids

An Invitation for Bids should be used when specifications are clear, a firm-fixed-price award is appropriate, adequate competition is expected, and award can be made principally on price. Award shall be made to the lowest responsive and responsible bidder unless the solicitation establishes another lawful basis.

9.3 Request for Proposals

A Request for Proposals should be used when price is not the sole factor or when the Authority seeks different technical, creative, operational, or business approaches. Award shall be made to the responsible offeror whose proposal is most advantageous based on the published criteria.

9.4 Request for Qualifications

A Request for Qualifications may be used when selection is primarily based on demonstrated competence, experience, and qualifications, including when required or appropriate for professional services. Fees may be requested, considered, or negotiated as permitted by applicable law and the solicitation.

9.5 Invitation to Negotiate

A procurement method used when an organization knows the problem it wants solved but wants to negotiate the best solution, scope, pricing, and contract terms with vendors before making an award.

9.6 Evaluation and Award

Evaluators shall use only the published criteria, disclose conflicts, protect confidential procurement information, and document the basis for scores and recommendations. The procurement file shall include the evaluation record and final award determination. The Authority may verify references, responsibility, licenses, insurance, financial capacity, and other representations before award. Staff shall act as Evaluators for this process, there will be no less than 3 staff evaluating at any time.

Section 10. Professional and Technical Services

Professional and technical services include services that are predominantly intellectual, advisory, analytical, planning, design, financial, legal, engineering, architectural, artistic, consulting, or otherwise specialized in character. The Authority shall select a method appropriate to the service, applicable law, risk, and need for continuity.

Evaluation factors may include specialized experience, personnel qualifications, understanding of the assignment, methodology, availability, schedule, past performance, conflicts, local knowledge, cost, and overall value. Familiarity with the Authority may be considered only when relevant and shall not, by itself, justify noncompetitive selection.

Recurring professional-service relationships should be reviewed periodically. The Executive Director may recommend a new competitive process, renewal, or documented exception based on performance, market conditions, continuity needs, legal requirements, and the Authority's best interests.

Section 11. Construction and Public Improvements

Construction and public-improvement procurements shall use plans, drawings, specifications, or other documents sufficient to define the work and allocate risk. The procurement and contract shall address, as applicable:

- Contractor qualifications, licensing, experience, and financial capacity.
- Performance and payment bonds.
- Insurance and additional-insured requirements.
- Permits, inspections, testing, and acceptance.
- Labor, prevailing wage, domestic preference, or grant requirements.
- Schedule, liquidated damages, retainage, warranties, and closeout.
- Change-order authority and documentation.
- Project records, as-built documents, lien releases, and final payment conditions.

Construction with a Total Contract Value greater than $75,000 shall be formally solicited unless an authorized exception applies. Nothing in this Policy limits additional statutory or funding-source requirements.

Section 12. Cooperative Purchasing and Third-Party Procurement

12.1 Cooperative Purchasing

The Authority may purchase from a contract competitively established by the federal government, State of Colorado, City of Pueblo, Pueblo County, another public entity, or a recognized governmental purchasing cooperative when the Authority is eligible to use the contract and the purchase serves the Authority's best interests.

The file shall document the originating competitive process, contract availability, pricing, scope, proposed purchase, and reason cooperative purchasing is advantageous.

12.2 Third-Party Procurement

A public entity, developer, project manager, or other authorized third party may conduct procurement on the Authority's behalf only under a written agreement defining applicable procedures, documentation, conflicts, cost controls, ownership of records, and approval authority. Use of a third party does not eliminate the Authority's responsibility to verify compliance before reimbursing or funding costs.

Section 13. Sole-Source, Emergency, and Waiver Procedures

13.1 Sole-Source Procurement

A sole-source procurement may be approved when only one reasonably available source can meet the Authority's documented requirements due to unique capability, compatibility, proprietary rights, warranty, specialized expertise, continuity essential to the project, or another substantiated condition. Convenience, preference, or familiarity alone is insufficient.

The written justification shall describe the need, market research, unique basis, alternatives considered, price reasonableness, proposed term, and steps to avoid unnecessary dependence on the vendor. The Executive Director may approve a sole-source procurement up to $75,000. The Board shall approve a sole-source procurement greater than $75,000.

13.2 Emergency Procurement

The Executive Director may authorize an emergency procurement without the normal competition required by this Policy when delay would threaten health, safety, property, essential operations, or cause significant additional cost. Competition shall be obtained to the extent practical under the circumstances.

When an emergency commitment exceeds $75,000 and waiting for prior Board approval would worsen the emergency, the Executive Director shall notify the Board Chair as soon as practical and present the transaction for Board ratification at the next available meeting. The file shall document the emergency, authority used, vendor selection, price reasonableness, and corrective or follow-up actions.

13.3 Procurement Waiver

The Board may waive a requirement of this Policy when the waiver is legally permissible, supported by written findings, and in the Authority's best interests. The written request shall identify the requirement, circumstances, alternatives, financial and operational effects, proposed controls, and requested action. A waiver cannot override law or a binding funding requirement.

The Board may waive formal solicitation under the following conditions:

• When formal solicitation may cause undue delay or financial hardship for the Authority;

• When the Board determines that maintaining a relationship with an existing service provider, such as an auditor, legal counsel, or insurance broker, is in the Authority's best interests, considering the provider's familiarity with the complexities of the Authority's needs, and the provider demonstrates that all possibilities were explored to procure the most cost-effective product.

Subject to Section 12.2, the Board may authorize a third party to conduct a solicitation on the Authority's behalf when:

• The City of Pueblo, Pueblo County, the State of Colorado, or another public entity is acting on the Authority's behalf; or

• A private real estate developer is managing construction of public improvements funded by the Authority, and the Authority realizes cost savings by using construction services managed by, and under contract with, the developer. The Authority shall establish the applicable procurement procedures in the written agreement with the developer required by Section 12.2.

Section 14. Contract Formation, Amendments, and Administration

14.1 Written Contract

A fully executed contract shall be obtained before work begins when required by administrative procedure or when the transaction involves material risk, continuing services, professional services, construction, real property, intellectual property, confidential information, data access, indemnity, insurance, or other terms not adequately addressed by a purchase order.

14.2 Signature Authority

Contracts shall be signed only by a person holding signatory authority as established by this Policy C-300, Board resolution at the annual meeting, or by additional resolution from time to time, and only after completion of required legal, procurement, budget, insurance, and Board reviews. Board approval shall be cross-referenced in the contract or procurement file when required.

14.3 Counterparty Signature Authority

Any person executing an agreement on behalf of a counterparty to PURA must possess legal authority to bind the entity on whose behalf the person is signing. Appropriate due diligence must be conducted to reasonably confirm that PURA's agreements are executed by authorized representatives.

Reasonable efforts shall be made to ensure that every agreement executed by PURA includes 1) a provision requiring each signatory to represent and warrant that the signatory possesses the authority necessary to bind the entity on whose behalf the signatory is acting; and 2) the counterparty represents that it is duly organized, validly existing, and in good standing, and that its execution, delivery, and performance of the agreement has been duly authorized by all necessary action.

Before PURA executes an agreement, staff shall obtain documentation reasonably sufficient to establish a counterparty signatory's authority when:

- The agreement has a value exceeding $75,001.00;
- The term of the agreement exceeds five years;
- The transaction involves the purchase, sale, lease, conveyance, or encumbrance of real property;
- The transaction includes a loan or other financing, redevelopment incentive, tax increment reimbursement obligation, or otherwise presents unusual legal or financial risk to PURA;
- The counterparty is newly formed, has recently experienced a material change in ownership or leadership, or is not in good standing with the Colorado Secretary of State, if applicable;
- The identity, title, or authority of the proposed signatory is unclear or inconsistent with available organizational records; or
- The Board or staff otherwise determines that additional verification is warranted.

Documentation demonstrating authority may include, as applicable, a board or corporate resolution, written delegation of authority, certificate of incumbency or authority, provisions of bylaws or an operating agreement, or other organizational or legal records reasonably demonstrating the signatory's authority.

PURA may require additional documentation whenever questions arise concerning a counterparty's authority, governance, organizational status, or legal capacity. The nature and extent of verification should be reasonable in relation to the nature, value, duration, and risk of the transaction.

Waiver of Separate Documentation of Signing Authority

Staff may waive the requirement to obtain separate documentation establishing a counterparty's signing authority when staff reasonably determines that sufficient reliable information is available to confirm the signer's authority and one or more of the following circumstances applies:

- Previously verified authority. PURA has previously obtained documentation establishing the signer's authority for the same entity, and staff has no reason to believe that authority has changed or does not cover the proposed agreement.
- Renewals or routine amendments. The agreement renews, extends, or makes a routine amendment to an existing agreement, the signer's authority was previously verified, and the change falls within that authority.
- Official or publicly available records. The signer's authority is established by an applicable governing document, adopted resolution, published delegation, or other reliable official record available to staff.
- Independent confirmation. The counterparty's legal counsel, corporate secretary, governing body, or another representative whose authority has been verified confirms that the signer is authorized to execute the agreement.
- Individual counterparties. The counterparty is an individual signing solely on the individual's own behalf, rather than as an agent, trustee, or representative of another person or entity.
- Other reliable evidence. General Counsel determines that other available information sufficiently establishes the signer's authority and that separate documentation is unnecessary for the particular transaction.

Staff shall briefly document the basis for any waiver in the contract file. A waiver excuses only the requirement to obtain separate supporting documentation; it does not waive the requirement for actual signing authority or any approval required by law, the counterparty's governing documents, or the agreement.

14.4 Amendments, Renewals, and Change Orders

Amendments, renewals, and change orders are part of Total Contract Value. The Executive Director may approve an amendment when the resulting Total Contract Value does not exceed $75,000, funds are available, the change is within the general scope, and the change does not circumvent competition.

Board approval is required when an amendment causes Total Contract Value to exceed $75,000, materially changes scope or purpose, creates an unbudgeted obligation, exceeds an amount previously authorized by the Board, or otherwise requires Board action.

14.5 Contract Administration and Closeout

The designated member of staff shall monitor deliverables, schedule, performance, invoices, insurance, amendments, disputes, and closeout. Final payment shall not be approved until required deliverables, releases, warranties, records, and acceptance documentation have been received.

Section 15. Ethics and Conflicts of Interest and Gifts and Benefits

15.1 Ethics and Conflicts of Interest

Commissioners, officers, employees, shall comply with applicable law, the Authority's bylaws, and adopted conflict-of-interest and ethics requirements.

- Disclose actual, potential, or apparent conflicts promptly.
- Refrain from participating when recusal is required.
- Not solicit or accept prohibited gifts, gratuities, favors, or personal benefits from current or prospective vendors.
- Protect confidential and procurement-sensitive information.
- Avoid preferential treatment and communicate material information to competitors on an equal basis.
- Not use Authority information, property, position, or opportunities for improper personal benefit.

The procurement file shall include evaluator conflict disclosures when a formal solicitation or other significant competitive selection is used.

15.2 Gifts and Benefits

Commissioners and employees shall not solicit or accept any gift, gratuity, favor, entertainment, service, loan, discount, payment or other thing of value or economic benefit when acceptance is prohibited by applicable laws or reasonably could be expected to improperly influence the commissioner or employee's performance of official duties.

Gifts or other benefits shall not be accepted when:

- The gift or item would tend to improperly influence a reasonable person in the commissioner or employee's position to depart from the faithful and impartial discharge of the individual's PURA duties or suggest the appearance thereof.
- The individual knows or a reasonable person in the individual's position should know under the circumstances, that the gift or benefit is primarily intended to reward the individual for an official action or the performance of PURA duties.

A gift or benefit is not prohibited merely because the donor has a relationship with PURA. Nothing in this policy prohibits an employee from accepting an item or benefit that is expressly permitted under Colorado law.

During a solicitation, evaluation, negotiation, or other active procurement or selection process, a commissioner, employee, evaluator, or other person participating in the procurement shall not solicit or accept any gift, meal, entertainment, gratuity, or other personal benefit from a proposer, bidder, vendor, or other person with a financial interest in the procurement, regardless of value.

Section 16. Grant-Funded and Federally Funded Procurement

For purchases supported in whole or in part by federal, state, local, or grant funds, staff shall identify and comply with all applicable award terms, procurement standards, contract clauses, domestic-preference provisions, socioeconomic requirements, cost and price analysis requirements, record-retention rules, and approval conditions.

The most restrictive applicable threshold or procedure shall control. Staff shall not assume that the thresholds in this Policy authorize a method prohibited by a grant or funding agreement. Federal-award procurements shall follow applicable provisions of 2 C.F.R. Part 200 and the current federal thresholds incorporated by those rules, as applicable to the Authority's status and award.

Section 17. Capital Asset Recognition and Valuation

17.1 Capitalization Criteria

An item shall be capitalized when it is owned or controlled by the Authority, has an estimated useful life greater than one year, provides future service capacity or economic benefit, and has a total acquisition cost of $5,000 or more, unless a different treatment is required by applicable accounting standards, the Authority's auditor, or a funding agreement.

The capitalization threshold is an accounting threshold. It does not determine purchasing authority, competition, inventory control, or Board approval.

17.2 Asset Classes

- Land and land improvements.
- Buildings and building improvements.
- Infrastructure and public improvements owned by the Authority.
- Furniture, fixtures, machinery, equipment, and vehicles.
- Technology hardware and qualifying software or systems.
- Construction in progress.
- Lease, subscription, right-to-use, or other assets required to be recognized under applicable accounting standards.

17.3 Capitalized Cost

Capitalized cost shall include the purchase or construction price and other directly attributable costs necessary to place the asset into its intended location and condition for use, including freight,

installation, site preparation, eligible professional fees, and qualifying construction costs. Donated assets shall be recorded in accordance with applicable accounting standards.

17.4 Repairs and Maintenance

Routine repairs and maintenance that preserve normal operating condition shall be expensed. Expenditures that materially extend useful life, increase capacity, improve efficiency, replace a significant component, or provide a material betterment may be capitalized when the capitalization criteria are met.

Section 18. Depreciation and Asset Records

18.1 Depreciation

Depreciable assets shall be depreciated using the straight-line method unless another method is approved by the Authority's auditor. Land shall not be depreciated. Construction in progress shall not be depreciated until the asset is placed in service. Depreciation shall be recorded at least annually in connection with year-end financial reporting.

18.2 Estimated Useful Lives

Useful lives shall be established by asset class in consultation with the Authority's auditor and applied consistently. Management may assign a different useful life when supported by the asset's expected service, condition, contractual term, or applicable accounting standard.

18.3 Asset Register

The Authority shall maintain an asset register containing, as applicable, asset description, identification number, acquisition date, cost, funding source, location, custodian, useful life, depreciation, restrictions, and disposition information. Physical verification shall be performed periodically, and discrepancies shall be investigated and documented.

18.4 Impairment, Loss, or Damage

Material impairment, loss, theft, or damage shall be reported promptly to the Executive Director and, when appropriate, the insurer, law enforcement, auditor, and Board. Accounting records shall be adjusted in accordance with applicable standards.

Section 19. Personal Property Disposition

19.1 Surplus Determination

Before disposal, property shall be determined to be surplus, obsolete, excess, damaged beyond economical repair, no longer needed, or more costly to retain than dispose of. Property with a value up to the Executive Director's maximum approval authority under this Policy shall be determined surplus by

the Executive Director. Property with a value exceeding the Executive Director's maximum approval authority shall be determined surplus by the Board.

19.2 Permitted Methods

- Transfer to the City of Pueblo, Pueblo County, another governmental entity, or an eligible public organization.
- Trade-in as part of a replacement purchase. Property with significant remaining value may be used as a trade-in for a discount on new equipment.
- Public auction, online auction, sealed bid, or other competitive sale.
- Negotiated sale supported by documented market value when competition is impractical and Board approval is obtained when required.
- Donation to an eligible nonprofit or charitable institution when the transfer serves a documented public purpose and is legally permissible.
- Recycling, destruction, or other appropriate disposal when the property has no practical market value or must be securely destroyed.
- Purchase by, or transfer of ownership to, the employee to whose workstation the property was assigned, for an appropriate and fair fee based on the property's depreciated value. If the employee declines, the property may be donated, recycled, or destroyed.

19.3 Disposition Controls

The Authority shall seek fair value when practical and document the authorization, method, recipient or purchaser, proceeds, asset condition, and date. Except for the assigned-employee purchase option in Section 19.2, no commissioner, officer, employee, or immediate family member may receive preferential access to surplus property. Disposal actions shall be reflected in the asset register and accounting records.

19.4 Accounting Treatment

When a capital asset is sold, transferred, destroyed, or otherwise disposed of, its recorded cost and accumulated depreciation shall be removed, any gain or loss recognized, proceeds deposited and recorded, and related restrictions addressed.

Section 20. Real Property Acquisition and Disposition

The acquisition, sale, lease, exchange, option, transfer, or other disposition of real property or an interest in real property requires Board approval and shall comply with applicable Colorado urban renewal law and other controlling requirements.

The transaction file shall include, as applicable, Board authorization, legal review, property description, title materials, environmental information, appraisal or other valuation support, public notice, proposal or negotiation records, closing documents, deed or lease, settlement statement, and evidence that statutory procedures were satisfied.

Real-property transactions are not governed solely by the personal-property disposal procedures in Section 19. When applicable law requires a separate proposal, notice, hearing, negotiation, or disposition procedure, that procedure shall control.

Section 21. Documentation, Retention, and Internal Controls

21.1 Procurement File

The Authority shall maintain a centralized procurement file sufficient to demonstrate the full history of the transaction. The file shall include the records listed in Appendix B as applicable.

21.2 Prepayment Verification

No payment shall be released for a transaction requiring Board approval until evidence of that approval is attached and cross-referenced. No payment shall be released when a required contract, purchase order, invoice, receipt, procurement record, insurance certificate, or acceptance record is missing.

21.3 Segregation of Duties

To the extent practicable, vendor selection, purchasing authorization, receipt verification, invoice review, payment approval, payment issuance, and reconciliation shall be assigned among different individuals. Required approvals under the Financial and Administrative Internal Controls Policy remain applicable.

21.4 Record Retention

Procurement, contract, capital-asset, and disposition records shall be retained in accordance with the Authority's adopted record-retention schedule, applicable law, grant requirements, litigation holds, and audit requirements. Records subject to a legal hold shall not be destroyed until released in writing by authorized legal counsel.

Section 22. Noncompliance, Monitoring, and Policy Review

22.1 Noncompliance

Material noncompliance shall be documented and reported to the Executive Director. The Executive Director shall determine appropriate corrective action, which may include suspension of a procurement, additional review, vendor remedies, ratification when lawful, training, procedural changes, referral to legal counsel, or reporting to the Board.

22.2 Monitoring

The Treasurer shall periodically review purchases near or above policy thresholds, sole-source and emergency procurements, waivers, amendments, and procurement-file completeness. Significant trends or exceptions shall be reported to the Board.

22.3 Review and Amendment

This Policy shall be reviewed at least every three years and sooner when changes in law, accounting standards, federal thresholds, organizational structure, audit findings, or operational needs warrant. The Board may amend thresholds and other provisions by resolution or policy amendment after appropriate legal and financial review.

22.4 Severability and Effective Date

If any provision is determined to be invalid or unenforceable, the remaining provisions shall remain in effect to the extent permitted by law. This Policy becomes effective on the date approved by the Board unless the adopting resolution provides otherwise.

APPENDIX A. Procurement Threshold Matrix

Tier	Total Value	Method	Approval	Key Control
1	**$0–$25,000**	Micro purchase	ED	Document business purpose and price reasonableness
2	**$25,000.01–$75,000**	Documented competitive selection; 3 written quotes when reasonably available	ED	Comparison and selection record
3	**>$75,000**	Formal advertised solicitation	Board	IFB/RFP/RFQ and documented award
Exception	**Any amount**	Sole source, emergency, cooperative, or waiver	Per policy	Written justification and required approval

ED means Executive Director. The Executive Director may require a more formal method at any value. The most restrictive applicable legal, grant, funding, or contractual requirement controls.

APPENDIX B. Minimum Procurement File Checklist

- ☐ Business need, scope, specifications, and estimated Total Contract Value
- ☐ Budget and funding-source verification
- ☐ Procurement method determination
- ☐ Purchase requisition and purchase order, when required
- ☐ Vendor outreach and quotations, bids, proposals, or qualifications
- ☐ Solicitation, advertisements, addenda, questions, and responses
- ☐ Conflict-of-interest disclosures
- ☐ Evaluation worksheets, interview notes, reference checks, and responsibility review
- ☐ Selection memorandum or award recommendation
- ☐ Sole-source, emergency, cooperative-purchasing, or waiver documentation
- ☐ Board resolution, minutes, or other approval record
- ☐ Fully executed contract and amendments
- ☐ Insurance, licenses, bonds, and required compliance forms
- ☐ Invoices, receipts, acceptance, and payment support
- ☐ Performance documentation, change orders, closeout, warranties, and releases
- ☐ Disposition authorization, sale or transfer record, proceeds, and asset-register update

APPENDIX C. Sole-Source, Emergency, and Waiver Documentation

The written record for an exception should address the following, as applicable:

- Description of the goods, services, construction, or transaction.
- Estimated and final Total Contract Value.
- Budget and funding source.
- Facts supporting the requested exception.
- Market research and vendors considered.
- Why normal competition is unavailable, impractical, or not in the Authority's best interests.
- Price or cost reasonableness.
- Risks, duration, and proposed safeguards.
- Required legal, Executive Director, Board, or funding-source approval.
- Post-award reporting, ratification, or corrective action.

Adoption

Adopted by the Pueblo Urban Renewal Authority Board of Commissioners on _____, 20____.

PUEBLO URBAN RENEWAL AUTHORITY

_____

Board Chair

_____

Date

_____

Secretary or Authorized Officer

_____

Date

Superseded documents upon adoption:

- Procurement & Disposal Policy, adopted October 13, 2009; revised January 26, 2016; reformatted January 31, 2019
- Capitalization Policy, adopted August 11, 2009; revised January 27, 2016 and January 31, 2019

Pueblo Urban Renewal Authority

D-100

Project Area Creation, Administration, Financing & Dissolution Policy

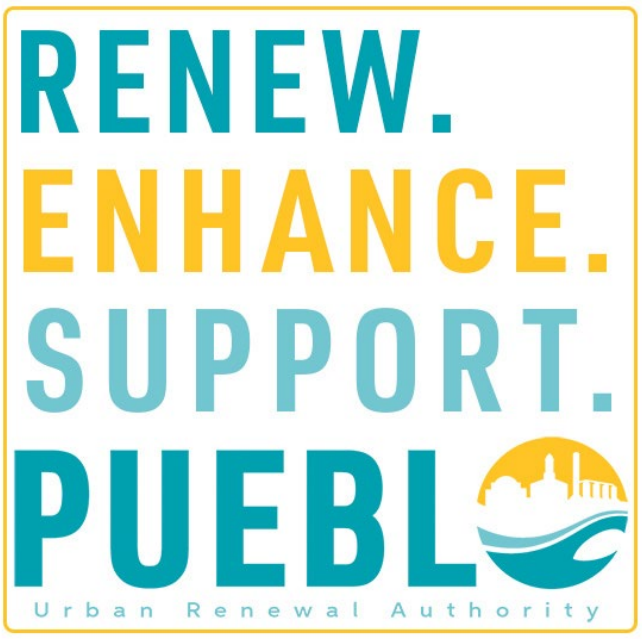


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Section 1. General Provisions

1.1 Purpose

This Policy establishes a consistent framework for evaluating urban renewal opportunities; creating and administering urban renewal areas and projects; negotiating development, financing, and reimbursement agreements; recovering project-related costs; allocating tax increment financing revenues; monitoring project performance; and closing or dissolving project areas after applicable obligations have been satisfied.

The Policy is intended to support transparent decision-making, predictable partnerships, prudent stewardship of public resources, and the long-term operational and financial sustainability of the Pueblo Urban Renewal Authority (the "Authority" or "PURA").

1.2 Authority

This Policy shall be interpreted and administered in accordance with the Colorado Urban Renewal Law, C.R.S. §§ 31-25-101 through 31-25-116, as amended; other applicable federal, state, and local law; urban renewal plans approved by the Pueblo City Council; resolutions and actions of the PURA Board of Commissioners; and duly approved project-specific agreements.

If a conflict exists among this Policy, applicable law, an approved urban renewal plan, or a binding agreement, the controlling law, plan, or agreement shall govern to the extent of the conflict.

1.3 Legislative Declaration and Policy Objectives

To achieve its statutory purpose, the Authority shall prevent and eliminate blight and the spread of blight by investing in the community by fostering economic growth through revitalization, enhancement, and preservation. In carrying out this purpose, PURA shall consider the following objectives:

- Encourage redevelopment, reinvestment, and the elimination or prevention of blighting conditions throughout Pueblo.
- Promote projects that generate meaningful public benefits, including but not limited to private investment, improved infrastructure, productive reuse of property, and enhanced quality of life.
- Maintain open and transparent communication with the City of Pueblo, affected taxing entities, developers, property owners, community stakeholders, and the public.
- Evaluate the potential competitive consequences of proposed developments on existing businesses and active project areas.
- Use TIF and other public resources responsibly, proportionately, and only for authorized public purposes.
- Protect PURA's ability to administer current projects and pursue future redevelopment opportunities.

1.3.1 Other Objectives to Be Considered

In addition to the objectives above, PURA shall consider the following:

- Preserve historic structures, prioritizing the preservation and reuse of historic character when feasible and consistent.
- Support a diverse and evolving local economy, including creative industries and other sectors that advance community development.

When evaluating whether a project would reasonably proceed without PURA participation (the "but-for" analysis), PURA shall also consider whether the project advances the following objectives:

- Housing, including the creation, rehabilitation, or preservation of housing opportunities.
- Catalytic transformation and placemaking that spurs additional investment and creates distinctive, active public places.
- Healthy living, including access to parks, trails, and community gardens.
- Connectivity among neighborhoods, destinations, and transportation options.

1.4 Applicability and No Entitlement

This Policy applies to prospective and active projects seeking or receiving PURA participation unless the Board expressly provides otherwise. Submission or evaluation of a proposal does not create an entitlement to project-area designation, TIF assistance, reimbursement, property, financing, or any other form of PURA participation.

All assistance is discretionary and remains subject to legal eligibility, available revenues, Board approval, City Council approval when required, negotiation of acceptable agreements, satisfaction of applicable conditions, and continuing compliance with law and contract.

1.5 Definitions

Term	Definition
Administrative Allocation	The portion of available project revenue retained by PURA to support administration, staffing, compliance, accounting, legal services, reporting, and other authorized operational responsibilities.
Advance Deposit	Funds provided by a developer or project sponsor before or during project evaluation to cover anticipated third-party and administrative costs.

Available TIF Revenue	Tax increment revenue actually received and legally available for use after application of statutory requirements, superior obligations, debt service, collection adjustments, and applicable agreement terms.
Board	The Board of Commissioners of the Pueblo Urban Renewal Authority.
Developer	A property owner, business, entity, project sponsor, or other party proposing or undertaking a project with PURA participation.
Eligible Project Cost	A cost authorized by law, an approved urban renewal plan, Board action, and the applicable agreement for payment or reimbursement from identified project revenues.
Executive Director	The Executive Director of PURA or an authorized designee.
Preliminary Reimbursement Agreement	An agreement between PURA and a Developer, entered into before a Project-Specific Agreement, under which the Developer agrees to reimburse PURA for PURA's costs of evaluating, negotiating, and processing the proposed Project, including legal, financial, consultant, and staff costs. A Preliminary Reimbursement Agreement does not obligate PURA to approve the Project or to provide any financial assistance.
Project	A redevelopment, development, rehabilitation, public improvement, financing, or related activity considered or supported by PURA.
Project Area	An urban renewal area governed by an urban renewal plan approved in accordance with applicable law.

Project Area Reserve Fund	A restricted or designated account funded from project revenues for approved improvements, needs, obligations, or reinvestment within the applicable project area, subject to law and Board action.
Project-Specific Agreement	A development, reimbursement, cooperation, financing, disposition, or other written agreement approved by the appropriate parties.
Redevelopment and Reimbursement Agreement (R&R)	A written agreement between PURA and a Developer, approved by the Board, that documents a Project and sets out the Project scope, schedule, and responsibilities of the parties; the Eligible Project Costs that may be reimbursed and the maximum reimbursement; and the revenue sources, priority, and timing of reimbursement payments, as described in Section 4.1.
Standby or Option Fee	A fee assessed for reserving potential financial capacity, reimbursement priority, development rights, staff resources, or other PURA commitments for a project that has not commenced or has become inactive.
Tax Increment Financing or TIF	The financing mechanism authorized under Colorado law through which eligible incremental property or sales tax revenues may be used for approved urban renewal purposes.
TIF Reimbursement	Payment to a developer or other eligible party from available TIF revenue for verified eligible project costs under an approved agreement.
Urban Renewal Plan	A plan approved pursuant to the Colorado Urban Renewal Law that establishes the purposes, boundaries, activities, and authorities applicable to an urban renewal area.

Section 2. Project Initiation and Preliminary Evaluation

2.1 Sources of Potential Projects

Potential projects may originate from developers, property owners, PURA staff or Board members, the City of Pueblo, community organizations, public or quasi-public partners, neighborhood stakeholders, or adopted plans and studies. PURA may solicit proposals or consider unsolicited opportunities consistent with law and adopted procurement requirements.

2.2 Preliminary Project Application

A developer or project sponsor requesting PURA participation shall provide information reasonably necessary to evaluate the project. PURA may tailor submission requirements to the scale, complexity, and stage of the proposal. Requested materials may include:

- A project narrative describing the site, proposed uses, anticipated public benefits, and requested PURA participation.
- Evidence of property ownership, site control, or a credible path to site control.
- Conceptual plans, preliminary design materials, development schedule, and major milestones.
- A preliminary development budget, sources-and-uses statement, operating assumptions, and evidence of financing capacity.
- An explanation of the financing gap or other need for public participation.
- Estimated private investment, tax generation, public improvements, and other measurable outcomes.
- Identification of known environmental, infrastructure, title, land-use, utility, or regulatory issues.
- Ownership, organizational, and contact information for the project team.
- Other information requested by the Executive Director, Board, financial advisor, or legal counsel.

2.3 Preliminary Staff Review

PURA staff shall conduct a preliminary review before recommending a material commitment of PURA resources. The review may address:

- Consistency with PURA's mission, policy objectives, and applicable plans.
- Actual or potential statutory eligibility and the presence of blighting conditions.
- Project readiness, feasibility, market support, and anticipated schedule.
- Developer experience, organizational capacity, and financial capability.
- Demonstrated need for PURA participation and proportionality of the requested assistance.
- Anticipated public benefits and measurable outcomes.
- Potential effects on existing businesses, active project areas, and affected taxing entities.
- Administrative, legal, financial, engineering, environmental, and other professional-service requirements.
- Financial, legal, completion, revenue, and reputational risks to PURA.

Staff may present a preliminary report or recommendation to the Board. A favorable preliminary review authorizes continued evaluation only and does not constitute final project approval.

2.4 Project Costs

PURA shall require the developer to pay PURA's project-related costs in the form of reimbursement to PURA under a Preliminary Reimbursement Agreement, a reasonable advance deposit, or direct payment of project-related expenses. The amount and timing shall be established by staff, the Board, or a project-specific agreement based on anticipated costs and project complexity.

2.4.1 Covered Costs

Costs to be paid by developer may include planning studies, conditions surveys, financial analyses, legal services, agreement preparation, public notice, urban renewal plan preparation or amendment, engineering, environmental review, appraisal, title work, bond or financing services, and other professional services reasonably required to evaluate or advance the project.

2.4.2 Accounting and Replenishment Expenses

PURA shall account for deposits and expenses by project. If costs exceed anticipated estimates, the applicable agreement may be revised. Unused amounts shall be returned or credited as provided in the applicable agreement, after payment of outstanding obligations.

2.4.3 Reimbursement Eligibility

Developer-paid costs shall be recognized as eligible TIF reimbursed costs and be reimbursed from available pledged TIF revenues in final redevelopment and reimbursement agreement.

2.4.4 PURA Advances and Priority Repayment

If PURA advances project-related costs, the Board shall require repayment from the first legally available TIF project revenues before any developer reimbursement or other subordinate distributions.

2.4.5 Waiver or Reduction

The Board may waive, reduce, defer, or modify reimbursement requirements when the Board finds that the action is justified by strategic importance, anticipated public benefit, project feasibility, financial need, availability of PURA resources, or other documented circumstances.

2.5 Standby or Option Fee

PURA may assess an annual standby or option fee when PURA reserves potential TIF capacity, reimbursement priority, development rights, staff or professional resources, or another material commitment for a project that has not commenced construction or has become inactive. A standby or option fee is enforceable only after the applicable Project Area has been created.

2.5.1 Fee Determination

The fee shall reflect the degree of project readiness, uncertainty, duration, requested PURA participation, staff burden, opportunity cost, and risk. Relevant factors may include site control, design completion, entitlements, financing commitments, construction readiness, and compliance with agreed milestones.

2.5.2 Illustrative Range

Unless revised by Board-approved fee schedule, the annual standby or option fee may range from $10,000 to $25,000. The Board may approve an amount within or outside this range when supported by project-specific findings.

Illustrative Project Status	Illustrative Annual Fee
Early concept or uncertain timeline	$20,000 - $25,000
Moderate progress, including site control or early design	$15,000 - $20,000
Construction-ready, including entitlements and financing	$10,000 - $15,000

2.5.3 Review, Credit, and Termination

The applicable agreement shall state the payment date, review frequency, any credit toward other approved costs, and circumstances for suspension or termination. PURA may terminate a reservation or commitment if the developer fails to pay the fee or meet established milestones. The standby or option fee and its terms may be incorporated into the Redevelopment and Reimbursement Agreement for the project.

2.6 Project Milestones and Inactivity

PURA may establish milestones for site control, design, entitlements, financing, agreement execution, construction commencement, completion, and opening. A project may be designated inactive when material milestones are missed, progress is not demonstrated, required information is not provided, or the developer gives notice that the project is suspended.

For an inactive project, PURA may discontinue further work, require payment of outstanding costs, assess or continue a standby fee, revise the proposed assistance, release reserved capacity, or recommend termination of negotiations or agreements.

Section 3. Project Area Creation and Approval

3.1 Application Provisions

Each application shall clearly demonstrate the need for public incentive through a gap analysis, a feasibility study.

3.2 Conditions Survey and Eligibility

Before recommending creation or material expansion of an urban renewal area, PURA shall cause the required conditions survey ,eligibility analysis , and an impact report showing the project's impact on the services of affected taxing entities to be prepared. The analysis shall identify proposed boundaries,

document relevant existing conditions, evaluate statutory requirements, and support the public findings required for further action.

The boundaries of a proposed area should be no broader than reasonably necessary to accomplish the proposed urban renewal purposes, subject to applicable law and planning considerations.

3.3 Urban Renewal Plan Preparation

An urban renewal plan or amendment shall be prepared in accordance with applicable law and may address:

- Project-area boundaries and existing conditions.
- Redevelopment objectives and authorized activities.
- Proposed land uses and relationship to applicable municipal plans.
- Public improvements, infrastructure, rehabilitation, acquisition, disposition, relocation, and related actions.
- Proposed financing methods, including TIF, debt, reimbursement, grants, or other authorized resources.
- Implementation responsibilities, anticipated duration, and statutory limitations.
- Other provisions necessary to support required findings and approvals.

3.4 Community and Governmental Engagement

PURA shall engage the City of Pueblo, affected taxing entities, property and business owners, neighborhood and community stakeholders, and other public or private partners as required by law or reasonably appropriate to the project. Engagement may include notices, consultations, presentations, public meetings, written information, and opportunities for comment.

3.5 Required Approvals

No project-area creation, plan adoption, material plan amendment, TIF commitment, debt issuance, property disposition, or development agreement shall be effective until approved by the body or official authorized by law, governing documents, or Board delegation. Staff shall maintain a record of material approvals and conditions.

Section 4. Agreements, Financing, and Active Administration

4.1 Redevelopment and Reimbursement Agreements

PURA participation in Public Private Partnership shall be documented in a written agreement approved by the appropriate parties. The agreement shall address provisions applicable to the transaction, which may include:

- The project scope, plans, uses, schedule, and measurable outcomes.
- The responsibilities of PURA, the Developer, and/or other parties.
- Approved eligible project costs and maximum reimbursement.
- Available revenue sources, allocation, priority, and payment timing.
- Administrative allocations, fees, deposits, and professional costs.
- Any standby or option fee under Section 2.5, including the fee amount, payment date, review frequency, credits, and termination terms.
- Private investment and financing commitments.
- Performance milestones and conditions precedent.
- Construction commencement, completion, operating, and reporting obligations.
- Documentation, inspection, audit, and record-retention requirements.
- Insurance, indemnification, representations, and legal compliance.
- Assignment, transfer, change of control, default, remedies, clawback, and termination.
- Closeout, survival, and other provisions appropriate to protect public resources.

4.2 TIF Allocation Framework

Unless the Board approves a different allocation in a project-specific agreement or financing, available TIF revenue shall be allocated as follows:

Share	Allocation	Purpose
75%	Developer Reimbursement	Payment of verified eligible project costs under the approved agreement.
15%	PURA Administrative Operations	Staffing, legal, financial, accounting, compliance, reporting, and project administration.
10%	Project Area Reserve Fund	Future improvements, unforeseen needs, obligations, and strategic reinvestment within the project area Unused reserve funds shall be applied toward developer reimbursement, up to the approved maximum, as provided in Section 4.3 in the final collection uear of the URA if applicable

4.2.1 Project-Specific Modification

The Board may approve a different allocation based on demonstrated financing need, public benefit, project risk, timing and amount of anticipated revenues, debt-service requirements, taxing-entity agreements, legal restrictions, market conditions, administrative burden, or other documented project circumstances.

4.2.2 Limitations

All reimbursements and allocations are subject to actual receipt and legal availability of revenue, superior obligations, applicable agreements, collection adjustments, statutory limitations, and annual financial administration. PURA does not guarantee the amount or timing of TIF revenue.

4.3 Project Area Reserve Fund

PURA may establish and maintain a Project Area Reserve Fund for each applicable project area. Reserve funds may be used for authorized project-area purposes, including future improvements, unforeseen needs, corrective or completion work, support of existing public improvements, strategic reinvestment, and satisfaction of lawful project-area obligations.

Reserve expenditures require approval consistent with the adopted budget, Board authority, project-area plan, governing agreements, and applicable law. PURA shall separately account for reserve balances and shall determine the lawful disposition of remaining balances at project-area closeout or dissolution. Reserve funds that are not needed for these purposes may be pledged toward developer reimbursement if the maximum reimbursement approved in the governing agreement has not been met.

4.4 Application Fee

PURA shall charge an application fee of $5,000, payable upon execution of the Preliminary Reimbursement Agreement

4.5 Bond Administration Fee

When a project involves bonds or the upfront capitalization of anticipated TIF revenue, PURA shall assess bond administration fees on the following schedule, unless the Board approves different terms:

Closing fee. One percent (1%) of bond proceeds, paid from bond proceeds at closing.

Certification through construction. A set annual fee for each year from certification through completion of construction, which may differ from the fee for later years.

Following years. A set annual fee for each remaining year of the bond term, increased by the rate and Consumer Price Index (CPI) adjustments stated in the applicable agreement.

4.6 Other Project-Specific Charges

Subject to Board approval and the applicable agreement, PURA may assess or recover charges for extraordinary or specialized services, including:

- Multi-contract project-area administration, in an amount up to five percent (5%) of the applicable fee base or $10,000 annually, as defined in the approving agreement.
- An origination fee of up to 1.5% for approved PURA equity contributions, including land, cash, or other contributed value, as defined in the approving agreement.
- Extraordinary legal, financial, engineering, environmental, appraisal, title, compliance, or professional services.
- Developer-requested agreement amendments, restructurings, assignments, or financing changes that require material additional work.
- Other identifiable services outside ordinary project administration.

Section 5. Project Dissolution

5.1 Periodic Project Area Review

PURA shall periodically review each active project area. The review may consider progress toward plan objectives, outstanding agreements, remaining reimbursements, debt and financing commitments, reserve balances, redevelopment needs, statutory or plan expiration dates

5.2 Conditions for Dissolution

A project area may be considered for dissolution when one or more of the following conditions applies:

- The project area has been in decrement for five (5) or more consecutive years, in which case it may be recommended for dissolution.
- Other circumstances, including the level of project-area activity or lack of activity, support dissolution.

Section 6. Policy Administration

6.1 Board Authority

The Board retains authority to:

- Approve, deny, condition, or discontinue proposed projects and project areas.
- Determine the amount, source, priority, duration, and form of PURA assistance.
- Approve or modify TIF allocations, reserves, fees, deposits, and cost-recovery requirements.
- Approve project-specific agreements, exceptions, findings, and amendments.
- Require additional security, documentation, reporting, or performance conditions.
- Interpret this Policy and resolve questions concerning its application.
- Amend, replace, suspend, or repeal this Policy by formal Board action.

6.2 Delegated Administrative Authority

Subject to the bylaws, budget, procurement requirements, Board resolutions, and applicable law, the Board may delegate authority to the Executive Director to administer approved projects and agreements.

Delegated activities may include collecting deposits and fees, engaging authorized professional services, reviewing reimbursement requests, requiring supporting documentation, monitoring compliance, approving routine administrative matters, and executing nonmaterial modifications.

Material changes to the scope, amount, duration, allocation, security, public benefit, or risk of an approved project shall be referred to the Board unless expressly covered by a prior delegation.

6.3 Administrative Standards

The Administrative Standards for All Policies at the front of this manual apply to this Policy.This Policy supersedes the Project Area Creation, Administration & Dissolution Policy adopted May 12, 2015, and revised January 26, 2016, except as otherwise provided by the Board.

Adoption

Adopted by the Pueblo Urban Renewal Authority Board of Commissioners on _____, 20_____.

PUEBLO URBAN RENEWAL AUTHORITY

_____

Board Chair

_____

Date

_____

Secretary or Authorized Officer

_____

Date

Superseded documents upon adoption:

- Project Area Creation, Administration & Dissolution Policy, adopted May 12, 2015; revised January 26, 2016
- Developer Fee Policy, adopted March 13, 2012; revised January 27, 2016

Pueblo Urban Renewal Authority

E-100

Information Technology, Artificial Intelligence & Cybersecurity Policy

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Adoption 136

Section 1. Purpose

This policy establishes a unified framework for secure, reliable, ethical and cost-effective use of information technology, artificial intelligence and digital resources. It combines baseline IT governance, cybersecurity safeguards, responsible AI use, technology lifecycle management and incident response in a form practical for a small public agency. The policy is intended to protect Authority information and systems, support efficient operations, preserve public trust, and define clear responsibilities for employees, officials, contractors and service providers. Detailed technical standards and procedures may be maintained separately and updated administratively, provided they remain consistent with this policy.

Section 2. Scope

This policy applies to all Authority workforce members, Board members when using Authority systems or information, interns, volunteers, contractors, consultants, vendors and other authorized users. It covers Authority-owned, leased or managed devices; personally owned devices used for Authority business; networks; software; cloud services; email; records; data; AI systems; and third-party technology services.

Section 3. Guiding Principles

- Use technology only for lawful, authorized and mission-aligned purposes.
- Apply security and privacy protections according to risk and sensitivity.
- Use least-privilege access and verify identity before granting access.
- Keep public records, confidential information and personal information in approved systems.
- Use AI as a support tool, not as a substitute for accountable human judgment.
- Document material technology decisions, exceptions and incidents.
- Favor practical controls appropriate to the Authority's size, operations and risk exposure.

Section 4. Governance and Responsibilities

4.1 Board of Commissioners

- Adopts this policy and oversees material technology, cybersecurity and AI risks at the governance level.
- Receives periodic updates on significant incidents, risk, major investments and policy compliance.

4.2 Executive Director

- Is accountable for policy administration and may designate an IT or security lead.
- Approves exceptions, high-risk AI uses, material system acquisitions and incident notifications when required.

- Ensures adequate resources, contracts and procedures exist to implement this policy.

4.3 IT Provider or Designated IT Lead

- Maintains technical safeguards, inventories, backups, access controls, monitoring, patching and recovery capabilities.
- Provides timely incident support, security recommendations and documentation.
- Coordinates secure onboarding, role changes and offboarding.

4.4 Users

- Protect credentials and devices, follow training, promptly report concerns, and use only approved systems and services.
- Remain responsible for reviewing work produced with technology or AI before it is relied upon, distributed or used to make a decision.

Section 5. Acceptable Use of Technology

Authority systems are provided primarily for official business. Limited incidental personal use may be permitted when it is lawful, brief, does not interfere with work, creates no material cost or security risk, and does not violate policy.

5.1 Prohibited Uses

- Illegal, discriminatory, harassing, fraudulent or unauthorized activity.
- Circumventing security controls, disabling protection tools, probing systems without authorization, or installing unapproved software or hardware.
- Sharing accounts, passwords, authentication codes or access tokens.
- Using personal email, consumer file-sharing or unapproved messaging platforms for Authority records or confidential information.
- Accessing or distributing malicious, offensive or inappropriate content except when specifically required for an authorized work purpose.
- Using Authority resources for outside business, political campaigning or personal financial gain, except as permitted by law and an applicable Authority policy.

Section 6. Identity, Access and Account Security

- Each user must have a unique account. Shared accounts are prohibited unless technically necessary, documented and controlled.
- Multifactor authentication must be enabled for email, cloud systems, remote access, administrative accounts and other supported services.

- Access must be based on job duties and least privilege, approved by an authorized supervisor, and reviewed periodically.
- Administrative privileges must be limited, separately assigned when feasible, and not used for routine work.
- Access must be changed promptly when duties change and disabled promptly upon separation.
- Passwords and passphrases must meet current technical standards established by the IT provider. Password reuse across Authority and personal accounts is prohibited.

Section 7. Devices, Software and Remote Work

- Devices used for Authority business must use supported operating systems, current security updates, screen locks, encryption where supported, endpoint protection and approved management tools.
- Users may not install unapproved software, browser extensions, remote-access tools or removable media, unless authorized for business use.
- Authority information must not be stored permanently on personal devices. Any authorized personal-device use must preserve records and allow required security controls. By using a personal device for Authority business with permission, the user agrees that PURA may access, retrieve, and remove all Authority information on that device, and the user shall provide that access and allow all Authority information to be wiped upon separation from PURA.
- Lost, stolen or compromised devices must be reported immediately.
- Public or untrusted Wi-Fi should not be used for sensitive work without an approved secure connection.
- Confidential conversations, screens and documents must be protected when working remotely or in public locations.

Section 8. Data Governance, Privacy and Records

Information must be handled according to its sensitivity, legal status and operational importance. The following practical categories apply unless a more specific legal or contractual requirement controls:

Category	Examples	Minimum handling
Public	Published materials, approved meeting materials, public notices	May be shared after approval and records review.
Internal	Drafts, routine operations, internal communications	Store in approved Authority systems; share only for business need.
Confidential	Financial access data, personnel information, legal advice, security information, protected business records	Restrict access; encrypt in transit and at rest where supported; do not place in unapproved systems or AI tools.
Restricted	Credentials, authentication secrets, bank account access, incident evidence, data specifically protected by law	Highest protection; explicit authorization; avoid emailing unless approved and secured.

- Authority records must be created, retained, disclosed and disposed of in accordance with applicable records schedules, litigation holds, open-records requirements and legal direction.
- Users must collect, access, use and share only the information reasonably necessary for the authorized purpose.
- Sensitive information must not be copied to personal storage, local removable media or unapproved cloud services.
- Before sharing externally, users must verify recipients, permissions, attachments and whether redaction or legal review is required.

Section 9. Cybersecurity Safeguards

The Authority will maintain a risk-based cybersecurity program organized around governance, identification, protection, detection, response and recovery. Technical details may be defined in supporting standards and service contracts.

- Maintain inventories of devices, software, accounts, cloud services, vendors and critical information assets.
- Apply security patches and supported software updates based on risk and vendor guidance.
- Use endpoint security, email filtering, firewalls, secure configurations, encryption and logging appropriate to the environment.

- Conduct regular backups of critical data, protect backup copies from unauthorized alteration, and test restoration periodically.
- Monitor for suspicious activity and configure alerts for material security events.
- Perform vulnerability assessment, risk review and remediation at intervals appropriate to the Authority's environment.
- Maintain cyber insurance requirements and cooperate with insurer conditions when applicable.
- Review security controls after significant system changes and at least annually.

Section 10. Cybersecurity Incident Reporting and Response

Any suspected loss, unauthorized access, phishing, malware, account compromise, data exposure, device theft, unusual payment request or other security concern must be reported immediately to the Executive Director and designated IT contact. Users should preserve evidence and avoid taking actions that could worsen the incident.

10.1 Response Priorities

1. Protect life, safety and essential operations.
2. Contain the event and prevent further unauthorized access or loss.
3. Preserve logs, messages, files and other evidence.
4. Assess affected systems, information, vendors and legal obligations.
5. Eradicate the cause, restore operations and verify security.
6. Provide required notice to law enforcement, insurers, regulators, affected parties or governing bodies as directed by the Executive Director and counsel.
7. Document lessons learned and corrective actions.

No user may make a public statement, contact affected individuals, negotiate with a threat actor, or authorize payment relating to a cyber incident unless specifically authorized.

Section 11. Artificial Intelligence Use

The Authority supports responsible use of approved AI tools when they improve service, analysis, productivity or accessibility without compromising confidentiality, accuracy, fairness, transparency, records obligations or human accountability.

11.1 Permitted Use

- Drafting, summarizing, brainstorming, formatting, research assistance, translation, data organization and other low-risk support activities using approved tools and authorized information.
- Assisting with analysis or recommendations when a qualified employee independently verifies the sources, assumptions, calculations and final result.

- Automating routine processes when the workflow is approved, tested, monitored and includes appropriate human review.

11.2 Required Safeguards

- Use only AI tools approved by the Executive Director or designee and configured under an Authority-controlled account when available.
- Do not enter confidential, restricted, personally identifiable, legally privileged, security-sensitive, procurement-sensitive or nonpublic financial information into a public or unapproved AI service.
- Verify important facts, citations, calculations, legal references and generated content against reliable sources. AI output must not be treated as authoritative merely because it appears confident or polished.
- Review outputs for bias, unequal treatment, accessibility concerns, confidentiality, intellectual property risk and misleading content.
- Retain prompts, outputs or related records when they document Authority business and are required under the applicable records schedule.
- Do not represent synthetic audio, images, video or text as authentic when that would mislead a reasonable person.

11.3 Prohibited or High-Risk AI Uses

- AI may not make final decisions regarding employment, discipline, benefits, contracting, eligibility, enforcement, legal rights or other significant matters. Human review and accountable approval are required.
- AI may not be used to infer sensitive personal traits, conduct covert surveillance, impersonate a person, create deceptive communications or bypass security controls.
- AI may not be used to generate or submit false records, fabricated citations, invented meeting content or unverified public statements.
- High-risk uses, external-facing automated agents, custom models, autonomous actions, or integrations that can access Authority systems or data require documented risk review and written approval before deployment.

11.4 AI Procurement and Review

Before acquiring or materially expanding an AI-enabled service, the Authority should evaluate data use and retention, model training practices, security, privacy, ownership, accuracy, explainability, accessibility, vendor support, records export, auditability, termination rights and incident notification. The Executive Director may require legal, IT, insurance or procurement review.

Section 12. Third-Party Technology and Cloud Services

- Technology vendors must undergo proportionate review before receiving Authority data or system access.
- Contracts should address confidentiality, data ownership, security controls, breach notification, access management, subcontractors, data location where relevant, backup and recovery, records export, return or destruction of data, audit rights, insurance and termination assistance.
- Vendor access must be limited, time-bound where feasible, monitored and removed when no longer needed.
- Critical vendors should provide evidence of security practices appropriate to risk, such as independent assessments, certifications, test results or documented control frameworks.

Section 13. Business Continuity and Recovery

- Identify systems, records and vendors essential to payroll, finance, communications, Board operations and project administration.
- Maintain documented recovery priorities, key contacts, alternate processes and backup locations.
- Test data restoration and selected continuity procedures periodically and after major changes.
- Maintain secure emergency access procedures that do not depend on a single employee or vendor.

Section 14. Hardware Lifecycle, Refresh and Disposal

The Authority will manage end-user equipment to maintain security, reliability, warranty support and operational effectiveness. Replacement timing is a planning standard, not an automatic entitlement, and may be adjusted based on condition, support status, risk, warranty, budget and operational need.

Asset	Planning standard	Notes
Laptops and mobile workstations	Approximately 2 to 4 years	Replace earlier if unsupported, insecure, unreliable or unable to meet operational needs.
Monitors and display devices	Approximately 5 years	May remain in service longer if secure, functional and cost-effective.
Network, storage and security equipment	Based on support life and risk	Replace before end of vendor security support or when

capacity, reliability or resilience requires.

- All equipment must be inventoried and tracked through assignment, transfer and disposition.
- Data-bearing media must be sanitized using an approved method consistent with current NIST media-sanitization guidance and the sensitivity of the information.
- After sanitization, equipment may be reassigned, transferred, sold, donated, recycled through an appropriate vendor or destroyed, subject to applicable disposition requirements.
- Disposition must include chain-of-custody documentation and a certificate of destruction when appropriate.

Section 15. Training and Awareness

- Users must complete cybersecurity, privacy, records and acceptable-use training at onboarding and periodically thereafter.
- Additional training may be required for administrators, finance staff, records custodians, public communications, procurement staff and users of higher-risk AI or data systems.
- The Authority may conduct phishing simulations, tabletop exercises or other readiness activities.

Section 16. Monitoring, Privacy Expectations and Investigations

Authority systems and records may be logged, monitored, accessed, preserved, reviewed or disclosed for security, operations, records management, legal compliance, audits and authorized investigations. Users should not expect personal privacy when using Authority systems, except as provided by law. Monitoring must be authorized and proportionate to a legitimate purpose.

Section 17. Exceptions, Violations and Enforcement

Exceptions must be documented, time-limited when feasible, supported by a business need, include compensating safeguards, and be approved by the Executive Director or designee. Violations may result in removal of access, corrective action, contractual remedies, referral to law enforcement, or other action consistent with law and applicable personnel or Board policies.

Section 18. Policy Administration

The Executive Director may issue and update supporting procedures, standards, approved-tool lists, technical baselines, forms and incident contacts without Board amendment, provided they are consistent

with this policy. Material policy changes require Board approval. This policy will be reviewed at least annually and after a material incident, legal change, audit finding or significant technology change.

Appendix A. Reference Frameworks

This policy is informed by the following voluntary frameworks and guidance. Inclusion does not mean every provision applies as a legal mandate; the Authority will use them as practical references proportionate to risk:

- NIST Cybersecurity Framework (CSF) 2.0.
- NIST Artificial Intelligence Risk Management Framework (AI RMF 1.0) and related guidance.
- NIST SP 800-88, Guidelines for Media Sanitization, current revision.
- CISA Cybersecurity Performance Goals and current small-organization guidance.
- Applicable Colorado public-records, data-protection, breach-notification, employment, procurement and local-government requirements, as interpreted by counsel.

Appendix B. Minimum Incident Contact Sheet

Role	Primary contact	Backup / after-hours
Executive Director		
IT provider / security lead		
Legal counsel		
Cyber insurance / breach response		
Communications lead		
Law enforcement / emergency contact		

Adoption

Adopted by the Pueblo Urban Renewal Authority Board of Commissioners on _____, 20_____.

PUEBLO URBAN RENEWAL AUTHORITY

_____

Board Chair

_____

Date

_____

Secretary or Authorized Officer

_____

Date

Superseded documents upon adoption:

Note: This is a new policy; no previously adopted PURA policy is superseded.

Board Decision Checklist

The Board should resolve each item below before adopting the policies in this book. Each decision is also marked with a yellow "BOARD DECISION REQUIRED" note at the location shown. Check the box when the Board has acted and record the action taken.

Policy decisions

Done	No.	Decision	Location	Board action / notes
☐	D-1	Board composition: keep the ex-officio, non-voting seats, and what to call them	A-100, §2.1	
☐	D-2	Chairperson voting rights (limited vote or full vote)	A-100, §5.9	
☐	D-3	Pay-increase structure (State COLA plus merit)	B-100, §14.1	
☐	D-4	Remote or hybrid sign-up for public comment	B-310, §2.1.1	

Adoption actions

Done	No.	Action	Policy	Board action / notes
☐	A-1	Adopt Administrative Standards for All Policies	A-000	
☐	A-2	Adopt Bylaws	A-100	
☐	A-3	Adopt Employee Handbook	B-100	
☐	A-4	Adopt Public Communications, Open Records & Information Management Policy	B-310	
☐	A-5	Adopt Financial, Administrative & Investment Policy	C-100	
☐	A-6	Adopt Procurement, Capitalization & Asset Disposition Policy	C-300	

☐	A-7	Adopt Project Area Creation, Administration, Financing & Dissolution Policy	D-100
☐	A-8	Adopt Information Technology, Artificial Intelligence & Cybersecurity Policy	E-100
☐	A-9	Confirm General Counsel has completed the review items noted in the draft	All policies
☐	A-10	Complete each adoption block (date, resolution number, signatures)	All policies

Checklist confirmed by: _____

Title: _____

Date: _____

FUTURE ACTION

Future Action Anticipated at a Future Meeting

RTA Reimbursement Request

Gateway Plaza Enhancements – Leonardo da Vinci Museum of North America

Purpose

This summary presents four enhancement projects in the Gateway Plaza at the Leonardo da Vinci Museum of North America (DaVinci) and the Pueblo Convention Center, totaling $214,934.15.

Funding Requests

- **Vitruvian Man Sculpture ($168,295):** The sculpture, currently in development for placement in the plaza, has been submitted to the Pueblo Urban Renewal Authority (PURA) for potential reimbursement.
- **DaVinci Projects ($46,639.00):** Three (3) additional projects were submitted by DaVinci to the LAUNCH Grant Program but are located outside of any Urban Renewal Area.

RTA Eligibility

Each project is a permanent plaza enhancement that improves appearance, safety, accessibility, and the visitor experience, and staff recommends supporting these projects as qualified Regional Tourism Act (RTA) projects and expenses.

Gateway Plaza Projects

Project	Gateway Plaza Enhancement	Status	Amount
1. Vitruvian Man Sculpture	Monumental Leonardo da Vinci "Vitruvian Man" sculpture with turntable, concrete base platform, landscaping, signage, and electrical and lighting (see cost breakdown below).	In Development – Reimbursement	$168,295.15
2. Exterior Lighting	Permanent exterior lighting, photocell, and controller along the rear of the building and the pedestrian path to visitor parking. *Note: Separate from the completed sculpture lighting included in Project 1.*	Not yet started	$12,994.00
3. ADA Ramp and Stairs	Defined pedestrian connection between the Riverwalk Boathouse, Convention Center, and museum (ramp $14,500; stairs $7,500).	Not yet started	$22,000.00
4. Exterior Security Cameras	Seven permanent exterior cameras covering entrances, walkways, and plaza areas (equipment $6,408; installation $5,237).	Not yet started	$11,645.00
In Development – Reimbursement Requested (Project 1)			**$168,295.15**
Planned – Work Not Yet Started (Projects 2–4)			**$46,639.00**
Total Gateway Plaza Enhancements			**$214,934.15**

Vitruvian Man Sculpture – Cost Breakdown

Vendor	Description	Amount
Iron E Art & Fabrication	Vitruvian Man sculpture	$120,631.00
Wynot Productions	3D printing and mock-ups	$1,575.00
Sarah Talaba	Foam figure, stone side	$9,900.00
Carousel USA	Sculpture turntable	$18,111.00
Ri. Co. Concrete	Concrete base platform	$7,500.00
Don's Landscaping	Relocate irrigation lines and landscape boulders	$2,959.77
High Res Imaging LLC	Exhibit signage	$1,128.00
Gonzales Electric	Electrical and lighting	$6,490.38
Total Sculpture		**$168,295.15**

RTA Qualification

- **Gateway Plaza Enhancements:** All four projects are located in and permanently enhance the Gateway Plaza, which is an eligible RTA Project.
- **Qualifying RTA Expense:** As enhancements to the plaza, these costs qualify as RTA project expenses eligible for payment from RTA funds, either as a reimbursement or directly to the contractor.
- **RTA Use:** OEDIT approved the Leonardo da Vinci Museum as the replacement RTA use, and PURA leases the space to the museum under Resolution 2025-3.
- **Visitor Benefit:** The Vitruvian Man sculpture gives the plaza a signature attraction, improved lighting, accessibility, and increased security all of which strengthen it as a tourism destination connecting the Riverwalk, Convention Center, and museum.

Future Gateway Plaza Enhancements

Additional Gateway Plaza enhancements are planned for future phases, including a patio with an awning and other plaza improvements. These are also expected to qualify as RTA project expenses, payable either as a reimbursement or directly to the contractor, and will be brought to the Board with project details and costs as they are developed.

Requested Action

For Board consideration:

- Approve reimbursement of $168,295.15 from RTA funds for the Vitruvian Man sculpture.
- Recognize the exterior lighting, ADA ramp/stairs, and exterior security cameras ($46,639.00) as qualifying RTA project expenses, to be paid from RTA funds either as a reimbursement or directly to the contractor as work is completed and invoices are submitted.

Presented to the Pueblo Urban Renewal Authority Board of Commissioners at the November 3, 2026 Work Session.

INFORMATION

For Board Awareness

PLAN & Request for Proposals (RFP) Update

Properties Leveraged for Activation and New Possibilities and current PURA solicitations

Overview

On September 8, 2026, staff presented the PLAN initiative, a coordinated effort to return vacant and underused properties to active, community-serving use. The Board was asked whether to advance preliminary due diligence and partner outreach on four PLAN opportunities. Since then, staff has prepared solicitations for three of the four properties, along with the service and property RFPs presented to the Board on July 28, 2026. All notices will be published on November 1 and November 8, 2026, and full information is posted on puebloura.org.

PLAN Opportunities – Status

- **AT&T Call Center (100 S. Main Street)** – Adaptive Reuse Feasibility and Design RFP seeking an architectural, contractor or design-build team to test whether the building can be divided into three or four tenant spaces (dance hall and sports bar with a small stage, Riverwalk restaurant, family entertainment or event venue) and whether the parking lot can become an outdoor venue with a performance stage. The initial award covers feasibility and concept only.
- **125 Riverwalk Place (former HARP office)** – Invitation to Negotiate (ITN) to lease the building to one tenant or divide it between two, with PURA partnering in the redevelopment of the space. The ITN seeks tenants for a single tenant or two tenants.
- **Old Health Department lot (Alan Hamel Avenue and Central Main Street)** – Hotel Development RFP seeking a developer to acquire, lease or obtain development rights to the PURA-owned surface lot and to plan, finance, build and operate a new hotel. Selection does not guarantee conveyance, lease or financial assistance. The City of Pueblo (City), Pueblo County (County) and Pueblo Urban Renewal Authority (PURA) must agree on the development use of the lot.
- **Old K-Mart** – No solicitation at this time. The property is not in an urban renewal area. Next steps identified in September are to discuss the recreation concept and the possible creation of a new urban renewal area, and to present the concept to the City as a placemaking partnership. The site is being considered by a private buyer and may need to choose a different site staff will continue to monitor.

Request for Proposals (RFP) Update

PURA requires RFPs for professional and technical services and for Authority-funded construction projects exceeding $25,000. RFPs must clearly define the scope, submission requirements, evaluation criteria, and award process. Proposals are evaluated objectively based on published criteria, and contracts are awarded to the

responsible proposer whose proposal provides the greatest overall value to PURA—not necessarily the lowest cost.

Current Solicitations

- **612–618 East 2nd Street Duplexes** – Sale of the two occupied PURA-built duplexes for $700,000. The buyer must honor existing leases through April 2027 and continue residential use.
- **IT Services** – Managed IT, cloud infrastructure and cybersecurity services for the PURA office for a one- to three-year term, with preference for local, responsive support.
- **Landscaping Master Services** – Master service agreement for year-round landscape maintenance on the Lake Avenue streetscape in the Lake Minnequa Urban Renewal Area and at other PURA-owned properties as needed.
- **Website and ADA Compliance** – Website redevelopment, hosting and maintenance, meeting WCAG 2.1 Level AA accessibility standards at a minimum. PURA retains ownership of all website assets, domains and credentials.

Key Dates

Solicitation	Site visit / tour	Questions due	Responses due
100 S. Main Adaptive Reuse RFP	Mandatory, Nov. 13, 1:00 p.m.	Nov. 30, 2026	Jan. 11, 2027
Hotel Development RFP	—	—	Jan. 11, 2027
125 Riverwalk Place ITN	Optional, Nov. 13, 3:00 p.m.	Nov. 18, 2026	Nov. 30, 2026
E. 2nd Street Duplexes RFP	—	—	Nov. 30, 2026
Landscaping Master Services RFP	Mandatory, Nov. 13, 9:00 a.m., Fire Station #4	—	Nov. 30, 2026
IT Services RFP	—	—	Nov. 30, 2026
Website and ADA Compliance RFP	—	—	Nov. 30, 2026

Other Items from July 28, 2026

- **901 and 903 East 2nd Street lots** – No RFP will be issued. Staff anticipates bringing a proposed donation of the lots to RISE as a future discussion item on December 1, 2026.
- **Janitorial Services** – Remains on hold pending the office location discussions.

Next Steps

All RFP questions and responses are directed to Shawn Carlson, Special Programs Manager. Staff will review responses as they are received and anticipates bringing recommended contracts to the Board at the January 12, 2027 Regular Meeting. The 100 S. Main and hotel proposals are due January 11, 2027 and may follow at a later meeting.

Presented to the Pueblo Urban Renewal Authority Board of Commissioners on 11/3/2026 Work Session