

# City of Cripple Creek

A National Historic Landmark District

## 2011 Budget



Honor the Past – Envision the Future

Version 1.3 – December 3<sup>rd</sup>, 2010

# Table of Contents

	<u>Page No.</u>
<b><u>Introduction</u></b>	
City Council Vision and Goals/Objectives	5
Budget Outlook	9
<b><u>Budget Overview</u></b>	
Summary of the City's Five Funds	16
Summary 2011 Budget Compared to 2010	16
Chart: City Budget History	17
<b><u>General Fund</u></b>	
Estimated Beginning and Ending Fund Balance	19
Chart: Beginning Fund Balance	19
Comparison of Current Year Budget to Prior Year Budget	20
Revenue and Expense Summary by Program/Services	22
Chart: General Fund Budget History	23
Chart: Revenue Sources	23
Chart: Total Expenditures by Department	24
Summary of the Four Major General Fund Categories	24
<b><i>Community Services:</i></b>	
Summary	25
General Government	26
City Clerk	28
Transportation	30
Community Development:	
Planning	33
Building	35
Parks & Recreation	38
Road & Bridge	42
Economic Development	44
Medical Services	47
Capital Projects	50
<b><i>Public Safety:</i></b>	
Summary	51
Police	52
Fire/Emergency Services	56

Communications	60
<b><i>Tourism:</i></b>	
Summary	63
Marketing/Events	64
Butte Theater	69
<b><i>Support Services:</i></b>	
Summary	72
Administration	73
Custodial	75
Finance	78
Human Resources	80
Information Technology	83
<b><u>Enterprise Fund</u></b>	
Summary	85
Estimated Beginning and Ending Fund Balance	86
Chart: Beginning Fund Balances	86
Comparison of Current Year Budget to Prior Year Budget	87
Chart: Enterprise Fund Budget History	88
Chart: Revenue Sources	88
Chart: Total Expenditures by Department/Segment	89
Public Works - Operating Revenues & Expenditures	90
Public Works – Debit & Capital Projects Expenditures	93
Waste Water Treatment Plant Budget	95
Water Treatment Plant Budget	98
<b><u>Historic Preservation Fund</u></b>	
Summary	100
Estimated Beginning and Ending Fund Balance	101
Chart: Beginning Fund Balances	102
Comparison of 2011 to 2010 Budget	102
Chart: Historic Preservation Fund Budget History	103
Chart: Revenue Sources	104
Chart: Total Expenditures by Department/Segment	104
Historic Preservation (General)	105
Cripple Creek Heritage Center	109
Outlaws and Lawmen Jail Museum	112
Information Center – Rail Car	114

**Appendix**

Cash Management 116  
Long-Term Debt & Leases 118  
Amendment 1 (Tabor) 121  
Property Taxes (Mill Levy) 122  
Tabor Growth Limit and Tabor Property Tax Limit 123  
Chart: Device History and Projection 125  
Device Revenue Projection 125  
Budget Development Schedule 126

**City of Cripple Creek  
By and Through  
the Mayor and Council Members  
Presents to the Community the  
2011 Vision, Mission and Goals/Objectives**

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**Vision Statement:**

Establish Cripple Creek as the premier historic mining community in Colorado; with a multi-faceted economic base focused on a stable, active and community-centered population.

**Mission Statement**

Diversify the Cripple Creek visitor experience; with the cooperation of the gaming industry, to enhance the development of tourist related activities that exemplify the history of this region. This will be accomplished through careful planning, which will foster and enhance positive community involvement by developing a plan where our residents will have a greater quality of life.

**Guiding Principles:**

- A. Maintain and enhance the historic downtown character and community's image, while transitioning to an economic base that will provide year-round employment.
- B. Leverage existing public facilities and infrastructure to grow efficiently and promote infill development.
- C. Promote balanced employment and economic development opportunities.
- D. Promote a range of attainable housing opportunities for all citizens, by having a vision for the future through a comprehensive Master Plan.
- E. Support and promote tourism and Cripple Creek as a regional recreation destination.
- F. Support a walkable community through planned neighborhood connections and amenities.
- G. Protect and defend the community's viewshed, environmental and recreational resources, by working with the CC&V Mine to insure cooperation and mitigation of mining activities and their impact on the community.

**Goals and Objectives:**

**1). 2011 Budget**

GOAL: Adopt a fiscally responsible budget.

OBJECTIVE: A fiscally responsible budget will be a balanced budget, as defined as Revenues + Portion of Fund Balance Used = Expenses. Fund balance dollars should be used only for spending on one-time capital purchases or projects.

## **2). Economic Development**

GOAL: Provide balance and stability in the existing economic and business development environment.

OBJECTIVE: When economic conditions improve and the timing is right, provide a full-time or part-time Economic Development Director. Clearly define the responsibility and focus to include the creation and maintenance of a comprehensive community funding database that tracks funding and grants options in support of all public programs, such as transportation, redevelopment, recreation and heritage tourism. The responsibilities will also include, but not limited to, taking a lead role in developing and maintaining public and private local and regional partnerships that support Historic Preservation, community events, new jobs, existing jobs, and downtown business goals.

OBJECTIVE: When economic conditions improve and the timing is right, assist in the development of a plan for a convention center and hotel rooms that will attract year-round visitors to Cripple Creek.

## **3). Land Use**

GOAL: Encourage a broad range of development that supports jobs, services and housing alternatives in the community, while promoting efficient infill growth.

OBJECTIVE: Revise the land development ordinance and subdivision regulations to better meet the community's vision for an "easy-to-use" process and code, while protecting the community's historic character, form and values.

OBJECTIVE: Integrate the Master Plan with a state of the art Form Base Code. The Form-Based Code will combine existing historic preservation standards and guidelines, zoning ordinances, subdivision regulations, signage standards and transportation Master Plans.

OBJECTIVE: Evaluate the operations of the Building and Planning Departments (Community Development) to insure that they have fully integrated the new Master Plan/Form Base Code into their processes and that they are working within their authorized guidelines to promote development within the City.

## **4). Public Infrastructure**

GOAL: Take efficient and pro-active steps to assure that the utility systems are maintained, improved and extended to support the current and future growth of the community.

OBJECTIVE: Update and implement the tasks of the existing 10 year community infrastructure Master Facility Plan.

## **5). Transportation**

GOAL: Provide a comprehensive and safe multi-modal transportation system that supports community and neighborhood development, while addressing the demands of a growing recreation and entertainment market. The City is currently participating with the regional transportation task force.

OBJECTIVE: Strengthen the City's role in the planning and assessment of regional County and State Highway planning efforts through the Teller County Transportation Task Force and Front Range Transportation Planning Region.

OBJECTIVE: Determine the amount of City transportation needs in relation to its cost.

## **6). Community Services**

GOAL: Enhance access and the level of services to all community programs for the citizens and visitors of Cripple Creek.

OBJECTIVE: Partner with *Gold Belt Build A Generation* process to assess, prioritize, implement, and support effective resources, programs, and services addressing the medical, housing, education, childcare, and transportation needs of the community.

OBJECTIVE: Continue to strategically support the Aspen Mine Center, the school district, and faith-based organizations to promote collaboration and integration of resources and programs to build a strong, vibrant, healthy community.

## **7). Housing**

GOAL: Promote a range of attainable housing choices for all citizens in Cripple Creek.

OBJECTIVE: Formulize a partnership and appoint a Cripple Creek Housing representative to take a leading role with the Teller County Housing Needs Assessment Task Force. The objective is to promote public and private funding for a broad range of housing needs in the community and surrounding area.

## **8). Culture and Heritage Framework**

GOAL: Continue to enhance the unique community characteristics and historic resources within the City and region.

OBJECTIVE: Revise the historic design guidelines to better meet the objectives of promoting and protecting the historic character, framework and image of the community, while providing a unique place to live and work.

OBJECTIVE: Integrate the new Form Based Code and Historic Preservation guidelines to provide for ease of use and integrated guidelines.

## **9). Environmental and Natural Features**

GOAL: Promote the protection of the natural landscape features in and around the community for their recreational values and for the protection of the City's environmental and mountain identity.

OBJECTIVE: Work with Teller County and the CC&V Mine to manage the viewshed and the outlying county properties to the benefit of the community's image and vistas, insuring that when the mining operations are completed that a full reclamation plan is implemented.

OBJECTIVE: Complete the revised mapping for the floodplains and introduce a preservation framework for the floodplain, creek edges and buffers. Conduct a specific study to map and protect the community namesake creek "Cripple Creek". The creek will be given special consideration and exposure within future development plans.

OBJECTIVE: Promote the implementation of a Green City. Follow the LEED guidelines for the City itself and community as a whole.

## **10). Parks, Recreation and Trails**

GOAL: Maintain a broad range of community recreational opportunities for citizens and visitors, while creating a connected system of parks and trails.

OBJECTIVE: Develop the new Gold Camp Recreation Center addition in 2011 to support community downtown development, while providing shared facilities, offices, gymnasium, classrooms and fitness center for, residents, employees and visitors. In addition to using City monies, pursue funds through grants and donations from such partners as the Cripple Creek & Victor, Mine, etc.

## **11). Downtown**

GOAL: Promote the development and redevelopment of the community from the "inside-out" and protect the downtown business vitality.

OBJECTIVE: Seek to increase the variety of business, entertainment and events in the downtown core, while continuing the promotion, protection and re-use of existing historic buildings.

OBJECTIVE: Improve pedestrian access and walkability within the downtown core by creating mid-block pedestrian connections with the use of paseos, staircases and elevators between Bennett, Myers and Carr Avenues. The mid block connections should also open up valuable north/south vistas, while bringing additional light onto the streets.

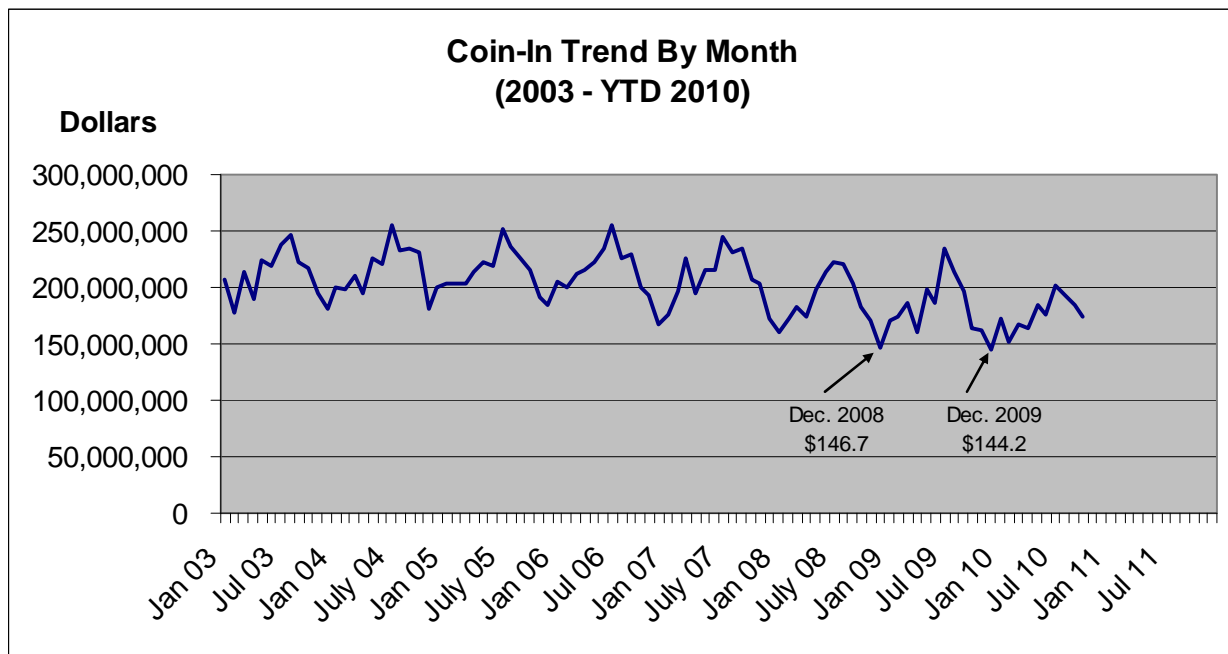
OBJECTIVE: Develop an overall plan for the layout of Bennett Avenue, which can direct the upcoming infrastructure projects, in a coordinated fashion, to achieve the goals laid out in the Master Plan. In addition, work with existing property owners to insure suitable and productive use of their buildings.



## 2011 Budget Outlook

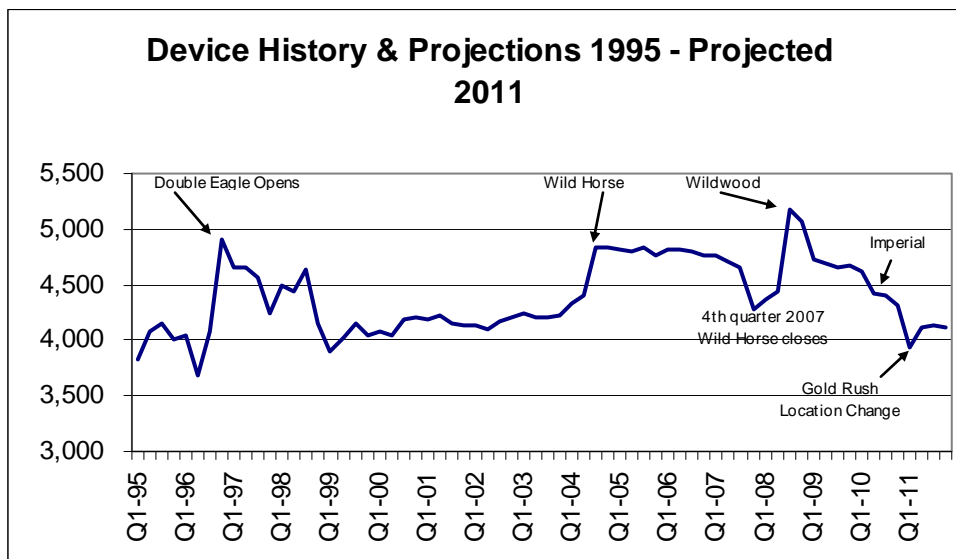
### Summary

The City of Cripple Creek continues to face on-going fiscal challenges caused by across-the-board declining revenues. A number of the City's main sources of revenue: device fees, gaming tax distribution, sales tax and investment earnings, have been down for the last several years and near term projections are not optimistic. The decline in revenues has been created by a number of different factors. Beginning in 2008, the smoking ban and economic recession combined to have a significant negative effect on the City's primary economic engine - the gaming industry. Through November of 2010, the gaming industry's top level sales, coin-in, is down 6% for the year. In fact, the last time the industry experienced growth in coin-in was 2004. The following chart shows the trend in coin-in over the last several years and includes the November 2010 figures.

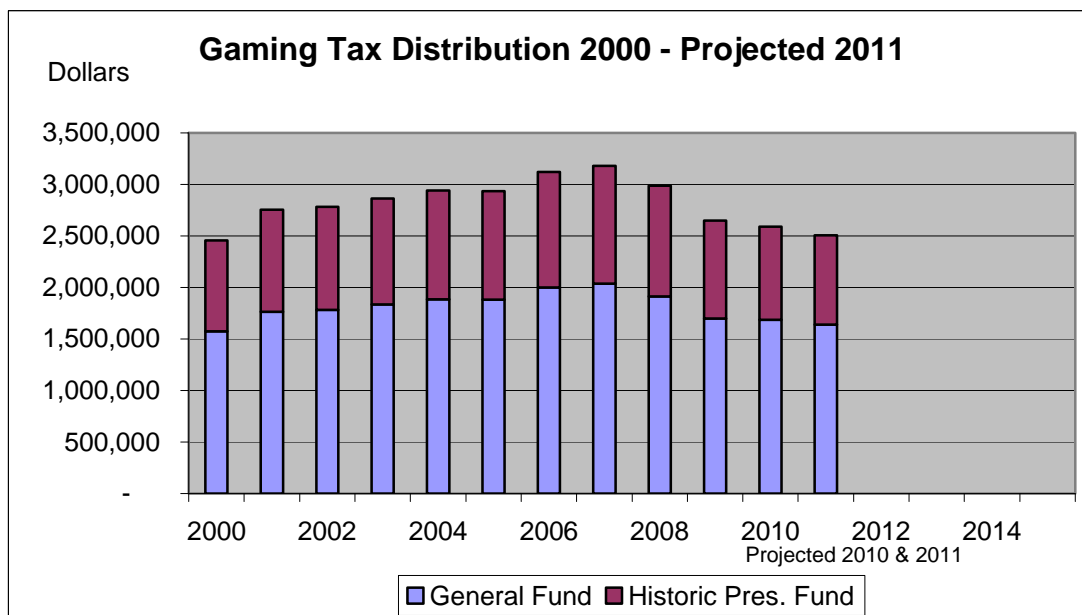


The number of devices in town continues to decline, with the March 1<sup>st</sup>, 2010 closing of the Imperial Casino (174 devices) and the closing of the Gold Rush & Gold Digger's Casinos (381 devices) in October. It is projected that the City will begin 2011 with 3,930 devices for the first quarter. If this projection is correct, the City will have lost 1,240 devices, or 24%, since the high of 5,170 devices was achieved in the third quarter of 2008 when the Wildwood Casino opened. The 24% drop in devices is very significant and will put the City back at a device level not seen since 1999. The drop in devices will impact the City's finances for years to come. The 2011 device projections factor in the opening of the former Gold Rush Casino in the Imperial building with 180 devices in the second quarter of 2011.

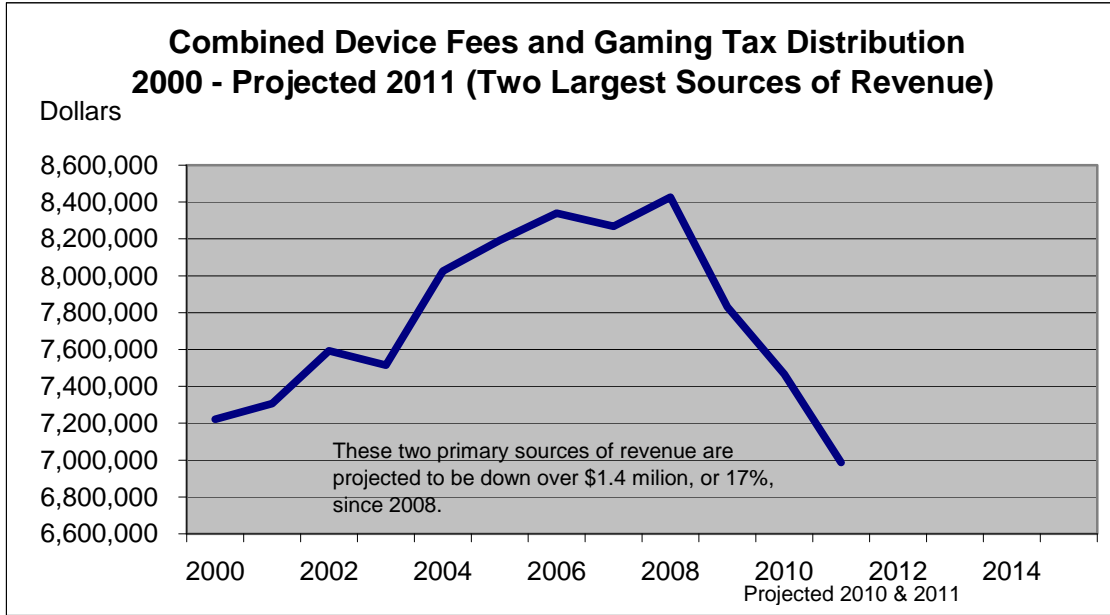
The City receives the bulk of its money from device fees and gaming taxes. The chart below outlines the number of devices in town and the projection for 2011, which shows the large drop caused by the Imperial and Gold Rush closings. Details of the device projections and associated revenue can be found on page 133.



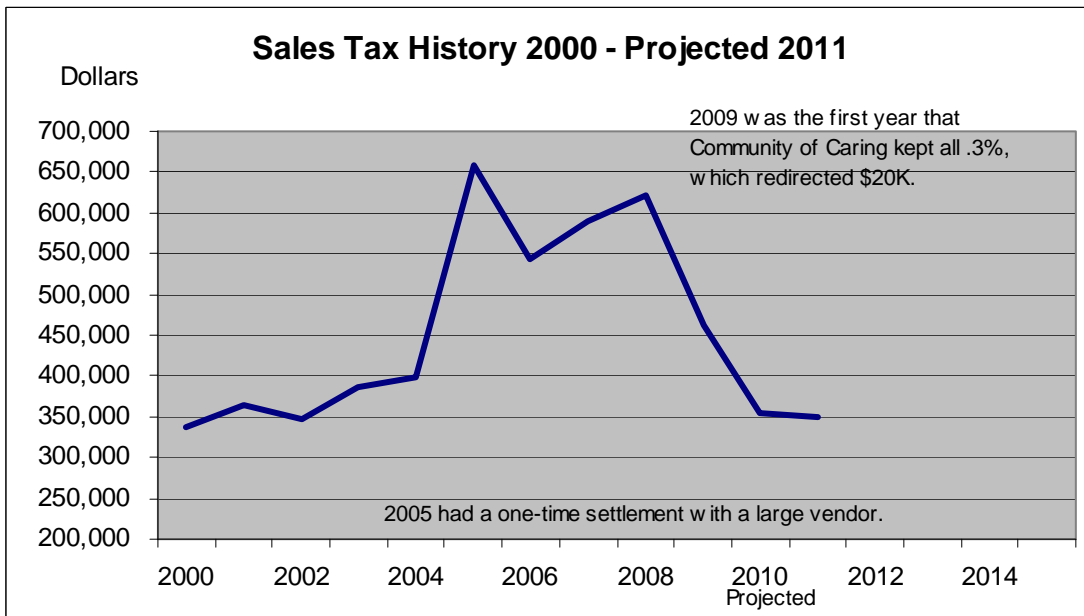
The decline in the gaming industry has also impacted the amount of revenue the City receives in the form of gaming taxes distributed through the state. In addition, the City has been losing market share to the other two gaming towns in Colorado since the implementation of Amendment 50, which compounds the loss of revenue, since the tax distribution is based on market share percentage. The following chart outlines the decline in gaming taxes. Note this chart does not include the potential loss in revenue in Gilpin County's proposed change to the gaming tax distribution formula is adopted by the Division of Gaming. The outcome of this issue will not be known until February 2011 and will not impact the distribution of funds until August 2012.



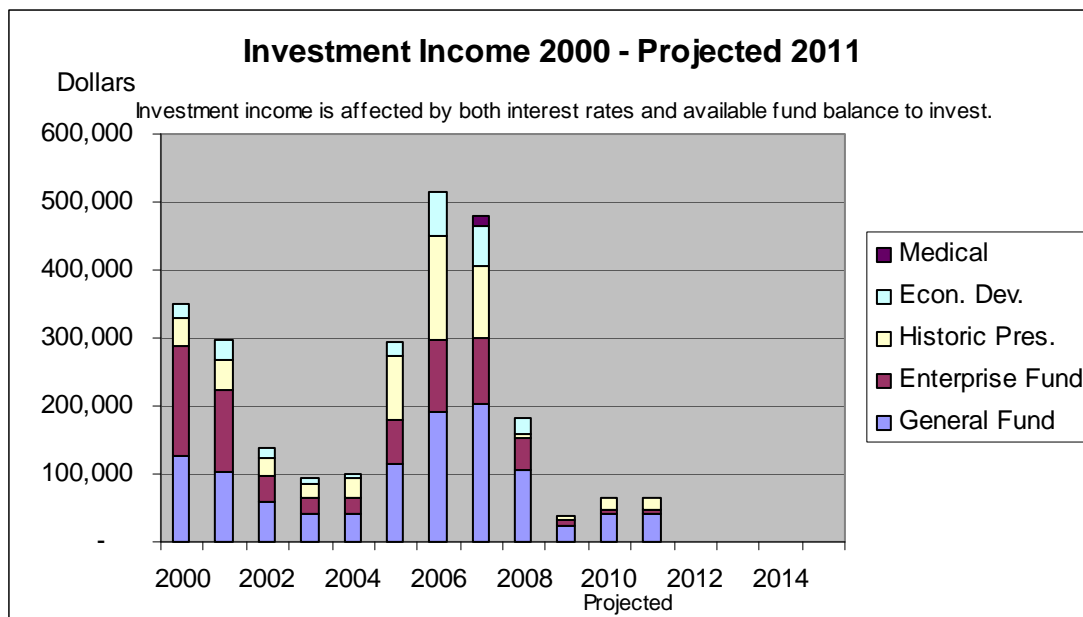
It is projected that these two primary sources of City revenues, device fees and gaming taxes, will be down over \$1.4 million, or 17%, since achieving their recent high in 2008. The chart below outlines the current and projected decline.



Sales tax, which is a good indicator of overall economic activity and tourism, has been in decline and is projected to decrease slightly next year. The chart below outlines the trend and projection of sales tax for the coming year.



Investment earnings are also down significantly. In response to the recession of 2008 - 2010, the Federal Government, through the Federal Reserve, has dramatically lowered targeted interest rates (Fed Funds Rate) to near zero percent, which in turn has impacted the yields on Treasury Bonds. This in turn has dramatically reduced the amount of money the City is able to earn on its investments and bank accounts, whether invested in state sanctioned investment pools, such as Colotrust, or directly in certificates of deposit. The following chart shows the decline and future projection of investment income.



**Services Provided**

As the Council reviews the 2011 budget and makes decisions on how to allocate the City’s funds, it is important to remember that the City has core service departments that are its primary objective of operating a City, those departments that support the core services and other service departments that are certainly worthwhile, but not a required function of municipal government. Traditionally, the City has been divided into the following functional categories:

**Core Services:**

- City Clerks Office
- Police
- Communications
- Fire
- Building/Planning
- Public Works and Water/Waste Water Treatment

**Support Services:**

- Administration
- Custodial
- Finance
- Human Resources
- Information Technology

### **Optional Services:**

Transportation  
Wild Fire Program  
Parks and Recreation  
Marketing/Events  
Butte Theater  
Economic Development  
Medical Services  
Historic Preservation  
Cripple Creek Heritage Center  
Outlaws and Lawmen Jail Museum  
Rail Car Information Center

### **Overview of the City's Finances**

The City of Cripple Creek operates on a fund accounting, modified accrual basis. The funds operate as their own business entities, but each adheres to the fiscal policies set by the City. In the past, the City has operated with five distinct funds. However, because of Government Accounting Standards Board ruling 54, two of the City's funds no longer qualify to be distinct funds. These are the Economic Development and Medical Plaza Funds. These two areas have been added to the General Fund as departments for 2011. Therefore, the City will operate with three funds for 2011. They are:

#### **1). General Fund**

The purpose of the General Fund is the overall operation of the City. The General Fund includes the following departments: City Clerk's Office, Administration, Human Resources, Information Technology, Transportation, Custodial, Police, Communications, Fire, Finance, Planning, Building, Parks & Recreation, Events & Marketing, Butte Opera House, Economic Development, Medical Services and Streets. The General Fund budget also includes a section for large city projects. The General Fund houses most of the City's core services and support departments. This fund is coming under increasing pressure from declining revenues and increased costs, which can impact the fund balance. Fortunately, the General Fund continues to retain a very good fund balance, which is projected to be \$6.5 million for the start of 2011. The General Fund needs a significant fund balance to keep the City solvent over the long term should there be a major change or disruption to the City's primary revenue source – the gaming industry. For 2011, the City's biggest project/expenditure is the planned addition to the Parks & Recreation facility and the related improvements to existing facilities. This project is projected to cost between \$2.2 million. The City will make the decision as to moving forward with this project once the Division of Gaming makes a ruling regarding Gilpin County's proposal. The Division of Gaming is scheduled to make this decision at their February 2011 meeting.

#### **2). Enterprise Fund**

This fund encompasses the areas of water distribution/collection and the water & waste water treatment plants. This fund has large dollars allocated to capital infrastructure projects such as laying new water/sewer lines, curb/gutter/storm drains, and the development of additional water resources, their storage, and transmission to the City. The Enterprise Fund has sufficient funds to operate in 2011. One of the biggest changes for the Enterprise Fund in 2011 will be

going live with the new water meters and rates. Depending on how the new rate structure is set, the City could receive additional revenues in 2011 from water/sewer. These rates have not been changed in over a decade and the commercial rates are particularly low, in staff's opinion. In addition, the potential to sell water to outside users, such as the Cripple Creek and Victor Mine, could add significantly to the revenue outlook for the Enterprise Fund.

The Enterprise Fund, like the General Fund, receives most of its revenues from device fees. Currently forty percent of all device fees go into the Enterprise Fund. The five percent of device fees, originally directed to the Economic Development, which were moved to the Enterprise Fund in 2008, will continue to go into the fund for 2011.

### **3). Historic Preservation Fund**

This fund is set up to administer the Historic Preservation efforts undertaken by the City. Most of the money in this fund is derived from the state's allocation of the gaming tax for historic preservation purposes. In addition to the regular Historic Preservation budget, this fund contains the Cripple Creek Heritage Center, Outlaws and Lawmen Museum, and Rail Car Information Center budgets. The Historic Preservation Fund is unique among City funds in that it receives virtually all of its revenue one time a year with the annual distribution of the gaming tax in late August. Therefore, the H.P. fund needs to have a sufficient beginning fund balance to cash flow all of its operations for 8–9 months until the gaming tax check comes in. Currently the H.P. fund is projected to have a beginning fund balance of \$2 million, which is more than sufficient to begin the year.

### **Budgeting**

Beginning in 2010, the City began using the Budgeting for Outcomes (BFO) methodology. BFO is based on delivering the services that matter most to the public in a cost effective and transparent manner. It focuses on the key services the City will provide and groups departments into like service categories, so that the total cost of delivering that service can be seen. Adopting the BFO methodology made significant changes to the layout of the General Fund. The General Fund's budget is now grouped into four major service categories: Public Safety, Community Services, Tourism and Support Services. Each of the four major service categories then contains the departments that play an integral part in delivering that service to the public. The departments that are contained in each of the four service categories are:

#### **1). Public Safety:**

- Police Department
- Fire Department
- Communications

#### **2). Community Services:**

- City Clerk/General Government
- Transportation
- Community Development (Planning & Building)
- Parks & Recreation
- Road & Bridge
- Economic Development
- Medical Services
- Capital Projects

### **3). Tourism:**

- Marketing & Events
- Butte Theater

### **4). Support Services:**

- Administration
- Custodial
- Finance
- Human Resources
- Information Technology

The budget document contains a summary section for each of the four service categories, which shows the number of employees, revenues, expenses, and net operating cost of delivering that service to the public.

### **Fund Balances**

It is the goal of the City Council to retain adequate reserves to fund the operation of the City. The City maintains reserves in the three different funds so that future operations/projects can be completed, in case of financial problems, such as an economic downturn that would severely impact gaming revenues, unforeseen problems, or the potential loss of our main revenue source - gaming.

### **Conclusion**

For 2011, the City continues to face declining revenues. Until both national/regional economic conditions improve and people feel more secure about their jobs, disposable income and their ability to spend dollars on entertainment, such as gaming, the City will continue to face negative conditions. It is hoped, but certainly not guaranteed, that 2011 will see more of a recovery from the current economic crisis.

Paul Harris  
Finance Director

## Budget Overview

The following table summarizes the 2011 budget, by fund.

City of Cripple Creek 2011 Summary Budget Information	Projected Beginning		Projected Ending		
	Fund Balance	Revenues	Expenses	Surplus or (Deficit)	
	2011	2011	2011	2011	
General Fund	6,850,000	6,306,690	9,258,117	(2,760,596)	4,089,404
Enterprise Fund	900,000	2,488,500	2,848,488	(359,988)	540,012
Historic Preservation Fund	2,000,000	913,280	1,327,854	(414,574)	1,585,426
<b>Total</b>	<b>9,750,000</b>	<b>9,708,470</b>	<b>13,434,460</b>	<b>(3,535,159)</b>	<b>6,214,841</b>

Note that the General Fund's surplus includes the \$191,000 of the Tabor three percent set aside added back in, since it will not be spent.

The table below compares the 2011 budget to the 2010 budget, by fund.

### 2011 Budget Compared to 2010 Budget

Revenues:	2011 Revenues	2010 Revenues	Dollar	Percent
			Change	Change
General Fund	6,306,690	6,892,220	(585,530)	-8.5%
Enterprise Fund	2,488,500	2,781,290	(292,790)	-10.5%
Historic Preservation Fund	913,280	1,235,715	(322,435)	-26.1%
<b>Total</b>	<b>9,708,470</b>	<b>10,909,225</b>	<b>(1,200,755)</b>	<b>-11.0%</b>

Note 2011 General Fund includes Economic Development and Medical Services.



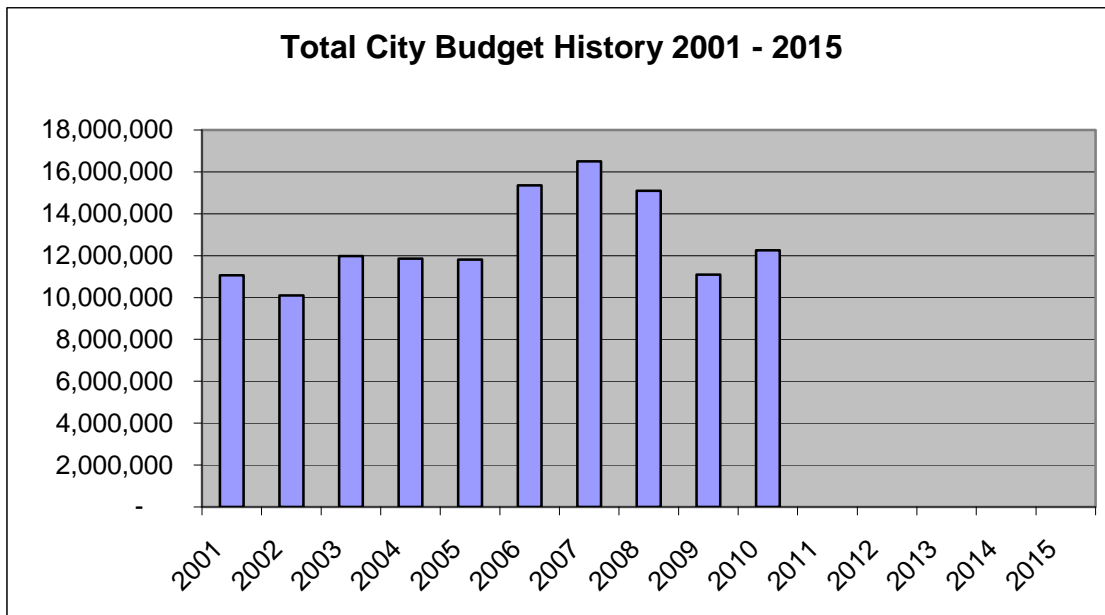
**2011 Budget Compared to 2010 Budget**

**Expenses**

	2011 Expenses	2010 Expenses	Dollar Change	Percent Change
General Fund	9,258,117	7,513,469	1,744,648	23.2%
Enterprise Fund	2,848,488	3,546,600	(698,112)	-19.7%
Historic Preservation Fund	1,327,854	1,190,851	137,003	11.5%
<b>Total</b>	<b>13,434,460</b>	<b>12,250,920</b>	<b>1,183,540</b>	<b>9.7%</b>

Note 2011 General Fund includes Economic Development and Medical Services.

The following chart shows the Total City's budget history from 2001 through 2011. The increase in spending in 2011 is primarily being driven by the proposed \$2.2 million parks & recreation expansion.



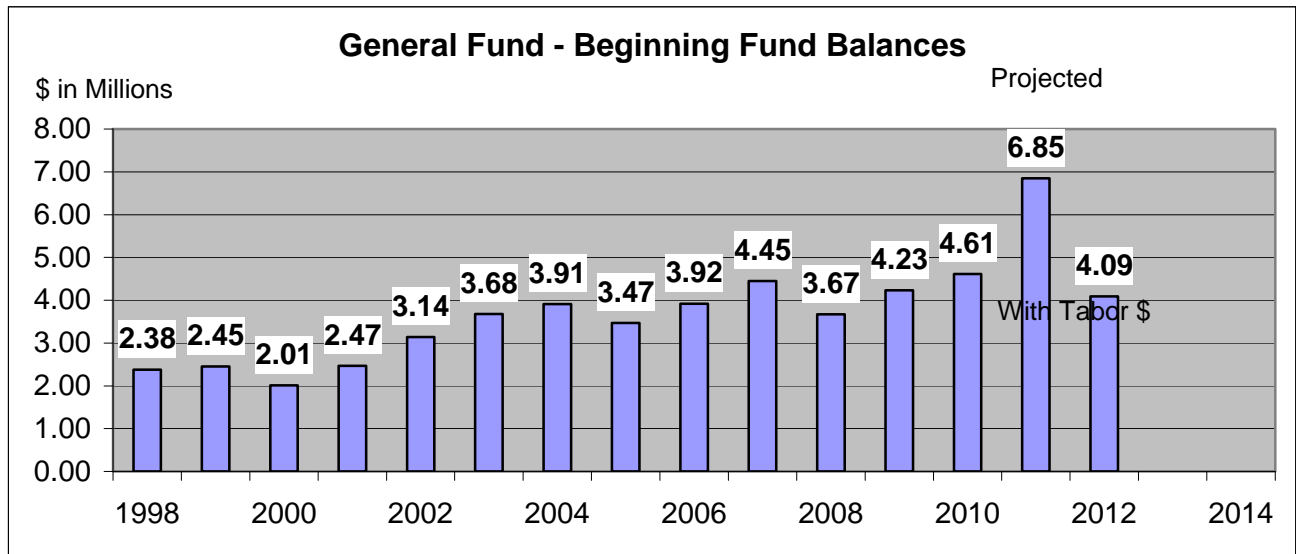
# General Fund

The following table outlines the estimated beginning and ending fund balances for the General Fund.

**Estimated General Fund Balance - 2011**

Projected Beginning Balance	6,850,000
Revenue:	
General Government	5,307,105
Departments	999,585
Total Revenue	6,306,690
Total Expenses	9,258,117
Excess/(Deficit)	(2,951,427)
Tabor set aside Dollars	190,831
Excess/(Deficit) with Tabor Dollars	(2,760,596)
Projected Ending Fund Balance	3,898,573
with Tabor Dollars Added Back	4,089,404

The chart below gives an overview of the history of the General Fund's beginning fund balances.



The table below compares the 2011 General Fund budgeted revenues to the 2010 budget.

**General Fund - Revenue**

<b>Department</b>	<b>2011 Total Revenue</b>	<b>2010 Total Revenue</b>	<b>Variance</b>
General Government	5,307,105	6,089,440	(782,336)
City Clerk			-
Administration			-
Transportation	35,000	31,500	3,500
Custodial			-
Police	12,700	18,100	(5,400)
Communications	37,500	23,500	14,000
Fire	2,550	9,600	(7,050)
Wild Fire	20,000	20,000	-
Planning	3,000	3,000	-
Finance			-
Building	22,050	33,050	(11,000)
Human Resources			-
Information Technology			-
Parks & Recreation	228,250	62,650	165,600
Marketing	100,000		100,000
Special Events	16,100	3,300	12,800
Butte Theater	306,500	164,000	142,500
Road & Bridge	111,000		111,000
Economic Development	32,075		
Medical Services	72,860		
General Fund Capital Projects			-
<b>Total</b>	<b>6,306,690</b>	<b>6,458,140</b>	<b>(256,386)</b>

The table below compares the 2011 General Fund budgeted expenditures to the 2010 budget.

**General Fund - Expenses**

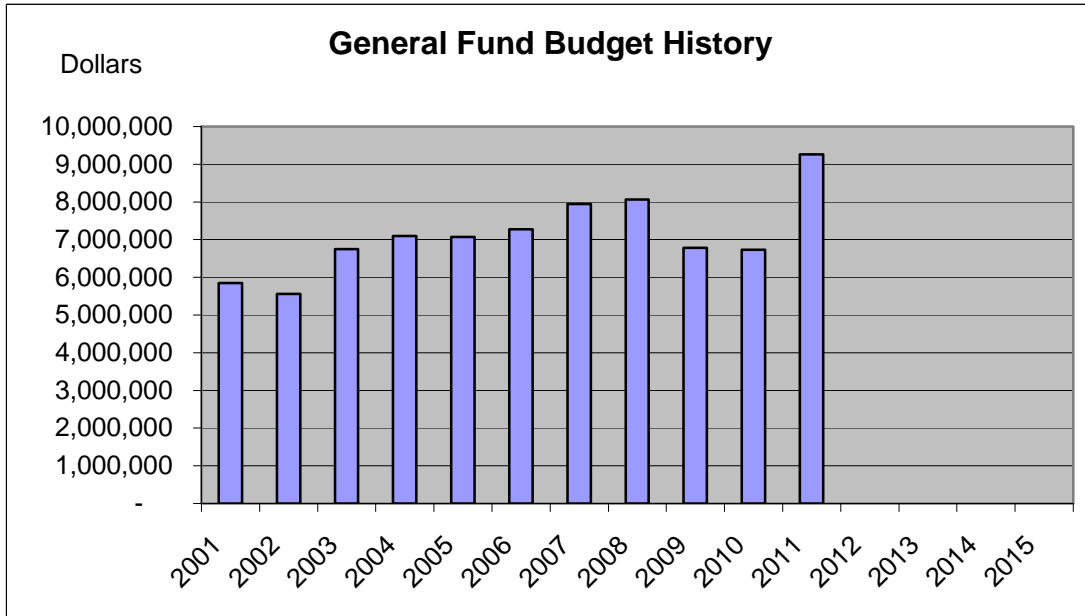
<b>Department</b>	<b>2011 Total Expenditure</b>	<b>2010 Total Expenditure</b>	<b>Variance</b>
General Government	623,131	684,600	(61,469)
City Clerk	150,506	150,307	199
Administration	210,127	222,690	(12,563)
Transportation	223,795	229,754	(5,959)
Custodial	289,055	270,222	18,832
Police	1,218,748	1,195,865	22,883
Communications	451,056	435,888	15,167
Fire	1,247,916	1,184,650	63,266
Wild Fire	20,000	20,000	-
Planning	42,556	42,468	87
Finance	165,118	152,780	12,338
Building	197,834	198,857	(1,023)
Human Resources	127,519	123,466	4,053
Information Technology	101,150	51,000	50,150
Parks & Recreation	2,790,451	638,910	2,151,541
Marketing	200,700	231,000	(30,300)
Special Events	396,150	417,300	(21,150)
Butte Theater	397,241	389,000	8,241
Road & Bridge	229,125	86,650	142,475
Economic Development	28,940		
Medical Services	138,000		
General Fund Capital Projects	9,000	5,000	4,000
<b>Total</b>	<b>9,258,117</b>	<b>6,730,404</b>	<b>2,527,713</b>

Percent Change **37.6%**

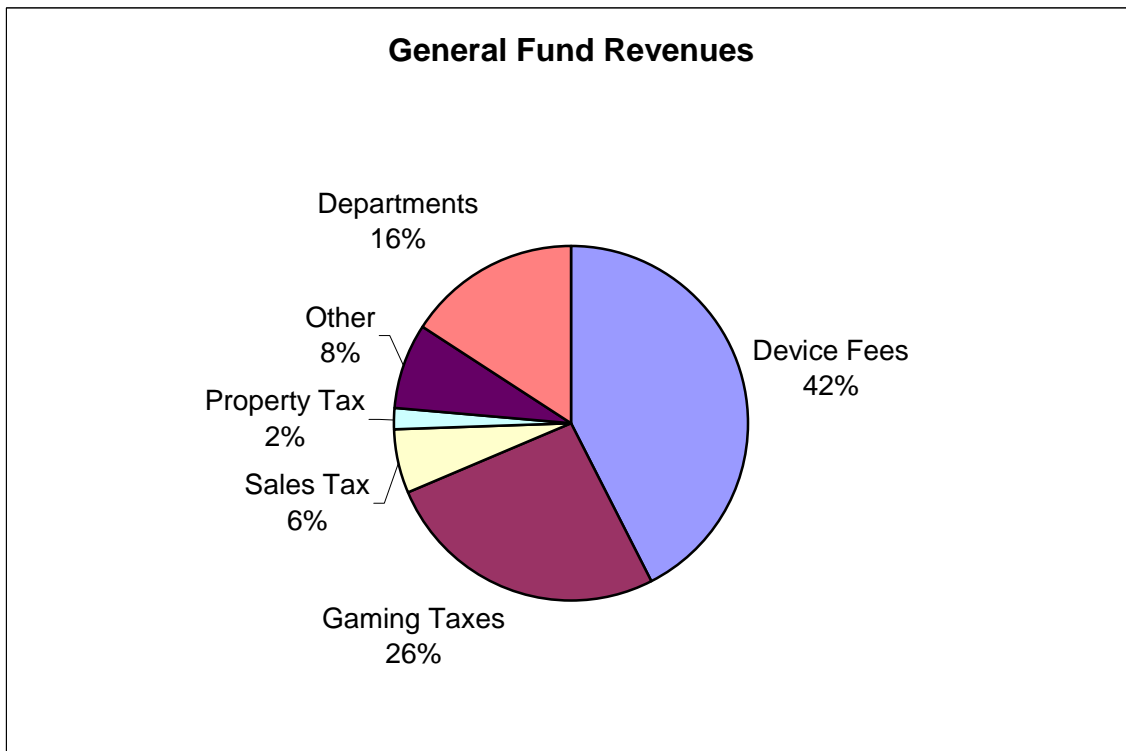
The following table summarizes revenues and expenses by programs/services in the General Fund and includes the cost of the 3% Tabor set aside in total expenditures.

General Fund Department	Total	Total	Net Operating	Revenue as Percent of Total Revenue	Expense as Percent of Total Expense
	Revenue	Expenditure	Cost		
General Government	5,307,105	623,131	4,683,974	84%	7%
City Clerk		150,506	(150,506)		2%
Administration		210,127	(210,127)		2%
Transportation	35,000	223,795	(188,795)	0.6%	2%
Custodial		289,055	(289,055)		3%
Police	12,700	1,218,748	(1,206,048)	0.2%	13%
Communications	37,500	451,056	(413,556)	0.6%	5%
Fire	2,550	1,247,916	(1,245,366)	0.0%	13%
Wild Fire	20,000	20,000	-	0.3%	0%
Planning	3,000	42,556	(39,556)	0.0%	0%
Finance		165,118	(165,118)		2%
Building	22,050	197,834	(175,784)	0.3%	2%
Human Resources		127,519	(127,519)		1%
Information Technology		101,150	(101,150)		1%
Parks & Recreation	228,250	2,790,451	(2,562,201)	3.6%	30%
Marketing	100,000	200,700	(100,700)	1.6%	2%
Special Events	16,100	396,150	(380,050)	0.3%	4%
Butte Theater	306,500	397,241	(90,741)	4.9%	4%
Road & Bridge	111,000	229,125	(118,125)	1.8%	2%
Economic Development	32,075	28,940	3,135	0.5%	0%
Medical Services	72,860	138,000	(65,140)	1.2%	1%
General Fund Capital Projects		9,000	(9,000)		0%
<b>Total</b>	<b>6,306,690</b>	<b>9,258,117</b>	<b>(2,951,427)</b>	<b>100%</b>	<b>100%</b>

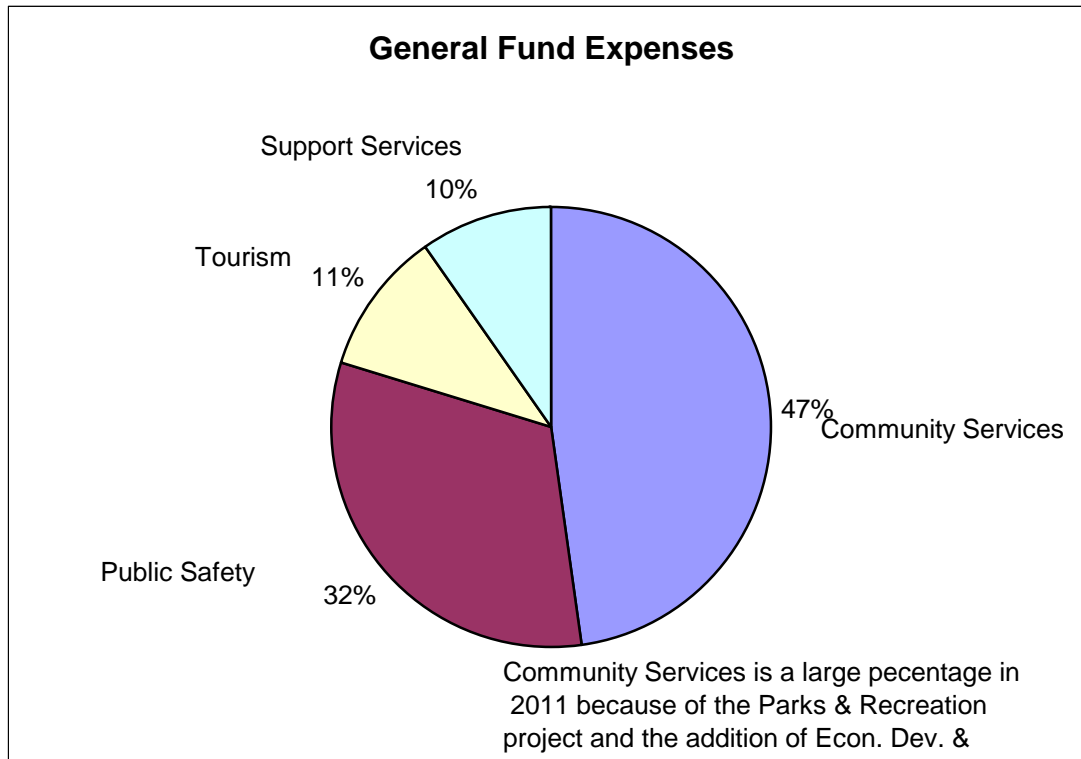
The chart below shows the General Fund's budget history. Note that 2011's large increase is due to the Parks & Recreation expansion project.



The next chart shows the General Fund's primary sources of revenues.



The chart below highlights the General Fund's primary sources of expenses.



The following table summarizes the four categories of the General Fund.

**Summary of General Fund Categories**

	No. of Employees	Percent of Total	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost Surplus or (Deficit)
Community Services	20.25	26%	5,811,340	92%	4,433,338	48%	1,378,002
Public Safety	40.5	53%	72,750	1%	2,937,720	32%	(2,864,970)
Tourism	4.5	6%	422,600	7%	994,091	11%	(571,491)
Support Services	11.5	15%	-	0%	892,969	10%	(892,969)
<b>Totals</b>	<b>76.8</b>	<b>100%</b>	<b>6,306,690</b>	<b>100%</b>	<b>9,258,117</b>	<b>100%</b>	<b>(2,951,427)</b>



# Community Services

## Summary

Community Services is comprised of the following departments: General Government, City Clerk, Transportation, Community Development (Planning and Building), Parks & Recreation, Road and Bridge, and Capital Projects related to the General Fund. As its name denotes, these departments provide programs and services aimed at the residents of Cripple Creek.

The following table summarizes the revenue, expenses and staffing levels, by department, that comprise the Community Services section.

Community Services Summary	No. of Employees	Percent of Total	Revenues		Expenses		Net Operating Cost	Percent of Total
			Revenues	Percent of Total	Expenses	Percent of Total	Surplus or (Deficit)	
General Government	0		5,307,105	91%	623,131	14%	4,683,974	340%
City Clerk	2	10%			150,506	3%	(150,506)	11%
Transportation	4	20%	35,000	1%	223,795	5%	(188,795)	14%
Community Development:							-	
Planning	1	5%	3,000	0%	42,556	1%	(39,556)	3%
Building	3.75	19%	22,050	0%	197,834	4%	(175,784)	13%
Parks & Recreation	8.5	42%	228,250	4%	2,790,451	63%	(2,562,201)	186%
Road & Bridge	0		111,000	2%	229,125	5%	(118,125)	9%
Economic Development	0		32,075	1%	28,940	1%	3,135	0%
Medical Services	1	5%	72,860	1%	138,000	3%	(65,140)	5%
Capital Projects	0				9,000	0%	(9,000)	1%
<b>Totals</b>	<b>20.25</b>	<b>100%</b>	<b>5,811,340</b>	<b>100%</b>	<b>4,433,338</b>	<b>100%</b>	<b>1,378,002</b>	<b>100%</b>

## General Government

The General Government category covers the primary sources of revenue for the General Fund and assorted expenses, which are not associated with a specific department.

### 01 10-00 GENERAL GOVERNMENT

	2008	2009	2010	2010	2011
	Actual	Actual	Budget	Year End Estimate	Budget
PROPERTY TAX	112,247	113,566	117,977	117,977	118,561
DELINQUENT PROPERTY TAX	54		250	2900	250
PROPERTY TAX INTEREST	636	1,424	150	350	150
ABATED PROPERTY TAX	-335		0	0	0
SO TAX	12,085	9,722	7,000	7,000	7,000
SALES TAX	622,288	462,396	455,000	365,000	365,000
ADDTL FEES ON MOTOR VEHICLES	3,724	4,838	4,800	2,000	4,800
GAMING DEVICE FEES	3,259,790	3,091,907	3,051,360	2,875,820	2,687,700
DEVICE SWITCHOUT FEES	6,210	19,322	6,000	6,000	6,000
DEVICE LATE FEES		13,500	0	0	0
FRANCHISE FEES	120,425	120,547	110,000	120,000	120,000
BUSINESS LICENSES	8,740	5,990	7,000	7,000	7,000
LIQUOR LICENSE FEES	2,007	3,831	3,300	3,700	3,700
OCCUPATIONAL LIQUOR	1,725	1,350	2,000	2,000	2,000
HIGHWAY USERS FUNDS	42,997	43,736	47,000	47,409	51,044
CIGARETTE TAX	6,198	5,351	5,000	5,000	5,000
SEVERANCE TAX ON MINING	37,046	38,499	30,000	30,000	30,000
GAMING TAX PROCEEDS	1,914,260	1,697,946	1,816,803	1,687,784	1,640,000
ROAD & BRIDGE TAX	44,062	40,292	38,000	41,000	37,700
MUNICIPAL COURT REVENUE	1,305	1,830	1,300	1,300	1,300
MISCELLANEOUS REVENUE	15,647	63,157	24,000	20,000	20,000
INTEREST INCOME	1,298	2,850	2,500	1,500	1,600
INTEREST - INVESTMENTS	106,249	23,140	60,000	45,000	45,800
SALE OF CITY PROPERTY				2,166,741	
RENT INCOME	95,124	92,600	100,000	23,652	2,500
REPAYMENT FROM ENTERPRISE FUND	100,000	100,000	200,000	200,000	150,000
<b>Total Revenue</b>	<b>6,513,782</b>	<b>5,957,794</b>	<b>6,089,440</b>	<b>7,779,133</b>	<b>5,307,105</b>
Dollar Change		(555,988)	131,646	1,689,693	(2,472,029)
Percent Change		-9%	2%	28%	-32%
DEPEND HEALTHCARE PROGRAM	18,617	18,234	20,000	19,000	20,000
PAY FOR PERFORMANCE/COL POOL					139,000
WORKERS COMP DEDUCTIBLE	0	1,446	7,000	7,000	7,000
CITY WIDE NIMS TRAINING	864	158			
CITY WIDE GENERAL TRAINING					

AUDITOR	20,623	22,381	21,000	21,000	20,500
COMMUNITY ALLOCATIONS	38,134	25,686	30,000	45,000	35,000
SOFTWARE SUPPORT CONTRACT	2,909	1,910	3,000	2,000	2,000
TELLER CNTY TREASURER	2,333	2,283	3,000	2,300	2,300
INTERNAL INVESTIGATION	5,703				
UTILITIES	16,294	15,999	17,000	16,000	16,500
STREET LIGHT UTILITIES	56,056	54,925	56,000	55,000	55,500
CONTINGENCY	83	4,277	60,000	45,000	50,000
EMERGENCY FUND (TABOR)	0		192,000	192,000	190,831
INSURANCE DEDUCTIBLE	14,443	2,000	5,000	5,000	5,000
PARKING LOT LEASE - BENNET AVE	24,170		12,000	12,000	12,000
SWTCHD - EMS			180,000	40,000	
ADP PAYROLL FEES	13,539	17,645	20,000	19,500	20,000
PIKES PEAK AREA GOVERNMENT	2,653	2,438	2,500	2,500	2,600
CML ASSOCIATION DUES	2,302	2,141	2,400	2,400	2,500
ELEVATOR MAINTENACE CONTRACT	2,333	4,571	2,700	2,700	2,700
TOWN BEUATIFICATION	11,585	6,589	7,500	5,100	5,200
TRANS TO W/S - SPEC ASSESSMENT	0		3,000	4,500	3,000
CAPITAL EXPENSE BUILDING	0	1,396	4,000	1,000	500
COUNCIL CHAMBERS	0		500	500	0
NEW CITY GOV WEB PAGE	90	90			
GRANT WRITER COSTS			5,000		
MATCHING GRANT DOLLARS					
COUNCIL SEMINAR/CONFER	1,454	5,816	3,500	3,500	3,500
COUNCIL COMPENSATION	16,500	24,760	27,500	27,500	27,500
CITY COUNCIL EAP	486	196	0	100	0
<b>Total Expenditure</b>	<b>251,171</b>	<b>214,941</b>	<b>684,600</b>	<b>530,600</b>	<b>623,131</b>
Dollar Change		-36,230	469,659	-154,000	92,531
Percent Change		-14%	219%	-22%	17%
<b>Net Operating Cost</b>	<b>6,262,611</b>	<b>5,742,853</b>	<b>5,404,840</b>	<b>7,248,533</b>	<b>4,683,974</b>
<b>Surplus/(Deficit)</b>					

## **City Clerk's Office**

### **Mission Statement**

To provide assistance for our tourists who are seeking "The Heart of (our) History" by personally familiarizing ourselves of the City's local, historic attractions. It is also our mission to continue with the ever changing laws and regulations concerning liquor licensing, gaming issues, etc."

### **Goals & Objectives**

#### **1). Finalize File Organization**

- Combine duplicate files and determine priority files that need to be kept in the vault. (This has been an ongoing effort due to newly found files within other departments.
- Condense files by purging / shredding files that are deemed appropriate to shred according to The Colorado Municipal Record Retention Schedule.
- Create a system that alerts the Clerk's office when files such as contracts, agreements, IGAs, etc of expiration and bring those to the attention of the appropriate people.

#### **2). History of the City**

- As time and season permits we would like to familiarize ourselves "hands on" of the historical attractions.

#### **3). Complete necessary requirements to obtain Certified Municipal Clerk.**

### **Staff**

City Clerk	Debra Blevins	Full Time
Administrative Assistant	Jessica Memmer	Full Time

**01 13-00 CITY CLERK**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
SALARIES	87,728	84,226	85,939	85,939	85,939
SOCIAL SECURITY EXPENSE	5,084	4,697	5,328	5,328	5,328
MEDICARE EXPENSE	1,189	1,099	1,246	1,246	1,246
RETIREMENT EXPENSE	6,587	3,453	6,875	6,875	6,875
EMPLOYEE HEALTH INSURANCE	10,657	10,650	13,104	12,500	13,163
EMPLOYEE ASSISTANCE PROGRAM	39	80	75	75	75
WORKMANS COMP EXPENSE	2,435	1,446	1,700	1,375	1,700
DISABILITY INSURANCE	954	884	1,000	967	1,000
OFFICE SUPPLIES	4,529	1,769	3,500	2,500	2,700
OPERATING EXPENSE	7,354	5,315	6,000	6,000	6,000
POSTAGE	588	858	1,000	1,000	1,000
TRAVEL	263	40	1,000	300	1,000
TRAINING	1,331	333	1,000	600	1,000
LEGAL ADVERTISING	2,893	2,183	2,100	2,100	2,100
LEGAL FEES	781				
ELECTIONS	1,530	2,194	1,000	1,000	2,500
PHONE	3,838	3,229	3,200	3,200	3,300
CELL PHONES	380	381	350		
PAGERS	73				
INTERNET	499	369	550	240	250
COURT COSTS	3,458	3,733	3,500	3,500	3,500
INSURANCE	8,067	4,156	3,840	3,900	3,830
LEASE/PURCHASE EQUIPMENT	7,007	6,387	6,500	6,500	6,500
COMPUTERS/SOFTWARE	0		1,000		1,000
CODIFICATION PROGRAM	123		500	500	500
<b>Total Expenditure</b>	<b>157,387</b>	<b>137,482</b>	<b>150,307</b>	<b>145,645</b>	<b>150,506</b>
Dollar Change		-19,905	12,825	-4,662	4,861
Percent Change		-13%	9%	-3%	3%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(157,387)</b>	<b>(137,482)</b>	<b>(150,307)</b>	<b>(145,645)</b>	<b>(150,506)</b>

## **Transportation**

### **Mission Statement**

Our goal, as always, is to organize, schedule and transport local citizens, students, and tourists to their destination within the city. Our aim is to maintain a prompt schedule without sacrificing safety. Our intent is to emphasize the new Heritage Center and Medical Plaza and promote the local economy by proudly showing the local historic buildings and sites.

### **Goals/Objectives**

#### **1) Continue to improve City Shuttle and promote tourism:**

- Support the City Council with their goals and objectives.
- Support Historic Preservation (show tourists and local citizens buildings and local projects.
- Driver Awareness-Policy and Procedures.
- Emergency Procedures- what to do if a passenger is injured.
- Knowledge of special needs passengers (keeping elderly and handicap passengers in mind.)
- Continue to seek better Customer Service Awareness-dealing with difficult passengers (building relations and driver sensitivity.)
- Drivers will continue to clean the shuttle (maintaining shuttles inside and out.)
- Continue to post all upcoming events on the shuttles, supporting Community Arts Programs.
- Establish and maintain an effective working relationship with City Council members, to achieve goals and objectives together for the good of the city.

#### **2) Seek other avenues of funding:**

- Grants, Special Requested Trips, Tours and Weddings
- Participate in any and all meetings in conjunction with all modes of transportation that could effect our area.
- Work together with the School Transportation, Casino Shuttles and any other private transportation Company's in our local area.

#### **3) Support organizations and programs by providing Transportation:**

- School and Build a Generation Programs whenever feasible.
- Participate in as many Community Events as needed.
- Work toward a city-wide communications and transportation program that would benefit the entire community.

#### **4) Transportation Issues:**

- Hold meetings with shuttle drivers, all shuttle operators and any other interested transportation entities (Nursing Home, Casino's, School, Peak Transit and Daycare Van Owners.
- Combine, collaborate and communicate with each other for: Training, SAFETY issues, Defensive driving course and Customer Service

**Staff**

Transportation Coordinator	Larry Premberon	Full-Time
Driver	Vincent McGarry	Full-Time
Driver	Richard Gish	Full-Time
Driver	Lisa Williams	Full-Time
Driver	Robert Brown	Part-Time
Driver	Open	Part-Time
Driver	Open	Part-Time Substitute

**01 12-00 TRANSPORTATION DEPARTMENT**

	2008	2009	2010	2010	2011
	Actual	Actual	Budget	Year End Estimate	Budget
RIDERSHIP REVENUE	22,085	31,872	31,500	35,000	35,000
MISCELLANEOUS REVENUE		225			
<b>Total Revenue</b>	<b>22,085</b>	<b>32,097</b>	<b>31,500</b>	<b>35,000</b>	<b>35,000</b>
Dollar Change		10,012	(597)	3,500	-
Percent Change		45%	-2%	11%	0%
SALARIES	131,825	118,124	125,221	125,221	125,221
OVERTIME	7,199	6,848	7,500	7,500	7,500
SOCIAL SECURITY EXPENSE	8,148	7,361	8,229	8,229	8,229
MEDICARE EXPENSE	1,906	1,722	1,924	1,924	1,924
RETIREMENT EXPENSE	7,957	4,471	10,618	10,618	10,618
EMPLOYEE HEALTH INSURANCE	15,154	17,197	18,327	17,800	18,743
EMPLOYEE ASSISTANCE PROGRAM	175	156	200	200	200
WORKMANS COMP EXPENSE	4,138	2,530	3,200	3,200	3,300
DISABILITY INSURANCE	1,049	1,049	1,200	1,200	1,200
OFFICE SUPPLIES	82	92	100	100	100
OPERATING EXPENSE	989	274	1,000	500	600
VEHICLE MAINTENANCE	14,398	13,851	15,000	15,000	15,000
FUEL EXPENSE	34,580	23,281	25,000	24,000	25,000
AFFILIATIONS & SUBSCRIPTIONS			50		
TRAVEL	51	158	300	300	300
TRAINING	49		300	300	300
UTILITIES	176	159	325	175	200
PHONE	843	76	500	100	100
CELL PHONES	1,591	1,494	1,300	1,300	1,400
INTERNET	880	707	800	500	500
ADVERTISING/PROMOTIONS			300	300	500
INSURANCE	2,935	2,771	2,560	2,700	2,560
LEASE/PURCHASE EQUIPMENT	17,000	17,000			
EMPLOYEE HIRING	49	417	300	300	300
VEHCILE PURCHASE					
COMPUTER			500	500	
REBUILDING					
ENGINES/TRANSMISSIONS	6,317	4,423	5,000	5,000	
<b>Total Expenditure</b>	<b>257,491</b>	<b>224,161</b>	<b>229,754</b>	<b>226,967</b>	<b>223,795</b>
Dollar Change		-33,330	5,593	-2,787	-3,172
Percent Change		-13%	2%	-1%	-1%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(235,406)</b>	<b>(192,064)</b>	<b>(198,254)</b>	<b>(191,967)</b>	<b>(188,795)</b>



## Community Development - Planning Department

### Mission Statement

To provide guidance and services to those who propose land development activities in a manner that enhances the opportunities for the success of those activities while insuring the intent of the regulations are met. To provide the community and City Council with the planning tools to evaluate the most effective means to implement their goals and objectives.

### Goals & Objectives

1. Insure that potential applicants for land development projects are fully informed as to the requirements of City ordinances regulating such activities.
  - Revise the ordinances in the direction of a Form Based Code and an easy to use document.
  - Facilitate pre-application meetings to provide a complete understanding of the regulations and processes to the public.
2. Thoroughly review development proposals to insure that quality development is approved.
  - Coordinate with other agencies and City Departments so that all issues are considered.
  - Dedicate adequate time to the review process to facilitate a comprehensive staff recommendation.
  - Resolve as many issues as possible administratively prior to any public hearings.
  - Insure that the Master Plan is considered.
3. Work with other jurisdictions to coordinate common development issues.
  - Coordinate activities with Teller County, CC&V Mine, and the City of Victor on view shed issues.
  - Coordinate with regional transportation agencies to strengthen the role of the City.
  - Update floodplain regulations and maps and create a preservation plan for the creek and the floodplain.

### Staff

Development Director	Larry Manning	1/4 Time
Building/Historic Preservation/Planning Manager	Kathy Stockton	1/4 Time
Receptionist/Office Assistant	Shannon Frascella	1/2 Time

**01 21-00 PLANNING**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
PLANNING & REVIEW FEES	5,325	5,896	3,000	3,000	3,000
TRANSFER FROM ECON DEV	150,000		-	-	-
MISC. REVENUE	0	100	0	0	0
<b>Total Revenue</b>	<b>155,325</b>	<b>5,996</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
Dollar Change		(149,329)	(2,996)	-	-
Percent Change		-96%	-50%	0%	0%
SALARIES	17,750	32,414	32,500	32,500	32,500
SOCIAL SECURITY EXPENSE	1,101	2,010	2,015	2,015	2,015
MEDICARE EXPENSE	257	470	471	471	471
RETIREMENT EXPENSE	1,420	1,282	2,600	2,600	2,600
EMPLOYEE HEALTH INSURANCE	1,165	2,311	1,647	1,647	1,734
EMPLOYEE ASSISTANCE PROGRAM	0	0	10	10	10
WORKMANS COMP EXPENSE	591	361	600	600	600
DISABILITY INSURANCE	196	204	200	312	200
OFFICE SUPPLIES	411	346	375	375	375
OPERATING EXPENSE	199	238	250	250	250
AFFILIATIONS & SUBSCRIPTIONS	458	508	500	500	500
TRAVEL	625	551	550	550	550
TRAINING	250	625	500	500	500
PHONE	220		250	250	250
INTERNET ACCESS	174		0	0	0
MASTER PLAN	115,828	33,519	0	0	0
COMPUTER SOFTWARE			0	0	0
<b>Total Expenditure</b>	<b>140,645</b>	<b>74,839</b>	<b>42,468</b>	<b>42,580</b>	<b>42,556</b>
Dollar Change		-65,806	-32,371	112	-25
Percent Change		-47%	-43%	0%	0%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>14,680</b>	<b>(68,843)</b>	<b>(39,468)</b>	<b>(39,580)</b>	<b>(39,556)</b>

## **Community Development - Building & Code Enforcement/Project Management**

### **Mission Statement**

The purpose of the Building & Code Enforcement Department is to promote positive growth and development by enforcing the codes adopted by the City, which provide minimum standards to safeguard life, limb, health, property and public welfare by regulation and controlling the design, construction, quality of materials, use and occupancy, location and maintenance of all buildings and structures within the City of Cripple Creek.

### **Goals & Objectives**

1. Encourage land development by increasing customer services, including simplifying and standardizing processes for applications/permitting and reviewing applications expeditiously.
  - Organize and store documents to make access easy and comprehensive.
  - Set up comprehensive standard procedures for plans review.
  - Minimize time to check plans and outsource plans checking when deemed needed.
2. Promote quality of life and safety by strengthening Code Enforcement and compliance with all City ordinances.
  - Continue to survey all buildings in the City which may present a danger to the public and pursue solutions.
  - Continue to survey all nuisances and code violations within the City, i.e. trash, signs, etc, and pursue solutions.
3. Provide assistance and direct support to City building facility directors in maintenance and construction needs.
  - Coordinate with facility directors to establish ongoing maintenance schedules.
  - Perform maintenance and construction or coordinate outsourcing as appropriate.

### **Staff**

Development Director	Larry Manning 1/4 Time
Building/Historic Preservation/Planning Manager	Kathy Stockton 1/4 Time
Construction/Maintenance Manager	Richard Thomas Full Time
Construction/Maintenance Worker	Jodi West Full Time
Receptionist/Office Assistant	Shannon Frascella 1/2 Time
Seasonal Worker	Various Personnel 3/4 Time

**01 25-00 BUILDING DEPARTMENT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
CONTRACTORS LICENSE FEES	33,765	24,005	15,000	14,500	14,000
BUILDING PERMIT FEES	24,236	26,085	10,000	6,600	5,000
BUILDING PLANS REVIEW	28,685	8,072	7,000	1,000	2,000
INSPECTION FEES	42				
CODE BOOKS			100	100	100
VARIANCE FEES		175	200	200	200
SPECIAL EVENTS					
PARKING PERMITS	435		250	250	250
MISCELLANEOUS REVENUE	11,812	254	500	500	500
<b>Total Revenue</b>	<b>98,975</b>	<b>58,591</b>	<b>33,050</b>	<b>23,150</b>	<b>22,050</b>
Dollar Change		(40,384)	(25,541)	(9,900)	(1,100)
Percent Change		-41%	-44%	-30%	-5%
SALARIES	109,197	103,347	116,431	116,431	116,431
OVERTIME	2,687	66	100	200	100
SOCIAL SECURITY EXPENSE	6,486	5,915	7,225	7,231	7,225
MEDICARE EXPENSE	1,517	1,383	1,690	1,691	1,690
RETIREMENT EXPENSE	8,064	4,733	9,322	9,322	9,322
EMPLOYEE HEALTH INSURANCE	11,819	19,925	12,364	20,500	21,587
EMPLOYEE ASSISTANCE PROGRAM	78	99	150	150	150
WORKMANS COMP EXPENSE	3,547	2,169	2,825	2,825	3,079
DISABILITY INSURANCE	1,005	1,400	1,350	1,350	1,350
CONTRACT LABOR			10,000		
OFFICE SUPPLIES	1,394	1,151	1,000	1,100	1,000
OPERATING EXPENSE	1,732	1,966	2,000	2,000	2,000
VEHICLE MAINTENANCE	1,794	761	1,500	1,500	1,500
FUEL EXPENSE	2,539	1,813	1,700	1,500	1,800
AFFILIATIONS & SUBSCRIPTIONS	303	130	300	300	300
TRAVEL	177	302	2,000	2,000	2,000
TRAINING	160	823	1,500	1,500	1,500
BUILDING PLAN CHECK FEE	1,000	2,085	5,000	5,000	5,000
BUILDING INSPECTION FEE	10,490	3,797	7,500	7,500	7,500
UTILITIES	461	4,112	4,100	2,700	3,500
PHONE	894	647	800	800	800
CELL PHONES	731	737	750	750	750
INTERNET	499	369	525	450	525
DANGEROUS BUILDING EXPENSE		629	2,000	2,000	2,000
INSURANCE	433	564	525	525	525
PUBLICATION COSTS	216	6	150	150	150
LEASE/PURCHASE EQUIPMENT	188	193	550	550	550
COMPUTER MAINTENANCE	272	145	500	500	500

CODE BOOKS	227	691	900	900	900
PROPERTY MAINTENANCE	1,651	1,976	2,000	2,000	2,000
BUILDING MAINTENANCE	378	2,280			
CITY HALL	6,526				
POLICE DEPARTMENT	6,459				
FIRE DEPARTMENT	4,158				
WELCOME CENTER	1,709				
PARK & RECREATION	3,663				
OPERA HOUSE	5,493				
HIRING EXPENSE	80	136			
INSPECTION EQUIPMENT					
COMPUTER UPGRADES	1,244	495	600	600	600
TOOLS		1,075	1,500	1,500	1,500
LUFF LIFT					
TRAILER	9,274				
<b>Total Expenditure</b>	<b>208,545</b>	<b>165,920</b>	<b>198,857</b>	<b>195,525</b>	<b>197,834</b>
Dollar Change		-42,625	32,937	-3,331	2,309
Percent Change		-20%	20%	-2%	1%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(109,570)</b>	<b>(107,329)</b>	<b>(165,807)</b>	<b>(172,375)</b>	<b>(175,784)</b>

## **Parks & Recreation 2011**

### **Mission Statement**

To serve the personal, social, economical, and environmental needs of the community by providing quality recreational opportunities, while enhancing the visual quality of the neighborhoods and the City as a whole.

### **Goals & Objectives**

#### **1). To provide a broad range of conveniently located quality recreational opportunities for all visitors and residents of the Cripple Creek District.**

- Continue to establish a cooperative effort with other public and private agencies to maximize the recreational use of schools and other public facilities.
- Insure that adequate open space is provided in newly developing areas for anticipated populations through the City's new Master Plan and the Parks and Recreation Master Plan.
- Continually review existing programs, facilities, services, and operational procedures and make adjustments based on changes in the community.
- Make recreational facilities and programs available to all citizens regardless of race, creed, sex, age or national origin.
- Continue to work the Community of Caring in the collaboration efforts for City of Victor children attending K.R.U. Adventure Fridays and Summer Camp excursions. Our goal is to work with Community of Caring to offer more than Fridays for these youth.
- Build our partnership with the Soaring with out Limitations Program offered through RE-1 School District.
- Continue to work with Teller County Public Health on shared interests as it pertains to health, fitness and community green house programs.
- To complete the new addition to our current facility. Host a Grand Opening/ Open House Event.

#### **2). To provide both physical and visual continuity to the overall park/open space system.**

- Work with the Planning Department to insure the newly written Master Plan will be followed.
- Implement the creation of the Parks and Recreation Master Plan.
- Continue to expand the Friends of the Green House / Ecological Education Center.
- Continue to work with the committee "Friends of Hern Field".

**3). To provide a consistent, high level of maintenance for all elements of the park and recreation system.**

- Continue to assist in the development of an operations and maintenance staff within the City of Cripple Creek that is consistent with the size of demands of the park and recreation open space system.
- Continually monitor the design, operation and maintenance function for maximum effectiveness.
- Implement and use a well developed and maintained park and open space system as one means of installing community pride.

**4). To achieve a high degree of safety for users of the developing and current parks and other recreational systems.**

- Attend training, conferences and collect information regarding risk management for parks and recreation.
- Review and update existing ordinances and policies.
- Repair the needed areas on the Mountain Wave Skate Park, Mountain View BMX track and the Gold Camp Trail (after expansion project).

**5). Dedicate in-kind services to support the Gold Belt Communities Build A Generation Process.**

**Staff**

Parks & Recreation Director	Connie Dodrill	Full Time
Recreation Program Manager	Todd Haberman	Full Time
Recreation Facility Manager	Archie Torres	Full Time
rogram Assistant II	Ramona Bunton	Full Time
Facility Assistant II	Debbie Deboodt	Full Time
Facility Assistant I	Erin Jacobs	Full Time
Facility/Grounds	Maintenance	Contracted Services
Program Assistant I	Shannon Owen	Part Time Yr Round
Program Assistant I	Cody Riley	Part Time Yr Round
Program Assistant I	Wanda Spoerl	Part-Time Yr Round
Program Assistant I	Alli Krage	Part Time Seasonal
Facility Assistant I	Victor Lewis	Part Time Seasonal
Facility Program Assistant I	Deborah Young	Part Time Sub
Facility Program Assistant I	Kristine Snare	Part Time Sub

**01 35-00 PARK/REC DEPARTMENT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
COLORADO TRUST GRANT	31	85			
PROGRAM INCOME	5,907	7,047	5,500	8,000	8,000
GYM MEMBERSHIPS/FEES					14,000
CONSERVATION TRUST FUND	10,938	10,042	11,000	10,000	10,000
CHILD CARE SERVICES	27,405	19,959	20,000	15,000	17,000
ATHLETIC PROGRAM	19,644	21,283	18,000	21,000	21,000
SKATING	4,218	4,577	5,000	4,500	4,500
RENTALS	925	285	500	750	750
DONATIONS	216	95	50	35	100,000
MISC. REVENUE	1,707	1,250	1,000	1,000	1,000
SPECIAL EVENTS	1,227	1,597	1,300	1,000	1,000
GREEN HOUSE	1,785	310	300	1,200	1,000
TRANSFER IN HP FOR BRICK FAÇADE					50,000
GOCO PLANNING GRANT				14,000	
SCHOLARSHIPS/DONATIONS	14	17		400	
<b>Total Revenue</b>	<b>74,017</b>	<b>66,547</b>	<b>62,650</b>	<b>76,885</b>	<b>228,250</b>
Dollar Change		(7,470)	(3,897)	14,235	151,365
Percent Change		-10%	-6%	23%	197%
SALARIES	258,243	249,893	265,606	265,606	265,606
OVERTIME	4,638	282	500	500	500
SOCIAL SECURITY EXPENSE	15,930	15,458	16,499	16,499	16,499
MEDICARE EXPENSE	3,726	3,615	3,859	3,859	3,859
RETIREMENT EXPENSE	15,406	8,663	21,288	21,288	21,288
EMPLOYEE HEALTH INSURANCE	26,479	29,481	31,668	31,668	33,346
EMPLOYEE ASSISTANCE PROGRAM	379	371	430	430	430
WORKMANS COMP EXPENSE	10,050	6,357	7,911	7,911	8,623
DISABILITY INSURANCE	2,189	2,272	2,500	2,500	2,500
POSTAGE	2,823	3,195	3,500	3,500	3,500
OFFICE SUPPLIES	3,060	1,791	2,200	2,200	2,500
OPERATING EXPENSE	6,466	5,263	5,500	5,500	6,000
VEHICLE MAINTENANCE	2,105	2,549	2,000	2,000	2,000
FUEL	3,111	2,263	2,500	2,000	2,500
ADVERTISING AND PRINTING	10,201	4,632	8,500	8,500	12,500
AFFILIATIONS & SUBSCRIPTIONS	533	768	600	600	600
TRAVEL	1,593	4,595	2,500	2,500	2,500



TRAINING	989	2,159	2,000	2,000	2,000
PARK MAINTENANCE	14,313	16,999	14,000	14,000	20,000
PARK BLDG MAINTENANCE	2,467	2,928	5,000	5,000	5,000
UTILITIES	14,342	15,122	15,000	15,000	22,000
PHONE	3,180	5,170	2,000	2,900	3,000
CELL PHONES	1,661	1,766	1,500	1,500	1,600
PAGERS	36				
INTERNET	2,632	2,121	2,600	1,500	2,000
INSURANCE	5,136	4,173	3,850	4,200	8,000
CREDIT CARD COST	378	232	500	200	500
PARKING LOT LEASE	4,500	4,500	4,500	4,500	4,500
LEASE/PURCHASE EQUIPMENT	4,709	5,107	5,000	5,000	5,000
SKATING	3,641	2,006	4,000	4,000	4,000
ATHLETICS	14,750	13,928	14,000	14,000	14,000
RECREATION CLASSES	3,352	5,542	4,000	5,000	5,000
SPECIAL EVENTS	3,742	4,266	3,600	3,600	4,000
CHILD CARE SERVICES	7,301	6,900	8,000	8,000	8,000
COMPUTER MAINTENANCE	407		300	300	500
HIRING EXPENSE	1,733	490	1,800	1,800	1,000
GREEN HOUSE EXPENSES	2,389	1,217	2,500	1,000	2,000
SCHOLARSHIP SERVICES		100	100	100	100
PICNIC SHELTER/PLAYGROUND	269				
CAPITAL EXPENSE EQUIPMENT					
COMPUTERS/SOFTWARE	2,622		600	600	2,000
TABLES & CART		14	500	500	2,000
ATHLETIC EQUIPMENT	831		1,000	2,500	2,000
FITNESS EQUIPMENT		3,249	2,000	2,000	1,000
SKATEBOARD PARK	5,016	5,886	6,000	6,000	24,000
BMX TRACK/PROGRAM	2,178	2,176	2,000	2,300	2,500
NEW PARKS & REC FACILITY STUDY	91,898		55,000	55,000	
POTENTIAL LAND ACQUISITION			100,000		
REPLACE PLAYGROUND EQUIPMENT					
EXISTING BUILDING RENOVATION					60,000
PARKS & REC. BUILDING ADDITION					2,200,000
USED VEHICLE	10,464				
<b>Total Expenditure</b>	<b>571,868</b>	<b>447,499</b>	<b>638,910</b>	<b>539,560</b>	<b>2,790,451</b>
Dollar Change		-124,369	191,411	-99,350	2,250,891
Percent Change		-22%	43%	-16%	417%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(497,851)</b>	<b>(380,952)</b>	<b>(576,260)</b>	<b>(462,675)</b>	<b>(2,562,201)</b>

## **Road & Bridge**

### **Mission Statement**

To develop and maintain a smooth and safe year round surface transportation system.

### **Goals & Objectives**

- Implement safety improvements to enhance vehicle and pedestrian safety.
- Expand the construction of curb, gutter and sidewalks to the maximum extent financially possible.
- Develop storm water control infrastructure adequate to manage 10 year storm events and that prevents excessive erosion.
- Pave all unpaved streets within the city limits.
- Perform adequate preventive maintenance to obtain the maximum useful life of all paved roads.

**Staff** Public Works (Enterprise Fund) employees complete the street projects.

**01 45-00 Road and Bridge**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
TRANSFER IN FROM HISTORIC PRES. CDOT BENNETT RETAINING WALL GRNT					27,750
					83,250
<b>Total Revenue</b>					<b>111,000</b>
CLOTHING ALLOWANCE	894	1128	1,000	1,000	1,000
OFFICE SUPPLIES	116	128	150	150	150
OPERATING EXPENSE	1,264	1,461	1,500	1,500	1,500
VEHICLE MAINTENANCE	2,687	5,516	7,000	8,000	8,000
FUEL EXPENSE		70			
OPERATING EQUIPMENT	2,275	2,566	4,000	4,000	4,000
UTILITIES	6,910	7,626	7,000	7,000	7,000
PHONE	2,044	1,422	1,200	1,200	1,200
STREET SIGNAGE	941	4612	5,000	5,000	5,000
INSURANCE	2,935	1,385	1,300	1,300	1,275
STREET REPAIRS & UPKEEP	6,821	10,716	10,000	10,000	10,000
PAINTING	5,155	1,393	1,500	1,500	5,000
GRAVEL PIT RECLAMATION	18,132				
ICE SLICER/DEICING MATERIAL	43,240	58,356	43,000	54,000	70,000
TRAFFIC CONTROL		701	2,000	2,000	2,000
COW FENCE				2,000	
BENNETT AVE RETAINING WALL					111,000
STREET LIGHTS	1,335	5,328	2,000	2,000	2,000
<b>Total Expenditure</b>	<b>94,749</b>	<b>102,408</b>	<b>86,650</b>	<b>100,650</b>	<b>229,125</b>
Dollar Change		7,659	-15,758	14,000	128,475
Percent Change		8%	-15%	16%	128%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(94,749)</b>	<b>(102,408)</b>	<b>(86,650)</b>	<b>(100,650)</b>	<b>(118,125)</b>

## **Economic Development Department**

### **Mission Statement**

To synergize new economic development for the City of Cripple Creek, fully focusing on the future of interrelated historic activities with a growing gaming industry. To achieve and maintain the most reasonable, dynamic and robust business climate by aggressively pursuing all avenues of growth for new and existing business towards the goal of maximizing the quality of life, business opportunities and employment.

### **Goals and Objectives**

- 1). Pursue new businesses that can start a cottage industry to facilitate the tourist experience during the major tourist season.  
Develop a specific plan, which addresses:
  - Incorporate possible one time mobilization grant.
  - Incentive for being open for entire season.
  - Award[s] for excellence.For businesses that own or lease buildings for one year or more, provide matching funds grant of up to \$10,000 to restore the exterior of non-historic businesses.  
Provide Economic Development loans or loan assistance to qualified business.
  
- 2). Identify sites for new commercial business and market business with approved development plans.
  - Develop marketing material for approved commercial developments.
  - Distribute marketing material to potential tenants or pad purchasers.
  
- 3). Evaluate real estate potential that benefit the economic development of Cripple Creek:
  - Present to City Council any potential real estate project.
  
- 4). Sponsor qualified projects for economic development loans by assisting applicants in the preparation and presentation of projects to the City Council:
  - Assist with business plans, if asked.
  - Actively work with interested potential renters or purchasers for properties that are available for business development.
  - Keep a current list of available properties with owner/agent contacts.
  - Create a business plan review panel if necessary.

### **Staff**

Economic Development Director	On-hold	Full-Time
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**01 46-00 ECONOMIC DEVELOPMENT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
DEVICE FEES	0	0	0	0	0
MISC. REVENUE	2,190	500	0	0	0
LOAN PRINCIPAL REPAYMENTS	32,929	28,830	24,747	29,617	30,594
INTEREST BANK	49	90	75	45	
INTEREST - INVESTMENTS	22,483	2,313	3,000	900	
INTEREST - LOANS	4,460	3,417	3,400	2,459	1,482
<b>Total Revenue</b>	<b>62,111</b>	<b>35,150</b>	<b>31,222</b>	<b>33,020</b>	<b>32,075</b>
Dollar Change		-26,961	-3,928	1,798	-945
Percent Change		-43%	-11%	6%	-3%
SALARIES	27,830		63,000		
SOCIAL SECURITY EXPENS			3,906		
MEDICARE EXPENSE	404		914		
RETIREMENT EXPENSE	1,023		5,040		
EMPLOYEE HEALTH INSURN	825		6,301		
EMPLOYEE ASSISTANCE PR	10		50		
WORKERS COMP	492		650		
DISABILITY INSURANCE	115		675		
POSTAGE	0		750		
OFFICE SUPPLIES	132		500		
OPERATING EXPENSE	242	188	500	275	500
AFFILIATIONS/SUBSCRIPT			500		
TRAVEL		1018	1,500		
TRAINING		595	1,000		
AUDITOR EXPENSE	2,291	1,334	2,700	1,100	1,600
PHONE	20		100		
BAD DEBT BARBERSHOP		928			
INSURANCE	541	507	650	654	640
BENNETT AVE. BEAUTIFICATION	17,392	15,741	30,000	5,000	5,000
REVOLVING LOAN PROGRAM			35,000		
LOAN TO EYE CARE PROVIDER			25,000		
HIRING EXPENSE			5,000		
COMPUTER/SOFTWARE	517		1,500		
TRANSFER TO MEDICAL PLAZA	200,000				-

MEDICAL PLAZA LOAN	210,000	157,000	100,000	100,000	
FORM BASED CODE TRANSFER TO GEN FND MASTER PLAN	150,000		75,000	53,800	21,200
PEDESTRIAN PATH TO GROCERY STORE	18,184				
HELICOPTER PAD AT PPHC	225				
<b>Total Expenditure</b>	<b>630,243</b>	<b>177,311</b>	<b>360,236</b>	<b>160,829</b>	<b>28,940</b>
Dollar Change		-452,932	182,925	-199,407	-131,889
Percent Change		-72%	103%	-55%	-82%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(568,132)</b>	<b>(142,161)</b>	<b>(329,014)</b>	<b>(127,809)</b>	<b>3,135</b>

## **Medical Services**

### **Mission Statement**

To provide a comprehensive health care facility for the residents of Cripple Creek and the surrounding area by having access to a full-time physician, physical/occupational therapy, dentistry, chiropractic, eye care and pharmacy services.

### **Goals & Objectives**

- 1). Provide access to basic health care, as defined by the mission statement, for the residents of Cripple Creek, Victor, the surrounding area, as well as the employees who work in the community.
- 2). Provide occupation medicine services for employees injured on the job (workers compensation). By providing these services locally, employers will achieve significant productivity gains/reductions in cost by eliminating lost time when employees must travel 2 + hours round trip to receive these services outside the community currently.
- 3). Provide basic health care services outlined in the mission statement to the marginalized/indigent portion of the population – those with special needs, low income levels, etc.

**Note: From February 2008 through September 2010 the City of Cripple Creek employed Dr. Kurt Wever and three other individuals as City employees to provide medical services at the facility. For 2011, the City is pursuing a different business model and is recruiting a physician to operate their own private practice. The City plans on providing financial support for the first two to three years of the new practice. However, the doctor and his staff will not be City employees.**

**01 47-00 MEDICAL SERVICES**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
MEDICARE	22,909	55,539	33,000	50,000	
MEDICAID	680	23,654	23,000	18,000	
INSURANCE	88,811	115,623	150,000	75,000	
PRIVATE PAY	63,954	73,798	70,000	60,000	
MEDICAL SERVICES REVENUE					50,000
RENT - DENTAL PRACTICE		1,590	6,360	6,360	6,360
RENT - EYE CARE CO.			5,000	0	
RENT - PHYSICAL THERAPY		3,854	10,248	12,000	12,000
RENT - COUNSELOR	3,750	4,500	4,500	4,500	4,500
MISC. REVENUE	912	441	500	100	
TRANSFER FROM ECON FUN	200,000			100,000	
LOAN FROM ECON FUND	210,000	157,000	100,000		
INTEREST BANK	169	120	150	80	
INTEREST INVESTMENTS	1,393	14	100	10	
<b>Total Revenue</b>	<b>592,578</b>	<b>436,133</b>	<b>402,858</b>	<b>326,050</b>	<b>72,860</b>

Dollar Change		(156,445)	(33,275)	(76,808)	(253,190)
Percent Change		-26%	-8%	-19%	-78%

SALARIES	195,894	233,493	236,133	236,133	
OVERTIME	3,512	1,078	1,700	1,700	
MERIT POOL		800			
SOCIAL SECURITY	11,555	12,906	14,746	14,746	
MEDICARE	2,702	3,200	3,449	3,449	
RETIREMENT	15,514	10,875	19,027	13,000	
HEALTH INSURANCE	19,266	25,733	23,524	17,000	
EMPLOYEE ASSISTANCE PROGRAM	117	156	150	75	
WORKERS COMP	1,790	2,892	3,200	2,700	
DEPENDENT HEALTH INSURANCE	1,635	2,647	2,400	2,400	
DISABILITY INSURANCE	1,998	2,267	2,000	1,200	
OFFICE SUPPLIES	4,534	4,733	4,500	4,500	
GENERAL OPERATING COST	4,758	6,612	5,000	5,000	
OPERATING COST FRONT RECEPTION	4,078	600	500	500	
CONTINUING EDUCATION	6,349	5,497	5,000	1,500	
POSTAGE	677	1,770	1,500		
TRAVEL	4,354	7,747	2,000	1,800	
AUDIT		2,183	1,300	1,300	1,300
UTILITIES	18,254	17,493	21,000	18,000	19,000
PHONES	4,595	4,832	4,500	4,500	



CELL PHONES	773	480	800	300	
INTERNET	788	606	550	550	
BUILDING MAINTENANCE	499	1,636	1,500	1,500	2,000
BUILDING OTHER	1,420	1,540	1,000	1,000	1,000
CONTINGENCY	675		1,500	1,500	
MEDICAL SUPPLIES/MISC.	32,783	30,457	23,000	23,000	
PHARMACY SUPPLIES	11,802	4,425	6,000	6,000	
X-RAY SUPPLIES	357	2,805	2,000	2,000	
INSURANCE	2,704	3,464	3,200	3,200	3,200
MALPRACTICE INSURANCE	10,833	13,603	14,000	4,000	
ADP FEES	2,748	1,621	1,900	1,900	
CONSULTING FEE	6,000				
MARKETING	3,661	6,114	3,000	3,000	5,000
TRANSPORTATION TO PEAK VISTA	0	7,500	3,000	3,000	5,000
ARCHITECT/ENGINEERING	50				
SITE WATER/SEWER	9,441				
BUILDING - INTR/EXTR	108,414				
PARKING LOT PAVEMENT	1,394				
LANDSCAPING	17,739	13	500	500	1,000
EQUIPMENT - MEDICAL OFFICE	3,380	2,689	1,500	1,500	
COMPUTERS/SOFTWARE	14,987	75	7,750	7,267	
PHONE SYSTEM	6,142				
EQUIPMENT - DENTAL OFF	43,741			500	
WATER/MOLD REMEDIATION	43,180				
X-RAY MACHINE	45,646				
DR. WEVER MOVING EXPENSE	1,403				
PRACTICE SUPPORT					100,000
SIGNAGE	4,810				500
<b>Total Expenditure</b>	<b>676,952</b>	<b>424,542</b>	<b>422,828</b>	<b>390,219</b>	<b>138,000</b>
Dollar Change		-252,410	-1,714	-32,609	-252,219
Percent Change		-37%	0%	-8%	-65%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(84,374)</b>	<b>11,591</b>	<b>(19,970)</b>	<b>(64,169)</b>	<b>(65,140)</b>

## Capital Projects

This category of spending is for capital projects/maintenance in the General Fund, which fall outside a specific department.

### 01 50-00 CAPITAL PROJECTS

	2008	2009	2010	2010	2011
	Actual	Actual	Budget	Year End Estimate	Budget
REPAIR BENNETT AVE SIDEWALKS	1,455				
STORAGE BUILDING	22,629	3,887		1,000	1,000
VETERANS PARK - MEMORIAL	37,550	5,087	5,000	24,000	8,000
LAND SURVEY COSTS				1,950	
AFR POOL					
DOWNSTAIRS OFFICE REMODEL	37				
<b>Total Expenditure</b>	<b>61,671</b>	<b>8,974</b>	<b>5,000</b>	<b>26,950</b>	<b>9,000</b>
Dollar Change		-52,697	-3,974	21,950	-17,950
Percent Change		-85%	-44%	439%	-67%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(61,671)</b>	<b>(8,974)</b>	<b>(5,000)</b>	<b>(26,950)</b>	<b>(9,000)</b>

# Public Safety

## Summary

Public Safety is comprised of the following departments: Police Department, Emergency Services (Fire, Rescue and Medical Services), and the Communications Department. As its name denotes, these departments provide programs and services aimed at protecting life, limb and property.

The following table summarizes the revenue, expenses and staffing levels, by department, that comprise the Public Safety section.

Public Safety Summary	No. of Employees	Percent of Total	Percent		Percent of Total	Net Operating Cost Surplus or (Deficit)	
			Revenues	Total			Expenses
Police	18	44%	12,700	17%	1,218,748	41%	(1,206,048)
Fire/Emergency Services	14	35%	2,550	4%	1,247,916	42%	(1,245,366)
Wild Fire Program	0	0%	20,000	27%	20,000	1%	-
Communications	8.5	21%	37,500	52%	451,056	15%	(413,556)
<b>Totals</b>	<b>40.5</b>	<b>100%</b>	<b>72,750</b>	<b>100%</b>	<b>2,937,720</b>	<b>100%</b>	<b>(2,864,970)</b>

Percent of Total General Fund Budget

1%

32%

## POLICE DEPARTMENT

### Mission Statement

With unity of purpose and in partnership with the community, we are committed to excellence in policing. We are a professional organization providing quality police services to our community. We are committed to excellence in law enforcement. Through this commitment we strive to treat everyone we contact with dignity and respect. We seek to maintain peace, order and safety for the benefit of all. We work with our community at large to create a partnership through a trusting relationship. We embrace the richness of our city's history and endeavor to share its lessons.

### Goals and Objectives

**1. Continued development of the relationship built with the casino security leaders' coalition including the Division of Gaming in order to address issues relating to crime and disorder among within the casinos.** (Encourage and promote development to enhance, expand and diversify our local economy. Continue to work with the Cripple Creek casinos on issues that are important to the industry and impact its economics.)

**2. Research and explore partnerships with community entities and area criminal justice agencies designed to enhance police services with minimal fiscal impact.**

(Increase the efficiency of the city government. Continue to develop alternative sources of funding, such as grants, which will off-set the costs of services or programs offered by the city.)

**3. Continue and enhance School Resource Officer Program; participation in community drug awareness and enforcement efforts.** (Support organizations and programs, which enhance the quality of life in our community Continue to support and participate in the "Build a Generation" program.)

**4. Increase community awareness of police services through marketing the department to the community; continued participation in community events; continue and enhance partnership with the special events and marketing coordinator's office.** (Improve communications with residents of the community so that government is accessible and everyone is informed of ongoing events and projects.)

### Staff

Chief of Police	Gary Hamilton	Full-Time
Sergeant	April Peterson	Full-Time
Sergeant	Dean Bausman	Full-Time
Sergeant	Steve Friedle	Full-Time
Master Patrol Officer	Open	Full-Time
Master Patrol Officer	Ryan Holzwarth	Full-Time
Patrol Officer	Edward Kazmirski	Full-Time

Patrol Officer	Jeffery Wing	Full-Time
Patrol Officer	Robert Kible	Full-Time
Patrol Officer	James Francia	Full-Time
Patrol Officer	Frank Paino	Full-Time
Patrol Officer	Tina Burnette	Full-Time
Patrol Officer	Mitchell Parks	Full-Time
Patrol Officer	Open	Full-Time
Evidence Custodian	Lana Smart	Full-Time
Records Custodian/Exec. Asst.	Marcella Cain	Full-Time
Animal Control	Patricia McClain	Full-Time

**01 15-00 POLICE DEPARTMENT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
DOG LICENSE FEES	265	295	400	400	400
FINES & FORFEITURES	12,947	18,263	16,000	10,100	11,000
FINGER PRINTS/GAMING	115	110	50	50	50
RECORDS REQUEST	96	38	100	40	50
POLICE MERCHANDISE SALES		25			
PET ADOPTION DONATIONS	1,257	824	450	500	450
VIN REVENUE	666	785	600	250	250
EVIDENCE MONEY	10				
MISC. REVENUE	405	1300	500	500	500
<b>Total Revenue</b>	<b>15,761</b>	<b>21,640</b>	<b>18,100</b>	<b>11,840</b>	<b>12,700</b>
Dollar Change		5,879	(3,540)	(6,260)	860
Percent Change		37%	-16%	-35%	7%
SALARIES	523,624	567,697	726,502	726,502	726,502
TELLER CNTY S.O. COSTS	20,976	8,880	5,000	-	-
OVERTIME	94,711	96,261	70,000	65,000	65,000
SOCIAL SECURITY EXPENSE	37,298	39,778	49,383	49,073	49,073
MEDICARE EXPENSE	8,723	9,303	11,549	11,477	11,477
RETIREMENT EXPENSE	48,160	30,255	63,720	63,720	63,320
EMPLOYEE HEALTH INSURANCE	61,308	75,378	101,000	92,000	96,876
EMPLOYEE ASSISTANCE PROGRAM	699	702	750	750	750
WORKMANS COMP EXPENSE	24,321	15,301	19,210	19,210	22,000
CLOTHING ALLOWANCE	7,574	10,805	10,000	10,000	10,000
BROCHURES & PAMPHLETS	8	25	150	150	150
DISABILITY INSURANCE	5,030	5,960	6,000	7,100	7,300
OFFICE SUPPLIES	4,294	5,910	5,000	5,000	5,000
OPERATING EXPENSE	6,932	8,501	7,000	7,000	8,000
VEHICLE MAINTENANCE	10,405	7,288	13,000	13,000	13,000
FUEL EXPENSE	15,972	12,709	15,000	12,500	13,500
OPERATING EQUIPMENT	4,862	1,328	2,500	2,500	2,500
AFFILIATIONS & SUBSCRIPTIONS	2,342	1,776	1,300	1,300	1,300
TRAVEL	1,350	3,135	4,000	3,500	3,500
TRAINING	4,147	3,119	6,200	6,000	6,000
WEAPONS, AMMO, TARGETS	2,929	2,475	3,300	3,300	3,300
RADIO EXPENSE	2,584	1,824	2,500	2,500	2,500
PRISONER MEDICAL EXPENSE	668	210	800	800	800
ANIMAL CONTROL EXPENSE	2,082	694	1,500	1,500	1,500
ANIMAL EXPENSE (VET)	73	197	300	300	300
ANIMAL MEDICAL COSTS	1,673	127	1,000	1,000	1,000
TOWING IMPOUND			200	1,000	200
FAMILY NIGHT OUT			500	500	500
VICTIM ADVOCACY FUND		127	500	500	500

VICTIM MEDICAL EXPENSE			500	1,000	500
UTILITIES	9,920	10,394	11,500	9,500	10,500
PHONE	4,639	3,729	4,900	3,500	3,600
CELL PHONES	3,971	3,320	3,800	3,800	3,800
INTERNET	2,880	2,336	3,000	2,000	2,000
INSURANCE	22,012	22,084	19,200	20,000	19,200
LEASE/PURCHASE EQUIPMENT					
COPIER LEASE	2,917	3,091	2,600	2,600	2,600
EQUIPMENT REPAIRS		1,637	1,500	1,500	1,500
MAINTENANCE SERVICE	936	563	3,000	1,500	3,000
INVESTIGATIVE SUPPLIES	1,017	2,404	3,000	3,000	3,000
INVESTIGATION MATERIAL		421	700	700	700
COMPUTER MAINTENANCE	1,773	801	2,000	2,000	2,000
POLICE MERCHANDISE COST		207	300	300	300
TELLER COUNTY JAIL COST			1,000	1,000	1,000
CADET PROGRAM			501		500
HIRING EXPENSE/TESTING	3,223	3,360	4,000	4,000	4,000
MAINTENANCE EXPENSE BUILDING	8,048	5,705	5,000	5,000	5,000
CAPITAL EXPENSE EQUIPMENT		1,500			
COMPUTERS (PC)	3,903		1,500	1,500	1,000
TWO SPEED MONITORS	12,440				
REPLACE RADIOS - AFR					4,700
VEHICLE DODGE CHARGER - AFR					34,000
ATV	6,000				
<b>Total Expenditure</b>	<b>976,424</b>	<b>971,317</b>	<b>1,195,865</b>	<b>1,170,082</b>	<b>1,218,748</b>
Dollar Change		-5,107	224,548	-25,784	48,666
Percent Change		-1%	23%	-2%	4%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(960,663)</b>	<b>(949,677)</b>	<b>(1,177,765)</b>	<b>(1,158,242)</b>	<b>(1,206,048)</b>

## **EMERGENCY SERVICES** **(Fire, Rescue & Emergency Medical Services)**

### **Mission Statement**

To prevent the devastating effects of fire and related threats to life safety within our community, while ensuring rapid, efficient and professional emergency response capabilities in event they cannot be avoided

**Cripple Creek Emergency Services** can think of no better way to serve our community than preventing the devastating effects of fire and other threats to life safety before they affect our community. It is our mission to utilize our knowledge and training to educate our community on how to live healthy lifestyles and prevent harm to their businesses and families. Unfortunately, even with our best efforts, fire and threats to life safety occur within the community. In the event we cannot prevent a threat to life safety, we strive to ensure we have the most highly trained, educated and professional first responders to mitigate their negative impact to our community.

### **GOALS & OBJECTIVES**

#### **1) Increase community life safety through education:**

Develop life safety education programs for community outreach

- Continue to educate our businesses on how to protect their facility and their customers
- Develop a comprehensive elementary school life safety education program by utilizing members of the fire corp program.
- Continue the development of the life safety inspection program to build relationships with our business community
- Prevent structure fires to reduce life safety threats to firefighters, community members and visitors
- Provide community education on how to maintain a healthy lifestyle for our community members and their families

#### **2) Continue to focus on firefighter/employee development**

- Maintain a comprehensive annual fire and EMS training program that supports firefighter personal and professional development
- Implement an internal firefighter career development program that promotes firefighter personal development and longevity
- Continue to provide staff resources to ensure employee morale and safety is paramount in daily operations
- Continue firefighter health initiatives to promote healthy lifestyles.
- Continue the implementation of the reserve firefighter program to increase firefighter safety and provide additional staffing resources for large scale incidents



**3) Maintain the City of Cripple Creek's current Insurance Service Rating (ISO)**

- Maintain current equipment and staffing levels to maintain the city's ISO rating and ensure the lowest possible insurance rates for our community
- Develop long term goals and objectives to lower the city's ISO rating and decrease insurance rates for our community
- Implement a comprehensive training record system that will support future ISO audits
- Continue implementation of the comprehensive commercial building pre-fire incident planning program to support future ISO audits

**Staff**

Fire Chief:	Randall Baldwin	Full Time
Battalion Chief:	John Rheinbolt	Full Time
Fire Lieutenant:	Chris Ekstrom	Full Time
Fire Lieutenant:	Luke Magistrelli	Full Time
Fire Lieutenant:	Ryan Lohmeier	Full Time
Firefighters:		
	Kathleen Pedersen	Full Time
	Ryan Haines	Full Time
	Jeremy Slaughter	Full Time
	Dalton Lane	Full Time
	Mitch Rowley	Full Time
	Tyler Beck	Full Time
	Samuel Hedges	Full Time
	Eddie DiMarco	Full-Time (Probationary)
	Firefighter	Full Time (Vacant)
	Eric Murray	Reserve Firefighter
	Randy Munch	Reserve Firefighter
	Roy McMurtry	Reserve Firefighter
	Ryan Kennedy	Reserve Firefighter

**01 20-00 FIRE DEPARTMENT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
FIRE SYS. REVIEW & INSPECTION	9,056		1,000	1,000	1,000
SERVICE REIMBURSEMENT	0		5,000	1,000	1,000
TRAINING CLASS REVENUE	3,350	200	3,500	1,000	500
DEFIBRILLATOR GRANT				6,850	
EMS GEAR GRANT				10,000	
MISC. REVENUE	17,805	150	100	50	50
<b>Total Revenue</b>	<b>30,211</b>	<b>350</b>	<b>9,600</b>	<b>19,900</b>	<b>2,550</b>

Dollar Change		(29,861)	9,250	10,300	(17,350)
Percent Change		-99%	2643%	107%	-87%

SALARIES	545,739	575,923	635,205	635,205	635,205
OVERTIME	144,470	114,380	91,875	91,875	83,000
SOCIAL SECURITY EXPENSE	523	980	3,000	1,100	3,000
MEDICARE EXPENSE	9,736	9,794	11,500	10,500	11,500
RETIREMENT EXPENSE	61,428	47,925	58,166	58,166	57,456
EMPLOYEE HEALTH INSURANCE	69,270	80,164	82,424	82,424	86,792
EMPLOYEE ASSISTANCE PROGRAM	544	546	575	575	575
WORKMANS COMP EXPENSE	16,554	10,121	12,430	12,430	13,673
CLOTHING ALLOWANCE	5,188	5,798	5,500	5,500	5,500
DISABILITY INSURANCE	5,540	6,194	6,500	6,500	6,500
OFFICE SUPPLIES	1,459	1,400	1,500	1,500	1,500
OPERATING EXPENSE	12,821	14,435	12,000	12,000	12,000
VEHICLE MAINTENANCE	43,184	28,196	16,500	25,000	20,000
WILDLAND VEHILCE MAINTENANCE		62		200	
FUEL EXPENSE	21,220	13,136	15,000	14,000	15,000
OPERATING EQUIPMENT	2,168	7,095	3,000	3,000	4,500
AFFILIATIONS & SUBSCRIPTIONS	1,573	3,561	4,000	4,000	4,000
TRAVEL	6,006	6,340	9,000	9,000	9,000
TRAINING	9,380	7,030	9,000	9,000	9,000
EQUIPMENT TESTING	3,886	6,510	3,250	3,250	3,250
RADIO EXPENSE	1,202	4,661	4,750	4,750	4,800
PLANS REVIEW EXPENSE	8,762		2,000	2,000	2,000
UTILITIES	16,264	16,559	17,500	17,500	18,000
PHONE	5,194	4,532	5,000	3,300	3,500
CELL PHONES	3,531	2,500	3,400	1,200	1,500
PAGERS	1,215	632	700	700	700
INTERNET	2,302	2,121	2,500	1,500	1,600
FIRE PENSION FUND CONTRIBUTION	3,500	3,520	3,500	3,500	
VOLUNTEER FIRE EQUIPMENT	1,156	1,602	1,500	1,500	1,500
INSURANCE	23,012	20,863	20,000	21,500	19,200
PUBLIC EDUCATION/PREVENTION	301	330	1,000	1,000	1,000
COLLECTION SERVICE			50	50	50

LEASE/PURCHASE EQUIPMENT	61,964	62,193	61,965	61,988	61,964
COPIER LEASE	2,885	2,881	2,600	2,600	2,600
HIRING EXPENSE/TESTING	4,498	9,644	5,000	5,000	5,000
CAPITAL EXPENSE BUILDING	4,148	20,200	5,000	5,000	10,000
CAPITAL EXPENSE EQUIPMENT					
NEW VEHICLE	27,143				
COMPUTER	1,402	920	2,000	2,000	2,000
BUNKER SETS	13,173	6,980	7,500	7,500	7,500
HOSES/CLAMPS	4,894	1,769	2,000	2,000	10,500
FITNESS EQUIPMENT	1,204	895			
TWO REFRIGERATORS	1,500				
THREE COUCHES	1,546				
DEFIBRILLATORS			5,000	13,700	
FIRE FIGHER PHYSICALS			3,900	3,900	6,000
MATTRESSES/FURNITURE			3,360	3,360	
RESERVE FIREFIGHTER PROGRAM			44,000	17,000	64,000
EMS GEAR GRANT				10,000	
BREATHING APPARATUS - AFR					26,150
THERMAL IMAGING CAMERA - AFR					11,100
BENDIX RADIOS (4) - AFR					5,800
COMMUNICATIONS HEADSET		3,376			
<b>Total Expenditure</b>	<b>1,151,485</b>	<b>1,105,768</b>	<b>1,184,650</b>	<b>1,177,773</b>	<b>1,247,916</b>
Dollar Change		-45,717	78,882	-6,877	70,143
Percent Change		-4%	7%	-1%	6%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(1,121,274)</b>	<b>(1,105,418)</b>	<b>(1,175,050)</b>	<b>(1,157,873)</b>	<b>(1,245,366)</b>

## Communications Department

### Mission statement

The Cripple Creek Emergency Communications Department is a state-of-the-art dispatch center that will serve our public and affiliated agencies with speed, accuracy and pride. Through teamwork to serve the public and our affiliated agencies with precision and efficiency in a helpful, friendly manner. To ensure the safety of the public and responders to the very best of our ability and to represent the City of Cripple Creek with excellence in all we do.

### Goals and Objectives

- 1). **We will be a visible presence** at City events, providing assistance and information to our guests, as well as providing a valuable supporting role for our event coordinators and responding agencies.
- 2). **We will maintain a high standard of excellence** in processing both emergency and routine calls for service, ensuring the best possible outcome for our public and our affiliated agencies.
- 3). **We will strive to attain the best training available** while being conscious of our budgetary responsibilities by seeking outside sources such as E911 and grant opportunities, as well as utilizing in-house training when possible.
- 4). **We will educate our public and affiliated agencies** on the 911 process and the standards to which we adhere, thereby increasing their trust and understanding in the process and improving the efficiency with which 911 calls are dispatched.
- 5). **We will present to the public and affiliated agencies** a professional, united, friendly and helpful attitude to maintain our quality working relationships and positive work environment.

### Staff

Communications Director	Diann Pritchard	Full Time
Communications Specialist	Crystal Hudspeth	Full Time
Emergency Medical Dispatcher	Jesse Avery	Full Time
Emergency Medical Dispatcher	Dawne Jacobs	Full Time
Emergency Medical Dispatcher	Tess Beedy	Full Time
Emergency Medical Dispatcher	Tammie Lowell	Full Time
Emergency Medical Dispatcher	Jennifer Manriquez	Full Time
Emergency Medical Dispatcher	Jennifer Keener	Full Time
Emergency Medical Dispatcher	Trixie Hudspeth	Part Time

**01 17-00 COMMUNICATIONS DEPARTMENT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
DIVISION OF GAMING	7,500	8,438	9,500	9,500	9,500
VICTOR ASSISTANCE	42,000	28,000	28,000	28,000	28,000
<b>Total Revenue</b>	<b>49,500</b>	<b>36,438</b>	<b>37,500</b>	<b>37,500</b>	<b>37,500</b>
Dollar Change		(13,062)	1,062	-	-
Percent Change		-26%	3%	0%	0%
SALARIES	261,377	267,577	294,682	294,682	294,682
OVERTIME	18,749	13,511	14,000	14,000	14,000
MERIT POOL					
COST OF LIVING					
SOCIAL SECURITY EXPENSE	16,701	17,179	19,138	19,138	19,138
MEDICARE EXPENSE	3,906	4,018	4,476	4,476	4,476
RETIREMENT EXPENSE	21,166	12,711	24,695	24,695	24,695
EMPLOYEE HEALTH INSURANCE	35,865	40,499	42,424	43,300	45,595
EMPLOYEE ASSISTANCE PROGRAM	311	313	320	320	320
WORKMANS COMP EXPENSE	7,686	4,699	5,763	5,763	6,000
DISABILITY INSURANCE	2,825	3,113	3,200	3,200	3,200
POSTAGE	423	23			
OFFICE SUPPLIES	2,338	1,888	2,000	2,000	2,000
OPERATING EXPENSE	1,545	1,380	2,000	2,000	2,750
OPERATING EQUIPMENT	43	1,085	1,000	1,000	1,000
AFFILIATIONS & SUBSCRIPTIONS		187	150	150	150
TRAVEL	770	1,232	1,500	1,500	1,500
TRAINING	1,428	983	1,200	1,200	1,200
RADIO EXPENSE	809	190	700	700	700
UTILITIES	2,494	2,630	2,600	2,600	2,800
PHONE	988	1,002	1,100	1,100	1,100
CELL PHONES	397	336	400	400	400
PAGERS	400	1,300	1,100	1,400	1,450
INSURANCE	4,278	4,156	3,840	4,700	3,900
COPIER LEASE	1,181	1,203	1,100	1,100	1,100
EQUIPMENT REPAIRS	1,135	80	1,000	1,000	1,000
MAINTENACE SERVICE		705	2,000	2,000	2,000
BROCHURES/PAMPHLETS		35			
COMPUTER MAINTENACE	77		1,000	1,000	1,000
HIRING EXPENSE/TESTING	1,288	677	2,000	2,000	2,000
CAPITAL EXPENSE BUILDING	275	510	1,000	7,000	
BUILDING MODIFICATION					
COMMUNICATIONS EQUIPMENT		250			
SATELLITE PHONES		308	500	500	500
BACK UP RADIO REPEATER - AFR					5,000
RADIOS FOR NARROW BAND - AFR					7,400

COMPUTERS (PC)	1,505	290	1,000	1,000	
<b>Total Expenditure</b>	<b>389,960</b>	<b>384,070</b>	<b>435,888</b>	<b>443,924</b>	<b>451,056</b>
Dollar Change		-5,890	51,818	8,036	7,131
Percent Change		-2%	13%	2%	2%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(340,460)</b>	<b>(347,632)</b>	<b>(398,388)</b>	<b>(406,424)</b>	<b>(413,556)</b>

# Tourism

## Summary

Tourism is comprised of the following departments: Marketing, Events, and the Butte Theater. As its name denotes, these departments provide programs and services aimed at attracting visitors to Cripple Creek.

The following table summarizes the revenue, expenses and staffing levels, by department, that comprise the Tourism section.

### Tourism Summary

	No. of Employees	Percent of Total	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost Surplus or (Deficit)
Marketing	0		100,000	24%	200,700	20%	(100,700)
Events	3.25	72%	16,100	4%	396,150	40%	(380,050)
Butte Theater	1.25	28%	306,500	73%	397,241	40%	(90,741)
<b>Totals</b>	<b>4.5</b>	<b>100%</b>	<b>422,600</b>	<b>100%</b>	<b>994,091</b>	<b>100%</b>	<b>(571,491)</b>

Percent of Total General Fund Budget

7%

11%

## Marketing & Events

### Mission Statement

To promote the City of Cripple Creek through marketing campaign efforts as well as to market and produce festival-type events, with the overall guiding principle of promoting tourism and developing a public recognition that Cripple Creek is a regional recreation destination.

### Goals & Objectives

#### 1). Tourism Marketing

GOAL: To complete a multi-faceted marketing fulfillment project that will promote tourism and that will highlight Cripple Creek as a recreation destination.

OBJECTIVE: To produce a multi-purpose fulfillment piece, such as an “Official Visitors Guide” in both the print and electronic medium that is attractive, professional, and easily accessible. This piece will be “multi-purpose” in that it will serve as an informational guide for information requests and information stations, as well as a tourism guide for local hotels and business establishments. This guide will also be available in an electronic format that will be found on the City’s tourism website.

OBJECTIVE: To produce quality marketing media such as billboards, radio and television commercials, and print and electronic material that focus on Cripple Creek being a total recreation destination, complete with festival-type events, recreational activities such as gaming, and tourist related attractions that exemplify the history of this region.

#### 2). Event Development

GOAL: To produce and market festival-type events, which encourage tourism and Cripple Creek Brand Recognition.

OBJECTIVE: Continue to develop event branding in order to establish continuity and event credibility while maintaining public recognition from year to year, thus enabling the department to decrease time and money spent on creative development.

OBJECTIVE: Assess target audiences, molding and developing events around the changing trends in the tourism industry and growing community, while focusing on the regional and historic interests that are inherent to our unique area.

### Staff

Marketing & Events Director	Jan Hamilton	Full Time
Marketing & Events Executive Assistant	Maria Cunningham	Full Time
Events & Public Relations Assistant	Pat Martin	Full Time
Events Assistant	Bill Martin	Part Time



**01 39-00 ADVERTISING**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End</b>	<b>Budget</b>
				<b>Estimate</b>	
TRANSFER IN FROM HISTORIC PRES.					100,000
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
Dollar Change					
Percent Change					
INQUIRY MAILOUT MATERIAL - DVDs		21,595	5,000	5,000	
GLOSSY MAGAZINE			20,000	28,000	25,000
RADIO	8,556	5,840	3,000	3,000	
MAGAZINES/NEWSPAPERS	41,922	70,909	45,000	45,000	40,000
MAP - TABLET	4,944	2,787	5,000	5,000	5,000
CITY RACK BROCH. PRINT	10,105	19,854	20,000	20,000	10,000
TELEVISION	48,232	48,097	37,500	24,500	30,000
WEATHER CAM					15,000
BILLBOARDS	585	13,137	3,000	3,000	6,000
C.S. AIRPORT ADVERTISING	28,200	17,703			
ACTION 22 MARKETING	2,524	2,500	2,800	2,800	500
INTERNET MARKETING	7,628	90,255	70,000	70,000	50,000
Redo GOVERNMENT SITE					
PIKES PEAK COUNTRY ATTRACTIONS	10,560				
PUBLIC RELATIONS	1,409	527		500	
PRINT COLLATERAL	4,918	280	5,000	5,000	1,500
CVB DUES	965	1,135	1,200	1,200	1,200
OTHER DUES	1,910	1,470	1,500	1,500	1,500
BUTTE THEATER	45,973				
SPORTS CORP STATE GAME	10,000	10,000			
TRADE SHOWS - PPHC	18,352	5,675	5,000	5,000	5,000
ADVERTISING CO. MATERIAL					
DEVELMNT	9,465	2,940	3,000	3,000	10,000
PROMOTIONS	24,519	10,084	4,000	4,000	
<b>Total Expenditure</b>	<b>280,767</b>	<b>324,788</b>	<b>231,000</b>	<b>226,500</b>	<b>200,700</b>
Dollar Change		44,021	-93,788	-4,500	-25,800
Percent Change		16%	-29%	-2%	-11%
<b>Net Operating Cost</b>	<b>(280,767)</b>	<b>(324,788)</b>	<b>(231,000)</b>	<b>(226,500)</b>	<b>(100,700)</b>
<b>Surplus/(Deficit)</b>					

**01 40-00 EVENTS**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
DONKEY DERBY/4TH SPONSHIP		4,675			
ARMED FORCES SPONSORSHIP		51,850			
CHRISTMAS SPONSORSHIP					
VENDOR SPACE FEES	6,123	6,675		200	
VENDOR BUSINESS LICENSE	1,850	1,825	1,200	6,700	8,500
SPECIAL EVENTS REVENUE	7,800				
SPECIAL EVENT SPONSORS	65,000				
DONKEY DERBY	12,940	8,910			
JULY 4TH REVENUES	11,663	2,317	2,000	2,700	3,000
CHILI COOKOFF REVENUE	3,127				
CRUISE ABOVE THE CLOUDS	11,036			4,400	4,500
ARMED FORCES EVENT - REVENUE	17,953	3,861			
MISC. REVENUE		3,429	100		100
<b>Total Revenue</b>	<b>137,492</b>	<b>83,542</b>	<b>3,300</b>	<b>14,000</b>	<b>16,100</b>
Dollar Change		(53,950)	(80,242)	10,700	2,100
Percent Change		-39%	-96%	324%	15%
SALARIES	91,170	121,630	117,780	117,780	117,780
OVERTIME	16,454	7,263	-	-	7,000
SOCIAL SECURITY	6,424	7,900	7,302	7,302	7,736
MEDICARE	1,502	1,848	1,708	1,708	1,809
RETIREMENT	8,283	4,638	9,422	9,422	9,982
HEALTH INSURANCE	11,052	13,448	12,558	14,000	14,742
EMPLOYEE ASSISTANCE PRORGRAM	78	119	100	100	100
WORKERS COMP	2,466	2,432	2,000	2,700	2,000
PRINTING	2,064	1,099	1,000	1,000	1,000
DISABILITY INSURANCE	896	1,337	500	1,363	1,400
POSTAGE	16	519	200	200	200
OFFICE SUPPLIES	2,304	874	1,500	1,500	500
SPECIAL EVENTS SUPPLIES	3,388	5,337	2,000	2,000	500
OPERATING EXPENSE	4,130	2,775	1,000	1,000	500
FUEL EXPENSE	769	82	250	250	
TRAVEL	1,062		500	500	
TRAINING	451	268	901	901	
TRAVEL/TRADE SHOW EXP.	585				
DUMPSTERS - SPECIAL EVENTS	1,140				
PHONE	2,215	1,781	2,000	2,000	2,000
CELL PHONES	1,288	1,435		175	
INTERNET	499	369	525	350	400

PRINTING - OTHER	366	3,671			
INSURANCE	13,494	8,024	5,000	6,000	5,000
HOT TIME CHILI COOKOFF	37,695				
VICTORIAN SOCIETY BALL	4,607	4,126	2,000	2,000	
COLORADO MOUNTED RANGERS	5,000	6,000	4,000	5,000	5,000
STREET AMBIANCE	2,625	2,250	1,918	1,918	
TELLER COUNTY FAIR/RODEO	1,011	1,000	1,000	1,000	
ICE SCULPTURE FESTIVAL	35,989		50,000	50,000	50,000
ASPEN PHOTO CONTEST					
DONKEY DERBY/HERITAGE	68,470	69,198	50,000	56,000	70,000
ADVERTISING FOR DONKEY D. DAYS					
4TH OF JULY CELEBRATION	87,190	25,046	25,000	25,000	26,000
ADVERTISING FOR JULY 4th					
ARMED FORCES EVENT	184,443	157,744	5,000	4,600	5,000
MOTORCYCLE RALLY	49,649		95,000	78,000	45,000
CHRISTMAS FESTIVAL	9,659	9,704	8,000	7,550	4,000
SEASONAL ACTIVITIES	6,811		2,000	1,600	2,000
FALL WINE/BEER FESTIVAL					-
UNDEFINED EVENTS					
ADVERTISING UNDEFINED EVENTS					
VOLUNTEER PAY PROGRAM	8,491				
CRUISE ABOVE THE CLOUD	4,201	3,627	4,000	15,245	12,000
Aaron Tippin Concert	10,450				
LEASE/PURCHASE EXPENSE	4,031	4,135	3,136	3,900	4,500
HIRING EXPENSE	434				
SUBSCRIPTIONS	89				
EVENT FENCING	8,082				
COMPUTERS HD/SOFTWARE	3,002	2,099			
LIGHT POLE BANNERS	5,541	2,536			
MISC EQUIPMENT	7,246				
TRAFFIC COUNTERS	958				
<b>Total Expenditure</b>	<b>717,770</b>	<b>474,314</b>	<b>417,300</b>	<b>422,064</b>	<b>396,150</b>
Dollar Change		-243,456	-57,014	4,764	-25,914
Percent Change		-34%	-12%	1%	-6%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(580,278)</b>	<b>(390,772)</b>	<b>(414,000)</b>	<b>(408,064)</b>	<b>(380,050)</b>
<b>Total (Gross) Expenditure Marketing &amp; Events</b>	<b>1,489,548</b>	<b>799,102</b>	<b>648,300</b>	<b>648,564</b>	<b>596,850</b>
<b>Dollar Change</b>		<b>(690,446)</b>	<b>(150,802)</b>	<b>264</b>	<b>(51,714)</b>
<b>Percent Change</b>		<b>-46%</b>	<b>-19%</b>	<b>0%</b>	<b>-8%</b>

2010

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>Year End</b>	<b>2011</b>
<b>Net Cost: Advertising, Events</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>
<b>and Joint Campaigns</b>	(1,266,373)	(715,560)	(645,000)	(634,564)	(480,750)
Dollar Change		(550,813)	(70,560)	(10,436)	(153,814)
Percent Change		-43%	-10%	-2%	-24%

## **Butte Opera House**

### **Mission Statement**

The Mission of the Butte Theatre is to realize the City Council's vision, which is:

Establish Cripple Creek as the premier historic mining community in Colorado; with a multi-faceted economic base focused on a stable, active and community-centered population.

### **Goals & Objectives**

#### ***Economic Development:***

1). To enhance Cripple Creek's entertainment appeal to families and other markets, with emphasis on Colorado Springs and Pueblo.

#### ***Economic Development, Culture and Heritage Framework, and Downtown:***

2). To promote live entertainment and bring cultural awareness to the community of Cripple Creek through entertainment offered at the Historic Butte Theatre.

#### ***Culture and Heritage Framework, Community Services, and Economic Development:***

3). To preserve Cripple Creek's tradition of the Classic Melodrama genre by offering at least one professional Melodrama, and the Christmas show in the style of Melodrama so community artists may experience performing this genre of theatre.

4). To provide community artists the opportunity to perform at least twice a year, with one show involving exclusively community actors, and the Christmas show providing the opportunity to work alongside professional theatrical artists.

5). To host a professional season of three shows with a professional cast, and a Christmas show supported by community theatre actors.

6). To provide a venue where community groups can hold fundraisers and performances.

7). To continue relationships with the Cripple Creek-Victor schools to promote youth cultural activities and provide instruction in Theatre and the Arts.

### **Staff**

Butte Theatre Manager

Morgan Gengo

Full-time

**01 43-00 OPERA HOUSE**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
TRANSFER-IN FROM HP FOR BUTTE MOVIE THEATER INCOME					<b>150,000</b>
SPECIAL EVENT INCOME			1,500	1,000	
SPACE RENTAL INCOME			1,000		
SPRING SHOW #1	12,893				
SPRING SHOW #2	10,367				
SUMMER SHOW #1	40,816	42,784	45,000	48,000	45,000
SUMMER SHOW #2	54,317	28,357	42,500	20,000	42,500
HALLOWEEN TICKET SALES	33,339	25,179	24,000	33,000	30,000
CHRISTMAS SHOW TICKET	24,872	24,419	25,000	30,000	25,000
GRANTS			15,000	4,000	4,000
SPONSORSHIPS			10,000	12,257	10,000
MISC REVENUE	125			923	
<b>Total Revenue</b>	<b>176,729</b>	<b>120,738</b>	<b>164,000</b>	<b>149,180</b>	<b>306,500</b>
Dollar Change		(55,991)	43,262	(14,820)	157,320
Percent Change		-32%	36%	-9%	105%
SALARIES	58,593	63,364	50,037	39,236	54,000
OVERTIME	1,149	808			
MERIT POOL					
COST OF LIVING					
SOCIAL SECURITY EXPENSE	3,688	3,973	3,102	2,433	3,348
MEDICARE EXPENSE	863	929	726	569	783
RETIREMENT EXPENSE	4,664	2,738	4,003	4,003	2,800
HEALTH INSURANCE EXPENSE	5,305	6,449	3,500	6,500	6,600
EMPLOYEE ASSISTANCE PROGRAM	78	80	50	50	50
WORKERS COMP	2,365	1,446	1,000	1,000	1,000
PRINTING	101	23	100	100	100
DISABILITY INSURANCE	694	746	587	587	600
POSTAGE	3		250	250	250
OFFICE SUPPLIES	82	277	500	500	500
CLEANING/JANITORIAL SUPPLIES	335	41	500	500	500
OPERATING EXPENSE	2,151	1,432	3,211	3,211	3,000
DUES/SUBSCRIPTIONS	1	3	100	50	50
TRAVEL			250	250	250
TRAINING	40		250	250	250
GRANT WRITING EXPENSE	275	125	250	250	250
UTILITIES	31,066	27,126	20,500	22,500	23,000
PHONE	1,103	1,032	750	750	750
CELL PHONES		154			
PAGERS	36				

INTERNET					
INSURANCE	2,935	2,771	3,800	2,600	2,560
THIN AIR THEATER CONTRACT	35,000	35,000			
TECHNICAL SUPPLIES	1,186	271	750	750	1,000
STAGE SUPPLIES	1,473	685	650	650	1,000
LEASE STAR BUILDING/PARKING LOT	54,000	8,779	5,000	5,000	5,000
OTHER COSTS STAR BUILDING			3,900	3,800	3,800
ELEVATOR MAINTENANCE	1,266	1,914	1,200	1,200	1,200
HIRING EXPENSE	66			100	100
SPRING SHOW #1	27,275				
SPRING SHOW #2	38,899				
SUMMER SHOW #1	77,830	65,741	85,000	81,305	85,000
SUMMER SHOW #2	69,011	63,571	85,000	81,694	85,000
HALLOWEEN SHOW	31,438	36,733	56,000	56,000	56,000
CHRISTMAS SHOW	37,192	41,000	56,000	56,000	56,000
HOUSING EXPENSE	27,078	16,497			
ACTOR RECRUITMENT	5,027	6,370			
GENERAL ADVERTISING	9,467	44,285			
GENERAL OFFICE EXPENSE	2,420		750	750	1,000
ADDITIONAL STAFFING	10,000	10,000			
BOX OFFICE/PRODUCTION HELP	18,945	13,000			
WEB SITE DEVELOPMENT		573			
BUILDING MAINTENANCE		3,950	1,000	1,000	1,000
OPERA HOUSE INTERIOR	1,463				
MISC CAPITAL ITEMS	1,229				
COMPUTERS/PRINTERS			284	284	500
<b>Total Expenditure</b>	<b>565,792</b>	<b>461,886</b>	<b>389,000</b>	<b>374,122</b>	<b>397,241</b>
Dollar Change		-103,906	-72,886	-14,878	23,119
Percent Change		-18%	-16%	-4%	6%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(389,063)</b>	<b>(341,148)</b>	<b>(225,000)</b>	<b>(224,942)</b>	<b>(90,741)</b>

# Support Services

## Summary

Support Services is comprised of the following departments: Administration, Custodial, Finance, Human Resources, and Information Technology. As its name denotes, these departments support the City's main core departments and allow them to complete their important missions.

The following table summarizes the revenue, expenses and staffing levels, by department, that comprise the Support Services section.

### Support Services Summary

	No. of Employees	Percent of Total	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost  Surplus or (Deficit)
Administration	1	9%			210,127	24%	(210,127)
Custodial	6.5	57%			289,055	32%	(289,055)
Finance	2	17%			165,118	18%	(165,118)
Human Resources	2	17%			127,519	14%	(127,519)
Information Technology	0	0%			101,150	11%	(101,150)
<b>Totals</b>	<b>11.5</b>	<b>100%</b>	<b>-</b>		<b>892,969</b>	<b>100%</b>	<b>(892,969)</b>

Percent of Total General Fund Budget

-

10%



## **Administration**

### **Mission Statement**

To insure that the administration of the City is responsive to the needs of the community, region and it's residents, while insuring that the operation of the City is cost effective and professional in the delivery of all services.

### **Goals & Objectives**

#### **1). Implement the policies, which are adopted by the City Council as they relate to the daily operations of the city.**

- Insure that all who have contact with Cripple Creek City government are treated fairly and equitably, regardless of the issues at hand.
- Provide adequate training in management skill for all Department Managers and city staff to insure that they have the tools needed to implement the programs and activities to accomplish the objectives established for their respective departments.
- Assist the City Council in determining the needs and desires of the community; carrying those needs forward to the City Council for their consideration and implementation.

#### **2). Insure that the actions of the City Council are understood by all segments of the Community and the City staff.**

- Continue monthly department head meetings and establish a regular pattern of contact with all departments.
- Physically visit sites on a drop in basis.
- Communicate the "big picture" of Council to staff to move forward as a team.

### **Staff:**

City Administrator:

Ray White

Full Time

**01 11-00 ADMINISTRATIVE DEPARTMENT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End</b>	<b>Budget</b>
	<b>Estimate</b>				
SALARIES	87,389	79,094	89,100	104,000	86,112
SOCIAL SECURITY EXPENSE	5,378	4,911	5,524	6,448	5,339
MEDICARE EXPENSE	1,258	1,149	1,292	1,508	1,249
RETIREMENT EXPENSE	6,723	3,515	7,128	8,320	6,889
EMPLOYEE HEALTH INSURANCE	5,236	6,395	6,770	6,770	7,129
EMPLOYEE ASSISTANCE PROGRAM	39	41	50	50	50
WORKMANS COMP EXPENSE	1,478	904	1,200	930	1,100
PRINTING & COPYING	340	138	100	100	100
DISABILITY INSURANCE	711	714	800	800	900
POSTAGE	249	312	250	250	250
OFFICE SUPPLIES	1,020	848	1,500	1,500	1,500
OPERATING EXPENSE	4,093	4,242	3,500	3,500	3,500
VEHICLE MAINTENANCE	1,348	1,776	1,000	1,000	1,000
FUEL EXPENSE	277	554	650	650	700
AFFILIATIONS & SUBSCRIPTIONS	756	480	500	500	500
TRAVEL	3,226	1,308	2,000	1,000	1,000
TRAINING	896	372	1,000	1,000	1,000
LEGAL FEES	69,413	79,023	80,000	75,000	75,000
PHONE	1,212	641	1,100	1,100	1,100
CELL PHONES	1,079	507	1,000	1,000	1,000
INTERNET	548	369	550	550	550
WEB PAGE MAINTENANCE			0	0	0
INSURANCE	433	554	526	526	510
LEASE/PURCHASE EQUIPMENT	203	204	150	150	150
COMPUTER MAINTENANCE	590				
EMPLOYEE HIRING					
EMPLOYEE PROGRAMS	4,739	19,199	5,000	20,000	5,000
CONTINUING EDUCATION	1,891	6,591	10,000	7,000	7,000
HIRING EXPENSE			500	500	
OFFICE FURNITURE			0	0	
CITY EMPLOYEE SHIRTS	1,555	1,449	1,500	1,500	1,500
<b>Total Expenditure</b>	<b>202,080</b>	<b>215,290</b>	<b>222,690</b>	<b>245,652</b>	<b>210,127</b>
Dollar Change		13,210	7,400	22,962	-35,525
Percent Change		7%	3%	10%	-14%
<b>Net Operating Cost</b>	<b>(202,080)</b>	<b>(215,290)</b>	<b>(222,690)</b>	<b>(245,652)</b>	<b>(210,127)</b>
<b>Surplus/(Deficit)</b>					

## **Custodial Department**

### **Mission Statement**

It is the mission of the Custodial Department to provide the utmost in cleanliness for each of the buildings we serve, to provide a pleasant experience for our visitors and citizens who conduct business in our facilities, and to maintain a safe and sanitary work environment for all city employees.

### **Goals and Objectives**

#### **1). EXPAND THE CLEANING DUTIES TO INCLUDE THE NEW PARK AND RECREATION FACILITY**

- Research the best cleaning methods for the new gym flooring.
- Order and install all of the needed dispensers and cleaning equipment for the additional facility.
- Install pre-measuring units for all cleaning chemicals to control costs.
- Request a full time employee to cover the cleaning needs of the Park and Recreation building.

#### **2). EXPAND RECYCLE PROGRAM WITHIN CUSTODIAL DEPARTMENT:**

- Use recycled paper products when low cost of goods allow.
- Develop routine program and pick up of all retired computer equipment and electronics.
- Research grant programs to fund recycling program

#### **3). EXPAND THE DEPARTMENT'S SAFETY AND SANITATION PROGRAM:**

- Conduct safety audits in all of the cities facilities and report any hazards to the building manager and the Human Resources Department.
- Update all safety training information to meet OSHA standards
- Continue further training on environmentally preferred products (EPP) and obtain Leeds certification to be in compliance with the Federal Acquisition, Recycling and Waste Prevention Act.

- Obtain environmental friendly fixtures, equipment and chemicals to be in compliance with the Federal Acquisition, Recycling and Waste Prevention Act.

**FACILITY PROJECTS:**

- Complete the installation of dispensers for the new Park and Recreation facility

**Staff**

Custodial Manager:	Debra Hack	Full Time
Custodial Lead:	James Noble	Full Time
Custodial Employees:	Stanley Scott	Full Time
	Aaron Corbin	Full Time
	John Hoelle	Full Time
	Frozen Position	Full Time
	Kerri Eivins	Full Time

**01 14-00 CUSTODIAL**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End</b>	<b>Budget</b>
	<b>Estimate</b>				
SALARIES	182,291	173,048	163,091	163,091	163,091
OVERTIME	12,090	3,997	0	7,200	7,000
SOCIAL SECURITY EXPENSE	11,826	10,675	10,112	10,558	10,546
MEDICARE EXPENSE	2,766	2,497	2,365	2,469	2,466
RETIREMENT EXPENSE	14,662	7,816	13,047	13,047	13,607
EMPLOYEE HEALTH INSURANCE	26,758	30,367	32,582	34,800	36,644
EMPLOYEE ASSISTANCE PROGRAMS	272	274	275	275	275
WORKMANS COMP EXPENSE	5,912	3,615	4,300	4,600	4,700
DISABILITY INSURANCE	1,919	1,961	2,200	1,975	2,100
POSTAGE	14	1	20	15	20
OFFICE SUPPLIES	270	905	1,000	1,000	1,000
JANITORIAL EQUIP/SUPPLIES	27,756	20,514	27,000	25,000	31,000
OPERATING EXPENSE	385	808	350	350	350
RECYCLING EXPENSE	850	425	1,000	1,000	1,000
VEHCILE MAINTENANCE	877	102	1,500	500	1,000
FUEL EXPENSE	180		300	300	300
TRAVEL		79	200	200	200
TRAINING	152	52	500	500	500
PHONE	118	60	125	75	80
CELL PHONE	3,128	2,599	3,000	2,600	2,700
PAGERS	300	137	225	150	150
INTERNET	499	369	526	375	400
INSURANCE			1,280	1,300	1,275
COMPUTER MAINTENANCE			500	500	500
HIRING EXPENSE	490	87	525	300	400
CLOTHING EXPENSE	926	660	700	700	850
USED TRUCK	9,200				
EQUIPMENT FOR SITES	2,721	564	3,000	3,000	6,400
COMPUTERS	1,524		500	500	500
<b>Total Expenditure</b>	<b>307,886</b>	<b>261,612</b>	<b>270,222</b>	<b>276,380</b>	<b>289,055</b>
Dollar Change		-46,274	8,610	6,158	12,674
Percent Change		-15%	3%	2%	5%
<b>Net Operating Cost</b>	<b>(307,886)</b>	<b>(261,612)</b>	<b>(270,222)</b>	<b>(276,380)</b>	<b>(289,055)</b>
<b>Surplus/(Deficit)</b>					

## **Finance Department**

### **Mission Statement**

The mission of the Finance Department is to maximize revenue and minimize costs for the City of Cripple Creek. The department is responsible for insuring that all monies are accounted for and appropriately received and spent. To accomplish this, the department develops the budget for the coming year and tracks expenditures (Accounts Payable & Payroll) and revenues (Accounts Receivable). The department handles all of the banking needs of the City and invests any excess funds. Monthly reports are generated for the City Council and Department Managers to inform them of the city's financial status and assist in decision making. The group also manages the city's daily cash flow to insure that funds are available to meet expenditures.

### **Goals & Objectives**

- 1). Help Department Managers work within their budgets:
  - Hold quarterly meetings with department heads to review prior months revenues, expenditures and budget issues.
- 2). Maximize the city's return on excess cash:
  - Manage the city's five fund's cash-flow on a daily basis and invest any excess in state approved instruments.
- 3). Further refine financial policies and procedures by updating the Financial Operations Manual.
- 4). Reexamine the city's long-term financial needs and develop appropriate plans to address any issues. Produce multi-year cash flow projections, with the goal of maintaining adequate fund balances.
- 5). Monthly Actual to Budget Summary and Detail Reports available on-line on the City's government site.
- 6). City's annual budget available on-line.
- 7). City's annual audit available on-line.
- 8). Work with Public Works to develop new water/sewer rate structure.
- 9). Update City's accounting software to the latest version.

### **Staff**

Finance Director:	Paul Harris	Full Time
Accounting Technician	Melissa Beaty	Full Time

**01 23-00 FINANCE**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
SALARIES	121,836	120,592	111,689	121,549	121,549
OVERTIME		37	0	50	50
SOCIAL SECURITY EXPENSE	7,483	7,400	6,925	7,539	7,539
MEDICARE EXPENSE	1,750	1,731	1,619	1,763	1,763
RETIREMENT EXPENSE	8,988	5,134	8,935	8,935	9,728
EMPLOYEE HEALTH INSURANCE	10,456	12,172	12,995	12,995	13,684
EMPLOYEE ASSISTANCE PROGRAM	78	80	85	85	85
WORKMANS COMP EXPENSE	2,069	1,265	1,582	1,582	1,582
PRINTING/COPYING	537	66	300	300	300
DISABILITY INSURANCE	1,303	1,303	1,600	1,303	1,303
POSTAGE	1,256	2,266	1,200	1,200	1,200
OFFICE SUPPLIES	661	1,125	800	800	800
OPERATING EXPENSE	65	208	250	350	400
AFFILIATIONS & SUBSCRIPTIONS	279	517	300	300	300
TRAVEL	826	1,038	1,000	1,000	1,000
TRAINING	300	300	1,000	500	1,000
PHONE	778	563	525	525	525
INTERNET	499	369	550	375	400
INSURANCE	433	554	525	600	510
LEASE/PURCHASE EQUIPMENT	826	857	900	850	900
COMPUTERS/SOFTWARE	3,291				
OFFICE FURNITURE/EQUIPMENT		188		378	500
<b>Total Expenditure</b>	<b>163,714</b>	<b>157,765</b>	<b>152,780</b>	<b>162,979</b>	<b>165,118</b>
Dollar Change		-5,949	-4,985	10,199	2,139
Percent Change		-4%	-3%	7%	1%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(163,714)</b>	<b>(157,765)</b>	<b>(152,780)</b>	<b>(162,979)</b>	<b>(165,118)</b>

## **Human Resources Department**

### **Mission Statement**

To provide a human resources program that provides quality services and support in employment, training, employee relations, benefits, compensation and safety while doing so with integrity and responsiveness.

### **Goals & Objectives**

1). Help employees maximize the benefits and programs available to them through the city.

- Provide information and answer questions related to programs and benefits.
- Research available programs and resources for the city employees.

2). Maintain the efficiency of the H.R. department.

- Ensure that the staff of the HR department are provided the tools, training and motivation to operate in the most efficient and effective manner.
- Continue to monitor the cost of the insurance programs to include: Health, Dental, Vision, GAP, LTD/STD, and Life.
- Coordinate benefits insurance renewal.
- Continue to monitor and maintain coverage of workers' compensation insurance.
- Coordinate workers' compensation insurance renewal.
- Coordinate property/casualty insurance renewal.

3). Provide a work atmosphere that is safe and healthy.

- New hire orientation-Employees given an explanation of the importance of the program, general health and safety rules, and a safety committee member list.
- Hold monthly safety meetings with requirement of one member from each department present. Accidents/Incidents from the previous month are reviewed for prevention ideas, discuss safety topics, share problems and ideas by each member.
- Each department will hold quarterly safety trainings.
- Yearly inspections performed at buildings operated by the city.



- Research and utilize CIRSA's available training resources for the benefit of our employees and the city.

4). Establish, administer, interpret, enforce and effectively communicate sound policies, rules and practices that treat employees with dignity and equality while maintaining city compliance with city, state and federal employment regulations.

**Staff**

H.R. Manager/Risk Manager:	Carol Stotts	Full Time
H.R./Risk Management Technician:	Heather Hildebrand	Full Time

**01 26-00 HUMAN RESOURCES**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End</b>	<b>Budget</b>
	<b>Estimate</b>				
MISCELLANEOUS REVENUE	229				
<b>Total Revenue</b>	<b>229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Dollar Change					
Percent Change					
SALARIES	79,692	79,389	83,679	83,679	83,679
SOCIAL SECURITY EXPENSE	4,798	4,786	5,188	5,188	5,188
MEDICARE EXPENSE	1,122	1,119	1,213	1,213	1,213
RETIREMENT EXPENSE	6,091	2,777	6,694	6,694	6,694
EMPLOYEE HEALTH INSURANCE	9,871	11,567	12,558	12,558	13,224
EMPLOYEE ASSISTANCE PROGRAM	78	80	75	75	75
WORKMANS COMP EXPENSE	2,365	1,446	1,808	1,808	1,971
DISABILITY INSURANCE	842	992	1,200	993	1,000
POSTAGE	31	22	75	75	75
OFFICE SUPPLIES	354	401	400	400	400
OPERATING EXPENSE	568	344	565	500	550
FUEL EXPENSE	256	289	300	600	
AFFILIATIONS & SUBSCRIPTIONS	160	160	236	236	200
TRAVEL	533	104	700	700	1,350
TRAINING	1,393	681	1,400	1,400	1,400
PHONE	808	577	700	600	650
INTERNET			550	550	550
INSURANCE	433	554	525	525	525
MTN. STATES EMPLOYERS	4,300	4,400	4,800	4,800	4,900
LEASE/PURCHASE EQUIPMENT		33		65	75
COMPUTER MAINTENANCE	158		200	200	200
COMPUTER	934		600	600	600
EMPLOYEE TRAINING					3,000
DIGITAL CAMERA		158			
<b>Total Expenditure</b>	<b>114,787</b>	<b>109,879</b>	<b>123,466</b>	<b>123,459</b>	<b>127,519</b>
Dollar Change		-4,908	13,587	-7	4,060
Percent Change		-4%	12%	0%	3%
<b>Net Operating Cost</b>	<b>(114,558)</b>	<b>(109,879)</b>	<b>(123,466)</b>	<b>(123,459)</b>	<b>(127,519)</b>
<b>Surplus/(Deficit)</b>					

## Information Technology Department

### Mission Statement:

The mission of the Information Technology Department is to maintain the security and operation of the City's Computer and other information networks. The Department is responsible for protecting, maintaining, and upgrading Information systems throughout the City. In March 2009, the City's Information Technology operations were outsourced to Valcom, Inc. of Woodland Park Colorado.

### 01 27-00 INFORMATION TECHNOLOGY

	2008	2009	2010	2010	2011
	Actual	Actual	Budget	Year End Estimate	Budget
SALARIES	73,972	27,520			
OVERTIME	666				
SOCIAL SECURITY EXPENS	4,544	1,703			
MEDICARE EXPENSE	1,063	398			
RETIREMENT EXPENSE	5,740	1,642			
EMPLOYEE HEALTH INSURA	5,826	480			
EMPLOYEE ASSISTANCE PR	78				
WORKMANS COMP EXPENSE	2,365	197			
DISABILITY INSURANCE	786	58			
CONTRACT LABOR	0				
POSTAGE	21	1			
OFFICE SUPPLIES	207	40			
OPERATING EXPENSE	464	59			
FUEL EXPENSE	65				
AFFILIATIONS & SUBSCRI	44				
TRAVEL	2				
TRAINING	0				
PHONE	739	531		450	500
CELL PHONES	746	61			
INTERNET	344	50			
INSURANCE	433	554		600	650
OUTSIDE IT CONTRACTOR	0	36,880	41,000	53,109	60,000
COMPUTER MAINTENANCE	86	1,136			
HIRING EXPENSE	978				
COMPUTERS/SOFTWARE	11,331	2,445	10,000	5,000	40,000
<b>Total Expenditure</b>	<b>110,500</b>	<b>73,755</b>	<b>51,000</b>	<b>59,159</b>	<b>101,150</b>
Dollar Change		-36,745	-22,755	8,159	41,991
Percent Change		-33%	-31%	16%	71%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(110,500)</b>	<b>(73,755)</b>	<b>(51,000)</b>	<b>(59,159)</b>	<b>(101,150)</b>

# Enterprise Fund

## Summary

The Enterprise Fund is comprised of the following departments: Water Distribution (Public Works), Water Distribution Capital Projects, Waste Water Treatment and Water Treatment. These departments insure that the City has a safe water supply and that the sanitation needs are met. The fund also completes a majority of the City's infrastructure projects including; the paving of roads, curbs- gutter-sidewalks (streetscape), wells, water/waste water transmission (pipelines/pipes), etc.

The following table summarizes the revenue, expenses and staffing levels, by department, that comprise the Enterprise Fund.

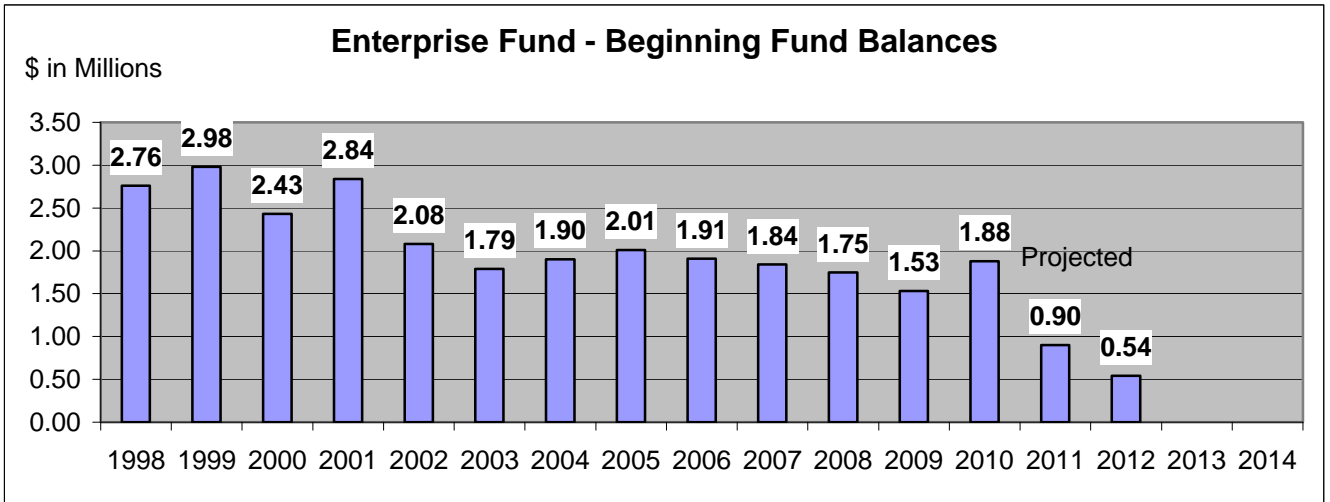
Enterprise Fund	No. of	Percent		Percent		Percent	Net
	Employees	of Total	Revenues	of Total	Expenses	of Total	Operating Cost  Surplus or (Deficit)
Public Works (02-10)	11	73%	1,990,540	80%	1,108,058	39%	882,482
Capital Projects (02-20)		0%			947,540	33%	(947,540)
Waster Water (02-30)	4	27%	497,960	20%	547,341	19%	(49,381)
Water Treatment (02-50)		0%			245,550	9%	(245,550)
<b>Totals</b>	<b>15</b>	<b>100%</b>	<b>2,488,500</b>	<b>100%</b>	<b>2,848,488</b>	<b>100%</b>	<b>(359,988)</b>

The following table outlines the estimated beginning and ending fund balances for the Enterprise Fund.

**Estimated Enterprise Fund Balance - 2011**

Projected Beginning Balance	900,000
Revenue:	2,488,500
Expenses:	
Public Works Operating (02-10)	1,108,058
Public Works Capital (02-20)	947,540
Waste Water Treatment Plant (02-30)	547,341
Water Treatment Plant (02-50)	245,550
Total Expenses	2,848,488
Excess/(Deficit)	(359,988)
Projected Ending Fund Balance	540,012

The chart below gives an overview of the history of the Enterprise Fund's beginning fund balances.



The table below compares the 2011 Enterprise Fund budgeted revenues to the 2010 budget.

**Enterprise Fund  
2011 Budget Compared to 2010 Budget**

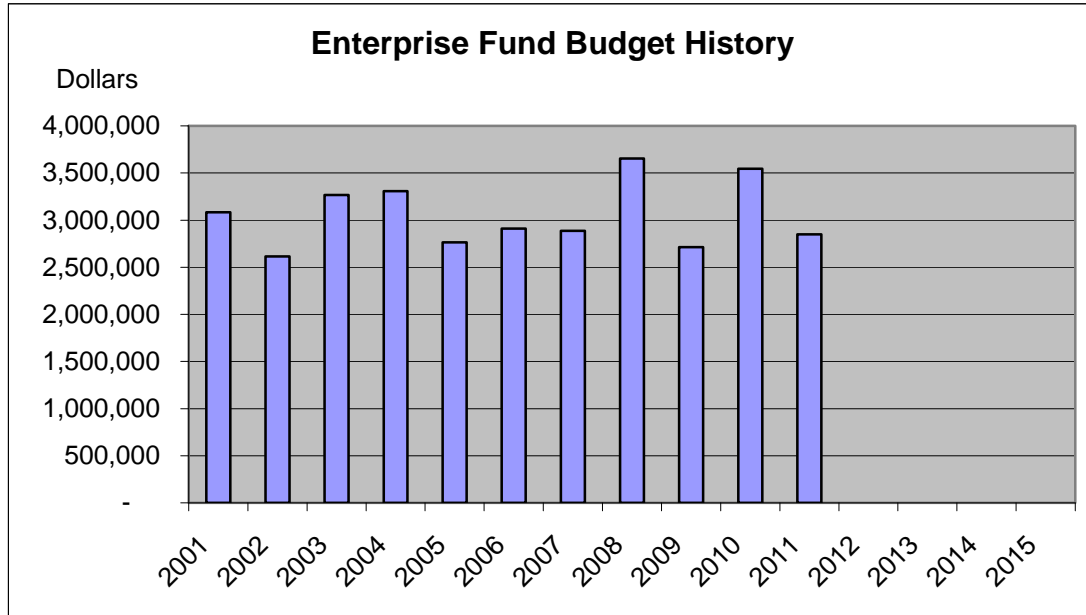
Revenues:	2011	2010	Dollar	Percent
	Revenues	Revenues	Change	Change
Water Distribution (Public Wks)	1,990,540	2,234,842	(244,302)	-10.9%
Waste Water Treatment	497,960	546,448	(48,488)	-8.9%
Total	2,488,500	2,781,290	(292,790)	-10.5%

The table below compares the 2011 Enterprise Fund budgeted expenses to the 2010 budget.

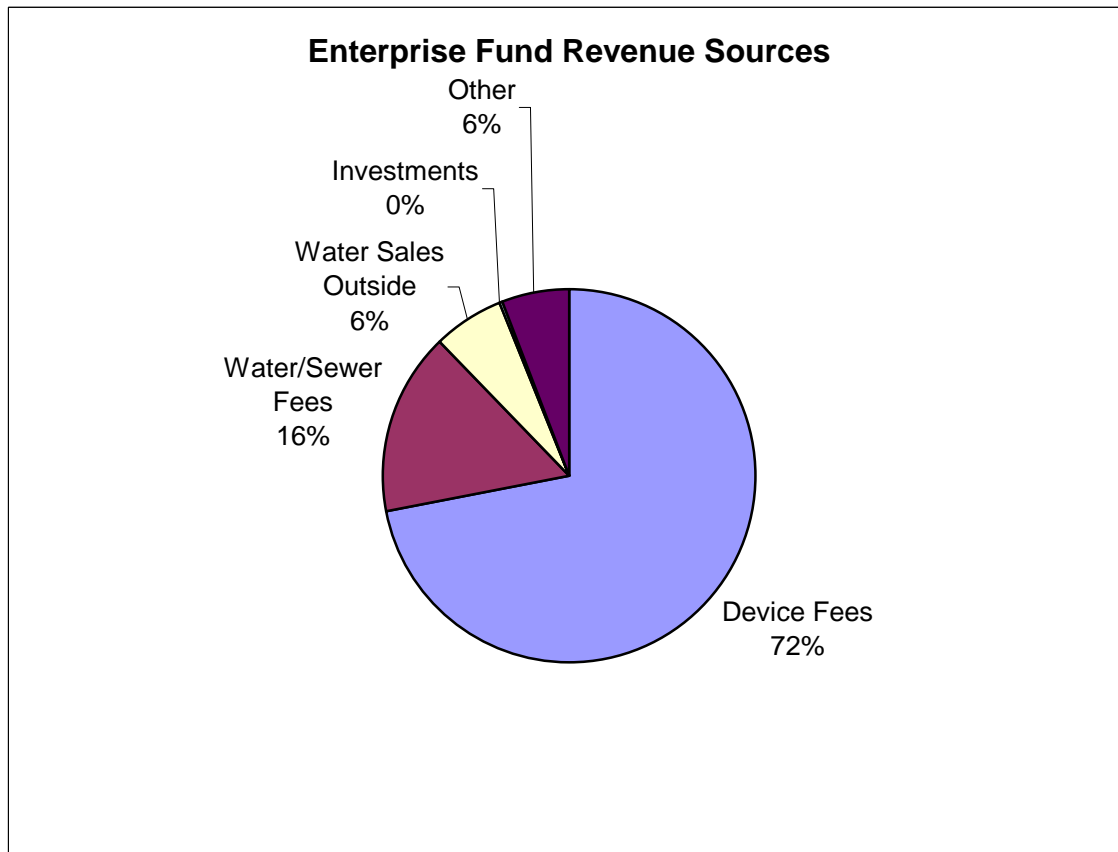
**Enterprise Fund  
2011 Budget Compared to 2010 Budget**

Expenses	2011	2010	Dollar	Percent
	Expenses	Expenses	Change	Change
Water Distribution (Public Wks)	1,108,058	963,985	144,072	14.9%
Capital Projects	947,540	1,656,655	(709,115)	-42.8%
Waste Water Treatment	547,341	667,410	(120,069)	-18.0%
Water Treatment	245,550	258,550	(13,000)	-5.0%
Total	2,848,488	3,546,600	(698,112)	-19.7%

The chart below shows the Enterprise Fund's budget history.

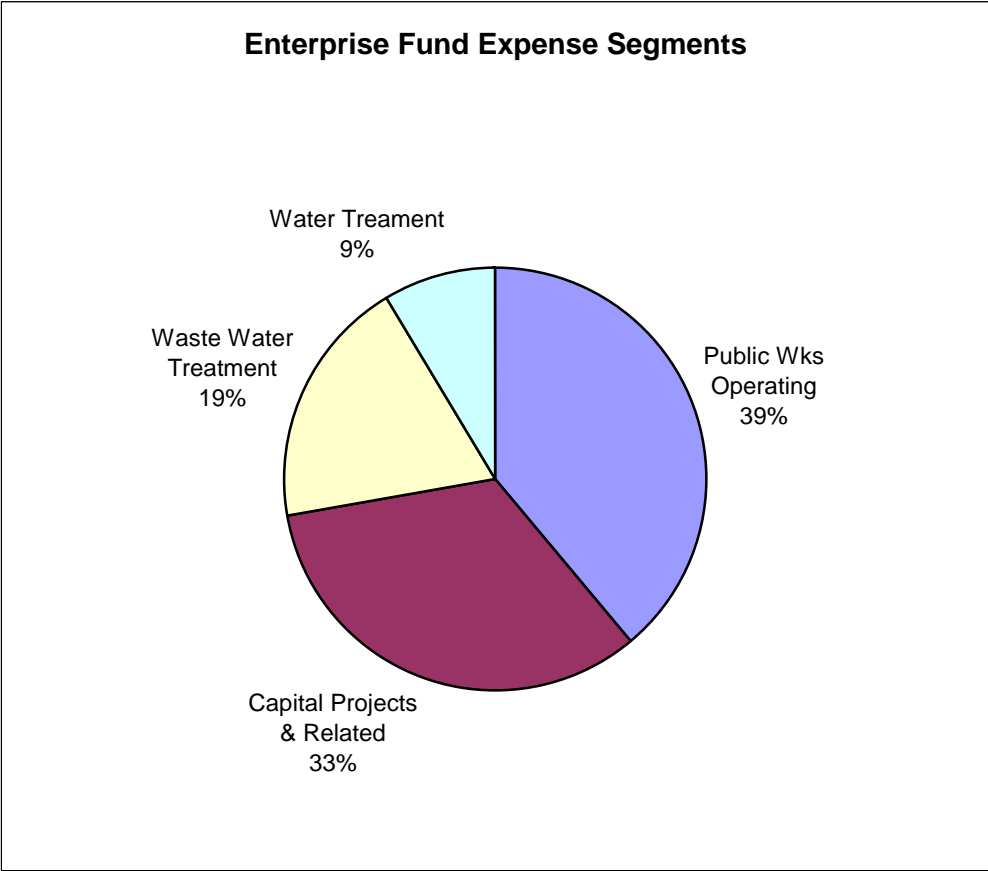


The following chart highlights the Enterprise Fund's sources of revenue.





The following chart highlights the Enterprise Fund's expense segments.



## **WATER DISTRIBUTION**

### **MISSION STATEMENT**

Acquire and supply the City of Cripple Creek with potable water adequate in quality and quantity to meet current and future residential and business demand as well as fire protection requirements.

### **GOALS & OBJECTIVES**

- Provide reliable delivery of potable water to meet all requirements.
- Replace old, thin, undersized and shallow water mains.
- Replace old, inoperable and shallow fire hydrants
- Install meters at all businesses and residential properties
- Improve the appearance of Cripple Creek (stream)
- Secure additional water rights to provide ample supply for growth
- Work with City administration to implement development projects

### **STAFF:**

Public Works Director	Chip Huffman	Full time
Equipment Operator	Steve Dicamillo	Full time
Engineer Design Manager	Terry Temple	Full time
Engineer Design Technician	Roy Heida	Full time
Equipment Operator	Troy Loftus	Full time
Welder / Operator	Dan Huber	Full time
Equipment Operator	Gary Beham	Full time
Laborer / Operator	Richard Gish	Full time
Heavy Equipment Mechanic	Edward Arden	Full time
Fleet Auto Mechanic	Timothy Gray	Full time
Meter Technician	Larry Lowe	Full time
Laborer	Cody Diehl	Part time

**02 10-00 WATER FUND  
OPERATIONAL**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
DEVICE FEE REVENUE	1,738,883	1,656,536	1,627,392	1,533,904	1,433,440
REIMBURSE VEHICLE MAIN	43,446	33,031	30,000	31,000	30,000
REIMBURSE FOR FUEL EXP	81,431	57,014	55,000	60,000	60,000
MISCELLANEOUS REVENUE	12,476	6,739	1,000	1,000	1,000
INTEREST INCOME	816	2,037	1,100	1,300	1,000
INTEREST - INVESTMENTS	45,865	8,223	8,750	7,000	6,500
RESERVOIR LEASE	13,000	13,000	13,000	13,000	13,000
RESERVOIR LOCAL MEMBERSHIP			500		500
WATER SALES	255,365	255,681	260,000	253,000	260,000
LATE CHARGES	5,177	5,219	5,000	5,000	5,000
CAPITAL IMPROVEMENT FEES	7,480	7,649	7,600	7,600	7,600
TAP FEES	13,500		0	6,000	0
SALE OF WATER TO CC&V/VICTOR	50,150	54,612	125,000	55,000	155,000
SALE OF WATER TO OUTSIDE USERS	8,275				
REESTABLISH WATER CONNECTION	300	375	500	500	500
CDOT BENNETT AVE MAINT. FUNDS NON CITY PROJECTS REIM			100,000	17,000	17,000
		27987			
<b>Total Revenue</b>	<b>2,276,164</b>	<b>2,128,103</b>	<b>2,234,842</b>	<b>1,991,304</b>	<b>1,990,540</b>
Dollar Change		(148,061)	106,739	(243,538)	(764)
Percent Change		-7%	5%	-11%	0%
SALARIES	493,534	462,339	490,322	490,322	565,332
OVERTIME	6,288	5,109	7,000	11,000	12,000
SPECIAL EVENTS OT	0		0	0	0
PAY FOR PERFORMANCE/COL POOL		2,000			33,000
SOCIAL SECURITY EXPENSE	29,797	27,973	30,834	31,082	35,795
MEDICARE EXPENSE	6,969	6,542	7,211	7,269	8,371
RETIREMENT EXPENSE	37,560	21,118	39,786	39,786	46,187
EMPLOYEE HEALTH INSURANCE	50,791	58,447	61,152	61,152	64,393
EMPLOYEE ASSISTANCE PROGRAM	428	430	480	480	480
WORKMANS COMP EXPENSE	13,006	7,952	10,000	10,000	11,000
DEPENDENT HEALTH CARE	3,936	5,493	4,100	6,900	7,000
DISABILITY INSURANCE	5,221	5,314	5,600	5,600	5,600
POSTAGE	1,978	1,595	2,000	2,000	2,000
OFFICE SUPPLIES	1,924	2,577	1,500	3,000	3,000
OPERATING EXPENSE	13,843	7,519	12,000	12,000	12,000
VEHICLE MAINTENANCE	9,034	7,903	10,000	10,500	11,000
VEHICLE PART INVENTORY	65,393	53,632	50,000	50,000	50,000
FUEL EXPENSE	148,851	82,897	75,000	77,000	80,000
OPERATING EQUIPMENT	2,568	3,220	4,500	4,500	5,000
AFFILIATIONS & SUBSCRIPTIONS	0	185	300	300	300

TRAVEL	0	161	1,000	1,000	1,000
TRAINING	260	1,890	2,000	2,000	2,000
LEGAL	44,654	39,032	45,000	45,000	45,000
AUDITOR	9,165	6,763	9,500	7,000	8,000
BILLING SOFTWARE SUPPORT	1,500	999	1,500	1,500	1,500
AUTOCAD MAINTENCE CONTRACT	0	2,820	3,000	3,000	7,000
UTILITIES	20,621	22,327	21,500	21,500	22,000
PHONE	32	38	100	100	100
CELL PHONES	4,536	3,954	4,500	4,500	4,500
INTERNET	242	707	800	800	800
CONTINGENCY	0		20,000	20,000	20,000
INSURANCE	26,556	23,707	21,800	21,800	22,000
GRANT WRITING COSTS	0		3,000	3,000	3,000
ADP FEES	2,728	2,608	3,000	3,000	3,200
BUILDING MAINTENANCE	19	4,308	5,000	5,000	5,000
COST OF SALE PARTS PUB	0		500	500	500
HIRING EXPENSE	737	212	1,000	1,000	1,000
COUNCIL COMPENSATION	8,377	7,800	9,000	9,000	9,000
<b>Total Expenditure</b>	<b>1,010,548</b>	<b>879,571</b>	<b>963,985</b>	<b>972,591</b>	<b>1,108,058</b>
Dollar Change		<b>-130,977</b>	<b>84,414</b>	<b>8,606</b>	<b>135,466</b>
Percent Change		<b>-13%</b>	<b>10%</b>	<b>1%</b>	<b>14%</b>

**02 20-00 WATER FUND CAPITAL**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End</b>	<b>Budget</b>
				<b>Estimate</b>	
STATE WTR ENGINEER ACCOUNTING			10,000	10,000	10,000
WATER/SEWER RATE STUDY		7,500			
LEASE/PURCHASE EQUIPMENT	132,832	104,438	37,220	37,220	37,220
FmHA INTEREST EXPENSE	1,248	4,544			
INTEREST EXPENSE 92 USDA	50,256	49,302	50,491	50,491	49,375
INTEREST 1997 USDA	25,700	25,320	24,919	24,919	24,500
PRINCIPAL PAYMENT 1968	14,642	11,346			
PRINCIPAL PAYMENT 1992	17,100	18,100	19,100	19,100	20,300
PRINCIPAL PAYMENT 1997	7,900	8,300	8,726	8,726	9,145
LOAN REPAYEMENT GEN. FND	100,000	100,000	200,000	200,000	70,000
FOREST SERVICE COST- LEASE	39,508	9,427	1,000	1,000	1,000
CAPITAL EXPENSE					
GROUNDS/BUILDING	50				15,000
CAPITAL WATER RIGHTS	110,157	70,976	70,000	21,125	25,000
COMPUTER	7,872		1,200	1,200	1,500
PICKUP	26,878	29,185			
FIBER TAMPER PLATE		120			
TRUCK TIRES	3,500	2,159	3,500	3,500	3,500
SURVEY EQUIPMENT		22,946			
AUTOCAD SOFTWARE					
TOOLS	2,664	3,285	5,000	5,000	9,000
MISC. EQUIPMENT	5,980				15,000
STREET SWEEPER REPAIRS		16,265			
MISC ENGINEERING FEES	3,242	9,933	15,000	15,000	15,000
UNALLOCATED FOR PROJECTS					200,000
SEWER LINE S. B. ST. AND THURLOW			100,000	160,000	
STREETSCAPE HWY 67			150,000	150,000	
CURB AND GUTTER REPLACEMENT			125,000	125,000	
STREETSCAPE S MYERS MASON 2 - 4			150,000	25,000	
STREETSCAPE EATON B WEST TO C ST			70,000	-	
STREETSCAPE 4TH CARR TO GOLDEN			150,000	122,000	
STREETSCAPE 3RD CARR TO GOLDEN			125,000	176,000	
BENNETT AVE INFRASTRUCTURE					400,000
WATER METER PROJECT	192,967	12,088			10,000
TWO WELLS AT GILLETE	7,431				
GILLETTE WELLS	23,769				

STREET SCAPE HWY 67			150000	150000	
STREET PAVING		122,126		400,000	
FLOOD/DAM MAPPING PROJ	37,060				
SWR MAIN THURLOW, EL P	5,295				
WTR MAIN, HYDR, PUMP,	2,880				
STREETSCAPE 2ND AND A	420,659				
PAVING 2008 FOR OTHER	120,382				
WATER MAIN MEDICAL PLAZA		351,331			
GILLETTE WELLS 4 & 5		36,498	125,000	65,000	12,000
DENNIS LANNING PROJECT		8,778			
PROCESS USED ASPHALT			32,000	32,000	
REBUILD HYDRALICS ON PLOW TRUCKS			5,000	4,296	
CATTLE GUARD			8,500	9,158	
Guard Rails on Teller 1 Curve			15,000		15,000
LOCATOR		3,754			
LOADER TIRES	4,844	4,373	5,000	5,000	5,000
<b>Total Expenditure</b>	<b>1,364,816</b>	<b>1,032,094</b>	<b>1,656,656</b>	<b>1,820,735</b>	<b>947,540</b>
Dollar Change		<b>-332,722</b>	<b>624,562</b>	<b>164,079</b>	<b>-873,195</b>
Percent Change		<b>-24%</b>	<b>61%</b>	<b>10%</b>	<b>-48%</b>
<b>Summary Public Works:</b>					
Total Operating Expense	1,010,548	879,571	963,985	972,591	1,108,058
Total Capital Expense	1,364,816	1,032,094	1,656,656	1,820,735	947,540
Total Expenditures	2,375,364	1,911,665	2,620,641	2,793,326	2,055,598
Dollar Change		-463,699	708,976	172,685	-737,729
Percent Change		-20%	37%	7%	-26%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(99,200)</b>	<b>216,438</b>	<b>(385,799)</b>	<b>(802,022)</b>	<b>(65,058)</b>

## **Water/Waste Water Treatment**

### **Mission Statement Water Treatment**

To provide a very suitable and healthy treated water supply to the residents and commercial users in Cripple Creek. Provide a high standard of drinking water, completely passing all monitoring parameters set by the Clean Water Drinking Act. To maintain a complete scope on water consumption, as related to treatment capacities, based on growth, and to project future treatment expansions.

### **Mission Statement Waste Water Treatment**

To provide a very suitable effluent product for discharge into the Arkansas River drainage system. To accomplish this, we must carefully and closely control all discharge parameters, and control through monitoring and operation the discharge of any toxic material. We must satisfy flow conditions set by discharge permits.

### **Goals & Objectives**

- Completion of S.C.A.D.A system - WTP.
- Disinfection changes for pre and post chlorination – WTP.
- Installation of continuous dissolved oxygen monitoring – WWTP.
- Interceptor construction for handling of contactor deposits – WWTP.
- Completion of design and State approval of clear well alterations for the WTP.
- Comprehensive algaecide treatment program for reservoir #1 of source water.
- Continued development of biosolids removal program from WWTP to the CC&V Mine site.

### **Staff:**

Chief Treatment Plant Operator:	Bert Bielz	Full Time
Treatment Plant Operator:	Mickey Groves	Full Time
Plant Maintenance Mechanics:	Alfred Leaf	Full Time
	James Floen	Full Time

**02 30-00 WASTE WATER TREATMENT PLANT**

	2008	2009	2010	2010	2011
	Actual	Actual	Budget	Year End Estimate	Budget
DEVICE FEE REVENUE	434,680	413,984	406,848	383,576	358,360
SEWER FEES	126,013	126,784	130,000	124,000	130,000
LATE CHARGES	2,166	2,199	2,100	2,100	2,100
CAPITAL IMPROVEMENT FEES	7,544	7,725	7,500	7,500	7,500
TAP FEES	13,500		0	0	0
SALE OF WASTE MATERIAL	0		0	0	0
<b>Total Revenue</b>	<b>583,903</b>	<b>550,692</b>	<b>546,448</b>	<b>517,176</b>	<b>497,960</b>
Dollar Change		(33,211)	(4,244)	(29,272)	(19,216)
Percent Change		-6%	-1%	-5%	-4%
SALARIES	208,733	194,283	202,769	202,769	202,769
OVERTIME	2,423	4,431	2,500	2,500	2,500
MERIT POOL		800			
SOCIAL SECURITY	12,450	11,976	12,727	12,727	12,727
MEDICARE	2,912	2,801	2,976	2,976	2,976
RETIREMENT EXPENSE	15,945	9,387	16,422	16,422	16,422
EMPLOYEE HEALTH INSURANCE	22,030	24,031	25,116	25,116	26,447
EMPLOYEE ASSITANCE PROGRAM	156	156	200	200	200
WORKERS COMP	4,730	2,892	4,300	3,100	4,300
CLOTHING ALLOWANCE	110	132	500	500	500
DEPENDENT HEALTH CARE		178	500	500	500
DISABILITY INSURANCE	2,258	2,200	2,450	2,450	2,450
OFFICE SUPPLIES	1,797	1,954	1,800	1,800	1,800
GENERAL OPERATING EXPENSE	1,145	756	2,000	2,000	2,000
VEHICLE MAINTENANCE	345	1,569	2,000	2,000	2,000
FUEL EXPENSE	1,441	2,358	3,000	3,000	3,000
OPERATING EQUIPMENT		64	500	500	500
AFFILIATIONS & SUBSCRIPTIONS			50	50	50
TRAVEL		17	500	500	500
TRAINING	575	191	1,500	1,500	1,500
TESTING	30,677	30,834	31,000	31,000	32,000
PERMITS	2,305	229	5,000	5,000	5,000
REPLACEMENT SYSTEM PARTS	34,663	14,305	20,000	20,000	20,000
IMPROVEMENT PARTS SYSTEM	3,008	1,364	6,000	6,000	6,000
TOOLS & EQUIPMENT - SYSTEM	1,510	2,164	4,000	4,000	4,000
TREATMENT PLANT IMPROVEMENTS	4,692	10,003	20,000	20,000	20,000
TREATMENT PLANT SUPPLIES	5,218	5,393	5,500	5,500	5,500
TOOLS & EQUIPMENT	1,231	1,834	3,000	3,000	3,000
IMPROVEMENT PLANT PART	500	816	4,000	4,000	4,000
SLUDGE HAULING	108,420		100,000	100,000	-
AUDITOR FEES	6,874	2,020	7,000	5,000	5,500
UTILITIES	69,525	73,106	70,000	70,000	70,000
PHONE	1,072	881	1,100	1,100	1,100



CELL PHONES	96				
PAGERS	73				
INTERNET	667		800		
INSURANCE	18,691	18,096	16,700	16,700	16,600
ADP FEES	2,728	2,610	3,000	2,750	3,000
NEW TRUCK		26,743			
COUNCIL COMPENSATION	8,377		8,500	8,500	8,500
FLOW CONTAINMENT TEMP REDUC.			20,000	20,000	0
CHEMICAL TREATMENT	40,374	44,237	60,000	60,000	60,000
<b>Total Expenditure</b>	<b>617,751</b>	<b>494,811</b>	<b>667,410</b>	<b>663,160</b>	<b>547,341</b>
Dollar Change		-122,940	172,599	-4,250	-115,819
Percent Change		-20%	35%	-1%	-17%

**02 50-00 WATER TREATMENT PLANT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
OFFICE SUPPLIES			200	200	200
GENERAL OPERATING EXPENSE	49		250	250	250
VEHICLE MAINTENANCE	1,009	480	2,000	2,000	2,000
OPERATING EQUIPMENT		463	2,000	2,000	2,000
TRAVEL			500	500	500
TRAINING		75	3,000	3,000	3,000
TESTING	3,602	6,816	15,000	15,000	15,000
PERMITS	865	3105	2,500	2,500	2,500
REPLACEMENT SYSTEM PARTS	5451	6102	7,000	7,000	7,000
IMPROVEMENT PARTS SYSTES	458	591	3,500	3,500	3,500
TOOLS & EQUIPMENT	150	110	4,000	4,000	4,000
TREATMENT PLANT IMPROVEMENTS	6859	8569	23,000	23,000	23,000
TREATMENT PLANT SUPPLIES	3,297	1,023	5,500	5,500	5,500
IMPROVEMENT PLANT PARTS	0	235	7,000	7,000	7,000
ADVERTISING	164	160	300	300	300
UTILITIES	14,305	15,667	19,000	15,000	16,000
PHONE	994	807	1,100	1,000	1,100
INSURANCE	8,805	8,313	7,700	8,000	7,700
GOLD KING	80		8,000	8,000	8,000
MISC. EQUIPMENT	1,161				
COMPLETION OF SCADA SYSTEM			30,000	-	30,000
ESTABLISHMENT OF CLEAR WELL			40,000	-	40,000
BACK UP POWER SYSTEM			50,000	50,000	-
SOURCE WATER PROTECTION					30,000
CHEMICAL TREATMENT	15,890	18,747	27,000	27,000	37,000
<b>Total Expenditure</b>	<b>63,139</b>	<b>71,263</b>	<b>258,550</b>	<b>184,750</b>	<b>245,550</b>
Dollar Change		8,124	187,287	-73,800	60,800
Percent Change		13%	263%	-29%	33%
<b>Summary - Waste Water and Water:</b>					
Total Waste Water	617,751	494,811	667,410	663,160	547,341
Total Water	63,139	71,263	258,550	184,750	245,550
Total Expenditure	680,890	566,074	925,960	847,910	792,891
Dollar Change		-114,816	359,886	-78,050	-55,019
Percent Change		-17%	64%	-8%	-6%
<b>Net Operating Cost Surplus/(Deficit)</b>	<b>(96,987)</b>	<b>(15,382)</b>	<b>(379,512)</b>	<b>(330,734)</b>	<b>(294,931)</b>

# Historic Preservation Fund

## Summary

The Historic Preservation Fund is comprised of the following departments: the primary Historic Preservation Department, Pikes Peak Heritage Center, Outlaws and Lawmen Jail Museum and the Rail Car Information Center. The departments insure that the City retains its historic character, which has earned it the National Historic Landmark District designation. The departments also play a key role in attracting heritage tourists to visit the town.

The following table summarizes the revenue, expenses and staffing levels, by department, that comprise the Historic Preservation Fund.

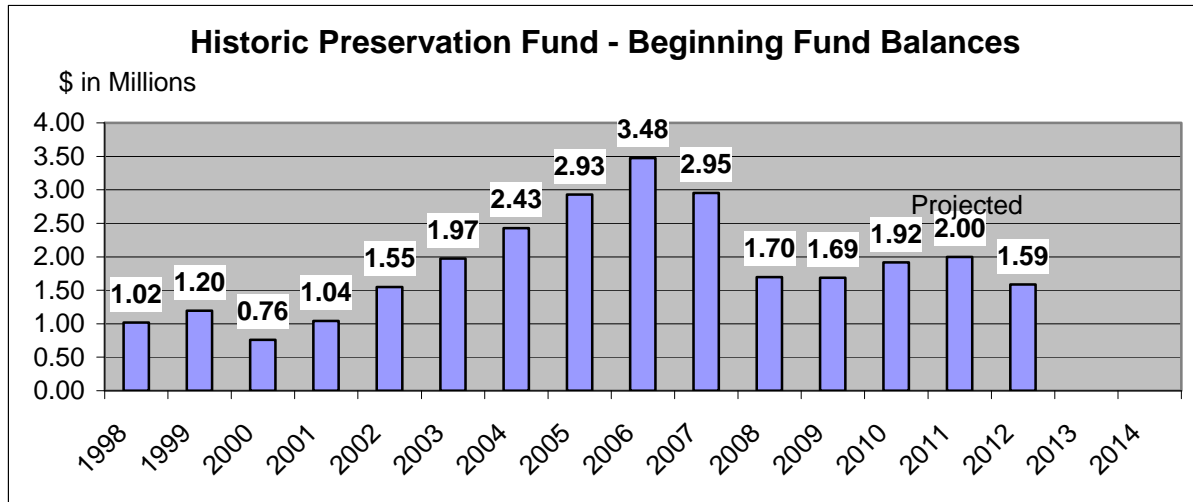
Historic Preservation Fund	No. of Employees	Percent of Total	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost
							Surplus or (Deficit)
Historic Preservation	2.25	24%	886,680	97%	928,914	70%	(42,234)
Heritage Center Operation	5	53%	11,100	1%	264,004	20%	(252,904)
Heritage Center Capital			0	0%	0	0%	-
Jail Museum	1.25	13%	15,500	2%	83,819	6%	(68,319)
Rail Car Information Center	1	11%		0%	51,118	4%	(51,118)
<b>Totals</b>	<b>9.5</b>	<b>100%</b>	<b>913,280</b>	<b>100%</b>	<b>1,327,854</b>	<b>100%</b>	<b>(414,574)</b>

The following table outlines the estimated beginning and ending fund balances for the Historic Preservation Fund.

**Estimated Historic Preservation Fund Balance - 2011**

Projected Beginning Balance	2,000,000
Revenue:	
Historic Preservation (08-30)	886,680
Jail Museum (08-50)	15,500
Heritage Center Project (08-40)	-
Heritage Center Operations (08-60)	11,100
Total Revenue	<u>913,280</u>
Expenses:	
Historic Preservation (08-30)	928,914
Jail Museum (08-50)	83,819
Heritage Center Project (08-40)	-
Heritage Center Operations (08-60)	264,004
Train Car (08-80)	51,118
Total Expenses	<u>1,327,854</u>
Excess/(Deficit)	(414,574)
Projected Ending Fund Balance	1,585,426

The chart below gives an overview of the history of the Historic Preservation Fund's beginning fund balances.



The table below compares the 2011 Historic Preservation Fund budgeted revenues to the 2010 budget.

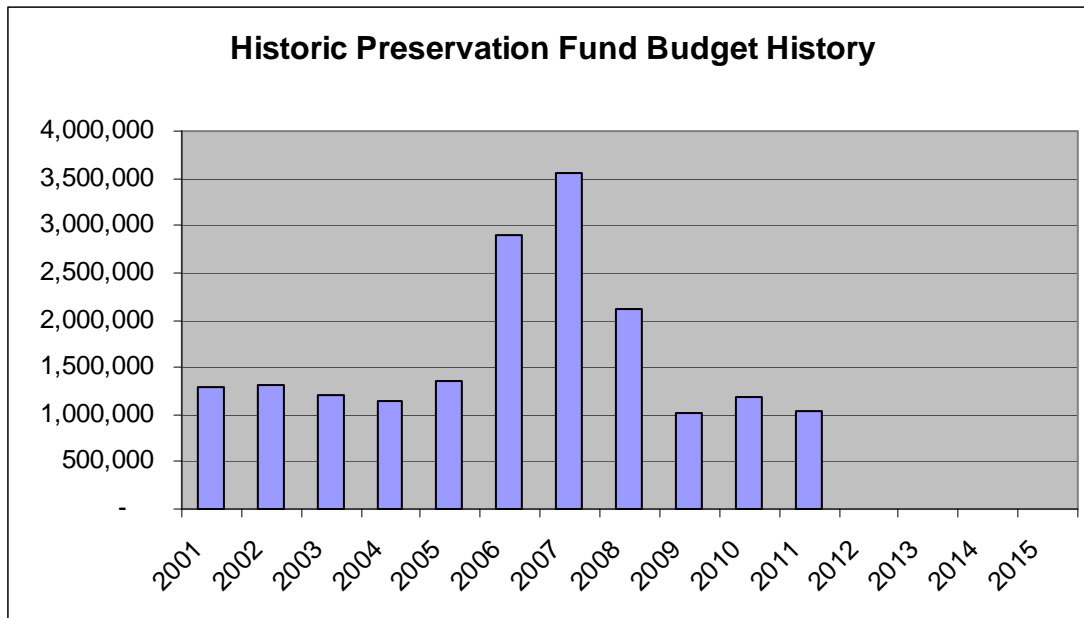
**Historic Preservation Fund  
2011 Budget Compared to 2010 Budget**

Revenues:	2011	2010	Dollar	Percent
	Revenues	Revenues	Change	Change
Historic Preservation (08-30)	886,680	1,018,615	(131,935)	-13.0%
Heritage Center Operations	11,100	90,800	(79,700)	-87.8%
Heritage Center Capital	-	115,000	(115,000)	-100.0%
Jail Museum	15,500	11,300	4,200	37.2%
Rail Car Information Center	-	-	-	-
<b>Total</b>	<b>913,280</b>	<b>1,235,715</b>	<b>(322,435)</b>	<b>-26.1%</b>

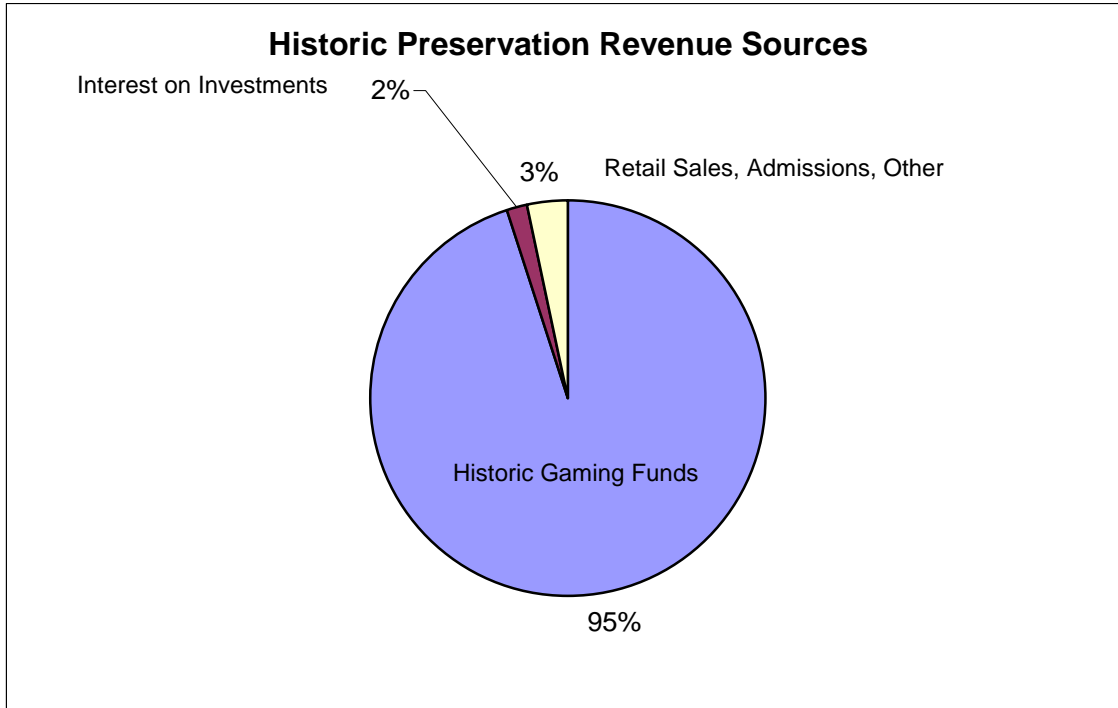
The following table compares the 2011 Historic Preservation Fund budgeted expenses to the 2010 budget.

	2011 Expenses	2010 Expenses	Dollar Change	Percent Change
Historic Preservation (08-30)	928,914	647,554	281,360	43.4%
Heritage Center Operations	264,004	255,879	8,126	3.2%
Heritage Center Capital	-	178,600	(178,600)	-100.0%
Jail Museum	83,819	60,080	23,739	39.5%
Rail Car Information Center	51,118	48,739	2,379	4.9%
<b>Total</b>	<b>1,327,854</b>	<b>1,190,851</b>	<b>137,003</b>	<b>11.5%</b>

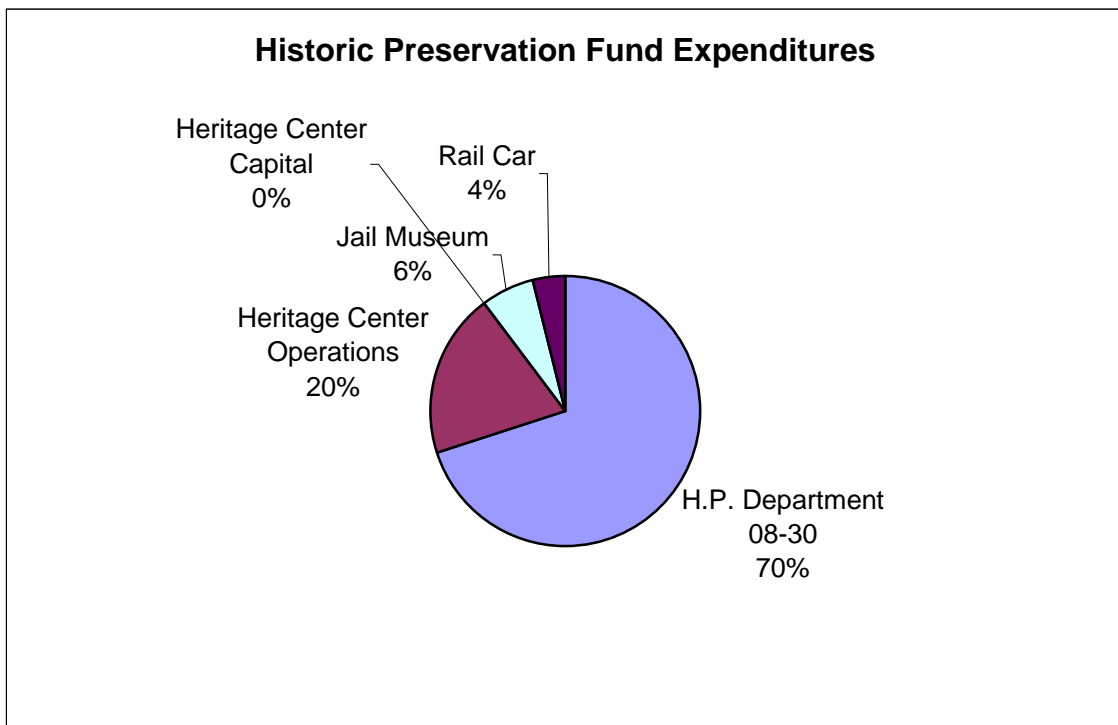
The following chart outlines the Historic Preservation Fund's budget history.



The following chart outlines the Historic Preservation Fund's major sources of revenue.



The following chart outlines the Historic Preservation Funds expenses by department.





## Historic Preservation Department

### Mission Statement

To improve, maintain, and promote the Cripple Creek community through the preservation and protection of the City's historic built environment and its National Historic Landmark status.

### Goals & Objectives

1. Develop educational programs, exhibits, and products.
  - Interpret the history of the Cripple Creek Mining District to enhance the visitor's experience and attract the heritage tourist.
  - Support the efforts to operate the Pikes Peak Heritage Center and other planned heritage projects.
2. Process development requests efficiently and effectively.
  - Apply current regulations to insure compliance.
  - Revise the Historic Guidelines to promote and protect the historic resources.
3. Participate in public improvement projects that enhance and provide better access to and understanding of the historic resources of the Bennett Avenue Historic District.
  - Provide funding for the purpose of creating public projects that enhance the historic character.
  - Use signs to make the Downtown more pedestrian friendly and reflective of the mining history.
4. Continue to provide a diligent program to address the needs of historic residential, commercial, and non-profit structures.
  - Encourage the maintenance of existing rehabilitated historic structures.
  - Encourage the rehabilitation of dilapidated historic structures.
  - Encourage the occupancy of vacant historic structures.
5. Continue to address the needs of the Mt. Pisgah Cemetery.
  - Continue to provide for maintenance needs while evaluating staff requirements.
  - Facilitate the sale of plots according to established rules and regulations.
6. Pursue the leveraging of all expenditures of historic preservation funds.
  - Require matching funds and/or grant funds from other sources.
7. Pursue designation of a regional area as a National and/or State Heritage Area.
  - Continue to develop preliminary studies and form agency alliances.
  - Support programs and projects beneficial to the designation.

### Staff

Development Director	Larry Manning	1/2 Time
Building/Historic Preservation/Planning Manager	Kathy Stockton	1/2 Time
Receptionist/Office Assistant	Shannon Frascella	1/2 Time
Seasonal Worker	Various Personnel	3/4 Time

**08 30-00 HISTORIC PRESERVATION**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
HISTORIC FUNDS FROM GAMING	1,071,986	950,850	996,015	903,680	867,680
CEMETARY REVENUE	9,750	5,205	1,500	1,000	1,500
REVIEW FEES	300	300	300	300	300
LIGHT POLES	27,138			0	
MISC. REVENUE	7,566	5,527	3,000	1,500	1,000
INTEREST - BANK	281	231	300	260	200
INTEREST - INVESTMENTS	36,908	5,435	17,500	15,500	16,000
<b>Total Revenue</b>	<b>1,153,929</b>	<b>967,548</b>	<b>1,018,615</b>	<b>922,240</b>	<b>886,680</b>
Dollar Change		-186,381	51,067	-96,375	-35,560
Percent Change		-16%	5%	-9%	-4%
SALARIES	69,922	70,324	75,500	75,500	75,500
OVERTIME		36			
PAY FOR PERFORMANCE/COL POOL		600			9,300
SOCIAL SECURITY EXPENS	3,909	3,965	4,681	4,681	4,681
MEDICARE EXPENSE	914	927	1,095	1,095	1,095
RETIREMENT EXPENSE	4,950	3,025	6,040	6,040	6,040
HEALTH INSURANCE	7,481	8,684	9,064	9,300	9,793
EMPLOYEE ASSITANCE PROGRAM	124	80	150	150	150
WORKERS COMP.	3,549	2,169	2,700	1,900	2,300
PRINTING & COPYING	317	217	250	250	250
DEPENDENT HEALTHCARE	1,990	1,762	2,100	1,800	2,000
DISABILITY INSURANCE	636	770	800	800	800
OFFICE SUPPLIES	1,091	1,015	1,000	1,000	1,000
OPERATING EXPENSE	2,272	1,950	2,000	2,000	2,000
FIRE STATION NO. 3 OP	1,107	911	1,000	1,000	1,000
AFFILIATIONS & SUBSCRIPTIONS	289	279	325	325	325
TRAVEL	2,984	3,160	3,300	3,300	3,300
TRAINING	282	366	2,000	2,000	2,000
LEGAL EXPENSE	197	458	600	600	600
AUDITOR	6,874	3,507	6,600	6,500	6,600
UTILITIES	192	366	350	350	350
PHONE	1,672	789	1,000	1,000	1,000
INTERNET	325	370	400	400	400
CPI CONFERENCE	2,500	2,500	2,500	2,500	2,500
INSURANCE	1,860	1,385	1,300	1,600	1,280
LEASE/PURCHASE EQUIPME	296	242	400	400	400
ADP FEES	4,663	4,595	4,900	4,900	5,000
HIRING EXPENSE		10			
DISTRICT IMPROVEMENTS	57,380				
DISTRICT MUSEUM FUNDING	50,000	50,000	50,000	50,000	50,000
HOMESTEAD MUSEUM FUNDING	7,000	24,000	7,000	7,000	7,000

HOMESTEAD PURCHASE DONATION					50,000
ELKS RESTORATION		990			
HP EDUCATIONAL PROGRAM	2,512				
CEMETERY PROGRAM	1,033	7,162	50,000	50,000	35,000
GOLD CAMP VICTORIAN SOCIETY	10,087	3,651	2,000	2,000	2,000
PRESERVATION WEEK	5,595	2,631	3,500	3,500	3,500
COMMERCIAL GRANTS	550	800	50,000	50,000	50,000
DECAYING BUILDING RESTORATION					50,000
EMERGENCY PROGRAMS	2,685				
INDEPENDCE HOTEL COMMERCIAL GNT		8,450			
ST. PETER'S CHURCH	28,267	18,291	10,000	10,000	
CEMETERY PAVING	81,953		15,000	15,000	
GOLD BELT SENIC BY-WAY	5,000		5,000	5,000	5,000
COMM GRANT TRIPLE CROW	11,040	2,461			
COMM GRANT GOLDMAN	10,000				
COMM GRANT RUTHERFORD		12,242			
BRONCO BILLY'S COMMERI		5,000			
WOMACK'S COMMERCIAL GNT		715			
TRAIN CAR RESTORATION	920		1,000	1,000	1,000
EDUCATIONAL MATERIALS	689	87	2,500	2,500	2,500
MATCHING GRANT \$ DISTRICT					
MUSM	0	4,564			5,000
LOWELL THOMAS MUSEUM	25,000				
STREET LIGHT PROGRAM	39,900	14,469	15,000	15,000	100,000
CITY HISTORIC BUILDING	0	5,000	5,000	12,000	5,000
NON PROFIT BUILDING PROGRAM	0				
PUBLIC PROJECTS DEVELOPMENT	0				
CABIN #1	0				
CABIN #2	0				
VICTORIAN BALL					2,000
HISTORIC STREET AMBIANCE					2,000
RESIDENTIAL GRANT PROGRAM	0		50,000	50,000	50,000
129 W CARR MCDONLAD	0				
407 E EATON SORREL	0	1,688			
209 E. Eaton Skarin	4,900	7,385			
310 Irene Luck	462				
117 N PROSPECT-POCH	4,890				
300 E EATON-MILLIGA	7,129	5,625			
217 N. 3RD ST-BAKKE	2,568				
146 BSION-DEWITT	5,251				
215 B 4TH ST-HOBDEN	0	1,198			
232 W CARR-SMITH	7,455				
305 W. EATON JEFFER	13,000				
320 Eaton Hale	8,738				
107 Eaton - Lays	8,358				
303 N. 4th St. - Cr	4,350				
331 E. Eaton - Mac	6,815				

115 W. Golden - Lik	11,000				
320 Irene Jakubas		2,498			
121 Placer Sheals		3,153			
228 W. Golden Kobza		3,875			
315 E. Eaton Williams		1,853			
COMPUTER & SOFTWARE UP	1,274	872	1,000	1,000	1,000
DOWNTOWN DIRECTIONAL S	2,400				
TWO SIGNS COMING INTO		2,115			
CEMETARY EQUIPMENT	225	34	500	500	500
HABITAT HOUSES	29,300				
VICTORIAN LADY REN./OU	18,501	23,613			
CAPITAL EXPENSE FIRE BUILDING					10,000
TRANSFER TO ROAD/BRIDGE GF					27,750
TRANSFER TO BUTTE GF					150,000
TRANSFER TO PARK & REC BRICK FACD					50,000
PLANNING FOR BENNETT AVENUE					30,000
TRANSFER TO MARKETING GENERAL					
F.			250,000		100,000
<b>Total Expenditure</b>	<b>596,623</b>	<b>328,884</b>	<b>647,554</b>	<b>403,891</b>	<b>928,914</b>
Dollar Change		-267,739	318,670	-243,663	525,023
Percent Change		-45%	97%	-38%	130%
<b>Net Operating Cost</b>	<b>557,306</b>	<b>638,664</b>	<b>371,061</b>	<b>518,349</b>	<b>(42,234)</b>
<b>Surplus/(Deficit)</b>					

**Heritage Tourism Department  
Cripple Creek Heritage Center**

**Mission Statement**

To contribute to the realization of the mission statement of the City Council to develop tourist related activities that exemplify the history of our region. To establish a program of heritage and historical tourism that will enhance our visitors experience and assist in sustainable economic growth for our community.

**Goals & Objectives**

- 1). Continue to develop the Cripple Creek Heritage Center into a comprehensive resource center for information regarding activities and attractions for the Cripple Creek area.
- 2). To educate the public on the unique history of the Cripple Creek area and to generate interest in visiting the numerous heritage tourism venues within the region.
- 3). To attract and extend the stay of visitors by providing information on the wide array of activities and exploration opportunities afforded by our area.
- 4). To enhance the economic viability of Cripple Creek by providing information to visitors regarding gaming establishments, lodging, dining, commercial businesses and area services and attractions.
- 5). To monitor and validate the Pikes Peak Heritage Center's productivity to facilitate its customer service goals and for its continued evolution in meeting the needs of the community.

**Staff**

Heritage Tourism Director	Tom Cooper	Full Time
Heritage Tourism Site Manager	Steph Hilliard	Full Time
Heritage Tourism Assistant	Georganna Peiffer	Full Time
Heritage Tourism Assistant	Victoria Smothers	Full Time
Heritage Tourism Assistant	Patricia Conner	Part Time
Heritage Tourism Assistant	Ron Storey	Part Time

**08 60-00 HERITAGE CENTER**

	2008	2009	2010	2010	2011
	Actual	Actual	Budget	Year End Estimate	Budget
<b>RETAIL SALES</b>	0	9,805	8,000	8,000	8,300
<b>SUPER TICKET SALES</b>	0	292	1,000	300	300
<b>FACILITY RENTAL</b>	0		500	500	500
<b>ADMISSIONS</b>			75,000	5,004	
<b>VENDING REVENUE</b>	1,637	1,980	1800	296	
<b>DONATIONS</b>	3,962	5,510	4,500	2,163	2,000
<b>Total Revenue</b>	5,599	17,587	90,800	16,263	11,100
<b>Dollar Change</b>		11,988	73,213	-74,537	-5,163
<b>Percent Change</b>			416%	-82%	-32%
<b>SALARIES</b>	195,028	152,948	142,250	142,250	139,205
<b>OVERTIME</b>	181	26	100	100	100
<b>MERIT POOL</b>		1,000			
<b>SOCIAL SECURITY EXPENS</b>	11,563	9,395	8,826	8,826	8,637
<b>MEDICARE EXPENSE</b>	2,704	2,197	2,064	2,064	2,020
<b>RETIREMENT EXPENSE</b>	10,885	5,805	11,388	11,388	11,144
<b>HEALTH INSURANCE</b>	16,999	15,781	16,926	16,926	17,823
<b>EMPLOYEE ASSITANCE PRO</b>	252	216	275	275	275
<b>WORKERS COMP.</b>	5,955	2,892	3,500	3,500	3,500
<b>PRINTING &amp; COPYING</b>	6,512	2,903	1,000	1,000	1,000
<b>DISABILITY INSURANCE</b>	1,755	1,757	1,800	1,800	1,900
<b>OFFICE SUPPLIES</b>	1,700	1,663	1,200	1,200	1,300
<b>OPERATING EXPENSE</b>	8,592	2,358	2,000	2,000	2,000
<b>POSTAGE</b>	9,292	12,203	500	1,800	500
<b>TRAVEL</b>	647	106	500	500	500
<b>TRAINING</b>	40		500	500	500
<b>AFFILIATIONS/SUBSCRIPT</b>	1,320		100	100	100
<b>ALARM SYSTEM</b>	1,105	910	1,000	1,000	1,000
<b>UTILITIES</b>	19,372	16,277	18,000	16,000	17,000
<b>PHONE</b>	16,832	11,865	12,500	8,000	8,500
<b>CELL PHONE</b>	1,201	390	500	500	500
<b>INTERNET</b>	417				
<b>YELLOW PAGE AD</b>	2,835	4,021		168	
<b>INSURANCE</b>	7,800	8,313	7,700	7,700	7,700
<b>COFFEE/WATER SERVICE</b>	1,889	379	250	420	500
<b>TRASH</b>	1,870	581	700	700	700
<b>BUILDING MAINTENANCE</b>	9,988	4,849	2,000	2,000	11,400
<b>DISPLAY MAINTENANCE</b>	0	29,799	2,000	2,000	5,000
<b>SATELLITE</b>	39				
<b>UNIFORMS</b>	883	250	250	600	600

<b>PROGRAMS</b>	957				
<b>OUTREACH/BUSING PROGRA</b>	4,621	1,278	200	200	1,000
<b>VOLUNTEER MGT PROGRAM</b>	5,000				
<b>PIKES PEAK COUNTRY</b>					
<b>ATTRACTIONS</b>	11,520	16,855	12,500	12,500	14,000
<b>VENDING EXPENSE</b>	1,518	2,092	1,700	1,700	
<b>RETAIL SALES EXPENSE</b>	0	5,208	2,500	2,500	4,200
<b>LEASED EQUIPMENT</b>	276	3			
<b>ELEVATOR MAINTENANCE</b>	260	1,118	700	700	700
<b>HIRING EXPENSE</b>	237	70	200	200	200
<b>COMPUTERS</b>	1,642	495	250	500	500
<b>Total Expenditure</b>	363,687	316,003	255,879	251,617	264,004
<b>Dollar Change</b>		-47,684	-60,124	-4,262	12,388
<b>Percent Change</b>		-13%	-19%	-2%	5%

<b>Net Operating Cost</b>	(358,088)	(298,416)	(165,079)	(235,354)	(252,904)
<b>Surplus/(Deficit)</b>					

**08 40-00 HERITAGE CENTER PROJECT**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
CDOT 2006	0	0	115,000	115,000	
MISC. REVENUE				936	
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>115,000</b>	<b>115,936</b>	<b>0</b>
ELEVATOR/SHAFT	5				
PAINTS/PAINTING	28				
TEXT PANELS	730				
TRANSPORTATION BUILDING	16,506	5,700	120,000	85,000	
TRANSPORATION B. INTERIOR			20,000	35,000	
PPHC BUILDING ADDITION	21,177				
CHANGE FACILITY NAME			2,100	2,100	
MODEL RAILROAD DISPLAY			22,500	22,500	
UPDATE TOUCH SCREEN SYSTEM			14,000	17,000	
LANDSCAPING	8,031				
	<b>46,477</b>	<b>5,700</b>	<b>178,600</b>	<b>161,600</b>	<b>0</b>
Dollar Change		-40,777	172,900	-17,000	-161,600
Percent Change		-88%	3033%	-10%	

**Heritage Tourism Department  
Outlaws & Lawmen Jail Museum**

**Mission Statement**

To contribute to the realization of the mission statement of the City Council to develop tourist related activities that exemplifies the history of our region. To establish a historical venue that will enhance our visitors experience and assist in sustainable economic growth for our community.

**Goals & Objectives**

- 1). To educate the public on the unique law enforcement and criminal justice history of the Cripple Creek area and to generate interest in visiting the numerous heritage tourism venues within the region.
- 2). To assist local school groups and civic organizations in educational programs to facilitate regional history studies and to develop a better understanding of local historical events.
- 3). To attract and extend the stay of visitors by providing a historical venue that generates interest in the exploration of additional heritage tourism opportunities within our area.
- 4). To enhance the economic viability of Cripple Creek by providing retail merchandise to generate further historical interest and marketing for the community.
- 5). To enhance visitor experience by establishing high standards of customer service and satisfaction, to continue to develop new displays and programs to promote repeat visitation and to continue to evolve to meet the needs of the community.

**Staff**

Heritage Tourism Site Manager	Michelle Rozel	Full Time
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**08 50-00 JAIL MUSEUM**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Year End Estimate</b>	<b>Budget</b>
RETAIL SALES	12,382	6,497	6,000	6,000	6,300
ADMISSIONS	0	7,704	4,500	5,000	5,000
HERITAGE PASSPORT TICKETS		8			
OVERNIGHT STAY PROGRAM				3,400	3,600
DONATIONS	0	986	800	600	600
MISC. REVENUE	2,835	71			
<b>Total Revenue</b>	<b>15,217</b>	<b>15,266</b>	<b>11,300</b>	<b>15,000</b>	<b>15,500</b>
Dollar Change		49	-3,966	3,700	500
Percent Change		0%	-26%	33%	3%
SALARIES	35,145	20,517	31,500	31,500	37,500
MERIT POOL		200			
SOCIAL SECURITY EXPENSE	2,154	1,278	1,953	1,953	2,325
MEDICARE EXPENSE	504	299	457	457	544
RETIREMENT EXPENSE	2,236	1,112	2,520	2,520	3,000
HEALTH INSURANCE	190	57	6,000	34	6,600
EMPLOYEE ASSITANCE PRO	39	41	100	100	100
WORKERS COMP.	1,182	723	1,300	1,300	1,300
PRINTING & COPYING	1		100	100	100
DISABILITY INSURANCE	397	180	500	500	500
OFFICE SUPPLIES	135	579	200	350	400
OPERATING EXPENSE	2,479	1,310	800	1,300	1,400
AFFILIATIONS & SUBSCRIPTIONS	30	54	50	50	50
TRAVEL			50	50	50
UTILITIES	8,797	7,272	6,000	4,000	4,500
PHONE	1,370	1,800	1,800	1,800	1,800
CELL PHONE	407	257			500
INSURANCE	2,780	2,771	2,600	2,600	2,600
RETAIL SALES MATERIAL	8,826	8,527	2,000	2,000	4,000
MERCHANDISE MARKET EXP	1,446	1,937			
EDUCATIONAL MATERIALS	1,784				
RETAIL DISPLAYS CASES/	6,697				
COMPUTER & SOFTWARE UP	742	1,830	50	50	500
NON BUILDING	467				
EXHIBITS	62				
MARKETING MATERIALS	759	1,501	50	50	50
WINDOW RESTORATION	20				
WOOD RESTORATION	373				
PLUMBING	390				
INTERIOR PAINTING	8				

FRONT DOORS	223				
RESTROOMS	272				
OUTSIDE BUILDING RESTORATION	6,405	4,658	1,050	1,050	14,000
DUMPSTER RENTAL	1,147				
CONTINGENCY	200				
LOCKS/SAFE	18				
OTHER INTERNAL CONS	11,406				
MISC. SUPPLIES	1,349				
MISC. ITEMS	157				
ADDITIONAL INTERPRETAT	1,043				
BUILDING MAINTENANCE	616	2,384	1,000	1,000	2,000
<b>Total Expenditure</b>	<b>102,256</b>	<b>59,287</b>	<b>60,080</b>	<b>52,764</b>	<b>83,819</b>
Dollar Change		-42,969	793	-7,316	31,055
Percent Change		-42%	1%	-12%	59%

**Net Operating Cost Surplus/(Deficit)** (87,039) (44,021) (48,780) (37,764) (68,319)

**08 80-00 TRAIN CAR - INFO CENTER**

	2008	2009	2010	2010	2011
	Actual	Actual	Budget	Year End Estimate	Budget
SALARIES	22,176	28,854	27,030	28,600	28,600
SOCIAL SECURITY EXPENS	1,288	1,741	1,676	1,773	1,773
MEDICARE EXPENSE	301	407	392	415	415
RETIREMENT EXPENSE	1,694	1,380	2,162	2,288	2,288
HEALTH INSURANCE		114	6,279	6,279	6,612
EMPLOYEE ASSITANCE PROGRAM			150	150	150
WORKERS COMP.	1,140	1,446	1,100	1,100	1,200
DISABILITY INSURANCE			650	650	650
OFFICE SUPPLIES			200	200	200
OPERATING EXPENSE	238	884	500	500	500
UTILITIES	3,022	6,002	5,500	6,500	6,600
PHONE	760	759	1,000	350	400
INTERNET	394	707	800	450	450
INSURANCE	689	1385	1,300	1,300	1,280
TRAIN CAR AND RESTROOM	17				
<b>Total Expenditure</b>	<b>31,719</b>	<b>43,679</b>	<b>48,739</b>	<b>50,555</b>	<b>51,118</b>
Dollar Change		11,960	5,060	1,816	563
Percent Change			12%	4%	1%

**Net Operating Cost Surplus/(Deficit)** (31,719) (43,679) (48,739) (50,555) (51,118)

# Appendix

## Cash Management

The City of Cripple Creek has its operating bank accounts with Community Banks of Colorado. All of the City's funds are covered under the Public Deposit Protection Act. Article 10.5 of Title 11, which became effective September 1, 1989, was legislated to ensure the preservation and protection of all public funds deposited at eligible depositories which exceed the insured limits of federal deposit insurance. It also insures an expeditious repayment of funds in the event of default and/or liquidation of the public depository. In essence, the state, has through this legislation made sure that a City's funds will not be lost due to a bank closure or other problem.

The state also regulates what type of investment products local governments can invest in. The only variation in this is whether a city is statutory, such as Cripple Creek, or whether it is Home Rule. All investments must be held in the local government entity's name, or in the custody of a third party on behalf of the local government, or in a custodial account with an eligible public depository or securities firm on behalf of the local government. Article XI, Section 2 of the State Constitution prohibits local governments from owning shares of corporations. Also, a local government cannot have deposits or certificates of deposits outside the State of Colorado. All of the City of Cripple Creek's investments are in state approved investments or state sanctioned investment pools. The following summarizes the City of Cripple Creek's banking & investment Accounts balances as of 7/31/2010.

### Operating Account Balances - Community Banks:

	<u>Jul</u>
General Fund	172,270
Water/Sewer	280,438
Historic Preservation	37,035
Economic Development	22,828
Medical Plaza Fund	12,624
USDA-92	73,095
USDA-98	<u>33,698</u>
<b>Total Bank Accounts</b>	<b>631,987</b>

### Investments in CDs with Banks

General Fund 5/28/10	249,000
General Fund 9/28/10	250,000
General Fund 9/01/10	249,000
General Fund 7/06/10	245,000
General Fund 10/24/11	500,000
General Fund 2/5/11	249,000
General Fund 7/9/2011	250,000
General Fund 4/29/11	<u>249,000</u>
Sub Total	2,241,000
Enterprise Fund 03/01/10	245,000
Enterprise Fund 10/24/10	<u>250,000</u>

Sub Total	495,000
Historic Preservation 9/02/10	249,000
Historic Preservation 10/25/10	<u>250,000</u>
Sub Total	499,000
<b>Total Certificates of Deposit</b>	<b><u>3,235,000</u></b>

### Investments Account Balances - ColoTrust

General Fund	3,482,209
Enterprise Fund	928,299
Economic Development Fund	436,036
Medical Plaza Fund	5,646
Historic Preservation Fund	<u>954,139</u>
<b>Total Investments:</b>	<b>5,806,328</b>

**Total City Funds** **9,673,315**

Notes:

(1) The City's funds are invested in Colotrust Plus. Colotrust Plus is a short term money market fund organized in conformity with Part 7 of Article 75 of Title 24, Colorado Revised Statutes, which provides specific authority for pooling of government funds. The fund is designed to provide units of local governments in Colorado with a convenient method of pooling their cash for temporary investment. Colotrust Plus's investment objective is to obtain as high a level of current income as is consistent with the preservation of capital and liquidity. The fund invests in U.S. Treasury obligations and repurchase agreements collateralized by U.S. Treasury securities. The fund has been in operation since January 1, 1995 and has over \$1 billion in assets.

## Long Term Debt and Leases

The City reports long-term debt related to both business-type activities and governmental activities.

### Business-type Activities - USDA Note Payable

In 1997 the City signed a 40-year promissory note for \$508,000 at 4.75% interest rate with the Department of Agriculture (USDA) for water related improvements, primarily water meters. An additional \$92,000 was borrowed in 1998, increasing the loan to \$600,000. The note requires biannual principal and interest payments totaling \$33,645 through 2038. The principal and interest amounts remaining to be paid at December 31 are as follows:

1997 SERIES USDA BOND			
Year	Principal	Interest	Total
2011	9,145	24,500	33,645
2012-2016	52,757	115,468	168,225
2017-2021	66,715	101,510	168,225
2022-2026	84,365	83,860	168,225
2027-2031	106,684	61,541	168,225
2032-2036	134,908	33,317	168,225
2037-2038	63,550	3,740	67,290
Total	<u>\$ 518,126</u>	<u>\$ 423,938</u>	<u>\$ 942,058</u>

In 1992, the City issued a 1992 USDA Water Revenue Series Bond in the amount of \$1,086,000 at 5.75% interest, requiring annual payments of approximately \$69,000 with the final payment due 2032. Annual debt service requirements to amortize water and sewer bonds outstanding as of December 31, are as follows:

1992 USDA WATER BONDS			
Year	Principal	Interest	Total
2011	20,300	49,375	69,675
2012-2016	120,600	227,674	348,274
2017-2021	160,100	188,133	348,233
2022-2026	211,700	136,689	348,389
2027-2031	282,900	65,984	348,884
2032	68,100	2,941	71,041
Total	\$ 863,700	\$ 670,797	\$ 1,534,497

### **Capital Leases**

The City has entered into capital leases for various pieces of equipment. These leases meet the criteria of a capital lease because they transfer benefits and risks of ownership to the lessee at the end of the lease term. Capital lease payments are reflected as debt service expenditures at the governmental fund reporting level. The outstanding balance of the corresponding liabilities is included in governmental activities on the statement of net assets.

### **General Fund**

In March 2008, the City entered into a five-year capital lease for the purchase of a ladder truck for the Fire Department in the amount of \$290,000, requiring annual principal and interest payments of \$61,964. Interest accrues at a rate of 3.42%.

	Principal	Interest	Total
2008	61,964		61,964
2009	54,167	7,797	61,964
2010	56,019	5,945	61,964
2011	57,935	4,029	61,964
2012	59,915	2,049	61,964
Total	290,000	19,819	309,819

**Enterprise Fund**

In March 2008, the City entered into a five-year capital lease for the purchase of an Link Belt Excavator for the Public Works Department in the amount of \$174,196, requiring annual principal and interest payments of \$37,220. Interest accrues at a rate of 3.42%.

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008	37,220	0	37,220
2009	32,537	4,683	37,220
2010	33,649	3,571	37,220
2011	34,800	2,420	37,220
2012	<u>35,990</u>	<u>1,230</u>	<u>37,220</u>
Total	174,196	11,905	186,101

No new leases are contemplated for any of the City's funds for 2011.



## **Amendment 1 (Tabor)**

In November, 1994, the citizens of Cripple Creek approved referendum IIC. This referendum relieved the City of the restrictions on revenue and expenditures, with the exception of property taxes.

The City must be in compliance with the 5.5% property tax statutory limit set by the state. For 2011, that figure is \$136,073, or 1.85 mills. In addition, the City must also comply with the Tabor property tax limit. For 2011, the Tabor calculation would limit property tax to \$118,561 or 1.61. For 2011, the City will collect \$118,561 in property tax, with a mill levy of 1.61. If the City collects more than \$118,561 in property tax allowed by the state/Tabor, it must refund that overage to the citizens.

The City of Cripple Creek must also stay in compliance with Tabor by establishing a 3% Emergency Fund each year in the General Fund. This 3% is calculated based on estimated operating expenditures for the year. For 2011, the Emergency reserve will be \$190,831.

The City also has four funds to which Tabor does not apply. These are the Enterprise Fund, Historic Preservation, Medical Plaza, and Economic Development Special Revenue Funds. These funds are exempt from Tabor because they cannot levy taxes themselves and rely on other sources for funding.

Note: Please refer to the following pages of the Appendix for detailed calculations on the state & Tabor calculations.

## Mill Levy (Property Tax) Calculation for 2011

	<b>2009</b>	<b>2010</b>	<b>Estimated 2011</b>
Assessed Valuation	67,320,550	74,588,984	73,635,870
Taxes Abated or Refunded	14,142.00	417.00	0.00
New Construction (assessed value)	894,242	2,490,185	146,913
Omitted Properties Revenue	0.00	0.00	0.00
Mill Levy for abated or refunded taxes	0	0	0
Mill Levy for general property taxes	1.75	1.58	1.61
Total Mill Certified to Teller County	1.75	1.58	1.61
Amount to be collected from taxes	117,811	117,977	118,561

Note: See appendix for Teller County Assessment, State 5.5% calculation, and Tabor maximum amount calculation.

**Tabor Property Tax Limit Calculation for 2011  
and Comparison to the State 5.5% Rule**

**1). Net growth valuation**

Line 2	751,645	Construction of taxable real property improvements
Line 3	-	Annexation/Inclusions
Line 4	-	Increase in mining production
Line 5	763,418	Previously exempt federal property tax
Line 6	-	Oil or gas production from new wells
Line 7	-	Taxable property omitted
<b>Total</b>	<b>1,515,063</b>	
<b>Minus</b>		
Line 8	-	
Line 9	-	
Line 10	-	
<b>Equals</b>	<b>1,515,063</b>	<b>A) Net Growth Value</b>

**2). Determine the theoretical valuation of property which was on the tax roll last year.**

Line 1	274,044,274	
minus A)	1,515,063	
<b>Equals</b>	<b>272,529,211</b>	<b>B). Theoretical value</b>

**3). Determine Amount of Local Growth**

A).	1,515,063	
Divided by B).	272,529,211	
<b>Equals</b>	<b>0.005559</b>	<b>C. Local Growth Rate (to 6 decimal places)</b>

**4. Calculate the percentage of "local growth"**

C	0.005559	
multiple by 100	<b>0.56</b>	<b>D. Local Growth (round to 2 decimal places).</b>

**5. Calculate the growth in property tax allowed:**

Line X	117,977	Previous years revenue (Property Tax)
Multiple by D + Line 20	0.56	

Line X	1.6%	'(1) CPI figure (see below)
	0.572	
Equals	675	E. Increase Allowed

(1) Denver/Boulder CPI estimate from DOLA web page - State Legislative Council figure or use the Office of State Planning and Budgeting (OSPB)

**6. Calculate the TABOR property tax revenue limit**

Line 2	117,977	
plus E.	675	
	118,652	F. TABOR property tax revenue limit.

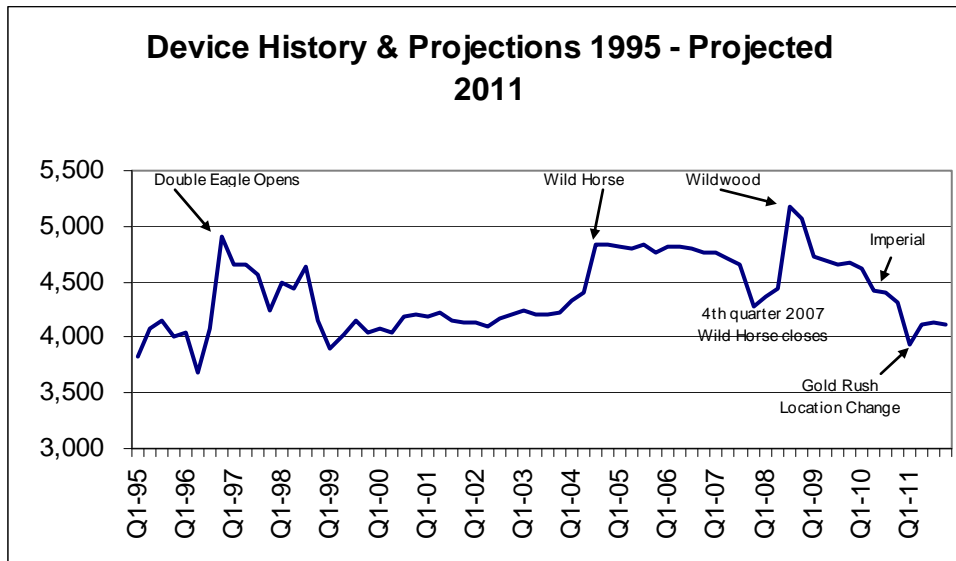
**7. Calculate the mill levy which would generate the TABOR Property tax revenue limit**

F	118,652	
Line 2	73,635,870	
F/Line 2	0.00161	
multiple by 1000	1,000	
	1.611	G. Round 3 places

State 5.5% Figure	1.85	Provide by DOLA.
Tabor	1.61	

**Tabor is more restrictive and must be used.**

The following chart highlights the device history and projections for the coming year.



**City of Cripple Creek  
2011 Device Fee Revenue Projection**

	Q1-11	Q2-11	Q3-11	Q4-11	Total
Number of Devices	3,930	4,110	4,140	4,110	
Number Change	(381)	180	30	(30)	
Percent Change	-8.8%	4.6%	0.7%	-0.7%	
Number of Casinos	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	
First 50 Devices	50	50	50	50	
No. of 1st 50 Devices	650	700	700	700	
Device fee 1st 50	<b>\$50</b>	<b>\$100</b>	\$225	\$225	
<b>Revenue from 1st 50 Devices</b>	32,500	70,000	157,500	157,500	417,500
No. Devices > 50	3,280	3,410	3,440	3,410	
Device Fee > 50	\$300	\$300	\$300	\$300	
Revenue from devices > 50	984,000	1,023,000	1,032,000	1,023,000	4,062,000
<b>Total device fee rev. by quarter</b>	1,016,500	1,093,000	1,189,500	1,180,500	4,479,500
General Fund by Quarter 60%	609,900	655,800	713,700	708,300	2,687,700
Enterprise Fund by Quarter 40%	406,600	437,200	475,800	472,200	1,791,800
Economic Develop. by Quarter 0%	0	0	0	0	0
	1,016,500	1,093,000	1,189,500	1,180,500	4,479,500