

City of Cripple Creek

A National Historic Landmark District

2012 Budget



Honor the Past – Envision the Future

Version 3.0 – December 7th, 2011

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**City of Cripple Creek
By and Through
the Mayor and Council Members
Presents to the Community the
2012 Vision, Mission and Goals/Objectives**

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). 2012 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 insure 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: Evaluate the proposed Gold Camp Recreation Center as a 2013 project, which would provide 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.

11). Downtown

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

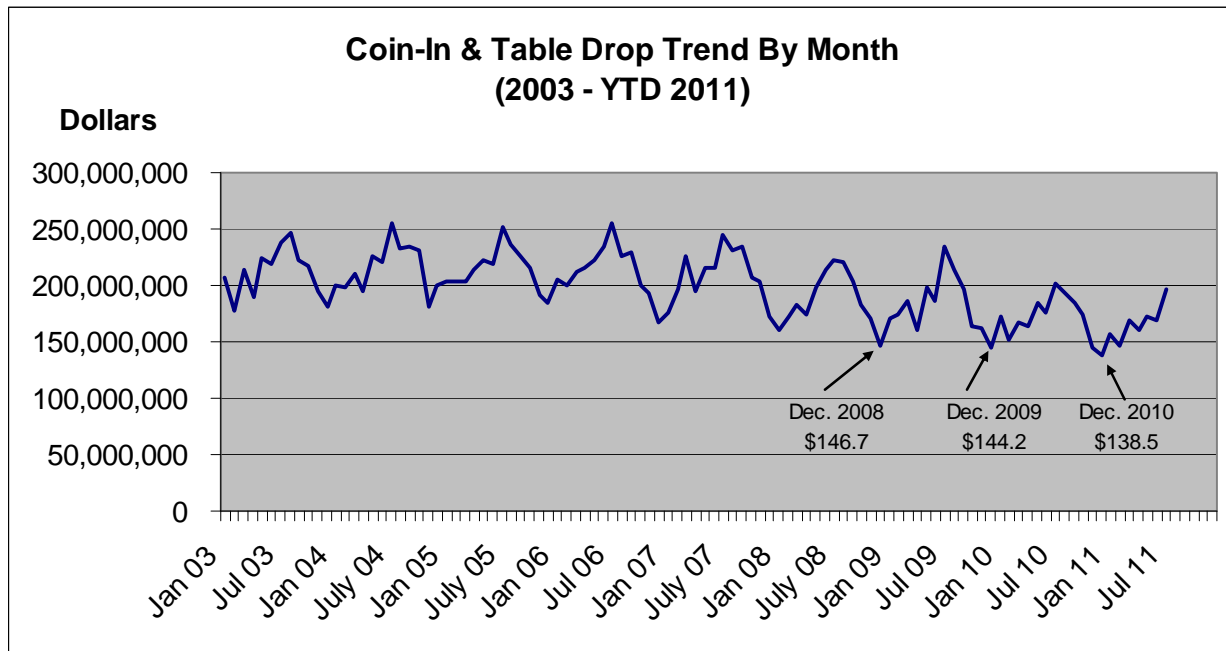
OBJECTIVE: Seek to increase the variety of business, entertainment and events in the downtown core, while continuing the promotion, protection and re-use of existing historic buildings.

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.

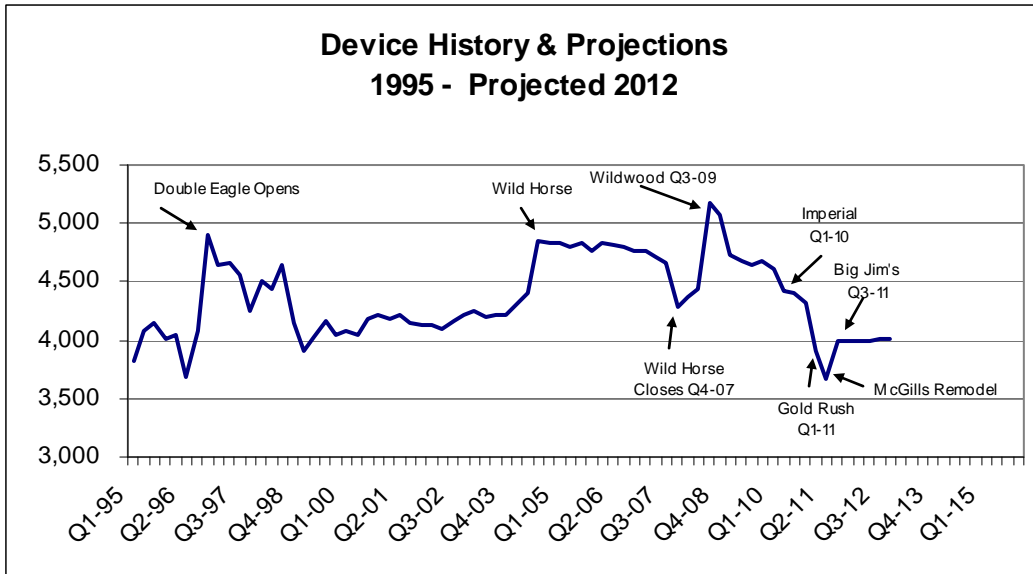
2011 Budget Outlook

The City of Cripple Creek continues to face on-going fiscal challenges caused by 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 July of 2011, the gaming industry's top level sales, coin-in, is down 4% 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 July 2011 figures.

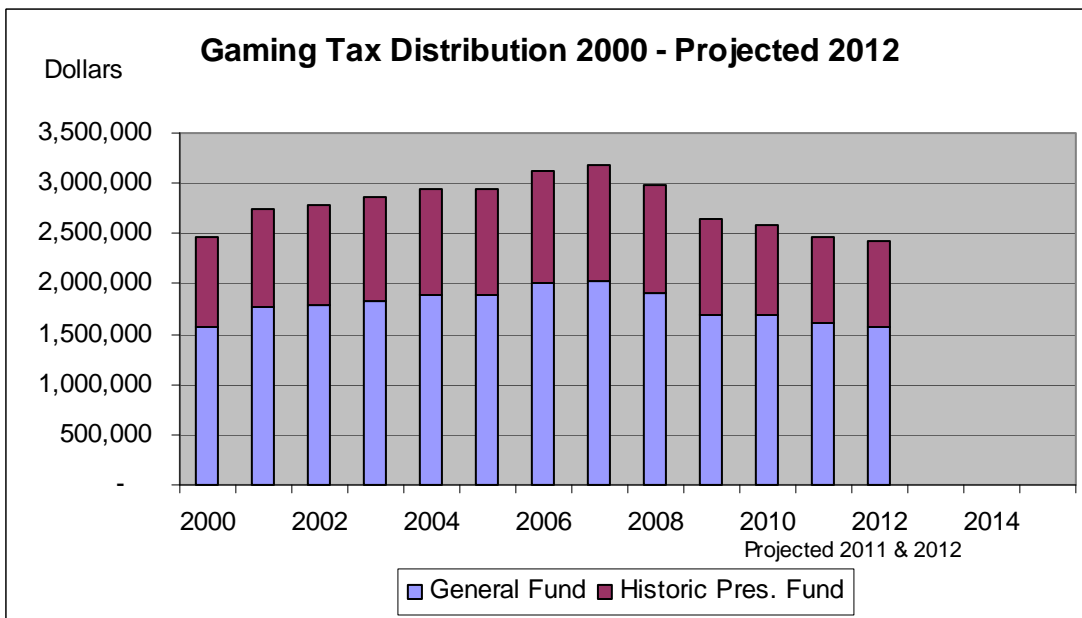


The number of devices in town has declined significantly, with the March 1st, 2010 closing of the Imperial Casino (174 devices) and the closing of the Gold Rush & Gold Digger's Casinos (381 devices) in October of 2010. Big Jim's Gaming Emporium opened in July of 2011 with 200 devices. The additional of Big Jim's casino brought the number of devices in town to 3,994. Based on the current economic climate, it appears that the Cripple Creek gaming market will support approximately 4,000 devices in town. It is projected that the number of devices will stay at the 4,000 level for the foreseeable future.

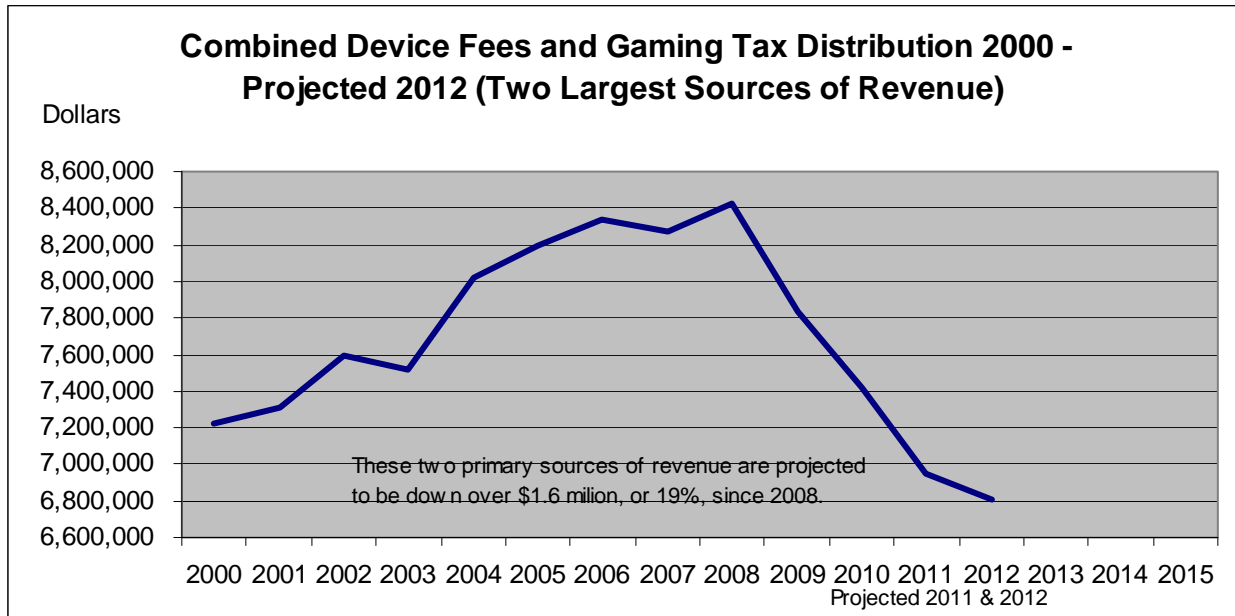
It is projected that the City will begin 2012 with 3,950 devices for the first quarter. If this projection is correct, the City will have lost 1,220 devices, or 24%, since the high of 5,170 devices was achieved in the third quarter of 2008 when the Wildwood Casino opened. The 24% drop in devices is very 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 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 2012. Details of the device projections and associated revenue can be found on page 124.



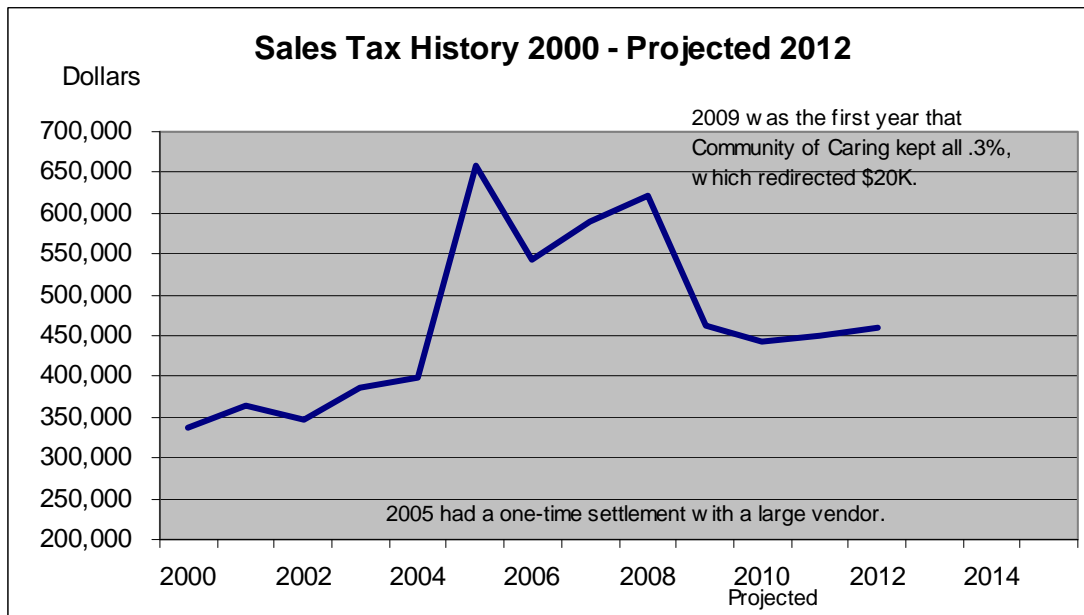
The decline in the gaming industry has also impacted the amount of revenue the City receives in the form of gaming taxes distributed through the state. In addition, the City has been losing market share to the other two gaming towns in Colorado since the implementation of Amendment 50, which compounds 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 if Gilpin County's legal filing, which proposes to change to the gaming tax distribution formula is approved by the courts. At this time, the outcome of this legal issue is still unknown. In addition, in May 2011, the Division of Gaming Commissioners reduced the tax rate on the casino industry by 5% for the 2011/2012 fiscal year. The following chart shows Gaming Tax dollars distributed to the General and Historic Preservation Funs from 2000 – 2011 and projected 2012.



It is projected that these two primary sources of City revenues, device fees and gaming taxes, will be down over \$1.7 million, or 20%, since achieving their recent high in 2008. The chart below outlines the current and projected decline.

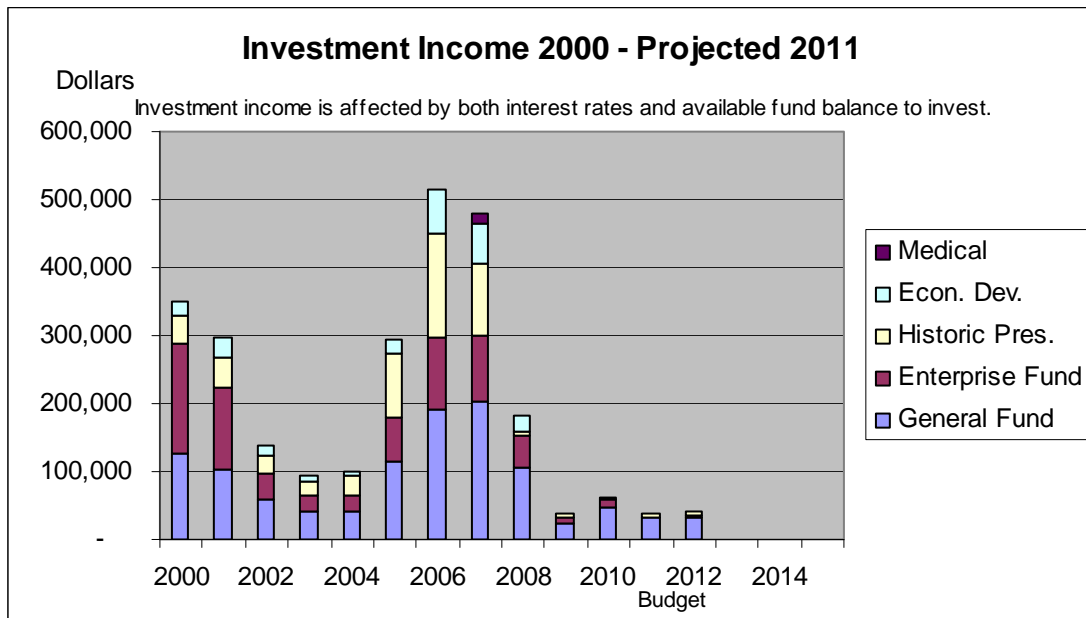


Sales tax, which is a good indicator of overall economic activity and tourism, has been in decline for the last several years. We are forecasting a slight increase in sales taxes for 2011 and 2012. The chart below outlines the trend and projection of sales tax for the coming year.

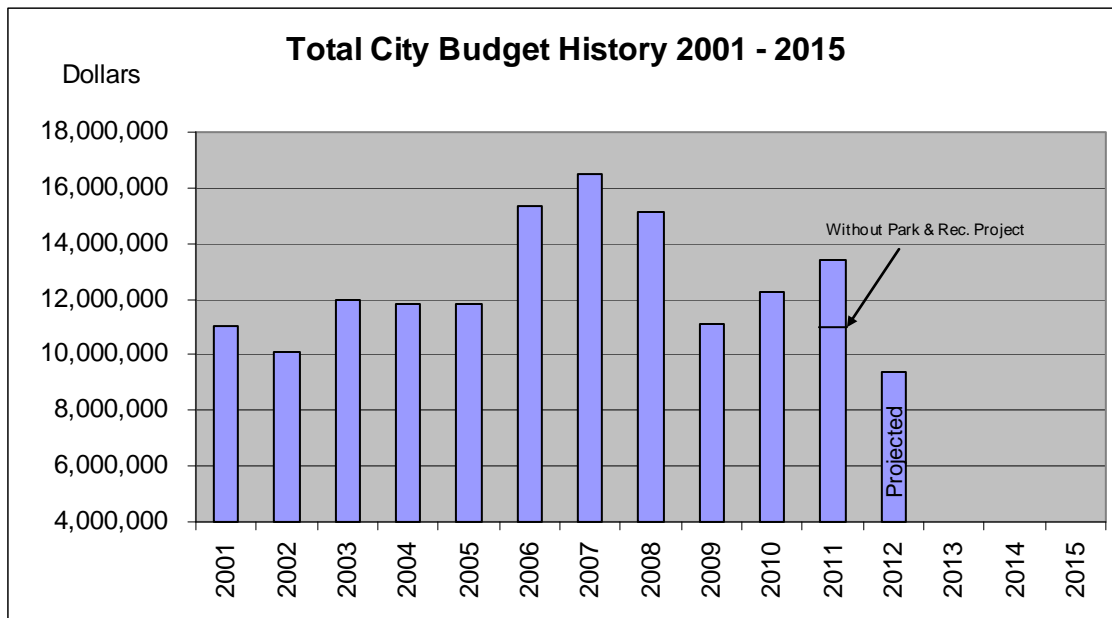


Investment earnings are down significantly. In response to the recession, the Federal Government, through the Federal Reserve, has dramatically lowered targeted interest rates (Fed Funds Rate)

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. In August 2011, the Federal Reserve indicated that they will continue their policy of artificially low interest rates into 2013. The low investment returns have cost the City in excess of \$400K per in revenue compared to 2006 and 2007. This is a significant reduction in revenue for the City. The only other time the City experienced such low investment returns was during the recession caused by the September 11, 2001 attack. The following chart shows the decline and future projection of investment income.



In summary, with significantly reduced revenues from device fees, gaming taxes, sales tax, investment earnings, etc. the City faces a difficult economic outlook for 2012. In order to align expense with projected revenues for the upcoming year, the City will have to significantly reduced expense. Currently, it is projected that the 2012 budget will be \$1.8 million, or 16%, lower than the base 2011 budget. This comparison excludes the proposed \$2.28 million Parks & Recreation building addition project, which was put on-hold in 2011. If that figure is included, 2012's proposed budget is 30% less than 2011's. Next years budget is projected to be less than \$9.4 million, a level not seen in the past twelve years. The 2012 budget represents a significant realignment of the City's expenses to match the projected decline in revenues caused by the smoking ban, recession, and "new normal" device level of approximately 4,000 machines. The chart on the following page compares 2012's proposed budget to past budget levels.



Services Provided

As the Council reviews the 2012 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 and those departments that support the core services. Other service departments are certainly worthwhile, but not a required function of municipal government. While the City will be significantly reducing expenses for 2012, the core services departments will continue to provide the same level of service to our customers. 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 were added to the General Fund as departments for 2011. Therefore, the City will operate with three funds for 2012. 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 Road & Bridge. 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 \$6.4 million for the start of 2012. 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.

2). Enterprise Fund

This fund encompasses the areas of water distribution/collection and the water & waste water treatment plants. This fund completes 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 2012, but its fund balance has been substantially reduced over the past several years by the completion of a large number of infrastructure projects. This means that the fund will have limited dollars for infrastructure projects in 2012. One of the biggest changes for the Enterprise Fund in 2012 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 2012 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 sale of 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. For 2011, forty percent of all device fees went into the Enterprise Fund. For 2012, it is proposed that this be reduced to 37%, with the remaining 3% being added to the General Fund to offset lost

revenue from device fees. 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 September. 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 \$1.7 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

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 financial conditions. It is hoped, but certainly not guaranteed, that 2012 will see more of a recovery from the current economic crisis.

Paul Harris
Finance Director

Budget Overview

The following table summarizes the 2012 budget, by fund.

City of Cripple Creek 2012 Summary Budget Information	Projected Beginning			Surplus or (Deficit)	Projected Ending Fund Balance 2012
	Fund Balance				
	2012	Revenues	Expenses		
General Fund	6,400,000	5,931,712	6,173,248	(63,536)	6,336,464
Enterprise Fund	730,000	2,417,440	2,277,478	139,962	869,962
Historic Preservation Fund	1,700,000	876,600	938,322	(61,722)	1,638,278
Total	8,830,000	9,225,752	9,389,048	14,704	8,844,704

Note that the General Fund's surplus includes the \$178,000 of the Tabor three percent set aside added back in, since it will not be spent.

The table below compares the 2012 budget to the 2011 budget, by fund.

2012 Budget Compared to 2011 Budget

Revenues:	2012 Revenues	2011 Revenues	Dollar	Percent
			Change	Change
General Fund	5,931,712	6,306,690	(374,978)	-5.9%
Enterprise Fund	2,417,440	2,488,500	(71,060)	-2.9%
Historic Preservation Fund	876,600	913,280	(36,680)	-4.0%
Total	9,225,752	9,708,470	(482,718)	-5.0%

Note 2011 General Fund includes Economic Development and Medical Services.

2012 Budget Compared to 2011 Budget

Expenses

	2012 Expenses	2011 Expenses	Dollar Change	Percent Change
General Fund	6,173,248	9,258,117	(3,084,869)	-33.3%
Enterprise Fund	2,277,478	2,848,488	(571,010)	-20.0%
Historic Preservation Fund	938,322	1,327,855	(389,533)	-29.3%
Total	9,389,048	13,434,460	(4,045,412)	-30.1%

Note that 2011's budgeted expense figure includes the proposed Parks & Recreation building expansion project for \$2,284,000, which was put on hold for the year. 2011's budget is \$11,150,460 with the Parks & Recreation project excluded. Comparing 2012's budget to 2011's, excluding the Parks & Recreation project, 2012's expenses are down \$1,761,412, or 16%.

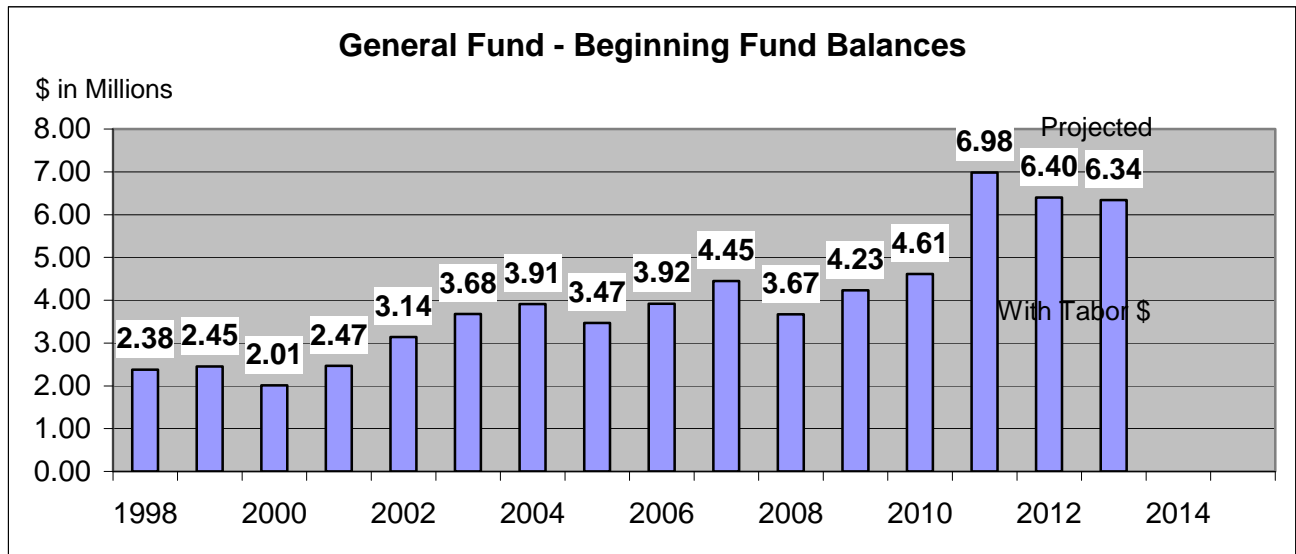
General Fund

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

Estimated General Fund Balance - 2012

Projected Beginning Balance	6,400,000
Revenue:	
General Government	5,235,677
Departments	696,035
Total Revenue	5,931,712
 Total Expenses	 6,173,248
 Excess/(Deficit)	 (241,536)
 Tabor set aside Dollars	 178,000
Excess/(Deficit) with Tabor Dollars	(63,536)
 Projected Ending Fund Balance	 6,158,464
with Tabor Dollars Added Back	6,336,464

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



The table below compares the 2012 General Fund budgeted revenues to the 2011 budget.

General Fund - Revenue

Department	2012 Total Revenue	2011 Total Revenue	Variance
General Government	5,235,677	5,307,105	(71,427)
City Clerk			-
Administration			-
Transportation	26,000	35,000	(9,000)
Custodial			-
Police	14,950	12,700	2,250
Communications	37,375	37,500	(125)
Fire	550	2,550	(2,000)
Wild Fire	20,000	20,000	-
Planning	3,000	3,000	-
Finance			-
Building	29,200	22,050	7,150
Human Resources			-
Information Technology			-
Parks & Recreation	71,300	228,250	(156,950)
Marketing	100,000	100,000	-
Special Events	14,100	16,100	(2,000)
Butte Theater	324,000	306,500	17,500
Road & Bridge	0	111,000	(111,000)
Economic Development	32,700	32,076	624
Medical Services	22,860	72,860	(50,000)
General Fund Capital Projects			-
Total	5,931,712	6,306,690	(374,978)
		Percent Change	-5.9%

The table below compares the 2012 General Fund budgeted expenditures to the 2011 budget.

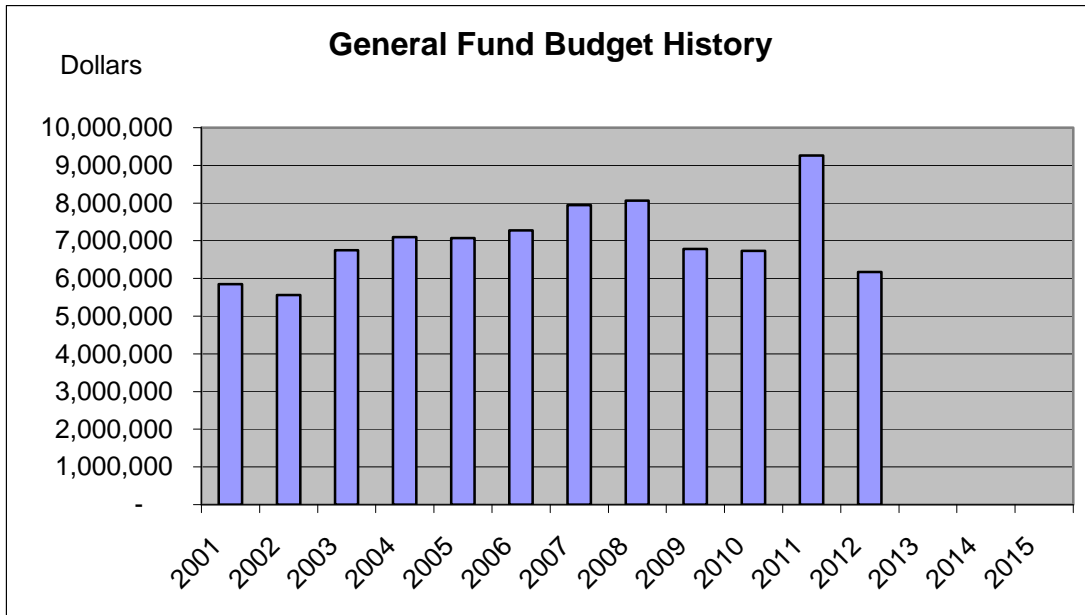
General Fund - Expenses

Department	2012 Total Expenditure	2011 Total Expenditure	Variance
General Government	612,668	623,131	(10,463)
City Clerk	143,832	150,506	(6,674)
Administration	219,671	210,128	9,543
Transportation	117,860	223,795	(105,935)
Custodial	275,796	289,054	(13,258)
Police	1,081,651	1,218,748	(137,097)
Communications	395,461	452,056	(56,595)
Fire	1,130,407	1,247,915	(117,508)
Wild Fire	20,000	20,000	-
Planning	46,217	42,555	3,662
Finance	171,015	165,118	5,897
Building	141,208	197,834	(56,626)
Human Resources	131,597	127,519	4,077
Information Technology	80,650	101,150	(20,500)
Parks & Recreation	476,672	2,790,450	(2,313,779)
Marketing	195,000	200,700	(5,700)
Special Events	357,824	396,150	(38,326)
Butte Theater	406,605	397,241	9,364
Road & Bridge	14,775	229,125	(214,350)
Economic Development	5,640	28,940	(23,300)
Medical Services	143,700	138,000	5,700
General Fund Capital Projects	5,000	9,000	(4,000)
Total	6,173,248	9,258,117	(3,084,869)
		Percent Change	-33.3%

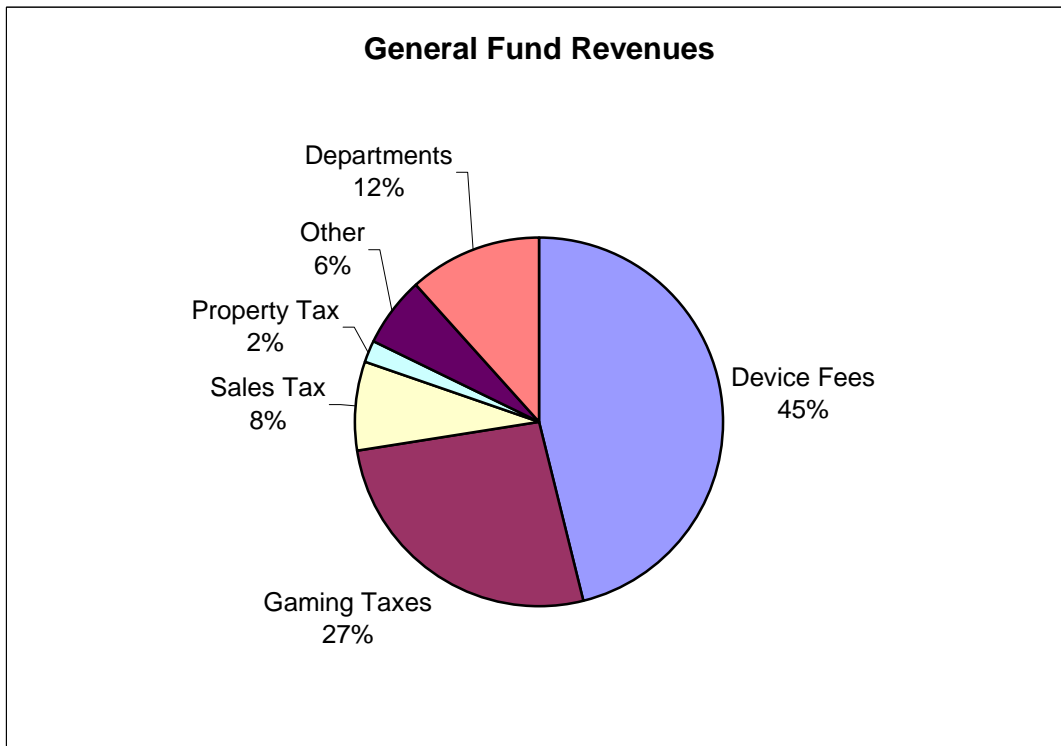
The following table summarizes revenues and expenses by programs/services in the General Fund and includes the cost of the 3% Tabor set aside in total expenditures.

General Fund				Revenue as	Expense as
	Total	Total	Net	Percent of	Percent of
Department	Revenue	Expenditure	Operating	Total	Total
			Cost	Revenue	Expense
General Government	5,235,677	612,668	4,623,009	88%	10%
City Clerk		143,832	(143,832)		2%
Administration		219,671	(219,671)		4%
Transportation	26,000	117,860	(91,860)	0.4%	2%
Custodial		275,796	(275,796)		4%
Police	14,950	1,081,651	(1,066,701)	0.3%	18%
Communications	37,375	395,461	(358,086)	0.6%	6%
Fire	550	1,130,407	(1,129,857)	0.0%	18%
Wild Fire	20,000	20,000	-	0.3%	0%
Planning	3,000	46,217	(43,217)	0.1%	1%
Finance		171,015	(171,015)		3%
Building	29,200	141,208	(112,008)	0.5%	2%
Human Resources		131,597	(131,597)		2%
Information Technology		80,650	(80,650)		1%
Parks & Recreation	71,300	476,672	(405,372)	1.2%	8%
Marketing	100,000	195,000	(95,000)	1.7%	3%
Special Events	14,100	357,824	(343,724)	0.2%	6%
Butte Theater	324,000	406,605	(82,605)	5.5%	7%
Road & Bridge	-	14,775	(14,775)	0.0%	0%
Economic Development	32,700	5,640	27,060	0.6%	0%
Medical Services	22,860	143,700	(120,840)	0.4%	2%
General Fund Capital Projects		5,000	(5,000)		0%
Total	5,931,712	6,173,248	(241,536)	100%	100%

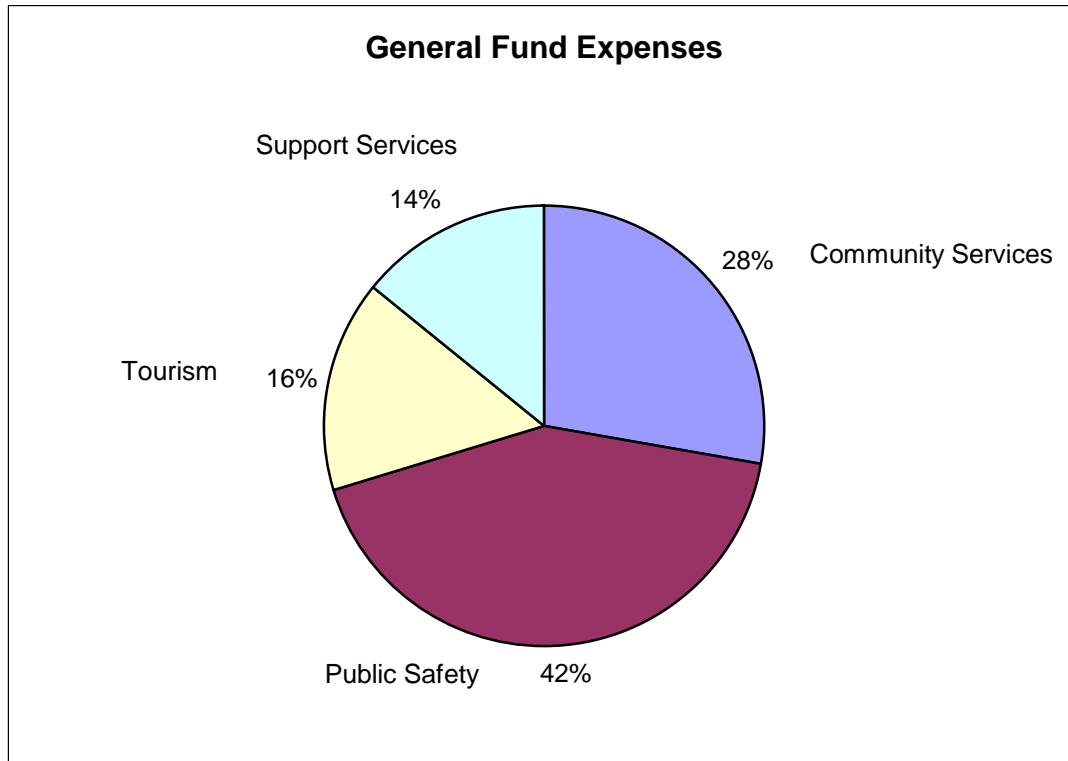
The chart below shows the General Fund's budget history. Note that 2011's large increase is due to the Parks & Recreation expansion project.



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.

	No. of Employees	Percent of Total	Revenues	Percent of Total	Expenses	Percent of Total	Cost Surplus or (Deficit)
Community Services	17.5	24%	5,420,737	91%	1,707,572	28%	3,713,165
Public Safety	39.5	55%	72,875	1%	2,627,518	43%	(2,554,643)
Tourism	3.75	5%	438,100	7%	959,428	16%	(521,328)
Support Services	11.5	16%	-	0%	878,729	14%	(878,729)
Totals	72.3	100%	5,931,712	100%	6,173,248	100%	(241,536)

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	Percent		Percent		Percent	Net	
	Employees	of	Revenues	of	Expenses	of	Operating	
		Total		Total		Total	Cost	
							Surplus or	
							(Deficit)	
							Percent	
							of	
							Total	
General Government	0		5,235,677	97%	612,668	36%	4,623,009	125%
City Clerk	2	11%			143,832	8%	(143,832)	4%
Transportation	4	23%	26,000	0%	117,860	7%	(91,860)	2%
Community Development:							-	
Planning	0.5	3%	3,000	0%	46,217	3%	(43,217)	1%
Building	2.5	14%	29,200	1%	141,208	8%	(112,008)	3%
Parks & Recreation	8.5	49%	71,300	1%	476,672	28%	(405,372)	11%
Road & Bridge			-	0%	14,775	1%	(14,775)	0%
Economic Development			32,700	1%	5,640	0%	27,060	-1%
Medical Services		0%	22,860	0%	143,700	8%	(120,840)	3%
Capital Projects					5,000	0%	(5,000)	0%
Totals	17.5	100%	5,420,737	100%	1,707,572	100%	3,713,165	100%

Percent of Total General Fund Budget

91%

28%

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
PROPERTY TAX	113,566	117,781	118,561	118,561	118,219
DELINQUENT PROPERTY TAX		2,887	250	250	250
PROPERTY TAX INTEREST	1,424	1,615	150	150	150
ABATED PROPERTY TAX			0	0	0
SO TAX	9,722	10,188	7,000	7,000	10,000
SALES TAX	462,396	443,793	365,000	450,000	460,000
ADDTL FEES ON MOTOR VEHICLES	4,838	4,197	4,800	4,800	4,800
GAMING DEVICE FEES	3,091,907	2,971,003	2,687,700	2,572,920	2,729,160
DEVICE SWITCHOUT FEES	19,322	6,900	6,000	7,200	7,000
DEVICE LATE FEES	13,500		0	0	0
FRANCHISE FEES	120,547	114,531	120,000	115,000	115,000
BUSINESS LICENSES	5,990	6,324	7,000	6,500	6,500
LIQUOR LICENSE FEES	3,831	3,764	3,700	6,565	6,500
OCCUPATIONAL LIQUOR	1,350	2,104	2,000	2,000	2,000
HIGHWAY USERS FUNDS	43,736	49,701	51,044	49,900	51,100
CIGARETTE TAX	5,351	5,802	5,000	5,500	5,500
SEVERANCE TAX ON MINING	38,499	21,754	30,000	40,351	41,000
GAMING TAX PROCEEDS	1,697,946	1,687,784	1,640,000	1,607,855	1,575,698
ROAD & BRIDGE TAX	40,292	46,954	37,700	45,000	47,000
MUNICIPAL COURT REVENUE	1,830	1,475	1,300	1,300	1,300
MISCELLANEOUS REVENUE	63,157	16,826	20,000	15,000	20,000
INTEREST INCOME	2,850	1,050	1,600	36	
INTEREST - INVESTMENTS	23,140	46,934	45,800	31,000	32,000
SALE OF CITY PROPERTY		2,166,741			
RENT INCOME	92,600	27,815	2,500	2,500	2,500
REPAYMENT FROM ENTERPRISE FUND	100,000	200,000	150,000	70,000	
Total Revenue	5,957,794	7,957,923	5,307,105	5,159,388	5,235,677
Dollar Change		2,000,129	(2,650,819)	(147,716)	76,289
Percent Change		34%	-33%	-3%	1%
DEPEND HEALTHCARE PROGRAM	18,234	19,985	20,000	20,000	20,000
PAY FOR PERFORMANCE/COL POOL			139,000	119,000	124,492
WORKERS COMP DEDUCTIBLE	1,446		7,000		
LABOR CONSULTANT					10,000

CITY WIDE GENERAL TRAINING					
AUDITOR	22,381	17,912	20,500	20,500	20,500
COMMUNITY ALLOCATIONS	25,686	41,304	35,000	35,000	30,000
SOFTWARE SUPPORT CONTRACT	1,910	2,060	2,000	2,000	2,000
TELLER CNTY TREASURER	2,283	2,523	2,300	2,300	2,500
UTILITIES	15,999	15,123	16,500	16,500	16,500
STREET LIGHT UTILITIES	54,925	60,359	55,500	59,000	60,000
CONTINGENCY	4,277	1,887	50,000	50,000	82,605
EMERGENCY FUND (TABOR)			190,831		178,000
INSURANCE DEDUCTIBLE	2,000	5,648	5,000	5,000	
PARKING LOT LEASE - BENNET AVE		12,000	12,000	12,000	12,000
SWTCHD - EMS		40,000			
PAYROLL VENDOR	17,645	18,786	20,000	20,000	10,000
PIKES PEAK AREA GOVERNMENT	2,438	2,509	2,600	2,600	2,600
CML ASSOCIATION DUES	2,141	2,141	2,500	2,141	2,141
ELEVATOR MAINTENACE CONTRACT	4,571	2,343	2,700	2,500	2,500
TOWN BEUATIFICATION	6,589	5,100	5,200	5,700	5,700
TRANS TO W/S - SPEC ASSESSMENT		3,780	3,000	3,000	
CAPITAL EXPENSE BUILDING	1,396	750	500		
COUNCIL CHAMBERS		4,062			
NEW CITY GOV WEB PAGE	90				
GRANT WRITER COSTS		250			
MATCHING GRANT DOLLARS					
COUNCIL SEMINAR/CONFER	5,816	4,379	3,500	3,500	3,500
COUNCIL MEETINGS/BROADCASTS		1,100			
COUNCIL COMPENSATION	24,760	27,500	27,500	27,500	27,500
CITY COUNCIL EAP	196	196		130	130
Total Expenditure	214,783	291,697	623,131	408,371	612,668
Dollar Change		76,914	331,434	-214,760	204,297
Percent Change		36%	114%	-34%	50%
Net Operating Cost	5,743,011	7,666,226	4,683,974	4,751,017	4,623,009
Surplus/(Deficit)					

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
				Estimate	
SALARIES	84,226	85,395	85,939	83,686	83,686
SOCIAL SECURITY EXPENSE	4,697	4,871	5,328	5,189	5,189
MEDICARE EXPENSE	1,099	1,139	1,246	1,213	1,213
RETIREMENT EXPENSE	3,453	6,553	6,875	6,875	6,695
EMPLOYEE HEALTH INSURANCE	10,650	12,708	13,163	13,163	13,755
EMPLOYEE ASSISTANCE PROGRAM	80	99	75	75	75
WORKMANS COMP EXPENSE	1,446	1,863	1,700	1,700	1,989
DISABILITY INSURANCE	884	875	1,000	1,000	1,000
OFFICE SUPPLIES	1,769	3,105	2,700	2,700	2,700
OPERATING EXPENSE	5,315	5,089	6,000	5,500	5,500
POSTAGE	858	316	1,000	1,000	1,000
TRAVEL	40	839	1,000	1,000	900
TRAINING	333	703	1,000	1,000	1,000
LEGAL ADVERTISING	2,183	2,067	2,100	2,100	2,000
LEGAL FEES					
ELECTIONS	2,194	9,993	2,500	2,500	2,300
PHONE	3,229	2,897	3,300	3,300	
CELL PHONES	381				
PAGERS					
INTERNET	369	233	250	250	
COURT COSTS	3,733	4,616	3,500	4,000	4,000
INSURANCE	4,156	3,827	3,830	3,830	3,830
LEASE/PURCHASE EQUIPMENT	6,387	7,407	6,500	6,500	6,500
COMPUTERS/SOFTWARE			1,000	1,000	
CODIFICATION PROGRAM		2,010	500	500	500
Total Expenditure	137,482	156,605	150,506	148,081	143,832
Dollar Change		19,123	-6,099	-2,425	-4,249
Percent Change		14%	-4%	-2%	-3%
Net Operating Cost	(137,482)	(156,605)	(150,506)	(148,081)	(143,832)
Surplus/(Deficit)					

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). The City is currently evaluating joining a regional transportation project. The current 2012 transportation budget reflects the possibility in joining this group, which is contingent on numerous organizations also participating and the securing of a number of grants. If this project does not move forward, the City will operate its current transportation system with the following goals:

2). 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.

3) 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.

4) 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.

5) 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

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
	Estimate				
RIDERSHIP REVENUE	31,872	33,788	35,000	26,000	26,000
MISCELLANEOUS REVENUE	225				
Total Revenue	32,097	33,788	35,000	26,000	26,000
Dollar Change		1,691	1,212	(9,000)	-
Percent Change		5%	4%	-26%	0%
SALARIES	118,124	116,504	125,221	103,721	69,186
OVERTIME	6,848	5,660	7,500	2,300	1,000
SOCIAL SECURITY EXPENSE	7,361	7,120	8,229	6,573	4,352
MEDICARE EXPENSE	1,722	1,665	1,924	1,537	1,018
RETIREMENT EXPENSE	4,471	7,427	10,618	4,840	1,855
EMPLOYEE HEALTH INSURANCE	17,197	18,487	18,743	13,400	7,150
EMPLOYEE ASSISTANCE PROGRAM	156	157	200	100	100
WORKMANS COMP EXPENSE	2,530	2,960	3,300	2,847	2,000
DISABILITY INSURANCE	1,049	934	1,200	550	150
OFFICE SUPPLIES	92	26	100	100	
OPERATING EXPENSE	274	830	600	500	500
VEHICLE MAINTENANCE	13,851	11,197	15,000	10,000	3,000
FUEL EXPENSE	23,281	27,132	25,000	27,000	25,000
AFFILIATIONS & SUBSCRIPTIONS					
TRAVEL	158		300		
TRAINING			300		
UTILITIES	159	109	200	125	150
PHONE	76	632	100	100	
CELL PHONES	1,494	1,599	1,400	1,400	
INTERNET	707	442	500	350	
ADVERTISING/PROMOTIONS			500		
INSURANCE	2,771	1,930	2,560	2,100	2,100
LEASE/PURCHASE EQUIPMENT	17,000				
EMPLOYEE HIRING	417	321	300	300	300
COMPUTER REBUILDING ENGINES/TRANSMISSIONS	4,423				
Total Expenditure	224,161	205,132	223,795	177,844	117,860
Dollar Change		-19,029	18,663	-45,952	-59,983
Percent Change		-8%	9%	-21%	-34%
Net Operating Cost Surplus/(Deficit)	(192,064)	(171,344)	(188,795)	(151,844)	(91,860)

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	
Building/Historic Preservation/Planning Manager	Kathy Stockton	
Receptionist/Office Assistant	Shannon Frascella	1/2 Time

01 21-00 PLANNING

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
PLANNING & REVIEW FEES	5,896	3,005	3,000	3,000	3,000
MISC. REVENUE	100	20	0	0	0
Total Revenue	5,996	3,025	3,000	3,000	3,000
Dollar Change		(2,971)	(25)	-	-
Percent Change		-50%	-1%	0%	0%
SALARIES	32,414	35,501	32,500	35,980	35,980
SOCIAL SECURITY EXPENSE	2,010	2,201	2,015	2,015	2,231
MEDICARE EXPENSE	470	515	471	522	522
RETIREMENT EXPENSE	1,282	2,788	2,600	2,878	2,878
EMPLOYEE HEALTH INSURANCE	2,311	1,614	1,734	1,734	1,812
EMPLOYEE ASSISTANCE PROGRAM	0		10	10	10
WORKMANS COMP EXPENSE	361	395	600	350	410
DISABILITY INSURANCE	204	325	200	200	200
OFFICE SUPPLIES	346	368	375	375	375
OPERATING EXPENSE	238	249	250	250	250
AFFILIATIONS & SUBSCRIPTIONS	508	488	500	500	500
TRAVEL	551	238	550	550	550
TRAINING	625	75	500	500	500
PHONE			250	250	
INTERNET ACCESS					
MASTER PLAN	33,519				
COMPUTER SOFTWARE					
Total Expenditure	74,839	44,757	42,555	46,114	46,217
Dollar Change		-30,082	-2,202	3,559	103
Percent Change		-40%	-5%	8%	0%
Net Operating Cost Surplus/(Deficit)	(68,843)	(41,732)	(39,555)	(43,114)	(43,217)

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
Building/Historic Preservation/Planning Manager	Kathy Stockton
Construction/Maintenance Manager	Jeff Kurka 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

	2009	2010	2011	2011
	Actual	Actual	Budget	Year End Estimate
CONTRACTORS LICENSE FEES	24,005	17,440	14,000	16,500
BUILDING PERMIT FEES	26,085	8,836	5,000	9,500
BUILDING PLANS REVIEW	8,072	3,908	2,000	2,000
INSPECTION FEES				
CODE BOOKS		14	100	100
VARIANCE FEES	175	150	200	200
SPECIAL EVENTS		50		
PARKING PERMITS			250	250
MISCELLANEOUS REVENUE	254	1,475	500	500
Total Revenue	58,591	31,873	22,050	29,050
Dollar Change		(26,718)	(9,823)	7,000
Percent Change		-46%	-31%	32%
SALARIES	103,347	100,775	116,431	79,148
OVERTIME	66	473	100	100
SOCIAL SECURITY EXPENSE	5,915	5,777	7,225	4,913
MEDICARE EXPENSE	1,383	1,351	1,690	1,149
RETIREMENT EXPENSE	4,733	7,934	9,322	9,322
EMPLOYEE HEALTH INSURANCE	19,925	21,513	21,587	21,587
EMPLOYEE ASSISTANCE PROGRAM	99	118	150	150
WORKMANS COMP EXPENSE	2,169	2,573	3,079	2,200
DISABILITY INSURANCE	1,400	1,119	1,350	1,350
CONTRACT LABOR		527		
OFFICE SUPPLIES	1,151	1,766	1,000	1,000
OPERATING EXPENSE	1,966	1,106	2,000	2,000
VEHICLE MAINTENANCE	761	963	1,500	1,500
FUEL EXPENSE	1,813	1,680	1,800	1,800
AFFILIATIONS & SUBSCRIPTIONS	130	100	300	300
TRAVEL	302	302	2,000	1,000
TRAINING	823	3,151	1,500	1,500
BUILDING PLAN CHECK FEE	2,085	1,676	5,000	3,000
BUILDING INSPECTION FEE	3,797	2,745	7,500	4,000
UTILITIES	4,112	3,441	3,500	3,500
PHONE	647	657	800	700
CELL PHONES	737	937	750	750
INTERNET	369	228	525	250
DANGEROUS BUILDING EXPENSE	629		2,000	2,000
INSURANCE	564	510	525	525
PUBLICATION COSTS	6	4	150	150
LEASE/PURCHASE EQUIPMENT	193	195	550	550
COMPUTER MAINTENANCE	145	500	500	500
CODE BOOKS	691	847	900	900
PROPERTY MAINTENANCE	1,976	1,552	2,000	2,000

BUILDING MAINTENANCE	2,280	3		
HIRING EXPENSE	136	24		
INSPECTION EQUIPMENT				
COMPUTER UPGRADES	495	515	600	600
TOOLS	1,075	2,164	1,500	1,500
Total Expenditure	165,920	167,226	197,834	149,944
Dollar Change		1,306	30,608	-47,889
Percent Change		1%	18%	-24%
Net Operating Cost Surplus/(Deficit)	(107,329)	(135,353)	(175,784)	(120,894)

Parks & Recreation

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.
- Continue to work with city staff and officials, possible developers, architects and contractors on the new location of park amenities and recreation center.

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
Program 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	P/T Yr Round
Program Assistant I	Jessica Schwab	P/T Yr Round
Program Assistant I	Wanda Spoerl	P/T Yr Round
Program Assistant I	Alli Krage	P/T Seasonal
Facility Assistant I	Victor Lewis	P/T Seasonal
Driver Facility Program Assist I	Vacant	P/T Sub
Facility Program Assistant I	Kristine Snare	P/T Sub

01 35-00 PARK/REC DEPARTMENT

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
COLORADO TRUST GRANT	85				
GOCO PLANNING GRANT		14,000			
PROGRAM INCOME	7,047	13,229	8,000	11,000	12,000
GYM MEMBERSHIPS/FEES			14,000		
CONSERVATION TRUST FUND	10,042	9,158	10,000	9,000	9,000
CHILD CARE SERVICES	19,959	24,375	17,000	23,000	22,000
ATHLETIC PROGRAM	21,283	19,554	21,000	20,000	20,000
SKATING	4,577	4,273	4,500	4,500	4,300
RENTALS	285	1,495	750	750	1,000
DONATIONS	95	84	100,000	100,000	
MISC. REVENUE	1,250	436	1,000	500	500
SPECIAL EVENTS	1,597	3,794	1,000	3,500	2,000
GREEN HOUSE	310	1,447	1,000	1,000	500
TRANSFER IN HP FOR BRICK FAÇADE			50,000		
SCHOLARSHIPS/DONATIONS	17	634			
Total Revenue	66,547	92,479	228,250	173,250	71,300
Dollar Change		25,932	135,771	(55,000)	(101,950)
Percent Change		39%	147%	-24%	-59%
SALARIES	249,893	255,564	265,606	260,000	260,000
OVERTIME	282	573	500	500	.
SOCIAL SECURITY EXPENSE	15,458	15,666	16,499	16,151	16,120
MEDICARE EXPENSE	3,615	3,664	3,859	3,777	3,770
RETIREMENT EXPENSE	8,663	15,323	21,288	21,288	20,800
EMPLOYEE HEALTH INSURANCE	29,481	32,169	33,346	33,346	34,847
EMPLOYEE ASSISTANCE PROGRAM	371	390	430	430	430
WORKMANS COMP EXPENSE	6,357	7,007	8,623	6,500	7,605
DISABILITY INSURANCE	2,272	2,033	2,500	2,500	2,500
POSTAGE	3,195	216	3,500	3,500	1,000
OFFICE SUPPLIES	1,791	2,222	2,500	2,500	2,500
OPERATING EXPENSE	5,263	2,666	6,000	6,000	3,500
VEHICLE MAINTENANCE	2,549	2,374	2,000	2,000	2,000
FUEL	2,263	1,928	2,500	2,500	2,500
ADVERTISING AND PRINTING	4,632	8,095	12,500	10,000	10,000
AFFILIATIONS & SUBSCRIPTIONS	768	679	600	600	600
TRAVEL	4,595	3,200	2,500	2,500	3,000
TRAINING	2,159	1,416	2,000	2,000	2,000
PARK MAINTENANCE	16,999	13,705	20,000	15,000	15,000
PARK BLDG MAINTENANCE	2,928	5,108	5,000	5,000	5,000

UTILITIES	15,122	15,999	22,000	16,000	17,000
PHONE	5,170	2,571	3,000	3,000	
CELL PHONES	1,766	2,119	1,600	1,600	
PAGERS					
INTERNET	2,121	1,363	2,000	1,500	
INSURANCE	4,173	3,827	8,000	4,000	4,000
CREDIT CARD COST	232	59	500	500	250
PARKING LOT LEASE	4,500	4,500	4,500	4,500	4,500
LEASE/PURCHASE EQUIPMENT	5,107	5,764	5,000	6,000	6,000
SKATING	2,006	2,413	4,000	3,000	2,250
ATHLETICS	13,928	13,709	14,000	14,000	14,000
RECREATION CLASSES	5,542	8,258	5,000	5,000	5,000
SPECIAL EVENTS	4,266	3,562	4,000	4,000	4,000
CHILD CARE SERVICES	6,900	7,470	8,000	7,000	7,000
COMPUTER MAINTENANCE			500	500	500
HIRING EXPENSE	490	787	1,000	1,000	800
GREEN HOUSE EXPENSES	1,217	719	2,000	1,000	750
SCHOLARSHIP SERVICES	100		100	100	100
PICNIC SHELTER/PLAYGROUND					
CAPITAL EXPENSE EQUIPMENT					
COMPUTERS/SOFTWARE			2,000	2,000	600
TABLES & CART	14		2,000	2,000	
ATHLETIC EQUIPMENT		2,114	2,000	2,000	2,000
FITNESS EQUIPMENT	3,249	2,000	1,000	1,000	1,000
SKATEBOARD PARK	5,886	5,399	24,000	6,000	5,000
BMX TRACK/PROGRAM	2,176	1,956	2,500	2,200	2,450
NEW PARKS & REC FACILITY STUDY		43,136			
POTENTIAL LAND ACQUISITION					
REPLACE PLAYGROUND EQUIPMENT					
EXISTING BUILDING RENOVATION			60,000		
BUS/TRANSPORTATION SERVICE					6,300
PARKS & REC. BUILDING ADDITION		102,906	2,200,000		
USED VEHICLE					
Total Expenditure	447,499	604,629	2,790,450	483,992	476,672
Dollar Change		157,130	2,185,821	-2,306,458	-7,321
Percent Change		35%	362%	-83%	-2%
Net Operating Cost Surplus/(Deficit)	(380,952)	(512,150)	(2,562,200)	(310,742)	(405,372)

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
				Estimate	
TRANSFER IN FROM HISTORIC PRES. CDOT BENNETT RETAINING WALL GRNT			27,750	-	
			83,250	-	
Total Revenue			111,000	-	-
CLOTHING ALLOWANCE	1,128	683	1,000	1,000	
OFFICE SUPPLIES	128		150	150	
OPERATING EXPENSE	1,461	1,349	1,500	1,500	
VEHICLE MAINTENANCE	5,516	7,522	8,000	8,000	
FUEL EXPENSE	70				
OPERATING EQUIPMENT	2,566	4,274	4,000	4,000	
UTILITIES	7,626	8,341	7,000	7,500	8,500
PHONE	1,422	1,567	1,200	1,500	
STREET SIGNAGE	4,612	2,564	5,000	5,000	5,000
INSURANCE	1,385	1,288	1,275	1,275	1,275
STREET REPAIRS & UPKEEP	10,716	10,459	10,000	10,000	
PAINTING	1,393	1,336	5,000	2,000	
GRAVEL PIT RECLAMATION					
ICE SLICER/DEICING MATERIAL	58,356	53,888	70,000	60,000	
TRAFFIC CONTROL	701	1,855	2,000	2,000	
COW FENCE		4795			
BENNETT AVE RETAINING WALL			111,000	111,000	
STREET LIGHT REPAIR	5,328	2,253	2,000	2,000	
Total Expenditure	102,408	102,174	229,125	216,925	14,775
Dollar Change		-234	126,951	-12,200	-202,150
Percent Change		0%	124%	-5%	-93%
Net Operating Cost	(102,408)	(102,174)	(229,125)	(216,925)	(14,775)
Surplus/(Deficit)					

Economic Development Department

Mission Statement

To synergize new economic development for the City of Cripple Creek, focusing on the future of interrelated historic activities and 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.

Status When economic conditions improve and the timing is right, provide a full-time or part-time Economic Development Director.

Goals and Objectives

- 1). Pursue new businesses that can start a cottage industry to facilitate the tourist experience during the major tourist season.
- 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	Not budgeted for 2012
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01 46-00 ECONOMIC DEVELOPMENT

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
				Estimate	
DEVICE FEES					
MISC. REVENUE	500	4			
LOAN PRINCIPAL REPAYMENTS	28,830	29,617	30,594	30,594	31,500
INTEREST BANK	90	33			
INTEREST - INVESTMENTS	2,313	942			
INTEREST - LOANS	3,417	2,458	1,482	1,482	1,200
Total Revenue	35,150	33,054	32,076	32,076	32,700
Dollar Change		-2,096	-978	0	624
Percent Change		-6%	-3%	0%	2%
OFFICE SUPPLIES					
OPERATING EXPENSE	188	272	500	300	
AFFILIATIONS/SUBSCRIPT					
TRAVEL	1018				
TRAINING	595				
AUDITOR EXPENSE	1,334	1,029	1,600	1,600	
PHONE					
BAD DEBT BARBERSHOP	928				
INSURANCE	507	638	640	640	640
BENNETT AVE. BEAUTIFICATION	15,741	4,241	5,000	5,000	5,000
REVOLVING LOAN PROGRAM					
MEDICAL PLAZA SUBSIDY	157,000	140,000			
FORM BASED CODE		40,086	21,200	21,200	
TRANSFER TO GEN FND MASTER					
PLAN					
PEDESTRIAN PATH TO GROCERY STORE					
HELICOPTER PAD AT PPHC					
Total Expenditure	177,311	186,266	28,940	28,740	5,640
Dollar Change		8,955	-157,326	-200	-23,100
Percent Change		5%	-84%	-1%	-80%
Net Operating Cost	(142,161)	(153,212)	3,136	3,336	27,060
Surplus/(Deficit)					

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 general medical care, 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: Beginning in April 2011 Centura – Penrose-St. Francis Healthcare began operating the City's primary space at the Cripple Creek Medical Plaza and providing health care to the residents of the area.

01 47-00 MEDICAL SERVICES

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
MEDICARE	55,539	52,236			
MEDICAID	23,654	17,854			
INSURANCE	115,623	102,396			
PRIVATE PAY	73,798	67,222			
MEDICAL SERVICES REVENUE		11,000	50,000	11,100	
RENT - DENTAL PRACTICE	1,590	6,360	6,360	6,360	6,360
RENT - EYE CARE CO.					
RENT - PHYSICAL THERAPY	3,854	11,000	12,000	9,000	12,000
RENT - COUNSELOR	4,500	4,125	4,500	4,500	4,500
MISC. REVENUE	441	1,901			
TRANSFER FROM ECON FUN	157,000	140,000			
LOAN FROM ECON FUND					
INTEREST BANK	120	56			
INTEREST INVESTMENTS	14	8			
Total Revenue	436,133	414,158	72,860	30,960	22,860
Dollar Change		(21,975)	(341,298)	(41,900)	(8,100)
Percent Change		-5%	-82%	-58%	-26%
SALARIES	233,493	192,643		14,980	
OVERTIME	1,078	1,395		241	
MERIT POOL	800	200			
SOCIAL SECURITY	12,906	11,126		591	
MEDICARE	3,200	2,602		204	
RETIREMENT	10,875	15,362		1,053	
HEALTH INSURANCE	25,733	18,946		1,145	
EMPLOYEE ASSISTANCE PROGRAM	156	157		52	
WORKERS COMP	2,892	3,404			
DEPENDENT HEALTH INSURANCE	2,647	3,959			
DISABILITY INSURANCE	2,267	1,747			
OFFICE SUPPLIES	4,733	4,071			
GENERAL OPERATING COST	6,612	4,370		4,973	
OPERATING COST FRONT RECEPTION	600				
CONTINUING EDUCATION	5,497	1,518			
POSTAGE	1,770	2,696			
TRAVEL	7,747	2,724			
AUDIT	2,183	1,786	1,300	833	
UTILITIES	17,493	14,207	19,000	15,000	14,000
PHONES	4,832	5,027			
CELL PHONES	480	369			
INTERNET	606	683			
BUILDING MAINTENANCE	1,636	1,634	2,000	5,000	2,000

BUILDING OTHER	1,540	1,037	1,000	1,000	
CONTINGENCY					
MEDICAL SUPPLIES/MISC.	30,457	21,287			
PHARMACY SUPPLIES	4,425	5,981			
X-RAY SUPPLIES	2,805	1,955			
BAD DEBT EXPENSE		30,065			
INSURANCE	3,464	3,189	3,200	3,300	2,700
MALPRACTICE INSURANCE	13,603	7,716			
ADP FEES	1,621	1,916			
PHYSICIAN RECRUITMENT EXPENSE		559			
TEMPORARY DOCTOR EXPENSE		39,099		46,446	
MARKETING	6,114	1,533	5,000	121	
TRANSPORTATION TO PEAK VISTA	7,500	4,000	5,000	5,000	
OUTSIDE MEDICAL BILLING FIRM		15,757		6,102	
SHED/PAD					
FIRE SPRINKLER SYSTEM				18,116	
LANDSCAPING	13		1,000		
EQUIPMENT - MEDICAL OFFICE	2,689	3,403			
COMPUTERS/SOFTWARE	75	8,636			
EQUIPMENT - DENTAL OFFICE		492			
PRACTICE SUPPORT			100,000		125,000
SIGNAGE			500	500	
Total Expenditure	424,542	437,251	138,000	124,657	143,700
Dollar Change		12,709	-299,251	-13,343	19,043
Percent Change		3%	-68%	-10%	15%
Net Operating Cost	11,591	(23,093)	(65,140)	(93,697)	(120,840)
Surplus/(Deficit)					
Net Operating Deficit without					
subsidy	(145,409)	(163,093)	(65,140)	(93,697)	(120,840)

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

	2009 Actual	2010 Actual	2011 Budget	2011 Year End Estimate	2012 Budget
REPAIR BENNETT AVE SIDEWALKS					
STORAGE BUILDING	3,887	526	1,000	1,000	
VETERANS PARK - MEMORIAL	5,087	28,545	8,000	8,000	5,000
LAND SURVEY COSTS		1,950			
AFR POOL					
DOWNSTAIRS OFFICE REMODEL					
Total Expenditure	8,974	31,021	9,000	9,000	5,000
Dollar Change		22,047	-22,021	0	-4,000
Percent Change		246%	-71%	0%	-44%
Net Operating Cost Surplus/(Deficit)	(8,974)	(31,021)	(9,000)	(9,000)	(5,000)

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	Revenues		Expenses		Net Operating Cost	Percent of Total
			Percent of Total	Percent of Total	Percent of Total	Surplus or (Deficit)		
Police	17	43%	14,950	21%	1,081,651	41%	(1,066,701)	42%
Fire/Emergency Services	14	35%	550	1%	1,130,407	43%	(1,129,857)	44%
Wild Fire Program	0	0%	20,000	27%	20,000	1%	-	0%
Communications	8.5	22%	37,375	51%	395,461	15%	(358,086)	14%
Totals	39.5	100%	72,875	100%	2,627,518	100%	(2,554,643)	100%

**Percent of Total General Fund
Budget**

1%

43%

Note: Number of employees equals full-time equivalents.

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.

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

3. Continue and enhance School Resource Officer Program; participation in community drug awareness and enforcement effort.

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.

Staff

Chief of Police	April Peterson	Full-Time
Sergeant	Open	Full-Time
Sergeant	Dean Bausman	Full-Time
Sergeant	Ryan Holzwarth	Full-Time
Master Patrol Officer	Tina Burnette	Full-Time
Master Patrol Officer	Jeff Wing	Full-Time
Patrol Officer	Robert Kible	Full-Time
Patrol Officer	Mitchell Parks	Full-Time
Patrol Officer	Trace Warrick	Full-Time
Patrol Officer	Kyle Nilemo	Full-Time
Patrol Officer	Carlton Britton	Full-Time
Patrol Officer	Heath Gumm	Full-Time
Patrol Officer	Open	Full-Time
Patrol Officer	Open	Full-Time
Evidence Custodian	Lana Smart	Full-Time
Records Custodian/Exec. Asst.	Marcella Cain	Full-Time
Animal Control	Open	Full-Time

01 15-00 POLICE DEPARTMENT

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
DOG LICENSE FEES	295	245	400	400	250
FINES & FORFEITURES	18,263	12,826	11,000	12,000	13,000
FINGER PRINTS/GAMING	110	65	50	50	50
RECORDS REQUEST	38	13	50	50	50
POLICE MERCHANDISE SALES	25				
PET ADOPTION DONATIONS	824	1266	450	450	600
VIN REVENUE	785	570	250	250	500
EVIDENCE MONEY					
MISC. REVENUE	1300	436	500	500	500
Total Revenue	21,640	15,421	12,700	13,700	14,950
Dollar Change		(6,219)	(2,721)	1,000	1,250
Percent Change		-29%	-18%	8%	9%
SALARIES	567,697	644,046	726,502	650,000	662,000
TELLER CNTY S.O. COSTS	8,880		-	-	-
OVERTIME	96,261	65,514	65,000	75,000	65,000
SOCIAL SECURITY EXPENSE	39,778	43,297	49,073	44,950	45,074
MEDICARE EXPENSE	9,303	10,126	11,477	10,513	10,542
RETIREMENT EXPENSE	30,255	55,219	63,320	63,320	58,160
EMPLOYEE HEALTH INSURANCE	75,378	91,407	96,876	87,000	90,915
EMPLOYEE ASSISTANCE PROGRAM	702	702	750	750	750
WORKMANS COMP EXPENSE	15,301	18,453	22,000	18,000	21,060
CLOTHING ALLOWANCE	10,805	7,304	10,000	10,000	10,000
BROCHURES & PAMPHLETS	25	24	150	150	50
DISABILITY INSURANCE	5,960	6,215	7,300	5,300	5,700
OFFICE SUPPLIES	5,910	4,656	5,000	5,000	4,215
OPERATING EXPENSE	8,501	9,403	8,000	8,000	6,250
VEHICLE MAINTENANCE	7,288	12,979	13,000	5,000	11,550
FUEL EXPENSE	12,709	16,581	13,500	12,500	14,500
OPERATING EQUIPMENT	1,328	2,710	2,500	2,500	2,000
AFFILIATIONS & SUBSCRIPTIONS	1,776	850	1,300	1,300	1,000
TRAVEL	3,135	1,732	3,500	3,500	3,000
TRAINING	3,119	2,616	6,000	6,000	4,000
WEAPONS, AMMO, TARGETS	2,475	4,028	3,300	3,300	3,200
RADIO EXPENSE	1,824	2,190	2,500	2,500	1,000
PRISONER MEDICAL EXPENSE	210	284	800	800	1,000
ANIMAL CONTROL EXPENSE	694	1,349	1,500	1,500	1,500
ANIMAL EXPENSE (VET)	197		300	300	300
ANIMAL MEDICAL COSTS	127	1,252	1,000	1,000	1,000
TOWING IMPOUND		826	200	800	1,000
FAMILY NIGHT OUT			500	500	500
VICTIM ADVOCACY FUND	127	25	500	500	

VICTIM MEDICAL EXPENSE		689	500	500	1,000
UTILITIES	10,394	10,469	10,500	10,500	11,000
PHONE	3,729	3,602	3,600	3,400	
CELL PHONES	3,320	5,182	3,800	4,700	
INTERNET	2,336	1,504	2,000	1,000	
INSURANCE	22,084	19,388	19,200	19,500	19,500
LEASE/PURCHASE EQUIPMENT					
COPIER LEASE	3,091	3,132	2,600	3,100	3,585
EQUIPMENT REPAIRS	1,637	788	1,500	1,500	1,500
MAINTENANCE SERVICE	563	1,630	3,000	3,000	1,500
INVESTIGATIVE SUPPLIES	2,404	3,121	3,000	3,000	3,000
INVESTIGATION MATERIAL	421	836	700	700	700
COMPUTER MAINTENANCE	801	3,140	2,000	2,000	1,000
POLICE MERCHANDISE COST	207	233	300	1,400	300
TELLER COUNTY JAIL COST			1,000		
CADET PROGRAM			500	500	
HIRING EXPENSE/TESTING	3,360	2,941	4,000	4,000	4,000
MAINTENANCE EXPENSE BUILDING	5,705	3,528	5,000	5,000	4,000
RIMS SYSTEM		2,805		2,900	2,900
LEXIPOL					2,400
CAPITAL EXPENSE EQUIPMENT	1,500				
COMPUTERS (PC)		600	1,000	1,000	
TWO SPEED MONITORS					
VOIP PHONE SYSTEM		18,533			
REPLACE RADIOS - AFR			4,700	4,700	
VEHICLE DODGE CHARGER - AFR			34,000	34,000	
Total Expenditure	971,317	1,085,909	1,218,748	1,126,383	1,081,651
Dollar Change		114,592	132,839	-92,365	-44,732
Percent Change		12%	12%	-8%	-4%
Net Operating Cost Surplus/(Deficit)	(949,677)	(1,070,488)	(1,206,048)	(1,112,683)	(1,066,701)

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 corps program.
- Further the implementation 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 in FY2012
- 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
Deputy Fire Chief:	Vacant	Full-Time
Captain:	John Rheinbolt	Full Time
Captain:	Chris Ekstrom	Full Time
Captain:	Ryan Lohmeier	Full Time
Firefighters:		
	Kathleen Pedersen	Full Time
	Ryan Haines	Full Time
	Jeremy Slaughter	Full Time
	Dalton Lane	Full Time
	Samuel Hedges	Full Time
	Roy McMurty	Full-Time
	Randy Munch	Full-Time
	Firefighter	Full Time (Vacant)
	Firefighter	Full Time (Vacant)
	Eric Murray	Reserve Firefighter
	Ryan Grafmiller	Recruit Reserve Firefighter
	Daniel Battin	Recruit Reserve Firefighter
	Michael McCarthy	Recruit Reserve Firefighter
	Chris Byrne	Recruit Reserve Firefighter
	John Cuddihy	Recruit Reserve Firefighter
	Myles Schwartz	Recruit Reserve Firefighter
	Darren Pellett	Recruit Reserve Firefighter
	George Brown	Recruit Reserve Firefighter

01 20-00 FIRE DEPARTMENT

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
FIRE SYS. REVIEW & INSPECTION			1,000	500	500
SERVICE REIMBURSEMENT			1,000		
TRAINING CLASS REVENUE	200		500		
DEFIBRILLATOR GRANT		6,850			
EMS GEAR GRANT		4,388			
MISC. REVENUE	150		50	50	50
Total Revenue	350	11,238	2,550	550	550
Dollar Change		10,888	(8,688)	(2,000)	-
Percent Change		3111%	-77%	-78%	0%
		1.65%			
SALARIES	575,923	624,540	635,205	526,772	549,878
OVERTIME	114,380	98,227	83,000	83,000	80,000
SOCIAL SECURITY EXPENSE	980	2,007	3,000	3,000	3,000
MEDICARE EXPENSE	9,794	10,323	11,500	11,500	11,500
RETIREMENT EXPENSE	47,925	50,975	57,456	57,456	50,390
EMPLOYEE HEALTH INSURANCE	80,164	84,509	86,792	86,792	90,698
EMPLOYEE ASSISTANCE PROGRAM	546	632	575	575	575
WORKMANS COMP EXPENSE	10,121	12,522	13,673	12,000	14,040
CLOTHING ALLOWANCE	5,798	5,741	5,500	5,500	7,100
DISABILITY INSURANCE	6,194	5,772	6,500	6,500	6,500
OFFICE SUPPLIES	1,400	3,707	1,500	1,500	1,500
OPERATING EXPENSE	14,435	11,570	12,000	12,000	12,000
VEHICLE MAINTENANCE	28,196	37,649	20,000	20,000	20,000
WILDLAND VEHLCE MAINTENANCE	62	352			
FUEL EXPENSE	13,136	18,324	15,000	19,000	20,000
OPERATING EQUIPMENT	7,095	13,479	4,500	4,500	4,500
AFFILIATIONS & SUBSCRIPTIONS	3,561	4,715	4,000	4,000	4,000
TRAVEL	6,340	8,157	9,000	9,000	9,000
TRAINING	7,030	9,758	9,000	9,000	9,000
EQUIPMENT TESTING	6,510	8,520	3,250	3,250	3,250
RADIO EXPENSE	4,661	4,605	4,800	4,800	2,000
PLANS REVIEW EXPENSE			2,000	2,000	1,000
UTILITIES	16,559	15,790	18,000	17,000	17,500
PHONE	4,532	3,938	3,500	4,000	
CELL PHONES	2,500	1,908	1,500	2,000	
PAGERS	632	525	700		
INTERNET	2,121	1,363	1,600	1,400	
FIRE PENSION FUND CONTRIBUTION	3,520	3,500			
VOLUNTEER FIRE EQUIPMENT/FIRE CORP	1,602	1,274	1,500	1,500	500
INSURANCE	20,863	19,133	19,200	19,200	19,200
PUBLIC EDUCATION/PREVENTION	330	1,659	1,000	1,000	1,000

COLLECTION SERVICE			50		
LEASE/PURCHASE EQUIPMENT	62,193	62,036	61,964	61,964	61,964
COPIER LEASE	2,881	3,242	2,600	3,300	3,300
HIRING EXPENSE/TESTING	9,644	2,095	5,000	5,000	4,500
CAPITAL EXPENSE BUILDING	20,200	6,036	10,000	10,000	5,000
CAPITAL EXPENSE EQUIPMENT					
NEW VEHICLE					
COMPUTER	920	1,716	2,000	2,000	1,000
BUNKER SETS	6,980	2,362	7,500	7,500	7,500
HOSES/CLAMPS	1,769		10,500	10,500	8,000
FITNESS EQUIPMENT	895	3,834			
PHYSICALS/FITNESS TRAINING		3,102			
EXTRACATION AIRBAGS					12,615
DEFIBRILLATORS		13,700			
FIRE FIGHER PHYSICALS			6,000	6,000	6,000
MATTRESSES/FURNITURE		3,178			
RESERVE FIREFIGHTER PROGRAM		25,181	64,000	30,000	46,647
HYDRAULIC HOSES & REELS					9,600
BREATHING APPARATUS - AFR			26,150	26,150	26,150
THERMAL IMAGING CAMERA - AFR			11,100	11,100	
BENDIX RADIOS (4) - AFR			5,800	5,800	
COMMUNICATIONS HEADSET	3,376				
Total Expenditure	1,105,768	1,191,656	1,247,915	1,107,559	1,130,407
Dollar Change		85,888	56,259	-140,356	22,848
Percent Change		8%	5%	-11%	2%
Net Operating Cost	(1,105,418)	(1,180,418)	(1,245,365)	(1,107,009)	(1,129,857)
Surplus/(Deficit)					

01 22-00 WILDLAND FIRE PROGRAM

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
				Estimate	
WILD FIRE REIMBURSEMENT			20,000	0	20,000
Total Revenue	0	0	20,000	0	20,000
Dollar Change			20,000	(20,000)	20,000
Percent Change					
CLOTHING ALLOWANCE			500		500
OPERATING EXPENSE	368	377	1,500		1,500
VEHICLE MAINTENANCE			2,000		2,000
FUEL EXPENSE			3,000		3,000
OPERATING EQUIPMENT			1,000		1,000
TRAVEL	991	304	5,000		5,000
TRAINING	376	19	500		500
RADIO EXPENSE		149	200		200
FIRE FIGHTING FOAM			200		200
NEW HIRE COST/TESTING	300		0		0
FIRE SHELTERS			0		0
WILDFIRE (POTENTIAL) P			6,100		6,100
Total Expenditure	2,035	849	20,000	0	20,000
Dollar Change		-1,186	19,151	-20,000	20,000
Percent Change		-58%	2256%		
Net Operating Cost - Surplus/(Deficit)	(2,035)	(849)	-	-	-

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	Jesse Avery	Full Time
Emergency Medical Dispatcher	Bernice Hanlon	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	Serena Soyka	Full Time
Emergency Medical Dispatcher	Sindy Schalon	Full Time
Emergency Medical Dispatcher	Open	Part Time

01 17-00 POLICE - DISPATCH

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
DIVISION OF GAMING	8,438	9,375	9,500	9,375	9,375
VICTOR ASSISTANCE	28,000	28,000	28,000	28,000	28,000
Total Revenue	36,438	37,375	37,500	37,375	37,375
Dollar Change		937	125	(125)	-
Percent Change		3%	0%	0%	0%
SALARIES	267,577	270,374	294,682	269,000	262,000
OVERTIME	13,511	13,969	14,000	14,000	14,000
MERIT POOL					
COST OF LIVING					
SOCIAL SECURITY EXPENSE	17,179	17,230	19,138	17,546	17,112
MEDICARE EXPENSE	4,018	4,030	4,476	4,104	4,002
RETIREMENT EXPENSE	12,711	22,098	24,695	24,695	22,080
EMPLOYEE HEALTH INSURANCE	40,499	45,359	45,595	45,595	47,647
EMPLOYEE ASSISTANCE PROGRAM	313	313	320	320	320
WORKMANS COMP EXPENSE	4,699	5,427	6,000	5,000	5,850
DISABILITY INSURANCE	3,113	2,809	3,200	3,200	3,200
POSTAGE	23	47			
OFFICE SUPPLIES	1,888	2,007	2,000	2,000	2,000
OPERATING EXPENSE	1,380	1,400	2,750	2,750	1,500
OPERATING EQUIPMENT	1,085		1,000	1,000	1,000
AFFILIATIONS & SUBSCRIPTIONS	187		150	150	150
TRAVEL	1,232	1,198	1,500	1,500	1,500
TRAINING	983	1,173	1,200	1,200	1,200
RADIO EXPENSE	190		700	700	700
UTILITIES	2,630	2,712	2,800	2,800	2,800
PHONE	1,002	909	1,100	1,100	
CELL PHONES	336	381	400	400	
PAGERS	1,300	1,351	1,450	1,450	0
INSURANCE	4,156	3,827	3,900	3,900	4,000
COPIER LEASE	1,203	1,204	1,100	1,100	1,100
EQUIPMENT REPAIRS	80	7,474	1,000	1,000	1,000
MAINTENACE SERVICE	705	321	2,000	2,000	1,000
BROCHURES/PAMPHLETS	35				
COMPUTER MAINTENACE			1,000	1,000	
HIRING EXPENSE/TESTING	677	610	2,000	1,000	1,000
CAPITAL EXPENSE BUILDING	510				
BUILDING MODIFICATION					
COMMUNICATIONS EQUIPMENT	250				
SATELLITE PHONES	308	289	500	300	300
NEW AIR CONDINIONER		6,750			
BACK UP RADIO REPEATER - AFR			5,000	5,000	

RADIOS FOR NARROW BAND - AFR			7,400	7,400	
COMPUTERS (PC)	290	500	1,000	1,000	
Total Expenditure	384,070	413,762	452,056	422,210	395,461
Dollar Change		29,692	38,294	-29,847	-26,749
Percent Change		8%	9%	-7%	-6%
Net Operating Cost Surplus/(Deficit)	(347,632)	(376,387)	(414,556)	(384,835)	(358,086)

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)	Percent of Total
Marketing		23%	100,000	23%	195,000	20%	(95,000)	18%
Events	2.25	3%	14,100	3%	357,824	37%	(343,724)	66%
Butte Theater	1.5	74%	324,000	74%	406,605	42%	(82,605)	16%
Totals	3.75	100%	438,100	100%	959,428	100%	(521,328)	100%

**Percent of Total General Fund
Budget**

7%

16%

Note: Number of employees equals full-time equivalents.

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 Manager	Maria Cunningham	Full Time
Events & Public Relations Coordinator	Pat Martin	Full Time
Events Assistant	Bill Martin	Part Time

01 39-00 MARKETING

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
				Estimate	
TRANSFER IN FROM HISTORIC PRES.			100,000	100,000	100,000
Total Revenue	0	0	100,000	100,000	100,000
Dollar Change					
Percent Change					
INQUIRY MAILOUT MATERIAL	21,595	495			2,000
GLOSSY MAGAZINE		28,000	25,000	25,000	25,000
RADIO	5,840	2,806			
MAGAZINES/NEWSPAPERS	70,909	44,988	40,000	40,000	40,000
MAP - TABLET	2,787	4,506	5,000	5,000	4,500
CITY RACK BROCH. PRINT	19,854	19,150	10,000	10,000	9,000
TELEVISION	48,097	19,652	30,000	30,000	30,000
WEATHER CAM			15,000	15,000	15,000
BILLBOARDS	13,137	2,347	6,000	6,000	6,000
C.S. AIRPORT ADVERTISING	17,703				
ACTION 22 MARKETING	2,500	2,800	500	500	500
INTERNET MARKETING	90,255	72,499	50,000	50,000	50,000
Redo GOVERNMENT SITE					
PIKES PEAK COUNTRY ATTRACTIONS					
PUBLIC RELATIONS	527	526			
PRINT COLLATERAL	280	765	1,500	1,500	0
CVB DUES	1,135	1,240	1,200	1,200	1,500
OTHER DUES	1,470	2,080	1,500	1,500	1,500
SPORTS CORP STATE GAME	10,000				
TRADE SHOWS - PPHC	5,675	6,002	5,000	5,000	3,000
ADVERTISING CO. MATERIAL					
DEVELMNT	2,940	5,215	10,000	10,000	7,000
PROMOTIONS	10,084	4,821			
Total Expenditure	324,788	217,892	200,700	200,700	195,000
Dollar Change		-106,896	-17,192	0	-5,700
Percent Change		-33%	-8%	0%	-3%
Net Operating Cost	(324,788)	(217,892)	(100,700)	(100,700)	(95,000)
Surplus/(Deficit)					

01 40-00 EVENTS

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
DONKEY DERBY/4TH SPONSHIP	4,675				
ARMED FORCES SPONSORSHIP	51,850				
CHRISTMAS SPONSORSHIP					
VENDOR SPACE FEES	6,675				
VENDOR BUSINESS LICENSE	1,825	6,700	8,500	6,500	6,500
SPECIAL EVENTS REVENUE					
SPECIAL EVENT SPONSORS					
DONKEY DERBY	8,910				
JULY 4TH REVENUES	2,317	2,695	3,000	3,000	3,000
CRUISE ABOVE THE CLOUDS		4,372	4,500	4,500	4,500
ARMED FORCES EVENT - REVENUE	3,861				
MISC. REVENUE	3,429		100	100	100
Total Revenue	83,542	13,767	16,100	14,100	14,100
Dollar Change		(69,775)	2,333	(2,000)	-
Percent Change		-84%	17%	-12%	0%
SALARIES	121,630	124,193	117,780	117,780	82,651
OVERTIME	7,263	5,102	7,000	7,000	-
SOCIAL SECURITY	7,900	7,846	7,736	7,736	5,124
MEDICARE	1,848	1,835	1,809	1,809	1,198
RETIREMENT	4,638	9,469	9,982	9,982	6,612
HEALTH INSURANCE	13,448	14,194	14,742	13,684	14,300
EMPLOYEE ASSISTANCE PRORGRAM	119	129	100	100	100
WORKERS COMP	2,432	2,760	2,000	2,100	1,638
PRINTING	1,099	730	1,000	1,000	500
DISABILITY INSURANCE	1,337	1,227	1,400	1,400	500
POSTAGE	519	215	200	200	200
OFFICE SUPPLIES	874	1,464	500	500	500
SPECIAL EVENTS SUPPLIES	5,337	1,005	500	500	500
OPERATING EXPENSE	2,775	2,878	500	2,000	2,200
FUEL EXPENSE	82	65			
TRAVEL		752			
TRAINING	268				
TRAVEL/TRADE SHOW EXP.					
DUMPSTERS - SPECIAL EVENTS					
PHONE	1,781	1,172	2,000	2,000	
CELL PHONES	1,435	226			
INTERNET	369	228	400	400	
PRINTING - OTHER	3,671				

INSURANCE	8,024	6,261	5,000	6,300	6,300
VICTORIAN SOCIETY BALL	4,126	2,000			
COLORADO MOUNTED RANGERS	6,000	5,000	5,000	5,000	5,000
STREET AMBIANCE	2,250	1,750			
TELLER COUNTY FAIR/RODEO	1,000	1,000			
ICE SCULPTURE FESTIVAL		52,500	50,000	50,000	50,000
HOT TIME CHILI COOKOFF					6,000
DONKEY DERBY/HERITAGE	69,198	64,040	70,000	70,000	54,000
RODEO					11,000
4TH OF JULY CELEBRATION	25,046	24,654	26,000	26,000	25,000
ARMED FORCES EVENT	157,744	5,714	5,000	5,000	5,000
MOTORCYCLE RALLY		77,439	45,000	45,000	54,000
HALLOWEEN EVENT					6,000
CHRISTMAS FESTIVAL	9,704	10,147	4,000	4,000	4,000
SEASONAL ACTIVITIES		877	2,000	2,000	1,000
CRUISE ABOVE THE CLOUD	3,627	18,024	12,000	12,000	10,000
LEASE/PURCHASE EXPENSE	4,135	4,250	4,500	4,500	4,500
COMPUTERS HD/SOFTWARE	2,099				
LIGHT POLE BANNERS	2,536	525			
MISC EQUIPMENT					
Total Expenditure	474,314	449,671	396,150	397,992	357,824
Dollar Change		-24,643	-53,521	1,842	-40,168
Percent Change		-5%	-12%	0%	-10%
Net Operating Cost Surplus/(Deficit)	(390,772)	(435,904)	(380,050)	(383,892)	(343,724)
Total (Gross) Expenditure Marketing & Events	799,102	667,563	596,850	598,692	552,824
Dollar Change		(131,539)	(70,713)	1,842	(45,868)
Percent Change		-16%	-11%	0%	-8%
Net Cost: Advertising, Events and Joint Campaigns	(715,560)	(653,796)	(480,750)	(484,592)	(438,724)
Dollar Change		(61,764)	(173,046)	3,842	(45,868)
Percent Change		-9%	-26%	1%	-9%

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

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

6). 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
Theater Technician

Morgan Gengo
Donald Bales

Full-Time
Part-Time

01 43-00 OPERA HOUSE

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
TRANSFER-IN FROM HP FOR BUTTE			150,000	150,000	150,000
SPECIAL EVENT INCOME		1,352			
SUMMER SHOW #1	42,784	49,902	45,000	32,677	50,000
SUMMER SHOW #2	28,357	21,225	42,500	38,205	40,000
FALL SHOW					10,000
HALLOWEEN TICKET SALES	25,179	34,832	30,000	35,000	35,000
CHRISTMAS SHOW TICKET	24,419	23,159	25,000	25,000	25,000
GRANTS		4,000	4,000	4,000	4,000
SPONSORSHIPS		14,925	10,000	10,000	10,000
MISC REVENUE		1,188			
Total Revenue	120,738	150,583	306,500	294,882	324,000
Dollar Change		29,845	155,917	(11,618)	29,118
Percent Change		25%	104%	-4%	10%
SALARIES	63,364	42,108	54,000	50,000	52,112
OVERTIME	808				
SOCIAL SECURITY EXPENSE	3,973	2,658	3,348	3,100	3,231
MEDICARE EXPENSE	929	622	783	725	756
RETIREMENT EXPENSE	2,738	2,970	2,800	2,800	2,560
HEALTH INSURANCE EXPENSE	6,449	6,716	6,600	6,600	6,600
EMPLOYEE ASSISTANCE PROGRAM	80	49	50	50	50
WORKERS COMP	1,446	985	1,000	800	936
PRINTING	23	20	100	100	100
DISABILITY INSURANCE	746	345	600	600	350
POSTAGE			250	111	150
OFFICE SUPPLIES	277	379	500	500	500
CLEANING/JANITORIAL SUPPLIES	41	170	500	350	350
OPERATING EXPENSE	1,432	2,934	3,000	3,000	2,500
DUES/SUBSCRIPTIONS	3	38	50	50	
TRAVEL		58	250	150	150
TRAINING			250	250	
GRANT WRITING EXPENSE	125		250	150	200
UTILITIES	27,126	25,833	23,000	26,000	26,000
PHONE	1,032	949	750	750	
CELL PHONES	154	52		350	
PAGERS					
INTERNET					
INSURANCE	2,771	2,551	2,560	2,560	2,560
THIN AIR THEATER CONTRACT	35,000				
TECHNICAL SUPPLIES	271	750	1,000	1,000	500
STAGE SUPPLIES	685	632	1,000	1,000	500
LEASE STAR BUILDING/PARKING LOT	8,779	5,040	5,000	5,000	5,000

OTHER COSTS STAR BUILDING		3,785	3,800	4,000	4,000
ELEVATOR MAINTENACE	1,914	875	1,200	1,200	2,500
HIRING EXPENSE			100		
SUMMER SHOW #1	65,741	81,305	85,000	85,000	85,000
SUMMER SHOW #2	63,571	81,694	85,000	85,000	85,000
FALL SHOW					10,000
HALLOWEEN SHOW	36,733	56,000	56,000	56,000	56,000
CHRISTMAS SHOW	41,000	55,993	56,000	56,000	56,000
HOUSING EXPENSE	16,497				
ACTOR RECRUITMENT	6,370				
GENERAL ADVERTISING	44,285				1,000
GENERAL OFFICE EXPENSE		210	1,000	1,000	500
ADDITIONAL STAFFING	10,000				
BOX OFFICE/PRODUCTION HELP	13,000				
WEB SITE DEVELOPMENT	573				
BUILDING MAINTENANCE	3,950	3,089	1,000	1,000	1,000
OPERA HOUSE INTERIOR					
MISC CAPITAL ITEMS					
COMPUTERS/PRINTERS			500	500	500
Total Expenditure	461,886	378,810	397,241	395,696	406,605
Dollar Change		-83,076	18,431	-1,545	10,909
Percent Change		-18%	5%	0%	3%
Net Operating Cost Surplus/(Deficit)	(341,148)	(228,227)	(90,741)	(100,814)	(82,605)

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)	Percent of Total
Administration	1	9%			219,671	25%	(219,671)	25%
Custodial	6.5	57%			275,796	31%	(275,796)	31%
Finance	2	17%			171,015	19%	(171,015)	19%
Human Resources	2	17%			131,597	15%	(131,597)	15%
Information Technology	0	0%			80,650	9%	(80,650)	9%
Totals	11.5	100%	-		878,729	100%	(878,729)	100%

Percent of Total General Fund Budget

-

14%

Note: Number of employees equals full-time equivalents.

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
	Actual	Actual	Budget	Estimate	Budget
SALARIES	79,094	87,784	86,112	87,231	87,231
SOCIAL SECURITY EXPENSE	4,911	5,441	5,339	5,408	5,408
MEDICARE EXPENSE	1,149	1,272	1,249	1,265	1,265
RETIREMENT EXPENSE	3,515	4,815	6,889	6,889	6,979
EMPLOYEE HEALTH INSURANCE	6,395	600	7,129	7,129	7,450
EMPLOYEE ASSISTANCE PROGRAM	41	41	50	50	50
WORKMANS COMP EXPENSE	904	829	1,100	900	1,053
PRINTING & COPYING	138	150	100	100	100
DISABILITY INSURANCE	714	506	900	900	525
POSTAGE	312	257	250	250	250
OFFICE SUPPLIES	848	1,399	1,500	1,500	1,500
OPERATING EXPENSE	4,242	3,284	3,500	3,500	3,500
VEHICLE MAINTENANCE	1,776	287	1,000	1,000	300
FUEL EXPENSE	554	489	700	700	500
AFFILIATIONS & SUBSCRIPTIONS	480	300	500	500	300
TRAVEL	1,308	67	1,000	1,000	600
TRAINING	372		1,000	1,000	500
LEGAL FEES	79,023	85,579	75,000	75,000	80,000
ADDITIONAL LEGAL FEES (Gilpin Issue)				10,000	5,000
PHONE	641	752	1,100	1,100	
CELL PHONES	507	613	1,000	1,000	
INTERNET	369	228	550	550	
INSURANCE	554	510	510	510	510
LEASE/PURCHASE EQUIPMENT	204	156	150	150	150
COMPUTER MAINTENANCE		796			
EMPLOYEE HIRING					
EMPLOYEE PROGRAMS	19,199	19,402	5,000	5,000	5,000
CONTINUING EDUCATION	6,591	3,411	7,000	7,000	10,000
HIRING EXPENSE		20			
OFFICE FURNITURE					
COMPUTER HARDWARE/SOFTWARE		400			
CITY EMPLOYEE SHIRTS	1,449	1,750	1,500	1,500	1,500
Total Expenditure	215,290	221,138	210,128	221,133	219,671
Dollar Change		5,848	-11,010	11,005	-1,462
Percent Change		3%	-5%	5%	-1%
Net Operating Cost Surplus/(Deficit)	(215,290)	(221,138)	(210,128)	(221,133)	(219,671)

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). MAXIMIZE CUSTODIAL DEPARTMENT PERFORMANCE:

- Install chemical dilution system in all city facilities
- Update and install new dispensers in all facilities to maintain cost control
- Implement microfiber tool system to enhance cleaning efficiency within Department.
- Conduct training for employees to improve performance

2). EXPAND GREEN PROGRAM WITHIN CUSTODIAL DEPARTMENT:

- Use recycled paper products when low cost of goods allow.
- Use cleaning chemicals that are green seal certified
- Implement encapsulation Carpet cleaning process to reduce water usage and allergens in facility carpeting

3). MAINTAIN COMPLIANCE OF 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
- Utilize low environmental impact cleaning tools and equipment
- Update all MSDS books to meet OSHA compliance

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
SALARIES	173,048	168,686	163,091	165,211	167,311
OVERTIME	3,997	8,134	7,000	7,000	4,000
SOCIAL SECURITY EXPENSE	10,675	10,576	10,546	10,677	10,621
MEDICARE EXPENSE	2,497	2,473	2,466	2,497	2,484
RETIREMENT EXPENSE	7,816	13,808	13,607	13,607	13,705
EMPLOYEE HEALTH INSURANCE	30,367	37,136	36,644	36,644	38,293
EMPLOYEE ASSISTANCE PROGRAMS	274	246	275	275	275
WORKMANS COMP EXPENSE	3,615	4,047	4,700	3,600	4,212
DISABILITY INSURANCE	1,961	1,719	2,100	2,100	2,100
POSTAGE	1	35	20	20	20
OFFICE SUPPLIES	905	1,145	1,000	1,000	1,000
JANITORIAL EQUIP/SUPPLIES	20,514	25,168	31,000	25,000	25,000
OPERATING EXPENSE	808	426	350	350	350
RECYCLING EXPENSE	425	2,246	1,000	1,000	1,000
VEHCILE MAINTENANCE	102	245	1,000	500	1,500
FUEL EXPENSE		51	300	300	100
TRAVEL	79		200	200	100
TRAINING	52		500	500	200
PHONE	60	85	80	80	
CELL PHONE	2,599	2,677	2,700	2,700	
PAGERS	137	126	150	150	
INTERNET	369	228	400	400	
INSURANCE		1,276	1,275	1,275	1,275
COMPUTER MAINTENANCE		345	500	500	500
HIRING EXPENSE	87	147	400	400	150
CLOTHING EXPENSE	660	491	850	850	600
USED TRUCK					
EQUIPMENT FOR SITES	564	868	6,400	6,400	1,000
COMPUTERS			500	500	
Total Expenditure	261,612	282,384	289,054	283,736	275,796
Dollar Change		20,772	6,670	-5,318	-7,940
Percent Change		8%	2%	-2%	-3%
Net Operating Cost Surplus/(Deficit)	(261,612)	(282,384)	(289,054)	(283,736)	(275,796)

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. The department also completes the City's annual Financial Statements, Notes to the Statements and Management Discussion and Analysis Report, which are audited by an independent accounting firm.

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 three funds 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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
SALARIES	120,592	122,693	121,549	125,923	127,854
OVERTIME	37	112	50	50	50
SOCIAL SECURITY EXPENSE	7,400	7,545	7,539	7,810	7,930
MEDICARE EXPENSE	1,731	1,765	1,763	1,827	1,855
RETIREMENT EXPENSE	5,134	9,526	9,728	9,728	10,232
EMPLOYEE HEALTH INSURANCE	12,172	12,721	13,684	13,684	14,300
EMPLOYEE ASSISTANCE PROGRAM	80	80	85	85	85
WORKMANS COMP EXPENSE	1,265	1,619	1,582	1,450	1,697
PRINTING/COPYING	66	210	300	100	100
DISABILITY INSURANCE	1,303	1,197	1,303	1,303	1,303
POSTAGE	2,266	1,496	1,200	1,200	1,500
OFFICE SUPPLIES	1,125	870	800	800	800
OPERATING EXPENSE	208	470	400	400	400
AFFILIATIONS & SUBSCRIPTIONS	517	119	300	300	300
TRAVEL	1,038	632	1,000	1,000	700
TRAINING	300	300	1,000	1,000	500
PHONE	563	624	525	525	
INTERNET	369	228	400	250	
INSURANCE	554	510	510	510	510
LEASE/PURCHASE EQUIPMENT	857	878	900	900	900
COMPUTERS/SOFTWARE		500			
OFFICE FURNITURE/EQUIPMENT	188	378	500	500	
Total Expenditure	157,765	164,473	165,118	169,345	171,015
Dollar Change		6,708	645	4,227	1,670
Percent Change		4%	0%	3%	1%
Net Operating Cost Surplus/(Deficit)	(157,765)	(164,473)	(165,118)	(169,345)	(171,015)

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
				Estimate	
MISCELLANEOUS REVENUE					
Total Revenue	229	0	0	0	0
Dollar Change					
Percent Change					
SALARIES	79,389	83,762	83,679	89,767	89,880
SOCIAL SECURITY EXPENSE	4,786	5,151	5,188	5,566	5,573
MEDICARE EXPENSE	1,119	1,205	1,213	1,302	1,303
RETIREMENT EXPENSE	2,777	6,516	6,694	6,694	7,190
EMPLOYEE HEALTH INSURANCE	11,567	12,633	13,224	13,224	13,819
EMPLOYEE ASSISTANCE PROGRAM	80	80	75	75	75
WORKMANS COMP EXPENSE	1,446	1,619	1,971	1,450	1,697
DISABILITY INSURANCE	992	894	1,000	1,000	1,000
POSTAGE	22	13	75	75	75
OFFICE SUPPLIES	401	365	400	400	400
OPERATING EXPENSE	344	377	550	550	550
FUEL EXPENSE	289	624		650	650
AFFILIATIONS & SUBSCRIPTIONS	160	235	200	200	235
TRAVEL	104	858	1,350	1,350	1,350
TRAINING	681	1,169	1,400	1,400	1,400
PHONE	577	648	650	650	
INTERNET			550		
INSURANCE	554	510	525	525	525
MTN. STATES EMPLOYERS	4,400	4,500	4,900	4,600	4,600
LEASE/PURCHASE EQUIPMENT	33	195	75	75	75
COMPUTER MAINTENANCE			200	200	200
COMPUTER			600	600	
EMPLOYEE TRAINING			3,000	1,000	1,000
DIGITAL CAMERA	158				
Total Expenditure	109,879	121,354	127,519	131,352	131,597
Dollar Change		11,475	6,165	3,833	245
Percent Change		10%	5%	3%	0%
Net Operating Cost	(109,650)	(121,354)	(127,519)	(131,352)	(131,597)
Surplus/(Deficit)					

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
SALARIES	27,520				
SOCIAL SECURITY EXPENS	1,703				
MEDICARE EXPENSE	398				
RETIREMENT EXPENSE	1,642				
EMPLOYEE HEALTH INSURA	480				
WORKMANS COMP EXPENSE	197				
DISABILITY INSURANCE	58				
POSTAGE	1				
OFFICE SUPPLIES	40				
OPERATING EXPENSE	59	39			
PHONE	531	597	500	600	
CELL PHONES	61				
INTERNET	50				
INSURANCE	554	510	650	650	650
OUTSIDE IT CONTRACTOR	36,880	53,110	60,000	60,000	60,000
COMPUTER MAINTENANCE	1,136				
COMPUTERS/SOFTWARE	2,445	14,373	40,000	40,000	20,000
Total Expenditure	73,755	68,629	101,150	101,250	80,650
Dollar Change		-5,126	32,521	100	-20,600
Percent Change		-7%	47%	0%	-20%
Net Operating Cost Surplus/(Deficit)	(73,755)	(68,629)	(101,150)	(101,250)	(80,650)

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.

	No. of Employees	Percent of Total	Revenues	Percent of Total	Expenses	Percent of Total	Cost Surplus or (Deficit)
Public Works (02-10)	11	73%	2,267,540	94%	1,017,759	45%	1,249,781
Capital Projects (02-20)		0%			620,440	27%	(620,440)
Waster Water (02-30)	4	27%	149,900	6%	538,529	24%	(388,629)
Water Treatment (02-50)		0%			100,750	4%	(100,750)
Totals	15	100%	2,417,440	100%	2,277,478	100%	139,962

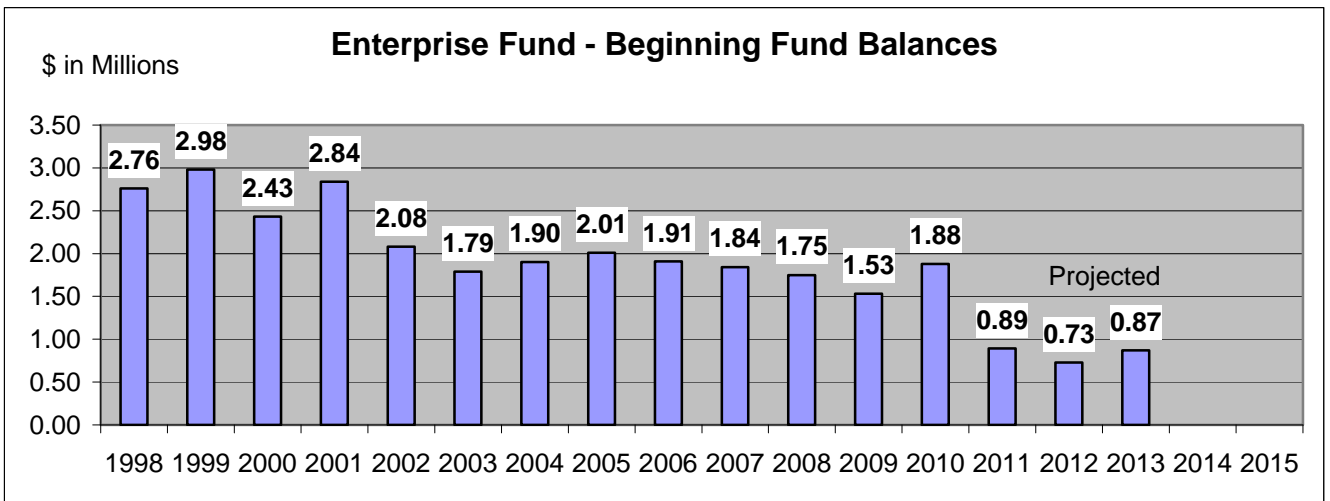
Note: Number of employees equals full-time equivalents.

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

Estimated Enterprise Fund Balance - 2012

Projected Beginning Balance	730,000
Revenue:	2,417,440
Expenses:	
Public Works Operating (02-10)	1,017,759
Public Works Capital (02-20)	620,440
Waste Water Treatment Plant (02-30)	538,529
Water Treatment Plant (02-50)	100,750
Total Expenses	2,277,478
Excess/(Deficit)	139,962
Projected Ending Fund Balance	869,962

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



The table below compares the 2012 Enterprise Fund budgeted revenues to the 2011 budget.

**Enterprise Fund
2012 Budget Compared to 2011 Budget**

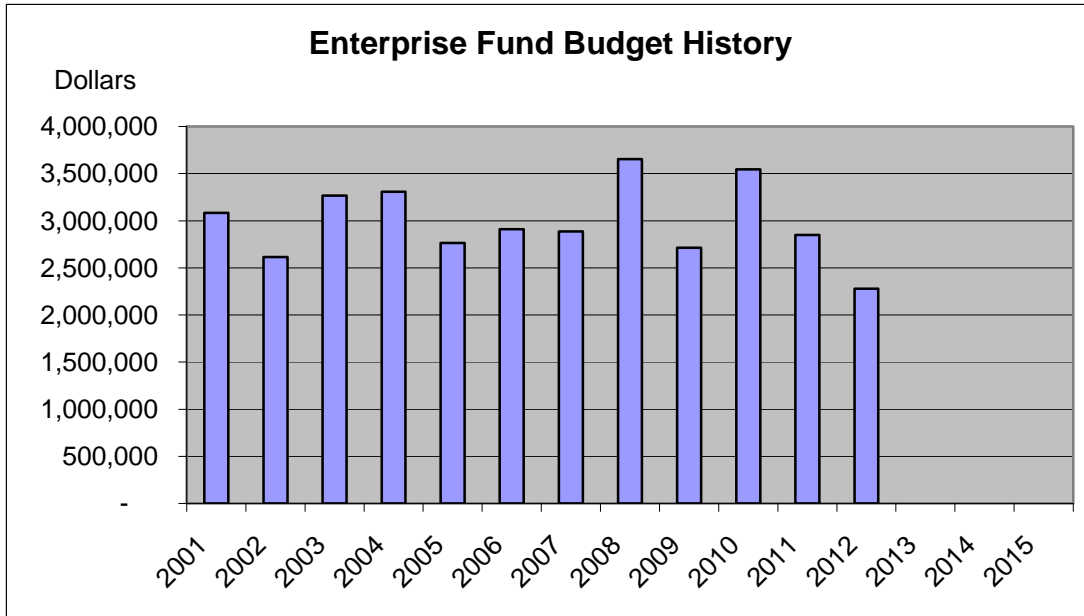
Revenues:	2012	2011	Dollar	Percent
	Revenues	Revenues	Change	Change
Water Distribution (Public Wks)	2,267,540	2,348,900	(81,360)	-3.5%
Waste Water Treatment	149,900	139,600	10,300	7.4%
Total	2,417,440	2,488,500	(71,060)	-2.9%

The table below compares the 2012 Enterprise Fund budgeted expenses to the 2011 budget.

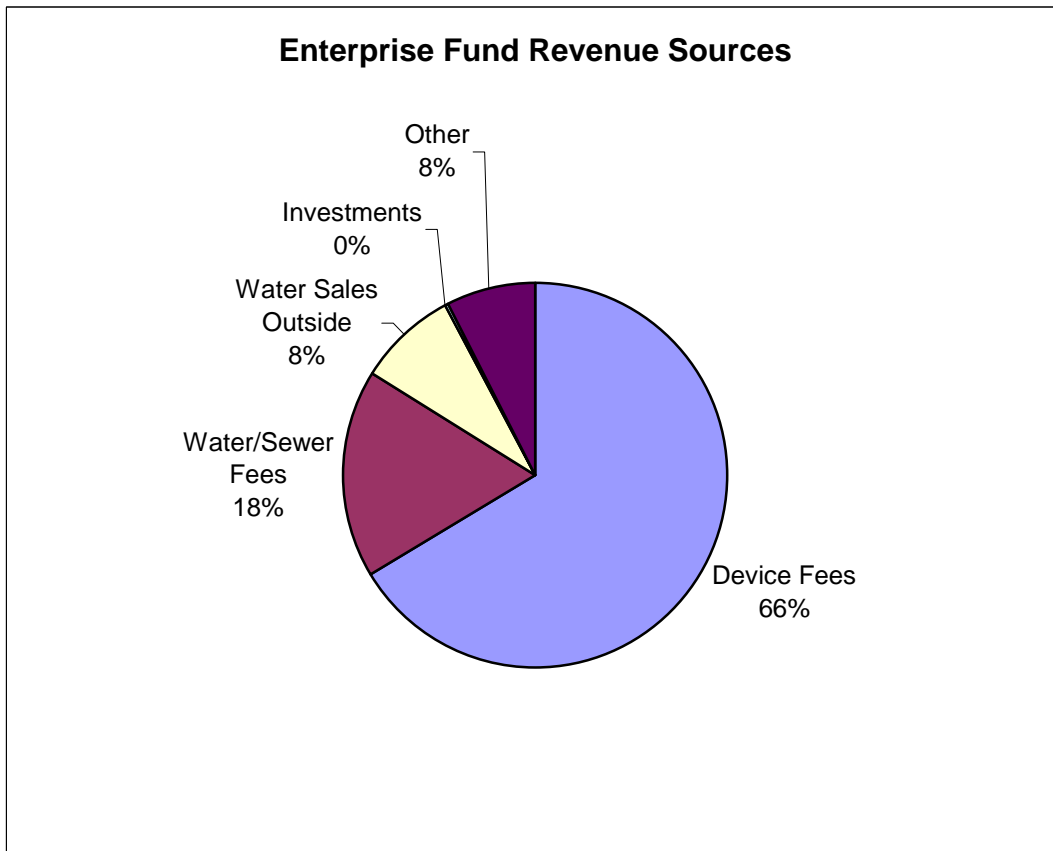
**Enterprise Fund
2012 Budget Compared to 2011 Budget**

Expenses	2012	2011	Dollar	Percent
	Expenses	Expenses	Change	Change
Water Distribution (Public Wks)	1,017,759	1,108,058	(90,299)	-8.1%
Capital Projects	620,440	947,539	(327,099)	-34.5%
Waste Water Treatment	538,529	547,341	(8,812)	-1.6%
Water Treatment	100,750	245,550	(144,800)	-59.0%
Total	2,277,478	2,848,488	(571,010)	-20.0%

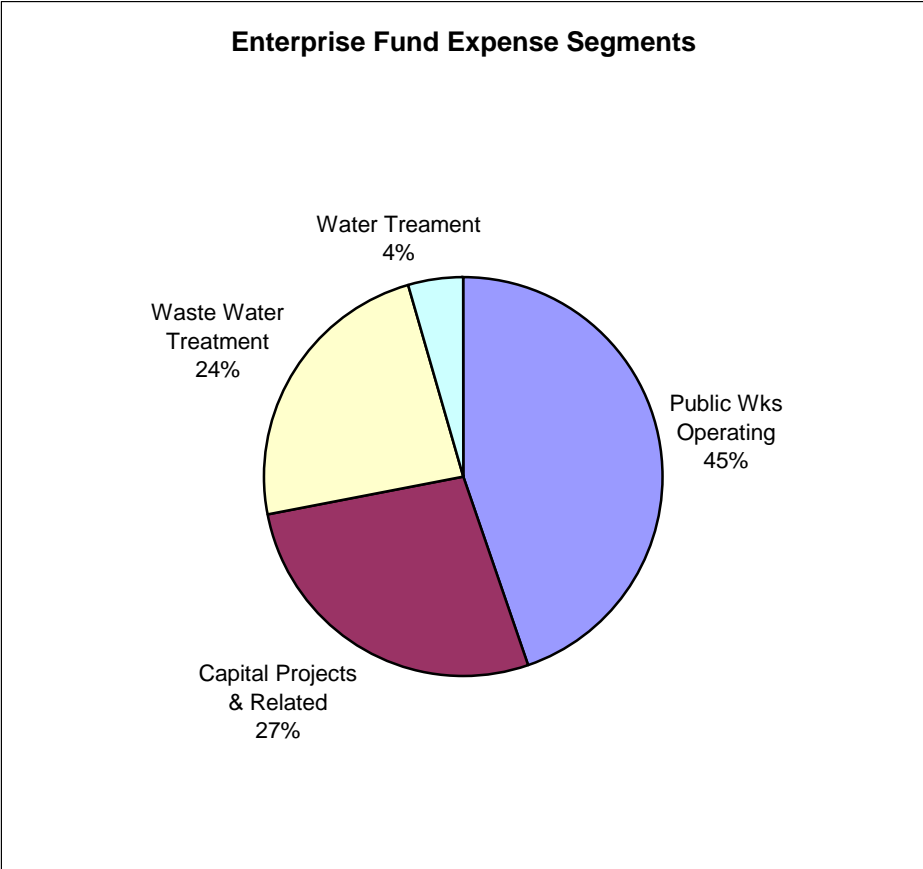
The chart below shows the Enterprise Fund's budget history.



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 (acting)	Roy Heida	Full time
Operations Manager	Roy Heida	Full time
Engineer Design Manager	Terry Temple	Full time
Lead Operator	Chip Huffman	Full time
Lead Operator	Steve Dicamillo	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**

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
DEVICE FEE REVENUE	2,070,520	1,925,046	1,791,800	1,715,280	1,602,840
REIMBURSE VEHICLE MAINTENANCE	33,031	29,108	30,000	30,000	30,000
REIMBURSE FOR FUEL EXPENSE	57,014	68,127	60,000	80,000	70,000
MISCELLANEOUS REVENUE	6,739	6,441	1,000	1,000	1,000
INTEREST INCOME	2,037	1,124	1,000	55	
INTEREST - INVESTMENTS	8,223	8,441	6,500	2,500	2,500
RESERVOIR LEASE	13,000	13,000	13,000	13,000	13,000
RESERVOIR LOCAL MEMBERSHIP			500	500	500
WATER SALES	255,681	249,640	260,000	260,000	284,000
LATE CHARGES	5,219	4,900	5,000	5,600	5,600
CAPITAL IMPROVEMENT FEES	7,649	7,673	7,600	7,600	7,600
TAP FEES		3,000			
SALE OF WATER TO CC&V/VICTOR	54,612	88,012	155,000	155,000	205,000
SALE OF WATER TO OUTSIDE USERS		1,995		5,000	10,000
REESTABLISH WATER CONNECTION	375	1125	500	500	500
CDOT BENNETT AVE MAINT. FUNDS		9,875	17,000	17,000	35,000
NON CITY PROJECTS REIM	27,987				
Total Revenue	2,542,087	2,417,507	2,348,900	2,293,035	2,267,540

Dollar Change		(124,580)	(68,607)	(55,865)	(25,495)
Percent Change		-5%	-3%	-2%	-1%

SALARIES	462,339	479,402	565,332	443,559	518,559
OVERTIME	5,109	9,606	12,000	7,500	7,500
PAY FOR PERFORMANCE/COL POOL	2,000	3,100	33,000	29,500	33,456
SOCIAL SECURITY EXPENSE	27,973	28,976	35,795	27,966	32,616
MEDICARE EXPENSE	6,542	6,777	8,371	6,540	7,628
RETIREMENT EXPENSE	21,118	38,525	46,187	46,187	42,085
EMPLOYEE HEALTH INSURANCE	58,447	62,607	64,393	64,393	67,291
EMPLOYEE ASSISTANCE PROGRAM	430	430	480	480	480
WORKMANS COMP EXPENSE	7,952	10,348	11,000	8,500	9,945
DEPENDENT HEALTH CARE	5,493	7,264	7,000	7,000	7,000
DISABILITY INSURANCE	5,314	4,943	5,600	4,083	4,500
POSTAGE	1,595	2,097	2,000	2,000	2,000
OFFICE SUPPLIES	2,577	2,483	3,000	3,000	3,000
OPERATING EXPENSE	7,519	16,874	12,000	12,000	12,000
VEHICLE MAINTENANCE	7,903	5,603	11,000	11,000	11,000
VEHICLE PART INVENTORY	53,632	35,670	50,000	50,000	50,000
FUEL EXPENSE	82,897	110,372	80,000	114,000	80,000
OPERATING EQUIPMENT	3,220	7,463	5,000	5,000	5,000
AFFILIATIONS & SUBSCRIPTIONS	185		300	300	300

TRAVEL	161	522	1,000	1,000	1,000
TRAINING	1,890	1,371	2,000	2,000	2,000
LEGAL	39,032	36,888	45,000	30,000	40,000
AUDITOR	6,763	5,413	8,000	3,000	3,500
BILLING SOFTWARE SUPPORT	999	2,499	1,500	1,500	1,500
AUTOCAD MAINTENCE CONTRACT	2,820	1,320	7,000	7,000	7,000
UTILITIES	22,327	24,147	22,000	24,000	24,000
PHONE	38	45	100	100	
CELL PHONES	3,954	4,199	4,500	4,500	
INTERNET	707	442	800	800	
CONTINGENCY			20,000	20,000	7,400
INSURANCE	23,707	21,684	22,000	20,000	20,000
GRANT WRITING COSTS			3,000		
PAYROLL VENDOR	2,608	2,807	3,200	3,200	1,500
BUILDING MAINTENANCE	4,308	5,121	5,000	5,000	
COST OF SALE PARTS TO THE PUBLIC			500	500	500
HIRING EXPENSE	212	556	1,000	1,000	1,000
LABOR CONSULTANT					10,000
COUNCIL COMPENSATION	7,800	3,875	9,000	4,000	4,000
Total Expenditure	879,571	943,429	1,108,058	970,608	1,017,759
Dollar Change		63,858	164,629	-137,450	47,151
Percent Change		7%	17%	-12%	5%

02 20-00 WATER FUND CAPITAL

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	Budget
				Estimate	
STATE WTR ENGINEER ACCOUNTING			10,000		
WATER/SEWER RATE STUDY	7,500				
LEASE/PURCHASE EQUIPMENT	104,438	37,221	37,220	37,220	37,220
FmHA INTEREST EXPENSE	4,544				
INTEREST EXPENSE 92 USDA	49,302	45,437	49,375	49,375	49,375
INTEREST 1997 USDA	25,320	24,921	24,500	24,500	24,500
PRINCIPAL PAYMENT 1968	11,346				
PRINCIPAL PAYMENT 1992	18,100	19,100	20,300	20,300	20,300
PRINCIPAL PAYMENT 1997	8,300	8,700	9,145	9,145	9,145
LOAN REPAYEMENT GEN. FND	100,000	200,000	70,000	70,000	
FOREST SERVICE COST- LEASE	9,427	3,421	1,000	1,000	1,000
CAPITAL EXPENSE GROUNDS/BUILDING		906	15,000	1,000	
CAPITAL WATER RIGHTS	70,976	27,582	25,000	20,000	25,000
ICE SLICER/DEICING MATERIAL					55,000
COMPUTER			1,500	600	
PICKUP	29,185				
FIBER TAMPER PLATE	120				
TRUCK TIRES	2,159	646	3,500	1,000	3,000
SURVEY EQUIPMENT	22,946				
AUTOCAD SOFTWARE					
TOOLS	3,285	3,832	9,000	1,500	2,500
MISC. EQUIPMENT			15,000	6,800	40,000
STREET SWEEPER REPAIRS	16,265				
MISC ENGINEERING FEES	9,933	2,417	15,000	17,000	10,000
UNALLOCATED FOR PROJECTS		1,113	200,000		
DRAINAGE - WEST STREET		863			
SEWER LINE S. B. ST. AND THURLOW		187,018			
STREETSCAPE HWY 67		151,173			
CURB AND GUTTER		77,541			86,400
STREETSCAPE S MYERS MASON 2 - 4		15,295			
STREETSCAPE EATON B WEST TO C ST					
STREETSCAPE 4TH CARR TO GOLDEN		192,633			
STREETSCAPE 3RD CARR TO GOLDEN		266,753			
BENNETT AVE INFRASTRUCTURE		88,354	400,000	1,000	
WATER METER PROJECT	12,088		10,000	80,000	
TWO WELLS AT GILLETTE					
GILLETTE WELLS					
STREET SCAPE HWY 67					

STREET PAVING	122,126	344,538		6,000	
WATER MAIN MEDICAL PLAZA	351,331				
GILLETTE WELLS 4 & 5	36,498	36,991	12,000	12,000	52,000
DENNIS LANNING PROJECT	8,778				
STREET SCAPE				140,000	200,000
SEWER MAIN TO MEDICAL PLAZA				243,096	
WATER MAIN TO MEDICAL PLAZA II				17,429	
MEDICAL PLAZA DRAINAGE				10,070	
RESERVOIR #1					
RESERVOIR #2					5,000
STREET SWEEPER				56,300	
PROCESS USED ASPHALT		47,470			
REBUILD HYDRALICS ON PLOW TRUCKS		4,296			
CATTLE GUARD		9,158			
Guard Rails on Teller 1 Curve			15,000		
FUEL PUMP SYSTEM				21,200	
LOCATOR	3,754				
LOADER TIRES	4,373	4,630	5,000		
Total Expenditure	1,032,094	1,802,009	947,540	846,535	620,440
Dollar Change		769,914	-854,469	-101,005	-226,095
Percent Change		75%	-47%	-11%	-27%
Summary Public Works:					
Total Operating Expense	879,571	943,429	1,108,058	970,608	1,017,759
Total Capital Expense	1,032,094	1,802,009	947,540	846,535	620,440
Total Expenditures	1,911,665	2,745,438	2,055,598	1,817,143	1,638,199
Dollar Change		833,772	-689,840	-238,455	-178,944
Percent Change		44%	-25%	-12%	-10%
Net Operating Cost Surplus/(Deficit)	630,422	(327,931)	293,302	475,892	629,341

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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
SEWER FEES	126,784	123,776	130,000	130,000	140,000
LATE CHARGES	2,199	2,067	2,100	2,400	2,400
CAPITAL IMPROVEMENT FEES	7,725	7,763	7,500	7,500	7,500
TAP FEES					
SALE OF WASTE MATERIAL					
Total Revenue	136,708	133,606	139,600	139,900	149,900
Dollar Change		(3,102)	5,994	300	10,000
Percent Change		-2%	4%	0%	7%
SALARIES	194,283	198,888	202,769	206,517	192,884
OVERTIME	4,431	4,003	2,500	2,500	2,500
MERIT POOL	800				
SOCIAL SECURITY	11,976	11,846	12,727	12,959	12,114
MEDICARE	2,801	2,771	2,976	3,031	2,833
RETIREMENT EXPENSE	9,387	15,842	16,422	16,422	15,631
EMPLOYEE HEALTH INSURANCE	24,031	25,371	26,447	26,447	27,637
EMPLOYEE ASSITANCE PROGRAM	156	157	200	200	200
WORKERS COMP	2,892	5,013	4,300	4,000	4,680
CLOTHING ALLOWANCE	132	392	500	500	500
DEPENDENT HEALTH CARE	178		500		
DISABILITY INSURANCE	2,200	1,997	2,450	2,000	2,000
OFFICE SUPPLIES	1,954	2,368	1,800	1,800	1,800
GENERAL OPERATING EXPENSE	756	823	2,000	2,000	2,000
VEHICLE MAINTENANCE	1,569	324	2,000	2,000	2,000
FUEL EXPENSE	2,358	3,145	3,000	3,000	3,000
OPERATING EQUIPMENT	64	14	500	500	500
AFFILIATIONS & SUBSCRIPTIONS		75	50	50	50
TRAVEL	17	10	500	500	500
TRAINING	191	777	1,500	1,500	1,500
TESTING	30,834	23,123	32,000	25,000	25,000
PERMITS	229	2,240	5,000	3,000	3,000
REPLACEMENT SYSTEM PARTS	14,305		20,000	7,100	10,000
IMPROVEMENT PARTS SYSTEM	1,364	4,046	6,000	500	
TOOLS & EQUIPMENT - SYSTEM	2,164	1,430	4,000	2,800	3,000
TREATMENT PLANT IMPROVEMENTS	10,003	2,973	20,000	1,700	5,000
TREATMENT PLANT SUPPLIES	5,393	4,262	5,500	5,500	5,500
TOOLS & EQUIPMENT	1,834	2,206	3,000	2,400	1,500
IMPROVEMENT PLANT PART	816	406	4,000	200	1,000
SLUDGE HAULING		64,443	-	-	60,000
AUDITOR FEES	2,020	1,617	5,500	2,200	2,200
UTILITIES	73,106	73,131	70,000	74,000	75,000
PHONE	881	847	1,100	1,100	

CELL PHONES					
PAGERS					
INTERNET					
INSURANCE	18,096	16,582	16,600	21,389	21,500
PAYROLL VENDOR	2,610	2,807	3,000	3,000	1,500
NEW TRUCK	26,743				
COUNCIL COMPENSATION		3,875	8,500	4,000	4,000
FLOW CONTAINMENT TEMP REDUC.			0	0	0
CHEMICAL TREATMENT	44,237	47,774	60,000	48,000	48,000
Total Expenditure	494,811	525,578	547,341	487,815	538,529
Dollar Change		30,767	21,763	-59,526	50,714
Percent Change		6%	4%	-11%	10%

02 50-00 WATER TREATMENT PLANT

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
OFFICE SUPPLIES		314	200	200	200
GENERAL OPERATING EXPENSE			250	250	250
VEHICLE MAINTENANCE	480	908	2,000	500	1,000
OPERATING EQUIPMENT	463	265	2,000	1,000	1,000
TRAVEL			500	500	500
TRAINING	75		3,000	500	1,000
TESTING	6,816	8,169	15,000	8,500	9,000
PERMITS	3,105	865	2,500	1,000	1,500
REPLACEMENT SYSTEM PARTS	6,102	209	7,000	3,500	3,500
IMPROVEMENT PARTS SYSTES	591	1,110	3,500	1,500	1,500
TOOLS & EQUIPMENT	110	1,116	4,000	1,500	1,000
TREATMENT PLANT IMPROVEMENTS	8,569		23,000	23,000	10,000
TREATMENT PLANT SUPPLIES	1,023	793	5,500	1,500	2,000
IMPROVEMENT PLANT PARTS	235	1,750	7,000	2,000	3,000
ADVERTISING	160	153	300	300	300
UTILITIES	15,667	14,610	16,000	15,000	16,000
PHONE	807	796	1,100	800	
INSURANCE	8,313	7,653	7,700	6,300	6,500
GOLD KING		534	8,000	8,000	2,500
MISC. EQUIPMENT					
COMPLETION OF SCADA SYSTEM			30,000		30,000
ESTABLISHMENT OF CLEAR WELL			40,000		
BACK UP POWER SYSTEM		151			
SOURCE WATER PROTECTION			30,000	30,000	
CHEMICAL TREATMENT	18,747	7,826	37,000	9,500	10,000
Total Expenditure	71,263	47,222	245,550	115,350	100,750
Dollar Change		-24,041	198,328	-130,200	-14,600
Percent Change		-34%	420%	-53%	-13%

Summary - Waste Water and Water:

Total Waste Water	494,811	525,578	547,341	487,815	538,529
Total Water	71,263	47,222	245,550	115,350	100,750
Total Expenditure	566,074	572,800	792,891	603,165	639,279
Dollar Change		6,726	220,091	-189,726	36,114
Percent Change		1%	38%	-24%	6%
Net Operating Cost Surplus/(Deficit)	(429,366)	(439,194)	(653,291)	(463,265)	(489,379)

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							Net Operating Cost
	No. of Employees	Percent of Total	Revenues	Percent of Total	Expenses	Percent of Total	Surplus or (Deficit)
Historic Preservation Heritage Center	1.5	17%	840,700	96%	553,573	59%	287,127
Operation	5	57%	16,100	2%	267,451	29%	(251,351)
Jail Museum	1.25	14%	19,800	2%	67,487	7%	(47,687)
Rail Car Information Center	1	11%		0%	49,812	5%	(49,812)
Totals	8.75	100%	876,600	100%	938,322	100%	(61,722)

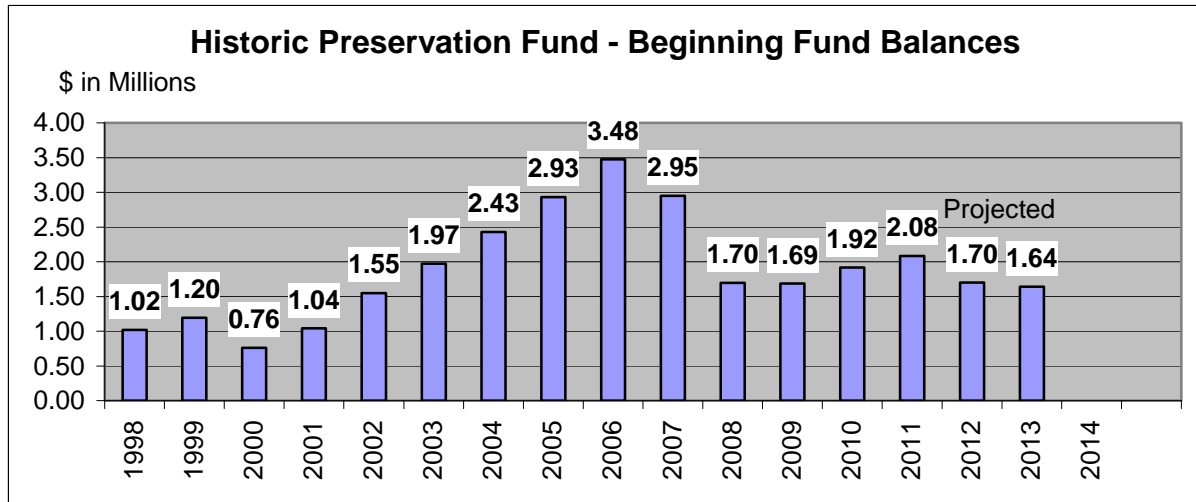
Note: Number of employees equals full-time equivalents.

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

Estimated Historic Preservation Fund Balance - 2012

Projected Beginning Balance	1,700,000
Revenue:	
Historic Preservation (08-30)	840,700
Jail Museum (08-50)	19,800
Heritage Center Project (08-40)	-
Heritage Center Operations (08-60)	16,100
Total Revenue	<u>876,600</u>
Expenses:	
Historic Preservation (08-30)	553,573
Jail Museum (08-50)	67,487
Heritage Center Project (08-40)	-
Heritage Center Operations (08-60)	267,451
Train Car (08-80)	49,812
Total Expenses	<u>938,322</u>
Excess/(Deficit)	(61,722)
Projected Ending Fund Balance	1,638,278

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



The table below compares the 2012 Historic Preservation Fund budgeted revenues to the 2011 budget.

**Historic Preservation Fund
2012 Budget Compared to 2011 Budget**

Revenues:	2012	2011	Dollar	Percent
	Revenues	Revenues	Change	Change
Historic Preservation (08-30)	840,700	886,680	(45,980)	-5.2%
Heritage Center Operations	16,100	11,100	5,000	45.0%
Jail Museum	19,800	15,500	4,300	27.7%
Rail Car Information Center	-	-	-	-
Total	876,600	913,280	(36,680)	-4.0%

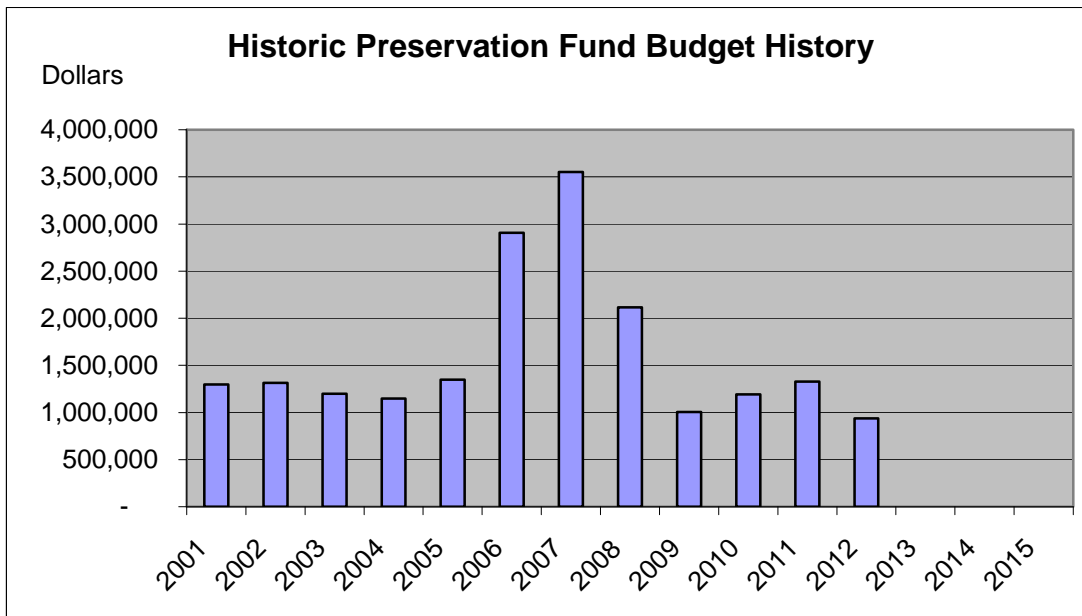
The following table compares the 2012 Historic Preservation Fund budgeted expenses to the 2011 budget.

**Historic Preservation
2012 Budget Compared to 2011 Budget**

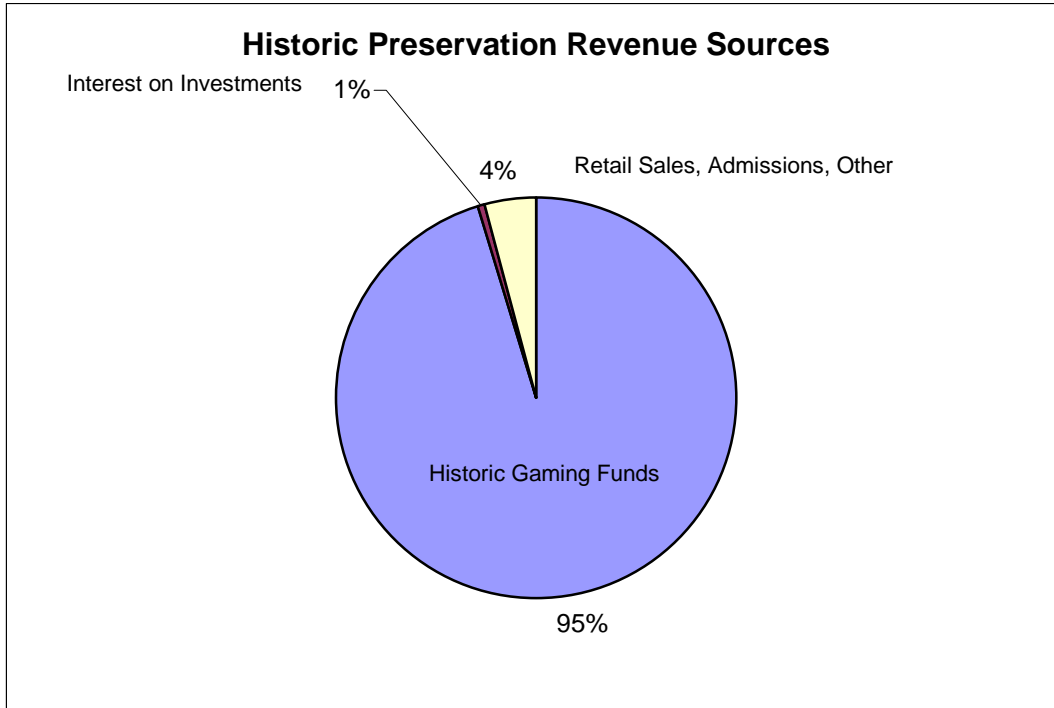
Expenses

	2012 Expenses	2011 Expenses	Dollar Change	Percent Change
Historic Preservation (08-30)	553,573	928,914	(375,341)	-40.4%
Heritage Center Operations	267,451	264,004	3,447	1.3%
Jail Museum	67,487	83,819	(16,332)	-19.5%
Rail Car Information Center	49,812	51,118	(1,306)	-2.6%
Total	938,322	1,327,854	(389,532)	-29.3%

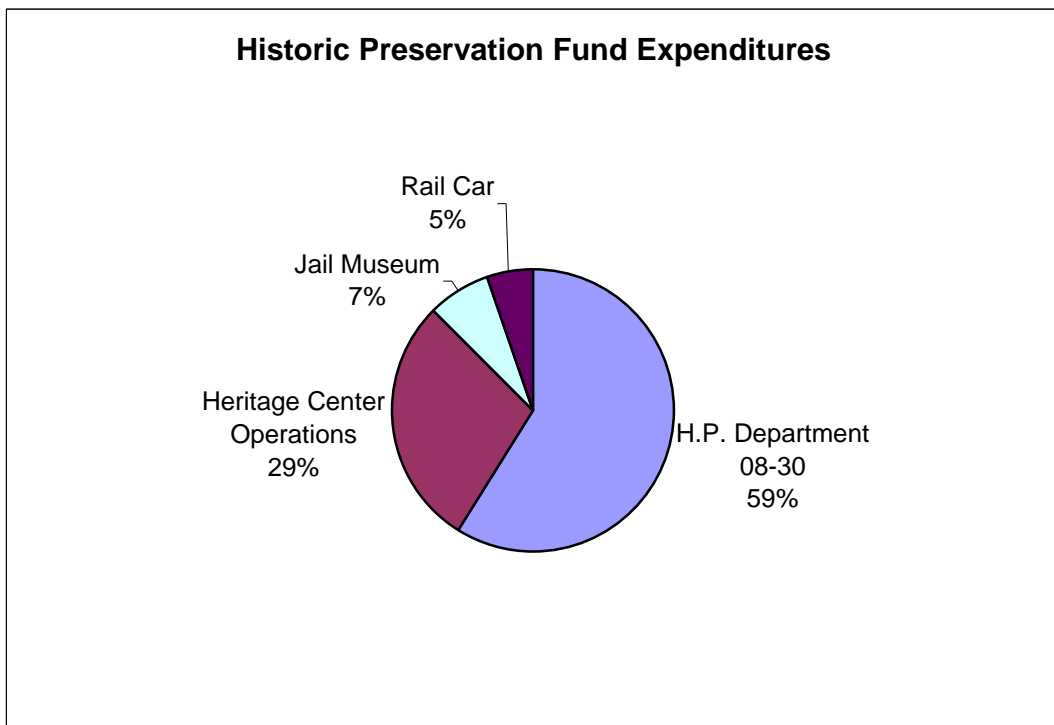
The following chart outlines the Historic Preservation Fund's budget history.



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

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End	2012
				Estimate	Budget
HISTORIC FUNDS FROM GAMING	950,850	903,680	867,680	851,664	830,000
CEMETARY REVENUE	5,205	2,075	1,500	2,000	2,000
REVIEW FEES	300		300		
LIGHT POLES					
MISC. REVENUE	5,527	3,187	1,000	2,000	3,000
INTEREST - BANK	231	167	200	9	
INTEREST - INVESTMENTS	5,435	12,458	16,000	5,600	5,700
Total Revenue	967,548	921,567	886,680	861,273	840,700
Dollar Change		-45,981	-34,887	-25,407	-20,573
Percent Change		-5%	-4%	-3%	-2%
SALARIES	70,324	69,774	75,500	68,120	68,120
OVERTIME	36	114			
PAY FOR PERFORMANCE/COL POOL	600	1,600	9,300	9,300	10,215
SOCIAL SECURITY EXPENS	3,965	3,785	4,681	4,223	4,223
MEDICARE EXPENSE	927	885	1,095	988	988
RETIREMENT EXPENSE	3,025	5,255	6,040	6,040	5,450
HEALTH INSURANCE	8,684	8,107	9,793	9,793	10,234
EMPLOYEE ASSITANCE PROGRAM	80	80	150	150	150
WORKERS COMP.	2,169	1,487	2,300	1,400	1,638
PRINTING & COPYING	217	648	250	250	250
DEPENDENT HEALTHCARE	1,762	1,789	2,000	2,000	2,000
DISABILITY INSURANCE	770	626	800	800	800
OFFICE SUPPLIES	1,015	1,148	1,000	1,000	1,000
OPERATING EXPENSE	1,950	78	2,000	2,000	2,000
FIRE STATION NO. 3 OP	911	1,030	1,000	1,000	1,000
AFFILIATIONS & SUBSCRIPTIONS	279	300	325	325	325
TRAVEL	3,160	2,243	3,300	3,300	3,300
TRAINING	366	956	2,000	1,000	1,000
LEGAL EXPENSE	458	520	600	600	600
AUDITOR	3,507	2,807	6,600	1,800	3,000
UTILITIES	366	595	350	350	350
PHONE	789	789	1,000	800	
INTERNET	370	228	400	400	
CONTINGENCY					13,630
CPI CONFERENCE	2,500	2,500	2,500	2,500	2,500
INSURANCE	1,385	1,276	1,280	1,370	1,400
LEASE/PURCHASE EQUIPME	242	318	400	400	400
PAYROLL VENDOR	4,595	5,125	5,000	5,200	2,500
HIRING EXPENSE	10	45			
DISTRICT IMPROVEMENTS					

DISTRICT MUSEUM FUNDING	50,000	52,000	50,000	50,000	50,000
HOMESTEAD MUSEUM FUNDING	24,000	7,160	7,000	7,000	7,000
HOMESTEAD PURCHASE DONATION			50,000	50,000	
ELKS RESTORATION	990	2,310			
HP EDUCATIONAL PROGRAM					
CEMETERY PROGRAM	7,162	11,291	35,000	35,000	10,000
GOLD CAMP VICTORIAN SOCIETY	3,651	2,000	2,000	2,000	2,000
PRESERVATION WEEK	2,631	2,551	3,500	2,500	2,500
COMMERCIAL GRANTS	800		50,000	50,000	30,000
DECAYING BUILDING RESTORATION			50,000	50,000	
EMERGENCY PROGRAMS					
INDEPENDCE HOTEL COMMERICAL GNT	8,450				
IMPERIAL HOTEL GRANT		14,281			
ST. PETER'S CHURCH	18,291	7,008			
GOLDMAN COMM. GRANT		9,068			
JACKPOT SPIRITS COMM. GRANT		650			
CEMETERY PAVING		14,969			
GOLD BELT SENIC BY-WAY		5,000	5,000	5,000	5,000
COMM GRANT TRIPLE CROW	2,461				
COMM GRANT GOLDMAN					
COMM GRANT RUTHERFORD	12,242				
BRONCO BILLY'S COMMERI	5,000				
WOMACK'S COMMERCIAL GNT	715	2,595			
TRAIN CAR RESTORATION		633	1,000	1,000	
EDUCATIONAL MATERIALS	87	210	2,500	2,500	
MATCHING GRANT \$ DISTRICT MUSM	4,564		5,000		
LOWELL THOMAS MUSEUM					
STREET LIGHT PROGRAM	14,469	19,901	100,000	100,000	10,000
CITY HISTORIC BUILDING	5,000	14,120	5,000	5,000	5,000
NON PROFIT BUILDING PROGRAM					
PUBLIC PROJECTS DEVELOPMENT					
BEAR CAVES		7,332			
VICTORIAN BALL			2,000	2,000	2,000
HISTORIC STREET AMBIANCE			2,000	2,000	2,000
RESIDENTIAL GRANT PROGRAM		3,941	50,000	50,000	30,000
407 E EATON SORREL	1,688				
209 E. Eaton Skarin	7,385				
310 Irene Luck					
117 N PROSPECT-POCH					
300 E EATON-MILLIGA	5,625				
215 B 4TH ST-HOBDEN	1,198				
107 Eaton - Lays		1,525			
320 Irene Jakubas	2,498				
121 Placer Sheals	3,153				
228 W. Golden Kobza	3,875				
409 S. FIRST ST. TULLEY		8,025			

315 E. Eaton Williams	1,853				
347 W. EATON AVE GINSBERG		6,670			
COMPUTER & SOFTWARE	872	900	1,000	719	500
DOWNTOWN DIRECTIONAL SIGNS					
TWO SIGNS COMING INTO	2,115				
CEMETARY EQUIPMENT	34		501	501	500
HABITAT HOUSES					
VICTORIAN LADY REN./OU	23,613	494			
TROLLEY STUDY		2,500			
MOWER FOR CEMETERY		5,769			
CITY HALL FIRE ALARM SYSTEM		14,118			
LABOR CONSULTANT					10,000
CAPITAL EXPENSE FIRE BUILDING			10,000	10,000	
TRANSFER TO ROAD/BRIDGE GF			27,750	27,750	
TRANSFER TO BUTTE GF			150,000	150,000	150,000
TRANSFER TO PARK & REC BRICK FACD			50,000		
PLANNING FOR BENNETT AVENUE			30,000		
TRANSFER TO MARKETING GENERAL					
F.			100,000	100,000	100,000
Total Expenditure	328,884	331,129	928,914	828,079	553,573
Dollar Change		2,245	597,785	-100,835	-274,506
Percent Change		1%	181%	-11%	-33%
Net Operating Cost	638,664	590,438	(42,234)	33,194	287,127
Surplus/(Deficit)					

**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	Carol Buchanan	Part Time Seasonal
Heritage Tourism Assistant	Patricia Conner	Part Time
Heritage Tourism Assistant	Doug Hoyt	Part Time

08 60-00 HERITAGE CENTER

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
RETAIL SALES	9,805	6,918	8,300	11,000	11,500
SUPER TICKET SALES	292	94	300	300	100
FACILITY RENTAL		75	500	500	500
ADMISSIONS		5,004			
VENDING REVENUE	1,980	296			
DONATIONS	5,510	4,396	2,000	2,000	4,000
Total Revenue	17,587	16,783	11,100	13,800	16,100
Dollar Change		-804	-5,683	2,700	2,300
Percent Change		-5%	-34%	24%	17%
SALARIES	152,948	151,001	139,205	143,741	151,267
OVERTIME	26		100	100	100
MERIT POOL	1,000				
SOCIAL SECURITY EXPENS	9,395	9,047	8,637	8,918	9,385
MEDICARE EXPENSE	2,197	2,116	2,020	2,086	2,195
RETIREMENT EXPENSE	5,805	9,042	11,144	11,144	12,109
HEALTH INSURANCE	15,781	10,971	17,823	17,823	18,625
EMPLOYEE ASSITANCE PROGRAM	216	196	275	275	275
WORKERS COMP.	2,892	4,335	3,500	3,500	4,095
PRINTING & COPYING	2,903	389	1,000	1,000	1,000
DISABILITY INSURANCE	1,757	1,249	1,900	1,900	1,900
OFFICE SUPPLIES	1,663	868	1,300	1,300	1,300
OPERATING EXPENSE	2,358	2,145	2,000	2,000	2,000
POSTAGE	12,203	-	500	500	500
TRAVEL	106	71	500	500	500
TRAINING		30	500	500	500
AFFILIATIONS/SUBSCRIPT		40	100	100	100
ALARM SYSTEM	910	2,865	1,000	1,000	1,000
UTILITIES	16,277	15,984	17,000	17,000	17,000
PHONE	11,865	11,491	8,500	8,500	
CELL PHONE	390	385	500	500	
INTERNET		200			
YELLOW PAGE AD	4,021	168			
INSURANCE	8,313	7,653	7,700	7,700	7,700
COFFEE/WATER SERVICE	379	599	500	500	500
TRASH	581	542	700	700	700
BUILDING MAINTENANCE	4,849	4,533	11,400	11,400	5,000
DISPLAY MAINTENANCE	29,799	1,847	5,000	5,000	5,000
SATELLITE					
UNIFORMS	250	627	600	600	600
PROGRAMS					

OUTREACH/BUSING PROGRAM	1,278	120	1,000	1,000	500
VOLUNTEER MGT PROGRAM					
PIKES PEAK COUNTRY ATTRACTIONS	16,855	17,700	14,000	18,000	18,000
VENDING EXPENSE	2,092	267			
RETAIL SALES EXPENSE	5,208	7,570	4,200	4,200	4,200
LEASED EQUIPMENT	3	15			
ELEVATOR MAINTENANCE	1,118	919	700	700	700
HIRING EXPENSE	70	115	200	200	200
COMPUTERS	495	775	500	500	500
Total Expenditure	316,003	265,875	264,004	272,887	267,451
Dollar Change		-50,128	-1,871	8,883	-5,436
Percent Change		-16%	-1%	3%	-2%
Net Operating Cost Surplus/(Deficit)	(298,416)	(249,092)	(252,904)	(259,087)	(251,351)

**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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	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
RETAIL SALES	6,497	7,139	6,300	8,300	7,000
ADMISSIONS	7,704	8,136	5,000	8,500	8,000
HERITAGE PASSPORT TICKETS	8	30			
OVERNIGHT STAY PROGRAM		3,995	3,600	4,000	4,000
DONATIONS	986	840	600	800	800
MISC. REVENUE	71				
Total Revenue	15,266	20,140	15,500	21,600	19,800
Dollar Change		4,874	-4,640	6,100	-1,800
Percent Change		32%	-23%	39%	-8%
SALARIES	20,517	26,538	37,500	37,910	37,910
MERIT POOL	200				
SOCIAL SECURITY EXPENSE	1,278	1,626	2,325	2,350	2,350
MEDICARE EXPENSE	299	380	544	550	550
RETIREMENT EXPENSE	1,112	2,123	3,000	3,000	3,033
HEALTH INSURANCE	57	3,049	6,600	6,600	6,600
EMPLOYEE ASSISTANCE PROGRAM	41	41	100	100	100
WORKERS COMP.	723	985	1,300	850	995
PRINTING & COPYING		1	100	100	100
DISABILITY INSURANCE	180	262	500	500	500
OFFICE SUPPLIES	579	393	400	400	400
OPERATING EXPENSE	1,310	1,908	1,400	1,400	1,400
AFFILIATIONS & SUBSCRIPTIONS	54	50	50	50	50
TRAVEL		92	50	50	50
UTILITIES	7,272	3,188	4,500	3,500	3,700
PHONE	1,800	1,757	1,800	1,800	
CELL PHONE	257	323	500	350	
INSURANCE	2,771	2,551	2,600	2,600	2,600
RETAIL SALES MATERIAL	8,527	4,255	4,000	4,000	4,000
MERCHANDISE MARKET EXP	1,937				
OVERNIGHT STAY EXPENSE		1,530		1,600	1,600
COMPUTER & SOFTWARE UP	1,830	510	500	500	500
NON BUILDING					
EXHIBITS					
MARKETING MATERIALS	1,501	4,292	50	50	50
OUTSIDE BUILDING RESTORATION	4,658	172	14,000	14,000	
BUILDING MAINTENANCE	2,384	1,806	2,000	2,000	1,000
Total Expenditure	59,287	57,832	83,819	84,260	67,487
Dollar Change		-1,455	25,987	441	-16,773
Percent Change		-2%	45%	1%	-20%
Net Operating Cost	(44,021)	(37,692)	(68,319)	(62,660)	(47,687)
Surplus/(Deficit)					

08 80-00 TRAIN CAR - INFO CENTER

	2009	2010	2011	2011	2012
	Actual	Actual	Budget	Year End Estimate	Budget
SALARIES	28,854	28,880	28,600	28,972	28,972
SOCIAL SECURITY EXPENS	1,741	1,664	1,773	1,796	1,796
MEDICARE EXPENSE	407	389	415	420	420
RETIREMENT EXPENSE	1,380	2,227	2,288	2,288	2,318
HEALTH INSURANCE	114	4,294	6,612	6,612	6,612
EMPLOYEE ASSITANCE PROGRAM			150	150	150
WORKERS COMP.	1,446	887	1,200	700	819
DISABILITY INSURANCE		144	650	145	145
OFFICE SUPPLIES		32	200	200	200
OPERATING EXPENSE	884	1,158	500	500	500
UTILITIES	6,002	5,804	6,600	6,600	6,600
PHONE	759	752	400	780	
INTERNET	707	442	450	450	
INSURANCE	1,385	1,276	1,280	1,280	1,280
TRAIN CAR AND RESTROOM					
Total Expenditure	43,679	47,949	51,118	50,893	49,812
Dollar Change		4,270	3,169	-225	-1,081
Percent Change			7%	0%	-2%
Net Operating Cost Surplus/(Deficit)	(43,679)	(47,949)	(51,118)	(50,893)	(49,812)

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 7/31/2011.

Operating Account Balances (Community Banks):

	<u>Jul</u>
General Fund	201,479
Water/Sewer	127,438
Historic Preservation	63,530
Medical Services	25,252
USDA-92 Debt Reserve Fund	73,186
USDA-98 Debt Reserve Fund	<u>36,545</u>
Total - Bank	527,430

Investments (Certificate of Deposits)

General Fund 5/27/12	249,000
General Fund 10/24/11	500,000
General Fund 2/5/12	249,000
General Fund 7/8/12	250,000
General Fund 5/10/12	245,000
General Fund 4/28/12	<u>249,000</u>
Sub Total	1,742,000
Historic Preservation 9/02/11	249,000
Historic Preservation 10/23/11	<u>250,000</u>
Sub Total	499,000
Total - CDs	<u>2,241,000</u>

Investments (ColoTrust)

General Fund	3,734,235
Enterprise Fund	1,004,824
Historic Preservation Fund	1,116,312
Total - Colotrust	5,855,371

Total City Funds **8,623,801**

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:

1992 SERIES USDA BOND			
Year	Principal	Interest	Total
2011	\$ 20,300	\$ 49,375	\$ 69,675
2012	21,500	48,191	69,691
2013	22,700	46,937	69,637
2014	24,100	45,612	69,712
2015	25,400	44,209	69,609
2016-2020	151,300	196,957	348,257
2021-2025	199,900	148,447	348,347
2026-2030	266,800	81,547	348,347
2031-2032	131,700	9,562	141,262
Total	<u>\$ 863,700</u>	<u>\$ 670,837</u>	<u>\$ 1,534,537</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 SERIES USDA BOND			
Year	Principal	Interest	Total
2011	\$ 20,300	\$ 49,375	\$ 69,675
2012	21,500	48,191	69,691
2013	22,700	46,937	69,637
2014	24,100	45,612	69,712
2015	25,400	44,209	69,609
2016-2020	151,300	196,957	348,257
2021-2025	199,900	148,447	348,347
2026-2030	266,800	81,547	348,347
2031-2032	131,700	9,562	141,262
Total	<u>\$ 863,700</u>	<u>\$ 670,837</u>	<u>\$ 1,534,537</u>

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	35,990	1,230	37,220
Total	174,196	11,905	186,101

No new leases are contemplated for any of the City's funds for 2012.

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 2012, that figure is \$125,090, or 1.85 mills. In addition, the City must also comply with the Tabor property tax limit. For 2012, the Tabor calculation would limit property tax to \$118,219 or 1.75. For 2012, the City will collect \$118,519 in property tax, with a mill levy of 1.75. If the City collects more than \$118,219 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 2012, the Emergency reserve will be \$178,000.

The City also has two funds where Tabor does not apply. These are the Enterprise and Historic Preservation 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 2012

	2010	2011	Estimated 2012
Assessed Valuation	74,588,984	73,635,870	67,471,900
Taxes Abated or Refunded	417.00	0.00	0.00
New Construction (assessed value)	2,490,185	146,913	26,957
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	 1.58	 1.61	 1.75
 Total Mill Certified to Teller County	 1.58	 1.61	 1.75
 Amount to be collected from taxes	 117,977	 118,561	 118,219

**Tabor Property Tax Limit Calculation for 2012
and Comparison to the State 5.5% Rule**

1). Net growth valuation

Line 2	288,455	Construction of taxable real property improvements
Line 3	-	Annexation/Inclusions
Line 4	-	Increase in mining production
Line 5	-	Previously exempt federal property tax
Line 6	-	Oil or gas production from new wells
Line 7	-	Taxable property omitted
Total	288,455	
Minus		
Line 8	-	
Line 9	-	
Line 10	1,087,845	
Equals	(799,390)	A) Net Growth Value

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

Line 1	253,613,770	
minus A)	(799,390)	
Equals	254,413,160	B). Theoretical value

3). Determine Amount of Local Growth

A).	(799,390)	
Divided by B).	254,413,160	
Equals	-0.003142	C. Local Growth Rate (to 6 decimal places)

4. Calculate the percentage of "local growth"

C	-0.003142	
multiple by 100	-0.31	D. Local Growth (round to 2 decimal places).

5. Calculate the growth in property tax allowed:

Line X	118,561	Previous years revenue (Property Tax)
Multiple by D + Line 20	-0.31	

Line X	2.6%	'(1) CPI figure (see below)
	-0.288	
Equals	(342)	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	118,561	
plus E.	(342)	
	118,219	F. TABOR property tax revenue limit.

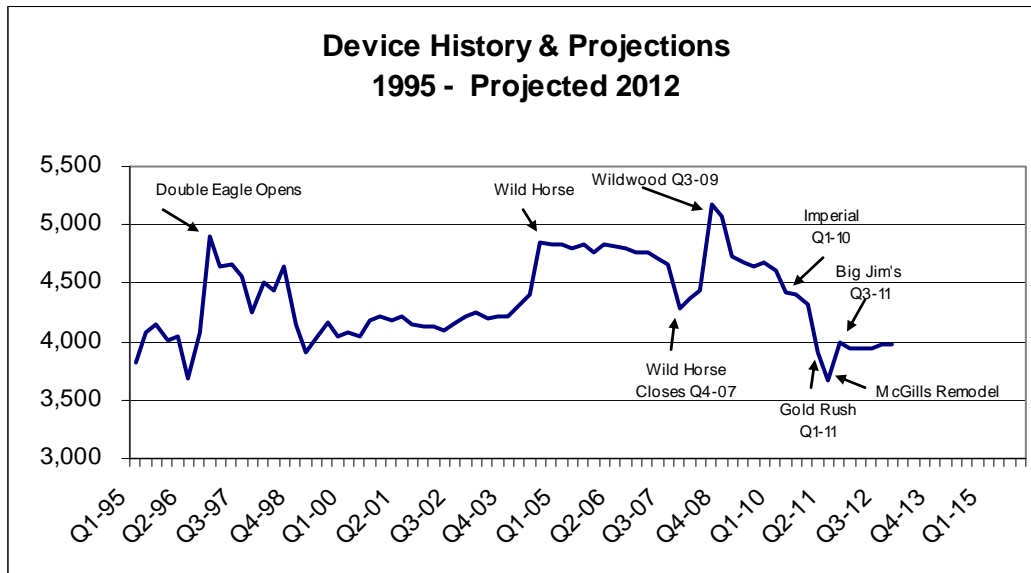
7. Calculate the mill levy which would generate the TABOR Property tax revenue limit

F	118,219	
Line 2	67,471,900	
F/Line 2	0.00175	
multiple by 1000	1,000	
	1.752	G. Round 3 places

State 5.5% Figure	1.85	Provide by DOLA.
Tabor	1.75	

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 2012 Device Fee Revenue Projection

	Q1-12	Q2-12	Q3-12	Q4-12	Total
Number of Devices	3,950	3,950	3,970	3,970	
Number Change	1	0	20	0	
Percent Change	0.0%	0.0%	0.5%	0.0%	
Number of Casinos	14	14	14	14	
First 50 Devices	50	50	50	50	
No. of 1st 50 Devices	700	700	700	700	
Device fee 1st 50	\$50	\$100	\$225	\$225	
Revenue from 1st 50 Devices	35,000	70,000	157,500	157,500	420,000
No. Devices > 50	3,250	3,250	3,270	3,270	
Device Fee > 50	\$300	\$300	\$300	\$300	
Revenue from devices > 50	975,000	975,000	981,000	981,000	3,912,000
Total device fee rev. by quarter	1,010,000	1,045,000	1,138,500	1,138,500	4,332,000
General Fund by Quarter 63%	636,300	658,350	717,255	717,255	2,729,160
Enterprise Fund by Quarter 37%	373,700	386,650	421,245	421,245	1,602,840
	1,010,000	1,045,000	1,138,500	1,138,500	4,332,000