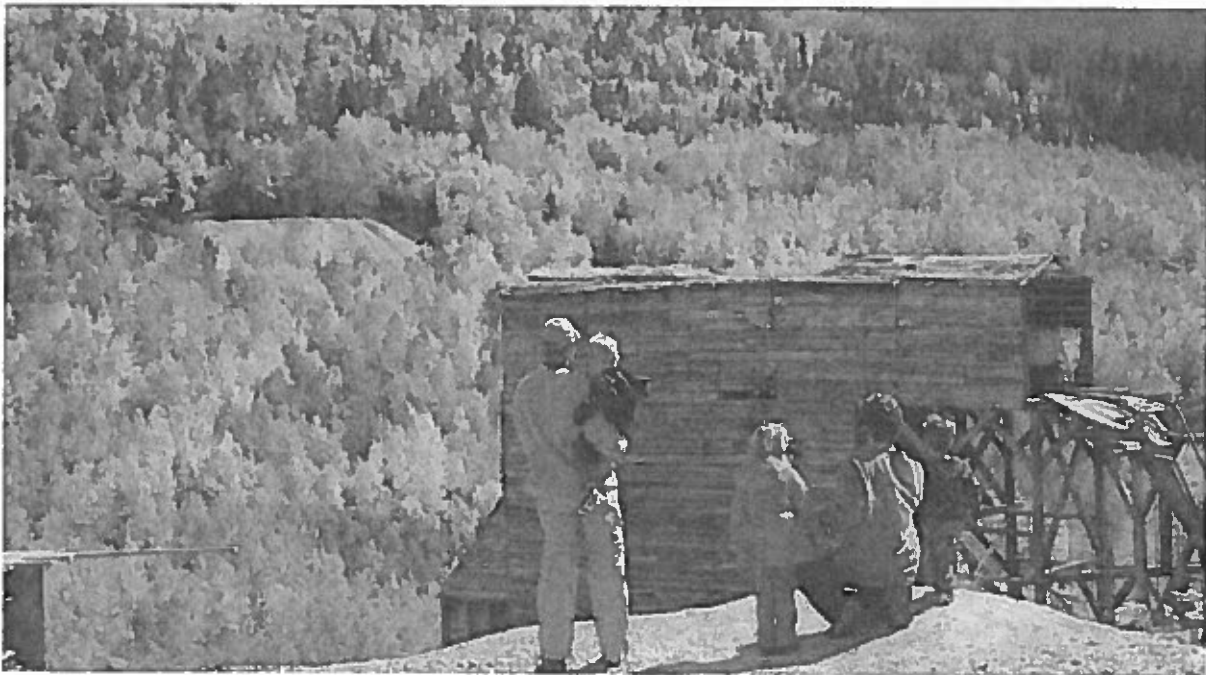


# **City of Cripple Creek**

A National Historic Landmark District

## **2020 Budget**

Version 2 December 4, 2019



**Honor the Past – Envision the Future**

**Mayor: Milford Ashworth**

**City Council:**

**Tom Litherland**


**Meghan Rozell**

**Melissa Trenary**

**Charles Solomone**



*Real Fun. Real Colorado.*

**To:** State of Colorado - Division of Local Government  
**From:** Paul Harris, Finance Director   
**Subject:** 2020 Budget  
**Copy:** Mark Campbell, City Administrator  
**Date:** December 5, 2019

Attached is the City of Cripple Creek's 2020 Budget. As required, this document is to serve as the City's certification letter. I, Paul Harris, certify that the attached is a true and accurate copy of the adopted 2020 budget of the City of Cripple Creek. See attached signed budget resolution approved by the City Council. If you have any questions, I can be reached at (719) 689-2502.

**CITY OF CRIPPLE CREEK, COLORADO**

**RESOLUTION NO. 2019-14**

**A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2019, TO HELP DEFRAY THE COST OF GOVERNMENT FOR THE CITY OF CRIPPLE CREEK, COLORADO FOR THE 2020 BUDGET YEAR.**

**WHEREAS, the City Council of the City of Cripple Creek will adopt the annual budget in accordance with the Local Government Budget Law, on December 4th, 2019, and;**

**WHEREAS, the amount of money necessary to balance the budget for general operating purposes is \$131,936 and;**

**WHEREAS, the "local growth" percentage for the City of Cripple Creek has been computed to be (.030%) in accordance with Article 10, Section 20 of the Colorado Constitution, and;**

**WHEREAS, the 2018 valuation for assessment for the City of Cripple Creek as certified by the County Assessor is \$61,911,720.**

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CRIPPLE CREEK, COLORADO:**

**Section 1. That for the purpose of meeting all general operating expenses of the City of Cripple Creek during the 2020 budget year, there is hereby levied a tax of 2.13 mills upon each dollar of the total valuation of assessment of all taxable property within the City for the year 2019.**

**Section 2. That the City Clerk is hereby authorized and directed to immediately certify to the County Commissioners of Teller County, Colorado, the mill levy for the City of Cripple Creek as hereinabove determined and set.**

**ADOPTED this 4th day of December 2019.**

**APPROVED:**

  
\_\_\_\_\_  
**Milford Ashworth, Mayor**

**ATTEST:**

  
\_\_\_\_\_  
**Janell Sciacca, City Clerk**

**CITY OF CRIPPLE CREEK, COLORADO**

**RESOLUTION NO. 2019-15**

**A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE CITY OF CRIPPLE CREEK, COLORADO, FOR THE CALENDAR YEAR BEGINNING THE FIRST DAY OF JANUARY 2020, AND ENDING ON THE LAST DAY OF DECEMBER 2020.**

**WHEREAS, the City Council of the City of Cripple Creek has appointed Finance Director and Budget Officer, Paul Harris, to prepare and submit a proposed budget, to said governing body on October 4<sup>th</sup>, for its consideration, and;**

**WHEREAS, upon due and proper notice, published or posted in accordance with the law, said proposed budget, was open for inspection by the public at a designated place, public hearings were held on: October 15<sup>th</sup>, 16<sup>th</sup>, 2019 and interested taxpayers were given the opportunity to file or register any objections to said proposed budget, and;**

**WHEREAS, whatever increases may have been made in the expenditures, like increases were added to revenues or reserve funds used, so that the budget remains in balance, as required by law.**

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CRIPPLE CREEK, COLORADO:**

**SECTION 1. That the estimated expenditures for each fund are as follows:**

<b><u>General Fund:</u></b>	<b>\$ 8,566,144</b>
<b><u>Enterprise Funds:</u></b>	
<b>Water Fund/Sewer Fund</b>	<b>\$ 2,369,483</b>
<b><u>Historic Preservation Fund:</u></b>	<b>\$ 1,218,258</b>
<b>Total Expenditures:</b>	<b>\$12,153,884</b>

**SECTION 2. That estimated revenues and reserve funds used for each fund are as follows:**

**General Fund:**

From unappropriated reserves	\$ 163,767
From sources other than property tax	\$ 7,877,673
From the general property tax levy	\$ 131,936

**Enterprise Fund:**

From unappropriated reserves	\$ 330,406
From sources other than the general tax	\$ 1,708,671

**Historic Preservation Fund:**

From unappropriated reserves	\$ 0
From sources other than general tax	\$ 1,247,245

Total from Revenues	\$11,459,698
Total from Unappropriated Reserves	\$ 694,186

**SECTION 3. That the budget as submitted, amended and hereinabove summarized by fund, hereby is approved and adopted as the budget of the City of Cripple Creek for the year stated above.**

**SECTION 4. That the budget hereby approved and adopted shall be signed by the Mayor and made a part of the public records of the City of Cripple Creek.**

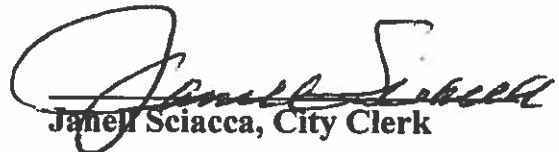
**ADOPTED, this 4th day of December 2019**

**APPROVED:**



**Milford Ashworth, Mayor**

**ATTEST:**



**Janell Sciacca, City Clerk**

**CITY OF CRIPPLE CREEK, COLORADO**

**RESOLUTION NO. 2019-16**

**A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS FOR THE CITY OF CRIPPLE CREEK, COLORADO FOR THE 2020 BUDGET YEAR.**

**WHEREAS, the City of Cripple Creek has adopted the annual budget in accordance with the Local Government Budget Law, on December 4th, 2019, and;**

**WHEREAS, the City of Cripple Creek has made provision therein for revenues and reserve funds in an amount equal to or greater than the total proposed expenditures as set forth in said budget, and;**

**WHEREAS, it is not only required by law, but also necessary to appropriate the revenues provided in the budget to and for the purposes described below, so as not to impair the operations of the City, and;**

**WHEREAS, the City of Cripple Creek will be allocating device fees for 2020 in the following manner: General Fund 90% and Enterprise Fund 10%.**

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CRIPPLE CREEK, COLORADO:**

**That the following sums are hereby appropriated from the revenue and reserve funds, to each fund for purposes stated:**

**General Fund:**

<b>Current Operating Expense</b>	<b>\$8,166,144</b>
<b>Capital Outlay</b>	<b>\$ 400,000</b>
<b>Total General Fund</b>	<b>\$8,566,144</b>

**Enterprise Funds:**

**Water/Sewer Distribution & Collection:**

<b>Current Operating Expense</b>	<b>\$ 682,202</b>
<b>Capital Outlay</b>	<b>\$1,029,653</b>
<b>Debt Service</b>	<b>\$ 95,153</b>
<b>Total Water/Sewer Dist. &amp; Coll.</b>	<b>\$ 1,711,854</b>

**Water/Waste Water Treatment:**

<b>Current Operating Expense</b>	<b>\$ 647,628</b>
<b>Capital Outlay</b>	<b>\$ 10,000</b>

Debt Service	-0-
Total Water/Waste Water Treatment	\$ 657,628
Total Enterprise Funds:	\$2,369,483
<u>Historic Preservation Fund:</u>	
Current Operating Expense	\$1,218,258
Capital Outlay	\$ -0-
Total Historic Preservation Fund	\$1,218,258
Total City Expenditures	\$12,153,884

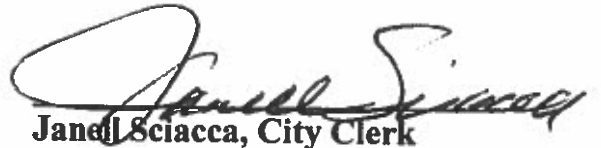
ADOPTED this 4th day of December, 2019

APPROVED:



Milford Ashworth, Mayor

ATTEST:



Janell Sciacca, City Clerk

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## **City of Cripple Creek** **Vision, Mission and Goals/Objectives**

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### **Vision Statement:**

Establish Cripple Creek as the most vibrant historic gold mining, gambling and tourist destination in the world - with a multi-faceted economic base focused on growth, historic tourism, outside adventure, and building community.

### **Mission Statement**

Expand the Cripple Creek experience to enhance the development of tourist related activities that exemplify the history in the region. This will be accomplished through careful planning, which will foster adventure/activities in the region that will enhance the positive experience of our visitors and create a desirable/livable community for our residents.

### **Guiding Principles:**

- A. Maintain and enhance the historic downtown character and community's image.
- B. Leverage existing 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.
- E. Support and promote tourism which focuses on Cripple Creek as a recreation and entertainment destination.
- F. Support a walkable community through planned neighborhood connections and amenities.
- G. Protect the community's view shed, environmental and recreational resources, by working with the Newmont Mining to insure cooperation and mitigation of mining activities and their impact on the community.

### **Goals and Objectives:**

#### **1). 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. Insure that spending stays within the adopted budget for the year.

## **2). Economic Development**

**GOAL:** Promote growth in the local economy and business community.

**OBJECTIVE:** Track funding and grants opportunities in support of all public programs, such as transportation, redevelopment, recreation and heritage tourism. Take a lead role in developing and maintaining public/private, local/regional partnerships that support Historic Preservation, community events, new jobs, existing jobs, and downtown business goals.

**OBJECTIVE:** Promote a healthy gaming industry, which gains additional market share and adds more devices, through the city's marketing campaign aimed at attracting new visitors to our community.

**OBJECTIVE:** Promote a healthy retail, dining and attractions industry, by promoting new and existing businesses through the city's marketing campaign aimed at attracting new visitors to our community.

**OBJECTIVE:** Promote more outdoor adventure activities, such as hiking, biking, etc. in the area by promoting a trail connection to the new Ring the Peak trail. Develop a local/regional trail map.

**OBJECTIVE:** Encourage a broad range of development that supports jobs, services and home based businesses by promoting affordable high speed broad band Internet in the community.

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

**OBJECTIVE:** Establish an internal economic development team, which will consist of Council representatives and City staff, to achieve the objectives listed above.

## **3). 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:** Continue on-going infrastructure investment, throughout the community, within funding constraints.

**OBJECTIVE:** Annually update and evaluate the projects outlined in the 5 year Capital Improvement Plan (CIP).

**OBJECTIVE:** Pursue grant and other sources of funding to off-set infrastructure project costs.

#### **4). 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.

**OBJECTIVE:** Continue to pursue CDOT transportation grant funding for both operating and capital costs. Continue to refine the Cripple Creek to Victor, Woodland Park routes and the Bennett Avenue Circulator.

#### **5). Community Services**

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

**OBJECTIVE:** Continue 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 community partners and non-profits to promote collaboration and integration of resources and programs to build a strong, vibrant, healthy community.

#### **6). Housing**

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

**OBJECTIVE:** Promote public and private funding for a broad range of housing needs in the community and surrounding area.

**OBJECTIVE:** Review the Master Plan and Building Codes for the inclusion of “tiny” or small homes in the community. (Accomplished 2018)

**OBJECTIVE:** Hire an outside consulting firm to complete a comprehensive housing study for Cripple Creek and Victor that looks at the needs/gaps in housing in the Southwest section of Teller County. (Accomplished 2019). Develop an implementation/action plan for the 2019 housing survey results and identify funding sources for selected programs.

#### **7). Culture and Heritage**

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

**OBJECTIVE:** Continue to evaluate 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 desirable place to live, work and visit.

**OBJECTIVE:** Continue to integrate the Building Code and Historic Preservation guidelines to provide for ease of use.

## **8). 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 Newmont Mining Corporation to manage the view shed 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:** Conduct a study to map and protect the community namesake "Cripple Creek". The creek will be given special consideration and exposure within future development plans. Explore grant funding to clean up and rehabilitate the creek.

## **9). 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:** Continue to evaluate Parks & Recreation facilities for future projects, which would address youth and family needs. In addition to using city monies, pursue funds through grants and donations.

**OBJECTIVE:** Develop the "pocket park", next to City Hall, as a community and event asset.

## **10). Community Growth and Engagement**

**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.

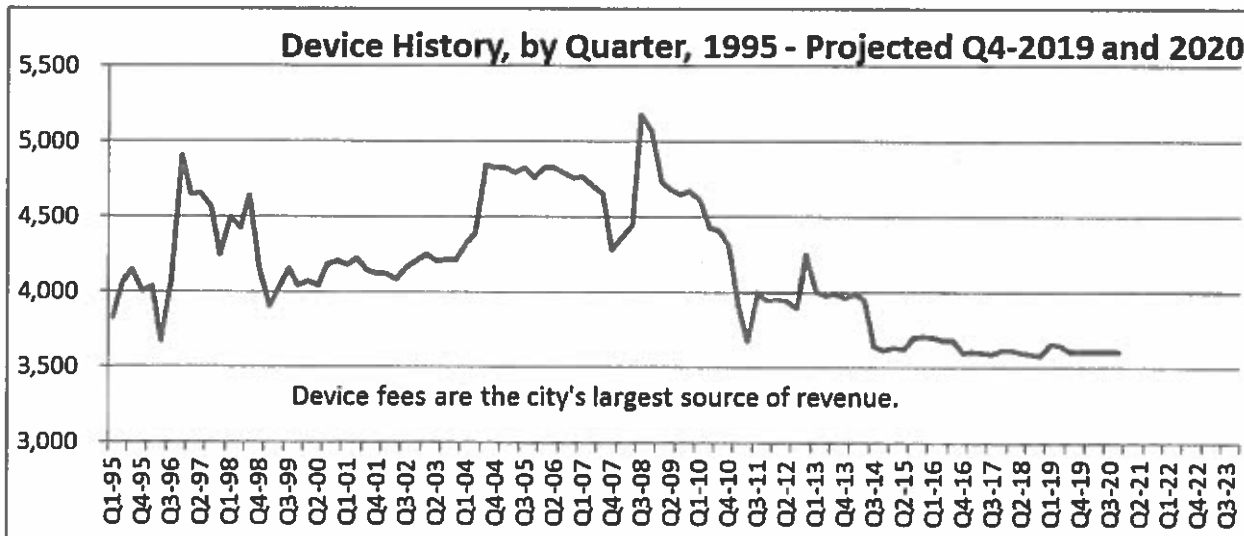
**OBJECTIVE:** Improve pedestrian access and walkability within the downtown core.

**OBJECTIVE:** Promote the Community Clean Up and Adopt a Block Programs.

**OBJECTIVE:** Encourage the involvement of residents in social, political, and community activities.

## 2020 Budget Outlook

The City of Cripple Creek continues to face a major fiscal challenge, caused by the decline in the number of gaming devices in town over the past eleven years. The number of devices in town has plummeted from an all-time high in 2008 of 5,170 to 3,608 today. That is a decline of 1,562 machines, or 30%. Currently, the device count is up slightly from the all-time low set in the third quarter of 2018 at 3,591. The chart below highlights the on-going trend in the reduction of the number of devices in town, which began in the fourth quarter of 2008.



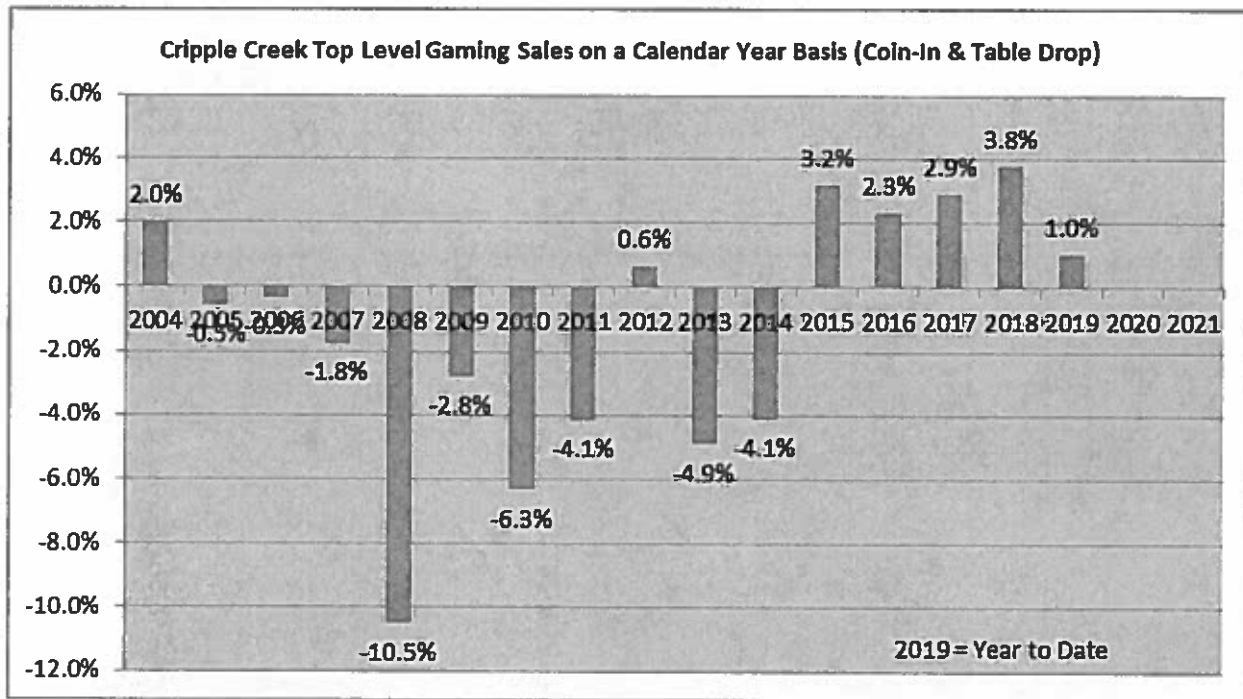
The majority of the city's operating revenue comes from device fees, which declines as the number of devices in town are reduced. The decline in revenues has been created by a number of different factors. Beginning in 2008, the smoking ban and economic recession combined to have a significant negative effect on the city's primary economic engine - the gaming industry. In October 2009, the Ameristar Hotel & Casino opened in Black Hawk, which had an immediate impact on the city's overall share of the gaming market. In addition, Amendment 50, which raised the gaming maximum bet from \$5 to \$100 and added additional games, did not create the large increase in revenues that had been hoped for. These issues, plus others, have caused the industry to consolidate, which has led to the drop in the number of devices.

The device level has declined significantly over the past several years. With the December, 2012 closing of the Rush Casino (232 devices), the device count went below the 4,000 threshold. At the beginning of the third quarter of 2014, Big Jim's casino closed (197 devices), as did the Gold Creek addition of the Double Eagle Casino (107 devices). There are now just six casino corporations operating, with twelve licenses, in town. It is projected that the city will begin 2020 with 3,608 devices for the first quarter. If this projection is correct, the city will have lost 1,562 devices, or 30%, since the high of 5,170 devices was achieved in the third quarter of 2008 when the Wildwood Casino opened. Details of the device projections and associated revenue can be found in the Appendix.

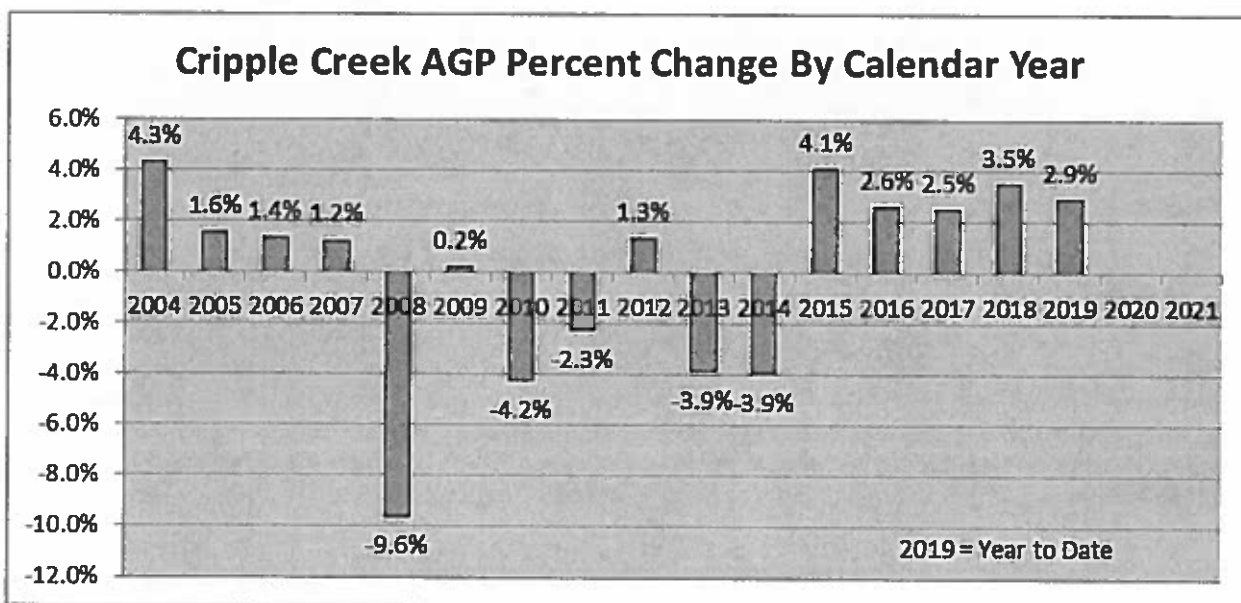
To make up for the loss in device fee revenue, the city has become more and more reliant on grants from outside agencies in order to be able to operate and complete infrastructure projects. The city is now at a dangerous precipice, where further reductions in the number of devices, or any other revenue source, will necessitate looking at what basic services the city can continue to offer.

## Gaming Industry

The gaming industry has recovered slightly in the last five years, after a long downturn. Through July of 2019, the gaming industry's top level sales, coin-in/table drop, is up 1% for the year. Adjusted Gross Proceeds (AGP) is up 2.9% through July 2019. The following chart shows the trend in coin-in over the last several years and includes the year-to-date July 2019 figure.



The chart below shows the trend in Adjusted Gross Proceeds (AGP) for the last several years.



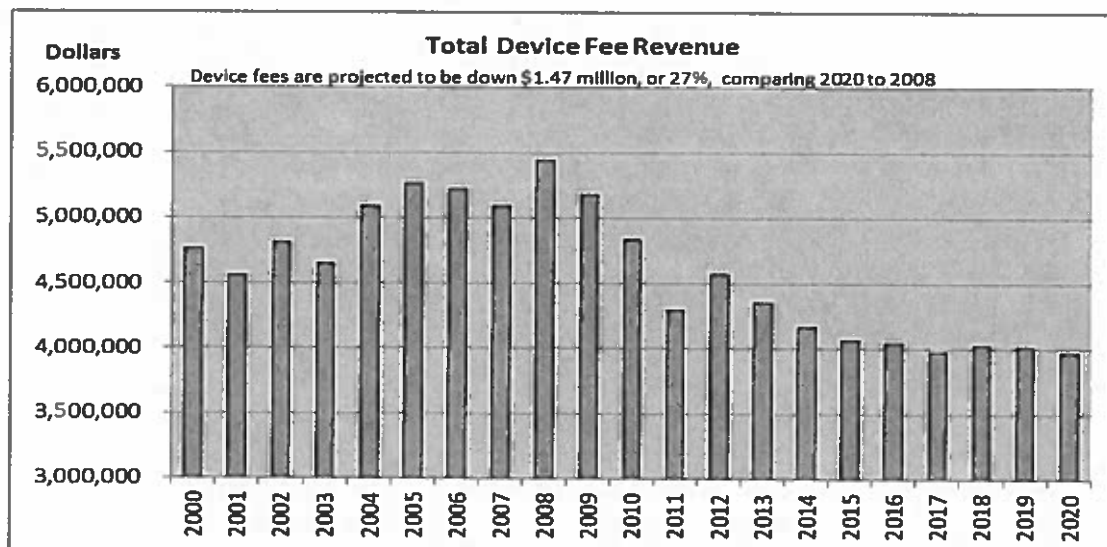
On a positive note, there are three planned major hotel projects in the works, which is hoped will bring new visitors to town and promote existing visitors to stay longer. The Wildwood Casino has started work on their 102 room, \$14 million new hotel with an estimated completion date of October 2020. Full House Resorts Inc. is in the initial stages of starting their 150 room, plus other amenities, project that is expected to cost \$120 million and be completed by 2022. The Triple Crown hotel project is also 150 rooms, plus other amenities, with an estimated cost of \$40 million with a 2021 projected opening date. The projects, as planned, would add over four hundred hotel rooms to the city, plus conference meeting spaces, spas, higher end restaurants, etc. The projects would generate additional revenues for the city from several sources: additional lodging taxes, sales tax, property tax, water/sewer sales, and various permit and tap fees during the construction phase.

The large unknown, at the time of writing this outlook, is how sports betting will benefit the Cripple Creek gaming industry, if passed on the November ballot statewide and in within the City. The city government does not benefit directly from a tax distribution on sports betting wagers, as it does on other types of gaming. The only funds available to the city are from an impact type fund, where if the city can prove it has been harmed by sports betting it could apply for funds to make it whole.

Another issue the gaming industry faces is the continued problem of illegal Internet Cafes, which seem to keep popping up, are closed by authorities, only to reappear in another location/jurisdiction.

### City Revenues for 2020

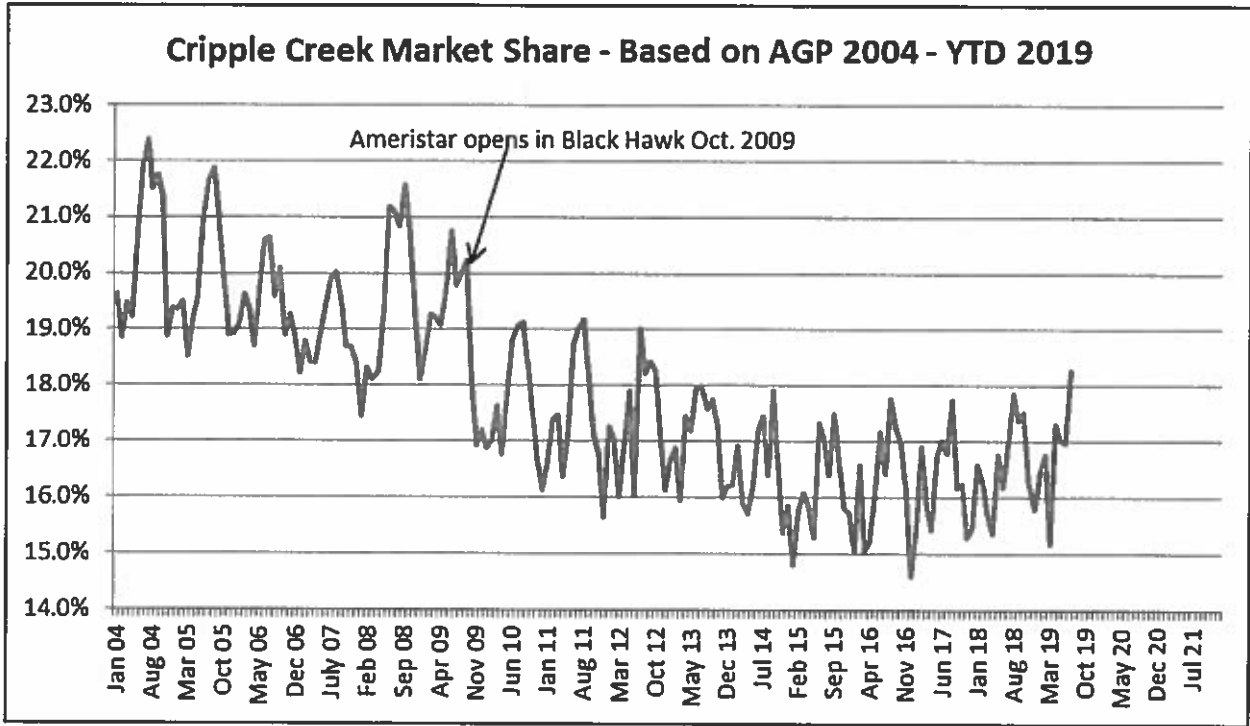
The projected number of devices for 2020, 3,608, will generate total revenue of \$4,020,000 for 2020. This represents a reduction of device fee revenue of \$1.42 million, or 26%, compared to the \$5,439,563 generated in 2008.



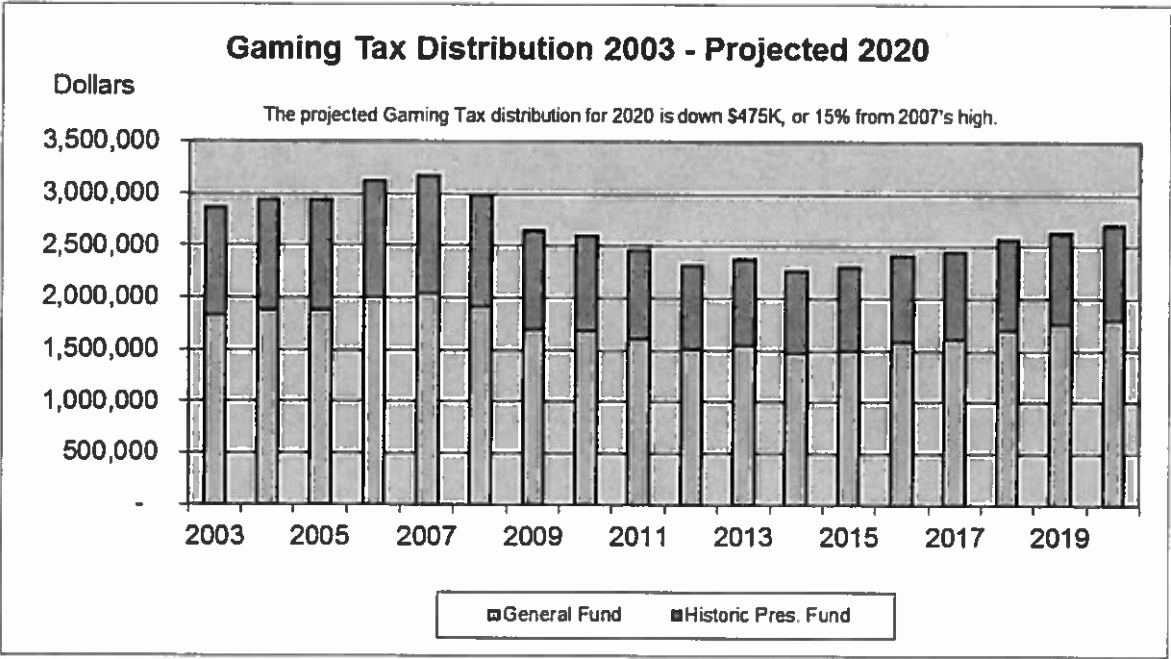
The city's market share improved significantly in July of this year, but has not come close to recovering fully from the opening of the Ameristar in Black Hawk in October 2009 and the implementation of Amendment 50. The city's market share percentage is important because it is used in calculating the gaming tax distribution into both the General and Historic Preservation Funds. Amendment 50 added to the gaming tax revenue loss, since tax revenues are distributed based on a different formula (taxes



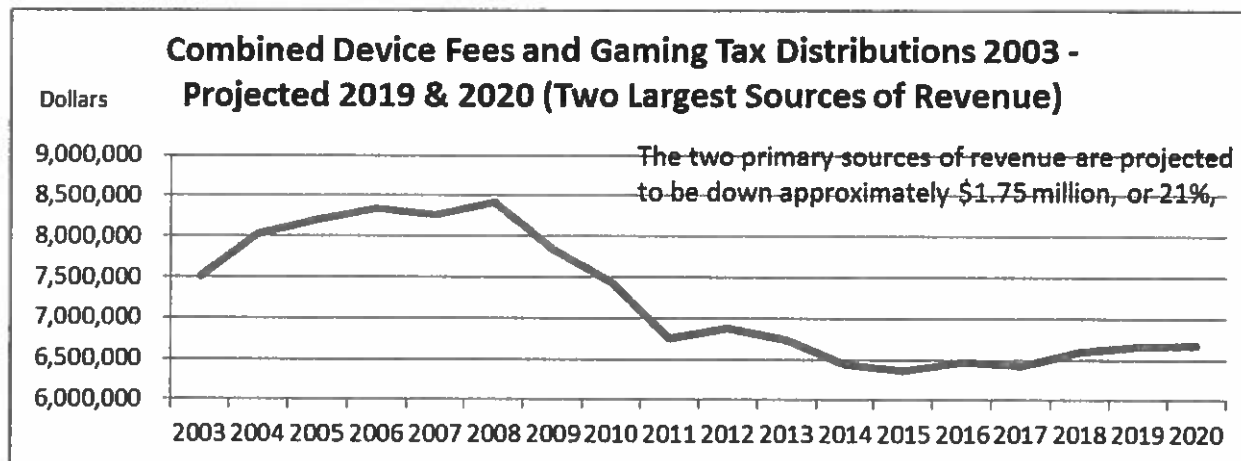
paid versus market share based on Adjusted Gross Proceeds). The chart below shows the market share trend for Cripple Creek through July 2019.



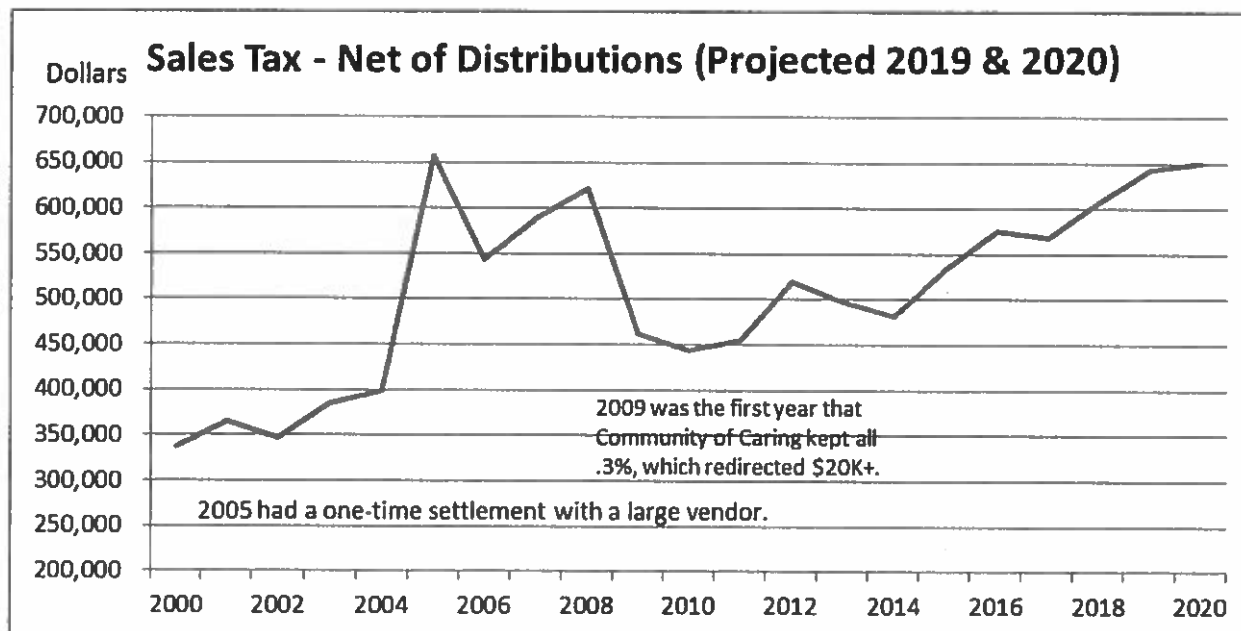
The following chart outlines the overall trend in gaming taxes.



It is projected that the two primary sources of city revenues, device fees and gaming taxes, will be down over \$1.75 million, or 21%, in 2020 since achieving their high in 2008. The chart below outlines the long term trend.

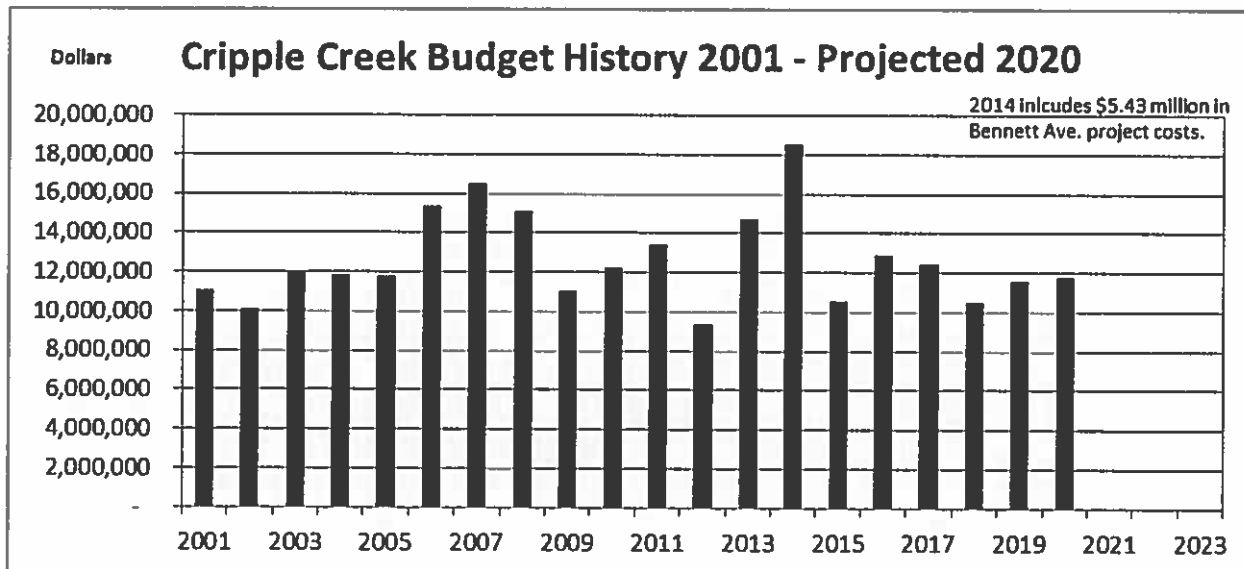


Sales tax, which is a good indicator of overall economic activity and tourism, has had a significant recovery since the 2008 recession. We are forecasting a slight increase (1.1%) in sales taxes from the projected 2019 figure. The chart on the following page outlines the trend and projection of sales tax for the coming year.



For 2020, the city is contemplating completing one major infrastructure, primarily grant funded, project – the Bennett Avenue Water Pipe and Valve Replacement Project, which would be a \$1 million contract. Public Works has been awarded a \$500K grant from the Department of Local Affairs (DOLA) to help complete the project.

In summary, with the on-going decline in revenues from device fees, the city faces a difficult financial outlook for 2020. The city has become more reliant on grants and other sources of funding to complete major projects. The current version of the 2020 budget is \$168K, or 1.5%, more than the 2019 budget. The majority of the spending increase comes from basic operating costs. The chart on the following page compares 2020's proposed budget to past budget levels.



#### ***Services to be provided in 2020***

As the City Council reviews the 2020 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 the primary objective of operating a city and other departments that support the core services. Optional service departments are certainly worthwhile, but are not a required function of municipal government. The core service departments will continue to provide the same level of service to our customers in 2020. Traditionally, the city has been divided into the following functional categories:

**Core Services:** City Clerk's Office, Police/Dispatch, Fire, Building/Planning, Public Works, Water/Waste Water Treatment, and Road/Bridge.

**Support Services:** Administration, Custodial, Finance, Human Resources, Information Technology, Fleet/Vehicle Maintenance.

**Optional Services:** Transportation, Parks and Recreation, Marketing/Events, Butte Theater, Medical Services, Historic Preservation, Cripple Creek Heritage Center, Outlaws and Lawmen Jail Museum, and 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. The city will operate with three funds for 2020. 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, Community Development, Parks & Recreation, Events & Marketing, Road & Bridge, Fleet/Vehicle Maintenance and Medical Services. 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 impact the fund balance (reserves). 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. In addition, the gaming taxes in the General Fund are distributed once a year, in late August, which necessitates the need for a larger fund balance to cash flow operations for the first eight months of the year.

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

This fund encompasses the areas of Water & Sewer Distribution/Collection and the Water & Waste Water Treatment Plants. This fund completes capital infrastructure projects; such as laying new water and sewer lines, the development of additional water resources, their storage, and transmission to the city. Water rates increase every year. The water/sewer rates did not increase in over twenty years, until 2014, which has left the city without sufficient funds for future capital projects. In 2013, the city completed its metering project, which allows for charges based on actual consumption. The Enterprise Fund receives part of its revenues from device fees. For 2020, 10% of all device fees will go into the Enterprise Fund.

### **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 Historic Butte Theater, the Cripple Creek Heritage Center, Outlaws and Lawmen Museum, and Rail Car Information Center budgets. The Historic Preservation (H.P.) 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 nine to ten months until the receipt of the gaming tax distribution.

## **Budgeting**

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 budget document contains a summary section for each of the four service categories, which shows the 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**

Both national/regional economic conditions seem to be slowing a bit in 2019. The Federal Reserve has already taken actions this year to try and keep the economy from going into a recession. However, global economic issues, potential trade wars with other countries, oil prices, and other yet unknown factors could come into play in 2020, which could negatively impact people's feelings about their jobs, disposable income and their ability to spend dollars on entertainment, such as gaming. It is hoped that the city will see continued improvement in the gaming, tourism and lodging industries, with the addition of more hotel rooms in town in 2020 - 2022. Unfortunately, until the gaming industry adds additional devices to the inventory, the city will face difficult financial challenges.

Paul Harris  
Finance Director

## Budget Overview

City of Cripple Creek 2020 Summary Budget Information Baseline	Projected Beginning Fund Balance 2020	Revenues	Expenses	Surplus or (Deficit)	Projected Ending Fund Balance 2021
General Fund	3,350,000	8,173,376	8,566,144	(163,767)	3,186,233
Enterprise Fund	1,200,000	2,039,077	2,369,483	(330,406)	869,594
Historic Preservation Fund	2,350,000	1,247,245	1,218,258	28,987	2,378,987
<b>Total</b>	<b>6,900,000</b>	<b>11,459,698</b>	<b>12,153,884</b>	<b>(465,186)</b>	<b>6,434,814</b>

Note that the General Fund's surplus includes the Tabor three percent set aside added back in, since it will not be spent. The table below compares the 2020 budget to the 2019 budget, by fund.

### 2020 Budget Compared to 2019 Budget

#### Revenues:

	2020	2019	Dollar Change	Percent Change
General Fund	8,173,376	7,883,963	289,413	3.7%
Enterprise Fund	2,039,077	2,041,571	(2,494)	-0.1%
Historic Preservation Fund	1,247,245	1,179,166	68,079	5.8%
<b>Total</b>	<b>11,459,698</b>	<b>11,104,700</b>	<b>354,998</b>	<b>3.2%</b>

### 2020 Budget Compared to 2019 Budget

#### Expenses

	2020	2019	Dollar Change	Percent Change
General Fund	8,566,144	8,050,276	515,868	6.4%
Enterprise Fund	2,369,483	2,438,882	(69,399)	-2.8%
Historic Preservation Fund	1,218,258	1,123,325	94,933	8.5%
<b>Total</b>	<b>12,153,884</b>	<b>11,612,483</b>	<b>541,401</b>	<b>4.7%</b>

The following page compares the 2020 budget to the 2019 budget by fund and department.

City of Cripple Creek  
Budget Summary: 2020 Version 2.0

		2020	Adopted	Dollar	Percent
		Budget	2019	Change	Change Notes
<b>Revenues:</b>					
<b>General Fund</b>					
General Government		6,430,874	6,406,903	43,971	1% Investments, gaming taxes, etc.
Administration		45,000	0	45,000	DOLA grant for pocket park next to City Hall.
Transportation		372,600	254,720	117,880	46% Trolley and new building study grants.
Police		73,187	73,591	1,596	2% New grants planned
Communications		259,375	252,375	7,000	3% Some funding from E-911
Fire		166,500	42,500	124,000	292% Reduced amount of wildland reimbursement \$ expected.
Planning/Building		123,575	85,575	40,000	47% Building permit and review fees.
Parks & Recreation		95,300	88,000	7,300	8% Program income increases
Marketing		200,000	225,000	(25,000)	-11% Reduced amount transferred in from the H.P. fund.
Events		178,300	36,600	141,700	215% Putting 1/2 of Lodging Tax towards Marketing and 1/2 towards Events.
Medical Services		18,601	18,000	601	3%
Road & Bridge		64,064	251,700	(187,636)	-75% 2019 had possible \$125K CDOT Bennett Ave. Water Project Grant.
Fleet & Vehicle Maintenance		122,000	120,000	(2,000)	-5% Lower gas and vehicle maintenance reimbursements.
<b>Total General</b>		<b>8,173,376</b>	<b>7,883,963</b>	<b>289,413</b>	<b>3.7%</b>
<b>Enterprise Fund</b>					
Public Works		1,808,527	1,817,621	-9,094	-1% Misc. revenue reductions.
Water/Waste Water Treatment		230,550	223,950	6,600	3% Increased sewer sales and tap fees.
<b>Total Enterprise</b>		<b>2,039,077</b>	<b>2,041,570</b>	<b>-2,493</b>	<b>-0.1%</b>
<b>Historic Preservation Fund</b>					
Historic Preservation (08-30)		954,170	924,316	29,854	3% HP tax distribution.
Historic Butte Theater		242,100	205,000	37,100	18% New contract with TATC allows the city to keep revenues from shows.
Jail Museum		41,850	39,850	2,000	5%
Heritage Center Operations		9,125	10,000	-875	-9%
<b>Total Historic Preservation</b>		<b>1,247,245</b>	<b>1,179,166</b>	<b>68,079</b>	<b>5.8%</b>
<b>Total City Revenues</b>		<b>11,459,698</b>	<b>11,104,700</b>	<b>354,998</b>	<b>3.2%</b>
<b>Expenses:</b>					
<b>General Fund</b>					
General Government		684,221	637,776	46,445	7% Dependent health care costs, Tabor, etc.
City Clerk		167,261	166,544	717	0% Lower salary costs with one part-time employee vs. full-time in the past
Administration		327,711	253,403	74,308	29% Grant for work on the park next to City Hall.
Transportation		577,053	442,446	134,607	30% Trolley and new building study grants.
Custodial		329,011	356,508	-27,497	-8% Tightened up salary projections. Also have lower healthcare costs for dept.
Police		1,398,490	1,426,626	-28,136	-2% Tightened up salary projections.
Communications		602,200	578,313	23,887	4% Addition of 9th dispatch position and general operating costs.
Fire		1,545,531	1,373,755	171,776	13% General operating costs.
Finance		222,938	218,255	4,683	2% General operating costs.
Planning/Building		259,239	206,892	52,347	25% Plan check fees and building inspection fees by outside firm.
Human Resources		182,710	179,821	2,889	2% General operating costs.
Information Technology		199,265	124,100	75,165	61% Increase in computer and software licensing purchases.
Parks & Recreation		584,417	549,554	34,863	6% AFR for sidewalks, steps, etc.
Marketing		325,150	311,150	14,000	4% More in TV and specific sections.
Events		399,097	401,835	-2,738	-1%
Medical Services		34,006	105,516	-71,510	-68% Reduction in the subsidy the city was providing to Premier Rural Healthcare.
Road & Bridge		493,537	493,242	295	0%
Fleet & Vehicle Maintenance		234,307	224,539	9,768	4% General operating costs.
<b>Total General</b>		<b>8,566,144</b>	<b>8,050,276</b>	<b>515,868</b>	<b>6.4%</b>
<b>Enterprise Fund</b>					
Public Works Operating		682,202	661,978	20,224	3% General operating costs.
Public Works Capital		1,029,653	1,110,045	(80,393)	-7% 2019 has a \$20K tractor purchase. Remainder is cost savings of bond refinancing & related.
Waste Water Treatment		556,530	570,320	(13,790)	-2% 2019 has a \$24K vehicle purchase.
Water Treatment		101,098	96,540	4,558	5% 2019 has a \$7K pump purchase.
<b>Total Enterprise</b>		<b>2,369,483</b>	<b>2,438,882</b>	<b>(69,399)</b>	<b>-2.8%</b>
<b>Historic Preservation Fund</b>					
Historic Preservation		383,892	386,436	-2,544	-1% General operating costs.
Historic Butte Theater		448,597	422,303	26,294	6% General operating costs.
Jail Museum		125,933	121,025	4,908	4% General operating costs.
Heritage Center Operating		192,396	161,294	31,102	19% \$20K allotted for additional building maintenance.
Rail Car		67,439	32,268	35,171	109% Reduced hours at Rail Car.
<b>Total Historic Preservation</b>		<b>1,218,258</b>	<b>1,123,323</b>	<b>94,935</b>	<b>8.3%</b>
<b>Total City Expenses</b>		<b>12,153,884</b>	<b>11,612,483</b>	<b>541,401</b>	<b>4.7%</b>
<b>Summary:</b>					
<b>Total Revenues</b>		<b>11,459,698</b>	<b>11,104,700</b>	<b>354,998</b>	
<b>Total Expenses</b>		<b>12,153,884</b>	<b>11,612,483</b>	<b>541,401</b>	
<b>Excess/(Deficit)</b>		<b>(694,186)</b>	<b>(507,783)</b>	<b>(186,403)</b>	
<b>Excess/(Deficit) with Tabor \$ added back</b>		<b>(463,186)</b>	<b>(276,783)</b>	<b>(186,403)</b>	

# General Fund

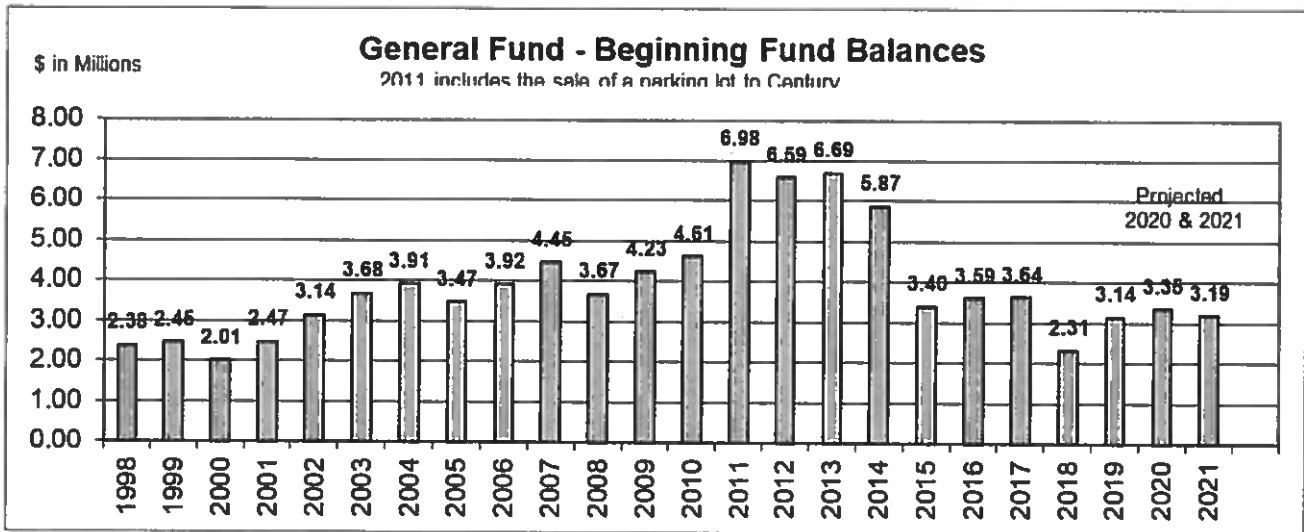


The following table outlines the estimated beginning and ending fund balances for the General Fund.

**Estimated General Fund Balance - 2020**

Projected Beginning Balance	3,350,000
Revenue:	
General Government	6,450,874
Departments	<u>1,722,502</u>
Total Revenue	8,173,376
 Total Expenses	 8,566,144
 Excess/(Deficit)	 (392,767)
 Tabor set aside Dollars	 229,000
Excess/(Deficit) with Tabor Dollars	(163,767)
 Projected Ending Fund Balance	 2,957,233
with Tabor Dollars Added Back	3,186,233

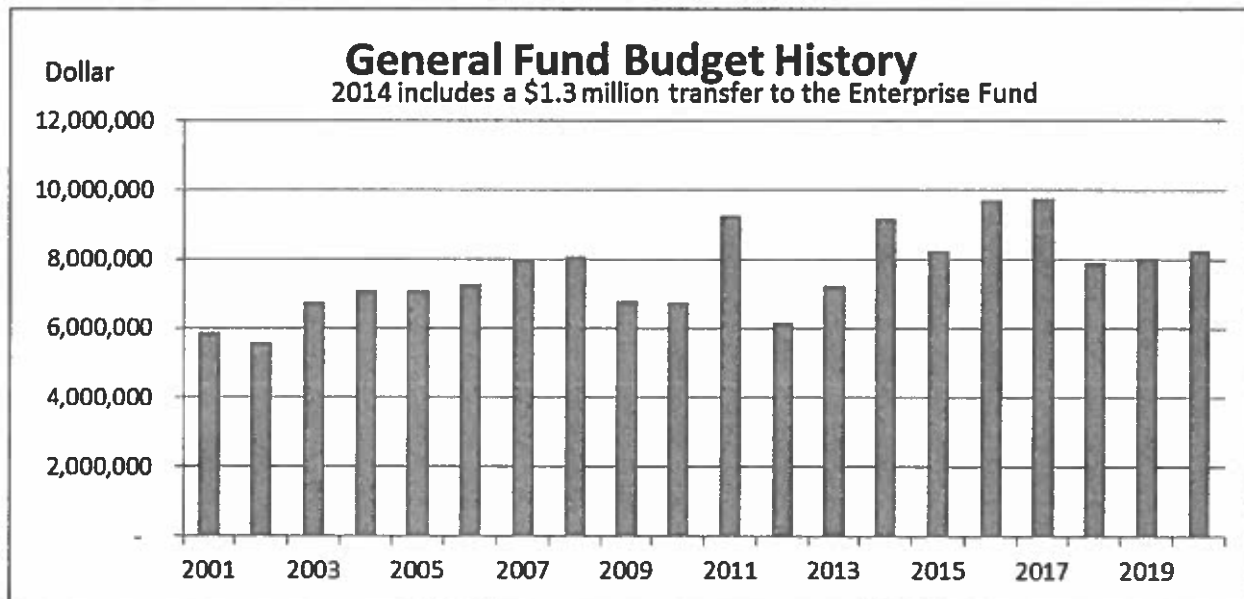
The chart below gives an overview of the history of the General Fund's beginning fund balances.



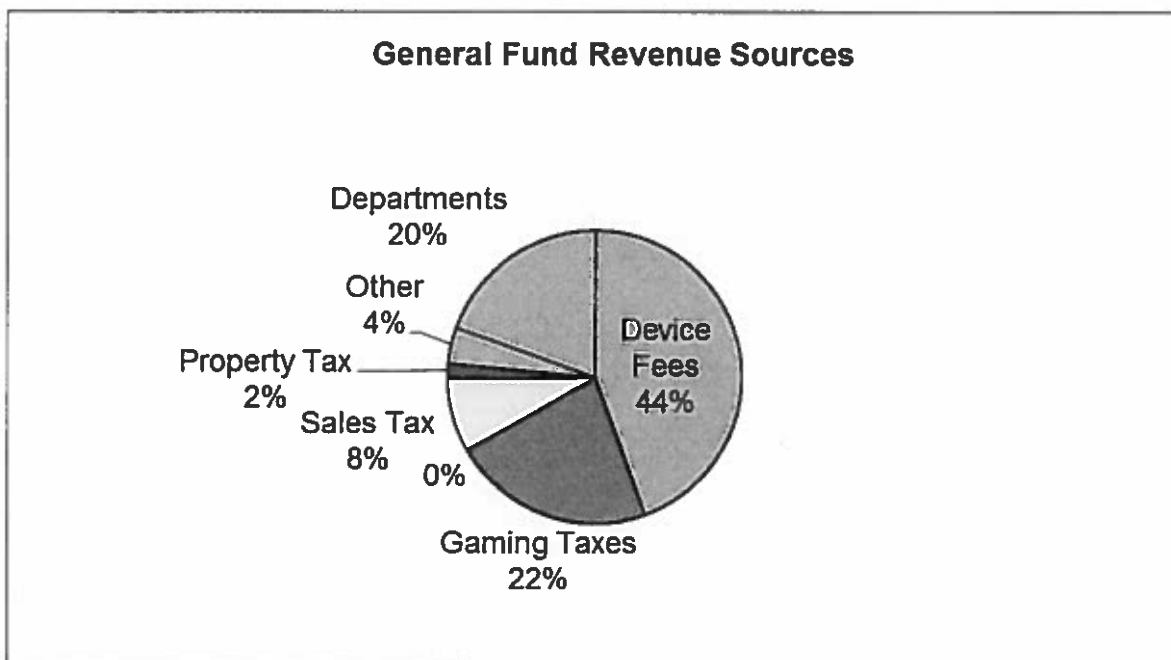
The following table summarizes revenues and expenses by programs/services in the General Fund and includes the cost of the 3% Tabor set aside in total expenditures.

General Fund				Revenue as	Expense as
	Total	Total	Net Operating	Percent of	Percent of
Department	Revenue	Expenditure	Cost	Total Revenue	Total Expense
General Government	6,450,874	684,221	5,766,653	79%	8%
City Clerk		167,261	(167,261)		2%
Administration	45,000	327,711	(282,711)		4%
Transportation	372,600	577,053	(204,453)	4.6%	7%
Custodial		329,011	(329,011)		4%
Police	75,187	1,398,490	(1,323,303)	0.9%	16%
Communications	259,375	602,200	(342,825)	3.2%	7%
Fire	166,500	1,545,531	(1,379,031)	2.0%	18%
Finance		222,938	(222,938)		3%
Planning/Building	125,575	259,239	(133,664)	1.5%	3%
Human Resources		182,710	(182,710)		2%
Information Technology		199,265	(199,265)		2%
Parks & Recreation	95,300	584,417	(489,117)	1.2%	7%
Marketing	200,000	325,150	(125,150)	2.4%	4%
Special Events	178,300	399,097	(220,797)	2.2%	5%
Medical Services	18,601	34,006	(15,405)	0.2%	0%
Road and Bridge	64,064	493,537	(429,473)	0.8%	6%
Fleet & Maintenance	122,000	234,307	(112,307)	1.5%	3%
Total	8,173,376	8,566,144	(392,767)	100%	100%

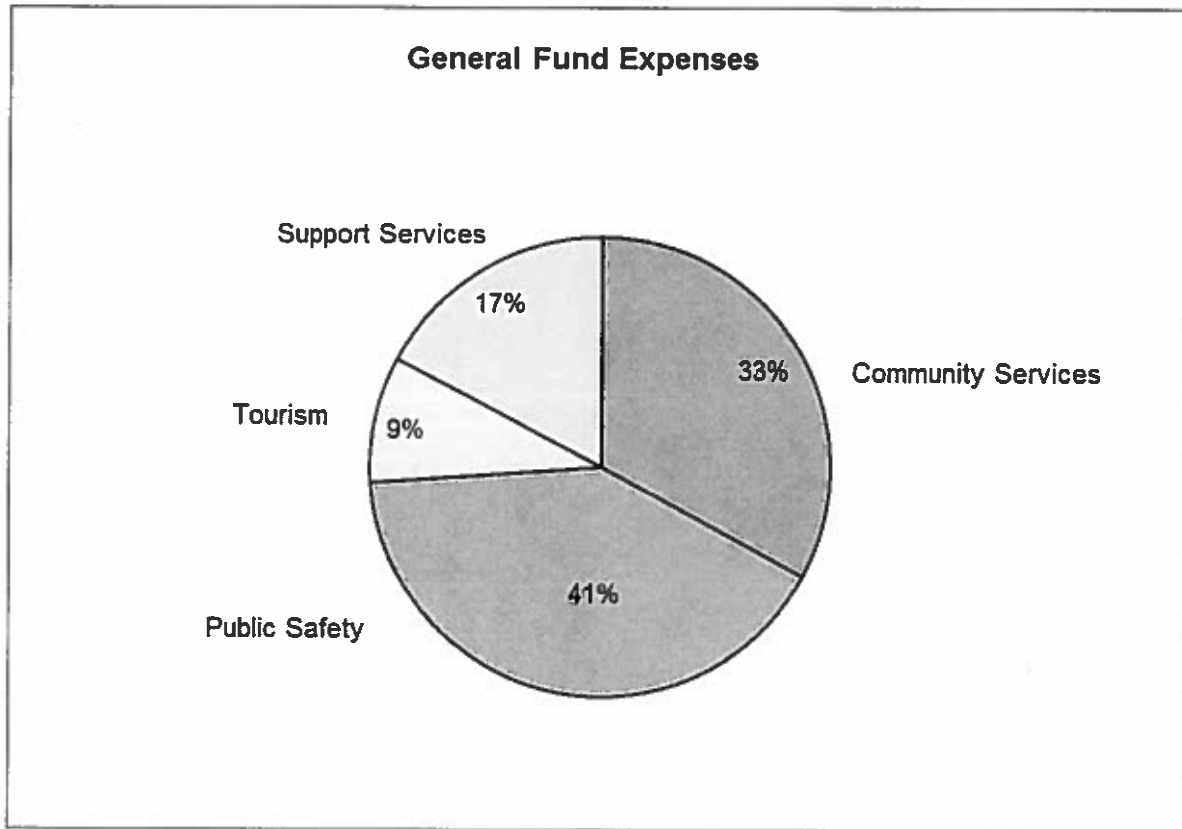
The chart below shows the General Fund's budget history. Note that 2011's large increase was due to a planned Parks & Recreation expansion project, which did not occur. Also note that 2014's figure includes a \$1.3 million transfer to the Enterprise Fund to help fund the Bennett Avenue Project.



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



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



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

**Summary of General Fund Categories**

	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost  Surplus or (Deficit)
Community Services	7,127,014	87%	2,799,734	33%	4,327,280
Public Safety	501,062	6%	3,546,221	41%	(3,045,159)
Tourism	378,300	5%	724,247	8%	(345,947)
Support Services	167,000	2%	1,495,942	17%	(1,328,942)
Totals	8,173,376	100%	8,566,144	100%	(392,767)

# Community Services

## Summary

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

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

### Community Services Summary

	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost Surplus or (Deficit)	Percent of Total
General Government	6,450,874	91%	684,221	24%	5,766,653	133%
City Clerk			167,261	6%	(167,261)	4%
Transportation	372,600	5%	577,053	21%	(204,453)	5%
Planning/Building	125,575	2%	259,239	9%	(133,664)	3%
Parks & Recreation	95,300	1%	584,417	21%	(489,117)	11%
Road & Bridge	64,064	1%	493,537	18%	(429,473)	10%
Medical Services	18,601	0%	34,006	1%	(15,405)	0%
<b>Totals</b>	<b>7,127,014</b>	<b>100%</b>	<b>2,799,734</b>	<b>100%</b>	<b>4,327,280</b>	<b>100%</b>

## **General Government**

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

**01 10-00 GENERAL GOVERNMENT**

Line Item Number	Line Item Name	2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 10.00 3101 000	PROPERTY TAX	126,389	126,505	130,238	130,238	131,936
A 01 10.00 3101 001	DELINQUENT PROPERTY TAX	107		100	100	100
A 01 10.00 3101 002	PROPERTY TAX INTEREST	913	712	900	900	900
A 01 10.00 3110 000	ABATED PROPERTY TAX					
A 01 10.00 3120 000	SPECIFIC OWNERSHIP TAX	15,442	15,899	13,000	15,500	15,500
A 01 10.00 3130 000	SALES TAX	568,668	607,841	610,000	643,000	650,000
A 01 10.00 3170 000	ADDTL FEES ON MOTOR VEHICLES	5,636	11,090	5,700	6,000	6,000
A 01 10.00 3180 000	GAMING DEVICE FEES	3,578,801	3,630,668	3,647,160	3,647,160	3,553,200
A 01 10.00 3181 000	DEVICE SWITCHOUT FEES	4,200	4,700	4,000	5,300	5,000
A 01 10.00 3183 000	DEVICE LATE FEES					
	SPORTS BETTING TAX					15,000
A 01 10.00 3182 000	FRANCHISE FEES	137,280	133,388	137,000	134,000	136,000
A 01 10.00 3210 000	BUSINESS LICENSES	13,940	9,640	12,500	9,000	9,000
A 01 10.00 3220 000	LIQUOR LICENSE FEES	5,175	7,171	5,000	5,800	6,000
A 01 10.00 3221 000	OCCUPATIONAL LIQUOR	1,575	1,091	1,600	1,100	1,100
A 01 10.00 3340 000	CIGARETTE TAX	3,702	3,555	2,750	3,200	3,300
A 01 10.00 3341 000	SEVERANCE TAX ON MINING/MINERAL LEASE	22,086	17,924	20,000	25,584	26,000
A 01 10.00 3360 000	GAMING TAX PROCEEDS	1,616,633	1,702,590	1,748,155	1,754,574	1,798,438
A 01 10.00 3385 000	MUNICIPAL COURT REVENUE	2,095	1,339	1,700	1,300	1,300
A 01 10.00 3600 000	MISCELLANEOUS REVENUE	25,507	10,469	15,000	25,000	15,500
A 01 10.00 3601 000	TRANSFER IN FROM ENT FUND: COUNCIL COMP.	9,500	9,500	9,500	9,500	9,500
A 01 10.00 3602 001	INTEREST - INVESTMENTS	28,719	44,735	40,000	65,000	65,000
A 01 10.00 3604 000	RENT/LEASE INCOME FROM CELL TOWER	2,627	3,327	2,600	2,100	2,100
<b>Total Revenue</b>		<b>6,168,995</b>	<b>6,342,144</b>	<b>6,406,903</b>	<b>6,484,355</b>	<b>6,450,874</b>
Dollar Change			173,149	64,759	77,452	(33,481)
Percent Change			3%	1%	1%	-1%
A 01 10.00 6166 000	DEPEND HEALTHCARE PROGRAM	72,964	83,821	95,000	83,000	85,000
A 01 10.00 6112 000	PIP PROGRAM (ALL DEPTS)			41,550	41,550	43,000
A 01 10.00 6165 000	IMPEMENTATION OF SALARY SURVEY & COST					
A 01 10.00 6168 000	WORKERS COMP DEDUCTIBLE					
A 01 10.00 6169 000	LABOR CONSULTANT					
A 01 10.00 6201 000	CITY HALL MAINTENANCE		2,689			
A 01 10.00 6204 000	OPERATING EXPENSE	12,825	3,272	5,000	5,000	5,000
A 01 10.00 6206 000	BANK FEES/CREDIT CARD PROCESSING EXPENSE	4,786	4,913	3,400	5,000	5,200
A 01 10.00 6207 000	VETERANS MEMORIAL WALL			1,000	1,000	1,000
A 01 10.00 6208 000	POSTAGE	274	225			
A 01 10.00 6301 000	LEGAL ADVERTISING		200			
A 01 10.00 6304 000	AUDITOR	25,659	33,977	30,000	31,000	32,000
A 01 10.00 6307 000	COMMUNITY ALLOCATIONS	17,500	17,500	17,500	17,500	17,500
A 01 10.00 6307 003	SCHOOL SCHOLARSHIP FUND	5,000	5,000	5,000	5,000	5,000
A 01 10.00 6311 000	SOFTWARE SUPPORT CONTRACT	3,113	-	3,500	3,500	3,500
A 01 10.00 6312 000	TELLER CNTY TREASURER	2,671	2,707	2,800	2,800	2,800
A 01 10.00 6401 000	UTILITIES	17,894	18,860	21,500	21,500	22,000
A 01 10.00 6404 000	COURT OF RECORD	550				
A 01 10.00 6409 000	CONTINGENCY			50,000		110,000
A 01 10.00 6411 000	EMERGENCY FUND (TAMOR)			231,000	0	229,000
A 01 10.00 6502 000	INSURANCE	3,493	5,670	4,894	6,600	5,729
A 01 10.00 6502 001	INSURANCE DEDUCTIBLE	2,500			1,500	
A 01 10.00 6502 002	ADDITIONAL WORKERS COMP PREMIUM			17,000	17,000	10,000
A 01 10.00 6611 001	PARKING LOT LEASE - BENNET AVE	12,000	12,000	12,000	12,000	12,000
A 01 10.00 6612 000	PAYROLL VENDOR	23,840	24,843	25,000	25,000	25,500
A 01 10.00 6615 000	PIKES PEAK AREA GOVERNMENT	2,277	2,250	2,400	2,400	2,400
A 01 10.00 6618 000	CML ASSOCIATION DUES	2,245	-	2,245	2,245	2,321
A 01 10.00 6621 000	ELEVATOR MAINTENANCE CONTRACT	1,178	1,216	1,200	1,200	1,200
A 01 10.00 6622 000	TOWN BEAUTIFICATION	13,536	14,596	14,500	14,500	15,000
A 01 10.00 6990 001	COUNCIL CHAMBERS		2,452			
A 01 10.00 6992 000	COUNCIL SEMINAR/CONFERENCES	5,035	6,307	8,200	8,200	8,200
A 01 10.00 6992 001	COUNCIL MEETINGS/BROADCASTS			1,200		
A 01 10.00 6993 000	COUNCIL COMPENSATION	40,085	41,031	41,662	41,031	40,661
A 01 10.00 6996 000	CITY COUNCIL EAP	196	179	225	200	210
<b>Total Expenditure</b>		<b>269,621</b>	<b>283,708</b>	<b>637,776</b>	<b>348,726</b>	<b>684,221</b>
Dollar Change			14,087	354,068	-289,050	335,495
Percent Change			5%	125%	-45%	96%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>5,899,374</b>	<b>6,058,436</b>	<b>5,769,127</b>	<b>6,135,629</b>	<b>5,766,653</b>



## **City Clerk's Office**

### **Mission Statement**

Provide quality support and assistance to the Mayor, City Council and City Administrator and the Citizens of Cripple Creek in a professional, efficient, effective, ethical and positive manner.

The City Clerk's Office is responsible for a variety of administrative functions relating to maintenance of the City's vital and historic records. The City Clerk serves as the secretary to the Mayor and City Council attending all meetings and recording proceedings thereof as required by law. The Office is also responsible for preparation of City Council Meeting Agendas and statutorily required and related postings, Liquor Licensing, Business Licensing, Municipal Elections, and daily business receipt reconciliations and deposits.

### **Goals & Objectives**

1. Provide the highest quality of customer service to the citizens, visitors and customers of the City of Cripple Creek.
2. Attend professional development training and learning opportunities in order to stay current on laws, rules and regulations affecting the City Clerk and the City of Cripple Creek as a whole.

### **Staff**

City Clerk	Full Time
Deputy City Clerk	Full Time

## 01 13-00 CITY CLERK

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 13.00 6110 000	SALARIES	109,243	91,301	100,890	86,888	86,888
	COLA		7	3,027		1,521
	TOTAL SALARIES	109,243	91,308	103,917	86,888	88,409
A 01 13.00 6120 000	SOCIAL SECURITY EXPENSE	6,398	5,492	6,443	5,387	5,481
A 01 13.00 6130 000	MEDICARE EXPENSE	1,496	1,284	1,507	1,260	1,282
A 01 13.00 6140 000	RETIREMENT EXPENSE	7,438	6,297	8,313	6,951	7,073
A 01 13.00 6150 000	EMPLOYEE HEALTH INSURANCE	17,739	14,194	17,285	17,285	18,530
A 01 13.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	90	90	90
A 01 13.00 6160 000	WORKMANS COMP EXPENSE	1,161	630	650	650	650
A 01 13.00 6167 000	DISABILITY INSURANCE	297	0	650	650	650
A 01 13.00 6203 000	OFFICE SUPPLIES	6,891	3,766	3,800	3,800	3,800
A 01 13.00 6204 000	OPERATING EXPENSE	2,927	1,765	3,700	3,700	3,700
A 01 13.00 6208 000	POSTAGE		373	550	550	550
A 01 13.00 6209 000	TRAVEL	213	0	500	500	500
A 01 13.00 6210 000	TRAINING	585	605	1,100	1,700	1,000
A 01 13.00 6301 000	LEGAL ADVERTISING	1,779	3,061	2,000	2,000	2,000
A 01 13.00 6310 000	ELECTIONS	2,035	1,326	2,500	2,500	2,500
A 01 13.00 6402 000	PHONE	2,267	2,552	2,300	2,300	2,300
A 01 13.00 6402 001	CELL PHONES					
A 01 13.00 6402 003	INTERNET	269	630	625	625	625
A 01 13.00 6811.000	SCANNING DOCUMENTS					
A 01 13.00 6404 001	COURT COSTS	5,684	6,586	5,800	9,000	10,000
A 01 13.00 6502 000	INSURANCE	1,107	1,342	1,414	1,500	1,422
A 01 13.00 6611 000	LEASE/PURCHASE EQUIPMENT	1,038	1,968	1,300	2,000	2,100
A 01 13.00 6990 010	CODIFICATION PROGRAM	2,142	1,835	2,100	2,500	14,600
	<b>Total Expenditure</b>	<b>170,787</b>	<b>145,092</b>	<b>166,544</b>	<b>151,836</b>	<b>167,261</b>
	Dollar Change		-25,695	21,452	-14,708	15,425
	Percent Change		-15%	15%	-9%	10%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(170,787)</b>	<b>(145,092)</b>	<b>(166,544)</b>	<b>(151,836)</b>	<b>(167,261)</b>

## **Transportation**

### **Mission Statement**

One of our many goals is to safely and efficiently transport local citizens, students and tourists to requested destinations within the cities of Cripple Creek, Victor & Woodland Park. Our aim is to maintain a prompt schedule without sacrificing safety. Our intent is to emphasize on transit growth opportunities within our community and region. The City of Cripple Creek Transportation promotes the local economy by offering smooth and convenient service to our local attractions and businesses and educates our riders. The City of Cripple Creek Transportation will pursue all grant funding opportunities.

### **Goals/Objectives**

- 1). The City of Cripple Creek Transportation will continue pursuing several different grant opportunities with CDOT for 2020. In 2020, the City of Cripple Creek Transportation will continue providing transportation services to the City of Victor & the City of Woodland Park.**
- 2). Continue to increase City Transit services and promote tourism:**
  - Support the City Council with their goals and objectives.
  - Comply with FTA/CDOT rules and regulations.
  - Support City staff and departments.
  - Strive to meet the needs of all our passengers
  - Provide a continuum of training for drivers that will build good customer relations and address potential problems.
- 3). Seek other avenues of funding:**
  - Grants.
  - Participate in meetings in conjunction with all modes of transportation that will increase opportunities for our community.
  - Work together with other local transit agencies to provide service to the region.
- 4.) Assist organizations and programs by providing Transportation:**
  - Support Cripple Creek/Victor School district.
  - Support regional transit agencies and community events.
  - Support a city-wide transportation program that would benefit the entire community.

### **Staff**

Transportation Manager (Full-Time) 1  
Transit Supervisor (Full-Time) 1  
Mechanic (Full-Time) 1  
Transit Supervisor (Part-Time) 3  
Transit Drivers (Part-Time) 6

## 01 12-00 TRANSPORTATION DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2019 Year End Estimate	2020 Budget
A 01 12.00 3413 000 RIDERSHIP REVENUE	22,240	24,841	25,000	25,000	25,000
A 01 12.00 3500 001 CDOT FASTER VEHICLE GRANT	82,509				
A 01 12.00 3500 005 CDOT 5311 OPERATING	119,612	116,703	119,720	119,720	129,720
A 01 12.00 3500 010 CDOT 5311 ADMIN COSTS GRANT	38,938	46,677	60,000	60,000	67,880
A 01 12.00 3500 012 CDOT BUILDING STUDY GRANT					
A 01 12.00 3500 015 CDOT TROLLEY STUDY GRANT					40,000
A 01 12.00 3500 011 MOBILITY MANAGER GRANT		11,189	24,900	24,900	24,900
A 01 12.00 3500 025 CDOT EQUIPMENT/SHELTER GRANT	31,213				
***** CDOT TRANIST BUILDING STUDY GRANT					60,000
A 01 12.00 3710 000 CITY OF VICTOR	25,000	25,000	25,000	25,000	25,000
A 01 12.00 3720 000 CASINO CONTRIBUTION					
A 01 12.00 3600 000 MISCELLANEOUS REVENUE	462	2,708	100	100	100
<b>Total Revenue</b>	<b>319,974</b>	<b>227,118</b>	<b>254,720</b>	<b>254,720</b>	<b>372,600</b>
Dollar Change		(92,856)	27,602	-	117,880
Percent Change		-29%	12%	0%	46%
A 01 12.00 6110 000 SALARIES	262,690	265,520	236,855	243,422	243,422
A 01 12.00 6111 000 OVERTIME	278	283	550	550	550
COLA			6,567		4,270
TOTAL SALARIES	262,968	265,803	243,972	243,972	248,242
A 01 12.00 6120 000 SOCIAL SECURITY EXPENSE	16,292	16,419	15,126	15,126	15,391
A 01 12.00 6130 000 MEDICARE EXPENSE	3,810	3,840	3,538	3,538	3,600
A 01 12.00 6140 000 RETIREMENT EXPENSE	9,017	8,448	10,749	10,749	10,749
A 01 12.00 6150 000 EMPLOYEE HEALTH INSURANCE	18,326	10,282	16,325	16,325	17,500
A 01 12.00 6155 000 EMPLOYEE ASSISTANCE PROGRAM	352	352	375	375	375
A 01 12.00 6160 000 WORKMANS COMP EXPENSE	3,514	3,884	4,850	4,850	5,000
A 01 12.00 6167 000 DISABILITY INSURANCE	432	0	750		
A 01 12.00 6203 000 OFFICE SUPPLIES	1,692	1,060	1,000	1,000	1,000
A 01 12.00 6204 000 OPERATING EXPENSE	4,834	6,818	5,000	6,000	6,500
A 01 12.00 6205 000 VEHICLE MAINTENANCE	10,828	19,786	14,000	20,000	15,000
A 01 12.00 6206 000 FUEL EXPENSE	27,053	28,904	24,000	26,000	27,000
A 01 12.00 6208 000 AFFILIATIONS/SUBSCRIPTIONS	5,616	6,009	5,000	5,000	5,000
A 01 12.00 6209 000 TRAVEL		1,876			
A 01 12.00 6213 000 SAFETY TRAINING	1,000	939	1,000	1,000	1,000
A 01 12.00 6211 000 DRIVER TRAINING/PHYSICALS	575	385	700	700	700
A 01 12.00 6401 000 UTILITIES	1,583	1,719	2,500	2,000	2,100
A 01 12.00 6402 000 PHONE	631	878	775	900	900
A 01 12.00 6402 001 CELL PHONES	1,414	1,459	1,600	1,500	1,550
A 01 12.00 6402 003 INTERNET	104	630			
A 01 12.00 6407 000 BUILDING MAINTENANCE	1,500	1,386	1,500	1,500	1,500
A 01 12.00 6502 000 INSURANCE	3,920	6,544	3,756	3,200	2,797
A 01 12.00 6611 000 LEASE/PURCHASE EQUIPMENT	179	164	250	200	250
A 01 12.00 6700 000 EMPLOYEE HIRING	464	203	500	250	500
A 01 12.00 6800 041 MOBILITY MANAGER travel, materials, supplies			3,500	3,500	3,500
A 01 12.00 6212 000 UNIFORMS	500	453	500	500	500
<b>Sub Total Operating Costs</b>	<b>376,604</b>	<b>388,241</b>	<b>361,266</b>	<b>368,185</b>	<b>370,653</b>
<b>Capital Costs</b>					
A 01 12.00 6990 004 VEHICLE PURCHASE	116,770				
A 01 12.00 6990 000 CAPITAL EXPENSE EQUIPMENT					
A 01 12.00 6990 013 TROLLEY STUDY GRANT					48,000
***** CDOT TRANIST BUILDING STUDY GRANT					75,000
A 01 12.00 6990 015 EQUIPMENT/SHELTER GRANT	30,970				
A 01 12.00 6990 017 CAMERA SYSTEM BUILDING GRANT					
<b>Sub Total Capital Costs</b>	<b>147,740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>123,000</b>
<b>Administration Costs</b>					
A 01 12.00 6800 000 OUTSIDE CONSULTANT					
OPERATING COORDINATOR			58,293	58,293	60,000
OPERATING COORDINATOR BENEFITS			17,488	17,488	18,000
CDOT 5304 PLANNING GRANT					
A 01 12.00 6210 000 TRAINING	1,330	983	1,500	1,500	1,500
A 01 12.00 6800 020 TRAVEL II	690	916	1,000	1,000	1,000
A 01 12.00 6800 025 MARKETING	2,000	2,065	2,000	2,000	2,000
A 01 12.00 6800 030 SUBSTANCE ABUSE PROGRAM		400	400	400	400
A 01 12.00 6800 035 AUDIT	500	424	500	500	500
A 01 12.00 6800 040 UTILITIES & INTERNET					
<b>Sub Total Administration Costs</b>	<b>4,520</b>	<b>4,788</b>	<b>81,181</b>	<b>81,181</b>	<b>83,400</b>
<b>Total Expenditure</b>	<b>528,864</b>	<b>393,029</b>	<b>442,447</b>	<b>449,366</b>	<b>577,053</b>
Dollar Change		-135,835	49,418	6,919	127,688
Percent Change		-26%	13%	2%	28%
<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(208,890)</b>	<b>(165,911)</b>	<b>(187,727)</b>	<b>(194,646)</b>	<b>(204,453)</b>

## **Community Development (Planning/Building/Code Enforcement)**

### **Mission Statement**

The purpose of Planning function is 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.

The purpose of the Building & Code Enforcement function 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. Insure that potential applicants for land development projects are fully informed as to the requirements of City ordinances regulating such activities.
  - Continue to administer the Form Based Code to provide 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.
4. 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.
  - Perform as liaison between the City and our contracted commercial inspecting firm.
5. 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.
6. 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.
  - Design, estimate, and construct new building projects in all City owned or leased properties.

**Staff**

Planning & Community Development Director	Full-time
Construction/Maintenance Worker	Full Time

**01 25-00 PLANNING & BUILDING DEPARTMENT**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 25.00 3223 000	CONTRACTORS LICENSE FEES	11,815	15,795	17,000	16,500	17,000
A 01 25.00 3224 000	BUILDING PERMIT FEES	21,049	20,236	20,000	111,358	60,000
A 01 25.00 3225 000	BUILDING PLANS REVIEW	18,810	40,355	40,000	15,000	40,000
A 01 25.00 3226 000	PLUMBING & MECHANICAL PERMITS		227			
A 01 25.00 3232 000	PLANNING & REVIEW FEES	2,750	15,896	8,000	8,000	8,000
A 01 25.00 3227 000	INSPECTION FEES			200	200	200
	HOUSING STUDY - DOLA/VICTOR				50,000	
A 01 25.00 3228 000	CODE BOOKS			25	25	25
A 01 25.00 3229 000	VARIANCE FEES			150	150	150
A 01 25.00 3240 000	NON CITY - SPECIAL EVENTS PERMIT FEES		50	100	100	100
A 01 25.00 3600 000	MISCELLANEOUS REVENUE	50	301	100	100	100
<b>Total Revenue</b>		<b>54,474</b>	<b>92,860</b>	<b>85,575</b>	<b>201,433</b>	<b>125,573</b>
Dollar Change			38,386	(7,285)	115,858	(75,858)
Percent Change			70%	-8%	135%	-38%
A 01 25.00 6110 000	SALARIES	77,766	119,229	121,016	122,000	122,000
A 01 25.00 6111 000	OVERTIME	88	16	100	100	100
	COLA			3,633		2,137
	TOTAL SALARIES	77,854	119,245	124,749	122,100	124,237
A 01 25.00 6120 000	SOCIAL SECURITY EXPENSE	4,771	7,349	7,734	7,570	7,703
A 01 25.00 6130 000	MEDICARE EXPENSE	1,116	1,779	1,809	1,770	1,801
A 01 25.00 6140 000	RETIREMENT EXPENSE	4,937	8,216	9,980	9,843	9,939
A 01 25.00 6150 000	EMPLOYEE HEALTH INSURANCE	13,317	18,725	17,382	17,382	18,634
A 01 25.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	199	125	125	125
A 01 25.00 6160 000	WORKMANS COMP EXPENSE	938	944	1,400	1,400	1,400
A 01 25.00 6167 000	DISABILITY INSURANCE	161	0	670	670	
A 01 25.00 6203 000	OFFICE SUPPLIES	339	767	1,000	1,000	1,000
A 01 25.00 6204 000	OPERATING EXPENSE	1,092	2,512	2,000	2,000	2,000
A 01 25.00 6205 000	VEHICLE MAINTENANCE	1,320	579	2,000	2,000	2,000
A 01 25.00 6206 000	FUEL EXPENSE	1,584	1,299	1,700	1,700	1,700
A 01 25.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	0	0	400	400	400
A 01 25.00 6209 000	TRAVEL	0	125	500	500	500
A 01 25.00 6210 000	TRAINING	0	30	2,500	2,500	2,500
A 01 25.00 6306 000	BUILDING PLAN CHECK FEE	14,288	29,678	8,850	19,000	19,000
A 01 25.00 6307 000	BUILDING INSPECTION FEE	10,346	23,938	11,450	24,000	24,000
A 01 25.00 6401 000	UTILITIES	2,226	2,053	2,900	2,900	2,900
A 01 25.00 6402 000	PHONE	1,546	1,700	1,550	1,550	1,550
A 01 25.00 6402 001	CELL PHONES	1,055	1,409	1,325	1,325	1,325
A 01 25.00 6402 003	INTERNET	269	630	625	625	625
A 01 25.00 6502 000	INSURANCE	1,352	1,639	1,967	1,700	1,625
A 01 25.00 6611 000	LEASE/PURCHASE EQUIPMENT	135	275	275	275	275
A 01 25.00 6640 000	PROPERTY MAINTENANCE	1,074	2,339	3,000	3,000	3,000
A 01 25.00 6700 008	MAIN STORAGE BUILDING 2nd STREET	147	166	500	500	500
A 01 25.00 6800 000	HIRING EXPENSE	900				
*****	DANGEROUS BUILDING EXPENSE					30000
A 01 25.00 6990 002	COMPUTERS		4,500	-	-	-
A 01 25.00 6990 003	TOOLS	688	339	500	500	500
	HOUSING STUDY				75,000	
<b>Total Expenditure</b>		<b>141,572</b>	<b>230,435</b>	<b>206,892</b>	<b>301,336</b>	<b>259,239</b>
Dollar Change			88,863	-23,543	94,444	-42,097
Percent Change			63%	-10%	46%	-14%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(87,098)</b>	<b>(137,575)</b>	<b>(121,317)</b>	<b>(99,903)</b>	<b>(133,664)</b>

## **Parks & Recreation**

### **Mission Statement**

To serve the personal, social, economic, 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 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 community children attending K.R.U. Adventure Fridays and Summer Camp excursions.
- Continue to work with Teller County Public Health on shared interests as it pertains to health, prevention and fitness programs.
- Continue to partner with Community Partnership Family Resource Center on shared interests as it pertains to health and nutrition programs, early childhood services, adult education, and family resources.
- Continue to partner with Silver Sneakers Incorporation and Silver and Fit.
- Continue to pursue funding from philanthropists.

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

- Work with the Development Department to ensure the Master Plan will be followed.
- Continue to implement the creation of the Parks and Recreation Master Plan.

#### **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 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 for the City Park, Hern and Golden Fields, Mountain Wave Skate Park, Mountain View Adventure Park and the Gold Camp Trail.

**Staff**

Parks & Recreation Director	Full Time
Recreation Program Manager	Full Time
Recreation Facility Manager	Full Time
Program Assistant II	Full Time
Facility Assistant II	Full Time
Facility/Grounds	Contracted Services
Facility Assistant I	P/T Yr Round
Program Assistant I	P/T Yr Round
Program Assistant I	P/T Yr Round
Program Assistant I	P/T Yr Round
Program Assistant I	P/T Yr Round
Driver Facility Program Assist I	P/T Yr Round

*"Building a healthy and happy community that improves people's lives."*

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

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 35.00 3515 005	GOCO GRANT	176,861	32,314			
A 01 35.00 3515 008	EL POMAR GRANT	5,000		5,000	5,000	5,000
A 01 35.00 3590 000	PROGRAM INCOME	12,292	9,668	13,300	13,300	13,300
A 01 35.00 3592 000	CONSERVATION TRUST FUND	10,187	11,725	12,000	13,000	13,000
A 01 35.00 3594 000	CHILD CARE SERVICES	21,478	24,413	20,500	20,500	20,500
A 01 35.00 3595 000	ATHLETIC PROGRAM	22,484	25,386	22,500	26,500	27,000
A 01 35.00 3596 000	SKATING		1,446		1,000	1,000
A 01 35.00 3596 001	FACILITY RENTAL	2,557		2,000	2,000	2,000
A 01 35.00 3597 000	RENTALS	800	1,174	1,000	1,000	1,000
A 01 35.00 3599 000	DONATIONS	112	1,504		400	400
A 01 35.00 3600 000	MISC. REVENUE	1,385	2,098	2,000	2,000	2,000
A 01 35.00 3601 000	SPECIAL EVENTS	2,946	3,110	1,500	1,500	1,500
A 01 35.00 3606 000	GREEN HOUSE	350	420	500	500	500
A 01 35.00 3607 000	SPONSORSHIPS	1,636	1,500	3,600	3,600	3,600
A 01 35.00 3608 000	SILVER SNEAKERS	4,188	5,016	4,100	4,500	4,500
<b>Total Revenue</b>		<b>262,276</b>	<b>119,774</b>	<b>88,000</b>	<b>94,800</b>	<b>95,300</b>
Dollar Change			(142,502)	(31,774)	6,800	500
Percent Change			-54%	-27%	8%	1%
A 01 35.00 6110 000	SALARIES	309,989	311,700	309,330	324,724	324,724
A 01 35.00 6111 000	OVERTIME	1,086	2,194	1,500	1,500	1,500
	COLA			9,325		5,709
	TOTAL SALARIES	311,075	313,894	320,155	326,224	331,933
A 01 35.00 6120 000	SOCIAL SECURITY EXPENSE	17,804	18,527	19,850	20,226	20,580
A 01 35.00 6130 000	MEDICARE EXPENSE	4,790	4,333	4,642	4,730	4,813
A 01 35.00 6140 000	RETIREMENT EXPENSE	16,004	16,519	21,771	22,183	22,571
A 01 35.00 6150 000	EMPLOYEE HEALTH INSURANCE	49,956	46,276	43,546	43,546	46,681
A 01 35.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	469	469	430	430	430
A 01 35.00 6160 000	WORKMANS COMP EXPENSE	8,975	8,481	10,000	12,700	13,000
A 01 35.00 6167 000	DISABILITY INSURANCE	712	-	1,250	1,250	1,250
A 01 35.00 6201 000	POSTAGE	2,894	1,318	2,800	2,800	3,000
A 01 35.00 6203 000	OFFICE SUPPLIES	2,248	2,749	2,700	2,700	2,700
A 01 35.00 6204 000	OPERATING EXPENSE	5,575	4,394	5,000	5,000	5,000
A 01 35.00 6205 000	VEHICLE MAINTENANCE	1,267	1,392	3,000	3,000	3,000
A 01 35.00 6206 000	FUEL	3,837	5,036	4,500	4,500	4,500
A 01 35.00 6207 000	ADVERTISING AND PRINTING	9,215	9,661	9,300	9,300	9,300
A 01 35.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	300	264	350	350	350
A 01 35.00 6209 000	TRAVEL	2,496	2,031	2,500	2,500	2,500
A 01 35.00 6210 000	TRAINING	482	379	1,500	1,500	1,500
A 01 35.00 6211 000	PARK MAINTENANCE	4,348	5,841	4,500	5,900	6,000
A 01 35.00 6212 000	PARK BLDG MAINTENANCE	482	8,461	2,500	2,500	2,500
A 01 35.00 6213 000	CONSERVATION TRUST FUND EXP.	12,965	10,231	11,000	11,000	11,000
A 01 35.00 6401 000	UTILITIES	20,061	18,593	21,500	21,000	21,500
A 01 35.00 6402 000	PHONE	4,935	4,631	4,600	4,600	4,600
A 01 35.00 6402 001	CELL PHONES	376	420	450	450	450
A 01 35.00 6402 003	INTERNET	104	630	625	625	625
A 01 35.00 6502 000	INSURANCE	7,142	6,384	4,686	9,925	9,733
A 01 35.00 6503 000	CREDIT CARD PROCESSING	3	270	150	150	150
A 01 35.00 6504 000	PARKING LOT LEASE	4,500	4,500	4,500	4,500	4,500
A 01 35.00 6611 000	LEASE/PURCHASE EQUIPMENT	4,649	5,200	5,500	5,500	5,500
A 01 35.00 6614 000	SKATING		1,163		75	
A 01 35.00 6614 001	FACILITY RENTAL	1,223		1,000	1,000	1,000
A 01 35.00 6615 000	ATHLETICS	12,172	13,243	15,000	15,000	15,000
A 01 35.00 6616 000	RECREATION CLASSES	8,464	5,521	6,000	7,000	7,500
A 01 35.00 6617 000	SPECIAL EVENTS	2,065	2,890	2,200	2,200	2,200
A 01 35.00 6619 000	CHILD CARE SERVICES	4,407	4,009	4,600	4,600	4,600
A 01 35.00 6700 000	HIRING EXPENSE	369	236	850	850	850
A 01 35.00 6810 000	GREEN HOUSE EXPENSES	204	1,063	500	500	500
A 01 35.00 6813 000	CITY HALL PARK		7,890			
A 01 35.00 6815 000	SCHOLARSHIP SERVICES	30		100	100	100
A 01 35.00 6915 000	CAPITAL EXPENSE GROUNDS					7,000
A 01 35.00 6990 000	CAPITAL EXPENSE EQUIPMENT					
A 01 35.00 6990 017	FITNESS EQUIPMENT					
A 01 35.00 6990 023	SKATEBOARD PARK	182	3,500	3,500	3,500	3,500
A 01 35.00 6990 025	BMX TRACK/PROGRAM	2,875	2,347	2,500	2,500	2,500
A 01 35.00 6990 051	EXISTING BUILDING RENOVATION					
A 01 35.00 6990 052	BASKETBALL COURT/SKATE PARK RESURFACE					
A 01 35.00 6990 053	MOUNTAIN VIEW ADENTURE PARK	241,787	2,815			
<b>Total Expenditure</b>		<b>771,442</b>	<b>545,561</b>	<b>549,555</b>	<b>566,415</b>	<b>584,417</b>
Dollar Change			-225,881	3,994	16,860	18,002
Percent Change			-29%	1%	3%	3%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(509,166)</b>	<b>(425,787)</b>	<b>(461,555)</b>	<b>(471,615)</b>	<b>(489,117)</b>

## **Healthcare 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 2019, UCHHealth began operating the primary care office, featuring Dr. Robert Reed, at the Healthcare Plaza. Also available at the facility is physical and occupational therapies through EDGE Rehab and Wellness, LLC.

**01 47-00 MEDICAL SERVICES**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year-End Estimate	Budget
A 01 47.00 3400 001	RENT - DENTAL PRACTICE	4,650	12,175	12,000	12,300	12,600
A 01 47.00 3400 004	RENT - PHYSICAL THERAPY	6,000	6,000	6,000	6,000	6,000
A 01 47.00 3400 006	RENT - COUNSELOR					
A 01 47.00 3400 007	RENT - DOCTORS OFFICE				1	1
	MEDICAL PRACTICE (FORMER) REPAYMENT FROM AR				15,000	
A 01 47.00 3600 000	MISC. REVENUE		130			
	<b>Total Revenue</b>	<b>10,650</b>	<b>18,305</b>	<b>18,000</b>	<b>33,301</b>	<b>18,601</b>
	Dollar Change		7,655	(305)	15,301	(14,700)
	Percent Change		72%	-2%	85%	-44%
A 01 47.00 6204 000	GENERAL OPERATING COST	2,690	5,666	2,000	4,500	4,000
A 01 47.00 6401 000	UTILITIES	18,069	18,308	23,000	23,000	23,500
A 01 47.00 6405 000	MAINTENANCE - DENTAL EQUIPMENT	708	47	750	750	750
A 01 47.00 6406 000	BUILDING MAINTENANCE	3,406	3,040	4,500	4,500	4,500
A 01 47.00 6500 000	UNCOLLECTABLE ACCTS/BAD DEBT	15,331				
A 01 47.00 6502 000	INSURANCE	764	927	266	1,325	1,256
A 01 47.00 6800 000	MEDICAL SERVICES PROVIDER					
A 01 47.00 6807 000	MEDICAL PRACTICE GRANT		89,073	75,000	60,561	
A 01 47.00 6990 002	BUILDING SPACE FINISHES	10,508				
A 01 47.00 6990 003	COMPUTER EQUIPMENT	5,519				
	<b>Total Expenditure</b>	<b>56,995</b>	<b>117,061</b>	<b>105,516</b>	<b>94,636</b>	<b>34,006</b>
	Dollar Change		60,066	-11,545	-10,880	-60,630
	Percent Change		105%	-10%	-10%	-64%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(46,345)</b>	<b>(98,756)</b>	<b>(87,516)</b>	<b>(61,335)</b>	<b>(15,405)</b>

## **Road & Bridge**

### **Mission Statement**

To provide adequate maintenance, improvements and additions to the City's roads, bridges, curb, gutter and sidewalks. Maintain compliance with the American with Disability Act and apply all applicable standards with the MUTCD.

### **Goals & Objectives**

- 1). Continue a phased and funded road maintenance plan for repairing, chip seal and overlay programs.
- 2). Develop and fund the sidewalk improvement and repair plan including the TAP Grant for sidewalks on Galena Ave., Crystal and Prospect.
- 3). Maintain effective snow removal program for the safety of the Cripple Creek traveling public.
- 4). Staff training and Certifications
- 5). Work with other departments on safe traffic control for events and event preparation.
- 6). Improve infrastructure of Cripple Creek

### **Staff:**

Heavy Equipment Operator	Full-time
Laborer/Equipment Operator	Full-Time

**01 45-00 ROAD & BRIDGE**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 45.00 3300 000	HIGHWAY USERS FUNDS	53,648	65,888	60,000	45,000	53,564
A 01 45.00 3380 000	ROAD & BRIDGE TAX	11,384	8,768	11,700	10,000	10,500
A 01 45.00 3500 010	CDOT TELLER 1 TRAILS GRANT	339,125				
A 01 45.00 3500 015	CDOT TELLER 1 CURVE (HES) PROJECT	362,793				
A 01 45.00 3500 030	CDOT TAP SIDEWALK GRANT		106,502			
	OTHER GRANT DOLLARS TOWARDS TAP PROJ.					
A 01 45.00 3500 035	DOLA GRANT	835,616				
A 01 45.00 3500 036	CC&V MINE DONATION					
A 01 45.00 3500 037	CDOT BENNETT AVE PROJECT GRANT			75,000		
A 01 45.00 3381 000	LODGING TAX REVENUE			105,000		
A 01 45.00 3600 000	MISCELLANEOUS REVENUE	4,006	794			
<b>Total Revenue</b>		<b>1,606,572</b>	<b>181,952</b>	<b>251,700</b>	<b>55,000</b>	<b>64,064</b>
Dollar Change			-1,424,620	69,748	-196,700	9,064
Percent Change			-89%	38%	-78%	16%
A 01 45.00 6110 000	SALARIES	96,377	75,754	78,466	75,671	75,671
A 01 45.00 6111 000	OVERTIME	2,100	3,824	4,000	4,000	4,000
	COLA			2,474		1,394
	<b>TOTAL SALARIES</b>	<b>98,477</b>	<b>79,578</b>	<b>84,940</b>	<b>79,671</b>	<b>81,065</b>
A 01 45.00 6120 000	SOCIAL SECURITY EXPENSE	5,701	4,486	5,266	4,940	5,026
A 01 45.00 6130 000	MEDICARE EXPENSE	1,333	1,049	1,232	1,155	1,175
A 01 45.00 6140 000	RETIREMENT EXPENSE	7,098	5,515	6,795	6,374	6,485
A 01 45.00 6150 000	EMPLOYEE HEALTH INSURANCE	16,077	18,431	17,405	17,405	18,658
A 01 45.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	117	125	125	125
A 01 45.00 6160 000	WORKMANS COMP EXPENSE	1,292	757	1,150	1,150	1,150
A 01 45.00 6162 000	CLOTHING ALLOWANCE	428	100	500	500	500
A 01 45.00 6167 000	DISABILITY INSURANCE	362		675		
A 01 45.00 6201 000	BUILDING MAINTENANCE	190	119			
A 01 45.00 6204 000	OPERATING EXPENSE	601	2,972	2,000	2,000	2,000
A 01 45.00 6205 000	VEHICLE MAINTENANCE	7,401	7,755	10,000	10,000	10,000
A 01 45.00 6206 000	FUEL	6,782	6,817	8,000	8,000	8,000
A 01 45.00 6207 000	OPERATING EQUIPMENT	-	2,054	500	500	500
A 01 45.00 6401 000	UTILITIES	1,583	1,773	2,600	2,600	2,600
A 01 45.00 6402 001	CELL PHONES	707	1,419	1,100	1,000	1,100
A 01 45.00 6403 000	STREET LIGHT REPAIRS					
A 01 45.00 6404 001	STREET LIGHT UTILITIES	26,693	28,491	27,500	27,500	28,000
A 01 45.00 6408 000	STREET SIGNS	250	4,977	2,000	2,000	2,000
A 01 45.00 6502 000	INSURANCE	4,656	3,891	8,454	7,325	7,152
A 01 45.00 6505 000	STREET MAINTENANCE (Paving, Painting, etc.)	16,832	125,193	100,000	120,000	125,000
A 01 45.00 6505 003	DUST TREATMENT					
A 01 45.00 6506 000	GRAVEL PIT RECLAMATION		17			
A 01 45.00 6508 000	ICE SLICER/DEICING MATERIAL	28,777	40,777	60,000	60,000	60,000
A 01 45.00 6611 000	LEASE/PURCHASE EQUIPMENT	39,394	39,394			
A 01 45.00 6612 000	TRAFFIC CONTROL DEVICES	-	1,587	3,000	3,000	3,000
A 01 45.00 6990 006	STREET LIGHT & REGULAR LIGHT REPLACEMENT	11,255	8,222	5,000	5,000	5,000
A 01 45.00 6509 000	BRIDGE REPAIR					
A 01 45.00 6700 000	HIRING EXPENSE	35				
A 01 45.00 6990 004	PROPERTY ACQUISITION					
A 01 45.00 6990 015	CDOT TELLER 1 TRAILS GRANT	798,196	11,866			
A 01 45.00 6990 016	CDOT TELLER 1 CURVE PROJECT	906,431				
A 01 45.00 6990 018	CDOT TAP SIDEWALK GRANT		106,210			
A 01 45.00 6990 019	TRACTOR			20,000	13,198	
A 01 45.00 6990 020	BENNETT AVENUE PROJECT			125,000		125,000
<b>Total Expenditure</b>		<b>1,980,668</b>	<b>503,567</b>	<b>493,242</b>	<b>373,443</b>	<b>493,537</b>
Dollar Change			-1,477,101	-10,325	-119,800	120,094
Percent Change			-75%	-2%	-24%	32%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(374,096)</b>	<b>(321,615)</b>	<b>(241,542)</b>	<b>(318,443)</b>	<b>(429,473)</b>

## Public Safety

### Summary

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

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

Public Safety Summary					Net Operating Cost	
	Revenues	Percent of Total	Expenses	Percent of Total	Surplus or (Deficit)	Percent of Total
Police	75,187	15%	1,398,490	39%	(1,323,303)	43%
Fire/Emergency Services	166,500	33%	1,545,531	44%	(1,379,031)	45%
Dispatch	259,375	52%	602,200	17%	(342,825)	11%
<b>Totals</b>	<b>501,062</b>	<b>100%</b>	<b>3,546,221</b>	<b>100%</b>	<b>(3,045,159)</b>	<b>100%</b>
<b>Percent of Total General Fund Budget</b>	<b>6%</b>		<b>41%</b>			

## **POLICE/DISPATCH DEPARTMENT**

### **Mission Statement**

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 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:**

- Assist the Cripple Creek and Victor School District in ensuring a safe, secure and pro-social learning environment by providing a full-time School Resource Officer position within the District.
- Establish a Cripple Creek *Teen Court*, *Restorative Justice Program* and comprehensive marijuana abuse prevention program within the School District.
- Continue the planning and potential grant application process for the relocation of the Cripple Creek Police Operations Center.
- Continue to collaborate with community and law enforcement partners to ensure the safety and security of the Citizens of, and visitors to the City of Cripple Creek.
- Continue to embrace and implement the principles of Community and Problem Oriented policing in collaboration with community members and civic leaders.
- Collaborate with Gaming industry owners, management and all business owners to ensure a safe welcoming environment for all patrons.
- Maintain an environment within the Police Department which acknowledges and embraces the principle that; our team members are our most precious resource and are to be valued and respected.
- Ensure that all Department members adhere to the "Law Enforcement Code of Ethics" and are held accountable for the Department "Mission Statement."
- Provide the most effective and professional Emergency Communications possible for the Responders, Citizens and Visitors of Cripple Creek.
- Maintain an effective training/continuing-education program; and incorporate the knowledge in partnership with other Agencies, City Departments, Businesses and the Public.

### **Staff**

Chief of Police	Full-Time
Sergeant	3 Full-Time
Corporal	2 Full-Time
Patrol Officer	8 Full-Time
School Resource Officer	Full-Time
Animal Control	Part-Time
Dispatch Supervisor	Full-Time
Dispatcher II	Full-Time
Dispatcher	9 Full-Time
Dispatcher	2 Part-Time



## 01 15-00 POLICE DEPARTMENT

	2017 Actual	2018 Actual	2019 Budget	2019 Year End Estimate	2020 Budget
A 01 15.00 3454 000 DOG LICENSE FEES	871	795	900	900	900
A 01 15.00 3454 001 DOG IMPOUND FEE	1,165	490	1,100	1,100	1,100
A 01 15.00 3454 002 PET ADOPTION FEE	1,707	680	1,200	1,200	1,200
A 01 15.00 3510 000 FINES & FORFEITURES	14,078	12,682	14,000	14,000	14,000
A 01 15.00 3513 000 TOWING IMPOUND	506	567	700	700	700
A 01 15.00 3514 000 FINGER PRINTS/GAMING	620	514	500	600	600
A 01 15.00 3515 006 INVESTIGATION GRANT		540			
A 01 15.00 3515 008 BULLET PROOF VEST GRANT					
A 01 15.00 3515 013 CC&V SCHOOL FUNDING FOR RESOURCE OFF.	29,835	30,432	31,041	31,041	31,662
A 01 15.00 3515 014 POST TRAINING EQUIPMENT GRANT					
A 01 15.00 3515 015 STATE RADAR GRANT	3,269				
A 01 15.00 3515 016 CDOT DUI GRANT	4,848	5,693	4,000	6,000	6,500
A 01 15.00 3517 000 RECORDS REQUEST	362	416	325	400	400
A 01 15.00 3519 000 POLICE MERCHANDISE SALES	596	742	800	800	800
A 01 15.00 3520 000 PET DONATIONS	93	60	125	125	125
A 01 15.00 3521 000 VIN REVENUE	1,918	1,964	1,400	1,600	1,700
A 01 15.00 3526 000 REIMBURSEMENT FOR TRAINING	225				
A 01 15.00 3515 017 MARIJUANA GRANT			15,000	110	5,000
A 01 15.00 3514 000 REIMBURSEMENT FOR TRAINING			8,000	1,000	8,000
A 01 15.00 3600 000 TASER GRANT				6,441	
A 01 15.00 3600 000 MISC. REVENUE	5,835	48,116	2,500	2,500	2,500
<b>Total Revenue</b>	<b>65,928</b>	<b>103,691</b>	<b>81,591</b>	<b>48,517</b>	<b>75,187</b>
Dollar Change		37,763	(22,100)	(13,074)	6,670
Percent Change		57%	-21%	-16%	10%
A 01 15.00 6110.000 SALARIES	826,177	823,546	872,885	838,210	838,210
A 01 15.00 6111 000 OVERTIME	52,707	61,054	65,000	65,000	65,000
COLA			28,137		15,806
TOTAL SALARIES	878,884	884,600	966,022	903,210	919,016
A 01 15.00 6120 000 SOCIAL SECURITY EXPENSE	52,947	53,050	59,893	55,999	56,979
A 01 15.00 6130 000 MEDICARE EXPENSE	12,383	12,407	14,007	13,097	13,326
A 01 15.00 6140 000 RETIREMENT EXPENSE	56,728	60,663	77,282	72,257	73,521
A 01 15.00 6150 000 EMPLOYEE HEALTH INSURANCE	120,610	117,747	112,500	112,500	120,600
A 01 15.00 6155 000 EMPLOYEE ASSISTANCE PROGRAM	509	509	450	450	450
A 01 15.00 6160 000 WORKMANS COMP EXPENSE	18,157	17,550	25,000	22,000	22,500
A 01 15.00 6162 000 CLOTHING ALLOWANCE	11,342	10,635	12,500	12,000	12,500
A 01 15.00 6167 000 DISABILITY INSURANCE	2,199	-	3,800	0	0
A 01 15.00 6203 000 OFFICE SUPPLIES	1,208	1,727	3,250	2,000	2,000
A 01 15.00 6204 000 OPERATING EXPENSE	19,643	11,951	14,000	14,000	14,000
A 01 15.00 6205 000 VEHICLE MAINTENANCE	17,603	15,665	13,000	16,500	17,000
A 01 15.00 6206 000 FUEL EXPENSE	13,976	13,171	15,000	15,000	15,500
A 01 15.00 6207 000 OPERATING EQUIPMENT	638	739	2,000	2,000	2,000
A 01 15.00 6208 000 AFFILIATIONS & SUBSCRIPTIONS	2,829	743	1,000	1,000	1,000
A 01 15.00 6209 000 TRAVEL		1,980	3,000	3,000	3,000
A 01 15.00 6210 000 TRAINING	3,396	1,084	4,000	4,000	4,000
A 01 15.00 6212 000 WEAPONS, AMMO, TARGETS	9,096	1,517	5,000	5,000	5,000
A 01 15.00 6212 001 BULLET PROOF VESTS	5,000				
A 01 15.00 6213 000 RADIO EXPENSE	896	3,774	1,000	1,000	1,000
A 01 15.00 6214 000 PRISONER MEDICAL EXPENSE	1,143	4,475	1,000	1,000	1,000
A 01 15.00 6215 000 ANIMAL CONTROL EXPENSE	1,705	1,272	2,000	2,000	2,000
A 01 15.00 6215 001 ANIMAL EXPENSE (VET)	-	38	300	200	250
A 01 15.00 6215 002 ANIMAL MEDICAL COSTS	2,348		1,000	1,000	1,000
A 01 15.00 6216 000 TOWING IMPOUND	1,451	452	2,200	1,500	1,500
A 01 15.00 6219 000 FAMILY NIGHT OUT	286	125	500	300	300
A 01 15.00 6300 000 VICTIM ADVOCACY FUND	-				
A 01 15.00 6300 001 VICTIM MEDICAL EXPENSE		779	1,000	1,000	1,000
A 01 15.00 6401 000 UTILITIES	12,948	14,356	13,750	14,000	14,500
A 01 15.00 6402 000 PHONE	9,594	9,799	9,300	9,300	9,300
A 01 15.00 6402 001 CELL PHONES	9,142	10,896	10,500	10,080	10,500
A 01 15.00 6402 003 INTERNET	104	630	625	630	650
A 01 15.00 6502 000 INSURANCE	13,474	12,279	11,357	10,172	9,782
A 01 15.00 6611 000 LEASE/PURCHASE EQUIPMENT	119	149		150	165
A 01 15.00 6611 001 COPIER LEASE	3,406	3,571	3,550	3,600	3,650
A 01 15.00 6615 000 EQUIPMENT REPAIRS	450		500	500	500
A 01 15.00 6617 000 MAINTENANCE SERVICE	-		500	500	500
A 01 15.00 6619 000 INVESTIGATIVE SUPPLIES	781	1,501	1,500	1,500	1,500
A 01 15.00 6619 001 INVESTIGATION MATERIAL	787		600	600	600
A 01 15.00 6622 000 COMPUTER MAINTENANCE					
A 01 15.00 6623 000 RECORDS MGT SOFTWARE	5,108	6,416	6,200	6,200	6,200
A 01 15.00 6624 000 FBI/CBI COMPLIANCE SOFTWARE		8,999	9,000	9,600	9,600
A 01 15.00 6624 001 FIREWALL SOFTWARE LICENSING			2,690	2,690	2,700
A 01 15.00 6625 000 POLICE MERCHANDISE COST	925	816	300	300	300
A 01 15.00 6700 000 HIRING EXPENSE/TESTING	4,032	3,750	3,750	3,800	3,800
A 01 15.00 6910 000 BUILDING MAINTENANCE EXPENSE	3,215	10,594	5,000	6,200	6,500
A 01 15.00 6911 000 RIMS SYSTEM	3,188	3,252	3,300	3,300	3,300
A 01 15.00 6990 000 CAPITAL EXPENSE EQUIPMENT					
A 01 15.00 6990 004 POLICE VEHICLE(S)	1,250				
*****					
A 01 15.00 6215.003 ROOF STRUCTURE FOR VEHICLE PARKING					24,000
A 01 15.00 6215.003 NEW ROOF AT DOG KENNEL			3,500	3,500	
<b>Total Expenditure</b>	<b>1,303,500</b>	<b>1,303,661</b>	<b>1,426,627</b>	<b>1,348,634</b>	<b>1,398,490</b>
Dollar Change		161	122,966	-77,992	49,855
Percent Change		0%	9%	-5%	3.7%
<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(1,237,572)</b>	<b>(1,199,970)</b>	<b>(1,345,036)</b>	<b>(1,280,117)</b>	<b>(1,323,303)</b>

**01 17-00 POLICE - DISPATCH**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 17.00 3511 000	DIVISION OF GAMING	9,375	9,375	9,375	9,375	9,375
A 01 17.00 3513 001	E-911 REMODEL GRANT		6,000			
A 01 17.00 3513 000	E-911 AUTHORITY FUNDING		190,000	235,000	235,000	250,000
<b>Total Revenue</b>		<b>9,375</b>	<b>205,375</b>	<b>244,375</b>	<b>244,375</b>	<b>259,375</b>
Dollar Change			196,000	39,000	-	15,000
Percent Change			2091%	19%	0%	6%
A 01 17.00 6110 000	SALARIES	353,697	380,976	399,470	423,000	423,000
A 01 17.00 6111 000	OVERTIME	7,367	11,928	15,000	13,250	13,500
	COLA			12,434		7,639
	TOTAL SALARIES	361,064	392,904	426,904	436,250	444,139
A 01 17.00 6120 000	SOCIAL SECURITY EXPENSE	21,718	23,699	26,468	27,048	27,537
A 01 17.00 6130 000	MEDICARE EXPENSE	5,079	5,543	6,190	6,326	6,440
A 01 17.00 6140 000	RETIREMENT EXPENSE	23,014	25,724	34,152	34,152	35,531
A 01 17.00 6150 000	EMPLOYEE HEALTH INSURANCE	55,322	56,635	60,077	60,077	64,403
A 01 17.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	313	313	375	375	375
A 01 17.00 6160 000	WORKMANS COMP EXPENSE	2,079	2,046	3,000	3,000	3,000
A 01 17.00 6167 000	DISABILITY INSURANCE	1,001	0	1,800		
A 01 17.00 6203 000	OFFICE SUPPLIES	2,103	1,187	1,000	1,200	1,300
A 01 17.00 6204 000	OPERATING EXPENSE	1,652	1,960	1,800	1,800	1,800
A 01 17.00 6207 000	OPERATING EQUIPMENT	0	2,370	500	500	500
A 01 17.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	100	100	150	300	400
A 01 17.00 6209 000	TRAVEL	0	0	500	500	500
A 01 17.00 6210 000	TRAINING	938	138	1,000	1,000	1,000
A 01 17.00 6213 000	RADIO EXPENSE	5,050	651	700	700	700
A 01 17.00 6401 000	UTILITIES	3,450	3,956	3,475	4,200	4,300
A 01 17.00 6402 000	PHONE	2,040	2,058	2,100	2,100	2,100
A 01 17.00 6402 001	CELL PHONES	577	684	675	675	675
A 01 17.00 6502 000	INSURANCE	3,252	3,844	4,497	4,200	4,051
A 01 17.00 6611 001	COPIER LEASE	1,079	1,036	1,200	1,200	1,200
A 01 17.00 6615 000	EQUIPMENT REPAIRS	14		500	500	500
A 01 17.00 6617 000	MAINTENANCE SERVICE	100		250	250	250
A 01 17.00 6700 000	HIRING EXPENSE/TESTING	441	460	1,000	1,500	1,500
A 01 17.00 6990 002	BUILDING MODIFICATIONS		2,300			
<b>Total Expenditure</b>		<b>490,386</b>	<b>527,608</b>	<b>578,313</b>	<b>587,852</b>	<b>602,200</b>
Dollar Change			37,222	50,705	9,539	14,348
Percent Change			8%	10%	2%	2%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(481,011)</b>	<b>(322,233)</b>	<b>(333,938)</b>	<b>(343,477)</b>	<b>(342,825)</b>

## **EMERGENCY SERVICES**

**(Fire, Rescue & Emergency Medical Services)**

### **Mission Statement**

To protect the world's greatest gold camp by continually pursuing excellence in preparedness, prevention, education, and response.

### **Vision Statement**

To be a value driven organization that is respected as the cornerstone of a safe, growing, and healthy, community.

### **Our Values**

**Integrity:** I/We will always represent and support the mission of our department, the expectations of the community, and the traditions of the American fire service.

**Skillfulness:** I/We will always strive to improve delivery of services by valuing advancements in education and technologies

**Excellence:** I/We are committed to continuous quality improvement that provides every customer with the highest level of professional services.

**One Another:** – I/We will value one another by providing a safe environment built on a foundation of caring and mutual respect of our overall health.

**The Community:** – I/We will work to provide community driven customer service that exceeds expectations.

## **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.
- Continue to develop a comprehensive elementary school life safety education program by utilizing members of the fire corp. 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.
- Maintain 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:	Full Time
Captain:	3 Full Time
Engineer:	3 Full Time
Firefighters:	6 Full-Time
Reserves	up to 10 as needed

**01 20-00 FIRE DEPARTMENT**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 20.00 3414 000	FIRE SYS. REVIEW & INSPECTION					
A 01 20.00 3419 000	WILD FIRE REIMBURSEMENT	13,866	55,283	40,000	10,000	15,000
A 01 20.00 3422 000	FIRE EXPLORER PROGRAM REVENUE				3,500	1,500
A 01 20.00 3515 010	GRANTS			2,500		
*****	DOLA FOR WILDLAND/RESCUE TRUCK					75,000
*****	NEWMONT FOR WILDLAND/RESCUE TRUCK					75,000
A 01 20.00 3600 000	MISC. REVENUE		5,170			
A 01 20.00 3600 001	MERCHANDISE SALES					
<b>Total Revenue</b>		<b>13,866</b>	<b>60,453</b>	<b>42,500</b>	<b>13,500</b>	<b>166,500</b>
Dollar Change			46,587	(17,953)	(29,000)	153,000
Percent Change			336%	-30%	-68%	1133%
A 01 20.00 6110 000	SALARIES	731,329	717,123	739,660	735,000	735,000
	RESERVE FIRE FIGHTER SALARIES	53,769	55,070	50,000	50,000	55,000
	SUBTOTAL SALARIES	785,098	772,193	789,660	785,000	790,000
A 01 20.00 6111 000	OVERTIME	98,471	123,810	100,000	100,000	100,000
	COLA			26,690		15,575
	TOTAL SALARIES	883,569	896,003	916,350	885,000	905,575
A 01 20.00 6120 000	SOCIAL SECURITY EXPENSE	3,342	5,978	3,800	3,800	3,800
A 01 20.00 6130 000	MEDICARE EXPENSE	18,382	12,717	12,500	12,500	12,500
A 01 20.00 6140 000	RETIREMENT EXPENSE	58,489	58,016	73,308	73,308	72,446
A 01 20.00 6150 000	EMPLOYEE HEALTH INSURANCE	120,748	114,904	113,891	113,891	122,091
A 01 20.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	978	897	1,000	925	950
A 01 20.00 6160 000	WORKMANS COMP EXPENSE	43,661	51,170	47,500	74,000	76,000
A 01 20.00 6162 000	CLOTHING ALLOWANCE	2,619	6,871	6,000	6,000	6,000
A 01 20.00 6167 000	DISABILITY INSURANCE	23,956	19,630	26,500	20,100	20,500
A 01 20.00 6203 000	OFFICE SUPPLIES	741	874	1,500	1,000	1,000
A 01 20.00 6204 000	OPERATING EXPENSE	13,108	12,044	18,250	15,000	18,000
A 01 20.00 6205 000	VEHICLE MAINTENANCE	9,621	12,101	10,000	10,000	10,000
A 01 20.00 6206 000	FUEL EXPENSE	14,454	16,498	16,000	16,000	16,000
A 01 20.00 6207 000	OPERATING EQUIPMENT	1,026	2,784	4,500	4,500	4,500
A 01 20.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	3,349	6,031	5,600	6,380	6,400
A 01 20.00 6209 000	TRAVEL	9,556	6,902	10,000	10,000	10,000
A 01 20.00 6210 000	TRAINING	10,783	5,663	11,000	11,000	11,000
A 01 20.00 6212 000	EQUIPMENT TESTING	6,236	5,224	4,500	4,500	4,500
A 01 20.00 6213 000	RADIO EXPENSE	26	2,241	1,000	2,400	1,000
A 01 20.00 6217 000	PLANS REVIEW EXPENSE		0	500	500	500
A 01 20.00 6218 000	ACCREDITATION COSTS	642	625	1,700	0	0
A 01 20.00 6220 000	FIRE DEPT. BANQUET	2,000	2,000	2,000	2,025	2,000
A 01 20.00 6621 000	LEXIPOL PROGRAM	4,097	4,220	-	-	-
A 01 20.00 6622 000	FIRE EXPLORER PROGRAM EXPENSE				543	1,500
A 01 20.00 6401 000	UTILITIES	20,542	21,029	23,000	23,000	23,500
A 01 20.00 6402 000	PHONE	5,416	2,833	4,400	4,400	4,400
A 01 20.00 6402 001	CELL PHONES	3,356	5,780	4,500	5,900	6,000
A 01 20.00 6402 002	PAGERS	16	30			
A 01 20.00 6402 003	INTERNET	104	630	625	625	625
A 01 20.00 6410 001	VOLUNTEER FIRE EQUIPMENT/FIRE CORP	294	190	500	500	500
A 01 20.00 6502 000	INSURANCE	20,314	10,744	11,681	11,200	10,994
A 01 20.00 6503 000	PUBLIC EDUCATION/PREVENTION	1,534	0	1,000	1,000	1,000
A 01 20.00 6611 000	LEASE/PURCHASE EQUIPMENT	64,067	64,107		100	
A 01 20.00 6611 001	COPIER LEASE	4,057	3,236	3,900	1,248	1,500
A 01 20.00 6700 000	HIRING EXPENSE/TESTING	1,513	16,910	1,500	1,500	1,500
A 01 20.00 6705 000	WILDLAND FIRE EXPENSES		1,177			
A 01 20.00 6910 000	BUILDING MAINTENANCE	23,899	6,775	5,000	5,000	9,000
A 01 20.00 6917 000	FIRE CORPS			250	250	250
A 01 20.00 6990 000	CAPITAL EXPENSE EQUIPMENT		911			
A 01 20.00 6990 002	NEW VEHICLE/VEHICLE EQUIPMENT					150,000
A 01 20.00 6990 006	BUNKER SETS	8,000	5,671	8,000	8,000	8,000
A 01 20.00 6990 007	BREATHING APPARATUS	31,999				
A 01 20.00 6990 020	PHONE/ALARM FOR BUILDING		3,300			
A 01 20.00 6990 023	HOSES/CLAMPS	5,652	317	5,000	5,000	5,000
A 01 20.00 6990 051	FITNESS EQUIPMENT					
A 01 20.00 6990 052	FIRE FIGHTER PHYSICALS/TRAINING	9,752	8,196	7,000	7,000	7,000
A 01 20.00 6990 067	RESERVE FIREFIGHTER PROGRAM EQUIPMENT	10,650	6,928	10,000	10,000	10,000
A 01 20.00 6911 000	UPDATE COMPUTER AIDED DISPATCH SOFTWARE		2,153			
<b>Total Expenditure</b>		<b>1,442,548</b>	<b>1,404,310</b>	<b>1,373,755</b>	<b>1,358,095</b>	<b>1,545,531</b>
Dollar Change			-38,238	-30,555	-15,660	187,436
Percent Change			-3%	-2%	-1%	14%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(1,428,682)</b>	<b>(1,343,857)</b>	<b>(1,331,255)</b>	<b>(1,344,595)</b>	<b>(1,379,031)</b>

# Tourism

## Summary

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

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

### Tourism Summary

		Percent of		Percent of	Net Operating Cost Surplus or (Deficit)	Percent of
	Revenues	Total	Expenses	Total		Total
Marketing	200,000	53%	325,150	45%	(125,150)	36%
Events	178,300	47%	399,097	55%	(220,797)	64%
<b>Totals</b>	<b>378,300</b>	<b>100%</b>	<b>724,247</b>	<b>100%</b>	<b>(345,947)</b>	<b>100%</b>

Percent of Total General Fund Budget

5%

8%

## **Marketing & Events**

### **Mission Statement:**

To promote the City of Cripple Creek through targeted marketing campaign efforts and festival-type events, with the purpose of growing tourism and developing a public recognition that Cripple Creek is the premier historic mining and gambling town in Colorado.

### **Overall Goals & Objectives**

#### **1). Tourism Marketing**

**GOAL:** To complete multi-faceted marketing initiatives promoting tourism and highlighting Cripple Creek as the premier gaming and historic mining community in Colorado.

**OBJECTIVE:** To produce multi-purpose fulfillment pieces, such as an "Official Visitors Guide" in both print and electronic media that is attractive, professional, and easily accessible. This "multi-purpose" piece will serve as a 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 targeted, quality marketing initiatives such as billboards, radio and television commercials, and print and digital media that focus on Cripple Creek being the premier gaming and historic mining community in Colorado, complete with festival-type events, recreational activities such as gaming and tourist related attractions and activities that exemplify the history of this region.

#### **2). Event Development**

**GOAL:** To produce and market festival-type events encouraging tourism and visitors to Cripple Creek that provide a great experience to the targeted audience, support the City's vision statement, bring awareness to the City, and provide a beneficial economic impact on local businesses and residents.

**OBJECTIVE:** To develop events that establish continuity and credibility while maintaining public recognition from year to year, keeping Cripple Creek top of mind.

**OBJECTIVE:** To assess target audiences, developing and hosting relevant, profitable events that support the Cripple Creek brand, while focusing on the unique regional and historic interests of our area.

### **Staff**

Marketing & Events Director  
Events & Tourism Coordinator

Full Time  
Full Time

**01 39-00 MARKETING**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 39.00 3500 001	CTO WEB MARKETING GRANT		2,814			
A 01 39.00 3500 003	TRANSFER IN FROM HISTORIC PRES.	100,000	100,000	100,000	100,000	75,000
A 01 39.00 3500 005	LODGING TAX		239,248	125,000	125,000	125,000
<b>Total Revenue</b>		<b>100,000</b>	<b>342,062</b>	<b>225,000</b>	<b>225,000</b>	<b>200,000</b>
Dollar Change						
Percent Change						
A 01 39.00 6170 000	INQUIRY MAILOUT MATERIAL					
A 01 39.00 6424 000	TRAVEL HOST MAGAZINE INSERT	40,500	40,500	40,500	40,500	40,500
A 01 39.00 6425 000	MAGAZINES/NEWSPAPERS	51,816	54,419	47,000	47,000	58,000
A 01 39.00 6427 000	MAP - TABLET	800	3,216	4,000	4,000	4,000
A 01 39.00 6428 000	ROYAL GORGE VISITORS GUIDE	4,010	-	4,100	4,100	4,100
A 01 39.00 6451 000	CITY RACK BROCHURE PRINT/DISTRIBUTION	18,682	17,080	18,700	18,700	18,700
A 01 39.00 6456 000	TELEVISION	5,100	39,348	25,000	25,000	25,000
A 01 39.00 6460 000	JOINT TELEVISION CAMPAIGN	105,000	105,546	105,000	105,000	105,000
	CITY IN KIND OF JOINT TV					
A 01 39.00 6460 006	WEB SITES					
A 01 39.00 6461 000	UNALLOCATED FUNDS					
A 01 39.00 6462 000	CRIPPLE CREEK BRANDED ITEMS		1,680	2,500	2,500	2,500
A 01 39.00 6731 000	INTERNET MARKETING	38,542	32,489	30,000	32,000	33,000
A 01 39.00 6463 000	FREE LANCE GRAPHIC ARTIST		4,133	6,000	6,000	6,000
A 01 39.00 6465 000	CVB MKT PROGRAM		10,000			
A 01 39.00 6810 000	CVB DUES	709		675	659	675
A 01 39.00 6815 000	OTHER DUES	400		675	675	675
A 01 39.00 6818 000	TRADE SHOWS	9,320	9,311	10,000	10,000	10,000
A 01 39.00 6825 000	ADVERTISING MATERIAL DEVELOPMENT	20,457	17,858	17,000	17,000	17,000
<b>Total Expenditure</b>		<b>295,336</b>	<b>335,580</b>	<b>311,150</b>	<b>313,134</b>	<b>325,150</b>
Dollar Change			40,244	-24,430	1,984	12,016
Percent Change			14%	-7%	1%	4%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(195,336)</b>	<b>6,482</b>	<b>(86,150)</b>	<b>(88,134)</b>	<b>(125,150)</b>



**01 40-00 EVENTS**

	2017	2018	2019	2019	2020
	Actual	Actual	Budget	Year End Estimate	Budget
A 01 40.00 3102 000	49	5,000	250	250	250
A 01 40.00 3102 00	4,661	3,082	4,700	2,370	2,400
A 01 40.00 3106 000	20,000		20,000	0	20,000
A 01 40.00 3235 000	11,850	21,084	14,000	8,000	14,000
A 01 40.00 3235 001	3,291	5,910	7,000	6,000	6,000
A 01 40.00 3236 002		309	6,000	0	6,000
A 01 40.00 3236 003			3,000	0	3,000
A 01 40.00 3236 006	1,176	1,527	1,200	1,200	1,200
A 01 40.00 3236 008					
A 01 40.00 3236 009					
A 01 40.00 3236 010	585				
A 01 40.00 3236 011					
A 01 40.00 3239 000	1,080				
A 01 40.00 3240 001			350	350	350
				125,000	125,000
A 01 40.00 3600 000	430	1,830	100	100	100
<b>Total Revenue</b>	<b>43,122</b>	<b>38,742</b>	<b>56,600</b>	<b>143,270</b>	<b>178,300</b>
Dollar Change		(4,380)	17,858	86,670	35,030
Percent Change		-10%	46%	153%	24%
A 01 40.00 6110 000	159,455	142,243	133,133	132,026	129,026
A 01 40.00 6111 000	3,208	3,402	4,000	4,000	4,000
			4,114		2,328
	162,663	145,645	141,247	136,026	135,354
A 01 40.00 6120 000	10,049	8,989	8,757	8,434	8,392
A 01 40.00 6130 000	2,350	2,102	2,048	1,972	1,963
A 01 40.00 6140 000	10,658	9,076	11,300	11,300	10,828
A 01 40.00 6150 000	23,753	18,748	17,382	17,382	18,634
A 01 40.00 6155 000	78	78	100	100	100
A 01 40.00 6160 000	1,185	787	850	1,176	1,200
A 01 40.00 6164 000	321	227	500	500	500
A 01 40.00 6167 000	510	0	900		
A 01 40.00 6180 005	56	88	50	50	50
A 01 40.00 6203 000	1,079	1,081	500	1,000	1,000
A 01 40.00 6203 002	2,736	1,577	2,500	2,500	2,500
A 01 40.00 6204 000	7,195	6,826	4,000	5,000	5,000
A 01 40.00 6204 001	550	260	600	600	600
A 01 40.00 6205 000	1,085	413			
A 01 40.00 6206 000	317	489	500	500	500
A 01 40.00 6212 000		0			
A 01 40.00 6402 000	1,570	1,740	1,600	1,600	1,600
A 01 40.00 6402 001	490	520	525	525	525
A 01 40.00 6402 003	269	630	625	625	625
A 01 40.00 6502 000	3,910	5,846	6,551	6,200	5,926
A 01 40.00 6510 000	21,392	26,712	20,000	20,000	
		0			200,500
A 01 40.00 6514 000		1,136	1,100	1,100	
A 01 40.00 6577 000	59,176	54,518	50,000	50,000	
A 01 40.00 6589 000	40,823	40,377	40,000	40,000	
A 01 40.00 6590 000	29,085	31,524	30,000	30,000	
A 01 40.00 6591 000	27,677	23,907	30,000	30,000	
A 01 40.00 6592 000	4,726	15,770	4,600	4,600	
A 01 40.00 6594 000	4,291	5,394	4,000	4,000	
A 01 40.00 6598 000	6,641	5,894	6,500		
A 01 40.00 6599 001	12,492	12,000	12,000	12,000	
A 01 40.00 6599 003	3,116	1,500	1,500	1,500	
A 01 40.00 6599 008	555	0	1,000	1,000	
A 01 40.00 6599 009	7,057				
A 01 40.00 6599 010			300	300	
A 01 40.00 6599 011				1,050	
A 01 40.00 6611 000	318	204	300	300	300
A 01 40.00 6700 000	51	110			
XXXXXXXXXXXXXXXXXXXX					3,000
A 01 40.00 6986 000	2,369				
A 01 40.00 6990 015		4,735			
<b>Total Expenditure</b>	<b>450,593</b>	<b>428,903</b>	<b>401,835</b>	<b>391,340</b>	<b>399,097</b>
Dollar Change		-21,690	-27,068	-10,495	7,757
Percent Change		-5%	-6%	-3%	2%
<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(407,471)</b>	<b>(390,161)</b>	<b>(345,235)</b>	<b>(248,070)</b>	<b>(220,797)</b>

## Support Services

### Summary

Support Services is comprised of the following departments: Administration, Custodial, Finance, Human Resources, Information Technology and Fleet/Vehicle Maintenance. 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 and expenses, by department, that comprise the Support Services section.

### Support Services Summary

		Percent of		Percent of	Net Operating Cost Surplus or (Deficit)	Percent of
	Revenues	Total	Expenses	Total		Total
Administration	45,000.0		327,711	22%	(282,711)	21%
Custodial			329,011	22%	(329,011)	25%
Finance			222,938	15%	(222,938)	17%
Human Resources			182,710	12%	(182,710)	14%
Fleet & Vehicle Maintenance	122,000	73%	234,307	16%	(112,307)	8%
Information Technology			199,265	13%	(199,265)	15%
<b>Totals</b>	<b>167,000</b>	<b>73%</b>	<b>1,495,942</b>	<b>100%</b>	<b>(1,328,942)</b>	<b>100%</b>

Percent of Total General Fund Budget

2.0%

17%

## **Administration**

### **Mission Statement**

To ensure that the administration of the City is responsive to the needs of the community, region and its residents, while ensuring 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.**

- Ensure 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 techniques for all Department Managers and city staff to Ensure 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). Ensure 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

Full Time

**01 11-00 ADMINISTRATIVE DEPARTMENT**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 11.00 XXXXXX	GOCO GRANT					45,000
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,000</b>
A 01 11.00 6110 000	SALARIES	130,231	98,015	105,000	105,000	105,000
	COLA			3,150	0	1,838
	<b>TOTAL SALARIES</b>	<b>130,231</b>	<b>98,015</b>	<b>108,150</b>	<b>105,000</b>	<b>106,838</b>
A 01 11.00 6120 000	SOCIAL SECURITY EXPENSE	7,886	6,067	6,705	6,510	6,624
A 01 11.00 6130 000	MEDICARE EXPENSE	1,884	1,419	1,568	1,523	1,549
A 01 11.00 6140 000	RETIREMENT EXPENSE	8,518	5,686	8,652	8,400	8,547
A 01 11.00 6150 000	EMPLOYEE HEALTH INSURANCE	9,401	5,160	8,689	8,689	9,315
A 01 11.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	39	45	45	45
A 01 11.00 6160 000	WORKMANS COMP EXPENSE	476	315	400	400	425
A 01 11.00 6167 000	DISABILITY INSURANCE	392	0	725		
A 01 11.00 6201 000	POSTAGE	61	91	100	100	100
A 01 11.00 6203 000	OFFICE SUPPLIES	761	896	500	500	500
A 01 11.00 6204 000	OPERATING EXPENSE	1,096	3,359	2,500	2,500	2,500
A 01 11.00 6205 000	VEHICLE MAINTENANCE	71	109	300	500	300
A 01 11.00 6206 000	FUEL EXPENSE	173	204	500	500	500
A 01 11.00 6209 000	TRAVEL	2,367	1,415	3,000	3,000	3,000
A 01 11.00 6210 000	TRAINING	459	932	1,000	1,000	1,000
A 01 11.00 6303 000	LEGAL FEES	58,093	87,334	60,500	61,000	63,000
A 01 11.00 6402 000	PHONE	1,281	1,368	1,325	1,325	1,325
A 01 11.00 6402 001	CELL PHONES	1,154	1,415	1,325	1,325	1,325
A 01 11.00 6402 003	INTERNET	269	630	625	625	625
A 01 11.00 6502 000	INSURANCE	1,590	2,115	2,394	2,450	2,393
A 01 11.00 6611 000	LEASE/PURCHASE EQUIPMENT	338	285	300	300	300
A 01 11.00 6700 000	EMPLOYEE HIRING		13,303			
A 01 11.00 6702 000	LOBBYIST	36,000	36,000	36,000	40,000	40,000
A 01 11.00 6703 000	PARK NEXT TO CITY HALL				10,000	69,000
A 01 11.00 6800 000	EMPLOYEE PROGRAMS	6,830	7,237	7,100	7,300	7,500
A 01 11.00 6801 000	CONTINUING EDUCATION					
A 01 11.00 6990 021	VEHICLE PURCHASE	1,250				
A 01 11.00 6211 000	CITY EMPLOYEE SHIRTS			1,000	1,000	1,000
	<b>Total Expenditure</b>	<b>270,620</b>	<b>273,394</b>	<b>253,403</b>	<b>263,992</b>	<b>327,711</b>
	Dollar Change		2,774	-19,991	10,588	63,719
	Percent Change		1%	-7%	4%	24%
	<b>Net Operating Cost - Surplus/(Deficit)</b>	<b>(270,620)</b>	<b>(273,394)</b>	<b>(253,403)</b>	<b>(263,992)</b>	<b>(282,711)</b>

## **Custodial Department**

### **Mission Statement**

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

### **Goals and Objectives**

#### **1). MAXIMIZE CUSTODIAL DEPARTMENT PERFORMANCE:**

- Update and install new dispensers in all facilities to maintain cost control.
- Continue to implement Five Step Training Method to employees of all Custodial tasks and duties.
- Hire Part-Time personnel to assist with cleaning duties during the peak tourist season.

#### **2). MAINTAIN GREEN PROGRAM WITHIN CUSTODIAL DEPARTMENT:**

- Use recycled paper products when cost effective.
- Use cleaning chemicals that are green seal certified and safe for the environment.
- Organize yearly computer equipment pick-up and recycle with Blue Star Recycling Co.

#### **3). CONTINUE TO EXPAND THE CITY-WIDE CLEANUP AND THE ADOPT- A- BLOCK PROGRAMS:**

- Enlist community service with the Cripple Creek/Victor School Junior and senior class students to assist during the scheduled citywide clean up days, including the Mt. Pisgah Cemetery.
- Enlist the Cresson Elementary students to assist with the citywide cleanup day event within the city limits
- Extend invitations to possible volunteer groups to assist with picking up trash in various areas of the city within the Adopt-A-Block program
- Organize a civic gathering for volunteers with the Park and Recreation Department before Memorial Day to beautify our town for our residents and summer visitors.
- Organize Electronics Recycle program during the Adopt-A-Block Kickoff Event with Blue Star Recycling Co.

#### **4). MAINTAIN COMPLIANCE OF THE DEPARTMENT'S SAFETY AND SANITATION PROGRAM:**

- Conduct safety audits in all the city's 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.
- Continue to update all MSDS books to meet OSHA compliance.
- Implement Global Harmonized System to replace MSDS system.
- Continue to update information books to meet GHS compliance.

#### **5). Coordinate Equipment and supplies for Pocket Park next to City Hall:**

- Research cost effective dispensers, changing stations and receptacles for new restroom facility
- Coordinate installation of all dispensers for new restroom facility
- Schedule cleaning to accommodate cleaning needs for the restroom facility

- Purchase cost effective cleaning equipment for the Restroom facility

**Staff** (Department has one frozen position not listed below)

Custodial Manager:	Full Time
Custodial Lead:	Full Time
Custodial Employees:	4 Full Time & one part-time seasonal employee

## 01 14-00 CUSTODIAL

		2017 Actual	2018 Actual	2019 Budget	2019 Year End Estimate	2020 Budget
A 01 14.00 6110 000	SALARIES	211,857	194,017	209,281	197,000	197,000
A 01 14.00 6111 000	OVERTIME	1,970	2,573	4,000	4,000	4,000
	COLA			6,398		3,518
	TOTAL SALARIES	213,827	196,590	219,679	201,000	204,518
A 01 14.00 6120 000	SOCIAL SECURITY EXPENSE	12,731	11,758	13,620	12,462	12,680
A 01 14.00 6130 000	MEDICARE EXPENSE	2,977	2,750	3,185	2,915	2,966
A 01 14.00 6140 000	RETIREMENT EXPENSE	13,349	12,356	17,574	17,574	16,361
A 01 14.00 6150 000	EMPLOYEE HEALTH INSURANCE	52,461	43,442	52,337	35,251	37,789
A 01 14.00 6155 000	EMPLOYEE ASSISTANCE PROGRAMS	235	235	265	265	265
A 01 14.00 6160 000	WORKMANS COMP EXPENSE	2,054	1,574	1,583	1,583	1,583
A 01 14.00 6167 000	DISABILITY INSURANCE	619		1,000		
A 01 14.00 6201 000	POSTAGE	29	7	35	35	35
A 01 14.00 6203 000	OFFICE SUPPLIES	1,898	1,799	1,500	1,500	1,500
A 01 14.00 6203 001	JANITORIAL EQUIP/SUPPLIES	24,210	25,818	28,000	28,000	28,000
A 01 14.00 6204 000	OPERATING EXPENSE	401	593	1,000	1,000	1,000
A 01 14.00 6204 001	RECYCLING EXPENSE	738	2,500	2,000	2,000	2,000
A 01 14.00 6205 000	VEHICLE MAINTENANCE		40			
A 01 14.00 6206 000	FUEL EXPENSE					
A 01 14.00 6209 000	TRAVEL			100	100	100
A 01 14.00 6210 000	TRAINING			200	200	200
A 01 14.00 6402 000	PHONE	1,278	1,380	1,350	1,350	1,350
A 01 14.00 6402 001	CELL PHONE	1,295	1,915	1,700	1,700	1,700
A 01 14.00 6402 003	INTERNET	269	630	625	625	625
A 01 14.00 6502 000	INSURANCE	2,196	2,638	3,029	2,718	2,614
A 01 14.00 6621 000	COMPUTER MAINTENANCE					
A 01 14.00 6700 000	HIRING EXPENSE	350	688	227	227	225
A 01 14.00 6702 000	CLOTHING EXPENSE	754	543	1,000	1,000	1,000
A 01 14.00 6703 000	COMMUNITY CLEAN UP	3,129	3,663	4,000	4,000	4,000
A 01 14.00 6704 000	CARPET CLEANING - MULTIPLE BUILDINGS		2,081			
A 01 14.00 6990 009	EQUIPMENT FOR SITES	267	631	2,500	2,500	8,500
A 01 14.00 6990 011	COMPUTERS					
<b>Total Expenditure</b>		<b>335,067</b>	<b>313,631</b>	<b>356,509</b>	<b>318,005</b>	<b>329,011</b>
Dollar Change			-21,436	42,878	-38,505	11,007
Percent Change			-6%	14%	-11%	3%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(335,067)</b>	<b>(313,631)</b>	<b>(356,509)</b>	<b>(318,005)</b>	<b>(329,011)</b>

## **Finance Department**

### **Mission Statement**

The mission of the Finance Department is to maximize revenue and minimize costs for the City of Cripple Creek. The department is responsible for ensuring 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 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 ensure 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). Examine 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). Income Statements and Gaming Industry Report available monthly on-line on the City's government site. Device Report available on-line quarterly.

6). City's annual budget available on-line.

7). City's annual audit available on-line.

### **Staff**

Finance Director  
Accountant

Full Time  
Full Time



**01 23-00 FINANCE**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 23.00 6110 000	SALARIES	159,091	164,777	159,290	164,070	164,070
A 01 23.00 6111 000	OVERTIME	233	200	50	225	250
	COLA			4,780		2,876
	TOTAL SALARIES	159,324	164,977	164,120	164,295	167,196
A 01 23.00 6120 000	SOCIAL SECURITY EXPENSE	9,821	10,153	10,175	10,186	10,366
A 01 23.00 6130 000	MEDICARE EXPENSE	2,297	2,374	2,380	2,382	2,424
A 01 23.00 6140 000	RETIREMENT EXPENSE	10,565	11,376	13,130	13,144	13,376
A 01 23.00 6150 000	EMPLOYEE HEALTH INSURANCE	18,603	18,966	17,382	17,650	18,921
A 01 23.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	85	85	85
A 01 23.00 6160 000	WORKMANS COMP EXPENSE	671	630	633	950	1,000
A 01 23.00 6167 000	DISABILITY INSURANCE	507	0	900	0	0
A 01 23.00 6201 000	POSTAGE	1,036	840	1,000	1,000	1,000
A 01 23.00 6203 000	OFFICE SUPPLIES	1,224	1,668	800	900	1,000
A 01 23.00 6204 000	OPERATING EXPENSE	273	64	300	300	300
A 01 23.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	134	139	150	150	150
A 01 23.00 6209 000	TRAVEL	359	1,020	1,650	1,650	1,650
A 01 23.00 6210 000	TRAINING	0	594	850	1,590	900
A 01 23.00 6402 000	PHONE	1,281	1,368	1,250	1,250	1,250
A 01 23.00 6402 001	CELL PHONE	577	684	650	690	720
A 01 23.00 6402 003	INTERNET	269	630	625	630	645
A 01 23.00 6502 000	INSURANCE	1,219	1,580	1,850	1,700	1,605
A 01 23.00 6611 000	LEASE/PURCHASE EQUIPMENT	304	192	325	325	350
A 01 23.00 6990 001	COMPUTERS/SOFTWARE					
	<b>Total Expenditure</b>	<b>208,542</b>	<b>217,333</b>	<b>218,255</b>	<b>218,877</b>	<b>222,938</b>
	Dollar Change		8,791	922	622	4,061
	Percent Change		4%	0%	0%	2%
	<b>Net Operating Cost - Surplus, (Deficit)</b>	<b>(208,542)</b>	<b>(217,333)</b>	<b>(218,255)</b>	<b>(218,877)</b>	<b>(222,938)</b>

## **Human Resources Department**

### **Mission Statement**

To provide a human resources program that provides quality services and support in employment, training, employee relations, benefits, compensation, safety and wellness 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 city staff.

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 evaluate and monitor the cost of the insurance programs to include: Medical, Dental, Vision, GAP, LTD, and Life.
- Coordinate benefits insurance renewal and open enrollment.
- 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/wellness meetings with requirement of one member from each department present. Accidents/Incidents from the previous month are reviewed for prevention ideas, discuss safety and wellness 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 all 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 respect while maintaining city compliance with city, state and federal employment regulations.

### **Staff**

H.R./Risk Management Director	Full Time
H.R./Risk Management Technician	Full Time

**01 26-00 HUMAN RESOURCES**

		2017 Actual	2018 Actual	2019 Budget	2019 Year End Estimate	2020 Budget
A 01 26.00 6110 000	SALARIES	124,027	129,767	124,469	128,203	128,203
	COLA			3,734		2,244
	TOTAL SALARIES	124,027	129,767	128,203	128,203	130,447
A 01 26.00 6120 000	SOCIAL SECURITY EXPENSE	7,663	8,002	7,949	7,949	8,088
A 01 26.00 6130 000	MEDICARE EXPENSE	1,792	1,871	1,859	1,859	1,891
A 01 26.00 6140 000	RETIREMENT EXPENSE	8,173	8,809	10,256	10,256	10,436
A 01 26.00 6150 000	EMPLOYEE HEALTH INSURANCE	18,512	18,788	17,353	17,353	18,602
A 01 26.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	85	85	85
A 01 26.00 6160 000	WORKMANS COMP EXPENSE	649	630	1,000	725	850
A 01 26.00 6167 000	DISABILITY INSURANCE	396	0	700		
A 01 26.00 6201 000	POSTAGE	12	2	50	50	50
A 01 26.00 6203 000	OFFICE SUPPLIES	313	440	500	500	500
A 01 26.00 6204 000	OPERATING EXPENSE	79	380	300	300	300
A 01 26.00 6206 000	FUEL EXPENSE	175	101	525	250	350
A 01 26.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	349	259	265	275	285
A 01 26.00 6209 000	TRAVEL	58	55	500	500	500
A 01 26.00 6210 000	TRAINING	687	404	1,000	1,000	1,000
A 01 26.00 6402 000	PHONE	1,309	1,411	1,250	1,250	1,250
A 01 26.00 6402 003	INTERNET	269	630	625	630	650
A 01 26.00 6502 000	INSURANCE	1,064	1,331	1,526	1,400	1,351
A 01 26.00 6504 000	EMPLOYERS COUNCIL	5,400	5,600	5,600	5,600	5,800
A 01 26.00 6611 000	LEASE/PURCHASE EQUIPMENT	196	186	275	275	275
A 01 26.00 6650 000	EMPLOYEE TRAINING					
	<b>Total Expenditure</b>	<b>171,201</b>	<b>178,744</b>	<b>179,821</b>	<b>178,460</b>	<b>182,710</b>
	Dollar Change		7,543	1,077	-1,361	4,250
	Percent Change		4%	1%	-1%	2%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(171,201)</b>	<b>(178,744)</b>	<b>(179,821)</b>	<b>(178,460)</b>	<b>(182,710)</b>

## **Information Technology Department**

### **Mission Statement:**

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

**01 27-00 INFORMATION TECHNOLOGY**

	2017 Actual	2018 Actual	2019 Budget	2019 Year End Estimate	2020 Budget
A 01 27.00 6204 000 OPERATING EXPENSE	1,397	116	800	150	175
A 01 27.00 6402 000 PHONE	1,219	1,305	1,325	440	450
A 01 27.00 6402 003 INTERNET	269	630	650	630	650
A 01 27.00 6502 000 INSURANCE	456	634	1,045	780	750
A 01 27.00 6610 000 OUTSIDE IT CONTRACTOR	88,983	79,384	72,000	72,000	140,000
A 01 27.00 6409 000 IT CONTINGENCY			8,000	8,000	8,000
A 01 27.00 6705 000 ELECTRONIC EQUIPMENT RECYCLING		1,039		1,000	1,000
A 01 27.00 6990 004 HARDWARE			21,000	21,000	21,000
A 01 27.00 6990 005 SOFTWARE			19,280	19,280	27,240
A 01 27.00 6990 001 COMPUTERS/SOFTWARE	44,071	38,725			
<b>Total Expenditure</b>	<b>136,395</b>	<b>121,833</b>	<b>124,100</b>	<b>123,280</b>	<b>199,265</b>
Dollar Change		-14,562	2,267	-820	75,985
Percent Change		-11%	2%	-1%	62%
<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(136,395)</b>	<b>(121,833)</b>	<b>(124,100)</b>	<b>(123,280)</b>	<b>(199,265)</b>

## **Fleet/Vehicle Maintenance Department**

## **Fleet/Vehicle Maintenance Department**

### **Mission Statement**

To provide comprehensive maintenance program to the City's fleet of vehicles in order to maximize vehicle life and availability.

### **Goals & Objectives**

- 1). Continue a high expectation level for maintenance on equipment.
- 2). Maintain a comprehensive fleet maintenance program.
- 3). Maintain efficiency on Preventive Maintenance programs.
- 4). Establish effective procedures for inventory parts replacement.
- 5). Continue to prioritize emergency vehicle maintenance.
- 6). Anticipate and maintain readiness for snow removal equipment.
- 7). Staff training and maintaining certification requirements for vehicle maintenance.

### **Staff**

Heavy Equipment Mechanic	Full-time
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**01 48-00 FLEET & VEHICLE MAINTENANCE**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 48.00 3480 000	REIMBURSE VEHICLE MAINTENANCE	45,260	34,459	47,000	36,000	37,000
A 01 48.00 3481 000	REIMBURSE FOR FUEL EXPENSE	81,803	87,227	82,000	85,000	85,000
	<b>Total Revenue</b>	<b>127,063</b>	<b>121,686</b>	<b>129,000</b>	<b>121,000</b>	<b>122,000</b>
	Dollar Change		(5,377)	7,314	(8,000)	1,000
	Percent Change		-4%	6%	-6%	1%
A 01 48.00 6110 000	SALARIES	44,593	47,364	44,221	45,602	45,602
A 01 48.00 6111 000	OVERTIME	85	367	1,800	1,800	1,800
	COLA			1,381		830
	<b>TOTAL SALARIES</b>	<b>44,678</b>	<b>47,731</b>	<b>47,402</b>	<b>47,402</b>	<b>48,232</b>
A 01 48.00 6120 000	SOCIAL SECURITY EXPENSE	2,688	2,820	2,939	2,939	2,990
A 01 48.00 6130 000	MEDICARE EXPENSE	629	659	687	687	699
A 01 48.00 6140 000	RETIREMENT EXPENSE	3,195	3,314	3,792	3,792	3,859
A 01 48.00 6150 000	EMPLOYEE HEALTH INSURANCE	8,907	9,291	8,673	8,673	9,297
A 01 48.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	80	80	80
A 01 48.00 6160 000	WORKMANS COMP EXPENSE	736	630	800	800	800
A 01 48.00 6162 000	CLOTHING ALLOWANCE	263	408	500	500	500
A 01 48.00 6167 000	DISABILITY INSURANCE	141	-	250		
A 01 48.00 6204 000	OPERATING EXPENSE	8,968	5,504	3,500	5,000	5,500
A 01 48.00 6205 001	VEHICLE PART INVENTORY	40,498	44,381	45,000	45,000	45,000
A 01 48.00 6206 000	FUEL EXPENSE	93,149	114,672	95,000	97,000	100,000
A 01 48.00 6401 000	UTILITIES	3,166	3,439	5,100	5,100	5,100
A 01 48.00 6402 001	CELL PHONE	354	350	410	410	410
A 01 48.00 6502 000	INSURANCE	1,666	1,095	1,905	2,432	2,340
A 01 48.00 6710 000	EQUIPMENT/TIRES	23,141	5,930	6,000	6,000	7,000
A 01 48.00 6711 000	TOOLS	2,445	1,778	2,500	2,500	2,500
	<b>Total Expenditure</b>	<b>234,702</b>	<b>242,080</b>	<b>224,538</b>	<b>228,315</b>	<b>234,307</b>
	Dollar Change		7,378	-17,542	3,777	5,992
	Percent Change		3%	-7%	2%	3%
	<b>Net Operating Cost</b>	<b>(107,639)</b>	<b>(120,394)</b>	<b>(95,538)</b>	<b>(107,315)</b>	<b>(112,307)</b>
	<b>Surplus/(Deficit)</b>					

# Enterprise Fund



## Summary

The Enterprise Fund is comprised of the following departments: Water Distribution & Collections Operations (Public Works), Water Distribution & Collection Capital Projects, Waste Water Treatment and Water Treatment. The departments ensure that the City has a safe water supply and that the sanitation needs are met.

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

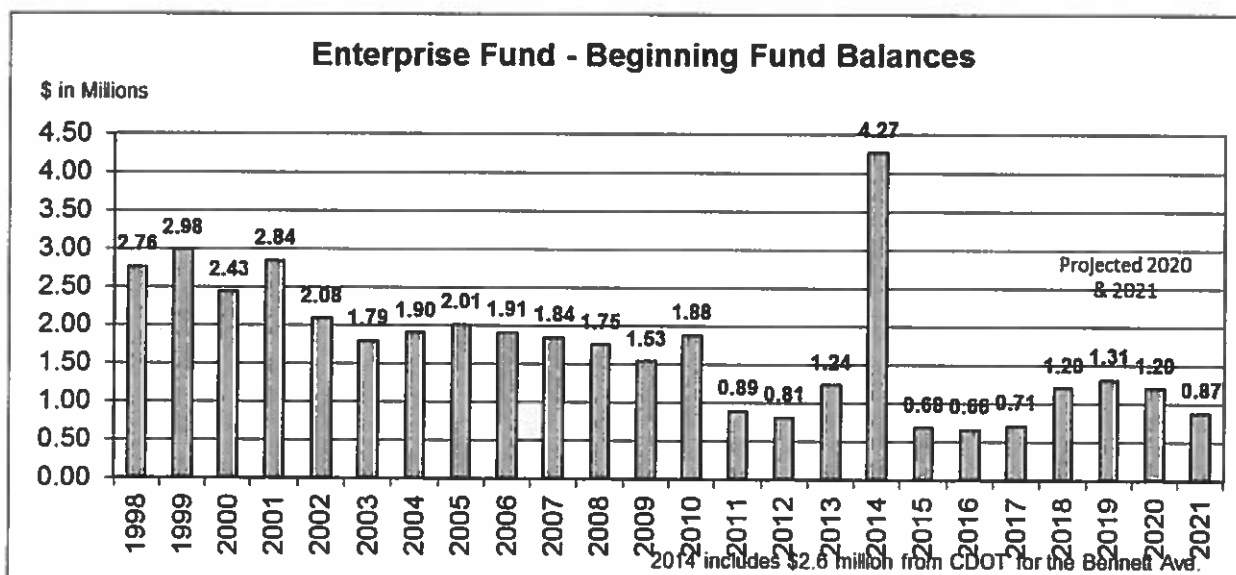
Enterprise Fund	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost
					Surplus or (Deficit)
Public Works (02-10)	1,308,527	64%	682,202	29%	626,325
Capital Projects (02-20)	500,000		1,029,653	43%	(529,653)
Waste Water (02-30)	230,550	11%	556,530	23%	(325,980)
Water Treatment (02-50)	0		101,098	4%	(101,098)
<b>Totals</b>	<b>2,039,077</b>	<b>75%</b>	<b>2,369,483</b>	<b>100%</b>	<b>(330,406)</b>

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

**Estimated Enterprise Fund Balance - 2020**

Projected Beginning Balance	1,200,000
Revenue:	2,039,077
Expenses:	
Water/Sewer Distribution & Collection Operating (02-10)	682,202
Water/Sewer Distribution & Collection Capital (02-20)	1,029,653
Waste Water Treatment Plant (02-30)	556,530
Water Treatment Plant (02-50)	<u>101,098</u>
Total Expenses	2,369,483
Excess/(Deficit)	(330,406)
Projected Ending Fund Balance	869,594

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



The table below compares this year's Enterprise Fund budgeted revenues to last year's budget.

**Enterprise Fund**  
**2020 Budget Compared to 2019 Budget**

Revenues:	2020	2019	Dollar Change	Percent Change
Water Distribution (Public Wks)	1,808,527	1,817,621	(9,094)	-0.5%
Waste Water Treatment	230,550	223,950	6,600	2.9%
Total	2,039,077	2,041,570	(2,493)	-0.1%

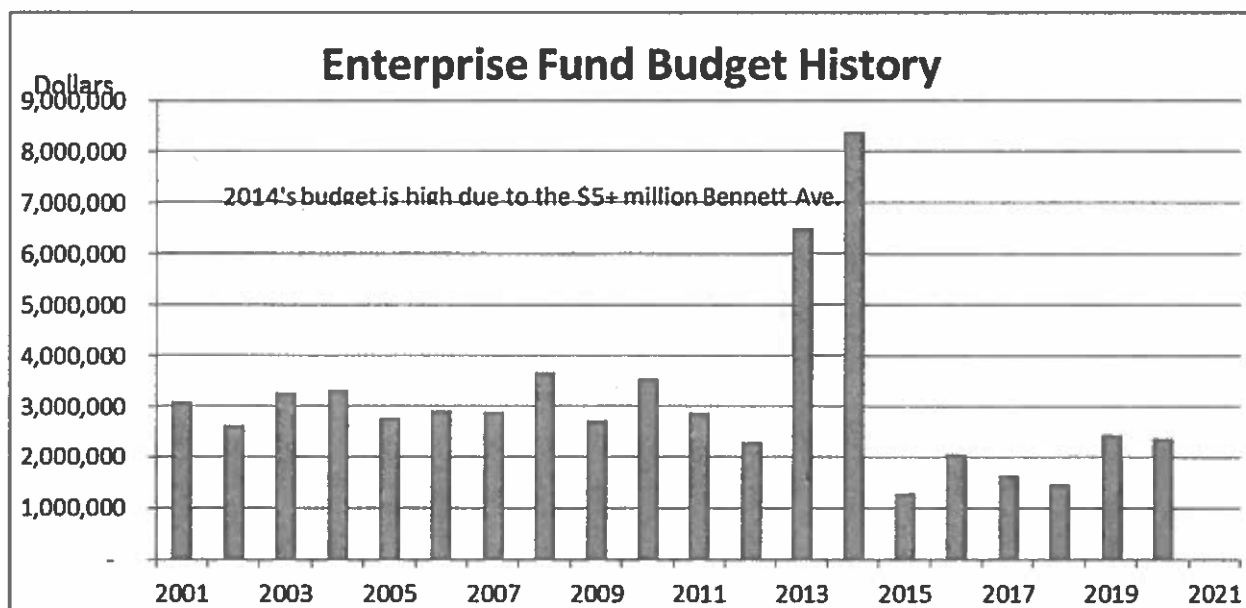
The table below compares this year's Enterprise Fund budgeted expenses to last year's budget.

**Enterprise Fund**  
**2020 Budget Compared to 2019 Budget**

**Expenses**

	2020	2019	Dollar Change	Percent Change
Water/Sewer Distribution	682,202	661,779	20,423	3.1%
Capital Projects	1,029,653	1,110,045	(80,393)	-7.2%
Waste Water Treatment	556,530	570,319	(13,789)	-2.4%
Water Treatment	101,098	97,040	4,058	4.2%
<b>Total</b>	<b>2,369,483</b>	<b>2,439,182</b>	<b>(69,699)</b>	<b>-2.9%</b>

The chart below shows the Enterprise Fund's budget history. 2014 is high due to the \$5+ million Bennett Avenue Revitalization Project.



## **Water Distribution/Collection**

### **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. In addition, to establish a sound wastewater collection program that will address capacity, maintenance, repairs and replacement needs.

### **Goals and Objectives**

1. Provide reliable delivery of safe, potable water to the City of Cripple Creek.
2. Fund and initiate phased program for prioritizing and replacement of water/wastewater collection system.
3. Replace aged, undersized and shallow water mains.
4. Replace old, inoperable and shallow fire hydrants.
5. Continue meter and maintenance program.
6. Secure additional water rights to provide ample supply for growth
7. Provide training opportunities for staff to obtain required water/wastewater certifications and continue learning new regulations.
8. Continue State required cross-connection program.
9. Initiate sanitary sewer mainline/ manhole inspection program.

### **Staff**

Public Works Director	Full time
Field Operations Supervisor	Full time
Lead Operator	Full time
Equipment Operator	Full time
Laborer/Operator	Full time
Laborer/Operator	(Frozen -Full time)
Administrative Assistant	Full-Time

**02 10-00 WATER/SEWER DISTRIBUTION & COLLECTION OPERATIONS**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 10.00 3180 000	DEVICE FEES	401,849	399,982	405,240	405,240	394,800
A 02 10.00 3516 000	REIMBURSEMENT MINE (OPERATING COSTS)	27,029	22,771	19,000	22,000	22,000
A 02 10.00 3600 000	MISC. REVENUE	5,704	8,099	6,000	6,000	6,000
A 02 10.00 3602 001	INTEREST - INVESTMENTS	9,280	21,188	20,000	25,000	24,000
A 02 10.00 3630 000	RESERVOIR LEASE	13,000	13,000	13,000	13,000	13,000
A 02 10.00 3941 000	WATER SALES	336,700	364,281	385,350	385,350	404,618
A 02 10.00 3942 000	LATE CHARGES	5,005	5,194	5,200	5,200	5,200
A 02 10.00 3943 000	CAPITAL IMPROVEMENT FEES	95,508	111,982	112,350	112,350	117,968
A 02 10.00 3945 000	TAP FEES	10,104	3,000	15,000	3,000	9,000
A 02 10.00 3948 000	SALE OF WATER TO CITY OF VICTOR	160,854	167,288	173,982	173,978	180,938
A 02 10.00 3948 001	SECONDARY MUNI WATER USERS	19,696	20,358	18,000	20,500	21,000
A 02 10.00 3949 000	REESTABLISH WATER CONNECTION	525	650	600	600	600
A 02 10.00 3955 000	SALE OF WATER TO MUNI USERS/MINING	72,946	75,865	78,899	117,334	109,404
	CC&V WATER PURCHASES ABOVE CONTRACT	142,851	12,584	65,000		
<b>Total Revenue</b>		<b>1,301,051</b>	<b>1,226,242</b>	<b>1,317,621</b>	<b>1,289,552</b>	<b>1,308,527</b>
Dollar Change			(74,809)	91,379	(28,069)	18,974
Percent Change			-6%	7%	-2%	1%
A 02 10.00 6110 000	SALARIES	266,884	295,575	302,004	309,000	309,000
A 02 10.00 6111 000	OVERTIME	3,927	5,599	9,000	9,000	9,000
A 02 10.00 6112 000	PAY FOR PERFORMANCE PROGRAM			5,800		6,000
	COLA			9,504		5,670
	<b>TOTAL SALARIES</b>	<b>270,811</b>	<b>301,174</b>	<b>326,308</b>	<b>318,000</b>	<b>329,670</b>
A 02 10.00 6120 000	SOCIAL SECURITY EXPENSE	16,318	18,154	20,231	19,716	20,440
A 02 10.00 6130 000	MEDICARE EXPENSE	3,816	4,246	4,731	4,611	4,780
A 02 10.00 6140 000	RETIREMENT EXPENSE	19,617	20,902	26,105	26,105	26,374
A 02 10.00 6150 000	EMPLOYEE HEALTH INSURANCE	45,399	52,286	52,000	52,000	55,744
A 02 10.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	196	196	450	450	450
A 02 10.00 6160 000	WORKMANS COMP EXPENSE	16,788	15,769	20,000	20,000	21,000
A 02 10.00 6163 000	CLOTHING ALLOWANCE	232	1,400	1,000	1,000	1,000
A 02 10.00 6166 000	DEPENDENT HEALTH CARE	2,920	5,456	2,750	10,620	11,000
A 02 10.00 6167 000	DISABILITY INSURANCE	899	-	1,500		
A 02 10.00 6201 000	POSTAGE	2,813	4,039	3,000	4,100	4,200
A 02 10.00 6203 000	OFFICE SUPPLIES	3,053	4,944	4,000	5,000	5,200
A 02 10.00 6204 000	OPERATING EXPENSE	10,552	14,440	11,000	11,000	11,000
A 02 10.00 6205 000	VEHICLE MAINTENANCE	6,334	5,357	8,000	8,000	8,000
A 02 10.00 6206 000	FUEL EXPENSE	15,081	15,254	18,500	18,500	18,500
A 02 10.00 6207 000	OPERATING EQUIPMENT	555	6,921	5,000	5,000	5,000
A 02 10.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	480	579	650	650	650
A 02 10.00 6209 000	TRAVEL	199	694	500	500	500
A 02 10.00 6210 000	TRAINING	2,610	4,095	4,000	4,000	4,000
A 02 10.00 6303 000	LEGAL	11,388	24,065	17,000	17,000	18,000
A 02 10.00 6304 000	AUDITOR	1,988	2,674	3,300	3,000	3,200
A 02 10.00 6311 000	BILLING SOFTWARE SUPPORT	5,679	5,946	5,000	12,000	6,000
A 02 10.00 6312 000	AUTOCAD MAINTENANCE CONTRACT	1,716	3,913	4,000	4,000	4,000
A 02 10.00 6401 000	UTILITIES	39,858	50,445	46,000	46,000	46,000
A 02 10.00 6402 000	PHONE	2,760	2,479	2,500	3,000	3,000
A 02 10.00 6402 001	CELL PHONES	3,113	4,141	4,300	4,300	4,300
A 02 10.00 6402 003	INTERNET	104	630	500	630	650
A 02 10.00 6409 000	CONTINGENCY			20,000	20,000	20,000
A 02 10.00 6502 000	INSURANCE	30,354	37,985	39,928	41,300	40,020
A 02 10.00 6611 000	LEASE PURCHASE EQUIPMENT	106	149	125	125	125
A 02 10.00 6612 000	PAYROLL VENDOR	1,016	1,119	1,100	1,100	1,100
A 02 10.00 6630 000	BUILDING MAINTENANCE	1,208	6,146	2,300	2,300	2,300
A 02 10.00 6640 000	COST OF SALE PARTS TO THE PUBLIC		-	500	500	500
A 02 10.00 6700 000	HIRING EXPENSE	270	215	500	500	500
A 02 10.00 6993 000	COUNCIL COMPENSATION	5,000	5,000	5,000	5,000	5,000
<b>Total Expenditure</b>		<b>523,233</b>	<b>620,813</b>	<b>661,779</b>	<b>670,007</b>	<b>682,202</b>
Dollar Change			97,580	40,966	8,228	12,195
Percent Change			19%	7%	1%	2%
<b>Net Operating Cost - Surplus/(Deficit)</b>		<b>777,818</b>	<b>405,429</b>	<b>655,842</b>	<b>619,545</b>	<b>626,325</b>

**02:20-00 WATER/SEWER DISTRIBUTION AND COLLECTION CAPITAL**

	2017 Actual	2018 Actual	2019 Budget	2019 Year End Estimate	2020 Budget
A 02 20.00 3100 000 DOLA BENNETT AVENUE PROJECT GRANT			500,000		500,000
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>
A 02 20.00 6507 000 LEAK DETECTION SERVICE					
A 02 20.00 6510 000 MATCHING DOLLARS FOR SEWER CAMERA GRANT					
A 02 20.00 6636 001 INTEREST EXPENSE 92 USDA	40,116	38,977	39,208	19,604	
A 02 20.00 6638 001 INTEREST 1997 USDA	22,279	22,151	20,537	10,246	
INTEREST 2019-A				16,164	30,153
PRINCIPAL PAYMENT 1992	28,500	30,200	31,900	15,950	
PRINCIPAL PAYMENT 1997	12,100	12,700	13,300	6,650	
PRINCIPAL 2019-A				40,000	65,000
A 02 20.00 6642 000 BONDS REFINANCE COST			50,000	40,000	
A 02 20.00 6651 000 FOREST SERVICE COST- LEASE	4,915	511	5,100	3,334	4,500
A 02 20.00 6980 000 CAPITAL WATER RIGHTS		3,355	5,000	5,000	5,000
A 02 20.00 6990 048 MISC. EQUIPMENT					
A 02 20.00 6995 000 MISC ENGINEERING FEES		2,409	10,000	10,000	10,000
A 02 20.00 6997 001 WATER MAINS			35,000	35,000	35,000
A 02 20.00 6998 000 UNALLOCATED FOR PROJECTS		7,134			
A 02 20.00 6998 001 WATER METER PROJECT	1,810				
A 02 20.00 6998 013 RESERVOIR #2	9,483				
A 02 20.00 6998 070 GILLETTE WELLS			5,000	5,000	5,000
A 02 20.00 6990 064 METERING READING SYSTEM UPGRADE					
A 02 20.00 6998 087 BENNETT AVENUE WATER PIPE PROJECT			875,000		875,000
A 02 20.00 6990 065 TRACTOR			20,000	20,000	
<b>Total Expenditure</b>	<b>119,203</b>	<b>117,437</b>	<b>1,110,045</b>	<b>226,948</b>	<b>1,029,653</b>
Dollar Change		-1,766	992,608	-883,097	802,704
Percent Change		-1%	845%	-80%	354%
<b>Summary Water Distribution and Collection:</b>					
Total Operating Expense (02-10)	523,233	620,813	661,779	670,007	682,202
Total Capital Expense (02-20)	119,203	117,437	1,110,045	226,948	1,029,653
Total Expenditures	642,436	738,250	1,771,824	896,955	1,711,854
Dollar Change		95,814	1,033,574	-874,868	814,899
Percent Change		15%	140%	-49%	91%
Net Operating Cost - Surplus (Deficit)	658,615	487,992	(454,203)	392,597	(403,328)

## **Water/Waste Water Treatment**

### **Mission Statement Water Treatment**

Process incoming water - while complying with all regulatory requirements – and provide the City's business and residential customers a reliable, safe, and aesthetically pleasing product as sustainably and cost effectively as possible.

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

Remove pollutants from the incoming water - while complying with all permits- and convert them to safe, disposable bio-solids as sustainably and cost effectively as possible.

### **Goals & Objectives**

#### **Water Treatment Plant:**

- Take a proactive approach to changes in regulation and technical advances.
- Follow City policies, and State and Federal regulations always.
- With a focus on management practices and technical and operational performance, establish a culture of continuous improvement.
- Complete phase II of AWWA's Partnership for Safe Water, a multi-phase optimization approach to optimize water treatment plants.

#### **Waste Water Treatment Plant:**

- Take a proactive approach to changes in regulation and technical advances.
- Follow City policies, and State and Federal regulations always.
- With a focus on management practices and technical and operational performance, establish a culture of continuous improvement.
- Complete phase II of AWWA's Partnership for Clean Water, a multi-phase optimization approach to optimize wastewater treatment plants.

### **Staff**

Operation Director, Chief Operator:	Full Time
Plant Maintenance Mechanics/	Full Time
Operator Assistants	Full Time
Plant Operations Intern	Temp



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

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 30.00 3600 000	MISCELLANEOUS REVENUE					
A 02 30.00 3940 000	SEWER REVENUE	164,890	179,530	189,000	189,000	198,450
A 02 30.00 3942 000	LATE CHARGES	2,082	2,139	2,100	2,100	2,100
A 02 30.00 3943 000	CAPITAL IMPROVEMENT FEES	16,079	18,711	17,850	20,000	21,000
A 02 30.00 3945 000	TAP FEES	10,104	3,000	15,000	6,000	9,000
A 02 30.00 3947 000	SALE OF ASSET				320	
	<b>Total Revenue</b>	<b>193,155</b>	<b>203,380</b>	<b>223,950</b>	<b>217,420</b>	<b>230,550</b>
	Dollar Change		10,225	20,570	(6,530)	13,130
	Percent Change		5%	10%	-3%	6%
A 02 30.00 6110 000	SALARIES	169,003	187,896	161,541	158,000	158,000
A 02 30.00 6111 000	OVERTIME	5,298	2,631	5,000	5,000	5,000
	COLA			4,996		2,853
	<b>TOTAL SALARIES</b>	<b>174,301</b>	<b>190,527</b>	<b>171,537</b>	<b>163,000</b>	<b>165,853</b>
A 02 30.00 6120 000	SOCIAL SECURITY	10,791	11,410	10,635	10,106	10,283
A 02 30.00 6130 000	MEDICARE	2,524	2,669	2,487	2,364	2,405
A 02 30.00 6140 000	RETIREMENT EXPENSE	12,343	12,818	13,723	13,723	13,268
A 02 30.00 6150 000	EMPLOYEE HEALTH INSURANCE	26,070	30,938	26,090	26,090	27,968
A 02 30.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	117	130	130	130
A 02 30.00 6160 000	WORKERS COMP	6,032	5,107	6,500	6,500	6,500
A 02 30.00 6162 000	CLOTHING ALLOWANCE	0	148	300	300	300
A 02 30.00 616 000	DEPENDENT HEALTHCARE	572	0			
A 02 30.00 6167 000	DISABILITY INSURANCE	433	0	800	800	800
A 02 30.00 6203 000	OFFICE SUPPLIES	1,407	1,005	1,500	1,500	1,500
A 02 30.00 6204 000	OPERATING EXPENSE	1,713	1,935	3,000	3,000	3,000
A 02 30.00 6205 000	VEHICLE MAINTENANCE	2,648	3,256	3,000	3,000	3,000
A 02 30.00 6206 000	FUEL EXPENSE	1,759	2,105	1,800	1,800	1,800
A 02 30.00 6209 000	TRAVEL	0	0	500	500	500
A 02 30.00 6210 000	TRAINING	328	1,083	2,500	2,500	2,500
A 02 30.00 6271 000	TESTING	23,359	25,992	25,000	25,000	25,000
A 02 30.00 6272 000	PERMITS	2,404	4,583	3,000	3,000	3,000
A 02 30.00 6273 000	REPLACEMENT SYSTEM PARTS	6,496	4,649	10,000	10,000	10,000
A 02 30.00 6275 000	TOOLS & EQUIPMENT - SYSTEM	3,035	675	3,000	3,000	3,000
A 02 30.00 6280 000	TREATMENT PLANT IMPROVEMENTS	107	890	1,500	1,500	11,500
A 02 30.00 6281 000	TREATMENT PLANT SUPPLIES	4,939	5,805	5,500	5,500	5,500
A 02 30.00 6282 000	TOOLS & EQUIPMENT	1,116	984	1,500	1,500	1,500
A 02 30.00 6283 000	IMPROVEMENT PLANT PARTS	0	0	500	500	500
A 02 30.00 6284 000	SLUDGE HAULING	58,994	57,975	68,340	68,340	68,340
A 02 30.00 6287 000	BIO SOLIDS REMOVAL STUDY		18,291		161	
A 02 30.00 6304 000	AUDITOR FEES	4,046	2,862	3,100	3,100	3,100
A 02 30.00 6305 000	PROFESSIONAL SERVICES	75	0	3,200	3,200	3,200
A 02 30.00 6401 000	UTILITIES	95,501	93,860	97,000	97,000	97,000
A 02 30.00 6402 000	PHONE	2,690	2,222	1,700	4,000	4,100
A 02 30.00 6401 000	CELL PHONE		156	650	650	650
A 02 30.00 6402 003	INTERNET	104	630	475	630	645
A 02 30.00 6502 000	INSURANCE	17,901	25,505	26,651	23,750	22,988
A 02 30.00 6612 000	PAYROLL VENDOR	1,016	1,119	1,100	1,100	1,100
A 02 30.00 6700 000	HIRING EXPENSE	27	152	100	100	100
A 02 30.00 6993 000	COUNCIL COMPENSATION	4,500	4,500	4,500	4,500	4,500
A 02 30.00 6990 007	VEHICLE			24,000	24,000	
*****	SNOWPLOW BLADE					6,000
A 02 30.00 6996 000	CHEMICAL TREATMENT	42,376	53,571	45,000	45,000	45,000
	<b>Total Expenditure</b>	<b>509,724</b>	<b>567,539</b>	<b>570,319</b>	<b>560,844</b>	<b>556,530</b>
	Dollar Change		57,815	2,780	-9,475	-4,313
	Percent Change		11%	0%	-2%	-1%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(316,569)</b>	<b>(364,159)</b>	<b>(346,369)</b>	<b>(343,424)</b>	<b>(325,980)</b>

**02 50-00 WATER/TREATMENT PLANT**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 50.00 3515 000	COLORADO WATER RESOURCES GRANT	143,410				
A 02 50.00 3515 001	DOLA ENERGY/MINERAL IMPACT FUND GRANT	10,491				
<b>Total Revenue</b>		<b>143,410</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
A 02 50.00 6201 000	POSTAGE		469	500	660	700
A 02 50.00 6203 000	OFFICE SUPPLIES	208	295	275	275	275
A 02 50.00 6204 000	OPERATING EXPENSE	1,537	936	1,500	1,500	1,500
A 02 50.00 6205 000	VEHICLE MAINTENANCE	421	197	500	500	500
A 02 50.00 6206 000	FUEL EXPENSE					
A 02 50.00 6207 000	OPERATING EQUIPMENT	437		600	600	600
A 02 50.00 6209 000	TRAVEL			500	500	500
A 02 50.00 6210 000	TRAINING	500	320	1,000	1,000	1,000
A 02 50.00 6271 000	TESTING	11,373	11,078	11,500	11,500	11,500
A 02 50.00 6272 000	PERMITS	900	944	1,000	1,000	1,100
A 02 50.00 6273 000	REPLACEMENT SYSTEM PARTS	4,661	3,153	4,000	4,000	4,000
A 02 50.00 6275 000	TOOLS & EQUIPMENT	826	592	600	600	600
A 02 50.00 6280 000	TREATMENT PLANT IMPROVEMENTS	1,113	8,878	5,000	5,000	5,500
A 02 50.00 6281 000	TREATMENT PLANT SUPPLIES	1,281	1,993	2,000	2,000	2,100
A 02 50.00 6305 000	PROFESSIONAL SERVICES		2,248			
A 02 50.00 6401 000	UTILITIES	22,286	18,613	23,500	19,000	20,000
A 02 50.00 6402 000	PHONE	1,992	2,159	2,050	2,050	2,050
A 02 50.00 6502 000	INSURANCE	1,933	3,669	4,515	3,750	3,173
A 02 50.00 6925 000	GOLD KING	1,492	295	5,500	5,500	5,500
A 02 50.00 6990 019	SAMPLE POINT RELOCATION PROJECT	125,360				
A 02 50.00 6990 020	WATER METER WELL #5		2,809			
A 02 50.00 6990 021	REPLACE POWER SUPPLY WELL #2		6,065			
A 02 50.00 6990 022	GILLETTE WELL FIELD			10,000	10,000	10,000
A 02 50.00 6990 023	M3 CHEMICAL FEED PUMP			7,000	7,000	
*****	WELL#4 PRELIMINARY ENGINEERING					15,000
A 02 50.00 6996 000	CHEMICAL TREATMENT	12,407	16,307	15,500	15,500	15,500
<b>Total Expenditure</b>		<b>188,727</b>	<b>81,020</b>	<b>97,040</b>	<b>91,935</b>	<b>101,098</b>
Dollar Change			-107,707	16,020	-5,105	9,163
Percent Change			-57%	20%	-5%	10%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(188,727)</b>	<b>(81,020)</b>	<b>(97,040)</b>	<b>(91,935)</b>	<b>(101,098)</b>

# Historic Preservation Fund

## Summary

The Historic Preservation Fund is comprised of the following departments: the primary Historic Preservation Department, Historic Butte Theater, Heritage Center, Outlaws & 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 and expenses, by department, that comprise the Historic Preservation Fund.

Historic Preservation Fund					Net Operating Cost
	Revenues	Percent of Total	Expenses	Percent of Total	Surplus or (Deficit)
Historic Preservation /Planning	954,170	77%	383,892	32%	570,277
Historic Butte Theater	242,100	19%	448,597	37%	(206,497)
Heritage Center Operation	9,125	1%	192,396	16%	(183,271)
Jail Museum	41,850	3%	125,933	10%	(84,083)
Rail Car Information Center		0%	67,439	6%	(67,439)
<b>Totals</b>	<b>1,247,245</b>	<b>100%</b>	<b>1,218,258</b>	<b>100%</b>	<b>28,987</b>

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

**Estimated Historic Preservation Fund Balance - 2020**

Projected Beginning Balance	2,350,000
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**Revenue:**

Historic Preservation (08-30)	954,170
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Historic Butte Theater (08-43)	242,100
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Jail Museum (08-50)	41,850
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Heritage Center Operations (08-60)	<u>9,125</u>
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Total Revenue	1,247,245
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**Expenses:**

Historic Preservation (08-30)	383,892
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Historic Butte Theater (08-43)	448,597
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Jail Museum (08-50)	125,933
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Heritage Center Operations (08-60)	192,396
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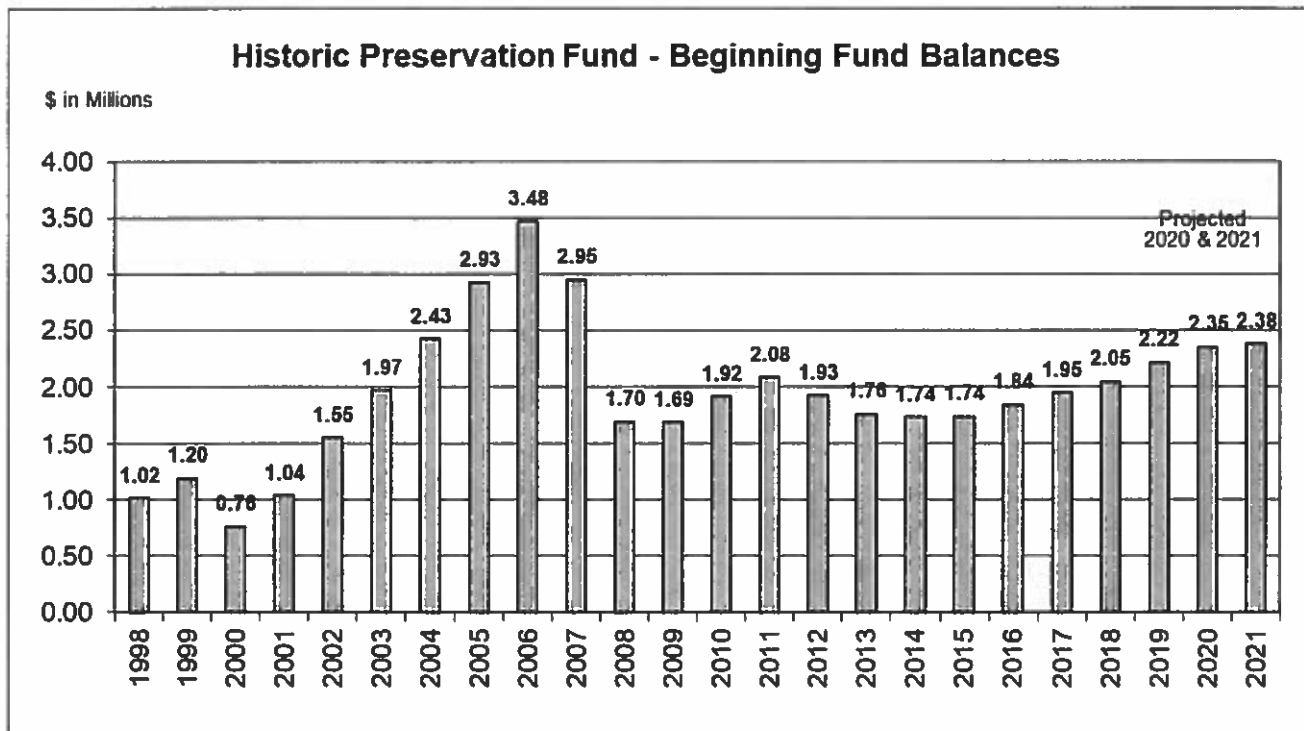
Train Car (08-80)	<u>67,439</u>
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Total Expenses	1,218,258
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Excess/(Deficit)	28,987
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Projected Ending Fund Balance	2,378,987
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The chart below gives an overview of the history of the Historic Preservation Fund's beginning fund balances.



The table below compares this year's Historic Preservation Fund budgeted revenues to the prior year's budget. Note that the Historic Butte Theater was moved from the General Fund to the Historic Preservation Fund in 2015.

#### Historic Preservation Fund

##### 2020 Budget Compared to 2019 Budget

Revenues:			Dollar	Percent
	2020	2019	Change	Change
Historic Preservation (08-30)	954,170	924,316	29,854	3.2%
Historic Butte Theater	242,100	205,000	37,100	18.1%
Heritage Center Operations	9,125	10,000	(875)	-8.8%
Jail Museum	41,850	39,850	2,000	5.0%
Rail Car Information Center	-	-	-	-
<b>Total</b>	<b>1,247,245</b>	<b>1,179,166</b>	<b>68,079</b>	<b>5.8%</b>

The following table compares this year's Historic Preservation Fund budgeted expenses to the prior year's budget. Note that the Historic Butte Theater was moved from the General Fund to the Historic Preservation Fund in 2015.

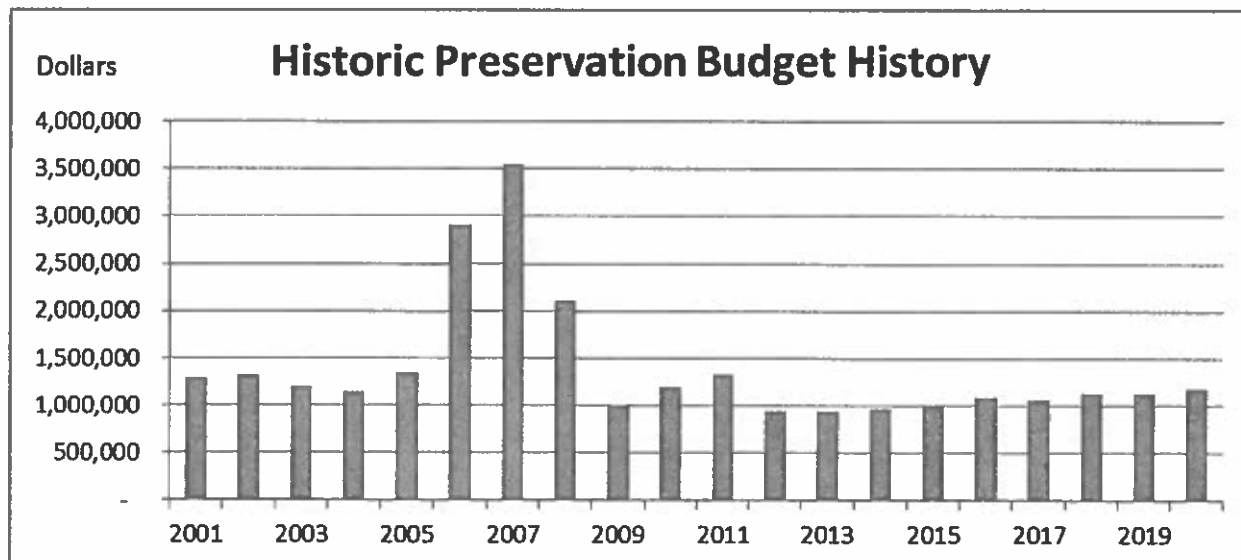
#### Historic Preservation

#### 2020 Budget Compared to 2019 Budget

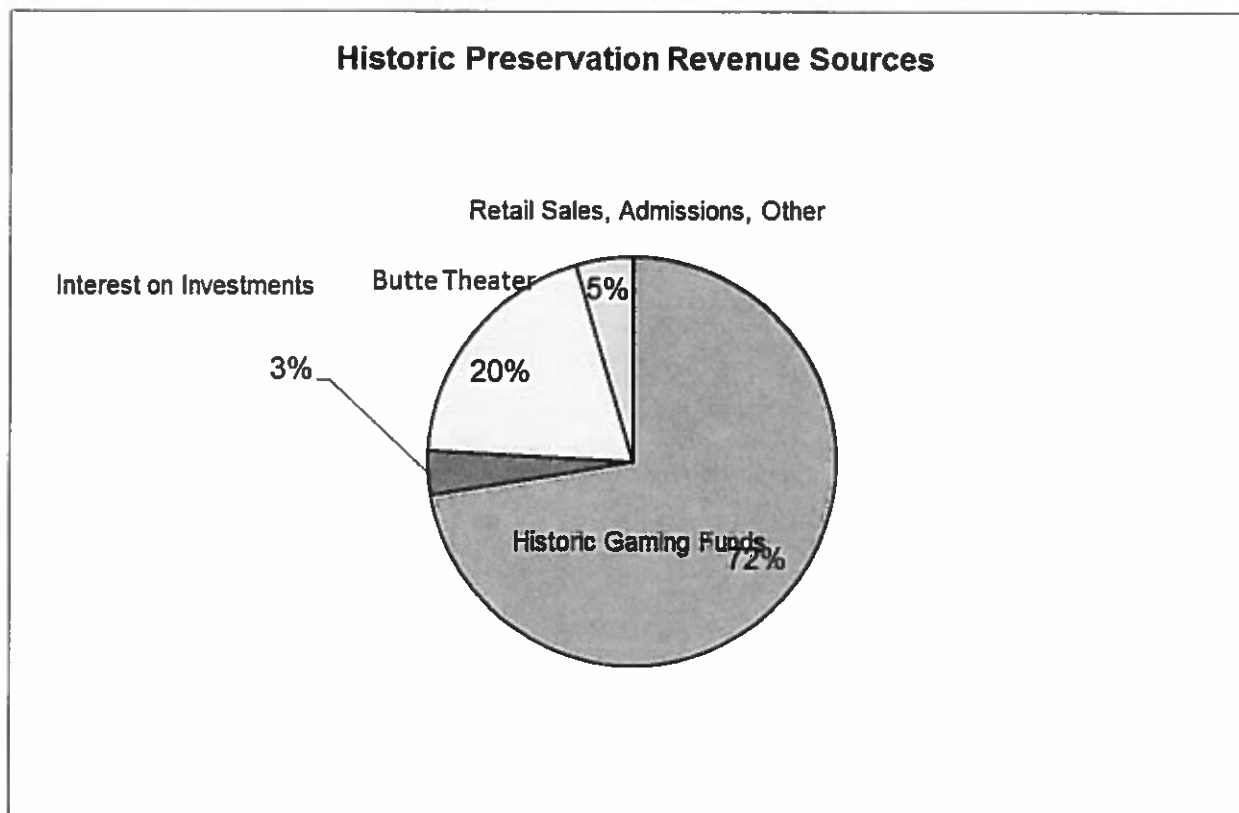
#### Expenses

	2020	2019	Dollar Change	Percent Change
Historic Preservation (08-30)	383,892	386,436	(2,543)	-0.7%
Historic Butte Theater	448,597	422,304	26,294	6.2%
Heritage Center Operations	192,396	161,294	31,102	19.3%
Jail Museum	125,933	121,024	4,908	4.1%
Rail Car Information Center	67,439	32,269	35,170	109.0%
<b>Total</b>	<b>1,218,258</b>	<b>1,123,326</b>	<b>94,931</b>	<b>8.5%</b>

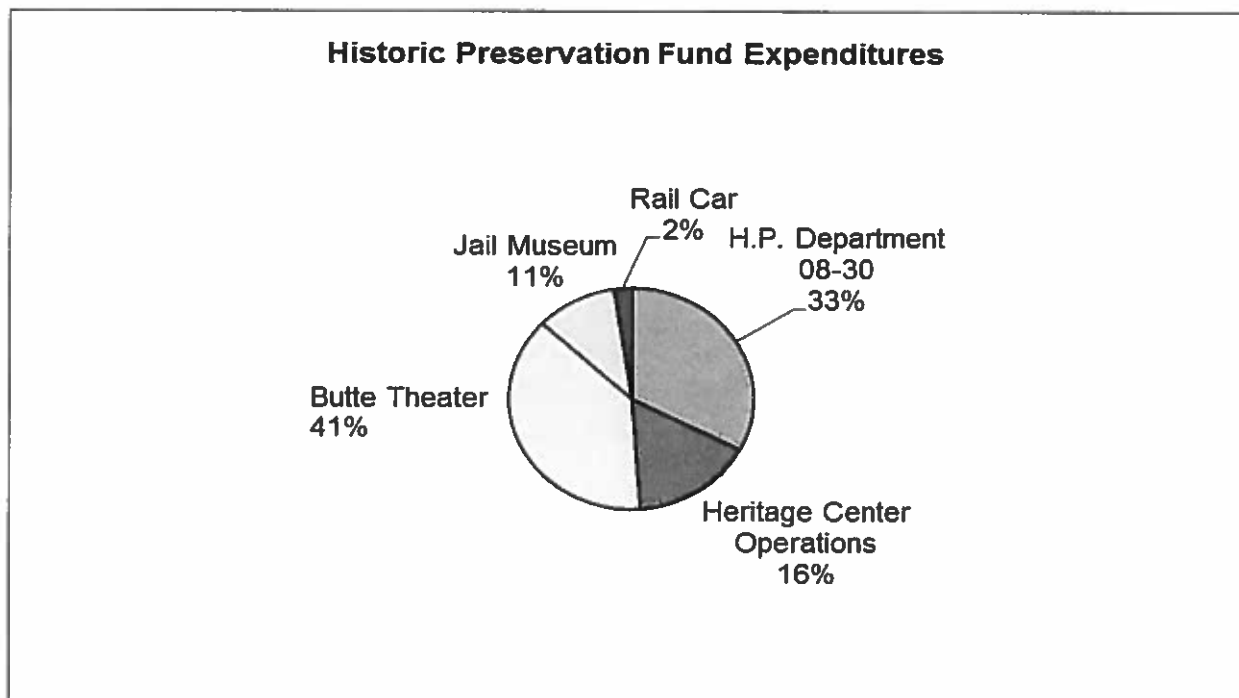
The following chart outlines the Historic Preservation Fund's budget history.



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



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





## **Historic Preservation**

### **Mission Statement**

### **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.
  - Continue to administer the revised 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.
  - Administer Historic Preservation grant programs.
5. Continue to address the needs of the Mt. Pisgah Cemetery.
  - Facilitate the sale of plots according to established rules and regulations.
  - Arrange with Public Works for opening/closing of graves as needed.
  - Supervise a part-time seasonal employee to insure grounds maintenance and upkeep of the cemetery.
6. Pursue the leveraging of all expenditures of historic preservation funds.
  - Require matching funds and/or grant funds from other sources.

### **Staff**

Historic Preservation Coordinator  
Cemetery Caretaker

Full-time  
Seasonal Part-time

**08 30-00 HISTORIC PRESERVATION**

		2017 Actual	2018 Actual	2019 Budget	2019 Year End Estimate	2020 Budget
A 08 30.00 3370 000	HISTORIC FUND GAMING TAX DISTRIB.	832,643	865,528	887,166	882,946	905,020
A 08 30.00 3383 000	CEMETARY REVENUE	2,742	8,300	5,000	5,000	5,000
A 08 30.00 3600 000	MISC. REVENUE	14,391	4,470	150	150	150
A 08 30.00 3602 001	INTEREST - INVESTMENTS	17,361	35,037	32,000	43,000	44,000
<b>Total Revenue</b>		<b>867,137</b>	<b>913,335</b>	<b>924,316</b>	<b>931,096</b>	<b>954,170</b>
Dollar Change			46,198	10,981	6,780	23,074
Percent Change			5%	1%	1%	2%
A 08 30.00 6110 000	SALARIES	54,462	53,962	53,692	55,127	55,127
A 08 30.00 6111 000	OVERTIME	217	405	1,000	500	500
A 08 30.00 6112 000	P/F POOL			4,000	4,000	5,000
	COLA			1,761	1,761	1,061
	<b>TOTAL SALARIES</b>	<b>54,679</b>	<b>54,367</b>	<b>60,453</b>	<b>61,388</b>	<b>61,688</b>
A 08 30.00 6120 000	SOCIAL SECURITY EXPENSE	3,371	3,320	3,748	3,806	3,825
A 08 30.00 6130 000	MEDICARE EXPENSE	788	776	877	890	894
A 08 30.00 6140 000	RETIREMENT EXPENSE	3,475	3,401	4,836	4,911	4,935
A 08 30.00 6150 000	HEALTH INSURANCE	9,954	9,300	8,765	8,765	9,396
A 08 30.00 6155 000	EMPLOYEE ASSITANCE PROGRAM	39	39	50	50	50
A 08 30.00 6160 000	WORKERS COMP.	1,214	704	1,350	1,350	1,350
A 08 30.00 6167 000	DISABILITY INSURANCE	152	0	265	265	265
A 08 30.00 6203 000	OFFICE SUPPLIES	593	123	600	600	600
A 08 30.00 6204 000	OPERATING EXPENSE	891	431	1,500	1,500	1,500
A 08 30.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS					
A 08 30.00 6209 000	TRAVEL	592	0	1,500	1,000	1,000
A 08 30.00 6210 000	TRAINING	0	30	500	250	250
A 08 30.00 6303 000	LEGAL EXPENSE					
A 08 30.00 6304 000	AUDITOR	3,406	3,674	3,900	3,900	3,900
A 08 30.00 6401 000	UTILITIES	972	932	1,250	1,250	1,250
A 08 30.00 6402 000	PHONE	3,282	1,546	1,350	1,000	1,000
A 08 30.00 6402 003	INTERNET	269	630	650	650	650
A 08 30.00 6409 000	CONTINGENCY		0	10,000		10,000
A 08 30.00 6412 000	CPI CONFERENCE	2,500	3,546	1,100	1,183	1,200
A 08 30.00 6502 000	INSURANCE	3,165	6,990	5,867	4,925	4,764
A 08 30.00 6611 000	LEASE/PURCHASE EQUIPMENT	206	525	375	375	375
A 08 30.00 6612 000	PAYROLL VENDOR	2,319	2,087	2,500	2,500	2,500
A 08 30.00 6700 000	HIRING EXPENSE	87	120			
A 08 30.00 6703 000	DANGEROUS BUILDING EXPENSE	0				
A 08 30.00 6800 004	TRANSFER TO MARKETING GENERAL FUND	100,000	100,000	100,000	100,000	75,000
A 08 30.00 6850 000	COMMERCIAL GRANTS		2,700	30,000	30,000	30,000
A 08 30.00 6890 000	UNALLOCATED HP FUNDS					
A 08 30.00 6895 000	PUBLIC BUILDINGS					
A 08 30.00 6895 000	AMERICAN LEGION POST					
A 08 30.00 6895 002	TRADE AND TRANSFER BUILDING GRANT					
A 08 30.00 6910 002	DISTRICT MUSEUM FUNDING	40,000	40,000	40,000	40,000	40,000
A 08 30.00 6910 004	HOMESTEAD MUSEUM FUNDING	20,000	20,000	8,000	8,000	8,000
A 08 30.00 6910 006	ELKS #316 RESTORATION/MATCHING GRANT DOLLARS			10,000	10,000	
A 08 30.00 6910 012	CEMETERY PROGRAM	1,249	3,276	6,000	5,000	5,000
A 08 30.00 6910 014	DISTRICT MUSEUM MATCHING GRANT FUNDS	5,000	15,000	10,000	10,000	0
A 08 30.00 6910 015	PRESERVATION WEEK					
A 08 30.00 6910 032	VICTORIAN LADY (MAINTENANCE)	17,731	837	12,000	12,000	5,000
A 08 30.00 6910 046	GOLD BELT SENIC BY-WAY	5,000	5,000	5,000	5,000	5,000
A 08 30.00 6911 029	CITY HISTORIC BUILDINGS		1,413	1,500	1,500	1,500
A 08 30.00 6925 000	HISTORIC STREET AMBIANCE	2,000	2,000	2,000	2,000	2,000
A 08 30.00 6950 000	RESIDENTIAL GRANT PROGRAM	22,744	14,875	50,000	50,000	100,000
A 08 30.00 6990 033	CEMETARY EQUIPMENT		85	500	500	1,000
A 08 30.00 6990 045	FIRE DEPARTMENT BUILDING REPAIRS	1,900				
<b>Total Expenditure</b>		<b>307,578</b>	<b>297,727</b>	<b>386,436</b>	<b>374,538</b>	<b>383,892</b>
Dollar Change			-9,851	88,709	-11,877	9,334
Percent Change			-3%	30%	-3%	2%
<b>Net Operating Cost.- Surplus (Deficit)</b>		<b>559,559</b>	<b>615,608</b>	<b>537,880</b>	<b>556,538</b>	<b>570,277</b>

## **Historic Butte Theater**

### **Mission Statement**

The Mission of the Butte Theater 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 Theater.

#### ***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 shows 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 Theater Manager  
Facility Assistant

Full-time  
Part-time Seasonal

**08 43-00 OPERA HOUSE**

		2017 Actual	2018 Actual	2019 Budget	2019 Year-End Estimate	2020 Budget
A 08 43.00 3111 000	RETAILS SALES					
A 08 43.00 3115 000	FACILITY LEASE to the BUTTE THEATER FOUNDATION	200,000	200,000	205,000	200,000	
A 08 43.00 3200 000	MELODRAMA					53,000
A 08 43.00 3210 000	SUMMER SHOW #2					45,000
A 08 43.00 3212 000	FALL SHOW					27,500
A 08 43.00 3215 000	HALLOWEEN SHOW					50,000
A 08 43.00 3220 000	CHRISTMAS SHOW					53,000
A 08 43.00 3600 000	MISC REVENUE	2,397				1,000
A 08 43.00 3116 000	COMMUNITY SHOWS					12,600
A 08 43.00 3601 000	SPONSORSHIPS					
	<b>Total Revenue</b>	<b>202,397</b>	<b>200,000</b>	<b>205,000</b>	<b>200,000</b>	<b>242,100</b>
	Dollar Change		(2,397)	5,000	(5,000)	42,100
	Percent Change		-1%	3%	-2%	21%
A 08 43.00 6110 000	SALARIES	54,640	56,685	55,925	57,532	57,532
	COLA			1,678	1,678	1,726
	<b>TOTAL SALARIES</b>	<b>54,640</b>	<b>56,685</b>	<b>57,603</b>	<b>59,210</b>	<b>59,210</b>
A 08 43.00 6120 000	SOCIAL SECURITY EXPENSE	3,370	3,491	3,571	3,671	3,671
A 08 43.00 6130 000	MEDICARE EXPENSE	788	816	835	859	859
A 08 43.00 6140 000	RETIREMENT EXPENSE	3,417	3,376	3,704	3,704	3,704
A 08 43.00 6150 000	HEALTH INSURANCE EXPENSE	9,223	9,300	8,660	8,660	9,353
A 08 43.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	39	45	45	45
A 08 43.00 6160 000	WORKERS COMP	1,134	704	1,200	1,200	1,200
A 08 43.00 6164 000	PRINTING	-	-			
A 08 43.00 6167 000	DISABILITY INSURANCE	152	-	270		0
A 08 43.00 6201 000	POSTAGE	-	50	100	100	100
A 08 43.00 6203 000	OFFICE SUPPLIES	190	503	300	300	300
A 08 43.00 6204 000	OPERATING EXPENSE	2,831	3,265	4,000	4,000	4,000
A 08 43.00 6209 000	TRAVEL	55	-	100	100	100
A 08 43.00 6401 000	UTILITIES	29,232	24,458	30,500	30,500	30,500
A 08 43.00 6402 000	PHONE	2,422	3,562	3,400	3,400	3,400
A 08 43.00 6402 001	CELL PHONES	577	631	575	575	575
A 08 43.00 6502 000	INSURANCE	4,008	6,491	6,400	6,400	6,141
A 08 43.00 6580 000	RETAIL SALES INVENTORY EXPENSE					
A 08 43.00 6603 000	TECHNICAL SUPPLIES					
A 08 43.00 6604 000	STAGE SUPPLIES					
A 08 43.00 6611 001	LEASE STAR BUILDING/PARKING LOT	5,040	5,040	5,040	5,040	5,040
A 08 43.00 6611 002	OTHER COSTS STAR BUILDING	9,131	3,673	4,100	3,700	3,700
A 08 43.00 6621 000	ELEVATOR MAINTENANCE	1,174	1,213	1,100	1,100	1,100
*****	CONTINGENCY					15,000
*****	PROFESSIONAL SEASON/PROD. CO.					280,000
A 08 43.00 6800 000	MELODRAMA					
A 08 43.00 6801 000	COMMUNITY SHOWS (Jan - May)					15,600
A 08 43.00 6805 000	SUMMER SHOW #2					
A 08 43.00 6810 000	FALL SHOW					
A 08 43.00 6815 000	HALLOWEEN SHOW					
A 08 43.00 6820 000	CHRISTMAS SHOW					
A 08 43.00 6825 003	GENERAL ADVERTISING	43				-
A 08 43.00 6825 004	TATC STAGE MGR/BOX OFFICE					
A 08 43.00 6910 000	BUILDING MAINTENANCE	4,702	1,341	10,800	10,800	5,000
A 08 43.00 6920 000	BUTTE THEATER FOUNDATION DONATION	280,000	280,000	280,000	280,000	
A 08 43.00 6990 001	OPERA HOUSE LIGHTING EQUIPMENT	30,000				
A 08 43.00 6990 002	BUTTE SOUND SYSTEM		4,941			
	<b>Total Expenditure</b>	<b>442,168</b>	<b>409,579</b>	<b>422,304</b>	<b>423,364</b>	<b>448,597</b>
	Dollar Change		-32,589	12,725	1,060	25,234
	Percent Change		-7%	3%	0%	6%
	<b>Net Operating Cost - Surplus/(Deficit)</b>	<b>(239,771)</b>	<b>(209,579)</b>	<b>(217,304)</b>	<b>(223,364)</b>	<b>(206,497)</b>

## **Cripple Creek Heritage Center**

### **Mission Statement**

To contribute to the realization of the mission statement of the City Council to develop tourist related activities which 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 Manager	Full Time
Heritage Tourism Assistant	Full Time
Heritage Tourism Assistant	Part Time Seasonal
Heritage Tourism Assistant	4 Part Time

**08 60-00 HERITAGE CENTER**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 60.00 3140 000	FACILITY RENTAL	2,515	2,925	2,000	2,500	2,500
A 08 60.00 3160 000	DONATIONS	7,368	7,108	7,000	6,500	6,500
A 08 60.00 3600 000	MISC. REVENUE	1,502	123	1,000	125	125
<b>Total Revenue</b>		<b>11,385</b>	<b>10,156</b>	<b>10,000</b>	<b>9,125</b>	<b>9,125</b>
Dollar Change			-1,229	-156	-875	0
Percent Change			-11%	-2%	-9%	0%
A 08 60.00 6110 000	SALARIES	70,021	61,215	76,104	78,387	78,387
A 08 60.00 6111 000	OVERTIME	30	30			
	COLA			2,283		1,372
	<b>TOTAL SALARIES</b>	<b>70,051</b>	<b>61,245</b>	<b>78,387</b>	<b>78,387</b>	<b>79,759</b>
A 08 60.00 6120 000	SOCIAL SECURITY EXPENSE	4,358	3,698	4,860	4,860	4,945
A 08 60.00 6130 000	MEDICARE EXPENSE	1,019	865	1,137	1,137	1,157
A 08 60.00 6140 000	RETIREMENT EXPENSE	2,673	1,410	2,700	2,700	2,700
A 08 60.00 6150 000	HEALTH INSURANCE	575	4,008	560	8,608	9,228
A 08 60.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	156	156	165	165	165
A 08 60.00 6166 000	DEPENDENT HEALTHCARE		2,033		4,900	5,000
A 08 60.00 6160 000	WORKERS COMP.	2,321	2,463	2,800	2,600	2,700
A 08 60.00 6164 000	PRINTING & COPYING	114	-	250	250	250
A 08 60.00 6167 000	DISABILITY INSURANCE	108	-	185	0	0
A 08 60.00 6203 000	OFFICE SUPPLIES	516	2,227	1,500	1,500	1,500
A 08 60.00 6204 000	OPERATING EXPENSE	2,979	3,038	2,700	2,700	2,700
A 08 60.00 6208 000	POSTAGE		47			
A 08 60.00 6209 000	TRAVEL	-	-	500	0	0
A 08 60.00 6210 000	TRAINING	-	-	300	0	0
A 08 60.00 6211 000	AFFILIATIONS/SUBSCRIPTIONS	707	235	325	325	325
A 08 60.00 6212 000	ALARM SYSTEM	261	1,046	650	1,050	1,050
A 08 60.00 6401 000	UTILITIES	18,769	18,099	21,000	21,000	21,000
A 08 60.00 6402 000	PHONE	6,403	1,789	2,650	3,400	3,500
A 08 60.00 6402 003	INTERNET		630		630	650
A 08 60.00 6502 000	INSURANCE	2,661	2,638	2,375	2,930	2,818
A 08 60.00 6510 000	COFFEE/WATER SERVICE	1,028	1,383	1,100	1,100	1,200
A 08 60.00 6530 000	BUILDING MAINTENANCE	3,097	420	5,000	5,000	25,000
A 08 60.00 6530 001	DISPLAY MAINTENANCE	481	2,368	5,000	5,000	5,000
A 08 60.00 6550 000	UNIFORMS	257	1,078	600	600	600
A 08 60.00 6565 000	PIKES PEAK COUNTRY ATTRACTIONS	19,400	18,975	19,050	17,900	18,500
A 08 60.00 6611 000	LEASED EQUIPMENT	133	143	200	200	200
A 08 60.00 6621 000	ELEVATOR MAINTENANCE	3,179	2,052	2,000	2,100	2,150
A 08 60.00 6700 000	HIRING EXPENSE	112	743	300	300	300
A 08 60.00 6710 000	NEW SIGNS			5,000	5,000	
A 08 60.00 6990 002	SIDEWALK REPAIRS		10,230			
<b>Total Expenditure</b>		<b>141,358</b>	<b>143,019</b>	<b>161,294</b>	<b>174,342</b>	<b>192,396</b>
Dollar Change			1,661	18,275	13,048	18,054
Percent Change			1%	13%	8%	10%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(129,973)</b>	<b>(132,863)</b>	<b>(151,294)</b>	<b>(165,217)</b>	<b>(183,271)</b>

## **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 Assistant  
Heritage Tourism Assistant

Various part-time staff  
Part Time Seasonal

**08 50-00 JAIL MUSEUM**

		2017	2018	2019	2019	2020
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 50.00 3110 000	RETAIL SALES	13,939	15,494	13,000	15,000	15,000
A 08 50.00 3112 000	ADMISSIONS	23,771	25,025	22,000	22,000	22,000
A 08 50.00 3114 000	OVERNIGHT STAY PROGRAM	2,520	4,530	3,500	3,500	3,500
A 08 50.00 3160 000	DONATIONS	1,250	1,290	1,200	1,200	1,200
A 08 50.00 3600 000	MISC. REVENUE	165		150	150	150
<b>Total Revenue</b>		<b>41,645</b>	<b>46,339</b>	<b>39,850</b>	<b>41,850</b>	<b>41,850</b>
Dollar Change			4,694	-6,489	2,000	0
Percent Change			11%	-14%	5%	0%
A 08 50.00 6110 000	SALARIES	71,400	73,414	71,139	73,273	73,273
A 08 50.00 6111 000	OVERTIME	101	14			
	COLA			2,134		1,282
	TOTAL SALARIES	71,501	73,428	73,273	73,273	74,555
A 08 50.00 6120 000	SOCIAL SECURITY EXPENSE	4,401	4,542	4,543	4,543	4,622
A 08 50.00 6130 000	MEDICARE EXPENSE	1,029	1,062	1,062	1,062	1,081
A 08 50.00 6140 000	RETIREMENT EXPENSE	3,570	3,528	5,081	5,081	5,184
A 08 50.00 6150 000	HEALTH INSURANCE	9,232	9,316	8,628	8,628	9,249
A 08 50.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	39	45	45	45
A 08 50.00 6160 000	WORKERS COMP.	714	622	745	1,050	1,100
A 08 50.00 6167 000	DISABILITY INSURANCE	159	0	285	0	0
A 08 50.00 6203 000	OFFICE SUPPLIES	0	0	400	400	400
A 08 50.00 6204 000	OPERATING EXPENSE	4,698	3,846	3,000	3,000	3,500
A 08 50.00 6205 000	FIRE STATION #3	1,722	2,047	1,800	1,800	1,800
A 08 50.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	50	100	50	118	120
A 08 50.00 6401 000	UTILITIES	8,032	7,633	9,500	11,500	11,500
A 08 50.00 6402 000	PHONE	1,917	1,739	2,100	2,100	2,100
A 08 50.00 6402 001	CELL PHONE	1,019	1,204	1,150	1,150	1,150
A 08 50.00 6402 003	INTERNET		630		640	650
A 08 50.00 6502 000	INSURANCE	104	1,431	1,862	1,625	1,376
A 08 50.00 6611 000	LEASE/PURCHASE EQUIPMENT	1,144				
A 08 50.00 6850 000	RETAIL SALES MATERIAL	5,067	19,169	5,500	5,500	5,500
A 08 50.00 6700 001	EXHIBITS					
A 08 50.00 6856 000	MARKETING MATERIALS	200	349	1,000	1,000	1,000
A 08 50.00 6857 000	BUILDING MAINTENANCE	281	380	1,000	1,000	1,000
<b>Total Expenditure</b>		<b>114,879</b>	<b>131,065</b>	<b>121,024</b>	<b>123,515</b>	<b>125,933</b>
Dollar Change			16,186	-10,041	2,491	2,417
Percent Change			14%	-8%	2%	2%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(73,234)</b>	<b>(84,726)</b>	<b>(81,174)</b>	<b>(81,665)</b>	<b>(84,083)</b>



## **Rail Car Visitor 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 Rail Car 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.

### **Staff**

Heritage Tourism Assistant      Various part-time staff.

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

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
		<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Year End</b>	<b>Budget</b>
					<b>Estimate</b>	
A 08 80.00 6110 000	SALARIES	15,861	8,513	15,934	16,412	16,412
	COLA			478		287
	TOTAL SALARIES	15,861	8,513	16,412	16,412	16,699
A 08 80.00 6120 000	SOCIAL SECURITY EXPENSE	991	511	1,019	1,018	1,035
A 08 80.00 6130 000	MEDICARE EXPENSE	231	120	238	238	242
A 08 80.00 6140 000	RETIREMENT EXPENSE		845			
A 08 80.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM					
A 08 80.00 6160 000	WORKERS COMP.	635	785	1,000	1,000	1,000
A 08 80.00 6203 000	OFFICE SUPPLIES	21	0	50	100	100
A 08 80.00 6204 000	OPERATING EXPENSE	570	425	600	600	600
A 08 80.00 6401 000	UTILITIES	6,448	5,611	7,600	6,100	6,400
A 08 80.00 6402 000	PHONE	1,261	762	875	875	875
A 08 80.00 6502 000	INSURANCE	567	459	475	500	488
A 08 80.00 6710 000	NEW SIGNAGE			3,000	3,000	
A 08 80.00 6910 000	TRAIN CAR AND RESTROOM MAINTENANCE	635	574	1,000	1,000	40,000
	<b>Total Expenditure</b>	<b>27,220</b>	<b>18,605</b>	<b>32,269</b>	<b>30,843</b>	<b>67,439</b>
	Dollar Change		-8,615	13,664	-1,426	36,597
	Percent Change		-32%	73%	-4%	119%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(27,220)</b>	<b>(18,605)</b>	<b>(32,269)</b>	<b>(30,843)</b>	<b>(67,439)</b>

# 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 8/31/2019.

### Operating Account Balances (Community Banks):

	August
General Fund	374,660
Water/Sewer	387,436
Historic Preservation	64,825
<b>Total - Bank</b>	<b>826,921</b>

### Investments (ColoTrust)

General Fund	2,471,431
Enterprise Fund	950,919
Historic Preservation Fund	1,547,785
2019-A Debt Reserve Fund	95,976
<b>Total - Colotrust</b>	<b>5,066,111</b>
<b>Total City Funds</b>	<b>5,893,032</b>

### 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 – 2019-A Bond Issue**

In 2019, the City completed a bond issue to retire its two outstanding USDA debt issues. The refinancing will save the city \$336,000, by achieving both a better interest rate and shortening the length of the issue. The new issue is titled Water Revenue Refunding Bonds, Series 2019A and was for \$1,050,000 at 2.99% for fifteen years. The interest payments over the fifteen years total \$273,702, bringing the total cost to \$1,323,702.

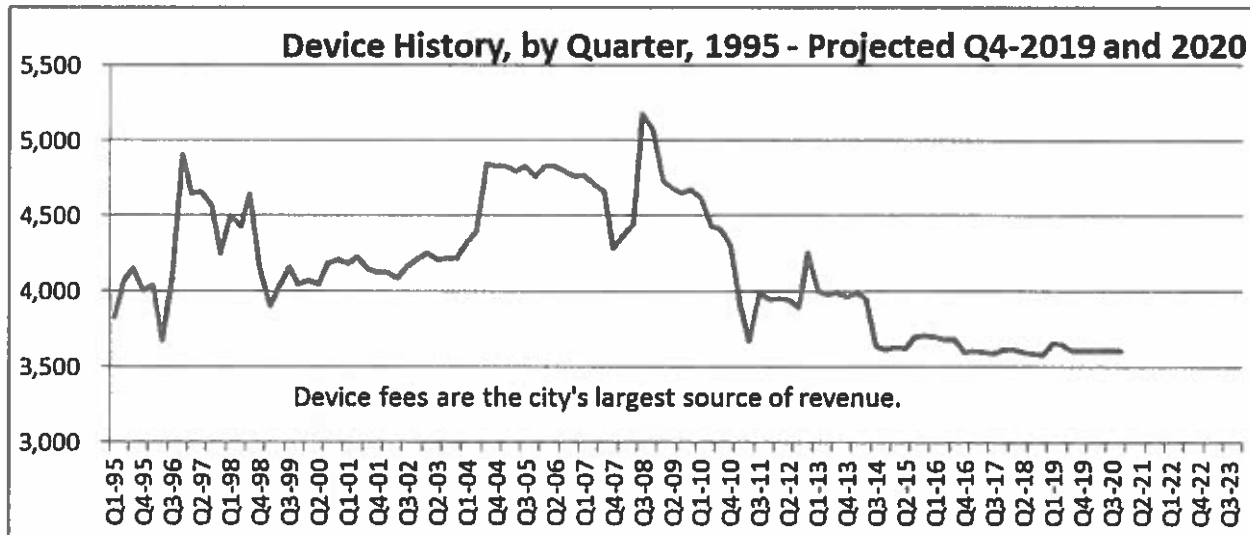
### **Capital Leases**

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.

In 2020, the City will not have any major leased equipment.

## Device Projections and Associated Revenues

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



### 2020 Device Fee Revenue Projections

	Q1-20	Q2-20	Q3-20	Q4-20	Total
Number of Devices	3,590	3,590	3,590	3,590	
Number Change		0	0	0	
Percent Change	0.0%	0.0%	0.0%	0.0%	
Number of Casino Licenses	12	12	12	12	
First 50 Devices	50	50	50	50	
No. of 1st 50 Devices	600	600	600	600	
Device fee 1st 50	\$50	\$100	\$225	\$225	
Revenue from 1st 50 Devices	30,000	60,000	135,000	135,000	360,000
No. Devices > 50	2,990	2,990	2,990	2,990	
Device Fee > 50	\$300	\$300	\$300	\$300	
Revenue from devices > 50	897,000	897,000	897,000	897,000	3,588,000
Total device fee rev. by quarter	927,000	957,000	1,032,000	1,032,000	3,948,000
General Fund by Quarter 90%	834,300	861,300	928,800	928,800	3,553,200
Enterprise Fund by Quarter 10%	92,700	95,700	103,200	103,200	394,800
Total Revenue	927,000	957,000	1,032,000	1,032,000	3,948,000

## **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 calculate both the State of Colorado 5.5% Limit and the Tabor property tax limitation and use whichever is the most restrictive. For 2020, the State 5.5% figure is \$136,771 or 2.209 mills. For 2020, the Tabor calculation would limit property tax to \$131,936 or 2.13. For 2020, the City will collect \$131,936 in property tax, with a mill levy of 2.13, which is based on the more restrictive Tabor calculation. If the City collects more than \$131,936 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 2020, the Emergency reserve figure can be found in the General Fund – General Government budget page.

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.

Please refer to the following pages for the calculations of the State 5.5% Limit & Tabor calculation.

## City of Cripple Creek

### Mill Levy (Property Tax) Calculation for 2020

	2016	2017	2018	2019	2020
Assessed Valuation	55,667,190	55,714,380	57,053,590	57,332,520	61,911,720
Taxes Abated or Refunded	5,334.00	0.00	0.00	34.00	0.00
New Construction (assessed value)	127,996	1,570,533	210,910	148,513	72,635
Omitted Properties Revenue	0.00	0.00	0.00	0.00	0.00
Mill Levy for abated or refunded taxes	0	0	0	0	0
Mill Levy for general property taxes	2.14	2.16	2.22	2.27	2.13
Total Mill Certified to Teller County	2.14	2.20	2.22	2.27	2.13
Amount to be collected from taxes	119,262	122,715	126,728	130,238	131,936
Dollar Change		3,453	4,013	3,510	1,698
Percent Change		2.9%	3.3%	2.8%	1.3%



# Steps to calculate the TABOR Limit (refer to numbered lines on page one):<sup>14</sup>

## B. TABOR "Local Growth" Percentage

### B1. Determine net growth valuation:

$$\frac{\$ 72,635}{\text{Lines 12+13+14+15+16+17}} - \frac{\$ 643}{\text{Lines 18+19+20}} = \frac{\$ 71,992}{\text{Net Growth Value}}$$

### B2. Determine the (theoretical) valuation of property which was on the tax roll last year:

$$\frac{\$ 237,312,738}{\text{Line 11}} - \frac{\$ 71,992}{\text{Line B1}} = \frac{\$ 237,240,746}{\text{Net Growth Value}}$$

### B3. Determine the rate of "local growth":

$$\frac{\$ 71,992}{\text{Line B1}} \div \frac{\$ 237,240,746}{\text{Line B2}} = \frac{0.000303}{\text{Local Growth Rate (round to 6 decimal places)}}$$

### B4. Calculate the percentage of "local growth":

$$\frac{0.000303}{\text{Line B3}} \times 100 = \frac{0.030\%}{\text{(round to 3 decimal places)}}$$

## C. TABOR Property Tax Revenue Limit

### C1. Calculate the growth in property tax revenue allowed:

$$\frac{\$ 129,629}{\text{Line 10}^{15}} \times \frac{1.780\%}{\text{Line B4 + line 21}} = \frac{\$ 2,307}{\text{Increase allowed}}$$

### C2. Calculate the TABOR property tax revenue limit:

$$\frac{\$ 129,629}{\text{Line 10}^{15}} + \frac{\$ 2,307}{\text{Line C1}} = \frac{\$ 131,936}{\text{TABOR Property Tax Revenue Limit}}$$

### C3. Calculate the mill levy which would generate the TABOR Property Tax Revenue Limit (Line C2):

$$\left[ \frac{\$ 131,936}{\text{Line C2}} \div \frac{\$ 61,911,720}{\text{Line 3}} \right] \times 1,000 = \frac{2.131}{\text{Mill Levy (round to 3 decimal places)}}$$

**D. Which One To Use?** There is general agreement among practitioners that the most restrictive of the two revenue limits ("5.5%" or TABOR) must be respected, disallowing the levying of the greater amount of revenue which would be allowed under the other limit. Therefore, one must decide which of the two limits is more restrictive.

Compare Line A7 (Current Year's 5.5% Revenue Limit) to Line C2 (TABOR Property Tax Revenue Limit). The lesser of the two is the more restrictive revenue limit.

**NOTE:** TABOR(4)(a) requires prior voter approval to levy a mill levy above that of the prior year. This is a third limit on property taxes that must be respected, independent of the two revenue limitations calculated above. If the lesser of the two mill levies in A9 and C3 is more than the levy of the prior year, it is possible that neither of the revenue amounts may be generated, and that revenues must be lowered to comply with this third limit.

<sup>14</sup> This section is offered as a guideline only. The Division is required by law to enforce the "5.5%" limit, but does not have any authority to define or enforce any of the limitations in TABOR.

<sup>15</sup> NOTE: For the TABOR property tax revenue limit only (Part C of this form), use the previous year's TABOR limit or the property tax revenue levied for general operating purposes. This is a local option. DLG staff is available to discuss the alternatives.

**A. Steps to calculate the "5.5%" Limit (refer to numbered lines on the previous page):**

**A1. Adjust the previous year's revenue to correct the revenue base, if necessary:**

$$\begin{array}{rcl} \$ & 129,629 & + \\ \text{Line 2} & & \text{Line 8} \end{array} = \text{A1. } \$ \begin{array}{|c|} \hline 129,629 \\ \hline \end{array} \text{Adjusted property tax revenue base}$$

**A2. Calculate the previous year's tax rate, based upon the adjusted revenue base:**

$$\begin{array}{rcl} \$ & 129,629 & \div \\ \text{Line A1} & & \$ \begin{array}{|c|} \hline 57,054,840 \\ \hline \end{array} \text{Line 1} \end{array} = \text{A2. } \begin{array}{|c|} \hline 0.002272 \\ \hline \end{array} \text{Adjusted Tax Rate}^7$$

(round to 6 decimal places)

**A3. Total the assessed valuation of all the current year "growth" properties:<sup>8</sup>**

$$\begin{array}{rcl} & + & \$ \begin{array}{|c|} \hline 5,190 \\ \hline \end{array} \\ \text{Line 4} & & \text{Line 5} \end{array} + \text{Line 6} = \text{A3. } \$ \begin{array}{|c|} \hline 5,190 \\ \hline \end{array} \text{Total "growth" properties}$$

**A4. Calculate the revenue that "growth" properties would have generated:**

$$\begin{array}{rcl} \$ & 5,190 & \times \\ \text{Line A3} & & \begin{array}{|c|} \hline 0.002272 \\ \hline \end{array} \text{Line A2} \end{array} = \text{A4. } \$ \begin{array}{|c|} \hline 12 \\ \hline \end{array} \text{Revenue from "growth" properties}^9$$

**A5. Expand the adjusted revenue base (Line A1) by the "revenue" from "growth" properties:**

$$\begin{array}{rcl} \$ & 129,629 & + \\ \text{Line A1} & & \$ \begin{array}{|c|} \hline 12 \\ \hline \end{array} \text{Line A4} \end{array} = \text{A5. } \$ \begin{array}{|c|} \hline 129,641 \\ \hline \end{array} \text{Expanded revenue base}$$

**A6. Increase the Expanded Revenue Base (Line A5) by allowable amounts:**

$$\begin{array}{rcl} \$ & 129,641 & \times \\ \text{Line A5} & & 1.055^{10} \end{array} + \text{DLG-Approved Revenue Increase} + \text{Voter-Approved Revenue Increase}^{11} = \text{A6. } \$ \begin{array}{|c|} \hline 136,771 \\ \hline \end{array} \text{Increased Revenue Base}$$

**A7. Current Year's "5.5%" Revenue Limit:**

$$\begin{array}{rcl} \$ & 136,771 & - \\ \text{Line A6} & & \text{Line 7} \end{array} = \text{A7. } \$ \begin{array}{|c|} \hline 136,771 \\ \hline \end{array} \text{Current Year's "5.5%" Revenue Limit}^{12}$$

**A8. Reduce Current Year's "5.5%" Revenue Limit by any amount levied over the limit in the previous year:**

$$\begin{array}{rcl} \$ & 136,771 & - \\ \text{Line A7} & & \text{Line 9} \end{array} = \text{A8. } \$ \begin{array}{|c|} \hline 136,771 \\ \hline \end{array} \text{Reduced Current Year's "5.5%" Limit. This is the maximum allowed to be levied this year}^{13}$$

**A9. Calculate the mill levy which would generate the Reduced Revenue Limit (Line A8):**

$$\begin{array}{rcl} \$ & 136,771 & \div \\ \text{Line A8} & & \$ \begin{array}{|c|} \hline 61,911,720 \\ \hline \end{array} \text{Line 3} \end{array} \times 1,000 = \text{A9. } \begin{array}{|c|} \hline 2.209 \\ \hline \end{array} \text{Mill Levy (round to 3 decimals)}$$

<sup>7</sup> If this number were multiplied by 1,000 and rounded to three decimal places, it would be the mill levy necessary in the previous year to realize the revenue in line A1.

<sup>8</sup> The values of these properties are "excluded" from the "5.5%" limit, according to 29-1-301(1)(a) C.R.S.

<sup>9</sup> This revenue is the amount that the jurisdiction theoretically would have received had those "excluded" or "growth" properties been on the tax roll in the previous year.

<sup>10</sup> This is the "5.5%" increase allowed in 29-1-301(1), C.R.S.

<sup>11</sup> This figure can be used if an election was held to increase property tax revenue above the "5.5%" limit.

<sup>12</sup> Rounded to the nearest whole dollar, this is the "5.5%" statutory property tax revenue limit.

<sup>13</sup> DLG will use this amount to determine if revenue has been levied in excess of the statutory limit.

# PROPERTY TAX REVENUE LIMIT CALCULATIONS WORKSHEET

("5.5%" limit in 29-1-301, C.R.S., and the TABOR limits, Art. X, Sec. 20(4)(a) and (7)(c), Colo. Const.)

2020

The following worksheet can be used to calculate the limits on local government property tax revenue. Data can be found on the Certification of Valuation (CV) sent by the county assessor on August 25, unless otherwise noted. The assessor can revise the valuation one time before Dec. 10; if so, you must perform the calculation again using the revised CV data. (Note for **multi-county entities**: If a taxing entity is located in two or more counties, the mill levy for that entity must be the same throughout its boundaries, across all county boundaries (Uniform Taxation, Article X, Section 3, Colo. Const.). This worksheet can be used by multi-county entities when the values of the same type from all counties are added together.)

Version June 2012

## Data required for the "5.5%" calculation (assessed valuations certified by assessor):

1. Previous year's net total assessed valuation <sup>1</sup>	\$ 57,054,840
2. Previous year's revenue <sup>2</sup>	\$ 129,629
3. Current year's total net assessed valuation	\$ 61,911,720
4. Current year's increases in valuation due to annexations or inclusions, if any	
5. Current year increase in valuation due to new construction, if any	\$ 5,190
6. Total current year increase in valuation due to <u>other</u> excluded property <sup>3</sup>	
7. "Omitted Property Revenue" from current year CV <sup>4</sup>	
8. "Omitted Property Revenue" from previous year CV <sup>5</sup>	
9. Current year's "unauthorized excess revenue," if any <sup>6</sup>	

## Data required for the TABOR calculations (actual valuations certified by assessor):

10. Previous year's revenue <sup>7</sup>	\$ 129,629
11. Total actual value of all real property	\$ 237,312,738
12. Construction of taxable real property	\$ 72,635
13. Annexations/Inclusions	
14. Increase in mining production	
15. Previously exempt property	
16. Oil or gas production from new wells	
17. Taxable property omitted (from current year's CV)	
18. Destruction of Property improvements	\$ 643
19. Disconnections/Exclusions	
20. Previously taxable property	

21. Inflation 1.750%

(The U.S. Bureau of Labor Statistics (<http://www.bls.gov/cpi/home.htm>) will not release this number, the Consumer Price Index (CPI) for the Denver-Boulder Area, until February of next year. Forecasts of this inflation figure are available at <http://dola.colorado.gov/budgets>.)

<sup>1</sup> There will be a difference between **net** assessed valuation and **gross** assessed valuation only if there is a "tax increment financing" entity, such as a Downtown Development Authority or Urban Renewal Authority, within the boundaries of the jurisdiction.

<sup>2</sup> For the "5.5%" limit only (Part A of this Form), this is the lesser of: (a) the total amount of dollars levied for general operating purposes on the net assessed valuation before deducting any Temporary Tax Credit [if Form DLG 70 was used to certify levies in the previous year, this figure is on Line 1], or (b) last year's "5.5%" revenue limit.

<sup>3</sup> Increased production of a producing mine, previously exempt federal property, or new primary oil or gas production from any oil and gas leasehold or land. NOTE: These values may not be used in this calculation until certified to, or applied for, by filing specific forms with the Division of Local Government [forms can be found in the *Financial Management Manual*, published by/on the State Auditor's Office web page or contact the Division of Local Government].

<sup>4</sup> Taxes paid by properties that had been previously omitted from the tax roll. This is identified on the CV as "taxes collected last year on omitted property as of Aug. 1."

<sup>5</sup> This figure is available on the CV that you received from the assessor last year.

<sup>6</sup> This applies only if an "Order" to reduce the property tax revenue was issued to the government in the spring of the current year by the Division of Local Government, pursuant to 29-1-301(6), C.R.S.

<sup>7</sup> For the TABOR property tax revenue limit only (Part C of this form), use the previous year's TABOR limit or the property tax revenue levied for general operating purposes. This is a local option. DLG staff is available to discuss the alternatives.

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## CERTIFICATION OF VALUATION BY TELLER COUNTY COUNTY ASSESSOR

Name of Jurisdiction: **30 - CRIPPLE CREEK**

IN TELLER COUNTY COUNTY ON 8/22/2019

New Entity: No

### USE FOR STATUTORY PROPERTY TAX REVENUE LIMIT CALCULATIONS (5.5% LIMIT) ONLY

IN ACCORDANCE WITH 39-5-121(2)(a) AND 39-5-128(1), C.R.S. AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES THE TOTAL VALUATION FOR ASSESSMENT FOR THE TAXABLE YEAR 2019 IN TELLER COUNTY COUNTY, COLORADO

1. PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$57,054,840
2. CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: *	\$61,911,720
3. LESS TIF DISTRICT INCREMENT, IF ANY:	\$0
4. CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$61,911,720
5. NEW CONSTRUCTION: **	\$5,190
6. INCREASED PRODUCTION OF PRODUCING MINES: #	\$0
7. ANNEXATIONS/INCLUSIONS:	\$0
8. PREVIOUSLY EXEMPT FEDERAL PROPERTY: #	\$0
9. NEW PRIMARY OIL OR GAS PRODUCTION FROM ANY PRODUCING OIL AND GAS LEASEHOLD ## OR LAND (29-1-301(1)(b) C.R.S.):	\$0
10. TAXES COLLECTED LAST YEAR ON OMITTED PROPERTY AS OF AUG. 1 (29-1-301(1))(a) C.R.S.):	\$0.00
11. TAXES ABATED AND REFUNDED AS OF AUG. 1 (29-1-301(1)(a) C.R.S.) and (39-10-114(1)(a)(I)(B) C.R.S.):	\$0.00

\* This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec.20(8)(b) Colo.

\*\* New construction is defined as: Taxable real property structures and the personal property connected with the structure.

# Jurisdiction must submit respective certifications (Forms DLG 52 AND 52A) to the Division of Local Government in order for the values to be treated as growth in the limit calculation.

## Jurisdiction must apply (Forms DLG 52B) to the Division of Local Government before the value can be treated as growth in the limit calculation.

### USE FOR 'TABOR' LOCAL GROWTH CALCULATIONS ONLY

IN ACCORDANCE WITH THE PROVISION OF ARTICLE X, SECTION 20, COLO CONST, AND 39-5-121(2)(b), C.R.S. THE ASSESSOR CERTIFIES THE TOTAL ACTUAL VALUATION FOR THE TAXABLE YEAR 2019 IN TELLER COUNTY COUNTY, COLORADO ON AUGUST 25, 2019

1. CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: @	\$237,312,738
ADDITIONS TO TAXABLE REAL PROPERTY:	
2. CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: !	\$72,635
3. ANNEXATIONS/INCLUSIONS:	\$0
4. INCREASED MINING PRODUCTION: %	\$0
5. PREVIOUSLY EXEMPT PROPERTY:	\$0
6. OIL OR GAS PRODUCTION FROM A NEW WELL:	\$0
7. TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT:	\$0

(If land and/or a structure is picked up as omitted property for multiple years, only the most current year's actual value can be reported as omitted property.)

#### DELETIONS FROM TAXABLE REAL PROPERTY:

8. DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS:	\$643
9. DISCONNECTIONS/EXCLUSION:	\$0
10. PREVIOUSLY TAXABLE PROPERTY:	\$0

@ This includes the actual value of all taxable real property plus the actual value of religious, private schools, and charitable real property.

! Construction is defined as newly constructed taxable real property structures.

% Includes production from new mines and increases in production of existing producing mines.

IN ACCORDANCE WITH 39-5-128(1), C.R.S. AND NO LATER THAN AUGUST 25, THE ASSESSOR CERTIFIES TO SCHOOL DISTRICTS: 1. TOTAL ACTUAL VALUE OF ALL TAXABLE PROPERTY: ----->

\$0

NOTE: All levies must be Certified to the Board of County Commissioners NO LATER THAN DECEMBER 15, 2019

Data Date: 8/22/2019

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City of Cripple Creek  
2020 Budget Development Schedule

Item No.	Task	May	June	July	August	September	October	November	December
1	Device projections developed (1)								
2	Project beginning fund balances (2)								
3	Project department revenues & expenses								
4	Project ending fund balances								
5	Complete, review, update baseline budget								
6	Meetings with Department Managers to discuss baseline								
7	Department Mgrs. review and allocate baseline budgets, goals & objectives and AFRs (2 weeks)			7/16-18	7/22 - 8/2				
8	Update Goals and Objectives								
9	Put together AFR package								
10	City Administrator reviews dept. budgets and AFRs								
11	Update 2019 and 2020 rev & exp projections with Aug data								
12	Version 1.0 of the budget compiled & overview written								
13	Version 1.0 available for Council/public								
14	Presentation of budget to Council, Department Mgr presentations and additional meetings if needed								
15	Council adopts budget								

Notes:

- (1) Revised once 4th quarter count is in.  
(2) Revised in September and November.

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**Staffing Table - Full Time**

	2013	2014	2015	2016	2017	2018	2019	2020
Administration	1	1	1	1	1	1	1	1
City Clerk	2	2	2	2	2	2	2	1
Transportation	2	2	3	3	3	3	2	2
Custodial	6	6	6	6	6	6	6	6
Police	14	14	14	15	15	15	15	15
Police - Dispatch	9	8	8	8	8	8	9	9
Fire	13	13	13	13	13	13	13	13
Finance	2	2	2	2	2	2	2	2
Planning/Building	3	3	3	3	3	2	2	2
Human Resources	2	2	2	2	2	2	2	2
Information Technology								
Parks & Recreation	5	5	5	5	5	5	5	5
Head Start Grant				3	3			
Marketing/Events	2	2	2	3	3	2	2	2
Streets			2	3	3	2	2	2
Medical Building								
Fleet Maintenance			1	1	1	1	1	1
Public Works	11	10	5	5	5	6	6	6
Water/Wastewater Treatment	3	3	3	3	3	3	3	3
Historic Preservation	1	1	1	1	1	2	1	1
Butte Theater	1	1	1	1	1	1	1	1
Jail Museum	1	1	1	1	1	1	1	1
Heritage Center	2	1	1	1	1	1	1	1
Train Car Welcome Center	1							
<b>Total Full-time Staff</b>	<b>81</b>	<b>77</b>	<b>76</b>	<b>82</b>	<b>82</b>	<b>78</b>	<b>77</b>	<b>76</b>

Number Change	-4	-1	6	0	-4	-1	-1
Percent Change	-5%	-1%	8%	0%	-5%	-1%	-1%

**Staffing Chart Part-Time/Seasonal (Full-time equivalents)**

	2013	2014	2015	2016	2017	2018	2019	2020
Transportation	1.5	3	3	5	5	5	5	5
City Clerk								0.45
Police	1.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Police - Dispatch	0.25	0.25		0.25	0.25	0.50	0.50	0.50
Custodial					0.375	0.375	0.800	0.800
Fire	2.8	1.6	1.3	1.4	1.4	1.4	1.4	1.4
Parks & Recreation	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Marketing/Events	0.5	0.5	0.5					
Streets	0.5	0.5	0.5	0.5				
Public Works	0.5	0.5	0.5					
Water/Wastewater Treatment		0.25	0.25	0.25	0.25	0.25	0.25	0.25
Historic Preservation	0.375	0.375	0.375	0.375	0.375	0.375	0.375	0.375
Butte Theater	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Jail Museum	0.375	0.375	0.375	0.375	0.375	0.375	0.375	0.375
Heritage Center	1.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25
Train Car Welcome Center		0.42	0.42	0.42	0.42	0.42	0.42	0.42
<b>Total Part-time/ Seasonal Staff</b>	<b>12.8</b>	<b>14.2</b>	<b>13.8</b>	<b>15.1</b>	<b>15.0</b>	<b>15.2</b>	<b>15.6</b>	<b>16.1</b>

Number Change	1.38	-0.47	1.33	-0.13	0.24	0.42	0.45
Percent Change	11%	-3%	10%	-1%	2%	3%	3%

	2013	2014	2015	2016	2017	2018	2019	2020
<b>Total City Staff</b>	<b>93.8</b>	<b>91.2</b>	<b>89.8</b>	<b>97.1</b>	<b>97.0</b>	<b>93.2</b>	<b>92.6</b>	<b>92.1</b>

Number Change	-3	-1	7	-0.1	-3.8	-0.6	-0.5
Percent Change	-3%	-2%	8%	0%	-4%	-1%	-1%