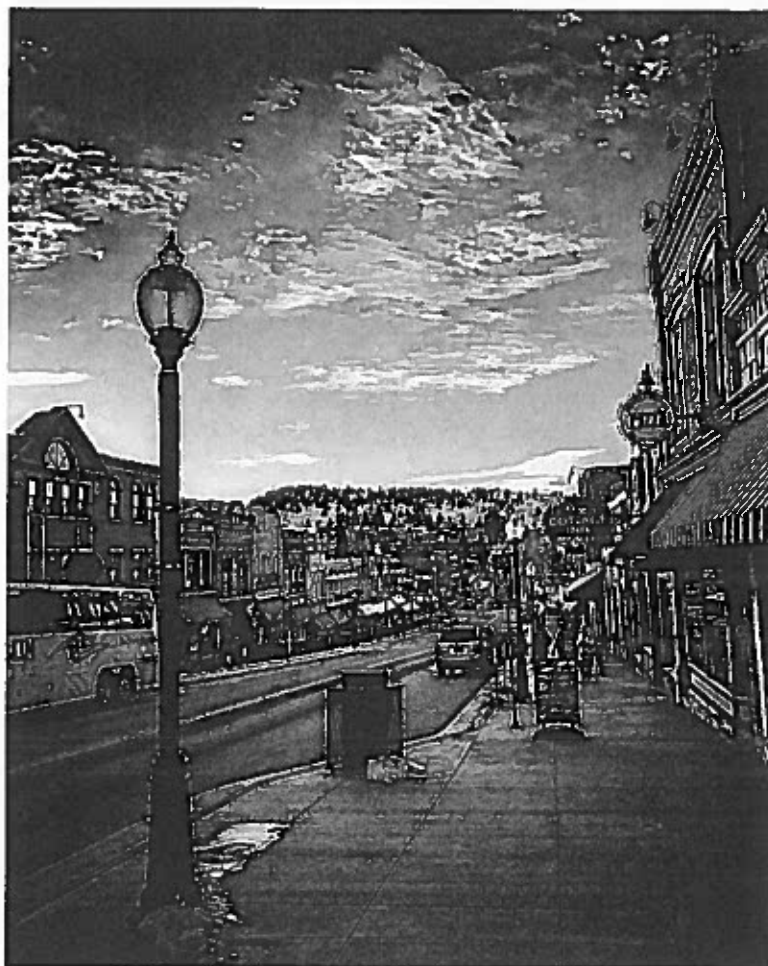


# **City of Cripple Creek**

A National Historic Landmark District

## **2021 Budget**

Version 3- Final December 2, 2020



**Honor the Past – Envision the Future**

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## **Table of Contents**

<b><u>Introduction</u></b>	<b><u>Page</u></b>
City Council vision and goals/objectives	4
Budget outlook	8
 <b><u>Budget Overview</u></b>	
Summary of the city's three funds	17
Summary current year budget compared to prior year	17
 <b><u>General Fund</u></b>	
Estimated beginning and ending fund balances	19
Chart: beginning fund balances	20
Revenue and expense summary by program/service	21
Chart: General Fund budget history	22
Chart: revenue sources	22
Chart: total expenditures by segment	23
Summary of the four major General Fund categories	23
 <b><i>Community Services:</i></b>	
Summary	24
General Government	25
City Clerk	26
Transit	27
Community Development (Planning & Building Dept.)	28
Parks & Recreation	30
Healthcare Services	33
Road & Bridge	33
 <b><i>Public Safety:</i></b>	
Summary	34
Police/Dispatch	35
Fire/Emergency Services	36
 <b><i>Tourism:</i></b>	
Summary	38
Marketing/Events	39
 <b><i>Support Services:</i></b>	
Summary	40
Administration	41
Custodial	42
Finance	44
Human Resources	45
Information Technology	46
Fleet & Vehicle Maintenance	47

**Enterprise Fund**

Summary	49
Estimated beginning fund and ending fund balance	50
Chart: beginning fund balances	51
Comparison of current year budget to prior year budget	51
Chart: Enterprise Fund budget history	52
Chart: revenue sources	53
Chart: total expenditures by department/segment	53
Public Works – operating revenues and expenditures	54
Public Works – debt and capital projects expenditures	
Wastewater Treatment Plant budget	55
Water Treatment Plant budget	

**Historic Preservation Fund**

Summary	57
Estimated beginning fund and ending fund balance	58
Chart: beginning fund balances	59
Comparison of current year budget to prior year budget	59
Chart: Historic Preservation Fund budget history	60
Chart: revenue sources	61
Chart: total expenditures by department/segment	61
Historic Preservation	62
Historic Butte Theater	63
Heritage Center	64
Outlaws and Lawmen Jail Museum	65
Information Center – rail car	66

**Appendix**

Cash Management	68
Long-term debt & leases	69
Device chat and revenue projections	70
Tabor	71
State 5.5% growth limit and Tabor property tax limit	72
Budget development schedule	76
Staffing table – full and part-time positions	77
Water/Sewer Rates 2021	78

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

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**Vision Statement:**

Establish Cripple Creek as a vibrant historic gold mining, gambling, and tourist destination - 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/Finances**

**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. Ensure that spending stays within the adopted budget for the year.

**OBJECTIVE:** Try to reduce the city's dependency on the gaming industry for the majority of its revenues. Examine a sales and, or, a property tax increase for the November 2021 ballot. Complete a comparison study of water & sewer rates to local, and like size, municipalities.

## **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.

**OBJECTIVE:** Examine the possibility of transferring the Teller County Fairgrounds to the city.

## **3). Public Infrastructure**

**GOAL:** Take efficient and pro-active steps to ensure 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.

**OBJECTIVE:** Examine/study renewable energy for the Cripple Creek District.

#### **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.

**OBJECTIVE:** Examine the possibility of transferring the Teller County Fairgrounds to the city.

#### **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:** 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:** Examine the possibility of establishing a Southeast Teller County Fire District.

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

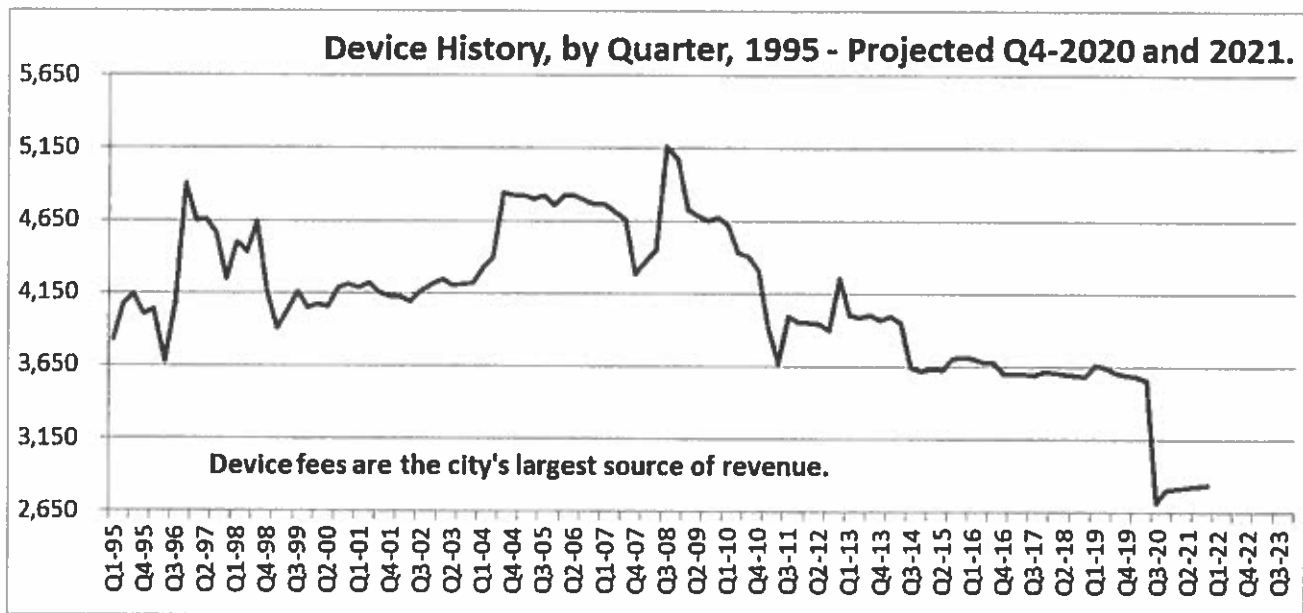
**OBJECTIVE:** Encourage the involvement of residents in social, political, and community activities.

## 2021 Budget Outlook (This section was written in September, 2020)

The city is facing a very difficult financial situation going into 2021, due to the impacts of the COVID-19 Pandemic. It is anticipated that our main source of revenue, the number of devices in town, will continue to be down 20% - 25% for 2021. In addition, the annual distribution of gaming taxes to the General and Historic Preservation Funds will be significantly less than in past years. These two factors, plus others, have necessitated having a greatly reduced budget for 2021. This is after the city had to reduce its 2020 budget by \$2.2 million, or almost 20%, on April 1<sup>st</sup>, 2020 to deal with the projected impacts of the COVID-19 Pandemic and the closing of the casino industry on March 17 – June 14.

On a positive note, if ballot initiative 257 (limits/games) passes in November and is implemented in 2021, it may help the gaming industry attract additional players who currently go to Las Vegas, stay in, or visit Colorado. This could lead to more devices and higher gaming taxes.

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 twelve years. The number of devices in town has plummeted from an all-time high in 2008 of 5,170 to 2,717 today. That is a decline of 2,453 machines, or 47%. The device count has dropped significantly from the impact of the COVID-19 Pandemic from 3,556 at the start of the second quarter of 2020 to 2,717 at the start of the third quarter 2020, a decline of 839 machines, or 24%. The large drop in devices was due to the variance granted to Teller County, by the State of Colorado, and social distancing guidelines, which allowed the casinos to reopen on June 15<sup>th</sup>. The chart below highlights the on-going trend in the reduction of the number of devices in town and the impact of COVID 19.



Most 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 several 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

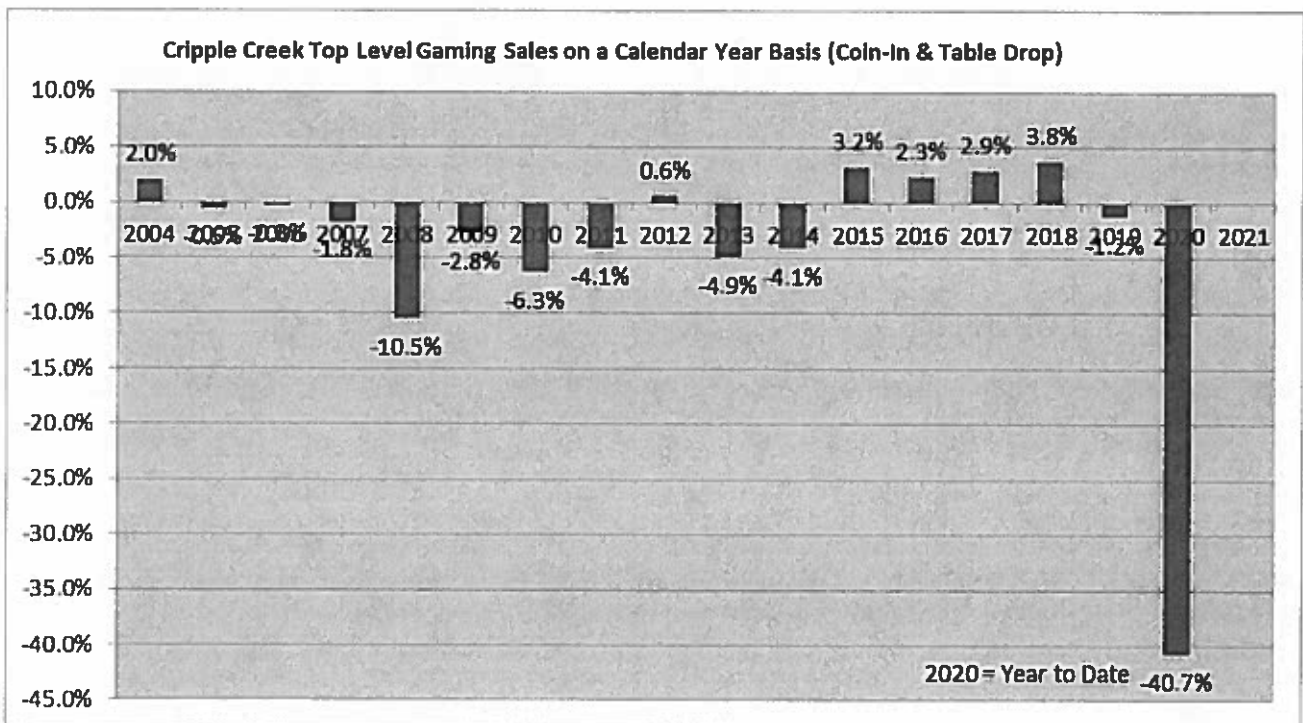


gaming market. In addition, Amendment 50, which raised the gaming maximum bet from \$5 to \$100 and added additional games, did not create the large increase in revenues that had been hoped for. These issues, plus others, have caused the industry to consolidate, which has led to the drop in the number of devices.

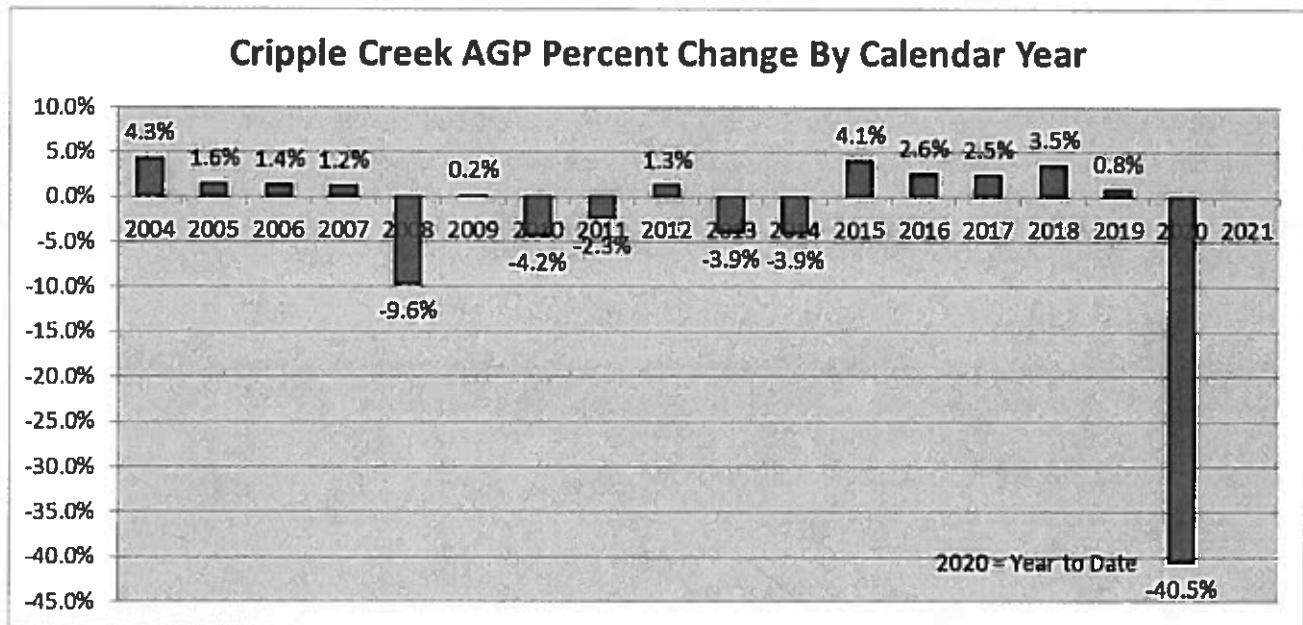
The device level has declined significantly over the past several years. With the December 2012 closing of the Rush Casino (232 devices), the device count went below the 4,000 threshold. At the beginning of the third quarter of 2014, Big Jim's casino closed (197 devices), as did the Gold Creek addition of the Double Eagle Casino (107 devices). There are now just six casino corporations operating, with twelve licenses, in town. As mentioned, the impact of COVID-19 on the number of devices in town has been very drastic. It is projected that the city will begin 2021 with 2,810 devices for the first quarter. Details of the device projections and associated revenue can be found in the Appendix. To make up for the loss in device fee revenue due to COVID-19 the city is having to significantly reduce the 2021 budget. 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 taken a tremendous hit due to the casinos being closed March 17 – June 14, due to the COVID-19 Pandemic. Through July of 2020, the gaming industry's top-level sales, coin-in/table drop, is down 40.7% for the year. However, on a positive note July 2020 compared to July 2019 was down 5.7%. The amount July was down is quite good, considering there are still not table games available, since the casinos reopened. Adjusted Gross Proceeds (AGP) is down \$33 million, 40.5% through July 2020. The following chart shows the trend in coin-in over the last several years and includes the year-to-date July 2020 figure.



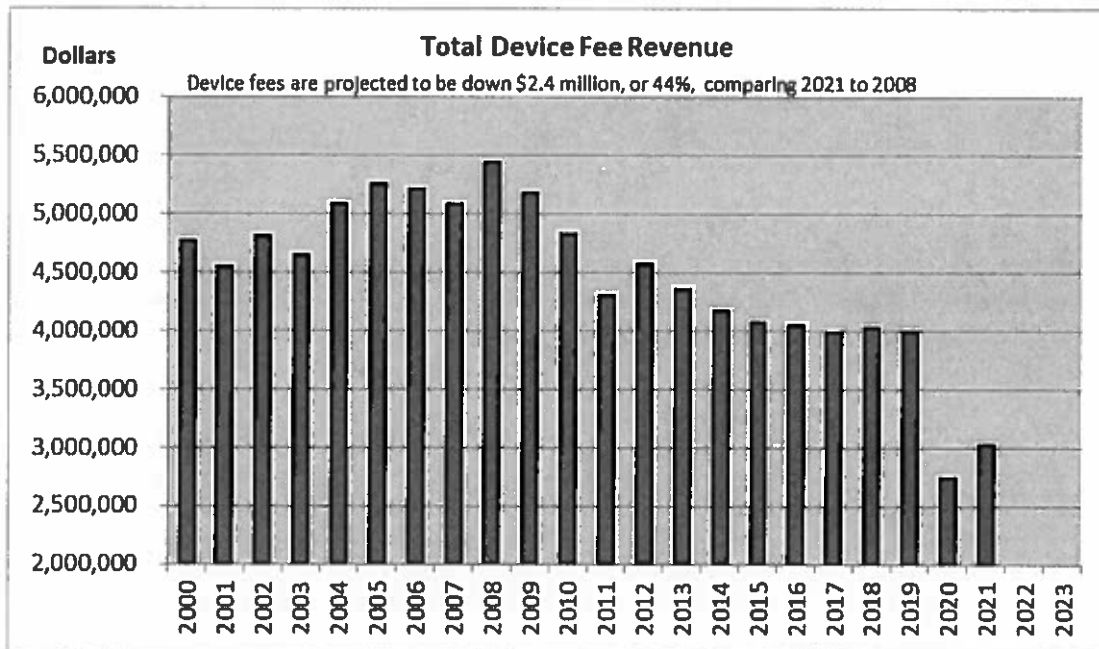
The chart below shows the trend in Adjusted Gross Proceeds (AGP) for the last several years.



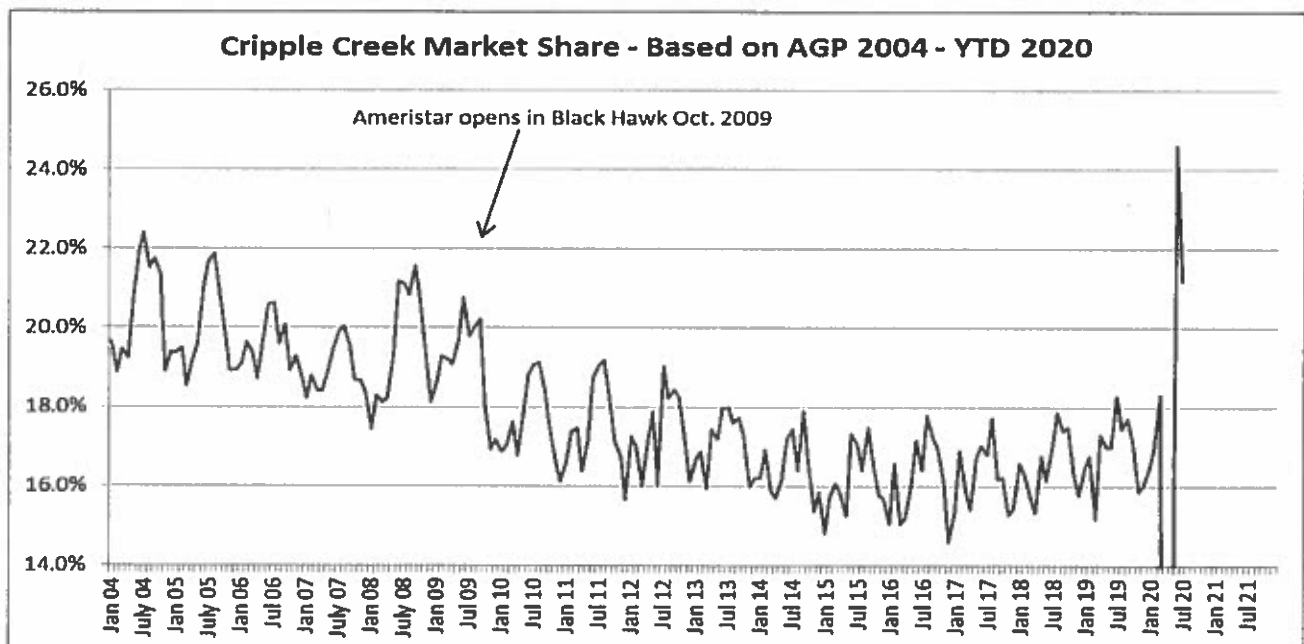
There were three planned major hotel projects in the works, which was hoped would bring new visitors to town and promote existing visitors to stay longer. The Wildwood Casino is moving forward with their 102 room, \$14 million new hotel with an estimated completion date of early 2021. Full House Resorts Inc. (Bronco Billy's) has delayed starting their 150 room, plus other amenities, project that is expected to cost \$120 million and was to be completed by 2022. It is unknown what the completion date will be now, as they are waiting to see the long-term impact of COVID-19 on the national economy and local gaming industry. The Triple Crown hotel project is also 150 rooms, plus other amenities, with an estimated cost of \$40 million, which originally had a 2021 completion date, but this project has also been put on hold. 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.

### City Revenues for 2021

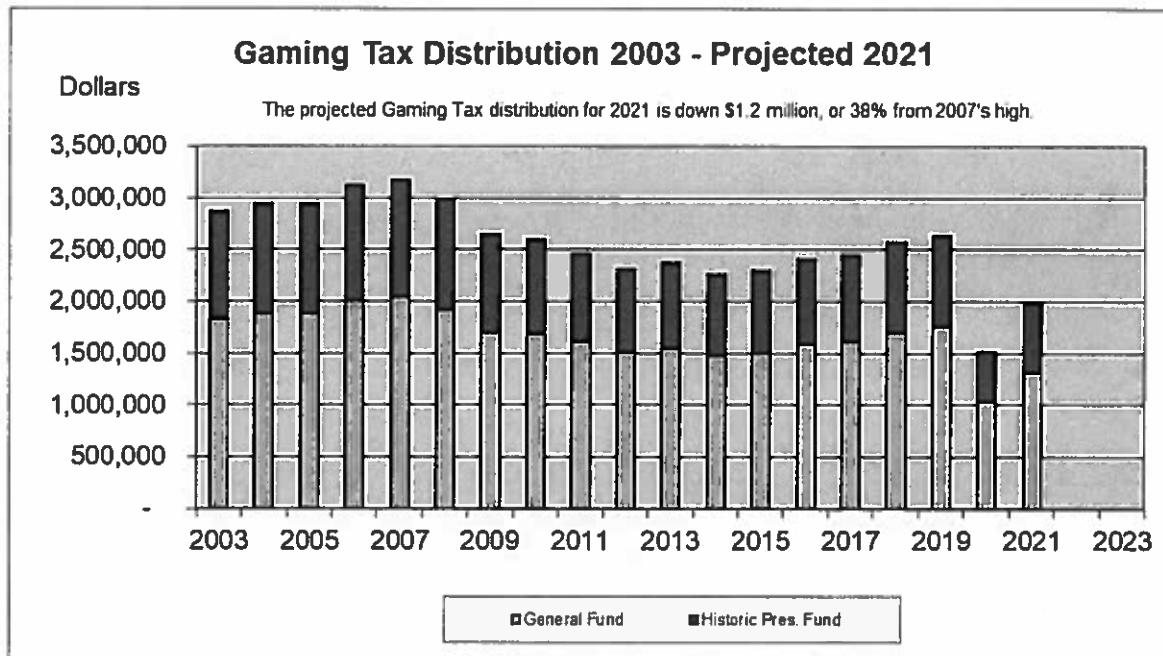
The projected number of devices for 2021 will generate total revenue of \$3,028,500. This represents a reduction of device fee revenue of \$2.4 million, or 44%, compared to the \$5,439,563 generated in 2008. The chart on the next page shows the long-term device fee trend.



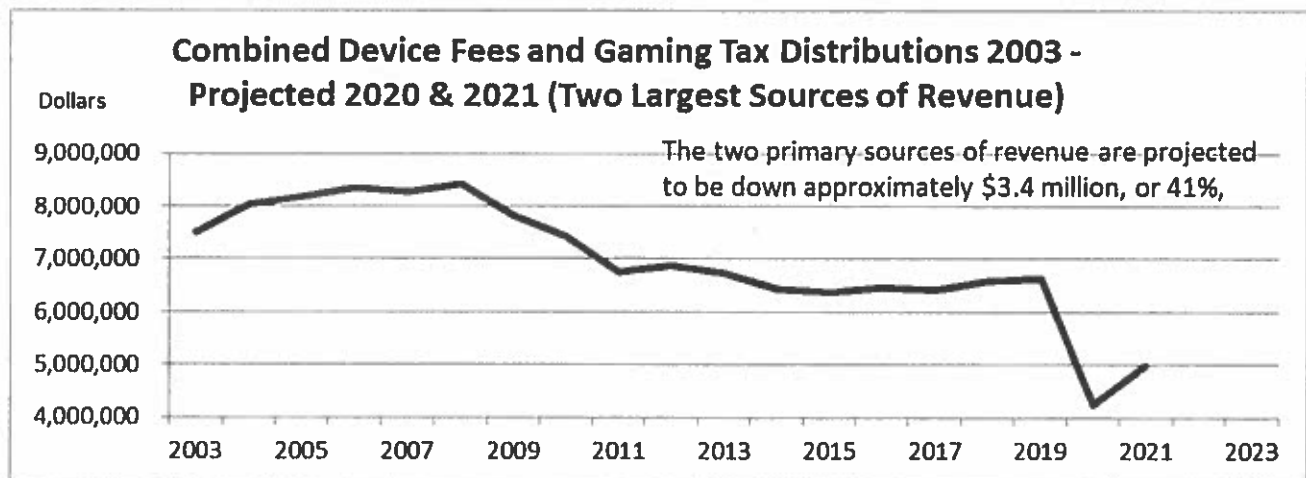
The city's market share increased significantly in June and July of this year, because no table games in the state hurts Black Hawk more than Cripple Creek. This will be a short-term phenomenon. The prior long-term decline comes from the opening of the Ameristar in Black Hawk in October 2009 and the 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 2020.



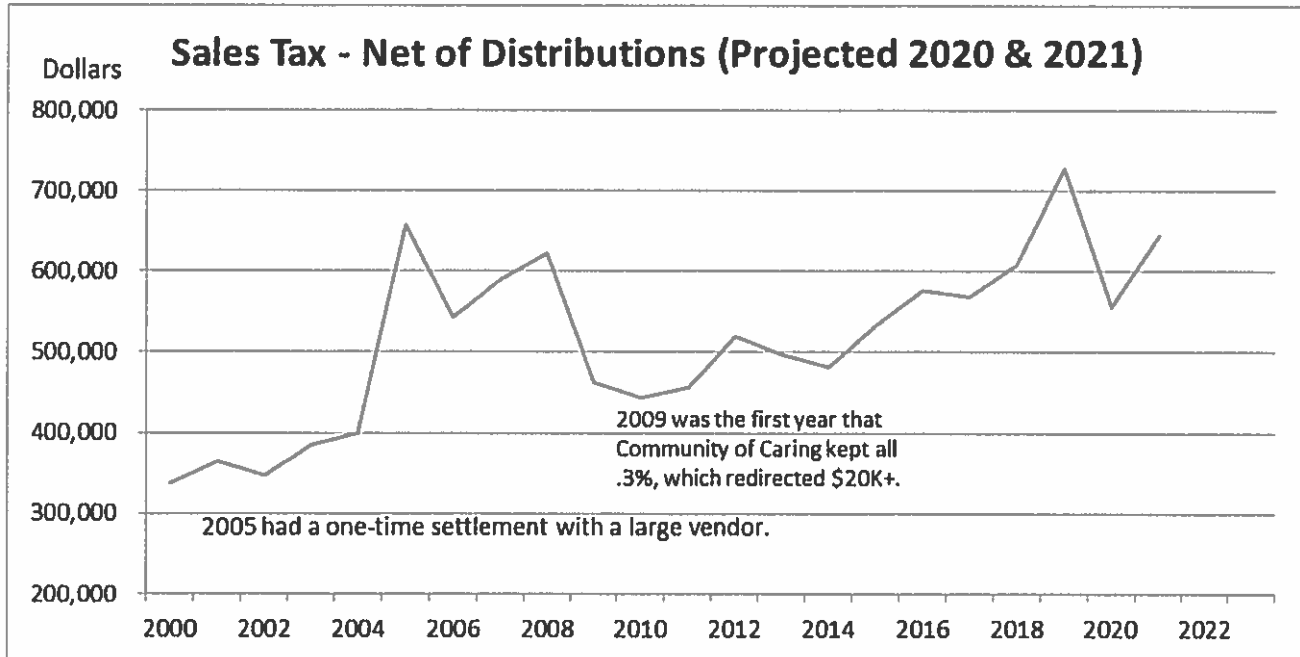
The following chart outlines the overall trend in gaming taxes.



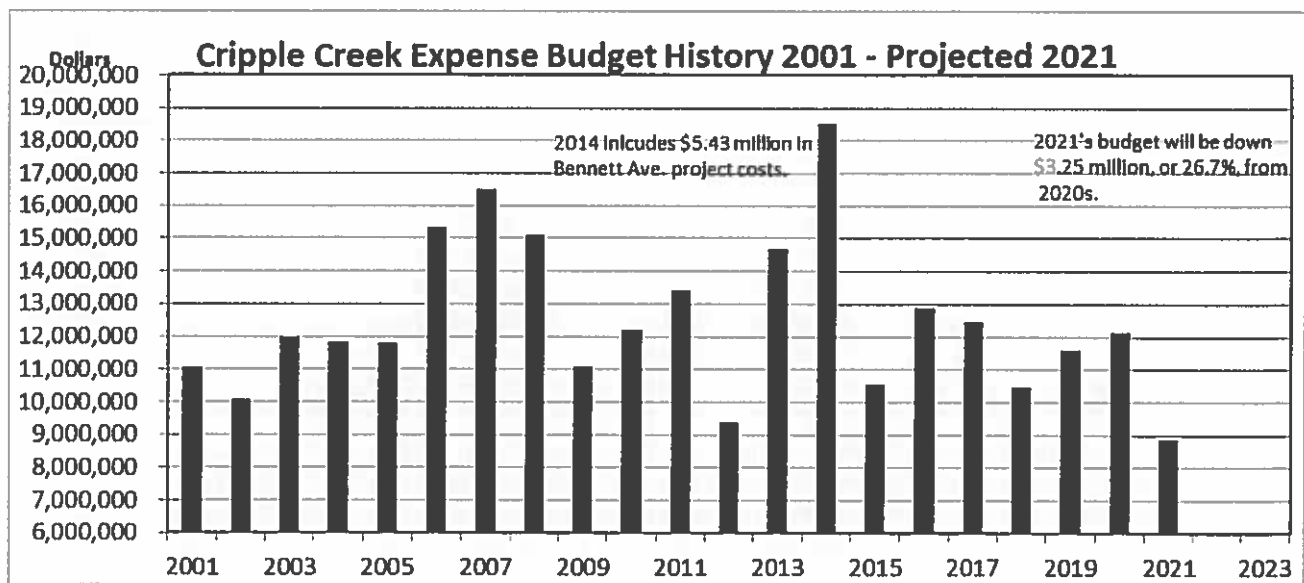
It is projected that the two primary sources of city revenues, device fees and gaming taxes, will be down over \$3.4 million, or 41%, in 2021 since achieving their high in 2008. The chart below outlines the long-term trend of the city's two major sources of revenue.



Sales tax, which is a good indicator of overall economic activity and tourism, had a significant recovery since the 2008 recession, but is suffering a large decline due to COVID-19. We are forecasting an increase (16.1%) in sales taxes from the projected 2020 figure, which is contingent on the casinos not being closed in 2021. The chart on the following page outlines the trend and projection of sales tax for the coming year.



For 2021, there are no major infrastructure projects planned and some basic road maintenance will have to be deferred until 2022. In summary, the COVID-19 Pandemic is having a tremendous negative impact on the city's 2020 and 2021 finances. The proposed 2021 budget is \$3.25 million dollars, or 26.7% less than 2020's original budget. In response to COVID-19 and the casinos being closed for three months in 2020, the city cut that year's budget by approximately 20%. The chart below compares 2021's proposed budget to past budget levels.



## ***Services to be provided in 2021***

As the City Council reviews the 2021 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 2021. Traditionally, the city has been divided into the following functional categories:

**Core Services:** City Clerk's Office, Police/Communications, Fire, Building/Planning, Public Works, Water/Wastewater 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 2021. 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/Risk Management, 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 balance has been severely impacted by the \$762,000 in device fees that were waived in April, May, and half of June to support the casino industry while it was closed due to COVID-19. The fund balance was also negatively impacted by the 24% drop in the number of gaming devices in town at the beginning of the third quarter of this year. The annual gaming tax distribution into the General Fund was also down \$725,000, or 41%, from 2019. It will take many years for the General Fund to fully recover from the impacts of the COVID-19 Pandemic.

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 & Wastewater 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 2021, 5.25% of the device fees will go into the Enterprise Fund, versus the usual 10%. This is being done to help the General 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 Jail Museum, and Rail Car Information Center budgets. The Historic Preservation (H.P.) Fund is unique among city funds in that it receives virtually all 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 its operations for nine to ten months until the receipt of the gaming tax distribution. The Historic Preservation Fund's fund balance was also severely impacted by the virus. It will take many years for the Historic Preservation Fund to fully recover from the impacts of the COVID-19 Pandemic.

## **Budgeting**

The city uses 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**

The national and regional economies have been hit very severely by the COVID-19 Pandemic. Congress and the Federal Reserve have already taken actions this year to try and keep the economy from going into a prolonged recession. However, the seeming lack of control over the COVID-19 Pandemic, global economic issues from the virus, potential trade wars with other countries, oil prices, and other yet unknown factors could come into play in 2021. These factors could negatively impact people's feelings about their health, safety, jobs, disposable income, and their ability to spend dollars on entertainment, such as gaming. Unfortunately, until the COVID-19 Pandemic is no longer a threat, the city will continue to face difficult financial challenges.

Paul Harris  
Finance Director



## Budget Overview

City of Cripple Creek 2021 Summary Budget Information Version 3	Projected				Projected
	Beginning				Ending
	Fund Balance			Surplus or	Fund Balance
	2021	Revenues	Expenses	(Deficit)	2022
General Fund	2,600,000	7,113,113	7,302,648	606	2,600,606
Enterprise Fund	650,000	1,283,545	1,274,553	8,992	658,992
Historic Preservation Fund	2,200,000	979,785	978,551	1,234	2,201,234
<b>Total</b>	<b>5,450,000</b>	<b>9,376,443</b>	<b>9,555,753</b>	<b>10,831</b>	<b>5,460,831</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.

### 2021 Budget Compared to 2020 Budget

#### Revenues:

	2021	2020	Dollar Change	Percent Change
General Fund	7,113,113	8,173,376	(1,060,263)	-13.0%
Enterprise Fund	1,283,545	2,039,077	(755,532)	-37.1%
Historic Preservation Fund	979,785	1,247,245	(267,460)	-21.4%
<b>Total</b>	<b>9,376,443</b>	<b>11,459,698</b>	<b>(2,083,255)</b>	<b>-18.2%</b>

### 2021 Budget Compared to 2020 Budget

#### Expenses

	2021	2020	Dollar Change	Percent Change
General Fund	7,302,648	8,566,145	(1,263,497)	-14.7%
Enterprise Fund	1,274,553	2,369,483	(1,094,930)	-46.2%
Historic Preservation Fund	978,551	1,218,256	(239,705)	-19.7%
<b>Total</b>	<b>9,555,753</b>	<b>12,153,884</b>	<b>(2,598,131)</b>	<b>-21.4%</b>

The following page compares the 2021 budget to the 2020 budget by fund and department.

		2021 Budget	Adopted 2020 Budget	Dollar Change	Percent Change Notes
<b>Revenues:</b>					
<b>General Fund</b>					
General Government		5,783,071	6,450,874	(667,804)	-10% Reduced device fees, gaming taxes, etc. Inflated by Community Of Caring Grant.
Administration		0	45,000	(45,000)	2020 had a DOLA grant for pocket park next to City Hall.
Transportation		447,822	372,600	75,222	20% 2020 Had a building study grant, trolley grant, plus more overall revenues.
Police		62,370	75,187	(12,817)	-17% Overall revenue reductions.
Communications		246,873	259,373	(12,500)	-5% E-911 projected funding in 2020 was higher than actual.
Fire		20,000	166,300	(146,300)	-88% 2020 had a \$150K in anticipated grants for rescue truck.
Planning/Building		41,573	125,573	(84,000)	-67% Projected building permit and review fees down significantly due to hotel projects on hold.
Parks & Recreation		45,600	95,300	(49,700)	-52% Program income reductions - no KRU, fewer participants in sports, programs, etc.
Marketing		121,000	200,000	(79,000)	-40% Reduced amount transferred in from the H.P. fund.
Events		123,800	178,300	(54,500)	-31% No \$20K corporate sponsorship, no longer keeping vendor fees and space fees, etc.
Medical Services		24,000	18,601	5,399	29% Increase rent, per lease, for dentist office.
Road & Bridge		70,000	64,063	5,935	9% Slightly Higher HUFF and other revenue projections.
Fleet & Vehicle Maintenance		127,000	122,000	5,000	4% Slightly Higher gas and vehicle maintenance reimbursements.
Total General		7,113,113	8,173,376	(1,060,263)	-13.0%
<b>Enterprise Fund</b>					
Public Works		1,052,217	1,808,527	-756,310	-42% 2020 included \$500K DOLA grant and higher allocation of device fees, etc.
Water/Waste Water Treatment		231,328	230,551	777	0%
Total Enterprise		1,283,545	2,039,077	-755,532	-37.1%
<b>Historic Preservation Fund</b>					
Historic Preservation (08-30)		681,710	954,170	-272,460	-29% Projected reduction in HP tax distribution.
Historic Butte Theater		242,100	242,100	0	0% New contract with TATC allows the city to keep revenues from shows.
Jail Museum		46,850	41,850	5,000	12% Higher revenues due to additional visitation.
Heritage Center Operations		9,125	9,125	0	0%
Total Historic Preservation		979,785	1,247,245	-267,460	-21.4%
<b>Total City Revenues</b>		<b>9,376,443</b>	<b>11,459,699</b>	<b>-2,083,256</b>	<b>-18.2%</b>
<b>Expenses:</b>					
<b>General Fund</b>					
General Government		1,034,308	684,221	350,087	51% Due to \$504K Community of Caring Grant.
City Clerk		137,362	167,261	-29,899	-18% Across the board reductions.
Administration		270,831	327,711	-56,880	-17% 2020 had a \$60K grant expense for the park next to City Hall.
Transportation		564,998	577,053	-12,055	-2% Across the board reductions and 2020 had almost \$40K in city dollars towards grants.
Custodial		306,569	329,011	-22,442	-7% Across the board reductions.
Police		1,197,704	1,398,490	-200,786	-14% Across the board reductions.
Communications		539,597	602,200	-62,603	-7% Across the board reductions.
Fire		1,242,029	1,545,531	-303,502	-20% Across the board reductions and 2020 had \$150K rescue truck expense.
Finance		220,735	222,936	-2,203	-1% General operating costs.
Planning/Building		199,587	259,239	-59,652	-23% Plan check fees and building inspection fees by outside firm, due to hotel projects on hold.
Human Resources		182,501	182,710	-209	0% Nothing to reduce.
Information Technology		187,275	199,265	-11,990	-6% Across the board reductions.
Parks & Recreation		449,924	584,417	-134,493	-23% Across the board reductions, no KRU, limited sports teams and programs.
Marketing		117,275	325,150	-207,875	-64% Across the board reductions and no \$105K joint TV campaign for casinos.
Events		150,882	399,097	-248,215	-62% Across the board reductions.
Medical Services		27,300	34,006	-6,706	-20% Reduced operating costs.
Road & Bridge		226,682	493,537	-266,855	-54% 2020 had \$173K in Bennett Ave project included in it.
Fleet & Vehicle Maintenance		226,889	234,307	-7,418	-3% General operating costs.
Total General		7,302,648	8,566,143	-1,263,497	-14.7%
<b>Enterprise Fund</b>					
Public Works Operating		635,728	682,202	(46,474)	-7% Reduced general operating costs.
Public Works Capital		103,753	1,029,633	(925,880)	-90% 2020 had \$875K Bennett Avenue project included in it.
Waste Water Treatment		452,320	556,530	(104,210)	-19% 2020 included \$68K for sludge hauling, plus reduced operating expenses.
Water Treatment		80,750	101,099	(20,349)	-20% Reduced operating costs.
Total Enterprise		1,274,553	2,369,463	(1,094,910)	-46.3%
<b>Historic Preservation Fund</b>					
Historic Preservation		278,063	383,892	-105,829	-28% General operating costs and on-going subsidies to other organizations outside the city.
Historic Butte Theater		422,928	448,597	-25,669	-6% General operating costs.
Jail Museum		122,827	125,933	-3,106	-2% General operating costs.
Heritage Center Operating		136,122	192,396	-56,274	-29% General operating costs.
Rail Car		18,611	67,439	-48,828	-72% General operating costs.
Total Historic Preservation		978,551	1,218,256	-239,705	-19.7%
<b>Total City Expenses</b>		<b>9,555,753</b>	<b>12,153,864</b>	<b>(2,598,111)</b>	<b>-21.4%</b>
<b>Summary:</b>					
Total Revenues		9,376,443	11,459,699	-2,083,256	
Total Expenses		9,555,753	12,153,864	-2,598,111	
Excess/(Deficit)		(179,310)	(694,165)	514,873	
Excess/(Deficit) with Taber \$		10,831	(463,186)	474,017	

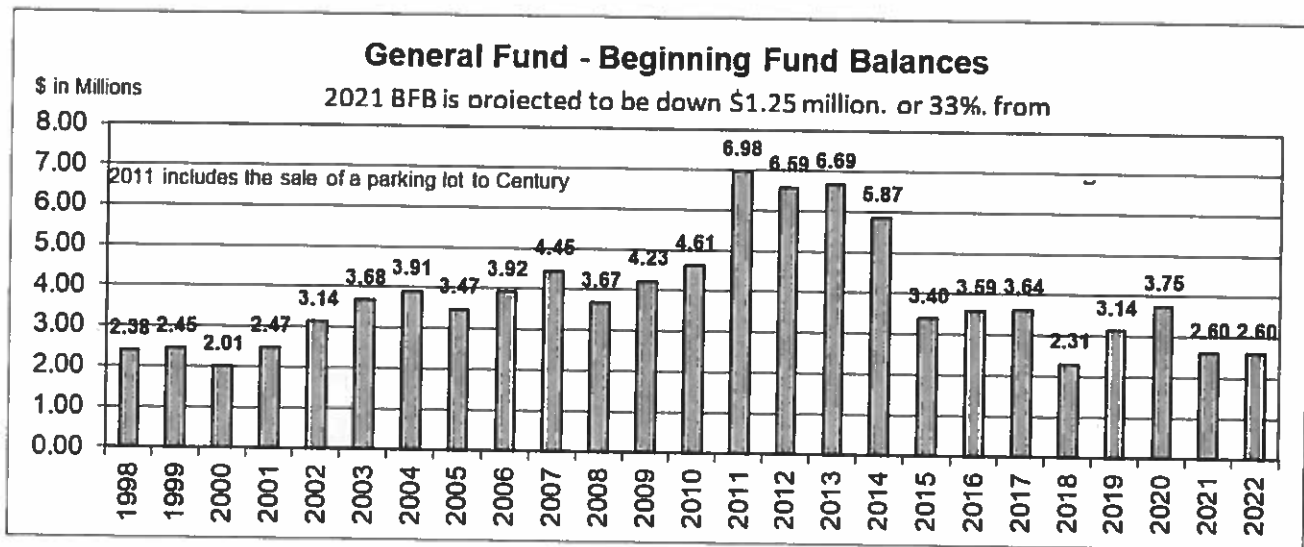
# General Fund

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

**Estimated General Fund Balance - 2021**

Projected Beginning Balance	2,600,000
Revenue:	
General Government	5,783,071
Departments	<u>1,330,042</u>
Total Revenue	7,113,113
 Total Expenses	 7,302,648
 Excess/(Deficit)	 (189,535)
 Tabor set aside Dollars	 190,141
Excess/(Deficit) with Tabor Dollars	606
 Projected Ending Fund Balance	 2,410,465
with Tabor Dollars Added Back	2,600,606

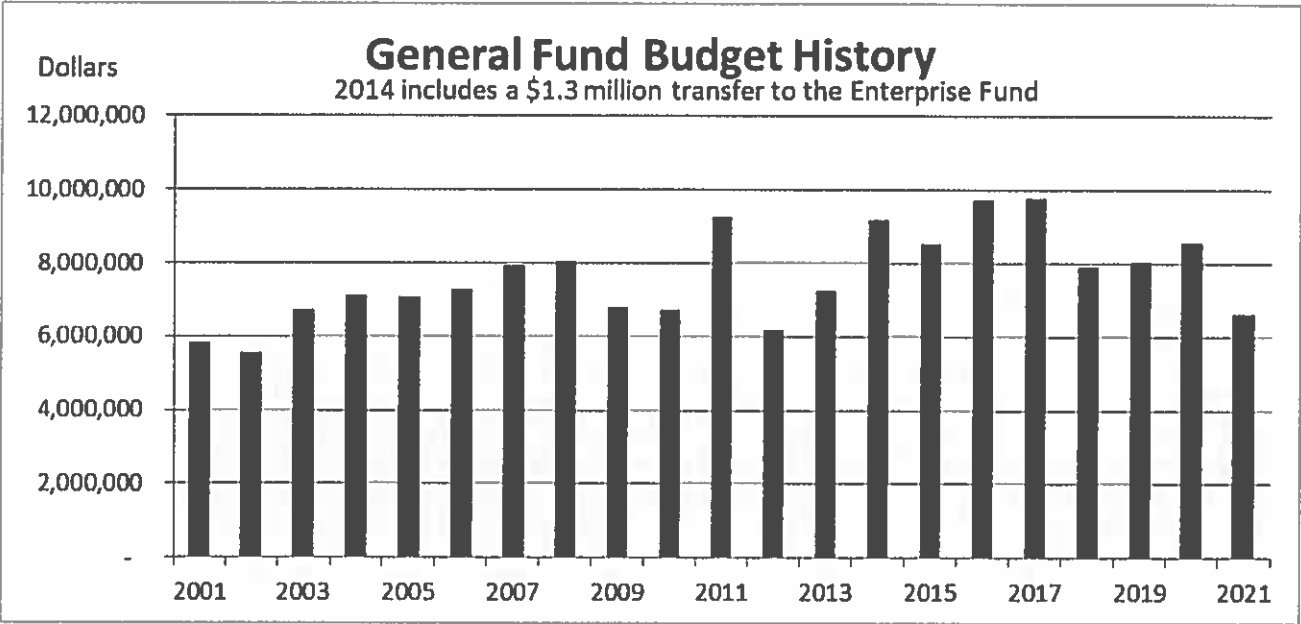
The chart below gives an overview of the history of the General Fund's beginning fund balances.



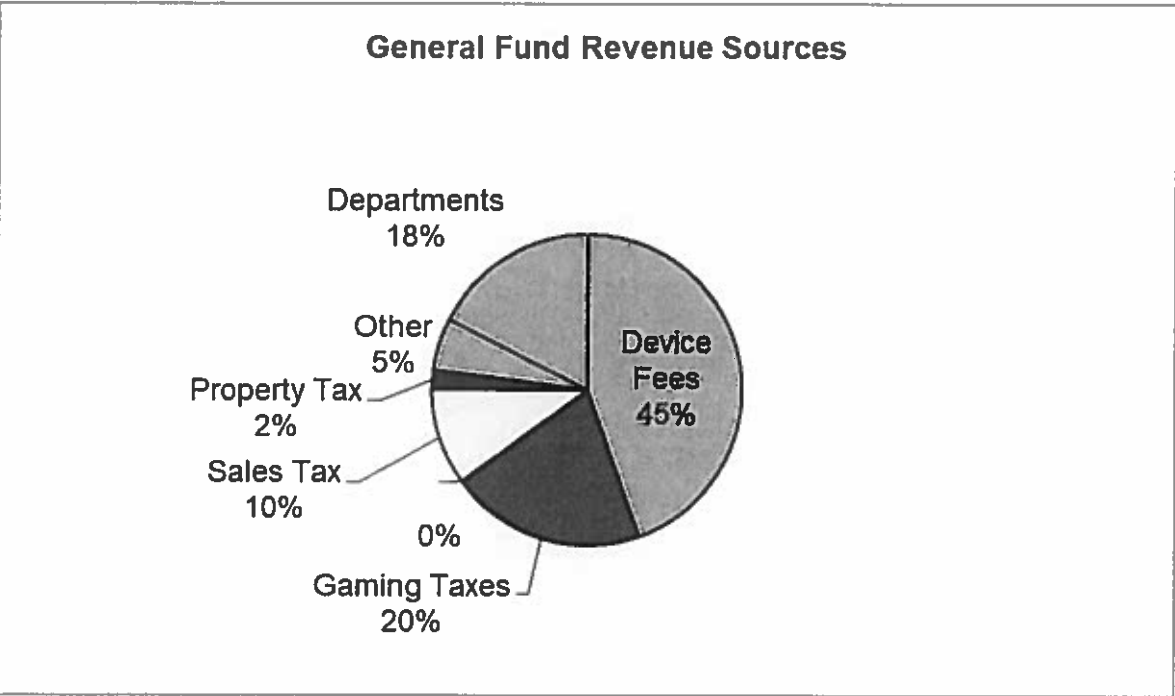
The following table summarizes revenues and expenses by programs/services in the General Fund and includes the cost of the 3% Tabor set aside in total expenditures.

<b>General Fund</b>			
<b>Department</b>	<b>Total Revenue</b>	<b>Total Expenditure</b>	<b>Net Operating Cost</b>
General Government	5,783,071	1,034,308	4,748,762
City Clerk		137,562	(137,562)
Administration	0	270,831	(270,831)
Transportation	447,822	564,998	(117,176)
Custodial		306,569	(306,569)
Police	62,370	1,197,704	(1,135,333)
Communications	246,875	559,597	(312,722)
Fire	20,000	1,242,029	(1,222,029)
Finance		220,735	(220,735)
Planning/Building	41,575	199,587	(158,012)
Human Resources		182,501	(182,501)
Information Technology		187,275	(187,275)
Parks & Recreation	45,600	449,924	(404,324)
Marketing	121,000	117,275	3,725
Special Events	123,800	150,882	(27,082)
Medical Services	24,000	27,300	(3,300)
Road and Bridge	70,000	226,682	(156,682)
Fleet & Maintenance	127,000	226,889	(99,889)
<b>Total</b>	<b>7,113,113</b>	<b>7,302,648</b>	<b>(189,535)</b>

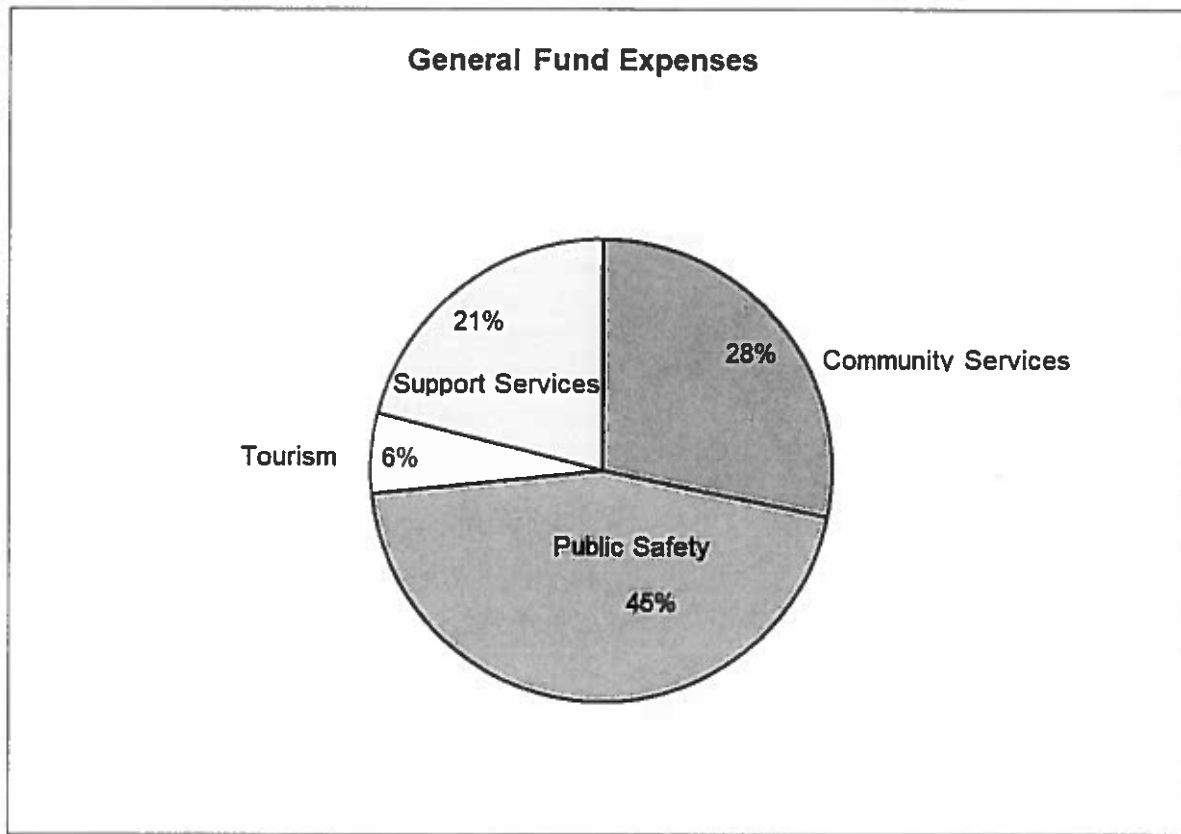
The chart below shows the General Fund's budget history. Note that 2011's large increase was due to a planned Parks & Recreation expansion project, which did not occur. Also note that 2014's figure includes a \$1.3 million transfer to the Enterprise Fund to help fund the Bennett Avenue Project.



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	6,412,068	90%	2,640,361	36%	3,771,706
Public Safety	329,245	5%	2,999,330	41%	(2,670,085)
Tourism	244,800	3%	268,157	4%	(23,357)
Support Services	127,000	2%	1,394,800	19%	(1,267,800)
Totals	7,113,113	100%	7,302,648	100%	(189,535)



# 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	5,783,071	90%	1,034,308	39%	4,748,762	126%
City Clerk			137,562	5%	(137,562)	4%
Transportation	447,822	7%	564,998	21%	(117,176)	3%
Planning/Building	41,575	1%	199,587	8%	(158,012)	4%
Parks & Recreation	45,600	1%	449,924	17%	(404,324)	11%
Road & Bridge	70,000	1%	226,682	9%	(156,682)	4%
Medical Services	24,000	0%	27,300	1%	(3,300)	0%
					-	
<b>Totals</b>	<b>6,412,068</b>	<b>100%</b>	<b>2,640,361</b>	<b>100%</b>	<b>3,771,706</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	2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 10.00 3101 000	PROPERTY TAX	126,505	129,566	131,936	131,936	135,092
A 01 10.00 3101 001	DELINQUENT PROPERTY TAX		46	100	0	100
A 01 10.00 3101 002	PROPERTY TAX INTEREST	712	1,005	900	900	900
A 01 10.00 3110 000	ABATED PROPERTY TAX					
A 01 10.00 3120 000	SPECIFIC OWNERSHIP TAX	15,899	15,668	15,500	10,500	14,000
A 01 10.00 3130 000	SALES TAX	607,841	728,356	650,000	604,500	645,000
A 01 10.00 3170 000	ADDTL FEES ON MOTOR VEHICLES	11,090	7,920	6,000	6,000	6,000
A 01 10.00 3180 000	GAMING DEVICE FEES	3,630,668	3,589,641	3,553,200	2,393,265	2,805,548
A 01 10.00 3181 000	DEVICE SWITCHOUT FEES	4,700	10,800	5,000	6,000	9,000
A 01 10.00 3183 000	DEVICE LATE FEES					
A 01 10.00 3361 000	SPORTS BETTING TAX			15,000		
A 01 10.00 3182 000	FRANCHISE FEES	133,388	138,716	136,000	139,000	139,000
A 01 10.00 3210 000	BUSINESS LICENSES	9,640	8,110	9,000	6,000	8,000
A 01 10.00 3220 000	LIQUOR LICENSE FEES	7,171	6,692	6,000	6,000	7,000
A 01 10.00 3221 000	OCCUPATIONAL LIQUOR	1,091	200	1,100	200	300
A 01 10.00 3340 000	CIGARETTE TAX	3,555	3,339	3,300	3,300	3,300
A 01 10.00 3341 000	SEVERANCE TAX ON MINING/MINERAL LEASE	17,924	40,193	26,000	38,709	39,000
A 01 10.00 3360 000	GAMING TAX PROCEEDS	1,702,590	1,754,574	1,798,438	1,029,625	1,315,931
A 01 10.00 3385 000	MUNICIPAL COURT REVENUE	1,339	410	1,300	1,300	1,300
A 01 10.00 3600 000	MISCELLANEOUS REVENUE	10,469	82,122	15,500	17,000	17,000
A 01 10.00 3601 000	TRANSFER IN FROM OTHER FUNDS	9,500	9,500	9,500	84,500	84,500
A 01 10.00 3602 001	INTEREST - INVESTMENTS	44,735	67,864	65,000	22,025	30,000
	OUTSIDE ENTITY'S DOLA GRANT					518,000
A 01 10.00 3604 000	RENT/LEASE INCOME FROM CELL TOWER/TV	3,327	4,552	2,100	2,100	4,100
<b>Total Revenue</b>		<b>6,342,144</b>	<b>6,599,274</b>	<b>6,450,874</b>	<b>4,502,860</b>	<b>5,783,071</b>
Dollar Change			257,130	(148,400)	(1,948,014)	1,280,211
Percent Change			4%	-2%	-30%	28%
A 01 10.00 6166 000	DEPEND HEALTHCARE PROGRAM	83,821	69,822	85,000	80,000	80,000
A 01 10.00 6112 000	PFP PROGRAM (ALL DEPTS)			43,000		0
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	6,217			
A 01 10.00 6204 000	OPERATING EXPENSE	3,272	4,442	5,000	7,000	5,000
A 01 10.00 6206 000	BANK FEES/CREDIT CARD PROCESSING EXP.	4,913	6,305	5,200	6,000	5,900
A 01 10.00 6207 000	VETERANS MEMORIAL WALL		72	1,000	1,000	1,000
A 01 10.00 6208 000	POSTAGE	225	235			
A 01 10.00 6301 000	LEGAL ADVERTISING	200				
A 01 10.00 6304 000	AUDITOR	33,977	28,576	32,000	30,000	30,000
A 01 10.00 6307 000	COMMUNITY ALLOCATIONS	17,500	15,500	17,500		
A 01 10.00 6307 003	SCHOOL SCHOLARSHIP FUND	5,000	5,000	5,000	5,000	2,500
A 01 10.00 6311 000	SOFTWARE SUPPORT CONTRACT			3,500		
A 01 10.00 6312 000	TELLER CNTY TREASURER	2,707	2,750	2,800	2,850	2,900
A 01 10.00 6401 000	UTILITIES	18,860	20,318	22,000	17,600	18,500
A 01 10.00 6404 000	COURT OF RECORD					
A 01 10.00 6409 000	CONTINGENCY			110,000		75,000
A 01 10.00 6411 000	EMERGENCY FUND (TAMOR)			229,000		190,141
A 01 10.00 6502 000	INSURANCE	5,670	6,222	5,729	5,729	6,000
A 01 10.00 6502 001	INSURANCE DEDUCTIBLE		1,740			
A 01 10.00 6502 002	ADDITIONAL WORKERS COMP PREMIUM			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	24,843	23,041	25,500	22,100	23,000
A 01 10.00 6615 000	PIKES PEAK AREA GOVERNMENT	2,250	2,149	2,400	2,114	2,175
A 01 10.00 6618 000	CAL ASSOCIATION DUES		2,297	2,321	2,321	2,321
A 01 10.00 6621 000	ELEVATOR MAINTENANCE CONTRACT	1,216	942	1,200	900	1,000
A 01 10.00 6622 000	TOWN BEAUTIFICATION	14,596	15,521	15,000		15,000
	OUTSIDE ENTITY'S DOLA GRANT					518,000
A 01 10.00 6990 001	COUNCIL CHAMBERS	2,452	609			
A 01 10.00 6990 014	PURCHASE OF STAR BUILDING		328,044			
A 01 10.00 6992 000	COUNCIL SEMINAR/CONFERENCES	6,307	4,149	8,200	1,159	3,000
A 01 10.00 6992 001	COUNCIL MEETINGS/BROADCASTS					
A 01 10.00 6993 000	COUNCIL COMPENSATION	41,031	44,124	40,661	40,661	40,661
A 01 10.00 6996 000	CITY COUNCIL EAP	179	212	210	210	210
<b>Total Expenditure</b>		<b>283,708</b>	<b>600,287</b>	<b>684,221</b>	<b>236,644</b>	<b>1,034,308</b>
Dollar Change			316,579	83,934	-447,577	797,664
Percent Change			112%	14%	-65%	337%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>6,058,436</b>	<b>5,998,987</b>	<b>5,766,653</b>	<b>4,266,216</b>	<b>4,748,762</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 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
Administrative Assistant	Part Time

## 01 13-00 CITY CLERK

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 13.00 6110 000	SALARIES	91,301	80,172	86,888	88,409	88,409
	COLA	7		1,521		1,282
	TOTAL SALARIES	91,308	80,172	88,409	88,409	89,691
A 01 13.00 6120 000	SOCIAL SECURITY EXPENSE	5,492	4,894	5,481	5,481	5,561
A 01 13.00 6130 000	MEDICARE EXPENSE	1,284	1,145	1,282	1,282	1,301
A 01 13.00 6140 000	RETIREMENT EXPENSE	6,297	4,612	7,073	4,896	5,000
A 01 13.00 6150 000	EMPLOYEE HEALTH INSURANCE	14,194	8,895	18,530	9,528	9,709
A 01 13.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	90	80	85
A 01 13.00 6160 000	WORKMANS COMP EXPENSE	630	722	650	625	666
A 01 13.00 6167 000	DISABILITY INSURANCE			650		
A 01 13.00 6203 000	OFFICE SUPPLIES	3,766	2,431	3,800	2,500	2,500
A 01 13.00 6204 000	OPERATING EXPENSE	1,765	3,099	3,700	3,000	2,500
A 01 13.00 6208 000	POSTAGE	373	221	550	550	600
A 01 13.00 6209 000	TRAVEL			500		125
A 01 13.00 6210 000	TRAINING	605	1,309	1,000	625	625
A 01 13.00 6301 000	LEGAL ADVERTISING	3,061	3,510	2,000	2,000	2,000
A 01 13.00 6310 000	ELECTIONS	1,326	2,364	2,500	2,500	1,500
A 01 13.00 6402 000	PHONE	2,552	1,894	2,300	2,000	2,100
A 01 13.00 6402 001	CELL PHONES		140			
A 01 13.00 6402 003	INTERNET	630	656	625	550	500
A 01 13.00 6811. 000	SCANNING DOCUMENTS					
A 01 13.00 6404 001	COURT COSTS	6,586	11,179	10,000	5,300	7,000
A 01 13.00 6502 000	INSURANCE	1,342	1,479	1,422	1,422	1,500
A 01 13.00 6611 000	LEASE/PURCHASE EQUIPMENT	1,968	1,940	2,100	1,875	1,900
A 01 13.00 6990 010	CODIFICATION PROGRAM	1,835	2,658	14,600	2,645	2,700
<b>Total Expenditure</b>		<b>145,092</b>	<b>133,398</b>	<b>167,262</b>	<b>135,268</b>	<b>137,562</b>
Dollar Change			-11,694	33,864	-31,994	2,294
Percent Change			-8%	25%	-19%	2%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(145,092)</b>	<b>(133,398)</b>	<b>(167,262)</b>	<b>(135,268)</b>	<b>(137,562)</b>

## **Transportation**

### **Mission Statement**

One of our many goals is to transport local citizens, students, and tourists safely and efficiently 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 2021. In 2021, 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) 8

## 01 12-00 TRANSPORTATION DEPARTMENT

	2018	2019	2020	2020	2021
	Actual	Actual	Budget	Year End Estimate	Budget
A 01 12.00 3413 000 RIDERSHIP REVENUE	24,841	25,246	25,000	6,000	25,000
A 01 12.00 3500 001 CDOT FASTER VEHICLE GRANT					130,263
A 01 12.00 3500 005 CDOT 5311 OPERATING	116,703	106,573	129,720	129,720	129,720
A 01 12.00 3500 010 CDOT 5311 ADMIN COSTS GRANT	46,677	53,738	67,880	67,880	87,739
A 01 12.00 3500 012 CDOT BUILDING STUDY GRANT					
A 01 12.00 3500 015 CDOT TROLLEY STUDY GRANT			40,000		50,000
A 01 12.00 3500 011 MOBILITY MANAGER GRANT	11,189	22,102	24,900	11,457	
A 01 12.00 3500 025 CDOT EQUIPMENT/SHELTER GRANT			60,000		
A 01 12.00 3501 000 CDOT TRANIST BUILDING STUDY GRANT					
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	2,708	394	100	100	100
<b>Total Revenue</b>	<b>227,118</b>	<b>233,053</b>	<b>372,600</b>	<b>240,157</b>	<b>447,822</b>
Dollar Change		5,935	139,547	(132,443)	207,665
Percent Change		3%	60%	-36%	86%
A 01 12.00 6110 000 SALARIES	265,520	299,107	303,422	282,322	273,717
A 01 12.00 6111 000 OVERTIME	283	744	550	250	500
COLA			4,270		3,976
TOTAL SALARIES	265,803	299,851	308,242	282,572	278,193
A 01 12.00 6120 000 SOCIAL SECURITY EXPENSE	16,419	18,435	19,111	17,519	17,248
A 01 12.00 6130 000 MEDICARE EXPENSE	3,840	4,311	4,470	4,097	4,034
A 01 12.00 6140 000 RETIREMENT EXPENSE	8,448	10,732	10,749	10,749	10,749
A 01 12.00 6150 000 EMPLOYEE HEALTH INSURANCE	10,282	16,220	17,500	18,500	18,852
A 01 12.00 6155 000 EMPLOYEE ASSISTANCE PROGRAM	352	352	375	365	375
A 01 12.00 6160 000 WORKMANS COMP EXPENSE	3,884	4,453	5,000	4,600	4,110
A 01 12.00 6167 000 DISABILITY INSURANCE					
A 01 12.00 6203 000 OFFICE SUPPLIES	1,060	2,406	1,000	500	500
A 01 12.00 6204 000 OPERATING EXPENSE	6,818	7,699	6,500	4,000	4,000
A 01 12.00 6205 000 VEHICLE MAINTENANCE	19,786	24,950	15,000	6,000	10,000
A 01 12.00 6206 000 FUEL EXPENSE	28,904	32,139	27,000	14,000	25,000
A 01 12.00 6208 000 AFFILIATIONS/SUBSCRIPTIONS	6,009	5,754	5,000	375	375
A 01 12.00 6209 000 TRAVEL	1,876				
A 01 12.00 6213 000 SAFETY TRAINING	939		1,000		
A 01 12.00 6211 000 DRIVER TRAINING/PHYSICALS	385	1,662	700	700	700
A 01 12.00 6401 000 UTILITIES	1,719	2,286	2,100	2,300	2,400
A 01 12.00 6402 000 PHONE	878	779	900	217	250
A 01 12.00 6402 001 CELL PHONES	1,459	1,338	1,550	1,100	1,200
A 01 12.00 6402 003 INTERNET	630	656		550	500
A 01 12.00 6407 000 BUILDING MAINTENANCE	1,386	1,500	1,500	1,500	1,000
A 01 12.00 6502 000 INSURANCE	6,544	2,909	2,797	2,797	3,000
A 01 12.00 6611 000 LEASE/PURCHASE EQUIPMENT	164	176	250	200	200
A 01 12.00 6700 000 EMPLOYEE HIRING	203	453	500	200	225
A 01 12.00 6800 041 MOBILITY MANAGER travel, materials, supplies		3,168	3,500	3,500	
A 01 12.00 6212 000 UNIFORMS	453	655	500	500	500
<b>Sub Total Operating Costs</b>	<b>388,241</b>	<b>442,884</b>	<b>435,243</b>	<b>376,842</b>	<b>383,410</b>
<b>Capital Costs</b>					
A 01 12.00 6990 004 VEHICLE PURCHASE					130,263
A 01 12.00 6990 000 CAPITAL EXPENSE EQUIPMENT		5,662			
A 01 12.00 6990 013 TROLLEY STUDY GRANT			48,000		50,000
A 01 12.00 6990 019 CDOT TRANIST BUILDING STUDY GRANT			75,000		
A 01 12.00 6990 015 EQUIPMENT/SHELTER GRANT					
A 01 12.00 6990 017 CAMERA SYSTEM BUILDING GRANT					
<b>Sub Total Capital Costs</b>	<b>0</b>	<b>5,662</b>	<b>123,000</b>	<b>0</b>	<b>180,263</b>
<b>Administration Costs</b>					
A 01 12.00 6800 000 OUTSIDE CONSULTANT					
OPERATING COORDINATOR					
OPERATING COORDINATOR BENEFITS					
CDOT 5304 PLANNING GRANT					
A 01 12.00 6210 000 TRAINING	983	1,437	1,500	500	500
A 01 12.00 6800 020 TRAVEL II	916	1,164	1,000		
A 01 12.00 6800 025 MARKETING	2,065	1,771	2,000	-	-
A 01 12.00 6800 030 SUBSTANCE ABUSE PROGRAM	400	400	400	400	400
A 01 12.00 6800 035 AUDIT	424	398	500	400	425
A 01 12.00 6800 040 UTILITIES & INTERNET					
<b>Sub Total Administration Costs</b>	<b>4,788</b>	<b>5,170</b>	<b>5,400</b>	<b>1,300</b>	<b>1,325</b>
<b>Total Expenditure</b>	<b>393,029</b>	<b>453,716</b>	<b>563,643</b>	<b>378,142</b>	<b>564,998</b>
Dollar Change		60,687	109,927	-185,502	186,857
Percent Change		15%	24%	-33%	49%
<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(165,911)</b>	<b>(220,663)</b>	<b>(191,043)</b>	<b>(137,985)</b>	<b>(117,176)</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 ensuring 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. Ensure that potential applicants for land development projects are fully informed as to the requirements of City ordinances regulating such activities.
  - Continue to administer and work to improve 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 ensure 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.
  - Ensure that the Master Plan is considered with all development reviews.
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.
  - Work to develop projects that increase the quantity and quality of housing for the City with a strong focus on housing for the workforce.
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**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 25.00 3223 000	CONTRACTORS LICENSE FEES	15,795	18,349	17,000	7,000	11,000
A 01 25.00 3224 000	BUILDING PERMIT FEES	20,236	119,301	60,000	20,000	20,000
A 01 25.00 3225 000	BUILDING PLANS REVIEW	40,355	14,866	40,000	5,000	5,000
A 01 25.00 3226 000	PLUMBING & MECHANICAL PERMITS	227				
A 01 25.00 3232 000	PLANNING & REVIEW FEES	15,896	9,842	8,000	5,000	5,000
A 01 25.00 3227 000	INSPECTION FEES		175	200	200	200
A 01 25.00 3243 000	HOUSING STUDY - DOLA/VICTOR		47,450			
A 01 25.00 3228 000	CODE BOOKS			25	25	25
A 01 25.00 3229 000	VARIANCE FEES		150	150	150	150
A 01 25.00 3240 000	NON CITY - SPECIAL EVENTS PERMIT FEES	50	50	100	100	100
A 01 25.00 3600 000	MISCELLANEOUS REVENUE	301	125	100	100	100
	<b>Total Revenue</b>	<b>92,860</b>	<b>210,308</b>	<b>125,573</b>	<b>37,573</b>	<b>41,573</b>
	Dollar Change		117,448	(84,733)	(88,000)	4,000
	Percent Change		126%	-40%	-70%	11%
A 01 25.00 6110 000	SALARIES	119,229	123,379	122,000	124,137	121,583
A 01 25.00 6111 000	OVERTIME	16	41	100	100	0
	COLA			2,137		1,763
	<b>TOTAL SALARIES</b>	<b>119,245</b>	<b>123,420</b>	<b>124,237</b>	<b>124,237</b>	<b>123,346</b>
A 01 25.00 6120 000	SOCIAL SECURITY EXPENSE	7,349	7,610	7,703	7,703	7,647
A 01 25.00 6130 000	MEDICARE EXPENSE	1,779	1,770	1,801	1,801	1,789
A 01 25.00 6140 000	RETIREMENT EXPENSE	8,216	8,466	9,939	9,939	9,868
A 01 25.00 6150 000	EMPLOYEE HEALTH INSURANCE	18,725	17,726	18,634	18,634	18,988
A 01 25.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	199	117	125	125	125
A 01 25.00 6160 000	WORKMANS COMP EXPENSE	944	1,083	1,400	1,150	999
A 01 25.00 6167 000	DISABILITY INSURANCE	0				
A 01 25.00 6203 000	OFFICE SUPPLIES	767	741	1,000	1,000	1,000
A 01 25.00 6204 000	OPERATING EXPENSE	2,512	967	2,000	700	900
A 01 25.00 6205 000	VEHICLE MAINTENANCE	579	169	2,000		250
A 01 25.00 6206 000	FUEL EXPENSE	1,299	1,299	1,700	620	1,000
A 01 25.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS			400		
A 01 25.00 6209 000	TRAVEL	125		500		150
A 01 25.00 6210 000	TRAINING	30		2,500		100
A 01 25.00 6306 000	BUILDING PLAN CHECK FEE	29,678	20,926	19,000	10,000	10,000
A 01 25.00 6307 000	BUILDING INSPECTION FEE	23,938	87,931	24,000	18,000	15,000
A 01 25.00 6401 000	UTILITIES	2,053	1,900	2,900	1,664	1,800
A 01 25.00 6402 000	PHONE	1,700	1,253	1,550	1,384	1,400
A 01 25.00 6402 001	CELL PHONES	1,409	1,307	1,325	1,200	1,250
A 01 25.00 6402 003	INTERNET	630	656	625	550	500
A 01 25.00 6502 000	INSURANCE	1,639	1,690	1,625	1,636	1,650
A 01 25.00 6611 000	LEASE/PURCHASE EQUIPMENT	275	150	275	150	175
A 01 25.00 6640 000	PROPERTY MAINTENANCE	2,339	624	3,000	1,000	1,000
A 01 25.00 6700 008	MAIN STORAGE BUILDING 2nd STREET	166	176	500	350	400
A 01 25.00 6800 000	HIRING EXPENSE					
A 01 25.00 6500 000	DANGEROUS BUILDING EXPENSE			30,000		
A 01 25.00 6990 002	COMPUTERS	4,500				
A 01 25.00 6990 003	TOOLS	339	450	500	125	250
	HOUSING STUDY		67,665			
	<b>Total Expenditure</b>	<b>230,433</b>	<b>348,096</b>	<b>259,240</b>	<b>201,968</b>	<b>199,587</b>
	Dollar Change		117,661	-88,856	-57,271	-2,381
	Percent Change		51%	-26%	-22%	-1%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(137,573)</b>	<b>(137,788)</b>	<b>(133,665)</b>	<b>(164,393)</b>	<b>(158,012)</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.
- Ensure 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 adjust 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/families participating in fee-based activities/programs/events.
- 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 partner with S.A.T.U.R.N.
- Continue to partner with PPORA
- Continue to partner with FACT
- Continue to pursue funding from philanthropists and sponsorships.
- Work closely with Marketing and Events on publishing CCPR opportunities.

**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 and safety.
- Implement a well-developed and maintained park and open space system as one means of installing community pride.
- Receive a GOCO Grant for park/trail maintenance provided by local youth.

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

- Attend training, meetings and collect information regarding parks and recreation.
- Stay informed on safety practices through on-line resources, CIRSA, CPR and NRPA postings and publications.
- Review and update existing ordinances and policies.
- As funding allows, repair the needed areas for the City Park, Hern and Golden Fields, Archery Range, 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
Assistant II	Full Time
Assistant II	Full Time
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

	2018 Actual	2019 Actual	2020 Budget	2020 Year End Estimate	2021 Budget
A 01 35.00 3515 005 GOCO GRANT	32,314				
A 01 35.00 3515 008 EL POMAR GRANT			5,000		
A 01 35.00 3590 000 PROGRAM INCOME	9,668	11,049	13,300	8,200	6,000
A 01 35.00 3592 000 CONSERVATION TRUST FUND	11,725	14,481	13,000	12,750	13,000
A 01 35.00 3594 000 CHILD CARE SERVICES	24,413	26,183	20,500	2,000	
A 01 35.00 3595 000 ATHLETIC PROGRAM	25,386	29,067	27,000	15,000	16,000
A 01 35.00 3596 000 SKATING	1,446	977	1,000	500	
A 01 35.00 3596 001 FACILITY RENTAL			2,000		
A 01 35.00 3597 000 RENTALS	1,174	1,245	1,000	200	1,000
A 01 35.00 3599 000 DONATIONS	1,504	394	400	400	400
A 01 35.00 3600 000 MISC. REVENUE	2,098	1,860	2,000	1,000	2,200
A 01 35.00 3601 000 SPECIAL EVENTS	3,110	3,261	1,500	500	1,500
A 01 35.00 3606 000 GREEN HOUSE	420	3,528	500	100	
A 01 35.00 3607 000 SPONSORSHIPS	1,500		3,600		1,000
A 01 35.00 3608 000 SILVER SNEAKERS	5,016	5,328	4,500	3,500	4,500
<b>Total Revenue</b>	<b>119,774</b>	<b>97,373</b>	<b>95,300</b>	<b>44,150</b>	<b>45,600</b>

Dollar Change	(22,401)	(2,073)	(51,150)	1,450
Percent Change	-19%	-2%	-54%	3%

A 01 35.00 6110 000 SALARIES	311,700	320,016	324,724	303,000	261,487
A 01 35.00 6111 000 OVERTIME	2,194	1,766	1,500	1,000	1,000
COLA			5,709		3,806
<b>TOTAL SALARIES</b>	<b>313,894</b>	<b>321,782</b>	<b>331,933</b>	<b>304,000</b>	<b>266,293</b>
A 01 35.00 6120 000 SOCIAL SECURITY EXPENSE	18,527	19,097	20,580	18,848	16,510
A 01 35.00 6130 000 MEDICARE EXPENSE	4,333	4,457	4,813	4,408	3,861
A 01 35.00 6140 000 RETIREMENT EXPENSE	16,519	17,222	22,571	20,672	18,108
A 01 35.00 6150 000 EMPLOYEE HEALTH INSURANCE	46,276	43,870	46,681	46,681	47,568
A 01 35.00 6155 000 EMPLOYEE ASSISTANCE PROGRAM	469	469	430	430	430
A 01 35.00 6160 000 WORKMANS COMP EXPENSE	8,481	9,723	13,000	10,200	8,974
A 01 35.00 6167 000 DISABILITY INSURANCE	-		1,250		
A 01 35.00 6201 000 POSTAGE	1,318	2,642	3,000	1,200	1,200
A 01 35.00 6203 000 OFFICE SUPPLIES	2,749	3,109	2,700	1,400	1,500
A 01 35.00 6204 000 OPERATING EXPENSE	4,394	5,459	5,000	4,900	5,000
A 01 35.00 6205 000 VEHICLE MAINTENANCE	1,392	2,328	3,000	3,000	2,500
A 01 35.00 6206 000 FUEL	5,036	1,316	4,500	800	1,500
A 01 35.00 6207 000 ADVERTISING AND PRINTING	9,661	9,342	9,300	3,739	1,000
A 01 35.00 6208 000 AFFILIATIONS & SUBSCRIPTIONS	264	491	350	320	350
A 01 35.00 6209 000 TRAVEL	2,031	2,256	2,500	360	500
A 01 35.00 6210 000 TRAINING	379	496	1,500		400
A 01 35.00 6211 000 PARK MAINTENANCE	5,841	4,541	6,000	3,000	4,000
A 01 35.00 6212 000 PARK BLDG MAINTENANCE	8,461	2,472	2,500	500	2,000
A 01 35.00 6213 000 CONSERVATION TRUST FUND EXP.	10,231	10,455	11,000	11,000	11,000
A 01 35.00 6401 000 UTILITIES	18,593	23,070	21,500	21,500	21,750
A 01 35.00 6402 000 PHONE	4,631	4,672	4,600	2,500	2,500
A 01 35.00 6402 001 CELL PHONES	420	391	450	325	
A 01 35.00 6402 003 INTERNET	630	656	625	550	500
A 01 35.00 6502 000 INSURANCE	6,384	10,122	9,733	9,733	9,900
A 01 35.00 6503 000 CREDIT CARD PROCESSING	270	75	150	60	80
A 01 35.00 6504 000 PARKING LOT LEASE	4,500	4,500	4,500	4,500	0
A 01 35.00 6611 000 LEASE/PURCHASE EQUIPMENT	5,200	4,458	5,500	2,500	3,500
A 01 35.00 6614 000 SKATING	1,163	516			
A 01 35.00 6614 001 FACILITY RENTAL			1,000	200	500
A 01 35.00 6615 000 ATHLETICS	13,243	12,694	15,000	5,000	10,000
A 01 35.00 6616 000 RECREATION CLASSES	5,521	7,835	7,500	3,000	4,000
A 01 35.00 6617 000 SPECIAL EVENTS	2,890	2,411	2,200	500	2,000
A 01 35.00 6619 000 CHILD CARE SERVICES	4,009	4,034	4,600	150	
A 01 35.00 6700 000 HIRING EXPENSE	236	406	850	300	
A 01 35.00 6810 000 GREEN HOUSE EXPENSES	1,063	68	500	3,100	
A 01 35.00 6813 000 CITY HALL PARK	7,890				
A 01 35.00 6815 000 SCHOLARSHIP SERVICES			100		
A 01 35.00 6910 000 CAPITAL EXPENSE BUILDING		3,170			
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	3,500		3,500		
A 01 35.00 6990 025 BMX TRACK/PROGRAM	2,347	2,303	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 ADVENTURE PARK	2,815	4,995			

<b>Total Expenditure</b>	<b>545,561</b>	<b>547,903</b>	<b>584,417</b>	<b>489,376</b>	<b>449,924</b>
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Dollar Change	2,342	36,514	-95,041	-39,452
Percent Change	0%	7%	-16%	-8%

<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(425,787)</b>	<b>(450,530)</b>	<b>(489,117)</b>	<b>(445,226)</b>	<b>(404,324)</b>
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## **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, UCHealth 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**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 47.00 3400 001	RENT - DENTAL PRACTICE	12,175	12,475	12,600	11,500	18,000
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		
A 01 47.00 3602 000	MEDICAL PRACTICE REPAYMENT FROM AR		5,000			
A 01 47.00 3603 000	SALE OF ASSETS		10,950			
A 01 47.00 3600 000	MISC. REVENUE	130			310	
<b>Total Revenue</b>		<b>18,305</b>	<b>34,425</b>	<b>18,601</b>	<b>17,810</b>	<b>24,000</b>
Dollar Change			16,120	(15,824)	(791)	6,190
Percent Change			88%	-46%	-4%	35%
A 01 47.00 6204 000	GENERAL OPERATING COST	5,666	6,568	4,000	4,500	4,500
A 01 47.00 6401 000	UTILITIES	18,308	22,477	23,500	19,200	20,000
A 01 47.00 6405 000	MAINTENACE - DENTAL EQUIPMENT	47		750	4,000	
A 01 47.00 6406 000	BUILDING MAINTENANCE	3,040	2,943	4,500	1,200	1,500
A 01 47.00 6500 000	UNCOLLECTABLE ACCTS/BAD DEBT		28,000			
A 01 47.00 6502 000	INSURANCE	927	1,306	1,256	1,256	1,300
A 01 47.00 6800 000	MEDICAL SERVICES PROVIDER					
A 01 47.00 6807 000	MEDICAL PRACTICE GRANT	89,073	60,561			
A 01 47.00 6990 002	BUILDING SPACE FINISHES					
A 01 47.00 6990 003	COMPUTER EQUIPMENT					
<b>Total Expenditure</b>		<b>117,061</b>	<b>121,855</b>	<b>34,006</b>	<b>30,156</b>	<b>27,300</b>
Dollar Change			4,794	-87,849	-3,850	-2,856
Percent Change			4%	-72%	-11%	-9%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(98,756)</b>	<b>(87,430)</b>	<b>(15,405)</b>	<b>(12,346)</b>	<b>(3,300)</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**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 45.00 3300 000	HIGHWAY USERS FUNDS	65,888	69,488	53,564	53,000	60,000
A 01 45.00 3380 000	ROAD & BRIDGE TAX	8,768	10,902	10,500	9,000	10,000
A 01 45.00 3500 030	CDOT TAP SIDEWALK GRANT	106,502				
A 01 45.00 3600 000	MISCELLANEOUS REVENUE	794	441			
<b>Total Revenue</b>		<b>181,952</b>	<b>80,831</b>	<b>64,064</b>	<b>62,000</b>	<b>70,000</b>
Dollar Change			-101,121	-16,767	-2,064	8,000
Percent Change			-56%	-21%	-3%	13%
A 01 45.00 6110 000	SALARIES	75,754	79,616	75,671	77,065	77,065
A 01 45.00 6111 000	OVERTIME	3,824	2,067	4,000	4,000	4,000
	COLA			1,394		1,175
	<b>TOTAL SALARIES</b>	<b>79,578</b>	<b>81,683</b>	<b>81,065</b>	<b>81,065</b>	<b>82,240</b>
A 01 45.00 6120 000	SOCIAL SECURITY EXPENSE	4,486	4,802	5,026	5,026	5,099
A 01 45.00 6130 000	MEDICARE EXPENSE	1,049	1,123	1,175	1,175	1,192
A 01 45.00 6140 000	RETIREMENT EXPENSE	5,515	5,568	6,485	6,485	6,579
A 01 45.00 6150 000	EMPLOYEE HEALTH INSURANCE	18,431	16,252	18,658	18,658	19,013
A 01 45.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	117	125	125	125
A 01 45.00 6160 000	WORKMANS COMP EXPENSE	757	902	1,150	850	833
A 01 45.00 6162 000	CLOTHING ALLOWANCE	100	306	500	200	200
A 01 45.00 6167 000	DISABILITY INSURANCE					
A 01 45.00 6201 000	BUILDING MAINTENANCE	119				
A 01 45.00 6204 000	OPERATING EXPENSE	2,972	2,728	2,000	1,000	1,000
A 01 45.00 6205 000	VEHICLE MAINTENANCE	7,755	17,782	10,000	6,000	8,000
A 01 45.00 6206 000	FUEL	6,817	9,639	8,000	7,000	7,500
A 01 45.00 6207 000	OPERATING EQUIPMENT	2,054	106	500	500	500
A 01 45.00 6401 000	UTILITIES	1,773	2,287	2,600	2,350	2,400
A 01 45.00 6402 001	CELL PHONES	1,419	1,157	1,100	682	700
A 01 45.00 6403 000	STREET LIGHT REPAIRS					
A 01 45.00 6404 001	STREET LIGHT UTILITIES	28,491	29,896	28,000	24,400	26,000
A 01 45.00 6408 000	STREET SIGNS	4,977	2,531	2,000	1,000	2,000
A 01 45.00 6502 000	INSURANCE	3,891	7,435	7,152	7,152	7,200
A 01 45.00 6505 000	STREET MAINTENANCE (Paving, Painting, etc.)	125,193	110,814	125,000	5,000	10,000
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	40,777	40,087	60,000	40,000	41,000
A 01 45.00 6611 000	LEASE/PURCHASE EQUIPMENT	39,394				
A 01 45.00 6612 000	TRAFFIC CONTROL DEVICES	1,587	989	3,000	1,000	1,000
A 01 45.00 6990 006	STREET LIGHT & REGULAR LIGHT REPLACEMENT	8,222	5,485	5,000	1,200	4,000
A 01 45.00 6509 000	BRIDGE REPAIR					
A 01 45.00 6700 000	HIRING EXPENSE		50			100
A 01 45.00 6990 004	PROPERTY ACQUISITION					
A 01 45.00 6990 015	CDOT TELLER 1 TRAILS GRANT	11,866				
A 01 45.00 6990 018	CDOT TAP SIDEWALK GRANT	106,210	4,070			
A 01 45.00 6990 019	TRACTOR		13,198			
A 01 45.00 6990 020	BENNETT AVENUE PROJECT		7,320	125,000		
<b>Total Expenditure</b>		<b>503,567</b>	<b>366,327</b>	<b>493,537</b>	<b>210,869</b>	<b>226,682</b>
Dollar Change			-137,240	127,210	-282,668	15,813
Percent Change			-27%	35%	-57%	7%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(321,615)</b>	<b>(285,496)</b>	<b>(429,473)</b>	<b>(148,869)</b>	<b>(156,682)</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	62,370	19%	1,197,704	40%	(1,135,333)	43%
Fire/Emergency Services	20,000	6%	1,242,029	41%	(1,222,029)	46%
Dispatch	246,875	75%	559,597	19%	(312,722)	12%
<b>Totals</b>	<b>329,245</b>	<b>100%</b>	<b>2,999,330</b>	<b>100%</b>	<b>(2,670,085)</b>	<b>100%</b>
<b>Percent of Total General Fund Budget</b>	<b>5%</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	7 Full-Time
Dispatcher	4 Part-Time

## 01 15-00 POLICE DEPARTMENT

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 15.00 3454 000	DOG LICENSE FEES	795	875	900	800	800
A 01 15.00 3454 001	DOG IMPOUND FEE	490	400	1,100	400	400
A 01 15.00 3454 002	PET ADOPTION FEE	680	397	1,200	400	400
A 01 15.00 3510 000	FINES & FORFEITURES	12,682	13,973	14,000	12,500	13,000
A 01 15.00 3513 000	TOWING IMPOUND	567	170	700	150	150
A 01 15.00 3514 000	FINGER PRINTS/GAMING	514	655	600	200	200
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	30,432	31,041	31,662	31,662	32,295
A 01 15.00 3515 014	POST TRAINING EQUIPMENT GRANT					
A 01 15.00 3515 015	STATE RADAR GRANT					
A 01 15.00 3515 016	CDOT DUI GRANT	5,693	10,602	6,500	8,500	10,000
A 01 15.00 3517 000	RECORDS REQUEST	416	396	400	325	375
A 01 15.00 3519 000	POLICE MERCHANDISE SALES	742	677	800	500	500
A 01 15.00 3520 000	PET DONATIONS	60	46	125	50	50
A 01 15.00 3521 000	VIN REVENUE	1,964	1,480	1,700	1,200	1,200
A 01 15.00 3526 000	REIMBURSEMENT FOR TRAINING					
A 01 15.00 3515 017	MARIJUANA GRANT			5,000		
A 01 15.00 3514 000	REIMBURSEMENT FOR TRAINING			8,000		
A 01 15.00 3515 018	TASER GRANT		6,441			
A 01 15.00 3600 000	MISC. REVENUE	48,116	6,426	2,500	3,200	3,000
<b>Total Revenue</b>		<b>103,691</b>	<b>73,579</b>	<b>75,187</b>	<b>59,887</b>	<b>62,370</b>
Dollar Change			(30,112)	1,608	(15,300)	2,483
Percent Change			-29%	2%	-20%	4%
A 01 15.00 6110 000	SALARIES	823,546	841,845	838,210	854,016	784,000
A 01 15.00 6111 000	OVERTIME	61,054	53,244	65,000	45,000	50,000
	COLA			15,806		12,093
	<b>TOTAL SALARIES</b>	<b>884,600</b>	<b>895,089</b>	<b>919,016</b>	<b>899,016</b>	<b>846,093</b>
A 01 15.00 6120 000	SOCIAL SECURITY EXPENSE	53,050	53,786	56,979	55,739	52,458
A 01 15.00 6130 000	MEDICARE EXPENSE	12,407	12,579	13,326	13,036	12,268
A 01 15.00 6140 000	RETIREMENT EXPENSE	60,663	62,649	73,521	71,921	67,687
A 01 15.00 6150 000	EMPLOYEE HEALTH INSURANCE	117,747	101,471	120,600	91,000	92,729
A 01 15.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	509	509	450	450	450
A 01 15.00 6160 000	WORKMANS COMP EXPENSE	17,550	20,120	22,500	21,000	18,568
A 01 15.00 6162 000	CLOTHING ALLOWANCE	10,635	6,571	12,500	4,000	5,000
A 01 15.00 6167 000	DISABILITY INSURANCE					
A 01 15.00 6203 000	OFFICE SUPPLIES	1,727	872	2,000	1,000	1,100
A 01 15.00 6204 000	OPERATING EXPENSE	11,951	9,655	14,000	9,000	7,000
A 01 15.00 6205 000	VEHICLE MAINTENANCE	15,665	38,682	17,000	12,000	15,000
A 01 15.00 6206 000	FUEL EXPENSE	13,171	14,309	15,500	12,000	14,000
A 01 15.00 6207 000	OPERATING EQUIPMENT	739	894	2,000	1,100	1,000
A 01 15.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	743	619	1,000	300	500
A 01 15.00 6209 000	TRAVEL	1,980	886	3,000	400	500
A 01 15.00 6210 000	TRAINING	1,084	1,640	4,000	500	1,000
A 01 15.00 6212 000	WEAPONS, AMMO, TARGETS	1,517	3,205	5,000	1,500	1,500
A 01 15.00 6212 001	BULLET PROOF VESTS					
A 01 15.00 6213 000	RADIO EXPENSE	3,774	7,109	1,000	500	500
A 01 15.00 6214 000	PRISONER MEDICAL EXPENSE	4,475	2,486	1,000	1,000	1,000
A 01 15.00 6215 000	ANIMAL CONTROL EXPENSE	1,272	557	2,000	1,000	1,000
A 01 15.00 6215 001	ANIMAL EXPENSE (VET)	38		250		250
A 01 15.00 6215 002	ANIMAL MEDICAL COSTS			1,000	200	200
A 01 15.00 6216 000	TOWING IMPOUND	452	831	1,500	500	700
A 01 15.00 6219 000	FAMILY NIGHT OUT	125	62	300	200	200
A 01 15.00 6300 000	VICTIM ADVOCACY FUND					
A 01 15.00 6300 001	VICTIM MEDICAL EXPENSE	779		1,000	500	500
A 01 15.00 6401 000	UTILITIES	14,356	15,076	14,500	13,000	14,000
A 01 15.00 6402 000	PHONE	9,799	7,128	9,300	4,000	4,200
A 01 15.00 6402 001	CELL PHONES	10,896	9,208	10,500	6,000	6,000
A 01 15.00 6402 003	INTERNET	630	656	650	550	500
A 01 15.00 6502 000	INSURANCE	12,279	10,173	9,782	9,782	10,000
A 01 15.00 6611 000	LEASE/PURCHASE EQUIPMENT	149	672	165	706	800
A 01 15.00 6611 001	COPIER LEASE	3,571	2,513	3,650	1,686	1,700
A 01 15.00 6615 000	EQUIPMENT REPAIRS			500		
A 01 15.00 6617 000	MAINTENANCE SERVICE		15	500		200
A 01 15.00 6619 000	INVESTIGATIVE SUPPLIES	1,501	328	1,500	500	500
A 01 15.00 6619 001	INVESTIGATION MATERIAL			600		
A 01 15.00 6622 000	COMPUTER MAINTENANCE					
A 01 15.00 6623 000	RECORDS MGT SOFTWARE	6,416	11,890	6,200	6,400	6,500
A 01 15.00 6624 000	FBI/CBI COMPLIANCE SOFTWARE	8,999	9,600	9,600	4,800	5,000
A 01 15.00 6624 001	FIREWALL SOFTWARE LICENSING		2,690	2,700		
A 01 15.00 6625 000	POLICE MERCHANDISE COST	816	933	300	300	300
A 01 15.00 6700 000	HIRING EXPENSE/TESTING	3,750	3,530	3,800	4,000	3,800
A 01 15.00 6910 000	BUILDING MAINTENANCE EXPENSE	10,594	9,921	6,500	3,500	3,000
A 01 15.00 6911 000	RIMS SYSTEM	3,252		3,300		
A 01 15.00 6990 000	CAPITAL EXPENSE EQUIPMENT					
A 01 15.00 6990 004	POLICE VEHICLE(S)					
A 01 15.00 6990 052	DIGITAL SURVEILLANCE SYSTEM		4,306			
A 01 15.00 6990 054	TASER UNITS		6,441			
A 01 15.00 6990 060	ROOF STRUCTURE FOR VEHICLE PARKING			24,000		
A 01 15.00 6215.003	NEW ROOF AT DOG KENNEL					
<b>Total Expenditure</b>		<b>1,303,661</b>	<b>1,329,661</b>	<b>1,398,489</b>	<b>1,253,086</b>	<b>1,197,704</b>
Dollar Change			26,000	68,828	-145,403	-55,382
Percent Change			2%	5%	-10%	-4.4%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(1,199,970)</b>	<b>(1,256,082)</b>	<b>(1,323,302)</b>	<b>(1,193,199)</b>	<b>(1,135,334)</b>

## 01 17-00 POLICE - DISPATCH

		2018	2019	2020	2020	2021
		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	237,500	250,000	237,500	237,500
<b>Total Revenue</b>		<b>205,375</b>	<b>246,875</b>	<b>259,375</b>	<b>246,875</b>	<b>246,875</b>
Dollar Change			41,500	12,500	(12,500)	-
Percent Change			20%	5%	-5%	0%
A 01 17.00 6110 000	SALARIES	380,976	383,450	423,000	384,170	391,450
A 01 17.00 6111 000	OVERTIME	11,928	15,875	13,500	13,500	13,500
	COLA			7,639		5,872
	<b>TOTAL SALARIES</b>	<b>392,904</b>	<b>399,325</b>	<b>444,139</b>	<b>397,670</b>	<b>410,822</b>
A 01 17.00 6120 000	SOCIAL SECURITY EXPENSE	23,699	24,368	27,537	24,656	25,471
A 01 17.00 6130 000	MEDICARE EXPENSE	5,543	5,699	6,440	5,766	5,957
A 01 17.00 6140 000	RETIREMENT EXPENSE	25,724	27,061	35,531	35,531	32,866
A 01 17.00 6150 000	EMPLOYEE HEALTH INSURANCE	56,635	60,999	64,403	64,403	65,627
A 01 17.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	313	313	375	325	350
A 01 17.00 6160 000	WORKMANS COMP EXPENSE	2,046	2,346	3,000	2,200	2,165
A 01 17.00 6167 000	DISABILITY INSURANCE					
A 01 17.00 6203 000	OFFICE SUPPLIES	1,187	911	1,300	900	1,000
A 01 17.00 6204 000	OPERATING EXPENSE	1,960	2,223	1,800	1,500	1,500
A 01 17.00 6207 000	OPERATING EQUIPMENT	2,370		500		
A 01 17.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	100	375	400	100	200
A 01 17.00 6209 000	TRAVEL			500		
A 01 17.00 6210 000	TRAINING	138	300	1,000	500	500
A 01 17.00 6213 000	RADIO EXPENSE	651	1,027	700		700
A 01 17.00 6401 000	UTILITIES	3,956	4,140	4,300	3,384	4,000
A 01 17.00 6402 000	PHONE	2,058	1,491	2,100	1,152	1,200
A 01 17.00 6402 001	CELL PHONES	684	575	675	420	430
A 01 17.00 6502 000	INSURANCE	3,844	4,213	4,050	4,051	4,150
A 01 17.00 6611 001	COPIER LEASE	1,036	1,335	1,200	1,260	1,260
A 01 17.00 6615 000	EQUIPMENT REPAIRS			500		
A 01 17.00 6617 000	MAINTENANCE SERVICE			250		
A 01 17.00 6700 000	HIRING EXPENSE/TESTING	460	2,995	1,500	1,300	1,400
A 01 17.00 6990 002	BUILDING MODIFICATIONS	2,300				
<b>Total Expenditure</b>		<b>527,608</b>	<b>539,696</b>	<b>602,200</b>	<b>545,118</b>	<b>559,597</b>
Dollar Change			12,088	62,504	-57,082	14,479
Percent Change			2%	12%	-9%	3%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(322,233)</b>	<b>(292,821)</b>	<b>(342,825)</b>	<b>(298,243)</b>	<b>(312,722)</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

		2018 Actual	2019 Actual	2020 Budget	2020 Year End Estimate	2021 Budget
A 01 20.00 3414 000	FIRE SYS. REVIEW & INSPECTION					
A 01 20.00 3419 000	WILD FIRE REIMBURSEMENT	55,283		15,000	45,000	20,000
A 01 20.00 3422 000	FIRE EXPLORER PROGRAM REVENUE		5,000	1,500		
A 01 20.00 3515 010	GRANTS					
A 01 20.00 3516 000	DOLA FOR WILDLAND/RESCUE TRUCK			75,000	75,000	
A 01 20.00 3517 000	NEWMONT FOR WILDLAND/RESCUE TRUCK		25,000	75,000	25,000	
A 01 20.00 3600 000	MISC. REVENUE	5,170	3,483			
A 01 20.00 3600 001	MERCHANDISE SALES					
	<b>Total Revenue</b>	<b>60,453</b>	<b>33,483</b>	<b>166,500</b>	<b>145,000</b>	<b>20,000</b>
	Dollar Change		(26,970)	133,017	(21,500)	(125,000)
	Percent Change		-45%	397%	-13%	-86%
A 01 20.00 6110 000	SALARIES	717,123	786,326	735,000	750,575	706,437
	RESERVE FIRE FIGHTER SALARIES	55,070		55,000	7,100	30,000
	SUBTOTAL SALARIES	772,193	786,326	790,000	757,675	736,437
A 01 20.00 6111 000	OVERTIME	123,810	105,512	100,000	115,000	100,000
	COLA			15,575		12,128
	TOTAL SALARIES	896,003	891,838	905,575	872,675	848,565
A 01 20.00 6120 000	SOCIAL SECURITY EXPENSE	5,978	742	3,800	3,800	3,800
A 01 20.00 6130 000	MEDICARE EXPENSE	12,717	12,747	12,500	12,500	12,500
A 01 20.00 6140 000	RETIREMENT EXPENSE	58,016	64,234	72,446	72,446	69,578
A 01 20.00 6150 000	EMPLOYEE HEALTH INSURANCE	114,904	115,239	122,091	122,091	124,411
A 01 20.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	897	978	950	950	950
A 01 20.00 6160 000	WORKMANS COMP EXPENSE	51,170	58,171	76,000	55,000	53,700
A 01 20.00 6162 000	CLOTHING ALLOWANCE	6,871	6,601	6,000	6,000	6,000
A 01 20.00 6167 000	DISABILITY INSURANCE	19,630	21,363	20,500	21,500	21,500
A 01 20.00 6203 000	OFFICE SUPPLIES	874	278	1,000	500	500
A 01 20.00 6204 000	OPERATING EXPENSE	12,044	16,394	18,000	13,000	10,000
A 01 20.00 6205 000	VEHICLE MAINTENANCE	12,101	7,339	10,000	10,000	10,000
A 01 20.00 6206 000	FUEL EXPENSE	16,498	15,995	16,000	11,000	12,000
A 01 20.00 6207 000	OPERATING EQUIPMENT	2,784	1,165	4,500	1,500	1,500
A 01 20.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	6,031	6,380	6,400	6,234	3,000
A 01 20.00 6209 000	TRAVEL	6,902	2,284	10,000	5,203	3,000
A 01 20.00 6210 000	TRAINING	5,663	10,330	11,000	3,000	4,000
A 01 20.00 6212 000	EQUIPMENT TESTING	5,224	5,795	4,500	4,500	4,500
A 01 20.00 6213 000	RADIO EXPENSE	2,241	2,442	1,000		
A 01 20.00 6217 000	PLANS REVIEW EXPENSE			500		
A 01 20.00 6218 000	ACCREDITATION COSTS	625				
A 01 20.00 6220 000	FIRE DEPT. BANQUET	2,000	2,025	2,000	2,257	
A 01 20.00 6621 000	LEXIPOL PROGRAM	4,220				
A 01 20.00 6222 000	FIRE EXPLORER PROGRAM EXPENSE		1,306	1,500		
A 01 20.00 6401 000	UTILITIES	21,029	24,307	23,500	22,000	23,000
A 01 20.00 6402 000	PHONE	2,833	1,112	4,400	1,050	1,100
A 01 20.00 6402 001	CELL PHONES	5,780	5,492	6,000	3,700	3,800
A 01 20.00 6402 002	PAGERS	30				
A 01 20.00 6402 003	INTERNET	630	656	625	625	625
A 01 20.00 6410 001	VOLUNTEER FIRE EQUIPMENT/FIRE CORP	190	25	500	200	250
A 01 20.00 6502 000	INSURANCE	10,744	11,433	10,994	10,994	11,000
A 01 20.00 6503 000	PUBLIC EDUCATION/PREVENTION		1,071	1,000		
A 01 20.00 6611 000	LEASE/PURCHASE EQUIPMENT	64,107	143			
A 01 20.00 6611 001	COPIER LEASE	3,236	2,918	1,500	2,850	2,850
A 01 20.00 6700 000	HIRING EXPENSE/TESTING	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	6,775	31,092	9,000	6,000	3,000
A 01 20.00 6917 000	FIRE CORPS		611	250	403	400
A 01 20.00 6990 000	CAPITAL EXPENSE EQUIPMENT	911	1,432			
A 01 20.00 6990 002	NEW VEHICLE/VEHICLE EQUIPMENT			150,000	150,000	
A 01 20.00 6990 006	BUNKER SETS	5,671	1,293	8,000	4,000	2,500
A 01 20.00 6990 007	BREATHING APPARATUS					
A 01 20.00 6990 020	PHONE/ALARM FOR BUILDING	3,300				
A 01 20.00 6990 023	HOSES/CLAMPS	317	414	5,000	2,000	1,000
A 01 20.00 6990 051	FITNESS EQUIPMENT					
A 01 20.00 6990 052	FIRE FIGHTER PHYSICALS/TRAINING	8,196	7,199	7,000	95	
A 01 20.00 6990 066	COVID-19				3,508	
A 01 20.00 6990 067	RESERVE FIREFIGHTER PROGRAM EQUIPMENT	6,928		10,000		1,500
A 01 20.00 6911 000	UPDATE COMPUTER DISPATCH SOFTWARE	2,153				
	<b>Total Expenditure</b>	<b>1,404,310</b>	<b>1,332,844</b>	<b>1,545,531</b>	<b>1,433,081</b>	<b>1,242,029</b>
	Dollar Change		-71,466	212,687	-112,450	-191,052
	Percent Change		-5%	16%	-7%	-13%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(1,343,857)</b>	<b>(1,299,361)</b>	<b>(1,379,031)</b>	<b>(1,288,081)</b>	<b>(1,222,029)</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	121,000	49%	117,275	44%	3,725	-16%
Events	123,800	51%	150,882	56%	(27,082)	116%
<b>Totals</b>	<b>244,800</b>	<b>100%</b>	<b>268,157</b>	<b>100%</b>	<b>(23,357)</b>	<b>100%</b>

Percent of Total General Fund Budget

3%

4%

## **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 support 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 support events that establish continuity and credibility while maintaining public recognition from year to year, keeping Cripple Creek top of mind.

**OBJECTIVE:** To identify appropriate event organizers, support their efforts and host 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	Full Time
Events & Tourism Coordinator	Full Time (Frozen)
Events Assistant	Part-time

## 01 39-00 MARKETING

		2018	2019	2020	2020	2021
		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	75,000		
A 01 39.00 3500 005	LODGING TAX	119,624	132,359	125,000	84,000	121,000
<b>Total Revenue</b>		<b>222,438</b>	<b>232,359</b>	<b>200,000</b>	<b>84,000</b>	<b>121,000</b>
Dollar Change						
Percent Change						
A 01 39.00 6424 000	TRAVEL HOST MAGAZINE INSERT	40,500	40,500	40,500	43,000	28,400
A 01 39.00 6425 000	MAGAZINES/NEWSPAPERS	54,419	27,670	58,000	10,000	17,100
A 01 39.00 6427 000	MAP - TABLET	3,216	551	4,000	944	1,000
A 01 39.00 6428 000	ROYAL GORGE VISITORS GUIDE	-		4,100		
A 01 39.00 6451 000	CITY RACK BROCHURE PRINT/DISTRIBUTION	17,080	14,673	18,700	3,000	15,000
A 01 39.00 6456 000	TELEVISION	39,348	2,018	25,000		
A 01 39.00 6460 000	JOINT TELEVISION CAMPAIGN	105,546	100,285	105,000	1,000	
	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	1,615	2,500		
A 01 39.00 6731 000	INTERNET MARKETING	32,489	15,613	33,000	15,000	43,500
A 01 39.00 6463 000	FREE LANCE GRAPHIC ARTIST	4,133		6,000		
A 01 39.00 6465 000	CVB MKT PROGRAM	10,000	7,020			
A 01 39.00 6810 000	CVB DUES		1,064	675	675	2,175
A 01 39.00 6815 000	OTHER DUES			675	100	100
A 01 39.00 6818 000	TRADE SHOWS	9,311	5,326	10,000		
A 01 39.00 6825 000	ADVERTISING MATERIAL DEVELOPMENT	17,858	8,358	17,000	2,000	10,000
A 01 39.00 6990 001	PRINTER		4,690			
<b>Total Expenditure</b>		<b>335,580</b>	<b>229,383</b>	<b>325,150</b>	<b>75,719</b>	<b>117,275</b>
Dollar Change						
Percent Change						
			-106,197	95,767	-249,431	41,556
			-32%	42%	-77%	55%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(113,142)</b>	<b>2,976</b>	<b>(125,150)</b>	<b>8,281</b>	<b>3,725</b>

## 01 40:00 EVENTS

	2018 Actual	2019 Actual	2020 Budget	2020 Year End Estimate	2021 Budget
A 01 40.00 3102 000	ICE FESTIVAL VENDOR FEES	5,000	64	250	200
A 01 40.00 3102 00	ICE FESTIVAL MERCHANDISE SALES	3,082	2,370	2,400	
A 01 40.00 3106 000	CORPORATE SPONSORSHIP		100	20,000	
A 01 40.00 3235 000	VENDOR SPACE FEES	21,084	11,309	14,000	
A 01 40.00 3235 001	VENDOR BUSINESS LICENSE	5,910	5,550	6,000	500
A 01 40.00 3236 000	SPECIAL EVENTS REVENUE		3,110		2,500
A 01 40.00 3236 002	DONKEY DERBY DAYS	309		6,000	
A 01 40.00 3236 003	JULY 4TH REVENUES			3,000	
A 01 40.00 3236 006	FALL FESTIVAL	1,527	521	1,200	
A 01 40.00 3240 001	HALLOWEEN EVENT			350	
A 01 40.00 3381 000	LODGING TAX REVENUE	119,624	105,000	125,000	84,000
A 01 40.00 3600 000	MISC. REVENUE	1,830		100	100
	<b>Total Revenue</b>	<b>158,366</b>	<b>128,024</b>	<b>178,300</b>	<b>85,508</b>
	Dollar Change		(30,342)	50,276	(92,792)
	Percent Change		-19%	39%	-52%
A 01 40.00 6110 000	SALARIES	142,243	111,365	129,026	89,130
A 01 40.00 6111 000	OVERTIME	3,402	1,440	4,000	1,500
	COLA			2,328	1,202
	<b>TOTAL SALARIES</b>	<b>145,645</b>	<b>112,805</b>	<b>135,354</b>	<b>90,630</b>
A 01 40.00 6120 000	SOCIAL SECURITY	8,989	7,091	8,392	5,619
A 01 40.00 6130 000	MEDICARE	2,102	1,658	1,963	1,314
A 01 40.00 6140 000	RETIREMENT	9,076	6,475	10,828	10,828
A 01 40.00 6150 000	HEALTH INSURANCE	18,748	12,282	18,634	9,600
A 01 40.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	100	80
A 01 40.00 6160 000	WORKERS COMP	787	902	1,200	975
A 01 40.00 6164 000	PRINTING	227		500	200
A 01 40.00 6167 000	DISABILITY INSURANCE				
A 01 40.00 6180 000	POSTAGE	88	39	50	80
A 01 40.00 6203 000	OFFICE SUPPLIES	1,081	426	1,000	950
A 01 40.00 6203 002	SPECIAL EVENTS SUPPLIES	1,577	1,608	2,500	
A 01 40.00 6204 000	OPERATING EXPENSE	6,826	18,512	5,000	6,000
A 01 40.00 6204 001	COMPUTER MAINTENANCE	260		600	
A 01 40.00 6205 000	VEHICLE MAINTENANCE	413	2,202		
A 01 40.00 6206 000	FUEL EXPENSE	489	456	500	500
A 01 40.00 6209 000	TRAVEL		1,038		333
A 01 40.00 6210 000	TRAINING		40		
A 01 40.00 6212 000	PORT A POTS CITY HALL PARK		1,460		1,728
A 01 40.00 6402 000	PHONE	1,740	722	1,600	650
A 01 40.00 6402 001	CELL PHONES	520	486	525	956
A 01 40.00 6402 003	INTERNET	630	656	625	550
A 01 40.00 6502 000	INSURANCE	5,846	6,163	5,926	5,926
A 01 40.00 6510 000	FALL FESTIVAL	26,712	20,565		
A 01 40.00 6500 000	SPECIAL EVENTS POOL OF FUNDS			200,500	24,500
A 01 40.00 6514 000	CRAFT DISTILLERY EVENT	1,136			
A 01 40.00 6545 000	LABOR DAY EVENT		1,500		
A 01 40.00 6577 000	ICE SCULPTURE FESTIVAL	54,518	55,497		50,725
A 01 40.00 6589 000	VETERANS MOTORCYCLE RALLY	40,377	37,525		5,700
A 01 40.00 6590 000	DONKEY DERBY DAYS	31,524	24,868		13,488
A 01 40.00 6591 000	4TH OF JULY CELEBRATION	23,907	29,832		27,010
A 01 40.00 6592 000	ARMED FORCES EVENT	15,770	3,127		2,416
A 01 40.00 6592 008	CONCERTS		10,096		
A 01 40.00 6594 000	CHRISTMAS FESTIVAL	5,394	2,101		
A 01 40.00 6598 000	CRUISE ABOVE THE CLOUD	5,894			
A 01 40.00 6599 001	SUMMER RODEO	12,000	13,050		
A 01 40.00 6599 003	TOYS FOR TOTS PROGRAM	1,500	2,000		1,500
A 01 40.00 6599 008	MT. PISGAH SPEAKS	0			
A 01 40.00 6599 009	MUSIC FESTIVAL				
A 01 40.00 6599 010	OCTOBER ARTS MONTH				
A 01 40.00 6599 011	PEARL De VERE DAY		1,262		
A 01 40.00 6611 000	LEASE/PURCHASE EXPENSE	204	353	300	180
A 01 40.00 6700 000	HIRING EXPENSE	110	258		200
A 01 40.00 6528 000	ELKS 125th ANNIVERSARY			3,000	
A 01 40.00 6817 000	PIKES PEAK OUTDOOR RECREATION ALLIANCE		5,000		5,500
A 01 40.00 6986 000	TRAFFIC COUNTERS				
A 01 40.00 6990 015	COMPUTERS	4,735			
	<b>Total Expenditure</b>	<b>428,903</b>	<b>382,133</b>	<b>399,097</b>	<b>243,438</b>
	Dollar Change		-46,770	16,964	-155,659
	Percent Change		-11%	4%	-39%
	<b>Net Operating Cost -- Surplus (Deficit)</b>	<b>(270,537)</b>	<b>(254,109)</b>	<b>(220,797)</b>	<b>(157,930)</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	-		270,831	19%	(270,831)	21%
Custodial			306,569	22%	(306,569)	24%
Finance			220,735	16%	(220,735)	17%
Human Resources			182,501	13%	(182,501)	14%
Fleet & Vehicle Maintenance	127,000	100%	226,889	16%	(99,889)	8%
Information Technology			187,275	13%	(187,275)	15%
<b>Totals</b>	<b>127,000</b>	<b>100%</b>	<b>1,394,800</b>	<b>100%</b>	<b>(1,267,800)</b>	<b>100%</b>

Percent of Total General Fund Budget

1.8%

19%

## **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

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 11.00 3382 000	GOCO GRANT			45,000		
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>45,000</b>	<b>0</b>	<b>0</b>
A 01 11.00 6110 000	SALARIES	98,015	105,234	105,000	77,725	125,000
	COLA			1,838		1,813
	<b>TOTAL SALARIES</b>	<b>98,015</b>	<b>105,234</b>	<b>106,838</b>	<b>77,725</b>	<b>126,813</b>
A 01 11.00 6120 000	SOCIAL SECURITY EXPENSE	6,067	6,504	6,624	4,819	7,862
A 01 11.00 6130 000	MEDICARE EXPENSE	1,419	1,521	1,549	1,127	1,839
A 01 11.00 6140 000	RETIREMENT EXPENSE	5,686	7,431	8,547	6,218	10,145
A 01 11.00 6150 000	EMPLOYEE HEALTH INSURANCE	5,160	9,747	9,315	9,315	7,119
A 01 11.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	39	45	45	45
A 01 11.00 6160 000	WORKMANS COMP EXPENSE	315	361	425	425	333
A 01 11.00 6167 000	DISABILITY INSURANCE					
A 01 11.00 6201 000	POSTAGE	91	62	100	100	100
A 01 11.00 6203 000	OFFICE SUPPLIES	896	558	500	25	250
A 01 11.00 6204 000	OPERATING EXPENSE	3,359	995	2,500	200	300
A 01 11.00 6205 000	VEHICLE MAINTENANCE	109	218	300	300	300
A 01 11.00 6206 000	FUEL EXPENSE	204	148	500	55	200
A 01 11.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS		75		75	75
A 01 11.00 6209 000	TRAVEL	1,415	1,236	3,000	1,300	1,300
A 01 11.00 6210 000	TRAINING	932	351	1,000	235	250
A 01 11.00 6303 000	LEGAL FEES	87,334	72,068	63,000	69,000	63,000
A 01 11.00 6402 000	PHONE	1,368	498	1,325	200	400
A 01 11.00 6402 001	CELL PHONES	1,415	1,026	1,325	600	1,000
A 01 11.00 6402 003	INTERNET	630	656	625	550	600
A 01 11.00 6502 000	INSURANCE	2,115	2,489	2,393	2,400	2,600
A 01 11.00 6611 000	LEASE/PURCHASE EQUIPMENT	285	300	300	100	300
A 01 11.00 6700 000	EMPLOYEE HIRING	13,303				
A 01 11.00 6702 000	LOBBYIST	36,000	39,996	40,000	40,000	40,000
A 01 11.00 6703 000	PARK NEXT TO CITY HALL		9,456	69,000	9,500	
A 01 11.00 6800 000	EMPLOYEE PROGRAMS	7,237	5,786	7,500		6,000
A 01 11.00 6801 000	CONTINUING EDUCATION					
A 01 11.00 6990 021	VEHICLE PURCHASE					
A 01 11.00 6211 000	CITY EMPLOYEE SHIRTS			1,000		
	<b>Total Expenditure</b>	<b>273,394</b>	<b>266,755</b>	<b>327,711</b>	<b>224,314</b>	<b>270,831</b>
	Dollar Change		-6,639	60,956	-103,398	46,517
	Percent Change		-2%	23%	-32%	21%
	<b>Net Operating Cost - Surplus/(Deficit)</b>	<b>(273,394)</b>	<b>(266,755)</b>	<b>(282,711)</b>	<b>(224,314)</b>	<b>(270,831)</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 provide PPE and Sanitation supplies for all city facilities and staff to meet CDC requirements
- Maintain Covid-19 prevention standards in all the cleaning duties completed by the department.

#### **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:	3 Full Time & 2 part-time employees

## 01 14-00 CUSTODIAL

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 14.00 6110 000	SALARIES	194,017	208,277	197,000	200,518	195,624
A 01 14.00 6111 000	OVERTIME	2,573	2,528	4,000	1,500	2,000
	COLA			3,518		2,866
	TOTAL SALARIES	196,590	210,805	204,518	202,018	200,490
A 01 14.00 6120 000	SOCIAL SECURITY EXPENSE	11,758	12,879	12,680	12,525	12,430
A 01 14.00 6130 000	MEDICARE EXPENSE	2,750	3,012	2,966	2,929	2,907
A 01 14.00 6140 000	RETIREMENT EXPENSE	12,356	12,562	16,361	16,361	16,039
A 01 14.00 6150 000	EMPLOYEE HEALTH INSURANCE	43,442	35,463	37,789	37,789	38,507
A 01 14.00 6155 000	EMPLOYEE ASSISTANCE PROGRAMS	235	235	265	240	245
A 01 14.00 6160 000	WORKMANS COMP EXPENSE	1,574	1,805	1,583	1,583	1,666
A 01 14.00 6167 000	DISABILITY INSURANCE					
A 01 14.00 6201 000	POSTAGE	7	7	35	35	35
A 01 14.00 6203 000	OFFICE SUPPLIES	1,799	1,105	1,500	1,000	1,000
A 01 14.00 6203 001	JANITORIAL EQUIP/SUPPLIES	25,818	23,979	28,000	25,000	26,000
A 01 14.00 6204 000	OPERATING EXPENSE	593	554	1,000	500	500
A 01 14.00 6204 001	RECYCLING EXPENSE	2,500	2,200	2,000	1,000	1,000
A 01 14.00 6205 000	VEHICLE MAINTENANCE	40	72			
A 01 14.00 6206 000	FUEL EXPENSE					
A 01 14.00 6209 000	TRAVEL			100		
A 01 14.00 6210 000	TRAINING			200		
A 01 14.00 6402 000	PHONE	1,380	544	1,350	500	500
A 01 14.00 6402 001	CELL PHONE	1,915	1,532	1,700	1,300	1,400
A 01 14.00 6402 003	INTERNET	630	656	625	550	500
A 01 14.00 6502 000	INSURANCE	2,638	2,719	2,614	2,614	2,700
A 01 14.00 6621 000	COMPUTER MAINTENANCE					
A 01 14.00 6700 000	HIRING EXPENSE	688	13	225	150	150
A 01 14.00 6702 000	CLOTHING EXPENSE	543	420	1,000	500	500
A 01 14.00 6703 000	COMMUNITY CLEAN UP	3,663	3,992	4,000	265	
A 01 14.00 6704 000	CARPET CLEANING - MULTIPLE BUILDINGS	2,081				
A 01 14.00 6990 009	EQUIPMENT FOR SITES	631		8,500		
A 01 14.00 6990 011	COMPUTERS		1,983			
	<b>Total Expenditure</b>	<b>313,631</b>	<b>316,537</b>	<b>329,011</b>	<b>306,859</b>	<b>306,569</b>
	Dollar Change		2,906	12,474	-22,152	-290
	Percent Change		1%	4%	-7%	0%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(313,631)</b>	<b>(316,537)</b>	<b>(329,011)</b>	<b>(306,859)</b>	<b>(306,569)</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 daily 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

		2018 Actual	2019 Actual	2020 Budget	2020 Year End Estimate	2021 Budget
A 01 23.00 6110 000	SALARIES	164,777	169,007	164,070	177,946	166,946
A 01 23.00 6111 000	OVERTIME	200	1,341	250	250	250
	COLA			2,876		2,424
	TOTAL SALARIES	164,977	170,348	167,196	178,196	169,620
A 01 23.00 6120 000	SOCIAL SECURITY EXPENSE	10,153	10,488	10,366	11,048	10,516
A 01 23.00 6130 000	MEDICARE EXPENSE	2,374	2,462	2,424	2,584	2,459
A 01 23.00 6140 000	RETIREMENT EXPENSE	11,376	11,778	13,376	14,256	13,570
A 01 23.00 6150 000	EMPLOYEE HEALTH INSURANCE	18,966	17,964	18,921	18,634	18,988
A 01 23.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	85	85	85
A 01 23.00 6160 000	WORKMANS COMP EXPENSE	630	722	1,000	800	666
A 01 23.00 6167 000	DISABILITY INSURANCE					
A 01 23.00 6201 000	POSTAGE	840	729	1,000	850	900
A 01 23.00 6203 000	OFFICE SUPPLIES	1,668	1,219	1,000	500	500
A 01 23.00 6204 000	OPERATING EXPENSE	64	585	300	300	300
A 01 23.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	139	50	150	50	55
A 01 23.00 6209 000	TRAVEL	1,020	323	1,650		
A 01 23.00 6210 000	TRAINING	594	1,590	900		
A 01 23.00 6402 000	PHONE	1,368	429	1,250	122	125
A 01 23.00 6402 001	CELL PHONE	684	755	720	636	650
A 01 23.00 6402 003	INTERNET	630	656	645	550	500
A 01 23.00 6502 000	INSURANCE	1,580	1,669	1,605	1,605	1,650
A 01 23.00 6611 000	LEASE/PURCHASE EQUIPMENT	192	187	350	120	150
A 01 23.00 6990 001	COMPUTERS/SOFTWARE					
	<b>Total Expenditure</b>	<b>217,333</b>	<b>222,032</b>	<b>222,938</b>	<b>230,336</b>	<b>220,735</b>
	Dollar Change		4,699	906	7,397	-9,601
	Percent Change		2%	0%	3%	-4%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(217,333)</b>	<b>(222,032)</b>	<b>(222,938)</b>	<b>(230,336)</b>	<b>(220,735)</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**

		2018 Actual	2019 Actual	2020 Budget	2020 Year End Estimate	2021 Budget
A 01 26.00 6110 000	SALARIES	129,767	131,902	128,203	130,447	130,447
	COLA			2,244		1,891
	TOTAL SALARIES	129,767	131,902	130,447	130,447	132,338
A 01 26.00 6120 000	SOCIAL SECURITY EXPENSE	8,002	8,136	8,088	8,088	8,205
A 01 26.00 6130 000	MEDICARE EXPENSE	1,871	1,903	1,891	1,891	1,919
A 01 26.00 6140 000	RETIREMENT EXPENSE	8,809	9,073	10,436	10,436	10,587
A 01 26.00 6150 000	EMPLOYEE HEALTH INSURANCE	18,788	17,778	18,602	18,602	18,955
A 01 26.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	72	85	80	85
A 01 26.00 6160 000	WORKMANS COMP EXPENSE	630	722	850	750	666
A 01 26.00 6167 000	DISABILITY INSURANCE					
A 01 26.00 6201 000	POSTAGE	2	4	50		25
A 01 26.00 6203 000	OFFICE SUPPLIES	440	366	500	375	400
A 01 26.00 6204 000	OPERATING EXPENSE	380	184	300	200	200
A 01 26.00 6206 000	FUEL EXPENSE	101	158	350	250	150
A 01 26.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	259	209	285	220	240
A 01 26.00 6209 000	TRAVEL	55		500	56	75
A 01 26.00 6210 000	TRAINING	404	903	1,000	130	400
A 01 26.00 6402 000	PHONE	1,411	499	1,250	422	430
A 01 26.00 6402 003	INTERNET	630	656	650	550	500
A 01 26.00 6502 000	INSURANCE	1,331	1,405	1,351	1,351	1,375
A 01 26.00 6504 000	EMPLOYERS COUNCIL	5,600	5,800	5,800	5,800	5,800
A 01 26.00 6611 000	LEASE/PURCHASE EQUIPMENT	186	179	275	110	150
A 01 26.00 6650 000	EMPLOYEE TRAINING					
	<b>Total Expenditure</b>	<b>178,744</b>	<b>179,949</b>	<b>182,710</b>	<b>179,758</b>	<b>182,501</b>
	Dollar Change		1,205	2,761	-2,952	2,743
	Percent Change		1%	2%	-2%	2%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(178,744)</b>	<b>(179,949)</b>	<b>(182,710)</b>	<b>(179,758)</b>	<b>(182,501)</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 2020, the City's Information Technology operations were outsourced to Phoenix Technology Group.

**01 27-00 INFORMATION TECHNOLOGY**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 27.00 6204 000	COMPUTER VIRUS REIMBURSEMENT		76,836		9,323	
	<b>Total Revenue</b>		<b>76,836</b>		<b>9,323</b>	
A 01 27.00 6204 000	OPERATING EXPENSE	116		175		
A 01 27.00 6402 000	PHONE	1,305	478	450	416	
A 01 27.00 6402 003	INTERNET	630	656	650	550	500
A 01 27.00 6502 000	INSURANCE	634	3,279	750	750	775
A 01 27.00 6610 000	OUTSIDE IT CONTRACTOR	79,384	72,250	140,000	118,500	130,000
A 01 27.00 6409 000	IT CONTINGENCY		2,000	8,000		
A 01 27.00 6705 000	ELETRONIC EQUIPMENT RECYCLING	1,039		1,000		
A 01 27.00 6708 000	COMPUTER SYSTEM CRASH/RECOVERY COST		170,238			
	COMPUTER SECURITY OUTSIDE FIRM				25,000	
A 01 27.00 6990 003	PHONE SYSTEM PURCHASE		30,053			
A 01 27.00 6990 004	HARDWARE		30,644	21,000	23,000	30,000
A 01 27.00 6990 005	SOFTWARE		25,476	27,240	25,500	26,000
A 01 27.00 6990 001	COMPUTERS/SOFTWARE	38,725				
	<b>Total Expenditure</b>	<b>121,833</b>	<b>335,074</b>	<b>199,265</b>	<b>193,716</b>	<b>187,275</b>
	Dollar Change		213,241	-135,809	-5,549	-6,441
	Percent Change		175%	-41%	-3%	-3%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(121,833)</b>	<b>(258,238)</b>	<b>(199,265)</b>	<b>(193,716)</b>	<b>(187,275)</b>



## **Fleet/Vehicle Maintenance Department**

### **Mission Statement**

To provide comprehensive maintenance program to the City's fleet of vehicles 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

**01 48-00 FLEET & VEHICLE MAINTENANCE**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 48.00 3480 000	REIMBURSE VEHICLE MAINTENANCE	34,459	42,486	37,000	42,000	42,000
A 01 48.00 3481 000	REIMBURSE FOR FUEL EXPENSE	87,227	90,208	85,000	60,000	85,000
<b>Total Revenue</b>		<b>121,686</b>	<b>132,694</b>	<b>122,000</b>	<b>102,000</b>	<b>127,000</b>
Dollar Change			11,008	(10,694)	(20,000)	25,000
Percent Change			9%	-8%	-16%	25%
A 01 48.00 6110 000	SALARIES	47,364	44,181	45,602	46,432	43,243
A 01 48.00 6111 000	OVERTIME	367	40	1,800	1,800	1,800
	COLA			830		653
<b>TOTAL SALARIES</b>		<b>47,731</b>	<b>44,221</b>	<b>48,232</b>	<b>48,232</b>	<b>45,696</b>
A 01 48.00 6120 000	SOCIAL SECURITY EXPENSE	2,820	2,670	2,990	2,990	2,833
A 01 48.00 6130 000	MEDICARE EXPENSE	659	624	699	699	663
A 01 48.00 6140 000	RETIREMENT EXPENSE	3,314	3,052	3,859	3,859	3,656
A 01 48.00 6150 000	EMPLOYEE HEALTH INSURANCE	9,291	8,056	9,297	9,297	9,474
A 01 48.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	80	80	80
A 01 48.00 6160 000	WORKMANS COMP EXPENSE	630	722	800	750	666
A 01 48.00 6162 000	CLOTHING ALLOWANCE	408	100	500		250
A 01 48.00 6167 000	DISABILITY INSURANCE					
A 01 48.00 6204 000	OPERATING EXPENSE	5,504	6,033	5,500	5,500	5,500
A 01 48.00 6205 001	VEHICLE PART INVENTORY	44,381	61,734	45,000	45,000	45,000
A 01 48.00 6206 000	FUEL EXPENSE	114,672	105,566	100,000	65,000	100,000
A 01 48.00 6401 000	UTILITIES	3,439	4,573	5,100	4,526	4,800
A 01 48.00 6402 001	CELL PHONE	350	232	410	250	272
A 01 48.00 6502 000	INSURANCE	1,095	2,433	2,340	2,340	2,500
A 01 48.00 6710 000	EQUIPMENT/TIRES	5,930	6,756	7,000	1,200	5,000
A 01 48.00 6711 000	TOOLS	1,778	247	2,500	500	500
<b>Total Expenditure</b>		<b>242,080</b>	<b>247,097</b>	<b>234,307</b>	<b>190,223</b>	<b>226,889</b>
Dollar Change			5,017	-12,790	-44,084	36,666
Percent Change			2%	-5%	-19%	19%
<b>Net Operating Cost</b>		<b>(120,394)</b>	<b>(114,403)</b>	<b>(112,307)</b>	<b>(88,223)</b>	<b>(99,889)</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, Wastewater 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.

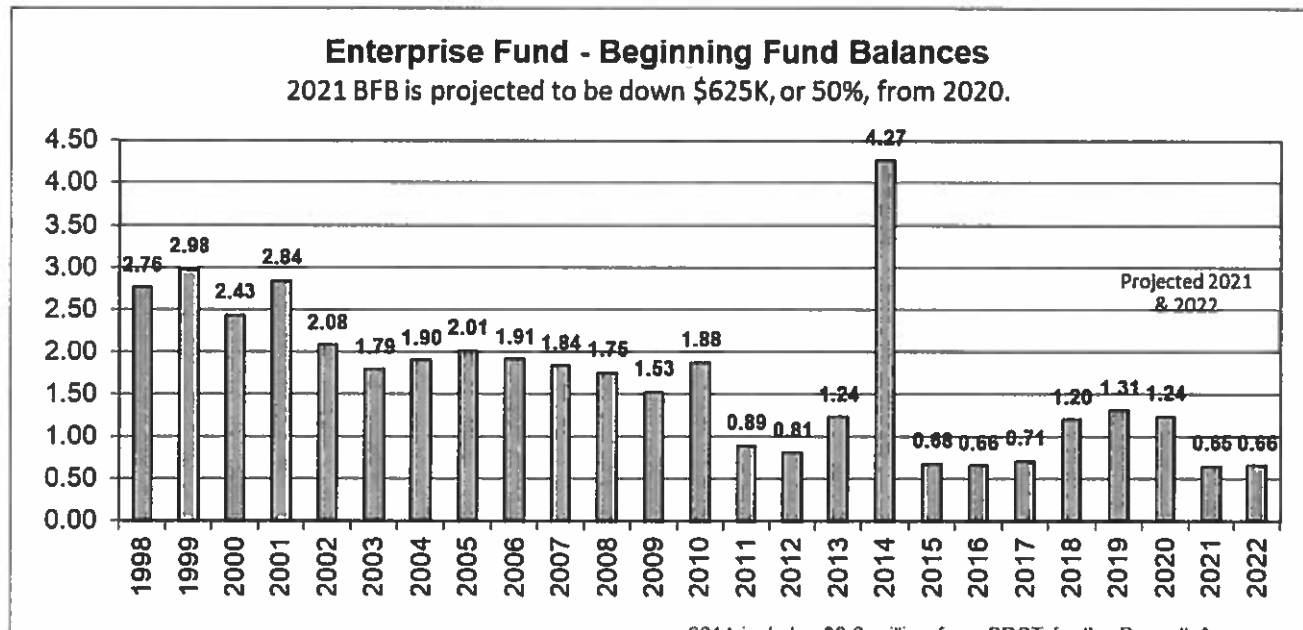
Enterprise Fund	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost
					Surplus or (Deficit)
Public Works (02-10)	1,052,217	82%	635,728	50%	416,489
Capital Projects (02-20)	0		105,755	8%	(105,755)
Waste Water (02-30)	231,328	18%	452,320	35%	(220,992)
Water Treatment (02-50)	0		80,750	6%	(80,750)
<b>Totals</b>	<b>1,283,545</b>	<b>100%</b>	<b>1,274,553</b>	<b>100%</b>	<b>8,992</b>

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

**Estimated Enterprise Fund Balance - 2021**

Projected Beginning Balance	650,000
Revenue:	1,283,545
Expenses:	
Water/Sewer Distribution & Collection Operating (02-10)	635,728
Water/Sewer Distribution & Collection Capital (02-20)	105,755
Waste Water Treatment Plant (02-30)	452,320
Water Treatment Plant (02-50)	80,750
Total Expenses	1,274,553
Excess/(Deficit)	8,992
Projected Ending Fund Balance	658,992

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**  
**2021 Budget Compared to 2020 Budget**

Revenues:			Dollar	Percent
	2021	2020	Change	Change
Water Distribution (Public Wks)	1,052,217	1,808,527	(756,310)	-41.8%
Waste Water Treatment	231,328	230,550	778	0.3%
Total	1,283,545	2,039,076	(755,531)	-37.1%

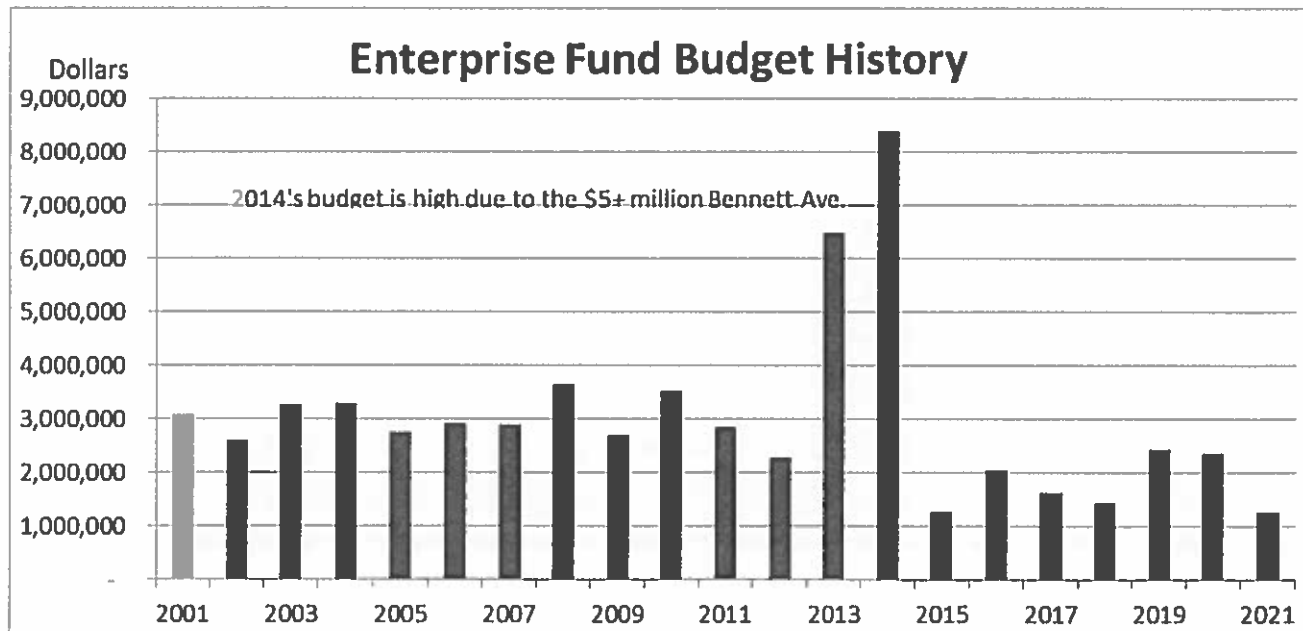
The table below compares this year's Enterprise Fund budgeted expenses to last year's budget.

#### 2021 Budget Compared to 2020 Budget

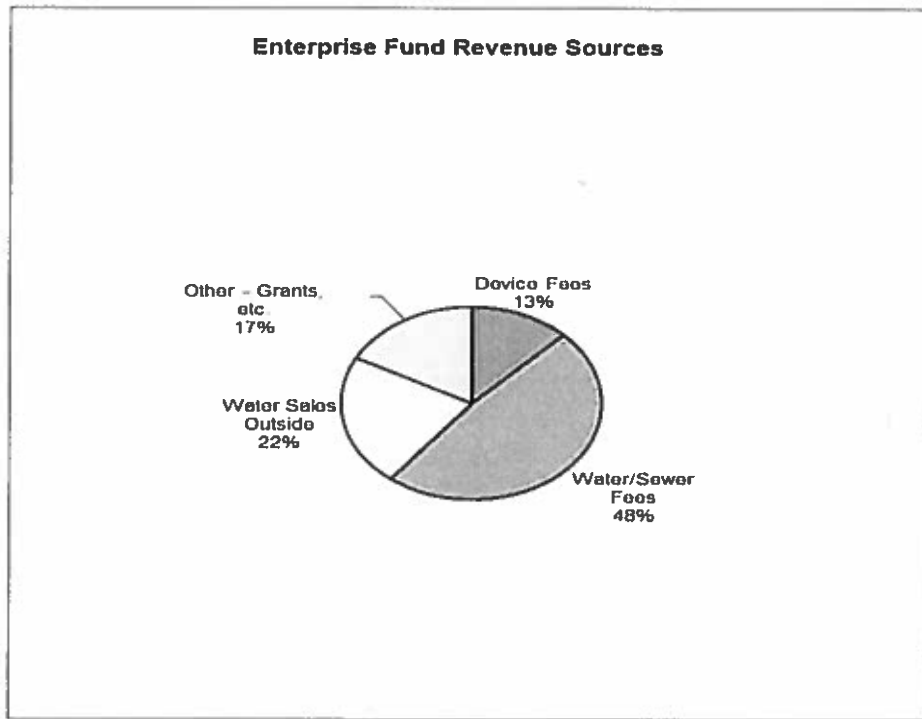
##### Expenses

	2021	2020	Dollar Change	Percent Change
Water/Sewer Distribution	635,728	682,202	(46,474)	-6.8%
Capital Projects	105,755	1,029,653	(923,898)	-89.7%
Waste Water Treatment	452,320	555,730	(103,409)	-18.6%
Water Treatment	80,750	101,098	(20,348)	-20.1%
Total	1,274,553	2,368,683	(1,094,130)	-46.2%

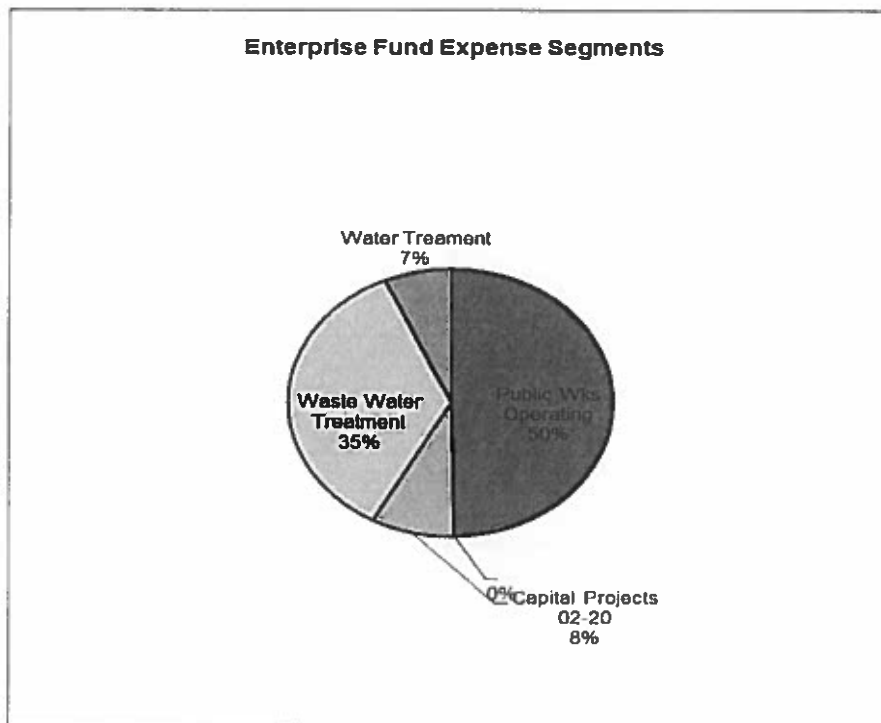
The chart below shows the Enterprise Fund's budget history. 2014 is high due to the \$5+ million Bennett Avenue Revitalization Project.



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



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





## **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**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year-End Estimate	Budget
A 02 10.00 3180 000	DEVICE FEES	399,982	405,211	394,800	296,100	155,453
A 02 10.00 3516 000	REIMBURSEMENT MINE (OPERATING COSTS)	22,771	20,440	22,000	20,000	20,000
A 02 10.00 3600 000	MISC. REVENUE	8,099	9,556	6,000	3,000	6,000
A 02 10.00 3602 001	INTEREST - INVESTMENTS	21,188	23,968	24,000	6,400	9,000
A 02 10.00 3630 000	RESERVOIR LEASE	13,000	13,000	13,000	6,400	6,200
A 02 10.00 3941 000	WATER SALES	364,281	320,420	404,618	384,387	414,177
A 02 10.00 3942 000	LATE CHARGES	5,194	3,197	5,200	1,365	3,000
A 02 10.00 3943 000	CAPITAL IMPROVEMENT FEES	111,982	88,258	117,968	117,968	123,866
A 02 10.00 3945 000	TAP FEES	3,000	6,000	9,000	-	6,000
A 02 10.00 3948 000	SALE OF WATER TO CITY OF VICTOR	167,288	159,482	180,938	180,938	188,175
A 02 10.00 3948 001	SECONDARY MUNI WATER USERS	20,358	15,971	21,000	17,000	18,000
A 02 10.00 3949 000	REESTABLISH WATER CONNECTION	650	150	600	350	600
A 02 10.00 3955 000	SALE OF WATER TO MUNI USERS/MINING	75,865	112,331	109,404	109,404	101,746
	CC&V WATER PURCHASES ABOVE CONTRACT	12,584	81,727			

<b>Total Revenue</b>	<b>1,226,242</b>	<b>1,259,711</b>	<b>1,308,528</b>	<b>1,143,312</b>	<b>1,052,217</b>
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Dollar Change		33,469	48,817	(165,216)	(91,095)
Percent Change		3%	4%	-13%	-8%

A 02 10.00 6110 000	SALARIES	295,575	319,405	309,000	320,670	313,782
A 02 10.00 6111 000	OVERTIME	5,599	8,296	9,000	5,000	6,000
A 02 10.00 6112 000	PAY FOR PERFORMANCE PROGRAM			6,000		
	COLA			5,670		4,637
	<b>TOTAL SALARIES</b>	<b>301,174</b>	<b>327,701</b>	<b>329,670</b>	<b>325,670</b>	<b>324,419</b>
A 02 10.00 6120 000	SOCIAL SECURITY EXPENSE	18,154	19,905	20,440	20,192	20,114
A 02 10.00 6130 000	MEDICARE EXPENSE	4,246	4,655	4,780	4,722	4,704
A 02 10.00 6140 000	RETIREMENT EXPENSE	20,902	23,755	26,374	26,374	25,954
A 02 10.00 6150 000	EMPLOYEE HEALTH INSURANCE	52,286	51,600	55,744	55,744	56,803
A 02 10.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	196	196	450	220	275
A 02 10.00 6160 000	WORKMANS COMP EXPENSE	15,769	18,174	21,000	17,000	16,684
A 02 10.00 6163 000	CLOTHING ALLOWANCE	1,400	1,198	1,000	500	1,000
A 02 10.00 6166 000	DEPENDENT HEALTH CARE	5,456	6,407	11,000	2,800	3,000
A 02 10.00 6167 000	DISABILITY INSURANCE	-				
A 02 10.00 6201 000	POSTAGE	4,039	3,601	4,200	4,000	4,200
A 02 10.00 6203 000	OFFICE SUPPLIES	4,944	4,003	5,200	2,900	3,000
A 02 10.00 6204 000	OPERATING EXPENSE	14,440	14,759	11,000	5,000	10,000
A 02 10.00 6205 000	VEHICLE MAINTENANCE	5,357	5,419	8,000	8,000	5,000
A 02 10.00 6206 000	FUEL EXPENSE	15,254	16,204	18,500	12,000	17,000
A 02 10.00 6207 000	OPERATING EQUIPMENT	6,921	1,018	5,000	1,000	1,000
A 02 10.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	579	400	650	275	300
A 02 10.00 6209 000	TRAVEL	694	305	500	1,000	500
A 02 10.00 6210 000	TRAINING	4,095	3,064	4,000	1,500	1,000
A 02 10.00 6303 000	LEGAL	24,065	12,489	18,000	5,000	8,000
A 02 10.00 6304 000	AUDITOR	2,674	2,615	3,200	3,200	3,600
A 02 10.00 6311 000	BILLING SOFTWARE SUPPORT	5,946	12,115	6,000	11,000	6,000
A 02 10.00 6312 000	AUTOCAD MAINTENCE CONTRACT	3,913	2,489	4,000	2,323	2,700
A 02 10.00 6401 000	UTILITIES	50,445	67,989	46,000	46,000	47,000
A 02 10.00 6402 000	PHONE	2,479	3,129	3,000	2,400	2,400
A 02 10.00 6402 001	CELL PHONES	4,141	3,388	4,300	2,700	3,000
A 02 10.00 6402 003	INTERNET	630	656	650	550	500
A 02 10.00 6409 000	CONTINGENCY		132	20,000		15,000
A 02 10.00 6502 000	INSURANCE	37,985	41,554	40,020	43,000	43,500
A 02 10.00 6611 000	LEASE PURCHASE EQUIPMENT	149	144	125	125	125
A 02 10.00 6612 000	PAYROLL VENDOR	1,119	1,079	1,100	900	950
A 02 10.00 6630 000	BUILDING MAINTENANCE	6,146	2,736	2,300	1,000	2,000
A 02 10.00 6640 000	COST OF SALE PARTS TO THE PUBLIC	-	-	500	500	500
A 02 10.00 6700 000	HIRING EXPENSE	215	24	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>620,813</b>	<b>657,903</b>	<b>682,202</b>	<b>613,095</b>	<b>635,728</b>
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Dollar Change		37,090	24,299	-69,108	22,633
Percent Change		6%	4%	-10%	4%

<b>Net Operating Cost - Surplus/(Deficit)</b>	<b>605,429</b>	<b>601,808</b>	<b>626,326</b>	<b>530,217</b>	<b>416,489</b>
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**02 20:00 WATER/SEWER DISTRIBUTION AND COLLECTION CAPITAL**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 20.00 3100 000	DOLA BENNETT AVENUE PROJECT GRANT			500,000	485,000	
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>485,000</b>	<b>0</b>
A 02 20.00 6507 000	LEAK DETECTION SERVICE					
A 02 20.00 6510 000	MATCHING \$FOR SEWER CAMERA GRANT					
A 02 20.00 6636 001	INTEREST EXPENSE 92 USDA	38,977	163			
A 02 20.00 6638 001	INTEREST 1997 USDA	22,151	10,246			
A 02 20.00 6638 002	INTEREST 2019-A BONDS		16,164	30,153	30,153	28,755
	PRINCIPAL PAYMENT 1992	30,200				
	PRINCIPAL PAYMENT 1997	12,700				
A 02 20.00 6638 003	PRINCIPAL 2019-A			65,000	65,000	65,000
A 02 20.00 6642 000	BONDS REFINANCE COST		40,104			
A 02 20.00 6643 000	DEFFERED LOSS ON REFUNDING		11,639			
A 02 20.00 6651 000	FOREST SERVICE COST- LEASE	511	6,724	4,500	4,500	4,500
A 02 20.00 6980 000	CAPITAL WATER RIGHTS	3,355	6,234	5,000	5,000	2,500
A 02 20.00 6990 048	MISC. EQUIPMENT				9,693	
A 02 20.00 6995 000	MISC ENGINEERING FEES	2,409	528	10,000	500	
A 02 20.00 6997 001	WATER MAINS		2,755	35,000	2,000	
A 02 20.00 6998 000	UNALLOCATED FOR PROJECTS	7,134	582			
A 02 20.00 6998 001	WATER METER PROJECT					
A 02 20.00 6998 013	RESERVOIR #2					
A 02 20.00 6998 070	GILLETTE WELLS		20	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	963,893	
A 02 20.00 6990 065	TRACTOR					
	<b>Total Expenditure</b>	<b>117,437</b>	<b>95,159</b>	<b>1,029,653</b>	<b>1,085,739</b>	<b>105,755</b>
	Dollar Change		-22,278	934,494	56,086	-979,984
	Percent Change		-19%	982%	5%	-90%

## **Water/Wastewater 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 Wastewater 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.

#### **Wastewater 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
Treatment Plant Operator	Full Time
Treatment Plant Operator	Full Time
Plant Operations Intern	Not filling in 2021

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

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 30.00 3600 000	MISCELLANEOUS REVENUE		133			
A 02 30.00 3940 000	SEWER REVENUE	179,530	199,604	198,450	188,528	203,138
A 02 30.00 3942 000	LATE CHARGES	2,139	1,317	2,100	1,300	1,400
A 02 30.00 3943 000	CAPITAL IMPROVEMENT FEES	18,711	15,251	21,000	19,800	20,790
A 02 30.00 3945 000	TAP FEES	3,000	6,000	9,000	3,000	6,000
A 02 30.00 3947 000	SALE OF ASSET		320			
<b>Total Revenue</b>		<b>203,380</b>	<b>222,625</b>	<b>230,550</b>	<b>212,628</b>	<b>231,328</b>
Dollar Change			19,245	7,925	(17,923)	18,701
Percent Change			9%	4%	-8%	9%
A 02 30.00 6110 000	SALARIES	187,896	172,400	158,000	158,000	157,144
A 02 30.00 6111 000	OVERTIME	2,631	3,025	5,000	1,500	3,200
	COLA			2,853		2,325
<b>TOTAL SALARIES</b>		<b>190,527</b>	<b>175,425</b>	<b>165,853</b>	<b>159,500</b>	<b>162,669</b>
A 02 30.00 6120 000	SOCIAL SECURITY	11,410	10,384	10,283	9,889	10,085
A 02 30.00 6130 000	MEDICARE	2,669	2,429	2,405	2,313	2,359
A 02 30.00 6140 000	RETIREMENT EXPENSE	12,818	12,442	13,268	13,723	13,014
A 02 30.00 6150 000	EMPLOYEE HEALTH INSURANCE	30,938	27,504	27,968	26,090	26,586
A 02 30.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	117	130	130	130
A 02 30.00 6160 000	WORKERS COMP	5,107	5,855	6,500	6,000	5,403
A 02 30.00 6162 000	CLOTHING ALLOWANCE	148	229	300	300	300
A 02 30.00 6166 000	DEPENDENT HEALTHCARE		2,298		4,226	4,500
A 02 30.00 6167 000	DISABILITY INSURANCE					
A 02 30.00 6203 000	OFFICE SUPPLIES	1,005	798	1,500	600	800
A 02 30.00 6204 000	OPERATING EXPENSE	1,935	2,028	3,000	1,750	2,200
A 02 30.00 6205 000	VEHICLE MAINTENANCE	3,256	612	3,000	1,200	1,500
A 02 30.00 6206 000	FUEL EXPENSE	2,105	2,229	1,800	2,100	2,200
A 02 30.00 6209 000	TRAVEL			500		250
A 02 30.00 6210 000	TRAINING	1,083	2,090	2,500	1,215	2,000
A 02 30.00 6271 000	TESTING	25,992	25,548	25,000	26,200	26,500
A 02 30.00 6272 000	PERMITS	4,583	2,912	3,000	3,000	3,000
A 02 30.00 6273 000	REPLACEMENT SYSTEM PARTS	4,649	1,683	10,000	2,800	5,000
A 02 30.00 6275 000	TOOLS & EQUIPMENT - SYSTEM	675	2,126	3,000	1,100	2,500
A 02 30.00 6280 000	TREATMENT PLANT IMPROVEMENTS	890	994	11,500	0	5,000
A 02 30.00 6281 000	TREATMENT PLANT SUPPLIES	5,805	2,834	5,500	5,500	5,500
A 02 30.00 6282 000	TOOLS & EQUIPMENT	984	147	1,500	500	1,000
A 02 30.00 6283 000	IMPROVEMENT PLANT PARTS	0		500	500	500
A 02 30.00 6284 000	SLUDGE HAULING	57,975	62,644	68,340		
A 02 30.00 6287 000	BIO SOLIDS REMOVAL STUDY	18,291	161		161	
A 02 30.00 6303 000	LEGAL EXPENSE				1,300	
A 02 30.00 6304 000	AUDITOR FEES	2,862	2,398	3,100	2,700	3,000
A 02 30.00 6305 000	PROFESSIONAL SERVICES	0		3,200	500	1,500
A 02 30.00 6401 000	UTILITIES	93,860	87,229	97,000	81,675	82,000
A 02 30.00 6402 000	PHONE	2,222	2,713	4,100	200	250
A 02 30.00 6401 000	CELL PHONE	156	575	650	420	475
A 02 30.00 6402 003	INTERNET	630	656	645	550	500
A 02 30.00 6502 000	INSURANCE	25,505	26,509	22,988	22,988	24,000
A 02 30.00 6612 000	PAYROLL VENDOR	1,119	1,079	1,100	868	1,000
A 02 30.00 6700 000	HIRING EXPENSE	152	105	100	100	100
A 02 30.00 6910 000	BUILDING MAINTENANCE		6,190			
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					
A 02 30.00 6990 020	SNOWPLOW BLADE			6,000		6,000
A 02 30.00 6996 000	CHEMICAL TREATMENT	53,571	48,339	45,000	40,000	46,000
<b>Total Expenditure</b>		<b>567,539</b>	<b>523,782</b>	<b>555,730</b>	<b>424,598</b>	<b>452,320</b>
Dollar Change			-43,757	31,948	-131,132	27,722
Percent Change			-8%	6%	-24%	7%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(364,159)</b>	<b>(301,157)</b>	<b>(325,180)</b>	<b>(211,971)</b>	<b>(220,992)</b>

## 02 50-00 WATER TREATMENT PLANT

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 50.00 3515 000	COLORADO WATER RESOURCES GRANT					
A 02 50.00 3515 001	DOLA ENERGY/MINERAL IMPACT FUND GRANT					
	<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
A 02 50.00 6201 000	POSTAGE	469	660	700	840	900
A 02 50.00 6203 000	OFFICE SUPPLIES	295	17	275	200	250
A 02 50.00 6204 000	OPERATING EXPENSE	936	2,520	1,500	300	1,000
A 02 50.00 6205 000	VEHICLE MAINTENANCE	197		500	100	125
A 02 50.00 6206 000	FUEL EXPENSE					
A 02 50.00 6207 000	OPERATING EQUIPMENT			600	300	400
A 02 50.00 6209 000	TRAVEL			500		500
A 02 50.00 6210 000	TRAINING	320	1,746	1,000	571	700
A 02 50.00 6271 000	TESTING	11,078	7,368	11,500	7,500	7,700
A 02 50.00 6272 000	PERMITS	944	925	1,100	1,000	1,100
A 02 50.00 6273 000	REPLACEMENT SYSTEM PARTS	3,153	4,273	4,000	3,000	3,200
A 02 50.00 6275 000	TOOLS & EQUIPMENT	592	87	600	450	600
A 02 50.00 6280 000	TREATMENT PLANT IMPROVEMENTS	8,878	1,395	5,500	3,000	4,000
A 02 50.00 6281 000	TREATMENT PLANT SUPPLIES	1,993	367	2,100	2,100	2,100
A 02 50.00 6305 000	PROFESSIONAL SERVICES	2,248				
A 02 50.00 6401 000	UTILITIES	18,613	20,720	20,000	20,000	20,125
A 02 50.00 6402 000	PHONE	2,159	1,975	2,050	1,308	1,350
A 02 50.00 6502 000	INSURANCE	3,669	3,304	3,173	3,173	3,200
A 02 50.00 6910 000	BUILDING MAINTENANCE		2,090			
A 02 50.00 6925 000	GOLD KING	295		5,500	2,000	3,500
A 02 50.00 6990 001	COMPUTER				1,086	
A 02 50.00 6990 002	SCAD ALARM				173	
A 02 50.00 6990 019	SAMPLE POINT RELOCATION PROJECT					
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	65	15,000
A 02 50.00 6990 023	M3 CHEMICAL FEED PUMP					
A 02 50.00 6990 024	WELL #4			15,000		
A 02 50.00 6996 000	CHEMICAL TREATMENT	16,307	8,551	15,500	15,250	15,000
	<b>Total Expenditure</b>	<b>81,020</b>	<b>55,998</b>	<b>101,098</b>	<b>62,416</b>	<b>80,750</b>
	Dollar Change		-25,022	45,100	-38,682	18,334
	Percent Change		-31%	81%	-38%	29%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(81,020)</b>	<b>(55,998)</b>	<b>(101,098)</b>	<b>(62,416)</b>	<b>(80,750)</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 ensure 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	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost
					Surplus or (Deficit)
Historic Preservation /Planning	681,710	70%	278,063	28%	403,647
Historic Butte Theater	242,100	25%	422,928	43%	(180,828)
Heritage Center Operation	9,125	1%	136,122	14%	(126,997)
Jail Museum	46,850	5%	122,827	13%	(75,977)
Rail Car Information Center		0%	18,611	2%	(18,611)
<b>Totals</b>	<b>979,785</b>	<b>100%</b>	<b>978,551</b>	<b>100%</b>	<b>1,234</b>

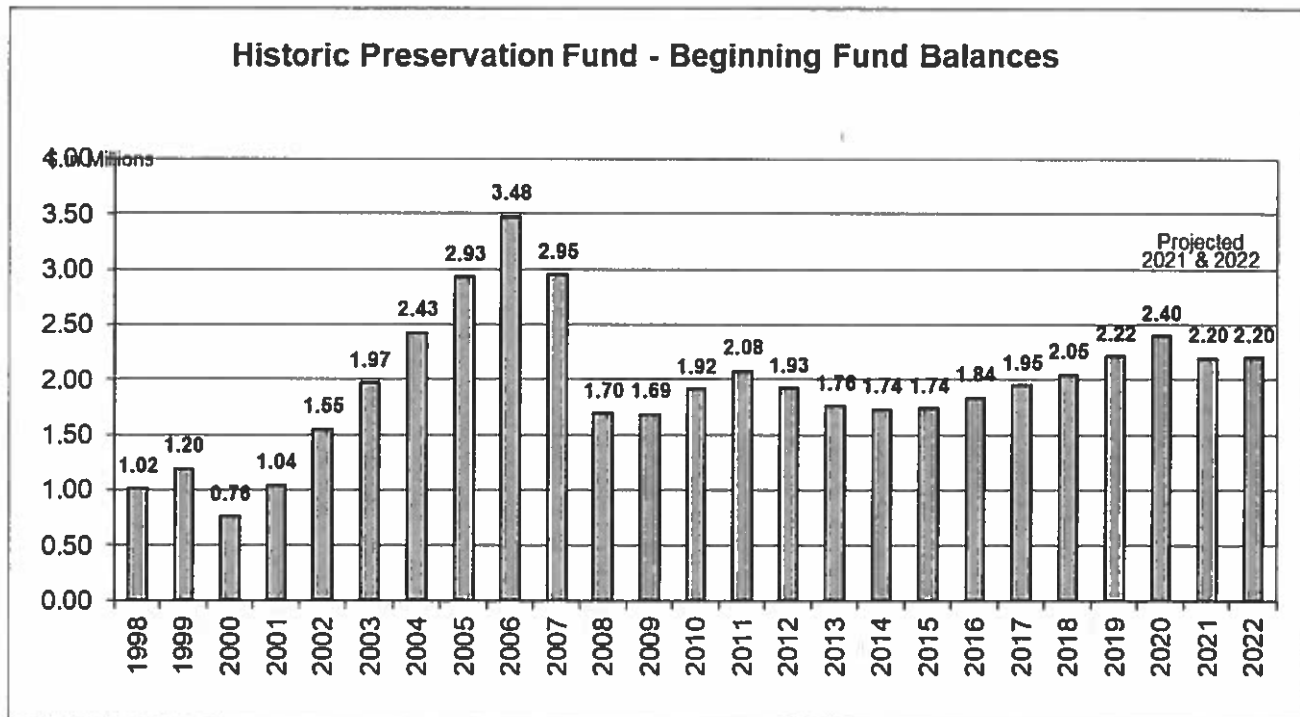


The following table outlines the estimated beginning and ending fund balances for the Historic Preservation Fund.

**Estimated Historic Preservation Fund Balance - 2021**

Projected Beginning Balance	2,200,000
Revenue:	
Historic Preservation (08-30)	681,710
Historic Butte Theater (08-43)	242,100
Jail Museum (08-50)	46,850
Heritage Center Operations (08-60)	<u>9,125</u>
Total Revenue	979,785
Expenses:	
Historic Preservation (08-30)	278,063
Historic Butte Theater (08-43)	422,928
Jail Museum (08-50)	122,827
Heritage Center Operations (08-60)	136,122
Train Car (08-80)	<u>18,611</u>
Total Expenses	978,551
Excess/(Deficit)	1,234
Projected Ending Fund Balance	2,201,234

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

#### 2021 Budget Compared to 2020 Budget

Revenues:			Dollar	Percent
	2021	2020	Change	Change
Historic Preservation (08-30)	681,710	954,170	(272,460)	-28.6%
Historic Butte Theater	242,100	242,100	-	0.0%
Heritage Center Operations	9,125	9,125	-	0.0%
Jail Museum	46,850	41,850	5,000	11.9%
Rail Car Information Center	-	-	-	-
<b>Total</b>	<b>979,785</b>	<b>1,247,245</b>	<b>(267,460)</b>	<b>-21.4%</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.

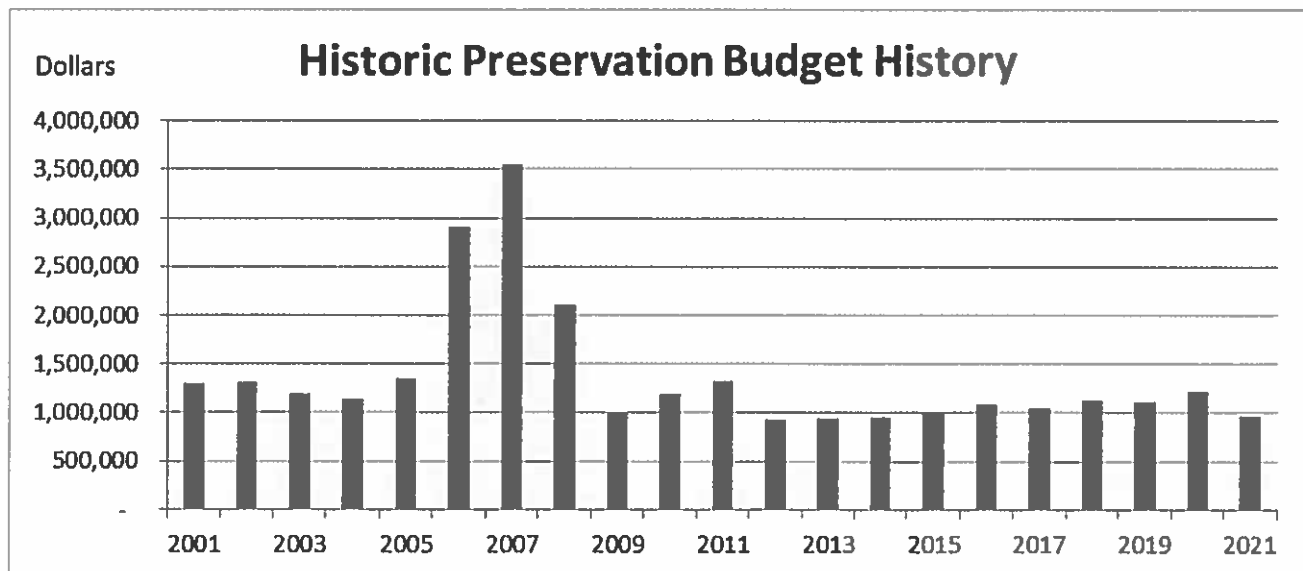
#### Historic Preservation

#### 2021 Budget Compared to 2020 Budget

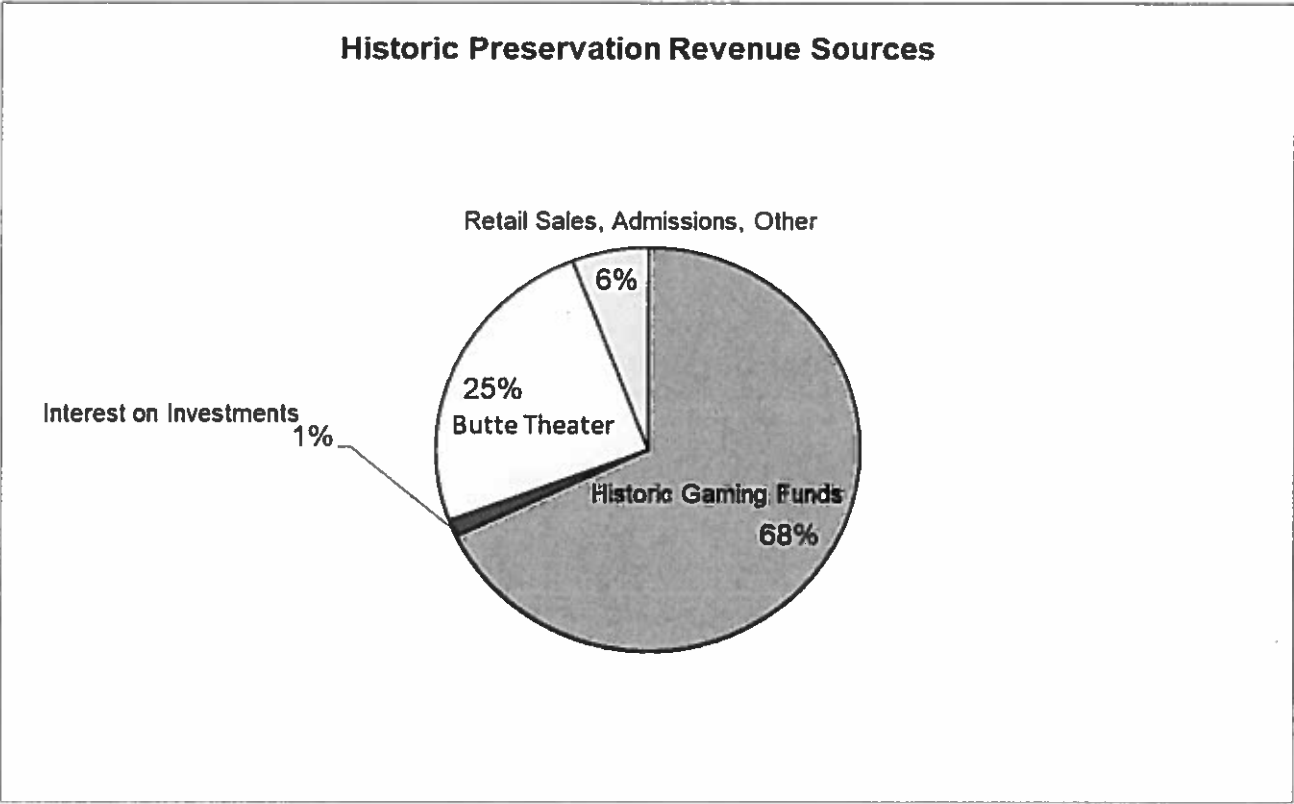
#### Expenses

	2021	2020	Dollar Change	Percent Change
Historic Preservation (08-30)	278,063	383,892	(105,829)	-27.6%
Historic Butte Theater	422,928	448,597	(25,669)	-5.7%
Heritage Center Operations	136,122	192,396	(56,274)	-29.2%
Jail Museum	122,827	125,933	(3,106)	-2.5%
Rail Car Information Center	18,611	67,439	(48,828)	-72.4%
Total	978,551	1,218,257	(239,706)	-19.7%

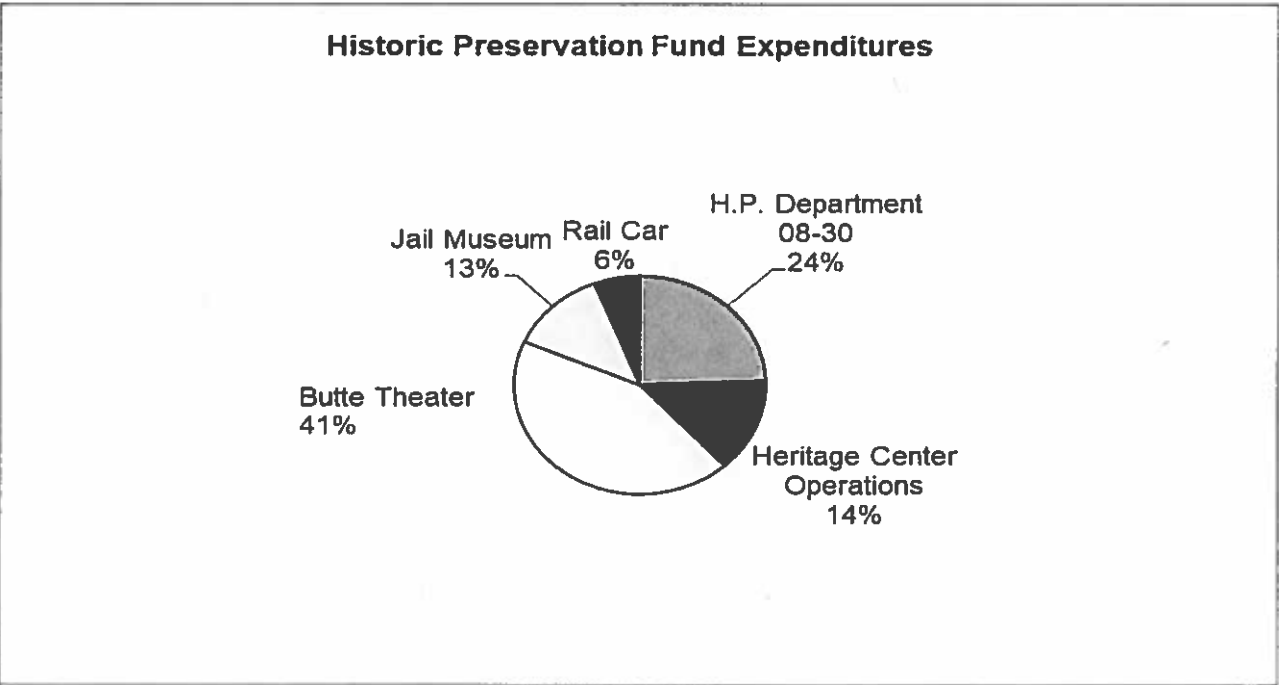
The following chart outlines the Historic Preservation Fund's budget history.



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 ensure 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**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 30.00 3370 000	HISTORIC FUND GAMING TAX DISTRIB.	865,528	882,947	905,020	498,136	662,210
A 08 30.00 3383 000	CEMETARY REVENUE	8,300	5,509	5,000	5,000	5,000
A 08 30.00 3600 000	MISC. REVENUE	4,470	1,327	150	1,500	1,500
A 08 30.00 3602 001	INTEREST - INVESTMENTS	35,037	43,122	44,000	15,050	13,000
<b>Total Revenue</b>		<b>913,335</b>	<b>932,905</b>	<b>954,170</b>	<b>519,686</b>	<b>681,710</b>
Dollar Change			19,570	21,265	-434,485	162,025
Percent Change			2%	2%	-46%	31%
A 08 30.00 6110 000	SALARIES	53,962	57,801	55,127	56,188	55,588
A 08 30.00 6111 000	OVERTIME	405	240	500	500	500
A 08 30.00 6112 000	PFP POOL			5,000		
	COLA			1,061		813
	<b>TOTAL SALARIES</b>	<b>54,367</b>	<b>58,041</b>	<b>61,688</b>	<b>56,688</b>	<b>56,901</b>
A 08 30.00 6120 000	SOCIAL SECURITY EXPENSE	3,320	3,484	3,825	3,515	3,528
A 08 30.00 6130 000	MEDICARE EXPENSE	776	815	894	822	825
A 08 30.00 6140 000	RETIREMENT EXPENSE	3,401	3,658	4,935	4,535	4,552
A 08 30.00 6150 000	HEALTH INSURANCE	9,300	8,813	9,396	9,396	9,575
A 08 30.00 6155 000	EMPLOYEE ASSITANCE PROGRAM	39	39	50	50	50
A 08 30.00 6160 000	WORKERS COMP.	704	807	1,350	875	745
A 08 30.00 6167 000	DISABILITY INSURANCE	0	0	265		
A 08 30.00 6203 000	OFFICE SUPPLIES	123	319	600	300	300
A 08 30.00 6204 000	OPERATING EXPENSE	431	307	1,500	500	550
A 08 30.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS					
A 08 30.00 6209 000	TRAVEL	0	0	1,000		500
A 08 30.00 6210 000	TRAINING	30	0	250		250
A 08 30.00 6303 000	LEGAL EXPENSE					
A 08 30.00 6304 000	AUDITOR	3,674	3,785	3,900	3,700	3,900
A 08 30.00 6401 000	UTILITIES	932	936	1,250	1,000	1,150
A 08 30.00 6402 000	PHONE	1,546	1,070	1,000	1,220	1,150
A 08 30.00 6402 003	INTERNET	630	656	650	550	500
A 08 30.00 6409 000	CONTINGENCY	0		10,000		35,000
A 08 30.00 6412 000	CPI CONFERENCE	3,546	1,183	1,200		1,200
A 08 30.00 6502 000	INSURANCE	6,990	4,953	4,764	6,800	7,000
A 08 30.00 6611 000	LEASE/PURCHASE EQUIPMENT	525	371	375	200	250
A 08 30.00 6612 000	PAYROLL VENDOR	2,087	2,105	2,500	1,500	1,700
A 08 30.00 6700 000	HIRING EXPENSE	120	109			
A 08 30.00 6703 000	DANGEROUS BUILDING EXPENSE					
A 08 30.00 6800 004	TRANSFER TO GENERAL FUND	100,000	100,000	75,000	75,000	75,000
A 08 30.00 6850 000	COMMERCIAL GRANTS	2,700		30,000		
A 08 30.00 6850 007	COM GRNT 9494 STORE		10,200			
A 08 30.00 6890 000	UNALLOCATED HP FUNDS		349			
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	26,250
A 08 30.00 6910 004	HOMESTEAD MUSEUM FUNDING	20,000	8,000	8,000	7,000	4,594
A 08 30.00 6910 006	ELKS #316 RESTORATION/MATCHING \$		0			
A 08 30.00 6910 012	CEMETERY PROGRAM	3,276	1,450	5,000	5,000	1,500
A 08 30.00 6910 014	DISTRICT MUSEUM MATCHING GRANT FUNDS	15,000	5,973	0	0	0
A 08 30.00 6910 015	PRESERVATION WEEK					
A 08 30.00 6910 032	VICTORIAN LADY (MAINTENANCE)	837	66	5,000		
A 08 30.00 6910 046	GOLD BELT SENIC BY-WAY	5,000	5,000	5,000	5,000	3,280
A 08 30.00 6911 029	CITY HISTORIC BUILDINGS	1,413	22	1,500	9,994	36,000
A 08 30.00 6925 000	HISTORIC STREET AMBIANCE	2,000	2,000	2,000	2,000	1,313
A 08 30.00 6950 000	RESIDENTIAL GRANT PROGRAM	14,875	29,688	100,000	30,000	0
A 08 30.00 6990 033	CEMETARY EQUIPMENT	85	315	1,000	500	500
A 08 30.00 6990 045	FIRE DEPARTMENT BUILDING REPAIRS					
<b>Total Expenditure</b>		<b>297,727</b>	<b>294,514</b>	<b>383,892</b>	<b>266,145</b>	<b>278,063</b>
Dollar Change			-3,213	89,378	-117,748	11,918
Percent Change			-1%	30%	-31%	4%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>615,608</b>	<b>638,391</b>	<b>570,278</b>	<b>253,541</b>	<b>403,647</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**

		2018 Actual	2019 Actual	2020 Budget	2020 Year End Estimate	2021 Budget
A 08 43.00 3111 000	RETAILS SALES					
A 08 43.00 3115 000	FACILITY LEASE BUTTE THEATER FOUNDATION	200,000	200,000			
A 08 43.00 3200 000	MELODRAMA			53,000	-	53,000
A 08 43.00 3210 000	SUMMER SHOW #2			45,000	-	45,000
A 08 43.00 3212 000	FALL SHOW			27,500	-	27,500
A 08 43.00 3215 000	HALLOWEEN SHOW			50,000		50,000
A 08 43.00 3220 000	CHRISTMAS SHOW			53,000		53,000
A 08 43.00 3600 000	MISC REVENUE	2,397		1,000		1,000
A 08 43.00 3116 000	COMMUNITY SHOWS			12,600	-	12,600
A 08 43.00 3601 000	SPONSORSHIPS		2,000		0	
	<b>Total Revenue</b>	<b>202,397</b>	<b>202,000</b>	<b>242,100</b>	<b>0</b>	<b>242,100</b>
	Dollar Change		(397)	40,100	(242,100)	242,100
	Percent Change		0%	20%	-100%	
A 08 43.00 6110 000	SALARIES	56,685	55,945	57,532	57,532	57,141
	COLA			1,726	1,726	829
	<b>TOTAL SALARIES</b>	<b>56,685</b>	<b>55,945</b>	<b>59,258</b>	<b>59,258</b>	<b>57,970</b>
A 08 43.00 6120 000	SOCIAL SECURITY EXPENSE	3,491	3,451	3,674	3,674	3,674
A 08 43.00 6130 000	MEDICARE EXPENSE	816	807	859	859	859
A 08 43.00 6140 000	RETIREMENT EXPENSE	3,376	3,628	3,704	3,704	3,704
A 08 43.00 6150 000	HEALTH INSURANCE EXPENSE	9,300	8,813	9,353	9,353	9,353
A 08 43.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	39	45	45	45
A 08 43.00 6160 000	WORKERS COMP	704	807	1,200	1,000	745
A 08 43.00 6164 000	PRINTING	-	-			
A 08 43.00 6167 000	DISABILITY INSURANCE	-	-	0		0
A 08 43.00 6201 000	POSTAGE	50	-	48	100	100
A 08 43.00 6203 000	OFFICE SUPPLIES	503	280	300	150	300
A 08 43.00 6204 000	OPERATING EXPENSE	3,265	4,974	4,000	3,700	3,700
A 08 43.00 6209 000	TRAVEL	-	1,219	100	0	0
A 08 43.00 6401 000	UTILITIES	24,458	31,135	30,500	31,500	31,750
A 08 43.00 6402 000	PHONE	3,562	3,299	3,400	2,750	2,800
A 08 43.00 6402 001	CELL PHONES	631	635	575	528	528
A 08 43.00 6502 000	INSURANCE	6,491	6,386	6,141	6,141	6,300
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		
A 08 43.00 6611 002	OTHER COSTS STAR BUILDING	3,673	3,980	3,700	3,700	3,800
A 08 43.00 6621 000	ELEVATOR MAINTENANCE	1,213	940	1,100	1,100	1,200
A 08 43.00 6409 000	CONTINGENCY			15,000		
A 08 43.00 6710 000	PROFESSIONAL SEASON/PROD. CO.			280,000	83,750	280,000
A 08 43.00 6800 000	MELODRAMA					
A 08 43.00 6801 000	COMMUNITY SHOWS (Jan - May)			15,600		12,600
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					
A 08 43.00 6825 004	TATC STAGE MGR/BOX OFFICE					
A 08 43.00 6910 000	BUILDING MAINTENANCE	1,341	7,677	5,000	1,200	3,500
A 08 43.00 6920 000	BUTTE THEATER FOUNDATION DONATION	280,000	280,000			
A 08 43.00 6990 001	OPERA HOUSE LIGHTING EQUIPMENT					
A 08 43.00 6990 002	BUTTE SOUND SYSTEM	4,941	150			
	<b>Total Expenditure</b>	<b>409,579</b>	<b>419,205</b>	<b>448,597</b>	<b>212,512</b>	<b>422,928</b>
	Dollar Change		9,626	29,392	-236,085	210,416
	Percent Change		2%	7%	-53%	99%
	<b>Net Operating Cost - Surplus/(Deficit)</b>	<b>(207,182)</b>	<b>(217,205)</b>	<b>(206,497)</b>	<b>(212,512)</b>	<b>(180,828)</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

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 60.00 3140 000	FACILITY RENTAL	2,925	2,620	2,500	1,050	2,500
A 08 60.00 3160 000	DONATIONS	7,108	7,510	6,500	2,614	6,500
A 08 60.00 3600 000	MISC. REVENUE	123	209	125	251	125
<b>Total Revenue</b>		<b>10,156</b>	<b>10,339</b>	<b>9,125</b>	<b>3,915</b>	<b>9,125</b>
Dollar Change			183	-1,214	-5,210	5,210
Percent Change			2%	-12%	-57%	133%
A 08 60.00 6110 000	SALARIES	61,215	49,879	78,387	60,921	60,921
A 08 60.00 6111 000	OVERTIME	30	5			
	COLA			1,372		883
	<b>TOTAL SALARIES</b>	<b>61,245</b>	<b>49,884</b>	<b>79,759</b>	<b>60,921</b>	<b>61,804</b>
A 08 60.00 6120 000	SOCIAL SECURITY EXPENSE	3,698	2,699	4,945	3,777	3,832
A 08 60.00 6130 000	MEDICARE EXPENSE	865	648	1,157	883	896
A 08 60.00 6140 000	RETIREMENT EXPENSE	1,410	2,191	2,700	2,700	2,700
A 08 60.00 6150 000	HEALTH INSURANCE	4,008	8,527	9,228	8,900	9,069
A 08 60.00 6155 000	EMPLOYEE ASSITANCE PROGRAM	156	156	165	165	165
A 08 60.00 6166 000	DEPENDENT HEALTHCARE	2,033	3,932	5,000	2,700	2,800
A 08 60.00 6160 000	WORKERS COMP.	2,463	2,824	2,700	2,700	2,606
A 08 60.00 6164 000	PRINTING & COPYING	-		250	250	250
A 08 60.00 6167 000	DISABILITY INSURANCE	-				
A 08 60.00 6203 000	OFFICE SUPPLIES	2,227	680	1,500	500	1,000
A 08 60.00 6204 000	OPERATING EXPENSE	3,038	7,849	2,700	1,100	2,700
A 08 60.00 6208 000	POSTAGE	47	40			
A 08 60.00 6209 000	TRAVEL					
A 08 60.00 6210 000	TRAINING		225			
A 08 60.00 6211 000	AFFILIATIONS/SUBSCRIPTIONS	235	289	325	300	300
A 08 60.00 6212 000	ALARM SYSTEM	1,046	1,307	1,050	1,000	1,000
A 08 60.00 6401 000	UTILITIES	18,099	17,635	21,000	18,000	18,500
A 08 60.00 6402 000	PHONE	1,789	848	3,500	0	0
A 08 60.00 6402 003	INTERNET	630	656	650	550	500
A 08 60.00 6502 000	INSURANCE	2,638	2,930	2,818	2,818	2,900
A 08 60.00 6510 000	COFFEE/WATER SERVICE	1,383	1,352	1,200	1,375	1,375
A 08 60.00 6530 000	BUILDING MAINTENANCE	420	3,150	25,000	2,048	0
A 08 60.00 6530 001	DISPLAY MAINTENANCE	2,368	2,473	5,000		2,500
A 08 60.00 6550 000	UNIFORMS	1,078	-	600	100	200
A 08 60.00 6565 000	PIKES PEAK COUNTRY ATTRACTIONS	18,975	18,456	18,500	18,200	18,500
A 08 60.00 6611 000	LEASED EQUIPMENT	143	146	200	200	200
A 08 60.00 6621 000	ELEVATOR MAINTENANCE	2,052	2,798	2,150	2,150	2,150
A 08 60.00 6700 000	HIRING EXPENSE	743	126	300	150	175
A 08 60.00 6710 000	NEW SIGNS		5,000			
A 08 60.00 6990 002	SIDEWALK REPAIRS	10,230				
<b>Total Expenditure</b>		<b>143,019</b>	<b>136,821</b>	<b>192,396</b>	<b>131,487</b>	<b>136,122</b>
Dollar Change			-6,198	55,575	-60,909	4,635
Percent Change			-4%	41%	-32%	4%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(132,863)</b>	<b>(126,482)</b>	<b>(183,271)</b>	<b>(127,572)</b>	<b>(126,997)</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	Various part-time staff
Heritage Tourism Assistant	Part Time Seasonal

**08 50:00 JAIL MUSEUM**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year-End Estimate	Budget
A 08 50.00 3110 000	RETAIL SALES	15,494	21,067	15,000	11,500	15,000
A 08 50.00 3112 000	ADMISSIONS	25,025	29,508	22,000	16,000	22,000
A 08 50.00 3114 000	OVERNIGHT STAY PROGRAM	4,530	3,300	3,500	1,500	3,500
A 08 50.00 3115 000	EVENT MERCHANDISE SALES				6,700	5,000
A 08 50.00 3160 000	DONATIONS	1,290	1,295	1,200	500	1,200
A 08 50.00 3600 000	MISC. REVENUE		390	150	1259	150
<b>Total Revenue</b>		<b>46,339</b>	<b>55,560</b>	<b>41,850</b>	<b>37,459</b>	<b>46,850</b>
Dollar Change			9,221	-13,710	-4,391	9,391
Percent Change			20%	-25%	-10%	25%
A 08 50.00 6110 000	SALARIES	73,414	80,759	73,273	74,555	74,555
A 08 50.00 6111 000	OVERTIME	14	5			
	COLA			1,282		1,081
	<b>TOTAL SALARIES</b>	<b>73,428</b>	<b>80,764</b>	<b>74,555</b>	<b>74,555</b>	<b>75,636</b>
A 08 50.00 6120 000	SOCIAL SECURITY EXPENSE	4,542	4,986	4,622	4,622	4,689
A 08 50.00 6130 000	MEDICARE EXPENSE	1,062	1,166	1,081	1,081	1,097
A 08 50.00 6140 000	RETIREMENT EXPENSE	3,528	3,791	5,184	5,184	5,270
A 08 50.00 6150 000	HEALTH INSURANCE	9,316	8,824	9,249	9,249	9,425
A 08 50.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	39	45	40	45
A 08 50.00 6160 000	WORKERS COMP.	622	807	1,100	900	745
A 08 50.00 6167 000	DISABILITY INSURANCE					
A 08 50.00 6203 000	OFFICE SUPPLIES	0	32	400	200	200
A 08 50.00 6204 000	OPERATING EXPENSE	3,846	3,029	3,500	2,000	3,500
A 08 50.00 6205 000	FIRE STATION #3	2,047	2,488	1,800		
A 08 50.00 6206 000	BANK/CREDIT CARD PROCESSING EXPENSE		309		3,548	3,600
A 08 50.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	100	168	120	120	120
A 08 50.00 6401 000	UTILITIES	7,633	10,043	11,500	7,782	8,500
A 08 50.00 6402 000	PHONE	1,739	1,538	2,100	886	900
A 08 50.00 6402 001	CELL PHONE	1,204	1,179	1,150	1,000	1,100
A 08 50.00 6402 003	INTERNET	630	656	650	550	500
A 08 50.00 6502 000	INSURANCE	1,431	1,431	1,376	1,376	1,500
A 08 50.00 6611 000	LEASE/PURCHASE EQUIPMENT					
A 08 50.00 6850 000	RETAIL SALES MATERIAL	19,169	11,482	5,500	5,500	5,500
A 08 50.00 6700 001	EXHIBITS					
A 08 50.00 6856 000	MARKETING MATERIALS	349	703	1,000	30	
A 08 50.00 6857 000	BUILDING MAINTENANCE	380	16,913	1,000	500	500
<b>Total Expenditure</b>		<b>131,065</b>	<b>150,348</b>	<b>125,933</b>	<b>119,123</b>	<b>122,827</b>
Dollar Change			19,283	-24,415	-6,809	3,704
Percent Change			15%	-16%	-5%	3%
<b>Net Operating Cost - Surplus (Deficit)</b>		<b>(84,726)</b>	<b>(94,788)</b>	<b>(84,083)</b>	<b>(81,664)</b>	<b>(75,977)</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**

		2018	2019	2020	2020	2021
		Budget	Budget	Budget	Year End Estimate	Budget
A 08 80.00 6110 000	SALARIES	8,513	18,085	16,412		10,000
	COLA			287		145
	TOTAL SALARIES	8,513	18,085	16,699	0	10,145
A 08 80.00 6120 000	SOCIAL SECURITY EXPENSE	511	1,132	1,035	0	629
A 08 80.00 6130 000	MEDICARE EXPENSE	120	248	242	0	147
A 08 80.00 6140 000	RETIREMENT EXPENSE	845	0			
A 08 80.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM					
A 08 80.00 6160 000	WORKERS COMP.	785	807	1,000		745
A 08 80.00 6203 000	OFFICE SUPPLIES	0	66	100		100
A 08 80.00 6204 000	OPERATING EXPENSE	425	271	600		400
A 08 80.00 6401 000	UTILITIES	5,611	5,674	6,400	5,800	5,900
A 08 80.00 6402 000	PHONE	762	697	875	20	20
A 08 80.00 6502 000	INSURANCE	459	507	488	500	525
A 08 80.00 6710 000	NEW SIGNAGE		4,000			
A 08 80.00 6910 000	TRAIN CAR AND RESTROOM MAINTENANCE	574	29	40,000	100	-
	<b>Total Expenditure</b>	<b>18,605</b>	<b>31,516</b>	<b>67,439</b>	<b>6,420</b>	<b>18,611</b>
	Dollar Change		12,911	35,923	-61,019	12,191
	Percent Change		69%	114%	-90%	190%
	<b>Net Operating Cost - Surplus (Deficit)</b>	<b>(18,605)</b>	<b>(31,516)</b>	<b>(67,439)</b>	<b>(6,420)</b>	<b>(18,611)</b>

**HISTORIC PRESERVATION SUMMARY**
**Update with Butte**

		2018	2019	2020	2020	2021
		Actual	Actual	Budget	Year End Estimate	Budget
Revenues						
	HISTORIC PRESERVATION 08-30	913,335	932,905	954,170	519,686	681,710
	HISTORIC BUTTE THEATER 08-43	202,397	202,000	242,100	0	242,100
	JAIL MUSEUM 08-50	46,339	55,560	41,850	37,459	46,850
	HERITAGE CENTER 08-60	10,156	10,339	9,125	3,915	9,125
	RAIL CAR WELCOME CNTR 08-80	0	0	0	0	0
<b>Total Revenues</b>		<b>1,172,227</b>	<b>1,200,804</b>	<b>1,247,245</b>	<b>561,060</b>	<b>979,785</b>
Dollar Change			28,577	46,441	-686,186	418,726
Percent Change			2%	4%	-55%	75%
Expenditures						
	HISTORIC PRESERVATION 08-30	297,727	294,514	383,892	266,145	278,063
	HISTORIC BUTTE THEATER 08-43	409,579	419,205	448,597	212,512	422,928
	JAIL MUSEUM 08-50	131,065	150,348	125,933	119,123	122,827
	PIKES PEAK HERITAGE CNTR 08-60	143,019	136,821	192,396	131,487	136,122
	RAIL CAR WELCOME CNTR 08-80	18,605	31,516	67,439	6,420	18,611
<b>Total Expenditures</b>		<b>999,995</b>	<b>1,032,404</b>	<b>1,218,257</b>	<b>735,688</b>	<b>978,551</b>
Dollar Change			32,409	185,853	-482,570	242,864
Percent Change			3%	18%	-40%	33%
<b>Net Operating Cost - Surplus/(Deficit)</b>		<b>172,232</b>	<b>168,400</b>	<b>28,988</b>	<b>(174,628)</b>	<b>1,234</b>

# Appendix

## Cash Management

The City of Cripple Creek has its operating bank accounts with Community Banks of Colorado. All 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. 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 the City of Cripple Creek's investments are in state approved investments or state sanctioned investment pools. The following summarizes the City of Cripple Creek's banking & investment Accounts balances as of 7/31/2020.

### Operating Account Balances (Community Banks):

	<u>July 2020</u>
General Fund	365,301
Water/Sewer	299,069
Historic Preservation	<u>69,177</u>
<b>Total - Bank</b>	<b>733,547</b>

### Investments (ColoTrust)

General Fund	1,989,670
Enterprise Fund	512,537
Historic Preservation Fund	1,849,841
2019-A Debt Reserve Fund	<u>97,250</u>
<b>Total - Colotrust</b>	<b><u>4,449,297</u></b>
<b>Total City Funds</b>	<b>5,182,844</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.

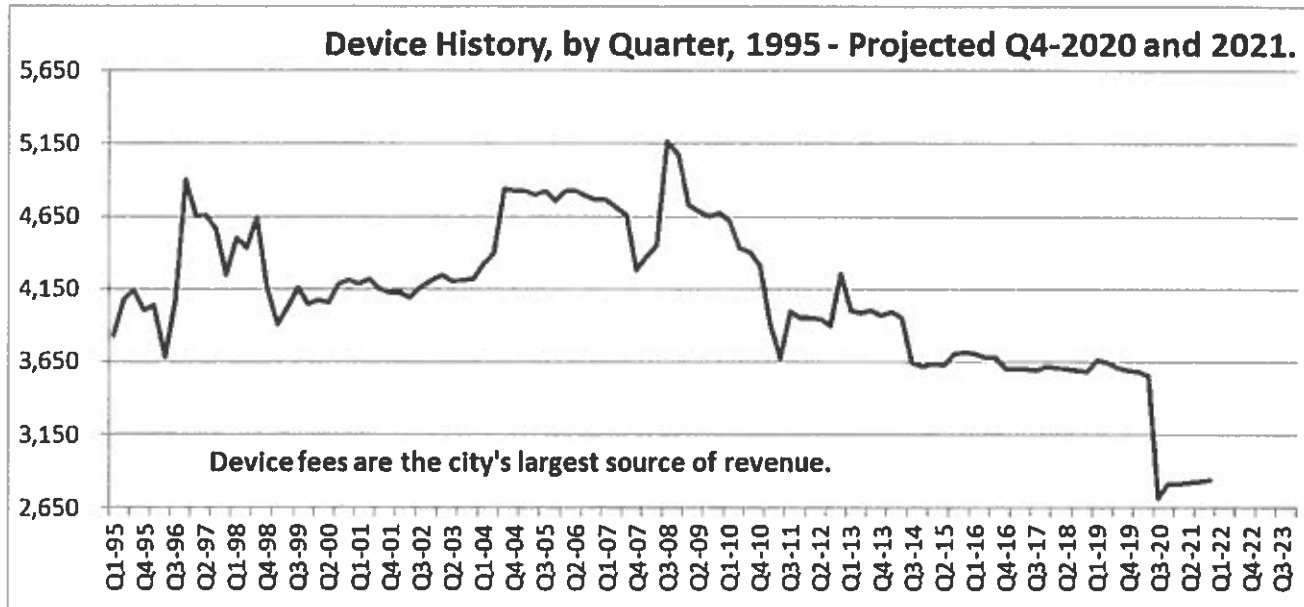
### **Capital Leases**

The City has no outstanding capital leases for pieces of equipment currently. 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. On the city's audited financial statements, 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 2021, 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.



### City of Cripple Creek

#### 2021 Device Fee Revenue Projections

##### Version 3

	Q1-21	Q2-21	Q3-21	Q4-21	Total
Number of Devices	2,760	2,765	2,770	2,775	
Number Change		5	5	5	
Percent Change	1.0%	0.2%	0.2%	0.2%	
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	2,160	2,165	2,170	2,175	
Device Fee > 50	\$300	\$300	\$300	\$300	
Revenue from devices > 50	648,000	649,500	651,000	652,500	2,601,000
Total device fee rev. by quarter	678,000	709,500	786,000	787,500	2,961,000
General Fund by Quarter 94.75%	642,405	672,251	744,735	746,156	2,805,548
Enterprise Fund by Quarter 5.25%	35,595	37,249	41,265	41,344	155,453
Total Revenue	678,000	709,500	786,000	787,500	2,961,000

## **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, except for 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 2021, the State 5.5% figure is \$139,209 or 2.272 mills. For 2021, the Tabor calculation would limit property tax to \$135,092 or 2.21. For 2021, the City will collect \$135,092 in property tax, with a mill levy of 2.21, which is based on the more restrictive Tabor calculation. If the City collects more than \$135,092 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 2021

Budget Year:	2016	2017	2018	2019	2020	2021
Assessed Valuation	55,667,190	55,714,380	57,053,590	57,332,520	61,911,720	61,261,870
Taxes Abated or Refunded	5,334.00	0.00	0.00	34.00	0.00	285.00
New Construction (assessed value)	127,996	1,570,533	210,910	148,513	72,635	103,840
Omitted Properties Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Mill Levy for abated or refunded taxes	0	0	0	0	0	0
Mill Levy for general property taxes	2.14	2.27	2.22	2.27	2.13	2.21
Total Mill Certified to Teller County	2.14	2.27	2.22	2.27	2.13	2.21
Amount to be collected from taxes	119,262	122,715	126,728	130,238	131,936	135,092
Dollar Change		3,453	4,013	3,510	1,698	3,156
Percent Change		2.9%	3.3%	2.8%	1.3%	2.4%
<b>For Informational Purposes Only</b>						
Teller County Mill Levy	14.774	14.673	14.646	14.642	14.637	
CC&V School District RE-1	18.134	18.249	17.305	16.613	13.587	
City of Cripple Creek	2.14	2.27	2.22	2.27	2.13	2.21
South Teller County Library District	0.534	0.565	0.52	0.498	0.423	
South Teller County Health District	3.710	3.710	3.71	3.71	3.71	
Total	39.292	39.467	38.401	37.735	34.487	

# 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.)

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>	\$ 61,914,080
2. Previous year's revenue <sup>2</sup>	\$ 131,936
3. Current year's total net assessed valuation	\$ 61,261,870
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	\$ 7,430
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>	\$ 131,936
11. Total actual value of all real property	\$ 237,069,777
12. Construction of taxable real property	\$ 103,840
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	\$ 55,045
19. Disconnections/Exclusions	
20. Previously taxable property	\$ 305,954

21. Inflation 2.500%

(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.

73

## 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:

$$\begin{array}{rcl} \$ & 103,840 & - \\ \text{Lines 12+13+14+15+16+17} & & \end{array} \quad \begin{array}{rcl} \$ & 360,999 & \\ \text{Lines 18+19+20} & & \end{array} = \begin{array}{rcl} \$ & (257,159) & \\ \text{Net Growth Value} & & \end{array}$$

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

$$\begin{array}{rcl} \$ & 237,069,777 & - \\ \text{Line 11} & & \end{array} \quad \begin{array}{rcl} \$ & (257,159) & \\ \text{Line B1} & & \end{array} = \begin{array}{rcl} \$ & 237,326,936 & \end{array}$$

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

$$\begin{array}{rcl} \$ & (257,159) & \div \\ \text{Line B1} & & \end{array} \quad \begin{array}{rcl} \$ & 237,326,936 & \\ \text{Line B2} & & \end{array} = \begin{array}{rcl} & -0.001084 & \\ \text{Local Growth Rate} & & \\ \text{(round to 6 decimal places)} & & \end{array}$$

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

$$\begin{array}{rcl} & -0.001084 & \times 100 \\ \text{Line B3} & & \end{array} = \begin{array}{rcl} & -0.108\% & \\ \text{(round to 3 decimal places)} & & \end{array}$$

### C. TABOR Property Tax Revenue Limit

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

$$\begin{array}{rcl} \$ & 131,936 & \times \\ \text{Line 10}^{15} & & \end{array} \quad \begin{array}{rcl} & 2.392\% & \\ \text{Line B4 + line 21} & & \end{array} = \begin{array}{rcl} \$ & 3,156 & \\ \text{Increase allowed} & & \end{array}$$

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

$$\begin{array}{rcl} \$ & 131,936 & + \\ \text{Line 10}^{15} & & \end{array} \quad \begin{array}{rcl} \$ & 3,156 & \\ \text{Line C1} & & \end{array} = \begin{array}{rcl} \$ & 135,092 & \\ \text{TABOR Property Tax Revenue Limit} & & \end{array}$$

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

$$\begin{array}{rcl} [ \$ & 135,092 & + \\ \text{Line C2} & & \end{array} \quad \begin{array}{rcl} \$ & 61,261,870 & \\ \text{Line 3} & & \end{array} ] \times 1,000 = \begin{array}{rcl} & 2.205 & \\ \text{Mill Levy (round to 3 decimal places)} & & \end{array}$$

*Tabor is more restrictive than state 5.5% So, use Tabor*

#### 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.

74

**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:**

$$\begin{array}{rcl} \$ & 131,936 & + \\ \text{Line 2} & & \text{Line 8} \end{array} = \text{A1. } \$ \begin{array}{r} 131,936 \\ \text{Adjusted property tax revenue base} \end{array}$$

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

$$\begin{array}{rcl} \$ & 131,936 & \div \\ \text{Line A1} & & \$ \begin{array}{r} 61,914,080 \\ \text{Line 1} \end{array} \end{array} = \text{A2. } \begin{array}{r} 0.002131 \\ \text{Adjusted Tax Rate}^7 \\ \text{(round to 6 decimal places)} \end{array}$$

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

$$\begin{array}{rcl} & & + \\ \text{Line 4} & & \$ \begin{array}{r} 7,430 \\ \text{Line 5} \end{array} \\ + & & \\ & & \text{Line 6} \end{array} = \text{A3. } \$ \begin{array}{r} 7,430 \\ \text{Total "growth" properties} \end{array}$$

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

$$\begin{array}{rcl} \$ & 7,430 & \times \\ \text{Line A3} & & \begin{array}{r} 0.002131 \\ \text{Line A2} \end{array} \end{array} = \text{A4. } \$ \begin{array}{r} 16 \\ \text{Revenue from "growth" properties}^9 \end{array}$$

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

$$\begin{array}{rcl} \$ & 131,936 & + \\ \text{Line A1} & & \$ \begin{array}{r} 16 \\ \text{Line A4} \end{array} \end{array} = \text{A5. } \$ \begin{array}{r} 131,952 \\ \text{Expanded revenue base} \end{array}$$

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

$$\begin{array}{rcl} | \$ & 131,952 & \times \\ \text{Line A5} & & 1.055^{10} \\ + & & \\ \text{DLG-Approved Revenue Increase} & + & \text{Voter-Approved Revenue Increase}^{11} \end{array} = \text{A6. } \$ \begin{array}{r} 139,209 \\ \text{Increased Revenue Base} \end{array}$$

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

$$\begin{array}{rcl} \$ & 139,209 & - \\ \text{Line A6} & & \text{Line 7} \end{array} = \text{A7. } \$ \begin{array}{r} 139,209 \\ \text{Current Year's "5.5%" Revenue Limit}^{12} \end{array}$$

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

$$\begin{array}{rcl} \$ & 139,209 & - \\ \text{Line A7} & & \text{Line 9} \end{array} = \text{A8. } \$ \begin{array}{r} 139,209 \\ \text{Reduced Current Year's "5.5%" Limit.} \\ \text{This is the maximum allowed to be levied} \\ \text{this year}^{13} \end{array}$$

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

$$\begin{array}{rcl} \$ & 139,209 & \div \\ \text{Line A8} & & \$ \begin{array}{r} 61,261,870 \\ \text{Line 3} \end{array} \times 1,000 \end{array} = \text{A9. } \begin{array}{r} 2.272 \\ \text{Mill Levy (round to 3 decimals)} \end{array}$$

<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.

75-a

# CERTIFICATION OF VALUATION BY TELLER COUNTY COUNTY ASSESSOR

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

IN TELLER COUNTY COUNTY ON 10/8/2020

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 2020 IN TELLER COUNTY COUNTY, COLORADO

1. PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$61,914,080
2. CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION:	\$61,261,870
3. LESS TIF DISTRICT INCREMENT, IF ANY:	\$0
4. CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$61,261,870
5. NEW CONSTRUCTION: **	\$7,430
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.):	\$285.00

\* This value reflects personal property exemptions IF enacted by the jurisdiction as authorized by Art. X, Sec 20(B)(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 2020 IN TELLER COUNTY COUNTY, COLORADO ON AUGUST 25, 2020

1. CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: @	\$237,069,777
ADDITIONS TO TAXABLE REAL PROPERTY:	
2. CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: †	\$103,840
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	\$55,045
9. DISCONNECTIONS/EXCLUSION:	\$0
10. PREVIOUSLY TAXABLE PROPERTY:	\$305,954

@ 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: \_\_\_\_\_

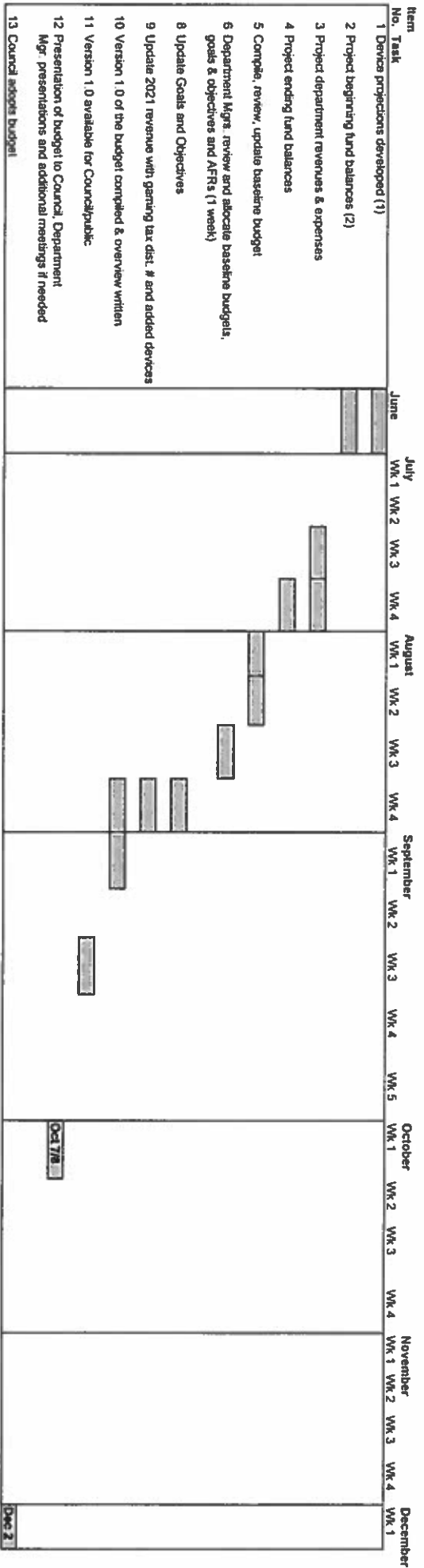
\$0

NOTE: All levies must be Certified to the Board of County Commissioners NO LATER THAN DECEMBER 15, 2020

Data Date: 10/8/2020



City of Cripple Creek  
2021 Budget Development Schedule



Notes:  
(1) Revised once 4th quarter, court is in.  
(2) Revised in September and November.

**Staffing Table - Full Time**

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Administration	1	1	1	1	1	1	1	1	1
City Clerk	2	2	2	2	2	2	2	1	1
Transportation	2	2	3	3	3	3	3	3	3
Custodial	6	6	6	6	6	6	6	6	6
Police	14	14	14	15	15	15	15	15	15
Police - Dispatch	9	8	8	8	8	8	9	9	9
Fire	13	13	13	13	13	13	13	13	13
Finance	2	2	2	2	2	2	2	2	2
Planning/Building	3	3	3	3	3	2	2	2	2
Human Resources	2	2	2	2	2	2	2	2	2
Information Technology									
Parks & Recreation	5	5	5	5	5	5	5	5	5
Head Start Grant				3	3				
Marketing/Events	2	2	2	3	3	2	2	2	1
Streets			2	3	3	2	2	2	2
Medical Building									
Fleet Maintenance			1	1	1	1	1	1	1
Public Works	11	10	5	5	5	6	6	6	6
Water/Wastewater Treatment	3	3	3	3	3	3	3	3	3
Historic Preservation	1	1	1	1	1	2	1	1	1
Butte Theater	1	1	1	1	1	1	1	1	1
Jail Museum	1	1	1	1	1	1	1	1	1
Heritage Center	2	1	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>78</b>	<b>77</b>	<b>76</b>

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

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Transportation	1.5	3	3	5	5	5	5	5	5
City Clerk								0.45	0.45
Police	1.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.0
Police - Dispatch	0.25	0.25		0.25	0.25	0.50	0.50	0.50	0.50
Custodial					0.375	0.375	0.800	0.800	0.800
Fire	2.8	1.6	1.3	1.4	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	0.5
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	0.375
Butte Theater	0.25	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	0.375
Heritage Center	1.25	2.25	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	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>	<b>12.3</b>

Number Change	1.38	-0.47	1.33	-0.13	0.24	0.42	0.45	-3.75
Percent Change	11%	-3%	10%	-1%	2%	3%	3%	-23%

	2013	2014	2015	2016	2017	2018	2019	2020	2021
<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>93.6</b>	<b>93.1</b>	<b>88.3</b>

Number Change	-3	-1	7	-0.1	-3.8	0.4	-0.5	-4.8
Percent Change	-3%	-2%	8%	0%	-4%	0%	-1%	-5%

Key:  
 1 = two part-time employees  
 .5 = six months  
 .42 = five months  
 .375 = 4.5 months  
 .25 = 3 months

**City of Cripple Creek****Water/Sewer Rates for 2021 (Go into effect January 1st).****(Note that there were no increases in the rates in 2019, due to COVID-19.)****1). Proposed Cripple Creek Residential Water and Sewer Rates, per base and tier:**

Water		Tier 1	Tier 2	Tier 3	Tier 4
	Base Rate	0 - 4K	4K - 6K	6K - 8K	8K+
Current	18.34	0	4	4.81	6.01
Proposed	19.76	0	4.31	5.18	6.48
\$ Difference	1.42	0.00	0.31	0.37	0.47
% Difference	7.75%	0.0%	7.75%	7.75%	7.75%

Sewer		Tier 1
	Base Rate	4K +
Current	12.28	1.93
Proposed	13.23	2.08
\$ Difference	0.95	0.15
% Difference	7.75%	7.75%

**2). Proposed Cripple Creek Commercial Water and Sewer Rates, per base and tier:**

Water		Tier 1	Tier 2	Tier 3	Tier 4
	Base Rate	10K - 20K	20K - 50K	50K - 100K	100K +
Current	36.71	3.49	4	4.81	5.72
Proposed	39.56	3.76	4.31	5.18	6.16
\$ Difference	2.85	0.27	0.31	0.37	0.44
% Difference	7.75%	7.75%	7.75%	7.75%	7.75%

Sewer		Tier 1
	Base Rate	10K +
Current	16.54	1.93
Proposed	17.82	2.08
\$ Difference	1.28	0.15
% Difference	7.75%	7.75%

### 3). Proposed Cripple Creek Capital Improvement Fees and Water/Sewer Charges for Other Types of Users:

			\$	%
<b>a). Capital Improvement Fees</b>	<b>Current</b>	<b>Proposed</b>	<b>Difference</b>	<b>Difference</b>
Residential water/sewer	11.63	12.53	0.90	7.75%
Commercial metered water	14.7	15.84	1.14	7.75%
Commercial metered sewer	14.7	15.84	1.14	7.75%
Commercial non metered water	6.11	6.58	0.47	7.75%
Commercial non metered sewer	6.11	6.58	0.47	7.75%

			\$	%
<b>b). Outside Water/Sewer Users</b>	<b>Current</b>	<b>Proposed</b>	<b>Difference</b>	<b>Difference</b>
Commercial water base	55.13	59.40	4.27	7.75%
Commercial sewer base	24.81	26.73	1.92	7.75%
Residential water base	27.56	29.70	2.14	7.75%
Residential sewer base	18.35	19.77	1.42	7.75%
(in addition new tier levels apply)				

			\$	%
<b>c). Outside Non Treated Water Users</b>	<b>Current</b>	<b>Proposed</b>	<b>Difference</b>	<b>Difference</b>
Non treated water users base	36.72	39.57	2.85	7.75%
Per 1,000 gallons	tier rates			