



Real Fun. Real Colorado.

To: State of Colorado - Division of Local Government
From: Paul Harris, Finance Director
Subject **2022 Budget**
Copy: Ray White, City Administrator
Date: December 2, 2021

Attached is the City of Cripple Creek's 2022 Budget. As required, this document is to serve as the City's certification letter. I, Paul Harris, certify that the attached is a true and accurate copy of the adopted 2022 budget of the City of Cripple Creek. See attached signed budget resolution approved by the City Council. If you have any questions, I can be reached at (719) 689-2502.

RESOLUTION NO. 2021-18

CITY OF CRIPPLE CREEK, COLORADO

A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2021, TO HELP DEFRAY THE COST OF GOVERNMENT FOR THE CITY OF CRIPPLE CREEK, COLORADO FOR THE 2022 BUDGET YEAR.

WHEREAS, the City Council of the City of Cripple Creek will adopt the annual budget in accordance with the Local Government Budget Law, on December 1st, 2021, and;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is \$141,733 and;

WHEREAS, the "local growth" percentage for the City of Cripple Creek has been computed to be 1.766% in accordance with Article 10, Section 20 of the Colorado Constitution, and;

WHEREAS, the 2020 valuation for assessment for the City of Cripple Creek as certified by the County Assessor is \$56,235,740.

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

Section 1. That for the purpose of meeting all general operating expenses of the City of Cripple Creek during the 2022 budget year, there is hereby levied a tax of 2.52 mills upon each dollar of the total valuation of assessment of all taxable property within the City for the year 2021.

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

ADOPTED this 1st day of December 2021.

APPROVED:

ATTEST:


Milford Ashworth, Mayor


Malissa Gish, City Clerk

RESOLUTION NO. 2021-19

CITY OF CRIPPLE CREEK, COLORADO

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE CITY OF CRIPPLE CREEK, COLORADO, FOR THE CALENDAR YEAR BEGINNING THE FIRST DAY OF JANUARY 2022, AND ENDING ON THE LAST DAY OF DECEMBER 2022.

WHEREAS, the City Council of the City of Cripple Creek has appointed Finance Director and Budget Officer, Paul Harris, to prepare and submit a proposed budget, to said governing body on September 16th, for its consideration, and;

WHEREAS, upon due and proper notice, published or posted in accordance with the law, said proposed budget, was open for inspection by the public at a designated place, public hearings were held on: October 5th, 6th, 20th and November 4th, and 17th, 2021 and interested taxpayers were given the opportunity to file or register any objections to said proposed budget, and;

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

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

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

<u>General Fund:</u>	\$10,419,848
<u>Enterprise Funds:</u>	
Water Fund/Sewer Fund	\$ 1,377,456
<u>Historic Preservation Fund:</u>	\$ 1,218,857
Total Expenditures:	\$13,016,161

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

General Fund:

From unappropriated reserves	\$ 228,395
From sources other than property tax	\$ 9,821,325
From the general property tax levy	\$ 141,733
Total General	\$10,191,453

Enterprise Fund:

From unappropriated reserves	\$ 0
From sources other than the general tax	\$1,446,171
Total Enterprise	\$1,446,171

Historic Preservation Fund:

From unappropriated reserves	\$ 0
From sources other than general tax	\$1,256,700
Total Historic Preservation	\$1,256,700

Total from Revenues	\$12,894,324
Total from Unappropriated Reserves	\$ 228,395

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

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

ADOPTED, this 1st day of December 2021

APPROVED:


Milford Ashworth, Mayor

ATTEST:


Malissa Gish, City Clerk

RESOLUTION NO. 2021-20

CITY OF CRIPPLE CREEK

A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS FOR THE CITY OF CRIPPLE CREEK, COLORADO FOR THE 2022 BUDGET YEAR.

WHEREAS, the City of Cripple Creek has adopted the annual budget in accordance with the Local Government Budget Law, on December 1st, 2021, and;

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

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

WHEREAS, the City of Cripple Creek will be allocating device fees for 2022 in the following manner: General Fund 100% and Enterprise Fund 0%.

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

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

General Fund:

Current Operating Expense	\$ 8,027,910
Capital Outlay	<u>\$ 2,391,938</u>
Total General Fund	\$10,419,848

Enterprise Funds:

Water/Sewer Distribution & Collection:

Current Operating Expense	\$ 535,176
Capital Outlay	\$ 0
Debt Service	<u>\$ 92,358</u>
Total Water/Sewer Dist. & Coll.	\$ 627,534

Water/Waste Water Treatment:

Current Operating Expense	\$ 645,422
Capital Outlay	\$ 104,500
Debt Service	<u>-0-</u>
Total Water/Waste Water Treatment	\$ 749,922

Total Enterprise Funds:	\$1,377,456
--------------------------------	--------------------

Historic Preservation Fund:

Current Operating Expense

\$1,195,857

Capital Outlay

\$ 23,000

Total Historic Preservation Fund

\$1,218,857

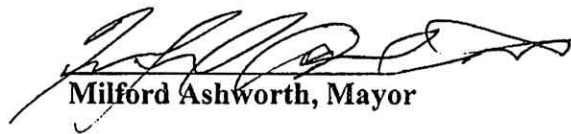
Total City Expenditures

\$13,016,161

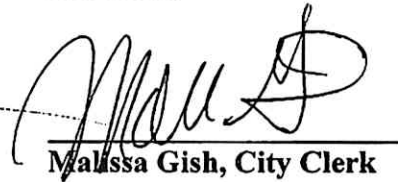
ADOPTED this 1st day of December, 2021

APPROVED:

ATTEST:



Milford Ashworth, Mayor



Malissa Gish, City Clerk

City of Cripple Creek

A National Historic Landmark District

2022 Budget

Version 3.0 FINAL – November 15, 2021



Honor the Past – Envision the Future

Mayor: Milford Ashworth

City Council:

Tom Litherland

Melissa Trenary

Charles Solomone

Mark Green

Table of Contents

<u>Introduction</u>	<u>Page</u>
City Council vision and goals/objectives	4
Budget outlook	8
<u>Budget Overview</u>	
Summary of the city's three funds	16
Summary current year budget compared to prior year	16
<u>General Fund</u>	
Estimated beginning and ending fund balances	18
Chart: beginning fund balances	19
Revenue and expense summary by program/service	20
Chart: General Fund budget history	21
Chart: revenue sources	21
Chart: total expenditures by segment	22
Summary of the four major General Fund categories	22
<u>Community Services:</u>	
Summary	23
General Government	24
City Clerk	25
Transit	26
Community Development (Planning & Building Dept.)	28
Parks & Recreation	30
Healthcare Services	33
Road & Bridge	33
<u>Public Safety:</u>	
Summary	34
Police/Dispatch	35
Fire/Emergency Services	36
<u>Tourism:</u>	
Summary	38
Marketing/Events	39
<u>Support Services:</u>	
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 2022	78

City of Cripple Creek
Vision, Mission and Goals/Objectives

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). Overall City Operations

GOAL: Focus on city employees and the ability to attract & retain a professional, qualified, workforce to deliver the city's services at an outstanding level.

OBJECTIVE: Include the salary survey figures in the 2022 budget document, so that the city is able to fill the many vacancies it has and keep the remaining employees from leaving the city's workforce.

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 or property tax increase for a November ballot issue.

2). Public Infrastructure

The city will use the following infrastructure priorities: 1. Water/sew pipes to underserved area of town. 2. Street paving/chip n seal. 3. Treatment facilities.

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.

3). 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: Ensure the Master Plan and Building Codes promote the inclusion of "tiny" or small homes in the community.

OBJECTIVE: Develop an implementation/action plan for the 2019 housing survey results and identify funding sources for selected programs.

4). 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 ensure 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.

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, transportation, and parks and recreation needs of the community.

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

6). 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 and entertainment in the downtown core, while continuing the promotion, protection, and re-use of existing historic buildings.

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

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

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

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). 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.

OBJECTIVE: Ensure that the city is included in the new "Ring the Peak" trail system, with a connector trail from the City of Cripple Creek.

9). 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. Pursue grants for the Trolley Line and Transit Building projects.

10). 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, ensuring 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.

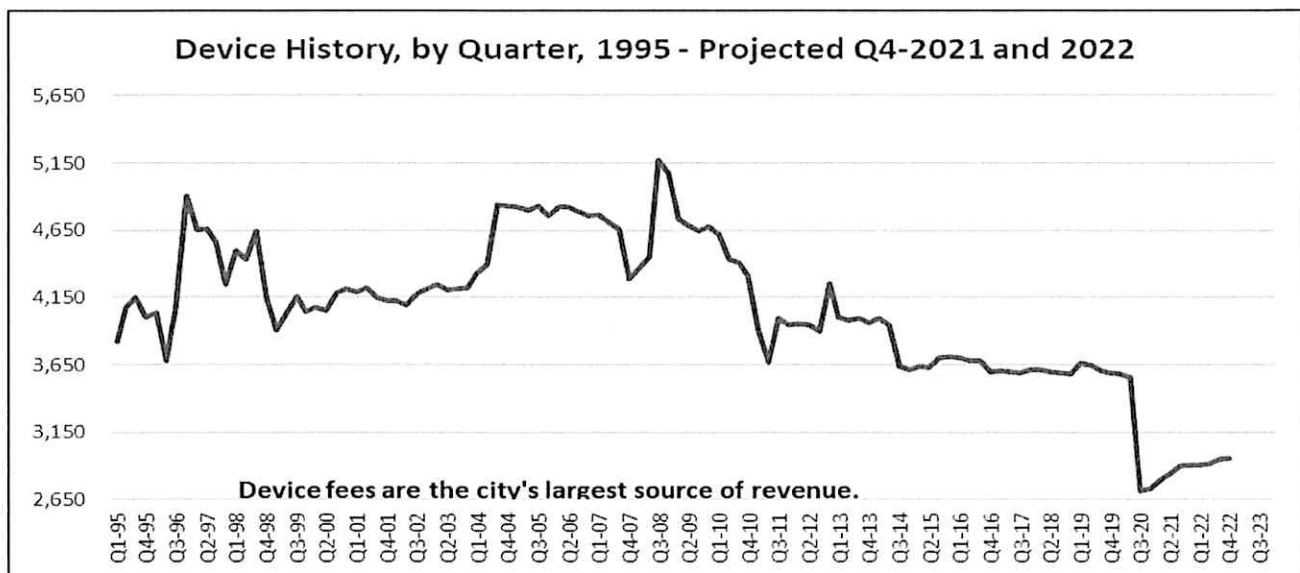
2022 Budget Outlook (This section was written in September, 2021)

The city continues to face a difficult financial situation going into 2022, due to the impacts of the ongoing COVID-19 Pandemic. It is anticipated that our main source of revenue, the number of devices in town, will continue to be down approximately 20% for 2022. On a positive note, the annual distribution of gaming taxes to the General and Historic Preservation Fund should recover in 2022 to pre-COVID levels. For the first time in several years, the city's total budget will increase for 2022, but this is due to the spending of fund balance dollars for one-time capital purchases, such as equipment, building maintenance, etc. Because of the impacts of COVID-19, the city had to reduce its 2020 budget by \$2.2 million, or almost 20%, on April 1st, 2020 to deal with the impacts of the closing of the casino industry on March 17 – June 14. For 2021, the city's budget was reduced approximately 25% (excluding Community of Caring's grant funded project), due to the low number of devices in town and impacts on the annual gaming tax distributions.

On a positive note, the Colorado gaming industry is well positioned for success moving forward with the recent additions of sports betting, no limits, and new games being added. The ability to attract a sufficient work force in 2021, due to a multitude of factors, has been a significant issue and will likely continue into 2022.

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 plummeted from an all-time high in 2008 of 5,170 to 2,717 in the 3rd quarter of 2020, due to the COVID-19 impacts. That is a decline of 2,453 machines, or 47%.

The device count has dropped significantly from the pre-COVID-19 first quarter of 2020's number of 3,585 to the third quarter 2020 figure of 2,717, a decline of 868 machines, or 24%. Although the number of devices has increased 6.8%, or 184, from the third quarter 2020 figure, it remains far below the 3,608 devices registered for the third quarter of 2019. The number of devices in town may not reach pre-COVID level for up to five years and will probably not exceed 3,100 until 2023. The chart below highlights the on-going trend in the reduction of the number of devices in town and the impact of COVID-19.

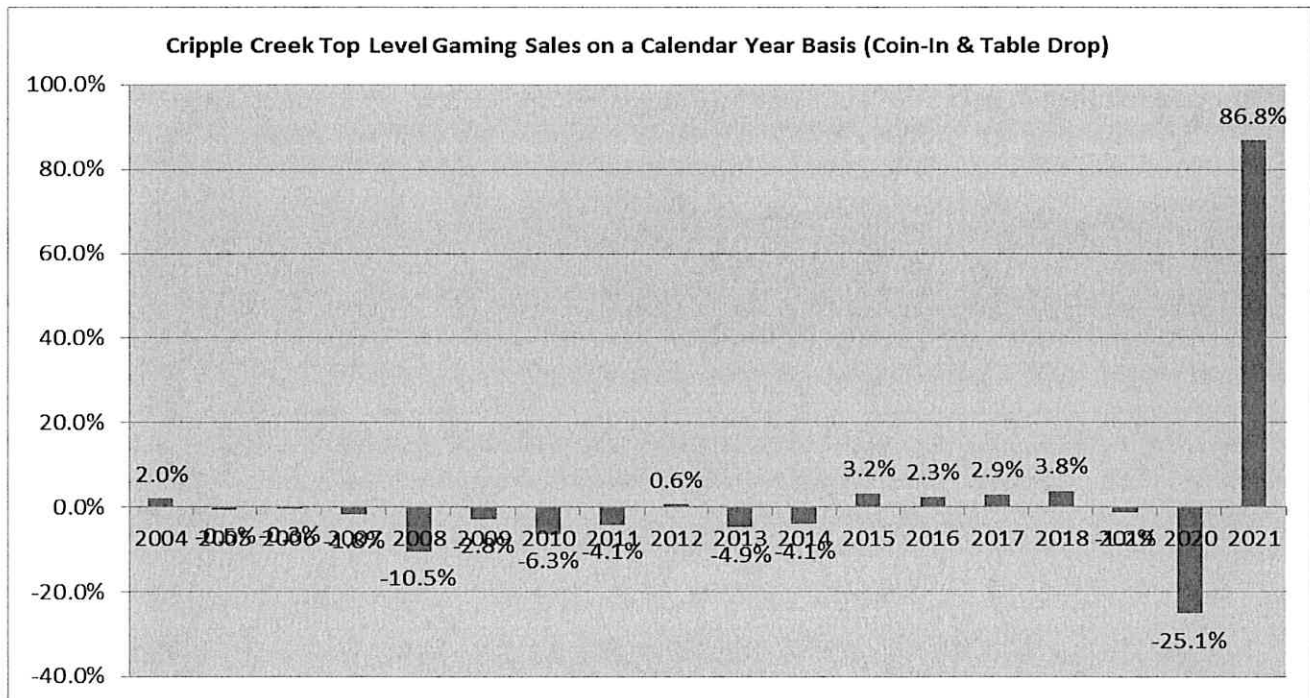


Most of the city's operating revenue comes from device fees, which declines as the number of devices in town are reduced. The decline in revenues has been created by several different factors. Beginning in 2008, the smoking ban and economic recession combined to have a significant negative effect on 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.

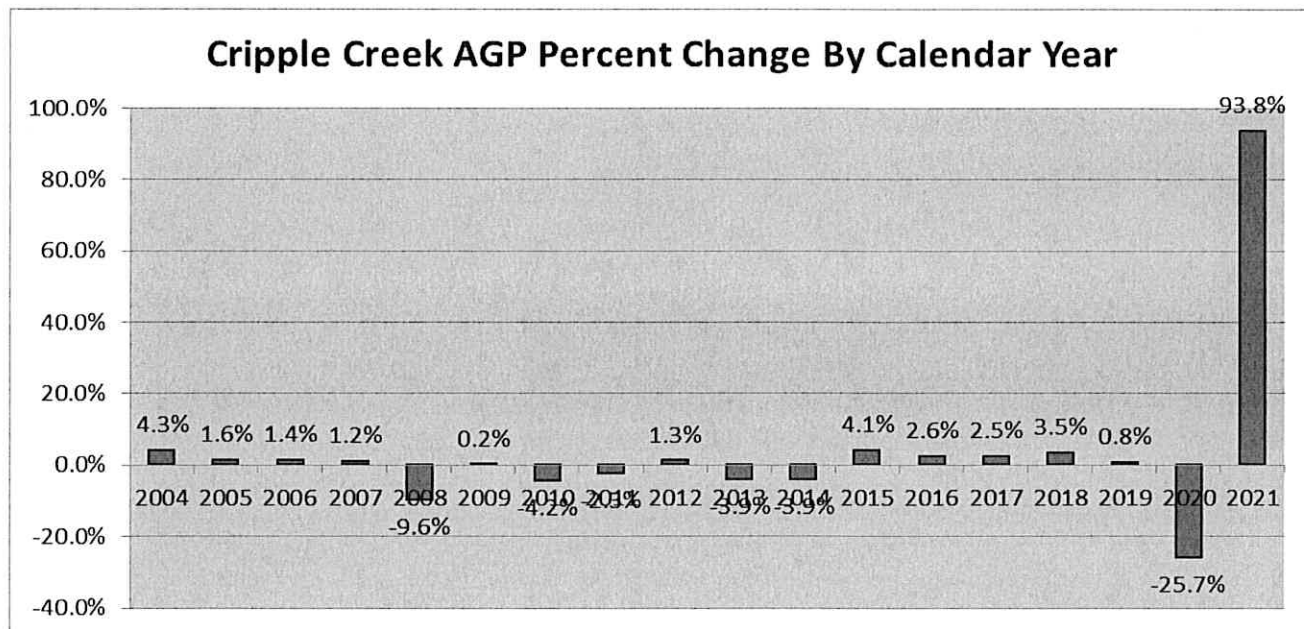
The device level has declined significantly over the past several years. With the December 2012 closing of the Rush Casino (232 devices), the device count went below the 4,000 threshold. At the beginning of the third quarter of 2014, Big Jim's casino closed (197 devices), as did the Gold Creek addition 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 2022 with 2,910 devices for the first quarter. Details of the device projections and associated revenue can be found in the Appendix.

Gaming Industry

The gaming industry has bounced back significantly in 2021 and is exceeding pre-COVID numbers. In fact, AGP has been above \$14 million for May and June this year, which is something that has not occurred since the summer of 2009. Through June of 2021, the gaming industry's top-level sales, coin-in/table drop, is up 112% for the year. Adjusted Gross Proceeds (AGP) is up \$42 million, 117% through June 2021. The following chart shows the trend in coin-in over the last several years and includes the year-to-date July 2021 figure.



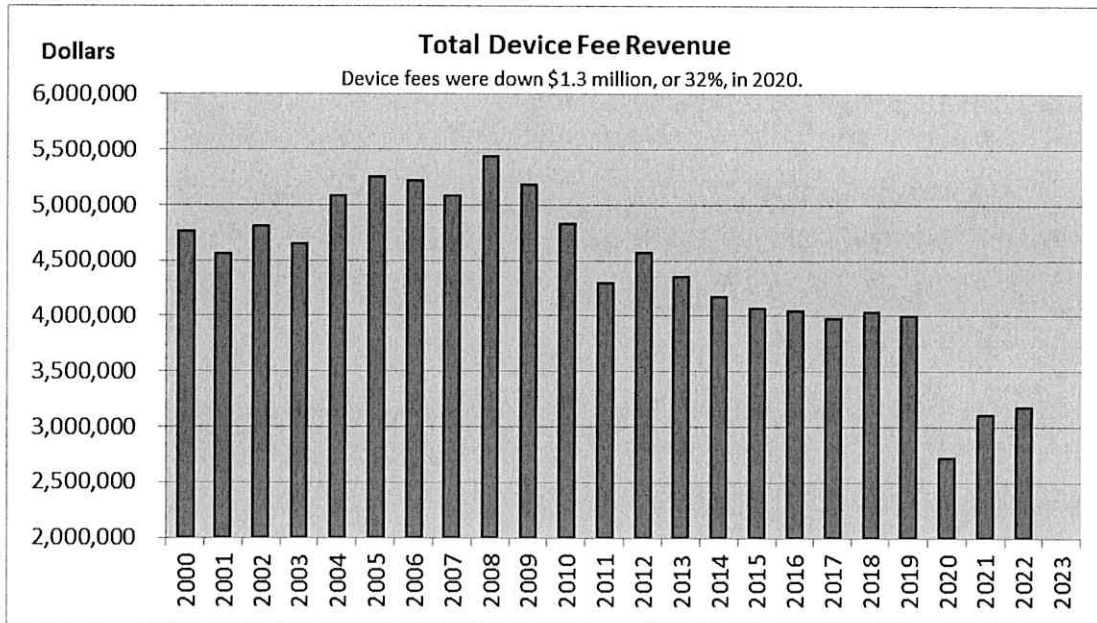
The chart below shows the trend in Adjusted Gross Proceeds (AGP) for the last several years.



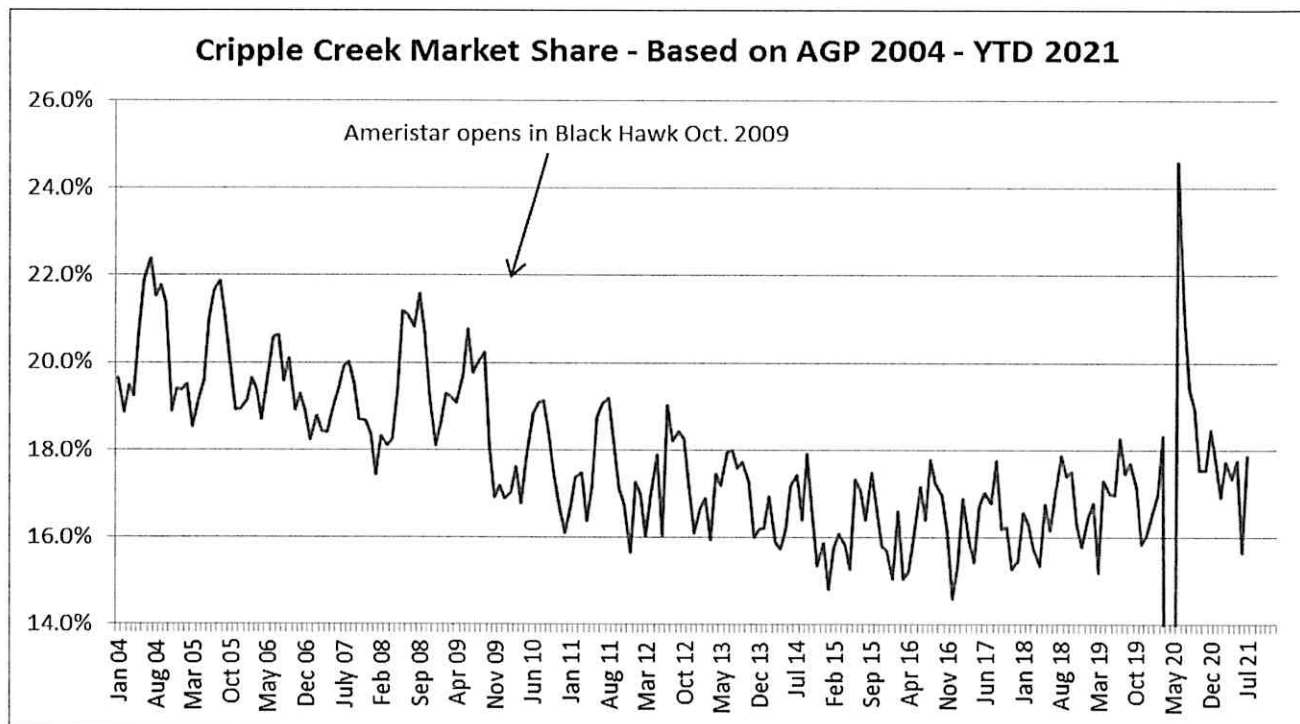
There have been three planned major hotel projects in the works, which is hoped will bring new visitors to town and promote existing visitors to stay longer. The Wildwood Casino opened their new 102 room in mid-June, 2021. Full House Resorts Inc. (Bronco Billy's) has started their almost 300 room hotel, which is planned to open in December, 2022. The Triple Crown hotel project is 150 rooms, plus other amenities, and has an estimated 2023 completion date. The projects, as planned, would add over five 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, possible device fees, and various permit and tap fees during the construction phase.

City Revenues for 2022

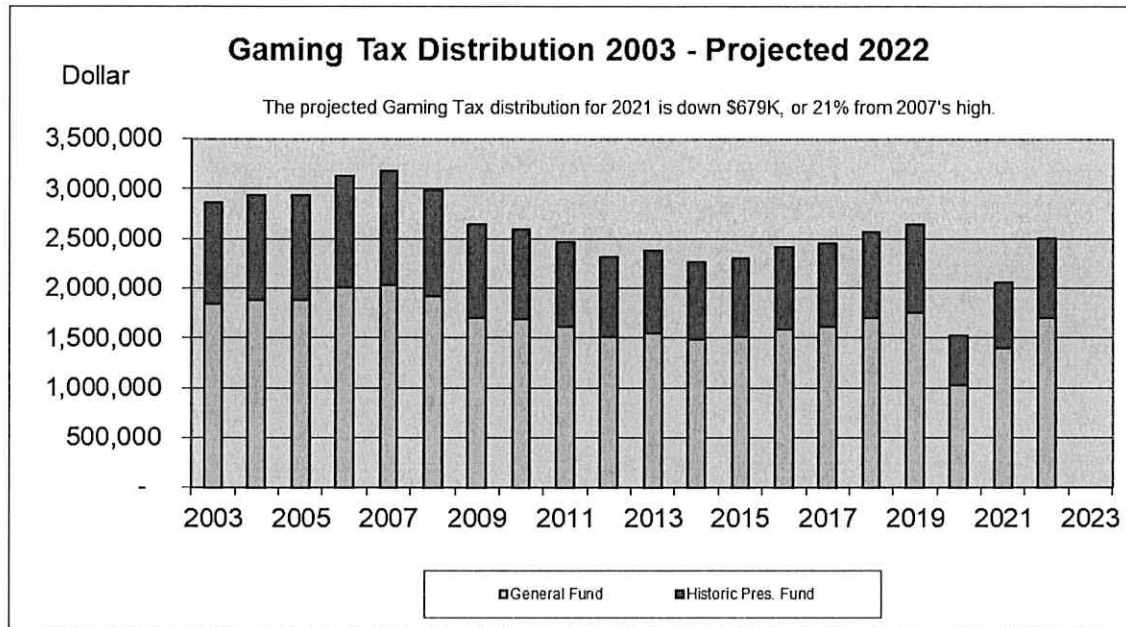
The projected number of devices for 2022 will generate total revenue of \$3,180,500. This represents a reduction of device fee revenue of \$2.3 million, or 41.5%, compared to the \$5,439,563 generated in 2008. The chart on the next page shows the long-term device fee trend.



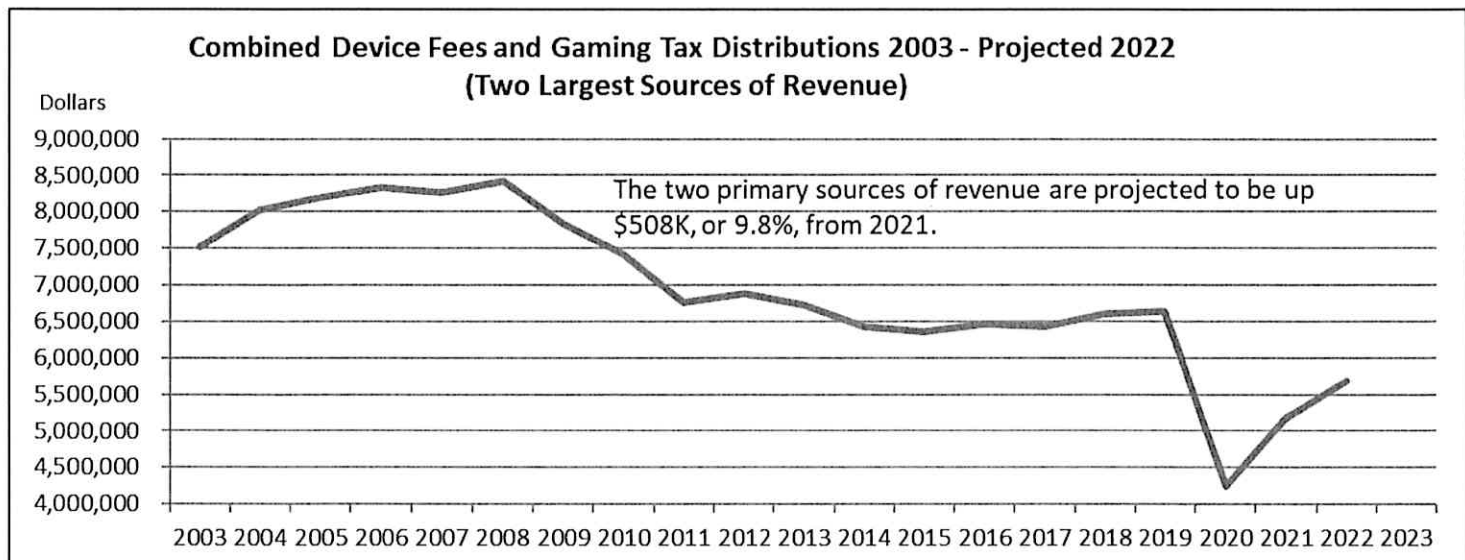
The city's market share has stabilized to normal pre-COVID levels. There was a significant increase in July of 2020, when Black Hawk did not have their table games open. The prior long-term decline comes from the opening of the Ameristar in Black Hawk in October 2009 and the implementation of Amendment 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 June 2021.



The following chart outlines the overall trend in gaming taxes.

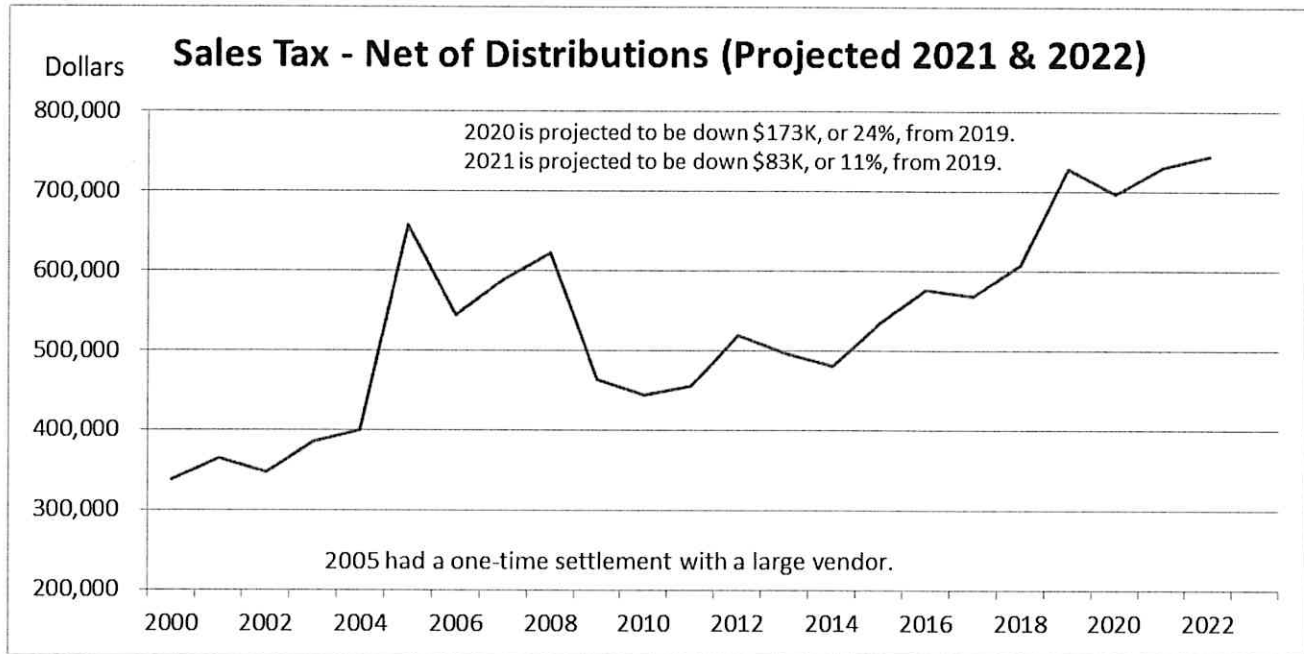


It is projected that the two primary sources of city revenues, device fees and gaming taxes, will be up \$508K, or 9.8%, in 2022 since achieving their high in 2008. The chart below outlines the long-term trend of the city's two major sources of revenue.

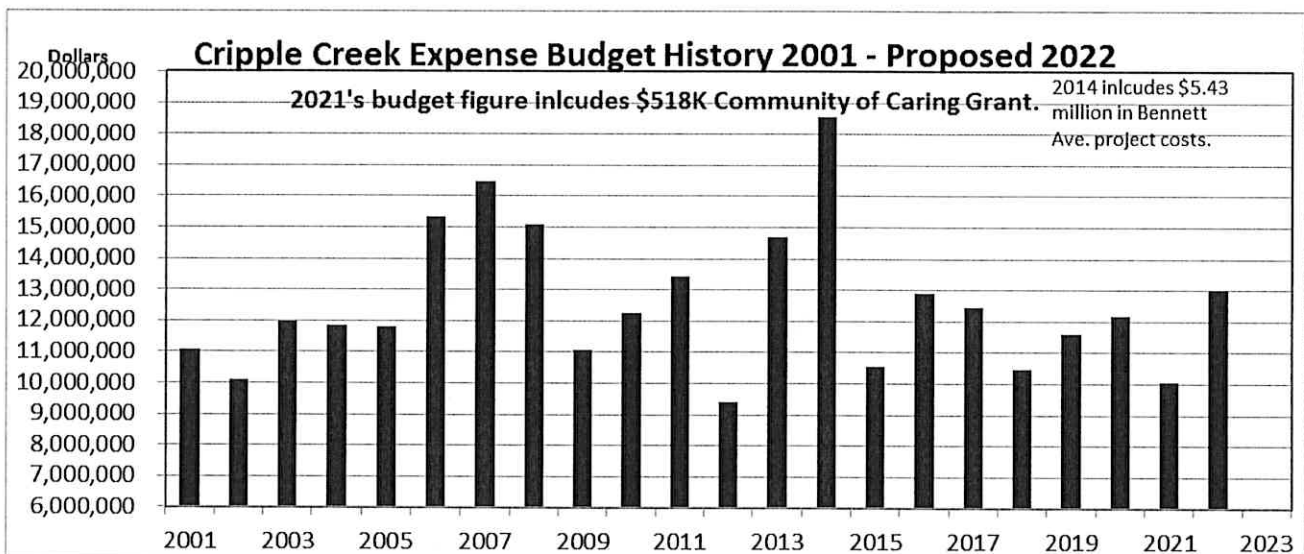


Sales tax, which is a good indicator of overall economic activity and tourism, had a significant recovery since the 2008 recession, but suffered a 4.3% decline due to COVID-19. We are

forecasting an increase (2.1%) in sales taxes from the projected 2021 figure. The chart on the following page outlines the trend and projection of sales tax for the coming year.



For 2022, there is one major infrastructure project planned – The CDOT TAP grant for Galena Avenue and some basic road maintenance/resurfacing projects. The proposed 2022 budget is \$2.2 million dollars, or 23% more than 2021's original budget. The chart below compares 2022's proposed budget to past budget levels.



Services to be provided in 2022

As the City Council reviews the 2022 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 2022. 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 2022. 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 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 will not receive part of its revenues from device fees for 2022. This will allow the fund

to qualify as a true Enterprise Fund, which does not receive more than 10% of its revenues from non-water/sewer revenues.

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 a large amount of its revenue one time a year with the annual distribution of the gaming tax in September. Therefore, the H.P. fund needs to have a sufficient beginning fund balance to cash flow all its operations for nine to ten months until the receipt of the gaming tax distribution.

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 hard by the COVID-19 Pandemic in 2020 and 2021. The gaming industry has bounced back significantly and is doing better than recent pre-COVID years. However, the ongoing issue of control over the COVID-19 Pandemic, global economic issues from the virus, oil prices, and other yet unknown factors could come into play in 2022. 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 financial challenges. The primary challenge for the city is the number of devices in town, since it is the largest source of revenue.

Paul Harris
Finance Director

City of Cripple Creek 2022 Summary Budget Information Version 3	Projected				Projected
	Beginning				Ending
	Fund Balance	Revenues	Expenses	Surplus or (Deficit)	Fund Balance
	2022				2023
General Fund	4,500,000	10,191,453	10,419,848	5,605	4,505,605
Enterprise Fund	875,000	1,446,171	1,377,456	68,715	943,715
Historic Preservation Fund	2,500,000	1,256,700	1,218,857	37,843	2,537,843
Total	7,875,000	12,894,324	13,016,161	112,163	7,987,163

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 2022 budget to the 2021 budget, by fund.

The following page compares the 2022 budget to the 2021 budget by fund and department.

2022 Budget Compared to 2021 Budget

Revenues:

	2022	2021	Dollar Change	Percent Change
General Fund	10,191,453	7,113,113	3,078,340	43.3%
Enterprise Fund	1,446,171	1,283,545	162,626	12.7%
Historic Preservation Fund	1,256,700	979,785	276,915	28.3%
Total	12,894,324	9,376,443	3,517,881	37.5%

2022 Budget Compared to 2021 Budget

Expenses

	2022	2021	Dollar Change	Percent Change
General Fund	10,419,848	7,302,648	3,117,200	42.7%
Enterprise Fund	1,377,456	1,274,553	102,903	8.1%
Historic Preservation Fund	1,218,857	978,551	240,306	24.6%
Total	13,016,161	9,555,752	3,460,409	36.2%

		2022	Adopted	Dollar	Percent	
		Budget	2021	Change	Change	Notes
Revenues:						
General Fund	General Government	7,097,750	5,783,071	1,314,679	23%	Gaming taxes and device fee increase, ARPA \$. etc. 2021 and 2022 inflated by Community Of Caring Grant.
	Administration	0	0			
	Transportation	474,156	447,822	26,334	6%	2021 Had a building study grant and trolley grant. Some carry over into 2022.
	Police	60,925	62,370	(1,445)	-2%	Overall revenue reductions.
	Communications	246,875	246,875	-	0%	
	Fire	30,000	20,000	10,000	50%	More potential revenue from wildland fire deployments.
	Planning/Building	231,575	41,575	190,000	457%	Projected building permit and review fees up significantly due to hotel projects.
	Parks & Recreation	63,500	45,600	17,900	39%	Program Income Increases.
	Marketing	150,000	121,000	29,000	24%	More lodging tax revenue.
	Events	155,100	123,800	31,300	25%	More lodging tax revenue.
	Medical Services	26,000	24,000	2,000	8%	Increase rent, per lease, for dentist office.
	Road & Bridge	1,528,572	70,000	1,458,572	2084%	TAP Grant in 2022. Slightly higher HUFF and other revenue projections.
	Fleet & Vehicle Maintenance	127,000	127,000	-	0%	
	Total General	10,191,453	7,113,112	3,078,341	43.3%	
Enterprise Fund	Public Works	1,107,571	1,052,217	55,354	5%	Water & Sewer rate increases.
	Water/Waste Water Treatment	338,600	231,328	107,272	46%	Water & Sewer rate increases.
	Total Enterprise	1,446,171	1,283,544	162,627	12.7%	
Historic Preservation Fund	Historic Preservation (08-30)	932,600	681,710	250,890	37%	Projected increase in HP tax distribution, as gaming recovers.
	Historic Butte Theater	251,500	242,100	9,400	4%	
	Jail Museum	63,250	46,850	16,400	35%	Projected increased based on 2021's actuals.
	Heritage Center Operations	9,350	9,126	224	2%	
	Total Historic Preservation	1,256,700	979,786	276,914	28.3%	
Total City Revenues		12,894,324	9,376,443	3,517,881	37.5%	
Expenses:						
General Fund	General Government	1,450,453	1,034,308	416,145	40%	Due to Community of Caring Grant carry over figure in 2022's figures.
	City Clerk	167,190	137,562	29,628	22%	General operating costs.
	Administration	310,825	270,831	39,994	15%	Full-time city administrator.
	Transportation	473,271	564,998	-91,727	-16%	2021 Had a building study, trolley study, and vehicles grant.
	Custodial	326,213	306,569	19,644	6%	General operating costs.
	Police	1,380,640	1,197,704	182,936	15%	General operating costs and AFR for two new vehicles.
	Communications	580,681	559,597	21,084	4%	General operating costs.
	Fire	1,356,515	1,242,029	114,486	9%	Full-time fire chief and AFR for bunker sets.
	Finance	294,592	220,735	73,857	33%	2022 includes full-time position.
	Planning/Building	332,726	199,587	133,139	67%	Plan check fees and building inspection fees by outside firms, due to hotel projects.
	Human Resources	191,951	182,501	9,450	5%	General operating costs.
	Information Technology	206,300	187,275	19,025	10%	Additional hardware purchases.
	Parks & Recreation	472,974	449,924	23,050	5%	General operating costs.
	Marketing	163,600	117,275	46,325	40%	2021 was artificially low due to COVID-19.
	Events	294,045	150,882	143,163	95%	2021 was artificially low due to COVID-19.
	Medical Services	32,100	27,300	4,800	18%	General operating costs.
	Road & Bridge	2,120,635	226,682	1,893,953	836%	Main cost is TAP grant. Has dollars for street paving and American Rescue Plan Act project.
	Fleet & Vehicle Maintenance	265,137	226,888	38,249	17%	General operating costs.
	Total General	10,419,848	7,302,648	3,117,200	42.7%	
Enterprise Fund	Public Works Operating	528,367	635,728	(107,361)	-17%	Some labor costs shifted to Road & Bridge in the General Fund.
	Public Works Capital	98,358	105,756	(7,399)	-7%	
	Waste Water Treatment	541,904	452,320	89,584	20%	General operating costs.
	Water Treatment	208,828	80,750	128,078	159%	Includes multiple AFR requests in 2022.
	Total Enterprise	1,377,456	1,274,553	102,903	8.1%	
Historic Preservation Fund	Historic Preservation	439,701	278,063	161,638	58%	General operating costs and on-going subsidies to other organizations outside the city.
	Historic Butte Theater	442,839	422,928	19,911	5%	General operating costs.
	Jail Museum	134,011	136,122	-2,111	-2%	
	Heritage Center Operating	142,227	122,827	19,400	16%	General operating costs.
	Rail Car	60,078	18,613	41,465	223%	AFR for \$40K for repairs to the Railcar.
	Total Historic Preservation	1,218,857	978,552	240,305	24.6%	
Total City Expenses		13,016,161	9,555,753	3,460,408	36.2%	
Summary:	Total Revenues	12,894,324	9,376,443	3,517,881		
	Total Expenses	13,016,161	9,555,753	3,460,408		
	Excess/(Deficit)	(121,837)	(179,310)	57,473		
Excess/(Deficit) with Tabor \$ added back		112,163	(465,186)	577,349		

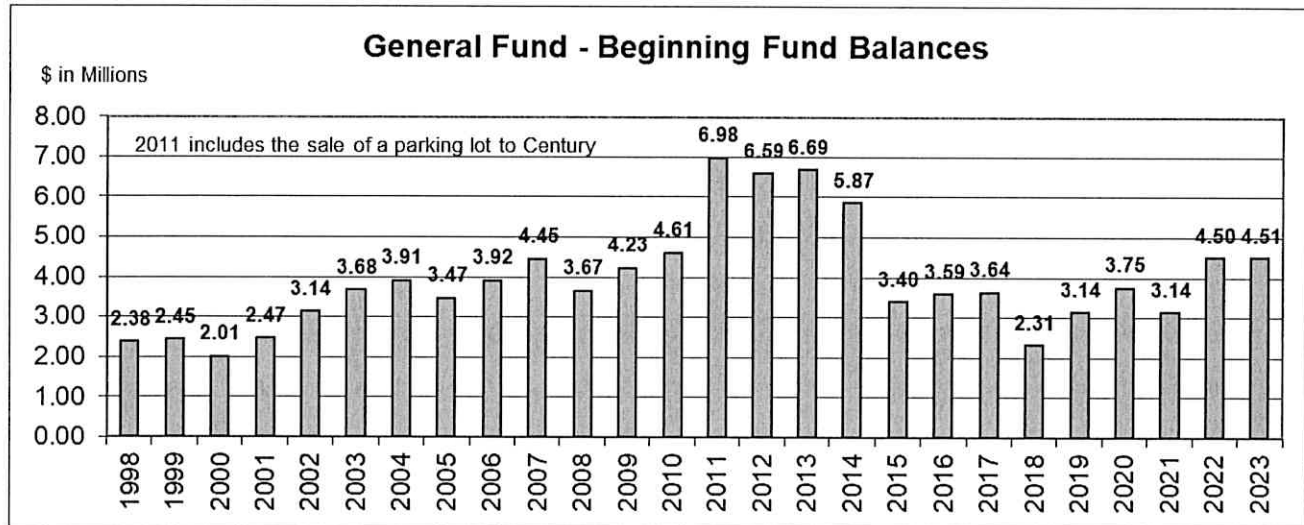
General Fund

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

Estimated General Fund Balance - 2022

Projected Beginning Balance	4,500,000
Revenue:	
General Government	7,097,750
Departments	<u>3,093,703</u>
Total Revenue	10,191,453
 Total Expenses	 10,419,848
Excess/(Deficit)	(228,395)
 Tabor set aside Dollars	 234,000
Excess/(Deficit) with Tabor Dollars	5,605
 Projected Ending Fund Balance	 4,271,605
with Tabor Dollars Added Back	4,505,605

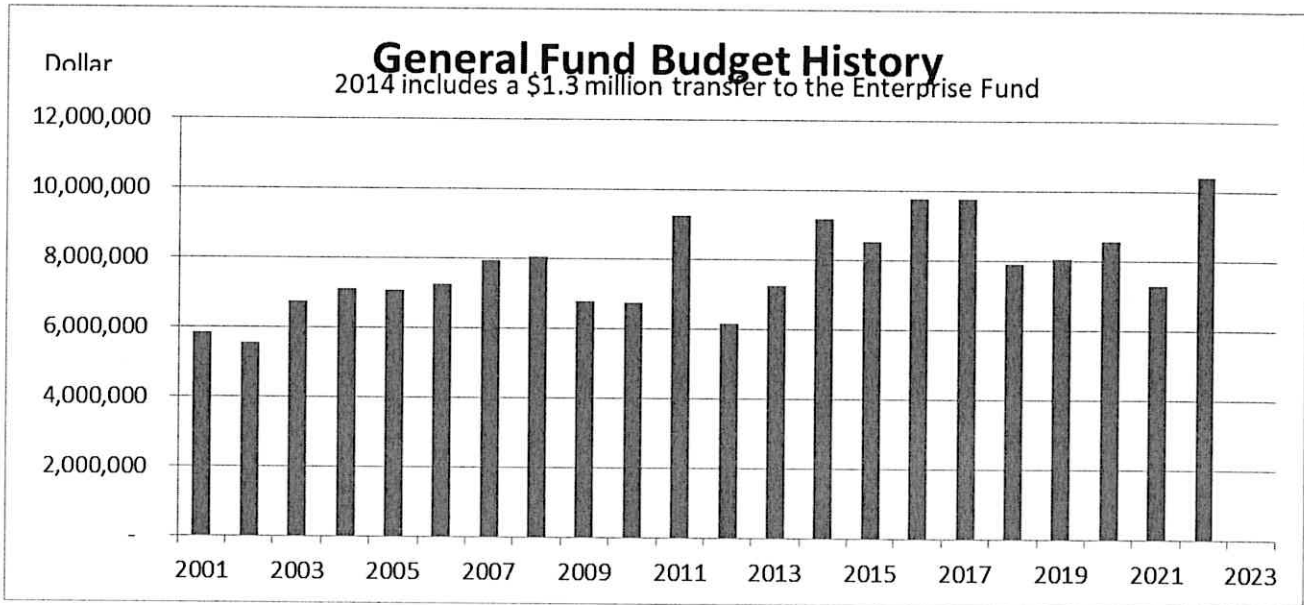
The chart below gives an overview of the history of the General Fund's beginning fund balances.



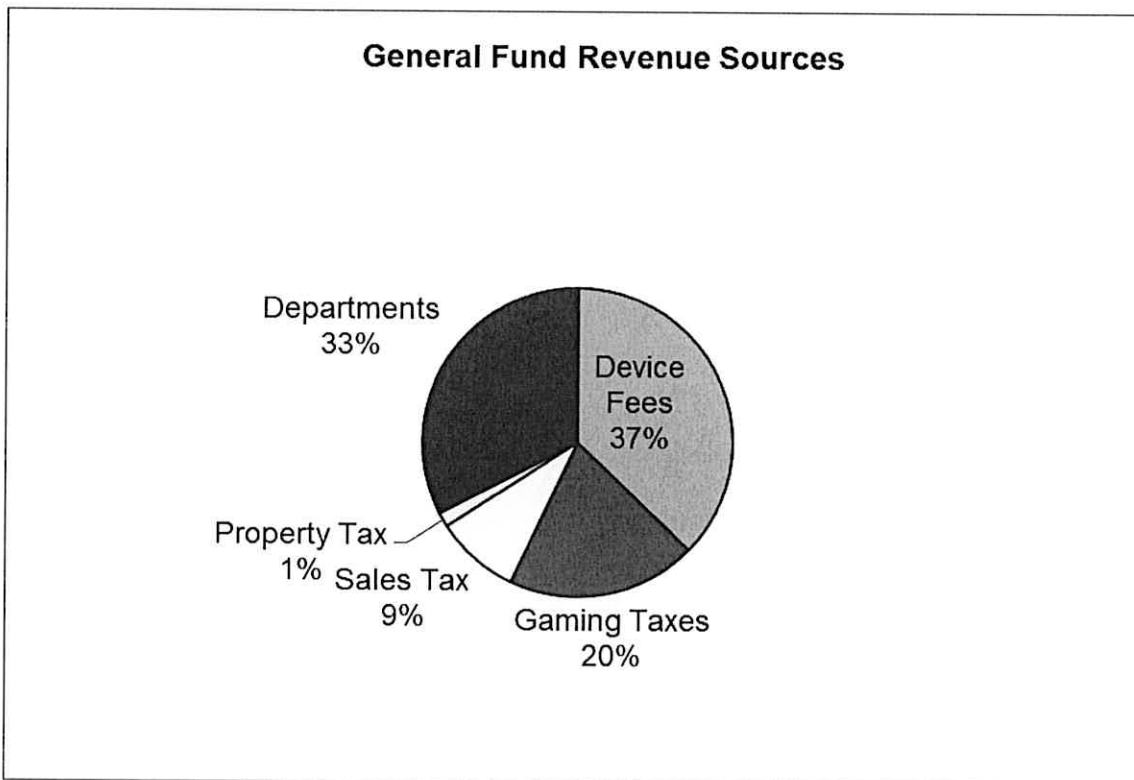
The following table summarizes revenues and expenses by programs/services in the General Fund and includes the cost of the 3% Tabor set aside in total expenditures.

General Fund			
Department	Total Revenue	Total Expenditure	Net Operating Cost
General Government	7,097,750	1,450,453	5,647,297
City Clerk		167,190	(167,190)
Administration	0	310,825	(310,825)
Transportation	474,156	473,271	885
Custodial		326,213	(326,213)
Police	60,925	1,380,640	(1,319,715)
Communications	246,875	580,681	(333,806)
Fire	30,000	1,356,515	(1,326,515)
Finance		294,592	(294,592)
Planning/Building	231,575	332,726	(101,151)
Human Resources		191,951	(191,951)
Information Technology		206,300	(206,300)
Parks & Recreation	63,500	472,974	(409,474)
Marketing	150,000	163,600	(13,600)
Special Events	155,100	294,045	(138,945)
Medical Services	26,000	32,100	(6,100)
Road and Bridge	1,528,572	2,120,635	(592,063)
Fleet & Maintenance	127,000	265,137	(138,137)
Total	10,191,453	10,419,848	(228,395)

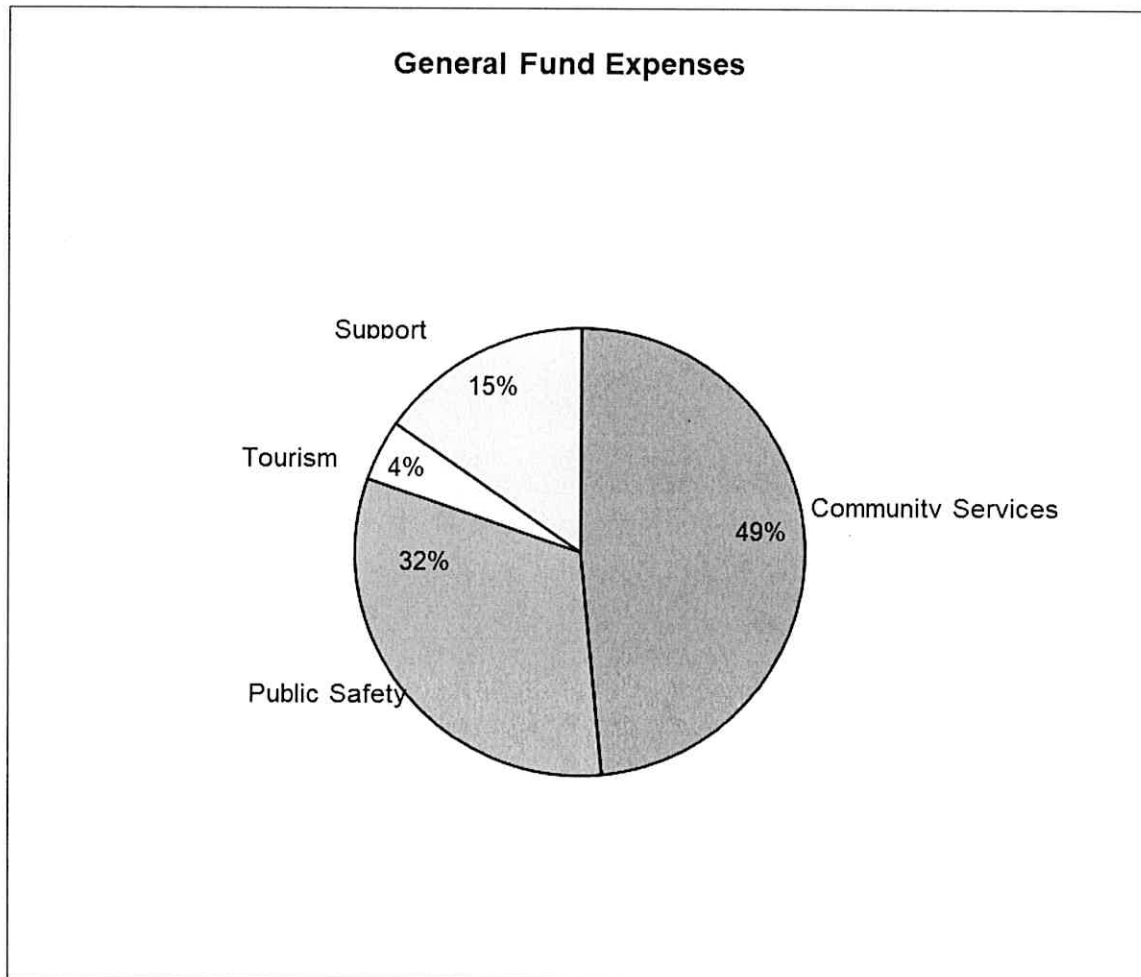
The chart below shows the General Fund's budget history. Note that 2011's large increase was due to a planned Parks & Recreation expansion project, which did not occur. Also note that 2014's figure includes a \$1.3 million transfer to the Enterprise Fund to help fund the Bennett Avenue Project.



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	9,421,553	92%	5,049,349	48%	4,372,204
Public Safety	337,800	3%	3,317,836	32%	(2,980,036)
Tourism	305,100	3%	457,645	4%	(152,545)
Support Services	127,000	1%	1,595,019	15%	(1,468,019)
Totals	10,191,453	100%	10,419,848	100%	(228,395)

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

		Percent of		Percent of	Net Operating Cost Surplus or (Deficit)	Percent of
	Revenues	Total	Expenses	Total		Total
General Government	7,097,750	75%	1,450,453	29%	5,647,297	129%
City Clerk			167,190	3%	(167,190)	4%
Transportation	474,156	5%	473,271	9%	885	0%
Planning/Building	231,575	2%	332,726	7%	(101,151)	2%
Parks & Recreation	63,500	1%	472,974	9%	(409,474)	9%
Road & Bridge	1,528,572	16%	2,120,635	42%	(592,063)	14%
Medical Services	26,000	0%	32,100	1%	(6,100)	0%
					-	
Totals	9,421,553	100%	5,049,349	100%	4,372,204	100%

Percent of Total General Fund Budget

92%

48%

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	2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 10.00 3101 000	PROPERTY TAX	129,566	132,351	135,092	135,092	141,733
A 01 10.00 3101 001	DELINQUENT PROPERTY TAX	46	100	100	100	100
A 01 10.00 3101 002	PROPERTY TAX INTEREST	1,005	593	900	300	300
A 01 10.00 3110 000	ABATED PROPERTY TAX					
A 01 10.00 3120 000	SPECIFIC OWNERSHIP TAX	15,668	14,051	14,000	14,000	14,000
A 01 10.00 3130 000	SALES TAX	728,356	697,173	645,000	820,000	835,000
A 01 10.00 3170 000	ADDTL FEES ON MOTOR VEHICLES	7,920	7,676	6,000	7,000	7,000
A 01 10.00 3180 000	GAMING DEVICE FEES	3,589,641	2,524,116	2,805,548	2,900,000	3,520,500
A 01 10.00 3181 000	DEVICE SWITCHOUT FEES	10,800	11,550	9,000	56,667	30,000
A 01 10.00 3183 000	DEVICE LATE FEES					
A 01 10.00 3361 000	SPORTS BETTING TAX					
A 01 10.00 3182 000	FRANCHISE FEES	138,716	124,884	139,000	125,000	125,000
A 01 10.00 3210 000	BUSINESS LICENSES	8,110	6,515	8,000	6,500	6,700
A 01 10.00 3220 000	LIQUOR LICENSE FEES	6,692	4,713	7,000	6,000	7,000
A 01 10.00 3221 000	OCCUPATIONAL LIQUOR	200	40	300	50	50
A 01 10.00 3340 000	CIGARETTE TAX	3,339	3,587	3,300	3,500	3,600
A 01 10.00 3341 000	SEVERANCE TAX ON MINING/MINERAL LEASE	40,193	38,709	39,000	39,000	39,000
A 01 10.00 3360 000	GAMING TAX PROCEEDS	1,754,574	1,029,625	1,315,931	1,791,194	1,875,000
A 01 10.00 3385 000	MUNICIPAL COURT REVENUE	410	1,457	1,300	500	1,000
A 01 10.00 3600 000	MISCELLANEOUS REVENUE	82,122	15,556	17,000	5,000	10,000
A 01 10.00 3601 000	TRANSFER IN FROM OTHER FUNDS	9,500	84,500	84,500	84,500	59,500
A 01 10.00 3602 001	INTEREST - INVESTMENTS	67,864	21,439	30,000	1,700	2,300
A 01 10.00 3603 000	SALE OF CITY PROPERTY		17,987			
A 01 10.00 3700 000	OTHER GRANT INCOME		15,000			
A 01 10.00 3702 000	CARES ACT FUNDING/DOLA		105,849			
A 01 10.00 3708 000	INTERGOVERNMENTAL REVENUES				200,000	
A 01 10.00 3604 000	OUTSIDE ENTITY'S DOLA GRANT			518,000	266,000	415,000
A 01 10.00 3604 000	RENT/LEASE INCOME FROM CELL TOWER/TV	4,552	4,967	4,100	4,967	4,967
Total Revenue		6,599,274	4,862,438	5,783,071	6,467,070	7,097,750
Dollar Change			(1,736,836)	920,633	683,999	630,680
Percent Change			-26%	19%	12%	10%
A 01 10.00 6166 000	DEPEND HEALTHCARE PROGRAM	69,822	81,316	80,000	77,850	80,000
A 01 10.00 6112 000	PPF PROGRAM (ALL DEPTS)					
A 01 10.00 6165 000	SALARY SURVEY COST				9,136	352,528
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	6,217	531		82	1,000
A 01 10.00 6204 000	OPERATING EXPENSE	4,442	10,423	5,000	5,000	5,000
A 01 10.00 6206 000	BANK FEES/CREDIT CARD PROCESSING EXP.	6,305	3,225	5,900	1,485	1,500
A 01 10.00 6208 000	POSTAGE	235				
A 01 10.00 6301 000	LEGAL ADVERTISING					
A 01 10.00 6304 000	AUDITOR	28,576	29,096	30,000	34,118	35,000
A 01 10.00 6307 000	COMMUNITY ALLOCATIONS	15,500			2,500	15,000
A 01 10.00 6307 003	SCHOOL SCHOLARSHIP FUND	5,000	5,000	2,500	5,000	5,000
A 01 10.00 6311 000	SOFTWARE SUPPORT CONTRACT		2,056			
A 01 10.00 6312 000	TELLER CNTY TREASURER FEES	2,750	2,701	2,900	2,900	3,000
A 01 10.00 6401 000	UTILITIES	20,318	16,585	18,500	18,500	22,800
A 01 10.00 6404 000	COURT OF RECORD					
A 01 10.00 6409 000	CONTINGENCY			75,000		164,000
A 01 10.00 6411 000	EMERGENCY FUND (TABOR)			190,141		234,000
A 01 10.00 6502 000	INSURANCE	6,222	5,775	6,000	6,250	6,300
A 01 10.00 6502 001	INSURANCE DEDUCTIBLE	1,740				
A 01 10.00 6502 002	ADDITIONAL WORKERS COMP PREMIUM					
A 01 10.00 6611 001	PARKING LOT LEASE - BENNET AVE	12,000	12,000	12,000	12,000	12,000
A 01 10.00 6612 000	PAYROLL VENDOR	23,041	23,154	23,000	26,000	26,500
A 01 10.00 6615 000	PIKES PEAK AREA GOVERNMENT	2,149	2,114	2,175	2,012	2,175
A 01 10.00 6618 000	CML ASSOCIATION DUES	2,297	2,321	2,321	2,321	2,279
A 01 10.00 6621 000	ELEVATOR MAINTENANCE CONTRACT	942	1,403	1,000	1,000	1,000
A 01 10.00 6622 000	TOWN BEAUTIFICATION	15,521		15,000	15,000	22,500
A 01 10.00 6800 000	VETERANS PARK- MEMORIAL WALL	72	505	1,000	1,000	
A 01 10.00 6990 001	OUTSIDE ENTITY'S DOLA GRANT			518,000	266,000	415,000
A 01 10.00 6990 001	COUNCIL CHAMBERS	609	7,579		3,000	
A 01 10.00 6990 014	PURCHASE OF STAR BUILDING	328,044				
A 01 10.00 6992 000	COUNCIL SEMINAR/CONFERENCES	4,149	1,287	3,000	3,000	3,000
A 01 10.00 6992 001	COUNCIL MEETINGS/BROADCASTS					
A 01 10.00 6993 000	COUNCIL COMPENSATION	44,124	43,772	40,661	40,661	40,661
AFR Pool						
A 01 10.00 6996 000	CITY COUNCIL EAP	212	196	210	210	210
Total Expenditure		600,287	251,039	1,034,308	535,025	1,450,453
Dollar Change			-349,248	783,269	-499,283	915,428
Percent Change			-58%	312%	-48%	171%
Net Operating Cost - Surplus (Deficit)		5,998,987	4,611,399	4,748,763	5,932,045	5,647,297

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	Full Time

01 13-00 CITY CLERK

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 13.00 6110 000	SALARIES	80,172	85,201	88,409	72,183	98,138
	COLA			1,282		3,631
	TOTAL SALARIES	80,172	85,201	89,691	72,183	101,769
A 01 13.00 6120 000	SOCIAL SECURITY EXPENSE	4,894	5,266	5,561	4,475	6,310
A 01 13.00 6130 000	MEDICARE EXPENSE	1,145	1,231	1,301	1,047	1,476
A 01 13.00 6140 000	RETIREMENT EXPENSE	4,612	4,795	5,000	7,851	7,851
A 01 13.00 6150 000	EMPLOYEE HEALTH INSURANCE	8,895	9,426	9,709	9,709	19,558
A 01 13.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	85	85	85
A 01 13.00 6160 000	WORKMANS COMP EXPENSE	722	584	666	666	666
A 01 13.00 6167 000	DISABILITY INSURANCE					
A 01 13.00 6203 000	OFFICE SUPPLIES	2,431	2,887	2,500	2,500	2,500
A 01 13.00 6204 000	OPERATING EXPENSE	3,099	3,100	2,500	3,000	3,000
A 01 13.00 6208 000	POSTAGE	221	386	600	400	400
A 01 13.00 6209 000	TRAVEL			125	125	125
A 01 13.00 6210 000	TRAINING	1,309	625	625	625	625
A 01 13.00 6301 000	LEGAL ADVERTISING	3,510	779	2,000	2,200	2,000
A 01 13.00 6310 000	ELECTIONS	2,364	1,876	1,500	1,900	2,000
A 01 13.00 6402 000	PHONE	1,894	2,443	2,100	1,878	1,900
A 01 13.00 6402 001	CELL PHONES	140				
A 01 13.00 6402 003	INTERNET	656	660	500	660	675
A 01 13.00 6811. 000	SCANNING DOCUMENTS					
A 01 13.00 6404 001	COURT COSTS	11,179	8,563	7,000	9,660	9,800
A 01 13.00 6502 000	INSURANCE	1,479	1,431	1,500	1,679	1,700
A 01 13.00 6611 000	LEASE/PURCHASE EQUIPMENT	1,940	1,653	1,900	1,700	1,750
A 01 13.00 6990 010	CODIFICATION PROGRAM	2,658	3,340	2,700	2,700	3,000
Total Expenditure		133,398	134,324	137,562	125,043	167,190
Dollar Change			926	3,238	-12,519	42,146
Percent Change			1%	2%	-9%	34%
Net Operating Cost - Surplus (Deficit)		(133,398)	(134,324)	(137,562)	(125,043)	(167,190)

Transportation

MISSION STATEMENT

To improve Cripple Creek's economy, environment, and quality of life by providing safe, reliable, efficient, and sustainable transportation services and facilities.

CORE VALUES

- **Accountable** – Cripple Creek Transit will be financially sustainable and accountable to the public, its users, and its employees.
- **Affordable** – Cripple Creek Transit will offer affordable and competitive transportation options.
- **Convenient** – Cripple Creek Transit programs and services will be convenient and easy to use.
- **Dependable** – Cripple Creek Transit will meet the public's expectations for quality and reliability of services and facilities.
- **Efficient** – Cripple Creek Transit will be agile and efficient in management, operations and use of resources.
- **Safe** – Safety is Cripple Creek Transit's highest priority.
- **Sustainable** – Cripple Creek Transit will be environmentally responsible.

CRIPPLE CREEK TRANSIT GOALS

- **Safety and Security**
Ensure safety and security throughout the transportation system and in the Cripple Creek work environment.
- **Employee Success**
Strengthen workforce through professional development opportunities that enhance knowledge, skills, and leadership abilities.
- **Customer Satisfaction**
Deliver a superior and reliable customer experience.
- **Financial Sustainability**
Ensure long-term financial sustainability.
- **Organizational Efficiency and Effectiveness**
Attain the highest level of agency performance.
- **Sustainability**
Advance transportation solutions that support environmental goals and are mindful of the context of our community.

- **Transformative Mobility Solutions**
Deliver innovative transportation choices providing accessible mobility throughout the community.

OBJECTIVES

1). The City of Cripple Creek Transportation: Pursue several different grant opportunities with CDOT for 2022. In 2022, 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.
- 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.

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.
- Coordinate with other local transit agencies to provide service to the region.

Staff

Transportation Manager / Mobility 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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 12.00 3413 000	RIDERSHIP REVENUE	25,246	4,872	25,000	0	0
A 01 12.00 3500 001	CDOT FASTER VEHICLE GRANT			130,263	260,526	
A 01 12.00 3500 005	CDOT 5311 OPERATING	106,573	153,696	129,720	129,720	153,091
A 01 12.00 3500 010	CDOT 5311 ADMIN COSTS GRANT	53,738	87,519	87,739	87,739	86,114
A 01 12.00 3500 015	CDOT TROLLEY STUDY GRANT			50,000	50,000	
A 01 12.00 3500 011	MOBILITY MANAGER GRANT	22,102	11,457			
A 01 12.00 3500 025	CDOT EQUIPMENT/SHELTER GRANT					
A 01 12.00 3501 000	CDOT TRANIST BUILDING STUDY GRANT				70,000	50,000
A 01 12.00 3502 000	CDOT CARES ACT COVID-19 FUNDING				8,015	159,951
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	394	580	100		
Total Revenue		233,053	283,124	447,822	631,000	474,156
Dollar Change			50,071	164,698	183,178	(156,844)
Percent Change			21%	58%	41%	-25%
A 01 12.00 6110 000	SALARIES	299,107	292,993	273,717	287,089	295,310
A 01 12.00 6111 000	OVERTIME	744		500	700	1,000
	COLA			3,976		10,963
	TOTAL SALARIES	299,851	292,993	278,193	287,789	307,273
A 01 12.00 6120 000	SOCIAL SECURITY EXPENSE	18,435	18,081	17,248	17,843	19,051
A 01 12.00 6130 000	MEDICARE EXPENSE	4,311	4,229	4,034	4,034	4,455
A 01 12.00 6140 000	RETIREMENT EXPENSE	10,732	11,644	10,749	10,749	10,749
A 01 12.00 6150 000	EMPLOYEE HEALTH INSURANCE	16,220	19,547	18,852	18,852	19,418
A 01 12.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	352	352	375	375	375
A 01 12.00 6160 000	WORKMANS COMP EXPENSE	4,453	3,600	4,110	4,110	4,110
A 01 12.00 6203 000	OFFICE SUPPLIES	2,406	865	500	500	500
A 01 12.00 6204 000	OPERATING EXPENSE	7,699	6,621	4,000	6,000	4,000
A 01 12.00 6205 000	VEHICLE MAINTENANCE	24,950	7,617	10,000	10,000	10,000
A 01 12.00 6206 000	FUEL EXPENSE	32,139	12,386	25,000	23,000	30,000
A 01 12.00 6208 000	AFFILIATIONS/SUBSCRIPTIONS	5,754	375	375	520	520
A 01 12.00 6211 000	DRIVER TRAINING/PHYSICALS	1,662	48	700	1,786	1,500
A 01 12.00 6401 000	UTILITIES	2,286	1,877	2,400	2,000	2,640
A 01 12.00 6402 000	PHONE	779	48	250	50	55
A 01 12.00 6402 001	CELL PHONES	1,338	1,202	1,200	1,300	1,300
A 01 12.00 6402 003	INTERNET	656	660	500	660	675
A 01 12.00 6407 000	BUILDING MAINTENANCE	1,500	1,762	1,000	1,000	1,000
A 01 12.00 6502 000	INSURANCE	2,909	2,815	3,000	3,200	3,400
A 01 12.00 6611 000	LEASE/PURCHASE EQUIPMENT	176	164	200	200	200
A 01 12.00 6700 000	EMPLOYEE HIRING	453	109	225	225	225
A 01 12.00 6800 041	MOBILITY MANAGER travel, materials, supplies	3,168	3,427			
A 01 12.00 6805 000	COVID-19		9,044		7,820	
A 01 12.00 6212 000	UNIFORMS	655		500	500	500
	Sub Total Operating Costs	442,884	399,466	383,411	402,513	421,946
Capital Costs						
A 01 12.00 6990 004	VEHICLE PURCHASE			130,263	260,526	
A 01 12.00 6990 000	CAPITAL EXPENSE EQUIPMENT	5,662				
A 01 12.00 6990 013	TROLLEY STUDY GRANT			50,000	50,000	
A 01 12.00 6990 019	CDOT TRANIST BUILDING STUDY GRANT				100,000	50,000
A 01 12.00 6990 015	EQUIPMENT/SHELTER GRANT					
A 01 12.00 6990 017	CAMERA SYSTEM					
A 01 12.00 6990 019	UNALLOCATED					
	Sub Total Capital Costs	5,662	0	180,263	410,526	50,000
Administration Costs						
A 01 12.00 6800 000	OUTSIDE CONSULTANT					
	OPERATING COORDINATOR					
	OPERATING COORDINATOR BENEFITS					
	CDOT 5304 PLANNING GRANT					
A 01 12.00 6210 000	TRAINING	1,437	1,206	500	500	500
A 01 12.00 6800 020	TRAVEL II	1,164				
A 01 12.00 6800 025	MARKETING	1,771		-	-	-
A 01 12.00 6800 030	SUBSTANCE ABUSE PROGRAM	400	400	400	400	400
A 01 12.00 6800 035	AUDIT	398		425	425	425
A 01 12.00 6800 040	UTILITIES & INTERNET					
	Sub Total Administration Costs	5,170	1,606	1,325	1,325	1,325
Total Expenditure		453,716	401,072	564,999	814,364	473,271
Dollar Change			-52,644	163,927	249,365	-341,092
Percent Change			-12%	41%	44%	-42%
Net Operating Cost - Surplus (Deficit)		(220,663)	(117,948)	(117,177)	(183,364)	885

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

Beginning in 2021, Baseline Engineering provides oversight of the planning & building process for the city.

Development/Projects Lead Coordinator	Full-time
---------------------------------------	-----------

01 25-00 PLANNING & BUILDING DEPARTMENT

		2018	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 25.00 3223 000	CONTRACTORS LICENSE FEES	18,349	6,736	11,000	11,000	11,000
A 01 25.00 3224 000	BUILDING PERMIT FEES	119,301	23,414	20,000	913,021	150,000
A 01 25.00 3225 000	BUILDING PLANS REVIEW	14,866	499	5,000	32,000	30,000
A 01 25.00 3226 000	PLUMBING & MECHANICAL PERMITS					
A 01 25.00 3232 000	PLANNING & REVIEW FEES	9,842	11,813	5,000	10,000	15,000
A 01 25.00 3210 000	CONSULTANTS WORK BILLABLE TO APPLICANT				10,000	25,000
A 01 25.00 3227 000	INSPECTION FEES	175	100	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		100	100	100
A 01 25.00 3600 000	MISCELLANEOUS REVENUE	125	135	100	500	100
Total Revenue		210,308	42,697	41,575	976,996	231,575
Dollar Change			(167,611)	(1,122)	935,421	(745,421)
Percent Change			-80%	-3%	2250%	-76%
A 01 25.00 6110 000	SALARIES	123,379	109,086	121,583	46,077	54,662
A 01 25.00 6111 000	OVERTIME	41	58	0		0
	COLA			1,763		2,023
	TOTAL SALARIES	123,420	109,144	123,346	46,077	56,685
A 01 25.00 6120 000	SOCIAL SECURITY EXPENSE	7,610	6,735	7,647	2,857	3,514
A 01 25.00 6130 000	MEDICARE EXPENSE	1,770	1,575	1,789	668	822
A 01 25.00 6140 000	RETIREMENT EXPENSE	8,466	7,608	9,868	3,686	4,535
A 01 25.00 6150 000	EMPLOYEE HEALTH INSURANCE	17,726	16,447	18,988	9,494	9,770
A 01 25.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	117	125	150	150
A 01 25.00 6160 000	WORKMANS COMP EXPENSE	1,083	875	999	400	900
A 01 25.00 6203 000	OFFICE SUPPLIES	741	1,068	1,000	1,000	1,000
A 01 25.00 6204 000	OPERATING EXPENSE	967	624	900	1,600	1,000
A 01 25.00 6205 000	VEHICLE MAINTENANCE	169	227	250	250	250
A 01 25.00 6206 000	FUEL EXPENSE	1,299	906	1,000	1,100	1,200
A 01 25.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS					
A 01 25.00 6209 000	TRAVEL			150	150	150
A 01 25.00 6210 000	TRAINING		54	100	100	100
A 01 25.00 6306 000	BUILDING PLAN CHECK FEE	20,926	12,893	10,000	730,417	30,000
A 01 25.00 6307 000	BUILDING INSPECTION FEE	87,931	20,635	15,000	21,000	120,000
A 01 25.00 6309 000	OUTSIDE CONSULTANT ADMIN CONTRACT		18,524		67,200	69,000
A 01 25.00 6310 000	CONSULTANTS WORK BILLABLE TO APPLICANT				25,000	25,000
A 01 25.00 6311 000	PERMIT FEES				29,000	
A 01 25.00 6401 000	UTILITIES	1,900	1,906	1,800	1,800	1,900
A 01 25.00 6402 000	PHONE	1,253	1,711	1,400	1,400	1,450
A 01 25.00 6402 001	CELL PHONES	1,307	1,190	1,250	921	950
A 01 25.00 6402 003	INTERNET	656	660	500	660	675
A 01 25.00 6502 000	INSURANCE	1,690	1,636	1,650	1,700	1,750
A 01 25.00 6611 000	LEASE/PURCHASE EQUIPMENT	150	163	175	175	175
A 01 25.00 6640 000	PROPERTY MAINTENANCE	624	232	1,000	1,000	1,000
A 01 25.00 6700 008	MAIN STORAGE BUILDING 2nd STREET	176	221	400	500	500
A 01 25.00 6800 000	HIRING EXPENSE					
A 01 25.00 6500 000	DANGEROUS BUILDING EXPENSE					
A 01 25.00 6990 002	COMPUTERS					
A 01 25.00 6990 003	TOOLS	450	25	250	250	250
	HOUSING STUDY	67,665				
Total Expenditure		348,096	205,176	199,587	948,555	332,726
Dollar Change			-142,920	-5,589	748,968	-615,829
Percent Change			-41%	-3%	375%	-65%
Net Operating Cost - Surplus (Deficit)		(137,788)	(162,479)	(158,012)	28,441	(101,151)

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 and budget restrictions.
- 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 21st Century Learning / FACT
- Continue to partner with Southern Teller County Focus Group
- Continue to partner with Southern Teller County Resource Group
- Continue to partner with Cripple Creek Victor School District
- Continue to pursue funding from philanthropists and sponsorships.

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 second GOCO Grant for park/trail maintenance provided by local youth.
- Working with the construction team affiliated with Bronco Billy's expansion to restore Mountain Wave Skate Park (currently closed due to safety hazards).

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, TCPH, CIRSA, CPR and NRPA postings and publications.
- Review and update existing ordinances and policies.
- As funding allows, repair the needed areas for the June Hack Community Center, 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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 35.00 3515 005	GOCO GRANT					
A 01 35.00 3515 008	EL POMAR GRANT					
A 01 35.00 3590 000	PROGRAM INCOME	11,049	2,374	6,000	3,000	11,000
A 01 35.00 3592 000	CONSERVATION TRUST FUND	14,481	12,547	13,000	13,660	14,000
A 01 35.00 3594 000	CHILD CARE SERVICES	26,183	2,178			
A 01 35.00 3595 000	ATHLETIC PROGRAM	29,067	17,300	16,000	19,500	30,000
A 01 35.00 3596 000	SKATING	977	374			
A 01 35.00 3596 001	FACILITY RENTAL					
A 01 35.00 3597 000	RENTALS	1,245	510	1,000	800	1,500
A 01 35.00 3599 000	DONATIONS	394	465	400	500	500
A 01 35.00 3600 000	MISC. REVENUE	1,860	759	2,200	500	500
A 01 35.00 3601 000	SPECIAL EVENTS	3,261	945	1,500	1,000	3,000
A 01 35.00 3606 000	GREEN HOUSE	3,528	31			
A 01 35.00 3607 000	SPONSORSHIPS			1,000		
A 01 35.00 3608 000	SILVER SNEAKERS	5,328	1,887	4,500	1,800	3,000
Total Revenue		97,373	39,370	45,600	40,760	63,500
Dollar Change			(58,003)	6,230	(4,840)	22,740
Percent Change			-60%	16%	-11%	56%
A 01 35.00 6110 000	SALARIES	320,016	286,497	261,487	265,293	265,293
A 01 35.00 6111 000	OVERTIME	1,766	309	1,000	1,000	1,000
	COLA			3,806		9,853
	TOTAL SALARIES	321,782	286,806	266,293	266,293	276,146
A 01 35.00 6120 000	SOCIAL SECURITY EXPENSE	19,097	16,833	16,510	16,510	17,121
A 01 35.00 6130 000	MEDICARE EXPENSE	4,457	3,937	3,861	3,861	4,004
A 01 35.00 6140 000	RETIREMENT EXPENSE	17,222	17,349	18,108	18,108	18,778
A 01 35.00 6150 000	EMPLOYEE HEALTH INSURANCE	43,870	46,559	47,568	47,568	48,995
A 01 35.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	469	469	430	430	430
A 01 35.00 6160 000	WORKMANS COMP EXPENSE	9,723	7,862	8,974	7,000	7,500
A 01 35.00 6201 000	POSTAGE	2,642	1,280	1,200	1,300	1,350
A 01 35.00 6203 000	OFFICE SUPPLIES	3,109	1,815	1,500	1,500	1,600
A 01 35.00 6204 000	OPERATING EXPENSE	5,459	4,572	5,000	5,000	5,000
A 01 35.00 6205 000	VEHICLE MAINTENANCE	2,328	2,749	2,500	2,700	2,500
A 01 35.00 6206 000	FUEL	1,316	488	1,500	1,500	1,800
A 01 35.00 6207 000	ADVERTISING AND PRINTING	9,342	3,739	1,000	1,000	1,000
A 01 35.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	491	320	350	700	350
A 01 35.00 6209 000	TRAVEL	2,256	358	500	500	500
A 01 35.00 6210 000	TRAINING	496		400	400	500
A 01 35.00 6211 000	PARK MAINTENANCE	4,541	3,465	4,000	4,000	4,000
A 01 35.00 6212 000	PARK BLDG MAINTENANCE	2,472	807	2,000	2,000	2,000
A 01 35.00 6213 000	CONSERVATION TRUST FUND EXP.	10,455	10,092	11,000	11,000	11,500
A 01 35.00 6401 000	UTILITIES	23,070	20,510	21,750	21,750	26,400
A 01 35.00 6402 000	PHONE	4,672	2,570	2,500	2,500	2,500
A 01 35.00 6402 001	CELL PHONES	391	265		405	425
A 01 35.00 6402 003	INTERNET	656	660	500	660	675
A 01 35.00 6502 000	INSURANCE	10,122	9,796	9,900	12,000	12,500
A 01 35.00 6503 000	CREDIT CARD PROCESSING	75	15	80		
A 01 35.00 6504 000	PARKING LOT LEASE	4,500	4,500			
A 01 35.00 6611 000	LEASE/PURCHASE EQUIPMENT	4,458	2,704	3,500	2,800	2,900
A 01 35.00 6614 000	SKATING	516				
A 01 35.00 6614 001	FACILITY RENTAL		66	500	500	500
A 01 35.00 6615 000	ATHLETICS	12,694	7,430	10,000	10,000	12,500
A 01 35.00 6616 000	RECREATION CLASSES	7,835	1,253	4,000	4,000	5,000
A 01 35.00 6617 000	SPECIAL EVENTS	2,411	205	2,000	2,000	2,000
A 01 35.00 6619 000	CHILD CARE SERVICES	4,034	147			
A 01 35.00 6700 000	HIRING EXPENSE	406	116			
A 01 35.00 6810 000	GREEN HOUSE EXPENSES	68	3,309			
A 01 35.00 6813 000	CITY HALL PARK					
A 01 35.00 6910 000	CAPITAL EXPENSE BUILDING	3,170				
A 01 35.00 6915 000	CAPITAL EXPENSE GROUNDS					
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				2,500	
A 01 35.00 6990 025	BMX TRACK/PROGRAM	2,303		2,500		2,500
A 01 35.00 6990 053	MOUNTAIN VIEW ADENTURE PARK	4,995				
Total Expenditure		547,903	463,046	449,924	450,485	472,974
Dollar Change			-84,857	-13,122	561	22,489
Percent Change			-15%	-3%	0%	5%
Net Operating Cost - Surplus (Deficit)		(450,530)	(423,676)	(404,324)	(409,725)	(409,474)

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. and dental care through Forest Edge Dental.

01 47-00 MEDICAL SERVICES

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 47.00 3400 001	RENT - DENTAL PRACTICE	12,475	11,725	18,000	9,675	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		500		2,000	2,000
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		310			
Total Revenue		34,425	18,535	24,000	17,675	26,000
Dollar Change			(15,890)	5,465	(6,325)	8,325
Percent Change			-46%	29%	-26%	47%
A 01 47.00 6204 000	GENERAL OPERATING COST	6,568	7,252	4,500	7,000	7,000
A 01 47.00 6401 000	UTILITIES	22,477	20,354	20,000	20,500	21,000
A 01 47.00 6405 000	MAINTENACE - DENTAL EQUIPMENT		3,749			
A 01 47.00 6406 000	BUILDING MAINTENANCE	2,943	2,326	1,500	2,400	2,500
A 01 47.00 6500 000	UNCOLLECTABLE ACCTS/BAD DEBT	28,000	11,750			
A 01 47.00 6502 000	INSURANCE	1,306	1,264	1,300	1,500	1,600
A 01 47.00 6800 000	MEDICAL SERVICES PROVIDER					
A 01 47.00 6807 000	MEDICAL PRACTICE GRANT	60,561				
A 01 47.00 6990 002	BUILDING SPACE FINISHES					
A 01 47.00 6990 003	COMPUTER EQUIPMENT					
Total Expenditure		121,855	46,695	27,300	31,400	32,100
Dollar Change			-75,160	-19,395	4,100	700
Percent Change			-62%	-42%	15%	2%
Net Operating Cost - Surplus (Deficit)		(87,430)	(28,160)	(3,300)	(13,725)	(6,100)

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:

Public Works Director	Full-time
Administrative Assistant	Full-time
Heavy Equipment Operator	Full-time
Laborer/Equipment Operator	Full-Time

01 45-00 ROAD & BRIDGE

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 45.00 3300 000	HIGHWAY USERS FUNDS	69,488	45,010	60,000	45,000	69,300
A 01 45.00 3380 000	ROAD & BRIDGE TAX	10,902	13,931	10,000	13,908	14,000
A 01 45.00 3500 030	CDOT TAP SIDEWALK GRANT					1,287,173
	AMERICAN RESCUE PLAN FEDERAL DOLLARS				158,099	158,099
A 01 45.00 3600 000	MISCELLANEOUS REVENUE	441	17,723			
Total Revenue		80,831	76,664	70,000	217,007	1,528,572
Dollar Change			-4,167	-6,664	147,007	1,311,565
Percent Change			-5%	-9%	210%	604%
A 01 45.00 6110 000	SALARIES	79,616	77,165	77,065	78,240	203,209
A 01 45.00 6111 000	OVERTIME	2,067	1,115	4,000	3,000	3,500
	COLA			1,175		7,648
	TOTAL SALARIES	81,683	78,280	82,240	81,240	214,357
A 01 45.00 6120 000	SOCIAL SECURITY EXPENSE	4,802	4,670	5,099	5,037	13,290
A 01 45.00 6130 000	MEDICARE EXPENSE	1,123	1,092	1,192	1,178	3,108
A 01 45.00 6140 000	RETIREMENT EXPENSE	5,568	7,634	6,579	6,499	17,149
A 01 45.00 6150 000	EMPLOYEE HEALTH INSURANCE	16,252	18,561	19,013	19,013	39,183
A 01 45.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	117	126	125	125
A 01 45.00 6160 000	WORKMANS COMP EXPENSE	902	730	833	775	800
A 01 45.00 6162 000	CLOTHING ALLOWANCE	306		200	200	200
A 01 45.00 6201 000	BUILDING MAINTENANCE					
A 01 45.00 6204 000	OPERATING EXPENSE	2,728	2,939	1,000	3,000	3,000
A 01 45.00 6205 000	VEHICLE MAINTENANCE	17,782	9,951	8,000	8,000	9,000
A 01 45.00 6206 000	FUEL	9,639	5,676	7,500	7,000	9,000
A 01 45.00 6207 000	OPERATING EQUIPMENT	106		500	500	500
A 01 45.00 6401 000	UTILITIES	2,287	1,877	2,400	2,000	2,200
A 01 45.00 6402 001	CELL PHONES	1,157	789	700	800	850
A 01 45.00 6403 000	STREET LIGHT REPAIRS					
A 01 45.00 6404 001	STREET LIGHT UTILITIES	29,896	28,699	26,000	29,000	36,000
A 01 45.00 6408 000	STREET SIGNS	2,531	9,824	2,000	2,000	2,000
A 01 45.00 6502 000	INSURANCE	7,435	7,198	7,200	8,000	8,500
A 01 45.00 6505 000	STREET MAINTENANCE (Paving, Painting, etc.)	110,814	36,691	10,000	10,000	225,000
	AMERICAN RESCUE PLAN FEDERAL \$ PROJECT					33,086
A 01 45.00 6506 000	GRAVEL PIT RECLAMATION					
A 01 45.00 6508 000	ICE SLICER/DEICING MATERIAL	40,087	18,934	41,000	40,000	41,000
A 01 45.00 6611 000	LEASE/PURCHASE EQUIPMENT					
A 01 45.00 6612 000	TRAFFIC CONTROL DEVICES	989		1,000	1,000	1,000
A 01 45.00 6990 006	STREET LIGHT & REGULAR LIGHT REPLACEMENT	5,485	1,340	4,000	4,000	4,000
A 01 45.00 6509 000	BRIDGE REPAIR					
A 01 45.00 6700 000	HIRING EXPENSE	50		100	100	100
A 01 45.00 6990 004	PROPERTY ACQUISITION					
A 01 45.00 6990 015	CDOT TELLER 1 TRAILS GRANT					
A 01 45.00 6990 018	CDOT TAP SIDEWALK GRANT	4,070			8,500	1,412,186
A 01 45.00 6990 019	TRACTOR	13,198				
	AFR NEW STREET SWEEPER LEASE @5 YRS					45,000
A 01 45.00 6990 020	BENNETT AVENUE PROJECT	7,320				
Total Expenditure		366,327	235,002	226,682	237,967	2,120,635
Dollar Change			-131,325	-8,320	11,285	1,882,667
Percent Change			-36%	-4%	5%	791%
Net Operating Cost - Surplus (Deficit)		(285,496)	(158,338)	(156,682)	(20,960)	(592,063)

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	60,925	18%	1,380,640	42%	(1,319,715)	44%
Fire/Emergency Services	30,000	9%	1,356,515	41%	(1,326,515)	45%
Dispatch	246,875	73%	580,681	18%	(333,806)	11%
Totals	337,800	100%	3,317,836	100%	(2,980,036)	100%
Percent of Total General Fund Budget	3%		32%			

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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 15.00 3454 000	DOG LICENSE FEES	875	415	800	460	475
A 01 15.00 3454 001	DOG IMPOUND FEE	400	475	400	500	500
A 01 15.00 3454 002	PET ADOPTION FEE	397	387	400	425	425
A 01 15.00 3510 000	FINES & FORFEITURES	13,973	10,845	13,000	10,000	10,500
A 01 15.00 3513 000	TOWING IMPOUND	170	760	150	650	700
A 01 15.00 3514 000	FINGER PRINTS/GAMING	655	430	200	450	475
A 01 15.00 3515 008	BULLET PROOF VEST GRANT		1,596			
A 01 15.00 3515 013	CC&V SCHOOL FUNDING FOR RESOURCE OFF.	31,041	14,974	32,295	15,000	33,000
A 01 15.00 3515 014	POST TRAINING EQUIPMENT GRANT				3,022	
A 01 15.00 3515 016	CDOT DUI GRANT	10,602	11,479	10,000	10,500	10,500
A 01 15.00 3515 019	SHOOTING RANGE GRANT		5,200			
A 01 15.00 3517 000	RECORDS REQUEST	396	341	375	250	250
A 01 15.00 3519 000	POLICE MERCHANDISE SALES	677	148	500	100	100
A 01 15.00 3520 000	PET DONATIONS	46		50		
A 01 15.00 3521 000	VIN REVENUE	1,480	1,144	1,200	900	1,000
A 01 15.00 3515 017	MARIJUANA GRANT					
A 01 15.00 3514 000	REIMBURSEMENT FOR TRAINING					
A 01 15.00 3515 018	TASER GRANT	6,441				
A 01 15.00 3522 000	DONATION FOR BODY CAMERAS				10,000	
A 01 15.00 3600 000	MISC. REVENUE	6,426	1,779	3,000	3,600	3,000
Total Revenue		73,579	49,973	62,370	55,857	60,925
Dollar Change			(23,606)	12,397	(6,513)	5,068
Percent Change			-32%	25%	-10%	9%
A 01 15.00 6110.000	SALARIES	841,845	753,628	784,000	714,000	784,000
A 01 15.00 6111 000	OVERTIME	53,244	33,411	50,000	53,000	50,000
	COLA			12,093		30,858
	TOTAL SALARIES	895,089	787,039	846,093	767,000	864,858
A 01 15.00 6120 000	SOCIAL SECURITY EXPENSE	53,786	47,340	52,458	47,554	53,621
A 01 15.00 6130 000	MEDICARE EXPENSE	12,579	11,071	12,268	11,122	12,540
A 01 15.00 6140 000	RETIREMENT EXPENSE	62,649	53,316	67,687	61,360	69,189
A 01 15.00 6150 000	EMPLOYEE HEALTH INSURANCE	101,471	89,437	92,729	92,729	95,511
A 01 15.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	509	509	450	450	450
A 01 15.00 6160 000	WORKMANS COMP EXPENSE	20,120	17,267	18,568	18,000	18,750
A 01 15.00 6162 000	CLOTHING ALLOWANCE	6,571	6,940	5,000	6,500	6,500
A 01 15.00 6203 000	OFFICE SUPPLIES	872	1,021	1,100	1,100	1,100
A 01 15.00 6204 000	OPERATING EXPENSE	9,655	8,925	7,000	7,000	7,200
A 01 15.00 6205 000	VEHICLE MAINTENANCE	38,682	17,671	15,000	15,000	15,000
A 01 15.00 6206 000	FUEL EXPENSE	14,309	12,071	14,000	13,000	16,800
A 01 15.00 6207 000	OPERATING EQUIPMENT	894	1,966	1,000	1,000	1,000
A 01 15.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	619	798	500	600	600
A 01 15.00 6209 000	TRAVEL	886	419	500	1,500	1,500
A 01 15.00 6210 000	TRAINING	1,640	519	1,000	1,500	1,000
A 01 15.00 6212 000	WEAPONS, AMMO, TARGETS	3,205	513	1,500	1,500	1,500
A 01 15.00 6212 001	BULLET PROOF VESTS					
A 01 15.00 6213 000	RADIO EXPENSE	7,109	368	500	500	500
A 01 15.00 6214 000	PRISONER MEDICAL EXPENSE	2,486	330	1,000	1,000	1,000
A 01 15.00 6215 000	ANIMAL CONTROL EXPENSE	557	1,099	1,000	1,300	1,250
A 01 15.00 6215 001	ANIMAL EXPENSE (VET)			250	250	250
A 01 15.00 6215 002	ANIMAL MEDICAL COSTS			200	200	200
A 01 15.00 6216 000	TOWING IMPOUND	831	1,812	700	1,000	1,000
A 01 15.00 6219 000	FAMILY NIGHT OUT	62		200	200	200
A 01 15.00 6300 000	VICTIM ADVOCACY FUND		875			
A 01 15.00 6300 001	VICTIM MEDICAL EXPENSE		875	500	500	1,000
A 01 15.00 6401 000	UTILITIES	15,076	14,749	14,000	14,500	18,000
A 01 15.00 6402 000	PHONE	7,128	4,687	4,200	4,200	4,300
A 01 15.00 6402 001	CELL PHONES	9,208	6,048	6,000	6,100	6,200
A 01 15.00 6402 003	INTERNET	656	660	500	660	675
A 01 15.00 6502 000	INSURANCE	10,173	9,846	10,000	12,000	12,500
A 01 15.00 6611 000	LEASE/PURCHASE EQUIPMENT	672	990	800	800	800
A 01 15.00 6611 001	COPIER LEASE	2,513	1,878	1,700	1,200	1,900
A 01 15.00 6615 000	EQUIPMENT REPAIRS					
A 01 15.00 6617 000	MAINTENANCE SERVICE	15	3,317	200	200	200
A 01 15.00 6619 000	INVESTIGATIVE SUPPLIES	328	1,133	500	1,000	1,000
A 01 15.00 6619 001	INVESTIGATION MATERIAL					
A 01 15.00 6622 000	COMPUTER MAINTENANCE					
A 01 15.00 6623 000	RECORDS MGT SOFTWARE	11,890	4,819	6,500	5,000	5,000
A 01 15.00 6624 000	FBI/CBI COMPLIANCE SOFTWARE	9,600	2,400	5,000	5,000	5,000
A 01 15.00 6624 001	FIREWALL SOFTWARE LICENSING	2,690				
A 01 15.00 6625 000	POLICE MERCHANDISE COST	933		301	300	300
A 01 15.00 6661 005	SHOOTING RANGE GRANT		5,200			
A 01 15.00 6661 006	LEXIPOL TRAINING GRANT		2,549			
A 01 15.00 6700 000	HIRING EXPENSE/TESTING	3,530	3,686	3,800	3,800	3,800
A 01 15.00 6910 000	BUILDING MAINTENANCE EXPENSE	9,921	3,989	3,000	9,000	3,000
A 01 15.00 6911 000	RIMS SYSTEM		3,115			
A 01 15.00 6990 000	CAPITAL EXPENSE EQUIPMENT					
A 01 15.00 6990 004	POLICE VEHICLE(S)					
A 01 15.00 6990 036	TUFF SHED AT SHOOTING RANGE				20,359	
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					
A 01 15.00 6990 066	COVID-19		319			
A 01 15.00 6990 067	BODY CAMERAS				22,169	16,286
A 01 15.00 6215.003	NEW ROOF AT DOG KENNEL					
AFR TWO CHEVY TAHOES FULLY EQUIP						129,160
Total Expenditure		1,329,661	1,131,566	1,197,704	1,158,153	1,380,640
Dollar Change			-198,095	66,138	-39,552	222,488
Percent Change			-15%	6%	-3%	19.2%
Net Operating Cost - Surplus (Deficit)		(1,256,082)	(1,081,593)	(1,135,334)	(1,102,296)	(1,319,715)

01 17-00 POLICE - DISPATCH

		2019	2020	2021	2021	2022
		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 000	E-911 AUTHORITY FUNDING	237,500	237,500	237,500	237,500	237,500
Total Revenue		246,875	246,875	246,875	246,875	246,875
Dollar Change			-	-	-	-
Percent Change			0%	0%	0%	0%
A 01 17.00 6110 000	SALARIES	383,450	378,671	391,450	397,322	397,322
A 01 17.00 6111 000	OVERTIME	15,875	13,086	13,500	13,500	13,500
	COLA			5,872		15,200
TOTAL SALARIES		399,325	391,757	410,822	410,822	426,022
A 01 17.00 6120 000	SOCIAL SECURITY EXPENSE	24,368	23,799	25,471	25,471	26,413
A 01 17.00 6130 000	MEDICARE EXPENSE	5,699	5,566	5,957	5,957	6,177
A 01 17.00 6140 000	RETIREMENT EXPENSE	27,061	26,535	32,866	32,866	34,082
A 01 17.00 6150 000	EMPLOYEE HEALTH INSURANCE	60,999	65,489	65,627	65,627	67,596
A 01 17.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	313	313	350	325	350
A 01 17.00 6160 000	WORKMANS COMP EXPENSE	2,346	1,897	2,164	2,000	2,165
A 01 17.00 6203 000	OFFICE SUPPLIES	911	652	1,000	1,000	1,000
A 01 17.00 6204 000	OPERATING EXPENSE	2,223	1,868	1,500	1,500	1,500
A 01 17.00 6207 000	OPERATING EQUIPMENT				121	
A 01 17.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	375	30	200	200	200
A 01 17.00 6209 000	TRAVEL					
A 01 17.00 6210 000	TRAINING	300		500	500	500
A 01 17.00 6213 000	RADIO EXPENSE	1,027		700	700	700
A 01 17.00 6401 000	UTILITIES	4,140	4,019	4,000	4,100	4,150
A 01 17.00 6402 000	PHONE	1,491	1,457	1,200	1,350	1,400
A 01 17.00 6402 001	CELL PHONES	575	458	430	465	475
A 01 17.00 6502 000	INSURANCE	4,213	4,077	4,150	4,786	4,900
A 01 17.00 6611 001	COPIER LEASE	1,335	1,621	1,260	1,525	1,550
A 01 17.00 6700 000	HIRING EXPENSE/TESTING	2,995	2,205	1,400	1,600	1,500
Total Expenditure		539,696	531,743	559,597	560,915	580,681
Dollar Change			-7,953	27,854	1,318	19,766
Percent Change			-1%	5%	0%	4%
Net Operating Cost - Surplus (Deficit)		(292,821)	(284,868)	(312,722)	(314,040)	(333,806)

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

		2019 Actual	2020 Actual	2021 Budget	2021 Year End Estimate	2022 Budget
A 01 20.00 3414 000	FIRE SYS. REVIEW & INSPECTION					
A 01 20.00 3419 000	WILD FIRE REIMBURSEMENT		91,804	20,000	0	30,000
A 01 20.00 3422 000	FIRE EXPLORER PROGRAM REVENUE	5,000				
A 01 20.00 3515 010	GRANTS		7,949			
A 01 20.00 3516 000	DOLA FOR WILDLAND/RESCUE TRUCK		75,000			
A 01 20.00 3517 000	NEWMONT FOR WILDLAND/RESCUE TRUCK	25,000				
A 01 20.00 3600 000	MISC. REVENUE	3,483	3,509			
Total Revenue		33,483	178,262	20,000	0	30,000
Dollar Change			144,779	(158,262)	(20,000)	30,000
Percent Change			432%	-89%	-100%	
A 01 20.00 6110 000	SALARIES	786,326	743,717	706,437	718,565	736,817
	RESERVE FIRE FIGHTER SALARIES			30,000	30,000	30,000
	SUBTOTAL SALARIES	786,326	743,717	736,437	748,565	766,817
A 01 20.00 6111 000	OVERTIME	105,512	156,829	100,000	125,000	106,000
	COLA			12,128		32,294
	TOTAL SALARIES	891,838	900,546	848,565	873,565	905,112
A 01 20.00 6120 000	SOCIAL SECURITY EXPENSE	742	2,034	3,800	3,800	3,800
A 01 20.00 6130 000	MEDICARE EXPENSE	12,747	12,887	12,500	12,500	12,500
A 01 20.00 6140 000	RETIREMENT EXPENSE	64,234	58,143	69,578	69,578	78,760
A 01 20.00 6150 000	EMPLOYEE HEALTH INSURANCE	115,239	112,807	124,411	124,411	128,143
A 01 20.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	978	978	950	1,000	1,000
A 01 20.00 6160 000	WORKMANS COMP EXPENSE	58,171	47,032	53,700	49,000	51,000
A 01 20.00 6162 000	CLOTHING ALLOWANCE	6,601	599	6,000	6,000	6,000
A 01 20.00 6167 000	DISABILITY INSURANCE	21,363	23,698	21,500	22,000	22,500
A 01 20.00 6203 000	OFFICE SUPPLIES	278	99	500	500	500
A 01 20.00 6204 000	OPERATING EXPENSE	16,394	22,554	10,000	11,000	11,000
A 01 20.00 6205 000	VEHICLE MAINTENANCE	7,339	24,260	10,000	10,000	10,000
A 01 20.00 6206 000	FUEL EXPENSE	15,995	12,743	12,000	14,000	18,000
A 01 20.00 6207 000	OPERATING EQUIPMENT	1,165	534	1,500	1,500	1,500
A 01 20.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	6,380	6,234	3,000	6,468	6,500
A 01 20.00 6209 000	TRAVEL	2,284	5,203	3,000	3,000	3,000
A 01 20.00 6210 000	TRAINING	10,330	4,517	4,000	4,500	4,500
A 01 20.00 6212 000	EQUIPMENT TESTING	5,795	7,514	4,500	6,000	6,000
A 01 20.00 6213 000	RADIO EXPENSE	2,442	40			
A 01 20.00 6217 000	PLANS REVIEW EXPENSE					
A 01 20.00 6220 000	FIRE DEPT. BANQUET	2,025	2,257			
A 01 20.00 6222 000	FIRE EXPLORER PROGRAM EXPENSE	1,306				
A 01 20.00 6401 000	UTILITIES	24,307	21,424	23,000	23,000	28,200
A 01 20.00 6402 000	PHONE	1,112	1,177	1,100	1,200	1,200
A 01 20.00 6402 001	CELL PHONES	5,492	4,014	3,800	4,100	4,150
A 01 20.00 6402 003	INTERNET	656	660	625	660	675
A 01 20.00 6410 001	VOLUNTEER FIRE EQUIPMENT/FIRE CORP	25		250	250	250
A 01 20.00 6502 000	INSURANCE	11,433	11,066	11,000	12,000	12,500
A 01 20.00 6503 000	PUBLIC EDUCATION/PREVENTION	1,071				
A 01 20.00 6611 000	LEASE/PURCHASE EQUIPMENT	143	40			
A 01 20.00 6611 001	COPIER LEASE	2,918	3,077	2,850	3,100	3,125
A 01 20.00 6700 000	HIRING EXPENSE/TESTING		474	1,500	4,000	1,500
A 01 20.00 6705 000	WILDLAND FIRE EXPENSES		6,656			
A 01 20.00 6910 000	BUILDING MAINTENANCE	31,092	11,811	3,000	3,000	3,000
A 01 20.00 6917 000	FIRE CORPS	611	403	400	400	400
A 01 20.00 6990 000	CAPITAL EXPENSE EQUIPMENT	1,432				
A 01 20.00 6990 002	NEW VEHICLE/VEHICLE EQUIPMENT		171,451			
A 01 20.00 6990 006	AFR BUNKER SETS	1,293		2,500	2,500	29,200
A 01 20.00 6990 007	BREATHING APPARATUS					
A 01 20.00 6990 020	PHONE/ALARM FOR BUIDLING					
A 01 20.00 6990 023	HOSES/CLAMPS	414		1,000	1,000	1,000
A 01 20.00 6990 043	EXTRACTION EQUIPMENT		7,949			
A 01 20.00 6990 051	FITNESS EQUIPMENT					
A 01 20.00 6990 052	FIRE FIGHTER PHYSICALS/TRAINING	7,199	224			
A 01 20.00 6990 066	COVID-19		3,851			
A 01 20.00 6990 067	RESERVE FIREFIGHTER PROGRAM EQUIPMENT			1,500	1,500	1,500
A 01 20.00 6911 000	UPDATE COMPUTER DISPATCH SOFTWARE					
Total Expenditure		1,332,844	1,488,956	1,242,029	1,275,532	1,356,515
Dollar Change			156,112	-246,927	33,503	80,983
Percent Change			12%	-17%	3%	6%
Net Operating Cost - Surplus (Deficit)		(1,299,361)	(1,310,694)	(1,222,029)	(1,275,532)	(1,326,515)

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	150,000	49%	163,600	36%	(13,600)	9%
Events	155,100	51%	294,045	64%	(138,945)	91%
Totals	305,100	100%	457,645	100%	(152,545)	100%

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, encouraging development and enhancing our public recognition as the premier historic mining and gambling town in Colorado.

Overall Goals & Objectives

1). Marketing

GOAL: To complete multi-faceted marketing initiatives promoting tourism and economic growth, 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", brochures, and maps 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.

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, and tourist related attractions and activities that exemplify the history of this region.

OBJECTIVE: To attract more visitors, residents, businesses, industries, and investment opportunities in the community, by expanding housing development, economic incentives, and participating in partnerships with government, private and public entities with common goals to improve the livability of the community.

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
Events Assistant	Part-time

01 39-00 MARKETING		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 39.00 3500 001	CTO WEB MARKETING GRANT		352			
A 01 39.00 3500 003	TRANSFER IN FROM HISTORIC PRES.	100,000				
A 01 39.00 3500 005	LODGING TAX	132,359	89,727	121,000	132,500	150,000
Total Revenue		232,359	90,079	121,000	132,500	150,000
Dollar Change						
Percent Change						
A 01 39.00 6424 000	TRAVEL HOST MAGAZINE INSERT	40,500	48,600	28,400	28,400	50,000
A 01 39.00 6415 000	RADIO		1,500		14,600	13,000
A 01 39.00 6425 000	MAGAZINES/NEWSPAPERS	27,670	22,080	17,100	17,100	13,000
A 01 39.00 6427 000	MAP - TABLET	551	944	1,000	1,000	1,000
A 01 39.00 6428 000	ROYAL GORGE VISITORS GUIDE					
A 01 39.00 6451 000	CITY RACK BROCHURE PRINT/DISTRIBUTION	14,673	8,718	15,000	3,685	15,000
A 01 39.00 6456 000	TELEVISION	2,018				10,000
A 01 39.00 6460 000	JOINT TELEVISION CAMPAIGN	100,285	3,025			
	CITY IN KIND OF JOINT TV					
A 01 39.00 6460 006	WEB SITES		4,391			
A 01 39.00 6462 000	CRIPPLE CREEK BRANDED ITEMS	1,615	619			1,500
A 01 39.00 6731 000	INTERNET MARKETING	15,613	16,850	43,500	43,500	43,500
A 01 39.00 6463 000	FREE LANCE GRAPHIC ARTIST					
A 01 39.00 6465 000	CVB MKT PROGRAM	7,020				
A 01 39.00 6810 000	CVB DUES	1,064	518	2,175	2,175	600
A 01 39.00 6815 000	OTHER DUES		350	100	100	6,000
A 01 39.00 6818 000	TRADE SHOWS	5,326			1,000	
A 01 39.00 6825 000	ADVERTISING MATERIAL DEVELOPMENT	8,358	1,156	10,000	10,000	10,000
A 01 39.00 6990 001	PRINTER	4,690				
Total Expenditure		229,383	108,751	117,275	121,560	163,600
Dollar Change			-120,632	8,524	4,285	42,040
Percent Change			-53%	8%	4%	35%
Net Operating Cost - Surplus (Deficit)		2,976	(18,672)	3,725	10,940	(13,600)

01 40-00 EVENTS

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 40.00 3102 000	ICE FESTIVAL VENDOR FEES	64	200	200		
A 01 40.00 3102 00	ICE FESTIVAL MERCHANDISE SALES	2,370				
A 01 40.00 3106 000	CORPORATE SPONSORSHIP	100				
A 01 40.00 3235 000	VENDOR SPACE FEES	11,309				
A 01 40.00 3235 001	VENDOR BUSINESS LICENSE	5,550	500	2,500	500	5,000
A 01 40.00 3236 000	SPECIAL EVENTS REVENUE	3,110				
A 01 40.00 3236 002	DONKEY DERBY DAYS					
A 01 40.00 3236 003	JULY 4TH REVENUES					
A 01 40.00 3236 006	FALL FESTIVAL	521				
A 01 40.00 3240 001	HALLOWEEN EVENT					
A 01 40.00 3381 000	LODGING TAX REVENUE	105,000	82,946	121,000	132,500	150,000
A 01 40.00 3600 000	MISC. REVENUE		508	100	100	100
Total Revenue		128,024	84,154	123,800	133,100	155,100
Dollar Change			(43,870)	39,646	9,300	22,000
Percent Change			-34%	47%	8%	17%
A 01 40.00 6110 000	SALARIES	111,365	81,244	81,893	83,095	83,095
A 01 40.00 6111 000	OVERTIME	1,440	1,320	1,000	1,000	1,500
	COLA			1,202		3,130
	TOTAL SALARIES	112,805	82,564	84,095	84,095	87,725
A 01 40.00 6120 000	SOCIAL SECURITY	7,091	5,034	5,214	5,214	5,439
A 01 40.00 6130 000	MEDICARE	1,658	1,177	1,219	1,219	1,272
A 01 40.00 6140 000	RETIREMENT	6,475	5,040	6,728	6,728	7,018
A 01 40.00 6150 000	HEALTH INSURANCE	12,282	9,446	9,782	9,494	9,779
A 01 40.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	85	85	85
A 01 40.00 6160 000	WORKERS COMP	902	730	833	800	825
A 01 40.00 6164 000	PRINTING		93	250	250	250
A 01 40.00 6180 000	POSTAGE	39	118	100	100	300
A 01 40.00 6203 000	OFFICE SUPPLIES	426	223	1,000	1,000	1,000
A 01 40.00 6203 002	SPECIAL EVENTS SUPPLIES	1,608				
A 01 40.00 6204 000	OPERATING EXPENSE	18,512	9,049	6,000	6,000	6,000
A 01 40.00 6204 001	COMPUTER MAINTENANCE					
A 01 40.00 6205 000	VEHICLE MAINTENANCE	2,202	164		335	
A 01 40.00 6206 000	FUEL EXPENSE	456	430	500	500	500
A 01 40.00 6209 000	TRAVEL	1,038	333	400	400	1,200
A 01 40.00 6210 000	TRAINING	40				
A 01 40.00 6212 000	PORT A POTS CITY HALL PARK	1,460	4,850	1,800	2,000	2,500
A 01 40.00 6402 000	PHONE	722	857	676	750	850
A 01 40.00 6402 001	CELL PHONES	486	1,028	1,000	1,050	1,100
A 01 40.00 6402 003	INTERNET	656	660	500	660	675
A 01 40.00 6502 000	INSURANCE	6,163	5,965	6,000	7,000	7,500
A 01 40.00 6510 000	FALL FESTIVAL	20,565	2,090			
A 01 40.00 6500 000	SPECIAL EVENTS POOL OF FUNDS			24,500	500	25,000
A 01 40.00 6545 000	LABOR DAY EVENT	1,500				
A 01 40.00 6577 000	ICE SCULPTURE FESTIVAL	55,497	50,725			
A 01 40.00 6589 000	VETERANS MOTORCYCLE RALLY	37,525	5,774			
A 01 40.00 6590 000	DONKEY DERBY DAYS	24,868	13,520			
A 01 40.00 6591 000	4TH OF JULY CELEBRATION	29,832	27,010		24,000	30,000
A 01 40.00 6592 000	ARMED FORCES EVENT	3,127	2,431			4,360
A 01 40.00 6592 008	CONCERTS	10,096				
A 01 40.00 6594 000	CHRISTMAS FESTIVAL	2,101	880			
A 01 40.00 6598 000	CRUISE ABOVE THE CLOUD					
A 01 40.00 6599 001	SUMMER RODEO	13,050				
A 01 40.00 6599 003	TOYS FOR TOTS PROGRAM	2,000	2,652			2,500
A 01 40.00 6599 011	PEARL De VERE DAY	1,262				
A 01 40.00 6602 000	HIGH SCHOOL GRADUATION SUPPORT				319	
A 01 40.00 6611 000	LEASE/PURCHASE EXPENSE	353	243	200	250	275
A 01 40.00 6700 000	HIRING EXPENSE	258				
	AFR ADDITIONAL EMPLOYEE COORDINATOR					65,000
	AFR 20 CONCRETE JERSEY BARRIERS					7,500
	AFR MATERIALS FOR POCKET PARK RESTRMS					25,392
A 01 40.00 6817 000	PIKES PEAK OUTDOOR RECREATION ALLIANCE	5,000	5,500		1,500	
Total Expenditure		382,133	238,664	150,882	154,249	294,045
Dollar Change			-143,469	-87,782	3,367	139,796
Percent Change			-38%	-37%	2%	91%
Net Operating Cost - Surplus (Deficit)		(254,109)	(154,510)	(27,082)	(21,149)	(138,945)

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

					Net Operating Cost Surplus or (Deficit)	Percent of Total
	Revenues	Percent of Total	Expenses	Percent of Total		
Administration	-		310,825	19%	(310,825)	21%
Custodial			326,213	20%	(326,213)	22%
Finance			294,592	18%	(294,592)	20%
Human Resources			191,951	12%	(191,951)	13%
Fleet & Vehicle Maintenance	127,000	100%	265,137	17%	(138,137)	9%
Information Technology			206,300	13%	(206,300)	14%
Totals	127,000	100%	1,595,019	100%	(1,468,019)	100%

Percent of Total General Fund Budget

1.2%

15%

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 ADMINISTRATION DEPARTMENT

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 11.00 3382 000	GOCO GRANT					
	Total Revenue	0	0	0	0	0
A 01 11.00 6110 000	SALARIES	105,234	107,061	125,000	91,971	145,000
	COLA			1,813		5,365
	TOTAL SALARIES	105,234	107,061	126,813	91,971	150,365
A 01 11.00 6120 000	SOCIAL SECURITY EXPENSE	6,504	6,631	7,862	5,702	9,323
A 01 11.00 6130 000	MEDICARE EXPENSE	1,521	1,551	1,839	1,334	2,180
A 01 11.00 6140 000	RETIREMENT EXPENSE	7,431	1,616	10,145		12,029
A 01 11.00 6150 000	EMPLOYEE HEALTH INSURANCE	9,747	884	7,119		0
A 01 11.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	39	45	40	45
A 01 11.00 6160 000	WORKMANS COMP EXPENSE	361	292	333	333	333
A 01 11.00 6201 000	POSTAGE	62	75	100	50	75
A 01 11.00 6203 000	OFFICE SUPPLIES	558	32	250	100	250
A 01 11.00 6204 000	OPERATING EXPENSE	995	183	300	150	300
A 01 11.00 6205 000	VEHICLE MAINTENANCE	218		300		300
A 01 11.00 6206 000	FUEL EXPENSE	148	88	200	100	200
A 01 11.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	75	75	75	75	75
A 01 11.00 6209 000	TRAVEL	1,236	1,300	1,300		1,300
A 01 11.00 6210 000	TRAINING	351	235	250		250
A 01 11.00 6303 000	LEGAL FEES	72,068	101,523	63,000	115,000	80,000
A 01 11.00 6402 000	PHONE	498	602	400	492	500
A 01 11.00 6402 001	CELL PHONES	1,026	254	1,000	391	450
A 01 11.00 6402 003	INTERNET	656	660	600	660	675
A 01 11.00 6502 000	INSURANCE	2,489	2,409	2,600	2,830	2,900
A 01 11.00 6611 000	LEASE/PURCHASE EQUIPMENT	300	244	300	250	275
A 01 11.00 6700 000	EMPLOYEE HIRING		26		3,500	
A 01 11.00 6702 000	LOBBYIST	39,996	41,126	40,000	41,126	43,000
A 01 11.00 6703 000	PARK NEXT TO CITY HALL	9,456	10,374			
A 01 11.00 6800 000	EMPLOYEE PROGRAMS	5,786		6,000	6,000	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					
	Total Expenditure	266,755	277,280	270,831	270,104	310,825
	Dollar Change		10,525	-6,449	-727	40,721
	Percent Change		4%	-2%	0%	15%
	Net Operating Cost - Surplus/(Deficit)	(266,755)	(277,280)	(270,831)	(270,104)	(310,825)

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 Parks 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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 14.00 6110 000	SALARIES	208,277	191,571	195,624	189,000	206,731
A 01 14.00 6111 000	OVERTIME	2,528	668	2,000	2,000	2,000
	COLA			2,866		7,723
	TOTAL SALARIES	210,805	192,239	200,490	191,000	216,454
A 01 14.00 6120 000	SOCIAL SECURITY EXPENSE	12,879	11,778	12,430	11,842	13,420
A 01 14.00 6130 000	MEDICARE EXPENSE	3,012	2,755	2,907	2,770	3,139
A 01 14.00 6140 000	RETIREMENT EXPENSE	12,562	12,223	16,039	16,039	17,316
A 01 14.00 6150 000	EMPLOYEE HEALTH INSURANCE	35,463	34,701	38,507	38,507	39,662
A 01 14.00 6155 000	EMPLOYEE ASSISTANCE PROGRAMS	235	235	245	245	245
A 01 14.00 6160 000	WORKMANS COMP EXPENSE	1,805	1,459	1,666	1,666	1,666
A 01 14.00 6201 000	POSTAGE	7	16	35	35	35
A 01 14.00 6203 000	OFFICE SUPPLIES	1,105	917	1,000	1,000	1,000
A 01 14.00 6203 001	JANITORIAL EQUIP/SUPPLIES	23,979	18,889	26,000	24,000	19,264
A 01 14.00 6204 000	OPERATING EXPENSE	554	377	500	600	700
A 01 14.00 6204 001	RECYCLING EXPENSE	2,200	2,200	1,000	2,200	3,000
A 01 14.00 6205 000	VEHICLE MAINTENANCE	72				
A 01 14.00 6206 000	FUEL EXPENSE					
A 01 14.00 6209 000	TRAVEL					
A 01 14.00 6210 000	TRAINING					
A 01 14.00 6402 000	PHONE	544	677	500	575	600
A 01 14.00 6402 001	CELL PHONE	1,532	1,400	1,400	1,230	1,350
A 01 14.00 6402 003	INTERNET	656	660	500	660	675
A 01 14.00 6502 000	INSURANCE	2,719	2,631	2,700	3,088	3,200
A 01 14.00 6700 000	HIRING EXPENSE	13	205	150	400	250
A 01 14.00 6702 000	CLOTHING EXPENSE	420	83	500	500	500
A 01 14.00 6703 000	COMMUNITY CLEAN UP	3,992	265			3,737
A 01 14.00 6704 000	CARPET CLEANING - MULTIPLE BUILDINGS					
A 01 14.00 6990 009	EQUIPMENT FOR SITES					
A 01 14.00 6990 011	COMPUTERS	1,983				
Total Expenditure		316,537	283,710	306,569	296,357	326,213
Dollar Change			-32,827	22,859	-10,213	29,856
Percent Change			-10%	8%	-3%	10%
Net Operating Cost - Suprlus (Deficit)		(316,537)	(283,710)	(306,569)	(296,357)	(326,213)

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	Full Time
Accountant	Full Time
Accounts Technician	Full Time

01 23-00 FINANCE

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 23.00 6110 000	SALARIES	169,007	178,211	166,946	203,261	212,181
A 01 23.00 6111 000	OVERTIME	1,341	399	250	250	1,000
	COLA			2,424		7,888
	TOTAL SALARIES	170,348	178,610	169,620	203,511	221,069
A 01 23.00 6120 000	SOCIAL SECURITY EXPENSE	10,488	11,010	10,516	12,618	13,706
A 01 23.00 6130 000	MEDICARE EXPENSE	2,462	2,575	2,459	2,951	3,205
A 01 23.00 6140 000	RETIREMENT EXPENSE	11,778	12,474	13,570	16,281	17,685
A 01 23.00 6150 000	EMPLOYEE HEALTH INSURANCE	17,964	19,008	18,988	26,474	29,336
A 01 23.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	86	86	90
A 01 23.00 6160 000	WORKMANS COMP EXPENSE	722	584	666	700	750
A 01 23.00 6201 000	POSTAGE	729	924	900	1,000	1,100
A 01 23.00 6203 000	OFFICE SUPPLIES	1,219	994	500	1,200	1,200
A 01 23.00 6204 000	OPERATING EXPENSE	585	436	300	500	600
A 01 23.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	50	50	55	150	150
A 01 23.00 6209 000	TRAVEL	323				500
A 01 23.00 6210 000	TRAINING	1,590	117		1,100	1,500
A 01 23.00 6402 000	PHONE	429	138	125	150	165
A 01 23.00 6402 001	CELL PHONE	755	574	650	636	650
A 01 23.00 6402 003	INTERNET	656	660	500	660	660
A 01 23.00 6502 000	INSURANCE	1,669	1,616	1,650	1,896	2,000
A 01 23.00 6611 000	LEASE/PURCHASE EQUIPMENT	187	173	150	200	225
A 01 23.00 6990 001	COMPUTERS/SOFTWARE					
	Total Expenditure	222,032	230,021	220,735	270,112	294,592
	Dollar Change		7,989	-9,286	49,377	24,480
	Percent Change		4%	-4%	22%	9%
	Net Operating Cost - Surplus (Deficit)	(222,032)	(230,021)	(220,735)	(270,112)	(294,592)

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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 26.00 6110 000	SALARIES	131,902	132,992	130,447	132,344	132,344
	COLA			1,891		4,897
	TOTAL SALARIES	131,902	132,992	132,338	132,344	137,241
A 01 26.00 6120 000	SOCIAL SECURITY EXPENSE	8,136	8,212	8,205	8,205	8,509
A 01 26.00 6130 000	MEDICARE EXPENSE	1,903	1,920	1,919	1,919	1,990
A 01 26.00 6140 000	RETIREMENT EXPENSE	9,073	9,374	10,587	10,588	10,979
A 01 26.00 6150 000	EMPLOYEE HEALTH INSURANCE	17,778	18,835	18,955	18,988	19,558
A 01 26.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	72	78	85	80	85
A 01 26.00 6160 000	WORKMANS COMP EXPENSE	722	584	666	600	650
A 01 26.00 6201 000	POSTAGE	4		26	20	25
A 01 26.00 6203 000	OFFICE SUPPLIES	366	127	400	400	400
A 01 26.00 6204 000	OPERATING EXPENSE	184	93	200	200	200
A 01 26.00 6206 000	FUEL EXPENSE	158	209	150	150	150
A 01 26.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	209	219	240	225	240
A 01 26.00 6209 000	TRAVEL		56	75	75	75
A 01 26.00 6210 000	TRAINING	903	130	400	400	400
A 01 26.00 6402 000	PHONE	499	740	430	800	825
A 01 26.00 6402 003	INTERNET	656	660	500	660	675
A 01 26.00 6502 000	INSURANCE	1,405	1,360	1,375	1,600	1,650
A 01 26.00 6504 000	EMPLOYERS COUNCIL	5,800	6,000	5,800	6,000	6,100
A 01 26.00 6611 000	LEASE/PURCHASE EQUIPMENT	179	176	150	180	200
	CONCENTRA REVIEW OF DEPTS. WORK/TASKS					2,000
	Total Expenditure	179,949	181,765	182,501	183,434	191,951
	Dollar Change		1,816	736	933	8,518
	Percent Change		1%	0%	1%	5%
	Net Operating Cost - Surplus (Deficit)	(179,949)	(181,765)	(182,501)	(183,434)	(191,951)

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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 27.00 6204 000	COMPUTER VIRUS REIMBURSEMENT	76,836	9,323			
	Total Revenue	76,836	9,323			
A 01 27.00 6204 000	OPERATING EXPENSE					
A 01 27.00 6402 000	PHONE	478	595		600	625
A 01 27.00 6402 003	INTERNET	656	660	500	660	675
A 01 27.00 6502 000	INSURANCE	3,279	754	775	880	1,000
A 01 27.00 6610 000	OUTSIDE IT CONTRACTOR	72,250	118,391	130,000	130,099	133,000
A 01 27.00 6409 000	IT CONTINGENCY	2,000				
A 01 27.00 6705 000	ELETRONIC EQUIPMENT RECYCLING					
A 01 27.00 6708 000	COMPUTER SYSTEM CRASH/RECOVERY COST	170,238	7,403			
A 01 27.00 6709 000	CITY HALL RECABELING PROJECT				12,729	
A 01 27.00 6990 002	COMPUTER SECURITY OUTSIDE FIRM				15,000	15,000
A 01 27.00 6990 003	PHONE SYSTEM PURCHASE	30,053				
A 01 27.00 6990 004	HARDWARE	30,644	43,287	30,000	30,000	36,000
A 01 27.00 6990 005	SOFTWARE	25,476	18,429	26,000	20,000	20,000
A 01 27.00 6990 066	COVID-19		10,038			
	Total Expenditure	335,074	199,557	187,275	209,968	206,300
	Dollar Change		-135,517	-12,282	22,693	-3,668
	Percent Change		-40%	-6%	12%	-2%
	Net Operating Cost - Surplus (Deficit)	(335,074)	(190,234)	(187,275)	(209,968)	(206,300)

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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 48.00 3480 000	REIMBURSE VEHICLE MAINTENANCE	42,486	34,685	42,000	40,000	42,000
A 01 48.00 3481 000	REIMBURSE FOR FUEL EXPENSE	90,208	53,186	85,000	50,000	85,000
Total Revenue		132,694	87,871	127,000	90,000	127,000
Dollar Change			(44,823)	39,129	(37,000)	37,000
Percent Change			-34%	45%	-29%	41%
A 01 48.00 6110 000	SALARIES	44,181	33,681	43,243	43,896	41,683
A 01 48.00 6111 000	OVERTIME	40	390	1,800	3,000	1,800
	COLA			653		1,609
	TOTAL SALARIES	44,221	34,071	45,696	46,896	45,092
A 01 48.00 6120 000	SOCIAL SECURITY EXPENSE	2,670	2,059	2,833	2,908	2,796
A 01 48.00 6130 000	MEDICARE EXPENSE	624	481	663	680	654
A 01 48.00 6140 000	RETIREMENT EXPENSE	3,052	2,327	3,656	3,752	3,607
A 01 48.00 6150 000	EMPLOYEE HEALTH INSURANCE	8,056	6,250	9,474	9,474	9,758
A 01 48.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	78	80	80	80
A 01 48.00 6160 000	WORKMANS COMP EXPENSE	722	584	666	666	700
A 01 48.00 6162 000	CLOTHING ALLOWANCE	100		250	250	250
A 01 48.00 6204 000	OPERATING EXPENSE	6,033	6,652	5,500	9,000	6,000
A 01 48.00 6205 001	VEHICLE PART INVENTORY	61,734	42,549	45,000	50,000	50,000
A 01 48.00 6206 000	FUEL EXPENSE	105,566	48,621	100,000	100,000	132,000
A 01 48.00 6401 000	UTILITIES	4,573	3,754	4,800	4,000	5,400
A 01 48.00 6402 001	CELL PHONE	232	195	272	282	300
A 01 48.00 6502 000	INSURANCE	2,433	2,355	2,500	2,800	3,000
A 01 48.00 6700 000	HIRING EXPENSE		95			
A 01 48.00 6710 000	EQUIPMENT/TIRES	6,756	51	5,000	2,000	5,000
A 01 48.00 6711 000	TOOLS	247	456	500	5,500	500
Total Expenditure		247,097	150,578	226,889	238,287	265,137
Dollar Change			-96,519	76,311	11,398	26,850
Percent Change			-39%	51%	5%	11%
Net Operating Cost		(114,403)	(62,707)	(99,889)	(148,287)	(138,137)
Surplus/(Deficit)						

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.

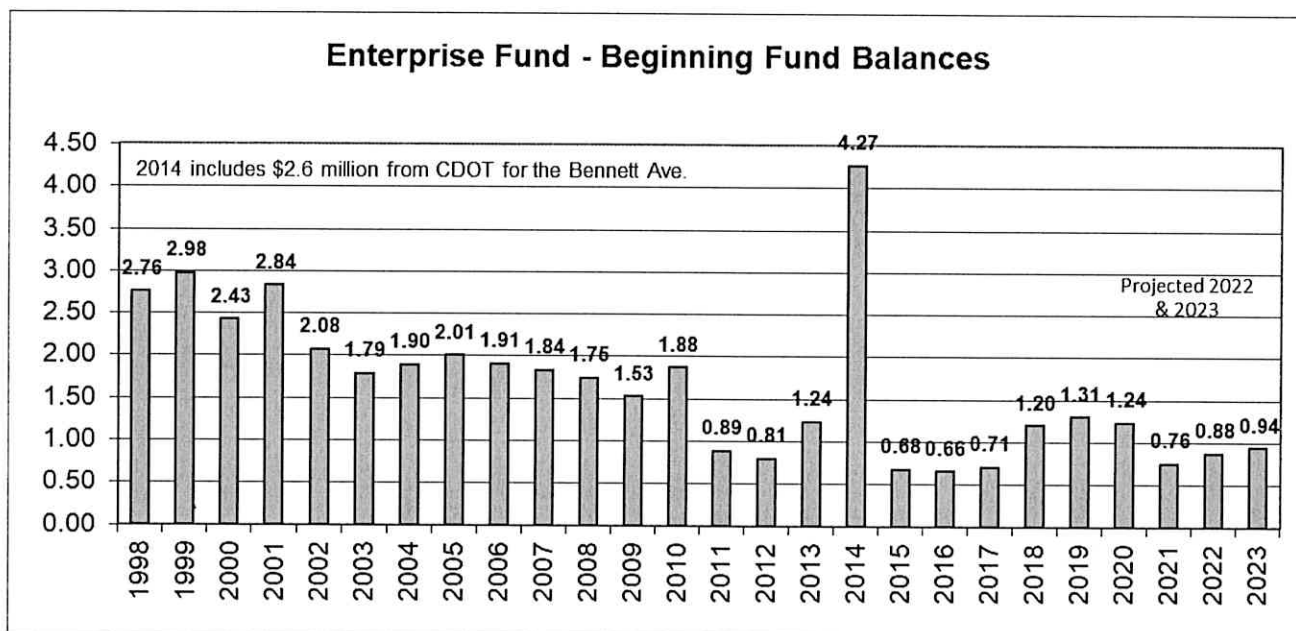
Enterprise Fund	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost
					Surplus or (Deficit)
Public Works (02-10)	1,107,571	77%	528,367	38%	579,205
Capital Projects (02-20)	0		98,358	7%	(98,358)
Wastewater (02-30)	338,600	23%	541,904	39%	(203,304)
Water Treatment (02-50)	0		208,828	15%	(208,828)
Totals	1,446,171	100%	1,377,456	100%	68,715

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

Estimated Enterprise Fund Balance - 2022

Projected Beginning Balance	875,000
Revenue:	1,446,171
Expenses:	
Water/Sewer Distribution & Collection Operating (02-10)	528,367
Water/Sewer Distribution & Collection Capital (02-20)	98,358
Wastewater Treatment Plant (02-30)	541,904
Water Treatment Plant (02-50)	<u>208,828</u>
Total Expenses	1,377,456
Excess/(Deficit)	68,715
Projected Ending Fund Balance	943,715

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
2022 Budget Compared to 2021 Budget

Revenues:			Dollar	Percent
	2022	2021	Change	Change
Water Distribution (Public Wks)	1,107,571	1,052,217	55,354	5.3%
Wastewater Treatment	338,600	231,328	107,272	46.4%
Total	1,446,171	1,283,544	162,627	12.7%

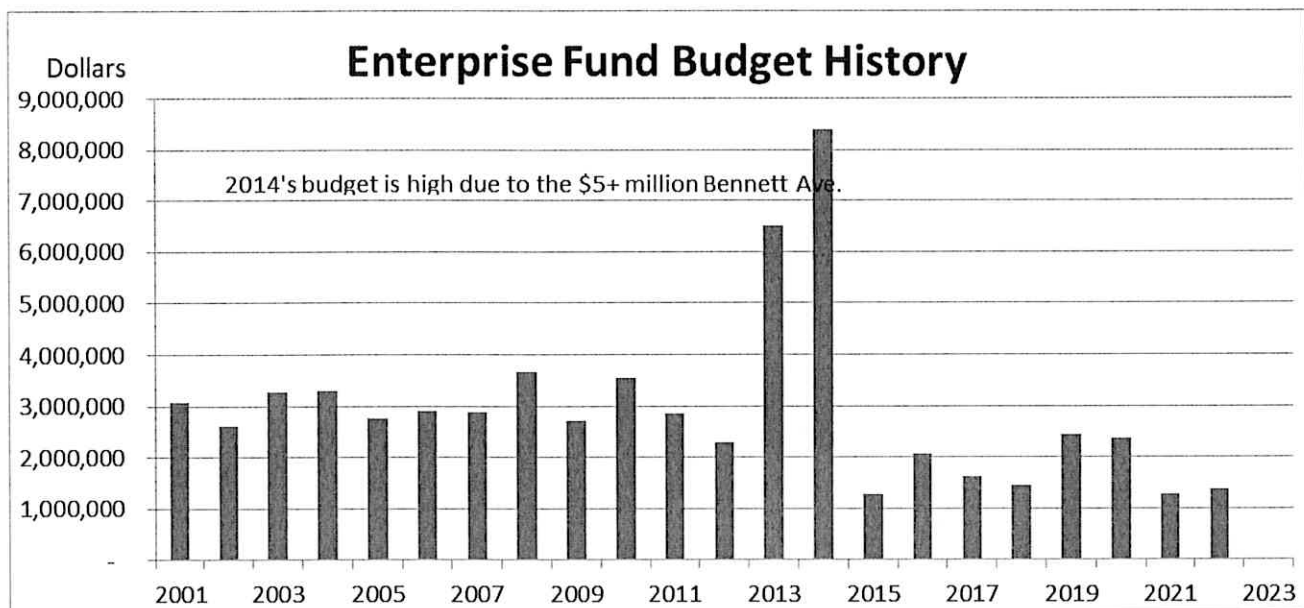
The table below compares this year's Enterprise Fund budgeted expenses to last year's budget.

Enterprise Fund
2022 Budget Compared to 2021 Budget

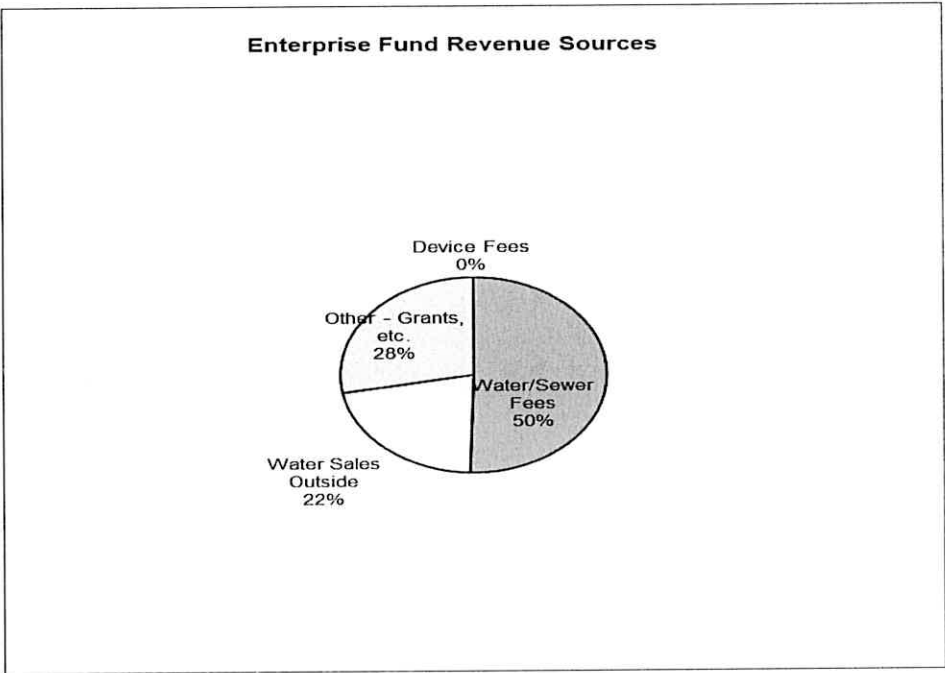
Expenses

	2022	2021	Dollar Change	Percent Change
Water/Sewer Distribution	528,367	635,728	(107,362)	-16.9%
Capital Projects	98,358	105,755	(7,398)	-7.0%
Wastewater Treatment	541,904	452,321	89,583	19.8%
Water Treatment	208,828	80,750	128,078	158.6%
Total	1,377,456	1,274,555	102,902	8.1%

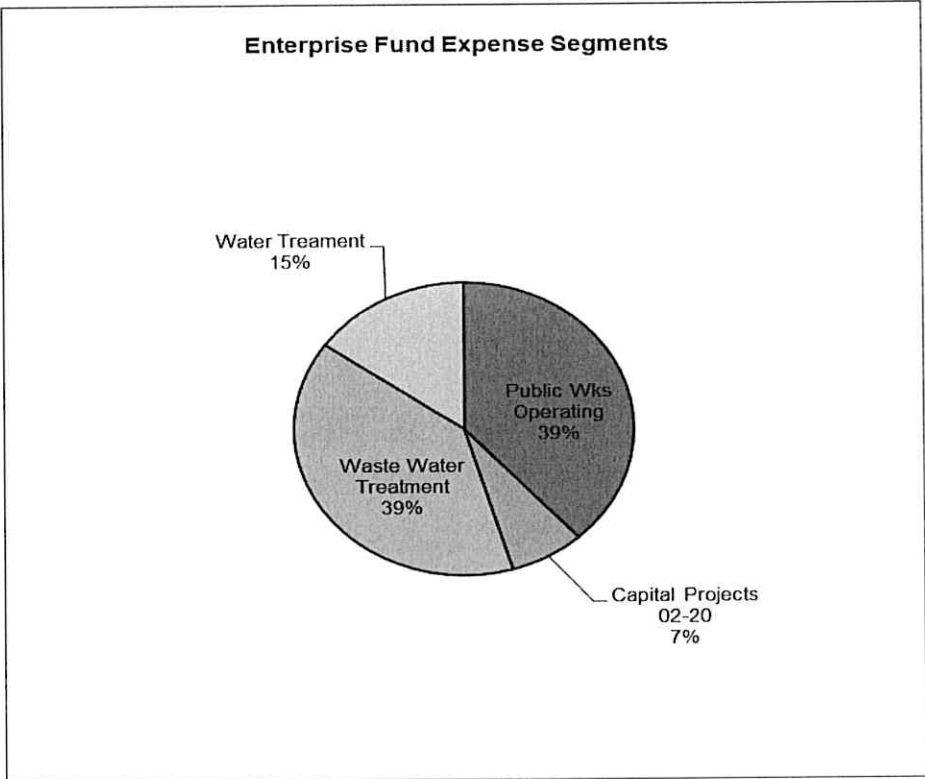
The chart below shows the Enterprise Fund's budget history. 2014 is high due to the \$5+ million Bennett Avenue Revitalization Project.



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

Field Operations Supervisor	Full time
Lead Operator	Full time
Equipment Operator	Full time
Laborer/Operator	Full time
Laborer/Operator	(Frozen -Full time)

02 10-00 WATER/SEWER DISTRIBUTION & COLLECTION OPERATIONS

		2019 Actual	2020 Actual	2021 Budget	2021 Year End Estimate	2022 Budget
A 02 10.00 3180 000	DEVICE FEES	405,211	179,812	155,453	155,453	
A 02 10.00 3516 000	REIMBURSEMENT MINE (OPERATING COSTS)	20,440	21,638	20,000	20,238	20,500
A 02 10.00 3600 000	MISC. REVENUE	9,556	3,968	6,000	8,000	8,000
A 02 10.00 3602 001	INTEREST - INVESTMENTS	23,968	6,192	9,000	471	475
A 02 10.00 3630 000	RESERVOIR LEASE	13,000	13,000	6,200	13,000	13,000
A 02 10.00 3941 000	WATER SALES	320,420	325,257	414,177	414,177	486,658
A 02 10.00 3942 000	LATE CHARGES	3,197	1,362	3,000	2,700	3,000
A 02 10.00 3943 000	CAPITAL IMPROVEMENT FEES	88,258	120,183	123,866	123,866	145,543
A 02 10.00 3945 000	TAP FEES	6,000	6,000	6,000	51,500	70,000
A 02 10.00 3948 000	SALE OF WATER TO CITY OF VICTOR	159,482	180,939	188,175	188,175	195,702
A 02 10.00 3948 001	SECONDARY MUNI WATER USERS	15,971	11,895	18,000	13,000	17,000
A 02 10.00 3949 000	REESTABLISH WATER CONNECTION	150	275	600	100	500
A 02 10.00 3955 000	SALE OF WATER TO MUNI USERS/MINING	112,331	109,404	101,746	101,746	117,194
	CC&V WATER PURCHASES ABOVE CONTRACT	81,727	105,534		20,000	30,000
Total Revenue		1,259,711	1,085,459	1,052,217	1,112,426	1,107,571
Dollar Change			(174,252)	(33,243)	60,209	(4,854)
Percent Change			-14%	-3%	6%	0%
A 02 10.00 6110 000	SALARIES	319,405	295,000	313,782	317,005	192,036
A 02 10.00 6111 000	OVERTIME	8,296	4,332	6,000	6,000	6,000
A 02 10.00 6112 000	PAY FOR PERFORMANCE PROGRAM					
	COLA			4,637		7,327
	TOTAL SALARIES	327,701	299,332	324,419	323,005	205,363
A 02 10.00 6120 000	SOCIAL SECURITY EXPENSE	19,905	18,104	20,114	20,026	12,733
A 02 10.00 6130 000	MEDICARE EXPENSE	4,655	4,234	4,704	4,684	2,978
A 02 10.00 6140 000	RETIREMENT EXPENSE	23,755	21,069	25,954	25,954	16,429
A 02 10.00 6150 000	EMPLOYEE HEALTH INSURANCE	51,600	50,622	56,803	55,000	37,050
A 02 10.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	196	196	275	200	250
A 02 10.00 6160 000	WORKMANS COMP EXPENSE	18,174	14,617	16,684	15,500	16,000
A 02 10.00 6163 000	CLOTHING ALLOWANCE	1,198	100	1,000	1,000	1,000
A 02 10.00 6166 000	DEPENDENT HEALTH CARE	6,407	2,257	3,000	1,000	1,000
A 02 10.00 6167 000	DISABILITY INSURANCE					
	SALARY SURVEY COST				1,654	9,579
A 02 10.00 6201 000	POSTAGE	3,601	3,830	4,200	4,200	4,200
A 02 10.00 6203 000	OFFICE SUPPLIES	4,003	2,643	3,000	3,000	3,000
A 02 10.00 6204 000	OPERATING EXPENSE	14,759	6,156	10,000	10,000	10,000
A 02 10.00 6205 000	VEHICLE MAINTENANCE	5,419	7,017	5,000	5,500	5,000
A 02 10.00 6206 000	FUEL EXPENSE	16,204	10,318	17,000	17,000	20,400
A 02 10.00 6207 000	OPERATING EQUIPMENT	1,018	589	1,000	1,800	1,000
A 02 10.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	400	452	300	2,400	2,500
A 02 10.00 6209 000	TRAVEL	305	926	500	500	500
A 02 10.00 6210 000	TRAINING	3,064	386	1,000	1,000	1,000
A 02 10.00 6210 000	BANK/CREDIT CARD COSTS		1,872		3,300	3,300
A 02 10.00 6303 000	LEGAL	12,489	5,531	8,000	8,000	8,000
A 02 10.00 6304 000	AUDITOR	2,615	2,833	3,600	7,984	8,000
A 02 10.00 6311 000	BILLING SOFTWARE SUPPORT	12,115	15,496	6,000	8,600	6,500
A 02 10.00 6312 000	AUTOCAD MAINTENCE CONTRACT	2,489	8,297	2,700	2,294	2,500
A 02 10.00 6401 000	UTILITIES	67,989	64,751	47,000	48,000	58,800
A 02 10.00 6402 000	PHONE	3,129	2,614	2,400	2,400	2,500
A 02 10.00 6402 001	CELL PHONES	3,388	2,746	3,000	3,000	3,000
A 02 10.00 6402 003	INTERNET	656	660	500	660	660
A 02 10.00 6409 000	CONTINGENCY	132	-	15,000		30,000
A 02 10.00 6502 000	INSURANCE	41,554	41,611	43,500	45,000	46,000
A 02 10.00 6502 001	INSURANCE DEDUCTIBLE		2,500			
A 02 10.00 6611 000	LEASE PURCHASE EQUIPMENT	144	161	125	125	125
A 02 10.00 6612 000	PAYROLL VENDOR	1,079	963	950	975	1,000
A 02 10.00 6630 000	BUILDING MAINTENANCE	2,736	991	2,000	3,700	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	24	160	500	500	500
A 02 10.00 6993 000	COUNCIL COMPENSATION	5,000	5,000	5,000	5,000	5,000
Total Expenditure		657,903	599,034	635,728	633,461	528,367
Dollar Change			-58,869	36,694	-2,267	-105,094
Percent Change			-9%	6%	0%	-17%
Net Operating Cost - Surplus/(Deficit)		601,808	486,425	416,488	478,965	579,205

02 20-00 WATER/SEWER DISTRIBUTION AND COLLECTION CAPITAL

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 20.00 3100 000	DOLA BENNETT AVENUE PROJECT GRANT		478,040			
	Total Revenue	0	478,040	0	0	0
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	163				
A 02 20.00 6638 001	INTEREST 1997 USDA	10,246				
A 02 20.00 6638 002	INTEREST 2019-A BONDS	16,164	35,178	28,755	28,755	27,358
	PRINCIPAL PAYMENT 1992					
	PRINCIPAL PAYMENT 1997					
A 02 20.00 6638 003	PRINCIPAL 2019-A		65,000	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	6,724	3,411	4,500	4,500	4,500
A 02 20.00 6980 000	CAPITAL WATER RIGHTS	6,234		2,500		
A 02 20.00 6990 035	PLOTTER		9,693			
A 02 20.00 6990 048	MISC. EQUIPMENT					
A 02 20.00 6990 060	FUEL PUMP SYSTEM		8,050			
A 02 20.00 6995 000	MISC ENGINEERING FEES	528	2,930		1,033	1,500
A 02 20.00 6997 001	WATER MAINS	2,755				
A 02 20.00 6998 000	UNALLOCATED FOR PROJECTS	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		
A 02 20.00 6990 064	METERING READING SYSTEM UPGRADE					
A 02 20.00 6998 087	BENNETT AVENUE WATER PIPE PROJECT		1,013,728			
	AFR Pool for all ENTERPRISE Departments					-
	Total Expenditure	95,159	1,137,990	105,755	99,288	98,358
	Dollar Change		1,042,831	-1,032,235	-6,467	-931
	Percent Change		1096%	-91%	-6%	-1%

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 2022

02 30-00 WASTE WATER TREATMENT PLANT

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 30.00 3600 000	MISCELLANEOUS REVENUE	133				
A 02 30.00 3940 000	SEWER REVENUE	199,604	170,705	207,380	207,380	243,672
A 02 30.00 3942 000	LATE CHARGES	1,317	575	1,400	200	500
A 02 30.00 3943 000	CAPITAL IMPROVEMENT FEES	15,251	19,764	20,790	20,790	24,428
A 02 30.00 3945 000	TAP FEES	6,000	6,000	6,000	57,950	70,000
A 02 30.00 3947 000	SALE OF ASSET	320			4,461	
Total Revenue		222,625	197,044	235,570	290,781	338,600
Dollar Change			(25,581)	38,526	55,211	47,819
Percent Change			-11%	20%	23%	16%
A 02 30.00 6110 000	SALARIES	172,400	162,986	157,144	159,469	159,469
A 02 30.00 6111 000	OVERTIME	3,025	1,813	3,200	3,200	3,200
	COLA			2,325		6,019
	TOTAL SALARIES	175,425	164,799	162,669	162,669	168,688
A 02 30.00 6120 000	SOCIAL SECURITY	10,384	9,718	10,085	10,085	10,459
A 02 30.00 6130 000	MEDICARE	2,429	2,273	2,359	2,359	2,446
A 02 30.00 6140 000	RETIREMENT EXPENSE	12,442	11,680	13,014	13,014	13,495
A 02 30.00 6150 000	EMPLOYEE HEALTH INSURANCE	27,504	26,257	26,586	26,586	27,384
A 02 30.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	117	130	130	130
A 02 30.00 6160 000	WORKERS COMP	5,855	4,734	5,403	5,000	5,403
A 02 30.00 6162 000	CLOTHING ALLOWANCE	229		300	300	300
A 02 30.00 6166 000	DEPENDENT HEALTHCARE	2,298	4,054	4,500	4,761	4,800
A 02 30.00 6167 000	DISABILITY INSURANCE					
A 02 30.00 6203 000	OFFICE SUPPLIES	798	439	800	800	800
A 02 30.00 6204 000	OPERATING EXPENSE	2,028	2,358	2,200	2,200	2,200
A 02 30.00 6205 000	VEHICLE MAINTENANCE	612	2,589	1,500	1,500	1,500
A 02 30.00 6206 000	FUEL EXPENSE	2,229	2,148	2,200	2,200	2,640
A 02 30.00 6209 000	TRAVEL			250	250	250
A 02 30.00 6210 000	TRAINING	2,090	715	2,000	2,000	2,000
A 02 30.00 6271 000	TESTING	25,548	28,648	26,500	26,500	26,500
A 02 30.00 6272 000	PERMITS	2,912	2,825	3,000	3,000	3,000
A 02 30.00 6273 000	REPLACEMENT SYSTEM PARTS	1,683	1,325	5,000	5,000	5,000
A 02 30.00 6275 000	TOOLS & EQUIPMENT - SYSTEM	2,126	757	2,500	2,500	2,500
A 02 30.00 6280 000	TREATMENT PLANT IMPROVEMENTS	994		5,000	5,000	5,000
A 02 30.00 6281 000	TREATMENT PLANT SUPPLIES	2,834	5,296	5,500	5,500	5,500
A 02 30.00 6282 000	TOOLS & EQUIPMENT	147	66	1,000	1,000	1,000
A 02 30.00 6283 000	IMPROVEMENT PLANT PARTS		20	500	500	500
A 02 30.00 6284 000	SLUDGE HAULING	62,644				73,000
A 02 30.00 6287 000	BIO SOLIDS REMOVAL STUDY	161				
A 02 30.00 6303 000	LEGAL EXPENSE		1,295			
A 02 30.00 6304 000	AUDITOR FEES	2,398	2,115	3,000	2,635	3,000
A 02 30.00 6305 000	PROFESSIONAL SERVICES			1,500	1,500	1,500
A 02 30.00 6401 000	UTILITIES	87,229	85,196	82,000	82,000	98,400
A 02 30.00 6402 000	PHONE	2,713	71	250	250	250
A 02 30.00 6401 000	CELL PHONE	575	458	475	490	500
A 02 30.00 6402 003	INTERNET	656	660	500	660	660
A 02 30.00 6502 000	INSURANCE	26,509	23,138	24,000	26,000	27,500
A 02 30.00 6612 000	PAYROLL VENDOR	1,079	963	1,000	975	1,000
A 02 30.00 6700 000	HIRING EXPENSE	105		100	106	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 000	VEHICLE					
A 02 30.00 6990 020	SNOWPLOW BLADE		4,948	6,000		
A 02 30.00 6996 000	CHEMICAL TREATMENT	48,339	32,326	46,000	34,000	40,000
Total Expenditure		523,782	426,488	452,321	435,970	541,904
Dollar Change			-97,294	25,833	-16,351	105,934
Percent Change			-19%	6%	-4%	24%
Net Operating Cost - Surplus (Deficit)		(301,157)	(229,444)	(216,751)	(145,189)	(203,304)

02 50-00 WATER TREATMENT PLANT

		2019	2020	2021	2021	2022
		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					
Total Revenue		0	0	0	0	0
A 02 50.00 6201 000	POSTAGE	660	840	900	877	900
A 02 50.00 6203 000	OFFICE SUPPLIES	17	501	250	250	250
A 02 50.00 6204 000	OPERATING EXPENSE	2,520	692	1,000	1,000	1,000
A 02 50.00 6205 000	VEHICLE MAINTENANCE		280	125	125	125
A 02 50.00 6206 000	FUEL EXPENSE					
A 02 50.00 6207 000	OPERATING EQUIPMENT		235	400	400	400
A 02 50.00 6209 000	TRAVEL			500	500	500
A 02 50.00 6210 000	TRAINING	1,746	571	700	700	700
A 02 50.00 6271 000	TESTING	7,368	12,731	7,700	7,700	7,700
A 02 50.00 6272 000	PERMITS	925	865	1,100	1,100	1,100
A 02 50.00 6273 000	REPLACEMENT SYSTEM PARTS	4,273	3,434	3,200	3,200	3,200
A 02 50.00 6275 000	TOOLS & EQUIPMENT	87	487	600	600	600
A 02 50.00 6280 000	TREATMENT PLANT IMPROVEMENTS	1,395	5,170	4,000	4,988	5,000
A 02 50.00 6281 000	TREATMENT PLANT SUPPLIES	367	1,880	2,100	2,100	2,100
A 02 50.00 6305 000	PROFESSIONAL SERVICES					
A 02 50.00 6401 000	UTILITIES	20,720	19,161	20,125	20,125	24,150
A 02 50.00 6402 000	PHONE	1,975	1,444	1,350	1,100	1,200
A 02 50.00 6502 000	INSURANCE	3,304	3,197	3,200	3,500	3,700
A 02 50.00 6910 000	BUILDING MAINTENANCE	2,090				
A 02 50.00 6925 000	GOLD KING		1,629	3,500	3,500	3,500
A 02 50.00 6925 000	COMPLIANCE CONSULTANT LEAD/COPPER				11,203	9,703
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					
A 02 50.00 6990 021	REPLACE POWER SUPPLY WELL #2					
A 02 50.00 6990 022	GILLETTE WELL FIELD		804	15,000	15,000	20,000
A 02 50.00 6990 023	M3 CHEMICAL FEED PUMP					
A 02 50.00 6990 024	WELL #4					
	AFR FENCING FOR WELLS 4 & 5					35,000
	AFR ENGINEERING FOR NEW WELL #4					37,500
	AFR SOURCE WATER MONITORING EQUIP					25,000
	AFR EQUIP TO MONITOR CHEM & TEMPS					7,000
	AFR CONTRACTOR TO CALIBRATE EQUIP					3,500
A 02 50.00 6996 000	CHEMICAL TREATMENT	8,551	12,093	15,000	15,000	15,000
Total Expenditure		55,998	67,273	80,750	92,968	208,828
Dollar Change			11,275	13,477	12,218	115,860
Percent Change			20%	20%	15%	125%
Net Operating Cost - Surplus (Deficit)		(55,998)	(67,273)	(80,750)	(92,968)	(208,828)

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.

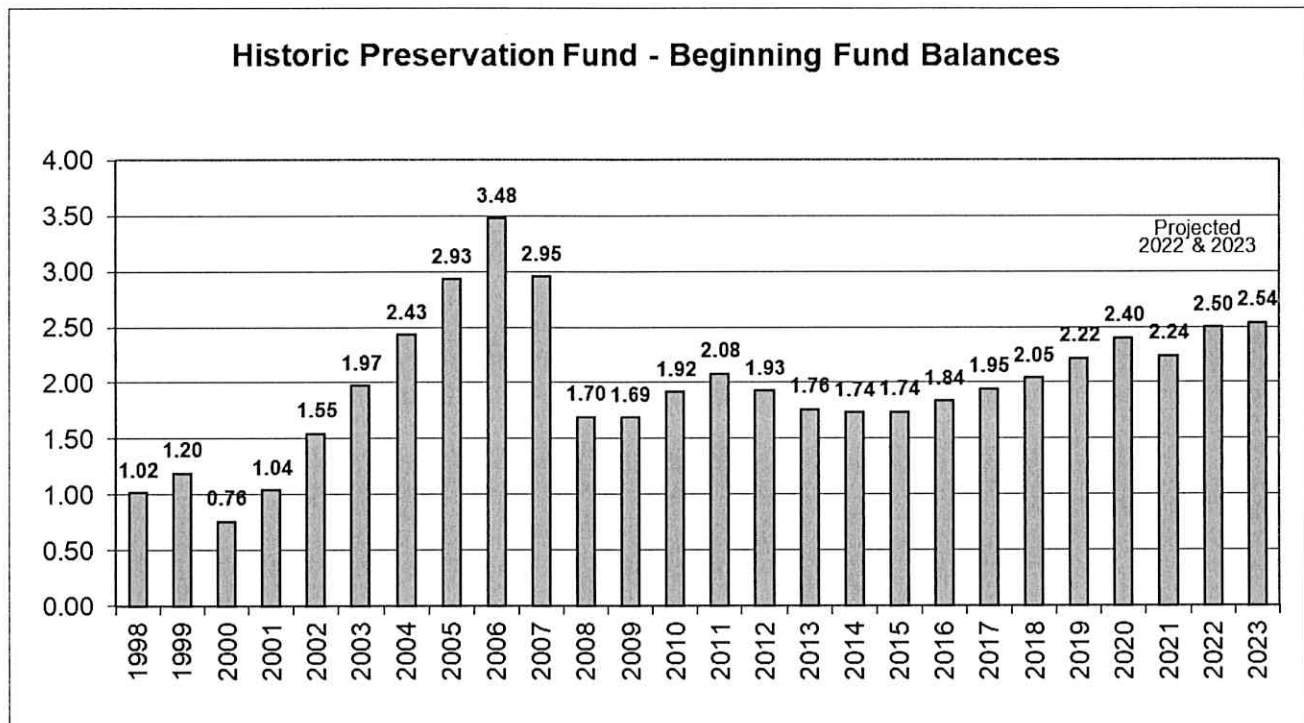
Historic Preservation Fund					Net
		Percent of		Percent of	Operating Cost
	Revenues	Total	Expenses	Total	Surplus or (Deficit)
Historic Preservation /Planning	932,600	74%	439,701	36%	492,899
Historic Butte Theater	251,500	20%	442,839	36%	(191,339)
Heritage Center Operation	9,350	1%	142,227	12%	(132,877)
Jail Museum	63,250	5%	134,011	11%	(70,761)
Rail Car Information Center	0	0%	60,078	5%	(60,078)
Totals	1,256,700	100%	1,218,857	100%	37,843

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

Estimated Historic Preservation Fund Balance - 2022

Projected Beginning Balance	2,500,000
Revenue:	
Historic Preservation (08-30)	932,600
Historic Butte Theater (08-43)	251,500
Jail Museum (08-50)	63,250
Heritage Center Operations (08-60)	<u>9,350</u>
Total Revenue	1,256,700
Expenses:	
Historic Preservation (08-30)	439,701
Historic Butte Theater (08-43)	442,839
Jail Museum (08-50)	134,011
Heritage Center Operations (08-60)	142,227
Train Car (08-80)	<u>60,078</u>
Total Expenses	1,218,857
Excess/(Deficit)	37,843
Projected Ending Fund Balance	2,537,843

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
2022 Budget Compared to 2021 Budget**

Revenues:			Dollar	Percent
	2022	2021	Change	Change
Historic Preservation (08-30)	932,600	681,710	250,890	36.8%
Historic Butte Theater	251,500	242,100	9,400	3.9%
Heritage Center Operations	9,350	9,125	225	2.5%
Jail Museum	63,250	46,850	16,400	35.0%
Rail Car Information Center	-	-	-	-
Total	1,256,700	979,785	276,915	28.3%

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.

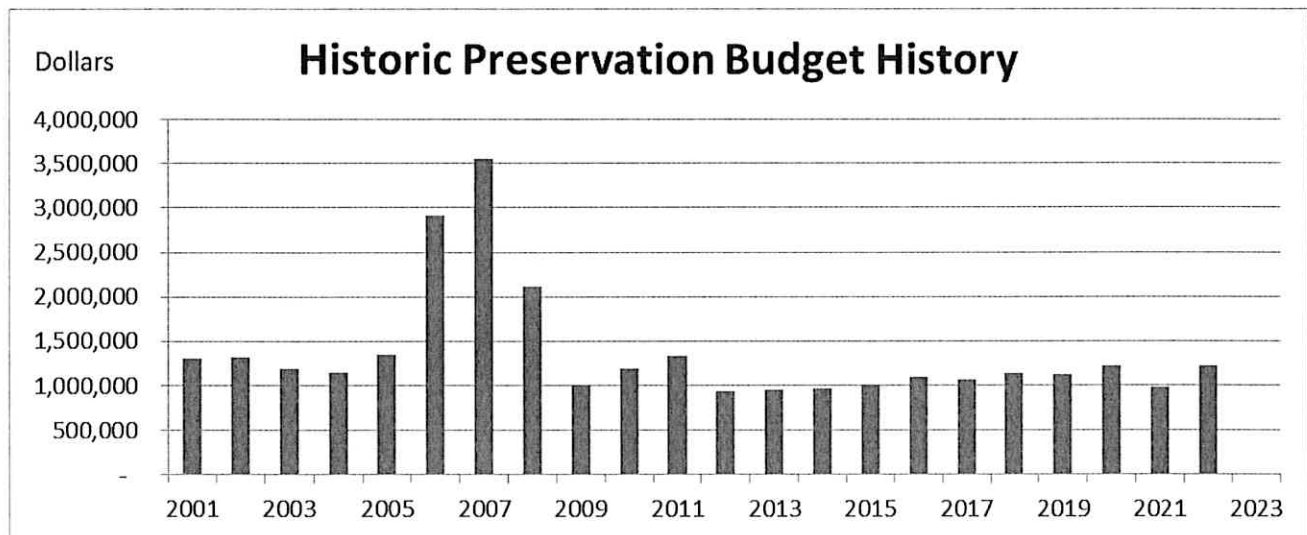
Historic Preservation

2022 Budget Compared to 2021 Budget

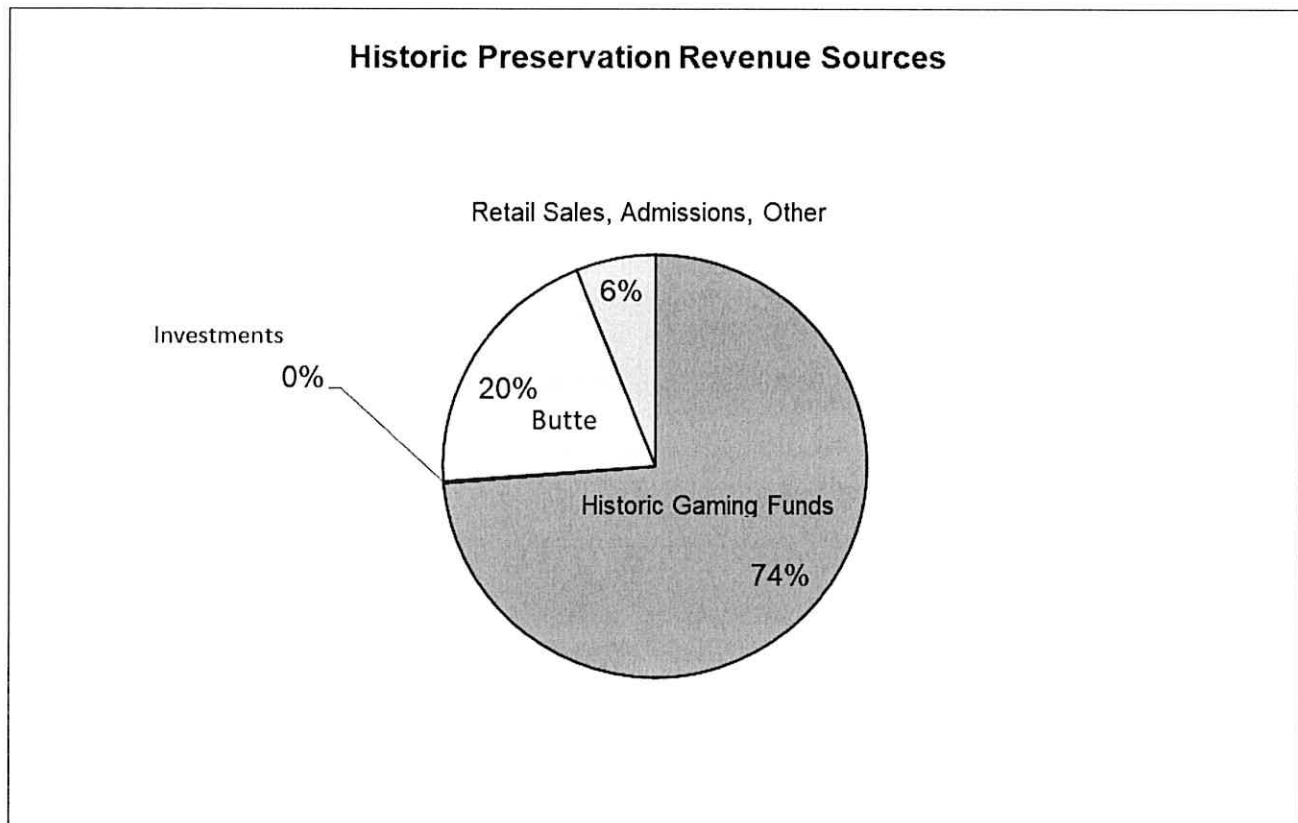
Expenses

	2022	2021	Dollar Change	Percent Change
Historic Preservation (08-30)	439,701	278,063	161,638	58.1%
Historic Butte Theater	442,839	422,928	19,911	4.7%
Heritage Center Operations	142,227	136,122	6,105	4.5%
Jail Museum	142,227	122,827	19,400	15.8%
Rail Car Information Center	60,078	18,611	41,467	222.8%
Total	1,218,857	978,551	240,306	24.6%

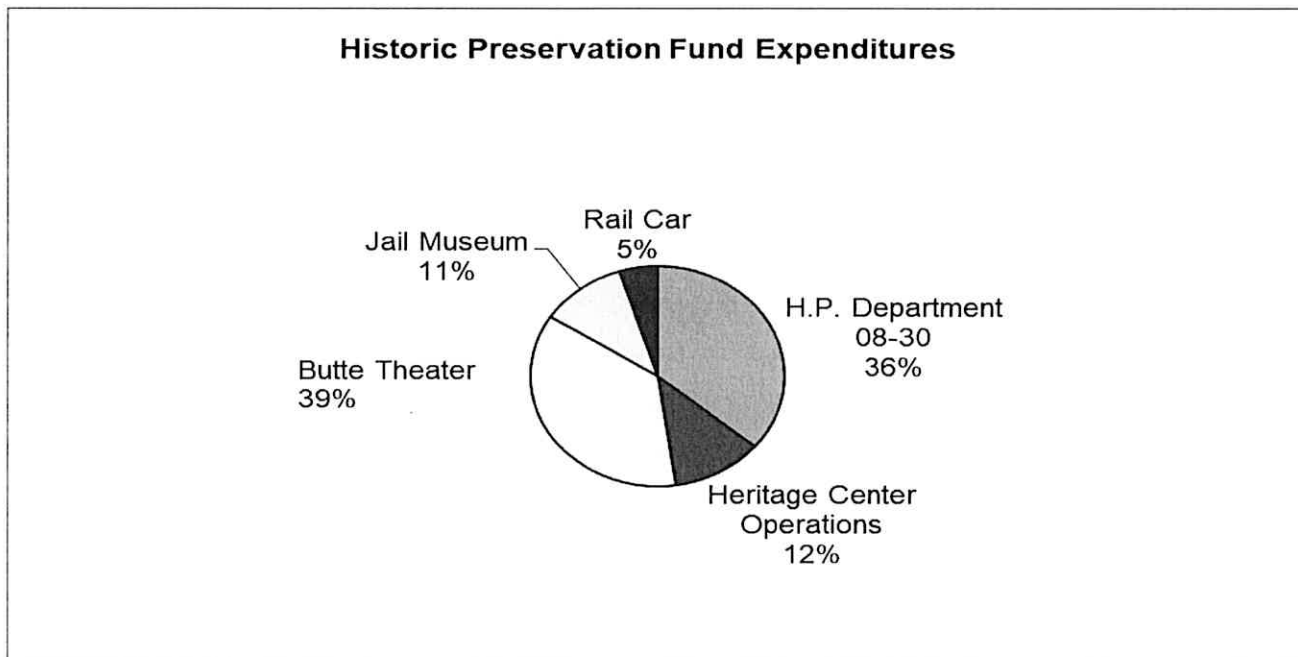
The following chart outlines the Historic Preservation Fund's budget history.



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
Construction/Maintenance Worker
Cemetery Caretaker

Full-time
Full Time
Seasonal Part-time

08 30-00 HISTORIC PRESERVATION

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 30.00 3370 000	HISTORIC FUND GAMING TAX DISTRIB.	882,947	498,136	662,210	895,941	925,000
A 08 30.00 3383 000	CEMETARY REVENUE	5,509	437	5,000	7,700	5,000
A 08 30.00 3600 000	MISC. REVENUE	1,327	4,768	1,500	1,000	1,000
A 08 30.00 3602 001	INTEREST - INVESTMENTS	43,122	14,012	13,000	1,526	1,600
A 08 30.00 3606	REPAYMENT OF PRIOR HP GRANT				6,120	
Total Revenue		932,905	517,353	681,710	906,167	932,600
Dollar Change			-415,552	164,357	224,457	26,433
Percent Change			-45%	32%	33%	3%
A 08 30.00 6110 000	SALARIES	57,801	53,732	55,588	56,401	103,014
A 08 30.00 6111 000	OVERTIME	240	27	500	200	200
A 08 30.00 6112 000	PFP POOL					
	COLA			813		3,819
	TOTAL SALARIES	58,041	53,759	56,901	56,601	107,033
A 08 30.00 6120 000	SOCIAL SECURITY EXPENSE	3,484	3,316	3,528	3,509	6,636
A 08 30.00 6130 000	MEDICARE EXPENSE	815	776	825	821	1,552
A 08 30.00 6140 000	RETIREMENT EXPENSE	3,658	3,564	4,552	4,552	8,563
A 08 30.00 6150 000	HEALTH INSURANCE	8,813	9,361	9,575	8,964	18,933
A 08 30.00 6155 000	EMPLOYEE ASSITANCE PROGRAM	39	39	50	87	90
A 08 30.00 6160 000	WORKERS COMP.	807	652	745	528	550
A 08 30.00 6167 000	DISABILITY INSURANCE					
	SALARY SURVEY				1,210	31,800
A 08 30.00 6203 000	OFFICE SUPPLIES	319	218	300	300	300
A 08 30.00 6204 000	OPERATING EXPENSE	307	354	550	400	450
A 08 30.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS					
A 08 30.00 6209 000	TRAVEL	0	0	500		500
A 08 30.00 6210 000	TRAINING	0	0	250		250
A 08 30.00 6303 000	LEGAL EXPENSE					
A 08 30.00 6304 000	AUDITOR	3,785	3,799	3,900	3,914	3,900
A 08 30.00 6401 000	UTILITIES	936	964	1,150	1,023	1,100
A 08 30.00 6402 000	PHONE	1,070	1,384	1,150	1,000	1,100
A 08 30.00 6402 003	INTERNET	656	660	500	660	670
A 08 30.00 6409 000	CONTINGENCY			35,000		30,000
A 08 30.00 6412 000	CPI CONFERENCE	1,183	0	1,200		1,200
A 08 30.00 6502 000	INSURANCE	4,953	5,837	7,000	5,160	5,500
A 08 30.00 6611 000	LEASE/PURCHASE EQUIPMENT	371	233	250	244	250
A 08 30.00 6612 000	PAYROLL VENDOR	2,105	1,681	1,700	1,700	1,750
A 08 30.00 6700 000	HIRING EXPENSE	109	111			
A 08 30.00 6703 000	DANGEROUS BUILDING EXPENSE					
A 08 30.00 6800 004	TRANSFER TO GENERAL FUND	100,000	75,000	75,000	75,000	50,000
A 08 30.00 6850 000	COMMERCIAL GRANTS		17,694			
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		900			
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	40,102	26,250	26,250	30,000
A 08 30.00 6910 004	HOMESTEAD MUSEUM FUNDING	8,000	6,000	4,594	4,594	5,000
A 08 30.00 6910 006	ELKS #316 RESTORATION/MATCHING \$	0	0		10,000	
A 08 30.00 6910 012	CEMETERY PROGRAM	1,450	759	1,500	1,500	1,500
A 08 30.00 6910 014	DISTRICT MUSEUM MATCHING GRANT FUNDS	5,973	5,000	0	0	37,575
A 08 30.00 6910 015	PRESERVATION WEEK					
A 08 30.00 6910 032	VICTORIAN LADY (MAINTENANCE)	66				
A 08 30.00 6910 046	GOLD BELT SENIC BY-WAY	5,000	4,000	3,280	3,280	3,500
A 08 30.00 6911 029	CITY HISTORIC BUILDINGS	22	10,771	36,000	48,096	30,000
A 08 30.00 6925 000	HISTORIC STREET AMBIANCE	2,000	1,000	1,313	1,313	1,500
A 08 30.00 6950 000	RESIDENTIAL GRANT PROGRAM	29,688	3,739	0	0	0
A 08 30.00 6990 033	CEMETARY EQUIPMENT	315	835	500	500	500
	INTERPRETIVE SIGNAGE					15,000
	AFR CEMETERY MGT. SOFTWARE					18,000
	AFR WOOD FENCE @ CEMETERY DUMPSTER					5,000
	AFR MAINTENANCE OF WELCOME SIGN					10,000
	DONKEY HERD CARE					10,000
	AFR Pool for all HP Departments					
Total Expenditure		294,514	252,508	278,063	261,206	439,701
Dollar Change			-42,006	25,555	-16,857	178,496
Percent Change			-14%	10%	-6%	68%
Net Operating Cost - Surplus (Deficit)		638,391	264,845	403,647	644,961	492,899

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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 43.00 3111 000	RETAILS SALES					
A 08 43.00 3115 000	FACILITY LEASE BUTTE THEATER FOUNDATION	200,000				
A 08 43.00 3200 000	MELODRAMA			53,000	41,000	53,000
A 08 43.00 3210 000	SUMMER SHOW #2			45,000	23,000	45,000
A 08 43.00 3212 000	FALL SHOW			27,500	12,000	27,500
A 08 43.00 3215 000	HALLOWEEN SHOW			50,000	30,000	50,000
A 08 43.00 3220 000	CHRISTMAS SHOW			53,000	25,000	53,000
A 08 43.00 3600 000	MISC REVENUE			1,000	1,000	1,000
A 08 43.00 3116 000	COMMUNITY SHOWS			12,600	6,028	7,000
A 08 43.00 3602 000	DONATIONS				2,000	2,000
A 08 43.00 3601 000	SPONSORSHIPS	2,000			14,100	13,000
Total Revenue		202,000	0	242,100	154,128	251,500
Dollar Change			(202,000)	242,100	(87,972)	97,372
Percent Change			-100%		-36%	
A 08 43.00 6110 000	SALARIES	55,945	51,269	57,141	57,970	57,970
	COLA			2,114		2,145
	TOTAL SALARIES	55,945	51,269	59,255	57,970	60,115
A 08 43.00 6120 000	SOCIAL SECURITY EXPENSE	3,451	3,162	3,674	3,594	3,594
A 08 43.00 6130 000	MEDICARE EXPENSE	807	739	859	841	841
A 08 43.00 6140 000	RETIREMENT EXPENSE	3,628	3,538	3,704	3,704	3,704
A 08 43.00 6150 000	HEALTH INSURANCE EXPENSE	8,813	9,361	9,353	8,964	9,150
A 08 43.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	39	45	56	60
A 08 43.00 6160 000	WORKERS COMP	807	652	745	528	575
A 08 43.00 6164 000	PRINTING	-		0		0
A 08 43.00 6167 000	DISABILITY INSURANCE	-		100		
A 08 43.00 6201 000	POSTAGE	-		300	150	175
A 08 43.00 6203 000	OFFICE SUPPLIES	280	31			
A 08 43.00 6204 000	OPERATING EXPENSE	4,974	6,609	3,700	4,700	5,000
A 08 43.00 6206 000	BANK/CREDIT CARD PROCESSING		331			
A 08 43.00 6209 000	TRAVEL	1,219				
A 08 43.00 6401 000	UTILITIES	31,135	29,159	31,750	30,000	38,100
A 08 43.00 6402 000	PHONE	3,299	2,898	2,800	2,400	2,600
A 08 43.00 6402 001	CELL PHONES	635	574	528	612	625
A 08 43.00 6502 000	INSURANCE	6,386	6,181	6,300	6,300	6,800
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				
A 08 43.00 6611 002	OTHER COSTS STAR BUILDING	3,980	3,873	3,800	3,700	3,800
A 08 43.00 6621 000	ELEVATOR MAINTENANCE	940	1,724	1,200	1,100	1,200
A 08 43.00 6409 000	CONTINGENCY					
A 08 43.00 6710 000	PROFESSIONAL SEASON/PROD. CO.	280,000	83,750	280,000	260,000	280,000
A 08 43.00 6800 000	MELODRAMA					
A 08 43.00 6801 000	COMMUNITY SHOWS (Jan - May)		7,755	12,600	7,000	8,000
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	7,677	1,337	3,500	3,500	3,500
	BUILDING MAINTENANCE STAR BLD.					7,000
A 08 43.00 6920 000	BUTTE THEATER FOUNDATION DONATION					
A 08 43.00 6990 001	OPERA HOUSE LIGHTING EQUIPMENT					
	AFR REDO TILES IN BOTH BATHROOMS					8,000
A 08 43.00 6990 002	BUTTE SOUND SYSTEM	150				
Total Expenditure		419,205	212,982	424,213	395,119	442,839
Dollar Change			-206,223	211,231	-29,095	47,720
Percent Change			-49%	99%	-7%	12%
Net Operating Cost - Surplus/(Deficit)		(217,205)	(212,982)	(182,113)	(240,991)	(191,339)

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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 60.00 3140 000	FACILITY RENTAL	2,620	1,050	2,500	1,100	2,000
A 08 60.00 3160 000	DONATIONS	7,510	5,024	6,500	11,081	7,000
A 08 60.00 3600 000	MISC. REVENUE	209	500	125	750	350
Total Revenue		10,339	6,574	9,125	12,931	9,350
Dollar Change			-3,765	2,551	3,806	-3,581
Percent Change			-36%	39%	42%	-28%
A 08 60.00 6110 000	SALARIES	49,879	47,439	60,921	61,804	61,804
A 08 60.00 6111 000	OVERTIME	5				
	COLA			883		2,287
	TOTAL SALARIES	49,884	47,439	61,804	61,804	64,091
A 08 60.00 6120 000	SOCIAL SECURITY EXPENSE	2,699	2,656	3,832	3,832	3,974
A 08 60.00 6130 000	MEDICARE EXPENSE	648	621	896	896	929
A 08 60.00 6140 000	RETIREMENT EXPENSE	2,191	2,120	4,944	4,944	5,127
A 08 60.00 6150 000	HEALTH INSURANCE	8,527	6,799	9,069	9,069	9,341
A 08 60.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	156	156	165	165	165
A 08 60.00 6166 000	DEPENDENT HEALTHCARE	3,932	2,283	2,800		
A 08 60.00 6160 000	WORKERS COMP.	2,824	2,000	2,606	1,852	1,900
A 08 60.00 6164 000	PRINTING & COPYING			250		
A 08 60.00 6203 000	OFFICE SUPPLIES	680	905	1,000	1,000	1,000
A 08 60.00 6204 000	OPERATING EXPENSE	7,849	5,140	2,700	5,000	5,000
A 08 60.00 6208 000	POSTAGE	40	21			
A 08 60.00 6209 000	TRAVEL					
A 08 60.00 6210 000	TRAINING	225				
A 08 60.00 6211 000	AFFILIATIONS/SUBSCRIPTIONS	289	300	300	300	300
A 08 60.00 6212 000	ALARM SYSTEM	1,307	1,169	1,000	1,200	1,250
A 08 60.00 6401 000	UTILITIES	17,635	16,114	18,500	16,500	20,400
A 08 60.00 6402 000	PHONE	848				
A 08 60.00 6402 003	INTERNET	656	660	660	660	675
A 08 60.00 6502 000	INSURANCE	2,930	2,836	2,900	3,100	3,300
A 08 60.00 6510 000	COFFEE/WATER SERVICE	1,352	259	1,375	300	325
A 08 60.00 6530 000	BUILDING MAINTENANCE	3,150	691	0	0	0
A 08 60.00 6530 001	DISPLAY MAINTENANCE	2,473		2,500	2,500	2,500
A 08 60.00 6550 000	UNIFORMS	-	33	200	200	200
A 08 60.00 6565 000	PIKES PEAK COUNTRY ATTRACTIONS	18,456	18,200	18,500	18,200	18,300
A 08 60.00 6611 000	LEASED EQUIPMENT	146	150	200	180	200
A 08 60.00 6621 000	ELEVATOR MAINTENANCE	2,798	6,854	2,150	7,500	3,000
A 08 60.00 6700 000	HIRING EXPENSE	126	103	175	215	250
A 08 60.00 6710 000	NEW SIGNS	5,000				
A 08 60.00 6990 002	SIDEWALK REPAIRS					
Total Expenditure		136,821	117,509	138,526	139,417	142,227
Dollar Change			-19,312	21,017	891	2,810
Percent Change			-14%	18%	1%	2%
Net Operating Cost - Surplus (Deficit)		(126,482)	(110,935)	(129,401)	(126,486)	(132,877)

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

		2019	2020	2021	2021	2022
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 50.00 3110 000	RETAIL SALES	21,067	13,037	15,000	22,000	22,000
A 08 50.00 3112 000	ADMISSIONS	29,508	18,084	22,000	32,000	32,000
A 08 50.00 3114 000	OVERNIGHT STAY PROGRAM	3,300	2,329	3,500	3,500	3,500
A 08 50.00 3115 000	EVENT MERCHANDISE SALES		6,688	5,000	0	5,000
A 08 50.00 3160 000	DONATIONS	1,295	812	1,200	850	600
A 08 50.00 3600 000	MISC. REVENUE	390	1,259	150	1,200	150
Total Revenue		55,560	42,209	46,850	59,550	63,250
Dollar Change			-13,351	4,641	12,700	3,700
Percent Change			-24%	11%	27%	6%
A 08 50.00 6110 000	SALARIES	80,759	77,600	74,555	75,636	75,636
A 08 50.00 6111 000	OVERTIME	5				
	COLA			1,081		2,799
	TOTAL SALARIES	80,764	77,600	75,636	75,636	78,435
A 08 50.00 6120 000	SOCIAL SECURITY EXPENSE	4,986	4,815	4,689	4,689	4,863
A 08 50.00 6130 000	MEDICARE EXPENSE	1,166	1,126	1,097	1,097	1,137
A 08 50.00 6140 000	RETIREMENT EXPENSE	3,791	3,697	5,270	5,270	5,494
A 08 50.00 6150 000	HEALTH INSURANCE	8,824	9,370	9,425	9,425	9,708
A 08 50.00 6155 000	EMPLOYEE ASSITANCE PROGRAM	39	39	45	45	45
A 08 50.00 6160 000	WORKERS COMP.	807	652	745	745	745
A 08 50.00 6167 000	DISABILITY INSURANCE					
A 08 50.00 6203 000	OFFICE SUPPLIES	32		200	200	200
A 08 50.00 6204 000	OPERATING EXPENSE	3,029	1,702	3,500	3,500	3,500
A 08 50.00 6205 000	FIRE STATION #3	2,488	1,916			
A 08 50.00 6206 000	BANK/CREDIT CARD PROCESSING EXPENSE	309	3,884	3,600	3,900	4,000
A 08 50.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	168		120	120	120
A 08 50.00 6209 000	TRAVEL				20	
A 08 50.00 6401 000	UTILITIES	10,043	7,420	8,500	8,500	10,440
A 08 50.00 6402 000	PHONE	1,538	925	900	950	1,000
A 08 50.00 6402 001	CELL PHONE	1,179	1,014	1,100	1,100	1,150
A 08 50.00 6402 003	INTERNET	656	660	500	660	675
A 08 50.00 6502 000	INSURANCE	1,431	1,385	1,500	1,800	2,000
A 08 50.00 6611 000	LEASE/PURCHASE QUIPMENT		15			
A 08 50.00 6850 000	RETAIL SALES MATERIAL	11,482	12,687	5,500	8,000	10,000
A 08 50.00 6700 001	EXHIBITS					
A 08 50.00 6856 000	MARKETING MATERIALS	703	409			
A 08 50.00 6857 000	BUILDING MAINTENANCE	16,913	1,175	500	500	500
Total Expenditure		150,348	130,491	122,827	126,157	134,011
Dollar Change			-19,857	-7,664	3,330	7,854
Percent Change			-13%	-6%	3%	6%
Net Operating Cost - Surplus (Deficit)		(94,788)	(88,282)	(75,977)	(66,607)	(70,761)

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

		2019	2020	2021	2021	2022
		Budget	Budget	Budget	Year End Estimate	Budget
A 08 80.00 6110 000	SALARIES	18,085	4,081	10,000	621	10,000
	COLA			145		370
	TOTAL SALARIES	18,085	4,081	10,145	621	10,370
A 08 80.00 6120 000	SOCIAL SECURITY EXPENSE	1,132	253	629	39	643
A 08 80.00 6130 000	MEDICARE EXPENSE	248	59	147	9	150
A 08 80.00 6140 000	RETIREMENT EXPENSE	0				
A 08 80.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM					
A 08 80.00 6160 000	WORKERS COMP.	807	652	745	600	625
A 08 80.00 6203 000	OFFICE SUPPLIES	66		100	100	100
A 08 80.00 6204 000	OPERATING EXPENSE	271	242	400	500	600
A 08 80.00 6401 000	UTILITIES	5,674	5,338	5,900	5,500	6,840
A 08 80.00 6402 000	PHONE	697	7	20	50	50
A 08 80.00 6502 000	INSURANCE	507	491	525	625	700
A 08 80.00 6710 000	NEW SIGNAGE	4,000				
A 08 80.00 6910 000	AFR TRAIN CAR AND RESTROOM MAINTENANCE	29	293			40,000
	Total Expenditure	31,516	11,416	18,611	8,044	60,078
	Dollar Change		-20,100	7,195	-10,568	52,035
	Percent Change		-64%	63%	-57%	647%
	Net Operating Cost - Surplus (Deficit)	(31,516)	(11,416)	(18,611)	(8,044)	(60,078)

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 7/31/2021.

Operating Account Balances (Community Banks):

	July 2021
General Fund	1,202,731
Water/Sewer	407,065
Historic Preservation	96,146
Total - Bank	1,705,942

Investments (ColoTrust)

General Fund	2,742,799
Enterprise Fund	513,142
Historic Preservation Fund	1,702,241
2019-A Debt Reserve Fund	97,365
Total - Colotrust	5,055,547
Total City Funds	6,761,489

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.

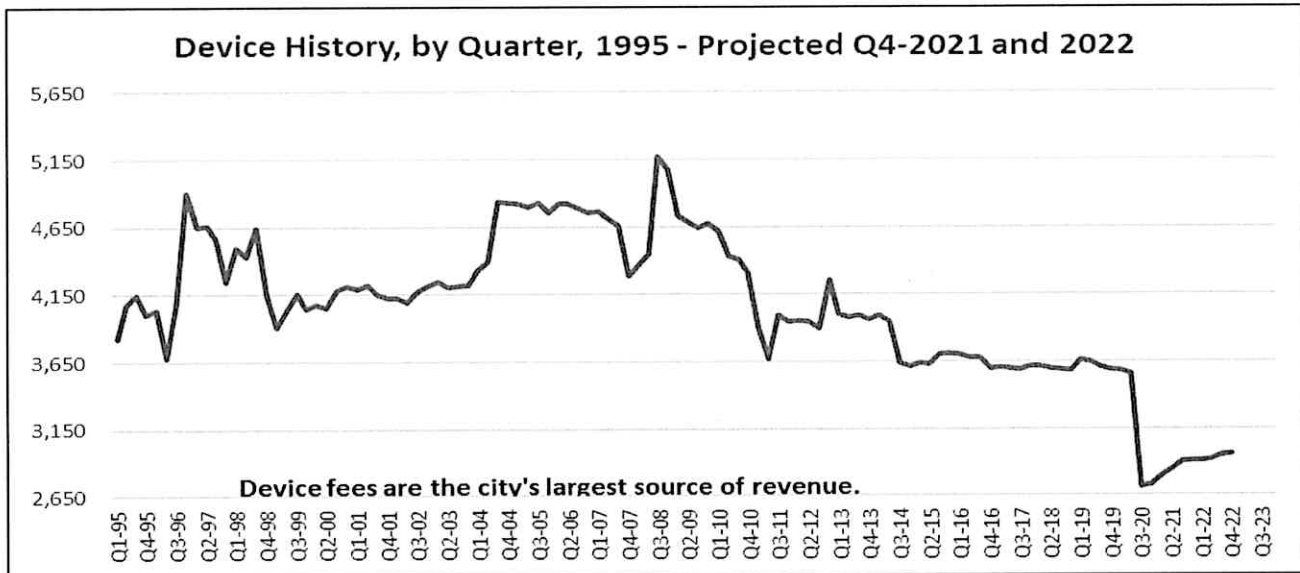
Capital Leases

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 2022, is planning on entering a lease agreement for a street sweeper for the Roads & Bridge Department.

Device Projections and Associated Revenues

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



City of Cripple Creek

2022 Device Fee Revenue Projections

Version 3

	Q1-22	Q2-22	Q3-22	Q4-22	Total
Number of Devices	2,910	2,920	2,950	2,955	
Number Change		10	30	5	
Percent Change	6.4%	0.3%	1.0%	0.2%	
Number of Casino Licenses	12	12	12	12	
First 50 Devices					
No. of 1st 50 Devices	0	0	0	0	
Device fee 1st 50	\$50	\$100	\$225	\$225	
Revenue from 1st 50 Devices	0	0	0	0	0
No. Devices > 50	2,910	2,920	2,950	2,955	
Device Fee > 50	\$300	\$300	\$300	\$300	
Revenue from devices > 50	873,000	876,000	885,000	886,500	3,520,500
Total device fee rev. by quarter	873,000	876,000	885,000	886,500	3,520,500
General Fund by Quarter 94.75%	873,000	876,000	885,000	886,500	3,520,500
Enterprise Fund by Quarter 0%	0	0	0	0	0
Total Revenue	873,000	876,000	885,000	886,500	3,520,500

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 2022, the State 5.5% figure is \$145,243 or 2.583 mills. For 2022, the Tabor calculation would limit property tax to \$141,733 or 2.520. For 2022, the City will collect \$141,733 in property tax, with a mill levy of 2.520, which is based on the more restrictive Tabor calculation. If the City collects more than \$141,733 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. 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 2022

Budget Year:	2016	2017	2018	2019	2020	2021	2022
Assessed Valuation	55,667,190	55,714,380	57,053,590	57,332,520	61,911,720	61,265,210	56,235,740
Taxes Abated or Refunded	5,334.00	0.00	0.00	34.00	0.00	285.00	0.00
New Construction (assessed value)	127,996	1,570,533	210,910	148,513	72,635	103,840	1,169,730
Omitted Properties Revenue	0.00	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	0
Mill Levy for general property taxes	2.14	2.27	2.22	2.27	2.13	2.21	2.52
Total Mill Certified to Teller County	2.14	2.27	2.22	2.27	2.13	2.21	2.52
Amount to be collected from taxes	119,262	122,715	126,728	130,238	131,936	135,092	141,733
Dollar Change		3,453	4,013	3,510	1,698	3,156	6,641
Percent Change		2.9%	3.3%	2.8%	1.3%	2.4%	4.9%
For Informational Purposes Only							
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	2.52
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 ¹	\$ 61,265,210
2. Previous year's revenue ²	\$ 135,092
3. Current year's total net assessed valuation	\$ 56,235,740
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	\$ 1,169,730
6. Total current year increase in valuation due to <u>other</u> excluded property ³	
7. "Omitted Property Revenue" from current year CV ⁴	
8. "Omitted Property Revenue" from previous year CV ⁵	
9. Current year's "unauthorized excess revenue," if any ⁶	

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

10. Previous year's revenue ⁷	\$ 135,092
11. Total actual value of all real property	\$ 238,731,620
12. Construction of taxable real property	\$ 4,135,960
13. Annexations/Inclusions	
14. Increase in mining production	
15. Previously exempt property	\$ 6,159
16. Oil or gas production from new wells	
17. Taxable property omitted (from current year's CV)	
18. Destruction of Property improvements	
19. Disconnections/Exclusions	
20. Previously taxable property	
21. Inflation <u>3.150%</u>	

(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>.)

¹ 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.

² 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.

³ 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].

⁴ 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."

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

⁶ 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):¹⁴

B. TABOR "Local Growth" Percentage

B1. Determine net growth valuation:

$$\frac{\$ 4,142,119}{\text{Lines 12+13+14+15+16+17}} - \frac{\$ 4,142,119}{\text{Lines 18+19+20}} = \frac{\$ 4,142,119}{\text{Net Growth Value}}$$

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

$$\frac{\$ 238,731,620}{\text{Line 11}} - \frac{\$ 4,142,119}{\text{Line B1}} = \frac{\$ 234,589,501}{\text{Net Growth Value}}$$

B3. Determine the rate of "local growth":

$$\frac{\$ 4,142,119}{\text{Line B1}} \div \frac{\$ 234,589,501}{\text{Line B2}} = \frac{0.017657}{\text{Local Growth Rate (round to 6 decimal places)}}$$

B4. Calculate the percentage of "local growth":

$$\frac{0.017657}{\text{Line B3}} \times 100 = \frac{1.766\%}{\text{(round to 3 decimal places)}}$$

C. TABOR Property Tax Revenue Limit

C1. Calculate the growth in property tax revenue allowed:

$$\frac{\$ 135,092}{\text{Line 10}^{15}} \times \frac{4.916\%}{\text{Line B4 + line 21}} = \frac{\$ 6,641}{\text{Increase allowed}}$$

C2. Calculate the TABOR property tax revenue limit:

$$\frac{\$ 135,092}{\text{Line 10}^{15}} + \frac{\$ 6,641}{\text{Line C1}} = \frac{\$ 141,733}{\text{TABOR Property Tax Revenue Limit}}$$

Tabor is more restrictive than state 5.5% rule. So use tabor

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

$$\left[\frac{\$ 141,733}{\text{Line C2}} \div \frac{\$ 56,235,740}{\text{Line 3}} \right] \times 1,000 = \frac{2.520}{\text{Mill Levy (round to 3 decimal places)}}$$

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

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

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

¹⁴ 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.

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:

$$\begin{array}{rcl} \$ & 135,092 & + \\ \text{Line 2} & & \text{Line 8} \end{array} = \text{A1. } \$ \begin{array}{|l|} \hline 135,092 \\ \hline \end{array} \quad \text{Adjusted property tax revenue base}$$

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

$$\begin{array}{rcl} \$ & 135,092 & \div \\ \text{Line A1} & & \text{Line 1} \end{array} = \text{A2. } \begin{array}{|l|} \hline 0.002205 \\ \hline \end{array} \quad \begin{array}{l} \text{Adjusted Tax Rate}^7 \\ \text{(round to 6 decimal places)} \end{array}$$

A3. Total the assessed valuation of all the current year "growth" properties:⁸

$$\begin{array}{rcl} & + & \$ \quad 1,169,730 \\ & & \text{Line 5} \\ \text{Line 4} & & \\ + & & \\ \text{Line 6} & & \end{array} = \text{A3. } \$ \begin{array}{|l|} \hline 1,169,730 \\ \hline \end{array} \quad \text{Total "growth" properties}$$

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

$$\begin{array}{rcl} \$ & 1,169,730 & \times \\ \text{Line A3} & & \text{Line A2} \end{array} = \text{A4. } \$ \begin{array}{|l|} \hline 2,579 \\ \hline \end{array} \quad \text{Revenue from "growth" properties}^9$$

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

$$\begin{array}{rcl} \$ & 135,092 & + \\ \text{Line A1} & & \text{Line A4} \end{array} = \text{A5. } \$ \begin{array}{|l|} \hline 137,671 \\ \hline \end{array} \quad \text{Expanded revenue base}$$

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

$$\begin{array}{rcl} [\$ & 137,671 & \times \\ \text{Line A5} & & 1.055^{10}] \\ + & & + \\ \text{DLG-Approved Revenue Increase} & & \text{Voter-Approved Revenue Increase}^{11} \end{array} = \text{A6. } \$ \begin{array}{|l|} \hline 145,243 \\ \hline \end{array} \quad \text{Increased Revenue Base}$$

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

$$\begin{array}{rcl} \$ & 145,243 & - \\ \text{Line A6} & & \text{Line 7} \end{array} = \text{A7. } \$ \begin{array}{|l|} \hline 145,243 \\ \hline \end{array} \quad \text{Current Year's "5.5%" Revenue Limit}^{12}$$

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

$$\begin{array}{rcl} \$ & 145,243 & - \\ \text{Line A7} & & \text{Line 9} \end{array} = \text{A8. } \$ \begin{array}{|l|} \hline 145,243 \\ \hline \end{array} \quad \begin{array}{l} \text{Reduced Current Year's "5.5%" Limit.} \\ \text{This is the maximum allowed to be levied} \\ \text{this year}^{13} \end{array}$$

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

$$\begin{array}{rcl} \$ & 145,243 & \div \\ \text{Line A8} & & \text{Line 3} \end{array} \times 1,000 = \text{A9. } \begin{array}{|l|} \hline 2.583 \\ \hline \end{array} \quad \text{Mill Levy (round to 3 decimals)}$$

⁷ 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.

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

⁹ 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.

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

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

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

75-9

CERTIFICATION OF VALUATION BY TELLER COUNTY COUNTY ASSESSOR

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

IN TELLER COUNTY COUNTY ON 8/25/2021

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 2021 IN TELLER COUNTY COUNTY, COLORADO

- | | |
|---|--------------|
| 1. PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION: | \$61,265,210 |
| 2. CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: * | \$56,235,740 |
| 3. LESS TIF DISTRICT INCREMENT, IF ANY: | \$0 |
| 4. CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION: | \$56,235,740 |
| 5. NEW CONSTRUCTION: ** | \$1,169,730 |
| 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.): | \$2,834.44 |

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

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

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

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

USE FOR 'TABOR' LOCAL GROWTH CALCULATIONS ONLY

IN ACCORDANCE WITH THE PROVISION OF ARTICLE X, SECTION 20, COLO CONST, AND 39-5-121(2)(b), C.R.S. THE ASSESSOR CERTIFIES THE TOTAL ACTUAL VALUATION FOR THE TAXABLE YEAR 2021 IN TELLER COUNTY COUNTY, COLORADO ON AUGUST 25, 2021

- | | |
|--|---------------|
| 1. CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: @ | \$238,731,620 |
| ADDITIONS TO TAXABLE REAL PROPERTY: | |
| 2. CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: ! | \$4,135,960 |
| 3. ANNEXATIONS/INCLUSIONS: | \$0 |
| 4. INCREASED MINING PRODUCTION: % | \$0 |
| 5. PREVIOUSLY EXEMPT PROPERTY: | \$6,159 |
| 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: | \$0 |
| 9. DISCONNECTIONS/EXCLUSION: | \$0 |
| 10. PREVIOUSLY TAXABLE PROPERTY: | \$0 |

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

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

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

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

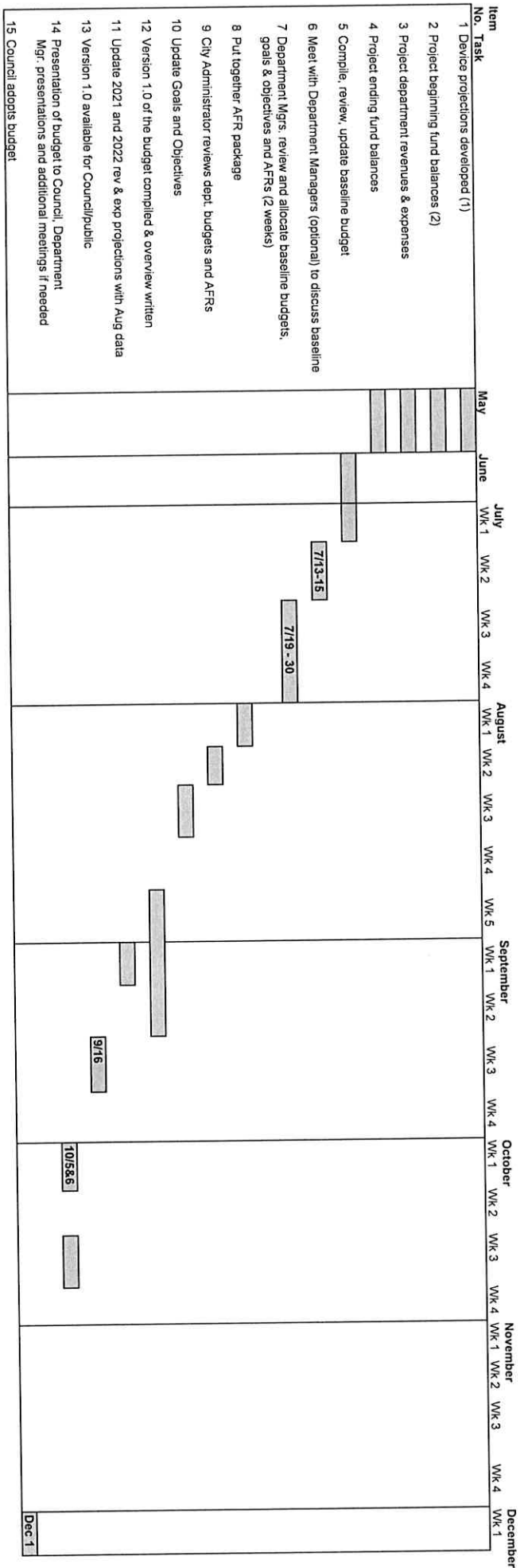
\$0

NOTE: All levies must be Certified to the Board of County Commissioners NO LATER THAN DECEMBER 15, 2021

Data Date: 8/25/2021

75-b

City of Cripple Creek
2022 Budget Development Schedule



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

Staffing Table - Full Time

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Administration	1	1	1	1	1	1	1	1	1	1
City Clerk	2	2	2	2	2	2	2	1	1	2
Transportation	2	2	3	3	3	3	3	3	3	3
Custodial	6	6	6	6	6	6	6	6	6	5
Police	14	14	14	15	15	15	15	15	15	15
Police - Dispatch	9	8	8	8	8	8	9	9	9	9
Fire	13	13	13	13	13	13	13	13	13	13
Finance	2	2	2	2	2	2	2	2	2	3
Planning/Building	3	3	3	3	3	2	2	2	2	2
Human Resources	2	2	2	2	2	2	2	2	2	2
Information Technology										
Parks & Recreation	5	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	2
Streets			2	3	3	2	2	2	2	4
Medical Building										
Fleet Maintenance			1	1	1	1	1	1	1	1
Public Works	11	10	5	5	5	6	6	6	6	4
Water/Wastewater Treatment	3	3	3	3	3	3	3	3	3	3
Historic Preservation	1	1	1	1	1	2	1	1	1	2
Butte Theater	1	1	1	1	1	1	1	1	1	1
Jail Museum	1	1	1	1	1	1	1	1	1	1
Heritage Center	2	1	1	1	1	1	1	1	1	1
Train Car Welcome Center	1									
Total Full-time Staff	81	77	76	82	82	78	78	77	76	79

Number Change	-4	-1	6	0	-4	0	-1	-1	3
Percent Change	-5%	-1%	8%	0%	-5%	0%	-1%	-1%	4%

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Transportation	1.5	3	3	5	5	5	5	5	5	5
City Clerk								0.45	0.45	0.45
Police	1.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.0	0.0
Police - Dispatch	0.25	0.25		0.25	0.25	0.50	0.50	0.50	0.50	0.50
Custodial					0.375	0.375	0.800	0.800	0.800	1.000
Fire	2.8	1.6	1.3	1.4	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	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	0.375
Butte Theater	0.25	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	0.375
Heritage Center	1.25	2.25	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	0.42
Total Part-time/ Seasonal Staff	12.8	14.2	13.8	15.1	15.0	15.2	15.6	16.1	12.3	12.5

Number Change	1.38	-0.47	1.33	-0.13	0.24	0.42	0.45	-3.75	0.20
Percent Change	11%	-3%	10%	-1%	2%	3%	3%	-23%	2%

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total City Staff	93.8	91.2	89.8	97.1	97.0	93.2	93.6	93.1	88.3	91.5

Number Change	-3	-1	7	-0.1	-3.8	0.4	-0.5	-4.8	3.2
Percent Change	-3%	-2%	8%	0%	-4%	0%	-1%	-5%	4%

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 2022 (Go into effect January 1st).

(Note that there were no increases in the rates in 2020, due to COVID-19.)

1). Proposed Cripple Creek Residential Water and Sewer Rates, per base and tier:

Water	New					
	Base Rate	Tier 1 0 - 2K	Tier 2 2 - 4K	Tier 3 4K - 6K	Tier 4 6K - 8K	Tier 5 8K+
Current	18.34		0	4.31	5.18	6.48
Proposed	20.17	2.37	3.56	4.74	5.70	7.13
\$ Difference	1.83	2.37	3.56	0.43	0.52	0.65
% Difference	10.00%			10.00%	10.00%	10.00%

Sewer	Tier 1	
	Base Rate	2K +
Current	13.23	2.08
Proposed	14.55	2.29
\$ Difference	1.32	0.21
% Difference	10.00%	10.00%

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

Water	Tier				
	Base Rate	Tier 1 10K - 20K	Tier 2 20K - 50K	Tier 3 50K - 100K	Tier 4 100K +
Current	39.56	3.76	4.31	5.18	6.16
Proposed	43.52	4.14	4.74	5.70	6.78
\$ Difference	3.96	0.38	0.43	0.52	0.62
% Difference	10.00%	10.00%	10.00%	10.00%	10.00%

Sewer	Tier 1	
	Base Rate	10K +
Current	17.82	2.08
Proposed	19.60	2.29
\$ Difference	1.78	0.21
% Difference	10.00%	10.00%

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

Water	Tier				
	Base Rate	Tier 1 10K - 20K	Tier 2 20K - 50K	Tier 3 50K - 100K	Tier 4 100K +
Current	39.56	3.76	4.31	5.18	6.16
Proposed	45.49	4.32	4.96	5.96	7.08
\$ Difference	5.93	0.56	0.65	0.78	0.92
% Difference	15.00%	15.00%	15.00%	15.00%	15.00%

Sewer	Tier 1	
	Base Rate	10K +
Current	17.82	2.08
Proposed	20.49	2.39
\$ Difference	2.67	0.31
% Difference	15.00%	15.00%

2 b). LARGE CUSTOMER/Casino: Proposed Cripple Creek Commercial Water and Sewer Rates, per base and tier:

Water	Tier				
	Base Rate	Tier 1 10K - 20K	Tier 2 20K - 50K	Tier 3 50K - 100K	Tier 4 100K +
Current	39.56	3.76	4.31	5.18	6.16
Proposed	51.43	4.89	5.60	6.73	8.01
\$ Difference	11.87	1.13	1.29	1.55	1.85
% Difference	30.00%	30.00%	30.00%	30.00%	30.00%

Sewer	Tier 1	
	Base Rate	10K +
Current	17.82	2.08
Proposed	49.90	5.82
\$ Difference	32.08	3.74
% Difference	180.00%	180.00%

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

			\$	%
a). Capital Improvement Fees	Current	Proposed	Difference	Difference
Residential water/sewer	12.53	13.78	1.25	10.00%
Commercial SMALL metered water	15.84	17.42	1.58	10.00%
Commercial SMALL metered sewer	15.84	17.42	1.58	10.00%
Commercial SMALL non metered water	6.58	7.24	0.66	10.00%
Commercial SMALL non metered sewer	6.58	7.24	0.66	10.00%
Commercial MEDIUM metered water	15.84	18.22	2.38	15.00%
Commercial MEDIUMmetered sewer	15.84	18.22	2.38	15.00%
Commercial MEDIUM non metered water	6.58	7.57	0.99	15.00%
Commercial MEDIUM non metered sewer	6.58	7.57	0.99	15.00%
Commercial LARGE metered water	15.84	20.59	4.75	30.00%
Commercial LARGE metered sewer	15.84	20.59	4.75	30.00%
Commercial LARGE non metered water	6.58	8.55	1.97	30.00%
Commercial LARGE non metered sewer	6.58	8.55	1.97	30.00%

			\$	%
b). Outside Water/Sewer Users	Current	Proposed	Difference	Difference
Commercial water base	59.40	71.28	11.88	20.00%
Commercial sewer base	26.73	32.08	5.35	20.00%
Residential water base	29.7	35.64	5.94	20.00%
Residential sewer base	19.77	23.72	3.95	20.00%

(in addition new tier levels apply)

			\$	%
c). Outside Non Treated Water Users	Current	Proposed	Difference	Difference
Non treated water users base	39.57	47.48	7.91	20.00%
Per 1,000 gallons	tier rates			

4). Proposed Cripple Creek Residential Water and Sewer Tap fees:

Water

Line Size (inches)	Current	Proposed	\$ Difference	% Difference
0.75	3,000	4,000	1,000	33%
1	3,500	4,667	1,167	33%
1.5	5,200	6,933	1,733	33%
2	7,000	9,333	2,333	33%
3	14,000	18,667	4,667	33%

Sewer

Line Size (inches)	Current	Proposed	\$ Difference	% Difference
Any Size	3,000	4,000	1,000	33%

Multi Family Unit Taps

Same cost as the commerical water tap schedule below - 5).

5). Proposed Cripple Creek Commercial Water Tap fees - go into effect January 1st, 2022:

Water

Line Size (inches)	Current	Proposed	\$ Difference	% Difference
0.75	3,000	6,000	3,000	100%
1	3,500	7,000	3,500	100%
1.5	5,200	10,400	5,200	100%
2	7,000	14,000	7,000	100%
3	14,000	28,000	14,000	100%
4	20,000	40,000	20,000	100%
6	-	80,000	80,000	100%
8	-	160,000	160,000	100%
10	-	320,000	320,000	100%

Plus an additional per fixture cost of:

Fixture Cost:	100	200	100	100%
---------------	-----	-----	-----	------

Note: For 2023's budget, the city will review the potential to eliminate the per fixture cost and go with a higher tap fee.

6). Proposed Cripple Creek Commercial Sewer Tap fees - go into effect January 1st, 2022:

Sewer

Line Size (inches)	Current	Proposed	\$ Difference	% Difference
0.75	3,000	6,000	3,000	100%
1	3,500	7,000	3,500	100%
1.5	5,200	10,400	5,200	100%
2	7,000	14,000	7,000	100%
3	14,000	28,000	14,000	100%
4	20,000	40,000	20,000	100%
6		80,000	80,000	100%
8		160,000	160,000	100%
10		320,000	320,000	100%

Plus an additional per fixture cost of:

Fixture Cost:	100	200	100	100%
---------------	-----	-----	-----	------

NEW:

7). Commercial Fire System TAP (one time cost, no monthly billing) - goes into effect January 1st, 2022:

Same cost as the commerical water tap schedule above. 5).