

City of Cripple Creek

A National Historic Landmark District

2023 Budget

Version 3.0 (FINAL) – November 7, 2022



Honor the Past – Envision the Future

Mayor: Milford Ashworth

City Council:

Tom Litherland

Melissa Trenary

Charles Solomone

Mark Green



Real Fun. Real Colorado.

To: State of Colorado - Division of Local Government
From: Paul Harris, Finance Director
Subject **2023 Budget**
Copy: Frank Salvato, City Administrator
Date: December 8, 2022

Attached is the City of Cripple Creek's 2023 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 2023 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. 2022-37

CITY OF CRIPPLE CREEK, COLORADO

A RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2022, TO HELP DEFRAY THE COST OF GOVERNMENT FOR THE CITY OF CRIPPLE CREEK, COLORADO FOR THE 2023 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 7th, 2022, and;

WHEREAS, the amount of money necessary to balance the budget for general operating purposes is \$149,598 and;

WHEREAS, the "local growth" percentage for the City of Cripple Creek has been computed to be -0.121% in accordance with Article 10, Section 20 of the Colorado Constitution, and;

WHEREAS, the 2022 valuation for assessment for the City of Cripple Creek as certified by the County Assessor is \$58,092,700.

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 2023 budget year, there is hereby levied a tax of 2.58 mills upon each dollar of the total valuation of assessment of all taxable property within the City for the year 2022.

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.

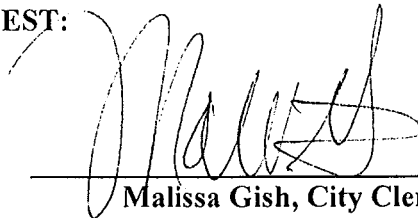
ADOPTED this 7th day of December 2022.

APPROVED:



Milford Ashworth, Mayor

ATTEST:



Malissa Gish, City Clerk

RESOLUTION NO. 2022-38

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 2023, AND ENDING ON THE LAST DAY OF DECEMBER 2023.

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 22nd, 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 18th, 19th, and November 16th, 2022 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>	\$10,276,744
<u>Enterprise Funds:</u>	
Water Fund/Sewer Fund	\$ 2,717,187
<u>Historic Preservation Fund:</u>	\$ 1,367,534
Total Expenditures:	\$14,361,465

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

General Fund:

From unappropriated reserves	\$ 552,595
From sources other than property tax	\$ 8,762,307
From the general property tax levy	<u>\$ 149,598</u>
Total General	\$ 9,464,500

Enterprise Fund:

From unappropriated reserves	\$ 0
From sources other than the general tax	<u>\$2,724,732</u>
Total Enterprise	\$2,724,732

Historic Preservation Fund:

From unappropriated reserves	\$ 33,876
From sources other than general tax	<u>\$1,299,782</u>
Total Historic Preservation	\$1,333,658


Total from Revenues	\$13,522,890
Total from Unappropriated Reserves	\$ 556,471

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.

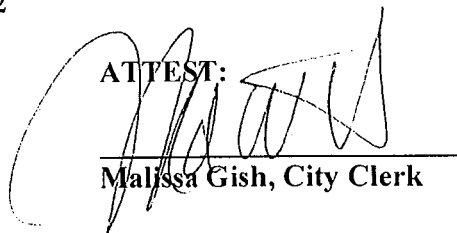
SECTION 4. That the budget hereby approved and adopted shall be signed by the Mayor and made a part of the public records of the City of Cripple Creek.

ADOPTED, this 7th day of December 2022

APPROVED:


Milford Ashworth, Mayor

ATTEST:


Malissa Gish, City Clerk

RESOLUTION NO. 2022-39

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 2023 BUDGET YEAR.

WHEREAS, the City of Cripple Creek has adopted the annual budget in accordance with the Local Government Budget Law, on December 7th, 2022, 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 2023 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	\$ 9,389,735
Capital Outlay	\$ <u>887,009</u>
Total General Fund	\$10,276,744

Enterprise Funds:

Water/Sewer Distribution & Collection:

Current Operating Expense	\$ 586,024
Capital Outlay	\$ 834,500
Debt Service	\$ <u>190,960</u>
Total Water/Sewer Dist. & Coll.	\$1,611,484

Water/Waste Water Treatment:

Current Operating Expense	\$ 675,703
Capital Outlay	\$ 430,000
Debt Service	<u>-0-</u>
Total Water/Wastewater Treatment	\$1,105,703

Total Enterprise Funds:	\$2,717,187
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Historic Preservation Fund:

Current Operating Expense

\$1,347,534

Capital Outlay

\$ 20,000

Total Historic Preservation Fund

\$1,367,534

Total City Expenditures

\$14,361,465

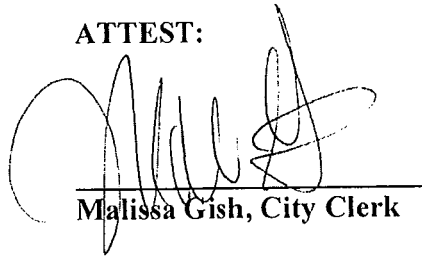
ADOPTED this 7th day of December, 2022

APPROVED:



Milford Ashworth, Mayor

ATTEST:



Malissa Gish, City Clerk

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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 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: Complete a salary survey every two years, 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 $\text{Revenues} + \text{Portion of Fund Balance Used} = \text{Expenses}$. 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. Place a sales increase on the November 2022 ballot.

OBJECTIVE: Examine the pros & cons of changing to a Home Rule form of government, with a city charter.

2). Public Infrastructure

The city will use the following infrastructure priorities: 1. Water/sewer 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 proactive 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 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.

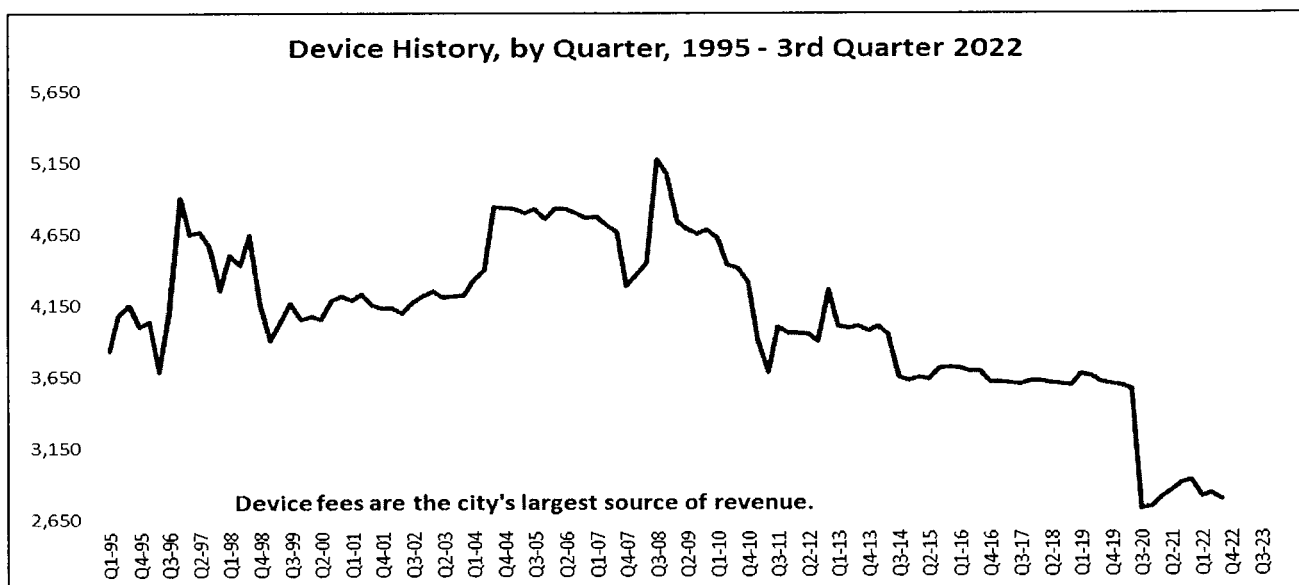
OBJECTIVE: Conduct a study to map and protect the community namesake "Cripple Creek". The creek will be given special consideration and exposure within future development plans. Explore grant funding to clean up and rehabilitate the creek.

2023 Budget Outlook

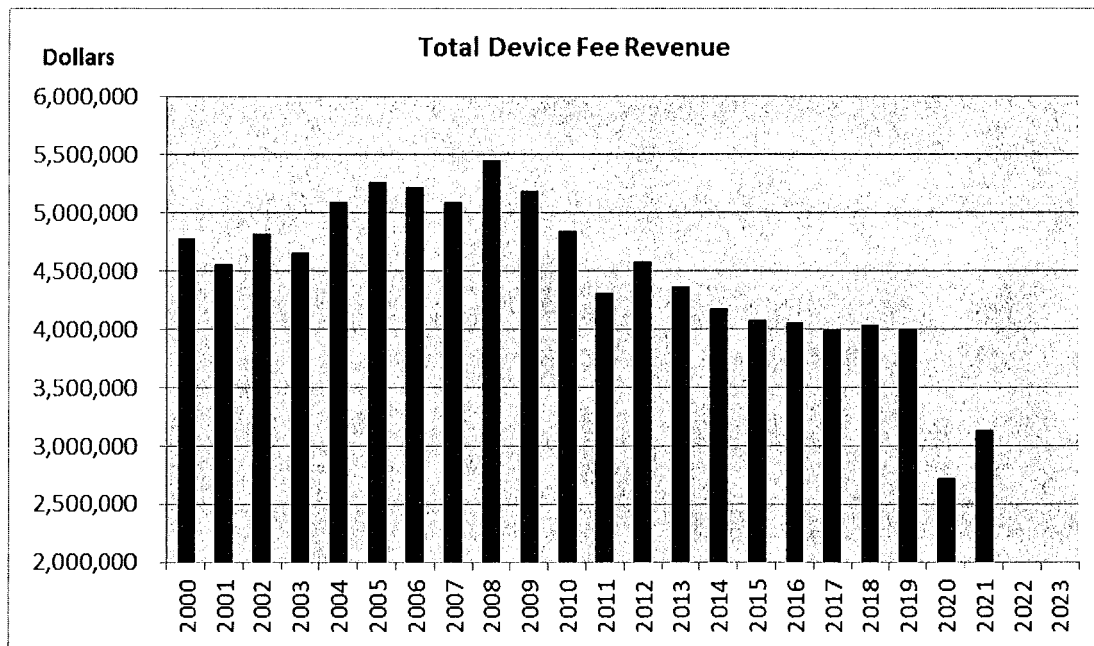
The city continues to face a difficult financial situation going into 2023, due to the lingering impacts of the COVID-19 Pandemic. It is anticipated that our main source of revenue, the number of devices in town, will continue to be down approximately 22% for most of 2023. On a positive note, the annual distribution of gaming taxes to the General and Historic Preservation Fund should recover in 2022 and 2023 to pre-COVID levels.

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 2021/2022, due to a multitude of factors, has been a significant issue and will likely continue into 2023. The gaming industry in the state has bounced back quickly and posted record numbers in 2021, due to pent up demand from the prior COVID shutdown/ restrictions and impact from Amendment 77 (unlimited wagers). However, 2022 has seen a slowdown. Six of the first seven months of the years have been lower than 2021, when looking at Coin-In/Table Drop.

The City of Cripple Creek's finances have not bounced back, due to the decrease in the number of devices in town. It appears that some casinos have changed their business model, with the adoption of the "pod" layout for their gaming floors, which require fewer machines. The critical issue facing the city is the decline in number of devices, which is the city's largest source of revenue. The number of gaming devices in the city dropped from a pre-COVID number of 3,585 for the first quarter of 2020 to 2,717 when the casinos reopened in June 2020 – a reduction of 868 devices, or 24%. Since then, only 62 machines have been added for a total of 2,779, as of the third quarter of 2022. This leaves the city still down 806 machines, or 22.5%. To continue to be down 22.5% on our main source of revenue, after two years, is creating a real hardship on the city and its operations. It will take a long time, if ever, for the device count in the city to return to the pre-COVID level of 3,500+. The decline in the number of devices will continue to "hamstring" the city's ability to recover financially and get back to normal operations. The chart below illustrates the decline in devices due to COVID-19, changing business practices, and the lack of recovery.

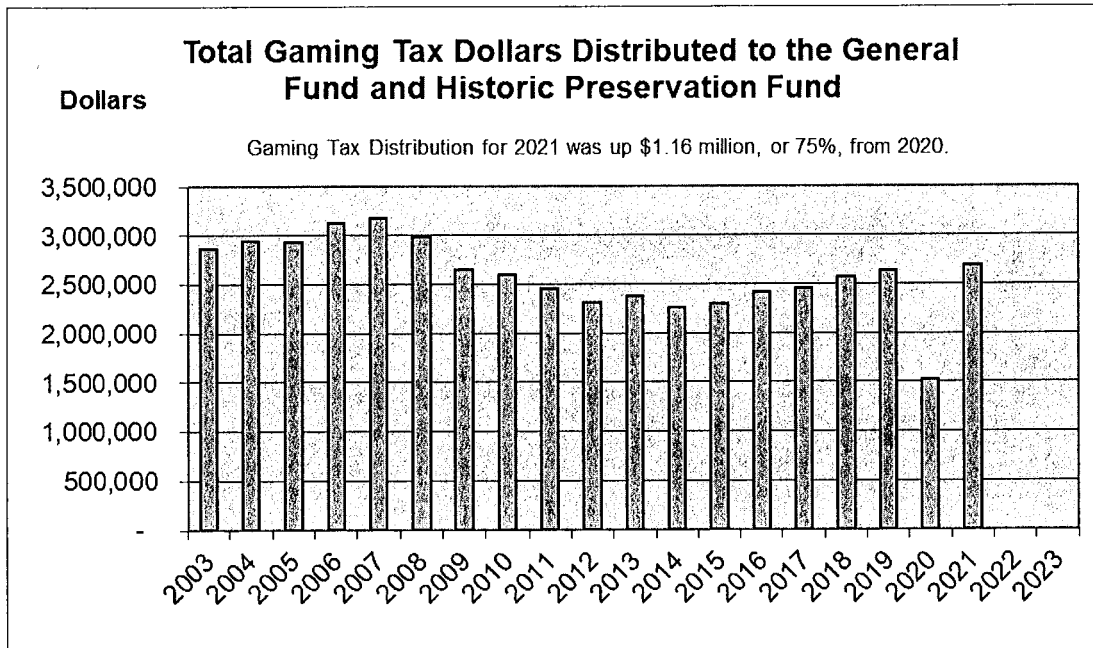


For 2021, device fees increased \$411K, or 15%, after being down \$1.3 million, or 32% in 2020. Device fees are still down significantly from their usual level.



The substantial drop in the number of devices led the City Council to increase device fees in 2022. Beginning January 1st, 2022, the city eliminated the partial break on device fees for the first fifty machines for each license, which had been in place since 2004. This cost the local operators \$360,000. The City Council voted in March 2022 to increase device fees by 10%, or \$30 per machine, beginning July 1st, 2022. This marks the first time in 30 years that device fees have been raised from the \$300 per quarter figure. This is projected to impact the casinos by \$336,000. The new ordinance also has a built-in annual cost increase – inflation escalator.

The city's second largest source of revenue are the gaming taxes collected by the state and distributed to the three gaming towns and two counties, etc. Gaming taxes bounced back significantly in 2021 and were up \$1.16 million, or 75% from 2020. For 2022, gaming taxes in the General Fund were up \$655K, or 36.6%, but \$289,750 was a one-time "make whole" payment from the state, which was negotiated as part of Senate Bill 22-216. See the details on the next page regarding SB22-216. For 2023, the city will likely not receive this payment, which will make gaming taxes decline by 11%. Historic Preservation's gaming tax for 2022 had an increase of \$25.4K, or 3.2% and was negatively impact by SB22-216's formula change.



Potential New and Increased Revenue Sources

There will be three initiatives on the November 2022 ballot. The first two are related, one would allow the retail sales of marijuana within the city limits and the other would impose a 5% excise tax, an up to 18% special sales tax, and an occupation tax of \$5 per transaction on marijuana sales. The third initiative would increase the city's current sales tax from 2% to 3%, an increase of one cent on every dollar of goods sold. If passed the marijuana tax and increased sales tax will expand the city's revenue overall and help with the current significant dependence on the gaming industry. Update: marijuana passed in November and \$50K in revenue and expense from these ballot questions are included in Version 3.0 of the 2023 budget.

Sports Betting

It is tragic that the municipal governments in the three gaming cities and two counties do not receive any direct financial benefit from allowing sports betting to take place in their communities and around the state. Had the three gaming cities and two counties received a portion of the sports betting tax distribution, as they do for both limited gaming and extended gaming, the financial health of each entity would be significantly better. It is hard to understand why the gaming communities do not receive any of the sports betting taxes generated. The three gaming cities and the two counties were cut out of the sports betting tax distribution in a last-minute change in the Bill that was brought before the legislature, which changed the tax distribution to the State's Water Fund. To change how the sports betting tax dollars are distributed the three gaming cities and two counties will need to run new legislation in the 2023 legislative session (January – May).

Senate Bill 22-216

In late April 2022, the Joint Budget Committee (JBC) had sponsors introduce SB22-216, which among other things, would move funds from the Limited Gaming Fund to the Extended

Gaming Fund. The proposal would have reduced, by \$1.3 million, Cripple Creek, Central City, Black Hawk, and Teller County's tax distribution, due to the difference in the two formulas used to calculate market share – Adjust Gross Proceeds vs. taxes paid in. The difference is caused by smaller casinos, which start the year lower in the gaming tax tiers vs. a large casino, which start the year higher in the tax brackets. The three gaming cities and two counties were not informed of the proposed changes in advance and had no say in the formulation of the bill. The three cities, two counties, Colorado Municipal League and Colorado Counties Inc. appeared before the Senate's Appropriations Committee on Tuesday, April 26th to voice our opposition to the bill, as written. The group was able to obtain the following changes: the funding cuts were removed, the bill will sunset after one year, and a work group consisting of all the tax recipients and the Division of Gaming will be established to address equitable tax distributions moving forward and look at how some aspects of the formulas used, and assumptions made are calculated. The SB22-216 Work Group began meeting in July 2022. A final report to the state legislature from the Division of Gaming is due in November.

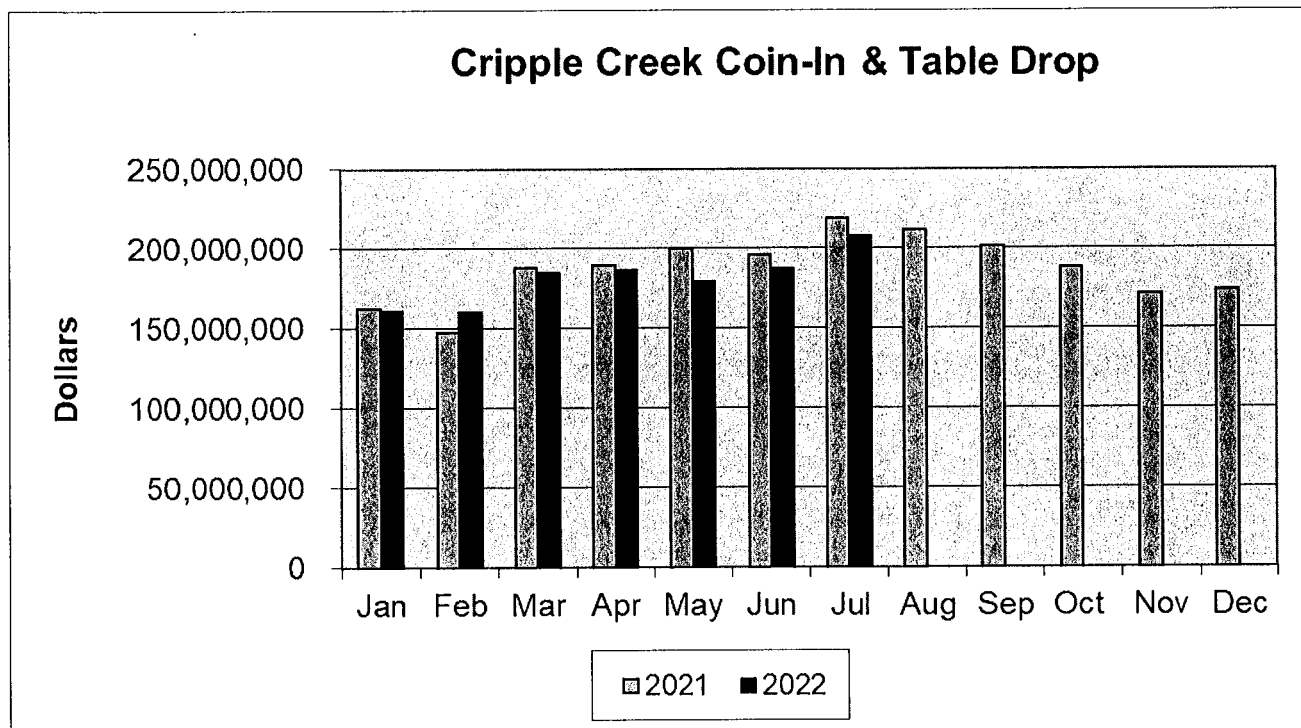
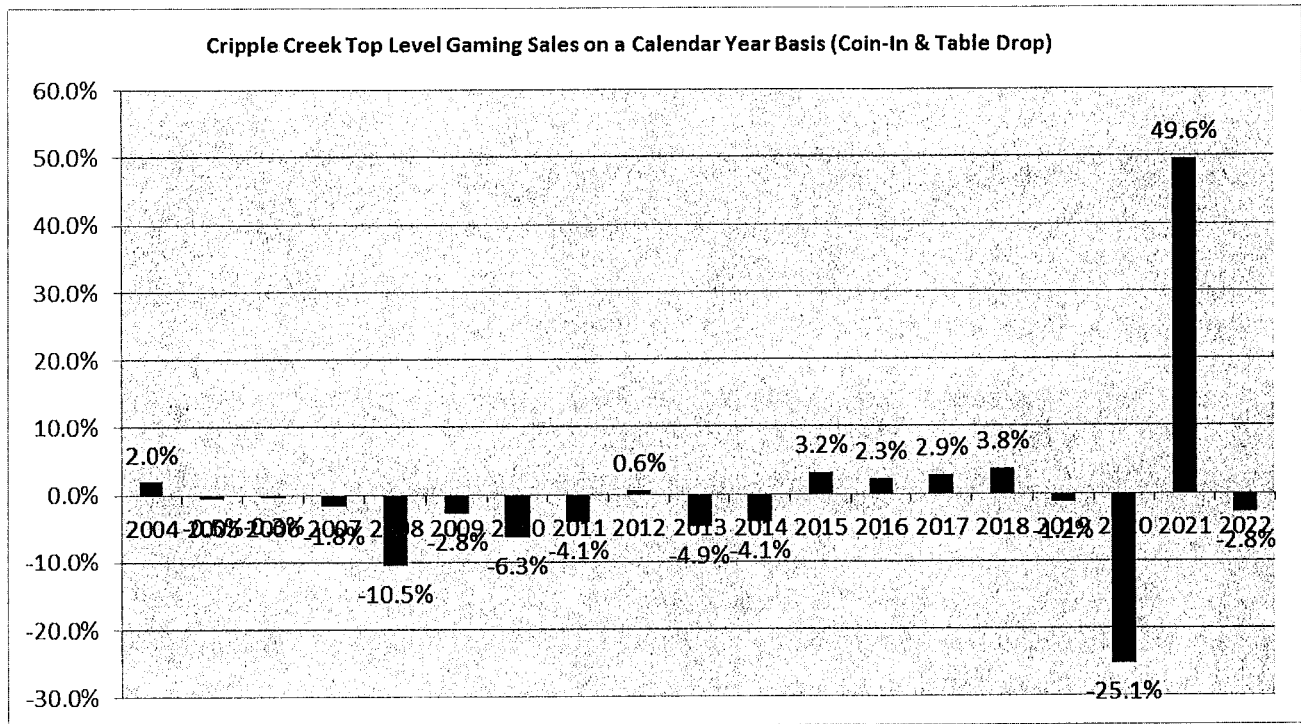
City Staffing & Expenses

The city, like many entities, is having an exceedingly difficult time filling open positions, especially in the Police and Fire Departments. Currently, our Police Department has eight open positions, out of a badged staff of fourteen. The city is having the same issue with Firefighters and individuals for our reserve program. Competing with larger municipalities and counties along the front range, who pay much higher wages, for the same pool of candidates is proving extremely difficult. The city has trouble competing in the local labor market too. For example, we have been unable to attract candidates for our open custodial positions, due to the \$13 an hour base wage being offered. The 2023 budget brings all city positions to a minimum starting wage of \$15 per hour.

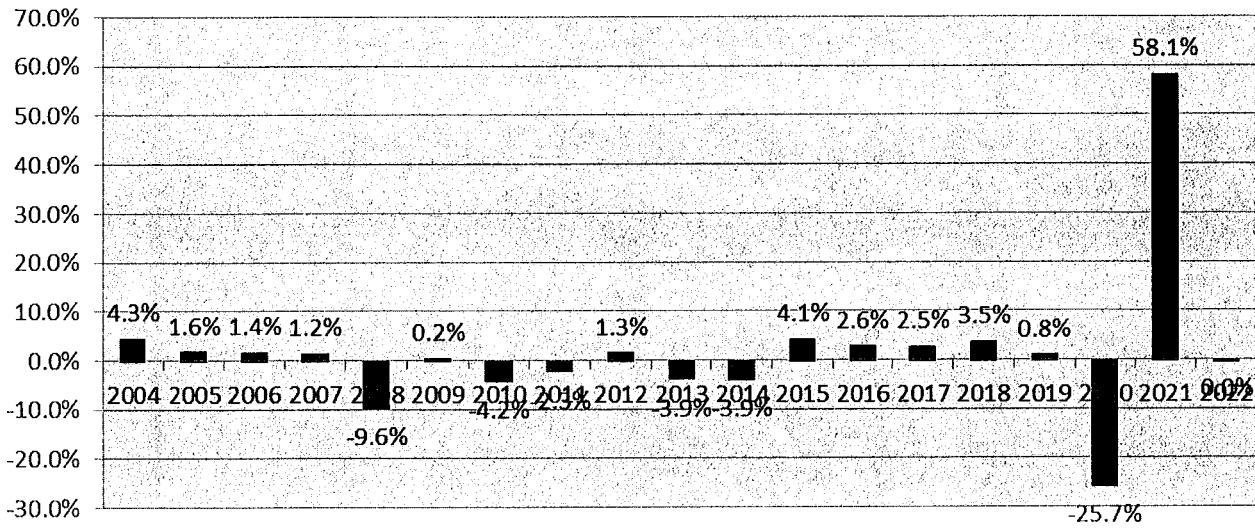
Due to the decrease in revenues outlined earlier, the city has had to reduce its expenses and seek out grants to complete capital projects. The city continues to identify additional cost reductions and efficiencies that can be gained to try and off-set the decline in the number of devices. It is difficult to find an area of city expenditures that is not directly or indirectly related to the gaming industry.

Cripple Creek Gaming Industry

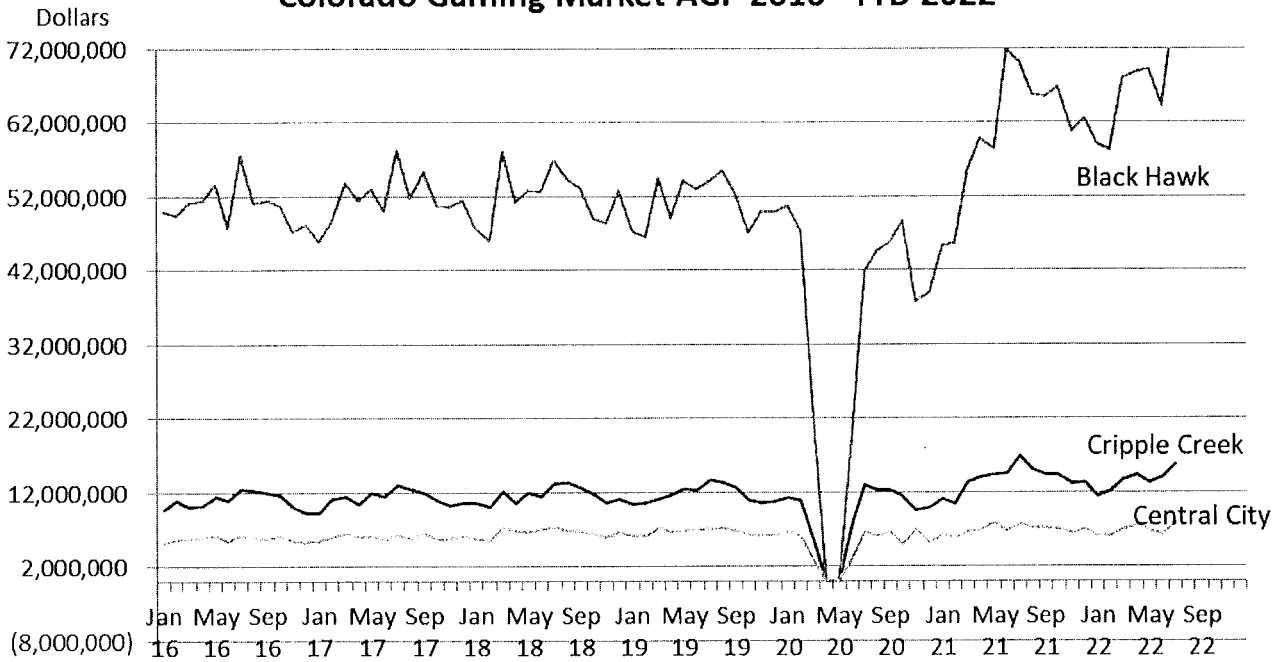
After experiencing a severe decline in the gaming revenues in 2020, due to COVID and the casinos being closed for three months, the Cripple Creek gaming market bounced back in 2021. However, through July of 2022 growth in gaming has turned negative. Please see the four charts on the following pages. Gaming Industry results through July 2022.



Cripple Creek AGP Percent Change By Calendar Year



Colorado Gaming Market AGP 2016 - YTD 2022



City Revenues for 2023

Device Fees: The projected number of devices for 2023 will generate total revenue of \$4,045,573. This represents a reduction of device fee revenue of \$1.4 million, or 26%, compared to the \$5,439,563 generated in 2008.

Gaming Taxes: General Fund gaming taxes are projected to be down \$290K, or 11.8%, to \$2,156,390 for 2023. The decline is due to the one-time SB22-216 payment in that amount. In the HP Fund, they are projected to be up \$14.4K, or 1.6%, to \$938,808.

Sales Taxes: 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 a decrease (12%) in sales taxes from the projected 2022 figure. The decrease is due to the winding down of the Full House hotel project. However, the projection will be changed if either the marijuana or sales tax increase ballot initiatives are approved in November.

Lodging Taxes: Lodging taxes are projected to increase by or 30.2% in 2023 to \$386K.

Property Taxes: Property taxes are projected to increase by \$7.8K, or 5.5% from 2022's figure.

City Expenses for 2023

General Fund: Expenses in the General Fund are budgeted to decrease by \$143,104, or 1.4%. This is due to the fact that 2022 contains the \$1.9 million CDOT Tap Galena project.

Enterprise Fund: Potential spending on infrastructure grants is driving the Enterprise Fund's expense up in 2023 by \$1.34 million, or 97.3%, over 2022.

Historic Preservation Fund: The HP Funds spending is projected to increase \$149K, or 12.2% over 2022, with increases in Residential and Commercial Grant Programs.

Looking Forward

On a positive note, the Wildwood Casino's new hotel (102 rooms) opened in the summer of 2021 and immediately contributed to the available hotel room inventory and has had a very positive impact on the city's lodging tax revenues. Full House Entertainment (Bronco Billy's Casino) is making great progress on their large hotel (approximately 300 rooms), conference space, spa, parking garage, etc., with a projected opening date of July 2023. Triple Crown Casinos is moving forward with their hotel project (150 rooms), with an estimated completion date of November 2024. The hotel projects will help propel Cripple Creek forward and will make the community more competitive on a state-wide level. The projects, as planned, would add over five hundred and fifty hotel rooms to the city, plus conference meeting spaces, spas, higher end restaurants, etc. The projects will 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.

Services to be provided in 2023

As the City Council reviews the 2023 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. Community 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 2023. 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.

Community 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 2023. 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. Beginning in 2022, the Enterprise Fund will no longer receive part of its revenues from device fees. 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. The General Fund's budget is 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 face significant challenges moving forward into 2023. Unprecedented high inflation in many sectors of the economy is taking a heavy toll on consumers. Specifically, record high gas prices and overall economic concerns appear to have negatively impacted Cripple Creek's vital summer months. An environment of rising interest rates, continued supply chain issues caused by the COVID-19 Pandemic, and potential for a recession are all major storm clouds ahead on the horizon. 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.

Paul Harris
Finance Director

City of Cripple Creek 2023 Summary Budget Information Version 3.0	Projected Beginning Fund Balance				Projected Ending Fund Balance
	2023	Revenues	Expenses	Surplus or (Deficit)	2023
General Fund	7,000,000	9,464,500	10,276,744	(552,595)	6,447,405
Enterprise Fund	800,000	2,724,732	2,717,187	7,546	807,546
Historic Preservation Fund	2,750,000	1,333,658	1,367,534	(33,876)	2,716,124
Total	10,550,000	13,522,890	14,361,465	(578,926)	9,971,074

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 2023 budget to the 2022 budget, by fund.

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

2023 Budget Compared to 2022 Budget

Revenues:

	2023	2022	Dollar Change	Percent Change
General Fund	9,464,500	10,191,453	(726,953)	-7.1%
Enterprise Fund	2,724,732	1,446,171	1,278,561	88.4%
Historic Preservation Fund	1,333,658	1,256,700	76,958	6.1%
Total	13,522,890	12,894,324	628,566	4.9%

2023 Budget Compared to 2022 Budget

Expenses

	2023	2022	Dollar Change	Percent Change
General Fund	10,276,744	10,419,848	(143,104)	-1.4%
Enterprise Fund	2,717,187	1,377,456	1,339,731	97.3%
Historic Preservation Fund	1,367,534	1,218,857	148,677	12.2%
Total	14,361,465	13,016,161	1,345,304	10.3%

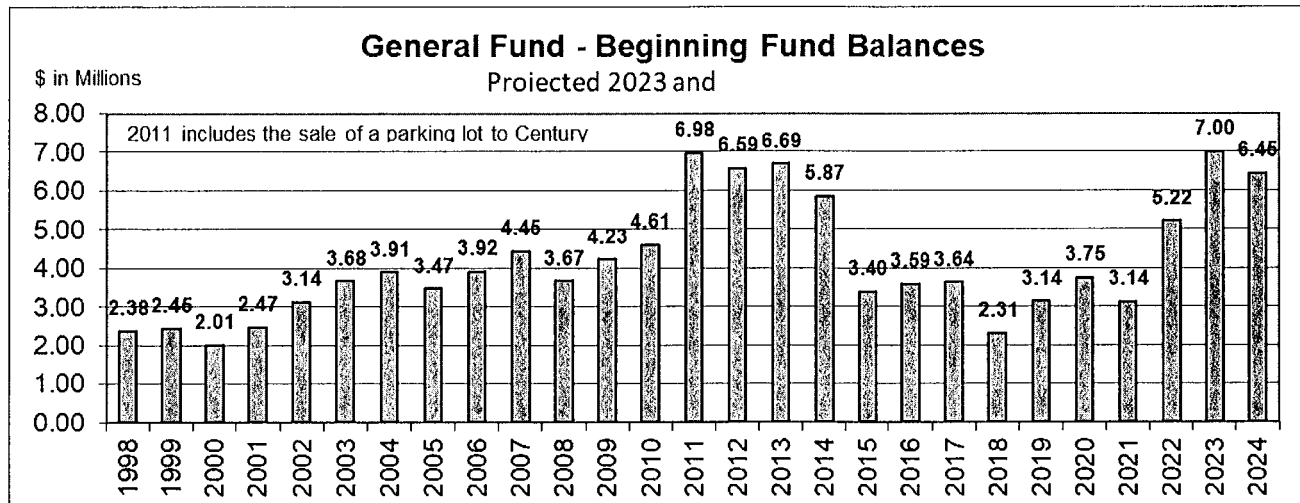
		2023	Adopted	Dollar	Percent
		Budget	2022	Change	Change
			Budget		Notes
Revenues:					
General Fund	General Government	7,613,161	7,097,730	515,411	7% Device Count lower in 2023 then budgeted in 2022, but fees raised.
	Administration	0	0		
	Transportation	460,311	474,156	(13,845)	-3% Grant dollars
	Police	62,950	60,925	2,025	3%
	Communications	246,875	246,875	-	0%
	Fire	38,600	30,000	8,600	29% Wildland fire revenue.
	Planning/Building	165,600	231,575	(65,975)	-28% Loss in permits, plan reviews, etc. related to projects.
	Parks & Recreation	266,300	63,500	202,800	319% Grants in 2023.
	Marketing	193,000	150,000	43,000	29% Lodging taxes.
	Events	193,500	155,100	38,400	25% Lodging taxes.
	Medical Services	12,600	26,000	(13,400)	-52% Decrease in rents due to dentist office closing.
	Road & Bridge	84,603	1,528,572	(1,443,969)	-94% TAP Grant in 2022.
	Fleet & Vehicle Maintenance	127,000	127,000	-	0%
	Total General	9,464,500	10,191,453	(726,953)	-7.1%
Enterprise Fund	Public Works	1,859,706	1,107,571	752,135	68% Water grants in 02-20.
	Water/Waste Water Treatment	865,027	338,600	526,427	155% Sewer grants in 02-30/50.
	Total Enterprise	2,724,732	1,446,171	1,278,561	88.4%
Historic Preservation Fund	Historic Preservation (08-30)	974,508	932,600	41,908	4% Projected increase in HP tax distribution.
	Historic Butte Theater	263,500	251,500	12,000	5% Increased visitation in 2023.
	Jail Museum	72,300	63,250	9,050	14% Projected increased based on 2022's actuals.
	Heritage Center Operations	23,350	9,350	14,000	150%
	Total Historic Preservation	1,333,658	1,256,700	76,958	6.1%
Total City Revenues		13,522,890	12,894,324	628,566	4.9%
Expenses:					
General Fund	General Government	1,011,304	1,450,453	-439,149	-30% Due to Community of Caring Grant and salary survey dollars in 2022's figures.
	City Clerk	226,627	167,190	59,437	36% General operating costs.
	Administration	261,336	310,825	-49,489	-16% Move of legal to General Gov.
	Transportation	534,568	473,271	61,297	13% Grants in 23.
	Custodial	303,197	326,213	-23,016	-7% Labor savings.
	Police	1,686,023	1,380,640	305,383	22% Salary increases over original 2022 and AFRs 2023.
	Communications	714,480	580,681	133,799	23% General operating/labour costs.
	Fire	1,693,239	1,356,515	336,724	25% Full-time fire chief and labor costs.
	Finance	319,022	294,592	24,430	8% General operating costs
	Planning/Building	335,553	332,726	2,827	1% Savings on outside consultant and labor costs.
	Human Resources	214,807	191,951	22,856	12% General operating costs.
	Information Technology	231,990	206,300	25,690	12% Additional hardware purchases.
	Parks & Recreation	711,538	472,974	238,564	50% Grants in 23.
	Marketing	180,000	163,600	16,400	10%
	Events	312,426	294,045	18,381	6% Bring back special event pool.
	Medical Services	34,199	32,100	2,099	7% General operating costs.
	Road & Bridge	1,297,611	2,120,635	-823,024	-39% 2022 main cost is TAP grant project.
	Fleet & Vehicle Maintenance	208,822	265,137	-56,315	-21% General operating costs.
	Total General	10,276,744	10,419,848	-143,104	-1.4%
Enterprise Fund	Public Works Operating	586,024	528,367	57,657	11% General operating costs.
	Public Works Capital	1,025,460	98,358	927,102	943% 2023 has \$100K for possible debt payment and large amount in grant expense.
	Waste Water Treatment	992,606	541,904	450,702	83% 2023 has large amount in grant expense.
	Water Treatment	113,096	208,828	(95,732)	-46%
	Total Enterprise	2,717,187	1,377,456	1,339,731	97.3%
Historic Preservation Fund	Historic Preservation	469,606	439,701	29,905	7% General operating costs.
	Historic Butte Theater	530,554	442,839	87,715	20% General operating costs.
	Jail Museum	155,655	134,011	21,644	16% General operating costs.
	Heritage Center Operating	189,499	142,227	47,272	33% General operating costs.
	Rail Car	22,221	60,078	-37,857	-63% 2022 has AFR for \$40K for repairs to the Railcar.
	Total Historic Preservation	1,367,534	1,218,857	148,677	12.2%
Total City Expenses		14,361,465	13,016,161	1,345,304	10.3%
Summary:	Total Revenues	13,522,890	12,894,324	628,566	
	Total Expenses	14,361,465	13,016,161	1,345,304	
	Excess/(Deficit)	(838,575)	(121,837)	(716,738)	
	Excess/(Deficit) with Tabor \$ added back	(578,926)	112,163	(691,089)	

General Fund

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

Estimated General Fund Balance	2023
Projected Beginning Balance	7,000,000
Revenue:	
General Government	7,613,161
Departments	1,851,339
Total Revenue	9,464,500
 Total Expenses	 10,276,744
 Excess/(Deficit)	 (812,244)
 Tabor set aside Dollars	 259,649
 Excess/(Deficit) with Tabor Dollars	 (552,595)
 Projected Ending Fund Balance	 6,187,756
with Tabor Dollars Added Back	6,447,405

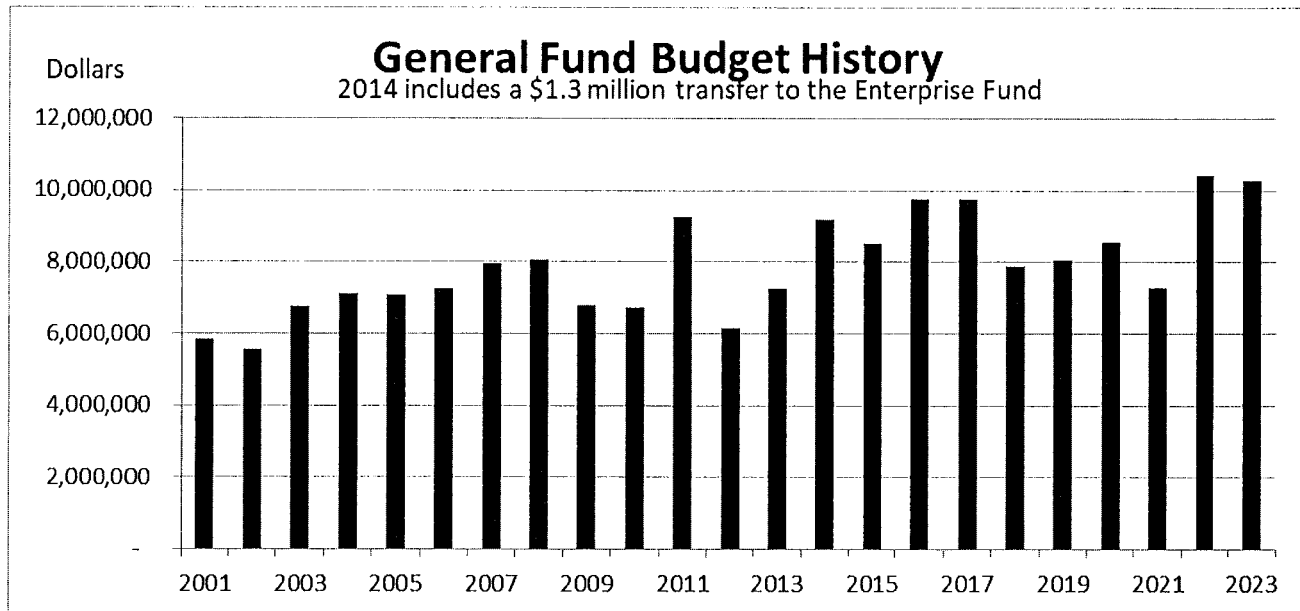
The chart below gives an overview of the history of the General Fund's beginning fund balances.



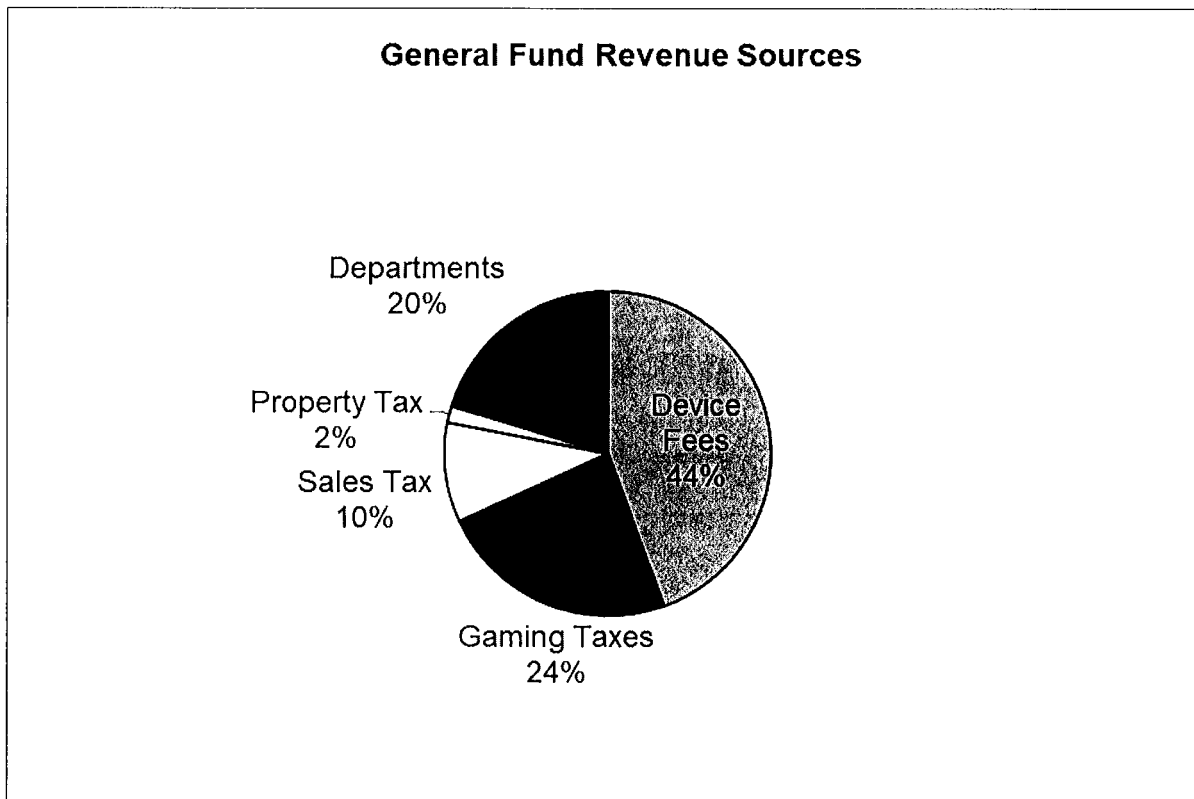
The following table summarizes revenues and expenses by programs/services in the General Fund and includes the cost of the 3% Tabor set aside in total expenditures.

General Fund				Revenue as	Expense as
	Total	Total	Net Operating	Percent of	Percent of
Department	Revenue	Expenditure	Cost	Total Revenue	Total Expense
General Government	7,613,161	1,011,304	6,601,858	80%	10%
City Clerk	14,155	226,627	(212,472)		2%
Administration	0	261,336	(261,336)		3%
Transportation	460,311	534,568	(74,257)	4.9%	5%
Custodial		303,197	(303,197)		3%
Police	62,950	1,686,023	(1,623,073)	0.7%	16%
Communications	246,875	714,480	(467,605)	2.6%	7%
Fire	38,600	1,693,239	(1,654,639)	0.4%	16%
Finance		319,022	(319,022)		3%
Planning/Building	165,600	335,553	(169,953)	1.7%	3%
Human Resources		214,807	(214,807)		2%
Information Technology		231,990	(231,990)		2%
Parks & Recreation	266,300	711,538	(445,238)	2.8%	7%
Marketing	193,000	180,000	13,000	2.0%	2%
Special Events	193,500	312,426	(118,926)	2.0%	3%
Medical Services	12,600	34,199	(21,599)	0.1%	0%
Road and Bridge	84,603	1,297,611	(1,213,008)	0.9%	13%
Fleet & Maintenance	127,000	208,822	(81,822)	1.3%	2%
Total	9,464,500	10,276,744	(812,244)	100%	100%

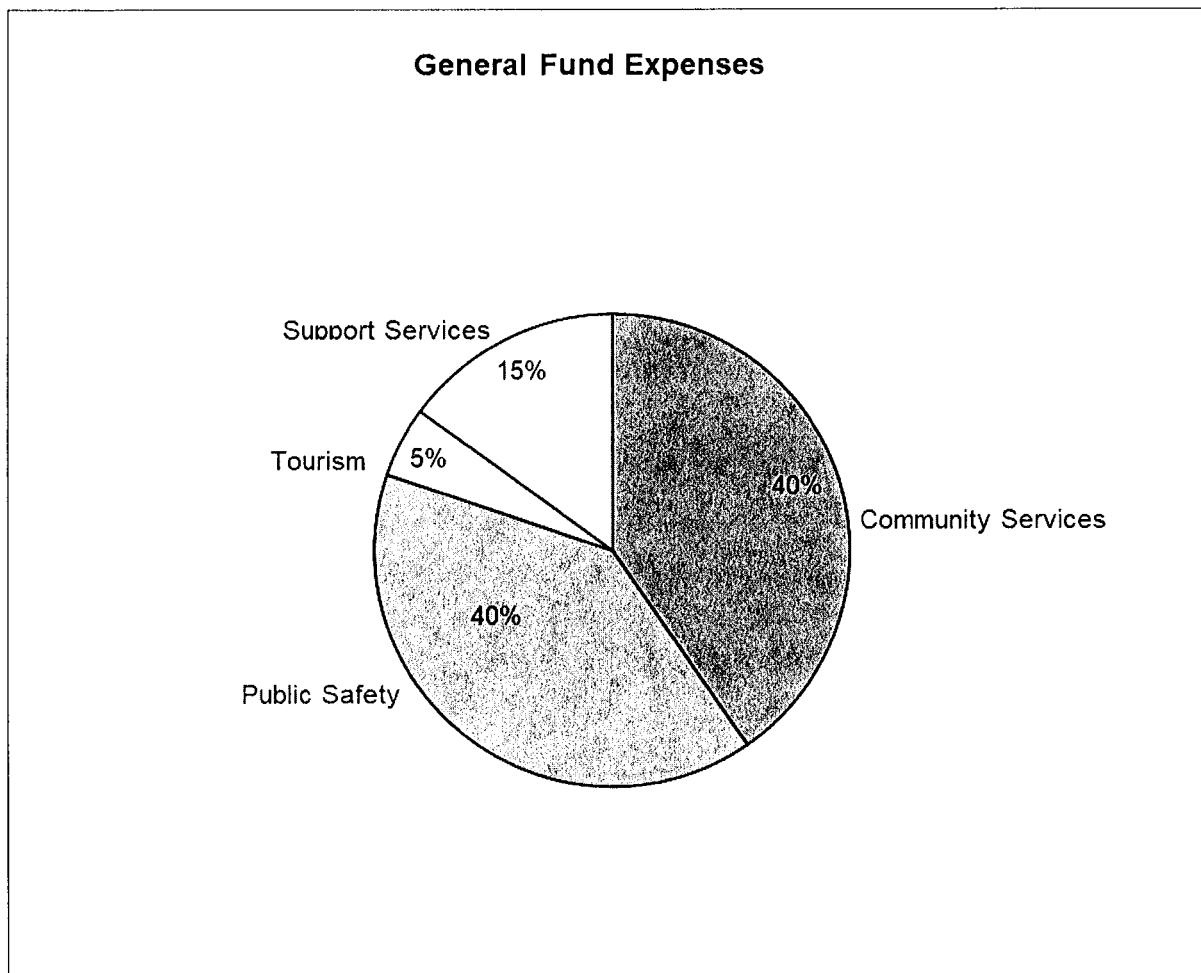
The chart below shows the General Fund's budget history. Note that 2011's large increase was due to a planned Parks & Recreation expansion project, which did not occur. Also note that 2014's figure includes a \$1.3 million transfer to the Enterprise Fund to help fund the Bennett Avenue Project.



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



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



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

Summary of General Fund Categories

	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost Surplus or (Deficit)
Community Services	8,602,575	91%	4,151,400	40%	4,451,175
Public Safety	348,425	4%	4,093,743	40%	(3,745,318)
Tourism	386,500	4%	492,426	5%	(105,926)
Support Services	127,000	1%	1,539,175	15%	(1,412,175)
Totals	9,464,500	100%	10,276,744	100%	(812,244)

Community Services

Summary

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

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

Community Services Summary

	Revenues	Percent of Total	Expenses	Percent of Total	Net Operating Cost Surplus or (Deficit)	Percent of Total
General Government	7,613,161	88%	1,011,304	24%	6,601,858	148%
City Clerk			226,627	5%	(226,627)	5%
Transportation	460,311	5%	534,568	13%	(74,257)	2%
Planning/Building	165,600	2%	335,553	8%	(169,953)	4%
Parks & Recreation	266,300	3%	711,538	17%	(445,238)	10%
Road & Bridge	84,603	1%	1,297,611	31%	(1,213,008)	27%
Medical Services	12,600	0%	34,199	1%	(21,599)	0%
					-	
Totals	8,602,575	100%	4,151,400	100%	4,451,175	100%
Percent of Total General Fund Budget	91%		40%			

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	2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 10.00 3101 000	PROPERTY TAX	132,351	135,196	141,733	141,733	149,598
A 01 10.00 3101 001	DELINQUENT PROPERTY TAX	100	147	100	100	100
A 01 10.00 3101 002	PROPERTY TAX INTEREST	593	168	300	150	150
A 01 10.00 3110 000	ABATED PROPERTY TAX					
A 01 10.00 3120 000	SPECIFIC OWNERSHIP TAX	14,051	14,852	14,000	11,089	12,000
A 01 10.00 3130 000	SALES TAX	697,173	928,403	835,000	1,025,000	900,000
A 01 10.00 3170 000	ADDTL FEES ON MOTOR VEHICLES	7,676	8,855	7,000	11,500	12,000
A 01 10.00 3180 000	GAMING DEVICE FEES	2,524,116	2,961,858	3,520,500	3,535,800	4,045,573
A 01 10.00 3181 000	DEVICE SWITCHOUT FEES	11,550	15,650	30,000	9,500	10,000
A 01 10.00 3183 000	DEVICE LATE FEES					
A 01 10.00 3361 000	MARIJUANA REVENUES					50,000
A 01 10.00 3182 000	FRANCHISE FEES	124,884	130,486	125,000	130,000	130,000
A 01 10.00 3210 000	BUSINESS LICENSES	6,515	10,340	6,700	10,000	10,500
A 01 10.00 3220 000	LIQUOR LICENSE FEES	4,713	6,018	7,000	6,000	6,500
A 01 10.00 3221 000	OCCUPATIONAL LIQUOR	40	100	50	50	50
A 01 10.00 3340 000	CIGARETTE TAX	3,587	4,286	3,600	4,000	4,200
A 01 10.00 3341 000	SEVERANCE TAX ON MINING/MINERAL L	38,709	16,375	39,000	17,000	17,500
A 01 10.00 3360 000	GAMING TAX PROCEEDS	1,029,625	1,791,194	1,875,000	2,446,140	2,156,390
A 01 10.00 3600 000	MISCELLANEOUS REVENUE	15,556	3,838	10,000	12,000	12,000
A 01 10.00 3601 000	TRANSFER IN FROM OTHER FUNDS	84,500	84,500	59,500	59,500	34,500
A 01 10.00 3602 001	INTEREST - INVESTMENTS	21,439	1,518	2,300	54,000	60,000
A 01 10.00 3603 000	SALE OF CITY PROPERTY	17,987	5,000			
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		8,386	
	OUTSIDE ENTITY'S DOLA GRANT			415,000		
A 01 10.00 3604 000	RENT/LEASE INCOME FROM CELL TOWER	4,967	2,100	4,967	2,100	2,100
	Total Revenue	4,860,981	6,320,884	7,096,750	7,484,048	7,613,161
	Dollar Change		1,459,903	775,866	387,298	129,113
	Percent Change		30%	12%	5%	2%
A 01 10.00 6166 000	DEPEND HEALTHCARE PROGRAM	81,316	86,387	80,000	96,700	105,500
A 01 10.00 6112 000	PAY FOR PERFORMANCE PROGRAM (ALL DEPTS)					38,932
	PAY FOR PERFORMANCE RELATED (ALL DEPTS)					
A 01 10.00 6165 000	\$2 MINIMUM PROGRAM					
A 01 10.00 6165 000	SALARY SURVEY COST			352,528		
A 01 10.00 6168 000	WORKERS COMP DEDUCTIBLE					
A 01 10.00 6169 000	LABOR CONSULTANT		4,000			
A 01 10.00 6201 000	CITY HALL MAINTENANCE	531	338	1,000	1,000	1,000
A 01 10.00 6204 000	OPERATING EXPENSE	10,423	3,118	5,000	5,000	5,000
A 01 10.00 6206 000	BANK FEES/CREDIT CARD PROCESSING E	3,225	2,295	1,500	2,400	2,600
A 01 10.00 6208 000	POSTAGE					
A 01 10.00 6301 000	LEGAL ADVERTISING					
A 01 10.00 6303 000	LEGAL FEES	101,523	115,849	80,000	160,000	150,000
A 01 10.00 6304 000	AUDITOR	29,096	34,118	35,000	37,374	40,000
A 01 10.00 6307 000	COMMUNITY SUPPORT GRANTS		2,500	15,000	15,000	15,000
A 01 10.00 6307 003	SCHOOL SCHOLARSHIP FUND	5,000	5,000	5,000	-	5,000
A 01 10.00 6311 000	SOFTWARE SUPPORT CONTRACT	2,056	94			
A 01 10.00 6312 000	TELLER CNTY TREASURER FEES	2,701	2,773	3,000	3,000	3,000
A 01 10.00 6401 000	UTILITIES	16,585	16,008	22,800	18,500	22,500
A 01 10.00 6405 000	MARIJUANA EXPENSE					50,000
A 01 10.00 6409 000	CONTINGENCY			164,000	91,000	184,000
A 01 10.00 6411 000	TABOR REQUIRED EMERGENCY SET ASIDE			234,000		259,649
A 01 10.00 6502 000	INSURANCE	5,775	6,506	6,300	9,500	10,583
A 01 10.00 6502 001	INSURANCE DEDUCTIBLE					
A 01 10.00 6502 002	ADDITIONAL WORKERS COMP PREMIUM					
A 01 10.00 6611 001	PARKING LOT LEASE - BENNETT AVE	12,000	12,000	12,000	12,000	12,000
A 01 10.00 6612 000	PAYROLL VENDOR	23,154	18,498	26,500	22,548	24,000
A 01 10.00 6615 000	PIKES PEAK AREA GOVERNMENT	2,114	2,012	2,175	2,208	2,434
A 01 10.00 6618 000	CML ASSOCIATION DUES	2,321	4,600	2,279		2,400
A 01 10.00 6621 000	ELEVATOR MAINTENANCE CONTRACT/REP.	1,403	4,330	1,000	1,100	1,200
A 01 10.00 6622 000	TOWN BEAUTIFICATION		14,924	22,500	20,000	28,500
A 01 10.00 6800 000	VETERANS PARK- MEMORIAL WALL	505	900			
	OUTSIDE ENTITY'S DOLA GRANT			415,000	-	-
A 01 10.00 6990 001	COUNCIL CHAMBERS	7,579	2,912			
A 01 10.00 6990 014	PURCHASE OF STAR BUILDING		854	3,000	5,159	5,000
A 01 10.00 6992 000	COUNCIL SEMINAR/CONFERENCES	1,287				
A 01 10.00 6992 001	COUNCIL MEETINGS/BROADCASTS					
A 01 10.00 6993 000	COUNCIL COMPENSATION	43,772	44,221	40,661	42,806	42,806
	AFR Pool					
A 01 10.00 6996 000	CITY COUNCIL EAP	196	179	210	196	200
	Total Expenditure	352,562	384,416	1,530,453	545,491	1,011,304
	Dollar Change		31,854	1,146,037	-984,963	465,813
	Percent Change		9%	298%	-64%	85%
	Net Operating Cost - Surplus (Deficit)	4,508,419	5,936,468	5,566,297	6,938,557	6,601,858

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
Deputy City Clerk	Full Time

01 13-00 CITY CLERK

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End	Budget
					Estimate	
A 01 13.00 3102 000	MUNICIPAL COURT REVENUE	1,457	541	1,000	500	750
A 01 13.00 3101 000	STR ANNUAL PERMIT FEES					10,430
Total Revenue		1,457	541	1,000	500	14,155
A 01 13.00 6110 000	SALARIES	85,201	88,418	98,138	116,357	116,357
A 01 13.00 6113 000	COLA		229	3,631	3,631	9,599
	TOTAL SALARIES	85,201	88,647	101,769	119,988	125,956
A 01 13.00 6120 000	SOCIAL SECURITY EXPENSE	5,266	5,393	6,310	7,439	7,809
A 01 13.00 6130 000	MEDICARE EXPENSE	1,231	1,261	1,476	1,740	1,826
A 01 13.00 6140 000	RETIREMENT EXPENSE	4,795	5,697	7,851	9,309	9,309
A 01 13.00 6150 000	EMPLOYEE HEALTH INSURANCE	9,426	11,027	19,558	19,558	19,558
A 01 13.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	72	85	70	80
A 01 13.00 6160 000	WORKMANS COMP EXPENSE	584	363	666	400	425
A 01 13.00 6167 000	DISABILITY INSURANCE					
A 01 13.00 6203 000	OFFICE SUPPLIES	2,887	3,984	2,500	2,500	2,500
A 01 13.00 6204 000	OPERATING EXPENSE	3,100	2,847	3,000	3,000	3,000
A 01 13.00 6403 000	STR PRINTING COSTS					1,000
A 01 13.00 6504 000	STR MGT FIRM					8,300
A 01 13.00 6208 000	POSTAGE	386	483	400	525	1,000
A 01 13.00 6209 000	TRAVEL			125	745	1,000
A 01 13.00 6210 000	TRAINING	625	3,400	625	1,600	2,100
A 01 13.00 6301 000	LEGAL ADVERTISING	779	3,235	2,000	2,000	2,000
A 01 13.00 6310 000	ELECTIONS	1,876	1,117	2,000	2,000	17,000
A 01 13.00 6402 000	PHONE	2,443	2,392	1,900	2,100	2,150
A 01 13.00 6402 001	CELL PHONES		745			
A 01 13.00 6402 003	INTERNET	660		676	660	675
A 01 13.00 6811.000	SCANNING DOCUMENTS					
A 01 13.00 6404 001	MUNICIPAL COURT COSTS	8,563	8,112	9,800	10,000	14,000
A 01 13.00 6502 000	INSURANCE	1,431	1,611	1,700	1,650	1,838
A 01 13.00 6611 000	LEASE/PURCHASE EQUIPMENT	1,653	758	1,750	1,775	1,800
A 01 13.00 6990 010	CODIFICATION PROGRAM	3,340	1,865	3,000	3,000	3,300
Total Expenditure		134,324	143,009	167,190	190,059	226,627
Dollar Change			8,685	24,181	22,868	36,568
Percent Change			6%	17%	14%	19%
Net Operating Cost - Surplus (Deficit)		(132,867)	(142,468)	(166,190)	(189,559)	(212,472)

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 2023. In 2023, 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

	2020 Actual	2021 Actual	2022 Budget	2022 Year End Estimate	2023 Budget
A 01 12.00 3413 000 RIDERSHIP REVENUE	4,872	0	0	0	0
A 01 12.00 3500 001 CDOT FASTER VEHICLE GRANT		260,526			
A 01 12.00 3500 005 CDOT 5311 OPERATING GRANT	153,696	199,909	153,091	153,091	136,189
A 01 12.00 3500 010 CDOT 5311 ADMINISTRATION GRANT	87,519	90,271	86,114	86,114	130,000
A 01 12.00 3500 015 CDOT TROLLEY STUDY GRANT		49,990			
A 01 12.00 3500 011 MOBILITY MANAGER GRANT	11,457				
A 01 12.00 3500 025 CDOT EQUIPMENT/SHELTER GRANT					
A 01 12.00 3501 000 CDOT TRANIST BUILDING STUDY GRANT		105,657	50,000	50,000	50,000
A 01 12.00 3502 000 CDOT CARES ACT COVID-19 FUNDING		8,015	159,951	159,951	119,122
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	580				
Total Revenue	283,124	739,368	474,156	474,156	460,311
Dollar Change		456,244	(265,212)	-	(13,845)
Percent Change		161%	-36%	0%	-3%
A 01 12.00 6110 000 SALARIES	292,993	270,253	295,310	306,273	306,273
A 01 12.00 6111 000 OVERTIME		391	1,000	1,000	1,000
A 01 12.00 6113 000 COLA			10,963		25,350
TOTAL SALARIES	292,993	270,644	307,273	307,273	332,623
A 01 12.00 6120 000 SOCIAL SECURITY EXPENSE	18,081	16,426	19,051	19,051	20,623
A 01 12.00 6130 000 MEDICARE EXPENSE	4,229	3,842	4,455	4,455	4,823
A 01 12.00 6140 000 RETIREMENT EXPENSE	11,644	12,712	10,749	14,307	15,487
A 01 12.00 6150 000 EMPLOYEE HEALTH INSURANCE	19,547	19,661	19,418	19,418	20,001
A 01 12.00 6155 000 EMPLOYEE ASSISTANCE PROGRAM	352	323	375	350	375
A 01 12.00 6160 000 WORKMANS COMP EXPENSE	3,600	2,240	4,110	2,460	2,600
A 01 12.00 6203 000 OFFICE SUPPLIES	865	4,151	500	500	750
A 01 12.00 6204 000 OPERATING EXPENSE	6,621	9,500	4,000	5,000	5,000
A 01 12.00 6205 000 VEHICLE MAINTENANCE	7,617	19,582	10,000	10,000	10,000
A 01 12.00 6206 000 FUEL EXPENSE	12,386	13,401	30,000	30,000	32,000
A 01 12.00 6208 000 AFFILIATIONS/SUBSCRIPTIONS	375	1,862	520	515	500
A 01 12.00 6211 000 DRIVER TRAINING/PHYSICALS	48	1,304	1,500	1,500	1,500
A 01 12.00 6303 000 LEGAL					1,000
A 01 12.00 6401 000 UTILITIES	1,877	1,707	2,640	2,024	2,200
A 01 12.00 6402 000 PHONE	48	6	55		
A 01 12.00 6402 001 CELL PHONES	1,202	1,403	1,300	1,400	1,400
A 01 12.00 6402 003 INTERNET	660	716	675	675	675
A 01 12.00 6407 000 BUILDING MAINTENANCE	1,762	1,000	1,000	1,000	1,000
A 01 12.00 6502 000 INSURANCE	2,815	3,647	3,400	3,975	4,428
A 01 12.00 6611 000 LEASE/PURCHASE EQUIPMENT	164	174	200	200	200
A 01 12.00 6700 000 EMPLOYEE HIRING	109	356	225	300	300
A 01 12.00 6800 041 MOBILITY MANAGER travel, materials, supplies	3,427				
A 01 12.00 6805 000 COVID-19	9,044	11,079			
A 01 12.00 6212 000 UNIFORMS		506	500	500	500
Sub Total Operating Costs	399,466	396,242	421,946	424,903	457,984
Capital Costs					
A 01 12.00 6990 004 VEHICLE PURCHASE		260,526			
A 01 12.00 6990 000 CAPITAL EXPENSE EQUIPMENT					
A 01 12.00 6990 013 TROLLEY STUDY GRANT		49,990			
A 01 12.00 6990 019 CDOT TRANIST BUILDING STUDY GRANT		105,657	50,000	50,000	
A 01 12.00 6990 015 EQUIPMENT/SHELTER GRANT					
A 01 12.00 6990 017 CAMERA SYSTEM					
A 01 12.00 6801 000 OFFICE DESKS, CHAIRS, ETC.				8,000	
A 01 12.00 6801 000 AFR FOR MATCHING DOLLARS TOWARDS GRANT					24,000
A 01 12.00 6990 019 UNALLOCATED					50,509
Sub Total Capital Costs	0	416,173	50,000	58,000	74,509
Administration Costs					
A 01 12.00 6800 000 OUTSIDE CONSULTANT					
A 01 12.00 6800 000 OPERATING COORDINATOR					
A 01 12.00 6800 000 OPERATING COORDINATOR BENEFITS					
A 01 12.00 6210 000 CDOT 5304 PLANNING GRANT					
A 01 12.00 6210 000 TRAINING	1,206	1,322	500	1,400	1,500
A 01 12.00 6800 020 TRAVEL II					
A 01 12.00 6800 025 MARKETING			-	-	-
A 01 12.00 6800 030 SUBSTANCE ABUSE PROGRAM	400	550	400	550	575
A 01 12.00 6800 035 AUDIT			425		
A 01 12.00 6800 040 UTILITIES & INTERNET					
Sub Total Administration Costs	1,606	1,872	1,325	1,950	2,075
Total Expenditure	401,072	814,287	473,271	484,853	534,568
Dollar Change		413,215	-341,016	11,582	49,715
Percent Change		103%	-42%	2%	10%
Net Operating Cost - Surplus (Deficit)	(117,948)	(74,919)	885	(10,697)	(74,257)

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

Community Development Director	Full-time
Community Development/Planner	Full-time
Administrative Assistant	Full-time

01 25-00 PLANNING & BUILDING DEPARTMENT

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 25.00 3223 000	CONTRACTORS LICENSE FEES	6,736	10,425	11,000	11,000	11,000
A 01 25.00 3210 000	BILLABLE TO APPLICANT REVENUE		15,586	25,000	15,500	25,000
A 01 25.00 3211 000	ADMINISTRATIVE FEE		2,994		1,000	1,000
A 01 25.00 3212 000	DEPOSITS FOR DEVELOPER COST REIMBURSEMNT.				4,000	
A 01 25.00 3224 000	BUILDING PERMIT FEES	23,414	938,417	150,000	150,000	50,000
A 01 25.00 3225 000	BUILDING PLANS REVIEW	499	35,712	30,000	6,000	30,000
A 01 25.00 3226 000	PLUMBING & MECHANICAL PERMITS					
A 01 25.00 3232 000	PLANNING & REVIEW FEES	11,813	9,338	15,000	184,036	15,000
A 01 25.00 3227 000	INSPECTION FEES	100	63	200	200	200
A 01 25.00 3227 005	STR INSPECTIONS					2,975
A 01 25.00 3243 000	HOUSING STUDY - DOLA/VICTOR					
A 01 25.00 3228 000	CODE BOOKS			25	25	25
A 01 25.00 3229 000	ELECTRICAL PERMIT FEES		100	150	269,262	30,000
A 01 25.00 3240 000	NON CITY - SPECIAL EVENTS PERMIT FEES			100	100	100
A 01 25.00 3241 000	SIGN PERMIT REVENUE		350		200	200
A 01 25.00 3600 000	MISCELLANEOUS REVENUE	135	1,894	100	100	100
Total Revenue		42,697	1,014,879	231,575	641,423	165,600
Dollar Change			972,182	(783,304)	409,848	(475,823)
Percent Change			2277%	-77%	177%	-74%
A 01 25.00 6110 000	SALARIES	109,086	59,841	54,662	126,000	195,934
A 01 25.00 6111 000	OVERTIME	58	408	0		0
A 01 25.00 6113 000	COLA			2,023	2023	16,165
	TOTAL SALARIES	109,144	60,249	56,685	128,023	212,099
A 01 25.00 6120 000	SOCIAL SECURITY EXPENSE	6,735	3,715	3,514	7,937	13,150
A 01 25.00 6130 000	MEDICARE EXPENSE	1,575	869	822	1,856	3,075
A 01 25.00 6140 000	RETIREMENT EXPENSE	7,608	4,508	4,535	10,242	16,968
A 01 25.00 6150 000	EMPLOYEE HEALTH INSURANCE	16,447	11,794	9,770	14,500	29,400
A 01 25.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	189	150	150	150
A 01 25.00 6160 000	WORKMANS COMP EXPENSE	875	545	900	900	900
A 01 25.00 6203 000	OFFICE SUPPLIES	1,068	3,020	1,000	1,500	1,600
A 01 25.00 6204 000	OPERATING EXPENSE	624	1,953	1,000	2,000	2,000
A 01 25.00 6205 000	VEHICLE MAINTENANCE	227	734	250	250	1,250
A 01 25.00 6206 000	FUEL EXPENSE	906	1,298	1,200	1,200	1,200
A 01 25.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS		349			500
A 01 25.00 6209 000	TRAVEL			150	150	1,000
A 01 25.00 6210 000	TRAINING	54		100	255	2,000
A 01 25.00 6306 000	BUILDING PLAN CHECK FEE	12,893	23,685	30,000	0	5,000
A 01 25.00 6307 000	BUILDING INSPECTION FEE	20,635	2,650	120,000	5,000	5,000
A 01 25.00 6312 000	ELECTRICAL INSPECTION FEES				215,410	24,000
A 01 25.00 6308 000	PLAN REVIEW FEES		7,971			
A 01 25.00 6309 000	OUTSIDE CONSULTANT ADMIN CONTRACT	18,524	68,459	69,000	11,200	
A 01 25.00 6310 000	CONSULTANTS WORK BILLABLE TO APPLICANT		36,213	25,000	3,295	
A 01 25.00 6311 000	PERMIT FEES		50,781			
A 01 25.00 6401 000	UTILITIES	1,906	1,691	1,900	1,900	1,900
A 01 25.00 6402 000	PHONE	1,711	1,754	1,450	2,000	2,100
A 01 25.00 6402 001	CELL PHONES	1,190	1,115	950	1,300	1,350
A 01 25.00 6402 003	INTERNET	660	731	675	675	675
A 01 25.00 6409 000	CONTINGENCY		63			
A 01 25.00 6502 000	INSURANCE	1,636	1,842	1,750	1,850	2,061
A 01 25.00 6503 000	PUBLICATION COSTS		20		220	500
A 01 25.00 6611 000	LEASE/PURCHASE EQUIPMENT	163	172	175	175	175
A 01 25.00 6640 000	PROPERTY MAINTENANCE	232	364	1,000	1,000	1,000
A 01 25.00 6700 008	MAIN STORAGE BUILDING 2nd STREET	221	843	500	500	500
A 01 25.00 6800 000	HIRING EXPENSE		149			
A 01 25.00 6500 000	DANGEROUS BUILDING EXPENSE					5,000
A 01 25.00 6990 002	COMPUTERS/SOFTWARE					500
A 01 25.00 6990 003	TOOLS	25	105	250	250	500
A 01 25.00 6810 000	HOUSING STUDY				6,493	
Total Expenditure		205,176	287,831	332,726	420,231	335,553
Dollar Change			82,655	44,895	87,505	-84,678
Percent Change			40%	16%	26%	-20%
Net Operating Cost - Surplus (Deficit)		(162,479)	727,048	(101,151)	221,192	(169,953)

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 Active 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 partner with Gold Camp Association.
- 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 or relocate 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, CPRA 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, the Gold Camp Trail, and Pocket Park.

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

	2020 Actual	2021 Actual	2022 Budget	2022 Year End Estimate	2023 Budget
A 01 35.00 3515 005 GOCO GRANT (Park Next to City Hall)					100,000
A 01 35.00 3515 008 EL POMAR GRANT					
A 01 35.00 3515 009 CDOT MMOF SIDEWALK/DRAINAGE GRANT				15,000	100,000
A 01 35.00 3590 000 PROGRAM INCOME	2,374	3,730	11,000	11,000	11,000
A 01 35.00 3592 000 CONSERVATION TRUST FUND	12,547	14,781	14,000	14,000	14,000
A 01 35.00 3594 000 CHILD CARE SERVICES	2,178				
A 01 35.00 3595 000 ATHLETIC PROGRAM	17,300	23,481	30,000	27,000	27,000
A 01 35.00 3596 000 SKATING	374	694		671	600
A 01 35.00 3596 001 FACILITY RENTAL					
A 01 35.00 3597 000 RENTALS	510	4,302	1,500	500	500
A 01 35.00 3599 000 DONATIONS	465	431	500	500	500
A 01 35.00 3600 000 MISC. REVENUE	759	140	500	9,605	500
A 01 35.00 3601 000 SPECIAL EVENTS	945	2,790	3,000	3,000	3,000
A 01 35.00 3606 000 GREEN HOUSE	31	301		400	400
A 01 35.00 3607 000 SPONSORSHIPS OF BROCHURES				20	5,000
A 01 35.00 3608 000 SILVER SNEAKERS	1,887	1,824	3,000	1,800	1,800
A 01 35.00 3609 000 REIMB. FOR FUEL FROM CC&V SCHOOLS		150			
A 01 35.00 3610 000 RENEW ACTIVE REVENUE		1,302		2,000	2,000
Total Revenue	39,370	53,926	63,500	85,496	266,300
Dollar Change		14,556	9,574	21,996	180,804
Percent Change		37%	18%	35%	211%
A 01 35.00 6110 000 SALARIES	286,497	258,268	265,293	277,476	277,476
A 01 35.00 6111 000 OVERTIME	309	589	1,000	1,200	1,000
A 01 35.00 6113 000 COLA			9,853		22,974
TOTAL SALARIES	286,806	258,857	276,146	278,676	301,450
A 01 35.00 6120 000 SOCIAL SECURITY EXPENSE	16,833	15,230	17,121	17,278	18,690
A 01 35.00 6130 000 MEDICARE EXPENSE	3,937	3,562	4,004	4,041	4,371
A 01 35.00 6140 000 RETIREMENT EXPENSE	17,349	18,671	18,778	22,294	24,116
A 01 35.00 6150 000 EMPLOYEE HEALTH INSURANCE	46,559	44,794	48,995	40,000	41,200
A 01 35.00 6155 000 EMPLOYEE ASSISTANCE PROGRAM	469	430	430	430	430
A 01 35.00 6160 000 WORKMANS COMP EXPENSE	7,862	4,892	7,500	5,400	6,000
A 01 35.00 6201 000 POSTAGE	1,280	69	1,350	1,301	125
A 01 35.00 6203 000 OFFICE SUPPLIES	1,815	1,404	1,600	1,600	1,600
A 01 35.00 6204 000 OPERATING EXPENSE	4,572	3,913	5,000	4,600	4,800
A 01 35.00 6205 000 VEHICLE MAINTENANCE	2,749	2,882	2,500	4,966	2,500
A 01 35.00 6206 000 FUEL	488	1,050	1,800	1,500	1,800
A 01 35.00 6207 000 ADVERTISING AND PRINTING	3,739	530	1,000	5,596	9,000
A 01 35.00 6208 000 AFFILIATIONS & SUBSCRIPTIONS	320	661	350	600	600
A 01 35.00 6209 000 TRAVEL	358	626	500	615	500
A 01 35.00 6210 000 TRAINING		214	500	50	500
A 01 35.00 6211 000 PARK MAINTENANCE	3,465	3,168	4,000	3,100	4,000
A 01 35.00 6212 000 PARK BLDG MAINTENANCE	807	2,520	2,000	2,000	2,000
A 01 35.00 6213 000 CONSERVATION TRUST FUND EXP.	10,092	10,609	11,500	11,000	11,500
A 01 35.00 6401 000 UTILITIES	20,510	22,340	26,400	23,750	24,500
A 01 35.00 6402 000 PHONE	2,570	2,488	2,500	2,500	2,550
A 01 35.00 6402 001 CELL PHONES	265	130	425		
A 01 35.00 6402 003 INTERNET	660	723	675	675	675
A 01 35.00 6502 000 INSURANCE	9,796	11,031	12,500	10,800	12,031
A 01 35.00 6503 000 CREDIT CARD PROCESSING	15	36		75	75
A 01 35.00 6504 000 PARKING LOT LEASE	4,500				
A 01 35.00 6611 000 LEASE/PURCHASE EQUIPMENT	2,704	3,768	2,900	2,900	2,900
A 01 35.00 6614 000 SKATING		59			
A 01 35.00 6614 001 FACILITY RENTAL	66		500	500	500
A 01 35.00 6615 000 ATHLETICS	7,430	9,460	12,500	12,500	12,500
A 01 35.00 6616 000 RECREATION CLASSES	1,253	2,488	5,000	5,000	5,000
A 01 35.00 6617 000 SPECIAL EVENTS	205	1,660	2,000	2,000	2,000
A 01 35.00 6619 000 CHILD CARE SERVICES	147				
A 01 35.00 6700 000 HIRING EXPENSE	116	31		125	125
A 01 35.00 6810 000 GREEN HOUSE EXPENSES	3,309	187		98	
A 01 35.00 6990 054 CITY HALL PARK GRANT					100,000
A 01 35.00 6910 000 CAPITAL EXPENSE BUILDING					
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					
A 01 35.00 6990 025 BMX TRACK/PROGRAM		785	2,500	1,795	5,000
A 01 35.00 6990 034 HERN FIELD BATHROOMS		7			
A 01 35.00 6990 053 MOUNTAIN VIEW ADENTURE PARK					
A 01 35.00 6990 055 FENCE PLAYGROUND AT MTN VIEW PARK					8,500
A 01 35.00 6990 056 CDOT WWFO SIDEWALK/DRAINAGE GRANT				15,000	100,000
Total Expenditure	463,046	429,275	472,974	482,765	711,538
Dollar Change		-33,771	43,699	9,791	228,774
Percent Change		-7%	10%	2%	47%
Net Operating Cost - Surplus (Deficit)	(423,676)	(375,349)	(409,474)	(397,269)	(445,238)

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. Forest Edge Dental closed its office on August 31, 2022.

01 47-00 MEDICAL SERVICES

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 47.00 3400 001	RENT - DENTAL PRACTICE	11,725	9,675	18,000	18,000	
A 01 47.00 3400 004	RENT - PHYSICAL THERAPY	6,000	5,000	6,000	6,000	6,000
A 01 47.00 3400 006	RENT - COUNSELOR					
A 01 47.00 3400 007	RENT - DOCTORS OFFICE	500	6,050	2,000	6,600	6,600
A 01 47.00 3602 000	MEDICAL PRACTICE REPAYMENT FROM AR					
A 01 47.00 3603 000	SALE OF ASSETS					
A 01 47.00 3600 000	MISC. REVENUE	310				
Total Revenue		18,535	20,725	26,000	30,600	12,600
Dollar Change			2,190	5,275	4,600	(18,000)
Percent Change			12%	25%	18%	-59%
A 01 47.00 6204 000	GENERAL OPERATING COST	7,252	7,687	7,000	8,000	8,000
A 01 47.00 6401 000	UTILITIES	20,354	21,748	21,000	21,000	21,000
A 01 47.00 6405 000	MAINTENACE - DENTAL EQUIPMENT	3,749	255			1,000
A 01 47.00 6406 000	BUILDING MAINTENANCE	2,326	759	2,500	2,500	2,500
A 01 47.00 6500 000	UNCOLLECTABLE ACCTS/BAD DEBT	11,750	1,500			
A 01 47.00 6502 000	INSURANCE	1,264	1,423	1,600	1,525	1,699
A 01 47.00 6800 000	MEDICAL SERVICES PROVIDER					
A 01 47.00 6807 000	MEDICAL PRACTICE GRANT					
A 01 47.00 6990 002	BUILDING SPACE FINISHES					
A 01 47.00 6990 003	COMPUTER EQUIPMENT					
Total Expenditure		46,695	33,372	32,100	33,025	34,199
Dollar Change			-13,323	-1,272	925	1,174
Percent Change			-29%	-4%	3%	4%
Net Operating Cost - Surplus (Deficit)		(28,160)	(12,647)	(6,100)	(2,425)	(21,599)

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

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 45.00 3300 000	HIGHWAY USERS FUNDS	45,010	63,262	69,300	69,942	70,603
A 01 45.00 3380 000	ROAD & BRIDGE TAX	13,931	13,907	14,000	14,000	14,000
A 01 45.00 3500 030	CDOT TAP SIDEWALK GRANT		24,890	1,287,173	1,287,173	
	CDOT CONCRETE MMOF GRANT				650,000	
A 01 45.00 3500 038	AMERICAN RESCUE PLAN FEDERAL DOLLARS		158,099	158,099	158,099	
A 01 45.00 3600 000	MISCELLANEOUS REVENUE	17,723	297			
	Total Revenue	76,664	260,455	1,528,572	2,179,214	84,603
	Dollar Change		183,791	1,268,117	650,642	-2,094,611
	Percent Change		240%	487%	43%	-96%
A 01 45.00 6110 000	SALARIES	77,165	60,359	203,209	213,707	213,707
A 01 45.00 6111 000	OVERTIME	1,115	2,521	3,500	3,500	3,500
A 01 45.00 6113 000	COLA			7,648		17,920
	TOTAL SALARIES	78,280	62,880	214,357	217,207	235,127
A 01 45.00 6120 000	SOCIAL SECURITY EXPENSE	4,670	3,781	13,290	13,467	14,578
A 01 45.00 6130 000	MEDICARE EXPENSE	1,092	884	3,108	4,000	4,000
A 01 45.00 6140 000	RETIREMENT EXPENSE	7,634	4,805	17,149	17,377	18,810
A 01 45.00 6150 000	EMPLOYEE HEALTH INSURANCE	18,561	16,314	39,183	32,500	33,475
A 01 45.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	117	108	125	125	125
A 01 45.00 6160 000	WORKMANS COMP EXPENSE	730	454	800	575	600
A 01 45.00 6162 000	CLOTHING ALLOWANCE			200	200	200
A 01 45.00 6201 000	BUILDING MAINTENANCE					
A 01 45.00 6204 000	OPERATING EXPENSE	2,939	3,726	3,000	4,300	4,500
A 01 45.00 6205 000	VEHICLE MAINTENANCE	9,951	52,568	9,000	9,000	9,000
A 01 45.00 6206 000	FUEL	5,676	4,249	9,000	9,000	9,000
A 01 45.00 6207 000	OPERATING EQUIPMENT		879	500	500	500
A 01 45.00 6401 000	UTILITIES	1,877	1,762	2,200	2,000	2,200
A 01 45.00 6402 001	CELL PHONES	789	510	850	525	550
A 01 45.00 6403 000	STREET LIGHT REPAIRS					
A 01 45.00 6404 001	STREET LIGHT UTILITIES	28,699	29,089	36,000	29,500	31,500
A 01 45.00 6408 000	STREET SIGNS	9,824	435	2,000	2,000	2,000
A 01 45.00 6502 000	INSURANCE	7,198	8,106	8,500	8,300	9,246
A 01 45.00 6505 000	STREET MAINTENANCE (Paving, Painting, etc.)	36,691	80,926	225,000	0	500,000
	AMERICAN RESCUE PLAN FEDERAL \$ PROJECT			33,086	33,086	
A 01 45.00 6506 000	GRAVEL PIT RECLAMATION					
A 01 45.00 6508 000	ICE SLICER/DEICING MATERIAL	18,934	35,495	41,000	41,000	42,000
A 01 45.00 6611 000	LEASE/PURCHASE EQUIPMENT			45,000	45,000	100,000
A 01 45.00 6612 000	TRAFFIC CONTROL DEVICES		158	1,000	1,000	1,000
A 01 45.00 6990 006	STREET LIGHT & REGULAR LIGHT REPLACEMENT	1,340		4,000	4,000	4,000
A 01 45.00 6509 000	BRIDGE REPAIR					
A 01 45.00 6700 000	HIRING EXPENSE		233	101	138	200
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		17,897	1,412,186	1,962,794	
A 01 45.00 6990 019	TRACTOR					
A 01 45.00 6990 022	AFR: PURCHASE OF DUMP/PLOW TRUCK					275,000
	Total Expenditure	235,002	325,259	2,120,635	2,437,593	1,297,611
	Dollar Change		90,257	1,795,376	316,959	-1,139,983
	Percent Change		38%	552%	15%	-47%
	Net Operating Cost - Surplus (Deficit)	(158,338)	(64,804)	(592,063)	(258,379)	(1,213,008)

Public Safety

Summary

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

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

Public Safety Summary					Net Operating Cost	
	Revenues	Percent of Total	Expenses	Percent of Total	Surplus or (Deficit)	Percent of Total
Police	62,950	18%	1,686,023	41%	(1,623,073)	43%
Fire/Emergency Services	38,600	11%	1,693,239	41%	(1,654,639)	44%
Dispatch	246,875	71%	714,480	17%	(467,605)	12%
Totals	348,425	100%	4,093,743	100%	(3,745,318)	100%
Percent of Total General Fund Budget	4%		40%			

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
Code Enforcement	Full-Time
Dispatch Supervisor	Full-Time
Dispatcher II	Full-Time
Dispatcher	7 Full-Time
Dispatcher	4 Part-Time

01 15-00 POLICE DEPARTMENT

		2020 Actual	2021 Actual	2022 Budget	2022 Year End Estimate	2023 Budget
A 01 15.00 3454 000	DOG LICENSE FEES	415	395	475	475	475
A 01 15.00 3416 000	SALE OF EQUIPMENT		685			
A 01 15.00 3454 001	DOG IMPOUND FEE	475	485	500	500	500
A 01 15.00 3454 002	PET ADOPTION FEE	387	652	425	550	450
A 01 15.00 3510 000	FINES & FORFEITURES	10,845	8,671	10,500	6,000	6,000
A 01 15.00 3511 000	FORFEITURES				7,000	7,000
A 01 15.00 3513 000	TOWING IMPOUND	760	2,339	700	1,459	1,500
A 01 15.00 3514 000	FINGER PRINTS/GAMING	430	360	475	475	475
A 01 15.00 3515 006	INVESTIGATION GRANT		1,535			
A 01 15.00 3515 008	BULLET PROOF VEST GRANT	1,596			10,000	
A 01 15.00 3515 013	CC&V SCHOOL FUNDING FOR RESOURCE OFF.	14,974	14,974	33,000	14,974	33,000
A 01 15.00 3515 014	POST TRAINING EQUIPMENT GRANT		3,022		6,062	
A 01 15.00 3515 016	CDOT DUI GRANT	11,479	8,225	10,500	8,500	8,500
A 01 15.00 3515 019	SHOOTING RANGE GRANT	5,200	20,359			
A 01 15.00 3517 000	RECORDS REQUEST	341	242	250	250	250
A 01 15.00 3519 000	POLICE MERCHANDISE SALES	148	363	100	300	300
A 01 15.00 3520 000	PET DONATIONS		879			
A 01 15.00 3521 000	VIN REVENUE	1,144	1,300	1,000	1,000	1,000
A 01 15.00 3515 017	MARIJUANA GRANT					
A 01 15.00 3526 000	REIMBURSEMENT FOR TRAINING		213		5,456	
A 01 15.00 3515 018	TASER GRANT					
A 01 15.00 3522 000	DONATION FOR BODY CAMERAS		10,000			
A 01 15.00 3527 000	DONATIONS		7,500		15,000	
A 01 15.00 3600 000	MISC. REVENUE	1,779	4,193	3,000	5,900	3,500
Total Revenue		49,973	86,392	60,925	83,901	62,950
Dollar Change			36,419	(25,467)	22,976	(20,951)
Percent Change			73%	-29%	38%	-25%
A 01 15.00 6110 000	SALARIES	753,628	639,749	784,000	918,584	973,358
A 01 15.00 6111 000	OVERTIME	33,411	50,679	50,000	50,000	50,000
A 01 15.00 6113 000	COLA			30,858		84,427
	TOTAL SALARIES	787,039	690,428	864,858	968,584	1,107,785
A 01 15.00 6120 000	SOCIAL SECURITY EXPENSE	47,340	41,672	53,621	60,052	68,683
A 01 15.00 6130 000	MEDICARE EXPENSE	11,071	9,746	12,540	14,044	16,063
A 01 15.00 6140 000	RETIREMENT EXPENSE	53,316	51,111	69,189	77,487	88,623
A 01 15.00 6150 000	EMPLOYEE HEALTH INSURANCE	89,437	73,698	95,511	78,000	80,340
A 01 15.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	509	466	450	475	475
A 01 15.00 6160 000	WORKMANS COMP EXPENSE	17,267	10,212	18,750	11,500	12,500
A 01 15.00 6162 000	CLOTHING ALLOWANCE	6,940	519	6,500	5,000	6,500
A 01 15.00 6203 000	OFFICE SUPPLIES	1,021	575	1,100	1,000	1,000
A 01 15.00 6204 000	OPERATING EXPENSE	8,925	4,976	7,200	6,000	7,000
A 01 15.00 6205 000	VEHICLE MAINTENANCE	17,671	16,760	15,000	15,000	16,000
A 01 15.00 6206 000	FUEL EXPENSE	12,071	12,983	16,800	16,800	17,000
A 01 15.00 6207 000	OPERATING EQUIPMENT	1,966	1,757	1,000	1,500	1,500
A 01 15.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	798	50	600	600	600
A 01 15.00 6209 000	TRAVEL	419	1,793	1,500	1,500	3,000
A 01 15.00 6210 000	TRAINING	519	2,365	1,000	1,000	4,000
A 01 15.00 6212 000	WEAPONS, AMMO, TARGETS	513	6,455	1,500	1,500	1,500
A 01 15.00 6212 001	BULLET PROOF VESTS				10,000	
A 01 15.00 6213 000	RADIO EXPENSE	368	3,359	500	500	500
A 01 15.00 6214 000	PRISONER MEDICAL EXPENSE	330	180	1,000	1,000	1,000
A 01 15.00 6215 000	ANIMAL CONTROL EXPENSE	1,099	1,630	1,250	2,000	2,000
A 01 15.00 6215 001	ANIMAL EXPENSE (VET)			250	250	250
A 01 15.00 6215 002	ANIMAL MEDICAL COSTS		159	200	200	200
A 01 15.00 6216 000	TOWING IMPOUND	1,812	2,618	1,000	2,000	2,000
A 01 15.00 6219 000	FAMILY NIGHT OUT		182	200	200	200
A 01 15.00 6300 000	VICTIM ADVOCACY FUND	875	875			
A 01 15.00 6300 001	VICTIM MEDICAL EXPENSE	875		1,000	1,000	1,000
A 01 15.00 6401 000	UTILITIES	14,749	15,250	18,000	18,000	18,000
A 01 15.00 6402 000	PHONE	4,687	4,327	4,300	4,300	4,300
A 01 15.00 6402 001	CELL PHONES	6,048	6,269	6,200	6,200	6,200
A 01 15.00 6402 003	INTERNET	660	715	675	1,022	1,500
A 01 15.00 6502 000	INSURANCE	9,846	13,143	12,500	13,200	14,705
A 01 15.00 6611 000	LEASE/PURCHASE EQUIPMENT	990	813	800	850	900
A 01 15.00 6611 001	COPIER LEASE	1,878	957	1,900	1,900	1,900
A 01 15.00 6615 000	EQUIPMENT REPAIRS					
A 01 15.00 6617 000	MAINTENANCE SERVICE	3,317		200	200	200
A 01 15.00 6619 000	INVESTIGATIVE SUPPLIES	1,133	589	1,000	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	4,819	9,217	5,000	5,000	5,000
A 01 15.00 6624 000	FBI/CBI COMPLIANCE SOFTWARE	2,400		5,000	5,000	5,000
A 01 15.00 6624 001	FIREWALL SOFTWARE LICENSING					
A 01 15.00 6625 000	POLICE MERCHANDISE COST			300	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 6661 007	CHARIS DONATION				344	
A 01 15.00 6700 000	HIRING EXPENSE/TESTING	3,686	2,121	3,800	3,800	3,800
A 01 15.00 6710 000	BODY CAMERAS OPERATING EXPENSE		858			
A 01 15.00 6910 000	BUILDING MAINTENANCE EXPENSE	3,989	11,433	3,000	4,569	4,500
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 SECURITY SURVEILLANCE SYSTEM				18,000	
A 01 15.00 6990 054	TASER UNITS					
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		22,257	16,285	16,286	16,500
A 01 15.00 6215 003	NEW ROOF AT DOG KENNEL					
A 01 15.00 6800 000	AFR TUITION FOR POLICE ACADEMY					20,000
A 01 15.00 6801 000	AFR RATE INCREASE FOR TRAINING OFFICERS					2,500
A 01 15.00 6990 0004	AFR TWO CHEVY TAHOES FULLY EQUIP			129,160	129,160	140,000
Total Expenditure		1,131,566	1,042,877	1,380,640	1,506,323	1,686,023
Dollar Change			-88,689	337,763	125,684	179,700
Percent Change			-8%	32%	9%	11.9%
Net Operating Cost - Surplus (Deficit)		(1,081,593)	(956,485)	(1,319,715)	(1,422,422)	(1,623,073)

01 17-00 POLICE - DISPATCH

		2020	2021	2022	2022	2023
		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	378,671	354,673	397,322	465,062	465,062
A 01 17.00 6111 000	OVERTIME	13,086	17,189	13,500	21,000	16,500
A 01 17.00 6113 000	COLA			15,200		39,729
TOTAL SALARIES		391,757	371,862	426,022	486,062	521,291
A 01 17.00 6120 000	SOCIAL SECURITY EXPENSE	23,799	22,343	26,413	30,136	32,320
A 01 17.00 6130 000	MEDICARE EXPENSE	5,566	5,225	6,177	7,048	7,559
A 01 17.00 6140 000	RETIREMENT EXPENSE	26,535	26,567	34,082	38,885	41,703
A 01 17.00 6150 000	EMPLOYEE HEALTH INSURANCE	65,489	69,833	67,596	67,596	69,624
A 01 17.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	313	287	350	350	350
A 01 17.00 6160 000	WORKMANS COMP EXPENSE	1,897	1,180	2,165	1,300	2,000
A 01 17.00 6203 000	OFFICE SUPPLIES	652	469	1,000	1,000	1,000
A 01 17.00 6204 000	OPERATING EXPENSE	1,868	983	1,500	1,500	1,500
A 01 17.00 6207 000	OPERATING EQUIPMENT		210			
A 01 17.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	30		200	200	200
A 01 17.00 6209 000	TRAVEL					
A 01 17.00 6210 000	TRAINING			500	500	500
A 01 17.00 6213 000	RADIO EXPENSE			700	700	700
A 01 17.00 6401 000	UTILITIES	4,019	4,210	4,150	4,500	4,600
A 01 17.00 6402 000	PHONE	1,457	1,548	1,400	1,400	1,400
A 01 17.00 6402 001	CELL PHONES	458	528	475	475	475
A 01 17.00 6402 003	INTERNET		54			
A 01 17.00 6502 000	INSURANCE	4,077	4,591	4,900	4,900	5,459
A 01 17.00 6611 001	COPIER LEASE	1,621	1,396	1,550	1,400	1,500
A 01 17.00 6700 000	HIRING EXPENSE/TESTING	2,205	2,143	1,500	2,100	2,300
A 01 17.00 6617 000	AFR CONSOLE SERVICE AGREEMENT MOTOROLA					20,000
Total Expenditure		531,743	513,429	580,681	650,052	714,480
Dollar Change			-18,314	67,252	69,371	64,429
Percent Change			-3%	13%	12%	10%
Net Operating Cost - Surplus (Deficit)		(284,868)	(266,554)	(333,806)	(403,177)	(467,605)

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

		2020 Actual	2021 Actual	2022 Budget	2022 Year End Estimate	2023 Budget
A 01 20.00 3414 000	FIRE SYS. REVIEW & INSPECTION					
A 01 20.00 3419 000	WILD FIRE REIMBURSEMENT	91,804		30,000	14,000	30,000
A 01 20.00 3422 000	FIRE EXPLORER PROGRAM REVENUE					
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 3602 000	REIMBURSEMENT FOR FUEL FROM SWTCHD					8,000
A 01 20.00 3600 000	MISC. REVENUE	3,509	782		16,103	500
A 01 20.00 3601 000	MERCHANDISE SALES				100	100
	Total Revenue	178,262	782	30,000	30,203	38,600
	Dollar Change		(177,480)	29,218	203	8,397
	Percent Change		-100%	3736%	1%	
A 01 20.00 6110 000	SALARIES	743,717	714,894	736,817	917,410	867,410
	RESERVE FIRE FIGHTER SALARIES			30,000		50,000
	SUBTOTAL SALARIES	743,717	714,894	766,817	917,410	917,410
A 01 20.00 6111 000	OVERTIME	156,829	158,327	106,000	215,000	160,000
A 01 20.00 6113 000	COLA			32,295		88,886
	TOTAL SALARIES	900,546	873,221	905,112	1,132,410	1,166,296
A 01 20.00 6120 000	SOCIAL SECURITY EXPENSE	2,034	1,058	3,800	8,216	8,216
A 01 20.00 6130 000	MEDICARE EXPENSE	12,887	12,466	12,500	18,488	18,488
A 01 20.00 6140 000	RETIREMENT EXPENSE	58,143	59,383	78,760	101,917	110,798
A 01 20.00 6150 000	EMPLOYEE HEALTH INSURANCE	112,807	107,223	128,143	128,143	131,987
A 01 20.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	978	815	1,000	1,000	1,000
A 01 20.00 6160 000	WORKMANS COMP EXPENSE	47,032	29,766	51,000	51,000	51,000
A 01 20.00 6162 000	CLOTHING ALLOWANCE	599	198	6,000	6,000	6,000
A 01 20.00 6167 000	DISABILITY INSURANCE	23,698	20,959	22,500	28,840	29,500
A 01 20.00 6203 000	OFFICE SUPPLIES	99	549	500	500	500
A 01 20.00 6204 000	OPERATING EXPENSE	22,554	15,020	11,000	15,500	16,000
A 01 20.00 6205 000	VEHICLE MAINTENANCE	24,260	16,610	10,000	23,000	24,000
A 01 20.00 6206 000	FUEL EXPENSE	12,743	13,857	18,000	18,000	18,000
A 01 20.00 6207 000	OPERATING EQUIPMENT	534	179	1,500	1,500	1,500
A 01 20.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	6,234	6,835	6,500	6,500	6,500
A 01 20.00 6209 000	TRAVEL	5,203	220	3,000	3,000	3,000
A 01 20.00 6210 000	TRAINING	4,517	1,373	4,500	4,500	4,500
A 01 20.00 6212 000	EQUIPMENT TESTING	7,514	3,069	6,000	6,000	6,000
A 01 20.00 6213 000	RADIO EXPENSE	40	5,534			
A 01 20.00 6220 000	FIRE DEPT. BANQUET	2,257				
A 01 20.00 6222 000	FIRE EXPLORER PROGRAM EXPENSE					
A 01 20.00 6401 000	UTILITIES	21,424	23,033	28,200	28,200	30,000
A 01 20.00 6402 000	PHONE	1,177	1,210	1,200	1,200	1,200
A 01 20.00 6402 001	CELL PHONES	4,014	4,482	4,150	4,150	4,150
A 01 20.00 6402 003	INTERNET	660	731	675	675	675
A 01 20.00 6410 001	VOLUNTEER FIRE EQUIPMENT/FIRE CORP			250	250	250
A 01 20.00 6502 000	INSURANCE	11,066	13,681	12,500	14,680	16,354
A 01 20.00 6503 000	PUBLIC EDUCATION/PREVENTION					
A 01 20.00 6611 000	LEASE/PURCHASE EQUIPMENT	40				
A 01 20.00 6611 001	COPIER LEASE	3,077	2,522	3,125	3,125	3,125
A 01 20.00 6700 000	HIRING EXPENSE/TESTING	474	5,094	1,500	1,500	1,500
A 01 20.00 6705 000	WILDLAND FIRE EXPENSES	6,656				
A 01 20.00 6910 000	BUILDING MAINTENANCE	11,811	3,435	3,000	18,000	5,000
A 01 20.00 6916 000	PHYSICALS	224	1,079			7,800
A 01 20.00 6917 000	FIRE CORPS	403		400	400	400
A 01 20.00 6990 002	NEW VEHICLE/VEHICLE EQUIPMENT	171,451				
A 01 20.00 6990 006	BUNKER SETS			29,200	15,000	15,000
A 01 20.00 6990 007	BREATHING APPARATUS					
A 01 20.00 6990 023	HOSES/CLAMPS			1,000	1,000	3,000
A 01 20.00 6990 043	EXTRACTION EQUIPMENT	7,949				
A 01 20.00 6990 066	COVID-19	3,851	528			
A 01 20.00 6990 067	RESERVE FIREFIGHTER PROGRAM EQUIPMENT			1,500	1,500	1,500
	Total Expenditure	1,488,956	1,224,130	1,356,515	1,644,194	1,693,239
	Dollar Change		-264,826	132,385	287,679	49,045
	Percent Change		-18%	11%	21%	3%
	Net Operating Cost - Surplus (Deficit)	(1,310,694)	(1,223,348)	(1,326,515)	(1,613,991)	(1,654,639)

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	193,000	50%	180,000	37%	13,000	-12%
Events	193,500	50%	312,426	63%	(118,926)	112%
Totals	386,500	100%	492,426	100%	(105,926)	100%

Percent of Total General Fund Budget

4%

5%

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
Destination Marketing Coordinator	Full Time

01 39-00 MARKETING

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 39.00 3500 001	CTO WEB MARKETING GRANT	352	2,792			
A 01 39.00 3500 005	LODGING TAX	89,727	142,173	150,000	156,480	193,000
Total Revenue		90,079	144,965	150,000	156,480	193,000
Dollar Change						
Percent Change						
A 01 39.00 6424 000	TRAVEL HOST MAGAZINE INSERT	48,600	28,400	50,000	50,000	40,000
A 01 39.00 6415 000	RADIO	1,500	19,541	13,000	13,000	13,000
A 01 39.00 6425 000	MAGAZINES/NEWSPAPERS	22,080	34,239	13,000	13,000	18,000
A 01 39.00 6427 000	MAP - TABLET	944	1,134	1,000	1,000	2,000
A 01 39.00 6428 000	ROYAL GORGE VISITORS GUIDE					
A 01 39.00 6451 000	CITY RACK BROCHURE PRINT/DISTRIBUTION	8,718	2,665	15,000	15,000	15,000
A 01 39.00 6456 000	TELEVISION			10,000	10,000	23,000
A 01 39.00 6460 000	JOINT TELEVISION CAMPAIGN	3,025				
A 01 39.00 6819 000	PIKES PEAK OUTDOOR RECREATION ALLIANCE					1,500
A 01 39.00 6460 006	WEB SITES	4,391				
A 01 39.00 6462 000	CRIPPLE CREEK BRANDED ITEMS	619		1,500	1,500	1,500
A 01 39.00 6731 000	INTERNET MARKETING	16,850	26,077	43,500	43,500	43,500
A 01 39.00 6740 000	PUBLIC RELATIONS				500	
A 01 39.00 6463 000	FREE LANCE GRAPHIC ARTIST					
A 01 39.00 6465 000	CVB MKT PROGRAM					
A 01 39.00 6810 000	CVB DUES	518	250	600	600	6,500
A 01 39.00 6815 000	OTHER DUES	350	250	6,000	5,500	6,000
A 01 39.00 6818 000	TRADE SHOWS		1,000			
A 01 39.00 6825 000	ADVERTISING MATERIAL DEVELOPMENT	1,156	5,668	10,000	10,000	10,000
A 01 39.00 6990 001	PRINTER					
Total Expenditure		108,751	119,224	163,600	163,600	180,000
Dollar Change						
Percent Change						
Net Operating Cost - Surplus (Deficit)		(18,672)	25,741	(13,600)	(7,120)	13,000

01 40-00 EVENTS

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 40.00 3102 000	ICE FESTIVAL VENDOR FEES	200				
A 01 40.00 3102 00	ICE FESTIVAL MERCHANDISE SALES					
A 01 40.00 3106 000	CORPORATE SPONSORSHIP					
A 01 40.00 3235 000	VENDOR SPACE FEES		25			
A 01 40.00 3235 001	VENDOR BUSINESS LICENSE	500		5,000	500	500
A 01 40.00 3236 000	SPECIAL EVENTS REVENUE					
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					
A 01 40.00 3240 001	HALLOWEEN EVENT					
A 01 40.00 3381 000	LODGING TAX REVENUE	82,946	142,172	150,000	156,480	193,000
A 01 40.00 3600 000	MISC. REVENUE	508	1,122	100		
Total Revenue		84,154	143,319	155,100	156,980	193,500
Dollar Change			59,165	11,781	1,880	36,520
Percent Change			70%	8%	1%	23%
A 01 40.00 6110 000	SALARIES	81,244	72,348	83,095	97,931	121,431
A 01 40.00 6111 000	OVERTIME	1,320		1,500	250	1,500
A 01 40.00 6113 000	COLA			3,130		10,142
	TOTAL SALARIES	82,564	72,348	87,725	98,181	133,073
A 01 40.00 6120 000	SOCIAL SECURITY	5,034	4,376	5,439	6,087	8,251
A 01 40.00 6130 000	MEDICARE	1,177	1,023	1,272	1,424	1,930
A 01 40.00 6140 000	RETIREMENT	5,040	5,549	7,018	7,855	10,646
A 01 40.00 6150 000	HEALTH INSURANCE	9,446	9,531	9,779	9,779	10,072
A 01 40.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	72	85	75	80
A 01 40.00 6160 000	WORKERS COMP	730	454	825	500	525
A 01 40.00 6164 000	PRINTING	93	15	250	250	250
A 01 40.00 6180 000	POSTAGE	118	34	300	300	300
A 01 40.00 6203 000	OFFICE SUPPLIES	223	1,146	1,000	1,000	1,000
A 01 40.00 6203 002	SPECIAL EVENTS SUPPLIES					
A 01 40.00 6204 000	OPERATING EXPENSE	9,049	6,094	6,000	6,000	6,000
A 01 40.00 6204 001	COMPUTER MAINTENANCE					
A 01 40.00 6205 000	VEHICLE MAINTENANCE	164	998			
A 01 40.00 6206 000	FUEL EXPENSE	430	419	500	806	1,500
A 01 40.00 6209 000	TRAVEL	333	512	1,200	1,712	3,200
A 01 40.00 6210 000	TRAINING					
A 01 40.00 6212 000	PORT A POTS CITY HALL PARK	4,850	3,065	2,500	3,200	-
A 01 40.00 6402 000	PHONE	857	914	850	875	900
A 01 40.00 6402 001	CELL PHONES	1,028	945	1,100	1,000	1,100
A 01 40.00 6402 003	INTERNET	660	717	675	675	675
A 01 40.00 6502 000	INSURANCE	5,965	6,741	7,500	6,575	7,325
A 01 40.00 6510 000	FALL FESTIVAL	2,090				12,840
A 01 40.00 6500 000	SPECIAL EVENTS POOL OF FUNDS			25,000	25,000	25,000
A 01 40.00 6545 000	LABOR DAY EVENT					
A 01 40.00 6577 000	ICE SCULPTURE FESTIVAL	50,725				50,000
A 01 40.00 6589 000	VETERANS MOTORCYCLE RALLY	5,774				
A 01 40.00 6590 000	DONKEY DERBY DAYS	13,520				
A 01 40.00 6591 000	4TH OF JULY CELEBRATION	27,010	24,500	30,000	30,000	30,000
A 01 40.00 6592 000	ARMED FORCES EVENT	2,431	2,390	4,360	4,360	4,360
A 01 40.00 6592 008	CONCERTS					
A 01 40.00 6594 000	CHRISTMAS FESTIVAL	880				
A 01 40.00 6598 000	CRUISE ABOVE THE CLOUD					
A 01 40.00 6599 001	SUMMER RODEO					
A 01 40.00 6599 003	TOYS FOR TOTS PROGRAM	2,652		2,500	2,500	2,500
A 01 40.00 6599 011	PEARL De VERE DAY					
A 01 40.00 6602 000	HIGH SCHOOL GRADUATION SUPPORT		348		245	300
A 01 40.00 6611 000	LEASE/PURCHASE EXPENSE	243	544	275	500	600
A 01 40.00 6700 000	HIRING EXPENSE		45		578	
	AFR ADDITIONAL EMPLOYEE COORDINATOR			65,000	65,000	
	AFR 20 CONCRETE JERSEY BARRIERS			7,500	7,500	
	AFR MATERIALS FOR POCKET PARK RESTRMS			25,392	25,392	
A 01 40.00 6817 000	PIKES PEAK OUTDOOR RECREATION ALLIANCE	5,500	1,500			
Total Expenditure		238,664	144,280	294,045	307,369	312,426
Dollar Change			-94,384	149,765	13,324	5,057
Percent Change			-40%	104%	5%	2%
Net Operating Cost - Surplus (Deficit)		(154,510)	(961)	(138,945)	(150,389)	(118,926)

Support Services

Summary

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

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

Support Services Summary

		Percent of		Percent of	Net Operating Cost Surplus or (Deficit)	Percent of
	Revenues	Total	Expenses	Total		Total
Administration	-		261,336	17%	(261,336)	19%
Custodial			303,197	20%	(303,197)	21%
Finance			319,022	21%	(319,022)	23%
Human Resources			214,807	14%	(214,807)	15%
Fleet & Vehicle Maintenance	127,000	100%	208,822	14%	(81,822)	6%
Information Technology			231,990	15%	(231,990)	16%
Totals	127,000	100%	1,539,175	100%	(1,412,175)	100%
Percent of Total General Fund Budget	1.3%		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 bi-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

		2020	2021	2022	2022	2023
		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	107,061	77,537	145,000	145,000	145,000
A 01 11.00 6113 000	COLA			5,365		11,963
	TOTAL SALARIES	107,061	77,537	150,365	145,000	156,963
A 01 11.00 6120 000	SOCIAL SECURITY EXPENSE	6,631	4,807	9,323	8,990	9,732
A 01 11.00 6130 000	MEDICARE EXPENSE	1,551	1,124	2,180	2,103	2,276
A 01 11.00 6140 000	RETIREMENT EXPENSE	1,616		12,029	11,600	12,557
A 01 11.00 6150 000	EMPLOYEE HEALTH INSURANCE	884		0	0	0
A 01 11.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	36	45	45	45
A 01 11.00 6160 000	WORKMANS COMP EXPENSE	292	182	333	300	330
A 01 11.00 6201 000	POSTAGE	75	48	75	50	65
A 01 11.00 6203 000	OFFICE SUPPLIES	32	144	250	250	250
A 01 11.00 6204 000	OPERATING EXPENSE	183	460	300	550	600
A 01 11.00 6205 000	VEHICLE MAINTENANCE			300		
A 01 11.00 6206 000	FUEL EXPENSE	88	165	200	200	200
A 01 11.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	75	75	75	1,255	1,300
A 01 11.00 6209 000	TRAVEL	1,300		1,300	1,300	2,000
A 01 11.00 6210 000	TRAINING	235		250	400	400
A 01 11.00 6402 000	PHONE	602	615	500	625	650
A 01 11.00 6402 001	CELL PHONES	254	528	450	550	575
A 01 11.00 6402 003	INTERNET	660	716	675	675	675
A 01 11.00 6502 000	INSURANCE	2,409	2,713	2,900	2,652	2,954
A 01 11.00 6611 000	LEASE/PURCHASE EQUIPMENT	244	217	275	250	265
A 01 11.00 6700 000	EMPLOYEE HIRING	26	1,359		13,137	
A 01 11.00 6702 000	LOBBYIST	41,126	39,996	43,000	43,000	43,000
A 01 11.00 6703 000	PARK NEXT TO CITY HALL	10,374	207			
A 01 11.00 6800 000	EMPLOYEE PROGRAMS		1,050	6,000	6,000	6,500
A 01 11.00 6801 000	CONTINUING EDUCATION					
A 01 11.00 6806 000	GRANT WRITER				15,000	20,000
A 01 11.00 6211 000	CITY EMPLOYEE SHIRTS					
	Total Expenditure	175,757	131,979	230,825	253,932	261,336
	Dollar Change		-43,778	98,846	23,106	7,405
	Percent Change		-25%	75%	10%	3%
	Net Operating Cost - Surplus/(Deficit)	(175,757)	(131,979)	(230,825)	(253,932)	(261,336)

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:	Part Time
Custodial Lead:	Full Time
Custodial Employees:	3 Full Time & 2 part-time employees

01 14-00 CUSTODIAL

		2020 Actual	2021 Actual	2022 Budget	2022 Year End Estimate	2023 Budget
A 01 14.00 6110 000	SALARIES	191,571	144,479	206,731	115,000	193,970
A 01 14.00 6111 000	OVERTIME	668	1,321	2,000	2,600	3,000
A 01 14.00 6113 000	COLA			7,723		16,250
	TOTAL SALARIES	192,239	145,800	216,454	117,600	213,220
A 01 14.00 6120 000	SOCIAL SECURITY EXPENSE	11,778	8,977	13,420	7,291	13,220
A 01 14.00 6130 000	MEDICARE EXPENSE	2,755	2,099	3,139	1,705	3,092
A 01 14.00 6140 000	RETIREMENT EXPENSE	12,223	10,430	17,316	9,408	17,058
A 01 14.00 6150 000	EMPLOYEE HEALTH INSURANCE	34,701	19,125	39,662	15,000	19,558
A 01 14.00 6155 000	EMPLOYEE ASSISTANCE PROGRAMS	235	215	245	156	175
A 01 14.00 6160 000	WORKMANS COMP EXPENSE	1,459	908	1,666	1,000	1,150
A 01 14.00 6201 000	POSTAGE	16	9	35	20	35
A 01 14.00 6203 000	OFFICE SUPPLIES	917	304	1,000	1,000	1,025
A 01 14.00 6203 001	JANITORIAL EQUIP/SUPPLIES	18,889	19,136	19,264	19,250	20,000
A 01 14.00 6204 000	OPERATING EXPENSE	377	540	700	625	700
A 01 14.00 6204 001	RECYCLING EXPENSE	2,200	1,100	3,000	1,400	2,000
A 01 14.00 6205 000	VEHCILE MAINTENANCE					
A 01 14.00 6206 000	FUEL EXPENSE					
A 01 14.00 6209 000	TRAVEL					
A 01 14.00 6210 000	TRAINING					1,000
A 01 14.00 6402 000	PHONE	677	706	600	700	725
A 01 14.00 6402 001	CELL PHONE	1,400	1,520	1,350	1,350	1,400
A 01 14.00 6402 003	INTERNET	660	715	675	675	675
A 01 14.00 6502 000	INSURANCE	2,631	2,963	3,200	3,200	3,565
A 01 14.00 6700 000	HIRING EXPENSE	205	363	250	300	300
A 01 14.00 6702 000	CLOTHING EXPENSE	83	485	500	500	500
A 01 14.00 6703 000	COMMUNITY CLEAN UP	265	1,089	3,737	3,737	3,800
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					
	Total Expenditure	283,710	216,484	326,213	184,917	303,197

** Dollar Change	-67,226	109,729	-141,295	118,280
Percent Change	-24%	51%	-43%	64%

Net Operating Cost - Suprlus (Deficit) (283,710) (216,484) (326,213) (184,917) (303,197)

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

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 23.00 6110 000	SALARIES	178,211	205,519	212,181	221,452	221,452
A 01 23.00 6111 000	OVERTIME	399	192	1,000	1,000	1,000
A 01 23.00 6113 000	COLA			7,888		18,352
	TOTAL SALARIES	178,610	205,711	221,069	222,452	240,804
A 01 23.00 6120 000	SOCIAL SECURITY EXPENSE	11,010	12,426	13,706	13,792	14,930
A 01 23.00 6130 000	MEDICARE EXPENSE	2,575	2,906	3,206	3,226	3,492
A 01 23.00 6140 000	RETIREMENT EXPENSE	12,474	15,008	17,685	17,796	19,264
A 01 23.00 6150 000	EMPLOYEE HEALTH INSURANCE	19,008	25,463	29,336	29,336	30,500
A 01 23.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	72	90	75	75
A 01 23.00 6160 000	WORKMANS COMP EXPENSE	584	363	750	400	450
A 01 23.00 6201 000	POSTAGE	924	959	1,100	1,500	1,600
A 01 23.00 6203 000	OFFICE SUPPLIES	994	1,983	1,200	1,200	1,200
A 01 23.00 6204 000	OPERATING EXPENSE	436	784	600	600	600
A 01 23.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	50	50	150	150	150
A 01 23.00 6209 000	TRAVEL			500	2,000	500
A 01 23.00 6210 000	TRAINING	117	230	1,500	1,000	1,500
A 01 23.00 6402 000	PHONE	138	140	165	200	220
A 01 23.00 6402 001	CELL PHONE	574	659	650	650	650
A 01 23.00 6402 003	INTERNET	660	716	660	720	745
A 01 23.00 6502 000	INSURANCE	1,616	1,819	2,000	1,900	2,117
A 01 23.00 6611 000	LEASE/PURCHASE EQUIPMENT	173	173	225	200	225
A 01 23.00 6990 001	COMPUTERS/SOFTWARE					
	Total Expenditure	230,021	269,462	294,592	297,197	319,022
	Dollar Change		39,441	25,130	2,604	21,825
	Percent Change		17%	9%	1%	7%
	Net Operating Cost - Surplus (Deficit)	(230,021)	(269,462)	(294,592)	(297,197)	(319,022)

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

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 26.00 6110 000	SALARIES	132,992	133,747	132,344	143,480	143,480
A 01 26.00 6111 000	OVERTIME		26			
A 01 26.00 6113 000	COLA			4,897		11,837
	TOTAL SALARIES	132,992	133,773	137,241	143,480	155,317
A 01 26.00 6120 000	SOCIAL SECURITY EXPENSE	8,212	8,260	8,509	8,896	9,630
A 01 26.00 6130 000	MEDICARE EXPENSE	1,920	1,932	1,990	2,080	2,252
A 01 26.00 6140 000	RETIREMENT EXPENSE	9,374	10,294	10,979	11,478	12,425
A 01 26.00 6150 000	EMPLOYEE HEALTH INSURANCE	18,835	19,011	19,558	19,558	20,145
A 01 26.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	72	85	85	85
A 01 26.00 6160 000	WORKMANS COMP EXPENSE	584	363	650	650	650
A 01 26.00 6201 000	POSTAGE		4	25	25	25
A 01 26.00 6203 000	OFFICE SUPPLIES	127	146	400	400	400
A 01 26.00 6204 000	OPERATING EXPENSE	93	59	200	200	200
A 01 26.00 6206 000	FUEL EXPENSE	209		150	150	150
A 01 26.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	219		240	240	315
A 01 26.00 6209 000	TRAVEL	56		75	75	75
A 01 26.00 6210 000	TRAINING	130	15	400	400	400
A 01 26.00 6402 000	PHONE	740	1,631	825	1,850	1,900
A 01 26.00 6402 003	INTERNET	660	716	674	674	700
A 01 26.00 6502 000	INSURANCE	1,360	2,532	1,650	1,650	1,838
A 01 26.00 6504 000	EMPLOYERS COUNCIL	6,000	3,300	6,100	6,100	6,100
A 01 26.00 6611 000	LEASE/PURCHASE EQUIPMENT	176	167	200	200	200
A 01 26.00 6803 000	CONCENTRA REVIEW OF DEPTS. WORK/TASKS			2,000	2,000	2,000
	Total Expenditure	181,765	182,275	191,951	200,192	214,807
	Dollar Change		510	9,676	8,240	14,615
	Percent Change		0%	5%	4%	7%
	Net Operating Cost - Surplus (Deficit)	(181,765)	(182,275)	(191,951)	(200,192)	(214,807)

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

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
FIBER LINE REIMBURSEMENT					28,990	
A 01 27.00 6204 000	COMPUTER VIRUS REIMBURSEMENT	9,323				
Total Revenue		9,323	-		28,990	
A 01 27.00 6204 000	OPERATING EXPENSE				200	200
A 01 27.00 6402 000	PHONE	595	609	625	625	625
A 01 27.00 6402 003	INTERNET	660	865	675	675	675
A 01 27.00 6502 000	INSURANCE	754	849	1,000	5,826	6,490
A 01 27.00 6610 000	OUTSIDE IT CONTRACTOR	118,391	130,525	133,000	133,000	146,000
A 01 27.00 6409 000	IT CONTINGENCY					
A 01 27.00 6705 000	ELETRONIC EQUIPMENT RECYCLING					
A 01 27.00 6708 000	COMPUTER SYSTEM CRASH/RECOVERY COST	7,403				
A 01 27.00 6709 000	CITY HALL REABELING PROJECT		12,729			
A 01 27.00 6990 002	NETWORK VIRUS SOFTWARE		15,000	15,000	15,000	15,000
A 01 27.00 6990 003	PHONE SYSTEM PURCHASE					
A 01 27.00 6990 004	HARDWARE	43,287	31,043	36,000	36,000	40,000
A 01 27.00 6990 005	SOFTWARE	18,429	17,977	20,000	20,000	23,000
A 01 27.00 6990 006	FIBER LINE PROJECT				68,700	
A 01 27.00 6990 066	COVID-19	10,038				
Total Expenditure		199,557	209,597	206,300	280,026	231,990
Dollar Change			10,040	-3,297	73,726	-48,036
Percent Change			5%	-2%	36%	-17%
Net Operating Cost - Surplus (Deficit)		(190,234)	(209,597)	(206,300)	(251,036)	(231,990)

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
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01 48-00 FLEET & VEHICLE MAINTENANCE

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 01 48.00 3480 000	REIMBURSE VEHICLE MAINTENANCE	34,685	62,470	42,000	40,000	42,000
A 01 48.00 3481 000	REIMBURSE FOR FUEL EXPENSE	53,186	56,215	85,000	65,000	85,000
Total Revenue		87,871	118,685	127,000	105,000	127,000
Dollar Change			30,814	8,315	(22,000)	22,000
Percent Change			35%	7%	-17%	21%
A 01 48.00 6110 000	SALARIES	33,681	40,536	41,683	43,222	43,222
A 01 48.00 6111 000	OVERTIME	390	2,971	1,800	3,000	3,200
A 01 48.00 6113 000	COLA			1,609		3,830
TOTAL SALARIES		34,071	43,507	45,092	46,222	50,252
A 01 48.00 6120 000	SOCIAL SECURITY EXPENSE	2,059	2,658	2,796	2,866	3,116
A 01 48.00 6130 000	MEDICARE EXPENSE	481	622	654	670	729
A 01 48.00 6140 000	RETIREMENT EXPENSE	2,327	3,352	3,607	3,698	4,020
A 01 48.00 6150 000	EMPLOYEE HEALTH INSURANCE	6,250	8,684	9,758	9,758	10,051
A 01 48.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	78	72	80	80	80
A 01 48.00 6160 000	WORKMANS COMP EXPENSE	584	363	700	400	500
A 01 48.00 6162 000	CLOTHING ALLOWANCE			250	250	250
A 01 48.00 6204 000	OPERATING EXPENSE	6,652	16,816	6,000	6,200	6,200
A 01 48.00 6205 001	VEHICLE PART INVENTORY	42,549	39,944	50,000	40,000	40,000
A 01 48.00 6206 000	FUEL EXPENSE	48,621	69,139	132,000	75,000	80,000
A 01 48.00 6401 000	UTILITIES	3,754	3,493	5,400	4,200	4,600
A 01 48.00 6402 001	CELL PHONE	195	309	300	320	350
A 01 48.00 6502 000	INSURANCE	2,355	2,650	3,000	2,850	3,175
A 01 48.00 6700 000	HIRING EXPENSE	95				
A 01 48.00 6710 000	EQUIPMENT/TIRES	51	1,716	5,000	5,000	5,000
A 01 48.00 6711 000	TOOLS	456	5,499	500	500	500
Total Expenditure		150,578	198,824	265,137	198,014	208,822
Dollar Change			48,246	66,313	-67,123	10,808
Percent Change			32%	33%	-25%	5%
Net Operating Cost		(62,707)	(80,139)	(138,137)	(93,014)	(81,822)
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.

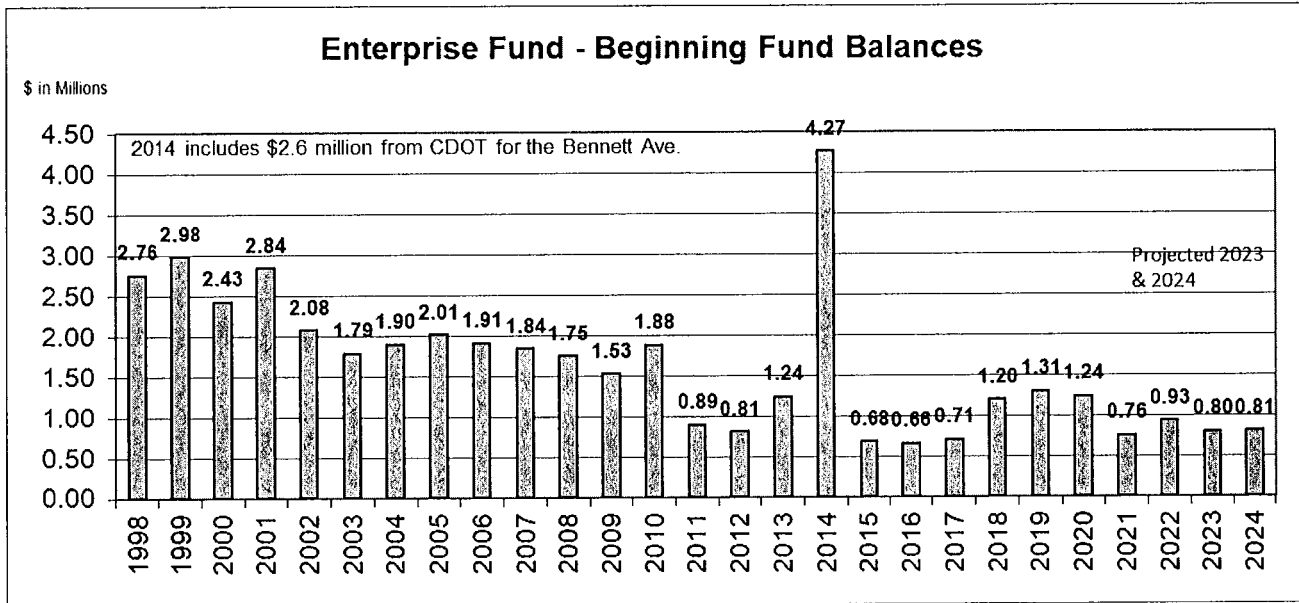
The following table summarizes the revenue and expenses, by department, that comprise the Enterprise Fund.

Enterprise Fund	Revenues	Percent of Total	Expenses	Percent of Total	Operating Cost
					Surplus or (Deficit)
Public Works (02-10)	1,151,706	42%	586,024	22%	565,681
Capital Projects (02-20)	708,000		1,025,460	38%	(317,460)
Wastewater (02-30)	865,027	32%	992,606	37%	(127,580)
Water Treatment (02-50)	0		113,096	4%	(113,096)
Totals	2,724,732	74%	2,717,187	100%	7,546

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

Estimated Enterprise Fund Balance	2023
Projected Beginning Balance	800,000
Revenue:	2,724,732
Expenses:	
Water/Sewer Distribution & Collection Operating (02-10)	586,024
Water/Sewer Distribution & Collection Capital (02-20)	1,025,460
Wastewater Treatment Plant (02-30)	992,606
Water Treatment Plant (02-50)	113,096
Total Expenses	2,717,187
Excess/(Deficit)	7,546
Projected Ending Fund Balance	807,546

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

2023 Budget Compared to 2022 Budget

Revenues:	2,023	2,022	Dollar Change	Percent Change
Water Distribution (Public Wks)	1,859,706	1,107,571	752,135	67.9%
Wastewater Treatment	865,027	338,600	526,427	155.5%
Total	2,724,732	1,446,170	1,278,562	88.4%

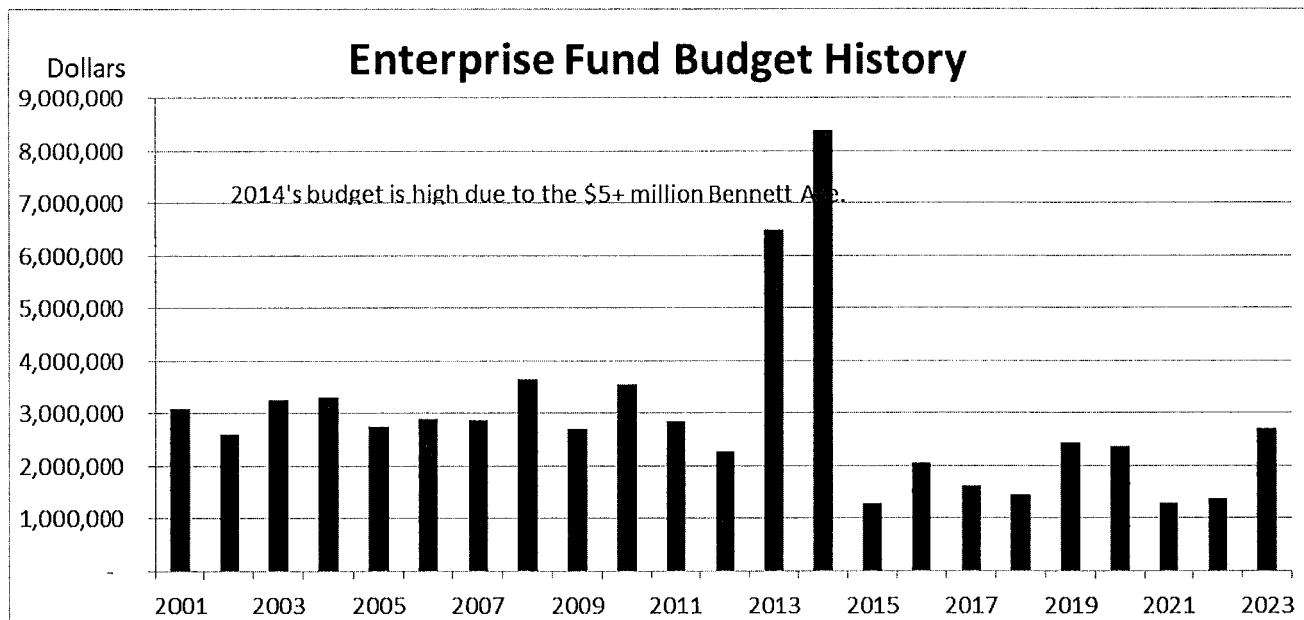
The table below compares this year's Enterprise Fund budgeted expenses to last year's budget.

Enterprise Fund
2023 Budget Compared to 2022 Budget

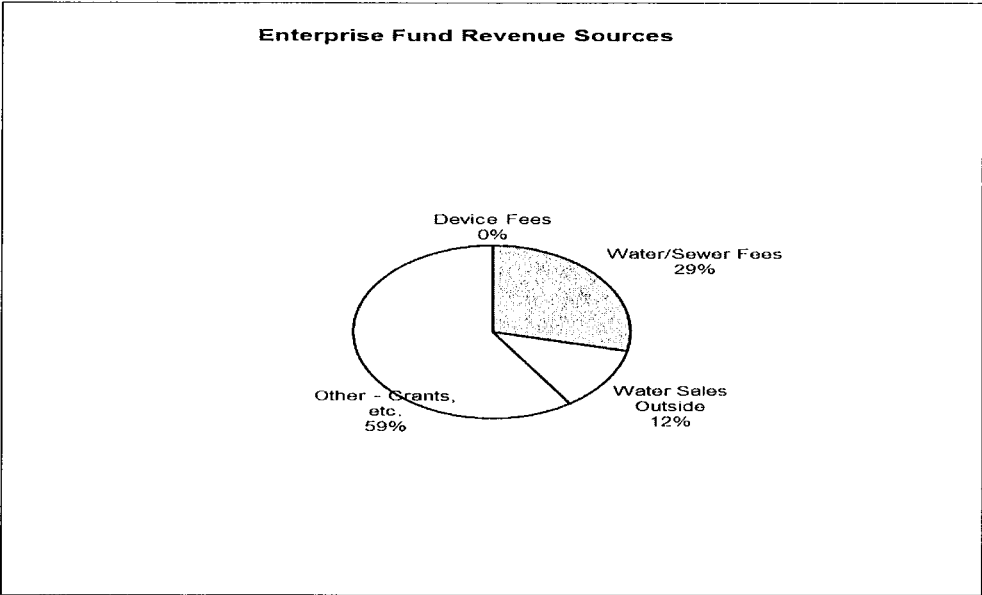
Expenses

	2,023	2,022	Dollar Change	Percent Change
Water/Sewer Distribution	586,024	528,367	57,657	10.9%
Capital Projects	1,025,460	98,358	927,103	942.6%
Wastewater Treatment	992,606	541,904	450,703	83.2%
Water Treatment	113,096	208,828	(95,732)	-45.8%
Total	2,717,187	1,377,457	1,339,730	97.3%

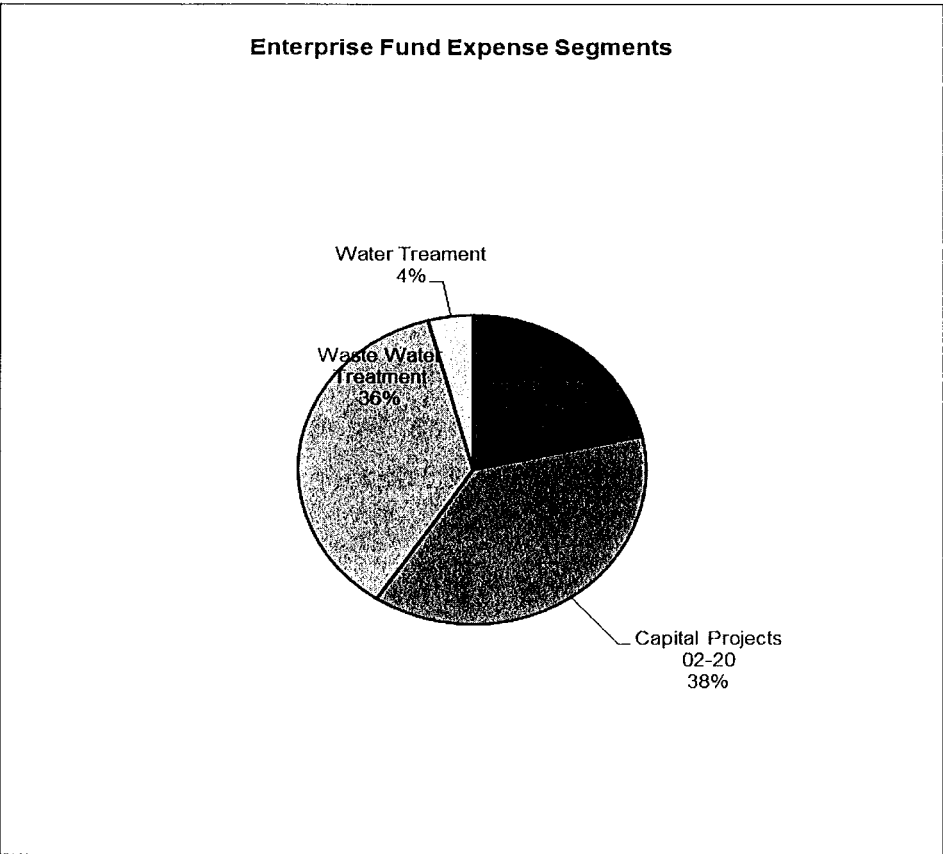
The chart below shows the Enterprise Fund's budget history. 2014 is high due to the \$5+ million Bennett Avenue Revitalization Project.



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	Full time

02 10-00 WATER/SEWER DISTRIBUTION & COLLECTION OPERATIONS

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 10.00 3180 000	DEVICE FEES	179,812	164,142			
A 02 10.00 3516 000	REIMBURSEMENT MINE (OPERATING COSTS)	21,638	20,724	20,500	20,500	20,500
A 02 10.00 3600 000	MISC. REVENUE	3,968	3,590	8,000	8,800	8,000
A 02 10.00 3602 001	INTEREST - INVESTMENTS	6,192	312	475	8,300	9,000
A 02 10.00 3630 000	RESERVOIR LEASE	13,000	13,000	13,000	13,000	13,000
A 02 10.00 3941 000	WATER SALES	325,257	370,897	486,658	486,658	518,291
A 02 10.00 3942 000	LATE CHARGES	1,362	3,644	3,000	3,800	3,000
A 02 10.00 3943 000	CAPITAL IMPROVEMENT FEES	120,183	127,912	145,543	145,543	155,003
A 02 10.00 3945 000	TAP FEES	6,000	66,500	70,000	70,000	70,000
A 02 10.00 3948 000	SALE OF WATER TO CITY OF VICTOR	180,939	188,175	195,702	195,702	203,530
A 02 10.00 3948 001	SECONDARY MUNI WATER USERS	11,895	14,139	17,000	14,000	14,000
A 02 10.00 3949 000	REESTABLISH WATER CONNECTION	275	625	500	500	500
A 02 10.00 3950 000	REIMBURSEMENT FROM BUILDERS/DEVELOP.		8,516			
A 02 10.00 3955 000	SALE OF WATER TO MUNI USERS/MINING	109,404	101,746	117,193	117,193	121,882
A 02 10.00 3955 000	CC&V WATER PURCHASES ABOVE CONTRACT	105,534		30,000	30,000	15,000
A 02 10.00 3957 000	REIMB. FOR WATER LEGAL COSTS		7,448			
Total Revenue		1,085,459	1,091,370	1,107,571	1,113,996	1,151,706
Dollar Change			5,911	16,201	6,425	37,710
Percent Change			1%	1%	1%	3%
A 02 10.00 6110 000	SALARIES	295,000	257,704	192,036	141,357	187,824
A 02 10.00 6111 000	OVERTIME	4,332	4,452	6,000	6,000	7,000
A 02 10.00 6112 000	PAY FOR PERFORMANCE PROGRAM (ALL DEPTS)					
A 02 10.00 6112 000	\$2 MINIMUM PROGRAM					2,102
A 02 10.00 6113 000	COLA			7,327		16,246
TOTAL SALARIES		299,332	262,156	205,363	147,357	213,172
A 02 10.00 6120 000	SOCIAL SECURITY EXPENSE	18,104	15,912	12,733	9,136	13,217
A 02 10.00 6130 000	MEDICARE EXPENSE	4,234	3,721	2,978	2,137	3,091
A 02 10.00 6140 000	RETIREMENT EXPENSE	21,069	19,236	16,429	16,429	17,054
A 02 10.00 6150 000	EMPLOYEE HEALTH INSURANCE	50,622	38,752	37,050	37,050	48,329
A 02 10.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	196	205	250	250	250
A 02 10.00 6160 000	WORKMANS COMP EXPENSE	14,617	9,095	16,000	10,000	10,500
A 02 10.00 6163 000	CLOTHING ALLOWANCE	100	966	1,000	1,000	1,000
A 02 10.00 6166 000	DEPENDENT HEALTH CARE	2,257	1,041	1,000	1,000	1,000
A 02 10.00 6167 000	DISABILITY INSURANCE					
A 02 10.00 6169 000	LABOR CONSULTANT		1,000			
SALARY SURVEY COST				9,579		
A 02 10.00 6201 000	POSTAGE	3,830	4,703	4,200	4,800	4,800
A 02 10.00 6203 000	OFFICE SUPPLIES	2,643	4,261	3,000	3,000	3,000
A 02 10.00 6204 000	OPERATING EXPENSE	6,156	17,383	10,000	10,000	10,000
A 02 10.00 6205 000	VEHICLE MAINTENANCE	7,017	10,535	5,000	5,000	5,000
A 02 10.00 6206 000	FUEL EXPENSE	10,318	10,172	20,400	20,400	20,400
A 02 10.00 6207 000	OPERATING EQUIPMENT	589	2,399	1,000	1,000	1,000
A 02 10.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS	452	2,370	2,500	8,275	2,500
A 02 10.00 6209 000	TRAVEL	926		500	500	500
A 02 10.00 6210 000	TRAINING	386	1,500	1,000	1,000	1,000
A 02 10.00 6210 000	BANK/CREDIT CARD COSTS	1,872	4,435	3,300	5,700	6,000
A 02 10.00 6303 000	LEGAL	5,531	16,001	8,000	8,000	8,000
A 02 10.00 6304 000	AUDITOR	2,833	8,303	8,000	8,000	8,300
A 02 10.00 6311 000	BILLING SOFTWARE SUPPORT	15,496	13,102	6,500	6,500	6,500
A 02 10.00 6312 000	AUTOCAD MAINTENANCE CONTRACT	8,297	2,840	2,500	3,000	3,000
A 02 10.00 6401 000	UTILITIES	64,751	64,549	58,800	70,000	72,000
A 02 10.00 6402 000	PHONE	2,614	1,923	2,500	2,500	2,600
A 02 10.00 6402 001	CELL PHONES	2,746	3,054	3,000	3,050	3,100
A 02 10.00 6402 003	INTERNET	660	735	660	660	660
A 02 10.00 6409 000	CONTINGENCY	-		30,000		57,000
A 02 10.00 6502 000	INSURANCE	41,611	47,319	46,000	48,000	53,472
A 02 10.00 6502 001	INSURANCE DEDUCTIBLE	2,500				
A 02 10.00 6611 000	LEASE PURCHASE EQUIPMENT	161	167	126	170	180
A 02 10.00 6612 000	PAYROLL VENDOR	963	784	1,000	800	900
A 02 10.00 6630 000	BUILDING MAINTENANCE	991	4,212	2,000	2,500	2,500
A 02 10.00 6640 000	COST OF SALE PARTS TO THE PUBLIC	-		500	500	500
A 02 10.00 6700 000	HIRING EXPENSE	160	388	500	500	500
A 02 10.00 6993 000	COUNCIL COMPENSATION	5,000	5,000	5,000	5,000	5,000
Total Expenditure		599,034	578,219	528,367	443,214	586,024
Dollar Change			-20,815	-49,852	-85,154	142,811
Percent Change			-3%	-9%	-16%	32%
Net Operating Cost - Surplus/(Deficit)		486,425	513,151	579,204	670,782	565,681

02 20-00 WATER/SEWER DISTRIBUTION AND COLLECTION CAPITAL

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 20.00 3105 000	STATE REVOLVING FUND (SRF) PLANNING GRNT.					8,000
A 02 20.00 3106 000	SRF ENGINEERING GRANT - DRINKING WTR					300,000
A 02 20.00 3107 000	DOA EIAF GRANT					400,000
A 02 20.00 3100 000	DOLA BENNETT AVENUE PROJECT GRANT	478,040				
Total Revenue		478,040	0	0	0	708,000
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					
A 02 20.00 6638 001	INTEREST 1997 USDA					
A 02 20.00 6638 002	INTEREST 2019-A BONDS	35,178	28,509	27,358	27,358	25,960
A 02 20.00 6634 000	POTENTIAL NEW DEBT PAYMENT					100,000
A 02 20.00 6638 003	PRINCIPAL 2019-A	65,000	65,000	65,000	65,000	65,000
A 02 20.00 6642 000	BONDS REFINANCE COST					
A 02 20.00 6643 000	DEFERRED LOSS ON REFUNDING		9,499			
A 02 20.00 6651 000	FOREST SERVICE COST- LEASE	3,411	3,547	4,500	4,500	4,500
A 02 20.00 6980 000	CAPITAL WATER RIGHTS					
A 02 20.00 6990 035	PLOTTER	9,693				
A 02 20.00 6990 006	AIR COMPRESSOR/DRILLS		1,911			
A 02 20.00 6990 048	MISC. EQUIPMENT					
A 02 20.00 6990 060	FUEL PUMP SYSTEM	8,050				
A 02 20.00 6990 066	WATER METERS		3,787			10,000
A 02 20.00 6995 000	MISC ENGINEERING FEES	2,930	9,950	1,500	108,000	10,000
A 02 20.00 6997 001	WATER MAINS					
A 02 20.00 6998 000	UNALLOCATED FOR PROJECTS					
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					
A 02 20.00 6990 064	METERING READING SYSTEM UPGRADE					
A 02 20.00 6998 087	BENNETT AVENUE WATER PIPE PROJECT	1,013,728				
A 02 20.00 6654 000	SRF PLANNING GRANT					10,000
A 02 20.00 6990 068	SRF ENGINEERING GRANT					800,000
A 02 20.00 6990 068	DOA EIAF GRANT					
AFR Pool for all ENTERPRISE Departments						
Total Expenditure		1,137,990	122,203	98,358	204,858	1,025,460
Dollar Change			-1,015,787	-23,846	106,500	820,603
Percent Change			-89%	-20%	108%	401%

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
Operation Director (In Training)	Full Time
Treatment Plant Operator	Full Time
Treatment Plant Operator	Full Time
Plant Operations Intern	Seasonal

02 30-00 WASTE WATER TREATMENT PLANT

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 30.00 3600 000	MISCELLANEOUS REVENUE					
A 02 30.00 3940 000	SEWER REVENUE	170,705	187,061	243,672	243,672	259,511
A 02 30.00 3942 000	LATE CHARGES	575	1,512	500	1,500	1,500
A 02 30.00 3943 000	CAPITAL IMPROVEMENT FEES	19,764	22,076	24,428	24,428	26,016
A 02 30.00 3945 000	TAP FEES	6,000	75,950	70,000	4,000	70,000
A 02 30.00 3949 000	PRELIM. ENGINEERING FOR WASTEWATER PLANT					200,000
A 02 30.00 3950 000	STATE REVOLVING FUND (SRF) PLANNING GRNT					8,000
A 02 30.00 3951 000	SRF ENGINEERING GRANT - CLEAN WTR. DESIGN					300,000
A 02 30.00 3947 000	SALE OF ASSET		4,464			
Total Revenue		197,044	291,063	338,600	273,600	865,027
Dollar Change			94,019	47,537	(65,000)	591,427
Percent Change			48%	16%	-19%	216%
A 02 30.00 6110 000	SALARIES	162,986	164,822	159,469	179,047	181,054
A 02 30.00 6111 000	OVERTIME	1,813	1,137	3,200	3,200	3,200
A 02 30.00 6113 000	COLA			6,019		15,201
TOTAL SALARIES		164,799	165,959	168,688	182,247	199,455
A 02 30.00 6120 000	SOCIAL SECURITY	9,718	9,564	10,459	11,299	12,366
A 02 30.00 6130 000	MEDICARE	2,273	2,237	2,446	2,643	2,892
A 02 30.00 6140 000	RETIREMENT EXPENSE	11,680	12,141	13,495	14,580	15,956
A 02 30.00 6150 000	EMPLOYEE HEALTH INSURANCE	26,257	25,727	27,384	26,586	27,384
A 02 30.00 6155 000	EMPLOYEE ASSITANCE PROGRAM	117	108	130	130	130
A 02 30.00 6160 000	WORKERS COMP	4,734	2,946	5,402	5,000	5,403
A 02 30.00 6162 000	CLOTHING ALLOWANCE			300	300	300
A 02 30.00 6166 000	DEPENDENT HEALTHCARE	4,054	6,005	4,800	4,761	4,800
A 02 30.00 6167 000	DISABILITY INSURANCE					
A 02 30.00 6203 000	OFFICE SUPPLIES	439	642	800	800	800
A 02 30.00 6204 000	OPERATING EXPENSE	2,358	2,648	2,200	2,600	3,000
A 02 30.00 6205 000	VEHICLE MAINTENANCE	2,589	1,569	1,500	1,500	1,500
A 02 30.00 6206 000	FUEL EXPENSE	2,148	2,219	2,640	2,200	2,640
A 02 30.00 6208 000	AFFILIATIONS/SUBSCRIPTIONS				110	125
A 02 30.00 6209 000	TRAVEL			250	250	250
A 02 30.00 6210 000	TRAINING	715	1,338	2,000	2,000	2,000
A 02 30.00 6271 000	TESTING	28,648	25,936	26,500	26,500	26,500
A 02 30.00 6272 000	PERMITS	2,825	2,825	3,000	3,000	3,000
A 02 30.00 6273 000	REPLACEMENT SYSTEM PARTS	1,325	4,436	5,000	5,000	5,000
A 02 30.00 6275 000	TOOLS & EQUIPMENT - SYSTEM	757	1,664	2,500	2,500	2,500
A 02 30.00 6280 000	TREATMENT PLANT IMPROVEMENTS		2,811	5,000	5,000	5,000
A 02 30.00 6281 000	TREATMENT PLANT SUPPLIES	5,296	4,921	5,500	5,500	5,500
A 02 30.00 6282 000	TOOLS & EQUIPMENT	66		1,000	1,000	1,000
A 02 30.00 6283 000	IMPROVEMENT PLANT PARTS	20	337	500	500	500
A 02 30.00 6284 000	SLUDGE HAULING			73,000	73,000	
A 02 30.00 6287 000	BIO SOLIDS REMOVAL STUDY					
A 02 30.00 6303 000	LEGAL EXPENSE	1,295				
A 02 30.00 6304 000	AUDITOR FEES	2,115	2,365	3,000	3,000	3,000
A 02 30.00 6305 000	PROFESSIONAL SERVICES		160	1,500	1,500	6,500
A 02 30.00 6401 000	UTILITIES	85,196	89,635	98,400	91,977	93,500
A 02 30.00 6402 000	PHONE	71	684	250	700	750
A 02 30.00 6401 000	CELL PHONE	458	528	500	500	500
A 02 30.00 6402 003	INTERNET	660	725	660	660	660
A 02 30.00 6502 000	INSURANCE	23,138	26,055	27,500	27,500	30,635
A 02 30.00 6612 000	PAYROLL VENDOR	963	784	1,000	1,000	1,000
A 02 30.00 6700 000	HIRING EXPENSE		106	100	165	100
A 02 30.00 6910 000	BUILDING MAINTENACE					
A 02 30.00 6993 000	COUNCIL COMPENSATION	4,500	4,500	4,500	4,500	4,500
A 02 30.00 6990 007	VEHICLE					
A 02 30.00 6990 020	SNOWFLOW BLADE	4,948				
A 02 30.00 6990 021	PRELIM. ENGINEERING FOR WASTEWATER PLANT					200,000
A 02 30.00 6702 000	STATE REVOLVING FUND (SRF) PLANNING GRNT					10,000
A 02 30.00 6990 022	SRF ENGINEERING GRANT - COLLECTION SEWER					200,000
	AFR: NEW PLANT OPERATOR WAGE + BENEFITS					57,460
A 02 30.00 6990 023	AFR: CHLORINE SCALES WW TREATMENT PLANT					6,000
A 02 30.00 6996 000	CHEMICAL TREATMENT	32,326	48,537	40,000	48,000	50,000
Total Expenditure		426,488	450,112	541,904	558,508	992,606
Dollar Change			23,624	91,792	16,604	434,099
Percent Change			6%	20%	3%	78%
Net Operating Cost - Surplus (Deficit)		(229,444)	(159,049)	(203,304)	(284,908)	(127,580)

02 50-00 WATER TREATMENT PLANT

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 02 50.00 3515 000	COLORADO WATER RESOURCES GRANT					
A 02 50.00 3516 000	INSURANCE CLAIM REIMBURSEMENT				16,421	
A 02 50.00 3515 001	DOLA ENERGY/MINERAL IMPACT FUND GRANT					
Total Revenue		0	0	0	16,421	0
A 02 50.00 6201 000	POSTAGE	840	877	900	900	900
A 02 50.00 6203 000	OFFICE SUPPLIES	501		250	250	250
A 02 50.00 6204 000	OPERATING EXPENSE	692	702	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	571	574	700	700	700
A 02 50.00 6271 000	TESTING	12,731	7,790	7,700	7,700	7,700
A 02 50.00 6272 000	PERMITS	865	575	1,100	1,100	1,100
A 02 50.00 6273 000	REPLACEMENT SYSTEM PARTS	3,434	1,602	3,200	3,200	3,200
A 02 50.00 6275 000	TOOLS & EQUIPMENT	487	72	600	600	600
A 02 50.00 6280 000	TREATMENT PLANT IMPROVEMENTS	5,170	4,988	5,000	5,000	5,000
A 02 50.00 6281 000	TREATMENT PLANT SUPPLIES	1,880	1,060	2,100	2,100	2,100
A 02 50.00 6305 000	PROFESSIONAL SERVICES					2,000
A 02 50.00 6401 000	UTILITIES	19,161	19,648	24,150	24,150	24,150
A 02 50.00 6402 000	PHONE	1,444	892	1,200	745	825
A 02 50.00 6402 003	INTERNET		494		500	525
A 02 50.00 6502 000	INSURANCE	3,197	3,600	3,700	4,325	4,818
A 02 50.00 6910 000	BUILDING MAINTENANCE					
A 02 50.00 6925 000	GOLD KING	1,629	1,613	3,500	3,500	3,500
A 02 50.00 6925 000	COMPLIANCE CONSULTANT LEAD/COPPER		11,203	9,703	9,703	9,703
A 02 50.00 6990 001	COMPUTER	1,086				
A 02 50.00 6990 002	SCAD ALARM	173	34			
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	6,464	20,000	25,000	20,000
A 02 50.00 6990 023	M3 CHEMICAL FEED PUMP					
A 02 50.00 6990 024	WELL #4					
A 02 50.00 6990 028	AIR COMPRESSOR UNIT				8,072	
	AFR FENCING FOR WELLS 4 & 5			35,000	20,000	
	AFR ENGINEERING FOR NEW WELL #4			37,500	37,500	
	AFR SOURCE WATER MONITORING EQUIP			25,000	25,000	
	AFR EQUIP TO MONITOR CHEM & TEMPS			7,000	7,884	
	AFR CONTRACTOR TO CALIBRATE EQUIP			3,500	3,500	
A 02 50.00 6660 000	AFR: CHLORINE SCALES WATER TREAT. PLANT					3,000
A 02 50.00 6996 000	CHEMICAL TREATMENT	12,093	19,897	15,000	20,000	21,000
Total Expenditure		67,273	82,085	208,828	213,454	113,096
Dollar Change			14,812	126,743	4,626	-100,358
Percent Change			22%	154%	2%	-47%
Net Operating Cost - Surplus (Deficit)		(67,273)	(82,085)	(208,828)	(197,033)	(113,096)

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.

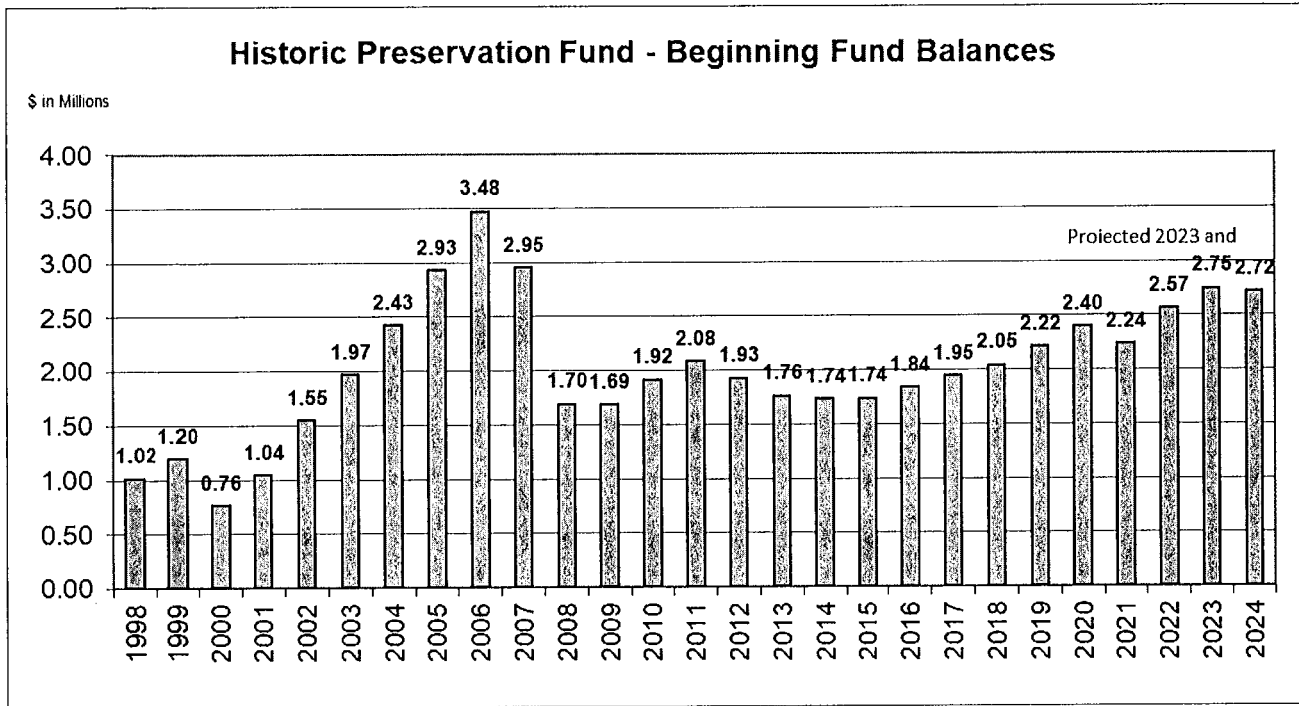
Historic Preservation Fund					Net Operating Cost
	Revenues	Percent of Total	Expenses	Percent of Total	Surplus or (Deficit)
Historic Preservation /Planning	974,508	73%	469,606	34%	504,902
Historic Butte Theater	263,500	20%	530,554	39%	(267,054)
Heritage Center Operation	23,350	2%	189,499	14%	(166,149)
Jail Museum	72,300	5%	155,655	11%	(83,355)
Rail Car Information Center	0	0%	22,221	2%	(22,221)
Totals	1,333,658	100%	1,367,534	100%	(33,876)

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

Historic Preservation Fund.

Estimated Historic Preservation Fund Balance	2023
Projected Beginning Balance	2,750,000
Revenue:	
Historic Preservation (08-30)	974,508
Historic Butte Theater (08-43)	263,500
Jail Museum (08-50)	72,300
Heritage Center Operations (08-60)	23,350
Total Revenue	<u>1,333,658</u>
Expenses:	
Historic Preservation (08-30)	469,606
Historic Butte Theater (08-43)	530,554
Jail Museum (08-50)	155,655
Heritage Center Operations (08-60)	189,499
Train Car (08-80)	22,221
Total Expenses	<u>1,367,534</u>
Excess/(Deficit)	(33,876)
Projected Ending Fund Balance	2,716,124

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
2023 Budget Compared to 2022 Budget**

Revenues:			Dollar	Percent
	2,023	2,022	Change	Change
Historic Preservation (08-30)	974,508	932,600	41,908	4.5%
Historic Butte Theater	263,500	251,500	12,000	4.8%
Heritage Center Operations	23,350	9,350	14,000	149.7%
Jail Museum	72,300	63,250	9,050	14.3%
Rail Car Information Center	-	-	-	-
Total	1,333,658	1,256,700	76,958	6.1%

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.

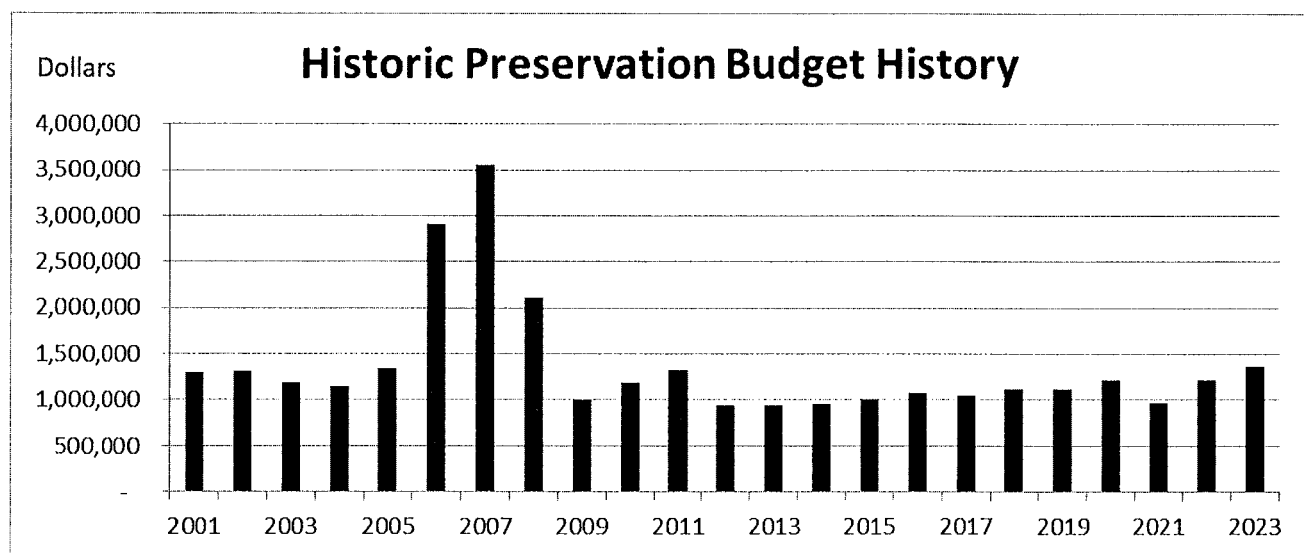
Historic Preservation

2023 Budget Compared to 2022 Budget

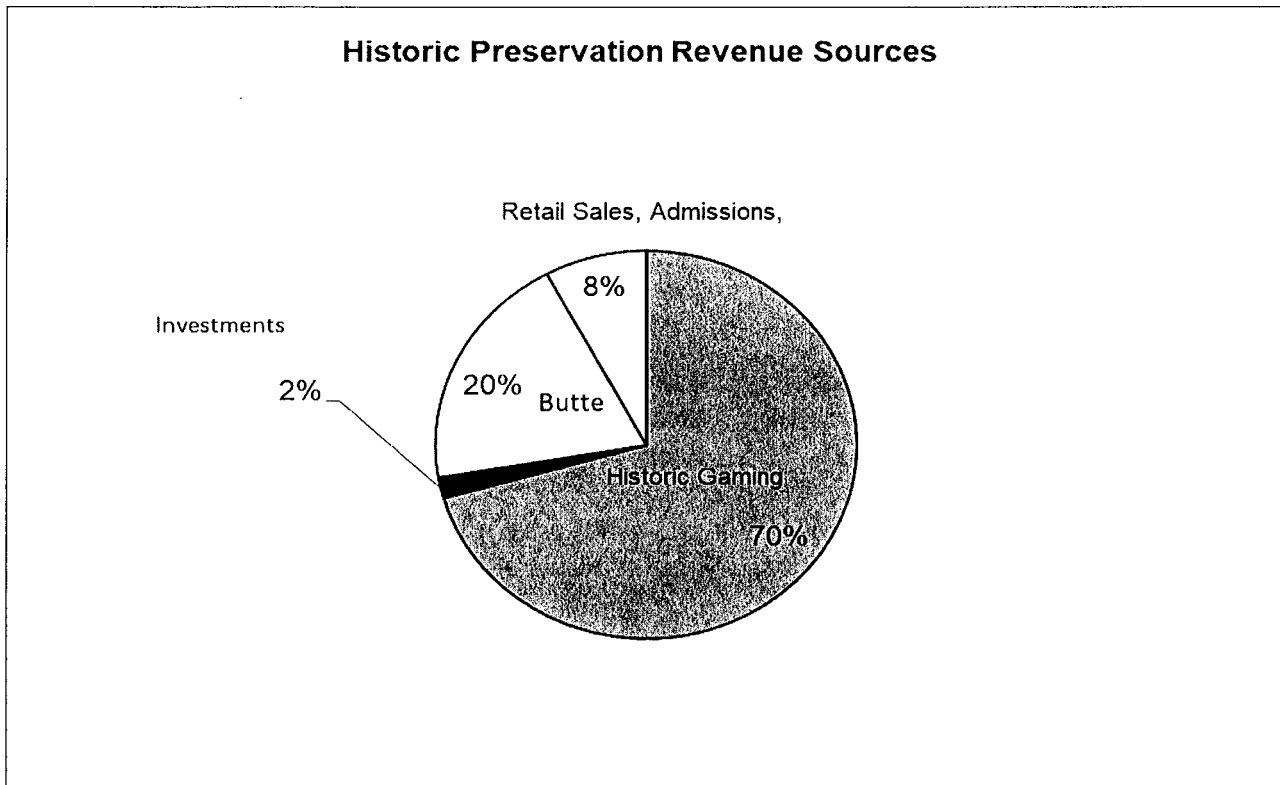
Expenses

	2,023	2,022	Dollar Change	Percent Change
Historic Preservation (08-30)	469,606	439,701	29,905	6.8%
Historic Butte Theater	530,554	445,477	85,077	19.1%
Heritage Center Operations	155,655	134,011	21,643	16.2%
Jail Museum	189,499	142,227	47,272	33.2%
Rail Car Information Center	22,221	60,078	(37,858)	-63.0%
Total	1,367,534	1,221,494	146,040	12.0%

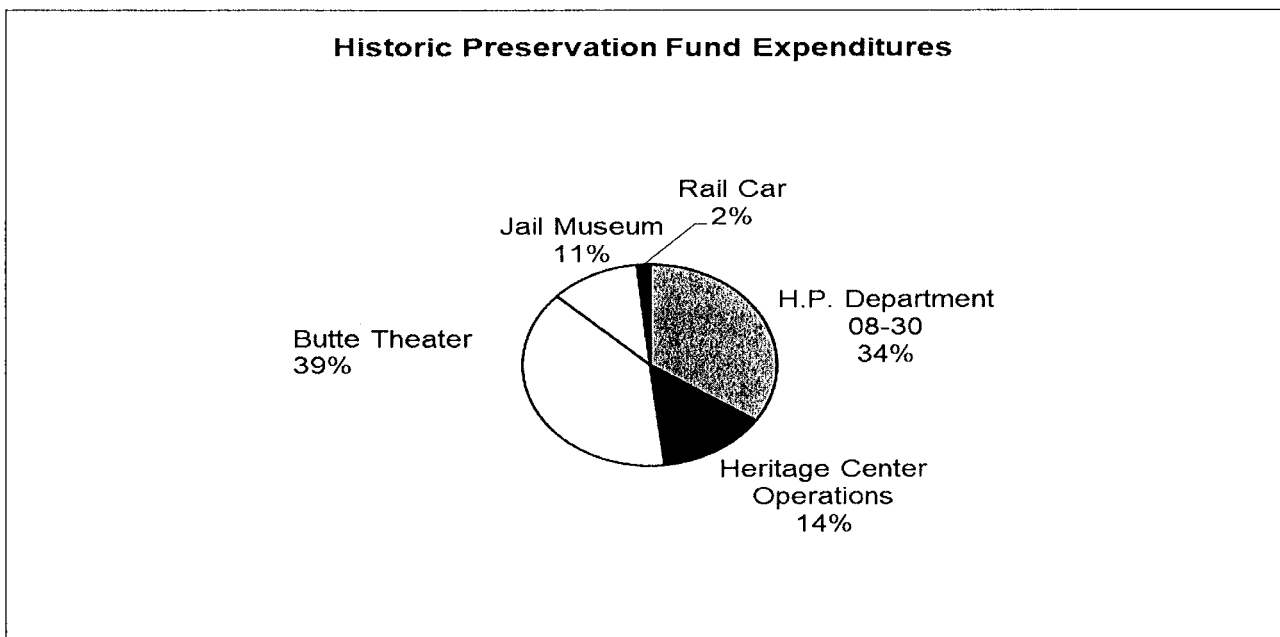
The following chart outlines the Historic Preservation Fund's budget history.



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	Full-time
Construction/Maintenance Worker	Full Time
Construction/Maintenance Worker	Seasonal Part-time
Cemetery Caretaker	Seasonal Part-time

08 30-00 HISTORIC PRESERVATION

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 30.00 3370 000	HISTORIC FUND GAMING TAX DISTRIB.	498,136	895,941	925,000	924,387	938,808
A 08 30.00 3383 000	CEMETARY REVENUE	437	8,070	5,000	20,000	10,000
A 08 30.00 3600 000	MISC. REVENUE	4,768	1,463	1,000	1,100	1,200
A 08 30.00 3601 000	CERTIFICATE OF APPROPRIATENESS HP				50,000	1,500
A 08 30.00 3602 001	INTEREST - INVESTMENTS	14,012	973	1,600	20,000	23,000
A 08 30.00 3606	REPAYMENT OF PRIOR HP GRANT		6,120			
Total Revenue		517,353	912,567	932,600	1,015,487	974,508
Dollar Change			395,214	20,033	82,887	-40,980
Percent Change			76%	2%	9%	-4%
A 08 30.00 6110 000	SALARIES	53,732	56,806	103,014	115,493	115,493
A 08 30.00 6111 000	OVERTIME	27	247	200	250	300
A 08 30.00 6112 000	PAY FOR PERFORMANCE PROGRAM (ALL DEPTS)					
A 08 30.00 6113 000	\$2 MINIMUM PROGRAM					9,360
A 08 30.00 6113 000	COLA			3,819		9,553
TOTAL SALARIES		53,759	57,053	107,033	115,743	134,706
A 08 30.00 6120 000	SOCIAL SECURITY EXPENSE	3,316	3,520	6,636	7,176	8,352
A 08 30.00 6130 000	MEDICARE EXPENSE	776	823	1,552	1,678	1,953
A 08 30.00 6140 000	RETIREMENT EXPENSE	3,564	3,805	8,563	9,259	10,777
A 08 30.00 6150 000	HEALTH INSURANCE	9,361	10,248	18,933	18,933	19,501
A 08 30.00 6155 000	EMPLOYEE ASSITANCE PROGRAM	39	59	90	90	90
A 08 30.00 6160 000	WORKERS COMP.	652	406	550	550	550
A 08 30.00 6167 000	DISABILITY INSURANCE					
A 08 30.00 6169 000	LABOR CONSULTANT		1,000			
SALARY SURVEY				31,800		
A 08 30.00 6203 000	OFFICE SUPPLIES	218	83	300	300	300
A 08 30.00 6204 000	OPERATING EXPENSE	354	384	450	450	450
A 08 30.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS					
A 08 30.00 6209 000	TRAVEL	0		500	500	500
A 08 30.00 6210 000	TRAINING	0		250	250	250
A 08 30.00 6303 000	LEGAL EXPENSE					
A 08 30.00 6304 000	AUDITOR	3,799	3,414	3,900	4,754	4,000
A 08 30.00 6401 000	UTILITIES	964	1,051	1,100	1,100	1,100
A 08 30.00 6402 000	PHONE	1,384	953	1,100	1,000	1,100
A 08 30.00 6402 003	INTERNET	660	716	670	725	775
A 08 30.00 6409 000	CONTINGENCY			30,000		29,000
A 08 30.00 6412 000	CPI CONFERENCE			1,200	1,200	1,200
A 08 30.00 6502 000	INSURANCE	5,837	5,388	5,500	5,500	6,127
A 08 30.00 6611 000	LEASE/PURCHASE EQUIPMENT	233	211	249	250	250
A 08 30.00 6612 000	PAYROLL VENDOR	1,681	1,313	1,750	1,400	1,500
A 08 30.00 6700 000	HIRING EXPENSE	111	144		110	125
A 08 30.00 6703 000	DANGEROUS BUILDING EXPENSE					
A 08 30.00 6800 004	TRANSFER TO GENERAL FUND	75,000	75,000	50,000	50,000	25,000
A 08 30.00 6850 000	COMMERCIAL GRANTS (NON CASINO)	17,694				50,000
A 08 30.00 6895 000	PUBLIC BUILDINGS	900				
A 08 30.00 6910 002	DISTRICT MUSEUM FUNDING	40,102	26,250	30,000	30,000	30,000
A 08 30.00 6910 004	HOMESTEAD MUSEUM FUNDING	6,000	4,594	5,000	5,000	5,000
A 08 30.00 6910 006	ELKS #316 RESTORATION/MATCHING \$					
A 08 30.00 6910 012	CEMETERY PROGRAM	759	627	1,500	1,500	2,000
A 08 30.00 6910 014	DISTRICT MUSEUM MATCHING GRANT FUNDS	5,000		37,575	10,750	
A 08 30.00 6910 032	VICTORIAN LADY (MAINTENANCE)		894		4,810	2,000
A 08 30.00 6910 041	ST. PETER'S CHURCH		532			
A 08 30.00 6910 046	GOLD BELT SENIC BY-WAY	4,000	3,280	3,500	3,500	3,500
A 08 30.00 6911 029	CITY HISTORIC BUILDINGS	10,771	48,096	30,000	30,000	30,000
A 08 30.00 6925 000	HISTORIC STREET AMBIANCE	1,000	1,313	1,500	1,500	1,500
A 08 30.00 6950 000	RESIDENTIAL GRANT PROGRAM	3,739				50,000
A 08 30.00 6990 003	COMPUTER SOFTWARE		10,072			
A 08 30.00 6990 033	CEMETARY EQUIPMENT	835	109	500	500	500
A 08 30.00 6999 000	PAYROLL ACCRUALS		1,752			
A 08 30.00 6990 006	INTERPRETIVE SIGNAGE			15,000	15,000	15,000
AFR CEMETERY MGT. SOFTWARE				18,000	10,000	
AFR WOOD FENCE @ CEMETERY DUMPSTER				5,000	5,000	
A 08 30.00 6990 029	AFR MAINTENANCE OF WELCOME SIGN			10,000	10,000	10,000
A 08 30.00 6660 000	VETERANS PARK MAINTENANCE					5,000
A 08 30.00 6898 000	DONKEY HERD CARE			10,000	10,000	10,000
AFR: BUILDING MAINT. ASSIT. PT SEASONAL						7,500
Total Expenditure		252,508	263,090	439,701	358,529	469,606
Dollar Change			10,582	176,611	-81,172	111,077
Percent Change			4%	67%	-18%	31%
Net Operating Cost - Surplus (Deficit)		264,845	649,477	492,899	656,959	504,902

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	Full-time
Facility Assistant	Part-time Seasonal

08 43-00 OPERA HOUSE

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 43.00 3111 000	RETAILS SALES		102			
A 08 43.00 3115 000	FACILITY LEASE BUTTE THEATER FOUNDATION					
A 08 43.00 3200 000	MELODRAMA		45,768	53,000	28,600	53,000
A 08 43.00 3210 000	SUMMER SHOW #2		22,592	45,000	45,074	45,000
A 08 43.00 3212 000	FALL SHOW		1,178	27,500	17,770	27,500
A 08 43.00 3215 000	HALLOWEEN SHOW		41,598	50,000	42,000	50,000
A 08 43.00 3220 000	CHRISTMAS SHOW		62,751	53,000	50,000	53,000
A 08 43.00 3600 000	MISC REVENUE			1,000	3,821	1,000
A 08 43.00 3116 000	COMMUNITY SHOWS		10,589	7,000		7,000
A 08 43.00 3602 000	DONATIONS		1,452	2,000	2,200	2,000
A 08 43.00 3601 000	SPONSORSHIPS		32,518	13,000	13,700	25,000
Total Revenue		0	218,548	251,500	203,165	263,500
Dollar Change			218,548	32,952	(48,335)	60,335
Percent Change					-19%	
A 08 43.00 6110 000	SALARIES	51,269	59,113	57,970	68,813	68,813
A 08 43.00 6113 000	COLA			4,783		5,677
TOTAL SALARIES		51,269	59,113	62,753	68,813	74,490
A 08 43.00 6120 000	SOCIAL SECURITY EXPENSE	3,162	3,648	3,594	4,266	4,266
A 08 43.00 6130 000	MEDICARE EXPENSE	739	853	841	998	998
A 08 43.00 6140 000	RETIREMENT EXPENSE	3,538	3,739	3,704	3,704	5,959
A 08 43.00 6150 000	HEALTH INSURANCE EXPENSE	9,361	9,451	9,150	9,150	9,150
A 08 43.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	36	60	60	60
A 08 43.00 6160 000	WORKERS COMP	652	406	575	444	500
A 08 43.00 6164 000	PRINTING					
A 08 43.00 6167 000	DISABILITY INSURANCE					
A 08 43.00 6201 000	POSTAGE					
A 08 43.00 6203 000	OFFICE SUPPLIES	31	617	175	175	300
A 08 43.00 6204 000	OPERATING EXPENSE	6,609	5,499	5,000	5,500	5,700
A 08 43.00 6206 000	BANK/CREDIT CARD PROCESSING	331	10,200		10,500	11,000
A 08 43.00 6209 000	TRAVEL					
A 08 43.00 6401 000	UTILITIES	29,159	26,646	38,100	33,800	35,000
A 08 43.00 6402 000	PHONE	2,898	2,663	2,600	2,712	2,800
A 08 43.00 6402 001	CELL PHONES	574	710	625	710	725
A 08 43.00 6402 003	INTERNET		504		520	530
A 08 43.00 6409 000	CONTINGENCY					10,000
A 08 43.00 6502 000	INSURANCE	6,181	6,960	6,800	6,800	7,575
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		2,400		2,400	2,400
A 08 43.00 6611 002	OTHER COSTS STAR BUILDING	3,873	2,906	3,800	3,800	3,800
A 08 43.00 6621 000	ELEVATOR MAINTENANCE	1,724	2,183	1,200	1,500	1,700
A 08 43.00 6700 000	HIRING EXPENSE		211		69	100
A 08 43.00 6710 000	PROFESSIONAL SEASON/PROD. CO.	83,750	260,750	280,000	280,000	310,000
A 08 43.00 6800 000	MELODRAMA					
A 08 43.00 6801 000	COMMUNITY SHOWS (Jan - May)	7,755	8,161	8,000	-	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				3,000	5,000
A 08 43.00 6826 000	BUTTE PARKING LOT LEASE NEXT TO PD		3,000			
A 08 43.00 6910 000	BUILDING MAINTENANCE	1,337	3,960	3,500	11,500	3,500
A 08 43.00 6915 000	BUILDING MAINTENANCE STAR BLD.		725	7,000	7,000	7,000
A 08 43.00 6990 001	OPERA HOUSE LIGHTING EQUIPMENT		346			20,000
A 08 43.00 6990 002	AFR REDO TILES IN BOTH BATHROOMS			8,000	8,000	
A 08 43.00 6990 002	BUTTE SOUND SYSTEM					
Total Expenditure		212,982	415,687	445,477	465,421	530,554
Dollar Change			202,705	29,790	19,945	65,132
Percent Change			95%	7%	4%	14%
Net Operating Cost - Surplus/(Deficit)		(212,982)	(197,139)	(193,977)	(262,256)	(267,054)

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

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 60.00 3140 000	FACILITY RENTAL	1,050	2,720	2,000	2,000	2,000
A 08 60.00 3160 000	DONATIONS	5,024	14,610	7,000	10,500	11,000
A 08 60.00 3600 000	MISC. REVENUE	500	1,547	350	350	350
A 08 60.00 3110 000	RETAIL SALES					10,000
Total Revenue		6,574	18,877	9,350	12,850	23,350
Dollar Change			12,303	-9,527	3,500	10,500
Percent Change			187%	-50%	37%	82%
A 08 60.00 6110 000	SALARIES	47,439	36,386	61,804	64,695	64,695
A 08 60.00 6111 000	OVERTIME					
	COLA			2,287		5,337
	TOTAL SALARIES	47,439	36,386	64,091	64,695	70,032
A 08 60.00 6120 000	SOCIAL SECURITY EXPENSE	2,656	2,256	3,974	4,011	4,342
A 08 60.00 6130 000	MEDICARE EXPENSE	621	528	929	938	1,015
A 08 60.00 6140 000	RETIREMENT EXPENSE	2,120		5,127	5,176	5,603
A 08 60.00 6150 000	HEALTH INSURANCE	6,799		9,341	9,069	9,341
A 08 60.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	156	143	165	165	165
A 08 60.00 6166 000	DEPENDENT HEALTHCARE	2,283				
A 08 60.00 6160 000	WORKERS COMP.	2,000	1,421	1,900	1,560	1,650
A 08 60.00 6164 000	PRINTING & COPYING					
A 08 60.00 6203 000	OFFICE SUPPLIES	905	867	1,000	1,000	1,000
A 08 60.00 6204 000	OPERATING EXPENSE	5,140	5,223	5,000	5,500	6,000
A 08 60.00 6208 000	POSTAGE	21	20			
A 08 60.00 6209 000	TRAVEL					
A 08 60.00 6210 000	TRAINING					
A 08 60.00 6211 000	AFFILIATIONS/SUBSCRIPTIONS	300	60	300	300	300
A 08 60.00 6212 000	ALARM SYSTEM	1,169	1,046	1,250	1,075	1,100
A 08 60.00 6401 000	UTILITIES	16,114	17,121	20,400	17,500	18,000
A 08 60.00 6402 000	PHONE					
A 08 60.00 6402 003	INTERNET	660	715	675	720	750
A 08 60.00 6502 000	INSURANCE	2,836	3,194	3,300	3,120	3,476
A 08 60.00 6510 000	COFFEE/WATER SERVICE	259	82	325	300	325
A 08 60.00 6530 000	BUILDING MAINTENANCE	691	2,609	0	0	35,000
A 08 60.00 6530 001	DISPLAY MAINTENANCE		344	2,500	2,500	2,500
A 08 60.00 6550 000	UNIFORMS	33	798	200	200	200
A 08 60.00 6580 000	RETAIL SALES INVENTORY					5,000
A 08 60.00 6565 000	PIKES PEAK COUNTRY ATTRACTIONS	18,200	18,200	18,300	20,500	20,000
A 08 60.00 6611 000	LEASED EQUIPMENT	150	167	200	180	200
A 08 60.00 6621 000	ELEVATOR MAINTENANCE	6,854	9,920	3,000	7,500	3,000
A 08 60.00 6700 000	HIRING EXPENSE	103	350	250	414	500
A 08 60.00 6710 000	NEW SIGNS					
A 08 60.00 6990 002	SIDEWALK REPAIRS					
Total Expenditure		117,509	101,450	142,227	146,423	189,499
Dollar Change			-16,059	40,777	4,196	43,076
Percent Change			-14%	40%	3%	29%
Net Operating Cost - Surplus (Deficit)		(110,935)	(82,573)	(132,877)	(133,573)	(166,149)

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

		2020	2021	2022	2022	2023
		Actual	Actual	Budget	Year End Estimate	Budget
A 08 50.00 3110 000	RETAIL SALES	13,037	30,065	22,000	30,000	30,000
A 08 50.00 3112 000	ADMISSIONS	18,084	39,889	32,000	35,000	35,000
A 08 50.00 3114 000	OVERNIGHT STAY PROGRAM	2,329	3,711	3,500	3,500	3,500
A 08 50.00 3115 000	EVENT MERCHANDISE SALES	6,688	-	5,000	0	2,500
A 08 50.00 3160 000	DONATIONS	812	826	600	800	800
A 08 50.00 3600 000	MISC. REVENUE	1,259	1,458	150	500	500
Total Revenue		42,209	75,949	63,250	69,800	72,300
Dollar Change			33,740	-12,699	6,550	2,500
Percent Change			80%	-17%	10%	4%
A 08 50.00 6110 000	SALARIES	77,600	66,502	75,636	87,386	87,386
A 08 50.00 6111 000	OVERTIME					
A 08 50.00 6113 000	COLA			2,799		7,209
TOTAL SALARIES		77,600	66,502	78,435	87,386	94,595
A 08 50.00 6120 000	SOCIAL SECURITY EXPENSE	4,815	4,106	4,863	5,418	5,865
A 08 50.00 6130 000	MEDICARE EXPENSE	1,126	960	1,137	1,267	1,372
A 08 50.00 6140 000	RETIREMENT EXPENSE	3,697	3,906	5,494	6,991	6,787
A 08 50.00 6150 000	HEALTH INSURANCE	9,370	9,459	9,708	9,780	10,073
A 08 50.00 6155 000	EMPLOYEE ASSISTANCE PROGRAM	39	36	45	40	45
A 08 50.00 6160 000	WORKERS COMP.	652	406	744	444	475
A 08 50.00 6167 000	DISABILITY INSURANCE					
A 08 50.00 6203 000	OFFICE SUPPLIES		462	200	300	325
A 08 50.00 6204 000	OPERATING EXPENSE	1,702	2,088	3,500	2,500	2,750
A 08 50.00 6205 000	FIRE STATION #3	1,916	2,397		2,400	3,500
A 08 50.00 6206 000	BANK/CREDIT CARD PROCESSING EXPENSE	3,884	4,664	4,000	2,300	2,500
A 08 50.00 6208 000	AFFILIATIONS & SUBSCRIPTIONS		50	120	50	50
A 08 50.00 6209 000	TRAVEL		30		20	
A 08 50.00 6401 000	UTILITIES	7,420	8,022	10,440	10,332	10,600
A 08 50.00 6402 000	PHONE	925	988	1,000	1,000	1,050
A 08 50.00 6402 001	CELL PHONE	1,014	1,270	1,150	1,092	1,150
A 08 50.00 6402 003	INTERNET	660	715	675	715	735
A 08 50.00 6502 000	INSURANCE	1,385	1,560	2,000	1,600	1,782
A 08 50.00 6611 000	LEASE/PURCHASE QUIPMENT	15				
A 08 50.00 6850 000	RETAIL SALES MATERIAL	12,687	4,651	10,000	10,000	11,000
A 08 50.00 6700 001	EXHIBITS					
A 08 50.00 6856 000	MARKETING MATERIALS	409				
A 08 50.00 6857 000	BUILDING MAINTENANCE	1,175	977	500	1,000	1,000
Total Expenditure		130,491	113,249	134,011	144,635	155,655
Dollar Change			-17,242	20,762	10,624	11,020
Percent Change			-13%	18%	8%	8%
Net Operating Cost - Surplus (Deficit)		(88,282)	(37,300)	(70,761)	(74,835)	(83,355)

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

		2020	2021	2022	2022	2023
		Budget	Budget	Budget	Year End Estimate	Budget
A 08 80.00 6110 000	SALARIES	4,081	621	10,000	5,000	10,000
	COLA			370	370	825
	TOTAL SALARIES	4,081	621	10,370	5,370	10,825
A 08 80.00 6120 000	SOCIAL SECURITY EXPENSE	253	39	643	333	671
A 08 80.00 6130 000	MEDICARE EXPENSE	59	9	150	78	157
A 08 80.00 6140 000	RETIREMENT EXPENSE					866
A 08 80.00 6155 000	EMPLOYEE ASSITANCE PROGRAM					
A 08 80.00 6160 000	WORKERS COMP.	652	406	625	445	500
A 08 80.00 6203 000	OFFICE SUPPLIES		179	100	100	100
A 08 80.00 6204 000	OPERATING EXPENSE	242	516	600	700	750
A 08 80.00 6401 000	UTILITIES	5,338	5,029	6,840	6,650	6,750
A 08 80.00 6402 000	PHONE	7	24	50	-	-
A 08 80.00 6402 003	INTERNET		60			
A 08 80.00 6502 000	INSURANCE	491	553	700	540	602
	RESTROOM MAINTENACE					1,000
A 08 80.00 6710 000	NEW SIGNAGE					
A 08 80.00 6910 000	AFR TRAIN CAR AND RESTROOM MAINTENANCE	293	3,875	40,000	40,000	
	Total Expenditure	11,416	11,311	60,078	54,216	22,221
	Dollar Change		-105	48,767	-5,863	-31,995
	Percent Change		-1%	431%	-10%	-59%
	Net Operating Cost - Surplus (Deficit)	(11,416)	(11,311)	(60,078)	(54,216)	(22,221)

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 8/31/2022.

Operating Account Balances (Community Banks)

	Aug 2022
General Fund	2,920,192
Water/Sewer	430,638
Historic Preservation	148,683
Total - Bank	3,499,513

Investments (ColoTrust)

General Fund	4,594,261
APRA General Fund	159,017
Enterprise Fund	692,132
Historic Preservation Fund	1,818,673
2019-A Debt Reserve Fund	97,930
Total - Colotrust	7,362,013
Total City Funds	10,861,526

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 \$3 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.

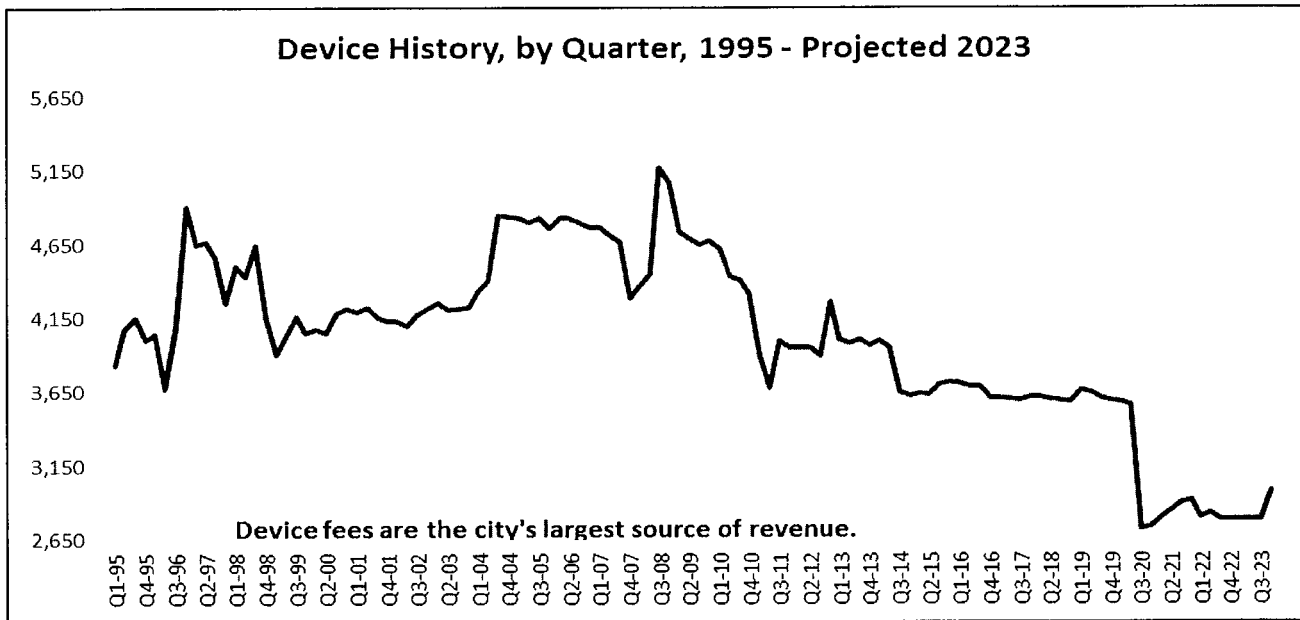
Capital Leases

The city has no outstanding capital leases for pieces of equipment, as of 8/31/22. In 2022, the city is planning on entering a lease agreement for a street sweeper for the Roads & Bridge Department, but delivery of the piece of equipment has not occurred yet due to supply chain issues.

The city's 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.

Device Projections and Associated Revenues

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



2023 Device Fee Revenue Projections Version -3.0

	Q1-23	Q2-23	Q3-23	Q4-23	Total
Number of Devices	2,775	2,775	2,775	3,000	
Number Change		0	0	225	
Percent Change		0.0%	0.0%	8.1%	
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	2,775	2,775	2,775	3,000	
Device Fee > 50	\$357.23	\$357.23	\$357.23	\$357.23	
Revenue from devices > 50	991,299	991,299	991,299	1,071,675	4,045,573
Total device fee rev. by quarter	991,299	991,299	991,299	1,071,675	4,045,573
General Fund by Quarter 94.75%	991,299	991,299	991,299	1,071,675	4,045,573
Enterprise Fund by Quarter 0%	0	0	0	0	0
Total Revenue	991,299	991,299	991,299	1,071,675	4,045,573

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 2023, the State 5.5% figure is \$149,598 or 2.575 mills. For 2023, the Tabor calculation would limit property tax to \$152,971 or 2.633. For 2023, the City will collect \$149,598 in property tax, with a mill levy of 2.575, which is based on the more restrictive Tabor calculation. If the City collects more than \$149,598 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 set aside line item 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	2023
Assessed Valuation	55,667,190	55,714,380	57,053,590	57,332,520	61,911,720	61,265,210	56,235,740	58,092,700
Taxes Abated or Refunded	5,334.00	0.00	0.00	34.00	0.00	285.00	0.00	269.79
New Construction (assessed value)	127,996	1,570,533	210,910	148,513	72,635	103,840	1,169,730	26,300
Omitted Properties Revenue	0.00	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	0
Mill Levy for general property taxes	2.14	2.27	2.22	2.27	2.13	2.21	2.52	2.58
Total Mill Certified to Teller County	2.14	2.27	2.22	2.27	2.13	2.21	2.52	2.58
Amount to be collected from taxes	119,262	122,715	126,728	130,238	131,936	135,092	141,733	149,598
Dollar Change		3,453	4,013	3,510	1,698	3,156	6,641	7,865
Percent Change		2.9%	3.3%	2.8%	1.3%	2.4%	4.9%	5.5%
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	2.58
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	\$ 56,235,540 ✓
2. Previous year's revenue ²	\$ 141,733 ✓
3. Current year's total net assessed valuation	\$ 58,092,700 ✓
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	\$ 26,300 ✓
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	\$ 141,733 ✓
11. Total actual value of all real property	\$ 241,345,123 ✓
12. Construction of taxable real property	\$ 378,474 ✓
13. Annexations/Inclusions	
14. Increase in mining production	
15. Previously exempt property	
16. Oil or gas production from new wells	
17. Taxable property omitted (from current year's CV)	
18. Destruction of Property improvements	\$ 374,685 ✓
19. Disconnections/Exclusions	
20. Previously taxable property	\$ 296,133 ✓
21. Inflation <u>8.050%</u> ✓ <i>not Sept #</i>	

(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.

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

Steps to calculate the TABOR Limit (refer to numbered lines on page one):¹⁴

B. TABOR "Local Growth" Percentage

B1. Determine net growth valuation:

$$\frac{\$ 378,474}{\text{Lines 12+13+14+15+16+17}} - \frac{\$ 670,818}{\text{Lines 18+19+20}} = \frac{\$ (292,344)}{\text{Net Growth Value}}$$

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

$$\frac{\$ 241,345,123}{\text{Line 11}} - \frac{\$ (292,344)}{\text{Line B1}} = \frac{\$ 241,637,467}{\text{Line B2}}$$

B3. Determine the rate of "local growth":

$$\frac{\$ (292,344)}{\text{Line B1}} \div \frac{\$ 241,637,467}{\text{Line B2}} = \frac{-0.001210}{\text{Local Growth Rate (round to 6 decimal places)}}$$

B4. Calculate the percentage of "local growth":

$$\frac{-0.001210}{\text{Line B3}} \times 100 = \frac{-0.121\%}{\text{(round to 3 decimal places)}}$$

C. TABOR Property Tax Revenue Limit

C1. Calculate the growth in property tax revenue allowed:

$$\frac{\$ 141,733}{\text{Line 10}^{15}} \times \frac{7.929\%}{\text{Line B4 + line 21}} = \frac{\$ 11,238}{\text{Increase allowed}}$$

C2. Calculate the TABOR property tax revenue limit:

$$\frac{\$ 141,733}{\text{Line 10}^{15}} + \frac{\$ 11,238}{\text{Line C1}} = \frac{\$ 152,971}{\text{TABOR Property Tax Revenue Limit}}$$

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

$$\left[\frac{\$ 152,971}{\text{Line C2}} \div \frac{\$ 58,092,700}{\text{Line 3}} \right] \times 1,000 = \frac{2.633}{\text{Mill Levy (round to 3 decimal places)}}$$

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.

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

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

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

$$\begin{array}{rcl} \$ & 141,733 & + \\ \text{Line 2} & & \text{Line 8} \end{array} = \text{A1. } \$ \boxed{141,733}$$

Adjusted property tax revenue base

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

$$\begin{array}{rcl} \$ & 141,733 & \div \\ \text{Line A1} & & \$ \text{Line 1} \end{array} = \text{A2. } \boxed{0.002520}$$

Adjusted Tax Rate⁷
(round to 6 decimal places)

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

$$\begin{array}{rcl} & + & \$ \text{Line 5} \\ \text{Line 4} & & 26,300 \end{array}$$

+ Line 6

$$= \text{A3. } \$ \boxed{26,300}$$

Total "growth" properties

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

$$\begin{array}{rcl} \$ & 26,300 & \times \\ \text{Line A3} & & \text{Line A2} \end{array} = \text{A4. } \$ \boxed{66}$$

Revenue from "growth" properties⁹

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

$$\begin{array}{rcl} \$ & 141,733 & + \\ \text{Line A1} & & \$ \text{Line A4} \end{array} = \text{A5. } \$ \boxed{141,799}$$

Expanded revenue base

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

$$\begin{array}{rcl} [\$ & 141,799 & \times \\ \text{Line A5} & & 1.055^{10} \end{array}$$

+ $\text{DLG-Approved Revenue Increase}$ + $\text{Voter-Approved Revenue Increase}^{11}$

$$= \text{A6. } \$ \boxed{149,598}$$

Increased Revenue Base

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

$$\begin{array}{rcl} \$ & 149,598 & - \\ \text{Line A6} & & \text{Line 7} \end{array} = \text{A7. } \$ \boxed{149,598}$$

Current Year's "5.5%" Revenue Limit¹²

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

$$\begin{array}{rcl} \$ & 149,598 & - \\ \text{Line A7} & & \text{Line 9} \end{array} = \text{A8. } \$ \boxed{149,598}$$

Reduced Current Year's "5.5%" Limit.
This is the maximum allowed to be levied
this year¹³

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

$$\begin{array}{rcl} \$ & 149,598 & \div \\ \text{Line A8} & & \$ \text{Line 3} \end{array} \times 1,000 = \text{A9. } \boxed{2.575}$$

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.

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

*State 5.5%
is more
restrictive
than
Taber*

CERTIFICATION OF VALUATION BY TELLER COUNTY COUNTY ASSESSOR

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

IN TELLER COUNTY COUNTY ON 8/24/2022

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 2022 IN TELLER COUNTY COUNTY, COLORADO

1. PREVIOUS YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$56,235,540
2. CURRENT YEAR'S GROSS TOTAL TAXABLE ASSESSED VALUATION: *	\$58,092,700
3. LESS TIF DISTRICT INCREMENT, IF ANY:	\$0
4. CURRENT YEAR'S NET TOTAL TAXABLE ASSESSED VALUATION:	\$58,092,700
5. NEW CONSTRUCTION: **	\$26,300
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.):	\$269.79

* 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 2022 IN TELLER COUNTY COUNTY, COLORADO ON AUGUST 25, 2022

1. CURRENT YEAR'S TOTAL ACTUAL VALUE OF ALL REAL PROPERTY: @	\$241,345,123
ADDITIONS TO TAXABLE REAL PROPERTY:	
2. CONSTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS: !	\$378,474
3. ANNEXATIONS/INCLUSIONS:	\$0
4. INCREASED MINING PRODUCTION: %	\$0
5. PREVIOUSLY EXEMPT PROPERTY:	\$0
6. OIL OR GAS PRODUCTION FROM A NEW WELL:	\$0
7. TAXABLE REAL PROPERTY OMITTED FROM THE PREVIOUS YEAR'S TAX WARRANT:	\$0

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

DELETIONS FROM TAXABLE REAL PROPERTY:	
8. DESTRUCTION OF TAXABLE REAL PROPERTY IMPROVEMENTS:	\$374,685
9. DISCONNECTIONS/EXCLUSION:	\$0
10. PREVIOUSLY TAXABLE PROPERTY:	\$296,113

@ 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, 2022

IN ACCORDANCE WITH 39-5-128(1.5) C.R.S. THE ASSESSOR PROVIDES:

HB21-1312 ASSESSED VALUE OF EXEMPT BUSINESS PERSONAL PROPERTY (ESTIMATED): **

** The tax revenue lost due to this exempted value will be reimbursed to the tax entity by the County Treasurer in accordance with 39-3-119 f(3). C.R.S.

City of Cripple Creek
2023 Budget Development Schedule

Item No.	Task	May				June				July				August				September				October				November				December
										WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1	WK 2	WK 3	WK 4	WK 1
1	Device projections developed (1)																													
2	Project beginning fund balances (2)																													
3	Project department revenues & expenses																													
4	Project ending fund balances																													
5	Compile, review, update baseline budget																													
6	Meet with Department Managers (optional) to discuss baseline																													
7	Department Mgrs. review and allocate baseline budgets, goals & objectives and AFRs (2 weeks)																													
8	Put together AFR package																													
9	Put together Department Fee Master Schedule																													
10	City Administrator reviews dept. budgets and AFRs																													
11	Update Goals and Objectives																													
12	Version 1.0 of the budget compiled & overview written																													
13	Update 2021 and 2022 rev & exp projections with Aug data																													
14	Version 1.0 available for Council/public																													
15	Presentation of budget to Council. Department Mgr. presentations and additional meetings if needed																													
16	Budget Publication Notice to Newspapers																													
17	Council adopts budget																													

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

City of Cripple Creek

Water/Sewer Rates for 2023 (Go into effect January 1st).

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

1). 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+
2022	20.17	2.37	3.56	4.74	5.7	7.13
2023	21.48	2.52	3.79	5.05	6.07	7.59
\$ Difference	1.31	0.15	0.23	0.31	0.37	0.46
% Difference	6.50%	6.50%	6.50%	6.50%	6.50%	6.50%

Sewer	Tier 1	
	Base Rate	2K +
2022	14.52	2.29
2023	15.46	2.44
\$ Difference	0.94	0.15
% Difference	6.50%	6.50%

2). SMALL CUSTOMER: 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 +
2022	43.52	4.14	4.74	5.7	6.78
2023	46.35	4.41	5.05	6.07	7.22
\$ Difference	2.83	0.27	0.31	0.37	0.44
% Difference	6.50%	6.50%	6.50%	6.50%	6.50%

Sewer	Tier 1	
	Base Rate	10K +
2022	19.60	2.29
2023	20.87	2.44
\$ Difference	1.27	0.15
% Difference	6.50%	6.50%

2 a). MEDIUM CUSTOMER: 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 +
2022	45.49	4.32	4.96	5.96	7.08
2023	50.04	4.75	5.46	6.56	7.79
\$ Difference	4.55	0.43	0.50	0.60	0.71
% Difference	10.00%	10.00%	10.00%	10.00%	10.00%

Sewer	Tier 1	
	Base Rate	10K +
2022	20.49	2.39
2023	22.54	2.63
\$ Difference	2.05	0.24
% Difference	10.00%	10.00%

2 b). LARGE CUSTOMER/Casino: 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 +
2022	51.43	4.89	5.6	6.73	8.01
2023	59.14	5.62	6.44	7.74	9.21
\$ Difference	7.71	0.73	0.84	1.01	1.20
% Difference	15.00%	15.00%	15.00%	15.00%	15.00%

Sewer	Tier 1	
	Base Rate	10K +
2022	49.90	5.82
2023	67.37	7.86
\$ Difference	17.47	2.04
% Difference	35.00%	35.00%

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

			\$	%
a). Capital Improvement Fees	2022	2023	Difference	Difference
Residential water/sewer	13.78	14.68	0.90	6.50%
Commercial SMALL metered water	17.42	18.55	1.13	6.50%
Commercial SMALL metered sewer	17.42	18.55	1.13	6.50%
Commercial SMALL non metered water	7.24	7.71	0.47	6.50%
Commercial SMALL non metered sewer	7.24	7.71	0.47	6.50%
Commercial MEDIUM metered water	18.22	20.04	1.82	10.00%
Commercial MEDIUM metered sewer	18.22	20.04	1.82	10.00%
Commercial MEDIUM non metered water	7.57	8.33	0.76	10.00%
Commercial MEDIUM non metered sewer	7.57	8.33	0.76	10.00%
Commercial LARGE metered water	20.59	23.68	3.09	15.00%
Commercial LARGE metered sewer	20.59	23.68	3.09	15.00%
Commercial LARGE non metered water	8.55	9.83	1.28	15.00%
Commercial LARGE non metered sewer	8.55	9.83	1.28	15.00%

			\$	%
b). Outside Water/Sewer Users	2022	2023	Difference	Difference
Commercial water base	71.28	85.54	14.26	20.00%
Commercial sewer base	44.08	52.90	8.82	20.00%
Residential water base	35.64	37.96	2.32	6.50%
Residential sewer base	23.72	25.26	1.54	6.50%
(in addition new tier levels apply)				

			\$	%
c). Outside Non Treated Water Users	2022	2023	Difference	Difference
Non treated water users base	47.48	56.98	9.50	20.00%
Per 1,000 gallons	tier rates			

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

Water

Line Size (inches)			\$	%
	2022	2023	Difference	Difference
0.75	4,000	4,600	600	15%
1	4,667	5,367	700	15%
1.5	6,933	7,973	1,040	15%
2	9,333	10,733	1,400	15%
3	18,667	21,467	2,800	15%

Sewer

Line Size (inches)			\$	%
	2022	2023	Difference	Difference
Any Size	4,000	4,600	600	15%

Multi Family Unit Taps

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

5). Cripple Creek Commercial Water Tap fees:

Water

Line Size (inches)			\$	%
	2022	2023	Difference	Difference
0.75	6,000	7,500	1,500	25%
1	7,000	8,750	1,750	25%
1.5	10,400	13,000	2,600	25%
2	14,000	17,500	3,500	25%
3	28,000	35,000	7,000	25%
4	40,000	50,000	10,000	25%
6	80,000	100,000	20,000	25%
8	160,000	200,000	40,000	25%
10	320,000	400,000	80,000	25%

Plus an additional per fixture cost of:

Fixture Cost:	200	250	50	25%
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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). Cripple Creek Commercial Sewer Tap fees:

Sewer

Line Size (inches)			\$	%
	2022	2023	Difference	Difference
0.75	6,000	7,500	1,500	25%
1	7,000	8,750	1,750	25%
1.5	10,400	13,000	2,600	25%
2	14,000	17,500	3,500	25%
3	28,000	35,000	7,000	25%
4	40,000	50,000	10,000	25%
6	80,000	100,000	20,000	25%
8	160,000	200,000	40,000	25%
10	320,000	400,000	80,000	25%

Plus an additional per fixture cost of:

Fixture Cost:	200	250	50	25%
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7). Commercial Fire System TAP (one time cost, no monthly billing) - went into effect January 1st, 2022:

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

Department	Item	2022 Current Fee	2023 Proposed Fee
Police	Dog License		
	Spayed/Neutered	5.00	10.00
	Unaltered	15.00	25.00
	Dog Impound		
	Impound fee	25.00	
	Daily fee	5.00	
	Fingerprinting		
	Fingerprints court ordered	25.00	
	Fingerprints (resident)	5.00	
	Fingerprints (nonresident)	25.00	
	Parking Violations		
	MTC 1204 per violation	21.00	
	PBT		
	Court ordered or personal	10.00	
	Record requests		
	Reports: first five pages	5.00	
	each additional page	0.25	
	Photos: per photo/page	5.00	
	Video: CD/DVD		30.00
	retrieval fee after first hour in 15min increments		7.50
	large file fee for USB drive		20.00
	Audio: in 15 minute increments, CD/DVD	7.50	
	large file fee for USB drive	10.00	
	Postage	cost	
	Electronic delivery	no charge	
	Vehicle Identification Number Verification		
	VIN verification (resident)	5.00	
	VIN verification (nonresident)	10.00	
	Vehicle Impound		
	Tow fee (if applicable, actual cost)	cost	
	Daily fee	25.00	
Parks & Recreation	Individual Fitness - Daily	3	
	Individual Fitness - Monthly	15	
	Individual Fitness - Yearly	156	
	Corporate Fitness - Yearly	600	
	Seasonal Sports/Other		
	Youth Soccer	40/35 **	
	Youth Basketball	40/35 **	
	Youth Baseball	43/37 **	
	Adult Cornhole	50	
	Adult Softball	250	
	Archery Class	10/15/20*	
	Open Archery - Daily	2	
	Outdoor Archery Range - Monthly	5	
	Outdoor Archery Range - Yearly	25	
	Open Skating - Daily	3	
	Greenhouse Space Rental - Monthly	10	
	Greenhouse Space Rental - Season	30	
	Baseball Pants/Shin guards	8	
	Youth Sports Sponsorship - Season	100	
	Disc Golf Disc Rental	20 deposit	
	Vending Machine Space Rental - Monthly	5	
	BMX Races	5 per participant	
	Garage Sale	10 per 10X10 space	
	Holiday Craft Fair	20 per 5X10 space	
	Photo Copies	.25 per BW page	
	Program Income (rec classes)	Dependent of instructor	
	Birthday Parties	Please call Park & Rec.	
	Facility Rentals	Please call Park & Rec.	
	Brochure Sponsorship 1/4 page	100	
	Brochure Sponsorship 1/2 page	150	
	Brochure Sponsorship full page	250	
	Brochure Sponsorship - Elite	3,500	
	5K Registration - Adult 18+	25	
	5K Registration - Youth	20	
	5K Registration - Late	30	
	5K Registration Team of 10	200	
	Disc Golf Tournament: Advanced 18+ (18 holes)	20	
	Disc Golf Tournament: Beginner 18+ (18 holes)	20	
	Disc Golf Tournament: Youth < 18 (9 holes)	10	
	Bus Rental/Driver Fees - Varies due to fuel prices and length of trip		

* - First child/each additional sibling
* - 1st person/2nd person/3+ people

Department	Item	2022 Current Fee	2023 Proposed Fee
Finance	Device Fees	300	357.23
	City Clerk		
Planning/Building	Business Licenses - first quarter	150	
	Business Licenses - second quarter	100	
	Business Licenses - third quarter	75	
	Business Licenses - fourth quarter	50	
	Business License Renewal Second Year	75	
	Business License Renewal Year 3 and After	25	
	Business License Special Event	25 per event, max 100	
	SEP Liquor	100 per event, max 15 per year	
	Local Level Liquor	See state fee schedule. City uses max.	
	Occupational	100 per year	
	Copies	25 each	
	CORA Copies	.25 each, 1st two free	
	Research and Retrieval	30 per hour	
	Video: CD/DVD	25 each DVD	
	Municipal Court Costs:		
	Court Costs	25	
	Supervision Fee	75	
Transit	Jury Trial	25	
	Short Term Rental Permit Fee		298
	Short Term Rental Inspection Fee, first time and then every other year		85
	Short Term Rental Application Fee		0
	Short Term Rental Late Application Fee		300
	Short Term Rental Appeal Hearing Processing Fee		250
	Each way in and around Cripple Creek		
	Each way to Woodland Park	1	
	Vacation of lot lines - Residential	2,500	
	Vacation of lot lines - Commercial	80	
Planning/Building	Code/Text Amendment - Residential	250	
	Code/Text Amendment - Commercial	250	
	Special Exceptions/Including Amendments - Residential	500	
	Special Exceptions/Including Amendments - Commercial	2,500	
	Conditional Use/Including Amendments - Residential	500	
	Conditional Use/Including Amendments - Commercial	2,500	
	Minor Subdivision - Residential	500	
	Minor Subdivision - Commercial	1,500	
	Major Subdivision - Residential	1,000	
	Major Subdivision - Commercial	2,500	
	PUD: Concept, development, modifications, amendments	2,500	
	Subdivision Exemption - Residential	500	
	Subdivision Exemption - Commercial	1,500	
	Row Vacation - Residential	500	
	Row Vacation - Commercial	2,500	
	Rezoning - Residential	500	
	Rezoning - Commercial	1,500	
	Awning and Sign Permits - Residential	100	
	Awning and Sign Permits - Commercial	150	
	Variance - Residential	500	
	Variance - Commercial	2,500	
	Certificate of Appropriateness - New Construction - Residential	500	
	Certificate of Appropriateness - New Construction - Commercial	1,500 or 25 per sq. ft, whichever is higher	
	Certificate of Appropriateness - Demolition - Residential	150	
	Certificate of Appropriateness - Demolition - Commercial	500 or 25 per sq. ft, whichever is higher	
	Certificate of Appropriateness - Preservation/Restoration - Residential	250	
	Certificate of Appropriateness - Preservation/Restoration - Commercial	500 or 25 per sq. ft, whichever is higher	
	Certificate of Appropriateness - Reconstruction/Rehabilitation - Residential	250	
	Certificate of Appropriateness - Reconstruction/Rehabilitation - Commercial	500 or 25 per sq. ft, whichever is higher	
	An additional fee for certified mailings is required for all Planning applications and public notices		
	Plan Review - Residential	80% of permit fee	
	Plan Review - Commercial	80% of permit fee	
	Additional Plan review - Residential	75 per hour	
	Additional Plan review - Commercial	125 per hour	
	Re-inspection: Residential	0	
	Re-inspection: Commercial	85 each additional inspection	
	Demolition permit not requiring certificate of appropriateness	100 plus 85 per required inspection	
	Flood Plain Review - Residential	200	
	Flood Plain Review - Commercial	200	
	Compliance Inspection - Residential	85 per inspection	
	Compliance Inspection - Commercial	125 per inspection	
	Consultation - Residential	85	
	Consultation - Commercial	125	
	Class A license	300	
	Class B & C license	200	
	Class D license	75	
	Electrical and plumbing license application	75	
	Permit Fees Value Based:		
	Manufactured Home - plan review for foundation only and additional structures - porch steps, decks	Value based	

Department	Item	2022 Current Fee	2023 Proposed Fee	Notes
Marketing & Events	Special Event Application Fee	\$50.00		waived for nonprofit
	Special Event Business License	\$25.00		per event, charged for the first 4 events per year, free after that
	Special Event Liquor License	\$100.00		good for multiple day events
	Special Event Banner Fee	\$10.00		waived for nonprofit
	Event Dept Trolley Use Fee	\$50.00		per month
	Trolley Driver Fee	\$18.50		per hour - subject to change
	Trolley Fuel	\$2.14		per gallon - fluctuates with fuel prices
	Sound Trailer	\$7,500.00		replacement cost
	Extension cord	\$50.00		replacement cost
	Spider Box	\$1,500.00		replacement cost
	Cable Ramp	\$105.00		replacement cost
	Power Cable	\$600.00		replacement cost
	Bleachers	\$2,000.00		replacement cost
	Yellow Ped Barrier	\$225.00		replacement cost
	Cocktail Bar	\$1,700.00		replacement cost
	Speaker Stands	\$150.00		replacement cost
	Mackie Speaker	\$1,000.00		replacement cost
	PA System	\$1,000.00		replacement cost
	Patch Cord (20')	\$40.00		replacement cost
	Patch Cord (100')	\$90.00		replacement cost
	Camera	\$3,000.00		replacement cost
	Projector	\$2,000.00		replacement cost
	Video Screen	\$150.00		replacement cost
	Sandwich Board	\$100.00		replacement cost
	Round Table (5')	\$150.00		replacement cost
	Rectangle Tables (8')	\$150.00		replacement cost
	Plastic Chair	\$25.00		replacement cost
	Metal Chair	\$10.00		replacement cost
	Trash Can	\$45.00		replacement cost
	Vase	\$22.00		replacement cost
	Safety Vest	\$10.00		replacement cost
	10x10 Tent	\$150.00		replacement cost
	12x20 Tent	\$250.00		replacement cost
	30x60 Tent	\$9,900.00		replacement cost
	Chuckwagon	\$27,000.00		replacement cost