

Board of Trustees Work Session Agenda
November 7, 2023 ~ 6:30 pm

The Public can observe, but cannot participate or comment at the Work Session, there are no action items voted on at a Work Session.

1. **Call Meeting to Order**
2. **Roll Call** – The Empire Board of Trustees requires a simple majority of four trustees present at the meeting for a quorum.
3. **Approval of Agenda**
4. **Discussion of Administrative Ordinance Updates**
5. **Discussion of the 2024 Town of Empire Proposed Budget**
6. **Discussion of Additional Ordinance Updates**
7. **New Business from Board of Trustee Members**
8. **The Next Board of Trustees Regular Meeting is Tuesday, November 21st, 2023, at 6:30 pm. In-person with remote access.**
9. **Adjourn Meeting**



(Mayor Wendy Koch)



(Town Clerk Jeannette Piel)

Town of Empire
30 East Park Avenue/P.O. Box 100 Empire, Co 80438
303.569.2978 - 303.569.2282 fax

Board of Trustees Work Session Minutes
November 7, 2023 ~ 6:30 pm

The Public can observe, but cannot participate or comment at the Work Session, there are no action items voted on at a Work Session.

1. Call Meeting to Order

Mayor Koch called the meeting to order at 6:33 PM. The meeting was held in person and through Zoom.

2. Roll Call – The Empire Board of Trustees requires a simple majority of four trustees present at the meeting for a quorum.

Present: Mayor Wendy Koch, Mayor Pro-Tem Linda Robertson, and Trustee Denise Tennant. Trustee Jacob Belcher and Trustee Randy Horning attended virtually on Zoom. Also in attendance are Attorney Wilson Scarbeary, Police Chief Andrew Lorenz and Town Clerk Jeannette Piel.

Absent: Trustee Lorry Singmaster.

A quorum was present at the meeting.

3. Approval of Agenda

TRUSTEE TENNANT MOTIONED TO APPROVE THE AGENDA FOR NOVEMBER 7, 2023, TRUSTEE BELCHER SECONDED THE MOTION, CLERK PIEL CONDUCTED A ROLL CALL VOTE, ALL WERE IN FAVOR, MOTION PASSED.

The Agenda was approved.

4. Discussion of Administrative Ordinance Updates

- **Draft of Sign Ordinance:** Attorney Wilson Scarbeary led a discussion with the Board of an update to the Town's sign code in Ordinance 170, Article XII. Recommendations will be included in the first reading of the Ordinance.
- **Clerk Piel and the Board discussed the following potential ordinance updates:**
 - **Term length:** 2 years presently; most municipalities have moved to 4 years. The consensus of the Board is to move to 4 years.
 - **Term limits:** requires a ballot initiative to change. Presently limited to 3 consecutive 2-year terms; could eliminate term limits. Town Attorneys will create draft language based on the discussion of the Board.
 - **Alternating BOT terms:** Attorney will investigate criteria and procedure.
 - **BOT Attendance and Number/Type of Required Meetings:** Attorney will investigate if ethical guidelines like attendance need codified, put to the voters, or if it can it just be a Board policy.
 - **Discussion concluded with consensus focusing on if missing meetings is hurting the Trustee's performance, rather than a specific number of unexcused absences.**
 - **Previous Experience of Candidates for Mayor:** Discussion about requiring previous Board experience before running for Mayor included balancing constitutional rights with fiduciary responsibilities. The Town Attorney will confirm if this can be done and does not know of other towns who require this.
 - **Spouses:** Attorney will investigate the legal limits of a statutory municipality in

- regulating spouses serving on the same governing body.
- Town Administrator: Discussion to establish the position of Town Administrator to provide for the centralization of the administrative operations and responsibilities of the Town.

The Board conducted a consensus vote to pursue creating the position of Town Administrator. Clerk Piel, the Board and the Town Attorney walked through a draft of possible Ordinance language. The Town Attorneys will discuss and put this into Ordinance form for a first reading in 2 weeks.

5. Discussion of the 2024 Town of Empire Proposed Budget

- Salary Comparisons: Three Comparisons for Three Positions Chart
- Empire Pay Ranges: The town is establishing starting salaries and ranges for management level employees.
- Percentage of General Fund committed to Salary and Benefits: Proposed 2023 figures = 39%, well below the 55% average (and up to 80%) other municipalities report.

Clerk Piel left the room for the following discussion:

- Mayor Koch requested the BOT look at the comparison salaries. Empire cannot afford to pay what other towns pay; but at the same time we are fortunate we have skilled people who want to work here.
- Police Chief Lorenz explained two officers cannot do complete coverage with the county being so understaffed, when questioned why a 3rd officer is needed.
- The Town Administrator position salary was agreed upon at \$80,000 to be competitive with similar statutory municipalities and attempt to match the cost of meeting the requirement of living in Clear Creek County or a set radius from Empire.
- The Board consensus was to research if this salary is within the limits of the town budget, and town staff provided initial options where this and other staff salaries could be increased.

Budget Overview:

Clerk Piel provided a brief overview of the general fund budget and directed Trustees to focus on the category totals in lieu of simply subtracting expenditures from revenues because of the general nature of the budget process

Budget Workbook comparing last year to this year:

The Clerk will send out an adjusted budget to be reviewed before the November 21 meeting.

6. Discussion of Additional Ordinance Updates

- Number of Marijuana Licenses in town. The Board chose to keep 2 licenses and leave the ordinance as is.
- Other updates briefly discussed and to be further investigated over the next month included creating action minutes for the planning commission as well as the board; term lengths and limits; changing planning commission members to five instead of six to meet state law; splitting zoning officer duties amongst staff instead of designating one person; building inspector language to reflect the current contract arrangement; requiring an engineer stamp on site plans and registering land surveys with the County.

7. New Business from Board of Trustee Members

Clerk Piel presented a new logo draft design honoring the 2 previous logos, but bringing them together with elements in a new circle. The highlights show we are on Highway 40 and have a star-shaped valley. Bob Wise, Town Projects Assistant, has created a draft crest, and Trustees

briefly discussed a few design changes and agreed to entertain the topic more at the next regular meeting.

8. The Next Board of Trustees Regular Meeting is Tuesday, November 21st, 2023, at 6:30 pm. In person with remote access.

9. Adjourn Meeting

TRUSTEE HORNING MOTIONED TO ADJOURN, TRUSTEE ROBERTSON SECONDED THE MOTION, CLERK PIEL CONDUCTED A ROLL CALL VOTE, ALL WERE IN FAVOR, MOTION PASSED.

The meeting was adjourned at 10:48 PM.



(Mayor Wendy Koch)



(Town Clerk Jeannette Piel)

**TOWN OF EMPIRE,
COLORADO**

ORDINANCE XX

**AN ORDINANCE OF THE TOWN OF EMPIRE, COLORADO AMENDING THE
TOWN'S SIGN CODE**

WHEREAS, Town of Empire Ordinance 170 (the "Zoning Code") provides the zoning regulations withing the Town of Empire (the "Town");

WHEREAS, Article 12 of the Zoning Code contains regulations for all signs within the Town of Empire (the "Sign Code"); and

WHEREAS, the Board of Trustees for the Town of Empire wish to amend the Sign Code;
and

**NOW THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF EMPIRE,
COLORADO, AS FOLLOWS:**

Section 1. Article XII of Town of Empire Ordinance 170 is hereby repealed in its entirety and reenacted as follows:

Section 1 – Intent

The following regulations are intended to promote public safety, protect property values, promote a healthy business environment, enhance and protect the physical appearance of commercial areas, encourage the restoration and preservation of historically significant land and buildings, prevent the deterioration of scenic areas, and promote a desirable community environment through the regulation of all outdoor signage. These regulations are further intended to provide assurance that all signs will be easily identified, and reduce the distraction and confusion cased to motorists and pedestrians by noncompliant signage.

Section 2 – Applicability

These regulations apply to all signs on public or private property. Unless specifically stated otherwise, these regulations apply within all zoning districts within the Town of Empire.

Section 3 – Definitions

For the purposes of these regulations, the following words and phrases shall have the following meanings:

“Freestanding Sign” means a Sign that is supported by one (1) or more columns, upright poles, or braces extended from the ground or from an object on the ground, or that is erected on the ground, where no part of the sign is attached to any part of a building or structure which is not part of the sign itself.

“Hazardous Sign” means any signs which:

- (1) Create a safety hazard by obstructing a clear view of pedestrian or vehicular traffic;
- (2) By reason of its position, shape, or color, could easily be mistaken for a traffic sign, signal, or traffic control device.
- (3) Signs which have less horizontal or vertical clearance from authorized communication or energized electrical power lines than that prescribed by the laws of the State of Colorado, the National Electric Safety Code (“NESC”), or the rules and regulations or the utilities servicing those facilities.

“Permanent Sign” means any sign based on its materials, location, or means of construction that is intended or designed to be displayed permanently. Permanent Signs include Freestanding Signs, Projecting Signs, and Sandwich Signs.

“Projecting Sign” means a Sign attached to a building and extending in whole or in part eight inches (8”) or more beyond the surface of the building to which the sign is attached.

“Sandwich Sign” means a Sign which is secured but not permanently affixed to the ground. Being self-supportive, it forms the shape of an ‘A’ when erected. Its size and shape shall be limited to a maximum of forty-eight inches (48”) in height and twenty-four inches (24”) in width.

“Temporary Sign” means any Sign based on its materials, location, or means of

construction that is intended or designed only to be displayed for a limited period of time. Temporary Signs may not exceed a size of twenty-four by eighteen inches (24"x18").

“Town” means the Town of Empire, Colorado/

“Sign” means any writing, pictorial representation, decoration (including any material used to differentiate sign copy from its background), form, emblem, trademark, flag or banner, or any other figure of similar character that:

- (a) Is a structure of any part thereof (including the roof or wall of a building); or; or
- (b) Is written, printed, projected, painted, constructed, or otherwise placed or displayed upon or designed into a building, board, plate, canopy, awning, or vehicle or upon any material, object, or device whatsoever; and
- (c) By reason of its form, color, wording, symbol, design, illumination, or motion, attracts and is designed to attract attention to the subject thereof or is used as a means of identification, advertisement, or announcement.

“Wall Sign” means any Sign that is attached directly to a wall or structure which is not a Projecting Sign.

Section 4 – Prohibited Signs

- (1) Within all Zoning Districts within the Town, it is unlawful to:
 - (a) Construct, maintain, or display any Hazardous Sign(s);
 - (b) Construct, maintain, or display any Permanent Sign(s) for which a Permit has not been issued; and
 - (c) Display more than one (1) Temporary Sign.
- (2) Any property owner who violates paragraph (1) of the Section shall be subject to the general penalty provided in Ordinance 254, Article I, Section

3(3.1).

Section 5 – Sign Regulations

A Permit is required to construct, maintain, or install any Permanent Sign within the Town. In addition to the requirements of this Ordinance, all construction or maintenance of a Permanent Sign shall be completed in compliance with the Town's Building Code. All Permanent Signs within the Town shall be subject to the following restrictions and requirements:

- (1) All Freestanding Signs must:
 - (a) Not exceed twenty feet (20') in height from the surface of the ground;
 - (b) Not exceed forty-eight square feet (48 sq. ft.) in area;
 - (c) Be located upon the property of a licensed business;
 - (d) Be located upon the property so as provide the best line of vision to pedestrians and vehicles; and
 - (e) Only one (1) Freestanding Sign may be displayed upon any single lot or property within the Town.

- (2) All Projecting Signs must:
 - (a) Not exceed forty-eight square feet (48 sq. ft.) in area;
 - (b) Not project more than eight feet (8') from any wall or structure and any pedestrian walkways;
 - (c) Not extend or encroach onto any public rights-of-way or onto any adjacent lot or property;
 - (d) Be displayed upon the property of a licensed business; and
 - (e) Only one (1) Projecting Sign may be displayed upon any single lot or property within the Town.

- (3) All Sandwich Signs must:
- (a) Not be displayed in a manner so as to obstruct pedestrian walkways or public rights-of-way;
 - (b) Be constructed out of non-reflective materials;
 - (c) Not be permanently anchored;
 - (d) Not be lighted;
 - (e) Be displayed upon the property of a licensed business; and
 - (f) Only one (1) Sandwich Sign may be displayed upon any single lot or property within the Town.
- (4) Wall Signs may only be displayed upon the property of a licensed business. Only one (1) Wall Sign may be displayed upon any single lot or property within the Town.

Section 6 – Permits

- (1) Any person, business association, corporation, or other entity wishing to construct, maintain, or install a Permanent Sign upon any property within the Town shall submit a Permit Application to the Town, along with the following:
- (a) An application fee as outlined in the Town of Empire Fee Schedule;
 - (b) A description of the Sign, or the nature of the change, enlargement, or modification, as applicable;
 - (c) An accurate scale drawing of the Sign as proposed, including size, shape, design, colors, materials, location, and lighting;
 - (d) The name, address, telephone number, and email address of the applicant;

- (e) The name, address, telephone number, and email address of the registered owner of the property upon which the Sign is or will be located, if different from the applicant; and
 - (f) A signature attesting that the proposed Sign complies with this Ordinance.
- (2) Upon receipt of a complete application, the Town shall review the application. In evaluating the Permit Application, the Town will consider whether the Sign and the application are in compliance with this Ordinance. The Town shall issue its decision on the Permit Application within thirty (30) days of submission of the same. The Town of Empire may:
- (a) Approve the Permit Application;
 - (b) Conditionally approve the Permit Application; or
 - (c) Deny the Permit Application.
- (3) If the Town determines that additional information is necessary to issue a decision on the Permit Application, the Town may schedule a conference with the Applicant to request additional information or discuss the Permit Application. Such conference shall be scheduled within thirty (30) days of the submission of Permit Application. The Town shall issue a decision on the Permit Application within seven (7) days of the conference.
- (4) Any construction work authorized by a Permit must be completed within one (1) year of issuance of the same.

Section 2. Validity If any part or parts of this Ordinance are for any reason held to be invalid, such decision shall not affect the validity of the remaining portions of this Ordinance. The Board of Trustees hereby declares that it would have passed this Ordinance and each part or parts thereof, irrespective of the fact that any part or parts be declared invalid.

Section 3. Repeal Existing ordinances or parts of ordinances covering the same matters as embraced in this Ordinance are hereby repealed and all ordinances or parts of ordinances inconsistent with the provisions of this Ordinance are hereby repealed, except that this repeal shall not affect or prevent the prosecution or punishment of any person for any act done or committed in violation of any ordinance hereby repealed prior to the taking effect of this Ordinance. Existing ordinances or part of ordinances regulating traffic that are not inconsistent with the provisions of this Ordinance are not repealed and shall remain in full force and effect.

Section 4. Effective Date. The Provisions of the ordinance shall become effective thirty (30) days after publication following final passage.

**INTRODUCED AND PASSED ON FIRST READING THIS __ DAY OF _____
2023.**

**INTRODUCED, AMENDED, PASSED, ADOPTED, AND ORDERED PUBLISHED ON
SECOND READING THIS _____ DAY OF _____ 2023.**

TOWN OF EMPIRE, COLORADO

Mayor

ATTEST:

Town Clerk

Possible Ordinance changes. I've attempted to list the choices you have on each of these items.

BOARD, ELECTIONS, STAFFING

Term length: currently 2-year terms, most municipalities have changed to 4-year terms. This would save time and money by only having elections every 4 years. This also gives the Board and Mayor more time to learn their roles and accomplish more.

Term limits: this may require a ballot initiative, but we may be able to remove term limits. The Board and Mayor would still need to be elected every 4 years, but there would not be a limit on how many terms you can serve consecutively. We are constantly trying to fill empty Board seats, it's difficult to find enough people willing to serve, so it would be beneficial if willing Board candidates could serve as long as they wanted to.

Alternating terms for BOT positions: We can stagger the Board terms to prevent the possibility of having 6 new Board members all at once. However, this puts us back to an election every 2 years. Eliminating Term limits would also help prevent the possibility of 6 new Board members.

Board of Trustees attendance: You can set a limit of how many meetings can be missed before the possibility of removal from the Board. You can dictate what would constitute an excused absence that wouldn't count against you as well.

Number of Required meetings: Currently we have 12 regular BOT meetings on the 3rd Tuesday of every month. We have added a work session or training meeting on the 1st Tuesday of every month. You can make both meetings part of the requirement of serving on the Board. You would need to re-evaluate the limit of meetings missed if you doubled the number of meetings, or consider them 2 different types of meetings, both required, but each type of meeting has its own limit of meetings missed.

Candidates for Mayor: Require that anyone running for Mayor must have served on the Empire Board of Trustees in the last 10 years, or maybe served on the Board anytime in the past.

Spouses: Spouses cannot serve on the same governing body unless a vacant seat cannot be filled. In that case, a spouse may be appointed to finish a term, but only one spouse can run for election in the next term or be appointed in the next term.

Town Administrator: Establish the position of Town Administrator to provide for the centralization of the administrative operations and responsibilities of the Town, with the Town Administrator to be the administrative head of the Town government under the direction and control of the Mayor and Trustees, and who shall be responsible to the Mayor and Trustees for the efficient conduct of said office.

OTHER

Sign Ordinance: We need to change the Ordinance, as State Law has changed on this subject.

Possibilities are – permanent signs still need a permit; this would be limited to advertising for a business purpose and for sale signs on a wooden holder would be considered permanent since most Real Estate contracts are for 6 months and would qualify as a business purpose. All temporary signs have a time limit

– for example 6 weeks, which would include political signs. The only restrictions might be “time, place, and manner” restrictions which are limits that government can impose on the occasion, location, and type of individual expression in some circumstances. Like Network TV cannot show R rated material before a certain time in the evening. We may be able to use that to restrict anything vulgar or offensive. Temporary signs could have a size limit as well. Is there an exception for the Town putting up signs for legal proceedings or for events? We will consult with the attorney.

Discuss the number of Marijuana Licenses in Town and if that should change.

ORDINANCE 170 LAND USE, PLANNING COMMISSION

Action Minutes for both BOT & PC: We have an Ordinance stating that we take action minutes for the Board of Trustees. This Ordinance does not include Planning Commission. The Planning Commission minutes are addressed in Ordinance 170 which also addresses the formation of the Planning Commission but does not have any details about minutes. We would like to use consistent language for both governmental bodies and the importance of minute taking.

Terms for PC to match BOT: If the Board wants to change to 4-year terms, we should change the PC terms to 4 years as well.

Number of PC members: Ordinance 170 states that we should have 6 members, but we have determined that we should be consistent with State Law and change the Ordinance to 5 members.

Zoning Officer: Zoning Officer does not have to be a police officer, they are however responsible for enforcement of Ordinance 170. They also act as judge if there is an appeal to any of the decisions by the Planning Commission, however, they are not a voting member of the Planning Commission. The duties are first contact, assist the public with applications, serve as judge, and enforcement. Since we don't have a staff position dedicated to this position, we are exploring the option of splitting this duty in 3 ways. Having a planning coordinator handling first contact and assisting with applications, public works handling inspections and judging appeals, and the Police Department handling enforcement of violations in partnership with Public Works. We will consult with the attorney.

Building Inspector: Building Inspector language may need updating since we contract out for our building inspections.

Engineer Stamp: The Planning Commission has already sent a recommendation to the Board to change this language. We will require an engineer's stamp on the site plan that we approve for building permits.

Register Surveys: Must register land survey with the County.

Persons wishing to run for Empire municipal office must meet the following criteria:

1. U.S. citizen
2. At least 18 years of age
3. Resident of Empire at least 12 consecutive months preceding date of election
4. Registered elector
5. Maintains residence throughout term of office
6. For Mayor, it is recommended that you have served one full term on the Board as an elected Trustee

All Town Official positions are volunteer and do not receive a salary. As Mayor, you are a Trustee, a member of the Planning Commission, and a member of the staff by default. You must perform all Trustee duties in addition to your duties as Mayor (please read Roles & Responsibilities for Board of Trustees.) You have been appointed or elected to represent the views, recommendations, and direction of the majority of the Board of Trustees. As the Governmental Head, you represent the Town of Empire at all times in your words and actions. It is recommended that you are available 40 hours a week and willing to be on-call for emergencies.

Specific Duties:

- Set and uphold the vision for the Town of Empire through our Vision Statement, Master Plan, Municipal Code, Budget, Programs, and Projects
- Plan and facilitate board meetings on the third Tuesday of every month, and other meetings and workshops as scheduled
- Introduce and present Resolutions and Ordinances to the board to create or amend our Municipal Code
- Facilitate all Public Hearings
- Participate on Planning Commission, appoint new members to Planning Commission vacancies
- Voting member of Clear Creek Fire Authority (CCFA)
- Active member of Clear Creek Economic Development Corporation (CCEDC)
- Active member of various CDOT Project Leadership Teams
- Attend County meetings as Governmental Head for the Town of Empire
- Participate in County-wide Hazzard Mitigation Plan (HMP)
- Participate in County-wide Housing Strategy
- Work closely with Town Attorney, Accountant, Auditor, and Water Engineer as main contact
- Oversee all operations for the Water Treatment System
- Oversee all operations for the Wastewater Treatment System
- Research, development, and utilization of existing, as well as new, water rights
- Oversee all capital improvement projects
- Locate procurement funding sources for capital purchases and improvements
- Locate and engage professional services for all town projects
- Work with prospective businesses and any needed annexation requests
- Promote Empire's business community to prospective new businesses
- Develop successful "branding" to draw in new businesses and promote tourism
- Oversee all town departments and daily operations
- Facilitate bi-weekly staff meetings
- Manage the budget and audit financial records as part of Empire's Financial Data Control Policy
- Hiring/Firing of all Town Employees
- Oversee all employee benefits including vacation and sick leave, employee health insurance, etc.
- Ensure all Town policies are followed in accordance with our insurance carrier
- Perform all other necessary duties needed to complete all town programs, projects, policies, and processes

Town of Empire Roles & Responsibilities: Board of Trustees

Persons wishing to run for Empire municipal office must meet the following criteria:

1. U.S. citizen
2. At least 18 years of age
3. Resident of Empire at least 12 consecutive months preceding date of election
4. Registered elector
5. Maintains residence throughout term of office

All Town Official positions are volunteer and do not receive a salary. Trustees are elected to represent their constituents, make governmental policy decisions through legislative acts, provide revenues and financing for the maintenance and operation of local government services, conduct public hearings and act on various applications for governmental approvals, and generally supervise the administration of local governmental affairs in accordance with their ordinances and other policy decisions.

As an individual member of a board or commission, you may have your own view and recommendations, but you have been appointed or elected to represent the views, recommendations, and direction of the majority of the Board of Trustees. If a Board or Commission member wishes to make recommendations or express views which have not been approved by a majority of the board, they must indicate they are expressing individual opinions and are not speaking on behalf of the board or the Town. Although Board and Commission members may be selected, in part, on the basis of representing specific interest groups, each member should represent the overall public good and goals only of the Town Board, not that of an exclusive group or interest.

Specific Duties:

Set and uphold the vision for the Town of Empire through our Vision Statement, Master Plan, Municipal Code, Budget, Programs, and Projects

Attend board meetings on the third Tuesday of every month, and other meetings and workshops as scheduled

Approve Ordinances to create or amend our Municipal Code

Approve Resolutions

Approve Emergency Declarations

Attend Public Hearings

Approve Master Plan

Approve Annexations

Approve Zoning

Set Town Fees

Approve Budget

Approve Monthly Bills

Approve Procurement Contracts

Approve Single Expenditures over \$10,000.00

Liquor Licensing Authority, approve Liquor Applications

Approve Marijuana License Applications

Appointments for vacant board seats

Represent the Town of Empire in various meetings and committees

Assist in Town Events, Programs, and Projects

As an official for the Town of Empire, you will automatically be covered by the Town's liability insurance through our insurance carrier CIRSA. Town policy requires that everyone covered by our insurance, including staff, officials, and volunteers, must be willing to submit to a background check, DMV record, and random drug testing. This is necessary for anyone conducting town business or representing the town in any capacity.

Town Clerk Duties

- Greet and assist citizens, screen calls, take messages and referring people.
- Inform the public concerning plans and activities of the town.
- Distribute flyers around Empire for current events.
- Handle reservations for Town Hall and Park.
- Dog licenses
- Business Licenses
- Short Term Rental Licenses
- Maintain regular office hours.
- Take citizen complaints.
- Open records requests - coordinates and follows through on requests from the public for information.
- Assist tourists with travel info.
- Prepares and maintains personnel files
- Responsible for efficient and effective operation of the office.
- Organize and maintain the Town's archives and records.
- Water liens
- Record keeping and maintenance-gathering, entering and verifying and reporting date and info. and filing information with proper agencies; document duplication and information release with the following, to name a few:
 - Accurate and timely completion and processing of documents and information composing, formatting, producing, proofing and copying documents.
 - Attesting to legal documents.
 - Sorting, metering or stamping, picking-up and delivering mail.
 - Operation of office equipment such as copiers, fax machine, personal computer.
 - Ordering of supplies with established vendors, verifying accuracy of shipments.
 - Forward invoices, subscriptions and annual dues, and bookkeeping.
 - Submit timesheets and picking up paychecks from bookkeeping and delivering to employees.
 - Budget preparation with bookkeeper and accountant.
 - Take minutes for Board of Trustees and Planning Commission as well as attending monthly meetings.
 - Publish ordinances and notices as required by law.
 - Assist in collecting documents for subdivisions, variances and special review uses.
 - Prepare agendas and information packets for all meetings as necessary.
 - Other duties as assigned by Town Board; research Monitors legislative action and coordinate with town attorney on new regulations compliance.
- Fully responsible for Town elections governed by the Colorado Municipal Election Law. This includes appointing election committee, composing ballots, providing election judge and candidate education, and make on-site inspections at polling place.
- Liquor Licensing – receive and process applications and renewals. Distribute and review all liquor license applications for completeness, refer liquor license applications to Chief of Police and Attorney for statutory compliance review prior to consideration by Liquor License Authority, assess and collect fees and issue local license upon approval, maintain liquor licenses, and notify Chief of police of any violations.
- Marijuana Licensing
- Supervise the administration of contracts; assists the Town Attorney as needed.

Three Comparisons for Three Positions Chart*

Town/Population	Structure	Salaries
Victor (378)	<ul style="list-style-type: none"> • City Administrator • City Clerk • City Treasurer • City Attorney • Municipal Judge • Municipal Clerk 	<p>City Administrator: \$75,000</p> <p>Chief of Police: N/A</p> <p>Public Works Supervisor: \$22 to \$24/hour</p>
Fairplay (729)	<p>(a) The following officers of the Town shall be appointed by a majority vote of all the members of the Board of Trustees:</p> <ol style="list-style-type: none"> (1) Town Attorney; (2) Town Clerk; (3) Town Treasurer; and (4) Municipal Judge. <p>(b) The Board of Trustees may also appoint a Town Administrator and a Town Prosecutor as it deems necessary from time to time.</p>	<p>City Administrator: \$76,004 to \$105,196</p> <p>Chief of Police: \$62,000 to \$100,000</p> <p>Public Works Supervisor: \$63,540 to \$87,945</p>
Idaho Springs (1,781)	<p>The Administration Department shall consist of the:</p> <ul style="list-style-type: none"> ○ City Administrator, the Assistant City Administrator, ○ the Deputy City Clerk, ○ one (1) or more administrative clerks, ○ the Building Official, ○ the City Planner, ○ the Deputy Treasurer, ○ Municipal Court Clerk, ○ and such other persons as the City Council shall deem necessary for the good government of the City. 	<p>City Administrator: \$109,723 to \$159,137</p> <p>Chief of Police: \$99,748 to \$144,670</p> <p>Public Works Supervisor: \$93,699 to \$135,677</p>

State Averages

Town Administrator: \$122,000

Chief of Police: \$156,000

Public Works Director: \$70,000 to \$88,000

Average or Recent Salaries for Selected Colorado Cities and Towns

Job Title	Year	Colorado Town	Pop. 2022	Salary / Year Low	High	Income Source
Town Admin. Or Manager						
Town Administrator		Average for Colorado			\$ 122,000	https://govsalaries.com/salaries/town-administ
Town Manager		Average for Colorado			\$ 186,000	https://govsalaries.com/salaries/town-manager
Town Administrator	2022	Elizabeth	2,285		\$ 156,000	https://govsalaries.com/davidson-patrick-g-160
Town Manager	2021	Granby	2,159		\$ 131,000	https://govsalaries.com/ward-iohn-d-13581757
Town Administrator	2020	Town of Lyons	2,146	\$ 119,000	\$ 157,000	https://www.townoflyons.com/AgendaCenter/
City Administrator	2020?	Idaho Springs	1,752		\$ 105,000	https://govsalaries.com/marsh-andrew-111510
Town Administrator	2022	Town of Nederland	1,500		\$ 81,000	https://govsalaries.com/salaries/CO/town-of-ne
Town Administrator	2022	Town of Fairplay	737	\$ 74,000	\$ 102,000	http://townoffairplay.com/docs/forms/2022-Fai
City Administrator		City of Victor	374			
- According to "govSalaries.com" Town Managers average much higher compensation than Town Administrators						
- Empire is closest in population to Victor; however, the impact of Hwy 40 make Fairplay a better comparison						

To: Board of Trustees
From: Jennifer Boswell
Re: Individual Perspective on the Administrator Position

Greetings Board Member,

I am writing this to address the need to provide the town with an Administrator position. My perspective comes from a career in senior management at a financial institution for 27 years. I have worked for the town for over a year and have witnessed the unbalanced or incorrect functions and responsibilities to current job titles.

In general, the essential functions of the town clerk's job description include: Town Records, Accounts Payable & Receivable, Tax Liens, Licenses, Permits, Elections, Administrative Support for Town Officials and Meeting Support.

What the town is currently receiving through Clerk Piel and what is necessary for the town to continue to thrive is a job position that is responsible for the overall departments of the Town, such as, Administration, Human Resources, Public Works and Community Engagement. Clerk Piel is currently completing these job functions as reflected in the lengthy program list you all have received. This list includes the strategic planning and development for all departments. Due to the Town being of a smaller size, some of these departments are not separated, as we do not have the man power to do so.

In my experience, it is a senior management position to prepare, direct, develop, manage and ensure the areas, operations, plans and goals are being developed and carried forward. For a municipality, this position would be an administrator. The essential functions and responsibilities of the administrator position reflect the current workings of Clerk Piel. Without this position for the Town, in the future, we would not hire the correct replacement, for this position, as stated above, a Town Clerk Position is very limited and specific.

In closing, I would like our Town to continue to thrive. Adding the administrative position is instrumental for us today and, in our future, to continue in this way.

Sincerely,


Jennifer Boswell

November 1, 2023

To the Town of Empire Board of Trustees;

As a current staff member and former Board of Trustee, I am writing to support moving to a Council-Manager form of a Statutory Municipality where the Town Administrator is the Chief Administrative Officer. I believe also moving Trustee and Mayor terms to 4 years concurrently will ensure the best form of local government for the Town of Empire into the future.

Regardless of who becomes the Town Administrator, this system of governing will do the following in my opinion:

- Enables true succession planning. Instead of each new Mayor and Board starting at ground zero every two years, a Town Administrator ensures that the long-term strategic goals of the town in the Comprehensive Master Plan continue to make progress.
- Promotes a more professional system of governance, with the Town Administrator guiding staff to support the elected and appointed officials with continued training and meeting guidance.
- Allows the Town Administrator to supervise staff and gives that position the ability to hire and fire staff, providing more accountability than a potential new Mayor every 2 years could.
- The Town Administrator can then guide staff, capitalizing on our talents and strengths so projects like Records Management and Historical Preservation, long-term grants to protect town assets and solid budget and treasury management continue as priorities with new elected officials.

In conclusion, when my son and I moved to the Empire community in 2015, I had no idea what the part-time Clerk did beyond sending out water bills. I even applied for the job! In the past 9 years, our Town and our World have changed in dramatic ways. Empire is facing serious challenges that demand a committed, solid governing structure.

Finally, I want to highlight that Jeannette Piel, the present Town Clerk, has nearly tripled the town budget in the past 4 years and has added an element of professionalism new to Empire. With the water system grants and upcoming infrastructure projects planned, I fear that without changing our local government structure we will be ill equipped to adapt quickly as emergencies arise, and that future elected officials may undo the strategic planning that the current staff and Board have so tenaciously embraced.

Thank you for your consideration,



Lisa Kunze

148 Park Avenue, Unit 10
Empire CO 80438

To the Empire Board of Trustees

Regarding transitions between administrations.

I have been working for the Town of Empire as staff for over a year now and it has been an education in what it takes to manage a small town. One of the administrative tasks we have begun is a project to bring the town records retention into compliance with standards established by the state of Colorado. The first step was to organize the old records by subject and year.

You might expect this would have already been done? Well, not so much. The current administration inherited the older records in cardboard boxes. Sorting through these records has given me a glimpse beneath the surface of town management, a rare perspective which gave me some insight into how complicated managing Empire actually is. As I worked through the records I also began to get a sense of the skill sets required to manage our town, and let me tell you it takes some!

So there I am sorting and organizing through the decades, and early on I begin to notice obvious differences in how some boxes of old records had been treated. Some boxes were filled with folders right side up and organized alphabetically or by date, in other boxes the file folders appeared to have been tossed in upside down, sideways, or backwards. For a time, I wondered if these messy boxes could be explained by differences between administrations. While I doubt that was the explanation, wondering about the differences between administrations did lead me to begin thinking about what did happen when the town switched administrations. How were policies, and knowledge passed along to new staff?

I'd like to say I dug into the records and found one showing there was an orderly transition between administrations, or that there was not.. Well, I can't. Another thing I can't report is finding any plan in the files, or even a mention, of how transitions should occur.

I can say that I have come to believe, for sure and for certain, that transitions are critical for the town, and that we need a plan for how we bridge the gap between administrations, and essential personnel.

Because of that gap, I urge the Board to take a look at how we manage transitions between administrations, and how we pass knowledge from one Town Clerk to the next. I hope I somehow missed it, and there is a plan. In case there's not, how do we organize ourselves so we are able to pass along the policies, knowledge, and experience it takes to run the town when we change Mayors, Town Clerks, and Deputy Town Clerks?

I would like to suggest that this gap can largely be resolved by composing a succession plan, creating the position of Town Administrator, defining the skill sets needed for that job, and hiring someone with the required skills..

Finally, should it be approved, I wholeheartedly and unreservedly recommend Jeannette Piel for the job of Town Administrator. In my estimation, she is exactly qualified for it, has repeatedly demonstrated her ability to perform all the required tasks and do them well, and persisted at this for several years.

Moreover she and Mayor Wendy both care deeply about our town, and have given unreservedly of their time, energy, and skills to maintain Empire infrastructure, bring town administration up to the standards required in this century, and to create and promote town programs that will benefit us all, far into the future. They are part of us, know us, care about us, constantly work for our benefit, and have demonstrated this for years. The same might not be said about any new hire..

Furthermore, in proposing this new position to the board, Ms. Piel has once again demonstrated her character by putting the town's needs above her own, for there is no guarantee she will be chosen for this new position, yet she is willing to take that risk for the good of us all. And please make no mistake, it is a true risk, because she loves and enjoys her job, cares about Empire, owns a home here in town, and is deeply invested in improving our town for the benefit of us all, while nurturing our sense of community.

Thank you for your time, service, and consideration.

A handwritten signature in blue ink that reads "Robert J. Wise". The signature is fluid and cursive, with the first name being the most prominent.

Robert J. Wise
148 W. Park Ave., #11
Empire, CO
80438

Town staff.
Resident since 1993.

Empire Board of Trustees

30 E. Park Ave

Empire, CO 80438

Dear Board of Trustees,

I am writing to bring to your attention the importance of having a Town Administrator in our community. As a concerned resident of Empire and a Town employee, I believe it is crucial to have someone dedicated to fulfilling this role in order to ensure the smooth functioning and progress of our town.

I would like to highlight the exemplary work of Jeannette Piel, who has effectively been fulfilling the duties of Town Administrator for the past four years. Jeannette's commitment to her job and the pride she takes in her work are evident in the positive impact she has had on our community. Her dedication, professionalism, and ability to handle complex administrative tasks make her an ideal candidate for the Town Administrator position.

Having a Town Administrator like Jeannette would greatly benefit Empire by streamlining communication and decision-making processes, managing town resources efficiently, and addressing the needs and concerns of our residents effectively. Her experience and knowledge of our town's operations would ensure a smooth transition and enable her to hit the ground running.

I kindly request that the Board of Trustees seriously consider appointing Jeannette Piel as our Town Administrator. Her proven track record and commitment to our community make her the perfect candidate for this important role.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Amy Koon', written in a cursive style.

Amy Koon

292 E. Park Ave

Empire, CO 80438

Possible Ordinance Language for Town Administrator. This is cut and pasted from several Ordinances that you received earlier. If you choose to establish the position of Administrator, you can select any or all of the items below, and the Attorney will edit so that the language is consistent. This is a very rough draft, I did not remove any numbering or lettering from the original documents.

2.30.010 Town administrator – Position established.

(a) Office of Town Administrator. The purpose of the office of Town Administrator is to provide for the centralization of the administrative operations and responsibilities of the Town, with the Town Administrator to be the administrative head of the Town government under the direction and control of the Mayor and Trustees, and who shall be responsible to the Mayor and Trustees for the efficient conduct of said office.

2.30.020 Qualification.

The town administrator shall be selected by the town board on the basis of his ability to meet the requirements of the town administrator job description. The town administrator shall reside in the town of Empire during the term hereof, except this requirement may be waived by the majority approval of the town board.

2.30.040 Appointment and removal powers.

The town administrator shall Appoint, suspend, transfer and remove all employees of the Town subject to the personnel regulations of the Town, and state statutes, and to issue performance reviews of all department heads on a yearly basis.

Nothing in this section shall preclude the town from entering into contracts with employees which will dictate terms and conditions of employment.

2.30.050 Functions and duties. The town administrator shall have the following functions and duties:

(a) To supervise the administration of the enforcement of all laws and ordinances of the town, save and except to the extent that the administration of such enforcement is entrusted to other town officials by law or ordinance.

(b) To be responsible to the town board for the administration of all departments of the town, save and except those departments entrusted to the supervision of other town officers by law or ordinance.

(c) To issue such administrative regulations and outline general administrative procedures applicable to areas and departments entrusted to his supervision in the form of rules which are

not in conflict with the laws of the state of Colorado or other town ordinances and to recommend appropriate personnel policies and regulations for the town.

(4) To establish, subject to the approval of the Board of Trustees, appropriate personnel salary schedules and rules and regulations governing officers and employees of the Town.

(d) To ensure that a budget is prepared and submitted to the board.

(e) In cooperation with the town treasurer, to keep the board fully informed as to the financial condition of the town.

(f) To recommend to the board the adoption of such measures as he may deem necessary or proper for the efficient and proper operation of the town, and to attend all town board meetings, participate in discussions in an advisory capacity, and provide administrative updates.

(g) To prepare and submit to the board an annual report of the town's affairs, including a summary of the reports of the operations of all town departments.

(h) Subject to the requirements of statutes and ordinances, and in accordance with rules and regulations now or hereafter promulgated by the town board, to sign all purchase agreements, purchase materials, and authorize expenditures on behalf of the town.

With the assistance of Town personnel as needed, research and identify grant opportunities and programs, write and submit grant applications, monitor the progress of said applications, report on grant applications and administer any and all grants awarded to the Town or to Town departments.

With the assistance of Town personnel as needed, prepare, draft and distribute requests for proposals for provision of various products and services, review and evaluate responses and, at the Board of Trustees' direction, select the successful bidders.

(i) To perform such other duties as may be prescribed by ordinance or by direction of the town board.

(j) To organize town departments, subject to board approval, in such a manner that maximum efficiency and economy are achieved.

(k) To act as planning coordinator and staff to the planning commission, including making recommendations, both formal and informal, to the planning commission, and participate in discussions in an advisory capacity.

To serve as primary contact with the Building Official, Attorney and any other professional service contractor engaged by the Town.

(l) To coordinate work of all town's consultants to ensure efficient management and to avoid duplication.

(m) To ensure and maintain communication with town staff and appointed or elected officials.

(9) To oversee Human Resources activities for the Town in cooperation with department heads. Serve as support to Personnel Review Board and Administrative Committees. Maintain confidential personnel files. Informs permanent/full time employees of available benefits.

(10) Responsible for oversight of the Town's insurance coverage for property casualty and workers compensation, annual renewal and claims reporting and all correspondence regarding such.

(11) Serve as safety coordinator.

(12) Maintain the employee handbook; recommend updates to the Board for adoption.

(13) Attend appropriate meetings of organizations whose activities may affect the operation of the Town. Provide the Town Board with updates of these organizational activities.

(14) Coordinate Public Relations activities for the Town. Duties include but are not limited to performing citizen outreach and intergovernmental relations activities for the Town and providing liaison with various intergovernmental agencies, civic groups, and the public.

(15) Coordinate staff support to Town Board, including composing and editing correspondence, informational surveys, reports studies, scheduling appointments, researching records and investigations.

(20) Monitor water rights with attorney.

2.30.060 Administrator/town board relationship.

The town board shall direct the town administrator on administrative services for which the town administrator is responsible. Directives issued by the board concerning policies or operations of the town board affecting the area of responsibility of the town administrator in the administration of any of these departments shall be made so as to direct the town administrator to accomplish the necessary orders.

2.30.070 Administrator/committee chairperson and mayor.

The town administrator shall endeavor to keep the town mayor advised at all times with respect to matters of significance affecting the town. Additionally, the town administrator shall advise and consult with committee chairpersons regarding matters affecting each separate committee of the town. [Ord. 361, 1984. Code 1999 § 2-8-7].

Relation of the Town Administrator to department heads and relation of department heads to Trustees.

(1) Department heads are accountable for their activities in their departments in the technical and professional areas. The Town Administrator, as administrator for the Board of Trustees, is the first contact upward for department heads in the Town organization. The Town Administrator is expected to keep department heads informed of all administrative, legal and

fiscal matters affecting their departments and to work in harmony with them in order that each department performs in the most efficient, economical and practical method to achieve goals and accomplish projects. Department heads shall not initiate any conversation with any Trustee concerning any administrative policy or Town matter unless they have first discussed the situation with the Town Administrator. The Town Administrator may request a full and detailed narrative from a department head, which includes opinions and positions with regard to any administrative policy or Town matter which a department head wishes to discuss with a Trustee.

(2) A department head shall not forward to the Board of Trustees or a Trustee any form of communication without the prior knowledge of the Town Administrator. The Town Administrator may require a department head to provide the Town Administrator with any and all supporting data or information relating to the subject matter of the communication to be forwarded to the Board of Trustees or a Trustee.

(3) Department heads shall have the right to request that information which is deemed by them to be sufficiently important and pressing be brought to the attention of the Board of Trustees. The Town Administrator shall bring such information to the Board of Trustees' attention in an expeditious manner.

(4) The Board of Trustees or members of the Board of Trustees may, at their discretion, contact the department heads directly for information on facts regarding Town matters. A department head so contacted shall promptly inform the Town Administrator of the nature of the contact and the information provided by the department head to the Board of Trustees or Trustee.

2.30.030 Appointment of Town Administrator - Term of office – Pay.

The town administrator shall serve at the pleasure of the board of trustees and shall be retained by contract between the board of trustees and the town administrator. His salary shall be as set by the board of trustees of the town.

(2)The Mayor shall annually conduct a job performance evaluation of the Town Administrator and submit the same to the Board of Trustees for its review and approval.

(3)The Town Administrator shall be subject to reappointment after every regular municipal election and shall serve at the pleasure of the Board of Trustees. The Town Administrator may be removed during his or her term of office, with or without cause, but only upon written notice and an opportunity to be heard before the Board of Trustees.

(h) Removal; severance pay. A majority of the Board of Trustees may remove the Town Administrator at its pleasure at any Board of Trustees meeting. Unless otherwise provided by an employment agreement between the Town and the Town Administrator, upon the removal of the Town Administrator, the Board of Trustees shall cause to be paid any unpaid

balance of salary for the current month and his or her salary for the next calendar month following his or her removal.

(g) Absence. The Town Administrator shall designate, in writing to the Board of Trustees, a Town employee to act as Town Administrator during any absence or disability of the Town Administrator, which designated appointment shall be subject to approval of the Board of Trustees. In the event of the failure of the Town Administrator to make such designation, the Board of Trustees shall appoint an Acting Town Administrator. The Acting Town Administrator shall, while he or she is in such office, have all of the responsibilities, duties, functions and authority of the Town Administrator.

(i) Employment agreement. The Board of Trustees may adopt and enter into an employment agreement with the Town Administrator. Such agreement may address all or any part of the obligations, responsibilities and duties of the Town Administrator and the Town, including but not limited to compensation, benefits, termination and the payment of severance and benefits following termination.

	2022	2022	2023	2023	2023	2024
	Budget	Actual	Budget	3 Qtr Actual	Projection	Budget
Beginning Fund Balance	309,170	485,909	587,055	466,460	466,460	386,793
4000 Property Tax	29000	33772	31000	165	33772	31000
4002 Sales Tax	125000	218040	200000	199434	265912	200000
4003 Use Tax	22000	23110	22000	96	23110	22000
4004 Cigarette Tax	350	570	350	551	735	350
4005 Business Licenses	22475	15821	1150	2475	2475	1150
4005a Empire Business Partnership						
4006 Franchise Tax	15000	15233	15000	13218	17624	15000
4007 Short-Term Rental Licenses	1500					1500
4008 Liquor & Marijuana Licenses	745	548	1745	800	800	1745
4009 Permits	2000	3811	3500	905	905	3500
4010 Severance Tax	10000	70577	30000	36698	36698	30000
4011 Federal Mineral Lease	3500	7375	6500	11550	11550	6500
4018 Pit Fees	1000		1000			1000
4019 Interest Income	90	163	90	10	90	90
4020 HRC Building Rent	8400	8400	8400	12720	15070	8400
4021 Donations	200	830	800	25	25	800
4023 Town Event		1305	1000			1000
4027 Special Ownership Tax	5000	4654	5000	430	4654	5000
4029 Administrative Fees	1000	255	1500	10400	10400	1500
4032 DOLA Funds						0
4034 Facility Rental Fees		525		200	200	0
4036 Administrative Compensation	40000	40000	80000		80000	80000
4041 Grant Funds		1536	10000			10000
4044 Rebates & Incentives from Vendors	200	106	200	315	421	200
4075 Sale of Assets	100000	4052	5000	5348	5848	5000
Total Revenue	387460	450683	425735	297140	512089	426885
Total Revenue & Reserves	696,630	936,592	1,012,790	763,600	978,549	813,678
EXPENDITURES						
5000b Town Clerk Wages	38000	63487	114160	96011	128015	114160
5001 Payroll Taxes	10000	9285	12000	14728	19639	12000
5002b Town Employee Benefits	40000	58672	30000	8757	11676	30000
5003 Supplies	3000	28506	3000	2901	3866	3000
5004 Professional Services	28000	20373	20000	7974	10632	20000
5004a Mayor Compensation	6300	6300	7200	5400	7200	7200
5005 Communications	5000	8362	5000	3240	4320	5000
5006 Postage	2436	3000	2500	1161	1548	2500
5007 Training	2000	10	2000	145	145	2000
5008 Publishing	300	289	300	83	110	300
5009 Fees	7420	5334	7660	5668	7557	7660
5010 Equipment Rental	1900	2566	1900	2030	2707	1900
5011 Dues	1404	1330	1404	1562	1656	1404
5012 CIRSA Insurance	31000	30943	35000	35409	35409	35000
5013 Election	1500	315				
5014 Contributions to Community Services		4500	2500		1500	2500
5023 Computer & Electronics Repair/Maintenance	500	700	2000	100		2000
5024 Contract Services	2500	1000	2500		200	2500
5026 Water Rights	1000	132	1000			1000
5029 Misc	500		500	2473	2573	500
5036 Town Events	2000	175	2000		200	2000
5037 Empire Business Partnership	30000		30000			30000
5043 Contingency Fund				2678	2678	
5048 Computer and Equipment New Purchase	1500	497	1500			1500
5050 Equipment Upgrade	216260	244776	285124	190320	241631	285124
Total Expenditures	480,370	691,816	727,666	573,280	736,918	528,554
Ending Fund Balance						

Town of Empire
Budget 2023

General Fund - Facilities

EXPENDITURES
 5003 Supplies
 5017 Utilities
 5020 Facilities Repair/Maintenance
 5020a Beautification
 5024 Contract Services
 5027 Safety
 5029 Misc
 5042 Capital Outlay
 Total Expenditures

2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
3000	2000	3000	3725	4966	5000
6000	8469	7000	6926	9235	9500
8000	16	8000	10065	12000	10000
200		200			200
10000					
300		300			300
40000	13200	0	13200	13200	
67500	23685	18500	33916	39401	25000

Town of Empire
Budget 2023

General Fund - Fire District

EXPENDITURES

5022 Fire District

Total Expenditures

2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
17000	19000	20000	13969	18625	42510
17000	19000	20000	13969	18625	42510

Town of Empire
Budget 2023

General Fund - Parks & Recreation

RESTRICTED REVENUE

4041 Grant Funds

Total Revenue

EXPENDITURES

5003 Supplies

5010 Rental Equipment

5017 Utilities

5020 Facilities Repair/Maintenance

5020a Beautification

5039 Cost of Labor

5042 Capital Outlay

5050 Equipment Upgrade

Total Expenditures

	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
	0	0	0	0	0	10000
	800	0	800	3489	3489	600
	300	449	300	407	543	300
	500	180	500	96	200	500
	2000	2860	5000	2828	2828	3000
	40000					
	43600	3489	6600	6820	7060	4900

Town of Empire
Budget 2023

General Fund - Police

	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
RESTRICTED REVENUE						
4015 Mail in Fines	5000	1865	10000	2168	3000	40000
4016 Court Fines	500	350	500			500
4021 Donations	100		100			
4023 Town Event Revenue				4588	4588	
4029 Administrative Fees		5		20	20	200
4035 Sales Tax Police	125000	218040	200000	179355	239140	250000
4038 HVE High Visibility Enforcement						
4039 Police Service Income	400	1350	400	775	775	800
4040 Grants and Scholarships for Training	45000	9410	50000	11060	19060	50000
4041 Grant Funds		45350				
4043 Insurance Claim Proceeds		641		500	500	
4075 Sale of Assets						
Total Revenue	176000	277011	261000	198466	267083	341500
EXPENDITURES						
5000a Police Chief Wage	71000	70502	86000	58808	78410	82000
5000d Police Officer Wage	92000	81154	101000	101400	117823	126000
5000e Police Clerk Wage				16573	23573	27040
5002a FPPA Benefits	12000	-7241	12000	17548	23397	20000
5002bTown Employee Benefits				13780	21211	30000
5003 Supplies	5000	4667	5000	6296	7000	6500
5004 Professional Services		985	500	5254	6454	5500
5005 Communications						4400
5006 Postage	63		63	61	61	63
5007 Training	50000	60400	50000	19315	19315	50000
5008 Publishing						
5009 Fees	3611	3504	3611	5343	5343	4112
5011 Dues	395	100	395	600	600	600
5014 Contributions to Community Services		3000		1500	1500	1500
5018 Vehicle & Equipment Repair/Maintenance	7500	7901	7500	3854	4500	6000
5020 Facilities Repair/Maintenance				78	78	7500
5019 Fuel	7000	21401	15000	12224	15500	17000
5023 Computer & Electronics Repair/Maintenance				483	483	500
5024 Contract Services		1350		300	300	600
5027 Safety	6500		6500	2207	2207	6500
5029 Misc						
5036 Town Events				6883	6883	1500
5040 Lease Obligation		46736	46737	46736	46736	46737
5041 Dispatch	60000	16561	90000	18514	24685	90000
5042 Capital Outlay	13162					
5048 Computer and Equipment New Purchase						1500
5050 Equipment Upgrade						
Total Expenditures	328231	311020	424306	337757	406059	535552

Town of Empire
Budget 2023

General Fund - Road & Bridge

RESTRICTED REVENUE
4012 Highway Users Tax
4021 Donations
4036 Administrative Compensation Fees from W/S
4043 Insurance Claim
4013 Road & Bridge Tax

Total Revenue

EXPENDITURES

5000c Public Works Wages
5003 Supplies
5005 Communications
5010 Equipment Rental
5017 Utilities
5018 Vehicle & Equipment Repair/Maintenance
5019 Fuel

5020 Facility Repair/Maintenance
5020a Beautification
5021 Street Repair/Maintenance
5027 Safety
5037 Empire Business Partnership
5042 Capital Outlay
5050 Equipment Upgrade

Total Expenditures

	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
	10000	20546	20000	7496	9995	15000
		900	3000			3000
		3077				30000
	10000	32959	50000	32959	40000	50000
	20000	57482	73000	40455	49995	98000
	102800	71549	71549	43074	53832	65460
	500	488	500	118	157	200
						600
	6,800	7,243	6,800	5,323	7,097	6,800
	7,500	881	7,500	1,811	2,414	2,500
	3,000	1,784	1,500	1,276	1,701	2,000
	500		500			500
	300		3,000	844	56	1,000
	3,000	3,115	3,000	0	168	5,000
						2,000
	200		200	56	56	200
	50,000		0			40,000
						500
	71,800	13,511	23,000	52,502	11,649	126,760

Town of Empire
Budget 2023

Water Fund	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
Beginning Fund Balance - Reserves	256,691	64,535	184,200	184,200	184,200	184,200
RESTRICTED REVENUE						
4019 Interest Earned	3	178	35	237	316	300
4028 Water Meter Fees	1,500	525	6,000	485	485	6,000
4029 Administrative Fees	2,000	579	2,000	125	125	2,000
4030 User Fees	200,000	200,000	201,350	149,671	199,561	201,350
4031 Tap Fees	31,500		32,000			32,000
4033 Late Fees		58		238	317	500
4037 Account Transfer Fees		85	60		13	50
4041 Grant Funds	38,205	38,205				
4042 Grant Funds for Water Enterprise	1,000,000	717,766	2,750,000	1,750,000	1,801,000	4,000,000
4046 Loan Proceeds for Water Enterprise	824,000	0	824,000	180,717	875,000	
4048 Water / Sewer ACH Processing Fee				1,092	1,456	1,000
4051 Backflow Inspections	600	600	600		600	600
Total Revenue	2,097,808	957,996	3,816,045	2,082,565	2,878,873	4,243,800
Total Revenue & Reserves	2,354,499	1,022,531	4,000,245	2,266,765	3,063,073	4,428,000
EXPENDITURES						
5003 Supplies	25,000	36,515	30,000	23,780	31,706	30,000
5004 Professional Service	25,000	168,667	5,000	4,858	6,477	5,000
5004b Administrative Compensation	20,000	20,000	50,000		40,000	82,500
5007 Training and Equipment		45				2,000
5008 Publishing		73				
5009 Fees	3,375	4,292	2,550	5,348	6,325	6,400
5009a Processing Fees				1	1	1
5010 Rental Equipment	600	6,600	100	125	125	100
5011 Dues	475	131	475	275	275	275
5017 Utilities	6,000	5,014	6,000	4,968	6,624	6,000
5019 Generator Fuel		2,918	3,000	2,386	3,181	3,000
5020 Maintenance/Repairs	10,000	96,054	10,000	16,070	22,027	10,000
5024 Contract Services	32,000	463,763	32,000	72,862	97,149	32,000
5025 Tests/Permits	7,936	3,941	8,000	683	911	8,000
5026 Water Rights		915		3,450	6,450	6,000
5027 Safety		616				
5028 Water Meter Installation	1,500		4,800	2,768		4,800
5029 Misc						
5051 Backflow Inspection Labor	600	600	600		600	600
5052 Capital Outlay	1,824,000	22,251	3,574,000	1,961,846	1,961,846	4,000,000
Appropriation						
Total Expenditures	1,956,486	832,395	3,726,525	2,099,420	2,183,697	4,196,676
5049 To Loan Reserve						
5055 CWCB Water Storage Loan	6,000	5,936	5,936	5,935	5,935	5,936
5056 DWRF Well SRF Loan	2,467		2,468		17,468	30,000
Total Debt Service	8,467	5,936	8,404	5,935	23,403	35,936
Ending Fund Balance	389,546	184,200	265,316	161,410	855,973	195,388

Town of Empire
Budget 2023

Sewer Fund	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
Beginning Fund Balance - Reserves	131,556	130,019	100,428	100,428	100,428	89,696
RESTRICTED REVENUE						
4019 Interest Earned		48				
4029 Administrative Fees		0	0	0	0	
4030 User Fees	67,000	67,000	67,450	50,033	66,710	67,450
4031 Tap Fees	31,500	0	32,000	11,025	11,025	32,000
4033 Late Fees		3		238	317	500
4037 Account Transfer Fees		15	15		113	50
4041 Grant Funds						
4042 Grant Funds for Sewer Enterprise						
4046 Loan Proceeds for Sewer Enterprise						
4048 Water / Sewer ACH Processing Fees				1,092	1,456	1,000
Total Revenue	98,500	67,066	99,465	61,296	78,165	100,000
Total Revenue & Reserves	230,056	197,085	199,893	61,296	178,593	189,696
EXPENDITURES						
5004b Administrative Compensation	20,000	20,000	30,000	40,000	40,000	27,500
5003 Supplies	10,000	3,312	5,000	524	699	5,000
5007 Training and Equipment		45				
5009 Fees		711	850	2,157	3,300	3,300
5011 Dues		44				
5017 Utilities	10,000	11,006	10,000	9,462	12,616	12,000
5020 Repairs/Maintenance	20,000	32,595	20,000	20,596	23,000	20,000
5019 Generator Fuel		601				
5024 Contract Services	32,000	25,111	32,000	4,937	6,582	32,000
5025 Tests/Permits	5,000	3,232	5,000	2,025	2,700	5,000
5029 Misc.						
5052 Capital Outlay						
Total Expenditures	97,000	96,657	102,850	79,701	88,897	104,800
Ending Fund Balance	133,056	100,428	97,043	-18,405	89,696	84,896

Town of Empire
Budget 2023

Conservation Trust Fund

Beginning Fund Balance - Reserves

RESTRICTED REVENUE

4025 CTF from DOLA

Total Revenue

Total Revenue & Reserves

EXPENDITURES

5020 Facility Repair & Maintenance

5042 Capital Outlay

Total Expenditures

Ending Fund Balance

	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
	12,885	12,475	15,019	15,019	15,019	7,170
	1,500	2,544	2,000		2,544	2,000
	1,500	2,544	2,000	0	2,544	2,000
	14,385	15,019	17,019	15,019	17,563	9,170
	12,875		14,500	10,393	10,393	8,000
	12,875	0	14,500	10,393	10,393	8,000
	1,510	15,019	2,519	4,626	7,170	1,170

Town of Empire
Budget 2023

Centennial Fund

Beginning Fund Balance - Reserves

RESTRICTED REVENUE

4021 Donations

Flower-Flag Donations

Christmas

4023 Town Events

4034 Facility Rental

4075 Sale of Assets

Total Revenue

Total Revenue & Reserves

EXPENDITURES

5003 Supplies

5036 Town Events

Christmas

Total Expenditures

Ending Fund Balance

	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
	3709	4216	1716	1716	1716	6641
	500		500	2500	2500	500
				25	25	
	500	0	500			500
			5000	5000	5000	
	1000	0	6000	7525	7525	1000
	4,709	4,216	7,716	9,241	9,241	7,641
	1000		4000	23	100	500
	3000	2500	0	2500	2500	2500
	4000	2500	4000	2523	2600	3000
	709	1,716	3,716	6,718	6,641	4,641

Town of Empire
Budget 2023

Traffic Calming Fund

Beginning Fund Balance - Reserves

RESTRICTED REVENUE

4022 Surcharge Fees

Total Revenue

Total Revenue & Reserves

EXPENDITURES

5003 Supplies

5027 Safety Expense

5042 Capital Outlay

5050 Equipment Upgrade

Total Expenditures

Ending Fund Balance

	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
	176	176	121	121	121	396
	2000	275	2000	125	275	6000
	2000	275	2000	125	275	6000
	2,176	451	2,121	246	396	6,396
		330				
	2000		2000			2000
	2000	330	2000	0	0	2000
	176	121	121	246	396	4,396

Town of Empire
Budget 2023

Public Safety Fund

Beginning Fund Balance - Reserves

RESTRICTED REVENUE

4038 HVE

4022 Surcharge Fees

4041 Grant Funds

Total Revenue

Total Revenue & Reserves

EXPENDITURES

5003 Supplies

5027 Safety Expense

5042 Capital Outlay

5050 Equipment Upgrade

Total Expenditures

Ending Fund Balance

	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
	6539	2465	31	1166	1166	1291
	2000	300	2000	125	275	6000
		2389	2300		2300	2300
	2000	2689	4300	125	2575	8300
	8,539	5,154	4,331	1,291	3,741	9,591
		25	50	290	290	100
		3963	2200	2160	2160	2200
	4000	0	2000			
						2000
	4000	3988	4250	2450	2450	4300
	4,539	1,166	81	-1,159	1,291	5,291

TOWN OF EMPIRE
Budget 2024

Cemetery Fund

Beginning Fund Balance - Reserves

RESTRICTED REVENUE

4021 Donations

4024 Lot Revenues

Total Revenue

Total Revenue & Reserves

EXPENDITURES

5000b Clerk Wages

5003 Supplies

5020 Repair/Maintenance

5024 Contract Services

Total Expenditures

Ending Fund Balance

	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
	17346	16886	17626	17626	17626	17436
		100		100		
	1000	1500	1000	400	400	1000
	1000	1600	1000	500	400	1000
	18,346	18,486	18,626	18,126	18,026	18,436
		500	2000	230	230	1000
	1000	360	1000	180	360	1000
	6000		6000			6000
	2000					
	9000	860	9000	410	590	8000
	9,346	17,626	9,626	17,716	17,436	10,436

TOWN OF EMPIRE
Budget 2024

Utilities Improvement Fund

Beginning Fund Balance - Reserves

RESTRICTED REVENUE

4099 Sales Tax

Total Revenue

Total Revenue & Reserves

EXPENDITURES

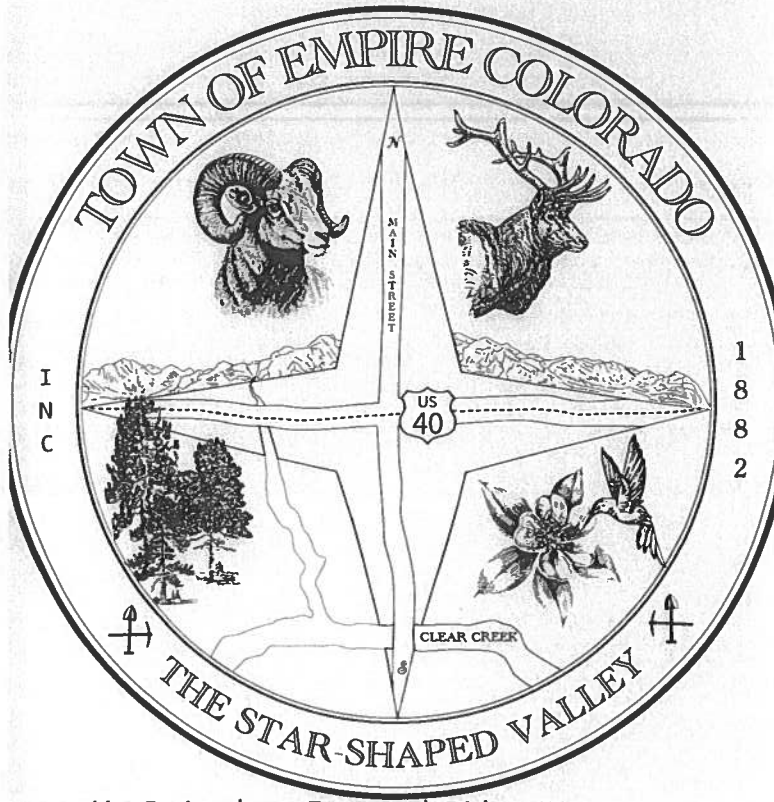
5004 Professional Services

5052 Capital Expenditures

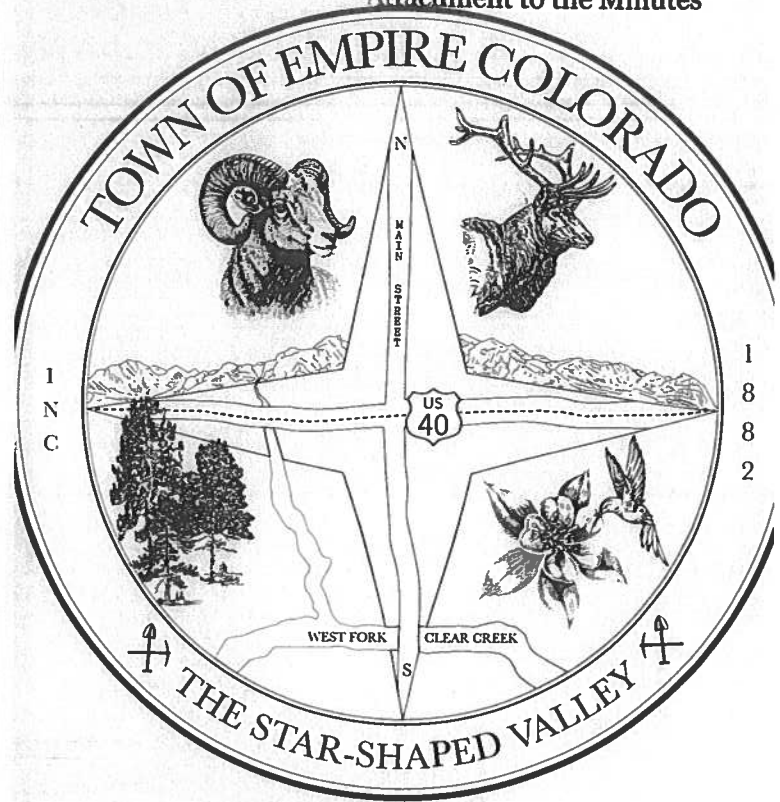
Total Expenditures

Ending Fund Balance

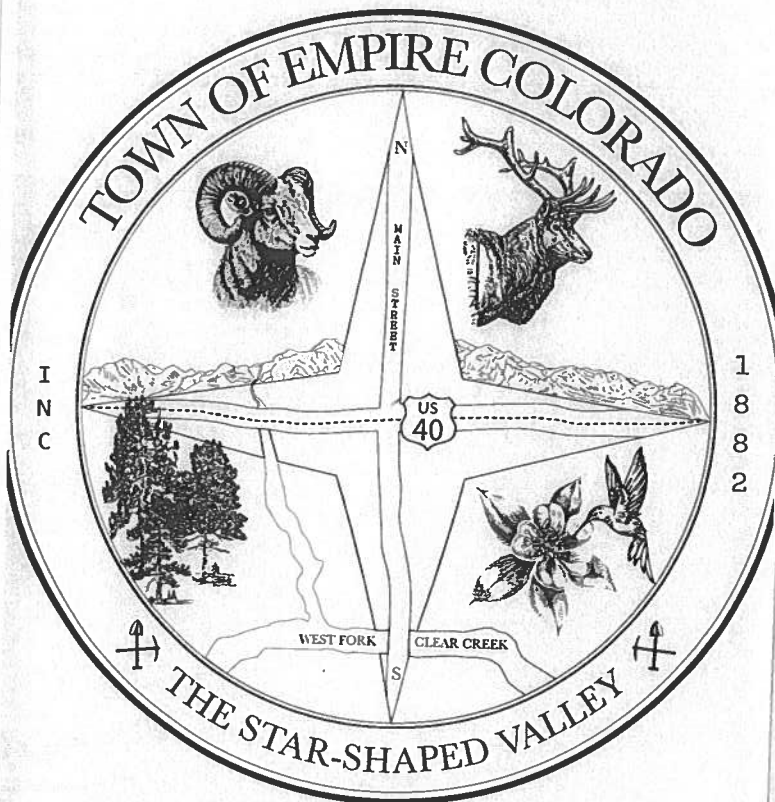
	2022 Budget	2022 Actual	2023 Budget	2023 3 Qtr Actual	2023 Projection	2024 Budget
	89,342	89,342	198,362	198,362	198,362	178,652
	62,500	109,020	100,000	97,717	130,290	125,000
	62,500	109,020	100,000	97,717	130,290	125,000
	151,842	198,362	298,362	296,079	328,652	303,652
	50,000		150,000		150,000	150,000
	50,000	0	150,000	0	150,000	150,000
	101,842	198,362	148,362	296,079	178,652	153,652



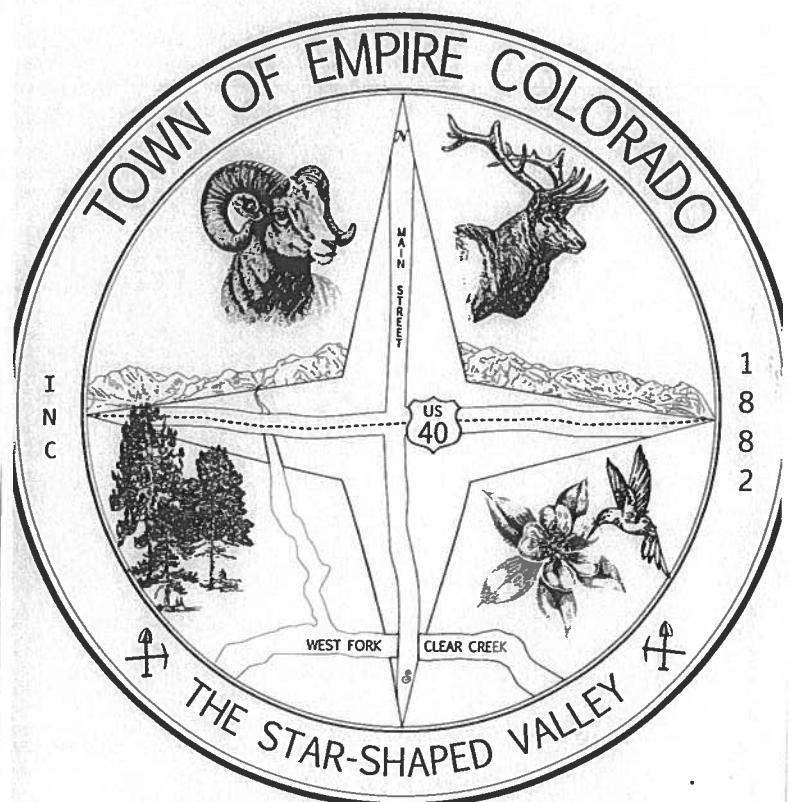
Ver 5 - Academy Engraved, Didot - INC



Ver 6: Fonts Baskerville, - INC



Ver 3: Fonts Baskerville & Fantabular - INC



Ver 4 Sans Serif, Euphemia, Menlo - INC