



# CITY OF LEADVILLE

800 HARRISON AVE.  
LEADVILLE, CO 80461

## WORK SESSION MEETING AGENDA

Tuesday  
September 26, 2023

6:00 P.M.

**Council Chambers & Zoom**

<https://leadville-co.gov.zoom.us/j/83526944548?pwd=aEdjdGtpNlEyZmt5YVQ1bDBQbnN4dz09>

Meeting ID: 835 2694 4548

Passcode: 80461

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6:00 pm	1.	<b>Call to order of a work session of the City Council</b>
	2.	Roll call
	3.	Optional Pledge of Allegiance or Moment of Silence
	4.	Approval of agenda
	6.	Public comments about items not on the agenda
		Citizens wishing to speak to council on issues <u>not</u> on the agenda are requested to raise their hand in the participant's section of Zoom or in person. The Mayor will call on the public in order. Comments are limited to three (3) minutes (not including council questions). Action, if required, will be assigned to City staff. For matters <u>on the agenda</u> (which are not a public hearing) at the discretion of the Mayor, public input can be heard prior to a vote being taken on the matter.
6:15 pm	7.	<b>Goal Setting:</b> A. Administration B. Animal Shelter C. Fire Department D. Human Resources E. Main Street F. Municipal Court G. Planning Department H. Police Department I. Streets Department J. Tabor Opera House
7:50 pm	10.	Public Comments
8:00 pm	14.	Adjournment

\* These items may not have briefs or may have additional briefs Tuesday before the Council meeting.

## 2024 Animal Shelter Department Goals

- Increase operational efficiency at the Animal Shelter
  - a. Increase floor space at the animal shelter in 2024 via a shelter expansion or metal building additions which will include housing for strays, space for adoptables, bite quarantine wings, and quarantine and isolation areas all which will provide a lower stress environment for the animals which can directly decrease their medical issues, behavior concerns, and length of stay.
  
- Improve animal control services for the community
  - a. Add two Animal Control Officers to the Shelter's staffing.
  
- Increase the number of community members signed up to be fosters
  - a. Use shelter techniques to increase foster enrollment and retention;
  - b. The majority of shelters have an appointed foster and volunteer coordinator, because we do not have the funding for this position, shelter technicians, office staff, and management will undergo comprehensive foster training via Maddie's Fund.
  
- Address overcrowding at the Shelter by increasing foster homes
  - a. Increase open kennels at the animal shelter in 2024 by utilizing foster homes to foster animals while they await their adoption day.
  
- Decrease Animal Length Of Stay (LOS)
  - a. Use shelter techniques such as quality photos, increased social media presence, comprehensive enrichment programs, adoption events, increased evening hours, and volunteers to decrease the LOS for adoptable animals to three weeks or less.
  
- Decrease animal deterioration while at the shelter by increasing fosters and volunteers
  - a. Host an open house quarterly where interested parties can stop by, receive training, see the animals, and get to know the staff and one another to create a stronger community.
  
- Support the local animal community
  - a. Provide a low cost vaccine and microchip clinic to the public twice a year to increase the health of the local animals, support our community members, and help reunite pets when they get loose.

## 2024 Animal Shelter Department Goals

- Maintain Animal Shelter personnel safety when the shelter is open to the public
  - a. Increase and stabilize staffing to provide proper coverage for employee safety. This is a community service and safety issue. While ideally four staff members are on shift, three is sufficient at the minimum; one staff member is needed for the cat room, another for the dog room, and the final for the office/management/errands.



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816 Harrison Avenue      Leadville, CO 80461  
Phone (719) 486-2990   Fax (719) 486-3113   Emergency – Dial 911  
[www.lakecountycolorado.com/fire](http://www.lakecountycolorado.com/fire), [www.cityofleadville.com](http://www.cityofleadville.com)

To: Mayor Labbe, Esteemed Council, Board of County Commissioners

From: Chief Dailey

Subject: 2023 Accomplishments and 2024 Goals

Accomplishments for 2023:

- ISO Classification completed in April and went into effect June 1<sup>st</sup>. Everyone living within five road miles of ether firehouse will either be able to get insurance or go from a 10 classification to a 3 classification. They will also have the option to shop around for the best rates;
- The Type III Engine has been delivered, is in service and has served the community well and has been on three deployments;
- The Type I Spartan Engine has been delivered and will be in service by November;
- Station II has received a Certificate of Occupancy. There remains a lot of work to be done before it's fully operational and grand opening is scheduled for October 14, 2023;
- Three Resident Firefighters are living at the Station II Firehouse, and we hope to recruit another three from this year's fire academy. Previously, the Department was spending \$24,000 annually on rental housing for a total of \$168,000 on rental housing before Station II was built;
- The Station I and Station II organization and configuration is complete;
- The 2023 Colorado Mountain College (CMC)/LLCFR Fire Academy Cadet graduation will be in December;
- Grant funding has replaced or added to our Personal Protective Equipment, (PPE) in the amount of \$59,569.08 for a total of 15 sets;
- Grant funding has added two BK, VHF hand held radios for wildland fire response in amount of \$10,008.26;
- Grant funding with Staffing Adequate Fire Emergency Response (SAFER) paid for \$129,903.87 as of June 2023 for staffing the 4<sup>th</sup> Firefighter on the engine to meet NFPA 1710-1720 standards;
- Two Firefighter Personnel graduated with their Associates Degree in Fire Science Technology;

- Headwaters Training Center, (HTC) had another burn room added to the 3<sup>rd</sup> division of the facility. \$6000 from the Intergovernmental Agreement (IGA) with CMC has been used to complete this, and other disposable items purchased. Search Prop will be complete this year;
- Facility use agreement for Station II between all agencies that are utilizing the facility will be complete;
- Certification/professional development for personnel. Chief McCann – Fire Instructor II, Captain Borrego – Fire Officer I, Engineer Pete Holmstrom – Fire Instructor I, FF Cassidy Bailey – Driver Operator Pumper, FF Jesse Gallup – Driver Operator, FF Keegan Gorham – Fire Instructor I, FF Derick DePetro – Driver Operator Pumper, FF Justin Jacobi – Fire Instructor I, FF Griffin Snell – Driver Operator, FF Sean Flannagan – Driver Operator, Cane Gibson – Fire I, Haz-Mat Operations, Resident FF Nick Stern – Driver Operator. All personnel had some kind of recertification process to keep their current certifications as well.

### **Goal #1**

#### **Retention of Professional Firefighters:**

It is the goal of the organization to retain our current personnel from leaving the organization. This is the most important goal for 2024.

- Work towards a salary range that is comparable/competitive to other organizations so that we stop losing our trained and experienced firefighters;
- Look into incentives, and pay range, for retention;
- Invest in our Officers and Engineers, to retain the asset that we have put so much time, money, and energy into for our community response and supervision within the department.

### **Goal #2**

#### **Programs:**

There are many programs within the organization that need constant attention for operational success. The following are the programs that I would like to focus on for 2024:

- Wildland Fire Response - It is the goal of the organization to continue to work on training and experience so that we have better suppression tactics. It is also a goal to continue to deploy on wildland deployments for valuable experience. Goal; build out a new Type VI Engine from \$250,000 - \$260,000 using the Fire Fund as payment method;
- Mitigation Efforts - It is the goal of the department to have a multi-agency approach to reduce fire hazard in Lake County. We will seek out grant opportunities to receive funding. The first project will be to reduce the fire hazard on County Road 4 and County Road 17 and to purchase a trailer for slash removal. Work with the county to hire a mitigation specialist for the program to take care of both the short-term and long-term goals of this significant program;

- Apparatus - It is the goal of the department to see what interest local mechanics have in becoming an Emergency Vehicle Technician (EVT). If there is interest, we would like to assist them with their professional development and career success. We also need to start the process of replacement/refurbishment for Truck 1, and Engine 603;
- Recue Equipment - It is our goal to replace and update most of our rescue equipment. This equipment is out of date and is in bad shape. Most of the equipment will be for over the edge rescue, but there is other equipment such as thermal imaging cameras. Line 6309, for equipment replacement in the amount of \$24,800.00;
- Health and Wellness - It is our goal to have every department member be able to be checked for life threatening disease and physically capable of being a firefighter. We would also like to make it a goal in the very near future to work on better mental health options and additional blood draws;
- Personal Protective Equipment - It is our goal to purchase gloves, ear plugs, safety goggles, hoods, structural helmets, and dual-purpose certified PPE. We were able to obtain 15 sets of bunker gear (Structural Firefighting) in 2023. The dual-purpose gear will allow for greater longevity of that PPE;
- Small Engines - It is our goal to replace some very overworked equipment this year; three snow blowers, one weed whacker, and a lawn mower;
- Haz Mat - Hammer I and the Air and Light Trailer Compressor will be returned to the South-Central Region. It is the goal of the organization to create and alternative solution to our hazardous material response capabilities that are known in Lake County. Additional funding to due so in total of \$5,000 from our annual amount of \$1,900.

### **Goal #3**

#### **Facilities:**

- Station II – It is the goal of the organization to have Station II fully operational with two Chiefs during the day, two ambulance personnel, and a minimum of four Resident Firefighters. This will allow for greater response capabilities Lake County wide;
- Station II - Look into grant opportunities for Solar to be installed to offset the electrical consumption cost;
- Station I - This station needs continuous maintenance due to the use and age of the facility. The goal would be to upgrade the access points to the plumbing in the bay, sheetrock replacement, paint, and to work on replacement of the front and back access doors;
- Work with the county on their long-range plans for facility maintenance, and replacement.

### **Goal # 4**

## Department:

- Standard Operating Procedures (SOP's) to be completed;
- Apparatus consultant to visit Leadville to analyze our apparatus fleet, capital plan and maintenance;
- Hire a full-time administrative staff member for the organization;
- IGA update between the city and the county, LLCFR and CMC, and LLCFR and SVGHD;
- Hire a Full Time Wildland Fire Specialist for mitigation efforts and working towards a Fire Wise Community.

## **Goal #5**

### Training:

- The number one goal of the Headwaters Training Facility (HTC) for 2024 will be to start the process of getting infrastructure to run a climate control building;
- Continue to build out shipping containers at HTC for multiple disciplines for each agency;
- Have a signed Memorandum of Understanding (MOU) by all agencies that will use the facility;
- Have all personnel learn the position above them and get state certified in that respected position. All task books for each position complete in order to “bump up” into the position above for greater capacity and response capabilities

## **Fire Prevention and Code Enforcement**

### Chief Boyle's Goals for 2024:

- CO Detectors, \$1000.00. Just like the smoke detector campaign, this is in conjunction with that program to save lives;
- Bullard extinguishment system \$12,000.00 (AFG Grant Application in 2024);
- National Fire Academy (cost paid up front and then reimbursed);
- Courtroom Testimony training, through FMAC (Fire Marshal Association of Colorado), to represent our fire organization and the City and County properly in the court of law;
- Choose one department member to start getting certified in inspection and code enforcement and investigations. This is to hand the torch down and create depth. This expense will be from the education line item.

## Human Resources Goals for 2024

September 22, 2023

1. Provide better clarity on employee rules of conduct, policies and procedures
  - a. Complete the update of the employee handbook with Lexipol;
  - b. Obtain City Council approval for the handbook;
  - c. Roll out the revised handbook to employees.
  
2. Obtain lower CIRSA insurance premiums
  - a. Complete every item on the CIRSA audit before December to pass our 2024 audit;
  - b. Continue to seek out opportunities to reduce the city's safety vulnerabilities.
  
3. Continue to ensure that employees are receiving the necessary training to complete their jobs, ensure safety and ensure legal compliance
  - a. Ensure that employees are properly trained on appropriate workplace conduct and procedures;
  - b. Ensure that supervisors receive proper training on their supervisory responsibilities.
  
4. Ensure successful roll-out of the state FAMLI program within the city
  - a. Encourage employees to opt-in the the program;
  - b. Answer employee questions;
  - c. Work with the Finance Department to ensure successful implementation.
  
5. Continue to enhance employee's work experiences
  - a. Ideas include: (1) a drawing every other week throughout 2024 with all of the employees. Each drawing could have a gift card to a local business; (2) a summer BBQ, (3) team building that each department can participate in each month or every other month. Something that wouldn't take up more than one hour or to do during a meeting.



6. Continue to enhance my own skills and development

- a. Continue to receive legal and policy updates that affect city personnel rules, policies and procedures;
- b. Continue to attend human resources training including those regarding the Family Medical Leave Act, Americans with Disabilities Act, and employee well-being.



# LEADVILLE MAIN STREET

## Leadville Main Street Program (LMSP)

2023 Q3 Program Update

2024 Annual Workplan & Program Goals

October 2023

Program Info & Update

2023-2026 LMSP  
Strategic Plan

Annual Activities

Projects/Partnerships

Marketing &  
Communications

Annual Workplan



National Main Street  
Center  
a subsidiary of the  
National Trust for Historic Preservation

## Our Vision and Purpose - NEW IN 2023!

Great living and community connection through historic preservation, beautification and the activation of public spaces to support a thriving downtown at 10,200 ft.

# Program Info & Update

## The Main Street America 4 - Point Approach

LMSP works to strengthen our community's economic vitality using a transformational strategy centered around the Main Street America 4 - Point Approach, which centers around the points of Economic Vitality, Design, Organization, and Promotion.

## 2023 LMSP Board of Directors

Amy Hall - Interim President

VACANT - Vice President

Alicia Feters - Treasurer

Erin Duggin - Secretary

Tammy Taber - Board Member

Mayor Greg Labbe, Ex-Officio

## 2022/2023 LMSP Transition

In late 2022, the LMSP (Leadville Main Street Program) began the process of transitioning away from operating under the LLCEDC (Lake County Economic Development Corporation). This transition was made with the goal of ensuring the program's long-term sustainability and success. To facilitate a smooth transition, the LMSP team collaborated with our Colorado Main Street/DOLA partners to create a strategic plan of action. This plan aimed to provide a framework for the program's continued success and to ensure that the transition was seamless for all stakeholders involved. In February 2023, the LMSP team solidified a partnership with the Lake County Community Fund (LCCF). This partnership allowed the program to utilize the LCCF's 501c3 status while the LMSP team worked on developing their long-term vision and goals. The City of Leadville has been a critical partner in this transition process, as they have continued their financial commitment to the LMSP program. This support has been instrumental in ensuring that the program can continue providing valuable services to the Leadville community, even during this period of change. Overall, this transition has been a positive step forward for the LMSP, and we remain committed to providing vital support and resources to the businesses and residents of Leadville for many years to come.



# 2023-2026 LMSP Strategic Plan

## Our Strategic Plan

Following the successful completion of our program transition and facilitation, the LMSP began work on our first comprehensive, multi-year strategic plan. As a benefit of being an accredited Colorado Main Street (COMS) Community under the Colorado Main Street Program/DOLA/OEDIT, they provided a COMS consulting partner to guide us through the Strategic Planning Process. This plan was officially approved by the LMSP Board of Directors in Q1.

### Leadville Main Street Program STRATEGIC PLAN 2023-2026

The Leadville Main Street Program Strategic Plan is a three-year road-map developed by the Board of Directors and partners for the Leadville Main Street Program. It articulates the Program's purpose and vision for the future and provides Program focus by identifying specific priorities, goals and projects that they will achieve over the next three years.



#### Leadville Main Street Program Vision and Purpose

*Great living and community connection through historic preservation, beautification and the activation of public spaces to support a thriving downtown at 10,200 ft.*

#### Leadville Main Street Strategic Priorities

The Leadville Main Street Program carries out its purpose and strives to achieve its Vision through its focus on four Strategic Priorities that align with the *Main Street Community Four Point Approach to Community Transformation*. These four Strategic Priorities define the Program's focus and serve as the foundation for goal setting and projects the Leadville Main Street Program undertakes. Our work aligns with and is a result of collaborative partnerships with the city, community stakeholders, area organizations and businesses.

1. Showcase One Tangible Project Annually
2. Create Organizational Sustainability & Support Program Expansion
3. Maximize Community Involvement in the Leadville Main Street Program and Downtown
4. Support Historic Preservation Projects and Serve as a Technical Assistance Resource for Businesses



*The Leadville Main Street Program is a community organization that has been operating since 2015 to maintain and enhance the vibrancy of downtown Leadville. It works with the city, local businesses, volunteers and multiple organizations to build strong partnerships and create positive impact in our community.*



### GOALS AND PROJECTS TO ADVANCE STRATEGIC PRIORITIES

Goals and projects define how the Leadville Main Street Program will begin executing on each Strategic Priority through effective planning that takes into account the different methods needed to achieve their focus.



- #### 1 SHOWCASE ONE TANGIBLE PROJECT ANNUALLY

**Goals**

  - Identify aesthetic enhancement projects
  - Continue to organize and/or support events that bring people to Main Street

**Projects**

  - Complete transformer wraps
  - Wrap up Parklet project
  - Zaitz Park Improvements
  - Support marketing events for the business community
  - Create a new Leadville Main Street Program website
- #### 2 CREATE ORGANIZATIONAL SUSTAINABILITY & SUPPORT PROGRAM EXPANSION

**Goals**

  - Establish the Leadville Main Street Program as a stand-alone non-profit organization
  - Host events that bring in money to support Leadville Main Street Program operations
  - Evaluate the return on investment for community/promotional events and apply an evaluation approach for considering new event additions
  - Diversify funding sources to enhance Program stability

**Projects**

  - Establish Leadville Main Street as an Interim 501(c)3 with Lake County Community Fund
  - Revise Program bylaws
  - Obtain a new MOU with the City
  - Develop various fundraising strategies such as donations and sponsorships (package approach)
  - Explore benefits of Main Street Merchandising (calendars, bags, stickers)
  - Host a summer concert series and annual auction
- #### 3 MAXIMIZE COMMUNITY INVOLVEMENT IN THE MAIN STREET PROGRAM AND DOWNTOWN

**Goals**

  - Support cultural diversity
  - Establish and maintain partnerships
  - Support bilingual community communications for and with businesses
  - Educate the community about the Main Street Program through business outreach, and targeted communications, marketing and social media outreach

**Projects**

  - Leadville Main Street Program Newsletter – Increase engagement/open rates
  - Engage South Main Street businesses in program opportunities and projects
  - Develop community impact measurements to demonstrate the economic impact the Main Street Program has in Leadville
- #### 4 SUPPORT HISTORIC PRESERVATION PROJECTS AND SERVE AS A TECHNICAL ASSISTANCE RESOURCE FOR BUSINESSES

**Goals**

  - Connect building owners to historic preservation resources
  - Serve as Stewards of historic preservation resources
  - Support creation of marketing and communications that celebrate (historic) Main Streets

**Projects**

  - Support grant applications & obtain incentives that promote historic preservation
  - Continue participation with the Leadville Historic Preservation Commission
  - Develop a Story Map of historic places in Leadville/Main Street

# 2023 LMSP Annual Activities



# 2023 Projects

## Main Street Parklet & Restroom



The Leadville Main Street parklet-restroom project is a much needed addition to the Visitors Center and Harrison Avenue in desperate need of better amenities to serve those coming through needing a place to rest, get information, and plan their stay in Leadville. Additionally, this is another service point for locals and business owners who need reliable bathroom facilities for public use. We were honored to receive an award from the Historic Preservation



Leadville Main Street Program & LCCCA Parklet at the Visitor Center

- 809 Harrison Ave.
- PUBLIC Restroom and Parklet Infill
- Lake County Civic Center Association
- Funded by CDOT grant

Commission in 2023. In August, we soft-opened the restroom facility and celebrated our official ribbon-cutting in September. This project is being implemented in a stakeholder collaboration of Lake County, City of Leadville, Leadville Main Street, Lake County Community Fund, Leadville Lake County Economic Development Corporation, Lake County Tourism Panel, Leadville Lake County Chamber of Commerce, Lake County Civic Center Foundation, City of Leadville Street Department, Parkville Water, Leadville Sanitation District and countless volunteers.



## Leadville In Bloom



Formerly known as the Planter Box Program, in 2023 we expanded the sponsorship options to over 70 planters along Harrison Avenue including hanging, regular, and large planters. Leadville In Bloom provides fun advertising for businesses and local organizations all summer.

## Zaitz Park



Zaitz Park continues to be our focus for community and space activation. LMSP hosted our 2nd Annual Summer Nights at Zaitz event in the park, bringing the community together with two music events. Residents and visitors frequent Zaitz park as well, making it a popular area to congregate. Additional landscaping efforts of the park have been well received, and many have given praise to its recent upkeep.

# 2023 Events & Partnerships



## Community Clean Up

LMSP and Partners hosted the 3rd Annual Leadville & Lake County's Annual Community Clean Up on June 10, 2023



## Summer Nights at Zaitz

LMSP and Leadvillain Music once again partnered the "Summer Nights at Zaitz" music events on July 6 & August 3, 2023



## Trick or Treat Street 2023

LMSP will partner for the third year with the Lake County Rec. Dept. for this year's "Trick or Treat Street" on October 29, 2023

# 2023 Events & Partnerships



## Leadville Main Street Annual Auction

LMSP will host our annual live auction on Saturday, September 30, 2023. This is LMSP's largest fundraiser of the year raising over 10K



## Parade of Lights

LMSP will officially host this years Parade of Lights formerly organized by the Leadville Lake County Chamber of Commerce



## Shop Small Saturday

LMSP will host the annual "Shop Small Saturday" event, sponsored by American Express, on Saturday, November 25, 2023, with specials and discounts from Lake County Businesses.



# 2023 Marketing & Communications

## Website

The Main Street board approved the use of our DOLA/COMS mini - grant funds to engage a contractor to build our first - ever website. The domain [leadvillemainstreet.org](http://leadvillemainstreet.org) was secured this quarter. Having a domain and official website is required to satisfy the Designated Level in the DOLA/COMS program. Expected completion 2023.

## Social

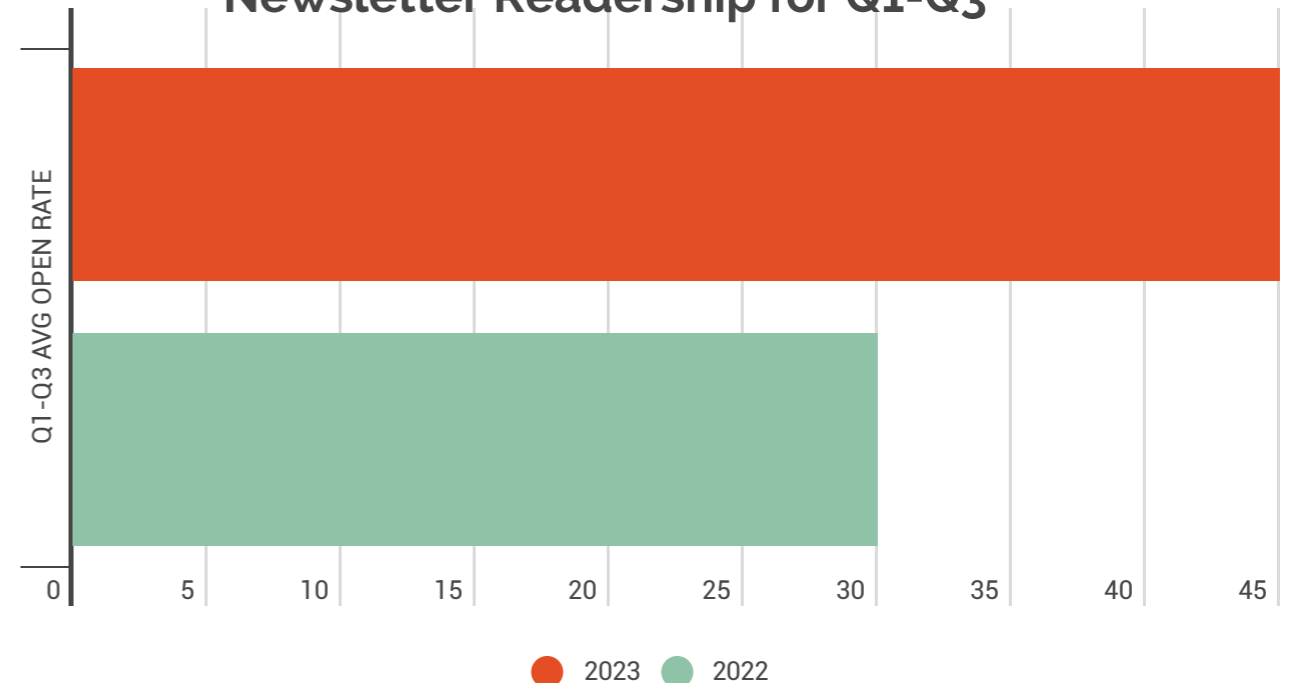
In 2022, the LMSP engaged a marketing consultant for assistance with strategic communications, press releases, monthly newspaper articles, and social media which set us up for success in 2023. The Leadville Main Street page has nearly 3k 2088 followers, giving an increase of 281% in follows and an increase of 96.5% in reach since January 2022.

## Communications

Main Street Newsletter continues to improve and evolve into a resourceful tool for businesses to stay engaged and informed on important grant opportunities, local happenings, and more. Open rates have averaged around 47% , compared to last year's open rate averaging at 30%.



Newsletter Readership for Q1-Q3



# 2024 Annual Work Plan & Program Goals

STRATEGIC PRIORITY	GOAL	PROJECT	Implementation Priority (P1-P4)	Timing (Q1-Q4)	YEAR	Lead, Support, Partner	STATUS	Success Measure	BUDGETING (cost estimate, grant, sponsorship, donation)	FOUR POINT CATEGORY
Showcase One Tangible Project Annually	Identify Aesthetic Enhancement Projects	Wrap up Parklet project	P1	Q2	2023	LMPS, CITY & PARTNERS	ACTIVE	Final Inspection; Ribbon Cutting Celebration	200K+/CDOT Grant and City Assistance	ECONOMIC VITALITY & DESIGN
		Complete transformer wraps	P3	Q1	2024	L: Nancy, S: Katie, P: Town	PENDING	Identify Funding and Complete Project	Identify locations/\$ approx 2K	DESIGN
		Zaitz Park Improvements (ongoing beautification)	P4	ALL	ALL	LMSP, CITY	ONGOING	Identify Continued Improvement Projects	COMS Mini Grant Funds for Projects	ECONOMIC VITALITY/DESIGN /PROMOTION
	Continue to Organize and/or Support Events on Harrison Avenue and Community	Create a new Leadville Main Street Program website	P1	Q1-Q3	2023	LMSP	ONGOING	Completion of leadvillemainstreet.org	COMS Mini Grant Funds/Approx 6K	ORGANIZATION/PROMOTION
		Support marketing events for the business community (ongoing)	P2	ALL	ALL	LMSP	ONGOING	LMSP Newsletter Coverage; Social Media Support	N/A	PROMOTION
Create Organizational Sustainability & Support Program Expansion	Organizational Structure	Establish Leadville Main Street as an Interim 501(c)3 with Lake County Community Fund	P1	Q1	2023	LMSP, LCCF, CITY	COMPLETE	Partnership Created	N/A	ORGANIZATION
		Revise Program Bylaws	P1	Q2	2023	LMSP, COMS, CITY	ACTIVE	Revised By-laws	N/A	ORGANIZATION
		Obtain a new MOU with the City	P1	Q2	2023	LMSP, COMS, CITY	ACTIVE	Revised MOU	N/A	ORGANIZATION
	Diversify Funding Sources to Enhance Program Stability	Develop various fundraising strategies such as donations and sponsorships (package approach)	P2	Q1	2024	LMSP	PENDING	Annual Sponsorship Program	TBD	ORGANIZATION
		Explore benefits of Main Street Merchandising (calendars, bags, stickers)	P2	Q2	2023	LMSP	ACTIVE	Marketing Item Identified	TBD	PROMOTION
Maximize Community Involvement in Main Street Program Downtown	Educate Community about LMSP Through Business Outreach, Targeted Communications	Provide business technical assistance	P1	ALL	ALL	LMPS	ONGOING	XX of Historic Preservation Projects and Econ Dev Projects	N/A	ALL
		Leadville Main Street Program Newsletter – Increase engagement/open rates; Create bilingual marketing assets	P1	ALL	ALL	LMPS	ONGOING	Successful increased engagement rates	1K	PROMOTION
		Develop community impact measurements to demonstrate the economic impact the Main Street Program has in Leadville	P3	ALL	ALL	LMPS	ONGOING	Work with COMS on State Impact Measures	N/A	ALL
	Support Cultural Diversity & Community Engagement	Support bilingual community communications for and with businesses	P1	ALL	ALL	LMPS	ONGOING	Partner with local non-profit community to engage all deomgraphics	1K	PROMOTION
		Support bilingual Community Events	P1	ALL	ALL	LMPS	ONGOING	Partner with local non-profit community to engage all deomgraphics	1K	PROMOTION
	Establish and Maintain Partnerships	Continue Partnership Development	P3	ALL	ALL	LMPS	ONGOING	Successful and increased partnership opportunities	N/A	ALL
		Engage South Main Street businesses in program opportunities and projects	P3	ALL	ALL	LMPS	ONGOING	Targeted communications and projects to engage Main Street	N/A	ALL
Support Historic Preservation Projects and Serve as a Technical Assistance Resource for Businesses	Connect Building Owners to Historic Preservation Resources	Support grant applications & obtain incentives that promote historic preservation; Provide technical assistance to building owners and businesses	P1	ALL	ALL	LMSP, COMS & PARTNERS	ONGOING	Successful Projects and Programs Identified	N/A	ALL
	Serve as Stewards of Historic Preservation	Continue participation with the Leadville Historic Preservation Commission	P1	ALL	ALL	LMSP, COMS & PARTNERS	ONGOING	Commissioner for the Historic Preservation Commission	N/A	ALL
	Support Creation of Marketing and Communications that Celebrate (historic) Main Streets	Develop a Story Map of historic places in Leadville/Main Street	P2	ALL	ALL	LMSP, COMS & PARTNERS	ONGOING	Work with COMS to develop story map	N/A	ALL

After successfully creating our first **multi-year** strategic plan and a corresponding annual work plan in 2023, our priority in 2024 is to continue to polish our annual programming in accordance with our goals set forth in our strategic plan. Program sustainability is critical to Leadville having access to important historic rehabilitation grants, tax credits as well as public space activation and community events.



# Thank you for your continued support!

Nancy Bailey - [Director@leadvillemainstreet.org](mailto:Director@leadvillemainstreet.org)

Website - [leadvillemainstreet.org](http://leadvillemainstreet.org)

Facebook - [Leadville](#) [reet](#)



Lake • County • Community • Fund



**National Main Street Center**  
a subsidiary of the  
National Trust *for* Historic Preservation



## MUNICIPAL COURT

### MEMORANDUM

To: Hon. Greg Labbe, Mayor of Leadville  
Members of Leadville City Council  
Laurie Simonson, City Administrator

From: M. Christina Floyd, Presiding Municipal Judge

Re: Municipal Court Accomplishments and 2024 Goals

Date: September 26, 2023

This is in response to City Administrator Simonson's request that I share with City Council goals that we have for operation of the Leadville Municipal Court. In considering this request I find it important to review some of our accomplishments and challenges over the past year in order to set the stage for presentation of our goals for the next year.

In general, the Court continues to operate in a productive fashion. We remain able to convene court for scheduled monthly dockets each month and anticipate no disruptions in that availability. In order to be readily available to our constituents and the public alike, we continue to offer access through the City's Zoom platform for arraignments and initial appearances using technology installed in 2021; however, most people summoned to court still appear in person (when they appear).

To better accommodate the City's law enforcement and prosecutor schedules, we have been flexible in adjusting convening court when needed and recently changed the monthly docket day to the third Wednesday at 1:00 p.m. We hope that this will alleviate some of the burden of having resources available for court appearances, especially in the face of short staffing, which I fear may be influencing the issuance of summons for municipal code violations, as they have remained very low this year. In addition, we have encountered issues with summons being issued correctly. This has resulted in a some cases being dismissed or plea agreements being negotiate, which may also be impacting the number of citations being written.

Court security, or the lack thereof, is a concern, especially when addressing violations involving violent acts and/or defendants with a history of violence. As you all are aware, there is no active security upon entry to City Hall or in the Municipal Courtroom. Although this has not been an issue for the Municipal Court thus far, there is always a risk that an alleged offender may not respond positively to being accused of a crime that could impact their freedom, especially when under the influence of drugs or alcohol. Best practices for operation of a courtroom include the presence of appropriate security for court staff and constituents.

Finding interpreters to support the Municipal Court remains a perpetual issue. As noted in prior reports, this impacts our ability to serve the Court's non-English speaking constituents and creates additional burdens for them, since they often have to take time off from work in order to attend a scheduled matter, only to be told that the case needs to be continued to another date because we do not have an interpreter for a non-English speaking participant. While the City has approved funding for interpreters, we continue working to identify other resources, including interpreters that are able to attend virtually via zoom or by telephone through Language Line Solutions, which is used by several other Municipal Courts in the state that do not have available in-person interpreters. The challenge, however, is that we do not know when an interpreter may be needed and, with the number of summons being issued remaining low, it is not cost effective to have an interpreter attend each docket just in case they are needed and there is currently no one in our community offering on-call translation services similar to the Language Line Solutions. Moreover, this resource is expensive (\$5/minute), so we only use it when there are no other options. I attended a

meeting with Colorado Supreme Court Chief Justice Brian Boatright during which I advocated for making the State Courts' Language Access resources available to Municipal Courts, which Lake County courts have access to. Despite Justice Boatright's agreement that such services are essential for our court, not much progress has been made towards freeing up those resources for our community.

As you know, Hannah Scheer serves as the City's Deputy City Clerk and Municipal Court Clerk. While I believe that she is happy serving in these roles, her City Clerk position is rather demanding, so she has little capacity to attend to more than routine duties for the Municipal Court, which also factors in to being able to timely prepare for the monthly docket. I am concerned as to her ability to juggle both positions long term without finding a way to increase her capacity.

Staffing capacity could be even more challenging if the Court were operating at a full caseload. But the number of citations written into the Municipal Court have remained low over the past year. Where we previously averaged 20+ new cases per month, there have only been a total of 25 new cases brought into the Court so far this year, with the most notable reduction being in traffic matters. I understand that Chief Chavez has diligently worked to rebuild the staff of the Leadville PD, but it appears that has not resulted in a higher level of municipal code enforcement.

In addition, there is a high rate of "failure to appear" by defendants accused of municipal code violations. Unfortunately, due to legislative changes at the state level, there is often little recourse for such "FTAs" on traffic offenses and issuance of arrest warrants for other offenses is rarely effective given the limited capacity LPD has to enforce such warrants.

Another resource we have available is the Court's Useful Public Service (UPS) program; however, very few offenders are offered that as an option in negotiated plea agreements. We have the ability to assign them to the Animal Shelter for performance of low-level, but necessary, tasks (e.g., filing, cleaning cages, etc.) to help free up paid staff for more crucial duties, and can also have them perform duties for other departments and agencies as needed. To date, all UPS assignments have been successfully completed and the offenders have not reappeared in Municipal Court, so it appears to be an effective tool.

Regarding my continuing professional development and activities as Municipal Judge, I remain an active board member of the Colorado Municipal Judges Association. I have attended numerous meetings and seminars offered by the organization, the cost of which I have personally absorbed, and am scheduled to attend the fall conference that convenes in Breckinridge on October 5. These activities allow me to connect with many other municipal judges across the state and develop productive relationships for the exchange of information and ideas on best practices for operation of Leadville's Municipal Court.

Given the above, in consultation with Municipal Court Clerk Scheer, we have identified the following goals for the next year:

1. Court Security. Recent incidents with a defendant reportedly attempting to influence or intimidate witnesses has led to communications with Chief Chavez aimed at increasing security when the Municipal Court is in session. We will work with the LPD to arrange for presence of an officer when there is a matter on the Court's schedule that may counsel in favor of having security available.
2. Language Access Services. I have been in communication with the Lake County Department of Human Services, which recently received a grant through HCPF to support establishing an interpreter network and expand language access services. I have requested that the Municipal Court be considered for receipt of such services through the program due to the gap in availability for interpreters. Our goal would be to have a local qualified interpreter available for each scheduled docket. In addition, we will work with LPD and the prosecutor to identify in advance defendants who may need and interpreter in order to arrange for services prior to the date of their appearance.
3. Improving Communications with LPD and the Prosecutor. Often the need for interpreters and issues with summons are not discovered until the matter is on the docket or the defendant is scheduled to appear. Going forward I have asked the Court Clerk to review citations in advance and communicate with the LPD and Prosecutor where it appears the summons may not be properly completed or the defendant may need interpreter services, so that we can be better prepared to address the matter on its scheduled date.

Another goal is to communicate the availability of alternative sentence options with guilty pleas, including UPS,

4. Increasing Court Clerk Capacity. I hope to work with Ms. Scheer and Administrator Simonson on identifying ways that we can increase capacity for Municipal Court work. This would include collection of fines and restitution ordered, as well as increase opportunities for expanded training in best practices for Municipal Court operations.

In summary, while I am proud of the progress we have made with the Municipal Court since I was first appointed, work remains to be done in order to ensure full, safe and equitable access for our constituents, as well as the achieving the quality of operations that our constituents deserve.

Court is open to the public and you are welcome to come observe scheduled proceedings at any time. I appreciate the opportunity to discuss Municipal Court goals and answer any questions you may have.



## 2023 Goals Recap: Planning Department

### **Goal 1: Customer service**

Provide timely customer service to applicants by a) codifying a maximum timeframe for the determination of application completeness b) adopting administrative guidelines with reasonable timeframes for permit processing (Example: 7 weeks maximum from submittal of a complete application to a public hearing at Planning Commission), and c) processing all applications within the provided timeframes.

**Status: Mostly accomplished.**

- **Timely customer service and application processing was provided. No issues or complaints. Administrative guidelines were not adopted, continued as a 2024 goal.**

### **Goal 2: Construction compliance**

Protect the health, safety and welfare of the public and occupants of new development through site monitoring and inspection for zoning and permit compliance. Example: When a large subdivision development is approved, the City enters into a Subdivision Improvements Agreement which requires the developer to construct public infrastructure improvements such as streets and sidewalks by certain dates. The Planning Director will inspect the subdivision improvements prior to acceptance in order to verify they have been constructed to City standards.

**Status: Accomplished and in-progress.**

- **The City is diligently enforcing the Railyard Phase 1 SIA (as recently amended) and the storm sewer corrections.**

### **Goal 3: Be a resource and form relationships**

Establish the Planning Dept. as an effective resource for various community organizations and agencies which serve community-wide interests through the establishment and development of both inter-organizational and intra-organizational relationships. Example: The Planning Director will attend the regular meetings of the Housing Coalition's Policy Advisory Team.

**Status: Accomplished.**

- **The Planning Director regularly participated in the meetings of the Housing Coalition's Policy Advisory Team (PAT), Leadville-Lake County Regional Housing Authority (LLCRHA), LLCRHA Development Subcommittee, Leadville-Lake County Community Justice Center design team, and the Leadville Community Center design team.**



## 2023 Goals Recap: Planning Department

### **Goal 4: Support major community projects**

Provide Planning support for high priority community development projects such as the Community Justice Center and affordable housing developments through efficient entitlement and permitting review and processing. Example: The Planning Director will attend the Executive Committee meetings for the Community Justice Center.

**Status: Accomplished.**

- **The Planning Dept. provided a completeness review, public agency referral, public notice, pre-liminary comments, revision review, public comment responses, and a detailed staff report on the subdivision, conditional use, and site plan applications for the LLCCJC within the expected 7-week timeframe, also identifying previously unidentified access and property ownership issues.**

### **Goal 5: Code updates**

Protect and enhance the character of Leadville's built environment through staff evaluation of opportunities for Zoning and Subdivision Code corrections and updates, particularly those identified in the City's adopted long-range plans. The Planning Director will maintain a list of recommended Code changes and present those changes to the Council quarterly.

**Status: Accomplished and in-progress.**

- **The Planning Dept. has processed the following three (3) subdivision and zoning code amendments and is in progress on the fourth.**
  - **Townhouse, Condominium, and Building Footprint Subdivisions,**
  - **Table of Uses, Definitions, Accessory Dwelling Units (ADUs), and Administrative Applications**
  - **National Historic Landmark (NHL) District Amendments**
  - **Housing Variety Amendments (in progress).**





## 2024 Goals: Planning Department

### **Goal 1: Customer service**

Provide quality customer service to the community for subdivision, zoning, and building related inquiries, plan review, public hearings processes, permitting, and inspection.

Action items:

- Provide improved Planning services through staffing of a Planner I or Planning Technician position.
- Evaluate creation of, and if appropriate, create a Community Development Department with Planning and Building Divisions, providing all subdivision, zoning, and building permitting and inspection services within the Community Development Department.
- Provide all services in a timely, consistent, thorough, accurate, appropriate and professional manner.
- Provide availability and approachability for all customers through an open door, in-office policy with fully digital plan review and virtual meeting alternatives.
- Adopt administrative guidelines, including application processing.
- Housekeeping:
  - website updates,
  - application form updates,
  - digitization of hardcopy archives, and
  - office improvements.

### **Goal 2: Construction compliance**

Protect the health, safety and welfare of the public and occupants of new development through site monitoring, inspection, and enforcement for subdivision, zoning and permit compliance.

Action items:

- Manage existing and any new Subdivision Improvement Agreements (SIA).
- Codify a pre-construction meeting, construction management plan, and post-construction survey requirement for all new construction and major remodels.
- Codify construction hours and noise limitations for construction.

### **Goal 3: Planning**

Anticipate future development and create plans that ensure that development aligns with the envisioned character and identity of the community.

Action items:

- Process remaining code updates identified in the 2015 Comprehensive Plan.
- Process a comprehensive subdivision and zoning code “clean-up” code amendment/update.



### **2024 Goals: Planning Department**

- Draft the 2025 Comprehensive Plan for 2025 adoption.
- Obtain cultural resource surveys of structures within the National Historic Landmark District.
- Research funding opportunities for local residential historic structure rehabilitation.

#### **Goal 4: Support the community**

Serve various community organizations and agencies which address community-wide interests, through the maintenance and development of both inter-organizational and intra-organizational relationships.

##### Action items:

- Regularly participate in the meetings of the Housing Coalition's Policy Advisory Team.
- Regularly participate in the meetings of the Leadville-Lake County Regional Housing Authority and the Development Subcommittee.
- Regularly participate in the design team meetings of the Leadville-Lake County Community Justice Center and the Leadville Community Center.



## **Leadville Police Department**

### **2024 SMART Goals**

#### **Goal #1**

- **Increase community police coverage by increasing sworn Officer staffing from five (5) full-time and one (1) part-time to twelve (12) total Officers**

#### **Specific**

- The Leadville Police Department is currently budgeted for a Chief of Police, one Police Sergeant, five full-time Officers, one part-time Officer, and two Administrative Staff. These five full-time Officers and one part-time Officer work a twelve-hour shift and work 86 hours each two week pay period. The department has had one Officer vacancy since April 2023. Under the current Officer staffing numbers, there have been days and shifts where no Officer is on duty due to insufficient staffing, scheduled vacations, and military leave. By increasing Officer staffing from five full-time and one part-time Officers to 12 total Officers, there will be two Officers on duty each shift, each day, for the entire year of 2024 and beyond. Having two Officers working each shift, each day would provide for greater Officer safety for encountering individuals resistant to arrest, as well as enable Officers to handle two routine calls for service at the same time. For this goal to be successful, Goal #2 must be approved as well.

#### **Measurable**

- This goal will be measurable based upon the number of Officers working full-time or part-time on the department at any point in time during 2024.

#### **Achievable**

- This is an achievable goal.

#### **Realistic**

- This goal is well within the realm of possibility.

#### **Timely**

- The hiring process for additional Officers has already begun in September 2023 with the posting of a job announcement on the city website and in the Herald newspaper. However, the hiring process for Officers is a lengthy and multi-step process. If the individual hired is not already Colorado Peace Officer Standards & Training (POST) qualified, they will be required to attend and graduate from a police academy and then complete a field training period with a Field Training Officer (FTO) before being qualified to work independently. Overall, this process can take over one year. An individual who is already POST qualified is able to work independently in as little as two to three months.

## Action Plan

The Officer job description has already been developed. During the month of September 2023, the city advertised the position in the local newspaper, city website, Colorado Workforce Center and various law enforcement hiring websites. Once suitable candidates are hired, they will either be scheduled to attend a police academy or if already POST qualified, will immediately enter FTO training to become acquainted with Leadville Police policies and procedures as well as information about Leadville and the surrounding area.

## Potential Obstacles and Solutions

Potential obstacles include the following: Finding high-quality candidates that can pass the necessary requirements for employment (background checks, drug testing, etc.). A possible solution is to advertise these jobs through the widest means possible to increase the applicant pool. The high cost of housing in Leadville / Lake County could also be problematic for a candidate who does not currently reside in this area. A possible solution is advertising the availability of city employee workforce housing. Another obstacle is advertised salary. Currently there is a shortage of staffing in every law enforcement agency in the state of Colorado. No department is at full staffing. As a result of this, numerous agencies in Colorado have had to increase salary, offer recruitment bonuses, and offer other hiring incentives to recruit new staff. Leadville will need to consider these options as well if it is to successfully recruit and hire additional Officers.

## Goal #2

- **Decrease Officer burn-out and increase retention by switching Officers from twelve (12) hour work shifts, 86-hour two week pay periods to ten (10) hour shifts, 80-hour two week pay periods.**

## Specific

- The purpose of this goal is to transition current and future Leadville Officers and Supervisors to a work schedule that is the predominant norm for law enforcement agencies in Colorado. 12 hour shifts are recognized as being too long. Studies have shown that Officers working twelve hours shifts have had higher rates of vehicle accidents, citizen complaints, and injuries than Officers working 8- or 10-hour shifts. Additionally, if Leadville is to hire addition Officers in the immediate future, potential candidates will view working for a department that has a 12-hour shift versus a 10- or 8-hour shift as being a detractor to working for the Leadville Police Department. Surrounding agencies such as Lake County Sheriff's Office are on a 10-hour shift. The same is true for any applicant considering working for an agency that has an 86-hour two-week work period versus an 80-hour two-week work period. Our current system is discouraging to any potential job applicants as well as our current Officers and Supervisors. We could lose employees to other agencies if we do not change to this work schedule. With the approval and implementation of Goal #1, there would be three 10-hour shifts for each day, with four Officers assigned to each shift. Officer's scheduled

days of work would be staggered so that there are always two Officers working each shift for each day of the week.

### Measurable

- Establishment of this 10-hour shift, 80-hour two-week pay period schedule is instantly measurable.

### Achievable

- This is an achievable goal.

### Realistic

- This goal is well within the realm of possibility.

### Timely

- Start date: should occur on or before January 2024. Must occur on the first day of a Leadville City pay period.

## **Action Plan**

The first step in implementing this program will be coordinating with the Leadville Finance Director to change the current payroll system for Leadville Officers. Next would be informing all staff of the change. Lastly informing Fire and Police Pension Association (FPPA) of the change in hours per day and per pay period for Leadville sworn staff.

## **Potential Obstacles and Solutions**

An obstacle to this recommendation is non-approval by City Council or the City Administrator. The Chief of Police would need to provide a briefing to City Council to inform them of the need for this change. Additionally, for this goal to be successful, Goal #1 must be approved as well.

## Goal #3

- **Increase Police Department Supervisory capability by hiring a second full-time Sergeant**

### Specific

- The purpose of this goal is to provide additional law enforcement supervision for the Leadville Police Department. Currently, the department has only one Sergeant. With the approval of Goal #1 and #2, the span of control for having only one Sergeant will be too great. The duties of a Sergeant include supervision of Officers providing daily crime prevention and crime response activities, approval of reports, response and investigation of any Use of Force encounter, investigation of citizen complaints and internal affairs investigations, and supervision of any serious incident, crime scene, large scale pre-planned event or natural disaster. Currently, when the single department Sergeant is on vacation or away for training, there is no other Sergeant to provide supervision and therefore this pulls the Chief away from his daily duties to provide on-scene supervision if needed.

### Measurable

- This goal is measurable.

### Achievable

- This an achievable goal.

### Realistic

- This is a realistic goal.

### Timely

- This goal could go into effect in on or before January 2024.

## **Action Plan**

The first step is to develop a job description and scope of work for a Leadville Police Department Sergeant and then draft a job application notice for internal and external announcement. Once applications are received, screen and interview qualified applicants, and finally hire best qualified candidate. Once hired (external candidate) or promoted (internal candidate), the new Sergeant will be sent to additional training in law enforcement supervision as well as be trained and mentored by the Leadville Police Chief in performing their duties.

## **Potential Obstacles and Solutions**

The only real obstacle to this goal is adequate funding to pay for salary, training, and necessary equipment (work station and fully equipped police vehicle). This would need to be in the 2024 Budget of the Leadville Police Department.

## Goal #4

- **Increase animal control services by transitioning all animal control calls for service to Animal Shelter personnel rather than Leadville Police Community Service Officers (CSO)**

### Specific

- The purpose of this goal is to free CSOs from the task of having to answer animal related calls for service in the City of Leadville. Currently, CSOs have very limited training and equipment to properly handle these types of calls. The Leadville/Lake County Animal Shelter should handle these types of calls based upon their expertise and training. By switching this responsibility from Leadville Police CSOs to Animal Shelter personnel, the CSOs could give greater attention to enforcing city ordinance and parking violations as well as cross walk duty at the Lake County High School and Lake County Intermediate School.

### Measurable

- This goal is measurable by who specifically responds to animal related calls for service in Leadville, CSOs or Animal Shelter personnel.

#### Achievable

- This an achievable goal.

#### Realistic

- This is a realistic goal.

#### Timely

- This goal could go into effect in on or before January 2024.

### **Action Plan**

The first step in implementing this plan is to come to establish and agreement that the Animal Shelter will handle all animal related calls for service in the City of Leadville. Secondly, the Animal Shelter will need to hire and train an individual or individuals who will perform this function in the City of Leadville. Lastly, purchase and equipping a specifically designed Animal Control vehicle for use by the assigned individual or individuals.

### **Potential Obstacles and Solutions**

Additional funding would need to be obtained to hire additional personnel to perform this function by the Animal Shelter. Additional funding will be required to purchase and outfit a specifically designed Animal Control vehicle to perform this function.

### Goal #5

- **Increase criminal investigation capability and quality by hiring and training a Detective for the Leadville Police Department**

#### Specific

- The purpose of this goal is for the Leadville Police Department to have a specifically trained Detective to handle serious criminal investigations. This person would not be one the previously requested twelve (12) Officers. Currently, Leadville Police Officers respond to calls for service, take crime reports, and then conduct necessary investigations depending upon the severity of the crime. There are no Detectives specifically trained to perform this function. Today, criminal investigations can be complicated and difficult to perform due to the need to conduct searches through cell phone records, social media accounts, as well as the expertise required to conduct thorough investigations and then draft competent arrest and search warrants. Currently, except for the Interim Chief of Police, there is no one who has the training and expertise to perform this function on the department.

#### Measurable

- This goal is measurable based upon if there is or is not a specifically trained Detective working for the Leadville Police Department.

#### Achievable

- This an achievable goal.

#### Realistic

- This is a realistic goal.

#### Timely

- This goal could go into effect in on or before January 2024.

### **Action Plan**

The first step in implementing this plan is to conduct a job opening for Detective on the Leadville Police Department to include scope of work and assigned duties. The next step is to advertise for this position both internally as well as externally. Then an interview and selection process would take place, culminating in a selection. Once selected, the individual may or may not have to attend and complete additional training to adequately perform this function. Lastly, work space, work computer, police radio, and an assigned police vehicle would be required for this Detective.

### **Potential Obstacles and Solutions**

The only real obstacle to this goal is adequate funding to pay for salary, training, and necessary equipment. This would need to be in the 2024 Budget of the Leadville Police Department.

### Goal #6

- **Increase property management capability by hiring and training a Civilian Evidence Technician for the Leadville Police Department**

#### Specific

- The purpose of this goal is for the Leadville Police Department to have a specifically trained civilian Evidence Technician to property receive, document, release, and or dispose of all evidence recovered by the Leadville Police Department. Currently, the Leadville Police Department has no trained Evidence Technician in employment. The person who handled all evidence for the department resigned in 2022. The proper receipt, documentation, release and or disposal of evidence taken in by a police department requires a specifically trained individual in order to comply with all known professional standards and regulations, as well as to preserve chain of custody for prosecutorial purposes.

#### Measurable

- This goal is measurable based upon if there is or is not a specifically trained Evidence Technician working for the Leadville Police Department.



### Achievable

- This an achievable goal.

### Realistic

- This is a realistic goal.

### Timely

- This goal could go into effect in on or before January 2024.

### **Action Plan**

The first step in implementing this plan is to conduct a job opening for Evidence Technician on the Leadville Police Department to include scope of work and assigned duties. The next step is to advertise for this position both internally as well as externally. Then an interview and selection process would take place, culminating in a selection. Once selected, the individual will need to attend and complete additional training to adequately perform this function. Work space, a work computer, an all necessary evidence supplies are already in place for this Evidence Technician.

### **Potential Obstacles and Solutions**

The only real obstacle to this goal is adequate funding to pay for salary, training, and necessary equipment. This would need to be in the 2024 Budget of the Leadville Police Department.

## 2024 Streets Department Goals

### Sidewalks/Public Spaces

1. Maintain parks, public restrooms, parklet, and other municipal spaces/grounds so that they are clean and represent the city well.
2. By Code, the city isn't responsible for sidewalk maintenance but the city has a goal of curb painting every year (yellow, blue and red).
3. Shovel critical municipal areas by start of business 8:00/9:00 am.

### Streets

#### Goals for snow removal in winter

1. Major corridors cleared by 6:00 a.m.
2. Entire city drivable by noon.
3. Haul snow away as much as possible in between storms.
4. Update snow guide distributed to the public - end of October.

#### Goals for paving in the summer

1. Re-pave the most in need streets:
  - a. 600 block of West 3rd to McWethy
  - b. 3rd Street 100 and 200 block
  - c. 100 and 200 block Elm Street
  - d. 100 and 200 block of Chestnut Street
2. Require utilities to use flowfill (or other equivalent) to better the long-term life of the streets after a cut.
3. Inventory current condition of streets and create a repaving plan with Sanitation District, Parkville Water District, and Xcel Energy/SiteWise.

### Drainage

1. Create a drainage improvement plan.
2. When re-paving a street, evaluate whether any culvert in the to be re-paved section needs repair or replacement.
3. Replace/install culverts - 600 blk of W. 2nd, Toledo & Old Toledo.
4. Reevaluate drainage of 4th St (culverts and pans).

### Capital improvements

1. Increase life-span of new equipment with enclosed interior space. (New shop/storage area for equipment or materials.) The city is storing new equipment (loader, Mack - hook truck, pickup) outside and this decreases the longevity of the equipment.

2. Increase availability of materials with an enclosure (three sides and a roof) for sand and patching/paving material storage.
3. Increase efficiency of Streets Department operations with the purchase a service truck and the purchase or lease of a vacuum water Jetter truck.
4. Increase safety and efficiency of city lighting (63 poles) by replacement of light poles (possibly to include solar and wifi).

# 2022 ANNUAL REPORT



# GREETINGS

**Dear Friends,**

On behalf of the Tabor Opera House Preservation Foundation, thank you for your continued dedication. It is your support that made our 2022 accomplishments possible.

In 2022, we were thrilled to welcome artists, music, and joy back to the Tabor's famous stage after two years of pandemic closures. Partnerships with community organizations helped us provide inspiring and free offerings and welcome all of Leadville's community members to the Tabor. We are honored to cultivate and foster a true center for the arts and humanities for Leadville and Lake County.

In partnership with the City of Leadville, the Foundation also completed another essential step in saving the Tabor. Phase II of our historic rehabilitation launched in 2022 and stabilized the third exterior wall, on the Tabor's east side. We will begin work on the final brick and masonry of the north exterior wall, expected to be completed in summer of 2023.

The Foundation has received a high honor for its historic preservation efforts, the 2022 Endangered Places Progress Award. Over the coming years, we will raise funds and begin the exciting work of designing an interior that will house a community hub for arts and culture in Leadville that welcomes all.

To achieve this big vision of revitalizing the Tabor Opera House, the Foundation has expanded its capacity by hiring its first-ever executive director, Sarah Dae, and an administrative assistant, Helen Adami. We welcomed Tammy Taber back for her 20th year serving at the Tabor Opera House as our Tour and Building Manager.

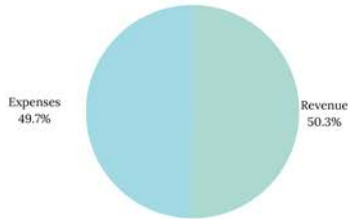
We invite you to join us in the journey to protect, preserve, and reactivate this piece of Colorado history and look forward to the coming year, working with you to revitalize our National Treasure, the iconic Tabor Opera House.

**Sara Edwards**  
PRESIDENT, BOARD OF DIRECTORS

**Sarah Dae**  
EXECUTIVE DIRECTOR



# SUSTAINING FINANCES



## 2022 Revenue & Expenses

Revenue exceeded expenses by \$12,383.69

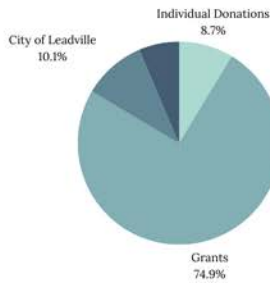
**Total Revenue:** \$908,843

**Total Expenses:** \$893,809

## Volunteer In-Kind Hours

Hours: 3,500

Value: \$99,262



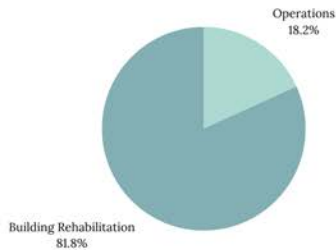
## Revenue

Grants: \$741,029

City of Leadville: \$100,000

Individual Donations: \$85,843

Earned Income: \$62,983



## Expenses

Building Rehabilitation: \$641,526

Operations: \$142,872

# SAVING A NATIONAL TREASURE

## Launched Exterior Rehabilitation

The Tabor Opera House is undergoing its first major rehabilitation since its 1879 construction. Deemed a National Treasure by the National Trust for Historic Preservation, the Tabor has been in danger of demolition by neglect after years of harsh winters and deferred maintenance.

Rehabilitation of the brick and masonry wall repairs continued the effort to stabilize the building's exterior. In 2022, the Foundation completed critical repairs to the east exterior wall, repairing crumbling masonry. Contractor A&M Renovations, LLC is leading this work, which will resume on the north exterior wall in the summer of 2023.

Our final exterior phase is estimated to cost \$1.3 million and to be completed in 2025. Then the interior rehabilitation will begin, building out special spaces to house a welcoming community hub for arts and culture.

The Foundation is sincerely grateful to the organizations that provided funding. Their generosity allowed us to take this important next step to save the Tabor.



### Exterior Rehabilitation Funding

Colorado Department of Local Affairs: \$600,000  
Colorado State Preservation Tax Credits: \$425,000  
History Colorado's State Historical Fund: \$250,000  
Gates Family Foundation: \$50,000  
El Pomar Foundation: \$25,000



### Preserved Ghost Sign

In 2022, the Foundation preserved the unique ghost sign on the Tabor's south exterior wall. Captured with professional photography, the original faint markings consisted of three overlapping signs.

Contractor Deborah Uhl, a fine artist and conservator at Creative Conservation Collective, carefully cleaned the bricks. She then made artistic and creative decisions on how much lettering to paint back in, meticulously preserving these subtle signs. She will preserve the ghost sign on the north wall in the summer 2023, referring to professional photos the Foundation took in 2022.



Credit Tabor Staff



Before & After - South Wall Ghost Sign Restoration





# ENGAGING DIVERSE AUDIENCES

## A Celebrated Comeback Season

After a two-year COVID hiatus, in 2022 the Foundation presented four great shows on the Tabor's famous stage and three community events, selling more than 1,220 tickets.

The season featured top local and regional talent, under the direction of Program Consultant Leah Casper. Performances included "Songwriters in the Round: An Intimate Music Experience" with the Gasoline Lollipops, locals Ned Warner and Judah Arrington, and talented performers from the same-day Songwriters Circle Workshop.

At "Ghosts of the Tabor: A Performance Treasure Hunt," LuneAseas and a Leadville cast invited the community to explore the Tabor's hidden pockets with a unique immersive performance.

The "Tabor Summer Celebración Street Festival and Show" kicked off family fun with streetside face painting, local vendors, and more. Dance music from Los Mochochetes, puppets from Adolfo Romero and Parallel Artistic, and music from Leadville's own Bicicasa Basement Boys energized the Tabor's stage.

For this community-wide celebration, the Foundation partnered with local entities like the Get Outdoors Leadville Rockies Rock summer camp and St. George Episcopal Church and Community Meals mobile food pantry which gave out over 100 vouchers for free shows to welcome all community members to the Tabor.



Credits: F4D Studio Rob Bell, Tabor Staff, and Leadville Hearld Democrat Reporter

The season wrapped with a special auction event raising \$13,000 for the Leadville Main Street Program, a Community Open House, and inspirational films and speakers at the Stories Worth Telling Film Festival.

# ACHIEVING A VISION

## Joined New Colorado Historic Opera Houses Circuit

The Tabor joined the brand-new Colorado Historic Opera Houses Circuit. The Circuit joins five opera houses, and their towns and cities, to build awareness of these magnificent pieces of Colorado history and their world-class entertainment, thanks to a 2022 Colorado Tourism Office Marketing Matching Grant.

## Surveyed the Community

The Foundation invited the community to help chart the Tabor's future. By taking the Community Survey, Tabor fans gave input on the programming they would like to see. This feedback, along with recommendations from a business plan completing in 2023 funded by generous individual donors.



## The Tabor Opera House Preservation Foundation, Inc.

The Tabor Opera House Preservation Foundation is a 501(c)3 non-profit that operates the Tabor Opera House and leads its rehabilitation. It works in partnership with the City of Leadville, owner of the Tabor.

**Mission:** Revitalize Leadville's historic Tabor Opera House

**Vision:** Celebrate history, culture, and live performance in the revitalized Tabor Opera House

## The Team

An all-volunteer Board of Directors and dedicated staff advance the Tabor's initiatives.

### 2022 Board of Directors

Jenny Buddenborg, President  
Carl Schaefer, Vice President  
Greg Decent, Treasurer  
Amy Tait, Secretary, City Liaison  
Sara Edwards  
Nell Lindquist  
Natalie Lord  
John Edward Nelson, County liaison  
Stephanie Reveles, 2022 Youth Liaison

### Staff

Sarah Dae, Executive Director  
Tammy Taber, Tour & Building Manager  
Helen Adami, Administrative Assistant  
Desmond Sandoval, Docent  
Stephanie Reveles, Spanish Docent

# BUILDING SUPPORT

We are deeply grateful to the many supportive individuals, foundations, and governments that are helping us save the Tabor.

## Individuals

### \$15,000 - \$24,999

Diane & Brad Smith

### \$8,000 - \$14,999

Suzi & Meredith McKearbara Bays

### \$5,000 - \$7,999

John Andelin and Ginger Geoffrey  
Steve Smith

### \$2,500 - \$4,999

Jane Gowing

### \$1,000 - \$2,499

Dennis & Kathryn Buddenborg  
Katie Campbell  
Steven Clem  
Paul Conway  
Matthew Delaney  
Greg Decent  
Elisabeth Evans  
Mary Ann Graham-Best  
Shannon Hayes  
Kris and Tim Hoehn  
Bruce and Marylee Hix  
Jonah Lampkin  
Lathrop & Associates  
Nell and Mick Lindquist  
Dale Louis  
Colleen Ryan  
Aaron Roth

### \$1,000 - \$2,499 Cont'd

Stephanie Spong  
Amy Trevvett  
Summer Kate Williams

### \$500 - \$999

Jeanie Beckman  
Jenny Buddenborg  
Gabby Burkham  
Katie Campbell  
Tim Decent  
Happy Hollow Investments  
Lolita Higbie  
Phillip and Susan Kelly  
Mike and Lana Kolin  
Leadville Veterinary Clinic  
Jack Liggett  
Evan Lipstein  
Linda Michow  
Manda Morris  
Craig Mudge  
Candice Owen  
Carl and Donna Schaefer  
Megan Sullivan  
James Switzer  
Amy Trevvett  
Allan Trumpler  
John and Cheryl Wells  
Kim White  
Matthew Wozniak

**\$250 - \$499**

Dawn Austin  
Christopher Ciarello  
Brian Campbell  
Peter Day  
Robin Deister  
Jason Godfrey  
Independence Realty  
Natalie Lord  
Remax/Aspen Leaf Realty  
Phillip and Tracey Riese  
Brad Segal  
Anne Stanek  
Philip Tabor  
Kim White  
Valinda Yarberry

**\$100 - \$249**

Deborah Astroth  
Nancy Boeve  
Marianne Cahill  
Centennial Real Estate Leadville  
Jerry Cerise  
Cathy Collins  
Jamie Marston Cook  
Marian Cormier  
Stewart Corn and Ellen Ferrari  
Sarah Dae  
Langley and Jeff Danowitz  
Adam Ducharme  
Annemarie Duel  
Gerald Edwards  
Carol Farnsworth  
Leigh Foster  
FREIGHT  
Arlan and Ken Gerhardt  
Carol Glenn  
Dana Greene  
Janet Groen

**\$100 - \$249, Cont'd**

Shannon Hayes  
Mary Jelf  
David Kennedy  
Earle Kittleman  
Jo Ellen Kraft  
Ashley Longshore  
Paul Longshore  
John Marta  
Marcia Martinek  
Loretta McEllhiney  
Thomas Ray McGaughey  
Dennis McShea  
Veronica Moreno  
Leslie Mykleby  
John Nelson  
Steven and Sharon Newton  
Mark Noel  
Maria Nolen  
David Orrill  
Rick Polenek  
Marilyn Quinn  
Michael Ramsaur  
Christina Reveles  
Phillip and Tracey Riese  
Jack Saunders  
Suzanne Shepard



Credit Craig Hensel

**\$100 - \$249, Cont'd**

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Kelly Sweeney  
Ben Swett  
Tammy Taber  
Elsa Tharp  
Trailside Enterprises LLC  
Christine Whitacre  
Jean Wilkie  
Summer Kate Williams  
Matthew Wozniak  
Lynn Schultz-Writsel

**\$50 - \$99**

Edward Baney  
Allison Bourke  
Cortiney Bradley  
Suzanne Canady  
Mary Carey  
Sarah Edwards  
Beth Hensel  
Deb Hinton  
Mike Huss  
Mary June  
Lloyd Kimball  
Earle Kittleman  
Marian Klein  
Deanna Leino  
Erin Leosz  
Vicki Lindner  
Lisa Markalunas  
Steve McCauley and Leslie Gamez  
Jerome McMahan  
Marka Moser  
John Pecic  
Susan and Bob Ramsdell  
Linda Sari  
Deb Schupanitz

**\$50 - \$99, Cont'd**

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Kathleen Swanson  
Sharon and Michael Utz  
Erin Watkins  
George Weissman

**Up to \$49**

Jenny Abbott  
Lindsay Baker  
Jessica Butler  
Carolyn Cipperly  
Sandi Conner  
Susan Estes  
Paul Noel Fiorino  
Susan Fishman  
Tom Franks  
Richard Gardner  
Bradley Garloch  
Jordan Gortmaker  
Jacqueline Hanson  
Janine Hiland  
Mike Huss  
Karen Kosies  
Ileana Londos  
Mark Noel  
John Pecic  
Kelly Pool  
Daniel Quinn  
Cheryl Richards  
Linda Sari  
Loretta Sheldon  
Lynn Schuktz-Writsel  
Jamen Tyler  
Erin Watkins  
Jack White  
Nancy Wright

## **Governments, Foundations, and Corporations**

### **\$250,000+**

Colorado Department of Local Affairs (DOLA)

### **\$50,000 - \$100,000**

City of Leadville

### **\$10,000 - \$49,999**

El Pomar Foundation

Arts in Society/Redline

### **\$2,500 - \$9,999**

Climax/Freeport Community

National Trust for Historic Preservation

Summit Foundation

Legacy Foundation

Leadville Twin Lakes Tourism Panel

### **\$1,000 - \$2,499**

Chaffee County Community Fund Grant

Campbell Family Foundation

Edward Jones Distribution

### **\$500 - \$999**

Colorado Gives Distribution

### **\$250 - \$499**

Centennial Real Estate

HarperRose Gallery

Mt Massive Liquors

Treeline Kitchen

### **\$100 - \$249**

Rocky Mountain General Counsel

Blackbaud Giving Fund



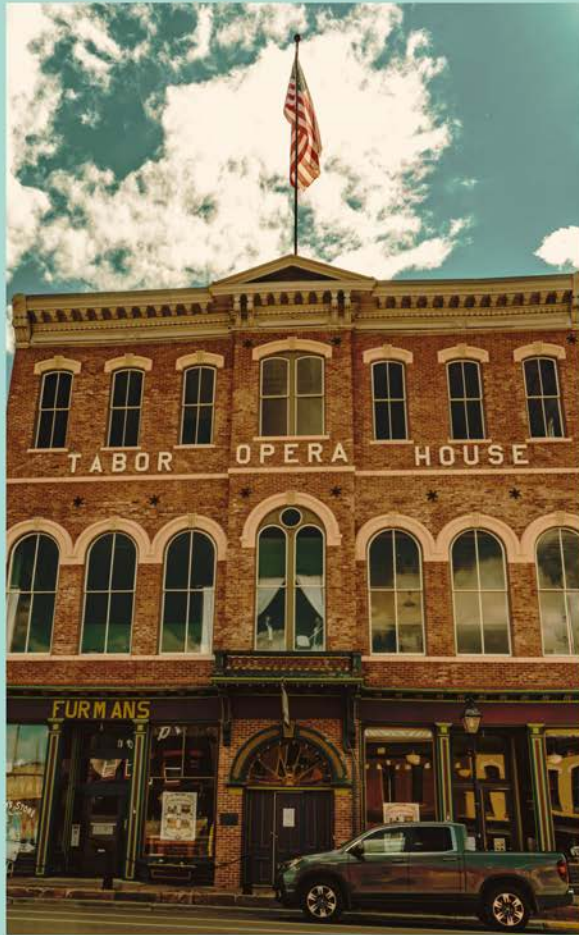
Credit Craig Hensel



Credit Craig Hensel



Credit Wendy Waszut-Barrett, PhD



**TaborOperaHouse.net**  
308 Harrison Ave | Leadville, CO



# ANUAL REPORT 2022





# SALUDOS

## Queridos amigos,

En nombre de la Fundación para la Preservación de la Casa de la Ópera Tabor, gracias por su continua dedicación. Es su apoyo lo que hizo posible nuestros logros de 2022.

En 2022, estuvimos encantados de dar la bienvenida a los artistas, la música y la alegría al famoso escenario de Tabor después de dos años de cierre por la pandemia. Las asociaciones con organizaciones comunitarias nos permitieron brindar ofertas inspiradoras y gratuitas y dar la bienvenida a todos los miembros de la comunidad de Leadville al Tabor. Nos sentimos honrados de cultivar y fomentar un verdadero centro de artes y humanidades para Leadville y el condado de Lake.

En asociación con la Ciudad de Leadville, la Fundación también completó otro paso esencial para salvar el Tabor. La Fase II de nuestra rehabilitación histórica se lanzó en 2022 y estabilizó el tercer muro exterior, en el lado este del Tabor. Comenzaremos a trabajar en la pared exterior final, hacia el norte, cuando el clima sea más cálido.

La Fundación ha recibido un alto honor por sus esfuerzos de preservación histórica, el Premio al Progreso de Lugares en Peligro de Extinción 2022. En los próximos años, recaudaremos fondos y comenzaremos el emocionante trabajo de diseñar un interior que albergará un centro comunitario para las artes y la cultura en Leadville que acoge a todos.

Para lograr esta gran visión de revitalizar la Ópera Tabor, la Fundación ha ampliado su capacidad mediante la contratación de su primera directora ejecutiva, Sarah Dae, y una asistente administrativa, Helen Adami. Le dimos la bienvenida a Tammy Taber para su vigésimo año sirviendo en la Ópera Tabor como nuestra Gerente de Tour y Construcción.

En 2023 y 2024 tenemos un puñado de proyectos exteriores finales para completar la rehabilitación exterior. Entonces podemos comenzar a trabajar en las rehabilitaciones interiores para tener un centro de arte y cultura completamente funcional y renovado en Leadville. Lo invitamos a unirse a nosotros en el viaje para proteger, preservar y reactivar esta parte de la historia de Colorado.

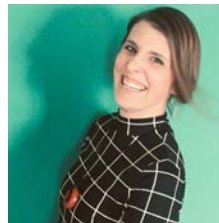
Esperamos con ansias el próximo año y trabajar con usted para revitalizar nuestro Tesoro Nacional, la icónica Casa de la Ópera Tabor.

**Sara Edwards**

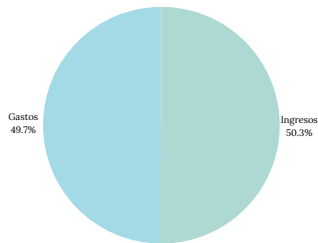
PRESIDENTE, JUNTA DIRECTIVA

**SARAH DAE**

EDIRECTOR EJECUTIVO



# FINANZAS SOSTENIBLES



## INGRESOS Y GASTOS 2022

Los ingresos excedieron los gastos en \$12,383.69

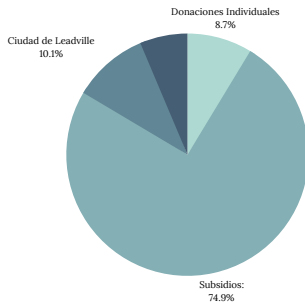
**Ingresos totales:** \$908,843

**Gastos Totales:** \$893,809

## Horas de voluntariado en especie:

Horas: 3,500

Valor: \$99,262



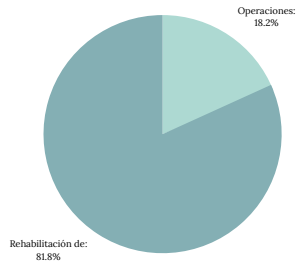
## Ingresos

Subsidios: \$741,029

Donaciones Individuales: \$85,843

Ciudad de Leadville: \$100,000

Ingreso ganado: \$62,983



## Gastos

Rehabilitación de edificios: \$641,526

Operaciones: \$142,872

# SALVAR UN TESORO NACIONAL

## Honrado con el Prestigioso Premio Colorado Preservation Inc.

La Tabor Opera House Preservation Foundation se siente profundamente honrada de haber recibido el Premio al Progreso de Lugares en Peligro de Extinción 2022, parte de los premios anuales Dana Crawford & State Honor Awards de Colorado Preservation Inc. Este programa estatal de premios reconoce la excelencia en la preservación histórica.

## Lanzamiento de la Fase II de Rehabilitación de Edificios Históricos

La Ópera Tabor está experimentando su primera gran rehabilitación desde su construcción en 1879. Considerado Tesoro Nacional por el National Trust for Historic Preservation, el Tabor ha estado en peligro de ser demolido por negligencia después de años de duros inviernos y mantenimiento diferido.

La rehabilitación de la Fase II de las paredes de reparación de ladrillo y mampostería continuó con el esfuerzo de estabilizar el exterior del edificio. En 2022, la Fundación completó reparaciones críticas en la pared exterior este, reparando la mampostería que se estaba desmoronando. El contratista A&M Renovations, LLC está dirigiendo este trabajo, que se reanuda en el muro exterior norte en el verano de 2023.

Se estima que nuestra fase exterior final costará \$1.3 millones y se completará en 2025. Luego comenzará la rehabilitación interior, construyendo espacios especiales para albergar un centro comunitario acogedor para las artes y la cultura.

La Fundación agradece sinceramente a las organizaciones que proporcionaron los fondos. Su generosidad nos permitió dar este importante paso para salvar el Tabor



## Phase II Exterior Rehabilitation Funding

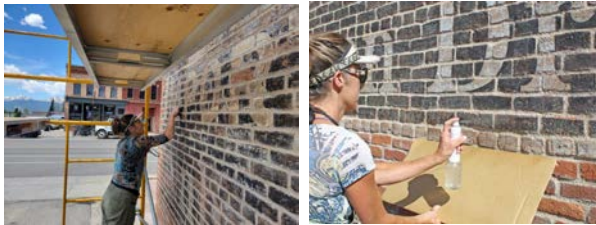
Colorado Department of Local Affairs – \$600,000  
Colorado State Preservation Tax Credits – \$425,000  
History Colorado's State Historical Fund – \$250,000  
Gates Family Foundation – \$50,000  
El Pomar Foundation – \$25,000



### Signo fantasma preservado

En 2022, la Fundación conservó el singular letrero fantasma en la pared exterior sur del Tabor. Las tenues marcas originales, capturadas con fotografía profesional, consistían en tres signos superpuestos.

Contractor Deborah Uhl, a fine artist and conservator at Creative Conservation Collective, limpió cuidadosamente los ladrillos. Luego tomó decisiones artísticas y creativas sobre cuántas letras volver a pintar, preservando meticulosamente estos signos sutiles. Pronto también conservará el letrero fantasma en la pared norte, en referencia a las fotos profesionales que la Fundación le tomó en 2022.



Crédito Tabor Staff



Antes y después - Restauración del letrero fantasma de la pared sur



# ATRAER A AUDIENCIAS DIVERSAS

## Celebró una temporada de regreso

Luego de una pausa de dos años por el COVID, en 2022 la Fundación presentó cuatro grandes espectáculos en el famoso escenario del Tabor y tres eventos comunitarios, vendiendo más de 1,220 boletos.

La temporada contó con los mejores talentos locales y regionales, bajo la dirección de la consultora de programas Leah Casper. Las actuaciones incluyeron "Songwriters in the Round: An Intimate Music Experience" con Gasoline Lollipops, los locales Ned Warner y Judah Arrington, y talentosos artistas del Taller del Círculo de Compositores del mismo día.

En "Ghosts of the Tabor: A Performance Treasure Hunt", LuneAseas y un elenco de Leadville invitaron a la comunidad a explorar los bolsillos ocultos de Tabor con una actuación inmersiva única.

El "Festival y Espectáculo de la Calle Celebración de Verano Tabor" dio inicio a la diversión familiar con pintura de caras en la calle, vendedores locales y más. La músicaailable de Los Mocochetes, los títeres de Adolfo Romero y Parallel Artistic, y la música de los propios Bicasa Basement Boys de Leadville llenaron de energía el escenario del Tabor. Para esta celebración de toda la comunidad, la Fundación se asoció con entidades locales como el campamento de verano Get Outdoors Leadville Rockies Rock, la Iglesia Episcopal de St George y la despensa móvil de alimentos Community Meals y entregó más de 100 cupones para espectáculos gratuitos para dar la bienvenida a todos los miembros de la comunidad al Ta



Crédito F4D Studio Rob Bell, Tabor Staff, and Leadville Hearld Democrat Reporter

La temporada concluyó con un evento de subasta especial que recaudó \$13,000 para el Programa Main Street de Leadville, una jornada de puertas abiertas para la comunidad y películas inspiradoras y oradores en el Festival Stories Worth Telling.

# ALCANZAR UNA VISIÓN

## Se unió al nuevo circuito histórico de teatros de ópera de Colorado

En 2022, el Tabor se unió al nuevo Circuito de Casas de Ópera Históricas de Colorado. El circuito une a cinco teatros de ópera, y sus pueblos y ciudades, para crear conciencia sobre estas magníficas piezas de la historia de Colorado y su entretenimiento de clase mundial, gracias a una subvención paralela de marketing de la Oficina de Turismo de Colorado de 2022.

## Preguntada sobre la visión de la comunidad para el Tabor

La Fundación invitó a la comunidad a ayudar a trazar el futuro del Tabor. Al realizar la Encuesta de la comunidad, los fanáticos de Tabor dieron su opinión sobre la programación que les gustaría ver. Estos comentarios, junto con las recomendaciones de un negocio que se completará en 2023 financiado por generosos donantes independientes (¿deberíamos nombrar y una planificación estratégica financiada por una subvención del National Trust for Historic Preservation para ayudar a guiar la dirección y los esfuerzos futuros de la junta?



## La Fundación para la Preservación de la Ópera Tabor, Inc.

La Fundación para la Preservación de la Ópera Tabor es una organización sin fines de lucro 501(c)3 que opera la Ópera Tabor y lidera su rehabilitación. Trabaja en sociedad con la Ciudad de Leadville, propietaria del Tabor.

**Misión:** Revitalizar la histórica Ópera Tabor de Leadville

**Visión:** Celebre la historia, la cultura y la actuación en vivo en el renovado Teatro de la Ópera Tabor

## El equipo

Una Junta Directiva de voluntarios y personal dedicado impulsan las iniciativas de Tabor.

### 2022 Junta Directiva

- Jenny Buddenborg, President
- Carl Schaefer, Vice President
- Greg Decent, Treasurer
- Amy Tait, Secretary
- Sara Edwards
- Nell Lindquist
- Natalie Lord
- John Edward Nelson
- Stephanie Reveles, 2022 Youth Liaison

### Personal

- Sarah Dae, Executive Director
- Tammy Taber, Tour & Building Manager
- Helen Adami, Administrative Assistant
- Desmond Sandoval, Docent
- Stephanie Reveles, Spanish Docent

# APOYO A LA CONSTRUCCIÓN

EEstamos profundamente agradecidos a las muchas personas, fundaciones y gobiernos que nos apoyaron nos están ayudando a salvar el Tabor.

## **Individuales**

### **\$15,000 - \$24,999**

Diane y Brad Smith

### **\$8,000 - \$14,999**

Suzi y Meredith McKearbara Bays

### **\$5,000 - \$7,999**

John Andelin y Ginger Geoffrey  
Steve Smith

### **\$2,500 - \$4,999**

Jane Gowing

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Steven Clem  
Paul Conway  
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Shannon Hayes  
Kris and Tim Hoehn  
Bruce and Marylee Hix  
Jonah Lampkin  
Lathrop y Associates  
Nell and Mick Lindquist  
Dale Louis  
Colleen Ryan

### **\$1,000 - \$2,499 Continuación**

Aaron Roth  
Stephanie Spong  
Amy Trevvett  
Summer Kate Williams

### **\$500 - \$999**

Jeanie Beckman  
Jenny Buddenborg  
Gabby Burkham  
Katie Campbell  
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Carl and Donna Schaefer  
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Annemarie Duel  
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Leigh Foster  
FREIGHT  
Arlan and Ken Gerhardt  
Carol Glenn  
Dana Greene  
Janet Groen

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David Kennedy  
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Ashley Longshore  
Paul Longshore  
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Thomas Ray McGaughey  
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Christina Reveles  
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Jack Saunders  
Suzanne Shepard



Crédito Craig Hensel



**\$100 - \$249, Continuación**

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Linda Sari  
Loretta Sheldon  
Lynn Schuktz-Writsel  
Jamen Tyler  
Erin Watkins  
Jack White  
Nancy Wright

## **Gobiernos, Fundaciones y Corporaciones**

### **\$250,000 +**

Colorado Department of Local Affairs (DOLA)

### **\$50,000 - \$100,000**

City of Leadville

### **\$10,000 - \$49,999**

El Pomar Foundation

Arts in Society/Redline

### **\$2,500 - \$9,999**

Climax/Freeport Community

National Trust for Historic Preservation

Summit Foundation

Legacy Foundation

Leadville Twin Lakes Tourism Panel

### **\$1,000 - \$2,499**

Chaffee County Community Fund Grant

Campbell Family Foundation

Edward Jones Distribution

### **\$500-\$999**

Colorado Gives Distribution

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HarperRose Gallery

Mt Massive Liquors

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Rocky Mountain General Counsel

Blackbaud Giving Fund



Crédito Craig Hensel



Crédito Craig Hensel



Crédito Wendy Waszut-Barrett. PhD I



**TaborOperaHouse.net**  
308 Harrison Ave | Leadville, CO



# THE TABOR OPERA HOUSE

A STORIED PAST WITH A VIBRANT FUTURE

## BRIEF HISTORY

Built in 1879, to bring entertainment and culture to a growing, gritty mining town, the Tabor hosted international talent and enjoyed wide acclaim. Oscar Wilde, John Philip Sousa, Broadway actress Kate Claxton, Shakespearean actor Lawrence Barrett, and maybe even Harry Houdini were amongst those who lit up the stage with their talent, wit, music, and memorable stories.

When the Elks bought the building in 1902, they continued the tradition. Evelyn Furman purchased the building in 1955 and saved the theater from demolition. For decades, the building sat as a quiet giant on Leadville's main street, observing the city's ebbs and flows but always sharing some form of magic on the stage. In 2017, the City of Leadville bought the Tabor, to reimagine its vital role in the city's life and legacy.



## WHAT WE'VE ACCOMPLISHED SO FAR

- New programming such as the Stories Worth Telling Film Festival and partnership with Lyric Theatre of Leadville
- Restoration of the brick & windows on the west & south facades (2021)
- Restoration of the brick on the east & north facades (to be completed Summer 2023)
- Restoration of the ghost signs on the south & north facades (to be completed Summer 2023)



## WHAT'S NEXT: Finishing the Exterior Wall Restoration (2023/2024)

### Restoration of the Storefront, Windows & Cornice - \$350,000

- Repair windows & main entry doors
- Restore wood framing & trim
- Stabilize balcony & cornice over front entry
- Repaint

### Restoration of the Upper Cornice - \$730,000

- Structural stabilization of wood bracket system
- Repair/replacement of metal cornice elements
- Repaint

### Bring New Utilities in from Harrison Avenue - \$1,500,000

- 6" domestic water & fire suppression line
- 4" sanitary line
- Stormwater line
- Mechanical equipment vault @ south side of building (to provide terminus space for water & sanitary lines and future mechanical equipment)

### Programs and Operations - \$345,000 Annually

- Annual programming expenses
- Operational, staffing, and administrative gas, electrical, water, and sanitation expenses
- Minor repairs



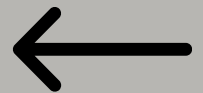
## WHY NOW?

The Tabor Opera House has been deemed a National Treasure by the National Trust for Historic Preservation. It has not been remodeled since 1902, and is in dire need of upgrades and repairs. Before the interior rehabilitation can begin, we need to complete the exterior components. We have arrived at a pivotal moment in the building's 144-year history, and we need the support of those near and far to help us protect, preserve and reactivate this piece of Colorado history.

**Funding Partners:** City of Leadville, Save America's Treasures, National Trust, Department of Local Affairs, State Historical Fund, Colorado Preservation, Inc., Gates Foundation, Freeport-McMoRan Foundation, Lake County, Lake County Community Fund, and YOU!!!

**Be a part of  
preserving history today!**

**Donate online**



Or by check to "Tabor Opera House  
Preservation Foundation" and mail to:  
PO BOX 1004  
Leadville, CO 80461

**Donations of \$250 or more are  
eligible for an additional 25% State  
of CO income tax credit through our  
Enterprise Zone Status!**



# 2024 BUDGET GOALS & CONSIDERATIONS

## CITY OF LEADVILLE

### INVESTING IN COMMUNITY

Continuation to the exterior building rehabilitation project launched this season with repairs to the masonry on the north elevation and bringing back the northside ghost sign murals. We will complete some roof repairs in Oct of 2023, and then we need to finalize fundraising for the completion of the exterior portions of the Tabor project (expected to commence in the summer of 2024). Final stage and rigging upgrades were completed to the Tabor stage this season that included a new head block, NFPA fire rated black curtains custom ordered and installed, corrective rigging to the movie screen system, and the removal of the knife board electrical panel with a replacement to a new modern system. We entered into a partnership with Lyric Theatre of Leadville for a diverse and robust 2023 performance season. Our vital work to create a thriving arts and cultural center for Leadville could only be done with the solid public-private partnership between the City of Leadville and the Foundation that has been in place over the past six years.



Before & After - North Wall Ghost Sign Restoration



The scaffolding on the Tabor's north wall-used a swing stage system for 2023 construction

### \$150,000 REQUEST

**\$150,000 to help continue the momentum (CTF = \$25,000)**

Funding \$150,000, with \$25,000 from the Conservation Trust Fund, will continue the momentum to provide reliable, consistent revenue to operate the Tabor Opera House and help accelerate fundraising for the \$25 million+ building rehabilitation. The Foundation finalized a business plan this year and is refreshing our three-year strategic plan to be the two pillars of focus and goals for the next three seasons. In 2024, we will launch a capital campaign feasibility study (already funded) to set a course for raising the total \$25 million+ needed to rehabilitate and revitalize the interior of the Tabor.

We are requesting a commitment of \$150,000 to support:

- Live performances on the Tabor Opera House stage in partnership with Lyric Theatre of Leadville (cost of performers and general operations to carry out performances)
- Operational support for the growing capacity of the Tabor staff, increasing wages, and professional consultant engagements
- Routine building maintenance and repair

# FOUNDATION CONTRIBUTION

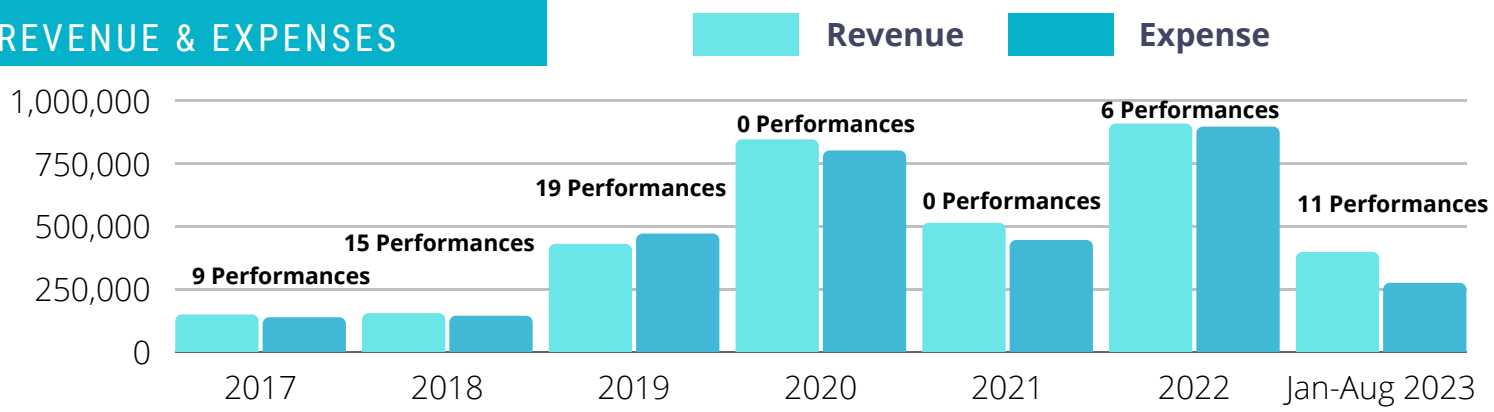
Continuing the momentum we've started in 2017, the Foundation has been running over 85 public events and 11,500 building tours! We are garnering support and advocacy for our project nationwide, providing local jobs and filling restaurants and lodging. This season we are leveraging two generous \$70,000 in private challenge match donations to raise funding matches for the 2024/2025 construction of the storefront windows, front balcony, upper and middle cornices, and stubbing of basic utilities from HWY 24 to the vacated St. Louis Avenue for future building rehabilitation and activation.

- \$322,138 tickets from tours and events
- \$476,087 individual donations
- \$457,000 state preservation tax credits from Phase I Exterior Building Rehabilitation (
- \$3,527,000 grants and other dollars raised (includes \$1.5M Phase I & \$1.3M Phase II Exterior Rehabilitation)

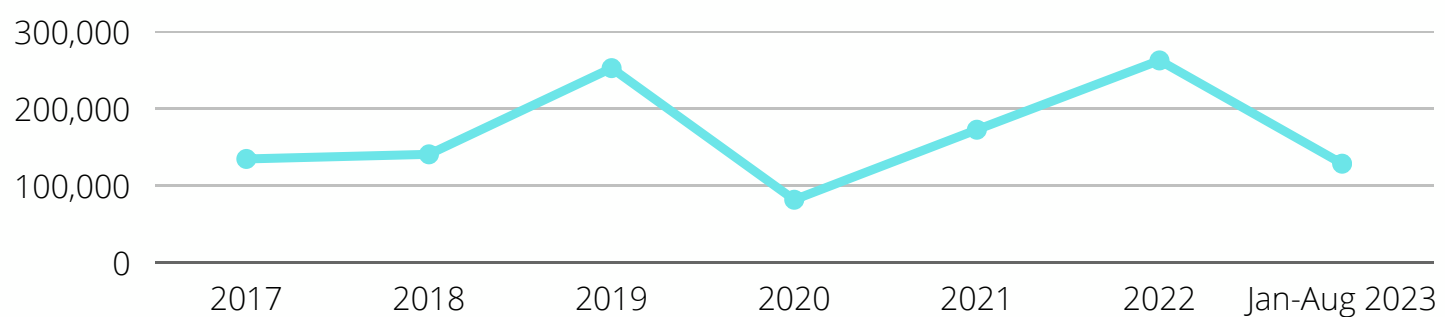
Leveraged the City's \$200,000 investments with over \$3.5 million in grant funding to support Phases I, II, and III (coming in summer of 2024) of the exterior building rehabilitation, including \$850,000 in state preservation tax credits.

Raised \$17,000 to develop a five-year business plan completed in 2023, raised \$8,750 for a three-year strategic plan refresh taking place last weekend of October, 2023

## REVENUE & EXPENSES



## OPERATING EXPENSES



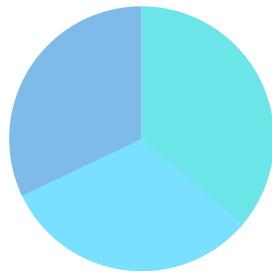
## BUILDING SUSTAINABILITY

Consistent financial support from the City allows the Foundation to confidently meet the basic needs of the Tabor and support the growing capacity of the board and staff more efficiently and effectively. 2024 TOHPF Goals include:

- 2024 construction season of the storefront windows, balcony, and cornice work to "finish" the exterior portions of the rehabilitation project.
- Continue partnership with Lyric Theatre of Leadville for a robust 2024 event/programming season on the Tabor stage.
- Add capacity to the Foundation staff with new hires in development, marketing, and janitorial services.
- Raise employee wages following working wages for Lake County and evaluate other benefit incentives.
- Fill the Board of Directors' open seats with diverse leaders and skills for continued momentum.
- Launch a capital campaign feasibility study, launch and successfully complete \$25 million+ interior building rehabilitation.
- Continue efforts to create a preservation plan and care for the remarkable historic stage scenery collection.
- Established a "reserve" fund into an endowment fund for the long-term maintenance of the Tabor (currently in a money market account accruing 4.9-5.1% interest).

# 2023 LIVE PERFORMANCE REVENUE & EXPENSES

City Sponsorship  
\$30,000



Revenue  
\$33,830

Expenses  
\$29,662

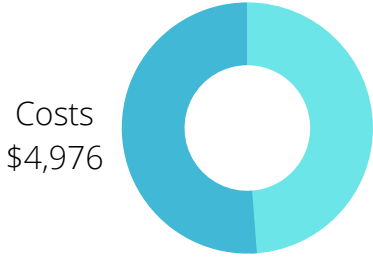
**2023 Season Totals\***  
(Does not include final 2023 events  
Cork to Colorado & Stories Worth Telling  
film festival )

## 2023 Lyric Theatre & Tabor Paid Season\*

Free events & community events not included: 101st Army Band, Tabor Youth Collective, Boom Days Talent Show, Cork to Colorado, Main Street Auction, & Stories Worth Telling Film Festival

### 6/17/2023 Hazel Miller

90+ Attendees

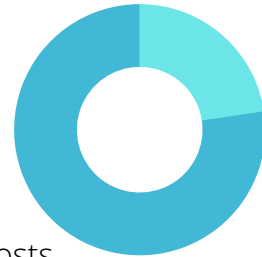


Costs  
\$4,976

Ticket Sales  
\$4,740

### 7/8/2023 Old Friends

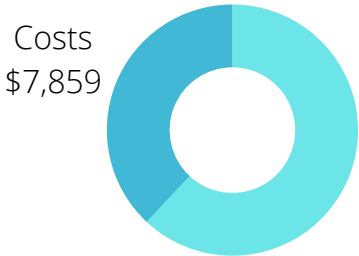
80+ Attendees Ticket Sales  
\$2,600



Costs  
\$8,877

### 7/20-7/22/23 25th Annual Putnam County Spelling Bee

288+ Attendees

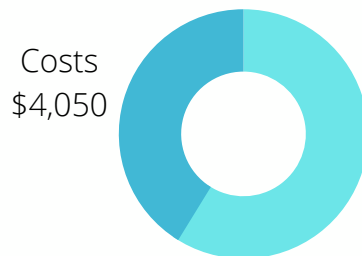


Costs  
\$7,859

Ticket Sales  
\$12,810

### 8/26/2023 Comedian Vinnie Montez

160+ Attendees

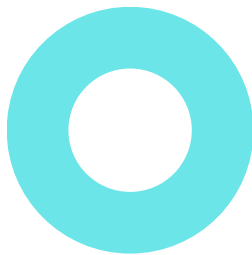


Costs  
\$4,050

Ticket Sales  
\$5,775

### 9/2/2023 Vail Valley Band & Jake Riley

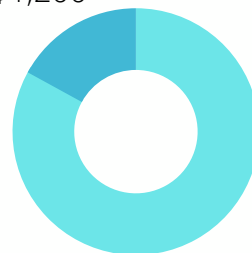
Programming Costs  
0



Ticket Sales  
\$2,055

### 2023 Season Subscribers

VIP Costs \$1,200 39 Summer Season Subscribers



Season Passes  
\$5,850