CITY COUNCIL MEETING
OF THE CITY OF CEDAR HILLS
Tuesday, August 19, 2014 7:00 p.m.

Notice is hereby given that the City Council of the City of Cedar Hills, Utah, will hold a **City Council Meeting on Tuesday, August 19 2014, beginning at 7:00 p.m.** at the Community Recreation Center, 10640 N Clubhouse Drive, Cedar Hills, Utah. This is a public meeting and anyone is invited to attend.

COUNCIL MEETING

1. Call to Order, Invocation given by C. Augustus and Pledge led by David Bunker
2. Approval of Meeting's Agenda
3. Public Comment: Time has been set aside for the public to express their ideas, concerns and comments (comments limited to 3 minutes per person with a total of 30 minutes for this item)

REPORTS/PRESENTATIONS/RECOGNITIONS

4. Review/Action on Adopting a Resolution Recognizing Cedar Hills Champion, Priscilla Leek

CITY REPORTS AND BUSINESS

5. City Manager
6. Mayor and Council

SCHEDULED ITEMS

7. Review/Action on Approval of Fiscal Policies and Financial Goals
8. Discussion on Canyon Heights and Hillside Drive Traffic Concerns
9. Discussion on the General Plan Revision

ADJOURNMENT

10. Adjourn

Posted this 15th day of August, 2014 /s/ Colleen A. Mulvey, City Recorder

- Supporting documentation for this agenda is posted on the city's website at www.cedarhills.org.
- In accordance with the Americans with Disabilities Act, the City of Cedar Hills will make reasonable accommodations to participate in the meeting. Requests for assistance can be made by contacting the City Recorder at 801-785-9668 at least 48 hours in advance of the meeting.
- An Executive Session may be called to order pursuant to Utah State Code 54-4-204 & 54-4-205.
- The order of agenda items may change to accommodate the needs of the City Council, the staff, and the public.
- This meeting may be held electronically via telephone to permit one or more of the council members to participate.

CITY OF CEDAR HILLS

TO:	Mayor and City Council
FROM:	David Bunker, City Manager
DATE:	8/19/2014

City Council
Agenda Item

SUBJECT:	Cedar Hills Champion
APPLICANT PRESENTATION:	**Yes**
STAFF PRESENTATION:	Gary R. Gygi, Mayor

BACKGROUND AND FINDINGS:

As part of the Cedar Hills Champions Program, the city would like to recognize Priscilla Leek. Priscilla, a veteran Springville High School teacher, recently received the prestigious Huntsman Award for Excellence in Education. The Huntsman Award for Excellence in Education is given to recognize, inspire and reward the best teachers, school administrators and volunteers in Utah for continually seeking ways to improve the quality of education in our public school system.

PREVIOUS LEGISLATIVE ACTION:

none

FISCAL IMPACT:

none

SUPPORTING DOCUMENTS:

Resolution recognizing Priscilla Leek as a Cedar Hills Champion, and proclaiming August 20, 2014 as "Cedar Hills Champion, Priscilla Leek Day" in Cedar Hills.

RECOMMENDATION:

Staff recommends the City Council approve and adopt the resolution.

MOTION:

To approve/not approve Resolution _____, a resolution recognizing Priscilla Leek as a Cedar Hills Champion for her outstanding commitment to excellence, for her professionalism, her leadership and for her example and commitment to teaching and preparing her students for successful futures.

RESOLUTION NO. _____

A RESOLUTION RECOGNIZING PRISCILLA LEEK AS A CEDAR HILLS CHAMPION FOR HER OUTSTANDING COMMITMENT TO EXCELLENCE, FOR HER PROFESSIONALISM, HER LEADERSHIP AND FOR HER EXAMPLE AND COMMITMENT TO TEACHING AND PREPARING HER STUDENTS FOR SUCCESSFUL FUTURES.

WHEREAS, the City of Cedar Hills wishes to fully recognize the time, dedication and creativeness that Priscilla Leek has devoted to her career as a high school teacher; and

WHEREAS, on April 24, 2014, Priscilla Leek was honored with the Huntsman Award for Excellence in Education; and

WHEREAS, the Huntsman Award for Excellence in Education is awarded to recognize, inspire and reward the best teachers, school administrators, and volunteers in Utah for continually seeking ways to improve the quality of education in our public school system ; and

WHEREAS, Priscilla Leek exemplifies the traits, abilities, and the drive that inspire others in our community to pursue their own personal goals and dreams.

NOW THEREFORE, be it resolved by the City Council of the City of Cedar Hills, Utah, and on behalf of all residents, hereby proclaims that August 20, 2014, be recognized as "Cedar Hills Champion, Priscilla Leek Day." With this, the City of Cedar Hills wishes to recognize and sincerely thank Priscilla Leek for the dedication, inspiration and example that she has provided to our community.

PASSED AND ORDERED RECORDED BY THE CITY COUNCIL OF THE CITY OF CEDAR HILLS, UTAH, THIS 19TH DAY OF AUGUST, 2014.

_____
Gary R. Gygi, Mayor

ATTEST:

_____
Colleen A. Mulvey, City Recorder

CITY OF CEDAR HILLS

TO:	Mayor Gygi and City Council
FROM:	David Bunker, City Manager
DATE:	8/19/2014

SUBJECT:	Approval of Fiscal Policies and Financial Goals
APPLICANT PRESENTATION:	
STAFF PRESENTATION:	Charl Louw, Finance Director

BACKGROUND AND FINDINGS:
The City has made an effort in the past to follow best practices relating to financial goals and policies, like maintaining fund reserves and preparing a capital improvements plan. A formal current policy would be helpful as a framework for financial planning and decision making. Standard and Poor's bond rating review recently provided feedback about the importance of adopting fiscal policies that follow best practices. The Government Finance Officers Association recommends that financial policies be formally adopted by the governing board. The financial goals and policies presented incorporate many best practices for operating and capital budgeting, debt issuance, revenues, minimum reserves, investments, accounting, financial reporting, and auditing. The financial goals and policies should be updated, as needed, to ensure relevance, and then applied during the budget process.

PREVIOUS LEGISLATIVE ACTION:

FISCAL IMPACT: N/A

SUPPORTING DOCUMENTS:
See attached documentation.

RECOMMENDATION:
Staff recommends the City Council reviews and accepts the submitted financial goals and policies document for approval.

MOTION:
Adopt Resolution No. _____ A resolution adopting the recommended Financial Goals and Policies to formalize the City's commitment to financial best practice and compliance requirements for The City of Cedar Hills, Utah.

CITY OF CEDAR HILLS
FINANCIAL GOALS AND POLICIES

Purpose –

The purpose of these financial goals and policies is to formalize the City's commitment to financial best practice and compliance with relevant statutory and ordinance requirements. The goals and policies address the key financial operations of City of Cedar Hills in the following areas:

Operating and capital budgeting
Debt Issuance
Revenues
Minimum reserves
Investments
Accounting, financial reporting, and auditing

1.0 BUDGET POLICIES

1.1 The City Manager, as Budget Officer for the City, shall ensure compliance with the Uniform Fiscal Procedures Act for Cities as required in Utah Code.

1.2 The Act and City Ordinances call for a tentative budget to be filed by City staff with the City Mayor and Council on or before the first Tuesday in May prior to the ensuing budget year beginning July 1 of each year. A budget message shall describe the important features of the budgetary plan, and shall state the reasons for changes from the previous year in appropriation and revenue items, and explain major changes in financial policy. The Council then adopts a final budget on or before June 22nd of each year.

1.3 The budget shall provide for adequate maintenance of capital plant and equipment.

1.4 The budget shall provide for adequate funding of all retirement systems and employee benefits.

1.5 The Finance Director shall prepare reports that compare actual expenditures and revenues to budget. These reports shall be distributed at least monthly to all elected officials, department heads, and the City Manager.

1.6 In the first quarter of each year, the Finance Director shall prepare a revenue projection for funds with a property tax rate. Property tax revenue projections are currently prepared for the following funds:

General Fund
Golf Debt Service Fund

1.7 The City shall discourage consideration of requests for budget increases or adjustments outside the normal budget appropriation process. Such requests, if considered, must be examined in accordance with the Council's established budget priorities.

1.8 The City shall not adopt a budget for the General fund, Golf special revenue fund, Golf debt

service fund, or the Water & Sewer enterprise fund where the total appropriation is in excess of the estimated expendable revenue in accordance with Utah Code. In other words, the final budget of the City shall be balanced. The definition of a balanced budget is:

> **Total budgeted expenditures and fund balance transfers out to other funds shall not exceed estimated expendable revenue, fund balance, and transfers in from other funds.**

1.9 After the Council adopts the final budget for the ensuing fiscal year, the Finance Director, in consultation with the Mayor and Council and City Manager, shall prepare the City Budget Document in accordance with standards established by the Government Finance Officers Association (GFOA). The City shall prepare the Budget Document with the goal to qualify for the Distinguished Budget Presentation Award from the GFOA and annually apply for this award.

2.0 CAPITAL BUDGET POLICIES

2.1 The City administration shall maintain and annually update its multi-year plan for capital projects. Capital projects include acquisition of real estate, construction of new facilities, improvements to existing facilities and capital maintenance.

2.2 The City shall strive to enact an annual capital budget based on a multi-year capital improvements plan. The intent is to protect and maintain the City infrastructure, both for the present and the future.

2.3 The City shall coordinate development of the capital projects budget with development of the operating budget. Estimated operating costs associated with proposed capital projects shall be included with the capital projects budget request and included with operating budget request.

2.4 The City may accept Federal and State assistance for capital projects when such projects are consistent with the City's Capital Improvements plan and City priorities.

2.5 Maintenance and operations of existing capital facilities shall have priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary. The City shall strive to maintain all assets at a level adequate to protect the City's investment and to minimize future maintenance and replacement costs.

2.6 A high priority should be placed on maintenance where deferring maintenance would result in increased costs to restore or replace neglected facilities.

2.7 The City shall project equipment replacement and maintenance needs for the current and four succeeding years.

2.8 The City shall determine and pursue the least costly financing method and options for all new projects.

3.0 DEBT POLICIES

3.1 The City shall borrow only when necessary and as authorized by the City Council, and utilize pay-as-you-go financing whenever possible.

3.2 The City shall confine long-term borrowing to capital projects or other major capital additions or improvements that cannot be financed from current revenues.

3.3 When the City finances capital projects by the issuance of bonds, the City shall amortize the bonds within a period not to exceed the expected useful life of the asset.

3.4 The City's total General Obligation (G.O.) debt shall not exceed 12% of the value of taxable property within the City in accordance with Utah Code.

3.5 The City shall maintain a Budget Finance Committee, to review all debt proposals where repayment would extend beyond the current fiscal year, and then provide analysis and make recommendations, if appropriate, to the Mayor and Council, prior to the time the debt is incurred.

3.6 The Budget Finance Committee shall analyze all debt options (i.e. special assessment, revenue, sales tax revenue, general obligation, lease, lease purchase, lease certificates of participation, lease revenue, etc.) with the intent of matching the type of debt instrument to the need, and to continue the City's practice of "intelligent use of debt" for the maximum benefit of the citizens of the City.

3.7 The Budget Finance Committee shall evaluate the reliability of revenues projected to defease potential bond issues. This Committee shall also evaluate business plans and consult with independent subject-matter experts as they deem necessary.

3.8 The Budget Finance Committee shall consist of six voting members as follows:

3.8.1 The Mayor

3.8.2 Two Council representatives designated by the Mayor

3.8.3 The Finance Director

3.8.4 The City Manager

3.8.5 One representative designated by the City Manager

3.9 The City's Financial Advisor is designated as an ex-officio member of the Debt Review Committee.

3.10 The City shall not enter into long-term debt for current operations.

3.11 The City shall pay all debt obligations when due.

3.12 The City shall strive to maintain a positive general obligation bond rating, which will facilitate favorable interest costs.

3.13 The City shall proactively maintain communication with bond rating agencies about its financial condition. The City shall follow a policy of full disclosure in its Financial Reporting and in all official statements.

3.14 The City shall maintain a Capital Projects Fund. This Fund is an internal lending mechanism, to facilitate short-term borrowing for various Funds of the City Government. All borrowing requests shall be submitted to the Budget Finance Committee for review.

3.15 The City may use investment agreements only for investment of bond proceeds or of funds

dedicated to the payment of debt service on the bonds upon favorable recommendation of the Budget Finance Committee and approval by the governing body. Use of an investment contract must be permitted by the terms of the borrowing instrument and the provider of the investment agreement or a guarantor must be rated by one or more ratings agencies which satisfy the requirements of the State Money Management Act. Provisions of investment agreements must require collateralization or termination of the agreements in case the provider or its guarantor is downgraded. Such agreements shall be used solely for the purposes of managing and controlling debt and the cost of debt service, and shall not be used for speculation.

4.0 REVENUE POLICIES

4.1 The City is committed to creating and maintaining diversified and stable revenue sources. The City shall evaluate the long-term sustainability of revenue sources. For intergovernmental grant revenues, the program funded shall be evaluated to determine if it fits the goals of the City.

4.2 The Finance Director shall project annual revenues by an objective, analytical process. Each existing and potential revenue source shall be examined annually.

4.3 The City shall follow a policy of vigorously collecting all receivables.

4.4 The City shall establish all inter-local contracts for services at a level which reflects the full cost of providing the services. Full cost means all actual direct costs, plus overhead costs.

4.5 All fines, fees and "user" charges, shall be set at full cost, unless the Council approves some other basis. The Council may consider such exceptions where a broad community purpose is determined, or where considerations of health, safety and welfare are determined.

4.6 The City shall set fees, user charges and inter-fund charges, for all Enterprise and Internal Service Funds at a level that fully supports the total direct and overhead costs of services related to such funds. In certain instances, the Council may supplant proprietary fund fees and other revenues with operating transfers from other funds when legally permissible to do so. As stipulated by Generally Accepted Accounting Principles (GAAP), internal service fund budgets shall be adopted on a cost-reimbursement basis. Any revenue planned to exceed expenses shall be based on a specific, Council-approved capital replacement plan.

4.7 One-time revenues shall not be used as a revenue source to support current ongoing operations. Appropriations supported by one-time revenues shall primarily be used for one-time expenditures (i.e. maintenance of infrastructure, equipment replacement, etc.) or retained in the respective Fund Balance. Examples of one-time revenues sources are: sale of assets, refunds, etc.

4.8 The City shall review unpredictable revenue sources such as programs funded by grants and contracts on an annual basis. If the revenue is discontinued or is shrinking this review will be used to determine whether to retain the program.

4.9 The City shall maintain, as near as possible, a "structural balance" of revenues and expenditures on a long term planning basis and shall avoid deficit spending.

5.0 RESERVE POLICIES

5.1 The City shall establish minimum undesignated fund balances (reserves) for the General Fund

and the Golf Special Revenue Fund. In establishing minimum reserve levels, the City shall take into consideration the elasticity of revenue sources for each fund, GFOA recommended practice, and the reserve requirements necessary to maintain the City's bond rating. The rainy day fund, or minimum reserve balance, for each of the below funds is the following percentage of budgeted revenues:

Fund	Minimum Reserve
General Fund	16%
Golf Fund	5%

5.2 Enterprise and Internal Service Funds shall maintain reserves appropriate to the purpose, need, accounting practices, and policies of such Funds (see also 4.6).

5.3 Wherever possible, the City shall create the necessary accounting mechanisms through the Capital Projects Fund or otherwise to accumulate reserves for capital projects on a pay-as-you-go basis of financing such projects.

6.0 INVESTMENT POLICIES

6.1 Disbursement, collection, and deposit of all funds shall be scheduled to insure maximum availability of cash.

6.2 As permitted by law, the City shall pool fund cash for investment purposes.

6.3 The City shall continually monitor market conditions to maximize safety, liquidity, and yield pursuant to State law.

6.4 The investment accounting system and procedures shall provide regular information concerning cash position and investment performance.

6.5 The City, where practical, shall arrange for banking services on a contractual basis, for a specified period of time, and with specified fees for each service rendered.

6.6 The City shall adhere to the requirements of the Utah Money Management Act in its investment practices.

6.7 The City may use investment agreements, interest rate contracts and other similar contracts only in connection with the control or management of debt pursuant to Debt Policies in section 3.0.

7.0 ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

7.1 The City shall establish and maintain a high standard of accounting practice.

7.2 The accounting system shall maintain records on a basis consistent with generally accepted accounting principles (GAAP) for local government accounting and the Uniform Fiscal Procedures Act for Counties.

7.3 Annual financial reports shall present financial activity in accordance with GAAP. Monthly (interim) financial reports shall present financial activity in appropriate format, as determined by the Finance Director. The Finance Director will assist City fiscal staff to obtain other current accounting information as needed, for purposes of management oversight and analysis.

7.4 The reporting system shall also provide monthly information on the total cost of specific services by type of expenditure, by department, and by Fund.

7.5 Additional monthly reports for Proprietary Funds (Enterprise Funds and Internal Service Funds) shall be made available as appropriate. These reports shall include a balance sheet and statement of earnings.

7.6 An independent public accounting firm shall perform an annual audit and shall publicly issue its opinion on the City's financial statements and other reports.

7.7 The Finance Director shall review significant matters contained in the independent auditor's report on internal control (management comment letter) with the Mayor and the Council.

7.8 The Finance Director shall prepare the City's Comprehensive Annual Financial Report (CAFR) with the goal in mind to qualify for the Certificate of Achievement for Excellence in Financial Reporting, awarded by the Government Finance Officers Association (GFOA). Upon completion of the CAFR, the Finance Director shall apply for the Certificate.

7.9 Accounting for capital assets shall comply with GAAP and capitalization thresholds shall follow at least the minimum recommendations of the GFOA Recommended Practices.

APPROVED and ADOPTED this_____ Day of _____, 2014

_____

Gary R. Gygi, Mayor

GFOA Best Practice

Adopting Financial Policies

Background. The National Advisory Council on State and Local Budgeting (NACSLB) has developed a comprehensive set of recommended budget practices. The recommendations have been endorsed by a number of key governmental associations, by academia and by labor groups associated with state and local governments. These practices and the associated framework outline a budget process that encompasses the broad scope of governmental planning and decision-making with regard to the use of resources. This work is recognized as one of the most important advances in governmental finance in decades. The Government Finance Officers Association (GFOA) has adopted a recommended practice endorsing the NACSLB practices and the associated framework. However, the policies included in this Recommended Practice are those considered fundamental to the budget process and relevant to the broadest number of jurisdictions.

The work of the NACSLB provides a framework for describing the overall budget process. The framework is organized around the four principles of the budget process:

- Establish Broad Goals to Guide Government Decision Making
- Develop Approaches to Achieve Goals
- Develop a Budget Consistent with Approaches to Achieve Goals
- Evaluate Performance and Make Adjustments

Each of these principles has additional elements that provide guidance for an effective budget process. Element #4, of Principle 2, Adopt Financial Policies, addresses the need for jurisdictions to establish policies to help frame resource allocation decisions.

Recommendation. GFOA recommends that, at a minimum, financial policies in the following areas be developed by professional staff and formally adopted by the jurisdiction's governing board as well as the governing boards of those component units; state, provincial and municipal corporations and organizations; and other bodies under their jurisdiction.

- Financial Planning Policies
- Revenue Policies
- Expenditure Policies

The jurisdiction's adopted financial policies should be used to frame major policy initiatives and be summarized in the budget document.

It is further recommended that these policies, along with any others that may be adopted, be reviewed during the budget process. Professional staff should review the policies to ensure continued relevance and to identify any gaps that should be addressed with new policies. The results of the review should be shared with the governing board during the review of the proposed budget.

Policy categories that should be considered for development, adoption and regular review are as follows:

Financial Planning Policies

These policies address both the need for a long-term view and the fundamental principle of a balanced budget. At a minimum, jurisdictions should have policies that support:

1. Balanced Budget - A jurisdiction should adopt a policy(s) that defines a balanced operating budget, encourages commitment to a balanced budget under normal circumstances, and provides for disclosure when a deviation from a balanced operating budget is planned or when it occurs. (NACSLB Practice 4.5)
2. Long-Range Planning - A jurisdiction should adopt a policy(s) that supports a financial planning process that assesses the long-term financial implications of current and proposed operating and capital budgets, budget policies, cash management and investment policies, programs and assumptions. (NACSLB Element 9, GFOA Recommended Practice)[1]
3. Asset Inventory - A jurisdiction should adopt a policy(s) to inventory and assess the condition of all major capital assets. This information should be used to plan for the ongoing financial commitments required to maximize the public's benefit. (NACSLB Practice 2.2)[2]

Revenue Policies

Understanding the revenue stream is essential to prudent planning. Most of these policies seek stability to avoid potential service disruptions caused by revenue shortfalls. At a minimum jurisdictions should have policies that address:

1. Revenue Diversification - A jurisdiction should adopt a policy(s) that encourages a diversity of revenue sources in order to improve the ability to handle fluctuations in individual sources. (NACSLB Practice 4.6)
2. Fees and Charges - A jurisdiction should adopt policy(s) that identify the manner in which fees and charges are set and the extent to which they cover the cost of the service provided. (NACSLB Practice 4.2)
3. Use of One-time Revenues - A jurisdiction should adopt a policy(s) discouraging the use of one-time revenues for ongoing expenditures. (NACSLB Practice 4.4)

4. Use of Unpredictable Revenues - A jurisdiction should adopt a policy(s) on the collection and use of major revenue sources it considers unpredictable. (NACSLB Practice 4.4a)

Expenditure Policies

The expenditures of jurisdictions define the ongoing public service commitment. Prudent expenditure planning and accountability will ensure fiscal stability. At a minimum, jurisdictions should have policies that address:

1. Debt Capacity, Issuance, and Management - A jurisdiction should adopt a policy(s) that specifies appropriate uses for debt and identifies the maximum amount of debt and debt service that should be outstanding at any time. (NACSLB Practice 4.3, 4.3a, GFOA Recommend Practices pp.90-92)
2. Reserve or Stabilization Accounts - A jurisdiction should adopt a policy(s) to maintain a prudent level of financial resources to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. (NACSLB Practice 4.1) [3,4]
3. Operating/Capital Expenditure Accountability - A jurisdiction should adopt a policy(s) to compare actual expenditures to budget periodically (e.g., quarterly) and decide on actions to bring the budget into balance, if necessary. (NACSLB Practice 7.2)

References.

"Developing Formal Debt Policies," *Government Finance Review*, August 1991.

"Elements of a Comprehensive Local Debt Policy," *Government Finance Review*, October 1994.

GFOA Best Practice, "Setting of Government Charges and Fees," 1996.

Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting, National Advisory Council on State and Local Budgeting, 1998.

A Guide for Preparing a Debt Policy, Patricia Tigue, GFOA, 1998.

Notes.

1 See also GFOA's best practice on *Establishing Strategic Plans*, 2005.
2 See also GFOA's best practice on *Sustainability*, 2002.
3 See also GFOA's best practice on *Planning for Continuity after Disruptive Events*, 2005.
4 See also GFOA's best practice on *Appropriate Level of Unreserved Fund Balance in the General Fund*, 2002.

Approved by the GFOA's Executive Board, January, 2001.

GFOA Best Practice

Achieving a Structurally Balanced Budget

Background. Most state and local governments are subject to a requirement to pass a balanced budget. However, a budget that may fit the statutory definition of a "balanced budget" may not, in fact, be financially sustainable. For example, a budget that is balanced by such standards could include the use of non-recurring resources, such as asset sales or reserves, to fund ongoing expenditures, and thus not be in structural balance. A true structurally balanced budget is one that supports financial sustainability for multiple years into the future. A government needs to make sure that it is aware of the distinction between satisfying the statutory definition and achieving a true structurally balanced budget.

Recommendation. GFOA recommends that governments adopt rigorous policies, for all operating funds,[1] aimed at achieving and maintaining a structurally balanced budget. The policy should include parameters for achieving and maintaining structural balance where recurring revenues are equal to recurring expenditures in the adopted budget.

As a first step, the government should identify key items related to structural balance. These include: recurring and non-recurring revenues, recurring and non-recurring expenditures, and reserves.

Recurring revenues are the portion of a government's revenues that can reasonably be expected to continue year to year, with some degree of predictability. Property taxes are an example of recurring revenue. A settlement from a lawsuit is a good example of non-recurring revenue.

Some revenue sources may have both non-recurring and recurring components. These sources require finance officials to exercise judgment in determining how much of the source is truly recurring. For instance, a government may regularly receive sales tax revenues, but a large part of its base may be made up of retailers with highly volatile sales. In this case, it may be prudent to regard unusually high revenue yields as a non-recurring revenue under the assumption that such revenues are unlikely to continue, making it imprudent to use them for recurring expenditures. Another example might be building permit revenues in a period of high growth in the community. Governments should review their revenue portfolio to identify non-recurring revenues and revenues with potentially volatile components, such as the examples above.

Recurring expenditures appear in the budget each year. Salaries, benefits, materials and services, and asset maintenance costs are common examples of recurring expenditures. Capital asset acquisitions are typically not thought of as recurring because although some capital assets may be acquired every year, they are not the same assets year after year. In general, recurring expenditures should be those that you expect to fund every year in order to maintain current/status quo service levels. In general, a government has a greater degree of flexibility to defer non-recurring expenditures than recurring ones.

Reserves are the portion of fund balance that is set aside as hedge against risk. The government should define a minimum amount of funds it will hold in reserve.[2] This serves as a "bottom line measure" to help determine the extent to which structural balance goals are being achieved – if reserves are maintained at their desired levels, it is an indication that the organization is maintaining a structurally balanced budget. If reserves are declining, it may indicate an imbalance in the budget (e.g., if reserves are being used to fund on-going expenditures). It should be noted that reserves levels are not a perfect measure of structural balance, but are a good and readily available measure.

With the forgoing terms defined, a government should adopt a formal policy calling for structural balance of the budget. The policy should call for the budget to be structurally balanced, where recurring revenues equal or exceed recurring expenditures. The policy should also call for the budget presentation to identify how recurring revenues are aligned with or not aligned with recurring expenditures.[3]

For a variety of reasons, true structural balance may not be possible for a government at a given time. In such a case, using reserves to balance the budget may be considered but only in the context of a plan to return to structural balance, replenish fund balance, and ultimately remediate the negative impacts of any other short-term balancing actions that may be taken. Further, the plan should be clear about the time period over which returning to structural balance, replenishing reserves, and remediating the negative impacts of balancing actions are to occur.[4]

Notes.

1 Note that this Best Practice excludes non-operating funds like capital and debt funds. While governments should ensure that these funds are financially sustainable as well, the specific recommendations found in this Best Practice may not always be a match to the circumstances of non-operating funds.

2 See GFOA Best Practice "Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund" (2002 and 2009). GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures

3 Please note that the best practice is not advocating that recurring revenues be formally allocated or "earmarked" to recurring expenditures, but rather is advocating that the

budget presentation provide transparency as to whether recurring revenues and recurring expenditures are balanced.

4 See GFOA Best Practice "Replenishing Fund Balance in the General Fund." (2011).

Approved by the GFOA's Executive Board, February, 2012.

GFOA Best Practice

Replenishing General Fund Balance

Background. It is essential that governments maintain adequate levels of fund balance to mitigate risks and provide a back-up for revenue shortfalls.

The adequacy of unrestricted fund balance[1] in the general fund should be assessed based upon a government's specific circumstances. Nevertheless, GFOA recommends, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months of regular general fund operating revenues or regular general fund operating expenditures.

If fund balance falls below a government's policy level, then it is important to have a solid plan to replenish fund balance levels. Rating agencies consider the government's fund balance policy, history of use of fund balance, and policy and practice of replenishment of fund balance when assigning ratings. Thus, a well developed and transparent strategy to replenish fund balance may reduce the cost of borrowing. However, it can be challenging to build fund balances back up to the recommended levels because of other financial needs and various political considerations.

Recommendation. GFOA recommends that governments adopt a formal fund balance policy that defines the appropriate level of fund balance target levels. Also, management should consider specifying the purposes for which various portions of the fund balances are intended. For example, one portion of the fund balance may be for working capital, one for budgetary stabilization, and one for responding to extreme events. This additional transparency helps decision makers understand the reason for maintaining the target levels described in the fund balance policy.

Governments should also consider providing broad guidance in their financial policies for how resources will be directed to fund balance replenishment. For example, a policy may define the revenue sources that would typically be looked to for replenishment of fund balance. This might include non-recurring revenues, budget surpluses, and excess resources in other funds (if legally permissible and if there is defensible rationale). Year-end surpluses are an especially appropriate source for replenishing fund balance.

Finally, a government should consider including in its financial policy a statement that establishes the broad strategic intent of replenishing fund balances as soon as

economic conditions allow. This emphasizes fund balance replenishment as a financial management priority.

Governments are subject to a number of factors that could require the use of fund balances. It is therefore incumbent on jurisdictions to minimize the use of fund balance, except in very specific circumstances. Replenishment should take place in a prompt fashion with amounts that have been used to ensure that the jurisdiction is properly prepared for contingencies. With the foundation of a financial policy in place, governments should use their long-term financial planning and budget processes to develop a more detailed strategy for using and replenishing fund balance. With these criteria in mind, the government should develop a replenishment strategy and timeline for replenishing fund balances as soon as possible, and that is still appropriate to prevailing budgetary and economic conditions and that considers the following:

1. The policy should define the time period within which and contingencies for which fund balances will be used. This gives the public a sense for how fund balance is being used as a "bridge" to ensure stable cash flow and provide service continuity.
2. The policy should describe how the government's expenditure levels will be adjusted to match any new economic realities that are behind the use of fund balance as a financing bridge.
3. The policy should describe the time period over which the components of fund balance will be replenished and the means by which they will be replenished. Frequently, a key part of the replenishment plan will be to control operating expenditures and use budget surpluses to replenish fund balance. The replenishment plan might also specify any particular revenue source that will aid in the replenishment of fund balances. For example, if the government has a volatile sales tax yield, it might specify that yields that are significantly above average would be used to replenish fund balances.

Generally, governments should seek to replenish their fund balances within one to three years of use. However, when developing the specifics of the replenishment plan, governments should consider a number of factors that influence the rate and time period over which fund balances will be replenished. Factors influencing the replenishment time horizon include:

1. The budgetary reasons behind the fund balance targets. The government should consider special conditions that may have caused it to set its fund balance target levels higher than the GFOA-recommended minimum level. For example, if targets are higher because the community has very volatile cash flows, then the government would want to build the fund balances back up more quickly compared to governments with more stable cash flows.
2. Recovering from an extreme event. An extreme event, such as a natural disaster, that has required the government to use a portion of its fund balance, may make

it infeasible to replenish the fund balance as quickly as normal, depending upon the severity of the event.

3. Political continuity. Replenishing fund balance takes political will, and that will is often strengthened by the memory of the financial challenge that caused the use of fund balances in the first place. If the governing board and/or management are already committed to a particular financial policy, the replenishment strategy should be as consistent as possible with that policy in order to maximize political support.
4. Financial planning time horizons. Fund balances should typically be replenished within the time horizon covered by the organization's long-term financial plan. This puts the entire replenishment plan in context and shows the public and decision makers the expected positive outcome of the replenishment strategy.
5. Long-term forecasts and economic conditions. Expectations for poor economic conditions may delay the point at which fund balances can be replenished. However, in its replenishment plan the government should be sure to set a benchmark (e.g., after fund balances have dropped to a certain point below desired target levels) for when use of fund balance is no longer acceptable as a source of funds.
6. Milestones for gradual replenishment. A replenishment plan will likely be more successful if it establishes replenishment milestones at various time intervals. This is especially important if replenishment is expected to take place over multiple years (e.g., if you are starting from 75% of your target, set a goal to reach 80 percent of target in one year, 90 percent in two years, and 100 percent in three years).
7. External financing expectations. A replenishment plan that is not consistent with credit rating agency expectations may increase the government's cost of borrowing. It is important that the logic used by the government to develop the replenishment plan be communicated in an effective fashion to external lenders.

Notes:

1 Unrestricted fund balance comprises the committed, assigned, and unassigned fund balance categories.

References.

GFOA Best Practice, "Appropriate Level of Unrestricted Fund Balance in the General Fund," 2009.

For a fuller explanation of the concept of "bridging" in financial distress, please visit GFOA's financial recovery website at www.gfoa.org/financialrecovery.

Approved by the GFOA's Executive Board, February, 2011.

GFOA Best Practice

Determining the Appropriate Level of Unrestricted Fund Balance in the General Fund

Background. Accountants employ the term *fund balance* to describe the net assets of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). Budget professionals commonly use this same term to describe the net assets of governmental funds calculated on a government's budgetary basis.[1] In both cases, fund balance is intended to serve as a measure of the financial resources available in a governmental fund.

Accountants distinguish up to five separate categories of fund balance, based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts can be spent: *nonspendable fund balance*, *restricted fund balance*, *committed fund balance*, *assigned fund balance*, and *unassigned fund balance*.[2] The total of the last three categories, which include only resources without a constraint on spending or for which the constraint on spending is imposed by the government itself, is termed *unrestricted fund balance*.

It is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. Fund balance levels are a crucial consideration, too, in long-term financial planning.

In most cases, discussions of fund balance will properly focus on a government's general fund. Nonetheless, financial resources available in other funds should also be considered in assessing the adequacy of unrestricted fund balance (i.e., the total of the amounts reported as committed, assigned, and unassigned fund balance) in the general fund.

Credit rating agencies monitor levels of fund balance and unrestricted fund balance in a government's general fund to evaluate a government's continued creditworthiness. Likewise, laws and regulations often govern appropriate levels of fund balance and unrestricted fund balance for state and local governments.

Those interested primarily in a government's creditworthiness or economic condition (e.g., rating agencies) are likely to favor increased levels of fund balance. Opposing pressures often come from unions, taxpayers and citizens' groups, which may view high levels of fund balance as "excessive."

Recommendation. GFOA recommends that governments establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund.[3] Such a guideline should be set by the appropriate policy body and should provide both a temporal framework and specific plans for increasing or decreasing the level of unrestricted fund balance, if it is inconsistent with that policy.[4]

The adequacy of unrestricted fund balance in the general fund should be assessed based upon a government's own specific circumstances. Nevertheless, GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures.[5] The choice of revenues or expenditures as a basis of comparison may be dictated by what is more predictable in a government's particular circumstances.[6] Furthermore, a government's particular situation often may require a level of unrestricted fund balance in the general fund significantly in excess of this recommended minimum level. In any case, such measures should be applied within the context of long-term forecasting, thereby avoiding the risk of placing too much emphasis upon the level of unrestricted fund balance in the general fund at any one time.

In establishing a policy governing the level of unrestricted fund balance in the general fund, a government should consider a variety of factors, including:

- The predictability of its revenues and the volatility of its expenditures (i.e., higher levels of unrestricted fund balance may be needed if significant revenue sources are subject to unpredictable fluctuations or if operating expenditures are highly volatile);
- Its perceived exposure to significant one-time outlays (e.g., disasters, immediate capital needs, state budget cuts);
- The potential drain upon general fund resources from other funds as well as the availability of resources in other funds (i.e., deficits in other funds may require that a higher level of unrestricted fund balance be maintained in the general fund, just as, the availability of resources in other funds may reduce the amount of unrestricted fund balance needed in the general fund);[7]
- Liquidity (i.e., a disparity between when financial resources actually become available to make payments and the average maturity of related liabilities may require that a higher level of resources be maintained); and
- Commitments and assignments (i.e., governments may wish to maintain higher levels of unrestricted fund balance to compensate for any portion of unrestricted fund balance already committed or assigned by the government for a specific purpose).

Furthermore, governments may deem it appropriate to exclude from consideration resources that have been committed or assigned to some other purpose and focus on unassigned fund balance rather than on unrestricted fund balance.

Naturally, any policy addressing desirable levels of unrestricted fund balance in the general fund should be in conformity with all applicable legal and regulatory

constraints. In this case in particular, it is essential that differences between GAAP fund balance and budgetary fund balance be fully appreciated by all interested parties.

Notes:

1. For the sake of clarity, this recommended practice uses the terms GAAP fund balance and budgetary fund balance to distinguish these two different uses of the same term.
2. These categories are set forth in Governmental Accounting Standards Board (GASB) Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, which must be implemented for financial statements for periods ended June 30, 2011 and later.
3. Sometimes restricted fund balance includes resources available to finance items that typically would require the use of unrestricted fund balance (e.g., a contingency reserve). In that case, such amounts should be included as part of unrestricted fund balance for purposes of analysis.
4. See Recommended Practice 4.1 of the National Advisory Council on State and Local Budgeting governments on the need to "maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures" (Recommended Practice 4.1).
5. In practice, a level of unrestricted fund balance significantly lower than the recommended minimum may be appropriate for states and America's largest governments (e.g., cities, counties, and school districts) because they often are in a better position to predict contingencies (for the same reason that an insurance company can more readily predict the number of accidents for a pool of 500,000 drivers than for a pool of fifty), and because their revenues and expenditures often are more diversified and thus potentially less subject to volatility.
6. In either case, unusual items that would distort trends (e.g., one-time revenues and expenditures) should be excluded, whereas recurring transfers should be included. Once the decision has been made to compare unrestricted fund balance to either revenues or expenditures, that decision should be followed consistently from period to period.
7. However, except as discussed in footnote 4, not to a level below the recommended minimum.

Approved by the GFOA's Executive Board, October, 2009.

GFOA Best Practice

Debt Management Policy

Background. Debt management policies are written guidelines, allowances, and restrictions that guide the debt issuance practices of state or local governments, including the issuance process, management of a debt portfolio, and adherence to various laws and regulations. A debt management policy should improve the quality of decisions, articulate policy goals, provide guidelines for the structure of debt issuance, and demonstrate a commitment to long-term capital and financial planning. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and therefore is likely to meet its debt obligations in a timely manner. Debt management policies should be written with attention to the issuer's specific needs and available financing options and are typically implemented through more specific operating procedures. Finally, debt management policies should be approved by the issuer's governing body to provide credibility, transparency and to ensure that there is a common understanding among elected officials and staff regarding the issuer's approach to debt financing.

Recommendation. GFOA recommends that state and local governments adopt comprehensive written debt management policies. These policies should reflect local, state, and federal laws and regulations. To assist with the development of these policies GFOA recommends that a government's Debt Management Policy (Policy) should be reviewed periodically (and updated if necessary) and should address at least the following:

1. Debt Limits. The Policy should consider setting specific limits or acceptable ranges for each type of debt. Limits generally are set for legal, public policy, and financial reasons.

a. *Legal restrictions* may be determined by:

- State constitution or law,
- Local charter, by-laws, resolution or ordinance, or covenant, and
- Bond referenda approved by voters.

b. *Public Policies* will address the internal standards and considerations within a government and can include:

- Purposes for which debt proceeds may be used or prohibited,
- Types of debt that may be issued or prohibited,
- Relationship to and integration with the Capital Improvement Program, and
- Policy goals related to economic development, including use of tax increment financing and public-private partnerships.

c. *Financial restrictions or planning considerations* generally reflect public policy or other financial resources constraints, such as reduced use of a particular type of debt due to changing financial conditions. Appropriate debt limits can have a positive impact on bond ratings, particularly if the government demonstrates adherence to such policies over time. Financial limits often are expressed as ratios customarily used by credit analysts. Different financial limits are used for different types of debt. Examples include:

- *Direct Debt,* including general obligation bonds, are subject to legal requirements and may be able to be measured or limited by the following ratios:
  - Debt per capita,
  - Debt to personal income,
  - Debt to taxable property value, and
  - Debt service payments as a percentage of general fund revenues or expenditures.
- *Revenue Debt* levels often are limited by debt service coverage ratios (e.g., annual net pledged revenues to annual debt service), additional bond provisions contained in bond covenants, and potential credit rating impacts.
- *Conduit Debt* limitations may reflect the right of the issuing government to approve the borrower's creditworthiness, including a minimum credit rating, and the purpose of the borrowing issue. Such limitations reflect sound public policy, particularly if there is a contingent impact on the general revenues of the government or marketability of the government's own direct debt.
- *Short-Term Debt Issuance* should describe the specific purposes and circumstances under which it can be used, as well as limitations in term or size of borrowing.
- *Variable Rate Debt* should include information about when using non-fixed rate debt is acceptable to the entity either due to the term of the project, market conditions, or debt portfolio structuring purposes.

2. Debt Structuring Practices. The Policy should include specific guidelines regarding the debt structuring practices for each type of bond, including:

- Maximum term (often stated in absolute terms or based on the useful life of the asset(s)),
- Average maturity,
- Debt service pattern such as equal payments or equal principal amortization,
- Use of optional redemption features that reflect market conditions and/or needs of the government,
- Use of variable or fixed-rate debt, credit enhancements, derivatives, short-term debt, and limitations as to when, and to what extent, each can be used, and

- Other structuring practices should be considered, such as capitalizing interest during the construction of the project and deferral of principal, and/or other internal credit support, including general obligation pledges.

3. Debt Issuance Practices. The Policy should provide guidance regarding the issuance process, which may differ for each type of debt. These practices include:

   - Selection and use of professional service providers, including an independent financial advisor, to assist with determining the method of sale and the selection of other financing team members,
   - Criteria for determining the sale method (competitive, negotiated, private placement) and investment of proceeds,
   - Use of comparative bond pricing services or market indices as a benchmark in negotiated transactions, as well as to evaluate final bond pricing results,
   - Criteria for issuance of advance refunding and current refunding bonds, and
   - Use of credit ratings, minimum bond ratings, determination of the number of ratings, and selection of rating services.

4. Debt Management Practices. The Policy should provide guidance for ongoing administrative activities including:

   - Investment of bond proceeds,
   - Primary and secondary market disclosure practices, including annual certifications as required,
   - Arbitrage rebate monitoring and filing,
   - Federal and state law compliance practices, and
   - Ongoing market and investor relations efforts.

5. Use of Derivatives. The Debt Management Policy should clearly state whether or not the entity can or should use derivatives. If the policy allows for the use of derivatives, a separate and comprehensive derivatives policy should be developed (see GFOA's Advisory, Developing a Derivatives Policy and Derivatives Checklist).

References.

GFOA Advisory, Using Variable Rate Debt Instruments, 2010.

GFOA Advisory, Use of Debt-Related Derivatives Products and the Development of a Derivatives policy, 2010.

GFOA Derivatives Checklist, 2010.

GFOA Best Practice, Selecting Bond Counsel, 2008.

GFOA Best Practice, Selecting Financial Advisors, 2008.

GFOA Best Practice, Selecting Underwriters for a Negotiated Bond Sale, 2008.

GFOA/NABL Post Issuance Compliance Checklist, 2003.

Benchmarking and Measuring Debt Capacity, Rowan Miranda and Ron Picur, GFOA, 2000.

A Guide for Preparing a Debt Policy, Patricia Tigue, GFOA, 1998.

Approved by the GFOA's Executive Board, October, 2012.

STANDARD & POOR'S
RATINGS SERVICES
McGRAW HILL FINANCIAL

RatingsDirect®

Summary:

Cedar Hills, Utah; General Obligation

Primary Credit Analyst:
Kaiti Wang, San Francisco (1) 415-371-5084; kaiti.wang@standardandpoors.com

Secondary Contact:
Jennifer Hansen, San Francisco (1) 415-371-5035; jen.hansen@standardandpoors.com

Table Of Contents

Rationale

Outlook

Related Criteria And Research

Summary:

Cedar Hills, Utah; General Obligation

Credit Profile		
Cedar Hills GO rfdg bnds		
Long Term Rating	AA-/Stable	Affirmed
Cedar Hills GO		
Unenhanced Rating	AA-(SPUR)/Stable	Affirmed

Many issues are enhanced by bond insurance.

Rationale

Standard & Poor's Ratings Services affirmed its 'AA-' long-term rating on Cedar Hills, Utah's general obligation debt based on the implementation of our local GO criteria released in September. The outlook is stable.

A pledge of the city's full faith credit and resources and an agreement to levy ad valorem property taxes without limitation as to rate or amount secure these bonds.

The rating reflects our assessment of the following factors for the city.

- We consider Cedar Hills' economy to be adequate, with its projected per capita effective buying income at 84.8% of the U.S. and per capita market value of $59,702. The city also has access to the broad and diverse economy of Provo-Orem, and the county unemployment rate for calendar year 2013 was 4.3%.
- In our opinion, the city's budgetary flexibility is very strong with audited fiscal 2013 reserves at $1.2 million or 32% of expenditures. Management most recently estimated year-end fiscal 2014 reserves of $1.2 million, or 31.1% of expenditures.
- The city's budgetary performance has been strong in our view, with a surplus of 4.4% for the general fund in fiscal 2013 and a surplus of 2.2% of total governmental funds. Estimated fiscal 2014 performance results from management show balanced operations. Beginning in fiscal 2013, the city's general fund began subsidizing operating deficits in the golf fund.
- Supporting the city's finances is liquidity we consider very strong, with total government available cash at 65% of total governmental fund expenditures and at over 120% of debt service. We believe the city has strong access to external liquidity.
- We view the city's management conditions as strong with good financial practices.
- In our opinion, the city's debt and contingent liabilities profile is very weak, with total governmental fund debt service at 4% of total governmental fund expenditures, and with net direct debt at 208% of total governmental fund revenue. We understand management has no plans to issue any debt within the next two years.
- The city participates in the multiemployer, cost-sharing, defined-benefit pension plans administered by the Utah Retirement Systems. City officials report they have been making the required contribution in full, which was $156,000, or 4% of total governmental fund expenditures, in fiscal 2013. We understand the city does not provide other postemployment health care benefits to its retirees.
- The Institutional Framework score for Utah cities is "very strong." See the Institutional Framework score for Utah.

Outlook

The stable outlook reflects our view of the city's good financial management policies and strong reserves during the past four years. The stable outlook also reflects our view that the city will continue to benefit from participation in the broad and diverse Provo-Orem Metropolitan Statistical Area. Although we do not expect to change the rating over the outlook's two-year time frame, in part due to the golf fund's reliance on the general fund, should the city's debt profile improve and should the adoption of additional management policies lead to a strong management assessment score, we could raise the rating. Conversely, should the city's finances and economic indicators weaken, we could lower the rating.

Related Criteria And Research

Related Criteria

USPF Criteria: Local Government GO Ratings Methodology And Assumptions, Sept. 12, 2013

Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Institutional Framework Overview: Utah Local Governments

Complete ratings information is available to subscribers of RatingsDirect at www.globalcreditportal.com. All ratings affected by this rating action can be found on Standard & Poor's public Web site at www.standardandpoors.com. Use the Ratings search box located in the left column.

Copyright © 2014 Standard & Poor's Financial Services LLC, a part of McGraw Hill Financial. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED, OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses, and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw, or suspend such acknowledgement at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal, or suspension of an acknowledgment as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain nonpublic information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, www.standardandpoors.com (free of charge), and www.ratingsdirect.com and www.globalcreditportal.com (subscription) and www.spcapitaliq.com (subscription) and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at www.standardandpoors.com/usratingsfees.

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF CITY OF CEDAR HILLS, UTAH COUNTY, UTAH (THE "CITY") ADOPTING FINANCIAL GOALS AND POLICIES

WHEREAS, the City of Cedar Hills has actively attempted to follow sound financial policies in the overall city governance; and

WHEREAS, the City understands the importance of and therefore strives to meet Utah State Money Management Standards and the requirements set forth by the Government Finance Officers Association; and

WHEREAS, implementation of proposed fiscal policies and financial goals will assist in providing sound fiscal procedures:

NOW THEREFORE, IT IS HEREBY RESOLVED by the City Council of the City of Cedar Hills, Utah County, Utah, as follows:

Section I. The City Council hereby adopts these City Financial Goals and Policies document to provide direction for all future financial planning processes.

Section II. It is hereby declared that all parts of this Resolution are severable, and if any section, clause, or provision of this Resolution shall, for any reason, be held to be invalid or unenforceable, the invalidity or unenforceability of any such section, clause, or provision shall not affect the remaining sections, clauses, or provisions of this Resolution.

Section III. All resolutions, orders, and regulations or parts thereof heretofore adopted or passed which are in conflict herewith are, to the extent of such conflict, hereby repealed. This repealer shall not be construed so as to revive any resolution, order, regulation, or part thereof heretofore repealed.

Section IV. This Resolution shall take effect immediately upon its approval and adoption.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Cedar Hills this 19th day of August, 2014.

_____
Gary R. Gygi, Mayor

ATTEST:

_____
Colleen A. Mulvey, City Recorder

CITY OF CEDAR HILLS

TO:	Mayor and City Council
FROM:	David Bunker
DATE:	8/19/2014

City Council
Agenda Item

SUBJECT:	Discussion on corner of Canyon Heights and Hillside Dr.
APPLICANT PRESENTATION:	N/A
STAFF PRESENTATION:	Chandler Goodwin

BACKGROUND AND FINDINGS:

This discussion is a follow up to a public comment made in the previous City Council meeting. Staff has previously worked with residents on alleviating many of the concerns involving this intersection. The major concern with this intersection is the limited visibility as drivers make a turn from Hillside Dr. onto Canyon Heights Dr. Additionally; this area serves as a drop-off and pick-up area for school buses; where limited visibility poses a danger to children crossing the road. Staff has worked with land owners on the corner to cut back vegetation and landscaping to be in compliance with the sight triangle requirements. Staff has also place the speed trailer on the corner to collect data on cars coming down Canyon Heights Dr. The data from the trailer does not show excessive speeds in the area, this has been confirmed multiple times.

There are ways to make this corner safer, possible solutions include adding rumble strips to slow cars even further, flashing lights to alert drivers to school drop-off/pick-ups, painting curbs red or yellow to prevent parking that can limit visibility. The cross walk is already scheduled to be repainted.

PREVIOUS LEGISLATIVE ACTION:

None.

FISCAL IMPACT:

Cost of installing rumble strips, speed light, and painting the curb.

SUPPORTING DOCUMENTS:

Sequential photos from the corner, speed trailer data

RECOMMENDATION:

To install additional measures to increase the safety of pedestrians and drivers at the corner of Canyon Heights Dr. and Hillside Dr.

MOTION:

No motion necessary, discussion item only.

Photo taken 7/31/2013 – Notified owner

Photo taken 9/12/2013 – Property complied

Photo taken 8/6/2014 – No violation of clear vision area – Sent courtesy notice out for weed clean up on this corner.

SMART SURVEY SUMMARY

<canyon hieghts 9029 SB>
<clear skies>
POSTED SPEED LIMIT: <25>
SURVEY STARTED: <2014/05/05 07:38>

FILENAME: 14050507 CANYON HIEGHTS 9029 SB (APPROACHING).DAT

MIN SPEED ALLOWED <10> MAX SPEED ALLOWED <100>

TIME	07:30	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45
VEH.	20	28	18	14	21	11	16	6	18	8	10	12	7	7	10	11	8	11
AVG.	18.1	23.4	22.4	20.9	21.3	20.3	23.3	20.5	20.3	19.3	23.5	20.3	22.0	22.4	20.3	21.0	20.4	22.7

TIME	12:00	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15	15:30	15:45	16:00	16:15
VEH.	11	9	19	4	10	7	23	21	14	12	11	16	14	13	13	12	20	18
AVG.	22.5	27.3	22.3	18.8	24.8	18.4	20.0	24.9	23.8	23.9	25.3	20.6	23.1	24.2	24.9	20.8	22.3	21.5

TIME	16:30	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15	19:30	19:45	20:00	20:15	20:30	20:45
VEH.	8	10	15	7	7	14	12	11	18	18	8	10	6	6	21	8	15	4
AVG.	21.4	26.5	25.8	24.9	24.1	21.9	20.2	25.1	23.0	22.5	19.9	22.7	20.7	27.0	21.6	21.4	23.7	21.8

TIME	21:00	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45	00:00	00:15	00:30	00:45	01:00	01:15
VEH.	6	7	10	3	1	3	1	4	5	4	1	0	0	0	0	0	1	0
AVG.	24.0	21.0	19.7	21.3	15.0	21.3	18.0	21.3	25.6	16.0	25.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0

TIME	01:30	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15	04:30	04:45	05:00	05:15	05:30	05:45
VEH.	0	0	0	0	0	0	0	0	0	2	0	2	0	1	0	0	2	0
AVG.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21.5	0.0	14.5	0.0	18.0	0.0	0.0	23.5	0.0

TIME	06:00	06:15	06:30	06:45	07:00	07:15	07:30	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15
VEH.	5	6	8	11	9	22	24	25	8	16	24	14	19	9	11	19	10	5
AVG.	26.0	18.7	23.8	25.0	20.0	20.1	22.9	24.3	23.1	26.4	18.8	23.1	25.4	22.2	22.5	19.2	22.0	21.2

TIME	10:30	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15	14:30	14:45
VEH.	11	11	6	8	11	12	12	16	11	12	16	8	5	6	14	11	9	15
AVG.	21.4	24.0	20.2	23.6	25.0	21.6	21.9	23.3	19.2	23.6	23.7	20.4	27.0	24.7	23.1	20.1	23.2	24.5

TIME	15:00	15:15	15:30	15:45	16:00	16:15	16:30	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15
VEH.	18	10	10	19	14	15	16	20	7	9	13	18	10	10	9	20	12	14
AVG.	20.8	25.7	23.0	23.1	23.0	21.5	24.4	20.7	26.1	26.7	25.1	24.2	21.2	22.5	20.6	25.0	22.2	26.1

TIME	19:30	19:45	20:00	20:15	20:30	20:45	21:00	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45
VEH.	10	14	10	7	11	4	4	3	5	6	4	4	5	0	0	1	1	0
AVG.	18.4	23.9	21.4	22.6	22.4	25.5	20.5	19.0	26.8	28.3	18.3	22.3	29.8	0.0	0.0	30.0	16.0	0.0

TIME	00:00	00:15	00:30	00:45	01:00	01:15	01:30	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15
VEH.	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
AVG.	19.0	0.0	0.0	29.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21.0	0.0	0.0

TIME	04:30	04:45	05:00	05:15	05:30	05:45	06:00	06:15	06:30	06:45	07:00	07:15	07:30	07:45	08:00	08:15	08:30	08:45
VEH.	1	1	0	1	2	1	5	0	7	9	13	19	21	33	12	15	23	10
AVG.	19.0	24.0	0.0	21.0	28.5	19.0	22.6	0.0	21.4	23.9	21.8	20.4	22.1	24.5	20.3	24.1	20.3	22.0

TIME	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15
VEH.	11	8	13	13	12	6	6	10	11	9	3	13	13	13	10	5	15	7
AVG.	25.7	25.0	24.9	24.4	20.5	28.5	26.7	25.8	22.0	19.7	21.0	20.4	20.2	23.6	19.9	18.6	23.5	23.1

TIME	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15	15:30	15:45	16:00	16:15	16:30	16:45	17:00	17:15	17:30	17:45
VEH.	7	6	7	14	18	7	23	14	16	12	15	5	10	12	13	16	15	9
AVG.	22.0	19.8	20.9	22.0	23.9	24.9	25.0	22.0	24.4	23.8	22.3	24.2	24.5	20.6	25.8	23.2	23.8	23.9

<canyon hieghts 9029 SB>
<clear skies>
POSTED SPEED LIMIT: <25>
SURVEY STARTED: <2014/05/05 07:38>

FILENAME: 14050507 CANYON HIEGHTS 9029 SB (APPROACHING).DAT

MIN SPEED ALLOWED <10> MAX SPEED ALLOWED <100>

TIME	18:00	18:15	18:30	18:45	19:00	19:15	19:30	19:45	20:00	20:15	20:30	20:45	21:00	21:15	21:30	21:45	22:00	22:15
VEH.	12	9	20	11	10	5	10	5	12	13	11	6	7	7	8	5	2	1
AVG.	23.3	27.9	22.7	28.2	23.2	26.2	22.1	22.8	18.6	25.5	22.5	29.0	25.3	20.0	22.9	22.0	17.5	20.0

TIME	22:30	22:45	23:00	23:15	23:30	23:45	00:00	00:15	00:30	00:45	01:00	01:15	01:30	01:45	02:00	02:15	02:30	02:45
VEH.	2	1	2	0	0	1	0	0	0	1	6	9	0	0	0	0	0	0
AVG.	31.0	29.0	24.5	0.0	0.0	26.0	0.0	0.0	0.0	18.0	11.0	12.1	0.0	0.0	0.0	0.0	0.0	0.0

TIME	03:00	03:15	03:30	03:45	04:00	04:15	04:30	04:45	05:00	05:15	05:30	05:45	06:00	06:15	06:30	06:45	07:00	07:15
VEH.	0	0	0	1	1	0	1	2	2	1	2	3	1	2	3	5	9	28
AVG.	0.0	0.0	0.0	24.0	17.0	0.0	26.0	18.0	17.0	16.0	26.0	20.0	27.0	22.0	29.7	19.6	24.3	20.3

TIME	07:30	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45
VEH.	25	20	14	13	19	13	21	9	20	6	13	12	18	8	5	11	12	9
AVG.	23.5	28.2	22.6	24.8	20.1	20.2	22.5	22.1	21.8	23.3	20.2	21.0	21.1	23.6	22.6	19.3	22.2	22.0

TIME	12:00	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15	15:30	15:45	16:00	16:15
VEH.	13	13	9	12	14	11	15	7	7	5	14	12	18	8	9	20	11	13
AVG.	23.6	26.8	20.4	22.4	19.9	23.7	22.4	15.6	23.9	31.4	23.4	24.5	23.2	22.6	19.3	24.4	23.7	26.5

TIME	16:30	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15	19:30	19:45	20:00	20:15	20:30	20:45
VEH.	19	9	12	18	26	14	9	15	21	17	15	9	4	12	9	8	17	6
AVG.	23.0	24.2	22.3	26.9	23.6	25.3	26.1	24.1	21.5	20.0	22.3	20.8	22.3	26.3	24.8	19.8	23.2	20.8

TIME	21:00	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45	00:00	00:15	00:30	00:45	01:00	01:15
VEH.	6	7	2	4	2	3	2	3	1	1	0	0	1	1	0	0	2	0
AVG.	24.8	24.7	32.5	17.3	26.0	20.3	25.5	17.7	29.0	14.0	0.0	0.0	25.0	15.0	0.0	0.0	17.0	0.0

TIME	01:30	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15	04:30	04:45	05:00	05:15	05:30	05:45
VEH.	1	0	0	0	0	0	0	0	0	2	0	0	2	2	0	1	3	3
AVG.	22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	0.0	0.0	18.5	17.0	0.0	22.0	24.3	30.3

TIME	06:00	06:15	06:30	06:45	07:00	07:15	07:30	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15
VEH.	8	0	9	7	11	20	20	26	16	18	6	9	13	12	3	9	6	3
AVG.	24.0	0.0	24.2	22.1	21.8	23.7	19.8	23.2	19.3	21.3	18.2	17.3	21.5	24.6	18.0	22.1	23.3	18.7

TIME	10:30	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15
VEH.	7	14	15	11	10	8	11	12	22	8	5	7	7	8	12	13
AVG.	22.7	19.4	21.8	19.2	27.5	23.4	18.3	25.0	21.2	18.0	27.0	21.6	26.6	16.5	19.0	20.2

TOTAL VEHICLES = 3430 MINIMUM SPEED = 11 MAXIMUM SPEED = 48

AVERAGE SPEED = 22.57 50th PERCENTILE = 23 85th PERCENTILE = 30

TEN MILE PACE = 20 to 29

END OF REPORT

SMART SURVEY SUMMARY

<3516 west canyon heights>

<sunny>

POSTED SPEED LIMIT: <25>

SURVEY STARTED: <2014/07/28 15:01>

FILENAME: 14072815 3516 WEST CANYON HEIGHTS (APPROACHING).DAT

MIN SPEED ALLOWED <10> MAX SPEED ALLOWED <27>

TIME	15:00	15:15	15:30	15:45	16:00	16:15	16:30	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15
VEH.	10	11	11	10	5	11	8	7	12	10	10	15	11	13	9	12	11	9
AVG.	19.1	23.1	19.0	21.7	21.2	20.8	21.0	22.6	22.3	24.2	23.4	23.9	21.5	24.1	21.3	22.1	21.4	24.4

TIME	19:30	19:45	20:00	20:15	20:30	20:45	21:00	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45
VEH.	7	3	4	8	7	7	9	14	6	0	4	1	2	7	0	2	1	2
AVG.	20.1	25.7	21.0	19.3	25.0	22.0	22.2	20.1	22.0	0.0	24.3	23.0	18.5	21.9	0.0	19.5	18.0	24.0

TIME	00:00	00:15	00:30	00:45	01:00	01:15	01:30	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15
VEH.	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AVG.	24.0	24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

TIME	04:30	04:45	05:00	05:15	05:30	05:45	06:00	06:15	06:30	06:45	07:00	07:15	07:30	07:45	08:00	08:15	08:30	08:45
VEH.	3	3	0	0	2	7	4	6	6	8	8	7	12	12	10	15	16	16
AVG.	19.0	22.3	0.0	0.0	17.5	22.3	25.5	22.3	23.7	22.0	23.5	22.3	22.1	23.3	23.1	22.7	22.7	22.1

TIME	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15
VEH.	8	6	13	12	7	6	16	8	8	10	8	12	11	9	12	24	27	15
AVG.	20.8	22.0	21.2	22.0	23.6	20.3	21.9	24.9	20.6	22.6	22.5	21.8	22.5	20.7	22.3	21.3	16.0	22.9

TIME	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15	15:30	15:45	16:00	16:15	16:30	16:45	17:00	17:15	17:30	17:45
VEH.	5	10	6	12	8	4	5	7	13	4	16	7	10	7	8	16	11	16
AVG.	24.8	23.3	22.0	23.0	23.3	23.8	20.0	18.9	21.2	23.3	22.3	24.1	24.4	24.7	22.0	22.4	20.6	22.2

TIME	18:00	18:15	18:30	18:45	19:00	19:15	19:30	19:45	20:00	20:15	20:30	20:45	21:00	21:15	21:30	21:45	22:00	22:15
VEH.	10	9	6	9	8	4	8	8	10	16	10	9	5	5	9	10	4	6
AVG.	24.9	23.6	19.0	24.4	23.6	23.5	22.0	22.0	22.0	22.4	20.9	21.1	19.4	25.0	20.2	22.8	21.5	21.8

TIME	22:30	22:45	23:00	23:15	23:30	23:45	00:00	00:15	00:30	00:45	01:00	01:15	01:30	01:45	02:00	02:15	02:30	02:45
VEH.	3	2	6	0	1	4	0	1	0	1	0	1	0	0	0	0	0	0
AVG.	20.0	17.0	22.2	0.0	23.0	19.8	0.0	23.0	0.0	20.0	0.0	24.0	0.0	0.0	0.0	0.0	0.0	0.0

TIME	03:00	03:15	03:30	03:45	04:00	04:15	04:30	04:45	05:00	05:15	05:30	05:45	06:00	06:15	06:30	06:45	07:00	07:15
VEH.	0	0	0	2	0	0	1	1	1	1	1	5	3	2	5	10	5	8
AVG.	0.0	0.0	0.0	26.0	0.0	0.0	11.0	25.0	24.0	25.0	24.0	21.8	21.7	15.0	24.8	20.4	23.8	22.4

TIME	07:30	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45
VEH.	11	14	10	15	21	17	13	9	9	15	9	12	9	9	10	11	17	17
AVG.	22.5	23.4	23.4	22.1	24.0	21.1	23.1	23.9	21.2	24.6	21.6	23.7	23.2	22.6	22.0	22.7	20.7	21.9

TIME	12:00	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15	15:30	15:45	16:00	16:15
VEH.	17	6	12	12	10	20	14	14	9	9	7	9	14	8	16	4	7	9
AVG.	22.9	22.8	19.9	24.8	20.9	20.7	21.9	22.8	21.7	21.9	22.9	24.1	21.9	20.6	22.9	24.5	23.9	21.6

TIME	16:30	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15	19:30	19:45	20:00	20:15	20:30	20:45
VEH.	15	6	17	17	14	13	22	9	8	18	13	10	6	12	18	9	17	18
AVG.	22.9	22.7	21.9	22.7	24.3	23.8	23.1	21.9	22.9	19.8	20.5	24.6	24.8	20.8	22.2	24.1	21.6	23.2

TIME	21:00	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45	00:00	00:15	00:30	00:45	01:00	01:15
VEH.	4	11	2	7	6	4	6	0	4	1	1	2	1	0	1	1	0	3
AVG.	20.0	19.7	25.0	19.1	24.5	24.0	23.0	0.0	25.5	14.0	24.0	20.0	25.0	0.0	27.0	25.0	0.0	22.3

<3516 west canyon heights>
<sunny>
POSTED SPEED LIMIT: <25>
SURVEY STARTED: <2014/07/28 15:01>

FILENAME: 14072815 3516 WEST CANYON HEIGHTS (APPROACHING).DAT

MIN SPEED ALLOWED <10> MAX SPEED ALLOWED <27>

TIME	01:30	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15	04:30	04:45	05:00	05:15	05:30	05:45
VEH.	0	0	0	0	0	0	0	1	0	2	0	0	1	0	1	0	3	4
AVG.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	18.0	0.0	24.5	0.0	0.0	27.0	0.0	12.0	0.0	25.3	20.5

TIME	06:00	06:15	06:30	06:45	07:00	07:15	07:30	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15
VEH.	3	6	5	6	8	8	12	13	16	13	10	15	12	11	8	14	12	8
AVG.	19.7	18.5	21.6	22.5	22.5	23.5	24.1	24.2	21.1	21.6	23.1	23.3	18.3	19.9	22.9	22.4	20.0	23.8

TIME	10:30	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15	14:30	14:45
VEH.	11	17	14	12	15	14	11	8	19	18	8	10	10	13	9	13	10	9
AVG.	22.7	21.6	24.5	21.0	21.6	22.8	21.8	21.6	23.8	21.9	22.3	23.0	22.9	20.0	21.8	21.8	19.0	23.8

TIME	15:00	15:15	15:30	15:45	16:00	16:15	16:30	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15
VEH.	8	10	9	11	6	8	13	13	12	9	8	14	16	9	15	15	11	5
AVG.	22.5	22.3	23.0	23.2	19.3	25.0	21.2	22.5	21.6	20.4	21.8	22.4	22.9	22.8	22.5	21.1	23.5	22.2

TIME	19:30	19:45	20:00	20:15	20:30	20:45	21:00	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45
VEH.	6	6	8	5	3	12	10	3	8	12	8	7	5	3	3	3	4	0
AVG.	22.3	24.3	19.9	21.8	24.0	21.1	20.1	23.0	23.1	21.8	22.9	24.3	21.6	27.0	24.3	24.3	21.0	0.0

TIME	00:00	00:15	00:30	00:45	01:00	01:15	01:30	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15
VEH.	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	0	0	0
AVG.	0.0	0.0	0.0	0.0	18.5	24.0	22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

TIME	04:30	04:45	05:00	05:15	05:30	05:45	06:00	06:15	06:30	06:45	07:00	07:15	07:30	07:45	08:00	08:15	08:30	08:45
VEH.	2	0	1	5	1	0	4	9	2	6	6	9	4	14	13	10	18	11
AVG.	22.5	0.0	12.0	19.6	25.0	0.0	20.0	22.0	24.0	22.5	24.3	24.8	23.0	23.1	23.5	23.7	22.2	22.8

TIME	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15
VEH.	11	12	16	13	13	3	10	19	9	6	8	5	9	11	7	10	12	9
AVG.	23.3	20.8	22.3	23.0	23.7	25.0	22.3	21.4	22.6	25.2	22.1	18.4	23.3	22.6	20.3	23.3	22.3	20.4

TIME	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15
VEH.	11	11	11	11	11	7	8	2
AVG.	21.8	22.2	20.8	20.1	23.7	22.3	24.9	20.5

TOTAL VEHICLES = 2800 MINIMUM SPEED = 11 MAXIMUM SPEED = 27

AVERAGE SPEED = 22.20 50th PERCENTILE = 24 85th PERCENTILE = 26

TEN MILE PACE = 18 to 27

END OF REPORT

SMART SURVEY SUMMARY

<canyon heights dr 3608 WB>
<clear skies>
POSTED SPEED LIMIT: <25>
SURVEY STARTED: <2013/11/13 07:52>

FILENAME: 13111307 CANYON HEIGHTS DR 3608 WB (APPROACHING).DAT

MIN SPEED ALLOWED <10> MAX SPEED ALLOWED <100>

TIME	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45	12:00
VEH.	10	17	24	23	23	13	20	16	16	17	7	10	13	13	7	14	19	15
AVG.	29.5	29.6	27.9	28.5	27.6	28.0	29.1	30.1	27.8	28.9	25.1	29.2	28.8	28.4	25.1	29.0	28.2	29.0

TIME	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15	15:30	15:45	16:00	16:15	16:30
VEH.	11	9	10	5	7	8	12	15	15	20	9	11	19	14	17	16	10	7
AVG.	25.3	29.4	27.6	28.0	29.7	28.3	29.0	29.0	26.4	27.8	28.4	28.0	28.2	29.0	26.8	27.7	28.2	30.4

TIME	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15	19:30	19:45	20:00	20:15	20:30	20:45	21:00
VEH.	20	14	14	20	16	9	13	13	15	14	7	9	17	6	8	11	9	8
AVG.	30.4	27.3	30.6	27.6	28.4	30.6	30.7	28.6	27.8	28.6	26.1	28.9	29.4	22.7	30.4	28.4	30.0	31.9

TIME	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45	00:00	00:15	00:30	00:45	01:00	01:15	01:30
VEH.	5	8	4	1	2	2	4	4	1	0	0	0	0	0	0	0	0	2
AVG.	29.2	30.6	27.8	23.0	33.0	30.5	25.5	35.0	28.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	29.5

TIME	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15	04:30	04:45	05:00	05:15	05:30	05:45	06:00
VEH.	2	0	1	0	0	0	0	0	1	1	2	0	1	1	3	6	3	6
AVG.	20.0	0.0	35.0	0.0	0.0	0.0	0.0	0.0	24.0	37.0	27.0	0.0	34.0	35.0	26.0	30.2	32.0	23.8

TIME	06:15	06:30	06:45	07:00	07:15	07:30	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15	10:30
VEH.	10	8	5	10	38	26	18	28	17	19	25	17	12	17	12	19	9	13
AVG.	26.5	33.6	35.0	29.4	28.6	27.5	29.4	28.6	28.0	29.4	26.4	29.8	28.6	30.1	29.7	23.7	30.1	29.1

TIME	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15	14:30	14:45	15:00
VEH.	10	14	18	14	10	14	11	11	15	10	9	7	14	14	9	16	14	9
AVG.	24.6	28.6	28.3	30.1	30.1	27.1	27.5	29.2	29.5	28.5	27.8	24.3	29.7	29.1	29.4	27.9	31.8	25.6

TIME	15:15	15:30	15:45	16:00	16:15	16:30	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15	19:30
VEH.	23	16	25	17	15	14	12	12	16	20	17	10	13	15	13	7	5	4
AVG.	29.0	25.5	28.0	28.9	26.7	27.6	28.0	25.6	28.4	25.6	29.4	27.2	30.8	29.5	30.0	27.9	28.2	32.3

TIME	19:45	20:00	20:15	20:30	20:45	21:00	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45	00:00
VEH.	5	14	8	9	6	2	6	3	7	3	1	3	3	1	4	1	0	3
AVG.	27.8	27.1	26.3	27.9	28.3	27.5	30.0	29.7	29.0	28.7	28.0	29.7	26.0	31.0	30.5	28.0	0.0	31.0

TIME	00:15	00:30	00:45	01:00	01:15	01:30	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15	04:30
VEH.	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
AVG.	28.0	30.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21.0	0.0	0.0	0.0

TIME	04:45	05:00	05:15	05:30	05:45	06:00	06:15	06:30	06:45	07:00	07:15	07:30	07:45	08:00	08:15	08:30	08:45	09:00
VEH.	1	3	1	4	3	9	5	9	6	14	33	27	25	25	20	17	18	22
AVG.	23.0	28.3	30.0	29.0	28.3	27.7	29.2	30.8	31.2	27.9	27.8	28.6	28.6	27.4	25.5	27.4	25.9	28.2

TIME	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15	13:30
VEH.	17	17	15	19	6	10	14	6	15	14	13	17	17	13	11	9	11	19
AVG.	30.9	28.9	27.6	29.9	28.5	31.3	29.6	32.2	29.5	27.9	27.4	30.2	25.5	27.2	28.7	26.2	29.6	26.8

TIME	13:45	14:00	14:15
VEH.	9	13	8
AVG.	27.2	31.6	27.0

<canyon heights dr 3608 WB>
<clear skies>
POSTED SPEED LIMIT: <25>
SURVEY STARTED: <2013/11/13 07:52>

FILENAME: 13111307 CANYON HEIGHTS DR 3608 WB (APPROACHING).DAT

MIN SPEED ALLOWED <10> MAX SPEED ALLOWED <100>

TOTAL VEHICLES = 2148	MINIMUM SPEED = 11	MAXIMUM SPEED = 48
AVERAGE SPEED = 28.40	50th PERCENTILE = 29	85th PERCENTILE = 34
TEN MILE PACE = 24 to 33		

END OF REPORT

SMART SURVEY SUMMARY

<bottom canyon heights dr>
<sunny>
POSTED SPEED LIMIT: <25>
SURVEY STARTED: <2013/10/14 09:07>

FILENAME: 13101409 BOTTOM CANYON HEIGHTS DR (APPROACHING).DAT

MIN SPEED ALLOWED <10> MAX SPEED ALLOWED <100>

TIME	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45	12:00	12:15	12:30	12:45	13:00	13:15
VEH.	7	15	11	16	13	17	12	17	6	16	17	11	19	15	13	17	19	9
AVG.	29.6	31.1	25.0	27.3	24.2	28.6	23.3	27.3	26.5	29.8	28.8	28.9	31.8	30.0	29.8	27.5	28.2	28.7

TIME	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15	15:30	15:45	16:00	16:15	16:30	16:45	17:00	17:15	17:30	17:45
VEH.	12	14	15	9	9	15	16	13	14	13	16	10	8	10	14	35	13	17
AVG.	29.8	29.1	29.6	30.1	30.0	29.1	28.1	31.8	32.4	28.3	26.6	28.7	32.1	27.5	26.4	25.9	30.6	29.8

TIME	18:00	18:15	18:30	18:45	19:00	19:15	19:30	19:45	20:00	20:15	20:30	20:45	21:00	21:15	21:30	21:45	22:00	22:15
VEH.	7	14	12	17	9	11	11	11	8	6	8	8	7	2	1	5	1	2
AVG.	32.1	29.1	30.2	24.2	27.3	23.8	25.5	24.5	29.5	29.2	27.6	28.9	26.0	23.5	32.0	22.0	39.0	27.5

TIME	22:30	22:45	23:00	23:15	23:30	23:45	00:00	00:15	00:30	00:45	01:00	01:15	01:30	01:45	02:00	02:15	02:30	02:45
VEH.	0	2	0	1	3	0	1	0	0	0	0	0	0	0	0	0	0	0
AVG.	0.0	18.0	0.0	16.0	32.3	0.0	31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

TIME	03:00	03:15	03:30	03:45	04:00	04:15	04:30	04:45	05:00	05:15	05:30	05:45	06:00	06:15	06:30	06:45	07:00	07:15
VEH.	1	0	1	1	1	0	2	2	0	1	6	5	3	11	4	9	20	33
AVG.	16.0	0.0	27.0	14.0	30.0	0.0	29.0	27.5	0.0	27.0	28.5	25.8	28.7	25.4	33.8	24.8	29.6	25.7

TIME	07:30	07:45	08:00	08:15	08:30	08:45	09:00	09:15	09:30	09:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45
VEH.	26	32	20	18	25	18	17	12	9	19	12	22	10	10	8	12	9	16
AVG.	27.7	28.7	29.4	26.7	27.0	27.4	28.4	26.3	29.4	25.8	27.3	26.8	25.5	28.5	28.5	31.8	21.1	23.7

TIME	12:00	12:15	12:30	12:45	13:00	13:15	13:30	13:45	14:00	14:15	14:30	14:45	15:00	15:15	15:30	15:45	16:00	16:15
VEH.	11	16	15	8	13	5	8	12	12	12	23	16	7	13	18	22	14	17
AVG.	28.1	29.8	29.8	28.9	29.4	33.0	30.0	28.5	26.5	24.3	25.3	26.8	24.0	26.1	26.7	29.5	28.6	27.9

TIME	16:30	16:45	17:00	17:15	17:30	17:45	18:00	18:15	18:30	18:45	19:00	19:15	19:30	19:45	20:00	20:15	20:30	20:45
VEH.	14	20	19	18	15	23	15	7	8	22	12	15	13	7	19	10	4	7
AVG.	29.9	28.0	26.3	28.7	32.9	24.9	26.9	27.3	26.0	25.5	29.5	25.9	28.3	31.1	27.2	29.4	27.0	26.9

TIME	21:00	21:15	21:30	21:45	22:00	22:15	22:30	22:45	23:00	23:15	23:30	23:45	00:00	00:15	00:30	00:45	01:00	01:15
VEH.	4	3	4	2	3	2	6	1	1	1	2	0	0	1	0	1	0	0
AVG.	30.3	27.3	25.5	27.0	27.3	20.0	28.3	25.0	16.0	32.0	28.0	0.0	0.0	29.0	0.0	38.0	0.0	0.0

TIME	01:30	01:45	02:00	02:15	02:30	02:45	03:00	03:15	03:30	03:45	04:00	04:15	04:30	04:45	05:00	05:15	05:30	05:45
VEH.	0	0	0	0	1	0	0	1	0	1	1	0	1	3	0	3	2	8
AVG.	0.0	0.0	0.0	0.0	35.0	0.0	0.0	27.0	0.0	23.0	21.0	0.0	29.0	22.0	0.0	27.0	29.5	27.9

TIME	06:00	06:15	06:30	06:45	07:00	07:15	07:30	07:45
VEH.	4	6	8	8	16	34	30	22
AVG.	25.5	27.2	30.1	25.5	26.6	26.0	25.1	28.5

TOTAL VEHICLES = 1715 MINIMUM SPEED = 11 MAXIMUM SPEED = 45

AVERAGE SPEED = 27.69 50th PERCENTILE = 29 85th PERCENTILE = 33

TEN MILE PACE = 25 to 34

END OF REPORT

CITY OF CEDAR HILLS

TO:	Mayor and City Council
FROM:	David Bunker
DATE:	8/19/2014

City Council
Agenda Item

SUBJECT:	Discussion on the General Plan Revision
APPLICANT PRESENTATION:	N/A
STAFF PRESENTATION:	Chandler Goodwin

BACKGROUND AND FINDINGS:

After a review of the current General Plan for the City of Cedar Hills, it has become readily apparent that the City needs to update the General Plan to reflect the current state of the City, and refocus the General Plan to plan for build-out and redevelopment. At a minimum, the City is required to have land use, transportation, and housing elements included in the General Plan (Utah State Code 10-9a-403) Currently, Cedar Hills does not have a housing element in the General Plan. Other elements, such as conservation, education, history, public facilities, public safety elements, and others may be included as optional elements of a municipality's general plan. As we move forward with this project, staff would like to have a citizen advisory committee appointed to meet and begin the process of working with staff to revise the General Plan

In conjunction with the General Plan revision, the Planning Commission will be continuing the process of updating the Guidelines for the Design and Review of Planned Commercial Development Projects, to ensure that they are in congruence with the current City Code.

PREVIOUS LEGISLATIVE ACTION:

None.

FISCAL IMPACT:

None.

SUPPORTING DOCUMENTS:

General Plan Update – Proposed Activities

RECOMMENDATION:

To appoint a Citizen Advisory Committee to begin to work with staff on revising the General Plan.

MOTION:

No motion necessary, discussion item only.

GENERAL PLAN UPDATE
Proposed Activities

Pleasant Grove
Utah's City of Trees

Community Development Staff can prepare and facilitate a series of public participation events, including:

1. Citizen Advisory Committee
   Work with a Citizen Advisory Committee of 6-10 members in reviewing the needs of the community relating to updating the General Plan. This type of committee provides invaluable assistance in the planning process and should include key community leaders and active citizens. The Committee should establish preliminary goals and an action plan.

2. Community Visioning Workshop
   Coordinate and oversee a Community Visioning Workshop beginning with a brief presentation on some of the opportunities and preliminary planning goals identified by the City. Attendees will participate in group discussions and planning exercises in creating a vision and strategies for implementing that vision. Discussions include what they like, dislike, and would like to change in the City.

3. Stakeholders Workshop
   Following a similar format as the Community Visioning Workshops, key leaders and other important community stakeholders may be invited to offer their opinions and ideas in a group workshop.

4. Joint City Council and Planning Commission Workshop
   Visioning for the community may include a joint workshop / meeting of the City Council and Planning Commission, to provide an opportunity for those leaders who know their community well to give important, needed input into the City's future.

5. Public Open House
   Following a review of draft updates to the master plan, a public open house can be held, inviting citizens to attend an informal gathering to learn about what is proposed and mingle with City leaders. At the open house, maps, large exhibits and copies of the written draft document can be available for public review.

6. Citizen Survey
   A citizen survey, in an on-line format, can be developed seeking input, both specific and general, on the directions of the City's General Plan. Staff will prepare an analysis of the results of the survey.