

CITY OF CEDAR HILLS UTAH



2014 BUDGET DOCUMENT

July 1, 2013–June 30, 2014



CITY OF CEDAR HILLS UTAH



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2014 BUDGET DOCUMENT

July 1, 2013–June 30, 2014



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Public Safety Building photo taken by: Trent Augustus

OVERVIEW



David Bunker

CITY MANAGER MESSAGE

To City Mayor, Council, & Residents:

Pursuant to §10-6-109, Utah Code Annotated, the following budget for fiscal year 2014 has been prepared for the City of Cedar Hills using budgetary practices and techniques recommended by the Government Finance Officers Association (GFOA). As required by State law, the proposed budget is balanced, meaning governmental expenditures will not exceed governmental revenues.

Within the framework and policies established by the City Council, this budget has been prepared after analyzing and evaluating detailed requests from each of the City departments. The budget document provides a clear picture of the financial condition of the City and the planning needed to properly manage the financial resources for the coming year. As part of that planning, please consider the following highlights and priorities of this year's budget:

Growth

One of the primary concerns in compiling this budget was the forecasted growth of the City. As an accurate estimation for growth is vital to proper revenue projections, the most precise methods must be employed.

The City experienced rapid growth from 2001 to 2007, but recently, growth has slowed signifi-

cantly due to the current economic environment, and the limitations of available developed property. Figure O-2 demonstrates this trend.

These population and growth estimates and their resultant rates serve as one of the drivers for calculating many of the revenue projections in both the General Fund and the Water and Sewer Fund. Revenues that have the general population as their base are expected to increase along with the population at a rate of 1.0 percent from the previous year. On the other hand, revenues that have only *new* growth as their base, such as building permit revenues, would be expected to remain flat, or slightly decrease from the previous year. Furthermore, various other revenue and expenditure items, which require distinct and often more complex models for projection, hearken back to these population and growth estimates.

General Services

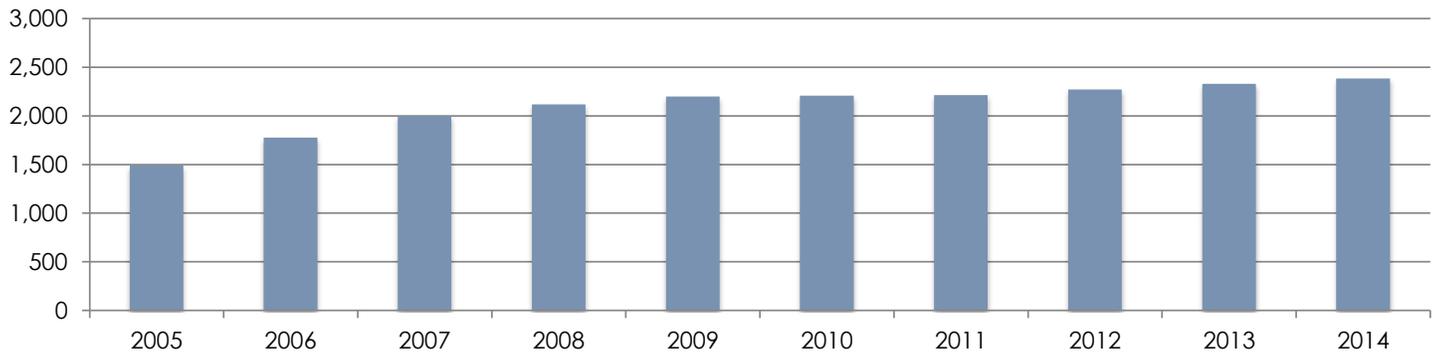
Always critical to the budget are the general services that the City provides for its residents. Due to current economic conditions, no significant additions have been made to general services. While expenses have increased in some line items,

POPULATION EXTRAPOLATION

Fiscal Year	Population	% Change	Households
2005	7,879	13.4%	1,490
2006	8,736	10.9%	1,775
2007	9,185	5.1%	2,000
2008	9,487	3.3%	2,118
2009	9,607	1.3%	2,198
2010	9,796	2.0%	2,208
2011	9,933	1.4%	2,214
2012	10,063	1.3%	2,271
2013	10,164	1.0%	2,328
2014	10,265	1.0%	2,385

Figure O-1

HOUSEHOLD GROWTH IN CEDAR HILLS



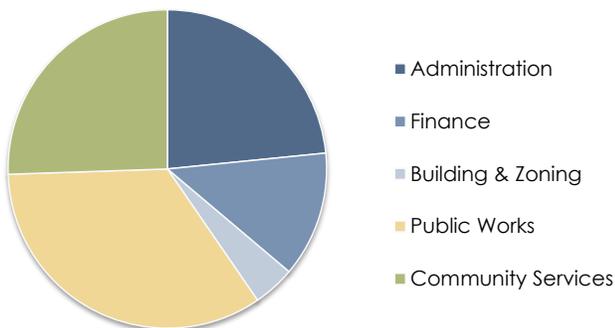
the increases are generally routine and are not a result of major changes to general services.

Personnel

The City of Cedar Hills staff decreased in size by one full-time employee during the 2013 fiscal year. A detailed summary of the City staff by department is provided in Figure O-3.

The Fiscal Year 2014 Budget allows for the addition of new part-time positions in the Community Services Department (i.e. Recreation Center Manager) building and zoning department, public works and the golf club. Two part-time positions were added as a result of a reduction of full-time employ-

ees in the Community Services.



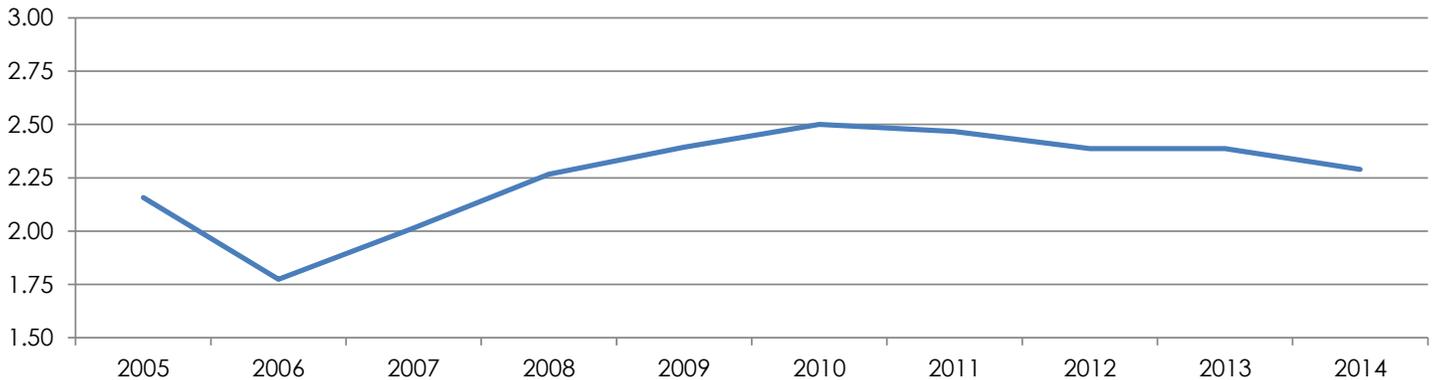
PERSONNEL SUMMARY

DEPARTMENT	FY 2012	FY 2013	FY 2014
Administration	5	4	5.5
Finance	4	4	3
Building & Zoning	1	0.5	1
Public Works	9	8.5	8
Community Services	5.5	6.5	6
TOTAL	24.5	23.5	23.5

Figure O-3

FULL-TIME EMPLOYEES/1000 RESIDENTS

Figure O-4



The City is currently running a lean, low-cost operation. Full-time equivalent employees per 1,000 residents have only decreased slightly since 2010. In fiscal year 2014, the City will employ 2.33 FTEs per 1,000 residents compared to 2.50 FTEs in 2010. Figure O-4 depicts the decrease and then slight increase in FTEs per capita over time. The increase in FTEs since 2006 is explained by slowed growth, while at the same time increasing the level of service to the residents (e.g. recreation and golf).

Funds Overview

The various funds used for accounting and reporting purposes are the foundation of the City's financial structure. Similarly, the various departments within the City are the backbone of city operations (see Figure O-5). The City's departments are groups of similar functions that provide for efficient management. Furthermore, the total appropriation for each department within a given fund is the legal spending limit specified by State law.

The budget is broken down into five major funds: 1. General Fund; 2. Capital Projects Fund; 3. Water, Sewer, and Storm Drain Fund; 4. Motor Pool Fund; 5. Golf Fund. A brief summary of the funds can be found in the chart on the next page. The most significant revenue and expense items for the top four funds are shown in the figures on pages 6–10.

State law requires that the General Fund carry a fund balance of no more than 25 percent of the estimated revenues. The total net assets in the Motor Pool Fund is kept very low as revenues are trans-

ferred in to cover expenditures and inflation. The Capital Projects Fund, the Water, Sewer, and Storm Drain Fund, and the Golf Fund carry a fund balance that is under no legal restraint. All excess funds are invested consistent with the State Money Management Act. The resultant interest income is used as an additional revenue source in each fund. The total projected operating, capital, and debt service expenditures in the upcoming budget year totals \$11,467,090. More information about the City's fund balances can be found on pages 34–38.

The General Fund

As may be expected, the major revenues in the General Fund are tax revenues. The single largest revenue source is sales and use tax. In past years, the City of Cedar Hills has relied almost exclusively on sales tax distributed from the state pool. However, an emerging commercial district will allow the City to increase the amount of sales tax collected. FY 2014 sales tax revenue are expected to increase to \$1,100,000.

Budgeted tax revenues are estimated using a trend analysis. Figure O-6 (page 7) shows the five-year trend for sales and use tax and franchise tax. Other factors are also considered including tax rates, the economy, and commercial and residential growth.

Bringing in 17.7 percent of the expected revenue is property tax. With the average assessed value increasing slightly, the City Council voted to accept the Certified Tax Rate set by Utah County for fiscal year 2014, which changed the tax rate to

FUND SUMMARIES

The **Governmental Funds** include those activities that comprise the City’s basic services. The governmental funds are listed separately below:

The General Fund is considered the chief operating fund of the City. This fund accounts for all financial resources of general government, except for those required to be accounted for in another fund.

The Capital Project Fund accounts for the resources used to acquire, construct, and improve major capital facilities, other than those financed by proprietary funds. The principal sources of funding are impact fees, transfers from the General Fund, grants, and bond proceeds.

The Internal Service Funds account for the financing of goods or services provided by one department to other departments of the City on a cost reimbursement basis. The City’s only Internal Service Fund is the Motor Pool Fund.

The Motor Pool Fund accounts for the maintenance and acquisition of City vehicles.

The Enterprise Funds include those activities that operate similar to private businesses and charge a fee to the users that is adequate to cover most or all of the costs. The City reports the following enterprise funds:

The Water, Sewer, and Storm Drain Fund is used to account for the operations of the City’s water, sewer, and storm drain utilities.

The Golf Fund is used to account for the activity of the golf course and receives a subsidy from the General Fund and is managed by the Community Services Director.

RELATIONSHIP OF DEPARTMENTS & FUNDS

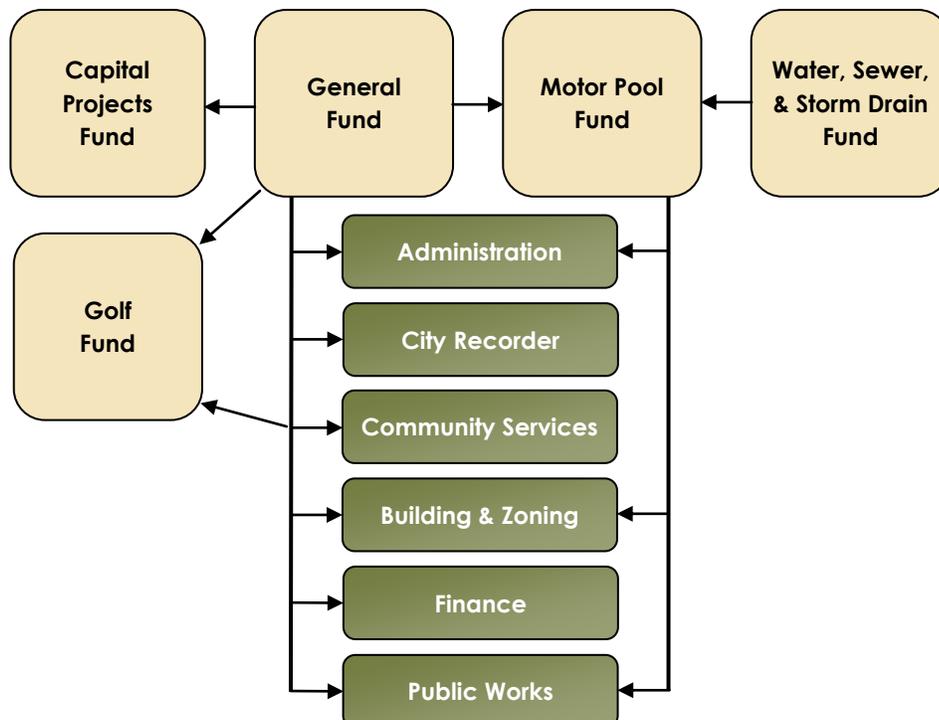
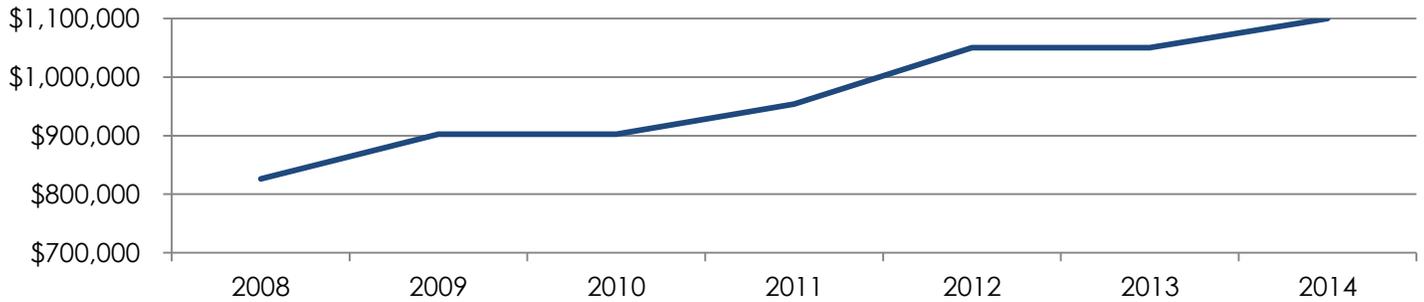


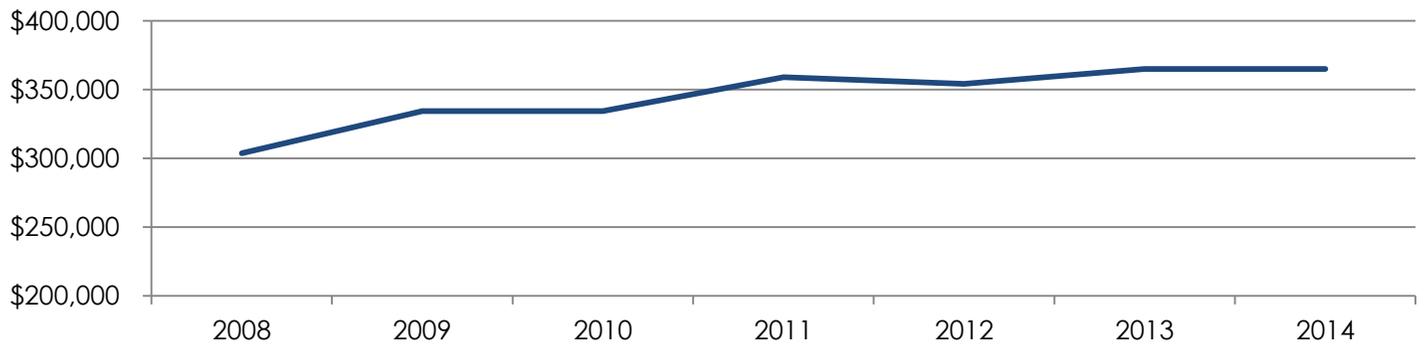
Figure O-5

Figure O-6

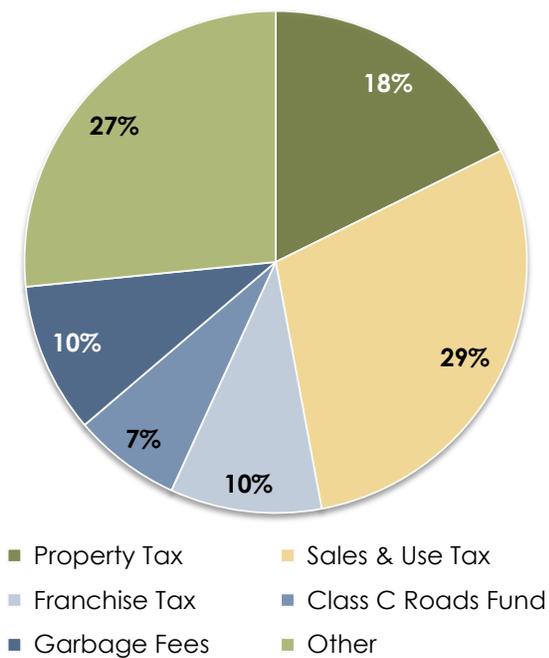
SALES & USE TAX TREND



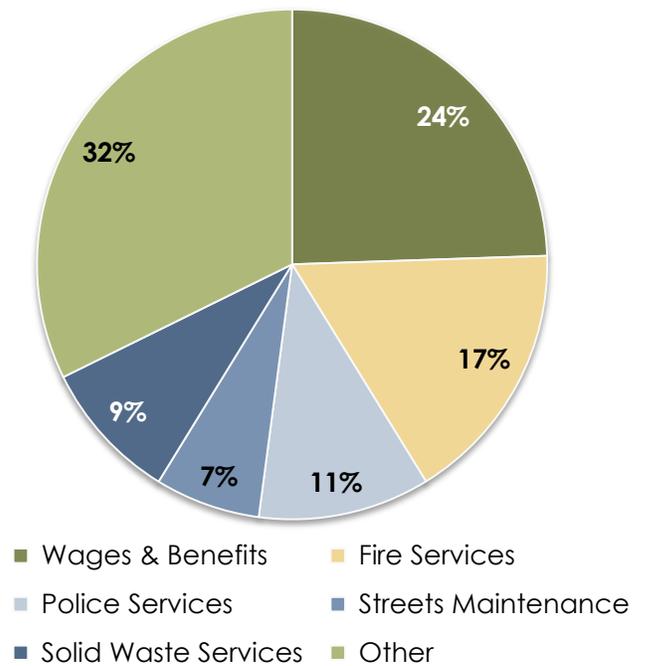
FRANCHISE TAX TREND



GENERAL FUND TOP REVENUES



GENERAL FUND TOP EXPENDITURES



0.2873 percent from 0.3183 percent. The decrease in rate is due to property tax values increasing and the amount needed for the refunded general obligation debt decreasing.

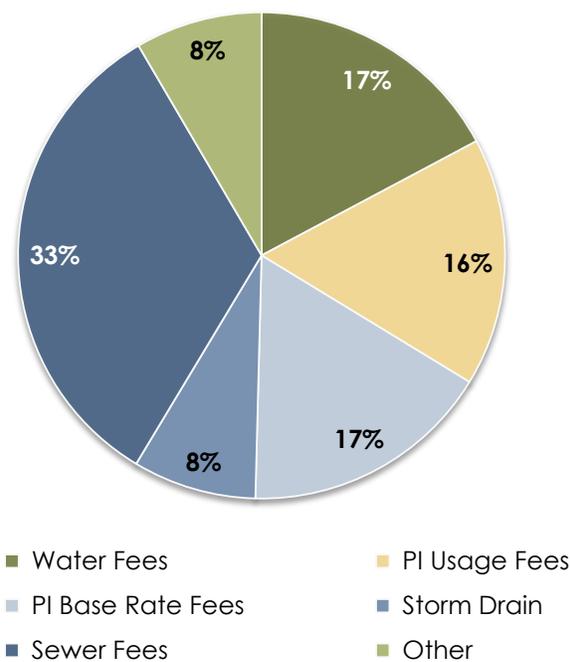
The other two taxes making the top revenue list are franchise taxes at 10 percent and Class C Roads Fund at 7 percent. State law authorizes cities to collect up to a 6 percent franchise tax on utilities operating within city boundaries. Cedar Hills charges 6 percent for electricity and natural gas, 5 percent for cable television, and 3.5 percent for telecommunication services.

The Class C Roads Fund is administered by the Utah Department of Transportation. The City receives a portion of the motor fuel tax collected for the specific use of road maintenance. The amount the City receives is based on population and road mileage.

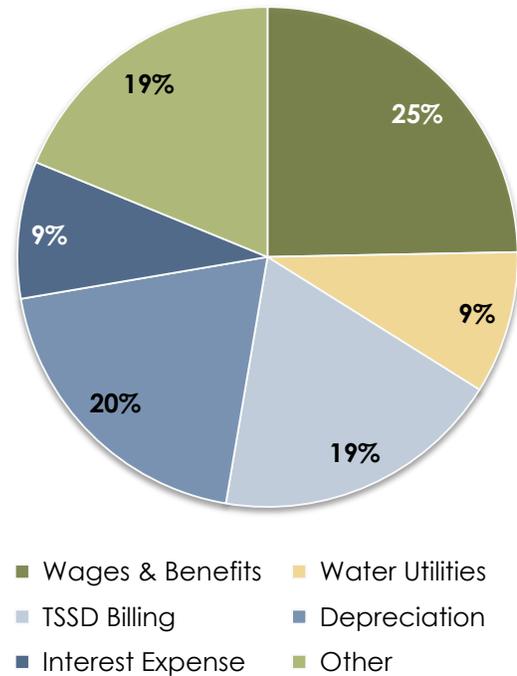
Garbage fees represent 9 percent of total expected revenue. This revenue is determined by the number of households in the City receiving this service, as well as the number of bins located at each address.

General Fund revenues are used to finance many of the day-to-day activities of the City. Gen-

WATER & SEWER FUND TOP REVENUES



WATER & SEWER FUND TOP EXPENDITURES



eral Fund expenditures are spread over more than 80 different categories and include wages and benefits, public safety services, road maintenance, and solid waste services.

The Water, Sewer, & Storm Drain Fund

The Water, Sewer, and Storm Drain Fund is a proprietary fund that exists to track the revenues and expenditures associated with the provision of water, sewer, and storm drain services. Top revenues in the fund are all fees that are charged to residents for services provided.

At 32 percent, sewer fees are the top revenue source in the fund. Residents are charged a base rate plus a usage rate. The base rate is designed to cover the cost of the infrastructure. The usage rate is calculated once a year and is based on a household's winter-water usage.

Water fees charged to residents provide similar revenue to the fund. The City Council has implemented a tiered rate structure for culinary water. This means that the unit price for water increases with each higher level, or tier, of consumption. Along with covering the greater impact high-water users have on the system, this rate structure also encourages water conservation.

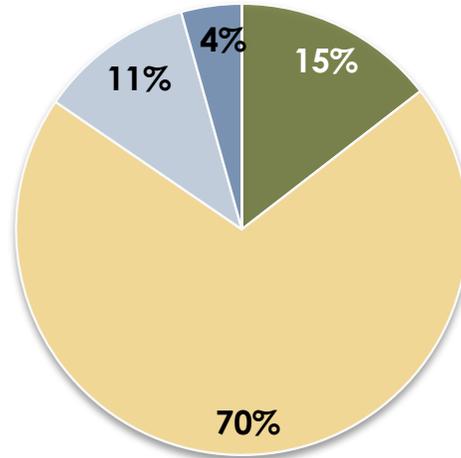
The next two top revenue sources are closely related: pressurized irrigation base rate fees and pressurized irrigation usage fees. The pressurized irrigation base rate fees cover the infrastructure of the irrigation system. This fee is a flat rate that is billed to every household. If a resident decides to connect to the irrigation system, the resident is billed a pressurized irrigation usage fee. This fee is based on lot size since pressurized irrigation usage is not metered.

Storm water is an issue that is of increasing importance to the City, and the costs are expected to continue increasing as well. A flat storm drain fee is billed to every household each month. City staff estimates that storm drain revenue will total 8 percent of total fund revenue for fiscal year 2014.

Expenditures in the Water, Sewer, and Storm Drain Fund are spread over more than 60 different categories. Major expenditures include wages and benefits, depreciation, Timpanogos Special Services District fees, interest, water utilities, and other expenditures. The “other” category includes dues and subscriptions, training, tools and equipment, repairs and maintenance, etc.

No large sewer projects are planned for fiscal year 2014. A utility extension and sewer vault on

CAPITAL PROJECTS FUND TOP EXPENDITURES



- Street Projects
- Park Projects
- Capital Projects
- Debt Service
- Transfers Out

4800 W was completed in the previous year and a sewer extension on Canyon Road was delayed (see the Capital Improvements Plan, Appendix A).

The Capital Projects Fund

As growth has come to a dramatic slowdown, major revenues in the Capital Projects Fund have transitioned from current-year impact fee revenues to the use of prior-year impact fees held in reserves. Transfers from the General Fund and the Water, Sewer, and Storm Drain Fund also provide revenue to the Capital Projects Fund.

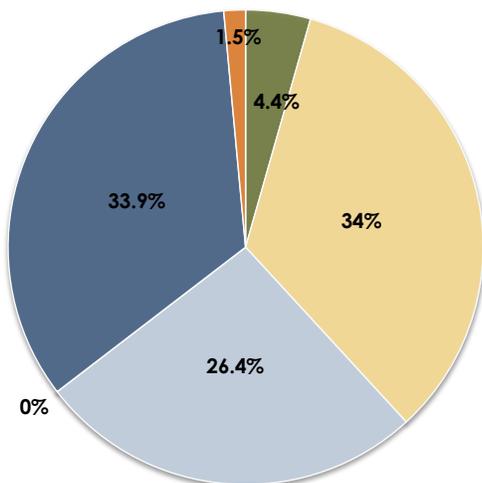
Upcoming projects for fiscal year 2014 include the construction of a bathroom and storage facility for Mesquite Park. Other budgeted projects include the completion of the basement at the new Community Recreation Center. Other projects are detailed in the Capital Improvements Plan (Appendix A).

The Golf Fund

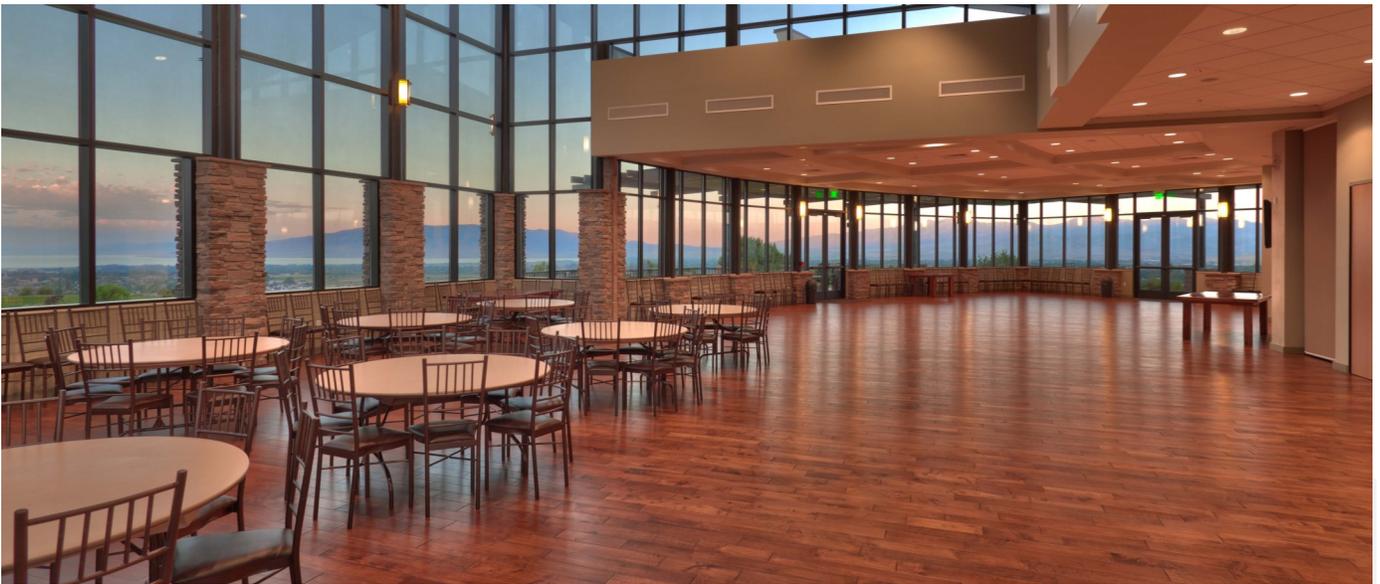
Previously known as the Community Recreation Fund, the Golf Fund will only include the activity of the golf course.

Top revenues in this proprietary fund include golf revenues, and property taxes. Golf revenues include green fees, practice range, and pro shop revenue.

CAPITAL PROJECTS FUND TOP REVENUES



- Interest Income
- General Fund Transfer
- W&S Fund Transfer
- Use of Fund Balance
- Impact Fees
- Grant Income



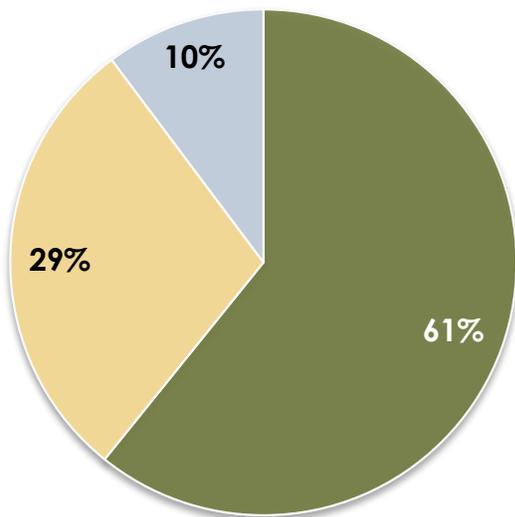
In December 2012, the golf course general obligation bond was refunded to take advantage of lower interest rates. Of the total property taxes collected for the City, the portion used to cover the annual debt service for this bond was reduced substantially with the refunding.

When total budgeted expenditures are compared to projected revenues, the golf course is estimated to be in the red. This shortfall includes all

operating and non-operating expenditures. The cash needed to cover the annual operating cash deficit will be subsidized by approximately \$115,000 from the City's General fund.

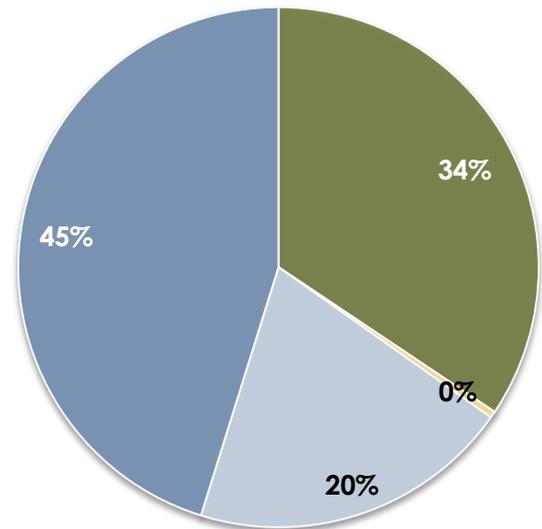
Expenditures in the Golf Fund are spread over several categories. Top expenditures include wages and benefits, depreciation, and interest (see the pie chart below).

GOLF FUND REVENUES



■ Golf Revenues ■ Property Taxes
■ Transfers In

GOLF FUND EXPENDITURES



■ Wages & Benefits ■ Interest Expense
■ Depreciation ■ Other

DEBT SERVICE AND LEGAL DEBT LIMITS

The City uses long-term financing for major capital projects. Utah law states the general obligation legal debt limit is 12% of taxable property in the City—4% for general purposes and 8% for sewer, water, or lighting. As of July 1, 2013, the City had \$5,985,000 of outstanding general obligation debt, and an overall debt limit of \$41,267,203—based on 12% of the 2012 assessed taxable property value, which was \$343,893,360.

The City carries debt from two types of bonds: general obligation and revenue. General obligation bonds are backed, in full, by the good faith and credit of the City and its residents. Revenue bonds are backed by an underlying revenue or tax, applicable to the financing. Below is a summary of the general obligation and revenue bonds outstanding.

Golf Course

On November 10, 2005, the City refinanced its golf course line of credit by issuing a \$6,250,000 general obligation bond. The refinancing of the debt was expected during the initial construction of the course. This bond was partially refunded \$5,570,000 De-



ember 20, 2012 to take advantage of cash savings of approximately \$500,000 over the life of the loan.

Pressurized Irrigation

On March 3, 2006, the City issued a \$6,215,000 bond to refinance the city-wide pressurized irrigation system. Prior to this issuance, the system was financed through a line of credit linked to the prime lending rate. The City saved thousands of dollars by issuing the bonds. The bond is supported by water and sewer revenue.

Public Works Building

To meet the demands of an increasing population, the City issued a \$2,325,000 bond for the construction of the Public Works Building. Currently, all City staff except for golf and recreation employees are located in the Public Works Building. This building provides the City with adequate resources to service the residents in a timely manner. The bond is backed by excise tax revenue.

Cottonwood Well

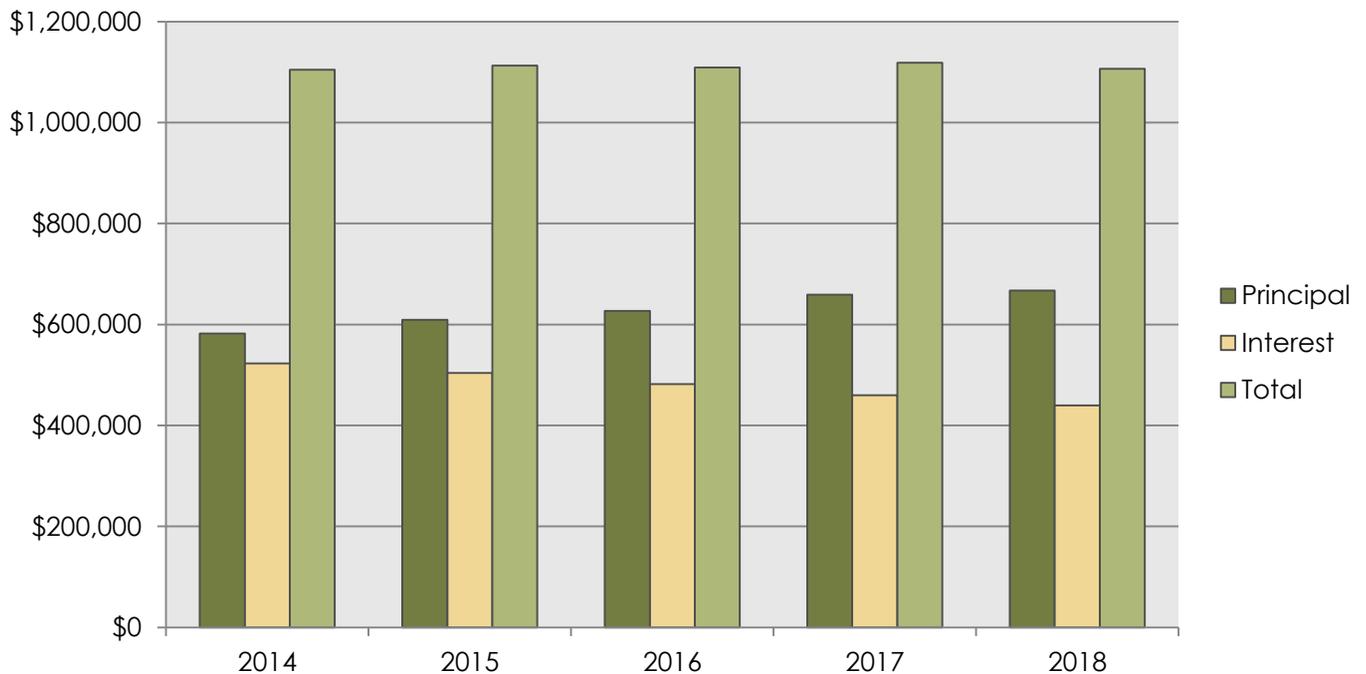
To ensure that the city has sufficient culinary water, a \$2,090,000 bond was issued to construct a redundant well. The bond was issued October 16, 2007. This revenue bond is supported by water and sewer revenue.

Pressurized Irrigation Improvements

When planning for fiscal year 2009, the City Council decided to upgrade the City's pressurized

	DATE OF ISSUANCE	TOTAL AMOUNT	BALANCE AS OF 7/1/2013	CURRENT YEAR PAYMENTS	PAYOFF DATE
General Obligation Bonds					
Golf Course	11/10/2005	\$6,250,000	\$480,000	\$155,000	2/1/2016
Golf Course	12/20/2012	\$5,570,000	\$5,505,000	\$50,000	2/1/2035
Revenue Bonds					
Pressurized Irrigation	3/16/2006	\$6,215,000	\$4,900,000	\$185,000	4/1/2031
Public Works Building	6/15/2006	\$2,325,000	\$1,970,000	\$70,000	1/1/2032
Culinary Well	10/17/2007	\$2,090,000	\$1,667,000	\$92,000	3/1/2028
PI Improvements	3/12/2009	\$930,000	\$815,000	\$30,000	3/1/2029
TOTAL		\$23,380,000	\$15,337,000	\$582,000	

FIVE-YEAR DEBT PAYMENT SUMMARY



	2014	2015	2016	2017	2018
Principal	\$582,000	\$609,000	\$627,000	\$659,000	\$667,000
Interest	\$522,796	\$504,085	\$482,280	\$459,794	\$439,604
Total	\$1,104,796	\$1,113,085	\$1,109,280	\$1,118,794	\$1,106,604

CITY COUNCIL PRIORITIES, GOALS & POLICIES

This section of the budget document describes how the City Council sets goals and priorities to help guide the budget process. A summary of the financial policies that also help guide the budget process can be found at the end of this section.

The City of Cedar Hills has adopted a process called “Decisions” for the purpose of creating citizen-based goals and priorities for the community. These goals and priorities are created by Cedar Hills residents and the City Council. The City Administration then develops action plans and measurable objectives in order to reach these goals. This process allows the Council to focus on the larger, city-wide issues by setting organization-driving policies and goals and allows Administration to focus on the implementation of these goals. This keeps the Council from getting bogged down in everyday administrative decisions.

“Decisions” is divided into two distinct processes: the Goal Setting and Prioritization process and the Administrative Implementation process, each with their own set of distinct steps. These steps are described in the following paragraphs:

Step I—Townhall Meeting and Public Comment

A Townhall Committee has been created to help identify topics for discussion in which residents are most interested. This committee consists of eight members of the community who seek input from other residents and encourage attendance at these meetings. Topics include specific budget items and future project ideas. These one-hour meetings are an open forum format whereby anyone in attendance may express their thoughts relative to the community as a whole or particular to their neighborhood. Additionally, residents are encouraged to attend regular Council meetings and use the public comment portion to give feedback to the Council on any topics that affects residents and/or the City.

Step II—Identify Problems & Needs

During Step II, the City Council typically holds a two-hour work session to identify specific problems and needs in the community, based on input received from residents. These are categorized by type, such as recreation or public works.

I Townhall Meetings and Public Comment

II Identify Problems & Needs

III Set Goals to Resolve Problems & Meet Needs

IV Prioritize Goals

V Set Objectives

VI Evaluate Goals

Step III—Setting Goals to Resolve Problems & Meet Needs

Each major division maintains its own mission. After the categorization process, goals specific to the current problems identified in Step II are developed to help each division achieve their mission.

Step IV—Prioritizing Goals

Once the goals have been created for each division, the City Council meets to prioritize the goals. This includes determining which priorities are considered immediate and need to be included in the upcoming budget. Current priorities can be viewed by division starting on page 15.

Step V—Set Objectives

Once the goals have been created and prioritized by the City Council, objectives are set administratively to attain each of the prioritized goals. These objectives are then broken down into specific,

measurable performance indicators to be met by the appropriate City departments. These objectives and performance indicators can be viewed in the departmental sections of this budget document.

Step VI—Evaluate Goal Attainment

The Administration meets periodically with City staff to ensure that objectives are being attained in a desirable manner and in an appropriate

time frame. Every six months, Administration reports to the Council on the progress of each goal, and the Council assesses how well the goals are being realized.

MAYOR & CITY COUNCIL



Mayor Gary Gygi



Stephanie Martinez



Scott Jackman



Jenney Rees



Trent Augustus



Daniel Zappala



The following goals, by division, were identified by the Council as high priority issues for the City to address:

Public Safety

The City of Cedar Hills, in partnership with residents and public safety providers, desires to provide a high level of public safety for residents in an economical and efficient fashion by accomplishing the following:

- Increase number of neighborhoods involved in the Neighborhood Watch Program
- Increase enforcement of animal control ordinances
- Increase traffic enforcements with use of newly constructed speed tables
- Analyze and implement appropriate traffic signage
- Increase traffic speed enforcement by increased patrol

Economic Development

The City of Cedar Hills desires to promote and plan for economic development opportunities within the community in order to maintain and expand current services to residents by accomplishing the following:

- Prepare for UTOPIA high-speed internet services
- Develop commercial retail center

- Complete analysis on State sales tax model distribution
- Complete analysis on franchise fee distribution system

Parks & Recreation

The City of Cedar Hills desires to provide for the recreational needs of the community through proper planning and development of recreational facilities and programs by accomplishing the following:

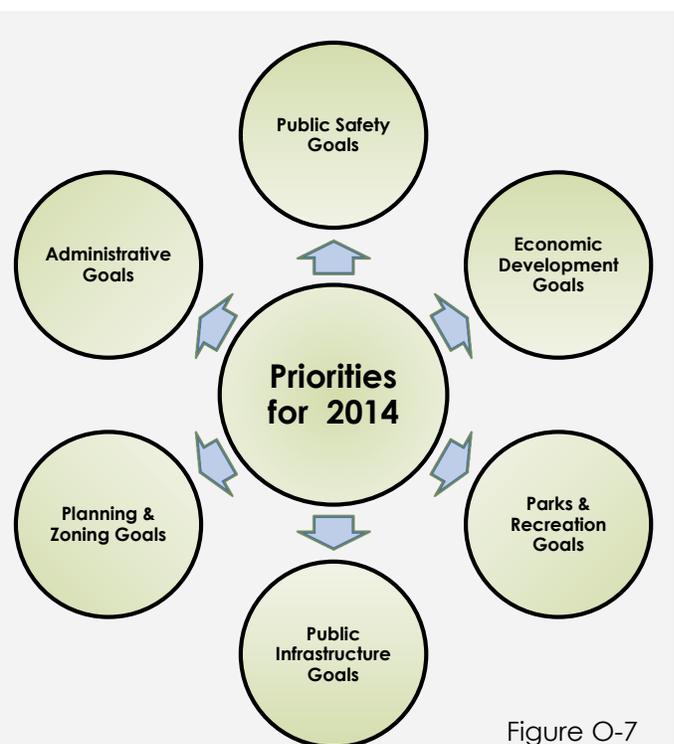


Figure O-7

- Acquire Deerfield Park land
- Develop all of Bonneville Shoreline Trail
- Complete various pocket parks
- Reduce the GO Bond payoff by selling reconfigured land

Public Infrastructure

The City of Cedar Hills desires to plan for, construct, and maintain all components of the public infrastructure in an efficient and economical manner by accomplishing the following:

- Implement Sidewalk Repair and Construction Program
- Complete Sewer System Model
- Review and update Capital Improvement Plan (CIP)
- Analyze pressurized irrigation metering program

Planning & Zoning

The City of Cedar Hills desires to plan for the *sustainable*, managed growth of the community through the General Plan, zoning and subdivision ordinances, and other complementary plans and ordinances by accomplishing the following:

- Develop a final commercial building-out master

plan

- Increase enforcement of zoning regulations
- Sharpen emergency management plan components and fully train staff
- Implement City-wide GIS on infrastructure and public assets
- Further implementation of City-wide zoning of nuisance enforcement

Administrative

The City of Cedar Hills desires to promote an organization that is well-managed and efficiently run, as well as well-suited to meet the needs of the citizens of Cedar Hills by accomplishing the following:

- Improve employee skill-set via training and education
- Update Personnel Policies and Procedures manual, as needed

Financial Goals & Policies

The City of Cedar Hills maintains financial goals during the budget process. A list of these financial goals was compiled into a document entitled “Financial Planning Policies.” This document was reviewed and formally adopted by ordinance prior to the creation of this budget document. The “Financial Planning Policies” document serves as a guide for making financial policy decisions for the City of Cedar Hills and is only a general overview of



established policy and procedure governing daily operations at the City of Cedar Hills.

According to the Financial Planning Policy document, the City of Cedar Hills will do the following (in summary):

Financial Planning Policies

Balanced Budget: When under normal circumstances, the City of Cedar Hills will adopt a balanced General Fund budget by June 22, pursuant to §10-6-109, Utah Code Annotated. A balanced budget means that at the end of the fiscal year (June 30), General Fund operating expenditures will not exceed General Fund operating revenues.

Long-Range Planning: The City of Cedar Hills 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, and programs and assumptions.

Asset Inventory: Each department manager will take all reasonable measures available to prolong and assess the condition of major capital assets.

Revenue Policies

Revenue Diversification: The City maintains a healthy dependence on a variety of revenue sources to cover expenditures such that short-term fluctuations in any one revenue source will not affect the overall financial health of the City. Throughout the year, the City prepares reports that compare actual to budgeted revenue amounts.

Fees and Charges: Fees and charges are based on the estimated cost of providing an associated service and are evaluated annually.

One-time Revenues: The City is committed to minimizing the portion of operating expenditures that are funded by one-time growth revenues. To support this policy, the City of Cedar Hills analyzes current and historic operating trends annually to extrapolate future trends.

Unpredictable Revenues: The City places revenues from unpredictable sources into other income line items that will be transferred into Capital Projects.

Expenditure Policies

Debt: The City continually strives for improvements in the City's bond rating and will refrain from issuing debt for a period in excess of the expected useful life of a capital project. The total of General Obligation bonds will be limited to 12 percent of the prior-year total assessed value for tax purposes of real and personal property.

Reserve Accounts: The City will maintain a minimum fund balance of at least 5 percent (not to exceed 25 percent) of estimated revenues. If existing reserves exceed the required level, such funds may be used to balance the budget or to meet needs that may arise during the year.

Expenditure Accountability: Basic and essential services provided by the City will receive first-priority funding. The City will continue to establish performance measurements for all departments. These measures will reflect the demand, workload capability, and projected outcomes for the department to accomplish its objectives.

Investments: All unused cash is invested in a PTIF account. By so doing, the issues of safety, liquidity, and yield (in that order of priority) are addressed. The PTIF is managed by state investment officers, who diversify the pool based on maturity date so as to protect against market fluctuations. Investments made by the City are in conformance with all requirements of the State of Utah Money Management Act and City ordinances.

CIP: Each year the City Council adopts a five-year Capital Improvements Plan (CIP), which serves as a plan to provide for the orderly maintenance, replacement, and expansion of capital assets. Each year after budget adoption, the CIP will be reviewed and revised to reflect the impact of the adopted budget and to add a year to the CIP.

Financial Reporting: Financial reports are printed monthly and distributed to department directors, the City Manager, and Finance Director, who monitor the collection of revenues and all expenditures. Financial reports are reviewed by City Council members at least on a quarterly basis.

This has only been a summary of the "Financial Planning Policies" document. The document may be viewed, in its entirety, in Appendix B of this document.

CITY DEPARTMENTS



David Bunker

CITY MANAGER/CITY ENGINEER

Mission

To work closely with the elected officials (Mayor and City Council) in developing short- and long-term plans, goals, and objectives for the City of Cedar Hills, Utah. Oversee the City government staff organization to ensure it is managed efficiently, effectively, and responsibly in the fruition of City Council goals and objectives.

In addition, the City staff have created the following mission statement—We are committed to efficiently provide professional, reliable service to the community of Cedar Hills that will ensure safety and sustainability, encourage unity and cooperation, and enhance the quality of life.

Activities

The City Manager is appointed by the Mayor and Council and serves as the overall administrative head of the City.

The City Manager is the City's chief administrator responsible for overseeing all City government functions and activities. The City Manager serves and advises the Mayor and City Council, appoints all department directors, and prepares assorted reports for Council consideration, including an annual proposed budget. The City Manager also enforces municipal laws and ordinances and coordinates City opera-

tions and programs.

Human Resources also falls under the jurisdiction of the City Manager. The City Manager is responsible for recruiting and maintaining qualified, well-trained employees to deliver high-level services to Cedar Hills residents. The City Manager oversees all hiring, firing, promotions, and other personnel activities of the City.

Additional activities and responsibilities that fall under the jurisdiction of the City Manager include, but are not limited to, risk management, City-wide public relations, and training and accountability of all City staff.

City Recorder

The City Recorder is responsible for the management and maintenance of all City records. Records are indexed and scanned for easy access and retrieval. A record is kept of all official meetings such as City Council, Planning Commission, etc. Records include agendas, minutes, meeting documentation, and audio recordings.

The City Recorder is responsible for tasks related to the formal dissemination of public information, GRAMA requests, and public notifications. The Recorder is responsible for the preparation and execution of Municipal Elections according to State law. Management includes conducting poll worker training and assignments and ensuring the polling locations are properly organized.

The Recorder is also responsible for City Code codification, annexations and boundary adjustments, census, administering oaths, and notary services.

Goals

The following goals reflect the current priorities and needs of the City Manager:

- Serve and advise the Mayor and City Council, prepare analyses and assorted reports for Council consideration, and prepare the annual proposed budget
- Enforce municipal laws and ordinances
- Act as Human Resources Director by appointing department directors and hiring qualified, well-trained employees to deliver high-level services to Cedar Hills residents

- To provide informative, accurate, and up-to-date reports for the staff, Mayor, Council, and residents

Objectives

- Complete large City projects including the following: south commercial district master plan and construction (Smart Family, Jacobs, City, and Amsource developers); street and sidewalk maintenance program; city-wide GIS implementation; golf course clubhouse and debt service elimination process; analysis of all current revenue and expenditure sources, etc.
- Continue various Human Resources improvements such as updating City personnel manual, reviewing and updating job descriptions, organizing personnel files, and training and setting goals with department heads

- To disseminate information to the public through open communication, State and City websites, City newsletters, GRAMA requests, and publications
- To organize and maintain City records for easy retrieval and historical preservation
To maintain an up-to-date City Code.

Performance Indicators

The performance indicators on the next page are set up to help the City Manager determine whether the department has accomplished the objectives and goals listed above.

PERFORMANCE INDICATOR		2012	2013
OUTPUT	Executive staff meetings held	21	20
	Trainings held	10	11
	City Council meetings attended	95%	100%
	LPPSD Board meetings attended	95%	100%
	Quarterly Budget Review	3	3
EFFICIENCY	Management reports distributed, 12 annually	100%	100%
	Employees receiving their annual performance evaluation	100%	100%
	Formal budget reviews held with department heads	3	2



Charl Louw

FINANCE DEPARTMENT

Mission

To properly manage and safeguard public monies and the City's financial assets in accordance with the priorities of the City Council and in line with GAAP (Generally Accepted Financial and Accounting Practices).

Activities

In accordance with the goals and priorities of the City Council, and in line with generally accepted financial and accounting procedures, the Finance Department labors to provide a clear and accurate picture to administration, as well as City residents, of the financial condition and position of the City of Cedar Hills. Financial responsibilities include, but are not limited to, budget oversight, utility billing, cash receipting, accounts payable and receivable, payroll, debt management, and policy enforcement. In addition to these duties, the Finance Department provides pertinent analyses and forecasting documents to administration for assistance with the decision-making process.

The Finance Department is responsible for assorted financial reports and documents intended for use by the Mayor and Council and/or the City staff to assist them in their duties. In addition to these responsibilities, the Finance Department annually produces the City of Cedar Hills Budget

Document. This document gives a clear and detailed report of the City's financial position as well as a specific and explicit plan for future financial activity. A copy of the latest Budget Document is available online at www.cedarhills.org, or at the City offices.

Goals

The following goals reflect the current priorities and needs of the Finance Department:

- To produce various significant financial documents which assist the Mayor and City Council with the decision making process
- To ensure that the budget, utility billing, accounts payable and receivable, payroll, and debt management responsibilities are completed in a timely, accurate manner
- To create useful documents which demonstrate public accountability for the honest and efficient use of public funds—such as the budget document
- To keep financial information updated through the website, training, and audits

Objectives

- To create an improved Citizen's Budget
- To improve the Cedar Hills Budget Document and make it more accessible to residents
- To increase documentation of job duties, financial policies, and department training
- To increase resident participation in automatic payment programs
- To decrease the number of delinquent accounts through utility shutoff procedures
- To maintain a better history of resident interaction through the use of the customer notes section in the utility billing software

Performance Indicators

The performance indicators listed on the next page are set up to help the City Manager determine whether the department has accomplished the objectives and goals listed above.

PERFORMANCE INDICATOR		2012	2013
OUTPUT	Checks Processed	2,335	2,196
	Electronic Fund Transfers Processed	66	119
	Paper Utility Statements Processed per month	2,187	2,164
	Electronic Utility Statements Processed per month	1,037	1,337
	Utility Customers	2,328	2,385
EFFICIENCY	Percent of year spent on budget approval	45%	45%
	Average annual % of past due utility billing receivables greater than 60 days outstanding	15%	15%
	Related receivables greater than 150 days outstanding	75%	75%
EFFECTIVENESS	Total payments received through online bill pay	25%	57%
	Total payments received through ACH	10%	14%
	GFOA budget award	Yes	Yes



Jeff Maag

PUBLIC WORKS DEPARTMENT

Mission

To oversee installation, maintenance, and repair of the City's infrastructure.

Activities

The Public Works Department is responsible for maintaining the City's infrastructure such as the culinary water and pressurized irrigation systems, sanitary sewer, public streets, storm water, parks, trails, walkways, storm water basins, and other maintained areas. Part of the oversight includes ongoing inspections that may result in general improvements on public right-of-ways, earthwork, surfacing, surface restoration, water and sewer lines, manholes, storm drains, curb, gutter, waterways, sidewalks, signs, parks, etc.

The Public Works Department labors to install, maintain, and repair the City water supply, water transmission, and water distribution systems; the department also monitors pump stations, water tanks, and telemetry equipment.

Reports are completed on a daily, monthly, and yearly basis for a sanitary survey and for culinary water, pressurized irrigation, and storm water inspection and testing.

Currently, the City owns and operates a water utility system, serving around 2,400 residential

connections. This water is provided through City wells and connections with American Fork's water system. Cedar Hills has constructed a secondary irrigation system throughout the City. The City will provide for additional water rights, and make various improvements to the existing water and pressurized irrigation distribution network.

Cedar Hills provides and maintains all existing sewer lines within the City. Currently, sewer services are provided to nearly all portions of Cedar Hills, with the exception of a few individual properties located in the south-central portion of the City. Storm drain improvements will be completed in the next ten years and will include the installation of retention and detention basins, installation of storm drain lines, maintenance and improvement of existing storm drain sumps, and possible treatment of storm water.

The Public Works Department is home to the City maps, plans, plats, drawings, project estimates, specifications and contracts relating to public improvements and engineering affairs. Cedar Hills maintains approximately 28 miles of road.

Building

The Building Department is responsible for all building, both residential and commercial, within the City. This responsibility includes a plan check of each building plan submitted to ensure adherence to statutes of the International Building Codes. After a plan check is complete, fees are calculated and a permit is issued, at which time the Building Inspector is responsible for on-site inspections of each phase of the building process to ensure adherence to code. On-site inspections include footings, foundations, underground plumbing, weather barrier, framing, electrical, heating, plumbing, shear nailing, insulation, gas, and a final occupancy inspection. A written report is created and filed for each inspection.

The Building Department ensures that all other types of building and construction in the City meet the applicable standards and codes. Examples of other types of construction may include home additions, basement finishes, accessory buildings (i.e. sheds, detached garages, shops, pool houses), pools, and pergolas. These structures are subject to the same plan check and inspections as new construction.

Record keeping is also a duty of the Building Department. Copies of all building inspections, building permits, fees collected, and plans submitted to the City are kept on permanent record.

The Building Department deals extensively with builders and residents, answering questions regarding all aspects of the building process.

Goals

The following goals reflect the current priorities and needs of the Public Works Department:

- Labor to install, maintain, and repair the City water supply and transmission and distribution systems
- Monitor, inspect, and report on pump stations, water tanks, and telemetry equipment
- Report on sanitary survey, culinary water inspections, pressurized irrigation inspections, and storm water testing
- Maintain all existing sewer lines, storm sewers, retention/detention basins, sewer lines, and sewer pumps

Objectives

- Design master plans for sign maintenance
- Implement sidewalk, street maintenance and GIS mapping management program

Performance Indicators

The performance indicators in Figure O-9 are set up to help Administration determine whether the department has accomplished the objectives and goals listed previously.



PERFORMANCE INDICATOR		2012	2013
OUTPUT	Meter re-reads/read	25	15
	Water inspections	15	10
	Sewer inspections	15	10
	Inspections completed	1,095	590
	Building permits processed	73	54
	Building plans approved	66	50
	Zoning violations detected	420	N/A
EFFICIENCY	Average response time to sewer inspection request	0-1 days	0-1 days
	Average response time to water inspection request	0-1 days	0-1 days
	Average response time to meter re-reads	1 day	1 day
	Repeated broken lines	0	0
	At-fault meter re-reads	1%	1%
	Average days to complete inspections from request date	2	2
EFFECTIVENESS	Roads repaired/completed per IWORQ schedule	100%	100%
	Sidewalks repaired/completed per IWORQ schedule	100%	100%
	Maps that are updated	100%	100%
	Meters read electronically	96%	96%
	CIP completed on time	90%	90%
	Household floods, fires, etc. due to improper inspections	0%	0%



Greg Gordon

COMMUNITY SERVICES DEPARTMENT

Mission

We are committed to efficiently provide professional, reliable, service to the community of Cedar Hills that will ensure safety and sustainability, encourage unity and cooperation, and enhance the quality of life.

Activities

The Community Services Department is responsible for the management and maintenance of the Cedar Hills Golf Course, Recreation Center, Youth Sports Leagues, and all City events.



The Community Services Department is responsible for the care, maintenance, designation, classification, disposal, and preservation of all golf equipment including, but not limited to, concessions, carts, and clubhouse.

Additional duties include the preparation and execution of golf tournaments.

The Community Services Department is also in charge of general administrative tasks such as assisting the general public and providing reports to the City Manager.

Goals

The following goals reflect the current priorities and needs of the Community Recreation Department:

- Provide Timely Response
- Accentuate Positive Attitudes
- Give Courteous Customer Service
- Be Fiscally Responsible
- Implement Best Practices
- Promote Participation
- Take Ownership
- Adapt to Change

Objectives

- Aggressively market the golf course
- Implement new Recreation programs
- Work with companies /groups to book events
- Work with partners to market and advertise the new reception center and golf course
- Use multiple vendors for concessions
- To increase participation of sports programs through advertising within the City
- To expand the “tot” sports programs to include a wider variety of sports
- To increase parade entries by 10 percent

Community Services

The Community Services Director oversees all City services and the Family Festival. In Fiscal year 2013 the Community Services Department hired two part-time sports coordinators to help with the ever increasing demands of the recreation department and our coordinators have done an exceptional job in making sure we are efficient in all we do and offer our residents.

The Recreation Director is responsible for the completion of short- and long-range community and neighborhood plans and activities including parks, trails, recreation events, and youth sports leagues. We are starting a new Concert Series in the park the Summer of 2013 as well. The Recreation Director is also required to plan and organize all special events.

This past year we launched our new recreation classes in the Community Recreation Center and we have continued to see more and more participation and we are looking forward to the completion of Phase II with the basement being finished. The department continually evaluates its services and develops programs to meet changing community needs and interests while staying within our assigned budget.

Goals

- Customer Service is our #1 priority, we strive to exceed participants expectations
- Continue working with our Fitness Coordinator to ensure enough classes are offered in the Community Recreation Center
- Keep recreation website up to date with current programming information



Objectives

- Continue advertising in local elementary schools outside of the Cedar Hills Community
- Maintain the fields properly to ensure a safe and enjoyable experience for sports league participants, be creative in utilizing other venues
- Effectively train league supervisors to oversee fields and officiating of leagues

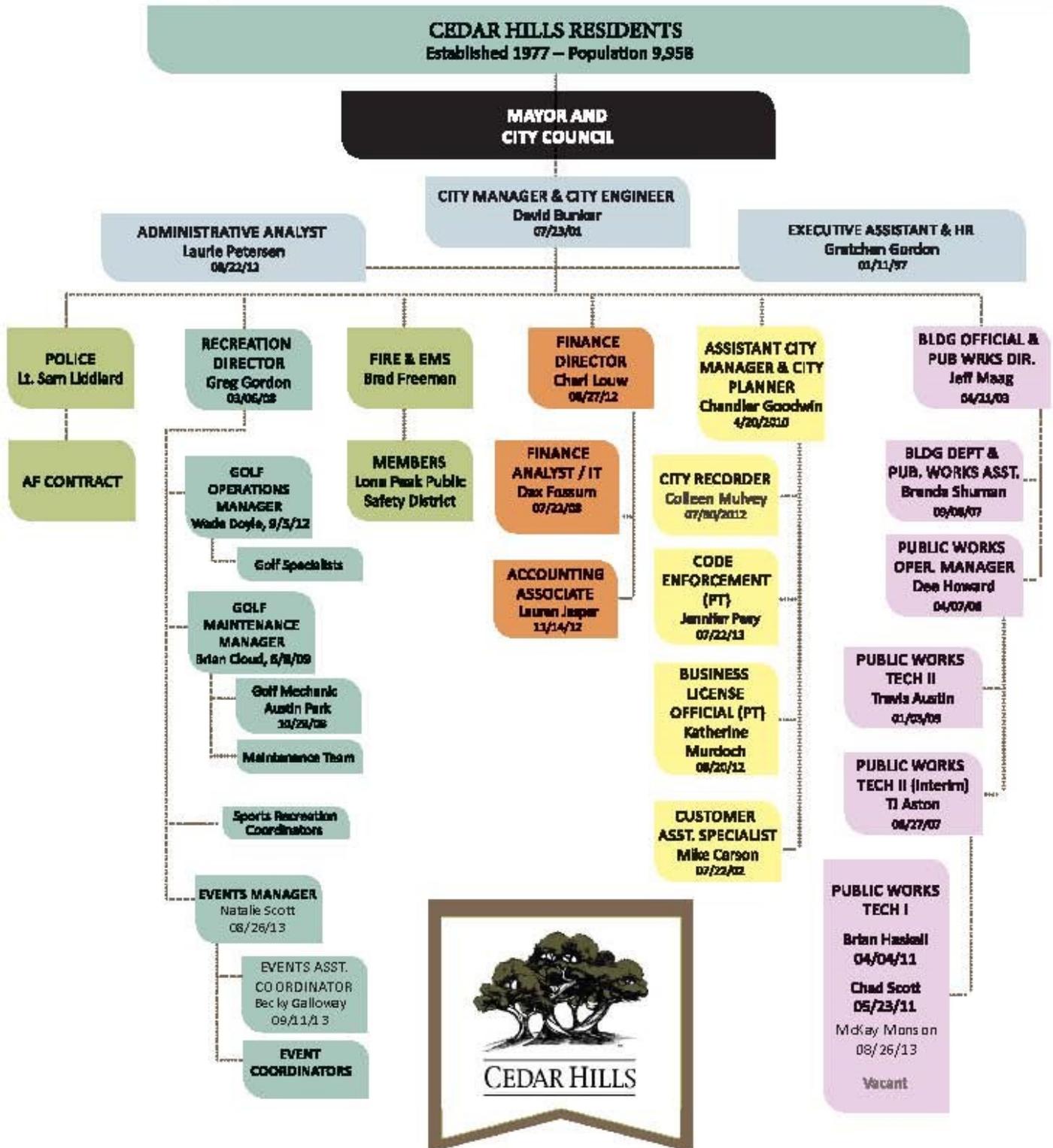
Performance Indicators

The performance indicators in Figure O-9 are set up to help Administration determine whether the department has accomplished the objectives and goals listed previously.

PERFORMANCE INDICATOR		2012	2013
OUTPUT	Season Golf Passes Sold	\$35,436	\$40,434
	Weekly Communication Reports for City Manager	6	54
	Events/Receptions booked in Recreation Center Vista Room	8	59
	Jr. Jazz teams	70	84
	Flag Football teams	31	31
EFFICIENCY	Golf carts function properly	95%	99%
	Golf irrigation system functions properly	99%	99%
	Golf carts are repaired within 24 hours	93%	95%
	Golf maintenance equipment is up and running	95%	93%
	Golf maintenance equipment is repaired within 48 hours	80%	81%
	Percent of year spent on Family Festival	35%	32%
EFFECTIVENESS	Total additional sport programs added during fiscal year	0	2
	Pro Shop revenue increase (decrease) from prior year	1%	15%



Organization Chart



BUDGET HIGHLIGHTS

SUMMARY OF FUNDS

Figure BH-1 summarizes the Fiscal Year 2014 Budget for the City of Cedar Hills. The total adopted budget reflects an decrease of roughly \$2.8 million from the prior year's estimated figure. Notable changes from last year's budget include:

General Fund

- **\$150,600 increase in event related revenues, which were moved from the Golf Fund.**
- **\$87,532 increase in community services related expenditures, due to event expenditures moved from the Golf Fund.**
- **\$50,716 increase in transfer in subsidy to the Golf Fund. Increased subsidy is expected to offset the operational deficit at the golf course, which was not sufficient in prior years.**
- **\$30,000 decrease in legal expenditures. Litigation expected to decrease back to historical average.**

Water & Sewer Fund

- **\$90,500 increase in water, sewer, and storm drain fees based on Bowen, Collins, and Associates engineering study to fund improvements and repairs. The monthly residential fees increased by approximately \$3 per household.**

- **\$33,737 decrease in bond interest expenses due to negotiating average coupon rate on 2009 bond from 5.99% to 3.02%.**
- **\$36,000 increase in professional consulting services for updated impact fee study.**
- **\$44,000 increase for storm drain maintenance was primarily due to \$25,000 transferred from public works for storm drain curbing improvements.**

Capital Projects Fund:

- **\$2,472,000 for the Deerfield Park land acquisition and development was budgeted in fiscal year 2013 but was unexpended.**
- **\$350,000 for the completion of the base-ment (Phase II) of the Community Recreation Center,**
- **\$36,000 for an updated impact fee analysis.**

Motor Pool Fund:

- **\$21,850 decrease transfer in from other funds due to bobtail replacement delayed.**
- **\$29,550 decrease in depreciation expenditures because two bobtails are fully depreciated.**

Golf Fund:

- **\$41,058 decrease in budgeted expenditures related to Golf to minimize subsidy.**

Figure BH-1

FISCAL YEAR 2014 BUDGET SUMMARY

Fund	2012 Actual	2013 Estimate	2014 Budget
General Fund	\$3,661,433	\$3,800,000	\$3,745,300
Water & Sewer Fund	\$3,030,162	\$3,175,000	\$3,200,115
Capital Projects Fund	\$3,315,921	\$4,025,200	\$3,583,463
Motor Pool Fund	\$144,009	\$190,000	\$164,600
Golf Fund	\$1,470,000	\$1,465,000	\$1,218,942
TOTALS	\$11,621,525	\$12,655,200	\$11,912,420

REVENUES	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET	EXPENDITURES	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
General Fund							
Taxes	\$2,384,551	\$2,409,000	\$ 2,415,300	General Government	\$1,331,810	\$1,249,400	\$1,176,327
Licenses/Permits	\$ 73,247	\$ 142,000	\$ 98,800	Streets	\$ 358,772	\$ 408,000	\$ 363,500
Charges for Services	\$ 589,552	\$ 593,000	\$ 592,300	Public Safety	\$ 888,591	\$1,040,000	\$1,056,638
Intergovernmental	\$ 302,852	\$ 315,000	\$ 322,300	Parks and Recreation	\$ 346,542	\$ 400,500	\$ 493,032
Recreation & Culture	\$ 93,596	\$ 110,000	\$ 285,600	Solid Waste Services	\$ 258,396	\$ 337,250	\$ 337,250
Miscellaneous	\$ 185,882	\$ 231,000	\$ 31,000	Other	\$ 477,322	\$ 364,850	\$ 318,553
	\$3,629,680	\$3,800,000	\$ 3,745,300		\$3,661,433	\$3,800,000	\$3,745,300
Water, Sewer, & Storm Drain Fund							
Water	\$1,582,598	\$1,647,900	\$ 1,680,350	Water	\$1,628,248	\$1,675,950	\$1,636,574
Sewer	\$ 890,696	\$ 944,450	\$ 986,904	Sewer	\$ 974,725	\$1,009,300	\$1,032,402
Storm Drain	\$ 215,298	\$ 230,500	\$ 245,000	Storm Drain	\$ 292,958	\$ 370,900	\$ 404,362
Miscellaneous	\$ 74,830	\$ 77,150	\$ 71,450	Non - Operating	\$ 134,231	\$ 118,850	\$ 126,777
	\$2,763,422	\$2,900,000	\$ 2,983,704		\$3,030,162	\$3,175,000	\$3,200,115
Capital Projects Fund							
Transfers In	\$ 422,303	\$ 271,700	\$ 204,464	Park Projects	\$ 51,362	\$2,497,000	\$2,510,000
Impact Fees	\$ 126,623	\$ 221,200	\$ 93,855	Street Projects	\$ 18,216	\$ 525,000	\$ 520,000
Interest Income	\$ 31,340	\$ 15,000	\$ 15,000	Other Projects	\$2,671,776	\$ 850,000	\$ 398,000
Other Sources	\$ 11,307	\$ 26,500	\$ 26,500	Bond Payments	\$ 574,567	\$ 153,200	\$ 155,463
	\$ 591,573	\$ 534,400	\$ 339,819		\$3,315,921	\$4,025,200	\$3,583,463
Motor Pool Fund							
Transfer from General Fund	\$ 132,500	\$ 104,000	\$ 88,105	Gas & Maintenance	\$ 40,332	\$ 58,250	\$ 57,500
Transfer from Water & Sewer	\$ 57,100	\$ 43,000	\$ 37,045	Insurance	\$ 6,335	\$ 9,750	\$ 9,650
Transfer from Golf	\$ 2,750	\$ 3,000	\$ 3,000	Rent Expense	\$ 16,250	\$ 17,000	\$ 22,000
Gain on Sale of Assets	\$ 3,722	\$ 40,000	\$ 36,450	Depreciation	\$ 81,092	\$ 105,000	\$ 75,450
	\$ 196,072	\$ 190,000	\$ 164,600		\$ 144,009	\$ 190,000	\$ 164,600
Golf Fund							
Golf Revenue	\$ 666,845	\$ 705,000	\$ 688,000	Salaries, Wages, & Benefits	\$ 471,696	\$ 540,500	\$ 419,217
Events Revenue	\$ -	\$ -	\$ -	Interest	\$ 6,569	\$ 5,450	\$ 5,800
Property Taxes	\$ 396,862	\$ 385,000	\$ 328,020	Depreciation & Amortization	\$ 237,976	\$ 261,100	\$ 244,000
Transfers In	\$ 605,266	\$ 65,000	\$ 115,716	Other	\$ 710,156	\$ 657,950	\$ 549,925
	\$1,668,973	\$1,155,000	\$ 1,131,736		\$1,426,397	\$1,465,000	\$1,218,942

The Consolidated Summary of Funds on page 30 (Figure BH-2) gives a more in-depth portrayal of City funds as projected for fiscal year 2014. The figure provides a summary of the projected revenues and planned expenditures in each fund as approved by the City Council. All revenues and expenditures are detailed by type and evaluated against prior years. As seen in the Consolidated Summary of Funds and as required by State law, the fiscal year 2014 General Fund and Capital Projects Fund budgets are balanced.

Budget Preparation

Preparation for the fiscal year 2014 budget was, as always, an intricate and complex process which affords both an interesting and challenging opportunity to reassess the City's plans and overriding goals and evaluate means for achieving them. It is through this effort that the budget becomes the single most important policy document produced each year.

The City of Cedar Hills follows the budgeting requirements set forth in the Utah State Code, Title 10, Chapter 6, entitled the Uniform Fiscal Procedures Act. Additionally, the City follows accepted budgeting principles in forecasting revenues and expenditures for the City each year. City staff is confident this budget is more accurate and detailed than any budget previously produced.

Basis of Budgeting and Accounting

Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurement made, regardless of the measurement focus applied. Measurement focus refers to what is being measured.

The City's Governmental Funds (i.e. General Fund and Capital Projects Fund) are reported using the current financial resources measurement focus and are accounted for using the modified accrual basis of accounting. Under this method, revenues are recognized when susceptible to accrual; i.e. when they become both measurable and available. "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter

to be used to pay liabilities of the current period. The City considers amounts collected within 60 days after year end to be available. Expenditures are recorded when the related fund liability is incurred. However, debt service expenditures, as well as expenditures related to compensated absences, are recorded only when payment is due.

The City's Enterprise Funds (i.e. Water and Sewer Fund and Golf Fund) and Internal Service Funds (i.e. Motor Pool Fund) are reported using the economic resources measurement focus and the accrual basis of accounting. The economic resources measurement focus means all assets and liabilities (whether current or non-current) are included on the statement of net assets and the operating statements present increases (revenues) and decreases (expenses) in net total assets. Under the accrual basis of accounting, revenues are recognized when earned. Expenses are recognized at the time the liability is incurred.

Budget Adoption

The City budget process begins with departments. Each department prepares and submits a proposed department budget to the City Manager. These budgets consist of all the operational expenditures which the department expects to incur during the ensuing budget year.

After the Administrator's review, these budgets may be adjusted and a tentative budget for the General Fund, Water and Sewer Fund, Capital Projects Fund, Motor Pool Fund, and Golf Fund is prepared. This tentative budget includes departmental budgets, elements of the Capital Improvement Plan (CIP), and program budgets (i.e. Public Safety, Library Services, etc.).

Following the Mayor's review, the tentative budget is sent to the City Council for approval and to ensure it addresses Council priorities. The tentative budget must be presented by the first regularly scheduled meeting in May. After a tentative approval, a public hearing is scheduled for the final budget. The final budget is then adopted by the City Council before June 22 of the current fiscal year. If the City Council chooses to increase property taxes, the deadline is extended to August 17.

Budget Amendments

As determined by State law, the level at which expenditures may not legally exceed appropriations is the departmental budget within a given fund. Therefore, the head of a department may transfer funds from one account in their department to another account in that same department. This transfer must be approved by the City Manager and Budget Officer.

Reductions in or reallocations of departmental appropriations can be approved by the City Council upon recommendation of the City Manager, but appropriations cannot be increased in a governmental fund without a public hearing. All unexpended budget appropriations lapse at the end of the budget year.

Fund Balances & Net Assets

Fund balance is the difference between revenues and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending fund balance).

In proprietary funds (i.e. Water and Sewer and Golf), net assets reflect the accumulated balance. Net assets include assets purchased by or

donated to the proprietary funds less accumulated depreciation.

State law allows cities to accumulate retained earnings or fund balances as appropriate in any fund. However, the law restricts balances in the General Fund as follows: (1) Any fund balance less than 5 percent of estimated revenue may be used for working capital, certain emergency expenditures, or to cover an unexpected revenue shortfall that would result in a year-end excess of expenditures over revenues; (2) Fund balance greater than 5 percent but less than 18 percent may be used for budget purposes; and (3) Any fund balance in excess of 18 percent must be included in the appropriations of the next fiscal year.

For years, the City has budgeted conservatively for revenues and realistically for expenditures. This method resulted in a strategic surplus that has been used for capital projects, reserves, a great credit rating, and financial flexibility.

The charts on the next four pages include a several year history of the fund balances and net assets for the General Fund, the Water, Sewer, and Storm Drain Fund, the Capital Projects Fund, and the Golf Fund.

2014 BUDGET TIMELINE

Task	Date to be Completed	Task	Date to be Completed
Capital Improvements Plan	March 5	Water & Sewer Fund Revenue Estimates	April 2
General Fund Revenue Estimates	March 5	Water & Sewer Fund Expenditures	April 2
Capital Projects Fund Revenue Estimates	March 5	Golf Fund Revenues	May 7
Capital Projects Fund Expenditures	March 5	Golf Fund Expenditures	May 7
General Fund Expenditures	March 19	Tentative Budget Presentation	May 7
Motor Pool Fund Expenditures	March 19	Certified Tax Rate	June 18
Vehicle Replacement Plan	March 19	Final Budget Approved	June 18
Salaries, Wages, & Benefits	April 2	Final Budget Submitted to State	June 18

Figure BH-3

GENERAL FUND - FUND BALANCE

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
Beginning Fund Balance	\$ 1,488,001	\$ 870,936	\$ 924,064	\$ 744,461	\$ 752,088
Revenues					
Taxes	2,255,922	2,294,365	2,384,551	2,465,331	2,415,300
Licenses/Permits	108,570	70,245	73,247	94,297	98,800
Intergovernmental	262,882	279,284	302,852	335,341	322,300
Other Fees	407,395	467,949	589,552	596,519	593,300
Recreation & Culture	45,439	68,383	93,596	121,765	285,600
Miscellaneous	43,343	45,931	38,035	177,419	30,000
Total Revenues	3,123,552	3,226,157	3,481,833	3,790,672	3,745,300
Expenditures					
General Government	1,196,044	1,101,831	1,037,467	952,866	883,458
Streets and Public Works	281,177	502,022	653,114	529,864	656,367
Public Safety	575,232	775,455	888,591	1,050,218	1,056,639
Solid Waste Services	339,226	336,205	258,396	330,845	337,250
Parks and Recreation	262,749	291,084	346,546	351,402	493,033
Total Expenditures	2,654,428	3,006,597	3,184,114	3,215,195	3,426,747
Transfers Out	1,086,189	166,432	477,322	567,850	318,553
Total Expenditures & Transfers	3,740,617	3,173,029	3,661,436	3,783,045	3,745,300
Ending Fund Balance	\$ 870,936	\$ 924,064	\$ 744,461	\$ 752,088	\$ 752,088

CAPITAL PROJECTS FUND - FUND BALANCE

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
Beginning Fund Balance	\$ 6,125,805	\$ 7,022,500	\$ 6,648,028	\$ 3,923,680	\$ 2,109,299
Revenues					
Impact Fees	153,982	90,390	126,622	138,320	115,355
Interest Income	34,325	30,726	31,340	18,671	15,000
Grant Income	10,545	5,609	11,307	-	5,000
Total Revenues	198,852	126,725	169,269	156,991	135,355
Transfers In	1,026,067	171,858	422,303	399,700	204,464
Total Revenues & Transfers	1,224,919	298,583	591,572	556,691	339,819
Expenditures					
Capital Facilities	-	-	-	2,157	-
Street Projects	48,870	29,770	140,385	26,254	520,000
Park Projects	71,722	27,345	51,362	2,500	2,510,000
Miscellaneous Projects	4,020	39,067	182,950	117,560	398,000
Debt Service	203,612	205,147	574,567	153,243	155,463
Total Expenditures	328,224	301,329	949,264	301,714	3,583,463
Transfers Out	-	371,726	2,366,656	2,069,358	-
Total Expenditures & Transfers	328,224	673,055	3,315,920	2,371,072	3,583,463
Ending Fund Balance	\$ 7,022,500	\$ 6,648,028	\$ 3,923,680	\$ 2,109,299	\$ (1,134,345)

WATER, SEWER, & STORM DRAIN FUND

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
Net Assets Beginning of Year	\$20,293,732	\$20,251,223	\$19,954,814	\$19,688,073	\$19,724,829
Revenues					
Water	1,487,663	1,536,131	1,582,598	1,649,515	1,680,350
Sewer	693,316	873,992	890,696	950,100	986,904
Storm Drain	166,319	184,535	215,298	229,607	245,000
Miscellaneous	110,390	69,629	74,830	79,779	71,450
Total Revenues	2,457,688	2,664,287	2,763,422	2,909,001	2,983,704
Transfers In	-	-	-	-	-
Total Revenues & Transfers	2,457,688	2,664,287	2,763,422	2,909,001	2,983,704
Expenses					
Salaries, Wages, & Benefits	522,976	694,874	738,899	724,606	790,295
Materials, Supplies, and Services	413,638	431,592	474,220	473,518	615,380
TSSD Fees	413,895	565,139	607,726	483,998	600,000
Water Purchases	129,080	137,086	127,579	128,499	138,000
Bad Debts	27,592	42,373	13,251	16,749	13,750
Depreciation & Amortization	580,979	606,089	601,494	611,428	628,950
Interest Expense	351,395	342,916	332,763	314,597	288,513
Total Expenses	2,439,555	2,820,069	2,895,932	2,753,395	3,074,888
Transfers Out	60,642	140,627	134,231	118,850	126,777
Total Expenses & Transfers	2,500,197	2,960,696	3,030,163	2,872,245	3,201,665
Ending Net Assets	\$20,251,223	\$19,954,814	\$19,688,073	\$19,724,829	\$19,506,868

GOLF FUND

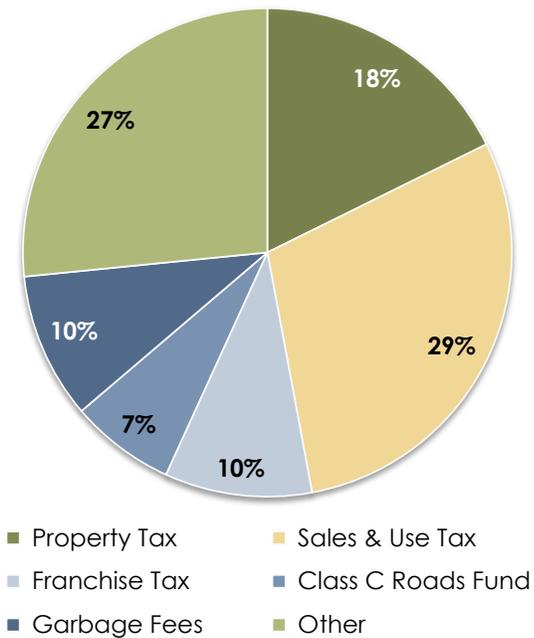
	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
Net Assets Beginning of Year	\$3,794,793	\$3,630,940	\$3,761,120	\$5,802,297	\$7,818,772
Revenues					
Golf Revenue	679,970	651,211	704,056	850,519	656,000
Property Taxes	385,260	398,339	396,862	332,700	328,020
Other Non-Operating Revenue	-	-	-	-	32,000
Total Revenues	1,065,230	1,049,550	1,100,918	1,183,219	1,016,020
Transfers In	-	371,726	2,366,656	2,209,358	115,716
Total Revenues & Transfers	1,065,230	1,421,276	3,467,574	3,392,577	1,131,736
Expenses					
Salaries, Wages, & Benefits	393,316	430,909	471,695	478,265	421,017
Materials, Supplies, and Services	274,539	285,966	454,471	433,999	265,000
Depreciation & Amortization	294,740	252,849	237,976	243,428	224,000
Interest Expense	263,133	5,213	6,569	7,585	5,800
Other Non-Operating Expenses	3,221	313,827	252,936	209,825	300,125
Total Expenses	1,228,949	1,288,764	1,423,647	1,373,102	1,215,942
Transfers Out	134	2,332	2,750	3,000	3,000
Total Expenses & Transfers	1,229,083	1,291,096	1,426,397	1,376,102	1,218,942
Ending Net Assets	\$3,630,940	\$3,761,120	\$5,802,297	\$7,818,772	\$7,731,566

THE GENERAL FUND

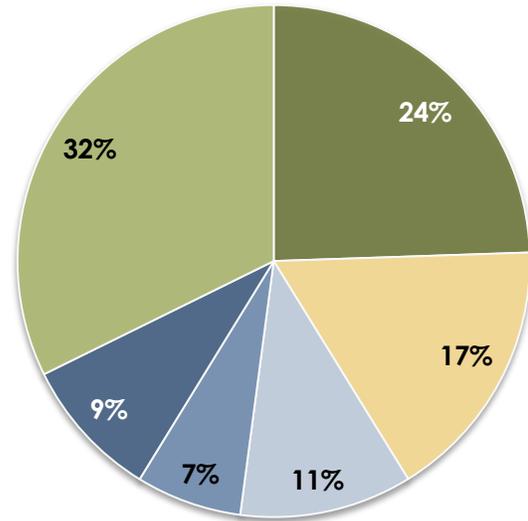
The general operating revenues and expenditures of the City are accounted for in the General Fund. These “operating” activities include all those that are generally associated with governmental activity and are not required to be accounted for in another fund (such as an Enterprise Fund). Many expenditures for administrative activities, public safety services, recreation programs, and solid waste collection fall under the General Fund umbrella. Also, many of the more general government activities (e.g. purchasing supplies or paying utility bills) that are specific to a department take place in the General Fund. Departmental activities are explained in more detail in each of the department messages.

General Fund revenues are organized into various categories. Tax revenue, licenses and permits, intergovernmental revenues, charges for services, recreation and cultural revenue, and miscellaneous revenues are the six functional revenue groups in the General Fund. As seen in the figure below, taxes make up the greatest portion of expected revenue. Most of these revenues are forecasted to be flat since the population is only projected to grow (1.3%), or remain unchanged.

GENERAL FUND REVENUES



GENERAL FUND EXPENDITURES



- Wages & Benefits
- Fire Services
- Police Services
- Streets Maintenance
- Solid Waste Services
- Other

The General Fund expenditures are broken down by City departments as well as major expense categories. Public safety is the most noteworthy of these categories, as it accounts for 28 percent of the Cedar Hills operating budget. Other large expenditure groups include solid waste services and streets. The department budgets are made up of wages and benefits, various professional services, training materials, supplies, and dues and subscriptions. The category labeled “Transfers” includes the cash and resources moved to other funds. Typically, transfers are only made to the Motor Pool Fund and the Capital Projects Fund.

The General Fund fiscal year 2014 budget totals \$3.745 million. This total reflects a net decrease of 1.5 percent from the fiscal year 2013 budget of about \$3.8 million.

The City budgets its long-term expenditures based on projected income from recurring revenue sources. Budgets for one-time expenditures are based on growth-related revenue streams. The figure

below demonstrates that operating expenditures per resident have remained in check. Budget projections for fiscal year 2014 expenditures remain very consistent with prior years, when compared on a per resident basis.

This year's budget is made up of carefully planned expenditures that avoid unnecessary or excess spending while continuing to provide the highest level of service funding and resources will allow. Significant and/or noteworthy revenue and expenditure items include the following:

Revenues

Taxes: Over half of the revenue collected in the General Fund comes through taxes. Forty-four percent of revenue collected through taxation comes from sales and use tax. Cedar Hills has an emerging commercial district that has welcomed the addition of Wal-Mart, Chase Bank, McDonalds, and a Hart's gas station.

While sales tax revenue has increased over the past few years, property tax revenue has decreased. From fiscal year 2010 to fiscal year 2014, the amount of total revenue generated through property taxes for operations has decreased slightly. The 2013 assessments on property showed a increase in property values in the City. This means that the calculated tax

rate provided by the County decreased leaving our tax base, not including growth, the same as last year. The 2014 property tax rate is 0.2873 percent of the taxable value.

Building Permit Fees: The lack of land to develop continued to limit growth in Cedar Hills. During fiscal year 2012, 11 new permits were issued. While the City issued one more residential permit during fiscal year 2012 as fiscal year 2011, 11 permits is still well below the average prior to the economic downturn. The 2014 budget is based on nine new residential homes.

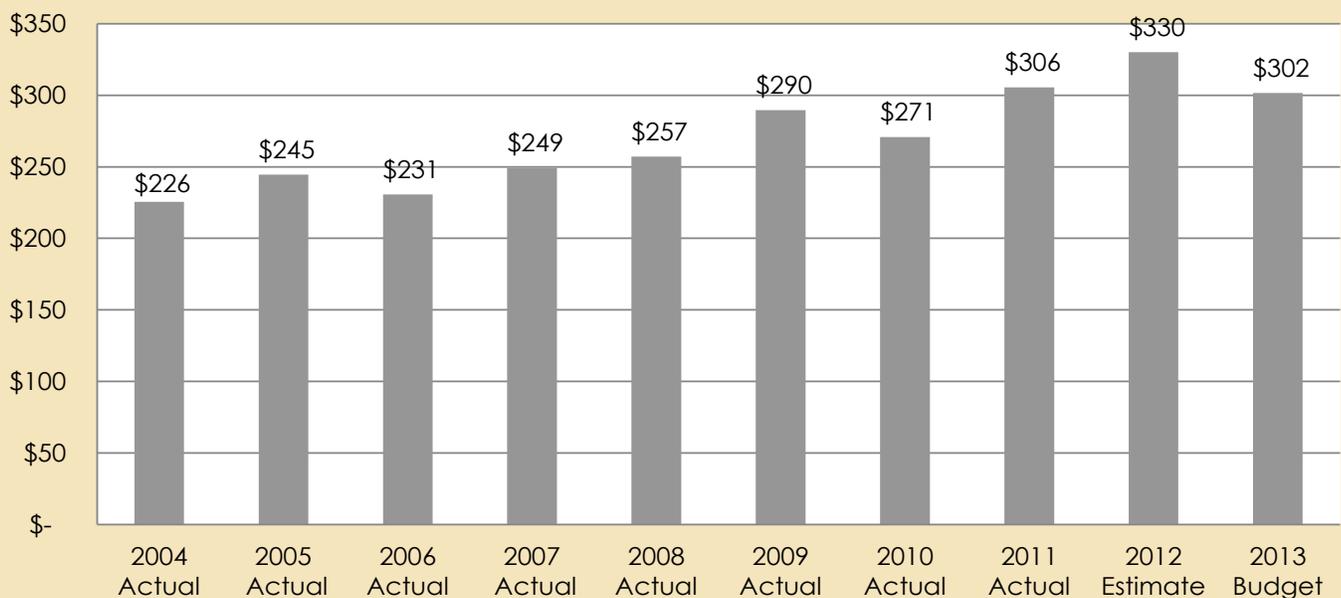
Class "C" Roads Fund: Cedar Hills receives revenue from the Utah Department of Transportation to build and maintain roads. This money is generated through fuel taxes and is distributed to cities based on road mileage and population.

Garbage Fees: Currently the City contracts with Waste Management to provide solid waste collection services. Residents with this service are billed a monthly fee. This fee is not expected to increase during fiscal year 2014.

Expenditures

Wages and Benefits: As new construction has slowed dramatically, the City decreased staff in the Building and Zoning Department. The full-time

OPERATING EXPENDITURES PER RESIDENT



building and zoning position was removed and replaced with a part-time employee. Decreases and changes in staffing allowed the City to reduce the budgeted amount for wages and benefits in the General Fund.

Along with the construction of the Community Recreation Center, a Recreation Center Manager position was added to the budget. The recreation manager's wages and benefits will be paid from the Community Services budget in the General Fund.

Employee compensation detail for fiscal year 2012 can be viewed on the State's website located at www.transparent.utah.gov.

Fire and EMS: The Lone Peak Public Safety District provides fire service and EMS to the City. For 2014, the City decreased expenditures in other areas of the budget in order to not raise rates to compensate for the increased fire and EMS expenditures.

Street Maintenance: Class C roads restricted fund balance was used up during 2012, so street

maintenance projects were reduced based on the 2013 Class C Roads anticipated revenues. The 2014 street maintenance budget remains unchanged from 2013's original budget, which required using general revenues as an additional funding source. A list of the scheduled street projects is included in the chart below.

Solid Waste: The budget for garbage and recycling is expected to remain flat based on the historical trend. There is also a push by the City's governing body and staff to reduce tonnage through increased recycling.

PLANNED STREET MAINTENANCE - 2014		PLANNED STREET MAINTENANCE - 2014	
Ferguson Way	Mill, Level, & Overlay	Ironwood Drive (Canyon Rd to Roundabout)	Repair & Micro Surface
Ferguson Drive	Mill, Level, & Overlay	Cottonwood Drive (Redwood to Pinion)	HA5
Sugarloaf Drive	Mill, Level, Overlay CG, & Sidewalk	Redwood Cove	Micro Surface
4000 West (9992 N)	Remove & Replace	Cedar Cove	Micro Surface
Bayhill (Canyon Rd to Roundabout)	Micro Surface	Dogwood Lane	Micro Surface
4600 West (Harvey to Cedar Run)	Asphalt Repair & HA5	Hawthorne Court	Micro Surface
Cedar Run Circle	Repair & HA5		

GENERAL FUND REVENUES	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
Tax Revenues			
Property Tax	\$ 666,288.00	\$ 645,000	\$ 662,800
Motor Vehicle Tax	\$ 115,873.00	\$ 115,000	\$ 110,000
Delinquent Taxes	\$ 38,043.00	\$ 70,000	\$ 30,000
Penalty & Interest	\$ 11,348.00	\$ 4,000	\$ 500
Fee in Lieu of Taxes	\$ 4,364.00	\$ 5,000	\$ 5,000.00
Sales & Use Tax	\$ 1,050,315.00	\$ 1,050,000	\$ 1,100,000.00
Care Tax	\$ 35,949.00	\$ 35,000	\$ 37,000.00
Franchise Tax	\$ 354,167.00	\$ 365,000	\$ 365,000.00
Telecom Tax	\$ 108,204.00	\$ 120,000	\$ 105,000.00
	\$ 2,384,551	\$ 2,409,000	\$ 2,415,300
Licenses & Permits Revenue			
Business Licenses	\$ 21,660	\$ 22,000	\$ 26,800
Building Permits	\$ 31,432	\$ 80,000	\$ 40,000
Plan Check Fees	\$ 17,026	\$ 35,000	\$ 25,000
Miscellaneous Licenses & Permits	\$ 3,129	\$ 5,000	\$ 7,000
	\$ 73,247	\$ 142,000	\$ 98,800
Intergovernmental Revenue			
LPPSD Rent	\$ 35,252	\$ 50,000	\$ 57,300
Class "C" Roads Fund	\$ 262,337	\$ 260,000	\$ 260,000
State Liquor Tax Allotment	\$ 5,262	\$ 5,000	\$ 5,000
	\$ 302,852	\$ 315,000	\$ 322,300
Fees Revenue			
Garbage Fees	\$ 359,385	\$ 360,000	\$ 362,000
Recycling	\$ 50,773	\$ 50,000	\$ 50,000
Application & Processing Fees	\$ 780	\$ -	\$ -
Zoning Violation Fees	\$ 991	\$ -	\$ -
Weed Abatement Fees	\$ -	\$ 3,000	\$ 300
Paramedic Fees	\$ 177,624	\$ 180,000	\$ 180,000
	\$ 589,552	\$ 593,000	\$ 592,300
Recreation & Culture Revenue			
Festival Income	\$ 22,881	\$ 10,000	\$ 15,000
Recreation Programs	\$ 70,715	\$ 100,000	\$ 100,000
Fitness Classes	\$ -	\$ -	\$ 20,000
Recreation Center Rentals	\$ -	\$ -	\$ 135,000
Recreation Center Concessions	\$ -	\$ -	\$ 15,600
	\$ 93,596	\$ 110,000	\$ 285,600
Miscellaneous Revenues			
Interest Income	\$ 4,470	\$ 5,000	\$ 5,000
Penalty Fees	\$ 7,854	\$ 1,000	\$ 1,000
Use of Class "C" Roads Fund	\$ 122,909	\$ 140,000	\$ -
Use of Care Tax Fund	\$ 24,938	\$ 60,000	\$ -
Use of Fund Balance	\$ -	\$ -	\$ -
Other Income	\$ 25,711	\$ 25,000	\$ 25,000
	\$ 185,882	\$ 231,000	\$ 31,000
TOTAL GENERAL FUND REVENUES	\$ 3,629,680	\$ 3,800,000	\$ 3,745,300

GENERAL FUND EXPENDITURES	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
General Government Expenditures			
Materials & Supplies	\$ 7,932	\$ 12,000	\$ 15,500
Dues & Subscriptions	\$ 9,421	\$ 10,000	\$ 9,900
Education & Training	\$ 3,400	\$ 3,500	\$ 3,500
Newsletter & Utility Bills	\$ 21,552	\$ 22,000	\$ 22,000
Legal Advertising	\$ 3,554	\$ 4,000	\$ 4,000
Computer Expenses	\$ 25,555	\$ 22,000	\$ 22,000
Repairs & Maintenance	\$ 7,935	\$ 15,000	\$ 15,400
Office Equipment	\$ 13,987	\$ 10,000	\$ 9,500
Utilities	\$ 17,255	\$ 10,000	\$ 11,000
Postage	\$ 1,901	\$ 2,500	\$ 2,500
Communications & Telephone	\$ 18,501	\$ 18,000	\$ 11,500
Legal Services	\$ 154,558	\$ 115,000	\$ 85,000
Auditing Services	\$ 28,300	\$ 24,000	\$ 24,500
Professional & Technical	\$ 23,620	\$ 25,000	\$ 23,500
Branding	\$ -	\$ -	\$ 3,000
Decisions Survey	\$ -	\$ -	\$ 10,000
Other Events	\$ -	\$ 3,000	\$ 3,000
Insurance	\$ 25,155	\$ 35,000	\$ 37,000
Bad Debt	\$ 495	\$ 2,000	\$ 1,000
	\$ 363,122	\$ 333,000	\$ 313,800
Mayor & Council Expenditures			
Salary & Wages	\$ 49,200	\$ 49,200	\$ 49,200
Planning Commission	\$ 2,350	\$ 4,200	\$ 3,000
Employee Benefits	\$ 4,400	\$ 8,500	\$ 8,500
Materials & Supplies	\$ 2,368	\$ 1,000	\$ 1,000
Education & Training	\$ 5,517	\$ 5,500	\$ 5,500
Communications & Telephone	\$ 5,400	\$ 5,400	\$ 6,300
	\$ 69,235	\$ 73,800	\$ 73,500
Administrative Services Expenditures			
Salary & Wages (Full-Time)	\$ 228,952	\$ 194,000	\$ 150,312
Overtime	\$ 691	\$ 1,500	\$ 1,151
Salary & Wages (Part-Time)	\$ 13,010	\$ 19,250	\$ 19,327
Employee Benefits	\$ 102,004	\$ 86,250	\$ 87,895
Materials & Supplies	\$ 1,252	\$ 1,000	\$ 1,000
Dues & Subscriptions	\$ 1,266	\$ 1,500	\$ 1,500
Education & Training	\$ 2,991	\$ 4,000	\$ 4,000
Communications & Telephone	\$ 1,021	\$ 1,500	\$ 1,500
	\$ 351,186	\$ 309,000	\$ 266,685
Recorder Expenditures			
Salary & Wages (Full-Time)	\$ 46,117	\$ 37,000	\$ 34,147
Overtime	\$ 46	\$ 800	\$ 582
Salary & Wages (Part-Time)	\$ 4,185	\$ -	\$ -
Employee Benefits	\$ 23,667	\$ 20,500	\$ 14,346
Materials & Supplies	\$ 955	\$ 1,000	\$ 1,000
Dues & Subscriptions	\$ 387	\$ 500	\$ 550
Education & Training	\$ 1,269	\$ 2,000	\$ 1,200
Contract Labor	\$ 3,915	\$ 3,250	\$ 3,250
City Code	\$ 5,606	\$ 2,500	\$ 2,500
Document Imaging	\$ 1,049	\$ 1,050	\$ 1,050
Other Events	\$ 2,610	\$ -	\$ -
Election Expenses	\$ 10,729	\$ -	\$ 12,000
	\$ 100,533	\$ 68,600	\$ 70,625

GENERAL FUND EXPENDITURES

2012 ACTUAL 2013 ESTIMATE 2014 BUDGET

Finance Expenditures

Salary & Wages (Full-Time)	\$ 100,187	\$ 86,500	\$ 99,678
Overtime	\$ -	\$ 750	\$ 750
Salary & Wages (Part-Time)	\$ -	\$ -	\$ -
Employee Benefits	\$ 49,258	\$ 45,250	\$ 54,172
Materials & Supplies	\$ 495	\$ 1,500	\$ 1,200
Dues & Subscriptions	\$ 500	\$ 500	\$ 550
Education & Training	\$ 2,950	\$ 2,500	\$ 2,500
	\$ 153,391	\$ 137,000	\$ 158,850

Public Safety Expenditures

Fire Services	\$ 486,755	\$ 620,000	\$ 626,500
Police Services	\$ 349,546	\$ 362,500	\$ 375,188
Dispatch Fees	\$ 31,977	\$ 35,000	\$ 32,500
Crossing Guard Services	\$ 14,756	\$ 16,500	\$ 16,951
Animal Control	\$ 4,986	\$ 5,000	\$ 5,000
Bad Debt	\$ 571	\$ 1,000	\$ 500
	\$ 888,591	\$ 1,040,000	\$ 1,056,638

Building & Zoning Expenditures

Salary & Wages (Full-Time)	\$ 46,900	\$ 30,500	\$ 32,180
Overtime	\$ 123	\$ -	\$ 113
Salary & Wages (Part-Time)	\$ -	\$ 30,750	\$ 37,782
Employee Benefits	\$ 20,414	\$ 19,500	\$ 21,672
Materials & Supplies	\$ 251	\$ 1,000	\$ 1,000
Dues & Subscriptions	\$ 486	\$ 1,000	\$ 1,000
Education & Training	\$ 2,727	\$ 3,000	\$ 2,000
Contract Labor	\$ 2,973	\$ 55,000	\$ 20,000
Tools & Equipment	\$ 199	\$ 500	\$ 500
Communications & Telephone	\$ 523	\$ 750	\$ 750
	\$ 74,597	\$ 142,000	\$ 116,997

Public Works Expenditures

Salary & Wages (Full-Time)	\$ 123,148	\$ 93,250	\$ 87,088
Overtime	\$ 975	\$ 2,750	\$ 2,530
Salary & Wages (Part-Time)	\$ 2,700	\$ 6,000	\$ 10,000
Employee Benefits	\$ 67,202	\$ 65,000	\$ 59,502
Materials & Supplies	\$ 6,586	\$ 5,000	\$ 4,000
Dues & Subscriptions	\$ 312	\$ 500	\$ 500
Education & Training	\$ 1,287	\$ 2,000	\$ 3,250
Repairs & Maintenance	\$ 6,531	\$ -	\$ -
Tools & Equipment	\$ 6,282	\$ 7,500	\$ 6,500
Utilities	\$ 2,073	\$ -	\$ -
Communications & Telephone	\$ 1,425	\$ 2,000	\$ 1,500
Engineering Services	\$ 1,226	\$ 2,000	\$ 1,000
	\$ 219,746	\$ 186,000	\$ 175,870

Streets Expenditures

Street Light Operation	\$ 38,244	\$ 30,000	\$ 35,000
Street Light Maintenance	\$ -	\$ 20,000	\$ 10,500
Signs	\$ 4,166	\$ 20,000	\$ 20,000
Weed Control	\$ 3,363	\$ 3,000	\$ 3,000
Streets Expense	\$ 235,419	\$ 250,000	\$ 250,000
Snow Removal	\$ 8,860	\$ 25,000	\$ 20,000
Street Sweeping	\$ 6,625	\$ 10,000	\$ -
Sidewalk Maintenance	\$ 62,094	\$ 50,000	\$ 25,000
	\$ 358,772	\$ 408,000	\$ 363,500

Solid Waste Expenditures

Solid Waste Services	\$ 243,368	\$ 285,000	\$ 285,000
Recycling	\$ 13,710	\$ 50,000	\$ 50,000
Bad Debt	\$ 1,318	\$ 2,250	\$ 2,250
	\$ 258,396	\$ 337,250	\$ 337,250

Parks Expenditures

Park Supplies & Maintenance	\$ 137,211	\$ 135,000	\$ 140,000
	\$ 137,211	\$ 135,000	\$ 140,000

Community Services

Salary & Wages (Full-Time)	\$ 36,062	\$ 72,000	\$ 85,280
Overtime	\$ 1,350	\$ 2,000	\$ 709
Salary & Wages (Part-Time)	\$ 21,259	\$ -	\$ 43,907
Employee Benefits	\$ 24,207	\$ 43,750	\$ 53,287
Materials & Supplies	\$ 423	\$ 1,000	\$ 6,000
Dues & Subscriptions	\$ 193	\$ 250	\$ 250
Education & Training	\$ 149	\$ 1,500	\$ 2,000
Utilities	\$ -	\$ -	\$ 21,500
Communications & Telephone	\$ 812	\$ 1,000	\$ 4,000
Recreation Expenses	\$ 13	\$ -	\$ -
Recreation Programs	\$ 50,325	\$ 85,000	\$ 42,500
Recreation Equipment	\$ 11,787	\$ -	\$ 20,000
Library Expenses	\$ 13,315	\$ 14,000	\$ 10,200
Credit Card Fees	\$ -	\$ -	\$ 5,000
Family Festival Celebration	\$ 43,202	\$ 40,000	\$ 40,000
Other Events	\$ 4,186	\$ 2,000	\$ 900
Youth City Council	\$ 2,049	\$ 3,000	\$ 2,500
Advertising	\$ -	\$ -	\$ 5,000
Insurance	\$ -	\$ -	\$ 2,000
Building Maintenance	\$ -	\$ -	\$ 8,000
	\$ 209,332	\$ 265,500	\$ 353,032

Other Uses of Funds

Transfer to Capital Projects Fund	\$ 345,172	\$ 195,850	\$ 114,732
Transfer to Motor Pool Fund	\$ 132,150	\$ 104,000	\$ 88,105
Transfer to Golf Fund	\$ -	\$ 65,000	\$ 115,716
	\$ 477,322	\$ 364,850	\$ 318,553

TOTAL GENERAL FUND EXPENDITURES

\$ 3,661,433	\$ 3,800,000	\$ 3,745,300
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WATER, SEWER, & STORM DRAIN FUND

The provision of water, sewer, and storm drain services falls under the jurisdiction of the Public Works Department. The water services function provides for the planning and operation of all systems related to the sources, treatment, storage, and distribution of culinary and pressurized irrigation water for the community. This function includes construction of new water lines, maintenance of existing water lines, and the maintenance and operations of the pumps, valves and tanks that make up the Cedar Hills water system. While sewer treatment is handled through the Timpanogos Special Service District, the Public Works Department still provides for the adequate planning, installation, and maintenance of all sanitary sewer collection systems within the community. Additionally, as the community has expanded, further need has arisen relative to the provision of adequate facilities for storm-water effluent. The monthly storm water fee assessed to residents funds the planning, expansion, installation, and ongoing operations and maintenance of storm water systems necessary for the collection and control of storm water.

The City's Water, Sewer, and Storm Drain Fund accounts for all revenues and expenditures related to water, sewer, and storm drain functions. This fund is expected to handle all capital and operating expenditures through the utility fees that are charged.

The City of Cedar Hills owns and operates a water storage and distribution system including a culinary well, a 1-million gallon tank, a 1.5-million gallon tank, pump station, and approximately 22 miles of water lines. This system services approximately 2,400 households. In addition, the City recently finished construction of a redundant culinary well. The well produces approximately 1,750 gallons of water per minute and has the capability of running off a standby generator. In addition, the well has the ability to deliver water to both the culinary and pressurized irrigation systems.

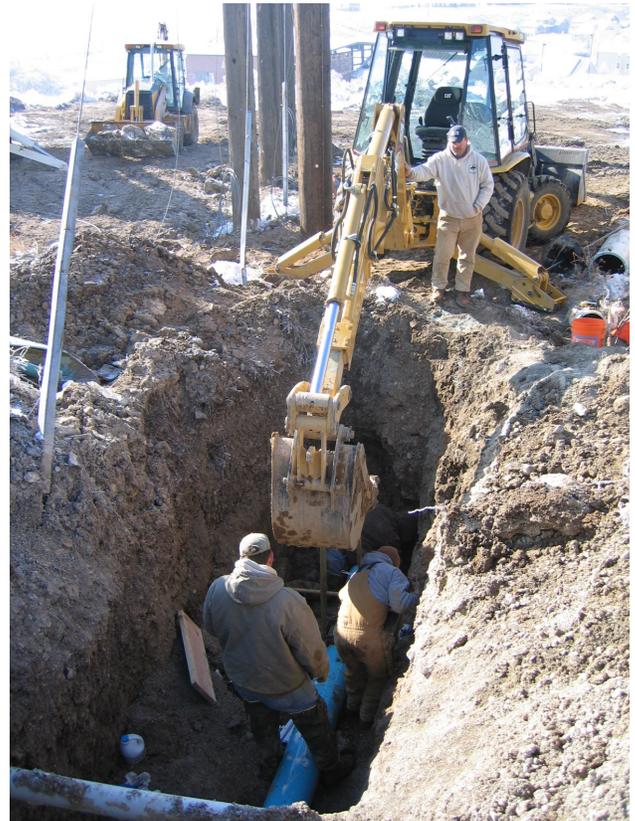
The City is responsible for 21 miles of the sewage collection system. Timpanogos Special Service District (TSSD) handles the sewage treatment function. In addition, capital expenditures toward upgrading or enlarging the system are the City's responsibility.

The budget for the Water, Sewer and Storm Drain Fund for fiscal year 2014 totals \$3.2 million and is partitioned into three functional divisions: Water, Sewer, and Storm Drain. The figures on pages 46–48 show the portions of both revenues and expenditures that belong to each of the three divisions.

The budget was developed to encourage efficient spending while providing effective programs and maintaining an excellent level of service. Significant and/or noteworthy revenue and expenditure items include the following:

Revenues

In February 2012, Cedar Hills hired Bowen, Collins & Associates to prepare a utility rate study on our services. The study was completed in May 2012. The comprehensive study laid out a cost/expense analysis that spanned the next five years. Based on the recommendation of Bowen, Collins and Associates, the City adopted several new utility rate structures for fiscal year 2014. The study can be viewed online at <http://www.cedarhills.org/utilities/utility-billing-rates>.



The rate for sewer was changed for fiscal year 2014, and as a result \$47,500 of added revenue will be generated. Additionally, added revenue is expected from water impact fees, residential water fees, and storm drain fees. In total, an additional \$83,704 is budgeted in additional revenue. This added revenue will allow the City to continue to maintain high levels of utility service to residents.

Expenditures

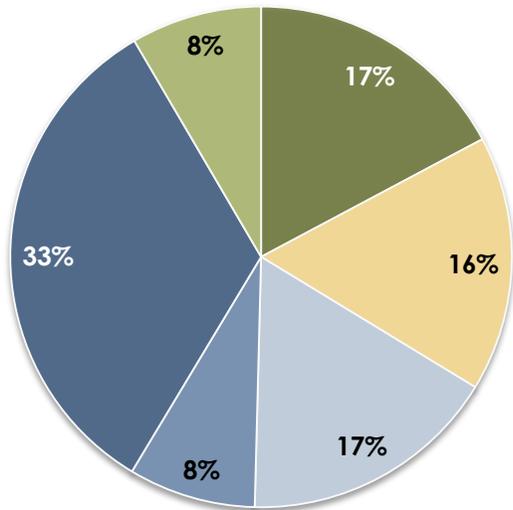
TSSD Fees: The Timpanogos Special Service District provides sewage treatment services for many cities in Utah County including Cedar Hills. It was anticipated that TSSD could raise their rates during fiscal year 2014, but these new rates may not materialize.

PI Debt Service: The City issued two bonds to pay for the pressurized irrigation system. In order to cover the debt service payments, the City assesses a flat fee to every household (i.e. pressurized irrigation base rate), regardless of whether the resident has connected to the system.

Utilities: Cedar Hills sits on a mountain bench. In order to provide water to those residents at higher altitudes, water must be pumped at a high utility cost. Electricity rates continue to increase.

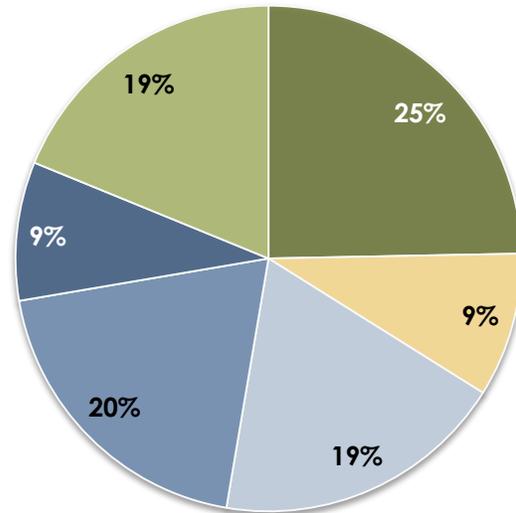
Capital Projects: The City has capital projects planned after the fiscal year 2014. One of these projects include a sewer extension on Canyon Road. Capital Improvements Plan (see Appendix A).

WATER & SEWER FUND REVENUES



- Water Fees
- PI Usage Fees
- PI Base Rate Fees
- Storm Drain
- Sewer Fees
- Other

WATER & SEWER FUND EXPENDITURES



- Wages & Benefits
- Water Utilities
- TSSD Billing
- Depreciation
- Interest Expense
- Other

Storm Drain Revenues

Storm Drain - Residents	\$ 215,298	\$ 230,500	\$ 245,000
	\$ 215,298	\$ 230,500	\$ 245,000

Water Revenues

Water Fees - Residents	\$ 463,527	\$ 471,500	\$ 500,000
Water Fees - American Fork City	\$ 9,766	\$ 18,000	\$ 10,000
Water Fees - Contractors	\$ 2,082	\$ 3,600	\$ 3,600
PI Fees - Usage	\$ 435,837	\$ 443,250	\$ 492,150
PI Fees - Base Rate	\$ 488,089	\$ 498,750	\$ 498,200
Central Utah Project Fees	\$ 148,118	\$ 153,000	\$ 142,000
Water Lateral Inspections	\$ 975	\$ 1,800	\$ 1,600
Water Meters	\$ 7,550	\$ 13,000	\$ 7,800
Water Impact Fees	\$ 26,653	\$ 45,000	\$ 25,000
	\$ 1,582,598	\$ 1,647,900	\$ 1,680,350

Sewer Revenues

Sewer Fees - Residents	\$ 888,031	\$ 935,500	\$ 983,000
Sewer Lateral Inspections	\$ 975	\$ 1,800	\$ 1,100
Sewer Impact Fees - 80 Rod	\$ 1,104	\$ 1,300	\$ 460
Sewer Impact Fees - S Aqueduct	\$ 586	\$ 5,850	\$ 2,344
	\$ 890,696	\$ 944,450	\$ 986,904

Miscellaneous Revenues

Penalty Fees	\$ 52,470	\$ 50,000	\$ 51,000
Interest Income	\$ 8,823	\$ 5,000	\$ 2,700
Utility Setup Fees	\$ 13,507	\$ 10,000	\$ 12,000
Other Income	\$ 30	\$ 750	\$ 750
Contribution Income	\$ -	\$ 11,400	\$ 5,000
	\$ 74,830	\$ 77,150	\$ 71,450

TOTAL WATER & SEWER FUND REVENUES \$ 2,763,422 \$ 2,900,000 \$ 2,983,704

UTILITY RATE CHANGES FISCAL YEAR 2014		
	OLD RATE	EFFECTIVE JULY 1ST
WATER BASE RATE	Per Household = \$6.06	Per Household = \$6.41
WATER USAGE	Per 1K Gallons = \$1.31	Per 1K Gallons = \$1.40
SEWER USAGE	Per 1K Gallons = \$3.13	Per 1K Gallons = \$3.43
STORM DRAIN	Per Household = \$7.69	Per Household = \$8.18
ADDITIONAL GARBAGE TOTER	Per Household = \$7.13	Per Household = \$10.92

WATER & SEWER FUND EXPENDITURES

2012 ACTUAL

2013 ESTIMATE

2014 BUDGET

Water Expenditures

Salary & Wages (Full-Time)	\$	214,146	\$	208,750	\$	196,951
Overtime	\$	1,208	\$	3,500	\$	3,128
Salary & Wages (Part-Time)	\$	4,618	\$	6,000	\$	10,000
Employee Benefits	\$	115,006	\$	122,750	\$	114,263
Water Supplies	\$	446	\$	3,500	\$	3,500
Dues & Subscriptions	\$	1,275	\$	2,000	\$	2,000
Education & Training	\$	1,482	\$	3,500	\$	3,500
Computer Expenses	\$	-	\$	3,000	\$	3,000
Office Equipment	\$	598	\$	1,000	\$	1,000
Tools & Equipment	\$	3,144	\$	12,500	\$	13,500
Utilities	\$	292,838	\$	285,000	\$	295,000
Blue Stakes	\$	912	\$	1,000	\$	1,000
Communications & Telephone	\$	1,238	\$	2,000	\$	2,000
Engineering Services	\$	-	\$	1,000	\$	1,000
Professional & Technical	\$	25,891	\$	8,000	\$	20,000
Meter Installation & Maintenance	\$	31,277	\$	35,000	\$	25,000
Water Purchases - American Fork	\$	-	\$	-	\$	-
Water Purchases - Pleasant Grove Irrigation	\$	17,723	\$	18,000	\$	18,000
Water Testing	\$	2,398	\$	6,500	\$	6,500
Insurance	\$	17,414	\$	15,000	\$	15,770
Water Construction Projects	\$	8,691	\$	40,000	\$	35,300
Supplementary Water	\$	109,856	\$	120,000	\$	120,000
Pressurized Irrigation Projects	\$	13,473	\$	15,000	\$	15,200
Credit Card Fees	\$	12,158	\$	13,000	\$	13,000
Trustee Fees	\$	4,700	\$	4,700	\$	4,700
Bond Interest	\$	328,063	\$	317,550	\$	283,813
Depreciation	\$	402,557	\$	412,000	\$	412,000
Amortization	\$	7,430	\$	7,450	\$	7,450
Bad Debt	\$	9,706	\$	8,250	\$	10,000
	\$	1,628,248	\$	1,675,950	\$	1,636,574

Sewer Expenditures

Salary & Wages (Full-Time)	\$	136,393	\$	149,500	\$	140,448
Overtime	\$	755	\$	2,500	\$	2,234
Salary & Wages (Part-Time)	\$	3,844	\$	6,000	\$	10,000
Employee Benefits	\$	70,837	\$	88,500	\$	81,921
Sewer Supplies	\$	346	\$	1,000	\$	1,000
Education & Training	\$	110	\$	1,500	\$	1,500
Computer Expenses	\$	-	\$	1,800	\$	1,800
Tools & Equipment	\$	804	\$	1,000	\$	1,000
Utilities	\$	136	\$	2,000	\$	500
Postage	\$	-	\$	1,500	\$	1,500
Blue Stakes	\$	-	\$	-	\$	-
Communications & Telephone	\$	827	\$	1,500	\$	1,500
Engineering Services	\$	-	\$	1,000	\$	1,000
Professional & Technical	\$	3,540	\$	3,000	\$	27,000
TSSD Fees	\$	607,726	\$	580,000	\$	600,000
Sewer Television Expenses	\$	10,144	\$	2,000	\$	2,000
Sewer Fee - AF	\$	-	\$	1,000	\$	1,000
Insurance	\$	6,412	\$	9,000	\$	9,500
Sewer Maintenance	\$	-	\$	-	\$	3,000
Sewer Construction Projects	\$	790	\$	10,000	\$	1,000
Depreciation	\$	129,205	\$	141,500	\$	141,500
Bad Debt	\$	2,853	\$	5,000	\$	3,000
	\$	974,725	\$	1,009,300	\$	1,032,402

WATER & SEWER FUND EXPENDITURES	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
Storm Drain Expenditures			
Salary & Wages (Full-Time)	\$ 123,388	\$ 147,000	\$ 137,948
Overtime	\$ 980	\$ 2,500	\$ 2,234
Salary & Wages (Part-Time)	\$ 2,524	\$ 6,000	\$ 10,000
Employee Benefits	\$ 65,200	\$ 87,750	\$ 81,171
Storm Drain Supplies	\$ 321	\$ 3,000	\$ 3,000
Dues & Subscriptions	\$ 1,060	\$ 2,000	\$ 2,000
Education & Training	\$ 24	\$ 1,000	\$ 1,000
Computer Expenses	\$ -	\$ 1,200	\$ 1,200
Tools & Equipment	\$ 1,179	\$ 2,000	\$ 3,000
Communication & Telephone	\$ 888	\$ 1,500	\$ 1,500
Professional & Technical	\$ 1,586	\$ 1,500	\$ 1,550
Testing	\$ -	\$ 200	\$ 200
Insurance	\$ 4,275	\$ 6,000	\$ 6,310
Storm Drain Maintenance	\$ 28,540	\$ 40,000	\$ 84,500
Depreciation	\$ 62,302	\$ 68,000	\$ 68,000
Bad Debt	\$ 692	\$ 1,250	\$ 750
	\$ 292,958	\$ 370,900	\$ 404,362
Non-Operating Expenditures			
Transfer to Capital Projects	\$ 77,131	\$ 75,850	\$ 89,732
Transfer to Motor Pool Fund	\$ 57,100	\$ 43,000	\$ 37,045
	\$ 134,231	\$ 118,850	\$ 126,777
TOTAL WATER & SEWER FUND EXPENDITURES	\$ 3,030,162	\$ 3,175,000	\$ 3,200,115



CAPITAL PROJECTS FUND

The Capital Projects Fund is used to account for the acquisition, construction, or improvement of major capital facilities or equipment. It is not an Enterprise Fund and, therefore, not intended to be self-sustaining. The Capital Projects Fund is provided revenues through transfers from other funds, mainly the General Fund and the Water and Sewer Fund. In turn, the capital equipment and facilities generated in the Capital Projects Fund aid and support activities carried out through the General and Water and Sewer Funds. Thus, the Capital Projects Fund exists foremost as an accounting tool to assist the General Fund and the Water and Sewer Fund.

Because the Capital Projects Fund deals with relatively few long-term projects of varying costs, this Fund is of a somewhat irregular nature. Unlike the other funds, the Capital Projects Fund does not have repeating annual or monthly costs that make the fund similar from year to year. Therefore, the budget for the Capital Projects Fund tends to vary dramatically.

The Capital Improvement Plan (CIP) largely dictates the expenditures that will be included in

the Capital Projects Fund each year, with slight variations based on present circumstances and funding limitations. Those expenditures, in turn, dictate the funding that will be needed to balance the Capital Projects Fund. This funding comes from impact fees, transfers from other funds, or financing.

Revenues

A large source of funding in the Capital Projects Fund is generated by transfers from other funds. These transfers could be comprised of earmarked revenues (e.g. B&C Roads, Care Tax, etc.), reserves set aside for a particular project, or excess revenues over expenditures. Often, a certain revenue might be “earmarked” or set aside for a specific type of expenditure. For example, liquor taxes are earmarked for police expenses. Certain revenues recognized in the General Fund are earmarked for building roads and parks and must be transferred to the Capital Projects Fund. In addition, the General Fund generates a profit during most years. This surplus is transferred to the Capital Projects Fund to pay for one-time projects and expenditures.

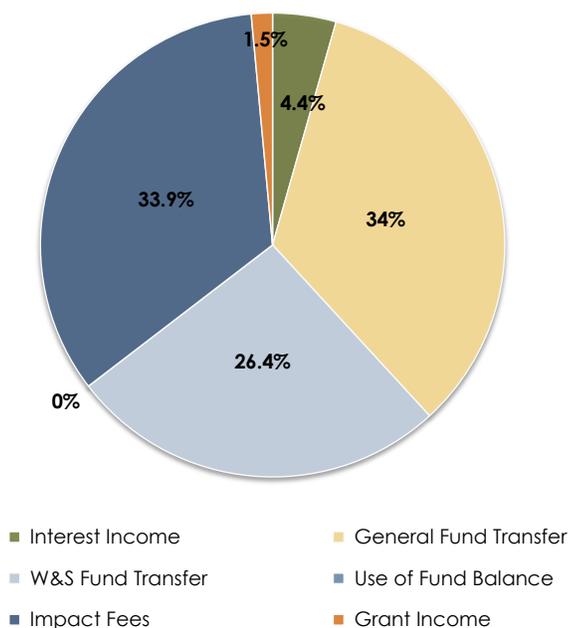
Expenditures

The capital projects planned for fiscal year 2014 are listed below:

- \$972,000 for the Deerfield Land acquisition
- \$1,500,000 for the Deerfield Park development
- \$38,000 for Mesquite Soccer Park Restroom/Storage
- \$500,000 to widen Harvey Blvd
- \$350,000 to complete the Community Recreation Center (Phase II)
- \$12,000 for a trench box
- \$20,000 for sidewalk projects

Further explanations of capital projects planned for fiscal year 2014 can be obtained from the Capital Improvements Plan located in Appendix A of this document.

CAPITAL PROJECTS FUND REVENUES



CAPITAL PROJECTS FUND REVENUES	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
Impact Fees - Park Development	\$ 12,870	\$ 23,400	\$ 10,530
Impact Fees - Park Land	\$ 48,158	\$ 87,575	\$ 39,402
Impact Fees - Recreation	\$ 18,040	\$ 32,800	\$ -
Impact Fees - Public Safety	\$ 6,940	\$ 11,725	\$ 5,817
Impact Fees - Streets	\$ 40,614	\$ 65,700	\$ 38,106
Street Improvement Fee	\$ -	\$ 21,500	\$ 21,500
Interest Income	\$ 31,340	\$ 15,000	\$ 15,000
Grant Income	\$ 11,307	\$ 5,000	\$ 5,000
Transfers in from General Fund	\$ 345,172	\$ 195,850	\$ 114,732
Transfers in from Water & Sewer Fund	\$ 77,131	\$ 75,850	\$ 89,732
Use of Fund Balance	\$ -	\$ -	\$ -

TOTAL CAPITAL PROJECTS FUND REVENUES	\$ 591,573	\$ 534,400	\$ 339,819
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CAPITAL PROJECTS FUND EXPENDITURES	2012 ACTUAL	2013 ESTIMATE	2014 BUDGET
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Street Projects			
Sidewalk Projects	\$ -	\$ 20,000	\$ 20,000
Speed Tables	\$ -	\$ -	\$ -
Street Lights	\$ 4,755	\$ 5,000	\$ -
Harvey Blvd Widening	\$ -	\$ 500,000	\$ 500,000
GIS System - Streets	\$ 13,461	\$ -	\$ -
	\$ 18,216	\$ 525,000	\$ 520,000

Park Projects			
Deerfield Land Purchase	\$ -	\$ 972,000	\$ 972,000
Deerfield Park Improvements	\$ -	\$ 1,500,000	\$ 1,500,000
Mesquite Soccer Park	\$ -	\$ 25,000	\$ 38,000
Heritage Park Basketball Court	\$ 36,245	\$ -	\$ -
Splash Pad	\$ 15,117	\$ -	\$ -
	\$ 51,362	\$ 2,497,000	\$ 2,510,000

Miscellaneous Capital Projects			
Utah Valley Home Builders	\$ 175,000	\$ -	\$ -
Trench Box	\$ -	\$ -	\$ 12,000
Impact Fee Analysis	\$ -	\$ -	\$ 36,000
Community Recreation Center - Phase II	\$ -	\$ 350,000	\$ 350,000
Community Recreation Center - Phase III	\$ -	\$ 500,000	\$ -
Hillside Remediation Project	\$ 74,969	\$ -	\$ -
Public Works Building Basement	\$ 47,201	\$ -	\$ -
Civic Center	\$ 7,950	\$ -	\$ -
	\$ 305,120	\$ 850,000	\$ 398,000

Debt Service			
1999 Lease Revenue Bond - PSB	\$ 400,000	\$ -	\$ -
2006 Excise Revenue Bond - PWB	\$ 65,000	\$ 65,000	\$ 70,000
Interest Expense	\$ 105,476	\$ 86,700	\$ 83,963
Trustee Fees	\$ 4,091	\$ 1,500	\$ 1,500
	\$ 574,567	\$ 153,200	\$ 155,463

Transfers			
Transfer to Community Recreation Fund	\$ 2,366,656	\$ -	\$ -
	\$ 2,366,656	\$ -	\$ -

TOTAL CAPITAL PROJECTS FUND EXPENDITURES	\$ 3,315,921	\$ 4,025,200	\$ 3,583,463
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MOTOR POOL FUND

The Motor Pool Fund accounts for the City's vehicle expenses and purchases. The fund includes expenditures for vehicle maintenance, gasoline, insurance, and vehicle purchases. The City currently has a fleet of 13 vehicles. In addition, the City rents a skid steer and a backhoe. For fiscal year 2014, the City plans to replace three public work's trucks and service the current fleet without making any additions to the fleet.

Revenues

The Motor Pool Fund receives most of its revenue through contributions from the General Fund, the Water and Sewer Fund, and the Community Recreation Fund. The required expenditures are determined and the burden of funding the expenditures is divided between the three aforementioned funds. An analysis is done on the activities of the vehicles and the departments and/or funds to which those activities are related. From this analysis, certain percentages are derived and assigned to the various funds to determine the amount each fund will contribute to the Motor Pool Fund.

Since transfers are only made to cover actual expenditures, Cedar Hills does not allow a profit to be generated in the Motor Pool Fund. Therefore, total net assets reflects the net value of the vehicles

held in the fund.

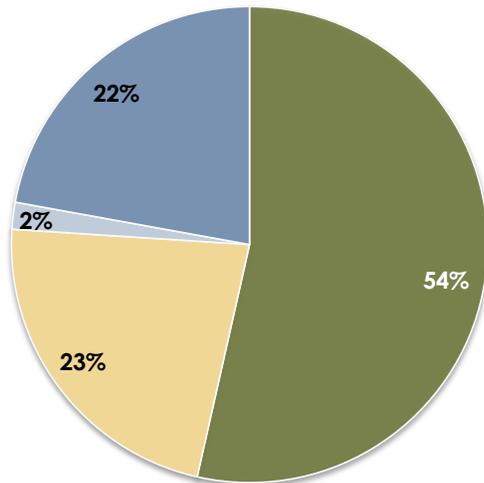
Expenditures

The budget was developed to encourage efficient spending while continuing a sufficient level of vehicle maintenance to achieve an acceptable salvage or resale value. As previously mentioned, the vehicle replacement schedule has been designed to yield the maximum value possible from the City fleet. This means that the City has enough vehicles to meet the tasks required at a minimum cost to the City.

Vehicle Replacement

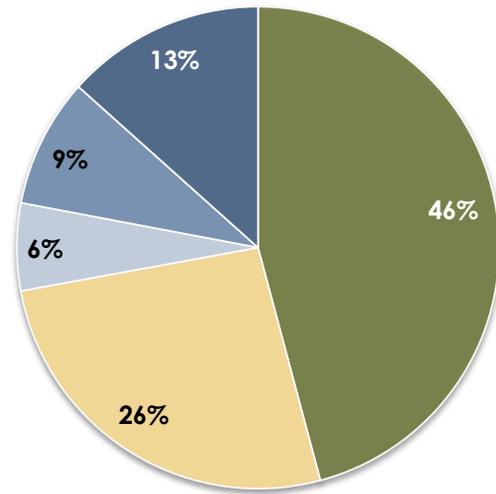
The City buys vehicles on state contract at significantly cheaper prices. These vehicles are used for about three years and then sold at a price close to the original purchase price. City staff has performed a detailed analysis of possible replacement schedules which took into account various factors including maintenance costs, insurance, inflation, resale values, etc. According to the analysis, the most cost-effective time to replace vehicles is after about three years of use. The City uses a different replacement schedule for bobtails and 10-wheel trucks. These vehicles are replaced when they are no longer usable.

MOTOR POOL FUND REVENUES



- General Fund Transfer
- W&S Fund Transfer
- Golf Fund Transfer
- Gain on Sale

MOTOR POOL FUND EXPENDITURES



- Depreciation
- Gas & Oil
- Insurance
- Maintenance
- Rent Expense

MOTOR POOL FUND REVENUES**2012 ACTUAL 2013 ESTIMATE 2014 BUDGET** 52**Transfers**

Transfer from General Fund	\$ 132,500	\$ 104,000	\$ 88,105
Transfer from Water & Sewer Fund	\$ 57,100	\$ 43,000	\$ 37,045
Transfer from Golf Fund	\$ 2,750	\$ 3,000	\$ 3,000
Gain on Sale of Assets	\$ 3,722	\$ 40,000	\$ 36,450

TOTAL MOTOR POOL FUND REVENUES	\$ 196,072	\$ 190,000	\$ 164,600
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MOTOR POOL FUND EXPENDITURES**2012 ACTUAL 2013 ESTIMATE 2014 BUDGET****Vehicle Expenses**

Gas & Oil - Administration	\$ 5,231	\$ 8,000	\$ 8,000
Vehicle Maintenance - Administration	\$ 626	\$ 1,000	\$ 1,000
Insurance - Administration	\$ 696	\$ 1,500	\$ 1,500
Gas & Oil - Building & Zoning	\$ 543	\$ 1,500	\$ 1,500
Vehicle Maintenance - Building & Zoning	\$ 196	\$ 500	\$ 500
Insurance - Building & Zoning	\$ 878	\$ 750	\$ 900
Gas & Oil - Public Works	\$ 25,314	\$ 35,000	\$ 32,000
Vehicle Maintenance - Public Works	\$ 7,050	\$ 10,000	\$ 12,000
Insurance - Public Works	\$ 4,413	\$ 6,750	\$ 6,750
Gas & Oil - Golf	\$ -	\$ 1,750	\$ 1,750
Vehicle Maintenance - Golf	\$ 1,372	\$ 500	\$ 750
Insurance - Golf	\$ 348	\$ 750	\$ 500
Contingency	\$ -	\$ -	\$ -
	\$ 46,667	\$ 68,000	\$ 67,150

Capital Outlay

Rent Expense	\$ 16,250	\$ 17,000	\$ 22,000
Depreciation Expense	\$ 81,092	\$ 105,000	\$ 75,450
	\$ 97,342	\$ 122,000	\$ 97,450

TOTAL MOTOR POOL FUND EXPENDITURES	\$ 144,009	\$ 190,000	\$ 164,600
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GOLF FUND

The City’s golf course is accounted for through the Golf Fund. All revenues related to golf and golf peripherals are received in this fund. Likewise, any expenditures related to the maintenance, upkeep, payroll, and operations of the golf course and its peripherals are also expensed out of the Golf Fund.

The Cedar Hills Golf Course is a 6,700-yard, 18-hole, par-72 championship golf course at the mouth of scenic American Fork Canyon. Positive feedback received from golfers on the City’s unique course abounds. The course is in excellent condition and has even developed a reputation for its “superior greens.” Beyond the golf course, driving range, the City finished building a Community Recreation Center in May 2012. The new facility includes a restaurant, a pro shop, meeting space, and golf cart storage.

The budget was developed to encourage efficient spending while maintaining an excellent public golf course and community facility. Significant and/or noteworthy revenue and expenditure items include the following:

Revenues

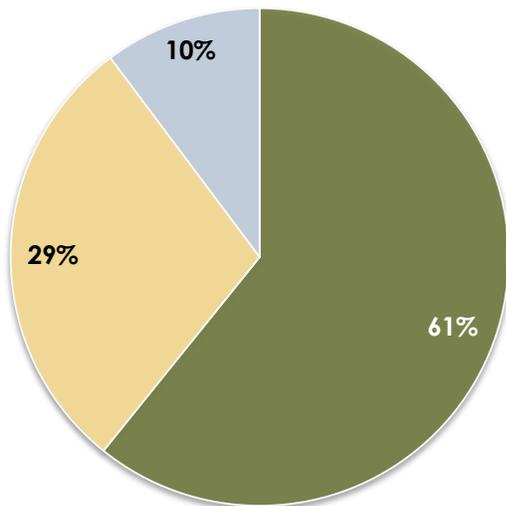
In the budgeting process, revenues were projected to reflect realistic expectations. Green fees are a good indicator of course performance and primarily drive all other revenues for the course. However, the ultimate revenue generator for the course is rounds played, which drives green fees. Most of the revenue items such as concessions, pro shop, driving range, etc., are driven by rounds played; therefore, increased rounds equates to increases in all other revenues.

Green Fees: This is the principal revenue source in the Golf Fund, as it makes up 48 percent of the forecasted earnings for fiscal year 2014. Green fee revenue also includes cart fees and tournament revenue.

Property Taxes: The golf course was financed with general obligation bonds. The amount of revenue collected through property taxes covers the annual debt service for these bonds.

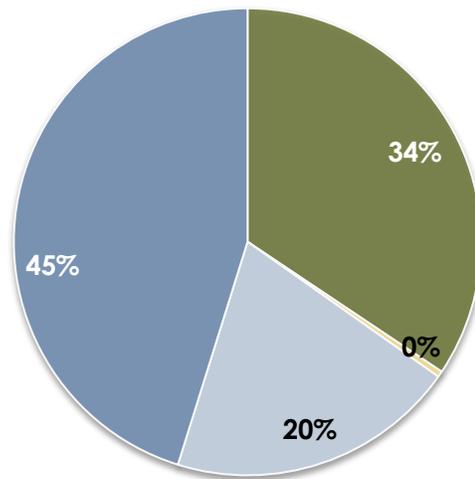
Transfers In: In order to balance the Community Recreation Fund, a subsidy from the General

GOLF FUND REVENUES



■ Golf Revenues ■ Property Taxes
■ Transfers In

GOLF FUND EXPENDITURES



■ Wages & Benefits ■ Interest Expense
■ Depreciation ■ Other

Fund in the amount of \$115,716 has been budgeted.

Expenditures

When total budgeted expenditures are compared to projected revenues, the golf course is estimated to be in the red roughly \$87,000 for 2014. This shortfall includes all operating and non-operating expenditures.

Building depreciation was allocated between the golf and community services activities based on square feet.

GOLF FUND REVENUES 2012 ACTUAL 2013 ESTIMATE 2014 BUDGET

Golf Fund Revenues

Green Fees	\$ 525,389	\$ 550,000	\$ 540,000
Practice Range	\$ 29,838	\$ 30,000	\$ 20,000
Pro Shop	\$ 53,246	\$ 80,000	\$ 60,000
Concessions	\$ 22,412	\$ 5,000	\$ 1,000
Season Passes	\$ 35,436	\$ 40,000	\$ 35,000
Other Income	\$ 524	\$ -	\$ -
2012 GO Bond - Property Tax	\$ -	\$ -	\$ 185,820
2005 GO Bond - Property Tax	\$ 396,862	\$ 385,000	\$ 142,200
Use of Debt Levy Fund Balance	\$ -	\$ -	\$ 32,000
	\$ 1,063,707	\$ 1,090,000	\$ 1,016,020

Golf Fund Revenues

Transfer from Other Funds	\$ 605,266	\$ 65,000	\$ 115,716
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TOTAL GOLF FUND REVENUES	\$ 1,668,973	\$ 1,155,000	\$ 1,131,736
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Golf Expenses

Salary & Wages (Full-Time)	\$	183,106	\$	180,000	\$	174,754
Overtime	\$	212	\$	500	\$	92
Salary & Wages (Part-Time)	\$	133,055	\$	145,000	\$	121,341
Employee Benefits	\$	118,973	\$	120,000	\$	123,029
Communications/Telephone	\$	-	\$	-	\$	1,800
Supplies	\$	11,461	\$	10,000	\$	10,000
Non Capitalized Furniture & Equipment	\$	-	\$	-	\$	-
Utilities	\$	26,983	\$	18,000	\$	12,000
Miscellaneous Expenses	\$	2,211	\$	2,000	\$	-
Concessions	\$	16,779	\$	4,000	\$	500
Credit Card Expenses	\$	10,978	\$	16,000	\$	13,500
Pro Shop	\$	23,252	\$	44,000	\$	45,000
Building Maintenance	\$	442	\$	2,500	\$	2,500
Repairs & Maintenance - Course	\$	44,178	\$	60,000	\$	45,000
Repairs & Maintenance - Sand	\$	18,927	\$	-	\$	-
Repairs & Maintenance - Trees	\$	1,966	\$	-	\$	-
Fertilizer & Chemicals	\$	28,476	\$	30,000	\$	30,000
Water Pumping Costs	\$	18,403	\$	15,000	\$	15,500
Petroleum & Oil	\$	10,784	\$	16,000	\$	11,000
Equipment Repairs & Maintenance	\$	23,806	\$	22,000	\$	27,500
Equipment Rental	\$	1,350	\$	2,500	\$	1,000
Insurance	\$	2,126	\$	5,000	\$	2,500
Cart Repairs & Maintenance	\$	9,471	\$	10,000	\$	5,000
Dues & Subscriptions	\$	1,325	\$	3,500	\$	2,500
Printing	\$	518	\$	1,000	\$	-
Travel & Training	\$	804	\$	2,000	\$	1,000
Branding	\$	-	\$	-	\$	3,000
Licenses & Fees	\$	1,340	\$	2,000	\$	500
Computers & Phones	\$	4,374	\$	6,000	\$	5,000
Advertising	\$	26,741	\$	35,000	\$	32,000
Clubhouse Lease Payment	\$	4,478	\$	-	\$	-
Golf Cart Rental	\$	-	\$	-	\$	74,400
Cart Lease Payment - Interest	\$	9,395	\$	6,800	\$	-
Maintenance Equipment Lease - Interest	\$	456	\$	-	\$	-
Trustee Fees	\$	450	\$	450	\$	800
Bond Interest	\$	-	\$	-	\$	135,820
Bond Interest	\$	238,606	\$	231,650	\$	19,200
Amortization	\$	4,098	\$	4,100	\$	-
Deferred Bond Costs	\$	-	\$	-	\$	66,079
Unamortized Bond Premium	\$	-	\$	-	\$	(15,374)
Interest Expense	\$	6,119	\$	5,000	\$	5,000
Loss on Sale of Assets	\$	-	\$	-	\$	-
Transfer to Motor Pool	\$	2,750	\$	3,000	\$	3,000
Depreciation	\$	233,878	\$	257,000	\$	244,000
	\$	1,222,272	\$	1,260,000	\$	1,218,942

GOLF FUND EXPENDITURES **2012 ACTUAL** **2013 ESTIMATE** **2014 BUDGET**

Events Expenses						
Salary & Wages (Full-Time)	\$	15,069	\$	18,000	\$	-
Overtime	\$	330	\$	500	\$	-
Salary & Wages (Part-Time)	\$	10,493	\$	60,000	\$	-
Employee Benefits	\$	10,456	\$	16,500	\$	-
Noncap - Furniture & Equipment	\$	132,868	\$	-	\$	-
Supplies	\$	4,573	\$	2,000	\$	-
Education & Training	\$	-	\$	500	\$	-
Utilities	\$	8,972	\$	20,000	\$	-
Communications & Telephone	\$	-	\$	3,000	\$	-
Community Grill	\$	17,250	\$	60,000	\$	-
Credit Card Expenses	\$	303	\$	5,000	\$	-
Advertising	\$	3,678	\$	10,000	\$	-
Insurance	\$	-	\$	2,000	\$	-
Building Repairs & Maintenance	\$	132	\$	7,500	\$	-
Loss on Sale of Asset	\$	-	\$	-	\$	-
Depreciation	\$	-	\$	-	\$	-
	\$	204,125	\$	205,000	\$	-

TOTAL GOLF FUND EXPENDITURES **\$ 1,426,397** **\$ 1,465,000** **\$ 1,218,942**



APPENDIX A: CAPITAL IMPROVEMENTS

FISCAL YEAR 2014

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PURPOSES IN VIEW

The City's Capital Improvements Plan (CIP) is a long-range plan for the construction and financing of major projects which represent significant contributions to the City's overall inventory of physical assets. The plan is divided into three different time frames: the short-range horizon of projects undertaken and/or completed within the current fiscal year, the mid-range horizon of projects undertaken and/or completed within a two- to six-year time period, and the long-range horizon of projects undertaken and/or completed within a seven-year or greater time period. The CIP includes all major capital purchases and/or projects for both the General Fund and the Water and Sewer Fund. Capital purchases can include expenditures such as vehicle purchases, computer purchases, or other types of equipment purchases. Capital projects generally include building, repairing, or improving streets, sidewalks, public facilities, parks, and water and sewer lines and facilities.

As a long-range plan, the CIP reflects the City's policies regarding long-range physical and economic development. By providing a planned schedule of public improvements, the CIP outlines present and future public needs and priorities. The CIP, therefore, provides decision-makers with valuable information on which to base decisions. It also represents the following:

- Information for individual taxpayers, neighboring communities, and various civic groups interested in the City's growth and development
- A statement of intention for federal and state agencies who provide grants-in-aid to the City
- A source of information for potential developers

Additionally, the CIP is an integral part of the City's budgeting process, with the first year of the plan representing the actual budget for the year's capital projects. Approval of the CIP by the City Council, therefore, outlines the City's official commitment to the first-year capital projects, with conditional approval for those projects listed in the future planning years.

Capital project planning is an ongoing process. Each year, the CIP is updated in order to maintain

the full time frame of the program with the deletion of the prior year and the addition of a new planning year. Projects that have been tentatively scheduled in previous CIP's are re-assessed, along with new, proposed projects. A test of the effectiveness of the capital planning process is the orderly manner in which projects are planned for, scheduled, and finally budgeted, year-by-year, and whether it helps the City achieve the goals and objectives established in the City's General Plan.

BENEFITS OF A CAPITAL IMPROVEMENTS PLAN

By projecting and scheduling capital improvements in advance, the City benefits in a number of ways:

1. The CIP eliminates or reduces the need for "crash programs" to finance the construction of City improvements and facilities.
2. The CIP helps to provide for an orderly replacement of capital facilities and equipment.
3. Budgeting may take place within a system which assures that capital projects will be built according to a predetermined priority system while planning in advance for the revenue needed to finance and complete these capital projects.
4. Advanced planning is permitted to ensure that projects are well thought out in advance of construction.
5. Major purchases may be scheduled to benefit from favorable market conditions.
6. Coordination with the operating budget is maximized. An important aspect of capital improvement planning is the effect capital expenditures have upon the annual operating cost of the City. When a new facility is established, it must be maintained and staffed, and obligations which begin when it is made operational will become continuous.

7. Interrelationships among projects overlooked by departments are revealed. This will occur more often as Cedar Hills expands; however, it is important to take this aspect into account now. For example, the process can coordinate the timing of projects in the same location so as to avoid paving a street one year and tearing it up the next to lay a sewer or water line.
8. An overview of current and future capital requests is provided, which enables an assessment of all capital expenditures and establishes priorities in a comprehensive framework rather than through many piecemeal decisions.

property taxes, etc.). Prioritization is based on two factors:

- Is the project one which will be undertaken in the current fiscal year, the two- to six- year horizon, or after six years? What are the estimated dates of construction?
- Is the project one which is vital to ensure current municipal services (priority 1); one which is important but completion is based upon timing of available resources (priority 2); or one which is necessary, but timing is based upon future growth requirements (priority 3)?

2. Staff revises the list of future capital facilities and produces a tentative capital improvements plan which includes a capital budget for the coming year and a capital plan for the mid- and long-range horizons. This plan will include future funding projections for each of the funding sources preferred by the Council and show the link between the *available sources* and *planned uses*. For example, if the City Council determines that it would like to build a \$500,000 park facility within three years with impact fees, the plan will show what impact fees will be available, as well as the amounts required from other funding sources, if necessary. The City Council will then review this plan and make final decisions.

3. Staff will produce a final copy of the City's Capital Improvements Plan which will then be accepted by the City Council. This plan will become the document that helps direct the City in future capital facility projects.

PLANNING SCHEDULE FOR CAPITAL IMPROVEMENTS

The City's proposed schedule of planning for capital improvements is listed in the chart below.

The process typically used for review and approval of the Capital Improvements Plan is as follows:

1. Staff prepares a comprehensive list of future capital facilities and/or projects. This list is reviewed by the City Council. The Council will then add to or delete from the list and prioritize the projects. Additionally, the City Council will indicate which types of funding sources would be preferred to fund each facility (i.e. impact fees, franchise fees,

NOVEMBER	Preliminary planning session with Mayor, City Manager, and key staff.
FEBRUARY	Summary of preliminary capital improvement requests prepared by City Manager and submitted to City Council.
APRIL	Mayor, City Manager, and key staff complete project review. Tentative approval by City Council.
JUNE	CIP submitted to the City Council for final approval.

SHORT-RANGE HORIZON CAPITAL PROJECTS

Projects to be completed during the 2013 fiscal year

FACILITIES

Mesquite Soccer Park Restroom & Storage

Cost of Project Fiscal Year 2014

Estimated \$25,000

Sources of Funding

Park development impact fees with grant funding from Utah County's tourism revenues.

Reasons for Project

As the City's recreation programs have grown and expanded to include more leagues, teams and participants, there has grown a need for a facility



Mesquite Soccer Park

to accommodate families park use, and an area for the Community Services Department to store equipment during off-season. Mesquite Soccer Park is used by the City for sports leagues and recreation activities; additionally, local groups, clubs and teams use the park for games and events. As use of the park has grown, there has arisen a need for a facility to accommodate the growing demand.

It is anticipated that the new facility will have restrooms for park patrons, and storage for recreation equipment in the off season.



Mesquite Soccer Park

PARKS

Deerfield Park Land Purchase & Development

Cost of Project Fiscal Year 2014

Estimated \$2,472,000

Sources of Funding

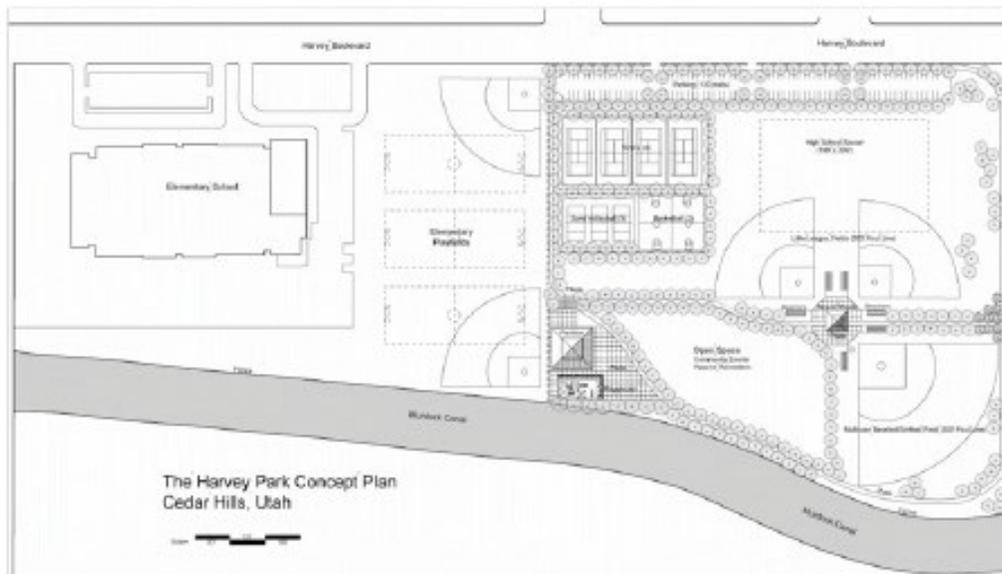
Park Development and Land Impact Fees

Reasons for Project

This parcel, adjacent to Deerfield Elementary, at 12.4 acres is vitally important for accommodating recreation in the City of Cedar Hills. It is the only large piece of flat ground available for recreation. It can easily be connected by trail to Sunset Park and Forest Creek Park/Trail, as well as the newly constructed Murdoch Canal Trail. It has been designed to accommodate one regulation-size high school football field, one pony-size baseball diamond, two little league baseball/softball diamonds, four tennis courts, two volleyball courts, three basketball courts, a passive recreation and picnic area with picnic tables and pavilions, including an indoor pavilion with a small restroom and kitchenette, one large playground, restrooms, snack shack, storage, a jogging loop, and parking.

Impact on the Operating Budget

This project is anticipated to be completed toward the end of the fiscal year. As a result, the impact on the operating budget will likely not be realized in fiscal year 2012. However, it is anticipated that the main impact of the new park on the operating budget will be an increase in park grounds maintenance costs of about \$40,000 per year. Electricity costs will also increase.



WATER AND SEWER

Canyon Road Sewer Extension

Cost of Project Fiscal Year 2014

Estimated \$150,000

Sources of Funding

Water & Sewer Fund Revenues

Reasons for Project

The area from Mountain Top Circle south to Box Elder Drive along Canyon Road is currently deficient of city provided sanitary sewer service. All development currently in the area is connected to private septic systems. Due to the nature of septic systems, and the geo-technical attributes of soils in the area, the systems are prone to failure. An area wide improvement which includes the installation of an 8-inch sanitary sewer mainline in Canyon Road and associated laterals will provide needed infrastructure for required future service.

STREETS

Harvey Blvd Widening

Cost of Project Fiscal Year 2014

\$500,000

Sources of Funding

Street Impact Fees

Reasons for Project

A main traffic collector for the east/west traffic in the City, Harvey Blvd narrows to 24 feet for a short distance near 4800 W. Once this property is incorporated into Cedar Hills, it will be necessary to widen this road to the uniform 52-foot road width.

Impact on Operating Budget

There is no direct or measurable impact on the operating budget.





Harvey Boulevard

MID-RANGE HORIZON PROJECTS (2015-2017)

Year	Project Description	Project Type	Estimated Cost
2016	Bonneville Shoreline Trail Section II & III	Park	\$ 500,000
2016	Regional Old Town Retention Project	Storm Drain	\$ 400,000
2016	4000 West Sewer Line	Sewer	\$ 250,000
2017	Bayhill Park Development	Park	\$ 400,000

LONG-RANGE HORIZON PROJECTS (2018 & LATER)

Year	Project Description	Project Type	Estimated Cost
2018	Cottages Park Development	Park	\$ 100,000
2018	4600 West Sewer Upgrade	Sewer	\$ 400,000
2019	Irrigation Pump Pond 10 & 12	Water	\$ 300,000
2020	Harvey Well Chlorination/Treatment Station	Water	\$ 80,000
2020	Cottonwood Well Chlorination/Treatment Station	Water	\$ 60,000
2021	Sewer Trunkline Extension	Sewer	\$ 500,000
2025	Oak Road Park Land Purchase and Development	Park	N/A
2025	Fieldcrest Park Development	Park	\$ 30,000

APPENDIX B

FISCAL YEAR 2014

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Cedar Hills
Decisions 2011

by Insight Research

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EXECUTIVE SUMMARY

INTRODUCTION

Insight Research, Inc., a Utah public opinion and marketing research firm located in Salt Lake City was retained by the City of Cedar Hills to conduct and compile a public opinion survey of Cedar Hills residents.

Objectives

The primary objective of the survey was to determine how city residents feel about their City and to begin the process of Decisions 2011. The questionnaire contained similar questions from previous Decisions surveys and added a few questions regarding communication with residents and commercial development. Comparative data from the Decisions 2009 and 2006 surveys are provided in this report for each question that was measured in those surveys.

Procedures

Raymond Briscoe and David Spatafore of Insight Research drafted the questionnaire in conjunction with Konrad Hildebrand of Cedar Hills. The initial draft was written and emailed to Mr. Hildebrand who in turn provided copies to members of the municipal Council. Suggestions were offered and changes were made and the final version of the questionnaire was approved by Konrad and the City Council.

In order to meet the objectives of the research, Insight Research interviewed 403 Cedar Hills City residents during early January 2011. This sample size of residents yields a tolerated error of +/-5% at the 95% confidence level. It should be noted that this tolerated error applies only to the total data and not any of the cross-tabulated data.

After the questionnaire was approved and before any fieldwork began, the survey instrument was pre-tested on individuals selected at random from the sample universe. The purpose of the pre-test was to detect any discrepancies which might have existed in the instrument in terms of completeness, level of shared language, and appropriateness of the questions. The pre-test was successful and therefore no changes were made.

Sample and Data Collection

All data was collected using face-to-face collection procedures. Insight Research plotted on a city map using a random systematic sampling procedure with random start, giving each resident in the sample universe an equal opportunity of being selected to participate. The sample included an over sample adjustment for refusals and unavailable respondents.

To assist in interpreting results, all questions on the survey that used a rating scale were scored so that a higher rating was a more positive response. Where comparable questions were asked in the 2009 and 2006 studies, those scores have been recalculated on the same scale for consistency and to aid in trend analysis.

SURVEY ANALYSIS

Quality of Life in Cedar Hills

We provided residents with a list of reasons why they live in Cedar Hills and asked them to list the top three as to why they live in Cedar Hills.

More than half (55%) reported that the high quality of life was one of their top three reasons for living in Cedar Hills. Nearly one in four respondents (23%) listed quality of life as their top reason for living in Cedar Hills.

Good schools also ranked in the top three reasons for living in Cedar Hills for more than half of all residents (52%). Good schools was rated as the second highest reason for living in Cedar Hills by 24% of all respondents.

The third highest rated reason (42%) for living in Cedar Hills was the small city atmosphere. This was the number one reason in the 2009 survey. The low crime rate was the fourth rated reason for living in Cedar Hills with 40% of respondents putting this reason in their top three.

These findings are consistent with those of the Decisions 2009 and 2006 studies. High quality of life, good schools and small city atmosphere have each been the top ranked reason in one of the three studies and have constituted the top three in each survey although their relative ranking within the top three has varied. Also consistent with the previous surveys, proximity to cultural activities was chosen least frequently as a “top three” reason for living in Cedar Hills. “Near recreation and “other” reasons were also chosen as a top three reason by less than one-fifth of all respondents. In the middle, between nearly one quarter and one-third of respondents listed “Near friends or relatives” (33%), “Affordable housing” (28%), and “Near job” (22%). None of these responses varied by more than three percentage points from their rankings in the studies conducted in 2006 and 2009.

The importance of quality of life varied by demographic characteristics:

By location	East (51%), North (53%), South (55%) versus West (62%)
Renters vs home-owners	Renters (44%) and Home-owners (57%)
By length of residence	< 5 yrs (47%) 5-10yrs (59%) and > 10 yrs (64%)
By income	Upward trend from 42% for under \$40,000 to 69% for over \$140,000 although respondents in the \$70K-\$100K rated this factor higher (58%) than those in the next lower (52%) and next higher (53%) income brackets.

City Communications

The overwhelming choice by residents for receiving communications from or about the City was from the city newsletter. Over nine of ten respondents (92%) placed this method of communication in their top three, with 63% overall mentioning the newsletter as their most preferred method of communication. This method of communication was uniformly selected as the top method of communication throughout the city geographically as well as through all of the demographic groups.

The second most preferred method of communication was the use of the Cedar Hills website. Seventy-three percent of the survey's respondents listed the City's website as one of their top three communication methods. Email continued to gain in popularity with 62% compared to 2009 - 56%, and 2006 - 41% listing it in their top three. As might be expected, older residents are less likely to use the website or Email, although around half of those over 65 now include both of these methods within their top three choices.

When communicating concerns about operations or services to the City, respondents prefer individual contact in person or by phone (74%). More than half of almost every demographic group rated this as their first choice, the exceptions being those in the East portion of town (48%), those who rent their home (46%), those with four or five persons in the home (45% and 49% respectively, those under 45 (ranging from 44-47%) and those with income over \$140,000 (46%). Within those groups individual contact was rated within the top three choices by a minimum of 67% of respondents. Second choice was email at 54% in the top three methods of choice and the City website at 38%. A significant variation is that 67% of those aged 18-24 chose the City website as the number one way to address a concern with the City while the only other demographic groups that rated this method as the top choice by a majority were renters (56%) and those aged 25-34 at 52%.

We then asked the respondents how well they feel the City is hearing them when they have a concern. When asked this question, only 5% responded by saying they feel the City is really listening to them. Twenty-one percent gave the City the next highest rating for listening, fifty-six percent rated the City in the middle, 13% gave the next rating below mid-level and 8% reported they are least heard. The mean score continues a trend of slight improvement from 2.7 in 2006, 2.9 in 2009 and 3.0 this time around. Although 3.0 is the mid point of the scale, there is still an indication that many respondents believe communication can be improved. This response is fairly consistent throughout each of the demographic groups.

A similar question was introduced in the 2011 study. It asked how the respondent would rate the City as far as attempting to communicate with residents. This question received a more favorable response (mean score of 3.4) with 45% of all respondents indicating efforts above the mid-point "3" rating and only 15% indicating that little or no effort is being put forth by the City to communicate. Thirty-seven percent of respondents selected a midpoint rating and again the results were consistent throughout the demographic groups.

Overall, social networking sites for the City were not encouraged by respondents with 37% for and 59% against the City providing such communication methods as Twitter or Facebook. A significant demographic trend in responses to this question was found in the age of respondents.

Those aged 18-24 rated the addition of social networking communication with 56% in favor, trending downward consistently to only 7% of those aged 65 and older favoring such additions.

City Services, Satisfaction and Improvements

Using a five-point scale, we asked respondents to rate a list of city services. A mean score of more than 4 would indicate a service that is being very well received by the residents while a mean score of between 4 and 3.5 would indicate the service is being well received and perhaps could be improved slightly, while a service between 3.5 and 3 would indicate the service is okay, but could be better. Anything lower than a three would indicate the service would need significant improvement. At this time, no city service received a lower mean score than a 3.0.

Top rated City Services in Resident Satisfaction

Six provided services received a mean score higher than 3.5, while another eight received scores between 3.3 and 3.5. The best:

- Garbage collection – 4.1 overall (4.2 in 2009 and 4.1 in 2006)
 - No significant variations
- Parks – 3.9 overall (3.8 in 2009 and 3.6 in 2006)
 - Age 35-44 - 4.1 versus Age 65+ - 3.5
 - East and South - 3.8 versus West - 4.2
- Pressurized irrigation – 3.7 overall (3.5 in 2009 and 3.2 in 2006)
 - Ages 65+ – 3.4 versus Age 18-24 - 3.9
 - Two in home - 3.4 versus Five in home - 3.9
- Storm drainage - 3.6 overall (3.7 in 2009 and 3.4 in 2006)
 - No significant variations
- City management staff - 3.6 overall (3.6 in 2009 and 3.4 in 2006)
 - No significant variations
- Utility / Billing department - 3.6 overall (3.6 in 2009 and 3.5 in 2006)
 - One in home - 3.2 versus Five in home - 3.8
 - Age 18 - 24 - 3.1 versus Age 35-44 - 3.7

Only one provided service had a mean score at the midline of 3. Recreation services had an overall mean of 3.0 compared to 2.9 in 2009 and 3.1 in 2006.

- Four in home - 2.6 and Six in home - 2.8 versus One in home - 3.6
- Age 18 - 24 - 2.6 versus Age 55-64 - 3.4

Support for Improvement to City Services

We then asked using a similar one to five scale if the respondent was strongly opposed (one) to strongly in favor (five) of improvements in various city services. Utilizing the same analysis on this scale as above, no city service received a mean score of less than 3, four services, community pool (3.5), other (3.6), children's library (3.6), and community recreation (3.7) earned a mean score at or above 3.5.

- Community recreation - 3.7
 - o Two in home - 3.0 versus Six in home - 4.0
 - o Age 55-64 and Age 65+ - 2.9 versus Age 25-34 - 4.1
 - o Income < \$39K - 3.2 versus Income > \$69K (all above this bracket) - 3.8
- Children's Library - 3.6
 - o One in home - 3.0 versus Seven or more in home 4.0
 - o Age 65+ 3.0 and Age 18 - 24 - 3.1 versus Age 25-34 - 4.2
- Other - 3.6
 - o North and East - 3.4 versus West 4.0
 - o One in home - 3.0 versus Seven in home - 4.2
 - o Age 18-24 - 3.0 versus Age 25-34 - 4.8
 - o Income > \$140,000 - 2.7 versus Income \$40K - \$69K - 4.0
- Community pool - 3.5
 - o Two in home - 2.8 versus Six in home - 4.0
 - o Age 55-64 and Age 65+ - 2.7 versus Age 25-34 - 4.2
 - o Income < \$39K - 3.2 versus Income > \$139,999 - 3.8

Again only one service had a mean score at or below midline of 3. Animal Control services received the lowest level of support for increased city funding at 3.0.

- o Seven or more in home - 2.7 versus One in home - 3.2
- o Age 65+ - 2.8 versus Age 55-64 - 3.3
- o Income \$100K to \$140K - 2.8 versus Income < \$39K - 3.3

Support for Increased Taxes to Fund Services

The respondents were asked on a three point scale, with one for "no", two for "maybe", and three for "yes", if they would support increasing taxes for construction and/or operations and maintenance of facilities and services. For this question, a mean of more than 2 would indicate support for increased taxes for that facility or service, while anything lower than two would not. The highest three ratings with a mean response of 2.0 were community recreation, children's library and community pool. Two services (other and animal control) received a mean score below 1.5, with the remainder falling between 1.5 and 1.9. In the 2009 survey a five point scale was used for questions in this group so no direct comparison of data is shown although increasing taxes for a library, community pool, and community recreation also received the highest levels of support on both the 2006 and 2009 surveys.

The following are the top three services according to willingness to increase taxes for construction and operations/maintenance. Demographic group variances are shown.

- Community Recreation – 2.0
 - One in home - 1.3 versus Six in home - 2.3
 - Age 55-64 - 1.3 versus Age 25-34 and Age 35-44 - 2.3
 - Income < \$39K - 1.8 versus Income > \$140K - 2.3
- Children’s Library - 2.0
 - > 10 yrs resident – 1.7 versus < 5 yrs resident - 2.2
 - One in home - 1.5 and Two in home - 1.6 versus Six/Seven or more in home - 2.3
 - Age 55 – 64 and Age 65+ - 1.6 versus Age 25-34 - 2.4
- Community Pool - 2.0
 - Two in home - 1.6 and One in home 1.7 versus Seven or more in home - 2.2, and Six in home - 2.3
 - Age 55 – 64 – 1.4, Age 65+ - 1.6 versus Age 25-34 and Age 35-44 - 2.2
 - Income < \$39K - 1.7 versus Income > \$140K - 2.3

Interest in Recreational Programs

Using a five-point scale, we asked respondents to rate a list of recreational programs they might have an interest in. A mean score of more than 3.5 would indicate a program of great interest, while a mean score of between 3 and 3.5 would indicate significant interest; while a recreation program scoring between 2.5 and 3 would indicate some interest. Any program lower than 2.5 would indicate marginal interest. Only three programs received rating higher than 3.0, swimming(3.4), basketball (3.2), and soccer (3.1). “Other” programs received a 3.0 rating which might be expected since respondents would not likely fill in the “other” response unless they had an interest in that program. In previous studies, swimming had not been mentioned as a possible choice and many of the “other” responses indicated swimming as the “other” interest. This difference makes comparisons between the 2006, 2009 and 2011 ratings less meaningful. The 2011 study is the first time that basketball outscored soccer as a program of interest, however the ratings are close enough that the difference is probably not of significance.

- Swimming - 3.6
 - > 10 yrs resident - 3.1 versus < 5 yrs resident - 3.9
 - Male - 3.1 versus Female - 3.9
 - Age 65+ - 1.9 versus Age 25-34 - 4.1 and Age 35-44 - 4.0
 - Income < \$39,999 - 3.1 versus Income > \$140K - 4.0 and Income > \$100K - 3.9
- Basketball – 3.2
 - > 10 yrs resident - 2.9 versus < 5 yrs resident - 3.4
 - Two in home - 2.0 versus Seven or more in home - 3.8
 - Male - 2.9 versus Female 3.5
 - Age 65+ - 1.7 versus Age 25-34 - 3.9
 - Income < \$39,999 - 2.6 versus Income > \$100K and Income > \$140K - 3.5

- Soccer – 3.1
 - > 10 yrs resident - 2.8 versus < 5 yrs resident - 3.3
 - One in home - 1.3 versus Six in home - 3.6 and Seven in home - 3.8
 - Age 65+ - 1.6 versus Age 25-34 - 3.8 and Age 35-44 - 3.6
 - Income < \$39K - 2.2 versus Income > \$140K - 3.6

Following this question regarding recreational programs, the survey asked two follow-up questions regarding adult recreational programs. The first was if the City should provide adult recreation programs. The overall response was 35% in favor and 60% against. The follow-up question, if adult programs were provided, would you participate had a similar response with 29% indicating they would not participate while 65% responded that they would.

Should the City provide adult recreation programs - Yes 35%

- West - 20% vs North, East - 38%
- > 10 yrs resident - 19% vs < 5 yrs - 43%
- One in home - 11% vs Four in home - 46% and Seven or more - 43%
- Own home - 32% vs Rent home - 58%
- Male - 31% vs. Female - 40%
- Age 55-64 - 13% and Age 65+ - 14% vs. Age 18-24 - 56% and Age 25-34 - 60%
- Income \$100K-\$139K - 34% vs. Income < \$39K - 50%

Would you participate? - Yes 29%

- West - 16% vs East - 33%, South - 31%
- > 10 yrs resident - 17% vs < 5 yrs - 37%
- One in home - 11% vs Four in home - 37% and Seven or more - 35%
- Own home - 28% vs Rent home - 44%
- Age 55-64 - 15% and Age 65+ - 5% vs. Age 25-34 - 52% and Age 18-24 - 44%
- Income \$100K-\$140K - 28% vs. Income < \$40K-\$69K and Income > \$140K - 35%

Aquatic and Recreation/Community Center

Five questions were included in this survey which addressed preferences and options regarding development of a community center with aquatic and recreational facilities. The first four were yes/no questions asking in turn whether the City should build an Aquatic Center, whether the respondent would support a tax increase for the project and whether the City should build a Recreation Center and whether the respondent would vote for a tax increase for that project. The final question asked if a choice had to be made, should the Aquatic Center or Recreation Center be built. Choices were also provided for building both or neither. While questions regarding these proposed projects have been included in previous studies, the 2011 survey took a different approach and so there is no comparative data from previous surveys.

Should the City build an Aquatic Center? -
Yes 61%

- South - 55% vs North - 66%
- > 10 yrs resident - 47% vs < 5 yrs - 66%
and 5-10 yrs - 67%
- Two in home - 31% vs Four in home - 78%
and Six in home - 72%
- Own home - 60% vs Rent home - 75%
- Male - 50% vs. Female - 71%
- Age 65+ - 23% vs. Age 25-34 - 81% and
Age 35-44 - 71%
- Income < \$39K - 50% vs. Income > \$140K
- 73%

Should the City build a Recreation Center? -
Yes 65%

- East, West - 62% vs North - 70%
- > 10 yrs resident - 51% vs < 5 yrs - 72%
- Two in home - 41% vs Six in home - 79%
- Own home - 63% vs Rent home - 75%
- Male - 59% vs. Female - 70%
- Age 55-64 - 26% and Age 65+ - 42% vs.
Age 25-34 - 78% and Age 35-44 - 75%
- Income \$40K-\$69K - 56% vs. Income >
\$140K - 77%

Would you vote for a tax increase of \$5-\$10/
month for an Aquatic Center? - Yes 57%

- South - 52% vs North - 60%
- > 10 yrs resident - 43% vs < 5 yrs - 62%
and 5-10 yrs - 63%
- Two in home - 31% vs Four in home and
Six in home - 69% - 7 or more - 72%
- Own home - 57% vs Rent home - 67%
- Male - 47% vs. Female - 65%
- Age 65+ - 23% vs. Age 25-34 - 73% and
Age 35-44 - 72%
- Income < \$39K - 38% vs. Income > \$140K
- 75%

Would you vote for a tax increase of \$5-
\$10/month for a Recreation Center? -
Yes 58%

- South - 55% vs North - 62%
- > 10 yrs resident - 46% vs < 5 yrs - 65%
- Two in home - 35% vs Six or 7+ in home -
72%
- Own home - 57% vs Rent home - 65%
- Male - 53% vs. Female - 63%
- Age 55-64 - 21% and Age 65+ - 37% vs.
Age 25-34 - 70% and Age 35-44 - 71%
- Income < \$39K - 42% vs. Income > \$140K
- 73%

When asked to make a choice on which Center the City should build, the overall responses were nearly evenly split between the various options. The Aquatic Center was favored by 23%, and the Recreation Center by 28%. Twenty-five (25%) of all respondents thought both should be built and the remaining 21% thought the City should not build either facility. The demographic groups with notable variances are shown below.

Build the Aquatic Center - 23%

- South - 19% versus East 27%
- One in home - 11% and Seven+ in home - 13% versus Five in home - 36%
- Age 45-54 - 17% and Age 65+ 19% versus Age 35-44 - 26% and Age 25-34 - 25%
- Income < \$39K - 13% versus Income > \$140K - 27%

Build the Recreation Center - 28%

- West - 20% versus North - 34% and South - 36%
- Seven+ in home - 24% versus One in home - 33%
- Age 55-64 - 18% versus Age 45-54 - 38%
- Income > \$140K - 17% versus Income \$40K-\$69K - 32%

Build Both - 25%

- South - 21% versus West 30%
- > 10 yrs resident - 17% versus < 5 yrs - 30%
- One in home - 0% versus Seven+ in home - 44%
- Own home - 24% versus Rent home - 35%
- Male - 17% versus Female - 30%
- Age 65+ - 7% versus Age 25-34 - 35% and Age 35-44 - 33%
- Income \$40K-\$69K - 23% versus Income > \$140K - 38%

Build Neither - 21%

- North - 18% versus West 27%
- < 5 yrs resident - 17% versus > 10 yrs - 33%
- Six in home - 11% versus One in home - 44%
- Rent home - 12% versus Own home - 23%
- Female - 15% versus Male - 29%
- Age 25-34 - 10% versus Age 55-64 - 46%

Family Festival Days

This section of the survey solicited input from residents about the Cedar Hills Family Festival Days activities.

Eight possible activities were listed and respondents were asked to indicate their interest level on a one to five scale, one being not at all interested and five being very interested. Consistent with the 2009 study, the clear leader was again fireworks which scored 4.4 and was the only rating above a 3.5. The other activities above the 3.0 midpoint were the Parade and the 5K and One-mile Fun Run with Kids games at 3.0. The lowest interest was shown for the golf tournament and Cedar Hills night with the Orem Owlz at 2.1 each.

Commercial Development

Residents were asked how they would rate the development by the City of the north portion of the commercial area where the Walmart, ChaseBank, and McDonalds are. The rating was on a five point scale with one being “done very poorly” and five being “done great”. A mean score of 4.2 indicates a high level of satisfaction with the development in this area. There were not significant differences in demographic groups on this question.

The next question listed nine choices for development of the south side of the commercial area and asked residents to select their top three choices. Restaurants came out on top with 81% including it in their top three; 33% selected it as their number one choice and another 37% selected it as number two. Gas station/Convenience store was actually picked more often as the number one choice with 44% of respondents making that selection. It was in the top three for 73% of all respondents. Strip Mall retail rounded out the top three choices; only 7% picked it as their number one choice and 18% as number two, but 26% selected it as their third choice which brought the total percent in top three to 51%. From there the choice drops down to 25% for a mixed use “Gateway style” development and 20% for professional offices. “Other” types of development received the least votes at 4% in the top three with single family residential at 10%, Big Box development at 12%, and “No more development” appearing in the top three for 14% of respondents.

Emergency Preparedness

Two survey questions addressed preparedness for a natural emergency such as an earthquake or landslide. Both utilized a four point scale with 1 meaning not at all and 4 meaning very prepared.

The first question asked how much emphasis the City should put on or pay for preparing for a natural emergency. With no variances of any significance by demographic group, the average result was 3.4 or midway between “somewhat” and “very”. The question was phrased differently than in the 2009 study and the response was considerably stronger than it was in that study but the results cannot be directly compared unless the question is exactly the same.

The second question asked how prepared the respondent was personally for a natural emergency. The mean score was 3.0 which is right at the midpoint between very and not at all prepared. This question is an exact repeat of the 2009 phrasing and shows a slight improvement from a 2.8 mean measured in that study. As in the previous question, there were no significant variances based on demographics.

A third question regarding emergency preparedness asked about the residents’ expectations regarding City response to a major natural or man-made disaster. The question asked how quickly the resident expected the City to respond to such a situation. More than one-third (35%) of respondents expect immediate help from emergency personnel with another 34% expecting help within 24-48 hours. Fifteen percent expect help to take 72 hours and only ten percent expect the City to respond with help when able. There is somewhat significant variation among demographic groups although the variation appears somewhat random rather than indicating a particular trend within demographic boundaries.

New City Hall/Community Center

The next three questions measured support for building a new City Hall to replace the current converted public safety building. The new City Hall would also be used as a community center.

The first of these questions utilized a four point scale with one being “definitely oppose” and four “definitely support” the building of a new City Hall/Community Center. The mean score of 2.3 is closest to “probably oppose”. There were not any statistically significant variances from the mean within demographic groups.

The second question asked if support were more likely when the existing building was converted into a new police and fire station. The scale was from 1 (much less likely) to 4 (much more likely). The resulting mean score of 2.8 most closely corresponds to “somewhat more likely”. When somewhat and much more likely are combined and the same is done with the somewhat and much less likely, the result is 67% more likely to 24% less likely. Although both of these questions are worded slightly differently than in 2009, the results are very similar. There are no significant differences in opinion among any of the demographic groups.

The third question asked for a simple “Yes/No” answer to the question of willingness to vote for a bond resulting in a tax increase of \$5/month to build the new City Hall / Community Center. The result was 36% for and 55% against with the remainder not voting either way. The South portion of the City shows significantly less support (25%) for the bond than the East side at 46% with the West and North in between at 38% and 38% respectively. Those who have been resident <5 years are significantly more supportive at 43% than the over ten year residents who show only 27% support. Variances in family size do not follow any trend. As might be expected, renters show more support at 44% than home owners at 36%. Those who are Age 55-64 have the lowest level of support at 26% and those Age 65+ support the bond at 47%. Support also follows income level to some extent with 25% support from those in the lowest income bracket up to 58% from those making \$140,000 or more. Those in the highest income bracket and households with only one person are the only groups that show a majority on favor of the bond, although the number of persons living in one-person households is too small to be significant.

City Improvement

The final survey question before open ended and demographic questions asked the respondents whether the City has improved, remained the same or become worse since they have lived in Cedar Hills. Nearly one-third (32%) reported the City has improved since they have moved into Cedar Hills. Only four percent indicated the City has become worse; while over half (54%) indicated the City has remained the same. This is a considerably more favorable response than the 2009 survey where 18% showed improvement. The 2006 survey showed results similar to 2009.

Those in the West part of town indicated improvement 34% of the time versus 28% in the East. Residents that have been in Cedar Hills < 5 years voted “Improved” less often than those who had been there longer with 19% compared to 38% for those in town 5-10 years and 48% of the

residents who had been there for more than 10 years. Home owners saw more improvement at 34% than those who rent (23%). Those Age 25-34 and Age 55-64 selected “Improved” only 26% and 28% of the time, while Age 45-54 and Age 65+ were more positive with 40% and 42% respectively. Those in the lowest income bracket, < \$39K indicated improvement 42% of the time while in the next income bracket only 25% thought that improvements had taken place. Those with income between \$40K and \$140K indicated improvement 36% of the time and of those in the highest income bracket only 29% selected “Improved”.

OPEN-ENDED COMMENTS

Three open ended questions were included in the 2011 survey. All comments were read twice to categorize them into units of similar statements. Then all comments were transcribed for inclusion in the report. The comments were categorized into groups. The percentages shown are a percentage of the comments, not the percentage of all respondents who completed a questionnaire. The complete transcription of comments is found in Appendix C.

If you were Mayor for a day, what issue or item would you address?

Number of Comments	% of Comments	Category of Comments
56	20%	Expanding recreation and/or community facilities
54	19%	City services, street, safety concerns
53	19%	Revenues/Taxes
39	14%	Miscellaneous comments
31	11%	Golf
25	9%	Commercial development
21	7%	Library
3	1%	Positive comments

Other Activities to be Included in the Family Festival Days Events

Number of Comments	% of Comments	Category of Comments
19	26%	Miscellaneous comments
11	15%	Food
9	13%	Crafts/Arts/Fair
7	10%	Sports
7	10%	Music
7	10%	Positive comments
6	8%	Comments about cost
4	6%	Community service
2	3%	Games

Most Important Issue Facing Cedar Hills

Number of Comments	% of Comments	Category of Comments
50	24%	Taxes/Fiscal issues/Cost
30	14%	Miscellaneous comments
28	13%	Commercial development
26	12%	City services/Safety concerns
20	10%	Negative comments
19	9%	Recreation/Services/Community Center
19	9%	Golf course issues
9	4%	Library
9	4%	Positive comments

CITY OF CEDAR HILLS - COMMUNITY SURVEY

Conducted by Insight Research

n = 403

- 1. Quality of life:** For the following, please prioritize the top three reasons you live in Cedar Hills.
Please place a 1 next to your top priority, a 2 in front of your second priority and a 3 in front of your third priority.

	<u>2006 Top 3</u>	<u>2009 Top 3</u>	<u>2011 Top 3</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>
High quality of life	53%	49%	55%	23%	16%	15%
Good schools	46	48	52	15	24	12
Small city atmosphere	49	51	42	13	13	16
Low crime rate	42	42	40	9	15	16
Near friends or relatives	34	33	33	16	7	10
Affordable housing	23	25	25	10	9	6
Near job	19	19	22	6	6	9
Near recreation	21	20	18	4	6	8
Other	8	8	8	5	1	2
Near cultural activities	7	6	4	1	1	1

2. If you were Mayor for a day, what would be the top issue/item that you would address to make the City a better place to live, work, play? (Open-Ended)	Expanding recreation and/or community facilities	20%
	City services, street, safety concerns	19%
	Revenues/taxes	19%
	Miscellaneous comments	14%
	Golf	11%
	Commercial development	9%
	Library	7%
	Positive comments	1%

3. Communications: For the following, please prioritize the top three ways you prefer to receive communication from or about the City. Again, place a 1 in front of your top priority a 2 in front of your second priority and a 3 in front of your third priority.

	<u>2006 Top 3</u>	<u>2009 Top 3</u>	<u>Top 3</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>
City Newsletter	88%	91%	92%	63%	19%	10%
City website	60	66	73	8	39	26
E-mail	41	56	62	24	20	19
Public Meetings			17	0	5	12
Newspaper			14	3	5	6
Word of mouth	25	26	9	1	1	6
Public forum			9	0	2	7
Other	2	2	3	1	0	1
City office postings	13	10	3	0	1	2

4. When you have a question or concern about City operations or services, how do you prefer to address this with the City?

	<u>Top 3</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>
Individual contact with city - phone/in person	74	53	13	9
E-mail	54	23	25	6
City website	38	13	10	15
Council meetings - public comment	25	8	6	10
Periodic public block meetings	9	2	2	5
Other	1	0	0	1

5. On a scale of 1 to 5, one being the least and five being the greatest, how well do you feel that your voice is heard by the City when you have a concern?

	<u>2006</u>	<u>2009</u>	<u>Mean</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
	2.7	2.9	3.0	8%	13%	46%	21%	5%

6. On a scale of 1 to 5, five being "tries very hard" and one being "doesn't try at all", how would you rate the City in attempting to communicate with its residents?

	<u>Mean</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
	3.4	2%	13%	37%	35%	10%

7. Do you think the City should provide additional 'social networking' communication sites - ie. Twitter, Facebook, etc.?

	<u>Yes</u>	<u>No</u>
	37%	59%

8. Current City Services: On a scale of 1 to 5, one being the best and five being the poorest, how would you rate each of the following services in Cedar Hills?

	<u>2006</u>	<u>2009</u>	<u>Mean</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Garbage collection / disposal	4.1	4.2	4.1	2%	3%	13%	40%	37%
Parks	3.6	3.8	3.9	4	5	15	45	26
Pressurized Irrigation	3.2	3.5	3.7	4	5	24	40	16
Storm drainage	3.4	3.7	3.6	3	6	30	39	15
City Mgmt Staff	3.4	3.6	3.6	2	6	33	36	12
Utility/Billing Dept	3.5	3.6	3.6	3	6	33	35	15
Animal Control	3.2	3.4	3.4	3	10	34	30	13
Street lighting	3.3	3.4	3.4	5	13	30	33	13
Law enforcement	3.6	3.6	3.4	5	11	31	31	13
Enforcement of Nuisance Ordinance	3.2	3.4	3.4	3	8	35	30	7
Fire and ambulance protection	3.8	3.9	3.3	9	11	28	31	12
Zoning/Bldg Dept	3.1	3.2	3.3	2	9	40	28	7
City Council/Mayor	3.1	3.3	3.3	3	9	40	29	7
Sidewalk Maintenance	3.3	3.4	3.3	7	9	37	32	9
Street construction & maintenance	3.3	3.2	3.2	7	14	36	28	9
Snow removal	3.0	3.2	3.1	9	19	31	31	8
Recreation services	3.1	2.9	3.0	11	20	27	26	8

9. Public Safety, Public Works and Recreational Services: On a scale of 1 to 5, five being strongly favor improvement and one being strongly oppose improvement, please rate the following:

	<u>Mean</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Community Recreation	3.7	9%	8%	20%	20%	33%
Children's Library	3.6	13	8	17	13	40
Other	3.6	2	1	5	1	7
Community Pool	3.5	15	9	15	13	38
Fire Service	3.4	6	12	33	20	20
Ambulance Service	3.4	5	13	35	19	18
Street Maintenance	3.4	6	10	34	25	15
Park Facilities	3.3	8	12	34	23	15
Police	3.3	7	13	33	22	17
Trail Facilities	3.2	9	14	31	23	15
Street Lighting	3.2	8	14	36	20	15
Sidewalks	3.2	7	13	41	21	11
Animal Control	3.0	9	18	40	16	8

10. Are you willing to increase taxes for the construction and/or increase in operations and maintenance of these facilities and services?

	<u>Mean</u>	<u>1-No</u>	<u>2-Maybe</u>	<u>3-Yes</u>
Community Recreation	2.0	35%	20%	39%
Community Pool	2.0	36	20	38
Children's Library	2.0	36	18	40
Fire service	1.9	40	27	28
Ambulance Service	1.8	45	25	23
Police	1.8	44	26	23
Street Maintenance	1.7	48	25	20
Park facilities	1.7	51	20	22
Trail facilities	1.7	53	19	22
Street Lighting	1.6	59	19	16
Sidewalks	1.5	59	20	14
Other	1.4	15	3	2
Animal Control	1.3	72	14	7

11. On a scale of 1 to 5, five being very interested and one being the least interested, please indicate which, if any, of the following recreational programs and facilities you and your family are interested in.

	<u>2006</u>	<u>2009</u>	<u>Mean</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Swimming			3.6	19%	5%	10%	18%	39%
Basketball	3.4	3.2	3.2	22	8	15	17	28
Soccer	3.6	3.3	3.1	25	8	14	15	27
Other ___	3.0	3.8	3.0	5	3	1	1	6
Tennis	3.0	3.0	2.9	25	12	16	14	21
Football	3.2	2.9	2.7	31	10	14	10	20
Skiing	2.5	2.9	2.7	33	12	14	10	19
Golf			2.7	33	10	17	11	18
Baseball	3.1	2.9	2.6	35	9	16	11	16
Volleyball	2.5	2.7	2.4	35	14	17	9	11
Softball	2.7	2.6	2.3	38	12	15	11	10
Lacrosse			2.1	43	13	16	6	9
Skateboarding	2.1	2.1	2.0	46	13	16	4	7
							<u>Yes</u>	<u>No</u>
12. Do you think that the City should provide Adult recreation programs such as football, softball, basketball or volleyball?							35%	60%
13. If adult programs were provided, would you participate?							29%	65%
14. Should the City of Cedar Hills build an Aquatic Center?							61%	35%
15. Costs for building a new aquatic center and some of the costs for operating the center may need to be funded through property taxes. Knowing that, would you vote in support of paying some increase (\$5-\$10 per month) in property taxes to build and operate an aquatic center?							57%	38%
16. Should the City of Cedar Hills build a Recreation Center?							65%	31%
17. Costs for building a new recreation center and some of the costs for operating the center may need to be funded through property taxes. Knowing that, would you vote in support of paying some increase (\$5-\$10 per month) in property taxes to build and operate a recreation center?							58%	35%
18. If you could only choose one Center, would you build an aquatic center or a recreation center or neither?								
							Aquatic center	23%
							Recreation center	28
							Build both	25
							Neither	21

19. Cedar Hills Family Festival Days On a scale of 1 to 5, five being very interested and one being the least interested, please indicate which, if any, of the following Cedar Hills Family Festival Days activities you and your family are interested in?

	<u>2009</u>	<u>Mean</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Fireworks	2.4	4.4	6%	1%	8%	17%	64%
Parade	3.2	3.1	23	11	22	13	25
5K and Mile Fun Run	2.8	3.1	20	10	22	21	19
Kids Games	3.2	3.0	22	10	22	20	17
Dinner and Movie	2.9	2.8	27	12	21	18	13
Junior Kids - Big blow up toys	2.8	2.7	31	13	18	16	14
Cedar Hills Night with Orem Owlz	2.4	2.1	42	16	17	9	6
Golf Tournament	2.3	2.1	47	16	14	9	7

20. Can you think of any other activities you would like to see included during this week-long event? (Open-ended)	Miscellaneous comments	26%
	Food	15%
	Crafts/Arts/Fair	13%
	Sports	10%
	Music	10%
	Positive comments	10%
	Comments about cost	8%
	Community service	6%
	Games	3%

21. Commercial Development How would you rate (5 being 'done great' and 1 being 'done very poorly') how the City has developed the north side of the commercial area with the Walmart, Chase Bank and McDonalds developments?

	<u>Mean</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
	4.2	1%	3%	11%	41%	40%

22. List the top three types of commercial development you favor on the south side of the commercial sector (approximately 30 acres) with 1 being top priority and 2 next priority and 3 next priority:

	<u>Top 3</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>
Restaurants	81.1	33	37	11
Gas station/Convenience store	72.7	44	16	12
Strip Mall retail	50.9	7	18	26
Mixed use housing - Gateway style	24.6	6	8	11
Professional office	19.6	3	5	12
No more development	14.4	4	2	8
Big Box development	12.4	2	3	7
Single Family residential	10.2	3	4	3
Other	4.0	1	0	2

<p>23. Emergency Preparedness How prepared (meaning expenditure of funding) should the City of Cedar Hills be for a natural emergency such as an earthquake or landslide? Please circle the number of your answer</p>	<p>Not at all 2% A little 9% Somewhat 34% Very 52%</p>
<p>24. How prepared are you for a natural emergency such as an earthquake or landslide?</p>	<p>Not at all 2% A little 17% Somewhat 61% Very 17%</p>
<p>25. What are your overall expectations of the City after a major natural or man-made disaster?</p>	<p>Help when able 10% Help within 72 hours 15% Help within 24-48 hours 34% Immediate help from emergency personnel 35%</p>
<p>26. Community Development Would you support or oppose Cedar Hills building a new City Hall/Community center?</p>	<p>Definitely oppose 24% Probably oppose 29% Probably support 30% Definitely support 12%</p>
<p>27. When the existing City building is converted to a Public Safety (police/fire) building would you be more likely to support building a new City Hall/community center?</p>	<p>Much less likely 13% Somewhat less likely 11% Somewhat more likely 48% Much more likely 19%</p>
<p>28. Would you be willing to bond (pay property taxes) \$5 extra per month to build a City Hall/Community Center?</p>	<p>Yes 36% No 55%</p>
<p>29. Overall During your residency, has the City improved, remained the same, or become worse in providing services?</p>	<p>Worse 4% Same 54% Improved 32% Don't Know 6%</p>

30. What do you feel is the most important issue facing Cedar Hills? How would you like to see this addressed? (Open-ended)	Taxes/Fiscal issues/Cost 24% Miscellaneous comments 14% Commercial development 13% City services/Safety concerns 12% Negative comments 10% Recreation/Services/Community Center 9% Golf course issues 9% Library 4% Positive comments 4%
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Demographics:

31. How many years have you lived in Cedar Hills?	Less than 3 years 40% 3 -7 years 38% More than 7 years 23%
32. Do you rent or own your home?	Rent 13% Own 87%
33. How many family members reside in your home?	One 2% Two 18% Three 9% Four 18% Five 21% Six 20% Seven or more 13%
34. What is your age?	18-24 2 % 25-34 20 % 35-44 35 % 45-54 21 % 55-64 10 % 65 or older 11 %
35. Are you:	Male 36% Female 64%
36. Which of the following ranges best describes your household income?	Less than \$39,999 7% \$40,000 to \$69,999 22% \$70,000 to \$99,999 29% \$100,000 to \$139,999 27% \$140,000 + 15%

FINANCIAL PLANNING POLICIES

The following document serves only as a general overview of established policies and procedures governing daily operations at the City of Cedar Hills.

Balanced Budget

Pursuant to §10-6-109, Utah Code Annotated, the City of Cedar Hills will adopt a balanced General Fund budget under normal circumstances by June 22. Full disclosure will be provided via public notice any time deviation from this policy is planned or occurs.

Long-Range Planning

The City of Cedar Hills 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.

Asset Inventory

Each department manager is responsible to take all reasonable measures available to prolong and assess the condition of major capital assets in their department on an annual basis. Methods for doing so may include such things as the procurement of insurance, regular testing of water and sewer systems, street and sidewalk replacement plans, procurement of secondary and tertiary water systems, etc.

The Finance Director of the City of Cedar Hills, under the direction of the City Manager, is responsible for the diversification of investments through the transfer of funds to the Public Treasurer's Investment Fund (PTIF).

Revenue Policies

Revenue Diversification

The City maintains a healthy dependence on a variety of revenue sources to cover expenditures. The burden of supporting City non-enterprise services will be equitably distributed and will protect the City from short-term fluctuations in any one revenue source.

The City maintains timely collection systems and implements necessary enforcement strategies to collect revenues from available sources.

The City actively supports economic development, recruitment, and retention efforts to provide for a solid revenue base.

With regard to revenues, the City budgets conservatively and forecasts accurately, such that actual revenues meet or exceed budgeted revenues.

The City maintains a budgetary control system and prepares reports that compare actual revenues to budgeted amounts throughout the year.

Fees and Charges

Fees and charges are based on the estimated cost of providing the associated service. Costs associated with a service include the use of human and capital resources and the depreciation of assets. The fee schedule is evaluated annually to determine necessary modifications.

Use of One-Time Revenues

The City is committed to minimizing the portion of operating expenditures that are funded by one-time growth revenues. To support this policy, the City of Cedar Hills analyzes current and historic operating trends annually to extrapolate future trends.

Use of Unpredictable Revenues

The City places revenues from unpredictable sources into other income line items that will be transferred into Capital Projects.

Expenditure Policies

Debt Capacity, Issuance, and Management

The City maintains a policy of full disclosure on financial reports and bond prospectus.

The City communicates with bond rating agencies and continually strives for improvements in the City's bond rating.

The City pays for all capital projects and capital improvements on a pay-as-you-go basis using current

revenues whenever possible and practical. If a project or improvement cannot be financed with current revenues, debt will be considered.

The City refrains from issuing debt for a period in excess of the expected useful life of the capital project.

The City uses special assessment revenue or other self-supporting bonds instead of general obligation bonds, when feasible.

The City will seek refinancing of outstanding debt if it is determined that the City will benefit by reduced interest expense over the remaining life of the debt.

The City will comply with state law which limits total bond obligation to 8 percent of the prior year's total assessed value for tax purposes of real and personal property, as determined by the most recent tax assessment.

Reserve or Stabilization Accounts

The City will maintain a minimum fund balance of at least 5 percent (not to exceed 25 percent) of estimated revenues. If existing reserves exceed the required level, such funds may be used to balance the budget or to meet needs that may arise during the year.

The City will use monies from the reserve only in times of emergency or fiscal and economic hardship.

The fund balance in excess of the 5 percent reserve can only be transferred to another account with City Council approval of a budget amendment.

Operating/Capital Expenditure Accountability

Basic and essential services provided by the City will receive first-priority funding.

The City will continue to establish performance measurements for all departments. These measures will reflect the demand, workload capability, and projected outcomes for the department to accomplish its objectives.

The City will adopt a balanced budget, in which anticipated revenues equal the budgeted expenditures. The City may utilize the unallocated fund balance to achieve a balanced budget.

The City will maintain a budgetary control system to ensure adherence to the adopted budget and will prepare monthly reports that compare actual expenditures to budgeted amounts.

The City has an established Purchasing Policy that regulates the procurement process. All procurements not otherwise budgeted, and those in excess of \$25,000 that have undergone the requisite competitive bidding process, must first be approved by the City Council.

Investment and Cash Management Policy

All unused cash is invested in a PTIF account. By so doing, the issues of safety, liquidity, and yield (in that order of priority) are addressed. The PTIF is managed by state investment officers who diversify the pool based on maturity date so as to protect against market fluctuations.

Interest earned from investment of available cash is distributed to budgetary funds according to ownership of the investments and are reflected in the annual budget.

The City deposits all receipts as per State law.

Investments made by the City are in conformance with all requirements of the State of Utah Money Management Act and City ordinances.

Capital Improvement Policy

Each year the City Council adopts a five-year Capital Improvements Plan (CIP) which serves as a plan to provide for the orderly maintenance, replacement, and expansion of capital assets. Each year after budget adoption, the CIP will be reviewed and revised to reflect the impact of the adopted budget and to add a year to the CIP.

The replacement of existing capital that is worn out, broken, or costly to maintain, will not be deferred, except in unusual circumstances. The costs to defer would usually result in greater total expenditures over time. The City budgets for depreciation annually as per GASB 34.

Vehicles are considered for replacement based on age and/or miles in accordance with the City's Vehicle Replacement Plan.

The CIP identifies long-range capital projects and capital improvements of all types; many of which have been identified through the Capital Facility Planning process requisite in the development of City-wide impact fees. All projects/improvements will be coordinated with the annual operating budget to maintain full utilization of available revenue sources.

While reviewing and updating the CIP, the City will seek to identify all viable capital projects and capital improvements required during the subsequent five-year period. These projects and improvements will be prioritized by year. Future operating costs associated with a project or an improvement will also be given consideration in the establishment of priorities.

The City will seek Federal, State, and other funding to assist in financing capital projects and capital improvements.

The City will incorporate the reasonable findings and recommendations of various City boards, commissions, committees, and citizen task forces, as they relate to the establishment of projects and project priorities.

Financial Reporting Policy

The City's accounting system will maintain records in accordance with accounting standards and principles outlined in the Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), and the State of Utah.

Financial reports are printed monthly and distributed to department directors, the City Manager, and Finance Director, who monitor the collection of revenues and all expenditures. Financial reports are reviewed by City Council members at least on a quarterly basis.

The City will employ an independent accounting firm to perform an annual audit of the City's finances, and make the annual audit available to all required and interested parties. The audit shall be completed and submitted to the State of Utah within 180 days of the close of the fiscal year.

The City will prepare an annual budget document that provides a basic understanding of the City's planned financial operations for the coming fiscal year. Copies of the budget will be made available to all interested parties.

The City will seek annually to qualify for the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award.

CITY HISTORY

Cedar Hills is built upon an alluvial fan or bench, created thousands of years ago when it was a shoreline of Lake Bonneville. Early settlers referred to the area as "the Bench." Because of the growth of cedar trees (later becoming Manila's source of Christmas trees), the area was later referred to as Cedar Hills. The bench provides a beautiful view of the surrounding mountains, Utah Lake, and Utah Valley. Cedar Hills was established as a community in 1977. The surrounding cities such as Pleasant Grove and Alpine were settled in 1849 and 1850.

Various forms of wildlife flourished in the area. Coyotes prowled along the bench. Wild cats, red foxes, bears, deer, skunks, and rabbits also lived in the area. Some deer, skunks, foxes, and rabbits can still be seen around Cedar Hills.

The dry bench upon which Cedar Hills is located provided little attraction to Native Americans. They preferred camping near streams, such as in American Fork Canyon. Several Native American artifacts were found upon the bench, however, including an Indian bowl (discovered by Paul Adams and currently on display at a Brigham Young University museum) and numerous arrowheads. The arrowheads were probably dropped during skirmishes between the Utah Valley Indians and the Shoshones.

Between 1849 and 1850, early settlers began to make their homes in settlements around Cedar Hills. A large portion of Cedar Hills was used for dry farming, which proved to be unsuccessful. A few planted plots existed among the sage brush. Much of the area was used to pasture livestock. Other forms of liveli-

hood among early settlers of Cedar Hills included trappers and turkey farmers.

The bench became a turkey ranch. The David Evans Company Advertising Agency, advertiser for the National Turkey Federation, would take pictures of the Adams turkey ranch because of its impressive background. In 1939, the National Poultry Congress in Cleveland, Ohio, displayed photographs of turkeys raised on the beautiful bench upon which Cedar Hills is now located. And, as NBC ran a news story about turkeys on the bench, the photographer was taken back by the beauty of the bench and continued to say, “beautiful, beautiful.” In 1962, the Saturday Evening Post also ran stories about turkeys living upon the bench.

Cedar Hills is located 35 miles south of Salt Lake City, eight miles north of the Orem/Provo area, and east of Alpine and Highland on the slopes of Mount Timpanogos. The population was 3,094, at the 2000 census and by 2005 was estimated at 7,943. The City began growing rapidly during the 1990’s, but has leveled off today. The population today is now 10,063. It had the largest growth rate in Utah during the 1990’s based on percentage. In 1990 it had a population of just 708. From 2000 to 2005, the town rose from the 82nd largest incorporated place in Utah to the 54th largest.

DEMOGRAPHICS

The word has certainly spread about what a great place Cedar Hills is to live! Our City has experienced slower growth over the last few years, and the City population is expected to grow slightly during 2014. The following gives a picture of the demographics and other important notes and numbers for the City:

Incorporated and Established

November 2, 1977

Recognized as City of the Third Class

August 3, 1999

Altitude

5,280 ft.

The topography of the City of Cedar Hills varies significantly. With the many annexations of land from both the lower areas and the hillside zone into Cedar Hills in the past eight years, the City's elevation ranges both above and below 5,280 feet, so the elevation *could* be listed at several heights. Choosing the altitude of 5,280 ft. is more for notoriety than substance—we are Utah's Mile High City. Also, one of the holes (14) at the Cedar Hills Golf Club is named the Mile High hole because it is actually at 5,280 feet above sea level.

Land Area

The City covers approximately 3.5 square miles, or 2,240 acres.

Location

The City of Cedar Hills is located in northern Utah County, is bordered by Highland City and Alpine City on the northwest, Pleasant Gove City and American Fork City on the south, and Wasatch National Forest on the east. The City is located approximately 35 miles south of metropolitan Salt Lake City and approximately 8 miles north of Orem City.

Public Safety/Healthcare

The City is serviced by American Fork Hospital and the Lone Peak Public Safety District. Cedar Hills also has full-time police coverage under the jurisdiction of the American Fork Police Department.

Utilities

The City provides water, sewer, garbage, recycling, and pressurized irrigation services to its residents. The City also bills for storm drain fees. Electricity is provided by Rocky Mountain Power, gas by Questar Gas, telephone by Qwest, and cable by Comcast.

Schools

Cedar Ridge Elementary, Deerfield Elementary, Mountain Ridge Jr. High School, Lone Peak High School, American Fork High School.

SUMMARY OF SIGNIFICANT DEMOGRAPHIC STATISTICS

STATISTIC	2007	2008	2009	2010	2011	2012	2013	2014
Population *	9,185	9,487	9,607	9,796	9,933	10,063	N/A	N/A
Household Median Adjusted Gross Income **	\$80,819	\$78,742	\$74,951	\$76,545	\$79,375	N/A	N/A	N/A
County Household Median Adjusted Gross Income **	\$42,655	\$43,740	\$42,280	\$42,897	\$43,977	N/A	N/A	N/A
Unemployment Rate ***	2.5%	3.3%	7.4%	8.0%	6.5%	5.5%	5.0%	N/A

* US Census Bureau ** Source: Utah State Tax Commission *** Source: Department of Workforce Services, USDA

Culture

Cedar Hills is composed predominately of members of The Church of Jesus Christ of Latter Day Saints. Other religions include Catholic, Protestant, Jewish, and others.

Recreation

The City's proximity to the Wasatch Mountains and Utah Lake provides for many outdoor recreational activities such as snow skiing, hiking, biking, and mountaineering. The City owns Cedar Hills Golf Club and has other recreational activities in conjunction with other cities in the valley like baseball, football, and soccer.

Major Industries

The City of Cedar Hills is a bedroom community with few employers. In the past couple of years, a small commercial district has emerged including a Walmart, Chase Bank, and McDonalds. However, the City is also located near major employers in Utah County and Salt Lake County. The top three employers in Utah County are Brigham Young University, Utah Valley Regional Medical Center, and the local school districts. Utah County is a center for technology-oriented firms which are drawn to the area by the highly educated workforce and the area's high-quality universities.

Top Taxpayers

Since the City is a bedroom community, the top taxpayers are individuals and will consequently not be listed.

GLOSSARY

Accounting Period

The fiscal year is divided into 13 accounting periods. Each accounting period includes two bi-weekly payrolls, and is generally four weeks long.

Accrual Basis of Accounting

The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

Amortization

A noncash expense that reduces the value of an intangible asset over the projected life of the asset.

Annualization

Taking changes that have occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation

The legal authorization granted by the City Council to make expenditures and incur obligations.

Balanced Budget

The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources.

Bond

A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of principal are detailed in a bond ordinance.

Bond, General Obligation

A limited tax bond, which is secured by the City's property tax.

Bond Proceeds

Funds derived from the sale of bonds for the purpose of constructing major capital facilities.

Budget

A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.

Budget Preparation Timeline

The schedule of major events in the development of the annual budget, including community budget forums, proposed budget, budget hearings, budget deliberations, and adoption of the annual Appropriation Ordinance.

Budget Document

The instrument utilized to present the City's comprehensive financial plan to the City Council and the public.

Capital Improvements Plan (CIP)

Authorized expenditures for tangible and long-term physical improvements or additions of a fixed or permanent nature (e.g. an additional building, recreational facility, or a new street).

Capital Improvement Project

A capital improvement is generally a large construction project such as the development of park land, the construction of an over pass, the installation of a traffic signal, the acquisition of land, or the construction or remodeling of a City building.

Capital Outlay

The initial lump sum expense for a significant purchase such as a vehicle or a computer.

Cash Basis of Accounting

The basis of accounting under which revenues are recorded when received in cash and expenditures (or expenses) are recorded when cash is disbursed. Since payments for goods and services can be delayed to the next fiscal year, cash on hand can result in an inaccurate picture of the financial condition of a fund. To be in conformance with generally accepted accounting principles (GAAP), local governments must use the accrual basis rather than the cash basis of accounting.

City Manager's Budget Message

The City Manager's memorandum to the City Council summarizing the most important aspects of the budget, including changes from the current fiscal year and the goals, themes, and priorities that are encompassed within the City's budget.

Contingencies

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Comprehensive Annual Financial Report (CAFR)

This report is prepared by the City Auditor and Comptroller's Office. It is usually referred to by its abbreviation and summarizes financial data for the previous fiscal year in a standardized format. The

CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues with expenditures.

Computer Replacement Program

A study and accompanying report which details the costs and benefits of various computer replacement schedules. The report is intended to assist management in adopting a policy or program that dictates how often the City's computers are to be replaced.

Debt Service

Payment of interest and principal on an obligation resulting from the issuance of bonds.

Department

A basic organizational unit of government which may be sub-divided into divisions, programs, activity groups, and/or activities.

Depreciation

A noncash expense that reduces the value of an asset as a result of age, obsolescence, or wear and tear.

Enterprise Funds

Funds established to account for specific services funded directly by fees and charges to users. These funds are intended to be self-supporting. For more information about enterprise funds, refer to the City Funds section in Volume I of the Budget Document.

Expenditure

The actual outlay of monies from the City Treasury.

Extrapolation

To project, extend, or expand known data or experience into an area not known or experienced so as to arrive at a usually conjectural knowledge of the unknown area.

Fiscal Year (FY)

Twelve-month term designating the beginning and ending period for recording financial transactions. The City of Cedar Hills has specified July 1 through June 30 as the fiscal year.

Fiduciary

Of, relating to, or involving a confidence or trust.

Full-Time Equivalent (FTE)

The decimal equivalent of a part-time position converted to a full-time basis; i.e., one person working half time would count as 0.50 FTE.

Fund

A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.

Fund Balance (Equity)

The value of the revenues minus expenses as accumulated over time in a given fund. This does not include the value of PTIF or reserve accounts. It is also called unreserved or unappropriated fund balance.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards used by state and local governments for financial recording and reporting that have been established by the accounting profession through the Governmental Accounting Standards Board (GASB).

General Fund

The City's main operating fund that is used to pay for basic City services that utilize most tax dollars and is also supported by fees from licenses and permits, fines, and investment earnings. For more information about the General Fund, refer to the General Fund section of the Budget Document.

Government Finance Officers Association (GFOA) Distinguished Budget Award

Highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and

elected officials of recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide, and as a communication device.

Growth Rate

The level at which expenditures and revenues are expected to increase annually.

Intergovernmental Revenue

A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function (for example, road construction), but it is sometimes also for general revenues.

Monthly Management Report (MMR)

A monthly management report is submitted by the City Manager to report on significant events and statistics.

Modified Accrual Basis of Accounting

Under the modified accrual basis of accounting, required for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Modified Cash Basis of Accounting

Sometimes known as Modified Accrual Basis, it is a plan under which revenues are recognized on the cash basis while expenditures are recognized on the accrual basis.

Operating Budget

Authorized expenditures for ongoing municipal services (e.g., police protection and street maintenance).

Performance Measure

A performance measure gauges work performed and results achieved. Types of measures include: input, output, efficiency, and internal or external outcomes.

Pressurized Irrigation Base Rate

The pressurized irrigation base rate is charged to all residents to cover the cost of the infrastructure of the system.

Pressurized Irrigation Usage

The pressurized irrigation usage rate is charged to residents who connect to the irrigation system. This rate is based solely on lot size.

Property Tax

An “ad valorem” tax on real property, based upon the value of the property.

Proposed Budget

The City Manager’s recommendation for the City’s financial operations including an estimate of proposed expenditures and revenues for a given fiscal year.

Reserve

An account used to indicate that a portion of a fund’s balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue

Funds received from various sources and treated as income to the City which are used to finance expenditures.

Signage

A system of signs.

Transfers

The authorized exchange of cash, positions, or other resources between organizational units.

Vehicle Replacement Program

A study and accompanying report which details the costs and benefits of various vehicle replacement schedules. The report is intended to assist management in adopting a policy or program that dictates how often the City’s vehicles are to be replaced.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Cedar Hills, Utah for its annual budget for the fiscal year beginning July 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Cedar Hills

Utah

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morill *Jeffrey R. Egan*

President

Executive Director