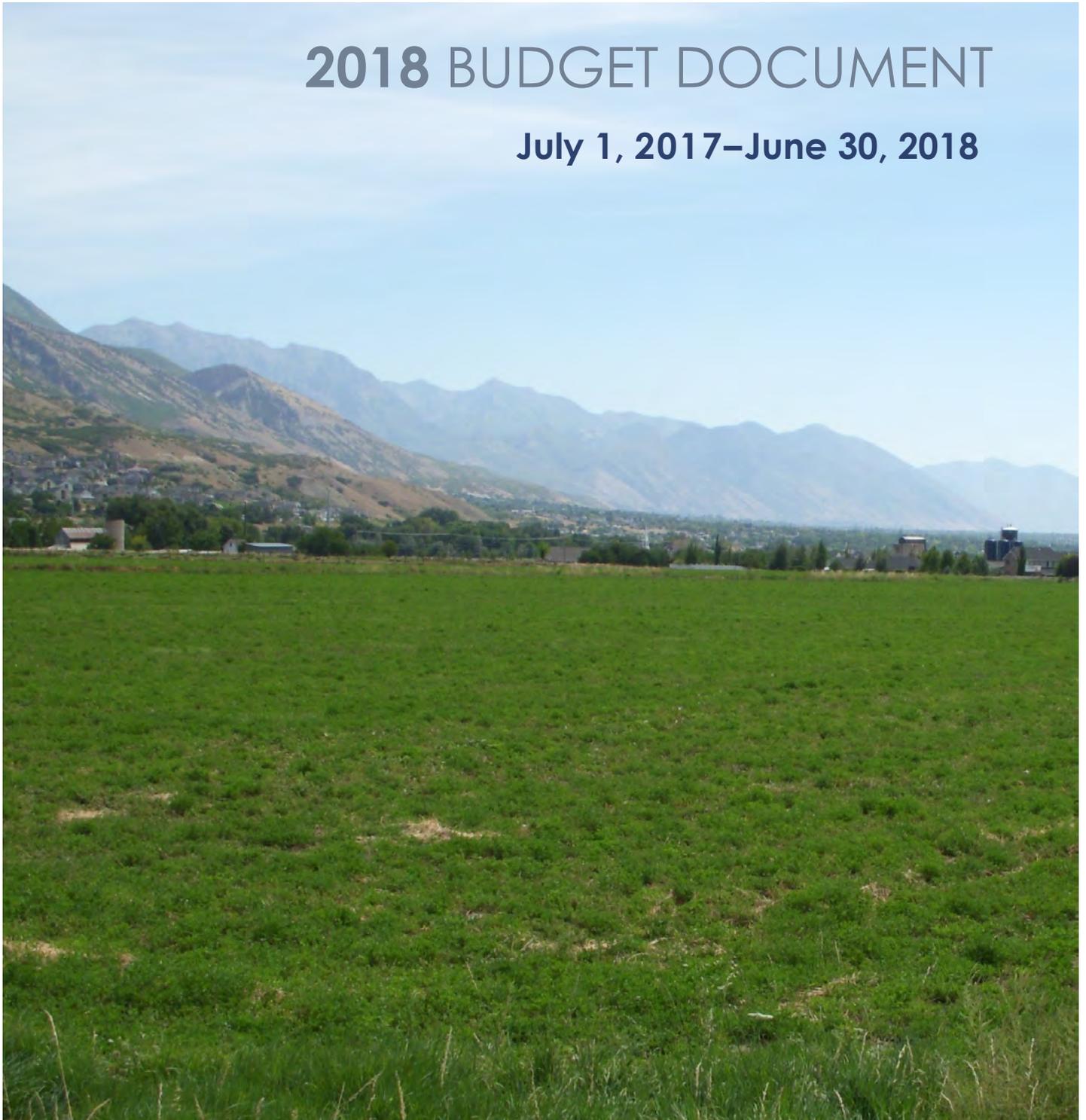


CITY OF CEDAR HILLS UTAH

2018 BUDGET DOCUMENT

July 1, 2017–June 30, 2018



CITY OF CEDAR HILLS UTAH

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2018 BUDGET DOCUMENT

July 1, 2017–June 30, 2018

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OVERVIEW

Pursuant to §10-6-109, Utah Code Annotated, the following budget for fiscal year 2018, beginning July 1, 2017 and ending June 30 2018, 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:



CITY MANAGER MESSAGE

To City Mayor, Council, & Residents:

Growth

One of the primary concerns in compiling this budget was the forecasted growth of the City. Both slow growth and rapid growth have potentially equal challenges. As an accurate estimation for growth is vital to proper revenue projections, accurate methods must be employed.

The City experienced rapid growth from 2001 to 2007. Slow growth, as a percentage of population change, has been the trend for the past 8 years. Growth rates are due in part to various pressures including economic environment, and the limitations of available developed property.

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.

Limited to flat residential growth is expected to continue during the FY 2018 year. Some commercial sector growth may remain, but not of significant volume. Because of the limited growth projections, the budget has been assessed and balanced with very limited growth related revenues being incorporated into the FY 2018 budget. Funds such as building and plan check revenues are an example of where the budget will remain flat or slightly decrease.

General Services

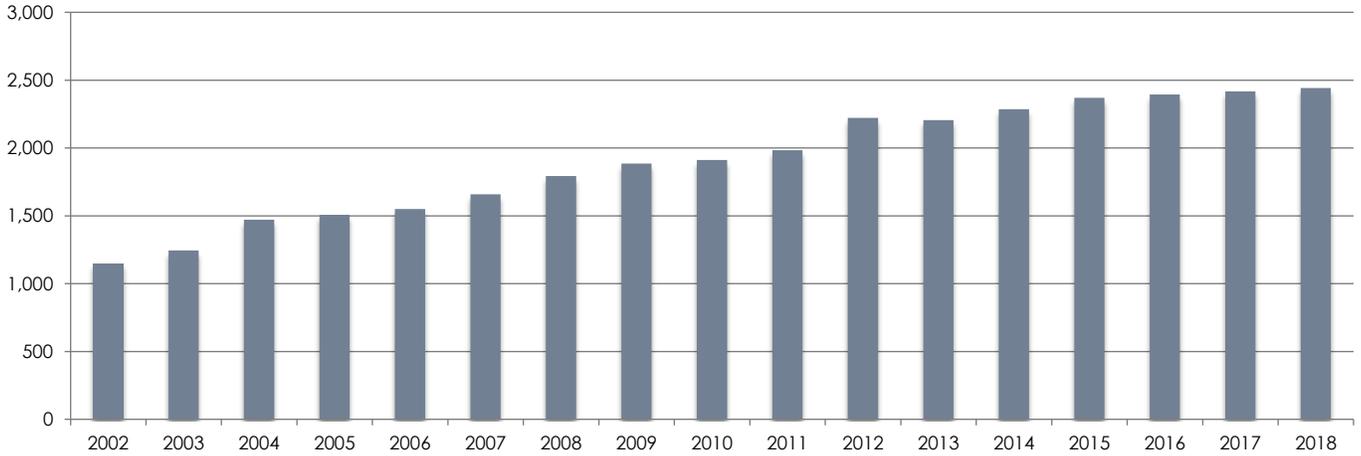
Always critical to the budget are the general services that the City provides for its residents. A new service that the City offers is the acceptance of

POPULATION EXTRAPOLATION

Fiscal Year	Population	% Change	Households
2011	9,943	1.5%	1,983
2012	10,060	1.2%	2,221
2013	10,203	1.4%	2,206
2014	10,295	0.9%	2,286
2015	10,256	-0.4%	2,370
2016	10,374	0.0%	2,394
2017	10,374	0.0%	2,418
2018	10,374	0.0%	2,442

Figure O-1

NUMBER OF HOUSEHOLDS IN CEDAR HILLS



passports. It is expected that this service will add \$70,000 to the general fund. Other line items, such as business licensing revenues have decreased due to recent legislation limiting the ability of cities to charge for home-based businesses with no measurable impact.

Personnel

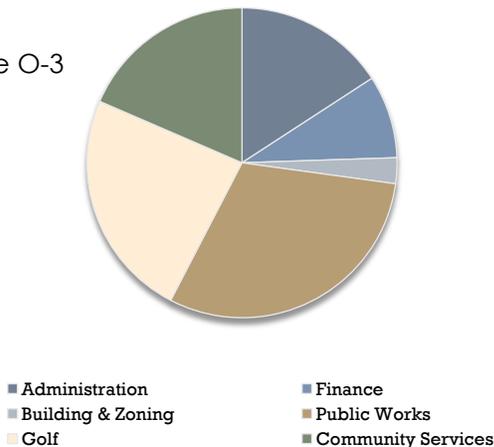
The City of Cedar Hills lost a full-time administration employee during the 2017 fiscal year. Fiscal year 2018 will maintain that level. A detailed summary of the City staff by department is provided in Figure O-3.

The City is currently running a lean, low-cost operation. Full-time equivalent employees per 1,000 residents has not significantly changed since 2012. In fiscal year 2018, the City will employ more FTEs for growing community services recreation programs and part-time admin staff for passport service coverage. Figure O-4 depicts the changes in FTEs per capita over time. As the city ages, increased labor needs are expected in some departments such as Public Works due to increased infrastructure maintenance requirements.

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-

Figure O-3



PERSONNEL SUMMARY		Figure O-4		
DEPARTMENT	FY2016	FY2017	FY2018	
Administration	5.5	5.3	5.3	
Finance	2.9	2.9	2.9	
Building & Zoning	0.6	0.6	0.9	
Public Works	8.9	10.2	10.2	
Golf	7.7	8.0	8.0	
Community Services	6.2	6.2	6.2	
TOTAL	31.8	33.2	33.5	

Figure O-5



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 six major funds: 1. General fund; 2. Golf fund; 3. Golf Debt Service fund; 4. Capital Projects fund; 5. Water, Sewer, & Storm Drain fund; 6. Motor Pool fund. A brief summary of the funds can be found in the chart on page 6. The most significant revenue and expense items for the top five funds are shown in the charts on pages 7–10.

State law requires that the General fund carry a fund balance of no more than 25 percent of the estimated revenues. The total net position in the Motor Pool fund is kept very low as revenues are used 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 and transfers out in the upcoming budget year total \$12,656,003. More information about the City's fund balances can be found on pages 33–37.

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 2018 sales tax revenues are expected to increase to \$1,244,988.

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 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 2018, which changed the tax rate to 0.2024 percent from 0.2186 percent. The decrease in rate is due to property tax values increasing.

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

Continued on page 8

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 Golf fund is a special revenue fund 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.

The Golf and Excise Debt Service funds are used to account for debt levy receipts, and principal, interest, and trustee payments.

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 and equipment.

The Enterprise fund includes 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 fund:

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

RELATIONSHIP OF DEPARTMENTS & FUNDS

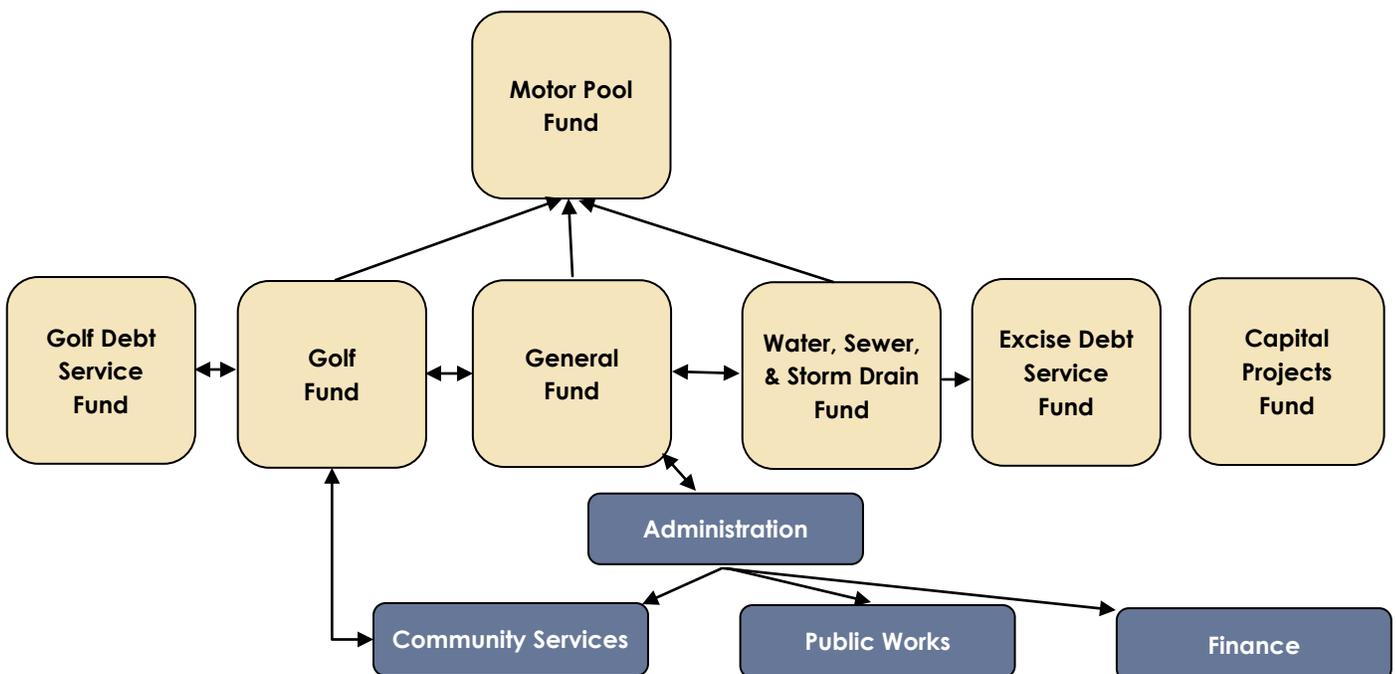
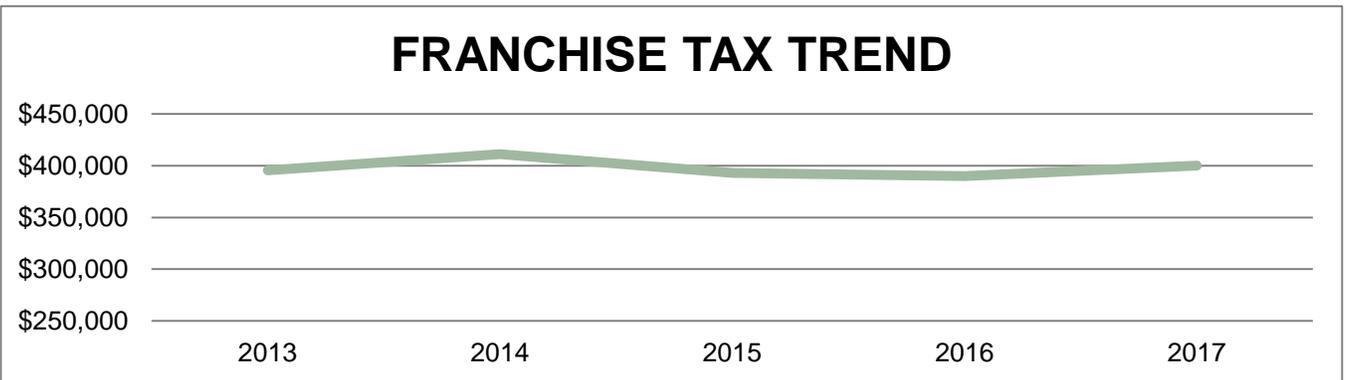
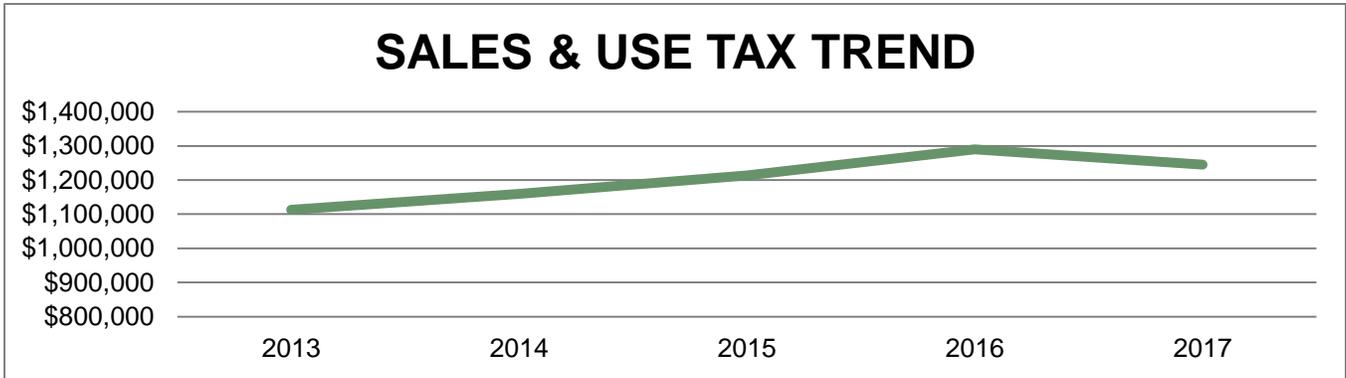
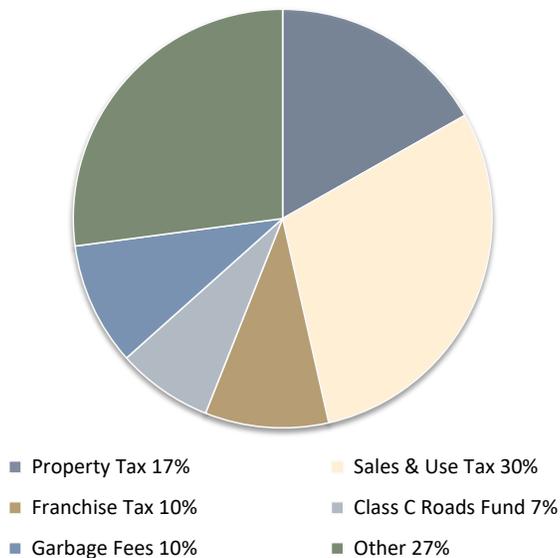


Figure O-6

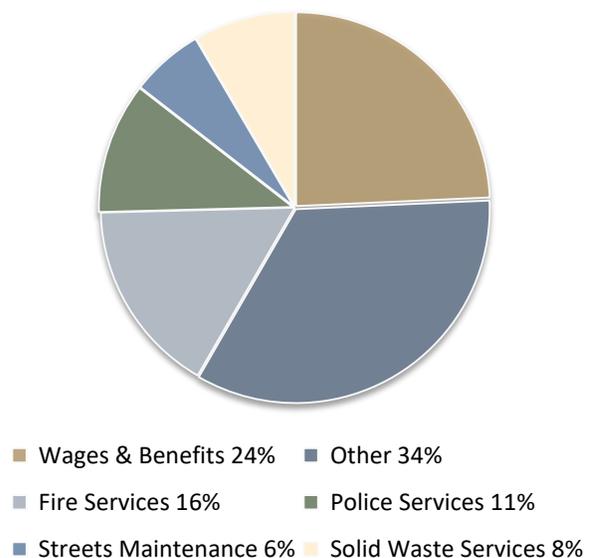
Figure O-6



GENERAL FUND TOP REVENUES



GENERAL FUND TOP EXPENDITURES



Continued from page 5

amount the City receives is based on population and road mileage.

Garbage fees represent 10 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.

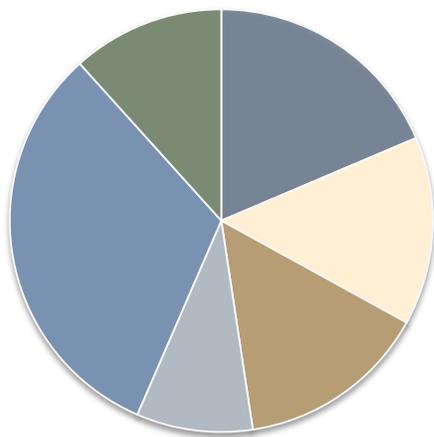
General fund revenues are used to finance many of the day-to-day activities of the City. General fund expenditures are spread over more than 80 different categories and include wages and benefits, public safety services, road maintenance, and solid waste services.

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.

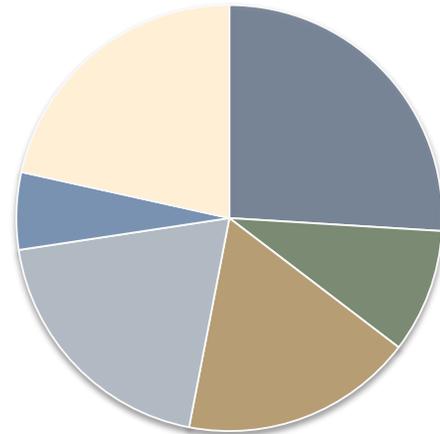
At 32 percent, sewer fees are the top revenue source in the fund. Residents are charged a base rate plus a usage rate. The base rate is designed to

WATER & SEWER FUND TOP REVENUES



- Water Fees 19%
- PI Usage Fees 14%
- PI Base Rate Fees 15%
- Storm Drain 9%
- Sewer Fees 32%
- Other 12%

WATER & SEWER FUND TOP EXPENDITURES



- Wages & Benefits 26%
- Water Utilities 9%
- TSSD Billing 18%
- Depreciation 20%
- Interest Expense 6%
- Other 22%

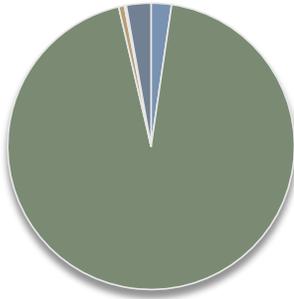
cover the cost of the infrastructure. The usage rate is calculated once a year and is based on a household's winter-water usage.

Water fees charged to residents provide 18 percent 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.

Pressurized irrigation base rate fees and pressurized irrigation usage fees provide 29 percent of budgeted revenues. 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.

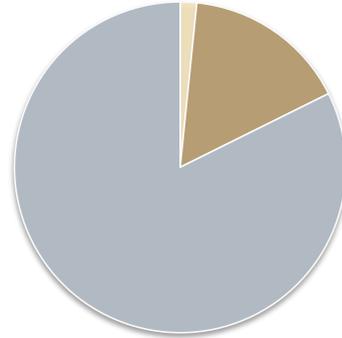
Storm water is an issue that is of increasing importance to the City, and the costs are expected to continue increasing as well. A flat storm drain fee is billed to every household each month. City

CAPITAL PROJECTS FUND TOP REVENUES



- Impact Fees 2%
- Interest Income 1%
- General Fund Transfer 3%
- Sale of Land 94%
- Grant Income 0%

CAPITAL PROJECTS FUND TOP EXPENDITURES



- Misc. Capital Projects 2%
- Street Projects 16%
- Park Projects 82%

staff estimates that storm drain revenue will total 8.9 percent of total fund revenue for fiscal year 2018.

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.

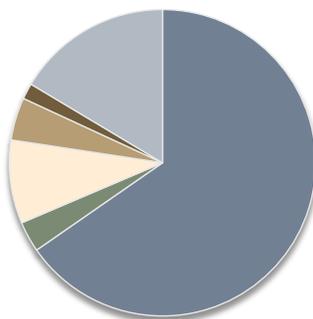
Potential projects for 2018 include a sewer line expansion and storm drain work (see the Capital Improvements Plan, Appendix A).

The Capital Projects Fund

As slow limited growth has become the new normal for the city, 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.

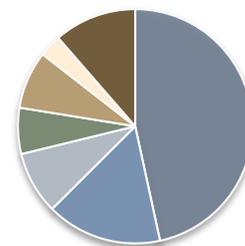
Upcoming projects for fiscal year 2018 include the purchase of Harvey Park land, construction of the Bayhill Park pavilions. It also includes the finishing the golf maintenance facility. Other projects are detailed in the Capital Improvements Plan (Appendix A).

GOLF FUND TOP REVENUES



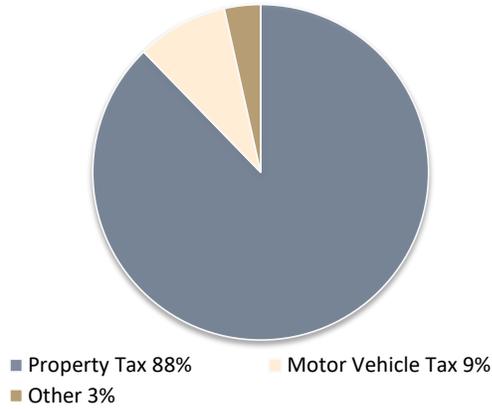
- Green Fees 65%
- Pro Shop 9%
- Other 2%
- Practice Range 3%
- Season Passes 4%
- General Fund Subsidy 16%

GOLF FUND TOP EXPENDITURES

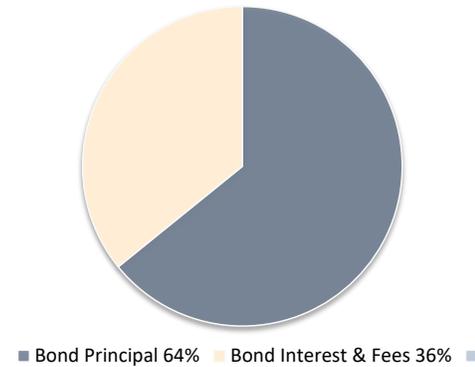


- Wages & Benefits 47%
- Course Maintenance 9%
- Golf Carts 8%
- Capital Outlay 11%
- Pro Shop 16%
- Equipment Maintenance 6%
- Other 3%

GOLF DEBT SERVICE FUND TOP REVENUES



GOLF DEBT SERVICE FUND TOP EXPENDITURES



The Golf Fund

Top revenues in this special revenue include green fees, practice range, and pro shop revenue.

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 \$142,000 from the City's General fund. Expenditures in the Golf fund are spread over several categories. Top expenditures include wages and benefits, golf cart rental, pro shop supplies, equipment, and course maintenance (see the pie chart on next page).

The Golf Debt Service Fund

The general obligation refunding bond, series 2012 has scheduled debt service payments through 2035. Expenditures in the Golf Debt Service fund include bond principal and interest payments on the general obligation bonds, and their related annual trustee fees. A property tax is levied to cover most of the debt service payments. The related motor vehicle fee distribution, delinquent taxes, interest, penalties, and prior year's excess fund balance are also utilized to cover the general obligation debt service. 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, 2017, the City had \$5,120,000 of outstanding general obligation debt, and an overall debt limit of \$57,992,408—based on 12% of the 2016 assessed taxable property value, which was \$483,270,063.

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.

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 December 20, 2012 to take advantage of cash savings of approximately \$500,000 over the life of the loan. The bond is supported by a property tax debt levy and the related motor vehicle fee distribution.

DEBT SERVICE AND LEGAL DEBT LIMITS

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 partially refunding the bonds during October 29, 2014. The bond is supported by water and sewer revenue.

Public Works Building

The City issued \$2,325,000 in excise tax bonds for the construction of the Public Works Building in 2006. During October 2015, these bonds were refunded for interest savings, which eliminated three years of bond payments. 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. This bond is supported by a mix of general fund and water & sewer fund revenues.

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.

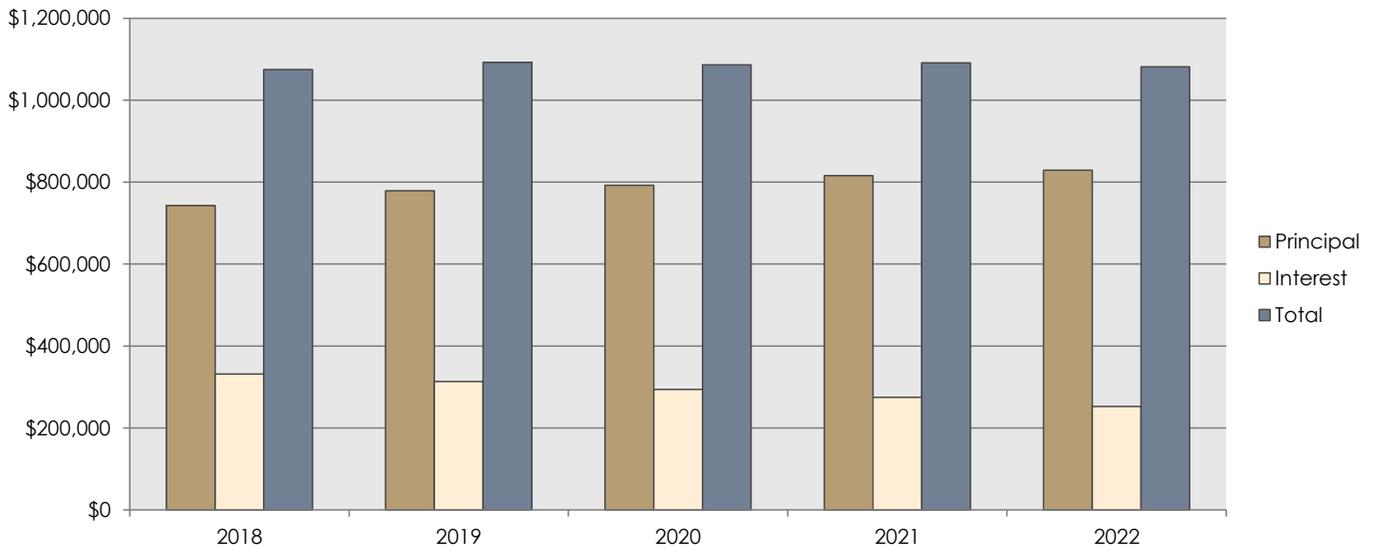
Pressurized Irrigation Improvements

When planning for fiscal year 2009, the City Council decided to upgrade the City's pressurized irrigation system. In order to do so, the City needed a \$930,000 Utility Revenue Bond. This revenue bond is supported by water and sewer revenue. Wells Fargo agreed to lower the interest rate on April 15, 2013 from 5.99% to 3.02%. The city council has opted to pay extra principal payments to match the interest rate savings.



	DATE OF ISSUANCE	TOTAL AMOUNT	BALANCE AS OF 7/1/2017	CURRENT YEAR PAYMENTS	PAYOFF DATE
General Obligation Bonds					
Golf Course	12/20/2012	\$5,570,000	\$ 5,120,000.00	\$230,000	2/1/2035
Revenue Bonds					
Pressurized Irrigation	10/29/2014	\$4,633,000	\$4,316,000	\$255,000	3/1/2031
Public Works Building	10/14/2015	\$1,644,000	\$1,527,000	\$116,000	7/1/2028
Cottonwood Well	10/17/2007	\$2,090,000	\$1,285,000	\$102,000	3/1/2028
PI Improvements	3/12/2009	\$930,000	\$602,000	\$40,000	3/1/2029
TOTAL		\$14,867,000	\$12,850,000	\$743,000	

FIVE-YEAR DEBT PAYMENT SUMMARY



	2018	2019	2020	2021	2022
Principal	\$743,000	\$779,000	\$792,000	\$816,000	\$829,000
Interest	\$331,609	\$313,393	\$294,292	\$274,912	\$252,377
Total	\$1,074,609	\$1,092,393	\$1,086,292	\$1,090,911	\$1,081,377

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 “Fiscal Focus” 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.

“Fiscal Focus” 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—Decision Surveys, Townhall Meetings, and Public Comment

A survey was completed during June 2014, which governing body reviews and identifies issues for the next couple of budget years.

A Townhall Committee has been created to help identify topics for discussion in which residents are most interested. 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 budget retreat 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.

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

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

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.

MAYOR & CITY COUNCIL



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. Administration reports to the Council on the progress of each goal, and the Council assesses how well the goals are being realized. 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:

- Evaluate and plan for long-term public safety costs.

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:

- Development of commercial retail center

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:

- Park Master Plan
- Swimming pool feasibility phase 2
- Deerfield Park land purchase and planning

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:

- Identify infrastructure weak points, annual infrastructure evaluations

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:

- Update open space zoning

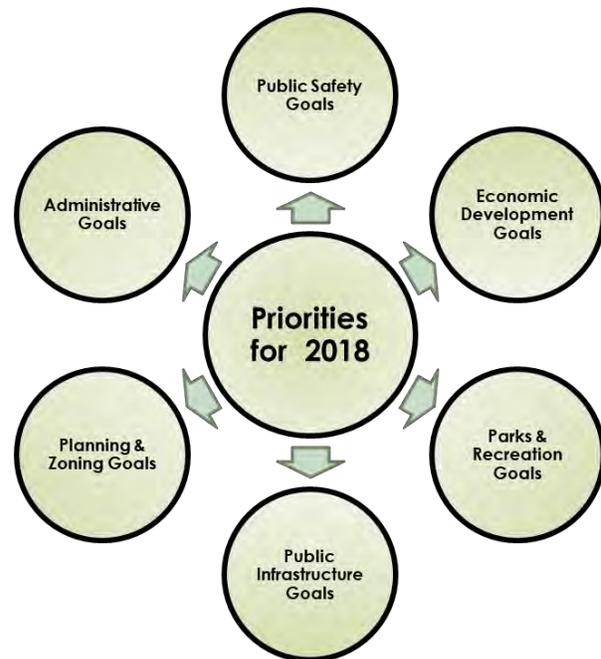


Figure O-7

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 communications
- Evaluate staffing levels for each department
- Track Council priorities

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 16 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



Chandler Goodwin

CITY MANAGER/CITY PLANNER

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 operations and programs, and serves as the City Budget Officer. 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.

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.

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.

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
- Supervise all City departments including Finance, Public Safety, Fire and EMT services, Building and Zoning, Administration, Community Services and Public Works
- To provide informative, accurate, and up-to-date reports for the staff, Mayor, Council, and residents

Objectives

- Complete large City projects including the following: market city owned commercial property; market city owned residential lots (Cottonwood Hills Estates); street and sidewalk maintenance program; develop Bayhill Park improvements; develop and construct the golf course maintenance facility; analysis of all current revenue and expenditure sources, etc.

		PERFORMANCE INDICATOR	2015	2016	2017
OUTPUT	Executive staff meetings held		36	41	38
	Trainings held		11	11	11
	City Council meetings attended		100%	95%	100%
	LPPSD Board meetings attended		100%	100%	100%
	Quarterly Budget Review		2	2	2
EFFICIENCY	Management reports distributed, 12 annually		100%	100%	100%
	Employees receiving their annual performance evaluation		100%	100%	100%
	One-on One employee communication meetings held		100%	100%	100%



Charl Louw

FINANCE DEPARTMENT

Mission

To properly manage and safeguard public monies, the City's financial assets, and records 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, 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, the general ledger, monthly financial reporting, year-end audit schedules, budget oversight, bank reconciliations, utility billing, cash receipting, accounts payable and receivable, debt management, and financial 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. Information technology support is also coordinated by the finance staff. In addition to these responsibilities, the Finance Department annually produces the City of Cedar Hills award winning Comprehensive Annual Financial Report (CAFR) and Budget Document. These documents provide the big picture of the City's financial position as well as a specific and explicit plan for future financial activity. A copy of the latest CAFR and Budget Document are 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 continue to produce various significant financial documents, like the CAFR and Budget document, and provide detailed budget presentations, which assist the City Staff, Mayor and City Council with the decision making process
- To ensure that the budget, general ledger, utility billing, accounts payable and receivable, payroll, monthly financial statements, and debt management responsibilities are completed in a timely, accurate manner
- To assist in the creation of other useful documents which demonstrate public accountability for the honest and efficient use of public funds—such as the State of the City report
- To ensure the City's financial transactions are compliant with bond covenants, contracts, and state and federal guidelines

Objectives

- To provide accurate, timely accounting and budget information, which is accessible to residents, City staff, and Elect-ed officials.
- To increase documentation of job duties, financial policies, to improve cross training throughout the department
- 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		2016	2017
OUTPUT	Checks processed(A/P)	1,152	1,239
	Electronic Fund Transfers Processed	104	90
	Payroll Checks and Direct Deposit Vouchers	1,927	2,212
	Paper Utility Statements Processed per month	1,421	1,334
	Electronic Utility Statements Processed per month	N/A	1,916
	Utility Customers	2,472	2,507
	Average annual % of past due utility billing receivables greater than or equal to 60 days outstanding	14.56%	14.69%
	Average annual % of past due utility billing receivables greater than or equal to 150 days outstanding	8.97%	9.36%
EFFECTIVENESS	Total payments received through online bill pay	81.00%	82.22%
	Total payments received through ACH	10.28%	10.29%
	GFOA Budget Award	Yes	N/A
	GFOA Certificate for Excellence in Financial Reporting	Yes	N/A



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		2016	2017
OUTPUT	Water inspections	20	11
	Sewer inspections	24	11
	Inspections completed	948	707
	Building permits processed	162	146
	Building plans approved	154	137
	Zoning violations detected	1120	1120
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	1	1
	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	98%	98%
	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 with regards to recreation activities and to provide reports to the City Manager. Also to work with our clients in booking the Vista Room located in the Recreation Building.

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 all recreational programs
- Work with companies /groups to book events
- Work with clients to market and advertise the new



reception center and golf course

- To increase participation of sports programs through advertising within the City
- To continue to work with the local schools to build relationships of trust and have a win/win mentality for all parties.
- To constantly look for ways to increase event revenue options with staff.

Community Services

The Community Services Director oversees all City services and is the treasurer for the Family Festival. In fiscal year 2015 the sports coordinators took over running the sports programs and work closely with our supervisors/officials to ensure success in every program. They have done an exceptional job in making sure we are effective in all we do. We have found ways to increase attendance and work more efficiently.

The 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. The Community Services Director is also required to plan and organize all special events needs that are sent in to the City.

The department continually evaluates its services and develops programs to meet changing community needs and interests while staying within our assigned budget. We also were able to begin a relationship with Celebrations Dance Co. who uses our building for their class needs.

Goals

- Customer Service is our #1 priority, we strive to exceed participants expectations
- Continue working with our partners to assure guest satisfaction
- Keep Sportsites.com up to date with all our current sports 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



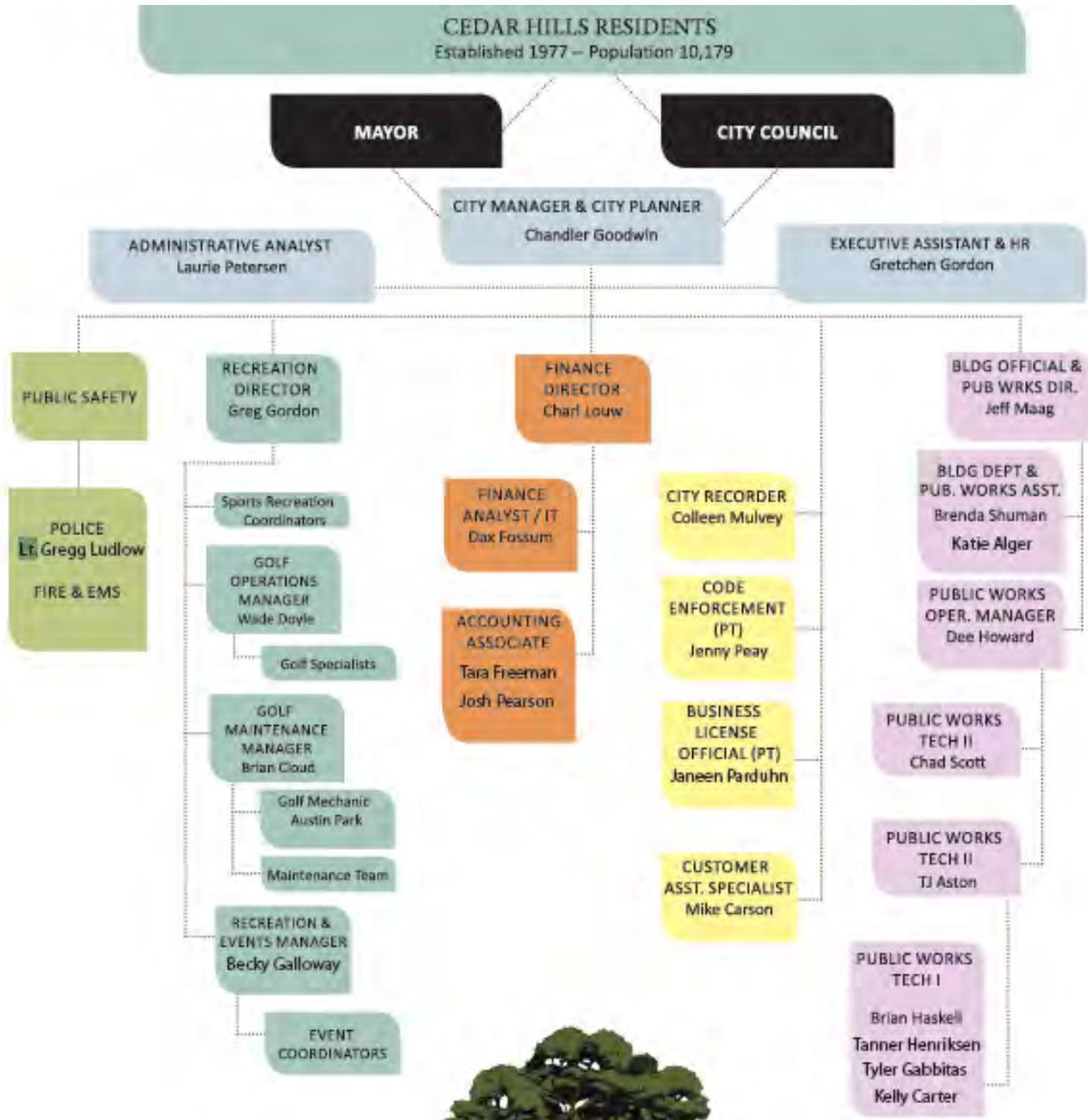
Performance Indicators

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		2016	2017
OUTPUT	Season Golf Passes Sold (includes trades)	\$52,148	\$75,552
	Number of Resident Nights on Mondays/Tuesdays	34	27
	Events/Receptions booked in Recreation Center Vista Room	129	160
	Jr. Jazz teams	96	123
	Flag Football teams	43	42
EFFICIENCY	Golf carts function properly	91%	92%
	Golf irrigation system functions properly	98%	98%
	Golf carts are repaired within 24 hours	94%	95%
	Golf maintenance equipment is up and running	98%	97%
	Golf maintenance equipment is repaired within 48 hours	96%	98%
EFFECTIVENESS	Percent of year spent on Family Festival (Director only)	10%	8%
	Total additional sport programs added during fiscal year	2	4
	# of employee accidents during the fiscal year	0	1



ORGANIZATIONAL CHART



BUDGET HIGHLIGHTS

SUMMARY OF FUNDS

Figure BH-1 summarizes the Fiscal Year 2018 Budget for the City of Cedar Hills. The total adopted appropriations reflects a decrease of \$53,808 from the prior year's estimated figure. Significant changes from prior year's budget include the following:

General Fund

- **\$111,352 increase in overall revenues & transfers, which were primarily from increases in projected passport fees, and sales tax revenues.**
- **\$110,418 increase in overall expenditures & transfers, which were primary from legal services, street, and park maintenance increases.**

Golf Fund:

- **\$24,000 increase in revenues primarily due to increased pro shop sales.**
- **\$1,991 decrease in expenditures primarily due to the type of capital expenditures planned.**

Golf Debt Service Fund:

- **\$4,600 overall increase in expenditures is based on the debt service schedule.**

Capital Projects Fund:

- **\$1,085,238 increase primarily for the Harvey park land purchase.**

Water & Sewer Fund

- **\$213,115 increase in transfers in and water, sewer, and storm drain fees based on Bowen, Collins engineering study to fund improvements and repairs.**
- **\$1,300,000 allocation for sewer and storm drain projects, along with a vacuum truck.**

Motor Pool Fund:

- **\$103,000 for replacement of three public works trucks.**

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 2018. 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 de-

FISCAL YEAR 2018 BUDGET SUMMARY			
Fund	2016 Actual	2017 Estimate	2018 Budget
General Fund	\$4,607,178	\$4,418,713	\$4,195,072
Golf Fund	\$850,734	\$916,969	\$965,200
Golf Debt Service Fund	\$361,270	\$363,070	\$358,470
Excise Tax Debt Service Bond Fund	\$0	\$156,226	\$0
Capital Projects Fund	\$1,981,326	\$715,825	\$3,737,000
Water & Sewer Fund	\$2,979,805	\$3,251,068	\$3,400,261
Motor Pool Fund	\$151,987	\$181,582	\$173,670
TOTALS	\$10,932,300	\$10,003,453	\$12,829,673

Figure BH-1

REVENUES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET	EXPENDITURES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
General Fund							
Taxes	\$ 2,525,335	\$ 2,560,900	\$ 2,520,106	General Government	\$ 1,407,416	\$ 1,322,901	\$ 1,340,701
Licenses/Permits	\$ 271,224	\$ 193,000	\$ 94,000	Streets	\$ 297,878	\$ 322,000	\$ 367,200
Charges for Services	\$ 672,927	\$ 730,900	\$ 736,300	Public Safety	\$ 1,168,201	\$ 1,148,300	\$ 1,164,931
Intergovernmental	\$ 366,386	\$ 397,100	\$ 381,100	Parks and Recreation	\$ 602,430	\$ 605,900	\$ 683,759
Recreation & Culture	\$ 445,996	\$ 441,700	\$ 419,000	Solid Waste Services	\$ 350,724	\$ 341,500	\$ 355,250
Miscellaneous	\$ 75,733	\$ 54,000	\$ 45,500				
Transfers In	\$ 14,500	\$ 14,500	\$ -	Transfers Out	\$ 780,532	\$ 678,113	\$ 283,233
	\$ 4,372,100	\$ 4,392,100	\$ 4,196,006		\$ 4,607,181	\$ 4,418,714	\$ 4,195,075
Golf Fund							
Golf Revenue	\$ 756,447	\$ 780,500	\$ 724,700	Salaries, Wages, & Benefits	\$ 406,366	\$ 425,040	\$ 446,680
Transfers In	\$ 160,000	\$ 147,000	\$ 142,000	Materials, Supplies, and Services	\$ 420,280	\$ 395,420	\$ 408,520
				Capital Outlay	\$ 24,088	\$ 96,509	\$ 110,000
	\$ 916,447	\$ 927,500	\$ 866,700		\$ 850,733	\$ 916,969	\$ 965,200
Golf Debt Service Fund							
Property Tax	\$ 305,945	\$ 309,000	\$ 309,770	Bond Principal	\$ 220,000	\$ 230,000	\$ 230,000
Motor Vehicle Tax	\$ 33,500	\$ 34,000	\$ 32,000	Bond Interest	\$ 140,420	\$ 132,720	\$ 128,120
Other Fees	\$ 12,130	\$ 13,000	\$ 11,300	Trustee Fees	\$ 850	\$ 350	\$ 350
	\$ 351,575	\$ 356,000	\$ 353,070		\$ 361,270	\$ 363,070	\$ 358,470
Capital Projects Fund							
Transfers In	\$ 728,064	\$ 434,000	\$ 65,000	Park Projects	\$ 19,736	\$ 460,000	\$ 3,077,000
Impact Fees	\$ 73,091	\$ 51,200	\$ 53,723	Street Projects	\$ 12	\$ -	\$ 600,000
Bond Financing Proceeds	\$ 1,644,000	\$ -	\$ -	Misc Projects & Debt Service	\$ 1,955,578	\$ 249,825	\$ 60,000
Other Sources	\$ 188,961	\$ 700,000	\$ 2,220,000	Transfers Out	\$ 6,000	\$ 6,000	\$ -
	\$ 2,634,116	\$ 1,185,200	\$ 2,338,723		\$ 1,981,326	\$ 715,825	\$ 3,737,000
Water, Sewer, & Storm Drain Fund							
Water	\$ 1,867,073	\$ 1,811,450	\$ 1,887,031	Water	\$ 1,676,767	\$ 1,796,545	\$ 1,911,451
Sewer	\$ 1,124,178	\$ 1,149,850	\$ 1,180,814	Sewer	\$ 895,318	\$ 943,150	\$ 1,038,536
Storm Drain	\$ 285,003	\$ 295,000	\$ 314,581	Storm Drain	\$ 291,688	\$ 393,760	\$ 450,275
Miscellaneous & Transfers In	\$ 616,904	\$ 55,050	\$ 157,983	Transfers Out	\$ 116,032	\$ 117,613	\$ -
	\$ 3,893,158	\$ 3,311,350	\$ 3,540,408		\$ 2,979,805	\$ 3,251,068	\$ 3,400,261
Motor Pool Fund							
Charges from General Fund	\$ 80,682	\$ 77,227	\$ 82,266	Gas & Maintenance	\$ 36,545	\$ 56,650	\$ 51,800
Charges from Water & Sewer	\$ 65,782	\$ 62,656	\$ 67,483	Insurance	\$ 9,098	\$ 10,750	\$ 9,950
Charges from Golf	\$ 16,020	\$ 16,020	\$ 15,920	Capital Outlay	\$ -	\$ -	\$ -
Gain on Sale of Assets	\$ 41,410	\$ 25,679	\$ 8,000	Rent Expense	\$ 14,917	\$ 22,000	\$ 25,000
				Depreciation	\$ 91,427	\$ 92,182	\$ 86,920
	\$ 203,894	\$ 181,583	\$ 173,669		\$ 151,986	\$ 181,582	\$ 173,670

tailed by type and evaluated against prior years. As seen in the Consolidated Summary of Funds and as required by State law, the fiscal year 2018 General fund and Capital Projects fund budgets are balanced.

Budget Preparation

Preparation for the fiscal year 2018 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, Golf fund, Golf & Excise Bond Debt Service and Capital Projects funds) 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 fund (i.e. Water and Sewer 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 position 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 and finance committee'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 Finance Director.

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 Position

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 position reflect the accumulated balance. Net position 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 25 percent may be used for budget purposes; and (3) Any fund balance in excess of 25 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 five pages include a several year history of the fund balances and net position for the General fund, the Water, Sewer, and Storm Drain fund, the Capital Projects fund, the Golf fund, and Golf Debt Service fund.

2018 BUDGET TIMELINE

Task	Date to be Completed	Task	Date to be Completed
Fiscal Focus	Jan 20	Golf Fund Revenues	March 20
Capital Improvements Plan	Feb 20	Golf Fund Expenditures	March 20
Capital Projects Fund Revenue Estimates	Feb 20	Water & Sewer Fund Revenue Estimates	March 6
Capital Projects Fund Expenditures	Feb 20	Water & Sewer Fund Expenditures	March 6
Motor Pool Fund Expenditures	Feb 20	Tentative Budget Presentation	May 1
Vehicle Replacement Plan	Feb 20	Certified Tax Rate	June 19
General Fund Revenue Estimates	March 6	Final Budget Approved	June 19
General Fund Expenditures	March 6	Final Budget Submitted to State	June 19
Salaries, Wages, & Benefits	March 6		

Figure BH-3

GENERAL FUND - FUND BALANCE

	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Beginning Fund Balance	\$ 1,201,147	\$ 960,069	\$ 933,456
Revenues			
Taxes	\$ 2,525,335	\$ 2,560,900	\$ 2,520,106
Licenses/Permits	271,224	193,000	94,000
Intergovernmental	366,386	397,100	381,100
Other Fees	672,927	730,900	736,300
Recreation & Culture	445,996	441,700	419,000
Miscellaneous	75,733	54,000	45,500
Total Revenues	4,357,600	4,377,600	4,196,006
Transfers In	8,500	14,500	-
Total Revenues & Transfers In	4,366,100	4,392,100	4,196,006
Expenditures			
General Government	1,145,429	1,070,250	1,019,325
Streets and Public Works	559,865	574,650	688,577
Public Safety	1,168,200	1,148,300	1,164,931
Solid Waste Services	350,724	341,500	355,250
Parks and Recreation	602,432	605,902	683,761
Total Expenditures	3,826,650	3,740,602	3,911,844
Transfers Out	780,532	678,113	283,233
Total Expenditures & Transfers Out	4,607,178	4,418,713	4,195,072
Ending Fund Balance	\$ 960,069	\$ 933,456	\$ 934,390

GOLF FUND • FUND BALANCE

	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Fund Balance Beginning of Year	\$ 114,403	\$ 180,116	\$ 190,647
Revenues			
Golf Revenue	756,447	780,500	724,700
Total Revenues	756,447	780,500	724,700
Transfers In	160,000	147,000	142,000
Total Revenues & Transfers	916,447	927,500	866,700
Expenses			
Salaries, Wages, & Benefits	406,366	425,040	446,680
Materials, Supplies, and Services	420,280	395,420	408,520
Interest Expense	-	-	-
Capital Outlay	24,088	96,509	110,000
Total Expenses	850,734	916,969	965,200
Ending Fund Balance	\$ 180,116	\$ 190,647	\$ 92,147

GOLF DEBT SERVICE FUND - FUND BALANCE

	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Beginning Fund Balance	\$ 16,096	\$ 6,401	\$ 49,331
Revenues			
Property Tax	305,945	309,000	309,770
Motor Vehicle Tax	33,500	34,000	32,000
Other Fees	12,130	13,000	11,300
Total Revenues	351,575	356,000	353,070
Transfers In	-	50,000	-
Total Revenues & Transfers	351,575	406,000	353,070
Expenditures			
Bond Principal	220,000	230,000	230,000
Bond Interest	140,420	132,720	128,120
Trustee Fees	850	350	350
Total Expenditures	361,270	363,070	358,470
Ending Fund Balance	\$ 6,401	\$ 49,331	\$ 43,931

CAPITAL PROJECTS FUND - FUND BALANCE

	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Beginning Fund Balance	\$ 2,232,489	\$ 2,861,875	\$ 3,331,250
Revenues & Other Sources			
Impact Fees	73,091	51,200	53,723
Interest Income	23,794	15,000	15,000
CARE & Transit Sales Tax	43,769	40,000	-
Grant Income	5,587	5,000	5,000
Proceeds From Sales of Capital Assets	115,811	640,000	2,200,000
Bond Financing Proceeds	1,644,000	-	-
Total Revenues & Financing Sources	1,906,052	751,200	2,273,723
Transfers In	728,064	434,000	65,000
Total Revenues, Financing Sources & Transfers	2,634,116	1,185,200	2,338,723
Expenditures			
Street Projects	12	-	600,000
Park Projects	19,736	460,000	3,077,000
Miscellaneous Projects	4,250	249,825	60,000
Debt Service	148,170	-	-
Other Financing Use- Payment to Escrow	1,826,563	-	-
Total Expenditures & Financing Uses	1,998,731	709,825	3,737,000
Transfers Out	6,000	6,000	-
Total Expenditures, Financing Uses & Transfers	2,004,730	715,825	3,737,000
Ending Fund Balance	\$ 2,861,875	\$ 3,331,250	\$ 1,932,973

WATER, SEWER, & STORM DRAIN FUND - NET POSITION

	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Net Position Beginning of Year	\$ 19,649,857	\$ 20,563,208	\$ 20,623,493
Revenues			
Water	1,867,073	1,811,450	1,887,031
Sewer	1,124,178	1,149,850	1,180,814
Storm Drain	285,003	295,000	314,581
Miscellaneous	616,904	55,050	81,750
Total Revenues	3,893,158	3,311,350	3,464,176
Transfers In	-	-	76,233
Total Revenues & Transfers	3,893,158	3,311,350	3,540,408
Expenses			
Salaries, Wages, & Benefits	719,321	836,436	883,074
Materials, Supplies, and Services	608,868	767,436	870,663
TSSD Fees	518,187	520,000	600,000
Water Purchases	157,948	150,500	161,000
Bad Debts	8,890	13,750	13,750
Depreciation & Amortization	656,964	662,782	665,685
Interest & Trustee Fees	193,600	182,551	206,088
Total Expenses	2,863,778	3,133,455	3,400,260
Transfers Out	116,032	117,613	-
Total Expenses & Transfers	2,979,810	3,251,068	3,400,261
Ending Net Position	\$ 20,563,208	\$ 20,623,493	\$ 20,763,643

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.

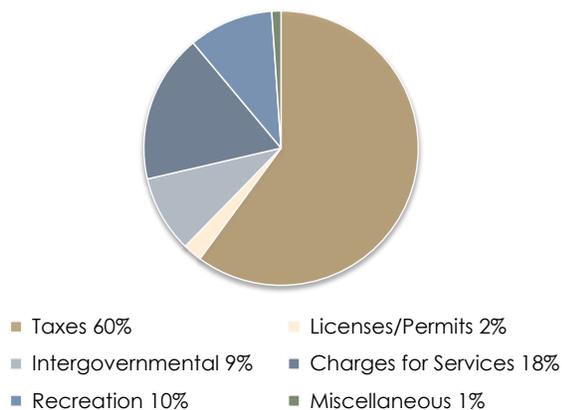
General fund revenues are organized into various categories. Tax revenue, licenses and permits, inter-governmental revenues, charges for services, recreation and cultural revenue, and miscellaneous revenues are the six functional revenue groups in the General fund. As seen in the figure below, taxes make up the greatest portion of expected revenue. Figure G-1 shows that per household, Cedar Hills property tax revenues are in the middle of the pack compared to other Utah County cities.

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 2018 budget totals \$4.2 million. This total reflects a net increase of 2.7 percent from the fiscal year 2017 budget of \$4.1 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. Figure G-2 demonstrates that operating expenditures per resident have increased for public safety, community services, and road maintenance. Budget projections for fiscal year 2018 expenditures remain very consistent with prior years, when compared on a per resident basis.

GENERAL FUND REVENUES



Average Property Tax \$ Per Household

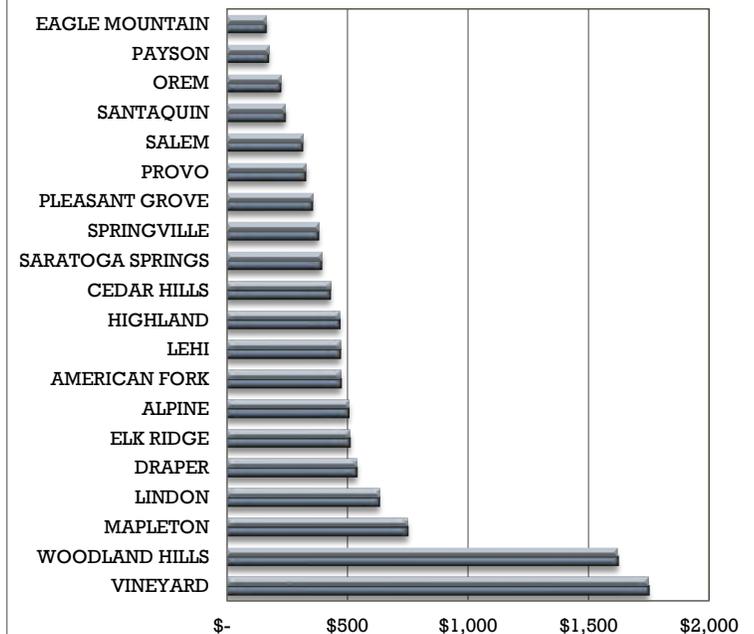


Figure G-1

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. Almost thirty 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 Marco’s Pizza, Great Clips, and Dollar Tree in the last two years.

While sales tax revenue has increased over the past few years, property tax revenue has been flat. From fiscal year 2010 to fiscal year 2017, the amount of total revenue generated through property taxes for operations has produced mixed results, but is slightly higher. The 2017 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 2018 property tax rate is 0.2186 percent of the taxable value.

Building Permit Fees: The lack of land to develop continued to limit growth in Cedar Hills. The 2017 budget is based on five new residential homes. Most building permits were for home renovations and solar improvements.

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 2018.

Expenditures

Wages and Benefits: A full-time admin employee was absorbed for the 2018 budget. Part-time passport employees were added.

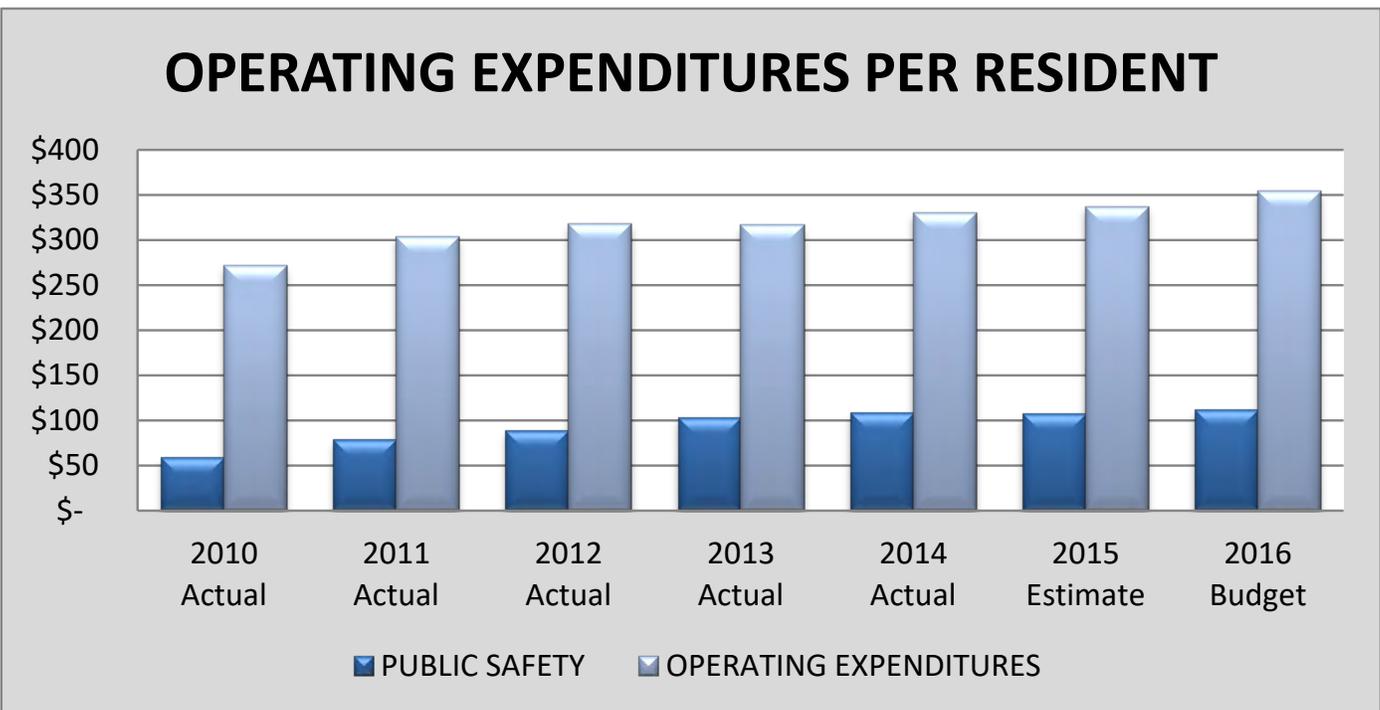
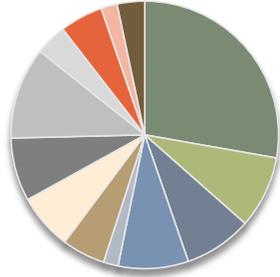


Figure G-2

GENERAL FUND EXPENDITURES



- Public Safety 28%
- Streets 9%
- General 8%
- Solid Waste 8%
- Elected 2%
- Administration 5%
- Transfers 7%
- Public Works 8%
- Community Services 11%
- Finance 4%
- Parks 5%
- Recorder's Office 2%
- Building & Zoning 3%

Employee compensation detail for fiscal year 2016 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 2018, 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: Street maintenance projects were increased due to more funding from general revenues and flat Class C Road revenues anticipated. A list of the scheduled street projects is included in the chart below, Figure G-3.

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

PLANNED STREET MAINTENANCE - 2018

Ferguson Way	HA5
4600 West (Harvey to Cedar Run)	HA5
Morgan (10491 N to End)	HA5
Oak Road. W (Aspen to Pinnacle)	HA5
Manila Creek (Lakeview to Meadow)	HA5
Mahogany	HA5
Morgan (Canyon Rd to 10491)	Edge Mill & Overlay
Sage Vista	Edge Mill & Overlay
Ferguson Way (4634 W to Ferguson Dr.)	Edge Mill & Overlay

Figure G-3

GENERAL FUND REVENUES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Tax Revenue			
Property Tax	\$ 686,332	\$ 697,000	\$ 704,818
Motor Vehicle Tax	\$ 75,151	\$ 77,000	\$ 75,000
Delinquent Taxes	\$ 19,838	\$ 27,000	\$ 20,000
Penalty & Interest	\$ 662	\$ 900	\$ 300
Fee in Lieu of Taxes	\$ 7,518	\$ 6,000	\$ 5,000
Sales & Use Tax	\$ 1,248,838	\$ 1,290,000	\$ 1,244,988
CARE Tax	\$ -	\$ -	\$ -
Franchise Tax	\$ 408,537	\$ 390,000	\$ 400,000
Telecom Tax	\$ 78,459	\$ 73,000	\$ 70,000
	\$ 2,525,335	\$ 2,560,900	\$ 2,520,106
Licenses & Permits Revenue			
Business Licenses	\$ 35,744	\$ 28,000	\$ 12,000
Building Permits	\$ 123,940	\$ 84,000	\$ 50,000
Plan Check Fees	\$ 68,677	\$ 64,000	\$ 20,000
Miscellaneous Inspection Fees	\$ 42,863	\$ 17,000	\$ 12,000
	\$ 271,224	\$ 193,000	\$ 94,000
Intergovernmental Revenue			
LPPSD Rent	\$ 58,252	\$ 58,000	\$ 58,000
Emergency Management Grant	\$ 7,500	\$ 7,500	\$ 7,500
Forestry Grant	\$ -	\$ -	\$ -
Class C Roads Fund	\$ 294,932	\$ 326,000	\$ 310,000
State Liquor Tax Allotment	\$ 5,702	\$ 5,600	\$ 5,600
	\$ 366,386	\$ 397,100	\$ 381,100
Charges for Services Revenue			
Garbage Fees	\$ 399,564	\$ 399,000	\$ 399,000
Recycling Fees	\$ 63,612	\$ 63,000	\$ 63,000
Application & Processing Fees	\$ 23,917	\$ 22,000	\$ 20,000
Passport Fees	\$ -	\$ 65,000	\$ 70,000
Zoning Violation Fees	\$ 1,435	\$ 1,900	\$ -
Weed Abatement Fees	\$ -	\$ -	\$ 300
Paramedic Fees	\$ 184,400	\$ 180,000	\$ 184,000
	\$ 672,927	\$ 730,900	\$ 736,300
Recreation & Culture Revenue			
Family Festival Income	\$ 33,434	\$ 33,000	\$ 30,000
Youth City Council Fundraisers	\$ 594	\$ 100	\$ -
Community Arts	\$ 310	\$ 600	\$ -
Recreation Programs	\$ 128,411	\$ 152,000	\$ 120,000
Fitness Classes	\$ 20,504	\$ 11,000	\$ 19,000
Event Center Rentals	\$ 250,346	\$ 236,000	\$ 235,000
Event Center Concessions	\$ 6,149	\$ 3,000	\$ 10,000
Park Reservations	\$ 6,248	\$ 6,000	\$ 5,000
	\$ 445,996	\$ 441,700	\$ 419,000
Miscellaneous Revenues			
Interest Income	\$ 21,663	\$ 22,000	\$ 15,000
Penalty Fees	\$ 378	\$ 1,000	\$ 500
Construction Bond Forfeiture	\$ 12,000	\$ -	\$ -
Other Income	\$ 41,692	\$ 31,000	\$ 30,000
	\$ 75,733	\$ 54,000	\$ 45,500
Transfers & Use of Fund Balance			
Transfer in from Water & Sewer	\$ 8,500	\$ 8,500	\$ -
Transfer in from Capital Projects	\$ 6,000	\$ 6,000	\$ -
Use of Unrestricted Fund Balance	\$ -	\$ -	\$ -
	\$ 14,500	\$ 14,500	\$ -
TOTAL GENERAL FUND REVENUES	\$ 4,372,100	\$ 4,392,100	\$ 4,196,006

General Government Expenditures

Materials & Supplies	\$ 7,703	\$ 12,000	\$ 12,000
Dues & Subscriptions	\$ 9,819	\$ 10,000	\$ 10,000
Education & Training	\$ 3,142	\$ 3,500	\$ 3,500
Newsletter & Utility Bills	\$ 14,711	\$ 14,000	\$ 15,000
Legal Advertising	\$ 4,271	\$ 2,000	\$ 4,000
Computer Expenses	\$ 19,267	\$ 20,000	\$ 22,500
Repairs & Maintenance	\$ 21,735	\$ 11,000	\$ 12,000
Office Equipment	\$ 9,109	\$ 4,000	\$ 7,000
Motor Pool Charges	\$ 17,775	\$ 18,000	\$ 8,855
Utilities	\$ 13,196	\$ 14,000	\$ 14,000
Postage	\$ 2,482	\$ 7,000	\$ 7,000
Communications & Telephone	\$ 9,504	\$ 8,000	\$ 9,500
Legal Services	\$ 245,657	\$ 200,000	\$ 150,000
Auditing Services	\$ 14,500	\$ 14,500	\$ 16,000
Professional & Technical	\$ 18,828	\$ 20,000	\$ 23,000
Branding	\$ -	\$ -	\$ 1,000
Other Events	\$ 2,795	\$ 2,900	\$ 3,000
Insurance	\$ 22,097	\$ 23,000	\$ 25,000
Bad Debt	\$ 562	\$ 500	\$ 1,000
	\$ 437,153	\$ 384,400	\$ 344,355

Mayor & Council Expenditures

Salary & Wages	\$ 49,200	\$ 49,000	\$ 49,596
Planning Commission	\$ 1,118	\$ 1,000	\$ 3,600
Employee Benefits	\$ 7,869	\$ 8,000	\$ 8,737
Materials & Supplies	\$ 566	\$ 100	\$ 1,100
Education & Training	\$ 1,210	\$ 2,600	\$ 5,700
Communications & Telephone	\$ 6,300	\$ 5,800	\$ 6,300
	\$ 66,263	\$ 66,500	\$ 75,033

Administrative Services Expenditures

Salary & Wages (Full-Time)	\$ 158,857	\$ 160,000	\$ 120,474
Overtime	\$ -	\$ -	\$ 724
Salary & Wages (Part-Time)	\$ 15,007	\$ 18,000	\$ 26,878
Employee Benefits	\$ 76,245	\$ 67,000	\$ 65,166
Materials & Supplies	\$ 163	\$ 1,000	\$ 1,000
Dues & Subscriptions	\$ 455	\$ 200	\$ 1,000
Education & Training	\$ 4,060	\$ 2,500	\$ 3,000
Communications & Telephone	\$ 844	\$ 800	\$ 1,000
	\$ 255,631	\$ 249,500	\$ 219,241

Recorder Expenditures

Salary & Wages (Full-Time)	\$ 36,044	\$ 38,000	\$ 39,166
Overtime	\$ -	\$ 100	\$ 668
Employee Benefits	\$ 15,317	\$ 16,000	\$ 16,647
Materials & Supplies	\$ 818	\$ 200	\$ 1,000
Dues & Subscriptions	\$ 515	\$ 550	\$ 600
Education & Training	\$ 1,580	\$ 1,650	\$ 1,700
Contract Labor	\$ 4,080	\$ 3,500	\$ 3,000
City Code	\$ 1,177	\$ 2,500	\$ 2,500
Document Imaging	\$ -	\$ -	\$ 1,050
Election Expenses	\$ 16,854	\$ 1,000	\$ 16,000
	\$ 76,385	\$ 63,500	\$ 82,331

GENERAL FUND EXPENDITURES

2016 ACTUAL

2017 ESTIMATE

2018 BUDGET

Finance Expenditures

Salary & Wages (Full-Time)	\$ 103,514	\$ 108,000	\$ 94,140
Overtime	\$ -	\$ -	\$ 558
Salary & Wages (Part-Time)	\$ -	\$ -	\$ 2,000
Employee Benefits	\$ 59,540	\$ 55,900	\$ 57,409
Materials & Supplies	\$ 1,232	\$ 250	\$ 1,000
Dues & Subscriptions	\$ 465	\$ 500	\$ 600
Education & Training	\$ 2,659	\$ 2,300	\$ 2,750
Communications & Telephone	\$ 778	\$ 900	\$ 900
	\$ 168,188	\$ 167,850	\$ 159,357

Public Safety Expenditures

Fire Services	\$ 674,017	\$ 683,000	\$ 680,496
Police Services	\$ 406,432	\$ 406,000	\$ 420,395
Dispatch Fees	\$ 65,284	\$ 35,500	\$ 37,000
Crossing Guard Services	\$ 15,609	\$ 16,300	\$ 19,040
Animal Control	\$ 6,334	\$ 7,000	\$ 7,500
Bad Debt	\$ 524	\$ 500	\$ 500
	\$ 1,168,201	\$ 1,148,300	\$ 1,164,931

Building & Zoning Expenditures

Salary & Wages (Full-Time)	\$ 27,841	\$ 30,000	\$ 25,858
Overtime	\$ -	\$ -	\$ 32
Salary & Wages (Part-Time)	\$ 27,974	\$ 31,000	\$ 41,850
Employee Benefits	\$ 19,708	\$ 20,000	\$ 18,150
Materials & Supplies	\$ 783	\$ 1,000	\$ 1,400
Dues & Subscriptions	\$ 238	\$ 500	\$ 500
Education & Training	\$ 1,460	\$ 3,000	\$ 3,250
Contract Labor	\$ 56,585	\$ 46,000	\$ 40,000
Tools & Equipment	\$ 199	\$ 100	\$ 600
Motor Pool Charges	\$ 6,650	\$ 6,500	\$ 6,767
Communications & Telephone	\$ 371	\$ 400	\$ 600
	\$ 141,809	\$ 138,501	\$ 139,007

Public Works Expenditures

Salary & Wages (Full-Time)	\$ 99,696	\$ 104,300	\$ 121,536
Overtime	\$ 71	\$ 700	\$ 3,332
Salary & Wages (Part-Time)	\$ 1,269	\$ 3,800	\$ 3,636
Employee Benefits	\$ 62,745	\$ 73,500	\$ 89,990
Materials & Supplies	\$ 3,335	\$ 4,000	\$ 4,000
Dues & Subscriptions	\$ 45	\$ 250	\$ 500
Education & Training	\$ 780	\$ 1,600	\$ 3,500
Repairs & Maintenance	\$ -	\$ -	\$ -
Tools & Equipment	\$ 5,592	\$ 6,000	\$ 6,400
Motor Pool Charges	\$ 50,907	\$ 47,500	\$ 61,983
Utilities	\$ -	\$ -	\$ -
Communications & Telephone	\$ 1,314	\$ 1,000	\$ 1,500
Engineering Services	\$ 36,233	\$ 10,000	\$ 25,000
	\$ 261,987	\$ 252,650	\$ 321,377

Streets Expenditures

Street Light Operation	\$ 35,790	\$ 35,000	\$ 38,200
Street Light Maintenance	\$ 3,968	\$ 6,000	\$ 11,000
Signs	\$ 9,597	\$ 7,000	\$ 10,000
Weed Control	\$ 2,048	\$ 2,000	\$ 4,000
Streets Expense	\$ 216,732	\$ 244,000	\$ 254,000
Snow Removal	\$ 4,585	\$ 9,000	\$ 20,000
Street Sweeping	\$ -	\$ -	\$ -
Sidewalk Maintenance	\$ 25,158	\$ 19,000	\$ 30,000
	\$ 297,878	\$ 322,000	\$ 367,200

GENERAL FUND EXPENDITURES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Solid Waste Expenditures			
Solid Waste Services	\$ 292,719	\$ 285,000	\$ 295,000
Recycling	\$ 56,688	\$ 55,000	\$ 58,000
Bad Debt	\$ 1,317	\$ 1,500	\$ 2,250
	\$ 350,724	\$ 341,500	\$ 355,250
Parks Expenditures			
Salary & Wages (PT)	\$ 1,015	\$ 1,000	\$ 5,200
Employee Benefits	\$ 80	\$ -	\$ 587
Park Supplies & Maintenance	\$ 165,692	\$ 160,000	\$ 191,500
Parks & Trails, Beautification Com	\$ 4,983	\$ 10,000	\$ 8,525
Utilities	\$ 12,575	\$ 12,500	\$ 12,500
	\$ 184,345	\$ 183,500	\$ 218,312
Community Services			
Salary & Wages (Full-Time)	\$ 53,274	\$ 54,500	\$ 56,181
Salary & Wages (Part-Time)	\$ 105,038	\$ 100,000	\$ 123,808
Employee Benefits	\$ 47,026	\$ 40,000	\$ 49,347
Materials & Supplies	\$ 19,239	\$ 20,000	\$ 21,000
Dues & Subscriptions	\$ 100	\$ 200	\$ 250
Education & Training	\$ 361	\$ 200	\$ 2,000
Utilities	\$ 23,456	\$ 20,000	\$ 24,500
Motor Pool Charges	\$ 5,350	\$ 5,200	\$ 4,661
Communications & Telephone	\$ 2,104	\$ 2,200	\$ 2,500
Fitness Class Expenses	\$ 11,919	\$ 12,500	\$ 13,000
Recreation Program Supplies	\$ 43,260	\$ 52,000	\$ 46,500
Recreation Equipment	\$ 3,163	\$ 2,000	\$ 3,000
Library Expenses	\$ 9,825	\$ 12,000	\$ 17,000
Credit Card Fees	\$ 3,884	\$ 7,000	\$ 6,000
Family Festival Celebration	\$ 52,466	\$ 52,000	\$ 55,000
Other Events	\$ 5,211	\$ 5,400	\$ 3,000
Easter Egg Hunt	\$ 1,382	\$ 1,400	\$ 2,000
Youth City Council	\$ 2,605	\$ 2,000	\$ 2,500
Advertising	\$ 1,070	\$ 3,800	\$ 3,000
Insurance	\$ 1,263	\$ 1,300	\$ 1,500
Building Maintenance	\$ 26,089	\$ 28,700	\$ 28,700
	\$ 418,085	\$ 422,400	\$ 465,447
Other Uses of Funds			
Transfer to Capital Projects Fund	\$ 651,532	\$ 434,000	\$ 65,000
Transfer to Golf Fund	\$ 129,000	\$ 116,000	\$ 142,000
Transfer to Excise Tax Debt Service Fund	\$ -	\$ 78,113	\$ -
Transfer to Golf Debt Service Fund	\$ -	\$ 50,000	\$ -
Transfer to Water & Sewer Fund	\$ -	\$ -	\$ 76,233
	\$ 780,532	\$ 678,113	\$ 283,233
TOTAL GENERAL FUND EXPENDITURES	\$ 4,607,178	\$ 4,418,713	\$ 4,195,072

THE GOLF FUND

The City’s golf course is accounted for through the Golf special revenue and debt service funds. All operating revenues related to golf and golf peripherals are received in the Golf 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. The course is in excellent condition and has even developed a reputation for its greens. Beyond the golf course, and driving range, the City finished building a community recreation center in 2012 and finished the basement in 2013. The facility includes offices, a dance/fitness rooms, a restaurant, a pro shop, meeting spaces, and golf cart storage.

The budget was developed to encourage efficient spending while maintaining an excellent public golf course and community facility. The fund is able to save for equipment after fund balance drawdowns by budgeting revenues conservatively. 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.

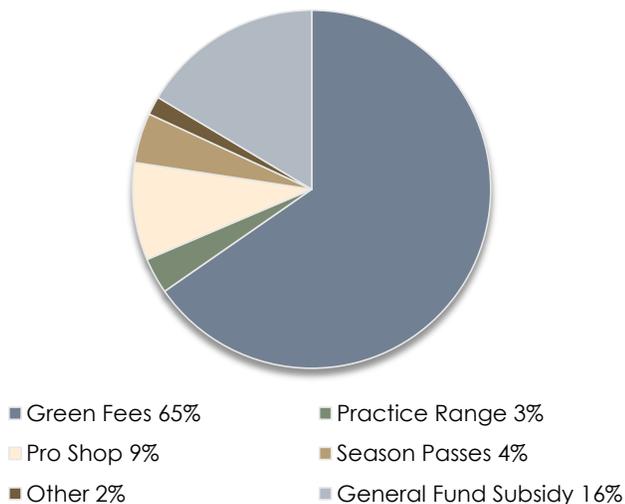
Green Fees: This is the principal revenue source in the Golf fund, as it makes up 65 percent of the forecasted revenues & transfers in for fiscal year 2018. Green fee revenue also includes cart fees and tournament revenue.

Transfers In: In order to balance the Golf fund, a subsidy from the General fund in the amount of \$142,000 has been budgeted.

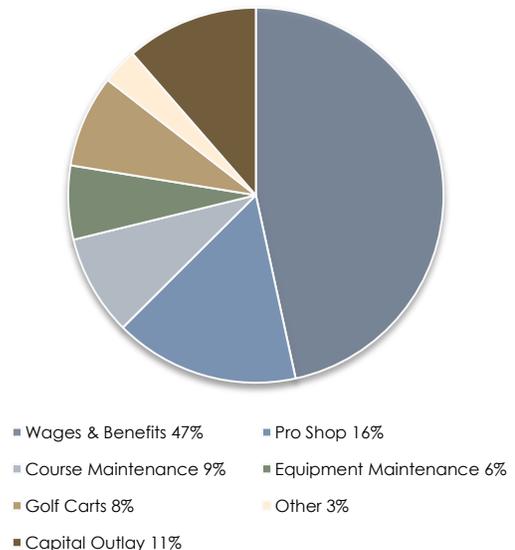
Expenditures

Operating expenditures are expected to rise for utilities and personnel increases. Capital outlays were needed to replace rough mowers, which drawdown from fund balance that is part of the equipment replacement plan. All significant older equipment has now been replaced in the last four years.

GOLF FUND REVENUES



GOLF FUND EXPENDITURES



GOLF FUND REVENUES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
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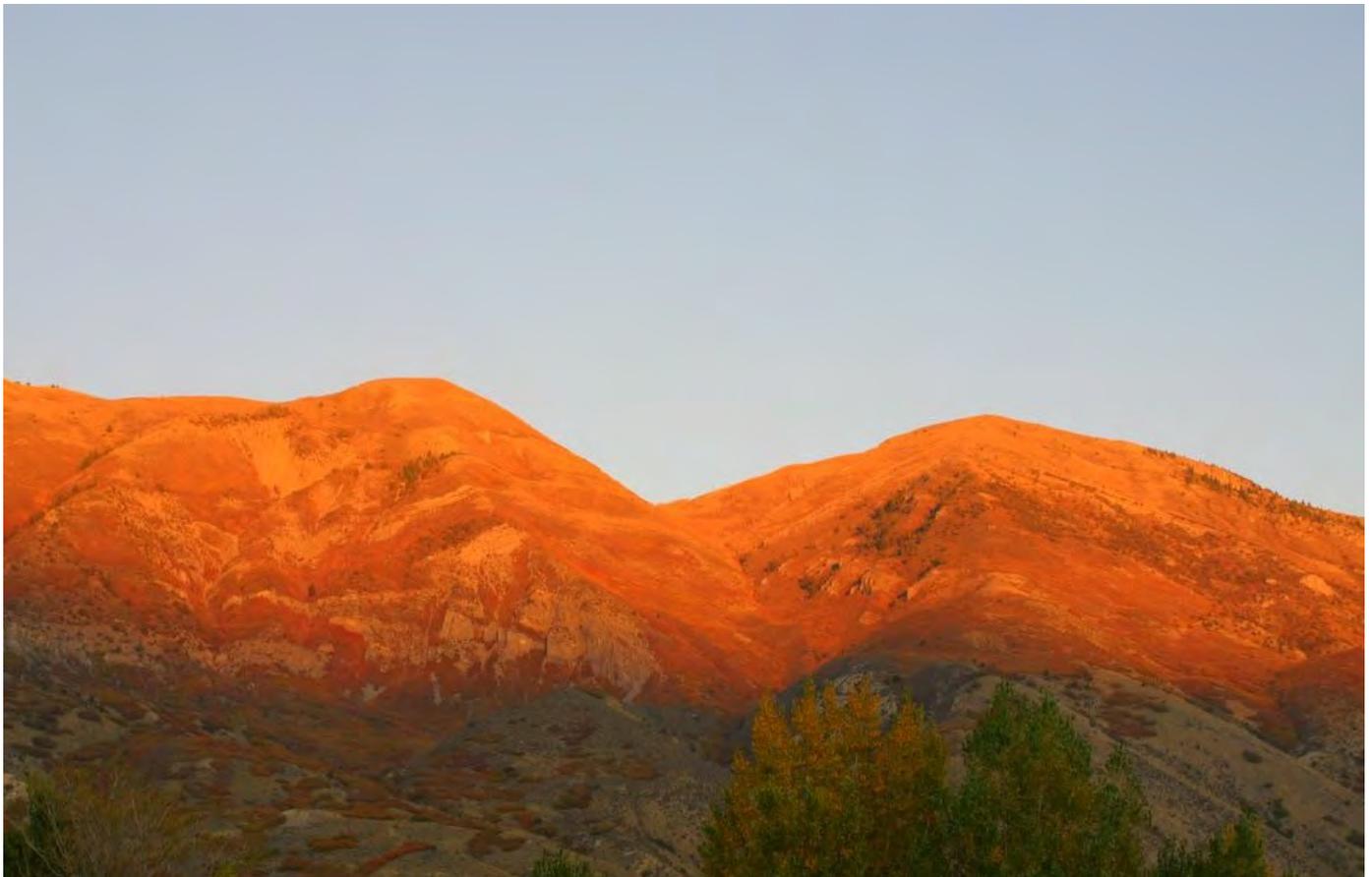
Golf Fund Revenues			
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Green Fees	\$ 579,553	\$ 580,000	\$ 565,000
Practice Range	\$ 29,032	\$ 23,000	\$ 28,000
Pro Shop	\$ 83,086	\$ 75,000	\$ 76,200
Concessions	\$ 11,258	\$ 5,000	\$ 2,000
Season Passes	\$ 52,148	\$ 75,000	\$ 39,000
Other Income	\$ -	\$ 21,500	\$ 14,500
Interest Income	\$ 1,371	\$ 1,000	\$ -
	\$ 756,447	\$ 780,500	\$ 724,700

Golf Fund Transfers			
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Transfer from Other Funds	\$ 160,000	\$ 147,000	\$ 142,000
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TOTAL GOLF FUND REVENUES & TRANSFERS	\$ 916,447	\$ 927,500	\$ 866,700
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GOLF FUND EXPENDITURES

2016 ACTUAL

2017 ESTIMATE

2018 BUDGET

Golf Expenses

Salary & Wages (Full-Time)	\$	180,572	\$	185,000	\$	191,750
Overtime	\$	32	\$	-	\$	102
Salary & Wages (Part-Time)	\$	98,006	\$	100,000	\$	120,482
Employee Benefits	\$	127,756	\$	140,040	\$	134,346
Communications/Telephone	\$	2,939	\$	3,100	\$	3,100
Supplies	\$	8,302	\$	10,000	\$	10,000
Utilities	\$	58,961	\$	56,000	\$	60,000
Professional/Technical	\$	1,200	\$	1,300	\$	1,300
Concessions	\$	7,883	\$	1,500	\$	1,500
Credit Card Expenses	\$	16,430	\$	15,000	\$	17,500
Pro Shop	\$	65,174	\$	48,500	\$	60,500
Building Maintenance	\$	2,284	\$	3,000	\$	3,000
Repairs & Maintenance - Course	\$	31,575	\$	42,000	\$	37,000
Fertilizer & Chemicals	\$	28,945	\$	30,000	\$	30,000
Water Pumping Costs	\$	16,276	\$	15,000	\$	16,500
Petroleum & Oil	\$	4,808	\$	11,000	\$	9,000
Equipment Repairs & Maintenance	\$	31,657	\$	27,000	\$	29,000
Equipment Rental	\$	972	\$	1,000	\$	1,000
Insurance	\$	1,315	\$	1,500	\$	1,500
Cart Repairs & Maintenance	\$	7,311	\$	5,000	\$	5,000
Dues & Subscriptions	\$	670	\$	2,000	\$	1,500
Travel & Training	\$	1,440	\$	3,000	\$	2,500
Licenses & Fees	\$	-	\$	400	\$	200
Computers & Phones	\$	5,056	\$	4,600	\$	5,000
Advertising	\$	33,000	\$	20,000	\$	20,500
Golf Cart Rental	\$	78,062	\$	78,500	\$	77,000
Motor Pool Charges	\$	16,020	\$	16,020	\$	15,920
Capital Outlay	\$	24,088	\$	96,509	\$	110,000

TOTAL GOLF FUND EXPENDITURES

\$

850,734

\$

916,969

\$

965,200

THE GOLF DEBT SERVICE FUND

The City’s golf course is accounted for through the Golf special revenue and debt service funds. All debt service transactions related to the golf course 2005 and 2012 general obligation bonds are accounted in the Golf debt service fund.

Revenues

Property Taxes: The golf course was financed with general obligation bonds. The main source of revenue to cover the debt service is collected through property taxes.

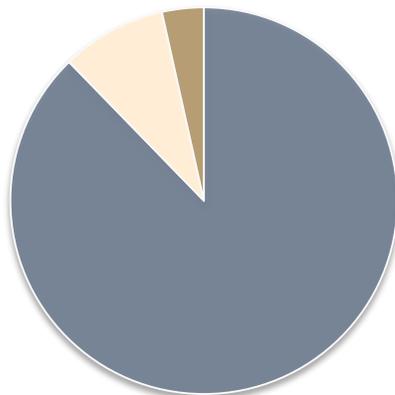
Motor Vehicle Fees: Distribution of Motor vehicle fees are based on the property taxes levied by each governmental entity. The proportion of property taxes related to the debt levy is allocated to the Golf Debt Service fund, which reduces the amount of the tax levy necessary to cover the debt service.

Expenditures

Debt service expenditures include principal, interest and trustee fees for the 2012 general obligation refunding bonds. The 2005 bond was partially refunded during 2012 and paid off during 2016. Other debt service costs like trustee fees are expected to be flat.

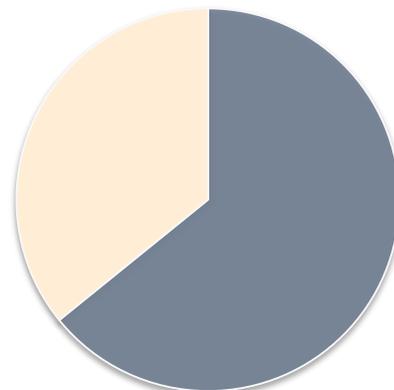


GOLF DEBT SERVICE FUND REVENUES



■ Property Tax 88% ■ Motor Vehicle Tax 9%
 ■ Other 3%

GOLF DEBT SERVICE FUND EXPENDITURES



■ Bond Principal 64%
 ■ Bond Interest & Fees 36%

GOLF DEBT SERVICE FUND REVENUES

2016 ACTUAL

2017 ESTIMATE

2018 BUDGET

Debt Service Revenues

2005 GO Bond - Property Tax	\$	117,860	\$	-	\$	-
2012 GO Bond - Property Tax	\$	188,085	\$	309,770	\$	309,770
Motor Vehicle Tax	\$	33,500	\$	31,000	\$	32,000
Delinquent Tax	\$	11,682	\$	12,000	\$	11,000
Penalty & Interest	\$	295	\$	300	\$	300
Interest Income	\$	153	\$	-	\$	-

Golf Debt Service Fund Transfers

Transfer from Other Funds	\$	-	\$	50,000	\$	-
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TOTAL GOLF DEBT SERVICE FUND REVENUES & TRANSFERS	\$	351,575	\$	403,070	\$	353,070
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GOLF DEBT SERVICE FUND EXPENDITURES

2016 ACTUAL

2017 ESTIMATE

2018 BUDGET

Debt Service Expenses

2005 GO Bond Principal	\$	165,000	\$	-	\$	-
2012 GO Bond Principal	\$	55,000	\$	230,000	\$	230,000
2005 GO Bond Interest	\$	6,600	\$	-	\$	-
2012 GO Bond Interest	\$	133,820	\$	132,720	\$	128,120
Trustee Fees	\$	850	\$	350	\$	350

TOTAL GOLF DEBT SERVICE FUND EXPENDITURES	\$	361,270	\$	363,070	\$	358,470
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THE 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.

Because the Capital Projects fund deals with longer-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 the General fund. The revenues exceeding expenditures are transferred to the Capital Projects fund to pay for one-time projects and expenditures. Also, the capital projects fund receives impact fees, County Tourism recreation grant, which are all restricted for certain types of expenditures.

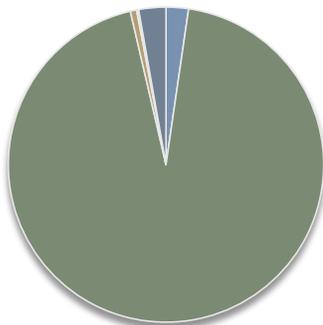
Expenditures

- \$2,850,000 for Harvey park land and improvements
- \$600,000 for Harvey Boulevard widening
- \$200,000 for Bayhill Park equipment, pavilions, and restrooms

Fund balance will be drawdown significantly, but will be replenished in future years by conservative revenue budgeting, modest impact fees, and possibly the sale of city owned commercial land.

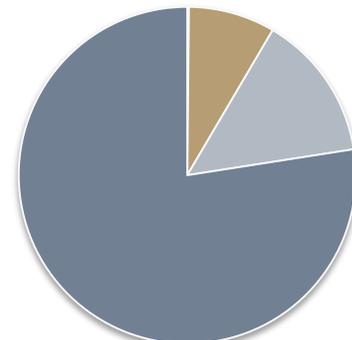
Further explanations of capital projects planned for fiscal year 2018 can be obtained from the Capital Improvements Plan located in Appendix A of this document.

CAPITAL PROJECTS FUND REVENUES



- Impact Fees 2%
- Interest Income 1%
- General Fund Transfer 3%
- Sale of Land 94%
- Grant Income 0%

CAPITAL PROJECTS FUND EXPENDITURES



- Transfers Out 0%
- Misc. Capital Projects 8%
- Street Projects 14%

CAPITAL PROJECTS FUND REVENUES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Capital Project's Fund Revenues & Other Financing Sources			
Impact Fees - Park Development	\$ 34,501	\$ 27,000	\$ 11,280
Impact Fees - Public Safety	\$ 13,549	\$ 6,000	\$ 5,320
Impact Fees - Streets	\$ 12,855	\$ 10,800	\$ 15,623
Street Improvement Fee	\$ 12,186	\$ 7,400	\$ 21,500
Mass Transit Sales Tax Revenues	\$ 12	\$ -	\$ -
CARE Sales Tax Revenues	\$ 43,757	\$ 40,000	\$ -
Interest Income	\$ 23,794	\$ 15,000	\$ 15,000
Grant Income	\$ 5,587	\$ 5,000	\$ 5,000
Proceeds from Sale of Capital Assets	\$ 115,811	\$ 640,000	\$ 2,200,000
Bond Financing Proceeds	\$ 1,644,000	\$ -	\$ -
	\$ 1,906,052	\$ 751,200	\$ 2,273,723
Capital Project's Fund Transfers			
Transfers in from General Fund	\$ 651,532	\$ 434,000	\$ 65,000
Transfers in from Water & Sewer Fund	\$ 76,532	\$ -	\$ -
	\$ 728,064	\$ 434,000	\$ 65,000
TOTAL CAPITAL PROJECTS FUND REVENUES & TRANSFERS	\$ 2,634,116	\$ 1,185,200	\$ 2,338,723
CAPITAL PROJECTS FUND EXPENDITURES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Street Projects			
Mass Transit	\$ 12	\$ -	\$ -
Harvey Blvd Widening	\$ -	\$ -	\$ 600,000
	\$ 12	\$ -	\$ 600,000
Park Projects			
Deerfield Park - Land Purchase	\$ -	\$ -	\$ 2,200,000
Deerfield Park - Development	\$ -	\$ -	\$ 650,000
Bayhill Trailhead Park	\$ 19,736	\$ 450,000	\$ 200,000
Parks & Recreation Master Plan	\$ -	\$ 10,000	\$ 27,000
	\$ 19,736	\$ 460,000	\$ 3,077,000
Miscellaneous Projects			
Cottonwood Electric, Gas, Exca	\$ 4,250	\$ -	\$ -
Heritage Park Amphitheater Improvements	\$ -	\$ -	\$ 50,000
Fencing for Public Works Building	\$ -	\$ 12,000	\$ -
Practice Range Facility	\$ -	\$ 37,825	\$ -
Golf Maint. Equipment Facility & Site	\$ -	\$ 200,000	\$ 10,000
	\$ 4,250	\$ 249,825	\$ 60,000
Debt Service & Financing Uses			
2006 Excise Revenue Bond - PWB	\$ 75,000	\$ -	\$ -
Interest Expense	\$ 48,115	\$ -	\$ -
Trustee Fees	\$ 1,650	\$ -	\$ -
Other Financing Use- Payment to Escrow	\$ 1,826,563	\$ -	\$ -
Bond Issuance Costs	\$ 23,405	\$ -	\$ -
	\$ 1,951,328	\$ -	\$ -
Transfers Out			
To the General Fund	\$ 6,000	\$ 6,000	\$ -
	\$ 6,000	\$ 6,000	\$ -
TOTAL CAPITAL PROJECTS FUND EXPENDITURES	\$ 1,981,326	\$ 715,825	\$ 3,737,000

THE 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 has 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 2018 totals approximately \$3.4 million and is partitioned into three functional divisions: Water, Sewer, and Storm Drain. The figures on pages 54–56 show the portions of both revenues and expenditures that belong to each of the three divi-



sions.

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 and Transfers In

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, and updated in 2016. The comprehensive study laid out an analysis that spanned the next ten years. Based on the recommendations of Bowen, Collins and Associates, the City adopted several new utility rate structures for fiscal year 2018.

Added revenue is expected from water impact fees, residential and nonresidential water fees, and storm drain fees. In total, an additional \$213,115 is budgeted in additional revenue and transfers. This added revenue will allow the City to continue to maintain high levels of utility service to residents.

Expenditures

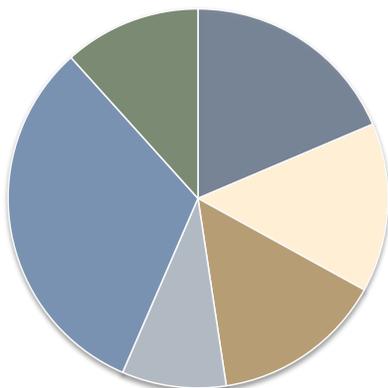
TSSD Fees: The Timpanogos Special Service District provides sewage treatment services for many cities in Utah County including Cedar Hills. It was anticipated that TSSD has gradually increased rates the last few years, but the City is still trending lower than the projected costs from the engineering study.

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. Related electricity rates continue to increase gradually.

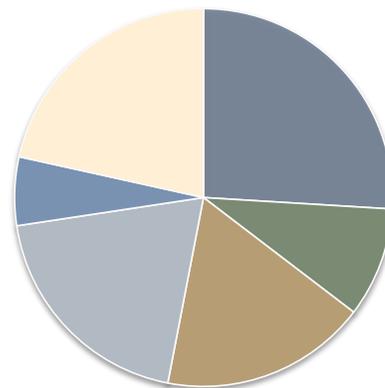
Capital Projects: The City has capital projects planned to storm drain improvements for the maintenance building, and a sewer line improvement. For details review the Capital Improvements Plan (see Appendix A).

WATER & SEWER FUND REVENUES



- Water Fees 19%
- PI Usage Fees 14%
- PI Base Rate Fees 15%
- Storm Drain 9%
- Sewer Fees 32%
- Other 12%

WATER & SEWER FUND EXPENDITURES



- Wages & Benefits 26%
- Water Utilities 9%
- TSSD Billing 18%
- Depreciation 20%
- Interest Expense 6%
- Other 22%

WATER & SEWER FUND REVENUES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Storm Drain Revenues			
Storm Drain - Residents	\$ 285,003	\$ 295,000	\$ 314,581
	\$ 285,003	\$ 295,000	\$ 314,581
Water Revenues			
Water Fees - Residents	\$ 604,530	\$ 606,000	\$ 645,206
Water Fees - American Fork City	\$ 601	\$ 10,000	\$ 10,000
Water Fees - Contractors	\$ 5,127	\$ 3,600	\$ 3,600
PI Fees - Usage	\$ 513,780	\$ 492,000	\$ 510,000
PI Fees - Base Rate	\$ 517,234	\$ 493,800	\$ 517,000
Central Utah Project Fees	\$ 146,452	\$ 143,000	\$ 143,000
Water Fees from City departments	\$ 37,750	\$ 37,750	\$ 37,750
Water Lateral Inspections	\$ 1,831	\$ 900	\$ 1,600
Water Meters	\$ 13,314	\$ 7,400	\$ 5,175
Water Impact Fees	\$ 26,454	\$ 17,000	\$ 13,700
	\$ 1,867,073	\$ 1,811,450	\$ 1,887,031
Sewer Revenues			
Sewer Fees - Residents	\$ 1,058,972	\$ 1,094,000	\$ 1,126,927
Sewer Fees from City departments	\$ 1,750	\$ 1,750	\$ 1,750
Sewer Fees - Nonresidents	\$ 36,247	\$ 41,000	\$ 41,637
Sewer Lateral Inspections	\$ 2,131	\$ 1,100	\$ 1,100
Sewer Impact Fees - 80 Rod	\$ -	\$ -	\$ -
Sewer Impact Fees	\$ 25,078	\$ 12,000	\$ 9,400
Sewer Impact Fees - TSSD	\$ -	\$ -	\$ -
	\$ 1,124,178	\$ 1,149,850	\$ 1,180,814
Miscellaneous Revenues			
Penalty Fees	\$ 45,218	\$ 41,000	\$ 45,000
Interest Income	\$ 19,594	\$ 2,000	\$ 19,000
Utility Setup Fees	\$ 10,850	\$ 12,000	\$ 12,000
Other Income	\$ 271,632	\$ 50	\$ 750
Contribution Income	\$ 269,610	\$ -	\$ 5,000
	\$ 616,904	\$ 55,050	\$ 81,750
Transfers In			
Transfer In General Fund	\$ -	\$ -	\$ 76,233
	\$ -	\$ -	\$ 76,233
TOTAL WATER & SEWER FUND REVENUES	\$ 3,893,157	\$ 3,311,350	\$ 3,540,410

UTILITY RATE CHANGES FISCAL YEAR 2018		
	OLD RATE	EFFECTIVE JULY 1ST
WATER BASE RATE	Per Household = \$7.68	Per Household = \$8.10
WATER USAGE	Per 1K Gallons = \$1.69	Per 1K Gallons = \$1.80
STORM DRAIN	Per Household = \$9.86	Per Household = \$10.50

WATER & SEWER FUND EXPENDITURES	2016 ACTUAL		2017 ESTIMATE		2018 BUDGET	
Water Expenditures						
Salary & Wages (Full-Time)	\$	202,055	\$	217,000	\$	216,227
Overtime	\$	71	\$	1,000	\$	3,944
Salary & Wages (Part-Time)	\$	2,058	\$	2,000	\$	7,934
Employee Benefits	\$	114,918	\$	145,736	\$	145,370
GASB 68 Pension Expense Adjustment	\$	(8,624)	\$	-	\$	-
Water Supplies	\$	3,437	\$	3,500	\$	6,000
Dues & Subscriptions	\$	1,530	\$	2,000	\$	2,200
Education & Training	\$	3,694	\$	6,000	\$	6,000
Computer Expenses	\$	3,525	\$	3,000	\$	3,400
Office Equipment	\$	2,706	\$	1,000	\$	1,000
Tools & Equipment	\$	7,816	\$	13,500	\$	13,500
Motor Pool Charges	\$	65,782	\$	62,656	\$	67,483
Utilities	\$	314,369	\$	320,000	\$	320,000
Blue Stakes	\$	961	\$	1,000	\$	1,200
Communications & Telephone	\$	1,901	\$	2,000	\$	2,000
Engineering Services	\$	-	\$	1,000	\$	35,000
Professional & Technical	\$	20,405	\$	48,850	\$	13,850
Meter Installation & Maintenance	\$	27,870	\$	42,000	\$	47,000
Water Purchases - American Fork	\$	17,957	\$	-	\$	-
Water Purchases - Pleasant Grove Irrigation	\$	20,255	\$	18,500	\$	23,000
Water Testing	\$	5,703	\$	6,500	\$	6,500
Insurance	\$	13,942	\$	15,770	\$	15,770
Water Construction Projects	\$	39,857	\$	45,000	\$	65,500
Supplementary Water	\$	119,736	\$	132,000	\$	138,000
Pressurized Irrigation Projects	\$	10,305	\$	45,200	\$	75,200
Credit Card Fees	\$	28,618	\$	19,000	\$	21,600
Trustee Fees	\$	4,950	\$	6,600	\$	6,600
Bond Interest	\$	188,650	\$	175,951	\$	199,488
Depreciation	\$	425,375	\$	420,000	\$	430,000
Amortization	\$	31,878	\$	29,782	\$	27,685
Bad Debt	\$	5,069	\$	10,000	\$	10,000
Resident Claims	\$	-	\$	-	\$	-
	\$	1,676,767	\$	1,796,545	\$	1,911,451
Sewer Expenditures						
Salary & Wages (Full-Time)	\$	144,166	\$	155,000	\$	151,991
Overtime	\$	48	\$	700	\$	2,839
Salary & Wages (Part-Time)	\$	1,734	\$	5,000	\$	5,015
Employee Benefits	\$	82,701	\$	90,000	\$	102,440
GASB 68 Pension Expense Adjustment	\$	(6,169)	\$	-	\$	-
Sewer Supplies	\$	-	\$	1,900	\$	1,000
Education & Training	\$	-	\$	400	\$	1,050
Computer Expenses	\$	2,417	\$	1,800	\$	2,000
Tools & Equipment	\$	293	\$	650	\$	2,000
Utilities	\$	132	\$	200	\$	200
Postage	\$	485	\$	1,500	\$	1,500
Communications & Telephone	\$	1,320	\$	1,500	\$	1,500
Engineering Services	\$	-	\$	1,000	\$	5,000
Professional & Technical	\$	1,736	\$	2,500	\$	2,500
TSSD Fees	\$	518,187	\$	520,000	\$	600,000
TSSD Impact Fees	\$	-	\$	-	\$	-
Sewer Television Expenses	\$	-	\$	-	\$	2,000
Sewer Fee - AF	\$	-	\$	-	\$	1,000
Insurance	\$	8,418	\$	9,000	\$	9,500
Sewer Maintenance	\$	293	\$	1,000	\$	3,000
Sewer Construction Projects	\$	-	\$	3,000	\$	1,000
Depreciation	\$	136,548	\$	145,000	\$	140,000
Bad Debt	\$	3,011	\$	3,000	\$	3,000
	\$	895,318	\$	943,150	\$	1,038,536

Storm Drain Expenditures

Salary & Wages (Full-Time)	\$	119,637	\$	135,000	\$	137,579
Overtime	\$	48	\$	1,000	\$	2,740
Salary & Wages (Part-Time)	\$	1,184	\$	4,000	\$	4,555
Employee Benefits	\$	70,590	\$	80,000	\$	102,440
GASB 68 Pension Expense Adjustment	\$	(5,096)	\$	-	\$	-
Storm Drain Supplies	\$	620	\$	3,000	\$	3,000
Dues & Subscriptions	\$	1,864	\$	2,000	\$	2,400
Education & Training	\$	1,500	\$	750	\$	1,250
Computer Expenses	\$	1,817	\$	1,200	\$	1,500
Tools & Equipment	\$	1,331	\$	3,000	\$	3,000
Communication & Telephone	\$	1,206	\$	1,500	\$	1,500
Engineering Services	\$	-	\$	-	\$	15,000
Professional & Technical	\$	3,458	\$	1,550	\$	1,550
Testing	\$	-	\$	200	\$	200
Insurance	\$	5,577	\$	6,310	\$	6,310
Storm Drain Maintenance	\$	23,980	\$	85,500	\$	98,500
Depreciation	\$	63,163	\$	68,000	\$	68,000
Bad Debt	\$	810	\$	750	\$	750
	\$	291,688	\$	393,760	\$	450,275

Non-Operating Expenditures

Transfer to General Fund	\$	8,500	\$	8,500	\$	-
Transfer to Capital Projects	\$	76,532	\$	-	\$	-
Transfer to Excise Tax Debt Service	\$	-	\$	78,113	\$	-
Transfer to Golf Fund	\$	31,000	\$	31,000	\$	-
	\$	116,032	\$	117,613	\$	-

TOTAL WATER & SEWER FUND EXPENDITURES

\$	2,979,805	\$	3,251,068	\$	3,400,261
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THE 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 2018, the City plans to replace three vehicles to 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 Golf 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.

Motor fund charges are only made to cover the replacement costs of vehicles, equipment, and related maintenance. It also covers the related rental charges on specialized equipment.

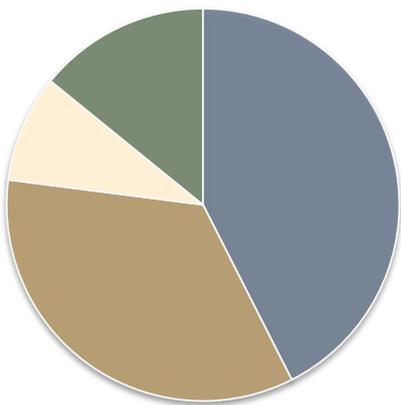
Expenditures

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

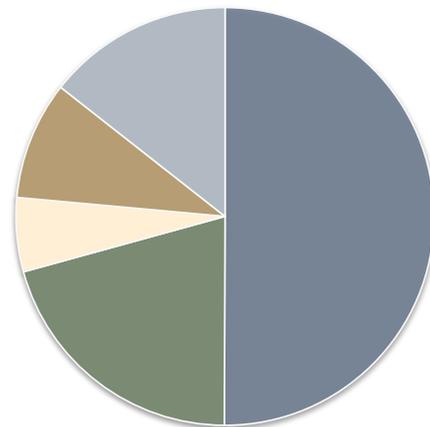
The City buys vehicles on state contract without sales taxes. These vehicles are used for about three years and then sold at a price close to the original purchase price. City staff has performed a detailed analysis of possible replacement schedules which took into account various factors including maintenance 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 specialized equipment and vehicles like bobtails and 10-wheel trucks. These vehicles are replaced when they are no longer usable.

MOTOR POOL FUND REVENUES



■ General Fund Transfer 43% ■ W&S Fund Transfer 35%
 ■ Golf Fund Transfer 9% ■ Gain on Sale 14%

MOTOR POOL FUND EXPENDITURES



■ Depreciation 50% ■ Gas & Oil 21%
 ■ Insurance 6% ■ Maintenance 9%
 ■ Rent Expense 14%

MOTOR POOL FUND REVENUES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Transfers			
Charges from General Fund	\$ 80,682	\$ 77,227	\$ 82,266
Charges from Water & Sewer Fund	\$ 65,782	\$ 62,656	\$ 67,483
Charge from Golf Fund	\$ 16,020	\$ 16,020	\$ 15,920
Gain on Sale of Assets	\$ 41,410	\$ 25,679	\$ 8,000
TOTAL MOTOR POOL FUND REVENUES	\$ 203,894	\$ 181,583	\$ 173,669

MOTOR POOL FUND EXPENDITURES	2016 ACTUAL	2017 ESTIMATE	2018 BUDGET
Vehicle Expenses			
Gas & Oil - Administration	\$ 5,306	\$ 8,100	\$ 3,500
Vehicle Maintenance - Administration	\$ 2,036	\$ 1,300	\$ 1,000
Insurance - Administration	\$ 1,365	\$ 1,600	\$ 1,000
Gas & Oil - Building & Zoning	\$ 465	\$ 1,250	\$ 1,000
Vehicle Maintenance - Building & Zoning	\$ 168	\$ 500	\$ 400
Insurance - Building & Zoning	\$ 455	\$ 900	\$ 700
Gas & Oil - Public Works	\$ 13,672	\$ 30,000	\$ 30,000
Vehicle Maintenance - Public Works	\$ 13,250	\$ 13,000	\$ 13,500
Insurance - Public Works	\$ 6,823	\$ 7,750	\$ 7,750
Gas & Oil - Golf	\$ 863	\$ 1,500	\$ 1,400
Vehicle Maintenance - Golf	\$ 785	\$ 1,000	\$ 1,000
Insurance - Golf	\$ 455	\$ 500	\$ 500
	\$ 45,643	\$ 67,400	\$ 61,750
Equipment Expenses			
Capital Outlay	\$ -	\$ -	\$ -
Rent Expense	\$ 14,917	\$ 22,000	\$ 25,000
Depreciation Expense	\$ 91,427	\$ 92,182	\$ 86,920
	\$ 106,344	\$ 114,182	\$ 111,920
TOTAL MOTOR POOL FUND EXPENDITURES	\$ 151,987	\$ 181,582	\$ 173,670

APPENDIX A: CAPITAL IMPROVEMENTS

FISCAL YEAR 2018

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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 up-

on 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

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, 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.

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

FACILITIES

Golf Maintenance Equipment Facility & Site

Cost of Project Fiscal Year 2018

Estimated \$300,000

Sources of Funding

\$200,000 Capital Projects fund Balance

\$100,000 Water & Sewer fund Balance

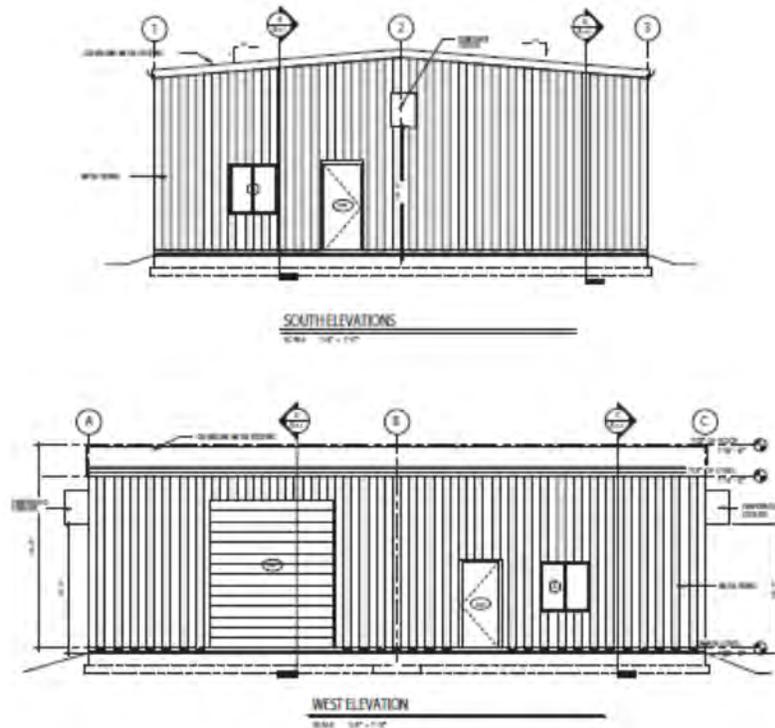
Projects to be completed during the 2018 fiscal year

Reasons for Project

The current golf course maintenance shed has been constructed by joining storage units and running power to the units. The current layout is hazardous and needs to be improved in order to create a safe work environment. The facility will house equipment, store chemicals and fertilizer, and store tools and machinery. Additionally, the facility will have an area for employees to have breaks or hold trainings.

Impact on the Operating Budget

This project is anticipated to be completed toward the beginning of the fiscal year. As a result, the increase in costs for maintenance and operation will be realized in the operating budget.



PARKS**Harvey Park Land Purchase**

Cost of Project Fiscal Year 2018

Estimated \$2,472,000

Sources of Funding

Park Development and Land Impact Fees

Capital Projects Fund Balance

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 2018. 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.



Bayhill Trailhead Park Restroom/Pavilions

Cost of Project Fiscal Year 2018

Pavilions \$55,000

Restrooms \$10,000

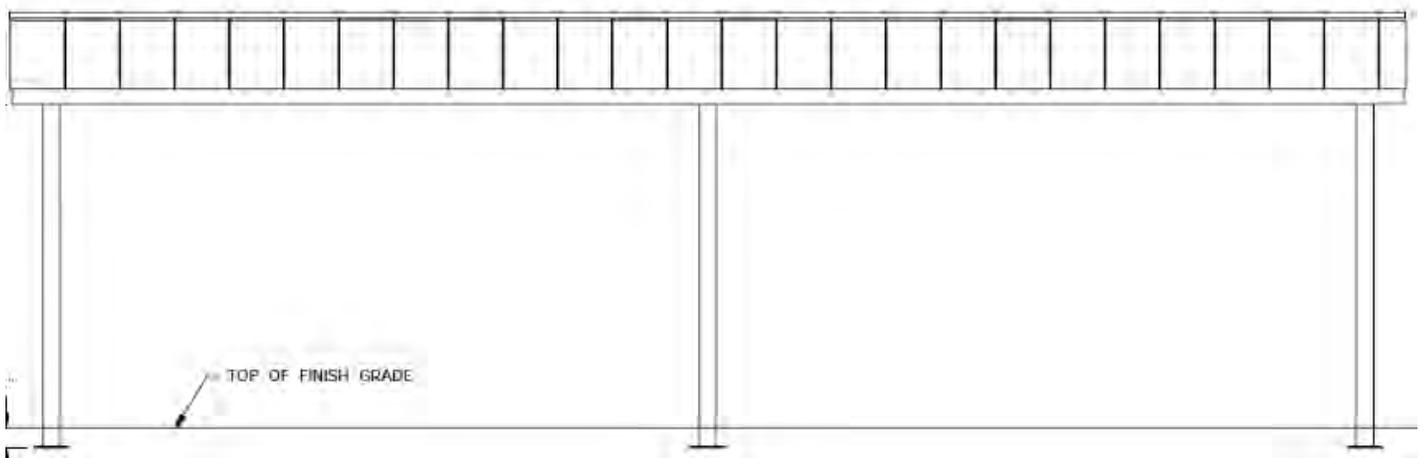
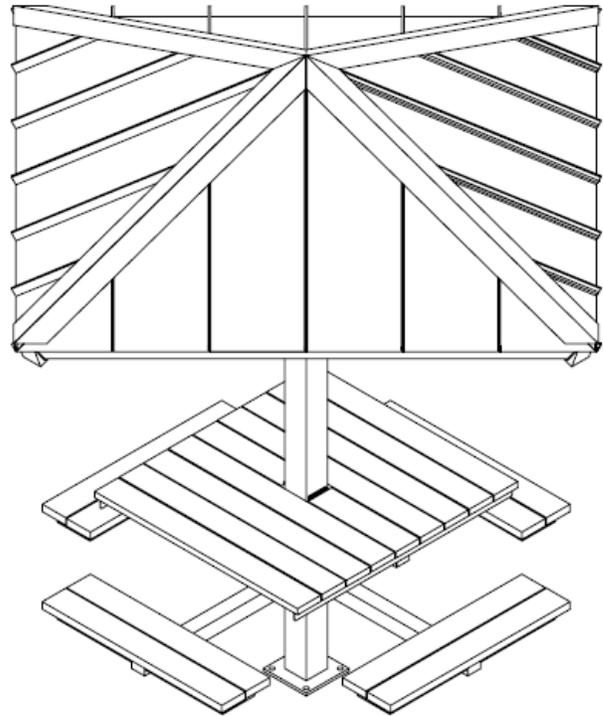
Sources of Funding

Capital Projects Fund Balance

Reasons for Project

The final two pieces of the Bayhill Park project are the completion of the restroom facility and the installation of the park pavilions.

This project is anticipated to be completed toward the beginning of the fiscal year. As a result, the increase in costs for maintenance and operation will be realized in the operating budget. Due to the smaller size of the facilities, it is anticipated that the increases to the maintenance budget will be marginal. These costs will be realized in the ongoing grounds maintenance of the park itself and the increase in electricity costs.



Harvey Park Land Development

Cost of Project Fiscal Year 2019

Estimated \$3,000,000

Sources of Funding

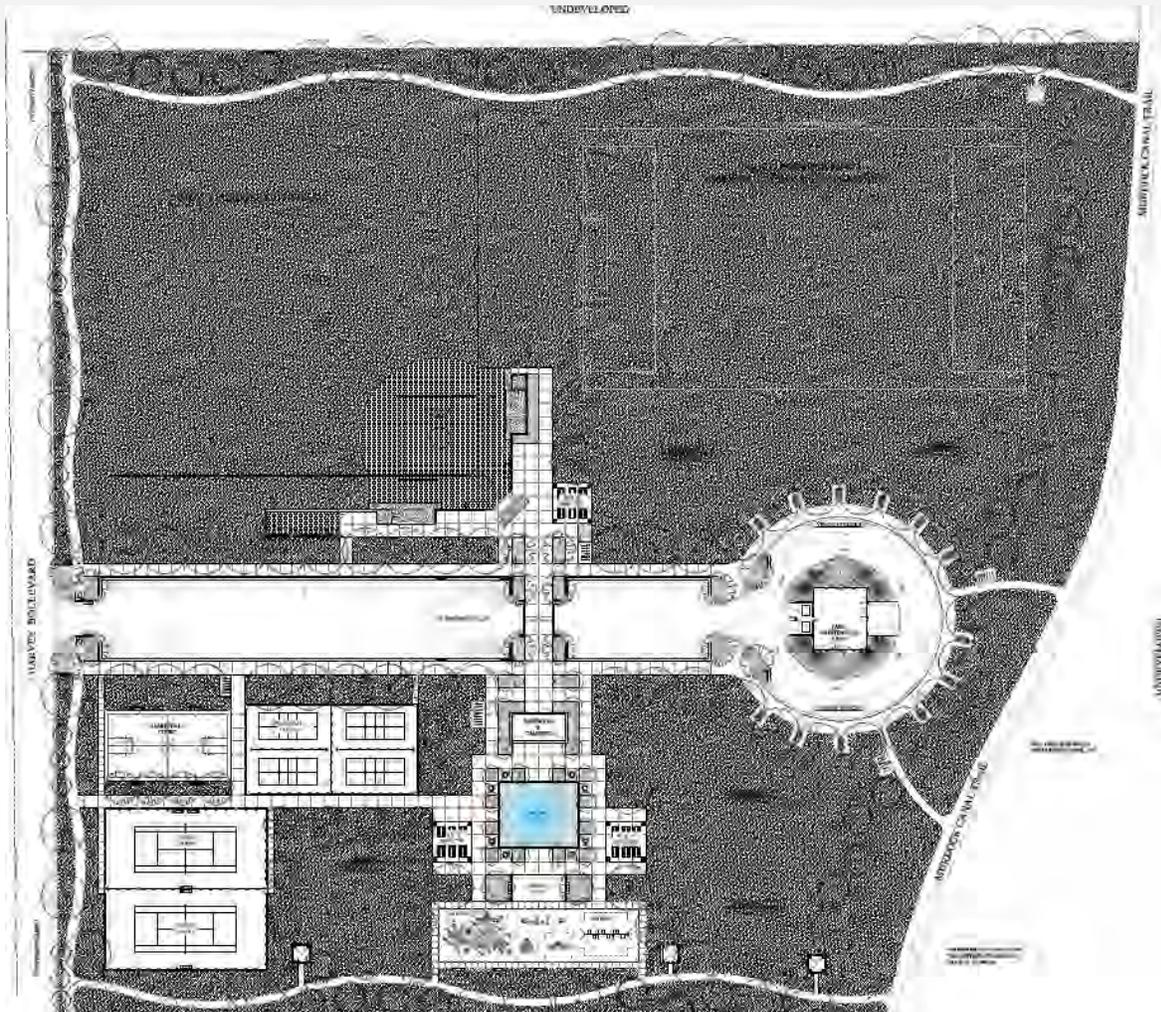
Park Development and Land Impact Fees, Unrestricted Capital Projects Fund

Reasons for Project

The development of the Harvey Park parcel, formerly referred to as the Deerfield Park development is critical to meeting the long-term needs of Cedar Hills recreation programs and resident needs.

The City began the process of conceptually planning the park in the FY2018 budget year, by working with a group to develop a plan for meeting the parks need of the community.

The current concept plans include areas for a splash pad, multi-purpose field, soccer fields, tennis courts, pickle ball courts, basketball courts, playground areas, as well as other amenities such as pavilions and walking trails. Harvey Park will be the flagship park for the city as it will meet be the focal point for all recreation, events, and activities in the community going forward.



STREETS

Harvey Blvd Widening

Cost of Project Fiscal Year 2018

\$600,000

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 (2019-2020)

Year	Project Description	Project Type	Estimated Cost
2019	Irrigation Pump Pond 10 & 12	Water	\$ 300,000
2020	Cottages Park Development	Park	\$ 100,000
2020	Harvey Well Chlorination/Treatment Station	Water	\$ 80,000
2020	Cottonwood Well Chlorination/Treatment Station	Water	\$ 60,000
2020	Regional Old Town Retention Project	Storm Drain	\$ 400,000
2020	4000 West Sewer Line	Sewer	\$ 250,000

LONG-RANGE HORIZON PROJECTS (2021 & LATER)

Year	Project Description	Project Type	Estimated Cost
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
2025	Harvey Well Replacement	Water	



Trent Augustus
Photo by: Trent Augustus

APPENDIX B

FISCAL YEAR 2018

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Cedar Hills – Decisions Survey 2014
Questionnaire
June 9 – 26, 2014

RESEARCH OUTLINE

Research Objectives:

1. Determine how the City of Cedar Hills residents feel about the city
2. Identify city improvements residents feel the city is in need of
3. Identify revenue options, economic development, golf performance perception

Sample Specifications and Quotas:

1. Phone: n=325 interviews
2. Email and Postcard: n=468 surveys

Project Assumptions:

1. City of Cedar Hills provided Cicero with phone numbers and emails for all residents
~2,200 households
2. Cicero designed postcards, and the City of Cedar Hills sent postcards to all households
of the city
3. Survey length averaged 12.6 minutes
4. Numbers reflect reasonable best efforts based on the sample size available

Survey Outline:

1. Quality of Life
2. Communications
3. Current City Services
4. Public Safety and Public Works
5. Recreational Services
6. Community Events
7. Commercial Development
8. Emergency Preparedness
9. Overall
10. Demographics

QUALITY OF LIFE

Thank you for taking the time to complete this survey. Responses will be used by Cedar Hills leaders to influence future city decisions.

1. First of all, please rate the following reasons for living in Cedar Hills on a 1 to 5 scale, with 1 meaning it is "not a significant reason" and 5 meaning it is a "very significant reason" contributing to your decision to live in Cedar Hills.

	Not a Significant Reason 1	2	3	4	Very Significant Reason 5	Don't Know	Mean Score
High quality of life	2%	4%	11%	33%	50%	0%	4.26
Good schools	9%	3%	12%	24%	49%	3%	4.03
Small city atmosphere	6%	9%	19%	30%	36%	1%	3.81
Low crime rate	3%	2%	11%	28%	56%	1%	4.35
Location	3%	5%	15%	28%	49%	0%	4.15
Affordable housing	8%	11%	34%	28%	19%	1%	3.41
Family-friendly community	3%	3%	8%	26%	59%	0%	4.36

2. If you were Mayor for a day, what would be the top issue or item that you would address to make the City a better place to live, work, and play?

	Total
Commercial Development	18%
Golf Course Issues	12%
Build a Recreation Center / Expand City Programs	7%
Balance Budget / Debt	6%
Maintain Unique / Small City Atmosphere	5%
Build a Library	5%
Beautification / Open Space	5%
Better Roads / Traffic Issues	4%
Communicate with Residents	4%
Tax Issues	4%
Build a Pool / Splash Pad	3%
Improve Utilities / Lower Costs	2%
Enforce Regulations / Codes	2%
Less Regulation / Smaller Govt.	2%
Water Issues	2%
Nothing / Satisfied	2%
Public Safety / Crime / Emergency Services	2%
Improve / Build Schools	1%
Other	3%
NA / NC	3%
Don't Know	8%



COMMUNICATIONS

3. For the following, please rate the following methods of communication from the City on a 1 to 5 scale, with 1 meaning it is "not at all preferred" and 5 meaning it is "very preferred."

	Not at all Preferred 1	2	3	4	Very Preferred 5	Don't Know	Mean Score
City Newsletter	5%	8%	23%	32%	32%	0%	3.77
City Website	9%	10%	25%	27%	28%	1%	3.56
E-mail	5%	4%	13%	29%	27%	1%	4.09
Public Meetings	11%	20%	34%	20%	12%	1%	3.02
Facebook	40%	16%	21%	12%	10%	2%	2.34
Twitter	70%	13%	10%	2%	2%	3%	1.50
Automated Phone Call	25%	12%	21%	22%	18%	1%	2.94
Automated Text Message	22%	11%	19%	24%	22%	2%	3.14

4. On a scale of 1 to 5, with 1 meaning "not at all well" and 5 meaning "very well," how well do you feel that your voice is heard by the city when you have a concern?

Not at all Well 1	2	3	4	Very Well 5	Don't Know	Mean Score
10%	16%	42%	24%	8%	0%	3.02

5. On a scale of 1 to 5, with 1 meaning "doesn't try at all" and 5 meaning "tries very hard," how would you rate the city on attempting to communicate with its residents?

Doesn't Try At All 1	2	3	4	Tries Very Hard 5	Don't Know	Mean Score
3%	10%	29%	39%	19%	0%	3.61

CURRENT CITY SERVICES & PUBLIC WORKS

6. On a scale of 1 to 5, with 1 being the "poorest" and 5 being the "best," how would you rate each of the following services in Cedar Hills?

	Poorest 1	2	3	4	Best 5	Don't Know	Mean Score
Garbage Collection and Disposal	0%	3%	12%	45%	39%	1%	4.21
Pressurized Irrigation	3%	7%	22%	41%	23%	4%	3.78
City Management Staff	3%	6%	31%	34%	14%	12%	3.56
Utility and Billing Department	2%	5%	27%	41%	22%	3%	3.79

Enforcement of Nuisance Ordinance	6%	10%	33%	25%	6%	20%	3.20
Zoning and Building Department	6%	12%	33%	25%	6%	18%	3.14
City Council and the Mayor	4%	9%	30%	38%	12%	8%	3.49
Street Construction & Maintenance	6%	14%	29%	39%	10%	2%	3.35
Snow Removal	6%	13%	27%	36%	16%	2%	3.43
Recreation Services	9%	16%	31%	27%	10%	6%	3.14
Emergency Services	1%	4%	19%	37%	23%	15%	3.91

PUBLIC SAFETY & PUBLIC WORKS

7. Lone Peak Public Safety District (LPPSD) has discussed becoming a taxing entity. This means that instead of the city budgeting and paying for Fire and Emergency Medical Services (EMS), LPPSD would have their own taxing structure, and it would show up as a separate line item on your property tax notice. The city property tax rate would then go down, however, the overall rate would not decrease. With this, Fire/EMS funds would be directly assessed and managed by LPPSD instead of by the cities and would no longer impact the city budget.

Would you favor or oppose this option?

	Total
Strongly Oppose	15%
Somewhat Oppose	13%
Somewhat Favor	36%
Strongly Favor	16%
Don't Know	20%

RECREATIONAL SERVICES

8. The city currently owns land on North County Blvd, north of the mortuary and south of Harts. Should the City sell all of this land for commercial development or retain a portion of the land and build a city pool, splash pad, or other recreational facility?

	Total
Sell all of the land for commercial development	28%
Retain a portion of the land for a recreational facility	60%
Other (Please specify)	12%

- 8_Other. The city currently owns land on North County Blvd, north of the mortuary and south of Harts. Should the city sell all of this land for commercial development or retain a portion of the land and build a city pool, splash pad, or other recreational facility?

Total (n=96)

Cicero

Retain for pool	14%
Retain for library	14%
Sell for development	14%
Both	11%
Depends on type of development	11%
Retain for recreation / community center	10%
Retain for open space	7%
Retain (General)	4%
Other	14%
NA / NC	9%
Don't Know / Unsure	9%

9. Costs for building a pool, estimated at \$5-10 million, and the costs for operating a pool may need to be funded through property taxes. Knowing that, how much more in property taxes would you be willing to pay to build and operate a seasonal pool?

	Total
None at all	39%
\$10 per month	34%
\$20 per month	13%
\$30 per month	2%
\$40 or more per month	3%
Other (Please specify)	8%

9_Other. How much more in property taxes would you be willing to pay to build and operate a seasonal pool?

	Total
None at all / Don't want a pool	25%
Sell golf course / Use golf course profits to pay for pool	12%
\$1 - \$10 per month	11%
Sell passes / memberships to pay for pool	11%
Depends on cost / fees	9%
\$11 - \$20 per month	5%
Depends on type of pool	5%
Use other city funds	5%
Other	14%
NA / Doesn't pay property taxes	3%
Don't Know / Unsure	6%

10. The recreation center basement currently has one unprogrammed room. Please rate your level of interest in the following possible uses of this space on a scale of 1 to 5, with 1 meaning "not at all interested" and 5 meaning "very interested."

	Not at all Interested 1	2	3	4	Very Interested 5	Don't Know	Mean Score
Library	17%	7%	15%	18%	40%	2%	3.59

Cicero

Children's Library	18%	8%	17%	21%	35%	2%	3.49
Fitness Area	29%	14%	20%	17%	18%	2%	2.81
Teen Game Room	49%	17%	19%	8%	5%	2%	2.02
Robotics and other hands-on classes for youth	32%	17%	23%	16%	10%	2%	2.56

11. How much more in property taxes would you be willing to pay for additional staffing needed for a library, fitness area, or other use of the recreation center basement?

	Total
None at all	36%
\$5 per month	36%
\$10 per month	16%
\$15 per month	3%
More than \$15 per month	2%
Other (Please specify)	6%

11_ Other. How much more in property taxes would you be willing to pay for additional staffing needed for a library, fitness area, or other use of the recreation center basement?

	Total
Depends on type of service	25%
Sell golf course / Use golf course profits to pay for staffing	15%
None at all / Don't want additional services	13%
\$1 - \$10 per month	10%
Depends on cost / fees	10%
Use other city funds	6%
Sell passes / memberships to pay for staffing	4%
\$11 - \$20 per month	2%
Other	10%
NA / Doesn't pay property taxes	4%
Don't Know / Unsure	4%

COMMUNITY EVENTS

12. On a scale of 1 to 5, with 1 meaning "not at all interested" and 5 meaning "very interested," please indicate how interested you and your family are in the following Cedar Hills Family Festival Days activities:

	Not at all Interested				Very Interested	Mean Score
	1	2	3	4	5	
Fireworks	5%	3%	9%	18%	64%	4.33

Cicero

Parade	18%	13%	20%	24%	25%	3.25
5K and Mile Fun Run	32%	16%	24%	17%	11%	2.59
Dinner and Movie	24%	18%	26%	19%	14%	2.80
Golf Tournament	63%	14%	11%	6%	6%	1.77
Carnival	20%	17%	25%	21%	17%	2.99
Swim Night	38%	18%	22%	12%	9%	2.35

13. Please rate your level of interest in each of the following Cedar Hills community events, using a 1 to 5 scale with 1 meaning "not at all interested" and 5 "meaning very interested:"

	Not at all Interested				Very Interested	Mean Score
	1	2	3	4	5	
Summer Pancake Breakfast	31%	17%	25%	16%	12%	2.62
Summer Concert Series	13%	10%	26%	28%	23%	3.38
Night with Santa	38%	17%	20%	14%	11%	2.44

OVERALL

14. During your residency, has the city improved, remained the same, or become worse in providing services?

	Total
Become worse	6%
Remained the same	55%
Improved	38%

15. What do you feel is the most important issue facing Cedar Hills?

	Total
Commercial Development	21%
Golf Course Issues	14%
Balance Budget / Debt	12%
Tax Issues	10%
Dealing Undeveloped Land	6%
Maintain Unique / Small City Atmosphere	5%
Communicate with Residents	4%
Public Safety / Crime / Emergency Services	3%
Build a Recreation Center / Expand City Programs	3%
Water Issues	3%
Better Roads / Traffic Issues	2%
Beautification / Open Space	2%
Improve Utilities / Lower Costs	1%
Improve / Build Schools	1%
Less Regulation / Smaller Govt.	1%

Cicero

Other	4%
NA / NC	3%
Don't Know / Unsure	6%

16. How would you like to see this issue addressed?	
	Total
Encourage Commercial Development	22%
Improve Communication / Public Meetings	17%
Sell / Close the Golf Course	11%
Better Budgeting / Lower Taxes & Utility Costs	9%
Keep the City Small / Unique	8%
Build a Recreation Center / Library	6%
Make the Golf Course More Attractive / Profitable	4%
Build a Pool / Splash Pad	3%
As it currently is	3%
Fix the Roads	3%
Beautify the City / Create More Parks or Open Space	2%
Reduce size of Government / Less Regulation	2%
Improve City Services / Infrastructure / Schools	2%
Water Meters / Assigned Watering Times	2%
Change City Government / Leaders	1%
Enforce City Codes / Regulations	1%
Hire More Police Officers	1%
Home More Community Events	1%
Other	5%
NA / NC	6%
Don't Know / Unsure	8%

DEMOGRAPHICS

17. Finally, we have just a few questions to help us categorize the data. First of all, for how many years have you lived in Cedar Hills?	
	Total
Less than 3 years	18%
3 - 7 years	24%
More than 7 years	58%
Prefer not to answer	0%

18. Do you rent or own your home?	
	Total
Rent	5%
Own	94%
Other (please specify)	0%
Prefer not to answer	1%

Cicero

19. Including yourself, how many people reside in your home?

	Total
One	3%
Two	17%
Three	12%
Four	19%
Five	18%
Six	17%
Seven or more	12%
Prefer not to answer	1%

20. What is your age?

	Total
18-24	0%
25-34	15%
35-44	34%
45-54	26%
55-64	12%
65 or older	12%
Prefer not to answer	2%

21. What is your gender?

	Total
Male	52%
Female	46%
Prefer not to answer	2%

22. Which of the following ranges best describes your annual household income?

	Total
Less than \$39,999	3%
\$40,000 to \$69,999	14%
\$70,000 to \$99,999	28%
\$100,000 to \$139,999	24%
\$140,000 or more	19%
Prefer not to answer	12%

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 16 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 livelihood 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 be flat for 2017. The following gives 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, Land Area, & Location

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. The City covers approximately 3.5 square miles, or 2,240 acres. 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	2010	2011	2012	2013	2014	2015	2016	2017
Population *	9,796	9,943	10,060	10,203	10,295	10,256	10,374	N/A
Household Median Adjusted Gross Income **	\$76,545	\$79,375	\$79,415	\$82,828	\$85,244	\$87,555	N/A	N/A
County Household Median Adjusted Gross Income **	\$42,897	\$43,977	\$46,068	\$47,521	\$49,251	\$50,683	N/A	N/A
Unemployment Rate ***	8.0%	6.6%	5.2%	4.3%	3.5%	3.2%	3.1%	3.1%

* US Census Bureau ** Source: Utah State Tax Commission *** Source: Department of Workforce Services, County Historical Data Annual

Average

**Table 13 & 14

Culture & Recreation

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. 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 a few businesses and individuals that will consequently not be listed.

GLOSSARY

Accounting Period

The fiscal year is divided into 12 accounting periods or months. Each accounting period generally includes two bi-weekly payrolls, except for two periods that include three bi-weekly payrolls.

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 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 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.

Class B&C Roads

County roads are class B roads and City streets are class C roads.

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.

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.

Geographic Information Systems (GIS)

A computer system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data.

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.

Government Records Access & Management Act (GRAMA)

Records request from government entities.

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.

IWORQ

Work management program for municipalities.

Lone Peak Public Safety District (LPPSD)

A fire district serving Cedar Hills, Alpine, and Highland.

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 (PI) Base Rate

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

Pressurized Irrigation (PI) 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.

Restricted Fund Balance

An account used to indicate that a restricted portion of reserves or a fund’s balance earmarked 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.

Timpanogos Special Service District (TSSD)

A sewer district that serves northern Utah County.

Transfers

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Cedar Hills

Utah

For the Fiscal Year Beginning

July 1, 2016

Executive Director