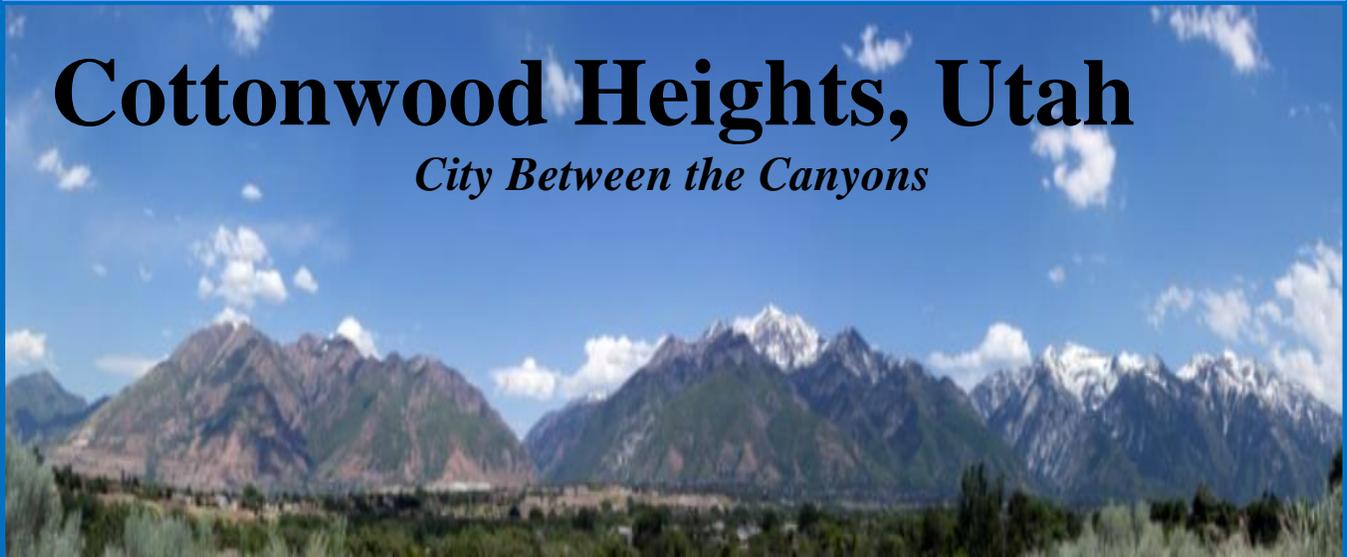


Cottonwood Heights, Utah

City Between the Canyons



ANNUAL FINANCIAL REPORT TO THE COMMUNITY

Fiscal Year Ending June 30, 2014





To the Mayor, City Council and Residents of the City of Cottonwood Heights

The city manager and the entire finance department team are proud to present the third Annual Financial Report to the Community, also known as a *Popular Annual Financial Report* (PAFR) for the fiscal year (FY) ended June 30, 2014. This report provides an overview of the city’s financial condition and brief analysis of where the city revenue comes from and where those dollars are spent.

Most of the information in this report is drawn from the financial information in the FY2013-2014 Comprehensive Annual Financial Report (CAFR). The CAFR is a more detailed and complete financial presentation prepared in conformance with Generally Accepted Accounting Principles (GAAP) and was audited by the city’s independent auditors, receiving an “unqualified opinion” (an opinion without auditor exceptions or qualifying comments).

The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to Cottonwood Heights for its Popular Annual Financial Report for the fiscal year ended June 30, 2013. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.



Award for Outstanding Achievement in Popular Annual Financial Reporting

Presented to
**Cottonwood Heights
Utah**

For its Annual
Financial Report
for the Fiscal Year Ended

June 30, 2013

Jeffrey R. Egan
Executive Director/CEO

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability and reader appeal.

An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only.

conform to the Popular Annual Financial Reporting requirements, and we are submitting it to GFOA.

We hope you will find this information to be interesting and informative. We welcome your comments and suggestions for future reports. Both the CAFR and this document, the PAFR, are available for viewing at city hall and for viewing or printing on the city’s website at <http://www.ch.utah.gov/>.



City Profile

Cottonwood Heights (the City) has “its roots dating back to the first pioneer settlers in the valley.”

Near what is now Fort Union Blvd. and 2700 East early settlers established a community center with a church and a school. Among the earliest settlers of the area were six colorful brothers. The ‘Butler Brothers’ were lumbermen – complete with wagons, teams, and sawmills.



The Butler Bros (l to r): Alma, Alua, Leander, Neri, Phalander, and Eri

There were also four McGhie brothers and their families. Legend has it that they called a town meeting to organize their community and there was one more Butler than McGhie at the meeting, therefore the community received the name ‘Butler’ rather than ‘McGhie.’ Natives differ on this name; some say it was named ‘Butlerville,’ and others say the ‘ville’ was just a nickname.

Different parts of the west end of the city were known by other names. One area near 1500 East and 7200 S. was known as Poverty Flats. The Southwest part of the current city was known as Little Cottonwood, or Union. One of the highlights of the area’s history was the Deseret Paper Mill – the ‘Old Mill’ situated along Big Cottonwood Creek about a mile below the mouth of the Big Cottonwood canyon.

Cottonwood Heights received a Popular Award for the second time in 2013. We believe our current report continues to



around the valley and around the world. (Excerpted from Cottonwood Heights General Plan)



City Government

State statutes detail the functions performed by municipalities. Cottonwood Heights is a political subdivision of the State of Utah, a municipal corporation and body politic with perpetual existence; unless disincorporated.

Cottonwood Heights was incorporated on January 14, 2005 out of the southeastern area of unincorporated Salt Lake County. As of the 2010 census the city has 33,433 residents (the July 2013 estimate is 34,017) and encompasses approximately 8.9 square miles of land area.

At its inception citizens voted to operate Cottonwood Heights from under the Council – Manager form of government.

It was built in 1861 to make paper for the Deseret News (newspaper). The paper was made with wood pulp taken from the canyons and rags gathered by families in the valley.

It operated for many years, furnishing employment for the people of Butlerville and paper for the territory. But on the morning of April 1, 1893, the mill burned down and was never rebuilt as a paper mill. Since the mill's construction, the railroad had come through and it was cheaper to bring paper in by train than to manufacture it locally.



The Deseret Paper Mill is one of the highlights of Cottonwood Heights' history and still stands today.

Cottonwood Heights is in a highly unique location. It has ready access to medical facilities, fire, police and a vast variety of business establishments. Residents can easily access the freeway system and the major ski resorts and as a result are approximately 15 to 20 minutes away from major events and destinations anywhere in the valley. At the same time, most residents enjoy beautiful views of the mountains to the East and /or overlooking the valley to the North, West, and South.

Today, retail uses have expanded, with a range of businesses from small ownership to regional scale shopping destinations. The communities in the nearby canyons are flourishing as recreation areas. The 'Greatest Snow on Earth' and some of the best winter sports facilities in the world (Alta, Snowbird, Brighton, and Solitude) are located in the canyons, and the 2002 Winter Olympics have greatly increased the visibility and image of Utah's Wasatch Mountains and their associated summer and winter recreational opportunities.

Picnic and camp areas abound, and are easily accessible to citizens of Cottonwood Heights and visited by citizens from



Mayor
Kelvyn H. Cullimore, Jr.



Council Member
District 1
Michael Shelton



Cottonwood Heights
UT



Council Member
District 2
J. Scott Bracken



Council Member
District 3
Michael J. Peterson



Council Member
District 4
Tee W. Tyler

Cottonwood Heights City Council and Mayor

Under this form of government the citizens elect a council member from each of four districts and a Mayor can be elected from any city district (elected at large).



The mayor and council select a city manager who acts as the chief executive officer of the city.



John Park
City Manager

Policy-making and legislative authority are vested in the mayor and council while execution and administration of policies and ordinances is the responsibility of the city manager. The mayor and council serve part time. The city manager serves full time. According to population and Utah law, Cottonwood Heights is classified as a third class city.



City Services

As a local general purpose government, Cottonwood Heights provides a full range of municipal services including police and fire protection, construction and maintenance of streets and other infrastructure, planning and zoning, community and economic development, recreational and cultural activities, justice court, and animal services.

In addition to the services provided directly by city taxes and fees-- General Government (legislative, city management, finance, treasurer, city recorder, business licensing), public safety (police and ordinance enforcement), highways and public improvements (public works), community and economic development (planning and zoning, economic development), Cottonwood Heights contracts with several other taxing entities within the Salt Lake County area to provide certain services to our residents and businesses. They are:

- ❖ The Cottonwood Heights Parks and Recreation Service Area was created in June, 1967, and is legally separate and distinct from the city. They operate a recreation center, recreation programs, and several parks within the city, including such amenities as swimming pools, an ice skating rink, a skate park, baseball diamonds, tennis courts, soccer fields, playgrounds, trails and social gathering places.

The city contracts with the service area to provide parks and landscape maintenance for three city parks and sixteen other roadway islands, trails, trailheads and walkways, monument signs, planters, and other small city

owned properties. We also partner with them to conduct many city events, such as the Butlerville Days summer celebration.

- ❖ The Salt Lake County Public Works Department is a department within Salt Lake County government. Until November, 2013 they provided many of the public works operations for the city, under the watchful eye of our own public works director.

The city currently contracts with Salt Lake County Public Works to provide maintenance of school zone flashers, street lights, traffic signals, and other small projects as requested.

- ❖ The Unified Fire Authority (UFA) is a separate political subdivision of the State of Utah, directed by an eleven member board, made up of elected officials from Salt Lake County and various cities within the Authority. They provide fire-fighting and rescue services, and emergency medical services as well as wild land firefighting and prevention, hazmat, heavy rescue, bomb/arson, and USAR (Utah Task Force One) services throughout Salt Lake County. These services are provided through contract as a member city of the authority.

The city contracts with UFA to provide fire-fighting, rescue, and emergency medical services out of stations 110 (1790 E. Fort Union Blvd.) and 116 (8303 S. Wasatch Blvd.). They also provide all other offered services as the need arises.

- ❖ The Salt Lake City Public Utilities Department is a department within Salt Lake City, (located to the north of Cottonwood Heights) and provides water treatment and distribution services in our area.

The city contracts with Salt Lake City Public Utilities to provide repair and maintenance services on fire hydrants located in the city. Within Cottonwood Heights, fire hydrants are owned by the city and not the UFA or Salt Lake City Public Utilities.

- ❖ The City of Holladay, our neighbor to the north of Cottonwood Heights, operates a justice court.

The city contracts with Holladay to provide traffic and misdemeanor justice court services, prosecutorial services, and indigent defense services as required by law, as well a small claims court. Justice courts in Utah are not considered courts of record, so as is necessary, the state district court



system will also provide services on behalf of the city. Additionally, Cottonwood Heights contracts with private professional entities to provide certain services to our residents and businesses.

- ❖ The city contracts with the law firm of Callister, Nebeker, & McCullough for legal services.

W. Shane Topham, attorney from the firm, functions as the city's sworn attorney.

- ❖ The city contracts with the engineering firm of Gilson Engineering, Inc. for engineering services in connection with building and other real property development and public works.

Brad Gilson serves as the city engineer.

- ❖ The city contracts with the engineering firm of Sunrise Engineering, Inc. for building services in connection with building and other real property development.

Jody Hilton serves as the city building official.

- ❖ The city contracts with Terracare Associates, LLC for Public Works services includes oversight of all service delivery, including compliance with quality assurance, quality control, performance measurements, customer satisfaction, technical standards and performance standards, ADA compliance, pavement management services including overlay, slurry seal, chip seal, and other remedies such as pot hole patching, crack sealing, hand sealing, mechanical patching and level course, and non-routine roadway sweeping, snow management services, traffic sign maintenance, pavement striping services and storm drain maintenance.

There are several services that are typically provided by cities that Cottonwood Heights does not provide. These services are provided directly to the citizens of Cottonwood Heights by other taxing authorities. They are:

- ❖ Salt Lake City Public Utilities Department. They provide water treatment and distribution services to most areas of the city.
- ❖ Cottonwood Improvement District. They provide wastewater collection services to most areas of the city.
- ❖ Jordan Valley Water Conservancy District.

They provide water distribution services to some areas of the city not served by the Salt Lake City Public Utilities Department.

- ❖ Wasatch Front Waste & Recycling District (Sanitation).

They provide refuse removal services to all areas of the city.

- ❖ Salt Lake County

They provide Library services to the city through the Whitmore Library located at 2197 E. Ft. Union Blvd.



Operational Highlights & Awards

Highlights of Cottonwood Heights' operational activities/awards for the FY ending June 30, 2014 include:

- Completed and submitted to the Government Finance Officers Association (GFOA) for review the city's Comprehensive Annual Financial Report (CAFR).
- Completed the city's Popular Annual Financial Report (PAFR).
- The city coordinated with the Salt Lake County Clerks' Office to be a "test case" for the newly approved VOTE BY MAIL process for the 2013 municipal election and had over a 40% voter turnout for the municipal election.
- Obtained \$4,249,968 in state and local grants.
- The city Police department in its sixth year continues to have a highly skilled and trained investigative division that has reported successfully clearing 82 percent of all aggravated felony crimes occurring within the city and as a department responds to over 20,000 calls for service, with a priority 1 911 call response time in just over five minutes.
- In addition to numerous street and sidewalk improvement projects, the city completed 236,280 square feet of road improvement projects, including asphalt overlays, chip seals and slurry seal treatments. Additionally, the city eliminated trip hazards, replaced concrete curbs, gutters and sidewalks with citizen participation, installed ADA ramps, and completed many cross gutter improvements.
- In partnership with Midvale City, the city substantially completed the \$1,000,000 Union Park Avenue access management and landscaping project.
- In partnership with the Economic Development Corporation of Utah (EDCU), the city successfully



expanded two major businesses in the city (Instructure and MasterControl).

- Completed two studies dealing with the future of the Fort Union Boulevard corridor.
- The city has continued to promote successful community events enjoyed by residents of the city, including Butlerville Days, Easter Egg Hunt and various events in conjunction with the Cottonwood Heights Parks and Recreation Service Area Recreation Center, such as Bark in the Park and Movies in the Park.
- During this fiscal year, the city produced “The Music Man”; the community’s fourth theatre production. Arts grant revenues and ticket sales completely paid for production costs, thereby providing the arts council with funding for other arts events such as “Write for the Heights”, “Winter Song Fest”, and photography contest.
- The city has started a direct mail publication newsletter to the citizens of Cottonwood Heights to improve communications with the citizens of the city, along with development of other social media including Twitter & Facebook.
- Implemented a business development program, economic development banner program, business outreach program through networking luncheons, business spotlight program, various business assistance publications, and streamlined the business licensing process.
- Recipient for seven consecutive years of the Distinguished Budget Presentation Award from the Government Finance Officers Association for excellence in budgeting. This award is the highest form of recognition in governmental budgeting.
- Recipient of the Certificate of Achievement for Excellence in Financial Reporting for the fiscal year ended June 30, 2013. This certificate is the highest form of recognition in governmental accounting and financial reporting for completion of the comprehensive annual financial report. This was the second year the city compiled a CAFR and submitted it for examination.
- Recipient of the Award for Outstanding Achievement in Popular Annual Financial Reporting for the fiscal year ended June 30, 2013. This award is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports. This is the second year the city has received this award.
- The city successfully acquired eight parcels of land comprising 4.7 acres at a cost of \$3,916,721, located at 2300 East and Bengal Boulevard (7600 South), for the city’s first city owned municipal center.
- The city received a very favorable AA- bond rating from Standard and Poor’s for the \$14,500,000 municipal sales

tax revenue bond, which will be used to finance the municipal center project.



Financial Highlights

Highlights of Cottonwood Heights’ financial activities for the FY ending June 30, 2013 include:

- The city’s fund balances of \$4,973,736 as shown on the balance sheet of Governmental Funds include \$2,426,952 of fund balance in the General Fund and \$2,546,784 in the Capital Projects Fund. Of those balances, \$2,407,342 of the General Fund and \$2,418,312 of the Capital Projects Fund are classified as unrestricted, totaling \$4,825,654 and may be appropriated for any future expenditure.
- In fiscal year 2014, the city’s total net position from governmental activities increased by \$349,525 to \$54,712,934. Total assets increased by \$947,809, and liabilities increased by \$598,284 resulting in the net position increase of \$349,525. One primary cause of the increase in capital asset value is the purchase of land for development of the city Municipal Center which offsets normal annual depreciation of \$3,353,074.
- Total net position consists of:
 1. \$49,739,198 in capital assets, such as streets, bridges, land, buildings and other infrastructure, net of related debt,
 2. Unrestricted Fund Balance of \$4,825,654. “Unrestricted Funds” is a term that designates the amount of money available for the City Council to spend for future needs. The City Council has indicated their intent for assigning part of this Fund Balance for designated Capital Project use.
 3. Impact Fees of \$128,472.
 4. Nonspendable funds of \$19,809 that represents prepaid expenditures for the subsequent fiscal year.
- The city’s only debt is a capital lease used to finance the public safety fleet. This financing also provides for a guaranteed buy-back of the fleet by the vendor every other year.
- The General Fund balance decreased by \$249,325, or 9.32 percent of the prior year’s fund balance. The Capital Projects Fund decreased by \$1,924,664 from last year’s ending balance due primarily to the expenditure of \$3,916,721 to purchase land for development of the City Municipal Center. There



were transfers of fund balance from the general fund to the Capital Projects Fund totaling \$875,615.

- The city benefits from both Operating Grants and Capital Grants. As a total of the 2014 budget, grants accounted for 26.9 percent of the total expenditures. Operating grants are expected to continue from year to year and totaled \$1,563,158 in FY 2014, while capital grants are typically associated with one-time projects and totaled \$3,484,303 in FY 2014. Summary of grant revenues received by the city are summarized on the Statement of Activities.

STATEMENT OF ACTIVITIES (Governmental Funds)

	2014	2013
Revenues:		
<u>Program Revenue</u>		
Fees, Fines, and Charges for Services	\$ 1,370,453	\$ 1,276,584
Capital Grants and Contributions	3,484,303	231,783
Operating Grants and Contributions	1,516,576	1,567,425
Total Program Revenue	6,371,332	3,075,792
<u>General Revenues:</u>		
Property Tax	6,684,948	6,954,277
Sales Tax	5,231,303	5,030,007
Motor Vehicle Fee-In-Lieu	390,535	390,882
Franchise Tax - Cabel TV	303,918	296,450
State Liquor Fund Allotment	46,582	43,595
Unrestricted investment earnings	37,394	36,859
Loss on Sale of Capital Assets	12,000	-
Miscellaneous	48,200	55,735
Total general revenue and transfers	12,754,880	12,807,805
Total Revenue	19,126,212	15,883,597
Expenses:		
<u>Primary Government:</u>		
<u>Governmental Activities:</u>		
General Government	2,902,400	2,863,918
Public Safety	8,932,299	8,760,565
Highways & Public Improvements	5,957,314	5,773,855
Community & Economic Development	970,886	695,759
Interest on long-term debt	13,788	19,324
Total Expenses	18,776,687	18,113,421
Change in Net Assets	349,525	(2,229,824)
Net Assets Beginning of the Year	54,363,409	56,593,233
Net Assets End of the Year	\$ 54,712,934	\$ 54,363,409

The Statement of Activities provides a record of the money received by the city and spent during the year.

None of the changes in revenue categories from FY2013 to FY2014 are because of rate increases or decreases. They are all based on changes in economic factors such as consumer spending habits, or in property values.

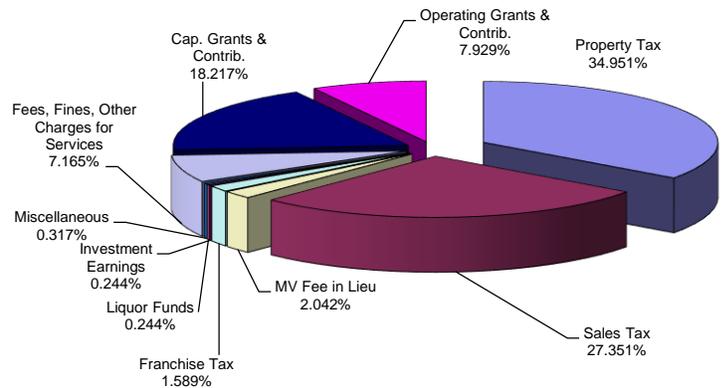
All changes in department actual amounts from FY2013 to FY2014 relate primarily to increases in the cost of employee health insurance premiums, Utah State pension rates, and cost of living wage adjustments, and changes in personnel.

Definitions of specific resources and services follow.



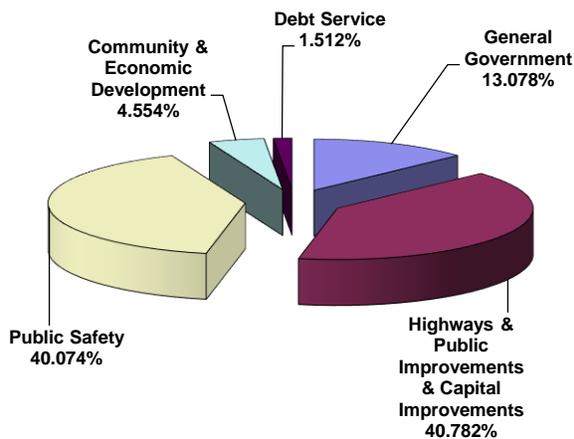
- **Property Tax** – the city FY2014 property tax rate is .002522. Properties in a city are valued by the county assessor
- **Sales Tax** – taxes collected are distributed in part directly where the taxes are collected and partially through a pooling based on population. The majority of our sales tax revenue comes from local point of sale
- **Motor Vehicle Fee-In-Lieu** – fees collected by the State department of Motor Vehicles at the time of vehicle registration
- **Franchise Tax – Cable TV** – taxes collected by the State Tax Commission through agreement with the local cable television provider
- **State Liquor Fund Allotment** – funds distributed to local jurisdictions from the state to be used for liquor laws enforcement, prosecution and related education
- **Unrestricted Investment Earnings** – city funds invested per state laws and allocated to governmental funds based on the funds cash balance
- **Miscellaneous** – miscellaneous adjustments of asset values
- **Fees, Fines, & Charges for Services** – payments received directly by the city for services performed. This includes business licenses, animal licenses, building and zoning permits, police reports and code enforcement

REVENUE-Government Wide
Where the money comes from . . .



- **Capital / Operating Grants and Contributions** – Grants received for either operating expense reimbursement or Capital Improvement Projects reimbursement and miscellaneous contributions

EXPENSES -Government Wide
Where the money goes . . .



- **General Government** – includes expenses for the administrative offices including the city council, city manager, finance, administrative services, city attorney, and justice court.
- **Public Safety** – includes expenses for police, fire, and code enforcement.
- **Highways & Public Improvements/Capital Improvements** – includes expenses for public works, Class 'C' road funds, impact fees, and capital improvements (those improvements that are capitalized and have at least a 5-year life)
- **Community & Economic Development** – includes expenses for planning, engineering for city services, business licensing, and economic development
- **Debt Service** – includes expenses for principal and interest payments for the city's police fleet of vehicles lease buy-back program.



2013-14 City Goals

I Customer Service (internal and external)

Promote and emphasize an attitude of pleasantly assisting all customers with the goal of satisfactorily "resolving the issue" for the customer

- A) Departments of Cottonwood Heights will be customer service oriented by:**
 - 1) Implementing measurement techniques for key areas of customer service and providing the council a quarterly dashboard report from the measurements.** (Not Completed)
 - 2) Ensuring that staff is trained in City Council's expectation of delivering excellent customer service and the methods by which that department will meet those expectations.** (Completed)
 - 3) Establishing and publishing timelines for meeting customer requests for routine and standard deliverables.** (Completed)
- B Recognize at least quarterly an employee that has exemplified the city commitment to excellent customer service.** (Not Completed-goal eliminated)
- C) Facilitate annexation requests and support annexation efforts.** (Completed)
- D) Complete a customer satisfaction survey conducted by a contracted third party.** (Postponed to future FY)
- E) Review and or implement general policies and procedures for all city volunteer committees.** (Completed)
- F) Explore the feasibility of establishing our own municipal court by:**
 - 1) Doing a survey of at least six other municipalities that operate a municipal court examining their procedures and costs.** (Completed)
 - 2) Developing a model and timeline for a Cottonwood Heights Court.** (Determined not to create CH Court)

II Communications

Provide effective, clear communications to constituents

- A Maintain a high level of communication with citizens by:**
 - 1) Publishing a Monthly Newsletter in the Valley Journal.** (Completed-transitioned to city published newsletter)

- 2) Developing a plan to increase our use of and presence in social media.** (Completed)
- 3) Pursuing fiscally constrained ways the city can more effectively conduct business electronically with its citizens and effectively utilize the complaint/comment tracking system.** (Ongoing)
- 4) Developing a plan to improve our web site for traditional and mobile users.** (Ongoing)
- B) Include as part of every public works project a written plan approved by the Public Works Director to notify the public of the scope and impact of the project and provide the plan to the Council member in whose district the work will be performed.** (Completed)

III Emergency Preparedness

Place greater emphasis on emergency preparedness planning

- A) Better define the phases of emergency actions in the city including, preparation, mitigation, response and recovery functions by revising the emergency response and communication plan.** (Continuing)
- B) Identify each year, by Department, the personnel required to complete specific NIMS coursework training and what courses are required. Provide incentive and recognition for those completing the courses.** (Continuing)
- C) Annually review and update as appropriate any of the fifteen components of the FEMA/NIMS established Emergency Support Functions (ESF).** (Continuing)
- D) Determine the most efficient and cost effective manner to achieve redundancy of electronic media storage.** (Continuing)

IV Partnerships with other entities

Foster and create partnerships with other Governmental agencies to leverage resources and maximize services

- A) Canyons School District**
 - 1) Collaborate on maximizing utilization of school owned property in Cottonwood Heights including maximizing green space at Butler Park.** (Completed)
 - 2) Seek funding for all or part of the city's financial commitment to the expanded Butler Middle School Auditorium by applying for a grant from Salt Lake County Cultural Arts Support Group Advisory Board, or seeking a grant from other funding sources such as the TRCC Fund.** (Completed)
 - 3) Develop a plan for the utilization of the Butler Middle School Auditorium.** (Completed)



- B) Cottonwood Heights Parks and Recreation Service Area**
 - 1) Maintain a unified approach to all city events whether the primary sponsor is the city or the Service Area by holding monthly meetings to plan and review joint approach to all activities.** (Completed)
 - 2) Deploy resources for the mutual benefit of our constituencies by contracting with the Service Area for park maintenance and management as well as sidewalk snow removal and other services offered by the Service Area.** (Completed)
- C) Utah Transit Authority**
 - 1) Collaborate with UTA to explore mass transit alternatives within the city and for access to and utilization of the Cottonwood Canyons.** (Completed)
- D) Salt Lake County**
 - 1) Reduce cost of and improve voter participation in municipal elections by cooperating with County Clerk in expanding voting by mail.** (Completed)
 - 2) Seek improvements to Crestwood Park by working with the County Parks Advisory Board and encouraging allocation of county budget funding for this purpose.** (Completed)
- V Planning into the Future**
 - Development of programs and plans to maximize the beneficial impact of planning, capital improvements and open space, parks, trails, and beautification**
 - A) Evaluate housing stock within the city and evaluate long range housing goals through the current general plan update process.** (Continuing)
 - B) Publish new General Plan by the end of June 2014 or at least have completed steps for public input regarding the General Plan Update.** (Continuing)
 - C) Identify options for establishing a permanent city hall. Where possible acquire property or begin construction to best use citizen tax dollars by taking advantage of lower real estate costs, moderate construction costs and locking in occupancy costs for the long term instead of continually paying higher rents for city offices.** (Completed, land purchased & construction began)
 - D) Under the guidance of the City Engineer develop objectives and goals to comply with Federal clean water requirements and to identify methods to fund said objectives and goals.** (Continuing)
 - E) As part of the review and update of the city's General Plan determine if a Fort Union Boulevard transportation master plan is warranted. The master plan would include alternate transportation modes/networks (e.g., pedestrian, bicycle, mass transit) and impacts on Fort Union Boulevard, so that they interface cohesively to encourage economic development and intermodal travel. Specifically, encourage implementation of a transit system capable of supporting bus-rapid or light-rail transit to link major employment, retail, and residential areas with stations, park-and-rides, and other elements of the regional transportation.** (Continuing)
 - VI Implement Sound financial planning that contemplates future budgeting requirements and incorporates city objectives of maintaining infrastructure, fair pay and benefits for employees, and structural balance within the budget**
 - A) Complete a five year strategic financial plan that will begin the initial review soon after the update to the city General Plan is complete. The strategic plan will be updated annually.** (Continuing)
 - VII Recognize the importance of a strong and vibrant business community by seeking ways to support Cottonwood Heights businesses and diminishing regulatory burdens for businesses to thrive in our community**
 - A) In lieu of affiliation with a Chamber of Commerce, engage the business community in outreach programs that enhance a business's overall experience in Cottonwood Heights. At a minimum host a luncheon once a quarter for various business segments within the city.** (Completed)
 - B) The Planning Department will find ways to utilize information from the city economic development study completed in 2011 and make recommendations to the City Council.** (Continuing)



Administrative & Statutory Officials

Deputy City Manager	Linda Dunlavy
City Finance Director and Budget Officer	Steve Fawcett
City Director of Community & Economic Development	Brian Berndt
City Police Chief	Robby Russo
City Public Works Director	Mike Allen
City Treasurer	David Muir
City Recorder	Kory Solorio

City Attorney	Shane Topham— Callister, Nebeker, & McCullough
City Fire Chief	Mike Watson— Unified Fire Authority
City Engineer	Brad Gilson— Gilson Engineering
City Building and Zoning Official	Jody Hilton— Sunrise Engineering

Visit Cottonwood Heights City at

<http://www.cottonwoodheights.utah.gov>

- find the budget
- find the Annual Financial Statements (CAFR)
- find the Popular Annual Financial Report (PAFR)
- find the Monthly Financial Report to the Council
- find information about the mayor and city council
- find hot topics going on in the city
- find news and events happening
- find city calendar of events and meetings
- find job opportunities
- find monthly message from the mayor or member of the city council
- find department contacts and information and lots of other good stuff.

also

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Cottonwood Heights, Utah 84047
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