

City of Cherry Hills Village, Colorado

2016 ANNUAL BUDGET





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cherry Hills Village
Colorado**

For the Fiscal Year Beginning

January 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Cherry Hills Village for its annual budget for the fiscal year beginning January 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



City of Cherry Hills Village

2016 Elected Officials

Mayor	Laura Christman
Councilmember District 1	Mark Griffin
Councilmember District 2	Earl Hoellen
Councilmember District 3	Alex Brown
Councilmember District 4	Mike Gallagher
Councilmember District 5	Klasina VanderWerf
Councilmember District 6	Katy Brown

Department Heads

Director of Public Works/Interim City Manager	Jay Goldie
Chief of Police	Michelle Tovrea
Director of Finance & Administration	Karen Proctor
Director of Community Development	Rob Zuccaro
Parks, Trails & Recreation Administrator	Ryan Berninzoni
City Attorney	Linda Michow

Contents

Jessica Sager & Karen Proctor



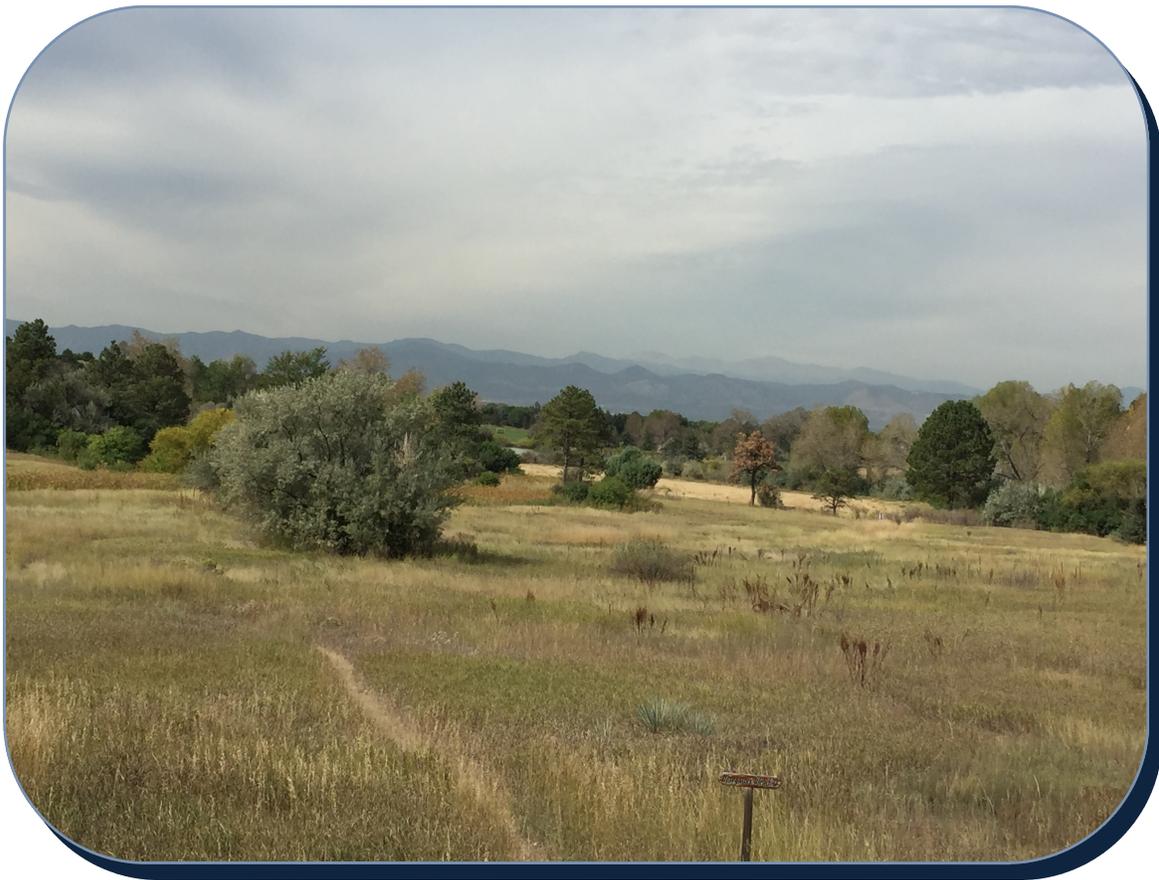
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MISSION

It is the mission of the City of Cherry Hills Village, its Council and staff, to preserve and enhance the pastoral environment, the overall low density residential zoning and the high quality of services and public facilities that exist in the Village and to promote an atmosphere that contributes to a sense of community.



VISION

It is the vision of the City of Cherry Hills Village to provide a safe, low-density, residential community as it is the desire of the citizens to maintain the established character of the community through the implementation of the City's planning goals, strategies, regulations and decisions.



Budget Message

December 9, 2015

Mayor Christman and Members of Cherry Hills Village City Council:

In accordance with Section 9.2 and article IX of the City of Cherry Hills Village Home Rule Charter, Section 2-3-40(4) of the City Code and Colorado Revised Statutes 29, Article 1, Local Government Budget Law of Colorado, staff is pleased to present the 2016 Annual Budget. This submittal of the budget represents the policy set forth this past year and the allocation of funds for the provision of municipal services to Cherry Hills Village residents.

This budget document provides the legal authority to appropriate and expend funds for each year and explains funding for projects, programs and services. The document also serves as an operations guide by designating service levels to be provided and serves as a financial plan guided by Council's goals. We must not only monitor the daily revenues and expenditures, but also look to future commitments and projects to plan accordingly and ensure levels of service are maintained and sustainable.

The budget process requires a constant monitoring of revenues and expenditures to ensure fund balances are preserved at levels required by the City's fund balance policy. The budget process is ongoing throughout the year. This process allows staff to identify when revenues are not in line with expenditures, thereby providing the opportunity to examine any shortfall that the City may experience and to adjust spending accordingly.

Budget Priorities

The 2016 budget takes into consideration the following priorities presented to staff:

- Continue to pro-actively address safety, health and welfare issues within the Village.
- Evaluate and, where possible, enhance service delivery and responsiveness.
- Manage the public's monies in a fiscally responsible manner.
 - Stay within budget.
 - Adhere to and monitor the newly created Strategic Financial Plan.
 - Evaluate possible alternative revenue sources.
- Master Plan implementation.
- Implementation of the John Meade Park Master Plan.
- Grant coordination and applications.
- Pursue Public Works facility relocation along with the City of Englewood.
- 2016 Municipal Election process.
- Dignitary visits - 2016 Presidential Election process.
- Code review and revisions.



Budget Message

- Village Center design.
- Quincy Farm planning process.
- Highline Canal Trail Interconnect Project.
- Glenmoor Traffic Signal Project (partner with HOA and Greenwood Village).
- Drainage Project at Clarkson and Belleview (partner with Greenwood Village).
- Complete Traffic Study Project.
- Improve public outreach.
 - Crier (monthly publication), Villager, website, channel 22, HOA meetings, school interactions, etc.
 - Special events: Holiday Tree Lighting, Exotic Car Show, Movie Night, Spring clean-up, Prescription Drug Take Back, National Night Out, Electronics turn-in, Art Commission events and assist outside entities with their special events-Land Preserve Barn Tour, local schools, etc.
- Address storm water issues in a comprehensive manner.
- Maintain and evaluate IT systems.
- Employee training and development.
 - Establish training in critical areas for all employees on an annual basis.
 - Leadership training for supervisory and management staff.
- Annual Employee Compensation Study.
 - Evaluate employee benefit programs.
- Monitor and evaluate the Wildlife Management Program.
- Determine community strategies for:
 - Open space acquisitions
 - High Line Canal
 - Sanitation District consolidation
- Maintain close staff liaison with the various Village Boards and Commissions.
- Closely coordinate/monitor activities of those outside entities that have a direct impact on Village operations and quality of life issues within the City, i.e. CDOT, Denver Water, Xcel Energy, Century Link, etc.

Economic Conditions

In 2012, the City began to experience the effects of the downturn in the housing market and saw a



Budget Message

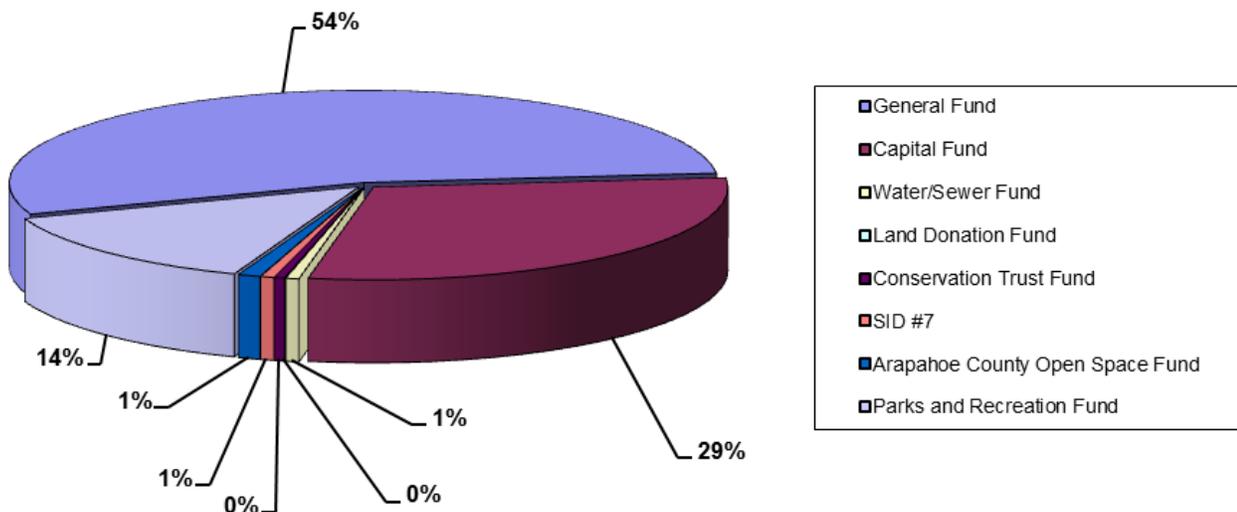
16% decline in property tax revenue. The City experienced an additional 4% decline in property tax revenue for 2014, which remained in 2015. Arapahoe County has reported that Cherry Hills Village will see a 15% increase in property tax revenue for 2016. Staff has used several indicators to conservatively plan and estimate all other revenues for 2016. Many other sources of revenue, such as motor vehicle use tax, sales tax and building permits, have continued to be steady or slightly increased.

2016 Proposed Budget-Revenues

All Funds Revenues

The City is heavily dependent on property tax revenue as the majority of our revenue source for the General Fund and the Parks and Recreation Fund. Budgeted revenues for all funds in 2016, as compared to the 2015 adopted budget, are expected to increase by approximately 25 percent (25%) to approximately \$13 million. The overall increase is mainly due to \$3.5 million of bond proceeds in the Capital Fund to finance a new Public Works facility.

The following graph depicts the total revenue by fund:



General Fund Revenues

The General Fund is the major operating fund of the City and is used to account for all resources that are not required to be accounted for in another fund. General Fund revenues represent fifty-four percent (54%) of the City's total revenue sources.

Budgeted revenues for the General Fund are expected to increase from the 2015 adopted budget by \$269,292 or four percent (4%). Property tax continues to be the General Fund's largest source of revenue, representing approximately thirty-five percent (35%) of General Fund revenues. The 2016 budget for property tax reflects an increase from the 2015 adopted budget of approximately fifteen percent (15%) or \$327,927.



Budget Message

Use tax revenue represents fifteen percent (15%) of General Fund revenues. The 2016 budget for use tax reflects a decrease from the 2015 adopted budget of three percent (3%) or \$36,018. The decrease in use tax revenue is due to the uncertainty of vehicle sales.

Building permit revenue represents eight percent (8%) of General Fund revenues. The 2016 budget for building permit revenue remains the same as the 2015 budget. A green building standards rebate incentive program was implemented in 2014. Therefore, the 2016 budget takes into account \$20,000 in possible rebates.

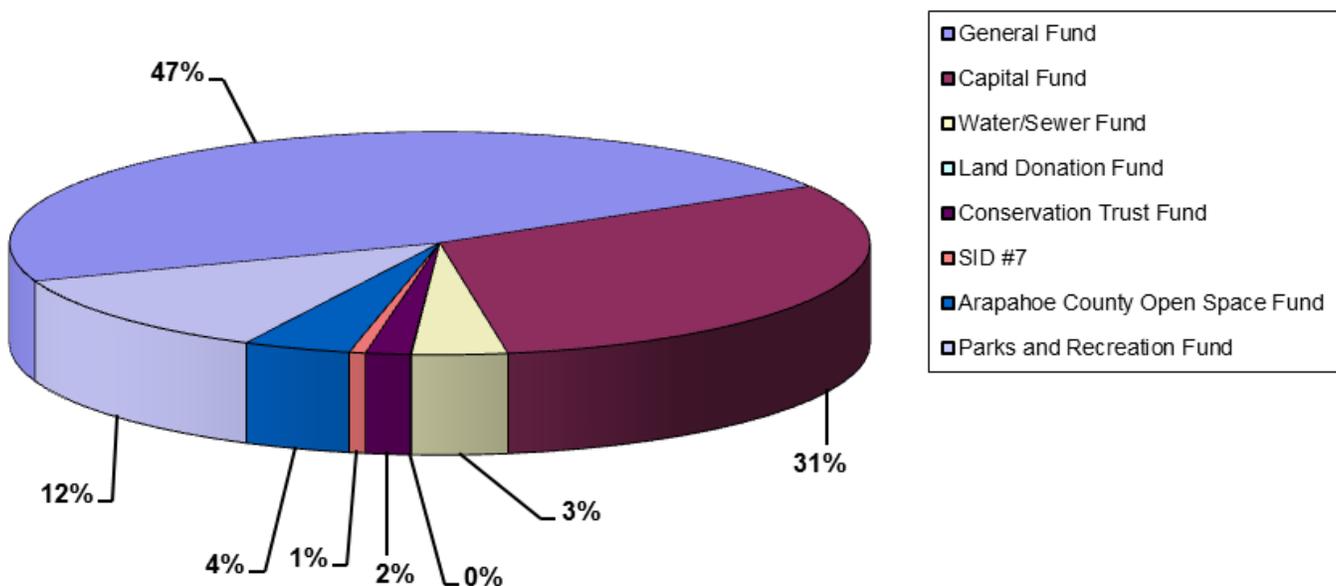
\$264,000 of the Specific Ownership Tax has been transferred back into the General Fund from the Capital Fund for 2016 in order to balance the General Fund budget and the remaining \$10,000 of Specific Ownership tax is included in the Parks and Recreation Fund.

2016 Proposed Budget-Expenditures

All Funds Expenditures

Staff has strived to minimize 2016 expenditure increases, except for instances where mandated costs (contractual obligations, legal liabilities, utilities, etc.) are beyond staff's ability to control. Any increases beyond the 2015 budgeted amounts were presented to City Council at the budget study session. Budgeted expenditures for all funds in 2016, as compared to the 2015 adopted budget, are expected to increase approximately twenty-two percent (22%) to \$14.9 million. The increase is due to salary increases, one additional employee and additional capital expenditures.

The following is a graph of total expenditures by fund.



The City's full time employee count consists of 53 full time employees and approximately 6.5 part time/seasonal employees.



Budget Message

General Fund Expenditures

The City's total proposed General Fund budget expenditures for 2016 are \$7,004,867 and reflect a four (4%) increase from the 2015 budget. This increase is mainly due to salary increases.

Capital Fund Expenditures

The Capital Fund was established in 2011. Overall capital expenditures for 2016 have increased from 2015 by forty-five percent (45%). This increase is due to additional vehicles, equipment and construction of a new Public Works Facility. The Public Works street improvement program is slowly evolving from a repair and replace type program to a maintenance program. This is a very cyclical program; therefore corresponding costs will go up until the cycle reverses. It will be a repair and replace program again in 2016.

Conservation Trust Fund Expenditures

The City's total proposed Conservation Trust Fund budget for 2016 is \$248,500. This represents a six hundred and ten percent (610%) increase from 2015. The increase in expenditures will be used for trail restoration and trail development.

Catherine H. Anderson Land Donation Fund Expenditures

The City's Land Donation Fund is funded through charges, fees imposed on development related services and donations. In 2014, excise tax from the BMW Golf Tournament increased the fund balance. The City's total proposed Land Donation budget expenditures for 2016 is \$5,620, a change of zero percent (0%) from the 2015 budget.

Arapahoe County Open Space Fund Expenditures

The City's total proposed Open Space Fund budget for 2016 is \$600,000, a three hundred sixty-one percent (361%) increase from the 2015 budget. The increase is mainly for John Meade Park design and construction. Similar to the 2015 adopted budget, the 2016 budget includes funding for trail and park improvements.

Water and Sewer Fund Expenditures

The City's total proposed Water and Sewer Fund budget for 2016 is \$532,000, an increase of fifty percent (50%) from the 2015 budget. This increase is for necessary repairs to the sewer lines.

Parks and Recreation Fund Expenditures

The City's total proposed Parks and Recreation Fund Budget for 2016 is \$1,787,749, an increase of approximately five percent (5%) over the 2015 budget. This increase is due to salary increases and an additional employee.

2016 Proposed Budget-Fund Balance

General Fund - Fund Balance

The 2015 budget accounted for a beginning General Fund balance of one hundred ten percent (110%) of total operating expenditures. The 2014 annual financial audit found that that General



Budget Message

Fund balance increased from 2013 by \$1,396,782, resulting in a strong fund balance of approximately \$6.8 million.

In 2015, approximately \$1.8 million of the General Fund balance will be transferred to the Capital Fund and \$1.5 million will be transferred to the Parks and Recreation Fund. The General Fund balance is projected to be approximately \$3,698,352 at the end of 2016.

Capital Fund - Fund Balance

The Capital Fund began 2015 with a fund balance of \$6,799,886. The Capital Fund is projected to end 2016 with a remaining fund balance of \$6,791,326, after a transfer in of approximately \$1.8 million from the General Fund.

Parks and Recreation - Fund Balance

The Parks and Recreation Fund began 2015 with a fund balance of \$957,487 and is projected to end 2016 with a fund balance of \$2,299,604 after the transfer in of \$1.5 from the General Fund.

Conclusion

It is with great appreciation for the continued leadership and support of the Mayor and members of City Council that staff presents the 2016 budget document. The creation of such a document is a year long process that requires the vision of Cherry Hills Village's elected leaders and the hard work and participation of the City staff.

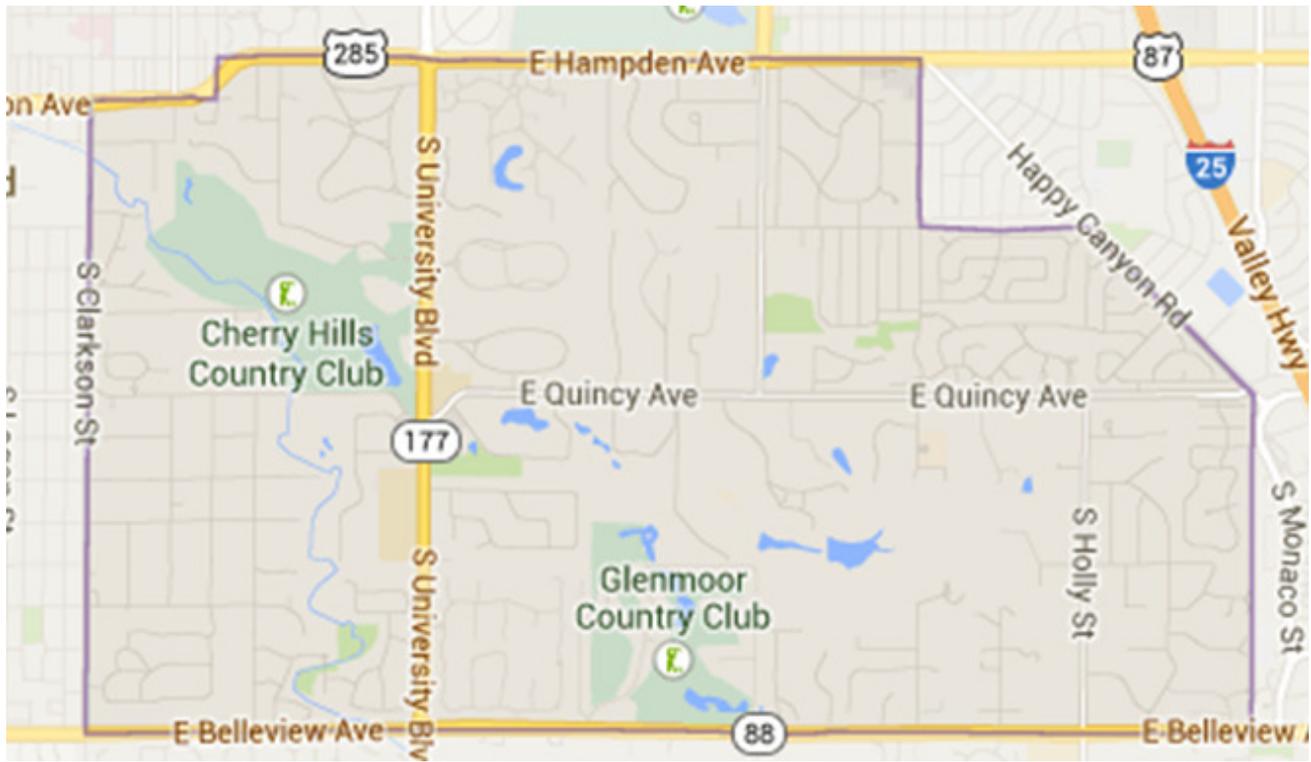
It is staff's desire to produce a budget that is transparent and demonstrates accountability in the use of revenues for the provision of City services. It is our hope that we have fulfilled the citizens' expectations and that this document presents the financial and policy plans in a clear, concise and understandable manner.

Sincerely,

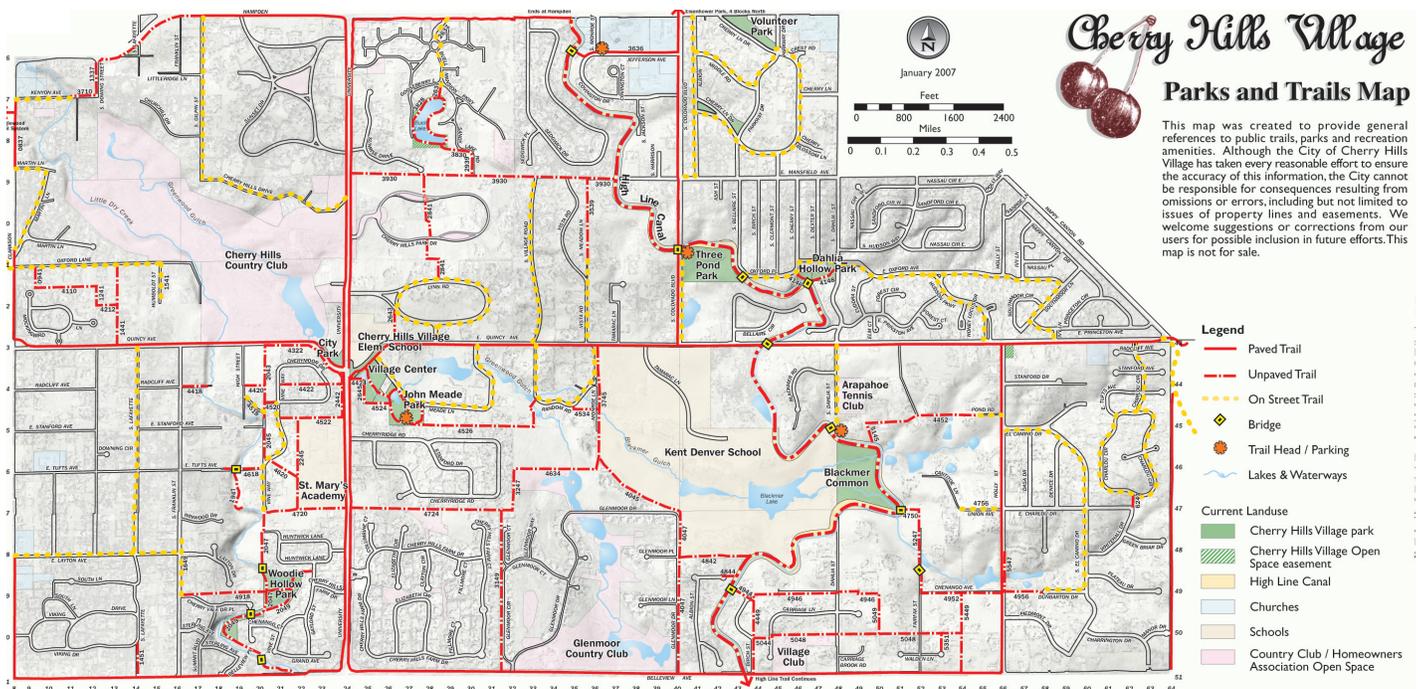
Karen L. Proctor
Director of Finance and Administration



Boundary/Trail Map



The City of Cherry Hills Village is bordered by Denver (to the north and east), Greenwood Village (to the south) and Englewood (to the west). The northern street boundary is East Hampden Avenue; the eastern street boundary is Happy Canyon Road; the southern street boundary is East Belleview Avenue and the western street boundary is South Clarkson Street.





Demographics

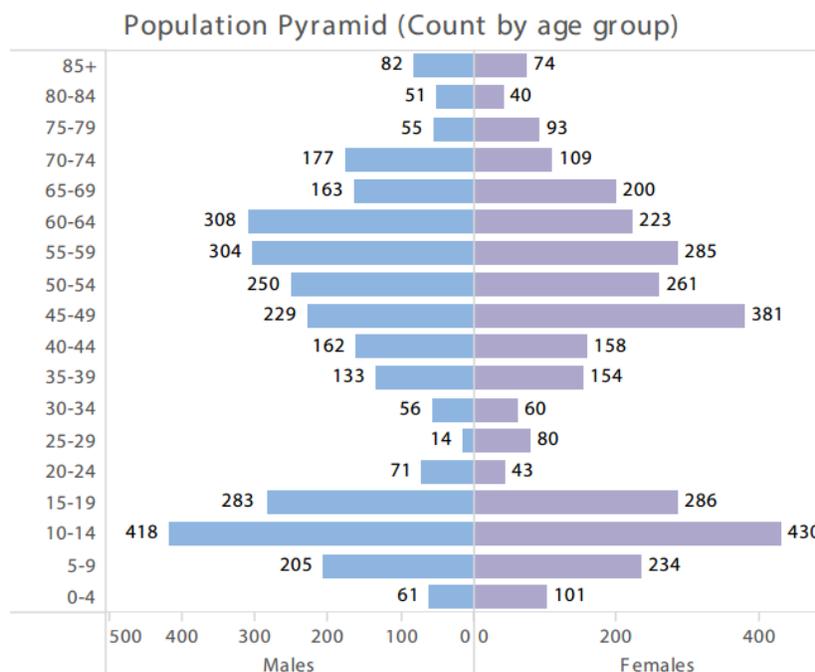
History

The City of Cherry Hills Village's unique history of development and semi-rural character have shaped the community into what it is today; one of the premier communities in the Denver metropolitan area. Incorporated in 1945, the City of Cherry Hills Village is comprised of 6.5 square miles in Arapahoe County and is an integral part of the south Denver metropolitan region. The residents of the City pride themselves on their sense of community, their quality of life and their unique park and trail systems.

The Cherry Hills Village City Council is committed to developing the most effective means of delivering services and programs to the residents. City Council members continue to work to ensure that the Police Department, Public Works Department and all City employees are responsive to residents, businesses and customers. They sincerely believe that the City of Cherry Hills Village is the best place in the entire metropolitan area to live and raise a family. The City of Cherry Hills Village has prevailed in maintaining its semi-rural character against changing economic trends. Although new development will continue, the City strives to preserve its unique character as a quality, single-family residential community in the Denver metropolitan area.

Demographics

The City of Cherry Hills Village is 10 miles south of Denver and sits at an altitude of approximately 5,426 feet. It is bordered by Greenwood Village to the south, Englewood to the west and Denver to the north and east. Residents chose to incorporate in 1945. Between 1950 and 1970, the City grew from 750 residents in 1950 to 4,605 residents in 1970. There was a 23% population growth from 1980 to 2005 and a 5% population increase predicted for 2005 to 2030. The City of Cherry Hills Village is still predominantly residential. According to the 2015 Census, the population of the City registers slightly over 6,000 residents and the median age of Village residents is 46.3. The median household income was \$215,299.



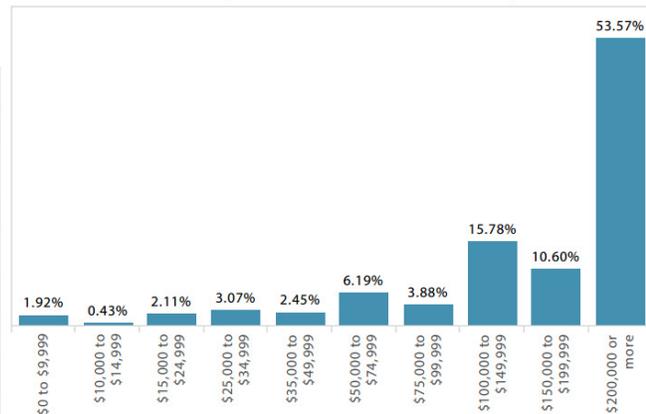


Demographics

DRCOG Jurisdiction
Cherry Hills Village

Demographics		Housing	
DOLA Population	6,388	Housing Units	2,229
Households	2,085	Occupied Housing	2,085
Average Household Size	3	Owner Occupied Housing	2,004
Median Age	46.3	Median Home Value	\$1,000,000+
Total Population in Labor Force	2,652	Median Monthly Owner Costs	\$3,312
Median Household Income	\$215,299	Renter Occupied Housing	81
High School Diploma or More	99.3%	Median Monthly Renter Costs	\$2,000+
Bachelor's Degree or More	77.5%	Multifamily Housing	0.0%
Single Occupancy Commuters	78.0%	Vacant Housing	144

Income (Percent of total 2014 dollars)



Cherry Hills Village Profile

The City of Cherry Hills Village has 6 businesses located in a small commercially zoned area in its northwest corner. There are also 3 schools within the City boundaries (St. Mary's Academy, Kent Denver School and Cherry Hills Village Elementary School), two country clubs (Cherry Hills Country Club and Glenmoor Country Club) and several churches. Fire protection services are provided by South Metro Fire Rescue Authority; which has no affiliation with the City of Cherry Hills Village, but does reside in the same building as the Cherry Hills Village Police Department.

The City boasts an exceptional parks and trails system, with over 30 miles of trails, 47 acres of parkland, rights-of-way improvement and two horse arenas. The High Line Canal passes through the City and provides continuity to the north and south. The City of Cherry Hills Village provides a full range of services, including police protection, municipal court, construction/maintenance of streets and other infrastructure, in addition to general government services. The City does not have its own post office and addresses that fall within the city limits can have one of four zip codes (80110, 80111, 80113 and 80121).

The City of Cherry Hills Village has six active Boards and Commissions. The Planning and Zoning Commission reviews all subdivision applications, rezoning requests, floodplain modifications and other development applications submitted to the City and provides recommendations to City Council on those various applications. The Planning and Zoning Commission is also responsible for the preparation of the City's Master Plan and for making recommendations to the City Council regarding updates to the Master Plan. The Board of Adjustment and Appeals hears appeals on zoning and building code decisions and requests; as well as requests for variances to the zoning ordinance. The Parks, Trails and Recreation Commission was established to advise City Council on matters related to parks, trails, recreation and open space within the community. This Commission also provides recommendations to the City Council on preliminary plat subdivision development applications concerning the dedication of land. The Public Art Commission was established in 2011 to provide guidance in selecting, acquiring and maintaining public art within the City based on the Public Art Master Plan.

****The demographic data was obtained from the Denver Regional Council of Governments (DRCOG) website. DRCOG compiled the information from the "Population Data 2014" from the Colorado Department of Local Affairs and the "American Communities Survey 5-Year 2014" from the U.S. Census Bureau.**



Demographics



The Cherry Hills Village Parks, Trails and Recreation Commission hosts an annual movie night at the end of August. This event is always well attended by both residents and non-residents. The attendees enjoy free popcorn, ice cream and jumping castles for the children to go along with the featured movie.

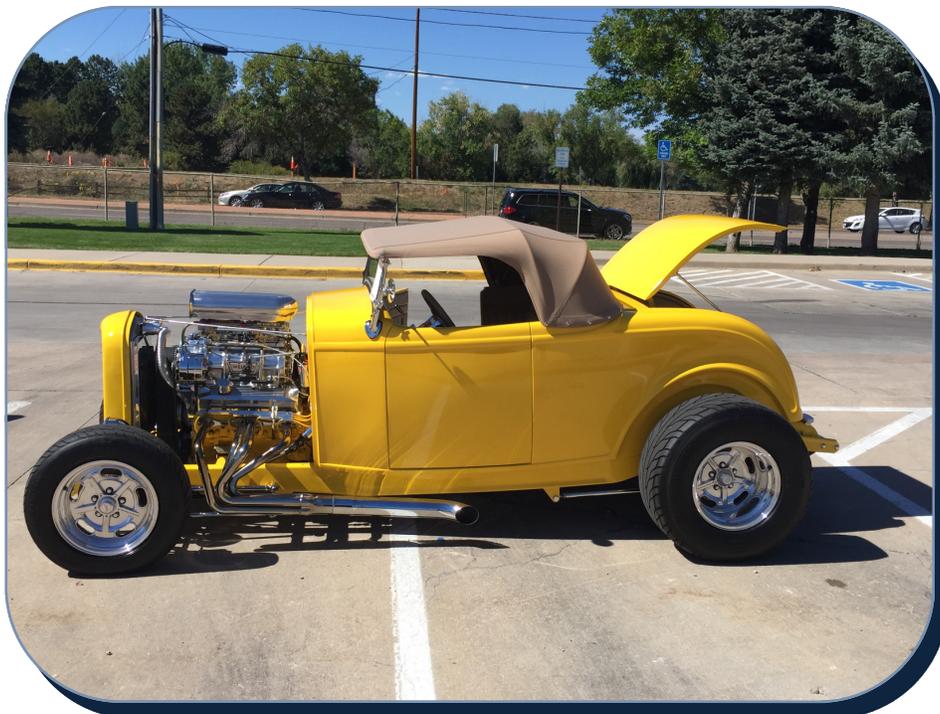




Demographics



The Parks, Trails and Recreation Commission also hosts an annual Car Show at the end of the summer for residents and non-residents to enjoy. The event allows car owners the chance to display their exotic vehicles, such as the 2016 Porsche 918 Spyder above or the 1932 Ford Roadster below.





Demographics



The final annual event hosted by the Parks, Trails and Recreation Commission is the Mayor's Holiday Tree Lighting Event. This event is always well attended by residents. They can have their picture taken with Santa, ride a horse drawn carriage through the City, get their face painted and enjoy the festivities with free hot cocoa, apple cider, chili and cookies.



Photo caption: Mayor Laura Christman and Councilmember Earl Hoellen



Elected Officials

Elected Officials and Office Terms

Cherry Hills Village is a home rule community with a Council-Manager form of government. The City is divided into six districts and a Councilmember from each is elected to staggered four year terms with term limits of two consecutive terms. The Mayor is elected at-large to two year terms with a term limit of three consecutive terms. The City Council appoints the City Manager, City Attorney, City Treasurer, Municipal Judge and City Clerk.

Article III of the City of Cherry Hills Village Charter establishes the roles and duties of the City Council. The Council is empowered to "...enact and provide for the enforcement of all ordinances necessary to protect life, health and property; to declare, prevent and summarily abate and remove nuisances; to preserve and enforce good government, general welfare, order and security of the City and the inhabitants thereof; to provide for the granting of probation and the conditional suspension of sentences by the Municipal Court; and to delegate to boards and commissions...such functions, powers and authority as proper and advisable".

Mayor



Laura Christman was elected Mayor in November of 2014 and commenced her term in January of 2015. Mayor Christman, a twenty-five year resident of the Village, practiced law for more than thirty-five years specializing in corporate real estate, finance and development. She received a BA in Economics from The Colorado College and her JD from The College of William and Mary.



Elected Officials



Pictured left to right: Mark Griffin, Mike Gallagher, Klasina VanderWerf, Laura Christman, Earl Hoellen, Katy Brown & Alex Brown

Councilmembers

Mark Griffin (District 1) was elected in April 2008. His last term will be up in January 2017. Mr. Griffin has been a resident of Cherry Hills Village since 1992. He has a BA in Economics that he received from the Virginia Military Institute.

Earl Hoellen (District 2) was elected in January 2015. His current term will be up in January 2019. Mr. Hoellen, a twenty year resident of the Village, spent over thirty years as an executive in the nuclear power and energy trading industries. He earned a BS in Nuclear Engineering from the University of Virginia, an MBA from the University of North Carolina, and a JD from the University of Denver.

Alex Brown (Mayor Pro-Tem & District 3) was appointed in November 2008. His current term will be up in January 2017. Mr. Brown has been a resident of Cherry Hills Village since 1991. He has a BA that he received from Temple University Urban Studies and a MPA from Penn State University.

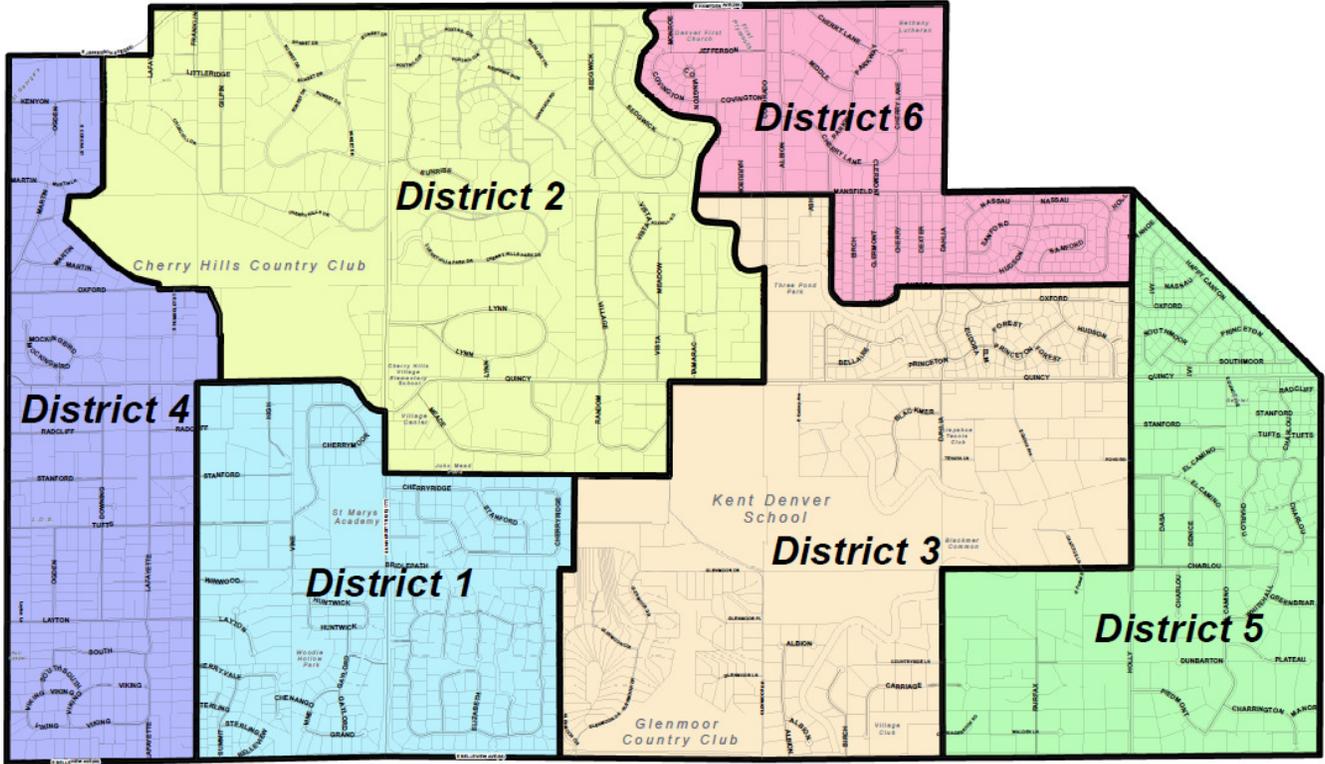
Mike Gallagher (District 4) was elected in January 2015. His current term will be up in January 2019. Mr. Gallagher has been a resident of Cherry Hills Village since 1983. Since 2000, he has owned and operated Colorado Insurors Service, Inc., an independent insurance agency. He has a BA in Economics that he received from Bowdoin College and has a Chartered Property and Casualty Underwriters designation.

Klasina VanderWerf (District 5) was appointed in May 2006. Her last term will be up in January 2017. Ms. VanderWerf has been a resident of Cherry Hills Village since 1993. She has a BA in Philosophy from the University of Michigan, a MA in Elementary Education from the University of Northern Colorado, a MA in Journalism from the University of Colorado and a MA in Philosophy from the University of Colorado. She is a retired community college teacher of philosophy and ethics.

Katy Brown (District 6) was appointed in November 2012. Her current term will be up in January 2019. Ms. Brown has been a resident of Cherry Hills Village since 2005. She has a BS in Computer Science and Engineering that she received from MIT and a MS in Media Arts and Sciences from MIT. Ms. Brown owns a small web development company specializing in the tourism industry.

City Council District Map

CHERRY HILLS VILLAGE CITY COUNCIL DISTRICT MAP



- District 1: Mark Griffin
- District 2: Earl Hoellen
- District 3: Alex Brown
- District 4: Mike Gallagher
- District 5: Klasina VanderWerf
- District 6: Katy Brown



Short Term Goals

Goal 1. Establish fiscally responsible procedures that will assist in governing the budget process

- * Ensure every department is involved in the budget process and is informed of all processes and deadlines

Goal 2. Consolidate Cherry Hills Village Sanitation District

- * Ensure the current sanitation rate is adequate to effectively maintain the sanitation system

Goal 3. Departmental accreditations

- * Maintain accreditation for the Cherry Hills Village Police, Public Works and Community Development Departments
- * Compile and complete the 2016 application for the Government Finance Officers Association Distinguished Budget Presentation Award

Goal 4. Establish guidelines and priorities for the Public Art Commission

- * Develop an annual work plan and budget to be approved by City Council to assist with identifying future projects; such as placing a sculpture by a Colorado artist on the Village Center campus
- * Prioritize projects based on a majority vote of the Public Art Commission and present the priority list to City Council
- * Adopt and administer an art selection process for public and applicable privately owned property, subject to City Council approval

Goal 5. Improve traffic calming efforts

- * Develop a set of standards for improvements for entry way features
- * Identify local issues within the heart of the City of Cherry Hills Village
- * Monitor the Belleview Avenue and I-25 corridor traffic plan



Long Term Goals

Goal 1. Maintain fiscally responsible practices that continually evaluate the cost and benefit of current and potential services in the City to ensure a balanced budget

- * Efficiently and effectively manage Cherry Hills Village revenues and expenditures
- * Identify potential (new and existing) revenue sources
- * Conduct a comprehensive analysis of revenues

Goal 2. Maintain the existing land use and development pattern

- * Discourage rezoning property that would increase residential density or intensity from what is allowed through the City's current zoning regulations
- * Maintain the City's floodplain management regulations and revise as necessary
- * Encourage property owners to rezone floodplain areas on their property to Open Space (O-1)
- * Encourage the use of natural materials to address drainage and erosion issues or other impacts to development

Goal 3. Promote the overall semi-rural character of Cherry Hills Village through design and maintenance of streetscapes, public lands and public facilities

- * Encourage the use of street lights and other outdoor lighting that are designed to preserve a "dark sky" while providing adequate safety
- * Investigate standards that will accommodate all users, such as motorists, equestrians, pedestrians, bicyclists and at the same time maintain the semi-rural character of the City
- * Consider pedestrian improvements for school-safe zones at street crossings and along major roads adjacent to schools

Goal 4. Enhance public outreach and continue to provide excellent customer service to Cherry Hills Village residents

- * Maintain the high level of award winning service provided by the Cherry Hills Village Police Department
- * Update the Cherry Hills Village website to include the streaming of videos
- * Enhance and expand the programming of the Cherry Hills Village public access channel 22



Goal 5. Increase training and communication for all Cherry Hills Village employees

- * Create an ongoing training schedule that will provide employees with increased training in the areas of diversity, ethics, harassment
- * Increase inside and outside training opportunities for employees
- * Enhance new employee orientation as needed

Goal 6. Increase and protect the amount of City owned open space while identifying and protecting key scenic treasures

- * Encourage open area preservation and open space acquisition through conservation easements, deed restrictions, recreational easements and other land use restrictions
- * Develop an inventory of potential open space sites, historic properties, scenic areas and scenic vistas in the City that can be preserved both practically and economically and that provide public value in that they contribute to openness, provide scenic views or support the preservation of public trails, natural open spaces, wetlands and wildlife habitats
- * Establish the necessary City processes, including a process of working with residents, to find, acquire and protect open space, scenic areas and scenic vistas
- * Develop design standards for structures and facilities in public areas that encourage blending into the natural setting and that minimize impact on the environment and on scenic vistas

Goal 7. Preserve, maintain and improve the current trail system while identifying opportunities to establish new parks through land dedication, donation and acquisition

- * Identify and investigate opportunities to fill in gaps in the trail system and to increase connectivity with open space and City parks, especially the Village Center and John Meade Park
- * Implement consistent, functional design standards for trail markers, signage, bridges and installed (manmade) elements such as trash cans, sign posts and benches
- * Develop natural, sustainable and low water consuming landscapes in City parks through energy efficient and other innovative technologies and environmentally sensitive sign design
- * Establish parks that are dedicated to preservation of views, wildlife corridors and water habitats
- * Continue to sponsor special events within the City, such as the Exotic Car Show, Movie Night and the Holiday Tree Lighting Ceremony



City Structure

Administrative Positions	2011	2012	2013	2014	2015	2016
City Manager	1	1	1	1	1	1
Director of Finance & Administration	1	1	1	1	1	1
Accounting Clerk				1	1	1
City Clerk	1	1	1	1	1	1
Human Resource Analyst	1	1	1	1	1	1
Municipal Court Clerk	1	1	1	1	1	1
Bailiff	0.5	0.5	0.5	0.5	0.5	0.5
Police Department Positions						
Police Chief	1	1	1	1	1	1
Police Lieutenant/Commander	1	1	1	1	1	1
Sergeants	4	4	4	4	4	4
Police Officers	16	16	16	16	17	17
Support Services Supervisor				1	1	1
Evidence Technician	1	1	1	1	1	1
Detective	1	1	1	1	1	1
Code Enforcement Off/Stormwater Technician	2	2	1	1	1	1
Animal Control Officer	1	1	1	1	1	1
Police Clerk	1	1	1	1	1	1
Public Works/Parks Positions						
Public Works Director	1	1	1	1	1	1
Parks, Trails & Recreation Administrator	1	1	1	1	1	1
Street Operations Supervisor	1	1	1	1	1	1
Streets Crew Chief	1	1	1	1	1	1
Parks Crew Chief	1	1	1	1	1	1
Project and Right of Way Manager				1	1	1
Heavy Equipment Operators	3	3	3	3	3	3
Parks Maintenance Workers II	3	3	3	3	3	4
Public Works Administrative Assistant	1	1	1	1	1	1
Janitors/Facilities Maintenance Worker	2	2	2	2	1	1
Seasonal Parks Workers	3	6	6	6	6	6
Community Development Positions						
Planning Manager/Community Development Director	1	1	1	1	1	1
Community Development Clerk	1	1	1	1	1	1
Special Projects Coordinator			1	1	1	1
City Wide Totals	52.5	55.5	55.5	58.5	58.5	59.5



Employees and Benefits

Cherry Hills Village has 53 full-time employees, 1 part-time employee and an average of 6 seasonal employees. Cherry Hills Village reviews the Colorado Municipal League Compensation Analysis and the Mountain States Projection and Planning Survey along with other resources to determine annual salary adjustments. The City offers health insurance benefits to all employees that work twenty or more hours per week. Full-time employees that decline the City's coverage have the option of receiving a flat \$1000 into a healthcare flexible spending arrangement account or a cash equivalent that will be deposited in increments throughout the year. Other Cherry Hills Village benefits include: dental insurance, life insurance, long-term disability insurance, short-term disability insurance, worker's compensation insurance, flexible spending account plans, retirement benefits, Roth IRA plan, deferred compensation plan, employee assistance plan, holiday and personal leave, paid time off, extended sick leave, bereavement leave, alternative scheduling, computer loan program and tuition reimbursement.

Cherry Hills Village City Services

The City of Cherry Hills Village is comprised of a number of different departments that provide essential services to the residents. These departments strive to maintain and enhance the quality of life that the Cherry Hills Village residents enjoy. They include:

- Administration/Finance Department
- Animal Control
- Code Enforcement/Stormwater Technician
- Community Development
- Municipal Court
- Parks, Trails and Recreation
- Public Works
- Police Department

Administration Department

The administration team is made up of the City Manager, Director of Finance & Administration, City Clerk, Municipal Court Clerk, Accounting Clerk and Human Resource Analyst. The City Manager serves at the direction of the City Council and is responsible for the general financial and personnel administration of the City. Additionally, the City Manager oversees the daily administration and management of all City departments and provides monthly reports to the Council on activities and projects performed by the departments. There are no expected changes to personnel counts for the Administration Department in 2016.

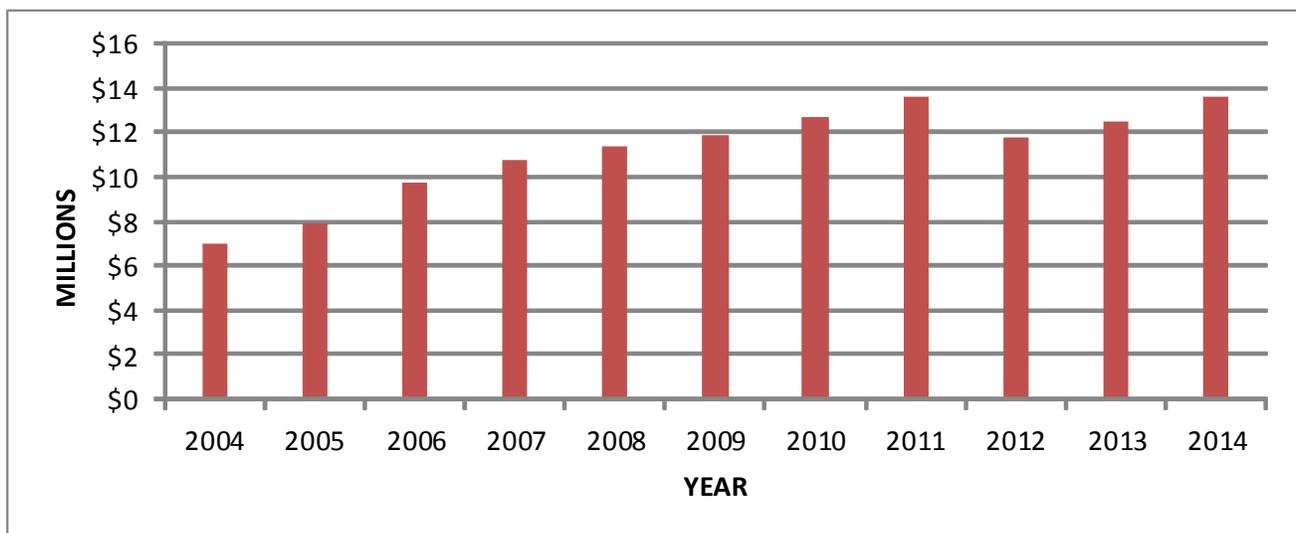
The City Manager's office is at the center of Village operations. The City Manager is responsible for the design, implementation and oversight of all programs necessary to meet the City Council's mission, commitment to residents and community values. The City Manager sets the standard for the Village organization which provides quality service to the public. The City Manager also provides the executive management, leadership, guidance and support for the Village government and oversees the Village's image and reputation. Finally, the City Manager is responsible to the City Council for the administration of all business within the City limits and is required to present the annual budget to the City Council for approval.



Administration Department continued

The Department of Finance and Administration consists of four primary functions, including the following: Finance, City Clerk, Human Resources and Municipal Court. The Finance & Accounting Department performs all financial functions for the City of Cherry Hills Village. These functions include budgeting, financial analysis and reporting, cash and debt management, investments, accounts payable, utility billing, sales tax collection, payroll and maintenance of the fixed asset inventory.

The Finance Department is also charged with maintaining an unreserved fund balance for the General Fund equivalent to a minimum of six months of the current year's expenditures less capital outlay and transfers out budgeted for the fund. The 2014 ending fund balance for the General Fund and Capital Fund was \$13.6 million. A 10 year review of the fund balance for Cherry Hills Village is charted below:



The duties and responsibilities of the City Clerk are set forth in State statutes as well as the City's Charter and ordinances. The City Clerk is appointed by the City Council and serves as the Secretary to the Council. Other duties assigned to the City Clerk include the following: seal and attest all legal documents, conduct municipal elections, issue business and liquor licenses and serve as Deputy County Clerk and Recorder for purposes of voter registration. The City Clerk prepares all City Council meeting minutes, ordinances and resolutions and is the official custodian of the City's public records. The City Clerk is also responsible for the legal retention of all documents of the City and for preservation of all archival documents. The City Clerk's office compiles the bi-weekly City Council packets; publishes legal notices and codification of the municipal code. The City Clerk administers the City's website and Cable Channel 22.

Human Resources' responsibilities include new-hire orientation, benefits administration, retention and recognition programs, worker's compensation and property casualty claim administration, risk management, employee relations, compensation and benefits package analysis, employment-related policy updates, applicant recruitment, applicant selection process (including interviewing as needed and conducting background screening) and other miscellaneous employment-related functions.



Administration Department continued

The Cherry Hills Village Municipal Court processes citations for traffic, parking and code violations, accepts payment for fines and schedules court appearances. Municipal Court is held every other Wednesday morning and is presided over by Judges James Turre and Jeff Welborn. The jurisdiction of the Municipal Court has been authorized to issue local rules adopted by the State of Colorado Model Traffic Code, along with other various City ordinances.

Key Performance Measures

	2012	2013	2014	Forecast 2015
Meet or Exceed Annual Budget	Exceeded	Exceeded	Exceeded	Exceed
Maintain or Increase General Fund/ Capital Fund Balance	(\$1,838,560)*	\$658,704	\$860,670	(\$73,189)**
Employee Turnover below 12%	23%	11%	8%	17%
Reduce Number of Property Casualty Claims (less than 5)	6	1	4	8
Reduce Number of Worker's Compensation Claims (less than 5)	4	3	6	5

*Cash paid for Joint Public Safety Facility construction

** Work begun on new Public Works facility

Goals and objectives of the Administration Department:

- Conservative fiscal management
- Provide excellent customer service
- Continual training and education for employees
- Remain a competitive employer
- Leadership development and transitional training
- Minimal worker's compensation and property casualty claims
- Increase financial transparency
- Establish a 10% vehicle accident goal to comply with CIRSA program

Challenges

- Flat revenue with an increase in service requests/expenses
- Increased insurance rates and expenses due to multiple accidents involving city vehicles.

Program Measures

The Administration Department will measure the success of several of the objectives defined above by analyzing the employee turnover rate at the end of every year. It will also measure the success of how well it maintained fiscal conservancy by analyzing the department's expenditures versus revenue at the end of every year. The department is also working on a system to solicit customer service feedback in order to measure the level of customer service provided. It is also working with the current software provider to develop a financial transparency program to add to the City's website that residents can use to review current budget revenue and expenditure line items.

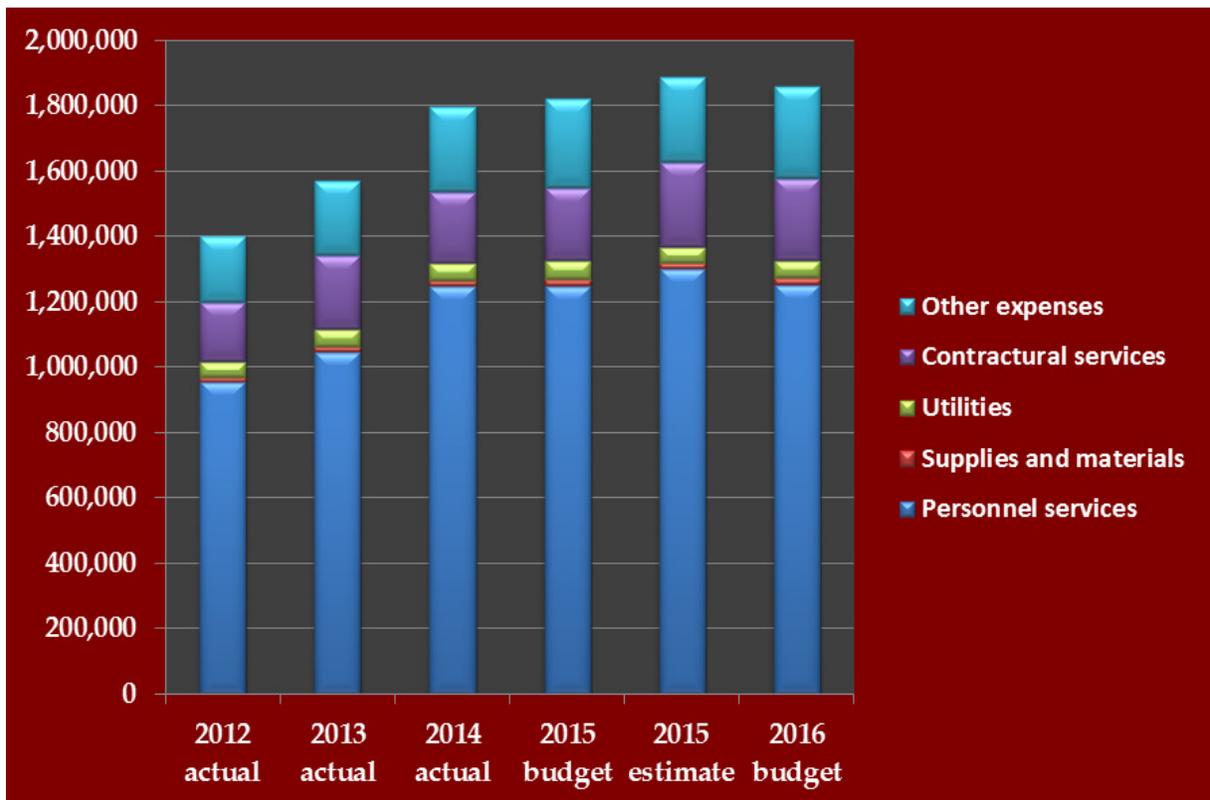


City Structure

Administration Department continued

The total Administration Department expenditures by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Personnel services	955,055	1,049,029	1,250,173	1,250,492	1,300,978	1,253,666
Supplies and materials	15,186	14,553	16,620	19,500	19,120	21,280
Utilities	46,161	54,958	53,863	57,136	48,742	52,136
Contractual services	184,611	223,927	214,428	222,983	260,677	252,953
Other expenses	199,068	230,168	262,947	273,877	258,374	281,092
Total Administration expenses	\$1,400,081	\$1,572,634	\$1,799,030	\$1,823,988	\$1,887,891	\$1,861,128



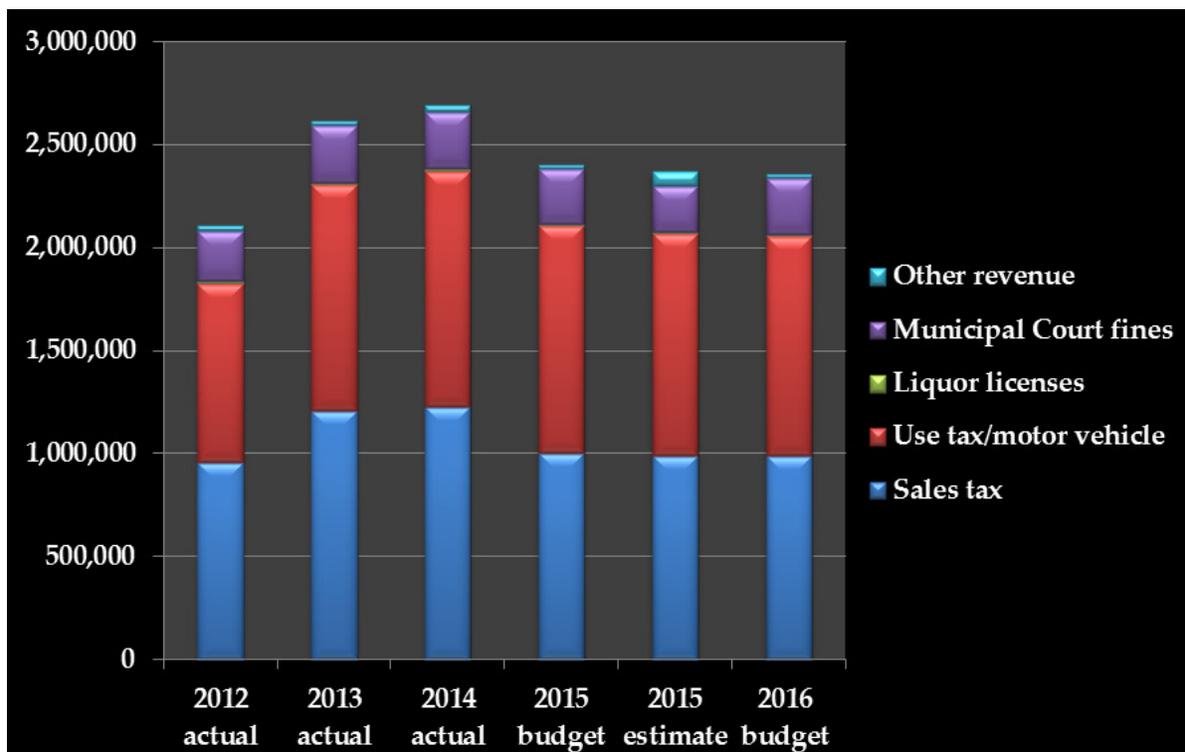


City Structure

Administration Department continued

The total Administration Department revenues by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Sales tax	956,783	1,205,914	1,225,012	1,005,047	990,911	991,232
Use tax/motor vehicle	870,486	1,101,958	1,146,976	1,102,905	1,077,356	1,066,887
Liquor license	8,846	7,150	8,350	7,176	7,101	7,201
Municipal Court fines	243,971	277,314	278,297	270,000	227,481	270,000
Other revenue	27,927	23,818	35,079	20,000	70,804	20,000
Total Administration revenue	\$2,108,013	\$2,616,154	\$2,693,714	\$2,405,128	\$2,373,653	\$2,355,320





Police Department

The Cherry Hills Village Police Department contributes to the safety of persons and property within the City by providing law enforcement, animal control and code enforcement services. Members of the department provide police service through proactive crime prevention, traffic enforcement, animal control, code enforcement, stormwater enforcement, disaster preparedness, criminal investigation, school programs, public information and assistance with various non-criminal matters. Educating the public and establishing strong partnership arrangements between the police and residents have proven to be the most effective ways to gain support for crime reduction and enhancing public safety within the Village.

The mission of the Cherry Hills Village Police Department is to promote strong community partnerships while providing courteous, professional and ethical police services. The Department continues to excel at developing meaningful and effective partnerships with all aspects of the community and with other criminal justice agencies. The Cherry Hills Village Police Department employees are dedicated to an ethical work environment within the agency with both criminal and non-criminal issues. There are no expected changes to personnel counts for the Police Department in 2016.

Goals and objectives of the Police Department:

- To effectively and efficiently plan and coordinate support with regard to dignitary visits during the 2016 election season
- To reduce accidents at the top two collision locations by selective enforcement
- To identify areas of concern and respond with appropriate enforcement, education and engineering efforts in order to enhance the traffic safety of residents traveling throughout the City
- To certify as many officers as possible in Crisis Intervention Training (CIT) in order to enhance the Department's response to mental health issues in the community
- Enhance community outreach by coordinating the National Night Out event; coordinating a safety meeting for the faith based community in Cherry Hills Village and assisting the City with other scheduled events such as the Barn Tour, Car Show and Movie Night
- Develop and design emergency protocol for City staff to include City Council
- Reinstigate the Motorcycle Enforcement Unit by purchasing two new police motorcycles; training two new operator/riders and developing an enforcement plan for the unit

Program Measures

The Police Department will measure the success of accident reduction by analyzing the accident rate percentage at two key locations (East Hampden Avenue at South Colorado Boulevard and East Hampden Avenue at South University Boulevard). It will also measure the effectiveness at its ability to identify areas of concern and its response by analyzing the amount of citations that were issued in an effort to reduce the amount of cut through traffic that occurs in the City of Cherry Hills Village.



City Structure

Police Department continued

Key Performance Measures				
	2012	2013	2014	Forecast 2015
Total number of traffic accidents	243	313	283	259
Number of Officers certified in Crisis Intervention Training	2	2	2	11
Reduce number of theft, criminal mischief & burglary cases to less than 90	81	75	97	90
Reduce on the job injuries resulting in lost time to less than 5	4	4	2	0

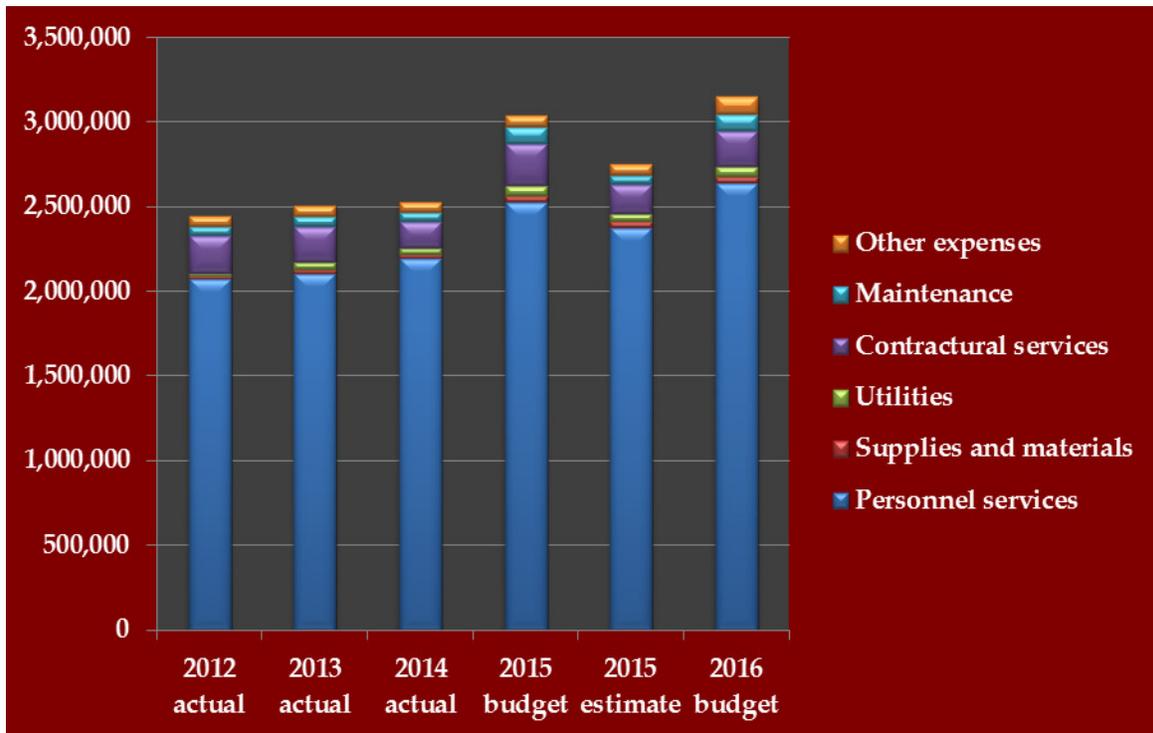
The total Police Department expenditures by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Personnel	2,073,953	2,107,889	2,196,065	2,531,694	2,375,455	2,642,091
Supplies and materials	18,069	22,159	21,395	33,165	36,291	34,730
Utilities	17,669	45,153	41,415	60,550	49,893	61,800
Contractual Services	219,695	207,332	152,409	247,128	174,933	213,779
Maintenance	55,457	59,170	57,352	100,725	50,746	96,225
Other Expenses	62,587	65,552	60,452	67,600	63,457	103,600
Total Public Safety expenses	\$2,447,430	\$2,507,255	\$2,529,088	\$3,040,862	\$2,750,775	\$3,152,225



City Structure

Police Department continued

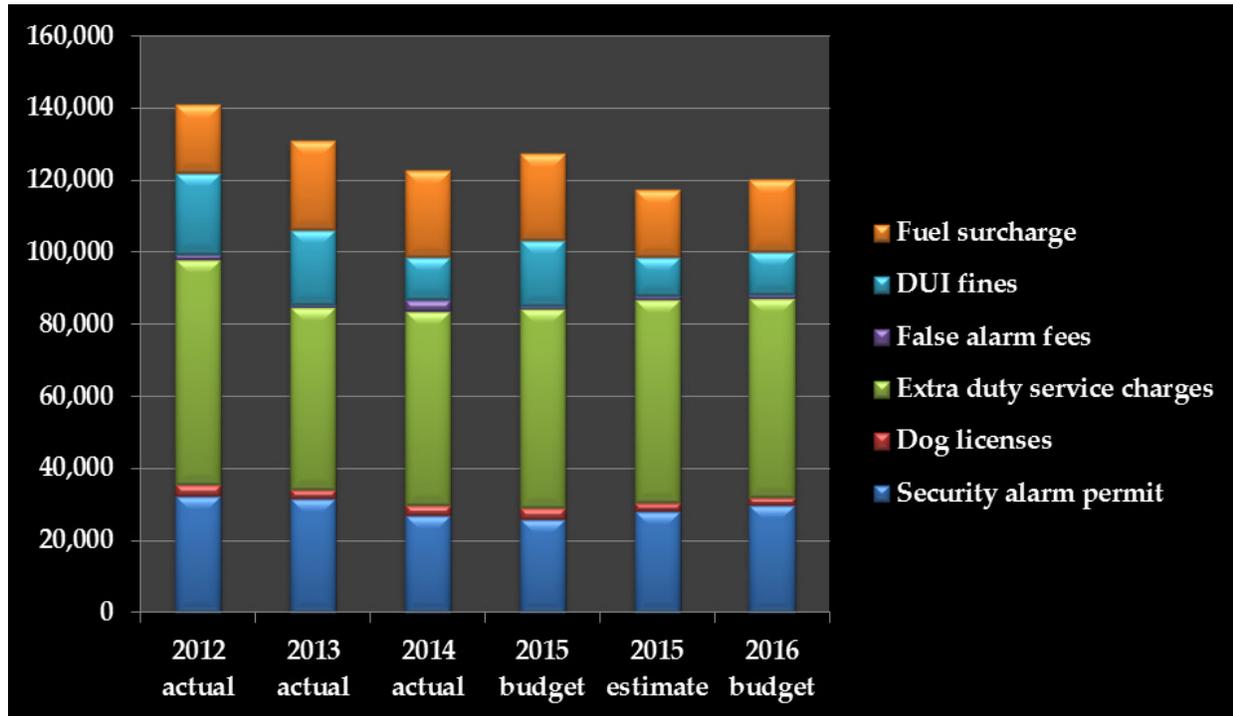


The total Police Department revenues by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Security alarm permit	32,275	31,600	26,950	26,000	28,230	30,000
Dog licenses	3,250	2,620	2,990	3,200	2,220	2,200
Extra duty service charges	62,505	50,645	53,740	55,000	56,459	55,000
False alarm fees	1,400	600	3,100	1,000	1,000	1,000
DUI fines	22,542	20,841	11,886	18,000	10,848	12,000
Fuel surcharge	18,950	24,625	23,965	24,000	18,700	20,000
Total Public Safety revenue	\$140,922	\$130,931	\$122,631	\$127,200	\$117,457	\$120,200



Police Department continued



Public Works Department

The Public Works Department is dedicated to maintaining and improving the quality of life in Cherry Hills Village by planning for future needs of streets and parks, promoting environmental quality, building and maintaining municipal infrastructure, managing public capital improvement projects and protecting health and safety. In addition, the Department provides for the design, construction, operation and maintenance of public works and related services within the City. In 2014, the Public Works Department was awarded accreditation status by the American Public Works Association (APWA). Cherry Hills Village is the 94th agency in the nation to achieve accreditation through APWA.

The Public Works Department is responsible for general management, operation and care of the infrastructure found in the City's right-of-way including: streets, bridges, curbs, gutters, trails, traffic, traffic signage, street striping, storm drain system, irrigation, street sweeping, entry features and tree trimming, right-of-way permits and inspections, snow removal as well as general management operation and care of City facilities and properties.

Another component of the Public Works Department is the Parks Division. The Parks Division is dedicated to enhancing the quality of life for all residents of Cherry Hills Village by providing a variety of opportunities that encourage physical and social health, community pride, relaxation and enjoyment of the City's open space, trails and parks. The Parks Division maintains over 30 acres of parks and open space lands as well as over 26 miles of bridal paths and hard surface trails.

The mission of the Public Works Department is to provide superior quality, safe and appropriate infrastructure and natural areas for all residents. By establishing positive relationships with the community, the Department is able to provide effective, safe and well managed streets, parks and



City Structure

public facilities. The Department will be stewards of the environment and be fiscally responsible in all aspects of its operation. All Public Works employees will be highly qualified individuals and will be provided with the opportunity to continually increase their knowledge through education and training. The vision for the Public Works Department is to be a well managed, highly effective department that responds to the current and future needs through creativity and innovation in order to maintain and enhance the community's essential infrastructure and natural resources. There is one personnel change anticipated in 2016; the Parks Division has been authorized to hire a Parks Maintenance.

Goals and objectives for the Public Works Department:

- Ensure that all employees have a healthy, safe and secure work environment by limiting on the job accidents
- Achieve high levels of customer service and satisfaction
- Enhance the quality of life for residents by implementing proactive programs to improve all City owned rights-of-way and natural resource areas
- Operate, maintain and improve the City's streets to optimize their intended function, serve residents' needs, protect property, health and safety and meet the needs of the residents in the future
- Develop and maintain exceptionally qualified and well-trained employees
- Ensure capital accounts do not exceed budgeted expenditures

Program Measures

The Public Works Department will develop tools that can be implemented to measure the level of customer service that is provided to residents and contractors. The department currently measures the level of customer service provided throughout the year by analyzing the number of work requests that were processed. At the end of 2015, the department initiated a traffic study that will be used to apply for a "safe routes to schools grant" in 2016. This grant will help enhance the resident's quality of life by making improvements to city streets. The department measures its commitment to developing and maintaining exceptionally qualified and well-trained employees by holding mandatory monthly safety trainings, annual customer service and ethics trainings and periodic OSHA, defensive driving, flagger certification and worker's compensation trainings.

Key Performance Measures

	2012	2013	2014	Forecast 2015
Over/Under (+/-) budget for Capital Street Improvement Program	-\$19,648	-\$62,042	-\$53,967	-\$6,256
Over/Under (+/-) budget for Capital Crack Seal Program	-\$1,260	-\$15,200	-\$13,630	-\$9,883
Over/Under (+/-) budget for Capital Curb & Gutter Program	-\$2,585	\$12,035	\$27,693	-\$39,511
Work requests processed	114	83	110	184
Reduce on the job injuries resulting in lost time to less than 4.	2	2	2	3

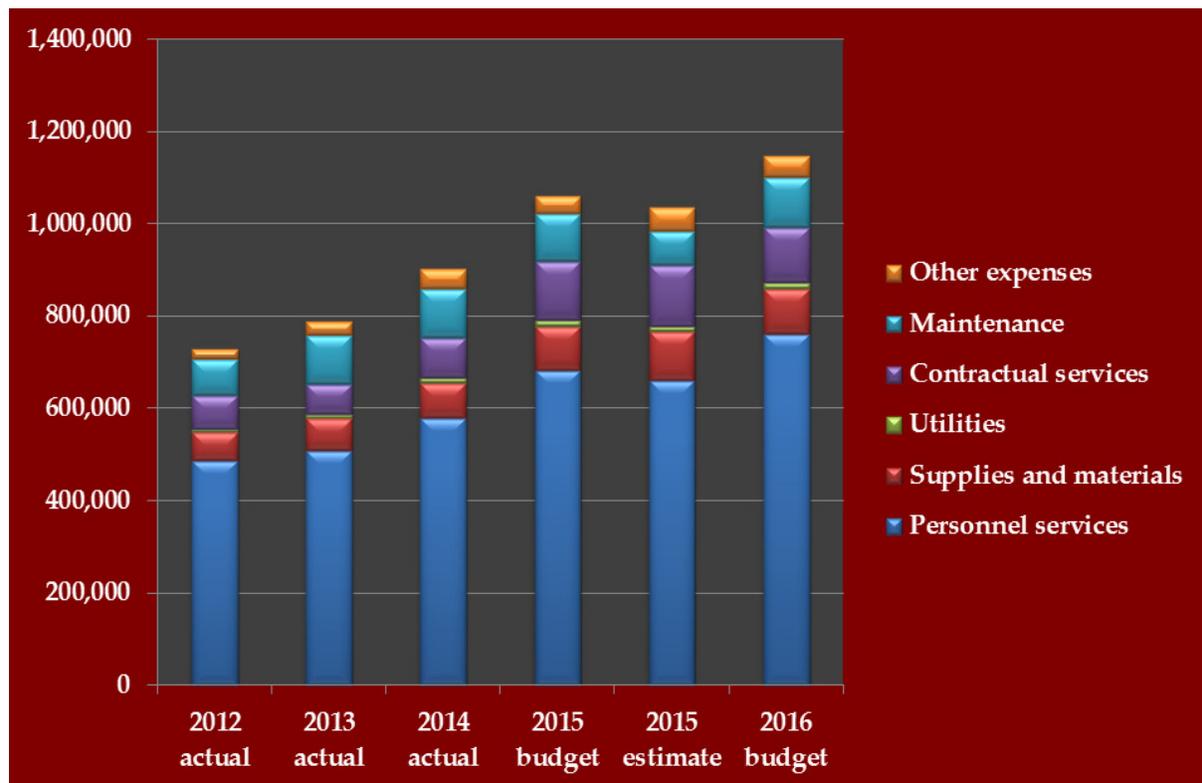


City Structure

Public Works Department continued

The total Public Works Department expenditures by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Personnel services	487,175	509,067	578,939	681,562	660,046	760,232
Supplies and materials	60,770	68,863	75,080	95,550	106,654	98,900
Utilities	7,128	8,136	11,838	14,150	11,347	14,150
Contractual services	74,351	66,725	87,526	126,500	131,330	119,500
Maintenance	76,893	105,680	105,914	103,500	75,193	108,500
Other expenses	21,003	28,905	42,176	38,300	50,233	46,000
Total Public Works expenses	\$727,320	\$787,375	\$901,474	\$1,059,562	\$1,034,803	\$1,147,282



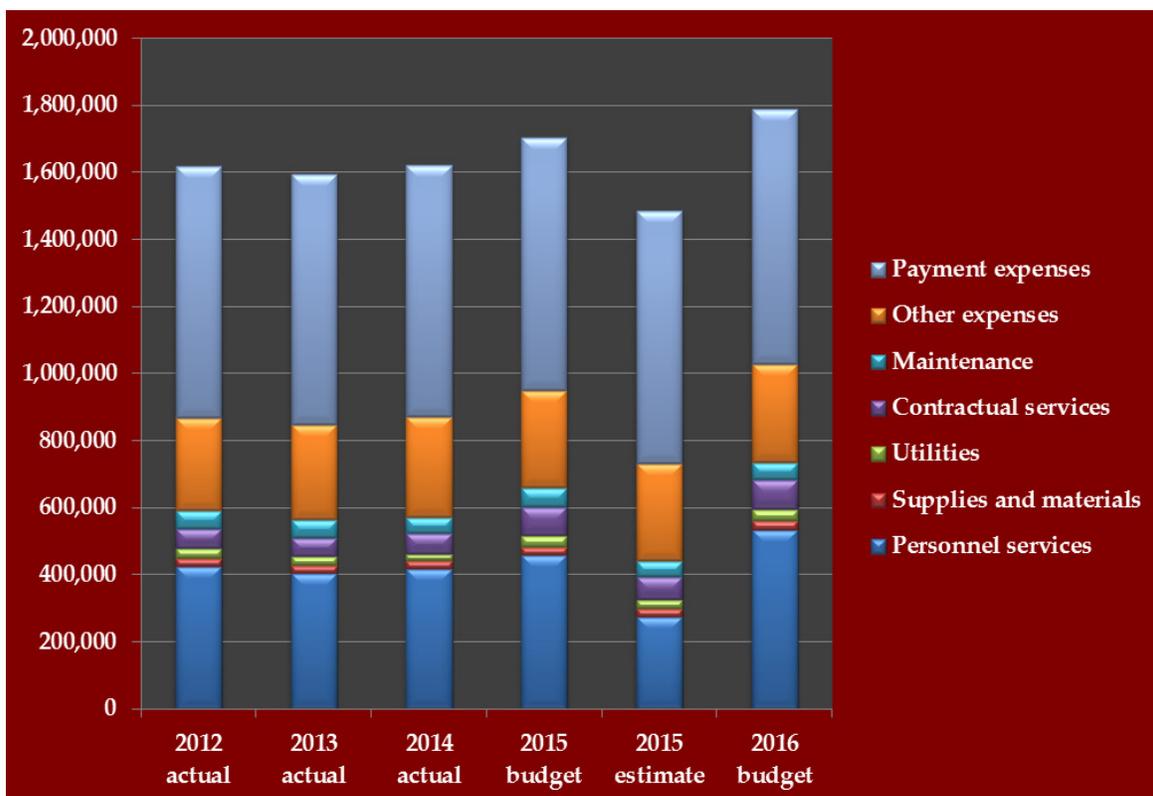


City Structure

Public Works Department continued

The total Parks Division expenditures by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Personnel services	424,408	404,131	416,432	459,760	273,661	533,004
Supplies and materials	23,847	23,234	24,910	24,500	25,597	29,250
Utilities	29,626	26,987	19,712	33,200	25,693	33,200
Contractual services	60,506	56,386	64,040	85,340	69,010	87,877
Maintenance	54,659	53,606	47,530	55,500	46,269	50,500
Other expenses	276,574	284,053	299,994	291,500	290,328	293,944
Payment expenses	747,367	747,426	748,625	753,550	753,550	759,974
Total Parks Division expenses	\$1,616,987	\$1,595,826	\$1,621,244	\$1,703,350	\$1,684,107	\$1,787,749



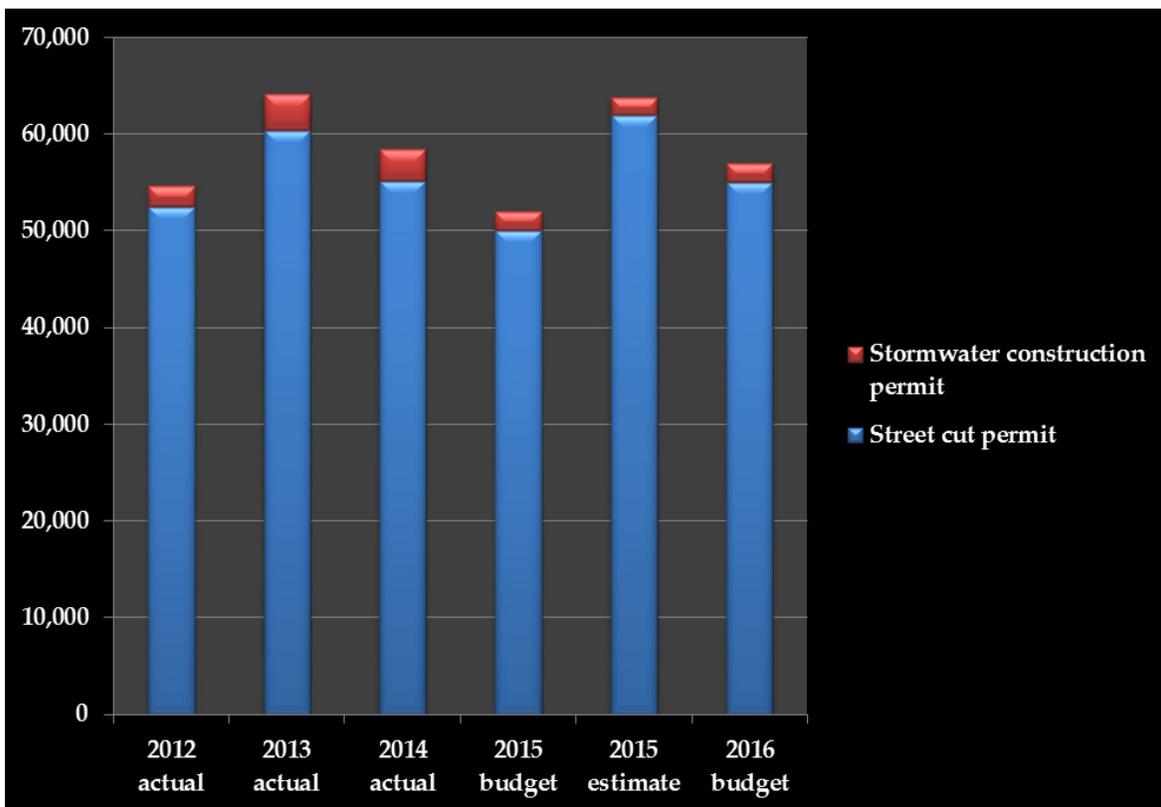


City Structure

Public Works Department continued

The total Public Works Department revenues by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Street cut permit	52,534	60,416	55,154	50,000	61,968	55,000
Stormwater construction permit	2,100	3,720	3,300	2,000	1,800	2,000
Total Public Works revenue	\$54,634	\$64,136	\$58,454	\$52,000	\$63,768	\$57,000



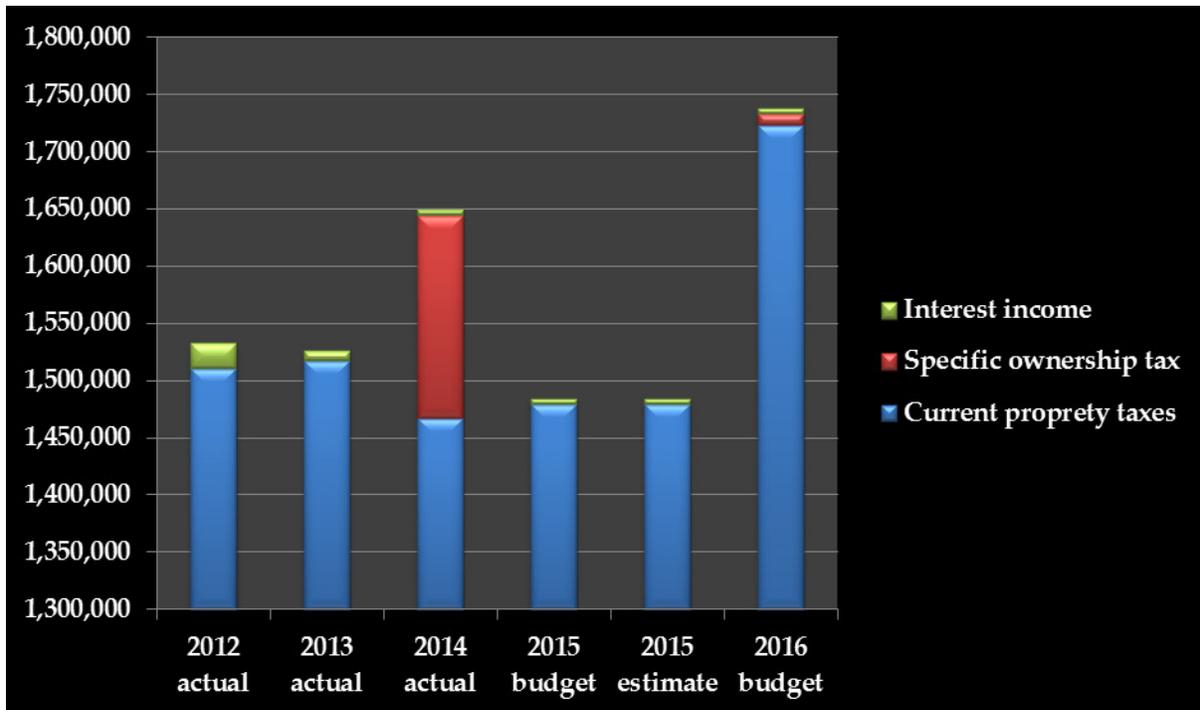


City Structure

Public Works Department continued

The total Parks Division revenues by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Current property taxes	1,511,058	1,517,820	1,466,977	1,479,014	1,479,014	1,722,749
Specific ownership tax	0	0	177,750	0	0	10,000
Interest income	21,870	8,781	4,761	5,000	4,720	5,000
Total Parks Division revenue	1,532,928	1,526,601	1,649,488	1,484,014	1,483,734	1,737,749



Community Development Department

The Community Development Department oversees the implementation of the City's Master Plan and all construction-related activities within the City. More specifically, it is responsible for the enforcement of municipal ordinances relating to the subdivision of land, zoning regulations, floodplain management, building codes and coordination of utility services. The Community Development Department reviews building permit applications for compliance with all applicable building codes and performs all necessary building inspections during the construction process. In 2014, the Community Development Department was



Community Development Department

awarded accreditation status by the American Public Works Association (APWA). Cherry Hills Village is the 94th agency in the nation to achieve accreditation through APWA.

The mission of the Community Development Department is to provide excellent service to the residents, builders, contractors and designers working in the City through the Planning, Building and Engineering Divisions. The Community Development Department protects the public health, safety and welfare of the residents by ensuring that development and land use in the City are consistent with Cherry Hills Village City codes and the Cherry Hills Village Master Plan. There are no expected changes to personnel counts for the Community Development Department in 2016.

Goals and objectives of the Community Development Department:

- Improve each customer’s experience by ensuring the development application review timelines are within established goals and standards
- Improve each customer’s experience through efficient administration of building permits, including ensuring maximum timeframes are met for differing types of permits; as well as ensuring the number of inspections and re-inspections are within established goals and standards
- Maintain an annual National Flood Insurance Program (NFIP) Community Rating System (CRS) of 8 by ensuring that all floodplain development and administration requirements are met and annual recertification is completed with the Federal Emergency Management Association (FEMA)
- Complete an evaluation of the recently adopted bulk plane and floor area ratio (FAR) ordinances
- Explore the possibility of consolidating and updating the City’s zoning and subdivision codes into a modern land development code
- Utilize new technology to provide cost savings and improve department wide efficiency and customer service

Program Measures

The Community Development Department will measure the success of the NFIP program by reviewing the rating that is provided through formal documentation by FEMA. The department will continue to improve efficiency of the permitting process with new online application procedures and emailed inspection requests that will take affect in April 2016. The department will measure the success of these programs throughout the course of 2016 and develop an acceptable standard with which to compare all subsequent years in order to establish benchmarks.

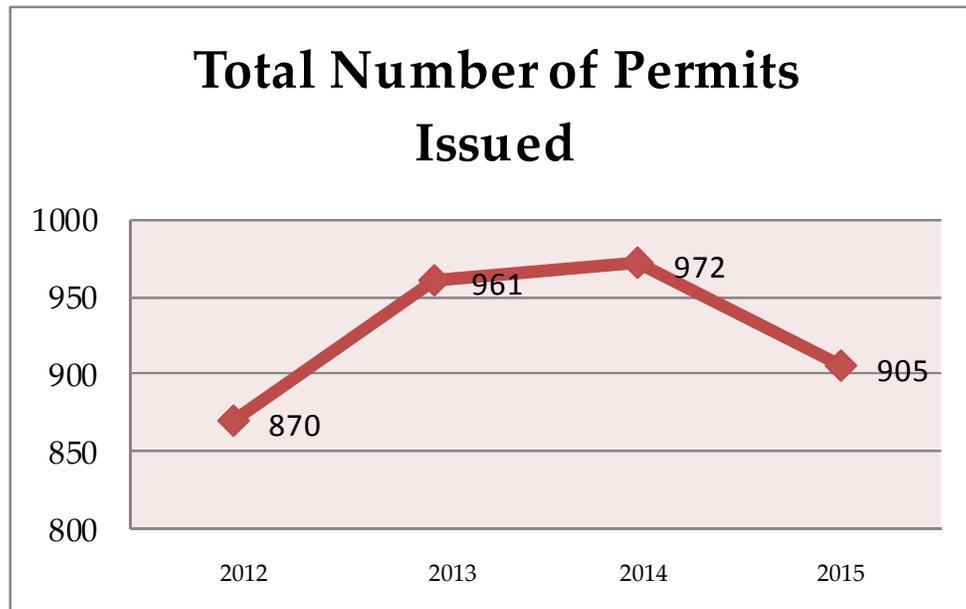
Key Performance Measures

	2011	2012	2013	2014	2015
Maintain annual NFIP CRS rating of at least 8	8	8	8	8	7



Community Development Department continued

The charts below indicate the total permits that have been issued from 2012 to 2015.

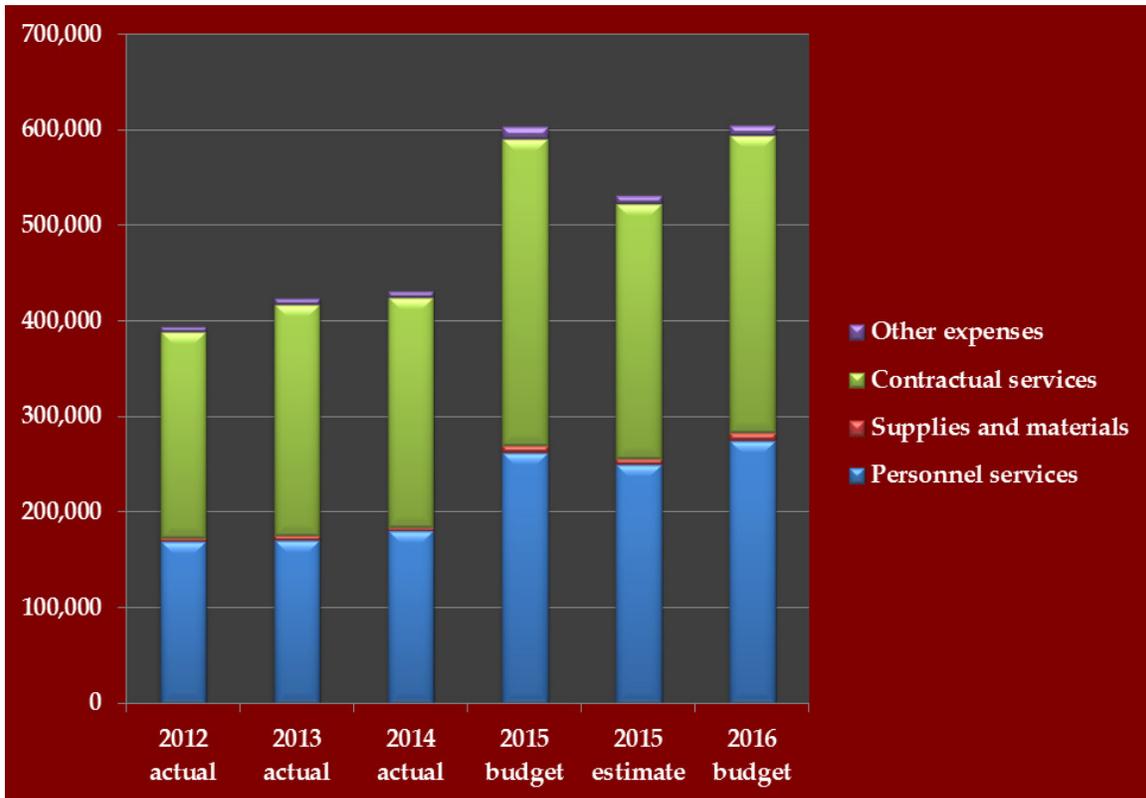


The total Community Development Department expenditures by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Personnel services	169,987	170,975	180,310	262,476	250,003	275,370
Supplies and materials	3,528	5,115	3,555	7,900	5,975	7,950
Contractual services	214,829	241,405	240,847	320,300	266,306	310,850
Other expenses	5,418	6,567	6,766	13,100	8,521	10,700
Total Community Development expenses	\$393,762	\$424,062	\$431,478	\$603,776	\$530,805	\$604,870



Community Development Department continued

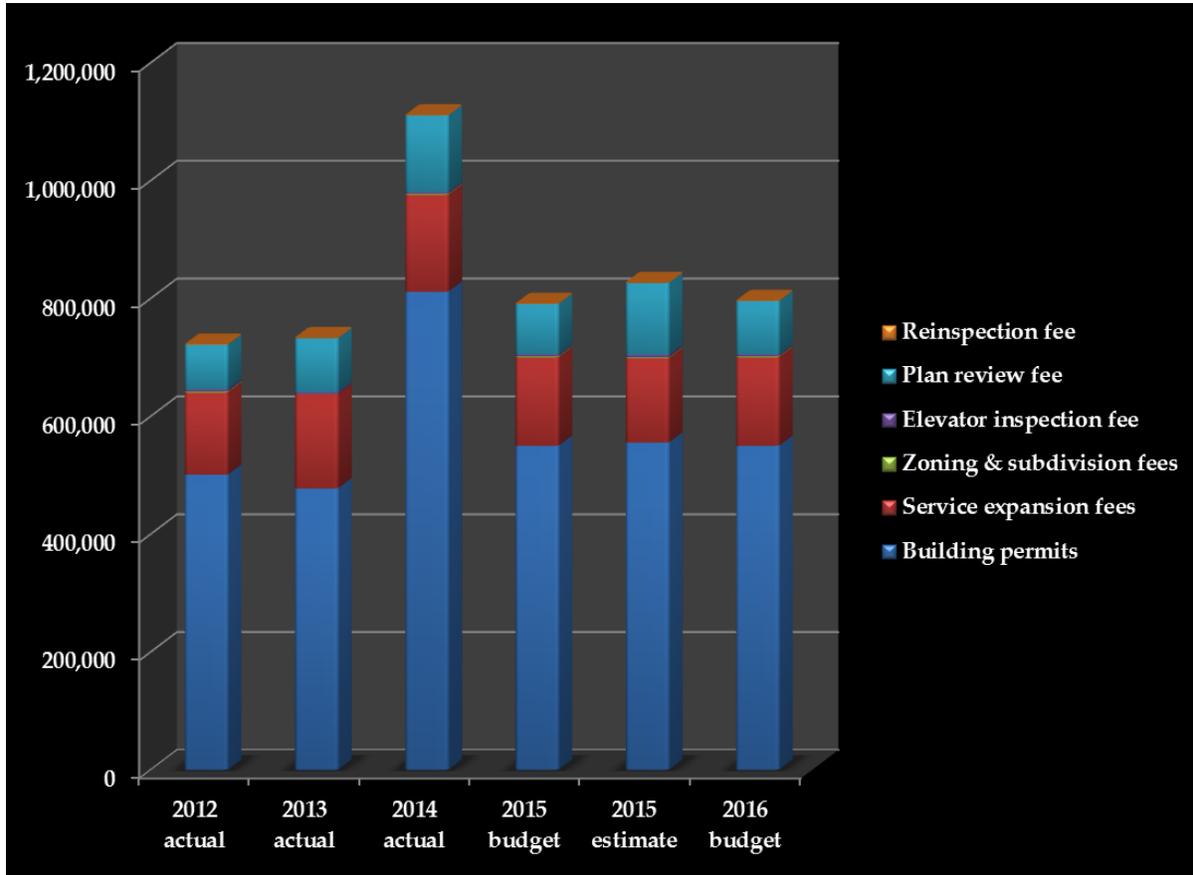


The total Community Development revenues by category for a 5 year period are listed below:

	2012 actual	2013 actual	2014 actual	2015 budget	2015 estimate	2016 budget
Building permits	500,905	477,725	811,537	550,000	555,483	550,000
Service expansion fees	139,217	160,094	164,276	150,000	142,757	150,000
Zoning & subdivision fees	2,200	200	1,900	2,000	1,900	2,000
Elevator inspection fees	4,250	3,600	3,600	3,600	5,000	3,600
Plan review fee	74,790	90,891	129,455	85,000	121,159	90,000
Reinspection fee	800	0	150	500	0	500
Total Community Development revenue	\$722,162	\$732,510	\$1,110,918	\$791,100	\$826,299	\$796,100

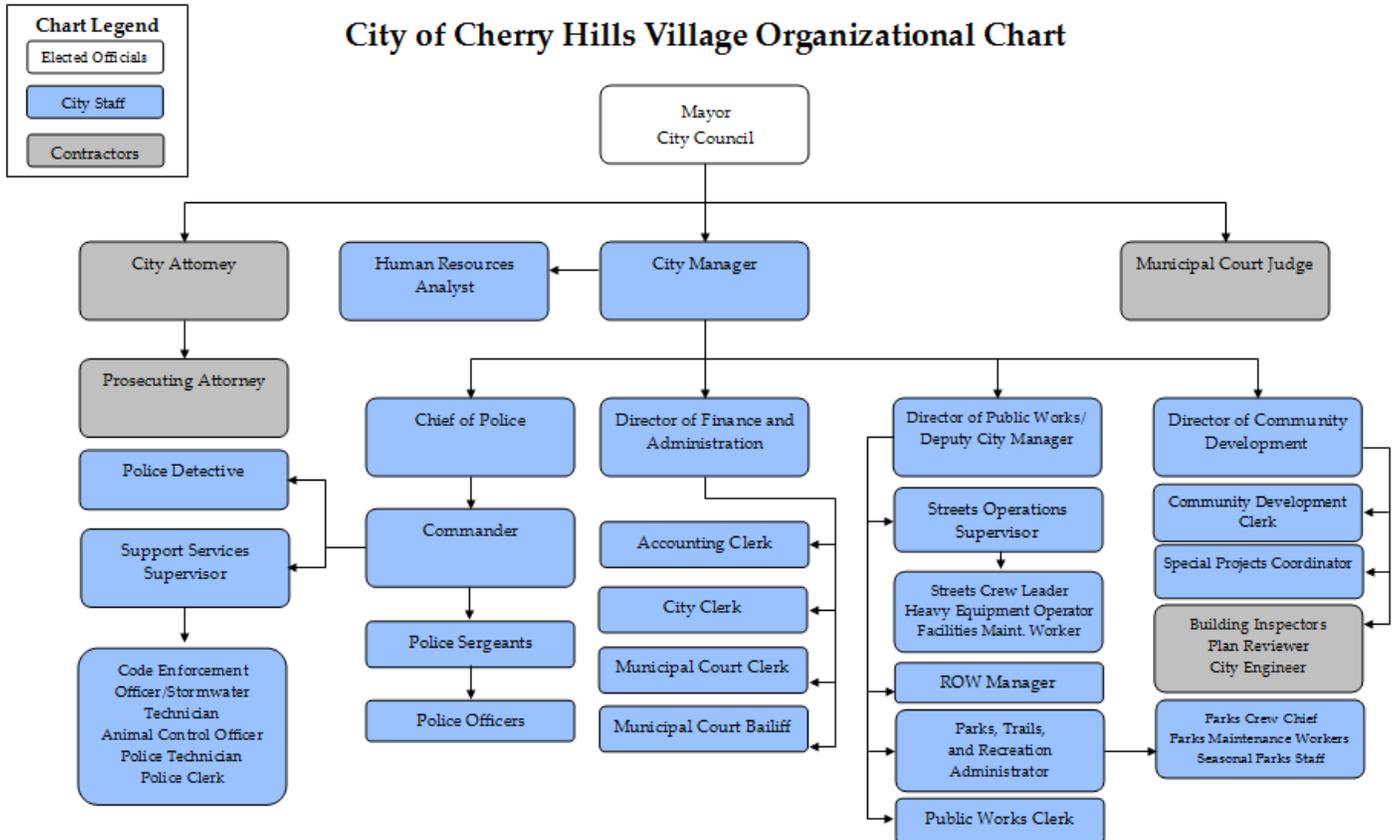


Community Development Department continued



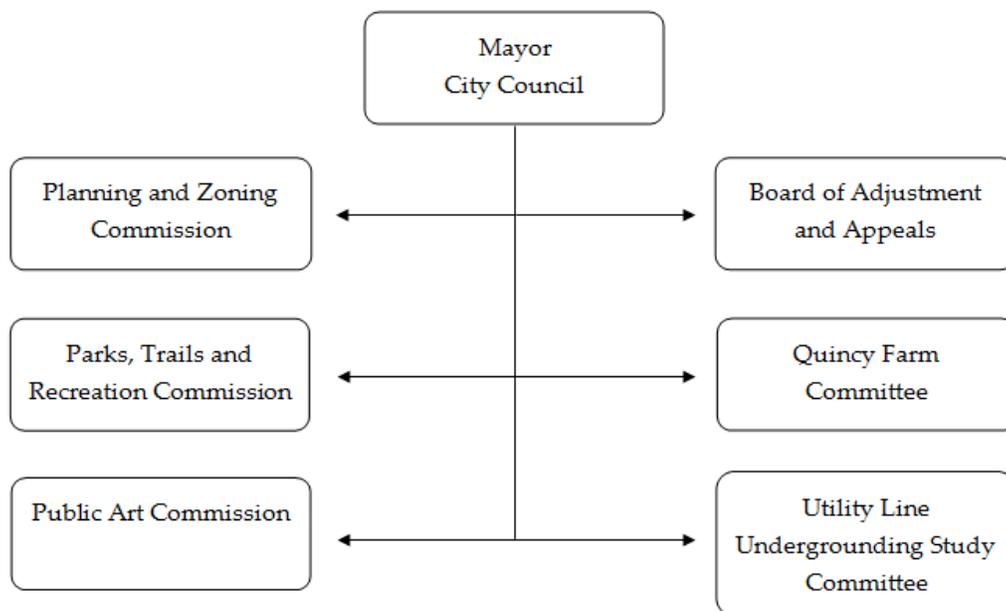


Organization



**Fire services are provided by South Metro Fire; which is a completely separate entity from Cherry Hills Village.

Boards and Commissions





Fund Balance / Reserve Policy

The City of Cherry Hills Village recognizes the importance of maintaining an appropriate level of undesignated fund balance to provide the required resources to meet operating needs and to allow for unforeseen needs of an emergency nature. After evaluating the City's operating characteristics, tax base, non-tax revenue sources, capital needs, local and economic outlooks, emergency and disaster risk and other contingent issues, the City establishes the following policy regarding the undesignated fund balances and reserves for the City of Cherry Hills Village.

Purpose

To establish a Fund Balance/Reserve Policy tailored to the needs of the City to ensure against unanticipated events that would adversely affect the financial condition of the City and jeopardize the continuation of necessary public services. This policy will ensure the City maintains adequate fund balance and reserves to:

- provide sufficient cash flow for daily financial needs
- offset significant economic downturns or revenue shortfalls
- provide for unforeseen expenditures related to emergencies

Definitions

Emergency Reserve - an additional reserve to provide for unforeseen reductions in revenues in the current year or expenditures that are greater than the current year revenues.

Fund Balance - the cumulative difference of all revenues and expenditures.

Reserved Fund Balance - portion of the fund balance that is legally restricted to a specific use or otherwise not available for appropriation or expenditures.

Unreserved Fund Balance - a measure of how much fund balance is left over at the end of the current year which can be used for the subsequent year's budget.

Policy

It is the policy of the City Council to ensure the fiscal health of the community against unforeseen circumstances by maintaining fund balances and emergency reserves at sufficient levels for operations to continue. Use of excess fund balance is intended only for one-time or non-recurring expenditures. Listed on the following page are the Council's approved Fund Balance/Reserve Policy for each fund of the City of Cherry Hills Village.



Fund Balance / Reserve Policy continued

General Fund - In the General Fund, there shall be maintained an unreserved fund balance equivalent to a minimum of six months of the current year's expenditures less capital outlay and transfers out budgeted for the fund. For purposes of this calculation, the expenditures shall be the budget as originally adopted by ordinance in December for the subsequent budget year. In addition, the City Council has determined that additional reserves be established in the General Fund to provide for unforeseen reductions in revenues in the current year or expenditures that are greater than the current year revenues. The minimum reserve amount should be 10% of approved general fund operating expenditures.

Conservation Trust Fund - This fund is a special revenue fund created to account for the proceeds of specific revenue sources that are legally restricted for specified expenditure purposes. No specific fund balance or reservation of fund balance is created by virtue of enactment of this policy. The amount of any reservation of fund balance shall be governed by the legal authority underlying the creation of this fund.

Catherine H. Anderson Land Donation Fund - This fund was created to account for the resources designated to foster and encourage the preservation of natural open space through financial assistance to residents interested in preserving Village natural areas, but may also be used by the Council for park-related purposes. No specific requirement is established for this fund. However, at a minimum, the year end reserved fund balance and estimated revenues for the ensuing year must be sufficient to meet all outstanding fund encumbrances.

Sid #7 Bond Fund - Debt service funds are subject to the creation of very specific reserve amounts as part of the ordinance which authorizes the issuance of the bonds. This policy does not create any specific reservation of fund balance for this fund. Reserve requirements for any outstanding bond issue will be consistent with the ordinance authorizing the issuance of the bonds.

Arapahoe County Open Space Fund - This fund is a special revenue fund created to account for the proceeds of specific revenue sources that are legally restricted to be expended for specified purposes. No specific fund balance or reservation of fund balance is created by virtue of enactment of this policy. The amount of any reservation of fund balance shall be governed by the legal authority underlying the creation of this fund.

Water and Sewer Fund - This fund is a special revenue fund created to account for all revenue and expenses associated with the consolidation of water and sewer utilities coming under auspices of the City. No specific fund balance or reservation of fund balance is created by virtue of enactment of this policy.



Fund Balance / Reserve Policy continued

Parks and Recreation Fund - There shall be maintained an unreserved fund balance equivalent to a minimum of three months of current year expenditures less capital outlay and transfers out budgeted for the fund. In addition, there shall be maintained a 3% of operating expenditures as an emergency reserve.

Capital Fund - The Capital Fund was established to separately track and fund the costs of capital assets for the City. No specific fund balance or reservation of fund balance is created by virtue of enactment of this policy.

Utilization of Minimum Reserves

Appropriation from the minimum unreserved fund balance shall require the approval of the City Council and shall be only for one-time expenditures and not for ongoing expenditures unless a viable revenue plan designated to sustain the expenditure is simultaneously adopted.

Replenishment of Minimum Fund Balance/Reserve Deficits

If it is anticipated at the completion of any year that the projected or estimated amount of unreserved fund balance will be less than the minimum requirement, then the City Manager shall prepare and submit in conjunction with the proposed budget a plan for the expenditure or expense reductions and/or revenue increases necessary to restore the minimum requirements in subsequent budget years.

Utilization of Surplus Reserves

In the event that the unreserved fund balance exceeds the minimum requirements, the excess may be utilized for any lawful purpose approved by the City Council. It is recommended that the first priority be given to utilizing the excess within the fund in which it was generated. In order to minimize the long term effect of such use, the excess shall be appropriated to fund one time expenditures or expenses which do not result in recurring operating costs.

Annual Review

Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process. The current version of the Fund Balance / Reserve Policy was formally adopted by resolution on April 21, 2015.



Investment Policy

The following Investment Policy for the City of Cherry Hills Village addresses the methods, procedures and practices that must be exercised to ensure effective and judicious fiscal and investment management of the City's funds.

Scope

The Investment Policy governs the investment activities of the City with regard to investing the financial assets of all funds, with the exception of the retirement funds and deferred compensation funds.

Objectives

The overall objectives of the City's investment program, in order of priority, are safety, liquidity and yield.

Safety

Protection of principal is the primary objective of the City investment activities and is the single most important factor any investment decisions of the investment officer. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. For purposes of this policy, the two most significant risks to the City are:

- Credit Risk - Credit risk shall be limited by restricting the credit ratings on securities that may be purchased and through diversification of investments to reduce exposure to any one security type, issuer or account.
- Interest Rate Risk - Interest rate risk shall be limited by structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity and by investing operating funds primarily with durations of no longer than five years, money market mutual funds or similar investment pools.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands of the City. Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets. Alternatively, a portion of the portfolio may be placed in money market mutual funds or local government investment pools which offer same day liquidity for short-term funds.

Yield

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk assumed. Securities shall generally



Investment Policy continued

be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal
- A security swap that would improve the quality, yield or target duration in the portfolio
- Liquidity needs of the portfolio require that the security be sold

Prudence

The standard of care to be used by the investment official shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes.

The “prudent person” standard states that “investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived”.

Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City of Cherry Hills Village.

Delegation of Authority

In accordance with Article VI, Section 6.3 of the City of Cherry Hills Village Charter, the responsibility for conducting investment transactions resides with the City Treasurer/Director of Finance (investment officer). No person may engage in an investment transaction except as provided under the terms of the Cherry Hills Village investment policy.

Authorized Financial Institutions, Depositories and Brokers/Dealers

A list will be maintained of financial institutions and depositories authorized to provide investment services. In addition, a list will be maintained of approved security broker/dealers selected by creditworthiness (i.e. a minimum capital requirement of \$10,000,000 and at least five years of operation). These may include “primary” dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule). All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as applicable or required by the investment officer:



Investment Policy continued

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
- Proof of Financial Industry Regulatory Authority (FINRA) certification
- Proof of state registration
- Completed broker/dealer questionnaire (not applicable to Certificate of Deposit counterparties)
- Certification of having read and understood the City of Cherry Hills Village Investment Policy and agreeing to comply with it
- Evidence of adequate insurance coverage

An annual review of the financial condition and registration of all qualified financial institutions and broker/dealers will be conducted by the investment officer.

Registered Investment Auditor

The City of Cherry Hills Village may elect to engage the services of a Registered Investment Advisor (RIA) to manage the City's portfolio. The RIA will manage the portfolio in conformance with State and Federal guidelines. Qualified RIA's must demonstrate the following:

- Domiciled in Colorado
- Primary focus should be local governments in Colorado
- At least five years of experience
- SEC registered
- Errors & Omissions insurance in an amount of at least \$5 million dollars and provide a copy for the City's files
- A third party custodian that meets the minimum capital requirements of \$10,000,000 in assets
- A copy of their audited financial statements

Safekeeping and Custody

All trades of marketable securities will be executed by delivery versus payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held by an independent third-party custodian selected by the entity as evidenced by safekeeping receipts in the City of Cherry Hills Village's name. The safekeeping institution shall annually provide a copy of their most recent report on internal controls-Service Organization Control Reports prepared in accordance with the Statement on Standards for Attestation Engagements (SSAE) No. 16.

The investment officer is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City of Cherry Hills Village are protected from loss, theft or misuse. Accordingly, the investment officer shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures or alternatively, compliance should be assured through the City of Cherry Hills Village's annual independent audit.



Investment Policy continued

Suitable Authorized Investments

The following investments will be permitted by the Cherry Hills Village investment policy and are defined by state and local law where applicable:

- U.S. Treasury obligations: Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips which carry the full faith and credit guarantee of the United States government, are considered to be the most secure instruments available and have a final maturity not exceeding five years from the date of the trade settlement.
- Federal Agency Securities: Debentures and mortgage-backed securities with a stated final maturity not exceeding five years from the date of trade settlement and issued by the Government National Mortgage Association (GNMA).
- Bankers' acceptances.
- Federally insured time deposits (non-negotiable certificates of deposits) in state or federally chartered banks, saving and loans or credit unions, provided that the amount per institution is limited to the maximum coverage under federal insurance.
- Time deposits (non-negotiable certificates of deposits) in state or federally chartered banks, savings and loans or credit unions in excess of insured amounts which are fully collateralized with securities in accordance with state law.
- Negotiable certificates of deposit (NCDs).
- Commercial paper rated at least A-1, P-1 or the equivalent by at least two Nationally Recognized Statistical Rating Organization (NRSROs) and by each NRSRO that rates the commercial paper.
- Investment-grade obligations of state and local governments and public authorities. No security may be purchased pursuant to this paragraph unless, at the time of purchase, the security is rated in one of the three highest rating categories by a nationally recognized organization that regularly rates such obligations.
- Money market mutual funds regulated by the Securities and Exchange Commission whose portfolios consist only of dollar-denominated securities and have a rating of AAAm or Aaa or the equivalent by each NRSRO that rates the fund.
- Local government investment pools either state administered or developed through joint powers statutes and other intergovernmental agreement legislation. They must be "no-load", have constant net asset value of \$1.00, limit assets of the fund to securities authorized by statute and have a rating of AAAm or Aaa or the equivalent by each NRSRO that rates the fund.



Financial Policies

Investment Policy continued

Investment in derivatives of the above instruments shall require authorization by the Cherry Hills Village City Council.

Collateralization

To qualify as a depository, financial institutions must be listed as eligible depositories by the State Commissioner of Financial Services or the State Division of Banking. Acceptable collateral for bank deposits and repurchase agreements shall include only:

- Obligations of the U.S. Government, its agencies and GSEs, including mortgage backed securities.
- Obligations of any state, city, county or authority rated at least AA by two nationally recognized statistical rating organizations.

Diversification

The investments shall be diversified by limiting investments for any one type of security to 5% of the total portfolio to avoid overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities); limiting investment in securities that have higher credit risks; investing in securities with varying maturities and continuously investing a portion of the portfolio in readily available funds such as local government pools (LGIPs), money market funds or overnight repurchase agreements to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

Maximum Maturities

To the extent possible, the City of Cherry Hills Village shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City of Cherry Hills Village will not directly invest in securities maturing more than five (5) years from the date of purchase. The City of Cherry Hills Village shall adopt weighted average maturity limitations (which often range from 90 days to 3 years), consistent with the investment objectives. Reserve funds and other funds with longer term investment horizons may be invested in securities exceeding five (5) years if the maturities of such investments are made to coincide as nearly as practicable with the expected use of funds. The intent to invest in securities with longer maturities shall be disclosed in writing to the City Council prior to investing.

Comparison to Market

In order to ensure fair institution execution, the investment officer shall compare to market, using Bloomberg, each purchase of investment instruments purchased on the secondary market.

If the City's funds are being managed by an outside investment organization, the Portfolio Manager will document secondary purchases and sales and provide a trade recap for the date of purchase or sale.



Investment Policy continued

Reporting Methods

The investment officer shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the last quarter and provide it to City Council. The report shall include the following:

- An asset listing showing par value, cost and accurate and complete market value of each security, type of investment, issuer and interest rate
- Average maturity of the portfolio and modified duration of the portfolio
- Maturity distribution of the portfolio
- Time-weighted total rate of return for the portfolio for the prior one month, three months, twelve months, year to date and since inception compared to the Benchmark Index returns for the same periods
- Average weighted yield to maturity of portfolio on investments as compared to applicable benchmarks
- Distribution of type of investment

Performance Standards

The investment portfolio will be managed in accordance with the parameters specified within this policy. The City's cash management portfolio shall be designed to attain a market rate of return through budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities and cash flow requirements. The performance of the portfolio shall be compared to the average yield on the U.S. Treasury security that most closely corresponds to the portfolio's weighted average effective maturity. When comparing the performance of the City's portfolio, all fees involved with managing the portfolio shall be included in the computation of the portfolio's rate of return net of fees.

Marking to Market

The market value of the portfolio shall be calculated monthly and a statement of the market value of the portfolio shall be issued at least quarterly. This will ensure that review of the investment portfolio, in terms of value and price volatility, has been performed.

Approval of Investment Policy

The City's Investment Policy shall be adopted by resolution of the City Council. The policy shall be reviewed by staff on an annual basis and any modifications made must be approved by the City Council. The current version of the Investment Policy was formally adopted on April 21, 2015.



Purchasing Policy

The purpose of the Purchasing Policy is to provide guidance to Cherry Hills Village City staff and City Council in an effort to set forth a prudent system and standard of integrity when purchasing supplies, services, materials and equipment on behalf of the City; which would maximize the purchasing value of public funds, provide for timely purchases and follow common sense and good business practices.

It shall be the objective of the department making the purchase to procure from reliable vendors supplies, services, materials and equipment of the best quality, for use at the required time and at the best possible price. When price, cost of procurement, quality and availability are comparable, priority shall be given to local vendors. This objective shall be achieved by following General Procedures, which are applicable to all purchases in either the Specific Procedures for General Fund or the Specific Procedures for Other Fund Expenditures.

General Procedures

Conflict of interest

Section 3.4 of the Cherry Hills Village City Charter states “No member of the Council shall have any direct financial interest in any contract with the City”.

Spending authority

Cherry Hills Village assigns responsibility of the purchasing function to the Finance Director’s office and utilizes a system of purchasing in which purchasing authority and responsibility is designated to Department Directors. The Finance Director is charged with monitoring purchases, establishing a purchasing system and providing assistance to departments making purchases. Unless otherwise noted in this policy, no employee may purchase goods or services unless such person is designated by the Department Director, Finance Director or City Manager.

Code of ethics

All employees engaged in purchasing products or services on behalf of Cherry Hills Village shall ensure that all organizations are afforded equal opportunity to compete and are bound by the code of ethics outlined in Chapter 2, Article 9 of the Cherry Hills Village Municipal Code.

Unauthorized purchasing actions

The following purchasing actions are unauthorized and violate the Cherry Hills Village Purchasing Policy:

- The use of public funds to purchase goods and services for personal use or gain either with or without later reimbursement.
- Splitting larger purchases into smaller amounts to circumvent the Purchasing Policy guidelines.
- Directing a contractor to proceed without a fully executed or authorized contract.
- The acquisition of traveler’s checks, cashier’s checks or the utilization of ATM machines.



Purchasing Policy continued

Tax exempt status

The City of Cherry Hills Village qualifies as a tax-exempt organization under the State of Colorado. Employees are encouraged to avoid paying sales tax when purchasing on behalf of the City, whether it is by cash, purchase card or check. The City's tax-exempt number, which is available from the Finance Department, should be given to the vendor before the sale is completed.

Tax reporting

All vendors must complete a Request for Taxpayer Identification Number and Certification W-9 form prior to conducting business with the City of Cherry Hills Village. A completed W-9 is only required once from each vendor unless its business information changes. It is the responsibility of the employee making the purchase to request a completed W-9 form from the vendor in order for the Finance Department to issue payment.

Finance Director notification for cash flow

The Finance Director shall review all Accounts Payable Payment Approval reports and the Check Register after every check run is processed. This will assist the City in cash flow management and investment programs.

Emergency purchases

The City of Cherry Hills Village is subject to unforeseen emergencies which could require a substantial outlay of City funds immediately. Such emergencies could include floods, explosions, civil disturbances, falling aircraft, fire, major drainage disorders and other civil disasters affecting the lives and safety of the residents and/or employees of the City.

In such cases of emergencies which require the immediate purchase of non-appropriated supplies or services to avoid the loss of life, property or detriment to the community, the City Manager or designated Department Director has the authority to authorize immediate expenditure of City funds without a competitive bidding process, regardless of the amount. The City Manager or designated Department Director shall obtain verbal approval from the Mayor, or in his/her absence, the Mayor Pro-Tem prior to initiating non-appropriated emergency purchases or services in excess of \$100,000. Immediately following the purchase, a written report shall be made by the authorizing individual to the City Manager's office stating the nature of the emergency, the amount and type of expenditure. This report shall be distributed to the Mayor and City Council within seven (7) days of the emergency.

Exceptions

Exceptions to these policies will be allowed only when requested in writing by the City Manager and approved by the City Council with a motion.

Contracts and records maintenance

All original contracts and agreements shall be provided to the City Clerk for maintenance with the City records.



Purchasing Policy continued

Specific Procedures for General Fund Expenditures

Purchases under \$2,000

The responsibility and authority for purchasing transactions and negotiations of purchases under \$2,000 rests with the Department Director functioning under the general direction of the City Manager. Employees are encouraged to obtain the lowest and/or best price for goods or services and, when applicable, utilize comparative pricing via verbal or informal methods. Periodic checks should be made on these purchases to be certain they are secured according to the purchasing objectives.

Purchases over \$2,000 but under \$10,000

The Department Director or other designated party responsible for a budgetary account shall obtain quotations prior to the purchase from more than one source for all purchases over \$2,000 but under \$10,000. Material purchases which are on a volume basis (i.e. gallons, tons) and utilized throughout the year (i.e. asphalt, road base and gasoline) shall be subject to an annual quotation only. Single source purchases (i.e. gas and electricity) are acceptable if approved by the City Manager. The Department Director shall recommend to the City Manager the vendor believed to be the most qualified on the basis of the purchasing objectives listed above. The City Manager, along with the Department Director, shall make the final purchasing decision.

Purchases over \$10,000 but under \$25,000

All purchases over \$10,000 but under \$25,000 should be awarded on the basis of competitive bids. The Department Director or other designated party responsible for a budgetary account shall solicit quotations prior to the purchase from more than one source. The Department Director shall recommend to the City Manager the vendor believed to be the most qualified on the basis of the purchasing objectives listed above. The City Manager, along with the Department Director, shall make the final purchasing decisions.

Purchases over \$25,000

All purchases over \$25,000 should be awarded on the basis of formal bids or proposals. The following policy shall govern obtaining bids or proposals:

1. Prior approval from City Council to initiate competitive purchasing procedures or purchases for any item approved in the adopted annual City budget is not required.
2. Three (3) or more formal bids or proposals shall be obtained. If three (3) bids or proposals cannot be secured, a lesser number may be obtained; however, a written explanation must accompany the bid documents and be approved by the City Manager.
3. Colorado State bid prices and purchases may be used in lieu of competitive or other purchasing procedures when in the best interest of the City.



Purchasing Policy continued

4. A Notice of Invitation for Bid shall be prepared by the Department Director and inserted by the City Clerk or other designated employee in the newspaper utilized by the City of Cherry Hills Village for its legal advertising. Such notice shall include the following information:
 - a. The Department Director that is responsible for the bid.
 - b. The location where bids will be received.
 - c. The location where bids will be opened.
 - d. A statement that Cherry Hills Village reserves the right to reject any or all bids.
 - e. A statement that written specifications are available from the Department Director upon request.
5. The City of Cherry Hills Village reserves the right to reject any of all bids, parts of bids or bids for any one or more supplies or contractual services included in the proposed contract when in the best interest of the City. Bids shall be evaluated and awarded to the bid that best meets the City's needs and requirements. Each bid, with the name of the bidder, shall be entered on the record and preserved for a period of seven (7) years for accepted bids and three (3) years for un-accepted bids for all inspection and maintained by the City Clerk with the City records.
6. The Department Director shall itemize all bids or proposals and, along with the appropriate City consultant(s), prepare a report for the City Manager summarizing the bids or proposals received and make a recommendation for award in accordance with the purchasing objectives.
7. The City Manager shall approve all General Fund bids in excess of \$25,000.
8. The City Council may approve a purchase in the open market under any one of the following circumstances:
 - A. Inadequate or absence of bids throughout the normal process.
 - B. Single source supplies for specialized or unique equipment, products or services.
 - C. Acceleration of delivery date when time is a major factor and it is in the City's best interest to shorten the delivery date.

Exceptions requiring City Council approval

Exceptions that require City Council approval shall include the following:

1. Non-budgeted transactions over \$10,000.
2. Budgeted purchases over \$25,000 and/or 10% over the budgeted amount.

Specific Procedures for Other Fund Expenditures

Purchases under \$10,000

Other fund expenditures under \$10,000 shall follow the same purchasing policy that is outlined for



Purchasing Policy continued

purchases under \$2,000 in the Specific Procedures for the General Fund.

Purchases over \$10,000 but under \$25,000

Other fund expenditures over \$10,000 but under \$25,000 should be awarded on the basis of competitive bids. The Department Director or other designated party responsible for a budgetary account shall solicit quotations prior to the purchase from more than one source. The Department Director shall recommend to the City Manager the vendor believed to be the most qualified on the basis of the purchasing objectives listed above. The City Manager, along with the Department Director, shall make the final purchasing decision.

Purchases over \$25,000

Other fund expenditures in excess of \$25,000, with the exception of work performed directly by City employees, shall be contracted utilizing the procedure outlined below:

1. All City/contractor relationships will be centralized into one responsible party for each entity. The responsible Department Director shall serve this function on behalf of the City of Cherry Hills Village.
2. When plans and specifications approach completion, the Department Director or designated employee must be supplied with the following information so that he may advertise the project in the newspaper utilized by the City of Cherry Hills Village for its legal advertising within at least twenty (20) days prior to the proposed bid opening date:
 - a. Name, description and location of the project.
 - b. Source of funds (i.e. City, State, Federal and/or Special District).
 - c. Desired bid opening date and time.
3. Colorado State bid prices and purchases may be used in lieu of competitive purchasing procedures when in the best interest of the City.
4. The Department Director will receive all sealed bid proposals prior to the established bid opening time. All bids received after the specified time and date will be rejected by the City.
5. The Department Director shall itemize all bids and, along with the appropriate City consultant(s), prepare a report for the City Manager summarizing the bids received and make a recommendation for award in accordance with the purchasing objectives.

Exceptions requiring City Council approval

Exceptions that require City Council approval shall include the following:

1. Non-budgeted transactions over \$10,000.
2. Budgeted purchases over \$25,000 and/or 10% over the budgeted amount.



Purchasing Policy continued

Acquisition Methods

Petty Cash

Petty cash procedures shall be established by the Director of Finance or other designated employee. Petty cash must be kept in a locked safe, locked cash box or secure location at all times and only the assigned Administrative staff shall be allowed access to the petty cash funds. Petty cash transactions shall not exceed \$50 and must be approved by the appropriate Department Director. The Administrative employee is responsible for ensuring that cash given to the requesting employee exactly matches the Petty Cash Authorization form signed by the Department Director.

To obtain an advance from petty cash, employees must complete the Petty Cash Authorization form and have it signed by the appropriate Department Director. The form will be kept inside the locked cash register until the employee returns with the original vendor receipt and any excess cash received from the advance. The Administrative employee shall ensure that the excess cash received exactly matches the vendor receipt provided by the employee.

In cases of reimbursement requests that are more than \$50, the employee shall submit a completed Expense Reimbursement form, signed by the appropriate Department Director, along with original itemized receipts. Upon receiving the Expense Reimbursement form and itemized receipts, the Accounting Clerk shall provide reimbursement on the next scheduled check-run.

Purchasing Card

Please refer to the Wells Fargo Commercial Card Program policy for more information regarding purchasing card rights and responsibilities.

Check Request

A check request shall be used for purchases which are not applicable to the use of petty cash or purchasing cards. All check request transactions shall be supported via a vendor-issued invoice or original itemized receipt. The Director of Finance and/or City Manager shall perform a final review of all processed check request transactions to ensure compliance with the policies.

Approval of Purchasing Policy

The City's Purchasing Policy shall be adopted by resolution of the City Council. The policy shall be reviewed by staff on an annual basis and any modifications made must be approved by the City Council. The current version of the Purchasing Policy was formally adopted on April 21, 2015.



Check Controls Policy

The City of Cherry Hills Village will follow these policies related to check controls and the signing of checks.

1. Payment Discounts - The City will take advantage of, when possible, payment discounts to reduce expenditures when the rate offered is less than the rate of investment income the City is earning on cash.
2. Check Requirements - In most cases, staff will be required to complete the following steps to obtain a check:
 - a. Budget - Adequate budget funds must exist before staff considers a purchase.
 - b. Department Approval - All invoices must have a signature of approval by the department that received the items/service indicating the invoice is acceptable to pay.
 - c. Coding - All invoices must have a vendor number and budget account to which the item will be charged against.
 - d. Invoices - All invoices will be given to the Accounting Clerk for entry into the accounting system.
3. Check Signatures - Two signatures are required on all checks. One signature will be from the City Manager and the other from an approved Department Director. Electronic signatures are acceptable so long as the Payment Approval report has been reviewed and signed by those whose signatures appear on the check and/or the Director of Finance.
4. Distribution of Checks - Checks will be mailed following the signing of the Payment Approval report.
5. Check Register - The check register will be available for review at any time by the City Council and/or the residents for up to seven years (in accordance with the Colorado Municipal Records Retention Schedule) following the issue of payment.

Approval of Check Controls Policy

The City's Check Controls Policy shall be adopted by resolution of the City Council. The policy shall be reviewed by staff on an annual basis and any modifications made must be approved by the City Council. The current version of the Check Controls Policy was formally adopted on April 21, 2015.



Debt Procedure

Section 9.12 of the Cherry Hills Village City Charter states “The City may, subject to applicable limitations in the Colorado Constitution (including without limitation applicable provisions of Article X, Section 20 also known as the TABOR Amendment), borrow money or enter into other obligations and issue securities or other evidences of such obligations in such form and manner as determined by the Council to be in the best interests of the City”. The Colorado Revised Statutes provides that general obligation indebtedness for all purposes shall not at any time exceed 3 percent (3%) of the actual value, as determined by the County Assessor, of the taxable property in the City. As of December 31, 2015, the City has no general obligation debt outstanding. The City’s legal debt limit is shown in the table below:

Assessed Value	\$337,216,810
Actual Value	\$4,120,589,574
Debit Limit: 3 Percent of Actual Value	\$123,617,687
Less: Assets in Debt Service	\$3,767,651
Legal Debt Margin	\$119,850,036
Amount of Bonded Debt Applicable to Debt Limit	\$3,767,651

The City initiated exclusion from the South Suburban Parks and Recreation District (“District”). The resulting litigation produced an order from the District Court dated November 2004. The order required the City to pay the District \$9,660,838 for the conveyance and transfer of facilities, including water rights, parks, trails and other considerations. The City’s appeal process ended in November 2009 with a final decision by the Colorado Supreme Court, in which they denied the appeal. The City is required to make annual principal and interest payments, beginning in December 2006 through 2019. Interest on the obligation accrues at the two-year Treasury bill rate. Annual debt service requirements for the outstanding obligation at December 31, 2015 are estimated at a 0.51% interest rate and are as follows:

Year	Principal	Interest	Total
2015	\$ 734,625	\$ 18,925	\$ 753,550
2016	\$ 744,039	\$ 15,178	\$ 759,217
2017	\$ 744,039	\$ 11,384	\$ 755,423
2018	\$ 744,039	\$ 7,589	\$ 751,628
2019	\$ 744,038	\$ 3,795	\$ 747,833
Total Debt Service Requirements	\$ 3,710,780	\$ 56,871	\$ 3,767,651



Budget Policy

The City's annual budget is prepared in accordance with the guidelines of the Governmental Accounting, Auditing, and Financial Reporting (GAAFR), the Government Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA). As required by the City Charter, the budget is prepared on a calendar year basis beginning on the first day of January and ending on the thirty-first day of December each year. The budget must be balanced or have a revenue surplus. A balanced budget means that expected expenditures do not exceed forecasted revenues.

The Cherry Hills Village budget is created by the City staff and City Council respectively. Department Directors continuously prepare or update the operational budget and prioritize projects throughout the year. The Cherry Hills Village Charter states that "The Council shall adopt a budget calendar by resolution on or before the twentieth day of September of each year, and shall adopt an ordinance for the budget and an ordinance for the annual appropriations in accordance with said calendar. When finally adopted, the budget shall become a public record, and sufficient copies shall be deposited with the Clerk to ensure adequate circulation".

The budget process takes into consideration the following priorities:

- Pro-actively address safety, health and welfare issues within the City
- Improve service delivery and responsiveness
- Master Plan implementation
- Ensure the City remains fiscally responsible and conservative with how Staff handles the public monies
- Improve public outreach efforts
- Professional development (accreditation, GFOA, intergovernmental cooperation, conferences)
- Evaluate staffing levels and job functions
- Maintain and evaluate IT systems
- Employee training and development
- Annual Compensation Study
- Determine Community Strategies for: Open Space Acquisitions, High Line Canal and Undergrounding Utilities
- Closely coordinate/monitor activities of the outside entities that have a direct impact on City operations and quality of life issues, such as: the Colorado Department of Transportation (CDOT), Denver Water, Xcel Energy and Century Link

Consequently, every Department Director will provide the City Manager with their recommendations and projections prior to the twentieth day of September deadline for the following year's budget. Once the City Manager has received the recommendations from the Department Director, the budget calendar on page 64 will be followed.



Budget Policy

The Council shall hold a public hearing on the proposed budget each year. The notice of the time and place of the hearing will be published at least five days prior to the hearing and copies of the proposed budget shall be made available to the public; whether on the City's website or available by printed copy in the City Clerk's office. The Council may at any time before the final adoption increase, decrease, add or strike out any item in the budget.

Annual Budget Scope

The Cherry Hills Village Charter states that "the budget adopted by the Council shall contain: (a) an estimate of anticipated revenue from all sources other than the tax levy for the ensuing year; (b) an estimate of the general fund cash surplus at the end of the current fiscal year, or of the deficit to be made up by appropriate; (c) the estimated expenditures necessary for the operation of the several departments, offices and agencies of the City; (d) debt service requirements for the ensuing fiscal year; (e) an estimate of the sum required to be raised by the tax levy for the ensuing fiscal year, and the rate of the levy necessary to produce such a sum based on the percentage of current levy collection experience during the three preceding fiscal years; (f) a balance between the total estimated expenditures; including any deficit to be met, and monies set aside for public improvements and total anticipated revenue, plus any surplus. All estimates shall be in detail showing revenues by source and expenditures by organization units, activities, character and object."

Special Funds

The Cherry Hills Village Charter allows for the creation of additional funds, otherwise known as special funds, to be used for special purposes such as: depreciation and obsolescence; debt service; equipment and building replacement; special services; local improvements; City-owned utilities; trust funds and endowments; and such other purposes as the Council may determine.

Amendment Procedure

The Cherry Hills Village City Charter states that "The Council may make additional appropriations by ordinance during the fiscal year for unanticipated expenditures required of the City, but such additional appropriations shall not exceed the amount by which actual and anticipated revenues of the year are exceeding the revenues as estimated in the budget, unless the appropriations are necessary to relieve an emergency endangering the public peace, health or safety". Any annual departmental appropriation or portion thereof, remaining unexpended or unencumbered at the close of the fiscal year, shall revert to the general fund.



Budget Policy/Calendar

Basis for Budgeting

The City uses the same basis of budgeting that it uses for its audited financial statements. The modified accrual basis of accounting is used for all fund operations and for the financial statements, except for the proprietary fund (Water Fund) which uses the accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon thereafter to pay liabilities of the current period. The City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Under the full accrual basis of accounting used for the City's government-wide financial statements and proprietary fund financial statements, revenues are recorded when earned and expenses are recorded when the liability is incurred, regardless of timing of related cash flows.

2016 Budget Calendar

September 15, 2015 - The City Manager will submit the proposed 2016 budget to the City Council.

October 6, 2015 - The City Council will hold a study session to review the proposed 2016 budget.

November 17, 2015 - A public hearing will be held for the proposed 2016 budget and first readings of the Appropriations Ordinance and Mill Levy Ordinance.

December 9, 2015 - The 2016 Annual Budget and the Appropriations Ordinance and Mill Levy Ordinance will be adopted on second and final reading.



Budget Details

Fund accounting is used for budgeting and accounting purposes. Each fund is created for a specific purpose. City Council must approve the appropriation of expenditures from each fund. Approval generally occurs at the beginning of each fiscal year, but may occur by City Council any time throughout the year if funds are available. All City funds described below are appropriated by City Council.

The City's budget contains the General Fund and six small funds. The General Fund is broken out into Revenues, Administration, Judicial, Data Processing, Community Development, Public Safety, the Village Crier, Public Works and Capital. Approximately 35% of the General Fund Revenues come from Property Taxes, approximately 29% from use tax/sales tax, approximately 8% from building permits and the remainder of revenue is from municipal court fines and other taxes received from the State and County.

- ◆ The **Administration Department** is comprised of the City Manager, Director of Finance and Administration, HR Analyst, Accounting Clerk and City Clerk. Some expenses of this division include: salaries, election costs, personnel management, City insurance programs, records management and utilities.
- ◆ The **Judicial Department** is comprised of the Court Clerk, Bailiff and Municipal Judges. The expenses of this department are all for the purpose of running the Municipal Court.
- ◆ The **Data Processing** division accounts for all computer related expenses of the City.
- ◆ The **Community Development Department** is comprised of a Community Development Director, Community Development Clerk and Special Projects Coordinator. This department provides day-to-day administration and coordination of all building activities along with consultants and civil engineers.
- ◆ The **Public Safety Department** delivers a full range of professional law enforcement services. The Police department staff includes the Police Chief, Police Commander, one Support Services Specialist, four Sergeants, sixteen Police Officers, one Animal Control Officer, one Code Enforcement Officer/Stormwater Technician, one Police Technician and one Police Clerk. The total expenditures include expenses to run the department such as salaries, uniforms, crime prevention, animal control, vehicle and equipment maintenance, training and investigations.
- ◆ The **Village Crier** is the official Cherry Hills Village City government sponsored publication. It is published every other month and mailed or emailed to all Cherry Hills Village residents. The Village Crier division is used to track expenses for the publication of The Village Crier. The expenses of this department are funded by contributions from residents and advertisements.
- ◆ The **Public Works Department** is responsible for the maintenance of City buildings, grounds and streets. The department includes the Public Works Director, Streets Crew Leader, Project Manager, four Heavy Equipment Operators, one Administrative Assistant, one Facilities Maintenance Worker and two seasonal Maintenance Workers.
- ◆ The **Capital Fund** is used to track equipment or vehicles that cost in excess of \$5,000 and have a useful life greater than one year.



Budget Details

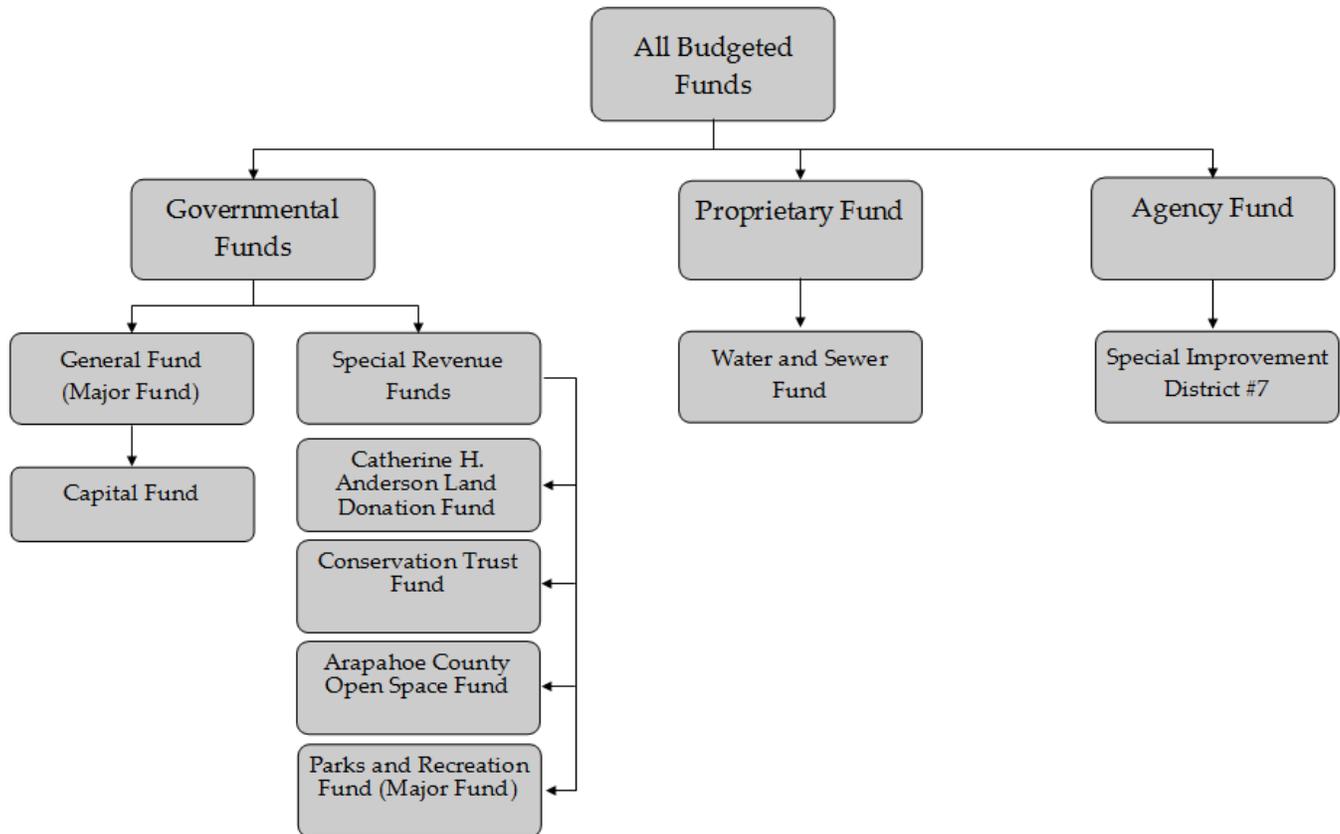
The six small funds are the Conservation Trust Fund, the Catherine H. Anderson Land Donation Fund, the Arapahoe County Open Space Fund, the Special Improvement District #7 Fund, the Water and Sewer Fund and the Parks and Recreation Fund.

- ◆ The Colorado State Legislature requires the establishment of the **Conservation Trust Fund** if a local government desires to receive state allocations for the acquisition, development and maintenance of parks and open space properties. The Colorado Lottery is the primary source of this fund.
- ◆ The **Catherine H. Anderson Land Donation Fund** was established by the subdivision regulations of the City and derives its revenue from subdividers within the City, in addition to recreation reimbursement donations or charitable contributions. These revenues are earmarked for parks, open space, trails or other public improvements.
- ◆ The **Arapahoe County Open Space Fund** was created to account for sales tax revenues generated from the Arapahoe County Open Space ballot measure. The City receives a shareback of the tax revenues collected. These funds may be used to acquire real estate, easements, water rights and to improve, restore and protect open space.
- ◆ The **SID #7 Bond Fund** was established for collecting assessments and paying debt services on the bonds that finance the construction of the new water improvement system for the Cherry Hills Village residents of the subdivisions Charlou Park and Charlou Park second addition. The first year of collections was in 2001 and the final payments are to be made in 2020.
- ◆ The **Water and Sewer Fund** was created to account for all the revenues and expenses associated with the consolidation and operation of water and sewer utilities coming under the auspices of the City of Cherry Hills Village.
- ◆ The **Parks and Recreation Fund** was established in 2004 for the purpose of accounting for costs related to the exclusion of the City from the South Suburban Park and Recreation District and to establish park and recreation functions within the City of Cherry Hills Village. The Parks and Recreation Department is comprised of the Parks and Trails Administrator, Parks Crew Chief, three Parks Maintenance Workers and six seasonal Parks Maintenance Workers.



Fund Structure

Fund Organization for the 2016 Budget





Department Fund Source

Department	Funding Source
City Council	General Fund
City Manager	General Fund
• Human Resources	General Fund
Finance Department	General Fund
• City Clerk	General Fund
• Municipal Court	General Fund
Police Department	General Fund
• Support Services	General Fund
• Animal Control	General Fund
• Code Enforcement	General Fund
• Patrol	General Fund
• Capital Purchases	Capital Fund
Public Works Department	General Fund
• Street Maintenance	General Fund
• Grounds and Building Maintenance	General Fund
• Fleet Maintenance	General Fund
• Parks and Trails Maintenance	General Fund
• Capital Purchases	Capital Fund
Community Development Department	General Fund
• Planning	General Fund
• Building Inspections	General Fund
Data Processing	General Fund
• Capital Purchases	Capital Fund



Budget Ordinance

ORDINANCE NO. 11 Series 2015

November 17, 2015: Introduced as Council Bill 7, Series 2015 by Councilor Mark Griffin, seconded by Councilor Mike Gallagher and considered in full text on first reading. Passed by a vote of 5 yes and 0 no.

December 9, 2015: Considered in full text on second reading. Passed by a vote of 5 yes and 0 no.

A BILL FOR AN ORDINANCE ADOPTING A BUDGET AND LEVYING PROPERTY TAXES FOR THE CITY OF CHERRY HILLS VILLAGE, COLORADO FOR FISCAL YEAR 2016

WHEREAS, the City of Cherry Hills Village prepared and established a Budget for fiscal year 2016, made such Budget available for public inspection, and held a public hearing prior to adoption of the Budget by the City Council pursuant to Article IX of the Charter of Cherry Hills Village; and

WHEREAS, the Budget provides for expenditures and transfers for all purposes in the amount of \$14,874,598 and

WHEREAS, the Arapahoe County Assessor has certified a taxable assessed valuation for the City of Cherry Hills Village \$337,216,810; and

WHEREAS, \$4,571,649 of the total expenditures and transfers required shall be derived from ad valorem taxes, and the balance shall be derived from other sources.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CHERRY HILLS VILLAGE, COLORADO, ORDAINS:

Section 1. The City of Cherry Hills Village Budget in the total amount of \$14,874,598 for the fiscal year beginning January 1, 2016 and ending December 31, 2016, is hereby approved and adopted.

Section 2. The Mayor and City Clerk of the City of Cherry Hills Village, Colorado, are hereby authorized and directed to certify a General Purpose Levy of fourteen and seven hundred and twenty two thousandths (14.722) mills to the Board of County Commissioners of Arapahoe County, Colorado, on or before the 15th day of December 2015, to be levied against all property within the City of Cherry Hills Village for taxes to be collected in 2016 for the valuation year 2015.

Section 3. The City Council may, by resolution, transfer any unexpended balance in any of the funds to any fund or to a reserve.

Section 4. The City Council, pursuant to Article XX of the Colorado Constitution, supersedes and deems the provision of C.R.S. 1972, 29-1-301, inapplicable.

Section 5. Should any section, clause, sentence or part of this Ordinance be adjudged by any court to be unconstitutional or invalid, the same shall not affect, impair or invalidate the ordinance as a whole or any part thereof other than the part so declared to be invalid.

Adopted as Ordinance No. 11, Series 2015, by the City Council of the City of Cherry Hills Village, Colorado the 9th day of December, 2015.



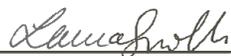
Laura Christman, Mayor

APPROVED AS TO FORM:



Linda Michow, City Attorney

ATTEST:



Laura Smith, City Clerk



Budget Ordinance-Appropriations

ORDINANCE NO. 12

Series 2015

November 17, 2015: Introduced as Council Bill 8, Series 2015 by Councilor Mark Griffin, seconded by Councilor Mike Gallagher and considered in full text on first reading. Passed by a vote of 5 yes and 0 no.

December 9, 2015: Considered in full text on second reading. Passed by a vote of 5 yes and 0 no.

A BILL FOR AN ORDINANCE OF THE CITY OF CHERRY HILLS VILLAGE, COLORADO AUTHORIZING APPROPRIATIONS FOR FISCAL YEAR 2016

WHEREAS, the City of Cherry Hills Village has prepared and approved a Budget for fiscal year 2016 and the City is authorized and required to make appropriations by ordinance for each fiscal year pursuant to Article IX of the Charter of Cherry Hills Village, and

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CHERRY HILLS VILLAGE, COLORADO ORDAINS:

Section 1. From the monies obtained from taxation and from all other sources of revenue of the City of Cherry Hills Village, Colorado, during the year beginning January 1, 2016, and ending December 31, 2016, there is hereby appropriated the following sums for the following funds, to-wit:

General Fund	7,004,867
Capital Fund	4,605,065
Land Donation Fund	5,620
Conservation Trust Fund	248,500
Special Improvement District No. 7	90,797
Water & Sewer Enter Enterprise Fund	532,000
Arapahoe County Open Space Fund	600,000
Parks and Recreation Fund	1,787,749
TOTAL	<u>\$14,874,598</u>

Section 2. The City Council may, by resolution, transfer any expended balance in any of the above mentioned funds to any other fund mentioned or to reserves.

Section 3. The City Council, pursuant to Article XX of the Colorado Constitution, deems that this ordinance supersedes the provisions of C.R.S. 29-1-301, and that said statute is inapplicable to the matters addressed by this ordinance.

Section 4. Should any section, clause, sentence or part of this ordinance be adjudged by any court to be unconstitutional or invalid, the same shall not affect, impair or invalidate the ordinance as a whole or any part thereof other than the part so declared to be invalid, except to the extent that such invalidation defeats the purpose and intent of the City Council in adopting this ordinance.

Adopted as Ordinance No. 12, Series 2015, by the City Council of the City of Cherry Hills Village, Colorado, the 9th day of December, 2015.



Laura Christman, Mayor

APPROVED AS TO FORM:



Linda Michow, City Attorney

ATTEST:



Laura Smith, City Clerk



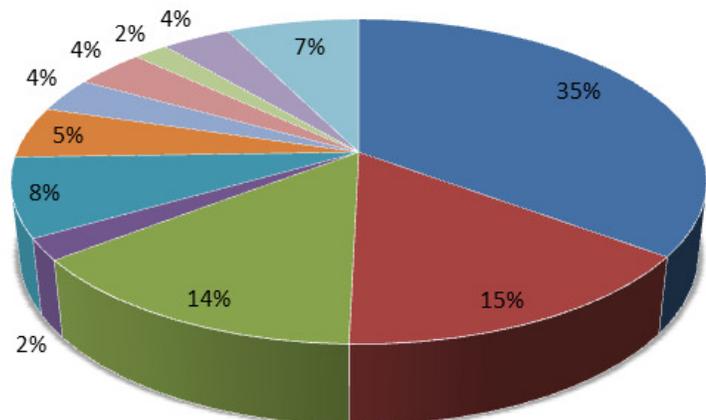
Revenue Summary

Revenue Sources	Revenue	Percentage
Property Taxes	\$2,461,683	35%
Use Tax	\$1,066,887	15%
Sales Tax	\$991,232	14%
Building Permit Fees	\$550,000	8%
Other	\$515,287	7%
Franchise Fees	\$359,700	5%
Municipal Court Fines	\$270,000	4%
Specific Ownership Tax	\$264,000	4%
Highway Users Tax	\$241,697	4%
County Road & Bridge Levy	\$134,381	2%
Service Expansion Fees	\$150,000	2%
Total	\$7,004,867	100%

The General Fund is the primary operating fund for the City of Cherry Hills Village. The major revenue sources for the General Fund are property taxes, use tax, sales tax, building permit fees and municipal court fines. 2016 revenue collections are projected at \$7,004,867; which is an increase of 4% from the 2015 projections of \$6,735,575. Cherry Hills Village City staff is challenged with providing outstanding customer service levels and responses while maintaining fiscally responsible practices during the prevailing economic conditions. The graph to the right indicates the breakdown of revenues collected by the City of Cherry Hills Village.

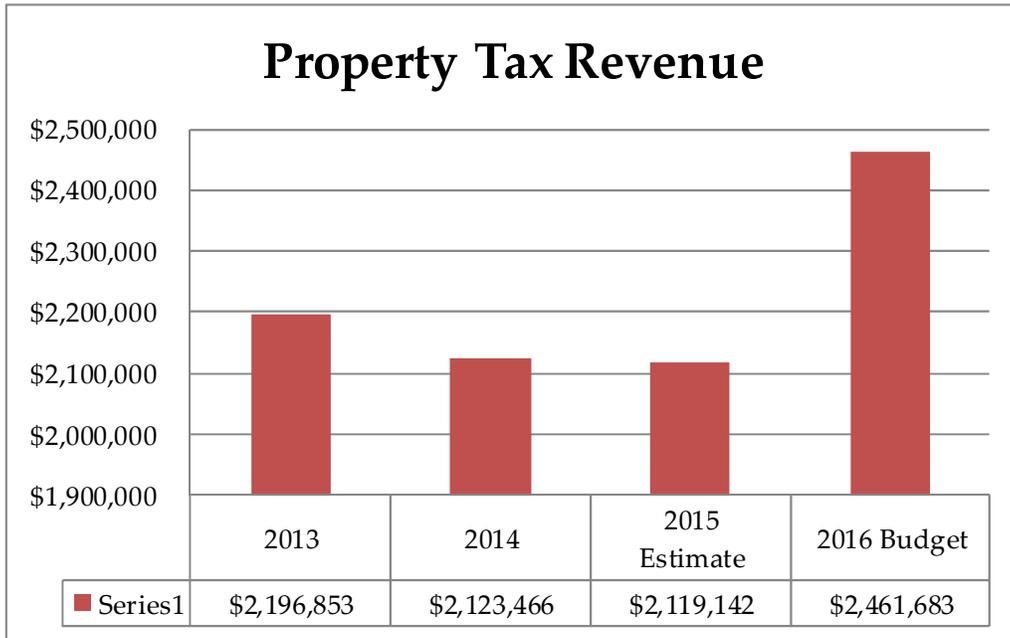
2016 General Fund Revenue Projections

- Property Taxes
- Use Tax
- Sales Tax
- Service Expansion Fees
- Building Permit Fees
- Franchise Fees
- Highway User Tax
- Municipal Court Fines
- County Road & Bridge Levy
- Specific Ownership Tax
- Other





Revenue Summary



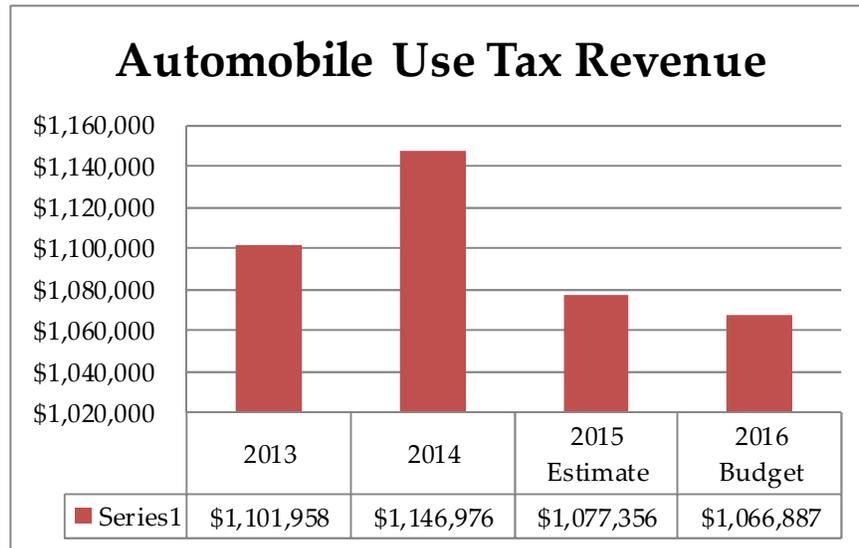
Property Taxes

The property tax valuation and assessments in Cherry Hills Village are determined every two years by Arapahoe County using a “Sales Comparison Approach”. This approach directly compares properties that are similar in general location, design, size, age and amenities. The property taxes are calculated by taking the actual value multiplied by the assessment rate multiplied by the mill levy. The residential assessment rate is 7.96% and all other property (including vacant land) is 29%. Each residence is mailed a Personal Property Notice of Valuation by June 15 of each year; indicating the location, classification, characteristics subject to germane value and the actual value of the property for the prior and current year. Property taxes can be paid in two installments; the first half is due the last day in February and the second half is due June 15th. Below is the breakdown of how property taxes are assessed for Cherry Hills Village residents:

<u>Taxing Entity</u>	<u>Tax Levy</u>	<u>Percentage</u>
Cherry Creek School District	57.492	54.84
Arapahoe County	16.130	15.39
Developmental Disability	1.000	0.95
Cherry Hills Village	13.374	12.76
Arapahoe Library District	4.861	4.64
South Metro Fire Rescue	9.444	9.01
Cherry Hills Fire Bond	0.500	0.48
South Suburban Parks & Rec.	1.368	1.30
Urban Drainage & Flood	0.608	0.58
Urban Drainage & Flood (S Platte)	0.064	0.06

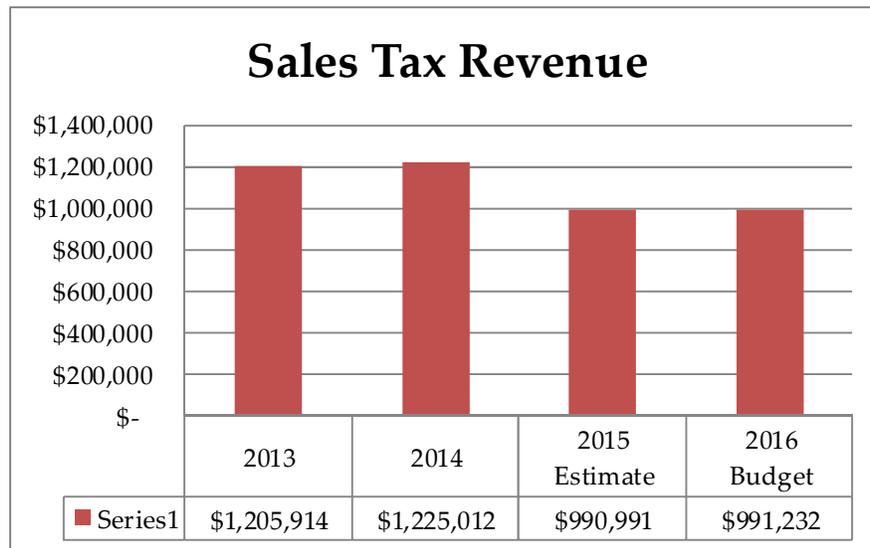


Revenue Summary



Automobile Use Tax

The City of Cherry Hills Village has a use tax of 3% that is assessed on all vehicle purchases. This fee is collected by the dealerships, remitted to the Arapahoe County Treasurer and then forwarded to Cherry Hills Village. This tax accounts for 15% of the General Fund revenue. The City of Cherry Hills Village has seen an increase in the purchase of vehicles and their value in the last several years. The estimate for 2015 is approximately \$25,500 less than the budgeted amount, while the 2016 budget is 9% less than the 2015 estimate to provide a conservative projection based on past trends.

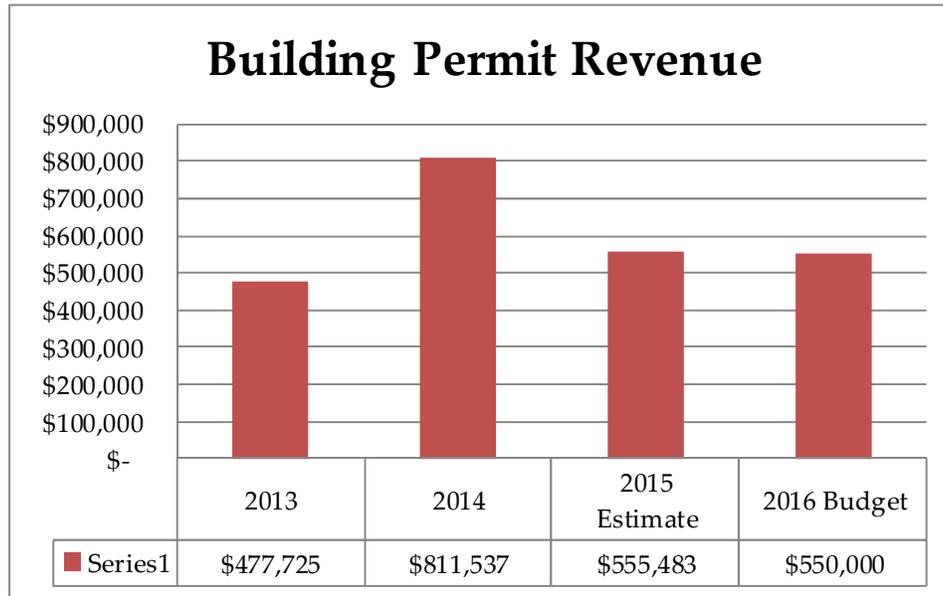


Sales Tax

The City of Cherry Hills Village has a sales tax rate of 3.5% that is assessed on tangible personal property that is sold within the Cherry Hills Village City limits. Cherry Hills Village does not charge a sales tax on deliveries into the City or services provided (even if they are performed within the City limits). Collection of these sales tax fees accounts for 14% of the General Fund revenue. The 2015 estimate is 1% below the budgeted amount, while the 2016 budget is less than 1% greater than the 2015 estimate to provide a conservative projection based on past trends.



Revenue Summary



Building Permit Fees

Cherry Hills Village assesses a building permit fee on every permit issued by the Building Department. The building permit fee is 1% of the project valuation that is calculated by the contractor or home owner. This valuation only includes the costs for labor and materials. Over the last year, Cherry Hills Village has experienced an increase in building permit fees, which account for 8% of the General Fund revenue. The 2015 estimate is less than 1% above the budgeted amount based on actual permits issued. Because of the uncertainty of new permits and past trends, the 2016 budget is less than 1% greater than the 2015 estimate.



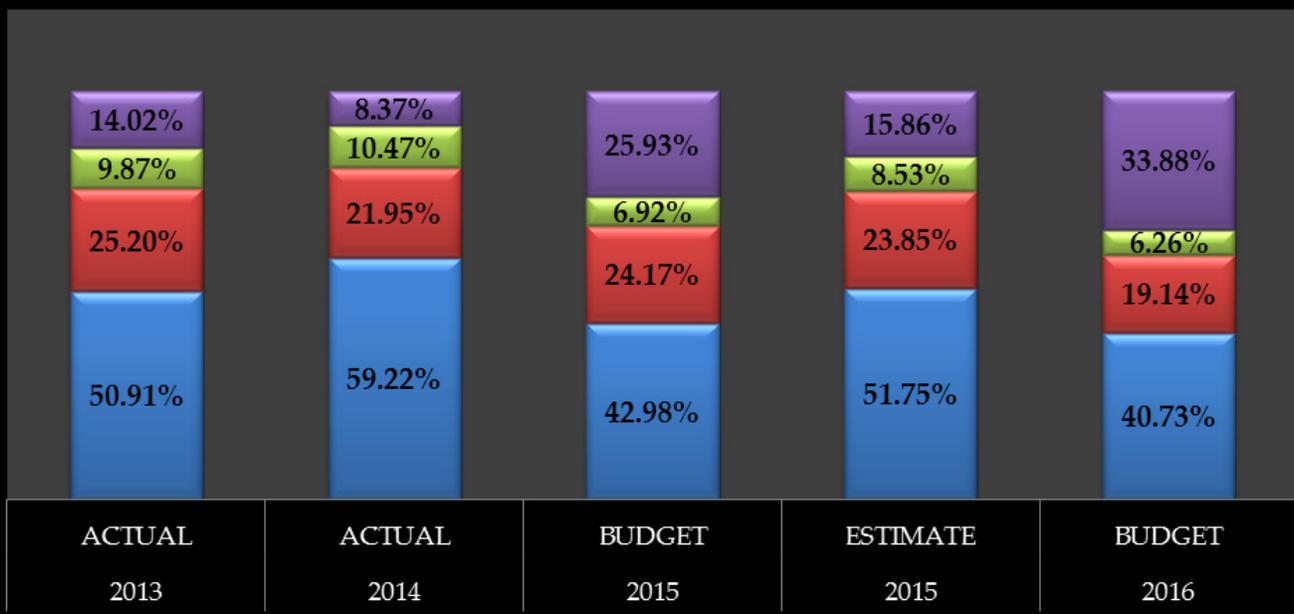
Expenditure Summary

All Fund Expenditures by Category

	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
Personnel	4,324,727	4,706,785	5,255,184	5,127,706	5,535,952
Operations & Maintenance	2,140,817	1,744,455	2,954,562	2,363,461	2,601,037
Debt Service	838,302	831,856	845,499	845,498	850,771
Capital Outlay	1,190,898	665,479	3,170,600	1,571,155	4,605,065
Total Expenditures	\$8,494,744	\$7,948,574	\$12,225,845	\$9,907,820	\$13,592,824
Personnel	50.91%	59.22%	42.98%	51.75%	40.73%
Operations & Maintenance	25.20%	21.95%	24.17%	23.85%	19.14%
Debt Service	9.87%	10.47%	6.92%	8.53%	6.26%
Capital Outlay	14.02%	8.37%	25.93%	15.86%	33.88%
Total Expenditures	100.00%	100.00%	100.00%	100.00%	100.00%

2013 - 2016 Total Expenditures by Category

■ Personnel
 ■ Operations & Maintenance
 ■ Debt Service
 ■ Capital Outlay





Expenditure Summary

Expenditure Summary with Percentage Change			
	2015 Budget	2016 Budget	2016 % of Total
Personnel	5,535,952	5,535,952	41%
Operations & Maintenance	2,954,562	2,601,037	19%
Debt Service	845,499	850,771	6%
Capital Outlay	3,170,6000	4,605,065	34%
Total Expenditures	\$12,225,845	\$13,592,824	100%
Percentage Change		11%	

Personnel costs increased approximately 5% due to a 3% merit pool increase and public safety step increase; as well as an additional Parks Maintenance Worker position. Operations and maintenance decreased approximately 11% mainly due to the removal of the photo red light expenses and the completion of other projects. Debt service increased by less than 1% and capital outlay increased by 45% because of the new Public Works facility and Village Center.



Capital Project Plan

Objective

The following projects were identified by City Council and will be implemented over a period of years. Preliminary estimates of costs were used in the analysis and will change as more accurate cost information is developed. No tax increases or additional revenue sources were incorporated into the analysis. Continuation of the current level of services was assumed as part of the evaluation.

Capital Projects

Project	Cost	Time Frame
Public Works Facility	\$4 - \$7.5 million	Complete by 2018
Village Center	\$4 - \$4.5 million	Complete by 2018
John Meade Park	\$2 - \$3.76 million	Over 3 years
Quincy Farms	\$1 million	Over 3 years
High Line Trail Underpass	\$500,000	Over 3 years
Open Space	\$5 million	Open
Ongoing Capital Needs (vehicles, equipment, streets, etc.)	Approximately \$1.2 million	Annual

Assumptions

In order to create a comprehensive capital plan, the following assumptions were used:

- The John Meade Park, Quincy Farms and Hampden Underpass projects will be paid for out of the Conservation Trust Fund, the Cat Anderson Fund and the Arapahoe County Open Space Fund.
- \$5 million cash reserved in the Capital Fund for possible open space acquisition.



Capital Project Plan

Assumptions continued

- General Parks and Trail improvements, which are currently paid for out of the Conservation Trust Fund and Arapahoe County Open Space Fund, will be paid from the Parks Fund beginning in 2020 (approximately \$130,000).
- In 2020, after the final payment is made to South Suburban, a portion of the Mill Levy from the Parks Fund will be transferred to the Capital Fund (approximately \$620,000).
- The City will utilize \$12.5 million in COP proceeds in 2017 to finance the Public Works Facility and the new Village Center.
- COP payments of approximately \$930,000 will be paid annually from the General Fund and the Parks Fund.
- It is assumed that there will be a 16% increase in property tax revenue in 2016 and a 5% increase beginning in 2018 and annually thereafter.
- It was also assumed that there would be a 1% annual increase in all other revenues.
- The final assumption was that there would be a 7% increase in expenditures in 2016 and a 1-2% increase every year thereafter.

Below is a 5 year chart used to forecast revenues and balances for each fund. The original forecast goes through 2030 and shows positive cumulative fund balances remaining after the completion of the COP payments:

	2016	2017	2018	2019	2020
Capital Fund					
Beginning fund balance	7,556,673	6,791,325	5,585,207	4,125,003	3,414,799
Annual tax revenue	337,217	341,382	344,796	344,796	344,796
Annual South Suburban Asset Payment					620,000
Bond proceeds	3,502,500	8,997,500			
Annual Expenditures	4,605,065	10,545,000	1,805,000	1,055,000	1,055,000
Ending fund balance	\$6,791,325	\$5,585,207	\$4,125,003	\$3,414,799	\$3,324,595



Capital Project Plan

Forecast revenues balances continued

	2016	2017	2018	2019	2020
Conservation Trust Fund					
Beginning fund balance	749,258	561,024	(748,976)	(1,018,976)	(988,976)
Annual revenue	60,266	60,000	60,000	60,000	60,000
Annual expenditures	248,500	1,370,000	330,000	30,000	125,000
Ending fund balance	\$561,024	\$(748,976)	\$(1,018,976)	\$(988,976)	\$(1,053,976)
Catherine H. Anderson Land Donation Fund					
Beginning fund balance	649,979	650,359	455,739	262,119	68,499
Annual revenue	6,000	6,000	7,000	7,000	7,000
Annual expenditures	5,620	200,620	200,620	200,620	75,620
Ending fund balance	\$650,359	\$455,739	\$262,119	\$68,499	\$(121)
Arapahoe County Open Space Fund					
Beginning fund balance	651,339	184,739	(1,020,261)	(1,750,261)	(1,720,261)
Annual revenue	133,400	130,000	130,000	130,000	130,000
Annual expenditures	600,000	1,335,000	860,000	100,000	
Ending fund balance	\$184,739	\$(1,020,261)	\$(1,750,261)	\$(1,720,261)	\$(1,590,261)



Capital Improvements Overview

Overview

The Capital Fund was established in 2011 in order to track and fund the costs of capital assets for the City of Cherry Hills Village. A capital asset for the City is defined as:

- Any public facility
- Equipment or vehicle that costs more than \$5,000
- Has a useful life greater than 1 year

Typically items such as police cars, public works vehicles, parks and recreation equipment, major streets and storm drainage improvements and building improvements are included in this fund.

Streets Equipment

Cherry Hills Village has put together a long range equipment replacement plan based on useful life of the equipment. The City also tracks maintenance and repair costs and will accelerate the replacement of specific equipment that is no longer fiscally practical to maintain. In 2016, the City will purchase a replacement mower and asphalt roller.

Project Cost Estimate by Year/Funding Source						
	Prior Years	2016	2017	2018	2019	2020
Capital Fund	\$95,000	\$65,000	\$120,000	\$120,000	\$120,000	\$120,000

Estimated Operations Impact

There is not a significant impact to operational costs that is anticipated for the department at this time because the new mower will replace an existing mower for the Parks Department.

Streets Vehicles

Cherry Hills Village has put together a long range vehicle replacement plan based on useful life of the vehicles. The City also tracks maintenance and repair costs and will accelerate the replacement of specific vehicles that are no longer fiscally practical to maintain. The City will purchase two new dump beds to replace existing dump trucks in 2016.

Project Cost Estimate by Year/Funding Source						
	Prior Years	2016	2017	2018	2019	2020
Capital Fund	\$30,000	\$40,000	\$0	\$50,000	\$50,000	\$195,000

Estimated Operations Impact

There is not a significant impact to operational costs anticipated in 2016 because the new dump truck beds are replacing existing beds. The future expenses are anticipated costs for the replacement of existing Public Works and Parks Department vehicles.



Capital Improvements Overview

Street Improvement Program

Each year the City repairs and maintains a portion of the one hundred lane miles of asphalt streets within its control. These projects consist of asphalt overlays and chip seal applications. These funds are from both the Highway User Tax fund and the City’s capital improvement fund. The City has invested significant funds in the past to upgrade and repair its streets and is currently in a full maintenance mode. The City of Cherry Hills Village has found chip seal to be the most effective, efficient and affordable asphalt maintenance tool for extending the life of the City’s streets. The City has a very aggressive maintenance program and chip seals all new asphalt within 4 years. After the initial application of chip seal the City reapplies the product at 6 year intervals. In 2016 all funds will be used for chip seal, asphalt and concrete projects.

Project Cost Estimate by Year/Funding Source						
	Prior Years	2016	2017	2018	2019	2020
Capital Fund	\$400,000	\$500,000	\$570,000	\$570,000	\$570,000	\$570,000

Estimated Operations Impact

There is not a significant impact to operation costs that is anticipated at this time aside from the typical costs for maintenance and repair.

Police Department Vehicles

The Cherry Hills Village Police Department has a vehicle replacement plan based on the useful life of each vehicle. The Police Department also tracks maintenance and repair costs and accelerates the replacement of specific vehicles that are no longer fiscally practical to maintain. The Police Department will purchase and equip two new SUVs and two motorcycles in 2016.

Project Cost Estimate by Year/Funding Source						
	Prior Years	2016	2017	2018	2019	2020
Capital Fund	\$181,200	\$215,500	\$211,350	\$175,550	\$189,500	\$189,500
Replacement Vehicles	3	4	3	2	2	2

Estimated Operations Impact

There is not a significant impact to operation costs that is anticipated for the department at this time because the new vehicles will replace existing patrol vehicles and the motorcycles will require very little additional funds as the motorcycles will only be used during the summer months.



Capital Improvements Overview

Police Equipment

The State of Colorado requires that Police Department radio equipment meet a minimum standard of 700 megahertz by 2017. This fund was established to replace existing equipment in order to meet the State standards. The Police Department will also implement a body camera system and will purchase equipment to outfit 22 officers.

Project Cost Estimate by Year/Funding Source						
	Prior Years	2016	2017	2018	2019	2020
Capital Fund	\$22,000	\$94,350	\$23,500	\$25,000	\$0	\$0
Estimated Operations Impact						

There is not a significant impact to operational costs that is anticipated for the department at this time because the new radio equipment will replace existing equipment and once the initial purchase of the body equipment is made, there are very little additional expenses necessary.

Woodie Hollow Park

As part of a continuous effort to improve drainage ways on both public and private property the City of Cherry Hills Village, through Urban Drainage and Flood Control District, has established a cost sharing program in an effort to help offset the costs of repairing and maintaining waterways and drainage channels throughout the City. This project allows residents to be reimbursed up to 50% of their construction costs using funds provided by Urban Drainage. The City is also eligible to apply for these funds for projects on city owned properties. In 2016, the City of Cherry Hills Village and Urban Drainage will work on a project that is on both public and private property along Little Dry Creek; which is on the edge of Woodie Hollow Park. The City has budgeted \$150,000 for its share of the proposed Woodie Hollow Park project.

Project Cost Estimate by Year/Funding Source						
	Prior Years	2016	2017	2018	2019	2020
Capital Fund	N/A	\$150,000	\$150,000	N/A	N/A	N/A
Estimated Operations Impact						

The Woodie Hollow Park project will be completed in 2017 and there will not be a significant impact to operational costs beyond 2017.



Capital Improvements Overview

Hampden Underpass

As part of an effort to improve regional trail connectivity, the City has partnered with the City and County of Denver and Arapahoe County to build two underpasses at Hampden Avenue and Colorado Boulevard. Both of these roads are high-speed state highways that create a barrier for recreational users of the High Line Canal. The trail ends to the south of Hampden Avenue and users are forced to cross the intersection at grade and reconnect with the trail going east in Denver. Installation of the underpass is intended to improve pedestrian and cyclist safety as a significant trail connection will be established and users will be able to cross underneath the roadways instead. In 2015, the Denver Regional Council of Governments (DRCOG) and Colorado Department of Transportation (CDOT) awarded \$4,050,000 to complete the project through the Transportation Improvement Program. The required local cash match is \$1,350,000, which is to be provided by the City of Cherry Hills Village, Denver and Arapahoe County. For 2016, the City has budgeted \$175,000 for its share of the project.

Project Cost Estimate by Year/Funding Source

	Prior Years	2016	2017	2018	2019	2020
Capital Fund	N/A	\$175,000	\$137,500	\$137,500	N/A	N/A

Estimated Operations Impact

The Hampden Underpass project will be completed in 2018 and there will not be a significant impact to operational costs beyond 2018.

John Meade Park

As the only neighborhood park with playground equipment in the City, John Meade Park and Alan Hutto Memorial Commons are meant to serve as a central gathering space and recreation facility. Redevelopment of the park and memorial commons will provide new recreation opportunities for residents and visitors, as well as educational opportunities for students. Construction is expected to be completed in phases as the scope of work is too large and costly for the City to complete at one time. The first phase of the project focuses on completing the engineering design for the park and the memorial commons, replacing box culverts underneath two roadway crossings to improve drainage and performing site grading and channel work to restore Greenwood Gulch and improve its riparian habitat. The goal of the project is to create an active gathering space and recreational amenity that will meet the needs of visitors and become a valued community asset for years to come.



Capital Improvements Overview

John Meade Park continued

Project Cost Estimate by Year/Funding Source						
	Prior Years	2016	2017	2018	2019	2020
Arapahoe County Open Space Fund	N/A	\$450,000	\$2,475,000	\$760,000	N/A	N/A
Estimated Operations Impact						

The John Meade Park project will be completed in 2018 and there will not be a significant impact to operational costs beyond 2018.

Public Works and Administrative Facilities

The City of Cherry Hills Village’s Administrative facilities and Public Works Department are located on the Village Center campus at South University Boulevard and East Quincy Avenue; both facilities are antiquated and provide operating challenges in their current configurations. As a first step in the process, and to fully study the Public Works operations, the City solicited proposals from qualified design professionals to explore opportunities to redevelop and/or relocate the department. The goal was to explore the redevelopment/relocation of the public works functions, with an emphasis on cost, land utilization, minimal work disruption and the improvement of the delivery of public works services to the residents of Cherry Hills Village.

The City continues to explore permanent options for the relocation of the Public Works Facility and for the upgrade of the Village Center near its current location. In the long range financial plan, the City has included funds in 2016, 2017 and 2018 for the design of these two facilities; as well as the construction costs for the new Public Works facility in 2016 provided a suitable site is located and acquired during the fiscal year.

Project Cost Estimate by Year/Funding Source						
	Prior Years	2016	2017	2018	2019	2020
Capital Fund	N/A	\$1,260,000	\$2,380,000	N/A	N/A	N/A
Estimated Operations Impact						

The Public Works and Administrative Facilities project will be completed in 2017 and there will not be a significant impact to operational costs beyond 2017.



All Funds Summary

Revenue & Expenditure Statement By Fund	2014 Actual	2015 Budget	2016 Budget	% Change from 2015 to 2016
GENERAL FUND				
BEGINNING FUND BALANCE	6,469,959	7,420,864	3,698,352	
TOTAL REVENUE	7,298,803	6,735,575	7,004,867	4.00
TOTAL APPROPRIATION	5,902,020	6,735,575	7,004,867	4.00
TRANSFER OUT	1,065,944	3,435,538	-	
ENDING FUND BALANCE	6,800,798	3,985,326	3,698,352	
CAPITAL FUND				
BEGINNING FUND BALANCE	6,025,488	5,958,797	7,556,673	
TOTAL REVENUE	373,933	292,295	3,839,717	1,213.64
TRANSFER IN FROM GENERAL FUND	1,065,944	1,893,047	-	
TOTAL APPROPRIATION	665,479	3,170,600	4,605,065	45.24
ENDING FUND BALANCE	6,799,886	4,973,539	6,791,325	
WATER & SEWER FUND				
BEGINNING FUND BALANCE	927,865	814,649	593,559	
TOTAL REVENUE	63,637	59,828	77,624	29.75
TOTAL APPROPRIATION	99,710	353,750	532,000	50.39
ENDING FUND BALANCE	891,792	520,727	139,183	
CATHERINE H ANDERSON LAND DONATION FUND				
BEGINNING FUND BALANCE	404,010	405,411	649,150	
TOTAL REVENUE	245,379	6,000	6,000	0.00
TOTAL APPROPRIATION	619	5,620	5,620	0.00
ENDING FUND BALANCE	648,770	405,791	649,530	
CONSERVATION TRUST FUND				
BEGINNING FUND BALANCE	664,792	685,125	674,877	
TOTAL REVENUE	59,784	50,200	60,266	20.05
TOTAL APPROPRIATION	318	35,000	248,500	610.00
ENDING FUND BALANCE	724,258	700,325	486,643	



All Funds Summary

Revenue & Expenditure Statement By Fund	2014 Actual	2015 Budget	2016 Budget	% Change from 2015 to 2016
SPECIAL IMPROVEMENT DISTRICT (SID #7)				
BEGINNING FUND BALANCE	21,498	36,433	33,793	
TOTAL REVENUE	87,094	79,751	79,751	0.00
TOTAL APPROPRIATION	83,231	91,949	90,797	-1.25
ENDING FUND BALANCE	25,361	24,235	22,747	
ARAPAHOE COUNTY OPEN SPACE FUND				
BEGINNING FUND BALANCE	575,010	501,857	668,824	
TOTAL REVENUE	269,981	128,200	133,400	4.06
TOTAL APPROPRIATION	173,652	130,000	600,000	361.54
ENDING FUND BALANCE	671,339	500,057	202,224	
PARK & RECREATION FUND				
BEGINNING FUND BALANCE	929,242	970,185	2,299,604	
TOTAL REVENUE	1,649,488	3,026,505	1,787,749	-40.93
TOTAL APPROPRIATION	1,621,244	1,703,350	1,787,749	4.95
ENDING FUND BALANCE	957,486	2,293,340	2,299,604	
TOTAL REVENUE	10,048,099	10,378,354	12,989,374	25.16
TOTAL TRANSFER OUT	1,065,944	3,435,538	-	
TOTAL APPROPRIATIONS	8,546,273	12,225,844	14,874,598	21.67
TOTAL TRANSFER IN	1,065,944	1,893,047	-	
TOTAL ENDING FUND BALANCE	17,519,690	13,403,340	14,289,608	



Revenue/Expenditure Statement

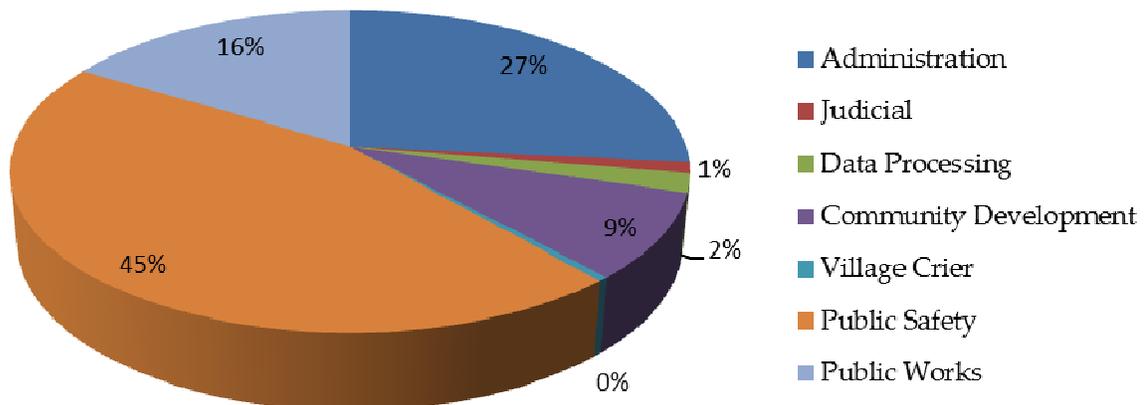
General Fund Statement of Revenues and Expenditures					
	2013	2014	2015	2015	2016
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
REVENUE					
CURRENT PROPERTY TAXES @ 7.30 MILLS	2,196,853	2,123,466	2,133,756	2,119,142	2,461,683
USE/TAX MOTOR VEHICLES	1,101,958	1,146,976	1,102,905	1,077,356	1,066,887
SALES TAX	1,205,914	1,225,012	1,005,047	990,911	991,232
SERVICE EXPANSION FEES	160,094	164,276	150,000	142,757	150,000
BUILDING PERMITS	477,725	811,537	550,000	555,483	550,000
FRANCHISE FEES	431,275	455,827	359,700	347,739	359,700
HIGHWAY USERS TAX	242,555	246,369	239,252	229,171	241,697
MUNICIPAL COURT FINES	277,314	278,297	270,000	227,481	270,000
COUNTY ROAD & BRIDGE LEVY	120,336	113,504	116,480	113,995	134,381
SPECIFIC OWNERSHIP TAX	(17,680)	-	274,000	274,000	264,000
OTHER REVENUES	584,678	733,539	534,436	601,846	515,287
TOTAL OPERATING REVENUE	6,781,022	7,298,803	6,735,576	6,679,881	7,004,867
EXPENDITURES					
ADMINISTRATION	1,572,634	1,799,030	1,823,988	1,887,891	1,861,128
JUDICIAL	82,124	90,501	72,740	69,296	75,279
DATA PROCESSING	98,899	130,595	116,548	117,926	133,583
COMMUNITY DEVELOPMENT	424,062	431,478	603,776	530,805	604,870
VILLAGE CRIER	16,364	19,854	18,100	20,394	30,500
PUBLIC SAFETY	2,507,255	2,529,088	3,040,862	2,750,775	3,152,225
PUBLIC WORKS	787,375	901,474	1,059,562	1,034,803	1,147,282
TOTAL OPERATING EXPENDITURES	5,488,713	5,902,020	6,735,576	6,411,891	7,004,867
MANAGEMENT CONTINGENCY/TRANSFER OUT	-	-	-	-	-
TOTAL EXPENDITURES	5,488,713	5,902,020	6,735,576	6,411,891	7,004,867
OPERATING GAIN/(LOSS)	1,292,309	1,396,783	-	267,990	-



Revenue/Expenditure Statement

General Fund Statement of Revenues and Expenditures					
	2013	2014	2015	2015	2016
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
EXTRAORDINARY EXPENSES					
TRANSFER TO PARKS AND REC FUND	-	-	1,542,491	1,542,491	-
TRANSFER TO CAPITAL FUND	965,056	1,065,944	1,893,047	1,827,945	-
TOTAL EXTRAORDINARY EXPENSES	965,056	1,065,944	3,435,538	3,370,436	-
BEGINNING FUND BALANCE	6,142,706	6,469,959	7,420,864	6,800,798	3,698,352
ADD/(SUBTRACT) OPERATING DIFFERENCE	1,292,309	1,396,783	-	267,990	-
LESS: EXTRAORDINARY EXPENSES	(965,056)	(1,065,944)	(3,435,538)	(3,370,436)	-
ENDING FUND BALANCE	6,469,959	6,800,798	3,985,326	3,698,352	3,698,352
EMERGENCY RESERVE	548,871	590,202	673,558	641,189	700,487
AVAILABLE FUND BALANCE	5,921,087	6,210,596	3,311,768	3,057,163	2,997,865

Operating Expenditure Percentage by Department





2016 Budget

General Fund Revenues					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
ASSESSED VALUE	301,972,720	290,292,390	292,295,294	292,295,294	337,216,810
MILL LEVY	7.30	7.30	7.30	7.30	7.30
CURRENT PROPERTY TAXES	2,196,853	2,123,466	2,133,756	2,119,142	2,461,683
SPECIFIC OWNERSHIP TAXES	(17,680)	-	274,000	274,000	264,000
UTILITY FRANCHISE FEE	431,275	455,827	359,700	347,739	359,700
CABLE TELEVISION FEES	136,324	141,783	130,000	137,148	133,000
CURRENT TAX INTEREST	7,123	5,869	6,000	3,351	6,000
DELINQUENT TAXES	(13,655)	-	(15,000)	-	-
DELINQUENT INTEREST	(155)	-	(100)	-	-
SALES TAX	1,205,914	1,225,012	1,005,047	990,911	991,232
USE TAX/MOTOR VEHICLES	1,101,958	1,146,976	1,102,905	1,077,356	1,066,887
EXCISE TAX	-	150,000	-	-	-
TOTAL TAXES AND FEES	5,047,957	5,248,933	4,996,307	4,949,646	5,282,502
LIQUOR LICENSES	7,150	8,350	7,176	7,101	7,201
SECURITY ALARM PERMITS	31,600	26,950	26,000	28,230	30,000
BUILDING PERMITS	477,725	811,537	550,000	555,483	550,000
SERVICE EXPANSION FEES	160,094	164,276	150,000	142,757	150,000
ZONING & SUBDIVISION FEES	200	1,900	2,000	1,900	2,000
ELEVATOR INSPECTION FEE	3,600	3,600	3,600	5,000	3,600
PLAN REVIEW FEES	90,891	129,455	85,000	121,159	90,000
REINSPECTION FEES	-	150	500	-	500
DOG LICENSES	2,620	2,990	3,200	2,220	2,200
STREET CUT PERMITS	60,416	55,154	50,000	61,968	55,000
STORMWATER CONST. PERMIT	3,720	3,300	2,000	1,800	2,000
ENGINEERING REVIEW	17,895	3,900	8,000	6,075	8,000
TOTAL LICENSES/PERMITS	855,911	1,211,561	887,476	933,692	900,501



2016 Budget

General Fund Revenues					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
MOTOR VEH REGISTRATION	25,283	26,625	25,000	24,863	25,000
CIGARETTE TAX	3,569	3,186	2,800	3,213	2,800
HIGHWAY USERS TAX	242,555	249,369	239,252	229,171	241,697
COUNTY ROAD/BRIDGE LEVY	120,336	113,504	116,480	113,995	134,381
TOTAL INTERGOVERNMENTAL	391,743	389,685	383,532	371,242	403,878
EXTRA DUTY SERVICE CHARGES	50,645	53,740	55,000	56,459	55,000
FALSE ALARM FEES	600	3,100	1,000	1,000	1,000
MUNICIPAL COURT FINES	277,314	278,297	270,000	227,481	270,000
DUI FINES	20,841	11,886	18,000	10,848	12,000
FUEL SURCHARGE	24,625	23,965	24,000	18,700	20,000
PHOTO RED LIGHT FINES	52,875	325	40,000	25	-
TOTAL CHARGES FOR SERVICE	426,900	371,313	408,000	314,513	358,000
INTEREST INCOME	10,722	11,476	10,000	12,962	12,000
PENALTY-BUILDING PERMIT	3,414	5,935	3,000	5,325	3,000
CRIER CONTRIBUTIONS	8,928	7,886	10,000	6,826	7,000
CRIER ADVERTISEMENT	7,700	9,376	10,000	6,040	10,000
OTHER REVENUES	23,818	35,079	20,000	70,804	20,000
LEASE PROCEEDS	3,930	7,560	7,260	8,832	7,986
TOTAL MISC REVENUES	58,511	77,311	60,260	110,789	59,986
TOTAL REVENUES	6,781,022	7,298,803	6,735,575	6,679,881	7,004,867

Notes:

- Property tax revenue increased by \$327,927
- \$264,000 of specific ownership tax moved back to the General Fund from the Capital Fund

Overall: 3% increase from the 2015 adopted budget



2016 Budget

General Fund Administration					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
PERSONNEL SERVICES:					
PERSONNEL SERVICES	414,803	493,652	483,198	539,880	496,616
FEE PERSONNEL	16,600	16,200	17,600	15,000	16,800
SOCIAL SECURITY TAXES	29,446	65,904	38,656	39,768	39,729
RETIREMENT 401-NONSWORN	25,481	36,230	30,000	30,250	35,000
RETIREMENT 457	59,563	69,521	65,000	65,689	65,000
HEALTH-LIFE-DENTAL INSURANCE	415,554	523,070	531,038	555,917	487,522
UNEMPLOYMENT-WORKERS COMP INS	87,583	43,424	85,000	52,790	113,000
OVERTIME	-	2,171	-	1,684	-
TOTAL PERSONNEL SERVICES	1,049,029	1,250,173	1,250,492	1,300,978	1,253,666
SUPPLIES AND MATERIALS:					
OFFICE SUPPLIES-POSTAGE	11,593	13,407	15,500	15,982	16,280
PRINTING-REPRODUCTION	1,263	1,296	1,500	1,384	2,500
SPECIAL MATERIALS	1,697	1,917	2,500	1,754	2,500
TOTAL SUPPLIES AND MATERIALS	14,553	16,620	19,500	19,120	21,280
UTILITIES:					
GAS-HEAT-LIGHT	20,999	22,625	21,000	14,884	21,000
COMMUNICATIONS	29,375	31,244	33,000	30,731	28,000
SEWER	4,584	(6)	3,136	3,128	3,136
TOTAL UTILITIES	54,958	53,863	57,136	48,742	52,136



2016 Budget

General Fund Administration					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
CONTRACTUAL SERVICES:					
COUNTY TREASURER FEES	24,698	23,994	21,338	23,922	24,617
COUNTY USE TAX FEES	55,098	57,349	55,145	56,868	53,344
AUDIT	7,500	8,205	8,500	8,500	8,500
LEGAL	119,864	112,705	120,000	156,855	150,000
OTHER CONTRACTURAL SERVICES	16,767	13,177	18,000	14,532	16,492
TOTAL CONTRACTURAL SERVICES	223,927	215,428	222,983	260,677	252,953
OTHER EXPENSES:					
INSURANCE-PROPERTY/CASUALTY	112,424	131,993	130,000	122,099	130,000
ELECTION EXPENSE	-	5,847	6,000	1,499	6,000
TRAINING-DUES-TRAVEL-SUBSCRIPTION	71,966	64,672	101,277	67,140	95,817
TESTING-PHYSICALS	161	55	500	57	300
LEGAL PUBLICATIONS	-	-	500	100	300
SPECIAL EVENTS	2,367	1,829	2,100	2,094	2,500
MISCELLANEOUS EXPENSES	42,723	56,993	32,000	63,135	44,675
EQUIPMENT	527	1,558	1,500	2,250	1,500
TOTAL OTHER EXPENSES	230,168	262,947	273,877	258,374	281,092
TOTAL ADMINISTRATION EXPENSES	1,572,634	1,799,030	1,823,988	1,887,891	1,861,128

Notes:

- 3% salary increases
- 8% decrease to health insurance
- Tuition reimbursement requests down \$4,100
- \$30,000 increase in legal fees due to rate increase and increase service needs

Overall: 2% increase from the 2015 adopted budget



2016 Budget

General Fund Judicial					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
PERSONNEL SERVICES:					
PERSONNEL SERVICES	63,787	63,403	49,907	49,627	51,471
FEE PERSONNEL	10,700	13,000	10,800	12,500	13,000
SOCIAL SECURITY TAXES	4,883	4,863	3,993	3,805	4,118
OVERTIME	66	-	-	-	-
TOTAL PERSONNEL SERVICES	79,436	81,266	64,700	65,933	68,589
SUPPLIES AND MATERIALS					
OFFICE SUPPLIES-POSTAGE	143	115	150	52	100
PRINTING-REPRODUCTION	166	823	500	150	400
TOTAL SUPPLIES AND MATERIALS	309	938	650	202	500
CONTRACTURAL SERVICES:					
JURY-WITNESS FEES	55	5	150	50	100
TOTAL CONTRACTURAL SERVICES	55	5	150	50	100
OTHER EXPENSES:					
TRAINING-DUES-TRAVEL-SUBSCRIPTION	453	399	560	500	560
INTERPRETERS	941	730	1,000	611	850
MISCELLANEOUS EXPENSES	930	7,163	5,680	2,000	4,680
EQUIPMENT	-	-	-	-	-
TOTAL OTHER EXPENSES	2,324	8,292	7,240	3,111	6,090
TOTAL JUDICIAL EXPENSES	82,124	90,501	72,740	69,296	75,279

Notes:

- 3% salary increases

Overall: 3% increase from 2015 adopted budget



2016 Budget

General Fund Data Processing					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
DATA PROCESSING:					
SOFTWARE	2,898	1,258	10,616	10,545	18,704
OTHER CONTRACTUAL SERVICES	79,694	95,040	95,432	93,583	97,132
EQUIPMENT MAINTENANCE	247	472	3,000	3,749	-
MISCELLANEOUS EXPENSES	8,311	20,528	-	-	-
EQUIPMENT/HARDWARE	7,750	13,298	7,500	10,049	17,747
TOTAL DATA PROCESSING	98,900	130,595	116,548	117,926	133,583

Notes:

- North Star support 20 hrs/week
- Three computers to be replaced, five tablets and four additional monitors to be purchased
- Additional spam filtering, anti-virus and managed services software

Overall: 14% increase from the 2015 adopted budget



2016 Budget

General Fund Community Development					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
PERSONNEL SERVICES:					
PERSONNEL SERVICES	158,746	167,715	243,033	231,832	254,972
SOCIAL SECURITY TAXES	12,153	12,596	19,443	18,171	20,398
OVERTIME	76	-	-	-	-
TOTAL PERSONNEL SERVICES	170,975	180,310	262,476	250,003	275,370
SUPPLIES AND MATERIALS:					
OFFICE SUPPLIES-POSTAGE	2,912	859	4,500	3,961	4,500
PRINTING-REPRODUCTION	2,015	2,471	3,200	1,784	3,200
SPECIAL MATERIALS	188	225	200	229	250
TOTAL SUPPLIES AND MATERIALS	5,115	3,555	7,900	5,975	7,950
CONTRACTURAL SERVICES:					
TELEPHONE	702	754	1,700	953	850
GREEN BUILDING REBATES	-	-	20,000	-	20,000
CONTRACTED PLAN REVIEW	63,725	87,200	68,600	64,175	70,000
ENGINEERING SERVICES	26,035	17,447	30,000	30,227	30,000
BUILDING INSPECTION	150,943	128,162	150,000	134,937	150,000
OTHER CONTRACTUAL SERVICES	-	7,284	50,000	36,014	40,000
TOTAL CONTRACTUAL SERVICES	241,405	240,847	320,300	266,306	310,850
OTHER EXPENSES:					
TRAINING-DUES-TRAVEL-SUBSCRIPTIONS	3,412	3,481	7,300	4,811	4,900
MISCELLANEOUS EXPENSES	3,093	3,285	4,000	3,310	4,000
EQUIPMENT	62	-	1,800	400	1,800
TOTAL OTHER EXPENSES	6,567	6,766	13,100	8,521	10,700
TOTAL COMMUNITY DEVELOPMENT	424,062	431,478	603,776	530,805	604,870

Notes:

- 3% salary increases, one less employee (Stormwater Technician moved to Public Safety)
- \$25,000 for a software development contractor and Blue Beam software for electronic permitting
- \$20,000 Green Building rebates

Overall: Less than 1% increase from the 2015 adopted budget



2016 Budget

General Fund Village Crier					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
PERSONNEL SERVICES:					
PERSONNEL SERVICES	4,200	3,600	4,500	1,630	3,000
TOTAL PERSONNEL SERVICE	4,200	3,600	4,500	1,630	3,000
SUPPLIES AND MATERIALS:					
OFFICE SUPPLIES AND POSTAGE	5,790	5,581	5,600	6,175	10,500
PRINTING AND REPRODUCTION	6,374	10,403	8,000	12,589	17,000
TOTAL SUPPLIES AND MATERIALS	12,164	16,254	13,600	18,764	27,500
TOTAL VILLAGE CRIER	16,364	19,854	18,100	20,394	30,500

Notes:

- Graphic artist hired to design monthly layout
- Change from quarterly issues to monthly issues
- Increase in printing and postage for monthly issues

Overall: 68% increase from the 2015 adopted budget



2016 Budget

General Fund Public Safety					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
PERSONNEL SERVICES:					
PERSONNEL SERVICES	1,825,616	1,912,228	2,163,052	2,076,627	2,263,049
SOCIAL SECURITY TAXES	41,264	49,174	64,892	52,051	67,891
POLICE PENSION CONTRIBUTIONS	134,463	136,986	145,000	137,543	145,000
UNIFORM EXPENSE	15,870	13,320	23,750	16,774	26,150
OVERTIME	45,624	37,108	65,000	42,668	70,000
EXTRA DUTY CHARGES	45,052	47,248	70,000	49,792	70,000
TOTAL PERSONNEL SERVICES	2,107,889	2,196,065	2,531,694	2,375,455	2,642,091
SUPPLIES AND MATERIALS:					
OFFICE SUPPLIES-POSTAGE	8,270	7,431	8,500	8,990	8,670
PRINTING AND REPRODUCTION	4,661	4,347	5,665	3,648	5,780
CRIME PREVENTION	130	575	2,000	2,408	4,000
DARE	822	1,431	2,000	2,000	1,000
SPECIAL MATERIALS	7,874	7,395	14,000	18,753	14,280
ANIMAL CONTROL	401	215	1,000	491	1,000
TOTAL SUPPLIES AND MATERIALS	22,159	21,395	33,165	36,291	34,730
UTILITIES:					
ELECTRICAL/GAS	20,589	24,167	27,300	25,137	27,300
WATER	2,716	1,422	3,250	3,427	3,250
TELEPHONE	21,736	15,257	29,350	18,646	28,750
SEWER	111	569	650	2,683	2,500
TOTAL UTILITIES	45,153	41,415	60,550	49,893	61,800



2016 Budget

General Fund Public Safety					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
CONTRACTUAL SERVICES:					
VEHICLE MAINTENANCE CONTRACT	23,128	31,966	47,000	30,072	51,675
OTHER CONTRACTUAL SERVICES	145,901	120,443	160,128	144,860	162,104
PHOTO RED LIGHT EXPENSES	38,303	-	40,000	-	-
TOTAL CONTRACTUAL SERVICES	207,332	152,409	247,128	174,933	213,779
MAINTENANCE:					
BUILDING MAINTENANCE	5,496	6,042	29,625	12,644	24,625
EQUIPMENT MAINTENANCE	1,667	2,994	4,500	3,004	5,000
VEHICLE MAINTENANCE	9,041	3,647	6,600	5,012	6,600
GASOLINE-OIL	42,965	44,668	60,000	30,086	60,000
TOTAL MAINTENANCE	59,170	57,352	100,725	50,746	96,225
OTHER EXPENSES:					
TRAINING-DUES-TRAVEL-SUBSCRIPTIONS	15,250	10,345	22,000	21,103	32,000
TESTING AND PHYSICAL EXAMS	2,209	2,491	10,000	12,610	10,000
PRISONER EXPENSES	7,222	5,435	7,800	3,131	7,800
SPECIAL INVESTIGATIONS	1,769	1,537	2,800	1,481	2,800
MISCELLANEOUS EXPENSES	23,406	11,507	15,000	15,968	15,000
EQUIPMENT	15,696	29,138	10,000	9,164	36,000
TOTAL OTHER EXPENSES	65,552	60,452	67,600	63,457	103,600
TOTAL PUBLIC SAFETY	2,507,255	2,529,088	3,040,862	2,750,775	3,152,225

Notes:

- 4% salary step increases
- Increase in overtime for the election year dignitary visits
- \$10,000 for in-service training two times/year by the City Attorney
- \$16,000 additional equipment expense: radio batteries and microphones, lasers, card reader, tasers

Overall: 3% increase from the 2015 adopted budget



2016 Budget

General Fund Public Works					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
PERSONNEL SERVICES:					
PERSONNEL SERVICES	466,375	532,457	617,743	595,910	685,955
SOCIAL SECURITY TAXES	34,678	39,238	49,419	45,961	54,876
UNIFORM EXPENSE	3,570	1,603	4,400	4,627	5,400
OVERTIME	4,443	5,641	10,000	13,548	14,000
TOTAL PERSONNEL SERVICES	509,067	578,939	681,562	660,046	760,232
SUPPLIES AND MATERIALS:					
OFFICE SUPPLIES-POSTAGE	567	1,100	1,750	1,038	1,900
SNOW & ICE MATERIALS	29,237	30,994	24,300	32,461	25,000
ROAD MAINTENANCE MATERIALS	29,800	22,491	50,000	50,883	52,000
CURB-GUTTER-SIDEWALKS	1,893	-	5,000	2,516	5,000
TRAFFIC CONTROL DEVICES	4,199	10,243	8,500	8,473	9,000
SPECIAL MATERIALS	3,166	10,251	6,000	11,282	6,000
TOTAL SUPPLIES AND MATERIALS	68,863	75,080	95,550	106,654	98,900
UTILITIES:					
WATER	648	2,012	2,100	1,624	2,100
COMMUNICATIONS	1,851	3,383	7,050	5,949	7,050
STREET LIGHTING	5,637	6,443	5,000	3,774	5,000
TOTAL UTILITIES	8,136	11,838	14,150	11,347	14,150



2016 Budget

General Fund Public Works					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
CONTRACTUAL SERVICES:					
ENGINEERING SERVICES	1,080	17,068	10,000	11,417	12,500
VEHICLE MAINTENANCE CONTRACT	18,628	28,876	51,500	29,408	50,000
OTHER CONTRACTUAL SERVICES	47,017	41,582	65,000	90,506	57,000
TOTAL CONTRACTUAL SERVICES	66,725	87,526	126,500	131,330	119,500
MAINTENANCE:					
BUILDING MAINTENANCE	44,955	32,789	45,000	39,076	45,000
EQUIPMENT MAINTENANCE	4,174	9,988	8,500	5,178	8,500
VEHICLE MAINTENANCE	5,074	12,269	20,000	7,753	20,000
GASOLINE-OIL	51,477	50,868	30,000	23,185	35,000
TOTAL MAINTENANCE	105,680	105,914	103,500	75,193	108,500
OTHER EXPENSES:					
TRAINING-DUES-TRAVEL-SUBSCRIPTIONS	3,710	15,725	8,000	12,297	9,000
TESTING PHYSICALS	1,081	692	1,800	1,825	2,000
MISCELLANEOUS EXPENSES	7,234	11,354	8,500	12,426	8,500
PUBLIC ART	10,221	10,268	15,000	15,000	20,000
EQUIPMENT	6,659	4,137	5,000	8,685	6,500
TOTAL OTHER EXPENSES	28,905	42,176	38,300	50,233	46,000
TOTAL PUBLIC WORKS	787,375	901,474	1,059,562	1,034,803	1,147,282

Notes:

- 3% salary increases
- \$5,000 additional for Public Art
- \$4,000 additional for overtime related to special events

Overall: 8% increase from the 2015 budget



2016 Budget

Capital Fund					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
BEGINNING FUNDS AVAILABLE	6,659,093	6,025,488	5,720,294	6,799,886	7,556,673
REVENUES:					
CURRENT PROPERTY TAXES	279,598	270,233	292,295	269,045	337,217
SPECIFIC OWNERSHIP TAX	276,116	101,740	-	1,211	-
BOND PROCEEDS	-	-	-	-	3,500,000
INTEREST INCOME	1,579	1,961	-	3,090	2,500
OTHER REVENUES	-	-	-	-	-
TOTAL REVENUE	557,293	373,933	292,295	273,346	3,839,717
EXPENDITURES:					
COP PAYMENT	-	-	-	-	96,263
VILLAGE CENTER IMPROVEMENTS	452,510	19,374	50,000	21,370	1,260,000
EQUIPMENT-COMPUTER	-	-	-	-	22,952
EQUIPMENT-ADMINISTRATION	6,042	-	-	-	-
EQUIPMENT-POLICE	12,081	32,014	52,400	52,079	94,350
VEHICLES-POLICE	81,923	141,012	181,200	179,993	162,600
MOTORCYCLE PROGRAM	-	-	-	-	52,900
STREET IMPROVEMENT PROGRAM	207,958	351,033	400,000	399,762	500,000
EQUIPMENT-PUBLIC WORKS	13,423	-	225,000	225,000	45,000
VEHICLES-PUBLIC WORKS	143,228	990	30,000	28,929	-
STORM SEWERS	-	-	50,000	50,800	50,000
TRAFFIC CALMING MEASURES	-	-	75,000	75,650	75,000
CRACK SEAL	4,800	11,370	27,000	22,288	25,000
CURB AND GUTTER	52,035	67,693	40,000	39,489	135,000
RIGHTS-OF-WAY IMPROVEMENTS	-	-	250,000	250,000	176,000
UNDERGROUNDING UTILITIES	-	-	-	-	-



2016 Budget

Capital Fund					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
LAND PURCHASE	138,977	13,900	1,500,000	4,731	1,500,000
TRAIL IMPROVEMENTS	-	252	140,000	100,000	325,000
SIGNS	-	-	-	-	-
JOHN MEADE PARK MASTER PLAN	-	-	-	-	-
EQUIPMENT-PARKS	52,368	27,842	95,000	91,065	20,000
VEHICLES	-	-	30,000	30,000	40,000
LANDSCAPING	-	-	-	-	-
BUILDINGS	25,553	-	25,000	-	25,000
TOTAL CAPITAL EXPENDITURES	1,190,898	665,479	3,170,600	1,571,155	4,605,065
ADD/(SUBTRACT) OPERATING DIFFERENCE	(633,605)	(291,546)	(2,878,305)	(1,297,809)	(765,348)
TRANSFER OUT	-	(20,000)	-	-	-
TRANSFER IN	-	1,065,944	1,893,047	1,827,945	-
ENDING FUNDS AVAILABLE	6,025,488	6,799,886	4,735,036	7,330,022	6,791,326

Notes:

- Interest only payment for COP
- Public Works facility design and construction
- Body cameras for police department
- Data 911 server
- Two Ford SUV's for the police department
- Two police motorcycles
- Asphalt roller for public works*
- Parks two new dump beds
- Mower replacement
- Possible land purchase*

* Significant non-recurring capital expenditures

Overall: 45% increase in expenditures from the 2015 budget



2016 Budget

Conservation Trust Fund 07				
	2013	2014	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
REVENUES:				
COLORADO LOTTERY	65,851	59,591	50,000	60,000
INTEREST ON INVESTMENT	218	193	200	266
OTHER REVENUES	-	-	-	-
TOTAL REVENUES	66,068	59,784	50,200	60,266
EXPENDITURES:				
TRAIL IMPROVEMENTS	1,241	318	35,000	248,500
VILLAGE CENTER POND DREDGING	-	-	-	-
CHERY HILLS ANNEX PARK	-	-	-	-
TRAIL LANDSCAPE PROGRAM	-	-	-	-
PARK PURCHASES	-	-	-	-
CONTINGENCIES	-	-	-	-
TOTAL EXPENDITURES	1,241	318	35,000	248,500
INCREASE TO RESERVES	64,827	59,466	15,200	(188,234)
BALANCE IN RESERVES	662,893	657,883	673,371	484,835
EMERGENCY RESERVES	1,982	1,794	1,506	1,808

Notes:

- Miscellaneous brush/asphalt trail restoration
- Overseeing of City parks and trails
- Trail development of First Church property
- Split rail fence



2016 Budget

Catherine H. Anderson Land Donation Fund				
	2013	2014	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
REVENUES:				
CASH IN LIEU OF LAND DONATIONS	-	-	-	-
DEVELOPMENT FEES	-	-	-	-
REC REIMBURSEMENT DONATIONS	3,960	4,254	1,000	1,000
INTEREST ON INVESTMENT	1,057	935	1,000	1,000
OTHER REVENUES	3,577	3,065	4,000	4,000
EXCISE TAX	-	237,125	-	-
TRANSFER IN	-	-	-	-
TOTAL REVENUES	8,594	245,379	6,000	6,000
EXPENDITURES:				
THREE POND PARK WATER	-	619	620	620
ENTRY FEATURE IMPROVEMENTS	-	-	-	-
PARKS & TRAIL IMPROVEMENTS	-	-	-	-
BELLEVIEW LANDSCAPE IRRIGATION	-	-	-	-
MISCELLANEOUS	-	-	5,000	5,000
CONTINGENCIES	-	-	-	-
TRANSFERS OUT	-	-	-	-
TOTAL EXPENDITURES	-	619	5,620	5,620
INCREASE/(DECREASE) TO RESERVES	8,594	244,760	380	380
BALANCE IN RESERVES	403,752	641,409	648,970	649,350
EMERGENCY RESERVES	258	7,361	180	180

Notes:

- \$5,000 Quincy Farm Committee



2016 Budget

Sid #7 Bond Fund				
	2013	2014	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
REVENUES:				
INTEREST INCOME	36	43	50	50
INTEREST ON ASSESSMENTS	40,253	15,773	13,330	11,284
ASSESSMENT REVENUE	71,105	71,278	66,371	68,417
TOTAL REVENUE	111,394	87,094	79,751	79,751
REDUCTION OF RESERVES	-	-	12,197	11,046
TOTAL FUNDS AVAILABLE	111,394	87,094	91,948	90,797
EXPENDITURES:				
COUNTY TREASURER FEES	1,114	871	797	797
INTEREST EXPENSE	14,762	12,360	11,151	10,000
BOND PRINCIPAL PAYMENT	75,000	70,000	80,000	80,000
TOTAL EXPENDITURES	90,876	83,231	91,948	90,797
ADDITIONAL RESERVE FUNDS	20,000	-	-	-
INCREASE TO RESERVES	20,518	3,863	-	-
BALANCE IN RESERVES	38,785	43,377	31,400	20,354
EMERGENCY RESERVES	3,342	2,613	2,393	2,393



2016 Budget

Arapahoe County Open Space Fund 14				
	2013	2014	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
REVENUES:				
OPEN SPACE SHAREBACK	124,886	129,570	125,000	130,000
SALES TAX COLLECTION FEE	2,343	3,064	2,000	2,000
INTEREST ON INVESTMENTS	1,386	1,476	1,200	1,400
OTHER REVENUES	17,394	135,870	-	-
TRANSFERS IN	-	-	-	-
TOTAL REVENUES	146,009	269,981	128,200	133,400
EXPENDITURES:				
TRAIL IMPROVEMENTS	45,139	15,902	70,000	90,000
PARK IMPROVEMENTS	-	12,004	10,000	510,000
OTHER EXPENDITURES	38,089	145,746	50,000	-
TOTAL EXPENDITURES	83,228	173,652	130,000	600,000
INCREASE TO RESERVES	62,781	96,329	(1,800)	(466,600)
BALANCE IN RESERVES	569,915	662,525	664,978	198,222
EMERGENCY RESERVES	4,380	8,099	3,846	4,002

Notes:

- Concrete repair on City sidewalks
- Bank stabilization along Little Dry Creek
- High Line Trail resurface
- Parks and Open Space improvements
- John Meade Park design, engineering and construction



2016 Budget

Water and Sewer Fund 20				
	2013	2014	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	BUDGET
BEGINNING FUNDS AVAILABLE	871,312	927,865	887,481	593,559
REVENUES:				
TAP FEES	56,700	29,000	-	-
SEWER ADMINISTRATION FEES	25,920	2,328	2,328	2,328
SEWER REPAIR & MAINTENANCE	9,287	31,440	56,700	74,496
INTEREST INCOME	843	844	800	800
OTHER REVENUES	11,000	25	-	-
TOTAL REVENUES	103,749	63,637	59,828	77,624
EXPENDITURES:				
LEGAL COUNSEL	3,452	1,287	1,000	1,000
OTHER CONTRACTUAL SERVICES	-	-	25,000	30,000
SEWER REPAIRS & MAINTENANCE	8,228	70,207	300,000	500,000
TRAINING-DUES-SUBSCRIPTIONS	913	854	1,000	1,000
MISCELLANEOUS EXPENSES	7,757	3,750	-	-
DEPRECIATION	23,612	23,612	26,750	-
TOTAL EXPENDITURES	43,962	99,710	353,750	532,000
INCREASE TO RESERVES	59,787	(36,073)	(293,922)	(454,376)
BALANCE IN RESERVES	924,753	885,572	591,764	136,854
EMERGENCY RESERVES	3,112	1,909	1,795	2,329

Notes:

- Necessary repairs to sewer lines



2016 Budget

Parks and Recreation Fund 30					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
BEGINNING FUNDS AVAILABLE	998,467	929,242	970,185	957,487	2,299,604
REVENUES:					
ASSESSED VALUE	301,972,720	290,292,390	292,295,294	292,295,294	337,216,810
MILL LEVY	6.422	6.422	6.422	6.422	6.422
DEBT SERVICE MILL LEVY (ABATED)	1.418	1.348	1.362	1.362	1.165
APPLIED MILL LEVY	5.004	5.074	5.060	5.060	5.257
CURRENT PROPERTY TAXES	1,517,820	1,466,977	1,479,014	1,479,014	1,772,749
SPECIFIC OWNERSHIP TAX	-	177,750	-	-	10,000
INTEREST INCOME	8,781	4,761	5,000	4,720	5,000
OTHER REVENUES	-	-	1,542,491	1,542,491	-
TOTAL REVENUE	1,526,601	1,649,488	3,026,505	3,026,225	1,787,749
EXPENDITURES:					
PERSONNEL SERVICES					
PERSONNEL SERVICES	314,426	322,262	355,000	360,436	420,282
SOCIAL SECURITY TAXES	24,533	24,888	28,400	28,050	33,623
RETIREMENT 401 MANAGEMENT	4,323	4,456	4,500	4,595	4,600
RETIREMENT 457	6,974	7,593	8,000	7,967	8,000
HEALTH-LIFE-DENTAL INSURANCE	48,512	53,395	58,860	65,281	58,000
UNIFORMS	1,921	2,331	2,500	2,479	3,500
OVERTIME	3,442	1,507	2,500	4,852	5,000
TOTAL PERSONNEL SERVICES	404,131	416,432	459,760	473,661	533,004
SUPPLIES AND MATERIALS:					
OFFICE SUPPLIES/PRINTING	555	172	1,000	1,013	1,200
PLANT SUPPLIES	2,325	2,242	2,500	1,646	3,500
GENERAL INFRASTRUCTURE MAINTENANCE	16,140	17,324	15,500	17,405	15,500
SNOW AND ICE MELT	64	184	1,000	1,000	1,000
PARK SIGNAGE	434	430	1,000	1,010	1,000
SPECIAL MATERIALS	3,718	4,559	3,500	3,523	7,050
TOTAL SUPPLIES AND MATERIALS	23,237	24,910	24,500	25,597	29,250



2016 Budget

Parks and Recreation Fund 30					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
UTILITIES:					
WATER	23,847	17,532	30,000	23,629	30,000
COMMUNICATIONS	3,140	2,181	3,200	2,065	3,200
TOTAL UTILITIES	26,987	19,712	33,200	25,693	33,200
CONTRACTUAL SERVICES:					
COUNTY TREASURER FEES	15,178	14,670	14,790	14,790	17,727
LEGAL/SURVEYING	1,728	1,800	4,000	4,000	4,000
FORESTRY/ROW TREE MAINTENANCE	24,660	33,986	30,000	23,631	28,000
VEHICLE MAINTENANCE CONTRACT	12,758	7,826	18,200	14,145	16,000
ENGINEERING	1,989	5,759	14,000	8,445	14,000
OTHER CONTRACTUAL SERVICES	73	-	4,350	4,000	8,150
TOTAL CONTRACTUAL SERVICES	56,386	64,040	85,340	69,010	87,877
MAINTENANCE:					
EQUIPMENT MAINTENANCE	1,963	3,404	6,000	6,000	6,000
VEHICLE MAINTENANCE	3,749	2,288	4,500	4,553	4,500
GASOLINE-OIL	19,840	22,229	25,000	17,064	20,000
GROUNDS MAINTENANCE/IMPROVED	28,054	19,610	20,000	18,652	20,000
TOTAL MAINTENANCE	53,606	47,530	55,500	46,269	50,500



2016 Budget

Parks and Recreation Fund 30					
	2013	2014	2015	2015	2016
DESCRIPTION	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET
OTHER EXPENSES:					
TRAINING-DUES-TRAVEL-SUBSCRIPTION	5,820	5,056	5,200	5,106	7,200
TESTING-PHYSICALS	93	55	500	510	500
SPECIAL EVENTS	9,150	14,244	15,000	13,236	15,000
MISCELLANEOUS EXPENSE	4,273	3,507	5,000	4,664	5,000
RECREATION REIMBURSEMENT	233,024	239,907	225,000	226,095	233,744
EQUIPMENT	6,693	15,226	15,800	15,716	7,500
ADMINISTRATIVE SERVICES	25,000	25,000	25,000	25,000	25,000
TOTAL OTHER EXPENSES	284,053	299,994	291,500	290,328	293,944
ASSET PAYMENT EXPENSES					
INTEREST EXPENSE	12,642	12,895	18,925	18,925	25,387
PRINCIPAL EXPENSE	734,784	735,730	734,625	735,625	734,586
TOTAL PAYMENT EXPENSES	747,426	748,625	753,550	753,550	759,974
TOTAL OPERATING EXPENSES	1,595,826	1,621,244	1,703,350	1,684,107	1,787,749
ADD/(DEDUCT) OPERATING DIFFERENCE	(69,225)	28,244	1,323,155	1,342,118	-
TRANSFER TO CAPITAL FUND	-	-	-	-	-
ENDING FUND AVAILABLE	929,242	957,487	2,293,340	2,299,604	2,299,604

Notes:

- 3% salary increases
- Recreation reimbursement \$233,744
- Increase in overtime for snow removal and special events

Overall: Less than 1% increase from the 2015 adopted budget



Glossary of Terms

American Public Works Association (APWA) - A professional organization that serves in all aspects of public works.

Assessed Valuation - The valuation set upon real estate and certain property by the Arapahoe County Assessor's Office as a basis for levying property taxes.

Asset - Resources owned or held by the City that have monetary value.

Balanced Budget - A balance between revenues and expenditures; a budget is considered balanced when reserves are used to complement revenues.

Bond - A long-term promise to pay for a specified amount of money on a particular date.

Budget - A plan of financial activity for a specified period of time, which indicates all planned revenues and expenditures for the budget year. The City's budget is based on a calendar year beginning January 1st and ending December 31st.

Budget Calendar - The schedule of key dates that the City follows in preparation and adoption of the following year's budget. The City's budget process begins in September and ends in December.

Capital Asset - An Item that has a value of at least \$5,000 and has a useful economic life of more than one year.

Capital Fund - A governmental fund used to track the costs of capital assets including police cars, public works vehicles, parks and recreation equipment, major street and storm water drainage improvements and building improvements.

Capital Improvement Program - The City's plan for capital outlay which will be incurred each year over a fixed number of years to meet capital expenditures arising from the City's long-term needs.

Capital Projects - Major construction, acquisitions or renovation activities which add value or increase the useful life of the City's physical assets.

Community Rating System (CRS) - A voluntary incentive program used by the National Flood Insurance Program (NFIP) to recognize communities for implementing floodplain management practices that exceed Federal minimum requirements of the NFIP.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures that have not been budgeted.

Contractual Service Agreements - Contractual agreements such as maintenance agreements, information technology services and professional consulting services rendered to the City of Cherry Hills Village by private firms, individuals and other governmental agencies.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule

Deficit - The excess of the City's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The organizational unit of government that is unique in its delivery or services. The City of Cherry Hills Village has 5 major departments: City Manager, Community Development, Finance and Administration, Police and Public Works



Glossary of Terms

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

Emergency Reserve - An additional reserve to provide for unforeseen reductions in revenues in the current year or expenditures that are greater than the current year revenues.

Employee Benefits - Contributions made by the City to meet commitments or obligations for employee benefits. The City's benefits are dental insurance, life insurance, long-term disability insurance, short-term disability insurance, workers' compensation insurance, flexible spending account plans, retirement benefits, Roth IRA plan, deferred compensation plan, employee assistance plan, holiday and personal leave, paid time off, extended sick leave, bereavement leave, alternative scheduling, computer loan program and tuition reimbursement.

Expenditure - The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense - Charges incurred for operations, maintenance, interest or other charges.

Floor Area Ratio (FAR) - The measurement of the ratio of the total enclosed above grade floor area of the principal structure to the net lot area (above grade floor area / net lot area = FAR).

Fiscal Year - A 12 month period designated as the operating year for accounting and budgetary purposes in an organization. The City's fiscal year is January 1st to December 31st.

Full Time Equivalent Employee - A year round employee who is normally schedule to work a full work period of 40 or 80 hours, depending on his/her position.

Fund - A fiscal entity with revenues and expenditures that are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance - The cumulative difference of all revenues and expenditures.

General Fund - This fund is the City's primary operating fund and is used to account for services typically associated with local governments. It is used to account for activities that are not accounted for in the other funds. The City of Cherry Hills Village's General Fund includes Revenues, Administration, Judicial, Data Processing, Community Development, Public Safety, Village Crier, Public Works and Capital.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

Infrastructure - The physical assets of the City (i.e. streets and public buildings).

Interfund Transfers - The movement of moneys between funds of the same governmental entity.



Glossary of Terms

Intergovernmental Revenue - Funds received from federal, state and other local governmental sources in the form of grants, shared revenues and payments in lieu of taxes.

Long Term Debt - Debt with a maturity of more than one year after the date of issuance.

National Flood Insurance Program (NFIP) - A program created by Congress in 1968 to provide a means for property owners to financially protect themselves in the even of a flood.

Net Assets - Assets minus liabilities

Obligations - Amounts that a government may be legally required to meet from its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Expenses - The cost for personnel, materials and equipment required for each department.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations. It includes items such as taxes, fees from specific services and grant revenues. Operating revenues are used to pay for day to day services.

Personnel Services - Expenditures for salaries, overtime and benefits for employees.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Reserved Fund Balance - A portion of the fund balance that is legally restricted to a specific use or otherwise not available for appropriation or expenditures.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers and beginning balances.

Revenue - Sources of income financing the operations of a government.

Special Revenue Funds - Special Revenue Funds account for the proceeds of specific revenue sources (other than expendable trusts) that are legally restricted to expenditures for a specific purpose. The City has four Special Revenue Funds: Catherine H. Anderson Land Donation Fund, Conservation Trust Fund, Arapahoe County Open Space Fund and Parks and Recreation Fund.

Tax Levy - Tax rate per one hundred dollars multiplied by the tax base.

TABOR - The **T**Axpayer's **B**ill **O**f **R**ights established in 1992, restricts revenues for all levels of government (state, local and schools). Under TABOR, state and local governments cannot raise tax rates without voter approval and cannot spend revenues collected under existing tax rates if revenues grow faster than the rate of inflation and population growth, without voter approval.

Tap Fees - Fees for connecting to the City's water or sewer system.

Unreserved Fund Balance - A measure of how much fund balance is left over at the end of the current year which can be used for the subsequent year's budget.

City of Cherry Hills Village
2450 East Quincy Avenue
Cherry Hills Village, CO 80113
2016 ANNUAL BUDGET

