

**Cherry Hills Village
Mission Statement and Goals
November 21, 2006**

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.

In order to accomplish this mission, the City Council and staff have established the following equally important goals:

I. Cherry Hills Village Community

Treat all persons with dignity and respect and respond to requests for information and service in a timely and courteous manner. Endeavor to ensure that the information we provide and act upon is both accurate and relevant. Use common sense, sound procedures, a compassionate spirit and the best information available in working with the Cherry Hills Community to solve problems and reach fair decisions within legal constraints.

II. Village Residents and the Entire Village Community

Encourage information exchange and dialogue with Village residents, and the corporate citizens of the Village, especially during the formulation of Village policy and the implementation of various goals, objectives, or projects.

III. City Employees

Endeavor to maintain a staff of employees dedicated to implementing this Mission Statement and the associated goals, objectives, and work projects of the community. Foster employees' professional growth and development.

IV. Land Use

Develop and use policies that ensure proper land use and development compatible with the Cherry Hills Village Mission Statement, and in conformance with the Cherry Hills Village Master Plan.

V. Parks, Trails, Open Space, Natural Resources and Recreation

Protect, maintain, enhance and expand the network created by the park, trail, open space, and stream areas that are a major element in the Cherry Hills Village environment. Continue to provide a recreational reimbursement program for Village residents.

VI. Public Safety

Enhance the quality of life in Cherry Hills Village by working closely with the citizens in the development and delivery of professional police services.

VII. Public Rights-of-Way

Improve the quality and safety of the transportation and drainage system to community standards.

VIII. Traffic

Promote traffic calming through regional planning, public education and traffic mitigation while balancing the needs of Village residents for unobstructed access to their homes.

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IX. Utilities

Encourage the consolidation and coordination of all utility systems to ensure the provision of quality utility services within the Village.

X. Finance

Embrace sound financial policies that continually evaluate the cost and benefit of current and potential services in the City and ensure a balanced budget.

XI. Administration

Improve procedures and programs to provide the most cost-effective and highest quality of public services.

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I. Cherry Hills Village Community

Treat all persons with dignity and respect and respond to requests for information and service in a timely and courteous manner. Endeavor to ensure that the information we provide and act upon is both accurate and relevant. Use common sense, sound procedures, a compassionate spirit and the best information available in working with the Cherry Hills Village community to solve problems and reach fair decisions within legal constraints.

- A. Provide periodic customer service and professional development training for new and existing employees.

II. Village Residents and the Entire Village Community.

Encourage information exchange and dialogue with Village residents, and the entire community, especially during the formulation of Village policy and the implementation of various goals, objectives, or projects.

- A. Communicate in a positive and courteous manner to the greatest extent possible.
- B. Seek greater community participation and dialogue through a wide variety of techniques.
 - 1. Utilize the tools of CIVIC:
 - C - Support the Village Crier.
 - I - Use the City-maintained Internet web site to disseminate information
 - VI - Use the Villager newspaper as an outlet for information to residents.
 - C - Use the Government Access Cable Channel.
 - 2. Make periodic, specific, topic mailings to the citizens of the Village.
 - 3. Foster the Village "Gift Fund" program.
 - 4. Email list-serve.
- C. Encourage and value volunteer participation.
- D. Encourage and foster communication between Cherry Hills Village residents and the City Council and City staff.

III. City Employees

Endeavor to maintain a staff of employees dedicated to implementing this Mission Statement and the associated goals, objectives, and work projects of the community. Foster employees' professional growth and development.

- A. Hold periodic employee recognition events and celebrations.
- B. Remain competitive with both pay and benefits.
- C. Create a standing subcommittee of two members of City Council, the City Manager and Director of Finance and Administration to review compensation matters annually during preparation of the budget for the next fiscal year

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IV. Land Use

Develop and use policies that ensure proper land use and development compatible with the Cherry Hills Village Mission Statement, and in conformance with the Cherry Hills Village Master Plan.

A. Current Planning Division

1. Maintain strict control on growth and land development pursuant to a consistently applied and fair set of expressed principles concerning land use and zoning.
2. Consider zoning code amendments as needed to ensure quality development and to maintain the quality of life of Village residents.
3. Consistently monitor and strictly enforce compliance with zoning and land use regulations.
4. Through community outreach projects and CIVIC communications, continue to provide education of the various zoning regulations to the residents of the community.

B. Long Range Planning Division

1. Update the Village's Master Plan.
2. Closely monitor the planning and development of the larger, undeveloped properties to protect the existing character of the Village and to ensure strict compliance with the Master Plan and Zoning Regulations.
3. Encourage compliance with voluntary air quality regulations.
4. Monitor Centennial Airport issues.
5. Maintain and continue to develop a comprehensive Geographic Information System (GIS).
6. Enhance the quality of the Village's stream corridors, including continued implementation of projects to restore Little Dry Creek.

C. Building Division

1. Through compliance with the City's adopted building codes, ensure the safety of all buildings and structures in the Village through careful review of construction documents and consistent on-site inspections.
2. Provide prompt review of building permit applications and evaluate means of streamlining the building permit review process.

D. Code Enforcement and Construction Compliance

1. Respond to citizen complaints and concerns regarding code violations or construction site issues.
2. Actively patrol the City for violations to the City's Code.
3. Conduct public education through the use of CIVIC concerning code and construction compliance issues.

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V. Parks, Trails, Open Space, Natural Resources and Recreation

Protect, maintain, enhance and expand the network created by the park, trail, open space, and stream areas that are a major element in the Cherry Hills Village environment.

- A. Continue and expand efforts to improve and maintain the Village's park & open space system.
 - 1. Monitor pending subdivision developments to ensure the dedication of land, as set forth in the park and open space Master Plan.
- B. Continue and expand efforts to improve and maintain the Village's trail system.
 - 1. Obtain significant trail connections.
- C. Protect and maintain the streams and water features that currently exist in the Village.
 - 1. Where appropriate, obtain water rights or engage in other actions that could ensure the continuous flow of water in the streams or into water features.
- D. Design and implement a Recreation Reimbursement Program to meet the recreation needs of the community.

VI. Public Safety

Enhance the quality of life in Cherry Hills Village by working closely with the citizens in the development and delivery of professional police services.

- A. Provide for the **safety and security** of the community through crime prevention efforts.
 - 1. Provide proactive uniformed police services to the City on a 24/7 basis throughout the year.
 - 2. Provide timely and appropriate police response to all emergency calls for service,
 - 3. Utilize timely crime analysis information to identify crime patterns and suspects.
 - 4. Inform citizens about crime/disorder problems and steps they can take to prevent becoming victims.
 - 5. Encourage citizen participation in crime prevention activities.
 - 6. Maintain an active House Watch Program.
 - 7. Develop operational plans to work special events that affect the City and its residents.
 - 8. Patrol the City's parks and trails.
- B. Aggressively **investigate criminal activity** that occurs in the City.
 - 1. Provide professional, timely, and thorough processing of crime scenes.
 - 2. Collect and preserve evidence and property.
 - 3. Conduct investigations into criminal activities.

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4. Apprehend and prosecute criminals.
 5. Proactively address juvenile delinquency.
 6. Return property to victims.
- C. Conduct **traffic enforcement operations** within the City with the intent of reducing traffic accidents, aggressive driving behavior and addressing neighborhood complaints.
1. Identify traffic accident locations and direct enforcement activities at those locations.
 2. Address aggressive driving behavior through proactive patrolling techniques by uniformed patrol officers.
 3. Utilize the department's speed detection devices to reduce the incidence of speeding vehicles throughout the City.
 4. Conduct professional investigations of traffic accidents.
 5. Respond to citizen traffic complaints.
- D. Conduct an animal control program
1. Respond to citizen complaints concerning animal violations.
 2. Actively patrol the City for animal violations.
 3. Work closely with Division of Wildlife to address predator issues occurring within the City.
 4. Conduct public education, through the use of CIVIC, on animal issues.

VII. Public Rights-of-Way

Improve the quality and safety of the transportation and drainage system to community standards.

- A. Maintain and improve the safety features of our streets.
1. Review street painting and signage for compliance with applicable MUTCD standards.
- B. Improve the structural quality of the street system.
1. Upgrade streets to meet engineering specifications.
 2. Conduct annual street surface inventory.
 3. Accomplish annual Street Improvement Program
 4. Accomplish regular grading and maintenance efforts on the City's unpaved streets.
- C. Improve the aesthetic and environmental quality of the street system.
1. Develop an inventory of amenities, especially landscaping, along our major streets.
 2. Develop programs based on the amenity inventory to improve the aesthetic qualities of the City rights of way.
 3. Support and manage the Adopt-a-Street and Adopt-a-Trail Programs.

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4. Monitor the requirements of the Federal Clean Air Act and initiate those programs that are necessary to keep the City in conformance with these regulations.
- D. Improve and maintain the City's Storm Water Drainage System
1. Conduct annual inspections of the system.
 2. Perform regular maintenance of the system.
 3. Engineer and construct improvements to the system as necessary.
 4. Monitor the requirements of the EPA's MS4 Permit and initiate those programs that are necessary to keep the City in conformance with those regulations.
- E. Identify and remove encroachments in the City's rights-of-way that interfere with City operations.
1. Establish policies and procedures for the removal of encroachments.
 2. Establish standards for improvements in the right-of-way.
 3. Provide community education on relevant topics to prevent future encroachments.
 4. Provide consistent and fair enforcement of encroachment violations consistent with written policies.

VIII. Traffic

Promote traffic calming through regional planning, public education and traffic mitigation while balancing the needs of Village residents for unobstructed access to their homes.

- A. Conduct traffic counts and analysis as necessary.
- B. Encourage use of public transportation.
 1. Provide bus benches or shelters where appropriate.
- C. Implement and update as necessary the traffic management plan developed by the City Council and Planning and Zoning Commission.
- D. Develop consistent and fair expressed policies and procedures for responding to local traffic calming issues.
- E. Engage in ongoing discussions with CDOT and DRCOG regarding traffic patterns on state highways.

IX. Utilities

Encourage the consolidation and coordination of all utility systems to ensure the provision of quality utility services within the Village.

- A. Consolidate water and sewer services in the Village.
 1. Obtain or establish a program for the maintenance, repair and replacement of all sewer lines in the Village.

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2. Continue to encourage the consolidation of existing water and sewer districts into one of the City's umbrella agreements, where feasible.
3. Establish a program to administer the newly consolidated districts and agreements.
4. Establish programs to collect the monthly administrative service fees.
5. Create a utility enterprise fund to ensure that this program is adequately funded and self-sufficient.
6. Create a Utility Board to serve as an advisory board to City Council.
7. Investigate the viability of establishing a stormwater utility program.

B. Continue to underground existing overhead utilities utilizing Xcel Energy Company's electric undergrounding program. Projects can be given a higher priority when supplemented by matching funds from adjacent property owners. Requests for inclusion in this funding program must meet the following criteria:

1. The project must be supported by all affected adjacent property owners through submission of a petition.
2. Matching funds must be paid to the City at the beginning of the project, and will include, but are not limited to, costs of actual construction, easement acquisition, engineering, legal and administrative costs.

X. Finance

Embrace sound financial policies that continually evaluate the cost and benefit of current and potential services in the City and that ensure a balanced budget.

- A. Develop annual and long-range financial plans to analyze available revenues and projected expenditures.
 1. Prepare annual budget.
 2. Annually prepare and monitor five-year financial projections.
- B. Consider other revenue sources as needed to support desired municipal service levels and community amenities.
- C. Maintain the risk management program.
 1. Review City insurance coverages every year.
 2. Maintain organizational loss control programs.
 3. Participate in CIRSA and use their resources to the best advantage of the City.
- D. Conduct in-depth budget analysis, including periodic use of zero-based budgeting and conduct biennial evaluation of department budgets by line item.

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XII. Administration

Improve procedures and programs to provide the most cost-effective and highest quality of public services.

- A. Monitor and regularly review all employee programs to ensure that up-to-date salaries, fringe benefits, rules, regulations and working conditions are maintained.
 - 1. Review health insurance programs every year.
 - 2. Continue to maintain the existing Village Center buildings and property as well as evaluate the need for a new or remodeled Village Center.

- B. Review and revise staff programs to achieve greater efficiency.
 - 1. Maintain the Administrative Manuals, the Public Works Manual and the Police Policies & Procedures Manual.
 - 2. Periodically review each continuing contract in which the City participates.