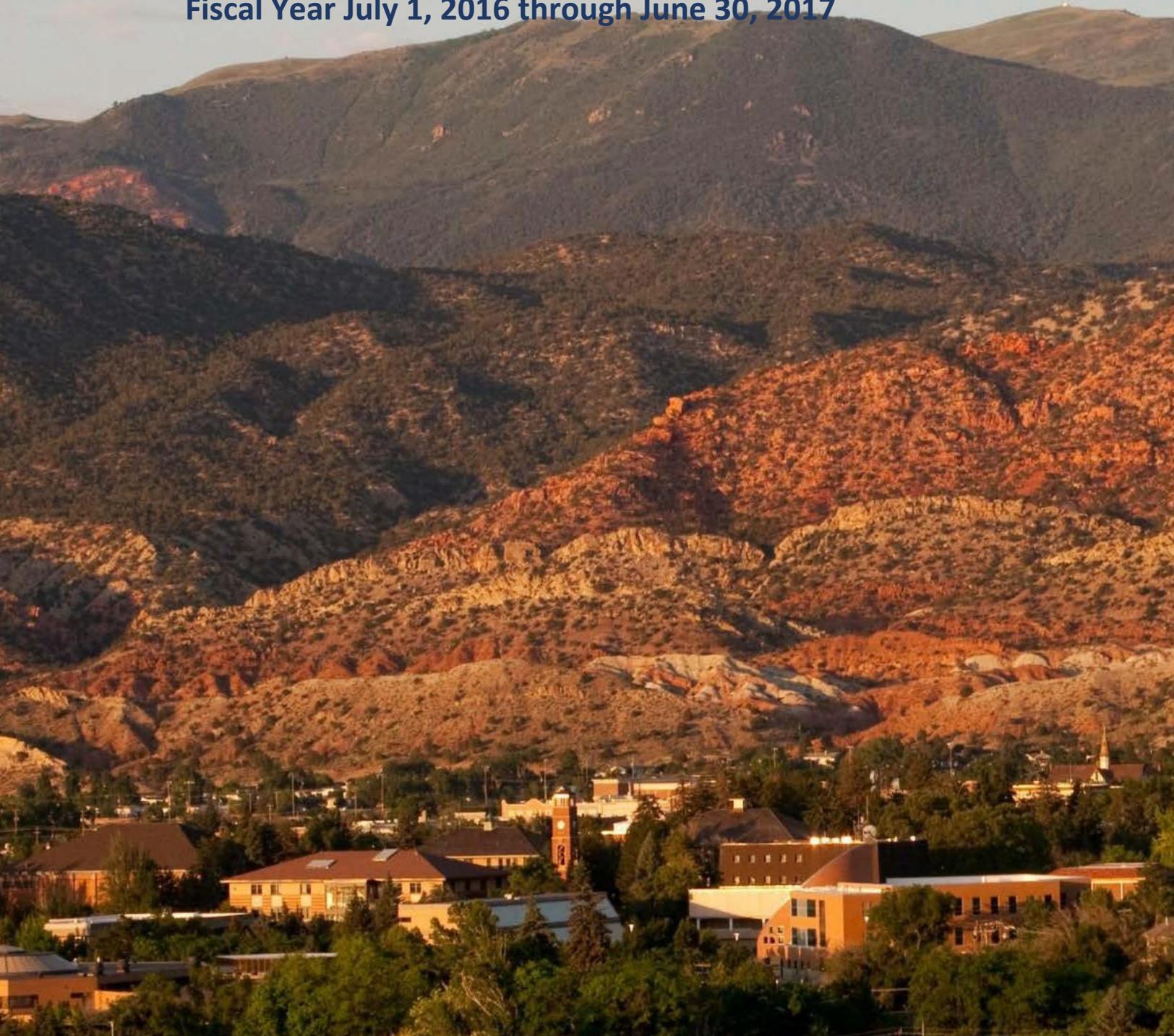


Utah

Cedar City

Annual Budget

Fiscal Year July 1, 2016 through June 30, 2017



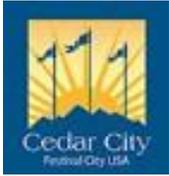


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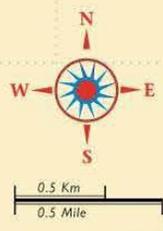
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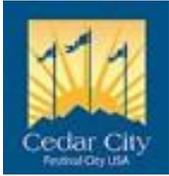
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Bridle Path West

Iron Horse Road
Pine St
Park Avenue (675 W)
Bridle Path West
Bridle Path West





Elected Officials and City Staff



Maile Wilson
Mayor



Ron Adams
Council Member



Terri Hartley
Council Member



Paul Cozzens
Council Member



Craig Isom
Council Member



Fred Rowley
Council Member

Administration

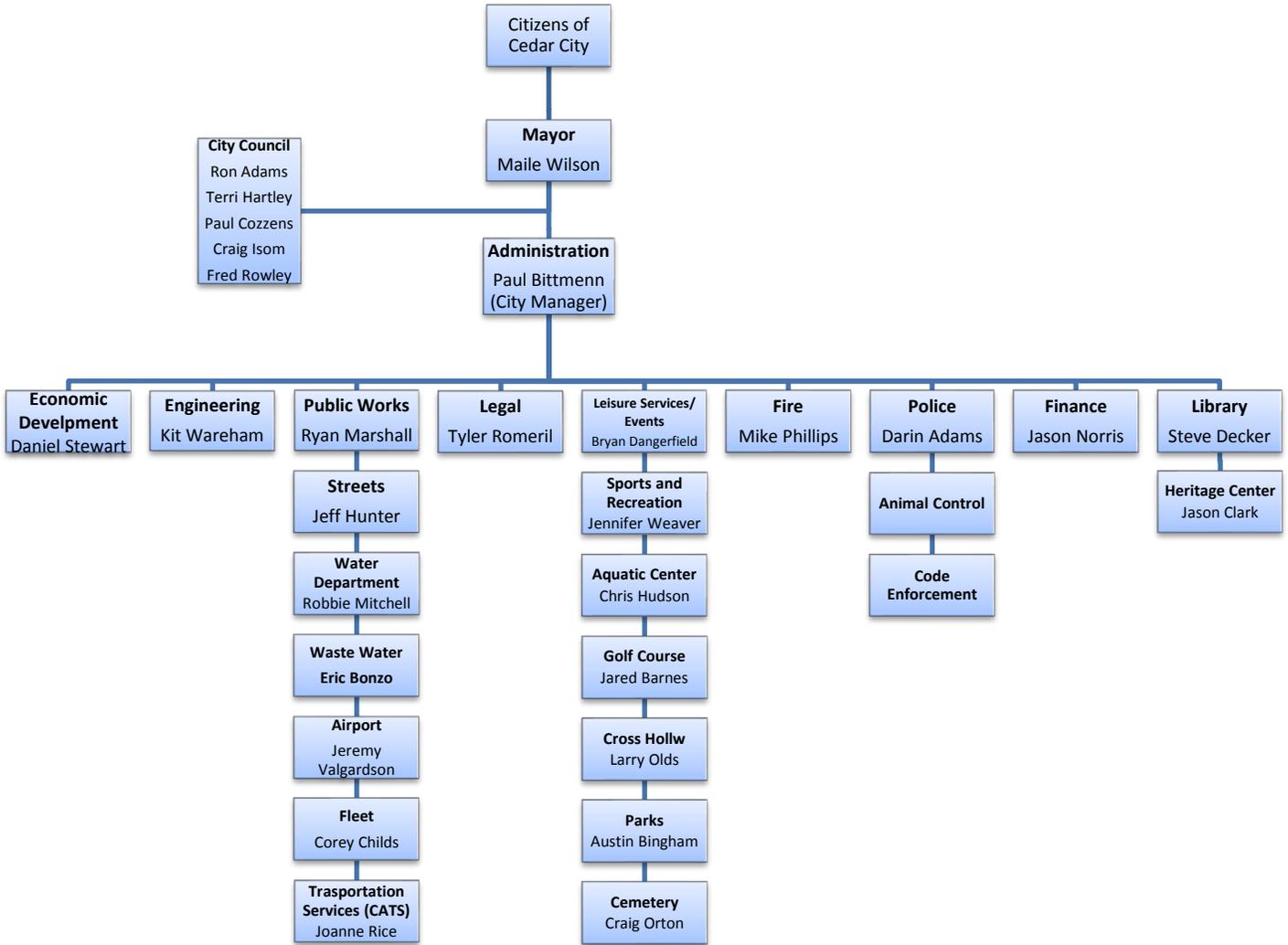
City Manager	Paul Bittmenn
City Treasurer.....	Wendy Bonzo
City Recorder.....	Renon Savage

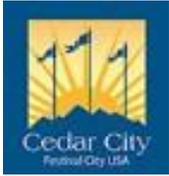
Department Heads

Administration.....	Paul Bittmenn	Library.....	Steve Decker
Finance.....	Jason Norris	Legal.....	Tyler Romeril
Economic Development.....	Daniel Stewart	Leisure Services/Events.....	Bryan Dangerfield
Engineering.....	Kit Wareham	Police.....	Darin Adams
Fire.....	Mike Phillips	Public Works.....	Ryan Marshall



Cedar City Organizational Chart





Cedar City Strategic Plan

Mission

Cedar City is dedicated to building on its rich heritage by being responsible stewards of community assets. The City staff and elected officials will provide innovative, reliable, efficient, transparent, and courteous services as we fulfill our responsibilities with dignity and respect to our citizens, neighbors, and visitors.

Vision

Cedar City will be known for its safe, friendly atmosphere, educational and cultural opportunities, sustainable and strong neighborhoods, and economic opportunities allowing individuals, families, and businesses to prosper.

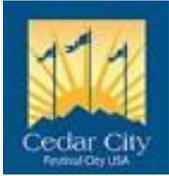
Values

- **Respect:** We acknowledge the diverse contributions and needs of all members of our community.
- **Stewardship:** We prudently and efficiently manage financial and human resources, while promoting a safe, sustainable environment.
- **Integrity:** We foster the highest ethical standards in our decisions and actions.
- **Innovation:** We seek improved methods for providing desired services now and in the future.
- **Family:** We design and provide services and facilities that enhance a safe, family-friendly atmosphere.
- **Volunteerism:** We foster an active, service-oriented spirit where our residents can generously give of their time, talents, and resources for the betterment of our community.
- **Safety:** We actively work to ensure a safe environment for our residents to live and work.
- **Accessible:** We seek to be available, respectful, and courteous to our residents, while providing consistent and up-to-date information from our City officials.

Strategic Goals

Encourage Wise Economic Growth

- Continue to actively recruit businesses and clean industry that add to the economic well-being of our residents and are conducive to sustaining our quality of life.
- Support current businesses while further promoting a business-friendly community.
- Build on partnerships between the City, businesses, industries, religious organizations and educational institutions.
- Further expand support services and online information for relocation and conducting business in Cedar City.
- Continue to enhance, market, and promote our community and the numerous cultural, tourism, festival, educational, and event opportunities that we offer.



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Enhance Citizens' Quality Life

- Encourage City-wide beautification and personal accountability in neighborhoods and business areas.
- Continue developing and promoting educational, recreational, cultural, and artistic endeavors for residents and visitors.
- Review and revise the City's Emergency Response Plan.
- Encourage public/private/religious partnerships for community services.
- Promote sustainable practices to maintain valued resources.
- Improve transparency, accountability, and communication between the City officials, staff and our citizens.
- Continue to provide quality public-safety services that are responsive to community needs.

Improve Public Infrastructure

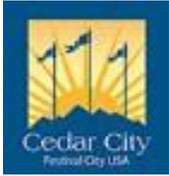
- Continue to follow our infrastructure master plans and infrastructure maintenance programs while utilizing sound planning tools and conservative financial budgeting.
- Explore alternative methods for providing the best public infrastructure, including using a "concentric growth" pattern, being more pedestrian friendly, and ADA accessible.
- Seek methods to stabilize the local water aquifer including, but not limited to, water conservation, surface water storage, and additional water resource development.
- Effectively use City development plans and codes.
- Develop long-term facilities and vehicle fleet maintenance programs.
- Review and revise all City infrastructure/facilities master plans as necessary.
- Encourage development of competitive broadband options from multiple private providers at affordable price points to the benefit of both residents and businesses.

Ensure Financial Security

- Maintain a healthy bond rating and prudent debt levels.
- Strengthen the business community to enhance sales tax revenue while exploring other revenue sources.
- Maintain a City service rate structure that reflects efficient operations, replacement needs, and future expansion.
- Explore additional methods to provide a more efficient Cedar City service delivery system.
- Continue prudent financial budgeting practices.
- Establish a long term maintenance and replacement schedule of Cedar City Corporation assets.
- Follow practice of only building facilities that our community can financially sustain.

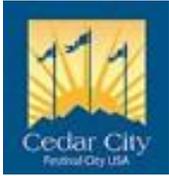
Foster Community Engagement

- Continue to provide and expand programs which involve and integrate public safety officials into our community.
- Further promote the numerous volunteer opportunities available in our community as a way to provide additional services to our residents.



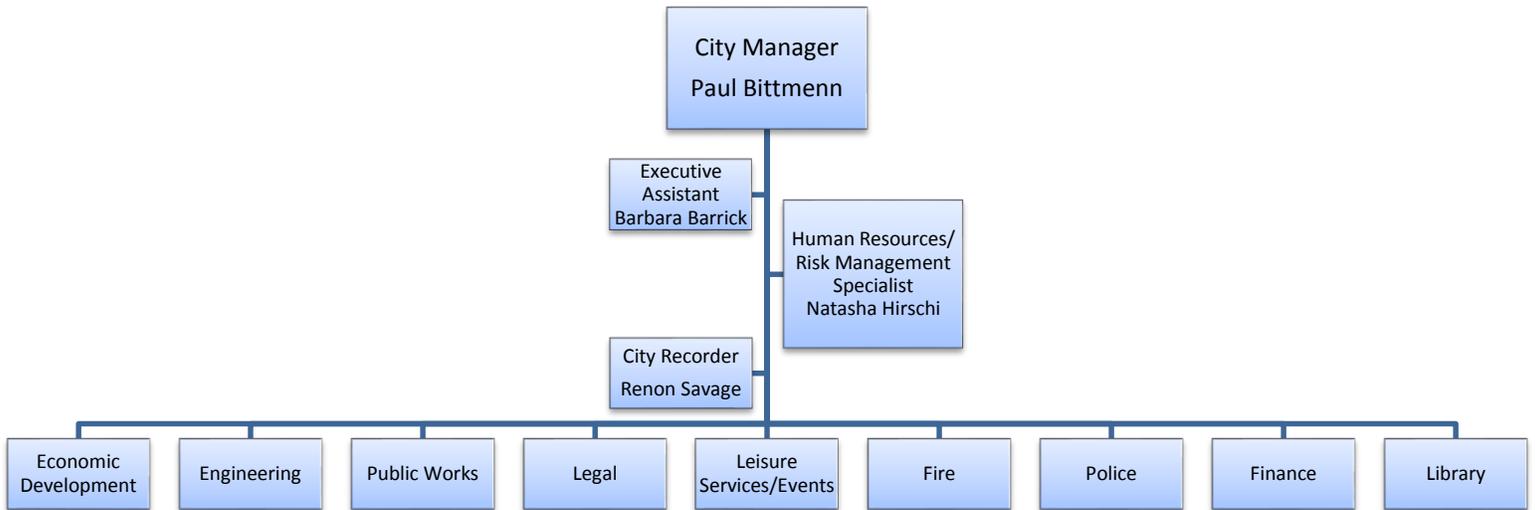
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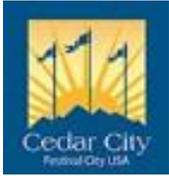
- Enhance and foster the public/private relationship in our community for better communication and service delivery.
- Maintain code compliance efforts by educating our residents and property owners to take personal responsibility in their neighborhoods and businesses.



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Administration





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Mission Statement

Under the direction of the City Council, assist city departments with providing a level of service desired by the community in a financially responsible manner. Provide courteous and responsive information to all inquiries. Ensure that all financial transactions are made according to acceptable financial practices.

Department Overview

The City's Administrative department consists of the Mayor, City Manager, Executive Assistant, Recorder, and Human Resources. The Mayor and five City Council members are the elected officials of the City. Every two years, three of the six positions are up for election. The Mayor and City Council are responsible for setting policy for the City in relation to the operations and services provided to the community. The City Manager is responsible to work with City Departments in carrying out the policy direction provided by the Council.

The Mayor, with the City Manager and Finance Director, prepares the annual budget for the City and present a proposed budget for City Council review and eventual adoption. The Annual Budget is the means by which City Departments deliver municipal services to the community residents and visitors.

The Mayor, City Council and management staff meet regularly (weekly) in City Council meetings to discuss and decide policy issues, ordinances and land use decisions for the community. The weekly Council meeting agenda is posted on the Cedar City website. These meetings are open to the public, who are encouraged to attend.

Fiscal Year 2015 - 2016 Accomplishments

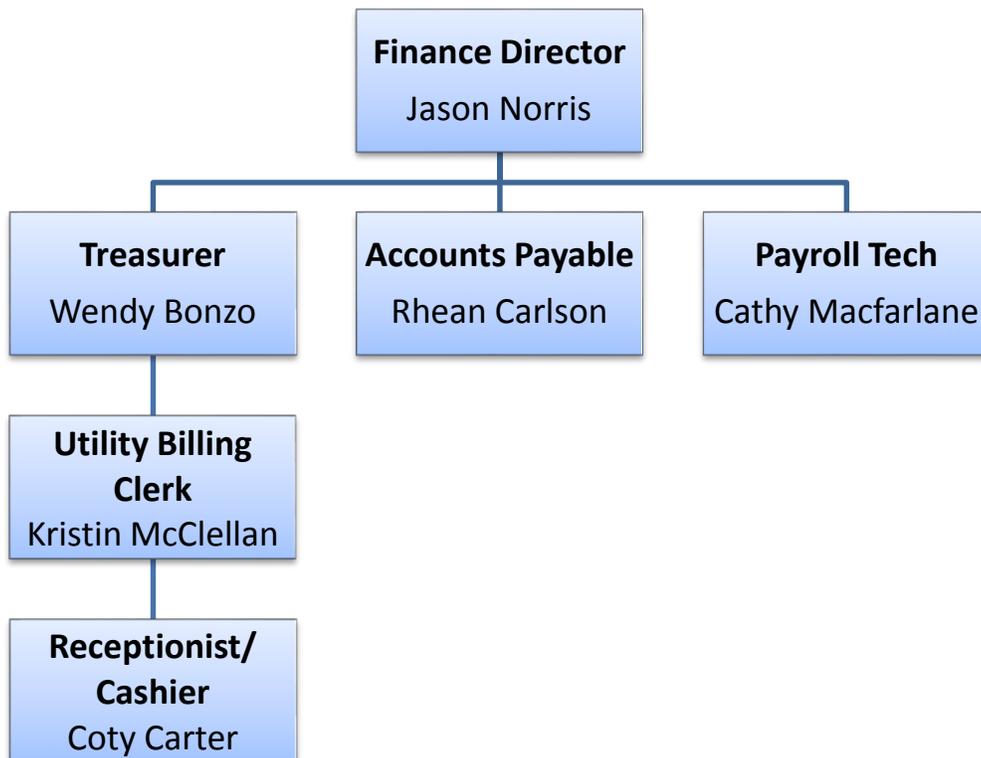
- Implementation of compensation study recommendations.
- Encouraged public participation in weekly City Council meetings.
- Promoted positive customer relations.
- Evaluation of Citywide services.

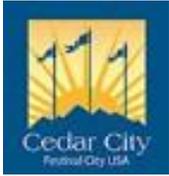
Goals for Fiscal Year 2016–2017

- Work with the elected officials and individual departments to facilitate the successful completion of City goals and departmental duties.
Foster cooperation among the City's departments to better utilize scarce resources.
- Foster positive relationships with sister governmental entities such as Iron County, the Iron County School District, and Southern Utah University.
- Promote a workplace culture that places a high value on the services we provide to the public and the positive manner in which the service is provided.
- Collaborate with private and public partners to encourage positive growth of the community in a fiscally responsible manner.



Finance





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Department Overview

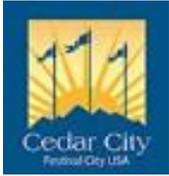
The Finance Office supports City departments in their financial management, budgeting, and procurement responsibilities. The Finance Director prepares monthly and annual financial reports for the Mayor and City Council, and City departments. This includes oversight of the annual audit and preparation of the Comprehensive Annual Financial Report submitted to the Utah State Auditor's office. The Finance Director also administers the preparation of the City's annual budget and submits it to the Mayor and City Council for recommendations and approval. The City Treasurer oversees the collection, deposit, investment, and disbursement of all City funds. The Finance Office includes Accounts Payable, Payroll, and Utility Billing.

Fiscal Year 2015 - 2016 Accomplishments

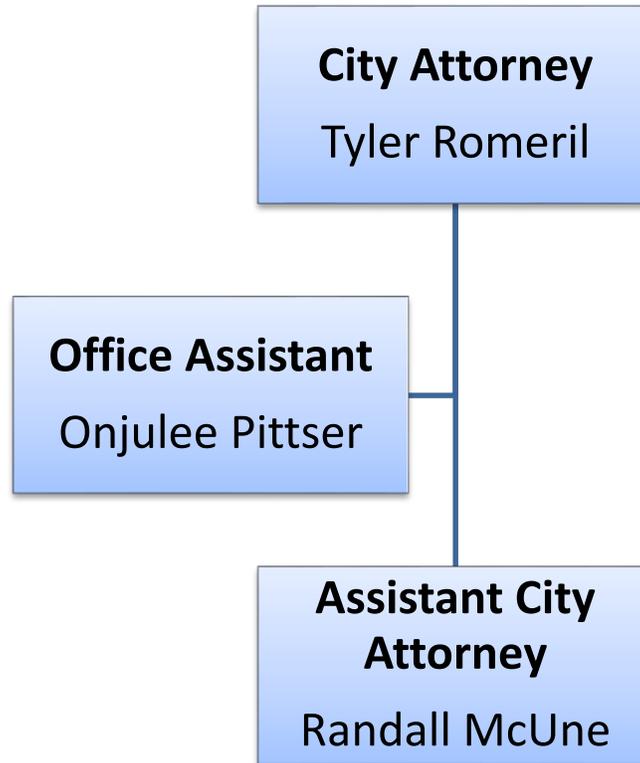
- Assisted in employee compensation analysis and budgetary implementation
- Assisted in developing RDA lease & debt agreements and capital facility addition
- Adjusted operational methods to meet best financial practices and City service needs

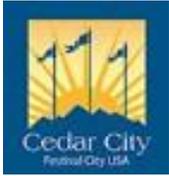
Goals for Fiscal Year 2016–2017

- Develop an SID collection strategy
- Implement new Caselle software
- Continue to provide a high level of customer service
- Continue to assist departments in achieving their financial goals



Legal





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Mission Statement

The mission of the Legal Department is to provide excellent and ethical legal advice, effective legal representation, and other quality legal services for the Mayor, City Council, City officers, City boards, and City employees in order that they may lawfully attain the City Council's goals and other department program outcomes without undue risk to the City.

Department Overview

The Legal Department was created by the Cedar City Council in Fiscal Year 2010 – 2011. All three members of the Legal Department are full time employees. There are very few functions the Legal Department facilitates that do not require coordination with the public, Mayor and City Council, City Management, or members of the City's varied departments. The Cedar City Legal Department is very much a department dedicated to serving the needs of the elected officials, appointed officials, and the various City departments.

The Legal Department and support staff are involved in both civil and criminal legal work. The prosecution services include discussions with crime victims, attorneys, and individual defendants; attempts to resolve matters so that people are accountable for their actions, victims are protected, restitution is paid, and rehabilitative services are offered; consultation with the police and animal control officers; screening of possible criminal charges; general litigation and trial services; and prosecution of appeals. This section of the Legal Department also provides support for the Recorder's licensing efforts by prosecuting those businesses that are in violation of the City's business license provisions.

The civil side of the Legal Department covers a wide range of issues including finance and budget; free speech issues; employment law; civil litigation; writing, negotiating, and reviewing contracts; land use and development; eminent domain; impact fees; coordination with the City's insurance providers; claims negotiations and settlement; compliance with City policy; open and public meetings; ethics and elections; licensing; government relations; environmental; writing ordinances and resolutions; and administering the City's Recreational Arts and Parks (RAP) tax program.

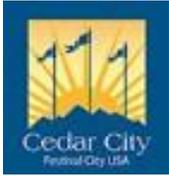
The Legal Department is also heavily involved in Risk Management functions which include: facilitating the City's accident review process, coordinating with the City's liability insurance provider (URMMA), and facilitating implementation of URMMA Risk Management requirements.

Fiscal Year 2015 - 2016 Accomplishments

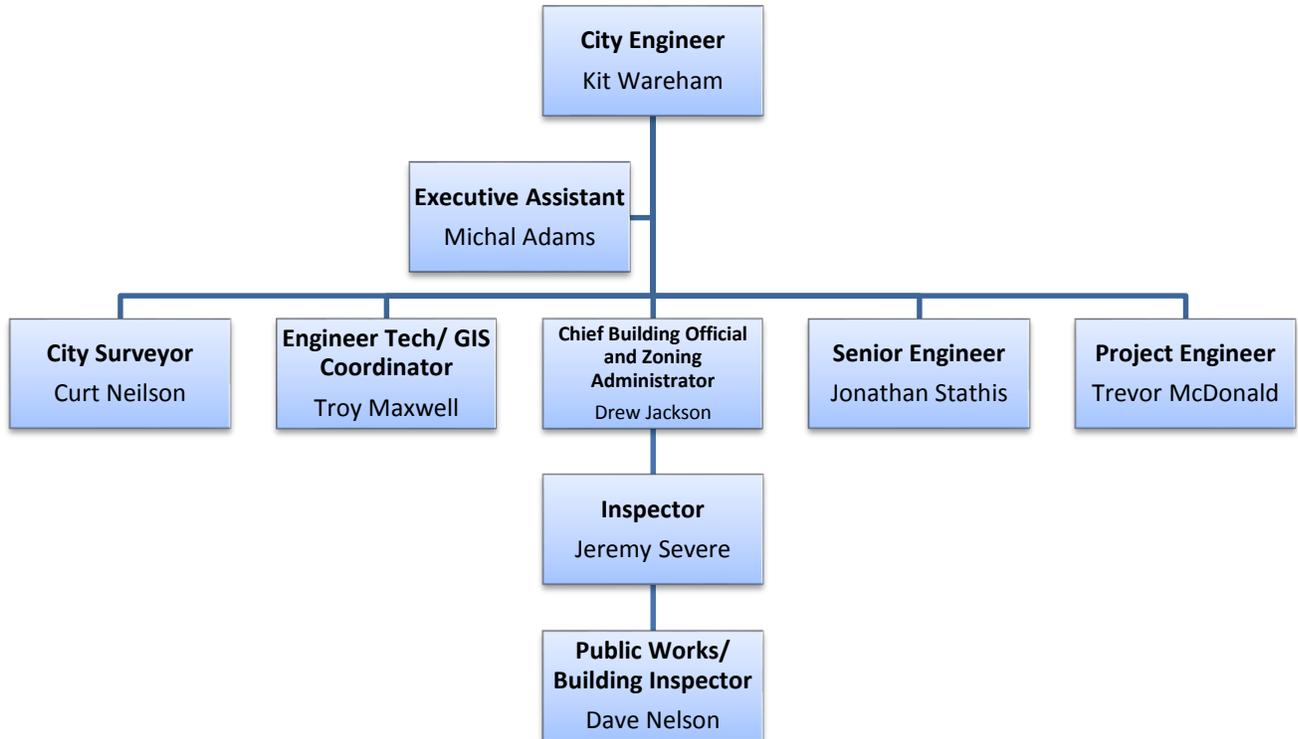
The Legal Department is a service providing entity to the rest of the City's operations. It is difficult to list accomplishments in terms of a list of items acquired or problems resolved during a given fiscal year. During Fiscal Year 2015-2016 the Legal Department has provided the necessary support services to the City's various Cedar City operations to allow the City to grow, move forward, and provide services to its citizens.

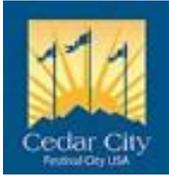
Goals for Fiscal Year 2016–2017

The Legal Department is a service providing entity to the rest of the City's operations. It is difficult to list goals in terms of a list of items acquired or problems resolved during a given fiscal year. However, the goals of the Legal Department are to provide objective, timely, quality services and legal advice and advocacy in support of the City's policy goals and to ensure that the official actions of the City, its elected officials, boards, and employees comply with the law.



Engineering Services





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Mission Statement

Provide Engineering Services which:

- Result in high quality public improvements and protect future tax dollars,
- Are effective, efficient, economical and timely for the public
- Fulfill the direction and intent of City elected and appointed officials and City Ordinances,
- Fulfill the needs of the community.

Department Overview

The Engineering Department performs all engineering services for City capital projects and approves designs for developer projects that have City improvements. Some of those that came through the process this past fiscal year are;

- Coal Creek Flood Control Phase III
- Coal Creek Road Reconstruction Phase I
- Quichapa Well Number 1 Design and Construction
- Eagle Ridge 16" Waterline
- 4500 West Sewer Line Interconnection
- WWTP Administration/ Lab Building Addition
- Fleet Services Maintenance Building Completion
- Cemetery Office Building
- Street Light LED Conversion
- Numerous developer subdivision, PUDs and other developments

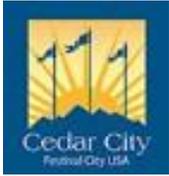
The Engineering Department also;

- Oversees all City Planning Functions
- Maintains and provides City maps and City Engineering Standards and checklists
- Provides as-built information on City utilities and buildings
- Provides Engineer support for and City departments and the Planning Commission and City Council.
- Administer and oversees the project review committee meetings
- Administer and oversees the Planning Commission meetings
- Issues Address from citizens

Fiscal Year 2015 - 2016 Accomplishments

Some major projects completed this past fiscal year include:

- Completed WWTP Nitrate Mitigation – Plant Expansion project (began 2013 and will be completed 2015) (for the Wastewater Division)
- Completed the Cross Hollow Road Detention Basin Storm Drain Project
- Completed 600 South Storm Drain Project

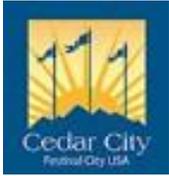


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- Completed the Piaute Drive Road Construction Project
- 200 West waterline project
- Cedar Canyon Tank Replacement Project
- 2015 Water Report
- Waste Water Treatment Plant Drying Bed Asphalt Project

Goals for Fiscal Year 2016–2017

- Keep the department organized with the proper amount of personnel, equipment, documentation and automation to effectively serve the public.
- Oversee all City infrastructure improvements insuring conformance to City Engineering Standards and the highest quality product.
- Provide the engineering support to other City Departments to facilitate the accomplishment of their annual goals in regards to capital improvements.
- Continue with the implementation of the Geographic Information System (GIS).
- Control contractor initiated change orders on all capital projects to less than 3% of project construction bid amounts.
- Design, bid and construct all capital projects assigned to the department in the fiscal year budget.
- Timely and complete Engineering Department response and support to the Citizens, Mayor, City Council and all other City Departments and City Commissions.



Economic Development

**Economic Development
Director**

Danny Stewart

**Economic Development
Coordinator**

Cameron Christensen



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Mission Statement

The Office of Economic Development is committed to economic development in Cedar City and in unincorporated Iron County. The mandate for this office is to provide rich business resources for the creation, growth and recruitment of companies to Iron County and Cedar City while focusing on community strengths, resources and environment.

Department Overview

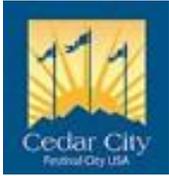
The Cedar City - Iron County Office of Economic Development was created in 1988 to provide business resources for the creation, growth and recruitment of companies to Iron County and Cedar City, focusing on the community's strengths, resources and environment. The Office of Economic Development focuses its efforts primarily on four business clusters, including; Manufacturing/Light Industrial and Distribution, Renewable Energy, Small Business Development (High Tech), and Tourism. These four industry targets were chosen for the city and county's unique competitive advantages in these areas. These clusters offer opportunities for local businesses to expand and for new businesses looking for access to the Western United States.

The Office of Economic Development is charged with the following responsibilities:

- Fostering cooperation, communication and coordination of local, county and area leaders.
- Recruiting quality businesses that provide higher wages and benefits to employees.
- Improving employment opportunities through retention and expansion of existing businesses.
- Conducting marketing research and preparing essential information regarding Iron County and Cedar City.
- Providing comprehensive marketing information to increase tourism, and
- Maintaining and improving the infrastructure of Iron County to accommodate business and tourism growth.

Fiscal Year 2015 - 2016 Accomplishments

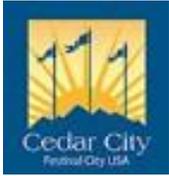
- Completed local tax incentive financing programs for several utility-scale solar power projects.
- Helped secure Utah incentives from the Governor's Office of Economic Development for the expansion and retention of local company Decorworx, which will renovate a historic building in Cedar City, creating 160 new jobs.
- Attended International Council of Shopping Centers convention in Las Vegas to promote Cedar City and Iron County as a growing retail location.
- Helped establish IQ Utah – an education based program in Iron County Schools to promote creativity, teamwork and problem solving skills for business application.
- Completed renovation of Cedar City billboard near the Cedar City south I-15 interchange.
- Worked closely with Cedar City Area Chamber of Commerce to promote business in Cedar City, including partnership with the Chamber on the annual Economic Summit.
- Both Danny and Cameron completed economic development training courses.
- Completed the Main Street Pole Banner project.
- Worked extensively with the Utah Governor's Office of Economic Development, Economic Development Corporation of Utah, the Utah Alliance for Economic Development, and Port 15 Utah to promote business growth in Cedar City and Iron County.
- Established the Historic Downtown Economic Committee.
- Received the Chamber of Commerce C.E.O Award and World Trade Center Utah's "Champion for International Business" Award.



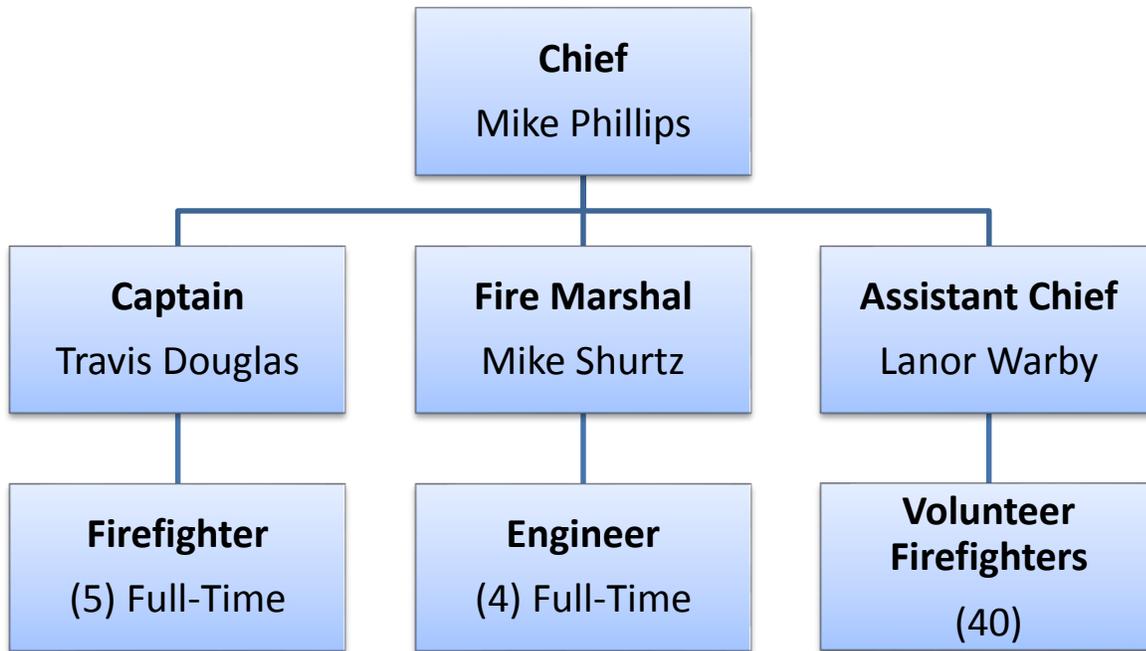
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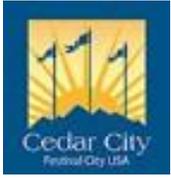
Goals for Fiscal Year 2016–2017

- Continue progress on utility-scale solar projects.
- Direct the creation of a Community Reinvestment Area in the Coal Creek Industrial area of Cedar City, including local incentives for Decorworx’s expansion on Main Street.
- Designate an Enterprise Zone and a Recycling Market Development Zone in Iron County to help incentivize businesses that expand or locate here.
- Continue work to bring Iron Mines west of town back into operation.
- Complete renovation of the Cedar City billboard located near the North Cedar City I-15 interchange.
- Work closely with EDCUtah and GOED to better promote Cedar City, Iron County, and Southwest Utah.
- Work in coordination with Historic Downtown Economic Committee, Iron County Tourism, Southern University, Southwest Applied Technology College, Utah Department of Workforce Services, the Cedar City Chamber of Commerce and other organizations and entities in a focused effort to increase business in Cedar City.
- Coordinate efforts with between Cedar City, the Chamber of Commerce, and Tourism to establish a wayfinding sign program, a plan for a downtown plaza, and plans for our 200 North corridor.
- Work closely with the Southern Utah Manufacturing Association, the Chamber of Commerce, and the Business Resource Center to establish a Business Expansion and Retention Plan.
- Continue to improve Cedar City's online presence, including the city's website, social media, and on other sites, such as EDCUtah, etc.
- Continue to improve printed materials and other promotional materials to better brand the city and demonstrate our reputation as a business-friendly community.
- Continually work to make Cedar City relevant and important in regional media. Increase brand awareness.



Fire Department





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Mission Statement

To serve and protect the citizens of Cedar City/Iron County from loss of life and property due to fire and other natural and man-made disasters. We strive to provide emergency services that are responsive to the needs of our community, and to provide fire prevention and education activities to the citizens of Cedar City and Iron County.

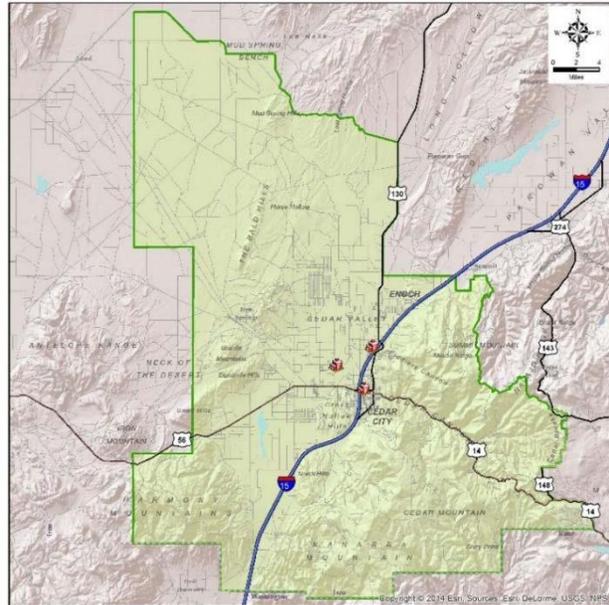
Department Overview

The Cedar City Fire Department (CCFD) exists to protect the residents and visitors of Cedar City/Iron County from the adverse effects of fire, injury, or hazardous conditions through safe, professional quality service with dedication and pride. The CCFD protects 504 square miles of Iron County as the primary response area which encompasses approximately 85% of the county's population and the rest of the county is in the secondary response area. Because of the area served it is not uncommon for an apparatus to travel 20 to 30 minutes to get to an incident and in bad weather the time traveled increases exponentially.

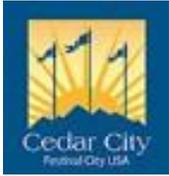
The CCFD is the largest fire department in Iron County, currently with 3 fire stations and 45 personnel (40 Volunteers and 12 Fulltime staff). These three stations house 7.9 million dollars in rolling stock and the buildings themselves are worth 5 million dollars all together. The Main Station located at 291 North 800 West, is staffed 24/7/365 with a minimum of four personnel. This staffing is accomplished with three fulltime firefighters working 24 hour rotating shifts, and the Captain and/or Fire Marshall working a day shift. In order to maintain the four personnel staffing, during the nights (10

hours), weekdays and holidays (24 hours), a volunteer firefighter fills the shift. Station 2 is located at 2580 Commerce Center Drive and is staffed with volunteer firefighters and fulltime staff on call back. Station 3 is the airport fire station located at 3013 West 1600 North and is staffed with a fulltime firefighter for every SkyWest flight, and any commercial flight with 31 or more passengers—per FAA requirements. The department provides services to the Cedar City Regional Airport, which is a municipal airport that has seen a significant increase in flights and growth. The airport is also an alternate landing and emergency landing site for Salt Lake City, Las Vegas, Denver, Los Angeles, Nellis Air Force Base and Hill Field Air Force Base. The Bureau of Land Management Interagency Fire Center is also located at the airport, and serves the four surrounding states. For all other emergency calls, the station is staffed with volunteer firefighters and fulltime staff on call back.

Response Area



Pay Location	Pay Percentage of Annual Budget
Cedar City	67.50%
Iron County	25%
Enoch City	6.80%
Kanarrville	0.70%



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Station #1



Station #2



Station #3



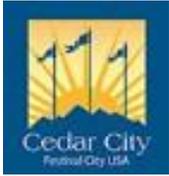
By formal mutual aid agreement, CCFD serves as a first line mutual aid to the other 8 remaining small cities/towns in the Iron County area and the department also responds to the city of New Harmony which is in Washington County. When the CCFD provides mutual aid or is responding to incidents in the county the department is stripped of equipment and personnel which in turn affects the response time within Cedar City.

The CCFD is a combination paid/volunteer fire department with 77 percent of the staff being volunteers. These volunteers save the city millions of dollars in wages, reduced fire losses and reduced insurance costs. This is evident by the departments' ISO Class 4 rating. Being a combination fire department, these firefighters dedicate many uncompensated hours in training, state certification, and in various forms of public service. 7133 hours were spent in training last year. The training program of the CCFD has a well-known reputation for high quality training rivaling that of any department in the state including any of the fulltime fire departments on the Wasatch Front. The CCFD is ready to handle any life threatening emergency that comes our way. The training motto is "Train hard, work hard, for the incident we hope never happens". The CCFD personnel holds 454 individual certifications (average of more than 8 certifications per firefighter) with a diverse range in all professions of the fire service including;

- Firefighter I & II
- Haz-Mat Operations and Technicians
- Wildland Firefighter I & II
- Apparatus Driver Operator Aerial & Pumper
- Fire Officer I & II
- Airport Rescue Firefighting
- Instructor I & II
- Rescue Technician (ropes, confined space, swift water, heavy machinery)
- Inspector, Fire Investigator and Public Information Officer

The CCFD provides the following emergency services;

- Structural fire suppression
- Rescue services (extrication, heavy rescue, confined space, swift water, rope rescue, and trench rescue)
- Airport Rescue Firefighting (ARFF)
- Hazardous-Materials
- Wildland fire suppression
- The CCFD does not provide EMS services, but works in conjunction with the Gold Cross Service whenever dispatched.



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The CCFD operates 5 engines, 2 aerial trucks, 1 ARFF unit, 1 light rescue, 1 heavy rescue, 5 brush trucks, a 1500 rapid intervention vehicle and a 4000 gallon water tender. We also possess several specialized response trailers which include equipment for confined space, trench, haz-mat, spill containment, 400 gallon fuel trailer, and a portable breathing air compressor.



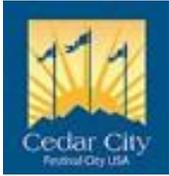
In addition to providing emergency services to the community, the Cedar City Fire Department has a world class fire prevention program which strives to reduce the loss to life and property through public education.

In a recent one-hundred page applied research paper on the “Evaluation of the Cedar City Fire Department’s fire prevention and life safety house program” the data showed the Life Safety House (LSH) program has made a significant impact on the number of juvenile set fires. In the late 70’s through the late 80’s the upward trend of juvenile set fires reached a pinnacle in 1988 when 18% of the fires in the community were started by juveniles. In 1999 the CCFD started the Life Safety House prevention program, which has been running ever since. The research showed this program has played a major role in reducing these juvenile set fires to a level of less than 1% of all of the incidents caused by this age group. In 2012 these fire accounted for .61% of the call volume. A copy of the full research paper can be found at:



http://netc.worldcat.org/title/evaluation-of-the-cedar-city-fire-departments-fire-prevention-and-life-safety-house-program/oclc/828688028&referer=brief_results

The Cedar City/Iron County Fire Department currently has an ISO class 4 rating; which puts Cedar City in the top 12% of fire departments in Utah and in the top 15% of the nation. What does an ISO Class 4 Rating mean to Cedar City? Shorter response times to all types of emergencies, which in turn means, lives are saved and property is protected. Faster fire suppression reduces fire losses and faster recovery; residential and commercial insurance savings that can then be spent in the local economy and not sent to the insurance corporate offices.



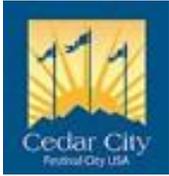
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As you examine the 2000 and 2012 ISO audits on the last page you notice that the fire department; which is responsible for 50 of the 100 points possible in the audit, is the weak link—leaving almost half of the total fire department points on the table. We recognize these shortcomings and are working on improving this portion of the rating. The area with the most improvement needed are in staffing of the department where the CCFD lost 10.8 points and in the credit received for training where the CCFD lost 5.76 points, even though the department spent thousands of man hours in training. We're pointing out this issue as we are scheduled to be audited again in 2017 and there is a lot of room for improvement mostly on the part of the fire department. If the CCFD loses more than three points in the next audit, the city will lose the ISO class 4 rating.

ISO collects and evaluates information from communities across the nation on their structure fire suppression capabilities. A community's rating depends on;

- The needed fire flow
- The ability of receiving and handling fire alarms
- The fire department rating which is based on;
 - Equipment
 - Staffing
 - Training
 - Geographic distribution of fire companies
 - The available water supply.

A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Insurance companies then use the ISO rating given to a community to establish premiums for homeowners and commercial fire insurance.



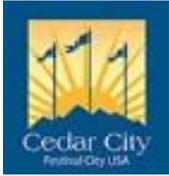
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Fiscal Year 2015 - 2016 Accomplishments

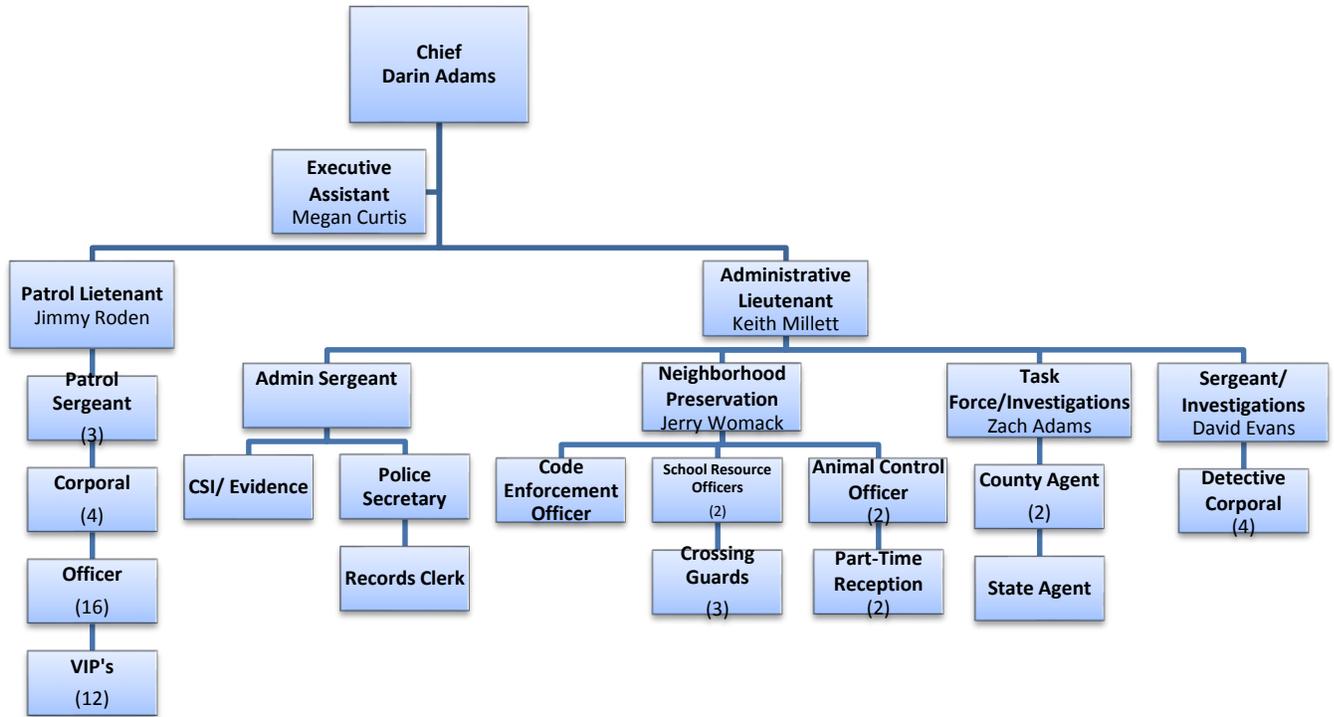
- Accident free year
- Reduced the out the door response time by 90%, by changing how the department staffs apparatus
- Instituted a flat-rate pay for volunteers; which is a pay-for-performance program.
- Built a new 1500 Gallon tender from a military surplus five-ton truck
- A Deployment Trailer and Contents were put together allowing the CCFD to deploy outside of our normal response area or for a local emergency.
- Enhanced our spill containment ability by creating a Spill Containment Specialty Trailer that was put together using the tandem axle trailer acquired during a previous hazardous materials grant.
- Our trench rescue capabilities have been dramatically strengthened via a Trench Rescue Trailer that was completed as a result of a Department of Homeland Security Grant.
- Strengthened our heavy Rescue capabilities via Struts and shoring equipment that will enhance our ability to safely perform rescues in cases such as building collapse.
- Acquired a 500 Gallon Fuel Trailer that holds 250 gallons Gasoline & 250 gallons Diesel.
- The Fire Department created a Facebook page for public outreach.

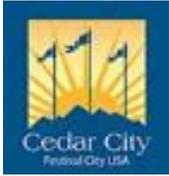
Goals for Fiscal Year 2016 -2017

- Build a culture of safety first in a risky work environment—with a goal of zero accidents.
- Implement a comprehensive cancer prevention program and seek ways to reduce exposures to carcinogens.
- Continue to find ways to reduce response times.
- Take the lead in creating a citywide policy allowing departments to leverage assets to create revenue. This revenue would then be reinvested back into the department.
- Implement the requirements of the catastrophic wildfire policy; engaging the MOU with the State of Utah to create revenue by using equipment and personnel to fight fires outside our response area.
- Maintain the communities ISO class 4 rating and strive to improve the rating to a Class 3
- Develop a fitness and wellness program
- The Fire Department will prevent the loss of life, injury, and property loss through a comprehensive fire prevention program addressing the three E's (Education, Engineering, and Enforcement).
- Put a greater emphasis on prevention than suppression.
- The fire department will prepare for, and respond to natural and manmade disasters and take the appropriate action to mitigate and minimize the impact of the incident.
- The Fire Department will operate from a philosophy and framework that allows for, and encourages continuous improvement. We will support reasonable risk-taking and are tolerant of honest mistakes. We will be receptive to new ideas and change, and will embrace new technologies.
- We will build and strengthen relationships within the city and community, ie. police, fire, and EMS agencies.



Police Department





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Mission Statement

As a dedicated and professional team, we will strategically focus on decreasing criminal and civil disorder, prevent crime from occurring, engage in targeted criminal and traffic enforcement, ensure offender accountability, develop positive relationships with our community partners and community stakeholders; and develop and support our staff to provide the best possible service to our community.

Department Overview

Patrol

The patrol officers provide coverage 24 hours a day seven days a week including all holidays. The patrol division consists of 24 officers including the supervisors. The officers are scheduled according to a day/hour breakdown of all police activity to provide the optimum number of officers during the busiest times. When not answering calls for service, officers are responsible for self-initiated activity in enforcing criminal and traffic laws or preventing crime through their interaction with the public.

SWAT

The department has five officers assigned to the SWAT team along with officers from Southern Utah University, Enoch City and Parowan police departments. The purpose of SWAT is to provide protection, support, and rescue; enhancing safety for officers and the community. SWAT is designed to respond to high-risk situations in efforts to increase the likelihood of safely resolving critical incidents. SWAT trains twice a month with a primary focus on weapons, movement, decision-making, and fitness. Periodic firearm and fitness qualifications are included in training.

Canine

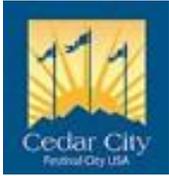
The Department K9 Unit operates within the patrol division. Our dogs have been purchased utilizing money from drug seizures and/or donations. We currently have one dog, Duco a three-year-old Belgian Malinois. Duco and his handler have extensive training and are certified in narcotic detection, patrol/apprehension, and evidence detection.

VIPS

The Volunteers in Police Service (VIPS) are under the patrol division because their many hours of contribution directly augment patrol's duties. These volunteers help in lightening the load for code enforcement and patrol officers to allow them to deal with more serious and pressing matters. In 2015, they volunteered over 3,000 hours.

Our VIPS have been assigned the primary responsibility for traffic control at the City's many parades, festivals and special events, thus relieving many of the overtime hours that would be paid for police officers and street department employees. In addition to the traffic control for the special events, the VIPS contribute their time performing many other tasks; some of them being:

- Do all the fingerprinting of residents for civil reasons such as adoptions, being bonded, background checks, etc.
- Do all the fingerprinting of residents for civil reasons such as adoptions, being bonded, background checks, etc.
- Assist the Code Enforcement Officers in the enforcing of the City Nuisance Ordinance such as removing yard sale signs off public utility poles, contacting land owners who are in violation to clean up their property, and tagging abandoned cars in the city.
- Teach the Eliminate Alcohol Sales to Youth (EASY) classes twice a month to educate every employee of a business that sales alcohol, on the City ordinances that regulate this.



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- Assist with traffic control on traffic accidents as well as securing the outer perimeter area on crime scenes and volatile cases.

Operations Division

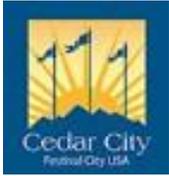
The operations lieutenant administers the operations division. He has four sergeants under his command who supervise the investigations division, narcotics task force, public affairs division and administration. The operations lieutenant is also responsible for the training and professional standards of the officers. Officers are mandated to have a minimum of 40 hours training annually to maintain their certification.

Investigations

Investigations has four detectives assigned to it who are responsible to respond to all major or more serious crime scenes and conduct the more time consuming and in-depth investigations that the patrol division is not designed to handle due to their nature of needing to be available for in-progress calls. The detectives also have additional training and experience to make them better qualified to investigate in greater detail. They routinely carry an active case load of 25 to 35 cases. These are everything from a theft to a homicide.

Narcotics Task Force

The narcotics task force is comprised of one sergeant from the Iron County Sheriff's Office and agents assigned from the Cedar City Police Department, Beaver County Sheriff's office, and State of Utah Bureau of Criminal Investigations. These narcotics officers investigate illegal drug use, trafficking and cultivation throughout Iron County, Garfield County, and Beaver County and all cities and towns in these Counties. Their mission is to significantly diminish the availability and use of illegal drugs and controlled substances and to apprehend the responsible offenders, thereby increasing public safety. Their primary funding source is a \$66,562 grant from the State of Utah to cover personnel/overtime costs (\$17,000), equipment/supplies and operating costs (\$14,562), travel and training (\$5,000), and confidential informant fees (\$30,000). The salaries and vehicles expenses are paid for by the contributing agencies who have agents assigned to the Task Force.



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Public Affairs

The office of Public Affairs is overseen by a Sergeant, who also serves as the department public information officer. It is also comprised of one code enforcement officer, two school resource officers, the school crossing guards and the animal control division. The goal of the public affairs office is to identify and address community issues, concerns, problems and crime trends which are quality of life issues. The office of public affairs works with the patrol division to address ongoing problems in neighborhoods and business areas that require a repeated response. PA Officers utilize their training and experience to research and analyze problems and direct a variety of resources to address or eliminate the problem. They also are heavily involved in the organization and participation of community and civic programs to better educate and develop stronger relationships between us and the community we serve. A few of these programs are:

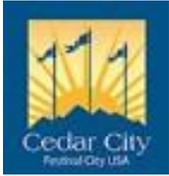
- The July Jamboree where the PA officers provides educational material for parents and children on drugs and general safety.
- Officers lectured at SUU for the criminal justice department in classes regarding courtroom procedures, internet fraud, alcohol enforcement, police administration, police K-9, and other criminal justice related topics.
- PA officers raised over \$8,000 for the annual Shop with a Cop event. This event allowed public safety personnel to continue our Shop with a Cop program providing \$100 to 80 children to go shopping at Wal-Mart for Christmas.

School Resource

The School Resource Officers (SRO) work through a Memorandum of Understanding with the Iron County School District to provide the school district with two SRO's. One SRO is assigned to each of the high schools and they cover the middle schools and K-5 grade schools as needed. Their presence in the schools sends a strong message that violence and criminal activity is not acceptable.

Code Enforcement

Code Enforcement Officers are tasked to identify and solve a variety of quality of life issues categorized as nuisances and other incivilities of a community concern. They respond to and seek solutions for nuisance complaints in violation of the City's nuisance ordinance through abatement or other appropriate action. Examples of violations of the City Nuisance Ordinance (Chapter 25) in which Code Enforcement Officers investigate are: drug houses, party houses, fire hazards, noxious emanations, noxious weeds, refuse, stagnant water, accumulation of junk, attractive nuisances, overgrown vegetation, improper storage, graffiti, and improper parking. They also perform parking enforcement duties along the public streets and parking lots enforcing City ordinance. They investigate minor crimes and other calls for service, direct traffic at times of emergency or congestion, assist in crossing guard duties and serve all summons and subpoenas.



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Administration

The administration division is comprised of crime scene investigator/evidence technician, records clerk and the front-desk administrative assistant. In addition to supervising these divisions, the administration division sergeant is responsible to review all case reports for accuracy and completeness on a daily basis. He serves as the department's Webmaster and utilizes department databases and computer programs to produce reports for detectives and patrol for selective and targeted enforcement. He provides informational reports and statistical data to the Chief of Police as requested.

Animal Control

The two Animal Control Officers, one full-time shelter staff and two part-time shelter assistants work diligently to serve the public and animals of Cedar City in a professional and efficient manner with kindness and compassion. The staff is dedicated to providing education, protection, and humane treatment of animals in order to ensure a safe and healthy community and to promote the benefits of responsible pet ownership.

Crime Scene Investigator/Evidence Technician

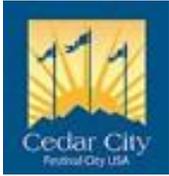
The mission of the Crime Scene Investigator (CSI)/Evidence Technician is to respond to crime scenes and document incidents through photography, videography, scale drawings, written reports, and the collection of physical evidence. This evidence includes, but is not limited to weapons or items used in the commission of a crime, fingerprints, trace evidence such as hairs or fibers and bodily fluids. The unit sends physical evidence to the State of Utah Bureau of Criminal Identification Laboratory for testing, and works closely with the Iron County and Cedar City Attorney's offices during the criminal prosecution process. The CSI/Evidence Tech is also responsible for maintaining the integrity of evidence by properly packaging, preserving, securely storing and tracking all evidence which is collected by members of the department.

Records

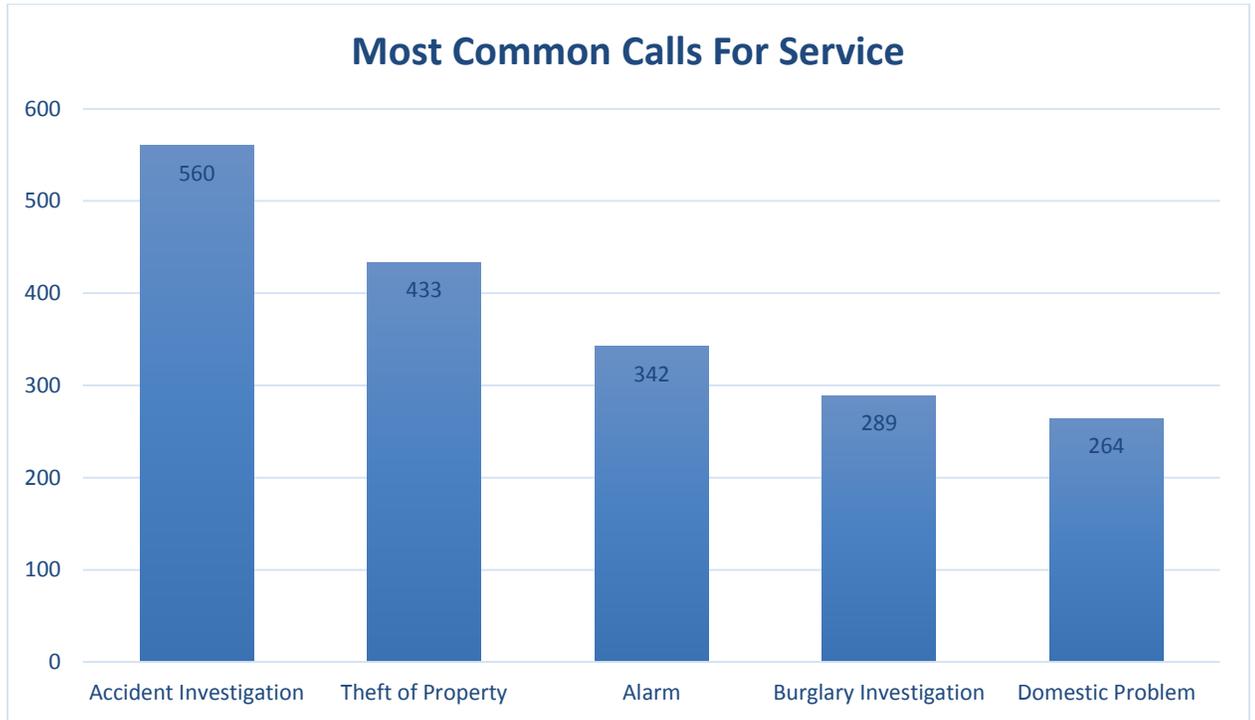
The Records Unit is responsible for all aspects of report processing and document control within the Police Department. The Records Clerk manages criminal records, connect community members with the right employee to process a specific issue and provide support to the officers. The Records Clerk makes computer entries into local, state and federal law enforcement systems. They work closely with the City and County Attorney's Offices, Parole and Probation, Division of Family Services, and the courts, along with other countywide and State agencies. The Record Clerk also processes warrants, process all requests for information and copies of reports, store, purge and archive files as required by law and helps track sex registrants.

Communications

Our department contracts with the Utah Department of Public Safety as part of a consolidated dispatch service. They dispatch for all agencies in Iron County as well as State agencies in Iron, Washington, Beaver and Millard counties. The mission of the 9-1-1 communication's (Cedar Dispatch) well trained professional dispatchers is to provide both emergency and non-emergency services for our community in a professional and expedient manner.

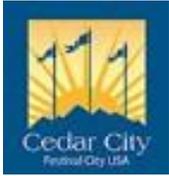


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Fiscal Year 2015 - 2016 Accomplishments

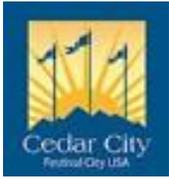
In addition to their regular assigned patrol shifts, officers have other off-duty assignments in which they are compensated with overtime funds. These may include: attending court and training; covering shifts for officers who are sick or on vacation; special assignments such as working school sporting events, city sponsored events such as the many parades and festivals, directed traffic enforcement such as driving under the influence saturation patrols and other traffic enforcement shifts; and, in-progress major crimes such as barricaded subjects, hostage situations and robberies, respond as a member of the special weapons and tactics team (SWAT) or as a K-9 officer.



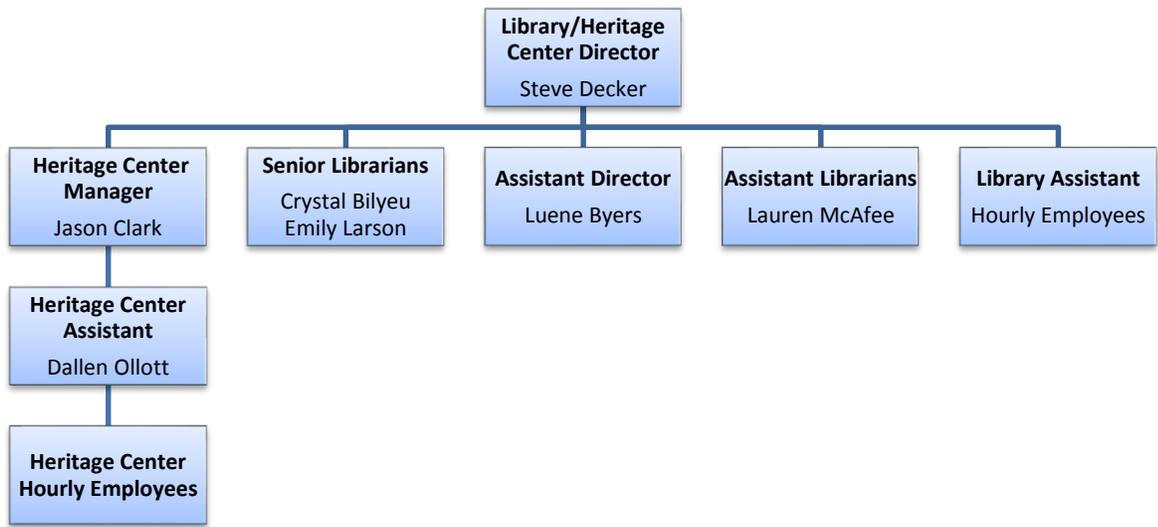
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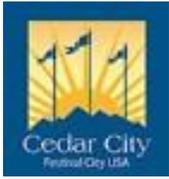
Goals for Fiscal Year 2016-2017

- Partner with the community to enhance the quality of life and resolve neighborhood concerns.
- Establish a working environment that encourages effective management, teamwork, empowerment, communication and professional development.
- Utilize resources efficiently and effectively in preventing and suppressing criminal activity and enforcement of traffic rules and regulations.
- Foster a dynamic organization that utilizes leading edge technology and methods in enhancing community policing.
- Enhance external and internal communication.
- Provide better accessibility for the citizens to the services of the animal control department and facility.



Library





Annual Budget 2016/17

Mission Statement

The goal of the Cedar City Public Library is to provide prompt and friendly service to all patrons while realizing the commitment to collect and dispense information. As a center for recreational reading, community research and public service, the library serves as a source of self-education, personal enrichment and as a repository of local history.

Department Overview

The library currently has three full-time employees, three regular part-time employees, and seven hourly employees (including a custodial employee under the general direction of Bruce Burt, but paid from the library's budget). The library provides important services to visitors and residents of Cedar City and Iron County representing all ages, genders, ethnicities, socioeconomic backgrounds, and demographics. The library is used for education, self-education, an access point for literature for all ages, a community gather points, a forum for idea exchange, and access point for computer use (including WIFI).



Services Provided:

- Collecting and distributing literature and information in the form of books, magazines, manuscripts, maps, audio and video formats (including eFormats) microforms, and other methods.
- 45 public access Internet workstations.
- Examination proctors used by academic institutions across the country.
- Free WIFI. (This occurs during open hours. The police have asked us to disallow WIFI during closed hours to help cut down on night-time traffic in the city park thus, hopefully, reducing vandalism and other issues).
- Meeting and study rooms.
- Copy, fax, scanning, CD/DVD burning, an opaque projector, die cuts, and, recently, a 3D printer.

Fiscal Year 2015 - 2016 Accomplishments

- Extensive summer reading programs – adult, young adult, children.
- Installation of RFID technology allowing for more staff time to assist patrons with their information searches and needs.
- Up to 7 story times weekly (depending on the time of year).
- Expansion of collection into pre-recorded interactive, education video.
- Replacement of several pieces of library furniture.
- Implementation of Cedar Reads – a one book/one town reading program (featured hometown author Ally Condie).
- Favorable report of annual certification.
- Favorable reapplication for extension of Certified Public Library Administrator certification for Director Steven Decker (expires 2021). Director Decker was the first in the state to receive this certification and is currently one of only two from Utah with the certification.
- Receipt and display of *Exploring Human Origins: What Does It Mean to Be Human?*, Smithsonian Institute.
- Ezra Jack Keats 100th birthday celebration, Ezra Jack Keats Foundation.
- Receipt and display *Parallel Journeys: World War II and the Holocaust through the Eyes of Teens*, Kennesaw State University.

Successful grant applications include:



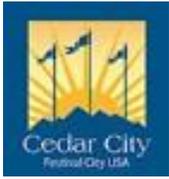
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- Certified Library Enhancement Fund, Utah State Library Division: \$9,300.
- *Exploring Human Origins: What Does It Mean to Be Human?* Utah Humanities Council: \$500.
- Dia de los ninos, Utah State Library Division: \$500.
- *Make Your Own Story*, Ezra Jack Keats Foundation: \$500.
- *Great Stories Book Club*, American Library Association: donation of 40 books.
- Cedar City RAP Tax, \$48,972 (HVAC controls at library and Heritage Center).

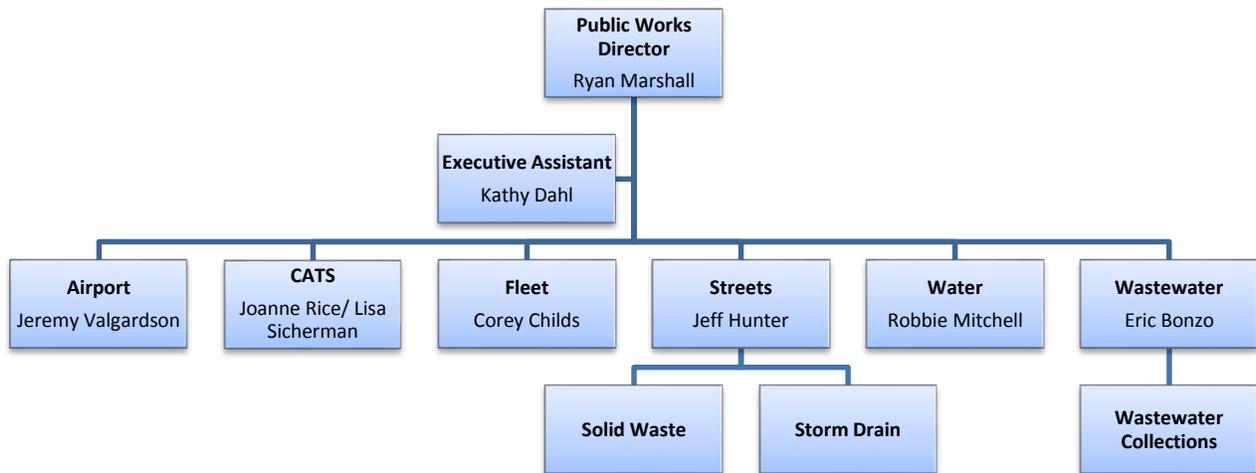
Also, Lauren McAfee received a grant from Utah State Library's UPLIFT program to help complete her MLIS (Master of Library and Information Systems) degree, Florida State University (anticipated completion December 2016).

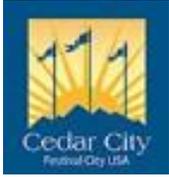
Goals for Fiscal Year 2016–2017

- Enhancement of continuing education opportunities.
- Address physical facility needs (primarily paint, floor coverings, public restroom countertops).
- At least 20% of collection technology based.
- Promote unified catalog among Iron County Libraries.
- Research costs of 100% digital branch.
- Address and resolve technology issues: antiquated computers, filtering issues, reliable WIFI access.
- Continue Cedar Reads (cooperating with SUU).
- Implement more outreach programming.
- Continue current oral history projects.
- Continue to lead Utah library community through ULA presentations.
- Develop and fund traveling exhibit.



Public Works





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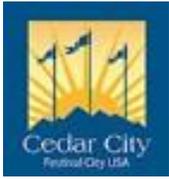
Mission Statement

The Public Works Department is committed to providing Cedar City and the surrounding community with public amenities and services to enhance the quality of life. In order to accomplish this, our employees remain committed to efficient, safe, responsive, and courteous service at all times.

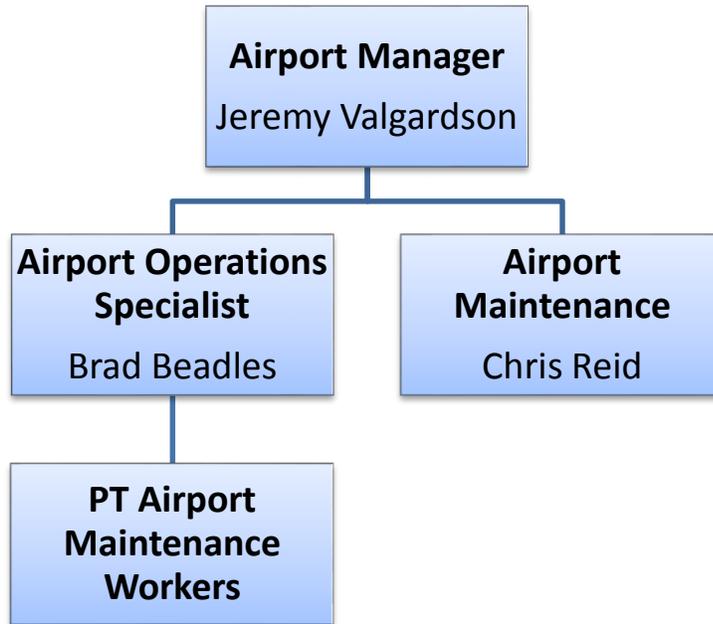
Department Overview

Public Works is comprised of the following divisions:

- Airport Division: maintains the airport facilities, the taxi lanes and runways and manages the tenants that lease and operate the airport.
- CATS Division: the public transit for both fixed route and approved Dial-A-Ride service within Cedar City.
- Fleet Division: maintains and does preventative maintenance and major repairs on our City vehicles and equipment for all City Departments ranging from police cars to fire trucks to solid waste collection vehicles.
- Streets Division: includes storm drain, irrigation, solid waste collection, street light maintenance, street sweeping, retention/flood control basin maintenance, weed abatement and general maintenance of our City streets and sidewalks.
- Wastewater Division: maintenance and management of our sewer collection lines, pump lift stations and wastewater treatment plant.
- Water Division: maintains our wells and springs, our water reserve tanks and all maintenance of our transmission lines for the culinary and irrigation water.



Public Works: Airport

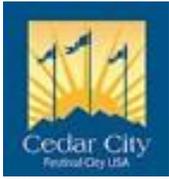


Mission Statement

Provide airport services, which fulfill the direction of City, elected and appointed officials and City ordinances; meet the needs of the commuter and community; are effective, efficient, economical and timely; and result in high quality public improvements and protect future tax dollars.

Division Overview

The Cedar City Regional Airport has grown substantially over the past three years. The introduction of Regional Jet Service by Skywest Airlines has resulted in a dramatic increase in the number of passengers traveling through the airport.



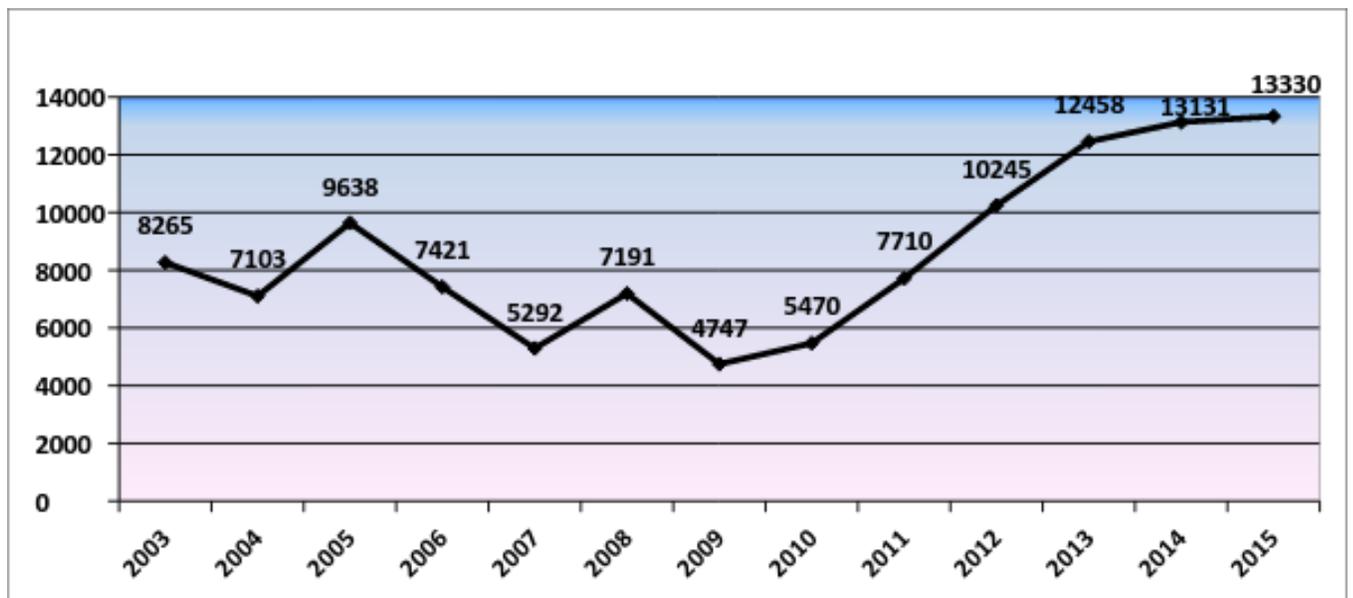
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The arrival of Jet Service also changed the FAA classification of the airport to the Class 1 operation resulting in additional FAA requirements. The 2011 major expansion to the Air Tanker Center has increased the amount of wildfire operations being conducted at the airport. The 2013 arrival of Upper Limit Aviation, a helicopter/fixed wing flight school, now operated under a program through Southern Utah University, marked a significant increase in daily airport operations.



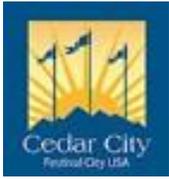
The airport currently has two full-time positions, the Airport Manager and Airport Operations, a part-time regular positions for Airport Maintenance and one part-time temporary position for Airport Support. The FAA reviews airport staffing annually and makes staffing recommendations as required.

The Cedar City Regional Airport is a commercial service airport with a current Class I type operation certificate issued by the Federal Aviation Administration (FAA) under Federal Aviation Regulation (FAR) Part 139. This allows the airport to service 10 – 50 passenger scheduled air carrier aircraft and large unscheduled air carrier aircraft. The airport is owned by Cedar City Corporation, with day-to-day management overseen by an Airport Manager and staff. The airport is utilized by various entities which include users from general aviation, commercial passenger service, corporation business jets, a helicopter/fixed wing flight school, a repair station for SJ-30 SyberJet airplanes, an air tanker center for wildfire operations, FedEx and UPS cargo airplanes, a National Parks Tour charter operation and a training school operated by the U.S. Department of Agriculture.



Fiscal Year 2015 - 2016 Accomplishments

- Hired a full-time Operation Specialist.

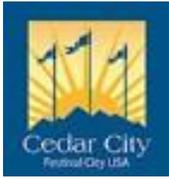


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- Began the Airport Master Plan Project.
- Purchased new snow removal equipment.
- Purchased a land roller to compact the safety areas.

Goals for Fiscal Year 2016–2017

- Reconstruction of the terminal hardstand where commercial aircraft park to load & unload passengers.
- Re-stain Airport Terminal Building.
- Upgrade Terminal HVAC system.
- Seal coat and stripe Taxiway Delta.
- Finish and implement Airport Master Plan.



Public Works: CATS

Supervisor/ Dispatcher
Joanne Rice/ Lisa Sicherman

Drivers
(8)

Mission Statement

Deliver a reliable, efficient, economical and safe system of transportation services to the local community, staffed by friendly, attentive and responsible people.



Division Overview

CATS has provided transit services to the Cedar City community since March, 2003, when Cedar City Corporation recognized a need for alternative transportation for the citizens of Cedar City and created the Cedar Area Transportation Service known as CATS. CATS offers two types of services: Scheduled fixed route buses for use by anyone traveling in the Cedar City area, and Dial-A-Ride – Paratransit vans for use by those elderly (65 and older) and qualified disabled persons. CATS provides needed transportation for health care, shopping, education, employment, public services and recreation.

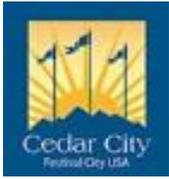
CATS currently owns seven vehicles, all of which were purchased with Utah Department of Transportation; two 14-seat buses, three modified vans for Dial-A-Ride, and two support vehicles. All vehicles are ADA approved and wheelchair accessible.

Routed Buses

Running nine trips through the fixed route on weekdays beginning at 7:00 AM through 6:00 PM and six trips on Saturdays beginning at 10 AM through 5:15 PM gives riders convenient scheduling throughout the day. All trips originate and terminate at the City



parking structure (75 North 100 East) with 40 other pickup and destination sites along the route. Each of the 41 stops is marked with a bus sign. Each CATS bus is wheelchair accessible and has cushioned seats. They are climate controlled for comfort year- round. The bus runs approximately 200 miles per day.



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Dial-A-Ride Vans

Wheelchair accessible vans assist disabled and elderly customers with transportation within the Cedar City limits. Rides are made by appointment on a first called, first serviced basis. Dial-A-Ride service is door-to-door, which means service is provided from the most exterior door of origination to the most exterior door of destination, if required by the individual. Appointments are scheduled every 20 minutes from 7:00 AM – 6:00 PM Monday through Friday and 10:00 AM – 5:15 PM on Saturdays.

Our Dial-A-Ride clients are approved to utilize this service by completing and submitting an application form, having their health provider complete and submit a questionnaire, and meeting the qualifications as mandated by the Americans with Disabilities ACT and FTA.

Annual Fixed Route Ridership

Our ridership varies depending upon weather conditions, economic and financial factors, and in the case of our Dial-A-Ride service, availability. Average daily ridership for our fixed route service is 45 passengers. Our most popular stop is Stop #6 adjacent to Wal-Mart.

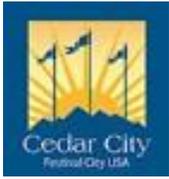
Dial-A-Ride ridership has increased by 27% over the past seven years. The average daily ridership is 22 passengers. We have seen an increase in the number of elderly persons using our Dial-A-Ride service.

Fiscal Year 2015 - 2016 Accomplishments

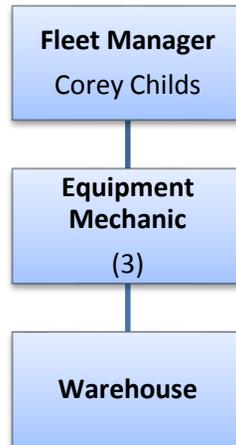
- Ridership for 2015 was 16,056.
- Participated in the July Jamboree and the Cedar City Unplugged program.
- Purchased new bus stop signs that are more visible to the public.
- Purchased 2 new Dial-A-Ride vans.

Goals for Fiscal Year 2016–2017

- Increase ridership by 5%.
- Install new bus stop signs.



Public Works: Fleet Maintenance



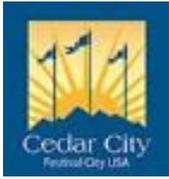
Mission Statement

We keep Cedar City Corporation moving through timely and cost efficient maintenance and repair of vehicles and equipment.

Division Overview

The Fleet Maintenance Division consists of a fleet manager, warehouse technician, and four mechanics. The fleet manager receives a service request form from a City employee, department or division head that either operates or has control of that piece of equipment or vehicle, and then the fleet manager assigns that service request to one of the mechanics. When the repair or scheduled maintenance is completed, the service request is logged into our software system as closed. A repair report is issued and the end of the month for all divisions and/or departments that request it. An end-of-the-month report is sent to finance for department expenses.

The department has an experienced crew that work together to keep the City's vehicles and equipment operating. Each of the mechanics also has a different area of expertise. The Fleet Division provides immediate assistance for unknown breakdowns by providing each mechanic with the equipment and training to respond to the situation immediately. A tracking system is utilized to track the history of each vehicle or piece of equipment in order to assist in future repairs and also to assist division heads with decisions concerning purchases or budget items.



Annual Budget 2016/17

The Fleet assists every other City department and/or division by ensuring that their equipment and vehicles are in safe working order and ready for the next job. The Fleet makes repairs, modifications and adjustments to all types of City equipment and vehicles, and in emergency situations, travel to the job site to make needed repairs. Non-emergency work is done in our shop in a timely and professional manner, or if necessary, at the division or department location.

The City's fleet consists of approximately 280 vehicles and/or pieces of equipment, most of which are serviced by the Fleet Maintenance Division. Equipment from chain saws to excavators, trimmers to dozers are maintained. Though the Fire, Wastewater Treatment Plant, Golf and Parks Divisions maintain their own equipment at their various locations, if they run into something they need assistance with, they call Fleet Maintenance who will either respond to their location or bring the equipment to our shop.



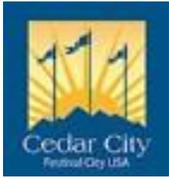
The warehouse is stocked and maintained with items used regularly by every department or division in the City. All items are cataloged and tracked using our fleet management software and parts are billed to each department or division through service work orders. All parts are expensed to each department on a monthly basis and department heads receive a monthly expense report. All parts are correctly inventoried and housed to make every City employee's job easier.

Over \$400,000 in parts goes through the warehouse annually. There is approximately \$100,000 worth of material on hand. Loss is calculated by parts inventory and through the work order system. Since 2010, loss has been about 1/100 of a percent based on the dollar amount of parts handled annually.

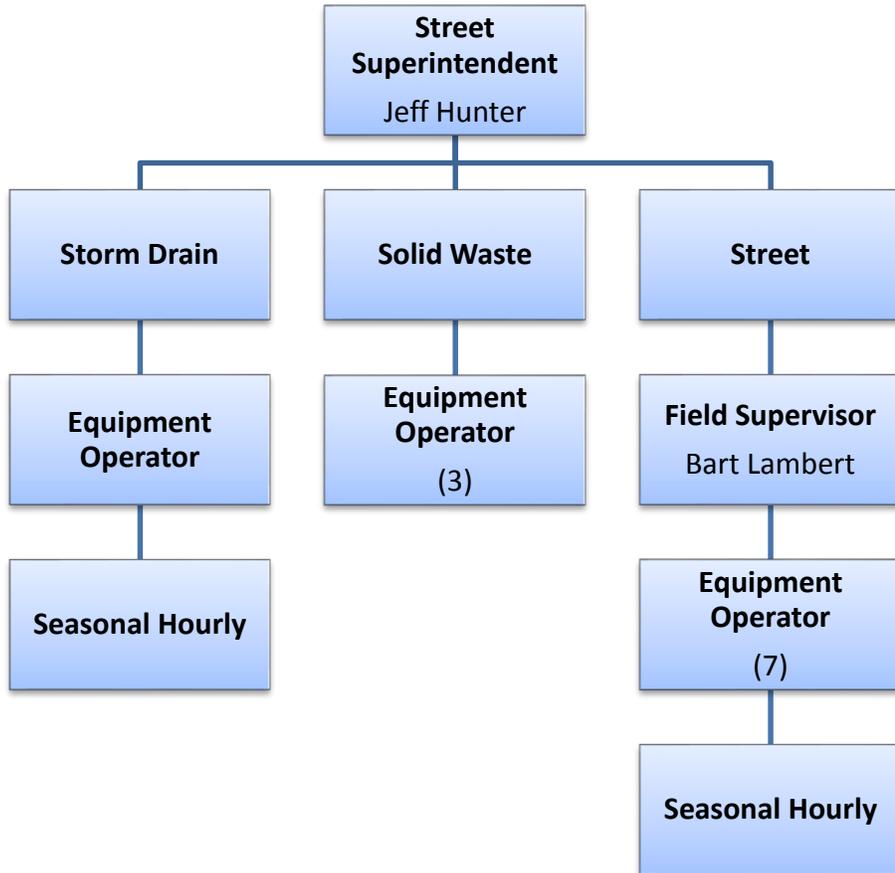


Goals for Fiscal Year 2016 – 2017

- Relocate Fleet Services to large building on Public Works lot.
- Develop a Vehicle Replacement Plan for City vehicles.



Public Works: Streets

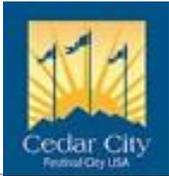


Mission Statement

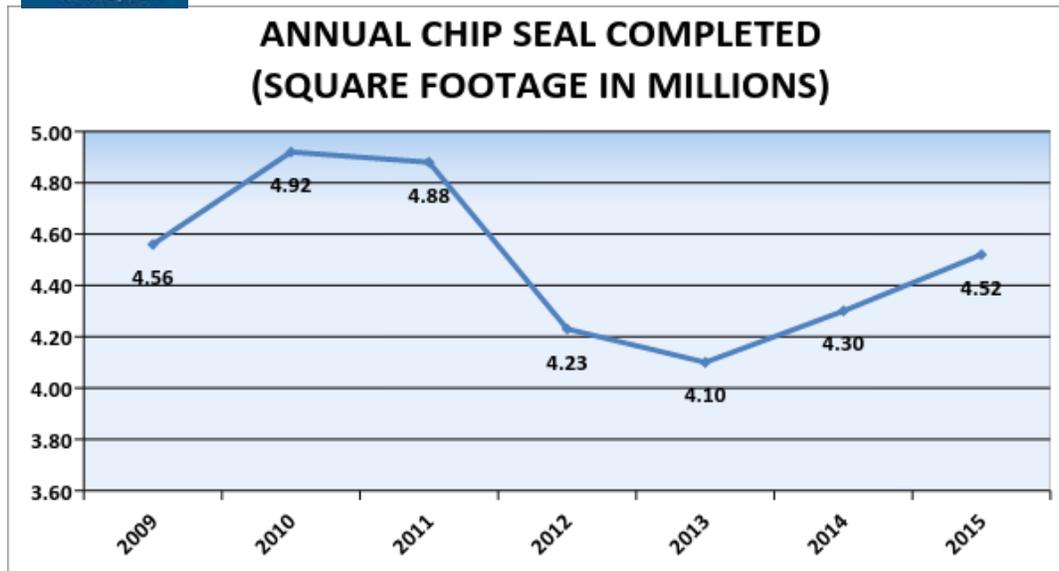
The Street Division provides safe and professional services for the citizens of Cedar City through a well maintained road system, efficient trash collection and effective maintenance of the City's storm drain system.

Division Overview

The Street Division maintains 153 miles of paved roadway, 50 miles of storm drain or drainage channel, 8.8 miles of irrigation system and 13 retention basins. In addition, the Solid Waste crews empty over 7,800 residential trash cans each week. The City also owns over 1,560 street lights that are inspected and contracted out for repair and replacement by the Street Division. An annual maintenance schedule for City streets allows for 4.6 million square feet of roadway each year to be maintained through skin patching and chip sealing.



Annual Budget 2016/17



The list of equipment to carry out the various tasks assigned includes: 9 dump trucks that are also equipped with removable sanders and plows for snow removal and maintenance; 1 water truck; 14 pick-up trucks, 3 of which are equipped with removable sanders and plows, and 2 others with plows only; 1 truck-mounted air compressor; 1 oil distributor; 1 wrecker; 1 semi-tractor; 7 trailers; 4 garbage trucks; 3 loaders; 2 graders; 3 backhoes; 2 excavators; 1 mini-excavator; 1 dozer; 3 salt spreaders; 1 pressurized hose unit; 1 welder; 1 message board; and 2 arrow boards. Annually, the crews clear the City's retention and water catch basins. There are 13 basins: Green's Lake #1,#2,#3; Dry Canyon, Stephen's Canyon North, South & Lower; Airport #1, #2; Cross Hollow Basin; Old Farm Sediment Pond; Fiddler's Canyon; and Cedar Highlands. Our crews consist of 1 full-time supervisor, 1 full-time field supervisor, 11 full-time equipment operators, and 5 seasonal/part-time truck drivers/laborers.

Cedar City is divided into three routes per day for Solid Waste pickup. In addition to picking up residential garbage, the Solid Waste crew repairs the residential cans and replaces those cans that are damaged beyond repair. They also deliver cans for new service as directed by the City Utilities Department.

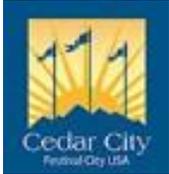
The Cedar City Street Division crews maintain the Streets, Solid Waste and Storm Drain Systems. The dedicated employees for the Street Division provide safe and professional services for the citizens of Cedar City through a well maintained road system, efficient trash collection and effective maintenance of the City's storm drain system.

The Street Division maintains roadways, lays asphalt, patches potholes and replaces asphalt after water line repairs, repairs curb and gutter and sidewalks, skin patches and chip seals streets, does striping, snow removal, sanding and salting city streets, inventories city street lights, dumps residential trash bins, replaces missing and damaged street and traffic signs, maintains the storm drain and city owned irrigation systems including the retention and catch basins, and completes various projects throughout the city as directed by the Engineering Department. Crews prepare the basins and channels to handle high water during the spring run-off to prevent flooding. They also mine and haul cinders in preparation for road maintenance during the winter months, along with hauling salt.

The Street Division also takes care of the collection of leaves, limbs and yard waste during the City-wide Spring Clean-up, and maintains, installs and takes down the City's Christmas lights on Main Street.

Average # of Trash Cans Picked Up per Day





Annual Budget 2016/17

Monday = 733

Tuesday = 1850

Wednesday = 1509

Thursday = 1446

Friday = 1285

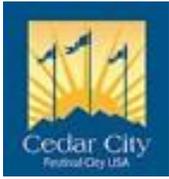
Each driver averages 2,274 cans picked up each week. Mondays are also repair, and delivery of replacement and new service cans.

Fiscal Year 2015 - 2016 Accomplishments

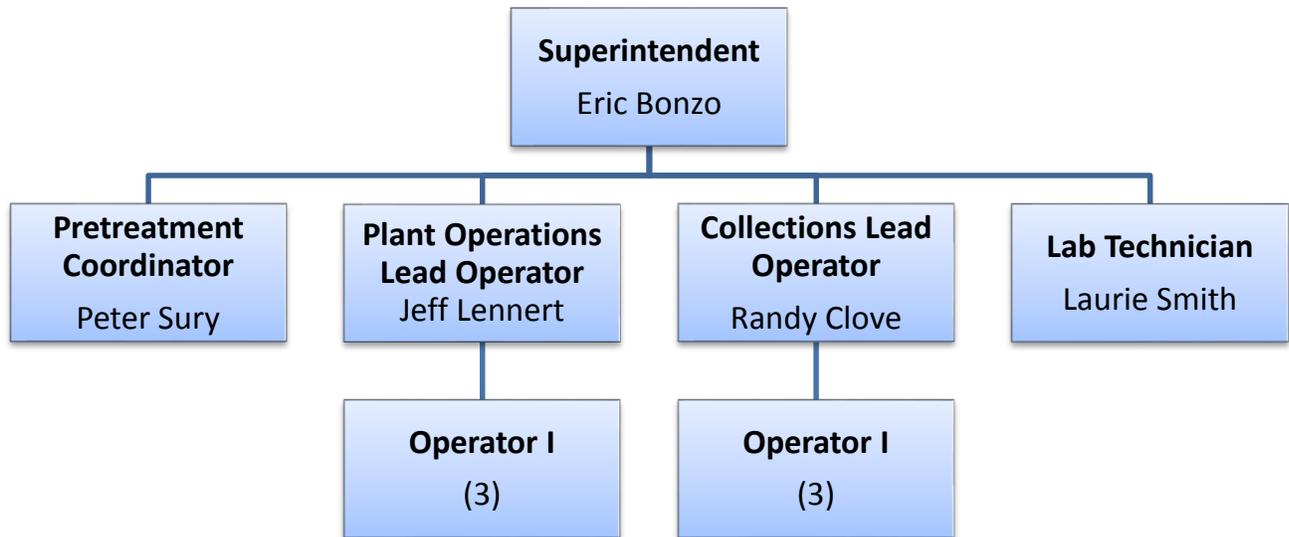
- Replaced old 1993 dump truck with new vehicle.
- Asphalt Maintenance for Area 7 (NE area.)
- Did annual Spring Clean-Up.
- Cleaned out storm drain basins that were silted in.
- Responded to all snow events to keep road open and cleared.

Goals for Fiscal Year 2016–2017

- Replace 1 of our 4 garbage trucks.
- Replace out 2 1995-year dump trucks with new vehicles.
- Replace section of street lights on Main Street between Monterey Drive and 800 South.
- Complete Asphalt Maintenance for Area 1 (north of 300 South/West of I-15.)
- Purchase excavator for storm drain maintenance.
- Complete Moonlight Drive Storm Drain Project.
- Complete Spruce Street Waterway Project.



Public Works: Wastewater



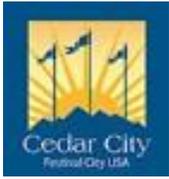
Mission Statement

The purpose of the Cedar City Wastewater Division is to protect the residents and the environment from the biological hazards resulting from the waste discharges from a concentrated community. The objective is to produce an environmentally safe waste stream and a solid waste suitable for disposal or reuse.

Division Overview

The purpose of the Cedar City Wastewater Division is to protect the residents and the environment from the biological hazards resulting from the waste discharges from a concentrated community. The objective is to produce an environmentally safe waste stream (treated effluent) and a solid waste (biosolids) suitable for disposal or reuse. The treatment plant receives wastewater from Cedar City, Enoch City, and Iron County and through agreements, Enoch City and Iron County contribute monetarily to the operation of the facility.

The Wastewater Division provides and maintains a sewage conveyance system to receive waste contaminants and deliver them to the Cedar City Regional Wastewater Treatment Plant. The treatment plant removes contaminants from the wastewater through physical, chemical and biological processes. The treated effluent is then applied to approximately 2,400 acres of agricultural land used to support the raising of cattle and sheep. In addition to conveyance and treatment, the division also has an industrial pretreatment



Annual Budget 2016/17

program whose purpose is to protect the physical structures of the sanitary sewer conveyance system, the wastewater treatment plant, and the workers from hazardous discharges from industrial and commercial businesses.

The wastewater conveyance, wastewater treatment, and pretreatment programs are mandated by the Federal Environmental Protection Agency (EPA), which delegates a portion of its regulatory authority to the State of Utah Department of Environmental Quality (UDEQ) and the Division of Water Quality (DWQ), who in turn, delegate a portion of their authority to the local municipality for enforcement through the wastewater and pretreatment programs.

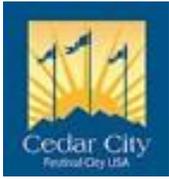
The State of Utah mandates that any operator in direct responsible charge (DRC) be certified through the state wastewater certification program. Currently, nine employees have either a collection operator or treatment operator state certification. Six of these employees hold dual certifications in treatment and collections. Two operators possess the highest level of state certifications in both treatment and collections.

Wastewater Collection

The Wastewater Collection Division is responsible for maintaining approximately 170 miles of gravity sewer lines, nearly 10 miles of pressured sewer lines, over 3,200 manholes, and 7 lift stations to convey the sewage from dischargers to the Wastewater Treatment Plant. The Wastewater Collection Division is staffed by four full-time operators. The division works Monday through Friday. During the week a single collection operator is designated as the on-call operator to respond to emergencies outside of normal working hours. This on-call operator is also required to work on Saturday and Sunday inspecting and monitoring sewer lift stations.

In addition to maintaining the Cedar City sewer conveyance system, the division has an agreement to maintain all sewer lines and lift stations owned by Iron County. This is accomplished using two cleaning trucks and one video truck. Each year, the division cleans approximately one-fourth of the sewer lines using high pressure jetting. After the lines have been cleaned, the lines are then videoed for damage due to cracks, sags, misalignments, cavities, and tree root intrusion. In 2015, the Wastewater Collections crew high pressure cleaned approximately 48.8 miles and videoed 46.4 miles of sewer lines.





Annual Budget 2016/17

Wastewater Treatment

The Wastewater Treatment Plant operates 24 hours a day, 365 days per year and treats approximately 2.5 million gallons of water per day.

The facility also accepts trucked residential septic tank waste from the area. The first process within the treatment facility is to remove non-biological waste and large untreatable solid waste through screening. The screened waste is hauled to the Iron County Landfill for disposal. The second process is to remove the heavier biological waste through settling. It is then processed through anaerobic digestion for stabilization of the biological hazard. The third process treats the remaining non-settled (suspended) waste through an aerobic microbiological process to stabilize the remaining biological hazard. The fourth process is to disinfect the remaining water (treated effluent) using chlorine gas before being discharged through flood irrigation to the adjacent land disposal site for agricultural purposes. The resulting solid waste produced during treatment is stabilized through microbiology using two anaerobic digesters maintained at 98.4 ° Fahrenheit. The anaerobic digesters are discharged to drying beds to further reduce microbiological activity through air drying. After testing for pathogens (fecal coliform, salmonella, enteric viruses and viable helminth ova), and heavy metals (arsenic, cadmium, copper, lead, mercury, molybdenum, nickel, selenium and zinc), the stabilized solid waste, known as Class A biosolids, is given away to the public for use on lawns and gardens.



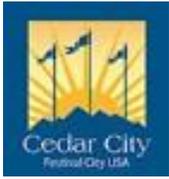
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Laboratory

The Wastewater Treatment Plant has an on-site laboratory for analyzing wastewater and other processes at the facility. The laboratory is operated by one laboratory technician whose duties include sampling and analyzing of influent water, effluent water, and other various processes within the facility. The laboratory results are used to monitor and make changes to the operation of the facility and report results to the UDEQ and the EPA. The laboratory performs over 100 routine analyses per week. The laboratory also performs additional non-routine analyses during plant process changes, plant upsets, laboratory recertification, and for outside entities such as the City's Aquatic Center, and the town of Brian Head. Since the laboratory results are reported to State and Federal agencies and can be used in a court of law, the laboratory is required to be certified under the National Environmental Laboratory Accreditation Program (NELAP).

Pretreatment Program

The pretreatment program is a mandated program and reports to the State and EPA. The pretreatment program is staffed by one full-time person. The program is responsible for the monitoring of industrial and commercial waste discharged into the publicly owned treatment works (POTW.) The Pretreatment Coordinator is responsible for working with local industries and businesses to ensure that hazardous chemicals, pollutants, and heavy metals are discharged properly into the POTW at levels which will not cause damage to the conveyance system, pass-through, or interference with the operation of the treatment facility, or create a hazardous environment for the workers.



Annual Budget 2016/17

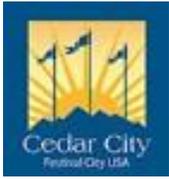
Fiscal Year 2015 - 2016 Accomplishments

- Completed the changeover from trickling filter to nitrate system process.
- Completed College Avenue Sewer Line Project.
- Purchased new skid loader for biosolids maintenance.
- Completed 1600 North sewer line installation and eliminated the Equestrian Pointe lift station.
- Installed the new SCADA system for the lift stations.

Goals for Fiscal Year 2016–2017

- Continue with the Manhole Rehabilitation Project.
- Complete the installation of a new rotomat screen project.
- Complete 4500 West Sewer Line Project.
- Expand lab as part of the new nitrification process.
- Continue the scheduled cleaning and videoing of sewer lines in the City.





Public Works: Water

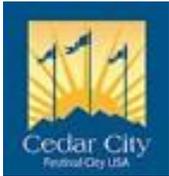


Mission Statement

The Cedar City Water Division shall strive to the best of our abilities to provide pure, quality water to the citizens of Cedar City. We will also work toward providing this service in a cost effective manner. We will be observant of conditions that we encounter each day, being mindful of our responsibility to help provide a safe environment for others and ourselves. We will respond to the public’s requests in a timely manner, and will try to satisfy those requests to the best of our abilities.

Division Overview

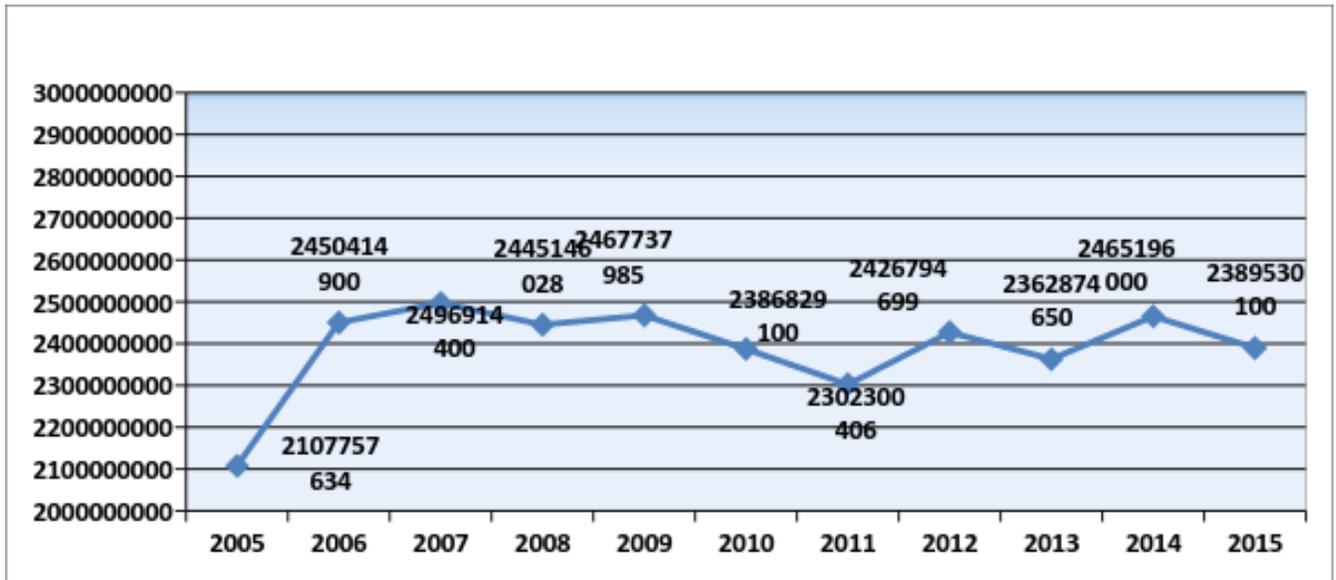
The Cedar City Water Division provides Division of Environmental Quality (DEQ) and Division of Drinking Water (DDW) approved drinking water to all residents and visitors. Water for fire protection within the City limits, and a secondary irrigation system that supplies water to 3 Iron County Schools, Southern Utah University (SUU), the City Cemetery, field at the Hills Baseball Complex, and The Lake at the Hills. The Water Division manages and enforces the Cross Connection/Backflow Program required by the State of Utah to insure that our water system is protected from contaminates or pollution. The Division instruct, inspect, and work with contractors on adding new services to existing water lines and developers with the expansion and installation of new water lines. The Water Division reads and maintains 8,499 residential and commercial water meters on a monthly basis, and carries approximately \$375,000 in inventory in the Public Works Warehouse.



Annual Budget 2016/17

The Cedar City water system is made up of 8 culinary wells, 3 booster stations, and 3 spring lines that supply drinking water and fire protection to 10 storage tanks through 226.9 miles of distribution/transmission lines. The water system consists of 1 well and 1 surface water pump station that supplies secondary irrigation water to The Lake at The Hills and to consumers through 8.8 miles of secondary irrigation lines. Within the City's water system are 10 pressure reducing/sustaining stations that regulate the water pressure to the different zones throughout the City.

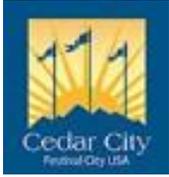
In 2015, the Cedar City water system supplied 2,389,530,100 gallons of culinary water to 29,483 citizens through 8,663 water connections.



155,708,600 gallons of secondary water were supplied for 5 irrigation connections as well as recreational water for The Lake at The Hills Reservoir. The water system also supplies water to 1,704 fire hydrants for fire protection that are, in conjunction with the Cedar City Fire Department, flushed, exercised and inspected every 2 years.



Currently the Water Division sends out testing notifications and records testing results on 950 backflow/cross connection assemblies annually. In 2015, 75 hazard assessments were done on new and existing businesses and commercial buildings. The Water Division is responsible for enforcing the City's Water Restriction Ordinance 37-7-1. In order to conserve our water resources, time of watering is restricted per the ordinance. In 2015 there were 190 citations given.



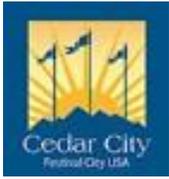
Annual Budget 2016/17

Fiscal Year 2014 - 2015 Accomplishments

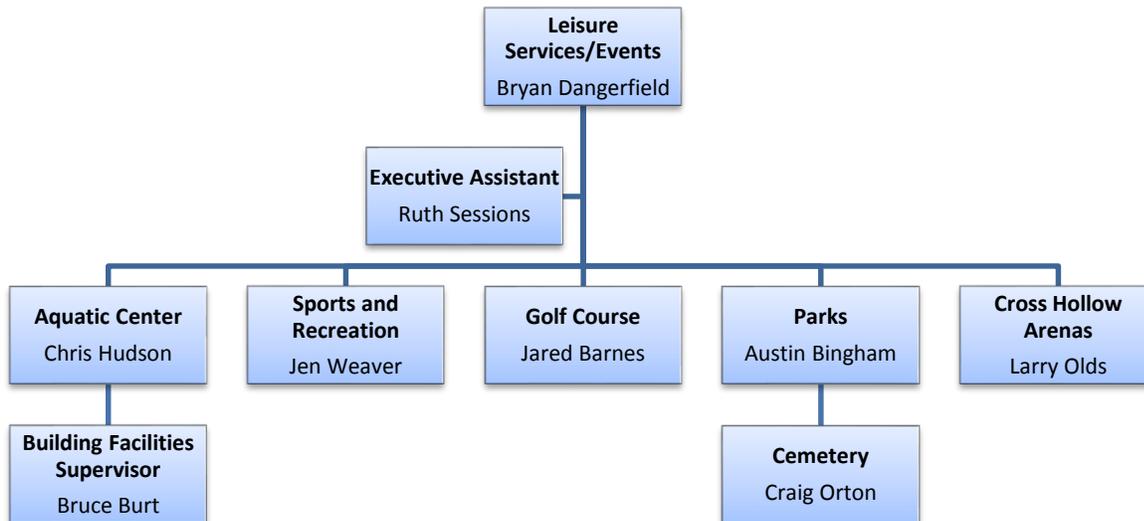
- Cleaned and coated the sides of the South Water Tank.
- Replaced and upsized the water lines on 200 West, Kittyhawk and College Avenue.
- Completed the drain line from the Canyon Tank.
- Repaired over 180 water leaks in FY 2015-2016.

Goals for Fiscal Year 2015–2016

- Clean and coat south water tank.
- Replace and upsize water lines on 200 West, Kittyhawk and College Avenue.



Leisure Services



Leisure Services/ Events Accomplishments 2015-16:

- Cedar City Half Marathon 2015 - over 1,000 participants, largest ever (produced)
- Camp K Scott Helmer - World Record Concert Attempt 10 concerts in 24 hours- concert venue (coordinated)
- BIG EVENT - World-renowned young robotics inventor Easton LaChappelle spoke to crowd of 600 (coordinated, recruited)
- Tour of Utah 2016 Overall Start HQ and Stage 1 Finish Line (submitted bid package, set up Local Organizing Committee)
- Dale Murphy Baseball Academy (secured a date for the former Major League MVP for his inaugural camp)

Events Goals for 2016-17

- Recruit event management organization to renew Fire Road Mountain Biking Race (Aug/Sept. 2017)
- Preparations for groundwork on an inaugural Cedar City Winter Games 2018 (snow, ice sports)
- Work with YETI to host a Winter Classic Series (hockey tournaments, different age groups)
- Improve quality of Cedar City Half Marathon, Zombie Apocalypse 5k and Main Street Mile running series
- Implement findings of Leisure Services Master Plan (completed in April 2017)



Leisure Services: Aquatic Center

Mission Statement

To provide the community with recreational facilities, programs and special events that are high quality, safe and inviting, and to create opportunities for social, cultural, and physical well-being of residents and visitors.

Leisure Services Department Overview

The Leisure Services Department consists of six divisions:

- Sports and Recreation
- Aquatic Center
- Cross Hollow Arenas
- Parks & Outdoor Facilities
- Cedar Ridge Golf Course
- Events

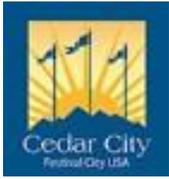
With the addition of the Events budget and revenues, the overall departmental budget is \$3.3 million with general fund and RAP Tax funded capital improvements about \$500,000. Revenues from participation fees, sponsorship, grants and rental/use fees are just under \$1 Million. Leisure Services has fifteen full-time staff and nearly 130 part-time and seasonal staff.

The Leisure Services Advisory Board, made up of seven community members (one council member), meets monthly to hear division reports and to discuss issues and items that can be taken to City Council for approval.

The Cedar City Trails Committee is made up of community members and staff to discuss plans for future expansion and enhancement of the trails system. The Cross Hollow Arenas have a committee to discuss events held there and is made up of area rodeo, livestock and equestrian enthusiasts. An informal group, named Friends of the Cedar City Cemetery, meets several times of the year to coordinate volunteer efforts and provide the cemetery a communications voice to the community.

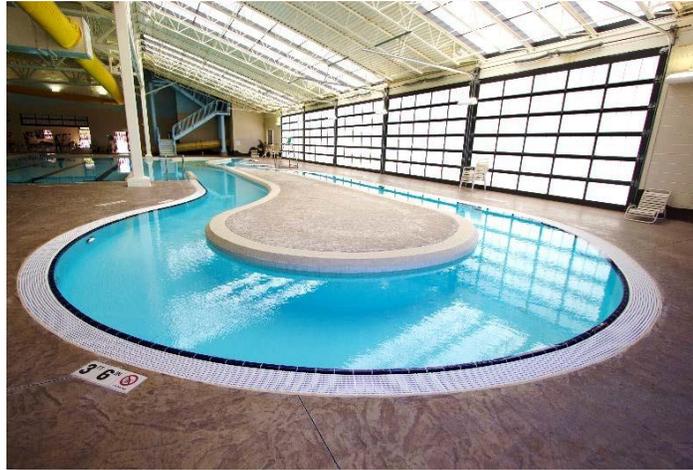
Events Division Overview

The director of Leisure Services assumes the event's division duties with some assistance by LS staff and the Economic Development assistant for running events and volunteer coordinator.



Annual Budget 2016/17

The Cedar City Aquatic Center is dedicated to providing a variety of programs for fun and personal growth such as youth swim lessons, Lifeguard and CPR classes, youth tumbling, Zumba, Water aerobics, and a variety of fitness classes provided by private groups. The Aquatic Center also rents out its multipurpose rooms for community events as well as a party room, perfect for birthdays. With all of these amenities, the Aquatic Center is a perfect place for families and individuals to get fit or have some fun.



In addition, the Aquatic Center is a popular venue for facility rentals; church groups, family gatherings, etc. The Aquatic Center is also home to both Cedar City and Canyon View High School swim teams. The Aquatic Center also houses the administrative offices of the Leisure Services Division and is the main source for information and registration for all of Leisure Services.

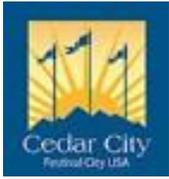
Fiscal Year 2015 - 2016 Accomplishments

- Exceeded 105 % of Budgeted Revenue
- Increased Membership totals by 9%
- Operated under Budget

Goals for Fiscal Year 2016–2017

- Meet 105% of revenue
- Meet 95% of expenses
- Increase overall memberships by 10%
- Increase fitness class offerings





Leisure Services: Sports and Recreation

Mission Statement

The mission of Cedar City Sports and Recreation is to provide recreational opportunities for people of all ages, abilities, and interests, so that they may achieve and enhance quality of life.

Division Overview

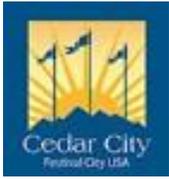
We aim to allow youth an opportunity to have fun, participate in and learn the fundamental skill of each sport while stressing the importance of sportsmanship, respect, teamwork, and self-discipline through healthy and fair competition. We aim to enhance a healthy self-esteem and the development of healthy minds, and bodies through supporting the importance of physical activity. Cedar City Recreation feels that kids should not be the only ones given the opportunity to “play”. So with that in mind we offer various adult sports leagues for interested active adults. Some programs and events provided include:

- Youth Co-ed Flag Football - League play is offered 1 time per year for grades 1-4.
- Boys’ and Girls’ Basketball – League play is offered one time per year for grades 3–8.
- T-ball - Offered one time per year for ages 4 - 5.
- Machine Pitch Baseball/Softball - Offered one time per year for ages 6–8.
- Youth Co-ed Volleyball - Clinics offered one time per year for grades 3-4. League play offered one time per year for grades 5-8.
- Adult Softball – Fall & spring leagues offers a One Pitch Co-Ed League. Men’s A League. Men’s B League. Co-ed League.
- Women’s Volleyball – Fall and spring league offers Monday night & Wednesday night leagues.
- Tennis - Lessons are offered to Youth Ages 4 – 18. Beginning & Ready to Ready to Ralley levels are offered indoors in the winter and outdoors in warmer months.
- Pitch, Hit & Run – This national skills program hosted by Major League Baseball, provides boys and girls, ages 7–14, the opportunity to show case their pitching, hitting & running abilities. Children have the opportunity to advance through Local, Sectional, Team and National Championships.
- Punt Pass & Kick - This NFL program creates a lively and engaging forum for boys and girls ages 6-15 to compete separately against their peers in punting, passing, and kicking skills. Top scorers in each division can advance from local to sectional and Team Championships.

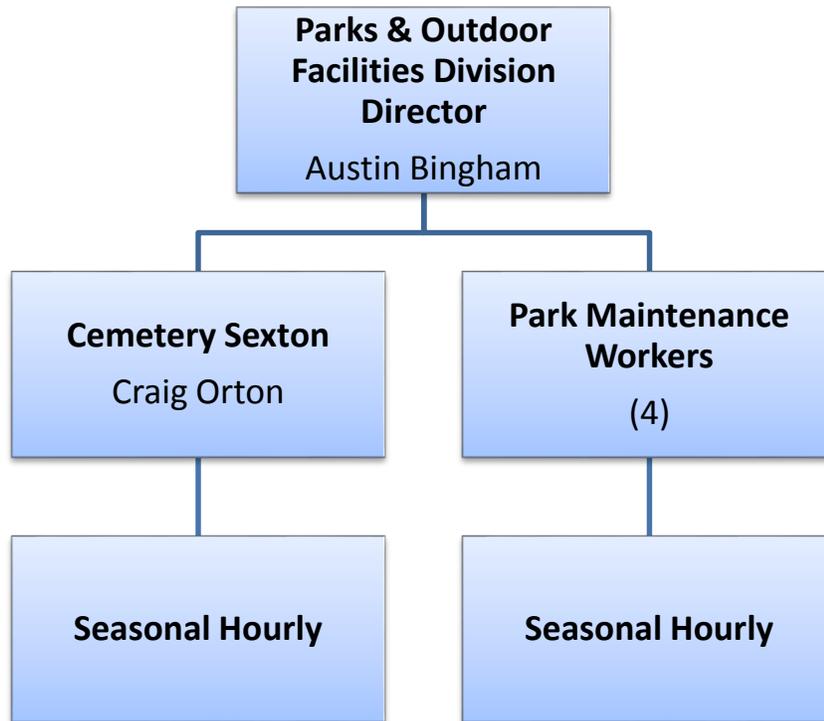


Goals for Fiscal Year 2015–2016

- To define and offer programs that would enhance community recreation.
- To consider the changes necessary to keep up with the trends of recreational opportunities for youth and adults.
- To keep the number of participants at a level that enables us to run a quality program.
- To enhance programs by training staff and having proper communication with staff and participants
- To structure programs to meet the standard of quality the community would benefit from.



Leisure Services: Parks and Outdoor Facilities



Mission Statement

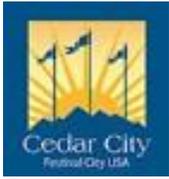
The Parks & Outdoor Facilities Division strives to develop and maintain safe, clean, and beautiful parks and outdoor facilities that reflect community pride while enhancing a healthy lifestyle and providing an enjoyable experience for each individual.

Cemetery Mission Statement

The mission of the Cedar City Cemetery is to provide the highest level of quality customer service, accurate burial information and a safe, healthy, service-oriented work environment. In addition we want to maintain a clean, beautiful, and dignified facility that reflects pride and enhances the quality of our community.

Division Overview

Parks & Outdoor Facilities Division provides a variety of functions throughout the City. They maintain 15 improved athletic fields, 27 parks from small community neighborhood parks to large complexes such as the Hills Recreation Complex totaling just over 175 acres. Parks maintain over eight miles of improved trails, two Memorial Tree Groves, 2 Freeway Interchanges and two miles of road parkways. The Cemetery operation falls under the Parks & Outdoor Facilities Division where they maintain 45 acres and provide an average of 140 internments per year. The Cross Hollows Event Center hosted 56 events from July 2014 to July 2015. The Parks & Outdoor Facilities Division maintains eight playgrounds including Park Discovery and Exit 59 Skate Park. In addition they clean and maintain ten restroom facilities. During the summer months, it is estimated that 3,500 people visit our parks and outdoor facilities each day. The Parks &



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Outdoor Facilities also works hand in hand with nearly every major event, including Utah Summer Games, Groovefest, Renaissance Faire, 4th of July, 24th of July, etc. In addition, they do the flower baskets on Main Street and Christmas lights on the parks and Main Street. The Cross Hollows Event Center hosted 56 events from July 2014 to July 2015.

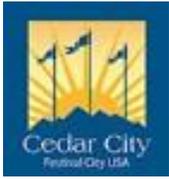
Fiscal Year 2014 - 2015 Accomplishments

- Involved with numerous events and festivals including:
 - City leagues, Little League Season, and State All-Star Baseball and Softball Tournament
 - Groovefest
 - July Jamboree
 - Renaissance Faire
 - Cedar City ½ Marathon
 - Red Rock Relay
 - Women in Business Festival
 - Tour of Utah
 - 31 Mile Relay
 - Cedar Livestock and Heritage Festival
 - Veteran’s Day Program
 - Easter Egg Hunt
 - Utah Summer Games

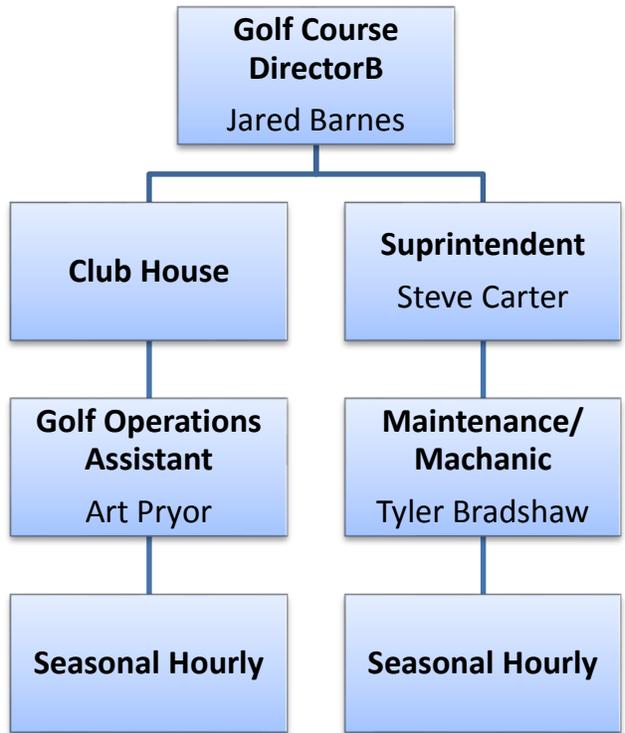
The Cedar City Parks Department also completed numerous projects in 2014-15. Among them were:

- New playground at East Canyon, and Canyon Ball Fields
- East Bench Trail Phase II
- RAP TAX projects at Main Street Park, West Canyon Park, and East Canyon Park
- 8 Eagle Scout Projects
- Cedar City was awarded Tree City USA status this year, which is the 17th consecutive year.





Leisure Services: Cedar Ridge Golf Course



Mission Statement

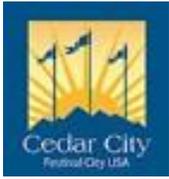
The staff of Cedar Ridge Golf Course is committed to provide the best possible golfing experience for everyone who plays. We will do this by providing excellent customer service and good playing conditions.

Division Overview

Cedar Ridge Golf Course is a fun 18-hole regulation golf course located against the red hills on the east bench of Cedar City. Around 55,000 rounds of golf are played at Cedar Ridge each year. Cedar Ridge is a par 73 with five par 5's offering plenty of birdie and eagle chances. The course has 3 sets of tees for golfers of all different playing abilities. Cedar Ridge also features a full practice facility with driving range, putting green, and chipping green. The pro shop is stocked with all of the current golf equipment and apparel. Rental clubs are available. Cedar Ridge has an operating budget of over \$650,000 and a comparatively small full-time staff of four.



The Cedar Ridge Golf Course offers a year-round, comprehensive golfing experience on a championship course. We have very active men's and ladies associations with weekly events. The course hosts numerous fundraising golf events throughout the season helping to raise money for many good causes. The Cedar Ridge Amateur Golf Tournament as well as the Ladies Invitational are two highlights on the tournament



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calendar. Cedar Ridge offers golf lessons from a certified PGA Professional as well as a junior golf program during the summer. Cedar Ridge is home to the Southern Utah University men's and women's golf teams as well as the golf teams from Cedar High and Canyon View high School.

Fiscal Year 2015 - 2016 Accomplishments

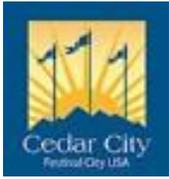
- Organized and conducted our Junior Golf Camp and 3 Junior Golf Tournaments. Participation in the camp continues to grow with over 200 junior golfers participating. This is up from 120 the prior year.
- Helped organize and run many fundraiser golf tournaments including The Rotary Club, Elks Lodge Scholarship Tournament, Home Builders Association, Circle 4 Pig Farms, Chamber of Commerce, Iron County Care and Share, and SUU Athletic Department. These tournaments raise money for various programs and provide a big benefit to our community. Running these programs also fosters relationships between the golf course and many civic groups in Cedar City.
- Successfully ran both Men's and Ladies Leagues throughout the summer which culminated with club championships in the fall. This provides playing opportunities to over 200 men and women in Cedar City.
- Installed new irrigation around all of the front 9 putting greens. This resulted in much better water pressure during the hot months and much better putting surfaces.
- Attended numerous city meetings dealing with budget, planning, etc.

Goals for Fiscal Year 2016–2017

Our main department goals are to continue to improve the golf course facility by doing the following:

- Continue the prairie dog eradication program as well as repair the damage done to the golf course from the prairie dogs.
- We will continue to be an active part of the community constantly developing relationships in an effort to increase participation of golf in the community.
- We will continue to expand our junior golf program and work on growing the numbers of women golfers in our leagues.
- Continue to promote Cedar Ridge as a fun recreational opportunity in the community and a great place to work and play golf.





Leisure Services: Cross Hollow Arenas

Services Provided

The Cross Hollow Arenas host a variety of equestrian events such as the PRCA Rodeo, Professional Bull Riders, Great American Stampede, Jr. Rodeos, Barrel Racing, Roping, Reining, Team Sorting and Summer Games Equestrian Events. This is a multi-purpose facility that also hosts events such as Archery Shoots, Dog Shows, Tool Sales, and Stock Show.

One major event at Cross Hollows is the two-day Cedar Livestock & Heritage Festival. The Sheep Parade is the highlight event of the Cedar Livestock & Heritage Festival and probably one of the most unique parades in the country. Approximately 10,000 spectators gather for this two-day festival. One of the main events is watching 1,000 head of sheep herded down Main Street, providing an exciting glimpse of the Old West and its livestock heritage to spectators along the route. After the parade the tractors and sheep camps will also be on display the remainder of the day at the Cross Hollows Events Center.

Cross Hollows is also home to Leisure Services programs, including archery and a beginner's equestrian class.

Division Overview

The Cross Hollow Event Center is a 30-acre facility located at 11 N. Cross Hollow Dr. in Cedar City. The Cross Hollow Arenas consist of two arenas:

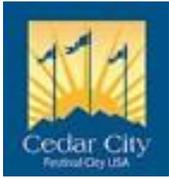
The Outdoor arena (Iron Rangers Arena)

- Seating for 2500 people.
- Concession Stand.

Indoor arena (Diamond Z Arena)

- Concession Stand

There is also a stall barn that houses 125 covered stalls for overnight rental. The facility allows open riding on days when events are not scheduled with a cost of \$3.00 per horse per day, or yearly membership of \$100. The hours are from sun-up to sun-down. Non-event days are subject to change.

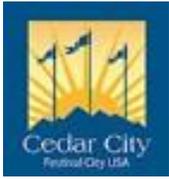


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A committee of residents dedicated to preserving our western heritage has been established in an advisory capacity to assist with the operations and planning of the facility.

Cross Hollows budget is approximately \$162,000. This year-round facility has one full-time staff with seasonal help.





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Goals for Fiscal Year 2016–2017

- To reduce the overall subsidy by 5%
- To recruit and hire additional part-time staff to minimize full-time demands and responsibilities

Key Trends / Challenges

One current trend is that many event planners are just starting to realize the Cross Hollow Event Center venue. We've had several requests for demolition derbies, professional fighting matches, circuses, etc.

Another trend is that Cross Hollows has been able to receive grant funds through tourism taxes. In the past year, they have received close to \$30,000 in capital funding.

Another trend is for the City to attempt to minimize risk by entering into comprehensive use agreements with major user groups.

One particular challenge at Cross Hollows is the lack of infrastructure. Currently the parking lots are still unlighted, dirt parking lots. The facility has been built with volunteer labor, which kind of has its challenges. Although the indoor arena is enclosed it is not heated for year-round events.

Future Outlook

The Cross Hollows Committee has high expectations for the facility, including some major additions to have it be one of the premier facilities in southern Utah. As the demands for the facility increase, so will the staffing demands.

Cross Hollows staff have been conservative with spending and understands how to increase revenue and minimize costs.

