

Minutes of the Special Meeting of the Syracuse City Council held on April 15, 2016, at 2:00 p.m., in the Council Conference Room, 1979 West 1900 South, Syracuse City, Davis County, Utah.

Present: Councilmembers: Andrea Anderson  
Corinne N. Bolduc  
Mike Gailey  
Karianne Lisonbee (arrived at 2:06 p.m.)  
Dave Maughan (arrived at 2:06 p.m.)

City Manager Bovero  
City Recorder Cassie Z. Brown

Excused: Mayor Terry Palmer

Staff Present: Finance Director Steve Marshall  
City Attorney Paul Roberts  
Community and Economic Development Director Brigham Mellor  
Information Technologies Director TJ Peace

### 1:05:02 PM

#### 1. Meeting Called to Order/Adopt Agenda

Mayor-Pro Tem Gailey called the meeting to order at 1:05:04 PM p.m. as a special meeting, with notice of time, place, and agenda provided 24 hours in advance to the newspaper and each Councilmember.

### 1:05:08 PM

COUNCILMEMBER ANDERSON MADE A MOTION TO ADOPT THE AGENDA. COUNCILMEMBER BOLDUC SECONDED THE MOTION; ALL VOTED IN FAVOR. Councilmembers Lisonbee and Maughan were not present when this vote was taken.

### 1:05:26 PM

#### 2. Budget Discussion: Administration, Justice Court, Community & Economic Development, and Information Technology.

A staff memo from City Manager Bovero explained the mission statement for the Administrative arm of the City is “To provide quality, affordable services for its citizens, while promoting community pride, fostering economic development, and preparing for the future.”

Under the mission of the City, staff created a draft budget that outlines the resources to provide the services from these departments effectively. In drafting the budget, we followed the guidelines discussed in the November Council Retreat and the following vision statements adopted by Council:

#### 10-Year City-Wide Vision Statements

- *We are a City with well-maintained infrastructure, including roads, utilities, and parks.*
- *In preparation for the West Davis Corridor, we will make provisions for interchanges to accommodate commercial businesses to serve the residents’ needs and to support economic stability of the City.*
- *We are a financially stable City, balancing the cost of services with the level of services that we provide. The City will have minimal or no debt.*
- *The City will incorporate improvements, events, and services that create an overall feeling of connection and pride in the City by its residents.*

#### Community and Economic Development

1. Syracuse City has a clear and targeted plan for the development of key areas of the City.
2. The Community & Economic Development Department employees are knowledgeable and positive.
3. The Community & Economic Development Department communicates well with the business community.

#### Administration

1. Syracuse City Administration employees are knowledgeable, courteous, and customer-oriented.
2. Syracuse City Administration demonstrates transparency in conducting City business.

#### Information Technology

1. Syracuse City uses IT to improve communication with residents.
2. Syracuse City provides IT services in an efficient and organized manner.
3. Syracuse City uses technology to improve staff productivity.
4. Syracuse City’s IT services are customer-oriented.

#### Justice Court

1. Syracuse City’s justice court meets the needs justice in the City.
2. Syracuse City’s justice court is administered fairly and efficiently.

**Priority Color Code**

Included with the Council packet was a color-coded review of the Line-Items requests for the Parks & Recreation Department. The colors correspond with the following categories:

- 1) **Yellow** = Optimal Service: These items are not necessary to fulfill the City's mission or the Council's vision for the Parks & Recreation Department, but do provide an improved level of service to the City.
- 2) **Green** = Mission & Vision Critical: These items are necessary to fulfill the City's mission and the Council's vision for the Parks & Recreation Department.
- 3) **Blue** = Short-term Survival: These items are critical to provide basic services. Without them, the Parks & Recreation Department will be able to operate in the short-term, but will suffer in the long run if additional resources are not provided to support the operations.

**Overarching Discussion Points**

- **5-10 Year Plan:** Over the next year, the Administration would like to work with the City Council to adopt a 5-10 year level of service and staffing plan for Administration, CED, and IT. The plan would serve as an advisory document that outlines the level of service deemed acceptable to the Council. It also would evaluate the proper staffing levels in order to maintain the acceptable level of service. Finally, the plan would outline measures and triggers that indicate when staffing levels need to be increased or reduced based on service demands.
  - **Additional Cost:** \$0 In-House staff time and minor ancillary costs
- **Bond Refinance Savings:** Due to refinance of MBA Bonds to a lower interest rate, the City will see \$66,000 savings in FY2017.
- **Capital Equipment Expense Options:** Based on the budget requests from all other departments, we have listed the capital equipment expenses in the Capital Improvement Fund Budget. Based on FY2017 revenue alone, the City does not have the funds to cover the entire request; but using the fund balance in the General Fund (approximately \$500k), all of the requests can be purchased. The requests totaled \$1,364,051 and include Fire Department Equipment, Police Vehicles, a Public Works Vehicle, and a storage facility for Parks & Recreation. For details, see Capital Improvement Fund, Account 80 included in the packet.
- **Completion of CED Reorganization:** The plan for the Community & Economic Development Department is geared toward maximizing the Director's ability to focus on economic development in the City. This is a critical function as the City continues through an era of unprecedented growth. Two mid-level supervisory positions are being created, with one already established (Development Services Manager). During FY2017, it is anticipated that the Chief Building Official will be given supervisory duties over the building inspector, code enforcement officer, and building permit technician. This will allow the Director to focus on economic development duties, and still direct the day-to-day functions of the department through the two supervisory positions.
  - **Estimated Additional Cost:**  
*Promotion of Chief Building Official:* \$4,906
- **Conversion of IT Intern to PT Employee:** The overall approach with the City's IT Department was to, first, increase the capacity of the Director to perform IT functions by off-loading the building maintenance responsibilities from the department. And second, to improve the IT Department's ability to provide better helpdesk service to employees and provide new technological advancements, while still maintaining the long term planning and day-to-day maintenance of the back-end system. We have looked into several scenarios on how to do this. At this time, we feel the best and most cost-effective method is to convert the existing intern position into a part-time position. The intern arrangement has shown that the IT help desk service is greatly improved, however the turnover in interns is problematic with re-training. The IT Intern market is such that interns are being paid approximately \$13/hour, which is about \$4/hour more than what the City offers. A mid-level part time IT tech can be hired for approximately \$20/hour, and is expected to provide more longevity, and therefore, better service.
  - **Additional Cost:** \$0 In-House staff time and minor ancillary costs  
*Conversion of Intern to PT Employee:* \$20,500
- **Transfer of Communications Budget from Building Maintenance to IT:** The budget for communications (internet, phones, cell phones) has historically been under building maintenance. We felt it was more appropriate to move it over to the IT Department. The proposed FY2017 budget will show this change.

- **EOC Reserve Phones:** As part of the City’s emergency preparedness efforts, the proposed budget provides for 10 Shortel Phones to be purchased. Ten phones will be held permanently in reserve for the Emergency Operations Center for the purposes of mobilizing an on-demand hotline center during an emergency. During last year’s water contamination, this service was invaluable to the response effort and our outreach to citizens. While that incident only required three phones, a larger incident would require more.
  - **Estimated Additional Cost:**  
*10 Shortel Telephones for EOC* \$3,000
- **Firewall Replacement:** The City’s firewall is several year old. New technologies have produced firewalls with far superior capabilities that can provide better protection of the City’s data, and are easier to manage and maintain.
  - **Estimated Additional Cost:**  
*Firewall Replacement* \$12,400
- **Accounting Intern:** As the City grows in size and complexity, the accounting workload on the Finance Director has also grown. As an experiment, we decided to give up the administration intern for two semesters, and hire an accounting intern during the budget season. This proved to be very beneficial in maintaining the integrity of the day-to-day finances of the City, while also working through the annual budget process. The accounting intern would be given lower-level tasks, so the Director can focus on high-level issues for the City.
  - **Estimated Additional Cost:**  
*New Accounting Intern* \$11,455
- **Utility Rate and Internal Service Allocation Policy:** Based on feedback from the Council in January, we have examined the City’s method and calculations for the internal service allocation for services provided to utility operations (water, sewer, storm, etc.). Based on our evaluation of time spent on administrative services for the benefit of utility operations, some changes are proposed in the internal service allocation. These will be discussed in the meeting and at the April 26 work session. Also, as discussed in January, a policy on how utility rates are set, and how the City will determine internal cost pricing, will be presented for the Council’s consideration. Below is a summary of changes in the budget related to the internal service allocation:
  - **Increased streets budget for Robert’s time and additional seasonal employee. This is a reduction to the utility funds.** \$ 58,000
  - **Increased parks & rec budget for Kathryn’s time as the cemetery sexton. This is a reduction to the utility funds.** \$ 20,612
  - **IT allocation change from 40% to 66%** \$ 60,000
  - Total:** **\$138,612**

The memo concluded that included in the packet are line-item operational budget proposals along with the capital projects budgets for Council consideration.

[1:06:27 PM](#)

City Manager Bovero reviewed the staff memo and he and Finance Director Marshall proceeded with a review of the line-item budget requests for the various budgets managed within by City Administration, Mayor, and City Council. There was brief general discussion among the Council and staff throughout Mr. Bovero’s presentation, the purpose of which was to help the Council gain a clearer understanding of the operations of the Department. Throughout the discussion there was a focus on items such as technology upgrades or adjustments, membership fees for associations such as the Utah League of Cities and Towns (ULCT) and Economic Development Corporation of Utah (EDCU) (during this discussion the Council concluded to terminate the City’s membership with the ULCT for at least one year), donations or support of various committees or entities in the City, insurance costs, the potential to implement a cell-phone stipend program for City employees, the City’s purchasing policy, staffing plans and operations for the Community and Economic Development (CED) Department, centralization of uniform ordering City-wide, special events (such as the Farmer’s Market), Information Technologies (IT) operations, employee wage increases, programming in the Redevelopment Agency (RDA) and Municipal Building Authority (MBA) budgets, and capital improvement project (CIP) requests.

[3:55:00 PM](#)

Mr. Marshall reviewed a summary document relating to the City’s internal allocation policy to identify charges to the utility funds for employee time spent on utility operations; the total amount charged to the utility funds covers 35 percent of employee time dedicated to utilities, which is a reasonable percentage. He stated that the Council can choose to change the allocation practices, but he asked them to recognize the impact that will have on the overall budget. The Council engaged in a high level discussion regarding the manner in which the Council can best communicate with residents regarding the internal allocation policy, after which Councilmember Lisonbee indicated that she would like for utilities to be self-sufficient, but

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when there is a gap in funding for depreciation, the general fund will be used to fill that gap. Mayor Pro-Tem Gailey indicated he would like all Councilmembers to think about that concept before engaging in a discussion about it. Mr. Bovero indicated staff will be prepared for additional discussion regarding Councilmember Lisonbee's recommendation and the entire policy during the April 26 work session meeting.

In conclusion, Mr. Marshall indicated he will make the suggested changes to the City Administration budget before proceeding with including it in the tentative budget to be presented to the Council on May 10.

[4:31:38 PM](#)

COUNCILMEMBER ANDERSON MOVED TO ADJOURN THE MEETING. COUNCILMEMBER LISONBEE SECONDED THE MOTION; ALL VOTED IN FAVOR.

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Terry Palmer  
Mayor

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Cassie Z. Brown, CMC  
City Recorder

Date approved: May 10, 2016