



## SYRACUSE CITY

### Syracuse City Council Work Session Notice

April 22, 2014

6:00 p.m. – Syracuse Museum, 1891 W. 1700 S.

7:00 p.m. – Municipal Building, 1979 W. 1900 S.

Notice is hereby given that the Syracuse City Council will participate in a site visit at the Syracuse Museum on Tuesday, April 22, 2014, at 6:00 p.m. The Syracuse Museum is located at 1891 W. 1700 S. The purpose of the site visit is to tour and receive information regarding the Museum; the tour is scheduled to last 45 minutes.

Notice is hereby given that the Syracuse City Council will participate in a work session on Tuesday, April 22, 2014, at 7:00 p.m. in the large conference room of the Municipal Building, 1979 W. 1900 S., Syracuse City, Davis County, Utah. The purpose of the work session is to discuss/review the following items:

- a. Public Comments.
- b. Interlocal Agreement with Clearfield and West Point pertaining to SR-193 landscaping maintenance. (10 min.)
- c. Request to be on the agenda: Stillwater Estates. (15 min.)
- d. Title Eight and Ten Amendments-Amending the PRD Zone, Subdivision Ordinance, and Cluster Subdivisions. (30 min.)
- e. Discussion regarding Freemont Park Improvements. (20 min.)
- f. Budget discussion: (30 min.)
  - Draft Fund Balance Policy.
  - Employee Recruitment and Retention Policy.
- g. Council business.

*Meetings of the Syracuse City Council may be conducted via electronic means pursuant to Utah Code Ann. § 52-4-207. In such circumstances, contact will be established and maintained via electronic means and the meeting will be conducted pursuant to the Rules, Policies and Procedures established by the Governing Body for electronic meetings. Councilmember Gailey will be participating in the work session portion of the meeting via electronic means.*

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In compliance with the Americans Disabilities Act, persons needing auxiliary communicative aids and services for this meeting should contact the City Offices at 801-825-1477 at least 48 hours in advance of the meeting.

#### CERTIFICATE OF POSTING

The undersigned, duly appointed City Recorder, does hereby certify that the above notice and agenda was posted within the Syracuse City limits on this 17<sup>th</sup> day of April, 2014 at Syracuse City Hall on the City Hall Notice Board and at <http://www.syracuseut.com/>. A copy was also provided to the Standard-Examiner on April 17, 2014.

CASSIE Z. BROWN, CMC  
SYRACUSE CITY RECORDER



# COUNCIL AGENDA

April 22, 2014

Agenda Item #b                      Interlocal Agreement regarding SR-193 Landscaping

## ***Factual Summation***

Please see the attached:

- a. SR-193 Landscape Design Presentation
- b. Ariel Map-Maintenance Areas
- c. Interlocal Agreement

Any question regarding this agenda item may be directed at Sherrie Christensen, Community & Economic Development Director.

## **Background**

As part of the joint HUD Planning Grant that Syracuse, West Point and Clearfield was awarded for the SR-193 project, phase 2, included the planning for the landscaping of intersections along the North side of SR-193. The three cities worked together to hire JUB engineering to design the landscaping plan.

UDOT is providing funds for the installation of the landscaping with an additional small one time allocation for maintenance by the Cities of the improved landscaping. The total of the two sources of funding is \$343,000. This will install landscaping at 2000 West, 1550 West, 1000 West, Center Street & H Street.

The proposed interlocal agreement designates which Cities will be responsible for maintenance of the various improvements. Please see the detailed maps which identify the areas suggested for each City.

## **Request**

Staff requests feedback from the Council regarding the proposed interlocal agreement for placement on the May 13, 2014 agenda for adoption by resolution.



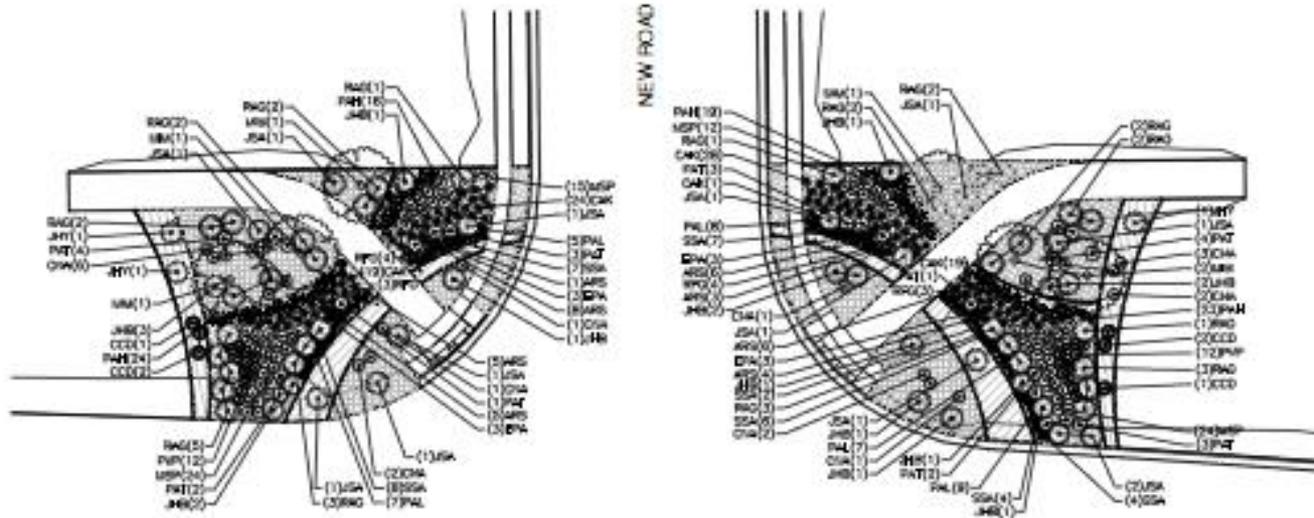




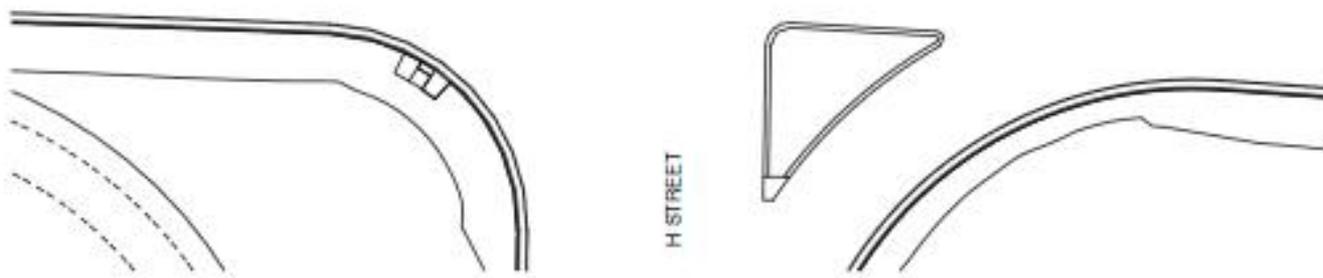




# FREEPORT CENTER



PROPOSED SR 193



H STREET

# LANDSCAPE PLANTS

TREES



*Fraxinus americana*  
 'Autumn Purple'  
 Autumn Purple Ash  
 Mature Size: H 45' W 40'



*Malus x 'Indian Magic'*  
 Indian Magic Crab Apple  
 Mature Size: H 20' W 20'



*Pinus nigra*  
 Austrian Black Pine  
 Mature Size: H 50' W 25'



*Tilia tomentosa* 'Sterling'  
 Sterling Silver Linden  
 Mature Size: H 45' W 35'

SHRUBS



*Buddleia davidii* 'Peacock'  
 Peacock Butterfly Bush  
 Mature Size: H 4-5' W 4'



*Chrysothamnus nauseosus*  
 Rubber Rabbitbrush  
 Mature Size: H 3' W 3'



*Genista lydia*  
 Lydia Woodwaxen  
 Mature Size: H 18" W 3-4'



*Juniperus horizontalis*  
 'Bar Harbor'  
 Bar Harbor Creeping Juniper  
 Mature Size: H 1' W 6'



*Juniperus horizontalis*  
 'Youngstown'  
 Youngstown Creeping Juniper  
 Mature Size: H 1' W 6'



*Juniperus sabina* 'Arcadia'  
 Arcadia Juniper  
 Mature Size: H 1' W 6'



*Mahonia aquifolium compacta*  
 Compact Oregon Grape  
 Mature Size: H 2-3' W 4-6'



*Physocarpus opulifolius*  
 'Summer Wine'  
 Summer Wine Ninebark  
 Mature Size: H 6' W 6'

# LANDSCAPE PLANTS

SHRUBS



*Pinus sylvestris*  
‘Hillside Creeper’  
Hillside Creeper Scotch Pine  
Mature Size: H 18-24” W 6’



*Potentilla fruticosa*  
‘Dakota Sunspot’  
Bush Cinquefoil  
Mature Size: H 3’ W 3’



*Rhus aromatica* ‘Gro-Low’  
Gro-Low Fragrant Sumac  
Mature Size: H 3’ W 6’



*Rhus glabra*  
Smooth Sumac  
Mature Size: H 8’ W 8’



*Ribes aureum*  
Golden Currant  
Mature Size: H 6’ W 5-6’



*Ribes cereum*  
Wax Currant  
Mature Size: H 3-5’ W 3-5’



*Taxus x media*  
‘Dark Green Spreading’  
Dark Green Spreading Yew  
Mature Size: H 3’W 6-8’



*Yucca filamentosa*  
‘Ivory Tower’  
Ivory Tower Yucca  
Mature Size: H 3’ W 3’

GRASSES



*Calamagrostis x acutiflora*  
‘Karl Foerster’  
Feather Reed Grass  
Mature Size: H 5’ W 3’



*Helictotrichon sempervirens*  
Blue Oat Grass  
Mature Size: H 2’ W 3’



*Miscanthus sinensis* ‘Adagio’  
Adagio Eulalia Grass  
Mature Size: H 5’ W 4’



*Miscanthus sinensis* ‘Graziella’  
Graziella Maiden Grass  
Mature Size: H 6’ W 3’

# LANDSCAPE PLANTS

GRASSES



*Miscanthus sinensis*  
'Purpurescens'  
Flame Grass  
Mature Size: H 5' W 3'



*Panicum virgatum*  
'Prairie Sky'  
Prairie Sky Switch Grass  
Mature Size: H 3-4' W 3-4'



*Pennisetum alopecuroides*  
'Little Bunny'  
Little Bunny Fountain Grass  
Mature Size: H 18" W 18"



*Pennisetum alopecuroides*  
'Moudry'  
Oriental Fountain Grass  
Mature Size: H 2-3' W 2-3'

PERENNIALS



*Achillea millefolium* 'Paprika'  
Red Yarrow  
Mature Size: H 24-30"



*Achillea millefolium*  
'Summer Pastels'  
Summer Pastels Yarrow  
Mature Size: H 24"



*Agastache rupestris* 'Sunset'  
Sunset Hyssop  
Mature Size: H 20-24"



*Echinacea purpurea*  
'Amazing Dream'  
Amazing Dream Coneflower  
Mature Size: H 24"



*Echinacea purpurea* 'Magnus'  
Magnus Purple Coneflower  
Mature Size: H 36"



*Kniphofia uvaria*  
Red Hot Poker  
Mature Size: H 36"



*Ligularia dentata*  
'Britt Marie Crawford'  
Summer Ragwort  
Mature Size: H 36-40"



*Oenothera missouriensis*  
'Ozark Sundrops'  
Missouri Primrose  
Mature Size: H 12"

# LANDSCAPE PLANTS

PERENNIALS



*Penstemon eatonii*  
Firecracker Penstemon  
Mature Size: H 36"



*Perovskia atriplicifolia*  
Russian Sage  
Mature Size: H 4'



*Rudbeckia fulgida*  
'Goldsturm'  
Goldsturm Black-eyed Susan  
Mature Size: H 30"



*Sedum spectabile*  
'Autumn Joy'  
Stonecrop  
Mature Size: H 15"



*Solidago rugosa* 'Fireworks'  
Fireworks Goldenrod  
Mature Size: H 3-4'

VINES



*Parthenocissus quinquefolia*  
'Engelmannii'  
Engelman Virginia Creeper  
Mature Size: H 30'



*Parthenocissus tricuspidata*  
'Veitchii'  
Boston Ivy  
Mature Size: H 30'

SR-193 LANDSCAPE | CONCEPTUAL PLANT PALETTE  
Clearfield | Syracuse | West Point | Utah

1000 West

← Trail & Sidewalk Maintenance-Clearfield

Trail & Sidewalk Maintenance-Clearfield →

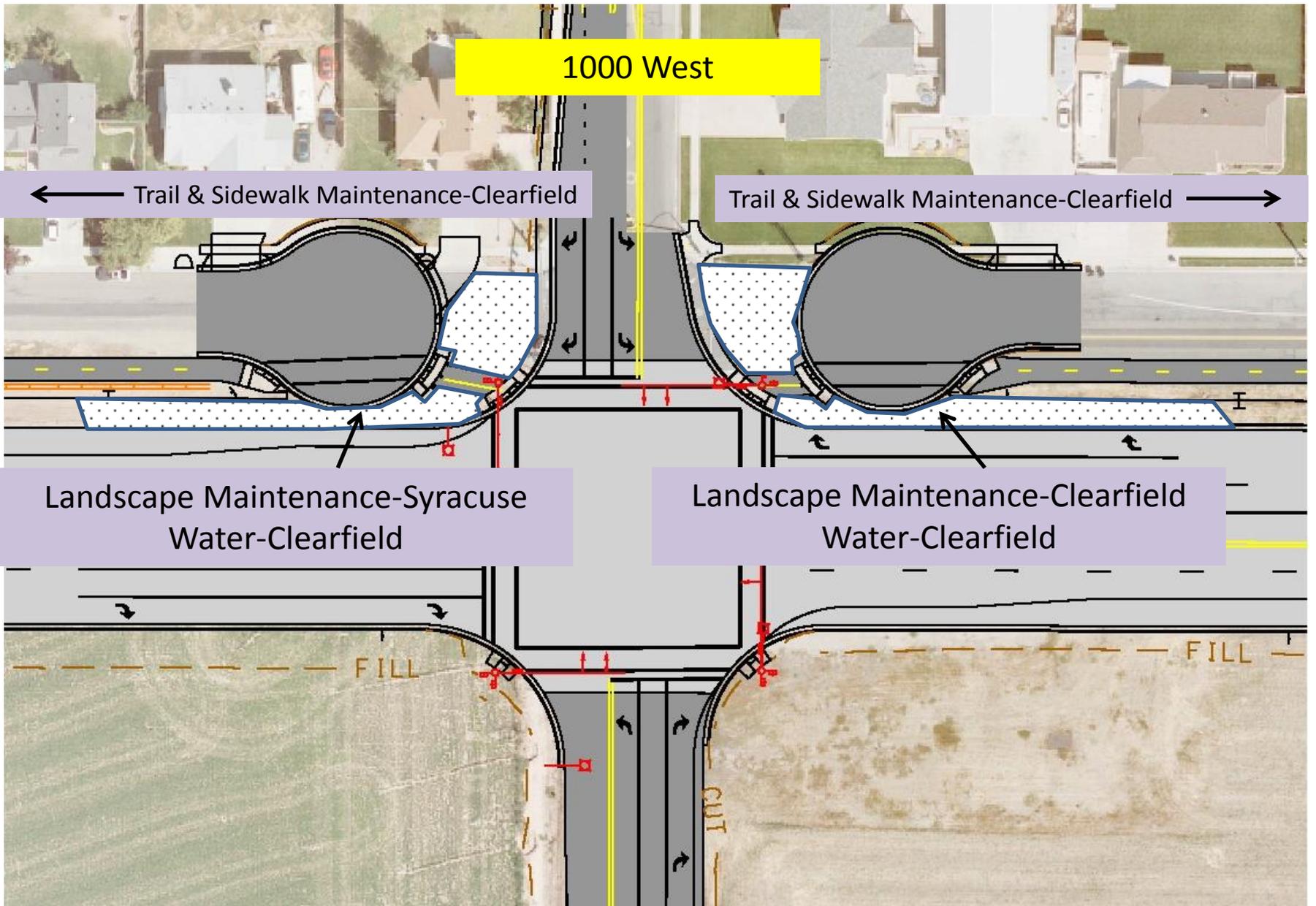
Landscape Maintenance-Syracuse  
Water-Clearfield

Landscape Maintenance-Clearfield  
Water-Clearfield

FILL

FILL

CUT



1550 West

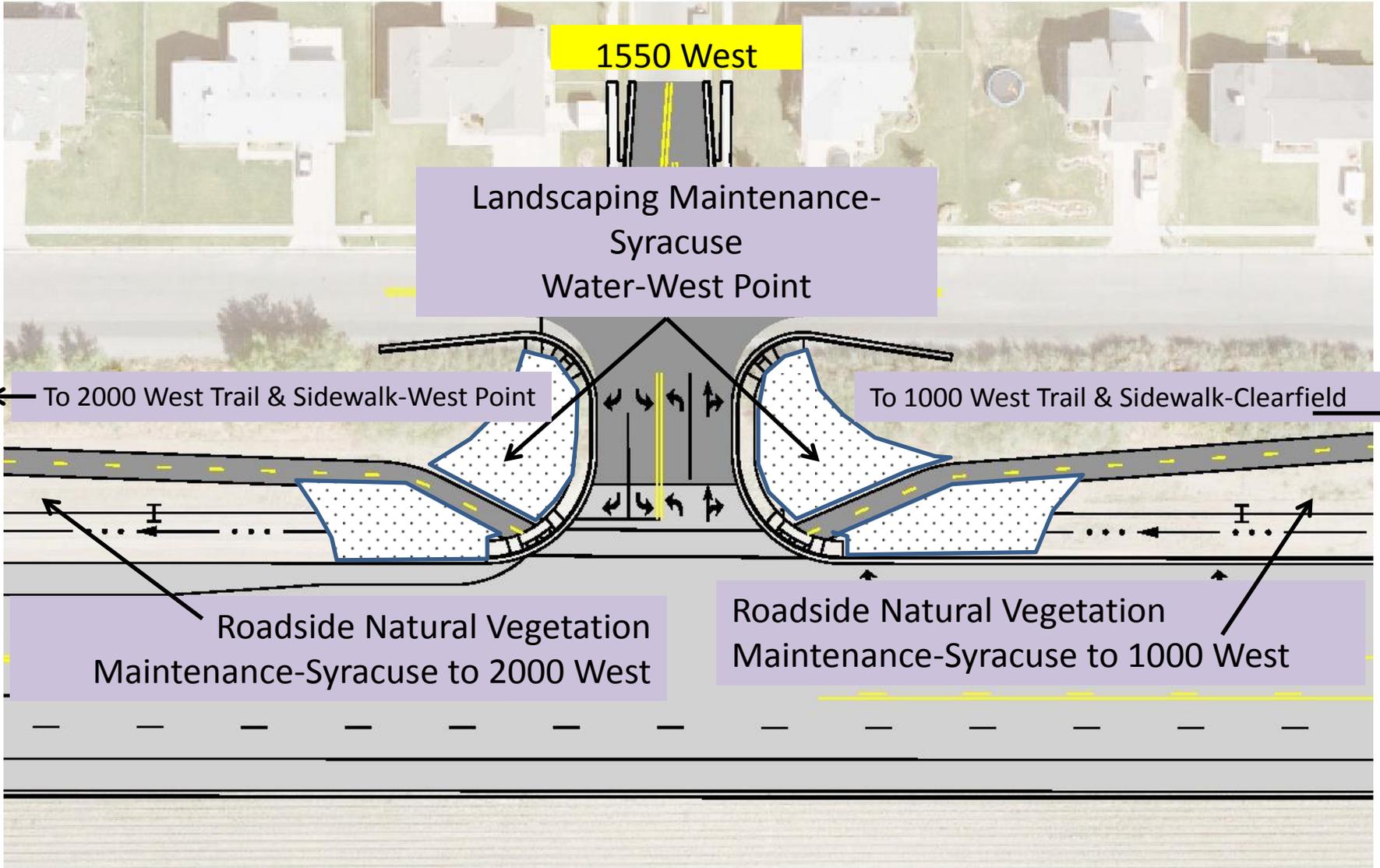
Landscaping Maintenance-  
Syracuse  
Water-West Point

To 2000 West Trail & Sidewalk-West Point

To 1000 West Trail & Sidewalk-Clearfield

Roadside Natural Vegetation  
Maintenance-Syracuse to 2000 West

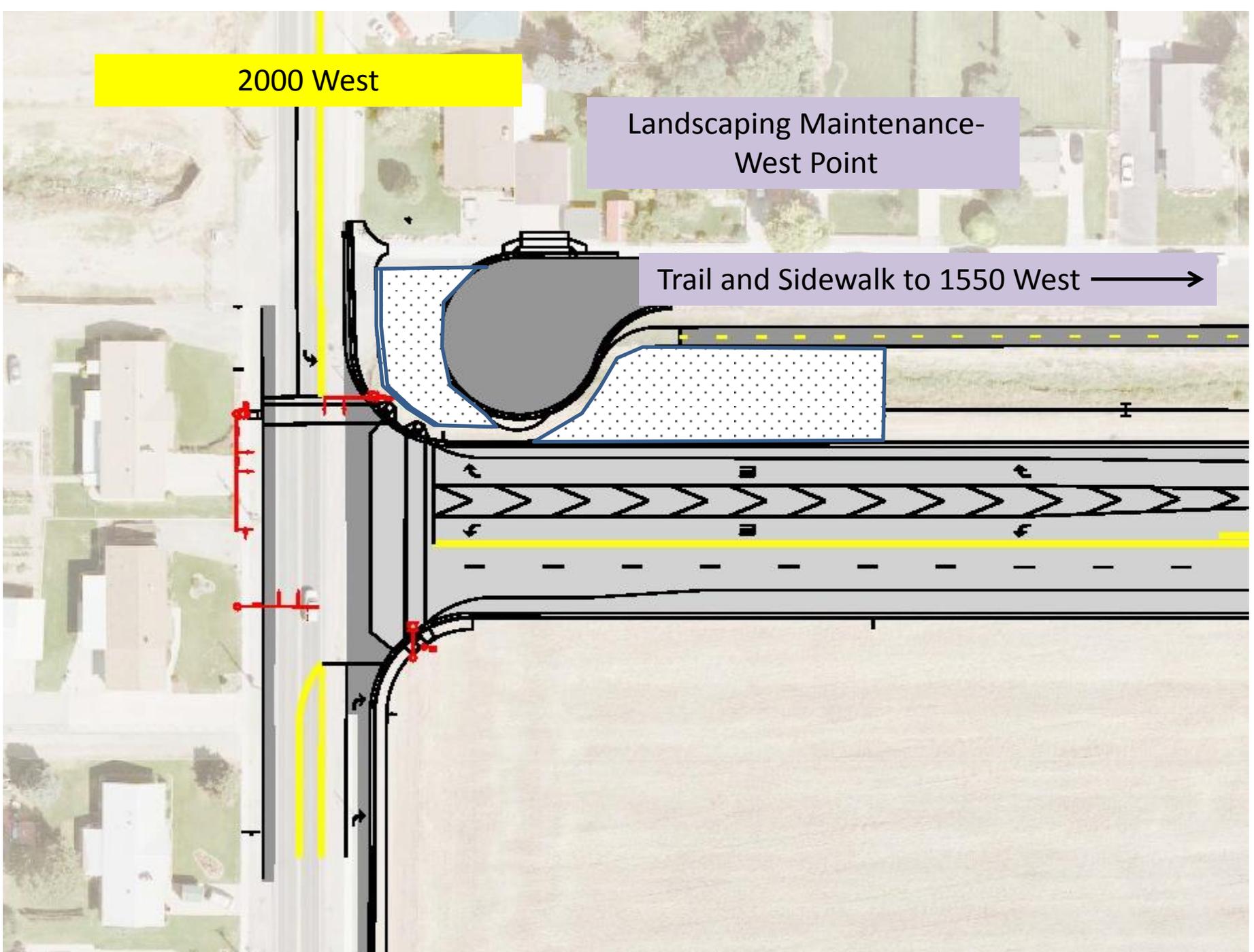
Roadside Natural Vegetation  
Maintenance-Syracuse to 1000 West



2000 West

Landscaping Maintenance-  
West Point

Trail and Sidewalk to 1550 West →



**INTERLOCAL COOPERATION  
AGREEMENT FOR THE IMPROVEMENT OF REAL PROPERTY**

This agreement is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2014, by and between Clearfield City, a Utah municipal corporation, hereinafter referred to as “Clearfield”, Syracuse City, a Utah municipal corporation, hereinafter referred to as “Syracuse” and West Point City, a municipal corporation, hereinafter referred to as “West Point”, the three referenced Cities collectively hereinafter shall be referred to as the “Cities”.

WHEREAS, The Cities share common boundaries; and

WHEREAS, It is mutually beneficial to the Cities to have a cooperative effort in developing a street system that is properly connected to accommodate the flow of vehicular and pedestrian traffic; and

WHEREAS, The Cities have cooperated in the planning of the new SR-193 with a mutual HUD Planning Grant to facilitate land use plans and landscaping plans of the intersections along SR-193; and

WHEREAS, The Cities are desirous to establish landscaping along SR-193 that has continuity and will bring mutual value to each city; and mutually cooperate and share the maintenance responsibilities of said landscaping in an equitable manner; and

WHEREAS, pursuant to the authority and provisions of the Interlocal Cooperation Act, Title 11, Chapter 13 of the Utah Code Annotated, the Cities are willing to cooperate to equitably provide for the maintenance and oversight of the improvements within the SR-193 corridor as described herein.

NOW, THEREFORE, in an effort to provide an efficient, economical, and coordinated maintenance system for the Cities; to enjoy the mutual benefit of the landscaping along SR-193, and for other good and valuable consideration, the Cities agree as follows:

1. **Landscaping Plan.** The plans noted as “Exhibit A” shall represent the agreed upon landscape plan for the North & East side of SR-193 within the boundaries of the Cities. The exhibit is attached to, and is made a part of this Agreement.
2. **Clearfield City Undertakings.**
  - Clearfield will be responsible for the maintenance of the landscape improvements, as follows: the intersections of “H” Street, Center Street, and the East Side of 1000 West, as well as any road side landscaping or natural vegetation between said intersections
  - Clearfield will be responsible for the maintenance and snow removal of the newly installed walking trail sections within their City boundaries and to the 1550 West intersection, including the sidewalk connection to the crosswalks.
  - Clearfield will be responsible for supplying irrigation water supply to the intersections at “H” Street, Center Street and to both sides of 1000 West.
3. **Syracuse City Undertakings.**

- Syracuse will be responsible for the maintenance of the landscape improvements, as follows: the intersections of 1550 West and the West Side of 1000 West.,
  - Syracuse will be responsible for the maintenance of road side landscaping or natural vegetation between 1000 West and 2000 West on the south side of the **concrete sound wall**.
4. **West Point Undertakings.**
    - West Point will be responsible for the maintenance of the landscape improvements, as follows: the intersection of 2000 West and those areas of natural vegetation on the North side of **the concrete sound wall** along the trail.
    - West Point will be responsible for the maintenance and snow removal of the newly installed walking trail sections between the 1550 West intersection and 2000 West intersection, including the sidewalk connection to the crosswalks.
    - West Point will be responsible for supplying irrigation water supply to the intersections at 1550 West and 2000 West.
  5. **Joint Undertakings.** **The Cities agree to dedicate the funding provided by the Utah Department of Transportation (UDOT) for landscape maintenance to the funding allocated for installation of said landscaping. The total combined funding from UDOT to the Cities is three hundred and forty three thousand dollars (\$343,000).**
  6. **No Interlocal Entity Created-** This Agreement does not create an interlocal entity between the Cities.
  7. **Administration of Agreement.** The administration of this Agreement shall be by the Cities' respective City Managers.
  8. **Breach.** If any city fails or refuses to perform hereunder, the non-breaching party shall demand performance to resume and be completed. If a good faith resumption of performance does not occur within 30 days from the demand for performance, the breaching entity shall pay damages in an amount equal to the amount necessary to complete the breaching City's performance under this Agreement. Said amount shall be determined through the statutory bidding process.
  9. **Term of Agreement.** The term of this Agreement shall be fifty (50) years from the date of execution. This Agreement may be extended as jointly agreed upon by the respective City Councils of the Cities.
  10. **Amendments.** This Agreement may be amended upon mutual agreement of the Cities, in writing. The purpose and reasons for any amendments should be set forth in the amended agreement.

Executed as of the day and date above.

CLEARFIELD CITY

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Mayor  
ATTEST:

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APPROVED AS TO FORM:

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City Attorney

Executed as of the day and date above.

SYRACUSE CITY

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Mayor Terry Palmer

ATTEST:

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City Recorder, Cassie Brown

APPROVED AS TO FORM:

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City Attorney, Clint Drake

Executed as of the day and date above.

WEST POINT CITY

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Mayor  
ATTEST:

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APPROVED AS TO FORM:

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City Attorney



# COUNCIL AGENDA

April 22, 2014

Agenda Item # c

Request to be on the agenda: Stillwater Estates

***Factual Summation***

Staff received a request from the developer of the proposed Stillwater Estates Subdivision to have time during the work session meeting to discuss the development. Mayor Palmer approved this request. If any documentation pertaining to the agenda item is provided to staff prior to the meeting it will be made available to the City Council as well.



# COUNCIL AGENDA

April 22, 2014

Agenda Item # **d** Title VIII & X Amendments-Amending the PRD Zone, Subdivision Ordinance, & Cluster Subdivisions

## ***Factual Summation***

Please see the attached:

- a. Memo on proposed restructuring of Subdivision Process in Title VIII
- b. Memo on issues and possible solutions to the PRD Zone

Any question regarding this agenda item may be directed at Sherrie Christensen, Community & Economic Development Director.

## **Background**

1. As part of the Council request to review the process for subdivision approval, in order to clarify the time of vesting of a project, the vesting land use authority and bring the Council into the review process sooner, staff has drafted the attached memo outlining one possible solution. This was scheduled to be discussed with the Planning Commission at the April 15, 2014 work session. Unfortunately the Planning Commission did not have time to fully discuss the proposal prior to adjourning. Staff has emailed the documents to the Commission and requested emailed feedback prior to the Council meeting. At this time staff desires input from the Council as to whether this is an acceptable proposal, prior to devoting staff resources to draft amendments to the ordinance.
2. Along with the Subdivision process, staff and the Commission were asked by the Council to review the PRD density allowances. Staff prepared the attached memo to identify the issues regarding the PRD zone and some possible solutions. Staff has also requested email input from the Planning Commission and requests Council input regarding the forthcoming amendments.
3. One additional issue staff would like direction from the Council is in regard to the Cluster Subdivision regulations. Currently the regulations are drafted as a conditional use. Staff is suggesting a change to those regulations to clarify the approval process with two options:
  - Move the Cluster Subdivision regulations to the Subdivision Title VIII- add process and approval language to be approved by the Council at Preliminary Plat. *This option would give the developer and city ample time to negotiate the terms of the development agreement and layout of the subdivision.*
  - Change the Cluster Subdivision regulations into a zone similar to the PRD zone. *This option will may be more difficult to process, in that it is time consuming to negotiate all of the layout and terms of the development agreement without running the subdivision process concurrently. Once rezoned deference is given to the land owner that meeting the minimum requirements of the zone that the development will be approved, thus vesting the development much earlier in the process.*



# Planning Commission Meeting

April 15, 2014

## EXECUTIVE SUMMARY

### Work Session Item: Subdivision Process Proposal

The Council has requested that the Planning Commission and staff evaluate the Subdivision process and make a recommendation on an amendment that will involve the Council sooner, rather than at the end with Final. This will help alleviate any issues the Council may have with a proposed development prior to the project being vested and minimize expense to the developer should major changes be necessary in the project.

In review of processes used by other municipalities in the state, staff looked for a viable process that addresses the needs of the Planning Commission and Council, and also streamlines the process for developers and remove redundancy in the approvals where feasible.

Staff proposes that the Planning Commission consider the following proposal. Staff will then modify the proposal based upon the Planning Commission recommendations and approach the Council in their next work session to determine if the goals of the Council as well. If they concur with the Planning Commission, staff will then draft the ordinance amendments for consideration and public hearing.

For purposes of this discussion the following definitions are provided:

- **Development Review Committee**-Community Development Director, City Planner, Public Works Director, City Engineer, Fire Marshall
  - as necessary Economic Development Planner, Police Chief, NDSD Representative, adjacent City or County Representatives, Utility Representatives, or designees.
- **Concept Plan**-Previously known as Sketch Plan

Divide the approval process into three categories, with different review processes.

- **Minor Subdivisions**, 10 or fewer lots with no dedication of public streets or utilities
  - **Concept Plan Review**-Development Review Committee (no approval is granted-general meeting to discuss the proposed design, layout, utilities and requirements of the municipal code)
  - **Preliminary Plan Approval**-Planning Commission public hearing and approval (*vested*)
  - **Final Plat**-City Manager/Mayor with Development Review Committee review of compliance.
- **Major Subdivisions**, Greater than 10 lots and/or with dedication of public streets and utilities
  - **Concept Plan Review**- Development Review Committee (*no approval is granted-general meeting to discuss the proposed design, layout, utilities and requirements of the municipal code*)
  - **Preliminary Plan Review**- Planning Commission public hearing-recommendation to City Council for Preliminary approval.
  - **Preliminary Approval**-City Council (*vested*)
  - **Final Plat**-Planning Commission approval-forwarded to City Manager/Mayor for signature.

- **Cluster & PRD Subdivisions**
  - **Concept Plan Review** Development Review Committee (*no approval is granted-general meeting to discuss the proposed design, layout, utilities and requirements of the municipal code*)
  - **Preliminary Plan Review, including draft development agreement**-Planning Commission public hearing-recommendation to City Council for Preliminary approval.
  - **Preliminary Approval, including draft development agreement**-City Council public hearing (*vested*)
  - **Final Plan Review, Final Development Agreement Review**-Planning Commission recommendation to City Council.
  - **Final Plat, Final Development Agreement**-City Council.



# Planning Commission Meeting

April 15, 2014

## EXECUTIVE SUMMARY

### Work Session Item: PRD Density

The Council has requested that the Planning Commission and staff evaluate the PRD Zone and make a recommendation on amendments to the density of the zone. Staff has identified several issues with the PRD zone that will make the zone more functional and give the city a better end product. The following issues need to be discussed and possibly amended.

- Density-Currently allows 8 d.u./acre on net density and up to 12 when adjacent to commercial as a transitional zone.  
**Problems:**
  - Net density is acreage less 20% for infrastructure (what if infrastructure actually takes up more than 20%)
  - Difficult to achieve higher density only using 4-plex or townhome type construction**Solutions:**
  - Base density on actual net, this encourages less infrastructure and is less crowded
  - Remove bonus to 12 d.u. or allow three story construction with greater than 4 d.u./building (Council prefers the former)
- Lot & Setback Standards-Currently has required front, rear, side and minimum separation regulations  
**Problems:**
  - Impossible to meet density and open space with single family detached lots.**Solutions:**
  - Do not allow single family detached; or
  - Only allow single family detached as patio homes; or
  - Limit the size of single family lots and the size of home; or
  - Reduce open space requirement; or
  - Redefine setbacks from project and street boundaries, rather than lots.
- Open Space  
**Problems**
  - Confusing requirement: 50% of total land, less roadways, buildings and above ground city infrastructure.
  - Amenities in open space may actually make it not open space, ie. club house, pool, etc.**Solutions**
  - Define open space requirement as 50% (or other number) of actual net acreage after roads are removed.
  - Clarify what may be or may not be counted as open space, park strips, driveways
  - Redefine open space as common area
  - Allow only a certain percentage of common area to have buildings, ie club house
- Development Process  
**Problems**
  - Brings City Council into process too late at end
  - Not clear to developers**Solutions**
  - Amend subdivision process
  - Add clarity to process steps and requirements

- Development Plan and Agreement
  - Problems**
    - Requires 5 acres with 20% in common space-confusing is this 20% of the 50% or the whole
    - Requires building elevations, but gives no architectural guidelines
    - Requires landscape plans with no guidelines of minimum improvement requirements
  - Solutions**
    - Redefine open space as common space.
    - Define minimum improvements to common space
    - Define minimum landscape requirements
- Design Standards
  - **Problems**
    - Requires common building theme, but doesn't define minimum
    - Discourages identical design, doesn't prohibit
  - **Solutions**
    - Define architectural standards, and method to propose alternates
    - Prohibit the use of identical designs, materials (trailside for example)
    - Require buildings to be oriented to the street
    - Require front porches
    - Require side entry or alley entry garages
- Street Design
  - **Problems**
    - Allows alternate street designs but maintains same right of way width
    - Engineering has no alternate street designs allowed
    - Lack of on street parking for visitors
  - **Solutions**
    - Abide by regular street standards, or
    - Create alternate street cross section which is agreeable to public works and public safety, or
    - Utilize alleys/or common parking areas rather than streets



# COUNCIL AGENDA

April 22, 2014

Agenda Item “e”

## **Fremont Park Improvements**

### *Factual Summation*

- Any questions about this agenda item may be directed to: Kresta Robinson and Noah Steele
- The city is considering the future needs of park improvements. In doing so, we have discussed the idea of expanding an existing park at Fremont. A conceptual layout of the park has been developed in order to put together some preliminary ideas on paper for discussion.
- This concept layout is being presented to the council in order to generate a general discussion of ideas that may function considering the existing conditions as well as potential future conditions that surround this site.

### *Considerations*

- The park is approximately 11 acres. It has enough space to include five additional Adult sized soccer fields with parking lots, picnic shelters, playgrounds, restrooms, concessions, maintenance storage, and trail connections.
- The expanded park would blend well with the school by providing the potential for a shared use of the park and parking lots.
- The probable cost opinion of this layout is approximately \$2.3Million.
- Considerations could be given to control costs, such as: phasing the park leaving the east end for future completion once the impact of a potential transportation corridor has been determined; consolidating restrooms and concessions into one building; and project scheduling.
- Park maintenance requirements would increase. Additional staffing and equipment may be required.

### *Possible Programs/Rentals*

- The city could expand the recreation programs by offering Adult Soccer, Adult Flag Football, Youth flag football, Competitive leagues, Tournaments, special events and field rentals.



# COUNCIL AGENDA

April 22, 2014

Agenda Item “f”

Draft Fund Balance Policy

***Factual Summation***

- Any question regarding this agenda item may be directed to City Manager Brody Bovero.
- Please see attached Memorandum and Supporting documentation provided by Brody Bovero and Steve Marshall.

# SYRACUSE CITY FUND BALANCE POLICY

## PURPOSE OF FUND BALANCE

The purpose of this policy is to establish a target level of fund balance for the general fund and to establish a process and criteria for the continued evaluation of that target level as conditions warrant. This policy shall also establish a process for reaching and or maintaining the targeted level of fund balance and the priority for the use of resources in excess of the target.

It is essential that Syracuse City (City) maintain adequate levels of unassigned fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and other circumstances. The fund balance also provides cash flow liquidity for the City's general operations. This policy shall provide a mechanism for monitoring and reporting the City's general fund balance. This policy applies only to the general fund.

## DEFINITIONS AND CLASSIFICATIONS

**Fund Balance** is a term used to describe the net assets of governmental funds. It is calculated as the difference between the assets and liabilities reported in a governmental fund.

The Governmental Accounting Standards Board (GASB), who establishes financial reporting rules for governments, separates fund balance into five classifications that comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. The five classifications of fund balance are defined below.

1. **Non-spendable** – resources which cannot be spent because they are either
  - a) not in spendable form (i.e. inventories); or
  - b) legally or contractually required to be maintained intact.
2. **Restricted** – resources with constraints placed on the use of resources which are either
  - a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or
  - b) imposed by law through constitutional provisions or enabling legislation.
3. **Committed** - resources which are subject to limitations the government imposes upon itself at its highest level of decision making (City Council) and that remain bound unless removed in the same manner by the City Council (i.e. park maintenance and street light utility).
4. **Assigned** – resources neither restricted nor committed for which a government has a

stated intended use as established by the City Council to which the City Council has delegated the authority to assign amounts for specific purposes to the City Manager. These purposes include capital improvements, capital purchase, debt reduction, or other one-time expenditures as approved by the City Council.

5. *Unassigned* – resources which cannot be properly classified in one of the other four categories. This is the amount of fund balance that is available to address emergencies and provide fiscal stability. This is the classification governed by this Fund Balance policy.

## **BACKGROUND AND CONSIDERATIONS**

Fund balance is intended to serve as a measure of financial resources in a governmental fund. The City's management, credit rating agencies, banks, and others monitor the levels of fund balance in the general fund as an important indicator of the City's economic condition.

Credit rating agencies monitor levels of fund balance and unrestricted fund balance in the City's general fund to evaluate a government's continued creditworthiness. Likewise, laws and regulations often govern appropriate levels of fund balance and unrestricted fund balance for state and local governments.

Those interested primarily in a government's creditworthiness or economic condition (e.g., rating agencies) are likely to favor increased levels of fund balance. Opposing pressures often come from unions, taxpayers and citizens' groups, which may view high levels of fund balance as "excessive." Therefore, it is imperative that the governing body adopt a fund balance policy that meets the expectations of credit rating agencies, but also is sensitive to our citizens and taxpayers.

In establishing an appropriate level of fund balance the City has considered the following factors:

- Property Tax Base
- Sales Tax Revenues
- Debt Profile
- Liquidity
- Budget Management
- Future Uses
- Citizen input

The GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months (16.7%) of regular general fund operating revenues or regular general fund operating expenditures. Utah Code 10-6-116 requires that the fund balance be between 5% and 25%.

The City has determined that the two month minimum recommendation is appropriate and meets the objectives of this fund balance policy.

### **FUND BALANCE POLICY**

It is the policy of the City to maintain a minimum unassigned fund balance in the general fund of **16.7%** of the general fund revenues. For the purposes of this policy, the general fund revenues will be considered the future revenues of the next fiscal year. For example, the unassigned fund balance at June 30, 2014 should be 16.7% of the fiscal year 2015 general fund budgeted revenues.

In the event that the unassigned fund balance drops below the 16.7% targeted level, the City will develop a plan, implemented through the annual budgetary process, to bring the balance back to the target level. In no instance shall the unassigned fund balance in the general fund ever fall below 5% of general fund revenues as required by state law. Except in the case of an emergency the City Council will be required to take action on any item that temporarily reduces fund balance below the 16.7% minimum target level. An emergency includes those items that are not foreseeable such as a sudden economic downturn, natural disaster, etc.

Amounts in excess of the targeted maximum of 16.7% of general fund revenues shall be used for capital improvements (i.e. streets, parks, etc), capital purchases (i.e. vehicles, equipment, etc), debt reduction, or other one-time expenditures as identified and approved by the City Council. Once approved, the City Finance Director will reclassify those funds to the assigned fund balance category and remove those funds from the unassigned fund balance category.

### **POLICY ADMINISTRATION**

Annually during the Comprehensive Annual Financial Report (CAFR) presentation, the Finance Director shall report the City's fund balance and the classification of the various components in accordance with GAAP and this policy.

Should the City fall below the minimum target level, the Finance Director shall prepare a plan and recommendation to restore the unassigned fund balance to the target level prior to the ensuing fiscal year's budget adoption.

Should the City exceed the 16.7% target level, the City Manager shall prepare a recommendation to the council on how to utilize excess funds for capital improvements or other one-time expenditures.



# COUNCIL AGENDA

April 22, 2014

Agenda Item “f”

Recruitment & Retention Plan

***Factual Summation***

- Any question regarding this agenda item may be directed to Brody Bovero, City Manager
- Please see attached Memorandum provided by Brody Bovero .



**Mayor**  
Terry Palmer

**City Council**  
Brian Duncan  
Mike Gailey  
Craig Johnson  
Karianne Lisonbee  
Douglas Peterson

April 17, 2014

## MEMORANDUM

**TO: MAYOR PALMER & CITY COUNCIL**  
**FROM: BRODY BOVERO, CITY MANAGER**  
**RE: OUTLINE OF RECRUITMENT & RETENTION POLICY**

### **PURPOSE OF THE RECRUITMENT & RETENTION POLICY**

The purpose of this policy is to establish a planned approach to ensure that Syracuse City attracts the best talent possible, and motivates and retains that talent for the overall benefit of the citizens. This policy shall also set forth direction on how the City will best develop the skills and capabilities of its workforce.

It is essential that Syracuse City (City) recruits and retains the best talent possible in order to ensure the most efficient use of City resources. Excessive turnover and any lack of direction provided by City leadership will produce inefficiencies that waste City resources, and will degrade the quality of service provided to the citizenry.

### **COMPONENTS OF THE POLICY**

The Recruitment & Retention Policy will have the following components, which are designed to support the purpose listed above:

#### **Leadership & Responsibility**

As the Executive/Administrative branch of Syracuse City, the leadership and responsibility for creating an environment that breeds productive, dedicated, and engaged employees lies primarily with the City Manager, and ultimately with the Mayor, with the support of the department heads and the City Council. The City Manager will be tasked to propose programs and policies that align with the purpose of this policy.

#### **Employee Compensation**

- **Benchmarks:** The City Manager will propose, and the City Council will have final approval of a list of cities that will constitute the benchmark for comparison of employee compensation. The benchmark cities will include those cities that Syracuse City reasonably competes with for employees. The benchmarks will be adjusted at least every 5 years.

- **Salary & Wage Scales:** The salary & wage scales will be set so that the minimum, mid-range, and maximum for each position will fall within the 60<sup>th</sup> to 70<sup>th</sup> percentile of the benchmark cities.
- **Other Benefits:** Other benefits, such as medical/dental/vision, retirement, and paid time off, will be provided at a level that reasonably competes with the benchmark cities. The City Manager will propose, and the City Council will have final approval of the benefit package to be offered.
- **Employee Progression:** The programs and policies proposed by the City Manager shall be designed to encourage continuous improvement of employees, for the overall benefit of the City. Commensurate with employee performance and improvement, the City Manager will propose a system that provides a path for employees to progress through the salary and wage scale for each position. Once approved by the City Council, such system will be incorporated into the Personnel Policy and Procedures Manual. In order to support employee progression, the City Council will adopt a 3 to 5 year memorandum of understanding (MOU) that outlines a percentage of funds that will be set aside for the purposes of bonuses and merit increases. Prior to the last year of that MOU, the City Manager will propose, and the City Council will have final approval on the MOU that will cover the next 3 to 5 years.

### **Performance Standards**

- **Position-Specific Standards:** For each position in the City organization, a set of performance standards and eligibility criteria will be outlined. These performance standards and eligibility criteria will be the basis for an employee to qualify for a bonus or merit increase.
- **Annual Evaluation System:** An annual evaluation system that supports the purpose of this policy will be implemented. Such evaluation system will be designed to reward top performers, encourage average performers to improve, and require under-performers to improve.
- **Service Level Measurement:** The City Manager will create a series of service level measures, which will serve as indicators on the performance of the entire organization. The City Manager will periodically report these measures to the Mayor and City Council.

### **IMPLEMENTATION PROCESS**

It is anticipated that the overall Recruitment & Retention Policy will be formally adopted along with the 2014/2015 Budget. Specific components of the policy will also be in place at that time, with other components to be implemented shortly thereafter, following more discussion with the Mayor and City Council. Full implementation of the policy is expected to be completed before the posting of the 2015/2016 Draft Budget.