



SYRACUSE CITY

Syracuse City Council Special Meeting Notice

July 15, 2016 – 2:00 p.m.

Municipal Building, 1979 W. 1900 S.

Notice is hereby given that the Syracuse City Council will participate in special meeting on Monday, July 15, 2016, at 2:00 p.m. in the large conference room of the Municipal Building, 1979 W. 1900 S., Syracuse City, Davis County, Utah. The purpose of the meeting is to discuss/review the following items:

- a. Prayer or thought.
- b. Public comments.
- c. Discussion regarding Employee Recruitment and Retention Policy and Fiscal Year 2017 Employee Compensation Plan.
- d. Discussion and/or action regarding the adequacy of the secondary water system and a plan for education and enforcement of a watering schedule during weather events and other stress events on the system.
- e. Council business.

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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 14<sup>th</sup> day of July, 2016 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 July 14, 2016.

CASSIE Z. BROWN, CMC  
SYRACUSE CITY RECORDER



# COUNCIL AGENDA

July 15, 2016

Agenda Item “c”

Discussion regarding Employee Recruitment and Retention Policy and Fiscal Year 2017 Employee Compensation Plan

### *Factual Summation*

- Proposals have been provided by Councilmembers Bolduc and Lisonbee (EXHIBIT A) as well as Councilmember Maughan (EXHIBIT B).
- Councilmember Bolduc and Lisonbee will present their proposal first. They will be followed by Councilmember Maughan. Mayor Palmer has indicated he would like each presentation to be limited to 20 minutes and that questions or discussion regarding either proposal be held until the end of the presentations.
- The proposals are attached as

## EXHIBIT A

We appreciate the opportunity to present this proposal. It takes into consideration all of the comments by council and department heads that have been forwarded. It has been revamped multiple times to answer the concerns expressed. We do not want to dismiss what the city is already doing, our desire is to more closely define the direction and process for employee compensation. This proposal encompasses the attached policy, the sample Merit Map and these explanatory notes:

### Overview of proposed changes made to the Employee Compensation Plan:

- ▶ Check in with the market every 5 years at council's discretion
- ▶ Check in with the market every 10 years required
- ▶ Benchmarks must be like-to-like comparisons
- ▶ Creating predictability and stability for employees
- ▶ Merit based employee increases with the expectation that future changes will not include compression without consideration of the merit system and divergent merit increases
- ▶ Suggested changes to Education Policy
- ▶ Each department is addressed separately
- ▶ After wage scale max is reached – a plan for future adjustments

### Overview of policy regarding Merit Maps:

- ▶ Each Department will have a Tier 1 and a Tier 2 Merit Map.
- ▶ Public Safety will move through the wage scale in 17 years for Tier 1 and 22 years for Tier 2.
- ▶ All other employees will move through the wage scale in 27 years for Tier 1 and 30 years for Tier 2.
- ▶ Moving through the wage scale will be individualized per employee. We will no longer have some moving through in less than 10 years and some moving through in 30, with the average being 18 – the new proposal creates an individualized merit increase for each employee that moves them through their scale in the exact years that everyone else in a similar position is moving through theirs depending on performance evaluation.
- ▶ Moving through the scale in the prescribed number of years is set at “exceeds expectations”. Employees whose performance evaluations reflect a rating of “consistently exceeds” expectations will move through their wage scale at a fast rate. Employees who “meet expectations” will move through their wage scales at a slower rate.
- ▶ This system reflects a merit based program. This is not a step program or a COLA proposal.

- ▶ This proposal maintains 100% merit advancement as requested by city management. The Merit Maps and policy are meant to provide greater predictability to the city, the employees, and the taxpayer.



## **SYRACUSE CITY RECRUITMENT, AND RETENTION, AND EMPLOYEE COMPENSATION POLICY**

### **PURPOSE**

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**

#### **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.

**[\*THE FOLLOWING SECTION HAS BEEN MOVED TO A LATER POINT IN THIS DOCUMENT AND IS IN BLUE:]**

#### **Employee Compensation Plan**

**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 3 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.

**Career 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 career progression, the City Council will adopt a 3 to 5 year compensation plan that outlines a percentage of funds that will be set aside for the purposes of retention bonuses, merit increases, and/or other benefit provisions. Prior to the last year of that compensation plan timeframe, the City Manager will propose, and the City Council will have final approval on the compensation plan 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**

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.

**SYRACUSE CITY**

**FY 2016 — FY 2020 CITY COMPENSATION PLAN**

## **PURPOSE**

~~The purpose of this plan is to set forth the City's plan for employee compensation in order to accomplish the objectives of the City's Recruitment and Retention Policy.~~

## **AUTHORITY**

Section 5.020 of the City Personnel Policies & Procedures Manual states that the City Council ~~will~~ **shall** adopt and maintain a compensation plan, which ~~outlines standards and guidelines for~~ **sets** salary & wage administration **policy**. ~~pay grade schedules, and comparison/benchmarking strategies.~~

## **TERM**

~~The term of this plan includes fiscal years 2016 through 2020.~~ The compensation rates and future funding amounts set forth from this plan are set forth by the City Council. It is the intent of the City Council to provide the funding necessary to carry out the compensation plan. The City Council retains the ability to unilaterally adjust compensation rates and funding amounts from year to year, based on economic conditions and budget availability.

## **BUDGET PLANNING**

Ongoing in each budget year for new Syracuse tax revenue over the previous year, at least 30% shall be retained towards employee compensation.

## **SALARY WAGE SCALES**

~~As indicated in the Recruitment and Retention Policy, The City desires to recruit and retain the best employees possible. The City has benchmarked comparable salary and wages within the labor market and in FY2015 the scales for the minimum, mid point, and maximum were set within the 60<sup>th</sup> to 70<sup>th</sup> percentile of the benchmark cities. Wage scales will be compared with the benchmark cities at least every 3 years.~~

## **WAGE SCALE POLICY:**

Syracuse City shall not participate in collective bargaining.

Any market or benchmark adjustment in the wage scale may be matched by an adjustment in salary at the discretion of the council. Any employee that is performing below the "meets expectations" level will not be eligible for any market/benchmark adjustment.

The council may review the wage scale every 5 years. The council shall review the wage scale every 10 years.

When the council reviews the wage scale, at least 5 distinct economic indicators shall be used to evaluate overall wage trends in Utah. One of these indicators shall be Syracuse sales tax revenues.

If sales tax is stagnant, or moves downward, a freeze shall occur for all Merit increases for at least 2 years. When Syracuse Sales tax revenue increases for at least 4 consecutive quarters, or two years have passed and Syracuse sales tax revenue has increased for at least 2 consecutive quarters, then the freeze shall be lifted.

The council may review the wage scale in the interim if a position has experienced more than normal turnover or an employee has presented the city with an offer from a city within 20 miles of Syracuse and the city wishes to retain the employee.

**Salary & Wage Scales:** The salary & wage scales ~~will~~ **shall** 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>~~ **50<sup>th</sup>** percentile of the benchmark cities.

~~**Career 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 career progression, the City Council will adopt a 3 to 5 year compensation plan that outlines a percentage of funds that will be set aside for the purposes of retention bonuses, merit increases, and/or other benefit provisions. Prior to the last year of that compensation plan timeframe, the City Manager will propose, and the City Council will have final approval on the compensation plan that will cover the next 3 to 5 years.~~

#### **WAGE SCALE REVIEW POLICY:**

The city council and the city manager shall mutually oversee any wage scale review and/or adjustment.

**To obtain a general overview of the health of the national, state, and local economies, when reviewing the wage scale, the following 4 distinct economic indicators shall be reviewed:**

- A comparative benchmark obtained through an independent contract that has been subject to the RFP process and be conducted under the direction of the city council and city manager. OR in-house benchmarking under the following conditions:
  - If in-house benchmarking is used, only detailed, like to like comparisons shall be used. Any in-house benchmarking shall be reviewed by the mayor and council for two consecutive meetings and a public hearing shall be held to present the methodology and the results of the benchmarking to the public.
  - For all positions, there shall be at least 15 comparisons from unique cities or business. If private businesses are used for benchmarking, benefits shall also be compared and at least 1/3 of the unique comparisons shall be from private businesses for that benchmark.

- Syracuse City Sales Tax Revenue showing an increase or a stable direction only. If Syracuse sales tax revenue is stable or shows an increase year over year for at least 3 years previous, the council may consider raising wage scales. If our sales tax revenue is down in any month in the previous year, wage scales shall be frozen.
- ECI (Employee Cost Index)
- PPI (Producer Price Index – Final Demand)

**OTHER INDICATORS THAT MAY BE USED FOR REVIEW:**

- The delta for Government data for real household income compared historically to 10 previous years.
- Social Security Cost of Living Adjustment (an average of the previous 5 years calculations including negative numbers) If the result is less than -0.5, the wage scales should adjust downward that amount. If the result is greater than 0.5, the wage scales should adjust upward that amount. If the average is between -0.5 and 0.5, the wage scales should stay the same.
- CPI-W

If indices and Syracuse sales tax revenue trend downward for a period of 12 consecutive months, the city council may adjust wage scales downward.

**BENEFITS**

As indicated in the Recruitment and Retention Policy, the City desires to offer employee benefits that are competitive. ~~with the benchmark cities, as a means to recruit and retain the best employees possible.~~ The benefits offered are governed by Chapter 7 of the Personnel Policies & Procedures Manual. The City’s benefit package shall ~~will~~ be reviewed annually and ~~be~~ approved by the City Council through the annual budget process.

~~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 EVALUATION SYSTEM**

As indicated in the Recruitment and Retention Policy, each employee will be evaluated on their performance, based on their job duties. The evaluation system will categorize employees’ performance in five different levels:

|                                           | <b>Score</b> |
|-------------------------------------------|--------------|
| Consistently Exceeds Expectations         | 4.5 -5       |
| Exceeds Expectations                      | 4 - 4.5      |
| Meets Expectations                        | 3-4          |
| Needs Improvement                         | 2-3          |
| Seriously Deficient (risk of termination) | 0-2          |

The eligibility of any bonus or raise is contingent upon a “Meets Expectation” or better, with those scoring in the “Exceeds Expectations” and “Consistently Exceeds Expectations” categories receiving greater amounts, respectively.

### **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.

Employee evaluations shall be performed by employee Supervisors and reviewed by the department head and the city manager. The city manager shall adjust supervisor and department head reviews for managerial bias per department. The city manager shall not adjust upward any performance evaluation score lower than 3.

The Mayor, and City Council shall review the Performance Evaluations for the Department Heads, the City Recorder, and the City Attorney. The City manager shall review and rate these employees.

Each Department Head and the City Manager shall meet with and be evaluated by the Mayor and City Council.

All employees shall sign an acknowledgement of receipt of the Performance Evaluation.

### **MERIT & CAREER DEVELOPMENT INCREASE**

Syracuse City has adopted a “pay for performance” ethic, and therefore does not use programmed step increases or cost of living increases based on time of service ~~alone~~. The City ~~will~~ **may** provide Merit ~~and Career Development~~ increases based on the employee’s performance of job duties **and acquisition of needed skills**, as well as for approved improvements in knowledge and skill, for the purpose of retaining excellent employees ~~and incentivizing average employees to become better~~.

An employee is eligible for a merit increase after receiving an annual evaluation of “Meets Expectations” or better **for their merit increase trigger years in the merit map**. The merit increase will be effective on July 1<sup>st</sup> (note: Effective on the first pay period with a July start date) following the annual evaluation **upon merit step completion in the merit map**. **Any merit increases shall be given according to the Merit Map steps for that employee. No increase shall be given if, for any inter-merit increase year, the employee has received an evaluation below “meets expectations” unless the city**

manager approves the increase based on significant improvement seen in the deficient performance areas. All merit increases shall reflect the percentage increase in the merit maps multiplied by the employee's current salary.

Merit increases in multi-year Merit Step Increases shall be based on an average of the Annual Performance Evaluation Scores for the years spent in that Merit Step.

All PEP Merit increases shall be marked in the Merit Map for that Department to enable tracking of performance scores and subsequent increases according to the color code in the chart below. Wage compression shall not be considered for any employee performing under 4.49 on their Annual Performance Evaluation.

The target rate for movement through the Merit Map for each employee shall be set at the Merit Increase of 85% of the Merit Map Step Increase per the employee evaluation score. If an employee consistently exceeds expectations, that employee will move through their merit map at an accelerated rate.

| Annual Performance Evaluation Score | Merit % Step Increase per Merit Map |
|-------------------------------------|-------------------------------------|
| 5 to 4.5                            | 100%                                |
| 4.49 to 4.0                         | 85%                                 |
| 3.99 to 3.75                        | 70%                                 |
| 3.74 to 3.5                         | 55%                                 |
| 3.49 to 3.25                        | 40%                                 |
| 3.24 to 3                           | 35%                                 |
| Below 3                             | 0                                   |

~~Employees who are at or exceed the maximum rate of their pay scale are only eligible for a merit increase according to Section 5.06 of the Personnel Policies & Procedures manual.~~

**Planned Budget for Meritorious Increases**

| Year    | Amount of Payroll |
|---------|-------------------|
| FY 2016 | 2.3%              |
| FY 2017 | 2.3%              |
| FY 2018 | 2.3%              |
| FY 2019 | 2.3%              |
| FY2020  | 2.3%              |

**Career Development Increase**

~~For each position, the City will pre-approve an outline of optional programs, trainings, certifications, or other similar knowledge or skill enhancement measures. Such optional programs shall be above and beyond the normal requirements of the position, and are meant to further develop the employee in a way that he/she can provide a better, more knowledgeable service to the City. Participation in such program will be at the option of the employee, with coordination from the department head.~~

~~For each position that does not qualify for an advancement, the employee may obtain up to a 3.5% increase after completion of eligible programs, prior to reaching the midpoint of the wage scale. The employee may obtain up to another 3.5% increase after reaching the midpoint of the wage scale, subject to completion of additional eligible programs.~~

~~For each position that qualifies for an advancement, the employee may obtain up to a 3.5% increase after completion of eligible programs, after reaching the midpoint.~~

~~The amount of each increase is dependent on the difficulty of the program and the added value to the City. An employee is only eligible to receive a career development increase if he/she achieved a "Meets Expectations" or better on his/her latest performance evaluation.~~

#### **~~Planned Budget for Career Development Increases~~**

~~Prior to adoption of each annual budget, the department head will coordinate with each employee that plans to complete an eligible program. The department head will submit the anticipated budget amount with the draft department budget and will subject to approval by the City Council with the annual budget.~~

### **PROMOTIONS AND ADVANCEMENTS**

#### **Promotions:**

~~Promotions include an upward movement in position that significantly increases the employee's responsibilities and/or supervisory duties. An employee who is promoted will receive an increase to the minimum wage of the entering wage scale, or a 7.5% increase, whichever is greater.~~

#### **Advancements:**

~~Advancement includes movement to a higher position due to improved skill, knowledge, or capability, but does not significantly increase the employee's responsibilities and/or supervisory duties. An employee who advances to a higher position shall be placed in the new grade in the Merit Step that is closest to, but not less than, their current salary. If that new grade step is less than 2% of the employee's salary prior to advancement, the employee shall receive an increase up to 2% based on merit. The advanced employee shall complete full time in the new step. will receive an increase to the minimum wage of the entering pay scale, or a 3.5 % increase over the employee's current wage, whichever is greater. The wage increase becomes effective immediately, pending budget constraints, or at a minimum on July 1<sup>st</sup> following the advancement. The employee is still eligible for merit increase in that year. Any advancement to a higher position shall require significant employee improvement. No employee advancement shall be given solely for time served.~~

## PUBLIC SAFETY AND PUBLIC WORKS CERTIFICATE ADVANCEMENT PROGRAM

For each position in public works and public safety, the City Council may pre-approve an outline of optional programs, trainings, certifications, or other similar knowledge or skill enhancement measures. Such optional programs shall be above and beyond the normal requirements of the position, and are meant to further develop the employee in a way that he/she can provide a better, more knowledgeable service to the City. Participation in such program will be at the option of the employee, with coordination from the department head, City Manager, and City Council.

For each employee that utilizes this program, a maximum employee lifetime reimbursement shall be \$XXXX. The amount of each increase is dependent on the difficulty of the program and the added value to the City. An employee is only eligible to receive a career development increase if he/she achieved a "Meets Expectations" or better on his/her latest performance evaluation.

After completion of an approved Career Development Program, the employee shall receive up to 50% reimbursement after 1 year following completion and 25% for the following 2 years as long as the employee maintains a "meets expectations" or better performance evaluation.

### **Planned Budget for Career Development Increases**

Prior to adoption of each annual budget, the department head will coordinate with each employee that plans to complete an eligible program. The department head will submit the anticipated budget amount with the draft department budget and will subject to approval by the City Council with the annual budget. No more than \$XXXX shall be budgeted in any budget year.

## **OTHER COMPENSATION ITEMS**

All other items related to compensation are governed by the Personnel Policies & Procedures Manual.

### **BONUSES OUTSIDE OF MERIT INCREASES:**

Bonuses between merit increase years may be given, for the following purposes:

- to recognize sustained outstanding performance by an employee who is at the top of the pay scale (i.e., "maxed out")
- to compensate an employee for significant additional responsibility, i.e., obtaining a significant grant benefit for the city, saving the city a significant amount of money by increasing efficiencies, performing an additional job in another employee's absence undertaken for a limited time period, for which the employee was not otherwise adequately compensated.
- All bonuses shall be submitted for approval to the city council.

Bonuses awarded for saving the city money shall be no more than 4% of the net amount saved to the city. Bonuses awarded for other reasons shall be no more than 1% of the employee's annual salary. Only one bonus per employee per year shall be awarded.



# EXHIBIT B



## SYRACUSE CITY

### **FY 2016 – FY 2020 CITY COMPENSATION PLAN**

#### **PURPOSE**

The purpose of this plan is to set forth the City's plan for employee compensation in order to accomplish the objectives of the City's Recruitment and Retention Policy.

#### **AUTHORITY**

Section 5.020 of the City Personnel Policies & Procedures Manual states that the City Council will adopt and maintain a compensation plan, which outlines standards and guidelines for salary & wage administration, pay grade schedules, and comparison/benchmarking strategies.

#### **TERM**

The term of this plan includes fiscal years 2016 through 2020. The compensation rates and future funding amounts set forth from this plan are set forth by the City Council. It is the intent of the City Council to provide the funding necessary to carry out the compensation plan. The City Council retains the ability to unilaterally adjust compensation rates and funding amounts from year to year, based on economic conditions and budget availability.

#### **SALARY AND WAGE SCALES**

As indicated in the Recruitment and Retention Policy, the City desires to recruit and retain the best employees possible. ~~The City has benchmarked comparable salary and wages within~~

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~~the labor market and in FY2015 the scales for the minimum, mid point, and maximum were set within the 60<sup>th</sup> to 70<sup>th</sup> percentile of the benchmark cities.~~ Wage scales will be evaluated during the biannual review process. ~~compared with the benchmark cities at least every 3 years.~~

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**Biannual Review process**

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Every 4 months an hour of the cities work session will be set aside to review one of six groups (departments) of the city. These groups are divided and identified as Police, Fire, Public Works, Parks and Recreation, CED, and general Administration. During this review the department head will present goals of the department, progress towards goals and assignments, department status (or state of the department), and general information. This is a time for the council to provide input and direction for future department goals and projects. This is an appropriate time to discuss the utilization of resources and additional resources required to accomplish future goals.

This review will include an evaluation of the wage scale for all positions within the department relative to the competitive market and our ability to retain quality employees. This market wage evaluation may include Benchmarking, any Wage compression issues that could have developed since the last review if any, special career development or qualifications for individual that allow the city to benefit, and other considerations as directed by the City Council.

**BENEFITS**

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As indicated in the Recruitment and Retention Policy, the City desires to offer employee benefits that are competitive with the benchmark cities, as a means to recruit and retain the best employees possible. The benefits offered are governed by Chapter 7 of the Personnel Policies & Procedures Manual. The City's benefit package will be reviewed annually and approved by the City Council through the annual budget process.

**EMPLOYEE EVALUATION SYSTEM**

As indicated in the Recruitment and Retention Policy, each employee will be evaluated on their performance, based on their job duties. The evaluation system will categorize employees' performance in ~~five~~ six different levels:

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|                                   | Score                     |
|-----------------------------------|---------------------------|
| Consistently Exceeds Expectations | 4.5 -5                    |
| Exceeds Expectations              | 4 - 4.5                   |
| <u>Exemplifies Expectations</u>   | <u>3.5-4.0</u>            |
| Meets Expectations                | <del>3-4</del> <u>3.5</u> |

|                                           |     |
|-------------------------------------------|-----|
| Needs Improvement                         | 2-3 |
| Seriously Deficient (risk of termination) | 0-2 |

The eligibility of any bonus or raise is contingent upon a “~~Meets~~ Exemplifies Expectation” or better, with those scoring in the “Exceeds Expectations” and “Consistently Exceeds Expectations” categories receiving greater amounts, respectively.

**MERIT & CAREER DEVELOPMENT INCREASE**

Syracuse City has adopted a “pay for performance” ethic, and therefore does not use programmed step increases or cost of living increases based on time of service alone. The City will provide Merit and Career Development increases based on the employee’s performance of job duties, and as well as for approved improvements in knowledge and skill. ~~for the purpose of retaining excellent employees and incentivizing average employees to become better.~~

**Merit Increase**

An employee is eligible for a merit increase after receiving an annual evaluation of ~~“Meets Expectations”~~ “Exemplifies Expectations” or better. The merit increase will be effective on July 1<sup>st</sup> (note: Effective on the first pay period with a July start date) following the annual evaluation. Employees who are at or exceed the maximum rate of their pay scale are only eligible for a merit increase according to Section 5.06 of the Personnel Policies & Procedures manual.

**Individual Employee increase potential**

|                                          |                   |
|------------------------------------------|-------------------|
| <u>Consistently Exceeds Expectations</u> | <u>Up to X.x%</u> |
| <u>Exceeds Expectations</u>              | <u>Up to x.x%</u> |
| <u>Exemplifies Expectations</u>          | <u>Up to x.x%</u> |

**Planned Budget for Meritorious Increases**

| Year           | Amount of Payroll          |
|----------------|----------------------------|
| <u>FY 2016</u> | <del>2.3</del> <u>x.x%</u> |
| <u>FY 2017</u> | <del>2.3</del> <u>x.x%</u> |
| <u>FY 2018</u> | <del>2.3</del> <u>x.x%</u> |
| <u>FY 2019</u> | <del>2.3</del> <u>x.x%</u> |
| <u>FY2020</u>  | <del>2.3</del> <u>x.x%</u> |

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Career Development is considered part of a valued employee's expectation. Part of every annual evaluation should consider what each employee has done to better themselves and their ability to do their job. To be eligible for an increase an employee should be able to demonstrate growth and progress and an individual contributor.

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~~Career Development Increase~~

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~~For each position, the City will pre-approve an outline of optional programs, trainings, certifications, or other similar knowledge or skill enhancement measures. Such optional programs shall be above and beyond the normal requirements of the position, and are meant to further develop the employee in a way that he/she can provide a better, more knowledgeable service to the City. Participation in such program will be at the option of the employee, with coordination from the department head.~~

~~For each position that does not qualify for an advancement, the employee may obtain up to a 3.5% increase after completion of eligible programs, prior to reaching the midpoint of the wage scale. The employee may obtain up to another 3.5% increase after reaching the midpoint of the wage scale, subject to completion of additional eligible programs.~~

~~For each position that qualifies for an advancement, the employee may obtain up to a 3.5% increase after completion of eligible programs, after reaching the midpoint.~~

~~The amount of each increase is dependent on the difficulty of the program and the added value to the City. An employee is only eligible to receive a career development increase if he/she achieved a "Meets Expectations" or better on his/her latest performance evaluation.~~

~~Planned Budget for Career Development Increases~~

~~Prior to adoption of each annual budget, the department head will coordinate with each employee that plans to complete an eligible program. The department head will submit the anticipated budget amount with the draft department budget and will subject to approval by the City Council with the annual budget.~~

Performance bonuses

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An Employee who makes a significant contribution outside of the normal expectations of their duties could be nominated for a Meritorious Performance bonus. Upon review of the achievement the city management and council, special bonus could be awarded for measures beyond the call of duty.

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PROMOTIONS AND ADVANCEMENTS

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Promotions:

Promotions include an upward movement in position that significantly increases the employee's responsibilities and/or supervisory duties. An employee who is promoted will receive an increase to the minimum wage of the entering wage scale of the new position so long as it is greater, and up to a ~~or a~~ 7.5% increase, ~~whichever is greater.~~

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**Advancements:**

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Advancement includes movement to a higher position due to improved skill, knowledge, or capability, but does not significantly increase the employee's responsibilities and/or supervisory duties. An employee who advances to a higher position will receive an increase to the minimum wage of the entering pay scale, or a 3.5% ~~whichever is greater.~~ The wage increase becomes effective immediately, pending budget constraints, or at a minimum on July 1<sup>st</sup> following the advancement. The employee is still eligible for merit increase.

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**OTHER COMPENSATION ITEMS**

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All other items related to compensation are governed by the Personnel Policies & Procedures Manual.

## Changes to the Compensation and Recruitment and Retention policy Notes

as presented by Dave Maughan

1. Biannual review- While my original thought of a departmental review was flexible to allow this to happen on an 18, 24, or 36 month cycle; after careful consideration I feel strongly the right rotation is a 24 month period. By reviewing every other year we are less likely to see a major shift in the market or be caught reacting to a sudden shift similar to the one we dealt with in the Police department this year. By reviewing more frequently small adjustments could be absorbed much easier into the overall budget, and possibly we may find there is no adjustment or such a subtle adjustment that no action is required at all. It is also very convenient that the City Council is elected on the same 2 year cycle. While we all serve 4 year terms, every 2 years a new version with new members of the council is possible.
2. Striking the strict adherence to a benchmark “percentile” allows us to react to departments as a market shift without holding us to a uniform standard. I would consider it an acceptable addition to set the minimum of the 50<sup>th</sup> to demonstrate to employees that we intend to provide at minimum no less than a market mid-point. My preference is to omit this reference and make this reference department by department as we go through the review cycle, as it may be deemed appropriate to address the position in the market differently. Many employees would like to consider that all things should be equal, but they simply are not. When faced with a situation such as the police market shift of 2016, we shouldn’t be held to making an adjustment city wide to respond to that market shift. We need the ability to treat departments differently according to the market.
3. Adding an additional layer to employee evaluations is a shift away from rewarding average performance. No employee who has been evaluated as average or adequate should be informed their job is at risk, but neither should we set a standard to reward minimum standard performance. The incentive of a raise should be enough to help an employee raise the level of their performance from average. The term “Exemplifies Expectation” was chosen to indicate that an employee not only lived up to the letter of expectations but also the spirit of expectations. This person does things for the right reasons, and really commits to meeting all expectations and interpretation of expectations. Defining sincere efforts this way should help an employee at this level take the next step to exceeding expectations in subsequent years.
4. After discussing career development with a retired career city manager serving multiple cities I recognize that we are already paying for career development in the budget of the city. We pay for training, continuing education, recertification, learning events such as conventions and annual meetings, and dues and subscriptions. Recognizing that the current career development program was beyond this to include additional higher education degrees, generally this only serves to qualify a person to seek a higher position elsewhere. The benefit is rarely realized by the city they serve in because a higher position most likely only exists outside of the city. By paying for as much as we do in the budget I believe we need to leave non-required education to the individual.
5. For budgeting and management purposes there should only be 1 category in the budget for an employee increase. It is misleading to stack multiple compensation increases across several categories, and quickly challenges the Cities ability to respond to these expectations. Regardless

of what it is titled, only one category for compensation increase should exist in the annual budget per employee. Whatever the adjustment, it needs to be quantified in one place.

6. For absolute clarity we should add a section to spell out how much increase is allowable for each performance rating. This number can be determined in our deliberation. I am willing to suggest, but more important is that we make a designation for this in our policy.
7. By eliminated Career development (a second increase) I recognize that the total allowable number for increase could absorb this extra budgeted money and this number may change. This number is left for designation in our deliberation.
8. After discussion of promotion I recognize that there is a possibility that an employee could receive a promotion to a position where they already exceed the entry level wage for. This new position comes with the opportunity to exceed their potential in the previous position, and they can advance further. I am concerned with writing a provision that we are obligated to give a raise with each promotion as that allows the potential to start this new position many years into the wage scale of this new track. For this reason, I suggest eliminated the obligation of “whichever is greater” from the promotion and advancement sections making this digressionary.
9. Departmental reviews to the city council is a best business practice and the city would do well to make this a standard. This review is an opportunity to do a “deep dive” into the mission of each service department, set expectations, required resources and accountability for the resources to the citizens of the people. It will serve to keep the City Council informed and provide the exchange an elected body should have governing services. We are more than a review board for development and code, this is an efficient way to check in on the services provided to the citizens.
10. These suggested changes are a means to future governance. This does not deal with the increases for the fiscal year 2017; which I believe should be handled separately. I believe quantifying distribution of set funds to individuals is more the responsibility of the City Manager than it is the City Council. I also believe the City Manager is accountable for this distribution and accountable to stretch the value as far as possible. The City Council should dwell more on policy for governance rather than micromanaging details of policy execution. This is just vantage point information from which I approached these adjustments.



## **RECRUITMENT & RETENTION POLICY**

### **PURPOSE**

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**

#### **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.

#### **Bi-annual Department Reviews**

The city employees are to be divided into the following 6 groups for purposes of departmental review: Police, Fire, Public Works, Parks & Recreation, CED, and General Administration. Every 4 months on rotation one of these groups will make a presentation to the city council emphasizing the improvements they have made as a department and the added value they bring to the city as directed by the City Council and beyond. This opportunity to demonstrate each departments ability to provide services beyond expectation serves as the platform to emphasis the excellence provided to the community.

Bi-annual reviews will be an opportunity to evaluate market conditions and make adjustments to wage scales for the purpose of retaining the best performers and promoting the best

behaviors. Wage reviews may include benchmark evaluations, general employment availability for each skillset, relative compensation in similar commercial sectors, institutional knowledge, and other factors as the City Council sees fit for each department.

Department heads and their vision for the department is to be reviewed, and direction is to be given from the City Council for the cities future goals. Department heads have the opportunity to detail how resources are utilized, resources needed, and a general state of affairs for each department.

## **Employee Compensation Plan**

**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. ~~Final approval of benchmark cities lies with the City Council.~~ The benchmarks will be adjusted at least every ~~3~~ 2 years as part of a bi-annual department review. ~~Benchmarks serve as a market indicator, and checkpoint, but by no means are to be used as the sole determining wage scale indicator.~~

**Benchmarks Range Evaluation:** Benchmarking a salary range should consider only the most relevant examples. Outliers that don't seem to fit the same range as a group of comparable positions should be dismissed. During the biannual review consideration must be given to relevant workload, responsibilities, years of service, and all other factors deemed appropriate to the department under review.

**Salary & Wage Scales:** The salary & wage scales will be set so that the minimum, mid-range, and maximum for each position, ~~is competitive with the market as determined in a bi-annual department review, and will fall within the 60<sup>th</sup> to 70<sup>th</sup>-percentile appropriate for the market conditions determined in each review. -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.

**Career 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 career progression, the City Council will adopt a 3 to 5 year compensation plan that outlines a percentage of funds that will be set aside for the purposes of retention bonuses, merit increases, and/or other benefit provisions. Prior to the last year of that compensation plan timeframe, the City Manager will propose, and the City Council will have final approval on the compensation plan that will cover the next 3 to 5-10 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 an ~~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**

~~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.~~

~~It is anticipated that adjustments to the Recruitment and Retention Policy will be effective immediately, with the first department review scheduled for the fall of 2016. The review schedule will continue with a subsequent department review every 4 months. Increases will be achievable annually, but wage scale adjustments will only be available as part of the bi-annual review.~~



# COUNCIL AGENDA

July 15, 2016

Agenda Item “d”

Discussion and/or action regarding the adequacy of the secondary water system and a plan for education and enforcement of a watering schedule during weather events and other stress events on the system

***Factual Summation***

- This item was discussed during the July 12 City Council meeting, but was tabled to allow for further discussion.
- Public Works Director Whiteley has provided a copy of the watering schedule and notice provided to City residents in 2015.



**SYRACUSE**  
EST. CITY 1935

**Mayor**  
Terry Palmer

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

## 2015 Secondary Water User Notice

Syracuse City has been notified by our irrigation water supplier that there are water shortages amounting to approximately 25% or more this year. This shortage is a result of low snow pack in the high mountain elevations during the winter seasons of 2014/15 as well as very little rainfall this spring. Many of the cities in this area are responding to this watershed shortage by implementing watering schedules. Because our water delivery has already been reduced, we request all of our water users in Syracuse City to implement water conservation practices by following this schedule:

| Day of the week | House Number               | Max. watering time / setting |
|-----------------|----------------------------|------------------------------|
| Monday          | Odd                        | 20 - 30 min                  |
| Tuesday         | Even                       | 20 - 30 min                  |
| Wednesday       | Multi-family/HOA/Business  | 20 - 30 min                  |
| Thursday        | Odd                        | 20 - 30 min                  |
| Friday          | Even                       | 20 - 30 min                  |
| Saturday        | Multi-family/HOA/ Business | 20 - 30 min                  |
| Sunday          | No watering                | 0 min                        |

We strongly recommend that good judgment be used when utilizing secondary water. We have included some simple considerations that may help us be more responsible in conserving this precious resource.

1. Apply water anytime between 6:00 PM and 10:00 AM when temperatures are lower.
2. Adjust water sprinklers and spray heads to prevent overspray that is wasted into the gutters, streets and storm drains.
3. Periodically check for leaks in the sprinkler system and make repairs as necessary.
4. Hose watering should not be left unattended.
5. Turn off sprinklers during moderate to high winds, during and immediately after rainstorm downpours as well as mild rainstorm events lasting more than 20 minutes.
6. Small garden areas may be supplemented more frequently with water using conscientious efforts to remain attentive.
7. New landscape areas and areas where grass must be established from seed are able to responsibly apply water more frequently, as needed.

In working together to voluntarily conserve and help our neighbors understand ways to conserve water, we can protect this precious resource. Please understand that if we are unable to conserve water, we may need to enact an ordinance to mandate water restrictions. You may learn more about ways to conserve by visiting Weber Basin's conservation garden as well as their website:

<http://www.weberbasin.com/conservation/>.