

# STRATEGIC OPERATIONAL PLAN

## SYRACUSE CITY MUNICIPAL CORPORATION



### MISSION STATEMENT

mis•sion state•ment (*noun*)

A formal summary of the aims and values of a company, organization, or individual.

### VISION STATEMENT

vi•sion state•ment (*noun*)

An aspirational description of what an organization would like to achieve in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

### STRATEGIC PLAN

stra•te•gic /plan/ (*noun*)

A systematic approach to envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.



### SYRACUSE CITY MISSION STATEMENT

“To provide quality, affordable services for its citizens, while promoting community pride, fostering economic development, and preparing for the future.”

# City-Wide Vision Statement #1

We are a City with well-maintained infrastructure, including roads, utilities, and parks, and provide services efficiently.



## Master Plans & 5-Yr Capital Programs

### PARKS MASTER PLAN

Within the next year, adopt a Parks Master Plan. This plan will outline the amount of park space needed, and possible locations and types of future parks.

### 5-YR PARKS, ROADS, & UTILITY CAPITAL PROGRAMS

Within 1-2 years, establish capital improvement programs, where needed, that identify the needed parks and road/infrastructure improvements that will be needed.

*"AN OUNCE OF  
PREVENTION IS  
WORTH A POUND OF  
CURE."*

*-BENJAMIN FRANKLIN*

## Maintenance Standards, Efficiency Comparisons, and Knowledge

### PARKS, STREETS, AND UTILITY MAINTENANCE STANDARDS

Within the next year, establish and refine routine maintenance and checklist items for preventative maintenance of property and equipment related to parks, streets, and utilities.

### PERIODIC EFFICIENCY BENCHMARKING

Coinciding with each departmental biennial review, efficiency measures will be benchmarked with other cities to provide relative understanding of the City's performance in providing services efficiently.

### KNOWLEDGE BASE & CONTINUING EDUCATION

Employees will attend trainings and conferences as feasible to learn from peers and stay up to date on latest technologies and best practices.

# City-Wide Vision Statement #1

## Implementation Timeline

We are a City with well-maintained infrastructure, including roads, utilities, and parks, and provide services efficiently.

### Current & Ongoing

- A. Checklist System: The City maintains staff checklists that must be used when conducting park maintenance tasks. The checklists assist to ensure tasks are not missed, and corners are not cut. A supervisor conducts periodic inspections to ensure items are done correctly.
- B. Park and Restroom Maintenance Schedule: For regular, routine tasks, a maintenance schedule is followed and supervised by Park & Rec management.
- C. Knowledge Base: City employees are trained and attend conferences as feasible in order to stay up to date on latest technologies and best practices. Staying modern in an ever-changing environment will be the focus of employee's continuing education.

### Within 1 Year

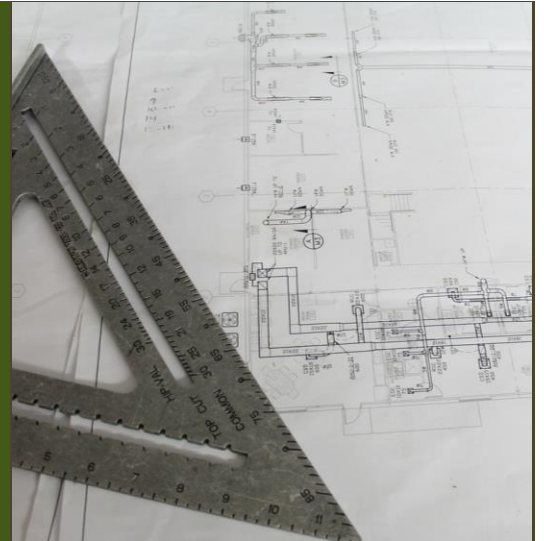
- A. 5-Year Capital Improvement Plan: The City will continue to follow a 5-Year plan that identifies the needed road and infrastructure improvements that will be needed. This plan includes projects related to growth, as well as replacement of aging roads and infrastructure. Improvements and refinements will be made over the next two years.
- B. Adopt Parks Master Plan: Within the next year, adopt a Parks Master Plan. This plan will outline the amount of park space needed, possible locations and types of future parks, and maintenance facilities associated with the park system.
- C. Conduct Technology Cost/Benefit Assessment: Coinciding with each department's biennial review, the City will evaluate the cost/benefit of implementing new technologies into processes, and services provided by the City. The assessment will be provided to the Council as part of the biennial review.
- D. Conduct Benchmark Comparison Studies: Along with each department's biennial review, a benchmark study will be done to compare efficiency measures with those of benchmark cities. A report of the study will be provided to the Council as part of the biennial review.

## Within 2 Years

- A. Establish Priority Guidelines for Projects: In the next 1-2 years, establish a set of guidelines that will help determine the priority of various park, road, & infrastructure projects. The guideline would assist in determining which projects may need to be delayed if/when funding is not available for all needed projects.
- B. Adopt 5-yr Park Improvement Plan: In the next 1-2 years, adopt a 5-Year Park Improvement Plan. This plan will outline park expansion projects, as well as playground/equipment replacements. This would also include projects related to the Community Center and maintenance facilities. The projected costs would be weighed against the funding available to determine possible projects.

# City-Wide Vision Statement #2

In preparation for future growth of the City, we will make plans to accommodate commercial businesses to serve the residents' needs and to support economic stability of the City.



## General & Economic Development Plans

### UPDATE GENERAL PLAN

The foundation of economic stability is a well-crafted general plan. Within 1 year, adopt an updated general plan.

### STRATEGIC ECONOMIC DEVELOPMENT PLAN

In the next 1-2 years, adopt a strategic economic development plan that outlines the City's targeted efforts.

*"THE FOUNDATION OF  
ECONOMIC STABILITY  
IS A WELL-CRAFTED  
GENERAL PLAN."*

*-BRODY BOVERO*

## Implementation Timeline

### YEAR 1

Conduct comprehensive discussion with stakeholders and the public, construct draft general plan. Send plan through deliberative process of recommendation by Planning Commission and approval by City Council.

### YEAR 2

Hire consultant to assist in producing a comprehensive economic development strategy. Conduct open and public discussion of economic development targets, strategies, and tools. Approval required of City Council/RDA Board.



# City-Wide Vision Statement #3

We are a financially stable City, balancing the cost of services with the level of services that we provide. The City will have minimal or no debt



## Financial Management Policies

### MINIMUM FUND BALANCE POLICY

The City has adopted a minimum fund balance policy which outlines a reserve that the City can use for a 'rainy day'.

### DEBT MANAGEMENT POLICY

The City will adopt a formal debt policy that outlines the general conditions for utilizing debt, and provides guidance on the types of debt that will be considered by the City.

***"THERE IS NO DECISION  
THAT WE CAN MAKE  
THAT DOESN'T COME  
WITH SOME SORT OF  
BALANCE OR  
SACRIFICE."***

***-SIMON SINEK***

## Financial Projection Studies and Service Level Standards

### LONG-TERM FINANCIAL PROJECTION

Within 1-2 years, conduct a 10-year financial analysis that projects the City's overall revenue compared to projected expenses.

### REVENUE SOURCE BALANCING

Relying too heavily on one revenue source can contribute to financial distress if that source drastically drops. Within 1-2 years, conduct an assessment of the City's revenue sources to determine if any are out of balance, and develop options of how to maintain improved balance.

### ESTABLISH SERVICE LEVEL STANDARDS

Where feasible, having measurable standards of service will help the City achieve the level desired by residents. Within 2-3 years, adopt measurable service standards to guide the efforts of the City.

## City-Wide Vision Statement #3 Implementation Timeline

We are a financially stable City, balancing the cost of services with the level of services that we provide. The City will have minimal or no debt.

### Current & Ongoing

- A. Minimum Fund Balance Policy: The City has adopted a minimum fund balance policy which outlines a reserve that the City can use for a 'rainy day'.

### Within 1 Year

- A. Long-Term Financial Projection: Within 1-2 years, conduct a 10-year financial analysis that projects the City's overall revenue compared to projected expenses.
- B. Revenue Source Balancing: Relying too heavily on one revenue source can contribute to financial distress if that source drastically drops. Within 1-2 years, conduct an assessment of the City's revenue sources to determine if any are out of balance, and develop options of how to maintain improved balance.

### Within 2 Years

- A. Establish Level of Service Standards: Where feasible, having measurable standards of service will help the City provide the level desired by residents. Within 2-3 years, adopt measurable service standards to guide the efforts of the City.
- B. Adopt Debt Policy: Within 2-3 years, adopt a formal debt policy that outlines the general conditions for utilizing debt, and the types of debt that will be considered by the City.

# City-Wide Vision Statement #4

The City will incorporate improvements, events, and services that create an overall feeling of connection and pride in the City by its residents.



## Special Events

### CITY-OPERATED EVENTS

Major special events, such as Heritage Days, Pumpkin Walk, National Night Out, and FD Open House will be constantly refined to increase the feeling of connection and pride in the City through these events.

### CITY-SPONSORED EVENTS

Within 1-2 years, adopt a formal policy that provides guidelines for when the City will sponsor events, with an eye toward community branding.

***“QUALITY OF LIFE  
ACTUALLY BEGINS AT  
HOME - IT'S IN YOUR  
STREET, AROUND YOUR  
COMMUNITY.”***

***-CHARLES KENNEDY***

## Community-Oriented Service & Branding

### COMMUNITY-ORIENTED SERVICE FROM DEPARTMENTS

Coinciding with each biennial review, each department will assess its operations and make deliberate efforts to connect with the public.

### COHESIVE COMMUNITY BRANDING

Throughout the City's operations, facilities, programs, parks, and gateways, a cohesive branding effort will be made to express community pride and identity.

### SUPPORT FOR CITY-BASED COMMUNITY GROUPS

The City will assist organizations, such as the Syracuse Arts Council and Syracuse Museum in making plans for future operations and growth.



## City-Wide Vision Statement #4 Implementation Timeline

The City will incorporate improvements, events, and services that create an overall feeling of connection and pride in the City by its residents.

### Current & Ongoing

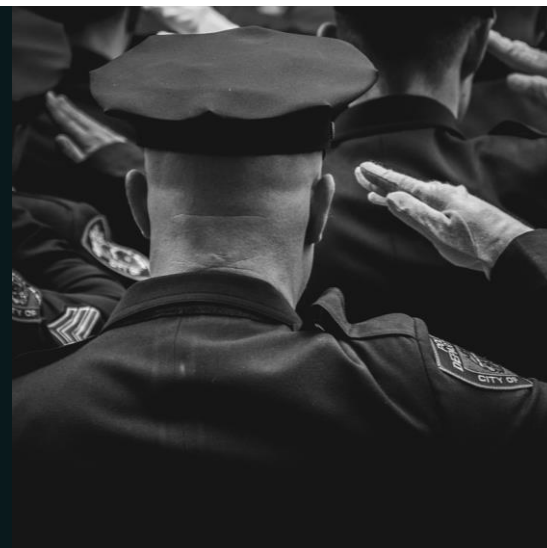
- A. City-Operated Special Events: The City successfully operates major special events, such as Heritage Days, Pumpkin Walk, Night Out Against Crime, Fire Department Open House, and Easter Egg Hunt. Efforts will be made to continue to increase the overall feeling of connection and pride in the City through these events. These efforts could include:
  - i. Expanded diversity in activities
  - ii. Focused marketing and branding of the City during events
  - iii. Participatory sponsorships from businesses
  - iv. New special events
- B. Cohesive Branding: Throughout the City's operations, facilities, parks, and gateways, a cohesive branding effort will be made to express community pride and identity. This can include the following:
  - i. Public art and signage with the City's branding as the 'Gateway to Antelope Island'.
  - ii. Incorporation of coordinated architectural requirements
  - iii. Funding for gateway improvements
- C. Community-Oriented Public Service: Within each department, deliberate efforts are made to connect with the public. These efforts include:
  - i. Public Safety events such as Night Out Against Crime and Fire Station Open House
  - ii. Fundraisers and Toy Drives for charitable purposes
  - iii. Farmers market focused on small, local vendors
  - iv. Participation in youth and adult non-profit and educational activities.
  - v. Provide opportunities for public interaction with public safety staff at special events

## Within 2 Years

- A. City-Sponsored Special Events: The City currently sponsors special events in the City, including RC Willey Ride for the Kids, The Goliath Race, Tour of Utah, and The Miss Syracuse Pageant. Within 1-2 years, adopt a formal policy that provides guidelines for when the City will sponsor events.
- B. Support for City-Based Community Groups: Within 2 years, the City will assist the Arts Council and the Museum Board in making a 5-year plan for its operations and any physical improvements where needed.

# Police Vision Statement #1

The Syracuse PD is a well-trained, professional police force.



## Training & Accreditation

### TRAINING GOALS

Police Officers must obtain a minimum of 40 hours of training annually to maintain certification. The PD has been able to average approximately 90 hours of training per officer. Specialized training has helped improve service.

### DEPARTMENT ACCREDITATION

Within 2 years, the PD will obtain accreditation with the Utah Chiefs of Police Association. Accreditation demonstrates a commitment to high standards.

*"I HATED EVERY  
MINUTE OF TRAINING,  
BUT I SAID, 'DON'T  
QUIT. SUFFER NOW  
AND LIVE THE REST OF  
YOUR LIFE AS A  
CHAMPION."*

*-MUHAMMAD ALI*

## Policy and Employee Excellence

### UPDATE POLICIES AND STANDARDS

The PD subscribes to an ongoing commitment to keep policies and standards updated. This requires awareness of changing trends and best practices, and is facilitated through participation in professional association.

### RECOGNITION

The PD will continue to recognize acts and performance of excellence. This is facilitated through programs such as employee of the month awards, the Mayor's Award of Excellence, as well as annual awards at the annual police banquet. The annual banquet also provides an opportunity for police officers to reflect and recognize the nobility of the profession.

# Police Vision Statement #1

## Implementation Timeline

The Syracuse PD is a well-trained, professional police force.

### Current & Ongoing

- A. Training Goals: Police Officers must obtain a minimum of 40 hours of training to maintain certification. The PD has been able to average approximately 90 hours of training per officer. Below are examples of the specialized trainings obtained by Syracuse officers:
- i. FBI Training
  - ii. IACP Training
  - iii. Leadership Training
  - iv. SWAT Training
  - v. Internet Crimes Against Children Training
  - vi. Metro Narcotics Training
  - vii. Daily Training Bulletins
  - viii. Firearms Training
  - ix. Decision Making and De-escalation Training
  - x. Crisis Intervention/Mental Health Training
  - xi. Investigations Training
- B. Update Policies and Standards: The PD has an ongoing commitment to keep policies updated and maintaining high standards. The following are examples of efforts that are required:
- i. Participation in professional associations
  - ii. Conducting internal affairs investigations
  - iii. Reviewing and updating policy manuals
- C. Recognition: The PD will continue to recognize acts and performance of excellence. This is facilitated through programs such as:
- i. Employee of the Month Awards
  - ii. Mayor's Award of Excellence
  - iii. Annual Appreciation Banquet Awards

### Within 2 years

- A. Department Accreditation: Within 2 years, the PD will obtain accreditation with the Utah Chiefs of Police Association. Accreditation demonstrates a commitment to high standards and best practices.

## Police Vision Statement #2

The Syracuse PD is responsive to crime and other community issues.



### Crime Response & Prevention

#### OFFICER TRAINING & RETENTION

Through training on drug detection, K9 program, and employee retention, the PD has increased drug/narcotic detection by over 250% since 2015. Continued efforts will be made to train officers and retain them, for the benefit of the community.

***“THE POINT IS THAT  
YOU WANT TO HAVE A  
SYSTEM THAT IS  
RESPONSIVE.”***

#### PUBLIC EDUCATION

The PD will continue to produce a variety of public education programs, as community issues evolve.

***-BILL JOY***

### Traffic Enforcement, Public Awareness, & Victim Services

#### TRAFFIC UNIT

As the City continues to grow, and WDC bringing additional traffic incidents, dedicated resources will need to address traffic issues and accidents.

#### AWARENESS/PREVENTION PROGRAMS

The PD will continue to produce a variety of crime awareness programs, which aid in the prevention and minimization of criminal activity. Updated crime reports and mapping are available via internet to the public. Other examples include neighborhood watch, self-defense programs for youth, and active shooter trainings.

#### VICTIM SERVICES

The City will continue to offer victim services as funding provides. This service is critical in helping victims of crimes navigate their recovery.



## Police Vision Statement #2

### Implementation Timeline

The Syracuse PD is responsive to crime and other community issues.

#### Current & Ongoing

- A. Officer Training & Retention: Training will continue to be targeted toward issues faced by the community and Syracuse officers. Continuation of the City Employee Recruitment and Retention Policy will also ensure optimal responsiveness to crime in the community.
- B. Public Education & Crime Prevention Programs: The PD will continue to produce the following public education and crime prevention programs:
  - i. Student-Driver Safety
  - ii. Social media communication and education
  - iii. School Safety Trainings (including home-school programs)
  - iv. DARE programs
  - v. RadKids
  - vi. Online Crime Reports and Mapping
  - vii. Prescription Medication Disposal
  - viii. Active Shooter Training
- C. Victim Services: Working with Clinton City an in-house victim's advocate will be provided as associated grant funding allows. This position is a significant enhancement to the services victims receive in our city.
- D. DUI Enforcement and Tobacco Sales Compliance Checks: The PD will continue to conduct DUI enforcement checkpoints during key holiday times, and tobacco sales compliance checks will continue to occur quarterly.

#### Within 2 Years

- A. Traffic Unit: Within 2 years, the City will evaluate the need and make necessary efforts for dedicated traffic enforcement.
- B. Responsiveness Index: Within 2 years, the City will devise an index that will measure the responsiveness of the PD to crime and community issues. This index will help communicate to the Council and the community, the level of responsiveness provided by its police force.

## Police Vision Statement #3

Syracuse City police officers are courteous and service-oriented.



### Approach to Service

#### USE OF FORCE TRAINING

The PD provides a variety of training that leads to low levels of the use of force. This approach is based on the PD's recognition of the value of human life and dignity without prejudice to anyone.

***“SOME OF OUR FINEST  
WORK COMES  
THROUGH SERVICE TO  
OTHERS.”***

#### SERVICE WORTHY OF APPRECIATION

Donations of food and thank you cards are often the only measurable statistic. Within 1 year, the PD will implement of system of tracking ‘Thank Yous’ received from citizens.

***-GORDON B. HINCKLEY***

### Community Education & Volunteerism

#### CITIZEN'S POLICE ACADEMY AND TOURS

The PD will continue to be an active participant in the Davis County citizen's police academy. They will also continue to provide station tours to community youth groups.

#### VOLUNTEER AND SERVICE PROGRAMS

The PD will continue to work with groups like the Lions Club to provide services to the community such as fingerprinting. The PD will also provide service through charitable and non-profit organizations and participate in events such as Cops and Kids, and the Guns N Hoses fundraisers.

## Police Vision Statement #3 Implementation Timeline

Syracuse City police officers are courteous and service-oriented.

### Current & Ongoing

- A. Use of Force Training: The PD provides a variety of training that leads to low levels of the use of force. This approach is based on the PD's recognition of the value of human life and dignity without prejudice to anyone. In 2016 and 2017, Syracuse officers use force in an average of 0.34% of all police cases.
- B. Citizen's Police Academy & Station Tours: The PD will continue to be an active participant in the Davis County citizen's police academy. They will also continue to provide station tours to community youth groups.
- C. Volunteer & Service Programs: The PD will continue to work with groups like the Lions Club to provide services to the community such as fingerprinting. The PD will also provide service through charitable and non-profit organizations and participate in events such as Cops and Kids, and the Guns N Hoses fundraisers.

### Within 1 Year

- A. Within 1 year, the PD will implement a system of tracking significant 'Thank Yous' received from citizens as a demonstration of the level of service provided. There are many factors that contribute to citizen expressions of thanks, including the citizens themselves. This statistic will only be used for internal data analysis and introspection, and not as a reliable indicator of performance.

# Police Vision Statement #4

Syracuse City police officers are part of the community and respected by the public.



## Special Events & Community Interaction

### SPECIAL EVENTS

The PD will continue to be involved in events that build a relationship with the public, including Night Out Against Crime, Miss Syracuse, and annual charitable events.

***“POLICE ARE THE  
PUBLIC AND THE  
PUBLIC ARE THE  
POLICE.”***

### COMMUNITY-ORIENTED POLICING

The PD will continue to be active in community-oriented policing efforts, such as business check-ins, school resource officer program, and volunteering in sports, church, scouting, and other community programs.

***-SIR ROBERT PEEL***

## Implementation Timeline

### CURRENT AND ONGOING

The PD will continue to be involved in the following events that build a relationship with the public:

- Night Out Against Crime
- Miss Syracuse
- Guns N Hoses Charity Event
- Cops and Kids Program
- Other charitable fundraisers as opportunities arise

The PD will continue to be active in the following community-oriented policing efforts:

- Business check-ins & active shooter trainings
- school resource officer program
- volunteering opportunities in sports, church, scouting, etc.

## Police Vision Statement #5

The City's policies provide guidance on the expected levels of personnel in the police department.



### Staffing Level Policy

#### RESEARCH

The City will research and discuss the relevant factors that determine the proper staffing levels for the PD.

#### STAFFING LEVEL POLICY ADOPTION

The City will draft and adopt a policy that guides the Council in establishing and maintaining staffing levels in the PD.

***“WHEN THERE ARE  
HIRING DECISIONS AND  
PROMOTION DECISIONS  
TO BE MADE, PEOPLE  
ARE HUNGRY FOR  
DATA.”***

***-OREN ETZIONI***

### Implementation Timeline

#### YEAR 1

The City will research and discuss the relevant factors that determine the proper staffing levels for the PD. This will include consideration of factors that correlate with demand on police officers' time, such as population, traffic, types of businesses in the community, crime trends, etc.

#### YEAR 2

Base on research and data, the City will craft and the Council will adopt a policy that guides decision making on staffing levels in the PD.



# Fire/EMS Vision Statement #1

Syracuse firefighters and EMS providers are professional, well-trained, and courteous.



## Training Standards

### MINIMUM TRAINING STANDARDS

The City's minimum training standards have been set to not only include certifications and licenses for today's standard for professional firefighters and EMTs, but are also tailored for possible events in Syracuse or surrounding area.

Examples of trainings include: emergency medical services, mass casualty incidents, hazardous materials, apparatus maintenance and operation, fire inspections and investigations, public education, rope rescue, confined space rescue, trench and structural collapse rescue, vehicle extrication, ice rescue, structural and wildland firefighting.

***"COURTESY IS AS  
MUCH A MARK OF A  
GENTLEMAN AS  
COURAGE."***

***-THEODORE  
ROOSEVELT***

## Recognition & Continuing Education

### RECOGNITION FOR EXCELLENCE

Both a formal and non-formal plan for employee and team recognition is in place. This includes one-on-one recognition, group recognition, nominations for City employee recognition, the Mayor's Award of Excellence, and formal recognition at the annual FD awards banquet.

### CONTINUING EDUCATION

Minimum continuing education hours have been set to ensure firefighters stay current on certifications and licenses.

# Fire/EMS Vision Statement #1

## Implementation Timeline

Syracuse firefighters and EMS providers are professional, well-trained, and courteous.

### Current & Ongoing

- A. Minimum Training Standards: The City has set minimum training standards for each position, including firefighter, engineer, captain, and chief officer. Members of the fire department are required to obtain and maintain these certifications and licenses in order to be Syracuse firefighter.
- B. Recognition For Excellence: Recognition of going beyond the call of duty supports the City's vision for the fire department by giving positive reinforcement to the firefighters. The fire department administration has both a formal and non-formal plan for employee and team recognition. This includes one on one recognition, group recognition, nominations for City employee recognition, and formal recognition at our annual awards banquet. Formal recognition includes:
  - i. Firefighter of the Year
  - ii. Rookie of the Year
  - iii. Above and Beyond Award
  - iv. Special Recognition
  - v. Years of Service and Longevity
  - vi. The Mayor's Award of Excellence
- C. Continuing Education: The City has set minimum continuing education standards. To maintain certifications and licenses, each firefighter is required to provide proof of the following continuing education hours annually:
  - i. 192 firefighter training hours for ISO requirements
  - ii. 50 hours EMS training for National Registry requirements
  - iii. 36 hours Specialty training for Utah Fire and Rescue Academy

# Fire/EMS Vision Statement #2

The Syracuse FD/EMS has the equipment, training, and personnel to respond quickly.



## Response Times & Staffing Levels

### RESPONSE TIME TRACKING

The FD tracks response times in order to monitor and find ways to improve responsiveness.

***"QUICKNESS IS THE  
ESSENCE OF THE WAR."***

### 5-PERSON CREW STAFFING

The FD maintains 24-hour staffing with 5 assigned firefighters per day. In addition to emergency response, daily assignments include activities such as training, equipment checks, and apparatus maintenance to ensure vehicles, facilities, and equipment are ready.

***-SUN TZU***

## Maintenance, Replacement, & Planning

### PREVENTATIVE MAINTENANCE AND ROUTINE CHECKS

Syracuse FD uses daily, weekly and monthly checks to ensure our equipment is in proper working condition, and to prolong the life of our equipment and save the community money.

### REPLACEMENT SCHEDULES

To fulfill the vision, the FD has an apparatus and equipment replacement schedule. The department has 13 major apparatus and equipment items that have a planned lifetime incorporated with the City's 5-year capital replacement budget.

### FUTURE PLANNING

The FD works closely with City Administration to plan for emergency service needs in relation to the current and projected growth of Syracuse. Periodic call response studies will continue to help us project the best area for a second station if/when the time arises.

## Fire/EMS Vision Statement #2

### Implementation Timeline

The Syracuse FD/EMS has the equipment, training, and personnel to respond quickly.

#### Current & Ongoing

- A. Response Time Tracking: Syracuse FD tracks call response times and continually works at finding ways to improve. To help achieve this goal, the following tracking systems and methods are in place:
  - i. Daily report logs of all incidents and times
  - ii. Weekly quality assurance of incident reports
  - iii. Monthly reporting to the State Fire Marshal's Office
  - iv. Monthly meetings with Captains to identify ways to improve response
  - v. Quarterly meetings with Davis County Dispatch
- B. 5-Person Crew Staffing: 24-hour, 5-person staffing allows the City to be more agile, and be better prepared. As an example, in addition to emergency response, the fire department tests City owned hydrants on a 4-year rotation to ensure proper working condition, using seasonal employees to paint hydrants as needed. The fire department also conducts annual fire safety inspections on all businesses within the City, using on duty crews to help as their availability allows. This staffing level also provides better station and testing and maintenance.
- C. Preventative Maintenance and Routine Checks: Syracuse fire department uses daily, weekly and monthly checks to ensure our equipment is in proper working condition.
- D. Replacement Schedules: To fulfill the vision, the fire department has an apparatus and equipment replacement schedule. A total of 13 apparatus and large equipment items are assigned to the FD and are used regularly to accomplish our mission.
- E. Future Planning: The FD works closely with City Administration to plan for emergency service needs in relation to the current and projected growth of Syracuse. Call response studies have been completed to help us project the best area for a second station if/when the time arises. As the West Davis Highway comes online, additional studies will be conducted to verify potential locations.
- F. Wildland Program: The FD wildland program allows us to fulfill the vision through training and real-life experience for our personnel which offers us the opportunity to be better prepared for large scale wildfire incidents in our jurisdiction (e.g. Antelope Island, GSL Shoreline). In addition, the wildland program creates a revenue source which assists in funding long-term maintenance of equipment, training and personnel.

# Fire/EMS Vision Statement #3

Syracuse firefighters and EMS providers are part of the community and respected by the public.



## Special Events & Education Programs

### CITY EVENTS

The FD is heavily involved in citizen interaction through special events. The Annual Open House, Annual Santa Run, and Heritage Days are a few examples.

### EDUCATION AND PREVENTION PROGRAMS

The FD is integrated into the community through special programs such as CPR and merit badge classes, fire safety inspections, and high school internship programs

***“MEN ARE  
RESPECTABLE ONLY AS  
THEY RESPECT.”***

***-RALPH WALDO  
EMERSON***

## Implementation Timeline

### CURRENT AND ONGOING

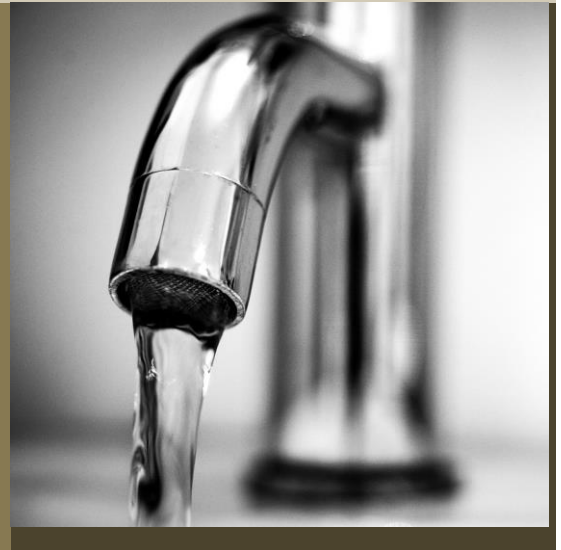
The FD will continue to participate in the following events and programs:

- Boy Scout first aid classes for merit badge requirements
- Station tours (weekly as scheduled)
- Community CPR classes (several times per year as scheduled)
- Annual Open House for Fire Prevention Week
- City Sponsored Events (Heritage Days, Pumpkin Walk, etc...)
- City / Department Sponsored Charity Fundraisers & Sport Events
- Annual Santa Run
- Smoke Detector Batteries for Elderly
- Residential and Commercial Fire Safety Inspections
- Davis Technical College Internship Program
- High School Internship Program



# Public Works Vision Statement #1

Utilities provided by the City are affordable, but also cover the real costs of service.



## Benchmarking & Cost Analysis

### STATE-DEFINED STANDARD

The City will compare its utility pricing with the State's standard of affordability. It will also compare pricing with benchmark cities.

***"PRICE IS WHAT YOU  
PAY, VALUE IS WHAT  
YOU GET."***

### COST ANALYSIS

Each budget year, utilities will be analyzed to determine costs over the next 5 years, compared to revenue projection in order to determine if real costs are covered.

***-WARREN BUFFETT***

## Implementation Timeline

### CURRENT AND ONGOING

State-Defined Standard: Coinciding with each biennial review for PW, the City's utility pricing will be compared to the state-defined standard.

Cost Analysis: Each budget year, utilities will be analyzed to determine costs over the next 5 years, compared to revenue projection in order to determine if real costs are covered.

## Public Works Vision Statement #2

Public Works and utility billing employees  
are customer service oriented.



### Employee Capability & Service Hours

#### KNOWLEDGEABLE EMPLOYEES

The City has set standards for training, certifications, and licenses. Further training and certifications are required for employee advancement.

#### SERVICE HOURS

In addition to normal business hours, the City provides 24/7 emergency response, including snow plowing service.

***“IT IS NOT THE  
EMPLOYER WHO PAYS  
THE WAGES.  
EMPLOYERS ONLY  
HANDLE THE MONEY. IT  
IS THE CUSTOMER  
WHO PAYS THE  
WAGES.” -HENRY FORD***

### Outreach & Response Times

#### COMMUNICATION WITH RESIDENTS & BUSINESSES

The PW Dept has adopted a public notification practice for utility work and projects. This includes the use of email, regular mail, website, social media, newsletter, road signs, door hangers, and public meetings. Within 2 years, a formal internal policy will be created to establish the standard.

#### RESPONSE TO FIX-IT REQUEST

The PW Dept will find a method to track and report completion times for Fix-It Requests. Based on this tracking, minimum standards and goals can be set in order to establish a level of service.

## Public Works Vision Statement #2 Implementation Timeline

Public Works and utility billing employees are customer service oriented.

### Current & Ongoing

- A. Knowledgeable Employees : The City has set standards for training, certifications, and licenses. Further training and certifications are required for employee advancement.
- B. Service Hours: In addition to normal business hours, the City provides 24/7 emergency response, including snow plowing service. This also includes response to 24/7 hotline, SCADA alarms, and Fix-It Requests.

### Within 2 Years

- A. Response to Fix-it Requests: Coinciding with the PW Dept biennial review, the PW Dept will find a method to track and report completion times for Fix-It Requests. Based on this tracking, minimum standards and goals can be set in order to establish a level of service.
- B. Communication With Residents & Businesses: The PW Dept has adopted a public notification practice for utility work and projects. This includes the use of email, regular mail, website, social media, newsletter, road signs, door hangers, and public meetings. By the next PW Dept biennial review, a formal internal standard operating procedure will be written to establish the standard.

## Public Works Vision Statement #3

Syracuse City has a well-organized infrastructure replacement and maintenance schedule that ensures well-maintained systems.



### Capital Improvements & Management Plans

#### 5-YEAR CAPITAL IMPROVEMENT PLAN

The City has a 5-year capital improvement plan that outlines needed projects, along with estimated costs and funding sources.

#### MANAGEMENT PLANS

The PW Dept follows management plans for service areas such as stormwater, sewer, sign visibility, water source protection, and water quality.

***“INFRASTRUCTURE  
CREATES THE FORM OF  
A CITY AND ENABLES  
LIFE TO GO ON IN A  
CITY, IN A CERTAIN  
WAY.”***

***-PAUL GOLDBERGER***

### Routine Maintenance & Grant Funding

#### ROUTINE MAINTENANCE

The PW Dept has established practices of preventative and routine maintenance for road and utility systems, as well as equipment and vehicles. Appropriate staffing levels will be examined in order to stay on top of maintenance.

#### GRANT FUNDING

The City has established working relationships with grant providers, which helps the City stay aware of and gain insight into grant opportunities. The PW Dept will continue to seek after grants as they become available to assist in funding capital projects.

## Public Works Vision Statement #3 Implementation Timeline

Syracuse City has a well-organized infrastructure replacement and maintenance schedule that ensures well-maintained systems.

### Current & Ongoing

- A. 5-Year Capital Improvement Plan: The City will continue to follow a 5-year capital improvement plan that outlines needed projects, along with estimated costs and funding sources.
- B. Management Plans: The City will continue to follow adopted and state-required management plans in order to ensure proper maintenance and safety standards.
- C. Grant Funding: The City will continue to established working relationships with grant providers, which helps the City stay aware of and gain insight into grant opportunities. The PW Dept will continue to seek after grants as they become available to assist in funding capital projects.

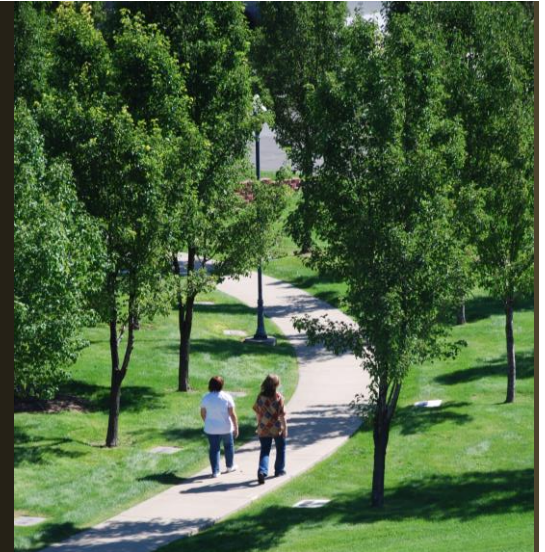
### Within 1 Year

- A. Staffing and Equipment Planning: With each budget year, the PW Dept will plan and provide projections of staffing and equipment needs in order to stay on top of maintenance.
- B. ADA Transition Plan: The PW Dept will conduct an assessment of ADA-related City facilities and assist with plans to bring these facilities into compliance with current ADA standards.



# Parks & Recreation Vision Statement #1

Syracuse City provides parks and open space for active and passive recreation, with equipment and space for a variety of activities. The Community Center is also equipped for multiple purposes to host a variety of activities.



## Master Plan

### ADOPT PARKS MASTER PLAN

The City will create and adopt a master plan for its park system. The plan will provide guidance on the amount of park space, a general outline of the park locations and types, and maintenance facilities required.

***"IN OUR LEISURE WE  
REVEAL WHAT KIND OF  
PEOPLE WE ARE."***

***-OVID***

### PASSIVE VS ACTIVE SPACE PLANS

Based on the master plan, the City will create plans and guidelines on the types of passive spaces & active spaces needed.

## Implementation Timeline

### WITHIN 1 YEAR

**Adopt Parks Master Plan:** Within 1 year, a master plan will be adopted. This document will provide general guidance on actions needed to provide and maintain the park space needed by the community.

**Create Plans for Active and Passive Spaces:** The City will look at current trends and demand for a variety of recreational activities in the City. This may include public input, such as surveys, but will also include an analysis of the demand for current recreation program space.

## Parks & Recreation Vision Statement #2

There are a wide variety of programs provided by the Parks & Recreation Department.



### Program Offerings

#### EVALUATE NEW OPPORTUNITIES

The City will regularly investigate current trends to determine new recreation program opportunities.

#### PROGRAM EVALUATION

Every two years, recreation programs will be evaluated to see determine their level of success. Some programs may be modified or eliminated if it is determined to be unsuccessful.

***"THE FUNCTION OF  
PLAY IS TO BALANCE  
LIFE IN RELATION TO  
WORK..."***

***-DR. AUSTEN FOX  
RIGGS***

### Implementation Timeline

#### WITHIN 1 YEAR

Coinciding with each biennial review, the City will investigate current trends to determine new recreation program opportunities.

Coinciding with each biennial review, recreation programs will be evaluated to see determine their level of success. Some programs may be modified or eliminated if it is determined to be unsuccessful. Other programs may be expanded if they are deemed to be successful.

# Parks & Recreation Vision Statement #3

The programs offered by the Parks & Recreation Department are financially self-sustaining.



## Financial Analysis

### PROSPECTIVE ANALYSIS OF NEW PROGRAMS

Whenever a new program is considered, a prospective financial analysis will be provided.

### PROGRAM FINANCIAL ANALYSIS

Every two years, the Park & Rec Dept will provide an analysis of the recreation program financials.

***“YOU KNOW THE OLD  
SAYING: YOU WIN  
SOME, YOU LOSE  
SOME... AND THEN  
THERE'S THAT LITTLE-  
KNOWN THIRD  
CATEGORY.”  
-AL GORE***

## Implementation Timeline

### CURRENT AND ONGOING

Prospective Analysis of New Programs: Whenever a new program is considered, a prospective financial analysis will be provided.

Coinciding with each biennial review, the Park & Rec Dept will provide an analysis of the recreation program financials. Financials will be provided on an individual program basis, along with an overall basis.

## Parks & Recreation Vision Statement #4

Syracuse City has a well-organized park improvement and maintenance plan that outlines needed improvements and ensures well-maintained parks and equipment.



### Park Improvement & Maintenance Plans

#### 5-YEAR IMPROVEMENT PLAN

Following the adoption of the Parks Master Plan, within the next 1-2 years, the city will adopt a 5-year park improvement plan, which will be updated every year.

#### MAINTENANCE LEVEL OF SERVICE

The Parks and Rec Dept will have an informative standard of maintenance for each Park and the Community Center (i.e., The restrooms will be cleaned daily in each park, each park will be mowed, trimmed, grass cleared from sidewalks once a week).

***“PRESERVING PARKS  
AND OPEN SPACES IS A  
WINNER BECAUSE IT  
DOESN'T NEED TO BE  
EXPLAINED TO  
EVERYDAY AMERICANS.”***

***-FRANK LUNTZ***

### Implementation Timeline

#### WITHIN 1 YEAR

Maintenance Level of Service: The Parks and Rec Dept will have an informative standard of maintenance for each Park and the Community Center (i.e., The restrooms will be cleaned daily in each park, each park will be mowed, trimmed, grass cleared from sidewalks once a week). This will be helpful in establishing productivity of employees as well as funding levels needed for the desired level of service.

#### WITHIN 2 YEARS

5-Year Park Improvement Plan: Following the adoption of the Parks Master Plan, the city will adopt a rolling 5-year park improvement plan, which will be updated every year. This document will outline both new park improvements, as well as replacement and redevelopment projects in the parks.

# CED Vision Statement #1

Syracuse City has a clear and strategic plan for the community and economic development needs of the City.



## Long-Term Visioning & Planning

### VISION 2050

The CED Dept will lead the public discussion on the long-term vision for the City. This process will include a broad cross-section of residents, landowners, and businesses.

### GENERAL PLAN ADOPTION

Within 1 year, adopt a new general plan that will provide guidance for the City Council, Planning Commission, and staff in the development of the City.

***“SOUND STRATEGY  
STARTS WITH HAVING  
THE RIGHT GOAL.”***

***-MICHAEL PORTER***

## Strategic Plans & Design Standards

### STRATEGIC ECONOMIC DEVELOPMENT PLAN

In the next 1-2 years, adopt a strategic economic development plan that outlines the City's targeted efforts.

### UPDATE LAND USE ORDINANCES AND DESIGN STANDARDS

In the next 2 years, the City will review and update land use code and design standards for residential, commercial and industrial areas of the City.

### LONG-TERM FINANCIAL PROJECTION

Within 1-2 years, conduct a 10-year financial analysis that projects the City's overall revenue compared to projected expenses



# CED Vision Statement #1

## Implementation Timeline

Syracuse City has a clear and strategic plan for the community and economic development needs of the City.

### Within 1 Year

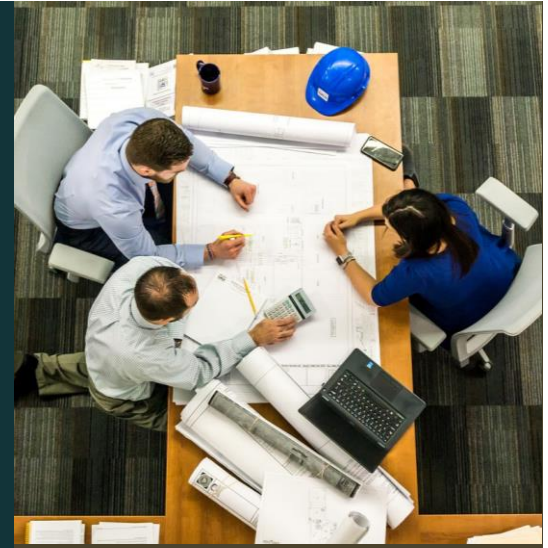
- A. Vision 2050 Process: The CED Dept will lead the public discussion on the long-term vision for the City. This process will include a broad cross-section of residents, landowners, and businesses. This process will produce a general idea of what the community would like the City to be in the future.
- B. General Plan Adoption: Taking the results of the Vision 2050 process, the City will consider and adopt an updated plan for the future of the City. This will go through a public process starting with a recommendation from the Planning Commission and adoption by the City Council.

### Within 2 Years

- A. Strategic Economic Development Plan: With the updated general plan as a foundation, strategies can be formed for achieving the economic development goals of the City. A strategic plan will be adopted by the City Council, which will give direction and tools for the City to use in achieving its goals.
- B. Update Land Use Ordinances and Design Standards: With the updated general plan as a foundation, the City's ordinances and design standards for architecture, landscaping, and right of way improvements will be updated in order to achieve the vision and goals of the General Plan.
- C. Long-Term Financial Projection: Within 1-2 years, conduct a 10-year financial analysis that projects the City's overall revenue compared to projected expenses

## CED Vision Statement #2

The Community & Economic Development Department employees are knowledgeable and positive.



### Education, Networking and Team Building

#### CERTIFICATIONS & NETWORKING

For some CED position, certifications and licenses are required. For others, these certifications are encouraged. Resources will continue to be made available to support these educational efforts and networking in employees' respective fields.

***"WHATEVER YOU ARE,  
BE A GOOD ONE."***

***-ABRAHAM LINCOLN\****

#### TEAM BUILDING & POSITIVE WORK ENVIRONMENT

The CED Dept will continue to incorporate team-building efforts into daily and weekly work functions. This can include simple efforts during staff meetings, or a department lunch. It may also include more formalized team building events.

### Implementation Outline

#### CURRENT & ONGOING

**Certifications and Networking:** Certifications and educational opportunities will be offered as resources allow. Networking opportunities, such as conferences, will also continue to be encouraged in order to maintain a knowledgeable staff.

**Team Building:** The CED Dept will continue to make efforts toward a positive work environment. This might include team-building activities, motivational thoughts, sweet treats, and a small family-like atmosphere in the department. These efforts are meant to improve communication and positivity throughout the department.



## CED Vision Statement #3

The Community & Economic Development Department communicates well with the business community.



### Communication Methods

#### FACT TO FACE AND ONLINE OUTREACH

The CED Dept will continue to take a leadership role in communicating with local businesses through face to face communication and online methods. This can include interaction with the chamber of commerce, or via functions such as business licensing and the farmers market.

***“WE HAVE TWO EARS  
AND ONE MOUTH SO  
THAT WE CAN LISTEN  
TWICE AS MUCH AS WE  
SPEAK.”***

#### BUSINESS & CUSTOMER INPUT

Within 1-2 years, the CED Dept will document and evaluate the input it receives from the business community and determine ways to address issues.

***-EPICTETUS***

## Implementation Timeline

#### CURRENT & ONGOING

Face to Face and Online Communication: The CED Dept will continue to interface with businesses, with an eye toward being on a ‘first name basis.’ This will keep the lines of communication open, so the City can address needs as they arise.

#### WITHIN 2 YEARS

Business & Customer Input: The CED Dept will have a system to document input received from the business community, along with a process of evaluating the input and determining ways to address issues.



# Administration Vision Statement #1

Syracuse City Administration employees are knowledgeable, courteous, and customer-oriented.



## Education & Networking

### CONTINUING EDUCATION

Employees will participate in continuing education and will explore opportunities to participate in public and private professional organizations to further their knowledge of best management practices and technologies.

***“AN INVESTMENT IN  
KNOWLEDGE PAYS THE  
BEST INTEREST.”***

***-BENJAMIN FRANKLIN***

### NETWORKING EFFORTS

Employees will remain active in regional, State, and International associations, giving access to a large network of resources and access to updated information.

## Customer Experience

### PROCESS EVALUATION

Management will review current processes and practices to determine how improvements can be made in customer experience.

### CUSTOMER FEEDBACK

The City will institute customer surveys and other feedback systems to continually test the overall customer satisfaction being provided.

# Administration Vision Statement #1

## Implementation Timeline

Syracuse City Administration employees are knowledgeable, courteous, and customer-oriented.

### Current & Ongoing

- A. Continuing Education: Employees will participate in continuing education and will explore opportunities to participate in public and private professional organizations to further their knowledge of best management practices and technologies.
- B. Networking Efforts: Employees will remain active in regional, State, and International associations, giving access to a large network of resources and access to updated information. These networks will expand the capabilities of city employees as new laws, policies, technologies, and best practices are shared.

### Within 2 Years

- A. Process Evaluation: Coinciding with each biennial review, Administration will review current processes and practices to determine how improvements can be made in customer experience.
- B. Customer Feedback: Within 2 years, a comprehensive customer feedback system will be implemented to receive continuous feedback from customers of administrative services.

## Administration Vision Statement #2

Syracuse City Administration demonstrates transparency in conducting City business.



### Digital Records & Web-Based Access

#### DIGITAL RECORDS MANAGEMENT

The City Recorder will continue to examine options for digitizing public records to make them more easily accessible by residents or entities.

#### WEBSITE ACCESS

The new website will include tools that give residents access to information, such as financials and City Council meeting audio recordings and summarized minutes documents.

***“PEOPLE NEED TO SEE  
WHERE THEIR DOLLARS  
ARE GOING AND WHAT  
INFRASTRUCTURE IS  
BEING BUILT.”***

***-KATHLEEN WYNNE***

### Award-Winning Financial Reporting

#### INDEPENDENTLY REVIEWED FINANCIAL REPORTS

Annual reports will continue to be submitted to a third party reviewer for a rating of accuracy and transparency.

#### ANNUAL AUDIT

The annual audit is baseline check on the integrity of the financial reporting produced by Administration. It is the goal of Administration to receive ‘no significant findings’ in the annual audit.

#### CITIZEN-CENTRIC FINANCIAL REPORTING

In addition to state-required financial reports, Administration will produce a simplified report, that includes a summary of the City’s finances and provides the City’s information in a simpler, more consumable format. This is meant to improve citizen’s understanding of the City’s finances.

## Administration Vision Statement #2

### Implementation Timeline

Syracuse City Administration demonstrates transparency in conducting City business.

#### Current & Ongoing

- A. Digital Records Management: The City Recorder will continue to examine options for digitizing public records to make them more easily accessible by residents or entities.
- B. Independently Reviewed Financial Reports: Annual reports will continue to be submitted to a third party reviewer for a rating of accuracy and transparency.
- C. Annual Audit: It is the goal of Administration to receive 'no significant findings' in the annual audit. Regardless of the findings, the audit is published for public inspection.
- D. Citizen-Centric Financial Reporting: Administration will produce a simplified report, that includes a summary of the City's finances and provides the City's information in a simpler, more consumable format.

#### Within 1 Year

- A. Website Access: Within one year, the new website will include tools that give residents access to information, such as financials and City Council meeting audio recordings and summarized minutes documents.

# Information Technology Vision Statement #1

Syracuse City uses IT to improve communication with residents.



## Online Tools

### NEW WEBSITE APPLICATIONS

The website upgrade project will bring new/better communication tools with residents, including targeted communication enhancements.

### BETTER SOCIAL MEDIA

The City will continue to improve its use of social media as an effective means of communication.

***“THE SINGLE BIGGEST  
PROBLEM IN  
COMMUNICATION IS  
THE ILLUSION THAT IT  
HAS TAKEN PLACE.”***

***-BERNARD SHAW***

## Implementation Timeline

### CURRENT AND ONGOING

Better Social Media: The City has established a strong social media presence, and has high response rates to questions and concerns expressed by residents through social media application. The City will continue to improve its use of social media, with particular focus on event advertising, fundraising, emergency preparedness.

### WITHIN 1 YEAR

New Website Applications: Within 1 year, the City will implement new online tools for better communication including:

- Calendar sharing/syncing
- Targeted notification subscription service
- E-surveys
- Emergency notification messages



# Information Technology Vision Statement #2

Syracuse City uses technology to improve staff productivity.



## Planning & Connectedness

### 5-YR IT PLAN

The City will develop a 5-Year IT plan that will outline needed hardware and software improvements to ensure employees can perform tasks and improve functions.

### NEW FUNCTIONAL INTRANET

The City will implement a new intranet that will improve communication and will include online form processing, manuals, and internal city news and updates.

***“PRODUCTIVITY IS  
BEING ABLE TO DO  
THINGS THAT YOU  
WERE NEVER ABLE TO  
DO BEFORE.”***

***-FRANZ KAFKA***

## Mobile Technology & Online Business Functions

### IMPROVED MOBILE TECHNOLOGY

The City has provided better technology through new mobile devices and platforms, which help mobile employees with entering and retrieving data while working outside or in their vehicles. The City will continue to pursue improvements in this area to maximize productivity.

### ONLINE BUSINESS FUNCTIONS

The City is in the process of improving online business functions, such as online court payments and business license renewal. These types of improvements free up staff time, allowing them to be productive in higher level tasks. The City will continue to pursue improvements in this area.

## Information Technology Statement #2

### Implementation Timeline

Syracuse City uses technology to improve staff productivity.

#### Current & Ongoing

**Improved Mobile Technology:** The City has provided better technology through new mobile devices and platforms, which help mobile employees with entering and retrieving data while working outside or in their vehicles. The City will continue to pursue improvements in this area to maximize productivity. Some examples of focus areas include:

- Police body and in-car camera systems
- Firefighting and EMS mobile applications
- Building and site inspection applications
- Fire safety inspection applications
- Park maintenance applications

**Online Business Functions:** The City is in the process of improving online business functions, such as online court payments and business license renewal. These types of improvements free up staff time, allowing them to be productive in higher level tasks. The City will continue to pursue improvements in this area. Some examples of focus areas include:

- Building permits
- Solicitor permits
- Recreation program registration
- Facility rentals

#### Within 1 Year

**5-Year IT Plan:** The City will develop a 5-Year IT plan that will outline needed hardware and software improvements to ensure employees can perform tasks and improve functions.

**New Functional Intranet:** The City will implement a new intranet that will improve communication and will include online form processing, manuals, and internal city news and updates. Examples of focus areas include:

- Personnel action forms
- Reimbursement forms
- Incident reports
- Extended leave forms
- Personnel Manual and Emergency Operations manual

# Information Technology Vision Statement #3

Syracuse City's IT services are customer-oriented.



## Convenience & Responsiveness

### ONLINE TRANSACTIONS AND COMMUNICATION

The City will make more transactions available online, and will improve its use of online applications to receive input and provide responses.

***"THE CUSTOMER'S  
PERCEPTION IS YOUR  
REALITY."***

### INTERNAL WORK ORDER SYSTEM IMPROVEMENTS

The City will improve its work orders system by establishing response standards, along with a tracking system in order to establish levels of service.

***-KATE ZABRISKIE***

## Implementation Timeline

### CURRENT AND ONGOING

Online Transactions and Communication: The City has already made some progress in this regard, but will focus on additional improvements as outlined in IT Vision Statements #1 and #2.

### WITHIN 1 YEAR

Internal Work Order System Improvements: The City has already made foundational improvements to this system, but will experience the full improvement over the next year. As the IT 5-Year Plan is completed, and foundational IT system improvements are put in place, greater resources can be directed toward work order response and resolution.

# Justice Court Vision Statement #1

Syracuse City's justice court meets the  
justice needs in the City.



## Quality Prosecution & Victim Resources

### KNOWLEDGEABLE AND CAPABLE PROSECUTOR

The City will ensure that the City Prosecutor is knowledgeable and experienced, and continues to improve through training and education.

***"JUSTICE CANNOT BE  
FOR ONE SIDE ALONE,  
BUT MUST BE FOR  
BOTH."***

### VICTIM'S ADVOCATE PROGRAM & YOUTH RESOURCES

The City will support its victim services as resources allow. In addition, Youth Court will continue to be a supported program to help correct youth delinquency.

***-ELEANOR ROOSEVELT***

## Implementation Timeline

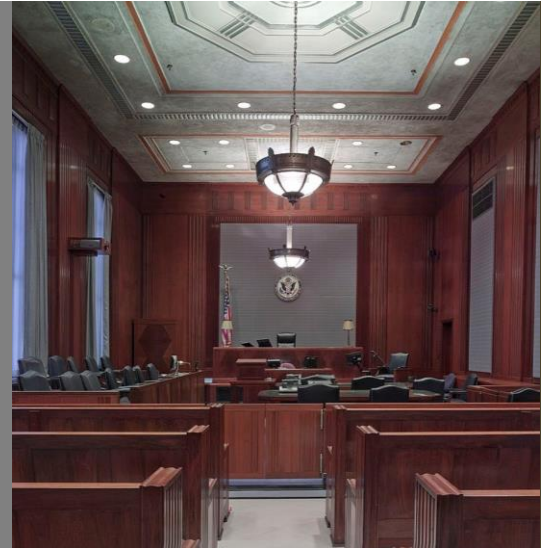
### CURRENT AND ONGOING

**Knowledgeable and Capable Prosecutor:** The City will ensure that the City Prosecutor is knowledgeable and experienced, and continues to improve through training and education. This will occur through continuing education credits, networking, and communication with the Council to address issues as needed.

**Victim's Advocate Program & Youth Resources:** The City will support its victim services as resources allow. In addition, Youth Court will continue to be a supported program to help correct youth delinquency.

## Justice Court Vision Statement #2

Syracuse City's justice court is administered fairly.



### Judicial Dialogue & Prosecutorial Accountability

#### DIALOGUE WITH JUSTICE COURT JUDGE

While formal questions of fairness are administered by state court systems, the City will improve dialogue with the justice court judge to express issues and provide information.

#### PROSECUTOR ACCOUNTABILITY

The City will investigate any valid complaints of prosecution fairness or maltreatment.

***"FAIRNESS IS WHAT  
JUSTICE REALLY IS."***

***-POTTER STEWART***

### Implementation Timeline

#### CURRENT AND ONGOING

Prosecutor Accountability: The City will investigate any valid complaints of prosecution fairness or maltreatment.

#### WITHIN 1 YEAR

Dialogue with Justice Court Judge: While formal questions of fairness are administered by state court systems, the City will improve dialogue with the justice court judge to express issues and provide information. This may occur in the form of an annual or semi-annual report from the judge at City Council meetings, or through written communication.