

2024 Mid-Year Retreat

August 23, 2024

NDFD Station 42

WiFi: NDFD Guest
Pass: FireFighting



Council Roundtable – Rotation #1



Council Roundtable – Rotation #2

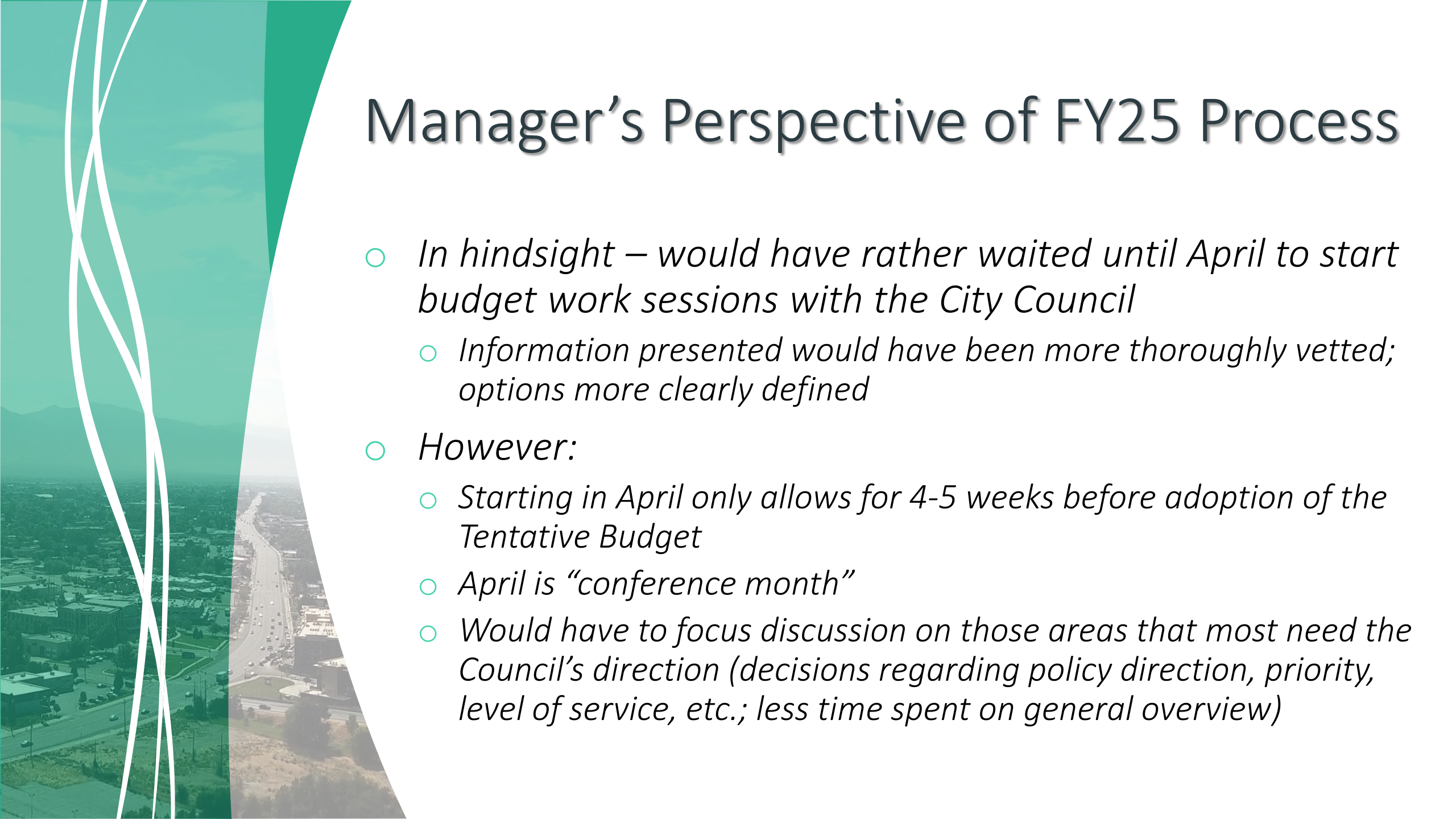


Improvements to Budget Prep



Manager's Perspective of FY25 Process

- *Budget Committee finished meeting with departments in late February and began presenting to Council in early March*
- *Insufficient time to thoroughly scrutinize requests in the context of available revenues*
 - *But staff are not irresponsible; no frivolous requests*
- *Exacerbating factors:*
 - *Cost to implement updates to compensation plan*
 - *Dramatic escalation of project costs*
 - *Utility funding “elephant in the room” (rates and debt financing)*
 - *Timing of key personnel out-of-office*



Manager's Perspective of FY25 Process

- *In hindsight – would have rather waited until April to start budget work sessions with the City Council*
 - *Information presented would have been more thoroughly vetted; options more clearly defined*
- *However:*
 - *Starting in April only allows for 4-5 weeks before adoption of the Tentative Budget*
 - *April is “conference month”*
 - *Would have to focus discussion on those areas that most need the Council's direction (decisions regarding policy direction, priority, level of service, etc.; less time spent on general overview)*

Processing the Information

Open-Ended Questions

Here's the situation, how would you like us to proceed?

Options / Scenarios

Here's the situation, we can choose from the following options:

- ☐ A
- ☐ B
- ☐ C

Other Budget Ramblings

- *Schedule:*
 - *March – review of projections and requests*
 - *At staff level only, or with City Council?*
 - *April – choices / decisions / scenarios*
 - *Need work sessions for budget only; no other agenda items*
- *Identify at outset the major decisions that will need to be made*
 - *Would require more prep time before starting Council work sessions*
- *Focus on \$ amount of property tax needed; not rate*
- *Work out comp plan details earlier; easier said than done*
- *Small group meetings (1 or 2 council at a time with Budget Committee) for more in-depth conversation?*

104111 – Mayor and Council

- *Other areas in the budget describe the allocation of resources for the City's various services and projects*
- *104111 describes the allocation of resources specifically for the Mayor and City Council (wages, benefits, training, travel, Youth Commission, and Council Expense)*
 - *"Special Priorities" – love notes, Council initiatives, and placemaking projects*
- *Best time / forum for this discussion*
 - *At mid-year retreat, to provide more time to have the priorities embedded in the first draft of the next budget?*
 - *At January retreat, in conjunction with launching other budget preparation efforts?*
 - *As a work session agenda item?*

104111 – Mayor and Council

- *Are there any special priorities for FY26 that you want to begin discussing today?*
- *Are there any other particular areas of this budget that need discussion now?*



Council's Observations and Feedback

- *What about our budget process have you liked or appreciated?*
- *What has been disappointing? Is there any part of it that you are not confident in?*
- *From Council's perspective, what suggestions or requests do you have that might make the process better?*

Quick Hits





4th of July 2026

- *Does the 4th of July need early budget attention (i.e. specific discussion at the mid-year retreat)?*
- *Are we content with the status quo schedule of events (with expected cost increases each year), or is there a desire to revisit the scope of the celebration?*
- *What were your main takeaways from this year's events?*
 - *What was good?*
 - *What was bad?*
 - *Was anything ugly?*

NLC CCC Attendance

- *What are our priorities in Washington?*
- *What do we need to be preparing between now and March to make the most of the Council's time in DC?*
- *What can we leave with our Congressional Delegation that will make an impression (e.g. trading cards, trash cans)?*

Break



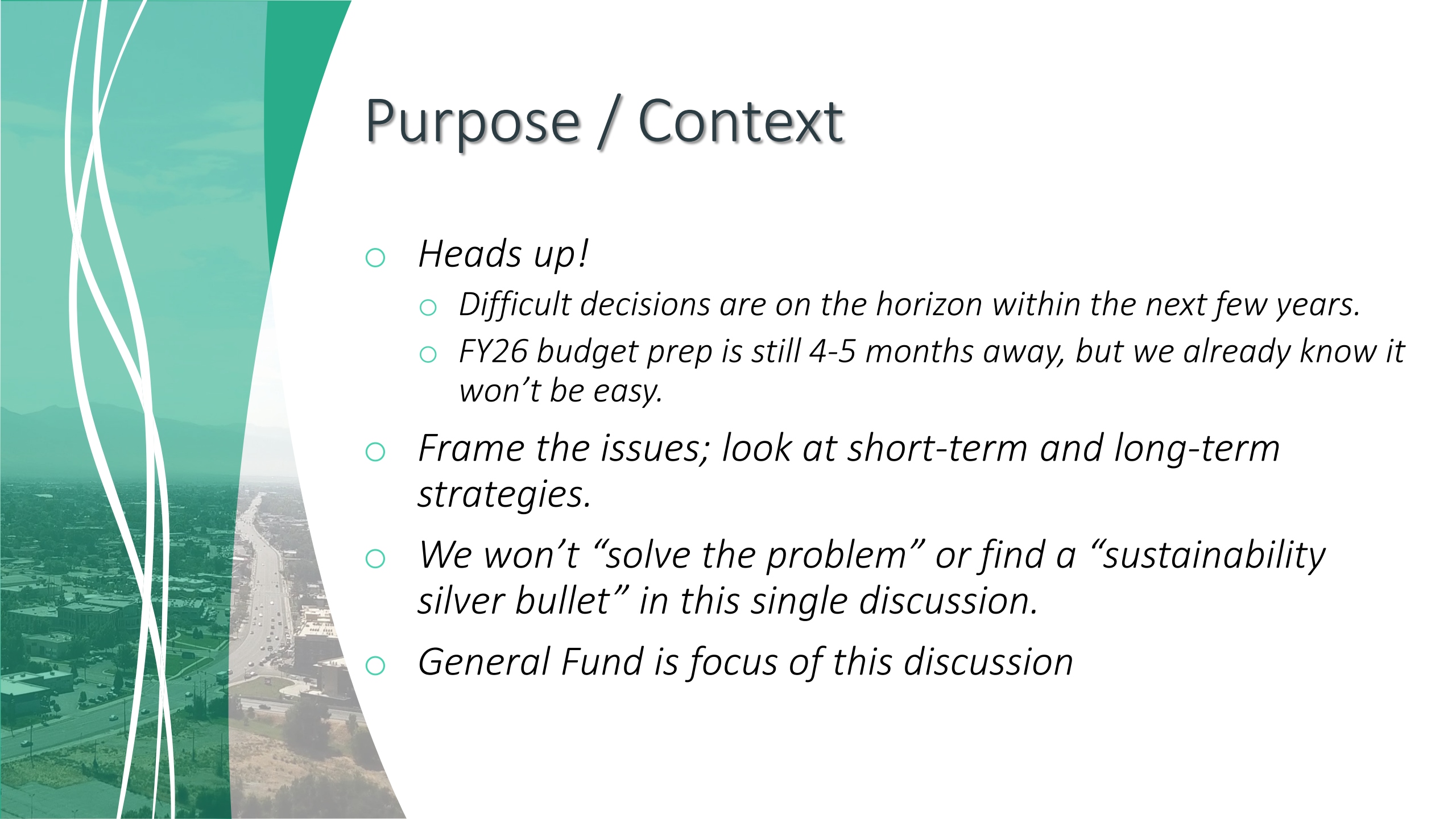
Minute to Win It



Operational Sustainability

A Peak Ahead

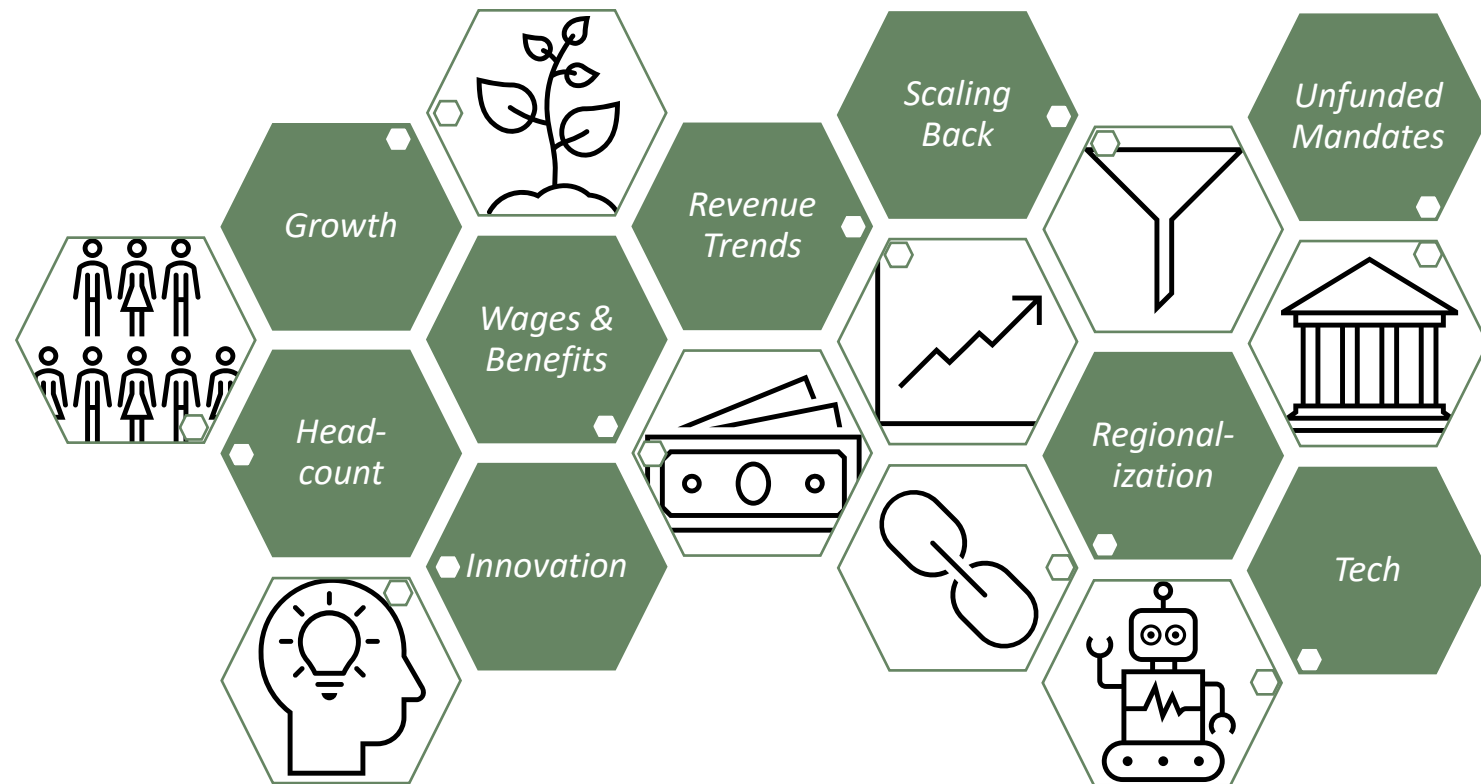




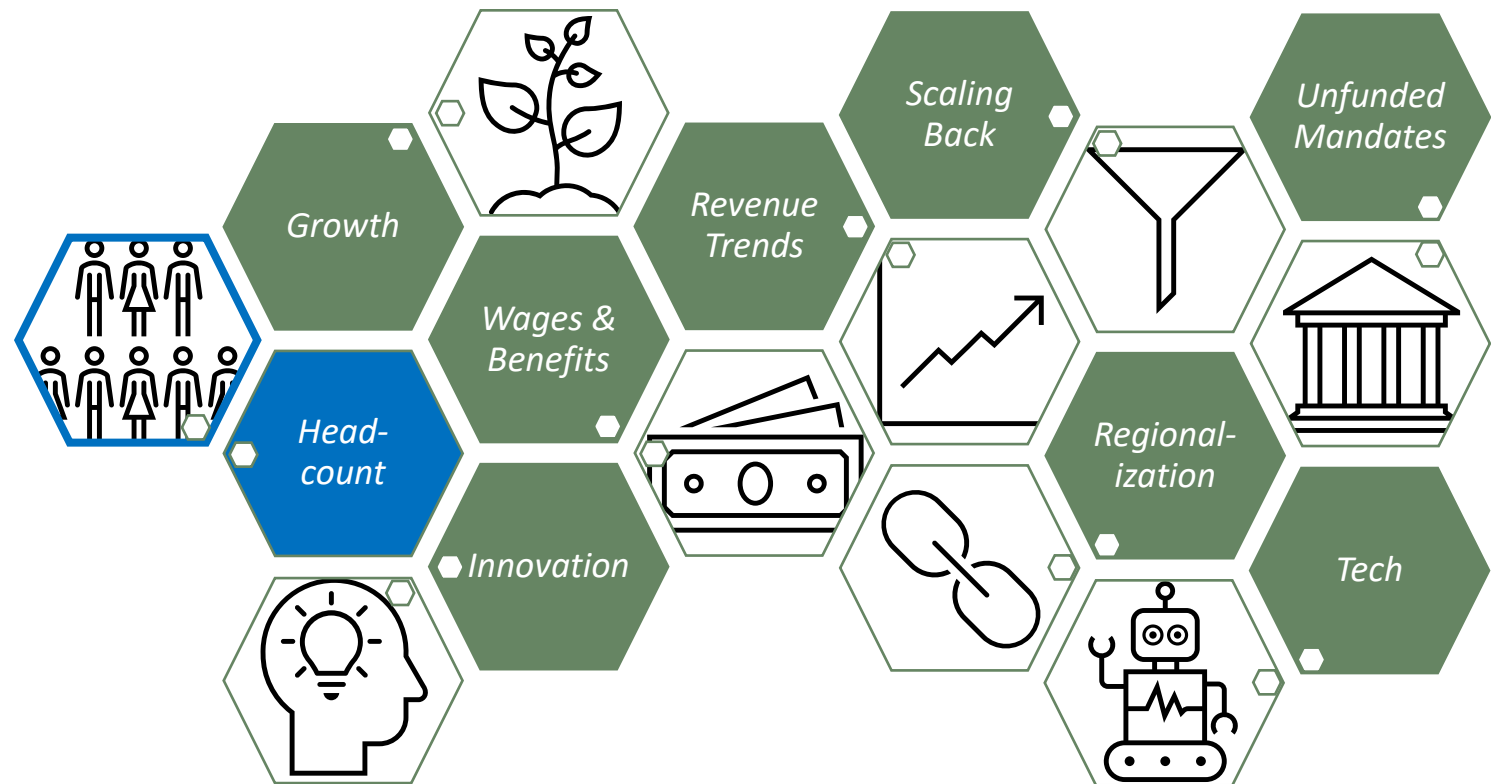
Purpose / Context

- *Heads up!*
 - *Difficult decisions are on the horizon within the next few years.*
 - *FY26 budget prep is still 4-5 months away, but we already know it won't be easy.*
- *Frame the issues; look at short-term and long-term strategies.*
- *We won't "solve the problem" or find a "sustainability silver bullet" in this single discussion.*
- *General Fund is focus of this discussion*

Multiple Factors



Headcount





Headcount

- *Major driver of budget*
- *Ideally hits the sweet spot of enough staff to provide the desired level of service, balanced by fiscal prudence*
- *Areas of most significant concern currently:*
 - *Parks*
 - *Police*
- *Pain points ebb and flow over time:*
 - *Public Works / Utility Maintenance*
 - *Building inspection*
 - *Part-time positions don't have as much fiscal impact, but can be a significant burden to HR (recruitment, onboarding, management)*

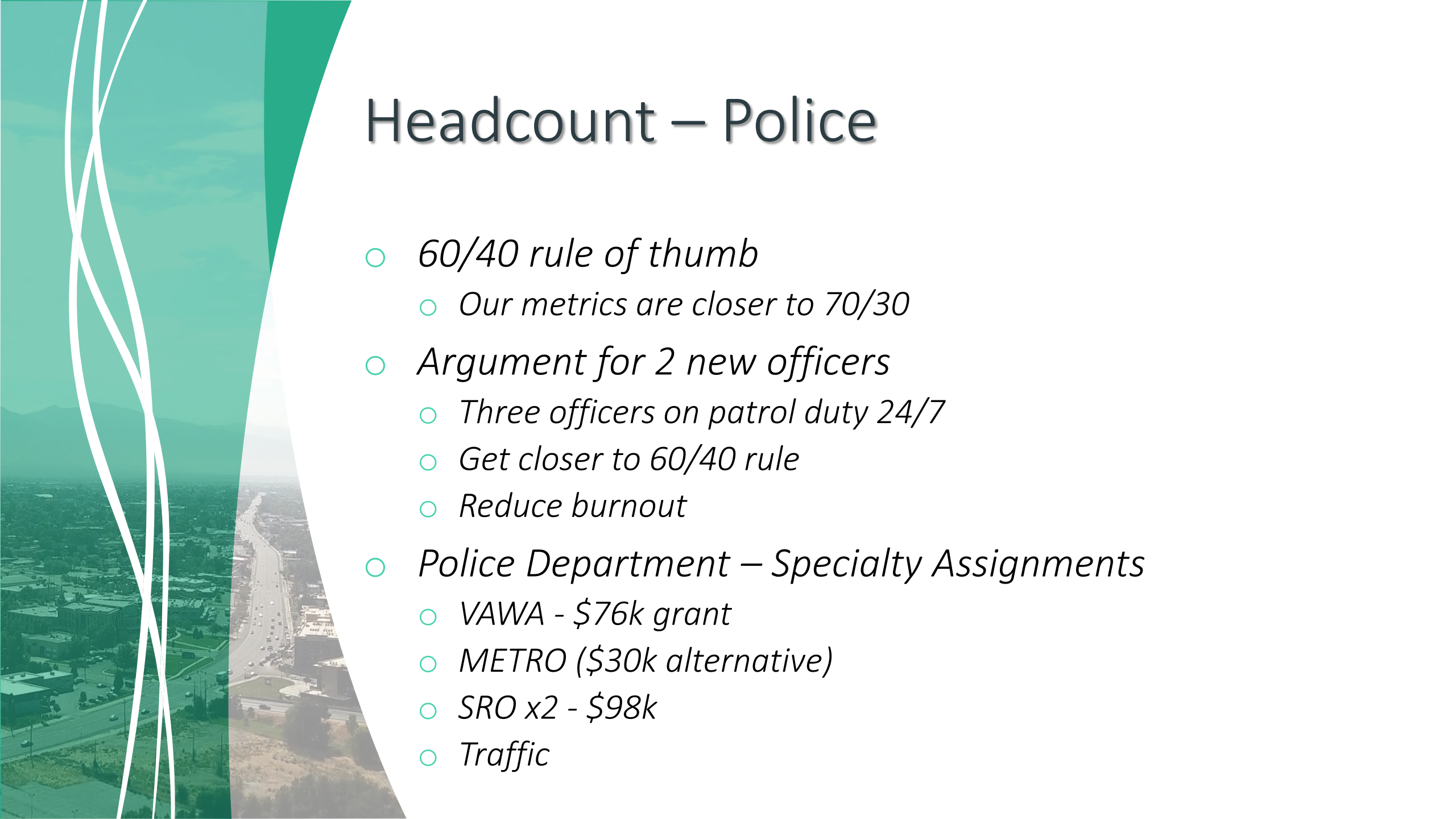


Headcount – Parks

- *Do we have enough park and open space in Clearfield?*
- *Acres of parkland per 1000 population*
 - *National average – 11.2 acres / 1000*
 - *Current Clearfield – 2.9 acres / 1000*
- *Population within a 10-minute walk of a park*
 - *National median – 55%*
 - *Clearfield – 63%*

Headcount – Parks

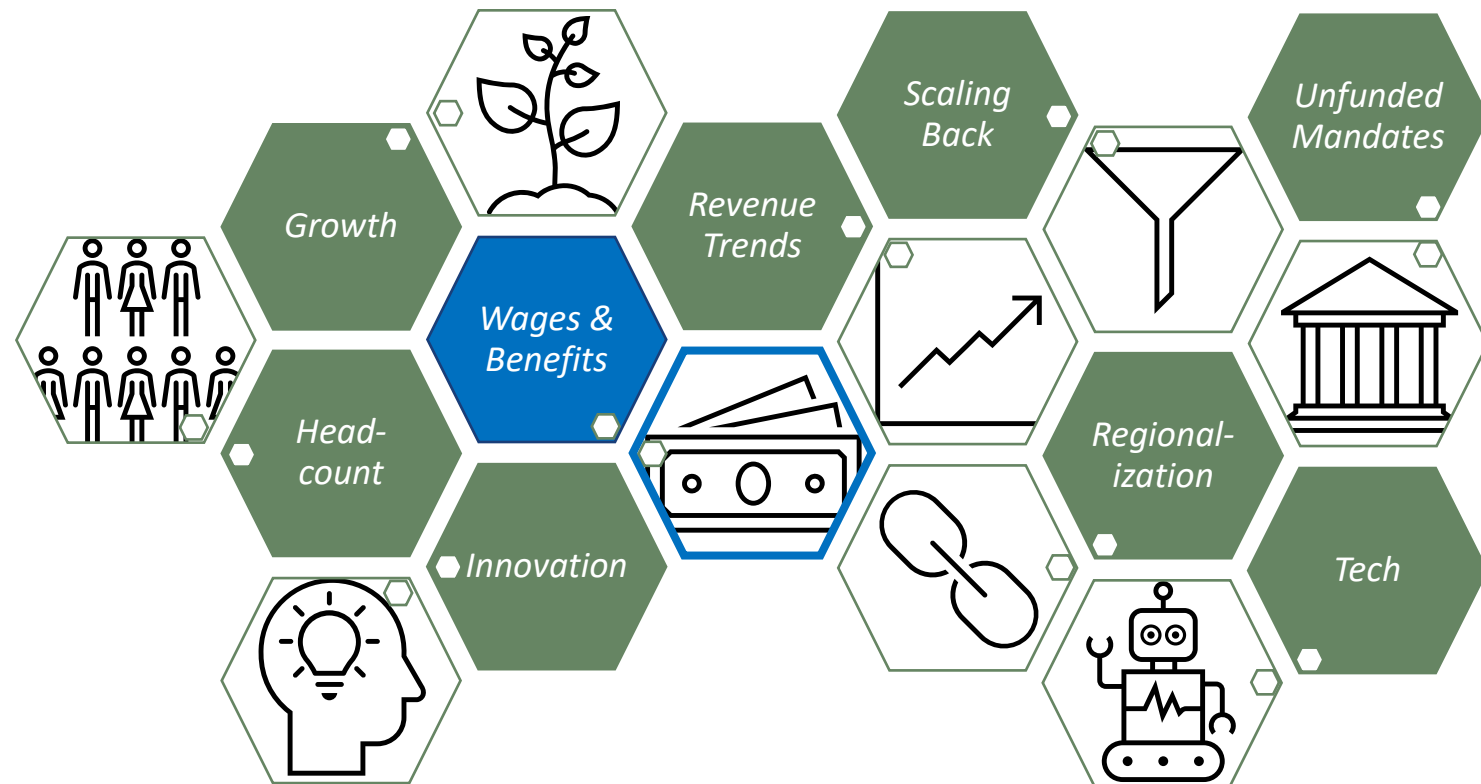
- *Do we have sufficient employees to maintain our current parks and open space?*
- *Acres per full-time employee (plus crew)*
 - *National standard – 15-20 acres*
 - *Current Clearfield level of service – 25 acres*
- *What doesn't get done at current level of service?*
 - *Open spaces – Area 51, defunct HOA parcels, bridge embankments, miscellaneous frontage areas*
 - *Landscaping around public facilities*
 - *Park backflow inspection, maintenance, and repair*
- *The problem is exacerbated when we add new parks and open space to maintain (e.g. Clearfield Station, Lotus Anthem, etc.)*

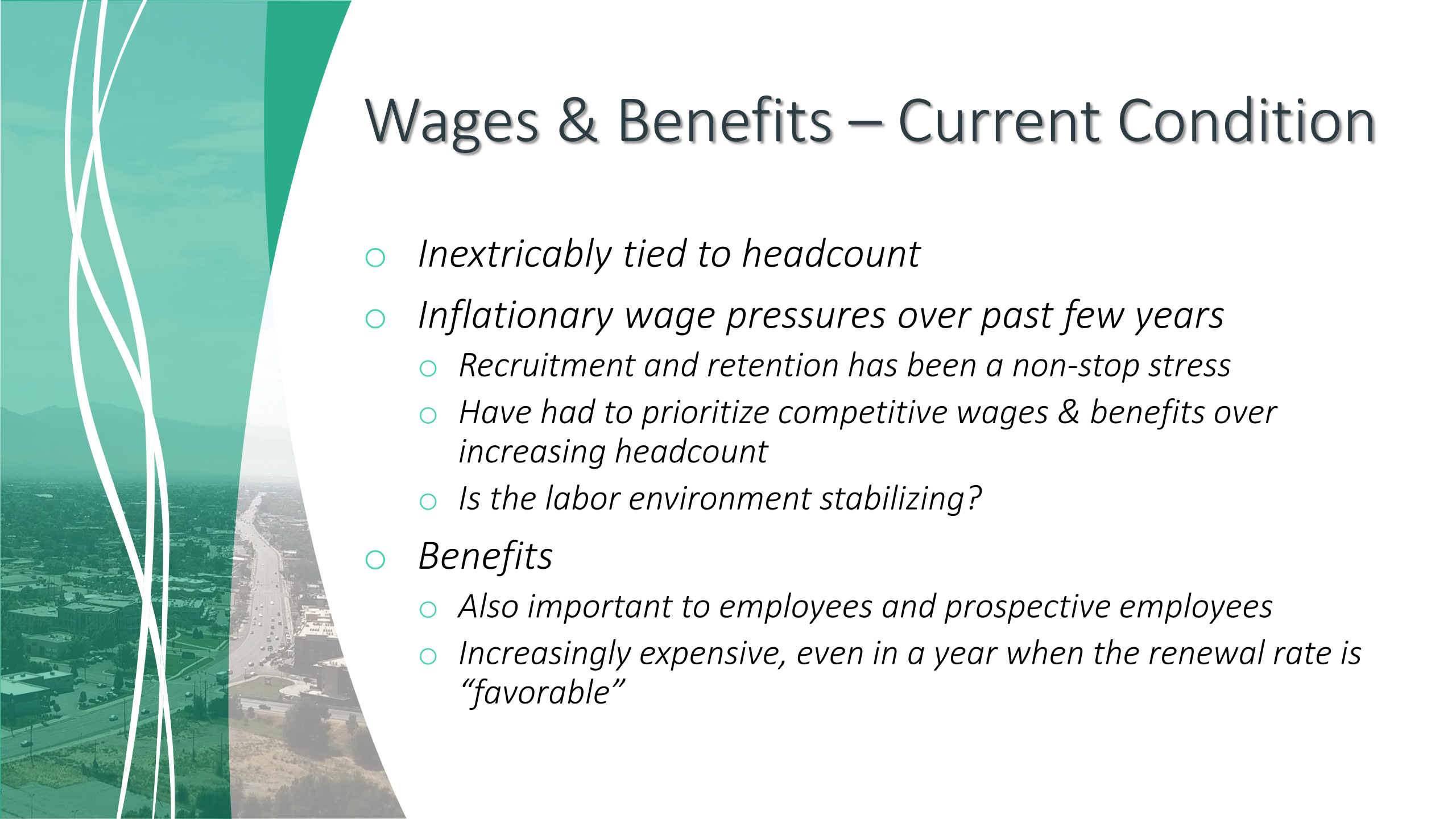


Headcount – Police

- *60/40 rule of thumb*
 - *Our metrics are closer to 70/30*
- *Argument for 2 new officers*
 - *Three officers on patrol duty 24/7*
 - *Get closer to 60/40 rule*
 - *Reduce burnout*
- *Police Department – Specialty Assignments*
 - *VAWA - \$76k grant*
 - *METRO (\$30k alternative)*
 - *SRO x2 - \$98k*
 - *Traffic*

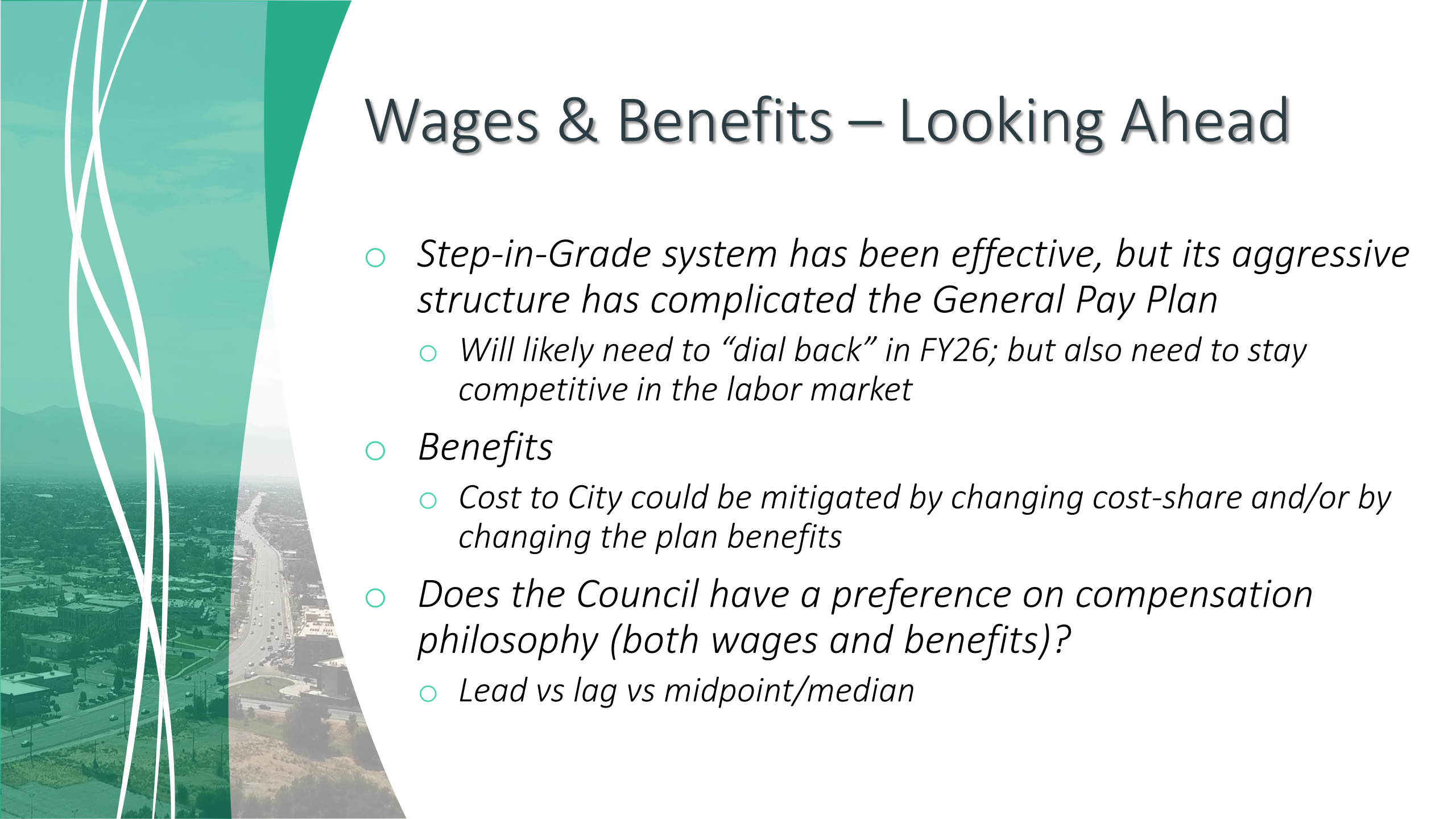
Wages & Benefits





Wages & Benefits – Current Condition

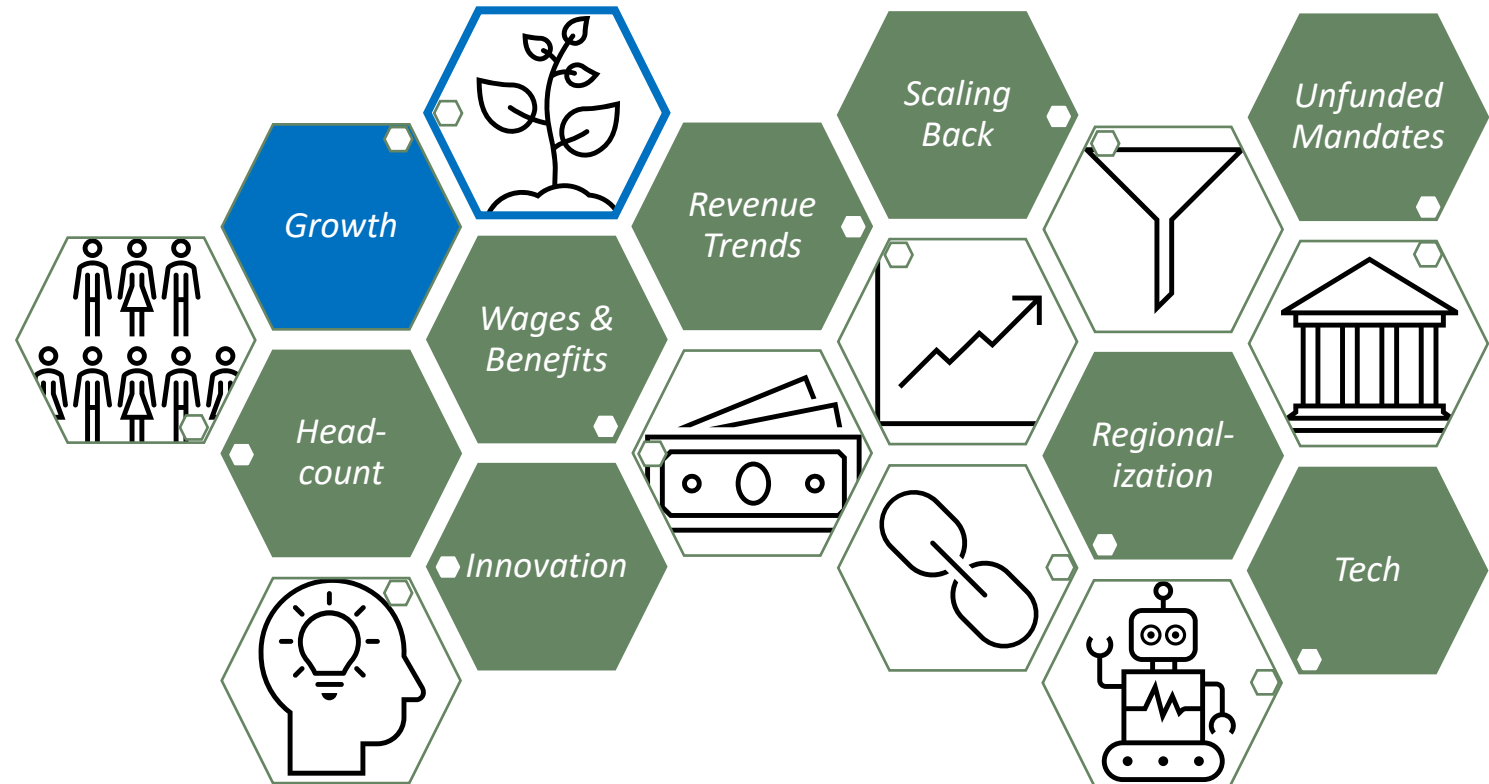
- *Inextricably tied to headcount*
- *Inflationary wage pressures over past few years*
 - *Recruitment and retention has been a non-stop stress*
 - *Have had to prioritize competitive wages & benefits over increasing headcount*
 - *Is the labor environment stabilizing?*
- *Benefits*
 - *Also important to employees and prospective employees*
 - *Increasingly expensive, even in a year when the renewal rate is “favorable”*



Wages & Benefits – Looking Ahead

- *Step-in-Grade system has been effective, but its aggressive structure has complicated the General Pay Plan*
 - *Will likely need to “dial back” in FY26; but also need to stay competitive in the labor market*
- *Benefits*
 - *Cost to City could be mitigated by changing cost-share and/or by changing the plan benefits*
- *Does the Council have a preference on compensation philosophy (both wages and benefits)?*
 - *Lead vs lag vs midpoint/median*

Growth

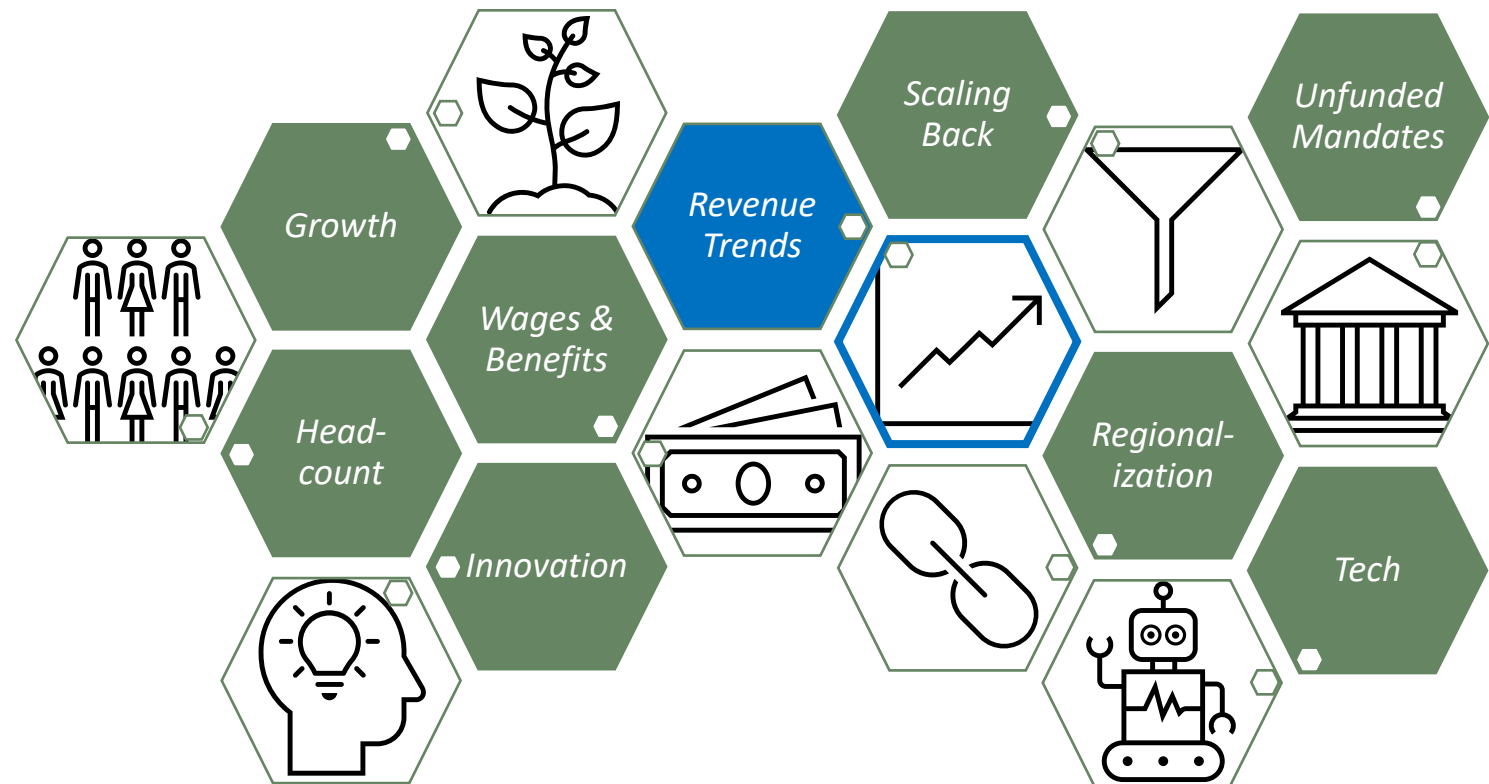


Growth

- *Population*
 - *Will additional revenue be sufficient to serve the increased population?*
 - *Impact to infrastructure*
 - *Sales tax revenue*
 - *Energy tax revenue*
- *Property valuation / tax rate*
- *Economic development efforts*
 - *Clearfield point-of-sale*
 - *Job creation*
 - *Enhanced property values*



Revenue Trends



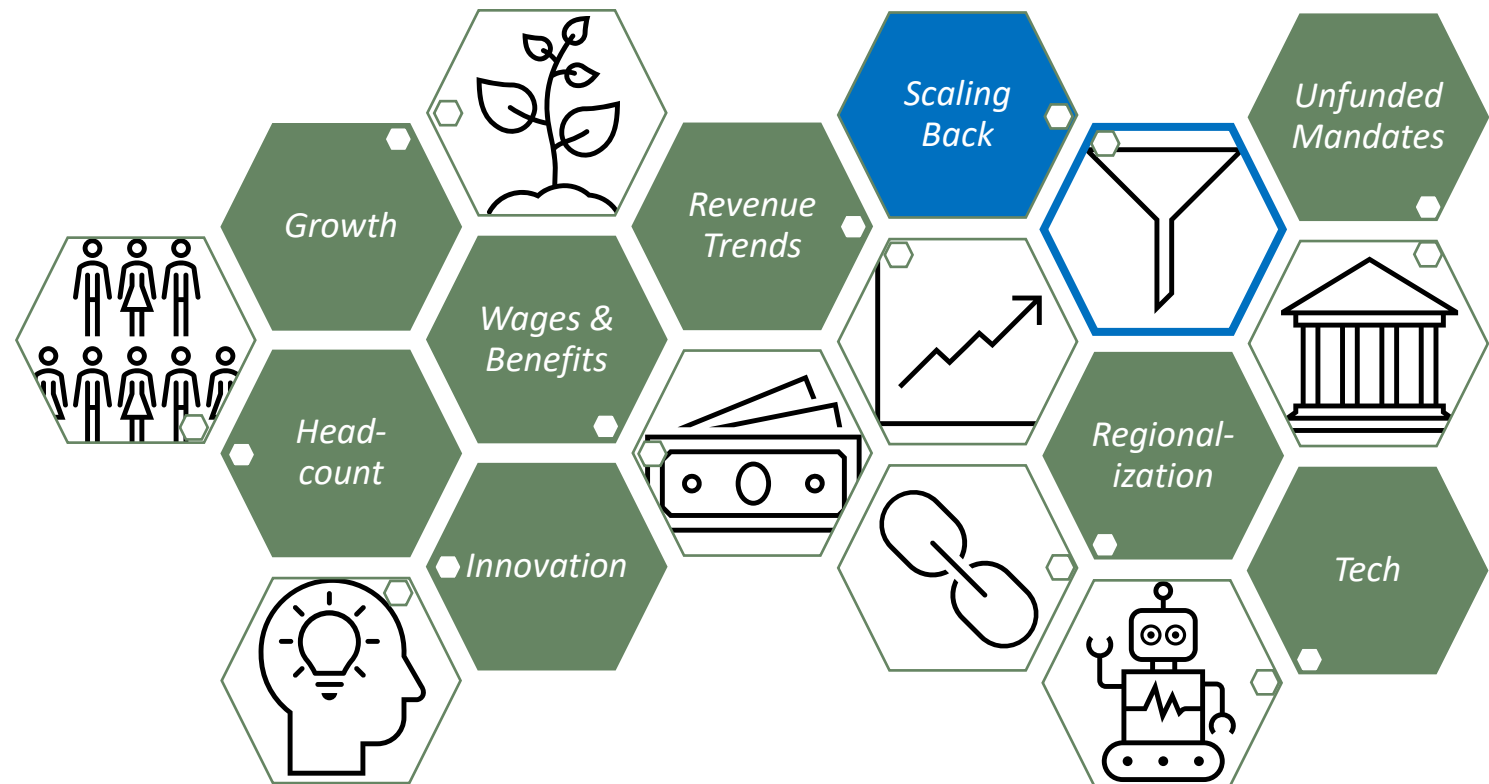
Revenue Trends

- *Economy-dependent revenues*
 - *Sales tax (incl. PARAT & County Transportation), energy sales and use tax, development fees*
 - *Increasing, but not enough to keep pace with increases in costs*
 - *Recession would necessitate cuts*
- *CAFC and Recreation rates (structure?)*
 - *Increase rental sales (volume)*
 - *Sponsorships / naming rights*
 - *Invest more in marketing -> drive more revenue*
- *Property tax*
 - *Not the biggest revenue source*
 - *But it is the one we can control*
- *Transportation Utility Fee?*

FY 2025 Revenue Budget

	FY22 Actuals	FY23 Actuals	FY24 Budget	FY25 Budget	Change '24 to '25
100000 General Fund					
Taxes					
311001 Current General Property	2,822,729	3,366,619	2,959,919	3,263,392	303,473
311002 Vehicle Value Based Tax	153,525	156,555	115,000	145,000	30,000
312001 Delinquent Taxes Prior Yr	185,487	46,679	55,000	55,000	-
313001 General Sales & Use Taxes	6,469,844	6,833,915	7,000,000	7,400,000	400,000
313002 Energy Use Tax	2,837,260	3,395,265	3,130,000	3,300,000	170,000
313003 PARAT Tax	366,812	385,985	360,000	410,000	50,000
314002 CaTV Franchise Taxes	148,693	130,663	152,000	152,000	-
314003 Utility Franchise Taxes	499,961	541,577	545,000	575,000	30,000
314004 Muni Telecom License Tax	134,768	129,607	130,000	120,000	(10,000)
315001 Transient Room Tax	13,298	13,846	13,000	13,000	-
Taxes Total	13,632,378	15,000,710	14,459,919	15,433,392	973,473
Licenses & Permits					
321001 Business Licenses	107,085	96,785	213,500	251,500	38,000
321002 Landlord Registration	55,295	57,950	-	-	-
322002 Sign Permits	1,750	1,623	1,500	1,500	-
322101 Building Permits	608,296	480,874	400,000	475,000	75,000
322103 Excavation Permits	22,920	18,768	8,000	8,000	-
322104 Demolition Permits	1,650	317	900	900	-
322105 Inspection Fees	11,844	5,423	6,000	6,000	-
322401 Cemetery & Burial Permits	20,250	26,875	22,000	22,000	-
Licenses & Permits Total	829,090	688,615	651,900	764,900	113,000
Intergovernmental					
331001 Federal Grants	5,092,432	-	8,360	8,360	-
331006 CDBG Grant Revenue	542,030	136,990	193,361	404,907	211,546
334001 State Grants	307,676	233,703	298,112	319,949	21,837
335001 Class C Roads	1,146,201	1,233,565	1,150,000	1,325,000	175,000
335002 Liquor Fund Allotment	48,141	36,998	37,000	42,000	5,000
335003 County Transportation	605,330	638,195	740,000	700,000	(40,000)
Intergovernmental Total	7,741,811	2,279,450	2,426,833	2,800,216	373,383
Charges for Services					
341001 Zoning & Subdivision	39,558	39,872	40,000	40,000	-
341002 Plan Check Fee	170,929	107,676	100,000	100,000	-
342001 Public Safety Services	40,751	42,307	42,000	92,000	50,000
342002 Davis SD Police Protectio	83,000	98,200	83,000	98,200	15,200
342003 Dui/Seatbelt (Overtime Re	1,303	37,832	23,000	28,000	5,000
342004 E-911 Service Fees	329,299	335,143	325,000	-	(325,000)
342006 Dispatch Services	85,008	124,705	135,000	-	(135,000)
342007 Metro Narcotics Ovt	5,125	7,279	14,000	14,000	-
343002 MIDA	10,535	12,009	11,000	11,000	-
347001 Aquatic & Fitness Center	1,360,322	1,536,630	1,655,000	1,508,950	(146,050)
347003 Recreation	233,835	155,763	200,000	180,000	(20,000)
347004 Arts	1,710	89,781	90,000	115,000	25,000
348001 Cemetery Plots	8,970	19,650	11,000	11,000	-
Charges for Services Total	2,370,344	2,606,847	2,729,000	2,198,150	(530,850)

Scaling Back



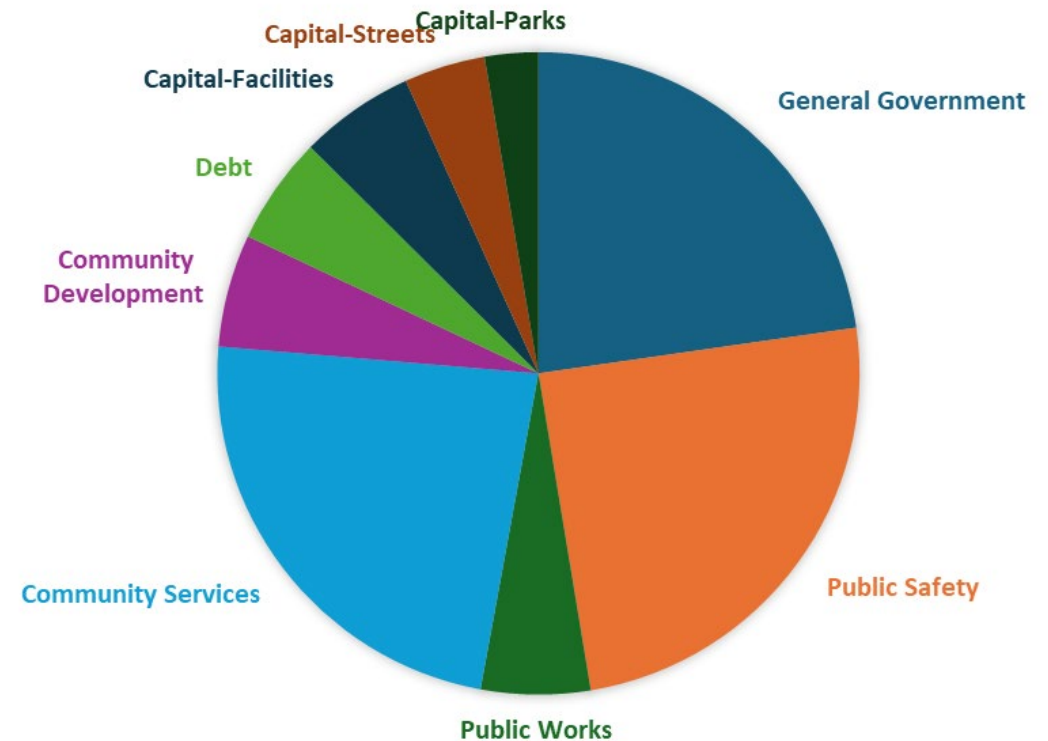


Scaling Back / Sacrifices to Consider

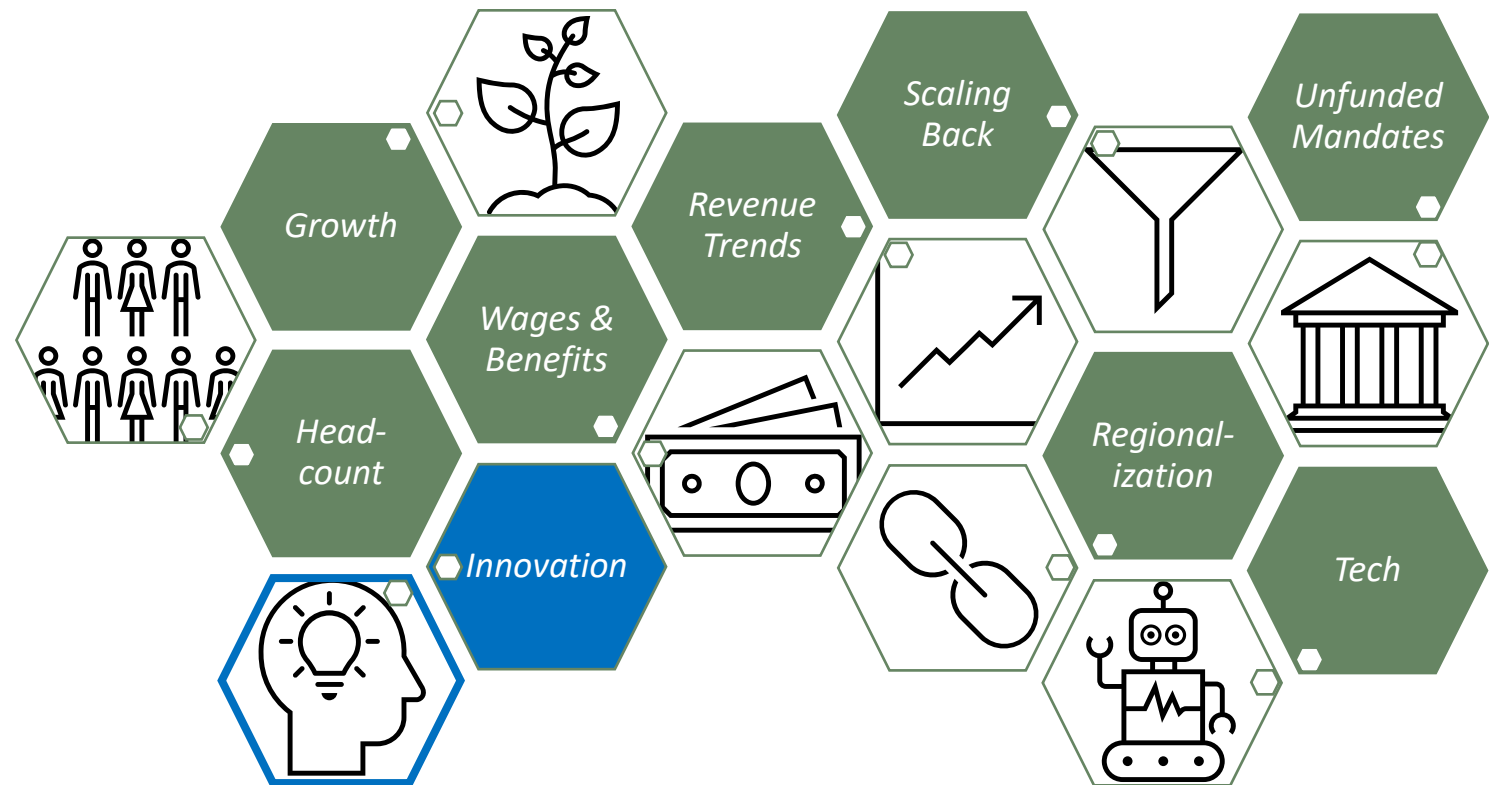
- *What should we get out of the business of doing (or not do as much of?)*
 - *PD – Reduce specialty assignments*
 - *Parks – Sell off property*
 - *Aquatics, Recreation, Arts programming with largest subsidies*
- *Or where are we willing to live with a lower level of service (i.e. current headcount with increasing workload)?*
 - *What does this look like in Parks & Open Space?*
 - *What would this look like in Patrol?*

Scaling Back / Sacrifices to Consider

- *Reduce capital investment*
 - *Almost \$4M transferred from GF to Capital Projects in FY25*
 - *Every time we add a new facility or asset (park, building, playground, etc.), we have even more to maintain*
 - *Deferring capital investment (rehab / reconstruction) has long-lasting implications*
- *Does our budget reflect our priorities? What does it show?*
 - *Do we need to Hedgehog every function / service?*



Innovation



Innovation

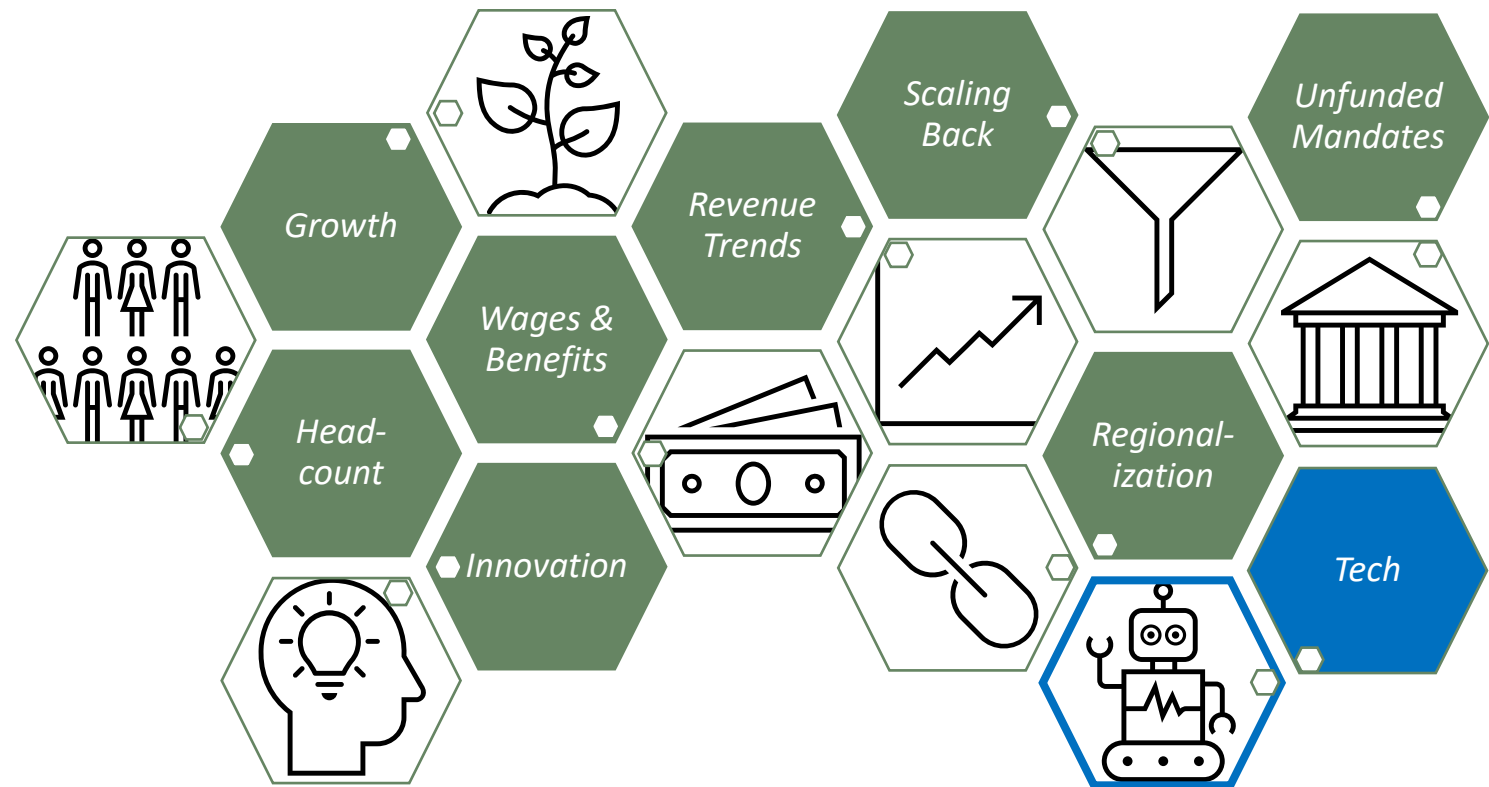
Efficiency / Cost-Saving

- *Enterprise Fleet Management*
- *Irrigation control system*
- *Chlorine generation*
- *Energy Performance Contracting*
- *Snow plows with wings*
- *Turf Tank*
- *Autonomous mowers?*

Revenue-Oriented

- *CAFC enrollment fee to pay for new equipment*
- *Facility naming rights*
- *Alternative operational funding sources*
 - *CDBG (e.g. park equipment)*
 - *PARAT (e.g. wages / programs)*

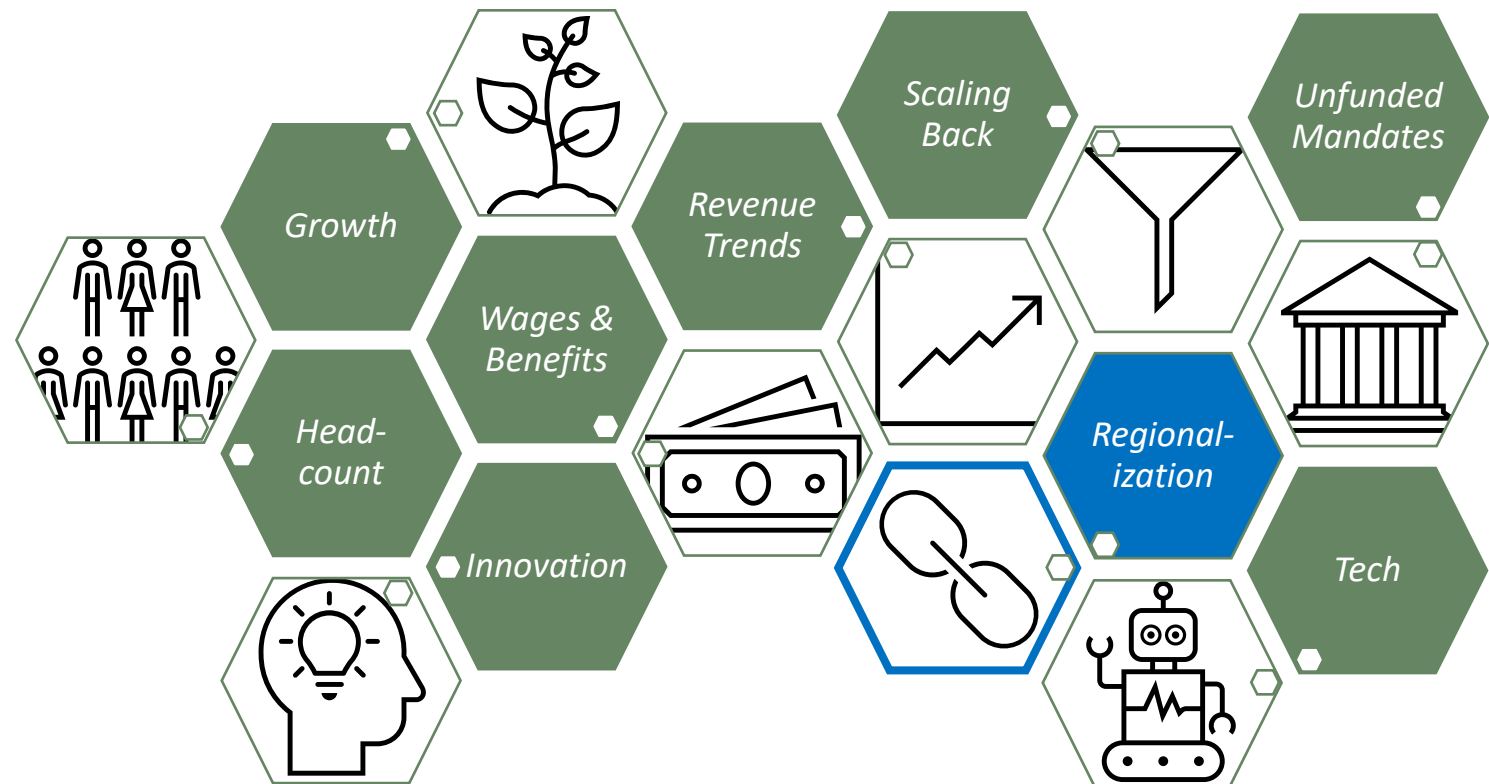
Technology



Technology

- *Lots of benefits, but expensive and ongoing*
- *Subscription software / services (Tyler, PrimeGov, Office 365, TimeClock Plus, Spillman, VOIP, etc.)*
- *Cybersecurity*
- *Verkada*
- *TASER 10*
- *GPS in patrol cars (Sierra wireless)*
- *Turf Tank*
- *New water meters*
- *SCADA*
- *Streetscan*
- *Drones (for accident reconstruction; utility mapping)*
- *Conference room A/V*

Regionalization

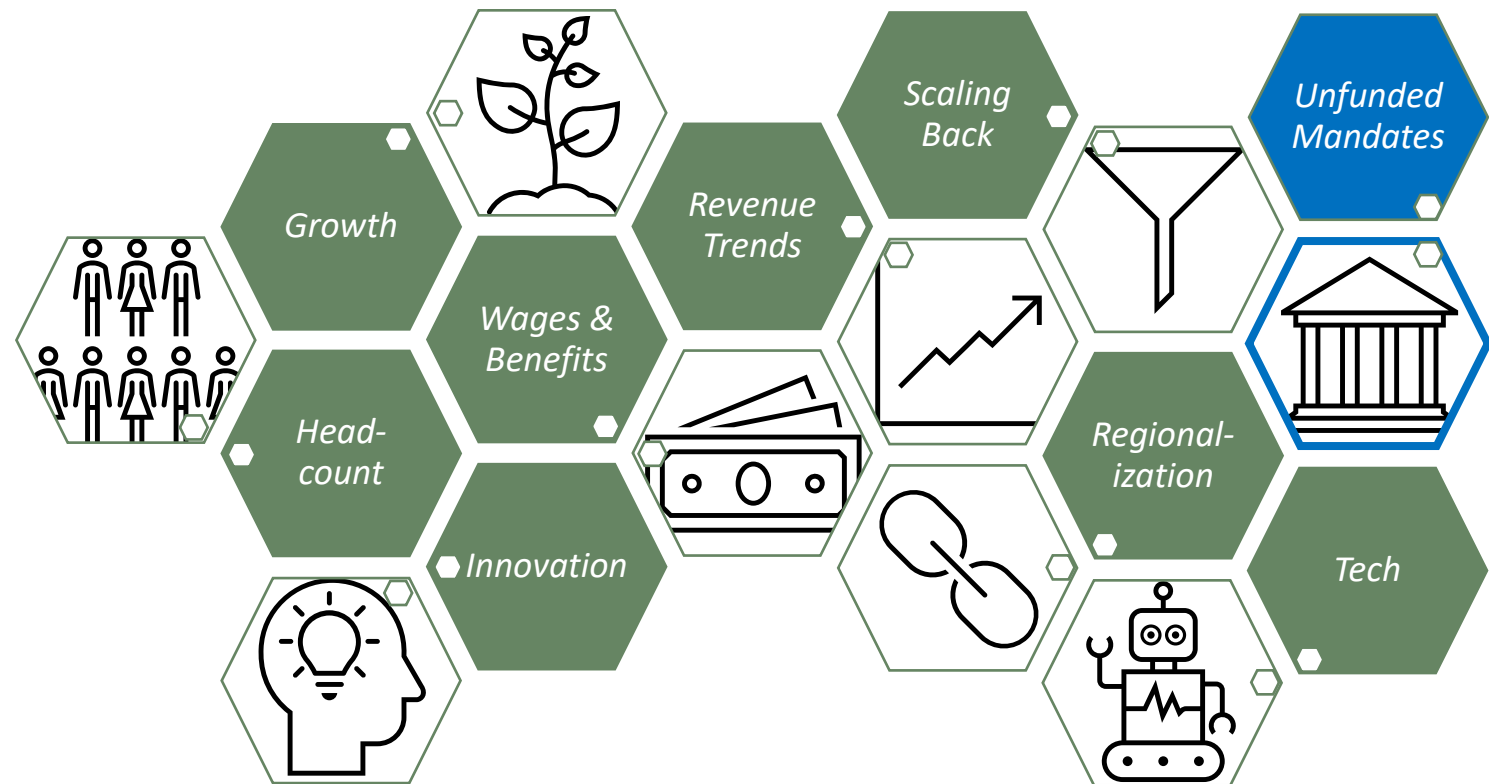




Regionalization

- *Dispatch – north Davis region is next step*
- *Shared personnel*
 - *Emergency Management*
 - *SWAT / METRO*
- *Shared equipment*
- *Justice Court*
 - *Will the State act to restructure (“Division Court”)?*
 - *Consider consolidation or recruiting cities to use our court?*
- *NDFD expansion (spread cost more broadly)*
- *Recreation District?*

Unfunded Mandates





Unfunded Mandates

- *School Resource Officers (underfunded)*
- *Crossing guards*
- *Mental wellness*
- *Early intervention software*
- *Body-worn cameras*
- *MIHP / Station Area Plans*
- *Zoning ordinance updates*
- *EPA regulations*
- *GRAMA, OPMA, public noticing*
- *GASB*

Lunch
Meetings Resume at 12:30



Council Roundtable – Rotation #3



Council Roundtable – Rotation #4



Rotating Department Roundtables

6 rotations; 10 minutes per rotation



Economic Development

Becoming a Place People want 2B – 3 PRONG approach



2B IS A JOB NEVER COMPLETE

- *“Many of us create to do lists to remind us of things we want to accomplish. But people rarely do we have to be lists....To do's are activities or events that can be checked off the list when done. To be, however, is never done.”*
 - - Lynn G. Robbins, Co-founder of Franklin Quest
- *“Goonies never say day...it's our time, it's our time down here...”*
 - - Mikey



BECOMING A PLACE PEOPLE WANT 2B

- *What role are we playing?*
 - *Somebody*
 - *Anybody*
 - *Everybody*
 - *Nobody*
- *Be something, not just do something*
- *3 Prong approach*



PRONG ONE...KEEP IT

- *Retention and Support of existing business*
 - *Business Outreach*
 - *Engage with local businesses to understand their needs, challenges, and growth opportunities.*
 - *One-on-one meetings, surveys, and focus groups.*
 - *Business Support Services*
 - *Create a centralized resource offering services such as business mentoring, access to financing, workforce development, and assistance with regulatory compliance.*
 - *Partner with local chamber of commerce, Small Business Development Centers (SBDCs), and other organizations to provide these services.*
 - *Recognition and *Incentive Programs*
 - *Recognize long-standing businesses*
 - *Encourage growth through “incentives” such as loans, grants, or reduced permit fees for expansion projects.*



PRONG TWO...CONNECTED TOGETHER

- *Build and Strengthen Community Partnerships (Relationships)*
 - *Clearfield City Council*
 - *Davis Chamber of Commerce*
 - *Chamber events (lunches, leadership institute)*
(co-host events)
 - *ICSC*
 - *Utah Alliance for Economic Development*
 - *Freeport Center*
 - *Corporate partners (HQ)*
 - *Brokers (PPP)*
 - *Legend Hills*
 - *Clearfield Station*
 - *Lakeside*



PRONG THREE...NEXT STEPS

- *Recruitment*
 - *Economic Development analysis (budgeted)*
 - *Target Industries for recruitment*
 - *Aerospace/Defense/Cyber Security*
 - *Commercial*
 - *Office*
 - *Hospitality*
 - *Entertainment*
 - *Retail*
 - *Restaurants*
 - *What does the council want to see?*
 - *What haven't we done...yet?*



WHAT WOULD I DO...?

- *Infrastructure (backbone of EO)*
 - *Utilities*
 - *Parking structures*
 - *Connectivity (bridges, trails, sidewalks, etc.)*
- *Acquire parcels of land*
 - *Reduce barriers of entry to the benefit*
- *Grants for home repairs and improvements*



Council Roundtable – Rotation #5



Council Roundtable – Rotation #6



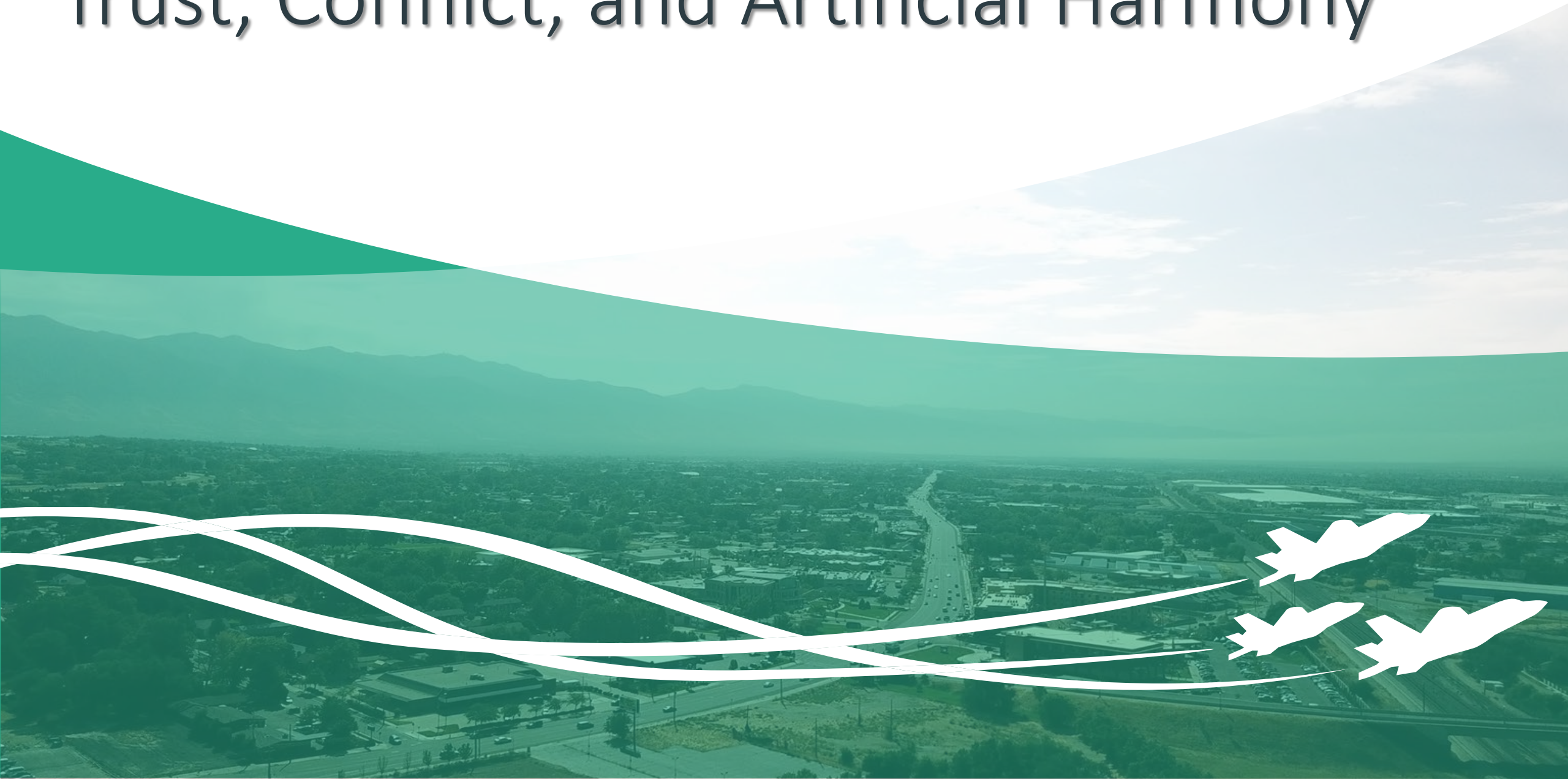
Break



Minute to Win It



Trust, Conflict, and Artificial Harmony





The 5 Dysfunctions of a Team

The Symptoms



Wrap Up



One Team – Different Roles

American Football standard formation & positions

● Defensive positions

CB Cornerback
DE Defensive End
DT Defensive Tackle
NT Nose Tackle
LB Linebacker
FS Free Safety
SS Strong Safety

● Offensive positions

WR Wide Receiver
RT Right Tackle
RG Right Guard
C Center
LG Left Guard
LT Left Tackle
QB Quarterback
TE Tight End
RB Running back





Wrap Up

