



CLEARFIELD CITY COUNCIL
AGENDA AND SUMMARY REPORT
April 07, 2026 - WORK MEETING

Meetings of the City Council of Clearfield City may be conducted via electronic means pursuant to Utah Code Ann. § 52-4-207 as amended. In such circumstances, contact will be established and maintained via electronic means and the meetings will be conducted pursuant to the Electronic Meetings Policy established by the City Council for electronic meetings.

6:00 P.M. WORK MEETING

Maintenance & Operations Center
497 South Main Street
Clearfield, Utah

City Council Site Tour of New Maintenance and Operations Center

****Immediately Following the Site Tour, the City Council will Reconvene the Work Session in the ****
Third Floor Conference Room
55 South State Street
Clearfield, Utah

Discussion on the Proposed Operations and Management Restructuring Plan for the Clearfield
Aquatic & Fitness Center

****ADJOURN THE CITY COUNCIL WORK MEETING****

Posted April 2, 2026.

/s/Chersty Titensor, Deputy City Recorder

The City of Clearfield, in accordance with the 'Americans with Disabilities Act' provides accommodations and auxiliary communicative aids and services for all those citizens needing assistance. Persons requesting these accommodations for City sponsored public meetings, service programs or events should call Nancy Dean at 801-525-2714, giving her 48-hour notice.

The complete public notice is posted on the Utah Public Notice Website - www.utah.gov/pmn/, the Clearfield City Website - ClearfieldCityUT.gov, and at Clearfield City Hall, 55 South State Street, Clearfield, UT 84015. To request a copy of the public notice or for additional inquiries please contact Nancy R. Dean at Clearfield City, nancy.dean@clearfieldcityut.gov & 801-525-2714

TO: Mayor Shepherd and City Council Members

FROM: Eric Howes, Community Services Director

MEETING DATE: April 7, 2026

SUBJECT: Discussion on the proposed Revamp Plan for the Clearfield Aquatic & Fitness Center

RECOMMENDED ACTION

Review the proposed information and provide staff with guidance and direction for the implementation of the CAFC Revamp Plan.

DESCRIPTION / BACKGROUND

During the council retreat on January 16, 2026, staff provided the council with three options for addressing necessary changes at the Clearfield Aquatic and Fitness Center. Those options included:

1. Advertising a Request for Proposals for management of the operations of the center,
2. a complete reset of the management of the center,
3. a thorough review of center operations to develop a plan to revamp the management and operations of the center to more effectively address issues that arise.

At that time, council provided staff with direction to explore options for a Revamp Plan for the Clearfield Aquatic and Fitness Center. Since that time, staff have completed a thorough evaluation of center operations and management structure. The focus of this evaluation has been guided by three main goals:

1. Having a full-time supervisor or manager present in the center during all hours of operation.
2. Improve the efficiency of operations at the center.
3. Strengthen management of the center so that when problems arise, they are handled completely, correctly, and promptly.

Now that this review has been completed, staff will present the findings of this evaluation and a list of proposed changes intended to accomplish these goals.

CORRESPONDING POLICY PRIORITIES

- Providing Quality Municipal Services



The goal of all of these proposed changes is to improve efficiency and strengthen management of the center. The accomplishment of these goals will result in improved customer and staff experiences.

HEDGEHOG SCORE

NA

FISCAL IMPACT

The proposed operational changes will save an estimated \$287,122.49. However, additional options are recommended that include the utilization of some of those savings to add an Assistant Center Manager and an Aquatics Supervisor for Swim Team and Pool Rentals. Adding the Assistant Center Manager would cost approximately \$125,390.02 leaving \$161,732.47 in savings. Adding the Aquatics Supervisor -Swim Team & Rentals would cost an additional \$104,235.18 and leave an estimated \$57,497.29 in savings

ALTERNATIVES

- Make no changes.
- Operational changes only (Savings of \$200,968.89. Would Require keeping MOD positions)
- Add Assistant Center Manager (ACM) (Cost \$125,390.02. Remaining savings = \$161,732.47
- Add AMC & Aquatics Supervisor – Swim Team & Rentals (Cost \$104,235.18. Remaining Savings = \$57,947.29).

SCHEDULE / TIME CONSTRAINTS

The sooner a decision is made, the sooner staff can enact the proposed changes. If approved staff would meet with impacted employees of the CAFC as soon as possible to explain the changes. The recruitment of any new positions would also begin ASAP to all the implementation of the proposed changes. To avoid making substantive changes during the busiest part of the year, a rapid implementation is preferred.

LIST OF ATTACHMENTS

- Presentation of CAFC Revamp Recommendations

Clearfield Aquatic & Fitness Center

REVAMP Plan



Common Goals

- *Confidence in a high-performing Division*
 - *8 Core Values*
 - *Great training-ground for youth*
 - *Proficient in addressing problems*
- *Minimize liability*
- *Maximize cost recovery / minimize subsidy*

Core Values

- *Communication*
- *Customer Service*
- *Dependability*
- *Initiative*
- *Productivity*
- *Professionalism*
- *Quality*
- *Teamwork*

What are the Expectations?

- *Promote unity—not division—with “the City”*
- *Effectively communicate through all staffing levels*
- *Ensure complete training on all City policies*
- *High quality work; be thorough; do it right the first time*
- *When a mistake is made or a problem arises*
 - *Handle it completely, correctly, and promptly*
 - *Understand and follow City policies and processes (“by the book”)*
- *Actively pursue efficiency*
 - *Scrutinize why things are the way they are, and if they should continue*
 - *Be strategic in who/how we serve; don’t try to be “all things to all people”*
 - *Scale back where offerings are under-utilized*
- *Don’t let the tail wag the dog; take charge*

Goals Summary

- *Improve Efficiency*
- *Strengthen Management*
- *FTE In Facility During all Operations*



Operational Changes (Improve Efficiency)

○ Concession Changes (Reduce Budget)	\$15,000.00
○ Front Desk Shift Staffing Reductions	\$15,473.64
○ Eliminate MODs (FTE at Center When Open)	\$86,153.60
○ Reduce Number of Fitness Classes (70-45)	\$42,224.00
○ Reclassify Daycare PT Supervisor to Specialist	\$2,714.40
○ M-TH End Open Plunge at 7PM	\$48,865.25
○ Reduce LG "Lunch Coverage"	\$17,344.08
○ Reduce 1 Hour on Sundays (1-4 PM)	\$7,949.37
○ Reduce Lunch Coverage on Sundays	\$5,781.36
○ Close the Center at 9 PM on M-TH	\$10,554.50
○ Eliminate Head Swim Team Coach	\$35,062.25
○ Stamp Hands for Spectators (No Gate Fee)	Customer Service
○ Simplify Party Packages	Customer Service
○ Wednesday Night Pool Rentals	\$Unknown
TOTAL SAVINGS BEFORE NEW EXPENSES	\$287,122.49

Structural Changes (Strengthen Management)

- *Director/Deputy Director Working at CAFC 2 days/week Min.*

- *Provide Support & Direction for CAFC Manager*
- *Strengthen upward communication*

- *Add Assistant Center Manager*

- *Support Center Manager*
- *Stronger HR Consistency & Risk Management*
- *Improved Supervisor Development & Accountability*
- *Improved Customer Service Outcomes*
- *CM Has More Time For Strategic Planning & Priorities*
- *Minimum of 2 FTE at Center During Peak hours*

- *Add Aquatics Supervisor – Swim Team & Rentals*

- *Safer & More Consistent Pool Operations*
 - *Aquatic Supervisors Present During Pool Operations*
 - *Aquatic Supervisors Share Key Duties*
- *Aquatics Supervisor Span of Control More Focused & Manageable*
 - *Fewer Direct Reports*
 - *Direct FT Supervision of Defined Responsibilities*
- *Improved Daily Leadership Presence for PT Staff*
- *FTE Schedule Coverage More Sustainable*

Total Operational Savings	\$ 287,122.49
(From Previous Slide)	
Add Assistant Center Manager	\$ (125,390.02)
Total Savings After ACM	\$ 161,732.47
Add Aquatics Supervisor	\$ (104,235.18)
Remaining Savings	\$ 57,497.29

Center Manager	Assistant Manager
Strategic Leadership & Direction	Day-to-Day Operations Oversight
Financial & Business Ownership	Supervisor Support - Personnel
Community & City Representation	Customer Service Leadership
Final Escalation (HR, Customer Svc.)	Staffing & Scheduling Oversight
Policy & Procedure Development	Training & Implementation
Supervise Assistant Manager	Supervises Supervisors

Aquatic Supervisor Shared Responsibilities

Coordinate facility staffing and safety
 Recommends and implements facility policies and procedures
 Monitor and evaluate employee performance
 Ensure national and state health codes are upheld for safety and sanitation
 Identify and implement pool safety standards in guarding and rotations.
 Personnel Management
 Budget & Budget Preparation
 Assist with Programs & Events
 Performs as a lifeguard, staff trainer instructor, MOD;
 Keep current staff up to date on certifications
 Assist Center Support Staff with duties
 Provide emergency care when needed including CPR, First aid