2026 City Council Mid-Year Retreat

August 14, 2026

Crush Golf & Grill

CLEARFIELD
UTAH'S MILITARY CITY

WiFi: Crush-Guest
Password: none—just open browser and accept terms

Housekeeping

- *Don't go down the wrong stairs (or you'll be washing dishes)*
- *Restroom location*
- *Elevator*
- *Amenities*
- *Drink service*

CRUSH GOLF + GRILL

CAFC Revamp Update

Implemented Changes

- *Concessions Reduced to Prepackaged Items*
- *MOD positions Eliminated (66%)*
- *Open Plunge Hours Changed*
- *Closing at 9 PM M-TH*
- *Reduced Sunday Hours*
- *Hand stamps replaced gate fee for spectators*
- *Party Packages Changed (Based on number of attendees)*
- *Reduced Number of Fitness Classes to 42*
- *Reduced Childcare Supervisor to Specialist*

Still Working on…

- *Added Assistant Center Manager – Kade Huff (June 15)*
- *FT Staff at the Center When Open (Started in April)*
- *Director/Deputy Working at Center 2 days per week*
- *Replacing FT Staff*
  - *Aquatics Operations Supervisor – Rachel Lloyd (6/20)*
  - *Aquatics Programs Supervisor – Matt Godfrey (7/16)*
  - *Fitness Supervisor – Erik Schaelling (May 19)*
  - *MODs Phased out by Mid- Late September*

HR Division Staffing


CLEARFIELD
UTAH'S MILITARY CITY
HUMAN
RESOURCES

Not Going to Bury The Lead

Current HR Staffing

- 2 Full-time HR Employees
  - HR Manager
  - HR Generalist
- 1 Part-time HR Assistant

Proposed New HR Staffing

- 3 Full-time HR Employees
  - HR Manager
  - HR Generalist
  - HR Coordinator

Proposed Reorganization/Funding Mechanism

Part-time HR Assistant
Part-time C.S.C. Rep.

Full-time
HR Coordinator

Minimal Impact on Existing Staff

Why We Are Here Presenting Today

Organizational Review

- The Human Resources Department conducted an organizational review to evaluate the department's structure, program ownership, and position classifications. The study assessed how responsibilities have evolved over time and whether the current staffing model continues to support the City's operational needs.

Key Initial Observations

- Small team managing recruitment, onboarding, benefits, employee relations, policy, and compliance.
- Workload continues to grow across all city departments, which directly impacts HR.
- Limited capacity creates delays, missed opportunities, and reactive HR operations.

What We Looked At

Scope of Review

- Organizational Structure
- Position Classifications
- Program Ownership
- Department Responsibilities
- Operational Alignment
- Staffing Model

Key Impacts

- 330 – 350 Employees
- ~ 46 Supervisors
- 6 Department Heads
- ~ 132 Recruitments, onboarding, and managing per year
- Part-time, quasi-seasonal, and full-time employees
- Number of divisions, programs, and unique nature of employes that range from first employment to professionals

Example HR Comparables

- Murray City – 4 FTE
- Layton City – 2 FTE & 4 PTE
- South Davis – 2 FTE (100)

Bountiful HR: 2FTE & 1 PTE

- South Jordan – 4 FTE & 2 PTE
- Draper City – 3 FTE (80)
- Syracuse City – 3 FTE
- Herriman City – 3 FTE (72)
- Washington Co. – 3 FTE (100)

Basis for HR Reorganization

Why Additional Staff is Needed

- Workload growth across departments
- High workload creates burnout and increased likelihood of turnover
- Increasing complexity of HR compliance
- Demand for improved services to city employees and managers
- Increased ability to provide trainings, operate the safety committee, manage the mental health programs, and modernize and timely update policies
- Recruitment and retention challenges

HR Lagging in Internal Growth Pattern

- Finance Division

  2020 – 4 FTE
  2020 – 5 FTE
  2023 – 6 FTE

- Communications Division

  2020 – 1 FTE & 1 PTE (Comm)
  2022 – 2 FTE & 1 PTE (CSD)
  2023 – 2 FTE & Mgt. Intern & 1 PTE (CSD)
  2024 – 2 FTE & Mgt. Intern & 1 PTE (CSD)

- IT Division

  2020 – 2 FTE and 1PTE
  2021 – 3 FTE

- Facilities Division

  2020 – 3 FTE & 1 PTE
  2022 – 4 FTE

- Human Resources Division

  2020 – 2 FTE
  2021 – 2 FTE & 1 PTE

Benefits of HR Reorganization

Increased Operational & Strategic Impact

- Defined operational roles and responsibilities within HR
- Workload balance between HR staff
- Improved continuity of HR operations
- Faster processing and response times
- Reduced risk of errors & grievances
- Increased performance throughout the organization with HR stronger support
- Improved quality of services for residents

Increased Ability to Support Projects

- Defined operational roles and responsibilities within HR
- Employee mental health programs
- URS management
- Mission Square management
- DOT driving requirements
- Monthly motor vehicle reports
- Proactive benefit reviews
- Job description review & updates
- Payroll impact on Finance Dept.
- Employee survey management

Proposed HR Reorganization

The below proposed structure is intended to provide **clear program ownership** and responsibility to the appropriate role rather than absorbing them across limited capacity and allows for **sustainable service levels** by maintaining consistent HR support without the need to rely on capacity beyond the current staffing level.

Human Resources Manager	Human Resources Generalist	Human Resources Coordinator
• Strategic Leadership • Organizational Leadership • Organizational Culture • Supervisor Consultation • Employee Relations • Classification & Compensation • Policy Governance	• Professional HR Services • Recruitment & Selection • Employment Administration • Workers' Compensation • Safety Coordination • Recruitment Administration • New Hire Administration	• Operational HR Admin. • Benefits Administration • HR Systems Administration • Records Management • Compliance Administration • Employee Engagement • Leave/Benefits Coordination

Transportation Funding Overview

Discussion Objectives

- *Understand the lay of the land*
- *Decide whether or not (and how) to weigh in on Davis County's "Fifth Fifth" deliberation*
- *Be prepared for future in-depth discussion on a possible transportation utility fee (TUF)*

Where does the money currently come from?

- *Class C gas tax*
  - *$1,575,000 budgeted for FY27*
- *County Transportation / "4th Quarter" / Prop 1*
  - *$739,000*
- *General Fund subsidy*
  - *$587,000*
- *Occasional grants from Davis County (3rd Quarter) and/or WFRC*
  - *Not for maintenance activities*
  - *Intended for expansion of the regional street network, capacity (e.g. widening), safety, congestion mitigation, etc.*

Potential new dedicated sources

- *Davis County "Fifth Fifth" local option sales tax*
  - *For cities, this would work exactly like the "4th Quarter" and would increase the "County Transportation" revenue by 50%*
    - *At least another $300k for Clearfield*
  - *Long list of reasons why DC Commission should enact this option*
    - *Lots of flexibility with the County's portion of the revenue, and they have needs*
    - *UTA would receive a portion after a few years; important to FrontRunner 2x*
  - *Two of the Commissioners are undecided*
- *Transportation Utility Fee (TUF)*

What is a TUF?

- *Like water, sewer, stormwater, and garbage, a TUF would appear on the utility bill*
- *A new enterprise fund would be created to account for all of the utility's revenue and expenditures*
- *Utah Supreme Court determined a TUF is legal and is distinct from a tax (Larson / Libertas vs. Pleasant Grove)*
- *Utah Code 10-6-134.5 (HB 425 from 2026 General Session) now sets forth the requirements for enacting a TUF*

Does Clearfield need a TUF?

- *Streets funding is currently a bottleneck constraining water, sewer and storm projects*
- *PCI – current condition and target condition*

CLEARFIELD CITY

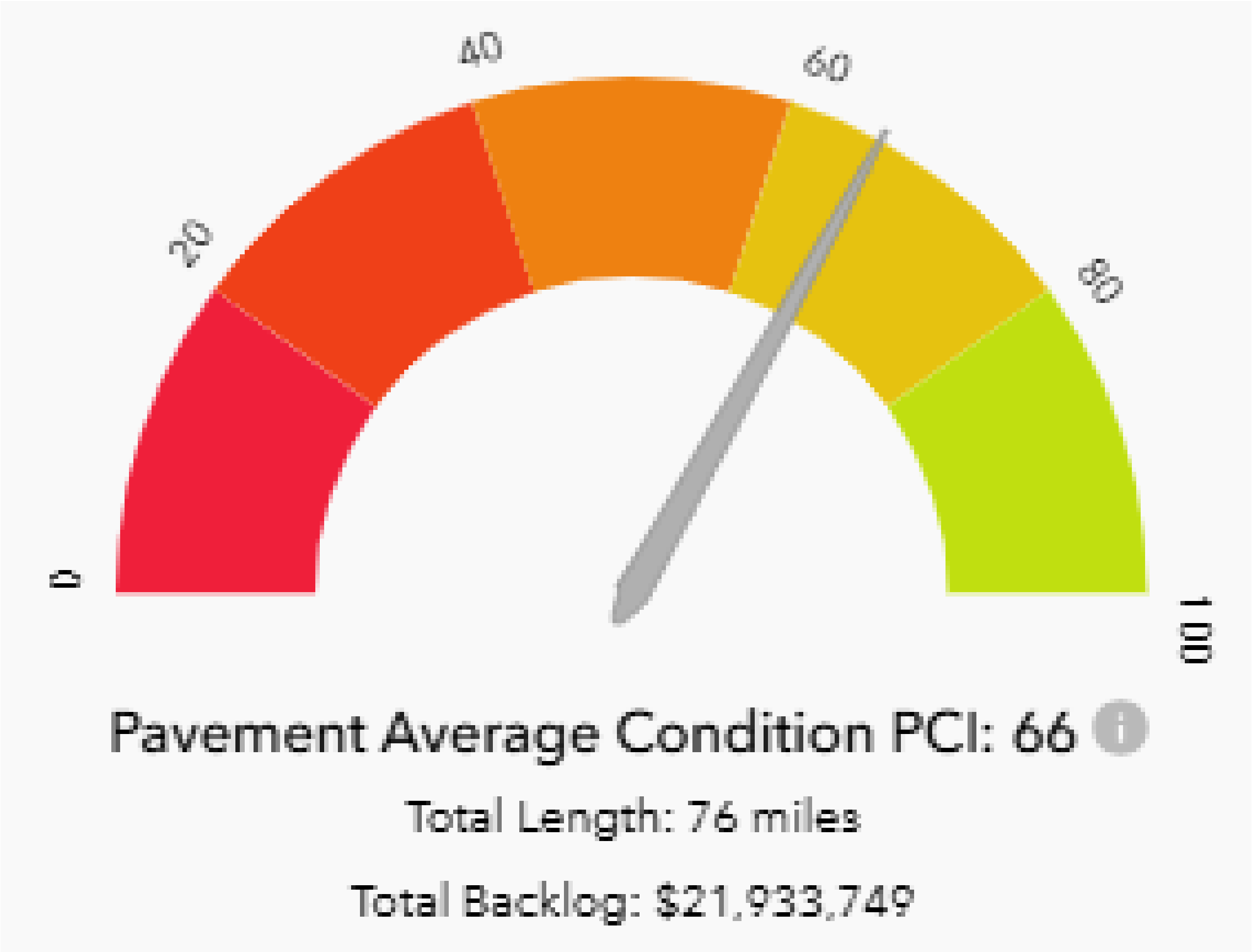
August 14, 2026

STREETS

Assessment of Current Street Conditions

City-wide Condition and Repair Costs

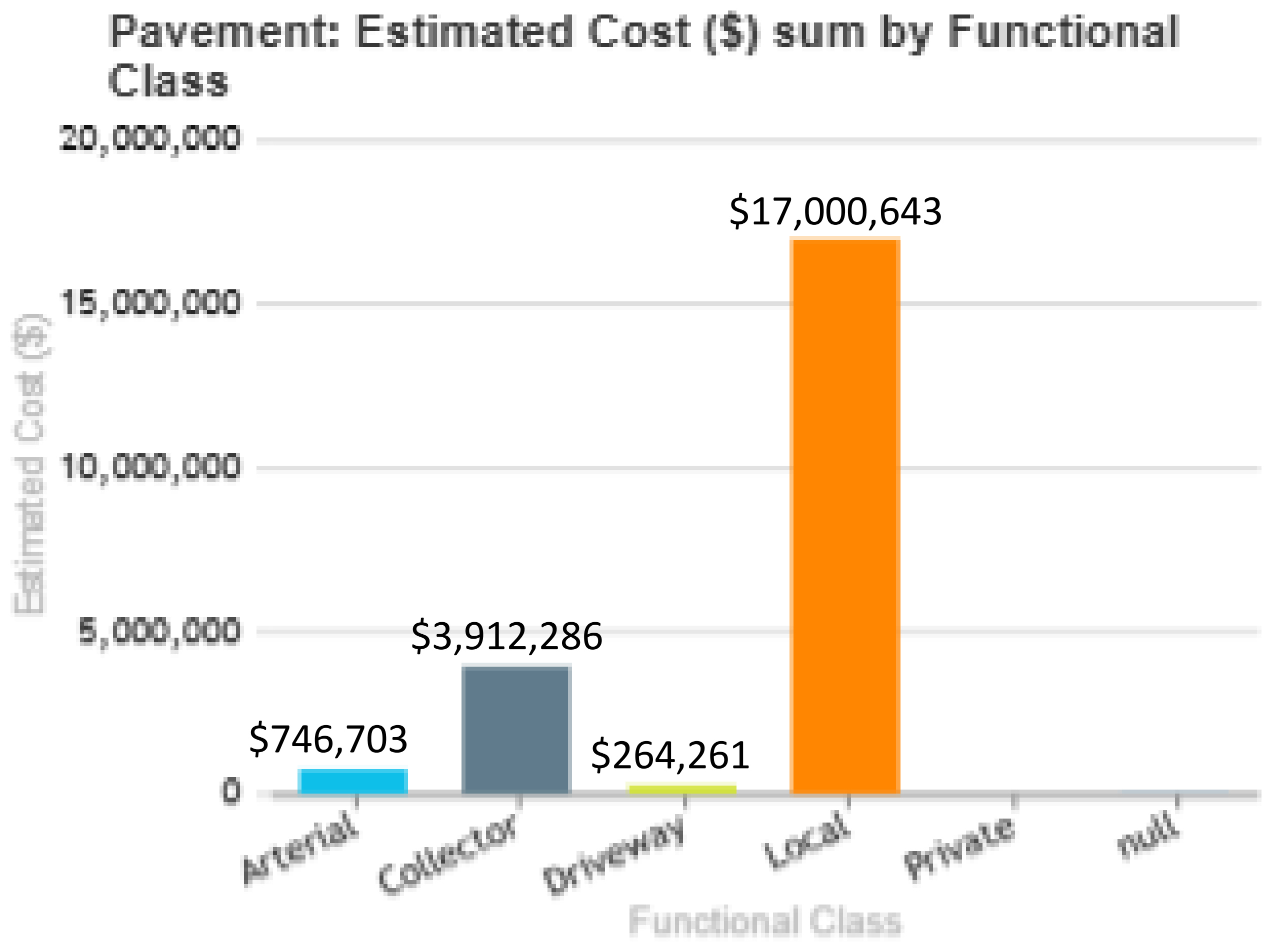
Data from Citylogix…



Repair Costs based on Current Conditions

Functional Class

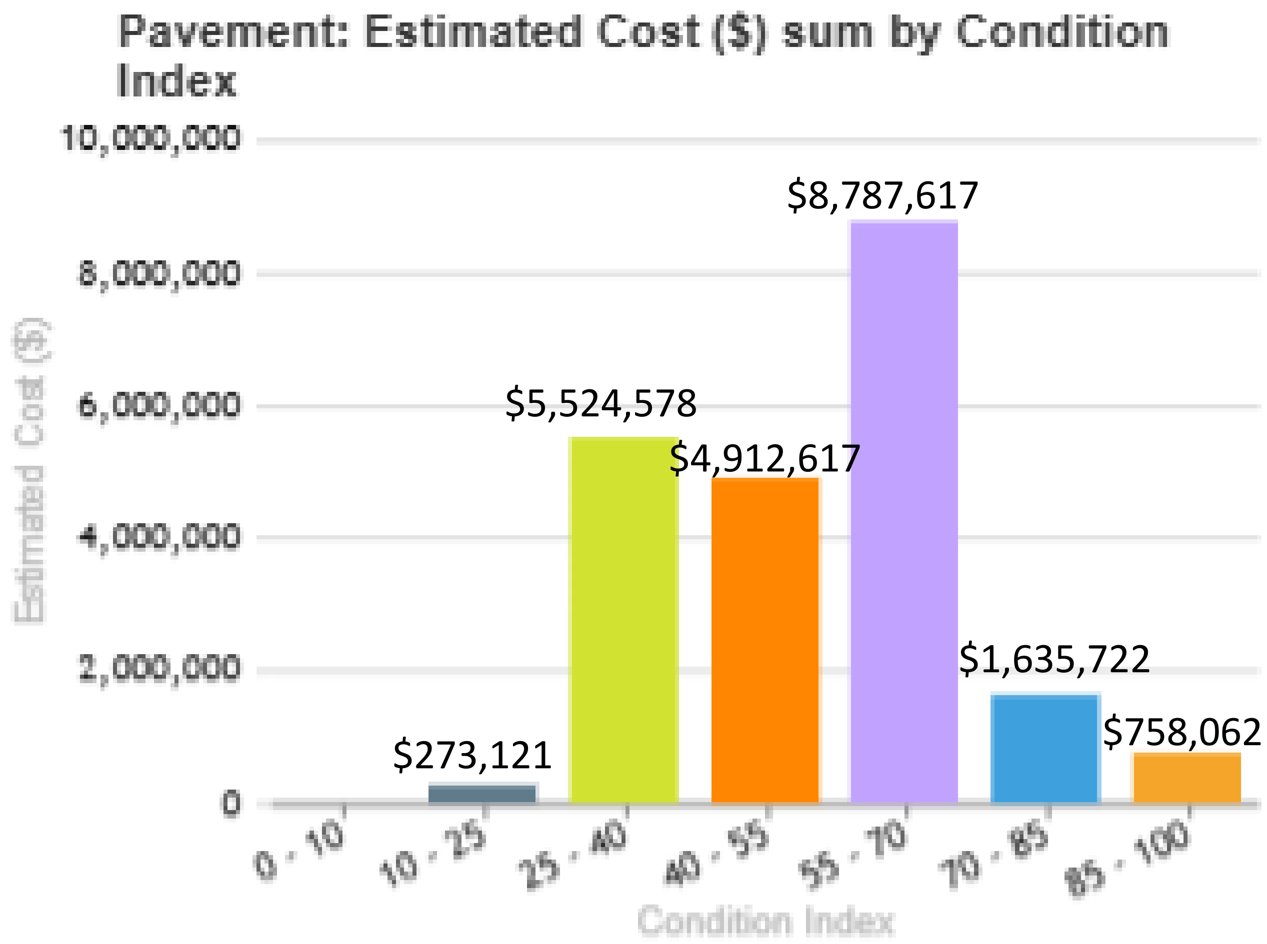
Data from Citylogix…



Repair Costs based on Current Conditions

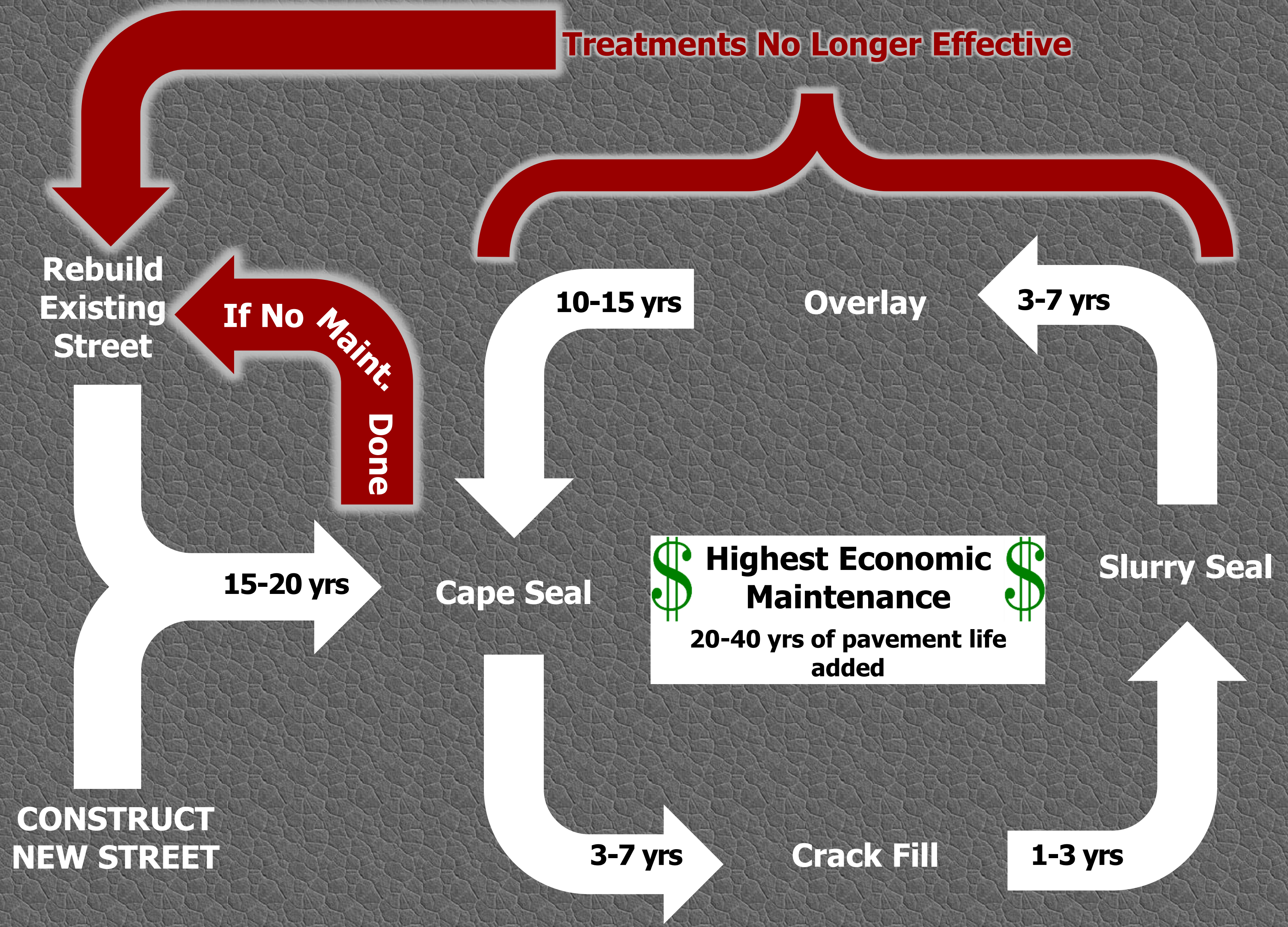
PCI Groups

Data from Citylogix…

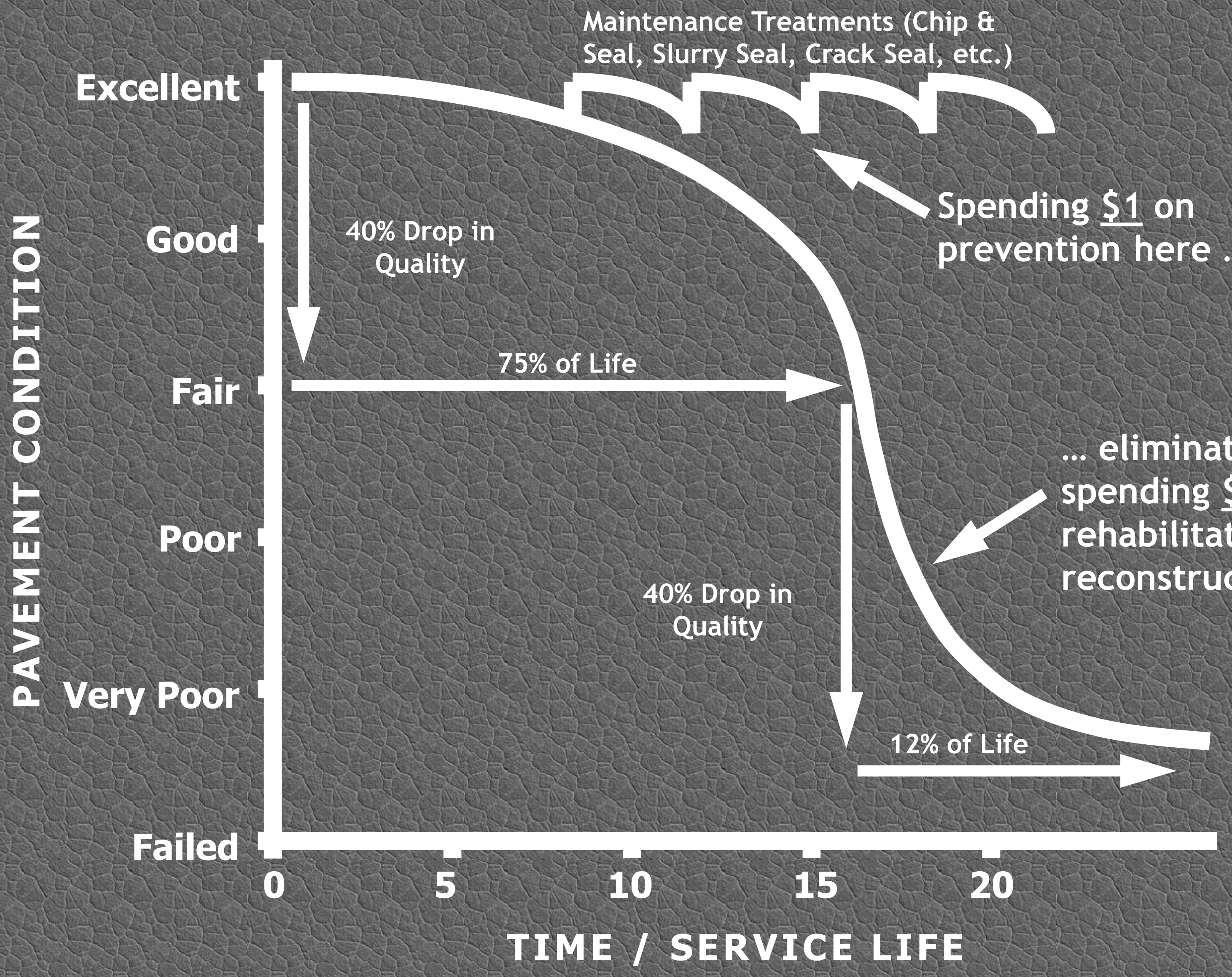


Street Life Cycle (Optimal)

PAVEMENT LIFE CYCLE



THE COST OF PAVEMENT DETERIORATION



Current Funding Sources

Current Funding Sources (cont.)

- *Class C Roads*
- *County Transportation*
- *General Fund*

So, how much $$$ is needed…..?

…it depends on the targeted Level of Service

Current PCI - 66
(dropping each year)

PCI Goal?

Keep current?
68? 70? 72?

- **Additional analysis needed to determine $$$ → LOS**

Cost Analysis

Budget Scenarios

15 years

Current Funding

$1.5M

Current PCI

65.67

5 Yrs	10 Yrs	15 Yrs	PCI Diff	Total (15 yrs)
60.16	60.79	**61.17**	*-6.9%*	**$22,471,141**

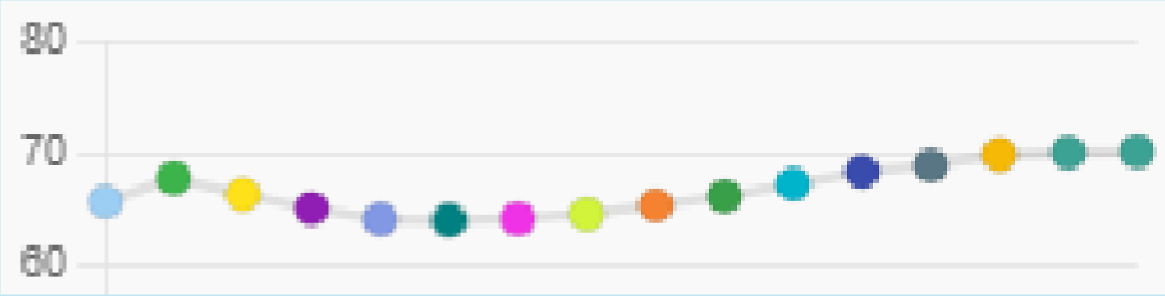
Budget Scenarios

15 years - $500k

Current Funding + $500k

Current PCI

$2.0M



Current PCI	5 Yrs	10 Yrs	15 Yrs	PCI Diff	Total (15 yrs)
65.67	64.10	68.40	**70.20**	*6.9%*	**$29,972,861**

Budget Scenarios

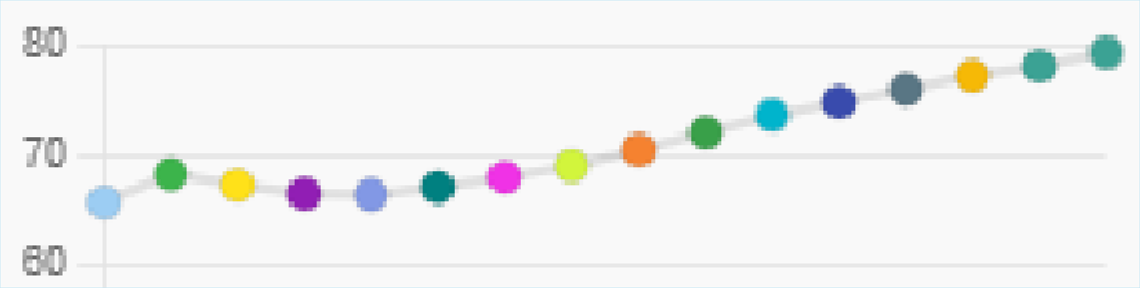
15 years - $1M

Current Funding + $1.0M

Current PCI

65.67

$2.5M



5 Yrs	10 Yrs	15 Yrs	PCI Diff	Total (15 yrs)
68.00	74.91	**79.50**	*21.1%*	**$37,466,075**

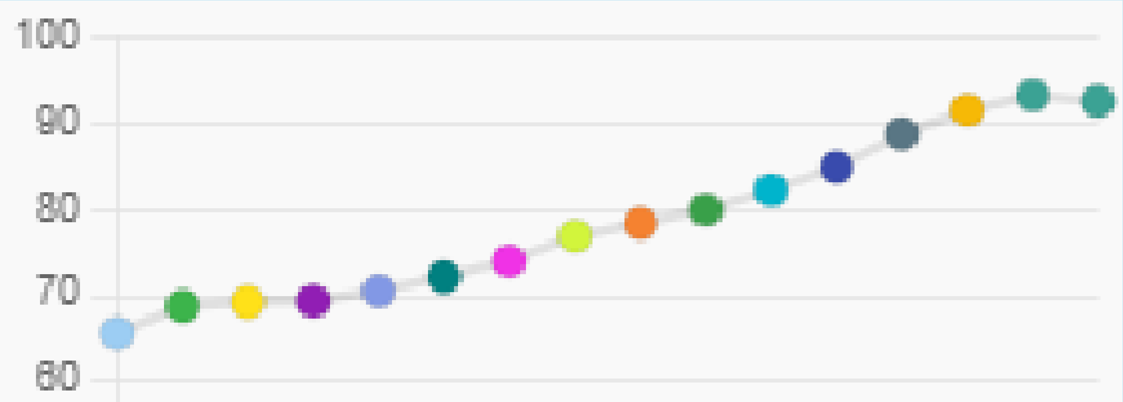
Budget Scenarios

15 years - $1.5M

Current Funding + $1.5M

Current PCI

$3.0M



Current PCI	5 Yrs	10 Yrs	15 Yrs	PCI Diff	Total (15 yrs)
65.67	74.01	84.93	**92.62**	*41.0%*	**$42,168,323**

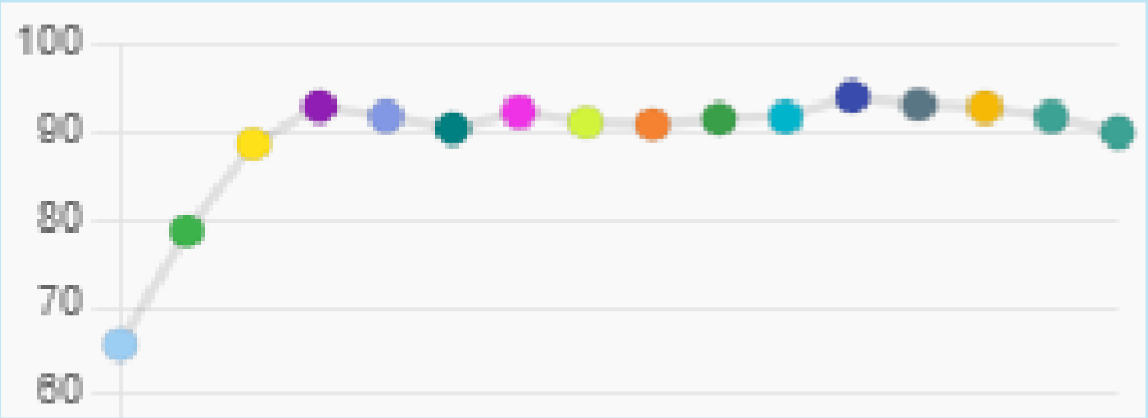
Budget Scenarios

15 years - $8.5M

Current Funding + $8.5M

Current PCI

$10.0M



Current PCI	5 Yrs	10 Yrs	15 Yrs	PCI Diff	Total (15 yrs)
65.67	92.34	94.10	**89.96**	*37.0%*	**$33,759,248**

TUF Study

- *Data Collection*
  - *Desired Funding Scenarios, Utility Billing*
- *StreetScan* → *DONE*
- *Streetlogix* → *DONE*
- *ERU Analysis & Trip Evaluation* → *DONE*
  - *Trip Generation for all non-residential*
  - *Non-residential rate groupings*
  - *HB425 Compliance*
- *Fee & Street Condition Evaluation In Process*
  - *Run scenarios, determine acceptable goals for condition and funding*

TUF Study *…continued*

- *Preliminary Report In Process*
  - *Findings presented to City Staff*
  - *Revisions, as desired*
- *Public Presentations & Involvement*
  - *Open House(s)*
  - *Online Information / Surveys / Feedback*
- *City Council*
  - *Final Funding Decision*
  - *Creation of new Enterprise Fund*
  - *Revise Consolidated Fee Schedule*
- *Final Report*
  - *Final decisions and information*

Thank You

Lunch

Golf & Other Games

Ideas for Change / BRIDGE Program

IDEAS *for* CHANGE

Join neighbors shaping the future of their communities.

1

Share & vote on ideas

Share ideas for change in your community, and vote on the ideas of others. Ideas for Change highlights the most unifying ideas, rather than the most divisive, across a community.

2

Participate in community dialogues

The most broadly supported ideas will be discussed by a representative group of residents from your city in live community dialogues to identify solutions supported by a wide diversity of residents.

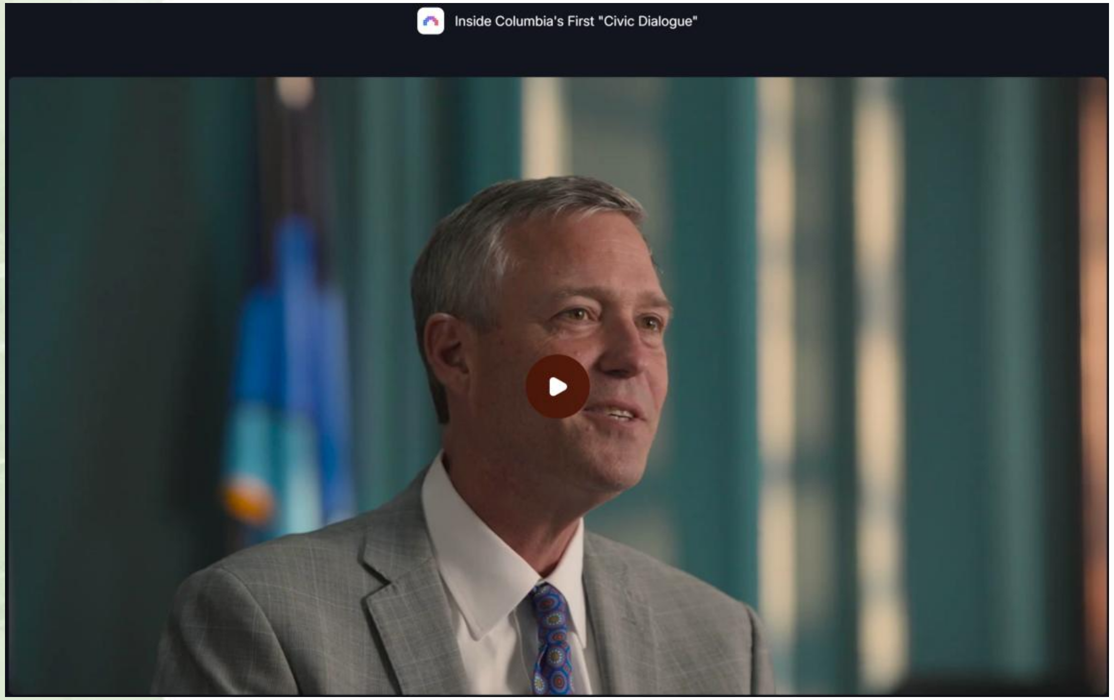
3

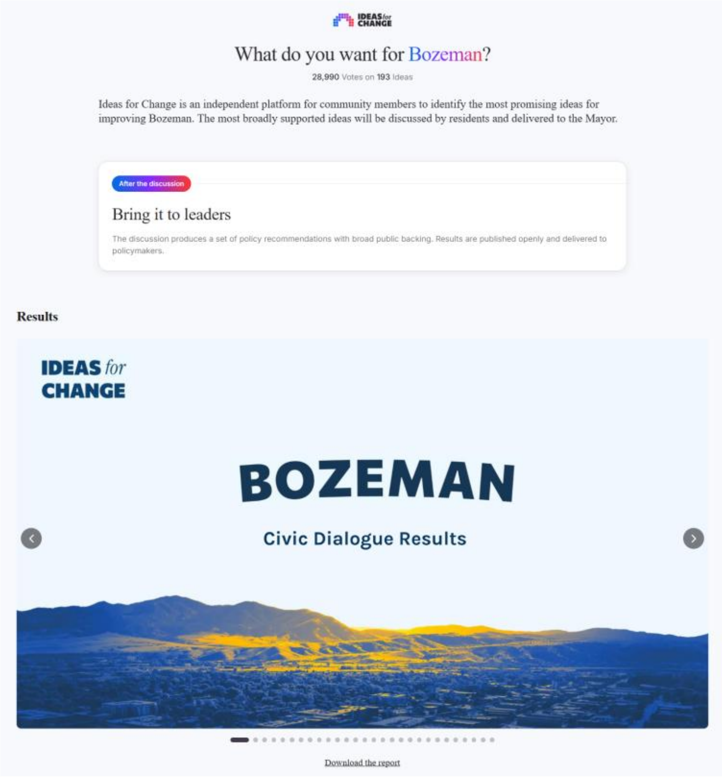
See local change

Solutions identified through community dialogues are shared publicly and brought to city leaders to help guide future action.

Goal: 1000 participants

Goal: 100 participants (compensated)


Inside Columbia's First "Civic Dialogue"


IDEAS for CHANGE
What do you want for Bozeman?
28,990 Votes on 193 Ideas
Ideas for Change is an independent platform for community members to identify the most promising ideas for improving Bozeman. The most broadly supported ideas will be discussed by residents and delivered to the Mayor.
After the discussion
Bring it to leaders
The discussion produces a set of policy recommendations with broad public backing. Results are published openly and delivered to policymakers.
Results
IDEAS for CHANGE
BOZEMAN
Civic Dialogue Results
Download the report

Additional Information

- *Launching two new cities approximately every month*
- *Looking for a diversity of states; Clearfield would be first in Utah*
- *Clearfield could launch in fall 2026 or anytime later; 12-week process*
- *Obligations:*
  - *Requires no financial contribution from the City*
  - *Change.org handles the entire process*
  - *City would support by spreading the word and encouraging participation*
- *Final report can be presented to the City Council and shared online*

Neighborhood Art

Background

- *At the January 2026 retreat, council voiced wanting to focus on neighborhood beautification.*
- *Work session on June 23rd clarified that council is looking for:*
  - *Art – not beautification project (clean up, park improvement, etc.)*
  - *In the neighborhood – not inside a park, trail, or tunnel*
  - *Some resident involvement – want resident input & (potential) help*
- *Today, we'll narrow down the type of art & level of resident involvement.*

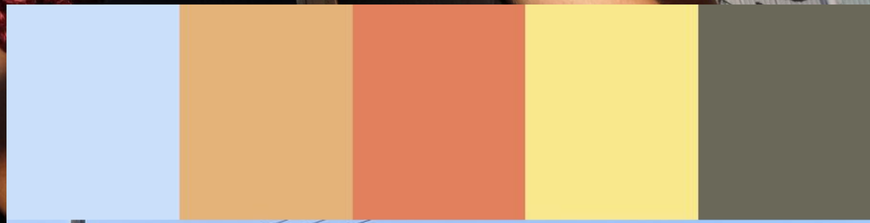
Celebrate Utilities


THE RIVER BEGINS HERE


sfbabc.org

Creative Neighborhoods


TAKE A BOOK!
LEAVE A BOOK!




Origami bird
You have great long wings to fly
Why do you sit still?

Let's Vote!

- *Which art would you like to see in the neighborhoods most?*

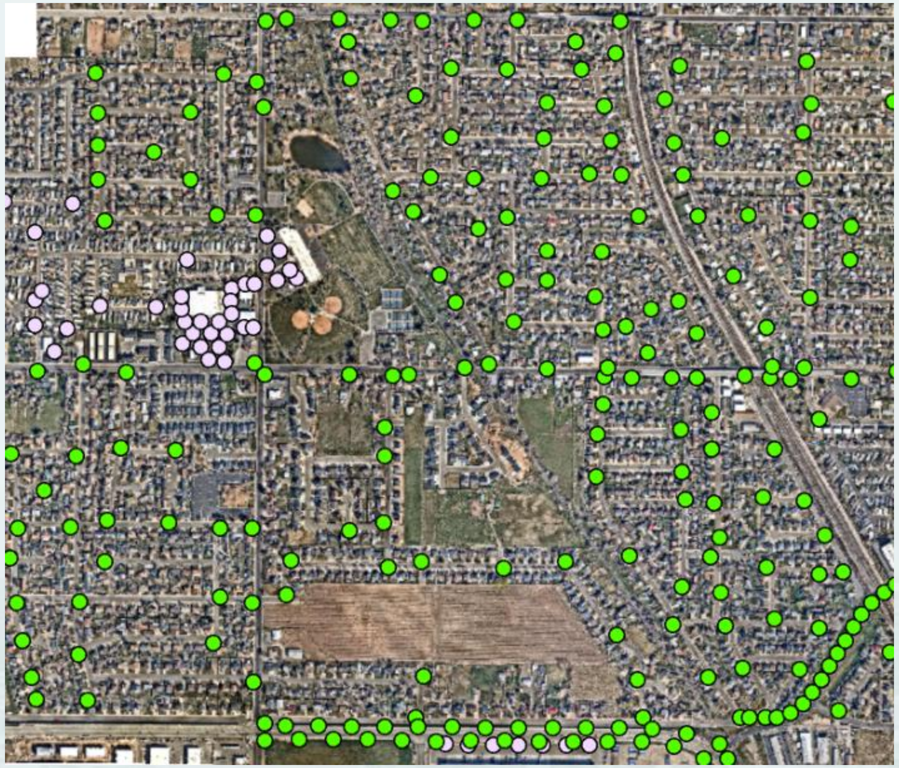
Resident Involvement

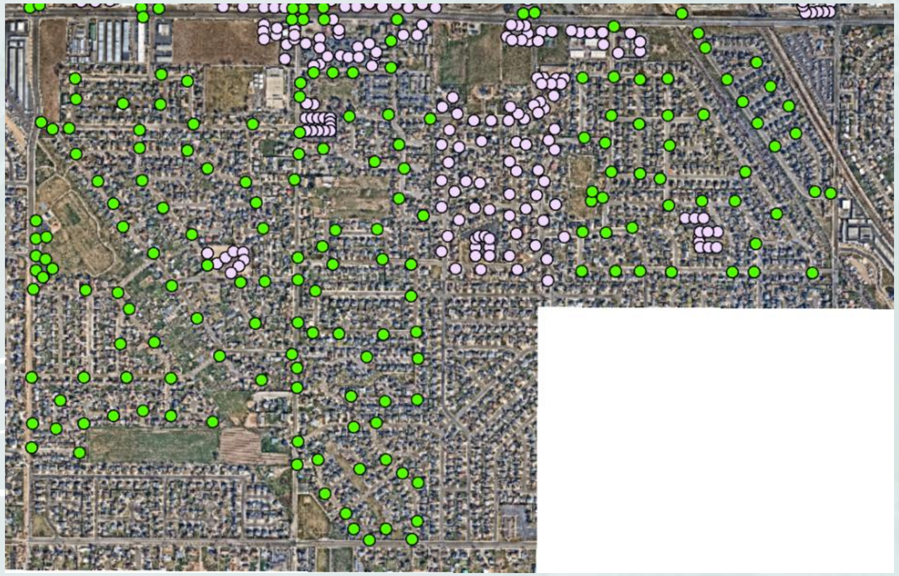
- *Cities have various approaches for community involvement.*
  - *Submit artwork/poems before*
  - *Vote for favorite after*
  - *Help with identifying spots*
  - *Paint-by-number projects*
  - *Do it yourself kits for check out*
  - *Neighborhood art grants for residents*

- *Resident input vs. resident work – which fits Clearfield best?*

Streetlight Network Discussion


StreetLights
Owner
CLEARFIELD (1050 ct)
PRIVATE/OTHER (1292 ct)



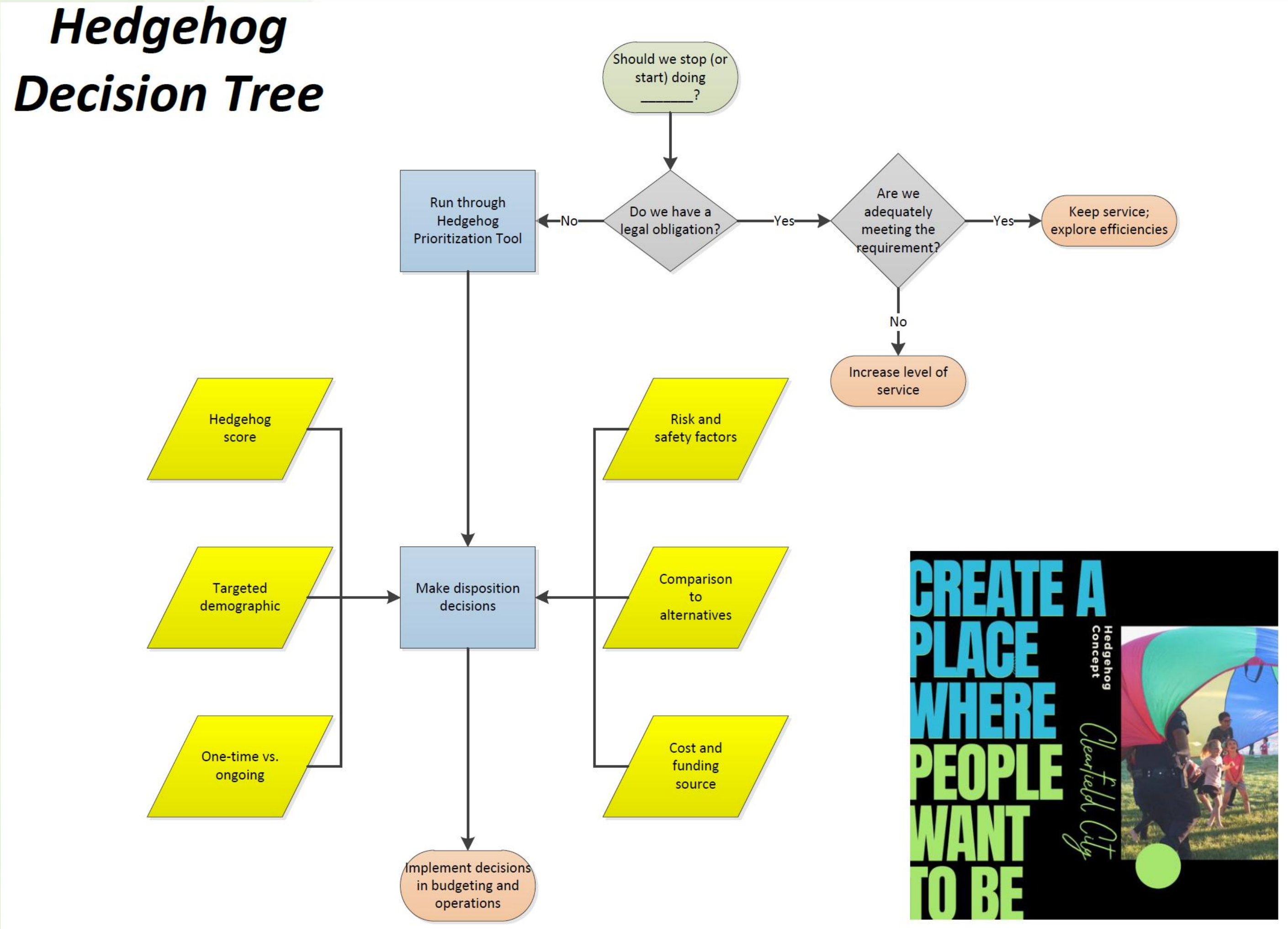


Break

Return by 2:45

Open Forum

Hedgehog Analysis Review



Clearfield Hedgehog Evaluation Tool

Creating Places Where People Want to Be

Criteria	High Value (3)	Mid Value (2)	Low Value (1)
1. Who benefits (how many)	The general public—all who live, work or play in Clearfield—benefit from this. For internal—all employees.	Many do benefit, while many do not.	Very few individuals or households (or employees, for internal) benefit.
2. Effectiveness	Objectives are defined and outcomes measured; this accomplishes the intended purpose.	Objectives are defined and outcomes measured only loosely, if at all. Even so, anecdotal / circumstantial evidence suggests at least moderate effectiveness.	No clear objectives or measured outcomes, and/or anecdotal / circumstantial evidence suggests ineffectiveness.
3. Tradition, rituals, and sacred cows	This is widely regarded as part of the fabric and identity of the community (or organization, for internal).	A segment of the community (or organization, for internal) is closely connected with this (sentimental attachment), but not a majority.	Few, if any, would consider this essential to Clearfield's identity (community or organization).
4. Cost vs benefit (return on investment)	Can quantify a high ROI; low cost to relatively high benefit.	Difficult to quantify, but subjectively a respectable ROI.	A low benefit for the cost; poor ROI.
5. Exposure mitigation or avoidance	This activity is fiscally prudent and minimizes or mitigates exposure, in terms of indirect cost or other risk.	Some consideration for avoiding or mitigating exposure; or the activity doesn't involve exposure.	This activity is not fiscally prudent and/or exposes the City to significant indirect cost or other risk.
6. Sustainability	• Sustainable financially; or • MUST be sustained (essential); or • Long-term impact is defined and there is commitment to prioritize over other items	Questionable whether it can or should be sustained over time.	Unlikely to be sustainable; or low willingness to sustain over time (not essential).
7. Need vs want	This helps to meet a compelling need of the community or organization.	While not a compelling need, this is desirable on a broad basis and a worthy use of discretionary resources.	Clearly not a need, and desirable only on a limited basis.
8. Absence test	If discontinued, there would be no reasonable substitute, nor could it be provided by another party.	A reasonable substitute is available, or others may be able to provide this, but with some disadvantage to the beneficiary.	This can easily be provided by others, or a logical substitute is available, with little disadvantage to the beneficiary.
Total =_______	**18-24 = High Value (emphasize investment)**	**13-17 = Mid Value (likely to keep)**	**<13 = Low Value (carefully scrutinize)**
Program Evaluator:	Program Evaluated:		Date:

Discussion Prompts

- *What didn't we address in the FY27 budget that you feel needs to be a priority as we head into CY27 and prep for FY28?*
- *What ideas, concerns, or questions are we not talking about?*
- *What's on your mind, but you're not sure we're doing enough about it?*
- *When has JJ encouraged you to see if your colleagues on the Council feel the same way, so that staff can understand if there's consensus?*