

CURRENT ORDINANCE:

Title 1 – Administration, Chapter 7: Officers and Employees

1-7-5: SALARIES:

The salary of the city manager shall be determined by the mayor and city council and may be altered by them by resolution. The salaries of the mayor and council members may be altered by the mayor and city council; provided, that no member of the city council nor the mayor shall hold or be appointed to any office which shall have been created, or the salary or emoluments of which have been increased, while he was in office, during the term for which he was elected and for one year after the expiration of such term. The salaries of all other appointive officers and city employees shall be established by the mayor and city council or shall be in accordance with an established pay plan. (1966 Code § 1-7-13; amd. 2000 Code)

PROPOSED ORDINANCE:

Title 1 – Administration, Chapter 6: Mayor and City Council

1-6-6: COMPENSATION:

The Mayor and members of the City Council shall each be paid a monthly salary. The base compensation levels are hereby adopted as set forth in the respective budget, as adopted.

RECOMMENDATION:

- 1) Amend Title 1 language
- 2) Increase compensation levels to appropriate amounts in upcoming reopened budget action

MAYOR & COUNCIL 10-4111

	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Budget	FY 13-14 Adopted Budget	Variance From FY13	% Inc/ (Dec)
SALARIES & BENEFITS						
611101 PERMANENT EMPLOYEES	\$44,936	\$44,585	\$55,800	\$56,040	\$240	0.4%
613101 F.I.C.A.	\$4,147	\$4,013	\$4,957	\$4,517	(\$441)	(8.9%)
613201 UTAH RETIREMENT SYSTEMS	\$6,737	\$6,742	\$8,678	\$9,388	\$711	8.2%
613301 HEALTH INSURANCE	\$33,065	\$39,932	\$46,518	\$60,047	\$13,528	29.1%
613302 DENTAL INSURANCE	\$1,836	\$2,501	\$3,228	\$5,251	\$2,023	62.7%
613303 LIFE INSURANCE	\$305	\$50	\$474	\$720	\$246	51.9%
613304 VISION INSURANCE	\$178	\$333	\$342	\$820	\$477	139.5%
613401 WORKER'S COMPENSATION	\$656	\$657	\$1,029	\$964	(\$65)	(6.3%)
613601 LONG TERM DISABILITY	\$0	\$0	\$0	\$631	\$631	100%
OPERATING EXPENSES						
621201 MEMBERSHIP DUES	\$13,808	\$14,160	\$11,660	\$13,360	\$1,700	14.6%
621301 TRAINING & REGISTRATION F	\$2,325	\$2,600	\$3,160	\$3,450	\$290	9.2%
624006 POSTAGE/MAILING	\$0	\$6	\$0	\$0	\$0	0%
TRAVEL						
623101 IN-STATE LODGING	\$390	\$534	\$1,800	\$1,800	\$0	0%
623102 IN-STATE MEALS	\$276	\$690	\$828	\$828	\$0	0%
623103 IN-STATE TRANSPORTATION	\$330	\$632	\$660	\$750	\$90	13.6%
623501 OUT-OF-STATE LODGING	\$242	\$0	\$0	\$0	\$0	0%
623502 OUT-OF-SATE MEALS	\$142	\$0	\$0	\$0	\$0	0%
623503 OUT-OF-STATE TRANSPORT	\$709	\$0	\$0	\$0	\$0	0%
OTHER PROFESSIONAL FEES						
631003 INSURANCE FEES	\$0	\$0	\$1,778	\$1,886	\$108	6.1%
SPECIAL DEPARTMENT ALLOWANCES						
645001 SPECIAL DEPARTMENT ALLOW.	\$46	\$2,108	\$0	\$0	\$0	0%
645002 DONATION EXPENDITURES	\$12,610	\$12,610	\$5,000	\$2,500	(\$2,500)	(50%)
MISCELLANEOUS EXPENSES						
661001 MISCELLANEOUS SUPPLIES	\$13	\$0	\$0	\$0	\$0	0%
663001 CONTINGENCY FUND	\$8,798	\$9,030	\$10,000	\$10,000	\$0	0%
664001 COUNCIL EXPENSE	\$149,326	\$22,990	\$31,500	\$35,250	\$3,750	11.9%
664002 YOUTH COUNCIL EXPENSE	\$4,701	\$2,654	\$2,000	\$2,000	\$0	0%
TOTAL MAYOR & COUNCIL	\$285,575	\$166,887	\$189,413	\$210,201	\$20,788	11%
FUNCTIONAL SUMMARY						
SALARIES & BENEFITS	\$91,860	\$98,814	\$121,027	\$138,377	\$17,350	14.3%
OPERATING EXPENSES	\$193,715	\$68,073	\$68,386	\$71,824	\$3,438	5%
CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$0	0%
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0	0%
TOTAL FUNCTIONAL SUMMARIES	\$285,575	\$166,887	\$189,413	\$210,201	\$20,788	11%

Clearfield City Adopted budget

with budget notes

Fund	Budget Unit	Budget Unit Title	Account	level	Account Title	requested base	Budget Notes	Budget Fiscal Year
10	104111	MAYOR & COUNCIL	611101	Wages and benefits	PERMANENT EMPLOYEES	56,040		14
			611201	Wages and benefits	OVERTIME	0		14
			611501	Wages and benefits	PART-TIME	0		14
			613101	Wages and benefits	F.I.C.A.	4,517		14
			613201	Wages and benefits	UTAH RETIREMENT SYSTEMS	9,388		14
			613202	Wages and benefits	401 (K) RETIREMENT	0		14
			613203	Wages and benefits	457 RETIREMENT	0		14
			613301	Wages and benefits	HEALTH INSURANCE	60,047		14
			613302	Wages and benefits	DENTAL INSURANCE	5,251		14
			613303	Wages and benefits	LIFE INSURANCE	720		14
			613304	Wages and benefits	VISION INSURANCE	820		14
			613401	Wages and benefits	WORKER'S COMPENSATION	964		14
			613501	Wages and benefits	UNEMPLOYMENT	0		14
			613601	Wages and benefits	LONG TERM DISABILITY	631		14
			621101	training & registration	BOOKS & SUBSCRIPTIONS	0		14
			621201	training & registration	MEMBERSHIP DUES	100	MISC MEMBERSHIPS	14
			621201	training & registration	MEMBERSHIP DUES	13,000	ULCT	14
			621201	training & registration	MEMBERSHIP DUES	260	KIWANIS	14
			621301	training & registration	TRAINING & REGISTRATION F	1,500	ULCT SPRING CONF - 6 ATTENDEES	14
			621301	training & registration	TRAINING & REGISTRATION F	450	LOCAL OFFICIALS DAY	14
			621301	training & registration	TRAINING & REGISTRATION F	1,500	ULCT FALL CONF - 6 ATTENDEES	14
			622101	public notices	PUBLIC NOTICES	0		14
			622301	public notices	JOB ADVERTISEMENTS	0		14
			623101	travel & meals	IN-STATE LODGING	1,800	ULCT SPRING CONF - 6 ATTENDEES 3 NIGHTS @\$100/NT	14
			623102	travel & meals	IN-STATE MEALS	828	ULCT SPRING CONF - 6 ATTENDEES 3 DAYS @ \$46	14
			623103	travel & meals	IN-STATE TRANSPORTATION	750	ULCT SPRING CONF - 6 ATTENDEES @ \$125	14
			623104	travel & meals	IN-STATE MILEAGE	0		14

Salary Schedule Effective January 1, 2011

Positions listed as of Nov 2013 after Market Adj.

Changes from previous schedule in RED

Grade	Minimum	Midpoint	Maximum
1			
Annual	\$15,080.00	\$18,899	\$22,678
Hourly	\$7.25	\$9.09	\$10.90
OFFICIALS/UMPIRES			
REC AIDE I (CHILD CARE)			
REC AIDE I (GENERAL)			
2			
Annual	\$15,914.43	\$19,893.19	\$23,871.96
Hourly	\$7.65	\$9.56	\$11.48
REC AIDE II (CHILD CARE)			
REC AIDE II (BM) CLER			
3			
Annual	\$16,752.03	\$20,940.20	\$25,128.38
Hourly	\$8.05	\$10.07	\$12.08
4			
Annual	\$17,633.72	\$22,042.32	\$26,450.92
Hourly	\$8.48	\$10.60	\$12.72
CROSSING GUARD			
LIFEGUARD			
FITNESS FLOOR SUPERVISOR			
5			
Annual	\$18,561.81	\$23,202.44	\$27,843.08
Hourly	\$8.92	\$11.16	\$13.39
RECEPTIONIST			
REGISTRATION CLERK (CLER)			
REGISTRATION CLERK (MUNI)			
6			
Annual	\$19,538.74	\$24,423.82	\$29,308.50
Hourly	\$9.39	\$11.74	\$14.09
WATER SAFETY INSTRUCTOR			
PROG SPECIALIST- REC			
PROG SPECIALIST- REC			
7			
Annual	\$20,567	\$25,709	\$30,851
Hourly	\$9.89	\$12.36	\$14.83
PARK MAINT SPEC I			
PROG SPEC (HEAD LGT) - PT			
SWIM TEAM COACH			
8			
Annual	\$21,650	\$27,062	\$32,475
Hourly	\$10.41	\$13.01	\$15.61
FIELD MAINTENANCE WORKER			
9			
Annual	\$22,789	\$28,487	\$34,184
Hourly	\$10.96	\$13.70	\$16.43
PROGRAM SUPVR (RECREATION)			
WATER AEROBICS INSTRUCTOR			
MANAGER ON DUTY			
PROGRAM SPEC (CHILD CARE)			
10			
Annual	\$23,988	\$29,986	\$35,983
Hourly	\$11.53	\$14.42	\$17.30
UTILITY CLERK I			
11			
Annual	\$25,251	\$31,564	\$37,877
Hourly	\$12.14	\$15.18	\$18.21
GROUP FITNESS INSTRUCTOR			
PROG SPEC (SWM TRNG)			

Grade	Minimum	Midpoint	Maximum
12			
Annual	\$26,541	\$33,187	\$39,832
Hourly	\$12.76	\$15.96	\$19.15
COURT CLERK II			
HEAD SWIM TEAM COACH			
GROUP FITNESS INSTRUCTOR- II			
WATER AEROBICS INSTRUCTOR- II			
UTILITY BILLING CLERK II			
RECORDS TECH II (CLER)			
UTIL MAINT SPEC I (STRE)			
UTIL MAINT SPEC I (MUNI)			
13			
Annual	\$27,872	\$34,840	\$41,808
Hourly	\$13.40	\$16.75	\$20.10
ADMINISTRATIVE ASSIST			
DISPATCHER I (PART-TIME)			
DISPATCHER I (FULL-TIME)			
BUILDING PERMIT SPEC			
PARK MAINT SPEC II			
ACCOUNTING CLERK			
SECRETARY II (PD)			
14			
Annual	\$29,141	\$36,442	\$43,742
Hourly	\$14.01	\$17.52	\$21.03
SFO/EVIDENCE OFF. (POST)			
METER TECHNICIAN II			
UTIL MAINT SPEC II			
FACILITIES MAINT TECH I			
15			
Annual	\$30,597	\$38,282	\$45,966
Hourly	\$14.71	\$18.39	\$22.08
APPRENTICE MECHANIC			
EMG PREPAREDNESS MGR			
DISPATCHER II (PART-TIME)			
DISPATCHER II (FULL-TIME)			
GROUP FITNESS INSTRUCTOR- III			
WATER AEROBICS INSTRUCTOR- III			
REC PROGRAMMER ADULT			
REC PROGRAMMER YOUTH			
REC PROGRAMMER ART			
DEPUTY RECORDER			
LEGAL SECRETARY II			
SECRETARY II (COMM SVC)			
AQ SECRETARY II			
16			
Annual	\$32,115	\$40,144	\$48,173
Hourly	\$15.44	\$19.30	\$23.16
SFO/CODE (POST)			
UTIL MAINT SPEC III			
PARK MAINT SPEC III			
17			
Annual	\$33,854	\$42,058	\$50,461
Hourly	\$16.18	\$20.22	\$24.26
FITNESS PROGRAM SUPVR			
RECORDS CLERK SUPVR			
AQUATICS SPVSR/OPERATION			
AQUATICS SPVSR/PROGRAMS			
ARBORIST/LANDSCAPER			
18			
Annual	\$35,381	\$44,242	\$53,102
Hourly	\$17.01	\$21.27	\$25.53
GROUP FITNESS INSTRUCTOR- IV			
WATER AEROBICS INSTRUCTOR- IV			
POLICE OFFICER I			
COURT CLERK SUPERVISOR			
BUSINESS LICENSE/CDBG CRD			
DISPATCHER III			
19			
Annual	\$37,150	\$46,454	\$55,757
Hourly	\$17.86	\$22.33	\$26.81
MASTER MECHANIC			
UTIL MAINT SPEC IV (MUNI)			
UTIL MAINT SPEC IV (STRE)			
20			
Annual	\$38,896	\$48,620	\$58,344
Hourly	\$18.70	\$23.38	\$28.05
NEWLETTER JOURNALIST			
PR/SPECIAL EVENTS CORD			
HR GENERALIST I			
POLICE OFFICER II			

Grade	Minimum	Midpoint	Maximum
21			
Annual	\$40,789	\$51,002	\$61,214
Hourly	\$19.61	\$24.52	\$29.43
GROUP FITNESS INSTRUCTOR- V			
WATER AEROBICS INSTRUCTOR- V			
DISPATCH SUPERVISOR			
ACCOUNTANT			
22			
Annual	\$42,805	\$53,498	\$64,189
Hourly	\$20.58	\$25.72	\$30.86
FACILITIES MANAGER			
CEMETERY/OPEN SPACE MGR			
PARKS/BALLFIELDS MGR			
POLICE OFFICER III			
RECREATION MANAGER			
STORM WATER/PW INSPECTOR			
23			
Annual	\$44,946	\$56,172	\$67,398
Hourly	\$21.61	\$27.01	\$32.40
CORPORAL			
GIS COORDINATOR			
24			
Annual	\$47,278	\$59,093	\$70,907
Hourly	\$22.73	\$28.41	\$34.09
SERGEANT			
AQUATIC MANAGER			
WASTE WATER/WATER SUPER			
STREET SUPERINTENDENT			
25			
Annual	\$49,587	\$61,984	\$74,381
Hourly	\$23.84	\$29.80	\$35.76
ACCOUNTANT (SENIOR)			
COMM SERV DEPUTY DIR			
26			
Annual	\$52,021	\$65,042	\$78,062
Hourly	\$25.01	\$31.27	\$37.53
CITY RECORDER			
INFORMATION SYSTEMS MGR			
TREASURER			
BUILDING OFFICIAL			
27			
Annual	\$54,621	\$68,287	\$81,952
Hourly	\$26.26	\$32.83	\$39.40
DEVELOPMENT SERVICES MGR			
28			
Annual	\$57,325	\$71,667	\$86,008
Hourly	\$27.56	\$34.46	\$41.35
PW OPERATIONS MGR			
LIEUTENANT			
29			
Annual	\$60,195	\$75,244	\$90,293
Hourly	\$28.94	\$36.18	\$43.41
30			
Annual	\$63,205	\$79,006	\$94,808
Hourly	\$30.39	\$37.98	\$45.58
HUMAN RESOURCE MANAGER			
31			
Annual	\$66,365	\$82,957	\$99,548
Hourly	\$31.91	\$39.88	\$47.86

Grade	Minimum	Midpoint	Maximum
32			
Annual	\$69,683	\$87,104	\$104,525
Hourly	\$33.50	\$41.88	\$50.25
ASSISTANT CHIEF			
33			
Annual	\$73,174	\$91,458	\$109,741
Hourly	\$35.18	\$43.97	\$52.76
34			
Annual	\$76,814	\$96,013	\$115,211
Hourly	\$36.93	\$46.16	\$55.39
PUBLIC WORKS DIRECTOR			
COMMUNITY SERVICES DIR			
ASSISTANT CITY MANAGER			
35			
Annual	\$80,704	\$100,880	\$121,056
Hourly	\$38.80	\$48.50	\$58.20
ADMINISTRATIVE SERV DIR			
POLICE CHIEF			
36			
Annual	\$84,718	\$105,893	\$127,067
Hourly	\$40.73	\$50.91	\$61.09
CITY ATTORNEY			
37			
Annual	\$88,982	\$111,218	\$133,453
Hourly	\$42.78	\$53.47	\$64.16
CITY MANAGER			
38			
Annual	\$93,431.10	\$116,778.38	\$140,125.65
Hourly	\$44.92	\$56.14	\$67.37
39			
Annual	\$98,102.66	\$122,617.29	\$147,131.93
Hourly	\$47.16	\$58.95	\$70.74
40			
Annual	\$103,007.79	\$128,748.16	\$154,488.53
Hourly	\$49.52	\$61.90	\$74.27

Appendix: Salary Schedule

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Salary Schedule Effective January 1, 2011							
	Minimum	Midpoint	Maximum		Minimum	Midpoint	Maximum
Grade	1			Grade	21		
Annual	\$15,080	\$18,899	\$22,678	Annual	\$40,789	\$51,002	\$61,214
Hourly	\$7.25	\$9.09	\$10.90	Hourly	\$19.61	\$24.52	\$29.43
Grade	2			Grade	22		
Annual	\$15,914	\$19,893	\$23,871	Annual	\$42,806	\$53,498	\$64,189
Hourly	\$7.65	\$9.56	\$11.48	Hourly	\$20.58	\$25.72	\$30.86
Grade	3			Grade	23		
Annual	\$16,752	\$20,940	\$25,128.	Annual	\$44,946	\$56,172	\$67,398
Hourly	\$8.05	\$10.07	\$12.08	Hourly	\$21.61	\$27.01	\$32.40
Grade	4			Grade	24		
Annual	\$17,633	\$22,042	\$26,450	Annual	\$47,278	\$59,093	\$70,907
Hourly	\$8.48	\$10.60	\$12.72	Hourly	\$22.73	\$28.41	\$34.09
Grade	5			Grade	25		
Annual	\$18,561	\$23,202	\$27,843	Annual	\$49,587	\$61,984	\$74,381
Hourly	\$8.92	\$11.16	\$13.39	Hourly	\$23.84	\$29.80	\$35.76
Grade	6			Grade	26		
Annual	\$19,538	\$24,423	\$29,308	Annual	\$52,021	\$65,042	\$78,062
Hourly	\$9.39	\$11.74	\$14.09	Hourly	\$25.01	\$31.27	\$37.53
Grade	7			Grade	27		
Annual	\$20,567	\$25,709	\$30,851	Annual	\$54,621	\$68,287	\$81,952
Hourly	\$9.89	\$12.36	\$14.83	Hourly	\$26.26	\$32.83	\$39.40
Grade	8			Grade	28		
Annual	\$21,650	\$27,062	\$32,475	Annual	\$57,325	\$71,667	\$86,008
Hourly	\$10.41	\$13.01	\$15.61	Hourly	\$27.56	\$34.46	\$41.35
Grade	9			Grade	29		
Annual	\$22,789	\$28,487	\$34,184	Annual	\$60,195	\$75,244	\$90,293
Hourly	\$10.96	\$13.70	\$16.43	Hourly	\$28.94	\$36.18	\$43.41
Grade	10			Grade	30		
Annual	\$23,988	\$29,986	\$35,983	Annual	\$63,205	\$79,006	\$94,808
Hourly	\$11.53	\$14.42	\$17.30	Hourly	\$30.39	\$37.98	\$45.58
Grade	11			Grade	31		
Annual	\$25,251	\$31,564	\$37,877	Annual	\$66,365	\$82,957	\$99,548
Hourly	\$12.14	\$15.18	\$18.21	Hourly	\$31.91	\$39.88	\$47.86
Grade	12			Grade	32		
Annual	\$26,541	\$33,187	\$39,832	Annual	\$69,683	\$87,104	\$104,525
Hourly	\$12.76	\$15.96	\$19.15	Hourly	\$33.50	\$41.88	\$50.25
Grade	13			Grade	33		
Annual	\$27,872	\$34,840	\$41,808	Annual	\$73,174	\$91,458	\$109,741
Hourly	\$13.40	\$16.75	\$20.10	Hourly	\$35.18	\$43.97	\$52.76
Grade	14			Grade	34		
Annual	\$29,141	\$36,442	\$43,742	Annual	\$76,814	\$96,013	\$115,211
Hourly	\$14.01	\$17.52	\$21.03	Hourly	\$36.93	\$46.16	\$55.39
Grade	15			Grade	35		
Annual	\$30,597	\$38,262	\$45,926	Annual	\$80,704	\$100,880	\$121,056
Hourly	\$14.71	\$18.39	\$22.08	Hourly	\$38.80	\$48.50	\$58.20
Grade	16			Grade	36		
Annual	\$32,115	\$40,144	\$48,173	Annual	\$84,718	\$105,893	\$127,067
Hourly	\$15.44	\$19.30	\$23.16	Hourly	\$40.73	\$50.91	\$61.09
Grade	17			Grade	37		
Annual	\$33,654	\$42,058	\$50,461	Annual	\$88,982	\$111,218	\$133,453
Hourly	\$16.18	\$20.22	\$24.26	Hourly	\$42.78	\$53.47	\$64.16
Grade	18			Grade	38		
Annual	\$35,381	\$44,242	\$53,102	Annual	\$93,431.10	\$116,778.38	\$140,125.65
Hourly	\$17.01	\$21.27	\$25.53	Hourly	\$44.92	\$56.14	\$67.37
Grade	19			Grade	39		
Annual	\$37,150	\$46,454	\$55,757	Annual	\$98,102.66	\$122,617.29	\$147,131.93
Hourly	\$17.86	\$22.33	\$26.81	Hourly	\$47.16	\$58.95	\$70.74
Grade	20			Grade	40		
Annual	\$38,896	\$48,620	\$58,344	Annual	\$103,007.79	\$128,748.16	\$154,488.53
Hourly	\$18.70	\$23.38	\$28.05	Hourly	\$49.52	\$61.90	\$74.27

VISION 2020 PROGRESS REPORT

11/19/2013

MISSION STATEMENT:

Clearfield City's mission is to: Provide leadership in advancing core community values; sustain safety, security and health; and provide progressive, caring and effective services. We take pride in building a community where individuals, families and businesses can develop and thrive.

A. ECONOMIC ENVIRONMENT:

GOAL 1: ENCOURAGE ECONOMIC GROWTH AND JOB CREATION THROUGH INCREASED FOCUS ON ECONOMIC DEVELOPMENT ACTIVITIES

Area of Emphasis: Business Recruitment, Expansion, and Retention

Strategy: Develop a comprehensive plan for current business retention and expansion and new business relocation. Buxton study completed this year.

Tactic: Maintain membership in and competitively bid on Economic Development Corporation of Utah's (EDCUtah) project leads. Ongoing.

Tactic: Maintain "Sure Site" status (listing of commercial sites) with EDCUtah on all available buildings and open parcels of land. Ongoing.

Tactic: Perform weekly business visits to assess the needs of the business community, strengthen corporate relationships, and identify opportunities for growth. Strong attention in 2012, less focus in 2013.

Tactic: Be involved with the International Council of Shopping Centers (ICSC). Prepare for and attend the annual convention. JJ and Adam both attended. Property owner attendance is essential.

Tactic: Analyze and address obstacles to doing business in Clearfield. Survey ongoing.

Tactic: Strengthen relationships with commercial brokers to better understand the needs of both buyers and sellers of real property. Most brokers known; can improve.

Strategy: Support and sustain current Clearfield City businesses.

Tactic: Purchase goods and services, as allowed by purchasing policies and procedures, from Clearfield businesses.

Tactic: Maintain and improve the vitality and image of local businesses by using the City's public relations resources to promote new tenant leases, expansions, and construction. Can improve.

Tactic: Create opportunities, such as online forums or regular meetings, for business owners to communicate their needs to City officials. Will incorporate into new website.

Tactic: Regularly promote the importance of shopping locally through the City's website, newsletter, and other forms of communication. Included in multiple city newsletters.

Area of Emphasis: Resources and Incentives

Strategy: Maximize the impact of City resources in pursuit of economic development activities.

Tactic: Prioritize funding for personnel and operations that support economic development. Strong focus in FY14.

Tactic: Adopt guidelines for the use of economic development incentives to ensure that resources are reserved for activities that will provide the greatest benefit. Can improve.

Usually a case-by-case approach.

Area of Emphasis: Community Pride and Public Image

Strategy: Foster community pride and strengthen the City's image.

Tactic: Fund and execute the City's marketing campaign. Campaign wrapping up.

Tactic: Fund and prioritize the maintenance and improvement of City-owned open space along high-traffic corridors, such as our I-15 interchanges. Incorporate well-designed thematic elements when possible. Maintenance has improved through investment in additional equipment. Current budget includes funds for design project to be completed this winter.

Tactic: Maximize opportunities for positive exposure through social media outlets such as Facebook and Twitter, as well as other online resources such as YouTube and Wikipedia. Social media presence continues to expand.

Tactic: Work with owners of key properties with strategic value and high visibility throughout the City to create plans for redevelopment or improvement of their property.

GOAL 2: MAINTAIN CLEARFIELD CITY AS DAVIS COUNTY'S "JOB CENTER" AND INCREASE THE NUMBER OF AVAILABLE FAMILY-SUSTAINING JOBS.

Area of Emphasis: Freeport Area

- Strategy:* Identify opportunities to increase Freeport's viability and long-term competitiveness.
- Tactic: Identify and secure outside funding sources (federal and state grants and low interest loans) to help finance capital improvements.
- Tactic: Continue to fund and complete capital improvements in accordance with the City's capital improvements plans. *Ongoing.*
- Tactic: Work with Freeport staff to identify and plan for their top priorities and infrastructure needs.
- Tactic: Support opportunities for exposure and high quality development at the new entrances to Freeport created by State Road 193. *Have discussed with Freeport.*
- Tactic: Explore the possibility of retail outlet development for Freeport tenants. *Have discussed with Freeport.*

Area of Emphasis: Hill Air Force Base

- Strategy:* Use Development at Falcon Hill as a Catalyst for Economic Development.
- Tactic: Per MIDA's lead and request, complete annexation petitions of the Falcon Hill development. *In process.*
- Tactic: Maximize opportunities to provide cost-effective municipal services in and around Hill Air Force Base. *Municipal Services Agreement approved earlier this year.*
- Tactic: Coordinate Falcon Hill's aerospace industry expansion and development with other city office and industrial developments in the downtown, Legend Hills and UTA's Front Runner station TOD areas to ensure the greatest chance of success for each area.

GOAL 3: IMPROVE AND EXPAND THE CITY'S SHOPPING, DINING AND ENTERTAINMENT OPTIONS FOR RESIDENTS AND VISITORS BY CREATING UNIQUE, DESTINATION-ORIENTED DEVELOPMENTS.

Area of Emphasis: Demographics

- Strategy:* Improve Clearfield City's demographic profile to attract and retain high quality retail establishments.
- Tactic: Incentivize and zone for new moderate- to high-income housing.
- Tactic: Develop amenities (i.e. plazas, gardens), incentivize businesses (i.e. coffee shops, galleries, book stores) and offer special events (i.e. music and art festivals) that attract moderate- to high-income demographics.
- Tactic: Continue to fund and promote the 4th of July celebration as the region's leading holiday event. *Ongoing.*
- Tactic: Dedicate sufficient resources toward the wing festival to ensure the event's success and raise the community's profile. *Resources restricted ability to complete.*

Area of Emphasis: Downtown Clearfield

- Strategy:* Develop an intimate, walkable, vibrant, urban and unique downtown environment. *Have met with over 15 developers to discuss redevelopment opportunities.*
- Tactic: Zone for and incentivize moderate- to high-density, upscale and urban residential development to replace existing low quality housing.
- Tactic: Revitalize/facelift rundown downtown properties using redevelopment money, federal grants, etc.
- Tactic: Traffic-calm State Street from Center Street to 700 South with landscaped medians, streetscapes and decorative street lighting.
- Tactic: Through zoning, identify and implement downtown thematic elements via signage, setbacks and architectural standards and development guidelines.
- Tactic: Develop a central plaza area and gathering space for festivals, ceremonies and other special events. *Working on this for Clearfield Station.*
- Tactic: Facilitate the construction and operation of a new business meeting center.
- Tactic: Emphasize business development and retention of specialized and stylized businesses that create an urban downtown destination point.
- Tactic: As resources allow, implement the findings of the feasibility study for Clearfield's old city hall. *Ongoing.*

Tactic: Consider other public service agencies that may benefit from relocating downtown and being close to Clearfield city offices and Davis County building. Have spoken with several state and local agencies.

Area of Emphasis: Legend Hills

Strategy: Support the development and expansion of Legend Hills as the city's premiere office and commercial center.

Tactic: Incentivize destination big box retailers to develop remaining open areas. Several strategies available to incentivize retailers.

Tactic: Promote and incentivize the Legend Hills area as the largest office development in northern Davis County. Property was focus of ICSC visit. Working closely with property owner.

Tactic: Promote and zone for the development of mixed-use "lifestyle" centers with significant commercial components. Most likely to happen organically with successful big box siting.

Tactic: Work with and incentivize property owners to redevelop aging apartment complexes surrounding the SR 193/I-15 interchange. Can strengthen efforts.

Tactic: Proactively identify and prioritize infrastructure improvements within the area in anticipation of future development. Ongoing. Infrastructure nearly complete.

Area of Emphasis: UTA's Front Runner Rail Stop TOD

Strategy: Develop a high-end, self-sustaining mixed use area which attracts quality businesses, commuters and residents.

Tactic: Partner with UTA to design and build a public gathering place, museum, recreational facility, or other public amenity as one anchor of the TOD's business development. Plaza incorporated into plans.

Tactic: Facilitate the development of moderate to high-income urban residential properties that help support retail business. Minimize residential footprints to increase the area available for other uses.

Tactic: Work with the Developer and UTA to adopt a Development Agreement and implement needed financial incentives that attract appropriate office, retail and residential development.

VERY CLOSE!

B. SOCIAL ENVIRONMENT:

GOAL 1: FOSTER RESIDENT INVOLVEMENT AND COMMUNITY AWARENESS THROUGH RECREATION, ARTS AND EDUCATION.

Area of Emphasis: Arts

Strategy: Create a “front porch” oriented arts program.

Tactic: Implement a summer concert series and outdoor movies in the parks. Have done but frequency could improve.

Strategy: As resources allow, convert the old city hall into a performing arts center.

Tactic: Identify and prioritize potential funding sources and in-kind contributions (developer contributions/property, federal and state grants, corporate sponsorships, municipal financing).
Ongoing.

Tactic: Conduct cost/benefit analysis to determine in-house versus contracted operational management.

Area of Emphasis: Parks & recreation

Strategy: Maintain and improve the city’s current level of parks and recreation programs.

Tactic: Provide innovative amenities in park areas such as an “electronic park.” No plans at current time.

Tactic: Create and implement a capital equipment plan for replacement and upgrades of park and recreation equipment. Can improve.

Tactic: Analyze program offerings and costs for underserved populations (e.g., pee wee sports, teens, and retiring baby-boomers). CSD has completed; presentation to Council soon.

Strategy: Develop remaining undeveloped park space.

Tactic: Design, engineer, and build the Pinnacle 6 acres, the old school property 10 acres (outdoor living center), the West Park Village 3 acres, and the last phase of Barlow Park. Significant progress on West Park Village and Barlow. Reevaluating options for Pinnacle open space.

Tactic: Identify and prioritize funding sources to pay for park development.

Area of Emphasis: Education, awareness and community involvement

Strategy: Provide opportunities for residents to learn more about their municipal government and become actively involved.

Tactic: Plan and administer “Clearfield University” on an annual basis, or as necessary.

Unsuccessful recruitment for “Round 2.” Will try again in future.

Tactic: Conduct professional, on-going resident surveys to solicit feedback for service and program prioritization and improvement. Can improve. Current survey methods lacking in significance.

Tactics: Provide opportunities for ongoing training and development of members of city boards and commissions; increase efforts to recruit dedicated residents for future service.

Tactic: Facilitate the coordination of volunteer groups and service opportunities throughout the community. CSD in progress with volunteer coordinator. Improving volunteer policy to encourage volunteerism and minimize liability.

GOAL 2: CELEBRATE, ACCENTUATE AND SUPPORT THE CITY’S CULTURAL, ETHNIC AND AGE-BASED DIVERSITY.

Area of Emphasis: Cultural programs and activities

Strategy: Develop cultural programs, activities and educational opportunities for members of various ethnicities to participate in and observe.

Tactic: Appoint a Cultural Commission.

Tactic: Work with various public and private groups to provide language classes, cultural/heritage classes, workshops, etc.

Tactic: Hold an annual ethnic “Taste of Clearfield” and other performing and visual art events.

Area of Emphasis: Education and after-school activities

Strategy: Improve and expand educational and academic programs for city youth. Youth Resource Center audit in process.

Tactic: Seek corporate and government volunteer sponsorships for tutorial programs at the Clearfield Aquatic Center and at the Youth Resource Center.

C. LOCAL GOVERNMENT ENVIRONMENT:

GOAL 1: SECURE AND MAINTAIN THE CITY'S LONG-TERM FISCAL HEALTH AND EFFICIENT SERVICE DELIVERY.

Area of Emphasis: Long-term planning

- Strategy:* Develop long-range financial models for capital facility and equipment replacement.
- Tactic: Prioritize new revenues and prepare a financial strategic plan for the replacement and development of park equipment, building equipment and maintenance, facilities and amenities. Insurance coverage upgraded. Phase I of PW Shops in design phase.
 - Tactic: Establish a replacement and maintenance fund for building repairs and upgrades. Building replacement fund established.
- Strategy:* Ensure adequate and efficient provision of municipal services.
- Tactic: Strive for self-sufficiency in enterprise fund activities. Substantially complete.
 - Tactic: Evaluate services and fees to ensure appropriate and fair cost recovery. Recent amendments to fee schedule (3 year plans).
 - Tactic: Prioritize the use of resources for programs and services with the widest impact and collective benefit. Ongoing. Will formalize in Parks and Rec.
 - Tactic: When necessary, eliminate non-essential services that require public subsidies. Services with minimal or limited impact should be eliminated first. Ongoing. Evaluating Youth Resource Center. Have focused resources on larger events (E.g., Boonanza, 4th of July) and eliminated the less attended ones (Dart the Turkey).

Area of Emphasis: Infrastructure

- Strategy:* Replace dilapidated and aging infrastructure.
- Tactic: Implement and, when needed, update the water, wastewater and storm water capital facility plans. Ongoing, solid progress through capital facilities plans.

GOAL 2: TAKE ADVANTAGE OF OPERATIONAL EFFICIENCIES DEVELOPED THROUGH THE STRATEGIC IMPLEMENTATION OF ADVANCED INFORMATION TECHNOLOGIES.

Area of Emphasis: File systems, Information Technology (IT) infrastructure, customer service and program technologies

- Strategy:* Purchase and implement the necessary IT hardware and software.
- Tactic: Digitize and create a GIS-based master filing system for Community Development zoning, subdivision, permitting, Good Landlord Program and business licensing. Substantially complete.
 - Tactic: Create a GIS-based system for all utility and infrastructure improvements. Substantially complete.
 - Tactic: Implement wireless fieldwork technologies for building inspections, engineering/subdivision inspections, etc. Future budgets likely to include tablets for inspectors.
 - Tactic: Implement a wireless and electronic monitoring system (SCADA) to monitor and manage city's utility infrastructure. Substantially complete.
 - Tactic: Install or lease fiber communication infrastructure between facilities.

GOAL 3: RECRUIT AND RETAIN HIGH-CALIBER AND QUALIFIED EMPLOYEES.

Area of Emphasis: Recruitment and retention

- Strategy:* Provide employees with competitive pay, benefits and advancement opportunities.
- Tactic: Conduct annual market studies to determine competitive pay/benefit advantages and deficiencies and fund as needed. Ongoing. FY13 and 14 \$30,000 each for market increases.
 - Tactic: Identify and strategize potential internal succession planning by department. Multiple internal promotions made over past two years.
 - Tactic: Provide training, certification and educational opportunities for both personal and professional advancement. Ongoing.
 - Tactic: Develop a sustainable compensation plan. Ongoing.
 - Tactic: Identify and implement low-cost, quality-of-life benefits for employees, such as flexible scheduling. Significant efforts in 2012.

GOAL 4: ENSURE CLEARFIELD CITY'S ABILITY TO EFFECTIVELY SECURE ITS OVERALL PUBLIC SAFETY NEEDS AND MITIGATE NATURAL AND MAN-MADE EMERGENCIES QUICKLY AND EFFICIENTLY.

Area of Emphasis: Public safety and security

Strategy: Efficiently and effectively reduce Clearfield City's crime rate and increase the city's overall safety and security.

Tactic: Prioritize funding to maintain law enforcement staffing at adequate levels. Staffing levels consistent.

Tactic: Create an online reporting system for certain minor crimes and low priority incidents.

Tactic: Update the Communications Center and consider the addition of Spanish-speaking dispatchers to address the needs of our population. *Ongoing.*

Tactic: Create an action plan to deal with nuisance and drug properties, such as through the use of an "armadillo" vehicle. *Armadillo nearly ready to launch.*

Tactic: Utilize GIS and "Dashboard" to create a more effective means of conducting traffic enforcement with the goal of increasing public safety through the targeting of accident "hot spots." *Project rollout complete. Daily use.*

Tactic: Dedicate police resources toward effective community-oriented programs and activities such as the good landlord program and code enforcement. *Ongoing (Officer Hernandez).*

Area of Emphasis: Disaster planning and preparation

Strategy: Develop disaster plans and train employees and elected officials in emergency management.

Tactic: Use FEMA and state training resources for employees and elected officials to understand and implement the Incident Command System (ICS) system. *Ongoing.*

Tactic: Become NIMS compliant (National Incident Management System) to ensure federal reimbursement when available and maintain compliance. *Ongoing.*

Tactic: Upgrade, update and enlarge the city's Emergency Operations Center (EOC).

Tactic: Secure financing for a mobile command center to be shared with surrounding communities.

Tactic: Upgrade utility infrastructure to provide basic life-sustaining services, most notably water. *Ongoing.*

GOAL 5: INCREASE CLEARFIELD CITY'S POLITICAL INPUT AND IMPACT AND MAINTAIN SUPERB AND INFLUENTIAL RELATIONSHIPS WITH OUTSIDE PUBLIC AND PRIVATE ORGANIZATIONS.

Area of Emphasis: Political environment and influence

Strategy: Increase Clearfield City's overall political contacts and influence.

Tactic: Maintain membership with Utah League of Cities and Towns and participate in the League's Legislative Policy Committee. *Significant progress through City Managers' Association.*

Tactic: Hold quarterly informal luncheons with Clearfield City's state representatives to discuss issues.

Tactic: Visit federal delegation at least once each year and maintain lobbying efforts for both financial and political issues (as feasible).

Tactic: Encourage and strategize elected and appointed official participation with key boards, commissions, volunteer and professional organizations.

Human Resource Update

Clearfield City Council Meeting-
November 19, 2013

Future HR Challenges

- Retaining and rewarding the best employees
- Developing the next generation of corporate leaders
- Creating corporate culture that attracts the best employees
- Remaining competitive in the talent market

We are not exempt from these challenges!

Retaining and Rewarding the Best Employees

- *Providing employees with opportunities for career advancement*
 - All positions are posted internally
 - Department specific effort, e.g., step progressions, job rotations, cross training, etc.
- *Providing employees with recognition based on job performance*
 - *Merit increase based on job performance, not tenure*

Performance Pay Policy

● Updated November 2012

“It is the policy of Clearfield City to regularly reward employees for their performance through performance pay procedures and strive to bring them to the midpoint (market) of their position as they develop the knowledge, skills and abilities that lead to “full performance.” Annual performance pay funding is based on the City’s ability to pay, hiring needs, turnover, retention rates, and other relevant factors.”

● Performance Pay is based on the following:

- Approved/budgeted percentage increase
- Performance Evaluation score
- Employee Status and number of hours worked
- Position in the grade or Comp-ratio (defined as the percentage of employees’ current wage compared to the midpoint wage)
- Time since last increase

Retaining and Rewarding the Best Employees

- *Providing employees with opportunities for career advancement*
 - All positions are posted internally
 - Department specific effort, e.g., step progressions, job rotations, cross training, etc.
- *Providing employees with recognition based on job performance*
 - Merit increase based on job performance, not tenure
- *Additional forms of recognition*
 - On-the-spot recognition
 - Vision Awards
 - Holiday gifts
 - Birthday luncheons
 - Employee Association funding/activities

Developing the Next Generation of Corporate Leaders

- Development is critical as industry knowledge and skills base will continue to leave organizations
 - Baby Boomer are retiring (born 1946- 1964)
 - “Quit rate” highest in 4 years
- Tenure analysis
- Turnover analysis

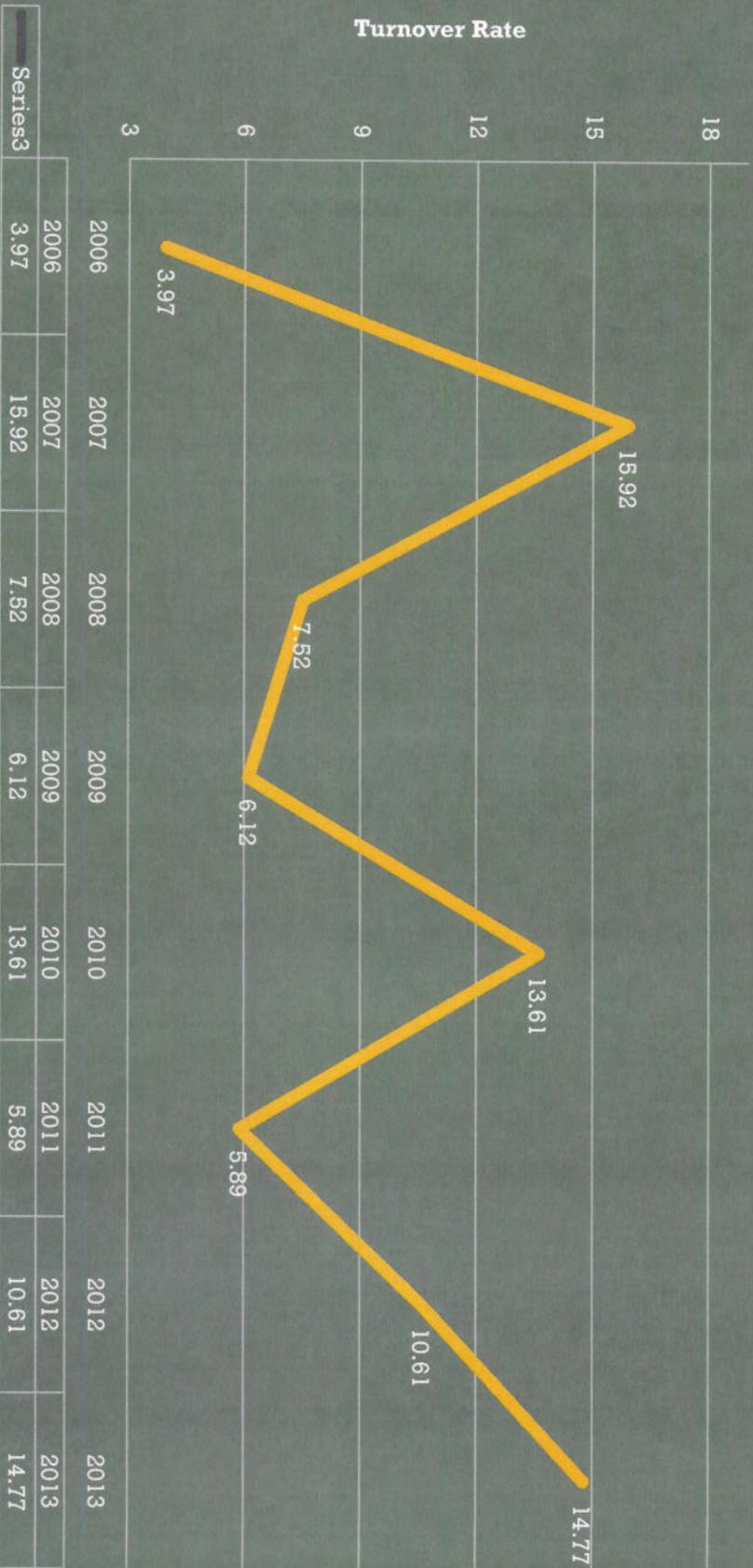
Tenure Analysis

Average Tenure



Turnover Analysis

Full-Time Turnover Rate



Turnover Analysis

Turnover Types by Year



Developing the Next Generation of Corporate Leaders

- Development is critical as industry knowledge and skills base will continue to leave organizations
 - Baby Boomer are retiring (born 1946- 1964)
 - “Quit rate” highest in 4 years
- Performance Evaluation System Design
 - Job responsibilities
 - Core Values
 - SMART Goals

Core Values

These are the foundation on which we perform work and conduct ourselves, and are the basic elements of how we go about our work. They are the practices we use every day in everything we do:

Communication

Customer Service

DEPENDABILITY

Innovative

PRODUCTIVITY

Professionalism

QUALITY

Teamwork

we've got it made

SMART Goals

SMART GOALS- Effective goals are Specific, Measurable, Attainable, Realistic, and Timely. Review your employee's goal submission and discussed any additions, deletions or modifications with your employee during the planning phase or the review process.

Goal #1	Failed to Meet Expectations Level	Improvement Needed Level	Met Expectations Level	Exceeded Expectations Level
Goal #2	Failed to Meet Expectations Level	Improvement Needed Level	Met Expectations Level	Exceeded Expectations Level
Goal #3	Failed to Meet Expectations Level	Improvement Needed Level	Met Expectations Level	Exceeded Expectations Level
Goal #4	Failed to Meet Expectations Level	Improvement Needed Level	Met Expectations Level	Exceeded Expectations Level

Developing the Next Generation of Corporate Leaders

- Performance Evaluation System Design
 - Job responsibilities
 - Core Values
 - SMART Goals
- Education Reimbursement
 - 7 employees in 2012
 - 10 employees in 2013
- Training & certifications

Creating Corporate Culture that Attracts the Best Employees

- *Providing flexible work arrangements*
- *Maintaining a culture of trust, open communication and fairness*
 - Newsletter
 - All Employee Meetings
 - Weekly executive staff meetings
- *Defining our culture*
- *Developing supervisors*

Remaining Competitive in the Talent Market

- Offering a higher total rewards package than competitors
- Annual Market Analysis
- Market Adjustments
- Competitive, yet sustainable benefits offerings