

COVER PAGE

# LONG RANGE STRATEGIC PLAN

CLEARFIELD CITY CORPORATION

# PREFACE

This Strategic Plan provides guidance for residents, elected officials, staff and other stakeholders for the future development, growth, and management of Clearfield City. It identifies how we want our community to look, feel, and function—and tells us how to get there. It serves as a comprehensive reference for decision-making, containing both short and long-term goals, and provides a framework for aligning our priorities and actions in pursuit of those goals.

Community building is a team effort, requiring the participation of residents, businesses, schools, churches, hospitals, city government and other local, state, and federal agencies. Our success will hinge upon the commitment of each stakeholder, working hand in hand to accomplish our vision. We must be disciplined in our approach, choosing not to settle or be complacent.

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Comprehensive Action Plan

# CURRENT CONDITIONS

Clearfield has a 2015 population of approximately 30,500. It encompasses an area of about 7.7 square miles and occupies a key location to the west and southwest of Hill Air Force Base—the State’s largest economic engine. Interstate I-15 runs the length of the city with two interchanges at 650 N and 700 S / State Road 193, the latter providing the largest corridor for east-west traffic movement in northern Davis County. The City lies 20 miles north of the Salt Lake International Airport.

The City was incorporated in 1946. It developed earlier than surrounding communities and, therefore, most of its housing stock and infrastructure is older. Only 10-12% of the total land area is undeveloped, but several vacant parcels still exist which have significant potential for economic development. Clearfield is somewhat unevenly developed with respect to land use, with 31% being residential, 22% industrial / manufacturing, 17% streets or railroads, 6% commercial, and 3% parks, schools and government.

In 2013 the median household income was \$48,338, much less than the Davis County average of \$69,707. Nearly 17% of Clearfield residents live in poverty. Approximately 28% of the City’s residents are minorities compared to 14% countywide. Clearfield’s Hispanic population is 16%.

Approximately 40% of all housing units in Clearfield are rentals, which can result in frequent turnover and disinvestment. Over 55% of the total housing units are considered “affordable,” which means the household pays less than 30% of its gross monthly income for housing, including taxes and insurance. Although “starter homes” are plentiful, however, there are relatively few opportunities for “move-up” homes within the City. The 2014 median home price in the City was \$180,000. The inventory of buildable single family lots is particularly low, with less than 50 remaining and no new single family subdivisions in the planning process.

Clearfield is a major employment center and home to many large companies such as Lifetime Products, Utility Trailer, Orbital ATK, Futura Industries, AAA, Jennmar Corporation, Morgan Industries, and Smith Optics. Many of these businesses are located in or around the Freeport Center, a manufacturing hub in the geographical center of the city that houses over 70 companies and 7,000 employees across its campus.

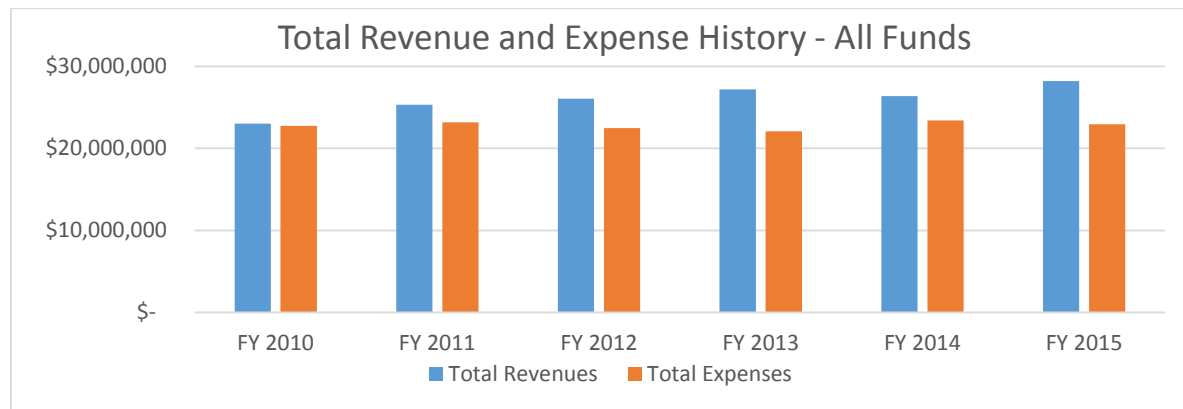
Clearfield City Corporation operates with a Six-Member Council form of government with a city manager by ordinance. In this form, the powers of municipal government are vested in a council consisting of six members, one of whom is the mayor. The council is the legislative body and is therefore primarily responsible for setting policy and adopting a balanced budget. The city manager oversees the city’s day-to-day operations. Clearfield City has five departments: Executive (City Attorney, City Recorder, Justice Court, and Community Development), Administrative Services (Finance, Human Resources, IT, and Utility Billing), Community Services (Parks, Recreation, Arts, Open Space, Cemetery, Facilities, and Aquatic Center), Police, and Public Safety (Streets, Water, Sewer, Storm Drain, and Engineering). The City employs approximately 350 people, 98 of whom are full-time.

The Clearfield Police Department consists of 29 sworn officers and various support staff. Their work includes patrol, investigations, records, code enforcement, evidence, and emergency services. They also oversee the Emergency Communications Center (dispatch), which provides service to Clearfield and the North Davis Fire District.

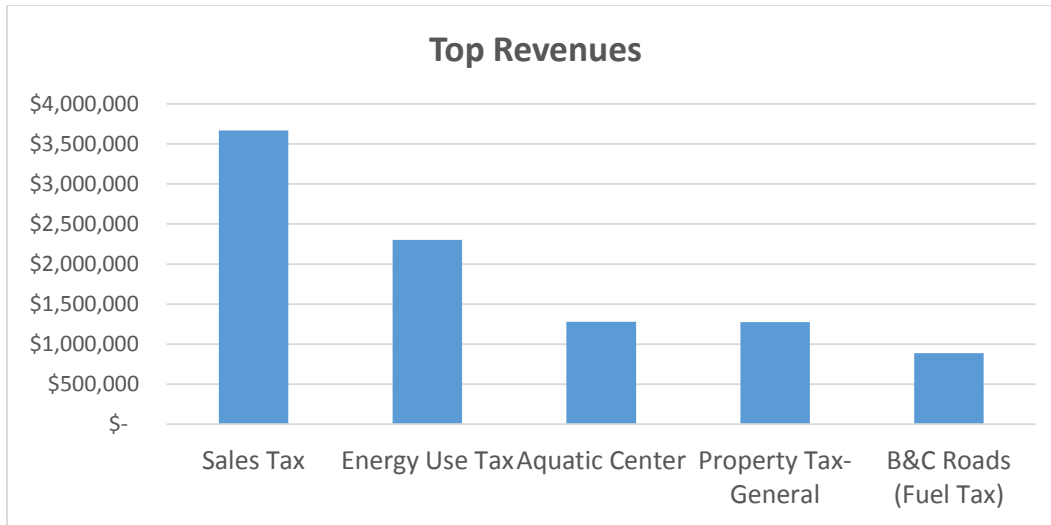
The Community Services Department is responsible for parks, open space, trails, recreation, arts, aquatics, and cemetery operations. **X# parks, X miles of trails, etc.**

The Public Works Department is responsible for the City's infrastructure and utilities, including water, sewer, storm drain, solid waste and streets. There are approximately 72 miles of roads within the City, and street maintenance remains one of our most significant challenges. A recent change to the motor vehicle fuel tax and a voter-approved sales tax in November, 2015 will provide much-needed funding to help supplement the City's Class B and C Revenues. The City's utility infrastructure is aging and requires frequent maintenance and upgrades.

The City has 13 funds and an average annual budget of around \$31 million. Utility funds make up a third of the budget at about \$10 million for water, sewer, storm water, and garbage and solid waste. Governmental funds include a \$3.5 million tax increment redevelopment or CDRA fund, a \$1 million debt service fund, two Capital Project funds, and a \$16 million General Fund.



Clearfield's largest non-utilities revenue sources include Sales Tax, Energy Use Tax, Aquatic Center, Property Tax and Fuel Taxes. The largest expense type is personnel at just under \$10 million a year.



Of the City’s current bonds, just over \$18 million is still outstanding on the original amount borrowed of \$45 million. Clearfield’s yearly debt service is about \$2.7 million a year. By February 2021, the City will have paid off all but one bond and only have \$6.5 million outstanding (for the Aquatic Center), and have a yearly debt service of about \$900,000. In the next five years, the City may borrow against the new PARAT tax in the amount of about \$2 million. Also, the City may borrow for the Maintenance and Operation Center for about \$7 million.

Clearfield City Corporation employs nearly 350 people, 98 of whom are full-time with the organization. At the beginning of Fiscal Year 2016, average tenure for our full-time employees exceeded 10 years. Turnover has been relatively high, however, as the economy has rebounded. The job market is competitive with extremely low unemployment. Recruitment is an ongoing challenge, especially in public safety.

## OUR VISION

A clean, attractive and affordable city

Efficient and responsive municipal services

A transparent, fiscally-sound government

Exceptional parks, recreation, schools and events

Convenient shopping and employment opportunities

Safe, friendly neighborhoods

A caring and involved community





## POLICY PRIORITIES

### **Providing Quality Municipal Services**

- ◆ Continuous improvement through innovation
- ◆ Fiscal responsibility, transparency and ethics
- ◆ Well-planned facilities and infrastructure

### **Improving Clearfield's Image, Livability and Economy**

- ◆ High quality economic development
- ◆ Beautification
- ◆ Community pride, investment and involvement
- ◆ Outstanding arts, recreation, events and public safety

### **Maintaining a Highly Motivated and Well-Trained Workforce**

- ◆ Competitive wages and benefits
- ◆ Proper training and equipment
- ◆ Fairness, accountability and ownership
- ◆ Commitment to workplace safety

## CORE VALUES

Communication, Customer Service, Dependability, Initiative, Productivity, Professionalism, Quality, Teamwork



# GOALS AND STRATEGIES

## A. PROVIDING QUALITY MUNICIPAL SERVICES

Cities exist to provide basic services for their residents. In Clearfield, we strive not only to meet the needs of our residents but to exceed their expectations by providing the highest quality municipal services. This will be achieved through:

- Well-planned Facilities and Infrastructure
- Continuous Improvement through Innovation
- Fiscal Responsibility, Transparency and Ethics

The following strategies will be implemented toward this goal:

*Safeguard public health through the effective and reliable provision of water, sewer, storm drain and solid waste utilities.*

*Develop a safe, well-maintained and efficient street network.*

*Make timely investments in our infrastructure to ensure long-term sustainability and lowest cost of maintenance.*

*Provide safety and security for the community through professional and caring law enforcement.*

*Facilitate the orderly development of land consistent with the City's General Plan.*

*Ensure the fair and impartial adjudication of criminal and civil matters. Improve victim advocacy and assistance.*

*Set the standard for recreation, aquatics and arts programs that are accessible to all people.*

*As elected officials and staff, represent the community with integrity and fairness. Be transparent and honest in our service.*

*Be fair and transparent in our stewardship of taxpayer dollars. Strive for self-sufficiency in enterprise-related financial activities.*

*Develop and follow long-range financial models for capital facility and equipment replacement.*

*Leverage technology to increase the effectiveness and timeliness of our services.*

*Maximize political influence to support local, statewide, and national policies that will improve and protect Clearfield.*



## B. IMPROVING CLEARFIELD'S IMAGE, LIVABILITY AND ECONOMY

Clearfield's resurgence will accelerate as its image, livability and economy improve. This will be accomplished through:

- High Quality Economic Development
- Beautification
- Community Pride, Investment, and Involvement
- Outstanding Arts, Recreation, Events, and Public Safety

The following strategies will be implemented toward this goal:

*Facilitate the revitalization and renewal of the City's built environment.*

*Eliminate blight and actively pursue citywide beautification through code enforcement, sensible design guidelines and maintenance standards.*

*Incentivize downtown redevelopment to create a vibrant, attractive and healthy urban setting.*

*Pursue a balanced and orderly approach to land use. Support new commercial development and strengthen our manufacturing base.*

*Drive community involvement through a wide variety of unique, high-quality arts and culture programs.*

*Provide safe and attractive spaces for outdoor recreation and enjoyment. Develop and modernize these spaces with the right amenities and facilities.*

*Provide a variety of outstanding, meaningful, and accessible recreational experiences for our residents.*

*Foster an informed citizenry through transparent and honest communication. Prioritize community outreach and education to increase community awareness and involvement.*

*Enhance the City's disaster preparedness through proper training and emergency planning.*

*Utilize proven community-oriented policing programs to strengthen relationships and prevent crime.*

*Promote the 4<sup>th</sup> of July Celebration as the region's leading holiday event.*

## C. MAINTAINING A HIGHLY MOTIVATED AND WELL-TRAINED WORKFORCE

The successful attainment of our goals relies upon the development and maintenance of a highly motivated and well-trained workforce whose efforts are aligned with the organization's Core Values of Communication, Customer Service, Dependability, Initiative, Productivity, Professionalism, Quality and Teamwork. This will be accomplished through:

- Competitive Wages and Benefits
- Proper Training and Equipment
- Fairness, Accountability and Ownership
- Commitment to Workplace Safety

The following strategies will be implemented toward this goal:

*Fund employee pay plans and benefits packages that are competitive, sustainable, and consistent.*

*Provide training opportunities that enable employees to develop and refine the skills necessary to succeed in their current and future positions within the organization.*

*Reduce costs and increase the efficiency of staff by utilizing the best equipment, tools and information technology.*

*Cultivate a safe, healthy, and positive workplace where employees want to work.*

*Engage employees through appropriate social activities, events, and recognition.*

*Develop personnel policies that fairly balance the needs of the organization with those of the employee.*