



FISCAL YEAR 2018 STRATEGIC PLAN



Adopted March 28, 2017

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PURPOSE STATEMENT

Brian Head Town exists to serve the interests of its residents, homeowners, businesses and guests. As a local government entity, the Town Council and staff strive to accomplish those things which Town stakeholders expect of their local government in the most efficient manner possible. In order to accomplish this, the Town engages in a detailed and thorough strategic planning process which is described in these pages.

This document focuses on the strategies which will be administered by the staff of Brian Head Town in order to pursue the goals of the Town Council and effectuate the vision set forth by the community. Many of these strategies may be ongoing or long-term in nature, but each strategy will be pursued to one degree or another during the course of Fiscal Year 2018 (July 1, 2017 thru June 30, 2018).

Certain action steps which will be carried out in pursuit of these strategies are also detailed herein. These action steps, along with typical day-to-day duties, make up the work plan for staff for the fiscal year. This document stems from the Community Vision, and serves as the basis for the fiscal year budget.

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STRATEGIC PLANNING PROCESS

Brian Head Town engages in strategic planning in order to ensure that the community's expectations of its local government are being met. Through strategic planning, all resources (meaning every tax dollar spent and each man hour worked) are tied back to a clear community vision through goals, strategies, and action steps.

The elements of strategic planning shown here are intended to establish what it is the residents and guests of Brian Head expect from their local government by 1) defining a vision, 2) fleshing out that vision in a set of outcome-oriented goals, 3) developing strategies to effectuate those goals, 4) identifying the action steps staff will take in pursuit of the strategies, and 5) allocating resources to these actions. In this manner, we will better ensure that finite resources are being most effectively applied toward achieving what the community ultimately expects of its local government.

COMMUNITY VISION

In August of 2013, the Town Council directed town staff to re-establish a community vision which would drive a new effort in strategic planning. A focus group of individuals representing various facets of the community was assembled to look at Brian Head through the lenses of culture, economy, and environment, and from their discussion and brainstorming on those topics

derive a single unifying statement defining a vision of what Brian Head is and hopes to become. The Brian Head Town Community Vision was then submitted to the public and Council for approval in a series of public hearings in September and October 2013.

STRATEGIC PROCESS

COMMUNITY

VISION



TOWN

GOALS



STRATEGIES



ACTION

STEPS



RESOURCE

ALLOCATION

The Council adopted the Brian Head Town Community Vision which is summarized in the statement at the bottom of this page. Further information about this vision, including more detailed descriptions of the current and ideal culture, environment, and economy of the Town are included in the Brian Head Town Community Vision document available online at www.brianheadtown.utah.gov or by contacting Town Hall at 435-677-2029.

TOWN GOALS

Following adoption of the community vision, the Town Council developed a set of Town goals which flow from the vision. These goals highlight aspects of the vision which require special attention from the staff. Council will review these goals annually to monitor the progress made on each goal and may modify these goals in the short term. The goals are detailed more particularly in the following section of this document.

***BRIAN HEAD IS A RUSTIC MOUNTAIN VILLAGE WITH
DIVERSE RECREATION AND COMPLEMENTARY
COMMERCIAL OPPORTUNITIES WHERE PEOPLE AND
NATURE CO-EXIST***



STRATEGIC PLANNING PROCESS

STRATEGIES & ACTION STEPS

This FY 2017 Strategic Plan document deals with the strategies and action steps portion of the strategic planning process. These elements were developed by Town staff and have been crafted particularly to bring about the Town goals and community vision.

Each year, the Council and staff reviews strategies or services currently provided by Brian Head Town and we ask ourselves what aspect of the community vision or Town goals this activity serves. If a given strategy is geared toward achieving one the goals or the vision, it remains in the strategic plan, and in many cases is enhanced with new action steps. If a strategy is not determined to be effectively achieving the vision or goals, it is modified or discarded. Where Town goals are being addressed by few current services or programs, strategies may be added along with associated action steps.

The remainder of this document describes these strategies and action steps for the upcoming fiscal year.

RESOURCE ALLOCATION

With the vision, goals, strategies and action steps all identified, what remains is to allocate time and resources to these elements. This is done each year through the budget process. The details of resource allocation are contained in the Town's budget document, which has been reformatted to align budget data with these elements of strategic planning. The draft FY 2018 Budget Document will be completed in April 2017 and can be found online at www.brianheadtown.utah.gov or by contacting Town Hall at 435-677-2029.



TOWN GOALS

Each January the Town Council meets in a Strategic Planning Retreat to set broad guiding strategic policy for the year. During this retreat, the Council reviews the Town's progress toward the existing Town Goals and considers any potential modifications of the Town Goals.

The following goals were derived from the Community Vision and have been set by the Town Council to guide policy and action for Brian Head Town during Fiscal Year 2018.

Economy ECONOMY

- 1) Attract more visitors and return visitors
- 2) Increase support for local events
- 3) Establish a business climate that is attractive to resort-complementary commercial establishments



Culture CULTURE

- 1) Foster a stronger sense of community and well-informed public discourse
- 2) Engage the community with activities that build unity
- 3) Increase livability of Town by making area more pedestrian and bike friendly

Environment ENVIRONMENT

- 1) Maintain emphasis on and protect the natural environment
- 2) Guide growth of the built environment to be consistent with the General Plan
- 3) Expand and improve the trails system
- 4) Improve the first impression of Brian Head



STRATEGIES

ADMINISTRATION DEPARTMENT STRATEGIES

Public Information & Communication

Strategy: *Hold regular public meetings (PI01)*

Goals Impacted: Culture #1

Action Step	Lead Staff	By When
Hold Council Meeting each 2 nd /4 th Tuesday	N. Leigh	Ongoing
Hold Planning Commission each 1 st /3 rd Tuesday	W. Dowland	Ongoing
Conduct Annual Open Meeting Training	N. Leigh	03/2018

Strategy: *Actively solicit greater community participation (PI02)*

Goals Impacted: Culture #1 and #2

Action Step	Lead Staff	By When
Collect email addresses for property owners and residents	Guest Svcs	Ongoing
Encourage residents/businesses to sign up for reverse 911	Guest Svcs	Ongoing
Prepare quarterly newsletter	C. Johnson	Quarterly
Facebook post for each Council Meeting	N. Leigh	Biweekly
Send info via email list on important Council agenda items (at least three times each year)	N. Leigh	3x per Yr
Hold specially noticed citizens' budget workshop	B. Howser	04/2018

Strategy: *Enhance online and social media presence and participation (PI03)*

Goals Impacted: Culture #1 and #2, Economy #1 and #2

Action Step	Lead Staff	By When
Minimum of three updates per week on all social media sites	W. Dowland	Weekly
Monthly business spotlight on social media	W. Dowland	Monthly
Monthly calendar and information updates on websites	W. Dowland	Monthly
Push social media through newsletter and utility bills	W. Dowland	Ongoing
Develop Twitter/Instagram presence	W. Dowland	09/2017
Integrate social media into single platform (FB/Instagram/Twitter)	W. Dowland	09/2017

Strategy: *Designate and train public information officers (PI04)*

Goals Impacted: Culture #1

Action Step	Lead Staff	By When
Complete IS-42, IS-100, IS-120 online pre-requisites	B. Howser	12/2017
Attend Iron County PIO group trainings	B. Howser	Ongoing



STRATEGIES

Strategy: *Keep Town Hall open and staffed with knowledgeable and personable personnel (PI05)*

Goals Impacted: Culture #1; Economy #1

Action Step	Lead Staff	By When
Have front desk and phone coverage 9-4:30 all weekdays	W. Dowland	Ongoing
Develop a reception area layout more friendly for guests	Guest Svcs	09/2017

Strategy: *Maintain clear and accessible records for the public (PI06)*

Goals Impacted: Culture #1

Action Step	Lead Staff	By When
Maintain Records Officer Certification	N. Leigh	09/2017
Post minutes within 3 days of adoption on website	N. Leigh	Ongoing

Strategy: *Distribute press releases and legal notifications (PI07)*

Goals Impacted: Culture #1 & #2

Action Step	Lead Staff	By When
Update quick reference press distribution list	Guest Svcs	Quarterly
Legal notifications as required by statute	N. Leigh	Ongoing
Press releases for critical matters	B. Howser	Ongoing
Press release roundup at weekly staff meetings	B. Howser	Weekly

Strategy: *Educate the residents and guests on Town history (PI08)*

Goals Impacted: Culture #1 & #2; Economy #1

Action Step	Lead Staff	By When
Maintain Brian Head history scrapbook	Guest Svcs	Ongoing
Revamp Brian Head History on website	N. Leigh	12/2017
Work with Frontier Homestead to get Brian Head exhibit	N. Leigh	06/2018

Strategy: *Plan and carry out community events geared toward building Town unity (PI09)*

Goals Impacted: Culture #1 & #2; Economy #1

Action Step	Lead Staff	By When
Town Cleanup & Arbor Day	Guest Svcs	06/2018
Fall Town Appreciation Day	B. Howser	09/2017
Research DNR Fishing Club	W. Dowland	06/2018
Semi-annual community bonfires	B. Howser	Semi-annual
Rent out Pavilion and Public Safety conference room to public	Guest Svcs	Ongoing



STRATEGIES

Community Development

Strategy: *Maintain land management policies that reflect the Community Vision and General Plan (CD01)*

Goals Impacted: Environment #1, #2 & #4; Economy #1 & #3

Action Step	Lead Staff	By When
Review and update LMC as issues arise	B. Howser	Ongoing
Revisit Heavy Equipment in Commercial/Multi-family	B. Howser	09/2017
Investigate backlit signs and address in LMC	B. Howser	09/2017
Explore night skies ordinance	B. Howser	06/2018
Review garage, driveways, hardscape in setbacks	B. Howser	06/2018
Review General Plan map and adjust as necessary	B. Howser	06/2018
Two brief webinar trainings with Commission (geared more toward future planning)	W. Dowland	06/2018

Strategy: *Provide a clear, timely, customer-friendly planning/building process (CD02)*

Goals Impacted: Environment #2; Economy #3

Action Step	Lead Staff	By When
Building process clickable flowchart online	B. Howser	07/2017
Recreate zoning map in our own GIS file we can manage	W. Dowland	07/2017
Audit, inventory, and archive building information by property	W. Dowland	12/2017
Cross-train Admin staff on building customer service	W. Dowland	12/2017

Strategy: *Conduct timely, equitable and professional building inspections (CD03)*

Goals Impacted: Environment #2; Economy #3

Action Step	Lead Staff	By When
Contract with Iron County for inspections	W. Dowland	Ongoing
Do staff design review on all permits	W. Dowland	Ongoing
Staff walkthroughs after 4-way to ensure LMC compliance	W. Dowland	Ongoing
Keep building permit log updated	W. Dowland	Ongoing
Semi-annual meetings with Iron County to coordinate LMC	W. Dowland	Semi-annual

Strategy: *Ensure adherence to policies through consistent code enforcement (CD04)*

Goals Impacted: Environment #2 & #4; Economy #3

Action Step	Lead Staff	By When
Conduct code enforcement violation assessments	J. Morgan	Weekly
Hold staff code enforcement coordination meetings	J. Morgan	Monthly
Address complaints as they arise	W. Dowland	Ongoing
Maintain code enforcement log	W. Dowland	Ongoing



STRATEGIES

Strategy: *Establish affordable housing strategy (CD05)*

Goals Impacted: Economy #3

Action Step	Lead Staff	By When
Work with 5 County AOG to identify funding for affordable housing plan	C. Johnson	06/2018

Economic Development

EVENTS

Strategy: *Assist with special events which draw visitors to the community (ED01)*

Goals Impacted: Economy #2 & #3

Action Step	Lead Staff	By When
Coordinate public services through permitting	N. Leigh	Ongoing
Update online calendars with all events	B. Howser	Ongoing
Advertise all events month and week prior on social media	W. Dowland	Ongoing
Contribute to Tourism Bureau effort to bring big name band to Brian Head for summer concerts	B. Howser	07/2017

Strategy: *Plan and carry out a limited number of Town-sponsored events (ED02)*

Goals Impacted: Economy #1, #3

Action Step	Lead Staff	By When
Summer youth fishing derby	W. Dowland	07/2017
4th of July Fireworks	D. Benson	07/2017
4th of July Band and Program	B. Howser	07/2017
Plan/Carry Out ATV Roundup with Cedar Breaks Lodge	W. Dowland	08/2017
New Year's Fireworks	D. Benson	12/2017
Plan/Carry Out Snowmobile Rally with Cedar Breaks Lodge	N. Leigh	02/2018

BUSINESS RETENTION & ATTRACTION

Strategy: *General area marketing (ED03)*

Goals Impacted: Economy #1 & #3

Action Step	Lead Staff	By When
Seasonal "Come to Brian Head" radio ads (2 seasons)	B. Howser	Seasonally
Update www.visitbrianhead.org with local business information	B. Howser	Quarterly
Increase participation in joint marketing co-op	B. Howser	09/2017



STRATEGIES

Strategy: *Build needed public infrastructure for resort commerce (ED04)*

Goals Impacted: Economy #3; Environment #3 & #4

Action Step	Lead Staff	By When
Repaint entryway signs	B. Howser	09/2017
Cost out paved parking/restrooms at Chair 1	S. Williamson	09/2017
Propose Hwy 143 access points for new parking lot at Chair 1	S. Williamson	12/2017
Create agreement with Resort for Chair 1 parking lot	B. Howser	12/2017

Strategy: *License businesses to ensure health, safety and welfare (ED05)*

Goals Impacted: Economy #3

Action Step	Lead Staff	By When
Renew existing licenses	N. Leigh	10/2017
License new businesses	N. Leigh	Ongoing
Inspection of nightly rentals	D. Benson	Ongoing
Identify unlicensed businesses and bring into compliance	Guest Svcs	Ongoing

Strategy: *Facilitate mobility and decrease traffic through public transit (ED06)*

Goals Impacted: Economy #1 & #3; Environment #1 and #4

Action Step	Lead Staff	By When
Bid out shuttle services contract	B. Howser	07/2017
Develop cost estimates for bus shelters	S. Williamson	09/2017
Review bus shelter design with Planning Commission	B. Howser	03/2018
Investigate feasibility of UTA van for skiers	B. Howser	06/2018

Strategy: *Provide core goods and services which are not provided by private businesses (ED07)*

Goals Impacted: Economy #3

Action Step	Lead Staff	By When
Develop financing plan for fuel tank replacement	B. Howser	12/2017
Maintain retail fuel service	N. Leigh	Ongoing

Strategy: *Encourage resort-commercial development within Village Core (ED08)*

Goals Impacted: Economy #3; Environment #2 & #4

Action Step	Lead Staff	By When
Develop Village Core public parking plan with cost estimates	B. Howser	06/2018



STRATEGIES

Strategy: Operate Visitor Center (ED09)

Goals Impacted: Economy #1 & #3; Environment #4

Action Step	Lead Staff	By When
Set up a written brochure distribution plan	Guest Svcs	07/2017
Develop visitor center sign redesign (maybe electronic)	B. Howser	12/2017
Staff Town Hall on Saturdays/holidays from June – mid Sept	Guest Svcs	Ongoing
Distribute brochures weekly	Guest Svcs	Weekly

Strategy: Better integrate Town with Cedar Breaks National Monument (ED10)

Goals Impacted: Economy #1, #3; Environment #3

Action Step	Lead Staff	By When
Complete Sustainable Recreation & Tourism Master Plan	B. Howser	10/2017

Strategic Planning

Strategy: Foster strategic thinking and action throughout the organization (SP01)

Goals Impacted: General

Action Step	Lead Staff	By When
Deliver quarterly strategic updates to Council	B. Howser	Quarterly
Monthly department head strategy check-ins with Town Mgr	B. Howser	Monthly

Strategy: Measure performance to test effectiveness of strategies (SP02)

Goals Impacted: General

Action Step	Lead Staff	By When
Use portable traffic sign to count cars	B. Howser	06/2018
Planning Commission Aesthetics Assessment	B. Howser	06/2018
Count attendance at Council/Planning Commission meetings	Guest Svcs	Ongoing
Count Pavilion/Conference Room Rentals	Guest Svcs	Ongoing

Strategy: Align resources with objectives in short and long term (SP03)

Goals Impacted: General

Action Step	Lead Staff	By When
Strategic Planning Retreat	N. Leigh	01/2018
Strategic Plan Update	B. Howser	03/2018
Budget Adoption	C. Johnson	06/2018



STRATEGIES

Strategy: *Execute plan for resource allocation (SP04)*

Goals Impacted: General

Action Step	Lead Staff	By When
Payroll/Accounts Receivable/Cash Mgt/Debt Mgt	C. Johnson	Ongoing
Purchase Orders & Accounts Payable	N. Leigh	Ongoing
Administer Depreciable Asset Management Replacement Plan	B. Howser	Ongoing

Strategy: *Integrate Community Vision into branding (SP05)*

Goals Impacted: General

Action Step	Lead Staff	By When
Street Sign redesign (implement gradually)	B. Howser	07/2017
Create style guide compliant templates	B. Howser	09/2017
Vehicle marking design guidelines (front & back of vehicles)	B. Howser	09/2017

Financial Management – GAIN EFFICIENCIES IN ORDER TO MAXIMIZE RESOURCES

Strategy: *Receive and invest funds for greatest return at very low risk (FM01)*

Goals Impacted: General

Action Step	Lead Staff	By When
Daily monitoring of checking and PTIF	C. Johnson	Ongoing
Sales tax database updates	N. Leigh	Monthly
Cross-check nightly rentals with state tax commission	N. Leigh	Quarterly
Enhanced retail service fee reminder emails and delinquent notices	N. Leigh	Quarterly

Strategy: *Maximize revenue importation to offset burden on residents and local businesses (FM02)*

Goals Impacted: Economy #3 and General

Action Step	Lead Staff	By When
Apply for Restaurant Tax Grant	C. Johnson	10/2017
Apply for Marketing Grant	C. Johnson	10/2017
Complete CDBG Process	C. Johnson	02/2018
Complete UDOT FLAP grant	C. Johnson	06/2018
Complete CIB Process	C. Johnson	06/2018
Find one new grant to apply for	C. Johnson	06/2018
Advance streets projects in STIP process	S. Williamson	06/2018
Secure UDOT Alternative Transportation funding	S. Williamson	06/2018
Maintain master grant list and coordinate grant renewals	C. Johnson	Ongoing
Monthly check-in on Grants.gov	C. Johnson	Ongoing



STRATEGIES

Strategy: *Minimize the risk of losing resources to injury or lawsuit (FM03)*

Goals Impacted: General

Action Step	Lead Staff	By When
Develop policy for pulling out stuck vehicles	D. Benson	12/2017
Apply for Trust Accountability Program rebate	C. Johnson	12/2017
Develop information security policy	N. Leigh	06/2018
Maintain on-duty accident log	C. Johnson	Ongoing
Keep current on all insurances	C. Johnson	Ongoing
Review all non-recurring legal documents	Attorney	Ongoing
Defend against lawsuits as necessary	Attorney	Ongoing
Safety committee meetings monthly	C. Johnson	Monthly
Quarterly safety inspection of public buildings	S. Williamson	Quarterly
Semi-Annual all-staff safety trainings	C. Johnson	Semi-Annual

Strategy: *Adhere to purchasing policies (FM04)*

Goals Impacted: General

Action Step	Lead Staff	By When
Send list of contracts that need new RFP to Dept Heads	N. Leigh	12/2017
Maintain contract database	N. Leigh	Ongoing
Complete RFPs for contracts that are up	Dept Heads	Ongoing
Issue POs for all purchases over \$250/\$500	N. Leigh	Ongoing

Strategy: *Prepare and share clear and accurate financial information (FM05)*

Goals Impacted: Culture #1 & General

Action Step	Lead Staff	By When
Create citizen-friendly budget-in-brief for FY 2018 Budget	C. Johnson	07/2017
Prepare Annual Impact Fee Report	C. Johnson	08/2017
Prepare Annual RDA Report	C. Johnson	08/2017
Conduct Continuing Disclosure	C. Johnson	11/2017
Carry out annual financial audit and prepare CAFR	C. Johnson	12/2017
Prepare budget document according to GFOA guidelines	C. Johnson	04/2018
Prepare and transmit data for state transparency website	C. Johnson	Ongoing
Monthly budget monitoring	C. Johnson	Monthly



STRATEGIES

Strategy: *Set fee levels that cover costs but don't deter investment in the community (FM06)*

Goals Impacted: Economy #3

Action Step	Lead Staff	By When
Prepare fee study for retail fuel	B. Howser	07/2017
History and accounting of enhanced service retail business license fee on website	B. Howser	09/2017
Review/create policy for fee write-offs	C. Johnson	09/2017
Write off uncollectible fees	C. Johnson	06/2018

Personnel Management – ENGAGE STAFF IN ORDER TO MAXIMIZE QUALITY OF SERVICE

PHYSIOLOGICAL NEEDS

Strategy: *Encourage employee physical wellness (PM01)*

Goals Impacted: General

Action Step	Lead Staff	By When
Hold Healthy Utah Fair	C. Johnson	03/2018
Monthly Employee Wellness Council Meetings	C. Johnson	Monthly
Encourage staff participation in Community Recreation Tours	C. Johnson	Monthly

Strategy: *Provide reasonable work hours and leave time (PM02)*

Goals Impacted: General

Action Step	Lead Staff	By When
Quarterly emails to encourage proper leave bank maintenance	C. Johnson	Quarterly

SAFETY NEEDS

Strategy: *Compensate Staff Regularly (PM03)*

Goals Impacted: General

Action Step	Lead Staff	By When
Bi-weekly payroll	C. Johnson	Ongoing



STRATEGIES

Strategy: *Provide peace-of-mind through financial management and health plan (PM04)*

Goals Impacted: General

Action Step	Lead Staff	By When
Renew PEHP health plan	C. Johnson	12/2017
Hold URS Personal Retirement Planning event	C. Johnson	06/2018
Personal Financial Mgt Training	B. Howser	06/2018

SOCIAL NEEDS

Strategy: *Foster strong sense of team (PM05)*

Goals Impacted: General

Action Step	Lead Staff	By When
Summer teamwork summit	B. Howser	08/2017

Strategy: *Establish a friendly and cohesive work environment (PM06)*

Goals Impacted: General

Action Step	Lead Staff	By When
Celebrate staff birthdays	C. Johnson	Ongoing
Quarterly pot-lucks	C. Johnson	Ongoing
Annual holiday party	C. Johnson	12/2017

Strategy: *Foster a professional and ethical workplace culture (PM07)*

Goals Impacted: General

Action Step	Lead Staff	By When
Develop Brian Head Town Code of Ethics	B. Howser	12/2017
Carry out internal ethics lecture series	B. Howser	06/2018
All staff conflict resolution training	N. Leigh	06/2018

ESTEEM NEEDS

Strategy: *Attract and retain staff capable of providing “very good” quality of service (PM08)*

Goals Impacted: General

Action Step	Lead Staff	By When
Develop recruitment template	B. Howser	12/2017



STRATEGIES

Strategy: *Stretch staff through inclusive decision-making and progressive goals (PM09)*

Goals Impacted: General

Action Step	Lead Staff	By When
Do mid-year check-in reviews	C. Johnson	11/2017
Carry out annual performance reviews	C. Johnson	05/2018

Strategy: *Recognize and reward desired progression (PM10)*

Goals Impacted: General

Action Step	Lead Staff	By When
Council recognition for certifications, advancements, etc	C. Johnson	Ongoing
Public recognition of 5, 10, 15, 20 year service awards	C. Johnson	12/2017
Instant recognition bonuses	C. Johnson	Ongoing
Christmas cards	B. Howser	12/2016



STRATEGIES

PUBLIC SAFETY DEPARTMENT STRATEGIES

General Public Safety Strategies

BE PREPARED TO MOBILIZE EMERGENCY MANAGEMENT/INCIDENT COMMAND SYSTEM

Strategy: *Train Town staff and elected officials in their roles & responsibilities for emergency management (PS01)*

Goals Impacted: General

Action Step	Lead Staff	By When
Complete ICS 100 for all <i>new</i> Town staff and elected officials	D. Benson	06/2018
Conduct an annual refresher with Town staff and elected officials on NIMS Training	D. Guymon	06/2018

Strategy: *Maintain documented emergency response plan (PS02)*

Goals Impacted: General

Action Step	Lead Staff	By When
Review, update, and make necessary changes to current Emergency Response Plan	D. Benson	06/2018
Integrate emergency response plan into PS Dept training	B. Benson	06/2018

Strategy: *Establish Public Safety Facility as the emergency Operations Facility (PS07)*

Goals Impacted: General

Action Step	Lead Staff	By When
Do three EOC setup exercises each year in conjunction with other trainings	B. Benson	06/2018
Establish a routine for testing EOC/PSB equipment (generator, AV equipment etc.) for proper working condition	D. Guymon	Ongoing

PROVIDE PUBLIC SAFETY PERSONNEL THE TOOLS NECESSARY TO PROPERLY PERFORM THE MANY DIFFERENT HAZARDS OF THEIR JOB

Strategy: *Physical Tools- Actual equipment/tools needed to perform (PS03)*

Goals Impacted: General

Action Step	Lead Staff	By When
Review and update our equipment replacement schedule for all Public Safety related equipment	B. Benson	01/2018
Acquire “Body Worn Camera” system and integrate it into daily police operations	D. Benson	01/2018



STRATEGIES

Strategy: *Health and Fitness- Items needed to maintain a healthy lifestyle that will allow personnel to keep up with both the emotional as well as the physical demands of a public safety officer (PS04)*

Goals Impacted: General

Action Step	Lead Staff	By When
Participate in organized run with all Public Safety Dept. members	D. Guymon	10/2017
Annual Pack Test	B. Benson	06/2018
Establish baseline medical evaluation and vaccination for new staff members	D. Benson	Ongoing
Track and record regular Fitness Activities	D. Guymon	Ongoing

ENHANCE COMMUNICATION WITH THE PUBLIC REGARDING PUBLIC SAFETY ISSUES

Strategy: *Improve community image and visibility (PS05)*

Goals Impacted: Culture #1 & #2

Action Step	Lead Staff	By When
Annual Public Safety Open House	J. Burton	07/2017
Acquire and utilize speed/sign trailer for better public awareness and understanding of speeds and potential safety issues	D. Benson	01/2018
Carry out “Community Oriented Policing” training	D. Benson	06/2018
Weekly posts on Brian Head Public Safety Facebook page	D. Benson	Weekly
Participate in Town Newsletter with an appropriate article	B. Benson	Quarterly
Award citations for merit when appropriate	D. Benson	Ongoing

RESPONSE

Strategy: *Respond to public safety emergencies as they arise (PS06)*

Goals Impacted: General

Action Step	Lead Staff	By When
Respond to all hazard calls as they arise	All	Ongoing
Utilize all PS equipment/vehicles regularly to be familiar with their use and limits	D. Benson	Ongoing

Strategy: *Proactively provide emergency medical treatment for residents and visitors (PS08)*

Goals Impacted: General

Action Step	Lead Staff	By When
Acquire new AED	J. Burton	09/2017
Acquire 2 “12 Lead” heart monitors (contingent on grant funding)	J. Burton	06/2018
Add patrol truck to Medical QRU list as Paramedic response unit	J. Burton	06/2018
Continue emergency medical training program for PS officers	J. Burton	Ongoing



STRATEGIES

Marshal's Office Strategies

Strategy: *Provide a proactive and highly visible police presence throughout the Town during all hours of the day and night (MA01)*

Goals Impacted: General

Action Step	Lead Staff	By When
Continue current shifts and coverage	D. Guymon	Ongoing
Increase man power and coverage to maintain an appropriate presence during busy weekends, holidays and special events	D. Guymon	Ongoing
Patrol every road in the community once per shift	D. Guymon	Ongoing

Strategy: *Train Deputies and give tools necessary to maintain a true public safety response (MA02)*

Goals Impacted: General

Action Step	Lead Staff	By When
Monthly dive team trainings	J. Morgan	Monthly
40 hours per year of EMS training per marshal	J. Burton	Annually
36 hours of Fire Training per year per marshal	B. Benson	Annually
40 hours of Law Enforcement training per year per marshal	D. Guymon	Annually
6 Dive team operations (dives) per year	J. Morgan	Annually
Annual Ice Rescue training refresher	B. Benson	Annually

Strategy: *Ensure safety and security of business operations (MA03)*

Goals Impacted: General

Action Step	Lead Staff	By When
Perform nightly security checks on our 24 hour business	D. Benson	Daily
Perform physical and visual checks of business properties that are closed for operation during evening and night hours	D. Benson	Daily

Strategy: *Keep Brian Head a multi-recreational community by providing heightened police coverage during peak times (MA04)*

Goals Impacted: Economy #2 & #3 and General

Action Step	Lead Staff	By When
OHV education shifts on busy/holiday weekends	D. Guymon	Ongoing
Provide traffic control during special events	D. Guymon	Ongoing
Visible/proactive presence during busy/holiday weekends	D. Guymon	Ongoing



STRATEGIES

Fire Department Strategies

Strategy: *Retain and recruit volunteer fire personnel locally to respond to fire hazards within the Town of Brian Head (FD01)*

Goals Impacted: General

Action Step	Lead Staff	By When
Assist the “Volunteer Fire Association” in establishing by-laws and financials separate from the Town (non-profit)	D. Benson	01/2018
Invite residents to volunteer	D. Benson	Ongoing
Make firehouse a welcome place for firefighters to frequent during personal time	D. Benson	Ongoing
Conduct open houses where recruiting and public information can be handed out and questions answered about volunteering as a firefighter	D. Benson	Ongoing
Train part-time deputies in fire	D. Benson	Ongoing
Train the Public Works Dept in fire operations to the level of Structural FF1/FF2 and Ice Rescue	B. Benson	Ongoing

Strategy: *Retain and recruit wildland fire division personnel that can respond to fires outside of our community (FD02)*

Goals Impacted: General

Action Step	Lead Staff	By When
Continue to provide specific wildland training and recruit training for Wildland Fire Division	B. Benson	Ongoing
Provide opportunities for members of the wildland division to progress their qualifications towards engine boss	B. Benson	Ongoing
Recruit another Engine Boss	D. Benson	Ongoing

Strategy: *Train all fire department personnel in the strategies and tactics used for structural and wildland fires as well as rescue operations (FD03)*

Goals Impacted: General

Action Step	Lead Staff	By When
Create a training schedule for regular meetings that refresh fire department members on current tactics	B. Benson	01/2018
Host training for new members that bring them up to desired levels of structural fire, wildland fire, and rescue operations standards (FFI, FFII, Wildland I, Wildland II, Engine Boss, Extrication and Ice Rescue)	D. Benson	Ongoing



STRATEGIES

Strategy: Train all fire department personnel with a working knowledge of the Incident Management System/Incident Command System in order for them to assist with “All Hazard” situations (FD04)

Goals Impacted: General

Action Step	Lead Staff	By When
Attend an ICS refresher training	B. Benson	06/2018
Use the ICS system during training scenarios	B. Benson	06/2018
Look for and attend a FEMA certified ICS/IMS course	B. Benson	06/2018
Use the ICS system during multi-agency trainings	B. Benson	06/2018

Strategy: Provide opportunities for fire personnel to advance in the Emergency Medical field (FD05)

Goals Impacted: General

Action Step	Lead Staff	By When
Provide a CPR, AED, First Aid course as dictated by department staffing	J. Burton	02/2018
Notify fire personnel of EMT courses and assist in registering and training them to desired levels including EMTB, Advanced EMT and <u>EMR's</u> .	J. Burton	Ongoing
Help maintain training hours of fire department members who already possess EMT certifications (EMS Online)	J. Burton	Ongoing

Strategy: Keep our commercial properties safe from fire hazards (FD06)

Goals Impacted: General

Action Step	Lead Staff	By When
Review “Fire Pre-plans” on commercial properties and make appropriate adjustments to pre-plan	D. Abbott	01/2018
Conduct annual fire inspections and hold accountable for remedying hazards found	D. Benson	Ongoing
Monitor snow removal from around private hydrants and require property management/homeowners to remedy problems	D. Abbott	Ongoing



STRATEGIES

Strategy: *Identify areas where our ISO rating can be improved and work to improve in those areas (FD07)*

Goals Impacted: General

Action Step	Lead Staff	By When
Maintain fire apparatus and record a maintenance log	B. Benson	01/2018
Purchase a replacement “Type 3” pumper contingent on sufficient Grant funding	D. Benson	01/2018
Create a policy manual for the fire department through Lexipol	D. Benson	01/2018
Actively monitor the sale and purchase of certified ladder trucks that would meet aerial needs of Brian Head and ISO	D. Benson	Ongoing
Assist Public Works with Annual Hydrant Testing	B. Benson	Ongoing
Annually inspect/flow-test all hydrants and record results	T. Gurr	Ongoing

Strategy: *Create opportunities for a more visible role of fire personnel giving a greater sense of their presence in and around the community (FD08)*

Goals Impacted: Culture #1 & #2

Action Step	Lead Staff	By When
Annual Public Safety Open House	J. Burton	07/2017
Pancake Breakfast	D. Benson	07/2017
“9-11” Gathering	D. Benson	09/2017
Thanksgiving Dinner (2 nd Annual)	J. Burton	11/2017
“Hero Day” at Brian Head Resort	D. Benson	03/2018

Strategy: *Market our wildland division to other agencies (FD09)*

Goals Impacted: General

Action Step	Lead Staff	By When
Be listed on “National” (ROSS)	D. Benson	Ongoing

Strategy: *Expand fuels reduction projects in and around Brian Head (FD10)*

Goals Impacted: General

Action Step	Lead Staff	By When
Assist with the burning of slash piles along Alpine Creek Trail	D. Benson	10/2017
Pursue “Cat Fire” funding and projects throughout Town	D. Benson	Ongoing
Utilize fire personnel on a part-time basis to cut fuel breaks and burn slash around the Town focusing on annexation portion of Town	D. Benson	Ongoing
Assist Utah Forestry, Fire & State Lands with fuel reduction	D. Benson	Ongoing
Participate in the State Wildland Fire Policy by meeting the Towns Local Commitments	D. Benson	Ongoing



STRATEGIES

PUBLIC WORKS DEPARTMENT STRATEGIES

Streets Strategies

Strategy: Maintain and improve gravel roads (STo1)

Goals Impacted: General

Action Step	Lead Staff	By When
Explore Widening/Center lining Lookout Circle/Snowman to Toboggan (Resolve access issues)	B. Howser	07/2017
Mag Chloride treatment on Aspen/Hidden Lake/Upper Hunter/Spruce	T. Gurr	08/2017
Milled asphalt on Circle/Half Circle/Rue Jolley	T. Gurr	09/2017
Widen/Improve Trail/North Mountain View	T. Gurr	10/2017
Widen/Improve Lookout Circle	T. Gurr	10/2017
Road blading on all dirt roads	T. Gurr	06/2018

Strategy: Maintain paved roads (STo2)

Goals Impacted: General

Action Step	Lead Staff	By When
Conduct Crack Sealer Training	S. Williamson	05/2017
Crack seal on Steam Engine/Kodiak/Autumn/the various paved cul-de-sacs in Steam Engine Meadows	K. Hatch	07/2017
Grader patch on Village Way from pump house to intersection with Steam Engine/Vasels utility crossings	T. Gurr	08/2017

Strategy: Implement Streets Master Plan (STo3)

Goals Impacted: General

Action Step	Lead Staff	By When
Complete Chip Seal Ridgeview/Pinehurst/Eagles Roost	S. Williamson	09/2017
Complete Overlay & Chip Seal Hunter Ridge (SR 143 – Trails)	S. Williamson	09/2017
Establish drainage plan on Circle Drive	S. Williamson	09/2017
Acquire property to realign Circle Drive	B. Howser	09/2017
Pave Lower Spruce contingent on Thunder Mtn parking lot being paved as well	S. Williamson	09/2017
Engineering for 2018 SMP implementation projects (Overlay Chip Seal Steam Engine, Chip Seal Autumn, Kodiak, Leslie, Blue Jay)	S. Williamson	012/2017
Bid out 2018 SMP implementation projects	S. Williamson	02/2018



STRATEGIES

Strategy: *Train staff to provide highest quality maintenance in safest manner possible (STo4)*

Goals Impacted: General

Action Step	Lead Staff	By When
Train Kasey on the 10-wheeler to obtain CDL Road School	K. Hatch	05/2017
Train Kasey and Jesse in the grader (25-50 hours)	W. Dowland	05/2018
Local Technical Assistance Program Trainings (as available)	T. Gurr	06/2018
	W. Dowland	Ongoing

Strategy: *Snow Removal (STo5)*

Goals Impacted: Economy #3 & General

Action Step	Lead Staff	By When
Equipment Maintenance	T. Gurr	09/2017
Materials acquisition	W. Dowland	09/2017
Repair and purchase tire chains	C. Leigh	10/2017
Acquire new truck plow	S. Williamson	10/2017
Respond to storms as needed	T. Gurr	Ongoing

Strategy: *Street Lights & Signs (STo6)*

Goals Impacted: Economy #1 & #3, Environment #4

Action Step	Lead Staff	By When
Identify signs for replacement/repair or new signs needed	T. Gurr	07/2017

Strategy: *Begin moving toward a long-term storm drain system (STo7)*

Goals Impacted: General

Action Step	Lead Staff	By When
Redesign and repair gutter and D.I. on Steam Engine/Rue Jolley	T. Gurr	09/2017
Oversee the creation of the Storm Drain Master Plan	S. Williamson	10/2017
Formulate plan to implement facility recommendations from the Storm Drain Master Plan	S. Williamson	06/2018

Strategy: *Improve multi-modal transportation options (STo8)*

Goals Impacted: Economy #1; Culture #1 & #3, Environment #2, #3 & #4

Action Step	Lead Staff	By When
Work with UDOT to develop plan for getting crosswalks	S. Williamson	06/2017
Bid and implement paving project for Town Trail Phase I	S. Williamson	06/2017



STRATEGIES

Strategy: Clean in 2017 (STo9)

Goals Impacted: Economy #1; Culture #1 & #3, Environment #1 & #4

Action Step	Lead Staff	By When
Clean/organize shop and cold storage	T. Gurr	10/2017
Clean-up shop yard and organize parts/materials	C. Leigh	10/2017
Clean-up various town properties used for storage (Gurr Well, Pit, etc...)	TBD	10/2017
Surplus un-needed or excess materials	S. Williamson	10/2017
Preliminary feasibility for new PW Facility/storage yard	S. Williamson	10/2017

Parks & Recreation Strategies

Strategy: Maintain and enhance recreation infrastructure (PK01)

Goals Impacted: Culture #2, Economy #1 & #3

Action Step	Lead Staff	By When
Contract lawn care for Bristlecone Park	T. Gurr	06/2017
Install monument sign for Bristlecone Park	W. Dowland	06/2017
Price irrigation, and sod on West bank of Pond	T. Gurr	06/2017
Repaint basketball/pickleball court lines	K. Hatch	07/2017
Install second tetherball pole	K. Hatch	07/2017
Inspect/repair playground equipment	T. Gurr	07/2017
Inspect/repair picnic pads/tables/BBQ racks	T. Gurr	07/2017
Inspect/repair/above ground irrigation and seed on South/West of Pond	T. Gurr	07/2017
Contract preparation and reseeding south and west banks of Pond	S. Williamson	07/2017
Design and bid fish cleaning station with fish gut genie	S. Williamson	07/2017
Research and price out playground redesign	W. Dowland	08/2017
Work with Iron County on installing ATV trail kiosks	S. Williamson	08/2017
Stair access on Vasels (south of pickleball)	T. Gurr	09/2017
Groom volleyball court	Trails Crew	09/2017
Post summer/winter safety signs at park	T. Gurr	Ongoing

Strategy: Increase awareness of public recreation facilities (PK02)

Goals Impacted: Economy #1 & #3; Culture #1, #2 & #3; Environment #3 & #4

Action Step	Lead Staff	By When
Print new trail map brochures	B. Howser	07/2017
Monthly Community Recreation Tours (June – September)	S. Williamson	10/2017
Provide public information	W. Dowland	Ongoing



STRATEGIES

Strategy: *Enhance trails system consistent with Trails Master Plan (PK03)*

Goals Impacted: Environment #3; Economy #1 & #3

Action Step	Lead Staff	By When
Replace routed signs on Town Trail	Trails Crew	06/2017
Clean up debris off side of Town Trail	Trails Crew	06/2017
Clear Alpine Creek Loop Trail (medium loop)	Trails Crew	07/2017
Signage on Alpine Creek Loop Trail (medium/long loops)	Trails Crew	07/2017
Build Manzanita Trail connector from Town Trail	Trails Crew	08/2017
Sign Manzanita Trail	Trails Crew	08/2017
Repair rocky/rough spots on ATV Trail	Trails Crew	08/2017
Snowmobile trail signs at Snowflake Vault	Trails Crew	10/2017
Incorporate Snowmobile Trail into Trails Master Plan	W. Dowland	10/2017
Agreement with Iron County for no plowing on Dry Lakes Road	B. Howser	10/2017

Water System – PROVIDE SAFE, AFFORDABLE WATER VIA A RELIABLE STORAGE AND DISTRIBUTION SYSTEM

Strategy: *Meet State DEQ water quality standards (WA01)*

Goals Impacted: General

Action Step	Lead Staff	By When
Find and implement Work Order System	S. Williamson	07/2017
Rural Water Training	W. Dowland	03/2018
Monthly/Annual testing per DEQ schedule	C. Leigh	Monthly
Division of Drinking Water Trainings (as available)	W. Dowland	Ongoing

Strategy: *Ensure sufficient water supply (WA02)*

Goals Impacted: General

Action Step	Lead Staff	By When
Evaluate Mammoth Spring for potential improvements	C. Leigh	07/2017
Lease water from Parowan Reservoir Company	B. Howser	Ongoing

Strategy: *Maintain & Improve Water Storage & Distribution System (WA03)*

Goals Impacted: General

Action Step	Lead Staff	By When
Repair and operate water wheel at Bear Flat Well	S. Williamson	07/2017
Develop a pro-active maintenance plan/schedule	T. Gurr	09/2017
Evaluate need for pond meter	C. Leigh	09/2017
Meter public facilities	TBD	09/2017
Audit existing water meters and replace defective meters	W. Dowland	10/2017



STRATEGIES

Fire Hydrant repair/replace (Upper Hunter, Ridgeview, Rue Jolley, check all)	T. Gurr	10/2017
RTU Replacement	C. Leigh	10/2017
Relocate SCADA Repeater	C. Leigh	10/2017
Flow-dar meters from Spring overflow (Decker, Salt Pile)	C. Leigh	10/2017
Install meter at Dry Canyon weir	C. Leigh	11/2017
PRV and Valve maintenance	C. Leigh	11/2017
Complete Engineering on Dedicated line from 1Million gallon tank to Salt Pile tank (also includes spring line from Decker Spring to 1M Gallon Tank	S. Williamson	11/2017
Repair system leaks/breaks/etc	T. Gurr	Ongoing

Sewer System Strategies – SAFELY AND AFFORDABLY DISPOSE OF SANITARY SEWER INTO AN APPROVED TREATMENT FACILITY

Strategy: Maintain & Improve Wastewater Collection System to DEQ Standards (SE01)

Goals Impacted: General

Action Step	Lead Staff	By When
Evaluate urgency of Village Way sewer repairs	T. Gurr	07/2017
Camera 20% of system (Rue Jolley, Bristlecone, Snowflake)	T. Gurr	10/2017
Rod 20% of system	T. Gurr	10/2017
Repair system leaks/breaks/etc (Steam Engine outfall)	T. Gurr	Ongoing
Wastewater Certification (Kasey)	W. Dowland	Ongoing

Strategy: Treat wastewater consistent with DEQ standards (SE02)

Goals Impacted: General

Action Step	Lead Staff	By When
Meet quarterly with Parowan to review flows and costs	B. Howser	Quarterly
Maintain contract with Parowan City for treatment	B. Howser	Ongoing



STRATEGIES

Solid Waste Strategies

Strategy: *Collect solid waste regularly consistent with State regulations (SW01)*

Goals Impacted: Environment #1 & #4, and Economy #3

Action Step	Lead Staff	By When
Inventory and condition assessment of containers	TBD	07/2017
Branding for containers (paint brown like Nat'l Parks)	TBD	07/2017
Purchase new lids/containers as necessary	W. Dowland	08/2017
Evaluate contracting out for solid waste service	S. Williamson	12/2017
Weekly trash collection Monday and Friday	TBD	Ongoing
Enhanced collection service during peak times	TBD	Ongoing

Strategy: *Collect recyclable material regularly and transport to recycling facility (SW02)*

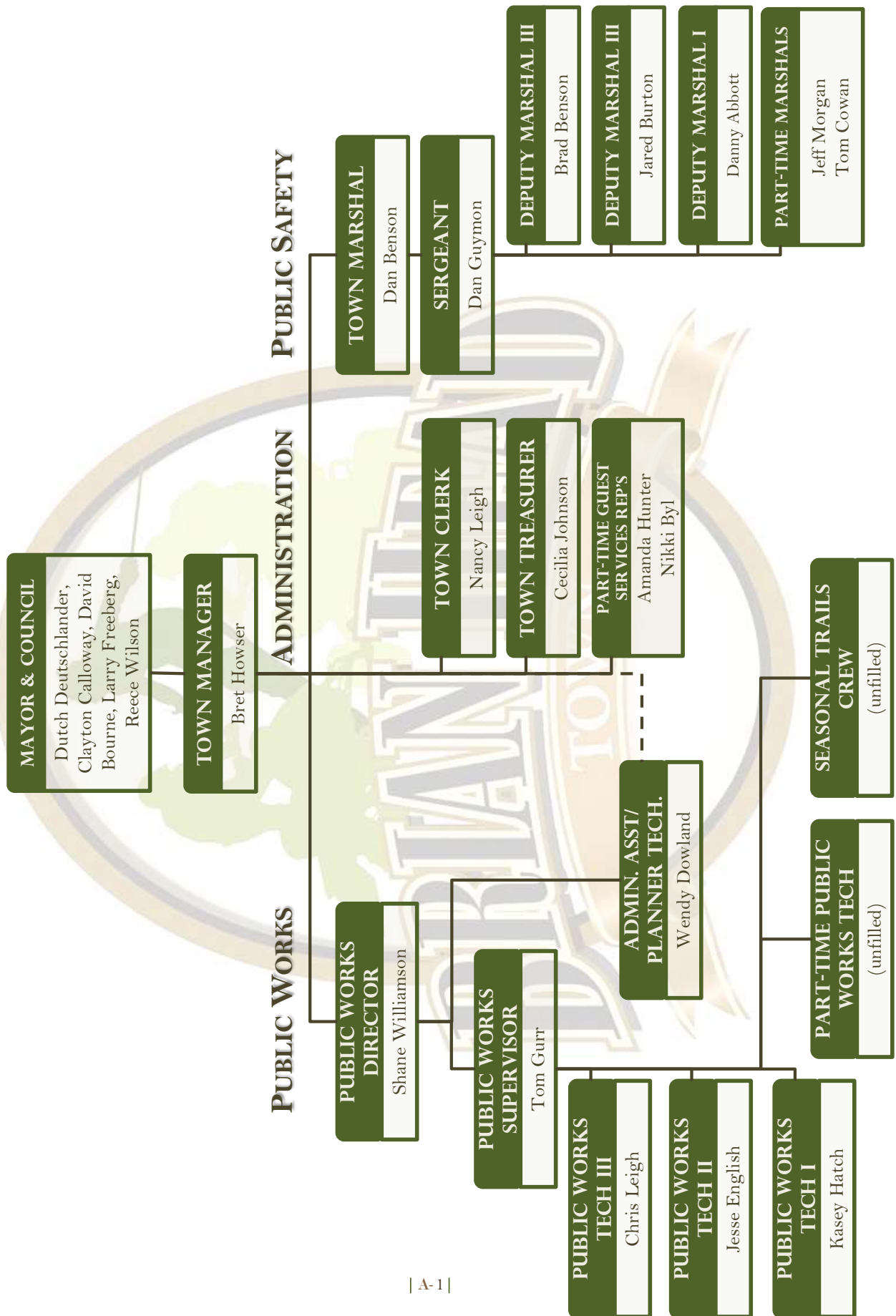
Goals Impacted: Environment #1 & #4, and Economy #3

Action Step	Lead Staff	By When
Citizen Survey on Recycling	W. Dowland	06/2017
Inventory and condition assessment of containers	TBD	07/2017
Purchase new containers as necessary	W. Dowland	08/2017
Implement recycling program resulting from survey	S. Williamson	09/2017
Recycling collection as needed	TBD	Ongoing





APPENDICES



APPENDIX B

Final FY 2017 Quarterly Strategic Update Report will be inserted upon completion

