



RESOLUTION No. 26-573

A RESOLUTION ADOPTING THE FISCAL YEAR 2027 STRATEGIC PLAN BASED ON THE BRIAN HEAD COMMUNITY VISION STATEMENT.

WHEREAS, the Town Council adopted the Community Vision with the intent to develop an overall vision of the Town's culture, environment, and economy into a statement reflecting the Town: "Brian Head is a Rustic Mountain Village with Diverse Recreation and Complementary Commercial Opportunities Where People and Nature Co-Exist", and;

WHEREAS, the Town Council held their annual Strategic Planning Retreat January 27, and 28, 2026 to review and discuss potential strategies, goals, and action steps for the FY2027 Strategic Plan; and,

WHEREAS, with the adoption of the Community Vision; the Town Goals, Strategies, Action Steps, and Resource Allocations were developed as a policy making and administrative tool to strengthen the continuity of the Council's objectives, community vision and staff's performance, and;

WHEREAS, the 2027 Fiscal Year Strategic Plan identifies the Goals, Strategies and Action Steps are hereby presented and approved by the Town Council as the guiding document for operations in the Town for the fiscal year 2025.

NOW THEREFORE BE IT RESOLVED by the Brian Head Town Council of Brian Head, Iron County, State of Utah, the following attachment "A" Fiscal Year 2027 Strategic Plan is hereby adopted:

DATED this 12th day of May 2026

TOWN COUNCIL VOTE:

Mayor Clayton Calloway	Yes
Council Member Martin Tidwell	Yes
Council Member Duane Nyen	Yes
Council Member Larry Freeberg	Yes
Council Member Logan Cruz	Yes

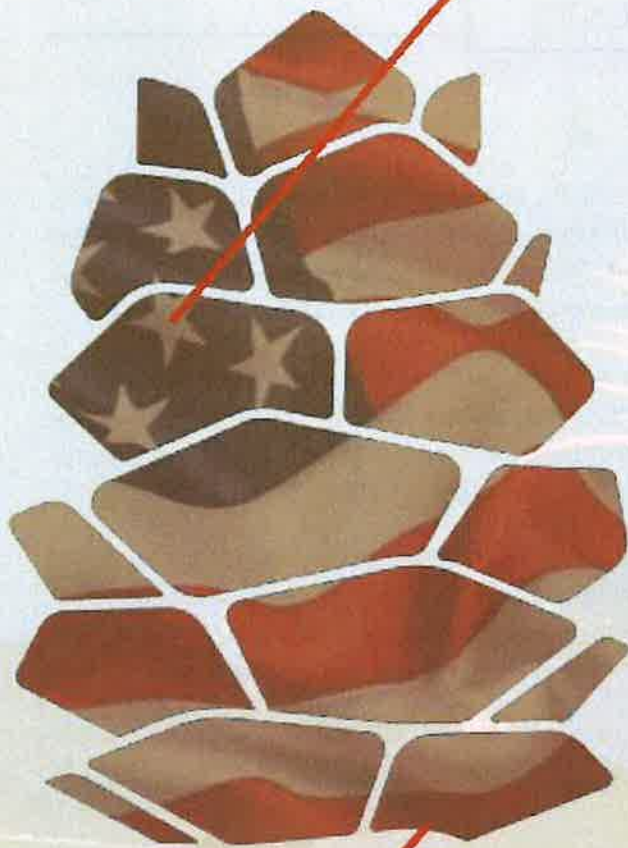
BRIAN HEAD TOWN

ATTEST:


Nancy Leigh, Town Clerk




Clayton Calloway, Mayor



BRIAN HEAD

**FISCAL
YEAR 2027
STRATEGIC PLAN**

Adopted May 12, 2026

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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. 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 2027 (July 1, 2026 thru June 30, 2027).

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

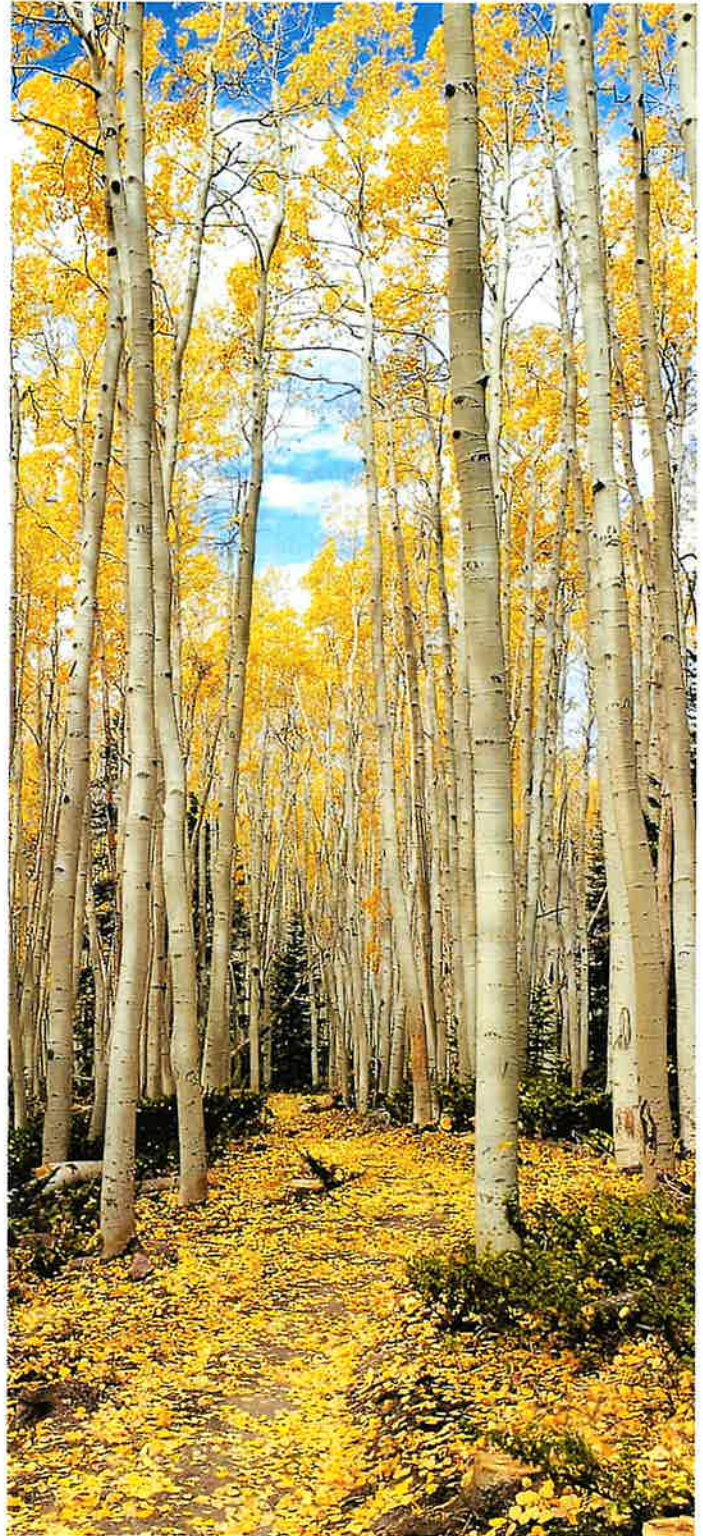
This FY 2027 Strategic Plan document deals with the strategies and action steps portion of the strategic planning process. These elements were developed by Town staff and have been crafted particularly to bring about the Town goals and community vision.

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 formatted to align budget data with these elements of strategic planning. The draft FY 2027 Budget Document will be completed in April 2026 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 2027.

Economy

- 1) Enhance the Brian Head Experience
- 2) Attract more visitors especially in Summer & Fall
- 3) Support local events
- 4) Maintain a business and development climate that is attractive to resort-complementary commercial establishments



Culture

- 1) Foster a stronger sense of community and well-informed public discourse
- 2) Engage the community with information & activities that build unity
- 3) Increase livability of Town by making area more pedestrian and bike friendly
- 4) Mitigate impacts of resort economy on town culture

Environment

- 1) Maintain emphasis on and protect the natural environment
- 2) Guide growth of the built environment to be consistent with the General Plan and balanced with finite resources
- 3) Expand and improve the trails system
- 4) Develop a more polished image and first impression of the Town



STRATEGIES

ADMINISTRATION DEPARTMENT

The Administration department carries out a variety of day-to-day duties which are critical to the strategic approach of the Town. For the sake of brevity, these are not all listed under a strategy in this plan, but man hours of money spent on them will be included in the Budget Document under the corresponding strategy. The action steps listed below are explicitly spelled out in the plan because they are new, involve significant cost, represent policy or administrative direction, or require a certain degree of follow-up and accountability.

Public Information & Communication

Strategy: Hold regular open meetings and solicit public engagement (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	G. Sant	Ongoing
Scope out AV improvements in Council Chambers/PS Training Rm	B. Howser	09/2026
Investigate AI podcast-type summaries of meetings	N. Leigh	12/2026
Annual Community Input Forum	N. Leigh	12/2026
Conduct annual open meeting training	C. Claridge	04/2027

Strategy: Communicate significant information to the public in proactive manner (PI02)

Goals Impacted: Culture #1 and #2

Action Step	Lead Staff	By When
Maintain Town Facebook page	C. Claridge	Ongoing
Quarterly Mayor's message	B. Howser	Quarterly
Monthly news/information poster (posted and emailed)	Guest Svcs Rep	Monthly
Community input/engagement activity at Fireman Breakfast	B. Howser	07/2026
Project management website improvements	B. Howser	07/2026
Collect email addresses for those interested in project updates	B. Howser	07/2026
Implement Mailer Lite email contact system	N. Leigh	07/2026
Complete backlogged Planning Commission minutes	N. Leigh	06/2027



STRATEGIES

Strategy: *Keep Town Hall open and staffed with knowledgeable and personable personnel (PI03)*

Goals Impacted: Culture #1; Economy #1

Action Step	Lead Staff	By When
Have front desk and phone coverage 9-5:00 all weekdays	S. Williamson	Ongoing
Staff generally available to answer public inquiries 8-5:00 weekdays	S. Williamson	Ongoing
Business/events licensing and fuel pump cross training refresher	N. Leigh	09/2026
Utility billing/bulk water cross training refresher	A. Hunter	12/2026
Building permit cross training refresher	G. Sant	03/2027

Strategy: *Maintain clear and accessible records for the public (PI04)*

Goals Impacted: Culture #1

Action Step	Lead Staff	By When
Update Brian Head history with newspaper clippings and news from Google alerts	Guest Svcs Rep	Ongoing
Renew records officer certification	N. Leigh	03/2027
Complete electronic archiving of physical admin/public works records	N. Leigh	06/2027
Implement codification software	N. Leigh	06/2027

Strategy: *Plan and carry out community events geared toward building Town unity (PI05)*

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

Action Step	Lead Staff	By When
Brian Head Arbor Day event	A. Hunter	07/2026
Fall Town cleanup (give it another try, see if it grows)	Guest Svcs Rep	09/2026
Fall community hike and barbeque	T. Whitelaw	09/2026
Spring Town cleanup	A. Hunter	05/2027
Add T-shirts to Town cleanup/fuel mitigation event	A. Hunter	05/2027
Town fuel mitigation event	A. Burton	06/2027
Volunteer trail cleanup/maintenance	B. Johnson	06/2027

Strategy: *Improve quality and accountability of public engagement through 311 system (PI06)*

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

Action Step	Lead Staff	By When
Report 311 data to the Council semi-annually	B. Howser	Semi-Annual
Develop Brian Head Town "Culture of Courtesy" Model	B. Howser	07/2026



STRATEGIES

Draft a 311 response process and policy, adopt as admin policy	N. Leigh	07/2026
Create an online tracking system for 311 requests/resolutions	N. Leigh	08/2026
Train staff on 311 response and tracking process	N. Leigh	08/2026
Market the “Yellow Button” via print, social media, email list	C. Claridge	09/2026
Hold all-staff trainings on “Culture of Courtesy”	B. Howser	09/2026

Community Development

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

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

Action Step	Lead Staff	By When
Make LMC adjustments required by 2026 legislative changes (if any)	G. Sant	12/2026
Attend Utah Land Use Institute Conference	G. Sant	03/2027
Attend American Planning Association Conference	G. Sant	05/2027
Train Planning Commission 4-hrs per year	G. Sant	06/2027

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

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

Action Step	Lead Staff	By When
Complete design review on all permits within 17 days	G. Sant	Ongoing
Online building guide and inspection list	G. Sant	07/2026
Implement land use online permits	G. Sant	10/2026
Building season kickoff contractor/realtor information seminar	G. Sant	04/2027

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

Goals Impacted: Environment #2; Economy #4

Action Step	Lead Staff	By When
Complete all requested inspections within two business days	G. Sant	Ongoing
Provide Council with monthly permit/inspection report	G. Sant	Monthly
Submit state building fees/report	S. Williamson	Quarterly
Train and implement 2024 IRC	G. Sant	12/2026
Create Public Works Inspection procedures/checklist	J. Tubbs	06/2027



STRATEGIES

Strategy: Obtain voluntary code compliance with an emphasis on education before acceleration (CD04)

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

Action Step	Lead Staff	By When
Code compliance shifts on Saturdays (min 2/month in summer)	A. Hunter	Ongoing
Deliver code compliance report to Council end of summer/winter (and publish on website)	A. Hunter	Biannually
Brian Head Town Code familiarization trainings with key staff	B. Howser	Quarterly
Property Rights Ombudsman – Code compliance process training	A. Hunter	07/2026
Code Officer Safety Specialist – ICC Credential	A. Hunter	09/2026
Annual code compliance refresher with Public Safety staff	A. Hunter	04/2027
Implement “Code Compliance Corner” social media videos	C. Claridge	06/2027

Strategy: Implement workforce housing plan (CD05)

Goals Impacted: Economy #4

Action Step	Lead Staff	By When
Develop draft agreement with Cedar City Housing Authority to manage deed-restricted affordable units once they are constructed	B. Howser	06/2027

Economic Development

Strategy: Support special events and initiatives which draw visitors to the community (ED01)

Goals Impacted: Economy #2 & #3

Action Step	Lead Staff	By When
Advertise all events week prior on social media	C. Claridge	Ongoing
Coordinate public services through event permitting	N. Leigh	Ongoing
Offer banner pole use for events with fee for Town to hang it	N. Leigh	Ongoing
Propose fees for event services with discounts for newer events	N. Leigh	07/2026
4th of July fireworks	D. Benson	07/2026
Continue pilot program for summer lift operations with Tourism Bureau and Brian Head Resort	B. Howser	10/2026
Work with Chamber of Commerce to take over Christmas lighting event on Thanksgiving week	A. Hunter	11/2026
New Year’s fireworks	D. Benson	12/2026



STRATEGIES

Strategy: General area marketing (ED02)

Goals Impacted: Economy #2 & #4

Action Step	Lead Staff	By When
Business spotlight on social media (coordinated with Chamber of Commerce)	C. Claridge	Quarterly
Annual report to Council from Tourism Bureau/Chamber	B. Howser	01/2027
Invite businesses to participate in marketing co-op	B. Howser	03/2027
Administer marketing co-op	B. Howser	06/2027
Apply for 2026-27 marketing co-op	B. Howser	06/2027

Strategy: Build needed public infrastructure for resort commerce (ED03)

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

Action Step	Lead Staff	By When
Renew Community Development Area (CDA) Interlocal Agreement	B. Howser	07/2026
Grade Brian Head Peak Road	J. Tubbs	07/2026
Organize local business funding for peak observation phase II and supply in-kind services	B. Howser	09/2026
Develop lot behind Town Hall to all-weather overflow parking	J. Tubbs	10/2026
Clear Brian Head Peak Road of snow to dry out for summer	J. Tubbs	05/2027
Funding strategy for center turn lanes	B. Howser	06/2027
Apply for grant to complete parking master plan	B. Howser	06/2027

Strategy: License businesses to ensure health, safety, and welfare (ED04)

Goals Impacted: Economy #1 & #4

Action Step	Lead Staff	By When
Implement CivicPlus business licensing software	C. Claridge	08/2026
Review business license code for consistency	C. Claridge	08/2026
Reduce days to revocation for license after non-renewal to limit accumulated fines	C. Claridge	08/2026
Public tutorial on new business license software	C. Claridge	09/2026

Strategy: Facilitate mobility and decrease traffic through public transit (ED05)

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

Action Step	Lead Staff	By When
Increase shuttle service as necessary to meet demand	B. Howser	Ongoing



STRATEGIES

Strategy: *Provide core goods and services which are not provided by private businesses (ED06)*

Goals Impacted: Economy #1 & #4

Action Step	Lead Staff	By When
Maintain retail fuel service	N. Leigh	Ongoing

Strategy: *Encourage resort-commercial development at commercial nodes (ED07)*

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

Action Step	Lead Staff	By When
Apply for Rural Community Opportunity grant for Village Way power line	B. Howser	09/2026
Work with developer on agreement for Navajo Node commercial development	B. Howser	06/2027

Strategy: *Operate Visitor Center (ED08)*

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

Action Step	Lead Staff	By When
Maintain visitor information on information kiosks	Guest Svcs Rep	Ongoing
Distribute brochures weekly	Guest Svcs Rep	Weekly
Annual guest services training (fall with resort)	Guest Svcs Rep	Biannual
Attend brochure swap (when financially feasible)	Guest Svcs Rep	Annual

Strategy: *Beautify Brian Head (ED09)*

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

Action Step	Lead Staff	By When
Develop a prioritized list/build schedule for dumpster enclosures	B. Howser	07/2026
Design/bid out memorial/flag pocket park by Bear Flat Well	B. Howser	07/2026
Identify volunteer committee for "Bear Over There" art project	B. Howser	07/2026
Refurbish/beautify Town entryway signs (finish up planter, etc)	B. Jonhson	09/2026
Create design for dumpster enclosures that we can bid out	I. Owen	09/2026
Bid out next dumpster enclosure	I. Owen	09/2026
Develop dumpster enclosure implementation schedule	I. Owen	10/2026
Implement Core Beautification Phase I(b) (Shuttle stops, crosswalks, Town Hall exterior renovation, digital marquee)	B. Howser	10/2026
Design, fabricate, install five custom trash cans around town	B. Howser	06/2027



STRATEGIES

Strategy: Better Connect Town with Businesses (ED10)

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

Action Step	Lead Staff	By When
Notify Brian Head businesses of Chamber meetings	N. Leigh	Ongoing
Participate in the Parowan Main Street scarecrow walk	A. Hunter	09/2026
State of the City address to Cedar City Chamber of Commerce	B. Howser	02/2027
Attend Chamber of Commerce meetings	B. Howser	Ongoing

Strategy: Celebrate Brian Head Days (America 250 Edition) (ED11)

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

Action Step	Lead Staff	By When
Ground-breaking ceremony for Memorial/Flag Park	B. Howser	07/2026
America 250/Brian Head Days banner over the highway	B. Howser	07/2026
Brian Head Days Group Hike	B. Howser	07/2026
Brian Head Days 5k/10k Run	C. Claridge	07/2026
Brian Head Days Fireworks	D. Benson	07/2026
Brian Head Days Line Dancing	C. Claridge	07/2026
Brian Head Days Fishing Derby	A. Hunter	07/2026
Brian Head Days Vendor Fair	C. Claridge	07/2026
Brian Head Days FMX	C. Claridge	07/2026
Brian Head Days Paddle Board Race	N. Leigh	07/2026
Brian Head Days OHV Parade	N. Leigh	07/2026
Brian Head Days Fireman Lunch/Breakfast	N. Leigh	07/2026

Strategy: Enhance/Maintain Holiday Lighting (ED12)

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

Action Step	Lead Staff	By When
Replace any defective holiday lights and purchase add'l lights	A. Hunter	10/2026
Contract to maintain large tree lights each year	A. Hunter	11/2026
Enhance visitor Christmas light experience at park/pond	A. Hunter	11/2026
Organize community holiday tree lighting day(s)	A. Hunter	11/2026
Holiday wrap wayfinding signs, skier bridge & tree by Mall entryway signs, Town Hall, and pavilion	J. Tubbs	11/2026
Keep pedestrian access to Christmas lights at park open	B. Johnson	12/2026
Remove non-permanent holiday lighting and features	J. Tubbs	02/2027



Strategic Planning

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

Goals Impacted: General

Action Step	Lead Staff	By When
Executive strategic planning reviews	S. Williamson	Monthly
Carry out 2027 strategic planning tour to Sun Valley/Nordic Valley	C. Claridge	09/2026
Update Community Vision	B. Howser	12/2026
Plan 2028 strategic planning tour	C. Claridge	06/2027

Strategy: Gather data to help shape policy and strategy (SP02)

Goals Impacted: General

Action Step	Lead Staff	By When
Sales tax database updates	S. Williamson	Monthly
Annual resident satisfaction survey	N. Leigh	10/2026
Finalize sales tax database and input historical data	S. Williamson	12/2026
Update visitor count annual report (Placer.ai)	B. Howser	01/2027

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

Goals Impacted: General

Action Step	Lead Staff	By When
Strategic planning retreat	S. Williamson	01/2027
Strategic plan update	S. Williamson	03/2027
Budget adoption	S. Williamson	06/2027

Strategy: Engage with the State Legislature to guard against pre-emption of local autonomy and unfunded mandates (SP04)

Goals Impacted: General

Action Step	Lead Staff	By When
Actively support Iron County Council of Gov'ts legislative efforts	B. Howser	Ongoing
Contact legislative representatives regarding proposed legislation that has potential ramifications for Brian Head, our Iron County neighbors, or cities/towns in general	B. Howser	Ongoing
Actively participate in weekly Legislative Policy Committee mtgs during legislative session	B. Howser	03/2027



STRATEGIES

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
Enhanced Service Fee database updates	C. Claridge	Quarterly
Update road lengths for Class C road disbursement	S. Williamson	12/2026

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

Goals Impacted: Economy #3 and General

Action Step	Lead Staff	By When
Town staff select projects for each grant	S. Williamson	08/2026
Apply for restaurant tax grant	B. Howser	10/2026
Complete Community Dev Block Grant (if we qualify)	A. Burton	12/2026
Apply for Office of Outdoor Rec grants (Lightning Point Trail)	B. Howser	03/2027
Apply for regional project for Community Funding Program (sewer)	B. Howser	03/2027
Apply for water/sewer DEQ Grants (meter towers)	J. Tubbs	06/2027
Apply for Outdoor Rec Parks Grant (pickleball)	B. Howser	03/2027
Apply for Federal Lands Access Program funding (Cedar Breaks Connector Trail)	B. Howser	06/2027

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

Goals Impacted: General

Action Step	Lead Staff	By When
Safety committee meetings	S. Williamson	Monthly
Administer safety incentive competition and trainings	S. Williamson	Biannually
Annual safety inspection of public buildings	G. Sant	12/2026

Strategy: *Maximize efficiency through sound purchasing practices (FM04)*

Goals Impacted: General

Action Step	Lead Staff	By When
Research and price out centralized MS Office	S. Williamson	08/2026
Implement centralized MS Office	S. Williamson	09/2026
Revamp Town purchasing policies/practices	S. Williamson	10/2026



STRATEGIES

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

Goals Impacted: Culture #1 & General

Action Step	Lead Staff	By When
Transaction transparency report	S. Williamson	Quarterly
Employee compensation transparency report	S. Williamson	Annual
Carry out annual financial audit and prepare CAFR	S. Williamson	12/2026
Prepare annual impact fee report	S. Williamson	12/2026
Prepare budget document according to GFOA guidelines	S. Williamson	04/2027
Prepare annual RDA report	S. Williamson	06/2027

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
Implement Transportation Utility Fee for road maintenance	B. Howser	07/2026
Implement Property Tax Increase for road maintenance	S. Williamson	08/2026
Review building and planning fee levels	G. Sant	03/2027
Recalculate disproportionate STR license fees	S. Williamson	04/2027
Update utility fee financial model and review with Council	S. Williamson	04/2027
Update and adopt consolidated fee schedule	N. Leigh	06/2027

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

Strategy: Encourage employee physical, mental and emotional wellness (PM01)

Goals Impacted: General

Action Step	Lead Staff	By When
Hold URS personal retirement planning event	S. Williamson	10/2026
Renew PEHP health plan	S. Williamson	12/2026
Hold Healthy Utah Fair	S. Williamson	05/2027
Implement book club	S. Williamson	Quarterly

Strategy: Establish a friendly and cohesive work environment (PM02)

Goals Impacted: General

Action Step	Lead Staff	By When
Quarterly pot-lucks	A. Hunter	Ongoing
Annual holiday party	A. Hunter	12/2026



STRATEGIES

Strategy: *Recognize and Reward staff capable of providing “Resort Town Quality” service (PM03)*

Goals Impacted: General

Action Step	Lead Staff	By When
Instant recognition bonuses	S. Williamson	Ongoing
Public recognition of 5, 10, 15, 20 year service awards	Dep’t Heads	Ongoing
Award surplus bonuses (if surplus is available)	S. Williamson	09/2026
Employee Christmas cards	B. Howser	12/2026
Update compensation planning benchmarked at 85 th percentile of the market and implement	S. Williamson	03/2027
Celebrate Public Works Week	J. Tubbs	05/2027

Strategy: *Help employees progress toward their ideal through comprehensive goal setting (PM04)*

Goals Impacted: General

Action Step	Lead Staff	By When
Annual strategic/personal development check-in with employees	B. Howser	Ongoing



STRATEGIES

PUBLIC SAFETY DEPARTMENT STRATEGIES

The Public Safety Department carries out a variety of day-to-day duties which are critical to the strategic approach of the Town. These include providing 24-hour coverage of the Town, increasing manpower/coverage during busy weekends/holidays, responding to hazard calls as they arise, providing traffic control during events, carrying out fire inspections as needed, and attending various trainings. For the sake of brevity, these are not all listed under a strategy in this plan, but man hours of money spent on them will be included in the Budget Document under the corresponding strategy. The action steps listed below are explicitly spelled out in the plan because they are new, involve significant cost, represent policy or administrative direction, or require a certain degree of follow-up and accountability.

General Public Safety Strategies

Strategy: Prepare for emergencies by utilizing Nat'l Incident Mgt System (ICS) and the Town's Emergency Operations Plan (EOP) (PS01)

Goals Impacted: General

Action Step	Lead Staff	By When
Complete ICS 100 for all new Town staff and elected officials	D. Benson	05/2027
Review and Update Brian Head EOP	D. Benson	06/2027

Strategy: Promote emotional and physical health and wellness necessary to meet the demands of a public safety officer (PS02)

Goals Impacted: General

Action Step	Lead Staff	By When
Participate in organized "Pride Hike" with all Public Safety staff	D. Guymon	10/2026
Mandatory annual mental health evaluation	A. Burton	01/2027
Annual mental health resilience training	A. Burton	06/2027
Annual pack test	D. Abbott	06/2027
Provide quarterly health and wellness events	A. Burton	06/2027

Strategy: Improve community image and visibility (PS03)

Goals Impacted: Culture #1 & #2

Action Step	Lead Staff	By When
Weekly posts on Brian Head Public Safety Facebook page	A. Burton	Weekly
Annual Public Safety open house during 4 th of July	A. Burton	07/2026
Fireman pancake breakfast	D. Benson	07/2026
Labor Day parade	D. Benson	09/2026
Interfaith "9-11" gathering	D. Benson	09/2026
Participate in the annual Red Ribbon Week at Parowan Elementary	D. Guymon	11/2026
Annual Fire Extinguisher Training for business/general public	D. Abbott	06/2027



STRATEGIES

Strategy: *Respond to public safety emergencies as they arise (PS04)*

Goals Impacted: General

Action Step	Lead Staff	By When
Calendarize and conduct marshal truck and equipment inspections	D. Guymon	Quarterly
Evaluate "Fire Shifts" and fine tune the duties of this assignment	D. Benson	Quarterly

Strategy: *Proactively provide emergency medical treatment for residents and visitors (PS05)*

Goals Impacted: General

Action Step	Lead Staff	By When
Assist fire personnel in advancing medical training	D. Abbott	Ongoing
Provide annual community CPR, AED, first aid course	D. Abbott	Annual
Plan for a permanent designated Life Flight landing/staging zone	D. Benson	12/2026
Annual preventative service maintenance on 12 lead monitors	D. Abbott	01/2027
Maintain our annual Quick Response Unit Certification	D. Abbott	01/2027
Bid out/complete engineering for landing/staging zone	D. Benson	06/2027
Certify all Marshals as EMT's (New Recruits)	J. Bettridge	06/2027
Provide a Wilderness Medicine Training and Certification	D. Abbott	06/2027

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
Patrol every road in the community once per shift	D. Guymon	Ongoing
Perform nightly security checks on our 24-hour businesses	D. Benson	Ongoing
Display vehicles on heavy weekends	D. Guymon	Ongoing
Perform physical and visual checks of business properties that are closed for operation during evening and night hours	D. Guymon	Ongoing
Conduct focused traffic enforcement shifts along SR-143	J. Bettridge	Quarterly
Apply for "Staffing For Adequate Fire and Emergency Response" (SAFER) grant through FEMA	D. Abbott	Annually



STRATEGIES

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

Goals Impacted: General

Action Step	Lead Staff	By When
Biannual firearms qualification	J. Bettridge	Biannual
40 hours per year of EMS training per marshal	D. Abbott	Annually
36 hours of fire training per year per marshal	D. Abbott	Annually
40 hours of Law Enforcement training per year per marshal	D. Guymon	Annually
2 Dive team operations (dives) per year	J. Morgan	Annually
Annual Ice Rescue training refresher	D. Abbott	Annually
30 hours of crisis intervention (mental health) training	D. Guymon	Annually
Audit Evidence Room	C. Mathews	Annually
Apply for Body Camera Grant	A. Burton	07/2026
Acquire a competent and acceptable body camera system	C. Mathews	08/2026
Send 1 deputy to Force Science Investigation Course	J. Bettridge	10/2026
Dive team training refresher	J. Morgan	12/2026

Strategy: *Provide heightened police coverage during peak times (MA03)*

Goals Impacted: Economy #2 & #3 and General

Action Step	Lead Staff	By When
Utilize electronic message board for events	A. Dunlap	Ongoing
Deploy speed trailer on Hwy 143 during holiday/event weekends	J. Bettridge	Ongoing
Deploy car counter during heightened traffic events and times	J. Bettridge	Ongoing
Strictly enforce illegal parking issues	D. Benson	Ongoing

Strategy: *Keep Brian Head a multi-recreational community through OHV education and enforcement (MA04)*

Goals Impacted: Economy #1 & #3 and General

Action Step	Lead Staff	By When
Dedicated OHV/Snowmobile enforcement shifts on weekends	D. Guymon	Ongoing
Monthly social media posts on OHV education	A. Burton	Monthly
Reduce speed limit on Vasels past Park parking	D. Benson	09/2026
Use message board to educate on new OHV laws	A. Dunlap	11/2026



STRATEGIES

Fire Department Strategies

Strategy: Ensure that trained fire personnel and appropriate equipment are available to fight fire in Brian Head (FD01)

Goals Impacted: General

Action Step	Lead Staff	By When
Acquire a second thermal imaging binocular	J. Bettridge	08/2026
Generator for ladder truck	D. Abbott	01/2027
Paint and refurbish rescue truck	D. Benson	06/2027
Acquire a Skedco Rescue System	D. Abbott	06/2027
Acquire a flammable materials cabinet	D. Abbott	06/2027
Acquire a laminated glass cutter	D. Abbott	06/2027
Acquire 3 AED's for public spaces (Town Hall, Pub Wks, Parks?)	D. Abbott	06/2027

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
Recruit an Engine Boss	D. Benson	Ongoing
Hire seasonal fire crew to do fuels mitigation and contract wildfire	D. Benson	07/2026

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	D. Abbott	01/2027
Participate in a FFI/FFII course hosted by Parowan	D. Abbott	06/2027

Strategy: Keep our commercial properties safe from fire hazards (FD04)

Goals Impacted: General

Action Step	Lead Staff	By When
Process all recurring inspections every two years	N. Leigh	Ongoing
Monitor snow removal from around private hydrants and require property management/homeowners to remedy problems	D. Abbott	Ongoing
Re-evaluate 3 "Fire Pre-plans" quarterly on commercial properties and make appropriate adjustments to pre-plan	D. Abbott	Quarterly
Conduct annual fire inspections and hold accountable for remedying hazards found	D. Benson	06/2027



STRATEGIES

Strategy: *Work to improve Brian Head Insurance Service Office (ISO) rating (FD05)*

Goals Impacted: General

Action Step	Lead Staff	By When
Maintain NERIS and Elite (Fire/EMS reporting) compliance	A. Burton	Ongoing
Maintain fire apparatus and record a maintenance log	D. Abbott	Monthly
Annually inspect/flow test all hydrants and record results in GIS	D. Benson	06/2027

Strategy: *Expand fuels reduction projects in and around Brian Head (FD06)*

Goals Impacted: General

Action Step	Lead Staff	By When
Track private fuel mitigation projects	A. Burton	Ongoing
Educate public on proper fuels mitigation/chipping pile prep	A. Burton	09/2026
Town chipping project	A. Burton	10/2026
Archery Range fuel reduction project (Phase II)	D. Benson	10/2026
Pursue becoming a recognized "Fire Wise Community"	D. Benson	01/2027
Re-establish our Wildland Community Preparedness Committee to communicate with raw landowners regarding fire mitigation	D. Benson	01/2027
Assist with community burn projects	D. Benson	06/2027
Burn slash piles on Manzanita Trail	D. Benson	06/2027

Strategy: *Work with Special Assessment Areas to improve fire protection through expanded infrastructure (FD07)*

Goals Impacted: General

Action Step	Lead Staff	By When
Guide potential sponsors through petition process	B. Howser	As Needed
Provide notice, hold hearings, create resolutions and ordinances to establish SAA's	B. Howser	As Needed
Secure financing/bonds for approved SAA projects	S. Williamson	As Needed
Complete Snowshoe & Toboggan Water Project punch list	B. Howser	07/2026
Update SAA policy to reduce ratio for Fire Protection Area B and consider cost distribution in SAAs with multiple zones	B. Howser	07/2026
Reach out to prior sponsors and invite to re-petition	B. Howser	07/2026
Manage BH Unit 3 and Elk Drive water line install	B. Howser	10/2026



STRATEGIES

PUBLIC WORKS DEPARTMENT STRATEGIES

The Public Works Department carries out a variety of day-to-day duties which are critical to the strategic approach of the Town. These include certain maintenance functions, snow removal, and training. For the sake of brevity, these are not all listed under a strategy in this plan, but man hours of money spent on them will be included in the Budget Document under the corresponding strategy. The action steps listed below are explicitly spelled out in the plan because they are new, involve significant cost, represent policy or administrative direction, or require a certain degree of follow-up and accountability.

Streets Strategies

Strategy: Maintain and improve gravel roads (ST01)

Goals Impacted: General

Action Step	Lead Staff	By When
Mag Chloride (2) treatment on OHV Trail and priority 1 gravel roads	J. Tubbs	07/2026
Road blading on all dirt roads	J. Tubbs	07/2026
Complete Grade 1 gravel road maintenance per schedule	J. Tubbs	07/2026
Explore policy of 15 mph speed limit on all dirt roads	D. Benson	07/2026
Complete Grade 2 gravel road improvements per schedule	J. Tubbs	08/2026
Entertain accepting Bobcat Road as a Town right-of-way	B. Howser	09/2026
Safety mirrors on Forest and Falcon at humps in the road	J. Tubbs	09/2026

Strategy: Maintain paved roads (ST02)

Goals Impacted: General

Action Step	Lead Staff	By When
Sweep paved streets before and after major weekends and as needed	J. Tubbs	Ongoing
Improve Drainage on Steam Engine starting from Alpine Court and ending at open ditch and clean up corner	J. Tubbs	09/2026
Re-collar manholes that are identified as unlevel with pavement	J. Tubbs	10/2026
Install safety barrier on Steam Engine curve below Shady Dell	T. Kutcher	10/2026



STRATEGIES

Strategy: Pavement Preservation Plan Implementation (ST03)

Goals Impacted: General

Action Step	Lead Staff	By When
Crack Seal lower Ridge View, Pinehurst and Eagles Roost	J. Tubbs	06/2026
Asphalt repair Ridge View, Pinehurst and Eagles Roost	J. Tubbs	08/2026
Upper Ridge View mill and overlay	J. Tubbs	08/2026
Chip seal Ridge View, Pinehurst and Eagles Roost	J. Tubbs	09/2026
Aspen Dr and Circle Dr pavement apron	J. Tubbs	09/2026
Design 2027 Streets Project/Hold Fall Walk Thru	J. Tubbs	10/2026
Bid Out 2027 Pavement Project	J. Tubbs	11/2026

Strategy: Train staff to provide highest quality maintenance in safest manner possible (ST04)

Goals Impacted: General

Action Step	Lead Staff	By When
Attend PWX Conference (every other year)	J. Tubbs	Ongoing
UAPA Asphalt Training	J. Tubbs	02/2027
LTAP Road Scholar Training	J. Tubbs	05/2027

Strategy: Snow Removal (ST05)

Goals Impacted: Economy #3 & General

Action Step	Lead Staff	By When
Maintenance and repair of blowers (in-house)	Team Leads	Ongoing
Clear each road within 4 hours and after 4" of accumulation	Team Leads	Ongoing
Prepare snow removal equipment for season	J. Tubbs	Ongoing
Put up and take down snow markers on roads and Town Trail	J. Tubbs	10/2026
Update snow removal policy for expedited road widening and expanded snow storage capacity, snow dump site, berms, etc.	J. Tubbs	10/2026
Materials acquisition (salt/cinders)	A. Hunter	10/2026
Repair and purchase tire chains	J. Tubbs	10/2026

Strategy: Street Lights & Signs (ST06)

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

Action Step	Lead Staff	By When
Identify and replace/repair damaged signs	J. Tubbs	07/2026
Install collars with vertical banner arms on decorative light poles	J. Tubbs	07/2026



STRATEGIES

Strategy: Improve multi-modal transportation options (ST07)

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

Action Step	Lead Staff	By When
Address Town Trail drainage issues	T. Whitelaw	08/2026
Crack seal/Seal coat Phase 3/Pond Trail	J. Tubbs	09/2026
Address signage needs for walking path (at-own-risk, speed limits, non-motorized at each entrance, direct pedestrians to Town Trail)	T. Whitelaw	09/2026
Design/install new Town Trail directional signage	B. Howser	09/2026
Backslope improvements on Town Trail between Town Hall/Navajo	T. Whitelaw	10/2026
Engineering Town Trail Phase 4 (grants pending)	B. Howser	10/2026
Complete install of solar lights on Town Trail (on new posts)	T. Whitelaw	10/2026
Bid out Town Trail Phase 4	B. Howser	11/2026
Re-Paint crosswalks on paved trail including Giant Steps parking	J. Tubbs	06/2027

Parks & Recreation Strategies

Strategy: Maintain recreation infrastructure at high quality (PK01)

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

Action Step	Lead Staff	By When
Clean and maintain park and Chair 1 restrooms	B. Johnson	Ongoing
Post summer/winter safety signs at park	B. Johnson	Ongoing
Re-establish tread on Green Acre Meadows section of OHV Trail	B. Howser	07/2026
Repaint basketball/pickleball court lines	B. Johnson	07/2026
Inspect/repair equipment and infrastructure at park	B. Johnson	07/2026
Re-sod areas of pond grass pods as needed	B. Johnson	07/2026
Repair damaged fence around pond	T. Whitelaw	07/2026
Delineate between playground and grass to reduce chips in grass	T. Whitelaw	07/2026
Level out rubber chips at playground	T. Whitelaw	07/2026
Explore moving zig-zag fence to create more space for snowmobile trail	T. Whitelaw	08/2026
Remove impediments from the Snowmobile Trail prior to winter	T. Whitelaw	10/2026
Develop long-term plan for surface management of courts	J. Tubbs	12/2026
Annual maintenance/repairs on OHV Trail	B. Johnson	05/2027
Attend Trails Conference	T. Whitelaw	05/2027
Clear all trails of down/debris (volunteer labor)	B. Johnson	06/2027
Replace balls/nets/etc. as needed	T. Whitelaw	06/2027



STRATEGIES

Strategy: Expand/Enhance Open Space & Recreation Opportunities (PK02)

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

Action Step	Lead Staff	By When
Contract to plant additional trees (tree committee)	B. Johnson	07/2026
Price out pickleball courts	B. Howser	09/2026
Improve transitions from walking path around Pond	T. Whitelaw	09/2026
Level sunken cement pads (2) improve drainage	J. Tubbs	10/2026
Begin construction of dog park (Put up a fence in 2026, run water when we do the Lookout water loop – keep it simple)	J. Tubbs	10/2026
Put a conservation easement on the Meadow	B. Howser	12/2026
Install water fountains adjacent to park restrooms	T. Whitelaw	12/2026
Design pond algae control plan	J. Tubbs	12/2026
Add signage on Town Trail Phase III re: Meadow Preserve	B. Howser	06/2027
Design/implement (timed) gas fire pits just outside park pavilion	T. Whitelaw	06/2027

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

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

Action Step	Lead Staff	By When
Bring OHV Trail signage back in line with signage plan	T. Whitelaw	07/2026
Sign/block OHVs from private property adjacent to chain up area	T. Whitelaw	07/2026
Repair Green Meadow Acres and Feather Ct stretch of OHV trail	T. Whitelaw	07/2026
Complete installation of direction signage on Navajo Loop and temporarily reroute through Navajo parking lot	T. Whitelaw	07/2026
Aspen Meadows Loop maintenance Scout Camp to Dark Hollow (Outdoor Rec Crew)	B. Howser	07/2026
Complete permitting for Lightning Point Trail (CBNM connector)	B. Howser	10/2026
Design/fab/install interpretive signage for Manzanita Trail	B. Howser	10/2026
Trails volunteer maintenance day	T. Whitelaw	05/2027
Establish “Public Lands Partnership” account with All Trails	B. Howser	06/2027
Separate Aspen Meadows loop trail from OHV Trail between Town Hall and Crooked River	T. Whitelaw	06/2027
Work with Resort on agreement for Sunspots XC ski area	B. Howser	06/2027



STRATEGIES

Asset Management Strategies

Strategy: Administer Depreciable Asset Replacement Program (AM01)

Goals Impacted: General

Action Step	Lead Staff	By When
Replace computers/electronics according to schedule	B. Howser	Ongoing
Replace two Public Works vehicles	J. Tubbs	07/2026
Revisit grader replacement plan	J. Tubbs	07/2026
Replace two Deputy Marshal vehicle	D. Benson	10/2026
Replace code enforcement truck	B. Howser	10/2026
Replace 14' Plow and 12' Plow	J. Tubbs	10/2026
Order grader replacement (pending results of reworked plan)	J. Ficken	12/2026
Replace Marshal and Fire PPE per schedule	D. Benson	12/2026
Look for grant for extrication equipment	D. Benson	06/2027
Replace deputy marshal handguns per replacement schedule	J. Bettridge	06/2027

Strategy: Maintain Public Facilities (AM02)

Goals Impacted: Culture #1, Environment #4

Action Step	Lead Staff	By When
Fix problems from quarterly inspections	J. Tubbs	Ongoing
Look for Public Works storage property in Parowan valley	J. Tubbs	Ongoing
Crack seal parking lots	J. Tubbs	09/2026
Replace Town Hall furnaces	B. Howser	10/2026
Town Hall carpet and paint	C. Claridge	10/2026
Repair Public Safety parking lot	J. Tubbs	10/2026
Acquire 20 acre parcel from Forest Service	B. Howser	12/2026
Design Public Works Facility expansion	J. Tubbs	12/2026
Attend tax sale to look for land for Town facilities	B. Howser	05/2027
Site Development planning for New PW Building	J. Tubbs	06/2027
Clean carpets and chairs annually at Town Hall & Public Safety	Guest Svcs Rep	06/2027
Public Safety Building maintenance (lighting, roof repair)	D. Benson	06/2027
Develop financing plan for Public Works Facility expansion	J. Tubbs	06/2027

Strategy: Refine GIS Program (AM03)

Goals Impacted: General

Action Step	Lead Staff	By When
Bid out GIS mapping system	J. Tubbs	07/2026
Update/replace GIS collection equipment	J. Tubbs	07/2026
Work with selected GIS service provider to build mapping system	J. Tubbs	10/2026



STRATEGIES

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
Monthly/ Annual testing per DEQ schedule	C. Leigh	Monthly
Complete DDW approval for chlorination	J. Tubbs	07/2026
Build chlorine storage room(s) at chlorination sites	J. Tubbs	10/2026
Install analyzers at chlorination sites	J. Tubbs	10/2026
Attend Ground Water Conference	J. Tubbs	12/2026
Rural Water training	A. Hunter	03/2027

Strategy: Ensure sufficient water supply (WA02)

Goals Impacted: General

Action Step	Lead Staff	By When
Inclinometer Readings Fall/Spring	J. Tubbs	Annually
Fill Snow Making Pond	J. Tubbs	08/2026
Install overflow meter on MG Tank	J. Tubbs	10/2026
Negotiate with the Resort for completion of Salt Pile well	B. Howser	12/2026
Make lease payments to Parowan Reservoir Co	J. Tubbs	04/2027

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

Goals Impacted: General

Action Step	Lead Staff	By When
Repair system leaks/breaks/etc	C. Leigh	Ongoing
Continue to Audit/Maintain existing water meters and replace defective meters	A. Hunter	Ongoing
Install shut off on property line at Sawmill condos	C. Leigh	08/2026
Dive and clean next tank on list (Salt Pile & MG)	C. Leigh	09/2026
Work with private parties to complete Blue Jay Way looping	B. Howser	10/2026
Abandon water dead-end line behind Town Hall at bulk water	C. Leigh	10/2026
Maintain bulk water dispenser	C. Leigh	10/2026
Create a written PRV and valve maintenance schedule	C. Leigh	12/2026
Identify and document all dead-end lines that need hydrant or flush points	C. Leigh	12/2026



STRATEGIES

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
Repair system leak	J. Tubbs	Ongoing
Test Bear Flat Well Semi Annually for Nitrate Monitoring Program	J. Tubbs	Ongoing
Oversee private installation of Forest Dr sewer line	B. Howser	07/2026
Camera/Clean 20% of system	J. Tubbs	09/2026
Ponderosa sewer line construction (pending bidding)	B. Howser	09/2026
Locate and GPS sewer manholes in canyon from forebay to canyon sewer meter for flow capacity study	J. Tubbs	09/2026
Identify manhole infiltration during spring runoff	C. Leigh	05/2027
Make inventory of manholes needing steps	C. Leigh	05/2027
Send Out Information on Infiltration to Condos/Residents for improvement Leaks of possible illegal sump pump connections to the sewer	A. Hunter	05/2027

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
Participate with Parowan in sewer treatment expansion project preliminary engineering	B. Howser	12/2026

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
Trash collection Mon, Wed, Fri, Sat, Sun (Yr Round)	I. Owen	Ongoing
Purchase new lids/containers as necessary	I. Owen	Ongoing
Maintain approaches to dumpster locations	I. Owen	Ongoing
Implement community cleanup dumpster twice year	A. Hunter	09/2026
Construct asphalt pads (or millings) under dumpsters at Forest Drive and Ridgeview	J. Tubbs	10/2026
Implement 2026 Dumpster Rejuvenation Project (power wash, repair, repaint)	I. Owen	06/2027
Apply new messaging/door highlights to dumpsters	I. Owen	06/2027





APPENDICES

Horizon Framework Planning:

Brian Head Town introduced Horizon Framework for long-term project planning beginning in January 2025. The 3 Horizons Model is a strategic framework developed by McKinsey & Company. It helps organizations manage and sustain growth and planning by balancing current objectives with future innovation and transformation. The model categorizes strategic planning into three distinct horizons:

Horizon 1: Addresses the maintenance and optimization of existing operations, solving immediate challenges (0-2 years).

Examples: These projects are those in our current Strategic Plan set as action steps intending to be accomplished within the plan year.

Horizon 2: Emerging innovations and opportunities for service and operational improvements over the mid-term (2-5 years).

Examples: Typically, these are ideas that find their way into action steps in the form of engineering, planning, designing, cost estimates, and finding sources exploration. Items like new ways to pave roads or new technology for the SCADA system. Sometimes, this may come in the form of additional personnel or equipment to better deliver ongoing services provided by the town. A preliminary list of Horizon 2 projects is found in the attachments.

Horizon 3: Envisions a transformative future and prepares for it, including long-term strategic goals and major changes (5-10 years and beyond).

Examples: Typically, these are ideas that don't have immediate action steps, and may or may not have any action steps. If action steps are created, they would be high-level planning or positioning. These ideas transform the way things are accomplished or take the Town to a new level of visioning. Something we have done is purchase land, or if we looked to pave roads that have never been paved. Also, things like public art or beautification may be in the category as they transform the Town's identity and take us to another level. A preliminary list of Horizon 3 projects is found in the attachments.

Brian Head Town uses this framework to keep tabs on long-term goals and projects/priorities. The preceding annual strategic plan effectively encapsulates Horizon 1 for Brian Head Town. Horizon 2 and 3 projects are noted on the following tables. These tables will be updated each year during the Town Council's Strategic Planning Retreat in January.

Brian Head Town

Horizon 2 Projects

Department	Division	Project Description	Horizon	Proposed by	Potential Funding Sources
Public Works	Water Department	Water & Sewer Expansion	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Council	Bond Issuance, Grants, SAA, IFD, PID
Public Works	Asset Management	Expanding Existing PW Facility	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Staff	Bond Issuance, Tax Levy, Budget Surplus
Administration	Asset Management	Hard Surface Parking Lots	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Staff	Bond Issuance, Grants
Administration	Economic Development	Improve Canyon Transit	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Council	Transit Tax, Collaboration, Grants
Administration	Community Development	Town Hall and Town-owned property master planning	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Council	Bond Issuance, Tax Levy, Budget Surplus
Public Safety	Marshals Office	Heli-pad	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Council	Bond Issuance, Tax Levy, Budget Surplus
Administration	Community Development	Memorial Park/Cemetery	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Staff	Bond Issuance, Tax Levy, Budget Surplus
Administration	Recreation	Campground/Bear Flat Camping Improvements	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Council	Bond Issuance, Tax Levy, Budget Surplus
Public Works	Recreation	Pickleball Courts	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Council	Bond Issuance, Grants

Horizon 3 Projects

Department	Division	Project Description	Horizon	Proposed by	Potential Funding Sources
Public Works	Streets	Undergrounding Utilities along Hwy 143	Horizon 3: Transformative Future (5-10 years)	Town Council	Bond Issuance, Grants, Tax Levy
Public Works	Streets	Paving Dirt Roads	Horizon 3: Transformative Future (5-10 years)	Town Council	Bond Issuance, Tax Levy
Public Works	Sewer Department	Sewer Treatment Plant	Horizon 3: Transformative Future (5-10 years)	Town Staff	Bond Issuance, Grants
Public Works	Streets	Increasing Hwy 143 Capacity	Horizon 3: Transformative Future (5-10 years)	Town Council	UDOT, Bond Issuance, Grants
Administration	Community Development	Affordable Housing	Horizon 3: Transformative Future (5-10 years)	Town Council	Bond Issuance, Developers, Grants
Public Works	Asset Management	Building New PW Facility - Aspen Meadows	Horizon 3: Transformative Future (5-10 years)	Town Staff	Bond Issuance, Grants
Administration	Asset Management	Town Hall/Center Expansion & Upgrade	Horizon 3: Transformative Future (5-10 years)	Town Council	Bond Issuance, Grants
Administration	Asset Management	Parking Structure	Horizon 3: Transformative Future (5-10 years)	Town Council	Bond Issuance, Grants
Public Safety	General Public Safety	New PS Building - Aspen Meadows	Horizon 3: Transformative Future (5-10 years)	Town Council	Developer, Bond Issuance, Grants
Administration	Community Development	Community Center	Horizon 3: Transformative Future (5-10 years)	Town Council	Bond Issuance, Tax Levy, Budget Surplus
Public Safety	Fire Department	Full-time Fire Dept	Horizon 3: Transformative Future (5-10 years)	Town Council	Taxes, Fees
Administration	Public Information	Separate/Enhanced Visitors Center	Horizon 3: Transformative Future (5-10 years)	Town Council	Bond Issuance, Tax Levy, Budget Surplus
Public Safety	Fire Department	Medical Center	Horizon 3: Transformative Future (5-10 years)	Town Council	TBD

APPENDIX B

An update of FY 2026 action steps can be found at:

<https://brianheadtown.utah.gov/departments/administration/>

