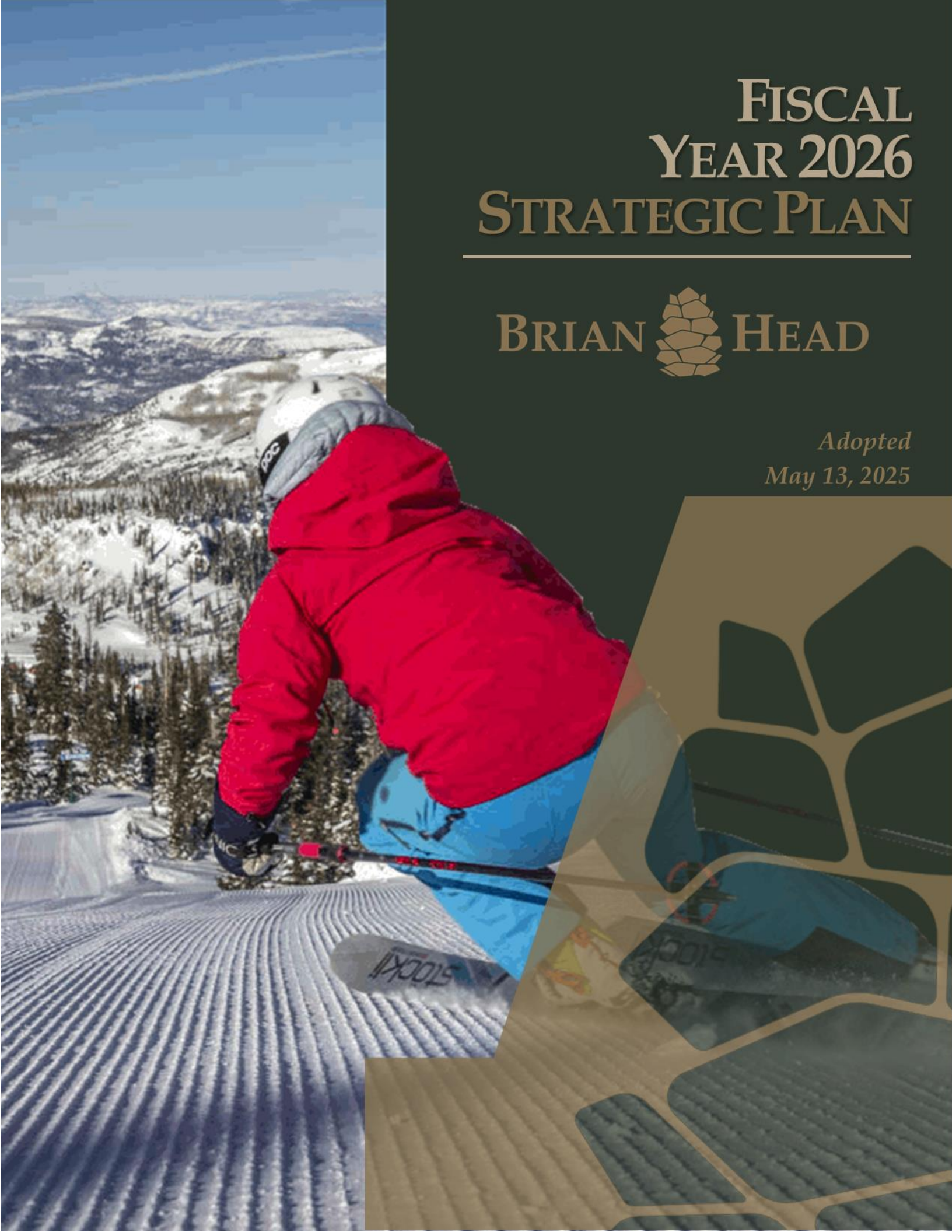


FISCAL YEAR 2026 STRATEGIC PLAN

BRIAN  HEAD

*Adopted
May 13, 2025*



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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 2026 (July 1, 2025 thru June 30, 2026).

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 2026 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 2026 Budget Document will be completed in April 2025 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 2026.

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
Partner with Resort to gather Town-centric input on Resort's surveys	N. Leigh	09/2025
New and improved email/contact list	N. Leigh	09/2025
Annual Community Input Forum	N. Leigh	12/2025
Conduct annual open meeting training	C. Claridge	04/2026

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. Feller	Quarterly
Monthly news/information poster (posted and emailed)	B. Feller	Monthly
Community input/engagement activity at Fireman Breakfast	B. Howser	07/2025
Complete backlogged Planning Commission minutes	N. Leigh	06/2027

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	09/2025
Investigate Interactive Voice Response to automate call routing	S. Williamson	09/2025
Design, purchase, and install office placards in Town Hall	S. Williamson	09/2025
Utility billing/bulk water cross training refresher	A. Hunter	12/2025
Building permit cross training refresher	G. Sant	03/2026



STRATEGIES

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	D. Calloway	Ongoing
Renew records officer certification	N. Leigh	03/2026
Complete electronic archiving of physical bldg/planning records	G. Sant	06/2026
Complete electronic archiving of physical admin/public works records	N. Leigh	06/2026
Conduct RFP for codification software (budget pending)	N. Leigh	06/2026

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	07/2025
Fall Town cleanup (give it another try, see if it grows)	D. Calloway	09/2025
Fall community hike and barbeque	B. Feller	09/2025
Spring Town cleanup	D. Calloway	05/2026
Town fuel mitigation event	A. Burton	06/2026
Volunteer trail cleanup/maintenance	B. Johnson	06/2026

Strategy: Celebrate Brian Head Town's 50 years (PI06)

Goals Impacted: Culture #1 & #2

Action Step	Lead Staff	By When
Design and price out Frontier Homestead Brian Head display	N. Leigh	09/2025
Scrapbook restoration/compilation	D. Calloway	12/2025
50 th Celebration Event (summer portion)	N. Leigh	07/2025



STRATEGIES

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
Attend Utah Land Use Institute Conference	G. Sant	10/2025
Make LMC adjustments required by 2025 LUDMA changes (if any)	G. Sant	12/2025
Attend American Planning Association Conference	G. Sant	05/2026
Train Planning Commission 4-hrs per year	G. Sant	06/2026

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 14 days	G. Sant	Ongoing
Implement land use online permits (include Special Assessment)	G. Sant	10/2025
Building season kickoff contractor/realtor information seminar	G. Sant	04/2026

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
Update permit log on paper	G. Sant	Monthly
Provide Council with monthly permit/inspection report	G. Sant	Monthly
Submit state building fees/report	S. Williamson	Quarterly

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

Goals Impacted: Environment #1 & #2

Action Step	Lead Staff	By When
Code enforcement shifts on Saturdays (min 3/month in summer, busy weekends in winter)	A. Hunter	Ongoing
Deliver code enforcement report to Council end of summer/winter	A. Hunter	Biannually
Annual code enforcement refresher with Public Safety staff	A. Hunter	04/2026



STRATEGIES

Strategy: Implement workforce housing plan (CD05)

Goals Impacted: Economy #4

Action Step	Lead Staff	By When
Acquire 20 acre parcel from Forest Service	B. Howser	12/2025
Develop standard affordable housing development agreement including deed restriction requirements	B. Howser	12/2025

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	07/2025
4th of July fireworks (or drone show)	D. Benson	07/2025
Joint pilot program for summer lift operations with Tourism Bureau and Brian Head Resort	B. Howser	10/2025
New Year's fireworks	D. Benson	12/2025

Strategy: General area marketing (ED02)

Goals Impacted: Economy #2 & #4

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



STRATEGIES

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

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

Action Step	Lead Staff	By When
Enter agreement with Iron County and assume maintenance responsibility for Brian Head Peak Rd	B. Howser	07/2025
Organize local business funding for peak observation phase II and supply in-kind services	B. Howser	09/2025
Complete peak road milling with Forest Service	B. Howser	09/2025
Funding strategy for center turn lanes	B. Howser	06/2026
Master plan community plaza to replace existing Town Hall with community center, outdoor stage, etc.	B. Howser	06/2026
Apply for grant to complete parking master plan	B. Howser	06/2026
Work with USFS on campground plan for Bear Flat (two year plan – get grant for NEPA for campground improvements and trail to CBNM)	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 CityInspect business licensing software	N. Leigh	07/2025
Adjust our process consistent with new statute for nightly rentals (Knotwell language)	N. Leigh	07/2025

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
Conduct request for proposal for shuttle services	N. Leigh	08/2025
Explore 5311 funding for expansion of shuttle services	B. Howser	09/2025

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
Acquire/install replacement fuel dispenser	N. Leigh	06/2026



STRATEGIES

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	09/2025
Develop lot behind Town Hall to all-weather overflow parking	J. Ficken	10/2025
Develop financial plan for Village Way parking expansion	B. Howser	06/2026
Work with developer on agreement for Navajo Node commercial development	B. Howser	06/2026

Strategy: Operate Visitor Center (ED08)

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

Action Step	Lead Staff	By When
Maintain visitor information on information kiosks	D. Calloway	Ongoing
Distribute brochures weekly	D. Calloway	Weekly
Annual guest services training (winter and summer)	D. Calloway	Biannual
Attend brochure swap (when financially feasible)	D. Calloway	Annual
Visitor Center welcome/information monitor	N. Leigh	12/2025

Strategy: Beautify Brian Head (ED09)

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

Action Step	Lead Staff	By When
Complete Design/Bid of Core Beautification Phase I(b) (Shuttle Stops/Crosswalks/Town Hall Cladding/Snowmelt)	B. Howser	07/2025
Develop a prioritized list/build schedule for dumpster enclosures	J. Ficken	07/2025
Work with Cedar Breaks Lodge on additional screening of maintenance yard (utilize beautification grant and enhanced vegetative screening req't)	B. Howser	09/2025
Statement Flag Pole at Bear Flat well	B. Howser	09/2025
Prototype of shade over park bench	N. Wallis	09/2025
Install pinecone art on entry signs	B. Howser	09/2025
Steam Engine Dr beautification (deadfall/rocks in shoulders)	N. Wallis	10/2025
Implement Core Beautification Phase I(a) (Street lights/Signs)	B. Howser	10/2025
Build first dumpster enclosure on the prioritized list	N. Wallis	10/2025
Refurbish/beautify Town entryway signs (finish up planter, etc)	B. Jonhson	09/2026



STRATEGIES

Strategy: Better Connect Town with Businesses (ED10)

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

Action Step	Lead Staff	By When
Visit with business owners individually to discuss issues/concerns	B. Howser	Quarterly
Notify Brian Head businesses of Chamber meetings	N. Leigh	Ongoing
Participate in the Parowan Main Street scarecrow walk	A. Hunter	09/2025
State of the City address to Cedar City Chamber of Commerce	B. Howser	02/2026
Annual Chamber of Commerce meeting in Brian Head	B. Howser	06/2026

Strategy: Preserve Dark Skies (ED11)

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

Action Step	Lead Staff	By When
Remove excess street lights and replace others with night-sky friendly lights	B. Howser	10/2025
Follow-up dark sky flyer informing public what's been done and inviting single-family residences to join in	B. Howser	06/2026

Strategy: Enhance/Maintain Holiday Lighting (ED11)

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	D. Calloway	10/2025
Contract to maintain large tree lights each year	A. Hunter	11/2025
Enhance visitor Christmas light experience at park/pond	D. Calloway	11/2025
Organize community holiday tree lighting day(s)	D. Calloway	11/2025
Holiday wrap wayfinding signs, skier bridge & tree by Mall entryway signs, Town Hall, and pavilion	J. Ficken	11/2025
Keep pedestrian access to Christmas lights at park open	B. Johnson	12/2025
Remove non-permanent holiday lighting and features	J. Ficken	02/2026

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
Plan 2025 strategic planning tour to northern Utah	C. Claridge	07/2025
Implement consistent action step report, with or without ClearGov	S. Williamson	9/2025
Carry out 2025 strategic planning tour	C. Claridge	09/2025



STRATEGIES

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	10/2025
Finalize sales tax database and input historical data	S. Williamson	12/2025
Update visitor count annual report (Placer.ai)	B. Howser	12/2025

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	01/2026
Strategic plan update	S. Williamson	03/2026
Budget adoption	S. Williamson	06/2026

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	03/2026

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	N. Leigh	Quarterly



STRATEGIES

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	08/2025
UDOT TAP funding for Town Trail Phase IV	B. Howser	08/2025
Apply for restaurant tax grant	B. Howser	10/2025
Complete Community Dev Block Grant (if we qualify)	A. Burton	12/2025
Apply for Office of Outdoor Recreation grants (Town Trail IV)	B. Howser	03/2026
Apply for regional project for Community Funding Program	B. Howser	03/2026
Apply for Recreation Trails Program funding (OHV Trail NEPA)	B. Howser	03/2026
Apply for water/sewer DEQ Grants (meter towers)	J. Ficken	06/2026
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	12/2025

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	09/2025
Revamp Town purchasing policies/practices	S. Williamson	10/2025

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	12/2025
Prepare annual impact fee report	S. Williamson	12/2025
Prepare budget document according to GFOA guidelines	S. Williamson	04/2026
Prepare annual RDA report	S. Williamson	06/2026



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
Calculate and consider street utility fee	S. Williamson	12/2025
Review building and planning fee levels	G. Sant	03/2026
Recalculate disproportionate STR license fees	S. Williamson	04/2026
Update utility fee financial model and review with Council	S. Williamson	04/2026
Update and adopt consolidated fee schedule	S. Williamson	06/2026

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	10/2025
Renew PEHP health plan	S. Williamson	12/2025
Hold Healthy Utah Fair	S. Williamson	03/2026
Warrior Wednesday team workouts	S. Williamson	Quarterly
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	12/2025

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	09/2025
Employee Christmas cards	B. Howser	12/2025
Update compensation planning benchmarked at 85 th percentile of the market and implement	S. Williamson	03/2026



STRATEGIES

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

Goals Impacted: General

Action Step

Annual strategic/personal development check-in with employees

Lead Staff

B. Howser

By When

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 <i>new</i> Town staff and elected officials	D. Benson	05/2026
Review and Update Brian Head EOP	D. Benson	06/2026

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	10/2025
Mandatory annual mental health evaluation	A. Burton	01/2026
Annual mental health resilience training	A. Burton	06/2026
Annual pack test	D. Abbott	06/2026
Provide quarterly health and wellness events	A. Burton	06/2026

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	07/2025
Fireman pancake breakfast	D. Benson	07/2025
Labor Day parade	D. Benson	09/2025
Interfaith "9-11" gathering	D. Benson	09/2025
Participate in the annual Red Ribbon Week at Parowan Elementary	D. Abbott	11/2025
Annual Fire Extinguisher Training for business/general public	D. Abbott	06/2026



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
Reorganize department under two sergeants (budget pending)	D. Benson	09/2025

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

Goals Impacted: General

Action Step	Lead Staff	By When
Plan for a designated Life Flight landing/staging zone	D. Benson	12/2025
Assist fire personnel in advancing medical training	J. Burton	Ongoing
Provide biannual community CPR, AED, first aid course	D. Abbott	Bi-Annually
Annual preventative service maintenance on 12 lead monitors	J. Burton	01/2026
Maintain our annual Quick Response Unit Certification	J. Burton	01/2026
Provide to staff EMS tablets for patient reporting and accuracy	D. Abbott	01/2026
Certify all Marshals as EMT's (New Recruits)	J. Burton	06/2026
Provide a Tactical Combat Casualty Care (TCCC) course	J. Burton	06/2026

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. Benson	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	A. Dunlap	Quarterly
Apply for COPS Hiring Program (CHP) grant through USDOJ	A. Burton	Annually
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
Dive team trainings	J. Morgan	Quarterly
Biannual firearms qualification	J. Bettridge	Biannual
40 hours per year of EMS training per marshal	J. Burton	Annually
36 hours of fire training per year per marshal	D. Benson	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
Send 1 deputy to the Utah County Firearms Instructor Course	J. Bettridge	09/2025
Acquire 8 rifle suppressors	J. Bettridge	01/2026
Acquire Long Rifle with Optic (Sniper Rifle)	J. Bettridge	01/2026

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	A. Dunlap	Ongoing
Deploy car counter during heightened traffic events and times	A. Dunlap	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
Strictly enforce OHV issues	D. Benson	Ongoing
Dedicated OHV/Snowmobile enforcement shifts on weekends	A. Dunlap	Ongoing
Use message board to educate on new OHV laws	A. Dunlap	11/2025
Monthly social media posts on OHV education	A. Burton	11/2025
Recruit part-time deputy pool to help with 24/7 enhanced coverage	D. Benson	06/2026



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 1 gas clip monitors	D. Benson	12/2025
Add fire focused Deputy Marshal (pending new County agreement)	D. Benson	09/2025
Repair foam system on Timberwolf	D. Abbott	01/2026
Repairs to ladder truck to bring to certification standard	D. Benson	01/2026
Generator for ladder truck	D. Abbott	01/2026
Acquire NFPA mandated tools for ladder truck	D. Abbott	01/2026
Acquire a thermal imaging binocular	D. Benson	01/2026
Paint and refurbish ladder truck (pending budget)	D. Benson	06/2026

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	07/2025

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	01/2025
Participate in a FFI/FFII course hosted by Parowan	D. Abbott	06/2026

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



STRATEGIES

Conduct annual fire inspections and hold accountable for
remediating hazards found

D. Benson

06/2026

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

Goals Impacted: General

Action Step	Lead Staff	By When
Maintain NFIRS/UFIRS 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	06/2026

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
Town chipping project	A. Burton	09/2025
Educate public on proper fuels mitigation/chipping pile prep	A. Burton	09/2025
Archery Range fuel reduction project (Phase II)	D. Benson	10/2025
Pursue becoming a recognized "Fire Wise Community"	D. Benson	01/2026
Assist with community burn projects	D. Benson	06/2026
Burn slash piles on Manzanita Trail	D. Benson	06/2026
Re-establish our Wildland Community Preparedness Committee to communicate with raw landowners regarding fire mitigation	D. Benson	06/2026

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	J. Ficken	10/2025



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
Complete widening of Snowshoe & Toboggan, Rue Jolley	R. Rose	07/2025
Mag Chloride (2) treatment on Aspen, Mountain View, Forest, Fox Run, Falcon, OHV Trail, Hidden Lake, Upper Hunter, Snowflake	R. Rose	07/2025
Road blading on all dirt roads	R. Rose	07/2025
Earth Bind on Upper Hunter Ridge (trial basis)	R. Rose	09/2025
Install road base with Earth Bind (pending water truck) on Trail, Scenic Dr	R. Rose	09/2025
Redraft and re-prioritize the Gravel Road Schedule	J. Ficken	12/2025
Install road base with Earth Bind (pending water truck) on north Forest and east Mountain View	R. Rose	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	N. Wallis	Ongoing
Culvert bypass on Steam Engine above Shady Dell	R. Rose	09/2025
Beautify Corner of Steam Engine and Alpine Court	N. Wallis	09/2026
Improve Drainage on Steam Engine starting from Alpine Court and ending at open ditch	N. Wallis	09/2026
Oversee Cross Gutter Construction on Circle Drive	J. Ficken	09/2026



STRATEGIES

Strategy: Implement Streets Master Plan (ST03)

Goals Impacted: General

Action Step	Lead Staff	By When
Crack Seal remainder of Ridge View and Hunter Ridge	R. Rose	06/2025
Asphalt repair and chip seal Ridge View and Hunter Ridge	PW Director	08/2025
Aspen Dr and Circle Dr pavement apron (pending available streets capital funds)	J. Ficken	09/2025
Design 2026 Streets Project/Hold Fall Walk Thru	J. Ficken	10/2025
Bid Out 2026 Project	J. Ficken	02/2026

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. Ficken	Ongoing
Attend Snow Conference	Team Leads	11/2025
Attend UDOT Annual Conference	J. Ficken	11/2025

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
Fill out storm plan before each storm and share with Public Safety	Team Leads	Ongoing
Prepare snow removal equipment for season	N. Wallis	Ongoing
Update snow removal policy for expedited road widening and expanded snow storage capacity	J. Ficken	10/2025
Materials acquisition (salt/cinders)	A. Hunter	10/2025
Repair and purchase tire chains	N. Wallis	10/2025
Identify a snow dump site/Snow hauling plan	J. Ficken	10/2025
Revise Snow Removal policy for trail and Village Way/Parking and temporary one-way designation	J. Ficken	10/2025

Strategy: Street Lights & Signs (ST06)

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

Action Step	Lead Staff	By When
Identify and replace/repair damaged signs	N. Wallis	07/2025



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
Maintain/replace solar lighting along Town Trail	B. Johnson	07/2025
Install more benches, trash cans and pet waste bags on Town Trail	B. Johnson	08/2025
Seal coat Phase 3/Pond Trail (maybe whole trail – pending budget)	J. Ficken	09/2025
Enhanced signage directing pedestrians to Town Trail	B. Johnson	09/2025
Install new snowmobile trail signage	J. Ficken	09/2025
Design/install new Town Trail directional signage	B. Howser	09/2025
Engineering Town Trail Phase 4 (down Hunter Ridge and to Thunder Mountain)	J. Ficken	10/2025
Re-Paint crosswalks on paved trail	B. Johnson	06/2026

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	Seasonal Crew	Ongoing
Post summer/winter safety signs at park	B. Johnson	Ongoing
Attend Trails Conference	J. Ficken	Ongoing
Re-establish tread on Green Acre Meadows section of OHV Trail	J. Ficken	07/2025
Navajo Loop Heavy Maintenance (Outdoor Recreation Crew)	B. Howser	07/2025
Repaint basketball/pickleball court lines	B. Johnson	07/2025
Inspect/repair playground equipment	B. Johnson	07/2025
Inspect/repair picnic pads/tables/BBQ racks	B. Johnson	07/2025
Inspect/repair irrigation around pond	B. Johnson	07/2025
Re-sod areas of pond grass pods as needed	B. Johnson	07/2025
Remove thistle from Manzanita Trail	B. Johnson	07/2025
Mag Chloride on OHV Trail (twice)	PW Director	09/2025
Town Trail tread/drainage maintenance between Hunter Ridge and Spruce (PW crew labor)	B. Johnson	09/2025
Crack seal/seal coat basketball/pickleball courts	B. Johnson	09/2025
Overseed and fertilizer around pond	B. Johnson	10/2025
Annual maintenance/repairs on OHV Trail	B. Johnson	05/2026
Clear all trails of down/debris (volunteer labor)	B. Johnson	06/2026



STRATEGIES

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

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

Action Step	Lead Staff	By When
Replace dock ramp and widen dock	J. Ficken	07/2025
Price out pickleball courts, explore potential grants	B. Howser	07/2025
Contract to plant additional trees at pond (tree committee)	B. Johnson	07/2025
Design dog park	J. Ficken	08/2025
Master plan “Archery Range” with dog park, pump track sledding hill, and memorial park	B. Howser	09/2025
Add signage on Town Trail Phase III re: Meadow Preserve	B. Howser	09/2025
Complete new pavilions at pond	N. Wallis	10/2025
Construct pavilion improvement project	N. Wallis	10/2025
Begin construction of dog park	J. Ficken	10/2025
Put a conservation easement on the Meadow	B. Howser	12/2025
Install water fountains adjacent to park restrooms	J. Ficken	12/2025
Design pond algae control plan	J. Ficken	12/2025
Implement pond algae control plan	J. Ficken	07/2026
Complete dog park construction	J. Ficken	09/2026
Level sunken cement pads (2) improve drainage	N. Wallis	10/2026

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

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

Action Step	Lead Staff	By When
Rebuild Aspen Meadows Loop bridge	B. Howser	07/2025
License Navajo Loop Trail with Brian Head Resort	B. Howser	07/2025
Bring OHV Trail signage back in line with signage plan	B. Johnson	07/2025
Complete Aspen Meadows Loop West Rim	B. Howser	07/2025
Install directional signage on Aspen Meadows Loop Manzanita Trail, and Navajo Loop	B. Johnson	07/2025
Complete Manzanita scenic overlook and trailhead	B. Johnson	08/2025
Planning/approval for Cedar Breaks Connector Trail including cross-country ski area use (pending grant)	B. Howser	06/2026
Design interpretive signage for Manzanita Trail	B. Howser	06/2026



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
Purchase hydraulic hose repair station	J. Ficken	07/2025
Replace two Deputy Marshal vehicle	D. Benson	10/2025
Replace code enforcement truck	B. Howser	10/2025
Replace Skid Loader	J. Ficken	10/2025
Kodiak blower replacement	J. Ficken	11/2025
Revisit grader replacement plan	J. Ficken	12/2025
Order grader replacement (pending results of reworked plan)	J. Ficken	12/2025
Replace Marshal and Fire PPE per schedule	D. Benson	12/2025
Replace fuel dispenser & credit card system	N. Leigh	12/2025
Replace pressure washer	J. Ficken	06/2026
Replace one sander	J. Ficken	06/2026
Replace 12' Truck Plow	J. Ficken	06/2026
Purchase used water truck for road maintenance	J. Ficken	06/2026
Replace Ranger side-by-side	J. Ficken	06/2026
Look for used forklift	J. Ficken	06/2026
Look for grant for extrication equipment	D. Benson	06/2026

Strategy: Maintain Public Facilities (AM02)

Goals Impacted: Culture #1, Environment #4

Action Step	Lead Staff	By When
Fix problems from quarterly inspections	J. Ficken	Ongoing
Look for Public Works storage property in Parowan valley	J. Ficken	Ongoing
Crack seal parking lots	J. Ficken	09/2025
Replace Town Hall furnaces	B. Howser	10/2025
Town Hall carpet and paint	B. Feller	10/2025
Re-Design Public Safety Building parking lot	D. Benson	10/2025
Acquire Public Works Facility land from Forest Service	B. Howser	12/2025
Design Public Works Facility expansion	J. Ficken	12/2025
Attend tax sale to look for land for Town facilities	B. Howser	05/2026
Site Development planning for New PW Building	J. Ficken	06/2026
Clean carpets and chairs annually at Town Hall & Public Safety	D. Calloway	06/2026
Public Safety Building maintenance (paint, lighting, roof repair)	D. Benson	06/2026
Replace folding/banquet tables at Fire Station	D. Benson	06/2026
Develop financing plan for Public Works Facility expansion	J. Ficken	06/2026



STRATEGIES

Strategy: Refine GIS Program (AM03)

Goals Impacted: General

Action Step	Lead Staff	By When
Ongoing training for GIS	J. Ficken	Ongoing
Ongoing training for Public Works staff on GIS data collection	J. Ficken	09/2025

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
Division of Drinking Water trainings (as available)	A. Hunter	Ongoing
Monthly/Annual testing per DEQ schedule	C. Leigh	Monthly
Attend Ground Water Conference	PW Director	12/2025
Acquire two new/used snowmobiles for winter water testing	J. Ficken	12/2025
Rural Water training	A. Hunter	03/2026

Strategy: Ensure sufficient water supply (WA02)

Goals Impacted: General

Action Step	Lead Staff	By When
Inclinometer Readings Fall/Spring	J. Ficken	Annually
Hold policy discussion regarding appropriate charge for water rights from “pool”	S. Williamson	07/2025
Fill Snow Making Pond	J. Ficken	08/2025
Oversee Completion of Snowmaking Well	J. Ficken	09/2025
Make lease payments to Parowan Reservoir Co	J. Ficken	04/2026



STRATEGIES

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
Dive and clean next tank on list	T. Gurr	09/2025
Replace generator control panel at Bear Flat Well	J. Ficken	10/2025
Oversee/Inspection of Water Infrastructure Projects	J. Ficken	10/2025
Create a PRV and valve maintenance schedule	C. Leigh	12/2025
Identify all properties that need shut off valves at property lines	N. Wallis	08/2026
Install shut off on property line at Sawmill condos	N. Wallis	08/2026
Re-locate Dry Canyon Meter for better operation	C. Leigh	10/2026
Install hydrants or flush points for no dead-end lines	N. Wallis	09/2027

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	T. Gurr	Ongoing
Send Out Information on Infiltration to Condos/Residents for improvement Leaks of possible illegal sump pump connections to the sewer	A. Hunter	Ongoing
Test Bear Flat Well Semi Annually for Nitrate Monitoring Program	J. Ficken	Ongoing
Camera/Clean 20% of system	J. Ficken	09/2025
Locate and mark manholes in dirt (GPS)	C. Leigh	09/2025
Oversee Construction of Snowshoe & Toboggan project	J. Ficken	09/2025
Locate and GPS sewer manholes in canyon from forebay to canyon sewer meter for flow capacity study	J. Ficken	09/2025
Identify manhole infiltration during spring runoff	N. Wallis	05/2025
Make inventory of manholes needing steps	N. Wallis	05/2025



STRATEGIES

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	12/2025

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 (Summer)	Team Leads	Ongoing
Trash collection Mon, Wed, Fri, Sat, Sun (Winter)	Team Leads	Ongoing
Enhanced collection service during peak times	Team Leads	Ongoing
Purchase new lids/containers as necessary	A. Hunter	Ongoing
Maintain approaches to dumpster locations	Team Leads	Ongoing
Implement community cleanup dumpster twice year	A. Hunter	09/2025
Construct asphalt pads under dumpsters at targeted locations	J. Ficken	10/2025





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	Parking Structure	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Council	Bond Issuance, Grants
Administration	Asset Management	Public Parking Expansion	Horizon 2: Emerging Innovations & Enhancements (2-5 years)	Town Staff	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
Public Safety	General Public Safety	New PS Building - Aspen Meadows	Horizon 3: Transformative Future (5-10 years)	Town Council	Developer, Bond Issuance, Grants

APPENDIX B

An update of FY 2025 action steps can be found at:

<https://town-brian-head-ut-cleardoc.cleargov.com/8619>

