

HEBER PUBLIC UTILITY DISTRICT

REPORT TO BOARD OF DIRECTORS

MEETING DATE: March 19, 2020

FROM: Laura Fischer, General Manager

SUBJECT: Adopt the Strategic Plan 2020 through 2025 and the Implementation Action Plan via Resolution 2020-05.

ISSUE:

Shall the Board of Directors adopt the Heber Public Utility District Strategic Plan 2020 through 2025 and the Implementation Action Plan via Resolution 2020-05?

GENERAL MANAGER'S RECOMMENDATION:

It is recommended that the Board of Directors adopt the Strategic Plan 2020 through 2025 and the Implementation Action Plan via Resolution 2020-05.

FISCAL IMPACT: None. The contract for Strategic Planning Services with Managing Partners has been fulfilled and there are no additional cost at this time.

BACKGROUND:

This project is included in the FY 19-20 budget. The HPUD solicited proposals for a consultant to prepare the Strategic Plan, the Board selected Management Partners and we worked closely with Greg Larson and Gloria Hurtado.

The gathered information from District staff, held interviews with Board Members, stakeholders, staff, and community members. They held community meetings and prepared and collected community surveys.

They presented their draft report to the Board in February and the Board made some edits and additions to the Plan. The final version of the Plan is presented along with the Implementation Action Plan.

CONCLUSION:

As this project has been in progress for several months and the Board has participated in the development of the Strategic Plan, staff recommends adopting the Strategic Plan and Implementation Action Plan via Resolution 2020-05.

ALTERNATIVES:

- 1) Do not approve the Strategic Plan and do not adopt Resolution 2020-05.
- 2) Do not approve the Implementation Action Plan and do not adopt Resolution 2020-06
- 3) Provide alternate direction to staff.

Respectfully Submitted,

Laura Fischer, General Manager

Attachments: Strategic Plan and Implementation Action Plan

RESOLUTION NO. 2020-05

**A RESOLUTION OF THE HEBER PUBLIC
UTILITY DISTRICT ADOPTING THE
STRATEGIC PLAN 2020 THROUGH 2025 AND
THE IMPLEMENTATION ACTION PLAN**

WHEREAS, the Board of Directors, staff and community have conducted strategic planning work session in January and February 2020 and completed a review of strategic plan issues as shown in the attached Heber Public Utility District Strategic Plan Documents; and

WHEREAS, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it performs the services and/or programs it does; and

WHEREAS, there are numerous benefits to strategic planning, including: organizations can increase effectiveness and efficiency, improve understanding and make better decisions, enhance organizational capabilities, improve communications and public relations as well as increase political support; and

WHEREAS, the Heber Public Utility District Board, staff and community have identified a new Mission Statement which reads: *“To provide the highest quality utility and park services with a focus on customer service and community”*; and

WHEREAS, the Heber Public Utility District Board, staff and community have identified a new Vision Statement which reads: *“HPUD-providing outstanding public services and innovative leadership to enhance the Heber community”*; and

WHEREAS, The Heber Public Utility District Board, staff and community have identified four goals, which are: Improve and Sustain Heber PUD Facilities and Services; Expand Parks and Recreation Facilities and Services; Advocate for Quality Growth and Development in Heber; Shape Heber’s Community Identity; and

WHEREAS, The Heber Public Utility District Board, staff and community have identified the District’s Values as: Transparency; Innovation for Efficiency; Teamwork and Partnership; Customer Service; Community First; Integrity; Excellence-Highest Quality Standard; and

WHEREAS, The Heber Public Utility District has reviewed the proposed Strategic Plan including strategic goals and values; including the Implementation Action Plan and Responsibilities, as outlined in the attached documents; and

NOW THEREFORE BE IT RESOLVED that the Heber Public Utility District Board of Directors adopts the attached Strategic Plan for 2020-2025.

PASSED AND ADOPTED at a regular meeting of the Board of Directors of the Heber Public Utility District held on the 19th day of March, 2020.

Moises Cardenas, Board President

ATTEST:

Raquel R. Carrillo, Clerk of the Board

STATE OF CALIFORNIA)
COUNTY OF IMPERIAL)
HEBER PUBLIC UTILITY)
DISTRICT)

I, RAQUEL R. CARRILLO, Clerk of the Board of the Heber Public Utility District, County of Imperial, State of California, DO HEREBY CERTIFY that the foregoing resolution was dully passed, approved and adopted by the Board of Directors of the Heber Public Utility District at its regularly scheduled meeting held on the 19th day of March, 2020.

Heber Public Utility District Strategic Plan



Includes

Mission

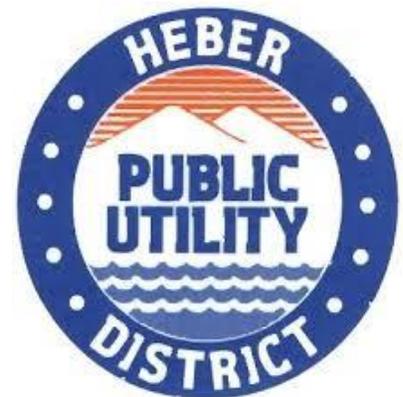
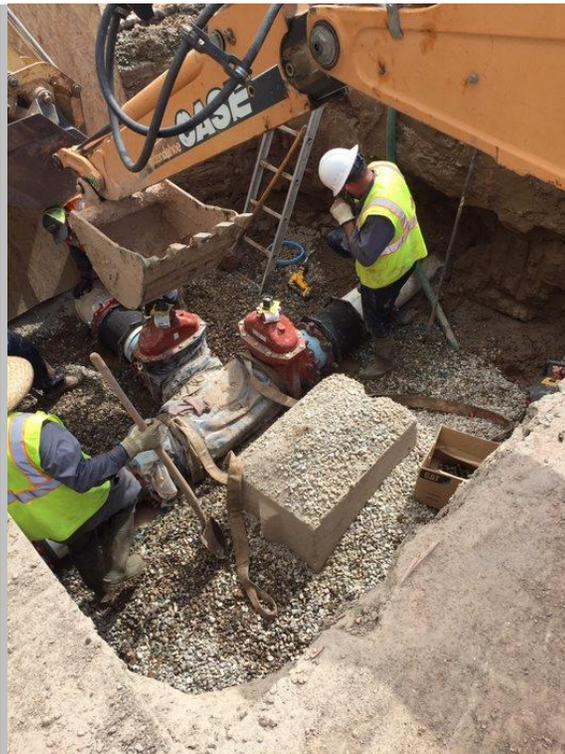
Vision

Values

Goals

Strategies

**2020
through
2025**



Prepared for the Heber Public Utility District by Management Partners



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Message from the Board of Directors



From left to right: Kaine Garcia; Pompeyo Tabarez, Jr; Martin Nolasco, Jr.; Tony Sandoval; and Moises Cardenas.

As Board members for the Heber Public Utility District, we are honored to share this Strategic Plan for our District with you. This project was initiated to provide insight and guidance as we address the many opportunities and challenges facing our community.

This Strategic Plan was developed by gathering input from the Board, staff, and community partners through individual interviews, a public survey, and a community forum. The Board has listened to the input of District residents in drafting and adopting this Strategic Plan.

Hard work lies ahead. The District is financially stable for the time being, but we are continuing to grow and evolve, requiring additional improvements and services. This plan outlines what we must do to remain financially strong and to increase the services desired by our rapidly changing community.

Achieving this Strategic Plan will require focus by the Board and staff, and support from the community. We hope you will join us in this effort.

Message from the General Manager

On behalf of the Heber Public Utility District, I am pleased to present this Strategic Plan. The Board of Directors and the employees of our District are committed to delivering exceptional service to the community.

This five-year Strategic Plan contains our mission, vision, values, goals, and prioritized strategies to achieve those goals. Through an extensive process that involved a broad cross-section of our community, we identified ways to continue to deliver the quality of services our community expects. However, many of the proposed improvements will be dependent on new sources of funding to pay for them.

We are committed to working in partnership with the community and our employees to continue to be an outstanding public utility district. Thank you for your support in this effort.

Sincerely,

*Laura Fischer
General Manager*



The Need for Strategic Planning



The Heber Public Utility District (HPUD) initiated this strategic planning process as a way to prioritize its work over a five-year period. As with other public agencies, capacity is limited, and it is essential that staff and budgetary resources be allocated to those projects and activities determined to be the highest priorities.

The District has evolved substantially over the years. We have become more engaged with the community, the value and complexity of capital projects has substantially increased, and the amount and types of programs and projects have broadened.

By undertaking a strategic planning process, the District has been able to ascertain its needs and opportunities and identify priorities to focus on for the next five years. The intent is to create the highest value for the District through the allocation of staff and resources.

Agency Overview

The Heber Public Utility District was formed in 1931 under the Public Utility Act of 1921. As an independent special district, it serves an estimated population of 6,600, in a 1.7 square-mile community located in Imperial County, California.

\$3.51M

operating budget for
FY 2019-20

14

Full-time
employees budgeted
for FY 2019-20



HPUD provides public services consisting of water treatment and delivery, wastewater collection and treatment, waste hauling via contracted services, and parks and recreation services to the residents of Heber.

HPUD is governed by a five-member Board of Directors who are elected by District voters. The General Manager reports to the Board of Directors and oversees the District's operations. The District has 14 budgeted full-time equivalent employees, with an annual operating budget of \$3,517,473.

Strategic Plan Implementation and Resources Needed

An **Implementation Action Plan** template accompanies this Strategic Plan in a separate document. It contains timelines for the strategies so the Board of Directors, District staff, and community will know when to expect the various actions described in this plan will be accomplished.

District staff will be **communicating their progress** on a regular basis to the Board of Directors and the community. The District will place progress reports on the District's webpage.

The Strategic Plan contains an ambitious work plan. As a **five-year plan**, care has been taken to ensure that to the extent possible, the items contained are scheduled throughout the five years, and not front-loaded.

Five-member
Board of Directors



Strategic Planning Process



Planning began with the Heber Public Utilities District Board Members.

The District, with assistance from Management Partners, conducted extensive research and community outreach between November 2019 through January 2020. This included:

- Individual interviews with all 5 Board members and 19 District staff and community members;
- A community meeting with six participants;
- A community survey with 11 respondents; and
- A strategic planning workshop with the Board of Directors and District staff.

Direction from the Board of Directors

Board members developed the mission, vision, organizational values, goals, and strategies that will guide the future of utility services in the area served by the District.

Stakeholder Input

Input from a variety of stakeholders was gathered, as follows:

- **Board Interviews.** Management Partners conducted individual interviews with each Board member, seeking their input about the District's vision, mission, values, goals and priorities.
- **Staff and Community Interviews.** Management Partners conducted individual interviews with District staff and community members gathering their input about the District's vision, mission, values, goals, and priorities.

This Strategic Plan was developed based on input provided through:

- *Direction from the Board of Directors*
- *Stakeholder interviews*
- *Community Meeting*
- *Community Survey*
- *Preparation of an Environmental Scan*
- *Strategic Planning Workshop*

- **Community Survey.** Seeking input from residents and businesses in the communities served by the District was essential in developing the Strategic Plan. Management Partners designed and administered a confidential online survey to obtain this input. The survey was distributed through emails, social media, and mail. Questions focused on the District's services, mission and vision.

Community Workshop

A community workshop was conducted to hear resident input. The workshop considered the District's strengths, weaknesses, opportunities, and challenges (SWOT); vision; goals and priorities.

Environmental Scan

An environmental scan was conducted using prior information prepared by the District. It provided essential information to guide the development of the Strategic Plan and was presented during the community meeting and the strategic planning workshop. This included the following:

- Budget information,
- Capital Projects Review,
- Board of Director's Input,
- Stakeholder Input,
- Community Input Meeting Results, and
- Community Survey Summary.

Strategic Planning Workshop

On January 21, 2020, the District's Board and staff conducted a strategic planning workshop to discuss the future of the organization. This was an opportunity to review the data gathered through interviews, surveys, community meeting, and the environmental scan. The Board heard from community members and as a result of these sessions, developed a mission and vision, a set of values, along with goals and associated strategies for achievement.

Mission and Vision



Mission

A mission is a statement of the purpose of the organization.

To provide the highest quality utility and park services with a focus on customer service and community.

Vision

The vision statement is aspirational with a focus on the future.

HPUD – providing outstanding public services and innovative leadership to enhance the Heber community.



Values



Values provide the basis for how the organization and its members will work to achieve the mission, vision and goals.

Values



Goals



Four goals support the vision and mission.

Four Goals

Goal A.

- Improve and sustain Heber Public Utility District facilities and services

Goal B.

- Expand parks and recreation facilities and services

Goal C.

- Advocate for quality growth and development in Heber

Goal D.

- Shape Heber's community identity



Goal A. Improve and Sustain Heber Public Utility District Facilities and Services



The six strategies below will contribute to achieving the goal.

Tier 1 Strategies

1. Maintain utility and park facilities to ensure quality service delivery, including completing essential capital improvement projects and repairs.
2. Complete the Water and Sewer Master Plan project.
3. Develop a ten-year fiscal sustainability plan for the Heber Public Utility District.

Tier 2 Strategies

4. Incorporate new technologies and innovations to engage customers and improve efficiency.
5. Pursue grants, bonds and other revenues to minimize future rate increases.

Tier 3 Strategy

6. Continue fiscal sustainability efforts.

Goal B. Expand Parks and Recreation Facilities and Services



The four strategies below will contribute to achieving the goal.

Tier 1 Strategy

1. Provide a new interactive water feature or swimming pool in an existing or new park.

Tier 2 Strategy

2. Augment parks with additional facilities and/or programming for seniors and youth.

Tier 3 Strategies

3. Add a major new park to accommodate future growth.
4. Develop an indoor recreation center to serve all of Heber.

Goal C. Advocate for Quality Growth and Development in Heber



The five strategies below will contribute to achieving the goal.

Tier 1 Strategies

1. Support needed traffic safety controls and improvements for the Heber community.
2. Advocate for street and sidewalk improvements in Heber to meet current standards of safety.

Tier 2 Strategy

3. Encourage and support county approval of new quality-land use development projects in Heber.

Tier 3 Strategies

4. Encourage and support new business opportunities on Main Street and other appropriately zoned areas.
5. Consider initiating a feasibility study for incorporation by 2025.

Goal D. Shape Heber's Community Identity



The three strategies below will contribute to achieving the goal.

Tier 1 Strategies

1. Convene primary institutions and partners in Heber to support the goal of shaping Heber's community identity.
2. Sponsor or support an ongoing series of community events.

Tier 2 Strategy

3. Create and maintain a community calendaring and networking site.

Implementation



An Implementation Action Plan is an important accompaniment to this Strategic Plan. The Action Plan will contain implementation steps, assignments, a schedule, and funding parameters for each strategic initiative. It will be completed by District staff following adoption of the Strategic Plan. Management Partners has provided a template and draft to assist the District.

District staff will then report on progress of the strategic initiatives on a regular basis. Providing timely information to the Board and the community is important for both accountability and to engage the community in improving District operations.

Through annual reports and the District's budget process, the Board of Directors and District staff will ensure the initiatives in the Strategic Plan are pursued and achieved through the year 2025.

Conclusion



This Heber Public Utility District Strategic Plan establishes prioritized strategies for the next five years to meet the District's four overarching goals. The Plan articulates the organizational mission and vision of the District and establishes a set of values and goals as a guide for decision making. The associated Implementation Action Plan identifies projects and funding needs necessary to implement this Strategic Plan. New resources will be required for significant improvements to Heber's parks.

Accountability for the Strategic Plan will be provided through regular reports to the Board of Directors. Progress on the Plan will be reviewed annually, with updates as strategies are completed and as new issues emerge.

*New resources
will be required for
significant improvements
to Heber's parks.*

Attachment A – Identified Strengths, Weaknesses, Opportunities and Threats (SWOT)

The strategic planning process for the Heber Public Utility District included extensive information gathering from HPUD’s Board of Directors, staff, community partners, and residents through interviews, document review, an online survey and a community meeting. During this process, Management Partners asked all participating stakeholders to share their thoughts on the Districts’ strengths, weaknesses, opportunities and threats (SWOT).

Provided below are highlights of the top three items identified in each section of the SWOT analysis.

Strengths

- **Dedicated Board and staff.** Stakeholders indicated that members of the Board and District staff are committed to their work serving the community and its needs.
- **Public trust and engagement.** Stakeholders highlighted that HPUD is very engaged and active in the community by supporting events, conducting outreach and obtaining community input. There is a strong sense of public trust in the District.
- **Financially secure.** Stakeholders indicated that the District is financially strong given the different revenue streams they are receiving.

Weaknesses

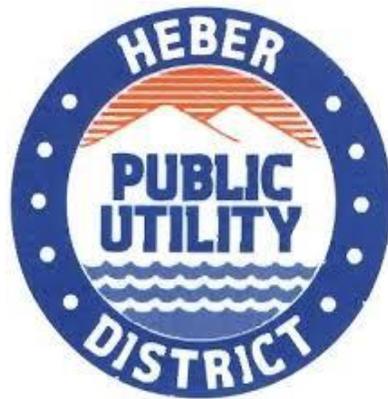
- **County relations and control.** Stakeholders addressed that Heber is not a city and that HPUD does not have the governing powers to act as a city due to District limitations and county oversight.
- **Growth and traffic.** Stakeholders addressed growth in neighboring cities, including annexations approaching the District, which also increase traffic in Heber.
- **Staffing.** Stakeholders indicated that HPUD staffing level and capacity is small and that there is a challenge with increasing staff turnover.

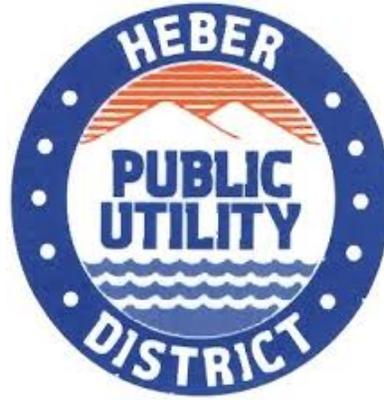
Opportunities

- **Growth.** Stakeholders indicated there is an opportunity for HPUD to grow and continue developing the reputation of the community.
- **Development.** Stakeholders indicated that HPUD can also work to improve Heber parks including a new recreation center, as well as Heber street and sidewalk infrastructure.
- **New Markets/Employers.** Stakeholders shared that the District should look for more employers and service providers located in Heber.

Threats

- **County control and opposition.** Stakeholders addressed the county's control and opposition to the community's desire that Heber become a city.
- **Other cities annexing and growing towards Heber.** Stakeholders indicated that the continued growth of the area will impact Heber's quality of life, which includes infrastructure.
- **Growth and traffic.** Stakeholders shared that the increase of growth and traffic can increase the rise of crime and accidents.





Heber Public Utility District Strategic Plan Implementation Action Plan

March 2020

Management
Partners



Explanation of the Implementation Action Plan Template

Management Partners developed this draft Implementation Action Plan template to assist the Heber Public Utility District in developing a way to plan implementation of the 18 strategies included in the Strategic Plan.

We recognize that the work involved in implementing the strategies must be integrated into the ongoing work of the District. Since this is a five-year strategic plan, it will be important to think through how to monitor the implementation work over that period of time.

The template provided in the next pages includes the following information for each goal:

- Goal description, and
- List of strategies.

For each strategy, the template includes:

- Tier priority level (1, 2 or 3),
- Implementation steps,
- Lead individual (who will take responsibility for leading the effort),
- Team members (who else will need to be involved),
- Resources needed, and
- Comments (such as notes about related projects, factors or issues that should be considered in implementing the strategy).

Please note that the priority level assignments are based on Board identified priorities and consensus. The scale used is based on the following:

- Tier 1: Implementation should begin this year (2020)
- Tier 2: Implementation should begin by Year 2 (2021)
- Tier 3: Implementation should begin by Year 3 (2022 and after)

Last, we recommend that the designated Lead Individual for each strategy be a single person to maximize responsibility and accountability. Given the limited administrative resources in the District, the designated lead may in some cases be a consultant or Board Committee Chair.

For additional information or clarification, please contact Greg Larson at 408-761-1326 or Gloria Hurtado at 602-432-7604



Goal A: Improve and sustain Heber Public Utility District’s facilities and services.

Tier Priority	Strategy	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
1	Strategy 1. Maintain utility and park facilities to ensure quality service delivery, including completing essential capital improvement projects and repairs.	<ul style="list-style-type: none"> • Develop a comprehensive facilities maintenance plan. • Establish annual maintenance priorities. • Allocate funding to support annual maintenance needs. • Seek funding opportunities to support capital needs. • Establish annual priority setting for capital projects based on funding availability. • Implement capital projects according to priorities and funding availability. 	Chief Operator General Manager	<ul style="list-style-type: none"> * General Manager * Chief Operator * Finance Manager * Engineer 		
1	Strategy 2. Complete the Water and Sewer Master Plan project.	<ul style="list-style-type: none"> • Ensure completion of the Master Plan project currently underway. 	Engineering Consultants	<ul style="list-style-type: none"> * General Manager * Engineer * Chief Operator * Finance Manager 		
1	Strategy 3. Develop a ten-year fiscal sustainability plan for the Heber Public Utility District.	<ul style="list-style-type: none"> • Identify and commit resources for the development of a ten-year fiscal forecast. • Identify gaps in the sustainability of current services from current revenues, if any, and develop options that will assure sustainability. • Conduct a Board study session to discuss strategies. • Prepare fiscal sustainability plan for Board consideration and adoption. 	Finance Manager	<ul style="list-style-type: none"> * General Manager * Finance Manager 		
2	Strategy 4. Incorporate new technologies and innovations to engage customers and to improve efficiency.	<ul style="list-style-type: none"> • Conduct community focus groups to identify customer service improvements. • Update website to improve community accessibility. • Develop a community engagement plan to receive input at various community-wide events. • Support training for staff to improve performance and encourage innovation. • Develop an employee recognition program to recognize employees for innovation and excellence in their job performance. 	Finance Manager	<ul style="list-style-type: none"> * Finance Manager * General Manager * Chief Operator 	Leverage utility technology systems	

Tier Priority	Strategy	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
2	Strategy 5. Pursue grants, bonds and other revenues to minimize future rate increases.	<ul style="list-style-type: none"> • Seek grants, bonds, low-cost loans. • Research and identify other new funding opportunities. • Establish priorities for available funds. 	Finance Manager Grant Consultant (THG)	<ul style="list-style-type: none"> * Finance Manager * Consultant * General Manager 		
3	Strategy 6. Continue fiscal sustainability efforts.	<ul style="list-style-type: none"> • Implement ongoing sustainability measures identified in the ten-year sustainability plan. 	Finance Manager	<ul style="list-style-type: none"> * Finance Manager * General Manager 		

Goal B: Expand parks and recreation facilities and services.

Tier Priority	Strategy	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
1	Strategy 1. Provide a new interactive water feature or swimming pool in an existing or new park.	<ul style="list-style-type: none"> Identify park location for water feature or pool. Develop funding plan and strategy to secure funding. Develop project plan based on funding availability. 	General Manager	<ul style="list-style-type: none"> * General Manager * Finance Manager * Engineering and Planning Consultants * Community Partners 	Significant new funding required for construction and operation of new facility.	State Park Program Grant Awarded March 2020 for \$700K to construct splash pad, playground, restrooms, and renovate Children’s Park.
2	Strategy 2. Augment parks with additional facilities and/or programming for seniors and youth.	<ul style="list-style-type: none"> Develop programming options for seniors and youth. Identify resources (including grants) to support additional programming. Include parks facilities (to accommodate new programming) in capital projects plan. 	General Manager	<ul style="list-style-type: none"> * General Manager * Finance Manager * Engineer * Community Partners 	Pursue grant or partnership opportunities. IID Local Entity Grant to augment funding for Recreation Center on Bloomfield/Littlefield	Recreation Center Project approved for Construction Feb. 2020. Should be completed by January 2021.
3	Strategy 3. Add a major new park to accommodate future growth.	<ul style="list-style-type: none"> Identify site for new park based on planned development. Identify funding options to support park development. Identify potential partners to support development. Develop project plan based on availability of funding. 	General Manager	<ul style="list-style-type: none"> * Finance Manager * Engineering and Planning Consultants * County 	Significant new funding required for construction and operation of new facility	
3	Strategy 4. Develop an indoor recreation center to serve all of Heber.	<ul style="list-style-type: none"> Survey community and partners to define needs. Identify partners to support project. Identify site to meet community needs. Seek funding options to support development. Develop project plan based on availability of funding. 	General Manager	<ul style="list-style-type: none"> * Engineering/Planning Consultant * General Manager * Finance Manager 	Significant new funding required for construction and operation of new facility	

Goal C: Advocate for quality growth and development in Heber.

Tier Priority	Strategy	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
1	Strategy 1. Support needed traffic safety controls and improvements for the Heber community.	<ul style="list-style-type: none"> Establish desired traffic safety control standards with community partners. Work with the county to incorporate standards into the review process for new developments. 	General Manager	<ul style="list-style-type: none"> * General Manager * Planning Consultant * Possible Committee 		
1	Strategy 2. Advocate for street and sidewalk improvements in Heber to meet current standards for safety.	<ul style="list-style-type: none"> Review street and sidewalk standards for new developments to establish the standard for Heber. Develop a communication plan and strategy for working with the county. Establish regular meetings with county representatives. Establish a process to provide updates to the HPUD Board. 	General Manager	<ul style="list-style-type: none"> * General Manager * Planning Consultant * Possible Committee 		
2	Strategy 3. Encourage and support county approval of new quality land use development projects in Heber.	<ul style="list-style-type: none"> Review all projects requiring support and services from HPUD. Develop a list of quality standards and priorities for Heber to be approved by the HPUD Board. Establish a process to discuss new and pending projects at scheduled meetings with county. 	General Manager	<ul style="list-style-type: none"> * General Manager * Engineering Consultant * Possible new Board Committee 	Achievement of strategy is dependent on county participation through development approvals and capital project funding	
3	Strategy 4. Encourage and support new business opportunities on Main Street and other appropriately zoned areas.	<ul style="list-style-type: none"> Develop a business opportunity plan in partnership with the County’s Community and Economic Development Department. Support business development through District utility connections and other services delivery. 	General Manager	<ul style="list-style-type: none"> * Engineering/Planning Consultant * Possible New Board Committee 	Achievement of strategy is dependent on county participation through development approvals	
3	Strategy 5. Consider a feasibility study for incorporation by 2025.	<ul style="list-style-type: none"> Identify funding to complete feasibility study. Issue an RFQ to identify possible contractors. Contract with the most highly qualified firm to conduct study. Present report to the HPUD Board to determine future action. 	General Manager	<ul style="list-style-type: none"> * General Manager * Consultant * Possible New Board Committee 		

Goal D: Shape Heber’s community identity.

Tier Priority	Strategy	Implementation Steps	Lead Individual	Team Members	Resources Needed	Comments
1	Strategy 1. Convene primary institutions and partners in Heber to support the goal of shaping Heber’s community identity.	<ul style="list-style-type: none"> • Convene an initial meeting with key community partners (schools, county, churches, non-profits, etc.). • Establish a regular meeting schedule and secure commitments to participate under a shared leadership model. • Develop common goals relating to Heber’s community identity. 	General Manager	<ul style="list-style-type: none"> * Board President * General Manager * Other community partners 		
1	Strategy 2. Sponsor or support an ongoing series of community events.	<ul style="list-style-type: none"> • Identify/confirm events to be sponsored by HPUD. • Identify partner events to be supported by HPUD. • Incorporate community events on community calendar. 	General Manager	<ul style="list-style-type: none"> * Finance Manager * Other community partners 		
2	Strategy 3. Create and maintain a community calendaring and networking site.	<ul style="list-style-type: none"> • Establish community calendar on HPUD website. • Develop a schedule for updating and refreshing calendar. • Develop a process for community partners to access and support community calendar. • Promote calendar on website, newsletters and bill inserts. 	Finance Manager	<ul style="list-style-type: none"> * Other community partners 		