



Heber Public Utility District

Strategic Plan Implementation Action Plan – REVIEW APRIL 15, 2021

Review of Strategic Plan and Action Plan – April 15, 2021

**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	STATUS	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	STATUS	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	STATUS	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 		State Park Program Grant Awarded March 2020 for \$700K to construct splash pad, playground, restrooms, and renovate Children’s Park. Significant new funding required for construction and operation of new facility.
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 		Recreation Center Project approved for Construction Feb. 2020. Should be completed by January 2021. Pursue grant or partnership opportunities. IID Local Entity Grant to augment funding for Recreation Center on Bloomfield/Littlefield
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
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Goal C: Advocate for quality growth and development in Heber.

Tier Priority	Strategy	Implementation Steps	Lead Individual	Team Members	STATIS	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	STATUS	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 		