

Agenda: Heber City Annual Council Strategic Planning Retreat

Day 1 –Thursday, January 16, 2025

5:00 to 9:00 p.m.

Heber Police Department Community Room

Time	Activity / Description	Who
5:00 p.m.	Welcome 1) Check-in 2) Overview <ul style="list-style-type: none"> ✓ Ground rules & logistics details ✓ Parking Lot of Ideas & Action Register 3) Desired Outcomes <ul style="list-style-type: none"> ✓ Reaching Team Potential ✓ Moving the Community Forward ✓ Finalizing Budget and Policy Priorities 	Mayor Matt
5:05 p.m.	Public Comments	All
5:10 p.m.	Dinner —Working Dinner (Serving at 5:10)	All
5:20 p.m.	Celebrating 2024 Victories	Leadership
6:30 p.m.	Guest Speaker --Nick Vaccari with Meeder Investments. <ul style="list-style-type: none"> ✓ Federal, state and local economic overview 	Nick V.
7:00 p.m.	Break	
7:10 p.m.	Annual Open Public Meeting Act (OPMA) Training & Conflict of Interest Disclosures	Jeremy
7:25 p.m.	State of the Administration <ul style="list-style-type: none"> ✓ Artificial Intelligence (AI) ✓ Score Card Summary of Council's '24 Priorities ✓ Initiatives Update ✓ General Financial Overview ✓ Review of Key Trends ✓ Priority Recommendations 	Matt
8:00 p.m.	Strategic Topic—Presentation & Discussion 1) Unveiling—Park, Entryway, and Way-Finding Monuments (30 min) 2) SWOT: Council Questions & Insights (30 min)	Spencer C. Leadership
9:00 p.m.	Wrap Up / Overview of Day One	Mayor

PUBLIC WORKS TIMES

PUBLIC WORKS
2024



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PUBLIC OUTREACH

- HOSTED LEADERSHIP TRAINING
- UNITY WEEK COMMUNITY CLEANUP
- GAMES FOR RED, WHITE, & BLUE FESTIVAL
- INTERDEPARTMENTAL OUTREACH : ACCOUNTING, ENGINEERING, AIRPORT, & PARKS
- HALLOWEEN FEST TRUNK-OR-TREAT
- SEMI ANNUAL NETWORKING LUNCHEON WITH MIDWAY PUBLIC WORKS
- DONATION DRIVE - CHILDREN'S JUSTICE CENTER
- ICE SCRAPERS FOR SNOWPLOW SEASON
- TOYS FOR INTERESTED CHILDREN IN THE FEILD

PUBLIC WORKS WEEK CELEBRATES COMMUNITY AND TEAM SPIRIT

Wasatch County, May 20-23, 2025 – Public Works Week kicked off with guided tours of the Public Works facility and a fun scavenger hunt for kids. Participants explored the office, shop, and equipment, making it an educational experience for all.

On May 21, the Public Works team joined local departments for the Heavy Equipment Rodeo at the Wasatch County Event Center. The Heber City Public Works team won the backhoe operation team event for the second year in a row, showcasing their skill and teamwork.

The highlight of the week, Party at the City Park, took place on May 22. The event featured a “Paint-a-Plow” contest, food trucks, kids’ activities with mini excavators, snow cones, and a mechanical bull. Local schools participated with a coloring page contest, and attendees enjoyed a dunk tank and pie-eating contest.

The week wrapped up with an Employee Appreciation dinner on May 23, catered by The Hub. Employees and their families enjoyed a “year in pictures” slideshow, rock painting, and a water balloon fight, marking the end of a fun-filled and successful week.



BREAKING NEWS

WATER CREW TACKLES MAJOR WATER MAIN REPAIR WITH PRECISION, SAFETY, AND A DASH OF HUMOR

BY: HEBER CITY PUBLIC WORKS WATER AND ROADS CREW

On April 23, 2024, the Water Crew at Heber City Public Works embarked on a 17-hour mission that could only be described as a marathon of pipe repairs. The challenge? A 16-inch water main that had cracked from one end to the other – essentially turning the worksite into the city's most temporary water park. The crew went above and beyond to ensure a smooth operation, employing two trench boxes, closing one westbound lane on 1200 South, and throwing in a 25-mph speed limit sign just to keep things moving at a "leisurely" pace. After all, what's a few extra minutes in traffic when you're helping everyone stay hydrated?

Safety was the top priority, with the crew sporting hard hats, safety vests, eye protection, and ear protection, proving that safety doesn't have to cramp style. They even anticipated that school traffic and bus routes would be affected, so they made sure to give office staff a heads-up to handle the communication. Because nothing says "teamwork" quite like letting everyone know when their morning commute might be slightly interrupted.



Thanks to their well-coordinated efforts and sense of humor, the crew successfully repaired the water main with minimal disruption, keeping both the water flowing and the community safe.

WATER TECHNOLOGY INSTALLS OVER 1,200 PRESSURIZED IRRIGATION METERS FOR ENHANCED EFFICIENCY

Water Technology has recently completed the installation of over 1,200 pressurized irrigation meters, marking a significant milestone in the company's commitment to improving water management. These advanced meters are designed to monitor and measure water flow in pressurized irrigation systems, such as sprinklers and drip systems, offering real-time data to optimize water use. This technology enables more efficient irrigation practices, helping farmers, landscapers, and water managers conserve water and improve the health of their crops and landscapes.

The installation of these meters provides several benefits, most notably the ability to precisely track water usage. By offering detailed insights into water flow, the meters help operators detect leaks, prevent waste, and adjust irrigation schedules based on real-time needs. This leads to more sustainable water use, especially in regions facing water scarcity. Additionally, the data collected helps identify areas for system improvement, enhancing overall performance and reducing unnecessary water consumption.

With the goal of promoting sustainability, Water Technology continues to lead the way in innovative water solutions. By integrating these pressurized irrigation meters into irrigation systems, the company aims to support responsible water management practices that benefit both businesses and the environment. This move underscores Water Technology's ongoing commitment to enhancing efficiency and sustainability in the face of growing water challenges.

Rilley Fairbourn
Water Technology Foreman

Is your street the latest contestant on "Geyser Showdown" due to a water main break? Don't panic! Our crack team of pipe repair pros will have you high and dry (well, mostly dry) in no time.

MAIN BREAK? MAIN FIX!

STOP THE FLOOD!

We bring the tools; you bring the patience!
Call 1-800-BROKEN-MAIN & watch us work our plumbing magic!



IRRIGATION EMERGENCIES? CALL OUR 'SPRINKLER WHISPERERS'!

OUR CRACK TEAM OF IRRIGATION EXPERTS CAN DIAGNOSE A ROGUE SPRINKLER FASTER THAN YOUR PLANTS CAN SCREAM FOR WATER. OVERWATERING YOUR NEIGHBOR'S PETUNIAS? NO PROBLEM.

Call 555-DRIP-DRY
for fast, friendly, and foliage-approved service!

ROADS

SIDEWALK PROJECT

- REPLACED OR REPAIRED 9,023 FEET OF HIGH PRIORITY TRIP HAZARDS THROUGHOUT THE CITY
- REPLACEMENT OF STAMPED CONCRETE SIDEWALK AT CITY HALL

DARK SKY COMPLIANCE

- CALLOWAY DRIVE LIGHT PROJECT
- 26 DARK SKY LIGHT RETROFITS

Got Potholes? We've Got You Covered!

Is your commute feeling more like an obstacle course?

Fear not! Heber City Public Works' **Pothole Patrol** is on the job. We'll patch that pesky crater faster than you can say "axle alignment." Call today, and the first five potholes are on us!*

(*Offer not valid for private driveways, sinkholes, or craters on the moon.)



WATER TECHNOLOGY

IN-HOUSE BACTERIA SAMPLING SAVES CITY OVER \$7,000, UNLOCKING 41 NEW PHASES OF WATER MAIN UPGRADES

City Press – January 8, 2025

In an impressive feat of innovation and cost-efficiency, the city has recently reported significant savings of over \$7,000 due to the successful implementation of in-house bacteria sampling for its water testing program. The move not only reduced expenses but also paved the way for the launch of 41 new phases of water main improvements, marking a major milestone in the city's ongoing infrastructure overhaul.

For years, water testing and quality

assurance in the city relied on costly outsourced laboratory services. With increasing demands for safer and cleaner water, the city's Public Works Department sought ways to streamline the process without compromising public health. Through the adoption of in-house testing, the city has gained the ability to monitor water quality with greater frequency and precision, while reducing reliance on external contractors.

The change comes after extensive research and development, with local

research and development, with local technicians trained in advanced bacteriological testing methods. The department now uses state-of-the-art equipment to analyze water samples, ensuring they meet the required standards for safety and cleanliness.

- **TOTAL REVENUE \$7,925**
- **317 IN-HOUSE INVESTIGATIVE SAMPLES**



WATER TECHNOLOGY BRINGS VALLEY HILLS TANK 2 BACK ONLINE AFTER 5 YEARS

In a major milestone for local water infrastructure, Water Technology has successfully brought Valley Hills Tank 2 back online after five years of being offline. The project, completed in early January 2025, included the installation of a new, durable lid for the tank and extensive security upgrades to ensure the facility's integrity. The long-awaited return of the tank will provide much-needed capacity to the local water system, supporting the growing needs of the surrounding communities. As part of the extensive overhaul, Water Technology also took the opportunity to optimize the overall water distribution system. Notably, 20 IPS (improvement Priority System) points were removed from the water system, a move designed to increase the efficiency of water flow and reduce potential pressure issues in the area. This update is expected to provide more stable and reliable water service to residents and businesses, addressing a critical need for improved infrastructure. The completion of this project marks a significant achievement for both Water Technology and the community. With the new tank lid and enhanced security measures in place, local authorities are confident that Valley Hills Tank 2 will play a key role in maintaining a secure and sustainable water supply for years to come. This project highlights the importance of continued investment in vital infrastructure to ensure the well-being of local residents and businesses.

CONTINUED INVENTORY FOR LEAD & COPPER REVISED RULE (LCRR)

- 5,558 TOTAL SERVICES
- 5,318 VERIFIED SERVICES
- 99% COMPLETE

SAMPLING

- 192 ROUTINE WATER SAMPLES
- 43 UCMR 5
- 3 NITRATES SOURCE SITES
- CONTINUED PERFECT RECORD OF CLEAN WATER



PET OF THE WEEK

Meet Stryker, our stunning 10-month-old Enchi Orange Dream Clown Ball Python! This little guy is a true masterpiece, with his striking blend of vibrant oranges, warm golds and creamy yellows, creating mesmerizing, almost hypnotic patterns. Stryker may be beautiful but don't let his looks fool you -he's got a bit of a sassy side! Known for his dramatic strikes (especially towards Chris Pedersen), Stryker isn't a fan of being held or bothered. He's perfectly content with his weekly meals and prefers to keep things on his own terms. But, as he matures his colors will only become more vivid and spectacular. If you're feeling brave and are up for a challenge, come meet this fiery, little guy and see what makes him so unique



SEWER & STORM DRAIN

GOT INFRASTRUCTURE??

Heber City is continuing its ongoing utilities replacement project, focusing on locating sewer and storm water main line infrastructure. This critical phase involves using advanced techniques such as CCTV (closed-circuit television) technology to accurately map the location of underground systems. The goal is to prepare for future replacements and upgrades to the city's aging infrastructure, ensuring that the utility systems can meet the growing needs of the community.

The city's sewer and storm water lines, some of which date back to the mid-20th century, have experienced significant wear and are no longer capable of supporting the demands of Heber City's expanding population. Public Works Director Matthew Kennard, emphasized the urgency of addressing the deteriorating infrastructure to prevent potential system failures and to improve the overall efficiency and reliability of utility services.

This project is part of Heber City's long-term plan to modernize its infrastructure. While the current phase involves minimal disruption, temporary road closures may occur as crews work to locate the main lines. Residents are encouraged to stay informed about the project's progress and can contact the Heber City Public Works Department for more information.

Rance Echols
Sewer & Storm Water Foreman



THE OLD DAYS AT PUBLIC WORKS HEBER CITY PUBLIC WORKS- 1924

In the autumn of 1924, our own notoriously, ahem, “frugal” Public Works Director, Lance, hatched a grand plan to install a wooden water main to service the west side of Main Street. Rather than waste “good money” renting the town’s newly acquired steam excavator, Lance declared, “Why should a fine crew of men with shovels be replaced by some clanking contraption? Sweat equity is the backbone of progress!” With that, he gathered the team, handed out spades, and set them to digging the trench by hand.

The work was slow and grueling, and the crew muttered more than a few unkind words under their breath as Lance stood on the sidelines, twirling his mustache and extolling his genius. The wooden pipe was finally laid, lashed together with twine and sealed with a mixture of pine tar and “Lance’s Secret Elixir,” which was rumored to be nothing more than molasses and sawdust. As the last shovelful of dirt was patted down, Lance struck a dramatic pose and proclaimed, “Gentlemen, this water main is so finely crafted that a hundred years from now, it will still be in service! Mark my words, the City Council of 2024 will erect a statue of me, pointing boldly into the future!”

However, the victory was short-lived. Within a week, the pipe began to leak, creating a soggy mess that turned Main Street into a muddy quagmire. Townsfolk started referring to the project as “Lance’s Folly,” and the crew had to dig the entire line up again. Lance, undeterred, waved away criticism, saying, “Even the great inventors faced setbacks! This is but a hiccup on the road to glory.”

The wooden pipe, patched and repatched, lasted a mere six months before being replaced with iron. No statue was ever built, but for years afterward, townsfolk joked that if one were, it would depict Lance waist-deep in mud, pointing to nowhere in particular.



The Works crew was tasked with moving Old Man Miller’s chicken coop, but wouldn’t you know it, they plum forgot to latch the doors. Chickens scattered faster than gossip at a quilting bee, and the boys spent the better part of the day chasing the squawking critters. Thanks to Rusty, the town’s trusty hound, and a loaf of fresh-baked bread, order was finally restored—though not without ruffled feathers.

When the Works crew struck a deal to paint the town fences in exchange for lunch, they mixed up their pails and ended up whitewashing with flour. Come the first summer rain, the fences turned into sticky flypaper, attracting bees from miles around. “Well, ain’t that a fine kettle of fish,” muttered Leroy as he swatted at the swarm.

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Snow Be Gone! Heber's Snowplow Heroes

Tired of snow burying your car and driveway?

WE CAN'T SHOVEL IT FOR YOU, BUT OUR SNOWPLOW FLEET IS CLEARING YOUR STREETS WITH FLAIR.

Wave to our drivers—they thrive on warm greetings and hot cocoa offers!

Heber City Public Works: Making winter wonderlands liveable since forever.

PUBLIC WORKS BIG PROJECT

CEMETERY'S NEW BUILDING

CITY SAVES COSTS ON CEMETERY INFRASTRUCTURE WITH PUBLIC WORKS TEAM

BY: HEBER CITY PUBLIC WORKS SAFETY MANAGER
DECEMBER 2024

In a bid to reduce costs for the cemetery project, City Manager Matt Brower turned to Public Works Director Matthew Kennard to explore in-house solutions for installing underground infrastructure. The project, which includes a new administration building, columbarium's, and other planned facilities, faced higher-than-expected bids from contractors. After confirming the feasibility of the work with additional equipment and materials, Public Works stepped in to take on the task, delivering significant savings for the city.

The success of the project was spearheaded by Chris Pedersen, who served as the project manager. The completion of this ambitious undertaking was only possible due to Chris's extensive knowledge and the skills he brought to the table, ensuring every phase of the work was executed efficiently and safely.

The water crew began work in May, installing 380 feet of 8-inch water main along with bends, valves, a fire hydrant, and vaults for the administration building and greenhouse. The team worked weekends to accommodate their regular workload, completing the installation within a month. Pressure and safety testing ensured the system was fully operational.



In October, the sewer crew tackled the more challenging task of installing 1,280 feet of 8-inch sewer main, including lateral connections and five manholes. Extensive hydro excavation was required to navigate a dense network of utilities, including a high-pressure gas line. Despite these complexities, and with combined efforts from both water and sewer crews, the project was completed by early December. Additional trenching was conducted for gas, fiber, and communication lines, with installations completed by contractors and Public Works handling backfilling and road repairs.

These efforts by Public Works not only addressed budget constraints but also maintained high standards of safety and quality. The successful completion of this phase ensures the cemetery project is on track for future development while exemplifying effective resource management by the city.

LETTERS FROM THE TIMES READERS

To the Editor,

I am absolutely appalled by the name of our new high school: Iron Horse High School, Home of the Thunder. Really? This is the best we could come up with? Or was a payment involved? It sounds like something cooked up by a committee of corporate shills working for Big Metal and the Weather Lobby.

First of all, "Iron Horse"? What does that even mean? Are we a school for robots? Horses made of steel? It's ridiculous and confusing. And "Thunder"? Is this a school or a storm warning? Last I checked, this town isn't known for metal horses or bad weather.

It's obvious the naming committee was more interested in pandering to big business than honoring our community. Who even benefits from this name? The Chinese steel industry? Federal agencies who control the weather? I think we deserve answers.

I urge the school board to reconsider this disaster and give our school a name that makes sense. We deserve better than Iron Horse High and its vaguely stormy mascot.
Dorothy Crandall

Editor,

As someone who has lived in Heber City for a solid five years, I feel it's my civic responsibility, as an Old Timer, to speak out against the influx of all these new people moving in and ruining the charm of our town. When I first moved here from California, I immediately fell in love with Heber's small-town atmosphere, and I've worked hard to make it my own. But now, every day feels like an invasion of outsiders who clearly don't appreciate what this place stands for.

I mean, where do these people even come from? New York? Chicago? Who knows? All I do know is that they're bringing their noise, their traffic, and their big-city attitudes, and it's ruining the peaceful mountain life I moved here to enjoy. Back when I arrived in 2019, I did it the right way—I respected the culture, learned to wave at strangers, and even tried fry sauce. These new folks? I saw one of them trying to park on Main Street the other day like it was Rodeo Drive. Ridiculous.

And don't even get me started on the new developments. When I bought my beautiful mountain-view home in one of Heber's newer

subdivisions, it was charming and quiet. Now, another subdivision is popping up next door, and it's totally ruining the vibe. Do we really need another neighborhood? I say no! I propose a building moratorium effective immediately. If you didn't get here before me, you've missed your chance. I mean, how much more crowded do we want this place to get?

Enough is enough. These move-ins are clogging up the roads, overcrowding the grocery stores, and they don't even understand our small-town values yet. I mean, one of them had the nerve to ask where the Trader Joe's was. It's embarrassing.

So, to my fellow true locals, let's put a stop to this madness. We need to preserve Heber City for the people who've lived here long enough to really appreciate it—like me. This is our town, and if you've only been here for four years or less, well, I hate to say it but, maybe you don't belong here.

Sincerely,

Janice Tisdale

(Proud Heberite since 2019)

CLASSIFIEDS

HEAR IT HERE FIRST!

HELP FOUND – WELCOME ABOARD

- **Rylan Keel:** Joined the Water, Roads, and PI Division as UMO I on February 12 after two summers with Parks & Cemetery. Already proving to be an incredible addition!
- **Tess Ford:** Administrative Assistant since March 4. Tess’s exceptional skills and dynamic energy make her an invaluable team member.
- **Kyle Mair:** Joined Fleet as Mechanic on April 18. His skillset and attitude have been critical during this year’s restaffing.
- **Nick Leger:** UMO I in Water Technology since April 29, quickly mastering essential skills with his outstanding work ethic.
- **Alonso Aguirre:** Joined Water, Roads, and PI Division as UMO I on June 24. Brings energy and diverse skills to the team.
- **Travis LaFay:** Skilled Mechanic in Fleet since November 11. Already a valued member of this evolving department.
- **Preston Hicken:** Fleet Manager since November 25. Preston’s 25-year career and mentorship expertise are shaping the future of our Fleet Department.

MOVING UP

- **Cristian Payan:** Promoted to Roads Lead on June 24, supporting the city’s expanding road system.
- **Zach Maxwell:** Promoted to Water Technology Lead on June 24, ensuring top-tier water quality for the community.



HEBER CITY PUBLIC WORKS WEEKLY CONCERNED CITIZEN REQUESTS CALL LOG:

- Monday, 12/30/24, 9:04am: Report of damaged storm water infrastructure: “I need someone to fix the broken cul-de-sac in the ditch in front of my home.” Public Works Administrator asked for clarification, “Are you referring to a damaged culvert, perhaps?” “No, I’m sure it’s called a cul-de-sac. It needs fixed immediately please. Neighbors are all concerned about the liability of having a broken cul-de-sac that someone could fall into.”
- Monday, 12/30/24, 12:30pm: Citizen request for specialty road signs: “The ‘Dead End’ signs are far too morbid. Please change these to something less creepy. ‘Not a through street,’ would be preferred, as it doesn’t connote death or dying.”
- Tuesday, 12/31/24, 2:00pm: Caller reported a water contamination issue: “Someone is putting poison in the City water to kill my cats!”
- Tuesday, 12/31/24, 4:00pm: Concern about water hardness in City’s culinary system: “The water is so hard on the east side of town that it’s making my hair fall out! I didn’t have this problem when I lived on the west side of town last year. Can you please soften the water on the east side?”
- Thursday, 01/02/25, 7:36am: Snowplowing concern: “The City was clearing snow around the hydrant near my house, and my large address stone has come up missing. . . I think one of the City workers may have taken it, by mistake.”
- Thursday, 01/02/25, 10:04am: Report of deceased wildlife: “Someone from Public Works needs to remove the dead bunny from the sidewalk in front of the theatre this morning before it scares any children.”
- Thursday, 01/02/25, 1:03 pm: Culinary water concern: “You should know that the City water is contaminated with tiny fish eggs! They were pouring out of my faucet & into my toilet tank this morning!”
- Thursday, 01/02/25, 4:30pm: Pest control concern. “I need to know what you’re going to do about all of the mosquitos in my yard this summer! There were droves of them last summer. You need to send someone from Public Works to get rid of them. They drove me nuts last year!”

MILESTONES – RETIREMENT WISHES



Mark Olpin:
Thank you for your dedicated service. Wishing you a happy and fulfilling retirement!



SKILL SPOTLIGHT- CERTIFICATIONS EARNED

- **Blake Walton:** Cross Connection Administrator.
- **Kayden Davis:** Water Distribution IV.
- **Missy Luke:** Utility Management.
- **Matthew Kennard:** Water Rights and Conservation.
- **Rylan Keel:** CDL Class B – Way to roll!
- **Alonso Aguirre:** CDL Class A – Driving success!
- **Kyle Mair:** CDL Class A – Another expert driver on board.

**PUBLIC WORKS
WOULD LIKE TO SAY
THANK YOU TO ALL
THE OTHER
DEPARTMENTS,
MAYOR AND
COUNCIL FOR
HELPING US MAKE
2024 SUCCESSFUL!**



CEMETERY/PARKS

2024 Victories

NEW OFFICE BUILDING & COLUMBARIUM

- Groundbreaking ceremony September 2024
- Estimated completion date end of August 2025
- 3 Offices and reception area
- Conference room for 8
- Family room
- Kitchen and Bathrooms
- Basement for future use
- Garage for golf cart
- Covered cremations niches for 1296
- Courtyard





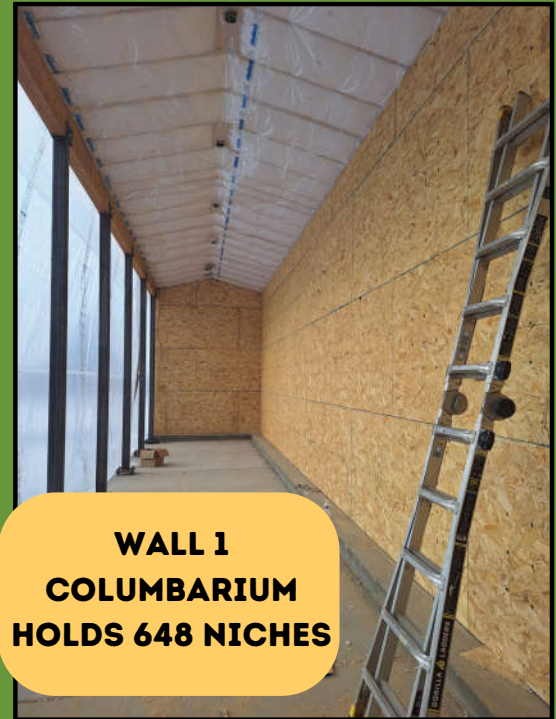
**STANDING IN THE COURTYARD
LOOKING
NORTHEAST**



**FAMILY ROOM
A PLACE FOR QUIET
BURIAL PLANNING**



**VIEW FROM
RECEPTION**



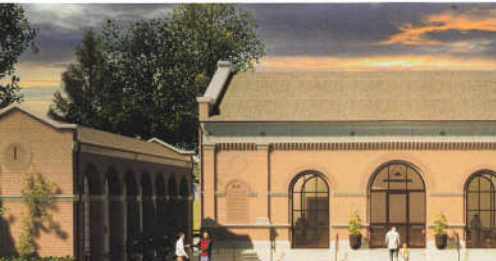
**WALL 1
COLUMBARIUM
HOLDS 648 NICHES**



**NICHES READY TO
BE INSTALLED**

Heber City Cemetery

PRE SALE COLUMBARIUM NICHE SALES



A Sacred Meditative Space

Groundbreaking rates are available through November 1, 2024.

Pricing includes opening and closing niches as well as standard engraving faceplate costs. Companion niches include two boxes and a shared faceplate. Payment plans are available at no interest.



Read more
Scan QR code or visit
heberut.com/events/columbarium

	Resident		Non-Resident		Resident Companion		Non-Resident Companion	
	DISCOUNT	Pre-Sale Price	Price	Pre-Sale Price	DISCOUNT	Pre-Sale Price	Price	Pre-Sale Price
Row A Value	\$1600	\$1280	\$2000	\$1600	\$3200	\$2560	\$4000	\$3200
Row B Value	\$1600	\$1280	\$2000	\$1600	\$3200	\$2560	\$4000	\$3200
Row C Value	\$1600	\$1280	\$2000	\$1600	\$3200	\$2560	\$4000	\$3200
Row D Standard	\$1920	\$1536	\$2400	\$1920	\$3840	\$3072	\$4800	\$3840
Row E Premium	\$2240	\$1792	\$2800	\$2240	\$4480	\$3584	\$5600	\$4480
Row F Premium	\$2240	\$1792	\$2800	\$2240	\$4480	\$3584	\$5600	\$4480
Row G Premium	\$2240	\$1792	\$2800	\$2240	\$4480	\$3584	\$5600	\$4480
Row H Premium	\$2240	\$1792	\$2800	\$2240	\$4480	\$3584	\$5600	\$4480
Row I Premium	\$2240	\$1792	\$2800	\$2240	\$4480	\$3584	\$5600	\$4480
Row J Standard	\$1920	\$1536	\$2400	\$1920	\$3840	\$3072	\$4800	\$3840
Row K Standard	\$1920	\$1536	\$2400	\$1920	\$3840	\$3072	\$4800	\$3840
Row L Standard	\$1920	\$1536	\$2400	\$1920	\$3840	\$3072	\$4800	\$3840

Niche spaces include granite name plate with basic engraving (name and dates only). Upgraded engraving, vase, pictures, etc. will be available at an extra cost. Weekly opening and closing fees are included purchase. Entry weekend rates will be applied to all purchases taking place on the weekend. All engraving will be ordered through Heber City Cemetery and is performed onsite. Name plates will not be allowed to be taken to any other engraver. The pre-sold engraving allowed except on companion companions after placement of first niche. Companion niche spaces include a shared nameplate and will not be able to be split into 2 separate companions. Single name plates will not be allowed to be placed in a shared companion name plate.

Heber City Cemetery Columbarium- wall #1 (North/Left side of courtyard facing south)

Row	Section 1 (Front/West Wall)						Section 2						Section 3						Sec		
A	W1-1-A1	W1-1-A2	W1-1-A3	W1-1-A4	W1-1-A5	W1-1-A6	W1-2-A1	W1-2-A2	W1-2-A3	W1-2-A4	W1-2-A5	W1-2-A6	W1-3-A1	W1-3-A2	W1-3-A3	W1-3-A4	W1-3-A5	W1-3-A6	W1-4-A1	W1-4-A2	W1-4-A3
B	W1-1-B1	W1-1-B2	W1-1-B3	W1-1-B4	W1-1-B5	W1-1-B6	W1-2-B1	W1-2-B2	W1-2-B3	W1-2-B4	W1-2-B5	W1-2-B6	W1-3-B1	W1-3-B2	W1-3-B3	W1-3-B4	W1-3-B5	W1-3-B6	W1-4-B1	W1-4-B2	W1-4-B3
C	W1-1-C1	W1-1-C2	W1-1-C3	W1-1-C4	W1-1-C5	W1-1-C6	W1-2-C1	W1-2-C2	W1-2-C3	W1-2-C4	W1-2-C5	W1-2-C6	W1-3-C1	W1-3-C2	W1-3-C3	W1-3-C4	W1-3-C5	W1-3-C6	W1-4-C1	W1-4-C2	W1-4-C3
D	W1-1-D1	W1-1-D2	W1-1-D3	W1-1-D4	W1-1-D5	W1-1-D6	W1-2-D1	W1-2-D2	W1-2-D3	W1-2-D4	W1-2-D5	W1-2-D6	W1-3-D1	W1-3-D2	W1-3-D3	W1-3-D4	W1-3-D5	W1-3-D6	W1-4-D1	W1-4-D2	W1-4-D3
E	W1-1-E1	W1-1-E2	W1-1-E3	W1-1-E4	W1-1-E5	W1-1-E6	W1-2-E1	W1-2-E2	W1-2-E3	W1-2-E4	W1-2-E5	W1-2-E6	W1-3-E1	W1-3-E2	W1-3-E3	W1-3-E4	W1-3-E5	W1-3-E6	W1-4-E1	W1-4-E2	W1-4-E3
F	W1-1-F1	W1-1-F2	W1-1-F3	W1-1-F4	W1-1-F5	W1-1-F6	W1-2-F1	W1-2-F2	W1-2-F3	W1-2-F4	W1-2-F5	W1-2-F6	W1-3-F1	W1-3-F2	W1-3-F3	W1-3-F4	W1-3-F5	W1-3-F6	W1-4-F1	W1-4-F2	W1-4-F3
G	W1-1-G1	W1-1-G2	W1-1-G3	W1-1-G4	W1-1-G5	W1-1-G6	W1-2-G1	W1-2-G2	W1-2-G3	W1-2-G4	W1-2-G5	W1-2-G6	W1-3-G1	W1-3-G2	W1-3-G3	W1-3-G4	W1-3-G5	W1-3-G6	W1-4-G1	W1-4-G2	W1-4-G3
H	W1-1-H1	W1-1-H2	W1-1-H3	W1-1-H4	W1-1-H5	W1-1-H6	W1-2-H1	W1-2-H2	W1-2-H3	W1-2-H4	W1-2-H5	W1-2-H6	W1-3-H1	W1-3-H2	W1-3-H3	W1-3-H4	W1-3-H5	W1-3-H6	W1-4-H1	W1-4-H2	W1-4-H3
I	W1-1-I1	W1-1-I2	W1-1-I3	W1-1-I4	W1-1-I5	W1-1-I6	W1-2-I1	W1-2-I2	W1-2-I3	W1-2-I4	W1-2-I5	W1-2-I6	W1-3-I1	W1-3-I2	W1-3-I3	W1-3-I4	W1-3-I5	W1-3-I6	W1-4-I1	W1-4-I2	W1-4-I3
J	W1-1-J1	W1-1-J2	W1-1-J3	W1-1-J4	W1-1-J5	W1-1-J6	W1-2-J1	W1-2-J2	W1-2-J3	W1-2-J4	W1-2-J5	W1-2-J6	W1-3-J1	W1-3-J2	W1-3-J3	W1-3-J4	W1-3-J5	W1-3-J6	W1-4-J1	W1-4-J2	W1-4-J3
K	W1-1-K1	W1-1-K2	W1-1-K3	W1-1-K4	W1-1-K5	W1-1-K6	W1-2-K1	W1-2-K2	W1-2-K3	W1-2-K4	W1-2-K5	W1-2-K6	W1-3-K1	W1-3-K2	W1-3-K3	W1-3-K4	W1-3-K5	W1-3-K6	W1-4-K1	W1-4-K2	W1-4-K3
L	W1-1-L1	W1-1-L2	W1-1-L3	W1-1-L4	W1-1-L5	W1-1-L6	W1-2-L1	W1-2-L2	W1-2-L3	W1-2-L4	W1-2-L5	W1-2-L6	W1-3-L1	W1-3-L2	W1-3-L3	W1-3-L4	W1-3-L5	W1-3-L6	W1-4-L1	W1-4-L2	W1-4-L3

Indicates companion Niches (Must be sold together)

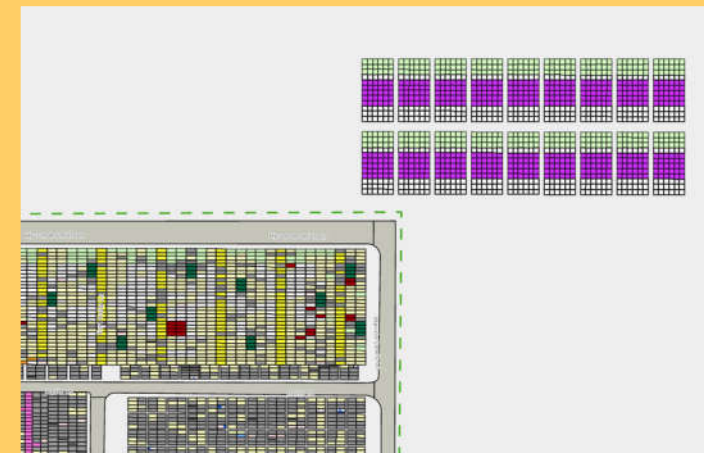
-MARKETING EFFORTS

-\$13,972 IN PRE-SALES

-NEW NUMBERING SYSTEM

-UPDATING SOFTWARE TO INCLUDE NICHE LOCATION AND RECORDS

-NEW POLICIES, FORMS, ETC.



CONTACT

Jody Summers
Events, Cemetery, and Parks
jsummers@heberut.gov

680 N 550 E, Heber City, UT 84032
Phone: 435-671-2713
M - F 8:30 am - 2:30 pm

WATER FEATURE LANDSCAPING



WASATCH VISTA PARK





EXPANDED BREAK ROOM



- HEBER - MARKET™ ON MAIN



Successful run and turnout despite new stage construction



Bike check was very popular and always full!



Fun new lawn games were popular

HALLOWEEN AND CHRISTMAS EVENTS

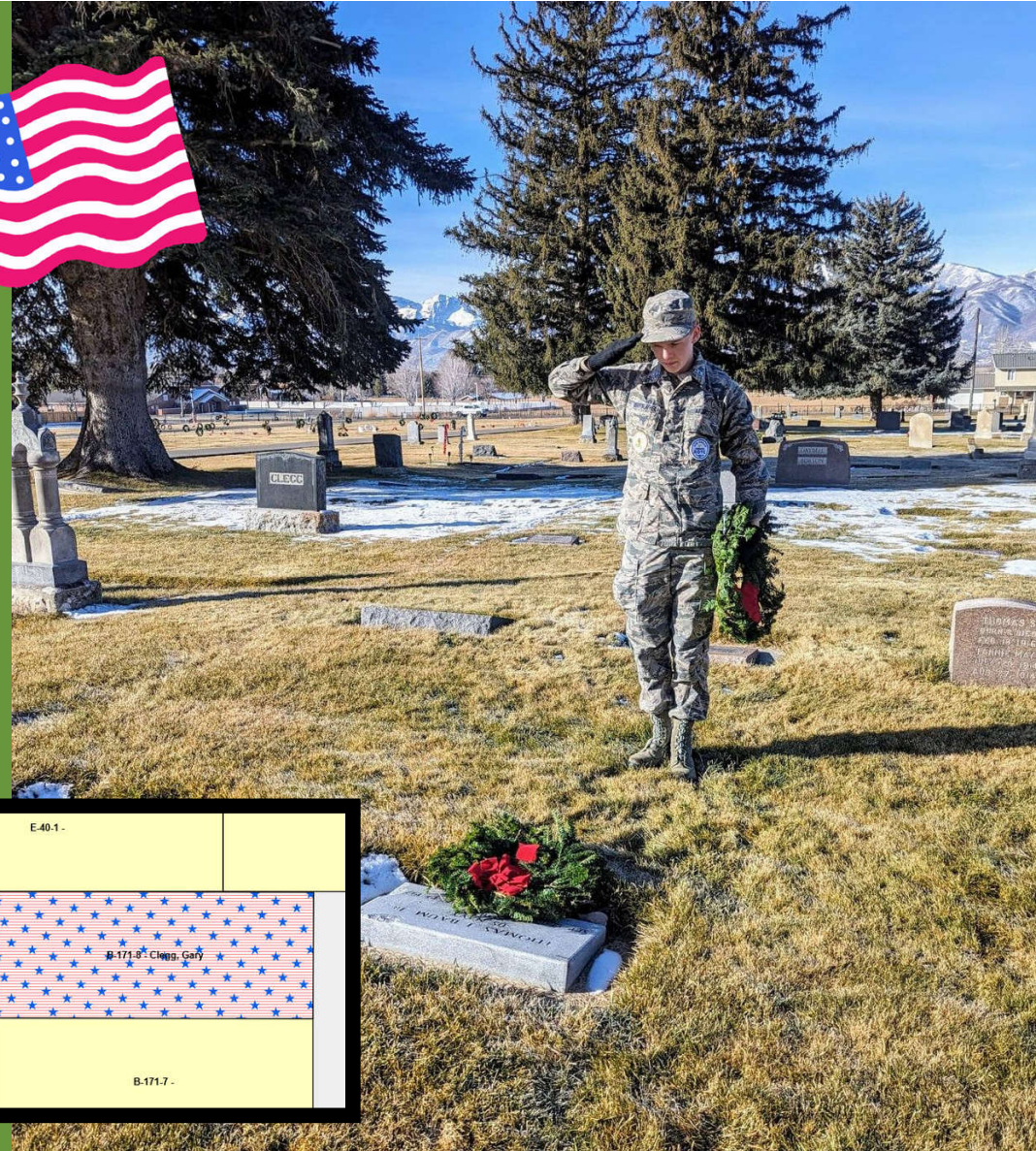


**-NEW DRONE
SHOW WAS A
HUGE HIT!
-ADDED
COOKIE
DECORATING**



WREATH'S ACROSS AMERICA

We had huge community support this year. We were able to find and label hundreds of veteran's graves that were not previously marked. Black Riffle Coffee Company generously donated for all the veteran's that were not covered by family/community donations. We also updated our cemetery maps to show veteran's graves with "Stars and Stripes" for easy identification in the future.



Human Resources



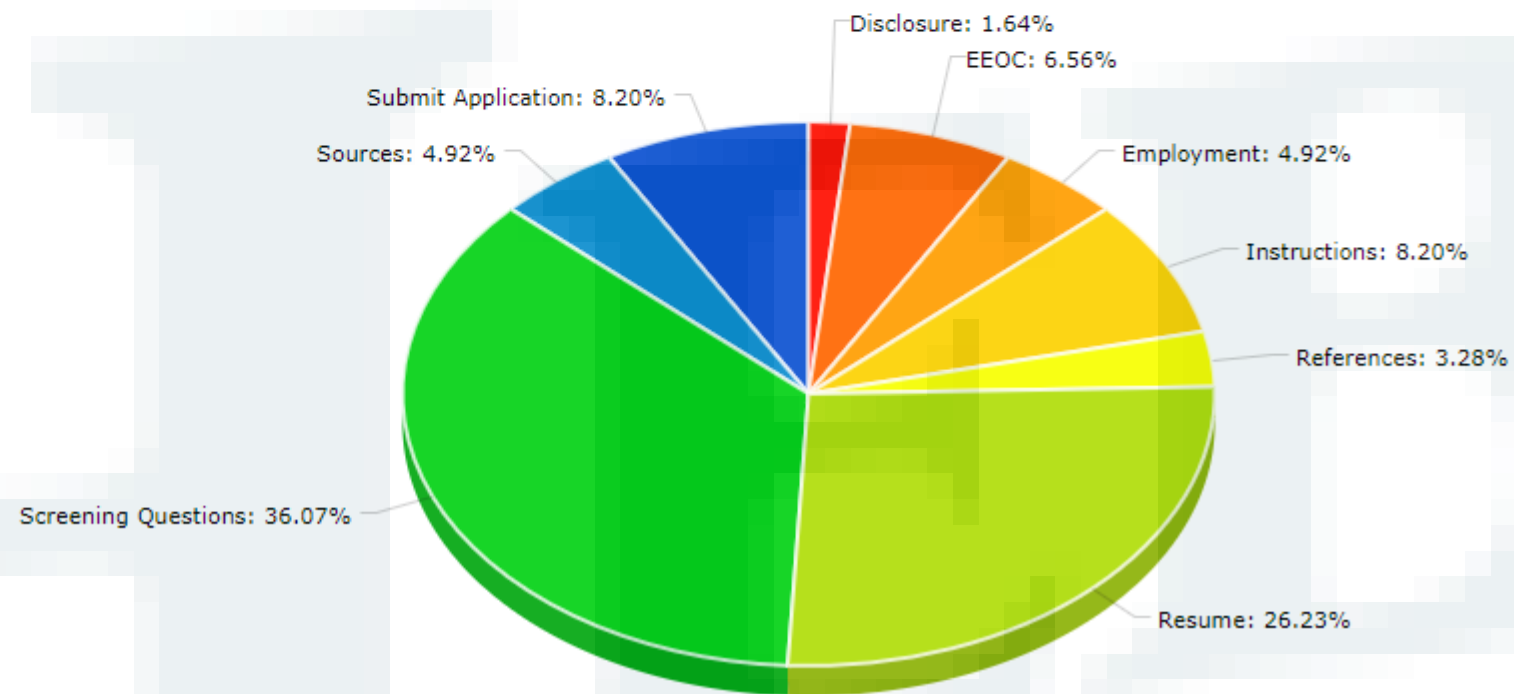
THE POWER OF TEAMWORK IN HEBER CITY CULTURE

Investigating the role of teamwork in shaping Heber City's culture and embodying the winning spirit of the Wasatch Back.

This table displays the percentage of applicants that exited the application process for each section of the application.

Name	URL	Exit Rate
Instructions	/apply/instructions.php	8.2%
Screening Questions	/apply/screening.php	36.1%
Employment	/apply/employment.php	4.9%
Resume	/apply/resume.php	26.2%
References	/apply/references.php	3.3%
EEOC	/apply/eec.php	6.6%
Disclosure	/apply/disclosure.php	1.6%
Sources	/apply/source.php	4.9%
Submit Application	/apply/submit.php	8.2%

chart by amcharts.com



31 New/Re-Hires in 2024

The culture of Heber City is founded on accountability, transparency, a blend of tactics, skill, and teamwork.

TEAMWORK AT HEBER CITY

this report shows which sources are the best at producing new hires. while some sources may not yield as many total applicants, the % hired may

source	total applicants	total hired	conversion %	unemployed	unemployed %	hired	hired %
1. employee referral	28	7	25.0%	5	17.9%	8	21.4%
2. internal	15	3	20.0%	0	0.0%	3	8.3%
3. facebook	11	1	9.1%	2	18.2%	1	2.8%
4. heber city website	80	80	100.0%	14	17.5%	1	1.3%
5. coffee	47	4	8.5%	13	27.7%	2	4.3%
6. indeed sponsored	28	28	100.0%	2	7.1%	1	2.8%
7. indeed	278	268	96.4%	11	3.9%	1	0.3%
8. google	13	13	100.0%	2	15.4%	0	0.0%
9.Indeed	14	12	85.7%	1	7.1%	0	0.0%
10. ziprecruiter organic	18	18	100.0%	1	5.6%	0	0.0%
11. advana	5	5	100.0%	0	0.0%	0	0.0%
12. job ad server	1	1	100.0%	0	0.0%	0	0.0%
13. jobscareers	1	1	100.0%	0	0.0%	0	0.0%
14. linkedin organic	5	5	100.0%	0	0.0%	0	0.0%
15. monitor controlled (your only)	1	1	100.0%	0	0.0%	0	0.0%
16.Indeed.com	6	5	83.3%	0	0.0%	0	0.0%
17.Indeed	0	0	0.0%	0	0.0%	0	0.0%
18.Indeed	0	0	0.0%	0	0.0%	0	0.0%
19.Indeed	0	0	0.0%	0	0.0%	0	0.0%
20.Indeed	0	0	0.0%	0	0.0%	0	0.0%
21.Indeed	0	0	0.0%	0	0.0%	0	0.0%
22.Indeed	0	0	0.0%	0	0.0%	0	0.0%
23.Indeed	0	0	0.0%	0	0.0%	0	0.0%
24.Indeed	0	0	0.0%	0	0.0%	0	0.0%
25.Indeed	0	0	0.0%	0	0.0%	0	0.0%
26.Indeed	0	0	0.0%	0	0.0%	0	0.0%
27.Indeed	0	0	0.0%	0	0.0%	0	0.0%
28.Indeed	0	0	0.0%	0	0.0%	0	0.0%
29.Indeed	0	0	0.0%	0	0.0%	0	0.0%
30.Indeed	0	0	0.0%	0	0.0%	0	0.0%
31.Indeed	0	0	0.0%	0	0.0%	0	0.0%
32.Indeed	0	0	0.0%	0	0.0%	0	0.0%
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52.Indeed	0	0	0.0%	0	0.0%	0	0.0%
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83.Indeed	0	0	0.0%	0	0.0%	0	0.0%
84.Indeed	0	0	0.0%	0	0.0%	0	0.0%
85.Indeed	0	0	0.0%	0	0.0%	0	0.0%
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87.Indeed	0	0	0.0%	0	0.0%	0	0.0%
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90.Indeed	0	0	0.0%	0	0.0%	0	0.0%
91.Indeed	0	0	0.0%	0	0.0%	0	0.0%
92.Indeed	0	0	0.0%	0	0.0%	0	0.0%
93.Indeed	0	0	0.0%	0	0.0%	0	0.0%
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96.Indeed	0	0	0.0%	0	0.0%	0	0.0%
97.Indeed	0	0	0.0%	0	0.0%	0	0.0%
98.Indeed	0	0	0.0%	0	0.0%	0	0.0%
99.Indeed	0	0	0.0%	0	0.0%	0	0.0%
100.Indeed	0	0	0.0%	0	0.0%	0	0.0%
total	544	16	2.9%	16	2.9%	16	2.9%

52 interviewed applicants
 544 applicants
 16 new to Heber City hires
 21.4% of new hires from EE referrals

WHY TEAMWORK MATTERS



**Foundation
of Success**

**Coordination
and Cohesion**

Teamwork is essential in local government; individual talent is enhanced by cooperation.

Teamwork requires players to work in sync, where every player's role impacts the team's overall performance.



ROLES IN HEBER CITY

Customer Facing

Each team member has a unique role that contributes to the team's overall strategy.

Internal Services

Speed and agility, driving the initiatives.

Power players responsible for first contact with citizens and visitors.



Effective and prompt communication is essential for making confident decisions.



EFFECTIVE COMMUNICATION



Showing up reliably and delivering your best effort every day, which reinforces trust through consistency.



BUILDING TRUST

Consistency in Performance

Trust allows team mates to rely on each other and act confidently.

CityWorks implementation team



TRUST

**Consistency in
Performance**

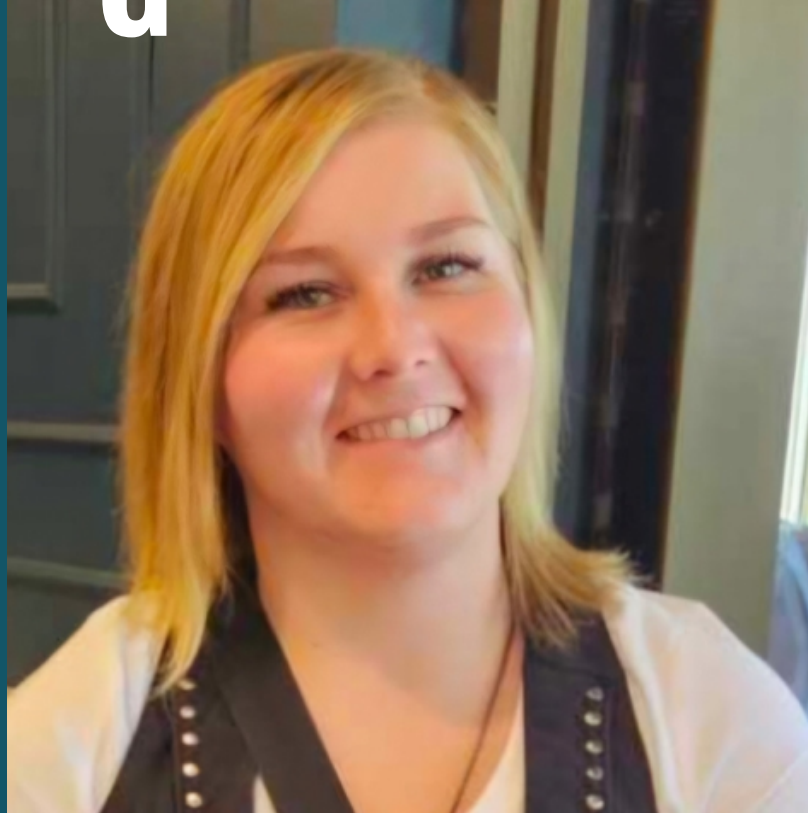
**Trust allows team mates to rely on each other and act
confidently.**



Teamwork is essential; individual talent is enhanced by cooperation.

SUPPORTIN EACH OTHER

G



ADAPTING TO CHALLENGES

In public service, quick thinking and collaboration allow the team to adapt to any challenge, turning obstacles into opportunities for success.



Teamwork helps coworkers quickly adapt to unexpected situations during projects.

LEADERSHIP



Leadership and Motivation

The City Manager leads by example, inspiring the team through both words and actions, especially in tough moments, ensuring the team members stay focused and motivated.

Strategic Decision-Making and Communication

As the leader, the City Manager communicates strategic adjustments, manages team leader interactions, and ensures that the team stays aligned with the overall strategy throughout the game.



GROWTH

THROUGH CHALLENGES

A supportive environment fosters the ability to learn best practices without fear, promoting resilience and enhancing team cohesion.

Human Resources 'HR'
Professional: Neat appearance, proper demeanor, appropriate skills, and competency.



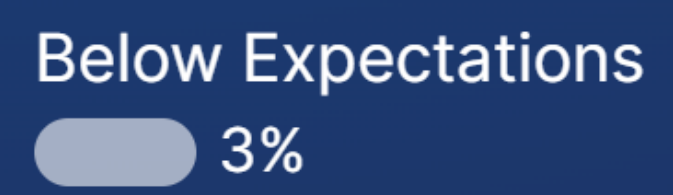
Responsive: Reacting quickly, positively, and reliably in HR.



Accurate: Completed assignments and/or information provided is accurate in HR.



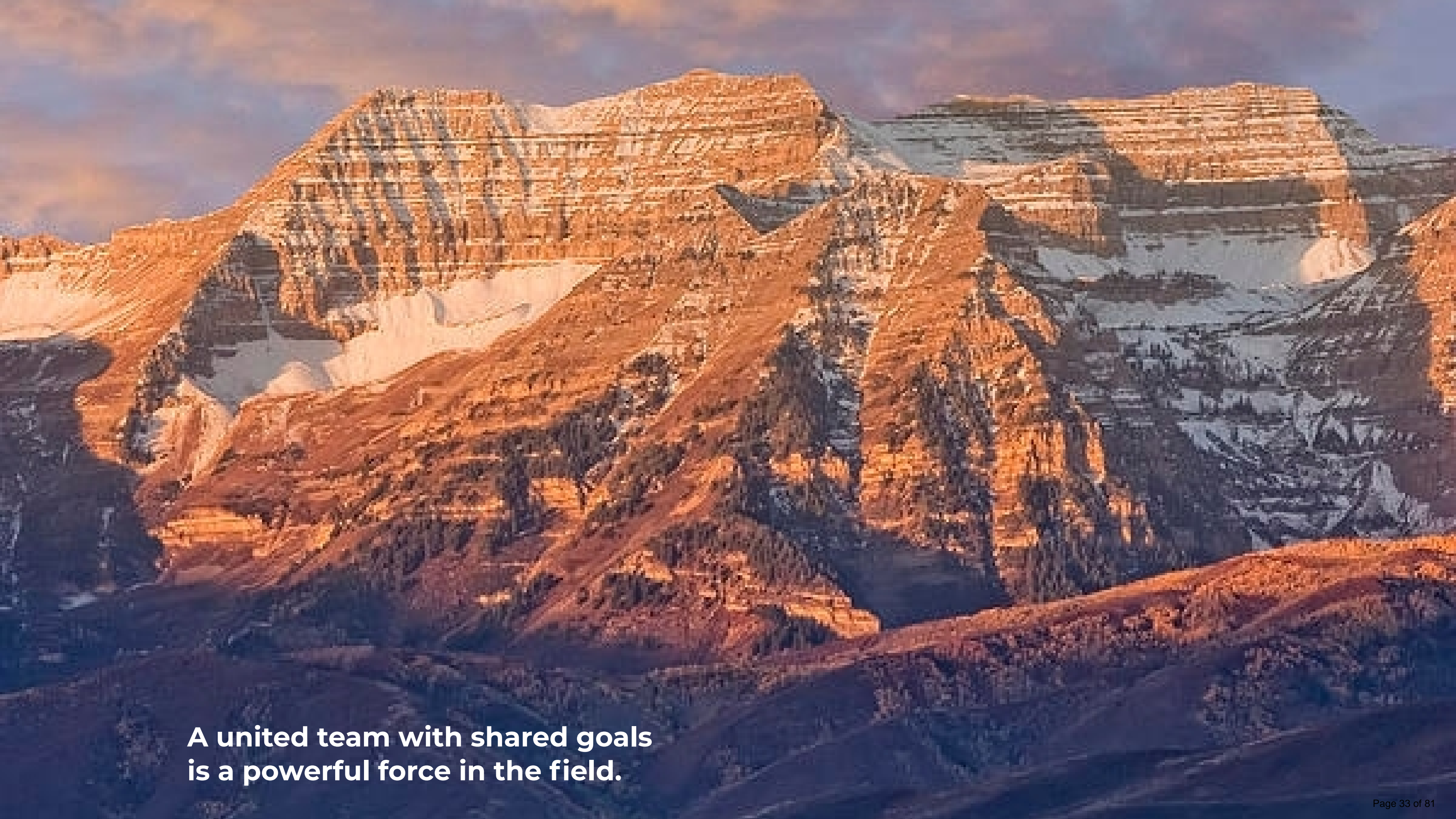
Timely: Requests are completed or occurring at a favorable or useful timeframe in HR.





RETIREMENT





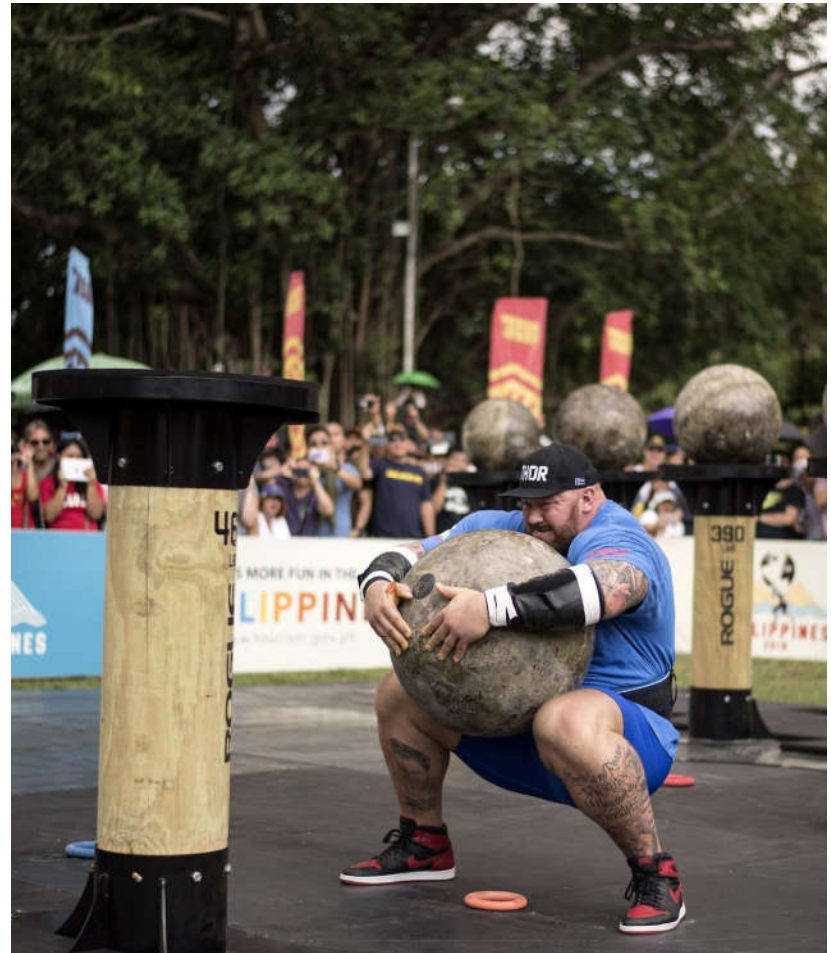
**A united team with shared goals
is a powerful force in the field.**



2024 Planning Victories







2023 vs 2024



Cityworks®



A TRIMBLE COMPANY







Above: Recent aerial photograph of the Main Street District between Main Street & 100 West; Left: Vision concept; Top left: vision concept zoomed in to alley just west of Main.

Above right: A large plaza in the alley near the Civic Center Block provides space for outdoor movies and other activities; Right: Midblock walkways connect Main Street and the pedestrian alley.

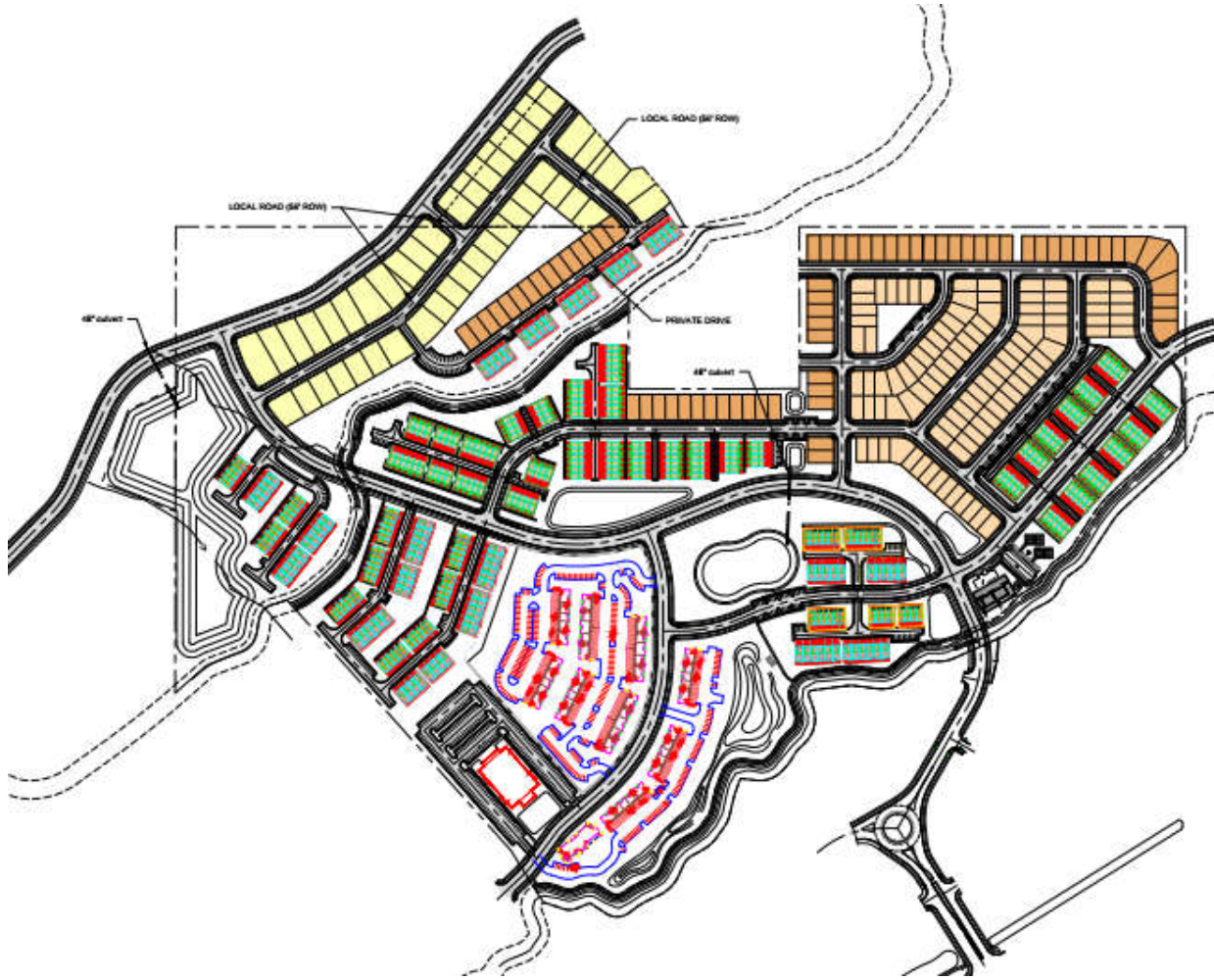
Mission Victories





Vision Victories





DEVELOPMENT SUMMARY

TOTAL SITE ACREAGE = 114.458 AC.

DR HORTON	UNITS	ERUs/UNIT	ERUs
ESTATE LOTS	44	1.0	44.0
ALTA LOTS (36.5x80)	101	0.75	75.8
COTTAGES LOTS (42x85)	68	1.0	68.0
STACKED FLATS	247	(SEE TABLE)	115.0
TOWNHOMES - OLIVER	81	1.0	81.0
TOWNHOMES - MILLBROOK	98	0.75	73.5
TOWNHOMES - DALTON	162	0.75	121.5

TOTAL UNITS = 801

TOTAL ERUs = 579

CLUBHOUSE = 2

CHURCH = 1

sq ft	UNITS	3000/3000	ERUs
<500	30	0.50	15.0
500-1000	150	0.75	112.5
1000-1500	20	1.00	20.0
>1500	0	1.00	0.0
GRAND TOTAL			157.5







VICTORIES

PRESENTATION Prosecution and City Administration Departments

City Council Retreat January 2025

One of the Gate Keepers

We Cut the Coal

- “We cut the coal.” Famous words from Winston Churchill spoken to coal miners who were leaving the coal pits in droves to volunteer for military service in World War II. While volunteering to fight was certainly noble, Churchill recognized how devastating it would be to the war effort if too many miners were leaving. So much of the industry necessary to the war effort used coal, not to mention the need to keep home fires burning.

No Task is Insignificant

- Knowing that many of these men felt undervalued and that they received little credit for the great work they did, Churchill decided to inspire them to the contrary. He wanted them to understand their significance. He wanted them to see that without the coal they provided the war would actually be more difficult to win and that the best thing they could do for Britain would be to keep working in the mines.

Contribution

- Standing in Westminster Central Hall speaking to the Conference of Delegates of Coal Owners and Miners, Churchill looked into the eyes of the coal-stained faces of these men who sat in silence and awe and said, ‘We will be victorious! We will preserve our freedom and years from now when our freedom is secure, and years from now when peace reigns, your children and your children’s children will come and they will say to you, “What did you do to win freedom in the great war?”, and one will say: “I was a fighter pilot”, another will say: “I was in the Submarine Service”, another “I marched with the Eighth Army”, a fourth will say: “None of you could have lived without the convoys and the Merchant seamen”, and you, in your turn, will say, with equal pride and with equal right: “WE CUT THE COAL”’

The Builders, Henry Wadsworth Longfellow (1807-1882)

- All are architects of Fate,
Working in these walls of Time;
Some with massive deeds and
great,
Some with ornaments of rhyme.

Nothing useless is, or low;
Each thing in its place is best;
And what seems but idle show
Strengthens and supports the rest.
For the structure that we raise,
Time is with materials filled;
Our to-days and yesterdays
Are the blocks with which we build.

Truly shape and fashion these;
Leave no yawning gaps between;
Think not, because no man sees,
Such things will remain unseen.
In the elder days of Art,
Builders wrought with greatest care
Each minute and unseen part;
For the Gods see everywhere.

Let us do our work as well,
Both the unseen and the seen;
Make the house, where Gods may
dwell,
Beautiful, entire, and clean.
Else our lives are incomplete,
Standing in these walls of Time,
Broken stairways, where the feet
Stumble as they seek to climb.

Build to-day, then, strong and sure,
With a firm and ample base;
And ascending and secure
Shall to-morrow find its place.
Thus alone can we attain
To those turrets, where the eye
Sees the world as one vast plain,
And one boundless reach of sky.

A hand is shown holding a gold medal with a red ribbon. The medal is partially obscured by a black text box. The background is a light blue sky.

Victories

Heber Valley Airport

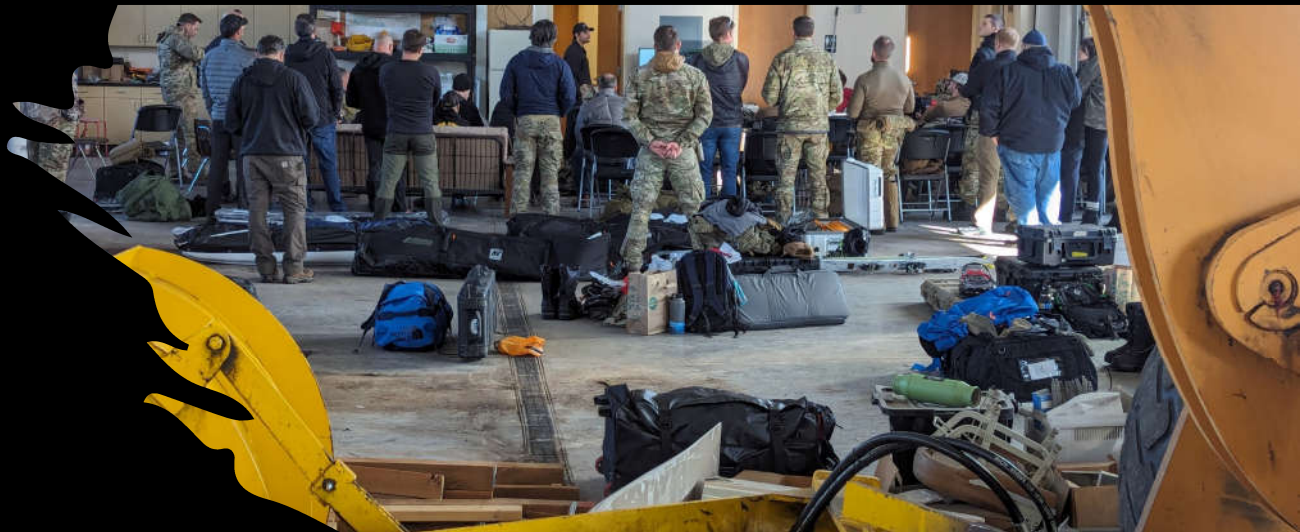
- Snowplowing – The Top Winter Priority - Video



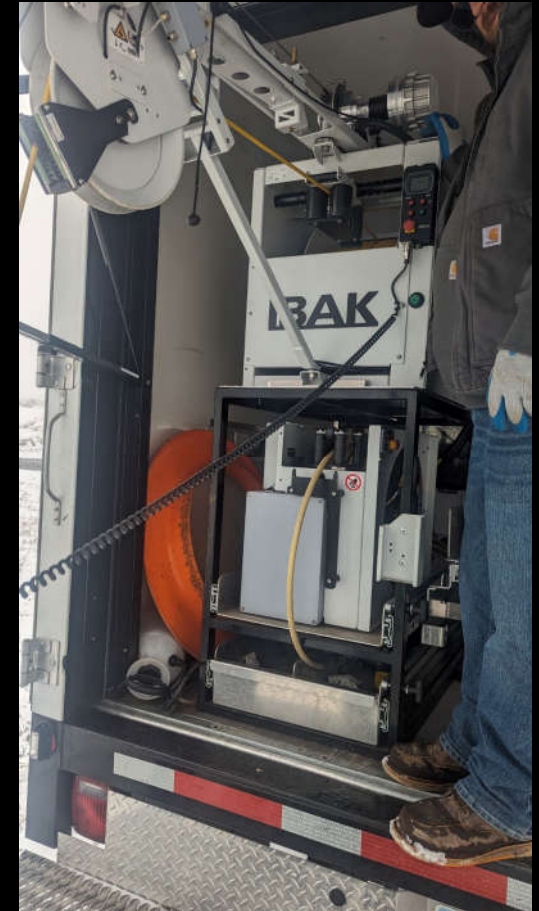
Snowfest was a huge success – hot air balloons, local food, skjoring, and fun!



- FBI Training Operations
- Drones, Skiing, Helicopters, Thermal/Night vision training and more



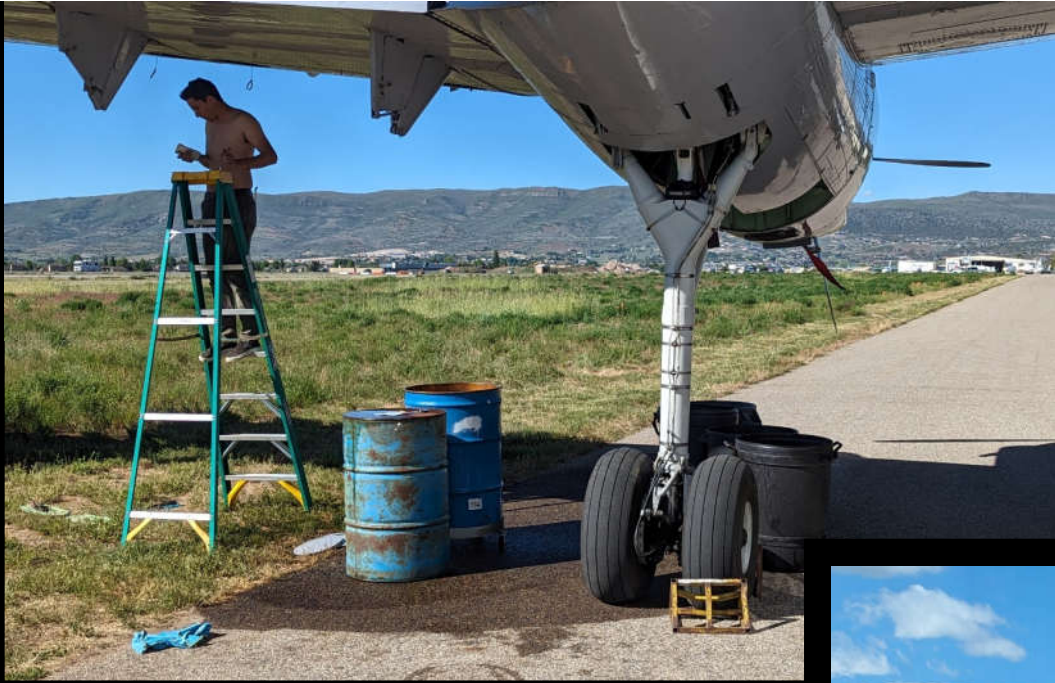
- Video – Verifying old lines





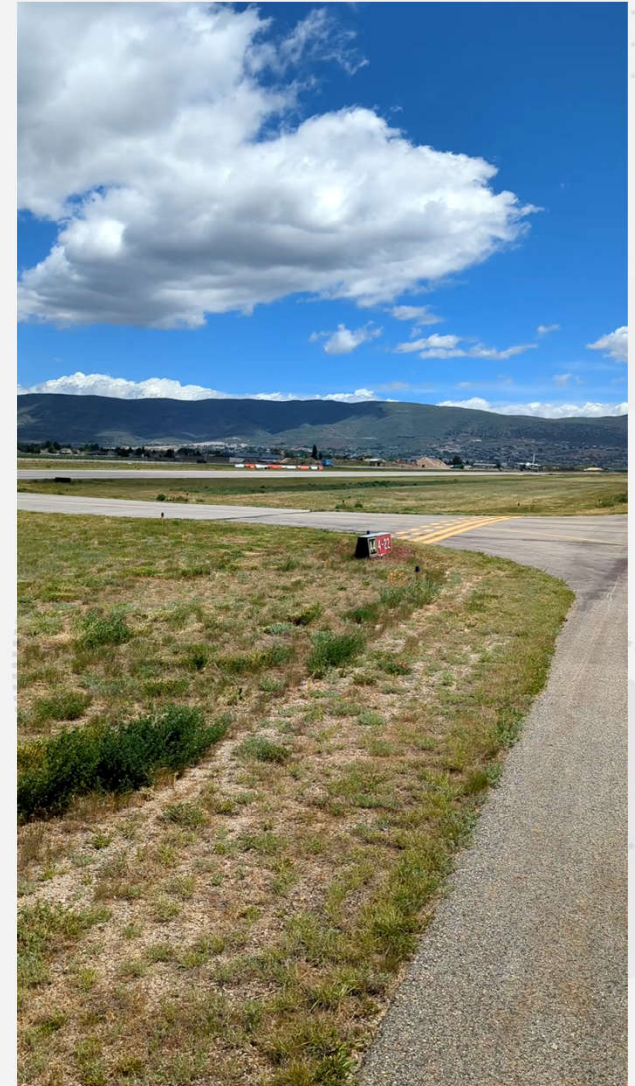
Incident response – Ground looped aircraft, fuel spills, blown tires, disabled aircraft recovery. 0 casualties or injuries this year





HALO Jumper training. After they finished training, the aircraft had a fuel leak. We worked with a local mechanic shop do clean, repair, and dispose of the fuel safely



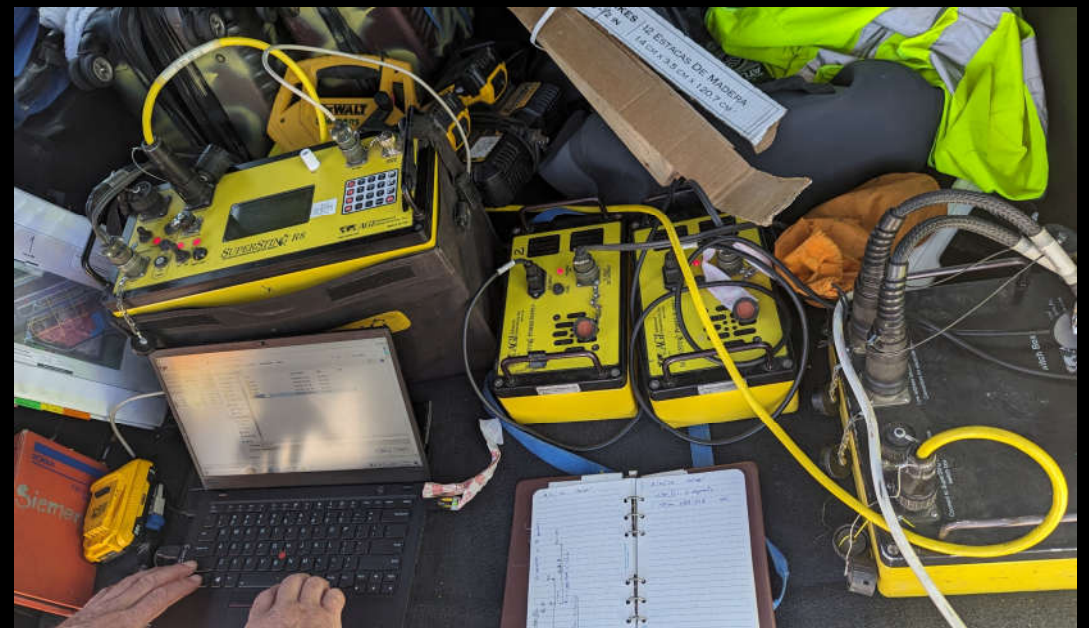
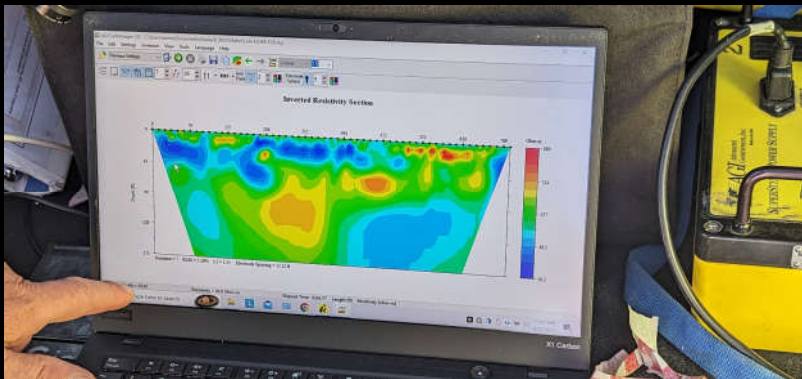


- Firefighting! We had 17 firefighting aircraft at the airport, along with all support crews and vehicles.




Drilling cores for soil testing. Start of the new runway project

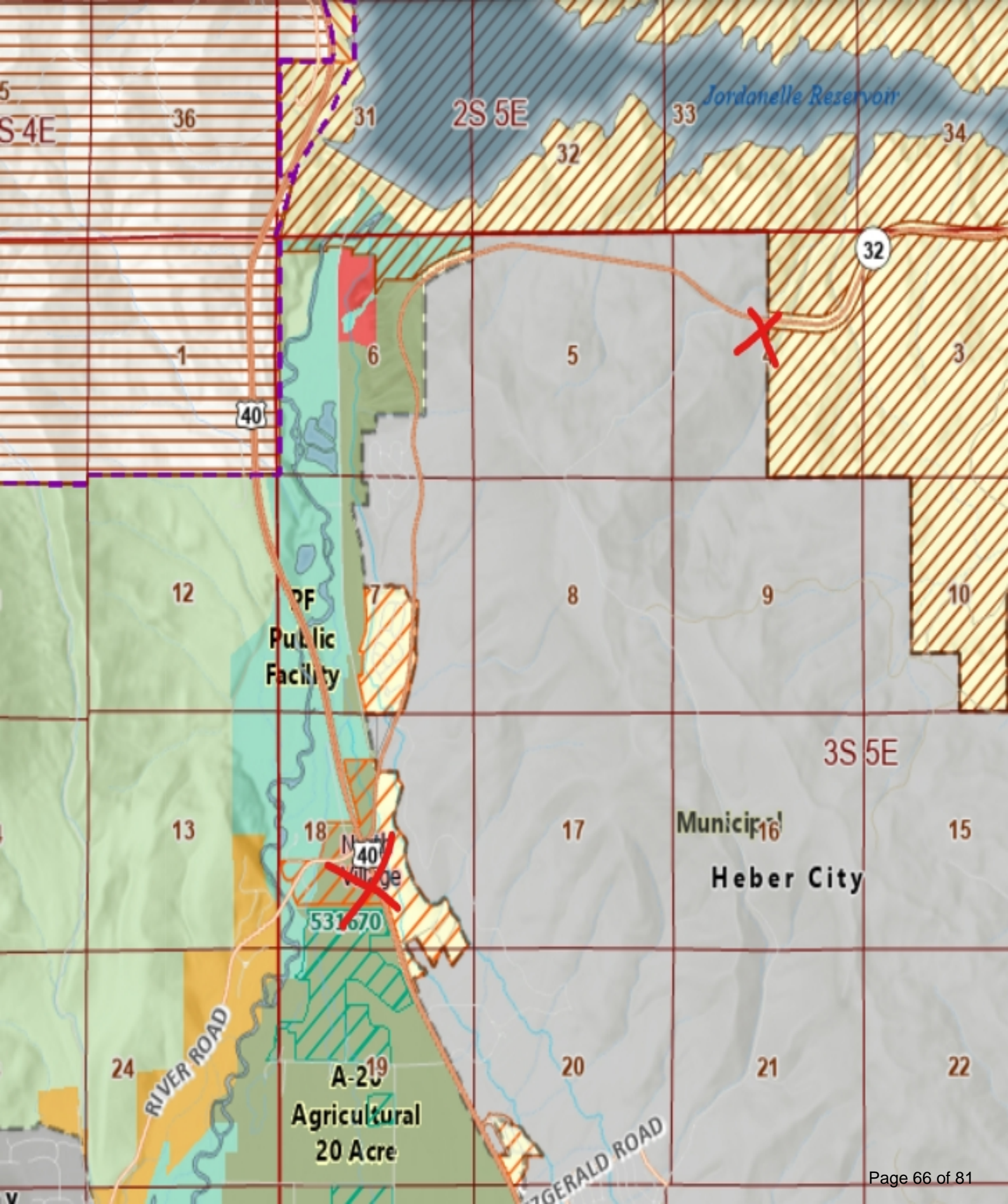


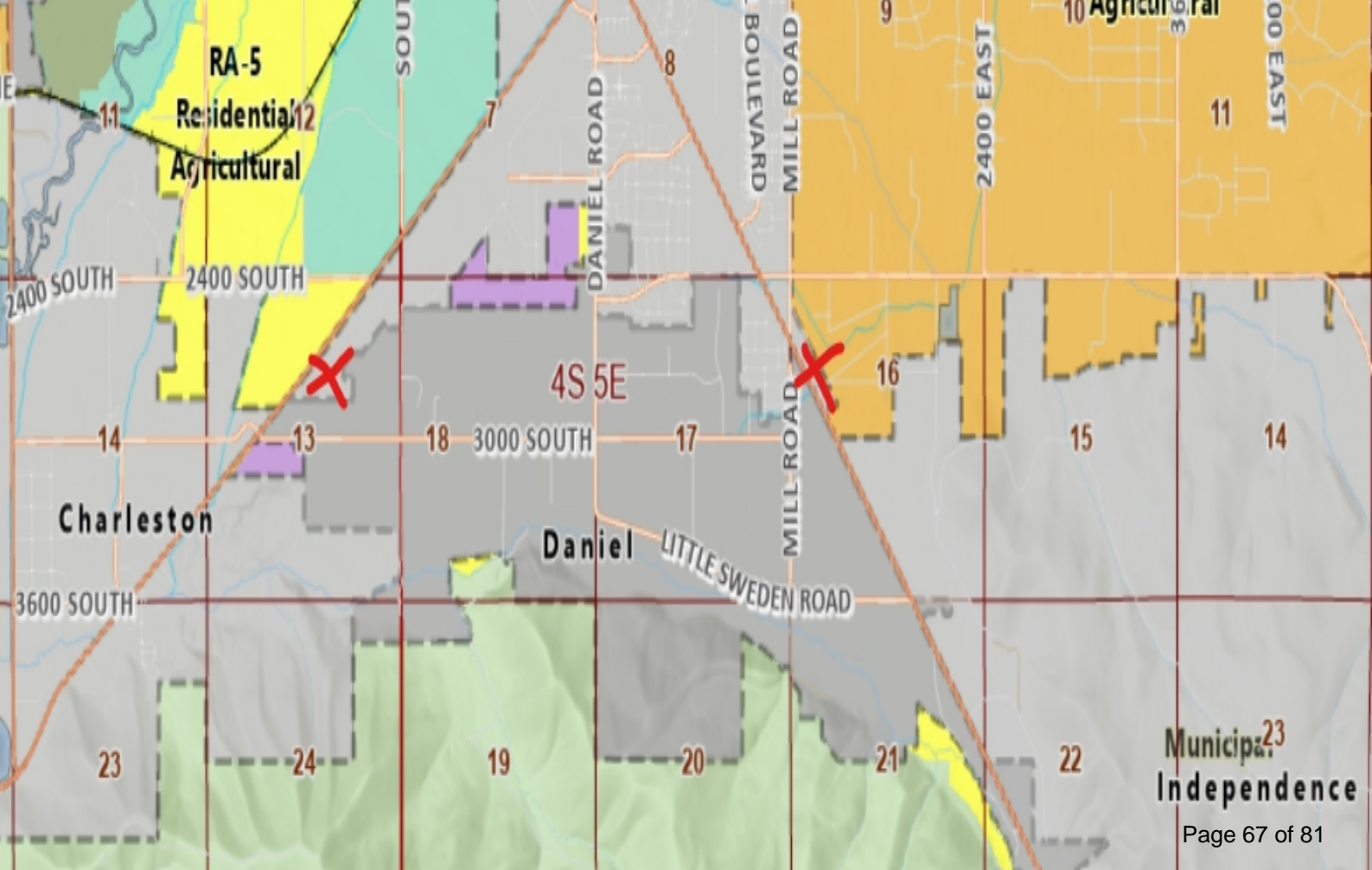




-
- Fixed 4 sections of fence when drivers crashed through it.

- 
- AAB approved new rates, fees, and charges for the airport. These new and up-to-market rates will be integral in paying for our percent match from the FAA for the necessary safety upgrades to the airport in the coming years \$\$\$





RA-5

Residential
Agricultural

4S 5E

Charleston

Municipality
Independence

SWOT Analysis Council Retreat 2025

SWOT ANALYSIS; LEGAL: PROSECUTION; DEPUTY CIVIL ATTORNEY; ASSISTANT CITY MANAGER

<p>STRENGTHS:</p> <ul style="list-style-type: none"> - Intuitive ability to provide civil, administrative, criminal guidance and counsel to all internal departments, agencies, and individuals; and external customers, citizens and visitors of the City. - Ability to offer candid yet conscious responses to legal and administrative questions and concerns raised by the Staff, citizens or city, county or state employees regarding a range of topics both political, personal and emotional; including but not limited to: land use, contracts, water, drafting of policies, legal opinions, memoranda, ordinances, and city administration from the Manager's Office on these types of issues, and projects assigned by the City Manager. Some of these include Oversight of the POSTT Committee and Historical Commission; assistance with the Airport administration. - Provides a face in the community that is experienced, respected, and established. Offers many substantive relationships with; businesses and business owners; individual citizens in the city, county and state; and other local and state entities, and governmental and law enforcement agencies. - Efficient system for processing and enforcing criminal justice court cases. - A spirit of positivity and can-do attitude in the administrative and legal offices that affords seasoned and critical review of criminal, administrative and limited legal documents and issues. Supportive group thinking participation on most all aspects within the City. Yet also, the ability to advise, when applicable, between what is legal, and what is right and appropriate. - Support in IT issues and help in developing processes to facilitate IT assistance to all the Departments in the City. 	<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> - Continue to work on creating a digital database for record keeping, searching and exchange. - Help our Department TAC get training. Create opportunities to train support staff regarding their responsibilities when it comes to unintentional errors in dissemination of secure, protected information. - For Suzanne, increased understanding of each of the various departments, what they do and their policies and processes. - Continue to develop and foster relationships with support staff of the other state and county agencies and citizens by interacting with them on a day to day basis and expressing interest and concern in their day-to-day lives as the issues relate to local government. Our department acts as the gate keeper and steward of the first and sometimes daily interaction of citizens with their home town and its agencies, <i>(family, business, neighborhood, services, entertainment, animals, civic, environment, contracts and agreements, policy application, enforcement, zoning and land use, and criminal)</i>. - Prioritize IT service and support to the Departments through detailed processes and delegated tasks so that IT service and support is more responsive, timely and efficient. - The handling of various City Admin., projects and tasks; meeting with the departments of the City, and the citizens that interact with these departments.
<p>WEAKNESSES:</p> <ul style="list-style-type: none"> - Reliance on paper records and outdated search methods. <i>Proposed Solution, Suzanne has incorporated 90% digital records for discovery, and, streamlined body cam, and video sharing with Defendants.</i> 	<p>THREATS:</p> <ul style="list-style-type: none"> - Delayed responses from outside agencies on chemical evidence (alcohol, blood, drugs, etc.), resulting in difficulty in processing prosecution of individuals.

<ul style="list-style-type: none"> - Increased need for training regarding security, protection, and treatment of criminal records from the prosecution for the City. As now an independent approved TAC, Suzanne, and her work area is now required to increase security of these files and records. Proposed Solution, the majority of Suzanne's prosecution and criminal discovery computer/digital location is remote and not shared in the building - Suzanne with her shared employment among different entities may, at times, creates some added pressure when there is an urgent response need. Proposed Solution, with the passage of time in this new position, she and I are anticipating and prioritizing critical tasks that are routinely presenting themselves, and this allows for emergency time space/ carved out time during each week to process. Most critical tasks are becoming more predictable. - Limited and delayed response times to Departments for IT Support, and product delivery. Proposed Solution, use of City personnel third party technical support to help the IT Department provide IT service to the City Departments. - Time to fully tend to all the City Administration tasks, and civil Legal Deputy Attorney support, with the limitations of time with the increased prosecution administration and case load and criminal duties. Proposed Solution, compartmentalizing portions of my day for telephone and email responses, and specific, limited meeting days and times email 	<ul style="list-style-type: none"> - Competing development and political agendas between entities and organizations, individuals, state and local private, and governmental agencies. This is being seen even more in City Administration projects and meetings with citizens and frustrated people in the community because of the growth of the City and increased population and services. - The ever-increasing social trend of "Us" vs. "Them" mentality between government, particularly law enforcement departments, and individuals. - Constitutional audits that sometimes challenge keeping private and secure information protected, while supporting the public's right of some access, and doing this without aggravating those requesting the records. - Economic pressures are creating increased conflict and anxiety with persons who are involved criminally and some administrative issues with our departments. Family Law, with parental and children conflicts. - Potential IT security breaches, and exposures given the immensity of IT product throughout the City; and lack of a smoothly working process of ordering, follow up with status of orders, uploading IT programs and software, and delivery of the product to Departments.

Suzanne Hansen is my assistant and secretary.

Together, in the Heber City Prosecutor's, and Assistant City Manager's Offices, we handle all criminal and some civil and administrative aspects for the City.

Over the last few years, we have been able to create a nearly-paperless method of preparing our legal documents for trial and storage following completion. This reduces time, cuts costs, and improves the search and retrieval method for records. We are devising plans to continue the digitization of the department to include civil cases and plan to work with the City Recorder to smooth the process of communication and correlation between the departments.

Our interaction with citizens on a day to day basis is both a strength and opportunity because our office, by design and necessity, is involved in the aspects of people's daily lives as those lives relate to local government. Our department acts as the gate keeper and sometimes as an informal ambassador, as it were, to the people of our City. Often their first day to day interaction as citizens with their hometown and its agencies, is with us; consider that in issues or instances involving (*family, business, neighborhood, services, entertainment, animals, civic, environment, contracts and agreements, policy application, enforcement, zoning and land use, and criminal*), the Legal Department is involved somehow. We bring years of experience in dealing with these **repetitive, hard, emotional, personal issues**, that come as a result of interacting and working with people and groups of people of ever-increasing cultures and various ethical opinions and ideas.

I have established long term, respected relationships with businesses and business owners, and individual citizens in the city, county and state, as well as other local and state entities, and governmental and law enforcement agencies. We both look forward to enhancing these relationships and creating new ones to expand our understanding of the needs of our community and ways to serve better.

Suzanne and I appreciate very much the opportunity to work for you and the City. It is a privilege and a blessing we do not take lightly, ever.

Thank you.

2024 SWOT – Addressing Weaknesses

Weakness: Losing Institutional Knowledge (Outsourcing)

Remedy: Trying to bring development reviews back in house, could use an additional staff member.

Weakness: Capacity - Level of Service, Increase in non-permit related work

Remedy: Staffing

Weakness: Revenue Reporting

Remedy: Have been working with Finance and software to fix this issue as we transition back to generating revenue again.

Weakness: Long Range Planning

Remedy: Staffing at a level that would allow us to be proactive.

2025 Parks/Cemetery SWOT Analysis

Weaknesses Solutions

1. Seasonals need more training

-We will come up with a training schedule for the seasonals. Have a documented list of what needs to be learned. Make taking the time to train them a priority.

2. More safety training needed

-We have already begun a schedule for monthly safety meetings. Each department member will teach 1-2 trainings throughout the year.

3. Lack of computers for staff

-We plan to get (3) new computers for the new office building, leaving behind 3 to use in the shop. We would like to secure a few more beyond this as well.

4. Lack of seasonal applicants/employees

-Follow through with referral bonus. Come up and follow through with an incentive program/bonuses.

5. We are a small department and do not have time for taking care of special projects.

-There is simply a lack of staff for the amount of work that must be done. Would like to hire another employee.

6. Fast-growing community with lots of new development/parks without adding more employees. Department is spread thin at times. We can't take care of it the way it deserves to be cared for.

-Again, we need more staff. What level of service is the city expecting?

7. Department is outgrowing the existing shop and storage needs.

-We have plans for ways to expand and add more storage, but the budget to do so is not getting approved each year.

-Enclosed trailers for the mowers can add more security.

Solving Weakness's

1. Eliminated non-required inspections to keep up with state requirements (sheetrock, shower pan, driveway radiant heat, and sewer lateral). Are they being installed correctly? [With no inspections being completed there is no way to track if they are being done correctly. Looking into putting general information on some inspections that have been eliminated on the web site to reference how to install products.](#)
2. If one of our staff is sick, we have limited in house backup. [Looking to hire another inspector within the next 2 months.](#)
3. Very limited short notice third party help available. [Contracting with another 3rd party inspection firm to try to allow more opportunity to get an inspector on short notice.](#)
4. Interdepartmental delays in permit issuance can put us at odds with state mandates of 14 and 21 days on plan reviews. [Trying to communicate better with other departments to stay within the time mandates.](#)

Planning Division SWOT 2024

STRENGTHS:

- Knowledge, Skills & Abilities
- Team work mentality
- Back to generating revenue

OPPORTUNITIES:

- 2034 Olympics
- Bypass
- Envision Central Heber Phase 3
- C Street
- Economic Dev/CRA
- Implementation of Long Range Planning (will we be ready?)

WEAKNESSES:

- Losing Institutional Knowledge (Outsourcing)
- Capacity: Level of Service, Increase in non-permit related work
- Revenue Reporting
- Long Range Planning
- Customer Service Area and Work Space

THREATS:

- **Missed Opportunities (Lack of Action)**
- Yearly State Code Changes
- Economic Shifts (positive or negative)
- Inconsistency in Policy
- Erosion of General Plan and Zoning Code

2024 SWOT – Addressing Weaknesses

Weakness: Losing Institutional Knowledge (Outsourcing)

Remedy: Trying to bring development reviews back in house, could use an additional staff member.

Weakness: Capacity - Level of Service, Increase in non-permit related work

Remedy: Staffing

Weakness: Revenue Reporting

Remedy: Have been working with Finance and software to fix this issue as we transition back to generating revenue again.

Weakness: Long Range Planning

Remedy: Staffing at a level that would allow us to be proactive.

Weakness: Customer Service Area and Work Space

Remedy: Remodel of 2nd floor or City Hall

SWOT WEAKNESS ANALYSIS – POLICE DEPARTMENT 2024-2025

1. WAGES/BENEFITS FOR THE COST OF LIVING IN THIS AREA.

- A. Problem: wages are competitive with the surrounding area, but not for the cost of living in this area. Officers can live cheaper in another area and receive similar pay from our agency or another agency.
- B. See number 3 for possible solutions

2. REALITY OF OUR STAFF OWNING HOMES.

- A. Problem: officers cannot afford a home in Wasatch Back.
 - 1. Some officers are veterans, VA loans cannot be utilized on deed restricted homes
 - 2. Currently officers are living in Salt Lake City, sandy, Herriman, eagle mountain, Spanish Fork
 - 3. Officers can buy a more comfortable home for a cheaper price in Utah county.
 - 4. Our commute policy subsidizes those living out of the area, but without this subsidy, we would lose officers to other agencies.
 - 5. Officers make too much to qualify for the self-help program but don't make enough to qualify to buy a home in our area.
 - 6. The average price of a home is around \$850,000.00
 - 7. See number 3 for possible solution ideas

3. COST OF LIVING AND HIGH RENT.

- A. Rent is a similar price to buying a home. An officer renting in this area cannot save money to eventually own a home unless they leave the area.
- B. Solution ideas.
 - I. Interest rate buy down, (employees can afford more with a lower rate).
 - II. Down payment assistance.
 - III. Housing allowance for home or for rent.
 - IV. City sponsored help you build, work force housing.
 - V. Work with the City on other ideas.

4. KEEPING UP WITH INCREASED TRAFFIC.

- A. Fully implement traffic unit. add the additional bike and patrol main street regularly. Accidents on main street severely impact adjoining streets and congestion.
- B. Provide input on UDOT ideas and the possible bypass to relieve some congestion.

5. INCREASING STAFFING FOR POPULATION & GEOGRAPHIC AREA.

- A. The impact on policing is affected not just by population but also by geographical areas. While many sheriff's departments are larger than the nearby municipal jurisdictions, they often serve a smaller population base.
- B. With just the recent annexations, Heber city is just over 22 square miles. This geographical area will not receive the attention from public safety that people expect in the new residential, commercial and open space areas, without the addition of officers and patrolling beats. Without these additions there will be lengthy response times and areas not patrolled on a regular basis. we are currently seeing this in the neighborhoods closer to Jordanelle as the officers on patrol stay in the busier areas of main street. My last city was 60,000 people and 17 square miles.

6. SUPERVISION OF OFFICERS DURING THE NIGHTTIME HOURS.

- A. Currently there is no supervisor on-duty after midnight.
- B. supervisors are necessary to direct and monitor the officer's activities and to also look after the interests of the city.
- C. Two additional sergeants would allow a supervisor to be assigned to each of the shifts instead of working part of both shifts.
- D. Another potential solution would be to add the rank of corporal. This rank is just below a sergeant, would be assigned to the night shifts and prepare future officers to be sergeants.

PUBLIC WORKS SWOT ANALYSIS

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Excellent, updated shop facility, equipment, & tools allowing us to perform our daily operations safely and efficiently. Long-term crewmembers with years of experience & strong practical, working knowledge of best practices & SOPs, coupled with adequate staffing levels of new staff members lends to efficient operations. • Clean, safe culinary water system due to proper sampling, chlorination & testing protocols carried out by Technology team. • Stringent adherence to City standard specifications, policies, requirements, & municipal code, thereby ensuring that contractors/customers are following protocol to keep our culinary water system and public utilities/infrastructure safe and operational. 	<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Strong coordination with City Engineering Department to continually update the City GIS map and utility/asset management system to ensure that they are accurate and up-to-date. • Implementation of Cityworks software which has allowed us to boost efficiency, improve community service & communication, and monitor projects for long-term growth and continued maintenance of City utilities. • Successful, continued progress of the Central Heber City Replacement Project which has provided updated & upgraded water, sewer & irrigation systems, thereby helping reduce the number of infrastructure failures and emergency repairs in the older part of the City. This frees our staff to work on other projects & preventative maintenance.
<p>WEAKNESSES:</p> <ul style="list-style-type: none"> • Inconsistent, routine/preventative maintenance of utilities/systems/equipment due to vast/continual new residential & commercial development throughout the City. General maintenance tasks tend to get pushed to the “back burner” due to demands of ongoing development straining our workforce. • Insufficient communication from other external departments to the Public Works team, resulting in reduced efficiency due to last minute, unanticipated projects/assignments which take crews away from pre-scheduled projects. • Unanticipated projects pulling our team away from accomplishing department goals and necessary operations (e.g. Cemetery sewer line installation, water feature installation, locating conduit for HLP, Fitness Court installation) 	<p>THREATS:</p> <ul style="list-style-type: none"> • Exorbitant high cost of living in Wasatch County and lack of housing allowance or truly affordable housing for staff members, causing increasing challenges with recruiting and retention. As emergency responders, Public Works team members are required to live in or near Wasatch County to provide on-call/after-hours emergency services and repairs, and the continually rising cost of living in the County greatly reduces our applicant pool and retention of current team members given these requirements. • High rate of culinary water loss (approx. 30%) due to contractors, businesses, County/UDOT staff, and residents utilizing water without the requisite metering required by the City. • Expanding City limits due to increasing development and annexations which incorporate additional roads and, consequently, exceed the ability of our snow removal crews to sufficiently clear roadways for the safety of residents.

Public Works SWOT Analysis “Weaknesses” Solutions

- **Inconsistent Routine/Preventative Maintenance:**
 - **Examples:** Preventative ditch cleaning and maintenance, manhole inspections, sewer main cleaning and videoing, annual fire hydrant flushing and maintenance, water system flushing, changing out 10% of dual-check valves in setters, monthly PRV inspections.
 - **Solution:** Implement a structured maintenance schedule that prioritizes routine tasks. Utilize Cityworks to automate reminders and assign tasks, ensuring regular maintenance is not sidelined by development demands. Hire additional staff to balance ongoing development with preventative maintenance.
- **Insufficient Communication from Other Departments:**
 - **Examples:** Commitment to park strip restoration, BHI last minute demands, contractors being given permission to not be charged for water usage, hydrant meter deposits being waived, computer equipment failing (Foreman keyboard, WinCan computer, etc.) and replacements taking over a year to deploy.
 - **Solution:** To improve coordination and efficiency, Public Works should enhance the use of Cityworks as a centralized platform for managing project requests. External departments can submit detailed requests through the system, including deadlines, resource needs, and potential impacts. This allows the Public Works Director to review, prioritize, and schedule tasks more effectively, ensuring alignment with the department's existing workload. To foster accountability and planning, establish clear submission deadlines, such as requiring requests at least two weeks in advance, with late submissions requiring higher-level approval.
Additionally, a transparent capacity dashboard within Cityworks can display the current workload and project schedule, helping all departments understand resource availability. A post-project feedback loop should also be implemented to highlight the impact of their requests on Public Works' operations, reinforcing the value of timely and accurate submissions. This approach streamlines communication, ensures better alignment of priorities, and supports efficient interdepartmental collaboration.
- **Unanticipated Projects Impacting Goals and Operations:**
 - **Examples:** Cemetery water and sewer main installation, BHI demands, park strip restoration, fitness court installation, taking ownership for inferior irrigation company infrastructure and needing to repair and/or bring it up to our standards.
 - **Solution:** All project delegation should be centralized through the Public Works Director to provide a clear overview of workloads and priorities. This ensures that all requests from other departments are reviewed, approved, and scheduled in alignment with the department's capacity. Contractors should be utilized for non-critical, unplanned projects when resources are limited to prevent disruptions to essential operations. Additionally, when Public Works assumes responsibility for existing infrastructure, it is vital to maintain clear communication and provide as much advance notice as possible to ensure staff are adequately prepared.

Public Works SWOT Analysis “Threats” Solutions

- **Cost of Living:**
 - **Solution:** A housing allowance program, similar to those implemented in neighboring municipalities, could provide financial support for employees required to live within a specific response time. Alternatively, employees could be permitted to reside farther away, provided they meet on-call response requirements during their shifts. For those unable to commute during on-call shifts, adding temporary living quarters at the Public Works facility, modeled after fire department arrangements, would ensure readiness. Additionally, affordable housing programs should be reevaluated to ensure they meet employee needs and provide viable, sustainable options without overly restrictive or financially burdensome conditions.
- **Culinary Water Loss:**
 - **Solution:** A comprehensive water audit should be conducted to identify leaks, inefficiencies, and unauthorized use. Investing in advanced detection equipment would enhance the department's ability to address these issues promptly. Deploying “smart hydrants” and sensors in existing PRV’s could alert staff to water loss from theft or major failures. Hydrant locking caps could also be implemented citywide, with a budget for gradual replacement, to reduce unauthorized usage. Continued enforcement of fines for water theft, paired with a public education campaign, would raise awareness about water conservation and proper usage, further curbing losses.
- **Expanding City:**
 - **Solution:** The most common solution is hiring additional staff to meet increased demands, such as snow removal, maintenance, and emergency response. Operational plans should be updated to reflect the city's growth, incorporating technology and equipment upgrades to improve efficiency. Contractors can be utilized for non-critical, repetitive tasks to maintain adequate resources for essential operations. These measures will ensure Public Works can sustain its high standards of service as the city continues to grow.

HEBER VALLEY AIRPORT SWOT ANALYSIS

<p><i>STRENGTHS:</i></p> <ul style="list-style-type: none"> • Nice, Clean, Easily Accessible, Self-Sufficient Airport • Well attended Community Events • Pilots, users, and tenants are respectful of and love the community • Strong Economic Driver (Hotels, Rental Cars, Shuttles, Restaurants, Recreation, Employees, and Secondary homes with higher tax rates) • Great Clubs Balloons, Gliders, Bush planes, EAA, Museum 	<p><i>OPPORTUNITIES:</i></p> <ul style="list-style-type: none"> • Increase in local Jobs and Business Opportunities • Airport Beautification, landscaping, buildings, fencing, signage etc. • More opportunities for our youth; career paths, High school/UVU classes, CAPS projects etc. • Electric Aircraft, Taxi Drones, flight schools • Involvement and support for the upcoming winter Olympics
<p><i>WEAKNESSES:</i></p> <ul style="list-style-type: none"> • Keeping up with all of our opportunities, goals and ideas. • A general lack of understanding regarding the value of the airport and how and why it operates the way it does • Needed Separation between Jets, small planes, vehicles etc. 	<p><i>THREATS:</i></p> <ul style="list-style-type: none"> • Overall growth. The increased number and value of homes in the area is causing an increase in air traffic and a significant demand for Hangar development • Incorrect narratives about the airport