



The Regular Meeting of the
Brian Head Town Council
Brian Head Town Hall – Council Chambers
56 North Highway 143 – Brian Head, UT 84719
www.Zoom.us [\(Click Here\)](#)
Via Zoom Meeting ID# 853 7522 6174
TUESDAY, JULY 28, 2026 @ 1:00 PM

AGENDA

- A. **CALL TO ORDER**
- B. **PLEDGE ALLEGIANCE**
- C. **DISCLOSURES**
- D. **APPROVAL OF THE MINUTES:** July 14, 2026, Town Council Meeting
- E. **REPORTS / PUBLIC INPUT ON NON-AGENDA ITEMS.** Public input is limited to three (3) minutes on non-agenda items.
- F. **AGENDA ITEM:**
 - 1. **SHUTTLE STOPS CONTRACT CHANGE ORDER.** Bret Howser, Town Manager. The Council will consider a change order for the Shuttle Stop Project.
 - 2. **MISSING CITIZEN'S VOICE FOLLOW UP REPORT.** Bret Howser, Town Manager. The Town Manager will give a follow up report on the Missing Citizen's Voice Committee's report that was submitted to the Town Council in December 2025.
 - 3. **FUTURE AGENDA ITEMS.** Discussion on potential items for future Council agendas.
- G. **ADJOURNMENT**

Date: July 23, 2026.

Available to Board Members as per Ordinance No. 11-003 authorizes public bodies, including the Town, to establish written procedures governing the calling and holding of electronic meetings at which one or more members of the public board may participate by means of electronic communications. In compliance with the Americans with Disabilities Act, persons needing auxiliary communications aids and services for this meeting should call Brian Head Town Hall @ (435) 677-2029 at least three days in advance of the meeting.

CERTIFICATE OF POSTING

I hereby certify that I have posted copies of this agenda on the Brian Head Town website, Utah Public Meeting website, and at the Town Hall according to Utah Code Annotated §63A-20-102 and have caused a copy of this notice to be delivered to the Daily Spectrum, a newspaper of general circulation.

Nancy Leigh, Town Clerk



STAFF REPORT TO THE TOWN COUNCIL

ITEM: SHUTTLE STOPS CONTRACT CHANGE ORDER

AUTHOR: Bret Howser
DEPARTMENT: Admin
DATE: July 28, 2026
TYPE OF ITEM: Administrative Action

SUMMARY:

The Town Council will discuss a change order for the contract with Pendleton Building for the Shuttle Stops & Crosswalks project and may authorize staff to enter into an agreement.

BACKGROUND:

On March 24, 2026, the Town Council authorized a contract with Larry A. Pendleton Building, Inc, in the amount of \$722,100, for Shuttle Stops & Crosswalks. This project is being funded with General Obligation (GO) Bond proceeds which were voter approved for Core Beautification Projects. At that time, the project bid included installing a snow melt system (heated walkways) which the Council decided they did not want to do at the price bid. It was decided that would be removed as a change order subsequent to entering the agreement. There were other smaller items anticipated to be removed the contract via change order. Staff had anticipated with those changes the cost would come down to between \$550,000 and \$600,000.

ANALYSIS:

The attached change order prepare by the Ensign Engineering shows the changes requested so far on this project. They include:

Decreases

- Remove gabion basket and ramp build (\$138,316)
- Remove asphalt from ramp (\$3,300)
- Remove concrete sidewalk entering Giant Steps and Apple Annies parking lots, replace with asphalt (\$2,500)
- Simplify design of shuttle stop roofs (\$4,500)
- Remove some soil testing (\$8,225)

Increases

- Changes to Giant Steps shuttle stop location (\$32,930)
- Remove old septic tanks at Giant Steps location (\$6,792)
- Powder coat (rather than paint) the shuttle stop steel (\$4,500)

The major increase here is related to the complexity of the Giant Steps location of the shuttle stop. The shuttle stops was originally planned to be located on the north end of the parking lot (closer to Brian Head Sports and Chair #3) when the project was originally scoped with Brian Head Resort under a previous GM. Prior to finalizing designs for bidding, the new GM wanted the stop moved in front of the ticket office - roughly where the shuttle currently stops. Right before the plans were sent to bid, the engineer believed it was better to move the stop slightly north in front of Chair #2, where the grades were more easily reckoned with. Staff missed that this move was made in the design phase and it was never communicated to the Resort.

When the site location was marked prior to excavation, staff noticed that it was not where we anticipated, and we called all the parties together (engineer, contractor, Resort). The Resort expressed that it was unworkable in the location it was designed and bid, so we worked on moving it back to the location in front of the ticket office. However, the grades were challenging there, so we had to make modifications. In particular, the bulb of cement that currently extrudes into the parking lot would need to be removed to improve circulation, and some of the existing cement higher up (where the ticket office lines would be) needed to be cut out and replaced. The shuttle stop will now sit level with the ticket office, with an ADA ramp entering from the south and a set of steps descending from the shuttle stop to the parking lot on the west.

While this is a significant increase to the project cost, staff believes it is necessary to achieve a functional shuttle stop on the site with improved circulation and little to no impact on the programmed areas around it.

FINANCIAL IMPLICATIONS:

The original cost estimate for this project was \$600,250 (\$100,250 for engineering and project management, and \$500,000 for construction). With this change order, the project would be approximately \$110,000 over those cost estimates. There is nearly \$600,000 of unscheduled bond proceeds from the beautification bond (the portion that's already been issued, there is more bond money that is voter approved that has not been issued). This amount also serves as contingency for the projects that are underway. Staff recommends using these funds to cover this change order.

We could also approach UDOT to see if they will contribute more to the project. They are already committed to \$350,000 toward this project.

BOARD/COMMISSION RECOMMENDATION:

N/A

STAFF RECOMMENDATION:

Staff recommends approving the attached change order.

PROPOSED MOTION:

I move to authorize the Town Manager to decrease the existing contract with Larry A. Pendleton Building, LLC, for the Shuttle Stop & Crosswalks Project in the amount of \$112,619, in a form approved by the Town Attorney.

ATTACHMENTS:

A – Shuttle Stop & Crosswalks Change Order #1

CHANGE ORDER NO.: 11

Owner: Brian Head Town
Engineer: Ensign Engineering & Land Surveying
Contractor: Pendleton Building Inc.
Project: Brian Head Shuttle Stops
Contract Name: Brian Head Shuttle Stops
Date Issued: July 16, 2026
Owner's Project No.:
Engineer's Project No.: 13815
Contractor's Project No.:
Effective Date of Change Order: July 16, 2026

The Contract is modified as follows upon execution of this Change Order:

Description:

- Addition of the following items:
 - Removal of old septic Tank (\$+1,783.00).
 - Addition of more fill and compaction (\$+1,875.00).
 - Addition of Disposal of septic tank (\$+3,134.00)
 - Relocation of Shuttle Stop by Chairlift (\$+1,104.00)
 - Saw Cutting at Giant Steps (\$+6,900.00)
 - Replace Concrete at Giant Steps (\$+9,700.00)
 - New curb and gutter (\$+5,476.00)
 - New Asphalt (\$+9,750)
 - Powder coating steel rather than painting steel (\$+4,500.00)
- Removal of the following items:
 - Removal of Gabion Basket Wall line item (\$-138,316.00)
 - Deduction from Line Item 001 (\$-8,225.00)
 - Deduction from Line item 008 (\$-2,500.00)
 - Deduction from Line Item 009 (\$-3,300.00)
 - Deduction from line item 012 (\$-4,500.00)

Attachments: Project cost breakdown.

Change in Contract Price	Change in Contract Times
Original Contract Price:	Original Contract Times:
\$ 722,100.00	Substantial Completion: 150 days
	Ready for final payment: 210 days
Contract Price prior to this Change Order:	Contract Times prior to this Change Order:
\$ 722,100.00	Substantial Completion: 210 days
	Ready for final payment: 240 days
Increase Decrease this Change Order:	Increase Decrease this Change Order:
\$ \$112,619.00	Substantial Completion: n/a
	Ready for final payment: n/a
Contract Price incorporating this Change Order:	Contract Times with all approved Change Orders:
\$ 609,481.00	Substantial Completion: 210 days
	Ready for final payment: 240 days

Recommended by Engineer

By: _____
Title: Principal
Date: July 16, 2026

Authorized by Contractor

Larry Pendleton
July 16, 2026

Authorized by Owner

By: _____
Title: Town Manager
Date: 7/16/26

CHANGE ORDER REQUEST

PROJECT REFERENCE NO. / NAME:

Brian Head Town	435-586-0346	7-14-26
COMPANY NAME	PHONE NUMBER	DATE
56 UT-143	Brian Head, UT. 84719	
ADDRESS	CITY / STATE / ZIP CODE	
Larry Pendleton Building, Inc.	Brian Head Shuttle Stops	
OWNER / CONTRACTOR	JOB NAME / NO.	
45 W 600 N	Parowan, UT. 84761	
ADDRESS	CITY / STATE / ZIP	

This is to request a Change Order to the subject contract as described below in Section A. Please provide your response in Section B, sign and return.

Section A Change Order #1

Describe the Change Order giving references to contract documents, specifications and drawings, as appropriate.

Line Item 001 Deduct \$-8,225. Line Item 008 Deduct \$-2,500. Line item 009 Deduct \$-3,300.

Line Item 011 Deduct \$-138,316. Line Item 012 Deduct \$-4,500

Price

This Change Order will result in the following change to the contract price:

Current contract price	\$ 722,100.00
Adjustment (this Substitution Change Order)	\$ -156,841.00
Revised contract price	\$ 565,225.00

Schedule

Provide schedule adjustments required by this Change Order, if any.

Larry A. Pendleton
NAME / TITLE

July 14, 2026
Date

Section B

NAME / TITLE

Date

PROJECT REFERENCE NO. / NAME:

CHANGE ORDER REQUEST

PROJECT REFERENCE NO. / NAME:

Brian Head Town	435-586-0346	7-14-26
COMPANY NAME	PHONE NUMBER	DATE
56 UT-143	Brian Head, UT. 84719	
ADDRESS	CITY / STATE / ZIP CODE	
Larry Pendleton Building, Inc.	Brian Head Shuttle Stops	
OWNER / CONTRACTOR	JOB NAME / NO.	
45 W 600 N	Parowan, UT. 84761	
ADDRESS	CITY / STATE / ZIP	

This is to request a Change Order to the subject contract as described below in Section A. Please provide your response in Section B, sign and return.

Section A Change Order #2

Describe the Change Order giving references to contract documents, specifications and drawings, as appropriate.

Additions- Change Location Of Shuttle Stop by Chairlift \$1,104.

Saw cut concrete & asphalt, tear out & haul away \$6,900. Replace new concrete around Shuttle Building \$9,700

New curb & gutter \$5,476. New Asphalt \$9,750.

Price

This Change Order will result in the following change to the contract price:

Current contract price \$ 565,225.00

Adjustment (this Substitution Change Order) \$ 32,930.00

Revised contract price \$ 598,155.00

Schedule

Provide schedule adjustments required by this Change Order, if any.

Larry A. Pendleton
NAME / TITLE

July 14, 2026
Date

Section B

NAME / TITLE

Date

PROJECT REFERENCE NO. / NAME:

CHANGE ORDER REQUEST

PROJECT REFERENCE NO. / NAME:

Brian Head Town	435-586-0346	7-14-26
COMPANY NAME	PHONE NUMBER	DATE
56 UT-143	Brian Head, UT. 84719	
ADDRESS	CITY / STATE / ZIP CODE	
Larry Pendleton Building, Inc.	Brian Head Shuttle Stops	
OWNER / CONTRACTOR	JOB NAME / NO.	
45 W 600 N	Parowan, UT. 84761	
ADDRESS	CITY / STATE / ZIP	

This is to request a Change Order to the subject contract as described below in Section A. Please provide your response in Section B, sign and return.

Section A Change Order #3

Describe the Change Order giving references to contract documents, specifications and drawings, as appropriate.

Add to powder coat steel instead of paint.

Price

This Change Order will result in the following change to the contract price:

Current contract price \$ 598,155.00

Adjustment (this Substitution Change Order) \$ 4,500.00

Revised contract price \$ 602,655.00

Schedule

Provide schedule adjustments required by this Change Order, if any.

Larry A. Pendleton
NAME / TITLE

July 19, 2026
Date

Section B

NAME / TITLE

Date

PROJECT REFERENCE NO. / NAME:

CHANGE ORDER REQUEST

PROJECT REFERENCE NO. / NAME:

Brian Head Town	435-586-0346	7-14-26
COMPANY NAME	PHONE NUMBER	DATE
56 UT-143	Brian Head, UT. 84719	
ADDRESS	CITY / STATE / ZIP CODE	
Larry Pendleton Building, Inc.	Brian Head Shuttle Stops	
OWNER / CONTRACTOR	JOB NAME / NO.	
45 W 600 N	Parowan, UT. 84761	
ADDRESS	CITY / STATE / ZIP	

This is to request a Change Order to the subject contract as described below in Section A. Please provide your response in Section B, sign and return.

Section A Change Order #4

Describe the Change Order giving references to contract documents, specifications and drawings, as appropriate.

Pump out old septic \$ 1,783. Extra fill & compaction \$1,875. Dig out old tank & take to the landfill \$3,134

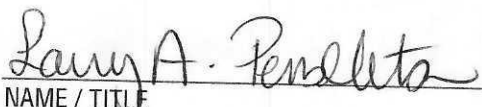
Price

This Change Order will result in the following change to the contract price:

Current contract price	\$ 602,655.00
Adjustment (this Substitution Change Order)	\$ 6,792.00
Revised contract price	\$ 609,447.00

Schedule

Provide schedule adjustments required by this Change Order, if any.

	July 14, 2026
NAME / TITLE	Date

Section B

NAME / TITLE	Date
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PROJECT REFERENCE NO. / NAME:



STAFF REPORT TO THE TOWN COUNCIL

ITEM: MISSING VOICE COMMITTEE RECOMMENDATIONS – 6 MONTH REVIEW

AUTHOR: Bret Howser, Town Mgr
DEPARTMENT: Administration
DATE: July 28, 2026
TYPE OF ITEM: Discussion

SUMMARY:

The Council will hold a discussion following up on recommendations made by the Missing Voice Ad Hoc Committee from January 2026.

BACKGROUND:

On July 29, 2025, the Town Council, after having interviewed several candidates for appointment to an open position on the Council, appointed Duane Nyen to the Council. Due to consistent comments from the candidates for Council, Mayor Calloway suggested appointing the remaining candidates (Logan Cruz, Steve Singer, and Troy Benson) to an ad-hoc committee to study and make recommendations related to the Town's construction and building processes. Troy Benson suggested including in the scope of the committee to review staff interactions with the public as well. The meeting was closed without further direction.

On August 12, 2025, Troy Benson gave comment during the Council meeting regarding this makeup of this committee and its objectives. Council took no action as the item was not agendized.

On September 9, 2025, Council officially created the "Missing Voice" Ad Hoc Committee. The scope of the Committee's work is attached to this report. The Committee had a deadline of 90 days to present a report to the Council.

On December 9, 2025, the Missing Voice Committee presented their Final Report (attached) to the Council. The report was hand-delivered during the meeting and Council had not had a chance to review. Discussion was tabled until the Council had time to review. The Committee required the Council to follow-up in January with details of what the Council intended to implement from the report and when. January 13 was designated as the date for that follow-up. The Committee also required a 6-month follow up.

On January 13, 2026, the Council discussed the Committee's report and reviewed staff's recommendations for action steps based on the Committee's report and responses from a survey conducted by the Committee. During discussion, the Council and Committee identified a mutual desire to follow up on implementation of these recommendations in approximately six months. Following discussion, the Council thanked and disbanded the Committee by motion.

ANALYSIS/STAFF RECOMMENDATION:

Staff made the following recommendations for implementation back in January. Many of these were included as action steps in the FY 2027 strategic plan. Some were completed prior to the new strategic plan going into effect. Updates are included here in red.

- Council should hold a policy discussion on proactive v. reactive code enforcement during the annual Strategic Planning Retreat. Staff has taken the liberty of putting this on the agenda for the retreat and is already preparing a report.
 - Council held a robust discussion on this policy at the at the Strategic Planning Retreat in January. Based on that discussion, staff made edits to the policy – notably rebranding it as Code Compliance and making a strong emphasis on education and compliance above enforcement. The new/revised policy was adopted in March 2026.
- Council should hold a policy discussion (probably at the same time as the above policy discussion) regarding enforcement on “safety hazard” issues only. If the Council chooses to enforce safety hazards only, then staff recommends repeal of all local ordinances that the Town Council wishes to not have enforced.
 - This was addressed at the same time as Code Compliance Policy. There was not much discussion around this. It seems to be a non-issue, or an issue that was resolved via the Code Compliance Policy revisions.
- Send the Code Compliance Officer to a de-escalation training
 - Staff held a town-wide de-escalation training last fall, but in addition to that, the Code Compliance Officer is working on two online certifications:
 - [CivclinQ Code Enforcement Program](#)
 - 8 Module Course featuring the following content – Building a an Effective Compliance Program, Procedure Recommendations, Communication & Compliance Strategies, Tools & Resources
 - Online program, goal to complete by Aug 10th
 - [Code Enforcement Safety Specialist](#)
 - Course content includes 3 Phases of Encounter, Verbal De-escalation, and Fear Management
 - Scheduled for training in CO on Aug 12-13.
- Publish semi-annual code compliance report online (same one that is delivered to Council)
 - The first of these reports will occur following the summer season. We added a note to the action step in the strategic plan to ensure accountability in posting this online.
- Revise code compliance warning notices to have less punitive tone
 - This was completed concurrently with the Code Compliance Policy update in March.
- Update Code Compliance Policy appeals process to include a deadline/timeline
 - This was completed concurrently with the Code Compliance Policy update in March.
- Do a marketing campaign for the “Yellow Button” (311 “Report an Issue” feature on the Town website) to try to push formal “complaints/issues” through a process that can be tracked and reported semi-annually to Council, redacting any names, addresses or personal information
 - This marketing campaign was carried out in May/June, with posters placed around Town, on social media, in the newsletter, and on utility bills. Staff will do another round on social media and in the newsletter (we’ll probably keep it in the newsletter for a while).
 - We have begun to see some increased usage of 311. In June for example, we rec’d 5 issues/reports on 311. 2 were pics/videos sent with no further info, we couldn’t tell what/where the pics were, we asked for follow up and rec’d no response. 1

was a question about why we're not installing more hydrants around town. We sent them detailed info of all the work we're doing expanding the water system. Another was a request to sweep a street, it was done the next day. Another was an attaboy for Chris Leigh for being very responsive and great to work with on a project.

- We'll bring a full report summarizing the input and responses via 311 in the fall.
- On the website under Projects and in social media posts where projects are discussed, create a link for people interested in project updates to submit their email address. Use that email list to send important updates as necessary with information like road closures, delays, etc
 - We created a Projects page on the website with general info about projects and a place for people to sign up for project emails. I have been sending those emails myself with regularity (about weekly) and all appears to be going well. We are using a system called MailerLite to facilitate this. It's a little clunky, but it works. We have between 9 and 17 subscribers for each project email list (generally 9 or 10, the one with 17 I entered them myself after getting email contacts for all the homeowners on the street from one of the residents).
- Investigate cost to implement online GPS reporting system for snow plowing
 - We have not pursued this. The Council did not seem to have much interest and it was not included in the Strategic Plan.
- Council should review existing snow removal policy before next winter
 - This is on our action step list in the strategic plan, but we have not moved forward with it yet.
- Staff is currently in the process of implementing a new business licensing software. We had intended to have it implemented prior to the 2026 license renewals, but the City Inspect software we already have and use for several facets of our operation proved insufficient for our business licensing needs. So we are now aiming for implementation of another software in 2026 for 2027 renewals. The hope is that this will eliminate many of the inefficiencies in the business licensing process as well as improve communication with licensees.
 - This is very nearly implemented. It is expected to be complete within the month, in time for September renewals. The system is called Civic Plus, and should provide a robust online platform significantly streamlining the business license process and reducing opportunities for friction between the community and staff.

FINANCIAL IMPLICATIONS:

None that haven't already been addressed in the budget process.

PROPOSED MOTION:

Item is discussion only. No motion is necessary.

ATTACHMENTS:

A – Missing Voice Committee Final Report

BRIAN HEAD TOWN MISSING VOICE COMMITTEE FINAL REPORT

Executive Summary

Report 1 - Service Area Recommendations

Report 2 - Strategic Organizational Recommendations

Presented to the Town Council – December 9, 2025

Prepared By

Missing Voice Committee

Troy Benson, Don Evans, Wendy Weatherwax,

Logan Cruz, Steve Singer, Skylar Bennett

Purpose

A concise, data-driven review of community sentiment, with recommendations to improve communication, transparency, and operational effectiveness.

EXECUTIVE SUMMARY

The Missing Voice Committee was formed to gather meaningful feedback from residents, property owners, and businesses. A total of 456 citizen surveys and 58 business surveys participated, providing one of the most comprehensive insights into community sentiment Brian Head has ever collected. This Executive Summary highlights what the community appreciates, where gaps exist, and how Reports 1 and 2 work together to support both immediate improvements and long-term structural success.

What Residents Appreciate

Despite concerns that surface throughout the surveys, residents consistently expressed deep appreciation for:

- **Public Safety:** friendly, professional, and dependable
- **Winter Operations:** hardworking crews navigating extreme conditions
- **Amenities & Quality of Life:** the natural beauty, recreation, and peacefulness of Brian Head

Even in areas that received constructive criticism, residents emphasized that they want fairness, transparency, and consistency—not relaxed standards.

Among all areas, Code Enforcement generated the highest volume of negative feedback—not because residents oppose standards, but because they want clearer communication, more consistent processes, and enforcement that feels supportive rather than punitive. This signals genuine opportunities to refine education, process transparency, and fairness.

Where the Surveys Show Gaps

Several themes emerged across all respondent groups:

- **Strong perception of over-policing:** Many full-time residents feel Code Enforcement relies too heavily on proactive patrols instead of a complaint-driven model, creating tension

and reducing trust.

- Communication gaps: Residents often feel uninformed about upcoming projects, timelines, or impacts.
- Lack of follow-up: Complaints and inquiries frequently receive delayed or no acknowledgment.
- Unclear processes: Ordinances and procedures often feel confusing, inconsistent, or difficult to navigate.
- Lack of an appeals process: Residents expressed frustration that Code Enforcement decisions offer no clear, fair, accessible mechanism for appeal.
- Transparency gaps: Residents want more visibility into decisions, updates, and expectations.

These concerns are not random or department-specific. They reveal structural underlying issues—systems, communication pipelines, and accountability frameworks that need strengthening.

Report 1: Immediate Operational Fixes

These are the concrete, resident-facing improvements that directly address the issues people experience in their daily interactions with the Town.

Residents and businesses highlighted:

- frustrating enforcement interactions
- unclear or missing follow-up on complaints
- lack of notice before Town projects and disruptions
- inconsistent winter communication
- unpredictable business licensing processes

Implementing Report 1 will produce visible, near-term improvements that residents can immediately appreciate. These fixes improve service quality and reduce friction.

Report 2: Long-Term Structural Improvements

Beyond day-to-day challenges, survey results indicate deeper issues that stem from organizational structure, communication systems, leadership alignment, and accountability frameworks.

These include:

- no unified communication system connecting all departments
- inconsistent internal expectations
- variable follow-through on resident issues
- absence of standardized leadership practices
- gaps in Council-to-Manager direction
- unclear chain-of-accountability within Town processes

Several of these issues are amplified by an underdefined chain of accountability, which contributes to inconsistent communication, unclear roles, and uneven follow-through.

Report 2 focuses on two strategic, long-term solutions that strengthen the Town's internal systems. These improvements empower the Town Manager and staff, clarify governance roles, and create consistency across all departments.

How They Work Together

- Report 1 improves what residents experience
- Report 2 improves the systems that produce those experiences

Together, they offer the strongest and most sustainable path forward—one that addresses immediate needs while building a foundation for long-term organizational excellence.

The Role of the Town Council

Brian Head operates under a clear chain of command:

Residents → Town Council → Town Manager → Staff

This structure ensures:

- Residents bring concerns to their elected representatives
- The Council sets expectations, policy direction, and oversight
- The Town Manager executes those expectations through staff

Most survey issues stem from structural, not personal gaps—unclear expectations, inconsistent processes, and missing communication frameworks. These are governance-level responsibilities that the Council is uniquely positioned to strengthen.

Next Steps & Accountability Timeline

To ensure measurable progress:

1. Each council member spends adequate time reviewing both reports by 12/31
2. Council identifies which recommendations to implement over the next six months
3. Council presents an implementation plan the first week of January, including timelines, responsible parties, and communication expectations
4. A six-month follow-up review is scheduled with the Committee to assess progress and reinforce accountability

As a potential long-term enhancement, the Town may consider district-based Council representation. While not a formal recommendation of this report, such a model could strengthen resident representation and distribute oversight more evenly across the community.

Closing

Brian Head is filled with residents, businesses, staff, and leaders who care deeply. These recommendations are not about blame—they are about alignment. With clear Council direction, structural support for the Town Manager, and consistent communication systems, the Town can move from reactive problem-solving to a proactive, unified approach that strengthens trust and long-term community satisfaction.

REPORT 1 — Scope Required Report

INTRODUCTION

A total of 456 citizen surveys and 58 business surveys were submitted. The data makes one truth unmistakably clear:

Brian Head is serving visitors well — but full-time residents do not feel heard or supported.

This report reflects the voice of the people who live in Brian Head — the people the Town Council was elected to represent.

This report provides the specific improvements residents and businesses have asked for, structured into four major service areas. Each section contains:

1. Three core recommendations (as required by the committee's scope)
2. Tactical supporting actions
3. "Importance Tier" scores based on survey frequencies
4. Benchmarks for accountability

A final section addresses non-core but commonly requested improvements.

These recommendations are the highest-impact improvements residents and businesses want most. They represent visible, public-facing frustrations residents experience day-to-day.

All recommendations are:

- Survey-driven
- Non-political
- Rooted in fairness, clarity, and communication
- Aligned with the Council's governing role

A short statement in the closing connects these operational improvements to the structural solutions outlined in Report 2.

1. CODE ENFORCEMENT

Overall sentiment: Mixed; major issues are tone, clarity, and consistency.

Code Enforcement received the highest negative sentiment of any community service area, especially among full-time residents. Respondents repeatedly cited confusion about ordinances, inconsistent enforcement, unclear expectations, and a feeling of being “over-policed” at times.

Residents also emphasized that the effectiveness of Code Enforcement depends heavily on interpersonal fit and communication style, underscoring the importance of staffing this position with someone who can balance firmness with respect, clarity, and professionalism.

These recommendations focus on establishing fairness, clarity, and consistency — not weakening standards.

Residents and businesses were clear: They want fair, consistent, understandable enforcement.

CE-1: Adopt Reactive Enforcement

Description:

Residents overwhelmingly expressed that Code Enforcement should be triggered by clear complaints or safety concerns rather than routine patrols, making a reactive model the most aligned with community expectations.

Tactical Actions:

- Prioritize enforcement only when:
 - a complaint is filed
 - a safety hazard exists
 - a clear, objective violation is visible
- Publish enforcement triggers online
- Train CE staff in a “support-first” communication tone

- Review enforcement logs publicly with the Council quarterly

Metrics / KPIs:

- Reduction in proactive patrol citations
 - Complaints acknowledged within 72 hours
 - Resident satisfaction ratings regarding CE interactions
 - Six-month trend of reduced CE-related negative sentiment
-

CE-2: Adopt “Educate Before Enforce” Policy

Description:

Residents want clear expectations, warnings, and time to correct issues before fines or citations.

Tactical Actions:

- Issue “notice of concern” with timelines before escalating to citations
- Provide 7–30 day correction windows
- Provide photo examples and short guides
- Send follow-up reminders before escalation

Metrics / KPIs:

- 70% of violations resolved at education stage
 - Reduction in “punitive tone” complaints
-

CE-3: Publish a Plain-Language Enforcement Guide and Establish an Appeals Process

Description:

Residents want consistent, transparent enforcement and a fair way to contest decisions.

Tactical Actions:

- Create a simple, visual enforcement guide outlining:
 - timelines
 - processes
 - ordinance summaries
 - examples
- Establish a formal appeals process overseen by the Council
- Simplify tree-removal guidance (especially dead trees)

Metrics / KPIs:

- Enforcement Guide distributed annually to residents
 - Number of appeals and resolution time
 - Complaints related to unclear processes
 - Year-over-year reduction in CE misunderstandings
-

2. TOWN ADMIN / COMMUNICATION

Overall sentiment: Very low among full-time residents

Primary complaint: "Town never responds."

TA-1: Centralized Complaint Submission and Tracking System

Description:

Residents reported that complaints often "disappear." A single standardized system increases transparency and accountability.

Tactical Actions:

- All complaints routed to a centralized email (managed by Logan Cruz)
- Logged in a central tracking tool
- Reported to the Council bi-weekly or monthly
- Council discusses and assigns immediate action plans
- Complaint email is published on the Town website
- All staff redirect complaints to this central address

Metrics / KPIs:

- 100% of complaints logged
- Council review at every meeting
- Public visible follow-up

Optional Future Enhancement:

Brian Head may consider dividing into geographic districts and assigning each Council member responsibility for district communication and complaint oversight. This enhances representation and ensures shared accountability.

TA-2: Standardize Response Times for All Resident Inquiries

Description:

Lack of follow-up is one of the most consistent frustrations across surveys.

Tactical Actions:

- 48–72 hour acknowledgment standard
- 7–10 day status update expectation
- Identify a responsible individual for each inquiry
- Publish these standards publicly

Metrics / KPIs:

- 90% acknowledgment rate
 - Response time averages by department
 - Number of overdue responses
 - Resident satisfaction with communication
-

TA-3: Town-Wide Project Notification and Transparency System

Description:

Residents expressed frustration about not knowing when planned Town projects would affect roads, properties, or utilities.

Tactical Actions:

- Post all planned Town projects — including road work, dust mitigation, utility work, construction, and seasonal maintenance — on:

- the Town website
 - social media
 - newsletters
- Provide direct notifications to residents affected by scheduled work
- Include:
 - project timeline
 - impact area map
 - expected delays
 - responsible staff contact information
- Update weekly during construction season

Metrics / KPIs:

- Number of projects posted on time
- Resident awareness levels
- Reduction in "I didn't know this was happening" complaints

3. PUBLIC WORKS

PW-1: Real-Time Winter Communication

Description:

Residents value Public Works but struggle to know when roads will be plowed, which areas are prioritized, and how storms are progressing.

Tactical Actions:

- Live updates during storms
- Publish plow progress maps
- Provide priority route explanations
- Use consistent communication channels in severe weather

Metrics / KPIs:

- Reduction in winter communication complaints
 - Engagement rate with communication channels
 - Average response time to winter inquiries
-

PW-2: Reduce Excessive Berm Build-Up

Description:

Berms are a major source of frustration.

Tactical Actions:

- Train operators on berm-reduction best practices
- Require secondary passes on steep berm areas
- Track severe berm events for follow-up within 12 hours

Metrics / KPIs:

- Number of berm-related complaints
 - 100% operator training completion
 - Seasonal trend of complaints
-

PW-3: Publish Annual Winter Operations Guide

Description:

This guide prepares residents before the season begins and clarifies expectations.

Tactical Actions:

- Publish the guide every fall
- Include maps, policies, FAQs, berm explanations
- Distribute through website, utility emails, and newsletters

Metrics / KPIs:

- Guide views/downloads
 - Reduction in storm misunderstandings
 - Increased resident preparedness
-

4. BUSINESS LICENSING & STR

BL-1: Clear Licensing Instructions and Timelines

Description:

Businesses want predictable processes.

Tactical Actions:

- Online licensing guide
- Processing timelines
- Direct contact for questions

- Annual renewal reminders

Metrics / KPIs:

- Licensing cycle time
 - Number of incomplete applications
 - Business satisfaction ratings
-

BL-2: Improve Communication Standards

(Covered under TA-2)

BL-3: Biannual Business Meeting Led by the Mayor

Description:

Creates engagement and restores trust.

Tactical Actions:

- Hold two meetings per year
- Include Q&A and Town updates
- Invite all businesses operating locally

Metrics / KPIs:

- Meeting participation
 - Post-meeting satisfaction
-

OTHER COMMON REQUESTS (Non-Core)

Although outside committee scope, residents and businesses commonly requested:

- A snowmobile trail left open along key roadways
 - Additional dust mitigation in summer
 - Simplified routine dead-tree removal policy
 - Recreational winter and summer trail improvements
 - More entertainment and activities
 - Resident-focused planning principles
 - Support for additional restaurants and amenities
 - Review of Council compensation
-

CLOSING

Report 1 addresses public-facing improvements.

Report 2 addresses structural causes.

Together they provide meaningful progress, whether adopted individually or in combination.

REPORT 2 — Strategic Organizational Recommendations

A supplemental advisory report prepared by the Missing Voice Committee

(Not part of the official service-area recommendations in Report 1)

I. Introduction

The citizen and business surveys revealed a clear and consistent pattern:

Most frustrations between residents and the Town stem from gaps in communication, follow-through, and internal alignment — not from the underlying services themselves.

- Public Works performs well.
- Code Enforcement standards are not the problem; clarity and consistency are.
- Business Licensing is workable, but unpredictable and unclear.

Across nearly every service area, the root of frustration was the same:

Residents don't know what's happening, why it's happening, when it's happening, or whom to ask.

This is not a failure of individual employees.

Nor is it a failure of effort.

The deeper issue is structural:

Survey results suggest that the Town does not currently operate under a unified leadership framework, consistent communication standards, or a clear accountability structure.

These conditions lead to:

- Inconsistent public messaging

- Slow or missing follow-up
- Uneven enforcement
- Unpredictable service experiences
- Resident confusion
- Staff frustration
- Turnover
- Erosion of trust

Report 1 addresses the symptoms residents experience.

Report 2 addresses the likely root causes behind those symptoms.

This report presents two strategic, long-term solutions that would materially strengthen Town operations, internal alignment, public communication, and resident trust:

1. Adoption of a High-Performance Public Organization Leadership Framework (ICMA or similar)
2. Hiring a PR / Communications Coordinator

These are not “nice-to-haves.”

They directly address the structural problems revealed by the survey data and create the foundation for long-term success.

The responsibility for implementing these structural solutions lies with the Town Council, through its oversight role — not with staff individually.

This is not about assigning blame, but about establishing the systems the Town needs to succeed.

II. Evidence From the Surveys: Communication Is the #1 Root Cause

Across 456 homeowner responses and 58 business responses, the same patterns appeared in every service area.

1. Public Works

Residents praised staff, effort, and plowing quality.

Frustrations were entirely communication-related:

- No notice of plow timing
- No communication during storms
- Unpredictable berm cleanup
- No place to check updates

→ These are communication issues, not operational failures.

2. Code Enforcement

Residents did not say:

- "I disagree with the rules."

They said:

- Notices are unclear
- Tone is inconsistent
- Timelines are confusing
- No guide or flowchart
- Different staff interpret differently

→ These are clarity and communication issues — not enforcement standards.

3. Business Licensing / STR

Business owners consistently reported:

- Confusing applications
- No explanations for fees
- Rules changing without notice
- No predictable communication pipeline

→ Again, communication and expectation-setting failures.

4. Town Administration

This area showed the strongest negative feedback:

- Emails not returned
- Calls unanswered
- Residents unsure who to contact
- Lack of transparency
- Outdated or inconsistent information
- Very little proactive communication

Residents did not say:

- "Town staff are incompetent."

They said:

- "I never hear back."
- "I didn't know that was happening."

- “I don’t know who to talk to.”

→ These are organizational communication failures, not personnel issues.

III. Root Cause: Lack of Leadership Alignment, Structure, and Communication Frameworks

Survey data — combined with observable patterns — strongly suggest:

The Town does not have consistent internal leadership practices, communication structures, or cross-department alignment.

This is visible in three major ways:

1. Inconsistent Service Delivery Across Departments

Residents experience different standards depending on who they talk to.

This inconsistency occurs when leadership does not provide:

- Standardized expectations
 - Unified communication
 - Internal alignment
 - Clear escalation pathways
 - Consistent follow-up standards
-

2. Avoidance of Conflict → Avoidance of Leadership Accountability

Multiple current and former employees have reported:

- Difficult conversations are avoided

- Staff are not guided or corrected
- Issues linger instead of being addressed
- Morale problems accumulate

This is not about personality or intent.

It is about missing systems that support leaders in managing conflict and guiding staff effectively.

3. Lack of Internal Communication Structure

Evidence suggests:

- No weekly alignment meetings
- No formal departmental reporting
- No cross-department accountability
- No consistent follow-up standards
- No internal communication protocol

Every high-functioning organization — public or private — has these systems.

Evidence suggests that Brian Head currently does not.

This is not a Town Manager failing.

This reflects the absence of a leadership framework the Town Manager can operate within.

IV. Chain of Command: The Council's Foundational Role

Brian Head's government structure is clear:

Residents → Town Council → Town Manager → Staff

The survey results show frequent confusion about accountability:

- Residents send complaints to staff
- Staff respond inconsistently
- Leadership issues remain unaddressed
- Council is unaware of patterns

A clarified, reinforced chain of command ensures:

- The Council sets expectations and direction
- The Town Manager leads and implements
- Staff follow aligned processes
- Residents know exactly where to bring concerns

This is the Council's role.

Creating alignment and accountability cannot fall on staff.

It must be established at the governing level.

V. Two Strategic Solutions With Town-Wide Impact

(options for Council consideration)

Both solutions directly address the root causes of nearly every issue identified in the surveys.

STRATEGIC SOLUTION 1: Adopt the ICMA High-Performance Public Organization Framework (or similar)

Why ICMA?

ICMA is the national standard for public-sector leadership and organizational alignment.

It provides:

- Clear leadership expectations
- Consistent internal communication practices
- Departmental alignment
- Conflict management structure
- Cross-department coordination
- Performance benchmarks
- Accountability systems
- Professional development

What ICMA would solve in Brian Head:

- Inconsistent interpretation of policies
- Unclear communication standards
- Unpredictable enforcement experiences
- Slow or missing follow-up
- Lack of internal coordination
- Staff uncertainty about expectations
- Inconsistent resident interactions
- Limited leadership tools for the Town Manager

What this means practically:

ICMA gives the Town Manager:

- The tools
- The frameworks

- The alignment systems

needed to lead the organization — not just administrate it.

Council's Role:

ICMA must be adopted, directed, and supported by the Council.

The Town Manager cannot implement a full leadership framework alone.

This is a governance decision, not an operational one.

STRATEGIC SOLUTION 2: Hire a PR / Communications Coordinator

Why this matters:

Survey data shows 70–80% of resident frustration is communication-based.

One position would immediately:

- Run monthly bulletins
- Manage plow alerts and storm updates
- Maintain the website accurately and timely
- Publish project calendars and timelines
- Write clear notices and resident guides
- Coordinate business and STR communication
- Create consistent messaging across departments
- Centralize public inquiries and ensure follow-up
- Reduce the Town Manager's administrative overload
- Dramatically improve resident trust and satisfaction

This is the single most impactful operational hire the Town could make.

Council's Role:

Only the Council can authorize and prioritize this position.

This is a strategic decision requiring governing action.

VI. Conclusion

Report 1 gives the Council targeted solutions for immediate operational improvements.

Report 2 gives the Council the strategic tools to fix the underlying causes of those issues.

Together, they offer:

- A clear path for short-term wins
- A structural foundation for long-term stability
- A leadership roadmap that aligns staff, improves communication, and restores public trust

The Town needs two things to break recurring patterns:

1. A leadership framework (ICMA or similar) to guide internal alignment
2. A communications engine (PR Coordinator) to serve residents reliably

Neither solution critiques individuals.

Both address the systems that enable employees and leaders to succeed.

Implementing these solutions is the responsibility — and the opportunity — of the Town Council.

With these two strategic steps, Brian Head can move from reactive problem-solving to long-term organizational excellence.

Recommendations Summary

Report 1

CE-1: Adopt Reactive Enforcement

CE-2: Adopt "Educate Before Enforce" Policy

CE-3: Publish a Plain-Language Enforcement Guide & Create an Appeals Process

TA-1: Centralized Complaint Submission & Tracking System

TA-2: Standardize Response Times for ALL Resident Inquiries

TA-3: Town-Wide Project Notification & Transparency System

PW-1: Real-Time Winter Communication

PW-2: Reduce Excessive Berm Build-Up

PW-3: Publish an Annual Winter Operations Guide

BL-1: Clear Licensing Instructions & Timelines

BL-2: Improve Communication Standards (Covered in TA-2)

BL-3: Biannual Business Meeting Led by the Mayor

Report 2

STRATEGIC SOLUTION 1: Adopt the ICMA High-Performance Public Organization Framework (or something similar)

STRATEGIC SOLUTION 2: Hire a PR / Communications Coordinator

OTHER COMMON REQUESTS (Non-Core)

These do NOT fall into the committee's formal scope but are worth noting:\

- A snowmobile trail left open along key roadways
- Additional dust mitigation in summer
- Simplify routine dead-tree removal; enforce large violations.
- Recreation-oriented winter/summer trail improvements
- Expanded entertainment and activities for families
- A resident-focused approach to town planning
- Support for more restaurants/amenities
- Council compensation review