

MINUTES
ALTA TOWN COUNCIL MEETING – RETREAT MINUTES
Thursday, January 9, 2025, 8:30 AM
Alta Community Center, 10351 E. Highway 210, Alta, Utah

PRESENT: Mayor Roger Bourke
Councilmember Carolyn Anctil
Councilmember John Byrne
Councilmember Elise Morgan
Councilmember Dan Schilling

STAFF PRESENT: Chris Cawley, Town Manager
Mike Morey, Town Marshal
Jen Clancy, Town Clerk
Molly Austin, Assistant Town Manager
Brooke Boone, Deputy Town Clerk
Craig Heimark, Treasurer

ALSO PRESENT: Julie DeLong, Pathway Associates (retreat facilitator)
Steve Rowley, K&C, CPAs
Jenna DeLong, Graphic Recording

NOT PRESENT: N/A

The Alta Town Council held its second annual retreat, facilitated by Julie DeLonge of Pathway Associates. The retreat focused on budget planning, strategic planning progress, and refining the Town’s mission statement and values. Council members and staff emphasized the importance of open dialogue and teamwork, with particular attention given to long-term financial sustainability and clarity on governance.

Chris Cawley reviewed accomplishments from the previous year highlighting budget adjustments, capital improvements, and technology upgrades and transitioning to Town Manager model. Cawley also stressed the need for a formalized strategic plan to guide the town’s future decisions and decision-making and planning process.

Craig Heimark presented a financial overview and identified a rough \$7.5 million funding gap for future infrastructure projects. Heimark outlined potential funding strategies, including property tax adjustments, new revenue sources, and borrowing options. Council members discussed the need for a balance between financial prudence and execution of planned projects.

Key themes throughout the retreat included improving financial planning, ensuring continuity in governance, and fostering collaboration between the council and town staff. The council acknowledged the necessity of formalizing long-term plans to manage future growth and infrastructure needs effectively.

The retreat report compiled by Julie DeLong is attached as Exhibit A to these minutes.

Passed this 12th day of February, 2025


Jen Clancy, Town Clerk

Alta Town Council Retreat Meeting Report



January 2025
Alta Community Center



PARTICIPANTS, WELCOME, AND EXPECTATIONS

Mayor Roger Bourke opened the meeting by welcoming everyone to the 2nd Annual Town Council Retreat. He shared his excitement at reviewing all the progress made in the last year.

Participants were asked to introduce themselves and share their expectations for the session. The retreat was publicly noticed and recorded. Participants included the town Mayor and Council, and leadership staff.

Staff

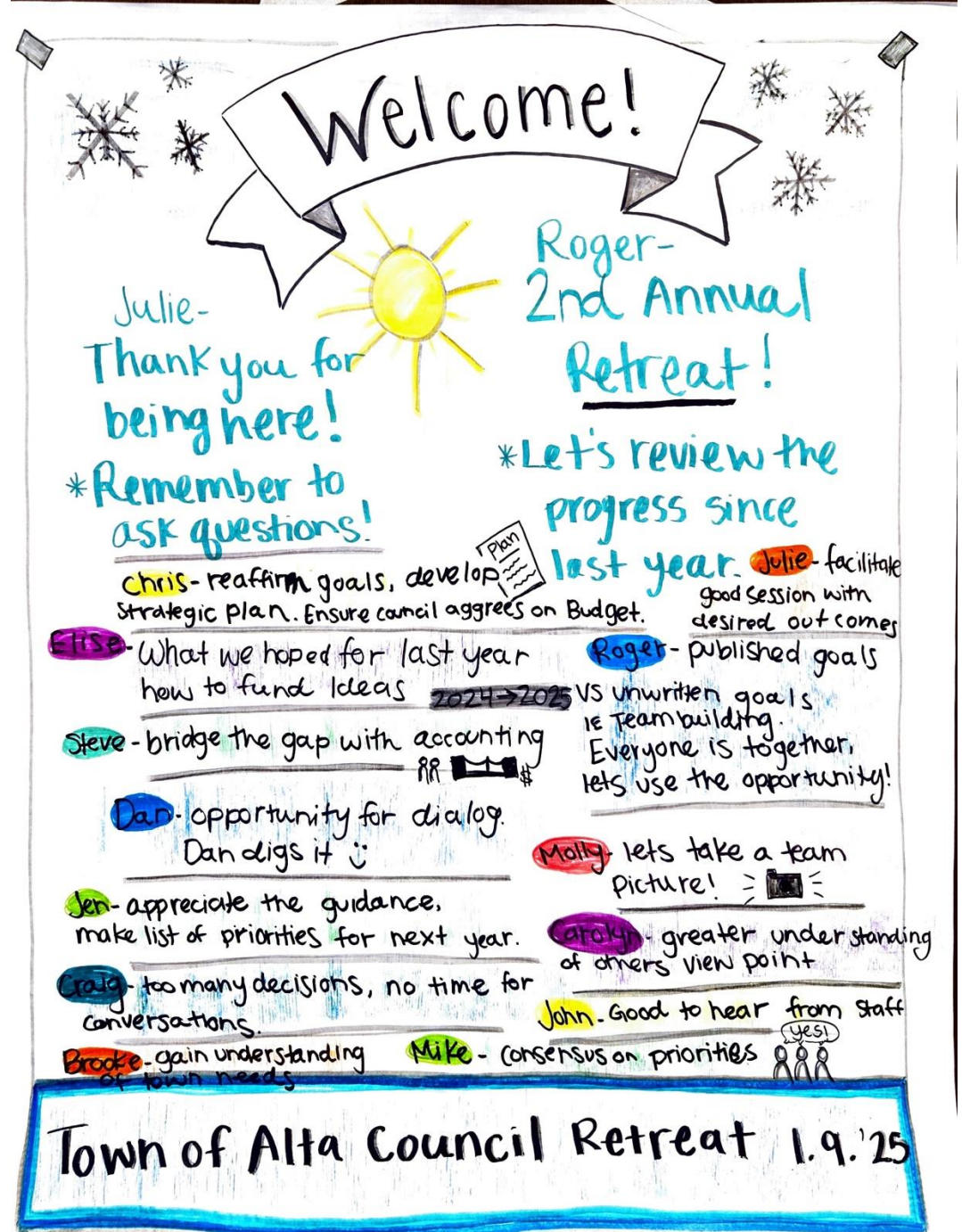
Chris Cawley, Town Manager
Jen Clancy, Town Clerk
Molly Austin, Deputy Town Clerk
Brooke Boone, Deputy Town Clerk
Craig Heimark, Town Treasurer
Mike Morey, Town Marshal

Council

Roger Bourke, Mayor
Carolyn Anctil, Council
John Byrne, Council
Elise Morgan, Council
Dan Schilling, Council

Other

Steve Rowley, K&C CPA's



Town of Alta Council Retreat Detailed Agenda

Thursday, January 9, 2025

Location: **Town of Alta Community Center/Library**

- | | | | |
|-------|---|-------|--|
| 8:30 | <u>Opening</u> – Chris, Julie <ul style="list-style-type: none">– Welcome– Agenda, Introductions & Expectations– Ground rules and Communications– Set Context | 10:45 | <u>Budget Planning Group Work</u> <ul style="list-style-type: none">– Team Breakouts – use template– Questions/Form Teams/Discussions– Generate/Group/Rank |
| 8:45 | <u>Strategic Planning Progress Review</u> – Chris, Julie <ul style="list-style-type: none">– Review of outcomes from last January– Progress to date– Survey outcomes– Suggested process, timeline, activities to complete the strategic plan– Questions/Comments captured during presentation | 11:45 | LUNCH |
| 9:30 | <u>Long-Term Budget Planning</u> - Craig <ul style="list-style-type: none">– Existing conditions– Financial report and long-term perspective– Logical ways to to meet the needs of the town<ul style="list-style-type: none">– Possibilities, Pro’s and Con’s, comparables– Financial analysis, concentration risk | 12:15 | <u>Mission, Values</u> <ul style="list-style-type: none">– Review pre-work– Small group discussions– Report out and synthesis |
| | | 12:45 | <u>Plan Development: Goals, Objectives</u> <ul style="list-style-type: none">– Next steps– Small group work– Report out and synthesis |
| | | 1:45 | <u>Review and Wrap-up</u> <ul style="list-style-type: none">– Meeting Evaluation– Next Steps |
| 10:30 | BREAK | 2:00 | <u>Adjourn</u> |

PURPOSE AND DESIRED OUTCOMES

The Purpose and desired Outcomes of the Council Retreat on January 9, 2025:

- To spend time in discussion, education, and sharing to make progress around long-term budget and planning for the Town.
- Report out of strategic planning progress and to determine next steps.
- To review and work on draft mission and values for the Town.

By the end of the day, we will have...

1. Reviewed progress on our strategic planning efforts, short- and long-term goals.
2. Become better educated about budget planning and determined next steps toward around meeting our long-term planning goals.
3. Reviewed and discussed survey outcomes from Town Council and staff leaders.
4. Listened to each other, a lot.
5. Determined strategic planning next steps and worked on current key priorities.



Chris Cawley prepared a progress report toward Council goals accomplished in 2024, especially since the last Board Retreat when key initiatives were identified.

The following pages include the report and comments from attendees captured by the graphic recorder on flip charts, as well as text box additions (light blue as in this example) to memorialize the retreat.

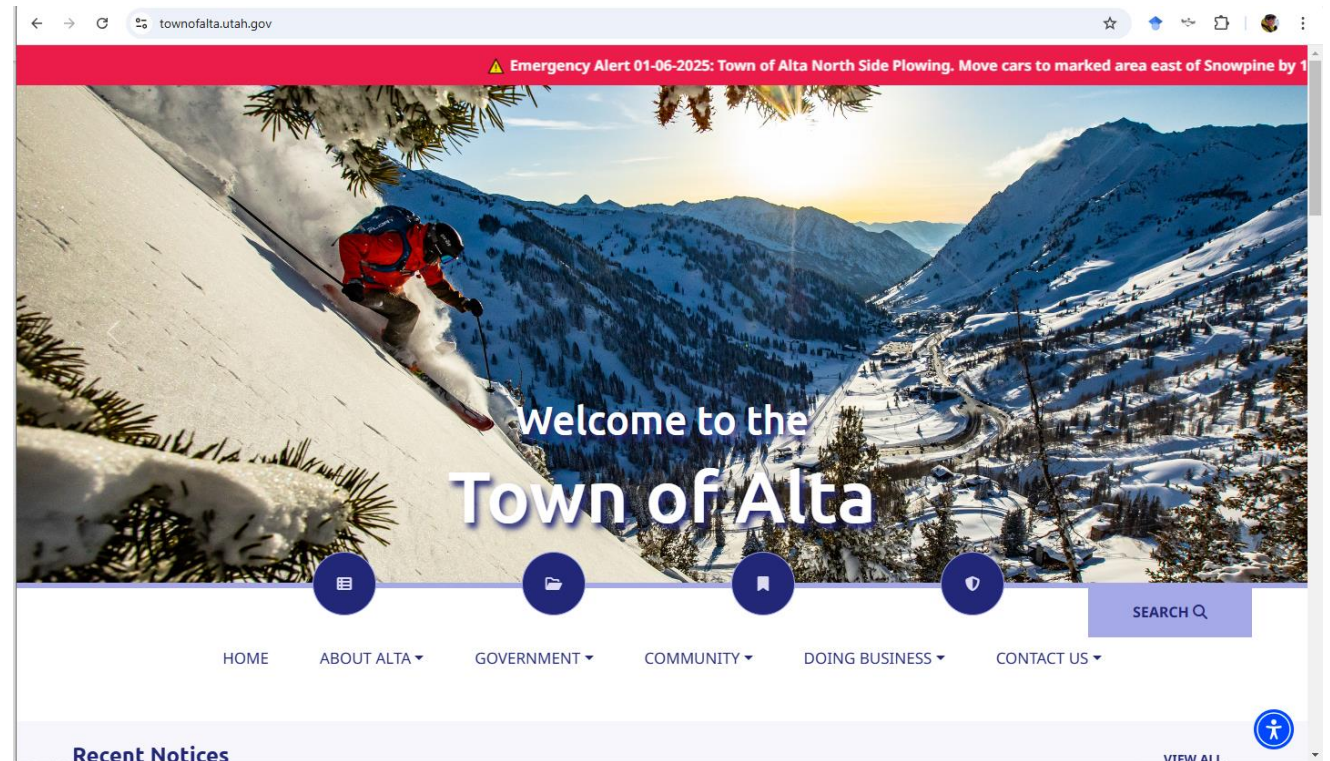
Strategic Planning Progress Review

January 9 2025
Alta Community Center



2024 Recap

- 628” at Collins Study Plot
- Started year with January council retreat
- First full year in “Town Manager Model”
- Staff and council turnover
- Major payroll adjustment
- TC took action to repay WF debt to GF
- TC Priorities: Capital improvements and AMO sustainability
- Alta Planning Commission: Subdivision ordinance, Shallow Shaft and Shrontz Presentations
- Administrative/technology upgrades
- AMO “Phase II” radio system
- ***“Focus on short- and medium-term problems and solutions before pivoting to the long-term”***



2024 Council Retreat

Strategic Assessment

Broad and shared compilation of facts, beliefs, and perceptions



Strengths

- Experience, dedication of staff
- Financial position
- Location
- Small size allows for nimbleness
- Resilience and strong partnerships
- Barrier to communication is low
- Engaged leadership



Opportunities

- Hyper-attuned to threats
- Resources available to tackle challenges
 - UDOT and Forest Service
- Relationships with external leaders can be strengthened and leveraged
- Change
- Increased visitation
- Increased summer activity
- Budget and resources of partners



Weaknesses



- Setting priorities within current structure
- Lack of clarity around governance
- Short planning horizon
- Dead-end canyon and one road
- Town's lack of land ownership
- Subject to politics outside canyon
- Finding and retaining staff
- Weather, avalanche threats
- Town building maintenance ^
- Lost relationships with ext

Threats



- Increased strain on resources
- Emergency and law enforcement changing
- Unique needs of our law enforcement team
- External jurisdiction – decisions by others greatly impact Alta
- Climate change



Vision of success

The Town of Alta is:

- High performance
- Unified, linear
- Modern, future oriented
- Sustainable, resilient
- Transparent, legible, understood, appreciated
- Calm, cool, collected
- Coalition of the willing? Competitive and selective
- Open minded
- We have a plan!



DRAFT VISION OF SUCCESS

REFLECT upon your wishes and dreams for the future.
What would you like to have helped build; what will be your legacy?

Our financial sustainability is ...

- *Comprised of diverse revenue streams*
- *Enhanced by careful expense management*

Our services are known for...

- *Responsiveness*
- *Welcoming*
- *Dedicated*
- *Smooth running*
- *High performing*
- *Accessibility and reliability*

Our model or structure is...

- *Based in consensus decision-making*
- *Consistency for staff support and management*
- *Open to continuous improvement*

Summary Vision Statement

Partners and allies contributed to our success by ...

- *Expanding our offerings*
- *Advocating for our vision of Alta*
- *Being powerful allies and having influence*
- *Helping us to bypass red tape*

20__ Results:

Our success is measured by...

- *Public acknowledgement of our services*
- *Financial audits, financial strength*
- *Technological advancements leading to efficiencies*
- *Increased transparency and streamlined communicators*
- *Self-assessment of achievements*
- *Our longevity*
- *Updated and well-maintained infrastructure*

Our people and culture are distinguished by...

- *Stability as an employer*
- *Competitive compensation and benefits*
- *High-functioning team*
- *Having incredible vision*
- *Happiness to be here!*
- *Passion for recreation and outdoors*



How do we get there?

Improve Capacity

- Optimize
- Embrace and Invest in technology
- Internal process improvement
- Reporting and accountability
- Prioritize attainable goals

Communication, Engagement

- Engage community in planning
- Does community understand the town's role and our limitations?

Lengthen Planning Horizon

- Short/medium/long term plans:
 - Capital improvements
 - Programs and projects
 - Land Use
 - Community Vision

Improve Governance

- Clarify council-staff roles & relationships
- Council focuses on policy and priorities
- Planning and decision-making process

DETERMINING TOP PRIORITIES

Two top priorities emerged in this abbreviated format which begins to form the development of a strategic plan. In a full strategic planning process, more detail would surface in multiple priorities identified. Through the survey, interviews, and retreat to this point, two key priorities were agreed upon by the group:

1. Long-term planning
2. Clarity around roles and responsibilities

Participants were asked to work on one of these in small groups for about thirty minutes. After that, they reported on their progress. Note the following pages.

FROM

TO

Reactive responses	→	Proactive planning
Confusion on roles & priorities	→	Clarity on roles & priorities
Deficiencies	→	Capabilities
Threats	→	Opportunities – embrace and leverage change
Dogmatic	→	Flexible
Analog	→	Digital / modern
<u>General consensus</u>	→	Consistent plan
Unknown condition	→	Well-maintained, updated infrastructure
Annual planning	→	Multi-year planning
Supposed / assumed	→	Informed
Varied information delivery	→	Clear communication channels & regular
Purely consent agenda	→	Dialogue around staff-led agenda items
Staff presenting challenges	→	Staff presenting proposed solutions



Progress Toward 2024 Priorities

Goal	Objective	Action	Status
Stabilize AMO	Recruitment and Retention	Compensation analysis, explore public safety retirement system	Payroll market adjustment, URS application
	Continuity and Sustainability	5th cop budget, schedule, OT, fleet and equipment plan	OT policy update; 5th cop process
		Reduce Morey patrol time -> Planning/admin time	In progress
		SLCo Sherrif contracting for <i>a la carte</i> services	On hold re: UPD->Sherrif transition
		Obtain victim advocate	Not started
Facilities	Assess short term options for ADA accessible police workstation	No short-term options id'd	
Capital Assets Master Planning	Water	Update water model, develop capital improvement plan	In progress
	Sewer	Develop model, capital improvement pan	In progress
	Facilities	Facility condition assessment, space planning	In progress
Administration and Governance	Realize Efficiency Through Technology	New website, online billpay, online forms, etc.	Complete/in progress
	Develop Strategic Process	Staff purpose/mission statement	In progress
		Plan next council retreat	In progress
	Reporting	FY 25 staff planning, tracking, reporting	In progress/needs more work
Roles and Responsibilities**	Improve council onboarding and training	In progress/needs more work	
Lengthen Planning Horizon	Facilities and Infrastructure	Water, sewer, facilities planning	In progress
	Long Range Planning	Org. purpose statement	In progress
		Community vision statement	Not started
		Address major pressures	Not started
		General Plan Update	Not started

Stabilize AMO



OBJECTIVE	ACTION	STATUS
Recruitment and Retention	<ul style="list-style-type: none"> • Compensation analysis, explore public safety retirement system 	<ul style="list-style-type: none"> • Payroll market adjustment; began enrollment in URS public safety
Continuity and Sustainability	<ul style="list-style-type: none"> • 5th cop budget, schedule, OT, fleet and equipment plan • Reduce Morey patrol time -> Planning/admin time • SLCo Sherriff contracting for a la carte services • Obtain victim advocate 	<ul style="list-style-type: none"> • Updated AMO Deputy OT policy • began process re: fifth cop • In progress • On hold re: UPD>Sherrif Transition • Not started
Facilities	<ul style="list-style-type: none"> • Assess short term options for ADA accessible police workstation 	<ul style="list-style-type: none"> • No desirable short-term options identified

Capital Assets Master Planning

OBJECTIVE	ACTION	STATUS
Water	<ul style="list-style-type: none">• Update water model, capital improvement plan	<ul style="list-style-type: none">• In progress
Sewer	<ul style="list-style-type: none">• Develop model, capital improvement plan	<ul style="list-style-type: none">• In progress
Facilities	<ul style="list-style-type: none">• Facility condition assessment, space planning	<ul style="list-style-type: none">• In progress

Governance



OBJECTIVE	ACTION	STATUS
Develop Strategic Process	<ul style="list-style-type: none"> • Staff mission/purpose statement • Plan next council retreat 	<ul style="list-style-type: none"> • Staff proposed to council in October • Complete
Reporting	<ul style="list-style-type: none"> • FY 25 staff planning, tracking, reporting 	<ul style="list-style-type: none"> • In progress/needs more work
Roles and Responsibilities**	<ul style="list-style-type: none"> • Improve council onboarding and training 	<ul style="list-style-type: none"> • In progress/needs more work

**Optimize and adapt to Town Manager Model

Lengthen Planning Horizon



OBJECTIVE	ACTION	STATUS
Facilities and Infrastructure	<ul style="list-style-type: none"> • Water, Sewer, Facilities plans 	<ul style="list-style-type: none"> • In progress
Long Range Planning	<ul style="list-style-type: none"> • Org. purpose/mission statement • Community vision statement • Address major pressures • General Plan Update 	<ul style="list-style-type: none"> • In Progress • Not started • Not started • Not started

What do I need? What does staff need?

- *A plan, and a planning process*
 - *Where do we go after today? 2 years? 10 years?*
- *Town Council Direction*
 - *What outcomes does the council want to see?*
 - *What resources will be devoted to achieve the outcomes?*
 - *Staff proposes pathways to implement policy*
 - *Works with council to determine presentation, communication*

Town Manager's Reflections

We have a great deal of work and hard decisions ahead of us:




- Priority CIPs
- How to fund? Timeline?
- Adopt strategic plan: short- and medium-term plan and planning process to improve communication, decision making, alignment
- Council>staff decision process, communication: optimize Town Manager Model
- 2025 Election: 2 council seats and mayor
- Update the general plan
- Update town code
- Mike Morey's retirement

The comments captured to the left were made during Chris Cawley's presentation:

- Add category of execution
- How do we get it done?
- Shared expectation for execution of goals
- Culture where projects get approved but not executed due to budget
- Impressive list of accomplishments for 2024!!
- Given current uses of land and facilities re: ADA accessibility— no option identified for police workstation
- Cost estimates are lower than expected!
- Difference between putting money in VS authorization to spend
- Accounting work to allocate funds @ assign
- Need to prepare for potential changes to leadership
- Need process for code changes
- Use officer or Marshall vs cop?
- Process to get up to speed on rules
- Execution of plan!
- Re: Turnover – improve onboarding process, need published material on workload. Train new council members
- You tube and books available to help
- After last retreat we laid the foundation for future, just the 1 year with town manager model. Chris is doing great! Beginning!
- Chris looking to future, preparing not putting out fires
- Did not have direction in the past – improving now.
- Best year on Town Council!
- Interesting that community vision statement was not marked as priority - * Because we are already living it!
- Good culture is self-reinforcing. Consistent values.

Strategic Planning Progress Review

Comments + Questions

- Add category of execution
 - * how do we get it done?
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Thanks!

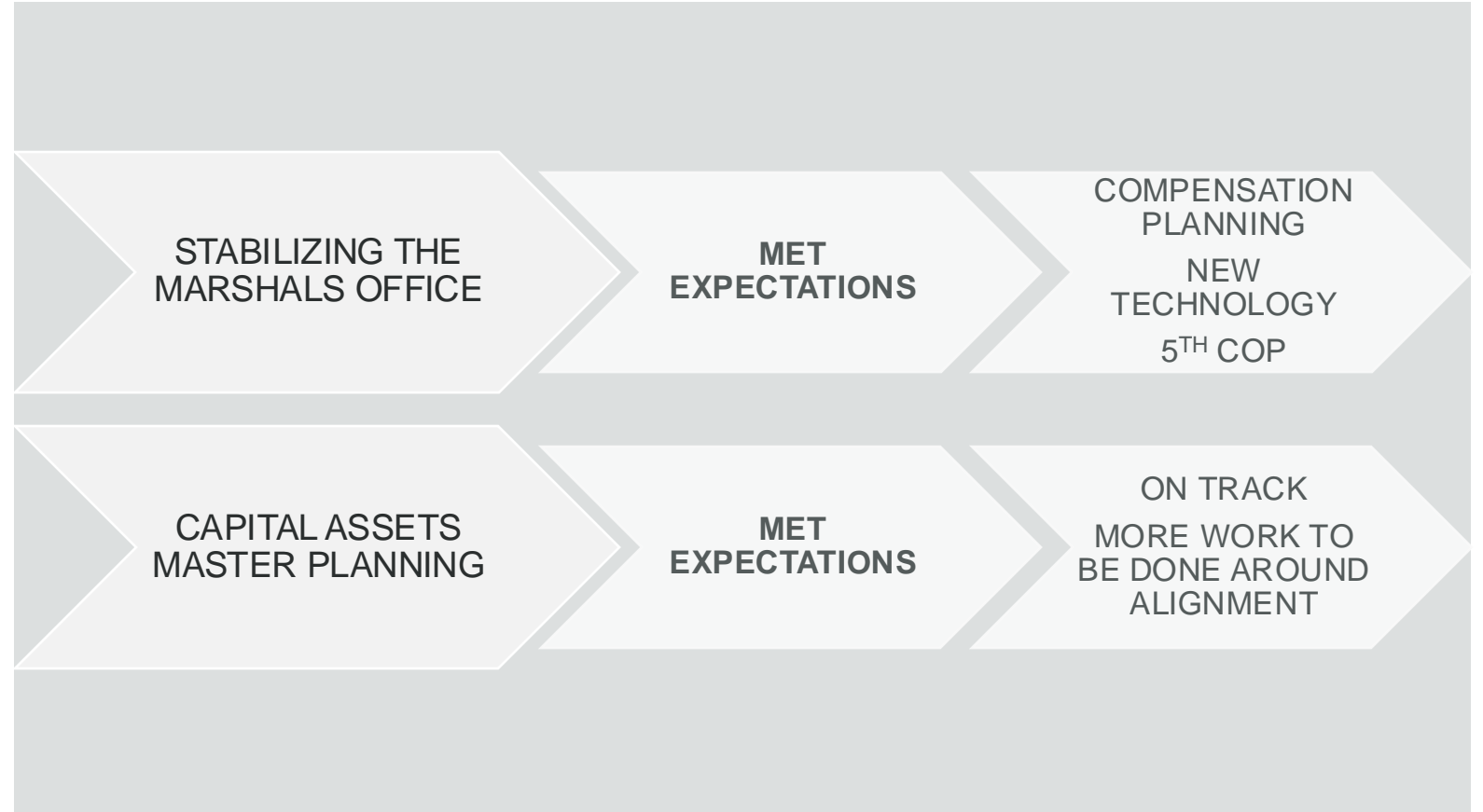
Town of Alta Survey Results



STRATEGIC PLANNING PROGRESS SINCE JANUARY 2024 RETREAT:

COMMENTS:

- ✓ Making progress
- ✓ AMO Stabilization (6)
- ✓ Master Planning, Water, Sewer, Facilities and Utilities (2)
- ✓ Mission and Values (2)
- ✓ Strategic Planning (2)
- ✓ Open communication between town and council



LONG RANGE BUDGET PLANNING

What do you need to know or understand to discuss and make decisions about raising revenue to meet the needs of the Town?

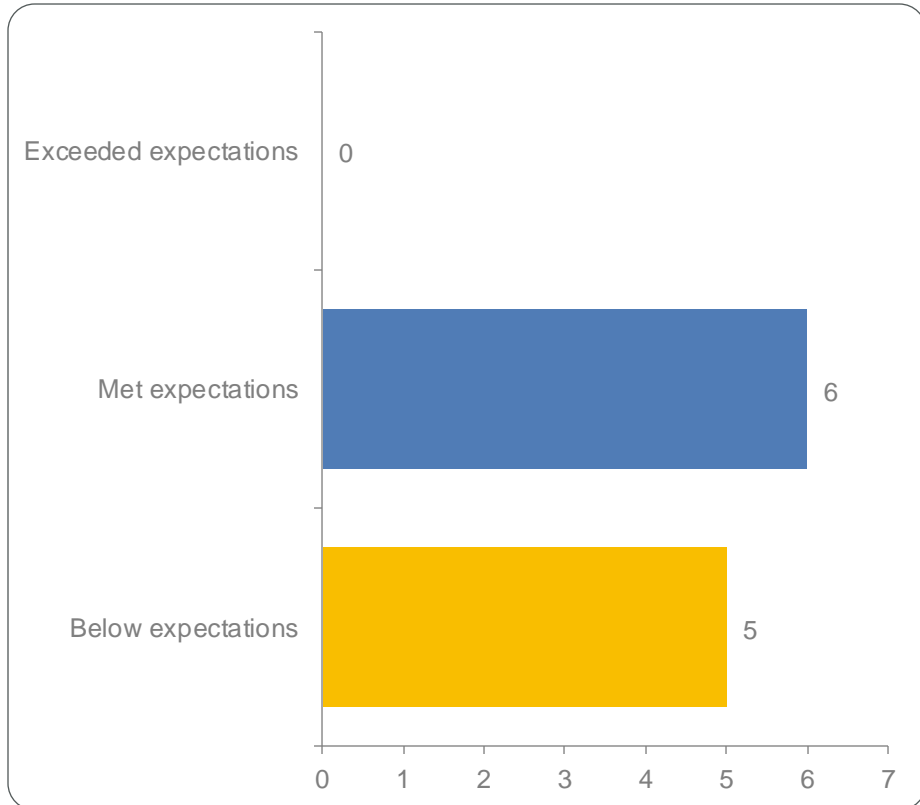
The Town faces a high likelihood of increasing costs in the near future due to inflation, wage pressures, increases in demand for services, and the need for major investment in capital improvements. This is in the context of ski industry turbulence, climate change, regional change and growth, and other factors outside the Town's control that could impact the local economy, which would in turn impact the Town's heavily sales tax reliant budget.

1. How does municipal bonding work and how much could the town feasibly or prudently borrow? (2)
2. A quick assessment of the revenue portfolio. Where are things set and where do we have options? What are those options? Does the council want to provide direction? (2)
3. What about total property tax rates? (2)
4. What are our priorities and revenue requirements?
5. Disproportionate user fees are often discussed when the Town only provides baseline staffing.
6. What revenue generating opportunities are we not taking advantage of?
7. Are there more grant opportunities we can seek out?
8. Are our current revenues optimized--fees, sales taxes, etc.
9. How can we help local businesses boost sales in the spring, summer, and fall?
10. What additional programs can be incorporated?

LONG-TERM STRATEGIC ITEMS IDENTIFIED, AND A FOCUS ON GOVERNANCE:

1. Develop a strategic planning process: Schedule retreat, work on mission, vision, and values, next steps
2. Stronger reporting lines: Staff planning, tracking, reporting
3. Focus on roles and responsibilities: Improve council onboarding and training

Unclear agreement around progress and how well expectations are being met:

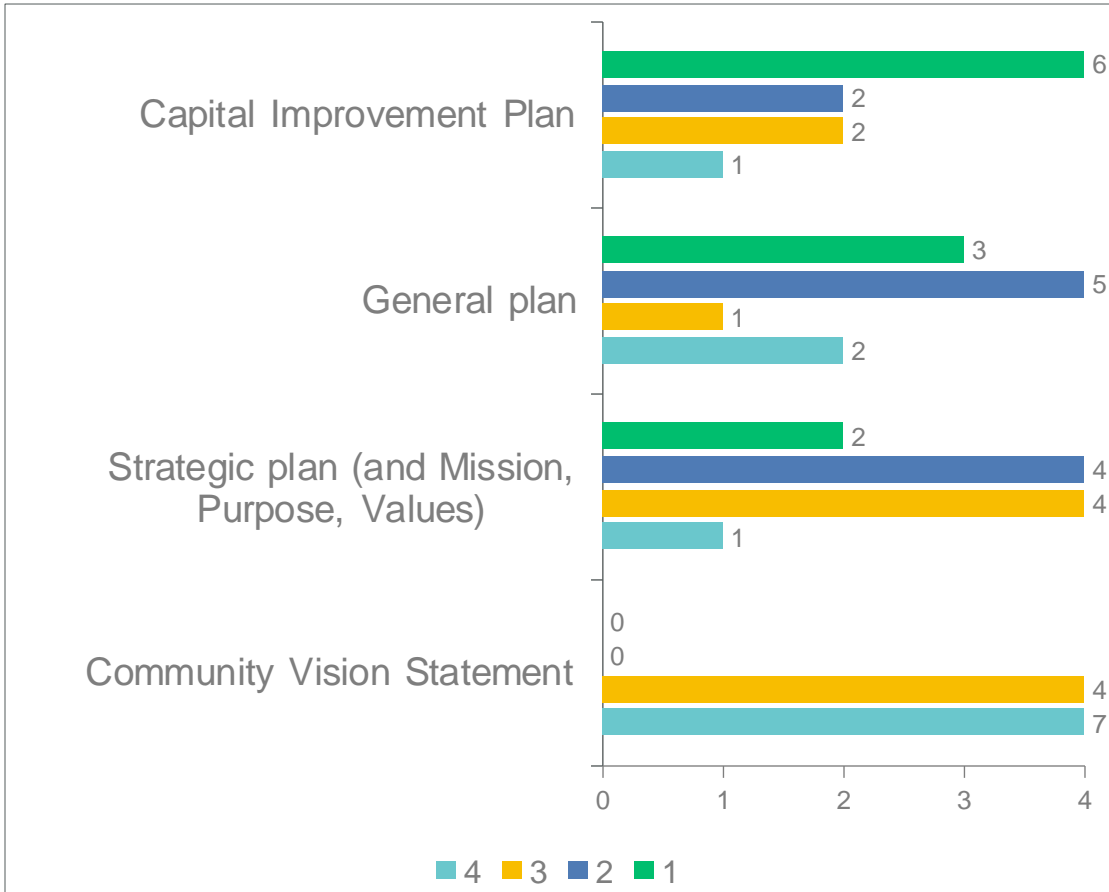


Next steps to meeting our strategic goals:

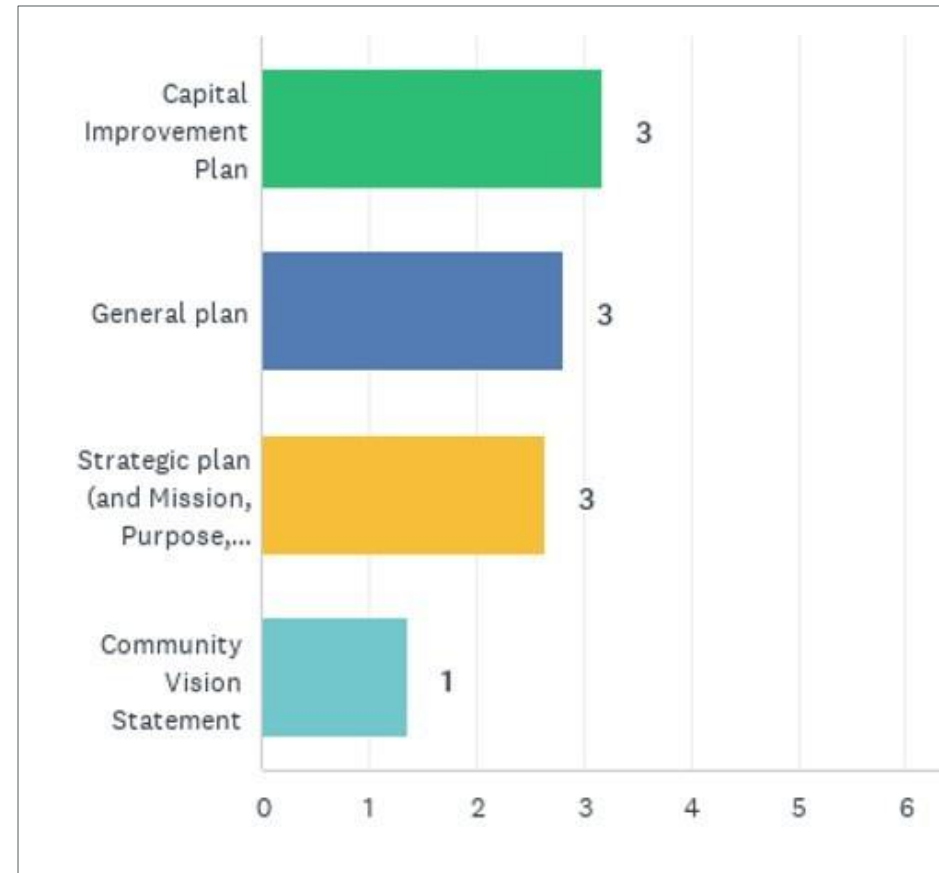
- ✓ Finalize the master plan; strategic plan – council and staff must remain aligned!
- ✓ More communication; clear understanding of decision-making processes; clarity in role followed by empowerment to act
- ✓ New Council onboarding and training; clarity in time commitment needed to do the job before running office
- ✓ Move forward as written above

LONG TERM PLANNING PRIORITIES

RANKED ORDER OF IMPORTANCE TO ACCOMPLISH



Ranked order of importance:



LONG RANGE PLANNING HORIZON

Last year, we were aligned in our agreement to lengthen the planning horizon in the following ways:

Facilities and Infrastructure

Action: Water, sewer, facilities plans

Long Range Planning

Action: Workshop organization purpose statement, update/develop community vision statement

Action: Address major pressures

- UDOT Bus stop/service, gondola, dispersed recreation management, climate change, population growth, seasonal economy
- General Plan Update

What the Town needs to do to stay ahead of long-term problems that have the potential to impact the Town's viability and levels of service:

- Action our plan
- Update general plan
- Impact study
- Annual or bi-annual retreats to keep the discussions going (2)
- First is to ensure that we are at least not falling behind on public safety. Next is to ensure that we are not falling behind on aging infrastructure. We need a schedule, however tentative, and associated budget for critical infrastructure.
- Formalize reporting processes from committees
- Participate more actively in regional and county-wide planning groups and processes re: transportation (2), recreation management
- Strengthen infrastructure
- Make tough tax increase decisions
- Help business community to thrive
- Improve communications across constituents seek ways to bolster confidence in town operations from residents
- Capitalize on common goals with Snowbird and partner agencies

CRITICAL ISSUES FOR THIS YEAR'S RETREAT

- Communications; boundaries; clarify elected officials and relationships; Team building and consistency (3)
- Planning ahead for facilities (3)
 - Long-term planning prioritization over next 12 months
- Planning ahead to support the AMO
- Strategic plan: how do we maintain staff-council alignment? Magnitude of the need is great.
- Finalizing mission, vision, and values statements
- Gaining a plan for the next 12 months

HOW WE WILL KNOW IF THE RETREAT WAS SUCCESSFUL:

- Commitment to milestones; planning framework; general plan; strategic plan; facilities master plan; financial plan; Next steps are clear – 3 to do's; Concrete results (7)
- We will have a well-defined mission and vision for the future, along with a road map to help us achieve short and long-term planning goals
- Plan the staff can act upon
- Open and transparent collaboration between TC & Town employees
- Alignment

Craig Heimark, along with Chris and Jen, prepared a Long-Term Budget Planning presentation to educate and identify next steps for the Town. Thanks to Craig and the team.

The following pages include the discussion and comments from attendees captured by the graphic recorder on flip charts, as well as text box additions (light blue as in this example) to memorialize the presentation.

Town of Alta

Long Term Budget Planning
January 9, 2025

Why this presentation?

Excerpt from 2005 Town of Alta General Plan

Chapter 3- general policies		Status
Section 3.8 – Private Land Acquisition	The town supports and encourages the acquisition of vacant or undeveloped private lands within environmentally sensitive areas, those not served by public utilities, those with high public open space and recreational values, and those not readily accessible to emergency services. Such acquisitions should be made by either an appropriate governmental agency or private entity(s) with the understanding and agreement that such lands be conserved in perpetuity.	Nothing Done

Don't listen to what they say, watch what they ~~do~~ fund

The numbers that follow are not precise but should be more than adequate to frame the long-term planning discussion

Numbers sourced from

- November Financial Packet distributed to Council
- Audited Financials 2016-2023 (on website)
- Original FY 25 Budget (June 2024)

Numbers are precisely wrong

- Sometimes I used numbers from end of FY 24
- Other times I used November numbers from Financials distributed for the November meeting
- A better analysis would have used numbers all from the same point in time

BUT the Numbers are generally correct

- This is the big picture view, and being close is good enough
- The purpose is to give you a **sense of how we might improve our long-term planning**
- And what are the **constraints and alternatives** we face

Questions For Discussion



Do we want to create a balanced Long-Term Financial Plan, now or later?

And over what time frame – 20, 30 years or longer?

Age of Infrastructure creates pressure, but we could kick the can down the road for a bit



In which long-term liability estimates do you feel least confident?

General Fund
Sewer Fund
Water Fund



What percent of the gap do you feel should be plugged by the following?

Revenue growth (in excess of inflation)

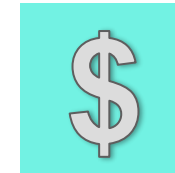
Bond Issuance

Increase of existing taxes

New Disproportionate Use Fee

Redirect of Excess Cash from "Checking Account" to Specific Capital Funds

Expense Reduction



What items outside the current budget do you think we should or might need to address (i.e., land purchase for conservation purposes, preparing an emergency egress route in the case of a forest fire)?

Given these Numbers do you think we need to cut some programs or other current expenditure to fund basic infrastructure

Summary of Long-Term Expenses and Current Reserves

We find the summary of projected capital expenses on page 19 of Nov Packet

PROJECT BUDGET EXPENSE TOTALS	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2032	Total 2026-2032
Capital Projects Fund Plan	\$ 205,248	\$ 156,000	\$ 170,000	\$ 80,000	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,750,000
Water	\$ 486,997	\$ 85,000	\$ 750,000	\$ -	\$ 300,000	\$ -	\$ 200,000	\$ -	\$ 500,000	\$ 300,000	\$ 2,050,000
Sewer	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Total Project	\$ 692,245	\$ 241,000	\$ 920,000	\$ 580,000	\$ 7,800,000	\$ -	\$ 200,000	\$ -	\$ 500,000	\$ 300,000	\$ 10,300,000
* Estimated Annual Budgets	\$ 3,313,027	\$ 3,412,418	\$ 3,514,790	\$ 3,620,234	\$ 3,728,841	\$ 3,840,706	\$ 3,955,927	\$ 4,074,605	\$ 4,196,843	\$ 4,322,749	\$ 3,798,014

Total
avg

Numbers from November Council Packet

* Budget estimates calculated at 2023 Actuals plus 3% COLA

And on page 1 we find a summary of our current reserves

	Fund Balances 10/31/2024	Projected Expenses	Shortfall by Fund
Capital Projects Total Fund Balance	\$1,728,258	\$7,750,000	(\$6,021,742)
Water Fund Total Fund Balance	\$456,825	\$2,050,000	(\$1,593,175)
Sewer Fund Total Fund Balance	\$638,901	\$500,000	\$138,901
Total Infrastructure Funds	\$2,823,984	\$10,300,000	(\$7,476,016)

The project forecast of \$10.3m has a nominal shortfall of \$7.5m

Can We Afford This Increase In Capital Spend?

Implications

- If we spread the capital spend over a 30-year period it would mean we need an increase in contributions to Capital Funds of about **\$250,000 annually - 6.75% of budget (or \$375,000 over 20 years – 10%)** for capital improvements
 - This assumes the Town replaces one building instead of two
- We have already started to increase our capital fund contributions beyond our annual project spend. Over the last five years we have transferred excess revenue from the GF to the Capital Projects Fund at the rate \$362k and expenses of about \$200k (only two years of data)
- The contribution bounced around, but **at a net of 162,000** can be a big part of funding the gap
 - FY 24 - \$522,000, FY 23 - \$680,000, FY 22 - \$100,000, FY 21 - \$422,997, FY 20 - \$90,000
 - Average of \$362k – 200k = 162k

Caveats

- **Most common errors** in LT projections are **errors of omission** (including a greater than COLA increase in operational costs)
- While our revenues increased rapidly, **our expenses are starting to catch up** – e.g. staff payroll increases as a result of competitive pressure from SLC and Sandy for Marshal's department and Senior Staff
- Also looming is long term funding of Alta Shuttle
- These are **SWAG's** (Scientific Wild Ass Guess) and **real modeling work is needed**

What Else Might We Pursue

We have identified a number of possible additional sources of revenue

Increase Revenue from Existing Sources – estimate of \$173,000 annually

Borrow through private placement—for this presentation, principal amount of \$3,750,000 with annual payments of between \$252k and \$322k

Reduce excess cash buffer

New Revenue and/or Fees

- Disproportionate Use Fees - requires more work to develop estimate
- Transient Room Tax – previously estimated at \$190,000
- Charitable Contributions – unknown at this time
- New Government Grants – unknown at this time
- Business Development – unknown at this time

Reduce Expenses – as you like

Increase Existing
Taxes

Even for a resort town ToA is unusually dependent on sales tax revenue

Program Revenues	Total Revenues			
	2023		2022	
Total Charges for services	\$ 556,844	17%	\$ 581,973	
of which is water charges	\$ 302,460	0%		
and of which is sewer services	\$ 142,815	0%		
Operating grants and contributions	\$ 58,023	2%	\$ 92,465	
Capital grants and contributions	\$ 42,265	1%	\$ 30,897	
General revenues:		0%		
Property taxes	\$ 253,115	8%	\$ 248,348	
General sales	\$ 2,036,176	62%	\$ 1,940,210	
Energy sales and use tax	\$ 107,367	3%	\$ 82,552	
Other	\$ 218,130	7%	\$ 83,901	
Total revenues	\$ 3,271,920	100%	\$ 3,060,346	

You will note that ToA revenue is **Sales Tax 62%, Property tax at 7.7%**

In contrast, the comparable number for Park City is **13% and Property tax at 16.8%**

And for Brian Head is **4% with Property Tax at 20%**

High Dependence on Sales Tax Leads to High Income Variance (Volatility/Risk)

One Source of Increased Revenues is Property Tax

Taxing Entity	Alta	Sandy City	Cottonwood Heights	Brighton	Unincorp SL Co. (Snowbird)
Local Government Levy 2023	0.001043	0.001057	0.001422		
Local Government Levy 2024	0.000990	0.000988	0.001357		
County 2024	0.001456	0.001456	0.001456	0.001456	0.001505
Fire Service 2024	0.001403	0	0	0.001403	0.001403
Law Enforcement 2024	0.000000	0	0	0.002038	0.002038
Other 2024	0.006532	0.007256	0.007383	0.006532	0.006601
Total	0.010381	0.009700	0.010196	0.011429	0.011547

Per \$100,000 in Valuation	\$ 1,038	\$ 970	\$ 1,020	\$ 1,143	\$ 1,155
2024 Local Levy % of Total	10%	10%	13%	0%	0%

Of existing taxes, property tax provides the **most diversification** and hence most **risk reduction**

You will note the **2023 tax rate is higher** than the 2024 rate due to Truth in Taxation Hearing that year, **BUT** the increase in property tax revenues of **\$150k** is received in FY 2024

Our rates may appear relatively high, but more research is needed to ensure we are comparing the right numbers for the Unincorporated vs Incorporated areas

Summary and some other candidates for increases in existing revenues

Taxing & Fee Options	Status	Estimated Potential New Revenue
Property Tax	Due to our Truth in Taxation Hearing in 2023, we have already increased the property tax receipt from 2023's 250k Suggest we do Truth in Taxation Hearing every other year	\$150,000 increase from 2023 More if we hold another Truth in Taxation Hearing
Business License Fees & Liquor License Fees	Last study was in 2021. Council was provided with a range of options.	Up to \$23,000
Building Permits	Study required	??? More work
Impact Fees	Study required - study funds in FY25 budget	??? More work
Town Shuttle	Currently voluntary contributions, how do we formalize the program	??? More work
Animal License	Probably not much room here.	insignificant
Enterprise Funds	May require funding from General Revenues	Constrained due to scale and neighbors

We need to budget for our two enterprise funds separately

Fund	Current Shortfall	Unicorp SLC				Estimated Room for Additional Revenue
		Current Rate	Park City	(Snowbird)	Brian Head	
Water Fund	\$ (1,593,175)	\$ 135.43	\$ 149.63	\$ 68.04	\$ 95.10	?? Given Snowbird Subsidy and number of Alta Residents supplied by Snowbird
Sewer Fund	\$ 138,901	\$ 103.98	\$ 46.00	\$ 56.96	\$ 56.10	??? Could be difficult given comps

These rates compare a single-family dwelling using 8,000 gallons a month

Snowbird **heavily subsidizes** the residential dwellings in SA#3 - not apples to apples.

Our current model for financing the water fund assumes an average annual rate increase of 9.9% spread over the 25 -33 time period

Given the comparable rates, you may want to consider funding from General Revenues

Pros and Cons of Increasing Existing Taxes & Fees

Pros

- *Room for more revenue from existing taxes and fees.*
- *Easy and known process for approval*
- *Some may be easy to adjust with little pushback*
- *Service income that is not correlated to Sales Tax reduces risk, but we have limited opportunities to do – Property tax is the best example*

Cons

- *Expect comments any time you raise taxes and/or fees*
- *May develop reputation as expensive town with significant comments by citizens*
- *Fees for service are generally supposed to align with the cost to provide the service, obligating study to justify and possibly limiting revenue potential*



Borrow Money

Many Municipalities Would Issue A Bond

Bonds Are Used For Infrastructure Investments To Match The Funding And Asset Durations

- *GAAP Accounting Depreciation Guideline for “Nonresidential property” is 39 years. Infrastructure like Sewer is more difficult but in one IRS case as deemed to be 50 years*
- *Given the size our our community and the needed funding, we would likely do a private placement not a Bond. Current interest rate for a Private Placement is about 4.8% There are other ways to borrow more but would require more staff research*
- *Here is a table that give you a sense of what it would **cost to borrow \$3.75m (50% of the 7.5 number)***

Duration In Years	Current Interest Rate Estimate	Current Interest Rate Estimate + 1%	Annual Payment at Current Rate	Annual Payment at Current Rate +1%
20	4.8%	5.8%	(\$296,569)	(\$321,654)
30	5.3%	6.3%	(\$252,348)	(\$281,235)

Pros and Cons of Borrowing

Pros

- Aligns investment with usable life – this means the people who use the service are the ones who pay for it
- Fixed payment each year which becomes less burdensome with expected revenue growth

Cons

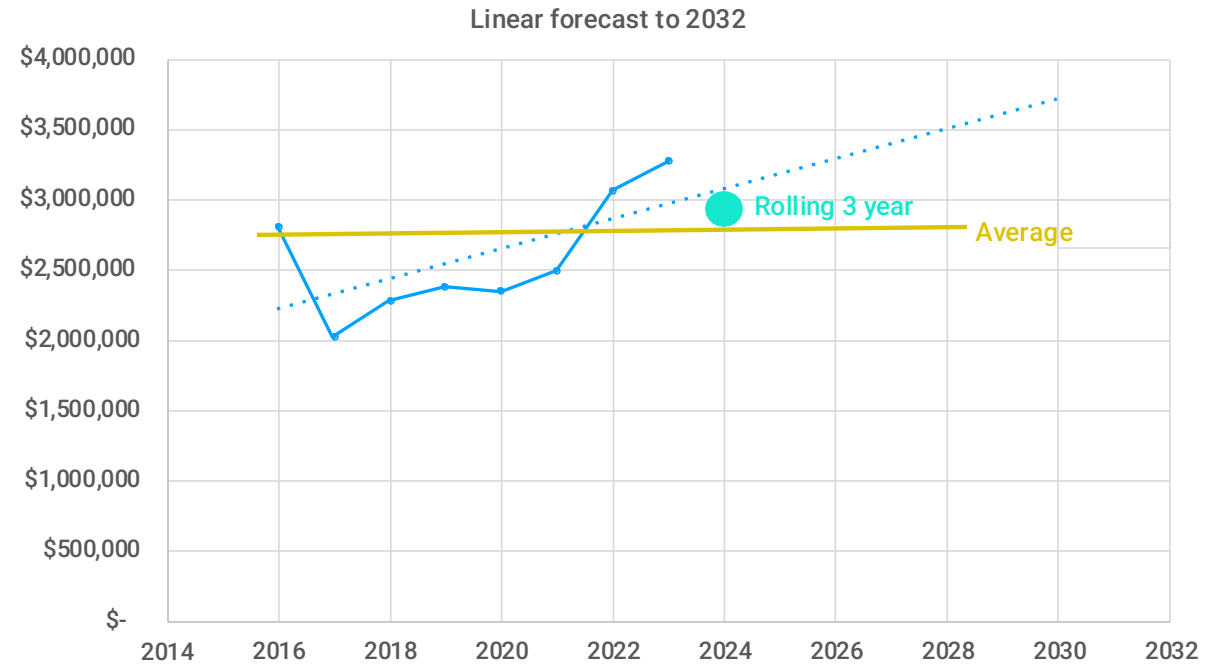
- Leverage reduces flexibility in bad times
- Not a problem for a year or two but with a secular shift could be (e.g. climate change, business model change)

Reduce Excess Cash Buffer

What is the Right Income Forecast To Be Safe?

Last Eight Years Revenue

Fiscal Year	Revenue
2016	\$ 2,809,754
2017	\$ 2,025,899
2018	\$ 2,277,612
2019	\$ 2,379,332
2020	\$ 2,346,584
2021	\$ 2,491,541
2022	\$ 3,060,346
2023	\$ 3,271,920
Average	\$ 2,582,874



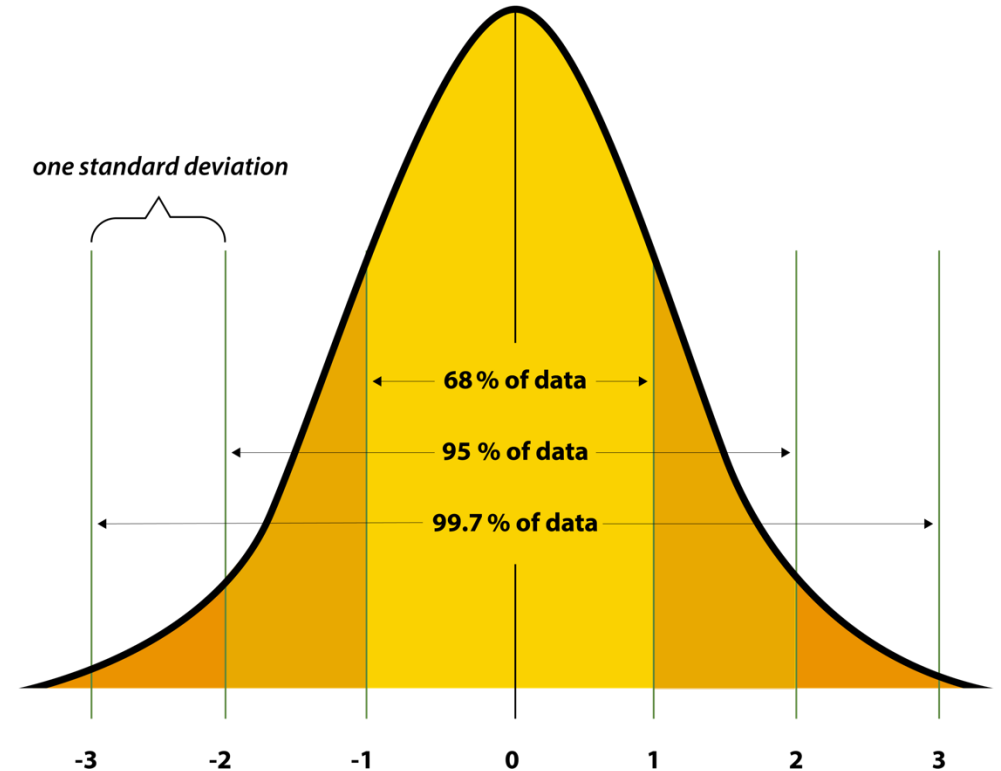
Average	Rolling Last Three Years	Standard Deviation
\$ 2,582,874	\$ 2,941,269	\$ 424,811

Better Question - What is the right cash buffer to insure against income variance?

- *Many of the questions I hear in the annual ToA budget focus ON variance in the income distribution (though they are NOT phrased this WAY)*
- *The question of: "Are we being conservative enough?" (ON the income side), could be phrased as: What would it cost to buy a third-party income insurance policy?*
- *This requires decomposing our cash reserve into its constituent components, namely Working Capital, and Self Insurance Policy for Income Variance*
- *The Working Capital Component can be calculated from monthly budgets and the Self Insurance Policy can be calculated from the Standard Deviation of our income stream*

Banks reserve a cash buffer of 3 standard deviations

- Basel Accords moved Banking Risk Management from ad hoc **“management discretion”** to **objective mathematics**
- The Basel Accords are based on the normal distribution and basic statistics and calculate an insurance policy that protects against variance in all but **3 out of one thousand years**
- This presumes our distribution of risks are randomly distributed (**and they are not**)
- **A prudent cash buffer for a town might be 2 standard deviations (5 in 100 years)**



Replace Current Cash Buffer with Working Capital and Self Insurance Calculations

Current Framework

Intent: We try to reserve the maximum buffer allowed

For example:

Starting Balance	Expenses	Percent
2,456,076	2,930,434	84%

Issues

The % of total expenses is rather arbitrary and can be calculated in a variety of ways

A better way would be to decompose the requirements into:

- Cash Buffer for Income Variance
- Working Capital Requirements

Alternative Framework

Intent: We calculate the right amount for working capital requirements and a self insurance cash buffer – freeing the remainder for capital spend

For example:

6/30/24 GF Balance	Standard Deviation
3,837,652	424,811

Working Capital Low Cash 2,915,399

Working Capital Requirement **922,253**

Cash Buffer at 2 SD 849,622

Excess Cash $3.8 - (.92 + .85) \approx 2m$

*Note: These numbers include some restricted funds – they are approximate

Pros and Cons of Reducing Cash Buffer

Pros

- *Makes it easier for the public to understand the need for additional income to fund infrastructure projects*
- *Replaces "management discretion" with "best practice" methodology that is mathematically defensible*
- *Automatically adjusts to systemic changes in business model or climate variance*

Cons

- *Less flexibility on deployment of funds*
- *Keeping the extra \$400k on hand provides an extra cushion for extreme financial events.*



Explore New
Revenues

Introduce New Fees - Disproportionate Use Fee

What is a Disproportionate Use or Enhanced Level of Service Business License Fee?

A disproportionate use tax is a license fee or tax upon a business that causes "disproportionate costs of municipal services"

Excerpts from Utah Code ANnotated Section 10-1-203 (5)

- *5(a)(1) The legislative body of a municipality may by ordinance raise revenue by levying and collecting a license fee or tax ON:*
- *5(C)(1) **a business that causes disproportionate costs of municipal services;***
- *5(C)(b) (1) As used in this Subsection (5):(i) "Municipal services" includes: (A) public utilities; and (B) **services for: (I) police; (II) fire; (III) storm water runoff;(IV) traffic control; (V) parking; (VI) transportation; (VII) beautification; or (VIII) snow removal.***

Pros and Cons of Disproportionate Use Fee

Pros

- *Aligns revenues with people/entities that actually use the service*
- *A disproportionate use tax allows a Town to recoup revenues for services consumed by occasional visitors*
- *Removes pressure on existing property and other taxes for providing services not used by those home owners*

Cons

Quite a bit of staff work is needed to enact such a tax including:

- *Identifying which services should be included, and the costs of those service (allocated between residents and occasional users)*
- *Preparing the documentation needed to align with [Town of Alta Ordinance 3-1-4](#) and [UCA 10-1-203 \(5\)\(c/d\)](#)*

A new fee/tax that hits local businesses, skiers:

- *May need syndication with afflicted entities*
- *This tax is limited to reimbursement of the actual costs of providing such services*
- *Highly correlated with sales tax so may not reduce income volatility*

Pros and Cons of Transient Room Tax

Pros

Common Fee at most Resorts

Significant Revenue Potential

- *At 1% level estimated
\$190,000*

Cons

*Last time it was raised at
Town Council it received
pushback*

Pros and Cons of Charitable Contributions

Pros

Great if you can get it

*ToA Income Distribution
may make this possible*

Cons

*Probably requires
significant outsourced
expense*

*Often requires multiple years
to land*

Pros and Cons of Pursuing Government Grants

Pros

Great if you can get it

*Does not affect local
taxpayers*

Cons

*May require new hire or
outsourced expert*

*Often requires multiple
years to land*

Pros and Cons of Business Development

Pros

If we can develop the right idea, it increases local business revenues and town revenue

Cons

Short of a “downtown development” requiring real assistance and cooperation from Forest Service, it is not clear what the town could do to increase revenue in Alta

Maybe if we brainstorm with Ski Lift and others, we can surface some creative ideas



Reduce Expenses

We can also do scenario planning on expenses to help fund infrastructure investments - some examples

Cut wages across the board or selectively

- Inconsistent with recent decisions to increase wages to keep up with wage trends in peer agencies

Cut services

- Cut Shuttle Program - Total Expense is 252k, net expense to TOA is \$118k, due to \$50k UTA contribution: and \$84k local resident/business contributions – BUT unclear how stable are these subsidies
- Cut Alta Justice Court - \$35,837
- Cut post office - \$41,680-\$21,850=\$19,830
- Cut recycling - \$31,500
- Cut Town Park, Summer Program - ~\$20,000

Stuff to think about

Real infrastructure planning should be based on replacement cost, not original cost

- GAAP depreciation is based on book (original) cost
- We have done so already in water fund doing by “updating water study”, presumably to be followed by a similar review of the sewer infrastructure
- And is what Dan Schilling recently accomplished on \$7m cost replacement estimate for Civic Center

Making Larger Contributions to Our Capital Funds Is A “Sinking Fund” Approach

- It requires a separation between contributions to capital funds and authority to spend in contrast to our current process
- Spend authority would come with specific project approval

Many of our assets are long in the tooth

- and hence should be viewed **as increasing probability they will break - predictable emergencies**
- For most cities, not much of a problem, but imagine a big water or sewer break buried under 300 inches of snow

More stuff to think about

Preparing this presentation emphasized to me how difficult it is to get the right information without massive manual work so, I have two suggestions.

Suggest we spend more staff time on long term planning by reducing work on short term budgeting

- Prepare but not submit monthly budgets for purposes of accurate working capital estimate
- Currently we prepare financials every month and submit them in the monthly packet
- Suggest we only provide and review that information quarterly. In addition, each quarter we should schedule a public meeting in case we need to adjust the budget – that way we aren't scrambling
- We may also need some increase in outside assistance to be able to easily prepare long term financial plans

Make the financial reports easier to read, digest and for the Council to approve budget variances

- Change Chart of account so that the departments are columns, not rows
- Fully allocate payroll so that the time of projects is planned
 - We already do hourly reporting
 - Staff time needs to be allocated so that we don't bite off more than we can chew
- Introduce the idea of operational projects as well as capital projects – e.g. Shrontz estate proposal this year

And FINALLY

Budget is not the only constraint
– So is WATER

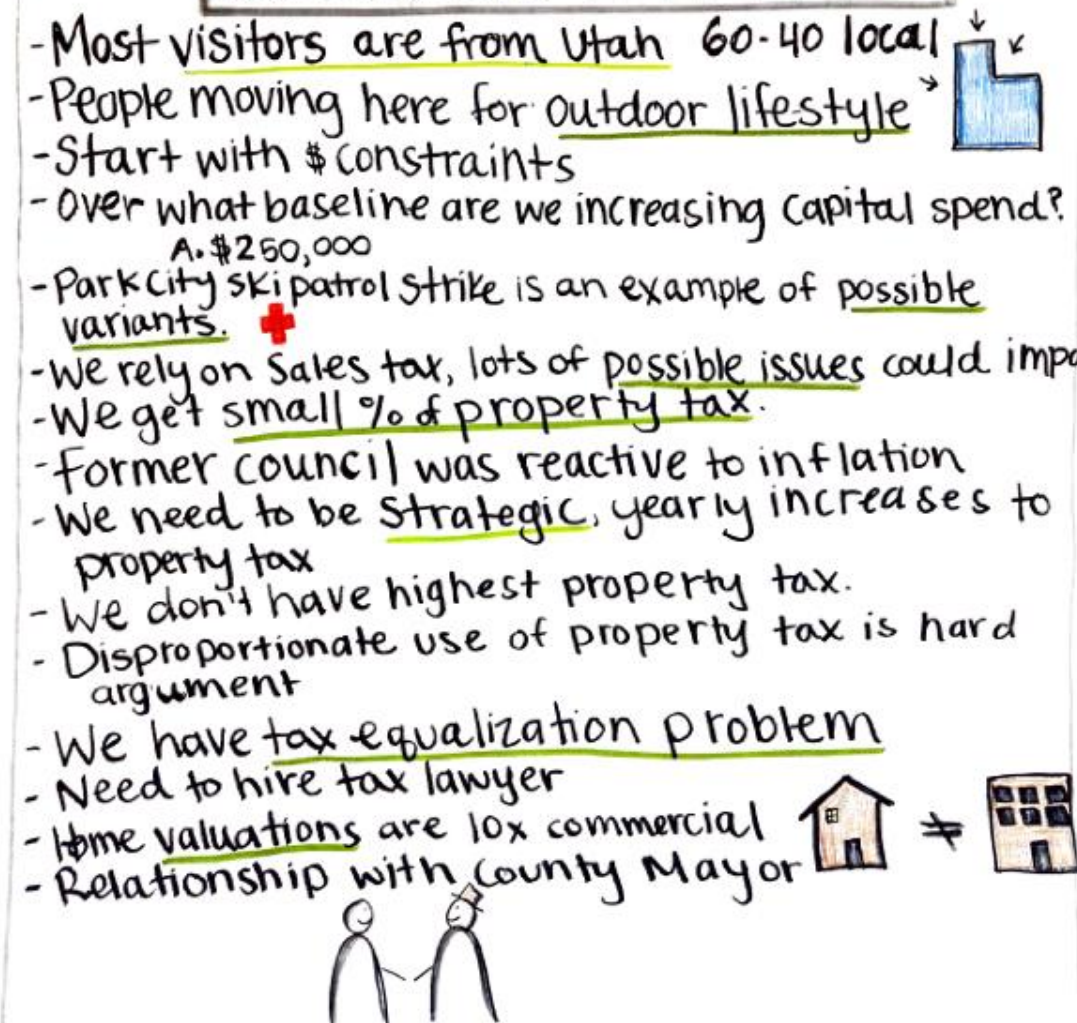
The comments below (original notes to the right) were made during Craig's presentation:

- Most visitors are from Utah now, according to recent statistics from the visitors bureau – 60/40 local (used to be the other way around)
- People moving here for outdoor lifestyle
- Start with \$ constraints
- Over what baseline are we increasing capital spend?
Answer: \$250,000
- Park City Ski Patrol strike is an example of possible variants
- We rely on sales tax, lots of possible issues could impact!
- We get small % of property tax
- Former council was reactive to inflation
- We need to be strategic, yearly increases to property tax
- We don't have highest property tax
- Disproportionate use is a hard fact to prove
- We have tax equalization problem
- Need to hire tax lawyer
- Home valuations are 10x commercial
- Relationship with county Mayor

\$ Long-Term Budget Planning \$

Comments + Questions

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The comments below (original notes to the right) were made during Craig's presentation:

- We are not able to do municipal bond because we are too small; it would cost too much to do
- We can do private placement bond
- Bond transfers cost to future user while also benefiting current user
- Dip in linear forecast is not due to reduction in revenue
- Equal number of positive events to negative events to grow revenue
- Execution and public relation problem
- Need of pre-fund capital funds
- More defined project management
- Need to deploy capital
- How much of budget for Marshall is visitors?
3/4th for occasional use visitors
- Identified potential for disproportionate use tax
- Funding large share of shuttle program
- Disproportionate use tax creates us VS them mentality – can be divisive to people paying sales tax
- What is the alternative? Bonding, lift ticket tax
- Do we need more revenue today? No
- Post covid wage increases were necessary

-12

\$ Long-Term Budget Planning \$

Comments + Questions

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The comments below (original notes to the right) were made during Craig's presentation:

- Lodging community did not support transient room tax (TRT)
- TRT is common at other resorts
- We have to show community why we need money and how we will spend it
- We will raise TRT but not yet
- Would TRT make us more able to borrow? YES
- TRT is variable, similar to sales tax
- We haven't done enough for water/sewer/building grant opportunities – need a plan first!
- More citizen input is needed
- Us becoming a landlord is a good idea
- Package Jen produces each month is monumental amount of work
- Reporting to Council is not the burden - - it would happen anyway

\$ Long-Term Budget Planning \$ ^{LTBP #3}

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- Bus. Dev. plan
- Package Jen produces each month is monumental amount of work
- Reporting to council is not the burden, it would happen anyway

Questions For Discussion



Do we want create a balanced Long-Term Financial Plan, now or later?

And over what time frame – 20, 30 years or longer?

Age of Infrastructure creates pressure, but we could kick the can down the road for a bit



In which long-term liability estimates do you feel least confident?

General Fund
Sewer Fund
Water Fund



What percent of the gap do you feel should be plugged by the following?

Revenue growth (in excess of inflation)

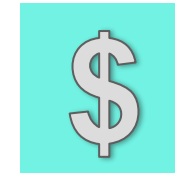
Bond Issuance

Increase of existing taxes

New Disproportionate Use Fee

Redirect of Excess Cash from "Checking Account" to Specific Capital Funds

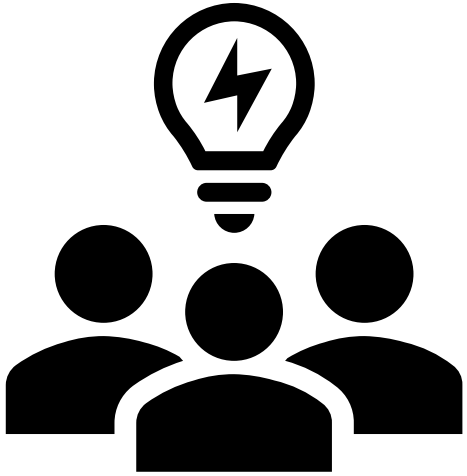
Expense Reduction



What items outside the current budget do you think we should or might need to address (i.e., land purchase for conservation purposes, preparing an emergency egress route in the case of a forest fire)?

Given these Numbers do you think we need to cut some programs or other current expenditure to fund basic infrastructure

Attendees were split into three groups. Each was given a color marker and had time with each discussion question and worksheet.



Questions for consideration:
Groups will discuss. Identify a timer, make notes on the chart, be prepared to present.

Budget Planning Workshop

1. LONG TERM FINANCIAL PLANNING

- Is this council committed to creating a balanced Long-Term financial plan? Over what time period – 20, 30 years, longer? What is the decision criteria, or conditions needed, to move forward?
- In which long-term liability estimates do you feel least confident, and why? General, Sewer, Water
- What are your main concerns regarding income variance over the next fifteen years? e.g Business Model Change, Climate Change/Snow Projections

2. FUNDING PREFERENCES AND PERCENTAGES: What combination and percentages make sense for our funding needs?

- Private placement borrowing
- New disproportionate use fee
- New transient room tax
- New revenue from Charitable contributions
- New revenue from Business development
- New Government grants
- Reduce of excess cash buffer to specific capital funds
- Expense reduction

3. FINANCIAL CONSTRAINTS

- What items outside the current budget do you think we should or might need to address (i.e., land purchase for conservation purposes, preparing an emergency egress route in the case of a forest fire)?
- Given these Numbers do you think we need to cut some programs or other current expenditure to fund basic infrastructure

LONG-TERM FINANCIAL PLANNING WORKSHOP

Attendees were split into three groups. Each was given a color marker and had time with each discussion question and worksheet. The notes below (original notes to the right) were made by work groups:

Is this council committed to creating a balanced long-term financial plan?

- All groups reported YES


Over what time period?

- Two groups said 30 years while one answer was variable

What is the decision criteria needed to move forward?

- Prioritization of the revenue mix
- Strategic plans that provide direction and a financial plan
- Agree with others based on critical and quality of life needs

Long-Term Financial Planning



1. IS this council committed to creating a balanced Long-term financial plan? Over what time period?
What is the decision Criteria needed to move forward?

1. YES 1. ABSOLUTELY! 1. Yes - Draft plan in 2-3 years

2. 5? 10? 20? 2. 30 Years 2. ~~30 years~~ 30 years

1 ← IMPROVE SYSTEM FROM ORIGINAL → 2

3. PRIORITIZATION REVENUE MIX 3. Strategic plans that provide direction + financial plan

3. Agree w/ Based on critical + quality of life needs

LONG-TERM FINANCIAL PLANNING WORKSHOP

Attendees were split into three groups. Each was given a color marker and had time with each discussion question and worksheet. The notes below (original notes to the right) were made by work groups:

In which long-term liability estimates do you feel least confident, and why?

GENERAL

- ✓ More variables
- ✓ Yes

SEWER

Yes

WATER

Necessity
Emergency Plan

Main concerns re: Income Variance over the next 15 years?
e.g., business model, climate change, snow projections

- ✓ Climate, economic concentration
- ✓ Sales tax
- ✓ Climate change

Long term Financial Planning

- In which long-term liability estimates do you feel least confident, and why?

General	Sewer	Water
✓ more variables 2. ✓	3. ✓	✓ - necessity 1. ✓ - EMERGENCY Plan

- Main concerns re: Income Variance over the next 15 years?
e.g. business model, climate change, snow projections

CLIMATE, ECONOMIC CONCENTRATION

SALES TAX

climate change

LONG-TERM FINANCIAL PLANNING WORKSHOP

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FINANCIAL CONSTRAINTS

What items outside the current budget must we address (i.e., land purchase for conservation, emergency egress ico forest fire)?

1. Emergency response equipment/assets
2. AMO needs – additional
3. Continued investment in public alert systems
4. Fire Hazard reduction (ordinance review) with requirement to remove dead trees - Fire protection reserve increase
5. Land purchase for facilities
6. Nothing??
7. Recreation amenities – town park

Given these numbers, do we need to cut some programs or other to fund basic infrastructure?

1. Re-evaluate need/priority of new community center
2. Rather than cutting programs, better identify how we can fund them – we don't have much to cut!
3. Reduction of manual labor via new technology
4. Shuttle is not sustainable

Financial Constraints

→ What items outside the current budget must we address (i.e. land purchase for conservation, emergency egress ico forest fire)?

- emergency response equipment/assets
- AMO needs - Additional
- continued investment in Public Alert systems
- Fire hazard Reduction (ordinance Review) w/ requirement to remove dead trees
- Fire protection reserve increase
- ~~Land~~ purchase for facilities.
- NOTHING??
- RECREATION AMENITIES - TOWN PARK

Given these #'s, do we need to cut some programs or other to fund basic infrastructure?

- re-evaluate ~~the~~ need/priority of new Community Center
- rather than cutting programs, better identify how we can fund them
↳ we don't have much to cut!
- Reduction of manual labor via New Tech
- ~~the~~ SHUTTLE NOT SUSTAINABLE

LONG-TERM FINANCIAL PLANNING WORKSHOP

Attendees were split into three groups. Each was given a color marker and had time with each discussion question and worksheet. The notes below (original notes to the right) were made by work groups:

FUNDING PREFERENCES AND PERCENTAGES %

What combination and percentages makes sense for our funding needs?

The groups reported out after discussion. Overall, they agreed on the following:

1. Spend down the the existing fund;
2. Tax equalization;
3. Implement a transient room tax (TRT);
4. Refine plan, timing, and amount of bond

Funding Preferences and Percentages %

- What combination and percentages makes sense for our funding needs??

Organic Revenue Growth	40%
BOND Issuance	10%
Tax Equalization	10%
INCREASE of Existing Tax	10%
Redirect of Excess Cash ...	10%
NEW Disproportionate Use	10%
EXPENSE Reduction	10%

BOND/DEBT - 1

DISP/NEW REV.

TRT - 2

PHILANTHROPY - part to projects

ECON DEV.

GRANTS - 3

CASH BUFFER

Exp Red ↓ SUBSTITUTES

15 min - 1 hour

REAL OPPORTUNITY

2. TRT \$190k

3. BONDS - the rest \$250k

1. Spend \$

Target

Attendees reviewed survey results about the mission and values and then spent some time reviewing and commenting on them as a group. Results and comments are on the following pages.

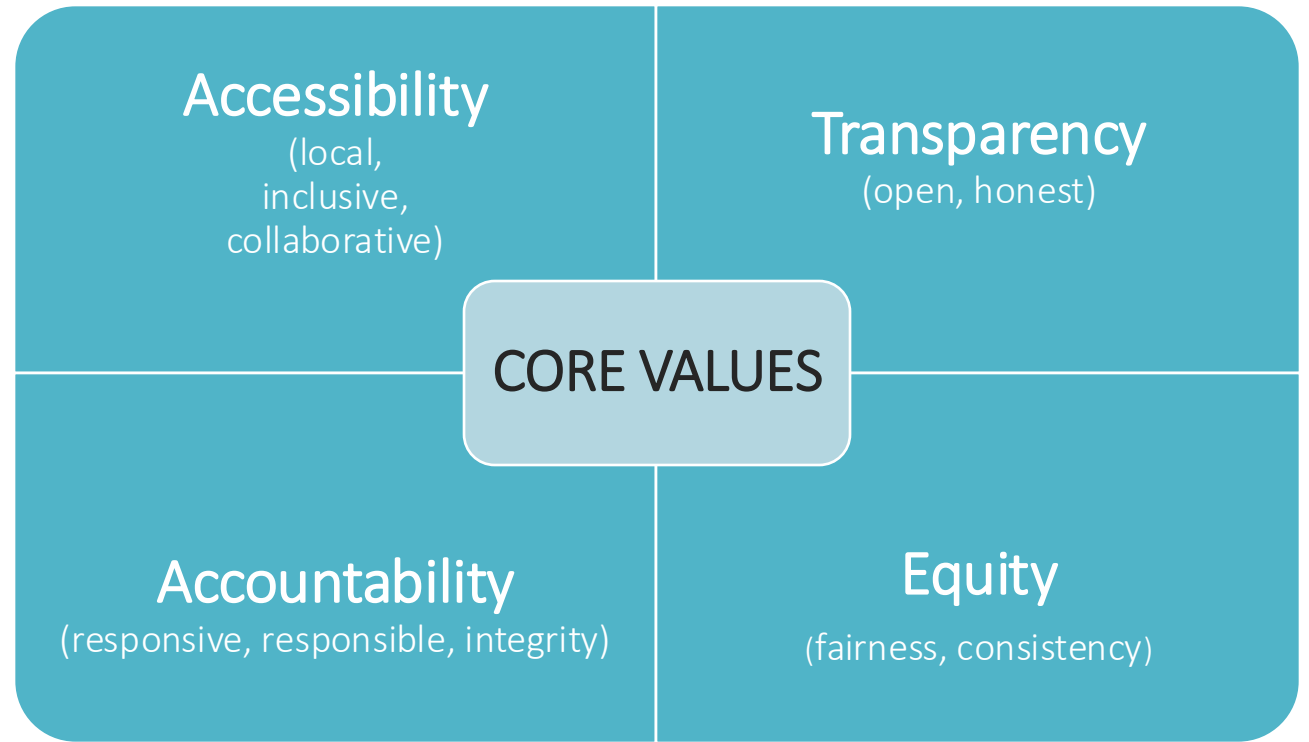
Town of Alta Mission and Values

January 2025



“Mission Is What You Do; Values Are How You Do It” – *Mike Morey*

*The **mission** of the Town of Alta is to provide municipal services that promote safety and quality of life for Alta's community; protect Alta's alpine environment and unique heritage; carefully manage growth and development; and support Alta's local economy.*



SURVEY QUESTION:

TOWN OF ALTA DRAFT MISSION STATEMENT

The Town of Alta exists...

To provide municipal services that promote safety and quality of life for the community, protect the alpine environment and unique heritage, carefully manage growth and development, and support the local economy.

✓ Shared Agreement in support of this mission

MISSION EXAMPLES AND COMMENTS

Mission examples from similar town governments:

“Proudly serving our community with excellence and distinction.”

“We provide leadership and encourage community involvement to protect, maintain, and enhance our sense of community, historical heritage, and alpine environment.”

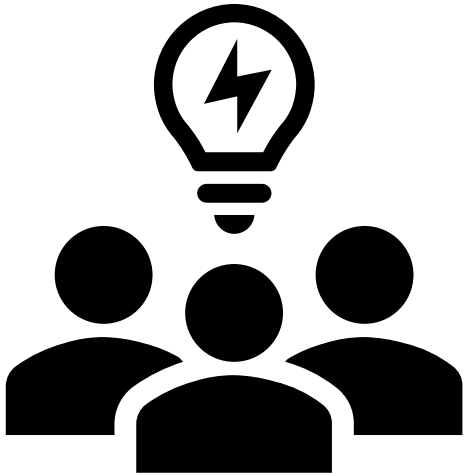
“Committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors.”

“To provide the highest quality innovative and efficient municipal services, steward the natural environment, and support a healthy and sustainable community for the benefit of future generations with respect for the work of our predecessors.”

- ✓ Shared agreement that the current draft is preferred
- ✓ 4 commented on the following theme:
 - Provide leadership and encourage community involvement... and
 - “We provide leadership and encourage community involvement to protect, maintain, and enhance our sense of community, historical heritage, and alpine environment.”

- ✓ Other comments:
 - Excellence
 - Quality innovative and efficient municipal services, and Keep Alta, Alta
 - Committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors.

Attendees spent time considering the mission and commenting on the current draft. See notes on the following page.



Mission Work:

Groups will spend time making notes to inform the final version of the mission. Identify a timer, note taker, and presenter.

Town of Alta Mission Review

Draft Mission

To provide municipal services that promote safety and quality of life for the community, protect our alpine environment and unique heritage, carefully manage growth and development, and support Alta’s local economy.

- Do we want to add language to include any of the following?
 - “We provide leadership and encourage community involvement to protect, maintain, and enhance our sense of community, historical heritage, and alpine environment.”
- Anything else to consider or edit on the above mission?

CONSIDERING THE MISSION

Possible changes to the Mission:

- Remove municipal services
- Remove "and development"
- Are mission and duties the same?
- Remove "promote safety and quality" and change to foster greater sense of community
- Add integrity and respect after services
- Add commas
- Emphasis on protect alpine environment (but it could be added to the values)
- Foster sense of community
- Encourage community involvement
- Don't want to dilute by making too long
- Shift things to values to shorten the mission
- Flip sentences "promote then say how"
- Incorporate mission statement as aspirational, we need to include duties

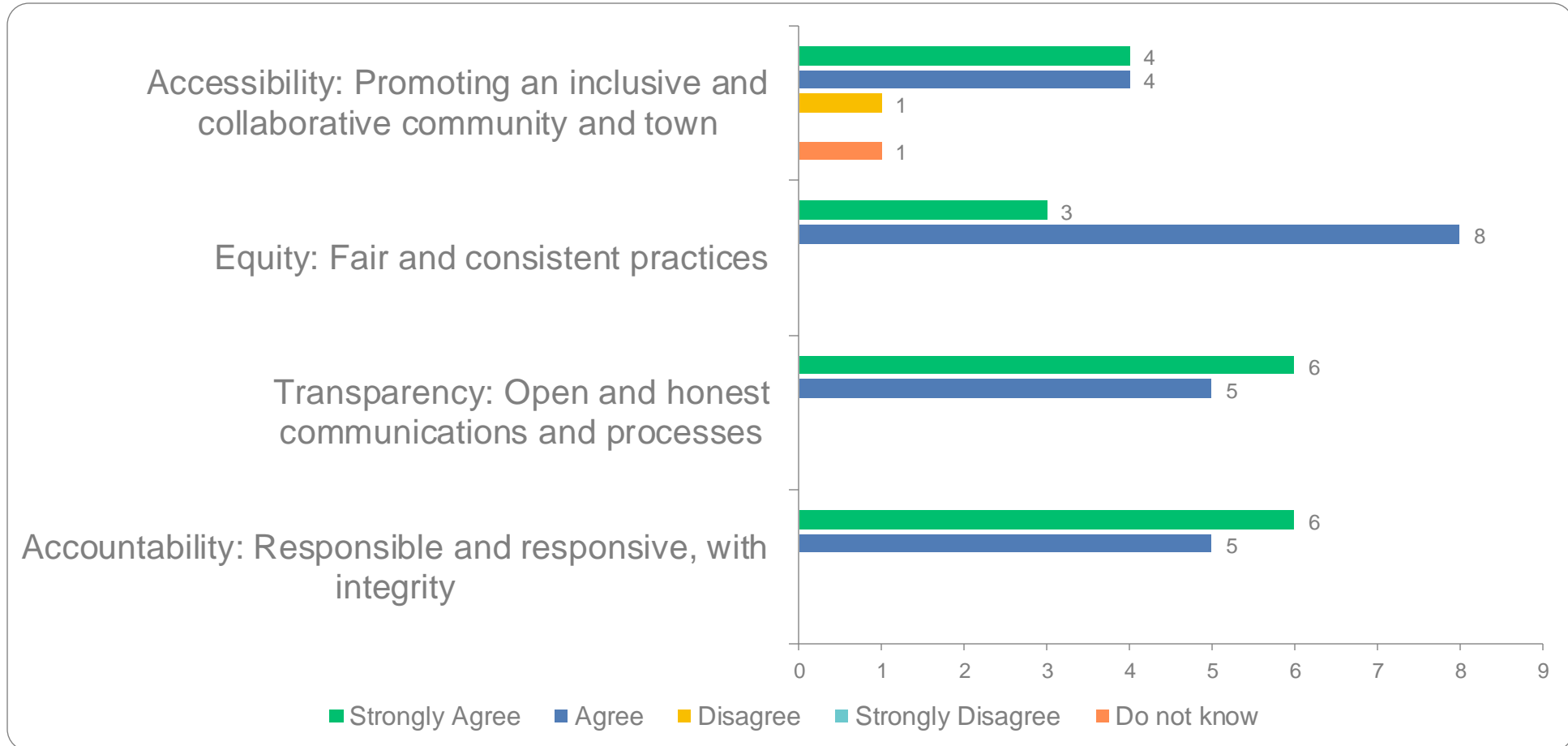
Possible changes to mission

- remove "municipal services"
- remove "and development"
- are mission and duties the same?
- remove "promote safety & quality" change to foster greater sense of community
- Add integrity and respect after services.
- Add commas
- emphasis on protect alpine environment
- put it at end and add enhancement
- foster sense of community
- encourage community involvement
- don't want to dilute by making too long
- Shift things to values to shorten mission
- flip sentences "promote then say how"
- incorporate, mission statement is aspirational we need to include duties.

TOWN OF ALTA VALUES

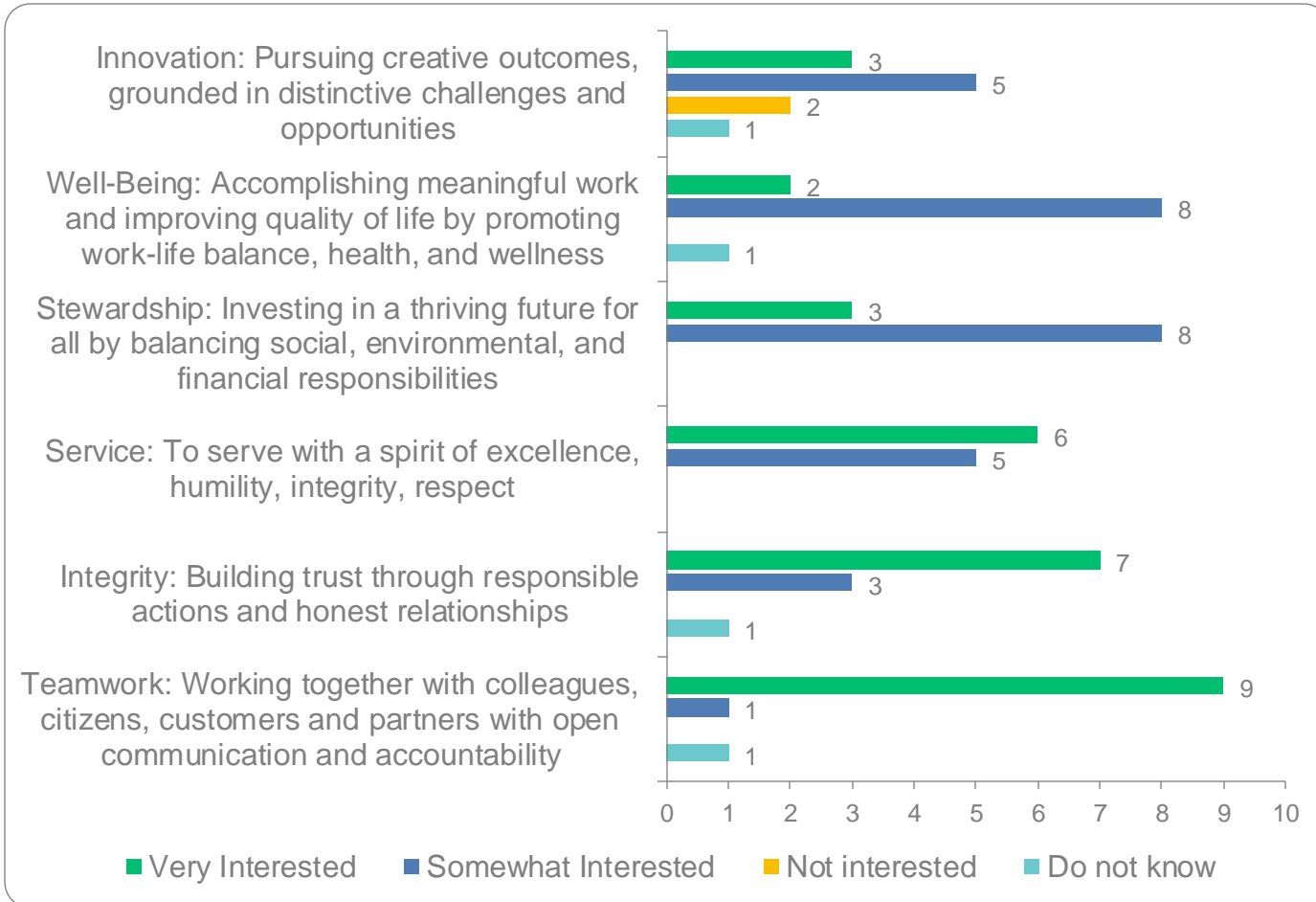
Values are the principles or standards of behavior used in life or work. The values listed below were previously identified by staff and presented to the Council in October.

Please note your level of agreement to include each of the following:



TOWN OF ALTA VALUES

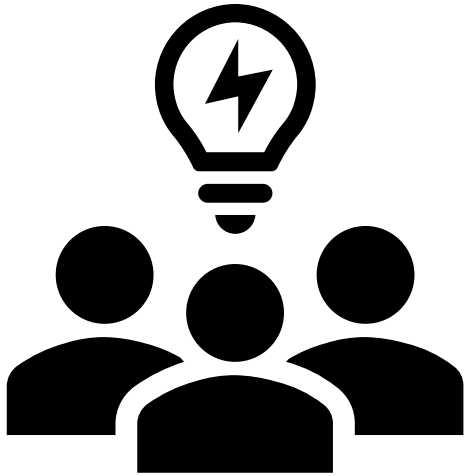
Other values or principles that are commonly embraced by government agencies are listed below. Some similarities exist between these values and the ones above. Please note your level of interest to consider or include a version of the following:



Comments:

- Neutral option should have been offered (2)
- Do these values reflect the perspective of the community?
- These values or principles fit better in a mission statement. These are nouns, not adjectives. They're mostly duplicative of the mission and values we've already outlined.
- Council and Staff members do exhibit these values but institutionally, to the public, these are not a major focus of effort or time.
- The current practice of not holding broader community meetings is an example of the difference to me between individual values and institutional values. I find the 3-minute limit on public comments to be another good example of not creating the right institutional values

Attendees spent time considering the values and commenting on preferred and possible additional values. See notes on the following page.



Values for the Town of Alta:

Groups will spend time making notes to complete the values. Identify a timer, note taker, and presenter.

Town of Alta Values Review

SHARED AGREEMENT:

Accessibility: Promoting an inclusive and collaborative community and town

Equity: Fair and consistent practices

Transparency: Open and honest communications and processes

Accountability: Responsible and responsive, with integrity

50%+ 'VERY INTERESTED':

- **Service:** To serve with a spirit of excellence, humility, integrity, respect
- **Integrity:** Building trust through responsible actions and honest relationships
- **Teamwork:** Working together with colleagues, citizens, customers and partners with open communication and accountability

CONSIDERING THE VALUES

Possible changes to the VALUES:

- Agree with values, and add integrity?
- They didn't grab us
- Integrity is important to us, could be added
- Transparency & accountability are the same
- Replace accountability with integrity
- How does equity and accessibility apply to Council – the town is open to all, need ADA
- Most important values should be shifted to the top
- Foster greater sense of community
- Most important word is integrity, should be showcased
- Town of Alta "service with integrity"
- Mission is shown to new-hires at Alta Ski Lifts – is this how you do your job? They are used as a guide.
- Could be below corporate logo
- Every time we vote, it should be based on values
- Integrity and respect are so important
- Equity could be part of integrity
- All the values are commendable, we already practice them – good job!
- Make individual bullets when making decisions
- Different definitions of equity
- All values are important

Possible changes to Values

- Agree with values, add integrity?
- They didn't grab us
- Integrity is important to us, could be added
- transparency & accountability are the same
- Replace Accountability with Integrity
- How does equity & Accessibility apply to Council
* the town is open to all, need ADA
- Most important values should be shifted to top
- foster greater sense of community
- Most important word is Integrity, should be showcased
- Town of Alta "Service with Integrity"
- Mission is shown to new-hires, is this how you do your job? They are a guide
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- Make individual bullets when making decisions.
- different definitions of Equity
- All values are important

CONSIDERING THE VALUES

Possible changes to the VALUES:

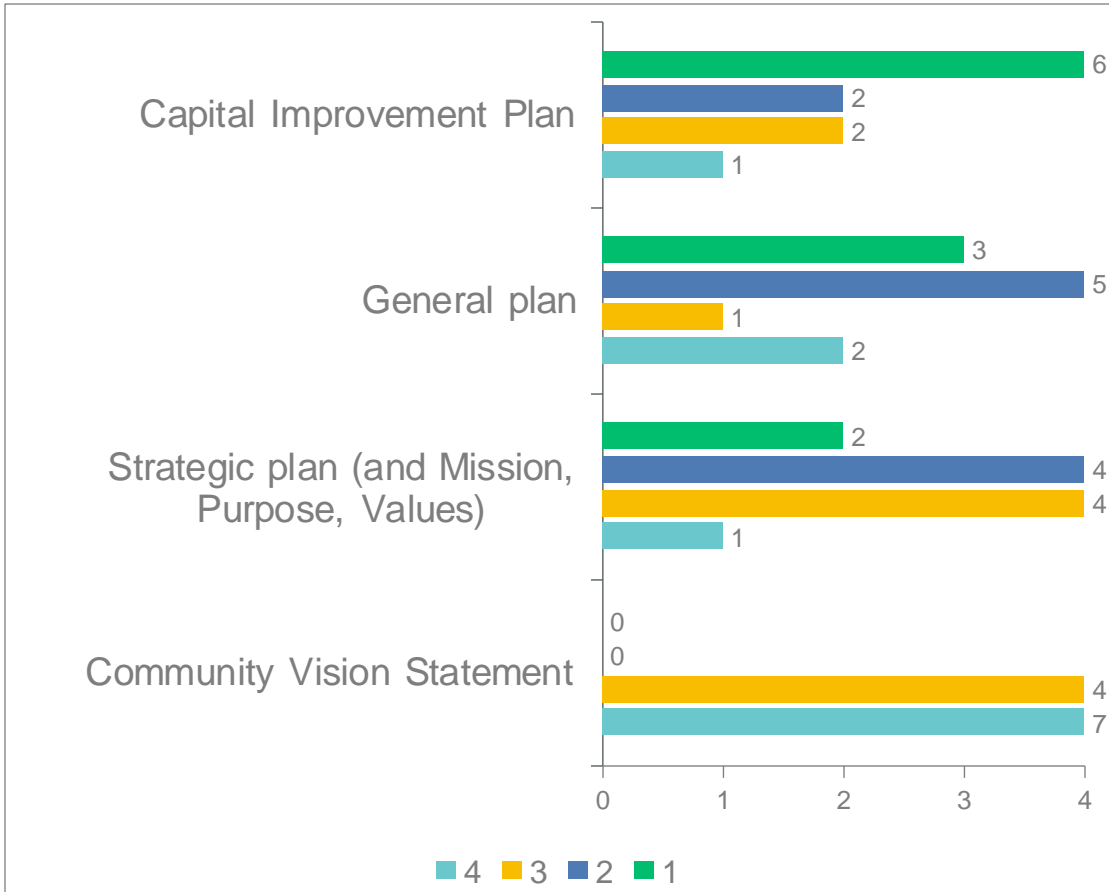
- What are public expectations vs things that are unique to Alta? i.e., environment, community
- Mission is what you do, values are how you do it
- We can use values to support decisions
- Are we being fair and consistent with development projects?
- Community, Environment, Integrity, and Respect

Possible changes to values

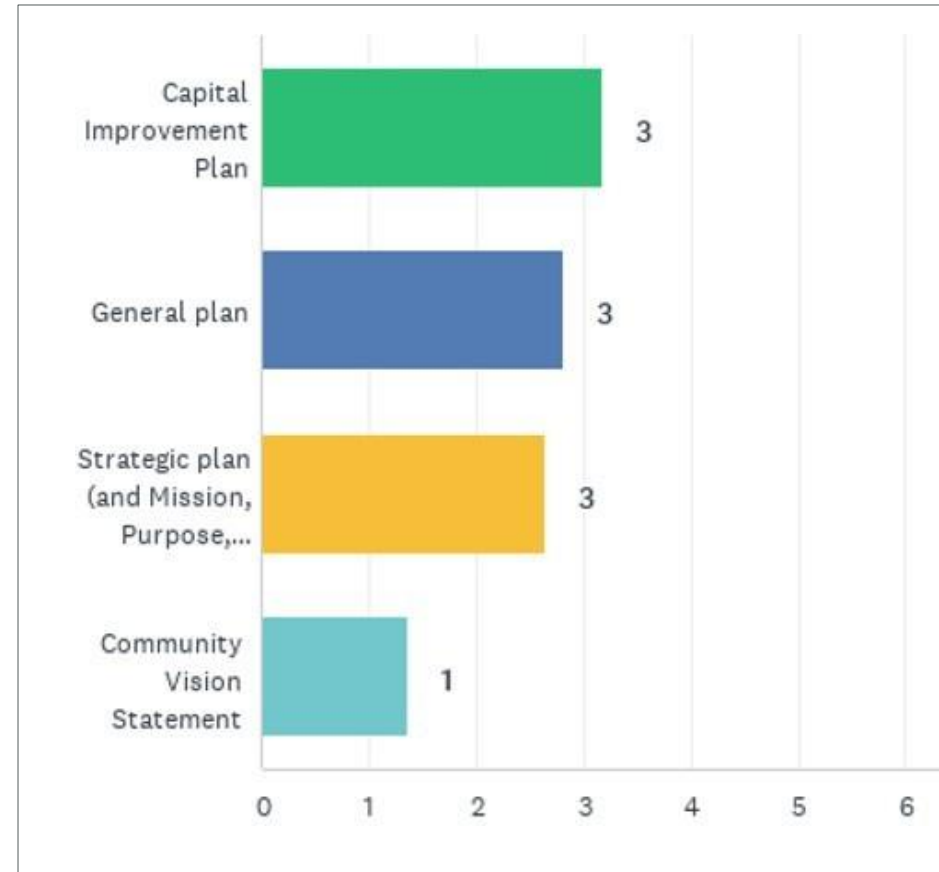
- What are public expectations vs things that are unique to Alta. IE environment, community
- Mission is what you do, values are how you do it
- We can use values to support decisions, ~~and~~
- Are we being fair and consistent with development projects
- Community, environment, Integrity & Respect

LONG TERM PLANNING PRIORITIES

RANKED ORDER OF IMPORTANCE TO ACCOMPLISH



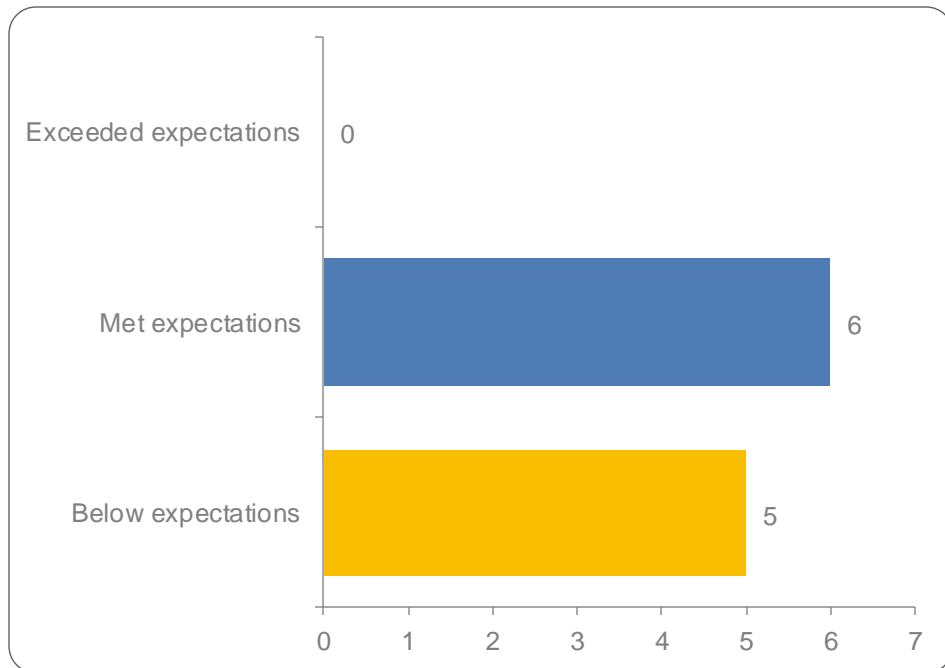
Ranked order of importance:



LONG-TERM STRATEGIC ITEMS IDENTIFIED, AND A FOCUS ON GOVERNANCE:

1. Develop a strategic planning process: Schedule retreat, work on mission, vision, and values, next steps
2. Stronger reporting lines: Staff planning, tracking, reporting
3. Focus on roles and responsibilities: Improve council onboarding and training

Unclear agreement around progress and how well expectations are being met:



Next steps to meeting our strategic goals:

- ✓ Finalize the master plan; strategic plan – council and staff must remain aligned!
- ✓ More communication; clear understanding of decision-making processes; clarity in role followed by empowerment to act
- ✓ New Council onboarding and training; clarity in time commitment needed to do the job before running office
- ✓ Move forward as written above

Process, Timeline, Activities to Complete Strategic Plan

What is Strategic Planning?

Strategic Planning is the **management process** used to create a long-range plan of how to achieve an ideal end-state or a set of goals often called a vision. This long-range plan is called a Strategic Plan.



A strategic plan is a **document** that summarizes all the critical strategic thinking from the strategic planning process.



Why is a Strategic Plan Important?

A Strategic Plan answers the basic questions:

- How do we define success?
- What is our best thinking about how to achieve success?
- How do we make decisions when there is a new opportunity or a change impacting the original plan?
- How do we empower leaders to move forward with the authority to act?
- What will we invest in and protect as we grow?

Strategic Plan Considerations:

The group did not have time to take up this discussion. Council members agreed to take up discussion of finishing the strategic plan at an upcoming Council meeting.

Are we ready to complete our Strategic Plan?

Work you have completed or is in process:

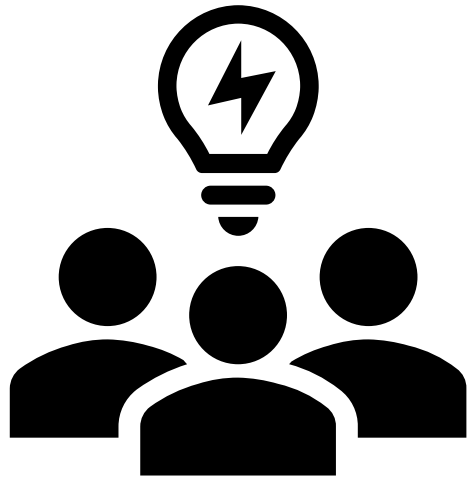
- ✓ Strategic assessment
- ✓ Vision of success
- ✓ Priorities identified
- ✓ 2024 Priority spreadsheet in progress
- ✓ Survey responses indicating interest in completing a plan

Next up on our "to do" list:

- ✓ Choose a strategic planning process and timeline
- ✓ Get community input, develop a community vision
- ✓ Create/Develop your strategic plan – this may be done in-house or with outside support
- ✓ Town Council to ratify the plan

- Discussion
- Readiness Test
- Next Steps

Attendees worked on extending the progress in each of the four key area identified in 2024 by noting next steps, responsible party, and expected timeline. See notes on the following pages.



Planning next steps. Identify a timer, note taker, and presenter. Use the planning worksheets.

World Café Workshop

Continued Work on our Highest-Level Priorities

1. EACH KEY PRIORITY IS A FOCUS AREA
2. REVIEW AND ADD THE RESPONSIBLE ROLE AND A TIMEFRAME FOR COMPLETION
3. ADD ADDITIONAL “ACTIONS” THAT SUPPORT PROGRESS FOR THAT OBJECTIVE

Move in small groups to each worksheet with your color-coded marker.

Progress Toward 2024 Priorities

Goal	Objective	Action	Status
Stabilize AMO	Recruitment and Retention	Compensation analysis, explore public safety retirement system	Payroll market adjustment, URS application
	Continuity and Sustainability	5th cop budget, schedule, OT, fleet and equipment plan	OT policy update; 5th cop process
		Reduce Morey patrol time -> Planning/admin time	In progress
		SLCo Sherrif contracting for <i>a la carte</i> services	On hold re: UPD->Sherrif transition
		Obtain victim advocate	Not started
Facilities	Assess short term options for ADA accessible police workstation	No short-term options id'd	
Capital Assets Master Planning	Water	Update water model, develop capital improvement plan	In progress
	Sewer	Develop model, capital improvement pan	In progress
	Facilities	Facility condition assessment, space planning	In progress
Administration and Governance	Realize Efficiency Through Technology	New website, online billpay, online forms, etc.	Complete/in progress
	Develop Strategic Process	Staff purpose/mission statement	In progress
		Plan next council retreat	In progress
	Reporting	FY 25 staff planning, tracking, reporting	In progress/needs more work
Roles and Responsibilities**	Improve council onboarding and training	In progress/needs more work	
Lengthen Planning Horizon	Facilities and Infrastructure	Water, sewer, facilities planning	In progress
	Long Range Planning	Org. purpose statement	In progress
		Community vision statement	Not started
		Address major pressures	Not started
		General Plan Update	Not started

Stabilize AMO

Objective	Action	Status	Responsible	Timeframe		
				12	24	36+
Recruitment + Retention	<ul style="list-style-type: none"> Comp analysis Explore public safety ret. hire 5th Deputy 	<ul style="list-style-type: none"> payroll adjust URS app 	<ul style="list-style-type: none"> Marshall Marshall Complete 			Complete
Continuity + Sustainability	<ul style="list-style-type: none"> 5th Cop budget, schedule, ^{fleet, equip plan} OT, equip plan Reduce money ^{→ Planning time} Patrol time SL Co Sheriff contracting Obtain Victim advocate PLAN TOWN MARSHAL Recruitment 	<ul style="list-style-type: none"> OT Policy update; 5th Cop Process in progress on hold re: upp → Sheriff training (not started) 			✓	✓
Facilities	<ul style="list-style-type: none"> Assess Short-term options ADA Accessible police w/s PARTICIPATE IN FACILITIES/SPACE PLANNING -PRIORITY ADD'L PROGRAMMING 	<ul style="list-style-type: none"> No Short-term options ID'd ONGOING NOT STARTED 	<ul style="list-style-type: none"> T. Mart TC AMO " 			✓

ADDITIONAL WORK IN KEY AREAS

ADDITIONAL WORK IN KEY AREAS

Capital assets master planning

Capital assets master planning

Objective	ACTION	Status	Responsible	Months		
				12	24	36+
WATER	update water model	In progress				
	Dev. CIP	"				
	COUNCIL VET/ALLOCATE DESIGN/IMP.	NOT STARTED NOT STARTED	STAFF w/ Council Rep	✓	✓	✓
SEWER	Develop model	In progress				
	CIP (SAME AS WATER)	"	STAFF w/ Council Rep	✓	✓	✓
FACILITIES	Fac condition assess.	In progress	STAFF			
	Space planning (SAME AS WATER)	"	STAFF w/ Council Rep	✓	✓	✓

Administration and Governance

Objective	Action	Status	Responsible	12	24	36+
Efficiency through Technology	new website, online billpay/forms • New IT Provider?	Complete/Progress	• CLERK • Deputy CLERK	✓		
Develop Strategic Process	Mission, values, purpose ^{Statement} Plan Council Retreat • Propose plan + plan Board to Town Council	in progress in progress • in progress	• TOWN STAFF • Town Admin/MANAGER • Staff	✓	✓	✓
Reporting	FY 25 Staff planning, tracking, ^{plans reporting} • Adap/Update Strategic Plan	in progress/needs work	• TOWN STAFF • Staff + Council	✓	✓	✓
Roles + Responsibilities	Improve council onboarding ^{training} • Allocation + Assignment • WLCIT or Finance + committees	in progress/needs work needs work needs work	• TOWN MANAGER / CLERK Mayor • Staff + Council • Council	✓	✓	✓

ADDITIONAL WORK IN KEY AREAS

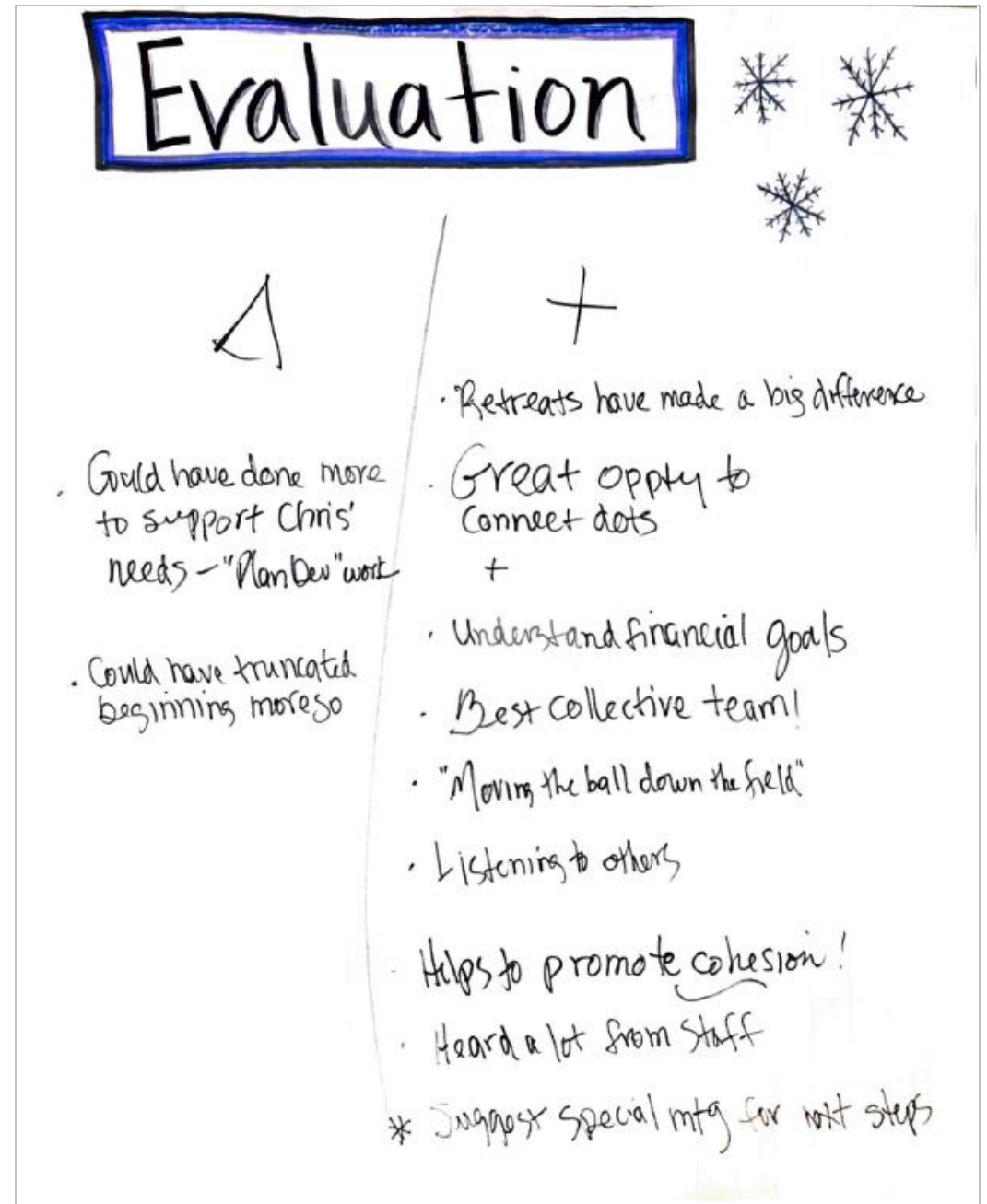
ADDITIONAL WORK IN KEY AREAS

Lengthen Planning Horizon

Objective	Action	Status	Responsible	Timeframe		
				12	24	36+
Facilities + Infrastructure	water, sewer, facilities planning	In progress	T. Mgr	✓		
Long-Range Planning	Org. Purpose Statement	in progress			✓	
	Community Vision Statement	"	TC, Staff		✓	
	Address Major Pressures	"				✓
	General Plan Update	"	TC, Staff			✓

Wrap Up and Closing

- Next steps
 - Follow up communication
 - Retreat report
 - Action items
- Meeting Evaluation
 - Messaging
 - Pluses – things you liked and would like to repeat at future meetings
 - Changes – things that didn't work so well, that you would like to change.
- Closing Remarks



Evaluation

- Could have done more to support Chris' needs - "Plan Dev" work
- Could have truncated beginning more so
- Retreats have made a big difference
- Great opp'ty to connect dots
- Understand financial goals
- Best collective team!
- "Moving the ball down the field"
- Listening to others
- Helps to promote cohesion!
- Heard a lot from staff
- * Suggest special mtg for next steps

APPENDIX

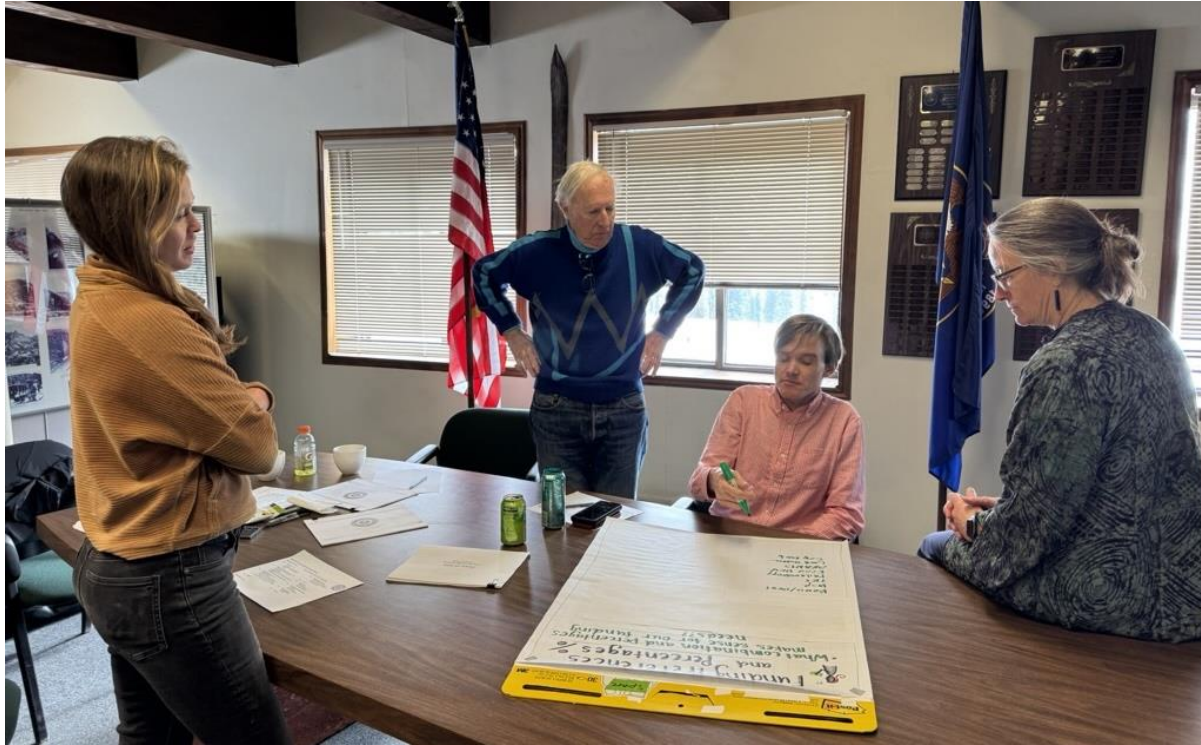
PHOTOS FROM THE RETREAT



PHOTOS FROM THE RETREAT



PHOTOS FROM THE RETREAT



PHOTOS FROM THE RETREAT



PHOTOS FROM THE RETREAT



PHOTOS FROM THE RETREAT



Thank you for the opportunity to work with you again as you plan for the future of the Town of Alta.

The Council and staff have made solid progress in focus and planning in key areas. Pathway is confident that your continued work around strategy and planning will yield excellent long-term results for the Town

Julie DeLong
Pathway Group
Julie@pathwaygroup.co
866-306-0699
www.pathwaygroup.co



Thank you for your
commitment to the Town
of Alta.