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TOWN COUNCIL

CAROLYN ANCTIL

JOHN BYRNE

DAN SCHILLING

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Alta Town Council Retreat Packet January 9, 2025

Document Tips: The sections below are each hyperlinked to help you navigate straight to a section of interest. Page numbers refer to the header numbers on the top right of the page in blue.

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AGENDA

ALTA TOWN COUNCIL MEETING – SPECIAL MEETING

STRATEGIC PLANNING RETREAT

THURSDAY, JANUARY 9, 2025

8:30 AM – 2:00 PM

ALTA COMMUNITY CENTER

ALTA, UTAH

Meeting Agenda

1	Welcome and Opening	8:30	-	8:45AM
2	Strategic Planning Progress Review & Survey Results	8:45	-	9:30
3	Long-Term Budget Planning	9:30	-	10:30
4	Break	10:30	-	10:45
5	Budget Planning Group Work	10:45	-	11:45
6	Lunch	11:45	-	12:15 PM
7	Mission, Values	12:15	-	12:45
8	Strategic Plan Next Steps	12:45	-	1:45
9	Review and Wrap Up	1:45	-	2:00

Notice Provisions:

- Motions relating to any of the foregoing including final action may be taken at the meeting.
- One or more members of the Town Council may attend by electronic means, including telephonically. Such members may fully participate in the proceedings as if physically present. The anchor location for purposes of the electronic meeting is the ALTA COMMUNITY CENTER, 10361 EAST HWY 210, ALTA, UTAH
- Reasonable accommodations (including auxiliary communicative aids and services) for individuals with disabilities may be provided upon receipt of a request with three (3) working days' notice. For assistance, please call the Alta Town Office at 801-363-5105
- By motion of the Alta Town Council, pursuant to Title 52, Chapter 4 of the Utah Code, the Town Council may vote to hold a closed meeting for any of the purposes identified.



Town Council Retreat Meeting Report

January 2024



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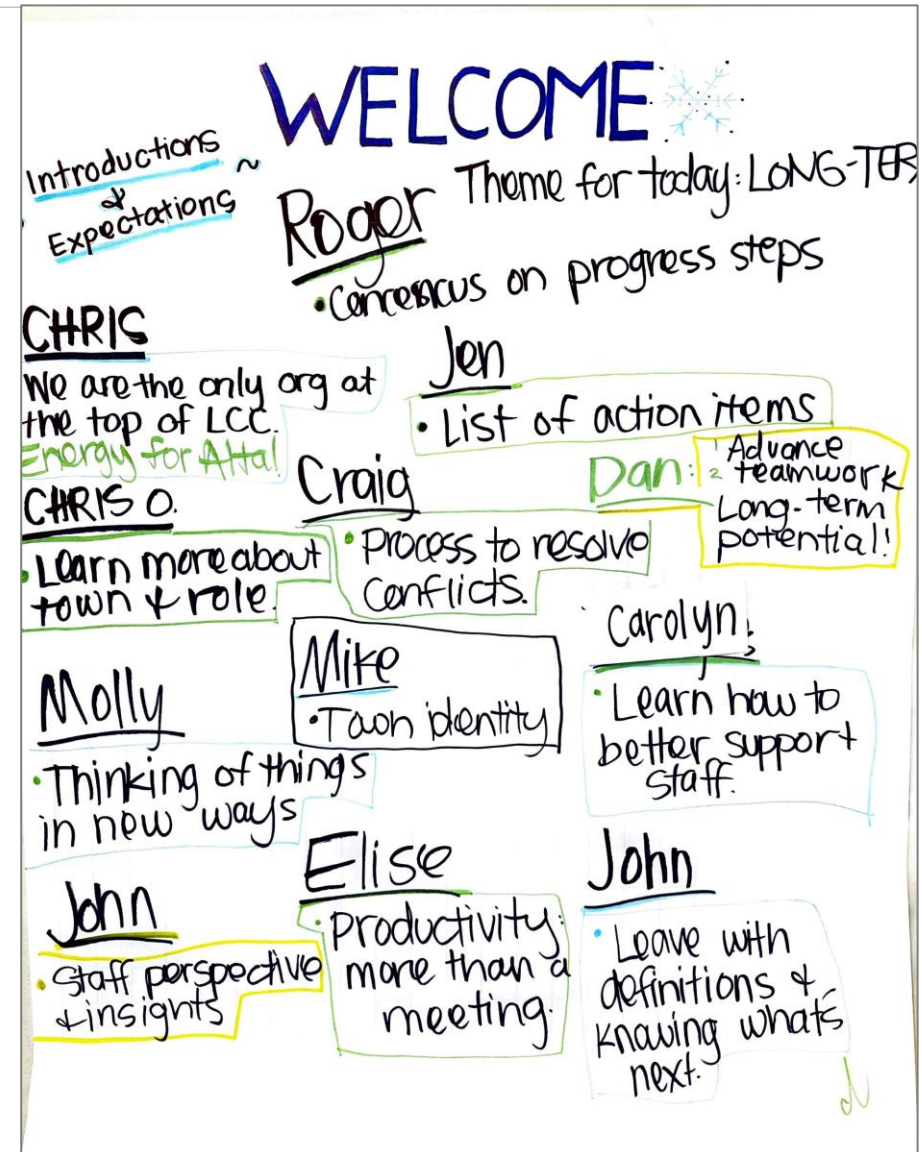


PARTICIPANTS, WELCOME, AND EXPECTATIONS

Mayor Roger Bourke opened the meeting by welcoming everyone, thanking them for their dedication to the Town, and inviting them to find consensus around long-term planning themes for the Town of Alta.

Participants were asked to introduce themselves and share their expectations for the session.

Chris Cawley, the Town Manager, talked about being the only municipality at the top of Little Cottonwood Canyon (LCC). As you can see by the comments from everyone, the themes meet around finding shared agreement around short and long-term planning, clarity around roles & responsibilities, clear action items to productively move forward, creative thinking and new ways of working together. Council members expressed interest in hearing and learning from the staff.



PARTICIPANTS, WELCOME, AND EXPECTATIONS

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

The retreat was publicly noticed. Participants included the town Mayor and Council, and leadership staff. John Guldner, Town Administrator Emeritus, attended the retreat at the request of the Town Manager, Chris Cawley.

Chris Cawley, Town Manager
Jen Clancy, Town Clerk
Molly Austin, Deputy Town Clerk
Craig Heimark, Town Treasurer
Chris Otto, Asst Town Manager
Mike Morey, Town Marshal
John Guldner, Town Administrator Emeritus

PURPOSE AND DESIRED OUTCOMES

The Purpose and desired Outcomes of the Council Retreat on January 11, 2024:

To review an assessment and future vision of the Town of Alta with town staff and elected officials.

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

1. Completed the Strategic Assessment by reviewing the interview and survey information and creating a SWOT
2. Listened to each other, a lot.
3. Articulated a shared vision of success.
4. Identified strategic themes and shared agreement around next steps.

Town of Alta Retreat Detailed Agenda

Wednesday, January 11, 2024

Location: Our Lady of the Snows Center



10:00	Gathering	1:00	Group Vision of Success for 2030 - Draft development - Vision statement - Team Breakouts / report out
10:30	<u>Opening</u> - Welcome – Roger - Agenda, Introductions & Expectations - Julie - Ground rules and Communications	2:00	<u>What is the shift we are making?</u> - From - To , Rank - Confirm top priorities - Cluster the initiative, re-cluster as necessary
11:00	<u>Strategic Assessment: Where are we Today?</u> - Review of Interview & Survey Findings - Questions/Comments captured during presentation	2:30	BREAK
11:45	<u>Strategic Assessment Summary</u> - Small group discussion ➤ Strengths, weaknesses, opportunities, threats ➤ Most critical issues/areas to address in planning - Report out and synthesis	2:45	<u>Core Strategies, Short-term goals</u> - Generate/Group/Rank - Questions/Form Teams - Team Breakouts - Gallery Walk
12:15	LUNCH	3:30	<u>Next steps & Wrap-up</u> - Communications - Meeting Evaluation - Closing
12:30	<u>Vision of Success</u> - Set Context – Julie - Vision Primer - Chris	3:45	<u>Adjourn</u>



The following pages include an assessment of the information provided in advance of the retreat as well as written notes and comments from the retreat session.

The additional pages include comments and notes made by the note taker on flip charts, as well as text box additions (light blue as in this example) to memorialize the retreat and help the team identify next steps.

Strategic Assessment: Where are we today?

Assessment Review

Participants:

Staff

Molly Austin, Deputy Town Clerk

Chris Cawley, Town Manager

Jen Clancy, Town Clerk

Craig Heimark, Treasurer

Mike Morey, Town Marshal

Chris Otto, Assistant Town Manager

John Guldner, Town Administrator Emeritus

Elected Officials

Roger Bourke, Mayor

Carolyn Anctil, Council

John Byrne, Council

Elise Morgan, Council

Dan Schilling, Council

Sheridan Davis, Council Member Emeritus

SOURCES OF INFORMATION:

- Survey of staff and elected officials
- Individual interviews with six staff and elected leaders

The assessment information gathered in advance was from the same people that attended the retreat, except for former Council member Sheridan Davis who participated in the survey.

Assessment Review

What do you view as the greatest contributors to success of the municipality?

STAFF LEADERS

- Shared vision and expectations (5)
 - Strong sense of community and place among elected officials, staff, residents, voters, seasonal residents/employees, visitors, etc.
 - Broad stakeholder participation
 - Defined mission and core values
 - 53 yrs of experience since incorporation as a municipality
 - Credible delivery of services
- Dedicated staff (3)
- Strong partnerships
- Community loves Alta
- A well-maintained budget
- Leadership
- Availability to the citizenry

ELECTED LEADERS

- Elected leaders mesh very well
- The professionalism and commitment of our full-time staff
- Local leadership that is grassroots oriented with a vibrant, engaged constituency
- Maintaining the character of Alta



STRATEGIC ASSESSMENT Themes

Vision of Success

Shared agreement around themes:

- Planning and prioritizing
- Provision of essential public/municipal services
- Community-centric
- Self-determination

“An efficient well-run town, responsive to the needs of its constituents.”



From your perspective, describe the vision of success for the town as a public service agency - What are you ultimately striving to achieve?

STAFF LEADERS

- Financial sustainability, infrastructure resilience, watershed stewardship
- Success would be realizing we are a small town and concentrating on the essential public services to serve the public. Focus and prioritizing are key. Have not had any clear direction in the past. Direction of activities has been all over the map.
- Town has good relationships with local constituents and relationships with collaborative agencies
- Provide services that enhance quality of life for residents and ensure safe, harmonious, and life for residents
- Generational burden for capital replacement
- Trust
- Transparency and inclusion of the community in decision making. Alta is a very small town and community. It should not IMO be difficult to get more meaningful community input to create a cohesive long-term direction
- Delivery of credible and reliable municipal services
- The municipal government is: nimble, efficient, and pragmatic; focused on services within
- The Town of Alta provides the structure that allows Alta to remain governed at the local (vs county) level - including local elected officials, utilities, and municipal services (post office, local police department, etc). Alta residents and businesses get the advantage of working with familiar and friendly faces right here in Little Cottonwood Canyon. Without the Town, all of those services would be diverted to Salt Lake County which has wildly different needs and priorities. Another shared value is "Keeping Alta, Alta" - as a Town, we have more agency in preserving (or changing) Alta in ways that would be impossible if governed by Salt Lake County

ELECTED LEADERS

- A cleaner, greener, quieter Alta, the Mountain Town that chooses not to race to the bottom as so many have with development and environmental degradation, but embraces being different. This difference is in fact a business advantage.
- Transportation - hindering success
- Long-term healthy sewer, water, transportation infrastructure to ensure the town is best prepared for continued increase in human impact and to avoid catastrophes due to insufficient planning on the part of our administration
- Resist the outside forces trying to change us into something we aren't

Shared agreement around themes:

- Planning and prioritizing
- Provision of essential public/municipal services
- Community-centric, self-determination

" We are doing our job to the extent that we have long term invisibility – no one will see how well it is all being managed -- no crises because we did our job well"



Strategic Assessment Notes

Shared Agreement

- ☐ Plan & prioritize
- ☐ Switch to proactive rather than reactive
- ☐ Understand resource capabilities and limitations
- ☐ Focus on essential services

Alta thrives on “less is more” (but staff may not be thriving)

Protect the pristine nature of Alta

Questions that were asked:

- ✓ How to navigate valley growth challenges?
- ✓ Do we survive as a community if the gondola is built?
- ✓ What are our goals?
- ✓ What do we want Alta to be?
- ✓ How will the new town government structure impact decision-making?
- ✓ What is needed to sustain the Marshal's office?

What we need to identify:

- Understand what keeping Alta Alta entails
- We need a formal master plan / facilities study

What we value:

- Inclusion is important
- Say YES more
- Services must be accessible but prioritized
- Disagreement leads to better decision-making

What we know and said out loud:

- COVID highlighted need for bathrooms
- Providing services isn't always convenient – we need to understand our obligations to the public
- Constituency goes beyond residents
- Focus on tackling staff challenges
- Sometimes waiting for consensus leads to getting stuck
- We are under-spending – depreciation is under calculated (need more \$\$\$)
- Changing police protocols create big challenges for a small force

Strategic Assessment

Highlights

Alta thrives on less is more.
 *staff may not be thriving

Protect pristine nature of Alta.

Shared agreements:

- Plan & prioritize
- Switch to proactive rather than reactive
- Understand resource capabilities & limitations
- Focus on essential services

Questions:

- Q: How to navigate valley growth challenges?
- Q: Do we survive as a community if the gondola is built?
- Q: What are our goals? What do we want Alta to be?
- Q: How will new structure impact decision-making?
- Q: What is needed to sustain Marshall's office?

Notes:

- Understand what "keeping Alta Alta" entails.
- Need formal master plan / facilities study.
- Inclusion is important.
- Say YES more.
- Services must be accessible but prioritized.
- Disagreements lead to better decision making.
- COVID highlighted need for bathrooms.
- Providing services isn't always convenient. We need to understand our obligations to the public.
- Constituency goes beyond residents.
- Focus on tackling staff challenges.
- Sometimes waiting for consensus leads to getting stuck.
- We are under-spending depreciation & depreciation is under calculated (need more \$).
- Changing police protocols create big challenges for a small force.
- Need more info to prioritize capital improvements.



STRATEGIC ASSESSMENT Themes

Obstacles Hindering Success

January 9, 2025 Alta Council Retreat

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STAFF

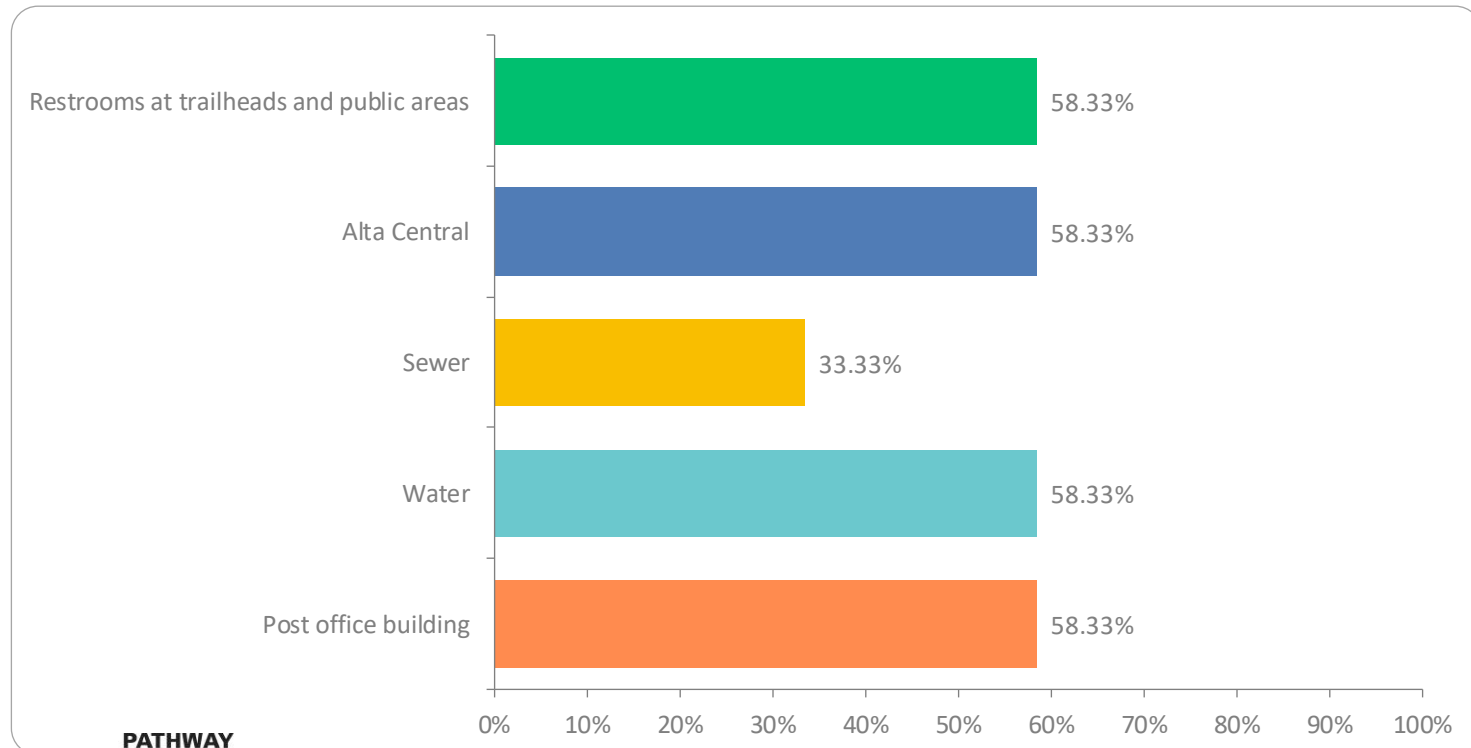
- Limited budget / lack of financial resources, revenue / lack of capital (5)
- Lack of clear-cut goals: priorities must be established and well defined / Limited future and long-term planning (4)
 - Urgent crowds out the strategic, too many short-term challenges to clarify a future path
- Staff size (3)
 - Everyone is always putting out the "fire of the day" while bigger issues smolder
- Resistance to change (2)
 - Risk-averse culture and information reporting that favors insiders only - meaning it is too complex for outsiders to easily digest

COUNCIL

- Flow of information / communication (4)
 - Circular arguments that can distract our elected officials and hired staff
 - Practicing true democracy with transparency and effective communication is time consuming and not everyone's natural style of leadership
 - Rules of order are not followed as much as they should
 - Lack of effective communication as well as no consensus building.
- Boundaries between council with staff (2)



From your perspective, what are the town's greatest capital improvement needs?



- Staff overwhelmingly identified Restrooms, Alta Central and Post Office Building
- Staff chose more than the elected overall
- One staff and one elected chose every option on the list

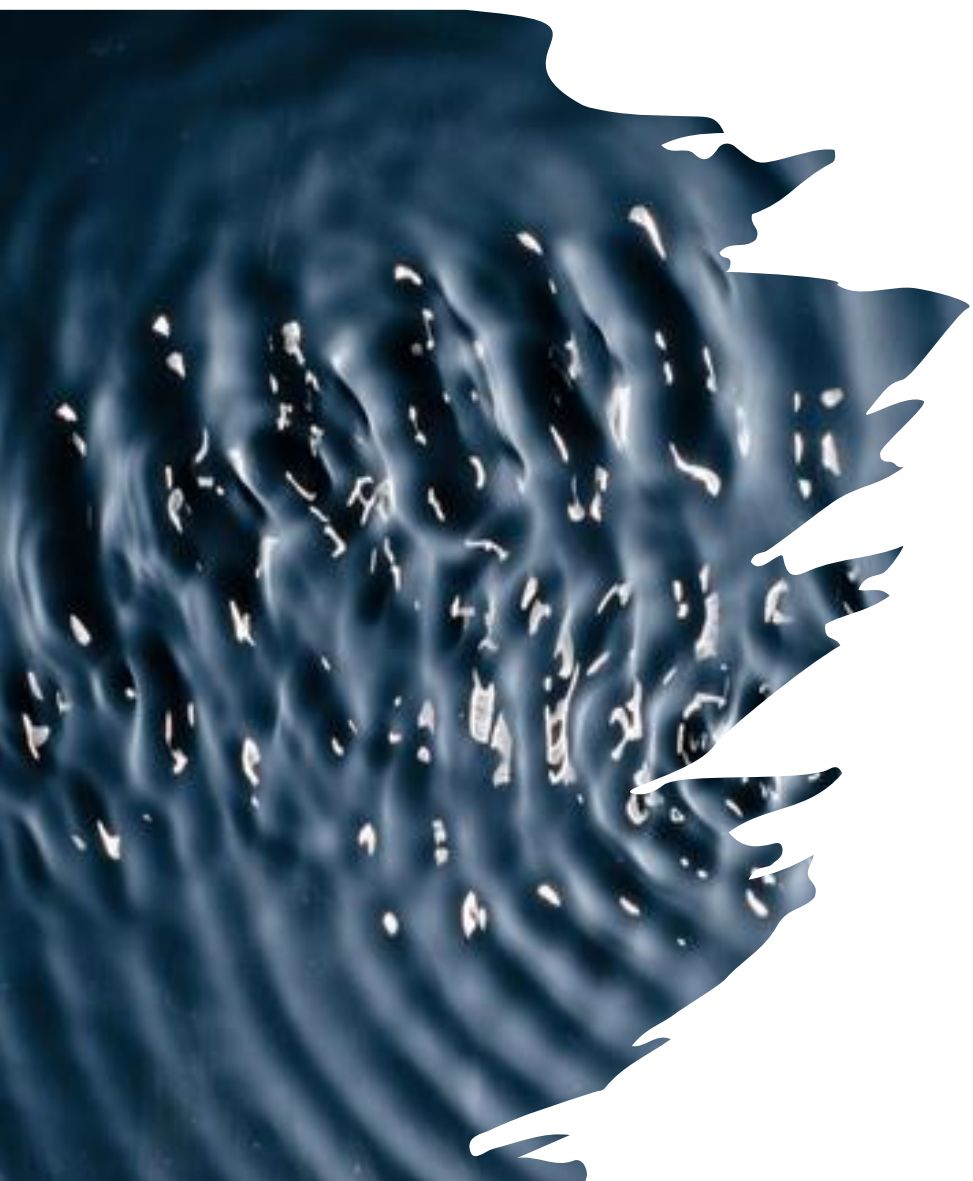


How should we prioritize these needs?

- Planning and evaluation (5)
 - We should do a formal facilities study to help in prioritizing our needs.
 - Rank projects
 - This would include input from the staff and public comment (limited) in meetings
 - Taxpayer input
- Someone outlined a process:
 - ✓ 1-Create an infrastructure master plan giving each department the opportunity to address their critical needs;
 - ✓ 2-Identify funding/bonding opportunities;
 - ✓ 3-Agree on design;
 - ✓ 4-Break ground and get it done

Strategic Assessment

Trends & Realities Impacting Success



INTERNAL

- Concentrate on the essentials, police, fire, sewer, water administration
- A new community center
- Affordable housing
- Limited eligible/available candidates for public office, especially Mayor - does ToA have a reliable future as a Town as we know it?
- Losing local Police and Dispatch services
- Public bathrooms

EXTERNAL

- Visitation
- Traffic/Transportation/Gondola
- Population Growth
- Climate Change
- Construction/Development
- Alta Ski Area ownership
- Tightening labor market



When you take the long view, what do you define as the greatest assets that will be depended on for success?

Shared Agreement:

- Staff
- Long term plan for the Town
- Identity and reputation
- Well informed and unbiased community leaders and elected officials



Greatest Vulnerabilities

Most common responses:

- Vulnerability to natural disasters, box canyon, one road
- Lack of planning
 - Lack of defined priorities and understanding of what a small town is supposed to do - - The Town is too scattered and the citizens and especially the employees suffer
 - Narrowness of scope and shortness of time horizon that is the default position of the ToA council.
 - Existing assets are in urgent need of maintenance or replacement
- Climate change
- Conflicts between council, and staff and appointed officials

Other comments:

- Concentrated, seasonal economy
- Public safety failures
- Large scale infrastructure failures
- Civil liability for failure to perform at best practice standards
- Communication / interference
- Climate change - our success relies disproportionately on the weather and the ski industry
- Maintaining a community of year-round residents
- Maintaining qualified staff
- Confidence around how we run the town council meeting – rules of operation
- Transportation, canyon
- Elites making decisions for elites at the expense of workers and our fragile Alta environment
- Commercial interests that want to exploit our natural environment for their own benefit-- They are willing to kill the goose to get the golden egg

What will be critical to optimize for future success?

SHARED AGREEMENT:

- **Long-term vision and planning**

- Leadership and direction
- Medium-term unifying roadmap to guide decision making
- Shared goals
- New town manager position
- Cohesive and collaborative teamwork among the staff and elected officials
- Focus on attainable outcomes, topics within Town's jurisdiction
- Focus on defined priorities of public service
- Focus on resilience and sustainability: financial, environmental, social

v

- **Flow of information / communication**

- Don't waste staff time
- Go through mayor and town manager
- Small staff and they work hard
- The emergence of a consensus builder on the staff

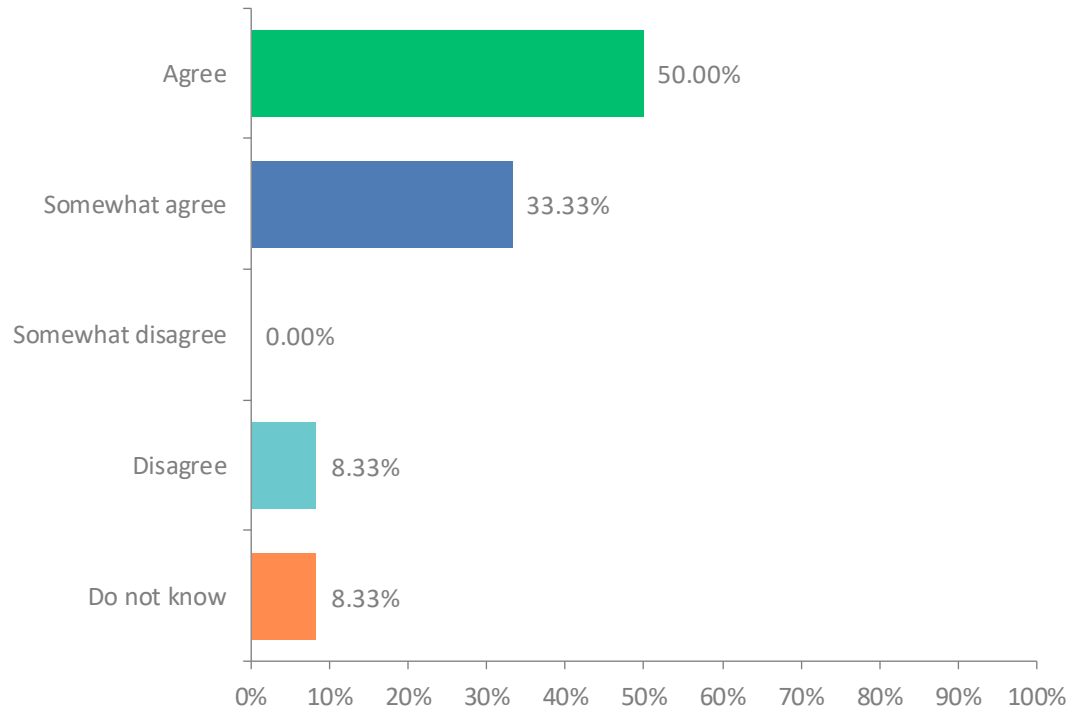
Other comments:

- Allies on the side of keeping the unique beauty of this area
- Wider representation of the workers of Alta in leadership and decision making
- Maintaining and continuing to leverage strong partnerships



The Town of Alta is fiscally responsible with its resources

Overall, elected leaders “Agree” while staff leaders more often “Somewhat agree”



Comments:

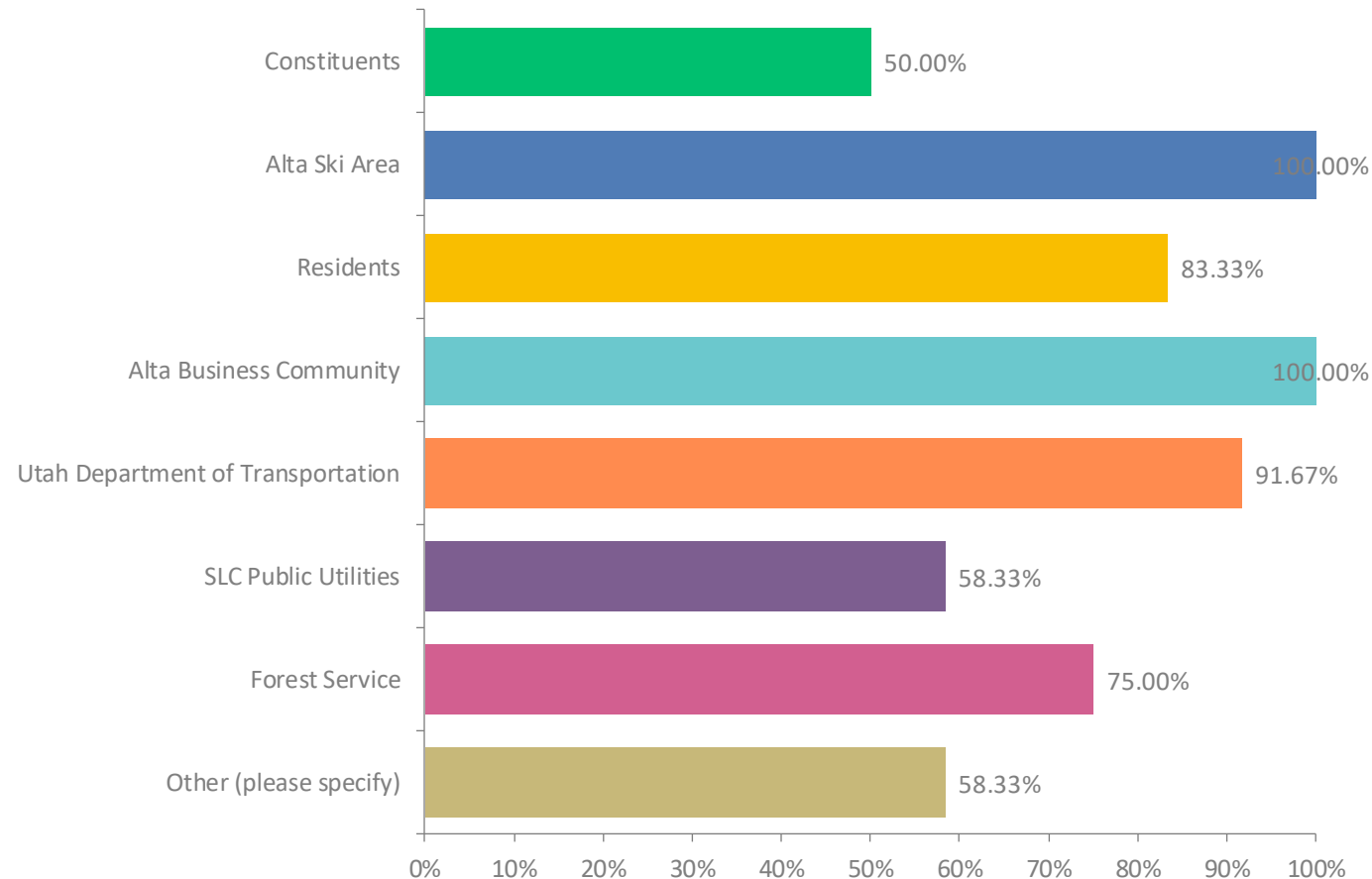
STAFF LEADERS

- Great job of micromanaging but that doesn't matter – there is no attention to strategic allocation of resources over time
- We budget conservatively and make smart expense decisions - - We need to improve project delivery and expedite plans for major capital replacement

ELECTED LEADERS

- We are sales tax dependent
- Budgets are moral documents. Do all Alta voters scrutinize and agree with the morality behind our expenditure priorities and amounts? If labor creates tax revenue, where is the reinvestment in labor?
- Hard question -- Don't know

Who do you define as partners? These entities, in some way, add value to what you are accomplishing. (Check all that apply and add to the list as needed)



Other partners mentioned:

- Friends of LCC
- Local and regional nonprofits
- Salt Lake City
- Salt Lake County
- Salt Lake County Emergency Management
- Salt Lake County Service Area #3
- Salt Lake Valley Emergency Communications Center
- Salt Lake Valley Health Department
- Save Our Canyons
- Snowbird Ski and Summer Resort
- State of Utah, esp Division of Drinking Water
- Students for the Wasatch
- UFA
- Unified Fire
- Unified Police/SLCO Sheriff
- Utah Transit Authority
- Visitors/tourists

Comments:

- UDOT might be a foe! Delicate balance with them. If town ran a transportation service I would support that
- All who live Alta, the place and the concept

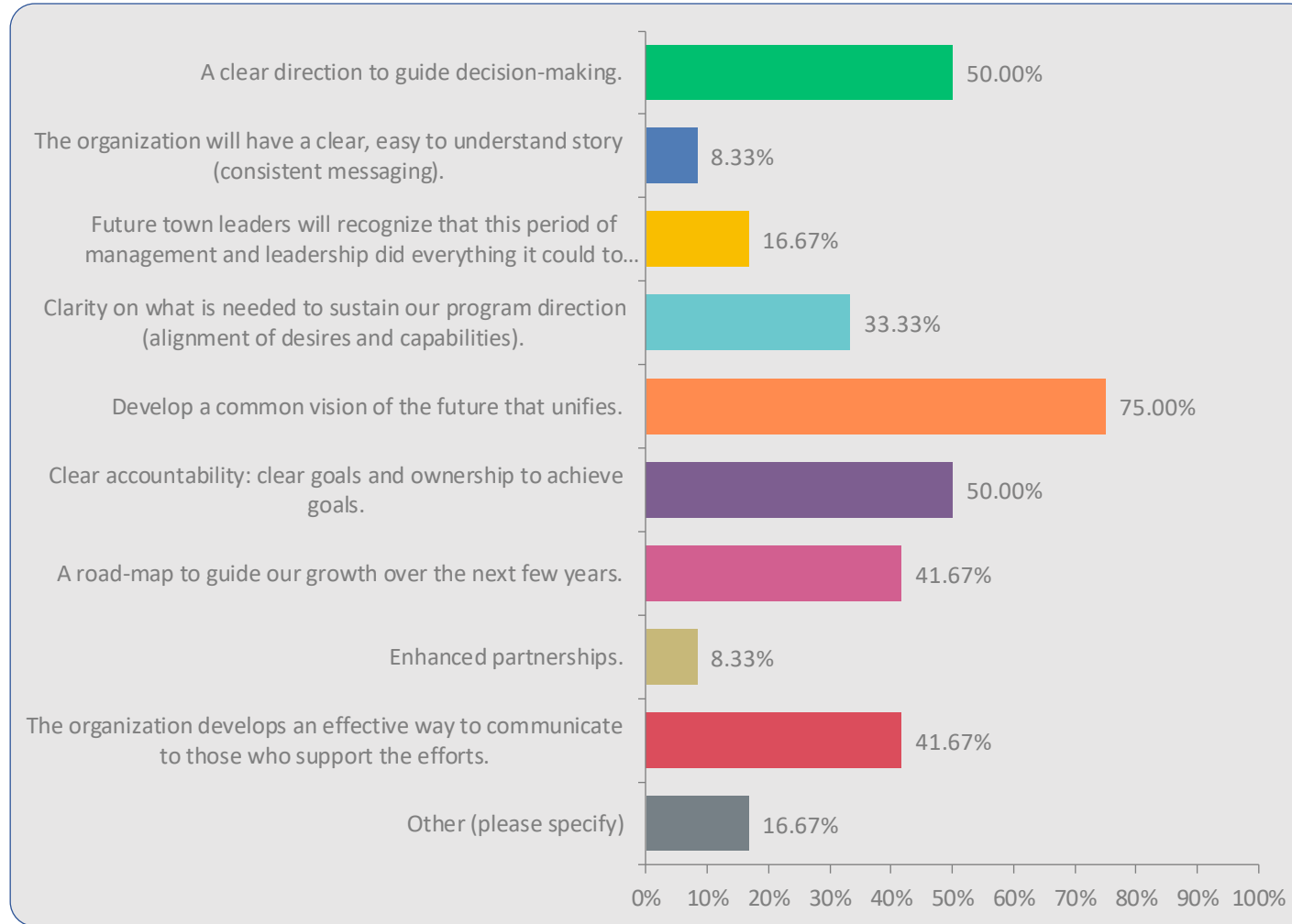
What are the critical issues that must be discussed in this planning process?

Shared agreement around key themes of setting priorities and a vision for the town and clarifying roles and responsibilities for staff and elected leaders.

- Setting priorities
- Vision for the Town – are we aligned?
- Process and procedure, roles and responsibilities
 - We need an org chart! Clear guidance on who is responsible for what
- Building consensus
- Staff recruiting and retention
- Roles and responsibilities



Success for this planning process...



TOP THREE RESPONSES:

1. Develop a common vision of the future that unifies.
2. A clear direction to guide decision-making
3. Clear accountability; clear goals and ownership to achieve goals

Strategic Assessment Template

Broad and shared compilation of facts, beliefs, and perceptions



Strengths

- Strengths of your current business model
- Core competencies
- Competitive advantage
- Brand heritage and reputation
- People, processes & relationships

After reviewing the assessment, the group developed a SWOT analysis working in small groups. The SWOT notes were agreed upon in group process. The notes and typed version detail are included on the following pages.



Weaknesses



- Issues, obstacles, trends or realities that you know you must plan to overcome to achieve success.
- Typically, well known



Opportunities

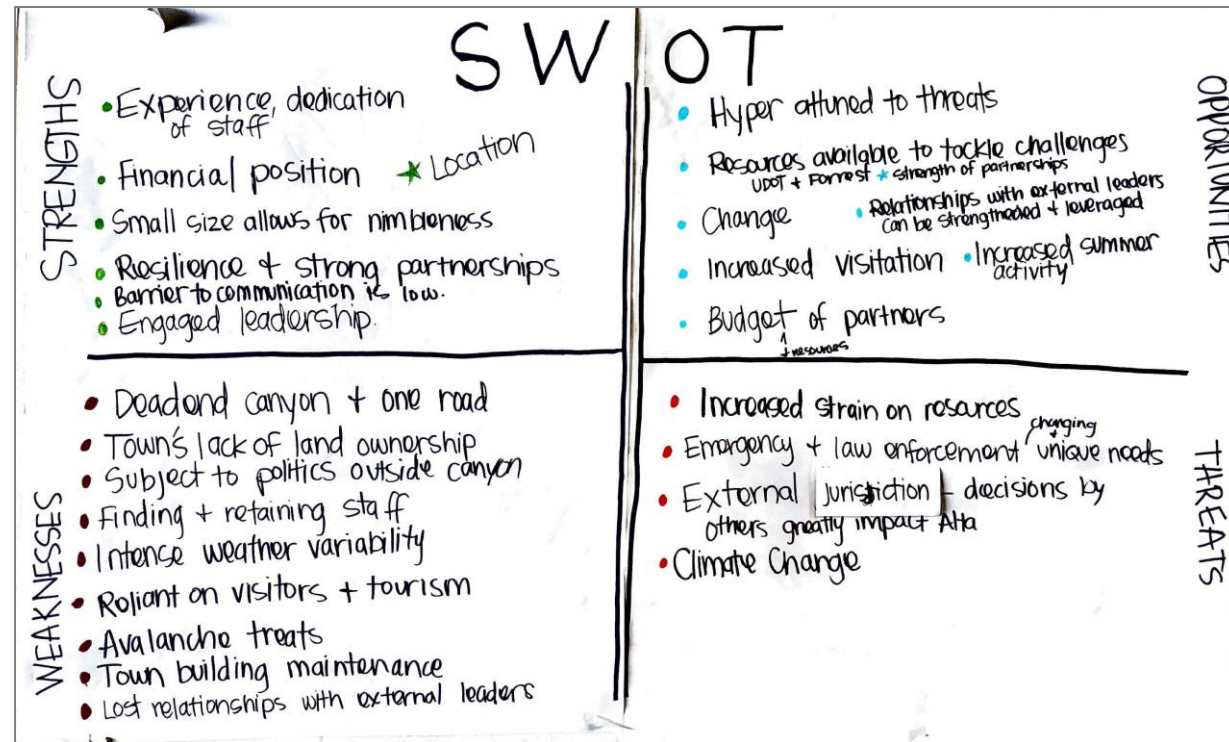
- The trends, innovations, shifts in values that can enhance your success if you take advantage of them.

Threats



- The trends, innovations, shifts in values that could become obstacles to your success.
- Typically, little knowledge about them

STRATEGIC ASSESSMENT SWOT DEVELOPED IN GROUP SESSION



Strengths

Weaknesses

Opportunities

Threats

Strategic Assessment Template

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

This is the final SWOT with minor edits after final review.



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



Council and staff working together in small groups.

TOWN OF ALTA VISION OF SUCCESS

Chris Cawley came to the meeting having prepared his Vision of Success as the newly appointed Town Manager. He began with a nod to the past and acknowledged predecessors and their successes. He talked about the challenges they faces and those that continue. Chris reviewed roles and responsibilities and presented an organizational chart that he developed. His Vision of Success outlined a path to get there, what he and the staff need to do their job and serve the Town well.

Participants then worked in small groups to articulate a group vision of Success for the Town. Pathway offered a framework of six major themes for the group to use. See Chris's presentation and the notes and work accomplished on the following pages.



Roles and Responsibilities, Vision of Success

Alta Town Council Retreat
January 11, 2024





Let's
Acknowledge
Our
Predecessors



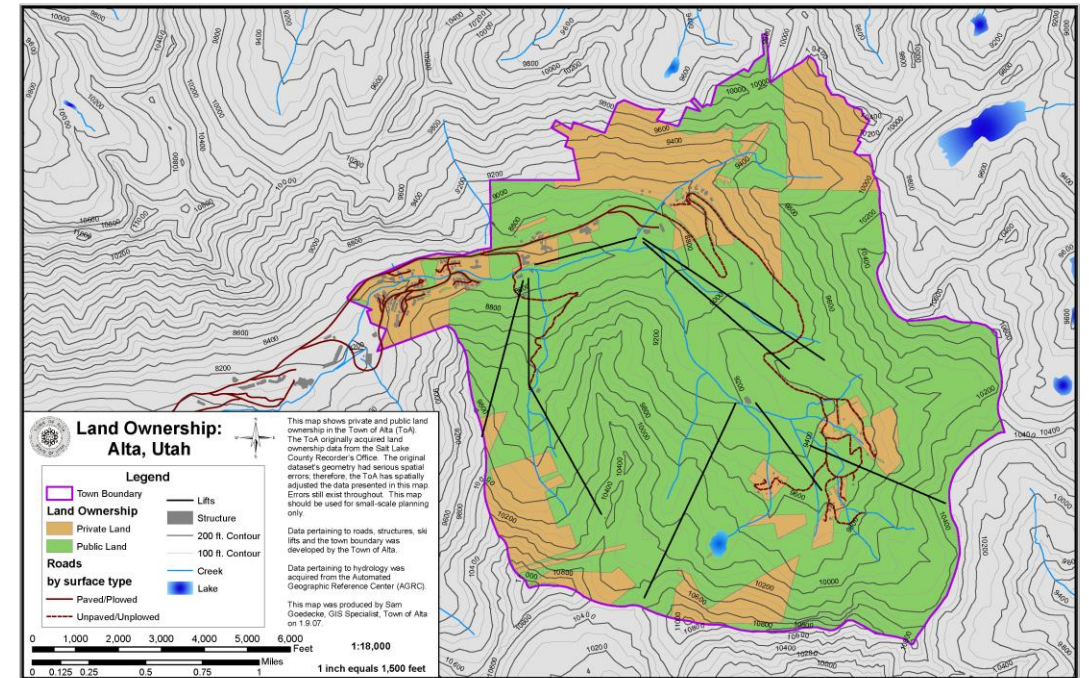
...and their successes

- Just look at Alta!
 - Healthy environment, landscape dominates
 - Alta's been thoughtfully developed
 - People are passionate about Alta despite its challenges
- Just look at our budgets
 - Stable, growing revenues
- Town has provided consistent, reliable services over time in a radical, constrained environment
- Alta property tax rates are competitive
 - 8 percent lower than Brighton
 - 10 percent lower than Snowbird
- Outstanding relationships with partners



...and the challenges they faced – and that we face...

- Town of Alta has limited jurisdiction or direct control
 - Federal land, other overlapping jurisdictions
- Limited resources
 - Budget, land ownership
- Extremely challenging environment
- Concentrated, seasonal economy
- Constant litigation with developers
- Population growth and increased visitation
- Climate change



...continued!

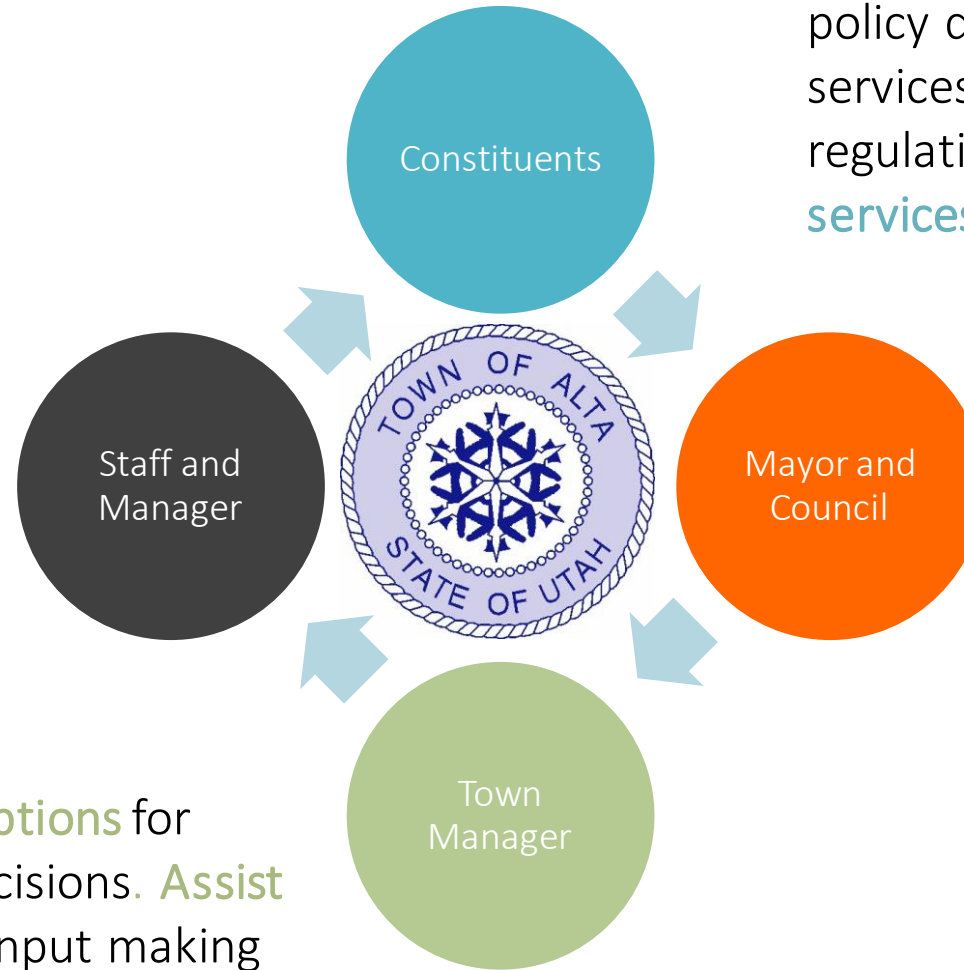
- Revenues have grown faster than our capacity to plan and implement
- Crisis focus: Development, Mountain Accord, Gondola, Covid, Parking, Dogs...
- Inconsistent direction
- Working in Alta is a blessing but also a burden
- Unclear roles and responsibilities, disregard for them



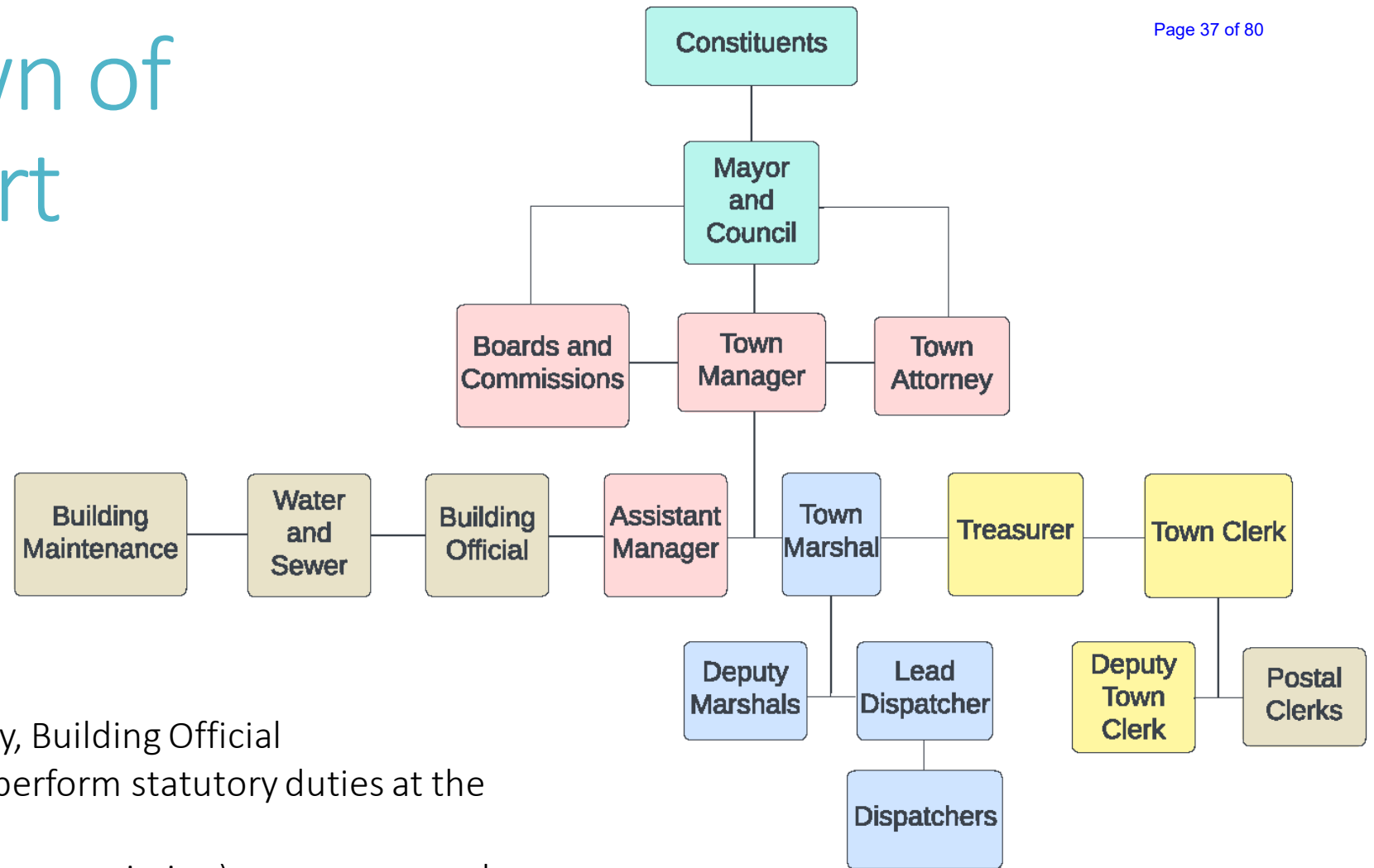
Roles and Responsibilities

Implement policy decisions, **manage** town services, programs, and regulations. **Serve** constituents.

Work with staff to **present options** for implementation of policy decisions. **Assist mayor and council** in taking input making policy decisions. Direct staff.



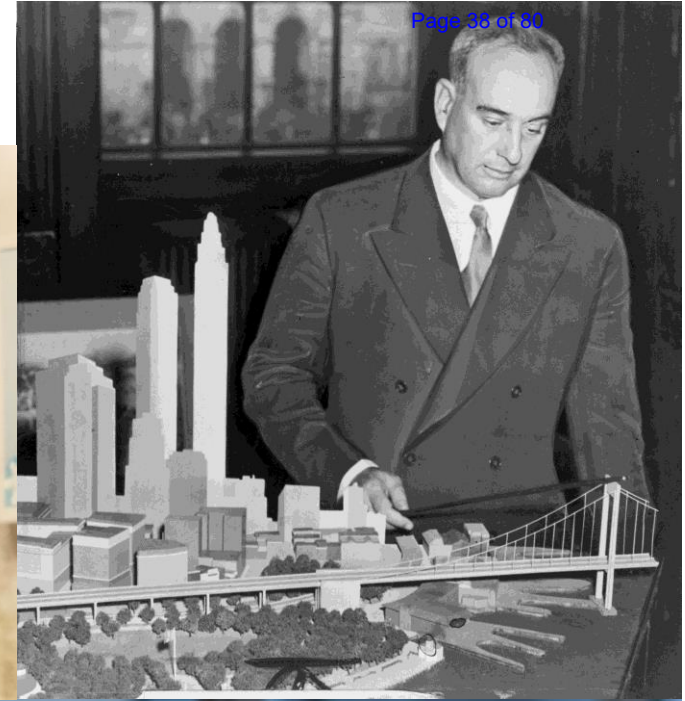
Behold - Town of Alta Org Chart



- Clerk, Treasurer, Marshal, Attorney, Building Official
 - Appointed by the council to perform statutory duties at the direction of the manager
- Boards and commissions (planning commission) are empowered by state code and town ordinance

Town Manager

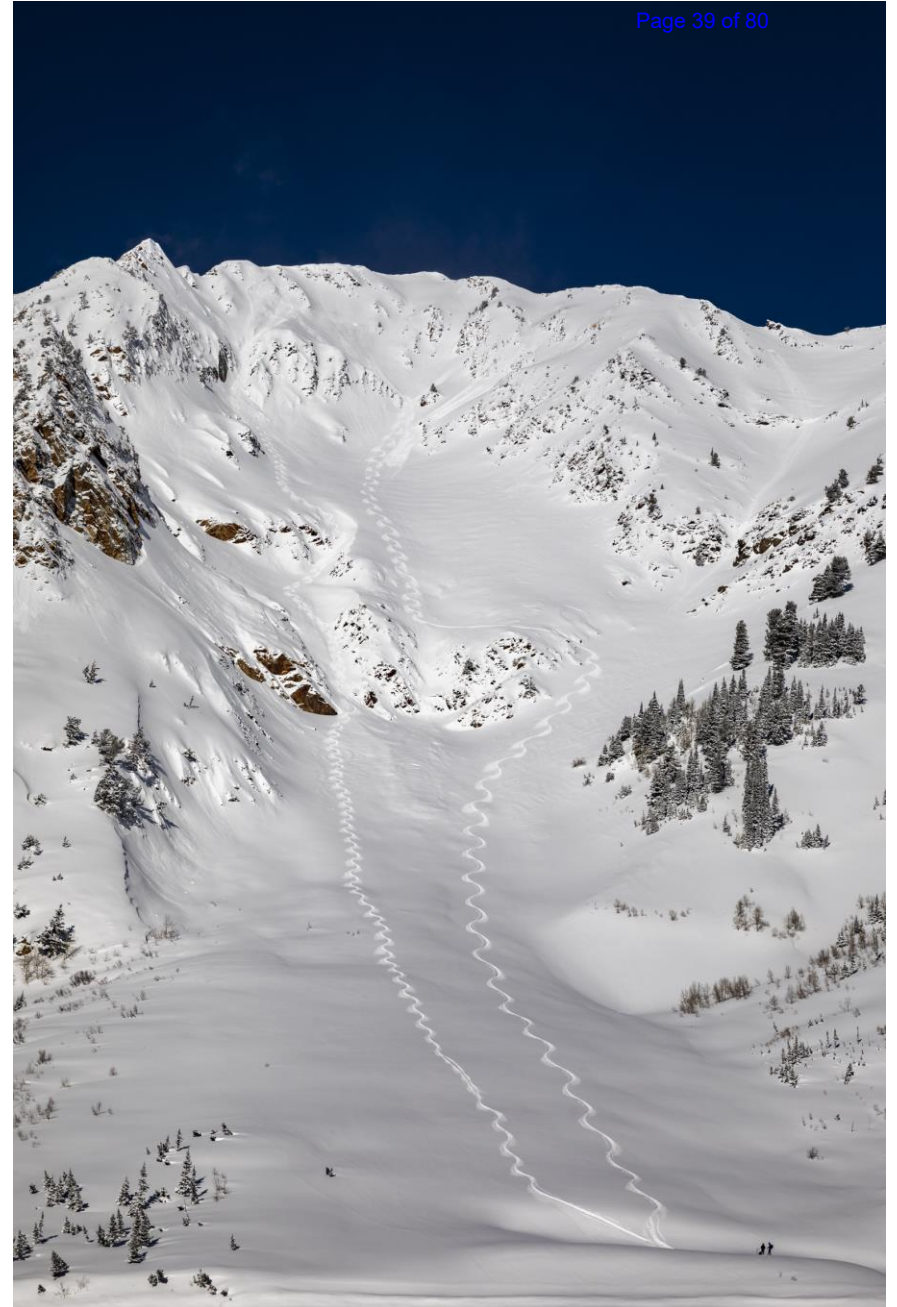
- *A Brave New World...hopefully not 1984*
- Statutory mayoral duties delegated
- Manage internal affairs
- Primary conduit between elected officials and staff
- Carry out policies, provide reports
- Supervise TOA assets
- Execute and enforce laws and ordinances,
- observe contracts etc.



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!



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

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*

Thank you for your service!!



Town Manager Vision of Success

- ✓ High performance organization
- ✓ Unified and linear
- ✓ Operating according to a plan
- ✓ Future oriented and technologically empowered
- ✓ Sustainable and resilient in terms of revenue and as an employer
- ✓ Enhance transparency through streamlined communications
- ✓ Reactive to proactive – no more “hair on fire”
- ✓ Open-minded, open to improvement and change
- ✓ Short, medium, and long-term plans
- ✓ Community engagement in planning
- ✓ Role clarity across the board

VISION

- High performance organization
- Unified & linear
- Operating according to a plan
- Future oriented & technologically empowered
- Sustainable & resilient in terms of revenue & as an employer
- Enhance transparency through streamlined ~~planned~~ communications.
- Proactive > reactive – no more hair on fire
- Open minded, open to improvements & change
- Short, medium & long-term plans
- Community engagement in planning
- Role clarity across the board



LONG-RANGE VISION OF SUCCESS

Core Competencies

What will you be known for? What do you want to be best at to achieve your vision? What are your core competencies?

Fiscal Strength and Focus

How will you manage revenue and finances? How does the budget process align with our strategies?

Organizational Model

How our leadership manages accountability, role clarity, and responsibilities? How does our use of technology support this model?

Summary Vision Statement



Key Collaborators & Partners

Who will your key partners be? What advocacy or policy activities will you take up with others? What relevant competition must be considered? How have they shifted or evolved? How do you depend on them?

People and culture

What will set your organization apart? How will you attract and retain staff, and make engaging with your organization unique?

Results and Performance Measures

*How will you know you are succeeding?
What metrics/objectives/impacts will you use? What technology will help us manage the dashboard and the details?*

After Chris Cawley spoke on a vision of success for the town, participants worked in small groups to articulate and write the draft Town vision of success using this worksheet. Pathway offered these six major themes as a way to develop the vision.

VISION OF SUCCESS

Our financial sustainability is...

- Comprised of diverse revenue streams
- enhanced by careful expense management

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

VISION OF SUCCESS

Our services are known for...

- Responsiveness
- Welcoming
- Dedicated
- Smooth services
- high performing
- Accessibility + reliability

Our success is measured by...

- Public acknowledgment of our services
- Financial audits, financial strength
- Technological advancements leading to efficiencies
- Increased transparency + streamlined communications
- Self assessment of achievements
- Our longevity
- updated + well-maintained infrastructure

VISION OF SUCCESS

Our model or structure is...

- based in consensus decision making
- consistent for staff support + management
- open to continuous improvement

Our people and culture are distinguished by...

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

This is the draft Town of Alta Vision of Success developed in the retreat. The next page offers a typed version of the draft vision.

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*

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*

VISION STATEMENT WORK

- ❑ The agenda scheduled time for the group to review and update the Town of Alta Vision Statement. After a brief discussion the council requested that the staff team work on a suggested Vision Statement to bring back to the council at a future date. Chris agreed and the group left the topic.

Why are we in business? (Vision)

- Vision is a compelling verbal image that forms a picture for the future. It should define what the organization seeks to become, yet also describe something realistic.
- What is our dream and the loftiest picture?
- What will be different for those we serve?

EXERCISE:

Who do we serve?

What end do we seek?

CURRENT VISION

MARSHAL'S OFFICE DISCUSSION

MARSHAL'S OFFICE

As part of the assessment, a specific discussion around the Marshal's office surfaced. Key needs identified were around challenges with staffing and recruiting, facilities, and more recent needs to adapt to complex investigations.

Needs:

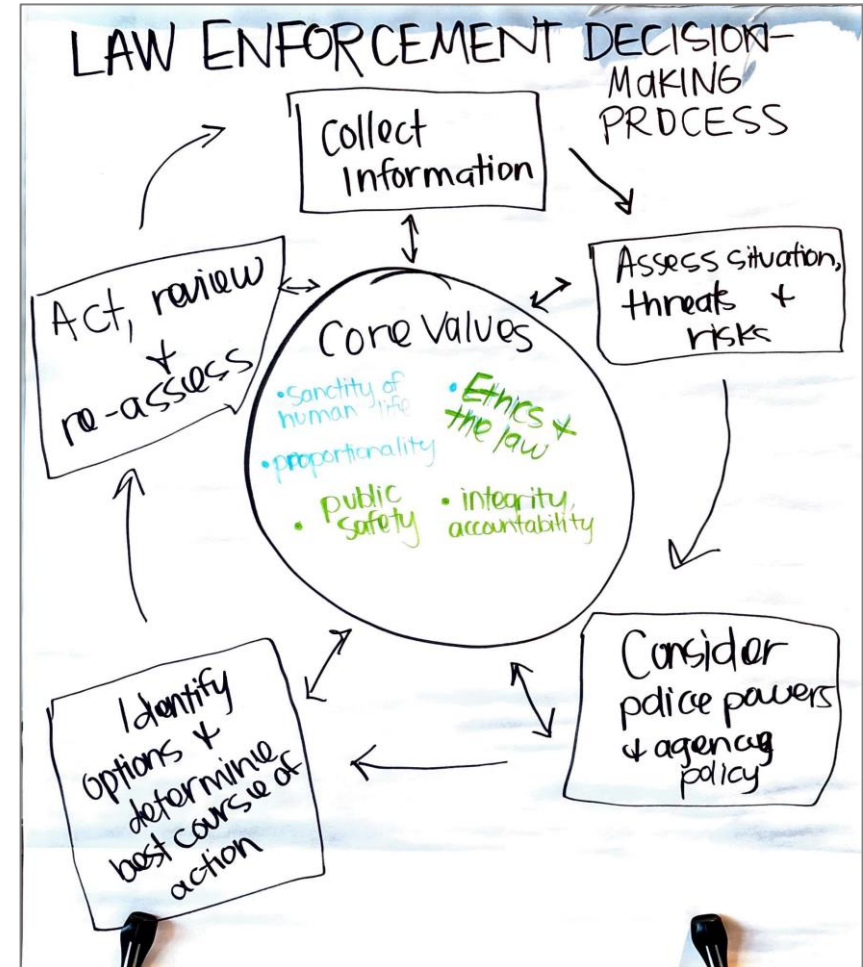
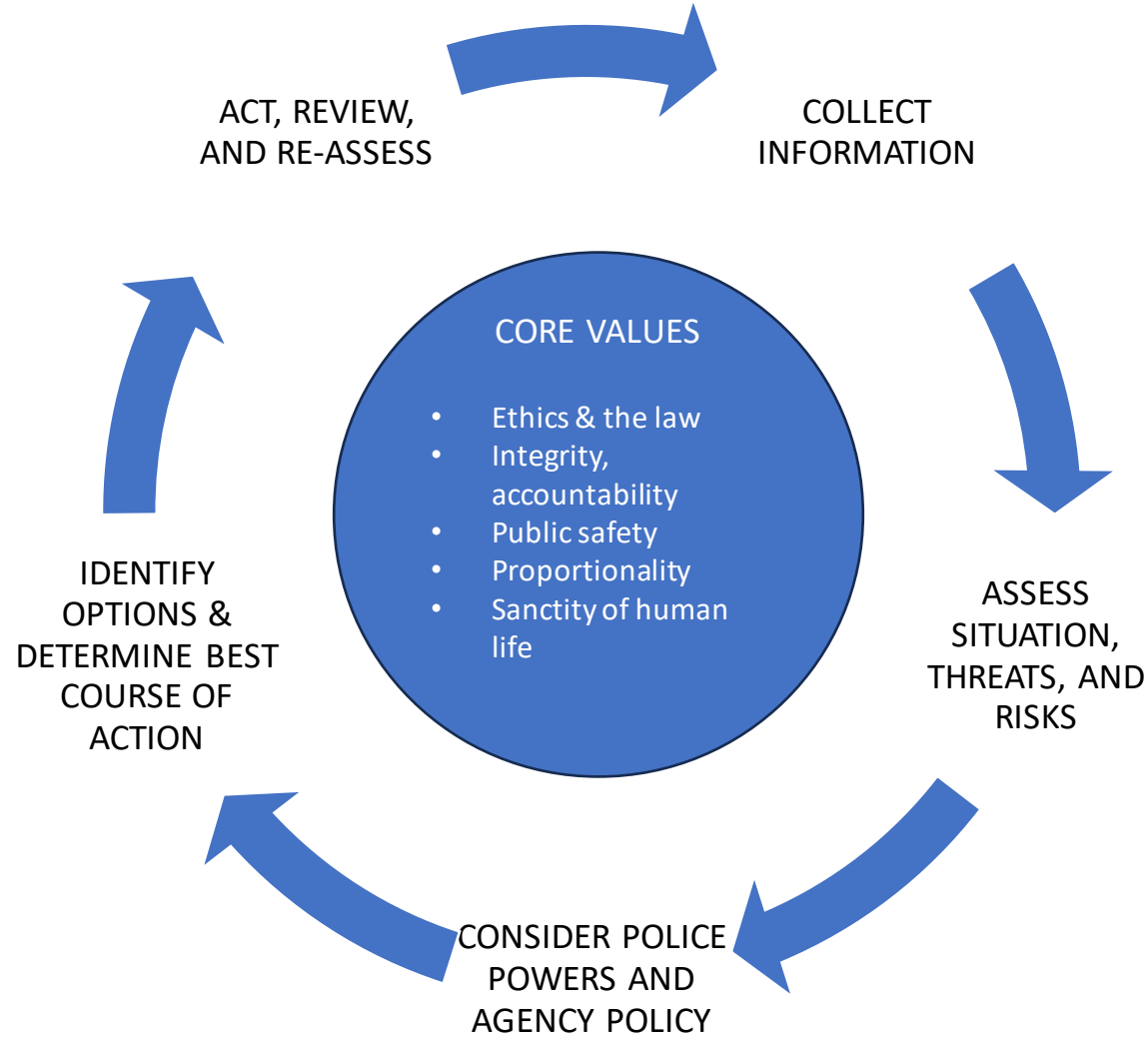
- ☐ Staffing and recruiting with valley PD competition
- ☐ Facilities and tools to do Marshall work
- ☐ Adapting to complex investigations
- ✓ Staffing
- ✓ Housing
- ✓ Staff decision-making empowerment

Marshall Office needs:

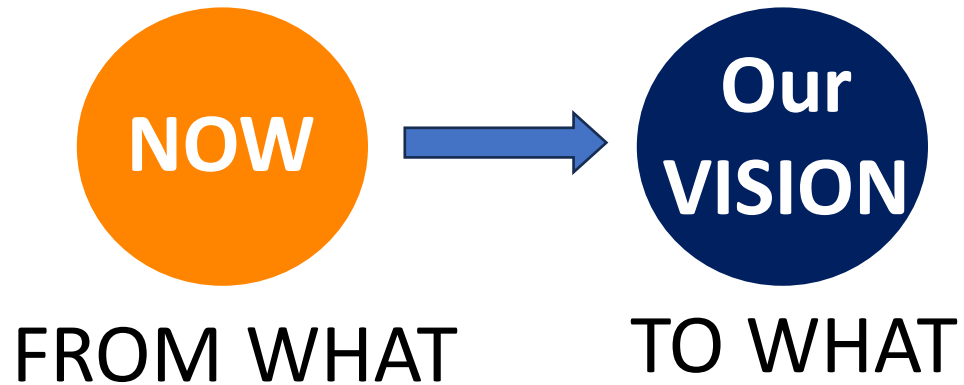
- Staffing & recruiting with valley PD competition.
- Facilities & tools to do Marshall work.
- Adapting to complex investigations.
- Concerned about long-term ability to recruit & retain staff.
 - Use surplus to address staffing challenges.
- Maintaining or growing affordable residences is challenged by road & general housing cost increases.
- Town Manager should be empowered to make decisions necessary to carry out town policies.



MARSHAL'S OFFICE: LAW ENFORCEMENT DECISION-MAKING PROCESS



WHAT PRIORITIES MUST WE ADDRESS?



FROM – TO EXERCISE

The group was asked to work on an exercise to outline priorities from the perspective of where we see ourselves NOW, and what our VISION would be for the future. The team built a list of FROM and TO, and then prioritized their choices with votes using sticky dots.

See the following page to review the list and priorities.

FROM... → TO...

- Reactive responses
- Confusion on roles + priorities
- Deficiencies
- Threats
- Dogmatic
- Analog
- General consensus
- Unknown condition
- Annual planning
- Supposed/assumed
- Varied information delivery
- Purposely consent agenda
- Staff presenting challenges

- Proactive planning
- Clarity on roles + priorities
- Capabilities
- Opportunities - embrace + leverage change
- Flexible
- Digital/modern
- Consistent plan
- Well-maintained, updated infrastructure
- Multi-year planning
- Informed
- Clear communication channels + regular updates
- Dialogue around staff-led agenda items
- Staff presenting proposed solutions

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. Governance and 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

Reactive responses
 Confusion on roles & priorities
 Deficiencies
 Threats
 Dogmatic
 Analog
General consensus
 Unknown condition
 Annual planning
 Supposed / assumed
 Varied information delivery

Purely consent agenda
 Staff presenting challenges

TO

Proactive planning
 Clarity on roles & priorities
 Capabilities
 Opportunities – embrace and leverage change
 Flexible
 Digital / modern
 Consistent plan
 Well-maintained, updated infrastructure
 Multi-year planning
 Informed
 Clear communication channels & regular

Dialogue around staff-led agenda items
 Staff presenting proposed solutions

TOP PRIORITIES SMALL GROUP WORK

These are the original worksheets from the small group work in the retreat. The following pages are the typed versions of the worksheets.



WORKING TITLE: IMPROVED GOVERNANCE SELECT a note taker and a timekeeper. Names:

1. Clarify the scope of your core strategic focus area.

What is IN scope? COMMUNICATION
 - STATUTORY RESP. - WHO MAKES WHAT DECISIONS
 - ORG CHART - ADMIN VS. LEGISL
 - SHARE GOALS - CODE UPDATES
 - STAFF - COUNCIL-PUBLIC RELATION
 What is OUT of scope?
 - IMPLEMENTATION (POST 6)
 - OPERATION
 - PRIORITIZATION (PRE-6)
 - PLANNING

2. Define success: What will happen as a result of your initiative realizing its full potential?
 How will you measure success?

EFFICIENT DECISIONS = PROJECTS DONE SERVICES ENHANCED
 CLEAR ROLES/RESP. HAPPY
 CITIZENS KNOW/APPEALING WHAT THEY GET EMPOWERED STAFF

3. Generate a list of what actions need to be done/must happen to achieve success as defined.

- 1. D. CLEAR ~~ISSUE~~ VISION/FINALITY
 - STRENGTH/WEAKNESS ASSESSMENT
 - IMPROVE INFO. TO COUNCIL
 - TOWN MANAGER INVOLVED ALWAYS.
 - PLAN TO IMPLEMENT
 - REPORTING

4. Cluster/Group your list into three timeframes.

Now (Short Term: 12-18 months)

- CAPAS/NEEDS ASSESS → COUNCIL BRIEFING
 - WEAKNESS CORRECTING ACTIONS
 - MISSION VALUES - TOWN MGR INVOLVED
 - ROLES/RESP

Next (Longer Term: 24-36 months)

- "PLAN" IN PLACE
 - IMPROVE INFO TO COUNCIL
 - CODE UPDATES
 - CONTINUITY/SUCCESSION

Then (ultimately)

- REPORTING, UPDATE



WORKING TITLE: LONG TERM PLANNING SELECT a note taker and a timekeeper. Names:

1. Clarify the scope of your core strategic focus area.

Infrastructure Projects What is IN scope? What is OUT of scope?
 - Engineering - Town management
 - Timeliness/Realistic - Staff planning/mgmt
 - Cost

2. Define success: What will happen as a result of your initiative realizing its full potential?
 How will you measure success?

- more project completion - plan utilization
 - Resilient infra structure

3. Generate a list of what actions need to be done/must happen to achieve success as defined.

- Conducting studies
 - Facilities plan
 - Long Term plan

4. Cluster/Group your list into three timeframes.

Now (Short Term: 12-18 months)

* Facilities plans/Needs Assessment
 Land planning
 Asset management

Next (Longer Term: 24-36 months)

project execution
 Land Acquisition
 new Funding opportunities

Then (ultimately)
 generational equity



1. Clarify the scope of your initiative: What do you want to do?

What is IN scope?	What is OUT of scope?
Statutory responsibility Organizational chart Shared goals Staff, council, public relations Decision-making process Updated CODE Administrative vs legislative	Implementation Operation Prioritization planning

2. Define success: What will happen as a result of your initiative realizing its full potential?

How will you measure success?
Efficient decisions = projects COMPLETE, Services rendered Clear roles and responsibilities Citizens know and appreciate what they get Happy, empowered staff

3. Generate a list of what needs to be done/has to happen to achieve success as you have defined it.

Clear Mission and Values Strengths and weakness assessment Improved information to Council Town Manager is always in the loop Plan to implement Reporting
--

4. Cluster/Group your list into three timeframes.

Now	Next	Then
The next 12 months	Medium Term: 12+ to 36 months	Longer Term: 36+ “ultimately”
Capacity/needs assessment – council briefing ... Corrective actions ID Mission / values Town Manager in the loop Roles and responsibilities	”Plan” in place Improve information to Council Code updates Continuity, succession	Reporting, updates

1. Clarify the scope of your initiative: What do you want to do?

What is IN scope?

Infrastructure projects
Engineering
Timelines, realistic
Cost
Town management
Staff planning / management

What is OUT of s cope?

2. Define success: What will happen as a result of your initiative realizing its full potential?

How will you measure success?

More project completion
Resilient infrastructure
Plan utilization

3. Generate a list of what needs to be done/has to happen to achieve success as you have defined it.

Conducting studies
Facilities plan
Long-term plan

4. Cluster/Group your list into three timeframes.

Now

The next 12 months
Facilities needs assessment*
Land planning
Asset management

Next

Medium Term: 12+ to 36 months
Project execution
Land acquisition
New funding opportunities

Then

Longer Term: 36+ “ultimately”
Generational equity

EVALUATION AND WRAP UP

Julie provided an overview of the work accomplished and the group weighed in with an evaluation citing what they liked and thought worked well, and what they would have changed. There was general appreciation for the commitment of each of the participants, staff and elected officials, to the Town of Alta.

EVALUATION

What did you like?

- Individual interviews and surveys in advance
- Facilitation (independent, neutral)
- New format allowed for new alignment
- Lots of listening
- Comfortable venue
- Equal opportunity for participation
- Manageable group size

What would you change:

- More time
- Do this more routinely
- Less snowy time of year
- Expand invite list by a few
- Public involvement?

 <u>What did you like?</u>	 <u>What would you change?</u>
- Preparation	- More time
- Individual interviews + survey that allow multiple points of feedback	- Do this more routinely
- Facilitation *independent neutral	- Less snowy time of year
- New format allowed for new alignment	- Expand invite list by a few
- Lots of listening	- Public involvement?
- Comfortable venue	
- Equal opportunity for participation	
- Manageable group size	

APPENDIX



PHOTOS FROM THE RETREAT



PHOTOS FROM THE RETREAT



PHOTOS FROM THE RETREAT





Thank you for the opportunity to work with you on behalf of the future of the Town of Alta. This report includes the responses and assessment of those surveyed and interviewed, and in the retreat session.

As individuals, you express deep commitment to the Town. As a group, you embody a community with shared agreement in every key measure. We hope you feel empowered to continue this important work. Pathway is confident that your continued work in strategy and planning will yield excellent results.

Julie DeLong
Pathway Associates
Julie@pathwayassoc.co
866-306-0699
www.pathwayassoc.com





Town of Alta Council Retreat
Pre-retreat Package
January 9, 2025

In this package:

I. Agenda and Meeting Logistics

II. Survey Findings

Your pre-session assignment is to review these materials and be prepared for our review and discussion of them during the session.

Meeting Logistics

Date: *Thursday, January 9

Time: 8:30 a.m. start

Address: Alta Community Center/Library

*In case of canyon closure the morning of Jan 9, the retreat will be rescheduled for a later date.



Retreat Agenda
Thursday, January 9, 2025



8:30	30-min	Welcome and Opening
8:45	45-min	Strategic Planning Progress Review & Survey Results
9:30	60-min	Long-Term Budget Planning
10:30	15-min	Break
10:45	60-min	Budget Planning Group Work
11:45	30-min	Lunch
12:15	30-min	Mission, Values
12:45	60-min	Strategic Plan Next Steps
1:45	15-min	Review and wrap up
2:00		Adjourn

Town of Alta Survey Results



STRATEGIC PLANNING PROGRESS SINCE JANUARY 2024 RETREAT:

COMMENTS:

COUNCIL

- Making some progress (2)
- Forward movement on our master plan to assess/replace and improve facilities in addition to agreement on town priorities. (2)
- Made moves to expand the Marshall's office. (2)
- Open communication between town and council

STAFF

AMO Stabilization (5)

- Public safety retirement; Applied to URS Public Safety Retirement
- AMO wages, We updated our overtime policy in the AMO to be compliant with federal regulations.
- Amended budget to provide funding to hire fifth AMO deputy.

Master Planning, Water, Sewer, Facilities and Utilities (5)

- Begun and advanced master planning efforts for facilities and utilities.
- Designing major (\$750k+) water system capital improvement for summer 2025.
- We have begun master planning process for our facilities and sewer/water infrastructure

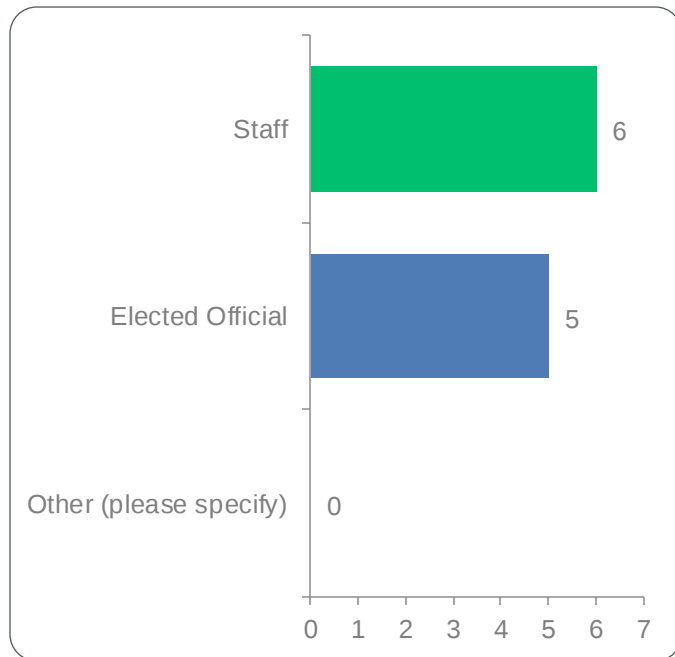
Mission and Values (2)

- Staff has drafted a mission and values statement

Strategic Planning (2)

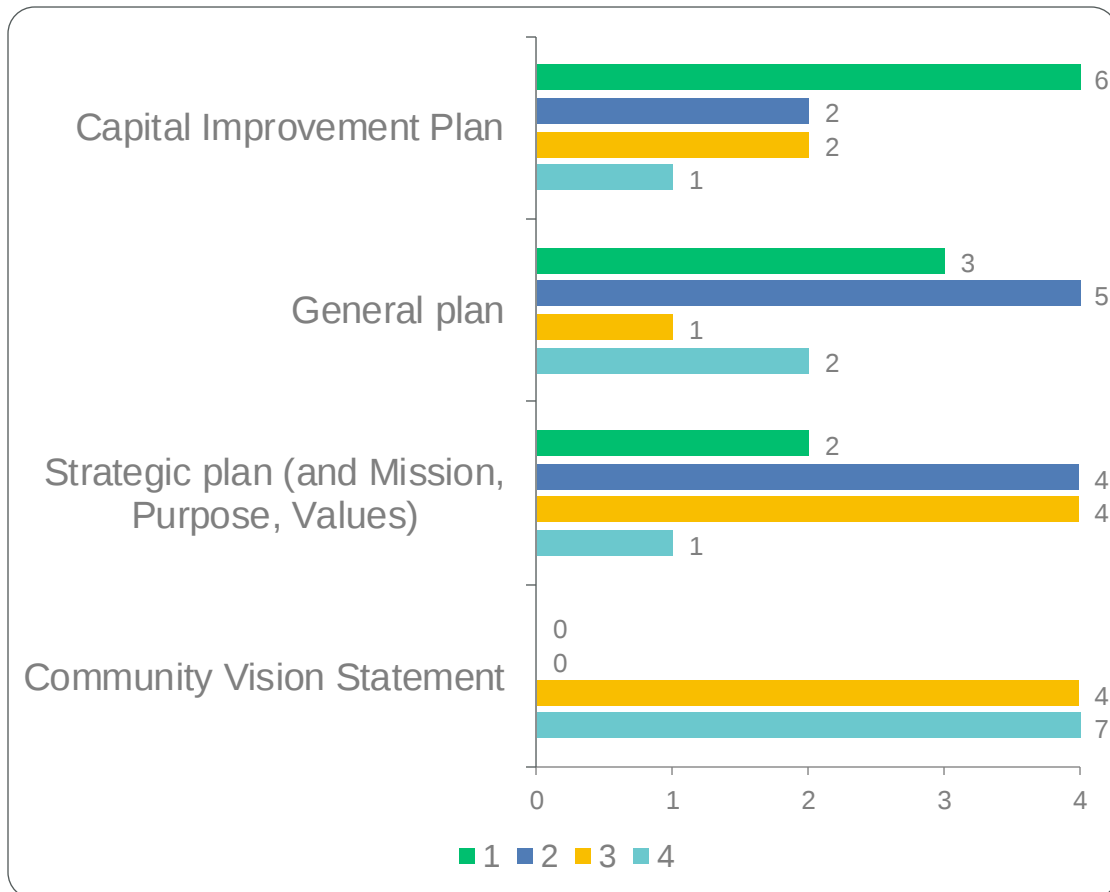
- The Town Staff has started to engage in longer term thinking and processes. The mission statement exercise was good and some of the current projects, like the facilities master plan is aimed at laying the groundwork for effective longer-term planning

11 Total Respondents
(100% response rate):

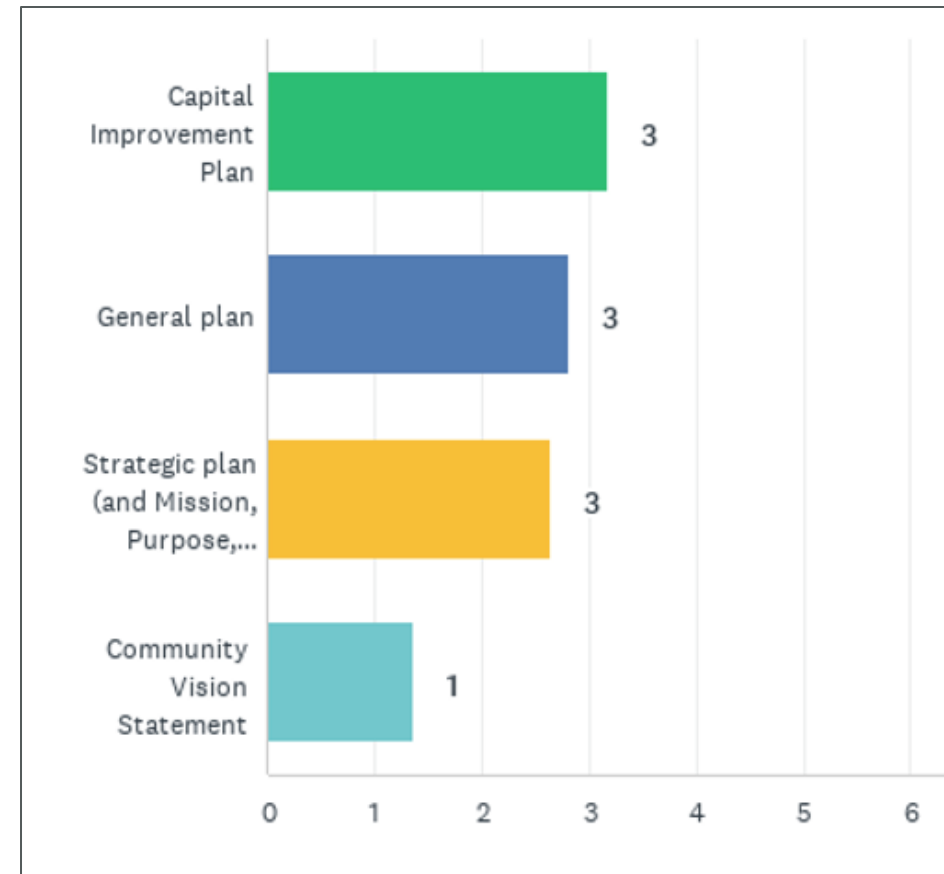


LONG TERM PLANNING PRIORITIES

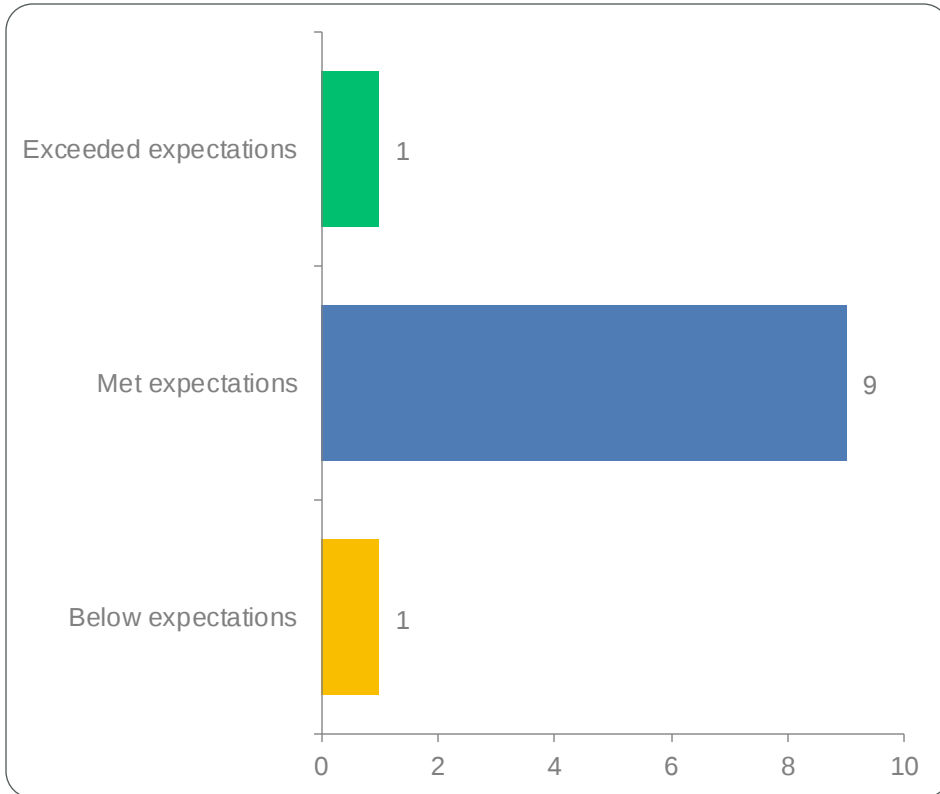
Staff desires to maintain alignment with the town council on priorities and what processes the town will follow to plan the future of the Town. Please rank the order of importance in which these things should be updated for routine maintenance or special purpose updates, with 1 being the first and 4 being the last. Some may be accomplished simultaneously but for this question, please rank in an order of your preference.



Ranked order of importance:



STABILIZING THE MARSHALS OFFICE: This includes work in the areas of recruitment and retention (compensation analysis, join retirement system), continuity and sustainability (5 officer dept, succession planning, adapting to evolving best practices), and facilities (roadside, ADA accessible space). **How well are we meeting expectations in this area?**



COMMENTS:

COUNCIL

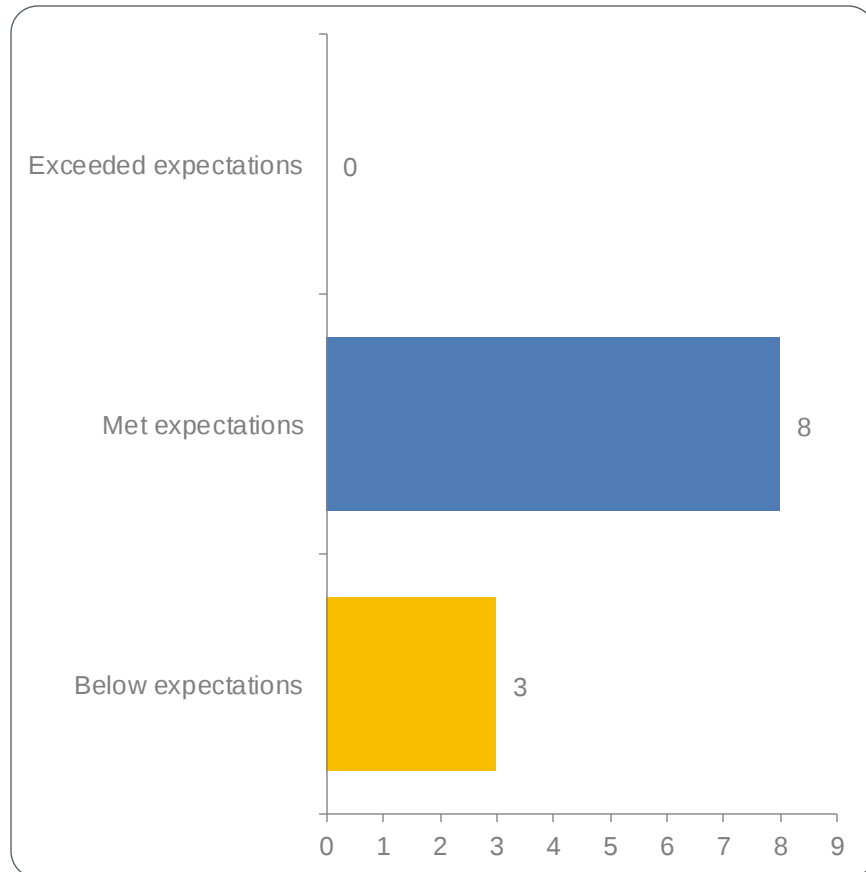
- Haven't hired our 5th cop yet but are on the way
- We have half the list done. Still need succession plan and ADA access to facility

STAFF

- Having a 5th cop will create bandwidth for AMO to focus on sustainability, succession, etc.
- We have moved forward, but the succession plan is not yet in place and the revamp of staff compensation while a big step forward is still rather complicated.
- I expected we would have figured out 5th cop and retirement stuff by now. Everything else has a longer horizon.
- Major progress in stability of human assets.
- Facilities planning for AMO likely to be challenging for funding and consensus.
- Lot of success in this arena (compensation, moving towards new retirement system, new fingerprinting machine, new radio communications, budget approval for hiring a 5th officer), but still more to be done to meet all the goals listed above.
- Facilities planning will advance AMO facilities needs.
- I don't like lumping all these b/c I don't think they can be on the timeline, i.e., Roadside accessible space is going to take longer to solve.

CAPITAL ASSETS MASTER PLANNING

We set a short-term goal to move forward on capital assets master planning. This includes developing the scope of work, RFP, and executing on conducting water, sewer, and facilities master plan. **How well are we meeting expectations in this area?**



COMMENTS:

STAFF

- I'd say we are right on track!
- We are doing those things. Staff should have sought more council engagement before launching facilities project. Outcome will provide value, and we will supplement with more information.
- Not sure staff and Council are aligned on water/sewer.
- In the works
- There are multiple facets to this plan and the sequencing or deadline dates are not readily apparent. This is the kind of effort that require a program manager (or at least a project planner). I am concerned that without this level of internal control we will blow through implicit deadline and/or need substantially more budget

COUNCIL

- In progress.
- Some progress, but it's been slow.
- Hiring FFRK was a good step, but more to be done.

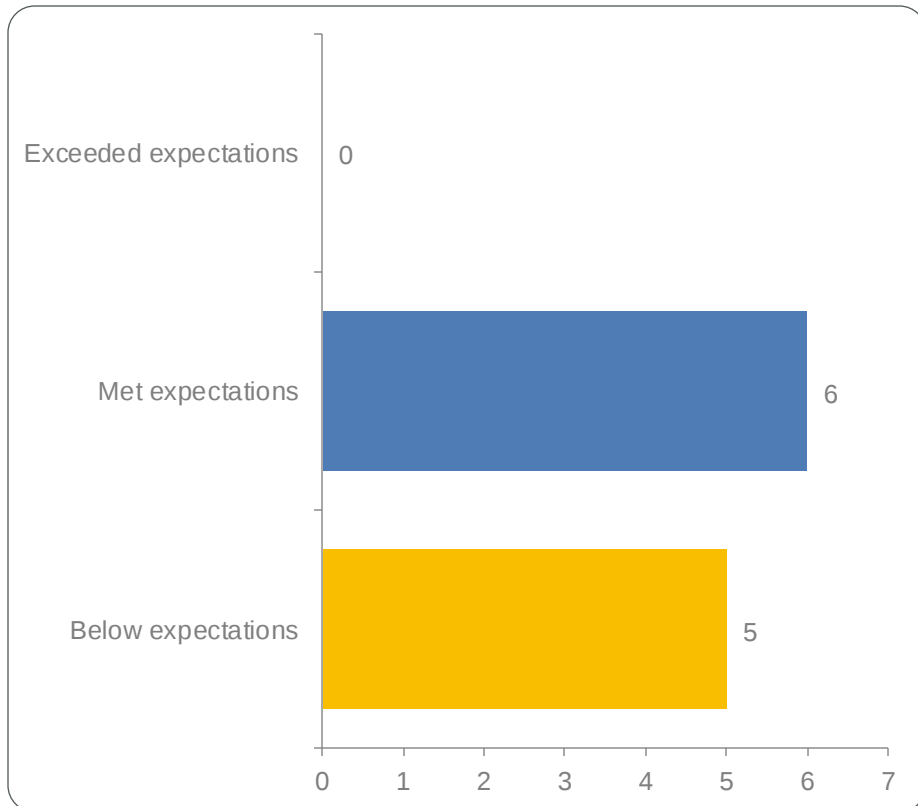
LONG-TERM STRATEGIC ITEMS IDENTIFIED, AND A FOCUS ON GOVERNANCE:

January 9, 2023 Villa Council Retreat

Page 70 of 80

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

How well are we meeting expectations with these efforts?



In your opinion, what are next steps to meeting our strategic governance goals?

COUNCIL:

- Finalize the master plan, then implement it so the town doesn't lose momentum in improving services and safety. Lots has happened since it was adopted years ago. (2)
- Collegial input from both TC and town employees; More communication; Staff involving elected officials in the decision-making process to a greater degree. (3)

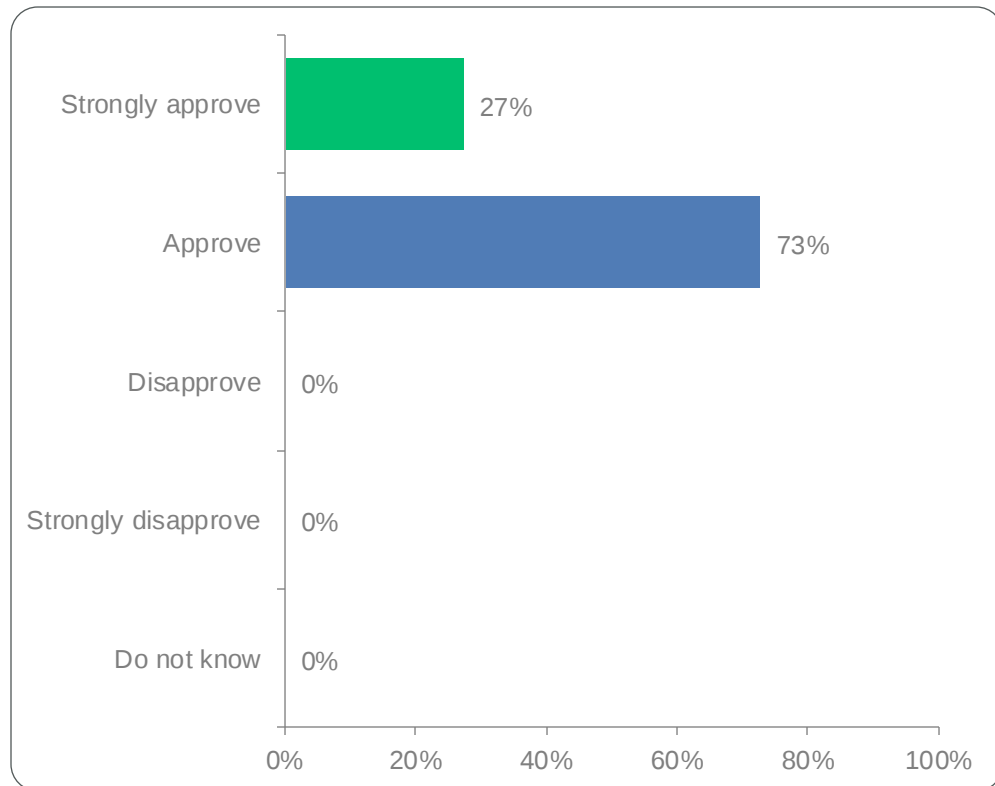
STAFF:

- We need a strategic plan. How do staff and council remain aligned? How do we ensure council understands staff's needs and supports the work plan? (2)
- Finalize mission, vision, and values with input from the council.
- Clarity in role followed by empowerment to act.
- Agreement around the items listed above
- New Council onboarding and training; clarity in time commitment needed to do the job before running office.

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.

Level of approval of the draft mission:



What I like or would change in this draft of the mission:

STAFF:

- I agree with the core tenets of this statement, but I think it feels a bit robotic and perhaps a little too wordy. I would like to see the final version be something catchier and easier to remember and recite.
- I think it covers the bases well. Though, while it speaks to Alta, I wouldn't read it and say oh that's Alta. I'd like it to be a bit more identifiable as Alta if we could.
- Bit verbose
- It's a little bland but I think that reflects Alta's role as a provider of essential services in a unique environment. I think our service portfolio is supported by one or more of the clauses in the statement.

COUNCIL: (no comments)

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.”

Do any of the ideas in these examples resonate with you?

STAFF

- We provide leadership and encourage community involvement to protect, maintain, and enhance our sense of community, historical heritage, and alpine environment.
- I like ours better. Sure, they mention "excellence" etc. But that's in the eye of the beholder. It's much more meaningful to say our services "promote safety and quality of life" than it is for us to say our services our "excellent."
- They're all valid goals and values but, I'd favor a shorter one or two line statement of commitment to value, protect, and provide.
- We provide leadership and encourage community involvement to protect, maintain, and enhance our sense of community, historical heritage, and alpine environment.
- all very similar tone...
- I like - To provide quality innovative and efficient municipal services, and Keep Alta, Alta
- I like ours better. Sure, they mention "excellence" etc. But that's in the eye of the beholder. It's much more meaningful to say our services "promote safety and quality of life" than it is for us to say our services our "excellent."
- They're all valid goals and values but, I'd favor a shorter one or two line statement of commitment to value, protect, and provide.
- We provide leadership and encourage community involvement to protect, maintain, and enhance our sense of community, historical heritage, and alpine environment.

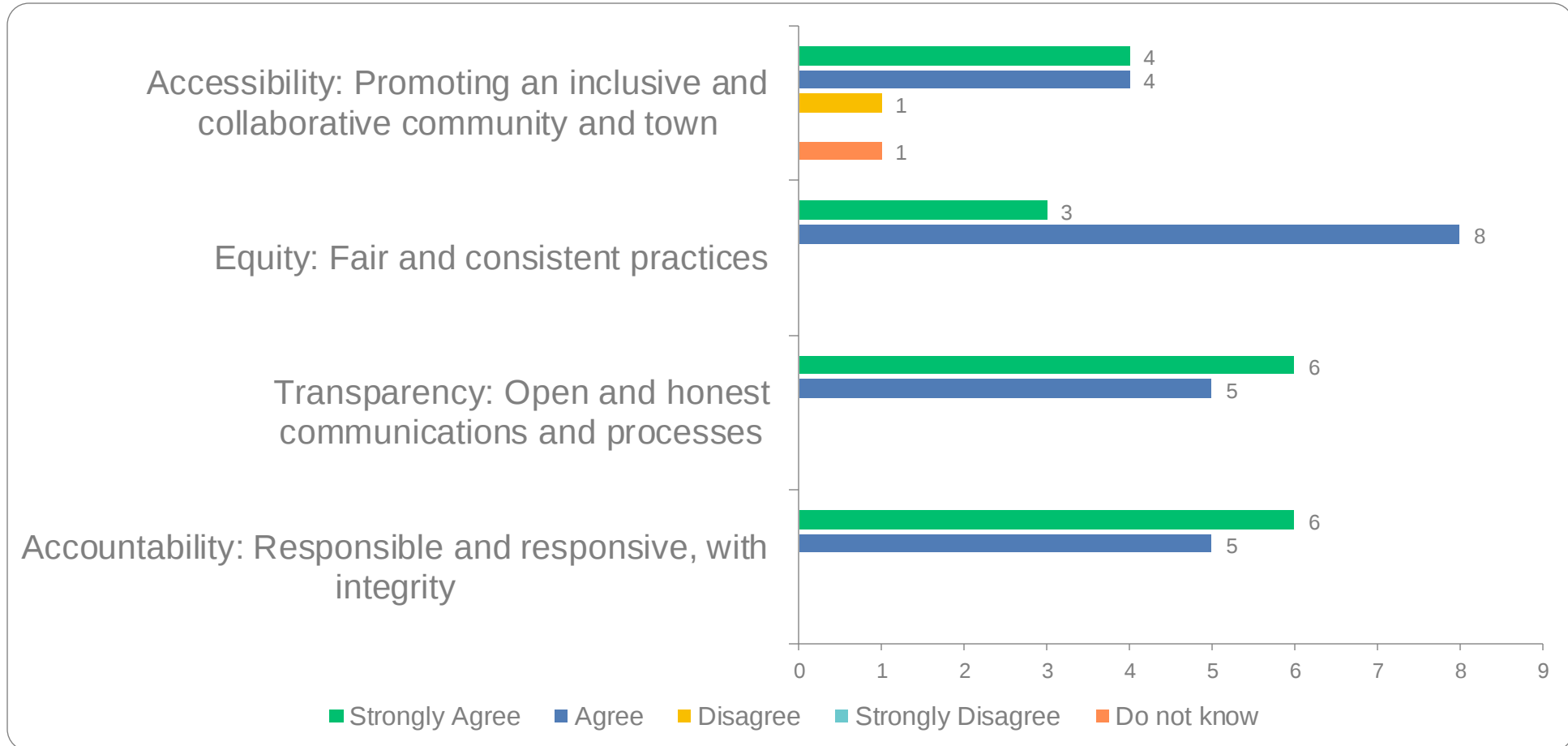
COUNCIL

- I like the states “We provide leadership and encourage community involvement....”
- No
- I think what we have is adequate.
- I like ours better
- Committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors.

TOWN OF ALTA VALUES

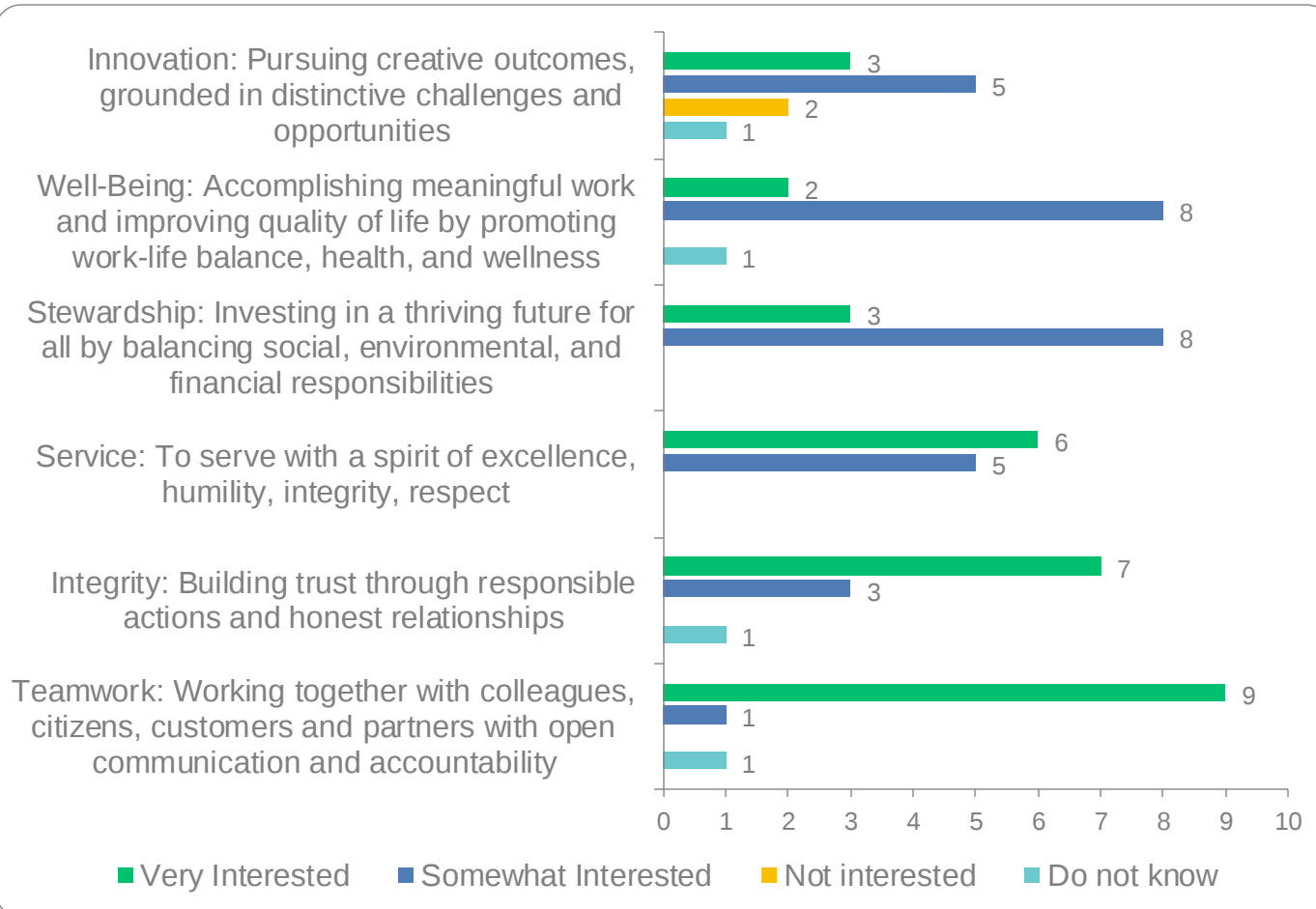
Values are the principles or standards of behavior used in life or work. The values listed below were previously identified by staff and presented to the Council in October.

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:



STAFF

- I wish there was a neutral option. Being staff, I know we all strive for these values but I'm not sure if that's the perspective of the community.
- I think a lot of 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.
- You didn't offer a neutral category - Most or all of my Agrees would have been neutral if you had included that option. Individually I think the Council and Staff members do exhibit these values but institutionally - where our responsibility to engage and be transparent, accountable etc. to the public is not a major focus of effort or time. I think 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

COUNCIL (NO COMMENTS)

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 does the Town need to do to stay ahead of long-term problems that have the potential to impact the Town's viability and levels of service?

COUNCIL

- Action our plan
- Impact study
- Annual or bi-annual retreats to keep the discussions going. Things move slow with the town and the fact that we are working on these is better than we have been
- 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.

STAFF

- Participate more actively in regional and county-wide planning groups and processes re: transportation, recreation management
- Spend more staff and Council time on these issues. One way to do so is off sites. Another way to do so is to lengthen the time of the meeting, or to have more working sessions or delegate more to committees. But we have a problem with our committees in that they don't formally brief the council after meetings or every quarter on their activities, so if you don't attend the committee meeting you miss major context and progress. While one might think that is the purpose of minutes IMO these don't work very well as it is one way and not a conversation
- We need to update the general plan. A general plan update is the context in which to tackle things like climate change, increased visitation, the sustainability of the local economy, our land use plan etc. Is the commercial core vision still relevant? Has anything meaningful happened to fulfil it since the GP was updated in 2013?
- Strengthen infrastructure, obtain a "better seat at the table" in transportation planning, make tough tax increase decisions, help business community to thrive which in turn will generate revenues for capital improvement, seek ways to bolster confidence in town operations from residents, capitalize on common goals with Snowbird and partner agencies.

Long Range Financial Planning is a primary agenda item in the upcoming retreat.

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.

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

COUNCIL

- Does the town prioritize residents or visitors?
- Let's lay out a range of possibilities, rank them by likelihood and impact to help where to put or emphasis.
- What is our priority (facilities) and what revenue is required to implement our top priority?
- Just staying in the conversation and getting monthly updates.
- all set

STAFF

- What is the full range of revenue options available to the Town?
- How does municipal bonding work and how much could the town feasibly or prudently borrow?
- Increased taxes are needed. Bonds are likely needed for facility overhaul. How can we quell fears from the business community that they will be at a competitive disadvantage in lodging and skier visitation? Disproportionate user fees are often discussed when the Town only provides baseline staffing. How do we justify?
- What revenue generating opportunities are we not taking advantage of?
- Are there more grant opportunities we can seek out?
- Are our current revenues optimized--fees, sales taxes, etc.
- Is the Town of Alta property tax rate competitive with other local government property tax rates in SLCo or other resort communities?
- What about total property tax rates?
- How can we help local businesses boost sales in the spring, summer, and fall?
- 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?
- I am working on that now through conversations with staff and Council members
- What additional programs can be incorporated?

CRITICAL ISSUES FOR THIS YEAR'S RETREAT

COUNCIL

- Repair relationship between TC and Town employees
- Continued communication between council and staff. I would also like to see a discussion about the boundaries between staff and council. What are appropriate requests and demands in the staff from individual council members.
- What are we going to accomplish this year that is not on the "the usual" list?
- Ensuring we have a plan in place to build facilities and support the AMO

STAFF

- Facilities
- Clarifying the elected officials/staff relationship.
- Finalizing mission, vision, and values statements.
- Strategic plan: how do we maintain staff-council alignment? Let's get some other big ticket items on the dashboard: general plan update. Where does that fit in? We're going to continue to stumble on stuff like the Shallow Shaft, Shrontz, Gondolas, summer visitation, trailhead restrooms, etc, unless we can focus on longer range stuff. It's very tough to take those things on, one-off, with a 20-year-old plan and ad-hoc council or community member input. That's why cities update their general plans every few years. Financial planning: what do we know and what don't we know? Do ppl accept the magnitude of the need?
- Team building and consistency
- We need to come to terms with how to deal with the difficult financial issues and also sequence how to tackle the other long term planning issues you raised in this survey. It is not possible to do all of them at once - so prioritization on sequencing or at least what should be tackled over the next 12 months is needed
- Gaining a plan for the coming year.

IF THE RETREAT IS SUCCESSFUL, WHAT WILL HAPPEN AS A RESULT?

COUNCIL

- All will go away solidly committed to the milestones we have laid out.
- We have a plan the staff can act upon and be supported by the town council
- More open, transparent, collaboration between TC & Town employees

STAFF

- We'll understand the council's attitude toward raising revenue for capital improvements and/or operations costs. We'll understand what else we need to do to maintain staff/council alignment. When will we update the general plan, and can we develop a strategic plan or planning framework?
- Facilities master plan followed by action. Financial plan.
- 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.
- We will walk away with 3 to-do items and a sense of roles and responsibilities in carrying the items out.
- We will move forward on long term planning and either make some decision regarding what is needed or at the very least giving some specific instructions to the staff on what to tackle next
- Concrete results of discussions.

Thank you for your
thoughtful survey
responses and your
commitment to the
Town of Alta.

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January 2024 Retreat Outcomes Tracking

Goal	Objective	Action	Status
Stabilize AMO	Recruitment and Retention	Compensation analysis, explore public safety retirement system	Payroll market adjustment; began enrollment in URS public safety
	Continuity and Sustainability	5th cop budget, schedule, OT, fleet and equipment plan	OT policy update; began process re: fifth cop
		Reduce Morey patrol time -> Planning/admin time	In progress
		SLCo Sheriff 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 attainable short-term options identified
Capital Assets Master Planning	Water	Update water model, develop capitol improvement plan	Ongoing
	Sewer	Develop model, capitol improvement plan	Ongoing
	Facilities	Facility assessment, space planning	Ongoing
Administration and Governance	Realize efficiency through technology	New website, online billpay,online forms, etc.	Complete/ongoing
	Develop Strategic Process	Staff propose mission/purpose 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, town manager transition	In progress/needs more work
Lengthen Planning Horizon	Facilities and Infrastructure	Water, Sewer, Facilities plans	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