

MAYOR
ROGER BOURKE

TOWN COUNCIL
CAROLYN ANCTIL
JOHN BYRNE
DAN SCHILLING
ELISE MORGAN



Page 1 of 109
TOWN OF ALTA
P.O. BOX 8016
ALTA, UTAH 84092
TEL (801) 363-5105
(801) 742-3522
FAX (801)742-1006
TTY 711

Consent Agenda

February 14, 2024 Alta Town Council Meeting

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Alta Town Council



Staff Report

To: Town Council
From: Chris Cawley, Town Manager, Chris Otto, Assistant Town Manager
Re: Consent Agenda Staff Report
Date: February 8, 2024
Attachments:

Projects Update

Please see updated 2024 Capital Projects Plan and summary attachments

Utility Master Planning: We are actively working with SL County Service Area #3 and Keith Hanson to develop a request for proposals to conduct water and sewer system master planning.

Facilities Master Plan: Chris met with architects on Wednesday February 7 to discuss ideas for a scope of work.

Security Camera Project: Installation was originally slated for February 1st but has been postponed because contractors did not come to Alta equipped to satisfactorily execute the project. We anticipate installation by the end of February.

Town Shuttle Program

23-24 Shuttle Program Ridership				
Month	Town Shuttle	Resort Shuttle	Night Shuttle	Total
December (partial month)	3762	2568	334	6664
January	6188	4663	2490	11807
February				
March				
April				
Total				18471
Previous season to date				17403

Contribution Accounting	
Projected Contributions	\$230,470
Collected Contributions	\$224,739.35
Outstanding Contributions	\$8,616

Alta Planning Commission

The Alta Planning Commission meeting in January was canceled due to scheduling conflicts among our presenters. The next regularly scheduled meeting is on Tuesday February 27th at 3 PM. The meeting will operate with an anchor location at the Alta Community Center. As of now, the agenda will include a presentation by Meg Ryan of the Utah League of Cities and Towns on planning commission powers, duties, roles, and responsibilities. It will also include a presentation by UDOT on the status of the easement for S.R. 210 through Alta, potentially as a precursor to a larger discussion about how to prepare for Phase 1 EIS project elements such as enhanced bus service and a new bus stop or mobility hub along the road through town.

Forest Service Engagement

This month we had two meetings with US Forest Service staff to explore opportunities and potential partnerships for planning to site and install a trailhead style restroom somewhere in the SR 210 corridor through Alta; authorization and NEPA requirements for any water and sewer system improvements identified in our upcoming master plans not already covered under our utilities special use permits, and initial discussions about how to use Forest land for potential improvement, expansion, or reconstruction of Town of Alta buildings, e.g. through a land swap or a special use permit.

Legislative Session

Chris Otto is working with Shelly Teuscher of Parsons, Behle, and Latimer and attending Utah League of Cities and Towns to track relevant pieces of legislation that could impact the town. Some bills of concern that we are watching closely include:

SB91 - Local Government Officers Compensation Amendments - requires a separate public hearing during but separate from the normal budget process to discuss local government officers & employee compensation increases.

SB172 - Protection Area Revisions - Provides rights for a critical infrastructure materials operator with a vested mining operation to ignore local land use authority with regard to expanding that operation.

SB185 - Residential Building Inspection Amendments - This bill essentially allows builders to contract with private building inspectors regarding the enforcement of the State Construction Code.

HB289 - Property Rights Ombudsman Amendments - A party that prevails in a property rights dispute is entitled to an award of attorney's fees.

HB354 - Truth in Taxation Revisions - Requires voter approval for taxing entities to impose property tax increases.

Alta Town Council



Staff Report:

February 14, 2024

To: Town Council

From: Jen Clancy, Town Clerk & Molly Austin, Deputy Town Clerk

Date Written: February 7, 2024

Town Clerk – Jen

- Managed the resolution and ordinance updates for the council meeting rules and procedures per the council request at the January council meeting.
- Worked with Cawley on the Budget Committee Charter and staff report
- Worked with Mike Swallow to update the wage study framework to include FY24 wages and bring in updated comparables.
- Ill be reporting on the Fraud Risk Assessment soon - probably March. We have almost wrapped up the collection of the ethics forms which is the first step in the annual preparation of the assessment.
 - Annual Officials and Employees Ethical Behavior Pledge –I want to give a shout out to Molly for developing a fillable form to help facilitate the dispersion and submission of the forms for employees and officials.
- [GRAMA – we have a new page on our website](#) dedicated to public records requests with an electronic fillable form that Molly setup.
- Preparation for the FY25 budget cycle.
 - So far staff has outlined 3 -4 monthly meetings starting in March where we will discuss wages, capital improvement projects, general fund projects, updates regarding external vendor contracts etc. We are waiting for the budget committee discussion/decision before taking the next steps.

Deputy Town Clerk - Molly

- Council Meeting Dog License Reporting: Temporary dog licenses issued with a start date between 1/1/2024 – 2/7/2024
 - Volkmann, Chris (30 days) 1/1/2024
 - Lommele, Scott (30 days) 1/11/2024
 - MacDonald, Kevin (5 days) 1/11/2024
 - Levy, Theresa (7 days) 1/24/2024
 - Guericke, LeAndra (30 days) 1/28/2024
 - Williams, Larry (30 days) 1/31/2024
- Dog License renewal process is essentially complete. I will report to the council in March regarding forfeited licenses and potential dog drawing opportunities.

Alta Justice Court - Molly

- The Alta Justice Court is in operation. Court is held monthly in a virtual setting.
 - Next court date – Thursday, February 15 at 5:30 PM
- Continued training for Court Clerk Certification
- The Alta Justice Court recertification process is complete – the Administrative Office of the Courts accepted and approved our application.

Department Incident Activity Report

Date Reported: 01/01/2024 - 01/31/2024 | Show Subclasses: True



ALTA MARSHAL'S OFFICE
 PO BOX 8016
 ALTA, UT 84092
 801.742.3522
 AMO@TOWNOFALTA.COM

Classification	Events Rptd	Unfounded	Actual	Clr Arrest	Clr Exception	Clr Juveniles	Total Clr	Percent Clr
AGENCY ASSIST	2	0	2	0	0	0	0	0.0
Assist Other Agency	2	0	2	0	0	0	0	0.0
ALARM	1	0	1	0	0	0	0	0.0
Fire Alarm	1	0	1	0	0	0	0	0.0
ALCOHOL ENFORCEMENT	1	0	1	0	0	0	0	0.0
ASSAULT	1	0	1	1	0	0	1	100.0
Simple Assault	1	0	1	1	0	0	1	100.0
AVALANCHE CONTROL	7	0	7	0	0	0	0	0.0
FIRE	2	0	2	0	0	0	0	0.0
Other Fire	1	0	1	0	0	0	0	0.0
Unintentional, Electrical	1	0	1	0	0	0	0	0.0
INTERLODGE	11	0	11	1	0	0	1	9.1
HELLGATE-SUPERIOR CLOSURE	2	0	2	0	0	0	0	0.0
MAXIMUM SECURITY	2	0	2	0	0	0	0	0.0
TOA CLOSURE	4	0	4	0	0	0	0	0.0
VIOLATION	3	0	3	1	0	0	1	33.3
MEDICAL EMERGENCY	6	0	6	0	0	0	0	0.0
MOTORIST ASSIST	38	0	38	0	0	0	0	0.0
PROPERTY DAMAGE	4	0	4	0	0	0	0	0.0
Lost Property	2	0	2	0	0	0	0	0.0
PUBLIC PEACE STANDBY	1	0	1	0	0	0	0	0.0
ROAD CLOSURE	7	0	7	0	0	0	0	0.0
HELLGATE-SUPERIOR	2	0	2	0	0	0	0	0.0
SR-210	5	0	5	0	0	0	0	0.0
SEARCH/RESCUE	1	0	1	0	0	0	0	0.0
Search/Rescue, Assist Other Agency	1	0	1	0	0	0	0	0.0
THEFT	9	0	9	0	0	0	0	0.0
Larceny, From Yard/Land	9	0	9	0	0	0	0	0.0
TRAFFIC VIOLATION	6	0	6	0	0	0	0	0.0
TRAFFIC ACCIDENT	2	0	2	0	0	0	0	0.0
Traffic Accident, Vehicle Damage	2	0	2	0	0	0	0	0.0

TRAFFIC PROBLEM	1	0	1	0	0	0	0	0.0
Traffic Hazard	1	0	1	0	0	0	0	0.0
VEHICLE	4	0	4	0	0	0	0	0.0
IMPOUND	4	0	4	0	0	0	0	0.0
VOID	1	1	0	0	0	0	0	0.0
CREATED IN ERROR	1	1	0	0	0	0	0	0.0
WATERSHED OFFENSE	4	0	4	0	0	0	0	0.0
ANIMALS	3	0	3	0	0	0	0	0.0
CAMPING	1	0	1	0	0	0	0	0.0
Event Totals	109	1	108	2	0	0	2	1.9



January 2024 Marshal's Office Report Addendums

1. The assault listed in the monthly report was in fact, a domestic violence incident for which an adult was booked into jail. Abuse can take form in different ways, physical abuse, emotional abuse, and sexual abuse. Among the rights that a victim of domestic violence has are the right to seek safe shelter, the right to be informed of criminal justice and court procedures, the right to obtain a police report at no cost, and the right to seek counseling.

Our agency is committed to assisting victims of domestic violence. Please contact us at any time if you have concerns.

2. Our monthly report only shows cases "cleared by arrest" due to software issues designed to report crime data to the State of Utah and FBI. It does not show clearance rates for other situations. Ski equipment thefts fall under the category of "theft/larceny from land". We are currently recovering about 90% of ski equipment reported as stolen. In most cases, a simple unintentional switching of gear has been occurring.



UNIFIED FIRE AUTHORITY

UFA Report December 2023

Budget: UFA Divisions have submitted their new budget requests to the Chief and conducted a 10% stress test. Divisions will be holding meetings with the UFA Finance Division and eventually the Chief over the next few months to finalize their proposals. UFA is also gathering salary information from other nearby fire departments to determine if any changes need to be proposed to the board this year to remain competitive with sworn wages and benefits.

Legislative update: UFA's legislative committee is heavily engaged monitoring several bills being considered at the Capitol. Updates will be provided as necessary.

Recruit Camp: Camp 57 began February 1st with 34 new recruits. The first few weeks of camp include orientation, team building, physical fitness, and training with personal protection equipment. Camp ends on May 16 with a graduation ceremony held at the JATC in Riverton.

Strategic plan: The 2024-2026 Strategic Plan was presented to the UFA Board in January. A significant amount of work was placed both into closing out the 2021-2023 plan and in the development of the future plan. During the process over 90 meetings were held and over 2,100 data points were gathered. This information was used to draft the current plan and will be of great assistance to our organization as future budgets are developed and as long-term planning takes place.

Retirements: Paramedic Jacob Harmer retired in January after 25 years of service, working the last several years at station 113 in LCC.

TOA Q4 Report: see attached



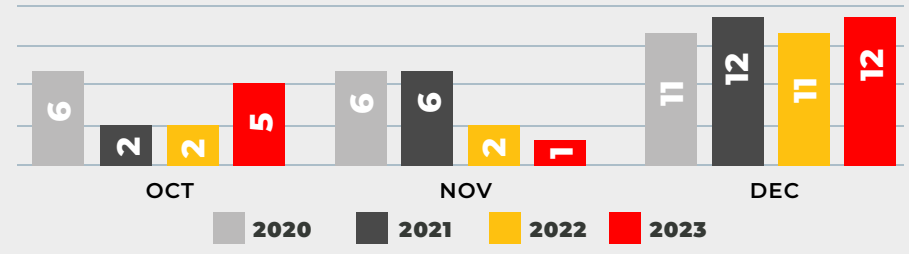
TOWN OF ALTA

Quarter 4 - OCT. 1, 2023 - DEC. 31, 2023

CALL VOLUME

TOTAL INCIDENTS	EMERGENT	% EMERGENT
18	7	39%

FOUR YEAR MONTHLY COMPARISON



YEARLY TOTAL INCIDENT COUNTS

2020	2021	2022	2023
106	96	140	79

CALL TYPE



TOP FIRE DISPATCHES

N/A



TOP EMS DISPATCHES

HEAT INJURY	2
STROKE	2
TRAUMA	2
ALLERGIC REACTION	1
CHEST PAIN	1



TOP OTHER DISPATCHES

UNINTENTIONAL DETECTOR **1**

INCOMING UNITS

TOP ENGINE/TRUCK RESPONSES



113 - SNOWBIRD	18	100%
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TOTAL UNIT RESPONSES	18	100%
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TOP AMBULANCE RESPONSES



110 - C. HEIGHTS	4	40%
126 - MIDVALE	3	30%
104 - HOLLADAY	1	10%
OTHERS	2	20%

TOTAL UNIT RESPONSES	10	100%
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EMERGENT TOTAL TIME

50TH PERCENTILE 90TH PERCENTILE

06:50 08:45

*Dispatch to Arrival (does not include call processing time)

TOWN OF ALTA LIAISON

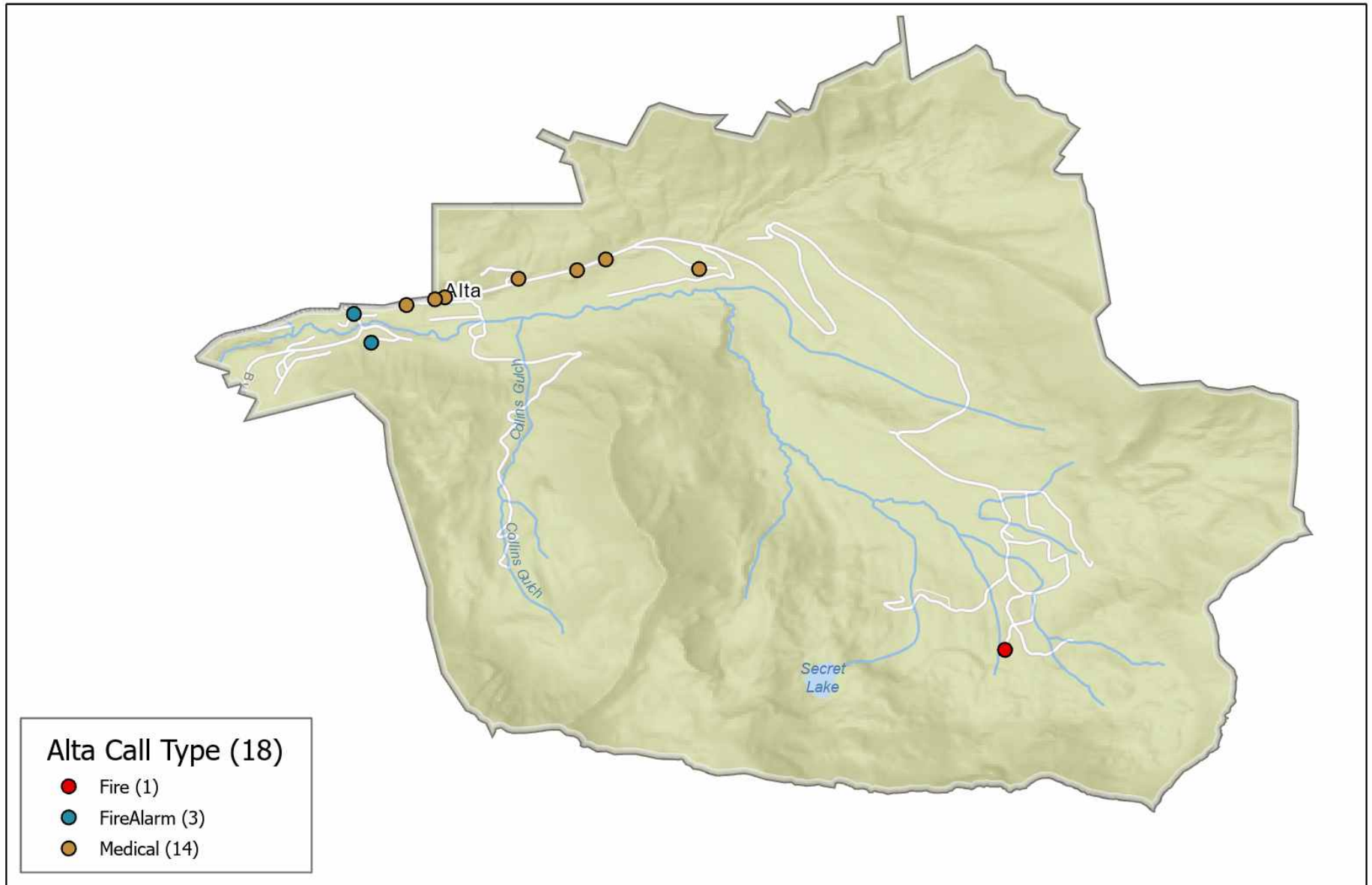
Battalion Chief Jay Torgersen
(801) 824-3716

jtorgersen@unifiedfire.org

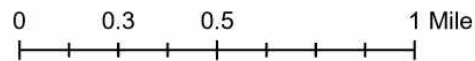


*Most incidents require multiple unit responses (top three shown)

UFA CALL TYPE October 1 to December 31 2023



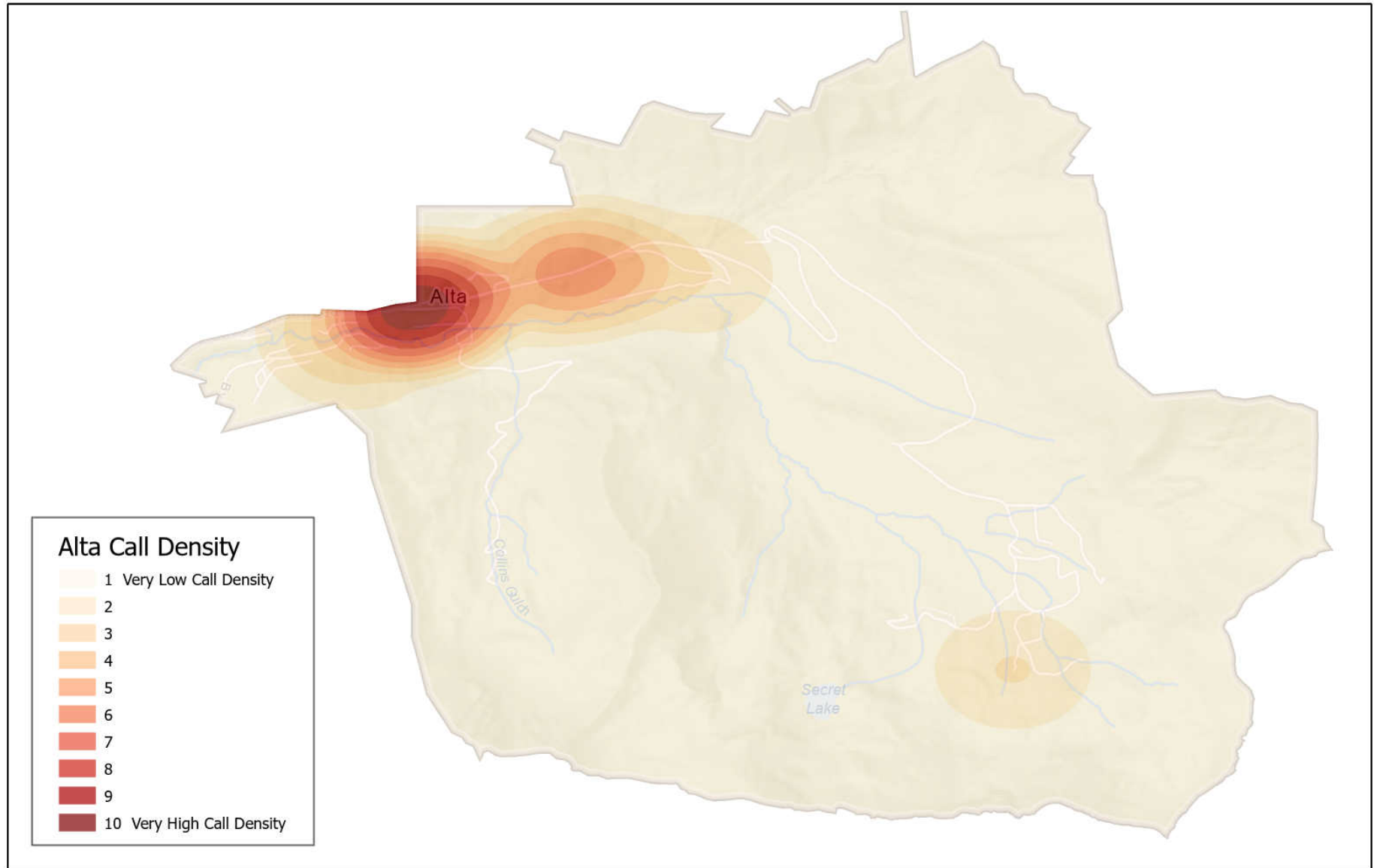
Alta Town



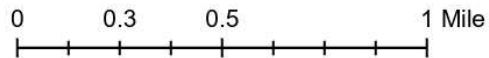
1/3/2024



UFA CALL DENSITY October 1 to December 31 2023



Alta Town

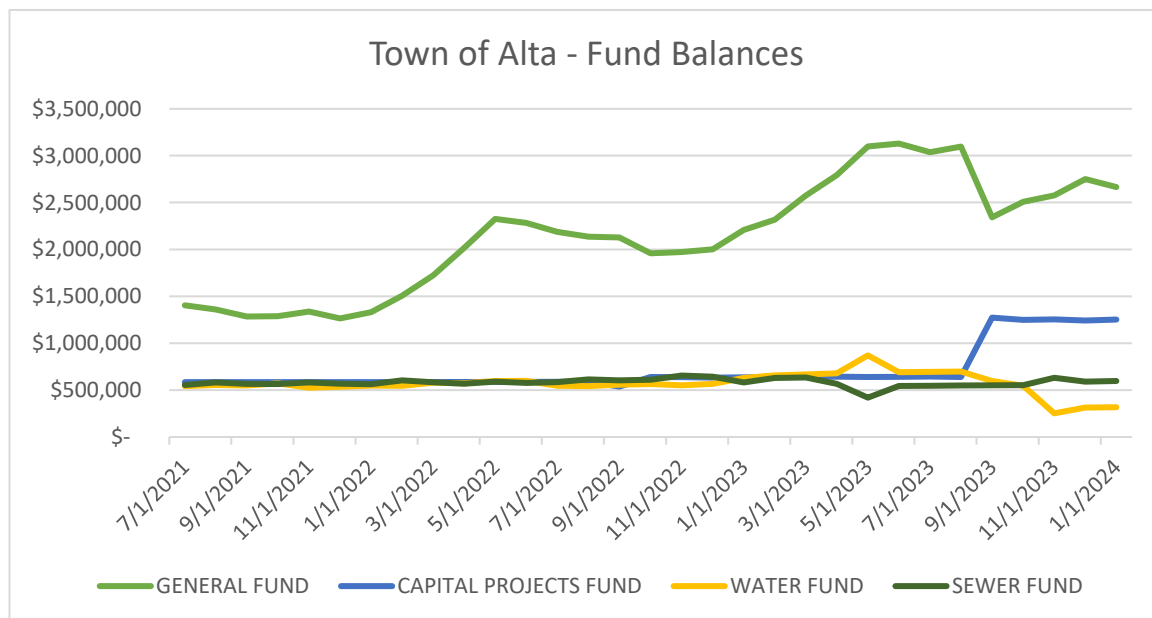


1/3/2024



Town of Alta
Bank Account Balance Summary

Account #	Account	1/31/2024	12/31/2023	11/30/2023
GENERAL FUND				
01-11610	PTIF - General Fund	\$ 2,238,082	\$ 2,327,431	\$ 2,226,602
10-12640	PTIF - C Road Funds (restricted)	\$ 69,178	\$ 65,980	\$ 63,782
10-12690	PTIF - Impact Fee (restricted)	\$ 22,373	\$ 22,166	\$ 22,166
10-12700	PTIF - Beer Fund (restricted)	\$ 31,948	\$ 31,669	\$ 26,115
10-12710	PTIF - Post-Employment (restricted)	\$ 107,912	\$ 106,914	\$ 106,914
01-11110	KeyBank	\$ 193,198	\$ 193,198	\$ 129,274
01-11215	Keybank PO	\$ 1,730	\$ 1,730	\$ 1,283
Total Fund Balance		\$ 2,664,420	\$ 2,749,088	\$ 2,576,137
CAPITAL PROJECTS FUND				
45-12100	PTIF (restricted)	\$ 1,252,445	\$ 1,240,849	\$ 1,253,972
Total Fund Balance		\$ 1,252,445	\$ 1,240,849	\$ 1,253,972
WATER FUND				
51-11140	PTIF (restricted)	\$ 316,290	\$ 313,528	\$ 253,528
Total Fund Balance		\$ 316,290	\$ 313,528	\$ 253,528
SEWER FUND				
52-11130	PTIF (restricted)	\$ 596,092	\$ 590,476	\$ 630,476
Total Fund Balance		\$ 596,092	\$ 590,476	\$ 630,476



TOWN OF ALTA
 COMBINED CASH INVESTMENT
 JANUARY 31, 2024

COMBINED CASH ACCOUNTS

01-11110	CASH IN CHKG-KEY BANK-COMBINED	181,267.06
01-11115	CASH - PAYROLL TAX ACCOUNT	140.81
01-11215	CASH - CONTRACT POST OFFICE	1,093.91
01-11310	PETTY CASH	50.00
01-11400	RETURNED CHECKS - CLEARING	125.00
01-11610	CASH IN PTIF GENERAL	2,238,082.06
01-11710	CASH CLEARING -AR	(298,264.22)
	TOTAL COMBINED CASH	2,122,494.62
01-10100	TOTAL ALLOCA TO OTHER FUNDS	(2,122,494.62)
	TOTAL UNALLOCATED CASH	.00

CASH ALLOCATION RECONCILIATION

10	ALLOCATION TO GENERAL FUND	2,198,606.11
45	ALLOCATION TO CAPITAL PROJECT FUND	(23,387.63)
51	ALLOCATION TO WATER FUND	(16,554.47)
52	ALLOCATION TO SEWER FUND	(36,169.39)
	TOTAL ALLOCATIONS TO OTHER FUNDS	2,122,494.62
	ALLOCATION FROM COMBINED CASH FUND - 01-10100	(2,122,494.62)
	ZERO PROOF IF ALLOCATIONS BALANCE	.00

GENERAL FUND

ASSETS

10-10100	CASH - COMBINED FUND	2,198,606.11	
10-12640	CASH IN PTIF - C ROAD FUND	69,177.68	
10-12690	IMPACT FEE FUND PTIF	22,373.06	
10-12700	BEER TAX FUNDS PTIF	31,948.21	
10-12710	POST EMPLOYMENT BENEFIT PTIF	107,911.58	
10-13110	ACCOUNTS RECEIVABLE	187,608.08	
10-13200	DUE FROM OTHER GOVERNMENTS	73,918.02	
10-13510	TAXES RECEIVABLE - CURRENT	4,811.79	
10-13700	PROP TAX RECEIVABLE - CURRENT	400,165.00	
10-14210	DUE FROM OTHER FUNDS	358,370.00	
	TOTAL ASSETS		<u>3,454,889.53</u>

LIABILITIES AND EQUITY

LIABILITIES

10-21310	ACCOUNTS PAYABLE	(14,108.31)	
10-21500	WAGES PAYABLE	10,860.88	
10-22200	RETIREMENT PAYABLE	2,037.93	
10-22210	FICA PAYABLE	1,264.54	
10-22220	FEDERAL WITHHOLDING PAYABLE	1,621.05	
10-22230	STATE WITHHOLDING PAYABLE	669.97	
10-22500	HEALTH & DENTAL INS PAYABLE	(154.51)	
10-22555	FLEX/CAFETERIA WITHHOLDING	74.73	
10-22600	REVEGETATION DEPOSITS	19,760.00	
10-22700	DEFERRED REVENUE/PROPERTY TAX	400,165.00	
10-22725	EMPLOYEE 401K WITHHOLDING	1,121.72	
10-22755	EMPLOYEE ROTH IRA WITHHOLDING	156.43	
	TOTAL LIABILITIES		423,469.43

FUND EQUITY

10-27515	NONSPENDABLE	14,371.00	
10-27550	C-ROAD FUND RESERVE	10,154.12	
10-27570	RESERVE-POST EMPLOYMENT	30,000.00	
10-27640	ASSIGNED FUND BALANCE	38,574.00	
	UNAPPROPRIATED FUND BALANCE:		
10-29800	BALANCE - BEGINNING OF YEAR	2,737,417.40	
	REVENUE OVER EXPENDITURES - YTD	200,903.58	
	BALANCE - CURRENT DATE	2,938,320.98	
	TOTAL FUND EQUITY		<u>3,031,420.10</u>
	TOTAL LIABILITIES AND EQUITY		<u>3,454,889.53</u>

TOWN OF ALTA
BALANCE SHEET
JANUARY 31, 2024

CAPITAL PROJECT FUND

ASSETS

45-10100	CASH - COMBINED FUND	(23,387.63)	
45-12100	RESTRICT CASH-CAPITAL IMPROVE		1,252,445.14	
				<u>1,229,057.51</u>
	TOTAL ASSETS			<u>1,229,057.51</u>

LIABILITIES AND EQUITY

FUND EQUITY

	UNAPPROPRIATED FUND BALANCE:			
45-29800	BEGINNING OF YEAR		1,326,841.48	
	REVENUE OVER EXPENDITURES - YTD	(97,783.97)	
				<u>1,229,057.51</u>
	BALANCE - CURRENT DATE			<u>1,229,057.51</u>
	TOTAL FUND EQUITY			<u>1,229,057.51</u>
	TOTAL LIABILITIES AND EQUITY			<u>1,229,057.51</u>

TOWN OF ALTA
BALANCE SHEET
JANUARY 31, 2024

WATER FUND

ASSETS

51-10100	CASH - COMBINED FUND	(16,554.47)	
51-11140	PTIF CAPITAL ACQUISTION-WATER		316,290.35	
51-13110	ACCOUNTS RECEIVABLE		112,923.58	
51-16310	WATER DISTRIBUTION SYSTEM		2,050,911.46	
51-16320	CONSTRUCTION IN PROCESS		18,040.50	
51-16510	MACHINERY AND EQUIPMENT		17,922.82	
51-17500	ACCUMULATED DEPRECIATION	(1,255,466.52)	
	TOTAL ASSETS			1,244,067.72

LIABILITIES AND EQUITY

LIABILITIES

51-21310	ACCOUNTS PAYABLE		550.26	
51-22620	DUE TO OTHER FUNDS - LONGTERM		358,370.00	
	TOTAL LIABILITIES			358,920.26

FUND EQUITY

51-26520	NET INVESTMENT/CAPITOL ASSETS		1,068,497.00	
	UNAPPROPRIATED FUND BALANCE:			
51-29800	UNRESTRICTED NET POSITION		150,913.70	
	REVENUE OVER EXPENDITURES - YTD	(334,263.24)	
	BALANCE - CURRENT DATE	(183,349.54)	
	TOTAL FUND EQUITY			885,147.46
	TOTAL LIABILITIES AND EQUITY			1,244,067.72

TOWN OF ALTA
BALANCE SHEET
JANUARY 31, 2024

SEWER FUND

ASSETS

52-10100	CASH - COMBINED FUND	(36,169.39)	
52-11130	PTIF CASH RESTRICTED		596,092.49	
52-13110	ACCOUNTS RECEIVABLE		60,076.76	
52-16310	SEWER SYSTEM		848,217.93	
52-17500	ACCUMULATED DEPRECIATION	(688,145.81)	
	TOTAL ASSETS			<u>780,071.98</u>

LIABILITIES AND EQUITY

LIABILITIES

52-21310	ACCOUNTS PAYABLE	(30.26)	
	TOTAL LIABILITIES	(30.26)	

FUND EQUITY

52-26520	NET INVESTMENT/CAPITAL ASSESTS		290,453.00	
	UNAPPROPRIATED FUND BALANCE:			
52-29800	UNRESTRICTED NET POSITION		464,206.82	
	REVENUE OVER EXPENDITURES - YTD		25,442.42	
	BALANCE - CURRENT DATE		<u>489,649.24</u>	
	TOTAL FUND EQUITY			<u>780,102.24</u>
	TOTAL LIABILITIES AND EQUITY			<u>780,071.98</u>

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24 NOTES Budget
		Prior year	Current year	Approved	Percent	
		YTD Actual	YTD Actual	Budget	of Budget	
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
GENERAL FUND REVENUE						
TAXES						
10-31-100	CURRENT YEAR PROPERTY TAXES	227,737	363,396	400,165	91%	truth in taxation
10-31-101	TAX INCREMENT - CRA	0	0	0	0%	
10-31-200	PRIOR YEAR PROPERTY TAXES	0	5	5,000	0%	
10-31-300	SALES AND USE TAXES	519,718	492,020	1,868,000	26%	sales (1.8M), 0.1% RR (68k)
10-31-310	4th .25 TAX	14,343	13,673	39,200	35%	avg of previous 3 years
10-31-400	ENERGY SALES AND USE TAX	35,877	32,329	85,000	38%	avg of previous 3 years
10-31-410	TELEPHONE USE TAX	3,526	3,492	6,150	57%	avg of previous 3 years
Total TAXES:		801,201	904,915	2,403,515	38%	
LICENSES AND PERMITS						
10-32-100	BUSINESS LICENSES AND PERMITS	20,526	19,424	20,500	95%	
10-32-150	LIQUOR LICENSES	5,675	5,325	5,800	92%	
10-32-210	BUILDING PERMITS	5,478	9,478	49,000	19%	avg of previous 3 years
10-32-220	PARKING PERMITS	0	0	14,000	0%	
10-32-250	ANIMAL LICENSES	12,680	12,205	14,000	87%	
Total LICENSES AND PERMITS:		44,359	46,432	103,300	45%	
INTERGOVERNMENTAL REVENUE						
10-33-100	WFRC MATCHING GRANT	0	0	0	0%	
10-33-200	SALT LAKE CITY	0	0	0	0%	
10-33-275	SLC TRAILS	0	0	0	0%	completed in FY23
10-33-300	COUNTY - COMMUNITY DEVELOPMENT	0	0	0	0%	
10-33-350	COUNTY - TRANSPORTATION	0	0	0	0%	
10-33-375	COUNTY - ZAP	0	0	0	0%	
10-33-400	STATE GRANTS	0	0	0	0%	
10-33-450	FEDERAL GRANTS	0	0	0	0%	
10-33-560	CLASS C" ROAD FUND ALLOTMENT"	9,254	10,175	15,000	68%	
10-33-580	STATE LIQUOR FUND ALLOTMENT	5,073	5,554	5,100	109%	
10-33-600	SISK	0	3,000	3,000	100%	FS help with summer rd patrol
10-33-650	POST OFFICE	12,746	12,746	21,850	58%	
10-33-700	UDOT	0	8,000	8,000	100%	garage storage contract
Total INTERGOVERNMENTAL REVENUE:		27,073	39,474	52,950	75%	0
CHARGES FOR SERVICES						
10-34-240	REVEGETATION BONDS	0	0	2,000	0%	
10-34-430	PLAN CHECK FEES	1,966	5,954	15,000	40%	
10-34-550	PLANNING COMM REVIEW FEES	0	300	300	100%	
10-34-600	GLASS RECYCLING	0	0	0	0%	
10-34-760	FACILITY CENTER USE FEES	0	450	0	0%	
10-34-810	IMPACT FEES	0	0	2,000	0%	
Total CHARGES FOR SERVICES:		1,966	6,704	19,300	35%	0
FINES AND FORFEITURES						
10-35-100	COURT FINES	11,663	6,234	21,000	30%	
Total FINES AND FORFEITURES:		11,663	6,234	21,000	30%	0
MISCELLANEOUS REVENUE						
10-36-100	INTEREST EARNINGS	33,565	82,811	125,000	66%	
10-36-300	OTHER FINANCING SOURCES	0	0	0	0%	
10-36-400	SALE OF FIXED ASSETS	21,700	7,218	16,000	45%	
10-36-620	MISCELLANEOUS	50,000	198,756	249,000	80%	Alta Resort Shuttle (\$65k ACVB, \$50k UTA, \$44k ASL/lodgi
10-36-700	CONTRIB FROM PRIVATE SOURCES	0	0	8,000	0%	ranger program (FOA, ASL)
10-36-800	DONATIONS	0	0	0	0%	
10-36-810	METERING	0	0	12,100	0%	ski areas split, town issues payments
10-36-820	4x4 ENFORCEMENT	0	0	0	0%	
10-36-900	SUNDRY REVENUES	1,655	780	4,000	20%	
10-36-910	SALES TAX	0	649	0	0%	
Total MISCELLANEOUS REVENUE:		106,920	290,214	414,100	70%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
		YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
TRANSFERS INTO GENERAL FUND						
10-39-200	USE OF UNRESERVED FUND BALANCE	0	0	0	0%	
10-39-250	USE OF RESERVED FUNDS	0	0	8,250	0%	Post Emp Fund: JHG (trans 10/5/23)
10-39-400	TRANSFERS FROM CAP PROJ FUND	0	0	0	0%	
10-39-410	TRANSFERS FROM IMPACT FUND	0	0	0	0%	
10-39-420	TRANSFERS FROM SEWER FUND	0	0	0	0%	
10-39-430	TRANSFERS FROM WATER FUND	0	0	0	0%	
Total TRANSFERS INTO GENERAL FUND:		0	0	8,250	0%	0
GENERAL FUND Revenue Total:		993,182	1,293,974	3,014,165	43%	0
GENERAL FUND Transfer IN Total:		0	0	8,250	0%	0
CASH AVAILABLE FOR GENERAL FUND		993,182	1,293,974	3,022,415	43%	0
GENERAL FUND EXPENSES						
LEGISLATIVE						
10-41-110	SALARIES - MAYOR AND COUNCIL	10,500	10,500	18,000	58%	
10-41-120	REMUNERATION	0	0	0	0%	
10-41-130	EMPLOYEE BENEFITS	0	0	100	0%	
10-41-131	EMPLOYER TAXES	835	835	1,500	56%	
10-41-230	TRAVEL	0	0	1,000	0%	
10-41-280	TELECOM	0	0	0	0%	
10-41-330	EDUCATION AND TRAINING	485	615	4,000	15%	
10-41-620	MISCELLANEOUS	27	20	250	8%	
Total LEGISLATIVE:		11,846	11,970	24,850	48%	0
COURT						
10-42-110	SALARIES AND WAGES	8,902	5,347	20,722	26%	Judge and 15% DTC
10-42-130	EMPLOYEE BENEFITS	109	0	125	0%	
10-42-131	EMPLOYER TAXES	682	425	1,825	23%	
10-42-230	TRAVEL	0	114	750	15%	updated
10-42-240	OFFICE SUPPLIES AND EXPENSE	20	21	500	4%	
10-42-280	TELEPHONE	0	0	0	0%	
10-42-310	PROFESSIONAL & TECHNICAL	0	0	100	0%	
10-42-330	EDUCATION & TRAINING	125	250	1,500	17%	2 conferences
10-42-480	INDIGENT DEFENSE SVCS	0	0	2,400	0%	
10-42-481	VICTIM REPARATION SURCHARGE	4,039	1,901	11,000	17%	
10-42-620	MISCELLANEOUS SERVICES	205	138	500	28%	
Total COURT:		14,083	8,197	39,422	21%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24 NOTES Budget
		Prior year	Current year	Approved	Percent	
		YTD Actual	YTD Actual	Budget	of Budget	
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
ADMINISTRATIVE						
10-43-110	SALARIES AND WAGES	151,091	136,317	277,469	49%	Interim Manager, No ATA for first Q
10-43-111	PERFORMANCE BONUS	4,600	2,100	4,600	46%	
10-43-130	EMPLOYEE BENEFITS	132	991	2,000	50%	
10-43-131	EMPLOYER TAXES	11,833	11,269	22,198	51%	
10-43-132	INSUR BENEFITS	30,265	14,906	78,187	19%	4% increase
10-43-133	URS CONTRIBUTIONS	28,693	22,558	69,000	33%	
10-43-140	TERMINATION BENEFITS	0	8,250	8,250	100%	JHG, special fund
10-43-210	BOOKS, SUBSCRIPT & MEMBERSHIPS	535	2,095	3,500	60%	
10-43-220	PUBLIC NOTICES	0	1,033	2,000	52%	TNT
10-43-230	TRAVEL	461	192	3,000	6%	
10-43-240	OFFICE SUPPLIES AND EXPENSE	1,099	2,378	4,000	59%	
10-43-245	IT SUPPLIES & MAINT	10,016	10,463	20,000	52%	
10-43-250	EQUIPMENT/SUPPLIES & MNTNCE	56	75	4,800	2%	
10-43-255	VEHICLE SUPPLIES & MAINTENANCE	0	0	0	0%	
10-43-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	16	0	0	0%	moved to building maintenance dept
10-43-265	VEHICLE LEASE PAYMENTS	0	0	0	0%	
10-43-270	UTILITIES	0	0	0	0%	
10-43-280	TELEPHONE	2,497	2,217	4,600	48%	
10-43-310	PROFESSIONAL/TECHNICAL/SERVICE	6,929	1,740	10,000	17%	
10-43-315	PROF CONSULTANT SERVICES	0	33,800	65,500	52%	2/3 JHG (other 1/3 water), \$5500 retreat
10-43-320	PROF/TECH/SERVICES/ACCOUNTING	3,848	4,608	10,000	46%	
10-43-325	PROF SERVICES - LEGAL	34,423	14,689	60,000	24%	
10-43-330	EDUCATION & TRAINING	1,499	900	3,000	30%	
10-43-350	ELECTIONS	0	2,500	2,500	100%	
10-43-440	BANK CHARGES	1,120	2,397	3,500	68%	
10-43-500	INSURANCE DEDUCTIBLE EXPENSE	0	0	0	0%	
10-43-510	INSURANCE AND SURETY BONDS	4,335	4,299	5,100	84%	
10-43-515	WORKERS COMPENSATION INS	1,233	1,225	2,400	51%	
10-43-610	MISCELLANEOUS SUPPLIES	216	283	1,500	19%	
10-43-620	MISCELLANEOUS SERVICES	21,913	3,150	3,500	90%	
10-43-740	CAPITAL OUTLAY - EQUIPMENT	0	0	0	0%	
Total ADMINISTRATIVE:		316,810	284,433	670,604	42%	0
MUNICIPAL BUILDINGS						
10-45-110	SALARIES AND WAGES	3,527	8,094	48,706	17%	exhance project execution
10-45-111	PERFORMANCE BONUS	250	0	250	0%	
10-45-130	EMPLOYEE BENEFITS	0	30	200	15%	
10-45-131	EMPLOYER TAXES	290	643	3,896	16%	
10-45-132	INSUR BENEFITS	0	0	0	0%	
10-45-133	URS CONTRIBUTIONS	221	0	0	0%	
10-45-255	VEHICLE SUPPLIES & MAINTENANCE	58	614	1,000	61%	
10-45-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	2,004	2,824	5,000	56%	
10-45-265	TOM MOORE BLDG/MNTNCE	0	0	0	0%	moved to cap ex for now
10-45-270	UTILITIES	2,650	3,203	4,600	70%	
10-45-510	INSURANCE AND SURETY BONDS	1,084	1,141	2,500	46%	
10-45-610	MISCELLANEOUS SUPPLIES	0	42	500	8%	
10-45-740	CAPITAL OUTLAY-EQUIPMENT	0	0	0	0%	
Total MUNICIPAL BUILDINGS:		10,083	16,590	66,652	25%	0
NON-DEPARTMENTAL						
10-50-330	TOWN EVENTS	0	98	3,500	3%	Canyon clean up
10-50-340	CENTRAL WASATCH COMM / CWC	15,000	15,000	15,000	100%	
10-50-350	SLC COMM RENEWABLE ENERGY PROG	0	0	400	0%	our portion of customer mailer
10-50-610	MISCELLANEOUS SUPPLIES	0	-473	1,200	-39%	
10-50-620	AUDIT	0	10,000	10,000	100%	
10-50-640	MISC SERVICES	10	0	1,000	0%	
10-50-650	INSURANCE CLAIMS	0	0	0	0%	
10-50-910	SALES TAX RECEIVED	0	657	0	0%	
Total NON-DEPARTMENTAL:		15,010	25,281	31,100	81%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
		YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
TRANSPORTATION						
10-51-325	PROF & TECH SERVICES - LEGAL	2,664	265	5,000	5%	contract renewal parking
10-51-630	WFRC MATCHING GRANT FUNDS	0	0	0	0%	
10-51-631	TRAILHEAD PROJECTS	0	0	0	0%	
10-51-635	MEDIAN	0	0	1,000	0%	
10-51-636	EXPANDED UTA BUS SERVICE	0	0	0	0%	
10-51-637	FLAGSTAFF LOT IMPROVEMENTS	0	0	0	0%	
10-51-638	TRAFFIC MANAGEMENT	22	55	5,000	1%	new road signs,
10-51-640	MISCELLANEOUS	0	1,575	0	0%	michigan city road
10-51-645	ALTA RESORT SHUTTLE	0	58,022	230,470	25%	\$82k Resort, \$41k Night, \$107k Town
10-51-700	PARKING PERMITS	4,918	2,141	10,000	21%	
10-51-810	METERING	0	0	12,100	0%	cost covered by ASL/SB in 10-36-810
Total TRANSPORTATION:		7,603	62,058	263,570	24%	0
PLANNING AND ZONING						
10-53-120	COMMISSION REMUNERATION	0	1,050	2,000	53%	if meet every other month
10-53-220	PUBLIC NOTICES	0	0	250	0%	
10-53-230	TRAVEL	0	0	1,000	0%	
10-53-240	OFFICE SUPPLIES AND EXPENSE	0	0	150	0%	
10-53-310	PROFESSIONAL & TECHNICAL	0	0	5,000	0%	
10-53-315	PROF & TECH SERVICES - LAWSUIT	0	0	0	0%	
10-53-325	PROF & TECH SERVICES - LEGAL	3,085	9,173	10,000	92%	
10-53-330	EDUCATION AND TRAINING	0	0	500	0%	
10-53-510	INSURANCE & SURETY BONDS	3,565	3,534	3,800	93%	
10-53-610	MISCELLANEOUS SUPPLIES	0	0	300	0%	
10-53-620	MISCELLANEOUS SERVICES	63	48	300	16%	
Total PLANNING AND ZONING:		6,712	13,805	23,300	59%	0
POLICE DEPARTMENT						
10-54-110	SALARIES AND WAGES	332,120	372,692	768,147	49%	
10-54-111	PERFORMANCE BONUS	11,970	6,375	11,970	53%	
10-54-130	EMPLOYEE BENEFITS	4,712	1,831	15,000	12%	
10-54-131	EMPLOYER TAXES	26,892	29,103	61,450	47%	
10-54-132	INSUR BENEFITS	68,953	70,303	158,000	44%	
10-54-133	URS CONTRIBUTIONS	52,757	55,828	128,200	44%	
10-54-140	TERMINATION BENEFITS	0	0	0	0%	
10-54-210	BOOKS/SUBSCRIP/MEMBERSHIPS	215	332	12,500	3%	taser membership, Lexipol, Axon
10-54-230	TRAVEL	623	90	1,000	9%	
10-54-240	OFFICE SUPPLIES AND EXPENSE	381	292	1,500	19%	
10-54-245	IT SUPPLIES AND MAINT	7,710	7,619	13,500	56%	new desktop
10-54-250	EQUIP/SUPPLIES & MNTNCE	2,250	-476	2,500	-19%	
10-54-255	VEHICLE SUPPLIES & MAINTENANCE	13,658	15,571	25,000	62%	Stalker VMS wireless signal
10-54-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	13,457	8,318	59,500	14%	ring doorbell system \$5k window replacemnt
10-54-265	VEHICLE LEASE PAYMENTS	0	0	0	0%	
10-54-270	UTILITIES	4,127	4,354	8,000	54%	
10-54-280	TELEPHONE	6,157	7,665	8,000	96%	telephone and recorder
10-54-310	PROFESS/TECHNICAL SERVICES	0	0	2,000	0%	
10-54-325	PROF & TECH SERVICES - LEGAL	3,774	2,670	10,000	27%	
10-54-330	EDUCATION AND TRAINING	4,060	4,826	11,500	42%	police 1, armour school, eforce, sexual assault investigatio
10-54-470	UNIFORMS	1,260	1,705	4,500	38%	
10-54-480	SPECIAL DEPARTMENT SUPPLIES	205	1,473	12,000	12%	optics conversion 3k, body armour, hand gun purchase, 4
10-54-500	INSURANCE DEDUCTIBLE EXPENSE	0	0	500	0%	
10-54-510	INSURANCE AND SURETY BONDS	12,136	12,147	12,500	97%	
10-54-515	WORKERS COMPENSATION INS	2,470	2,450	5,000	49%	
10-54-610	MISCELLANEOUS SUPPLIES	228	968	47,500	2%	\$45k radios (Net \$0 to Town)
10-54-620	MISCELLANEOUS SERVICES	2,065	975	9,500	10%	includes weather forecasting
10-54-740	CAPITAL OUTLAY - EQUIPMENT	7,127	0	0	0%	
10-54-810	METERING	2,800	0	12,000	0%	assuming continue next year
10-54-820	4x4 ENFORCEMENT	0	0	0	0%	
Total POLICE DEPARTMENT:		582,108	607,114	1,401,267	43%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
		YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
ECONOMIC DEVELOPMENT						
10-55-230	TRAVEL	0	0	0	0%	
10-55-310	ACVB CONTRIBUTION	0	0	0	0%	
10-55-480	ACVB Matching Grant Funds	0	0	0	0%	
Total ECONOMIC DEVELOPMENT:		0	0	0	0%	0
POST OFFICE						
10-56-110	SALARIES AND WAGES	15,064	15,502	29,249	53%	
10-56-111	PERFORMANCE BONUS	700	500	700	71%	
10-56-130	EMPLOYEE BENEFITS	120	100	300	33%	
10-56-131	EMPLOYER TAXES	1,198	1,272	2,340	54%	
10-56-210	BOOKS/SUBSCRIP/MEMBERSHIPS	0	0	0	0%	
10-56-230	TRAVEL	0	0	100	0%	
10-56-240	OFFICE SUPPLIES & EXPENSE	224	218	400	54%	
10-56-245	IT SUPPLIES AND MAINT	0	18	500	4%	
10-56-250	EQUIP/SUPPLIES AND MNTNCE	499	444	1,000	44%	
10-56-260	BLDGS/GOUNDS-SUPPLIES/MNTNCE	2,047	386	2,500	15%	roof patch, shelving improvements
10-56-270	UTILITIES	1,142	996	3,000	33%	
10-56-280	TELEPHONE	989	767	1,900	40%	
10-56-440	BANK CHARGES - Alta CPO Acct	0	0	0	0%	
10-56-480	SPECIAL DEPARTMENT SUPPLIES	0	0	100	0%	
10-56-510	INSURANCE & SURETY BONDS	594	612	612	100%	
10-56-515	WORKERS COMPENSATION INS	227	227	425	53%	
10-56-620	MISCELLANEOUS SERVICES	42	0	200	0%	
10-56-630	OVERAGE & SHORT	0	0	0	0%	
10-56-635	POST OFFICE INVENTORY	-285	1,047	1,000	105%	
10-56-740	CAPITAL OUTLAY - EQUIPMENT	0	0	0	0%	
Total POST OFFICE:		22,560	22,088	44,326	50%	0
FIRE PROTECTION						
10-57-310	PROFESS/TECHNICAL SERVICES	0	0	0	0%	
Total FIRE PROTECTION:		0	0	0	0%	0
BUILDING INSPECTION						
10-58-110	SALARIES AND WAGES	0	0	0	0%	
10-58-120	PLAN CHECKS	1,710	-724	3,500	-21%	
10-58-130	EMPLOYEE BENEFITS	0	0	0	0%	
10-58-210	BOOKS, SUBSCRIPTIONS & MEMBERS	0	0	0	0%	
10-58-230	TRAVEL	0	0	0	0%	
10-58-280	TELEPHONE	0	0	0	0%	
10-58-310	PROFESS/TECHNICAL INSPECTIONS	6,826	5,113	10,000	51%	
10-58-325	PROF SERVICES - LEGAL	420	0	600	0%	
10-58-330	EDUCATION AND TRAINING	0	0	0	0%	
10-58-480	SPECIAL DEPARTMENT SUPPLIES	0	0	0	0%	
10-58-481	BUILDING PERMIT - SURCHARGES	471	0	500	0%	
10-58-510	INSURANCE & SURETY BONDS	631	757	950	80%	
Total BUILDING INSPECTION:		10,058	5,147	15,550	33%	0
STREETS - C ROADS						
10-60-110	SALARIES AND WAGES	0	0	0	0%	
10-60-130	EMPLOYEE BENEFITS	0	0	0	0%	
10-60-250	EQUIP/SUPPLIES/MNTNCE	0	0	0	0%	
10-60-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	0	0	8,000	0%	
10-60-265	FLAGSTAFF LOT PAVING	0	0	0	0%	
10-60-310	PROFESS/TECHNICAL SERVICES	0	12,526	24,000	52%	dust control couldn't happen in FY23
10-60-480	SPECIAL DEPARTMENT SUPPLIES	0	0	0	0%	
Total STREETS - C ROADS:		0	12,526	32,000	39%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
		YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
RECYCLING						
10-62-210	BOOKS/SUBSCRIP/MEMBERSHIPS	0	0	0	0%	
10-62-230	TRAVEL	0	0	0	0%	
10-62-250	EQUIP/SUPPLIES/MNTNCE	0	0	0	0%	
10-62-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	814	314	1,500	21%	
10-62-310	CONTRACT SERVICES cardboard	11,115	10,947	28,500	38%	
10-62-315	CONTRACT SERVICES GLASS ONLY	0	0	0	0%	
10-62-480	SPECIAL DEPARTMENT SUPPLIES	0	0	0	0%	
10-62-610	MISCELLANEOUS SUPPLIES	0	0	300	0%	
Total RECYCLING:		11,930	11,261	30,300	37%	0
HOMELAND SECURITY GRANT						
10-65-110	SALARIES AND WAGES	0	0	0	0%	
10-65-130	EMPLOYEE BENEFITS	0	0	0	0%	
10-65-210	BOOKS, SUBSCRIP & MEMBERSHIPS	0	0	0	0%	
10-65-250	EQUIP/SUPPLIES/MNTNCE	0	0	0	0%	
10-65-255	VEHICLE SUPPLIES & MAINTENANCE	0	0	0	0%	
10-65-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	0	0	0	0%	
10-65-310	PROFESSIONAL & TECHNICAL	0	0	0	0%	
10-65-330	EDUCATION AND TRAINING	0	0	0	0%	
10-65-480	SPECIAL DEPARTMENT SUPPLIES	0	0	0	0%	
10-65-740	CAPITAL OUTLAY - EQUIPMENT	0	0	0	0%	
Total HOMELAND SECURITY GRANT:		0	0	0	0%	0
GIS						
10-66-110	SALARIES AND WAGES	0	0	0	0%	exp moved below, hire consultants
10-66-111	PERFORMANCE BONUS	0	0	0	0%	
10-66-130	EMPLOYEE BENEFITS	0	0	0	0%	
10-66-131	EMPLOYER TAXES	0	0	0	0%	
10-66-240	OFFICE SUPPLIES AND EXPENSE	0	0	500	0%	
10-66-250	EQUIPMENT/SUPPLIES & MNTNCE	0	0	0	0%	
10-66-310	PROFESS/TECHNICAL SERVICES	0	0	2,000	0%	hire consultants for work
10-66-330	EDUCATION AND TRAINING	0	0	0	0%	
10-66-480	SPECIAL DEPARTMENT SUPPLIES	0	0	0	0%	
10-66-740	CAPITAL OUTLAY - EQUIPMENT	0	0	0	0%	
Total GIS:		0	0	2,500	0%	0
SUMMER PROGRAM						
10-70-110	SALARIES AND WAGES	743	1,842	4,965	37%	4% increase
10-70-111	PERFORMANCE BONUS	150	0	150	0%	
10-70-130	EMPLOYEE BENEFITS	40	0	70	0%	
10-70-131	EMPLOYER TAXES	63	216	400	54%	
10-70-250	EQUIP-SUPPLIES/MNTNCE	5,030	2,399	6,000	40%	albion chairs
10-70-255	VEHICLE SUPPLIES & MAINTENANCE	498	445	1,000	45%	
10-70-260	BLDGS/GROUNDS-STORAGE UNIT	0	3,996	5,000	80%	30% increase for storage unit
10-70-265	VEHICLE LEASE PAYMENTS	0	0	0	0%	
10-70-310	PROFESSIONAL & TECHNICAL	0	0	0	0%	
10-70-320	USFS RANGER	0	0	12,000	0%	TOA contributes \$4k net, other \$8k from FOA/SLC
10-70-470	TRAILS	0	0	0	0%	
10-70-480	SPECIAL DEPARTMENT SUPPLIES	0	0	100	0%	
10-70-510	INSURANCE AND SURETY BONDS	395	398	400	99%	
10-70-515	WORKERS COMPENSATION INS	0	0	400	0%	
10-70-740	CAPITAL OUTLAY - EQUIPMENT	0	0	0	0%	
Total SUMMER PROGRAM:		6,918	9,296	30,485	30%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
		YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
IMPACT FEE						
10-72-110	SALARIES AND WAGES	0	0	0	0%	
10-72-130	EMPLOYEE BENEFITS	0	0	0	0%	
10-72-250	EQUIP-SUPPLIES/MNTNCE	0	0	0	0%	
10-72-280	TELEPHONE	0	0	0	0%	
10-72-310	PROFESS/TECHNICAL SERVICES	0	0	0	0%	
10-72-325	PROF & TECH SERVICES - LEGAL	0	0	0	0%	
10-72-480	SPECIAL DEPARTMENT SUPPLIES	0	0	0	0%	
10-72-620	MISCELLANEOUS SERVICES	0	0	0	0%	
10-72-740	CAPITAL OUTLAY - EQUIPMENT	0	0	0	0%	
Total IMPACT:		0	0	0	0%	0
LIBRARY - COMMUNITY CENTER						
10-75-110	SALARIES AND WAGES	0	0	0	0%	covered in BM
10-75-130	EMPLOYEE BENEFITS	0	0	0	0%	
10-75-250	EQUIP-SUPPLIES/MNTNCE	0	0	500	0%	
10-75-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	369	506	10,000	5%	
10-75-270	UTILITIES	1,520	1,430	3,600	40%	
10-75-280	TELEPHONE	0	0	0	0%	
10-75-480	SPECIAL DEPARTMENT SUPPLIES	0	0	0	0%	
10-75-510	INSURANCE & SURETY BONDS	1,427	1,369	1,500	91%	
10-75-620	MISCELLANEOUS SERVICES	0	0	100	0%	
10-75-740	CAPITAL OUTLAY - EQUIPMENT	0	0	0	0%	
Total LIBRARY - COMMUNITY CENTER:		3,316	3,305	15,700	21%	0
COMMUNITY DEVELOPMENT						
10-78-110	SALARIES AND WAGES	0	0	0	0%	
10-78-130	EMPLOYEE BENEFITS	0	0	0	0%	
10-78-250	EQUIP-SUPPLIES/MNTNCE	0	0	0	0%	
10-78-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	0	0	0	0%	
10-78-310	PROGRESS/TECHNICAL SERVICES	0	0	0	0%	
10-78-620	MISCELLANEOUS SERVICES	0	0	0	0%	
10-78-740	CAPITAL OUTLAY - EQUIPMENT	0	0	0	0%	
Total COMMUNITY DEVELOPMENT:		0	0	0	0%	0
TRANSFERS OUT OF GENERAL FUND						
10-90-510	TRANSFER TO WATER FUND	0	0	0	0%	
10-90-520	TRANSFER TO SEWER FUND	0	0	0	0%	
10-90-530	TRANSFER TO DEBT SERVICE	0	0	0	0%	
10-90-540	TRANS TO GENERAL FUND RESERVE	0	0	0	0%	
10-90-550	TRANS TO CAPITAL PROJECT FUND	0	0	315,789	0%	
10-90-560	TRANS TO POST EMPLOYMENT FUND	0	0	15,000	0%	done 9/25/23
Total TRANSFERS OUT OF GENERAL FUND:		0	0	330,789	0%	0
GENERAL FUND Expenditure Total:		1,019,038	1,093,070	2,691,626	41%	0
GENERAL FUND TRANSFER OUT Total:		0	0	330,789	0%	0
GENERAL FUND BUDGET		1,019,038	1,093,070	3,022,415	36%	0
GENERAL FUND SUMMARY						
GENERAL FUND Revenue & Transfer IN Total:		993,182	1,293,974	3,022,415	43%	0
GENERAL FUND Expenditure & Transfer OUT Total:		1,019,038	1,093,070	3,022,415	36%	0
Net Total GENERAL FUND:		-25,855	200,904	0	0%	0

		2022-23 Prior year YTD Actual 1/31/2023	2023-24 Current year YTD Actual 1/31/2024	2023-24 Approved Budget 6/30/2024	2023-24 Percent of Budget	2023-24 NOTES Budget 6/30/2024
Account Number	Account Title					
CAPITAL PROJECT FUND REVENUE						
INTERGOVERNMENTAL REVENUE						
45-33-400	STATE GRANT	0	0	0	0%	
Total INTERGOVERNMENTAL REVENUE:		0	0	0	0%	0
MISCELLANEOUS REVENUE						
45-36-100	INTEREST	7,203	31,994	40,000	80%	
Total MISCELLANEOUS REVENUE:		7,203	31,994	40,000	80%	0
TRANSFERS INTO CAPITAL PROJECT FUND						
45-39-100	TRANSFER FROM GENERAL FUND	0	0	315,789	0%	
45-39-250	USE OF RESERVED FUNDS	0	0	104,000	0%	
Total TRANSFERS INTO CAPITAL PROJECT FUND:		0	0	419,789	0%	0
CAPITAL PROJECT FUND EXPENSE						
MUNICIPAL BUILDINGS						
45-45-740	TOWN OFFICE	6,332	0	0	0%	
45-45-750	LIBRARY - COMMUNITY CENTER	9,032	0	10,000	0%	tom moore toilet feasibility study
Total EXPENDITURE:		15,364	0	10,000	0%	0
POLICE DEPT						
45-54-741	BUILDINGS	0	14,188	33,000	43%	security cameras 20, inventory closet 13
45-54-742	VEHICLES	0	50,607	61,000	83%	truck 50, ATV 11
45-54-743	EQUIPMENT	0	64,983	115,000	57%	gen 60, consol 15, radio 30, livscn 10
Total EXPENDITURE:		0	129,778	209,000	62%	0
OTHER EXPENDITURES						
45-70-740	SUMMER PROGRAM	0	0	5,000	0%	playground improv
Total EXPENDITURE:		0	0	5,000	0%	0
TRANSFERS OUT OF CAPITAL PROJECTS FUND						
45-90-200	CONTRIB TO FUND BALANCE	0	0	235,789	0%	
45-90-540	TRANS TO GENERAL FUND RESERVE	0	0	0	0%	
Total TRANSFERS OUT OF CAPITAL PROJECTS FUND:		0	0	235,789	0%	0
CAPITAL PROJECT FUND Revenue & Transfer Total:		7,203	31,994	459,789	7%	0
CAPITAL PROJECT FUND Expenditure Total:		15,364	129,778	459,789	28%	0
Net Total CAPITAL PROJECT FUND:		-8,161	-97,784	0	0%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
		YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
WATER FUND REVENUE						
CHARGES FOR SERVICES						
51-34-100	WATER SALES	184,985	131,928	286,066	46%	~ 16% increase
51-34-101	WATER SALES - OVERAGE	17,488	11,903	12,076	99%	
51-34-102	WATER SALES - OTHER	0	0	10,000	0%	
51-34-200	CONNECTION FEES	0	0	0	0%	
Total CHARGES FOR SERVICES:		202,473	143,831	308,142	47%	0
MISCELLANEOUS REVENUE						
51-36-100	INTEREST EARNINGS	5,279	16,489	20,000	82%	
51-36-200	BOND PROCEEDS	0	0	0	0%	
51-36-300	OTHER FINANCING SOURCES	0	0	0	0%	
51-36-800	DONATIONS	0	0	0	0%	
51-36-810	IMPACT FEES	0	0	0	0%	
51-36-820	AMERICAN RECOVERY ACT	0	0	0	0%	
51-36-900	MISCELLANEOUS	0	0	0	0%	
Total MISCELLANEOUS REVENUE:		5,279	16,489	20,000	82%	0
TRANSFERS INTO WATER FUND						
51-39-100	CONTRIBUTIONS - GENERAL FUND	0	0	0	0%	
51-39-200	USE OF WATER RESERVE/PTIF BAL	0	0	545,997	0%	CapEx and JHG
Total TRANSFERS INTO WATER FUND:		0	0	545,997	0%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
		YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
WATER FUND EXPENDITURES						
51-40-110	SALARIES AND WAGES	1,521	0	10,000	0%	4% TC, 3% DTC, 5% TM
51-40-111	PERFORMANCE BONUS	100	0	0	0%	
51-40-130	EMPLOYEE BENEFITS	0	0	60	0%	
51-40-131	EMPLOYER TAXES	131	0	385	0%	
51-40-132	INSUR BENEFITS	0	0	1,210	0%	
51-40-133	URS CONTRIBUTIONS	0	0	890	0%	
51-40-210	BOOKS/SUBSCRIP/MEMBERSHIPS	254	0	700	0%	
51-40-230	TRAVEL	0	0	0	0%	
51-40-240	OFFICE SUPPLIES AND EXPENSE	0	0	0	0%	
51-40-245	IT/ACCTG SOFTWARE SUPPORT	1,242	700	4,000	18%	
51-40-250	EQUIP-SUPPLIES/MNTNCE	57	345	6,000	6%	
51-40-255	VEHCILES-SUPPLIES/MNTNCE	0	0	0	0%	
51-40-260	BLDGS/GROUNDS-SUPPLIES/MNTNCE	1,547	956	3,000	32%	generator maint plan \$932,
51-40-265	VEHICLE LEASE PAYMENTS	0	0	0	0%	
51-40-270	UTILITIES	8,569	6,144	17,000	36%	
51-40-280	TELEPHONE	1,467	1,421	2,400	59%	
51-40-305	WATER COSTS	3,939	4,276	7,500	57%	
51-40-310	PROFESS/TECHNICAL SERVICES	19,990	19,050	65,450	29%	\$45,450 SA3(\$3k/mo base), \$20K JHG
51-40-315	OTHER SERVICES/WATER PROJECTS	0	0	0	0%	
51-40-320	ENGINEERING/WATER PROJECTS	10,344	4,629	31,000	15%	source water protection plan, system study
51-40-325	PROF & TECH SERVICES - LEGAL	2,278	236	3,000	8%	
51-40-330	EDUCATION AND TRAINING	0	0	650	0%	
51-40-475	SUPPLIES/WATER PROJECTS	786	0	0	0%	
51-40-480	SPECIAL DEPARTMENT SUPPLIES	0	0	503	0%	
51-40-490	WATER TESTS	6,035	3,390	12,000	28%	
51-40-495	WATER TREATMENT SUPPLIES	349	18,070	41,000	44%	\$38k media, plus disposal
51-40-510	INSURANCE AND SURETY BONDS	4,970	1,427	5,250	27%	
51-40-515	WORKERS COMPENSATION INS	418	3,943	0	0%	
51-40-610	MISCELLANEOUS SUPPLIES	226	0	500	0%	
51-40-620	MISCELLANEOUS SERVICES	1,488	1,252	4,200	30%	
51-40-630	BAD DEBT EXPENSE	0	0	0	0%	
51-40-650	DEPRECIATION	0	0	58,000	0%	
51-40-740	CAPITAL OUTLAY	52,664	428,747	545,997	79%	\$83k meters, \$20k BC gas line, \$351k peruvian est, \$50k Shrontz Est, \$32k GG line, \$10k GG Com = \$ 546k
51-40-810	DEBT SERVICE - PRINCIPAL	0	0	0	0%	
51-40-820	DEBT SERVICE - INTEREST	0	0	0	0%	
51-40-830	INFRASTRUCTURE REPLACEMENT	409	0	53,444	0%	
51-40-999	LOSS ON DISPOSAL OF CAP ASSETS	0	0	0	0%	
Total EXPENDITURES:		118,784	494,583	874,139	57%	0
WATER FUND Revenue & Transfer Total:		207,753	160,320	874,139	18%	0
WATER FUND Expenditure Total:		118,784	494,583	874,139	57%	0
Net Total WATER FUND:		88,969	-334,263	0	0%	0

		2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
Account Number	Account Title	YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
SEWER FUND REVENUE						
CHARGES FOR SERVICES						
52-34-100	SEWER SERVICES	103,437	78,692	185,000	43%	
52-34-200	CONNECTION FEES	0	0	0	0%	
Total CHARGES FOR SERVICES:		103,437	78,692	185,000	43%	0
MISCELLANEOUS REVENUE						
52-36-100	INTEREST EARNINGS	6,966	15,723	20,000	79%	
52-36-300	OTHER FINANCING SOURCES	0	0	0	0%	
52-36-900	MISCELLANEOUS	0	0	0	0%	
Total MISCELLANEOUS REVENUE:		6,966	15,723	20,000	79%	0
TRANSFERS INTO SEWER FUND						
52-39-100	CONTRIBUTIONS - GENERAL FUND	0	0	0	0%	
52-39-200	USE OF SEWER RESERVE/PTIF	0	0	8,492	0%	
Total TRANSFERS INTO SEWER FUND:		0	0	8,492	0%	0

Account Number	Account Title	2022-23	2023-24	2023-24	2023-24	2023-24
		Prior year	Current year	Approved	Percent	NOTES
		YTD Actual	YTD Actual	Budget	of Budget	Budget
		1/31/2023	1/31/2024	6/30/2024		6/30/2024
SEWER FUND EXPENDITURES						
52-40-110	SALARIES AND WAGES	1,477	0	11,572	0%	
52-40-111	PERFORMANCE BONUS	100	0	100	0%	
52-40-130	EMPLOYEE BENEFITS	60	0	120	0%	
52-40-131	EMPLOYER TAXES	127	0	530	0%	
52-40-132	INSUR BENEFITS	0	0	1,010	0%	
52-40-133	URS CONTRIBUTIONS	0	0	590	0%	
52-40-240	OFFICE SUPPLIES AND EXPENSE	0	0	100	0%	
52-40-245	IT/ACCTG SOFTWARE SUPPORT	1,242	700	4,300	16%	
52-40-250	EQUIP-SUPPLIES/MNTNCE	0	0	215	0%	
52-40-265	VEHICLE LEASE PAYMENTS	0	0	0	0%	
52-40-305	DISPOSAL COSTS	39,730	64,076	135,000	47%	
52-40-310	PROFESS/TECHNICAL SERVICES	0	0	30,000	0%	\$4500 sewer operator, \$25.5k sewer study
52-40-325	PROF & TECH SERVICES - LEGAL	0	0	1,000	0%	
52-40-480	SPECIAL DEPARTMENT SUPPLIES	0	0	0	0%	
52-40-510	INSURANCE AND SURETY BONDS	3,282	3,282	4,000	82%	
52-40-515	WORKERS COMPENSATION INS	227	227	400	57%	
52-40-610	MISCELLANEOUS SUPPLIES	0	0	300	0%	
52-40-620	MISCELLANEOUS SERVICES	5,146	688	2,150	32%	
52-40-630	BAD DEBT EXPENSE	0	0	0	0%	
52-40-650	DEPRECIATION	0	0	22,105	0%	
52-40-740	CAPITAL OUTLAY	0	0	0	0%	
52-40-810	DEBT SERVICE - PRINCIPAL	0	0	0	0%	
52-40-820	DEBT SERVICE - INTEREST	0	0	0	0%	
52-40-830	INFRASTRUCTURE REPLACEMENT	0	0	0	0%	
52-40-910	TRANSFERS TO OTHER FUNDS	0	0	0	0%	
52-40-999	LOSS ON DISPOSAL OF CAP ASSETS	0	0	0	0%	
Total EXPENDITURES:		51,391	68,972	213,492	32%	0
SEWER FUND Revenue & Transfers Total:		110,403	94,415	213,492	44%	0
SEWER FUND Expenditure Total:		51,391	68,972	213,492	32%	0
Net Total SEWER FUND:		59,011	25,442	0	0%	0
NET "GRAND" TOTAL - ALL 4 FUNDS BUDGET MUST = Zero						
		113,964	-205,701	0	0%	0

Combined Capital Project Budget / Account Balances - Summary by Fund

PROJECT BUDGET TOTALS BY FUND	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Future / Unknown date
Capital Projects Fund Plan	\$ 224,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,202,000
Water	\$ 543,997	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer	\$ 25,500		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Spend	\$ 793,497	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,202,000

ACCOUNT BALANCES	July 1, 2023	July 1, 2024	July 1, 2025	July 1, 2026	July 1, 2027	July 1, 2028	July 1, 2029	July 1, 2030	July 1, 2031	Future / Unknown date
Capital Projects Fund	\$ 644,556									
Water	\$ 694,693									
Sewer	\$ 580,789									

FY 2024 Capital Project Plan Summary

Capital Projects Fund - Projects	Budget	YTD: 1/31/2024	Status
Alta Central Generator	\$ 60,000	\$ 64,238	Met with architect to discuss Historic Structure Report scope
New AMO Truck	\$ 50,000	\$ 38,758	Vendor selected
Marshals Office Phase 2 Radio upgrade	\$ 30,000	\$ 745	Complete, awaiting final invoice
Marshals Office Inventory Management	\$ 20,000	\$ 14,167	Complete
Alta Central Dispatch Console Upgrade	\$ 15,000	\$ -	Truck purchased, detailing ongoing and expecting further
Marshals Office Security Cameras	\$ 13,000	\$ 21	just starting install
New AMO ATV	\$ 11,000	\$ 11,849	Not finding solutions to space constraints
Tom Moore Historic Structure Feasibilit	\$ 10,000	\$ -	It's complicated
Livescan	\$ 10,000	\$ -	Generator is installed and functional. Punchlist remains.
Town Park Playground Improvements	\$ 5,000	\$ -	Took delivery of two ASL Albion chairs, investigating feasibility
Total	\$ 224,000	\$ 129,778	

Water Fund - Projects	Budget	YTD: 1/31/2024	Status
Peruvian West Water Line	\$ 337,997	\$ 280,207	Complete
Remote Water Meter Reading	\$ 83,000	\$ 6,152	Complete
Shrontz Estate - water line payment	\$ 50,000	\$ 50,000	Complete
Grizzly Gulch Water Line Completion	\$ 32,000	\$ 92,388	Phase II installs in Grizzly have begun
Water System Study Update	\$ 25,000	\$ -	Entered into a contract to complete the project by the
Grizzly Gulch Communication System	\$ 10,000	\$ -	Proposed for procurement, completion by June 30 2024
Source Water Protection Plan	\$ 6,000	\$ -	Proposed for procurement, completion by June 30 2024
Total	\$ 543,997	\$ 428,747	

Sewer Fund - Projects	Budget	YTD: 1/31/2024	Status
Sewer Study	\$ 25,500	\$ -	Proposed for procurement, completion by June 30 2025
Total	\$ 25,500	\$ -	

Capital Projects Fund Plan											
Fund Balance: January 31, 2024											
\$		1,252,445									

Fund Balance	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Future / Unknown date
As of July 1 (start) of the fiscal year	644,556	-	-	-	-	-	-	-	-	3,202,000

GL Code	Project Name	FY 2024 YTD	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	FY 2028 Budget	FY 2029 Budget	FY 2030 Budget	FY 2031 Budget	FY 2032 Budget	Future / Unknown date
45-54-743	Alta Central Generator	64,238	60,000									
45-54-742	New AMO Truck	38,758	50,000									
45-54-743	Marshals Office Phase 2 Radio upgrade	745	30,000									
45-54-741	Marshals Office Inventory Management Closet @ Firehouse	14,167	20,000									
45-54-743	Alta Central Dispatch Console Upgrade	-	15,000									
45-54-741	Marshals Office Security Cameras	21	13,000									
45-54-742	New AMO ATV	11,849	11,000									
45-45-750	Tom Moore Historic Structure Feasibility	-	10,000									
45-54-743	Livescan	-	10,000									
45-70-740	Town Park Playground Improvements	-	5,000									
45-45-740	Town Office Window Replacement	-										
45-54-743	Automated External Defibrillators (AEDs)											
45-45-750	Future Community Center Phase 2											3,000,000
45-45-740	Town Office Concrete Steps to Lower Door											2,000
45-45-750	Community Center A/V System											
45-45-750	Firehouse Garage Heater Ventilation											
45-45-750	Community Center Roof Access (Ladder)											
45-45-750	Community Center Feasibility Study											75,000
45-45-750	Re-roof the post office											20,000
45-45-750	Tom Moore Historic Structure Stabilization*											25,000
45-54-743	Alta Central Dispatch Radio System Upgrade											30,000
45-70-740	Trailhead-Style Public Restroom 24/7*											50,000
Total Projects		129,778	224,000	-	-	-	-	-	-	-	-	3,202,000

* Items in red are new.

* Projects or programs toward which the Town collects revenue from other sources. Amounts indicated are net Town of Alta expenses.

Budgeted Total 2024 - Future 3,426,000

Water Fund Projects	
Fund Balance: January 31, 2024	
\$	316,290

Fund Balance	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Future / Unknown date
As of July 1 (start) of the fiscal year	694,693	-	-	-	-	-	-	-	-	-

GL Code	Project Name	FY 2024 YTD	FY 2024 Budget	FY 2025 Budget	FY 2026 Budget	FY 2027 Budget	FY 2028 Budget	FY 2029 Budget	FY 2030 Budget	FY 2031 Budget	FY 2032 Budget	Future / Unknown date
51-40-740	Peruvian West Water Line Replacements	280,207	337,997									
51-40-740	Remote Water Meter Reading	6,152	83,000	60,000								
51-40-740	Shrontz Estate - water line payment	50,000	50,000									
51-40-740	Grizzly Gulch Water Line Completion	92,388	32,000									
51-40-320	Water System Study Update	-	25,000									
51-40-740	Grizzly Gulch Communication System	-	10,000									
51-40-320	Source Water Protection Plan	-	6,000									
51-40-740	Waterline/Hydrant Lowering GMD/Buckhorn	-										
51-40-740	BOR Grant - Natural Gas Conversion	-										
Total Projects		428,747	543,997	60,000	-	-	-	-	-	-	-	-

* Items in red are new.

		2022-23 Prior year YTD Actual 1/31/2023	2023-24 Current year YTD Actual 1/31/2024	2023-24 Approved Budget 6/30/2024
Account Number	Account Title			
COMBINED BUDGET SUMMARY: GF, Cap-Ex, Water, Sewer REVENUE				
Property Tax		227,737	363,401	405,165
Sales Tax		519,718	492,020	1,868,000
Other Taxes: Municipal Energy, Tele		39,403	35,821	91,150
Town Services:				
Permits, Licensing, Court Fines, Impact Fees		57,988	59,370	143,600
Sewer		110,403	94,415	205,000
Water		207,753	160,320	328,142
Restricted Gov Grants (County, USFS, SLC, 4th .25, PO, UDOT)		41,417	53,147	104,250
Misc Revenue		114,123	322,208	442,000
	Total Revenue	1,318,540	1,580,702	3,587,307
EXPENSES				
Alta Justice Court		14,083	8,455	39,422
Economic Development		0	0	400
Government Administration				
Financial Preparation		56,477	7,005	130,341
General Operations		128,774	0	292,102
Town Services & Programs		68,183	13,340	181,131
Land Use Planning, Building Inspections, Zoning		86,499	35,584	180,494
Post Office		22,560	23,047	44,326
Public Safety				
Employees: Salaries and Benefits		497,404	536,131	1,142,767
Equipment: Resources to Complete Work		77,577	74,163	258,500
Recycling		11,930	11,578	30,300
Sewer		51,391	68,972	213,492
Town Council: Salaries, Training, Admin		40,821	15,503	95,073
Transportation		7,603	76,280	295,570
Water		55,367	65,865	243,698
Misc. Expenses		0	-473	1,200
	Total Expenses (w/o CapEx Projects)	1,118,669	935,452	3,148,816
Capital Improvement Projects		85,908	563,154	854,441
	Total Expenses	1,204,576	1,498,605	4,003,257
COMBINED BUDGET SUMMARY				
Net Difference		199,872	645,250	438,491
NET "GRAND" TOTAL - ALL 4 FUNDS BUDGET MUST = Zero				
		113,964	-224,590	0

Town of Alta

FY 24 Project Summaries



Updated: February 14, 2024 Town Council Meeting

1. Shuttle

The Town is coordinating the long-standing Alta Resort Shuttle Program during the 23-24 ski season. The program entails three separate service programs including the resort shuttle, a new service that compliments UTA Ski Bus service, and an on-call night service. The Town is collecting over \$200,000 in contributions from other entities and contributing \$26,470 to the service for 23-24.

Status: ongoing

Next step: collect final contributions – *plan for FY 25 program*

2. Tom Moore Feasibility Study

A project to study the historic Tom Moore Toilet structure and recommend future projects to reinforce and reuse the structure.

Status: planning

Next step: write RFP for HSR. Contact Steve Cornell at FFKR Architects for guidance if necessary.

3. AMO Security Cameras

Alta Marshals Office is installing a new security camera system with cameras at GMD, the USFS garage looking east, and the interior of the firehouse for surveillance of the secure evidence storage closet recently installed.

Status: ongoing

Next step: Installation

4. Marshal's Office Inventory Closet

We've made several important modifications to the interior of the Firehouse garage bays to make room to install a secure and lockable cage for Alta Marshals Office case evidence and other sensitive or protected assets.

Status: complete

5. ATV

The Town's all-terrain vehicle, used in search and rescue, building maintenance, and odd jobs around town, needed to be replaced.

Status: complete

6. New AMO Truck

The Town purchases Toyota Tacomas for use by marshal's deputies. The fleet currently includes 6 vehicles in total although one of those is slated for disposition once the new truck is fully outfitted with equipment as a police vehicle. Each deputy has their own vehicle assigned to them. Each vehicle is in service for about 5 years.

Status: complete

7. Livescan

After making an arrest the Alta Marshals Office is required to take fingerprints and submit those to the state. Livescan is a fingerprint scanning technology that allows this to occur electronically and efficiently. We are working through technical and logistical challenges at each of the possible locations where the system could be installed.

Status: ongoing

Next Step: pursue technical/logistical challenges at possible locations for installation.

8. Alta Central Dispatch Console Upgrade

The dispatch console is the central nervous system of the AMO radio system. It is a computer that allows dispatchers to communicate across several radio channels at once, patch channels, and interoperate with Valley Emergency Communications Center (VECC). The current hardware and software are both obsolete. The project has not been completed because VECC is still in the midst of a long-term transition to a new computer-aided dispatch (CAD) system, and we prefer to wait until that system is operational to determine how to replace and upgrade the dispatch console. That may occur in FY 24 or it may not occur until FY 25.

Status: on hold

9. Alta Central Generator - Complete

Alta Central and the Town Office have relied on a commercial diesel generator installed in roughly 1990 to provide electricity when utility power fails. The generator overheated in critical moments during the 22-23 ski season. The old generator engine is obsolete, and sourcing small parts became difficult or impossible. The project to replace the generator involved purchasing a new generator and transfer switch, hiring a general contractor to physically replace the generators and renovate the enclosure structure, and hiring an electrician and a plumber to complete the installation.

Status: complete

10. Town Park Playground Improvements

A project to identify and install new equipment at the Town Park.

Status: Ongoing

Next step: contact ULGT for guidance on playground equipment. Contact Chris Ahrens regarding fabrication of mounts for old lift chairs to function as swings.

11. Grizzly Waterline Completion

The Town worked with the Shrontz Estate to upgrade the culinary water line from the Bay City Tunnel to the Grizzly Gulch tank and pump station.

Status: line installed; payment complete

Next step: receive dedication paperwork from Shrontz Estate

12. Peruvian Estates Waterline Replacements

The Town completed major upgrades on the culinary water system in the West Peruvian Estates neighborhood. The project included a new pressure reducing valve and a deeper, higher-capacity mainline.

Status: complete

13. Remote Meters

The Town is working with Service Area #3 to replace residential and commercial water meters with meters that can be read remotely and in real time. The project is being completed in phases and may be complete by winter of 2024-2025.

Status: SA #3 is installing meters in Grizzly/Emma Heights per the phase plan.

Next step: begin planning Hellgate/Peruvian Estates installs

14. Drinking Water Source Projection Plan

The Utah Division of Drinking Water requires every culinary water system operator to update a drinking water source protection plan. Town staff were not aware of this requirement and recently entered into a contract with an engineer in order to complete the project by the deadline on December 31st.

Status: complete

15. Water System Study Update

A project to update a 2014 Town of Alta Culinary Water System Capital Improvement Plan.

Status: planning

Next step: develop RFP for culinary water system study. Consider update to 2014 capital improvements analysis?

16. Sewer Study

A project to develop a master plan for the Town of Alta Wastewater System.

Status: planning

Next step: develop RFP for sewer system study. Same project/contract/RFP as water system study?

17. Grizzly Gulch Water System Radio Communication Upgrade

The Grizzly Gulch Water System storage tank is connected to the Bay City Tunnel and Service Area #3 headquarters via radio equipment. When the tank gets low, it is supposed to signal to the Bay City Tunnel to pump water up to the tanks. The radio system exhibits frequent outages, which creates the potential for the Grizzly tank to empty completely. The project would include upgraded radios and connectivity hardware and technical labor.

Status: complete

MINUTES
PUBLIC HEARING
ALTA TOWN COUNCIL MEETING
Wednesday, January 10, 2024, 2:45 PM
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 (virtual)

STAFF PRESENT: Chris Cawley, Interim Town Manager
Mike Morey, Town Marshal
Jen Clancy, Town Clerk
Molly Austin, Deputy Town Clerk
Chris Otto, Assistant Town Manager

ALSO PRESENT: Polly McLean, Legal Counsel (virtual)
Cameron Platt, Legal Counsel (virtual)

PUBLIC HEARING

1. **CALL THE PUBLIC HEARING TO ORDER**

00:00:00

Mayor Bourke called the public hearing on January 10, 2024 to order.

2. **PUBLIC HEARING TO RECEIVE COMMENT ON PROPOSED ORDINANCE 2024-O-1 REGARDING THE COMPENSATION OF ELECTIVE AND STATUTORY OFFICERS**

00:01:45

Mayor Bourke asked for comments from the public on the draft ordinance regarding the compensation of elective and statutory officers. There were no public comments.

3. **MOTION TO ADJOURN**

00:07:30

MOTION: Elise Morgan motioned to adjourn, and John Byrne seconded.

VOTE: All were in favor. The public hearing was adjourned unanimously.

RESULT: APPROVED

ALTA TOWN COUNCIL MEETING**1. CALL THE MEETING TO ORDER**

00:09:45

Mayor Bourke called the January 10, 2024 Alta Town Council meeting to order.

2. CITIZEN INPUT

00:09:50

Mayor Bourke opened the floor for public comment, there was no public comment.

3. OPEN PUBLIC MEETING ACT TRAINING, POLLY MCLEAN

00:11:00

Polly McLean provided a presentation on the Open Public Meetings Act, emphasizing the annual training requirement mandated by state law. She highlighted the importance of transparency and open decision-making, urging councilmembers to conduct town business in public meetings rather than behind closed doors. Councilmembers were reminded of the legislative nature of their role. While one-on-one discussions are allowed, she again encouraged councilmembers to have conversations in public forums. The Act's broad applicability to various aspects of public business was outlined, with exceptions for subcommittees with less than a quorum of the council present.

Polly reviewed the definition of a meeting, cautioning against discussing town business during chance encounters and discouraging email or text conversations on substantive matters. Chance encounters at social events were deemed acceptable, but caution was advised against discussing town business and/or rehashing intense meetings. The impact of emails on the Government Records Management Act was underscored, emphasizing the public nature of town-related emails. Polly urged councilmembers to be mindful of the potential public disclosure of their communications. The presentation emphasized the significance of conducting discussions in open meetings, and discouraged private exchanges during official sessions. Polly also informed the councilmembers that they could not text each other during council meetings regardless of if the messages were about town business or not.

Elise Morgan shared her experience with closed meetings, mentioning that there were more closed meetings during her initial years on the council. Mayor Bourke and Chris Cawley added their comments on the frequency of closed meetings, with the mention of a placeholder in the agenda for potential closed sessions.

Polly McLean shifted to the importance of agenda setting, noting the 24-hour requirement for setting the agenda and the significance of the public knowing the topics to be discussed. The adoption of the annual meeting schedule in June was mentioned. The public comment section of the meeting was also mentioned and that everyone would be held to the same time cap as noted on the meeting agendas.

The meeting recording and availability of minutes were highlighted. Elise Morgan and John Byrne sought clarification on making motions for topics not on the agenda. Elise explained her understanding of the practice of making a motion for discussion but clarified that a final vote or action couldn't occur without prior notice on the agenda.

The conversation concluded with a brief discussion on the mechanics of proposing and passing resolutions, and Polly McLean reiterated the consequences of knowingly or intentionally violating the Open Public Meetings Act. Overall, the discussion covered various aspects of the Open Public Meetings Act, agenda setting, public participation, and the documentation of meetings.

The discussion continued with John Byrne pointing out a potential conflict in the special meetings provision of the Rules of Procedure and Order for the Alta Town Council, mentioning that the town's rule contradicts what was discussed earlier about the majority of the council being required to call a special meeting. Polly McLean acknowledged this and mentioned that it would be considered for updates.

Polly McLean also touched on various aspects of the rules of procedure, highlighting that the minimum number of votes required to pass any action is three, and a roll call vote is required for all resolutions and ordinances. John Byrne raised a question about the requirement for councilmembers to vote if present unless recused, and whether this was a policy decision. The discussion delved into the topic of abstention, with John expressing his view that councilmembers should be allowed to abstain without providing a reason and the rules of procedure be updated to make that allowance.

The conversation concluded with the mention of the need to elect a Mayor Pro Tempore, and it was decided to include it on the agenda at the next meeting. Polly McLean expressed appreciation for the council's efforts and dedication to local governance.

4. REVIEW: RULES OF PROCEDURE AND ORDER FOR THE ALTA TOWN COUNCIL, JEN CLANCY

00:48:14

Jen Clancy emphasized the importance of reviewing documents regularly, especially with the presence of new councilmembers. She highlighted key points such as setting the meeting schedule, agenda procedures, and the recording of votes in resolutions and ordinances. Jen also stressed the significance of timely communication about attendance at meetings for efficient management.

John Byrne expressed concerns about the rigid timeframe for notifying the council about agenda items, suggesting a more flexible approach. He also discussed the need to differentiate between special and emergency meetings. The discussion touched upon the time limits for public comments and the potential imposition of time constraints during the commentary period. Cameron Platt explained the importance of treating all public comments equally to avoid First Amendment issues. The conversation further delved into the council's response time to staff communications, with John Byrne proposing a more flexible approach.

Mayor Bourke suggested there be flexibility in notifying the clerk of attendance changes, considering unforeseen circumstances. Overall, the councilmembers engaged in a constructive discussion to refine and clarify certain procedures for effective governance. Staff said they would prepare and present an

edited version of the rules and procedures at the February meeting to address concerns identified by the councilmembers.

5. ALTA SKI AREA UPDATE, MIKE MAUGHAN

01:16:05

Mayor Bourke reported that Mike Maughan was absent and then shared an email communication from Mike regarding updates related to the mountain collective meetings and snow conditions. Mike suggested the possibility of a work session or open community forum to present findings and gather feedback on traffic issues. He also mentioned the idea of the Alta community sending a letter to Snowbird regarding traffic management and, if needed, a letter to various authorities if Snowbird's response was unfavorable. Additionally, he said there is a proposal from BHA Avalanche Safety to explore alternatives for mitigating avalanche risk on the main line under Mount Superior.

Carolyn Anttil expressed concern about the road conditions in the canyon, specifically mentioning that the buses are significantly fewer than before. She questioned whether there was data suggesting a reduction in road conditioning, possibly connecting it to a push for supporting the gondola. Elise Morgan and others contributed to the discussion, mentioning challenges faced by plows in heavy traffic and snow conditions, and Mike Morey explained the importance of vehicular movement on top of plowing efforts for effective salt and sand application. Elise Morgan also mentioned the ability to track plows on the traffic website.

The conversation also touched upon compliance with traction laws, the presence of destination visitors, and the impact of unfamiliar drivers on traffic. Mayor Bourke attributed increased visitors to the area due to having the best snow in Utah and the west. John Byrne mentioned the challenge posed by the high number of Ikon Passes.

6. QUESTIONS REGARDING DEPARTMENTAL REPORTS

01:21:50

John Byrne raised some points regarding Chris Cawley's presentation, noting a discrepancy in the date mentioned by Chris and seeking clarification that "shovel ready" refers to the upcoming building season in calendar year 2024, not the fiscal year. The conversation then shifted to a discussion about purging files, with Chris Otto suggesting they discard unnecessary documents and consider the opportunity to archive the rest in state archives for no or low-cost storage.

Chris Cawley previewed Administrative Code Enforcement, mentioning that they lost track of it after the November or October meeting and staff plans to bring it back to the council in February. Cameron Platt explained the three enforcement options—criminal, code enforcement, and administrative enforcement—and the proposed approach to have civil code enforcement for any town ordinance that is a misdemeanor or below. John Byrne expressed support for this direction, and Elise Morgan also approved, highlighting the flexibility it offers. The discussion touched on the importance of having additional tools in the toolbox.

Mayor Bourke asked for any questions on the staff reports and prompted Mike Morey to elaborate on his report. Mike Morey provided a brief overview of a recent sexual assault case that the police department handled. He reported that the incident occurred at the Albion Day Lodge, where workers observed a visually distressed young female. Initial field interviews didn't reveal evidence of a crime, but further investigation led to the discovery of a relative relationship between the individuals. After gaining intelligence and coordinating with partner agencies, the police were able to gather evidence supporting six counts of forcible sexual abuse of a child. The suspect was been booked into the Salt Lake County Jail, is being held without bail, and awaits further legal proceedings.

Mike Morey expressed the challenges faced by the police department in handling such cases, particularly the lack of resources for forensic interviews in crimes against children. He emphasized the need for the department to become more adept at managing various situations. Mayor Bourke mentioned the significance of investing in resources for the police department, and Mike expresses his intention to discuss this further at the upcoming retreat.

Carolyn Anttil acknowledged and applauded the efforts of the police department in handling the incident mentioned. She reflected that her daughter and the other community members that reported what they had witnessed were treated professionally and with care. She expressed gratitude for the support and suggested providing any assistance or legal work that the community can offer to support the police department.

John Byrne mentioned he felt the finance reports were great.

7. **APPROVAL OF CONSENT AGENDA: DECEMBER 13, 2023, MEETING MINUTES, STAFF AND FINANCE REPORTS**

01:40:30

MOTION: John Byrne motioned to approve the consent agenda including the December 13, 2023 town council meeting minutes, and staff and finance reports. Elise Morgan seconded.

VOTE: All were in favor. The December 13, 2023 meeting minutes, and staff and finance reports were approved.

RESULT: APPROVED

8. **MAYORS REPORT**

01:41:00

Mayor Bourke highlighted the monthly meetings with other mayors from Salt Lake County, where homelessness was a recurring concern. He said the Council of Mayors would be meeting in Alta in July. Mayor Bourke mentioned his support of trailhead toilets and said he had an upcoming meeting with the Forest Service to discuss potential placement.

Mayor Bourke also addressed the upcoming legislative session, emphasizing vigilance through our lobbyist.

Mayor Bourke mentioned the potential removal of year-round roadside parking on the north side of SR 210, though he acknowledged it as a long-term goal. He stated the Central Wasatch Commission had held a retreat in January and took a position on the Little Cottonwood Canyon EIS that they strongly favored phase one along with a canyon wide parking reservation system and suggested with these improvements a gondola wouldn't be necessary.

Mayor Bourke mentioned the upcoming town retreat organized by Chris to address long-term plans. He said the next town council meeting was scheduled for February 14, with a start time subject to revision. The councilmembers discussed the meeting start times for the rest of the fiscal year. It was generally agreed upon that a 4pm start time worked better and the council asked staff to prepared a revised schedule that they could vote on at the February meeting.

MOTION: Mayor Bourke motion to change the start time for the February town council meeting from 3pm to 4pm. John Byrne seconded.

VOTE: All were in favor. The February town council meeting was rescheduled to start at 4pm.

RESULT: APPROVED

9. DISCUSSION AND POSSIBLE ACTION TO ADOPT RESOLUTION 2024-R-1 CONFIRMING APPOINTMENT OF THE TOWN MARSHAL

01:49:30

Cameron Platt, explained that the next few resolutions confirm existing appointments and discussed the absence of a legal provision for reappointment. Cameron highlighted the council's request for this resolution and suggested the option to close the meeting when discussing the character or professional competence of an individual. Chris Cawley expressed satisfaction with the appointments of Mike Morey as Town Marshal, Jen Clancy as Clerk, and Craig Heimark as Treasurer, praising their exemplary fulfillment of duties and value beyond statutory obligations.

MOTION: Elise Morgan motioned to approve Resolution 2024-R-1 confirming reappointment of the Town Marshal. Dan Schilling seconded.

ROLL CALL VOTE: Mayor Bourke – yes, Councilmember Anctil – yes, Councilmember Byrne – yes, Councilmember Morgan – yes, Councilmember Schilling – yes, Resolution 2024-R-1 was unanimously adopted and Mike Morey's appointment as Town Marshal was reconfirmed.

RESULT: APPROVED

10. DISCUSSION AND POSSIBLE ACTION TO ADOPT RESOLUTION 2024-R-2 CONFIRMING APPOINTMENT OF THE TOWN CLERK AND APPOINTING THE BUDGET OFFICER

01:53:10

John Byrne commended Jen for her excellent job as the town clerk and expressed that appointing her as the town budget officer was overdue, offering congratulations. Carolyn Ancil inquired about potential education opportunities for Jen, who mentioned pursuing a clerk certification (CMC) and utilizing training opportunities in her current role.

MOTION: Elise Morgan motioned to approve Resolution 2024-R-2 confirming appointment of the Town Clerk and Budget Officer. John Byrne seconded.

Mayor Bourke – yes, Councilmember Ancil – yes, Councilmember Byrne – yes, Councilmember Morgan – yes, Councilmember Schilling – yes, Resolution 2024-R-2 was unanimously adopted and Jen Clancy’s appointment as Town Clerk was reconfirmed, and Jen Clancy was appointed the Budget Officer.

RESULT: APPROVED

11. DISCUSSION AND POSSIBLE ACTION TO ADOPT RESOLUTION 2024-R-3 CONFIRMING APPOINTMENT OF THE TOWN TREASURER

01:55:30

Mayor Bourke acknowledged that Craig Heimark does his job responsibly on essentially a volunteer basis. The mayor praised his expertise that was volunteered for the benefit of the town, highlighting it as a commendable display of community spirit.

John Byrne chimed in, noting that although there were rough spots at the beginning, Craig had shown significant growth in the role. John expressed satisfaction with the ongoing exchange of information and the positive direction of their relationship.

MOTION: Elise Morgan motioned to approve Resolution 2024-R-3 confirming appointment of the Town Treasurer. Carolyn Ancil seconded.

ROLL CALL VOTE: Mayor Bourke – yes, Councilmember Ancil – yes, Councilmember Byrne – yes, Councilmember Morgan – yes, Councilmember Schilling – yes, Resolution 2024-R-1 was unanimously adopted and Craig Heimark’s appointment as Town Treasurer was reconfirmed.

RESULT: APPROVED

12. DISCUSSION AND POSSIBLE ACTION TO ADOPT ORDINANCE 2024-O-1 REGARDING THE COMPENSATION OF ELECTIVE AND STATUTORY OFFICERS

01:57:15

Elise Morgan raised a question about the necessity of voting on this issue, to which Chris Cawley explained that it is a statutory requirement for all municipal governments to approve the compensation of appointed officers by ordinance annually. John Byrne added that it was not a new requirement but rather a modest non-compliance that the council was not aware of in the past.

Elise expressed her lack of recollection of voting on this annually but expressed satisfaction with the compliance efforts. Jen Clancy clarified that this was a catch-up action to ensure compliance and mentioned that such votes would become more regular in the future. Chris Cawley explained that it usually gets wrapped up in the budget approval documents in most cities, and going forward, the council should expect to see it annually.

MOTION: John Byrne motioned to adopt Ordinance 2024-O-1. Elise Morgan seconded.

ROLL CALL VOTE: Mayor Bourke – yes, Councilmember Anciales – yes, Councilmember Byrne – yes, Councilmember Morgan – yes, Councilmember Schilling – yes, Ordinance 2024-O-1 was unanimously adopted.

RESULT: APPROVED

13. DISCUSSION AND POSSIBLE ACTION TO ADOPT ORDINANCE 2024-O-2 UPDATING SECTION 1-15-1 OF THE TOWN CODE REGARDING BOND AND CRIME COVERAGE

01:59:15

Chris Cawley explained that this update was related to the town manager appointment, and it stemmed from the town manager ordinance passed the previous March. He detailed the discussions about getting a bond and the proposal to include an option in the ordinance allowing the crime insurance policy to provide the necessary coverage instead of obtaining a special bond.

Mayor Bourke expressed confidence in the town's system for protecting fiscal resources, highlighting the practice of having two signatures on each check. Jen Clancy provided additional details on the coverage, including policies for receiving cash and payments in the office.

Mayor Bourke voiced comfort with the idea that the regular insurance covers these aspects. John Byrne raised a question about a past credit card issue, and Chris Cawley clarified that it was covered by fraud protection with the bank. Jen Clancy confirmed that they recouped 100%, though the downside was the time spent dealing with the issue. The council expressed satisfaction with the resolution of the matter.

MOTION: John Byrne motioned to adopt Ordinance 2024-O-2. Mayor Bourke seconded.

ROLL CALL VOTE: Mayor Bourke – yes, Councilmember Anciales – yes, Councilmember Byrne – yes, Councilmember Morgan – yes, Councilmember Schilling – yes, Ordinance 2024-O-2 was unanimously adopted.

RESULT: APPROVED

John Byrne raised a question to Cameron Platt regarding consents, seeking clarification on whether the council would still demand consents for appointed officials annually. Cameron Platt explained that going forward, individuals appointed to positions would serve until replaced, and the process of removal would only occur when a replacement is found.

14. UPDATE ON THE JANUARY TOWN COUNCIL RETREAT

02:05:30

Chris Cawley expressed gratitude for everyone's participation in the retreat preparation. He shared the adjusted schedule for the retreat due to potential road closures and thanked Carolyn for making adjustments to participate. Elise Morgan expressed excitement about the retreat, emphasizing the importance of dedicating a day to discussing important matters that couldn't be addressed in regular council meetings.

Carolyn Anctil commended Chris for his efforts, seeking outside counsel and involving each council member in the process. Dan Schilling expressed enthusiasm despite being unable to physically attend today's meeting due to the road closure and appreciated the communication among the team. John Byrne shared his excitement and readiness for the retreat, mentioning the survey and acknowledging that it's a new and exciting prospect.

Chris Cawley discussed the challenges of finding the right balance and timing for such work, recognizing the special constraints of the town. Mayor Bourke expressed expectations of coming out of the retreat with eager resolves and action items and acknowledged the challenge of sustaining enthusiasm.

Jen Clancy asked the council if they would be ok without a Zoom setup for virtual participation and the council supported the idea. She assured the council that the meeting would be recorded.

15. NEW BUSINESS

02:16:50

There was no new business.

16. MOTION TO ADJOURN

02:17:10

MOTION: John Byrne motioned to adjourn, and Elise Morgan seconded.

VOTE: All in favor. The meeting was adjourned unanimously.

RESULT: APPROVED

Passed this 14th day of February, 2024

Jen Clancy, Town Clerk

MINUTES
ALTA TOWN COUNCIL RETREAT MEETING
Thursday, January 11, 2024, 10:00 AM

Our Lady of the Snows, 10189 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, Deputy Town Clerk
Chris Otto, Assistant Town Manager
Craig Heimark, Treasurer

ALSO PRESENT: Julie DeLong, Pathway Associates (Facilitator)
Lia, Pathway Associates (Note Taker)
John Guldner, Former Town Administrator

ATTACHMENTS: Town Council Retreat Meeting Report, January 2024

For more detailed information, notes, and the results of each exercise please refer to the retreat meeting report.

ALTA TOWN COUNCIL RETREAT

Morning Session

1. WELCOME AND OPENING

Mayor Bourke called the January 11, 2024 Alta Town Council meeting to order. Mayor Bourke welcomed everyone, thanked them for their dedication to the Town, and invited 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.

Julie DeLong reviewed the day's agenda as well as the purpose of the retreat and desired outcomes. She reported that by the end of the day, the participants would:

- Complete the Strategic Assessment by reviewing the interview and survey information and create a SWOT
- Listen to each other, a lot
- Articulate a shared vision of success
- Identify strategic themes and shared agreement around next steps

2. **STRATEGIC ASSESSMENT: WHERE ARE WE TODAY**

Julie DeLong reviewed the results of an assessment that staff and councilmembers participated in prior to the retreat. She summarized the responses to the question “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 years of experience since incorporation as a municipality
 - Credible delivery of services
- Dedicated staff
- 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

3. **STRATEGIC ASSESSMENT SUMMARY**

The group broke into smaller groups to complete SWOT analysis and then each group reported back to the larger group.

4. **ADJOURN FOR LUNCH**

The group adjourned briefly for lunch.

Afternoon Session

5. **VISION OF SUCCESS**

Julie DeLong summarized the strategic assessment as having agreement around the following:

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

Julie DeLong reviewed the results of the survey that staff and councilmembers participated in prior to the retreat.

Chris Cawley gave a presentation regarding 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 faced 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.

6. GROUP VISION OF SUCCESS FOR 2023

Participants 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.

As part of the assessment, a specific discussion around the Marshal's office surfaced. Mike Morey addressed key needs around challenges with staffing and recruiting, facilities, and more recent needs to adapt to complex investigations. He presented a core values decision making process as a tool that could be used as a basis for making Town wide decisions.

7. FROM-TO SHIFT

The group then worked 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.

(Councilmember Anctil left the meeting)

8. BREAK

9. CORE STRATEGIES AND SHORT-TERM GOALS

The following two priorities emerged from the previous exercise 1) being long term planning and 2) being governance and clarity around roles and responsibilities. The group then broke into two groups and each group worked for about 30 minutes on a worksheet that outlined each priority and mapped out the scope of the initiative, defined what success would look like, what needs to happen to reach the goal, and a series of time frames to implement the goal.

10. WRAP UP

Julie provided an overview of the work accomplished through the day 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.

11. ADJOURN

The meeting was adjourned at 3:50pm

Passed this 14th day of February, 2024

Jen Clancy, Town Clerk

DRAFT



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.

WELCOME

Introductions & Expectations ~

Roger Theme for today: LONG-TERM
 • Consensus on progress steps

CHRIS
 We are the only org at the top of LCC.
 Energy for Alta!

Jen
 • List of action items

CHRIS O.
 • Learn more about town & role.

Craig
 • Process to resolve conflicts.

Dan
 • Advance teamwork Long-term potential!

Molly
 • Thinking of things in new ways

Mike
 • Town identity

Carolyn
 • Learn how to better support staff.

John
 • Staff perspective & insights

Elise
 • Productivity more than a meeting.

John
 • Leave with definitions & knowing what's next.

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



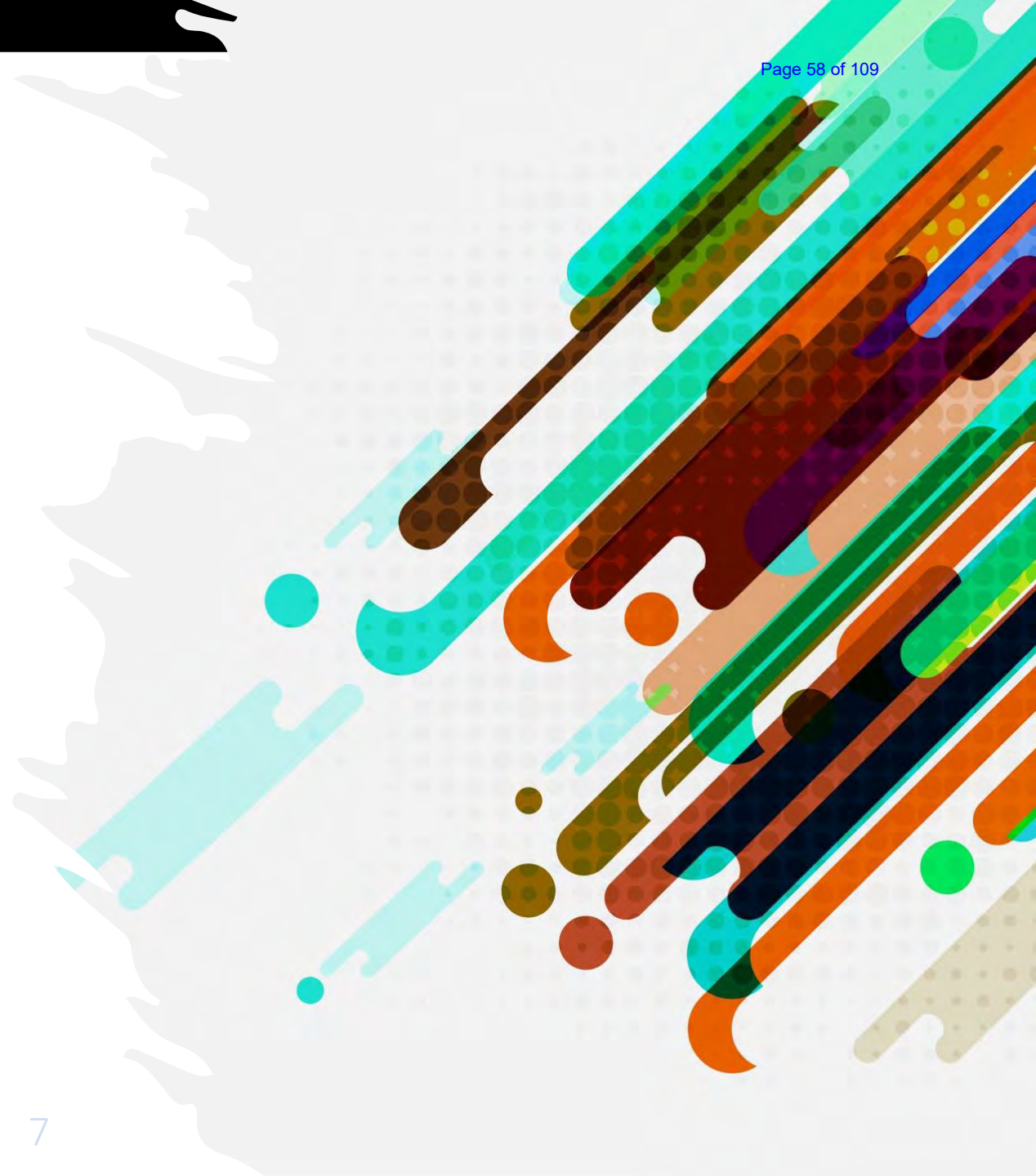
10:00	Gathering	1:00	Group Vision of Success for 2030 – Draft development – Vision statement – Team Breakouts / report out
10:30	<u>Opening</u> – Welcome – Roger – Agenda, Introductions & Expectations - Julie – Ground rules and Communications	2:00	<u>What is the shift we are making?</u> – From - To , 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
- 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?**
- 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.
- Focus on tackling staff challenges.
- Sometimes waiting for consensus leads to getting stuck.
- We are under-spending depreciation & depreciation is under calculated (need more \$)
- Need more info to prioritize capital improvements
- constituency goes beyond residents
- Changing police protocols create big challenges for a small force.

understand what "keeping Alta Alta" entails
Need for many facilities (shower, restrooms)
Inclusion is important



STRATEGIC ASSESSMENT Themes

Obstacles Hindering Success

February 14, 2024 Consent Agenda

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STAFF

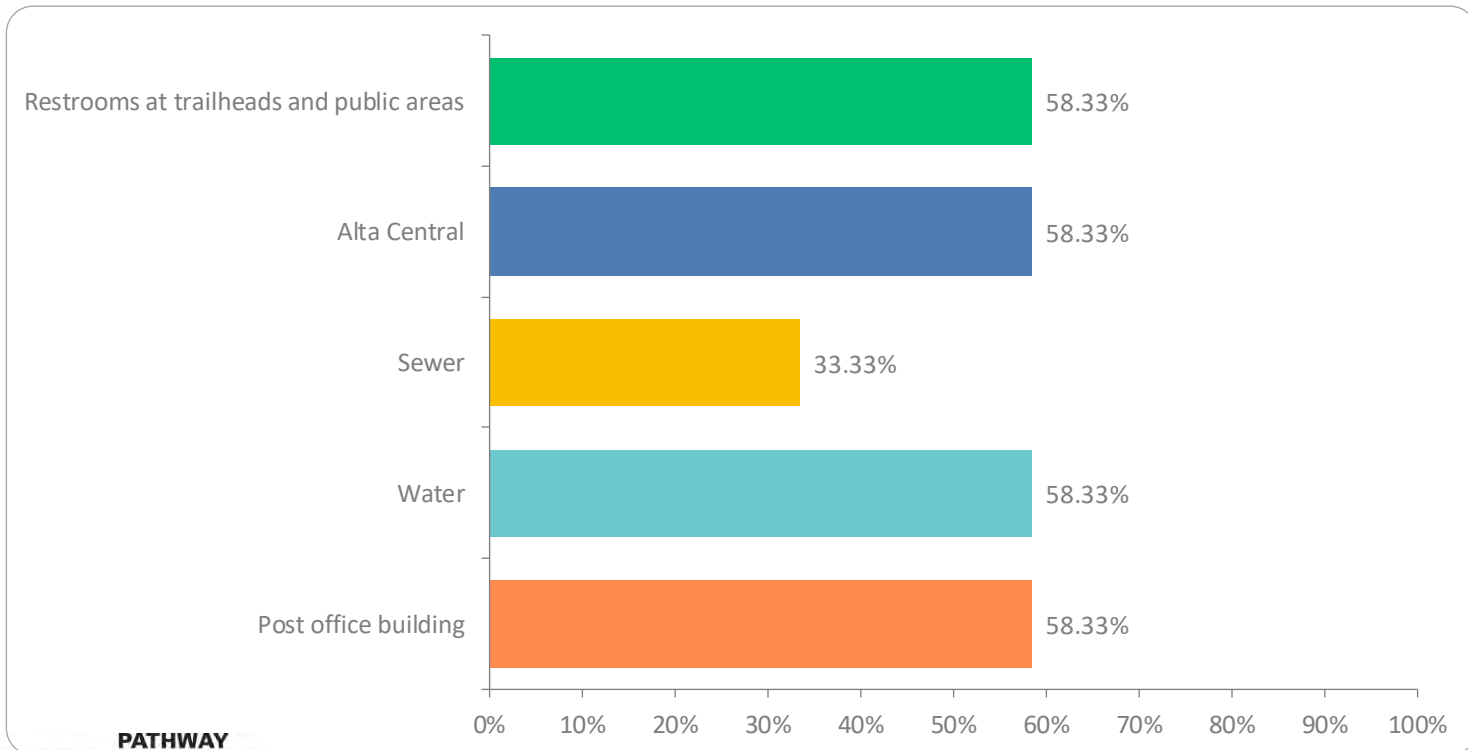
- Limited budget / lack of financial resources, revenue / lack of capital (5)
- Lack of clear-cut goals: priorities must be established and well defined / Limited future and long-term planning (4)
 - Urgent crowds out the strategic, too many short-term challenges to clarify a future path
- Staff size (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

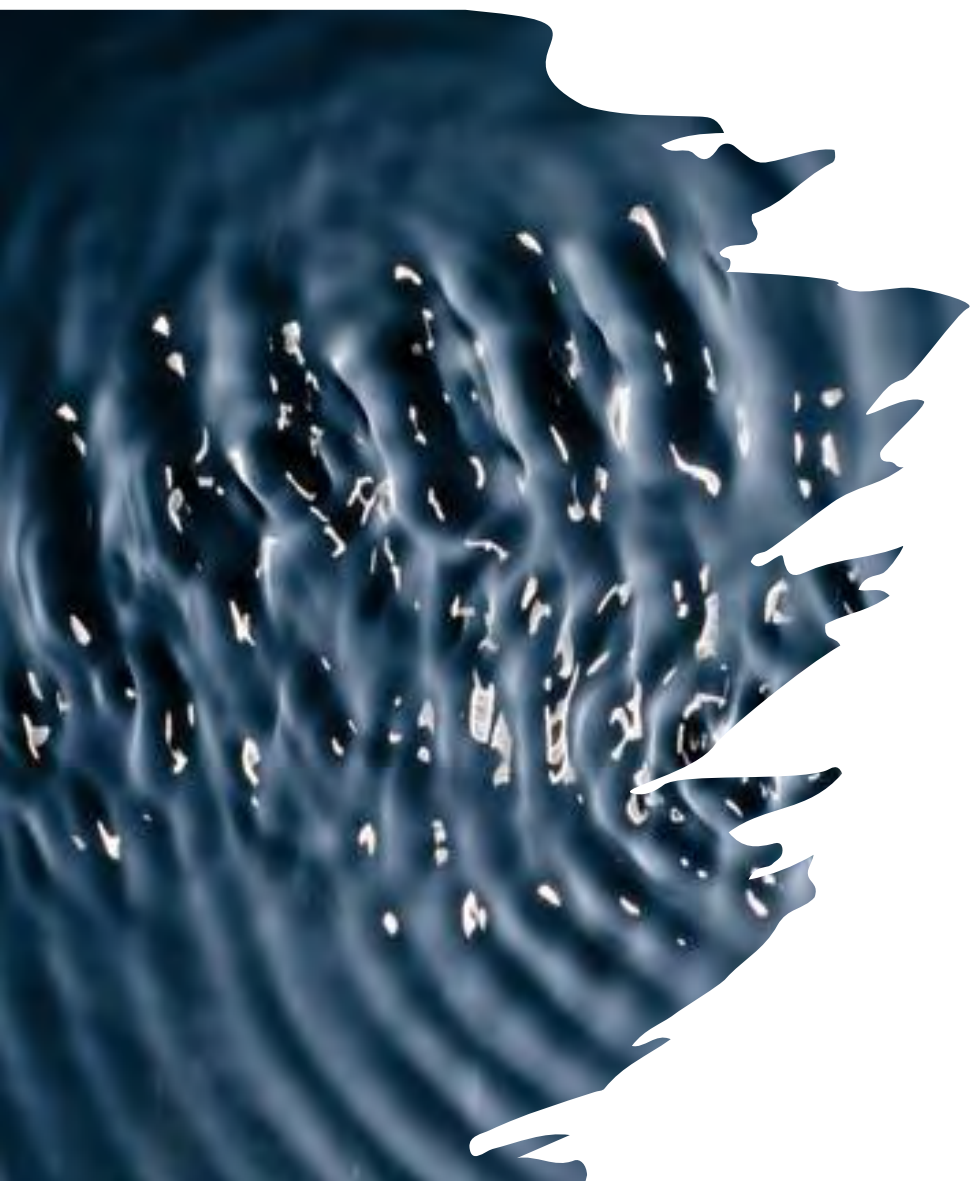


How should we prioritize these needs?

- 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

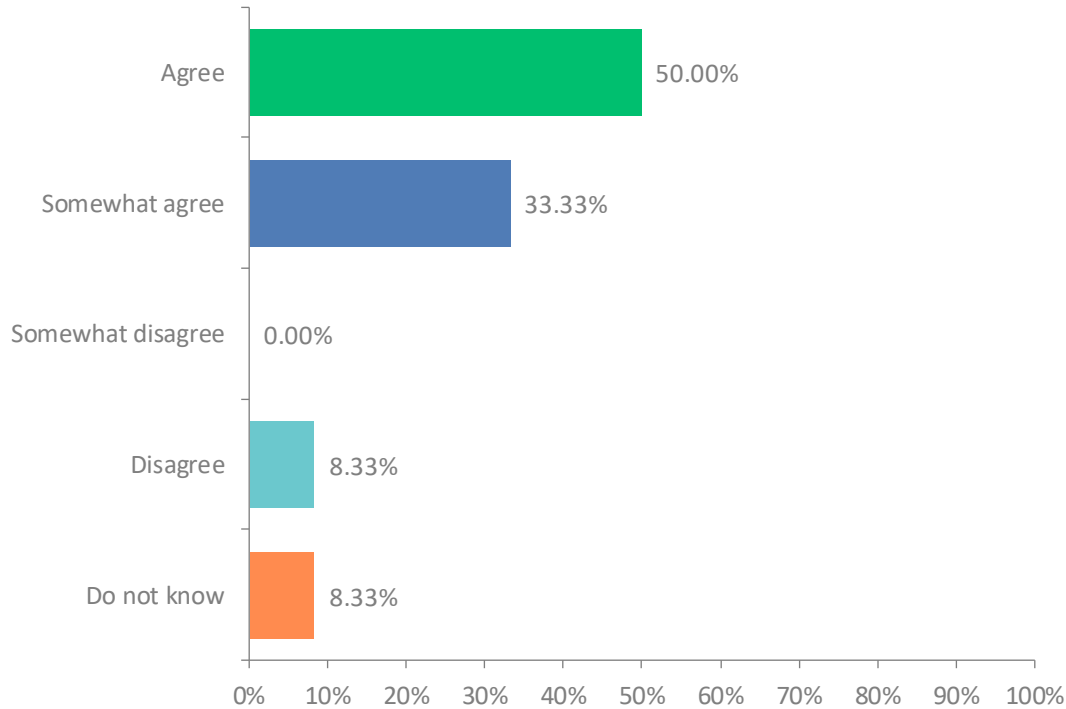
Other comments:

- 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:

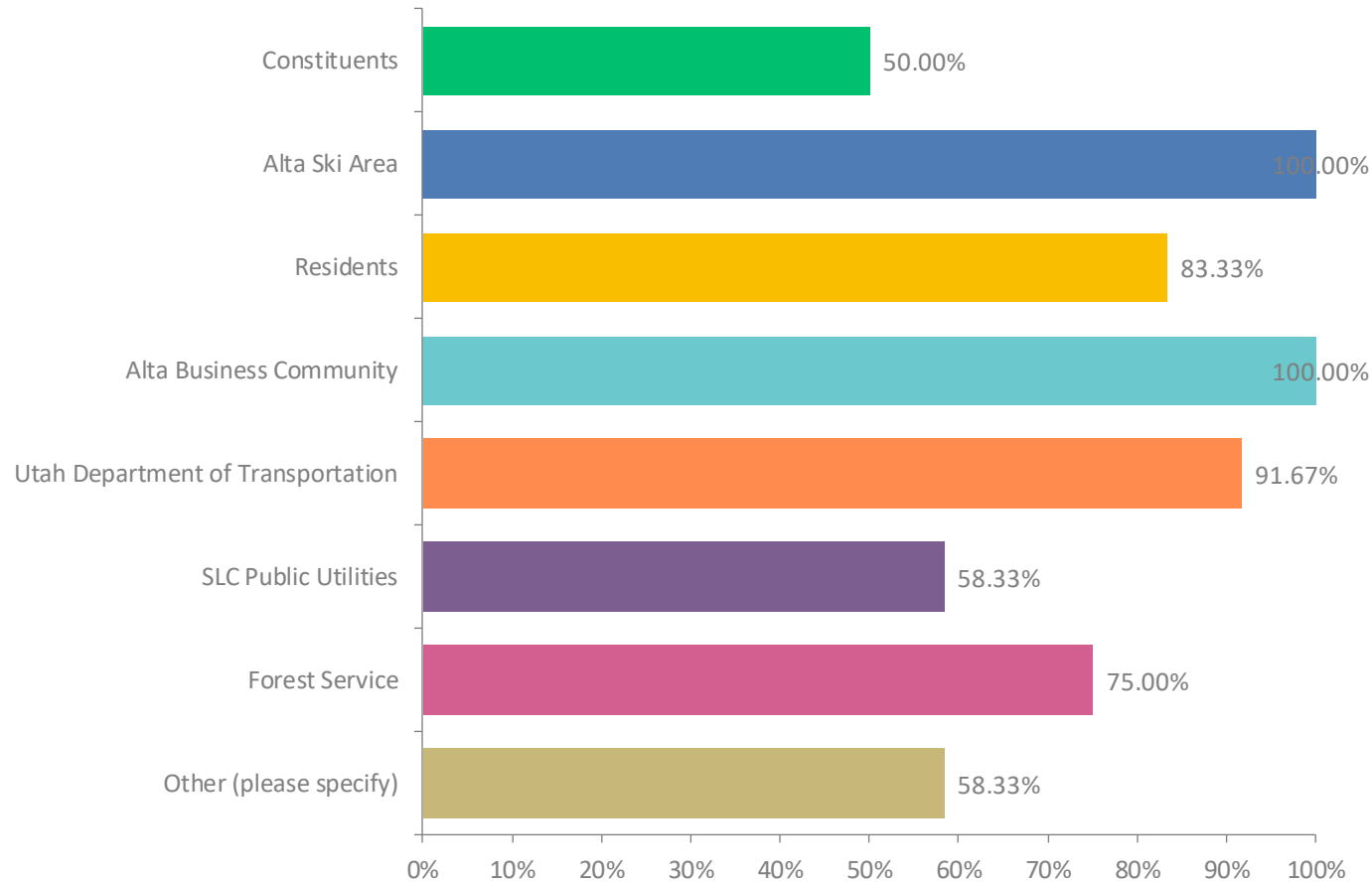
STAFF LEADERS

- 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



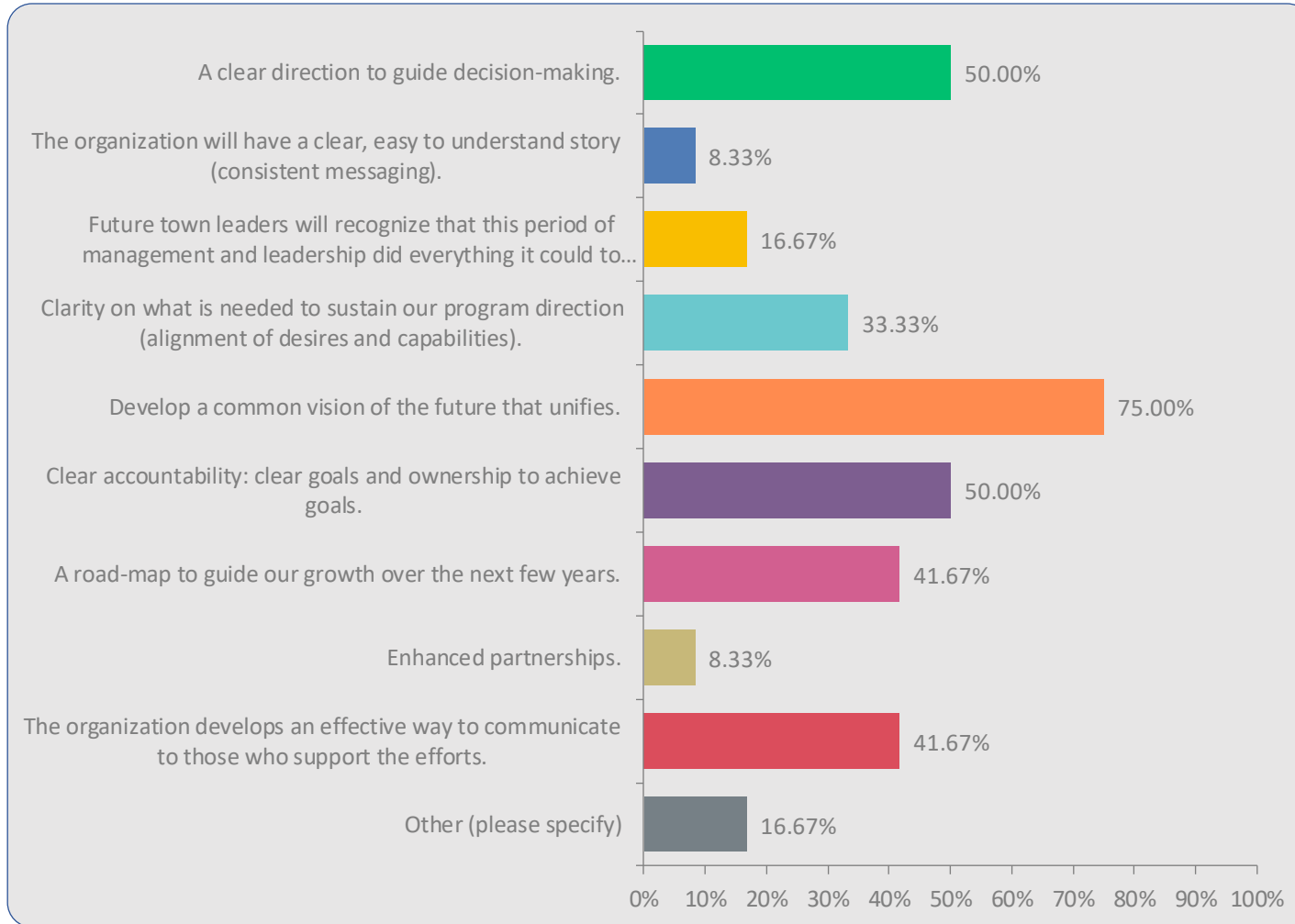
What are the critical issues that must be discussed in this planning process?

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

S W O T	
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Experience, dedication of staff • Financial position <i>★ Location</i> • Small size allows for nimbleness • Resilience & strong partnerships • Barrier to communication is low. • Engaged leadership. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Hyper attuned to threats • Resources available to tackle challenges <i>UBOT + Forrest strength of partnerships</i> • Change <i>Relationships with external leaders can be strengthened + leveraged</i> • Increased visitation <i>Increased summer activity</i> • Budget of partners <i>resources</i>
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Deadend canyon + one road • Town's lack of land ownership • Subject to politics outside canyon • Finding + retaining staff • Intense weather variability • Reliant on visitors + tourism • Avalanche treats • Town building maintenance • Lost relationships with external leaders 	<p>THREATS</p> <ul style="list-style-type: none"> • Increased strain on resources • Emergency + law enforcement <i>changing</i> <i>unlike roads</i> • External jurisdiction - decisions by others <i>greatly impact Alta</i> • Climate Change



Opportunities



Threats

Strategic Assessment Template

Broad and shared compilation of facts, beliefs, and perceptions

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



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



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



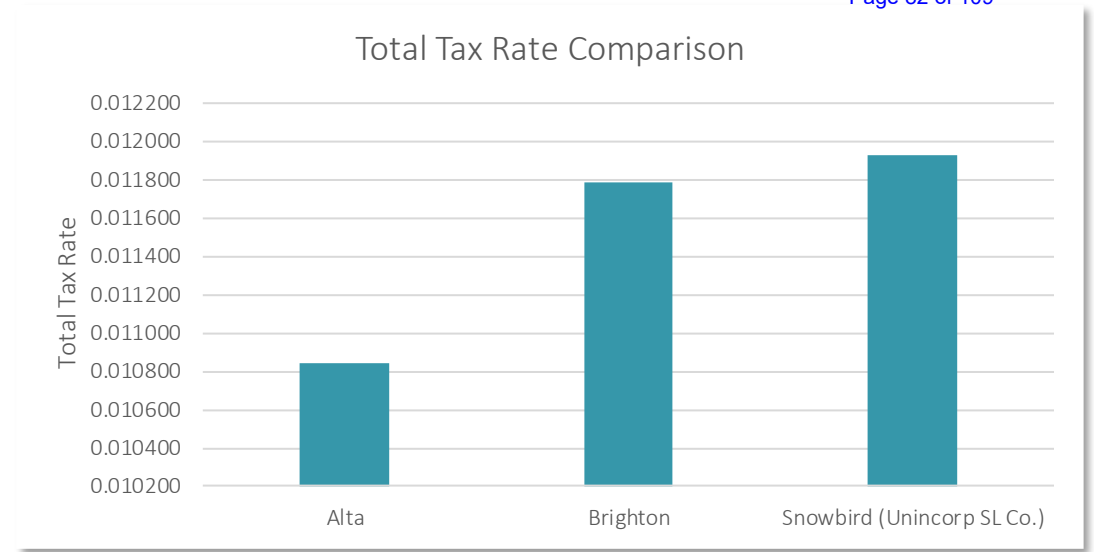


Let's Acknowledge Our Predecessors



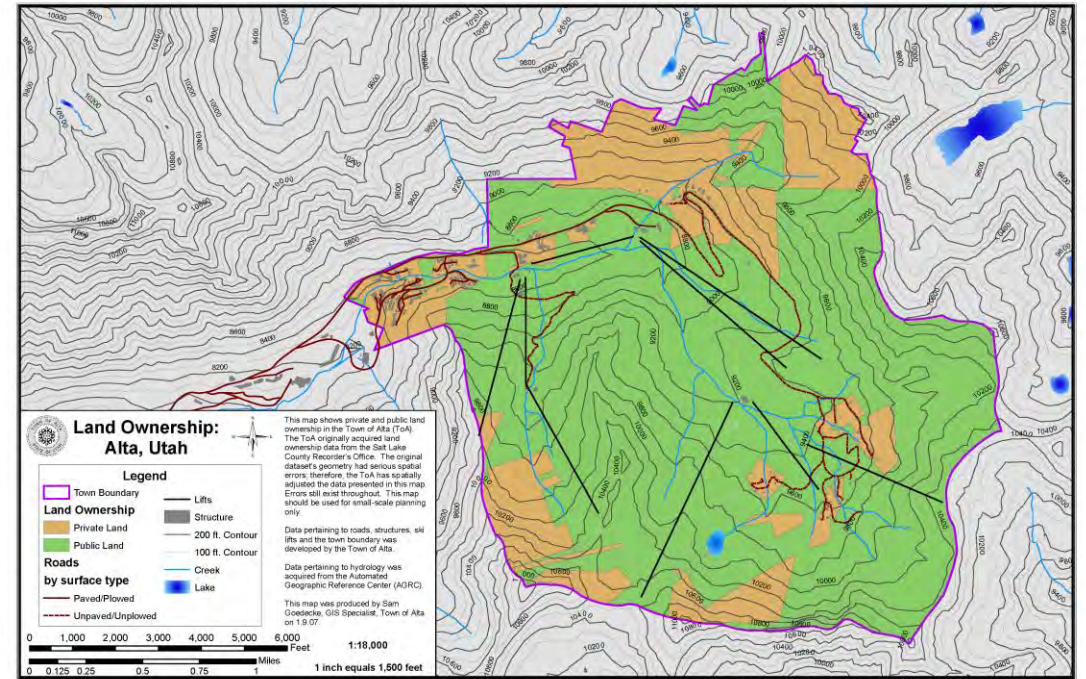
...and their successes

- 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!

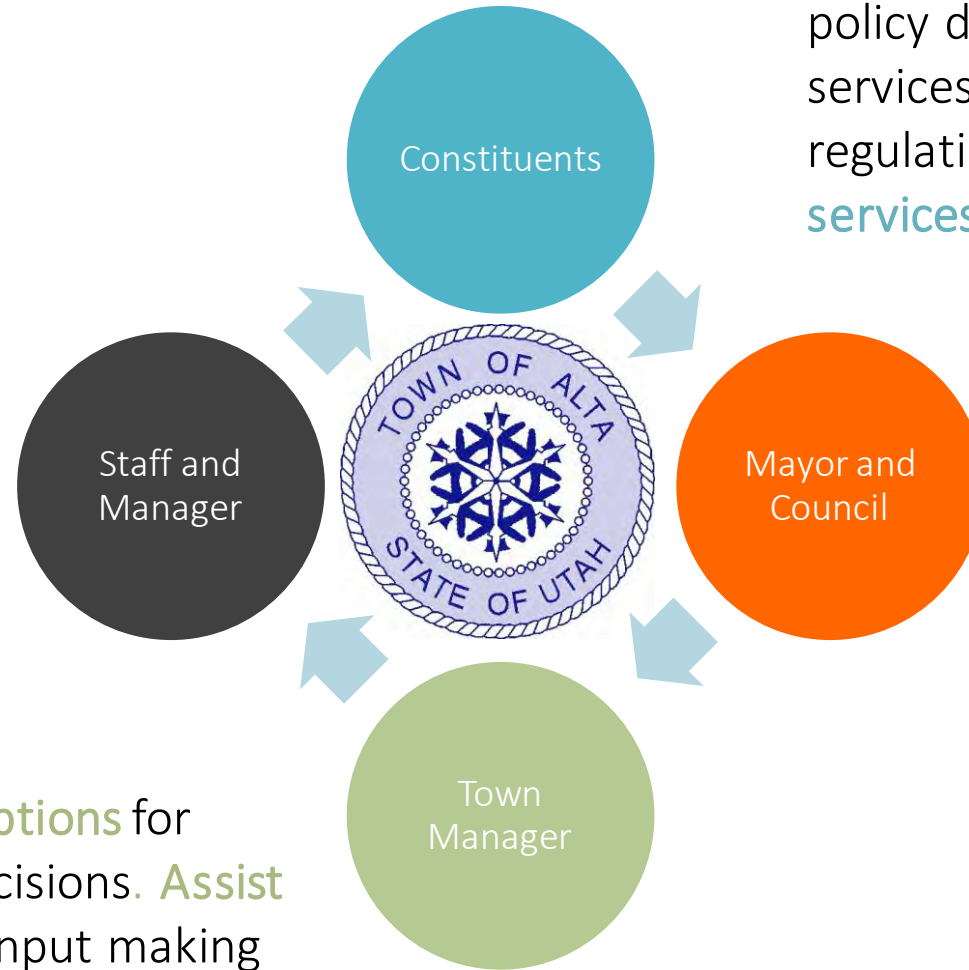
- Revenues have grown faster than our capacity to plan and implement
- Crisis focus: Development, Mountain Accord, Gondola, Covid, Parking, Dogs...
- Inconsistent direction
- Working in Alta is a blessing but also a burden
- Unclear roles and responsibilities, disregard for them



Roles and Responsibilities

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

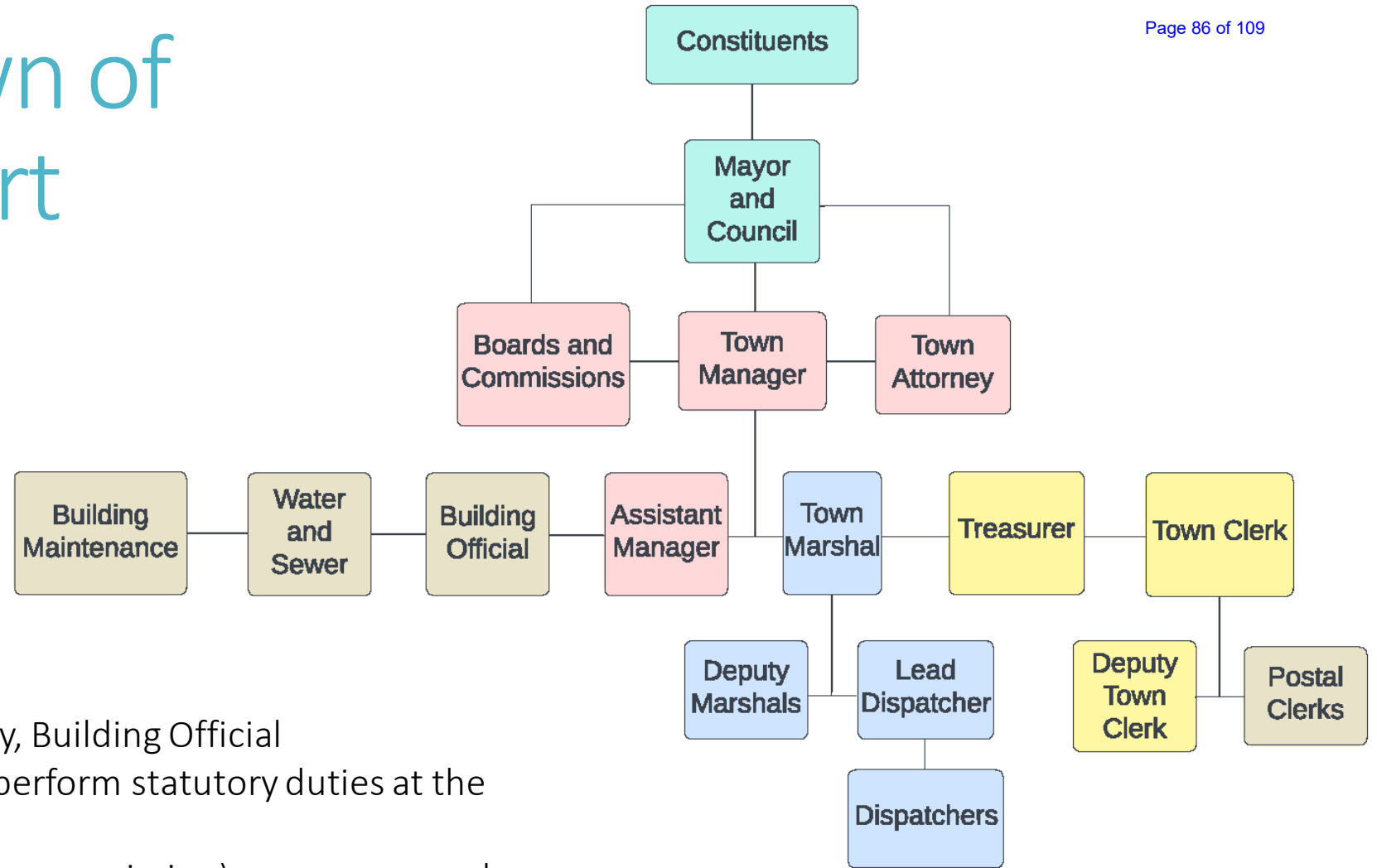
Elect mayor and council members to take input and make policy decisions about Town services, programs, and regulations. **Receive, consume services.** Participate!



Take input and make policy decisions about Town services, programs, and regulations. **Represent community and make decisions on their behalf.**

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

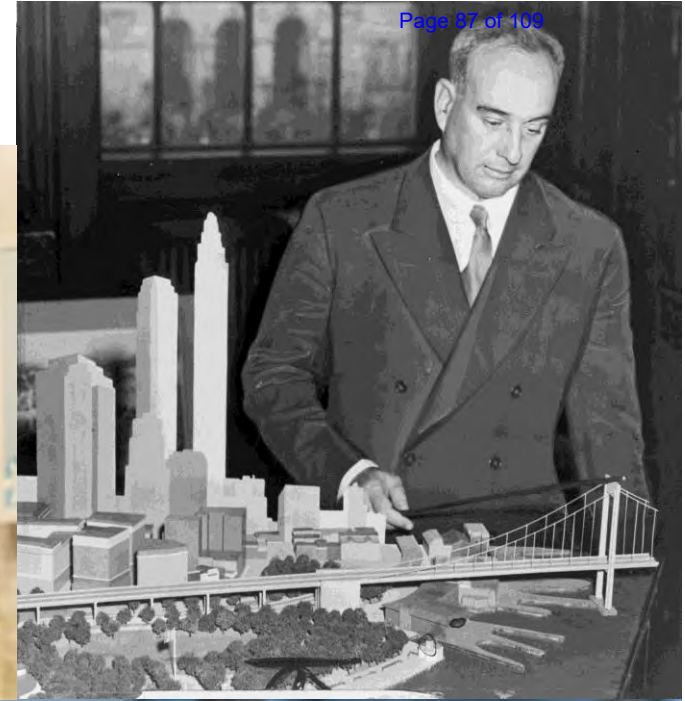
Behold - Town of Alta Org Chart



- 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

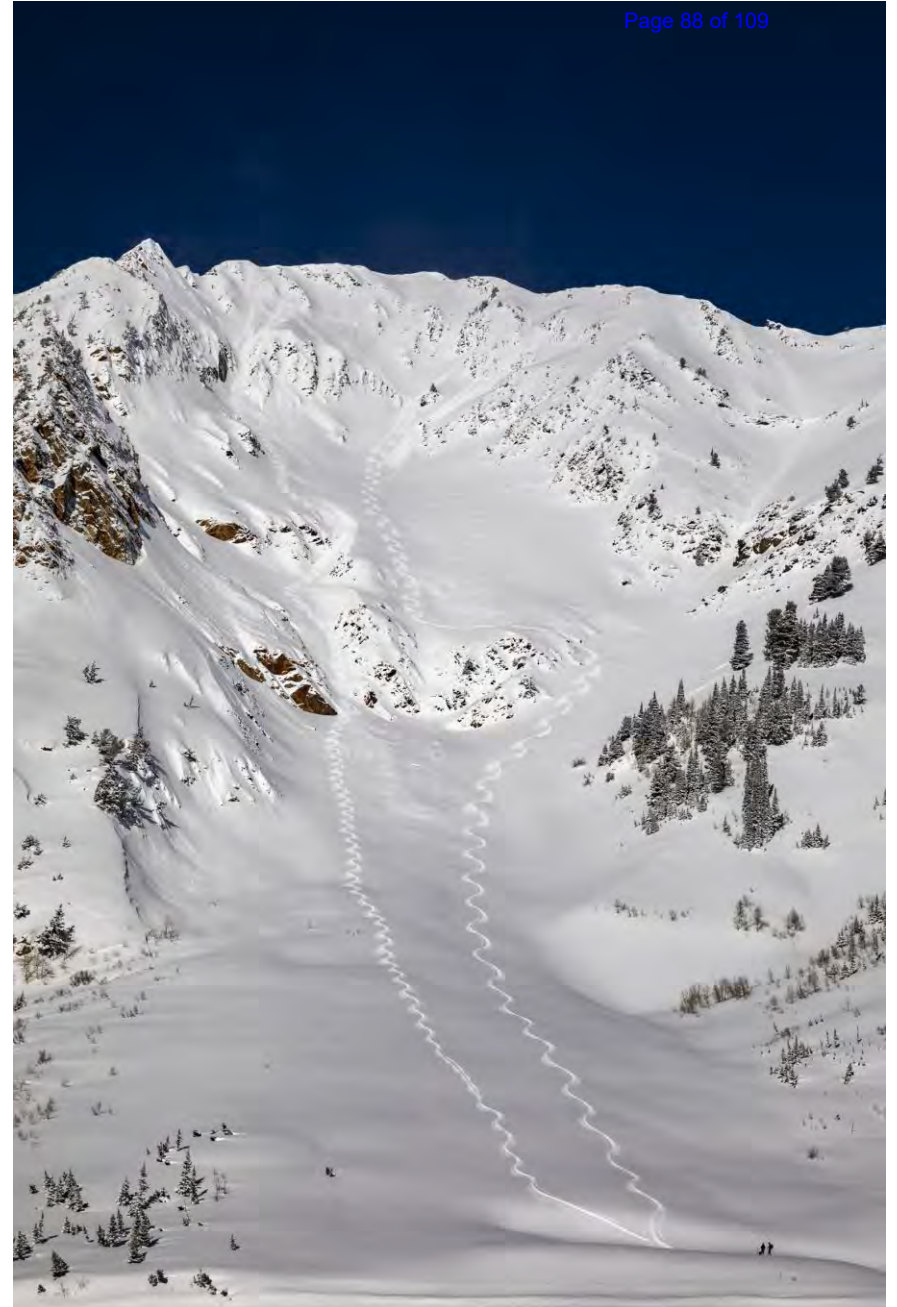
- *A Brave New World...hopefully not 1984*
- Statutory mayoral duties delegated
- Manage internal affairs
- Primary conduit between elected officials and staff
- Carry out policies, provide reports
- Supervise TOA assets
- Execute and enforce laws and ordinances,
- observe contracts etc.



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 ~~process~~ 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

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LONG-RANGE VISION OF SUCCESS

Fiscal Strength and Focus

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

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?

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.

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.

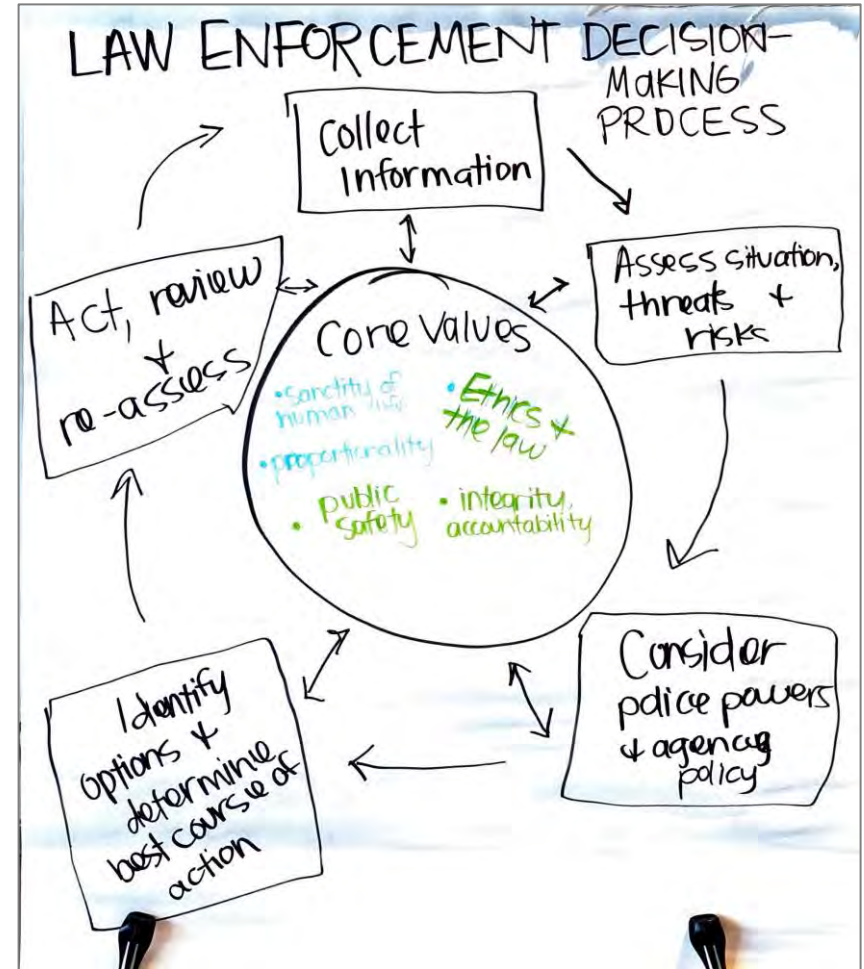
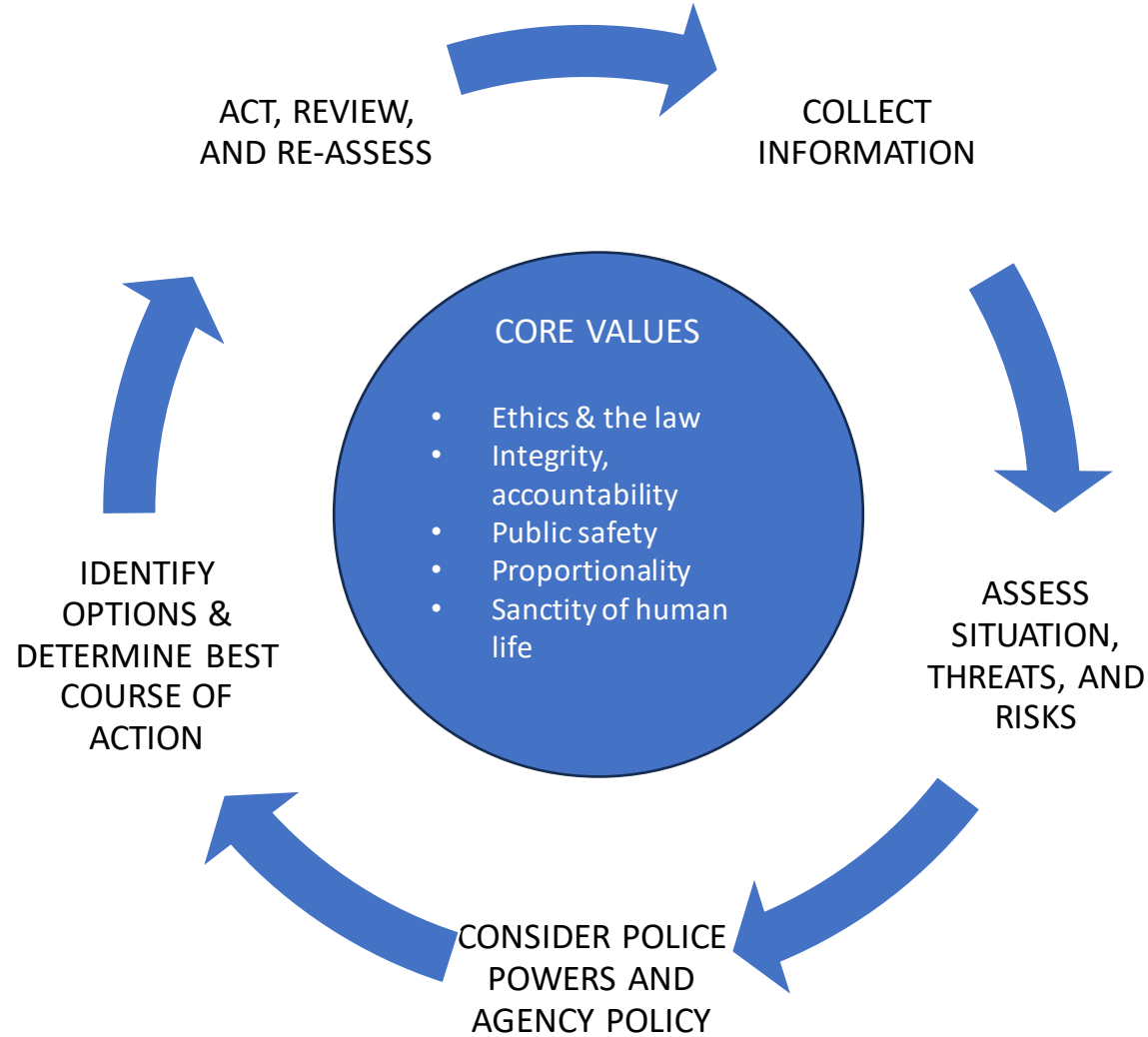
Needs:

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

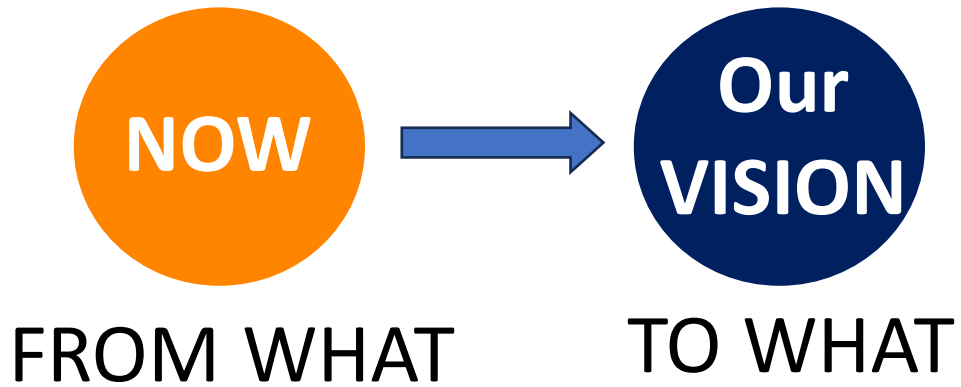
- Marshall Office needs:
- Staffing & recruiting with valley PD competition.
 - Facilities & tools to do Marshall work.
 - Adapting to complex investigations.
 - Concerned about long-term ability to recruit & retain staff.
 - Use surplus to address staffing challenges.
 - Maintaining or growing affordable 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 concensus
- Unknown condition
- Annual planning
- Supposed/assumed
- Varied information delivery
- Purlyly 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

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



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.

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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** What is OUT of scope?

- STATUTORY RESP.
- ORG CHART
- SHARE GOALS
- STAFF - COUNCIL-PUBLIC RELATION

Who makes what decisions? - ADMIN VS. LEGISL. - CODE UPDATED

- IMPLEMENTATION (POST-L)
- OPERATION
- PRIORITIZATION (PRE-L)
- 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/APPRECIATE WHAT THEY GET EMPOWERED STAFF

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

- I.D. CLEAR MISSION/VISION VALUES
- 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)	Next (Longer Term: 24-36 months)	Then (ultimately)
- CAPABILITIES ASSESS → COUNCIL BRIEFING	- PLAN IN PLACE	- REPORTING, UPDATE
- WEAKNESS CORRECTING ACTIONS	- IMPROVE INFO TO COUNCIL	
- MISSION VALUES - TOWN MGR INVOLVED	- CODE UPDATES	
- ROLES/RESP	- CONTINUITY/SUCCESSION	

focused momentum
www.focusedmomentum.com

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

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

What is IN scope? **Infrastructure Projects** What is OUT of scope?

- Engineering
- Timeliness - Realistic
- Cost

Town management
Staff planning/mgmt

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 infra structure
- plan utilization

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)	Next (Longer Term: 24-36 months)	Then (ultimately)
* Facilities plans/Needs Assessment	project execution	generational equity
Land planning	Land Acquisition	
Asset management	New Funding Opportunities	



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

What is IN scope?

- Statutory responsibility
- Organizational chart
- Shared goals
- Staff, council, public relations
- Decision-making process
- Updated CODE
- Administrative vs legislative

What is OUT of scope?

- 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

The next 12 months

- Capacity/needs assessment – council briefing
- ... Corrective actions
- ID Mission / values
- Town Manager in the loop
- Roles and responsibilities

Next

Medium Term: 12+ to 36 months

- ”Plan” in place
- Improve information to Council
- Code updates
- Continuity, succession

Then

Longer Term: 36+ “ultimately”

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 <small>*independent neutral</small>	- 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

