

# 2026 Municipal Advisor RFP Q&A

## 1. What is the estimated size, timing, and prioritization of the Town's anticipated capital projects?

- o The Town is considering replacing two of its current buildings with a single building which would be at least as big as both of the buildings in need of replacement. We may seek to add floor area and functions to the new buildings. Assuming \$1000/sf (resort community, very challenging construction environment, comparable recent commercial construction costs) and at least 8000 sf, \$8M is a relatively safe low end, and high-end costs could be up to \$17M. We aspire to break ground in roughly May of 2028. We anticipate having roughly \$1M-\$2M in a capital projects fund allocated mostly to a new building to offset any outside funding required for construction. We may also seek alternative sources such as grants and/or philanthropy.
- o For drinking water, we are looking at about \$2.4M in projects over the next 10 years to bring the system into compliance with various regulations for fire flows and emergency storage. We assume we'll implement projects every 2-3 years unless we decide to pursue debt financing or grants. *One of the recommended projects is underway at a cost of ~\$650k.*
- o For sewer, we have about \$1.3M in projects to replace pipe segments in poor condition.
- o On both water and sewer, we aspire to fund ongoing replacement of our ~55 year-old systems and assume each system has an additional \$4M in replacement costs if we were to do them all at once...although this is most likely out of the scope of what we're considering at the moment.

## 2. What level of cost estimates or phasing currently exists from the master plans?

- o Facilities Master Plan: <https://storage.googleapis.com/juniper-media-library/130/2025/09/Town%20of%20Alta%20Facilities%20Master%20Plan.pdf>

During the project, we generated two conceptual "space plans" unconstrained by budget or any other factors. The goal was loosely to determine what would be required to provide the Town's existing services in an ideal manner in the future. These included a few concepts that may be deprioritized as we begin a more constrained design process over the next couple months. However, the project did provide detailed cost estimates for these two "space plans" that inform the upper end of our current construction budget outlook, as well as our current \$/sf estimate.

- o Water master plan: <https://storage.googleapis.com/juniper-media-library/130/2026/02/FINAL%20-%20Town%20of%20Alta%20DW%20CIP.pdf>
- o Sewer master plan: <https://storage.googleapis.com/juniper-media-library/130/2025/09/Town%20of%20Alta%20Facilities%20Master%20Plan.pdf>

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Both of these projects generated "master plan" level cost estimates for projects to be completed in the 5-10 year timeframe, which are assumed to be -50% to + 100% accurate.

### 3. Are there immediate financing needs, or is this primarily pre-planning efforts?

o Assuming we will seek a GO or other bond to fund a new building, we assume we will not be ready for a bond election or other final decision until 2027. We are seeking to engage a municipal advisor sooner than that so we can understand debt financing better, keep tabs on markets and interest rates, and otherwise be as prepared as possible if we decide to issue debt.

o For water and sewer, we may look to issue debt or seek grant/SRF funding sooner, but as of now we assume we will save for projects in the enterprise funds and raise rates as necessary for funds to be available.

### 4. Is there a target issuance date for any debt?

o See above-GO bond would likely be after a November 27 bond election

### 5. Has the Town conducted any recent rate studies, IFFPs, or financial forecasts?

o We've not done a full water/sewer rate study recently. We don't use impact fees. We haven't done any rigorous long-range financial forecasts; our revenue is largely based on our seasonal ski area economy and we assume that will continue to be strong enough for a couple decades to support a similar general fund budget. Taxable property values have grown substantially in recent years and we assume we'll continue to have a relatively large property tax base for the foreseeable future.

### 6. What level of involvement is the Town expecting as it relates to:

- o Rate setting / utility analysis
- o Capital planning integration
- o Economic or revenue modeling

As of right now, we are primarily looking to be prepared to issue debt to fund part or most of the budget for a new building. For water and sewer, we are interested in learning whether it may be cheaper in the long run to issue debt or take a low-interest loan, than it would be to save up for projects over a ~10-year period.

We may be interested in any of the above items, but our outlook may not be complex enough to warrant these additional analyses.

### 7. What level of "baseline monthly support" does the Town expect?

o As of now, I assume we would only need a MA/FA to attend a meeting or two a month or less. Currently, we are doing the following:

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Preparing an RFP to conduct an architectural feasibility and programming study on a building. The project will provide a construction budget estimate and prepare us for a complete design or design/contracting phase. We will want to be engaged with an MA/FA to understand the tax/budget impacts of various funding scenarios as we narrow down a budget estimate.

We are preparing to activate a "citizens committee" to advise the town council on project budgets and funding options. We'd likely look to an MA/FA to present at a few committee meetings.

- o The sum of these work streams probably amounts to, again, a couple meetings a month at most, during this period of time where there is still a lot of planning and project definition to do.

- o Once the Town is ready to begin a complete design process, we may need to be more involved with an MA. That being said, I really don't know how much time any of this will take for an MA...

### **8. Is the Town open to a fee structure for the FA that is part retainer and part success based?**

- o I've assumed a fee proposal would be the latter, and we don't currently have budget for retainer/hourly/ongoing billing, but that could change. My assumption is based on only one data point, which is a past conversation with another MA. So we're open to any kind of fee structure that is relatively common in the marketplace or for entities in a similar position to the Town.

### **9. I wanted to clarify the requirement in the RFP about the page limit: "fewer than 20 pages." The body of our response complies with this, but we have some appendices with bios and previous work completed, etc. This puts us around 35 pages currently. Is the 20-page limitation inclusive of the cover page, a table of contents, and appendices? If you want the response to be fewer than 20 pages, could we submit a separate document of supplemental information that would include these appendices? We just want to make sure we understand and follow the requirements.**

The page limit is meant to help us manage the volume of reading required to review all the proposals we receive. We often receive proposals with more than 20 pages and we generally don't reject them, but sometimes more succinct proposals fare better because they're easier to digest. If you want to send more than 20 pages you can do so.