

Town of Alta

Town Council
Tentative Budget Presentation

May 8, 2024

Today's Agenda – Review the Tentative Budgets



FY25 Budget Development

- Combined Budgets
 - Revenue and Expenses across the 4 funds: General, Capital Projects, Sewer, and Water Funds
- Projects
 - Capital Projects Plan
 - Master planning, other projects
- Water and Sewer Funds

Budget Highlights: Revenue, Expenses & Key Assumptions



REVENUE

- No property tax increase
- Same sales tax revenue projection as last year



EXPENSES

- Bottom line General Fund expenses are generally stable compared to FY24
- Compensation:
 - Phase 2 (of 2) wage study implementation: bring TOA emps up to appropriate point in range given time in position, performance
 - Transition of full-time AMO deputies from Non-contributory to Public Safety tier of Utah Retirement System (URS). This expense will go from roughly 17% to 36% of applicable wages. – New as of current draft FY 25 budget
- Town Shuttle Program:
 - FY24: TOA collected \$65k from ACVB (one time contribution) and \$50k from UTA
 - FY25: TOA contribution proposed to increase from \$26k (FY24) to \$145k (FY25) to fill the gap
- Contribution to the Capital Projects Fund: ~\$220k for FY 25



General Fund
Capital Projects Fund
Water Fund
Sewer Fund

Combined Budgets

Revenue: FY24 Budgets vs FY25 Tentative Budgets

Revenue Comparison	FY 2024 Budget	FY 25 Budget	Difference FY24 vs FY 25	% Diff FY24 vs FY25
Property Tax	\$ 405,165	\$ 405,165	\$ -	0%
Sales Tax	\$ 1,868,000	\$ 1,890,000	\$ 22,000	1%
Other Taxes: Municipal Energy, Tele	\$ 91,150	\$ 93,297	\$ 2,147	2%
Services: permits, licensing, fines, impact fees, shuttle, sewer, water	\$ 882,437	\$ 887,064	\$ 4,627	1%
Restricted Gov Grants (County, USFS, SLC, 4th .25, PO, UDOT)	\$ 104,250	\$ 110,047	\$ 5,797	6%
Misc: interest, contributions from private sources, sundry etc.	\$ 195,500	\$ 183,450	\$ (12,050)	-6%
Total Revenue	\$ 3,546,502	\$ 3,569,023	\$ 22,521	

Assumptions

- *Combined budgets includes 4 funds: General, Capital Projects, Water & Sewer*
- *No property tax increase*
- *Town Shuttle: \$84k (FY25) revenue projected versus \$205k (FY24) in previous year*

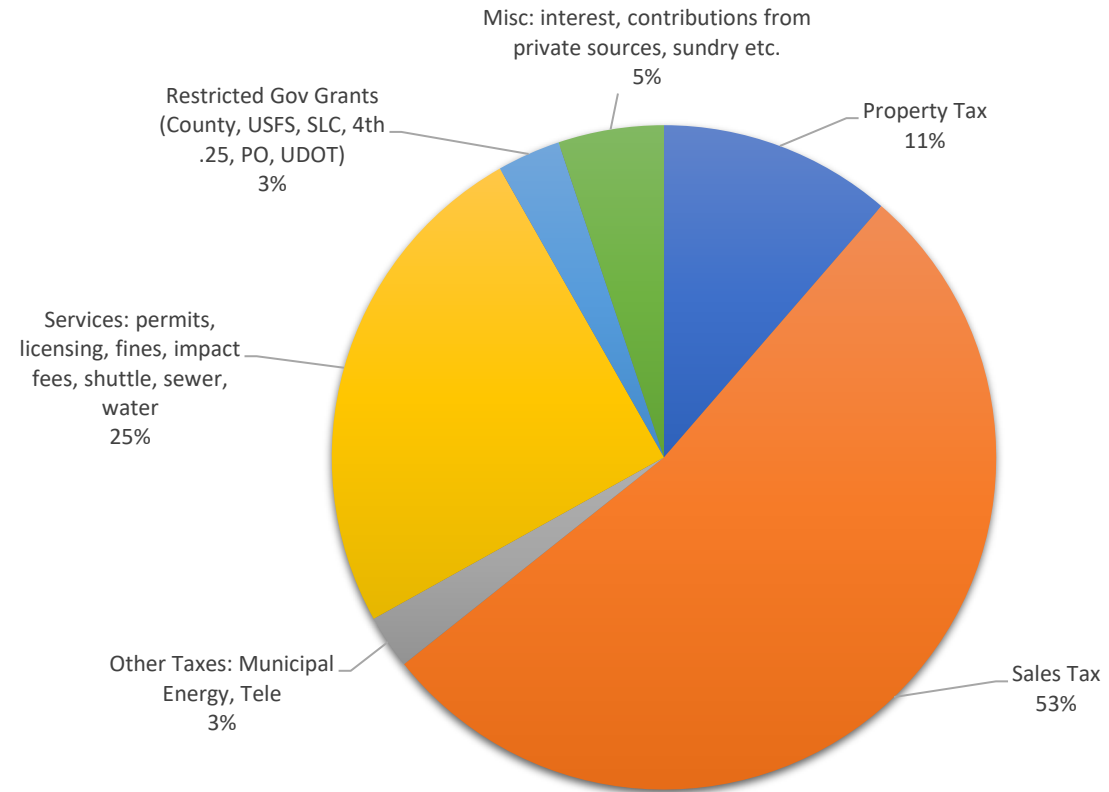
Revenue: FY25 Tentative Budgets

This chart includes all 4 funds:

1. General Fund
2. Capital Projects Fund
3. Water
4. Sewer

Revenue Comparison	FY 25 Budget
Property Tax	\$ 405,165
Sales Tax	\$ 1,890,000
Other Taxes: Municipal Energy, Tele	\$ 93,297
Services: permits, licensing, fines, impact fees, shuttle, sewer, water	\$ 887,064
Restricted Gov Grants (County, USFS, SLC, 4th .25, PO, UDOT)	\$ 110,047
Misc: interest, contributions from private sources, sundry etc.	\$ 183,450
Total Revenue	\$ 3,569,023

FY25: COMBINED FUND REVENUE



Expenses: FY24 Budgets vs FY25 Tentative Budgets

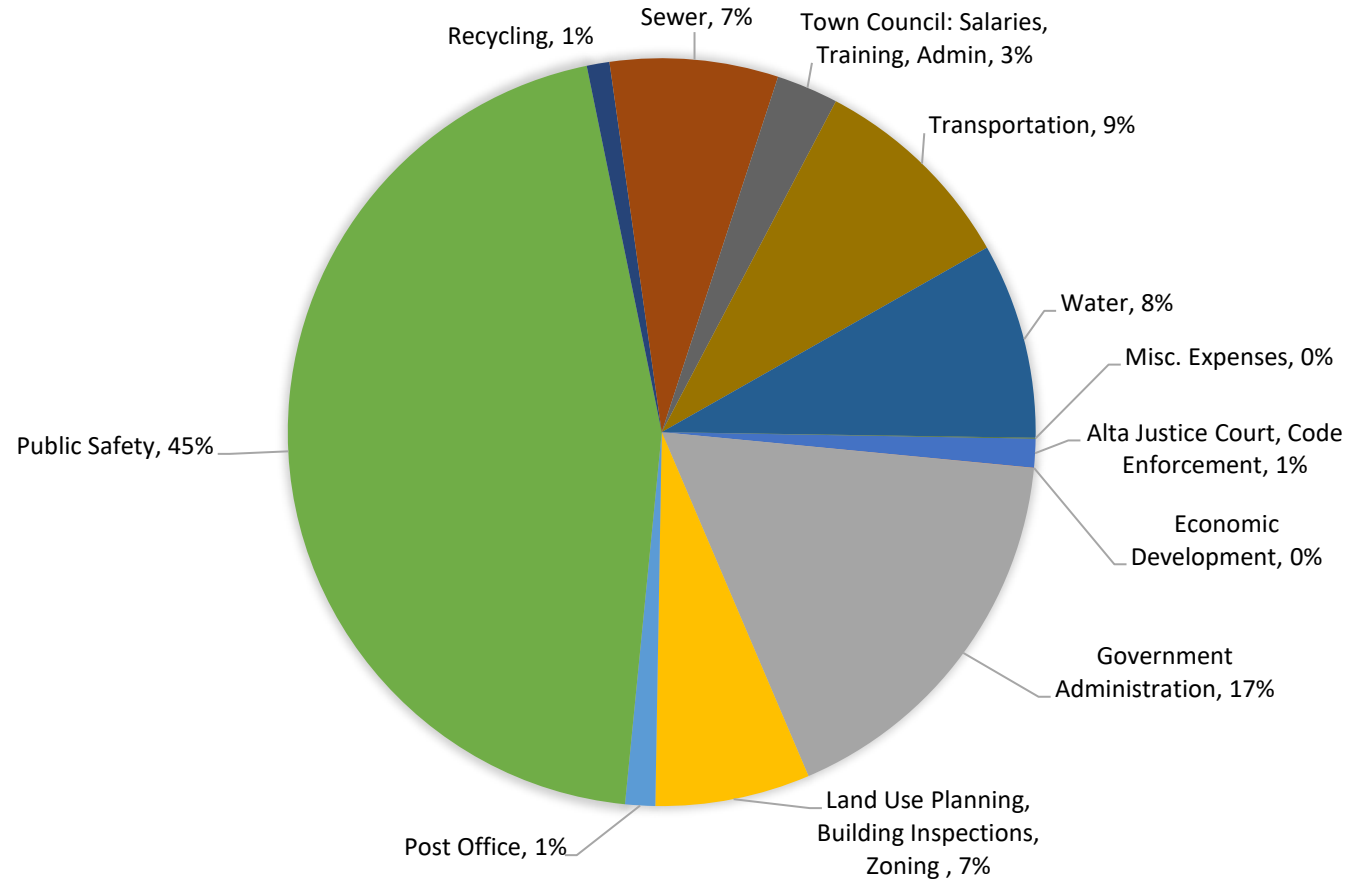
Expense Comparison	FY 2024 Budget	FY 25 Budget	Difference FY24 vs FY 25	% Diff FY24 vs FY25
Alta Justice Court, Code Enforcement	\$ 39,422	\$ 40,087	\$ 665	2%
Economic Development	\$ 400	\$ 400	\$ -	0%
Government Administration	\$ 603,574	\$ 548,205	\$ (55,369)	-9%
Land Use Planning, Building Inspections, Zoning	\$ 180,494	\$ 215,356	\$ 34,862	19%
Post Office	\$ 44,326	\$ 41,595	\$ (2,731)	-6%
Public Safety	\$ 1,560,733	\$ 1,454,403	\$ (106,330)	-7%
Recycling	\$ 30,300	\$ 31,500	\$ 1,200	4%
Sewer	\$ 213,492	\$ 233,943	\$ 20,451	10%
Town Council: Salaries, Training, Admin	\$ 95,073	\$ 86,065	\$ (9,008)	-9%
Transportation	\$ 298,020	\$ 291,850	\$ (6,170)	-2%
Water	\$ 243,698	\$ 271,928	\$ 28,230	12%
Misc. Expenses	\$ 1,200	\$ 1,200	\$ -	0%
	\$ 3,310,732	\$ 3,216,531	\$ (94,201)	

- *Includes all 4 Town funds: General, Capital Projects, Water, Sewer*
- *No longer includes a 5th full-time deputy*
- *Total expenses \$94,201 less than amended FY 24 budget*

FY25 Draft Budgets: Expenses

Expense Comparison	FY 25 Budget
Alta Justice Court, Code Enforcement	\$ 40,087
Economic Development	\$ 400
Government Administration	\$ 548,205
Land Use Planning, Building Inspector	\$ 215,356
Post Office	\$ 41,595
Public Safety	\$ 1,454,403
Recycling	\$ 31,500
Sewer	\$ 233,943
Town Council: Salaries, Training, Admi	\$ 86,065
Transportation	\$ 291,850
Water	\$ 271,928
Misc. Expenses	\$ 1,200
	\$ 3,216,531

FY 25: COMBINED FUND EXPENSE

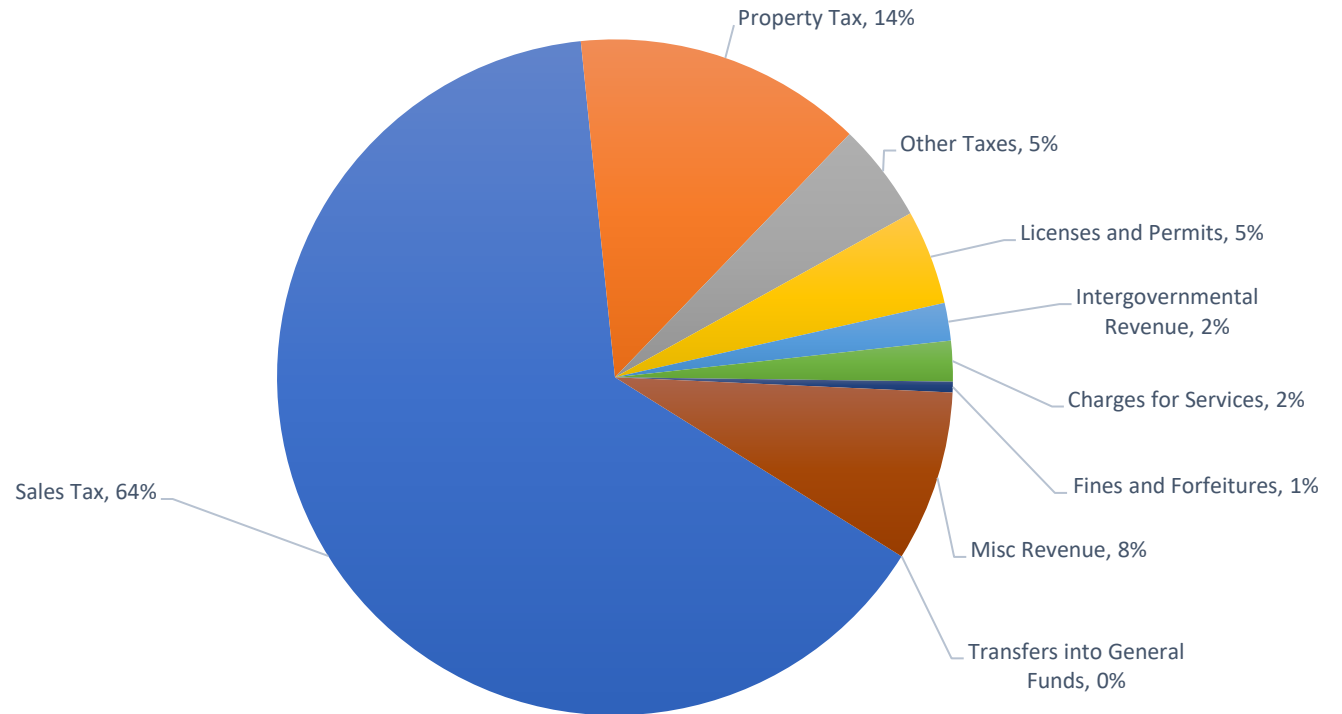


General Fund Budget

Revenue: FY25 General Fund

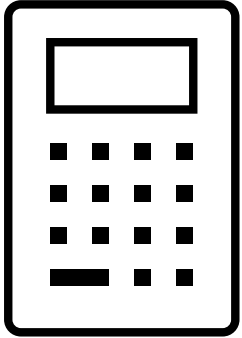
General Fund Revenue	FY 25 Budget
Sales Tax	\$ 1,890,000
Property Tax	\$ 405,165
Other Taxes	\$ 138,494
Licenses and Permits	\$ 132,675
Intergovernmental Revenue	\$ 52,850
Charges for Services	\$ 56,800
Fines and Forfeitures	\$ 15,000
Misc Revenue	\$ 239,450
Transfers into General Funds	\$ -
	\$ 2,930,434

FY25: GENERAL FUND REVENUE



No property tax increase proposed for FY 25

Estimating Sales Tax



FY 2025 Tentative Budget \$1,890,000

Estimate = Sales Tax \$1.8M plus 0.1% Resort Tax \$90k

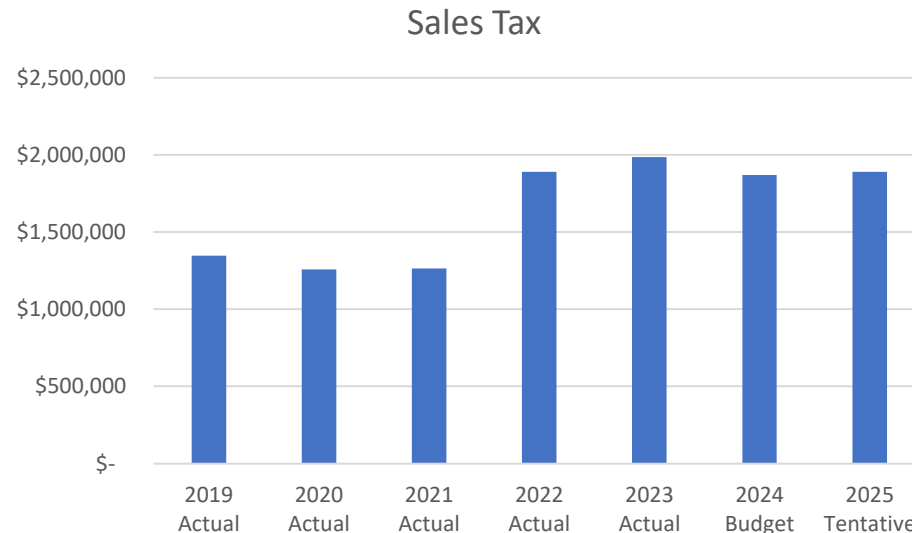
FY25 approach - used last year's budget with an adjustment for the resort tax

FY 2024 Budget \$1,868,000

Estimate = Sales Tax \$1.8M plus 0.1% Resort Tax \$68K (est. for 3/4 of year)

Actuals

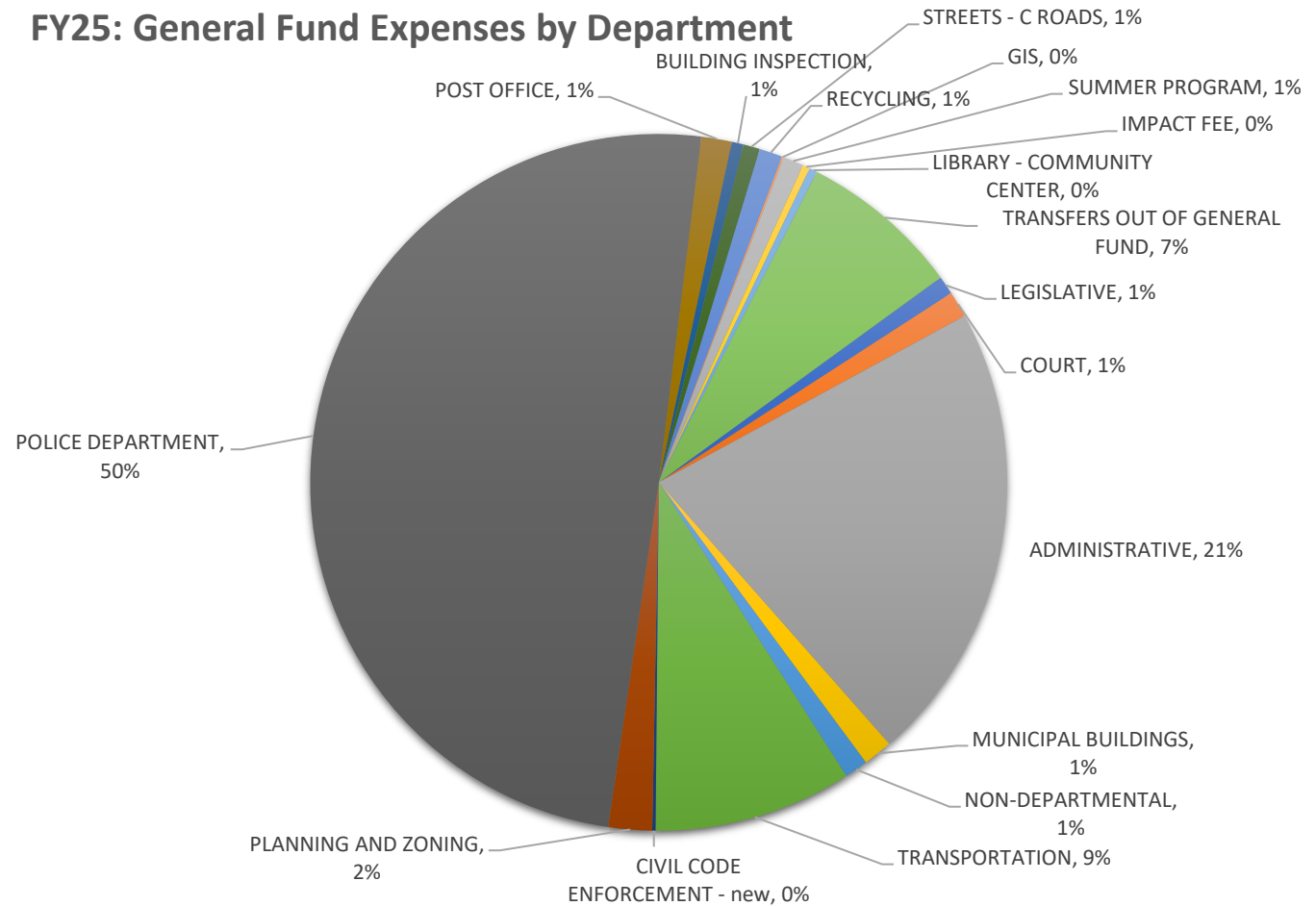
FY 2023	\$1,984,166
FY 2022	\$1,890,675
FY 2021	\$1,263,263
FY 2020	\$1,257,665
FY 2019	\$1,345,948



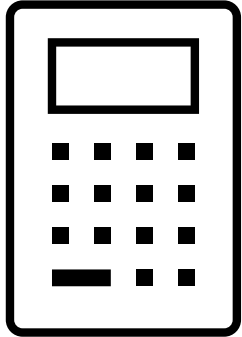
Expenses: FY25 General Fund

General Fund Expenses by Department	FY 25 Budget
LEGISLATIVE	\$ 24,950
COURT	\$ 35,587
ADMINISTRATIVE	\$ 628,246
MUNICIPAL BUILDINGS	\$ 39,890
NON-DEPARTMENTAL	\$ 31,850
TRANSPORTATION	\$ 269,350
CIVIL CODE ENFORCEMENT - new	\$ 4,500
PLANNING AND ZONING	\$ 54,300
POLICE DEPARTMENT	\$ 1,474,403
POST OFFICE	\$ 41,595
BUILDING INSPECTION	\$ 15,550
STREETS - C ROADS	\$ 22,500
RECYCLING	\$ 31,500
GIS	\$ 2,500
SUMMER PROGRAM	\$ 27,840
IMPACT FEE	\$ 10,000
LIBRARY - COMMUNITY CENTER	\$ 10,700
TRANSFERS OUT OF GENERAL FUND	\$ 205,174
	\$ 2,930,434

FY25: General Fund Expenses by Department



Projecting Year-End Balances



FY 2024	Starting Balance 7/1/2023	Projected YE Balance 6/30/2024	Difference
General Fund	\$ 3,129,326	\$ 2,456,076	\$ (673,250)
Capital Projects Fund	\$ 640,992	\$ 1,243,812	\$ 602,820
Water Fund	\$ 690,410	\$ 255,857	\$ (434,553)
Sewer Fund	\$ 543,566	\$ 565,871	\$ 22,305

FY 2025	Starting Balance 7/1/2024	Projected YE Balance 6/30/2025	Difference
General Fund	\$ 2,456,076	\$ 2,456,076	\$ -
Capital Projects Fund	\$ 1,243,812	\$ 1,337,586	\$ 93,774
Water Fund	\$ 255,857	\$ 301,691	\$ 45,834
Sewer Fund	\$ 565,871	\$ 596,668	\$ 30,797

The data for these calculations can be found in more detail in the May 8, 2024 consent agenda.

Projects

Capital Projects Fund

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
Town Website			15,000								
Tom Moore Historic Structure Feasibility		—10,000									
Replace a Building						7,500,000					
Facilities Master Plan			75,000								
Facilities Planning Phase 2				75,000							
Re-roof the post office			—20,000								
Tom Moore Historic Structure Stabilization*				25,000							
Marshals Office Inventory Management	14,188	20,000									
Marshals Office Security Cameras	21	13,000	13,000								
New AMO Truck	38,978	50,000		55,000							
New AMO ATV	11,849	11,000									
Alta Central Generator	64,238	64,238									
AMO Mobile Data Terminals			25,000								
Marshals Office Phase 2 Radio upgrade	29,168	30,000									
Alta Central Dispatch Console Upgrade	-	—15,000		15,000							
Livescan	-	17,010									
Upgrade Centracom Phase 2					30,000						
Speed Trailer #3			13,000								
Town Park Playground Improvements			—5,000								
Trailhead-Style Public Restroom 24/7*					50,000						
Total Projects	158,442	230,248	166,000	170,000	80,000	7,500,000	-	-	-	-	-
											Budgeted Total 2025 - 2035
											8,146,248

- *“Facilities Planning Phase 2 is a design project for a new facility, to follow ASAP on Facilities Master Plan, pending decision on “which facility”*
- *“Replace a building” \$7.5 M project assumes 10K sq’ building at \$750/sq’*
- *We’re scaling back on proposing significant, non-critical projects on existing facilities pending outcomes of facilities master plan*

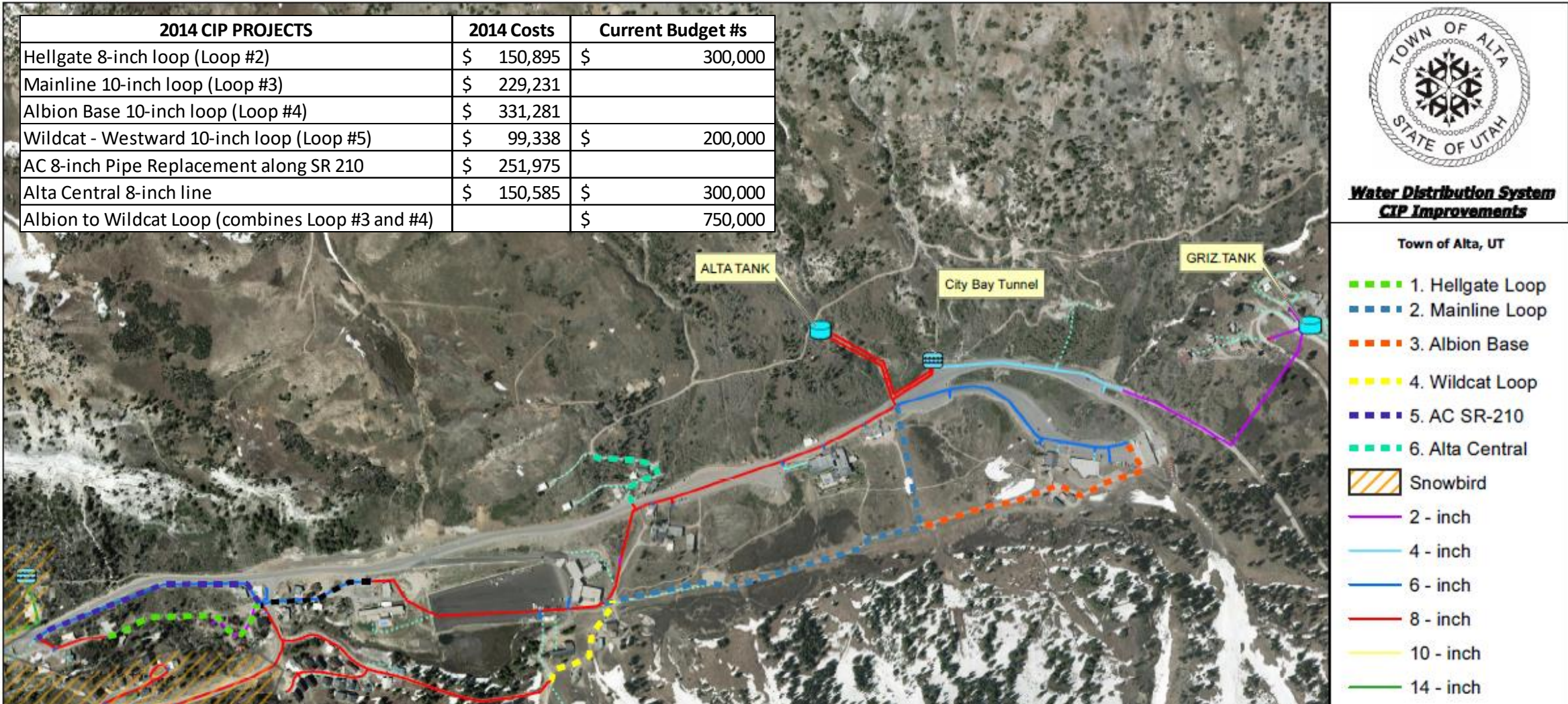
* Items in red are proposed, not approved.

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

Water System 2014 Capital Improvements Analysis

Basis for proposed future year water projects, current cost estimates are double 2014 #s and are pending further analysis...

2014 CIP PROJECTS	2014 Costs	Current Budget #s
Hellgate 8-inch loop (Loop #2)	\$ 150,895	\$ 300,000
Mainline 10-inch loop (Loop #3)	\$ 229,231	
Albion Base 10-inch loop (Loop #4)	\$ 331,281	
Wildcat - Westward 10-inch loop (Loop #5)	\$ 99,338	\$ 200,000
AC 8-inch Pipe Replacement along SR 210	\$ 251,975	
Alta Central 8-inch line	\$ 150,585	\$ 300,000
Albion to Wildcat Loop (combines Loop #3 and #4)		\$ 750,000



Requests for Proposal and Other Projects

- **Water & Sewer Master Plan** – *RFSQ released 4/15; contract awarded 5/28*
 - [Link to Request for Statement of Qualifications](#)
- **Pursuing major W/S capital projects in Summer 2026**
 - Partner with Alta Ski Area to install “Mainline/Albion Base Loop” projects from 2014 TOA Water System C.I.P. or Hellgate Loop Project. Assume costs are 2x estimated values from 2014 C.I.P.
 - Planning to complete remote meter installs during FY 25
- **Facilities Master Plan** – *RFP released May 21st; contract awarded July 2024*
 - Scope to include Tom Moore Historic Structure Report
- **Town Shuttle**
 - *RFP to determine cost for next season released 5/1*
 - Assumptions:
 - No UTA/ACVB revenue (\$115k), still collecting from lodges, residences, ski areas
 - Same or similar service, pending UTA Ski Bus plan: will we need recent level of service?

Facilities Master Plan

Key Questions and Project Goals

1. What is the status of existing Town of Alta buildings?
What should we maintain, what should we replace?
2. What are the “programming” gaps in existing facilities?
3. What program elements do we need or want in our future facilities?

To Be Determined:

Proposed budget: \$75,000 -- Is that enough?

Whether to include preliminary avalanche analysis

Timeline: ideally launched by end of summer, concluded prior to developing FY 26 budget

STAFF IS EAGER FOR COUNCIL FEEDBACK ON THE PROPOSED SCOPE OF WORK

Scope of Work

Facility assessments for Town Office, Alta Central, community center

- Assess deficiencies and depreciation
- Recommend maintenance, remodel, or replacement

Master plan

- Internal, stakeholder, community engagement regarding facility programming needs
- Assess opportunities to consolidate, combine, or co-locate existing and future facility program elements
- Preliminary design recommendations for major facility remodeling and replacements
- Cost estimates and funding recommendations for future facility improvements and replacements

Tom Moore Toilet Historic Structure Report

- Common/off-the-shelf architectural analysis of an historic structure to assess requirements to reinforce existing structure, explore potential interpretive or adaptive reuse opportunities

More Projects - Technology

New Website

- Existing website circa 2015; content and backend platform is outdated
- Proposing new website with modern backend, options to integrate with other platforms, complete content renewal, easier in-house O&M
- Website is primary landing page for information about TOA; other TOA channels direct to website
- Execute alongside project to migrate TOA emails, web address to “.gov” from “.com” per requirements
- Budget: \$15,000
- Timeline: launch project in July 24, 12 to 16-week project, go-live before ski season

Online Billpay

- Complimentary to new website
- Reduce accounts receivable admin burden
- Improve security and PCI (Payment Card Industry standards) compliance, reduce fraud risk
- Staff has identified preferred vendor, identifying financial implications
- 4-6 weeks onboarding once vendor selected

Other

- RFP for IT services
- Procure dedicated TOA internet service at community center
- Exploring accepting credit cards at Post Office

More Projects - Land Use and Planning

Consulting

Cottonwood Lands Advisory:

- Proposing to keep John on through the end of the calendar year to continue helping Cawley understand historical nuances of Alta's land use program, work on key planning and land use projects

Town Code Title 10 "Housekeeping" project

- evaluate state code compliance
- clarify or update land use authority (who approves what)
- define land use applications and processes
- avoid delving into zoning policies

Proposed \$40,000 budget under 10-53-310; assuming outside consultant and Guldner may work together with staff, commission, council on code update

Alta Planning Commission Administration

- Going to be a busy year!
- Subdivision Ordinance update
- Shallow Shaft proposed ordinance amendment
- Title 10 Housekeeping/Code Update
- Training and education: enroll APC members in planning, land use, general local government conferences to support state-mandated training

Strategic Planning

- Staff to propose Town of Alta "purpose statement" to town council
- Proposing holding council retreat in November
- Potential for Town of Alta – Planning Commission joint meeting?

More Projects – Building Department etc.

Building Permit Fee Schedule Update

- Building permit fee schedule has not been updated in a long time! Is it inflated? Is it lower than it should be?
- Study fee structures in nearby municipalities, building code/state law

Impact Fee Study

- Town of Alta impact fee does not comply with Utah Impact Fees Act as recently amended
- In order to charge impact fee, must develop Impact Fee Analysis, fees cannot exceed impacts of development activities
- Assume we'd hire consultants, cost unknown at this time

Modernize Building Department

- Building permit administration is paper- and manual data-entry intensive; high administrative burden and opportunities for human error
- Many cities use various applications for paperless submittals, plan review, document management
- Staff to research other community programs and identify potential improvements, propose expenses in future budgets

ALSO:

- Civil Code Enforcement program buildout
- Employee handbook update
- Working with SLCo EM to develop Town of Alta Comprehensive Emergency Management Plan
- And more!

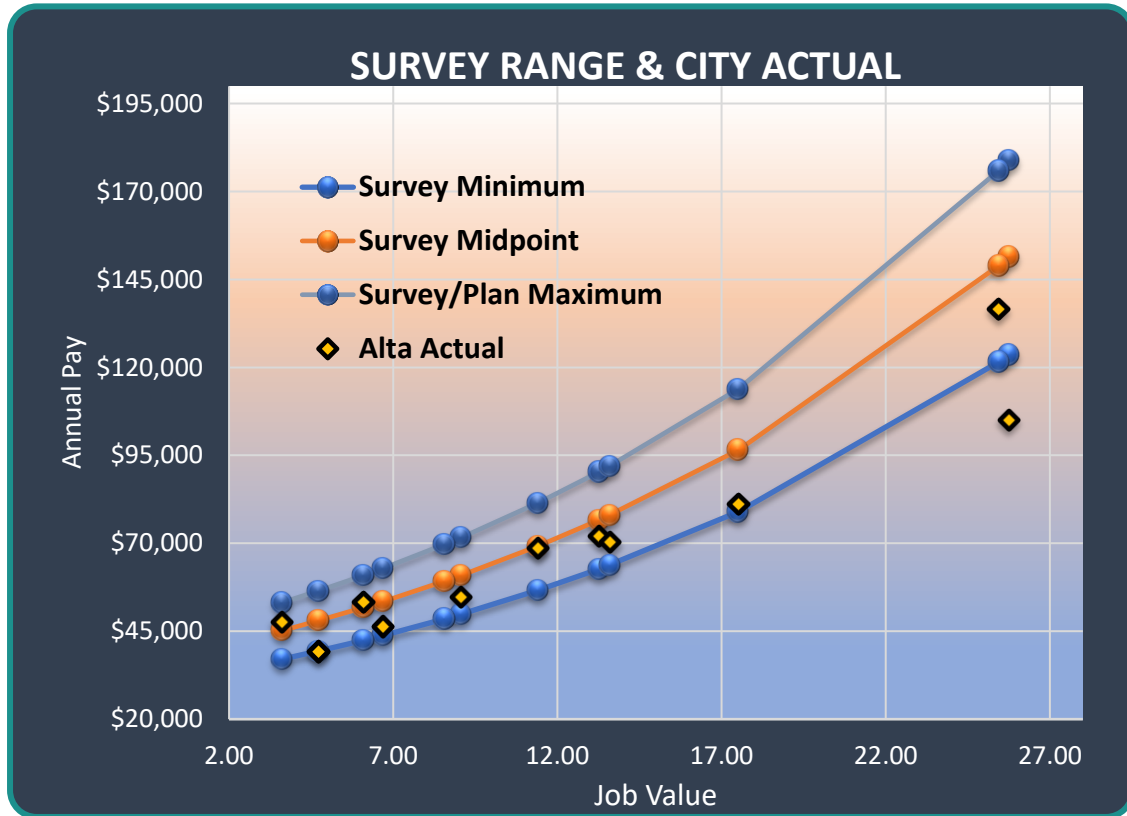
Compensation and Wages

Wages

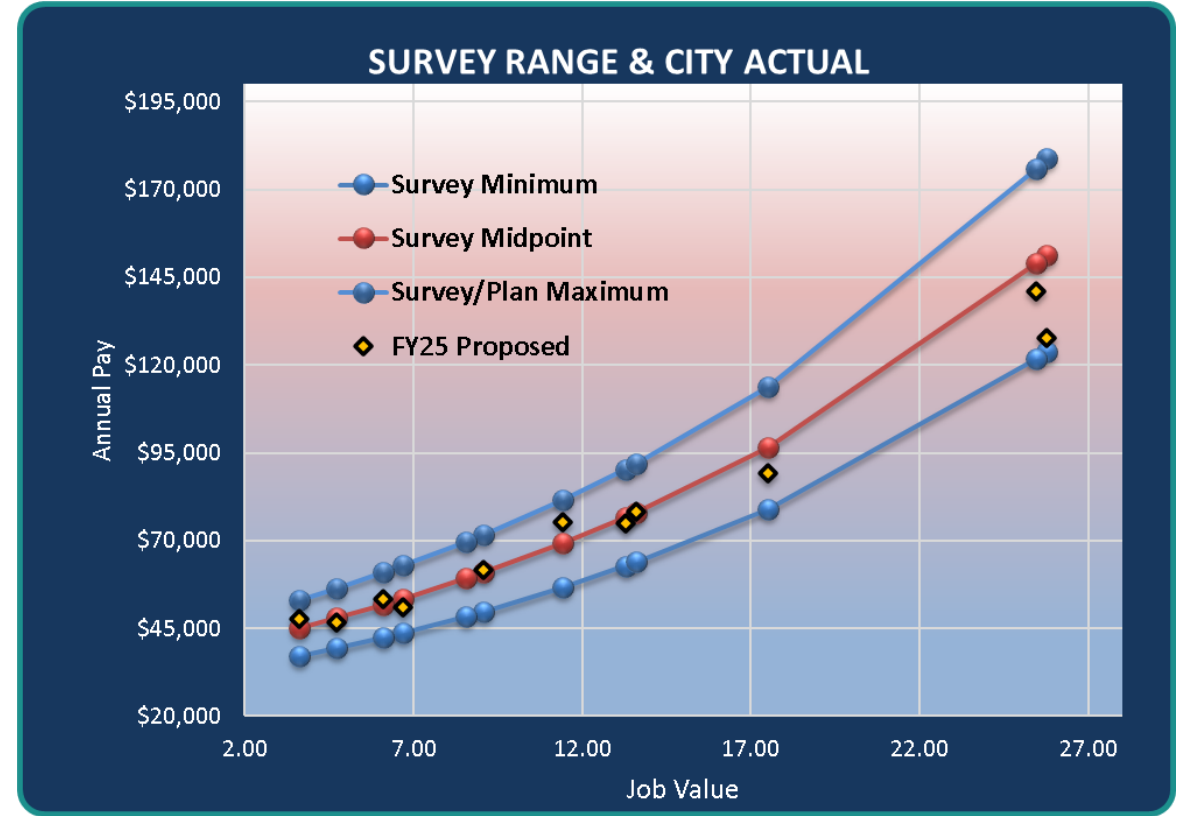
- TOA has 12 full time employees, 10 part time as of 3/29/24, across 12 job titles
- Employee compensation is the largest component of Town of Alta general fund budget
- Pay scale has historically been heavily constrained, below regional market rates
- Cost of living in SL Valley, burden of working in LCC has increased
- TOA engaged widely used government compensation analyst to provide “Worth of Work” market benchmarking tool
 - *WOW Framework*: Responsibility, Job Knowledge, Difficulty, Work Environment
 - *FY 25 wage study comps*: Bluffdale, Brian Head Town, Cottonwood Heights, Draper, Hurricane, Moab, Park City, Sandy, Springdale, Unified Police Department, VECC, Vineyard
 - Implementation: FY 24, brought emps up to range minimum. FY 25, lift emps to appropriate position in range based on time in position and performance. This will be the last major, across-the-board adjustment for the foreseeable future. Adopting the recommendations would confidently put TOA “in market.” Future adjustments for COLA, and individually for merit, changes in job description, etc.

Wages

FY 2024 Result



Proposed for FY 2025



- “Alta Actual” data in some cases represents the average wage for multiple employees with the same job title
- [3.2% COLA](#): Social Security Administration 2024 COLA adjustment (included in proposed FY25 wages)

Alta Marshal's Office - 5th Deputy



- Wages and expenses to hire a 5th officer have been removed from this draft of the FY25 Budget
- Pursuing grant: COPS Hiring Program (CHP)
 - Funds 74% of entry level wages for new hire plus fringe benefits for 3 years
 - Application due June 2024, recipients notified in August 2024
 - Have 5 years to use the funds
- We are not ready to add a 5th officer on July 1, 2024
- This approach provides some time to plan for the addition of a 5th deputy, shooting for the start of FY26. If we are ready earlier, we will come to the council for a potential budget amendment.

Wages by Department

FY 24 - By Department	FY 24 Base Wage	FY 24 Budget	FY 24 Difference
Alta Marshal's Department*	\$ 622,380	\$ 780,117	\$ 157,737
Town Office	\$ 268,710	\$ 282,069	\$ 13,359
Building Maintenance	\$ 42,353	\$ 48,956	\$ 6,603
Post Office	\$ 26,590	\$ 29,949	\$ 3,359
Court	\$ 16,967	\$ 20,722	\$ 3,755
Sewer	\$ 6,622	\$ 11,572	\$ 4,950
Water	\$ 4,805	\$ 10,000	\$ 5,195
Summer Program, Parks Rec	\$ 3,972	\$ 5,115	\$ 1,143
TOTAL	\$ 992,399	\$ 1,188,500	\$ 196,101
<i>*AMO budget does not include \$135K in wage corrections</i>			

FY 25 - By Department	FY 25 Base Wages	FY 25 Budget	FY 25 Difference	FY 24 vs FY 25 Budget Difference
Alta Marshal's Department	\$ 701,352	\$ 881,470	\$180,118	13%
Town Office	\$ 314,873	\$ 342,033	\$27,160	21%
Building Maintenance	\$ 26,998	\$ 22,460	(\$4,538)	-54%
Post Office	\$ 32,400	\$ 27,733	(\$4,667)	-7%
Court	\$ 18,423	\$ 18,423	\$0	-11%
Sewer	\$ 13,759	\$ 13,759	(\$0)	19%
Water	\$ 15,545	\$ 15,545	\$0	55%
Summer Program, Parks Rec	\$ 2,591	\$ 1,733	(\$858)	-66%
TOTAL	\$ 1,125,941	\$ 1,323,156	\$197,215	11%
<i>Budget #'s include performance bonuses (\$17,770 for both FY 24 and FY25)</i>				

Base Wages

Assumes either 2,080 hours for full-time staff (2,496 for Deputies inclusive of regularly scheduled overtime – 8 hours per week) or a designated number of hours based on recent history for part-time positions. This is a direct output of the Worth of Work framework.

Budget

This includes a cushion for unscheduled overtime based on historical practices.

No 5th full-time deputy

Water Fund



Water Rate Summary	FY 25	FY 24
Total Water ECU Value	253.85	252.60
Required Water Sales	\$ 330,036.00	\$ 286,066.00
Rate (Annual)	\$ 1,300.12	\$ 1,132.49
Rate (per ECU per month)	\$ 108.34	\$ 94.37
Rate increase	13%	11%
Overage rate / 1,000 gal	\$ 5.16	\$ 4.30
Overage rate increase	20%	20%

- Budgeting \$85k in improvement projects
- Setting aside \$70k for future water improvement projects

Water Rate: Examples	FY 25	FY 24
<u>Single-Family Residence</u>		
Annual ECU = 1.25	\$ 1,625.15	\$ 1,415.61
Quarterly ECU = 1.25	\$ 406.29	\$ 353.90
Monthly ECU = 1.25	\$ 135.43	\$ 117.97
<u>ECU 15 - Small Commercial User</u>		
Annual	\$ 19,501.83	\$ 16,987.35
Quarterly	\$ 4,875.46	\$ 4,246.84
Monthly	\$ 1,625.15	\$ 1,415.61
<u>ECU 25 - Md. Commercial User</u>		
Annual	\$ 32,503.05	\$ 28,312.25
Quarterly	\$ 8,125.76	\$ 7,078.06
Monthly	\$ 2,708.59	\$ 2,359.35
<u>ECU 40 - Lg Commercial User</u>		
Annual	\$ 52,004.88	\$ 45,299.60
Quarterly	\$ 13,001.22	\$ 11,324.90
Monthly	\$ 4,333.74	\$ 3,774.97

Sewer Fund



Sewer Rate Summary	FY 25	FY 24
Total Sewer ECU Value	231.41	230.16
Required Sewer Revenue	\$ 230,977.00	\$ 185,000.00
Rate (Annual)	\$ 998.13	\$ 803.79
Rate increase	24%	28%

- The main driver for rate increase is due to passing along rate increases from Cottonwood Improvement District.
- Setting aside \$7k for sewer improvement projects

Sewer Rate: Examples	FY 25	FY 24
<u>Single-Family Residence</u>		
Annual ECU = 1.25	\$ 1,247.66	\$ 1,004.74
Quarterly ECU = 1.25	\$ 311.92	\$ 251.18
Monthly ECU = 1.25	\$ 103.97	\$ 83.73
<u>ECU 15 - Small Commercial User</u>		
Annual	\$ 14,971.93	\$ 12,056.83
Quarterly	\$ 3,742.98	\$ 3,014.21
Monthly	\$ 1,247.66	\$ 1,004.74
<u>ECU 25 - Md. Commercial User</u>		
Annual	\$ 24,953.22	\$ 20,094.72
Quarterly	\$ 6,238.31	\$ 5,023.68
Monthly	\$ 2,079.44	\$ 1,674.56
<u>ECU 40 - Lg Commercial User</u>		
Annual	\$ 39,925.15	\$ 32,151.55
Quarterly	\$ 9,981.29	\$ 8,037.89
Monthly	\$ 3,327.10	\$ 2,679.30

Summary, Highlights, Future Quandaries

- **No tax increase for FY 25:**
 - Need to improve *medium-term expense projection* to justify recommendations to raise revenue
 - Drivers: Wage growth, future staffing, capital costs, impacts from transportation projects, major new TOA programs
- **Sales tax revenue projected to equal FY 24 projection**
- **General Fund costs stable vs. FY 24**
 - Fifth cop will require budget amendment
- **Future of pay progression**
 - What is the Town's compensation goal or policy? Who are our best "comps"-regional local governments vs. rural and resort communities statewide? Or do we recruit from and compete with other industries?
- **Town Manager Model**
 - What's the balance between efficiency and engagement in process for "town manager's budget?" Work in progress...
- **Upcoming Meetings**
 - Town Council: June 19th final budget adoption