

Town of Alta

March 2024 Budget Committee

Today's Agenda



FY25 Budget Development

- General Fund Revenue Projections
- Project List Update
- Wage Update
- Water Fund
- Sewer Fund

General Fund Revenue

FY24 Budget vs Draft FY25 Budget

Revenue Comparison	FY 2024 Budget	FY 25 Budget	Difference	% Diff
Property Tax	\$ 405,165	\$ 380,000	\$ (25,165)	-6%
Sales Tax	\$ 1,868,000	\$ 1,890,000	\$ 22,000	1%
Other Taxes: Municipal Energy, Tele	\$ 91,150	\$ 93,297	\$ 2,147	2%
Town Services:	\$ 676,742	\$ 808,064	\$ 131,322	19%
Restricted Gov Grants (County, USFS, SLC, 4th .25, PO, UDOT)	\$ 104,250	\$ 110,047	\$ 5,797	6%
Misc Revenue	\$ 442,000	\$ 183,450	\$ (258,550)	-58%
Total Revenue	\$ 3,587,307	\$ 3,464,858	\$ (122,449)	-3%

Assumptions

- No property tax Increase results in a reduction due to annual increase in property valuations
- \$84k revenue to Town Shuttle program versus \$205k

Projects

Requests for Proposal

1. Water & Sewer Master Plan
 - a. Assess the existing infrastructure
 - b. Provide a plan and cost estimates for the future built out system
 - c. Create an ongoing maintenance/replacement schedule
2. Town Shuttle
 - a. Determine the cost to provide existing service into future years
 - b. Assist town staff with the need for business contributions and general fund commitment
3. Facilities Master Plan
 - a. Assessment of existing facilities life expectancy, depreciation schedule, current uses and functional deficiencies
 - b. Space and programing needs assessment to determine future needs
 - c. Facility master plan to prioritize and guide future town investments

Future Capital Improvements & Project Costs

1. AMO Window replacement
2. AMO equipment and IT purchases
3. Evaluating IT investments
4. Post office roof replacement
5. Town playground equipment
6. Records digitization and archiving

Preview: Draft Capital Projects Fund

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
45-45-740	Town Website			25,000								
45-45-750	Tom Moore Historic Structure Feasibility	-	10,000									
45-45-750	Replace a Building					3,000,000						
45-45-750	Facilities Master Plan			75,000								
45-45-750	Facilities Planning Phase 2				75,000							
45-45-750	Re-roof the post office			20,000								
45-45-750	Tom Moore Historic Structure				25,000							
45-54-741	Marshals Office Inventory Management	14,188	20,000									
45-54-741	Marshals Office Security Cameras	21	13,000	13,000								
45-54-742	New AMO Truck	38,978	50,000	55,000								
45-54-742	New AMO ATV	11,849	11,000									
45-54-743	Alta Central Generator	64,238	60,000									
45-54-743	AMO Mobile Data Terminals			25,000								
45-54-743	Marshals Office Phase 2 Radio upgrade	745	30,000									
45-54-743	Alta Central Dispatch Console Upgrade	-	15,000		15,000							
45-54-743	Livescan	-	17,010									
45-54-743	Alta Central Dispatch Radio System Upgrade Centracom Phase 2					30,000						
45-70-740	Town Park Playground Improvements	-	5,000	5,000								
45-70-740	Trailhead-Style Public Restroom 24/7*					50,000						
	Total Projects	130,019	231,010	218,000	115,000	3,080,000	-	-	-	-	-	-
									Budgeted Total 2025 - 2035		3,644,010	

** 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.*

Wages

Background

- TOA has 12 full time employees, 10 part time as of 3/29/24, across 12 job titles
- TOA has historically retained employees relatively well despite a heavily constrained pay scale
 - A matter of Alta culture? Fiscal conservatism?
- Cost of living in the Salt Lake Valley has been increasing steadily since at least the Great Recession
- Post COVID economy has radically changed labor markets around the world and especially in rapidly growing economies like the Wasatch Front, even more so in resort communities
- Challenges of working in Little Cottonwood Canyon compound hiring difficulties created by relatively low wages
 - Traffic, congestion, road conditions: need to own an AWD vehicle or make significant compromises to ride share or use transit
 - Seasonality: still not a lot of full-time, year-round work in Alta
- Employee compensation is the largest component of Town of Alta general fund budget

Wage Study Basics

“Worth of Work” Framework

- Contracted with Mike Swallow of Technology.net in fall 2022 to get a third-party evaluation of the Town’s wages and to help us transition to offering more competitive wages.
Outcome: significant increases needed to reliably recruit and retain
- The framework was updated this spring with Swallow’s guidance to help us budget for wages in FY25

Worth of Work – Based on 4 factors each with its own scale

1. Responsibility
 - control over work vs. accountability & accuracy
2. Job Knowledge
 - Knowledge, skills, abilities vs. formal education & training
3. Difficulty
 - Complexity & variety of work vs. judgement & decision required
4. Work Environment
 - Working conditions vs. physical effort

Wage Study Comparables

FY 2025 Comparables

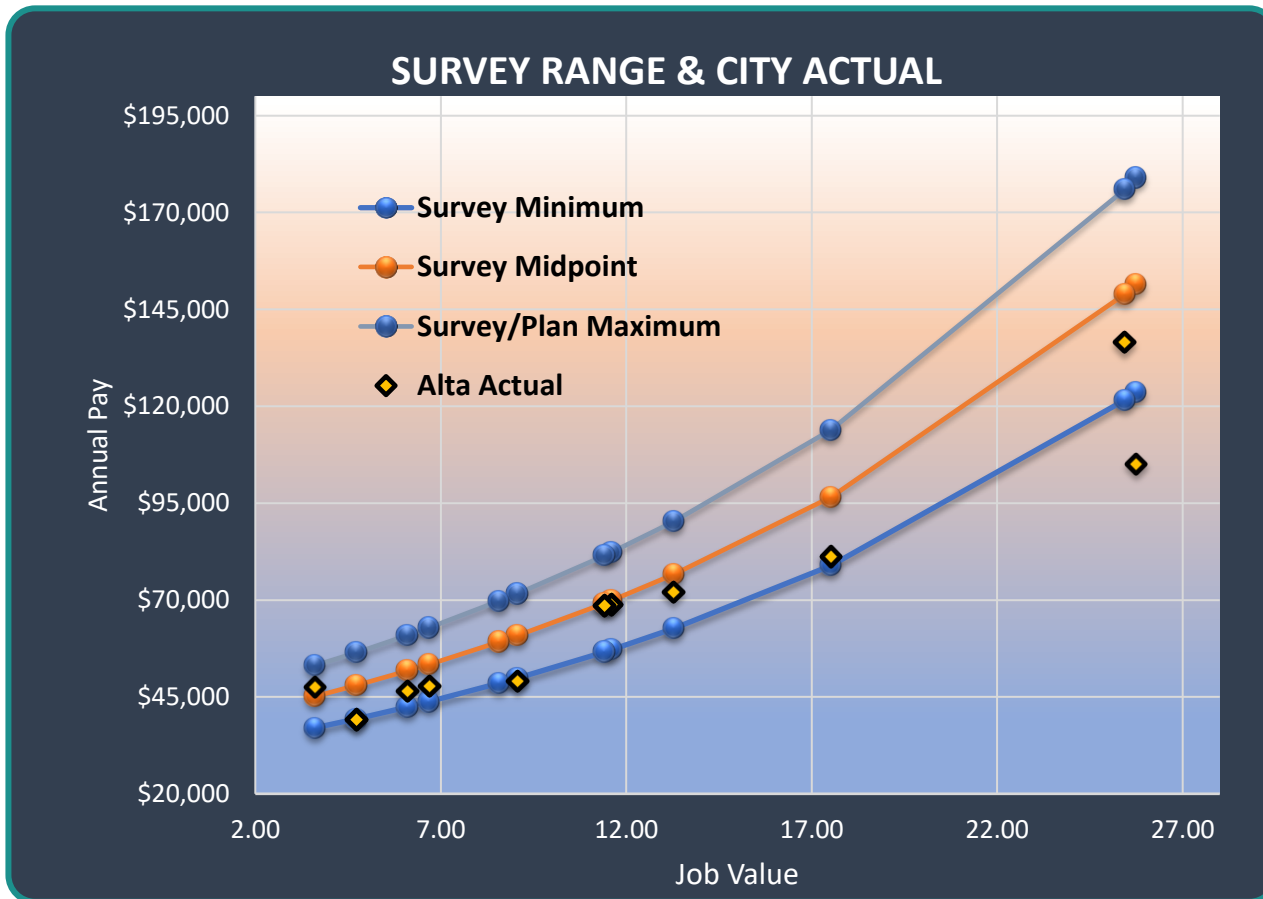
- Bluffdale
- Brian Head Town
- Cottonwood Heights*
- Draper
- Hurricane
- Moab
- Park City
- Sandy*
- Springdale
- Unified Police Department*
- Valley Emergency Communications Center*
- Vineyard

** Added for FY25*

FY 2024 Comparables

- Bluffdale
- Brian Head Town
- Draper
- Hurricane
- Moab
- Park City
- Springdale
- Vineyard

Compensation Study – Where we got in FY 24



Implementation

FY 24 - Bring all employees to the bottom of the range for their job titles

FY 25 - bring employees up to the appropriate point in the ranges:

Time in position

Performance

Compensation Study – Results for FY 25

JOB TITLE	JOB VALUE	Pay Range		
		Minimum	Midpoint	Maximum
TOWN MANAGER	25.75	\$61.33	\$73.60	\$85.87
TOWN MARSHAL	25.45	\$60.32	\$72.39	\$84.45
TOWN CLERK	17.52	\$39.18	\$47.01	\$54.85
ASSISTANT TOWN MANAGER	13.28	\$31.10	\$37.32	\$43.54
DEPUTY MARSHAL	13.61	\$31.66	\$38.00	\$44.33
LEAD DISPATCHER	11.42	\$28.11	\$33.73	\$39.35
DEPUTY TOWN CLERK	9.07	\$24.73	\$29.67	\$34.62
LEAD BUILDING MAINTENANCE TECHNICIAN	8.57	\$24.07	\$28.88	\$33.69
DISPATCHER	6.69	\$21.72	\$26.07	\$30.41
MAINTENANCE TECHNICIAN	6.11	\$21.05	\$25.25	\$29.46
POSTAL CLERK	4.73	\$19.53	\$23.43	\$27.34
CUSTODIAN	3.62	\$18.38	\$22.05	\$25.73

COLA 3.2%

JOB TITLE	Job Value	Pay Range		
		Minimum	Midpoint	Maximum
TOWN MANAGER	25.75	\$127,573	\$153,088	\$178,602
TOWN MARSHAL	25.45	\$125,467	\$150,561	\$175,654
TOWN CLERK	17.52	\$81,485	\$97,782	\$114,079
ASSISTANT TOWN MANAGER	13.28	\$64,689	\$77,627	\$90,565
DEPUTY MARSHAL	13.61	\$65,863	\$79,036	\$92,208
LEAD DISPATCHER	11.42	\$58,459	\$70,151	\$81,843
DEPUTY TOWN CLERK	9.07	\$51,434	\$61,721	\$72,008
LEAD BUILDING MAINTENANCE TECHNICIAN	8.57	\$50,057	\$60,068	\$70,079
DISPATCHER	6.69	\$45,186	\$54,223	\$63,261
MAINTENANCE TECHNICIAN	6.11	\$43,775	\$52,530	\$61,285
POSTAL CLERK	4.73	\$40,618	\$48,742	\$56,866
CUSTODIAN	3.62	\$38,225	\$45,870	\$53,515

Wages by Department

FY 24 - By Department	FY 24 Base Wage	FY 24 Budget	FY 24 Difference
Alta Marshal's Department	\$ 622,380	\$ 768,147	\$ 145,767
Town Office	\$ 268,710	\$ 277,469	\$ 8,759
Building Maintenance	\$ 42,353	\$ 48,706	\$ 6,353
Post Office	\$ 26,590	\$ 29,249	\$ 2,659
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	\$ 4,965	\$ 993
TOTAL	\$ 992,399	\$ 1,170,830	\$ 178,431

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	\$ 767,252	\$ 955,170	\$ 187,918	24%
Town Office	\$ 314,873	\$ 324,676	\$ 9,803	17%
Building Maintenance	\$ 26,998	\$ 29,698	\$ 2,700	-39%
Post Office	\$ 32,400	\$ 35,640	\$ 3,240	22%
Court	\$ 18,423	\$ 18,423	\$ -	-11%
Sewer	\$ 13,759	\$ 13,759	\$ -	19%
Water	\$ 15,545	\$ 15,545	\$ -	55%
Summer Program, Parks Rec	\$ 2,591	\$ 2,720	\$ 130	-45%
TOTAL	\$ 1,191,841	\$ 1,395,632	\$ 203,791	19%

Base Wages

Assumes either 2,080 hours for full-time staff (2,496 for Deputies inclusive of regularly scheduled overtime) 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 overtime based on historical practices.

Additional Thoughts on Wages and Compensation

3.2% COLA:

[Social Security Administration](#)
[2024 COLA](#)

Cost to buy a house in 2023:

84121	Cottonwood Heights	\$770,000
84070	Sandy	\$486,500
84093	Sandy	\$767,500
84094	Sandy	\$569,000
84107	Murray	\$540,475
84115	South Salt Lake	\$444,175

<https://www.sltrib.com/homeprices/>

SL County Average: \$530,000
February 2024 Prices up 7.4% over 2023

Water Fund

Water Fund

Water Rate Summary	FY 25	FY 24	FY 23
Commercial ECU count	171.35	171.35	171.35
Residential ECU count	82.50	81.25	81.25
Total Water ECU Value	253.85	252.60	252.60
Required Water Sales	\$ 330,036.00	\$ 286,066.00	\$ 255,331.00
Rate (Annual)	\$ 1,300.12	\$ 1,132.49	\$ 1,010.81
Rate (per ECU per month)	\$ 108.34	\$ 94.37	\$ 84.23
Rate increase	13%	11%	15%
Gallons Per ECU	6,400	6,400	6,400
Overage rate / 1,000 gal	\$ 5.16	\$ 4.30	\$ 3.58
Overage rate increase	20%	20%	25%

Water Fund

Water Rate: Examples	FY 25	FY 24	FY 23
<u>Single-Family Residence</u>			
Annual ECU = 1.25	\$ 1,625.15	\$ 1,415.61	\$ 1,263.51
Quarterly ECU = 1.25	\$ 406.29	\$ 353.90	\$ 315.88
Monthly ECU = 1.25	\$ 135.43	\$ 117.97	\$ 105.29
<u>ECU 15 - Small Commercial User</u>			
Annual	\$ 19,501.83	\$ 16,987.35	\$ 15,162.17
Quarterly	\$ 4,875.46	\$ 4,246.84	\$ 3,790.54
Monthly	\$ 1,625.15	\$ 1,415.61	\$ 1,263.51
<u>ECU 25 - Md. Commercial User</u>			
Annual	\$ 32,503.05	\$ 28,312.25	\$ 25,270.29
Quarterly	\$ 8,125.76	\$ 7,078.06	\$ 6,317.57
Monthly	\$ 2,708.59	\$ 2,359.35	\$ 2,105.86
<u>ECU 40 - Lg Commercial User</u>			
Annual	\$ 52,004.88	\$ 45,299.60	\$ 40,432.46
Quarterly	\$ 13,001.22	\$ 11,324.90	\$ 10,108.12
Monthly	\$ 4,333.74	\$ 3,774.97	\$ 3,369.37

Sewer Fund

Sewer Fund

Sewer Rate Summary	FY 25	FY 24	FY 23
Commercial ECU count	187.66	187.66	187.66
Residential ECU count	43.75	42.50	42.50
Total Sewer ECU Value	231.41	230.16	230.16
Required Sewer Revenue	\$ 230,977.00	\$ 185,000.00	\$ 144,431.00
Rate (Annual)	\$ 998.13	\$ 803.79	\$ 627.52
Rate (Monthly)	\$ 83.18	\$ 66.98	\$ 52.29
Rate increase	24%	28%	15%

Sewer Fund

Sewer Rate: Examples	FY 25	FY 24	FY 23
<u>Single-Family Residence</u>			
Annual ECU = 1.25	\$ 1,247.66	\$ 1,004.74	\$ 784.41
Quarterly ECU = 1.25	\$ 311.92	\$ 251.18	\$ 196.10
Monthly ECU = 1.25	\$ 103.97	\$ 83.73	\$ 65.37
<u>ECU 15 - Small Commercial User</u>			
Annual	\$ 14,971.93	\$ 12,056.83	\$ 9,412.80
Quarterly	\$ 3,742.98	\$ 3,014.21	\$ 2,353.20
Monthly	\$ 1,247.66	\$ 1,004.74	\$ 784.40
<u>ECU 25 - Md. Commercial User</u>			
Annual	\$ 24,953.22	\$ 20,094.72	\$ 15,688.00
Quarterly	\$ 6,238.31	\$ 5,023.68	\$ 3,922.00
Monthly	\$ 2,079.44	\$ 1,674.56	\$ 1,307.33
<u>ECU 40 - Lg Commercial User</u>			
Annual	\$ 39,925.15	\$ 32,151.55	\$ 25,100.80
Quarterly	\$ 9,981.29	\$ 8,037.89	\$ 6,275.20
Monthly	\$ 3,327.10	\$ 2,679.30	\$ 2,091.73