

Special Town Council Workshop

April 16, 2020

10:00 AM

Town Council Chambers

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES. **PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING**

I. WEBEX LINK FOR PUBLIC PARTICIPATION

Meeting ID: **268 723 776** Password: **toj** To join, click on the link or copy it to your browser: <https://townofjacksonwy.webex.com/townofjacksonwy/onstage/g.php?MTID=e670d11c680f1bd4a6552b8143be04ba4>

If the link does not work, join through [webex.com](https://www.webex.com) with the meeting ID and password provided above.

II. CALL TO ORDER AND ROLL CALL

III. TOWN OF JACKSON BUDGET

Priority Driven Budgeting Presentation

IV. UPCOMING WORKSHOPS FOR BUDGET

May 4	9am-Noon	Town workshop
May 7	9am-5pm	Joint Department budgets (At County)
May 11	9am-Noon	Town workshop
May 18	9am-Noon	Town workshop

V. ADJOURN

Please note that at any point during the meeting, the Mayor and Council may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

TOWN OF JACKSON STRATEGIC FOCUS:
PRIORITY DRIVEN BUDGETING
04-16-2020

TODAY'S AGENDA

- 1. Overview of Priority Driven Budget Process and Philosophy**
- 2. Step #1 Overview of Information provided to Council for completion**
- 3. Step #2 Overview of the Consolidated Ranked 32 Programs**
- 4. Step #3 Overview of Setting Revenue, scheduled for**
- 5. Next Steps/Questions**

WHY PRIORITY DRIVEN BUDGETING?

- Priority-Driven Budgeting represents a fundamental change in the way resources are allocated.
- Priority-Driven Budgeting is a common sense, strategic alternative to incremental budgeting.
- Provides a framework for budgeting scarce resources using a step-by-step process that is both structured and flexible.
- Priority-Driven Budgeting's guiding philosophy is that revenue should be allocated according to how effectively a program or service achieves the goals, objectives, and outcomes that are of greatest value to the community vision.

WHY PRIORITY DRIVEN BUDGETING?

- The change our organization desires to bring about by implementing Priority-Driven Budgeting won't happen overnight, and it must be clear that priority driven budgeting is not a one-time event – it is our new normal.
- To see the change through for the long-term, leaders must have a passion, dedication and a strong commitment to the new philosophy underlying the Priority-Driven Budgeting process.

BUILDING ON PAST WORK CREATING THE NEW WHILE RUNNING THE NOW

FUTURE FUNDING OF LOCAL GOVERNMENT

Step 1 – Identification, review, and evaluation of current and desired expenditures

Step 2 – Identification, review, and evaluation of all available and possible funding sources

Step 3 – Identification/Matching of funding sources with expenditures

Step 4 – Implementation action steps



PURPOSE

- The purpose of priority driven budgeting is to set up a framework and process to strategically balance and prioritize our 34 Town and Joint programs through the two lens of:
 - 1) **Comprehensive Plan** (long range/strategic) and
 - 2) **Core Services** (short term/tactical)

PRIORITY-DRIVEN BUDGETING PROCESS

Today

Step - 1. Identify Our Individual Program Priorities

Today

Step - 2. Define Our Program Priorities as a Council

Step - 3. Identify Available Resources

Step - 4. Allocate Resources

**Step - 5. Create Accountability for Results, Efficiency,
and Innovation**

STEP - I. IDENTIFY OUR INDIVIDUAL PROGRAM PRIORITIES

- *Priority-Driven Budgeting* is built around a set of organizational strategic priorities.
- All Town functions have been placed in one of 34 programs representing all that the Town does.
- Prioritizing these 34 programs creates the Priority- Driven-Budget.
- The Town of Jackson has chosen to view and prioritize our programs through two fundamental lenses:
 - **Comprehensive Plan**
 - **. Core Services**

OUR FOUNDATION AND OUR FUTURE

COMPREHENSIVE PLAN

“Preserve and protect the area’s ecosystem in order to ensure a healthy environment, community and economy for current and future generations”

- 3 Common Values
- 8 Chapters

CORE SERVICES

Contribute to and maintain the health, safety, and welfare of the citizens and guests to our community including:

- Safety and security
- Health and well-being
- Accessibility and livability
- Internal services

STEP - I. IDENTIFY OUR INDIVIDUAL PROGRAM PRIORITIES

- By balancing these two criteria's, the Town can move towards its desired future vision while maintaining its core.
- Each Town Councilor will weight and rank programs against these two common criteria and their personal preferences as they come up with their own individual prioritized program list.
- **Outcome:** Individual prioritized program list from each Town Councilor

EXERCISE #1

- Council will be given an opportunity to describe your thoughts, framework for how you approached ranking the 34 programs, knowing that everyone will have approached it differently, and that is ok

STEP - 2. DEFINE OUR PROGRAM PRIORITIES AS A COUNCIL

- The second step will be aggregating the individual prioritized lists into one as a place for Town Council to start its discussion and move programs up and down the list based upon their discussion of priorities.
- **Outcome:** Town Council prioritized program list

TOWN COUNCIL CONSOLIDATED RANKING

- 1 Patrol Operations
- 2 Community Development/Long Range Planning
- 3 Joint - Fire & EMS
- 4 Pedestrian Mobility
- 5 Joint - Affordable Housing
- 6 Building Safety & Security Inspection
- 7 Public Engagement - Participation & Outreach
- 8 Winter Maintenance Operations
- 9 Code Enforcement
- 10 Public Right-of-Way Maintenance
- 11 Social Services - (14 - Programs)
- 12 Joint - Parks & Recreation
- 13 Storm Water Management
- 14 Parking Management
- 15 Joint - Town Shuttle
- 16 Investigations
- 17 Licensing
- 18 Joint - ADA on Demand
- 19 LDR Code Enforcement
- 20 Joint - Communications Center
- 21 Joint - Commuter Routes
- 22 Joint - JH Community Pathways
- 23 Joint - Victim Services
- 24 Jackson Hole Sustainability - Energy Conservation Works
- 25 Joint - Animal Control
- 26 Special Events
- 27 Community Initiatives
- 28 Joint - Teton Village Route
- 29 Joint - Bike Share
- 30 Cemetery
- 31 Joint - Grand Targhee
- 32 Snow King Ice Center

OTHER PROGRAMS

Enterprise Programs/Funds

- Sewer Utility
- Water Utility

Internal Service Programs were not included in the ranking but are as follows:

- Fleet Maintenance & Management
- Municipal Court
- Records Request Management
- Facilities Maintenance & Repair
- Employee Housing

EXERCISE #2

- Council will be given an opportunity to provide thoughts/observations on the consolidated list

EXERCISE #3

- Council will be asked if they can live with the consolidated list as presented as the basis for next steps in the process?
 - If no, members can suggest moving programs up and down the list
 - Suggested changes to the list will be decided through a straw poll if necessary

PRIORITY-DRIVEN BUDGETING PROCESS

Today

Step - 1. Identify Our Individual Program Priorities

Today

Step - 2. Define Our Program Priorities as a Council

Step - 3. Identify Available Resources

Step - 4. Allocate Resources

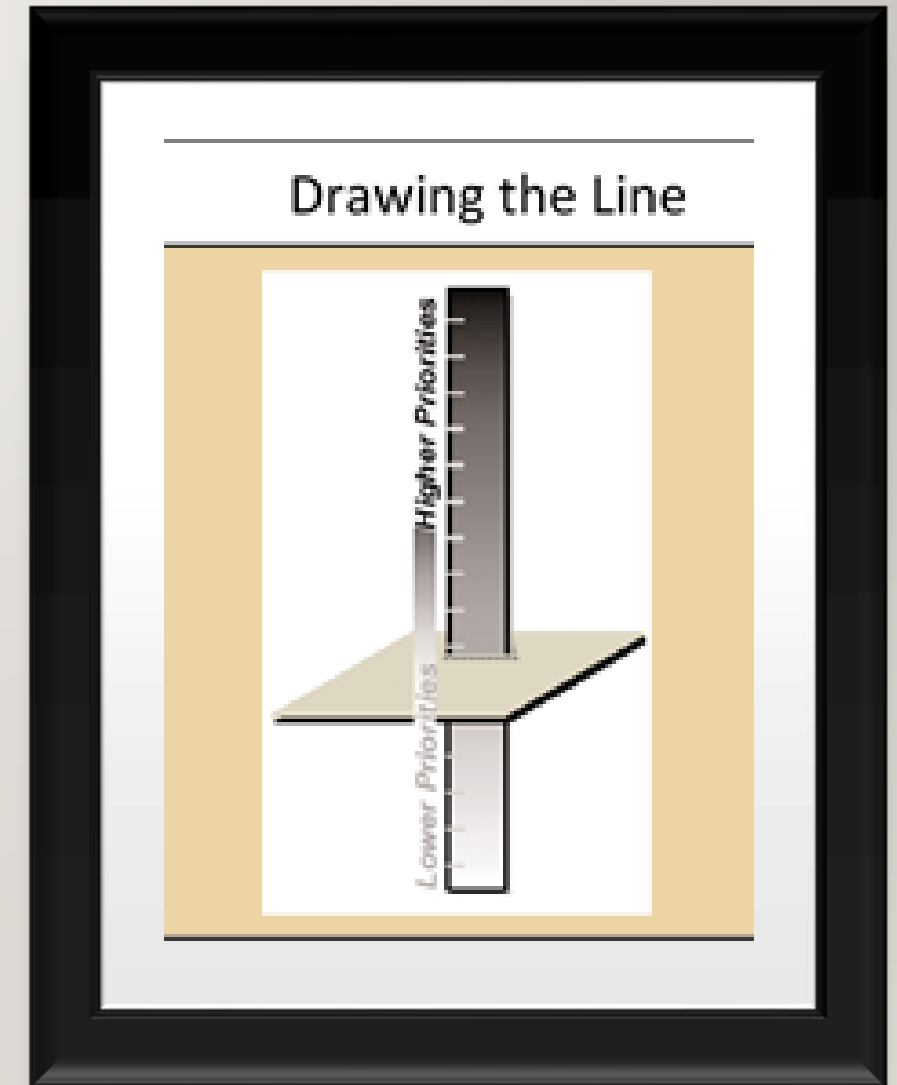
**Step - 5. Create Accountability for Results, Efficiency,
and Innovation**

STEP - 3. IDENTIFY AVAILABLE RESOURCES

- *This step in the process will determine how much revenue is available. The budget should be built upon expected revenues.*
- *This will include base revenues, any new revenue sources, and the potential use of our fund balances.*
- *During the next meeting Council will review past revenue sources and amounts by type to determine the estimated base revenues for the 2021 Budget.*
- **Outcome:** *Projected revenue by source for FY2021*

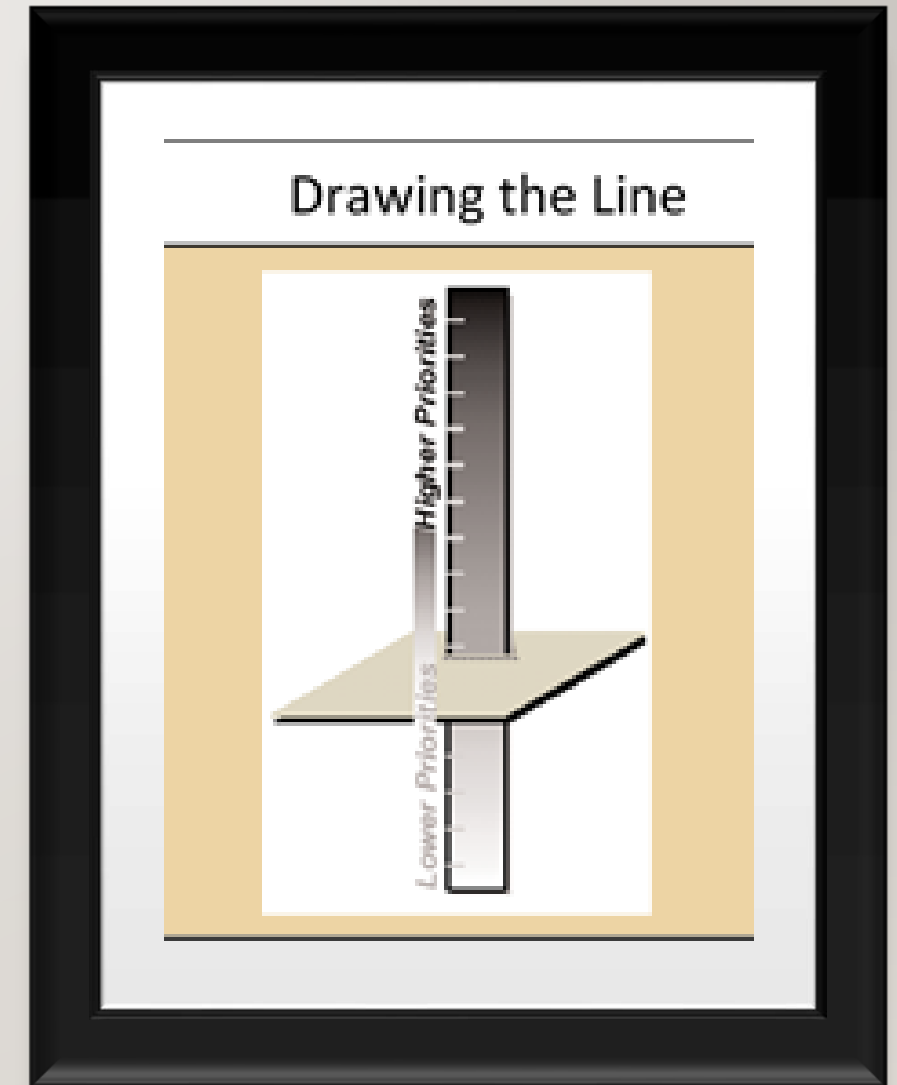
STEP - 4. ALLOCATE RESOURCES

- Now that we have a prioritized list of programs (Step 2) and the projected amount of revenue (Step 3) we will arrive at the “**moment of truth**” in *Priority-Driven Budgeting*.
- Staff will allocate revenues to each program in order of prioritization based on Council scoring as requested by the department and as recommended by the Town Manager.
- Staff will draw a line where the cost of the most highly prioritized programs is equal to the amount of revenue available.



STEP - 4. ALLOCATE RESOURCES

- This will be a starting place for Town Council and staff to discuss the programs on either side of the line and to consider moving programs up or down, redesigning them to make more space above the line (e.g., lowering service levels), or shifting revenues.
- There are no easy answers for arriving at final prioritizations and funding.
- Priority-Driven Budgeting, like any budgeting process, is still a political process.



STEP - 5. CREATE ACCOUNTABILITY FOR RESULTS, EFFICIENCY, AND INNOVATION

Performance Measurement” when linked to the budget can help assess organization-wide accomplishments.

- *Accountability*
- *Efficiency of programs*
- *Innovation*

NEXT STEPS

- **Step - 3. Identify Available Resources – Meeting Date: Monday May 4th, 9:00 – 12:00PM**
- **Review Capital Projects and Step - 4. Allocate Resources – Meeting Date: Monday May 11th, 9:00 – 12:00PM**
- **Review Special Revenue Funds, Enterprise Funds and Internal Services Funds – Meeting Date: Monday, May 18th, 9:00 – 12:00PM**



ADJOURN