Special Town Council Workshop

May 4, 2020

10:00 AM - Noon

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 **962 747 388** Password: **toj** To join, click on the link or copy it to your browser: https://townofjacksonwy.webex.com/townofjacksonwy/onstage/g.php?MTID=e3dfb4909f6ecea6ea18bc3ae33fa4c1d

If the link does not work, join through webex.com with the meeting ID and password provided above.

II. CALL TO ORDER AND ROLL CALL

III. TOWN OF JACKSON BUDGET

A. FY2021 Recommended Budget

IV. UPCOMING BUDGET WORKSHOPS

May 7	9am-5pm	Joint Department budget discussion
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
Recommended Budget
Fiscal Year 2020-2021
Volume I – Priority Driven Budget

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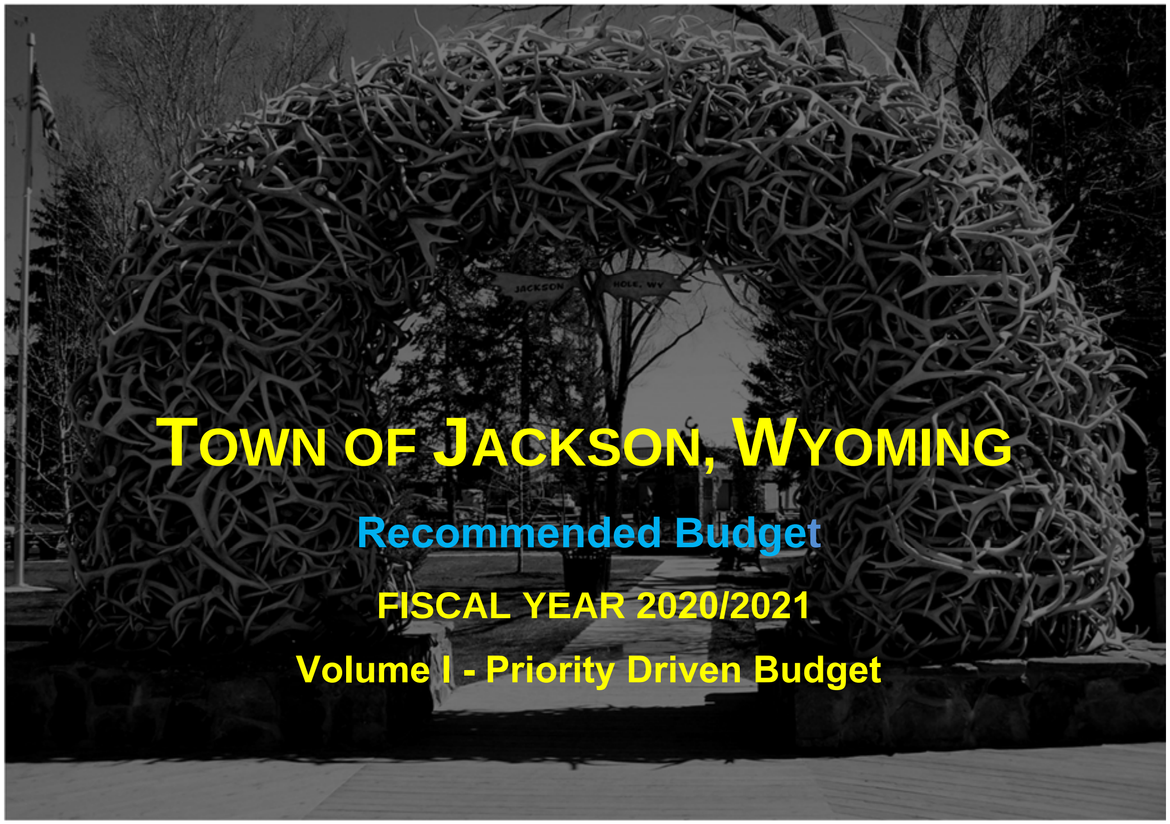


TOWN OF JACKSON, WYOMING

Recommended Budget

FISCAL YEAR 2020/2021

Volume I - Priority Driven Budget

Organization of the Budget

This document consists of four main sections. The first section contains introductory information about the Town and budget process. The second section provides summary information, which is presented in more detail in later sections. The third section breaks down the adopted budget into groups by fund-type. These fund-type groupings are presented in a manner that is generally consistent with the fund-types identified in the Town's Comprehensive Annual Financial Report (CAFR). The section also provides detail on adopted individual departmental budgets, with an emphasis on goals, objectives, and performance measures. The final section of this document is the Town's ten-year Capital Improvement Program (CIP).

Volume I contains the following:

- Town Manager's Budget Message
- Directory of Public Officials
- Organizational Chart
- Town Profile
- Financial Management Policies
- Programs

Volume II includes fund information grouped by type and contains the following:

- Budget Message
- A Look at the Budget by Fund
- Major Revenues and Expenditures
- Debt and legal debt margin
- Transfers In and Out
- Full-Time Equivalents History
- Departmental Budgets for All Funds
- Capital Improvement Program

Honorable Mayor and Members of the Town Council
Town of Jackson
Jackson, Wyoming 83001

Dear Mayor Muldoon and Members of the Town Council:

Transmitted herein is the Town's recommended Budget for the fiscal year July 1, 2020 - June 30, 2021. This budget was prepared in accordance with applicable Wyoming Statutes and Town Ordinances. The goal for the FY21 Priority Driven budget process is to continue building on the Future Funding of Local Government discussions we have had over the past year, specifically leveraging the work completed during the FY20 Budget (prioritized program scoring), and at the 2020 Council Retreat: Creating the New While Running the Now (possible future expenditures).

Now more than ever, the COVID-19 pandemic has shown us that our fiduciary responsibility to maintain and build a strong resilient community is critical to the short and long-term success of our community. Through years of prudent budgeting and planning, the Town is in a decent position to respond to the anticipated significant reduction in revenues and maintain a well-resourced and responsive Town Government. By making strategic use of our General Fund Reserves, built up over many years for this exact purpose, and making fair and deliberate reductions across the entire organization, we will provide our core services, make incremental gains towards our long-term goals, and continue to ensure we are prepared and resilient for uncertain times ahead.

To meet the needs of the community during this unprecedented time, we are working to transition into our strategic, priority-driven budget process to help prioritize our finite resources by aligning program services as best as possible to achieve Council's highest priority goals and objectives. The role of Council is to operate at the governance policy level providing strategic direction on their overall goals and objectives to which staff will then work to implement.

To meet the demand for basic core municipal services and make targeted investments in future resilience, we have had to adapt, innovate and consider creative ways to meet our community's needs. This priority driven budget includes 39 programs that map to our community's macro-level vision as outlined in the Comprehensive Plan. We seek to, "Preserve and protect the area's ecosystem in order to ensure a healthy environment, community and economy for current and future generations."

Priority Driven Budget

Priority-Driven Budgeting represents a fundamental change in the way resources are allocated. Town Council's support and understanding of Priority-Driven Budgeting is critical to its success.

Priority-Driven Budgeting is a common sense, strategic alternative to incremental budgeting. It is a newer, *philosophical* approach 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 resources 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's vision.

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.

This budget is focused on revenues and expenditures prioritized through two fundamental lenses: **Core Services** (short term/tactical) and **Comprehensive Plan** (long range/strategic).

These Core Services directly contribute to and maintain the health, safety, and welfare of the citizens and visitors to our community including:

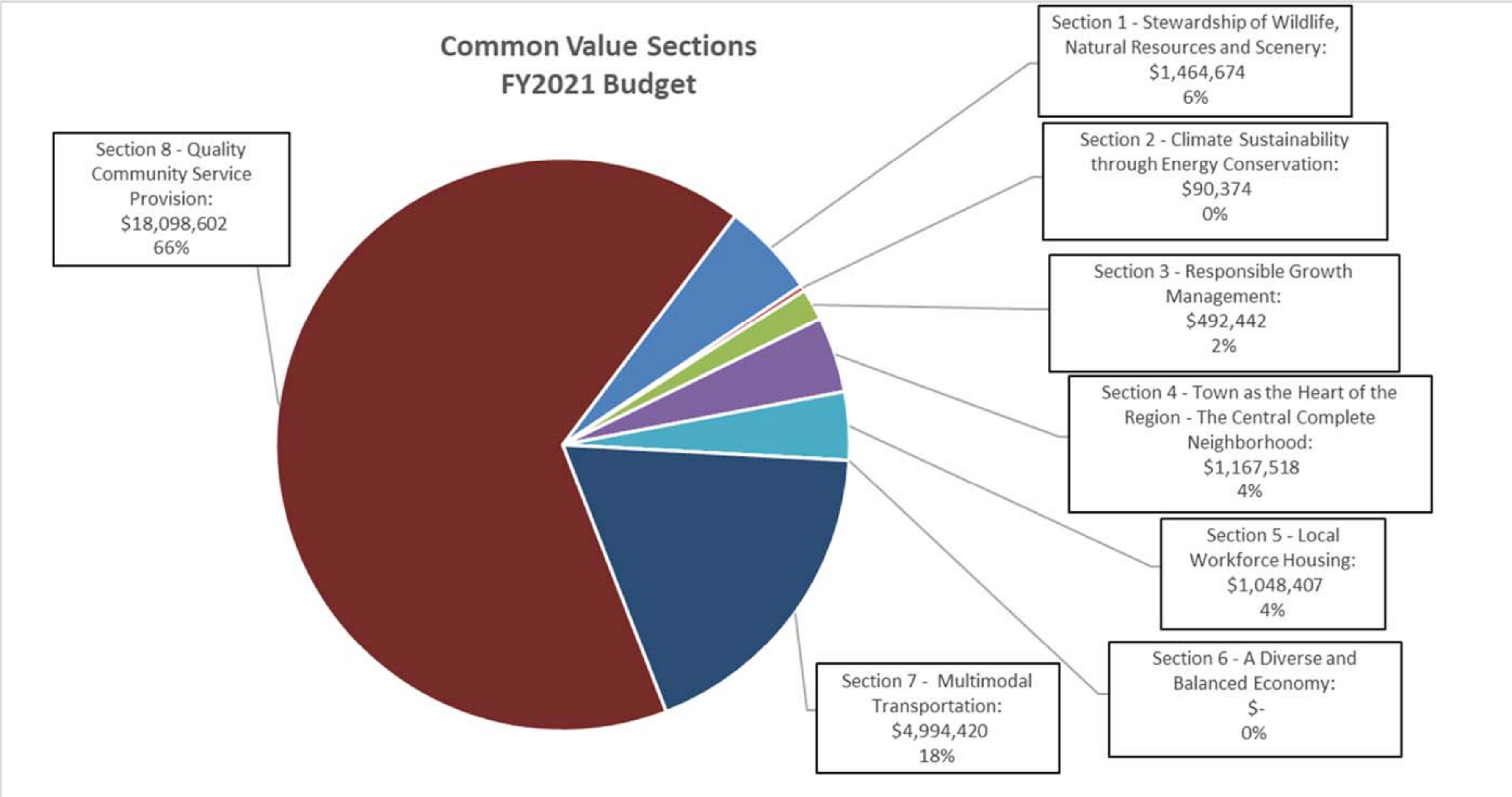
- ***Safety and security* -** provided through law enforcement, fire protection, building safety and inspection, animal control, contractor licensing, and municipal court and prosecution services.
- ***Infrastructure, facility and public asset management*** - provided through street, sidewalk and right of way maintenance and snow removal services, engineering, preventive and proactive facility management, and parking enforcement.
- ***Health and well-being* -** provided through water treatment and distribution, sewer collection and treatment, emergency medical services, and victim services.
- ***Development and economic oversight* -** provided through code compliance, planning and development review, permit processing, and business, liquor, taxi, special event, and rental licensing.
- ***Accessibility and livability* -** provided through public transit, community and affordable housing, parks and recreation, pathway creation and maintenance, and complete streets.
- ***Internal services*** – provided through information technology support, records management and access, fleet maintenance, public information, legal services, human services, financial accounting, and overall coordination, administration, leadership and management of government services and day to day operations.

Priority-Driven Budgeting will provide a solid foundation through delivery of our **Core Services** to build on as we work towards our ideal future illustrated in the **Comprehensive Plan**.

The Comprehensive Plan Common Values represent the three areas to focus our attention and resources in order to achieve our Community Vision as follows:

1. *Ecosystem Stewardship (CV – 1),*
2. *Growth Management (CV – 2), and*
3. *Quality of Life (CV – 3).*

These Common Values are a key component of the Town of Jackson, not only for Council but for residents and Town staff as well. They provide a philosophical foundation for the



Council in its role as a policymaking body. For residents, the priorities provide direction and a detailed definition of success. For Town staff, they provide guidance on how to manage finite resources in the face of wide-ranging expectations and uncertainty.

The Town of Jackson must remain adaptable and able to respond to ever-changing circumstances while remaining true to our new core philosophy of Priority-Driven Budgeting. The recommended budget includes $33,129,819 in program expenditures. The below chart shows funding budgeted towards each of the 8 Sections representing our 3 Common Values.

This year staff presents a budget that continues to address our community's core services as represented in Section 8 Quality Community Service making up 66% of the operating budget providing for all of our daily, essential program services to citizens. This includes all 136.6 FTEs who provide the 39 program services including first responders, snowplow operators, parks and recreation staff, utility crews, administration, etc. that keep our Town going. In addition, the proposed budget continues to make smaller strategic investments in our future including $724,205 invested in Community Development/Long Range Planning to continue to work towards ecosystem stewardship, workforce housing, transportation, climate change and other strategic goals.

Budget Highlights

Available Funding Resources

Sales and Use Tax

Sales and Use Tax revenues continue to be the Town's principal revenue source, providing 61% of general fund operating revenues. Sales and use tax revenue is projected to decrease 50% over FY20 estimates due to significant impacts to our local economy from COVID-19. Total sales and use tax collection is forecasted to be $7.1 million during the fiscal year, down from $14.2 million in FY20.

Lodging Tax

Lodging taxes are also projected to decrease 50% and to generate $445,499 during the fiscal year. The visitor impact component of the Lodging Tax (30%) is projected to be $334,124 down from $668,248 in FY20. This revenue is used to fund the START Bus System and is transferred to that fund. The 10% general revenue component is projected to be $111,375 for the fiscal period down from $222,749. These funds are unrestricted and are used to support the General Fund.

Total Town Budget Expenditures (All Funds)

The Town of Jackson budget is comprised of the General Fund and a series of other special purpose funds. These other funds include Special Revenue Funds, Capital Projects Funds, the Water and Wastewater Enterprise Funds, and Internal Service Funds. The Recommended Budget for all funds including expenditures and transfers out for the fiscal year is $41,633,091 down from $46,708,336 in FY20.

The **General Fund** is used to support resources traditionally associated with government (public safety, street maintenance, general government, planning, etc.) which are not legally or, for sound financial management, required to be accounted for in another fund.

Special Revenue Funds include the Employee Housing Fund, Affordable Housing Fund, Park Exaction Fund, Animal Care Fund, Parking Exactions Fund and the Lodging Tax Fund. The largest Special Revenue Fund is the START Fund, which accounts for revenues and expenditures for the transit system.

There are two **Enterprise Funds** which account for revenues and expenses related to Water and Wastewater systems. Enterprise funds are legally required to be supported with user fees and revenues. The Water and Wastewater Funds account for both operating and capital costs for each of these utility funds.

There are four **Internal Service Funds** that provide support services on a cost-reimbursement basis. These include Fleet Maintenance, Employee Insurance, Information Technology Services, and Central Equipment. These funds have little or no external revenue but receive revenue from departmental charges and interfund transfers.

Capital Improvement Program (CIP)

Capital Expenditures for FY21 have been reduced across all funds. For this year, capital projects will be focused on Specific Purpose Excise Tax (SPET) Projects and Utility funding. For

FY21, the 5th cent local option sales tax revenue will be retained in the General Fund with no transfer to Capital Projects in order to sustain operations.

General Fund

The General Fund budget for the upcoming fiscal period is $17,481,600 which is comprised of $16,734,188 in expenditures and transfers out of $747,412. This is a decrease of $5.8 million or 25% under the FY20 estimated budget. Although showing a decrease, the large reduction in forecasted revenue is largely proposed to be offset through the use of $4.8 million dollars from the General Fund Reserve account, leaving a projected Reserve Account fund balance of $3.7 million at the end of FY21. The projected $3.9 million Reserve Account fund balance is the minimum staff would recommend for entering into FY21 acknowledging this will leave a reduced ability to utilize this fund in FY22 to make up further reductions in revenue. This balance achieves the 20% minimum reserve that the State of Wyoming recommends all Towns and Counties maintain and is also the policy of Teton County. The Town proactively established reserve fund balances from 2010 to 2020, to offset our reliance on Sales & Lodging Tax as our primary sources of revenue. Staff notes that once these reserve funds are utilized, as proposed, it will take time for them to be replenished and may not be available again for some time.

Staff is recommending that our "rainy day" has come and it is the time to utilize a portion of our fund reserves to address the significant revenue shortfall anticipated as a result of the COVID-19 pandemic. As a result, the Town will need to exercise strong discipline and discernment during FY21 to maintain this minimum Reserve Account balance for FY22 and replenish it beyond that.

To further address this loss in revenue, all Town programs were asked to reduce their proposed FY21 requests below FY20 levels focusing on providing an acceptable, although sometimes reduced, level of service in more innovative and efficient ways.

Due to the size of their budgets and the amount of expenditures not included in personnel, the Town Police, Public Works and START departments have the most significant proposed reductions. Public Works has reduced its operating request $891,000, a 24% decrease from FY20. In addition, Public Works has reduced their annual repair and maintenance budget by $255,000 and reduced the usage of the capital project fund by $505,000 by deferring maintenance on Town infrastructure (not including Sewer and Water) and reductions to spending and deferral of reinvestment in the Central Equipment Fund. The Police budget has been reduced $701,000, a 15% decrease from FY20 by not filling 2 positions and reductions to spending and reinvestment in the Central Equipment Fund. The START operational budget request $1.5 million, a 13% decrease from FY20, through proposed reductions in level of service and reductions in seasonal employees.

In addition, the proposed budget does not include wage or benefit increases for any Town staff and does include some decreases associated with health insurance and paid time off. Furthermore, no new positions are proposed and there is a freeze on hiring currently vacant positions in Long Range Planning, Engineering, Code Enforcement, START and Patrol.

Furthermore, the proposed budget recommends the reduction of fund balances across the organization including Employee Insurance, Central Equipment, Capital Projects and Employee Housing to compensate for the anticipated loss in revenue.

Social Service funding has been recommended for an approximate 20% reduction from what was requested in FY21 to take into consideration reduced revenues and to be consistent with other Town program reductions.

As noted, Town programs and departments have been significantly reduced for FY21. Three of the Joint Departments; Fire/EMS, Dispatch, and Parks and Recreation, are requesting funding inconsistent with the overall average reductions recommended for Town Departments. This budget recommends reducing these three joint department operation requests by 10% totaling approximately $377,000 from their FY21 request to more align with the average reductions in Town programs and to take into consideration the Town's significant expected reduction in overall revenues. The recommended budget places these reduced funds into our reserves.

Employee Health Plan

Health care costs are projected to increase approximately 2%. This cost increase is being driven by claims costs. Because this fund has a healthy fund balance, these costs can be absorbed by the fund without impacting the General Fund or our employees this year. Premium payments into the Employee Insurance fund from departments are also being reduced.

CLOSING COMMENTS

The Town of Jackson budget for FY21 presents a balanced and sustainable plan for utilizing the Town's financial resources to maintain core services and continue creating a resilient future. It also clearly articulates our need to work to diversify the future funding of local government considering our primary dependency on sales and use tax. This document was prepared with the help of many Town of Jackson employees under the direction of Finance Director Kelly Thompson and the Town Finance staff. Kelly Thompson did an incredible job crunching numbers on short notice, reorganizing programs and data on practically a daily basis, preparing spreadsheets for critical analysis, and finalizing documents for budget production. I am deeply thankful and appreciative of the efforts and contributions of the Town of Jackson employees. They are dedicated and committed to our community. I am profoundly thankful and proud of this organization. We look forward to assisting Town Council in implementing this Priority-Driven- Budget and utilizing it as a tool to continue learning and being responsive to our community in the uncertain times ahead.

Sincerely,

Larry Pardee
Town Manager

MAYOR & TOWN COUNCIL

Position	Name	Term Expires
Mayor	Peter Muldoon	12/31/2020
Council, Vice Mayor	Hailey Morton Levinson	12/31/2020
Council	Jim Stanford	12/31/2020
Council	Arne Jorgensen	12/31/2022
Council	Jonathan Schechter	12/31/2022

TOWN STAFF

Town Manager,	Larry Pardee
Town Attorney	Lea Colasuonno
Municipal Judge	Melissa Owens
Assistant Town Manager	Roxanne Robinson
Community Development Director	Tyler Sinclair
Finance Director	Kelly Thompson
Police Chief	Todd Smith
Planning Director	Paul Anthony
Public Works Director	Floren Poliseo
Transit Director	Darren Brugmann
IT Director	Michael Palazzolo

JOINT TOWN/COUNTY STAFF

Fire/EMS Chief	Brady Hansen
Parks & Recreation Director	Steve Ashworth
Jackson/Teton County Affordable Housing Director	April Norton

TOWN OF JACKSON ORGANIZATION

Residents of theTown of Jackson

MAYOR AND COUNCIL

TOWN ATTORNEY

TOWN MANAGER

MUNICIPAL JUDGE

ASSISTANT TOWN MANAGER

COMMUNITY DEVELOPMENT DIRECTOR

Town Boards and Commissions

PLANNING COMMISSION/ BOARD OF ADJUSTMENT
DESIGN REVIEW COMMITTEE
BOARD OF EXAMINERS/BOARD OF APPEALS

Joint Boards

START BUS BOARD
PARKS & RECREATION BOARD
AIRPORT BOARD
PATHWAYS TASK FORCE
ENERGY CONSERVATION WORKS
NATURAL RESOURCES TECHNICAL ADVISORY BOARD
TRAVEL AND TOURISM BOARD
ADMINISTRATIVE MUSEUM BOARD
REGIONAL HOUSING AUTHORITY

County Budgeted Joint Programs

- Law Enforcement Dispatch
- Fire/EMS Department
- Parks & Rec Department
- Pathways Operations
- Housing Department
- Drug Court

Information Technology

Strategic Planning
Hardware Maintenance
Software Maintenance
User Support
Phone System
Infrastructure Support
Connectivity

Police

Strategic Planning
Community Policing
Law Enforcement
Community Service Officers
Code Compliance
Animal Shelter
Victim Services
Airport

Transit

Strategic Planning
Village Transport
In-Town Shuttle
Commuter Services
ADA Paratransit
Bike Share

Finance

Strategic Planning
Business Licensing
Accounting
Priority Based Budget
Disbursements
Utility Billing
Collections
Cash Management
Debt Administration
Risk Management
Municipal Court Clerk

Personnel/ Town Clerk

Strategic Planning
Town Management
Human Resources
Records Management
Town Clerk Duties
Special Events/Projects
Training
Liquor Licensing
Public Information
Property Management

Administration

Strategic Planning
Town Management
Land Acquisition
Council Facilitation & Engagement
Mission/Purpose

Public Works

Strategic Planning
Street Maintenance
Wastewater Treatment
Water Wells/Distribution
Waste Collection Lines
Fleet Maintenance
Engineering
Capital Projects/Facilities
Custodian
Meter Reading
Cemetery

Strategic Planning & Development

Strategic Planning
Council Engagement
Comprehensive Plan Alignment
Strategic Transportation Development
Strategic Housing Development

Public Engagement

Strategic Planning
Community Engagement
Public Outreach & Involvement
Critical Thinking
Community Wide Impact Engagement

Planning & Building

Stragtegic Planning
Development Review
Long Range Planning
Building Inspection
Building Permitting
LDR/Code Compliance
Contractor Licensing
Sign Permitting

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

PROGRAM SERVICES

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PROGRAM SERVICES - FINANCIAL USES & COST RECOVERY

Program Service Area	COUNCIL SCORE	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.	COST RECOVERY	NET COST
External									
Town									
Patrol Operations	1	1,449,618	1,328,262	1,451,251	1,271,055	(180,197)	-4.3%	(732,000)	539,055
Community Development/Long Range Planning	2	459,418	449,509	1,029,679	724,205	(305,474)	61.1%	(250,000)	474,205
Pedestrian Mobility	4	139,115	176,078	155,818	129,239	(26,579)	-26.6%	-	129,239
Building Safety & Security Inspection	6	764,122	694,850	644,435	512,128	(132,307)	-26.3%	(476,000)	36,128
Public Engagement - Participation & Outreach	7	209,096	298,289	237,683	379,222	141,539	27.1%	-	379,222
Winter Maintenance Operations	8	699,303	865,910	812,382	698,139	(114,244)	-19.4%	(76,333)	621,806
Code Enforcement	9	1,147,250	1,102,628	1,028,602	802,206	(226,396)	-27.2%	-	802,206
Public Right-of-Way Maintenance	10	484,463	581,619	514,582	438,183	(76,399)	-24.7%	(598,698)	(160,515)
Social Services	11	801,205	951,158	966,920	798,201	(168,719)	-16.1%	-	798,201
Storm Water Management	13	214,473	261,325	264,118	223,352	(40,766)	-14.5%	-	223,352
Parking Management	14	989,592	958,935	966,433	824,137	(142,296)	-14.1%	(15,500)	808,637
Investigations	16	1,390,752	1,256,435	1,356,705	1,174,016	(182,689)	-6.6%	(80,900)	1,093,116
Licensing	17	534,730	618,217	641,976	510,512	(131,464)	-17.4%	(454,555)	55,957
LDR Code Enforcement	19	294,434	615,158	1,117,490	788,349	(329,140)	28.2%	(72,500)	715,849
Jackson Hole Sustainability - Energy Conservation Works	24	55,298	78,464	105,166	90,374	(14,792)	15.2%	-	90,374
Special Events	26	902,561	885,984	941,542	811,527	(130,015)	-8.4%	(16,000)	795,527
Community Initiatives	27	270,891	286,529	318,028	260,556	(57,472)	-9.1%	-	260,556
Cemetery	30	142,443	185,207	185,462	156,640	(28,822)	-15.4%	(3,060)	153,580
Snow King Ice Center	32	115,790	179,795	137,626	120,599	(17,027)	-32.9%	(38,338)	82,261
Total Town		11,064,555	11,774,350	12,875,900	10,712,641	(2,163,260)	-9.0%	(2,813,884)	7,898,757
Joint Town/Teton County									
Joint - Fire & EMS	3	2,081,607	1,933,863	4,020,201	2,449,140	(1,571,061)	26.6%	-	2,449,140
Joint - Affordable Housing	5	2,316,989	3,056,517	2,414,066	789,022	(1,625,044)	-74.2%	(270,000)	519,022
Joint - Parks & Recreation	12	2,488,930	2,956,350	2,367,107	1,535,416	(831,691)	-48.1%	(13,900)	1,521,516
Joint - Town Shuttle	15	1,902,305	4,676,388	2,612,974	2,232,214	(380,760)	-52.3%	(3,388,207)	(1,155,993)
Joint - ADA On Demand	18	437,449	452,899	295,716	291,585	(4,131)	-35.6%	(162,764)	128,821
Joint - Communications Center	20	318,617	257,440	858,805	339,867	(518,938)	32.0%	-	339,867
Joint - Commuter Routes	21	506,615	1,068,238	1,402,712	806,857	(595,855)	-24.5%	(1,447,828)	(640,971)
Joint - Jackson Hole Community Pathways	22	266,153	203,686	618,233	220,693	(397,540)	8.3%	(80,000)	140,693
Joint - Victim Services	23	240,786	238,655	282,629	255,597	(27,032)	7.1%	(226,032)	29,565
Joint - Animal Control	25	166,012	165,565	181,330	160,205	(21,126)	-3.2%	(192,795)	(32,590)
Joint - Teton Village Route	28	2,495,263	5,692,427	4,434,808	3,033,147	(1,401,661)	-46.7%	(5,218,439)	(2,185,293)
Joint - Bike Share	29	107,624	74,620	79,086	76,557	(2,529)	2.6%	(15,451)	61,106
Joint - Grand Targhee	31	3,519	99,953	160,393	159,128	(1,265)	59.2%	(153,207)	5,921
Total Joint Town/Teton County		13,331,869	20,876,603	19,728,060	12,349,427	(7,378,632)	-40.8%	(11,168,623)	1,180,804
Total External		24,396,424	32,650,953	32,603,960	23,062,068	(9,541,892)	-29.4%	(13,982,507)	9,079,561
Enterprise									
Sewer Utility		2,431,848	2,281,821	2,312,013	2,162,440	(149,573)	-5.2%	(2,586,346)	(423,906)
Water Utility		2,791,338	2,372,611	2,362,453	2,541,378	178,925	7.1%	(2,450,417)	90,961
Total Enterprise		5,223,187	4,654,432	4,674,466	4,703,818	29,352	1.1%	(5,036,763)	(332,945)
Internal									
Fleet Maintenance & Management		2,891,456	3,540,654	3,456,287	3,219,726	(236,561)	-9.1%	(384,342)	2,835,384
Municipal Court		519,082	536,458	509,610	466,929	(42,681)	-13.0%	(65,500)	401,429
Facilities Maintenance & Repair		389,947	529,519	799,426	743,514	(55,912)	40.4%	(83,036)	660,478
Records Request Management		388,850	402,323	508,985	424,378	(84,608)	5.5%	-	424,378
Employee Housing		674,393	543,482	1,214,591	509,385	(705,206)	-6.3%	(400,860)	108,525
Total Internal		4,863,728	5,552,436	6,488,901	5,363,933	(1,124,968)	-3.4%	(933,738)	4,430,195
Total Program Uses		34,483,338	42,857,821	43,767,327	33,129,819	(10,637,508)	-22.7%	(19,953,008)	13,176,811

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PROGRAM SERVICES - FULL-TIME EQUIVILANTS

Program Service Area	FY2019 ACTUAL	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	% CHANGE FY20 EST.
External					
Town					
Patrol Operations	9.83	9.85	9.98	9.88	0.3%
Investigations	9.49	9.53	9.38	9.29	-2.5%
Code Enforcement	8.50	8.57	6.92	6.81	-20.5%
Parking Management	5.92	6.34	6.22	6.17	-2.7%
Special Events	6.15	6.27	6.29	6.23	-0.7%
Building Safety & Security Inspection	5.46	5.43	3.35	3.32	-38.9%
Winter Maintenance Operations	4.57	4.69	4.51	4.48	-4.5%
Licensing	4.19	4.23	3.55	3.52	-16.8%
Public Right-of-Way Maintenance	2.91	3.07	2.76	2.74	-10.9%
Community Development/Long Range Planning	1.87	2.91	2.79	2.81	-3.6%
LDR Code Enforcement	1.58	1.88	3.72	3.66	94.8%
Public Engagement - Participation & Outreach	0.30	1.53	2.06	2.16	41.1%
Storm Water Management	1.15	1.21	1.26	1.24	3.0%
Pedestrian Mobility	0.81	0.91	0.80	0.79	-13.2%
Cemetery	0.79	0.81	1.05	1.04	28.5%
Social Services	0.53	0.53	0.62	0.61	15.5%
Jackson Hole Sustainability - Energy Conservation Works	0.46	0.45	0.50	0.50	8.9%
Snow King Ice Center	0.30	0.37	0.32	0.32	-13.2%
Community Initiatives	0.05	0.05	0.03	0.03	-46.4%
Total Town	64.85	68.65	66.11	65.60	-4.4%
Joint Town/Teton County					
Joint - Teton Village Route	19.42	19.39	24.62	16.00	-17.5%
Joint - Town Shuttle	16.48	16.46	15.33	13.29	-19.2%
Joint - Commuter Routes	3.85	4.36	6.48	3.44	-21.1%
Joint - ADA On Demand	2.52	2.52	2.59	2.64	5.0%
Joint - Victim Services	1.84	1.84	2.34	2.32	26.4%
Joint - Animal Control	1.28	1.35	1.39	1.38	2.0%
Joint - Bike Share	0.05	0.05	0.07	0.07	42.0%
Joint - Fire & EMS	0.03	0.03	0.03	0.03	-1.8%
Joint - Parks & Recreation	0.03	0.03	0.03	0.03	-1.8%
Joint - Communications Center	0.03	0.03	0.03	0.03	-1.8%
Joint - Jackson Hole Community Pathways	0.03	0.03	0.03	0.03	-1.8%
Joint - Affordable Housing	0.03	0.03	0.18	0.18	546.2%
Joint - Grand Targhee	0.02	0.02	0.03	0.03	42.0%
Total Joint Town/Teton County	45.60	46.13	53.15	39.47	-14.4%
Total External	110.46	114.78	119.27	105.07	-8.5%
Enterprise					
Sewer Utility	7.44	8.02	7.64	7.56	-5.7%
Water Utility	5.89	6.46	6.00	5.93	-8.3%
Total Enterprise	13.33	14.48	13.64	13.49	-6.9%
Internal					
Fleet Maintenance & Management	7.35	7.37	7.41	7.34	-0.4%
Municipal Court	4.61	4.63	4.13	4.10	-11.3%
Records Request Management	2.74	2.75	3.12	3.10	12.6%
Facilities Maintenance & Repair	1.15	1.15	2.55	2.53	120.3%
Employee Housing	0.49	0.44	0.98	0.97	120.5%
Total Internal	16.35	16.34	18.19	18.04	10.4%
Total Program Full-Time Equivalents	140.14	145.60	151.10	136.60	-6.2%

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

External - Town Programs

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Patrol Operations	Patrol

Program Service Description Summary:

The patrol program utilizes sworn and non-sworn personnel to effectively, efficiently, and actively enforce voluntary and involuntary compliance with enacted laws. The program covers patrolling streets and neighborhoods, respond to calls for service, investigate criminal activity, issue citations, respond to emergency 911 calls, special events, and act as ambassadors for community outreach programs

Program Mission:

To serve and protect the health, safety, and welfare needs of the residents and guests of the community through various proven best practice methods including active patrol, community policing, crime prevention, call response, community outreach, citation issuance, arrest authority and traffic control.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Growth Management (CV-#2) & Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. **Policy 8.1.a:** Maintain current, coordinated plans for delivery of desired service levels, **Policy 8.1.c:** Identify barriers to service delivery goals **Policy 8.1.d**: Ensure redundancy of services and **Policy 8.1.e:** Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	1,006,257	921,901	1,007,989	951,477	-	(56,512)
Materials, Supplies, Services, etc.	76,967	74,796	60,641	68,583	-	7,942
Internal Service	151,305	159,320	168,700	88,940	-	(79,760)
Overhead Charge	215,089	172,245	213,921	162,055	-	(51,866)
Total Cost:	**1,449,618**	**1,328,262**	**1,451,251**	**1,271,055**	**-**	**(180,197)**
Cost Recovery	(837,600)	(775,400)	(908,000)	(732,000)	-	775,400
Net Cost:	**612,019**	**552,862**	**543,251**	**539,055**	**-**	**595,203**
FTE's						
Full Time	9.83	9.85	9.98	9.88	-	(9.85)

Section 3: Basic Program Attributes

Mandate to Provide	Yes
Reliance on Town	Yes
Cost Recovery	Airport contract, Citations, Parking Tickets, Grants
Size of Population Served	Entire Community and visitors to the area

Section 4: Potential consequences of funding proposal at lower level

Patrol currently works at a staffing level that is difficult to meet all of the service demands much of the year and would struggle to operate without proper staffing levels. The bulk of the patrol cost are associated with personnel salaries and benefits.

Section 5: Performance Measures

Description	Estimate FY 2020
Annual number of events/calls for service generated	Approx. 15676
Annual number of police reports generated	Approx. 1329
Annual number of arrests conducted.	Approx. 415
Average response time to calls for service.	Approx. 5.72 min.
Annual revenue from citations for criminal offenses.	Approx. $204, 890

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Community Development/Long Range Planning	**Community Development, Planning**

Program Service Description Summary:

Based on the legislative discretion of the Town Council, LDRs are in accordance with the Jackson/Teton County Comprehensive Plan. Their purpose is to implement the Jackson/Teton County Comprehensive Plan and promote the health, safety, and general welfare of the present and future inhabitants of the community.

Program Mission:

To enhance the quality of life offered to those who live and work in our community through long range comprehensive land use planning. We work diligently to encourage a balance of uses within the Town in order to promote economic and environmental sustainability and the accomplishment of other strategic objectives.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Section 9. Growth Management Program - Ensure the amount, location and type of growth occurs according to the community's Vision. ***Why is this section addressed?*** The community's Growth Management Program is a quantitative review structure that provides the measurability and accountability needed to ensure the community will achieve our Vision. The Growth Management Program allows the community to be adaptive, responsible and decisive in addressing the amount, location and type of growth. A trigger, targets, and feedback mechanisms provide a structure to continuously verify the path the community is on and correct course when necessary to ensure our desired community character is realized. **Section 10. Administration -** Continuously improve upon the polices of the Comprehensive Plan. ***Why is this section addressed?*** This Plan is designed to be a dynamic document. This chapter provides the means by which this Plan will remain current and consistently implemented. Although our Vision has not significantly changed over the past thirty years, the circumstances within which we implement the Vision are in continual fluctuation. We cannot entirely anticipate the future
challenges that will arise as we pursue our Common Values of Community Character. Therefore, while the community remains consistent in our Vision,
our implementation strategies must be dynamic. This chapter provides a structure for analyzing and responding to contemporary challenges without
threatening the viability and attainment of the community Vision.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	320,319	278,908	397,047	440,795	-	43,748
Materials, Supplies, Services, etc.	57,649	101,099	521,548	180,293	-	(341,254)
Internal Service	12,982	17,391	26,820	28,041	-	1,221
Overhead Charge	68,469	52,110	84,264	75,076	-	(9,188)
Total Cost:	**459,418**	**449,509**	**1,029,679**	**724,205**	**-**	**(305,474)**
Cost Recovery	(31,703)	(143,142)	(370,000)	(250,000)	-	143,142
Net Cost:	**427,715**	**306,367**	**659,679**	**474,205**	**-**	**(162,332)**
FTE's						
Full Time	1.87	2.91	2.79	2.81	-	(2.91)

Section 3: Basic Program Attributes

Mandate to Provide	State Statute requires all local governments to develop a local land use plan (zoning) and may develop a Comprehensive Plan (not required). Town only function, private associations (HOA) may have some limited application
Reliance on Town	Consistently increasing over past 10 years
Cost Recovery	Shared projects are reimbursed from Teton County. $0 direct, pay now or pay later with inefficient land use patterns and service delivery
Size of Population Served	Entire Town

Section 4: Potential consequences of funding proposal at lower level

Reduction in sales tax collections, based upon less desirable tourist location, increased cost of service provision due to inefficient land use patterns and strategic planning

Section 5: Performance Measures

Description	Estimate FY 2020
Indicator Report	Completed by April 1 each year
Workplan	Completed by April 1 each year
Comprehensive Plan Update	Upon 5% of residential growth

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Pedestrian Mobility	Streets

Program Service Description Summary:

Promote quality public spaces and mobility through connection by complete streets that are safe for all modes of travel. We currently provide 230 street lights, 15 miles of sidewalk, 3.8 miles of boardwalk, and 11 public parking lots designed to encourage safe walkable pedestrian routes within as defined in 2015 complete streets plan. Lights are designed to minimizer light pollution and provide quality lighting for mobility and safety. A replacement schedule is maintained of future repairs and maintenance.

Program Mission:

To maintain safe, accessible, clean pedestrian public rights-of-way and facilities while supporting essential community functions.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Growth Management - Common Value - 2 Principle 3.2 – Enhance suitable locations as Complete Neighborhoods: **Policy 3.2.e:** Promote quality public spaces in **Principle 4.2 -** Promote vibrant, walkable mixed-use areas: **Policy 4.2.c:** Create vibrant walkable mixed use Subareas. **Quality of Life Common Value - 3**
Principle 7.1 - Meet future transportation demand through the use of alternative modes: **Policy 7.1.g:** Establish a permanent funding source for an alternative transportation system. **Principle 7.2 -** Create a safe, efficient, interconnected, multi-modal transportation network: **Policy 7.2.a:** Create a transportation network based on "complete streets" and "context sensitive" solutions and **Policy 7.2.d:** Complete key Transportation Network Projects to improve connectivity

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	65,980	89,717	70,233	62,517	-	(7,716)
Materials, Supplies, Services, etc.	43,061	52,481	52,954	45,147	-	(7,807)
Internal Service	15,971	17,118	17,727	10,928	-	(6,799)
Overhead Charge	14,103	16,762	14,905	10,648	-	(4,257)
Total Cost:	**139,115**	**176,078**	**155,818**	**129,239**	**-**	**(26,579)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**139,115**	**176,078**	**155,818**	**129,239**	**-**	**(26,579)**
FTE's						
Full Time	0.81	0.91	0.80	0.79	-	(0.91)

Section 3: Basic Program Attributes

Mandate to Provide	ADA and other overarching systems are in place as best practices.
Reliance on Town	Town maintains/provides most of this service, but it could be hired out.
Cost Recovery	No fees or other revenue mechanisms are in place. Grants could be applicable to certain projects.
Size of Population Served	Entire town benefits from enhanced mobility.

Section 4: Potential consequences of funding proposal at lower level

unsafe conditions and exposure to liability; reduced level of service to community (including children's' safe routes to school and elderly accommodations).

Section 5: Performance Measures

Description	Estimate FY 2020
Percentage of capital and private development projects involving sidewalks or other pedestrian paths that improved to or retained ADA standards, whether required or not. (goal = 100%) [alternative: number of ADA improvements such as added ADA parking spaces, ramps, improved transitions, etc.]	80%
Maintain street lights in working order, replacing bulbs/fixtures as necessary (goal = 100%)	1
Maintain boardwalks for safety, replacing or securing boards as needed (goal = 100%)	1
Ensure Town parking lots are serviceable and signage/marking is maintained for ease of wayfinding.	1
Number of community streets plan implementation projects completed	3

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Building Safety & Security Inspection	Building Inspection, Engineering

Program Service Description Summary:

This program protects the health, life, safety, and welfare of the community through inspection of property and facilities. This program is responsible for the enforcement of all Town codes, ordinances and adopted construction codes relating to building, wiring, plumbing, heating and cooling, issues all permits for building and construction, and inspections to ensure compliance with all applicable codes, plans reviews prior to permit issuance, meeting with builders, architects and engineers prior to the start of construction projects to review city ordinances and codes as they relate to the proposed construction. Staff support the Town Board of Examiners on contractor licensing and appeal proceedings.

Program Mission:

Building Inspection's mission is the "firm but fair" implementation and enforcement of Town and State codes relating to the construction, remodeling, alteration, repair and demolition of buildings and structures located within the Town of Jackson.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Growth Management (CV-#2) and Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	506,148	519,573	370,930	352,078	-	(18,852)
Materials, Supplies, Services, etc.	128,981	55,250	163,341	71,694	-	(91,647)
Internal Service	20,803	22,953	31,444	28,390	-	(3,053)
Overhead Charge	108,190	97,075	78,721	59,966	-	(18,755)
Total Cost:	**764,122**	**694,850**	**644,435**	**512,128**	**-**	**(132,307)**
Cost Recovery	(574,988)	(466,000)	(476,000)	(476,000)	-	466,000
Net Cost:	**189,135**	**228,850**	**168,435**	**36,128**	**-**	**333,693**
FTE's						
Full Time	5.46	5.43	3.35	3.32	-	(5.43)

Section 3: Basic Program Attributes

Mandate to Provide	Wyoming Statute 35-9-106 requires the Town adopt the 2018 International Building Code, Existing Building Code, Fire Code, Mechanical Code and Fuel Gas Code. The TOJ voluntarily adopts the Energy Conservation, Wildland Urban Interface, Residential and Plumbing Codes.
Reliance on Town	Town could give responsibility "Home Rule Jurisdiction "back to the State Fire Marshal, choose not to adopt codes not required by the State
Cost Recovery	Plan Review, Encroachments, Building Permit, Contractor Licensing. Slight increase. Cyclical with local economy
Size of Population Served	$250,000 approximately

Section 4: Potential consequences of funding proposal at lower level

Customer Service would be affected by increased permit review time and increased time to obtain necessary inspections. Decreased level of life, safety and welfare protection.

Section 5: Performance Measures

Description	Estimate FY 2020
Non-residential permit review	90% within 4 weeks
Residential permit review	90% within 2 weeks
Required inspections turn around time	95% within 24 hours
Cost Recovery	95% of all departments costs

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Public Engagement - Participation & Outreach	**All**

Program Service Description Summary:

Public Engagement program exist to encourage participation from those who are affected by decision and have a right to be involved in the decision-making process and includes:
- the promise that the public's contribution will influence the decision
- promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers
- seeks out and facilitates the involvement of those potentially affected by or interested in a decision
- provides participants with the information they need to participate in a meaningful way
- communicates to participants how their input affected the decision.

Program Mission:

To provide the public a balanced and objective informational understanding of the problem and/or opportunities with alternatives and/or solutions relating to community values and public policy decisions. Also to obtain public feedback on analysis, alternatives, solutions and/or decisions. To work directly with the public throughout the process to ensure that public concerns, needs and aspirations are consistently understood and considered as part of the public policy process.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

***Our Vision* :** **Preserve and Protect the Area's Ecosystem -** in order to ensure a healthy environment, community and economy for current and future generations

Ecosystem Stewardship: Common Value #1

Section 1. Stewardship of Wildlife, Natural Resources, and Scenery and **Section 2.** Climate Sustainability through Energy Conservation.

Growth Management: Common Value #2

Section 3. Responsible Growth Management, and **Section 4.** Town as the Heart of the Region - The Central Complete Neighborhood.

Quality of Life: Common Value #3

Section 5. Local Workforce Housing, **Section 6**. A Diverse and Balanced Economy, **Section 7.** Multimodal Transportation and **Section 8.** Quality Community Service Provision.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	142,482	195,651	161,347	296,671	-	135,324
Materials, Supplies, Services, etc.	11,857	39,971	15,000	15,000	-	-
Internal Service	24,301	26,112	27,094	17,022	-	(10,072)
Overhead Charge	30,456	36,555	34,242	50,529	-	16,287
Total Cost:	**209,096**	**298,289**	**237,683**	**379,222**	**-**	**141,539**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**209,096**	**298,289**	**237,683**	**379,222**	**-**	**141,539**
FTE's						
Full Time	0.30	1.53	2.06	2.16	-	(1.53)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Yes, some services could be contracted out
Cost Recovery	None
Size of Population Served	Most of Town

Section 4: Potential consequences of funding proposal at lower level

Unknown, new service

Section 5: Performance Measures

Description	Estimate FY 2020

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Winter Maintenance Operations	Streets, Parks

Program Service Description Summary:

This program manages snow removal and storage operations for the Town's 35 center lane mile, 5.5 miles of alleys, 15 miles of sidewalk, 4 miles of boardwalk, 11 public parking lots, and storm water systems as well as snow removal and snow storage services for the 11 miles of State right-of-way through the Town of Jackson. Program also involves enforcement of nightly parking ban from November 1st - April 15th to allow for snow removal operations.

Program Mission:

To maintain safe and convenient public rights-of-way and facilities while supporting essential community functions. We exist to contribute to the financial security of the community and to create a clean and positive environment.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. Principle 8.1. Maintain current, coordinated service delivery. Policy 8.1.c: Identify barriers to service delivery goals. Policy 8.1.d: Ensure redundancy of services. and Policy 8.1.e: Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	335,718	397,061	339,530	324,840	-	(14,690)
Materials, Supplies, Services, etc.	201,263	297,595	300,276	256,006	-	(44,270)
Internal Service	90,562	97,069	100,519	61,966	-	(38,554)
Overhead Charge	71,760	74,185	72,057	55,327	-	(16,730)
Total Cost:	**699,303**	**865,910**	**812,382**	**698,139**	**-**	**(114,244)**
Cost Recovery	(59,296)	(76,333)	(76,333)	(76,333)	-	76,333
Net Cost:	**640,007**	**789,577**	**736,049**	**621,806**	**-**	**(37,911)**
FTE's						
Full Time	4.57	4.69	4.51	4.48	-	(4.69)

Section 3: Basic Program Attributes

Mandate to Provide	Required by code
Reliance on Town	Town is sole provider, but it could be out-sourced
Cost Recovery	Teton County match for Urban Systems
Size of Population Served	Minimal revenue from enforcement/ticketing.

Section 4: Potential consequences of funding proposal at lower level

Angry residents, fewer visitors, hazardous conditions (liability).

Section 5: Performance Measures

Description	Estimate FY 2020
Effective and efficient use of funds to implement/maintain this program. It is simply the job we do. Adhere to budget constraints without change orders or extensive budget amendments (goal = no overages).	
Ensure a safe environment for staff - number of incidents/injury/damage. (Goal = reduced incidents each year as we learn from mistakes)	5
Ensure a safe environment for ROW users - number of injuries/damage claims. (Goal = zero insurance claims/lawsuits)	0

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Code Enforcement	**CSO, Patrol, Planning, Legal, Court, Clerk**

Program Service Description Summary:

Code Enforcement is a shared responsibility of staff, all of whom help to enforce various portions of the municipal code including housing related violations, business code violations, encroachment violations, health and safety issues, and liquor and business licensing provisions.

Program Mission:

The mission of this program is to protect the public's investment, life, health, safety and welfare in the built and natural environments through enforcement of enacted legislation.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life - Common Value #3 - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	814,421	779,628	661,435	565,462	-	(95,973)
Materials, Supplies, Services, etc.	65,602	78,903	122,718	78,707	-	(44,011)
Internal Service	93,143	98,434	104,075	61,728	-	(42,347)
Overhead Charge	174,084	145,663	140,374	96,309	-	(44,065)
Total Cost:	**1,147,250**	**1,102,628**	**1,028,602**	**802,206**	**-**	**(226,396)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**1,147,250**	**1,102,628**	**1,028,602**	**802,206**	**-**	**(226,396)**
FTE's						
Full Time	8.50	8.57	6.92	6.81	-	(8.57)

Section 3: Basic Program Attributes

Mandate to Provide	Required by Municipal Code
Reliance on Town	Town Ordinances completely Town function
Cost Recovery	Increase year over year, with increased public demand and increased regulations, i.e. Short Term Rental, Contractor Licensing, Residential Rentals
Size of Population Served	Minimal fines

Section 4: Potential consequences of funding proposal at lower level

Non-compliance with local regulations, reduced life, safety and welfare protection

Section 5: Performance Measures

Description	Estimate FY 2020
Complaint follow up	95% within 24 hours
Complaint resolution	95% within 30 days

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Public Right-of-Way Maintenance	Public Works, Streets

Program Service Description Summary:

This program manages the hardscape for over 35 center lane miles of streets and alleys for public safety and access including tree pruning and replacement, sweeping, curb maintenance, grading, street patching, painting, signage, ADA spaces, boardwalks, sidewalks, etc. to provide quality surfaces for the safety and convenience of the community.

Program Mission:

To maintain safe and convenient public right-of-ways and facilities while supporting essential community functions. We exist to contribute to the financial security of the community and to create a clean and positive environment.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. Principle 8.1. Maintain current, coordinated service delivery. Policy 8.1.c: Identify barriers to service delivery goals. Policy 8.1.d: Ensure redundancy of services. and Policy 8.1.e: Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	231,245	294,569	230,420	214,166	-	(16,254)
Materials, Supplies, Services, etc.	151,026	174,762	176,936	151,186	-	(25,750)
Internal Service	52,764	57,252	58,325	36,353	-	(21,971)
Overhead Charge	49,429	55,036	48,901	36,477	-	(12,424)
Total Cost:	**484,463**	**581,619**	**514,582**	**438,183**	**-**	**(76,399)**
Cost Recovery	(584,271)	(600,698)	(598,698)	(598,698)	-	600,698
Net Cost:	**(99,808)**	**(19,079)**	**(84,116)**	**(160,515)**	**-**	**524,299**
FTE's						
Full Time	2.91	3.07	2.76	2.74	-	(3.07)

Section 3: Basic Program Attributes

Mandate to Provide	Town has codes and policies, and some LDRs for ROW components.
Reliance on Town	Town is the sole provider, but this could be entirely contracted or privatized.
Cost Recovery	Franchise Tax
Size of Population Served	No fees or revenue generation; covered by general and capital funds.

Section 4: Potential consequences of funding proposal at lower level

Street and sidewalk disrepair, hazardous conditions, potential liability.

Section 5: Performance Measures

Description	Estimate FY 2020
Effective and efficient use of funds to implement/maintain this program. It is simply the job we do. Adhere to budget constraints without change orders or extensive budget amendments - percentage increase in funds spent over budgeted amounts (goal = no overages).	
Ensure a safe environment for ROW users - number of injury/damage claims. (Goal = zero insurance claims, lawsuits)	
Complete fall and spring patching, painting, signage, etc. efforts in time for peak season.	1

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Social Services	Town Clerk, Legal, Finance

Program Service Description Summary:

This program encompasses the contractual needs and funding requests for non-governmental social and human service agencies that provide social services not already provided by local, state, or federal government programs for the most vulnerable in our community that may not be able or willing to seek out private services.

Program Mission:

To compassionately serve, strengthen and support individuals, and family services which promotes safety, well-being and self-sufficiency through comprehensive community partnerships.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life - Common Value #3 - Principle 8.1— Maintain current, coordinated service delivery - Policy 8.1.a: Maintain current, coordinated plans for delivery of desired service levels. **Policy 8.1.b:** Coordinate with independent service providers. **Policy 8.1.c:** Identify barriers to service delivery goals ***Why is this section addressed?*** Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	55,756	49,911	63,285	59,977	-	(3,308)
Materials, Supplies, Services, etc.	728,949	886,499	885,170	724,423	-	(160,747)
Internal Service	4,582	5,423	5,034	3,586	-	(1,448)
Overhead Charge	11,918	9,325	13,431	10,215	-	(3,216)
Total Cost:	**801,205**	**951,158**	**966,920**	**798,201**	**-**	**(168,719)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**801,205**	**951,158**	**966,920**	**798,201**	**-**	**(168,719)**
FTE's						
Full Time	0.53	0.53	0.62	0.61	-	(0.53)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Program is only offered by another governmental, non-profit or civic agency
Cost Recovery	None
Size of Population Served	Contract dependent, citizens may or may not be affected

Section 4: Potential consequences of funding proposal at lower level

Available funds to share with applicants. Long-term adverse impact on community.

Section 5: Performance Measures

Description	Estimate FY 2020
Cap annual increase	2.50%

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Storm Water Management	PW Admin and Engineering

Program Service Description Summary:

The stormwater management program creates, develops, cleans and maintains the infrastructure necessary for efficient collection, conveyance and treatment of surface water runoff from storm events and snow melt. Stormwater treatment units and design aim to remove first-flush hydrocarbons, sediment and debris from snow melt and regular rain events prior to discharging into area waterways. Plan also aims to protect infrastructure by managing erosion.

Program Mission:

To protect the health, life, safety and welfare of the residents and guests of the community as well as the natural environment of the community through collection, treatment, and filtering of stormwater affected by the built environment and hardscape.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Ecosystem Stewardship Common Value - 1: Section 1 – Stewardship of Wildlife, Natural Resources and Scenery: Maintain healthy populations of all native species and Preserve the ability for future generations to enjoy the quality natural, scenic, and agricultural resources that largely define our community character. **Principle 1.2 - Preserve and enhance water and air quality -** Clean water and air are the most basic requirements of a healthy ecosystem and community. The high water and air quality of Jackson and Teton County are important to the ecosystem and scenic beauty that residents and visitors enjoy. Stewardship of waterbodies, wetlands, riparian areas, and air is important to sustain healthy populations of native species and for the health and safety of the human community. Policy 1.2.b: Require filtration of runoff and Policy 1.2.c: Monitor and maintain water quality. **Section 3. Responsible Growth Management: Principle 3.2 – Enhance suitable locations as Complete Neighborhoods:** Development, infill and redevelopment should be located primarily in areas of existing infrastructure and services in order to enhance such suitable areas as Complete Neighborhoods that include: • public utilities (water, sewer, and storm sewer); **Section 4 – Town as the Heart of the Region - The Central Complete Neighborhood:** It also improves the quality of life in Town and the economic stability and service delivery for the entire community. Town already contains all of the components of a Complete Neighborhood: • public utilities (water, sewer, and storm sewer);

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	105,987	130,292	128,536	117,334	-	(11,202)
Materials, Supplies, Services, etc.	61,409	80,426	81,225	69,292	-	(11,933)
Internal Service	24,422	26,264	27,077	16,742	-	(10,336)
Overhead Charge	22,655	24,343	27,279	19,984	-	(7,295)
Total Cost:	**214,473**	**261,325**	**264,118**	**223,352**	**-**	**(40,766)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**214,473**	**261,325**	**264,118**	**223,352**	**-**	**(40,766)**
FTE's						
Full Time	1.15	1.21	1.26	1.24	-	(1.21)

Section 3: Basic Program Attributes

Mandate to Provide	Clean Water Act is a regulatory agency (EPA) standard that communities must meet.
Reliance on Town	Currently the town is the sole provider/servicer, and contracts out some of the work, but it would be challenging to privatize our stormwater collections/treatment.
Cost Recovery	Currently there is no separate funding or fee associated with this program, but Town would like to create a stormwater utility/fee to fund program implementation
Size of Population Served	Only a few small areas in town do not require stormwater management systems.

Section 4: Potential consequences of funding proposal at lower level

negative impacts to creeks and wildlife due to increased and untreated pollution contributions; possible future non-compliance with degraded systems or increased regulations, which would result in costly mitigation projects and the need for reactionary measures.

Section 5: Performance Measures

Description	Estimate FY 2020
Complete a stormwater management work plan including a timeline and designated responsible party for each task (of Town departments, partnering entities, and hired consultants/contractors), by end of 2019 calendar year.	1
Inventory, inspect, and clean as required all Town maintained stormwater catchments, outfalls, and treatment units. This can be updated with numbers of assets and a schedule/proportion to be serviced each year, etc. once we complete an inventory.	0.75
Number [or percentage?] of projects completed that are identified in any of the existing stormwater-related plans.	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Parking Management	CSO, Patrol, Court, Legal

Program Service Description Summary:

The Parking Management program enforces parking laws in the Town of Jackson including time limited parking areas, red zones, land development regulation parking requirements, handicapped zones, Taxi to Fly parking, alley parking, fire zones etc. which includes over 1,500 striped and off-street spaces, 11 parking lots, 1 parking garage and over 70 lane miles of curb line in the municipal limits.

Program Mission:

The Jackson parking program supports the business and residential parking needs of the community through enforcement of parking laws to ensure safe, efficient and convenient parking options to residents, commuters and our guest visitors.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1	Common Value # 2	Common Value #3
Ecosystem Stewardship	Growth Management	Quality of Life

Section 2. Climate Sustainability through Energy Conservation: Consume less nonrenewable energy as a community in the future than we do today: Section 6: A Diverse and Balanced Economy: Develop a sustainable, vibrant, stable and diversified local economy. Sustainability - is a system of practices that are healthy for the environment, community and economy and can be maintained for current and future generations. Principle 2.3 - Reduce energy consumption through transportation: Transportation accounts for approximately 80% of the total carbon emissions Policy 2.3.a: Meet future transportation demand through the use of alternative modes. Policy 2.3.b: Create a safe, efficient, interconnected multimodal transportation network. Principle 7.1 - Meet future transportation demand through the use of alternative modes Policy 7.1.b: Implement a Transportation Demand Management (TDM) program. Policy 7.1.c: Increase the capacity for use of alternative transportation modes. Policy 7.1.d: Discourage use of single occupancy motor vehicles (SOV). Policy 7.1.g: Establish a permanent funding source for an alternative transportation system

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	563,031	581,816	582,500	547,788	-	(34,712)
Materials, Supplies, Services, etc.	198,277	165,400	151,619	122,051	-	(29,568)
Internal Service	107,935	103,014	108,692	60,999	-	(47,694)
Overhead Charge	120,349	108,704	123,622	93,299	-	(30,323)
Total Cost:	**989,592**	**958,935**	**966,433**	**824,137**	**-**	**(142,296)**
Cost Recovery	(82,215)	(27,100)	(15,500)	(15,500)	-	27,100
Net Cost:	**907,377**	**931,835**	**950,933**	**808,637**	**-**	**(115,196)**
FTE's						
Full Time	5.92	6.34	6.22	6.17	-	(6.34)

Section 3: Basic Program Attributes

Mandate to Provide	Only by city ordinance
Reliance on Town	Yes
Cost Recovery	Parking Citations by CSO's.
Size of Population Served	Entire community and visitors.

Section 4: Potential consequences of funding proposal at lower level

The CSO's provide significant offsetting revenue via parking citations and fines. There are 2.5 CSO's working the parking program. Any reduction would result in elimination of parking enforcement efforts for a portion of the work week, as it is difficult at best to provide this service with the current staffing levels.

Section 5: Performance Measures

Description	Estimate FY 2020
ensure signage and marking/striping are well maintained - complete repairs/marking in time for peak summer season, by June 1	1
Annual number of citations written for parking violations	Approx. 6120
Annual number of boot orders executed	Approx. 30+-
Annual revenue generated by parking violations issued.	Approx. $285,757
Annual number of parking complaints handled.	Approx. 482
Annual number of abandon vehicles tagged and/or towed.	Approx. 30

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Investigations	Investigations

Program Service Description Summary:

The investigations program investigates crimes, suspected crimes, and criminals through proven and best practice methods in law enforcement including evidence gathering and all associated documentation and paperwork and also provides all associated follow through with court proceedings. One position, the school resource officer position, provides support to the Teton County School District..

Program Mission:

The mission of the program is to provide professional investigative services to all customers, both residents and visitors alike, with an emphasis on solving crime in a prioritized, timely, and fiscally responsible manner; employing all means necessary that are supported by our profession.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Growth Management (CV-#2) & Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. **Policy 8.1.a**: Maintain current, coordinated plans for delivery of desired service levels, **Policy 8.1.c:** Identify barriers to service delivery goals **Policy 8.1.d:** Ensure redundancy of services and Policy 8.1.e: Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	989,517	891,009	944,136	888,019	-	(56,117)
Materials, Supplies, Services, etc.	47,521	52,560	55,807	46,647	-	(9,160)
Internal Service	142,202	146,392	156,392	88,103	-	(68,290)
Overhead Charge	211,511	166,473	200,370	151,247	-	(49,123)
Total Cost:	**1,390,752**	**1,256,435**	**1,356,705**	**1,174,016**	**-**	**(182,689)**
Cost Recovery	(75,315)	(71,836)	(80,900)	(80,900)	-	71,836
Net Cost:	**1,315,437**	**1,184,599**	**1,275,805**	**1,093,116**	**-**	**(110,853)**
FTE's						
Full Time	9.49	9.53	9.38	9.29	-	(9.53)

Section 3: Basic Program Attributes

Mandate to Provide	Yes
Reliance on Town	Yes
Cost Recovery	Partial recovery via reimbursement from School District for Juvenile Crimes Investigator
Size of Population Served	Entire Community

Section 4: Potential consequences of funding proposal at lower level

Lower funding would result in police services being reduced, lower crime rate solvability, potential felony cases being unresolved, death investigations being challenging, ground transportation backgrounds being delayed, initial court appearance challenges if arresting officers must testify in lieu of investigators after working a nightshift etc.

Section 5: Performance Measures

Description	Estimate FY 2020
Annual number of major case follow-up investigation conducted (i.e. Agg. Aslt, robbery, sexual assault, burglary, theft,	Approx. 98
Annual number of items of evidence maintained for chain of custody	Approx. 10,701
Annual number of background investigations completed for Ground Transportation/ employment etc.	Approx. 135
Annual number of warrants/search and arrest executed	Approx. 117

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Licensing	Clerk, Finance, PD, Planning, Building, Fire/EMS

Program Service Description Summary:

The licensing program processes and coordinates the approval, issuance, denial, investigation, compliance, and revocation of licenses in the Town of Jackson limits including business licensing, expositions, liquor licensing, ground transportation, operator permits, long and short term rental businesses, etc. There are over 3,000 licenses approved annually.

Program Mission:

Ensure compliance with local and state laws in order to protect the health, safety, and welfare of residents and visitors.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1	Common Value # 2	Common Value #3
Ecosystem Stewardship	Growth Management	Quality of Life

Principle 4.1 - Maintain Town as the central Complete Neighborhood, Policy 4.1.d: Maintain Jackson as the economic center of the region. Principle 6.2 - Promote a stable and diverse economy Principle 6.3 - Create a positive atmosphere for economic development

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	353,347	391,100	321,742	302,393	-	(19,349)
Materials, Supplies, Services, etc.	75,533	118,296	214,089	126,699	-	(87,390)
Internal Service	30,323	35,749	37,863	29,917	-	(7,946)
Overhead Charge	75,528	73,072	68,282	51,503	-	(16,779)
Total Cost:	**534,730**	**618,217**	**641,976**	**510,512**	**-**	**(131,464)**
Cost Recovery	(473,162)	(451,318)	(454,555)	(454,555)	-	451,318
Net Cost:	**61,568**	**166,899**	**187,421**	**55,957**	**-**	**319,854**
FTE's						
Full Time	4.19	4.23	3.55	3.52	-	(4.23)

Section 3: Basic Program Attributes

Mandate to Provide	Required by Municipal Code
Reliance on Town	Town Ordinances completely Town function
Cost Recovery	Business, Transportation and Liquor licenses. Increase year over year, with increased public demand and increased regulations, i.e. Short Term Rental, Contractor Licensing, Residential Rentals
Size of Population Served	Partial - could be increased for cost recovery

Section 4: Potential consequences of funding proposal at lower level

Non-compliance with local regulations, reduced life, safety and welfare protection

Section 5: Performance Measures

Description	Estimate FY 2020
License Review	95% within set time period
Cost Recovery	95% of all departments costs

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
LDR Code Enforcement	Planning, PD, Legal, Court

Program Service Description Summary:

Review for zoning compliance as required by municipal code. LDR Code Enforcement is a shared responsibility of staff, all of whom help to enforce and work to bring into compliance various portions of the land development regulations to protect the areas ecosystem in order to ensure a healthy environment, economy, and community for current and future generations.

Program Mission:

To ensure compliance with the provisions of the land development regulations and obtain corrections for violations to protect the areas ecosystem in order to ensure a healthy environment, economy, and community for current and future generations.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Ecosystem Stewardship (CV-#1), Growth Management (CV-#2) & Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	137,187	184,900	368,811	326,168	-	(42,643)
Materials, Supplies, Services, etc.	80,455	339,702	609,618	357,551	-	(252,067)
Internal Service	47,468	56,010	60,790	49,077	-	(11,713)
Overhead Charge	29,324	34,546	78,271	55,553	-	(22,718)
Total Cost:	**294,434**	**615,158**	**1,117,490**	**788,349**	**-**	**(329,140)**
Cost Recovery	(93,463)	(95,000)	(72,500)	(72,500)	-	95,000
Net Cost:	**200,971**	**520,158**	**1,044,990**	**715,849**	**-**	**(234,140)**
FTE's						
Full Time	1.58	1.88	3.72	3.66	-	(1.88)

Section 3: Basic Program Attributes

Mandate to Provide	Required by Municipal Code
Reliance on Town	Town Ordinances completely Town function
Cost Recovery	Increase year over year, with increased public demand and increased regulations
Size of Population Served	Minimal fines

Section 4: Potential consequences of funding proposal at lower level

Non-compliance with local regulations, reduced life, safety and welfare protection

Section 5: Performance Measures

Description	Estimate FY 2020
Complaint follow up	95% within 24 hours
Complaint resolution	95% within 30 days

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Jackson Hole Sustainability - Energy Conservation Works	Jackson Hole Region

Program Service Description Summary:

This program exists to support the conservation initiatives outlined in the Joint Powers Agreement creating the Jackson Hole Energy Sustainability Project operating as Energy Conservation Works which includes local government funding, legal oversight, and processing of eligible energy project funding request submittals for government facilities.

Program Mission:

The mission of this program is to provide support and resources to ECW so that they are able to implement and advocate for energy conservation and emissions reduction in Jackson Hole.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Ecosystem Stewardship Common Value - 1: Section 2.
Climate Sustainability through Energy Conservation: Consume less nonrenewable energy as a community in the future than we do today: Principle 2.1 - Reduce consumption of non-renewable energy: Principle 2.2 - Reduce energy consumption through land use Principle 2.3 - Reduce energy consumption through transportation: Principle 2.4 - Increase energy efficiency in buildings:
Principle 2.5 - Conserve energy through waste management and water conservation

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	26,879	34,005	54,304	50,632	-	(3,672)
Materials, Supplies, Services, etc.	14,008	28,713	29,634	24,897	-	(4,737)
Internal Service	8,666	9,393	9,704	6,221	-	(3,482)
Overhead Charge	5,745	6,353	11,525	8,624	-	(2,901)
Total Cost:	**55,298**	**78,464**	**105,166**	**90,374**	**-**	**(14,792)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**55,298**	**78,464**	**105,166**	**90,374**	**-**	**(14,792)**
FTE's						
Full Time	0.46	0.45	0.50	0.50	-	(0.45)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Yes but could contract our service
Cost Recovery	None
Size of Population Served	Entire Town is eligible

Section 4: Potential consequences of funding proposal at lower level

Will not meet sustainability goals

Section 5: Performance Measures

Description	Estimate FY 2020

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Special Events	CSO, Patrol, Investigation, Administration

Program Service Description Summary:

The Special Events program facilitates and processes requests for special events in the community related to cultural events, celebrations, non-profit fundraisers, and community engagement events such as concerts and exhibitions to ensure the protection of public assets, the coordination of services, and the health safety and welfare of residents and guests. The Town annually manages over 70 events. Processing and facilitating includes pre and post event meetings, follow up documentation and meetings, and on site event coordination.

Program Mission:

The mission of this program is to process and facilitate special events in the community that support the Town of Jackson mission and purpose as well as the goals and principles of the Comprehensive Plan.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Section 4 – Town as the Heart of the Region - The Central Complete Neighborhood: The Town of Jackson will continue to be the primary location for jobs, housing, shopping, educational and cultural activities. Principle 4.4 - Enhance civic spaces, social functions, and environmental amenities to make Town a more desirable Complete Neighborhood. The Town of Jackson has traditionally served as the cultural, social and civic hub for Teton County and the region. Policy 4.4.a: Maintain and improve public spaces, Policy 4.4.c: Continue traditions and community events.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	587,213	574,600	595,862	561,120	-	(34,742)
Materials, Supplies, Services, etc.	100,400	109,391	118,689	95,623	-	(23,066)
Internal Service	89,430	94,637	100,534	59,214	-	(41,320)
Overhead Charge	125,518	107,356	126,457	95,570	-	(30,887)
Total Cost:	**902,561**	**885,984**	**941,542**	**811,527**	**-**	**(130,015)**
Cost Recovery	(16,123)	(37,000)	(16,000)	(16,000)	-	37,000
Net Cost:	**886,438**	**848,984**	**925,542**	**795,527**	**-**	**(93,015)**
FTE's						
Full Time	6.15	6.27	6.29	6.23	-	(6.27)

Section 3: Basic Program Attributes

Mandate to Provide	Portions yes (i.e. protection orders, crime victim compensation, ombudsman etc.)
Reliance on Town	Joint Town/County program
Cost Recovery	Permit fees and hourly rates
Size of Population Served	Entire community and visitors.

Section 4: Potential consequences of funding proposal at lower level

Inability to police some events, traffic control, set up etc.

Section 5: Performance Measures

Description	Estimate FY 2020
accurate tracking of borrowed equipment, and sufficient deposit retainage to repair/replace any materials lost or damaged. (goal =	1
Annual number of man hours dedicated to special events.	Approx. 1342
Annual number of large scale events/ parades planned and manned.	3 large scale events
Annual number of concerts/ festivals planned and manned. Annual number of special events requiring police services or impacting	6 concerts and 44 other events
Annual revenue generated by police department associated with special events.	Approx. $11,754

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Community Initiatives	Town Clerk, Legal, Finance

Program Service Description Summary:

Community promotion grants funds to local entities that promote specific events or increase quality of life. These organizations apply annually for funds and sign a contract for services. Included in this program are Town managed operations that benefit citizens: recycling, trash collection, and holiday lighting.

Program Mission:

To support and enhance the appearance, community character and cultural norms and events of the community including recycling, holiday lighting, downtown cleanliness, to support the business and residential community.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Growth Management (CV-#2) & Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	-	-	2,366	2,297	-	(69)
Materials, Supplies, Services, etc.	270,716	286,232	315,003	257,709	-	(57,294)
Internal Service	175	297	157	159	-	2
Overhead Charge	-	-	502	391	-	(111)
Total Cost:	**270,891**	**286,529**	**318,028**	**260,556**	**-**	**(57,472)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**270,891**	**286,529**	**318,028**	**260,556**	**-**	**(57,472)**
FTE's						
Full Time	0.05	0.05	0.03	0.03	-	(0.05)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Program is only offered by another governmental, non-profit or civic agency
Cost Recovery	None
Size of Population Served	Contract dependent, citizens may or may not be affected

Section 4: Potential consequences of funding proposal at lower level

Available funds to share with applicants.

Section 5: Performance Measures

Description	Estimate FY 2020
Cap annual increase	2.50%

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Cemetery	**PW, Cemetery Sexton, Town Clerk**

Program Service Description Summary:

Aspen Hills Cemetery provides internment services to deceased residents and non-residents in a peaceful, non-perpetual care setting at the base of Snow King Mountain.

Program Mission:

To provide a tranquil and restful location for those while visiting gravesites of family, friends, or love ones. To provide professional, respectful and caring interment services for those who are bereaving.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. **Principle 4.5 - Preserve historic structures and sites -** Our community is proud of its history. Encouraging the preservation and awareness of historic structures and sites contributes to economic development, helps preserve historic resources, and maintains our awareness of local culture and history.

Policy 4.5.a: Identify and preserve historically significant structures and sites

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	63,593	75,910	70,797	67,255	-	(3,542)
Materials, Supplies, Services, etc.	43,387	71,207	74,782	61,675	-	(13,107)
Internal Service	21,870	23,908	24,859	16,255	-	(8,603)
Overhead Charge	13,593	14,183	15,025	11,455	-	(3,570)
Total Cost:	**142,443**	**185,207**	**185,462**	**156,640**	**-**	**(28,822)**
Cost Recovery	(3,680)	(3,060)	(3,060)	(3,060)	-	3,060
Net Cost:	**138,763**	**182,147**	**182,402**	**153,580**	**-**	**(25,762)**
FTE's						
Full Time	0.79	0.81	1.05	1.04	-	(0.81)

Section 3: Basic Program Attributes

Mandate to Provide	Discussion: municipal code chapter 12.12 is the Cemetery Ordinance, but there is no mandate that the Town has to maintain a cemetery to begin with.
Reliance on Town	Other private cemeteries exist, and the Town's could be privatized.
Cost Recovery	Fees
Size of Population Served	Fees are generated, covering less than half of operational/service costs.

Section 4: Potential consequences of funding proposal at lower level

Reduced upkeep of the cemetery roads, landscaping, structures, steps, retaining walls, etc., which would result in higher costs to return to good state of repair later.

Section 5: Performance Measures

Description	Estimate FY 2020
Record new lot purchases within 10 business days	1
Ensure safe operations (maintenance, digging graves, pedestrian access, etc.) - number of incidents, injuries, or near-misses (goal = 0)	0
Effective grounds upkeep - number of graves with sediment deposits (goal = 0)	0
Effective grounds upkeep - number of potholes/other roadway issues (goal = 0)	0
Semi-annual reporting and annual conditions report/budget request - provide for each calendar year by March 1 of the following year.	1

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Snow King Ice Center	Public Works

Program Service Description Summary:

This program is responsible for the operational contract management, leases, agreements and capital programs related to the Snow King Sports and Events Center facility, Town owned property on Snow King Mountain, as well as the future master planning of this area.

Program Mission:

To provide an inviting and dynamic, well-maintained, year round multi-purpose public facility to support the Town's strategic intent for recreational programming, and visitor conferencing.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Growth Management - Common Value - 2 Principle 4.4 - Enhance civic spaces, social functions, and environmental amenities to make Town a more desirable Complete Neighborhood**, Policy 4.4.a:** Maintain and improve public spaces.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	24,654	33,609	29,071	26,656	-	(2,415)
Materials, Supplies, Services, etc.	68,453	124,813	86,176	83,032	-	(3,144)
Internal Service	17,413	15,094	16,209	6,371	-	(9,838)
Overhead Charge	5,270	6,279	6,170	4,540	-	(1,630)
Total Cost:	**115,790**	**179,795**	**137,626**	**120,599**	**-**	**(17,027)**
Cost Recovery	(22,294)	(76,675)	(76,675)	(38,338)	-	76,675
Net Cost:	**93,496**	**103,120**	**60,951**	**82,261**	**-**	**59,648**
FTE's						
Full Time	0.30	0.37	0.32	0.32	-	(0.37)

Section 3: Basic Program Attributes

Mandate to Provide	none
Reliance on Town	Another entity manages the use and operations of the center, but the town is currently the sole provider of capital program and repairs/maintenance of the facility. It could be sold or turned over to a private vendor to maintain.
Cost Recovery	Facility lease payments
Size of Population Served	Tenant payments, etc. cover approximately half of our expenses.

Section 4: Potential consequences of funding proposal at lower level

The facility could degrade into a poor state of repair and become unsafe or unoccupiable. If this space were not maintained, hotels and other event spaces in town could see increased demand, and there may not be capacity for all desired events/conferences, etc. Moose Hockey would not be as accessible to the Town.

Section 5: Performance Measures

Description	Estimate FY 2020
Ensure fair cost recovery from private entities benefiting from the Center's existence. Evaluate lease/rental assessment and/or fees. Goal: Maintain [50%?] cost recovery to Town.	
Ensure timely renewals of leases/agreements. Coordinate with Admin/Legal as necessary to avoid delays in response and finalizing renewals prior to expiration, etc. Goal = no lapses, sufficient advance notice for rentals/events.	
Effectively manage, coordinate and track costs, and complete an annual assessment of R&M or capital work completed and plan for future work required.	

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

External - Joint Town/Teton County Programs

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Fire & EMS	Fire & EMS Reports to Teton County

Program Service Description Summary:

This program provides funding to Teton County to operate and maintain Jackson Hole Fire/EMS, a full service fire department which operates in the areas of general administration, fire prevention, code enforcement, electrical safety, training, and emergency response to medical emergencies, fires and hazardous incidents. Jackson Hole Fire/EMS provides response to a wide variety of fire, rescue and emergency medical incidents as well as electrical inspection, fire inspection and fire investigation services. This joint department was organized in 2004 through the Town of Jackson and Teton County Joint Power Agreement for Fire and Emergency Medical Services.

Program Mission:

The mission of Jackson Hole Fire/EMS (Emergency Medical Services) is the protection of life and property from the adverse effects of fires, medical emergencies and exposures to man-made and/or natural dangerous conditions. All members, resources and activities are dedicated to providing excellence in fire suppression, emergency medical care, hazard abatement, committed training, aggressive code enforcement and effective public education.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. Principle 8.1. Maintain current, coordinated service delivery. Policy 8.1.c: Identify barriers to service delivery goals. Policy 8.1.d: Ensure redundancy of services. and Policy 8.1.e: Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	-	-	-	-	-	-
Materials, Supplies, Services, etc.	1,707,904	1,782,914	2,007,984	1,559,273	-	(448,711)
Internal Service	-	-	-	-	-	-
Overhead Charge	6,307	7,440	6,139	4,867	-	(1,272)
Capital	367,396	143,509	2,006,078	885,000		(1,121,078)
Total Cost:	**2,081,607**	**1,933,863**	**4,020,201**	**2,449,140**	**-**	**(1,571,061)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**2,081,607**	**1,933,863**	**4,020,201**	**2,449,140**	**-**	**(1,571,061)**
FTE's						
Full Time	0.03	0.03	0.03	0.03	-	(0.03)

Section 3: Basic Program Attributes

Mandate to Provide	XYZ
Reliance on Town	Yes but could contract out EMS service
Cost Recovery	EMS billing and contract services provide funding
Size of Population Served	Entire Town

Section 4: Potential consequences of funding proposal at lower level

Delated emergency response and resultant life safety impact

Section 5: Performance Measures

Description	Estimate FY 2020
Training hours	13,000
Active Volunteer firefighters	70
Total Incidents Per Year - FY2018 = 1,600	
Total Incidents in Town - FY2018 = 767 or 48%	
Total EMS Calls for Service - FY2018 = 1,363	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Affordable Housing	Jackson/Teton County Affordable Housing - Reports to Teton County

Program Service Description Summary:

This program provides funding to Teton County to operate and maintain the housing department under a Joint Powers Agreement in the areas of effective and efficient housing for a wide array of the local workforce within the resources provided in order to maintain the community character of Jackson along with compliance and enforcement of deed restrictions.

Program Mission:

Jackson/Teton County Affordable Housing Mission - Stabilizing our community by providing healthy housing solutions.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life Common Vale #3 Section 5: Local Workforce Housing: Ensure a variety of workforce housing Ensure a variety of workforce housing opportunities exist so that at least 65% of those employed locally also live locally. **Principle 5.1 -** Maintain a diverse population by providing workforce housing: **Policy 5.1.a:** House at least 65% of the workforce locally. **Principle 5.2 -** Strategically locate a variety of housing types: **Principle 5.3 -** Reduce the shortage of housing that is affordable to the workforce: Principle 5.4 - Use a balanced set of tools to meet our housing goal:

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	6,833	3,475	27,067	26,567	-	(500)
Materials, Supplies, Services, etc.	256,727	258,232	380,281	256,943	-	(123,338)
Internal Service	1,088	1,841	974	987	-	13
Overhead Charge	1,461	649	5,744	4,525	-	(1,219)
Capital	1,025,440	1,396,160	1,000,000	250,000	-	(750,000)
Total Cost:	**1,291,549**	**1,660,357**	**1,414,066**	**539,022**	**-**	**(875,044)**
Cost Recovery	(278,893)	(299,498)	(270,000)	(270,000)	-	299,498
Net Cost:	**1,012,656**	**1,360,859**	**1,144,066**	**269,022**	**-**	**(575,546)**
FTE's						
Full Time	0.03	0.03	0.18	0.18	-	(0.03)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Town provides along with other entities
Cost Recovery	Workforce housing exactions
Size of Population Served	Goal to house 65% of local workforce

Section 4: Potential consequences of funding proposal at lower level

Reduced funds for capital opportunities and partnerships. Deed and housing rules enforcement could be indexed by reduced funding.

Section 5: Performance Measures

Description	Estimate FY 2020
Compliance rate for affordable units	95%
Compliance rate for workforce units	98%

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Parks & Recreation	Parks & Recreation - Reports Teton County

Program Service Description Summary:

This program provides funding to Teton County to operate and maintain parks and recreation services under a Joint Powers Agreement in the areas of general administration, park and green space right of way development, creation and maintenance, recreation programs, river permit management, and recreation facilities to promotes civic engagement, natural and cultural stewardship, and a safe and healthy lifestyle according to the needs of our residents and guests.

This program includes LDR park exaction requirements.

Program Mission:

The Mission of the Teton County/Jackson Parks and Recreation Department is to serve the community through safe and enjoyable parks and recreation opportunities.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Section 3. Responsible Growth Management: Direct future growth into a series of connected, Complete Neighborhoods in order to preserve critical habitat, scenery and open space in our Rural Areas. Section 4. Town as the Heart of the Region - The Central Complete Neighborhood: The Town of Jackson will continue to be the primary location for jobs, housing, shopping, educational and cultural activities.
Section 8: Quality Community Service Provision: Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Total
Personnel	-	-	5,239	5,142	-	(97)
Materials, Supplies, Services, etc.	1,600,622	1,596,822	2,063,503	1,524,340	-	(539,163)
Internal Service	211	356	189	191	-	2
Overhead Charge	6,307	7,440	7,251	5,743	-	(1,508)
Capital	881,790	1,351,732	290,925	-		(290,925)
Total Cost:	**2,488,930**	**2,956,350**	**2,367,107**	**1,535,416**	**-**	**(831,691)**
Cost Recovery	(75,489)	(73,850)	(13,900)	(13,900)	-	73,850
Net Cost:	**2,413,441**	**2,882,500**	**2,353,207**	**1,521,516**	**-**	**(757,841)**
FTE's						
Full Time	0.03	0.03	0.03	0.03	-	(0.03)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Yes, some services are or could be provided by other entities
Cost Recovery	User fees offset program cost, Grants
Size of Population Served	Majority of town who use P&R facilities and programs

Section 4: Potential consequences of funding proposal at lower level

Decreased customer satisfaction

Section 5: Performance Measures

Description	Estimate FY 2020
Increase number of patrons served	10%
Reduce uncollected debt and charge backs	75%

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Town Shuttle	START Bus System

Program Service Description Summary:

The Town Shuttle operates daily bus service and serves most hotels, galleries, shops and restaurants within the Town of Jackson. The shuttle operates 2 routes covering the majority of Town municipal area. The shuttles run between 6:05 AM - 10:37 PM. The shuttles carry close to a half million passengers annually via 65 daily trips over 240,000 miles and 25,000 operating hours.

Program Mission:

START safely provides the Jackson Hole community with convenient transportation that is affordable, service oriented and environmentally friendly, improving the economic vitality of the region.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Principle 2.3 - Reduce energy consumption through transportation: Transportation accounts for approximately 80% of the total carbon emissions in the community (see Appendix B) and should be a focus of the community's efforts to reduce energy consumption. Reducing fuels consumed for transportation and using renewable fuels has the greatest potential to reduce the community's overall carbon emissions and consumption of non-renewable resources.
Policy 2.3.a: Meet future transportation demand through the use of alternative modes
Policy 2.3.b: Create a safe, efficient, interconnected multimodal transportation network
Principle 7.1 - Meet future transportation demand through the use of alternative modes

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	1,059,307	1,116,144	966,577	882,828	-	(83,749)
Materials, Supplies, Services, etc.	521,734	532,975	632,159	451,615	-	(180,544)
Internal Service	-	-	-	-	-	-
Overhead Charge	226,428	208,536	205,133	150,363	-	(54,770)
Capital	94,835	2,818,733	809,106	747,408	-	(61,698)
Total Cost:	**1,902,305**	**4,676,388**	**2,612,974**	**2,232,214**	**-**	**(380,760)**
Cost Recovery	(971,768)	(1,200,970)	(2,841,181)	(3,388,207)	-	1,200,970
Net Cost:	**930,537**	**3,475,418**	**(228,207)**	**(1,155,993)**	**-**	**820,210**
FTE's						
Full Time	16.48	16.46	15.33	13.29	-	(16.46)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Local Revenue Source. Others: TVA, JHMR, Area 2 Impact Fees, Teton County
Cost Recovery	Fare free, Teton County match
Size of Population Served	Town of Jackson Only

Section 4: Potential consequences of funding proposal at lower level

A reduced level of service to Town of Jackson community

Section 5: Performance Measures

Description	Estimate FY 2020
Passenger Trips/Vehicle Hour	
Operating Cost/Vehicle Hour	
Operating Cost/Vehicle Mile	
Operating Cost/Passenger Trip	
Safety Incidents per 100K Vehicle Miles	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - ADA On Demand	START Bus System

Program Service Description Summary:

START's widely used ADA (Americans with Disabilities Act) or paratransit bus provides mobility to the disabled, allowing them greater participation in our community and a healthier lifestyle. The ADA system is reserved for those for which it is impossible to use the fixed route START bus system without assistance, due to a physical or mental disability, in order to reach destinations that would be covered by our bus system. There are 4 buses that operate between the hours of 5:15 AM - 8:30 PM in mud season and 5:15 AM - 11:30 PM the remainder of year. ADA carry's over 5,000 passengers annually via 31,000 miles and 5,800 operating hours.

Program Mission:

START's widely used ADA (Americans with Disabilities Act) or paratransit bus provides mobility to the disabled, allowing them greater participation in our community and a healthier lifestyle.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1	Common Value # 2	Common Value #3
Ecosystem Stewardship	Growth Management	Quality of Life

Policy 6.3.a: Ensure year-round economic viability, Principle 2.3 - Reduce energy consumption through transportation: Transportation accounts for approximately 80% of the total carbon emissions in the community (see Appendix B) and should be a focus of the community's efforts to reduce energy consumption. Reducing fuels consumed for transportation and using renewable fuels has the greatest potential to reduce the community's overall carbon emissions and consumption of non-renewable resources.
Policy 2.3.a: Meet future transportation demand through the use of alternative modes
Policy 2.3.b: Create a safe, efficient, interconnected multimodal transportation network
Principle 7.1 - Meet future transportation demand through the use of alternative modes

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	289,452	297,920	163,145	175,414	-	12,269
Materials, Supplies, Services, etc.	86,127	91,983	97,947	86,295	-	(11,652)
Internal Service	-	-	-	-	-	-
Overhead Charge	61,871	55,662	34,624	29,876	-	(4,748)
Capital	-	7,334	-	-	-	-
Total Cost:	**437,449**	**452,899**	**295,716**	**291,585**	**-**	**(4,131)**
Cost Recovery	(248,689)	(280,771)	(124,330)	(162,764)	-	280,771
Net Cost:	**188,760**	**172,128**	**171,386**	**128,821**	**-**	**276,640**
FTE's						
Full Time	2.52	2.52	2.59	2.64	-	(2.52)

Section 3: Basic Program Attributes

Mandate to Provide	Required by Civil Rights Act - American with Disabilities (ADA)
Reliance on Town	Local Revenue Source. Others: TVA, JHMR, Area 2 Impact Fees, Teton County
Cost Recovery	Teton County match and WYDOT Grant. Fares are only collected on trips to/from Village (almost non-existent). Fares are not collected in Town of Jackson since no fares are collected on the Town Shuttle system - ADA requirement.
Size of Population Served	Town of Jackson and 3/4 corridor to/from Teton Village Westbank area

Section 4: Potential consequences of funding proposal at lower level

Reduce level of service to our community folks who need public transportation the most.

Section 5: Performance Measures

Description	Estimate FY 2020
Passenger Trips/Vehicle Hour	
Operating Cost/Vehicle Hour	
Operating Cost/Vehicle Mile	
Operating Cost/Passenger Trip	
Safety Incidents per 100K Vehicle Miles	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Communications Center	Communications Center - Reports to Sheriff / Teton County

Program Service Description Summary:

The Communications Center provides the means by which the general public or a first responder may report the existence of an incident, whether emergency or non-emergency, requiring fire, police, ambulance, search and rescue, or other response; and provides the means by which the incoming reports and requests are received, documented, managed, and disseminated in a timely manner to the proper personnel and agencies.

Program Mission:

To provide quality and timely communications, dispatch and records services to first responders so that they are able to provide the highest level of service within the resources dedicated to protect the health, life, safety, and welfare of residents and guests to the community as well as for the built environment including businesses and residential structures.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. Principle 8.1. Maintain current, coordinated service delivery. Policy 8.1.c: Identify barriers to service delivery goals. Policy 8.1.d: Ensure redundancy of services. and Policy 8.1.e: Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	-	-	-	-	-	-
Materials, Supplies, Services, etc.	312,310	250,000	852,666	335,000	-	(517,666)
Internal Service	-	-	-	-	-	-
Overhead Charge	6,307	7,440	6,139	4,867	-	(1,272)
Capital	-	-	-	-	-	-
Total Cost:	**318,617**	**257,440**	**858,805**	**339,867**	**-**	**(518,938)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**318,617**	**257,440**	**858,805**	**339,867**	**-**	**(518,938)**
FTE's						
Full Time	0.03	0.03	0.03	0.03	-	(0.03)

Section 3: Basic Program Attributes

Mandate to Provide	Required to comply with agency standards and contractual agreement
Reliance on Town	County provides to Town via agreement
Cost Recovery	E911 funds support capital purchases
Size of Population Served	Entire Town

Section 4: Potential consequences of funding proposal at lower level

Delated emergency response and resultant life safety impact

Section 5: Performance Measures

Description	Estimate FY 2020
% of emergency calls answered within 10 seconds	
% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	
Number of emergency calls serviced, both 911 and seven digit calls	
Number of calls received, both 911 and seven digit calls	
$ expenditure per call received	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Commuter Routes	START Bus System

Program Service Description Summary:

This program operates and maintains transit services under a Joint Powers Agreement to and from Teton Valley, Idaho and Star Valley, Wyoming and Jackson. The service provides 4 daily round-trips from Teton Valley and 3 from Star Valley.

Program Mission:

START safely provides the Jackson Hole community with convenient transportation that is affordable, service oriented and environmentally friendly, improving the economic vitality of the region.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Principle 2.3 - Reduce energy consumption through transportation: Transportation accounts for approximately 80% of the total carbon emissions in the community (see Appendix B) and should be a focus of the community's efforts to reduce energy consumption. Reducing fuels consumed for transportation and using renewable fuels has the greatest potential to reduce the community's overall carbon emissions and consumption of non-renewable resources.
Policy 2.3.a: Meet future transportation demand through the use of alternative modes
Policy 2.3.b: Create a safe, efficient, interconnected multimodal transportation network
Principle 7.1 - Meet future transportation demand through the use of alternative modes

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	155,308	187,018	410,097	229,617	-	(180,480)
Materials, Supplies, Services, etc.	304,206	373,978	563,561	345,070	-	(218,491)
Internal Service	-	-	-	-	-	-
Overhead Charge	33,197	34,942	87,033	39,108	-	(47,925)
Capital	13,904	472,300	342,021	193,062	-	(148,959)
Total Cost:	**506,615**	**1,068,238**	**1,402,712**	**806,857**	**-**	**(595,855)**
Cost Recovery	(649,142)	(757,700)	(1,772,168)	(1,447,828)	-	757,700
Net Cost:	**(142,526)**	**310,538**	**(369,456)**	**(640,971)**	**-**	**161,845**
FTE's						
Full Time	3.85	4.36	6.48	3.44	-	(4.36)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Local Revenue Source. Others: TVA, JHMR, Area 2 Impact Fees, Teton County
Cost Recovery	User fees (fares) at approximately 45% of operating expenses; IDT and WYDOT Grants
Size of Population Served	Regional Commuter: Etna>Alpine>Hoback>Jackson and Driggs>Victor>Wilson>Jackson

Section 4: Potential consequences of funding proposal at lower level

Suspension of run(s).

Section 5: Performance Measures

Description	Estimate FY 2020
Passenger Trips/Vehicle Hour	
Operating Cost/Vehicle Hour	
Operating Cost/Vehicle Mile	
Operating Cost/Passenger Trip	
Safety Incidents per 100K Vehicle Miles	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Jackson Hole Community Pathways	Pathways - Reports Teton County

Program Service Description Summary:

This program provides funding to Teton County to develop, construct, manage and promote the pathway system in our community under a Joint Powers Agreement in the areas of non-motorized transportation and pedestrian amenities while ensuring compliance with multi-modal goals and regulations for development projects, and coordinating transportation planning.

Program Mission:

To plan and construct the Jackson Hole Community Pathways system; Improve bicycling and walking conditions on all streets and roads; Enhance community access to quality backcountry trail systems; and Institutionalize government and private awareness of the needs of bicyclists, pedestrians, equestrians, and Nordic skiers.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Principle 2.3 - Reduce energy consumption through transportation: Transportation accounts for approximately 80% of the total carbon emissions in the community (see Appendix B) and should be a focus of the community's efforts to reduce energy consumption. Reducing fuels consumed for transportation and using renewable fuels has the greatest potential to reduce the community's overall carbon emissions and consumption of non-renewable resources. **Policy 2.3.a:** Meet future transportation demand through the use of alternative modes. **Policy 2.3.b:** Create a safe, efficient, interconnected multimodal transportation network. **Section 7: Multimodal Transportation: R**esidents and visitors will safely, efficiently, and economically move within our community and throughout the region using alternative transportation. **Principle 7.1 -** Meet future transportation demand through the use of alternative modes. **Principle 7.2 -** Create a safe, efficient, interconnected, multi-modal transportation network. **Principle 7.3 -** Coordinate land use and transportation planning.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	-	-	8,731	8,570	-	(161)
Materials, Supplies, Services, etc.	70,349	96,639	98,446	90,478	-	(7,968)
Internal Service	351	594	314	318	-	4
Overhead Charge	4,430	7,440	7,992	6,327	-	(1,665)
Capital	191,023	99,013	502,750	115,000	-	(387,750)
Total Cost:	**266,153**	**203,686**	**618,233**	**220,693**	**-**	**(397,540)**
Cost Recovery	-	-	(80,000)	(80,000)	-	-
Net Cost:	**266,153**	**203,686**	**538,233**	**140,693**	**-**	**(397,540)**
FTE's						
Full Time	0.03	0.03	0.03	0.03	-	(0.03)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Other public or private entities could be contracted to provide this service
Cost Recovery	None
Size of Population Served	Users of pathway system

Section 4: Potential consequences of funding proposal at lower level

Reduce level of service in public engagement, education, and TDM elements

Section 5: Performance Measures

Description	Estimate FY 2020
Spring, Summer & Fall - Total user counts on pathways or utilizations	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Victim Services	Victim Services

Program Service Description Summary:

The Victim Services program (joint department managed by Town) assists victims of crime navigating the criminal justice system, including those victims associated with domestic violence and sexual assault, trauma/critical incident response, housing laws, ombudsman, crisis intervention and mediation services.

Program Mission:

The mission of Victim Services is to serve all victims of reported crime through education about victim's rights, crisis intervention, supportive services and advocacy in the criminal justice system.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Section 8: Quality Community Service Provision: Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. **Policy 8.1.a:** Maintain current, coordinated plans for delivery of desired service levels, **Policy 8.1.c:** Identify barriers to service delivery goals **Policy 8.1.d:** Ensure redundancy of services and Policy 8.1.e: Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	175,469	171,493	203,936	192,936	-	(11,000)
Materials, Supplies, Services, etc.	13,883	19,618	18,850	17,702	-	(1,149)
Internal Service	13,927	15,503	16,561	12,098	-	(4,463)
Overhead Charge	37,507	32,041	43,281	32,861	-	(10,420)
Total Cost:	**240,786**	**238,655**	**282,629**	**255,597**	**-**	**(27,032)**
Cost Recovery	(227,152)	(245,349)	(234,753)	(226,032)	-	245,349
Net Cost:	**13,634**	**(6,694)**	**47,876**	**29,565**	**-**	**218,317**
FTE's						
Full Time	1.84	1.84	2.34	2.32	-	(1.84)

Section 3: Basic Program Attributes

Mandate to Provide	Portions yes (i.e. protection orders, crime victim compensation, ombudsman etc.)
Reliance on Town	Joint Town/County program
Cost Recovery	Salaries covered by State Victim Services. Old Bills funding offsetting revenue for partial expenses.
Size of Population Served	Entire community and visitors.

Section 4: Potential consequences of funding proposal at lower level

The benefit package is being funded by the Town and County, and some operating expenses. So the only reduction would logically be benefits, which would most likely result in loss of personnel. This would result in the limiting of service hours and potentially personnel.

Section 5: Performance Measures

Description	Estimate FY 2020
Annual number of victim notification letters sent to victims.	Approx. 643
Annual number of protections applied for on behalf of victims.	Approx. 32
Annual number of crisis intervention calls responded to.	Approx. 7
Annual number of sexual assault/ stalking/ domestic violence victims assisted.	Approx. 72
Annual number of housing violations cases assisted.	Approx.. 2

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Animal Control	**Community Service Officer & Animal Shelter**

Program Service Description Summary:

Provide animal control in the Town of Jackson city limits. The Animal Control program incorporates both enforcement of city and state laws as they pertain to animal control regulations, but also incorporate the animal shelter operations that house impounded animals. The Jackson-Teton County Animal Shelter (a joint Town/County department managed by Town) provides humane care to, and finds homes for, lost and abandoned companion animals. Also includes management of animal care donation funds.

Program Mission:

The Town of Jackson – Teton County Animal Shelter and animal control operations provide humane animal control and temporary animal impoundment services pursuant to state and local laws and works to actively adopt out abandoned animals.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Section 8: Quality Community Service Provision: ***Why is this section addressed?*** Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	118,263	118,626	128,263	121,674	-	(6,589)
Materials, Supplies, Services, etc.	7,006	7,954	8,993	8,084	-	(909)
Internal Service	15,463	16,821	16,854	9,724	-	(7,130)
Overhead Charge	25,279	22,164	27,221	20,723	-	(6,498)
Total Cost:	**166,012**	**165,565**	**181,330**	**160,205**	**-**	**(21,126)**
Cost Recovery	(231,873)	(197,729)	(203,771)	(192,795)	-	197,729
Net Cost:	**(65,861)**	**(32,164)**	**(22,441)**	**(32,590)**	**-**	**176,603**
FTE's						
Full Time	1.28	1.35	1.39	1.38	-	(1.35)

Section 3: Basic Program Attributes

Mandate to Provide	Animal control yes, shelter specifically no.
Reliance on Town	Town/ County program
Cost Recovery	Teton County match, Shelter fees, Animal Licenses, and Old Bills donations.
Size of Population Served	Entire community

Section 4: Potential consequences of funding proposal at lower level

Reduction in services and personnel potentially. However, a possible approach could be to allowing PAWS to take over operation of the shelter and its functions. Has been explored before and was not as cost effective as current operation, but a plausible idea to consider.

Section 5: Performance Measures

Description	Estimate FY 2020
Private Donations received by the Animal Shelter in 2018 $76,554,16 (Old Bills) and an additional $19,731.85 donated directly to the shelter.	$100K
Intakes for 2018 (both surrender and stray) 156 dogs. 93 TOJ & 63 County. 70 cats. 38 TOJ & 32 County.	225-250
Reclaimed Animals for 2018. 124 dogs 76 TOJ & 48 County. 19 cats. 8 TOJ & 11 County.	200-225
Adopted animals in 2018. 29 Dogs. 55 cats.	85-100
Licenses sold to register dogs 796. (cats not required to register).	800-850

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Teton Village Route	START Bus System

Program Service Description Summary:

The village route provides service from Town to Teton Village. This route is the largest service within START in terms of ridership. The route offers up to 98 trips in the winter running beginning 5:06 AM with the last departure from Teton Village at 11:40 PM. The bus carries over a half million passengers annually via 29,000 operating hours and 106,000 miles.

Program Mission:

START safely provides the Jackson Hole community with convenient transportation that is affordable, service oriented and environmentally friendly, improving the economic vitality of the region.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Principle 2.3 - Reduce energy consumption through transportation: Transportation accounts for approximately 80% of the total carbon emissions in the community (see Appendix B) and should be a focus of the community's efforts to reduce energy consumption. Reducing fuels consumed for transportation and using renewable fuels has the greatest potential to reduce the community's overall carbon emissions and consumption of non-renewable resources.

Policy 2.3.a: Meet future transportation demand through the use of alternative modes

Policy 2.3.b: Create a safe, efficient, interconnected multimodal transportation network

Principle 7.1 - Meet future transportation demand through the use of alternative modes

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	1,227,873	1,293,754	1,556,567	1,067,545	-	(489,022)
Materials, Supplies, Services, etc.	895,004	889,679	1,249,024	884,248	-	(364,777)
Internal Service	-	-	-	-	-	-
Overhead Charge	262,460	241,720	330,344	181,824	-	(148,520)
Capital	109,926	3,267,274	1,298,873	899,530		(399,343)
Total Cost	**2,495,263**	**5,692,427**	**4,434,808**	**3,033,147**	**-**	**(1,401,661)**
Cost Recovery	(2,191,348)	(2,794,841)	(6,253,957)	(5,218,439)	-	2,794,841
Net Cost	**303,915**	**2,897,587**	**(1,819,149)**	**(2,185,293)**	**-**	**1,393,179**
FTE's						
Full Time	19.42	19.39	24.62	16.00	-	(19.39)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Yes, but could use subcontracting to help provide program service
Cost Recovery	Local Revenue Source. Others: TVA, JHMR, Area 2 Impact Fees, Teton County
Size of Population Served	Town of Jackson and Teton Village, Westbank, Stilson P/R areas.

Section 4: Potential consequences of funding proposal at lower level

Suspension and reduction in # of runs

Section 5: Performance Measures

Description	Estimate FY 2020
Passenger Trips/Vehicle Hour	
Operating Cost/Vehicle Hour	
Operating Cost/Vehicle Mile	
Operating Cost/Passenger Trip	
Safety Incidents per 100K Vehicle Miles	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Bike Share	START Bus System

Program Service Description Summary:

This program is a bike sharing program involving 55 bikes providing enhanced mobility, access for short "in-town" trips of a couple miles or less, and serving as a first/last mile connector to other modes such as transit or private vehicles. Operations are during summer and mud seasons.

Program Mission:

Shared Mobility through first and last mile as key element for our transportation demand management program.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Principle 2.3 - Reduce energy consumption through transportation: Transportation accounts for approximately 80% of the total carbon emissions in the community (see Appendix B) and should be a focus of the community's efforts to reduce energy consumption. Reducing fuels consumed for transportation and using renewable fuels has the greatest potential to reduce the community's overall carbon emissions and consumption of non-renewable resources. **Policy 2.3.a:** Meet future transportation demand through the use of alternative modes. **Policy 2.3.b:** Create a safe, efficient, interconnected multimodal transportation network. **Section 7: Multimodal Transportation:** Residents and visitors will safely, efficiently, and economically move within our community and throughout the region using alternative transportation. **Principle 7.1 -** Meet future transportation demand through the use of alternative modes. Principle 7.2 - Create a safe, efficient, interconnected, multi-modal transportation network. Principle 7.3 - Coordinate land use and transportation planning.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	5,798	6,316	9,735	9,564	-	(171)
Materials, Supplies, Services, etc.	24,599	67,124	67,285	65,364	-	(1,921)
Internal Service	-	-	-	-	-	-
Overhead Charge	1,239	1,180	2,066	1,629	-	(437)
Capital	75,988	-	-	-	-	-
Total Cost:	**107,624**	**74,620**	**79,086**	**76,557**	**-**	**(2,529)**
Cost Recovery	(12,073)	(15,000)	(15,451)	(15,451)	-	15,000
Net Cost:	**95,551**	**59,620**	**63,635**	**61,106**	**-**	**12,471**
FTE's						
Full Time	0.05	0.05	0.07	0.07	-	(0.05)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	2,469 Trips and 5,614 Miles traveled during inaugural 2018 Season
Cost Recovery	User Fares
Size of Population Served	Town of Jackson Only

Section 4: Potential consequences of funding proposal at lower level

FTE staff would need to be reduced. Bikes would be scattered w/o ability to return to designated areas. Maintenance issues would increase. Suspension and/or reduction of service

Section 5: Performance Measures

Description	Estimate FY 2020
Operating Cost per trip	
Operating Cost per mile	
User Fees/Operating Cost	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Joint - Grand Targhee	START Bus System

Program Service Description Summary:

START is solely the FTA grant administrator for Grand Targhee service. The service is conducted in Winter and Summer seasons only. START does not have any involvement in the direct operation of the service or providing any local financial assistance. This program is for the pass-thru of federal funds.

Program Mission:

START safely provides the Jackson Hole community with convenient transportation that is affordable, service oriented and environmentally friendly, improving the economic vitality of the region.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Principle 2.3 - Reduce energy consumption through transportation: Transportation accounts for approximately 80% of the total carbon emissions in the community (see Appendix B) and should be a focus of the community's efforts to reduce energy consumption. Reducing fuels consumed for transportation and using renewable fuels has the greatest potential to reduce the community's overall carbon emissions and consumption of non-renewable resources.
Policy 2.3.a: Meet future transportation demand through the use of alternative modes
Policy 2.3.b: Create a safe, efficient, interconnected multimodal transportation network
Principle 7.1 - Meet future transportation demand through the use of alternative modes

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	2,899	3,158	4,867	4,782	-	(85)
Materials, Supplies, Services, etc.	-	96,205	154,493	153,532	-	(961)
Internal Service	-	-	-	-	-	-
Overhead Charge	620	590	1,033	814	-	(219)
Total Cost:	**3,519**	**99,953**	**160,393**	**159,128**	**-**	**(1,265)**
Cost Recovery	(73,160)	(95,000)	(153,207)	(153,207)	-	95,000
Net Cost:	**(69,641)**	**4,953**	**7,186**	**5,921**	**-**	**93,735**
FTE's						
Full Time	0.02	0.02	0.03	0.03	-	(0.02)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	None - Grant Administrator. Pass Thru with regards to finances
Cost Recovery	No Local Revenue Source. Federal Funding pass through
Size of Population Served	City of Driggs, Idaho to Grand Targhee Mountain Resort

Section 4: Potential consequences of funding proposal at lower level

N/A - program is a pass thru with regards to START finances.

Section 5: Performance Measures

Description	Estimate FY 2020

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

Enterprise Programs

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Sewer Utility	Sewage Utility

Program Service Description Summary:

This program treats all influent received to state and federal standards utilizing Wyoming D.E.Q. certified personnel in the areas of process control, general maintenance and operation of the 5 MGD (million gallons per day) sewage treatment facility, and ancillary outbuildings.

This program proactively operates and maintains all wastewater lines in the Town of Jackson to state and federal standards utilizing Wyoming D.E.Q. certified personnel including annual sewer main cleaning in the 55 miles of wastewater mains, 5 lift stations and 1,000 system manholes such that infiltration and inflow are reduced and the opportunity for blockages is minimized.

Program Mission:

To Preserve and Protect the Area's Ecosystem in order to ensure a healthy Environment, community and economy for current and future generations: - To Protect Public Health and Safety, preserve the environment and enhance the quality of life. We will exceed the expectations of our customers while acting in a forward thinking, professional manner.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Ecosystem Stewardship Common Value - 1: Section 1 – Stewardship of Wildlife, Natural Resources and Scenery: Maintain healthy populations of all native species and Preserve the ability for future generations to enjoy the quality natural, scenic, and agricultural resources that largely define our community character.
Principle 1.2 - Preserve and enhance water and air quality - Clean water and air are the most basic requirements of a healthy ecosystem and community. The high water and air quality of Jackson and Teton County are important to the ecosystem and scenic beauty that residents and visitors enjoy. Stewardship of waterbodies, wetlands, riparian areas, and air is important to sustain healthy populations of native species and for the health and safety of the human community. Policy 1.2.b: Require filtration of runoff and Policy 1.2.c: Monitor and maintain water quality. Section 3. Responsible Growth Management: Principle 3.2 – Enhance suitable locations as Complete Neighborhoods: Development, infill and redevelopment should be located primarily in areas of existing infrastructure and services in order to enhance such suitable areas as Complete Neighborhoods that include: • public utilities (water, sewer, and storm sewer); Section 4 – Town as the Heart of the Region - The Central Complete Neighborhood: It also improves the quality of life in Town and the economic stability and service delivery for the entire community. Town already contains all of the components of a Complete Neighborhoods: • public utilities (water, sewer, and storm sewer);

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	636,579	721,395	662,937	605,264	-	(57,673)
Materials, Supplies, Services, etc.	467,306	498,721	503,289	429,130	-	(74,158)
Internal Service	151,714	162,703	168,366	103,840	-	(64,526)
Overhead Charge	136,070	134,783	140,692	103,088	-	(37,604)
Capital	1,704,983	1,117,359	1,160,500	1,530,500		370,000
Total Cost:	**3,096,652**	**2,634,961**	**2,635,783**	**2,771,822**	**-**	**136,039**
Cost Recovery	(3,150,630)	(2,895,599)	(2,735,169)	(2,586,346)	-	2,895,599
Net Cost:	**(53,978)**	**(260,638)**	**(99,386)**	**185,476**	**-**	**3,031,638**
FTE's						
Full Time	7.44	8.02	7.64	7.56	-	(8.02)

Section 3: Basic Program Attributes

Mandate to Provide	federal regulations (EPA) - clean water act
Reliance on Town	town is sole provider, but wastewater utilities can be privatized
Cost Recovery	User and Connection Fees
Size of Population Served	100% - this is an enterprise fund

Section 4: Potential consequences of funding proposal at lower level

Improperly treated waste puts the ecosystem and entire public at risk, including surrounding and downstream communities. Health hazards posed could cause mass

Section 5: Performance Measures

Description	Estimate FY 2020
Maintain 100% compliance with all state and federal requirements (personnel certifications, water quality testing parameters,	1
Begin sewer capacity study	1
Complete annual maintenance of all assets in the system.	1

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Water Utility	Water Utility

Program Service Description Summary:

Wyoming D.E.Q. certified personnel maintain and repair the water distribution system, which is comprised of 50 miles of water mains, along with its ancillary system booster stations, and fire hydrants. To insure a safe potable water supply, regular testing is performed to satisfy current state and federal regulations. The meter team oversees monthly meter reading for 3,800 users tied to our systems throughout the Town of Jackson. They also assist with our back-flow program throughout Town. Wyoming D.E.Q. certified personnel maintain 7 water well locations, storage facilities, and 3 thaw wells. To insure a safe potable water supply, regular testing is performed to satisfy current state and federal regulations.

Program Mission:

To provide the highest quality water and water services to the community within the approved resources authorized for the program with a motto of Quality on Tap! In order to preserve and protect the areas ecosystem.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Ecosystem Stewardship Common Value - **1: Section 1 – Stewardship of Wildlife, Natural Resources and Scenery:** Maintain healthy populations of all native species and Preserve the ability for future generations to enjoy the quality natural, scenic, and agricultural resources that largely define our community character. **Principle 1.2 - Preserve and enhance water and air quality** - Clean water and air are the most basic requirements of a healthy ecosystem and community. The high water and air quality of Jackson and Teton County are important to the ecosystem and scenic beauty that residents and visitors enjoy. Stewardship of waterbodies, wetlands, riparian areas, and air is important to sustain healthy populations of native species and for the health and safety of the human community. **Policy 1.2.b: Require filtration of runoff** and **Policy 1.2.c: Monitor and maintain water quality.** **Section 3. Responsible Growth Management:** **Principle 3.2 – Enhance suitable locations as Complete Neighborhoods:** Development, infill and redevelopment should be located primarily in areas of existing infrastructure and services in order to enhance such suitable areas as Complete Neighborhoods that include: • public utilities (water, sewer, and storm sewer); **Section 4 – Town as the Heart of the Region** - The Central Complete Neighborhood: It also improves the quality of life in Town and the economic stability and service delivery for the entire community. Town already contains all of the components of a Complete Neighborhoods: • public utilities (water, sewer, and storm sewer);

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	510,138	624,481	560,937	509,683	-	(51,254)
Materials, Supplies, Services, etc.	349,356	387,594	391,273	333,692	-	(57,581)
Internal Service	117,819	126,502	130,698	80,694	-	(50,004)
Overhead Charge	109,043	116,676	119,045	86,809	-	(32,236)
Capital	1,040,179	764,219	836,730	921,118	-	84,388
Total Cost:	**2,126,534**	**2,019,471**	**2,038,683**	**1,931,996**	**-**	**(106,687)**
Cost Recovery	(2,701,477)	(2,684,613)	(2,623,725)	(2,450,417)	-	2,684,613
Net Cost:	**(574,943)**	**(665,142)**	**(585,042)**	**(518,421)**	**-**	**2,577,926**
FTE's						
Full Time	5.89	6.46	6.00	5.93	-	(6.46)

Section 3: Basic Program Attributes

Mandate to Provide	Federal regulations (EPA) - safe drinking water act
Reliance on Town	Town is sole provider, but water utilities can be privatized
Cost Recovery	User and Connection Fees
Size of Population Served	Entire Town

Section 4: Potential consequences of funding proposal at lower level

Lack of clean, safe water supply puts the entire public at risk, including surrounding communities. Health hazards posed could cause mass illnesses/deaths and significant liability/lawsuits. (Flint, Michigan)

Section 5: Performance Measures

Description	Estimate FY 2020
Maintain 100% compliance with all state and federal requirements (personnel certifications, water quality testing parameters,	1
Recover costs related to the hydrant general (this will be a 100% improvement over the last several years) Goal = 100%	0.9

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

Internal Programs

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Fleet Maintenance & Management	**Public Works, Fleet Maintenance Team**

Program Service Description Summary:

Fleet division personnel (internal service function) are responsible for the maintenance, repair, and management of the following 285 license auto/equipment fleets: Town-Wide Municipal, County , Joint Jackson/Teton County departments, (Fire, Start Bus Transit, Park and Recreation), the St. John's Hospital ambulatory fleet. Also provide fuel for use by Municipal/County fleets and annual maintenance of fuel depot to current state/federal LUST regulations. Fleet operations are an internal service and maintained in the Fleet Management Fund.

Program Mission:

Fleet Management, as a team, provides world-class maintenance to all Town and County vehicles servicing the community while keeping aware of our environment. We strive to enhance municipal services by providing safe efficient vehicles.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1	Common Value # 2	Common Value #3
Ecosystem Stewardship	Growth Management	Quality of Life

Principle 2.3 - Reduce energy consumption through transportation, Section 7: Multimodal Transportation, Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. **Principle 8.1—** Maintain current, coordinated service delivery: **Policy 8.1.d:** Ensure redundancy of services and **Policy 8.1.e:** Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	659,212	678,961	697,185	658,522	-	(38,663)
Materials, Supplies, Services, etc.	1,949,666	2,583,027	2,454,003	2,352,450	-	(101,554)
Internal Service	141,670	151,811	157,138	96,596	-	(60,543)
Overhead Charge	140,908	126,855	147,961	112,159	-	(35,802)
Total Cost:	**2,891,456**	**3,540,654**	**3,456,287**	**3,219,726**	**-**	**(236,561)**
Cost Recovery	(366,862)	(413,939)	(384,342)	(384,342)	-	413,939
Net Cost:	**2,524,594**	**3,126,715**	**3,071,945**	**2,835,384**	**-**	**177,378**
FTE's						
Full Time	7.35	7.37	7.41	7.34	-	(7.37)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Could contract out service
Cost Recovery	Bill labor, parts, and fuel to users groups
Size of Population Served	Local government and some non-profits

Section 4: Potential consequences of funding proposal at lower level

Result on contracting out service to private service providers

Section 5: Performance Measures

Description	Estimate FY 2020
Maintain accurate inventory count	
Customer satisfaction rate	95%

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Municipal Court	**Municipal Judge, Legal, Police**

Program Service Description Summary:

The court provides adjudication of municipal citations in a prompt and knowledgeable manner. The court will recognize the interest of the citizens of Jackson in enforcement of local laws and also recognize the interest of defendants in receiving fair treatment and due process of law. The court shall remain independent and objective, but recognize its role in the community and promote an understanding of the court and the role of the judicial function. Court annually manages over 7,000 parking, traffic and criminal citations.

Program Mission:

The Jackson Municipal Court is committed to professionally serving the citizens of Jackson by administering justice in a fair, efficient and respectful manner, so as to enhance public trust and community confidence in our court system.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. **Principle 8.1—** Maintain current, coordinated service delivery. **Policy 8.1.c:** Identify barriers to service delivery goals. **Policy 8.1.d:** Ensure redundancy of services. and **Policy 8.1.e:** Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	373,246	384,835	353,155	336,929	-	(16,226)
Materials, Supplies, Services, etc.	30,637	33,623	36,487	33,358	-	(3,129)
Internal Service	35,416	46,099	45,019	39,256	-	(5,763)
Overhead Charge	79,782	71,901	74,949	57,386	-	(17,563)
Total Cost:	**519,082**	**536,458**	**509,610**	**466,929**	**-**	**(42,681)**
Cost Recovery	(95,275)	(75,000)	(98,000)	(65,500)	-	75,000
Net Cost:	**423,807**	**461,458**	**411,610**	**401,429**	**-**	**32,319**
FTE's						
Full Time	4.61	4.63	4.13	4.10	-	(4.63)

Section 3: Basic Program Attributes

Mandate to Provide	Yes per Town ordinance; compliance with various Wyoming statutes
Reliance on Town	Town is sole provide but could utilize other courts
Cost Recovery	Parking Ticket and Citation revenues
Size of Population Served	Entire Town

Section 4: Potential consequences of funding proposal at lower level

Delayed court administration, decreased customer service, revenue collection issues, and warrant processing errors

Section 5: Performance Measures

Description	Estimate FY 2020
Incarcerated individuals seen and released with 24 hours	100%
Pay parking tickets within 14 days	100%

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Facilities Maintenance & Repair	Facilities

Program Service Description Summary:

Facilities (internal service function) maintains various buildings and facilities across the Town organization to extend life and plan for future maintenance. This encompasses 43 buildings and over 350,000 sq. feet. This program is shared within the General, Employee Housing, and Utility funds. The Facilities Manager oversees the day-to-day operations and contracts out much of the repair work. In FY2020, we will be onboarding the Park Maintenance and Housing facility.

Program Mission:

The Facility Maintenance division - provides for facilities systems and components maintenance, repair and replacement, custodial, electrical carpentry, plumbing and electronic system support to town-owned facilities to maintain and extend the life of Town a

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Ecosystem Stewardship (CV-#1), Growth Management (CV-#2) & Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. **Principle 2.4 -** Increase energy efficiency in building and **Principle 8.2—**Coordinate the provision of infrastructure and facilities needed for service delivery. **Policy 8.1.c:** Identify barriers to service delivery goals. **Policy 8.1.d:** Ensure redundancy of services. and **Policy 8.1.e:** Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	71,973	76,716	209,648	199,456	-	(10,192)
Materials, Supplies, Services, etc.	244,924	397,682	505,515	483,935	-	(21,580)
Internal Service	57,666	40,788	39,770	26,153	-	(13,618)
Overhead Charge	15,384	14,333	44,493	33,971	-	(10,522)
Total Cost:	**389,947**	**529,519**	**799,426**	**743,514**	**-**	**(55,912)**
Cost Recovery	(86,420)	(148,031)	(100,562)	(83,036)	-	148,031
Net Cost:	**303,527**	**381,488**	**698,864**	**660,478**	**-**	**92,119**
FTE's						
Full Time	1.15	1.15	2.55	2.53	-	(1.15)

Section 3: Basic Program Attributes

Mandate to Provide	None
Reliance on Town	Could contract out service
Cost Recovery	Parking Garage and Vertical Harvest lease payments
Size of Population Served	Mostly Town employees, employee housing tenants and citizens using facilities

Section 4: Potential consequences of funding proposal at lower level

Increased maintenance cost and devalue of asset

Section 5: Performance Measures

Description	Estimate FY 2020
Maintain asset maintenance log	
Manage asset repair and maintenance within replacement schedule	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Records Request Management	All

Program Service Description Summary:

Program ensures compliance with local, grant, state, and federal record retention requirements and to promote transparency for citizens. Town ensures compliance with required minimum but may elect to exceed threshold. Departments have different requirements depending on the agencies they report too.

Program Mission:

To ensure mandatory compliance and transparent government.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Quality of Life - (CV-#3) - Section 8. Quality Community Service Provision - Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner. Provision of life-safety, educational, social, cultural and recreational services is central to residents' Quality of Life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance our sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as police, fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency. Principle 8.1. Maintain current, coordinated service delivery. Policy 8.1.c: Identify barriers to service delivery goals. Policy 8.1.d: Ensure redundancy of services. and Policy 8.1.e: Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	252,066	236,142	274,078	263,498	-	(10,580)
Materials, Supplies, Services, etc.	49,615	84,621	140,178	85,962	-	(54,216)
Internal Service	33,291	37,441	36,563	30,039	-	(6,525)
Overhead Charge	53,879	44,120	58,166	44,879	-	(13,287)
Total Cost:	**388,850**	**402,323**	**508,985**	**424,378**	**-**	**(84,608)**
Cost Recovery	-	-	-	-	-	-
Net Cost:	**388,850**	**402,323**	**508,985**	**424,378**	**-**	**(84,608)**
FTE's						
Full Time	2.74	2.75	3.12	3.10	-	(2.75)

Section 3: Basic Program Attributes

Mandate to Provide	Yes per State statute
Reliance on Town	Town responsible for records management
Cost Recovery	None
Size of Population Served	Entire Town

Section 4: Potential consequences of funding proposal at lower level

Records retention violations

Section 5: Performance Measures

Description	Estimate FY 2020
Review and maintain records annually according to State statutes	

Program Budget Report

Section 1: Program Service Description and Mission

Program Service Area:	Department:
Employee Housing	Personnel, Finance, Facilities

Program Service Description Summary:

This program administers, manages, and maintains all of the Town owned and master leased employee housing rental units in the community. The Town of Jackson currently owns 20 separate rental units that are made available to Town employees and others utilizing a tier system that gives preference to Town critical response employees, Town noncritical response employees, joint department employees, and County employees. Additionally the fund is used to purchase additional housing, explore shared-appreciation mortgage opportunities, and construct Town employee housing on Town owned property. The activities associated with maintaining rental properties, including rental receipts, maintenance expenditures, and taxes are recorded in this fund.

Program Mission:

The Employee Housing Fund exists to provide resources for initiatives directed at assisting Town employees in securing housing with an emphasis on critical response employees and placement of new hires.

Community Priority Goal(s) – (Comp Plan / Council) to be Achieved:

Common Value #1 Ecosystem Stewardship	Common Value # 2 Growth Management	Common Value #3 Quality of Life

Section 2 - we conducted audits and energy upgrades in all town owned employee housing units. **Section 3 Growth** - our employee housing units are located in the Town limits. **Section 4** - we have a variety of housing types to house Town and joint department employees. new facilities like park maintenance and START facility have housing components. **Section 5** housing - we provide a variety of housing types that are located throughout the Town and our housing is affordable to our employees. **Section 7** - Employee benefits contribute to making our START Bus system successful. **Section 8** - we have an ever increasing demand for employee housing. **Section 8** Mandate - we are required by LDRS to provide employee housing or mitigate it. **Section 8** Reliance - no other entity provide Town of Jackson employee housing. Other entities provide housing but not prioritized for Town employees. **Section 8** Change - demand for employee housing is constant and continuous for retaining but also for recruitment. Section 8 Cost recovery - rents collected offset the expenses for the units but this is only after the unit is purchased. **Section 8** Noble - employers need to provide their own employee housing to be an example for other employers in the community. **Policy 8.1.c:** Identify barriers to service delivery goals. **Policy 8.1.d:** Ensure redundancy of services. and **Policy 8.1.e:** Budget for service delivery.

Section 2: Proposed Amount / FTEs

Expenditures	Actual FY2019	Estimate FY2020	Request FY2021	Recomm'd FY2021	Adopted FY2021	Difference
Personnel	52,833	52,277	104,459	99,161	-	(5,298)
Materials, Supplies, Services, etc.	240,640	464,798	470,371	381,644	-	(88,727)
Internal Service	15,415	16,640	17,593	11,692	-	(5,901)
Overhead Charge	11,293	9,767	22,169	16,889	-	(5,280)
Capital	177,106	-	300,000	-	-	(300,000)
Total Cost:	**497,287**	**543,482**	**914,591**	**509,385**	**-**	**(405,206)**
Cost Recovery	(289,911)	(313,863)	(400,860)	(400,860)	-	313,863
Net Cost:	**207,376**	**229,619**	**513,731**	**108,525**	**-**	**(91,343)**
FTE's						
Full Time	0.49	0.44	0.98	0.97	-	(0.44)

Section 3: Basic Program Attributes

Mandate to Provide	None legally required, best practice to provide workforce housing in community
Reliance on Town	Offered by public and private entities
Cost Recovery	70% of maintenance and operations. Capital outlay and major repairs are subsidized by other TOJ funds.
Size of Population Served	Town of Jackson, Teton County and local non-profit employees

Section 4: Potential consequences of funding proposal at lower level

Decreased housing availability for local workforce.

Section 5: Performance Measures

Description	Estimate FY 2020
Operating expense recovery	70%
Occupancy Rate	80%

Town of Jackson
Recommended Budget
Fiscal Year 2020-2021
Volume II – Line Item Budget

Introductory Section

General Fund

Special Revenue Funds

Capital Projects

Enterprise Funds

Internal Service Funds

Capital Improvement Program

Glossary of Terms

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

INTRODUCTION

Financial Management Polices

Budgetary Practices

Each department prepares its own budget for review by the Town Manager. The budget is approved by resolution of the Town Council at an advertised public hearing. By Town Municipal Code, the operating and capital budgets (together, the "budget") are adopted at the divisional level.

During the year, it is the responsibility of the Town Manager to administer the budget. The Town Manager can propose amendments to the Town Council for the current budget. The Town will strive to adopt an annual General Fund budget in which expenditures, net of one-time expenditures, do not exceed projected recurring revenues. As a management policy, budgetary control is maintained in all funds at the program level by Department Directors.

Budget Process

Overall, the budget process takes approximately five months, ending in June with adoption of the budget for the following fiscal year beginning on July 1. The process begins each January with the Town Council reviewing/establishing the goals upon which the Town's budget will be built. In January, the Town Council, Town Manager and staff meet at a mid-year retreat, during which town-wide goals are discussed and re-affirmed. In February, every department submits its budget to the Finance Department for compilation and eventual review by the Town Manager. From March through April, the Town Manager carefully reviews, evaluates and prioritizes each department's budget submissions for new and additional services, positions, capital projects and supplemental budget requests. During this time, the Finance Department provides the Town Manager with support in studying the revenues and expenditures for the upcoming fiscal year. Typically in March-April, the Town Manager and Finance staff meets with each department in order to conduct a final review of their respective budgets and to resolve any final details. Once all the final issues are decided by the Town Manager, the Finance Department begins to prepare the recommended budget document. The recommended budget is brought forth to the town council by May 15th of each year. At which time the Town Council may direct any revisions to the Town Manager's recommended budget. The Town Council approves the budget at an advertised public hearing in June.

Action	Date
Budget instructions given to departments	January 21, 2020
Budget instructions given to social service/promotional agencies	January 21, 2020
Activity/Program Sheet Due to Finance Director	January 29, 2020
Budget request are due from departments to Finance Director	February 21, 2020
Joint Department Submissions Due (Town and County)	February 21, 2020
Presentation of consolidated budget requests to town manager	February 28, 2020
Budget requests are due from social service/promotional agencies	March 6, 2020
Town manager reviews all budget requests and meets with staff & Joint Departments	March 9 - 13, 2020
Town Manager conducts follow up Meetings with Department Directors	March 16 - March 20
TCSD School Spring Break	March 21 - April 5, 2020
Budget Production by Finance Director	April 1 - 10, 2020
Recommended budget published and submitted to Mayor and Council	April 10, 2020
Joint Department / Human Services Presentations to Town Council & County Commission	April 13 - 24, 2020
Council Budget Meetings and Budget Follow Up Meetings	April 13, - June 20, 2020
Newspaper publication of recommended budget sent to paper by 3:00 PM	May 27, 2020
Budget Summary Appears in paper	June 3, 2020
Public hearing and adoption of final budget	June 15, 2020
Copy of newspaper advertisement sent to state audit department	June 22, 2020
Publication and distribution of formal budget document	July 20, 2020

Basis of Budgeting

Budgets for all Governmental Funds (e.g., the General Fund) are prepared on a modified accrual basis. Briefly, this means that obligations of the Town are budgeted as expenditures, but revenues are recognized only when they are measurable and available.

The proprietary funds (for example Water Utility) also recognize expenditures as when a commitment is made. Revenues, however, are recognized when they are obligated to the Town. As an example, revenue from the sale of water is recognized when the service is provided.

In all cases (Governmental and Proprietary Funds), appropriations lapse for goods and services that are not received by year-end. The Comprehensive Annual Financial Report (CAFR) shows the status of the Town's finances on the basis of generally accepted accounting principles (GAAP). In most cases this conforms to the way the Town prepares its budget. Exceptions are as follows:

a. The compensated absences liability is accrued as an expense when earned by employees (GAAP) as opposed to being expended when paid (budget). Currently, the Town pays any accrued compensated absences on an annual basis.

b. Principal payments on long-term debt within the proprietary funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a budget basis.

c. Capital outlay within the proprietary funds are recorded as assets on a GAAP basis and expended on a budget basis.

d. Depreciation expense and pension liability adjustments are recorded on a GAAP basis only.

e. Sales of land held for resale are recorded as a gain or loss (GAAP) as opposed to revenue when the land is sold (budget).

f. Purchases of land held for resale are recorded as assets on a GAAP basis and expended on a budget basis.

Capital Improvement Program practices:

Along with the operating budget, the Town Manager submits a Capital Improvement Program (CIP) to the Town Council. The CIP provides information on improvements to the Town's public facilities for the ensuing fiscal year and nine years thereafter. The first year of the plan establishes a capital budget for the new fiscal year. The remaining nine years serve as a guide for use in determining the long-term capital priorities of the Town. The CIP is adopted at the department level. CIP expenditures are accounted for in a variety of funds including, but not limited to, the Capital Projects Funds and the Enterprise Funds and are funded by a variety of sources. The Town strives to maintain a high reliance on pay-as-you-go financing for its capital improvements in order to maintain debt within prudent limits.

Cash Management/Investment Practices

The majority of unrestricted cash is combined into one pooled operating account to facilitate effective management of the Town's resources.

The Town Treasurer (Finance Director) invests temporarily idle funds in accordance with Wyoming Statutes (W.S. 9-1-416 and W.S. 9-4-831). The Town's investment policy, as adopted by the Town Council is slightly more restrictive. Permissible investments include obligations of the U.S. Government, Federal Agencies, Government Sponsored Enterprises Medium Term Notes, Certificates of Deposit, Bankers Acceptances; Commercial Paper rated the highest quality by the major national rating services, State of Wyoming State Treasurer's Asset Reserve (WYOSTAR) Investment Fund, Repurchase Agreements, and Money Market Mutual Funds. The provisions of W.S. 9-4-820 and 9-4-821 require that banks and savings and loan institutions collateralize all deposits of public funds. The Town of Jackson also requires collateralization of time deposits and repurchase agreements. Banks and savings and loan associations are authorized to use any of the investments as specified in W.S. 9-4-820 and 9-4-821 as collateral. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be 105% of the market value of principle and accrued interest. Collateral will always be held by a third party. A clearly marked evidence of ownership (safekeeping receipt) will be supplied to the Town of Jackson and retained.

Accounting, Auditing and Reporting Practices

The basis of accounting within governmental fund types used by the Town is modified accrual. Under this method of accounting, revenue is recorded when susceptible to accrual, which is when both measurable and available for the funding of current appropriations.

Further, expenditures are recognized when the related fund liability is incurred. Under the modified accrual basis of accounting, principal and interest on long-term debt are recorded as fund liabilities when due. All enterprise and internal service funds follow the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenses are recorded when incurred.

The Town places continued emphasis on maintenance of an accounting system that provides strong internal budgetary and accounting controls. It is designed to provide reasonable assurances for both the safeguarding of assets against loss from unauthorized use or disposition, and the reliability of financial records for preparing financial statements and reports, such as the budget and the Town's Comprehensive Annual Financial Report (CAFR), as well as the maintenance and accountability of assets.

The Town of Jackson issues a CAFR in accordance with generally accepted accounting principles outlined by the Governmental Accounting Standards Board.

An independent audit of the Town's CAFR is performed annually.

Revenue and Expenditure Policies

The Town will strive to adopt an annual General Fund budget in which expenditures, net of one-time expenditures, do not exceed projected recurring revenues.

A five-year financial planning model, including revenues and expenditures, is prepared annually for all major funds to provide strategic perspective to each annual budget process.

On an annual basis, the Town will evaluate/set fees and rates at levels that fully recover total direct and indirect costs.

If new budget appropriation needs are identified at an interim period during the fiscal year, at the department level, formal budgetary authority will be requested from the Town Council.

When making appropriations, the Town will budget in a manner that uses the most allowable restrictive resources first.

Capital Financing and Debt Management Policies

Long-term borrowing will not be used to finance current operations or normal maintenance.

All debt issued, including use of the lease-purchase method, will be repaid within a period not to exceed the expected useful lives of the improvements financed by the debt.

The Town will strive to maintain a high reliance on pay-as-you-go financing for its capital improvements.

The Town will maintain a minimum unreserved fund balance in the General Fund of 20 percent of General Fund budgeted expenditures and recurring transfers.

Annually, a five-year budget will be developed analyzing all anticipated operating and capital expenditures by year and identify associated funding sources.

A Look at the Budget by Fund

One way of looking at the budget is by fund. A fund is a separate accounting entity created to account for specific revenue and expense activity. The Town of Jackson has several fund groupings, which are reviewed herein. The fund groupings are listed below:

Governmental Funds - funds generally used to account for tax-supported activities. There are five different governmental fund types, including a General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds.

- General Fund - one of five governmental fund types that typically serve as the chief operating fund of a government. The General Fund is used to account for all financial resources except those required to be accounted for in another fund.

- Special Revenue Funds - used to account for the revenue derived from specific taxes or other earmarked revenue sources that are restricted by law or administrative action to expenditures for specified purposes. Special Revenue funds of the Town include Affordable Housing, Parking Exactions, Park Exactions, Employee Housing, Animal Care, Lodging Tax Fund and the START Bus System.

- Capital Projects Funds - established to account for resources used for the acquisition and construction of capital facilities by the Town, except those financed by proprietary funds. Capital Projects funds of the Town include those financed with a portion of the 5th Cent sales tax, Specific Purpose Excise Taxes (2006, 2010, 2014, 2016, 2017, and 2019), and Intergovernmental (grants, state shared, etc.).

- Debt Service Funds – are used to account for the accumulation of resources for, and the payment of general long-term debt principal and interest. Jackson has no outstanding general long-term debt.

- Permanent Funds – used to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for purposes that support governmental programs.

Proprietary Funds are funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: Enterprise funds and Internal Service funds.

- Enterprise Funds - established to account for the operations and financing of self-supporting activities of a governmental unit that renders services on a user charge basis to the general public, similar to private business enterprises. Enterprise funds of the Town include the Water and Sewage Utilities.

- Internal Service Funds - used to account for the financing of centralized services to different funds and Town departments on a cost reimbursement basis (including replacement costs). Internal Service funds of the Town include the Employee Insurance (health benefits), Fleet Management, Central Equipment, and Information Technology (IT) Services Funds.

General Fund

The General Fund is the Town’s main principal fund, which accounts for all resources and services that are not required by law or management practice to be accounted for in another fund. Currently, the General Fund accounts for revenues by type (i.e. taxes, licenses and permits, fines and forfeitures, charges for services, etc.) and expenditures by function (i.e. general government, public safety, etc.). Functions are divided into departments such as the police department, public works, planning, etc. Some larger departments are divided into divisions (police patrol, investigations). The state-shared 4% sales tax and the 1% local option sales tax combined are the largest sources of revenue in the General Fund, accounting for about ***61%*** of total General Fund operating revenues. The General Fund’s largest expenditure is personnel (employee wages and benefits) comprising approximately 50% of total fund uses.

The General Fund includes the following functions: 1) General Government; 2) Public Safety; 3) Public Works; 4) Health & Welfare; 5) Community Development; 6) Culture and Recreation; 7) General Unallocated.

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
REVENUES , EXPENDITURES, & CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Beginning Fund Balance	**$ 7,638,023**	**$ 8,319,698**	**$ 8,675,266**	**$ 8,675,266**	**$ 8,476,269**	**$ 8,476,269**		
Revenues:								
Taxes	7,550,133	7,936,248	6,980,313	7,235,958	8,526,471	3,916,329	(4,610,142)	-45.9%
Licenses & Permits	1,181,412	1,307,330	1,040,192	1,096,388	996,540	996,540	-	-9.1%
Intergovernmental	10,133,436	10,579,101	9,536,487	9,866,762	10,932,497	5,428,311	(5,504,186)	-45.0%
Charges for Services	636,060	622,745	668,406	657,660	658,247	658,247	-	0.1%
Fines & Forfeitures	442,861	476,375	530,000	375,000	490,000	327,500	(162,500)	-12.7%
Miscellaneous Revenue	203,197	408,971	482,166	460,060	406,342	350,479	(55,863)	-23.8%
Total Revenue	**20,147,099**	**21,330,770**	**19,237,564**	**19,691,828**	**22,010,097**	**11,677,406**	(10,332,691)	-40.7%
Transfers In	1,002,680	1,051,926	3,789,299	3,789,299	1,307,161	1,017,181	(289,980)	-73.2%
Total Sources	**21,149,779**	**22,382,696**	**23,026,863**	**23,481,127**	**23,317,258**	**12,694,587**	**(10,622,671)**	-45.9%
Expenditures:								
General Government	4,468,743	4,497,610	5,026,272	5,166,126	6,465,054	5,101,535	(1,363,519)	-1.3%
Public Safety	6,600,893	7,468,088	8,087,576	7,899,972	8,696,311	6,958,795	(1,737,516)	-11.9%
Public Works	2,360,674	2,648,500	2,461,756	2,508,699	2,794,305	1,917,302	(877,003)	-23.6%
Health & Welfare	675,838	699,172	839,583	839,583	852,752	693,087	(159,665)	-17.4%
Community Development	254,636	270,716	285,441	285,441	314,111	256,896	(57,215)	-10.0%
Culture & Recreation	1,089,229	1,215,425	1,708,886	1,708,886	2,052,904	1,630,082	(422,822)	-4.6%
General Unallocated	234,676	185,219	215,512	225,769	273,812	176,491	(97,321)	-21.8%
Total Expenditures	**15,684,689**	**16,984,730**	**18,625,026**	**18,634,476**	**21,449,249**	**16,734,188**	**(4,715,061)**	-10.2%
Transfers Out	4,783,415	5,042,398	4,394,503	5,045,648	4,614,093	747,412	(3,866,681)	-85.2%
Total Uses	**20,468,104**	**22,027,128**	**23,019,529**	**23,680,124**	**26,063,342**	**17,481,600**	**(8,581,742)**	-26.2%
Ending Fund Balance	**$ 8,319,698**	**$ 8,675,266**	**$ 8,682,600**	**$ 8,476,269**	**$ 5,730,185**	**$ 3,689,256**		

General Fund Revenues

General taxes consist of the one percent local option sales tax (5th Cent) and franchise taxes on the gross sales of electricity, gas, cable, trash, telephone, and recycling service in Town. Because the Town has 45% of the County's population, the local option tax is split 45% for the Town and 55% for the County. The 5th Cent sales tax supports General Fund operations and capital projects. Historically, the General Fund retains 50% of the 5th Cent to support operations and the remaining 50% is transferred to the Capital Projects Fund to fund projects. Both the state-wide and optional local sales taxes are projected to decrease by 50% over the 2020 estimate. Most franchise taxes are calculated at 5% of the gross sales of the particular service provided within the community by private entities. As a group, franchise taxes are estimated to remain consistent with FY2020 estimate.

General Taxes	FY2018 Actual	FY2019 Actual	FY2020 Amended	FY2020 Estimated	FY2021 Requested	FY2021 Recomm'd	FY2021 Adopted	% Change FY20 Est.
1% Local Sales & Use Tax	$ 6,672,713	$ 7,069,927	$ 6,168,524	$ 6,412,511	$ 7,628,687	$ 3,206,256	$ 3,206,256	-50.0%
Lodging Tax - General	266,620	282,050	232,373	222,749	299,086	111,375	111,375	-50.0%
Franchise Tax-Electric	192,020	172,179	173,720	182,188	182,188	182,188	182,188	0.0%
Franchise Tax-Gas&Propane	68,343	64,383	60,600	69,520	69,520	69,520	69,520	0.0%
Franchise Tax-Cable	145,087	134,378	136,350	130,000	128,000	128,000	128,000	-1.5%
Franchise Tax-Trash	177,193	184,836	185,840	196,990	196,990	196,990	196,990	0.0%
Franchise Tax-Phone	24,408	26,495	20,200	20,000	20,000	20,000	20,000	0.0%
Franchise Tax-Recycling	3,749	2,000	2,706	2,000	2,000	2,000	2,000	0.0%
Total	**$ 7,550,133**	**$ 7,936,248**	**$ 6,980,313**	**$ 7,235,958**	**$ 8,526,471**	**$ 3,916,329**	**$ 3,916,329**	**-45.9%**

Licenses and Permits revenues are primarily business licenses, liquor licenses and building permits. These three will account for 75% of the total $742,368 budgeted for all licenses and permits. This revenue type remains stable in FY 2021. Building permits are impacted by external economic factors and internal development policies adopted by elected Town officials. Other licenses include contractor and animal licenses and other permits include development, rodeo contract, and grading.

In 2021, licenses and permits are budgeted to decrease about 9.1% from the FY 2020 estimate due COVID-19 impacts on rodeo operations.

Intergovernmental revenues typically come from federal, state, and county governments. Some of the revenues are passed through other governmental units, such as federal grants awarded to states, which are then distributed to local governments. Wyoming distributes 31% of the 4% state sales taxes generated locally and varying percentages of gasoline, cigarette, and severance taxes to municipalities throughout the state. The State also distributes a portion of its federal mineral royalties to local governments.

Wyoming legislators biennially pass legislation distributing state-shared revenues to Wyoming local governments. "Over-the-cap" state-shared revenues for 2021 are forecast to be $267,434. This is $13,629 more than FY2020. These "over-the-cap" revenues will be used for capital projects. Given the fiscal status of the state, this funding source may decrease for the foreseeable future.

Intergovernmental	FY2018 Actual	FY2019 Actual	FY2020 Amended	FY2020 Estimated	FY2021 Requested	FY2021 Recomm'd	FY2021 Adopted	% Change FY20 Est.
4% State Sales & Use Tax	8,153,991	8,633,557	7,480,976	7,837,648	9,263,314	3,918,825	3,918,825	-50.0%
Gasoline Tax	462,917	487,356	520,000	472,735	300,000	300,000	300,000	-36.5%
Cigarette Tax	24,933	23,563	35,000	21,000	21,000	21,000	21,000	0.0%
Severance Tax	356,615	356,362	350,000	356,000	178,000	178,000	178,000	-50.0%
Federal Mineral Royalties	519,831	543,460	500,000	549,000	274,500	274,500	274,500	-50.0%
Lottery Distribution	40,622	66,251	30,000	31,198	30,000	30,000	30,000	-3.8%
State/Federal Grants - Police	28,165	38,564	46,250	35,586	43,900	43,900	43,900	23.4%
Victim Services Grant	131,301	141,531	125,547	142,365	145,000	145,000	145,000	1.9%
County Reimburse - Joint Depts.	395,061	268,631	428,714	401,230	656,783	517,086	517,086	28.9%
Homeland Security Grants	20,000	19,826	20,000	20,000	20,000	-	-	-100.0%
Total	**$ 10,133,436**	**$ 10,579,101**	**$ 9,536,487**	**$ 9,866,762**	**$ 10,932,497**	**$ 5,428,311**	**$ 5,428,311**	**-45.0%**

Charges for services for the Town are 5% of total fund revenues. The Town charges for water and sewage services, which are accounted for in separate enterprise funds. Further, Teton County provides revenue generating parks and recreation services to the Town. The Town reimburses the county for its share of expenses after revenues are subtracted.

Charges for services includes plan review fees, cemetery fees, vehicle inspections, false alarm response income, and police services. In 2012, the Jackson Hole Airport started reimbursing the Town annually for police protection services, that amount increases to $545,000 in this budget. The school district has historically reimbursed the Town $65,000 annually for one school resource officer.

Fines and forfeitures account for approximately 3% of the Town's budgeted revenues. The license plate recognition system (LPR) also provides more effective parking enforcement as well.

Miscellaneous revenues account for approximately 3% of the Town's budgeted revenues. The current yield on 10-year U.S. Treasuries has decreased significantly to approximately 0.65% due to COVID-19. Therefore, interest earnings are conservatively estimated.

Summary	FY2018 Actual	FY2019 Actual	FY2020 Amended	FY2020 Estimated	FY2021 Requested	FY2021 Recomm'd	FY2021 Adopted	% Change FY20 Est.
Charges for Services	$ 636,060	$ 622,745	$ 668,406	$ 657,660	$ 658,247	$ 658,247	$ 658,247	0.1%
Fines & Forfeitures	442,861	476,375	530,000	375,000	490,000	327,500	327,500	-12.7%
Miscellaneous	203,197	408,971	447,114	425,008	371,290	332,953	332,953	-21.7%
Total	**$ 1,282,118**	**$ 1,508,091**	**$ 1,645,520**	**$ 1,457,668**	**$ 1,519,537**	**$ 1,318,700**	**$ 1,318,700**	**-9.5%**

Joint Departments

The Town and County partner in providing single source services to its residents and visitors. The Town provides START Bus (Special Revenue Fund), Victim Services, and Animal Shelter services. The County provides Fire/EMS, Communication (Dispatch), Pathways, Parks & Recreation, and Affordable Housing services. The costs of these services (net of revenues) are shared 45% by the Town and 55% by the County.

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
EXPENDITURES BY FUNCTION AND DEPARTMENT

Provider	FY2018 Actual	FY2019 Actual	FY2020 Amended	FY2020 Estimated	FY2021 Requested	FY2021 Recomm'd	FY2021 Adopted	% Change FY20 EST.
Town								
START Bus System *	$ 3,836,507	$ 4,765,801	$ 5,197,126	$ 5,043,894	$ 5,331,029	$ 4,459,764	$ 4,459,764	-11.6%
Victim Services	225,773	289,402	304,040	304,040	299,067	283,211	283,211	-6.9%
Animal Shelter/Control	257,315	238,688	263,402	266,222	273,819	253,863	253,863	-4.6%
Total Town	**$ 4,319,595**	**$ 5,293,891**	**$ 5,764,568**	**$ 5,614,156**	**$ 5,903,915**	**$ 4,996,838**	**$ 4,996,838**	**-11.0%**
County								
Fire/EMS	1,398,322	1,707,904	1,782,914	1,782,914	2,007,984	1,559,273	1,559,273	-12.5%
Communications Center	240,450	312,310	475,000	250,000	852,666	335,000	335,000	34.0%
Affordable Housing Operations **	156,594	265,701	268,326	268,326	374,749	251,901	251,901	-6.1%
Parks & Recreation *	1,335,235	1,600,622	1,596,822	1,596,822	2,063,503	1,524,340	1,524,340	-4.5%
Pathways Operations *	70,440	70,349	96,639	96,639	98,446	90,478	90,478	-6.4%
Total County	**$ 3,201,041**	**$ 3,956,886**	**$ 4,219,701**	**$ 3,994,701**	**$ 5,397,348**	**$ 3,760,992**	**$ 3,670,514**	**-5.9%**

Note: above figures only represent operating expenditures and not capital
* The Town funds their 45% portion of the START Bus System, Parks & Recreation and Pathways with a combination of the General Fund and the Lodging Tax Fund
** The Town funds the Affordable Housing Operations with the General Fund via a transfer to Affordable Housing Fund

Fund Balance

The fiscal year 2021 recommended budget for the General Fund includes single, one-time transfers of $100,00 to the employee housing fund, $200,000 to the employee insurance fund, and $100,00 to the central equipment fund. The recommended budget reduces the fund balance $4,787,013.

RECOMMENDED BUDGET FOR FISCAL YEAR 2021

Beginning Fund Balance		$ 8,476,269
Sources of Funds:		
Revenues	$ 11,677,406	
Recurring Transfers In	1,017,181	
Non-recurring Transfer In	-	
Total Sources		12,694,587
Use of Funds:		
Expenditures	16,734,188	
Recurring Transfers Out	397,412	
Non-recurring Transfers Out	350,000	
Total Uses		17,481,600
Total Change in Fund Balance		$ (4,787,013)
Net Operating Surplus (Deficit)		$ (4,437,013)
Fund Balance as % of Total Expenditures		21%

- General Fund net operating revenue shall equal or exceed net operating expenditures. Net operating revenue is defined as total revenue plus any recurring transfers-in for allocated services. Net operating expenditures are defined as total expenditures plus recurring transfers-out to Affordable Housing Fund and Capital Projects Fund.

- Due to the General Fund's reliance on elastic revenue sources and the historical uncertainty surrounding expenditures, the annual General Fund unreserved ending fund balance target is 20% of that year's estimated net operating expenditures. However, General Fund unreserved ending fund balance will always equal or exceed at least 15% of the prior year's net operating expenditures.

Fund balances are important indicators of the Town's fiscal health and management's stewardship. Spending fund balances for on-going operations leads to suboptimal decision making by both policy makers and managers. Additionally, fund balances allow the Town to respond to unexpected events.

Special Revenue Funds

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes.

Affordable Housing Fund

The Affordable Housing Fund accounts for housing developer exactions to be used for the purpose of creating additional affordable and employee housing units. In fiscal year 2017, the fund contributed $2,100,000 to purchase land which will be leased to the Jackson Hole Community Housing Trust for 50 years to construct the Redmond Street Rental Project. In 2019, the fund contributed $1,025,440 to purchase two properties according to the housing supply plan.

For FY 2020, the fund will contribute $276,9016 to the Jackson/Teton County Affordable Housing Department. The fund will receive $250,000 in a single, one-time transfer from the Capital Fund to support future affordable housing supply plan initiatives. We anticipate the Town Council to appropriate these funds for a housing project in the near future. This funding will be used to purchase property on which restricted workforce housing will be built in accordance with the Housing Action Plan and Annual Housing Supply Plan. Projected fund balance at the end of fiscal year 2021 is $1,382,096.

Parking Exactions Fund
The Parking Exactions Fund accounts for developer parking exactions that are restricted for the purchase of land for parking or for development of parking facilities. There are no appropriations for FY2021. Projected fund balance at the end of fiscal year 2021 is $872,063.

Parks Exactions Fund
The Parks Exactions Fund accounts for developer exactions to be used for the purchase of land for parks and pathways or for the construction of park amenities and pathways. There are no appropriations of these funds for fiscal year 2021. Projected fund balance at the end of fiscal year 2021 is $229,177.

Employee Housing Fund
The Employee Housing Fund accounts for the rental income and rental costs associated with the Town's employee housing program. Operating surpluses, where rents exceed costs of maintenance, are expected to occur and are expected to be retained within the Employee Housing Fund to cover possible future operating deficits and to expand the program in future years. In 2008, the Town contributed $1.8 million to Jackson Hole Community Housing Trust, securing six permanent slots for Town employees. In fiscal year 2014, the employee housing fund contributed $1,200,790 (along with an additional $450,000 from the affordable housing fund) to purchase land which will be leased to the Teton County Housing Trust for 99 years. The Town will receive three additional rental/purchase first rights of refusal for the developed units. The Town currently owns 18 units and will be adding 26 additional units with completion of Park Maintenance facility. The projected ending fund balance for fiscal year 2021 is $1,723,678.

Animal Care Fund
The Animal Care Fund is primarily supported by donations for specific animal shelter needs. The projected ending fund balance for fiscal year 2021 is $372,445.

Lodging Tax Fund
The Lodging Tax Fund accounts for the 30% visitor impact services portion of lodging tax collections. The recommended budget includes a projected 50% decrease over the FY 2021 estimate. The FY 2021 recommended budget funds a portion of Town's 45% START share. Projected fund balance at the end of fiscal year 2021 is $6,636.

START Bus System Fund
The START Bus System Fund accounts for the revenue and expenditures, both operational and capital, associated with the START Bus Transit System.

The financial policies and goals currently established for START Bus System Fund are as follows:

- The target for the START Bus System Fund unreserved fund balance is 10-15% of annual operating expenditures. Operating expenditures are defined as all non-capital expenditures plus the indirect cost allocation transfer to the General Fund.

- The Lodging Tax funds the majority of START operating shortfall.

The START projects ending fund balance for fiscal year 2021 is $1,371,753, approximately 30% of operating expenditures. Transit operations are particularly sensitive to changes in fuel prices and parts. FY2021 includes an increase for utilities to account for new electric buses. For the fiscal year 2021, subsidies from Town and from Teton County are $404,735 and $494,676 respectively. Additionally, the Town is budgeting federal and state revenues for capital acquisitions.

Capital Project Funds
The Capital Project Funds section contains revenue budgets and expenditure appropriations for all capital project funds and the departments within those funds. Capital Project Funds are designed to account for funds that are legally restricted or locally designated to specific capital projects.

Capital Projects Fund (5th Cent)

The Capital Projects Fund accounts for the financing and procurement of design/construction of capital improvements not accounted for in other capital project funds or proprietary funds. The major on-going source of revenue for the Capital Projects Fund is derived from the "5th-cent" transfer of sales tax from the General Fund. Other revenues include SPET revenues and state and federal grants. The financial policies and goals currently established for Capital Projects Fund are as follows:

- The Capital Projects Fund historically receives a portion of the 1% Local Option Tax (5th-cent) from the General Fund on an annual basis. For FY 2021, the annual transfer will not occur to allow for the local option sales tax to fund core services.

- A Ten-Year Capital Improvements Plan will be adopted and updated annually and will include all projects that anticipate funding from the 1% Local Option Tax (5th-cent), the Specific Purpose Excise Tax (6th cent), other capital project funds, the Utility Funds, and all developer exactions. The Ten-Year Capital Improvements Plan does not anticipate any funding from the General Fund beyond the 5th cent transfer

- The projected ending fund balance for fiscal year 2021 is $2,263,873.

The Town's Ten-Year Capital Improvements Plan is a separate document with separate request and approval processes.

2006 Specific Purpose Excise Tax (SPET) Fund

The 2006 SPET Fund accounts for the 2006 authorization of Specific Purpose Excise Tax (6th-cent sales tax) revenue that is restricted to general parking and pedestrian projects. The fiscal year 2021 ending fund balance is projected at $249,018.

2010 Specific Purpose Excise Tax (SPET) Fund

The 2010 SPET Fund accounts for the 2010 authorization of Specific Purpose Excise Tax (6th-cent sales tax) revenue that is restricted to the START facility ($3.25M), pedestrian improvements ($1M) and energy projects ($3.79M). The fiscal year 2021 ending fund balance is projected at $96,749.

2014 Specific Purpose Excise Tax (SPET) Fund

The 2014 SPET Fund accounts for the 2014 authorization of Specific Purpose Excise Tax (6th-cent sales tax) revenue that is restricted to projects related to Fire/EMS ($2.5M), specific street projects ($3.25M), as well as pathway ($3.5M) and Town storm water projects ($250K). The fiscal year 2021 ending fund balance is projected at $2,280,076.

2016 Specific Purpose Excise Tax (SPET) Fund

The 2016 SPET Fund accounts for the 2016 authorization of Specific Purpose Excise Tax (6th-cent sales tax) revenue that is restricted to mitigation for the West Broadway Landslide. Landslide mitigation was completed in the fall of 2018. Ongoing expenditures will include monitoring the landslide. The fiscal year 2021 ending fund balance is projected at $300,333.

2017 Specific Purpose Excise Tax (SPET) Fund

The 2017 SPET Fund accounts for the 2017 authorization of Specific Purpose Excise Tax (6th-cent sales tax) revenue that is restricted to pedestrian improvements. The fiscal year 2021 ending fund balance is projected at $535,300.

2019 Specific Purpose Excise Tax (SPET) Fund

The 2019 SPET Fund accounts for the latest authorization of Specific Purpose Excise Tax (6th-cent sales tax) revenue that is restricted to Core Services Vehicle Maintenance Facility ($18.5M), Town of Jackson Downtown Water Quality Improvement Infrastructure – Cache Creek Project ($2M), and Gregory Lane – Street, Stormwater and Sewer Infrastructure, and Safe Route to School ($8.5). The fiscal year 2021 ending fund balance is projected at $2,225,066.

Enterprise Funds

The Water and Sewage Utility Funds operate as enterprise, or business-type, funds that account for resources used to provide water and sanitary sewer service. The Town develops, records, monitors, and reports its budget on a modified accrual basis for all funds, including the Utility Funds. The budgets for the Utility Funds are produced in a manner similar to those of the General Fund, Special Revenue Funds, and Capital Project Funds. This allows certain Utility Fund transactions, such as asset purchases and principle payments on debt, to be recorded as expenses and to be subject to appropriation.

The working capital in the Water Utility Fund is projected to increase by $26,367 during fiscal year 2021. The working capital in the Sewage Utility Fund is projected to decrease by $480,242 during fiscal year 2021. The projected ending working capital balance for the Water Utility Fund at the end of fiscal year 2021 is $4,940,634. The projected ending working capital balance for the Sewage Utility Fund at the end of fiscal year 2021 is $4,386,508.

A comprehensive utility rate study was completed in August 2000 and updated in October 2011. Most of the recommendations contained in these two studies have been implemented. In FY2021, a comprehensive rate and capacity study was initiated to develop a rate structure that incorporates current service expansion not in the 2000 study and plan for future growth 20-30 years from now. The Utility Funds currently have sufficient working capital balance reserves ($9.3 million, combined after FY2021).

Internal Service Funds

This proprietary fund-type may be used to report any activity that provides goods and services to other funds, departments, or agencies of the primary government (Town of Jackson), or to other governments, on cost-reimbursement basis. The Town has four internal service funds: Employee Insurance Fund, Fleet Management Fund, Information Technology Services Fund, and Central Equipment Fund.

Employee Insurance Fund

The Employee Insurance Fund accounts for all costs of the employee health insurance plan. Employee Insurance Fund revenue is generated from charges to all funds containing employee benefit costs: General, START Bus System, Water Utility, Sewage Utility, and Fleet Management. The charges correspond to the amount of each fund's employee health care costs. This funding method attempts to moderate the annual fluctuations to each fund for employee health care expenditures.

The fiscal year 2021 budget projects a 2% increase in plan member coverage costs compared to the FY 2020 estimate. Because of a healthy fund balance, the health plan internal charge rate to the respective funds was reduced significantly to compensate for COVID-19 revenue decreases.

The projected fiscal year 2021 ending fund balance of $1,370,984 is sufficient to meet all "stop loss" insurance requirements.

Fleet Management Fund

The Fleet Management Fund provides fuel and maintenance services to both the Town and County. The largest customer is the START Bus System, which is accounted for as a special revenue fund. The fund maintains fuel and parts inventories and employees a fleet manager and five mechanics. The projected FY 2021 ending fund balance is $103,783.

Central Equipment Fund

The Central Equipment Fund accounts for the accumulation of resources to be used for the replacement of vehicles and heavy equipment.

The financial policies and goals currently established for Central Equipment Fund are as follows:

- The target for the Central Equipment Fund shall allow for the timely replacement equipment as projected over a ten year planning horizon.
- Annual contributions from participating divisions shall be equal to the annual depreciation calculated on the acquired equipment plus an inflation factor.

The estimated value of all vehicles and heavy equipment (excluding START Bus System and enterprise funds) is approximately $4.2 million. Accumulated depreciation on central equipment fund assets is approximately $1.7 million. Due to COVID-19 impacts in FY2021, all capital purchases and departmental contributions are being deferred into future years. The projected ending working capital balance for the Central Equipment Fund at the end of fiscal year 2021 is $422,225.

Information Technology (IT) Services Fund

The IT Services Fund pools IT related costs and distributes them to each division by user. Pooled costs include hardware, software, communications, and contract maintenance costs. Personnel costs remain in the general government function of the General Fund.

The financial policies and goals currently established for IT Services Costs are as follows:

- The target for the IT Services Fund unreserved fund balance shall allow for the timely replacement of hardware and software as projected over a five year planning horizon.
- Annual contributions from participating divisions shall be equal to the annual depreciation for hardware and software plus communications and contract maintenances costs distributed to related division by the number of users.

The recommended budget includes expenditures of $268,000 for various IT replacement and upgrade projects. The fund balance continues to lag as a result of new, first-time capital purchases to maintain current with changing technology. Internal rates were increased to enable the fund to get closer to self-sufficiency. The projected ending fund balance for the IT Services Fund at the end of fiscal year 2021 is $27,629.

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
ALL FUNDS - FINANCIAL SOURCES AND USES

DESCRIPTION	GENERAL FUND	SPECIAL REVENUE	CAPITAL PROJECTS	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL FUNDS
Beginning Fund Balance	**$ 8,476,269**	**$ 5,522,699**	**$ 8,753,642**	**$ 9,784,017**	**$ 3,033,336**	**$ 35,569,963**
Revenues:						
Taxes	3,916,329	334,124	2,221,566	-	-	6,472,019
Licenses & Permits	996,540	311,000	-	-	-	1,307,540
Intergovernmental	5,428,311	4,589,883	1,373,581	-	-	11,391,775
Charges for Services	658,247	1,211,744	-	4,886,883	4,164,397	10,921,271
Fines & Forfeitures	327,500	-	-	-	-	327,500
Miscellaneous Revenue	350,479	544,960	283,868	149,880	64,300	1,393,487
Total Revenues	**11,677,406**	**6,991,711**	**3,879,015**	**5,036,763**	**4,228,697**	**31,813,592**
Transfers In	1,017,181	1,031,636	-	750,000	300,000	3,098,817
Total Sources	**12,694,587**	**8,023,347**	**3,879,015**	**5,786,763**	**4,528,697**	**34,912,409**
Expenditures:						
General Government	5,101,535	337,309	-	-	3,664,746	9,103,590
Public Safety	6,958,795	55,000	825,000	-	-	7,838,795
Public Works	1,917,302	-	2,742,243	5,233,638	1,972,667	11,865,850
Health & Welfare	693,087	-	-	-	-	693,087
Community Development	256,896	526,901	-	-	-	783,797
Transit	-	6,219,362	-	-	-	6,219,362
Culture & Recreation	1,630,082	-	-	-	-	1,630,082
Pathways	-	-	115,000	-	-	115,000
Debt Service	-	-	-	108,220	-	108,220
General Unallocated	176,491	-	-	-	-	176,491
Total Expenditures	**16,734,188**	**7,138,572**	**3,682,243**	**5,341,858**	**5,637,413**	**38,534,274**
Transfers Out	747,412	449,625	1,000,000	901,780	-	3,098,817
Total Uses	**17,481,600**	**7,588,198**	**4,682,243**	**6,243,638**	**5,637,413**	**41,633,091**
Ending Fund Balance	**$ 3,689,256**	**$ 5,957,848**	**$ 7,950,414**	**$ 9,327,142**	**$ 1,924,620**	**$ 28,849,280**
Change in Fund Balance	***(4,787,013)***	***435,149***	***(803,229)***	***(456,875)***	***(1,108,716)***	***(6,720,683)***

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES
SPECIAL REVENUE FUNDS

DESCRIPTION	AFFORDABLE HOUSING	PARKING EXACTIONS	PARK EXACTIONS	EMPLOYEE HOUSING	ANIMAL CARE	LODGING TAX	START BUS	TOTAL
Beginning Fund Balance	**$ 1,112,096**	**$ 806,563**	**$ 215,277**	**$ 1,527,727**	**$ 402,245**	**$ 6,636**	**$ 1,452,155**	**$ 5,522,699**
Revenues:								
Taxes	-	-	-	-	-	334,124	-	334,124
Licenses & Permits	250,000	51,000	10,000	-	-	-	-	311,000
Intergovernmental	-	-	-	-	-	-	4,589,883	4,589,883
Charges for Services	-	-	-	-	-	-	1,211,744	1,211,744
Miscellaneous Revenue	20,000	14,500	3,900	433,260	60,200	100	13,000	544,960
Total Revenue	**270,000**	**65,500**	**13,900**	**433,260**	**60,200**	**334,224**	**5,814,627**	**6,991,711**
Transfers In	526,901	-	-	100,000	-	-	404,735	1,031,636
Total Sources	**796,901**	**65,500**	**13,900**	**533,260**	**60,200**	**334,224**	**6,219,362**	**8,023,347**
Expenditures:								
General Government	-	-	-	337,309	-	-	-	337,309
Public Safety	-	-	-	-	55,000	-	-	55,000
Community Development	526,901	-	-	-	-	-	-	526,901
Transit	-	-	-	-	-	-	6,219,362	6,219,362
Total Expenditures	**526,901**	**-**	**-**	**337,309**	**55,000**	**-**	**6,219,362**	**7,138,572**
Transfers Out	-	-	-	-	35,000	334,224	80,401	449,625
Total Uses	**526,901**	**-**	**-**	**337,309**	**90,000**	**334,224**	**6,299,764**	**7,588,198**
Ending Fund Balance	**$ 1,382,096**	**$ 872,063**	**$ 229,177**	**$ 1,723,678**	**$ 372,445**	**$ 6,636**	**$ 1,371,753**	**$ 5,957,848**
Change in Fund Balance	***270,000***	***65,500***	***13,900***	***195,951***	***(29,800)***	***-***	***(80,402)***	***435,149***

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES
CAPITAL PROJECTS FUNDS

DESCRIPTION	CAPITAL PROJECTS	2006 SPET	2010 SPET	2014 SPET	2016 SPET	2017 SPET	2019 SPET	TOTAL
Beginning Fund Balance	**$ 3,957,867**	**$ 244,618**	**$ 165,749**	**$ 3,276,676**	**$ 314,933**	**$ 793,800**	**$ -**	**$ 8,753,642**
Revenues:								
General Taxes	-	-	-	-	-	-	2,221,566	2,221,566
Intergovernmental	1,373,581	-	-	-	-	-	-	1,373,581
Miscellaneous Revenue	202,168	4,400	6,000	55,900	5,400	6,500	3,500	283,868
Total Revenue	**1,575,749**	**4,400**	**6,000**	**55,900**	**5,400**	**6,500**	**2,225,066**	**3,879,015**
Transfers In	-	-	-	-	-	-	-	-
Total Sources	**1,575,749**	**4,400**	**6,000**	**55,900**	**5,400**	**6,500**	**2,225,066**	**3,879,015**
Expenditures:								
Public Safety	825,000	-	-	-	-	-	-	825,000
Public Works	1,329,743	-	75,000	1,052,500	20,000	265,000	-	2,742,243
Pathways	115,000	-	-	-	-	-	-	115,000
Total Expenditures	**2,269,743**	**-**	**75,000**	**1,052,500**	**20,000**	**265,000**	**-**	**3,682,243**
Transfers Out	1,000,000	-	-	-	-	-	-	1,000,000
Total Uses	**3,269,743**	**-**	**75,000**	**1,052,500**	**20,000**	**265,000**	**-**	**4,682,243**
Ending Fund Balance	**$ 2,263,873**	**$ 249,018**	**$ 96,749**	**$ 2,280,076**	**$ 300,333**	**$ 535,300**	**$ 2,225,066**	**$ 7,950,414**
Change in Fund Balance	***(1,693,994)***	***4,400***	***(69,000)***	***(996,600)***	***(14,600)***	***(258,500)***	***2,225,066***	***(803,229)***

RECOMMENDED BUDGET FOR FISCAL YEAR 2021
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES
ENTERPRISE FUNDS

DESCRIPTION	WATER UTILITY	SEWAGE UTILITY	TOTAL
Beginning Fund Balance	**$ 4,917,267**	**$ 4,866,750**	**$ 9,784,017**
Revenues:			
Intergovernmental	-	-	-
Charges for Services	2,370,617	2,516,266	4,886,883
Miscellaneous Revenue	79,800	70,080	149,880
Total Revenue	**2,450,417**	**2,586,346**	**5,036,763**
Transfers In	375,000	375,000	750,000
Total Sources	**2,825,417**	**2,961,346**	**5,786,763**
Expenditures:			
Public Works	2,242,940	2,990,698	5,233,638
Debt Service	108,220	-	108,220
Total Expenditures	**2,351,160**	**2,990,698**	**5,341,858**
Transfers Out	450,890	450,890	901,780
Total Uses	**2,802,050**	**3,441,588**	**6,243,638**
Ending Fund Balance	**$ 4,940,634**	**$ 4,386,508**	**$ 9,327,142**
Change in Fund Balance	***23,367***	***(480,242)***	***(456,875)***

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES
INTERNAL SERVICE FUNDS

DESCRIPTION	EMPLOYEE INSURANCE	FLEET MANAGEMENT	CENTRAL EQUIPMENT	IT SERVICES	TOTAL
Beginning Fund Balance	**$ 2,056,861**	**$ 501,404**	**$ 296,525**	**$ 178,547**	**$ 3,033,336**
Revenues:					
Charges for Services	1,769,308	1,574,446	-	820,643	4,164,397
Miscellaneous Revenue	37,000	600	25,700	1,000	64,300
Total Revenue	**1,806,308**	**1,575,046**	**25,700**	**821,643**	**4,228,697**
Transfers In	200,000	-	100,000	-	300,000
Total Sources	**2,006,308**	**1,575,046**	**125,700**	**821,643**	**4,528,697**
Expenditures:					
General Government	2,692,185	-	-	972,561	3,664,746
Public Safety	-	-	-	-	-
Public Works	-	1,972,667	-	-	1,972,667
Total Expenditures	**2,692,185**	**1,972,667**	**-**	**972,561**	**5,637,413**
Transfers Out	-	-	-	-	-
Total Uses	**2,692,185**	**1,972,667**	**-**	**972,561**	**5,637,413**
Ending Fund Balance	**$ 1,370,984**	**$ 103,783**	**$ 422,225**	**$ 27,629**	**$ 1,924,620**
Change in Fund Balance	***(685,877)***	***(397,621)***	***125,700***	***(150,918)***	***(1,108,716)***

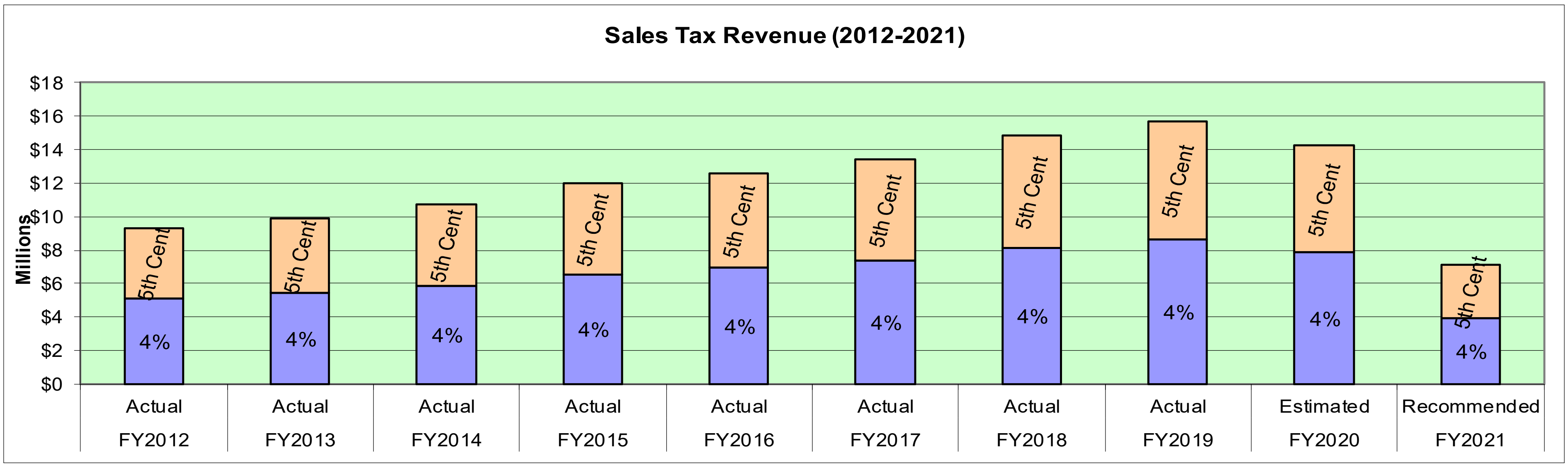
MAJOR REVENUES

SALES TAX REVENUE

Sales tax revenue consists of the four percent state-wide sales tax and the optional 5th cent local sales tax. In the past, the optional 5th cent was split between the General Fund and the Capital Projects Fund based on the Town's assessed valuation. For FY 2021, the General Fund will retain 100% of the total. Both the state-wide and optional local sales taxes are projected to decrease by 50% over the 2021 estimate.

SALES TAX REVENUE (2012 - 2021)

	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Recommended
General Taxes										
1% Local Sales Tax (5th Cent)	4,217,347	4,465,982	4,849,944	5,405,087	5,674,051	6,034,163	$ 6,672,713	$ 7,069,927	6,412,511	3,206,256
Percent Change		*5.9%*	*8.6%*	*11.4%*	*5.0%*	*6.3%*	*10.6%*	*6.0%*	*-9.3%*	*-50.0%*
Intergovernmental Revenue										
4% State Sales Tax	$ 5,100,747	$ 5,415,131	$ 5,882,430	$ 6,559,716	$ 6,921,172	$ 7,379,363	$ 8,153,991	$ 8,633,557	$ 7,837,648	$ 3,918,825
Percent Change		*6.2%*	*8.6%*	*11.5%*	*5.5%*	*6.6%*	*10.5%*	*5.9%*	*-9.2%*	*-50.0%*
Total	**$ 9,318,094**	**$ 9,881,113**	**$10,732,374**	**$11,964,803**	**$12,595,223**	**$13,413,526**	**$14,826,704**	**$15,703,484**	**$14,250,159**	**$ 7,125,081**
Percent Change		***6.0%***	***8.6%***	***11.5%***	***5.3%***	***6.5%***	***10.5%***	***5.9%***	***-9.3%***	***-50.0%***



FTA – INTERGOVERNMENTAL REVENUE

Federal Transit Administration grants support operating and capital expenditures in the START Bus System Fund. Operating and Capital grants typically account for 57% and 80% of qualifying expenditures, respectively. Due to expanded service, START Bus labor, fuel, maintenance, and other operational costs are expected to increase in 2021.

FTA - INTERGOVERNMENTAL REVENUE (2012 - 2021)

Description	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Recommended
WYDOT/FTA 5309-11-FTA-53	$ 332,909	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FTA/WYDOT ARRA (ITS) Grant	12,695	15,000	-	-	-	-	-	-	-	-
FTA/TIGER Grant	-	-	5,156,938	2,193,061	-	-	-	-	-	-
FTA/Wyoming 5311 Grant	1,508,000	1,646,711	1,664,218	1,671,693	1,756,902	1,798,236	1,588,610	2,081,219	2,200,000	2,200,000
FTA/Idaho 5311 Grant	29,218	41,642	46,195	39,586	64,299	130,852	70,472	195,024	266,230	323,207
FTA 5309 - Bus Replacement	-	-	-	368,000	-	560,984	-	-	-	-
FTA/WYDOT 5309 Bus Stops	-	49,516	2,399	31,562	-	-	-	-	-	-
FTA State of Good Repair	-	979,349	4,020,651	-	-	-	-	-	-	-
FTA Map 21 - Facility	-	-	69,509	599,040	-	-	-	-	-	-
FTA 5339/Wyoming Capital	-	-	-	-	230,616	20,921	23,363	20,407	2,320,000	1,472,000
Low-No Grant	-	-	-	-	-	-	-	-	-	-
Total	**$ 1,882,822**	**$ 2,732,218**	**$10,959,910**	**$ 4,902,942**	**$ 2,051,817**	**$ 2,510,993**	**$ 1,682,445**	**$ 2,296,650**	**$ 4,786,230**	**$ 3,995,207**

UTILITY REVENUES – CHARGES FOR SERVICES

In 2014, the Town passed ordinances raising water usage rates by 12% and sewage usage rates by 15%. The FY2021 budget continues the use of the new rates in the revenue forecasts in both utility services. Water and sewage sales do not include capital contributions such as capacity and tap fees. There are two customers accounting for more than 5% of water sales.

UTILITY REVENUES - CHARGES FOR SERVICES (2012 - 2021)

Description	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Recommended
Water Sales	$ 1,583,998	$ 1,854,826	$ 2,153,363	$ 2,196,390	$ 2,292,163	$ 2,501,122	$ 2,425,940	$ 2,438,490	$ 2,396,492	$ 2,235,166
Sewage Sales	1,384,169	1,649,217	2,090,597	2,234,703	2,223,394	2,381,480	2,381,767	2,386,369	2,401,799	2,264,462
Total	**$ 2,968,167**	**$ 3,504,043**	**$ 4,243,960**	**$ 4,431,093**	**$ 4,515,557**	**$ 4,882,602**	**$ 4,807,707**	**$ 4,824,859**	**$ 4,798,291**	**$ 4,499,628**

MAJOR EXPENDITURES

PERSONNEL

Personnel expenditures consist of wages and benefits for all full-time, part-time, and seasonal employees. The 2021 Recommended Budget includes no changes to salaries

PERSONNEL (All FUNDS 2012-2021)

Description	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Recommended
Salaries & Wages - Regular	$ 5,424,926	$ 5,426,623	$ 5,571,900	$ 6,097,174	$ 6,452,820	$ 6,762,420	$ 6,944,092	$ 6,382,034	$ 8,104,295	$ 7,951,961
Salaries & Wages - Part-Time	760,561	858,755	871,300	891,666	970,580	1,083,434	977,466	1,114,782	1,035,314	718,844
Buyout - Compensated Absences	72,074	69,684	75,248	72,863	87,284	97,222	101,319	80,393	96,802	91,246
Overtime	126,616	123,300	151,377	150,739	226,171	237,479	297,706	301,173	226,937	246,404
Holiday Pay - PTO Buyback	-	-	-	15,980	31,563	33,460	31,287	59,274	49,803	39,700
FICA & Medicare	466,225	472,672	486,315	527,806	564,452	594,697	606,704	578,878	726,151	692,168
Health Insurance	1,619,546	1,741,176	1,671,930	1,874,216	1,957,441	2,106,754	2,224,766	2,095,681	2,520,776	1,672,656
Vision Insurance	-	-	16,713	19,764	19,949	20,710	20,956	20,399	24,095	21,480
Dental Insurance	82,936	82,779	90,119	91,770	93,496	96,745	101,355	95,685	117,059	75,172
Wyoming Retirement	656,340	647,848	690,494	803,282	884,287	933,433	953,650	872,607	1,122,909	1,109,496
Workers' Compensation	64,502	68,740	86,153	174,147	206,433	177,436	157,985	159,803	211,414	118,149
State Unemployment	67,558	73,759	69,439	36,790	27,200	27,860	26,294	28,452	28,472	15,569
Disability/Life Insurance	50,204	47,293	44,822	57,720	68,176	59,026	66,938	59,928	85,758	72,931
Total	**$ 9,391,489**	**$ 9,612,630**	**$ 9,825,811**	**$10,813,916**	**$11,589,851**	**$12,230,676**	**$12,510,516**	**$11,849,089**	**$14,349,785**	**$ 12,825,776**
Percent of Change		***2.4%***	***2.2%***	***10.1%***	***7.2%***	***5.5%***	***2.3%***	***-5.3%***	***21.1%***	***-10.6%***

PETROLEUM PRODUCTS

The Town of Jackson achieved significant reductions in energy consumption in pursuit of its 40X20 by goal. START Bus ridership consistently increases year to year which increases routes and fuel consumption. START is expecting a significant decrease in petroleum due to acquisition of 8 electric buses.

PETROLEUM PRODUCTS (ALL FUNDS 2011-2020)

Description	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Recommended
General Fund	$ 80,617	$ 80,757	$ 101,676	$ 90,560	$ 73,063	$ 98,391	$ 120,706	$ 143,243	$ 140,213	$ 122,917
START Bus System Fund	282,895	283,237	366,488	371,694	267,325	341,372	407,339	463,881	415,000	263,193
Utility Funds	18,234	15,477	18,296	15,817	12,096	14,096	14,940	13,796	18,480	18,480
Total	**$ 381,746**	**$ 379,471**	**$ 486,460**	**$ 478,071**	**$ 352,485**	**$ 453,858**	**$ 542,985**	**$ 620,920**	**$ 573,693**	**$ 404,590**
Percent of Change		***-0.6%***	***28.2%***	***-1.7%***	***-26.3%***	***28.8%***	***19.6%***	***14.4%***	***-7.6%***	***-29.5%***

Current Debt Obligations

Description	Original Amount	Remaining Amount	Interest Rate	Last Pay Year
1997 WWDC-Note	$ 644,329	$ 114,454	4%	2022
2010 WWDC-Note	1,158,046	967,790	4%	2042
WBC Snow King	1,000,000	759,850	0.5%	2035
Total		$ 1,842,094		

The only long-term debt consists of three notes from the State of Wyoming, two from the Wyoming Water Development Commission (WWDC) and a loan from the Wyoming Business Council (WBC). The Town has not adopted a formal debt policy.

The following schedule summarizes debt service payments for all three notes payable the next three years and beyond:

	Loans	
Year	Principal	Interest
2021	113,681	47,089
2022	116,523	44,248
2023	119,454	40,377
2024	81,275	38,247
2025	82,793	36,729
2026-42	1,328,369	337,897
Total	$ 1,842,094	$ 544,587

Legal Debt Margin

The Town's legal debt limit is four percent of its total assessed valuation. Based on the actual 2019 assessed valuation of $439,913,760, the Town's legal debt margin can be calculated as follows:

Total Assessed Valuation (FY 2019 Actual)		$ 439,913,760
Debt Limit = 4% of Assessed Valuation		$ 17,596,550
Amount of Debt Applicable to Debt Limit:		
Total General Long-Term Debt Loans Payable	$ 1,842,094	
Less: Assets Available in Debt Service Fund	$ -	
Total Amount of Debt Applicable to Debt Limit		$ 1,842,094
Legal Debt Margin		$ 15,754,456

Transfers In and Transfers Out are typically the last items reported before the net change in fund balances on the GAAP based statement of revenues, expenditures, and changes in fund balances. In the budget, Transfers In appears in the same grouping with revenues and Transfers Out appears in the same grouping with expenditures. To reduce confusion, efforts should be made to reduce the number of interfund transfers.

General Fund transfers in include allocation of costs for public works yard operations to the Water Utility Fund and Sewer Utility Fund. Some general government administrative-type costs are allocated to the utility funds on 10% basis for each and 3% to START Bus System. General Fund transfers out subsidize START Bus System. Finally, the repayment of interfund payables is not budgeted as a transfer.

RECOMMENDED BUDGET FOR FISCAL YEAR 2021
INTERFUND TRANSFERS MATRIX
ALL FUNDS

	TRANSFERS-IN											
TRANSFERS-OUT	General Fund	Animal Care Fund	START Bus System Fund	Lodging Tax Fund	Affordable Housing Fund	Employee Housing Fund	Capital Projects Fund	Water Utility Fund	Sewage Utility Fund	Central Equipment Fund	Employee Insurance Fund	Total Transfers Out
General Fund		$ -	$ 70,511	$ -	$ 276,901	$ 100,000	$ -	$ -	$ -	$ 100,000	200,000	$ 747,412
Animal Care Fund	35,000		-	-	-	-	-	-	-	-	-	35,000
START Bus System	80,401	-		-	-	-	-	-	-	-	-	80,401
Lodging Tax Fund	-	-	334,224		-	-	-	-	-	-	-	334,224
Affordable Housing	-	-	-	-		-	-	-	-	-	-	-
Employee Housing	-	-	-	-	-		-	-	-	-	-	-
Capital Projects Fund	-	-	-	-	250,000	-		375,000	375,000	-	-	1,000,000
Water Utility Fund	450,890	-	-	-	-	-	-		-	-	-	450,890
Sewage Utility Fund	450,890	-	-	-	-	-	-	-		-	-	450,890
Central Equipment Fund	-	-	-	-	-	-	-	-	-		-	-
Employee Insurance	-	-	-	-	-	-	-	-	-	-		-
Total Transfers In	$ 1,017,181	$ -	$ 404,735	$ -	$ 526,901	$ 100,000	$ -	$ 375,000	$ 375,000	$ 100,000	$ 200,000	$ 3,098,817

TOWN OF JACKSON, WYOMING
HISTORY OF DISTRIBUTION OF FULL-TIME EQUIVALENTS
ALL DEPARTMENTS - ALL FUNDS
FISCAL YEAR 2012 - 2021

DEPARTMENT	END FISCAL YEAR 2011	END FISCAL YEAR 2012	END FISCAL YEAR 2013	END FISCAL YEAR 2014	END FISCAL YEAR 2015	END FISCAL YEAR 2016	END FISCAL YEAR 2017	END FISCAL YEAR 2018	END FISCAL YEAR 2019	END FISCAL YEAR 2020	END FISCAL YEAR 2021	CHANGE
General Government:												
Town Attorney	1.50	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	(1.00)
Municipal Judge	1.00	1.00	1.00	2.00	2.00	2.20	2.23	2.50	2.50	2.50	2.50	-
Administration	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	3.00	1.00	(2.00)
Town Clerk/Personnel	2.80	2.80	2.20	3.00	3.00	3.50	3.50	3.56	3.56	4.06	4.06	-
Finance	4.00	3.80	3.80	4.30	4.30	4.30	4.33	3.99	3.99	3.99	3.99	-
Finance									0.00	0.00	2.00	2.00
Planning	4.30	4.00	4.00	5.00	5.00	5.00	5.25	5.25	5.25	4.25	4.25	-
Information Technology	2.00	2.00	2.00	2.00	3.60	3.60	3.60	3.60	3.60	3.60	3.60	-
Town Hall Building	1.00	1.00	-	-	-	-	-	-	-	-	-	-
Public Safety:												
Police	28.25	30.25	30.58	32.00	32.25	32.75	32.75	33.75	35.25	36.75	36.90	0.15
Building Inspection	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Victim Witness	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	3.00	3.00	3.00	-
Animal Shelter	2.55	2.55	2.75	2.75	2.90	2.90	2.90	2.90	2.90	2.90	2.90	-
Public Works:												
Administration	1.00	1.00	1.00	1.00	1.00	1.50	1.50	1.50	1.50	2.33	2.33	-
Streets	6.58	7.00	7.00	7.92	7.92	7.92	8.00	8.00	8.00	8.00	8.00	-
Town Engineer	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	-
Water O&M	3.25	3.25	3.25	3.25	3.50	4.00	4.00	4.00	4.00	4.58	4.58	-
Water Billing and Accounting	1.25	1.25	1.25	1.25	1.25	1.04	1.00	1.00	1.00	1.00	1.00	-
Sewer Plant Operations	3.50	4.50	4.50	4.50	4.75	4.75	5.00	5.00	5.00	4.58	4.58	-
Sewer O&M	2.25	2.25	2.25	2.25	2.25	2.25	2.00	2.00	2.00	2.00	2.00	-
Sewer Billing and Accounting	1.25	1.25	1.25	1.25	1.25	1.04	1.00	1.00	1.00	1.00	1.00	-
Fleet Management	5.60	5.60	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	-
Cemetary	-	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	-
Transit:												
START Bus	32.00	36.50	34.89	35.11	35.51	38.63	37.95	38.48	40.34	41.80	33.65	(8.15)
Culture and Recreation:												
Pathways Operations	1.00	1.00	-	-	-	-	-	-	-	-	-	-
Total Full-time Equivalents	**114.58**	**122.75**	**119.47**	**126.33**	**129.23**	**134.13**	**133.76**	**135.28**	**139.14**	**145.60**	**136.60**	**(9.00)**

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

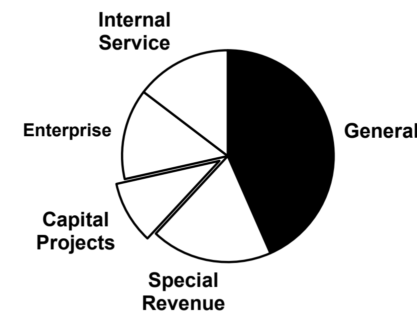
GENERAL FUND

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SCHEDULE OF REVENUE, EXPENDITURES, & CHANGES TO FUND BALANCES
ALL FUNDS

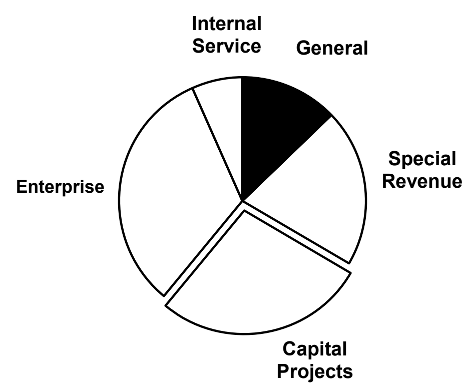
FUND DESCRIPTION	BALANCE JULY 1, 2020	REVENUE	TRANSFERS IN	EXPEND-ITURES	TRANSFERS OUT	BUDGETED BALANCE JUNE 30, 2021
General Fund	$ 8,476,269	$ 11,677,406	$ 1,017,181	$ 16,734,188	$ 747,412	3,689,256
Special Revenue Funds						
Affordable Housing	1,112,096	270,000	526,901	526,901	-	1,382,096
Parking Exactions	806,563	65,500	-	-	-	872,063
Park Exactions	215,277	13,900	-	-	-	229,177
Employee Housing	1,527,727	433,260	100,000	337,309	-	1,723,678
Animal Care Fund	402,245	60,200	-	55,000	35,000	372,445
Lodging Tax Fund	6,636	334,224	-	-	334,224	6,636
START Bus System	1,452,155	5,814,627	404,735	6,219,362	80,401	1,371,753
Total Special Revenue	5,522,699	6,991,711	1,031,636	7,138,572	449,625	5,957,848
Capital Project Funds						
Capital Projects (5th Cent)	3,957,867	1,575,749	-	2,269,743	1,000,000	2,263,873
2006 Specific Purpose Excise Tax	244,617	4,400	-	-	-	249,017
2010 Specific Purpose Excise Tax	165,749	6,000	-	75,000	-	96,749
2014 Specific Purpose Excise Tax	3,276,676	55,900	-	1,052,500	-	2,280,076
2016 Specific Purpose Excise Tax	314,933	5,400	-	20,000	-	300,333
2017 Specific Purpose Excise Tax	793,800	6,500	-	265,000	-	535,300
2019 Specific Purpose Excise Tax	-	2,225,066	-	-	-	2,225,066
Total Capital Projects	8,753,642	3,879,015	-	3,682,243	1,000,000	7,950,414
Enterprise Funds						
Water Utility	4,917,267	2,450,417	375,000	2,351,160	450,890	4,940,634
Sewage Utility	4,866,750	2,586,346	375,000	2,990,698	450,890	4,386,508
Total Enterprise Funds	9,784,017	5,036,763	750,000	5,341,858	901,780	9,327,142
Internal Service Funds						
Employee Insurance	2,056,861	1,806,308	200,000	2,692,185	-	1,370,984
Fleet Management	501,404	1,575,046	-	1,972,667	-	103,783
Central Equipment	296,525	25,700	100,000	-	-	422,225
IT Services	178,547	821,643	-	972,561	-	27,629
Total Internal Service Funds	3,033,336	4,228,697	300,000	5,637,413	-	1,924,620
Total All Funds	$ 35,569,963	$ 31,813,592	$ 3,098,817	$ 38,534,274	$ 3,098,817	$ 28,849,280

Note: Enterprise and Internal Service Funds are budgeted on a working-capital basis.

Total Appropriation (excluding transfers)
Fiscal Year Ending June 30, 2021



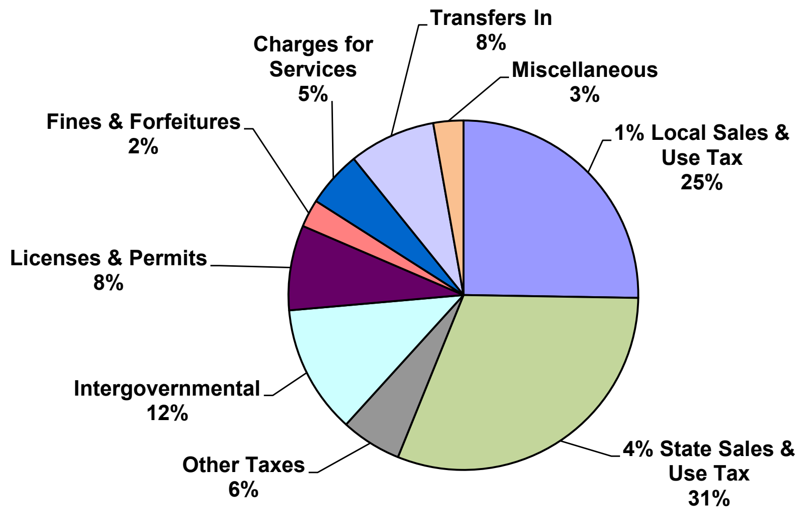
Estimated Ending Fund Balance
At June 30, 2021



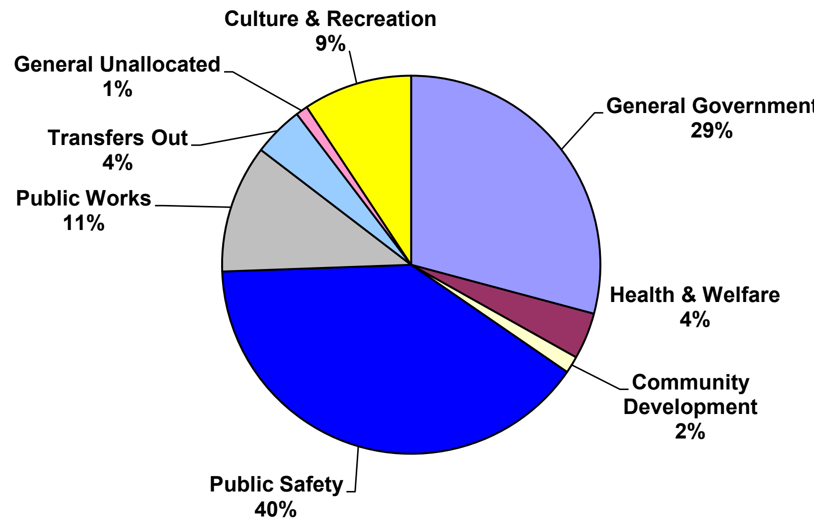
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
REVENUES , EXPENDITURES, & CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Beginning Fund Balance	**$ 7,638,023**	**$ 8,319,698**	**$ 8,675,266**	**$ 8,675,266**	**$ 8,476,269**	**$ 8,476,269**		
Revenues:								
Taxes	7,550,133	7,936,248	6,980,313	7,235,958	8,526,471	3,916,329	(4,610,142)	-45.9%
Licenses & Permits	1,181,412	1,307,330	1,040,192	1,096,388	996,540	996,540	-	-9.1%
Intergovernmental	10,133,436	10,579,101	9,536,487	9,866,762	10,932,497	5,428,311	(5,504,186)	-45.0%
Charges for Services	636,060	622,745	668,406	657,660	658,247	658,247	-	0.1%
Fines & Forfeitures	442,861	476,375	530,000	375,000	490,000	327,500	(162,500)	-12.7%
Miscellaneous Revenue	203,197	408,971	482,166	460,060	406,342	350,479	(55,863)	-23.8%
Total Revenue	**20,147,099**	**21,330,770**	**19,237,564**	**19,691,828**	**22,010,097**	**11,677,406**	(10,332,691)	-40.7%
Transfers In	1,002,680	1,051,926	3,789,299	3,789,299	1,307,161	1,017,181	(289,980)	-73.2%
Total Sources	**21,149,779**	**22,382,696**	**23,026,863**	**23,481,127**	**23,317,258**	**12,694,587**	**(10,622,671)**	-45.9%
Expenditures:								
General Government	4,468,743	4,497,610	5,026,272	5,166,126	6,465,054	5,101,535	(1,363,519)	-1.3%
Public Safety	6,600,893	7,468,088	8,087,576	7,899,972	8,696,311	6,958,795	(1,737,516)	-11.9%
Public Works	2,360,674	2,648,500	2,461,756	2,508,699	2,794,305	1,917,302	(877,003)	-23.6%
Health & Welfare	675,838	699,172	839,583	839,583	852,752	693,087	(159,665)	-17.4%
Community Development	254,636	270,716	285,441	285,441	314,111	256,896	(57,215)	-10.0%
Culture & Recreation	1,089,229	1,215,425	1,708,886	1,708,886	2,052,904	1,630,082	(422,822)	-4.6%
General Unallocated	234,676	185,219	215,512	225,769	273,812	176,491	(97,321)	-21.8%
Total Expenditures	**15,684,689**	**16,984,730**	**18,625,026**	**18,634,476**	**21,449,249**	**16,734,188**	**(4,715,061)**	-10.2%
Transfers Out	4,783,415	5,042,398	4,394,503	5,045,648	4,614,093	747,412	(3,866,681)	-85.2%
Total Uses	**20,468,104**	**22,027,128**	**23,019,529**	**23,680,124**	**26,063,342**	**17,481,600**	**(8,581,742)**	-26.2%
Ending Fund Balance	**$ 8,319,698**	**$ 8,675,266**	**$ 8,682,600**	**$ 8,476,269**	**$ 5,730,185**	**$ 3,689,256**		
Change in Fund Balance	***681,675***	***355,568***	***7,334***	***(198,997)***	***(2,746,084)***	***(4,787,013)***		

General Fund
Revenues and Other Sources



General Fund
Expenditures and Other Uses



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
REVENUES AND OTHER SOURCES

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
General Taxes								
1% Local Sales & Use Tax	$ 6,672,713	$ 7,069,927	$ 6,168,524	$ 6,412,511	$ 7,628,687	$ 3,206,256	$ (4,422,431)	-50.0%
Lodging Tax - General	266,620	282,050	232,373	222,749	299,086	111,375	(187,711)	-50.0%
Franchise Tax-Electric	192,020	172,179	173,720	182,188	182,188	182,188	-	0.0%
Franchise Tax-Gas&Propane	68,343	64,383	60,600	69,520	69,520	69,520	-	0.0%
Franchise Tax-Cable	145,087	134,378	136,350	130,000	128,000	128,000	-	-1.5%
Franchise Tax-Trash	177,193	184,836	185,840	196,990	196,990	196,990	-	0.0%
Franchise Tax-Phone	24,408	26,495	20,200	20,000	20,000	20,000	-	0.0%
Franchise Tax-Recycling	3,749	2,000	2,706	2,000	2,000	2,000	-	0.0%
Total	**7,550,133**	**7,936,248**	**6,980,313**	**7,235,958**	**8,526,471**	**3,916,329**	**(4,610,142)**	**-45.9%**
Licenses & Permits								
Business Licenses	327,207	320,856	320,000	322,368	322,368	322,368	-	0.0%
Liquor Licenses	134,665	138,330	141,000	120,000	120,000	120,000	-	0.0%
Contractor Licenses	75,081	79,415	70,000	80,000	75,000	75,000	-	-6.3%
COQ License Renewal	8,560	7,270	5,500	7,000	6,000	6,000	-	-14.3%
Building Permits	309,548	438,490	300,000	300,000	300,000	300,000	-	0.0%
Special Event Permit	950	675	2,020	1,000	1,000	1,000	-	0.0%
Sign Permits	5,605	4,500	4,000	4,000	4,000	4,000	-	0.0%
Mechanical Permits	8,498	11,080	7,000	7,000	10,000	10,000	-	42.9%
Plumbing Permits	18,980	20,670	11,500	12,000	20,000	20,000	-	66.7%
Development Permits/Fees	78,071	86,125	55,000	90,000	65,000	65,000	-	-27.8%
Grading/Erosion/Demo Permits	4,650	4,000	4,500	3,000	3,500	3,500	-	16.7%
Animal Licenses	4,875	4,748	4,672	4,672	4,672	4,672	-	0.0%
Encroachment Fees	80,761	62,134	-	-	-	-	-	---
Rodeo Contract Fees	123,961	129,037	115,000	145,348	65,000	65,000	-	-55.3%
Total	**1,181,412**	**1,307,330**	**1,040,192**	**1,096,388**	**996,540**	**996,540**	**-**	**-9.1%**
Intergovernmental								
4% State Sales & Use Tax	8,153,991	8,633,557	7,480,976	7,837,648	9,263,314	3,918,825	(5,344,489)	-50.0%
Gasoline Tax	462,917	487,356	520,000	472,735	300,000	300,000	-	-36.5%
Cigarette Tax	24,933	23,563	35,000	21,000	21,000	21,000	-	0.0%
Severance Tax	356,615	356,362	350,000	356,000	178,000	178,000	-	-50.0%
Federal Mineral Royalties	519,831	543,460	500,000	549,000	274,500	274,500	-	-50.0%
Lottery Distribution	40,622	66,251	30,000	31,198	30,000	30,000	-	-3.8%
State/Federal Grants - Police	28,165	38,564	46,250	35,586	43,900	43,900	-	23.4%
Victim Services Grant	131,301	141,531	125,547	142,365	145,000	145,000	-	1.9%
County Reimburse - Joint Depts.	395,061	268,631	428,714	401,230	656,783	517,086	(139,697)	28.9%
Homeland Security Grants	20,000	19,826	20,000	20,000	20,000	-	(20,000)	-100.0%
Total	**10,133,436**	**10,579,101**	**9,536,487**	**9,866,762**	**10,932,497**	**5,428,311**	**(5,504,186)**	**-45.0%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
REVENUES AND OTHER SOURCES (Continued)

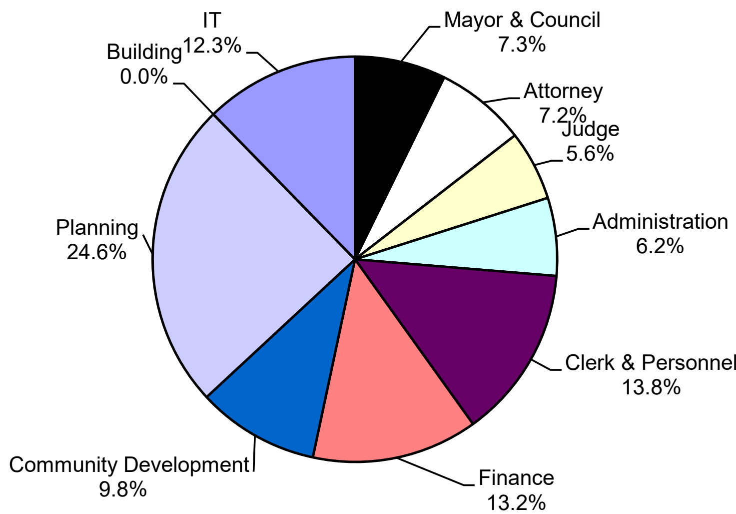
DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Charges for Services								
Alarm Bond Income	3,475	-	5,971	3,150	2,000	2,000	-	-36.5%
Special Police Services - Airport	521,272	502,462	531,000	531,000	545,000	545,000	-	2.6%
Special Police Services - School	65,000	65,000	65,000	65,000	65,000	65,000	-	0.0%
Special Police Services - Other	13,466	15,448	35,875	36,000	15,000	15,000	-	-58.3%
Public Safety Education	250	5,653	1,500	500	1,000	1,000	-	100.0%
VIN Inspections	11,987	13,977	11,000	8,950	12,187	12,187	-	36.2%
Plan Review Fees	18,400	16,525	15,000	10,000	15,000	15,000	-	50.0%
Cemetery Fees	2,210	3,680	3,060	3,060	3,060	3,060	-	0.0%
Total	**636,060**	**622,745**	**668,406**	**657,660**	**658,247**	**658,247**	**-**	**0.1%**
Fines & Forfeitures								
Parking Tickets	270,039	293,135	375,000	200,000	325,000	162,500	(162,500)	-18.8%
Summons & Complaints	172,822	183,240	155,000	175,000	165,000	165,000	-	-5.7%
Court Bonds/Alarm Bonds	-	-	-	-	-	-	-	---
Total	**442,861**	**476,375**	**530,000**	**375,000**	**490,000**	**327,500**	**(162,500)**	**-12.7%**
Miscellaneous								
Interest Earnings	79,856	229,790	145,900	149,350	145,900	145,900	-	-2.3%
Animal Shelter Fees	10,038	9,581	13,500	10,000	16,775	16,775	-	67.8%
Parking Garage Lease	26,200	86,420	115,690	107,465	61,921	61,921	-	-42.4%
Snow King Center Rents	26,298	22,294	79,675	76,675	76,675	38,338	(38,337)	-50.0%
Vertical Harvest	-	-	35,052	35,052	35,052	17,526	(17,526)	-50.0%
Cell Phone Lease - Fairgrounds	26,693	28,936	26,500	26,500	26,500	26,500	-	0.0%
DUI Impact Panel	4,165	5,250	4,500	4,500	5,016	5,016	-	11.5%
Miscellaneous Revenue	29,947	26,700	61,349	50,518	38,503	38,503	-	-23.8%
Total	**203,197**	**408,971**	**482,166**	**460,060**	**406,342**	**350,479**	**(55,863)**	**-23.8%**
Transfers In								
Animal Care	31,613	26,099	116,000	116,000	35,000	35,000	-	-69.8%
Utility Funds	919,164	971,962	1,252,724	1,252,724	1,176,460	901,780	(274,680)	-28.0%
START Fund	51,903	53,865	101,230	101,230	95,701	80,401	(15,300)	-20.6%
Central Equipmen	-	-	200,000	200,000	-	-	-	-100.0%
Employee Housing	-	-	112,026	112,026	-	-	-	-100.0%
Employee Insuranc	-	-	450,000	450,000	-	-	-	-100.0%
Vertical Harvest	-	-	24,693	24,693	-	-	-	-100.0%
Snow King	-	-	48,822	48,822	-	-	-	-100.0%
2016 SPET	-	-	1,483,804	1,483,804	-	-	-	-100.0%
Total	**1,002,680**	**1,051,926**	**3,789,299**	**3,789,299**	**1,307,161**	**1,017,181**	**(289,980)**	**-73.2%**
Total General Fund	**$21,149,779**	**$22,382,696**	**$23,026,863**	**$23,481,127**	**$23,317,258**	**$12,694,587**	**$(10,622,671)**	**-45.9%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
EXPENDITURES BY FUNCTION AND DEPARTMENT

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
General Government	**$ 4,468,743**	**$ 4,497,610**	**$ 5,026,272**	**$ 5,166,126**	**$ 6,465,054**	**$ 5,101,535**	**$ (1,363,520)**	**-1.3%**
Mayor & Town Council	289,473	316,675	357,838	358,032	483,611	324,927	(158,684)	-9.2%
Town Attorney	426,650	582,361	429,106	453,325	334,961	322,923	(12,039)	-28.8%
Municipal Judge	245,675	233,620	259,339	259,443	258,129	248,021	(10,108)	-4.4%
Administration	316,770	260,375	593,076	600,245	323,094	278,223	(44,871)	-53.6%
Town Clerk & Personnel	583,496	639,856	640,154	640,300	688,200	613,896	(74,304)	-4.1%
Finance	540,368	578,610	617,953	618,605	614,421	590,597	(23,824)	-4.5%
Community Development	-	-	-	-	718,801	435,472	(283,329)	---
Information Technology	490,084	513,557	538,182	538,182	745,750	549,477	(196,273)	2.1%
Planning	1,004,472	818,306	1,028,108	1,030,774	1,625,682	1,095,849	(529,833)	6.3%
Town Facilities	571,755	554,250	562,516	667,220	672,405	642,150	(30,255)	-3.8%
Public Safety	**6,600,893**	**7,468,088**	**8,087,576**	**7,899,972**	**8,696,311**	**6,958,795**	**(1,737,514)**	**-11.9%**
Police	4,117,979	4,526,759	4,880,683	4,915,259	4,869,304	4,168,117	(701,186)	-15.2%
Fire/EMS (County)	1,398,322	1,707,904	1,782,914	1,782,914	2,007,984	1,559,273	(448,711)	-12.5%
Communications Center (County)	240,450	312,310	475,000	250,000	852,666	335,000	(517,666)	34.0%
Victim Services	225,773	289,402	304,040	304,040	299,066	283,211	(15,855)	-6.9%
Animal Shelter/Control	257,317	238,688	263,402	266,222	273,819	253,863	(19,956)	-4.6%
Building Inspections	361,052	393,025	381,537	381,537	393,472	359,331	(34,140)	-5.8%
Public Works	**2,360,674**	**2,648,500**	**2,461,756**	**2,508,699**	**2,794,305**	**1,917,302**	**(877,002)**	**-23.6%**
Public Works Adminstration	249,572	233,011	328,885	329,121	312,220	301,369	(10,851)	-8.4%
Streets	1,682,606	1,943,289	1,614,171	1,637,803	1,841,366	1,198,442	(642,924)	-26.8%
Engineering	391,811	437,127	476,775	497,566	591,368	387,294	(204,073)	-22.2%
Yard Operations	36,685	35,073	41,925	44,209	49,351	30,197	(19,154)	-31.7%
Health & Welfare	**675,838**	**699,172**	**839,583**	**839,583**	**852,752**	**693,087**	**(159,665)**	**-17.4%**
Social Services	675,838	699,172	839,583	839,583	852,752	693,087	(159,665)	-17.4%
Community Initiatives	**254,636**	**270,716**	**285,441**	**285,441**	**314,111**	**256,896**	**(57,215)**	**-10.0%**
Community Inititatives	254,636	270,716	285,441	285,441	314,111	256,896	(57,215)	-10.0%
Culture & Recreation	**1,089,229**	**1,215,425**	**1,708,886**	**1,708,886**	**2,052,904**	**1,630,082**	**(422,820)**	**-4.6%**
Parks & Recreation (County)	1,071,839	1,202,170	1,596,822	1,596,822	1,936,568	1,524,340	(412,228)	-4.5%
Pathways	-	-	96,639	96,639	98,446	90,478	(7,968)	-6.4%
Memorial Park (Cemetery)	17,390	13,255	15,425	15,425	17,890	15,264	(2,624)	-1.0%
General Unallocated	**234,676**	**185,219**	**215,512**	**225,769**	**273,812**	**176,491**	**(97,321)**	**-21.8%**
Town-Wide Services	234,676	185,219	215,512	225,769	273,812	176,491	(97,321)	-21.8%
Total Expenditures	**$ 15,684,689**	**$ 16,984,730**	**$ 18,625,026**	**$ 18,634,476**	**$ 21,449,249**	**16,734,188**	**(4,715,057)**	**-10.20%**

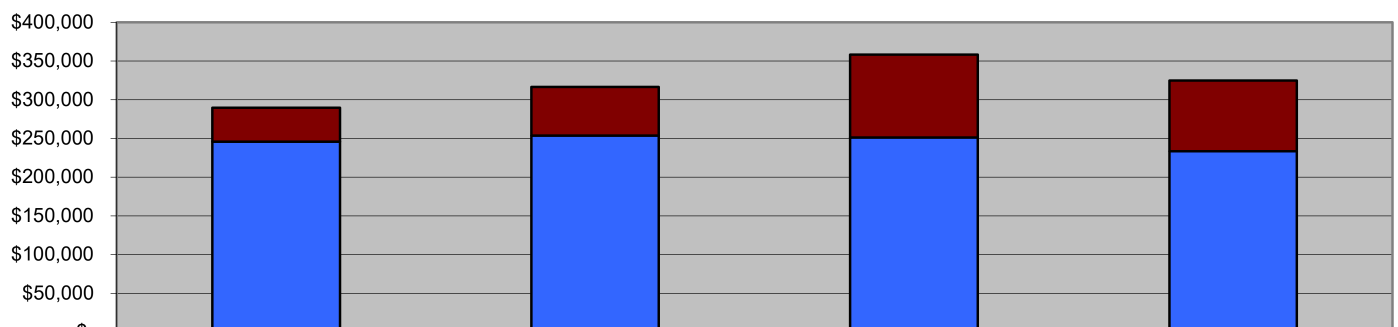
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL GOVERNMENT

DIVISIONS WITHIN GENERAL GOVERNMENT	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Mayor & Town Council	$ 289,473	$ 316,675	$ 357,838	$ 358,032	$ 483,611	$ 324,927	$ (158,684)	-9.2%
Town Attorney	426,650	582,361	429,106	453,325	334,961	322,923	(12,038)	-28.8%
Municipal Judge	245,675	233,620	259,339	259,443	258,129	248,021	(10,108)	-4.4%
Administration	316,770	260,375	593,076	600,245	323,094	278,223	(44,871)	-53.6%
Town Clerk & Personnel	583,496	639,856	640,154	640,300	688,200	613,896	(74,304)	-4.1%
Finance	540,368	578,610	617,953	618,605	614,421	590,597	(23,824)	-4.5%
Community Development	-	-	-	-	718,801	435,472	(283,329)	---
Information Technology	490,084	513,557	538,182	538,182	745,750	549,477	(196,273)	2.1%
Planning	1,004,472	818,306	1,028,108	1,030,774	1,625,682	1,095,849	(529,833)	6.3%
Town Hall Building	166,408	178,420	171,568	147,982	-	-	-	-100.0%
Total General Government	**$ 4,063,396**	**$ 4,121,779**	**$ 4,635,324**	**$ 4,646,888**	**$ 5,792,649**	**$ 4,459,385**	**$ (1,333,264)**	-13.4%



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
MAYOR & TOWN COUNCIL

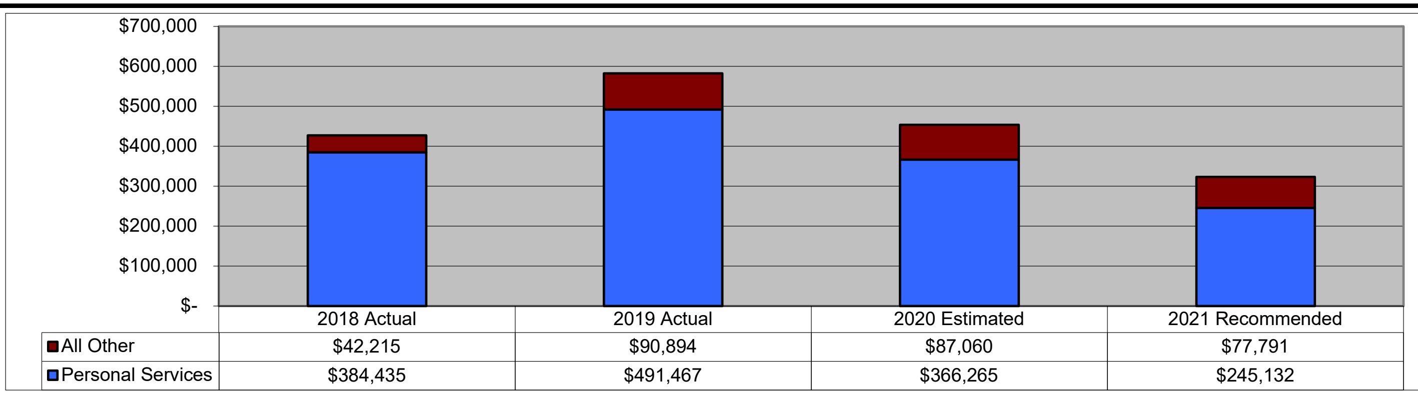
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 130,000	$ 134,167	$ 130,000	$ 130,000	$ 130,000	$ 130,000	$ -	0.0%
FICA & Medicare	8,953	9,156	9,945	9,945	9,945	9,945	-	0.0%
Health Insurance	86,305	87,167	86,297	86,297	95,701	69,063	(26,638)	-20.0%
Vision Insurance	665	949	889	889	949	949	-	6.7%
Dental Insurance	4,280	4,280	3,884	3,884	3,233	3,233	-	-16.8%
Wyoming Retirement	15,334	17,635	19,916	19,916	19,916	19,916	-	0.0%
Disability/Life Insurance	361	332	292	292	292	292	-	0.0%
General/Office Supplies	107	250	500	500	500	100	(400)	-80.0%
Printing & Publication	-	430	500	500	500	100	(400)	-80.0%
Dues & Subscriptions	210	74	500	694	300	200	(100)	-71.2%
Professional Services	-	3,539	4,450	4,450	103,200	25,000	(78,200)	461.8%
Litigation	-	-	41,342	41,342	5,000	5,000	-	-87.9%
Training, Travel, & Meetings	13,762	31,655	25,000	25,000	81,000	25,000	(56,000)	0.0%
IT Services	28,463	25,836	33,149	33,149	31,931	34,879	2,948	5.2%
Liability Insurance	1,033	1,204	1,174	1,174	1,144	1,250	106	6.5%
Total Mayor & Town Council	**$ 289,473**	**$ 316,675**	**$ 357,838**	**$ 358,032**	**$ 483,611**	**$ 324,927**	**$ (158,684)**	**-9.2%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$43,575	$62,989	$106,809	$91,529
Personal Services	$245,898	$253,686	$251,223	$233,398

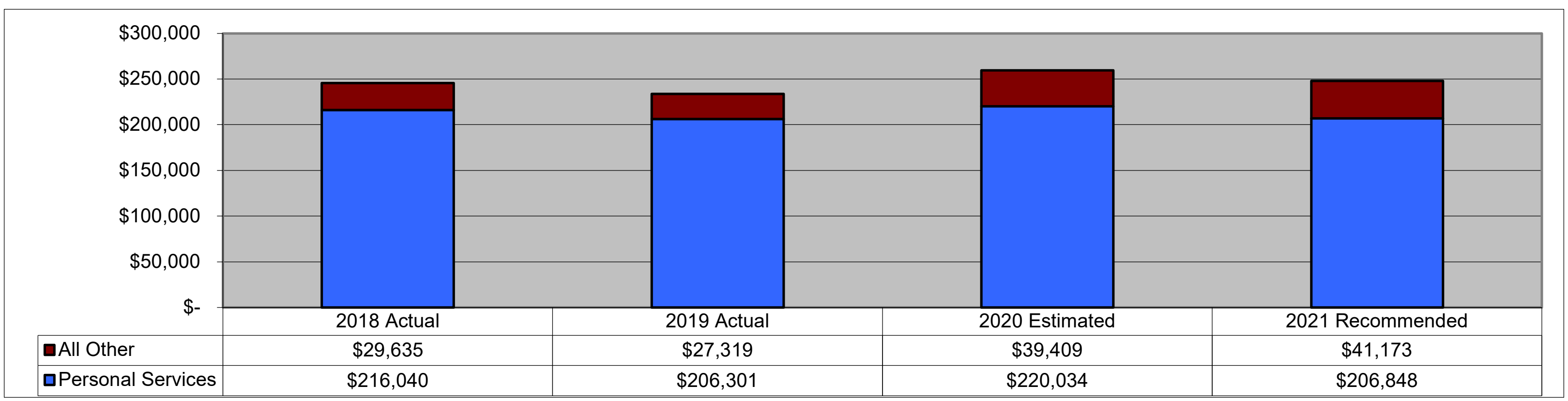
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
TOWN ATTORNEY

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 265,904	$ 369,376	$ 251,818	$ 251,818	$ 179,268	$ 179,268	$ -	-28.8%
Salaries and Wages - Part-Time	5,952	1,944	2,410	2,410	4,200	4,200	-	74.3%
Buyout - Compensated Absences	4,020	4,871	3,517	3,517	2,586	2,068	(518)	-41.2%
Overtime	600	-	-	-	-	-	-	---
FICA & Medicare	19,171	24,239	19,717	19,717	14,233	14,194	(39)	-28.0%
Health Insurance	41,891	42,309	41,887	41,887	19,092	13,777	(5,315)	-67.1%
Vision Insurance	451	464	464	464	200	200	-	-56.9%
Dental Insurance	1,916	1,916	1,916	1,916	561	561	-	-70.7%
Wyoming Retirement	37,906	39,960	38,167	38,167	27,326	27,326	-	-28.4%
Workers' Compensation	4,034	4,026	3,790	3,790	2,094	2,087	(7)	-44.9%
State Unemployment	537	325	558	558	211	211	-	-62.2%
Disability/Life Insurance	2,054	2,037	2,021	2,021	1,240	1,240	-	-38.6%
General/Office Supplies	1,020	455	700	700	700	351	(349)	-50.0%
Small Tools & Equipment <$10K	-	112	250	250	250	-	(250)	-100.0%
Dues & Subscriptions	1,103	1,437	1,187	1,187	1,025	900	(125)	-24.2%
Professional Services	12,984	54,875	12,000	36,219	44,250	50,000	5,750	38.0%
Litigation	-	-	10,000	10,000	10,000	-	(10,000)	-100.0%
Training, Travel, & Meetings	3,120	7,040	2,000	2,000	7,000	5,500	(1,500)	175.0%
Books & Publications	8,866	10,198	10,210	10,210	6,540	6,540	-	-35.9%
IT Services	13,023	14,037	23,754	23,754	12,571	12,737	166	-46.4%
Liability Insurance	2,100	2,741	2,740	2,740	1,614	1,763	149	-35.7%
Total Town Attorney	**$ 426,650**	**$ 582,361**	**$ 429,106**	**$ 453,325**	**$ 334,961**	**$ 322,923**	**$ (12,038)**	-28.8%



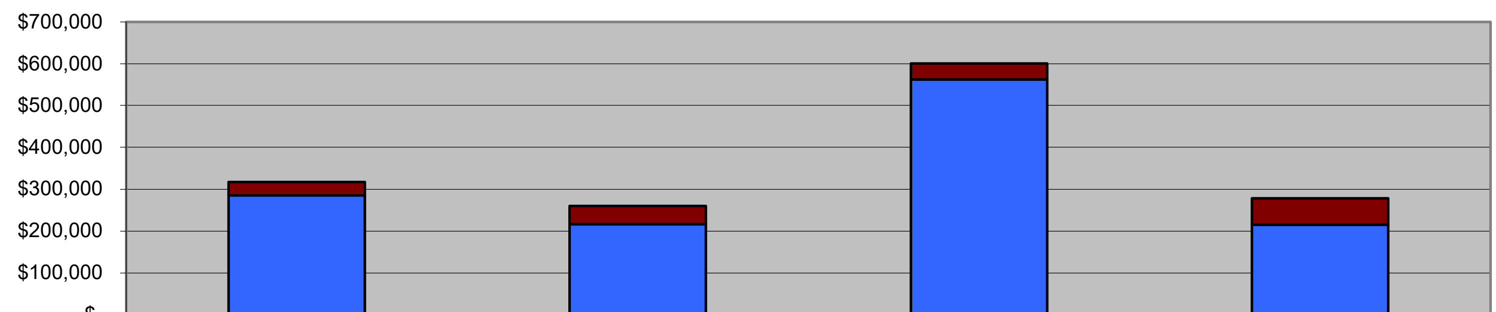
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
MUNICIPAL JUDGE

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 129,511	$ 135,493	$ 143,930	$ 143,930	$ 142,872	$ 142,872	$ -	-0.7%
Buyout - Compensated Absences	851	-	1,661	1,661	2,061	1,649	(412)	-0.7%
FICA & Medicare	9,438	9,721	11,137	11,137	11,087	11,056	(31)	-0.7%
Health Insurance	52,484	37,339	36,967	36,967	35,858	25,877	(9,981)	-30.0%
Vision Insurance	592	414	414	414	414	414	-	0.0%
Dental Insurance	2,643	1,729	1,729	1,729	1,437	1,437	-	-16.9%
Wyoming Retirement	18,396	19,753	21,710	21,710	21,612	21,612	-	-0.5%
Workers' Compensation	372	274	453	453	288	287	(1)	-36.6%
State Unemployment	428	199	451	451	264	264	-	-41.5%
Disability/Life Insurance	1,325	1,380	1,582	1,582	1,380	1,380	-	-12.8%
General/Office Supplies	779	140	450	554	450	450	-	-18.8%
Jury Expenditures	-	55	600	600	1,500	1,500	-	150.0%
Professional Services	2,676	2,796	3,000	3,000	3,000	3,000	-	0.0%
Public Defender	1,650	585	2,000	2,000	2,000	2,000	-	0.0%
Training, Travel, & Meetings	1,182	795	1,600	1,600	1,600	1,600	-	0.0%
Books & Publications	4,860	4,304	4,600	4,600	4,600	4,600	-	0.0%
IT Services	17,386	17,357	25,761	25,761	26,449	26,650	201	3.5%
Liability Insurance	1,102	1,287	1,294	1,294	1,257	1,373	116	6.1%
Total Municipal Judge	**$ 245,675**	**$ 233,620**	**$ 259,339**	**$ 259,443**	**$ 258,129**	**$ 248,021**	**$ (10,108)**	**-4.4%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
ADMINISTRATION

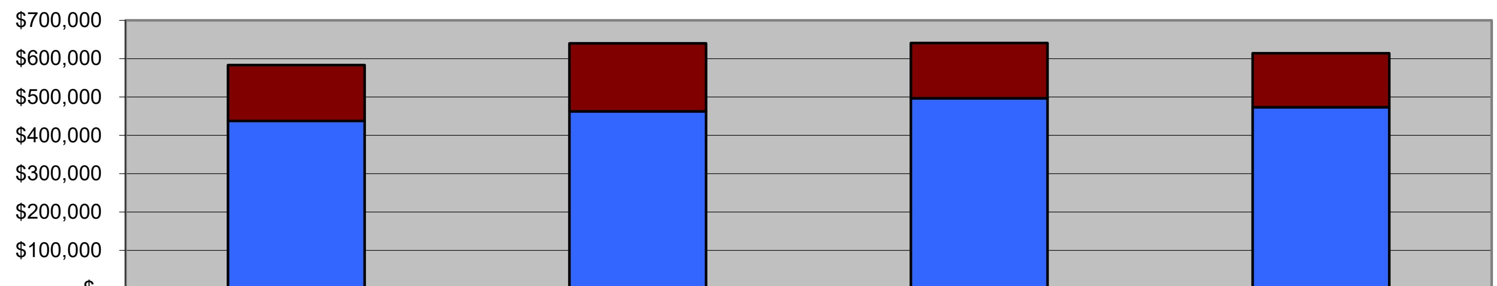
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 209,977	$ 152,738	$ 384,389	$ 384,389	$ 157,426	$ 157,426	$ -	-59.0%
Buyout - Compensated Absences	6,221	3,157	5,990	5,990	3,027	1,816	(1,211)	-69.7%
FICA & Medicare	12,179	10,733	29,863	29,863	12,275	12,182	(93)	-59.2%
Health Insurance	22,207	22,429	66,615	66,615	21,539	15,544	(5,995)	-76.7%
Vision Insurance	256	264	792	792	264	264	-	-66.7%
Dental Insurance	801	801	2,769	2,769	876	876	-	-68.4%
Wyoming Retirement	29,115	22,306	58,246	58,246	23,980	23,980	-	-58.8%
Workers' Compensation	4,031	2,939	10,799	10,799	2,389	2,371	(18)	-78.0%
State Unemployment	163	140	541	541	106	106	-	-80.4%
Disability/Life Insurance	832	832	2,362	2,362	835	835	-	-64.6%
General/Office Supplies	895	57	3,300	3,300	10,300	1,000	(9,300)	-69.7%
Dues & Subscriptions	2,337	1,480	1,600	1,600	2,100	2,100	-	31.3%
Professional Services	-	17,160	5,000	10,516	55,000	30,000	(25,000)	185.3%
Training, Travel, & Meetings	15,144	13,257	6,000	7,509	15,500	12,500	(3,000)	66.5%
IT Services	8,351	5,716	5,998	5,998	6,092	5,710	(382)	-4.8%
Liability Insurance	1,538	1,416	3,312	3,456	1,385	1,513	128	-56.2%
Contingency	2,723	4,950	5,500	5,500	10,000	10,000	-	81.8%
Total Administration	**$ 316,770**	**$ 260,375**	**$ 593,076**	**$ 600,245**	**$ 323,094**	**$ 278,223**	**$ (44,871)**	**-53.6%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$30,988	$44,036	$37,879	$62,823
Personal Services	$285,782	$216,339	$562,366	$215,400

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
TOWN CLERK & PERSONNEL

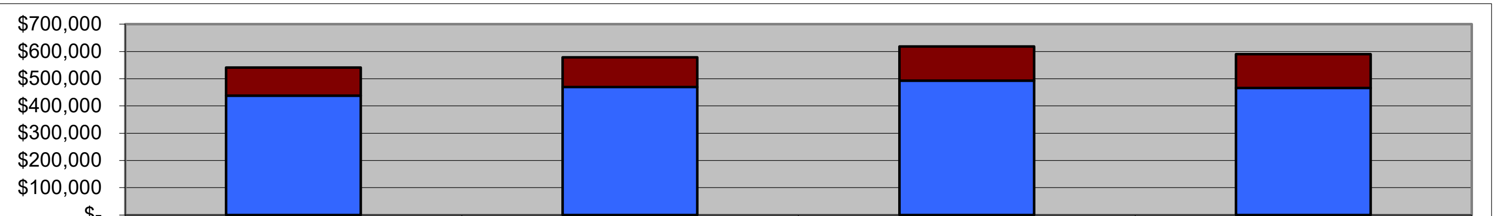
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 288,734	$ 300,401	$ 315,690	$ 315,690	$ 315,690	$ 315,690	$ -	0.0%
Salaries & Wages - Part-Time	-	-	10,150	10,150	20,280	20,280	-	99.8%
Buyout - Compensated Absences	4,659	4,873	3,642	3,642	4,553	3,643	(910)	0.0%
FICA & Medicare	20,500	21,181	25,205	25,205	26,050	25,980	(70)	3.1%
Health Insurance	71,542	82,987	82,159	82,159	68,924	49,739	(19,185)	-39.5%
Vision Insurance	620	701	701	701	620	620	-	-11.6%
Dental Insurance	3,324	3,697	3,697	3,697	2,473	2,473	-	-33.1%
Wyoming Retirement	40,674	43,857	47,105	47,105	48,930	48,930	-	3.9%
Workers' Compensation	820	618	787	787	1,673	1,671	(2)	112.3%
State Unemployment	640	398	848	848	472	472	-	-44.3%
Disability/Life Insurance	2,254	2,242	2,525	2,525	2,404	2,404	-	-4.8%
General/Office Supplies	2,513	1,827	3,700	3,700	1,200	1,000	(200)	-73.0%
Small Tools & Equipment <$10K	795	15	350	350	350	350	-	0.0%
Printing & Publication	39,937	70,286	55,000	55,000	75,000	61,900	(13,100)	12.5%
Dues & Subscriptions	7,169	6,904	7,500	7,500	9,000	9,000	-	20.0%
Training, Travel, & Meetings	7,386	11,768	8,550	8,550	12,550	4,550	(8,000)	-46.8%
Employee Recruitment	42,579	42,682	28,000	28,000	41,000	20,000	(21,000)	-28.6%
Employee Recognition Program	14,625	9,962	5,100	5,100	10,100	2,100	(8,000)	-58.8%
IT Services	32,443	32,664	36,009	36,155	43,975	39,865	(4,110)	10.3%
Liability Insurance	2,282	2,793	3,436	3,436	2,956	3,229	273	-6.0%
Total Town Clerk & Personnel	**$ 583,496**	**$ 639,856**	**$ 640,154**	**$ 640,300**	**$ 688,200**	**$ 613,896**	**$ (74,304)**	**-4.1%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$146,421	$177,059	$143,741	$140,644
Personal Services	$437,075	$462,797	$496,559	$473,252

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
FINANCE

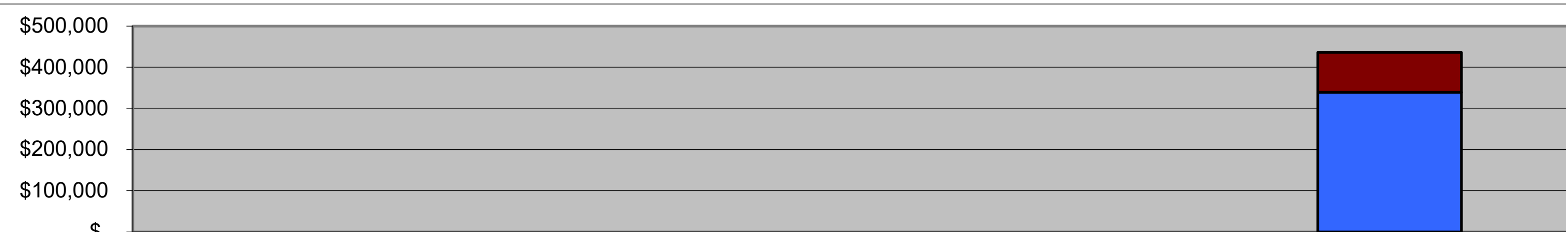
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 288,319	$ 308,060	$ 324,613	$ 324,613	$ 323,399	$ 323,399	$ -	-0.4%
Buyout - Compensated Absences	3,574	4,433	3,746	3,746	4,664	3,732	(932)	-0.4%
Overtime	-	-	-	-	500	-	(500)	---
FICA & Medicare	21,137	22,420	25,119	25,119	25,135	25,064	(71)	-0.2%
Health Insurance	75,774	81,471	80,657	80,657	78,238	56,460	(21,778)	-30.0%
Vision Insurance	658	708	708	708	708	708	-	0.0%
Dental Insurance	3,117	3,400	3,400	3,400	2,818	2,818	-	-17.1%
Wyoming Retirement	41,187	44,992	49,611	49,611	49,551	49,551	-	-0.1%
Workers' Compensation	833	633	1,030	1,030	836	834	(2)	-19.0%
State Unemployment	689	455	730	730	428	428	-	-41.4%
Disability/Life Insurance	2,903	2,943	3,674	3,674	2,782	2,782	-	-24.3%
General/Office Supplies	1,683	1,583	1,500	1,500	1,545	1,295	(250)	-13.7%
Printing & Publication	435	512	600	600	600	600	-	0.0%
Dues & Subscriptions	280	150	415	415	335	335	-	-19.3%
Professional Services	2,056	1,415	2,000	2,000	2,000	1,000	(1,000)	-50.0%
Auditing Services	49,500	54,500	62,000	62,000	60,000	60,000	-	-3.2%
Banking Fees	3,595	4,728	4,500	4,500	4,750	4,750	-	5.6%
Credit Card Fees	10,131	12,407	15,000	15,000	15,000	15,000	-	0.0%
Training, Travel, & Meetings	494	50	250	250	2,000	500	(1,500)	100.0%
IT Services	30,414	30,238	35,529	35,529	36,287	37,232	945	4.8%
Liability Insurance	3,589	3,511	2,871	3,523	2,845	4,109	1,264	16.6%
Total Finance	**$ 540,368**	**$ 578,610**	**$ 617,953**	**$ 618,605**	**$ 614,421**	**$ 590,597**	**$ (23,824)**	**-4.5%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$102,177	$109,095	$125,317	$124,821
Personal Services	$438,191	$469,515	$493,288	$465,776

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
COMMUNITY DEVELOPMENT

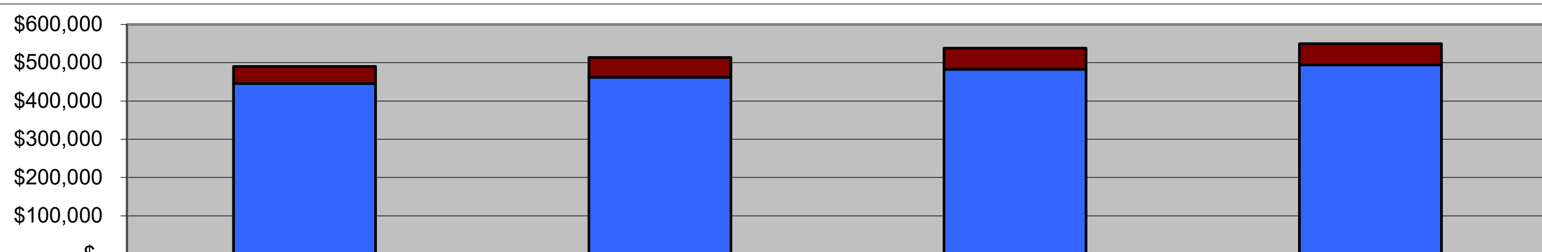
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ -	$ -	$ -	$ -	$ 241,013	$ 241,013	$ -	---
Buyout - Compensated Absences	-	-	-	-	3,476	2,781	(695)	---
FICA & Medicare	-	-	-	-	18,703	18,650	(53)	---
Health Insurance	-	-	-	-	43,078	31,087	(11,991)	---
Vision Insurance	-	-	-	-	528	528	-	---
Dental Insurance	-	-	-	-	1,752	1,752	-	---
Wyoming Retirement	-	-	-	-	36,647	36,647	-	---
Workers' Compensation	-	-	-	-	3,896	3,886	(10)	---
State Unemployment	-	-	-	-	211	211	-	---
Disability/Life Insurance	-	-	-	-	1,670	1,670	-	---
General/Office Supplies	-	-	-	-	2,000	1,000	(1,000)	---
Printing & Publication	-	-	-	-	40,000	40,000	-	---
Dues & Subscriptions	-	-	-	-	2,000	2,000	-	---
Professional Services	-	-	-	-	300,000	30,000	(270,000)	---
Training, Travel, & Meetings	-	-	-	-	11,000	11,000	-	---
IT Services	-	-	-	-	10,707	10,930	223	---
Liability Insurance	-	-	-	-	2,120	2,317	197	---
Total Community Development	**$ -**	**$ -**	**$ -**	**$ -**	**$ 718,801**	**$ 435,472**	**$ (283,329)**	**---**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$-	$-	$-	$96,247
Personal Services	$-	$-	$-	$339,225

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
INFORMATION TECHNOLOGY

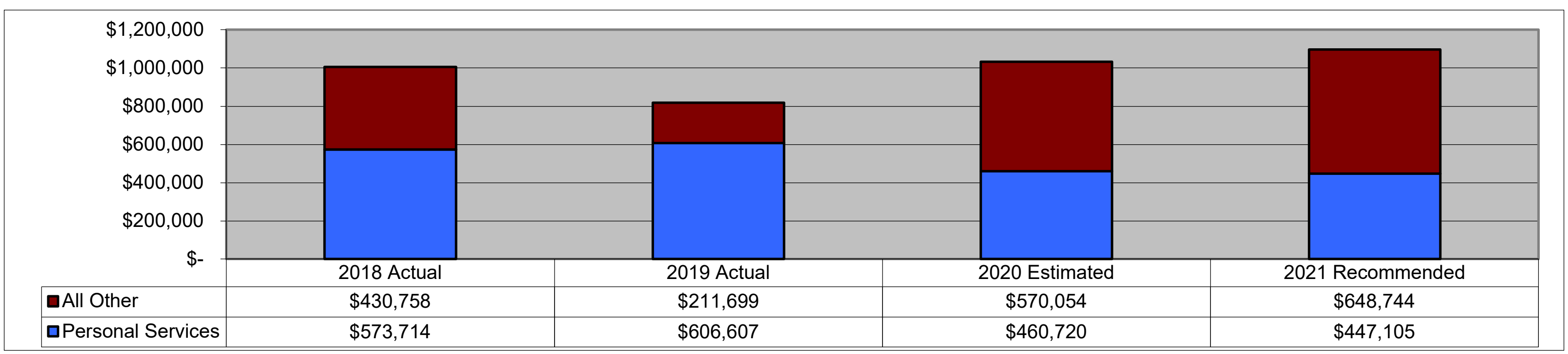
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 314,051	$ 327,330	$ 339,972	$ 339,972	$ 454,547	$ 351,863	$ (102,684)	3.5%
Buyout - Compensated Absences	5,988	5,454	5,230	5,230	8,741	4,060	(4,681)	-22.4%
FICA & Medicare	24,203	25,167	26,408	26,408	35,442	27,228	(8,214)	3.1%
Health Insurance	45,373	45,826	45,369	45,369	88,309	48,185	(40,124)	6.2%
Vision Insurance	507	523	523	523	927	663	(264)	26.8%
Dental Insurance	2,243	2,617	2,617	2,617	3,178	2,302	(876)	-12.0%
Wyoming Retirement	43,098	46,046	49,250	49,250	62,914	51,304	(11,610)	4.2%
Workers' Compensation	7,031	5,800	9,357	9,357	7,405	5,416	(1,989)	-42.1%
State Unemployment	587	448	649	649	591	380	(211)	-41.4%
Disability/Life Insurance	2,620	2,620	2,819	2,819	3,563	2,660	(903)	-5.6%
Dues & Subscriptions	205	223	250	250	250	-	(250)	-100.0%
Repair & Maint - Shop Parts	573	90	523	523	526	526	-	0.6%
Repair & Maint - Shop Labor	240	211	680	680	340	340	-	-50.0%
Petroleum Products	1,579	334	449	449	399	399	-	-11.1%
Training, Travel, & Meetings	10,178	19,040	19,000	19,000	23,750	14,500	(9,250)	-23.7%
IT Services	29,112	28,771	32,030	32,030	50,985	36,269	(14,716)	13.2%
Liability Insurance	2,496	3,058	3,056	3,056	3,883	3,382	(501)	10.7%
Total Information Technology	**$ 490,084**	**$ 513,557**	**$ 538,182**	**$ 538,182**	**$ 745,750**	**$ 549,477**	**$ (196,273)**	**2.1%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$44,383	$51,727	$55,988	$55,416
Personal Services	$445,701	$461,830	$482,194	$494,061

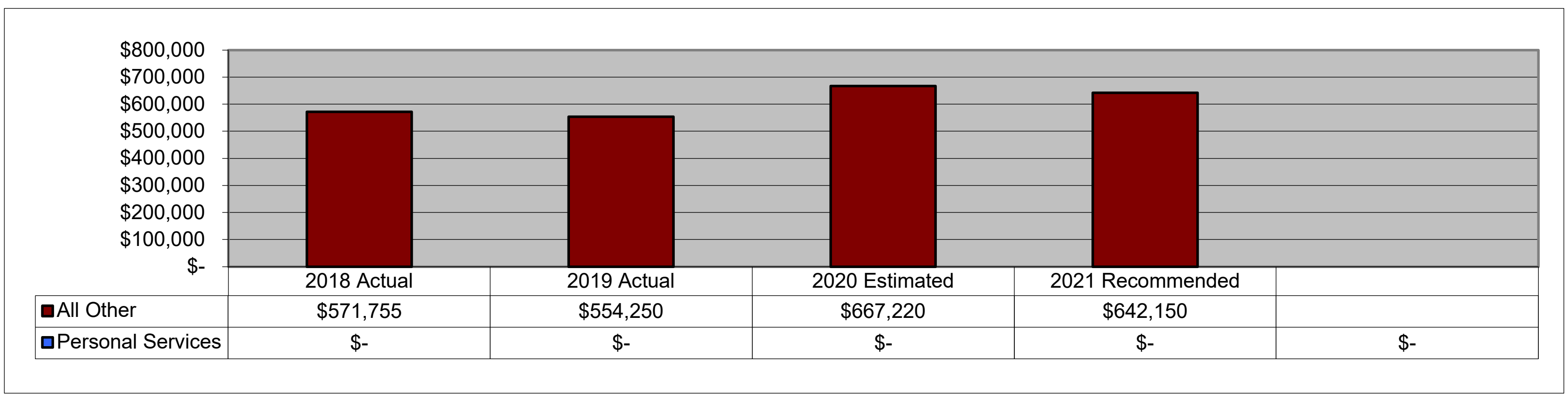
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
PLANNING

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 386,961	$ 416,981	$ 315,898	$ 315,898	$ 315,248	$ 315,248	$ -	-0.2%
Salaries & Wages - Part Time	6,090	-	1,100	1,100	-	-	-	-100.0%
Buyout - Compensated Absences	5,920	6,608	4,860	4,860	6,062	3,637	(2,425)	-25.2%
FICA & Medicare	29,395	30,999	24,622	24,622	24,580	24,395	(185)	-0.9%
Health Insurance	76,401	77,163	54,188	54,188	64,556	46,587	(185)	-14.0%
Vision Insurance	887	854	590	590	650	650	-	10.2%
Dental Insurance	3,640	3,551	2,383	2,383	1,998	1,998	-	-16.2%
Wyoming Retirement	54,784	60,751	47,658	47,658	47,744	47,744	-	0.2%
Workers Compensation	6,055	6,410	6,486	6,486	3,672	3,635	(37)	-44.0%
State Unemployment Tax	1,114	595	774	774	449	449	-	-42.0%
Disability/Life Insurance	2,467	2,694	2,161	2,161	2,762	2,762	-	27.8%
General/Office Supplies	2,258	818	2,650	2,650	5,150	2,027	(3,123)	-23.5%
Printing & Publication	12,967	4,642	3,500	3,500	8,000	2,000	(6,000)	-42.9%
Dues & Subscriptions	1,587	4,428	1,650	1,650	3,000	2,000	(1,000)	21.2%
Professional Services	361,789	155,568	496,090	496,090	1,055,000	570,500	(484,500)	15.0%
Litigation	-	-	-	-	5,000	5,000	-	---
Training, Travel, & Meetings	11,226	5,190	8,900	11,566	11,500	3,000	(8,500)	-74.1%
Travel & Meetings (Board)	63	-	-	-	6,000	-	(6,000)	---
Public Workshops	4,135	-	-	-	3,000	-	(3,000)	---
IT Services	33,427	37,092	50,741	50,741	58,538	61,187	2,649	20.6%
Liability Insurance	3,306	3,961	3,857	3,857	2,773	3,030	257	-21.4%
Total Planning	**$ 1,004,472**	**$ 818,306**	**$ 1,028,108**	**$ 1,030,774**	**$ 1,625,682**	**$ 1,095,849**	**$ (529,833)**	**6.3%**



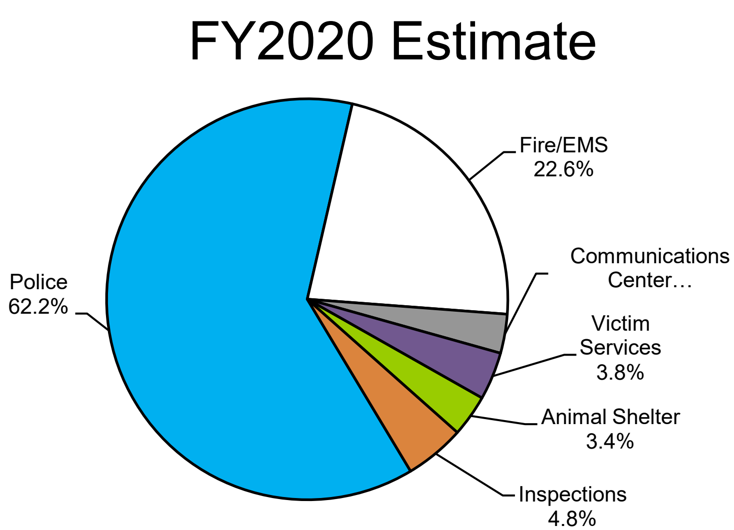
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
TOWN FACILITIES

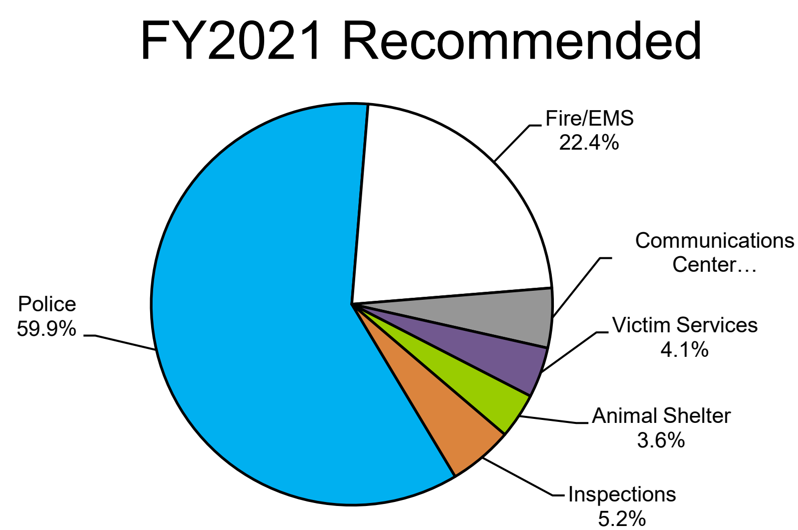
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Town Hall	$ 166,407	$ 178,420	$ 144,313	$ 147,982	$ 199,360	$ 199,360	$ -	34.7%
155 Pearl St	-	-	28,100	62,560	55,431	55,443	12	-11.4%
PW Yard	131,545	101,621	160,906	167,804	121,889	121,889	-	-27.4%
Parks Maintenance Building	-	-	27,255	27,255	55,320	55,320	-	103.0%
Vertical Harvest	-	-	6,700	6,700	14,418	14,418	-	115.2%
Snow King Sports & Events Center	98,386	63,521	111,878	111,878	73,921	66,821	(7,100)	-40.3%
Parking Garage	82,869	132,536	41,375	75,714	60,180	45,486	(14,694)	-39.9%
Recreation Center	-	-	-	-	20,369	20,369	-	---
Public Amenities	92,548	78,152						
Home Ranch Restrooms			27,718	43,766	49,293	43,786	(5,507)	0.0%
Deloney Restrooms			12,674	20,741	17,640	15,098	(2,542)	-27.2%
Miller Park Restrooms			1,597	2,820	4,584	4,160	(424)	47.5%
Facilities	**$ 571,755**	**$ 554,250**	**$ 562,516**	**$ 667,220**	**$ 672,405**	**$ 642,150**	**$ (30,255)**	**-3.8%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PUBLIC SAFETY

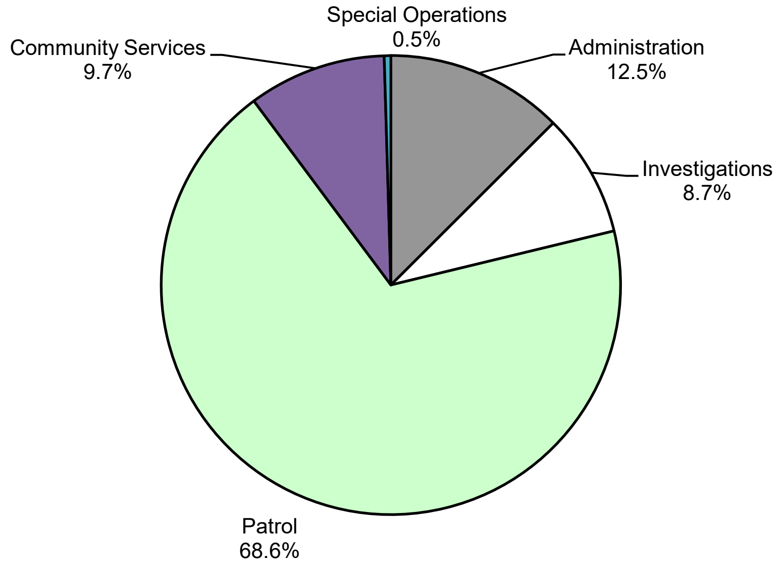
DEPARTMENTS WITHIN PUBLIC SAFETY	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Police (Consolidated)	$ 4,117,979	$ 4,526,759	$ 4,880,683	$ 4,915,259	$ 4,869,304	$ 4,168,117	$ (701,187)	-15.2%
Fire/EMS (County)	1,398,322	1,707,904	1,782,914	1,782,914	2,007,984	1,559,273	(448,711)	-12.5%
Communications Center (County)	240,450	312,310	475,000	250,000	852,666	335,000	(517,666)	34.0%
Victim Services	225,773	289,402	304,040	304,040	299,066	283,211	(15,855)	-6.9%
Animal Shelter/Control	257,317	238,688	263,402	266,222	273,819	253,863	(19,956)	-4.6%
Building Inspections	361,052	393,025	381,537	381,537	393,472	359,331	(34,141)	-5.8%
Total Public Safety	**$ 6,600,893**	**$ 7,468,089**	**$ 8,087,576**	**$ 7,899,972**	**$ 8,696,311**	**$ 6,958,795**	**$ (1,737,516)**	**-11.9%**





TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
POLICE DIVISIONS

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Administration	$ 516,636	$ 555,451	$ 575,437	$ 580,138	$ 578,795	$ 521,073	$ (57,722)	-10.2%
Investigations	367,512	414,662	411,948	411,948	391,949	362,284	(29,665)	-12.1%
Patrol	2,731,966	3,052,579	3,305,928	3,333,019	3,328,430	2,860,150	(468,280)	-14.2%
Community Service	486,377	481,362	571,196	571,371	547,186	405,216	(141,970)	-29.1%
Special Operations	15,488	22,705	16,174	18,783	22,944	19,394	(3,550)	3.3%
	$ 4,117,979	**$ 4,526,759**	**$ 4,880,683**	**$ 4,915,259**	**$ 4,869,304**	**$ 4,168,117**	**$ (701,187)**	**-15.2%**

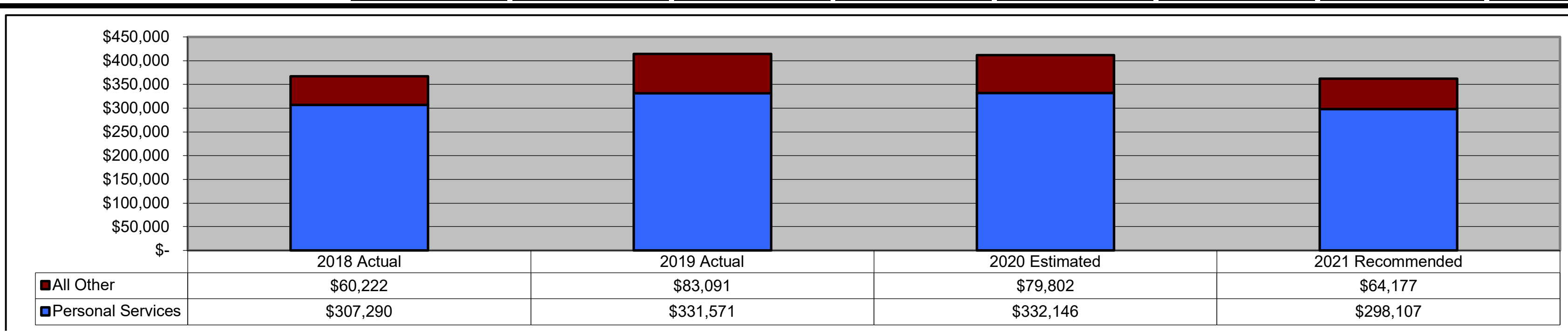


TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
POLICE ADMINISTRATION

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 287,305	$ 311,922	$ 328,565	$ 328,565	$ 328,228	$ 328,228	$ -	-0.1%
Buyout - Compensated Absences	3,980	5,718	5,055	5,055	6,312	3,787	(2,525)	-25.1%
Overtime	1,955	618	515	515	1,900	1,900	-	268.9%
FICA & Medicare	21,309	23,117	25,561	25,561	25,738	25,544	(194)	-0.1%
Health Insurance	63,139	63,770	63,133	63,133	61,239	44,193	(17,046)	-30.0%
Vision Insurance	712	734	734	734	734	734	-	0.0%
Dental Insurance	3,177	3,177	3,177	3,177	2,383	2,383	-	-25.0%
Wyoming Retirement	32,175	35,095	36,507	36,507	36,805	36,805	-	0.8%
Workers' Compensation	5,377	4,582	7,315	7,315	4,672	4,634	(38)	-36.7%
State Unemployment	525	336	793	793	465	465	-	-41.4%
Disability/Life Insurance	2,268	2,384	2,683	2,683	2,478	2,478	-	-7.6%
General/Office Supplies	2,480	3,125	3,000	3,783	3,000	2,900	(100)	-23.3%
Training Supplies	-	76	-	-	250	250	-	---
Uniforms	301	242	250	250	750	750	-	200.0%
Small Tools & Equipment <$10K	148	2,564	500	500	500	500	-	0.0%
Small Tools & Equip (Grants)	20,000	19,826	20,000	20,000	20,000	-	(20,000)	-100.0%
Postage	303	-	250	250	250	250	-	0.0%
Printing & Publication	56	721	1,000	1,000	1,000	700	(300)	-30.0%
Dues and Subscriptions	1,910	1,955	2,240	2,240	2,540	2,240	(300)	0.0%
Utilites - Car Storage	1,603	1,630	1,850	1,850	1,850	1,850	-	0.0%
Professional Services	660	-	-	-	-	-	-	---
Drug & Alcohol Testing	200	-	-	75	-	-	-	-100.0%
Repair & Maint - Vehicles	-	5	-	-	-	-	-	---
Vehicle Towing	-	-	100	100	500	200	(300)	100.0%
Repair & Maint - Shop Parts	751	1,144	2,300	2,300	1,201	1,201	-	-47.8%
Repair & Maint - Shop Labor	525	634	340	1,071	544	544	-	-49.2%
Petroleum Products	2,978	2,744	1,634	1,995	2,750	2,750	-	37.8%
Repair & Maint - Office	-	59	1,350	2,005	1,200	900	(300)	-55.1%
Training & Meetings	698	2,368	406	406	3,000	2,700	(300)	565.0%
Travel	2,500	1,643	3,814	3,814	3,000	2,700	(300)	-29.2%
Employee Overnight Lodging	-	1,879	-	-	500	200	(300)	---
Prisoner Expense	14,184	13,392	10,000	12,096	10,000	8,000	(2,000)	-33.9%
Employee Recognition Program	850	290	1,000	1,000	1,200	1,200	-	20.0%
Public Education	3,958	9,302	5,000	5,000	5,850	3,850	(2,000)	-23.0%
Central equipment Fund Rental	15,100	15,500	16,400	16,400	15,800	-	(15,800)	-100.0%
IT Services	21,689	20,547	25,376	25,376	26,288	30,101	3,813	18.6%
Property Insurance	1,496	1,485	1,636	1,636	2,981	2,981	-	82.2%
Liability Insurance	2,324	2,867	2,953	2,953	2,887	3,155	268	6.8%
	$ 516,636	**$ 555,451**	**$ 575,437**	**$ 580,138**	**$ 578,795**	**$ 521,073**	**$ (57,722)**	**-10.2%**

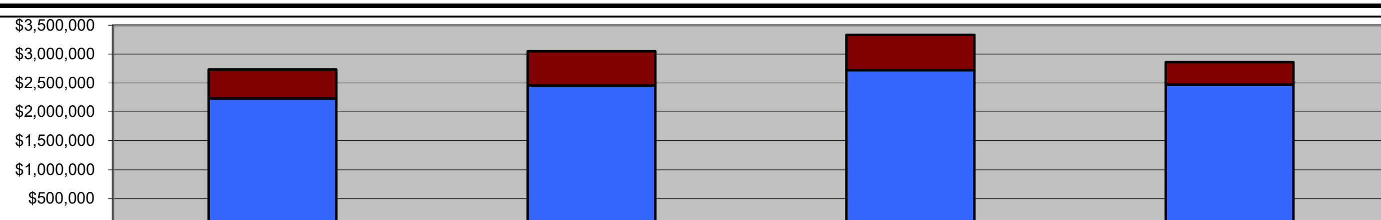
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
POLICE INVESTIGATIONS

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 176,978	$ 192,466	$ 199,431	$ 199,431	$ 199,382	$ 199,382	$ -	0.0%
Salaries & Wages - Part-Time	813	8,725	175	175	9,000	9,000	-	5042.9%
Buyout - Compensated Absences	3,387	3,441	2,301	2,301	2,876	2,301	(575)	0.0%
Overtime	11,587	8,462	8,700	8,700	8,700	8,700	-	0.0%
Holiday Pay - PTO Buyback	1,081	1,523	2,500	2,500	2,500	2,500	-	0.0%
FICA & Medicare	14,142	15,916	16,303	16,303	17,018	16,974	(44)	4.1%
Health Insurance	66,621	67,287	66,615	66,615	40,630	29,321	(11,309)	-56.0%
Vision Insurance	769	688	628	628	628	628	-	0.0%
Dental Insurance	3,504	3,504	3,504	3,504	1,161	1,161	-	-66.9%
Wyoming Retirement	23,330	25,210	25,077	25,077	22,338	22,338	-	-10.9%
Workers' Compensation	2,982	2,489	4,611	4,611	3,313	3,304	(9)	-28.3%
State Unemployment	652	492	305	305	528	528	-	73.1%
Disability/Life Insurance	1,444	1,368	1,996	1,996	1,970	1,970	-	-1.3%
General/Office Supplies	2,742	2,977	3,200	3,200	3,200	2,799	(401)	-12.5%
Uniforms	660	600	850	850	1,200	1,000	(200)	17.6%
Small Tools & Equipment <$10K	-	2,120	400	400	400	300	(100)	-25.0%
Postage	934	1,238	1,500	1,500	1,500	1,300	(200)	-13.3%
Professional Services	1,018	1,100	2,000	2,000	2,000	2,000	-	0.0%
Repair & Maint - Shop Parts	1,934	2,666	4,109	4,109	4,000	4,000	-	-2.7%
Repair & Maint - Shop Labor	1,516	1,576	3,740	3,740	2,380	2,380	-	-36.4%
Repair & Maint - Equipment	-	-	350	350	250	250	-	-28.6%
Petroleum Products	5,272	7,408	9,132	9,132	8,525	8,525	-	-6.6%
Training & Meetings	567	1,930	1,400	1,400	3,000	2,800	(200)	100.0%
Travel	83	4	1,800	1,800	3,000	2,800	(200)	55.6%
Central Equipment Fund Rental	6,000	21,800	12,300	12,300	12,600	-	(12,600)	-100.0%
IT Services	37,970	37,769	37,148	37,148	38,017	34,020	(3,997)	-8.4%
Liability Insurance	1,526	1,903	1,873	1,873	1,833	2,003	170	6.9%
	$ 367,512	**$ 414,662**	**$ 411,948**	**$ 411,948**	**$ 391,949**	**$ 362,284**	**$ (29,665)**	**-12.1%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
POLICE PATROL

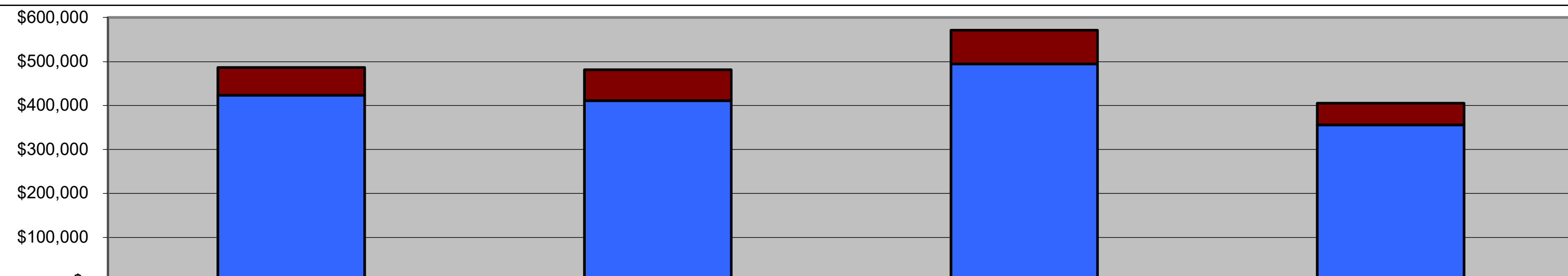
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 1,290,290	$ 1,480,786	$ 1,669,334	$ 1,669,334	$ 1,677,001	$ 1,622,001	$ (55,000)	-2.8%
Buyout - Compensated Absences	20,570	19,570	19,262	19,262	24,188	18,715	(5,473)	-2.8%
Overtime	96,121	72,888	89,600	89,600	105,400	105,400	-	17.6%
Holiday Pay - PTO Buyback	24,103	49,490	19,700	29,803	19,700	19,700	-	-33.9%
FICA & Medicare	104,993	123,047	137,626	137,626	139,711	135,085	(4,626)	-1.8%
Health Insurance	473,666	478,400	518,033	518,033	502,492	347,080	(155,412)	-33.0%
Vision Insurance	4,458	4,264	4,856	4,856	4,913	4,649	(264)	-4.3%
Dental Insurance	21,537	21,911	23,879	23,879	17,038	16,162	(876)	-32.3%
Wyoming Retirement	156,181	177,557	180,436	180,436	182,043	175,855	(6,188)	-2.5%
Workers' Compensation	33,326	29,063	45,440	45,440	26,070	25,163	(907)	-44.6%
State Unemployment	4,468	3,066	4,517	4,517	2,640	2,534	(106)	-43.9%
Disability/Life Insurance	16,635	16,996	17,123	17,123	17,391	16,488	(903)	-3.7%
General/Office Supplies	6,864	6,295	6,000	7,487	6,750	6,750	-	-9.8%
Uniforms	8,677	7,633	8,500	8,500	8,500	8,500	-	0.0%
Small Tools & Equipment <$10K	16,882	30,851	17,825	17,825	22,025	22,025	-	23.6%
Professional Services	12,348	43,622	4,950	20,285	14,950	14,950	-	-26.3%
Repair & Maint - Vehicles	2,464	-	-	-	-	-	-	---
Repair & Maint - Shop Parts	36,292	32,152	33,000	33,000	34,000	34,000	-	3.0%
Repair & Maint - Shop Labor	15,877	16,318	22,440	22,440	22,440	22,440	-	0.0%
Repair & Maint - Equipment	3,037	2,078	3,700	3,700	3,450	3,450	-	-6.8%
Petroleum Products	51,723	51,825	58,275	58,275	49,500	49,500	-	-15.1%
Uniform Cleaning	8,360	6,628	10,000	10,000	9,000	9,000	-	-10.0%
Training & Meetings	12,731	11,773	38,945	38,945	20,070	20,070	-	-48.5%
Travel	7,150	12,387	10,000	10,000	13,000	13,000	-	30.0%
Range Training	10,260	9,474	8,750	8,750	10,350	10,350	-	18.3%
Alcohol/Tobacco Grant Enforcement	810	1,560	3,000	3,000	4,020	4,020	-	34.0%
Central Equipment Fund Rental	136,900	194,100	195,000	195,000	233,400	-	(233,400)	-100.0%
IT Services	138,075	136,800	139,604	139,604	143,635	137,672	(5,963)	-1.4%
Liability Insurance	11,240	14,273	14,993	15,159	14,753	15,591	838	2.8%
	$ 2,731,966	**$ 3,052,579**	**$ 3,305,928**	**$ 3,333,019**	**$ 3,328,430**	**$ 2,860,150**	**$ (468,280)**	**-14.2%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$500,793	$595,603	$613,610	$390,340
Personal Services	$2,231,173	$2,456,976	$2,719,409	$2,469,810

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
POLICE COMMUNITY SERVICE OFFICERS

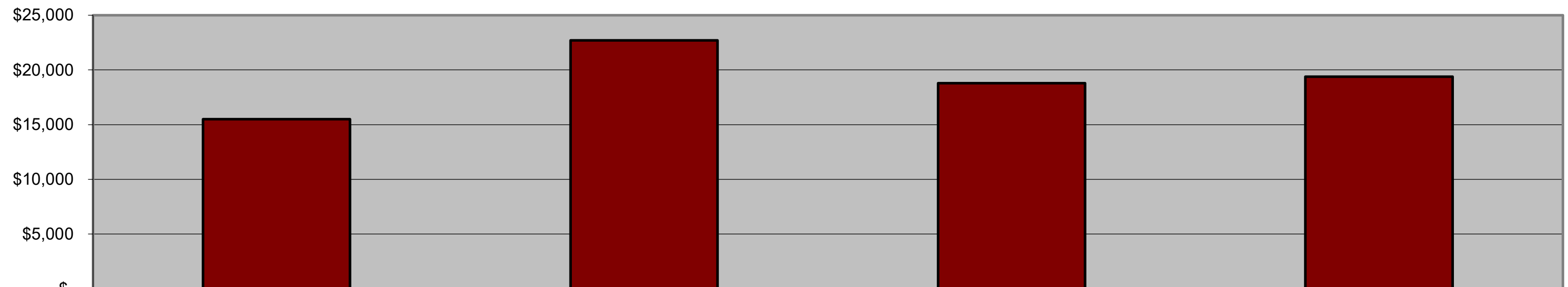
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 234,509	$ 241,698	$ 291,789	$ 291,789	$ 294,705	$ 237,450	$ (57,255)	-18.6%
Salaries & Wages - Part-Time	6,139	8,143	1,370	1,370	-	-	-	-100.0%
Buyout - Compensated Absences	2,762	2,614	3,366	3,366	4,251	2,740	(1,511)	-18.6%
Overtime	11,198	8,053	9,250	9,250	10,500	10,500	-	13.5%
Holiday Pay - PTO Buyback	1,348	2,071	3,000	3,000	3,000	3,000	-	0.0%
FICA & Medicare	18,884	19,149	23,622	23,622	23,903	19,407	(4,496)	-17.8%
Health Insurance	104,373	86,352	107,694	107,694	80,477	42,533	(37,944)	-60.5%
Vision Insurance	1,019	913	1,177	1,177	953	689	(264)	-41.5%
Dental Insurance	4,810	4,497	5,665	5,665	2,823	1,947	(876)	-65.6%
Wyoming Retirement	29,828	30,167	35,119	35,119	37,485	31,026	(6,459)	-11.7%
Workers' Compensation	5,902	5,392	8,186	8,186	4,653	3,778	(875)	-53.8%
State Unemployment	553	511	1,065	1,065	512	407	(105)	-61.8%
Disability/Life Insurance	1,927	1,860	2,963	2,963	3,017	2,390	(627)	-19.3%
General/Office Supplies	1,063	3,154	1,900	1,899	1,900	1,900	-	0.1%
Uniforms	1,066	569	2,000	2,000	2,000	2,000	-	0.0%
Small Tools & Equipment <$10K	755	742	850	850	850	850	-	0.0%
Repair & Maint - Shop Parts	2,483	6,826	8,050	8,050	7,500	7,500	-	-6.8%
Repair & Maint - Shop Labor	4,009	8,190	5,100	5,100	5,780	5,780	-	13.3%
Repair & Maint - Equipment	-	511	500	500	500	500	-	0.0%
Petroleum Products	7,455	6,719	7,715	7,715	7,150	7,150	-	-7.3%
Training & Meetings	435	805	2,135	2,135	2,990	2,990	-	40.0%
Travel	475	972	850	850	850	850	-	0.0%
Central Equipment Fund Rental	18,400	18,400	24,600	24,600	26,900	-	(26,900)	-100.0%
IT Services	24,585	20,615	20,816	20,816	21,894	17,547	(4,347)	-15.7%
Liability Insurance	1,984	2,437	2,415	2,590	2,593	2,282	(311)	-11.9%
	$ 486,377	**$ 481,362**	**$ 571,196**	**$ 571,371**	**$ 547,186**	**$ 405,216**	**$ (141,970)**	**-29.1%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$63,125	$69,942	$77,105	$49,349
Personal Services	$423,252	$411,420	$494,266	$355,867

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
POLICE SPECIAL OPERATIONS

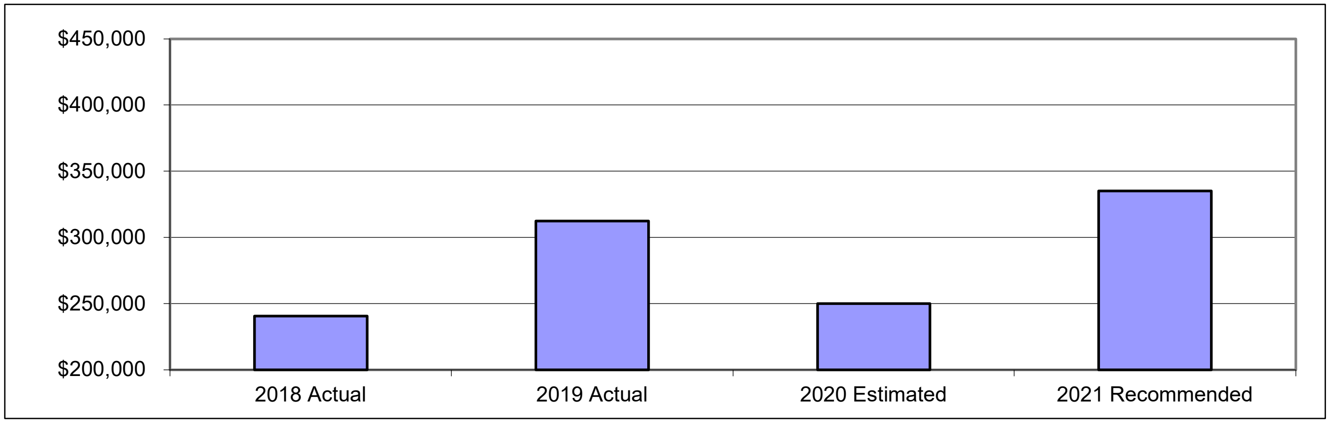
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Supplies & Materials	$ 5,913	$ 11,214	$ 7,750	$ 9,025	$ 8,650	$ 6,650	$ (2,000)	-26.3%
Uniforms	2,002	3,556	2,500	2,500	2,500	2,400	(100)	-4.0%
Repair & Maint - Shop Parts	209	199	477	477	400	400	-	-16.1%
Repair & Maint - Shop Labor	317	585	1,224	1,598	544	544	-	-66.0%
Repairs and Maintenance-Equip	48	141	1,500	1,500	2,500	2,400	(100)	60.0%
Petroleum Products	-	-	123	123	-	-	-	-100.0%
Training & Meetings	1,086	4,824	1,600	1,600	4,350	4,000	(350)	150.0%
Travel	5,438	2,186	1,000	1,960	4,000	3,000	(1,000)	53.1%
	$ 15,488	**$ 22,705**	**$ 16,174**	**$ 18,783**	**$ 22,944**	**$ 19,394**	**$ (3,550)**	**3.3%**

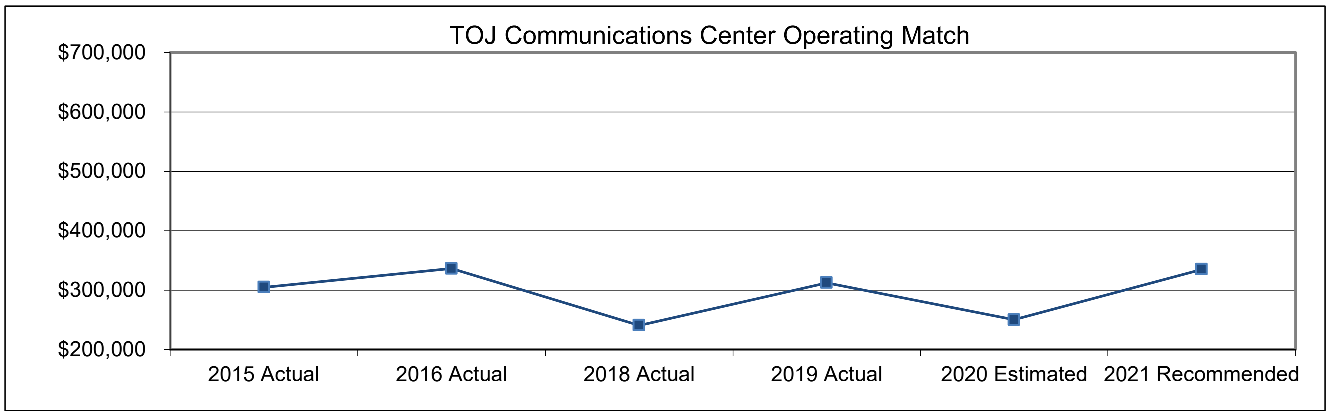


	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$15,488	$22,705	$18,783	$19,394
Personal Services	$-	$-	$-	$-

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
COMMUNICATIONS CENTER

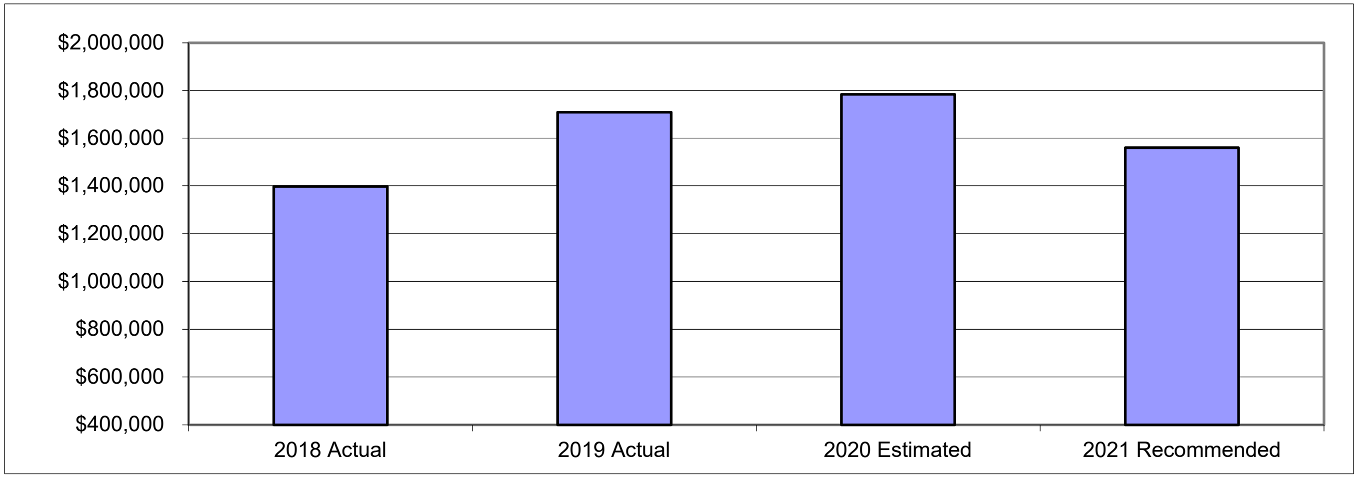
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Contracted Services (County)	$ 240,450	$ 312,310	$ 475,000	$ 250,000	$ 852,666	$ 335,000	$ (517,666)	34.0%
Total Communications Center	**$ 240,450**	**$ 312,310**	**$ 475,000**	**$ 250,000**	**$ 852,666**	**$ 335,000**	**$ (517,666)**	**34.0%**

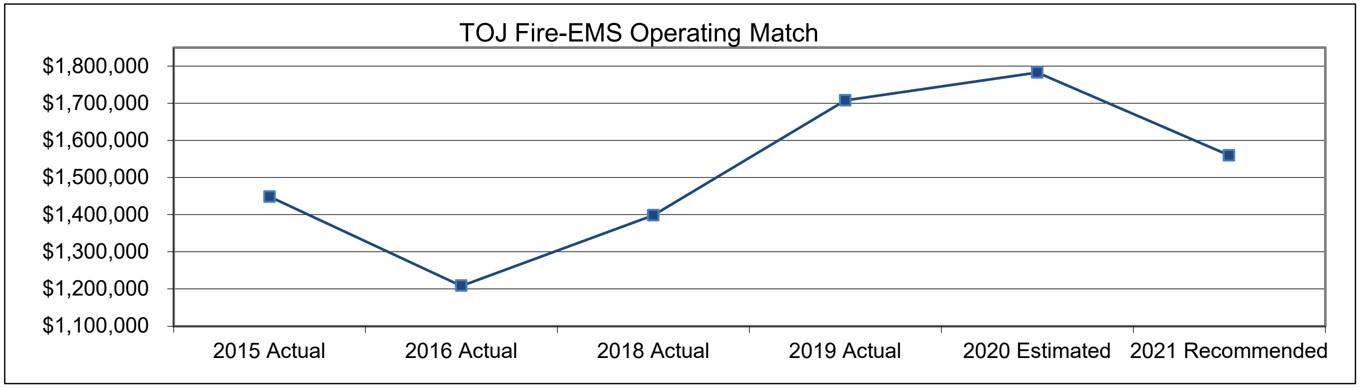




TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
FIRE/EMS

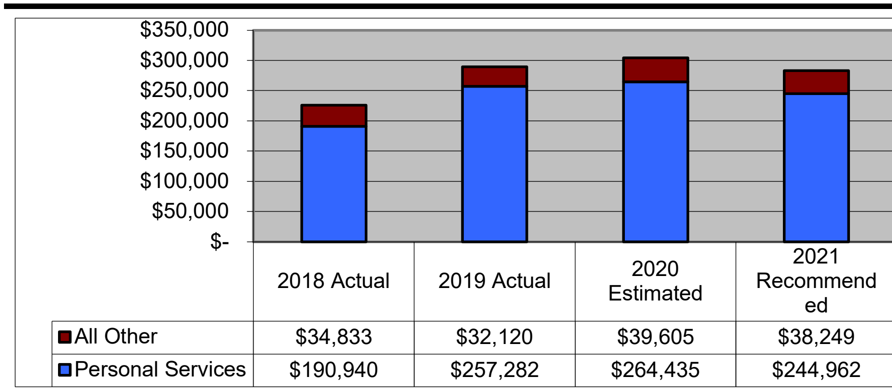
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Contracted Services (County)	$ 1,398,322	$ 1,707,904	$ 1,782,914	$ 1,782,914	$ 2,007,984	$ 1,559,273	$ (448,711)	-12.5%
Total Fire/EMS	**$ 1,398,322**	**$ 1,707,904**	**$ 1,782,914**	**$ 1,782,914**	**$ 2,007,984**	**$ 1,559,273**	**$ (448,711)**	**-12.5%**

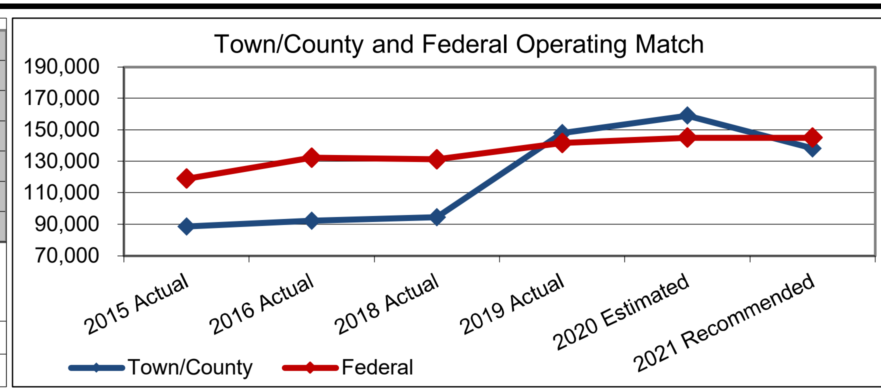




TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
VICTIM SERVICES

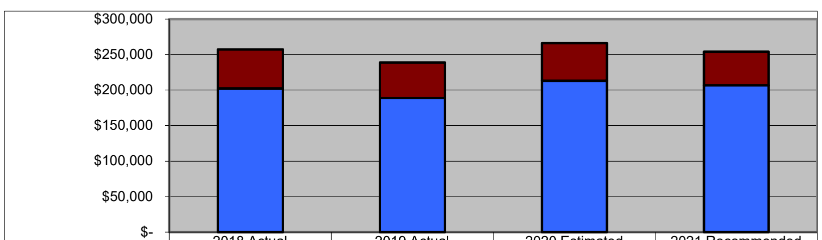
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 107,680	$ 152,006	$ 157,177	$ 157,177	$ 157,177	$ 157,177	$ -	0.0%
Salaries & Wages - Part-Time	16,622	-	-	-	-	-	-	---
Buyout - Compensated Absences	351	278	1,814	1,814	2,267	1,814	(453)	0.0%
Overtime	2,758	3,877	5,040	5,040	5,040	5,040	-	0.0%
FICA & Medicare	9,191	11,170	12,548	12,548	12,583	12,548	(35)	0.0%
Health Insurance	32,049	54,799	54,251	54,251	52,623	37,976	(14,647)	-30.0%
Vision Insurance	256	1,452	424	424	488	488	-	15.1%
Dental Insurance	1,542	6,798	2,710	2,710	1,481	1,481	-	-45.4%
Wyoming Retirement	15,752	22,136	24,011	24,011	24,080	24,080	-	0.3%
Workers' Compensation	3,078	2,772	4,348	4,348	2,449	2,442	(7)	-43.8%
State Unemployment	560	461	541	541	317	317	-	-41.4%
Disability/Life Insurance	1,101	1,532	1,571	1,571	1,599	1,599	-	1.8%
General/Office Supplies	2,272	3,060	2,589	2,589	2,589	2,589	-	0.0%
Phone Communications	512	291	2,352	2,352	1,872	1,872	-	-20.4%
Professional Services	-	-	3,700	3,700	3,700	3,700	-	0.0%
Translation Services	600	434	600	600	600	600	-	0.0%
Training, Travel, & Meetings	4,682	6,205	2,109	2,109	2,109	2,109	-	0.0%
Employee Recruitment	-	-	1,500	1,500	1,500	1,500	-	0.0%
Emergency Assistance	1,714	1,950	2,626	2,626	2,626	2,626	-	0.0%
Advertising & Outreach	14,067	9,118	10,850	10,850	9,350	9,350	-	-13.8%
IT Services	9,987	9,843	11,866	11,866	13,233	12,392	(841)	4.4%
Liability Insurance	999	1,220	1,413	1,413	1,383	1,511	128	6.9%
Total Victim Services	**$ 225,773**	**$ 289,402**	**$ 304,040**	**$ 304,040**	**$ 299,066**	**$ 283,211**	**$ (15,855)**	**-6.9%**



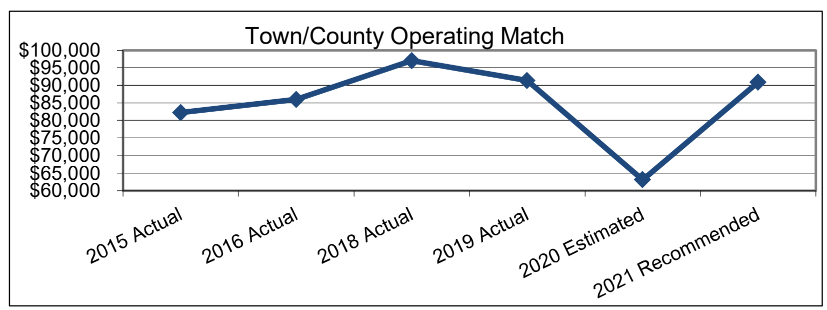


TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
ANIMAL SHELTER

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 96,651	$ 95,837	$ 102,944	$ 102,944	$ 100,948	$ 100,948	$ -	-1.9%
Salaries & Wages - Part-Time	30,301	24,329	35,000	35,000	35,000	35,000	-	0.0%
Buyout - Compensated Absences	2,380	1,685	1,188	1,188	1,456	1,165	(291)	-1.9%
Overtime	3,396	2,627	3,050	3,050	3,300	3,300	-	8.2%
Holiday Pay - PTO Buyback	657	229	500	500	500	500	-	0.0%
FICA & Medicare	9,649	8,763	10,915	10,915	10,802	10,780	(22)	-1.2%
Health Insurance	38,711	35,733	35,377	35,377	46,309	33,419	(12,890)	-5.5%
Vision Insurance	415	404	568	568	568	568	-	0.0%
Dental Insurance	1,837	1,662	1,662	1,662	1,842	1,842	-	10.8%
Wyoming Retirement	13,978	14,048	15,725	15,725	15,465	15,465	-	-1.7%
Workers' Compensation	2,764	2,214	3,781	3,781	2,102	2,098	(4)	-44.5%
State Unemployment	460	197	568	568	333	333	-	-41.4%
Disability/Life Insurance	1,105	1,024	1,752	1,752	1,066	1,066	-	-39.2%
Operating Supplies	8,221	5,908	7,100	7,100	7,100	6,900	(200)	-2.8%
Small Tools & Equipment <$10K	2,999	1,371	1,500	1,500	1,500	1,100	(400)	-26.7%
Printing & Publication	420	420	800	800	800	600	(200)	-25.0%
Utilities	9,955	9,460	9,200	9,200	10,200	9,700	(500)	5.4%
Medical & Legal Services	3,004	2,464	-	-	3,600	3,200	(400)	---
Repair & Maint - Shop Parts	120	357	345	479	400	400	-	-16.5%
Repair & Maint - Shop Labor	194	50	340	3,026	340	340	-	-88.8%
Petroleum Products	347	216	543	543	232	232	-	-57.3%
Repair & Maint - Buildings	3,699	3,701	2,000	2,000	4,000	3,800	(200)	90.0%
Trash Collection	1,290	1,298	1,600	1,600	1,400	1,200	(200)	-25.0%
Training, Travel, & Meetings	595	1,984	1,900	1,900	1,900	1,700	(200)	-10.5%
Preventive Animal Care	2,558	1,038	2,500	2,500	2,500	2,500	-	0.0%
Central Equipment Fund Rental	7,800	7,800	6,300	6,300	4,700	-	(4,700)	-100.0%
IT Services	11,168	11,026	13,164	13,164	12,942	13,082	140	-0.6%
Property Insurance	1,681	1,669	1,839	1,839	1,318	1,318	-	-28.3%
Liability Insurance	962	1,174	1,241	1,241	1,196	1,307	111	5.3%
Total Animal Shelter	**$ 257,317**	**$ 238,688**	**$ 263,402**	**$ 266,222**	**$ 273,819**	**$ 253,863**	**$ (19,956)**	**-4.6%**

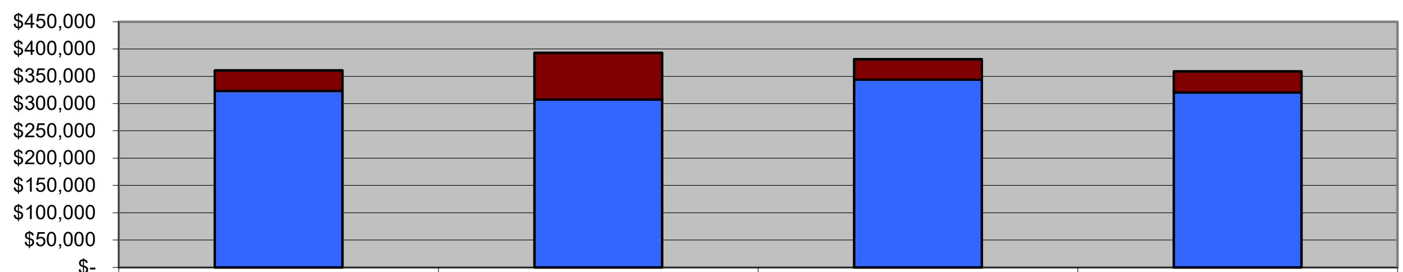


	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$55,013	$49,936	$53,192	$47,379
Personal Services	$202,304	$188,752	$213,030	$206,484



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
BUILDING INSPECTIONS

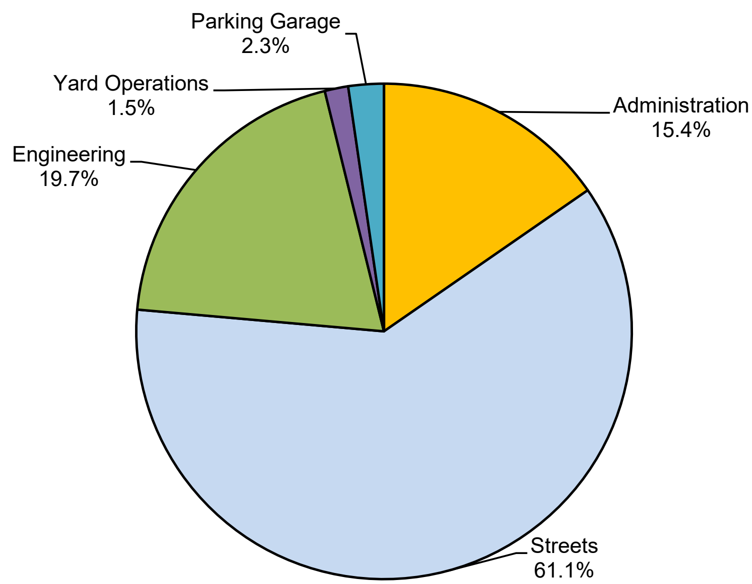
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 201,474	$ 189,778	$ 215,251	$ 215,251	$ 214,312	$ 214,312	$ -	-0.4%
Buyout - Compensated Absences	2,138	1,212	2,484	2,484	3,091	2,473	(618)	-0.4%
FICA & Medicare	15,208	13,753	16,656	16,656	16,631	16,584	(47)	-0.4%
Health Insurance	66,621	67,287	66,615	66,615	64,617	46,631	(17,986)	-30.0%
Vision Insurance	668	688	688	688	688	688	-	0.0%
Dental Insurance	2,769	2,769	2,769	2,769	2,353	2,353	-	-15.0%
Wyoming Retirement	28,303	27,821	32,606	32,606	32,557	32,557	-	-0.2%
Workers' Compensation	3,355	2,394	4,355	4,355	2,454	2,445	(9)	-43.9%
State Unemployment	813	374	541	541	317	317	-	-41.4%
Disability/Life Insurance	2,000	1,805	2,021	2,021	2,021	2,021	-	0.0%
General/Office Supplies	1,304	2,862	2,000	2,000	2,000	1,499	(501)	-25.0%
Uniforms	421	-	600	600	400	400	-	-33.3%
Dues & Subscriptions	1,144	2,348	100	100	850	850	-	750.0%
Professional Services	12,631	48,816	3,000	3,000	8,500	3,500	(5,000)	16.7%
Repair & Maint - Shop Parts	177	884	1,380	1,380	1,101	1,101	-	-20.2%
Repair & Maint - Shop Labor	225	244	816	816	680	680	-	-16.7%
Petroleum Products	825	699	885	885	825	825	-	-6.8%
Training, Travel, & Meetings	655	5,936	6,500	6,500	8,500	2,500	(6,000)	-61.5%
Books & Publications	367	1,058	-	-	1,000	1,000	-	---
Central Equipment Fund Rental	7,400	7,400	7,400	7,400	9,200	-	(9,200)	-100.0%
IT Services	10,873	12,942	12,935	12,935	19,490	24,535	5,045	89.7%
Liability Insurance	1,681	1,956	1,935	1,935	1,885	2,060	175	6.5%
Total Building Inspections	**$ 361,052**	**$ 393,025**	**$ 381,537**	**$ 381,537**	**$ 393,472**	**$ 359,331**	**$ (34,141)**	**-5.8%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$37,703	$85,145	$37,551	$38,950
Personal Services	$323,349	$307,881	$343,986	$320,381

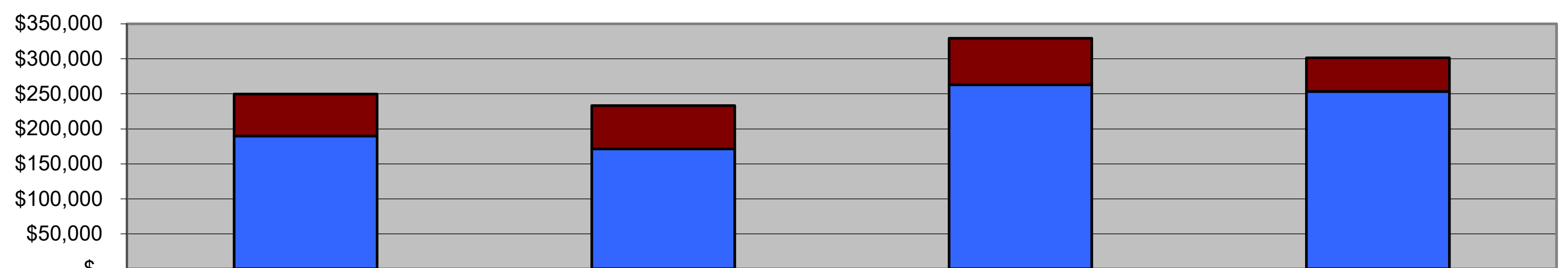
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PUBLIC WORKS

DEPARTMENTS WITHIN PUBLIC WORKS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Public Works Administration	$ 249,572	$ 233,011	$ 328,885	$ 329,121	$ 312,220	$ 301,369	$ (10,851)	-8.4%
Streets	1,682,606	1,943,289	1,614,171	1,637,803	1,841,366	1,198,442	(642,924)	-26.8%
Engineering	391,811	437,127	476,775	497,566	591,368	387,294	(204,074)	-22.2%
Yard Operations	36,685	35,073	41,925	44,209	49,351	30,197	(19,154)	-31.7%
Parking Garage	82,869	132,536	41,375	75,714	60,180	45,486	(14,694)	-39.9%
Total Public Works	**$ 2,443,543**	**$ 2,781,036**	**$ 2,503,131**	**$ 2,584,413**	**$ 2,854,485**	**$ 1,962,788**	**$ (891,697)**	**-24.1%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
PUBLIC WORKS ADMINSTRATION

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 123,483	$ 107,787	$ 161,862	$ 161,862	$ 169,792	$ 169,792	$ -	4.9%
Buyout - Compensated Absences	705	1,373	2,041	2,041	2,449	1,959	(490)	-4.0%
Overtime	-	69	-	-	-	-	-	---
FICA & Medicare	8,886	8,015	12,538	12,538	13,176	13,139	(37)	4.8%
Health Insurance	33,310	33,644	51,813	51,813	50,250	36,263	(13,987)	-30.0%
Vision Insurance	385	396	564	564	514	514	-	-8.9%
Dental Insurance	1,752	1,752	2,726	2,726	1,906	1,906	-	-30.1%
Wyoming Retirement	17,554	15,797	24,466	24,466	25,859	25,859	-	5.7%
Workers' Compensation	2,394	1,453	3,660	3,660	2,200	2,199	(1)	-39.9%
State Unemployment	252	247	421	421	246	246	-	-41.6%
Disability/Life Insurance	1,047	1,012	3,020	3,020	1,533	1,533	-	-49.2%
Litigation	-	-	-	-	5,000	5,000	-	---
IT Services	33,999	34,684	37,333	37,333	37,801	41,327	3,526	10.7%
Property Insurance	24,795	24,614	27,107	27,107	-	-	-	-100.0%
Liability Insurance	1,010	2,168	1,334	1,570	1,494	1,632	138	3.9%
Total Administration	**$ 249,572**	**$ 233,011**	**$ 328,885**	**$ 329,121**	**$ 312,220**	**$ 301,369**	**$ (10,851)**	**-8.4%**



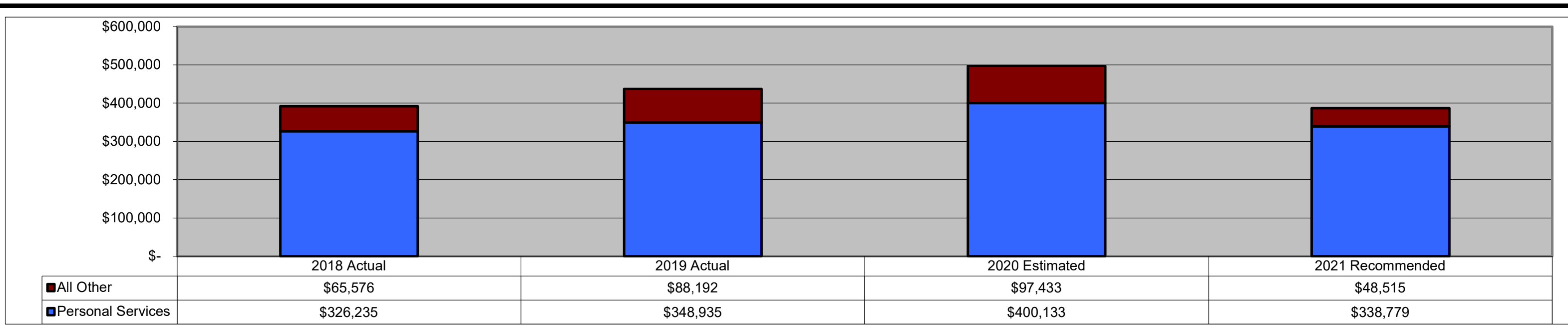
	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$59,804	$61,466	$66,010	$47,959
Personal Services	$189,768	$171,545	$263,111	$253,410

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
STREETS

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 375,649	$ 374,841	$ 386,674	$ 386,674	$ 389,973	$ 389,973	$ -	0.9%
Salaries & Wages - Part-Time	29,699	63,979	19,500	21,930	25,000	-	(25,000)	-100.0%
Buyout - Compensated Absences	3,571	4,309	4,519	4,519	5,625	4,500	(1,125)	-0.4%
Overtime	22,673	15,250	11,200	13,521	17,000	17,000	-	25.7%
FICA & Medicare	30,955	33,430	32,275	32,275	33,476	31,478	(1,998)	-2.5%
Health Insurance	171,474	173,188	171,458	171,458	114,793	82,840	(31,953)	-51.7%
Vision Insurance	1,583	1,394	1,394	1,394	1,048	1,048	-	-24.8%
Dental Insurance	8,538	8,580	8,580	8,580	4,350	4,350	-	-49.3%
Wyoming Retirement	55,519	56,673	57,456	57,456	58,779	58,779	-	2.3%
Workers' Compensation	10,454	8,663	9,694	9,694	6,519	6,127	(392)	-36.8%
State Unemployment	1,916	1,015	1,443	1,443	845	845	-	-41.4%
Disability/Life Insurance	4,958	4,203	5,753	5,753	4,322	4,322	-	-24.9%
General/Office Supplies	8,996	5,465	7,000	7,000	8,000	8,000	-	14.3%
Uniforms	1,243	1,533	1,550	1,975	1,650	-	(1,650)	-100.0%
Small Tools & Equipment <$10K	5,006	4,874	2,400	2,400	6,250	1,500	(4,750)	-37.5%
Utilities	47,048	43,415	46,500	46,500	45,000	45,000	-	-3.2%
Repair & Maint - Shop Parts	146,638	173,948	149,500	159,526	155,000	155,000	-	-2.8%
Repair & Maint - Shop Labor	44,776	40,976	49,800	55,043	51,460	51,460	-	-6.5%
Petroleum Products	49,243	72,963	60,000	60,000	52,625	52,625	-	-12.3%
R & M - Snow Clearing	2,286	89,566	1,500	1,500	10,000	5,000	(5,000)	233.3%
R & M - Street Lights	7,847	17,677	7,000	7,000	20,000	10,000	(10,000)	42.9%
R & M - Streets	4,253	9,572	8,500	9,682	9,000	9,000	-	-7.0%
R & M - Boardwalks	47,031	42,129	45,000	45,000	80,000	15,000	(65,000)	-66.7%
R & M - Alleys	2,084	2,255	800	800	4,000	-	(4,000)	-100.0%
R & M - Storm Drainage	24,506	30,554	16,503	16,503	39,600	10,000	(29,600)	-39.4%
R & M - Winter Sanding	54,636	93,648	91,500	93,436	94,000	94,000	-	0.6%
R & M - Ice/Flood Control	-	9,528	-	-	15,000	-	(15,000)	---
R & M - Signs	50,874	20,885	22,000	22,000	61,000	22,500	(38,500)	2.3%
R & M - Paint Projects	165,456	96,802	60,000	60,000	106,896	60,000	(46,896)	0.0%
R & M - Asphalt and Gravel	6,523	7,131	10,500	10,500	8,200	6,000	(2,200)	-42.9%
R & M - Sidewalks/Crosswalks	11,009	13,687	13,700	13,700	15,000	-	(15,000)	-100.0%
R & M - Parking Lot Maintenanc	15,115	20,536	3,000	3,000	31,500	15,000	(16,500)	400.0%
R & M - Antler Arch	-	-	4,200	4,200	3,000	-	(3,000)	-100.0%
R & M - Tree Removal & Replace	5,753	5,351	1,300	1,300	5,000	-	(5,000)	-100.0%
Uniform Cleaning	3,369	2,951	2,300	2,300	3,700	3,000	(700)	30.4%
Dump Fees	4,766	8,393	6,000	6,000	16,473	5,000	(11,473)	-16.7%
Training, Travel, & Meetings	4,735	4,081	1,298	1,298	10,500	-	(10,500)	-100.0%
Central Equipment Fund Rental	225,400	243,900	257,900	257,900	290,200	-	(290,200)	-100.0%
IT Services	5,715	6,733	7,230	7,230	7,419	8,594	1,175	18.9%
Property Insurance	10,965	10,885	11,988	11,988	7,512	7,512	-	-37.3%
Liability Insurance	5,296	4,057	4,006	4,006	3,651	3,989	338	-0.4%
Equipment Rental	5,048	114,269	9,000	9,000	15,000	9,000	(6,000)	0.0%
Total Streets	**$ 1,682,606**	**$ 1,943,289**	**$ 1,614,171**	**$ 1,637,803**	**$ 1,841,366**	**$ 1,198,442**	**$ (642,924)**	**-26.8%**

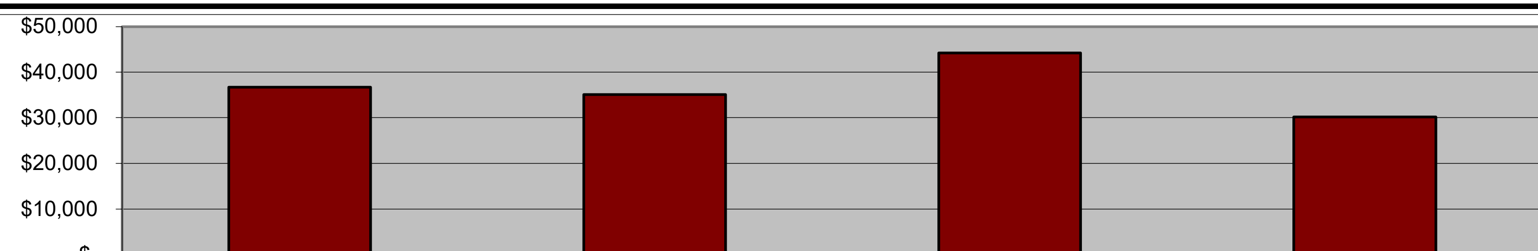
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
ENGINEERING

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 219,055	$ 219,909	$ 237,461	$ 237,461	$ 305,503	$ 236,073	$ (69,430)	-0.6%
Salaries & Wages - Part-Time	-	-	1,150	1,150	-	-	-	-100.0%
Buyout - Compensated Absences	5,167	3,585	2,754	2,754	4,406	2,724	(1,682)	-1.1%
Holiday Pay	-	719	-	610	-	-	-	-100.0%
FICA & Medicare	16,317	16,771	18,609	18,609	23,708	18,268	(5,440)	-1.8%
Health Insurance	44,414	67,287	88,820	88,820	74,162	37,976	(36,186)	-57.2%
Vision Insurance	412	688	892	892	688	424	(264)	-52.5%
Dental Insurance	2,336	3,504	4,672	4,672	2,357	1,481	(876)	-68.3%
Wyoming Retirement	30,993	30,257	35,821	35,821	46,252	35,753	(10,499)	-0.2%
Workers' Compensation	4,882	3,900	6,405	6,405	4,614	3,555	(1,059)	-44.5%
State Unemployment	519	351	549	549	422	317	(105)	-42.3%
Disability/Life Insurance	2,140	1,964	2,390	2,390	3,110	2,208	(902)	-7.6%
General/Office Supplies	957	1,196	50	50	-	-	-	-100.0%
Small Tools & Equipment <$10K	373	719	-	-	500	-	(500)	---
Dues & Subscriptions	350	1,113	769	850	779	549	(230)	-35.3%
Professional Services	14,165	30,236	25,000	25,000	40,000	10,000	(30,000)	-60.0%
Repair & Maint - Shop Parts	1,910	2,839	1,300	1,300	1,550	1,550	-	19.2%
Repair & Maint - Shop Labor	1,734	731	850	850	1,020	1,020	-	20.0%
Petroleum Products	1,032	297	900	900	548	548	-	-39.1%
Repair & Maint - Office	-	-	-	-	500	-	(500)	---
Training, Travel, & Meetings	1,414	3,361	2,100	2,100	6,000	1,000	(5,000)	-52.4%
Central Equipment Fund Rental	12,900	14,400	12,300	12,300	12,300	-	(12,300)	-100.0%
IT Services	28,972	31,105	31,687	51,200	60,261	31,579	(28,682)	-38.3%
Liability Insurance	1,769	2,195	2,296	2,883	2,688	2,269	(419)	-21.3%
Total Town Engineer	**$ 391,811**	**$ 437,127**	**$ 476,775**	**$ 497,566**	**$ 591,368**	**$ 387,294**	**$ (204,074)**	**-22.2%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
YARD OPERATIONS

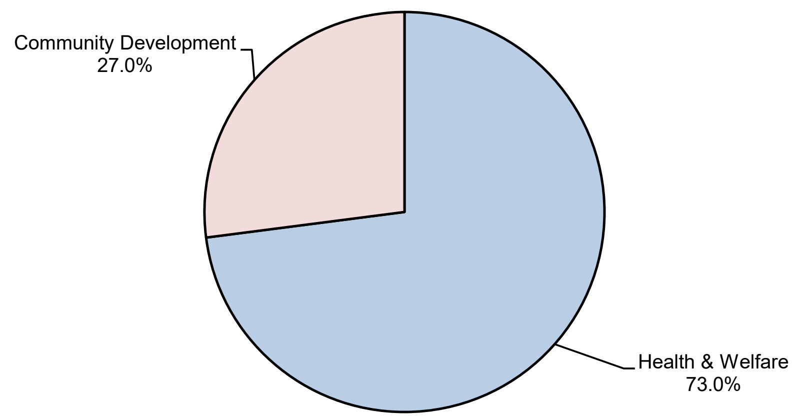
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
General/Office Supplies	$ 1,573	$ 3,002	$ 4,000	$ 4,000	$ 2,933	$ 2,933	$ -	-26.7%
Operating Supplies	3,728	3,028	3,750	3,750	3,750	3,750	-	0.0%
OSHA Safety Supplies	11,732	10,165	11,525	11,525	12,075	5,000	(7,075)	-56.6%
Uniforms	1,113	2,034	2,200	2,200	3,200	-	(3,200)	-100.0%
Radio Services	2,590	4,440	4,440	4,440	6,040	4,440	(1,600)	0.0%
Phone Communications	462	370	985	985	-	-	-	-100.0%
Physicals	1,157	905	1,000	1,000	1,000	1,000	-	0.0%
Drug & Alcohol Testing	186	-	1,200	3,070	3,500	3,500	-	14.0%
Petroleum Products	-	38	-	196	-	-	-	-100.0%
Training, Travel, & Meetings	6,551	3,559	4,000	4,000	7,340	-	(7,340)	-100.0%
IT Services	7,593	7,532	8,825	8,825	9,013	9,074	61	2.8%
Equipment Rental	-	-	-	-	500	500	-	---
Total Yard Operations	**$ 36,685**	**$ 35,073**	**$ 41,925**	**$ 44,209**	**$ 49,351**	**$ 30,197**	**$ (19,154)**	**-31.7%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$36,685	$35,073	$44,209	$30,197
Personal Services	$-	$-	$-	$-

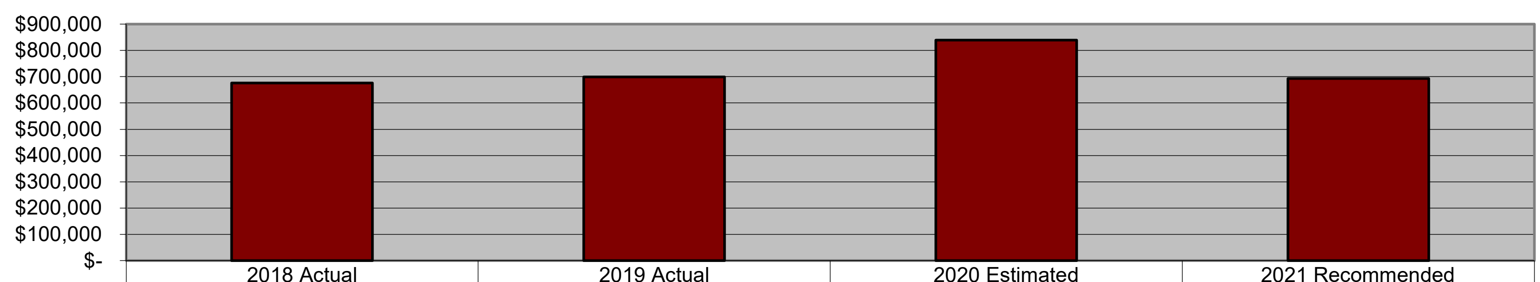
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
HEALTH & WELFARE AND COMMUNITY INITIATIVES

FUNCTION DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 ADOPTED	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Social Services	$ 675,838	$ 699,172	$ 839,583	$ 839,583	$ 852,752	$ 693,087	$ 693,087	$ (159,665)	-17.4%
Community Initiatives	254,636	270,716	285,441	285,441	314,111	256,896	256,896	(57,215)	-10.0%
Total of Functions	**$ 930,474**	**$ 969,888**	**$ 1,125,024**	**$ 1,125,024**	**$ 1,166,863**	**$ 949,983**	**$ 949,983**	**$ (216,880)**	**-15.6%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
SOCIAL SERVICES

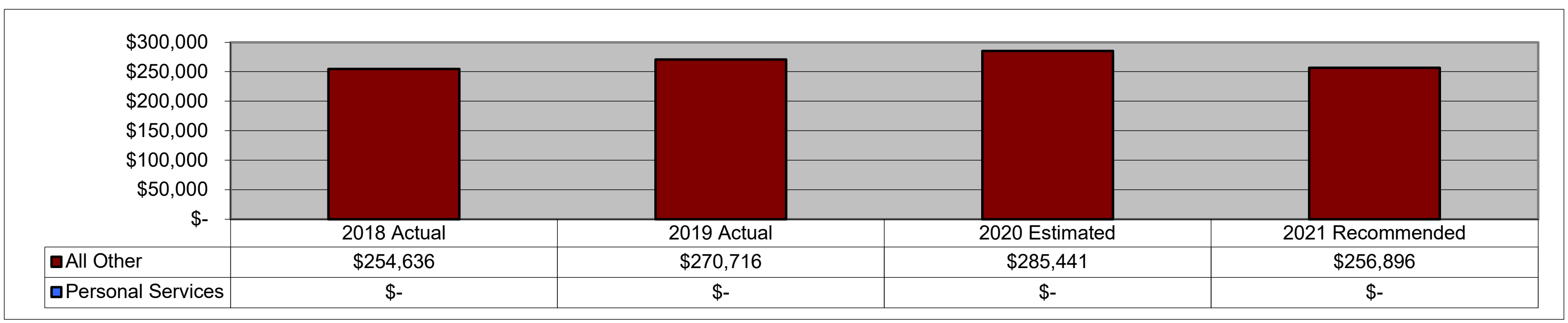
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Professional Services	$ -	$ -	$ 38,160	$ 38,160	$ -	$ -	$ -	-100.0%
Commumity Entry Services	47,000	50,000	50,000	50,000	50,000	40,000	(10,000)	-20.0%
JH Community Counseling	100,000	100,000	100,000	100,000	103,000	82,400	(20,600)	-17.6%
Teton Youth & Family Services	162,000	161,000	176,000	176,000	181,280	145,024	(36,256)	-17.6%
Children Learning	101,400	101,400	101,400	101,400	106,840	85,472	(21,368)	-15.7%
Senior Center	81,288	87,000	96,570	96,570	103,330	82,664	(20,666)	-14.4%
Community Safety Network	36,000	40,000	44,000	44,000	49,000	39,200	(9,800)	-10.9%
ONE22	40,000	47,500	75,000	75,000	82,500	66,000	(16,500)	-12.0%
Curran-Seeley	48,250	48,250	48,250	48,250	50,375	40,300	(10,075)	-16.5%
Teton Literacy Program	16,350	16,350	22,800	22,800	22,000	17,600	(4,400)	-22.8%
DUI/Drug Court	33,600	37,672	57,403	57,403	54,427	54,427	-	-5.2%
CLIMB Wyoming	4,950	5,000	5,000	5,000	5,000	4,000	(1,000)	-20.0%
Hole Food Rescue	5,000	5,000	10,000	10,000	20,000	16,000	(4,000)	60.0%
JH Children's Museum	-	-	15,000	15,000	15,000	12,000	(3,000)	-20.0%
Immigrant Hope Wyoming Idaho	-	-	-	-	5,000	4,000	(1,000)	---
Cultivate	-	-	-	-	5,000	4,000	(1,000)	---
Total Social Services	**$ 675,838**	**$ 699,172**	**$ 839,583**	**$ 839,583**	**$ 852,752**	**$ 693,087**	**$ (159,665)**	**-17.4%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$675,838	$699,172	$839,583	$693,087
Personal Services	$-	$-	$-	$-

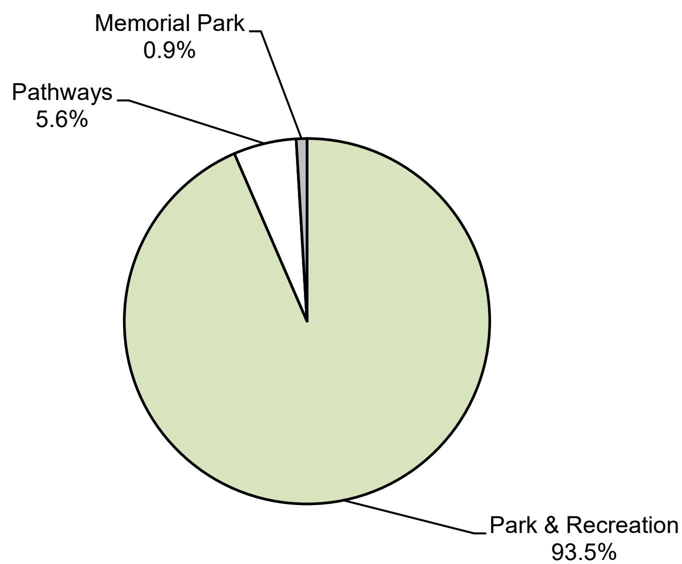
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
COMMUNITY INITIATIVES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Local Initiatives	$ 19,048	$ 20,876	$ -	$ -	$ 19,962	$ 10,850	$ (9,112)	---
Civil Air Patrol	1,000	-	-	-	-	-	-	---
JH Historical Society & Museum	7,500	8,250	25,000	25,000	25,000	20,000	(5,000)	-20.0%
Trash Collection	60,389	62,511	68,851	68,851	71,574	71,574	-	4.0%
Recycling Services	4,575	20,851	15,000	15,000	19,575	15,000	(4,575)	0.0%
Fireworks (4th of July)	5,000	5,000	5,000	5,000	5,000	4,000	(1,000)	-20.0%
Fireworks (New Year's)	2,000	-	-	-	-	-	-	---
Jackson Hole Air	15,000	15,000	15,000	15,000	17,000	12,000	(5,000)	-20.0%
Charture Institute	7,500	8,000	-	-	-	-	-	---
Rodeo Grounds/Fair	60,000	60,000	60,000	60,000	60,000	60,000	-	0.0%
Holiday Lighting	21,624	15,728	18,500	18,500	18,500	10,000	(8,500)	-45.9%
Leadership Jackson Hole	-	-	6,000	6,000	-	-	-	-100.0%
Energy Conservation Works	35,000	35,000	35,000	35,000	35,000	28,000	(7,000)	-20.0%
Global Ties Wyoming	4,000	4,000	4,120	4,120	5,000	3,296	(1,704)	-20.0%
Jackson Hole Public Art Initiative	-	3,500	3,605	3,605	10,000	2,884	(7,116)	-20.0%
TC Historic Preservation Board	-	-	12,125	12,125	12,500	9,700	(2,800)	-20.0%
Promo-Central Wyoming College	-	-	5,000	5,000	3,000	3,000	-	-40.0%
Center of Wonder	9,000	8,000	8,240	8,240	12,000	6,592	(5,408)	-20.0%
Yellowstone-Teton Clean Cities	3,000	4,000	4,000	4,000	-	-	-	-100.0%
Total Community Initiatives	**$ 254,636**	**$ 270,716**	**$ 285,441**	**$ 285,441**	**$ 314,111**	**$ 256,896**	**$ (57,215)**	**-10.0%**



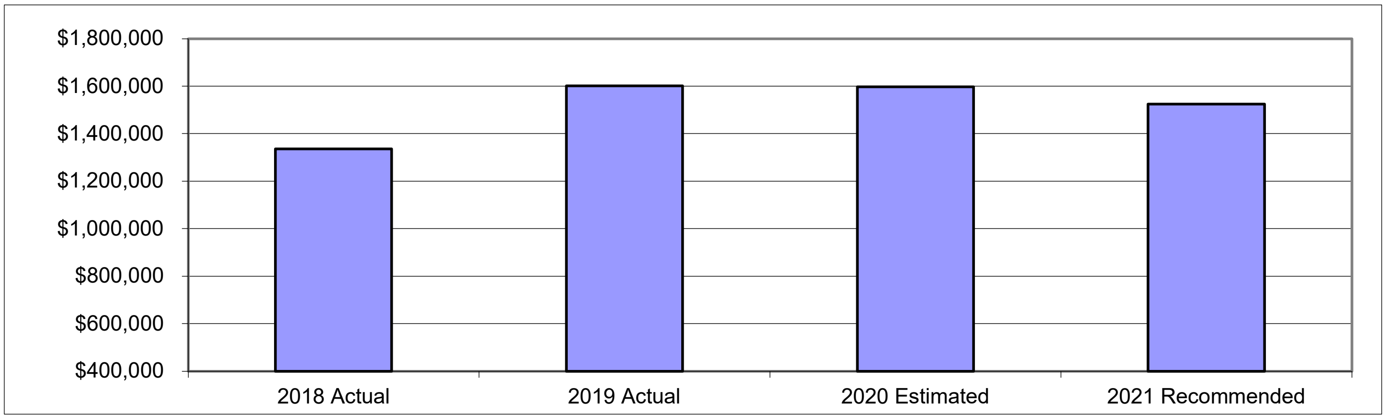
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
CULTURE & RECREATION

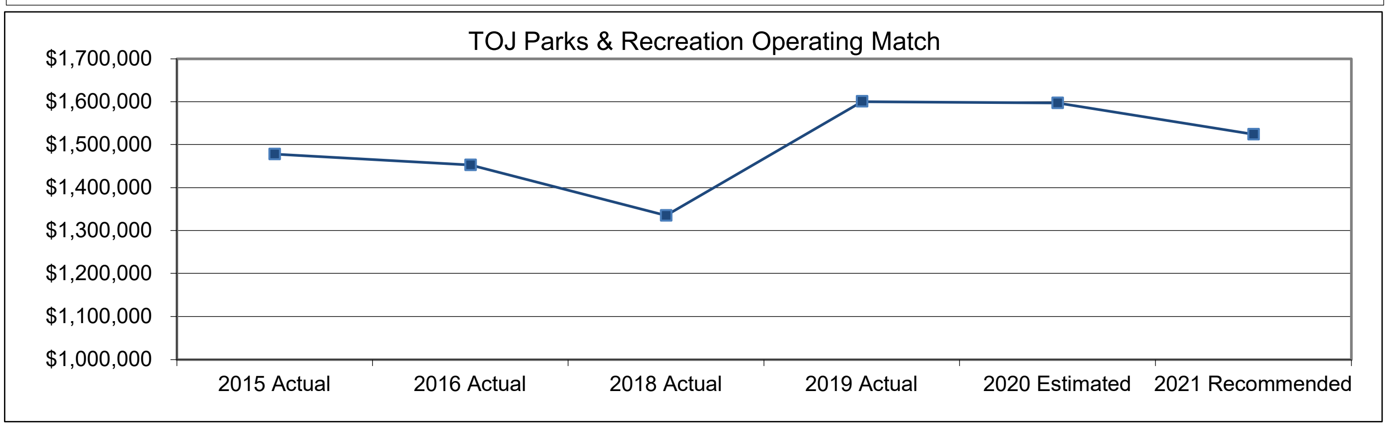
DEPARTMENTS WITHIN CULTURE & RECREATION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Parks & Recreation (County)	$ 1,071,839	$ 1,202,170	$ 1,596,822	$ 1,596,822	$ 1,936,568	$ 1,524,340	$ (412,228)	-4.5%
Pathways	-	-	96,639	96,639	98,446	90,478	(7,968)	-6.4%
Memorial Park (Cemetery)	17,390	13,255	15,425	15,425	17,890	15,264	(2,626)	-1.0%
Total Culture & Recreation	**$ 1,089,229**	**$ 1,215,425**	**$ 1,708,886**	**$ 1,708,886**	**$ 2,052,904**	**$ 1,630,082**	**$ (422,822)**	**-4.6%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
PARKS AND RECREATION

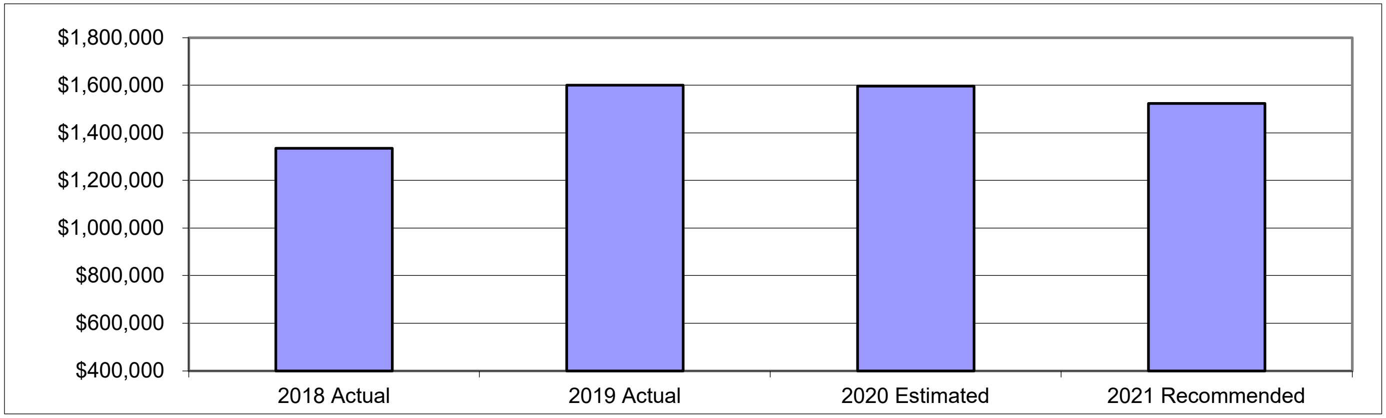
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Contracted Services (County)	$ 1,071,839	$ 1,202,170	$ 1,596,822	$ 1,596,822	$ 1,936,568	$ 1,524,340	$ (412,228)	-4.5%
Total Parks and Recreation	**$ 1,071,839**	**$ 1,202,170**	**$ 1,596,822**	**$ 1,596,822**	**$ 1,936,568**	**$ 1,524,340**	**$ (412,228)**	**-4.5%**

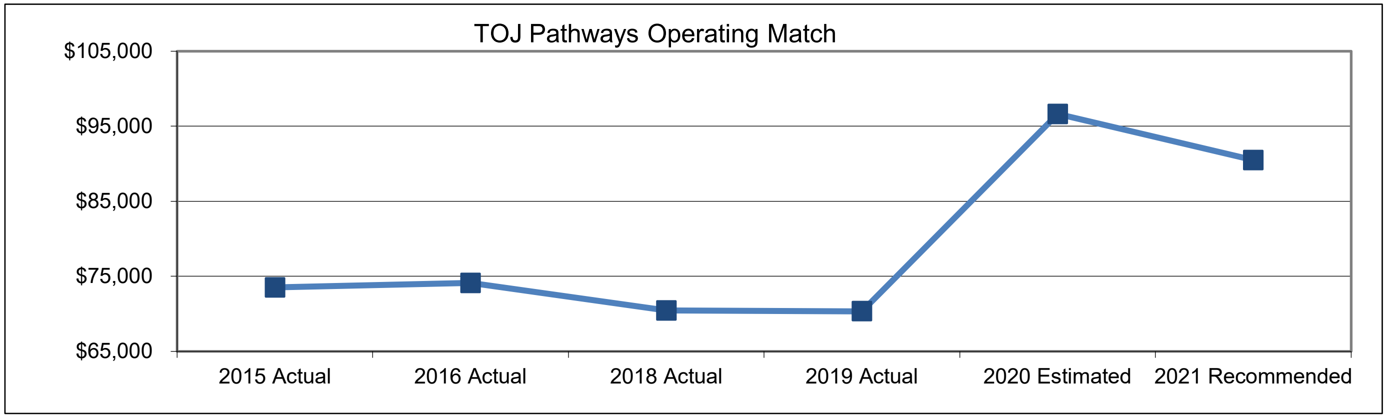




TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
PATHWAYS

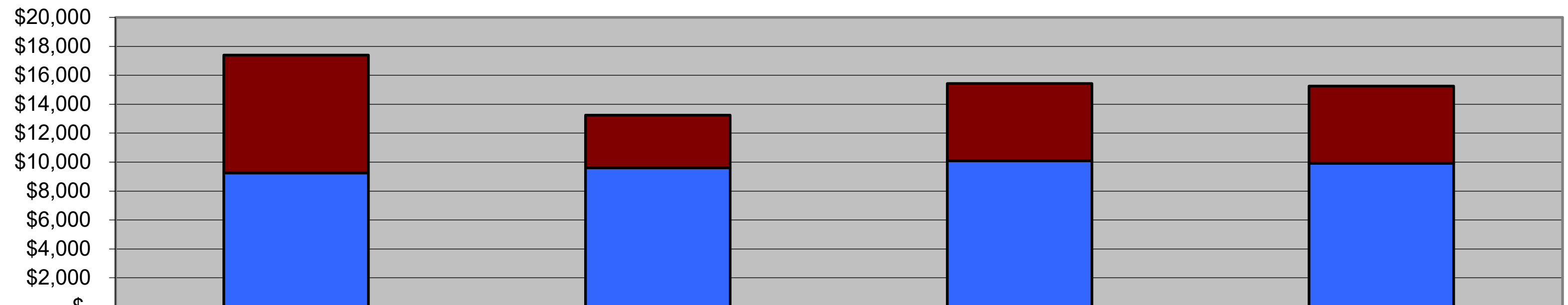
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Contracted Services (County)	$ -	$ -	$ 96,639	$ 96,639	$ 98,446	$ 90,478	$ (7,968)	-6.4%
Total Pathways	**$ -**	**$ -**	**$ 96,639**	**$ 96,639**	**$ 98,446**	**$ 90,478**	**$ (7,968)**	**-6.4%**





TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
MEMORIAL PARK (CEMETERY)

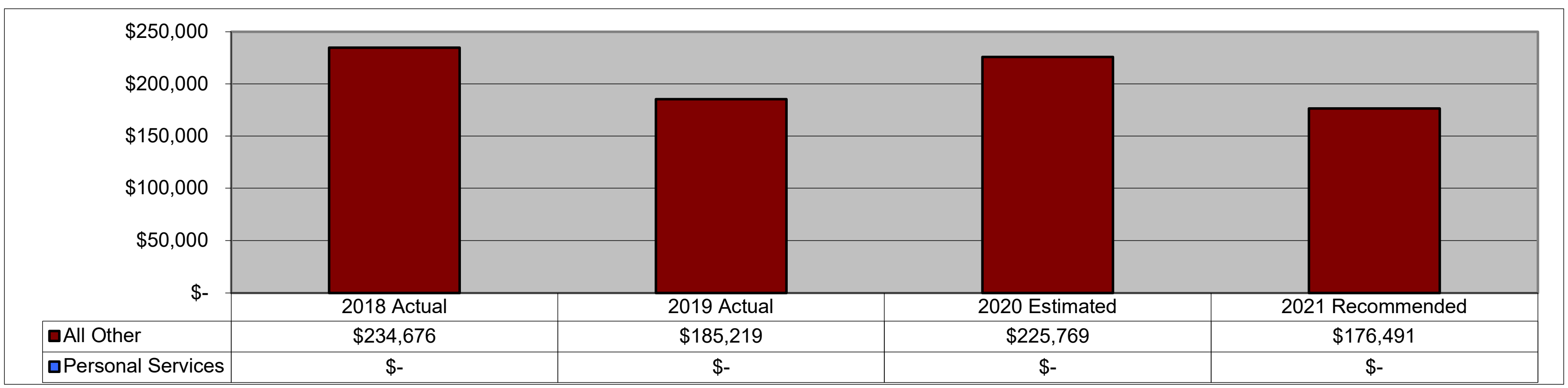
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Salaries & Wages - Regular	$ 8,446	$ 8,823	$ 8,984	$ 8,984	$ 8,984	$ 8,984	$ -	0.0%
FICA & Medicare	577	600	687	687	687	687	-	0.0%
Workers' Compensation	170	140	240	240	135	135	-	-43.8%
State Unemployment	52	37	180	180	106	106	-	-41.1%
Operating Supplies	77	69	200	200	199	198	(1)	0.0%
Utilities	429	681	375	375	375	375	-	0.0%
Water & Sewer Charges	782	603	650	650	650	650	-	0.0%
Professional Services	3,773	914	2,200	2,200	4,000	1,310	(2,690)	-40.5%
Dust Abatement/Road Maint	1,206	-	-	-	750	750	-	---
Weed Control	510	25	-	-	-	-	-	---
IT Services	1,305	1,282	1,828	1,828	1,925	1,983	58	8.5%
Liability Insurance	63	81	81	81	79	86	7	6.2%
Total Cemetery	**$ 17,390**	**$ 13,255**	**$ 15,425**	**$ 15,425**	**$ 17,890**	**$ 15,264**	**$ (2,626)**	**-1.0%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
All Other	$8,145	$3,655	$5,334	$5,352
Personal Services	$9,245	$9,600	$10,091	$9,912

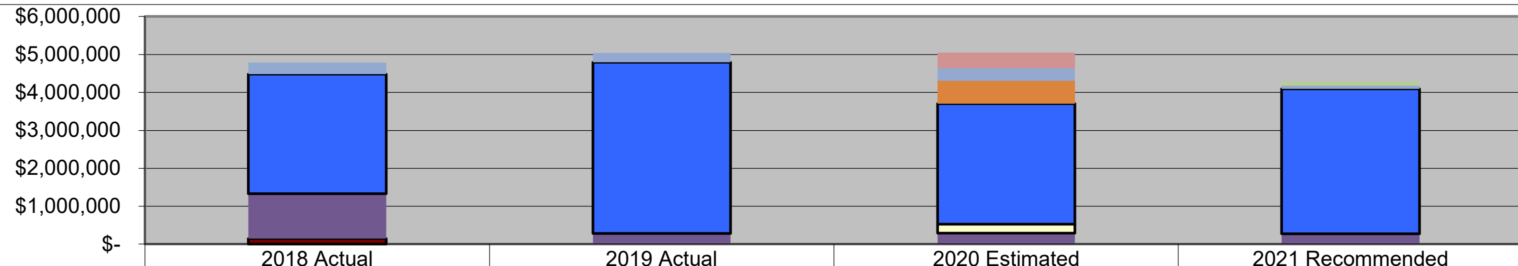
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL UNALLOCATED
TOWN-WIDE SERVICES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
General/Office Supplies	$ 7,611	$ 5,268	$ 6,000	$ 6,000	$ 6,000	$ 4,000	(2,000)	-33.3%
Postage	8,413	14,355	12,950	12,950	12,950	10,950	(2,000)	-15.4%
Dues & Subscriptions	13,311	14,574	13,700	14,097	15,000	15,000	-	6.4%
Flat Creek Improvement District	12,000	12,000	12,000	12,000	12,000	12,000	-	0.0%
Professional Services	-	-	-	-	1,000	1,000	-	---
Wellness Program	3,903	4,177	5,000	5,693	15,000	14,000	(1,000)	145.9%
Recording & Filing Fees	1,145	447	800	800	800	500	(300)	-37.5%
Employee Assistance	845	-	150	150	150	-	(150)	-100.0%
Public Education	45,669	65,572	70,000	70,000	40,000	-	(40,000)	-100.0%
Emergency Management	-	-	250	250	250	-	(250)	-100.0%
Solar Eclipse	78,107	-	-	-	-	-	-	---
Internships	-	-	-	-	36,000	21,379	(14,621)	---
Snow Making Loan Payment	-	-	52,552	52,552	52,552	52,552	-	0.0%
Training, Travel, & Meetings	27,989	28,430	-	-	20,000	5,000	(15,000)	---
Employee Education Reimb	1,565	1,835	7,500	11,514	10,000	8,500	(1,500)	-26.2%
Retreat/In-Service	21,229	19,534	13,500	16,335	20,000	12,000	(8,000)	-26.5%
Surety Bonds	50	610	610	610	610	610	-	0.0%
Commuter Subsidy	263	-	2,000	2,000	13,000	11,000	(2,000)	450.0%
Employee Events	10,582	18,189	16,000	18,218	16,000	8,000	(8,000)	-56.1%
Conservations Programs (40X20)	1,994	229	2,500	2,600	2,500	-	(2,500)	-100.0%
Total Town-wide Services	**$ 234,676**	**$ 185,219**	**$ 215,512**	**$ 225,769**	**$ 273,812**	**$ 176,491**	**$ (97,321)**	**-21.8%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
GENERAL FUND
TRANSFERS OUT

TRANSFER OUT DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 Est.
Transfers to Special Revenue Funds								
START Bus Fund	$ -	$ -	$ 233,489	$ 233,489	$ -	$ 70,511	$ 70,511	-69.8%
Affordable Housing Fund	1,182,409	285,701	293,326	293,326	399,749	276,901	(122,848)	-5.6%
Parking Exactions Fund	-	-	550,000	600,000	-	-	-	-100.0%
Employee Housing Fund	300,000	250,000	338,676	338,676	100,000	100,000	-	-70.5%
Transfer to Capital Projects Funds	3,151,006	4,506,697	2,579,012	3,180,157	3,814,344	-	(3,814,344)	-100.0%
Transfers to Internal Service Funds								
Fleet Management	150,000	-	-	-	-	-	-	---
IT Services Fund	-	-	400,000	400,000	-	-	-	-100.0%
Employee Insurance	-	-	-	-	200,000	200,000	-	---
Central Equipment	-	-	-	-	100,000	100,000	-	---
Total Transfers Out	**$ 4,783,415**	**$ 5,042,398**	**$ 4,394,503**	**$ 5,045,648**	**$ 4,614,093**	**$ 747,412**	**$ (3,866,681)**	**-85.2%**



	2018 Actual	2019 Actual	2020 Estimated	2021 Recommended
Central Equipment	$-	$-	$-	$100,000
IT Services Fund	$-	$-	$400,000	$-
Employee Housing Fund	$300,000	$250,000	$338,676	$100,000
Parking Exactions Fund	$-	$-	$600,000	$-
Capital Projects	$3,151,006	$4,506,697	$3,180,157	$3,814,344
START	$-	$-	$233,489	$-
Affordable Hounsing	$1,182,409	$285,701	$293,326	$276,901
Fleet Management	$150,000	$-	$-	$-

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TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

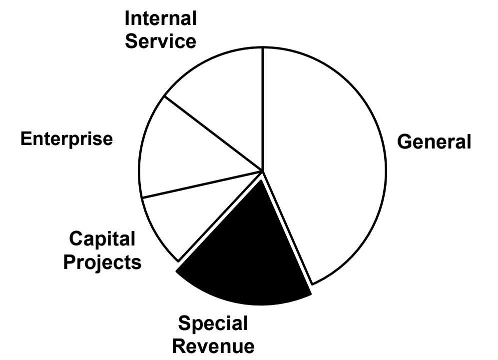
SPECIAL REVENUE FUND

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SCHEDULE OF REVENUE, EXPENDITURES, & CHANGES TO FUND BALANCES
ALL FUNDS

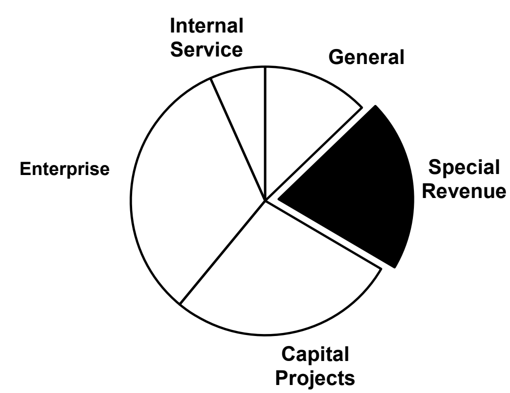
FUND DESCRIPTION	BALANCE JULY 1, 2020	REVENUE	TRANSFERS IN	EXPEND-ITURES	TRANSFERS OUT	BUDGETED BALANCE JUNE 30, 2021
General Fund	$ 8,476,269	$ 11,677,406	$ 1,017,181	$ 16,734,188	$ 747,412	$ 3,689,256
Special Revenue Funds						
Affordable Housing	1,112,096	270,000	526,901	526,901	-	1,382,096
Parking Exactions	806,563	65,500	-	-	-	872,063
Park Exactions	215,277	13,900	-	-	-	229,177
Employee Housing	1,527,727	433,260	100,000	337,309	-	1,723,678
Animal Care Fund	402,245	60,200	-	55,000	35,000	372,445
Lodging Tax Fund	6,636	334,224	-	-	334,224	6,636
START Bus System	1,452,155	5,814,627	404,735	6,219,362	80,401	1,371,753
Total Special Revenue	5,522,699	6,991,711	1,031,636	7,138,572	449,625	5,957,848
Capital Project Funds						
Capital Projects (5th Cent)	3,957,867	1,575,749	-	2,269,743	1,000,000	2,263,873
2006 Specific Purpose Excise Tax	244,617	4,400	-	-	-	249,017
2010 Specific Purpose Excise Tax	165,749	6,000	-	75,000	-	96,749
2014 Specific Purpose Excise Tax	3,276,676	55,900	-	1,052,500	-	2,280,076
2016 Specific Purpose Excise Tax	314,933	5,400	-	20,000	-	300,333
2017 Specific Purpose Excise Tax	793,800	6,500	-	265,000	-	535,300
2019 Specific Purpose Excise Tax	-	2,225,066	-	-	-	2,225,066
Total Capital Projects	8,753,642	3,879,015	-	3,682,243	1,000,000	7,950,414
Enterprise Funds						
Water Utility	4,917,267	2,450,417	375,000	2,351,160	450,890	4,940,634
Sewage Utility	4,866,750	2,586,346	375,000	2,990,698	450,890	4,386,508
Total Enterprise Funds	9,784,017	5,036,763	750,000	5,341,858	901,780	9,327,142
Internal Service Funds						
Employee Insurance	2,056,861	1,806,308	200,000	2,692,185	-	1,370,984
Fleet Management	501,404	1,575,046	-	1,972,667	-	103,783
Central Equipment	296,525	25,700	100,000	-	-	422,225
IT Services	178,547	821,643	-	972,561	-	27,629
Total Internal Service Funds	3,033,336	4,228,697	300,000	5,637,413	-	1,924,620
Total All Funds	$ 35,569,963	$ 31,813,592	$ 3,098,817	$ 38,534,274	$ 3,098,817	$ 28,849,280

Note: Enterprise and Internal Service Funds are budgeted on a working-capital basis.

Total Appropriations (Excluding Transfers)
Fiscal Year Ending June 30, 2021



Estimated Ending Fund Balance
At June 30, 2021



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
AFFORDABLE HOUSING FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Fund Balance	**$ 678,125**	**$ 1,729,171**	**$ 987,141**	**$ 987,141**	**$ 1,112,096**	**$ 1,112,096**		
Revenues:								
Intergovernmental	-	-	-	222,834	-	-	-	-100.0%
Licenses & Permits	36,792	249,868	150,000	268,798	250,000	250,000	-	-7.0%
Miscellaneous Revenue	16,900	29,025	17,000	29,483	20,000	20,000	-	-32.2%
Total Revenue	**53,692**	**278,893**	**167,000**	**521,115**	**270,000**	**270,000**	**-**	**-48.2%**
Transfers In	1,182,409	285,701	1,293,326	1,293,326	1,399,749	526,901	(872,848)	-59.3%
Total Sources	**1,236,101**	**564,594**	**1,460,326**	**1,814,441**	**1,669,749**	**796,901**	**(872,848)**	**-56.1%**
Expenditures:								
Community Development	185,055	1,306,624	1,689,486	1,689,486	1,399,749	526,901	(872,848)	-68.8%
Total Expenditures	**185,055**	**1,306,624**	**1,689,486**	**1,689,486**	**1,399,749**	**526,901**	**(872,848)**	**-68.8%**
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	**185,055**	**1,306,624**	**1,689,486**	**1,689,486**	**1,399,749**	**526,901**	**(872,848)**	**-68.8%**
Restricted Employee Housing	84,524	-	-	-	-	-		
Restricted Affordable Housing	88,940	-	-	-	-	-		
Restricted Workforce Housing	-	252,718	406	276,341	533,958	533,958		
Unrestricted Funds	1,555,707	734,423	757,575	835,755	848,138	848,138		
Ending Fund Balance	**$ 1,729,171**	**$ 987,141**	**$ 757,981**	**$ 1,112,096**	**$ 1,382,096**	**$ 1,382,096**		
Net Change in Fund Balance	*$ 1,051,046*	*$ (742,030)*	*$ (229,160)*	*$ 124,955*	*$ 270,000*	*$ 270,000*		

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
AFFORDABLE HOUSING FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
County Reimbursement	$ -	$ -	$ -	$ 222,834	$ -	$ -	$ -	-100.0%
Total Intergovernmental	**-**	**-**	**-**	**222,834**	**-**	**-**	**-**	**-100.0%**
Employee Housing Exactions	36,792	-	-	-	-	-	-	---
Affordable Workforce Exactions	-	249,868	150,000	268,798	250,000	250,000	-	-7.0%
Total Licenses & Permits	**36,792**	**249,868**	**150,000**	**268,798**	**250,000**	**250,000**	**-**	-7.0%
Interest Earnings	16,900	29,025	17,000	29,483	20,000	20,000	-	-32.2%
Total Miscellaneous Revenue	**16,900**	**29,025**	**17,000**	**29,483**	**20,000**	**20,000**	**-**	**-32.2%**
Transfer from General	1,182,409	285,701	293,326	293,326	399,749	276,901	(122,848)	-5.6%
Transfer From Capital Projects	-	-	1,000,000	1,000,000	1,000,000	250,000	**(750,000)**	-75.0%
Total Transfers In	**1,182,409**	**285,701**	**1,293,326**	**1,293,326**	**1,399,749**	**526,901**	**(872,848)**	**-59.3%**
Total Affordable Housing Fund	**$ 1,236,101**	**$ 564,594**	**$ 1,460,326**	**$ 1,814,441**	**$ 1,669,749**	**$ 796,901**	**$ (872,848)**	**-56.1%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
AFFORDABLE HOUSING FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Contract - Comm Housing Trust	$ 25,000	$ 15,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	0.0%
JH Community Housing Trust	-	-	-	-	-	-	-	---
Pioneer Homestead	-	-	-	-	-	-	-	---
Affordable Housing Dept (County)	156,594	265,701	268,326	268,326	374,749	251,901	(122,848)	-6.1%
Grove Contribution	-	-	-	-	-	-	-	---
Workforce Camping	152	483	-	-	-	-	-	---
Housing Supply Plan	3,309	1,025,440	1,396,160	1,396,160	1,000,000	250,000	(750,000)	-82.1%
Total Affordable Housing	**185,055**	**1,306,624**	**1,689,486**	**1,689,486**	**1,399,749**	**526,901**	**(872,848)**	**-68.8%**
Total Affordable Housing Fund	**$ 185,055**	**$ 1,306,624**	**$ 1,689,486**	**$ 1,689,486**	**$ 1,399,749**	**$ 526,901**	**$ (872,848)**	**-68.8%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PARKING EXACTIONS
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Fund Balance	**$ 121,439**	**$ 145,246**	**$ 131,627**	**$ 131,627**	**$ 806,563**	**$ 806,563**		
Revenues:								
License and Permits	22,500	18,300	51,000	65,000	51,000	51,000	-	-21.5%
Miscellaneous Revenue	1,307	3,081	2,300	9,936	14,500	14,500	-	45.9%
Total Revenue	**23,807**	**21,381**	**53,300**	**74,936**	**65,500**	**65,500**	**-**	**-12.6%**
Transfers In	-	-	550,000	600,000	-	-	-	-100.0%
Total Sources	**23,807**	**21,381**	**603,300**	**674,936**	**65,500**	**65,500**	**-**	**-90.3%**
Expenditures:								
Community Development	-	35,000	-	-	-	-	-	---
Total Expenditures	**-**	**35,000**	**-**	**-**	**-**	**-**	**-**	**---**
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	**-**	**35,000**	**-**	**-**	**-**	**-**	**-**	**---**
Ending Fund Balance	**$ 145,246**	**$ 131,627**	**$ 734,927**	**$ 806,563**	**$ 872,063**	**$ 872,063**	**$ -**	**8.1%**
Net Change in Fund Balance	*$ 23,807*	*$ (13,619)*	*$ 603,300*	*$ 674,936*	*$ 65,500*	*$ 65,500*		

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PARKING EXACTIONS
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Parking Exactions	$ 22,500	$ 17,000	$ 1,000	$ 17,000	$ 1,000	$ 1,000	$ -	-94.1%
Encroachment Fees	-	1,300	50,000	48,000	50,000	50,000	-	4.2%
Total Licenses & Permits	**22,500**	**18,300**	**51,000**	**65,000**	**51,000**	**51,000**	**-**	**-21.5%**
Interest Earnings	1,307	3,081	2,300	9,936	14,500	14,500	-	45.9%
Total Miscellaneous Revenue	**1,307**	**3,081**	**2,300**	**9,936**	**14,500**	**14,500**	**-**	**45.9%**
Transfer in - General Fund	-	-	550,000	600,000	-	-	-	-100.0%
Total Transfers In	**-**	**-**	**550,000**	**600,000**	**-**	**-**	**-**	**-100.0%**
Total Fee In Lieu of Parking Fund	**$ 23,807**	**$ 21,381**	**$ 603,300**	**$ 674,936**	**$ 65,500**	**$ 65,500**	**$ -**	**-90.3%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PARKING EXACTIONS
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Town Parking Study	$ -	$ 35,000	$ -	$ -	$ -	$ -	$ -	---
Total Expenditures	**-**	**35,000**	**-**	**-**	**-**	**-**	**-**	**---**
Total Affordable Housing Fund	**$ -**	**$ 35,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**---**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PARKS EXACTIONS FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Fund Balance	**$ 75,020**	**$ 65,938**	**$ 141,427**	**$ 141,427**	**$ 215,277**	**$ 215,277**		
Revenues:								
Licenses & Permits	-	72,450	10,000	72,450	10,000	10,000	-	-86.2%
Miscellaneous Revenue	624	3,039	2,500	1,400	3,900	3,900	-	178.6%
Total Revenue	**624**	**75,489**	**12,500**	**73,850**	**13,900**	**13,900**	**-**	**-81.2%**
Transfers In	-	-	-	-	-	-	-	---
Total Sources	**624**	**75,489**	**12,500**	**73,850**	**13,900**	**13,900**	**-**	-81.2%
Expenditures:								
Culture and Recreation	9,706	-	-	-	-	-	-	---
Total Expenditures	**9,706**	**-**	**-**	**-**	**-**	**-**	**-**	---
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	**9,706**	**-**	**-**	**-**	**-**	**-**	**-**	---
Ending Fund Balance	**$ 65,938**	**$ 141,427**	**$ 153,927**	**$ 215,277**	**$ 229,177**	**$ 229,177**	**$ -**	**6.5%**
Net Change in Fund Balance	*$ (9,082)*	*$ 75,489*	*$ 12,500*	*$ 73,850*	*$ 13,900*	*$ 13,900*		

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PARKS EXACTIONS FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Subdivision Exactions	$ -	$ 72,450	$ 10,000	$ 72,450	$ 10,000	$ 10,000	$ -	-86.2%
Total Licenses & Permits	**-**	**72,450**	**10,000**	**72,450**	**10,000**	**10,000**	**-**	**-86.2%**
Interest Earnings	624	3,039	2,500	1,400	3,900	3,900	-	178.6%
Total Miscellaneous Revenue	**624**	**3,039**	**2,500**	**1,400**	**3,900**	**3,900**	**-**	**178.6%**
Total Park Exactions Fund	**$ 624**	**$ 75,489**	**$ 12,500**	**$ 73,850**	**$ 13,900**	**$ 13,900**	**$ -**	**-81.2%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
PARKS EXACTIONS FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
May Park	$ 9,706	$ -	$ -	$ -	$ -	$ -	$ -	---
Total Parks	**9,706**	**-**	**-**	**-**	**-**	**-**	**-**	**---**
Total Park Exactions Fund	**$ 9,706**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**---**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
EMPLOYEE HOUSING FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Fund Balance	**$ 456,300**	**$ 79,693**	**$ 1,213,154**	**$ 1,213,154**	**$ 1,527,727**	**$ 1,527,727**		
Revenues:								
Miscellaneous Revenue	234,935	289,911	401,984	389,676	433,260	433,260	-	11.2%
Total Revenue	**234,935**	**289,911**	**401,984**	**389,676**	**433,260**	**433,260**	**-**	**11.2%**
Transfers In	300,000	1,250,000	338,676	338,676	100,000	100,000	-	**-70.5%**
Total Sources	**534,935**	**1,539,911**	**740,660**	**728,352**	**533,260**	**533,260**	**-**	**-26.8%**
Expenditures:								
General Government	911,542	406,450	334,463	413,779	716,309	337,309	(379,000)	-18.5%
Total Expenditures	**911,542**	**406,450**	**334,463**	**413,779**	**716,309**	**337,309**	**(379,000)**	**-18.5%**
Transfers Out	-	-	112,026	-	-	-	-	---
Total Uses	**911,542**	**406,450**	**446,489**	**413,779**	**716,309**	**337,309**	**(379,000)**	**-18.5%**
Ending Fund Balance	**$ 79,693**	**$ 1,213,154**	**$ 1,507,325**	**$ 1,527,727**	**$ 1,344,678**	**$ 1,723,678**	**$ 379,000**	**12.8%**
Net Change in Fund Balance	*$ (376,607)*	*$ 1,133,461*	*$ 294,171*	*$ 314,573*	*$ (183,049)*	*$ 195,951*		

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
EMPLOYEE HOUSING FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Interest Earnings	$ 1,590	$ 29,337	$ 20,500	$ 20,158	$ 27,500	$ 27,500	$ -	36.4%
Rents - 955 Maple Way	15,260	15,625	15,000	15,000	15,000	15,000	-	0.0%
Rents - 915 Simon Lane	17,421	13,661	19,200	19,200	19,200	19,200	-	0.0%
Rents - 930 Simon Lane	9,431	18,750	15,000	19,200	15,000	15,000	-	-21.9%
Rents - 940 Simon Lane	16,394	7,875	12,000	19,200	12,000	12,000	-	-37.5%
Rents - 685 East Hansen	19,100	19,375	18,600	18,600	18,600	18,600	-	0.0%
Rents - 145 West Hansen	40,519	24,424	42,360	45,120	42,360	42,360	-	-6.1%
Rents - 410 Scott Lane	19,473	18,125	17,400	17,400	17,400	17,400	-	0.0%
Rents - 174 North King	18,019	9,002	4,500	8,000	4,500	4,500	-	-43.8%
Rents - 455 Vine Street	49,839	48,950	48,000	52,800	48,000	48,000	-	-9.1%
Rents- Virginian Condos	14,284	18,645	33,600	34,800	33,600	33,600	-	-3.4%
Rents - 145/149 East Pearl	-	10,773	13,200	12,543	24,000	24,000	-	91.3%
Rents - Park Maintenance	-	-	25,000	-	100,000	100,000	-	---
Rent - 440 West Kelly	-	-	-	10,800	32,400	32,400	-	200.0%
Master Leases	13,605	55,369	71,069	50,300	23,700	23,700	-	-52.9%
Insurance Reimbursement	-	-	46,555	46,555	-	-	-	-100.0%
Total Miscellaneous Revenue	**234,935**	**289,911**	**401,984**	**389,676**	**433,260**	**433,260**	**-**	**11.2%**
Transfers In - Capital Projects	-	1,000,000	-	-	-	-	-	---
Transfers In - General Fund	300,000	250,000	338,676	338,676	100,000	100,000	-	-70.5%
Total Transfers In	**300,000**	**1,250,000**	**338,676**	**338,676**	**100,000**	**100,000**	**-**	**-70.5%**
Total Employee Housing Fund	**$ 534,935**	**$ 1,539,911**	**$ 740,660**	**$ 728,352**	**$ 533,260**	**$ 533,260**	**$ -**	**-40.5%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
EMPLOYEE HOUSING FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Property Management Services	$ 5,915	$ -	$ -	$ -	$ -	$ -	-	---
Professional Services	780	5,638	10,000	10,000	15,000	10,000	(5,000)	0.0%
R&M - 955 Maple Way	6,466	2,740	7,650	7,650	6,520	6,520	-	-14.8%
R&M - 915 Simon Lane	3,739	10,045	3,850	12,892	9,012	9,012	-	-30.1%
R&M - 930 Simon Lane	8,028	3,404	4,200	5,088	8,705	8,705	-	71.1%
R&M - 940 Simon Lane	8,175	4,744	59,740	61,788	8,855	8,855	-	-85.7%
R&M - 675 East Hansen	15,045	7,749	19,600	20,500	26,065	11,065	(15,000)	-46.0%
R&M - 685 East Hansen	17,468	17,808	7,300	10,623	11,035	11,035	-	3.9%
R&M - 145 West Hansen	22,696	12,402	16,000	15,402	22,920	22,920	-	48.8%
R&M - 410 Scott Lane	4,950	4,228	7,000	19,100	20,804	8,804	(12,000)	-53.9%
R&M - 174 North King	8,829	9,065	7,400	9,091	-	-	-	-100.0%
R&M - 455 Vine Street	8,265	12,012	10,250	13,244	25,572	20,572	(5,000)	55.3%
R&M - 585 Hall/335 Redmond	-	-	-	-	-	-	-	---
R&M - Virginian Condos	1,986	10,397	11,320	11,320	13,972	13,972	-	23.4%
R&M - 145/149 East Pearl	-	173,689	28,200	70,734	16,820	16,820	-	-76.2%
R&M - Park Maintenance	-	-	10,000	25,000	62,600	62,600	-	150.4%
R&M - Wapiti Lane	-	-	-	-	27,000	-	(27,000)	---
R&M - 440 W. Kelly	-	-	-	-	12,016	12,016	-	---
145 E Pearl Remodel	-	-	-	-	300,000	-	(300,000)	---
Master Leases	57,633	120,340	118,530	104,211	102,056	102,056	-	-2.1%
Energy & Other Improvements	387	-	-	2,000	2,000	2,000	-	0.0%
Workforce Camping-Expenditures	-	-	-	2,500	2,500	2,500	-	0.0%
Property Insurance	12,277	12,189	13,423	12,637	7,857	7,857	-	-37.8%
Virginian Condos	728,903	-	-	-	-	-	-	---
Subdivision Expenses	-	-	-	-	15,000	-	(15,000)	---
Total Employee Housing Assistance	**911,542**	**406,450**	**334,463**	**413,779**	**716,309**	**337,309**	**(379,000)**	**-18.5%**
Transfer to General Fund	-	-	112,026	-	-	-	-	---
Total Transfers Out	**-**	**-**	**112,026**	**-**	**-**	**-**	**-**	**---**
Total Employee Housing Fund	**$ 911,542**	**$ 406,450**	**$ 446,489**	**$ 413,779**	**$ 716,309**	**$ 337,309**	**$ (379,000)**	**-18.5%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
ANIMAL CARE FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Fund Balance	**$ 341,806**	**$ 366,156**	**$ 432,945**	**$ 432,945**	**$ 402,245**	**$ 402,245**		
Revenues:								
Miscellaneous Revenue	89,632	120,283	60,200	105,300	60,200	60,200	-	-42.8%
Total Revenue	**89,632**	**120,283**	**60,200**	**105,300**	**60,200**	**60,200**	**-**	**-42.8%**
Transfers In	-	-	-	-	-	-	-	---
Total Sources	**89,632**	**120,283**	**60,200**	**105,300**	**60,200**	**60,200**	**-**	-42.8%
Expenditures:								
Public Safety	33,669	27,395	20,000	20,000	55,000	55,000	-	175.0%
Total Expenditures	**33,669**	**27,395**	**20,000**	**20,000**	**55,000**	**55,000**	**-**	175.0%
Transfers Out	31,613	26,099	116,000	116,000	35,000	35,000	-	-69.8%
Total Uses	**65,282**	**53,494**	**136,000**	**136,000**	**90,000**	**90,000**	**-**	-33.8%
Ending Fund Balance	**$ 366,156**	**$ 432,945**	**$ 357,145**	**$ 402,245**	**$ 372,445**	**$ 372,445**	**$ -**	**-7.4%**
Net Change in Fund Balance	*$ 24,350*	*$ 66,789*	*$ (75,800)*	*$ (30,700)*	*$ (29,800)*	*$ (29,800)*		

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
ANIMAL CARE FUND
REVENUES AND OTHER SOURCES

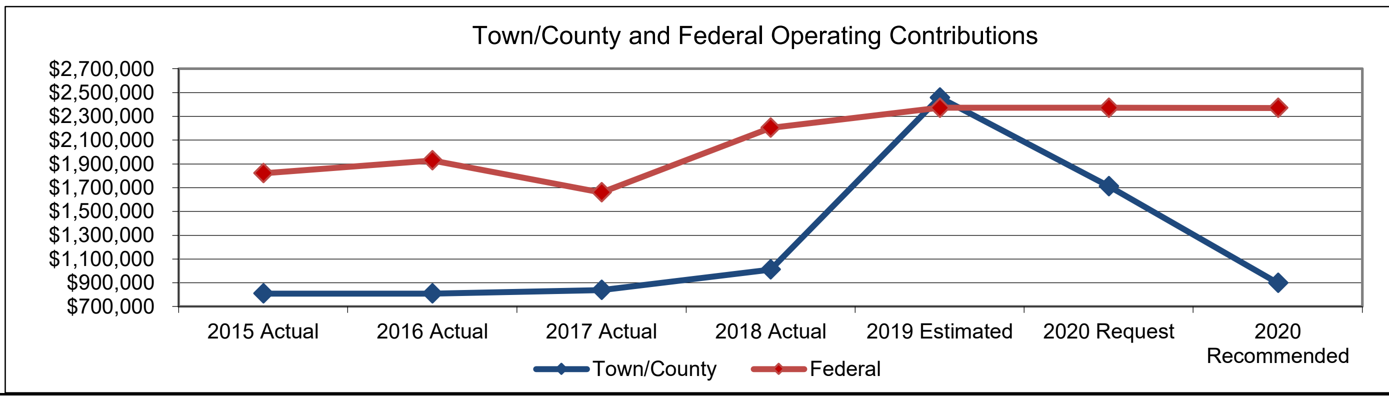
REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Miscellaneous	$ 89,449	$ 119,905	$ 60,000	$ 105,000	$ 60,000	$ 60,000	$ -	-42.9%
Interest Earnings	183	378	200	300	200	200	-	-33.3%
Total Miscellaneous Revenue	**89,632**	**120,283**	**60,200**	**105,300**	**60,200**	**60,200**	**-**	**-42.8%**
Total Animal Care Fund	**$ 89,632**	**$ 120,283**	**$ 60,200**	**$ 105,300**	**$ 60,200**	**$ 60,200**	**$ -**	**-42.8%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
ANIMAL CARE FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Operating Expenditures	$ 23,472	$ 24,572	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ -	0.0%
Cat Kennels	10,197	2,823	-	-	-	-	-	---
Floor Replacement	-	-	-	-	35,000	35,000	-	---
Total Animal Care	**33,669**	**27,395**	**20,000**	**20,000**	**55,000**	**55,000**	**-**	**175.0%**
Transfers to General Fund	31,613	26,099	116,000	116,000	35,000	35,000	-	-69.8%
Total Transfers Out	**31,613**	**26,099**	**116,000**	**116,000**	**35,000**	**35,000**	**-**	**-69.8%**
Total Animal Care Fund	**$ 65,282**	**$ 53,494**	**$ 136,000**	**$ 136,000**	**$ 90,000**	**$ 90,000**	**$ -**	**-33.8%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
START BUS SYSTEM FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Fund Balance	**$ 1,400,328**	**$ 1,348,960**	**$ 1,360,451**	**$ 1,360,451**	**$ 1,452,155**	**$ 1,452,155**		
Revenues:								
Intergovernmental	2,144,202	3,028,774	9,258,522	9,198,437	5,036,831	4,589,883	(446,948)	-50.1%
Charges for Services	1,225,515	1,153,112	1,380,821	1,479,858	1,865,078	1,211,744	(653,334)	-18.1%
Miscellaneous Revenue	37,621	459,146	13,000	10,835	13,000	13,000	-	20.0%
Total Revenue	**3,407,338**	**4,641,032**	**10,652,343**	**10,689,130**	**6,914,909**	**5,814,627**	**(1,100,282)**	**-45.6%**
Transfers In	377,801	430,914	1,012,109	1,012,109	770,419	404,735	(365,684)	-60.0%
Total Sources	**3,785,139**	**5,071,946**	**11,664,452**	**11,701,239**	**7,685,328**	**6,219,362**	**(1,465,966)**	**-46.8%**
Expenditures:								
Transit Administration	565,800	629,229	856,380	799,785	844,723	847,999	3,277	6.0%
Transit Operations	3,218,804	4,063,707	4,239,516	4,142,879	4,390,605	3,531,363	(859,242)	-14.8%
Capital Outlay	-	294,654	6,720,000	6,565,641	2,450,000	1,840,000	(610,000)	-72.0%
Total Expenditures	**3,784,604**	**4,987,590**	**11,815,896**	**11,508,305**	**7,685,328**	**6,219,362**	**(1,465,965)**	**-46.0%**
Transfers Out	51,903	72,865	101,230	101,230	95,701	80,401	(15,300)	-20.6%
Total Uses	**3,836,507**	**5,060,455**	**11,917,126**	**11,609,535**	**7,781,029**	**6,299,764**	**(1,481,265)**	**-45.7%**
Ending Fund Balance	**$ 1,348,960**	**$ 1,360,451**	**$ 1,107,777**	**$ 1,452,155**	**$ 1,356,454**	**$ 1,371,753**	**$ 15,299**	**-5.5%**
Net Change in Fund Balance	*$ (51,368)*	*$ 11,491*	*$ (252,674)*	*$ 91,704*	*$ (95,701)*	*$ (80,402)*		



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
START BUS SYSTEM FUND
REVENUES AND OTHER SOURCES

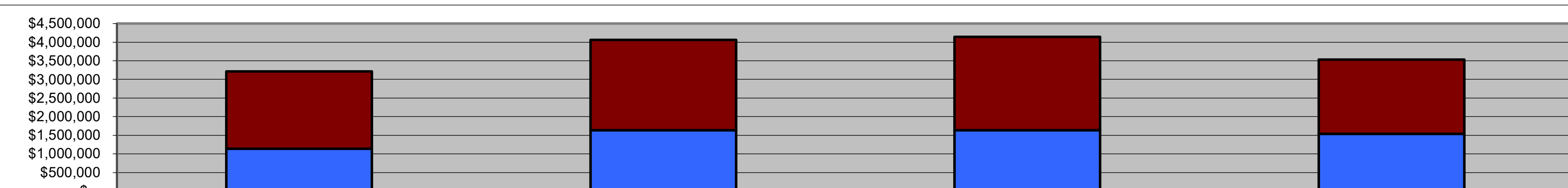
REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Electronic Fare System Grant	$ -	$ 152,460	$ -	$ -	$ -	$ -	$ -	---
SLIB START Grant (County)	-	-	467,460	457,560	100,000	100,000	-	-78.1%
FTA/Wyoming 5311 Grant	1,588,610	2,081,219	2,200,000	2,200,000	2,200,000	2,200,000	-	0.0%
FTA/Idaho 5311 Grant	70,472	121,864	171,230	171,230	170,000	170,000	-	-0.7%
FTA/Idaho 5311 Grand Targhee Grant	-	73,160	116,598	95,000	153,207	153,207	-	61.3%
FTA 5339/Wyoming Capital	23,363	20,407	2,320,000	2,320,000	1,472,000	1,472,000	-	-36.6%
Low-No Grant	-	-	2,290,000	2,290,000	-	-	-	-100.0%
Bus Shelter Grant	-	-	168,000	139,413	-	-	-	-100.0%
Route Plan RFP	-	-	80,000	80,000	-	-	-	-100.0%
Teton County Grant - Operations	461,757	579,664	1,445,234	697,967	458,724	347,276	(111,448)	-50.2%
Teton County Grant - Capital	-	-	-	747,267	482,900	147,400	(335,500)	-80.3%
Total Intergovernmental Revenue	**2,144,202**	**3,028,774**	**9,258,522**	**9,198,437**	**5,036,831**	**4,589,883**	**(446,948)**	**-50.1%**
START Transit Fares	273,557	289,015	291,000	162,500	291,000	180,000	(111,000)	10.8%
START Fares-Star Valley Passes	98,908	87,834	92,700	90,000	100,000	100,000	-	11.1%
START Fares-Star Valley Ticket	18,879	18,414	19,600	19,000	25,000	25,000	-	31.6%
START Fares-Teton Valley Pass	70,036	83,793	79,300	77,000	90,000	90,000	-	16.9%
START Fares-Teton Valley Ticket	39,952	31,086	39,600	39,600	45,000	45,000	-	13.6%
START Transit Contract Fares	275,367	311,326	420,621	420,621	840,627	298,293	(542,334)	-29.1%
START Advertising	11,100	5,275	8,000	8,000	8,000	8,000	-	0.0%
Bike Share - Member Revenue	7,403	12,073	15,000	15,000	15,451	15,451	-	3.0%
Teton Village Area 2 1% Transfer Fee	419,400	309,690	385,000	644,000	420,000	420,000	-	-34.8%
Short Term Rental Impact Fee	10,913	4,606	30,000	4,137	30,000	30,000	-	625.2%
Total Charges for Services	**1,225,515**	**1,153,112**	**1,380,821**	**1,479,858**	**1,865,078**	**1,211,744**	**(653,334)**	**-18.1%**
Interest Earnings	5,735	11,082	10,000	10,085	10,000	10,000	-	-0.8%
Contributions & Donations	4,305	4,424	3,000	750	3,000	3,000	-	300.0%
Insurance Reimbursement	27,581	440,353	-	-	-	-	-	---
Miscellaneous Income	-	3,287	-	-	-	-	-	---
Total Miscellaneous Revenue	**37,621**	**459,146**	**13,000**	**10,835**	**13,000**	**13,000**	**-**	**20.0%**
Transfer In - Business License Fee	-	-	233,489	233,489	-	70,511	70,511	-69.8%
Transfer In - Lodging Tax Fund	377,801	430,914	778,620	778,620	770,419	334,224	(436,195)	-57.1%
Total Transfers In	**377,801**	**430,914**	**1,012,109**	**1,012,109**	**770,419**	**404,735**	**(365,684)**	**-60.0%**
Total START Bus System Fund	**$ 3,785,139**	**$ 5,071,946**	**$ 11,664,452**	**$ 11,701,239**	**$ 7,685,328**	**$ 6,219,362**	**$ (1,465,966)**	**-46.8%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
START BUS SYSTEM FUND
ADMINSTRATION EXPENDITURES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Salaries & Wages - Regular	$ 190,546	$ 202,939	$ 250,070	$ 250,070	$ 239,152	$ 239,152	-	-4.4%
Buyout - Compensated Absences	3,041	3,064	2,886	2,886	3,449	2,759	(690)	-4.4%
Overtime	259	513	500	300	500	500	-	66.7%
Holiday Pay - PTO Buyback	4,098	2,597	-	5,000	5,000	5,000	-	0.0%
FICA & Medicare	14,788	15,822	19,390	19,390	18,980	18,927	(53)	-2.4%
Health Insurance	34,489	42,040	41,887	41,887	40,630	29,321	(11,309)	-30.0%
Vision Insurance	354	299	464	464	361	361	-	-22.2%
Dental Insurance	1,916	1,235	1,916	1,916	1,161	1,161	-	-39.4%
Wyoming Retirement	27,567	29,975	37,787	37,787	36,224	36,224	-	-4.1%
Workers' Compensation	3,562	2,766	5,527	5,527	3,155	3,144	(11)	-43.1%
State Unemployment	412	387	541	541	317	317	-	-41.4%
Disability/Life Insurance	1,742	1,749	2,019	2,204	2,071	2,071	-	-6.0%
General/Office Supplies	5,617	4,598	5,300	6,057	5,000	5,000	-	-17.4%
Postage	59	32	150	100	150	150	-	50.0%
Printing & Publication	31,308	29,145	57,000	30,000	27,000	27,000	-	-10.0%
Advertising	7,195	2,578	10,500	15,000	15,000	30,000	15,000	100.0%
Dues & Subscriptions	1,335	1,335	1,405	1,405	1,405	1,405	-	0.0%
Utilities	22,896	27,483	28,000	26,500	138,000	138,000	-	420.8%
Water and Sewer Charges	6,348	6,278	8,000	6,000	8,000	8,000	-	33.3%
Phone Communications	1,705	750	3,000	-	-	-	-	---
Professional Services	54,179	64,708	223,040	175,000	99,013	99,013	-	-43.4%
Physicals	3,520	4,034	3,100	3,500	4,500	4,500	-	28.6%
Drug and Alcohol Testing	4,162	155	4,000	15,896	6,000	6,000	-	-62.3%
Credit Card Fees	-	6,319	4,000	5,200	5,300	5,300	-	1.9%
Web Design Services	6,300	-	-	-	-	-	-	---
Repair & Maint - Buildings	71,700	70,908	63,830	70,000	78,040	78,040	-	11.5%
Training, Travel, & Meetings	9,503	21,552	6,200	10,650	9,000	9,000	-	-15.5%
Employee Recruitment	5,014	31,912	16,500	8,000	8,000	8,000	-	0.0%
IT Services	37,223	38,743	42,651	42,651	43,165	43,310	145	1.5%
Property Insurance	13,246	13,151	14,482	13,634	44,045	44,045	-	223.1%
Liability Insurance	1,716	2,162	2,235	2,220	2,104	2,299	195	3.6%
Total START Bus Administration	**$ 565,800**	**$ 629,229**	**$ 856,380**	**$ 799,785**	**$ 844,723**	**$ 847,999**	**$ 3,277**	**6.0%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
START BUS SYSTEM FUND
OPERATIONS EXPENDITURES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Salaries & Wages - Regular	$ 545,930	$ 590,859	$ 726,102	$ 726,102	$ 780,593	$ 728,545	(52,048)	0.3%
Salaries & Wages - Part-Time	875,922	1,050,809	960,889	960,889	1,140,258	650,364	(489,894)	-32.3%
Buyout - Compensated Absences	6,715	6,229	7,209	7,209	9,382	8,406	(976)	16.6%
Overtime	127,389	157,944	75,000	70,000	63,564	63,564	-	-9.2%
Holiday Pay	-	3,364	-	9,000	9,000	9,000	-	0.0%
FICA & Medicare	116,984	136,145	135,344	135,344	153,214	111,681	(41,533)	-17.5%
Health Insurance	261,292	322,812	407,008	407,008	389,903	265,830	(124,073)	-34.7%
Vision Insurance	1,839	1,910	2,727	2,727	2,520	2,256	(264)	-17.3%
Dental Insurance	8,410	8,840	15,572	15,572	8,789	7,913	(876)	-49.2%
Wyoming Retirement	87,802	102,032	110,963	110,963	119,587	111,613	(7,974)	0.6%
Workers' Compensation	33,948	31,374	44,857	44,857	29,969	21,820	(8,149)	-51.4%
State Unemployment	8,090	5,915	18,370	9,000	6,356	4,291	(2,065)	-52.3%
Disability/Life Insurance	5,731	5,970	6,798	6,798	8,650	7,747	(903)	14.0%
Uniforms	137	162	3,500	2,000	5,000	5,000	-	150.0%
Small Tools & Equipment <$10K	844	1,520	1,000	-	-	-	-	---
Radio Services	8,427	10,410	8,200	4,200	4,200	4,200	-	0.0%
Repair & Maint - Vehicles	9,485	13,937	9,325	7,869	8,500	8,500	-	8.0%
Repair & Maint - Shop Parts	376,632	475,965	422,713	376,000	320,000	272,299	(47,701)	-27.6%
Repair & Maint - Shop Labor	218,517	290,704	325,164	325,164	235,969	191,493	(44,476)	-41.1%
Petroleum Products	407,339	463,881	498,964	415,000	298,368	263,193	(35,175)	-36.6%
Trash Collections	9,001	6,781	6,000	6,000	6,000	6,000	-	0.0%
Contract Maintenance	160	3,765	-	-	-	-	-	---
Grand Targhee Grant Administration	-	73,160	116,598	95,000	153,207	153,207	-	61.3%
Liability Insurance	47,070	52,299	47,000	48,715	43,851	40,716	(3,135)	-16.4%
Facility Lease	9,349	17,758	56,500	56,500	54,012	54,012	-	-4.4%
Bus Leases	-	167,400	169,000	236,250	475,000	475,000	-	101.1%
Bike Share	51,791	61,762	64,713	64,713	64,713	64,713	-	0.0%
Total START Bus Operations	**$ 3,218,804**	**$ 4,063,707**	**$ 4,239,516**	**$ 4,142,879**	**$ 4,390,605**	**$ 3,531,363**	**$ (859,242)**	**-14.8%**



All Other	$2,080,052	$2,424,203	$2,505,469	$1,993,030
Personnel Service	$1,138,752	$1,639,504	$1,637,410	$1,538,333

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
START BUS SYSTEM FUND
CAPITAL EXPENDITURES, DEBT SERVICE AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Capital Equipment	**$ -**	**$ 218,666**	**$ 6,394,000**	**$ 6,326,227**	**$ 1,840,000**	**$ 1,840,000**	**$ -**	-70.9%
Fare Collection Equipment	-	190,575	-	-	-	-		
New Buses (4)	-	-	6,319,000	6,318,893	1,840,000	1,840,000		
ADA Bus (1)	-	-	75,000	7,334	-	-		
Used Buses (2)	-	19,591	-	-	-	-		
Scissor Lift	-	8,500	-	-	-	-		
Capital Improvements	**-**	**75,988**	**326,000**	**239,414**	**610,000**	**-**	**(610,000)**	-100.0%
Bike Share	-	75,988	-	-	-	-		
Facility Electrical Upgrade			100,000	100,000	-	-		
Benches			16,000	-	-	-		
Bus Shelter (3)			210,000	139,414	-	-		
Routeplan/Implementation/Startup					610,000	-		
Total START Bus Capital Outlay	**-**	**294,654**	**6,720,000**	**6,565,641**	**2,450,000**	**1,840,000**	**(610,000)**	**-72.0%**

FIVE YEAR BUS REPLACEMENT PLAN

	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Number of Buses	4	5	6	4	-	19
Estimated Cost	$ 1,840,000	$ 2,350,000	$ 3,840,000	$ 2,800,000	$ -	$ 10,830,000
Federal - 80%	1,472,000	1,880,000	3,072,000	2,240,000	-	8,664,000
Local - 20%	368,000	470,000	768,000	560,000	-	2,166,000

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
LODGING TAX FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Fund Balance	**$ 72,180**	**$ 162,349**	**$ 113,988**	**$ 113,988**	**$ 6,636**	**$ 6,636**		
Revenues:								
Taxes	799,861	846,150	697,120	668,248	897,254	334,124	(563,130)	-50.0%
Miscellaneous Revenue	1,945	5,204	1,500	3,020	100	100	-	-96.7%
Total Revenue	**801,806**	**851,354**	**698,620**	**671,268**	**897,354**	**334,224**	**(563,130)**	**-50.2%**
Transfers In	-	-	-	-	-	-	-	---
Total Sources	**801,806**	**851,354**	**698,620**	**671,268**	**897,354**	**334,224**	**(563,130)**	**-50.2%**
Expenditures:								
Culture & Recreation	263,396	398,452	-	-	126,935	-	(126,935)	---
Pathways	70,440	70,349	-	-	-	-	-	---
Total Expenditures	**333,836**	**468,801**	**-**	**-**	**126,935**	**-**	**(126,935)**	---
Transfers Out	377,801	430,914	778,620	778,620	770,419	334,224	(436,195)	-57.1%
Total Uses	**711,637**	**899,715**	**778,620**	**778,620**	**897,354**	**334,224**	**(563,130)**	**-57.1%**
Ending Fund Balance	**$ 162,349**	**$ 113,988**	**$ 33,988**	**$ 6,636**	**$ 6,636**	**$ 6,636**	**$ -**	**0.0%**
Net Change in Fund Balance	*$ 90,169*	*$ (48,361)*	*$ (80,000)*	*$ (107,352)*	*$ -*	*$ -*		

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
LODGING TAX FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Lodging Tax - 30% Visitor	$ 799,861	$ 846,150	$ 697,120	$ 668,248	$ 897,254	$ 334,124	(563,130)	-50.0%
Total Taxes	**799,861**	**846,150**	**697,120**	**668,248**	**897,254**	**334,124**	**(563,130)**	**-50.0%**
Interest Earnings	1,945	5,204	1,500	3,020	100	100	-	-96.7%
Total Miscellaneous Revenue	**1,945**	**5,204**	**1,500**	**3,020**	**100**	**100**	**-**	**-96.7%**
Total Sources	**$ 801,806**	**$ 851,354**	**$ 698,620**	**$ 671,268**	**$ 897,354**	**$ 334,224**	**$ -**	**-50.2%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
LODGING TAX FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Parks & Recreation Operations	$ 263,396	$ 398,452	$ -	$ -	$ 126,935	$ -	$ (126,935)	---
Total Culture & Recreation	**263,396**	**398,452**	**-**	**-**	**126,935**	**-**	**(126,935)**	**---**
Pathways Operations	70,440	70,349	-	-	-	-	-	---
Total Pathways	**70,440**	**70,349**	**-**	**-**	**-**	**-**	**-**	**---**
Transfer to Start Bus System	377,801	430,914	778,620	778,620	770,419	334,224	(436,195)	-57.1%
Total Transfers Out	**377,801**	**430,914**	**778,620**	**778,620**	**770,419**	**334,224**	**(436,195)**	**-57.1%**
Total Uses	**$ 711,637**	**$ 899,715**	**$ 778,620**	**$ 778,620**	**$ 897,354**	**$ 334,224**	**$ (563,130)**	**-57.1%**

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

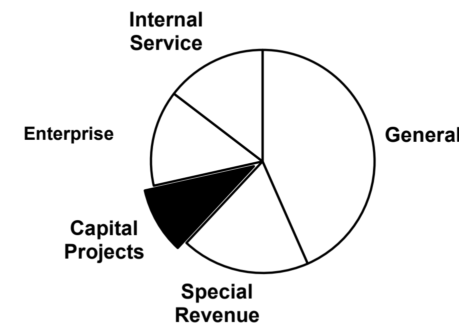
CAPITAL PROJECT FUNDS

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SCHEDULE OF REVENUE, EXPENDITURES, & CHANGES TO FUND BALANCES
ALL FUNDS

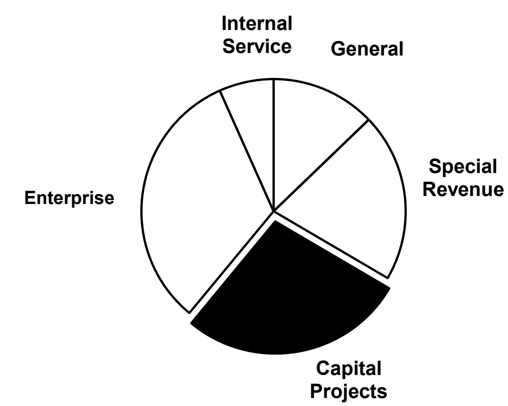
FUND DESCRIPTION	BALANCE JULY 1, 2020	REVENUE	TRANSFERS IN	EXPEND-ITURES	TRANSFERS OUT	BUDGETED BALANCE JUNE 30, 2021
General Fund	$ 8,476,269	$ 11,677,406	$ 1,017,181	$ 16,734,188	$ 747,412	3,689,256
Special Revenue Funds						
Affordable Housing	1,112,096	270,000	526,901	526,901	-	1,382,096
Parking Exactions	806,563	65,500	-	-	-	872,063
Park Exactions	215,277	13,900	-	-	-	229,177
Employee Housing	1,527,727	433,260	100,000	337,309	-	1,723,678
Animal Care Fund	402,245	60,200	-	55,000	35,000	372,445
Lodging Tax Fund	6,636	334,224	-	-	334,224	6,636
START Bus System	1,452,155	5,814,627	404,735	6,219,362	80,401	1,371,753
Total Special Revenue	5,522,699	6,991,711	1,031,636	7,138,572	449,625	5,957,848
Capital Project Funds						
Capital Projects (5th Cent)	3,957,867	1,575,749	-	2,269,743	1,000,000	2,263,873
2006 Specific Purpose Excise Tax	244,617	4,400	-	-	-	249,017
2010 Specific Purpose Excise Tax	165,749	6,000	-	75,000	-	96,749
2014 Specific Purpose Excise Tax	3,276,676	55,900	-	1,052,500	-	2,280,076
2016 Specific Purpose Excise Tax	314,933	5,400	-	20,000	-	300,333
2017 Specific Purpose Excise Tax	793,800	6,500	-	265,000	-	535,300
2019 Specific Purpose Excise Tax	-	2,225,066	-	-	-	2,225,066
Total Capital Projects	8,753,642	3,879,015	-	3,682,243	1,000,000	7,950,414
Enterprise Funds						
Water Utility	4,917,267	2,450,417	375,000	2,351,160	450,890	4,940,634
Sewage Utility	4,866,750	2,586,346	375,000	2,990,698	450,890	4,386,508
Total Enterprise Funds	9,784,017	5,036,763	750,000	5,341,858	901,780	9,327,142
Internal Service Funds						
Employee Insurance	2,056,861	1,806,308	200,000	2,692,185	-	1,370,984
Fleet Management	501,404	1,575,046	-	1,972,667	-	103,783
Central Equipment	296,525	25,700	100,000	-	-	422,225
IT Services	178,547	821,643	-	972,561	-	27,629
Total Internal Service Funds	3,033,336	4,228,697	300,000	5,637,413	-	1,924,620
Total All Funds	$ 35,569,963	$ 31,813,592	$ 3,098,817	$ 38,534,274	$ 3,098,817	$ 28,849,280

Note: Enterprise and Internal Service Funds are budgeted on a working-capital basis.

Total Appropriation (excluding transfers)
Fiscal Year Ending June 30, 2021



Estimated Ending Fund Balance
At June 30, 2021



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
CAPITAL PROJECTS FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Beginning Fund Balance	**$ 7,711,309**	**$ 9,378,443**	**$ 8,053,451**	**$ 8,053,451**	**$ 3,957,867**	**$ 3,957,867**
Revenues:						
Intergovernmental	1,680,990	955,308	1,428,238	350,305	1,453,581	1,373,581
Miscellaneous Revenue	73,981	279,243	220,508	237,994	203,568	202,168
Other Financing Sources	-	-	-	8,500	-	-
Total Revenue	**1,754,971**	**1,234,551**	**1,648,746**	**596,799**	**1,657,149**	**1,575,749**
Transfers In	3,151,006	7,506,697	2,679,012	2,679,012	3,814,344	-
Total Sources	**4,905,977**	**8,741,248**	**4,327,758**	**3,275,811**	**5,471,493**	**1,575,749**
Expenditures:						
General Government			30,634	30,000	914,040	-
Public Safety			412,488	412,488	2,042,078	825,000
Public Works			3,989,895	3,728,162	2,195,293	1,329,743
Culture and Recreation			1,351,732	1,351,732	428,425	-
Pathways			105,175	99,013	502,750	115,000
Capital Outlay - Prior Years	3,238,843	8,318,955	-	-	-	-
Total Expenditures	**3,238,843**	**8,318,955**	**5,889,924**	**5,621,395**	**6,082,586**	**2,269,743**
Transfers Out	-	1,747,285	1,750,000	1,750,000	1,750,000	1,000,000
Total Uses	**3,238,843**	**10,066,240**	**7,639,924**	**7,371,395**	**7,832,586**	**3,269,743**
Ending Fund Balance	**$ 9,378,443**	**$ 8,053,451**	**$ 4,741,285**	**$ 3,957,867**	**$ 1,596,774**	**$ 2,263,873**
Net Change in Fund Balance	*$ 1,667,134*	*$ (1,324,992)*	*$ (3,312,166)*	*$ (4,095,584)*	*$ (2,361,093)*	*$ (1,693,994)*

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
CAPITAL PROJECTS FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
State Shared-Annual Distribution			$ 265,000	$ 253,805	$ 267,434	$ 267,434
County Consensus (SLIB)			836,147	-	836,147	836,147
Homeland Security Grant			230,591	-	-	-
Wyoming DEQ Grants			-	-	250,000	250,000
TAP - Pathways Grant			-	-	80,000	-
Teton Conservation District			96,500	96,500	20,000	20,000
Intergovernmental Prior Years	$ 1,680,990	$ 955,308				
Total Intergovernmental Revenue	**1,680,990**	**955,308**	**1,428,238**	**350,305**	**1,453,581**	**1,373,581**
Interest Earnings	70,370	167,267	57,700	74,136	55,200	53,800
Contributions & Donations	-	-	14,440	15,490	-	-
JH Leadership - Bench Program Donations	3,611	-	-	-	-	-
Rental Income -145/155 E Pearl	-	111,976	148,368	148,368	148,368	148,368
110 Center St Reimbursement	-	-	-	-	-	-
Total Miscellaneous Revenue	**73,981**	**279,243**	**220,508**	**237,994**	**203,568**	**202,168**
Sale of Assets	-	-	-	8,500	-	-
Total Other Financing Sources	**-**	**-**	**-**	**8,500**	**-**	**-**
Transfer In - General Fund 5th Cent	3,151,006	4,506,697	2,579,012	2,579,012	3,814,344	-
Transfer In - Water Fund Loan	-	1,500,000	-	-	-	-
Transfer In - Sewage Fund Loan	-	1,500,000	-	-	-	-
Transfer In - 2016 SPET	-	-	100,000	100,000	-	-
Total Transfers In	**3,151,006**	**7,506,697**	**2,679,012**	**2,679,012**	**3,814,344**	**-**
Total Capital Projects Fund	**$ 4,905,977**	**$ 8,741,248**	**$ 4,327,758**	**$ 3,275,811**	**$ 5,471,493**	**$ 1,575,749**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
CAPITAL PROJECTS FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Public Works:						
Annual Street Reconstruction	$ -	$ -	$ 825,000	$ 825,000	$ 825,000	$ 320,000
Door Security Systems - Town Buildings			-	-	20,000	-
Aspen Cemetery - Erosion Control & Asphalt Paving			149,000	150,769	-	-
Stormwater - Powderhorn Lane			252,300	252,300	-	-
Cache Creek Tube			1,341,002	1,053,000	824,743	824,743
Hansen Sidewalk			612,500	612,500	-	-
Jackson Street (Broadway to Pearl) - Sidewalks			185,650	185,650	-	-
Flat Creek and Karns planning/design (split with sewer funds)			25,000	25,000	-	-
North Cache Streetscape Phase II (Complete - Sidewalk/pathway)			10,250	9,750	-	-
Core Maintenance Facility			525,000	525,000	-	-
Tire Barn			33,843	33,843	-	-
Benches			15,350	15,350	-	-
PW Yard - South Fence Replacement			-	-	20,800	-
Stormwater Improvements			15,000	40,000	125,000	-
Upper Deck Concrete Sealing & Restriping					115,000	-
Public Works Expoxy Roof Coating (Bays 1 - 5)					123,000	-
Rancher Street - Complete Street					141,750	35,000
Vine St (Sewer, Water, Complete Street) 770' - LF					-	150,000
Police Department:						
Mobile Radios			12,388	12,388	13,000	-
Radar Trailer			26,000	26,000	-	-
Message Board			20,000	20,000	-	-
Bomb Robot			210,591	210,591	-	-
Tasers					23,000	-
Fire Department:						
Fire/EMS Capital			143,509	143,509	2,006,078	825,000
Parks and Recreation:						
Parks & Rec Capital			1,351,732	1,351,732	290,925	-
Snow King Center Improvements			-	-	137,500	-

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
CAPITAL PROJECTS FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Pathways:						
TOJ Bicycle Network Improvements			65,000	10,000	50,000	20,000
Pathways Annual Cap. Repairs			17,073	17,073	25,750	17,500
Garaman Flood Mitigation			-	-	100,000	-
AARP Grant			14,440	14,440	-	-
Bike Racks			6,162	5,000	7,000	-
Pathway Benches			-	-	5,000	-
USFWS Connector & North Cache Streetscape - Planning Study North Park			-	25,000	20,000	-
Seal Coating			-	-	125,000	75,000
Blair Dr. Kids Bike Loop			2,500	2,500	5,000	2,500
Town Mobility Overlay			-	25,000	50,000	-
High School Road Southside Pathway (WYDOT TAP Funding)					15,000	-
Scott Lane-Maple Way Bike/Ped/ADA Improvements (FY21 80% from WYDOT TAP)					100,000	-
Town-Wide:						
155 Pearl Street Acquistion/Repairs			28,634	30,000	-	-
Public Arts Program Projects			2,000	-	45,000	-
Town Hall Office Space Reallocation					440,000	-
145 E Pearl Remodel					429,040	-
Capital Outlays Prior Years	3,238,843	8,318,955				
Total Capital Outlay	**3,238,843**	**8,318,955**	**5,889,924**	**5,621,395**	**6,082,586**	**2,269,743**
Transfer to Employee Housing	-	1,000,000	-	-	-	-
Transfer to IT Internal Service Fund	-	175,812	-	-	-	-
Transfer to Central Equipment	-	82,350	-	-	-	-
Transfer to Affordable Housing Fund	-	-	1,000,000	1,000,000	1,000,000	250,000
Debt Service - Water Utility Fund	-	244,561	375,000	375,000	375,000	375,000
Debt Service - Sewage Utility Fund	-	244,561	375,000	375,000	375,000	375,000
Total Transfers Out	**-**	**1,747,285**	**1,750,000**	**1,750,000**	**1,750,000**	**1,000,000**
Total Capital Projects Fund	**$ 3,238,843**	**$ 10,066,240**	**$ 7,639,924**	**$ 7,371,395**	**$ 7,832,586**	**$ 3,269,743**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2006 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Beginning Fund Balance	**$ 496,059**	**$ 458,188**	**$ 315,511**	**$ 315,511**	**$ 244,617**	**$ 244,617**
Revenues:						
Miscellaneous Revenue	4,479	7,882	5,600	4,106	4,400	4,400
Total Revenue	**4,479**	**7,882**	**5,600**	**4,106**	**4,400**	**4,400**
Transfers In	-	-	-	-	-	-
Total Sources	**4,479**	**7,882**	**5,600**	**4,106**	**4,400**	**4,400**
Expenditures:						
Capital Outlay	42,350	150,559	90,000	75,000	-	-
Total Expenditures	**42,350**	**150,559**	**90,000**	**75,000**	**-**	**-**
Transfers Out	-	-	-	-	-	-
Total Uses	**42,350**	**150,559**	**90,000**	**75,000**	**-**	**-**
Ending Fund Balance	**$ 458,188**	**$ 315,511**	**$ 231,111**	**$ 244,617**	**$ 249,017**	**$ 249,017**
Net Change in Fund Balance	*$ (37,871)*	*$ (142,677)*	*$ (84,400)*	*$ (70,894)*	*$ 4,400*	*$ 4,400*

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2006 SPECIFIC PURPOSE EXCISE TAX FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Interest Earnings	$ 4,479	$ 7,882	$ 5,600	$ 4,106	$ 4,400	$ 4,400
Total Miscellaneous Revenue	**4,479**	**7,882**	**5,600**	**4,106**	**4,400**	**4,400**
Total Spec Purpose Excise Tax Fund	**$ 4,479**	**$ 7,882**	**$ 5,600**	**$ 4,106**	**$ 4,400**	**$ 4,400**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2006 SPECIFIC PURPOSE EXCISE TAX FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
North King to Forest Service (Rec Center Roadw	$ 28,842	$ -	$ -	$ -	$ -	$ -
Downtown Cache Creek Tube Improvements	13,508	150,559	-	-	-	-
North Cache - Public Art Project			15,000	-	-	-
North King Street Charter Bus & Gill Sidewalk (Complete Street)			75,000	75,000	-	-
Public Works	**42,350**	**150,559**	**90,000**	**75,000**	**-**	**-**
Total Spec Purpose Excise Tax Fund	**$ 42,350**	**$ 150,559**	**$ 90,000**	**$ 75,000**	**$ -**	**$ -**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2010 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Beginning Fund Balance	**$ 1,578,141**	**$ 1,096,118**	**$ 532,318**	**$ 532,318**	**$ 165,749**	**$ 165,749**
Revenues:						
Intergovernmental Revenue	-	-	40,915	40,915	-	-
Miscellaneous Revenue	13,018	13,626	6,000	6,650	6,000	6,000
Total Sources	**13,018**	**13,626**	**46,915**	**47,565**	**6,000**	**6,000**
Expenditures:						
Capital Outlay	495,041	577,426	579,232	414,134	75,000	75,000
Total Expenditures	**495,041**	**577,426**	**579,232**	**414,134**	**75,000**	**75,000**
Transfers Out	-	-	-	-	-	-
Total Uses	**495,041**	**577,426**	**579,232**	**414,134**	**75,000**	**75,000**
Ending Fund Balance	**$ 1,096,118**	**$ 532,318**	**$ 1**	**$ 165,749**	**$ 96,749**	**$ 96,749**
Net Change in Fund Balance	*$ (482,023)*	*$ (563,800)*	*$ (532,317)*	*$ (366,570)*	*$ (69,000)*	*$ (69,000)*

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2010 SPECIFIC PURPOSE EXCISE TAX FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Teton County - Energy Mitigation Program	$ -	$ -	$ 40,915	$ 40,915	$ -	$ -
Total Taxes	**-**	**-**	**40,915**	**40,915**	**-**	**-**
Interest Earnings	$ 13,018	$ 13,626	$ 6,000	$ 6,650	$ 6,000	$ 6,000
Total Miscellaneous Revenue	**13,018**	**13,626**	**6,000**	**6,650**	**6,000**	**6,000**
Total Spec Purpose Excise Tax Fund	**$ 13,018**	**$ 13,626**	**$ 46,915**	**$ 47,565**	**$ 6,000**	**$ 6,000**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2010 SPECIFIC PURPOSE EXCISE TAX FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Energy Projects Public Buildings ($3,790,000):						
Energy Efficiency Projects			$ 155,098	$ -	$ -	$ -
Install Old Town Hall PV System on PW			8,580	8,580	-	-
Electrical Vehicle Charging Station (Fleet)			8,500	8,500	-	-
Snow King - High Efficiency Unit Heater Replacement			7,500	7,500	-	-
Snow King - High Efficiency Hot Water Heater for Commercial Kitchen			8,000	8,000	-	-
Snow King - High Efficiency Hot Water Heater for Ice Rink Locker Rooms			10,000	10,000	-	-
LED lighting in Public Works heavy duty maintenance Bays-1, 2, & 3			29,000	29,000	-	-
LED lighting in Public Works wash Bay-4			5,500	5,500	-	-
LED lighting in Public Works light duty maintenance Bay-5			28,000	28,000	-	-
LED lighting in Public Works office Admin-1 office areas			8,700	8,700	-	-
LED lighting in Public Works office Admin-2 office area (modular building			6,000	6,000	-	-
LED lighting at Snow King Ice Rink			58,000	58,000	-	-
DC Fast Charging			85,000	75,000	75,000	75,000
START - EVSE Costs for Proterra Charging			75,000	75,000	-	-
Start Facility Electrical Upgrade			86,354	86,354	-	-
Capital Outlays Prior Years	495,041	577,426	-	-	-	-
Total Capital Outlay	**495,041**	**577,426**	**579,232**	**414,134**	**75,000**	**75,000**
Total Spec Purpose Excise Tax Fund	**$ 495,041**	**$ 577,426**	**$ 579,232**	**$ 414,134**	**$ 75,000**	**$ 75,000**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2014 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Beginning Fund Balance	**$ 3,456,955**	**$ 3,410,625**	**$ 3,235,846**	**$ 3,235,846**	**$ 3,276,676**	**$ 3,276,676**
Revenues:						
Miscellaneous Revenue	31,181	74,987	39,300	46,400	55,900	55,900
Total Revenue	**31,181**	**74,987**	**39,300**	**46,400**	**55,900**	**55,900**
Transfers In	-	-	-	-	-	-
Total Sources	**31,181**	**74,987**	**39,300**	**46,400**	**55,900**	**55,900**
Expenditures:						
Capital Outlay	77,511	249,766	1,070,000	5,570	168,500	1,052,500
Total Uses	**77,511**	**249,766**	**1,070,000**	**5,570**	**168,500**	**1,052,500**
Ending Fund Balance	**$ 3,410,625**	**$ 3,235,846**	**$ 2,205,146**	**$ 3,276,676**	**$ 3,164,076**	**$ 2,280,076**
Net Change in Fund Balance	*$ (46,330)*	*$ (174,779)*	*$ (1,030,700)*	*$ 40,830*	*$ (112,600)*	*$ (996,600)*

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2014 SPECIFIC PURPOSE EXCISE TAX FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Interest Earnings	$ 31,181	$ 74,987	$ 39,300	$ 46,400	$ 55,900	$ 55,900
Total Miscellaneous Revenue	**31,181**	**74,987**	**39,300**	**46,400**	**55,900**	**55,900**
Total Spec Purpose Excise Tax Fund	**$ 31,181**	**$ 74,987**	**$ 39,300**	**$ 46,400**	**$ 55,900**	**$ 55,900**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2014 SPECIFIC PURPOSE EXCISE TAX FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Snow King/Maple Way	$ 5,231	$ 44,540	$ -	$ -	$ -	$ -
North Cache Streetscape Phase II	25,583	4,344	950,000	-	148,500	1,000,000
Gregory Lane Complete St/Drainage	46,697	7,419	120,000	5,570	20,000	20,000
Cache Creek Tube - Phase I	-	193,463	-	-	-	-
E Broadway Complete Street	-	-	-	-	-	-
Center Street Ped Improvements	-	-	-	-	-	32,500
Total Public Works	**77,511**	**249,766**	**1,070,000**	**5,570**	**168,500**	**1,052,500**
Total Spec Purpose Excise Tax Fund	**$ 77,511**	**$ 249,766**	**$ 1,070,000**	**$ 5,570**	**$ 168,500**	**$ 1,052,500**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2016 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Beginning Fund Balance	**$ 5,026,517**	**$ 3,028,804**	**$ 2,109,537**	**$ 2,109,537**	**$ 314,933**	**$ 314,933**
Revenues:						
Specific Purpose Excise Tax	2,760,205	-	-	-	-	-
Miscellaneous Revenue	28,220	52,672	5,400	9,200	5,400	5,400
Total Sources	**2,788,425**	**52,672**	**5,400**	**9,200**	**5,400**	**5,400**
Expenditures:						
Capital Outlay	4,786,138	971,939	220,000	220,000	20,000	20,000
Total Expenditures	**4,786,138**	**971,939**	**220,000**	**220,000**	**20,000**	**20,000**
Transfers Out	-	-	1,583,804	1,583,804	-	-
Total Uses	**4,786,138**	**971,939**	**1,803,804**	**1,803,804**	**20,000**	**20,000**
Ending Fund Balance	**$ 3,028,804**	**$ 2,109,537**	**$ 311,133**	**$ 314,933**	**$ 300,333**	**$ 300,333**
Net Change in Fund Balance	*$ (1,997,713)*	*$ (919,267)*	*$ (1,798,404)*	*$ (1,794,604)*	*$ (14,600)*	*$ (14,600)*

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2016 SPECIFIC PURPOSE EXCISE TAX FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Specific Purpose Excise Tax	$ 2,760,205	$ -	$ -	$ -	$ -	$ -
Total Taxes	**2,760,205**	**-**	**-**	**-**	**-**	**-**
Interest Earnings	28,220	52,672	5,400	9,200	5,400	5,400
Total Miscellaneous Revenue	**28,220**	**52,672**	**5,400**	**9,200**	**5,400**	**5,400**
Total Spec Purpose Excise Tax Fund	**$ 2,788,425**	**$ 52,672**	**$ 5,400**	**$ 9,200**	**$ 5,400**	**$ 5,400**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2016 SPECIFIC PURPOSE EXCISE TAX FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
West Broadway Landslide	$ 4,786,138	$ 971,939	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Teton County Reimbursement	-	-	200,000	200,000	-	-
Total Public Works	**4,786,138**	**971,939**	**220,000**	**220,000**	**20,000**	**20,000**
Transfer to General Fund	-	-	1,483,804	1,483,804	-	-
Transfer to Capital Projects Fund	-	-	100,000	100,000	-	-
Total Transfers Out	**-**	**-**	**1,583,804**	**1,583,804**	**-**	**-**
Total Spec Purpose Excise Tax Fund	**$ 4,786,138**	**$ 971,939**	**$ 1,803,804**	**$ 1,803,804**	**$ 20,000**	**$ 20,000**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2017 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Beginning Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ 793,800**	**$ 793,800**
Revenues:						
Specific Purpose Excise Tax	-	-	1,500,000	1,500,000	-	-
Miscellaneous Revenue	-	-	8,700	8,800	6,500	6,500
Total Revenue	**-**	**-**	**1,508,700**	**1,508,800**	**6,500**	**6,500**
Transfers In	-	-	-	-	-	-
Total Sources	**-**	**-**	**1,508,700**	**1,508,800**	**6,500**	**6,500**
Expenditures:						
Capital Outlay	-	-	715,000	715,000	160,000	265,000
Total Uses	**-**	**-**	**715,000**	**715,000**	**160,000**	**265,000**
Ending Fund Balance	**$ -**	**$ -**	**$ 793,700**	**$ 793,800**	**$ 640,300**	**$ 535,300**
Net Change in Fund Balance	*$ -*	*$ -*	*$ 793,700*	*$ 793,800*	*$ (153,500)*	*$ (258,500)*

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2017 SPECIFIC PURPOSE EXCISE TAX FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Specific Purpose Excise Tax	$ -	$ -	$ 1,500,000	$ 1,500,000	$ -	$ -
Total Taxes	**-**	**-**	**1,500,000**	**1,500,000**	**-**	**-**
Interest Earnings	-	-	8,700	8,800	6,500	6,500
Total Miscellaneous Revenue	**-**	**-**	**8,700**	**8,800**	**6,500**	**6,500**
Total Spec Purpose Excise Tax Fund	**$ -**	**$ -**	**$ 1,508,700**	**$ 1,508,800**	**$ 6,500**	**$ 6,500**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2017 SPECIFIC PURPOSE EXCISE TAX FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Hansen Sidewalk	$ -	$ -	$ 715,000	$ 715,000	$ -	$ -
Meadowlark Lane Sidewalk/Simpson Missing Lin	-	-	-	-	115,000	115,000
Center Street ADA - Design	-	-	-	-	45,000	45,000
Pearl Ave Willow to Gros Ventre	-	-	-	-	-	30,000
Vine St. Sidewalk	-	-	-	-	-	75,000
Total Public Works	**-**	**-**	**715,000**	**715,000**	**160,000**	**265,000**
Total Spec Purpose Excise Tax Fund	**$ -**	**$ -**	**$ 715,000**	**$ 715,000**	**$ 160,000**	**$ 265,000**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2019 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Beginning Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues:						
Specific Purpose Excise Tax	-	-	-	-	4,443,131	2,221,566
Miscellaneous Revenue	-	-	-	-	3,500	3,500
Total Revenue	**-**	**-**	**-**	**-**	**4,446,631**	**2,225,066**
Transfers In	-	-	-	-	-	-
Total Sources	**-**	**-**	**-**	**-**	**4,446,631**	**2,225,066**
Expenditures:						
Capital Outlay	-	-	-	-	4,446,631	-
Total Uses	**-**	**-**	**-**	**-**	**4,446,631**	**-**
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,225,066**
Net Change in Fund Balance	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ 2,225,066*

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2019 SPECIFIC PURPOSE EXCISE TAX FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Specific Purpose Excise Tax	$ -	$ -	$ -	$ -	$ 4,443,131	$ 2,221,566
Total Taxes	**-**	**-**	**-**	**-**	**4,443,131**	**2,221,566**
Interest Earnings	-	-	-	-	3,500	3,500
Total Miscellaneous Revenue	**-**	**-**	**-**	**-**	**3,500**	**3,500**
Total Spec Purpose Excise Tax Fund	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,446,631**	**$ 2,225,066**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
2019 SPECIFIC PURPOSE EXCISE TAX FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D
Core Maintenance Facility	$ -	$ -	$ -	$ -	$ 4,446,631	$ -
Total Public Works	**-**	**-**	**-**	**-**	**4,446,631**	**-**
Total Spec Purpose Excise Tax Fund	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,446,631**	**$ -**

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TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

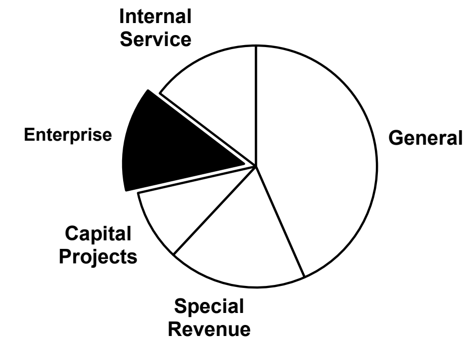
ENTERPRISE FUNDS

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SCHEDULE OF REVENUE, EXPENDITURES, & CHANGES TO FUND BALANCES
ALL FUNDS

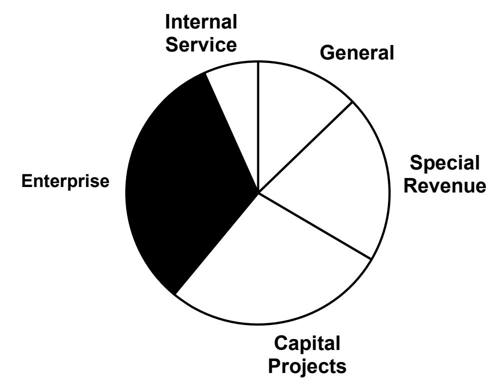
FUND DESCRIPTION	BALANCE JULY 1, 2020	REVENUE	TRANSFERS IN	EXPEND-ITURES	TRANSFERS OUT	BUDGETED BALANCE JUNE 30, 2021
General Fund	$ 8,476,269	$ 11,677,406	$ 1,017,181	$ 16,734,188	$ 747,412	$ 3,689,256
Special Revenue Funds						
Affordable Housing	1,112,096	270,000	526,901	526,901	-	1,382,096
Parking Exactions	806,563	65,500	-	-	-	872,063
Park Exactions	215,277	13,900	-	-	-	229,177
Employee Housing	1,527,727	433,260	100,000	337,309	-	1,723,678
Animal Care Fund	402,245	60,200	-	55,000	35,000	372,445
Lodging Tax Fund	6,636	334,224	-	-	334,224	6,636
START Bus System	1,452,155	5,814,627	404,735	6,219,362	80,401	1,371,753
Total Special Revenue	5,522,699	6,991,711	1,031,636	7,138,572	449,625	5,957,848
Capital Project Funds						
Capital Projects (5th Cent)	3,957,867	1,575,749	-	2,269,743	1,000,000	2,263,873
2006 Specific Purpose Excise Tax	244,617	4,400	-	-	-	249,017
2010 Specific Purpose Excise Tax	165,749	6,000	-	75,000	-	96,749
2014 Specific Purpose Excise Tax	3,276,676	55,900	-	1,052,500	-	2,280,076
2016 Specific Purpose Excise Tax	314,933	5,400	-	20,000	-	300,333
2017 Specific Purpose Excise Tax	793,800	6,500	-	265,000	-	535,300
2019 Specific Purpose Excise Tax	-	2,225,066	-	-	-	2,225,066
Total Capital Projects	8,753,642	3,879,015	-	3,682,243	1,000,000	7,950,414
Enterprise Funds						
Water Utility	4,917,267	2,450,417	375,000	2,351,160	450,890	4,940,634
Sewage Utility	4,866,750	2,586,346	375,000	2,990,698	450,890	4,386,508
Total Enterprise Funds	9,784,017	5,036,763	750,000	5,341,858	901,780	9,327,142
Internal Service Funds						
Employee Insurance	2,056,861	1,806,308	200,000	2,692,185	-	1,370,984
Fleet Management	501,404	1,575,046	-	1,972,667	-	103,783
Central Equipment	296,525	25,700	100,000	-	-	422,225
IT Services	178,547	821,643	-	972,561	-	27,629
Total Internal Service Funds	3,033,336	4,228,697	300,000	5,637,413	-	1,924,620
Total All Funds	$ 35,569,963	$ 31,813,592	$ 3,098,817	$ 38,534,274	$ 3,098,817	$ 28,849,280

Note: Enterprise and Internal Service Funds are budgeted on a working-capital basis.

Total Appropriations (excluding transfers)
Fiscal Year Ending June 30, 2021

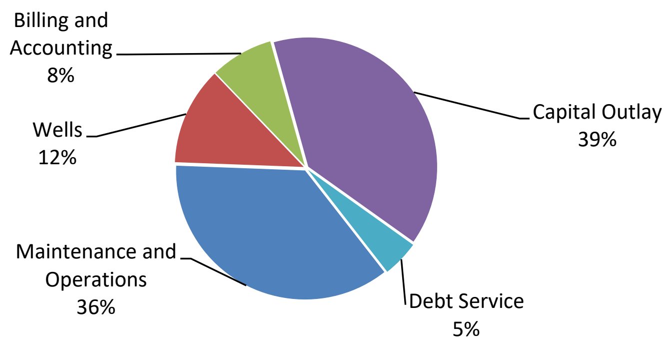


Estimated Ending Fund Balance
At June 30, 2021



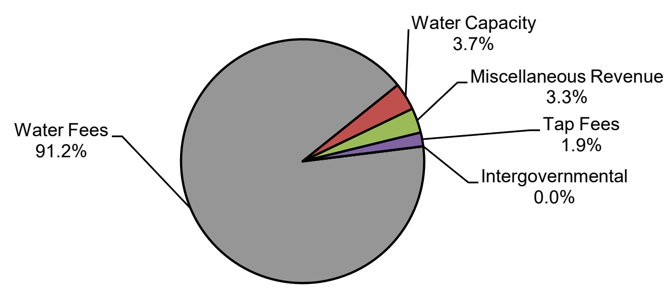
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
WATER FUND
REVENUE, EXPENDITURES, & CHANGES TO WORKING CAPITAL

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Working Capital	**$5,331,575**	**$5,899,562**	**$4,794,517**	**$4,794,517**	**$4,917,267**	**$4,917,267**		
Intergovernmental	-	125,000	-	-	-	-	-	---
Charges for Services	2,562,141	2,594,752	2,504,438	2,589,013	2,543,925	2,370,617	(173,308)	-8.4%
Miscellaneous Revenue	142,482	106,725	93,160	239,766	79,800	79,800	-	-66.7%
Total Revenue	**2,704,623**	**2,826,477**	**2,597,598**	**2,828,779**	**2,623,725**	**2,450,417**	**(173,308)**	**-13.4%**
Transfers In	-	244,561	375,000	375,000	375,000	375,000	-	0.0%
Total Sources	**2,704,623**	**3,071,038**	**2,972,598**	**3,203,779**	**2,998,725**	**2,825,417**	**(173,308)**	**-11.8%**
Water Maintenance & Operation	575,243	654,223	921,233	1,058,703	894,407	849,923	(44,484)	-19.7%
Water Wells	195,147	224,677	231,818	325,926	287,700	287,700	-	-11.7%
Water Billing & Accounting	130,682	162,809	172,020	197,599	187,051	184,199	(2,852)	-6.8%
Capital Outlay	667,767	1,040,179	764,219	764,219	836,730	921,118	84,388	20.5%
Debt Service	108,215	108,215	108,220	108,220	108,220	108,220	-	0.0%
Total Expenditures	**1,677,054**	**2,190,103**	**2,197,510**	**2,454,667**	**2,314,108**	**2,351,160**	**37,052**	**-4.2%**
Transfers Out	459,582	1,985,981	626,362	626,362	588,230	450,890	(137,340)	-28.0%
Total Uses	**2,136,636**	**4,176,084**	**2,823,872**	**3,081,029**	**2,902,338**	**2,802,050**	**(100,288)**	**-9.1%**
Ending Working Capital	**$ 5,899,562**	**$ 4,794,517**	**$ 4,943,243**	**$ 4,917,267**	**$ 5,013,654**	**$ 4,940,634**	**$ (73,020)**	**0.5%**
Net Change in Working Capital	*$ 567,987*	*$ (1,105,045)*	*$ 148,726*	*$ 122,750*	*$ 96,387*	*$ 23,367*		



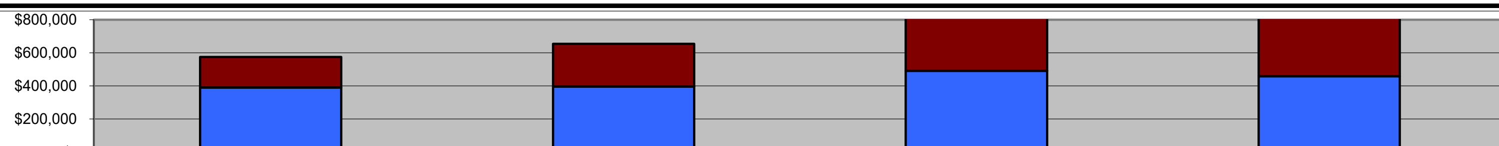
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
WATER FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
County Solar Farm EMP Match	$ -	$ 125,000	$ -	$ -	$ -	$ -	$ -	---
Total Intergovernmental	**$ -**	**$ 125,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**---**
Water Usage Fees	1,830,596	1,815,217	1,740,611	1,724,456	1,733,078	1,559,770	(173,308)	-9.6%
Water Base Fees	591,560	620,275	622,168	665,720	669,048	669,048	-	0.5%
Water Interest Charges	3,784	2,998	6,316	6,316	6,348	6,348	-	0.5%
Water Capacity Fees	80,148	91,724	89,892	110,005	90,000	90,000	-	-18.2%
Water Tap/Meter Fees	56,053	64,538	45,451	82,516	45,451	45,451	-	-44.9%
Total Charges for Services	**2,562,141**	**2,594,752**	**2,504,438**	**2,589,013**	**2,543,925**	**2,370,617**	**(173,308)**	**-8.4%**
Interest Earnings	53,391	105,800	84,160	80,623	70,800	70,800	-	-12.2%
Miscellaneous Revenue	14,863	925	9,000	9,000	9,000	9,000	-	0.0%
WARM Insurance Proceeds	74,228	-	-	150,143	-	-	-	-100.0%
Total Miscellaneous Revenue	**142,482**	**106,725**	**93,160**	**239,766**	**79,800**	**79,800**	**-**	**-66.7%**
Transfer In - Capital Projects	-	244,561	375,000	375,000	375,000	375,000	-	0.0%
Total Transfers In	**-**	**244,561**	**375,000**	**375,000**	**375,000**	**375,000**	**-**	**0.0%**
Total Water Fund	**$ 2,704,623**	**$ 3,071,038**	**$ 2,972,598**	**$ 3,203,779**	**$ 2,998,725**	**$ 2,825,417**	**$ (173,308)**	**-11.8%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
WATER FUND
WATER MAINTENANCE & OPERATIONS

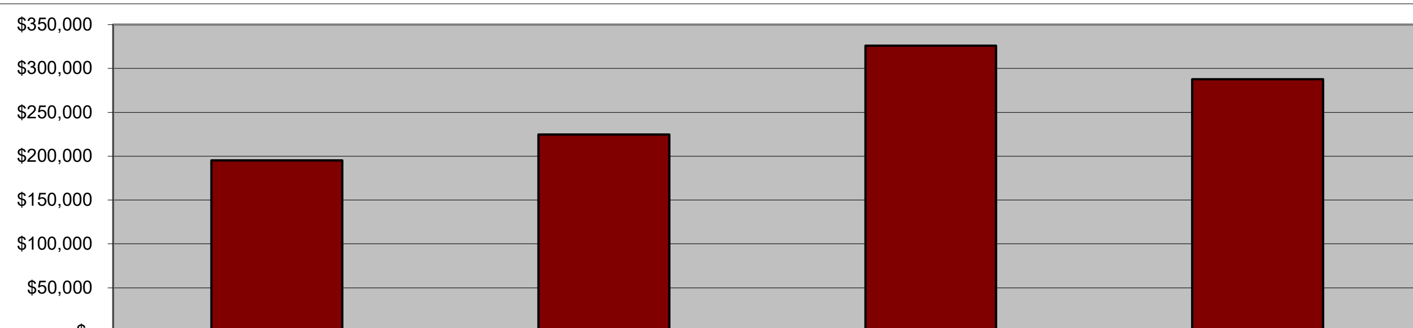
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Salaries & Wages - Regular	$ 235,648	$ 237,304	$ 297,153	$ 297,153	$ 298,927	$ 298,927	$ -	0.6%
Buyout - Compensated Absences	3,605	2,348	2,928	2,928	3,593	3,449	(144)	17.8%
Overtime	4,630	7,562	10,000	7,500	10,000	10,000	-	33.3%
Holiday Pay - PTO Buyback	332	-	-	676	-	-	-	-100.0%
FICA & Medicare	17,294	18,384	23,721	23,721	23,908	23,897	(11)	0.7%
Health Insurance	82,645	83,472	95,590	95,590	89,718	64,745	(24,973)	-32.3%
Vision Insurance	699	820	949	949	882	882	-	-7.1%
Dental Insurance	3,632	3,632	4,313	4,313	3,574	3,574	-	-17.1%
Wyoming Retirement	33,762	35,577	44,814	44,814	45,393	45,393	-	1.3%
Workers' Compensation	5,305	4,228	7,904	7,904	4,490	4,488	(2)	-43.2%
State Unemployment	534	345	827	827	484	484	-	-41.5%
Disability/Life Insurance	2,242	2,220	5,683	5,683	2,824	2,824	-	-50.3%
Uniforms	252	190	800	1,385	800	800	-	-42.3%
Small Tools & Equipment <$10K	4,984	1,605	5,200	8,000	8,000	8,000	-	0.0%
Water/Sewer Supplies	26,171	21,674	30,000	38,715	35,000	35,000	-	-9.6%
Postage	-	69	-	200	500	500	-	150.0%
Radio Services	-	-	-	-	6,000	6,000	-	---
Printing & Publication	-	-	1,000	1,500	2,000	2,000	-	33.3%
Dues & Subscriptions	1,135	1,326	1,000	1,534	1,200	1,200	-	-21.7%
Utilities	14,174	18,486	12,550	25,100	16,000	16,000	-	-36.3%
Professional services	13,591	20,038	230,781	230,781	80,000	80,000	-	-65.3%
Litigation	-	-	-	-	5,000	5,000	-	---
Repair & Maint - Shop Parts	6,406	1,961	3,450	3,465	3,450	3,450	-	-0.4%
Repair & Maint - Shop Labor	2,704	1,369	3,320	3,320	4,150	4,150	-	25.0%
Repair & Maint - Machinery	450	1,794	2,500	5,477	4,000	4,000	-	-27.0%
Petroleum Products	5,416	5,017	6,349	6,349	6,848	6,848	-	7.9%
Repairs & Maint - Water Tanks	500	22,501	25,000	26,971	25,000	25,000	-	-7.3%
Repair & Maint - Dist Syst	40,108	98,281	66,519	134,000	134,000	110,000	(24,000)	-17.9%
Repair & Maint - Fire Hydrants	6,219	2,967	5,500	14,000	14,000	14,000	-	0.0%
Repair & Maint - Buildings	35,661	26,999	4,500	30,000	25,000	25,000	-	-16.7%
Trash Collection	-	-	2,311	2,311	2,311	2,311	-	0.0%
Uniform Cleaning	1,671	1,418	1,357	732	650	650	-	-11.2%
Training, Travel, & Meetings	1,484	8,155	2,700	10,000	10,000	10,000	-	0.0%
IT Services	17,307	17,396	14,720	14,720	14,880	19,283	4,403	31.0%
Property Insurance	4,743	4,709	5,186	4,882	8,695	8,695	-	78.1%
Liability Insurance	1,939	2,376	2,608	2,703	2,630	2,873	243	6.3%
Equipment Rental	-	-	-	500	500	500	-	0.0%
Total Water Maint. & Operations	**$ 575,243**	**$ 654,223**	**$ 921,233**	**$ 1,058,703**	**$ 894,407**	**$ 849,923**	**$ (44,484)**	**-19.7%**



	2017 Actual	2018 Actual	2019 Estimated	2020 Recommended
All Other	$184,915	$258,331	$566,645	$391,260
Personal Services	$390,328	$395,892	$492,058	$458,663

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
WATER FUND
WATER WELLS

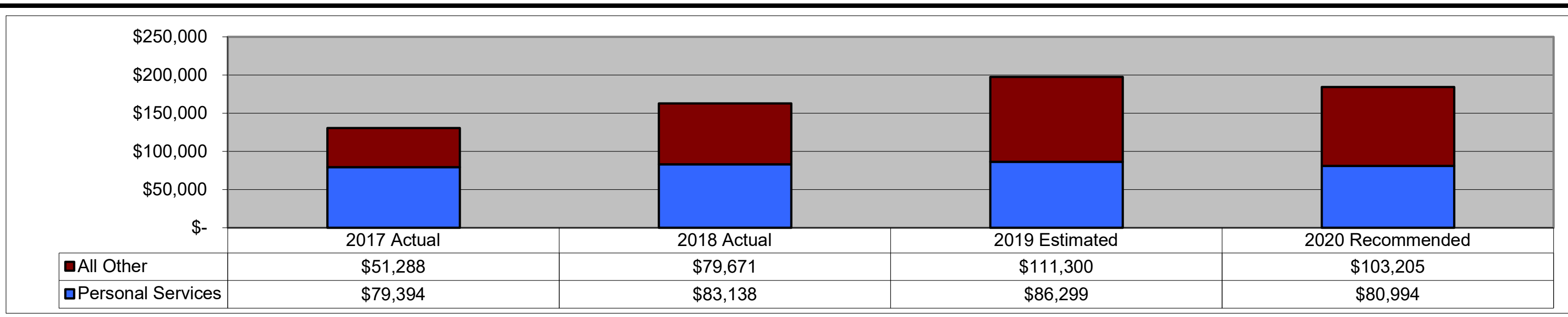
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Small Tools & Equipment <$10K	$ 100	$ 140	$ 500	$ 1,200	$ 1,200	$ 1,200	$ -	0.0%
Water/Sewer Supplies	29,925	30,587	35,000	56,000	56,100	56,100	-	0.2%
Utilities	118,216	98,201	117,050	117,050	117,050	117,050	-	0.0%
Utilities - Thaw Wells	145	(245)	3,000	3,000	3,000	3,000	-	0.0%
Water/Sewer - Refuge Easement	24,555	28,448	26,000	30,151	28,000	28,000	-	-7.1%
Repair & Maint - Shop Parts	1,789	396	1,380	2,518	1,101	1,101	-	-56.3%
Repair & Maint - Shop Labor	1,454	374	1,660	1,660	830	830	-	-50.0%
Repair & Maint - Machinery	8,560	16,048	15,000	28,930	15,000	15,000	-	-48.2%
Petroleum Products	1,942	590	1,916	1,916	2,465	2,465	-	28.7%
Repair & Maint - Buildings	240	41,075	12,000	65,500	40,500	40,500	-	-38.2%
EPA Sampling	3,363	4,240	13,000	13,000	13,000	13,000	-	0.0%
Property Insurance	4,858	4,823	5,312	5,001	9,454	9,454	-	89.0%
Total Water Wells	**$ 195,147**	**$ 224,677**	**$ 231,818**	**$ 325,926**	**$ 287,700**	**$ 287,700**	**$ -**	**-11.7%**



	2017 Actual	2018 Actual	2019 Estimated	2020 Recommended
All Other	$195,147	$224,677	$325,926	$287,700
Personal Services	$-	$-	$-	$-

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
WATER FUND
BILLING & ACCOUNTING

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Salaries & Wages - Regular	$ 51,290	$ 53,004	$ 54,935	$ 54,935	$ 54,545	$ 54,545	$ -	-0.7%
Buyout - Compensated Absences	373	806	528	528	656	629	(27)	19.1%
Overtime	1,232	2,112	1,550	1,711	2,000	2,000	-	16.9%
FICA & Medicare	3,844	4,089	4,362	4,362	4,322	4,320	(2)	-1.0%
Health Insurance	12,933	13,062	12,932	12,932	12,544	9,052	(3,492)	-30.0%
Vision Insurance	97	115	115	115	115	115	-	0.0%
Dental Insurance	572	572	572	572	780	780	-	36.4%
Wyoming Retirement	7,450	8,017	8,293	8,293	8,313	8,313	-	0.2%
Workers' Compensation	863	717	1,070	1,070	601	601	-	-43.8%
State Unemployment	225	111	180	180	106	106	-	-41.1%
Disability/Life Insurance	515	533	1,601	1,601	533	533	-	-66.7%
General/Office Supplies	1,879	1,410	2,100	2,000	2,933	2,933	-	46.7%
Uniforms	540	-	-	200	250	250	-	25.0%
Water/Sewer Supplies	23,012	52,095	50,000	75,000	65,000	65,000	-	-13.3%
Banking Fees	3,347	4,058	4,000	5,200	5,400	5,400	-	3.8%
Credit Card Fees	6,570	6,019	9,000	9,100	9,200	9,200	-	1.1%
Utility Billing Services	10,874	10,782	13,000	11,200	11,500	11,500	-	2.7%
Repair & Maint - Shop Parts	135	91	288	288	288	288	-	0.0%
Repair & Maint - Shop Labor	150	154	415	459	340	340	-	-26.0%
Petroleum Products	576	643	1,021	1,021	633	633	-	-38.0%
Uniform Cleaning	320	252	520	300	350	350	-	16.7%
Training, Travel, & Meetings	480	711	-	1,000	1,000	1,000	-	0.0%
IT Services	2,998	2,962	5,044	5,044	5,162	5,787	625	14.7%
Liability Insurance	407	494	494	488	480	524	44	7.5%
Total Water Billing & Accounting	**$ 130,682**	**$ 162,809**	**$ 172,020**	**$ 197,599**	**$ 187,051**	**$ 184,199**	**$ (2,852)**	**-6.8%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
WATER FUND
CAPITAL OUTLAY

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Capital Equipment	50,058	65	45,000	45,000	113,080	113,080	-	151.3%
Prior year capital outlay	50,058	65						
Chevy K2500			45,000	45,000	63,080	63,080		
EV-150 VacTron Trailer					50,000	50,000		
Capital Improvements	617,709	1,040,114	719,219	719,219	723,650	808,038	-	12.3%
Prior Year Capital Improvements	617,709	1,040,114						
Upper Snow King estates (upper section)			150,000	150,000	-	-		
Center Street 790'-LF			415,000	415,000	-	-		
West Jackson Water Tank			54,219	54,219	-	-		
Rebuild Well #7			100,000	100,000				
Zone 3 Tank Supply & Storage Development					100,000	100,000		
North King Water Line (SPET 2006 Complete St)					125,000	-		
North King water line (SPET 2019 Rec Center) (new)					224,250	33,638		
PRV High School/S. Park					130,000	130,000		
FY22 Design: Rancher St					44,400	44,400		
FY22 Design: Well 9					100,000	100,000		
Vine St (Complete St./Water/Sewer)					-	400,000		
Total Capital Outlay	**667,767**	**1,040,179**	**764,219**	**764,219**	**836,730**	**921,118**	**-**	**20.5%**

WATER FUND
DEBT SERVICE

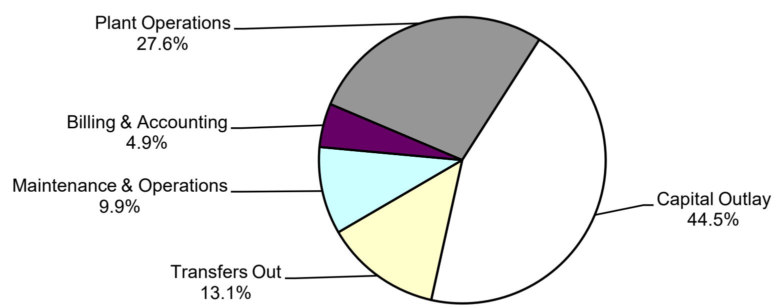
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Loan Repay - Well 6, 7, & 8	$ 41,245	$ 41,245	$ 41,250	$ 41,250	$ 41,250	$ 41,250	$ -	0.0%
Loan Repay - Water Tanks	66,970	66,970	66,970	66,970	66,970	66,970	-	0.0%
Total Debt Service	**$ 108,215**	**$ 108,215**	**$ 108,220**	**$ 108,220**	**$ 108,220**	**$ 108,220**	**$ -**	**0.0%**

WATER FUND
TRANSFERS OUT

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Indirect Cost Allocation - General	$ 459,582	$ 485,981	$ 626,362	$ 626,362	$ 588,230	$ 450,890	$ (137,340)	-28.0%
Transfer to Capital Projects - Loan	-	1,500,000	-	-	-	-	-	---
Total Interfund Transfers	**$ 459,582**	**$ 1,985,981**	**$ 626,362**	**$ 626,362**	**$ 588,230**	**$ 450,890**	**$ (137,340)**	**-28.0%**

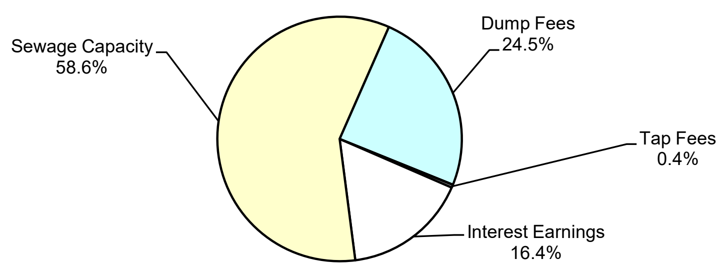
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SEWAGE FUND
REVENUE, EXPENDITURES, & CHANGES TO WORKING CAPITAL

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Beginning Working Capital	**$ 6,076,663**	**$ 6,195,025**	**$ 4,749,076**	**$ 4,749,076**	**$ 4,866,750**	**$ 4,866,750**		
Intergovernmental Revenue	47,671	125,000	-	-	-	-	-	---
Charges for Services	3,750,384	3,042,583	2,632,834	2,865,121	2,665,089	2,516,266	(148,823)	-12.2%
Miscellaneous Revenue	56,491	108,048	79,360	79,084	70,080	70,080	-	-11.4%
Total Revenue	**3,854,546**	**3,275,631**	**2,712,194**	**2,944,205**	**2,735,169**	**2,586,346**	**(148,823)**	**-12.2%**
Transfers In	-	244,561	375,000	375,000	375,000	375,000	-	0.0%
Total Sources	**3,854,546**	**3,520,192**	**3,087,194**	**3,319,205**	**3,110,169**	**2,961,346**	**(148,823)**	**-10.8%**
Sewage Plant Operations	777,571	776,101	983,910	967,599	972,934	951,389	(21,545)	-1.7%
Sewage Maintenance & Operations	251,253	336,311	321,833	313,880	341,950	339,667	(2,283)	8.2%
Sewage Billing & Accounting	130,632	162,765	171,464	176,331	171,906	169,143	(2,763)	-4.1%
Capital Outlay	2,117,146	1,704,983	1,109,670	1,117,359	1,160,500	1,530,500	370,000	37.0%
Total Expenditures	**3,276,602**	**2,980,160**	**2,586,877**	**2,575,169**	**2,647,290**	**2,990,699**	**343,409**	**16.1%**
Transfers Out	459,582	1,985,981	626,362	626,362	588,230	450,890	(137,340)	-28.0%
Total Uses	**3,736,184**	**4,966,141**	**3,213,239**	**3,201,531**	**3,235,520**	**3,441,589**	**206,069**	**7.5%**
Ending Working Capital	**$ 6,195,025**	**$ 4,749,076**	**$ 4,623,031**	**$ 4,866,750**	**$ 4,741,399**	**$ 4,386,507**	**$ (354,892)**	**-9.9%**
Net Change in Working Capital	*$ 118,362*	*$ (1,445,949)*	*$ (126,045)*	*$ 117,674*	*$ (125,351)*	*$ (480,243)*		



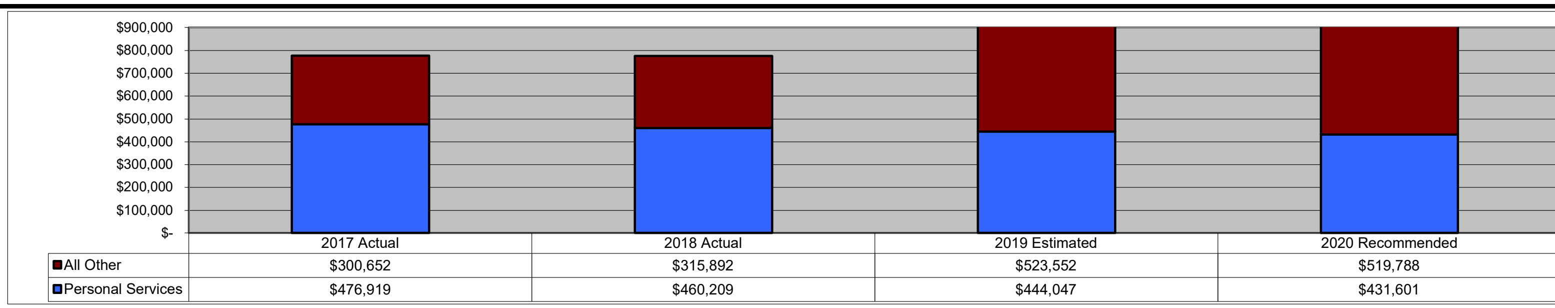
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SEWAGE FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
County Yard Sewer Match	$ 47,671	$ -	$ -	$ -	$ -	$ -	$ -	---
County Solar Farm EMP Match	-	125,000	-	-	-	-	-	---
Total Intergovernmental Revenue	**47,671**	**125,000**	**-**	**-**	**-**	**-**	**-**	**---**
Sewer Usage Fees	1,537,960	1,495,788	1,598,458	1,480,830	1,488,234	1,339,411	(148,823)	-9.6%
Sewer Base Fees	489,851	526,972	489,479	574,399	577,271	577,271	-	0.5%
Sewer Surcharge Fees	236,951	242,427	238,657	240,003	241,203	241,203	-	0.5%
Sewer Interest Charges	3,784	2,998	-	2,122	2,132	2,132	-	0.5%
Sewage Capacity Fees	404,626	654,667	200,000	408,105	250,000	250,000	-	-38.7%
One-Time Fees	963,107	-	-	53,423	-	-	-	-100.0%
Sewage Dump Fees	113,221	118,184	104,445	104,445	104,445	104,445	-	0.0%
Sewage Tap Fees	884	1,547	1,795	1,795	1,804	1,804	-	0.5%
Total Charges for Services	**3,750,384**	**3,042,583**	**2,632,834**	**2,865,121**	**2,665,089**	**2,516,266**	**(148,823)**	**-12.2%**
Interest Earnings	54,552	108,048	79,360	69,944	70,080	70,080	-	0.2%
Miscellaneous Revenue	1,939	-	-	2,700	-	-	-	-100.0%
Gain on Sale of Assets	-	-	-	6,440	-	-	-	-100.0%
Total Miscellaneous Revenue	**56,491**	**108,048**	**79,360**	**79,084**	**70,080**	**70,080**	**-**	**-11%**
Transfer in - Capital Projects	-	244,561	375,000	375,000	375,000	375,000	-	0.0%
Total Transfers In	**-**	**244,561**	**375,000**	**375,000**	**375,000**	**375,000**	**-**	**0.0%**
Total Sewer Fund	**$ 3,854,546**	**$ 3,520,192**	**$ 3,087,194**	**$ 3,319,205**	**$ 3,110,169**	**$ 2,961,346**	**$ (148,823)**	**-10.8%**



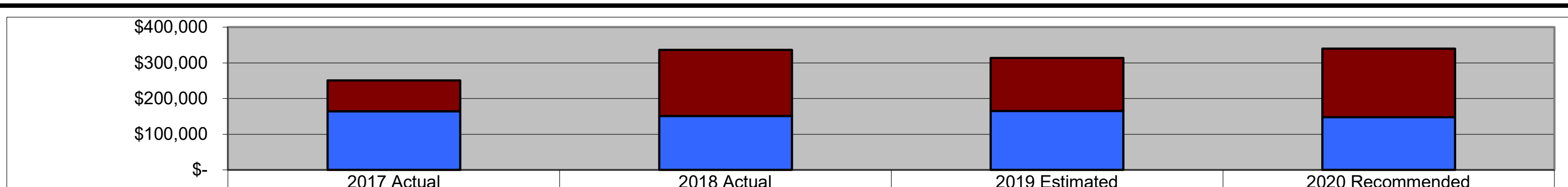
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SEWAGE FUND
SEWAGE PLANT OPERATIONS

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Salaries & Wages - Regular	$ 299,437	$ 285,515	$ 273,884	$ 273,884	$ 276,999	$ 277,027	$ 28	1.1%
Buyout - Compensated Absences	2,891	2,290	2,725	2,725	3,329	3,196	(133)	17.3%
Overtime	5,393	5,701	6,000	6,000	6,500	6,500	-	8.3%
FICA & Medicare	22,487	21,408	21,619	21,619	21,942	21,934	(8)	1.5%
Health Insurance	88,828	89,716	79,567	79,567	95,736	69,088	(26,648)	-13.2%
Vision Insurance	866	892	1,081	1,081	1,015	1,015	-	-6.1%
Dental Insurance	4,672	5,840	5,354	5,354	3,733	3,733	-	-30.3%
Wyoming Retirement	42,983	42,332	41,258	41,258	41,964	41,968	4	1.7%
Workers' Compensation	6,317	4,101	7,175	7,175	4,107	4,106	(1)	-42.8%
State Unemployment	615	337	827	827	484	484	-	-41.5%
Disability/Life Insurance	2,430	2,077	4,557	4,557	2,550	2,550	-	-44.0%
Uniforms	947	608	800	800	1,000	1,000	-	25.0%
Small Tools & Equipment <$10K	1,776	1,872	1,100	1,800	2,000	2,000	-	11.1%
Water/Sewer Supplies	6,122	4,779	7,800	8,200	13,400	13,400	-	63.4%
Postage	288	211	300	393	300	300	-	-23.7%
Printing & Publication	596	2,439	3,700	3,877	5,000	5,000	-	29.0%
Dues & Subscriptions	150	677	1,000	850	1,000	1,000	-	17.6%
Utilities	122,441	130,136	122,000	120,000	140,000	140,000	-	16.7%
Professional Services	54,373	59,040	275,781	250,000	205,000	205,000	-	-18.0%
Litigation	-	-	-	-	5,000	5,000	-	---
Repair & Maint - Shop Parts	5,752	985	1,200	1,200	4,600	4,600	-	283.3%
Repair & Maint - Shop Labor	1,500	1,071	3,000	3,000	4,150	4,150	-	38.3%
Repair & Maint - Machinery	16,976	20,189	16,000	20,000	22,500	22,500	-	12.5%
Petroleum Products	3,721	3,528	4,973	4,973	4,535	4,535	-	-8.8%
Repair & Maint - Office	682	41	100	150	500	500	-	233.3%
Repair & Maint - Buildings	13,680	16,354	20,000	22,500	25,000	25,000	-	11.1%
Dust Abatement	5,128	5,269	5,250	5,250	5,300	5,300	-	1.0%
Trash Collection	7,241	7,146	7,000	7,000	7,000	7,000	-	0.0%
Uniform Cleaning	1,314	1,019	1,300	1,300	1,300	1,300	-	0.0%
Training, Travel, & Meetings	5,705	6,742	2,100	7,000	8,000	8,000	-	14.3%
IT Services	23,412	24,522	35,273	35,273	36,303	41,516	5,213	17.7%
Property Insurance	26,447	26,256	28,914	27,220	19,750	19,750	-	-27.4%
Liability Insurance	2,401	3,008	2,272	2,515	2,437	2,437	-	-3.1%
Equipment Rental	-	-	-	250	500	500	-	100.0%
Total Sewer Plant Operations	**$ 777,571**	**$ 776,101**	**$ 983,910**	**$ 967,599**	**$ 972,934**	**$ 951,389**	**$ (21,545)**	**-1.7%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SEWAGE FUND
SEWAGE MAINTENANCE & OPERATIONS

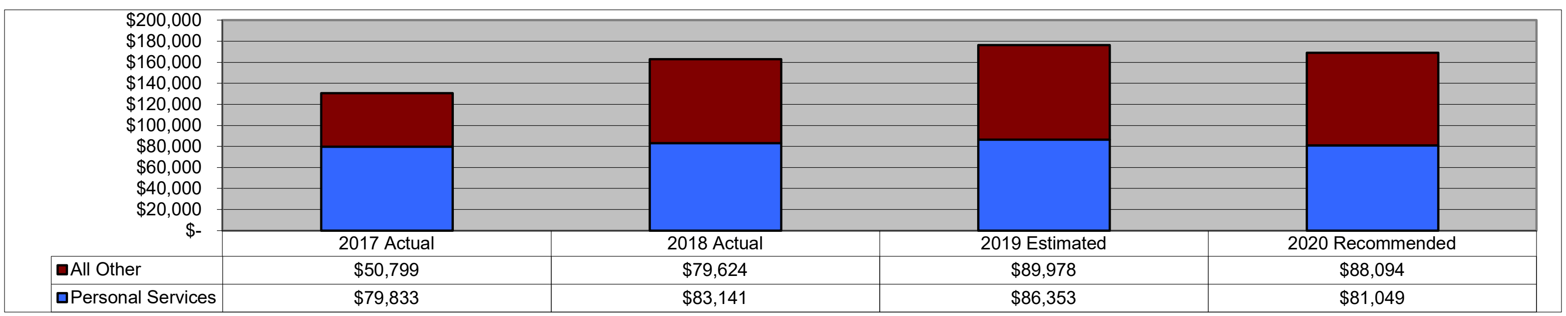
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Salaries & Wages - Regular	$ 87,457	$ 65,667	$ 95,498	$ 95,498	$ 97,995	$ 97,995	$ -	2.6%
Buyout - Compensated Absences	1,402	2,372	1,002	1,002	1,178	1,131	(47)	12.9%
Overtime	6,040	15,597	7,000	8,500	8,500	8,500	-	0.0%
FICA & Medicare	6,778	5,913	7,917	7,917	8,237	8,233	(4)	4.0%
Health Insurance	44,414	44,858	32,046	32,046	19,092	13,777	(5,315)	-57.0%
Vision Insurance	513	424	528	528	200	200	-	-62.1%
Dental Insurance	2,336	2,336	1,542	1,542	561	561	-	-63.6%
Wyoming Retirement	12,918	11,689	14,316	14,316	14,737	14,737	-	2.9%
Workers' Compensation	1,437	1,318	2,661	2,661	1,559	1,558	(1)	-41.5%
State Unemployment	279	215	361	361	211	211	-	-41.6%
Disability/Life Insurance	742	1,010	990	990	957	957	-	-3.3%
Uniforms	332	693	350	600	600	600	-	0.0%
Small Tools & Equipment <$10K	4,016	3,788	2,000	1,967	3,000	3,000	-	52.5%
Water/Sewer Supplies	9,157	6,737	7,000	8,500	11,600	11,600	-	36.5%
Sewer Saddles	808	1,152	1,000	2,000	3,000	3,000	-	50.0%
Repair & Maint - Vehicles	1,006	-	-	-	-	-	-	---
Repair & Maint - Shop Parts	1,700	9,500	2,875	7,925	3,250	3,250	-	-59.0%
Repair & Maint - Shop Labor	1,712	3,160	2,988	2,988	3,320	3,320	-	11.1%
Repair & Maint - Machinery	19,555	16,614	20,000	19,500	21,000	21,000	-	7.7%
Petroleum Products	2,709	3,375	3,200	3,200	2,653	2,653	-	-17.1%
Repair & Maint - System	23,101	109,753	83,750	65,000	100,000	100,000	-	53.8%
Uniform Cleaning	936	863	1,025	800	1,025	1,025	-	28.1%
Training, Travel, & Meetings	1,311	2,723	1,808	4,000	4,000	4,000	-	0.0%
IT Services	17,073	22,876	28,010	28,010	30,115	33,118	3,003	18.2%
Property Insurance	2,773	2,753	3,032	2,854	3,798	3,798	-	33.1%
Liability Insurance	748	925	934	925	862	942	80	1.9%
Equipment Rental	-	-	-	250	500	500	-	100.0%
Total Maintenance & Operations	**$ 251,253**	**$ 336,311**	**$ 321,833**	**$ 313,880**	**$ 341,950**	**$ 339,667**	**$ (2,284)**	**8.2%**



	2017 Actual	2018 Actual	2019 Estimated	2020 Recommended
All Other	$86,937	$184,912	$148,519	$191,807
Personal Services	$164,316	$151,399	$165,361	$147,860

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SEWAGE FUND
SEWAGE BILLING & ACCOUNTING

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Salaries & Wages - Regular	$ 51,290	$ 53,004	$ 54,935	$ 54,935	$ 54,545	$ 54,545	$ -	-0.7%
Buyout - Compensated Absences	373	806	528	528	656	629	(27)	19.1%
Overtime	1,577	2,112	1,750	1,750	2,000	2,000	-	14.3%
FICA & Medicare	3,880	4,092	4,377	4,377	4,376	4,374	(2)	-0.1%
Health Insurance	12,933	13,062	12,932	12,932	12,544	9,052	(3,492)	-30.0%
Vision Insurance	97	115	115	115	115	115	-	0.0%
Dental Insurance	572	572	572	572	780	780	-	36.4%
Wyoming Retirement	7,499	8,017	8,293	8,293	8,313	8,313	-	0.2%
Workers' Compensation	872	717	1,070	1,070	602	602	-	-43.7%
State Unemployment	225	111	180	180	106	106	-	-41.1%
Disability/Life Insurance	515	533	1,601	1,601	533	533	-	-66.7%
General/Office Supplies	1,879	1,410	2,200	2,200	2,933	2,933	-	33.3%
Uniforms	-	-	250	250	-	-	-	-100.0%
Water/Sewer Supplies	23,403	52,080	50,000	53,682	50,000	50,000	-	-6.9%
Banking Fees	3,347	4,058	4,000	5,200	5,400	5,400	-	3.8%
Credit Card Fees	6,570	6,019	9,000	9,100	9,200	9,200	-	1.1%
Utility Billing Services	10,874	10,782	11,000	11,200	11,500	11,500	-	2.7%
Repair & Maint - Shop Parts	135	91	288	288	288	288	-	0.0%
Repair & Maint - Shop Labor	150	154	415	459	340	340	-	-26.0%
Petroleum Products	576	643	1,021	1,021	633	633	-	-38.0%
Uniform Cleaning	175	223	428	200	428	428	-	114.0%
Training, Travel, & Meetings	288	711	1,000	875	1,000	1,000	-	14.3%
IT Services	2,995	2,959	5,015	5,015	5,134	5,848	714	16.6%
Liability Insurance	407	494	494	488	480	524	44	7.5%
Total Sewer Billing & Accounting	**$ 130,632**	**$ 162,765**	**$ 171,464**	**$ 176,331**	**$ 171,906**	**$ 169,143**	**$ (2,763)**	**-4.1%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SEWAGE FUND
CAPITAL OUTLAY

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Capital Equipment	$ 34,224	$ 162,041	$ 85,000	$ 85,000	$ 275,000	$ 275,000	$ -	223.5%
Prior year capital outlay	34,224	162,041						
John Deer - 950			85,000	85,000	-	-		
Cat - IT24F - Loader			-	-	275,000	275,000		
Capital Improvements	2,082,922	1,542,942	1,024,670	1,032,359	885,500	1,255,500	370,000	21.6%
Prior Year Capital Improvements	2,082,922	1,542,942	-	-				
Spring Gulch Lift Station			9,826	9,826				
Snow King Estates Sewer Line Relocation			-	3,758				
TOJ Public Works South			-	3,931				
Flat Creek Drive New Sewer Main Phase - I - 700'-LF			129,219	129,219				
Flat Creek/Karns sewer study, planning, design (split funded w/ 5th cen			75,000	75,000				
Lift Station Upgrade (2)			225,000	225,000				
Treatment Plant Fencing			42,625	42,625				
Treatment Plant Garage			350,000	350,000				
UV Siding			43,000	43,000				
Cache Creek Phase 2C			150,000	150,000				
West Cache Creek Dr/Alley					575,000	575,000		
SCADA Lift Stations					80,000	80,000		
WWTP Wetland Upgrade					200,000	200,000		
FY22 Design: Rancher St (Complete St)					15,000	15,000		
FY22 Design: Gill Ave & Alley					15,500	15,500		
Save the Block Alley Sewer 225' - LF					-	145,000		
Vine St. (Complete St./Water/Sewer)					-	225,000		
Total Capital Outlay	**$ 2,117,146**	**$ 1,704,983**	**$ 1,109,670**	**$ 1,117,359**	**$ 1,160,500**	**$ 1,530,500**	**$ 370,000**	**37.0%**

SEWAGE FUND
TRANSFERS OUT

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2021 DIFFERENCE	% CHANGE FY20 EST.
Indirect Cost Allocation - General	$ 459,582	$ 485,981	$ 626,362	$ 626,362	$ 588,230	$ 450,890	$ (137,340)	-28.0%
Transfer to Capital Projects - Loan	-	1,500,000	-	-	-	-	-	---
Total Interfund Transfers	**$ 459,582**	**$ 1,985,981**	**$ 626,362**	**$ 626,362**	**$ 588,230**	**$ 450,890**	**$ (137,340)**	**-28.0%**

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TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

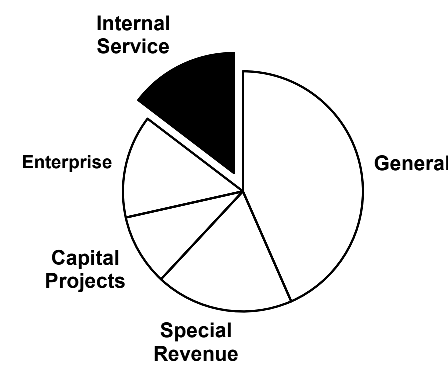
INTERNAL SERVICE FUNDS

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
SCHEDULE OF REVENUE, EXPENDITURES, & CHANGES TO FUND BALANCES
ALL FUNDS

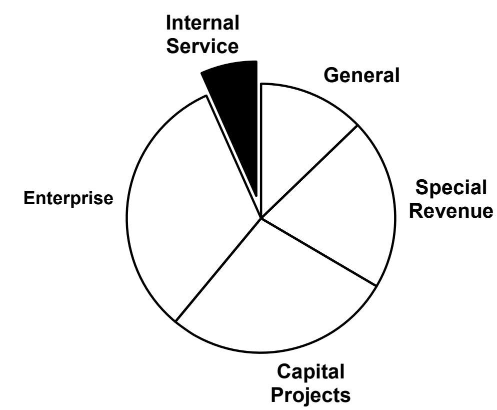
FUND DESCRIPTION	BALANCE JULY 1, 2020	REVENUE	TRANSFERS IN	EXPEND-ITURES	TRANSFERS OUT	BUDGETED BALANCE JUNE 30, 2021
General Fund	$ 8,476,269	$ 11,677,406	$ 1,017,181	$ 16,734,188	$ 747,412	$ 3,689,256
Special Revenue Funds						
Affordable Housing	1,112,096	270,000	526,901	526,901	-	1,382,096
Parking Exactions	806,563	65,500	-	-	-	872,063
Park Exactions	215,277	13,900	-	-	-	229,177
Employee Housing	1,527,727	433,260	100,000	337,309	-	1,723,678
Animal Care Fund	402,245	60,200	-	55,000	35,000	372,445
Lodging Tax Fund	6,636	334,224	-	-	334,224	6,636
START Bus System	1,452,155	5,814,627	404,735	6,219,362	80,401	1,371,753
Total Special Revenue	5,522,699	6,991,711	1,031,636	7,138,572	449,625	5,957,848
Capital Project Funds						
Capital Projects (5th Cent)	3,957,867	1,575,749	-	2,269,743	1,000,000	2,263,873
2006 Specific Purpose Excise Tax	244,617	4,400	-	-	-	249,017
2010 Specific Purpose Excise Tax	165,749	6,000	-	75,000	-	96,749
2014 Specific Purpose Excise Tax	3,276,676	55,900	-	1,052,500	-	2,280,076
2016 Specific Purpose Excise Tax	314,933	5,400	-	20,000	-	300,333
2017 Specific Purpose Excise Tax	793,800	6,500	-	265,000	-	535,300
2019 Specific Purpose Excise Tax	-	2,225,066	-	-	-	2,225,066
Total Capital Projects	8,753,642	3,879,015	-	3,682,243	1,000,000	7,950,414
Enterprise Funds						
Water Utility	4,917,267	2,450,417	375,000	2,351,160	450,890	4,940,634
Sewage Utility	4,866,750	2,586,346	375,000	2,990,698	450,890	4,386,508
Total Enterprise Funds	9,784,017	5,036,763	750,000	5,341,858	901,780	9,327,142
Internal Service Funds						
Employee Insurance	2,056,861	1,806,308	200,000	2,692,185	-	1,370,984
Fleet Management	501,404	1,575,046	-	1,972,667	-	103,783
Central Equipment	296,525	25,700	100,000	-	-	422,225
IT Services	178,547	821,643	-	972,561	-	27,629
Total Internal Service Funds	3,033,336	4,228,697	300,000	5,637,413	-	1,924,620
Total All Funds	$ 35,569,963	$ 31,813,592	$ 3,098,817	$ 38,534,274	$ 3,098,817	$ 28,849,280

Note: Enterprise and Internal Service Funds are budgeted on a working-capital basis.

Total Appropriation (excluding transfers)
Fiscal Year Ending June 30, 2021



Estimated Ending Fund Balance
At June 30, 2021

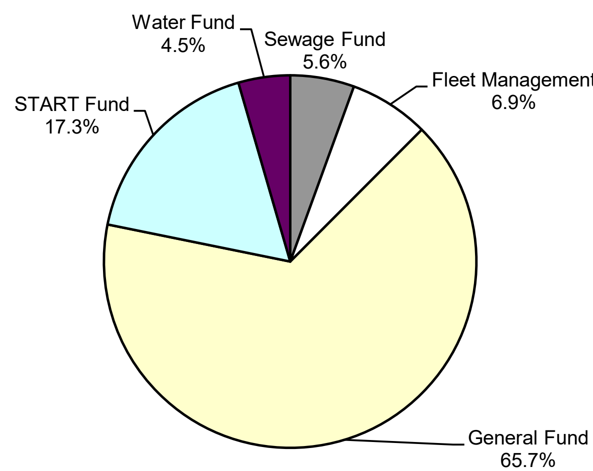


TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
EMPLOYEE INSURANCE FUND

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
Beginning Working Capital	**$1,596,946**	**$1,921,703**	**$2,220,753**	**$2,220,753**	**$2,056,861**	**$2,056,861**		
Revenues:								
Charges for Services	2,356,475	2,466,382	2,661,930	2,661,930	2,482,646	1,769,306	(713,338)	-33.5%
Miscellaneous Revenue	17,641	49,294	44,700	29,292	37,000	37,000	-	26.3%
Total Revenue	**2,374,116**	**2,515,676**	**2,706,630**	**2,691,222**	**2,519,646**	**1,806,306**	**(713,338)**	**-32.9%**
Transfers In	-	-	-	-	200,000	200,000	-	---
Total Sources	**2,374,116**	**2,515,676**	**2,706,630**	**2,691,222**	**2,719,646**	**2,006,306**	**(713,338)**	**-25.4%**
Expenditures:								
Insurance Claims and Premiums	2,040,757	2,208,071	2,485,944	2,397,114	2,683,985	2,683,985	-	12.0%
Professional Services	8,602	8,555	8,000	8,000	8,200	8,200	-	2.5%
Total Expenditures	**2,049,359**	**2,216,626**	**2,493,944**	**2,405,114**	**2,692,185**	**2,692,185**	**-**	**11.9%**
Transfers Out	-	-	450,000	450,000	-	-	-	-100.0%
Total Uses	**2,049,359**	**2,216,626**	**2,943,944**	**2,855,114**	**2,692,185**	**2,692,185**	**-**	**-5.7%**
Ending Working Capital	**$ 1,921,703**	**$ 2,220,753**	**$ 1,983,439**	**$ 2,056,861**	**$ 2,084,322**	**$ 1,370,982**	**$ (713,338)**	**-33.3%**
Net Change in Working Capital	*$ 324,757*	*$ 299,050*	*$ (237,314)*	*$ (163,892)*	*$ 27,461*	*$ (685,879)*		

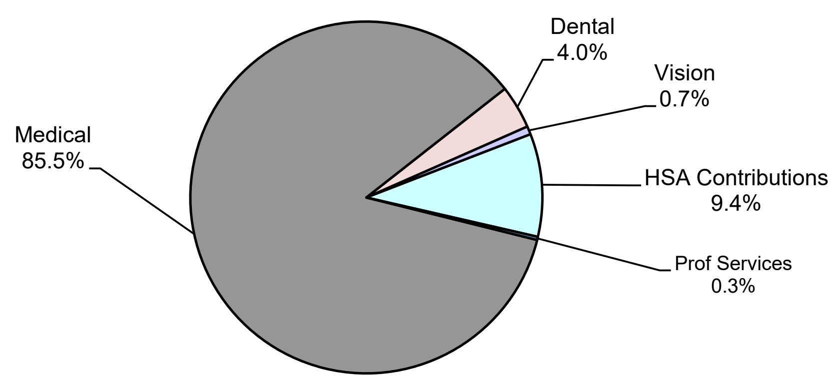
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
EMPLOYEE INSURANCE FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
General Fund Service Charge	$ 1,663,926	$ 1,701,081	$ 1,816,693	$ 1,816,693	$ 1,675,389	$ 1,162,491	$ (512,896)	-36.0%
START Fund Service Charge	297,390	377,136	469,574	469,574	443,364	306,842	(136,522)	-34.7%
Water Fund Service Charge	106,486	101,673	114,471	114,471	107,613	79,148	(28,465)	-30.9%
Sewage Fund Service Charge	161,139	157,815	133,737	133,737	133,776	98,321	(35,455)	-26.5%
Fleet Management Service Charg	127,534	128,677	127,455	127,455	122,504	122,504	-	-3.9%
Total Charges for Services	**2,356,475**	**2,466,382**	**2,661,930**	**2,661,930**	**2,482,646**	**1,769,306**	**(713,338)**	**-33.5%**
Miscellaneous Revenue	17,641	49,294	44,700	29,292	37,000	37,000	-	26.3%
Total Revenue	**2,374,116**	**2,515,676**	**2,706,630**	**2,691,222**	**2,519,646**	**1,806,306**	(713,338)	**-32.9%**
Transfers In	-	-	-	-	200,000	200,000	-	---
Total Sources	**$ 2,374,116**	**$ 2,515,676**	**$ 2,706,630**	**$ 2,691,222**	**$ 2,719,646**	**$ 2,006,306**	**$ (713,338)**	**-25.4%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
EMPLOYEE INSURANCE FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
Medical Expenditures	$ 1,412,239	$ 1,518,539	$ 1,386,634	$ 1,506,093	$ 1,536,215	$ 1,536,215	$ -	2.0%
Medical TPA/Stop Loss	594,954	531,773	715,000	680,000	758,710	758,710	-	11.6%
Medical Claims Reimbursement	(306,615)	(192,927)	-	(163,139)	-	-	-	-100.0%
Medical Excise Tax	-	253	2,000	2,000	2,000	2,000	-	0.0%
Health Reinsurance Tax	-	-	6,000	6,000	6,000	6,000	-	0.0%
Health Savings Contributions	225,237	234,875	254,250	245,000	254,250	254,250	-	3.8%
Dental Expenditures	91,068	87,003	95,000	95,000	99,750	99,750	-	5.0%
Dental TPA	5,642	5,164	6,900	6,000	6,900	6,900	-	15.0%
Vision Insurance	18,232	23,391	20,160	20,160	20,160	20,160	-	0.0%
Professional Services	8,602	8,555	8,000	8,000	8,200	8,200	-	2.5%
Total Expenditures	**2,049,359**	**2,216,626**	**2,493,944**	**2,405,114**	**2,692,185**	**2,692,185**	**-**	**11.9%**
Transfer to General Fund	-	-	450,000	450,000	-	-	-	-100.0%
Total Transfers Out	**-**	**-**	**450,000**	**450,000**	**-**	**-**	**-**	**-100.0%**
Total Uses	**$ 2,049,359**	**$ 2,216,626**	**$ 2,493,944**	**$ 2,405,114**	**$ 2,692,185**	**$ 2,692,185**	**$ -**	**11.9%**

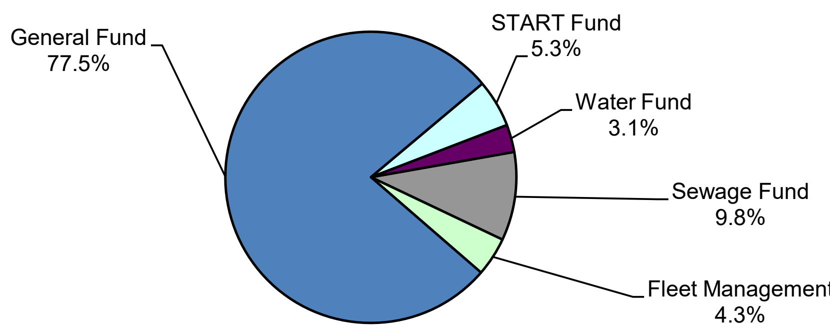


TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
INFORMATION TECHNOLOGY SERVICES FUND

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
Beginning Working Capital	**$ 221,226**	**$ 149,728**	**$ 2,624**	**$ 2,624**	**$ 178,547**	**$ 178,547**		
Revenues:								
Charges for Services	680,757	699,768	762,037	762,037	849,230	820,643	(28,587)	7.7%
Miscellaneous Revenue	2,074	719	1,000	4,653	1,000	1,000	-	-78.5%
Total Revenue	**682,831**	**700,487**	**763,037**	**766,690**	**850,230**	**821,643**	**(28,587)**	7.2%
Transfers In	-	175,812	400,000	400,000	-	-	-	-100.0%
Total Sources	**682,831**	**876,299**	**1,163,037**	**1,166,690**	**850,230**	**821,643**	**(28,587)**	**-29.6%**
Expenditures:								
Curent Expenditures	611,952	715,230	753,206	721,767	772,089	704,561	(67,528)	-2.4%
Capital Outlay	142,377	308,173	269,000	269,000	421,800	268,000	(153,800)	-0.4%
Total Expenditures	**754,329**	**1,023,403**	**1,022,206**	**990,767**	**1,193,889**	**972,561**	**(221,328)**	**-1.8%**
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	**754,329**	**1,023,403**	**1,022,206**	**990,767**	**1,193,889**	**972,561**	**(221,328)**	**-1.8%**
Ending Working Capital	**$ 149,728**	**$ 2,624**	**$ 143,455**	**$ 178,547**	**$ (165,112)**	**$ 27,629**	**$ 192,741**	**-84.5%**
Net Change in Working Capital	*$ (71,498)*	*$ (147,104)*	*$ 140,831*	*$ 175,923*	*$ (343,659)*	*$ (150,918)*		

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
INFORMATION TECHNOLOGY SERVICES FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
General Fund Service Charges	$ 562,150	$ 560,189	$ 597,054	$ 597,054	$ 679,447	$ 636,371	$ (43,076)	6.6%
START Fund Service Charges	37,223	38,743	42,651	42,651	43,165	43,310	145	1.5%
Water Fund Service Charges	20,305	20,358	19,763	19,763	20,042	25,070	5,028	26.9%
Sewage Fund Service Charges	43,480	50,357	68,298	68,298	71,552	80,482	8,930	17.8%
Fleet Mgmt. Service Charges	17,599	30,121	34,272	34,272	35,024	35,410	386	3.3%
Total Charges for Services	**680,757**	**699,768**	**762,037**	**762,037**	**849,230**	**820,643**	**(28,587)**	**7.7%**
Interest Earnings	2,074	719	1,000	4,653	1,000	1,000	-	-78.5%
Miscellaneous Revenue	-	-	-	-	-	-	-	---
Total Miscellaneous Revenue	**2,074**	**719**	**1,000**	**4,653**	**1,000**	**1,000**	**-**	**-78.5%**
Transfer In - General Fund	-	-	400,000	400,000	-	-	-	-100.0%
Transfer In - Capital Projects Fund	-	175,812	-	-	-	-	-	---
Transfer In - Central Equipment	-	-	-	-	-	-	-	---
Total Transfers In	**-**	**175,812**	**400,000**	**400,000**	**-**	**-**	**-**	**-100.0%**
Total Sources	**$ 682,831**	**$ 876,299**	**$ 1,163,037**	**$ 1,166,690**	**$ 850,230**	**$ 821,643**	**$ (28,587)**	**-29.6%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
INFORMATION TECHNOLOGY SERVICES FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
General/Office Supplies	$ -	$ 1,048	$ 725	$ 916	$ 5,725	$ 150	$ (5,575)	-83.6%
Small Tools & Equipment <$10K	189,770	158,261	133,060	70,975	124,000	87,950	(36,050)	23.9%
Internet Service	17,999	7,511	8,220	16,832	9,320	9,320	-	-44.6%
Printer Maintenance Services	16,462	13,874	15,000	15,000	15,000	15,000	-	0.0%
Professional Services	37,131	17,722	25,600	25,600	25,600	28,100	2,500	9.8%
Computer Disposal Services	-	164	300	300	300	300	-	0.0%
Communications Maintenance	109,217	137,887	142,559	150,575	150,575	150,575	-	0.0%
Contract Maintenance	241,373	378,763	427,742	441,569	441,569	413,166	(28,403)	-6.4%
Total Current Expenditures	**611,952**	**715,230**	**753,206**	**721,767**	**772,089**	**704,561**	**(67,528)**	**-2.4%**
Capital Outlay	142,377	308,173						
Server SAN replacement			170,000	170,000	50,000	70,000	20,000	
Parks & Rec Building Telecom, Network Initial Build			15,000	15,000	-	-	-	
eFORCE e-citation enhancements			25,000	25,000	-	-	-	
e-Trak SmartGov IT Planning Platform, LicenseTrak Module			34,000	34,000	28,000	28,000	-	
Fleet Management Software			25,000	25,000	25,000	-	(25,000)	
Network Security Upgrades					70,000	-	(70,000)	
Police Interview Room Camera System Refresh					12,000	-	(12,000)	
Server Virtualization Platform Additional Host					20,000	20,000	-	
ToJ Camera System Replacement Server					15,000	-	(15,000)	
Network Switch for Snow King Center					10,000	10,000	-	
Rubrik Backup System Expansion					75,000	75,000	-	
Gov't transparency Web platform					7,500	-	(7,500)	
Neptune water meter platform					30,000	30,000	-	
Move Microsoft Exchange to O365 Project					25,000	25,000	-	
Swagit Camera Upgrade					44,300	-	(44,300)	
Water dept SCADA system					10,000	10,000	-	
Total Capital Outlay	**142,377**	**308,173**	**269,000**	**269,000**	**421,800**	**268,000**	**(153,800)**	**-0.4%**
Total Expenditures	**$ 754,329**	**$ 1,023,403**	**$ 1,022,206**	**$ 990,767**	**$ 1,193,889**	**$ 972,561**	**$ (221,328)**	**-1.8%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
CENTRAL EQUIPMENT FUND

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
Beginning Working Capital	**$ 821,608**	**$ 499,661**	**$ 724,769**	**$ 724,769**	**$ 296,525**	**$ 296,525**		
Revenues:								
Charges for Services	431,700	553,700	566,400	566,400	638,200	-	(638,200)	-100.0%
Miscellaneous Revenue	138,699	17,126	25,700	8,149	25,700	25,700	-	215.4%
Total Revenue	**570,399**	**570,826**	**592,100**	**574,549**	**663,900**	**25,700**	**(638,200)**	**-95.5%**
Transfers In	-	101,350	-	-	100,000	100,000	-	---
Total Sources	**570,399**	**672,176**	**592,100**	**574,549**	**763,900**	**125,700**	**(638,200)**	**-78.1%**
Capital Outlay:								
General Government	-	63,684	30,000	30,000	-	-	-	-100.0%
Public Safety	207,362	234,088	262,500	256,049	348,140	-	(348,140)	-100.0%
Public Works	684,983	149,297	525,000	516,744	350,330	-	(350,330)	-100.0%
Total Expenditures	**892,345**	**447,069**	**817,500**	**802,793**	**698,470**	**-**	**(698,470)**	**-100.0%**
Transfers Out	-	-	200,000	200,000	-	-	-	-100.0%
Total Uses	**892,345**	**447,069**	**1,017,500**	**1,002,793**	**698,470**	**-**	**(698,470)**	-100.0%
Ending Working Capital	**$ 499,661**	**$ 724,769**	**$ 299,369**	**$ 296,525**	**$ 361,955**	**$ 422,225**	**$ 60,270**	**42.4%**
Net Change in Working Capital	*$ (321,946)*	*$ 225,107*	*$ (425,400)*	*$ (428,244)*	*$ 65,430*	*$ 125,700*		

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
CENTRAL EQUIPMENT FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
General Government	$ -	$ 7,400	$ 7,400	$ 7,400	$ 9,200	$ -	$ (9,200)	-100.0%
Public Safety	184,200	257,600	254,600	254,600	293,400	-	(293,400)	-100.0%
Public Works	247,500	288,700	304,400	304,400	335,600	-	(335,600)	-100.0%
Total Charges for Services	**431,700**	**553,700**	**566,400**	**566,400**	**638,200**	**-**	**(638,200)**	**-100.0%**
Miscellaneous Revenue	138,699	17,126	25,700	8,149	25,700	25,700	-	215.4%
Total Revenue	**570,399**	**570,826**	**592,100**	**574,549**	**663,900**	**25,700**	**(638,200)**	**-95.5%**
Transfer from Capital Projects	-	82,350	-	-	-	-	-	---
Transfer from START Fund	-	19,000	-	-	-	-	-	---
Transfer from General Fund	-	-	-	-	100,000	100,000	-	---
Total Transfers In	-	101,350	-	-	100,000	100,000	-	---
Total Sources	**$ 1,002,099**	**$ 1,225,876**	**$ 1,158,500**	**$ 1,140,949**	**$ 1,402,100**	**$ 125,700**	**$ (1,276,400)**	**-89.0%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
CENTRAL EQUIPMENT FUND
EXPENDITURES AND OTHER USES

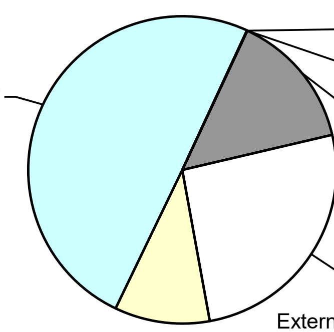
EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
Capital Outlay:								
General Government	$ -	$ 63,684	$ 30,000	$ 30,000	$ -	$ -	$ -	-100.0%
Public Safety	207,362	234,088	262,500	256,049	-	-	-	
Public Works	684,983	149,297	525,000	516,744	-	-	-	
Vehicle - Police Patrol					229,200	-	(229,200)	
Vehicle - Police CSO					36,040	-	(36,040)	
Vehicle - Investigation					46,900	-	(46,900)	
Vehicle - Building Department					36,000	-		
Cat Loader - 938G					230,000	-	(230,000)	
Freightliner Dump Truck - Streets					120,330	-	(120,330)	
Total Operating Expenditures	**892,345**	**447,069**	**817,500**	**802,793**	**698,470**	**-**	**(662,470)**	**-100.0%**
Transfer to General Fund	-	-	200,000	200,000	-	-	-	-100.0%
Total Transfers Out	**-**	**-**	**200,000**	**200,000**	**-**	**-**	**-**	**-100.0%**
Total Central Equipment Fund	**$ 892,345**	**$ 447,069**	**$ 1,017,500**	**$ 1,002,793**	**$ 698,470**	**$ -**	**$ (662,470)**	**-100.0%**

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
FLEET MANAGEMENT FUND

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
Beginning Working Capital	**$ 279,825**	**$ 390,140**	**$ 379,355**	**$ 379,355**	**$ 501,404**	**$ 501,404**		
Revenues:								
Charges for Services	1,795,601	2,137,385	2,258,481	2,258,481	1,825,892	1,574,446	(251,446)	-30.3%
Miscellaneous Revenue	7,415	7,641	600	4,851	600	600	-	-87.6%
Total Revenue	**1,803,016**	**2,145,026**	**2,259,081**	**2,263,332**	**1,826,492**	**1,575,046**	**(251,446)**	-30.4%
Transfers In	150,000	-	-	-	-	-	-	---
Total Sources	**1,953,016**	**2,145,026**	**2,259,081**	**2,263,332**	**1,826,492**	**1,575,046**	**(251,446)**	**-30.4%**
Expenditures:								
Fleet Management Operations	1,842,701	2,155,811	2,344,498	2,141,283	2,007,971	1,972,667	(35,304)	-7.9%
Total Expenditures	**1,842,701**	**2,155,811**	**2,344,498**	**2,141,283**	**2,007,971**	**1,972,667**	**(35,304)**	**-7.9%**
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	**1,842,701**	**2,155,811**	**2,344,498**	**2,141,283**	**2,007,971**	**1,972,667**	**(35,304)**	**-7.9%**
Ending Working Capital	**$ 390,140**	**$ 379,355**	**$ 293,938**	**$ 501,404**	**$ 319,925**	**$ 103,783**	**$ (216,142)**	**-79.3%**
Net Change in Working Capital	*$ 110,315*	*$ (10,785)*	*$ (85,417)*	*$ 122,049*	*$ (181,479)*	*$ (397,621)*		

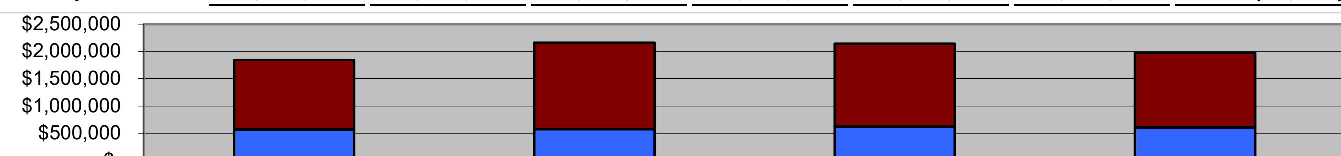
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
FLEET MANAGEMENT FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
External Fuel Charges	$ 190,609	$ 202,448	$ 243,264	$ 243,264	$ 226,557	$ 226,557	$ -	-6.9%
Internal Fuel Charges	546,058	622,168	717,690	717,690	441,641	406,466	(35,175)	-43.4%
External Maintenance Charges	124,792	162,038	170,675	170,675	157,185	157,185	-	-7.9%
Internal Maintenance Charges	934,142	1,150,731	1,126,852	1,126,852	1,000,509	784,238	(216,271)	-30.4%
Total Charges for Services	**1,795,601**	**2,137,385**	**2,258,481**	**2,258,481**	**1,825,892**	**1,574,446**	**(251,446)**	**-30.3%**
Miscellaneous Income	7,415	7,641	600	4,851	600	600	-	-87.6%
Total Miscellaneous Revenue	**7,415**	**7,641**	**600**	**4,851**	**600**	**600**	**-**	**-87.6%**
Transfer from General	150,000	-	-	-	-	-	-	---
Total Transfers In	**150,000**	**-**	**-**	**-**	**-**	**-**	**-**	**---**
Total Fleet Management Fund	**$ 1,953,016**	**$ 2,145,026**	**$ 2,259,081**	**$ 2,263,332**	**$ 1,826,492**	**$ 1,575,046**	**$ (251,446)**	**-30.4%**



TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2021
FLEET MANAGEMENT
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 AMENDED	FY2020 ESTIMATED	FY2021 REQUESTED	FY2021 RECOMM'D	FY2020 DIFFERENCE	% Change FY20 Est.
Salaries & Wages - Regular	$ 347,518	$ 347,518	$ 385,936	$ 385,936	$ 380,126	$ 380,126	$ -	-1.5%
Buyout - Compensated Absences	6,675	6,182	5,566	5,566	5,483	5,483	-	-1.5%
Overtime	898	898	1,500	1,500	1,500	1,500	-	0.0%
FICA & Medicare	25,561	26,536	30,065	30,065	29,614	29,614	-	-1.5%
Health Insurance	120,877	122,085	120,866	120,866	117,240	117,240	(0)	-3.0%
Vision Insurance	1,178	1,113	1,110	1,110	1,110	1,110	-	0.0%
Dental Insurance	5,479	5,479	5,479	5,479	4,154	4,154	-	-24.2%
Wyoming Retirement	49,563	53,292	58,298	58,298	57,408	57,408	-	-1.5%
Workers' Compensation	7,820	6,464	10,414	10,414	5,763	5,763	-	-44.7%
State Unemployment	987	545	1,082	1,082	634	634	-	-41.4%
Disability/Life Insurance	3,580	3,616	3,616	3,616	3,616	3,616	-	0.0%
General/Office Supplies	270	-	950	325	-	-	-	-100.0%
Janitorial Supplies	221	347	575	565	575	575	-	1.7%
Uniforms	575	632	800	800	800	800	-	0.0%
Small Tools & Equipment <$10K	2,410	7,409	10,000	10,000	20,000	10,000	(10,000)	0.0%
Tools	11,370	7,809	10,000	10,000	10,000	10,000	-	0.0%
Petroleum for Resale	660,477	719,844	923,538	711,689	613,968	613,968	-	-13.7%
Parts for Resale	537,412	777,835	686,417	686,417	617,830	617,830	-	-10.0%
Postage	7	88	300	300	300	300	-	0.0%
Physicals	270	180	200	235	200	200	-	-14.9%
Repair & Maint - Vehicles	21	74	-	(268)	-	-	-	-100.0%
Repair & Maint - Shop Parts	1,953	3,804	-	1,681	-	-	-	-100.0%
Repair & Maint - Shop Labor	2,023	1,869	-	1,989	-	-	-	-100.0%
Repair & Maint - Machinery	4,209	558	3,000	9,500	7,000	7,000	-	-26.3%
Petroleum Products	2,394	2,441	2,601	2,601	-	-	-	-100.0%
Repair & Maint - Fuel Depot	6,148	1,546	6,500	6,500	56,500	56,500	-	769.2%
Repair & Maint - Office	-	-	500	400	500	500	-	25.0%
Uniform Cleaning	1,941	1,924	2,500	2,000	2,500	2,500	-	25.0%
Training, Travel, & Meetings	8,082	947	6,500	6,500	6,500	6,500	-	0.0%
Central Equipment Fund Rental	11,200	20,100	27,200	27,200	26,000	-	(26,000)	-100.0%
IT Services	17,599	30,121	34,272	34,272	35,024	35,410	386	3.3%
Property Insurance	1,184	1,176	1,296	1,220	282	282	-	-76.9%
Liability Insurance	2,799	3,377	3,417	3,425	3,344	3,654	310	6.7%
Total Fleet Management Operations	**1,842,701**	**2,155,811**	**2,344,498**	**2,141,283**	**2,007,971**	**1,972,667**	**(35,304)**	**-7.9%**



	2017 Actual	2018 Actual	2019 Estimated	2020 Recommended
All Other	$1,272,564	$1,582,083	$1,517,351	$1,366,019
Personal Services	$570,137	$573,728	$623,932	$606,648

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TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

TEN – YEAR CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION

The Capital Improvements presented in this section consist of the 2021-2030 Capital Improvements Program (CIP). The Town of Jackson CIP integrates capital and major noncapital expenditures into a comprehensive plan for forecasting needed future resources for acquiring and maintaining assets used in municipal operations. By integrating major noncapital expenditures, such as maintenance items or asset purchases not meeting specific dollar thresholds, the Town can better plan and prepare for future financial challenges.

The Town of Jackson's integrated CIP consists of two sections: capital improvements and capital equipment.

The **Capital Improvements** section primarily deals with projects that carry high price tags. In the simplest of terms, capital improvements are expansions of or improvements to the Town's physical infrastructure such as buildings, streets, sidewalks, parking facilities, open space, and utility systems.

The **Capital Equipment** section contains capital outlays for vehicles and equipment essential to accomplishing work. Generally, these assets have shorter useful lives and must be replaced on a regularly scheduled basis.

WHAT IS A CAPITAL IMPROVEMENT PROGRAM?

A capital improvement program is a ten year plan for the evaluation of the Town's facility, equipment and infrastructure needs. It serves as a guide for construction, development and maintenance of the Town's infrastructure assets, as well as other less expensive assets, in the most cost efficient manner possible. It is the result of systematic review of each project as it relates to the Town Council goals and established priorities, to maximize the use of all financial resources.

While the program serves as a long range plan, it is reviewed annually and revised based on the current financial climate. Priorities may change and assets may deteriorate differently than expected.

WHAT ARE THE OBJECTIVES OF A CAPITAL IMPROVEMENT PROGRAM?

- To forecast public facilities and improvements that will be needed in the future.
- To anticipate and project financing needs in order to maximize available federal, state, and county funds.
- To promote sound financial planning in order to enhance and protect future bond ratings and bonding capacity.
- To focus attention on and assist in the implementation of established Town Council's objectives.
- To serve as a guide for local officials in making budgetary decisions.
- To balance the needs of new development with existing development.
- To promote and enhance the economic development of the Town of Jackson.
- To strike a balance between needed public improvements and the present financial capability of the Town to provide for these improvements.
- To provide an opportunity for citizens and interest groups to voice opinions on development of Town facilities and infrastructure.
- To provide for improvements in a timely and systematic manner.

Changes have been made to improve the reliability of the capital improvement program estimates and the focus of the funding. Previously, the funding effort focused primarily on the budget year. The new more strategic process is intended to change that focus to funding over ten years. This will enable decision makers to identify opportunity costs of shifting priorities. This strategic focus creates a better understanding of the balancing act that is required to allocate scarce resources to the capital improvement effort.

WHAT IS THE CAPITAL IMPROVEMENT PLAN DEVELOPMENT PROCESS?

Assign Project Titles
· Make the title descriptive of the work.
· The title of the project should be based on the problem to be solved at a location, rather than titling based on the solution.
· Group projects in a meaningful way within each department. A project title of Boomerang Improvements won't work if it includes everything from the kitchen sink replacement to the cart path overlay. It is a judgment decision.

Formulate Project Descriptions
· Include the target activities to be completed each year on the project. This should be a brief statement of the work that will be performed and its location.

Formulate Project Cost Estimates
· The costs of each project are broken down into any of the following categories:
  Land Acquisition
  Planning/Design/Construction
  Vehicles/Equipment/Furnishing

Document Project Justifications
The following should be considered:
· Reason the project is necessary
· Related projects
· Coordination efforts required with other agencies
· Mandates and deadlines for compliance
· Service Impact
· Revenues that could be generated as a result of the project
· Community goal references
· Safety requirements.

Document Operating Impact
Projects are not accepted for consideration without operating impact statements. Record the initial operating costs in the year they will most likely occur. It will be assumed that the costs will continue from that point on, unless information is provided otherwise.

Unfunded Projects:
· All projects not funded are placed on an unfunded list.

Present product to the Town Council for review and final consideration
· Ten-year funded Capital Improvements
· Ranked list of unfunded needs.

HOW DOES THE CAPITAL IMPROVEMENT PROGRAM IMPACT THE OPERATING BUDGET?

All capital improvement projects are required to show the operating budget impact at the time the projects are submitted for consideration in the Capital Improvement Program. This includes the number of full time equivalent positions that would be needed or could be eliminated and the cost or savings for salaries/benefits, supplies/services, and equipment. It would not be prudent to make funding decisions in favor of a project the Town could not afford to maintain, staff, or provide equipment for.

Capital improvements can impact the budget by increasing or decreasing revenues and expenditures. Revenues could be increased if the improvement attracts new businesses (building permits, sales tax, and property tax). The improvement could also increase expenditures. Perhaps an expansion requires new employees, additional maintenance services, or additional utility costs. Construction of a new street may require additional costs for police patrol services, snow and ice removal, or street light utility costs. Perhaps new technology could make the operation of a plant more efficient resulting in a reduction in power costs, utility costs, and personnel costs (reduction in overtime or man-hours).

Many projects are associated with an avoidance of future costs that are difficult to measure. The cost of maintenance should not exceed the benefit of the asset. The priority for available capital project funds has been to lengthen the lives of existing facilities and infrastructure. Most of the Town of Jackson's projects fall into this category.

HOW IS CITIZEN INPUT INCORPORATED IN THE CIP DEVELOPMENT PROCESS?

The citizens are involved in the capital improvements plan through participation at council meetings, and through citizen boards, commissions, and participation in public meetings, work sessions and public hearings.

Participation in Citizen Boards and Commissions:
Several disciplines within the Town have a citizen board or commission that helps to identify and prioritize needs within their scope of interest. These priorities are reflected in the department head numeric ranking of the project when it is initially submitted for consideration. The citizen boards and commissions are particularly influential with regard to the addition of a project to the plan and the priority it has within the scope of needs for the community.

Participation in Public Meetings:
Each year in the spring, a workshop is held to inform the Town Council and all interested citizens about the proposed budget for the year. A session within this workshop is devoted to capital improvements. Since annual appropriations are required by statute, one required public hearing is held in conjunction with the operating budget each year. Capital improvements typically represent 20% of the total budget and are considered carefully.

Beyond participation in boards and public meetings, the Town makes a considerable effort to inform the citizens through various publications, news releases, and the Town's website.

HOW IS THE CAPITAL IMPROVEMENT PLAN FORMULATED?

The following time line is a specific listing of the steps used to develop the Capital Improvement Plan:

December: The Finance Department distributes "CIP Budget Request Instructions" along with prior year submissions.

July: Existing projects roll forward one year. There is also dialogue reminding departments about the general philosophies mentioned earlier in this discussion. Each project is evaluated by the department head. New projects are then submitted to the Finance Department and entered into the database along with updates or changes to existing projects.

April: The Budget staff finalizes the plan by shifting funding priorities as necessary and incorporating new projects, particularly in years six through ten. The Town manager determines the overall budget recommendation.

May: Work sessions are held to consider budget issues (for operating and for capital improvements).

June: The first and second public hearings are held, and the budget is appropriated.

HOW IS THE CAPITAL IMPROVEMENT PROGRAM FINANCED?

In analyzing the financial viability of the capital improvements in the 2021-2030 plan the Town has three basic choices for methods of financing: pay-as-you-go, joint power agreement development authority capital leasing, and debt financing. The following sources provide revenue for the three financing methods.

General Fund revenues, such as sales taxes, local government aid, and service charges use current revenues to finance capital outlays. Annually, the General Fund transfers a portion of the 5_{th} cent to capital project funds for a variety of capital projects, which may include other funding sources.

Two Internal service funds accumulate resources for regularly planned equipment purchases through rental charges to various divisions within benefitting funds. The Central Equipment Fund reduces the impact of large equipment purchases on annual divisional expenditures by essentially amortizing the cost of such equipment to the division through rental charges. The rental charge also includes a small inflation factor to provide for the future replacement of that item. The IT Services Fund functions essentially in the same manner by purchasing and leasing computer related equipment.

Enterprise fund revenues, which are derived from user charges, are used to finance capital improvements and equipment necessary for delivering a specific service. Additionally, accumulated revenues in enterprise funds can be transferred to other funds to provide financing for capital asset acquisitions.

Specific purpose excise taxes (SPET) is major source of revenue for funding voter approved projects. The Town currently has four SPET project funds open: 2006, 2010, 2014, 2016, 2017 and 2019.

Debt issuance is used to finance large capital improvements. Revenue bonds and Rural Water Development notes can or are used to finance improvements to the Town's water and sewage utilities.

Federal and state grants provide funding for various capital improvement projects. Currently, the town receives so-called "over-the-cap" aid payments, which are currently used for capital expenditures. Other sources come from grants, donations, reserves, and other governmental units that share boundaries.

	FY2021 Recommended	FY2022 Requested	FY2023 Requested	FY2024 Requested	FY2025 Requested	FY2026 - 30 Requested	Total
2006 SPET							
Beginning Fund Balance	**244,617**	**249,017**	**9,868**	**9,968**	**10,068**	**10,168**	
Revenues	**4,400**	**2,500**	**100**	**100**	**100**	**7,200**	
Expenditures:							
North King Street Charter Bus and Gill Sidewalk							
North Cache - Public Art Project		15,000					15,000
North King to Forest Service (Rec Center Roadway)		226,649					226,649
Total Expenditures	**-**	**241,649**	**-**	**-**	**-**	**-**	**241,649**
Ending Fund Balance	**249,017**	**9,868**	**9,968**	**10,068**	**10,168**	**17,368**	
2010 SPET							
Beginning Fund Balance	**165,749**	**96,749**	**97,749**	**98,749**	**99,749**	**100,749**	
Revenues	**6,000**	**1,000**	**1,000**	**1,000**	**1,000**	**10,000**	
Expenditures:							
Energy Projects Public Buildings ($3,790,000)							
DC Fast Charging	75,000						75,000
Total Expenditures	**75,000**	**-**	**-**	**-**	**-**	**-**	**75,000**
Ending Fund Balance	**96,749**	**97,749**	**98,749**	**99,749**	**100,749**	**110,749**	
2014 SPET							
Beginning Fund Balance	**3,276,676**	**2,280,076**	**1,452,876**	**647,376**	**653,876**	**410,376**	
Revenues	**55,900**	**22,800**	**14,500**	**6,500**	**6,500**	**8,200**	
Expenditures:							
North Cache Streetscape Phase II	1,000,000						1,000,000
Gregory Lane Complete St/Drainage	20,000	850,000	800,000				1,670,000
E Broadway Complete Street						250,000	250,000
Center Street Ped Improvements	32,500						32,500
Maple Way / Snow King & Scott Ln (Complete Street)			20,000		250,000		270,000
Total Expenditures	**1,052,500**	**850,000**	**820,000**	**-**	**250,000**	**250,000**	**3,222,500**
Ending Fund Balance	**2,280,076**	**1,452,876**	**647,376**	**653,876**	**410,376**	**168,576**	

TOWN OF JACKSON, WYOMING
10-YR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2021 - 2030
PROJECTS BY REVENUE SOURCES AND FISCAL YEAR

	FY2021 Recommended	FY2022 Requested	FY2023 Requested	FY2024 Requested	FY2025 Requested	FY2026 - 30 Requested	Total
2016 SPET							
Beginning Fund Balance	**314,933**	**300,333**	**283,333**	**266,133**	**248,833**	**231,333**	
Revenues	**5,400**	**3,000**	**2,800**	**2,700**	**2,500**	**9,800**	
Expenditures:							
West Broadway Landslide	20,000	20,000	20,000	20,000	20,000	100,000	200,000
Total Expenditures	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**	**200,000**
Ending Fund Balance	**300,333**	**283,333**	**266,133**	**248,833**	**231,333**	**141,133**	
2017 SPET							
Beginning Fund Balance	**793,800**	**535,300**	**541,800**	**547,200**	**552,600**	**558,100**	
Revenues	**6,500**	**6,500**	**5,400**	**5,400**	**5,500**	**28,400**	
Expenditures:							
Hansen Sidewalk	115,000						115,000
Meadowlark Lane Sidewalk/Simpson Missing Links	45,000						45,000
Center Street ADA - Design	30,000						30,000
Pearl Ave Willow to Gros Ventre	75,000						75,000
Total Expenditures	**265,000**	**-**	**-**	**-**	**-**	**-**	**265,000**
Ending Fund Balance	**535,300**	**541,800**	**547,200**	**552,600**	**558,100**	**586,500**	
2019 SPET							
Beginning Fund Balance	**-**	**2,225,066**	**1,242,686**	**12,400**	**99**	**-**	
Revenues	**2,225,066**	**5,165,111**	**5,155,212**	**5,142,912**	**2,500,000**	**8,850,000**	
Expenditures:							
Fleet Maintenance Shop ($18,500,000)	-	6,147,490	6,385,498	5,155,212	811,800	-	18,500,000
Gregory Lane Complete Street ($8,500,000)	-	-	-	-	1,688,299	6,811,701	8,500,000
Cache Tube ($2,000,000)	-	-	-	-	-	2,000,000	2,000,000
Total Expenditures	**-**	**6,147,490**	**6,385,498**	**5,155,212**	**2,500,099**	**8,811,701**	**18,500,000**
Ending Fund Balance	**2,225,066**	**1,242,686**	**12,400**	**99**	**-**	**38,299**	

TOWN OF JACKSON, WYOMING
10-YR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2021 - 2030
PROJECTS BY REVENUE SOURCES AND FISCAL YEAR

	FY2021 Recommended	FY2022 Requested	FY2023 Requested	FY2024 Requested	FY2025 Requested	FY2026 - 30 Requested	Total
Capital Projects Fund (5th Cent)							
Beginning Fund Balance	**3,957,867**	**2,263,873**	**250,522**	**101,972**	**161,514**	**123,596**	
Revenues	**1,575,749**	**3,690,968**	**3,790,868**	**3,557,681**	**3,636,413**	**17,985,330**	
Expenditures:							
Annual Street Reconstruction	320,000	825,000	825,000	850,000	900,000	4,500,000	8,220,000
Cache Creek Tube	824,743	45,000	975,000			750,000	2,594,743
Rancher Street - (Complete Street) 1,350'-LF	35,000	650,000					685,000
Vine St (Sewer, Water, Complete Street) 770' - LF	150,000						150,000
Flat Creek Dr Reconstruction (between Karns & Snow King Ave)		340,500					340,500
North King Street Charter Bus & Gill Sidewalk (Complete Street)550'-LF		1,000,000					1,000,000
W Karns Ave reconstruction					51,075	510,750	561,825
Bury LVE Overhead Power Deloney Mercill Ave ($350-K)					315,000		315,000
Scott Lane - (Complete Street) 1,510'-LF						1,075,000	1,075,000
East Broadway (Complete Street) 2,830'-LF						2,125,000	2,125,000
South Milward Streetscape (Complete Street) 2,230'-LF						1,686,000	1,686,000
Gill Ave (Jackson St to Willow St) (Complete Street) 2,050'-LF						150,000	150,000
Willow St (Gill Ave to Snow King) (Complete Street) 2,230'-LF						650,000	650,000
Stormwater Treatment Unit HWY 89						625,000	625,000
Center Street 270'-LF & Deloney Avenue 240'-LF Improvements = 510'-LF						345,000	345,000
Snow King & Maple Way (Complete Street) 1,820'-LF						1,650,000	1,650,000
PW Yard - South Fence Replacement		95,000					95,000
Stormwater master planning		125,000					125,000
Public Works Expoxy Roof Coating (Bays 1 - 5)		123,000					123,000
TOJ Bicycle Network Improvements	20,000	50,000				100,000	170,000
Pathways Annual Cap. Repairs	17,500	26,523	27,318	28,138	28,982	250,000	378,461
High School Road Southside Pathway (WYDOT TAP Funding)		385,000					385,000
Scott Lane-Maple Way Bike/Ped/ADA Improvements (FY21 80% from WYDOT TAP)						500,000	500,000
Pathway Benches		5,000	5,000				10,000
Seal Coating	75,000				100,000		175,000
Blair Dr. Kids Bike Loop	2,500						2,500
Bike Racks			7,000	7,000			14,000

TOWN OF JACKSON, WYOMING
10-YR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2021 - 2030
PROJECTS BY REVENUE SOURCES AND FISCAL YEAR

	FY2021 Recommended	FY2022 Requested	FY2023 Requested	FY2024 Requested	FY2025 Requested	FY2026 - 30 Requested	Total
Capital Projects Fund (5th Cent) continued							
Parks and Rec Capital		318,000	287,100	800,000	563,775		1,968,875
Snow King Center Improvements - New Roof, Fascia & Soffit						1,085,000	1,085,000
Snow King Center Improvements - Emergancy East Egrees Snow Roof					352,500		352,500
Snow King Event Center Fascia and Column Siding, Gas Tube, Door Locksets		137,500			112,500		250,000
Mobile Radios	-	13,000	13,000	13,000	13,000		52,000
Research/Study design of a new law enforcment facility				25,000			25,000
Low level Conventional radio tower site Miller Butte area		100,000					100,000
Replace orange message board sign			25,000				25,000
Fire/EMS Capital	825,000	195,796	-	-	-		1,020,796
205 W Snow King (Fairgrounds) outreach, planning, acquisition		20,000	25,000	25,000	50,000	100,000	220,000
Total Expenditures	**2,269,743**	**4,454,319**	**2,189,418**	**1,748,138**	**2,486,832**	**16,101,750**	**29,250,200**
Transfer to Affordable Housing Fund	250,000	500,000	1,000,000	1,000,000	1,000,000	3,750,000	7,500,000
Debt Service - Water Utility Fund	375,000	375,000	375,000	375,000	93,750		1,593,750
Debt Service - Sewage Utility Fund	375,000	375,000	375,000	375,000	93,750		1,593,750
Total Other Uses	**1,000,000**	**1,250,000**	**1,750,000**	**1,750,000**	**1,187,500**	**3,750,000**	**9,093,750**
Total Expenditures and Other Uses	**3,269,743**	**5,704,319**	**3,939,418**	**3,498,138**	**3,674,332**	**19,851,750**	**38,343,950**
Ending Fund Balance	**2,263,873**	**250,522**	**101,972**	**161,514**	**123,596**	**(1,742,824)**	

TOWN OF JACKSON, WYOMING
10-YR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2021 - 2030
PROJECTS BY REVENUE SOURCES AND FISCAL YEAR

	FY2021 Recommended	FY2022 Requested	FY2023 Requested	FY2024 Requested	FY2025 Requested	FY2026 - 30 Requested	Total
Water Fund							
Expenditures:							
PRV High School/S. Park	130,000						130,000
Vine St (Complete St./Water/Sewer)	400,000						400,000
Zone 3 Tank Supply & Storage Development	100,000						100,000
North King Water Line (SPET 2019 Rec Center) (new) - desg	33,638	224,250					257,888
Rancher Street (Complete St)	44,400	444,000					488,400
Well #9 (New Constuction)	100,000	1,000,000					1,100,000
Flat Creek Dr. South Waterline		155,000					155,000
North King Water Line (SPET 2006 Complete St)		125,000					125,000
Gregory Lane SPET 2019 (Complete St./Water/Sewer/Storm)		56,000	780,000				836,000
Snow King Ave Mainline			64,800	648,000			712,800
West Aspen St.				31,000	310,000		341,000
Spruce Dr.				19,000	190,000		209,000
Pine Dr.				17,000	170,000		187,000
N. Millward Phase 1					37,500	375,000	412,500
E. Broadway Waterline (Complete St./Water/Sewer)						605,000	605,000
N. Millward Phase 2						522,500	522,500
S. Millward Waterline						346,500	346,500
Powderhorn Lane Waterline						187,000	187,000
Snow King Dr. Waterline/Pump House						660,000	660,000
Upper Cache Creek Dr. Phase 1						500,500	500,500
HWY 22 to Animal Hospital						316,800	316,800
Upper Cache Creek Phase 2						880,000	880,000
Crabtree Lane Phase 1 and 2						80,000	80,000
Total Expenditures	**808,038**	**2,004,250**	**844,800**	**715,000**	**707,500**	**4,473,300**	**9,552,888**

TOWN OF JACKSON, WYOMING
10-YR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2021 - 2030
PROJECTS BY REVENUE SOURCES AND FISCAL YEAR

	FY2021 Recommended	FY2022 Requested	FY2023 Requested	FY2024 Requested	FY2025 Requested	FY2026 - 30 Requested	Total
Sewer Fund							
Expenditures:							
West Cache Creek Dr/Alley	575,000						575,000
SCADA Lift Stations	80,000						80,000
WWTP Wetland Upgrade	200,000						200,000
Save the Block Alley Sewer 225' - LF	145,000						145,000
Rancher St (Complete St)	15,000	150,000					165,000
Gill Ave & Alley	15,500	155,000					170,500
Vine St. (Complete St./Water/Sewer)	225,000						225,000
Flat Creek Sewer (Street Rebuild)		475,000					475,000
Gregory Lane (SPET Complete St)		130,000	1,734,000				1,864,000
Hillside Townhomes			74,550	745,500			820,050
WWTP Backup Blower				225,000			225,000
Snow King and Maple Way (Complete St./Sewer)				48,000	925,000		973,000
W. Karns					40,740	407,400	448,140
Flat Creek Sewer North						775,000	775,000
E. Broadway Sewer (Complete St./Sewer/Water)						247,500	247,500
Halpin Sewer						368,500	368,500
Les Jones Alley						315,700	315,700
Powderhorn Phase 1 & 2						1,232,000	1,232,000
Upper Cache Phase 1						643,500	643,500
Cottonwood/HS Road						638,000	638,000
HWY 22 Animal Hospital						236,500	236,500
Upper Cache Creek Dr. Phase 2						357,500	357,500
Barron's Line						93,500	93,500
Wapiti & Absaroka						148,500	148,500
Crabtree Phase 1 and 2						110,000	110,000
Crabtree Phase 1						525,000	525,000
Crabtree Phase 2						525,000	525,000
Meadowlark Lane						275,000	275,000
Total Expenditures	**1,255,500**	**910,000**	**1,808,550**	**1,018,500**	**965,740**	**6,623,600**	**12,006,890**

TOWN OF JACKSON, WYOMING

Recommended Budget
For the Fiscal Year Ending June 30, 2021

GLOSSARY OF TERMS

GLOSSARY OF TERMS

ADOPTED BUDGET
This is a financial program forming the basis for fiscal year appropriations as adopted by the Mayor and Town Council. The adopted budget contains both the annual operating and capital budgets.

APPROPRIATION
Legal act authorization to make expenditures and incur obligations for specific purposes. Appropriations are limited in amount and time they may be expended. Total appropriations include the original adopted budget and any supplemental adjustments made throughout the year, hence the Amended Budget.

BUDGET MESSAGE
A written explanation of the budget and the Town of Jackson's financial plan and priorities presented by the Town Administrator to the Mayor and Council.

CAPITAL IMPROVEMENT PROGRAM (CIP)
A long-term budgeting and planning tool through which needed capital projects are identified, evaluated, prioritized, priced, and discussed.

CAPITAL PROJECT
The acquisition, creation, or extension of the useful life of a fixed asset that has a life expectancy greater than one year and a monetary value greater than $10,000, such as a police car, land, or public building. Major repair or renovation of an existing asset and general planning and design activities are also considered capital projects under certain circumstances.

CAPITAL PROJECT FUND
A governmental fund type used to account for the financial resources to be used for the acquisition or construction of major capital assets, other than those financed by the enterprise funds.

CHARGES FOR SERVICES
Charges or fees established to recover part or all of the costs incurred in the provision of services. These charges are based on the

philosophy that the recipient of the benefits should pay for the services. These are also referred to as user fees.

DEBT SERVICE FUND
A Fund established to accumulate resources to retire external debt, such as bonds.

DEFICIT
A negative change in fund balance or working capital is referred to as a deficit (expenditures and other uses exceed revenues and other sources).

ENTERPRISE FUND
A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise funds are usually self-supporting. The Town of Jackson has two enterprise funds, the Water Utility Fund and the Sewage Utility Fund.

FISCAL YEAR
A twelve-month period that determines the time frame for financial reporting, budgeting, and accounting. At the end of the fiscal year, the financial position and results of operations are determined. The Town of Jackson's fiscal year is July 1 to June 30.

FULL-TIME EQUIVALENT (FTE)
Used to denote the number of person hours necessary to fill a permanent position. A full-time position is normally 40 hours per week for the entire fiscal year and is designated as 1.0 FTE. A 0.5 FTE may be a half-time position for the entire year or a full-time position to begin or end in the middle of the year.

FUND
A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE
The difference between assets and liabilities, accounted for on a modified accrual basis, reported in a governmental fund.

FUND TYPE
Governmental fund types include the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension trust funds, investment trust funds, private-purpose trust funds, and agency funds. The Town of Jackson adopts a budget for the General Fund, Special Revenue Funds, Capital Project Funds, and Enterprise Funds.

GENERAL FUND
The general fund is the operating fund of the Town of Jackson. The General Fund accounts for all financial resources except for those required by law or management necessity to be accounted for in another fund.

INTERNAL SERVICE FUND
This proprietary fund type provides services to other funds on a cost reimbursement basis.

INTERFUND TRANSFER
The flow of assets from one fund to another fund to finance activities without a requirement for repayment.

LEGAL DEBT LIMIT
The maximum amount of general obligation debt allowed under Wyoming State statutes. The current limit is four percent of total assessed valuation.

LEGAL LEVEL OF BUDGETARY CONTROL
The level at which a government's management may not reallocate resources without specific approval from the legislative body. The Town of Jackson's legal level of budgetary control is at the divisional/departmental level.

LOCAL OPTION SALES TAX (5TH-CENT SALES TAX)
The 1% county-wide sales tax has been made "permanent" by both Teton County and the Town of Jackson. Although proceeds from this tax are completely unrestricted, the Town of Jackson has designated a portion of the tax for capital expenditures. An annual transfer is made from the General Fund to the Capital Projects Fund. This tax is split with the county based on latest Census count.

LODGING TAX – GENERAL
The 10% portion of the voter-approved levy on hotels/motels/lodges that can be used for expenditures incurred for any purpose. The levy began on April 1, 2011, will be in effect for four years, and is distributed based on point-of-sale.

LODGING TAX – VISITOR IMPACT
The 30% portion of the voter-approved levy on hotels/motels/lodges that can only be used for expenditures incurred to provide services for visitors. The levy began on April 1, 2011, will be in effect for four years, and is distributed based on point-of-sale.

NET OPERATING EXPENDITURES
As defined by policy for the General Fund – total expenditures plus the recurring transfers-out to the Employee Insurance Fund, the START Bus System Fund, and the Public Works Shop Fund.

NET OPERATING REVENUE
As defined by policy for the General Fund – total revenue plus the recurring transfers-in from the Capital Projects Fund.

NET OPERATING SURPLUS
The condition in which net operating revenue exceed net operating expenditures

RECOMMENDED BUDGET
The financial program prepared by the Town Manager and submitted to the Mayor and Town Council for review.

REQUESTED BUDGET

The budget put forth by the various department directors and managers for Town Manager consideration.

SPECIAL REVENUE FUND

A governmental fund type used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

SPECIFIC PURPOSE EXCISE TAX (6TH-CENT SALES TAX)

Formally called Capital Facilities Tax, this 1% sales tax requires voter authorization for specific projects as submitted by local governments and non-profit entities. Once all authorized projects have been funded, new projects are submitted for voter authorization.

STATE FOUR PERCENT SALES TAX (4-CENTS SALES TAX)

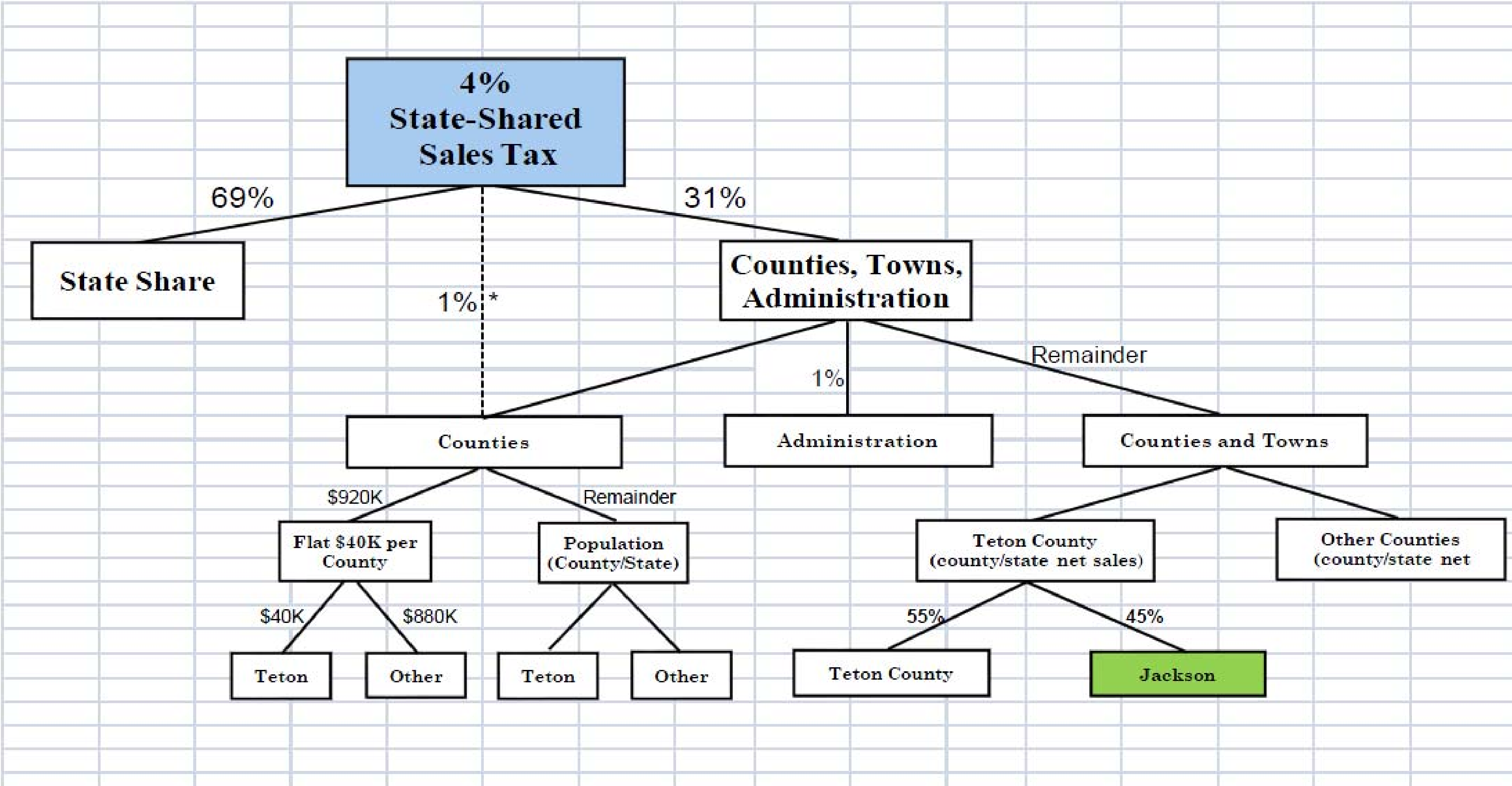
A 4% sales tax applied by the State of Wyoming and partially shared-back (31%) to counties and municipalities based on population. This tax is split with the county based on latest Census count.

SUPPLEMENTAL BUDGET REQUEST

A financial plan that is presented to the Mayor and Town Council subsequent to the passage of the adopted budget to recognize unexpected needs or to spend unanticipated revenue.

SURPLUS

A positive change in fund balance or working capital is referred to as a surplus (Revenues and other sources exceed expenditures and other uses).



* 1% of the total tax collection is distributed to counties and it is subtracted from the 31% distribution for towns, counties and administration.