

Special Town Council Workshop

May 20, 2019

3:00 PM

Town Council Chambers

(workshop time was rescheduled from 9am to 3pm)

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES WITH VIEWS THAT ENCOMPASS ALL AREAS, PARTICIPANTS AND AUDIENCE MEMBERS. **PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING**

- I. CALL TO ORDER AND ROLL CALL**
- II. TOWN OF JACKSON BUDGET**
 - A. Town Council Priority-Driven Budget Presentation
- III. 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 FY2020

Priority-Driven & Line Item Budget(s) Review

*To align staffing and financial resources with the
community priorities as defined through the
Comprehensive Plan*

Priority Driven Budget Programs

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 PROGRAM SERVICES - FINANCIAL USES						
Program Service Area	FY2018 ACTUAL	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
External						
Joint - Teton Village Route	2,030,201	2,440,665	2,703,003	2,613,200	(89,803)	(2,703,003)
Joint - Town Shuttle	1,569,699	1,880,654	2,082,414	2,003,246	(79,168)	(2,082,414)
Joint - Fire & EMS	1,398,322	1,726,235	1,892,565	1,712,241	(180,324)	(1,892,565)
Joint - Parks & Recreation	1,335,235	1,600,622	1,642,377	1,596,822	(45,555)	(1,642,377)
Patrol Operations	1,252,672	1,511,134	1,612,764	1,577,676	(35,088)	(1,612,764)
Investigations	1,155,391	1,395,309	1,507,581	1,456,521	(51,060)	(1,507,581)
Code Enforcement	1,056,526	1,252,485	1,373,653	1,324,781	(48,871)	(1,373,653)
Joint - Affordable Housing	165,972	1,303,250	1,281,977	1,281,701	(276)	(1,281,977)
Building Safety & Security Inspection	816,664	878,779	1,046,898	994,181	(52,717)	(1,046,898)
Special Events	742,548	895,175	976,554	942,271	(34,283)	(976,554)
Parking Management	754,446	954,766	936,149	904,307	(31,842)	(936,149)
Social Service	760,109	784,010	923,194	833,186	(90,008)	(923,194)
LDR Code Enforcement	585,158	704,110	805,417	770,977	(34,440)	(805,417)
Joint - Commuter Routes	455,774	637,838	706,498	685,579	(20,919)	(706,498)
Winter Maintenance Operations	500,374	616,124	698,557	668,922	(29,635)	(698,557)
Licensing	519,150	575,071	665,133	637,479	(27,653)	(665,133)
Public Right-of-Way Maintenance	449,026	552,315	625,637	599,274	(26,363)	(625,637)
Joint - Communications Center	240,450	380,000	605,486	475,000	(130,486)	(605,486)
Long Range Planning	381,537	384,392	489,544	464,176	(25,368)	(489,544)
Community Promotion	254,636	271,918	321,351	294,869	(26,482)	(321,351)
Joint - ADA On Demand	224,780	269,168	298,029	286,588	(11,441)	(298,029)
Victim Services	212,810	248,493	277,478	267,079	(10,399)	(277,478)
Snow King Ice Center	128,332	115,394	254,171	185,417	(68,753)	(254,171)
Public Engagement - Participation & Outreach	-	-	190,406	183,581	(6,825)	(190,406)
Storm Water Management	127,833	156,817	177,217	169,879	(7,338)	(177,217)
Joint - Animal Control	132,866	159,125	172,570	166,777	(5,793)	(172,570)
Cemetery	109,969	130,765	149,694	143,793	(5,901)	(149,694)
Pedestrian Mobility	96,871	118,965	134,573	128,960	(5,613)	(134,573)
Joint - Grand Targhee	1,448	4,746	121,726	121,688	(38)	(121,726)
Joint - Jackson Hole Community Pathways	70,440	84,600	90,488	90,488	-	(90,488)
Joint - Bike Share	31,349	61,284	74,968	74,891	(77)	(74,968)
Jackson Hole Sustainability - Energy Conservation Works	31,552	38,211	42,506	40,908	(1,599)	(42,506)
Total External	17,592,139	22,132,420	24,880,576	23,696,459	(1,094,314)	7.1%
Enterprise						
Sewer Utility	1,244,408	1,534,291	1,741,554	1,667,056	(74,498)	(1,741,554)
Water Utility	973,215	1,197,390	1,356,653	1,299,393	(57,260)	(1,356,653)
Total Enterprise	2,217,623	2,731,681	3,098,207	2,966,449	(131,758)	8.6%
Internal						
Fleet Maintenance & Management	2,329,384	2,299,149	2,729,770	2,697,017	(32,753)	(2,729,770)
Municipal Court	474,221	557,320	624,583	602,310	(22,273)	(624,583)
Facilities Maintenance & Repair	413,723	431,337	543,453	523,061	(20,391)	(543,453)
Records Request Management	348,718	406,343	455,409	438,835	(16,574)	(455,409)
Employee Housing	986,412	543,468	436,874	416,993	(19,881)	(436,874)
Total Internal	4,552,459	4,237,617	4,790,089	4,678,216	(111,873)	10.4%
Total Program Uses	24,362,221	29,101,718	32,768,872	31,341,125	(1,337,944)	7.7%

Priority Driven Budget Program Services

Program Services					
Department Operating Budget Request Report					
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 FY2018	Estimate FY2019	Request FY2020	Recom'd FY2020	Difference
Dept.:					-
Personnel	998,206	1,168,507	1,221,059	1,221,122	63
Materials, Supplies, Services, etc.	56,487	83,988	55,686	68,706	13,021
Internal Service	131,111	153,534	150,315	150,315	-
Overhead Charge	221,262	225,893	247,761	247,638	(123)
Total:	1,407,066	1,631,921	1,674,821	1,687,781	12,960
FTE's	Budget FTE's FY 2019	Request Budget FTE's FY 2020		Recommend Budget FTE's FY 2020	
Full Time	9.04	9.56		9.24	
Section 3: Basic Program Attributes					
Mandate to Provide	Yes				
Reliance on Town	Yes				
Cost Recovery	Yes, portions. \$935K airport contract. \$250K citations. \$75K parking cites by patrol. \$10K 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				

Budget Overview

The Priority Driven Budget and the Traditional Line Item Budget.

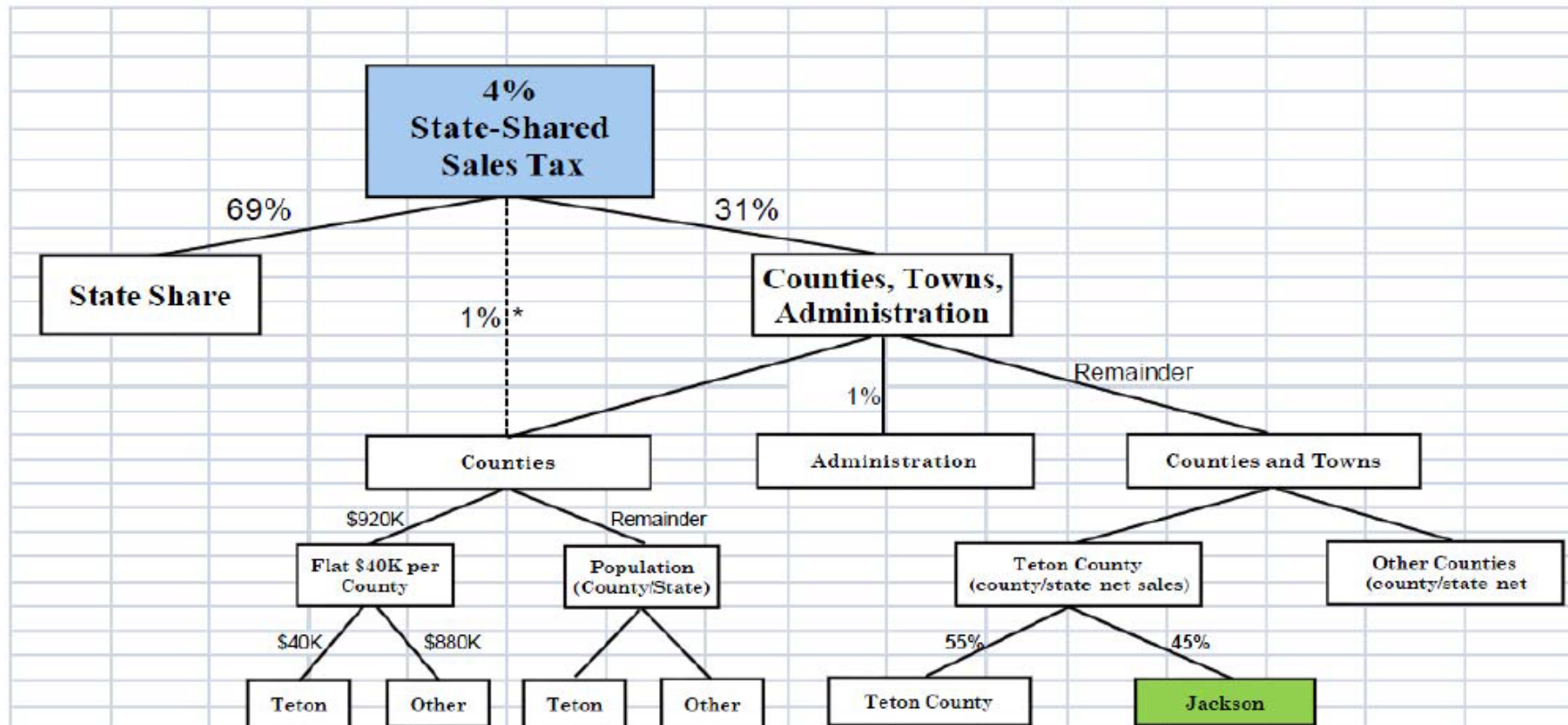
- **Total Town Budget (All Funds)** The Town of Jackson budget is comprised of
 - General Fund –
 - Special Revenue Funds –
 - Enterprise Funds –
 - Internal Service Funds – and
 - **Capital Projects Funds** – 5th Cent tax, Specific Purpose Excise Taxes (2006, 2010, 2014, 2016, & 2017)

The Recommended Budget for all funds including expenditures and transfers out for the fiscal year is **\$61,495,834.**

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State-Shared Sales Tax

Glossary of Terms



* 1% of the total tax collection is distributed to counties and it is subtracted from the 31% distribution for towns, counties and administration.

Budget Overview *continued...*

- **4% State Sales and Use Tax** – **\$9,155,512** revenue continue to be the Town's principal revenue source, providing **71%** of general fund revenue. 4% sales tax revenue continues to increase since falling to **\$5,089,605** million in FY 2011. Sales tax revenue is projected to increase by **3.5%** over FY2019 estimated collections. Total Sales and Use Tax collection are forecast to be **\$16,695,424** million during the fiscal year.
- **Lodging Taxes** – projected to **increase 5%** and to generate **\$1,161,493** during the fiscal year. The **visitor impact (30%)** component of the Lodging Tax is projected to be **\$871,120**. This revenue is being used to fund the START Bus System. The **10% general revenue** component is projected to be **\$290,373** for the fiscal period. These funds are placed in the General Fund, unrestricted and used to support the General Fund.
- **1% Local Option Sales Tax (5th Cent)** - **\$7,539,912** The Recommend Budget keeps **53% = \$3,996,133** of local option sales tax revenue for operations and **47% = \$3,543,758** is transferred into the Capital Project Fund. 1% sales tax revenue continues to increase since falling to **\$4,201,202** million in FY 2011

Major Revenues

Major Revenues and Expenditures

MAJOR REVENUES

SALES TAX REVENUE

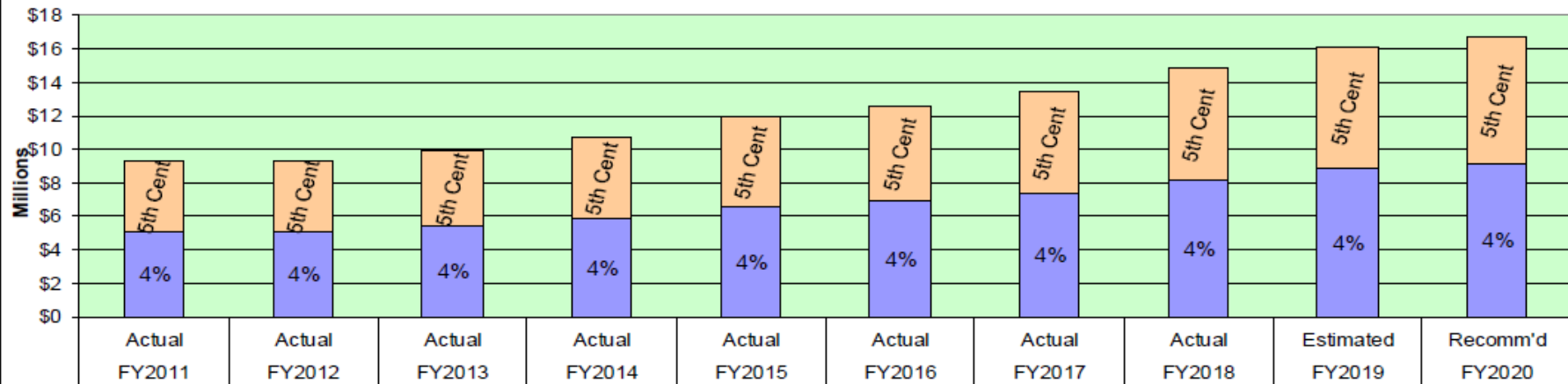
Sales tax revenue consists of the four percent state-wide sales tax and the optional 5th cent local sales tax. In the past, the optional 5th cent was split between the General Fund and the Capital Projects

Fund based on the Town's assessed valuation. For FY 2020, the General Fund will retain 53% of the total and the other 47% will transfer to the Capital Projects fund. Both the state-wide and optional local sales taxes are projected to rise by 3.5% over the 2019 estimate.

SALES TAX REVENUE (2011 - 2020)

	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Recomm'd
General Taxes										
1% Local Sales Tax (5th Cent)	4,201,202	4,217,347	4,465,982	4,849,944	5,405,087	5,674,051	\$ 6,034,163	\$ 6,672,713	7,284,939	7,539,912
Percent Change		0.4%	5.9%	8.6%	11.4%	5.0%	6.3%	10.6%	9.2%	3.5%
Intergovernmental Revenue										
4% State Sales Tax	\$ 5,089,608	\$ 5,100,747	\$ 5,415,131	\$ 5,882,430	\$ 6,559,716	\$ 6,921,172	\$ 7,379,363	\$ 8,153,991	\$ 8,845,906	\$ 9,155,512
Percent Change		0.2%	6.2%	8.6%	11.5%	5.5%	6.6%	10.5%	8.5%	3.5%
Total	\$ 9,290,810	\$ 9,318,094	\$ 9,881,113	\$10,732,374	\$11,964,803	\$12,595,223	\$13,413,526	\$14,826,704	\$16,130,845	\$ 16,695,424
Percent Change		0.3%	6.0%	8.6%	11.5%	5.3%	6.5%	10.5%	8.8%	3.5%

Sales Tax Revenue (2011-2020)



Recommended General Fund Budget- FY2020

Traditional Line Item Introduction

General Fund Recommended Budget for Fiscal Year 2020 Schedule of Net Operating Surplus(Deficit) Prior to One Time Interfund Transfers

Total Revenues	\$ 22,063,912
Transfers In	
• Utilities Fund	1,180,908
• START	70,206
• Animal Care Fund	50,000
Total Sources	<u>23,365,026</u>
Total Expenditures	19,188,926
Transfers Out	
• Capital Projects	3,569,956
• Housing Authority	289,575
Total Uses	<u>23,048,457</u>
Net Operating Surplus (Deficit)	\$ 316,569

General Fund Recommended Budget for Fiscal Year 2020 Schedule of Changes to Fund Balance

Beginning Fund Balance	\$ 8,199,676
Sources of Funds:	
Revenues	22,063,912
Transfers In	<u>1,374,629</u>
Total Sources	<u>23,438,541</u>
Use of Funds:	
Expenditures	19,188,926
Transfer to Capital Projects	3,569,956
Transfer to Employee Housing	200,000
Transfer to Affordable Housing Fund	<u>289,575</u>
Total Uses	<u>23,248,457</u>
Ending Fund Balance	\$ 8,389,760
Change in Fund Balance	\$ 190,084

A few key budget highlights

- **FY2020 contains:**

- **3.5%** projected increase in sales tax revenue,
- **5%** projected increase in Lodging Tax,
- We are investing **7%** increase in Social and Human Services agencies,
- We are investing **3%** increase in wages for Town employees,
- We are investing **3** new positions to help Council, Staff and Organization act more strategically and greatly enhance the ability of the Town to engage citizens,
- **\$190,085** increase in General Fund Balance,
- We are transferring **\$338,676** into the Employee Housing Fund
- We currently show **\$316,569** in operating surplus.
- We are investing **\$200,000** in Enterprise (Water & Sewer) Capacity Study & Rate Study

High Level Budget Overview

- **General Fund** – **\$23,248,457** is used to account for resources traditionally associated with government (public safety, street maintenance, general government, planning, etc.) which are not legally required or required by sound financial management to be accounted for in another fund.
- **Special Revenue Funds** – **\$14,424,304** 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.
- **Enterprise Funds** – **\$5,858,812** which account for revenues and expenses 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 cost for each of these utility funds.

High Level Budget Overview *continued...*

- **Internal Service Fund** - **\$6,697,974** which make up four internal service funds: 1) Employee Insurance Fund, 2) Fleet Management Fund, 3) Information Technology Services Fund, and 4) Central Equipment Fund.
 - **Capital Project Funds (5th Cent)** - **\$8,390,968** Capital Projects Fund accounts for the financing and procurement of design/construction/improvements of capital improvements on infrastructure, facilities and major maintenance not accounted for in other capital project funds or proprietary funds.
 - 2006 SPET Fund – to general parking and pedestrian projects in downtown
 - 2010 SPET Fund – START-(\$3.25M), Ped. Improvements-(\$1M) & Energy projects (\$3.79M).
 - 2014 SPET Fund - Fire/EMS-(\$2.5M), street projects-(\$3.25M), pathway-(\$3.5M) & Town storm water projects-(\$250K).
 - 2016 SPET Fund – West Broadway Landslide
 - 2017 SPET Fund – Pedestrian improvements
- 

High Level Budget Overview *continued...*

- **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 2019, the fund contributed **\$1,025,442** to purchase two properties according to the housing supply plan. For **FY 2020**, the fund will contribute **\$274,075** to the Jackson/Teton County Affordable Housing Department general operations. The fund will receive **\$1,000,000** in a single, one-time transfer from the Capital Fund to support future affordable housing supply plan initiatives.
- **START Bus Fund** projects ending fund balance for fiscal year 2020 is **\$1,106,488** approximately 21% of operating expenditures. Transit operations are particularly sensitive to changes in fuel prices and parts. For the fiscal year 2020, subsidies from Town **\$1,235,748** and from Teton County **\$1,510,360** respectively. The subsidies include **\$555,556** reserved for rolling stock replacement plan.

Budget Highlights Overview *continued...*

- **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. We are transferring a one-time **\$750,000** for future parking management use from the 2016 SPET. If there are no appropriations for FY2020 the projected fund balance at the end of fiscal year 2020 is **\$932,246**.
 - **Parks Exactions Fund** The Parks Exactions Fund accounts for developer exactions and if there are no appropriations of these funds for fiscal year 2020. Projected fund balance at the end of fiscal year 2020 is **\$152,288**.
 - **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 2020 is **\$411,656**.
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- A decorative graphic at the bottom of the slide featuring a range of stylized mountains. The mountains are rendered in two colors: a light purple/lavender for the upper peaks and a muted green for the lower slopes and valleys. The style is simple and illustrative.

Budget Highlights Overview *continued...*

- **Employee Housing Fund** accounts for the rental income and rental costs associated with the Town's employee housing program. Currently Town owns **22–units** and will be adding **26 additional units** with completion of Park Maintenance facility. The recommended budget includes a single, one-time transfer in the amount of **\$338,676**. The projected ending fund balance for fiscal year 2020 is **\$1,488,251**.
- **Vertical Harvest Fund** The Vertical Harvest Fund was established to account for \$1.5 million in Wyoming Business Council grant proceeds as well as contributions and donations. In FY2020, the remaining funds are being transferred to the General Fund and repairs and maintenance will be managed thru the Facilities division.
- **Snow King – Snow Making Fund** Snow Making Fund was created to account for a \$1 million loan and a \$500,000 grant from the Wyoming Business Council as well as other contributions and donations. The proceeds were used to install snowmaking infrastructure to increase snow making capacity on Snow King Mountain and to provide water and electricity to the summit. In FY2020, the remaining funds are being transferred to the General Fund

Internal Service Funds

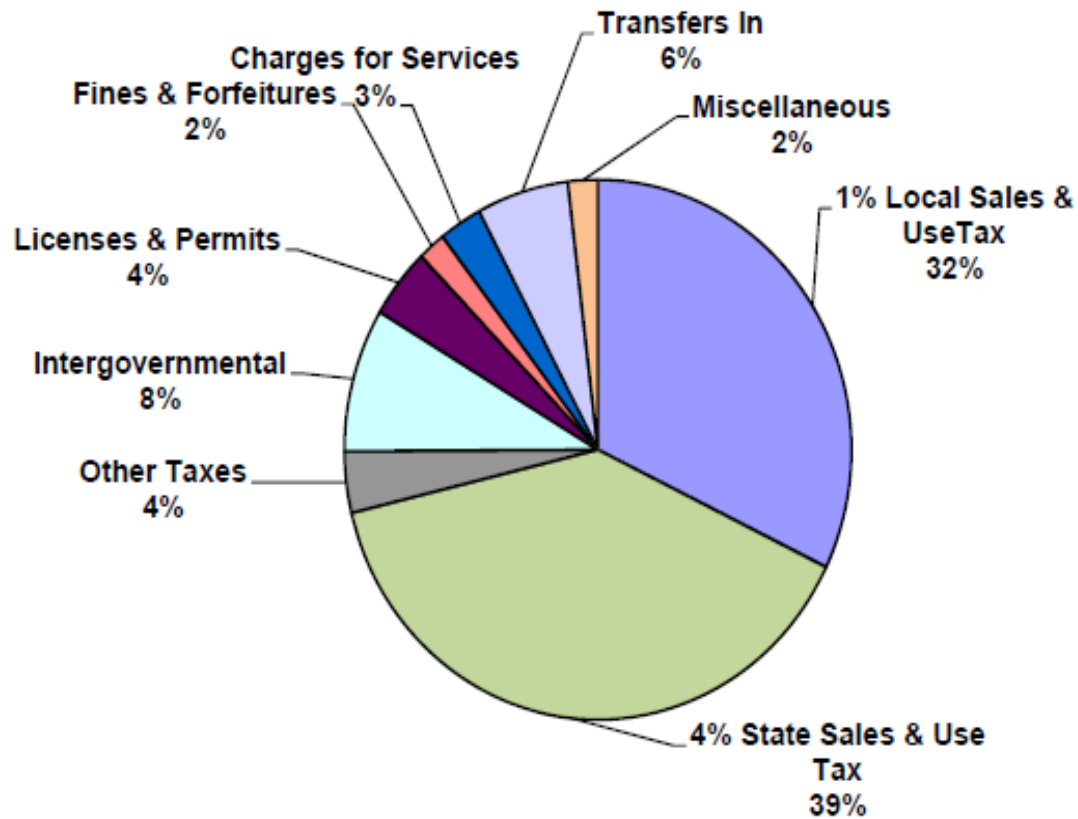
- **Employee Insurance Fund** The Employee Insurance Fund accounts for all costs of the employee health insurance plan. Employee Insurance Fund revenue is generated from charges to all funds containing employee benefit costs: General, START Bus System, Water Utility, Sewage Utility, and Fleet Management. The fiscal year 2020 budget projects a **2%** increase in plan member coverage costs compared to the FY 2019 estimate. The projected fiscal year 2020 ending fund balance of **\$2,462,042** 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 employs a fleet manager and five mechanics. The projected FY 2020 ending fund balance is **\$528,235**.

Internal Service Funds *continued...*

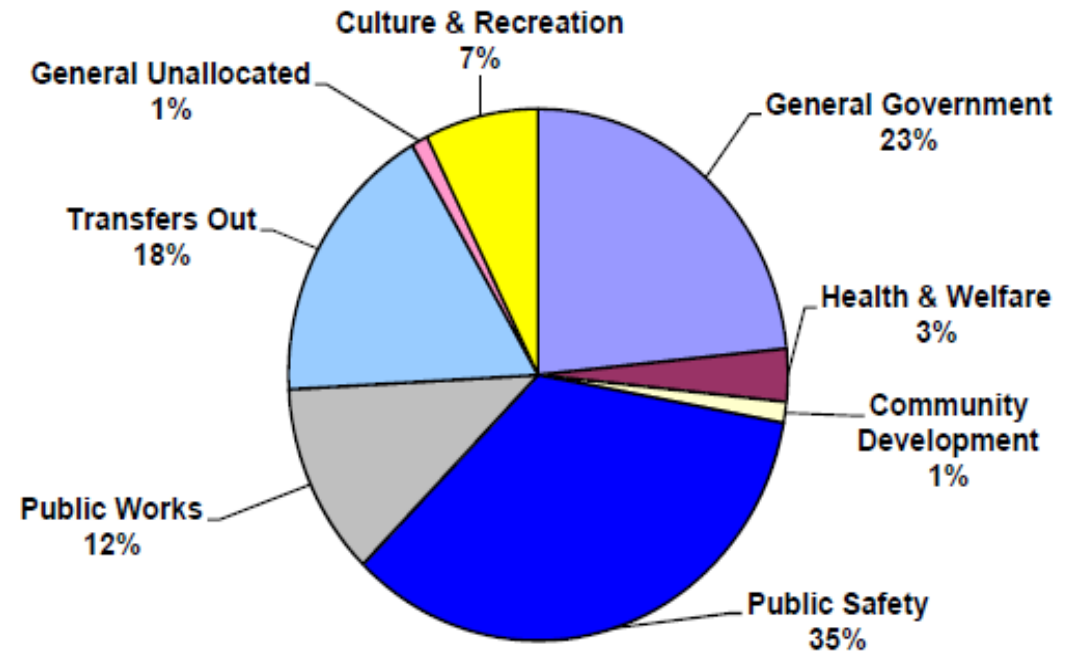
- **Central Equipment Fund** The Central Equipment Fund accounts for the accumulation of resources to be used for the replacement of vehicles and heavy equipment. The estimated value of all vehicles and heavy equipment (*excluding START Bus System and enterprise funds*) is approximately **\$2.5 million**. Accumulated depreciation on central equipment fund assets is approximately **\$1,250,000**. The projected ending working capital balance for the Central Equipment Fund at the end of fiscal year 2020 is **\$1,695,662**.
- **Information Technology (IT) Services Fund** The IT Services Fund pools related costs and distributes them to each division by user. Pooled costs include hardware, software, communications, and contract maintenance costs. The recommended budget includes expenditures of **\$244,000** for various IT replacement and upgrade projects. There is a one-time transfer in of **\$400,000** to help maintain the fund balance. 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 2020 is **\$126,792**.

General Fund Overview

**General Fund
Revenues and Other Sources**



**General Fund
Expenditures and Other Uses**



General Fund Expenditures

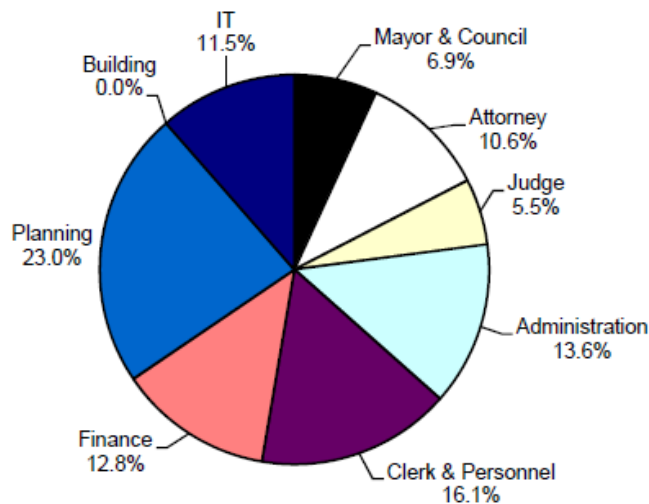
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
GENERAL FUND
EXPENDITURES BY FUNCTION AND DEPARTMENT

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
General Government	\$ 4,128,575	\$ 4,468,743	\$ 4,644,304	\$ 4,443,644	\$ 5,713,309	\$ 5,444,397	\$ (268,911)	22.5%
Mayor & Town Council	302,085	289,473	308,225	318,615	325,246	325,246	-	2.1%
Town Attorney	412,568	426,650	467,142	474,871	587,152	499,681	(87,471)	5.2%
Municipal Judge	214,115	245,675	247,965	241,028	260,264	259,861	(403)	7.8%
Administration	291,718	316,770	318,382	278,267	641,727	643,727	2,000	131.3%
Town Clerk & Personnel	609,698	583,496	640,129	638,057	785,228	763,342	(21,886)	19.6%
Finance	567,760	540,368	588,925	587,481	606,116	607,899	1,784	3.5%
Information Technology	492,362	490,084	523,132	524,133	538,110	542,266	4,156	3.5%
Planning	763,004	1,004,472	957,579	835,224	1,136,214	1,088,950	(47,264)	30.4%
Town Facilities	475,265	571,755	592,825	545,968	833,252	713,425	(119,827)	30.7%
Public Safety	6,255,993	6,600,893	7,803,602	7,813,807	8,357,175	8,014,628	(342,547)	2.6%
Police	3,905,097	4,117,979	4,720,654	4,758,171	4,895,652	4,859,834	(35,818)	2.1%
Fire/EMS (County)	1,208,243	1,398,322	1,726,235	1,726,235	1,892,565	1,712,241	(180,324)	-0.8%
Communications Center (County)	336,261	240,450	380,000	380,000	605,486	475,000	(130,486)	25.0%
Victim Services	224,359	225,773	303,928	262,266	306,420	304,609	(1,811)	16.1%
Animal Shelter/Control	227,732	257,317	264,116	262,583	269,607	270,876	1,269	3.2%
Building Inspections	354,301	361,052	408,669	424,552	387,445	392,068	4,623	-7.7%
Public Works	2,148,153	2,360,674	2,733,978	2,859,439	3,098,143	2,728,666	(369,477)	-4.6%
Public Works Administration	242,909	249,572	259,161	259,230	450,655	300,286	(150,369)	15.8%
Streets	1,483,474	1,682,606	1,966,562	2,098,235	1,975,345	1,872,543	(102,802)	-10.8%
Engineering	390,745	391,811	463,988	460,552	618,828	508,522	(110,306)	10.4%
Yard Operations	31,025	36,685	44,267	41,422	53,315	47,315	(6,000)	14.2%
Health & Welfare	556,095	675,838	699,172	699,172	821,607	749,168	(72,439)	7.2%
Social Services	556,095	675,838	699,172	699,172	821,607	749,168	(72,439)	7.2%
Community Development	243,563	254,636	265,325	271,918	321,351	294,869	(26,482)	8.4%
Community Promotion	243,563	254,636	265,325	271,918	321,351	294,869	(26,482)	8.4%
Culture & Recreation	1,273,711	1,089,229	1,222,035	1,241,554	1,751,653	1,706,185	(45,468)	37.4%
Parks & Recreation (County)	1,253,937	1,071,839	1,202,148	1,226,035	1,642,377	1,596,822	(45,555)	30.2%
Pathways	-	-	-	-	90,488	90,488	-	---
Memorial Park (Cemetery)	19,774	17,390	19,887	15,519	18,788	18,875	87	21.6%
General Unallocated	192,277	234,676	197,710	207,780	294,512	251,012	(43,500)	20.8%
Town-Wide Services	192,277	234,676	197,710	207,780	294,512	251,012	(43,500)	20.8%
Total Expenditures	\$ 14,798,367	\$ 15,684,689	\$ 17,566,126	\$ 17,537,314	\$ 20,357,750	19,188,925	(1,168,824)	9.42%

General Government

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 GENERAL GOVERNMENT

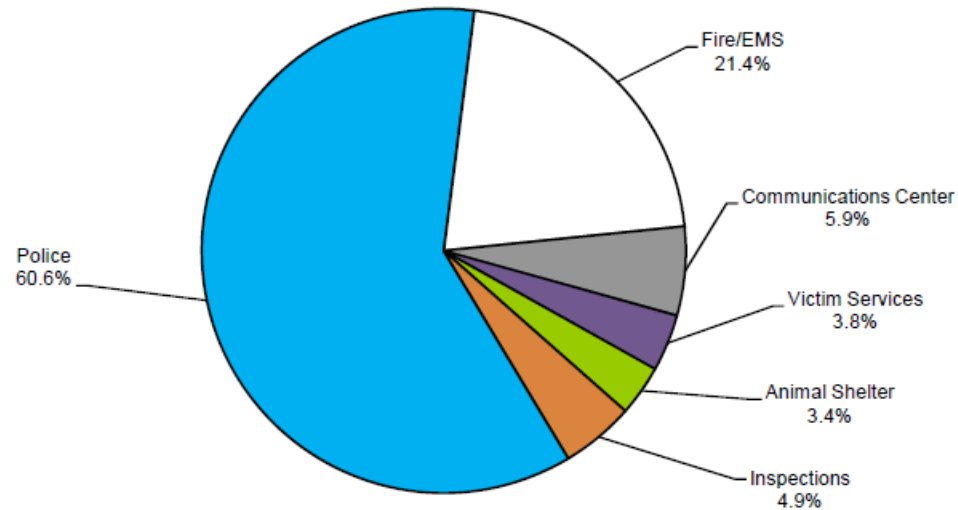
DIVISIONS WITHIN GENERAL GOVERNMENT	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
Mayor & Town Council	\$ 302,085	\$ 289,473	\$ 308,225	\$ 318,615	\$ 325,246	\$ 325,246	\$ -	2.1%
Town Attorney	412,568	426,650	467,142	474,871	587,152	499,681	(87,471)	5.2%
Municipal Judge	214,115	245,675	247,965	241,028	260,264	259,861	(403)	7.8%
Administration	291,718	316,770	318,382	278,267	641,727	643,727	2,000	131.3%
Town Clerk & Personnel	609,698	583,496	640,129	638,057	785,228	763,342	(21,886)	19.6%
Finance	567,760	540,368	588,925	587,481	606,116	607,899	1,783	3.5%
Information Technology	492,362	490,084	523,132	524,133	538,110	542,266	4,156	3.5%
Planning	763,004	1,004,472	957,579	835,224	1,136,214	1,088,950	(47,264)	30.4%
Town Hall Building	141,767	166,407	178,116	171,908	-	-	-	-100.0%
Total General Government	\$ 3,795,077	\$ 4,063,395	\$ 4,229,595	\$ 4,069,584	\$ 4,880,057	\$ 4,730,972	\$ (149,085)	16.3%



Public Safety

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 PUBLIC SAFETY

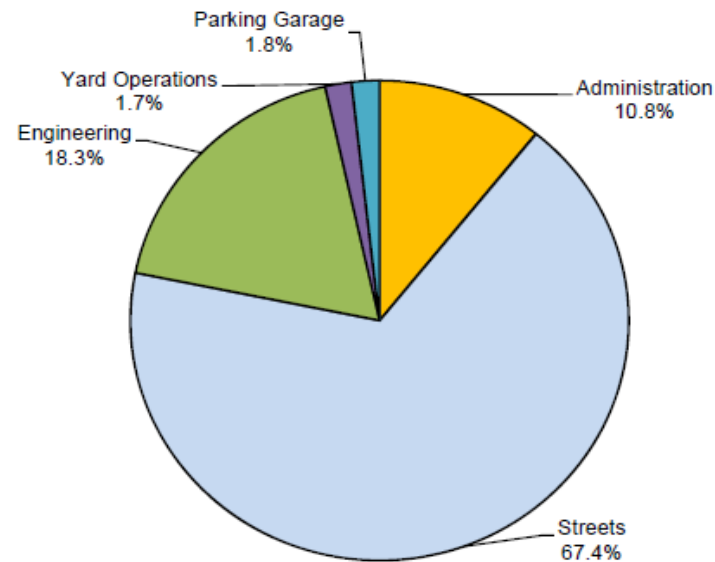
DEPARTMENTS WITHIN PUBLIC SAFETY	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
Police (Consolidated)	\$ 3,905,097	\$ 4,117,979	\$ 4,720,654	\$ 4,758,171	\$ 4,895,652	\$ 4,859,834	\$ (35,818)	2.1%
Fire/EMS (County)	1,208,243	1,398,322	1,726,235	1,726,235	1,892,565	1,712,241	(180,324)	-0.8%
Communications Center (County)	336,261	240,450	380,000	380,000	605,486	475,000	(130,486)	25.0%
Victim Services	224,359	225,773	303,928	262,266	306,420	304,609	(1,811)	16.1%
Animal Shelter/Control	227,732	257,317	264,116	262,583	269,607	270,876	1,269	3.2%
Building Inspections	354,301	361,052	408,669	424,552	387,445	392,068	4,623	-7.7%
Total Public Safety	\$ 6,255,993	\$ 6,600,893	\$ 7,803,602	\$ 7,813,807	\$ 8,357,175	\$ 8,014,628	\$ (342,547)	2.6%



Public Works

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 PUBLIC WORKS

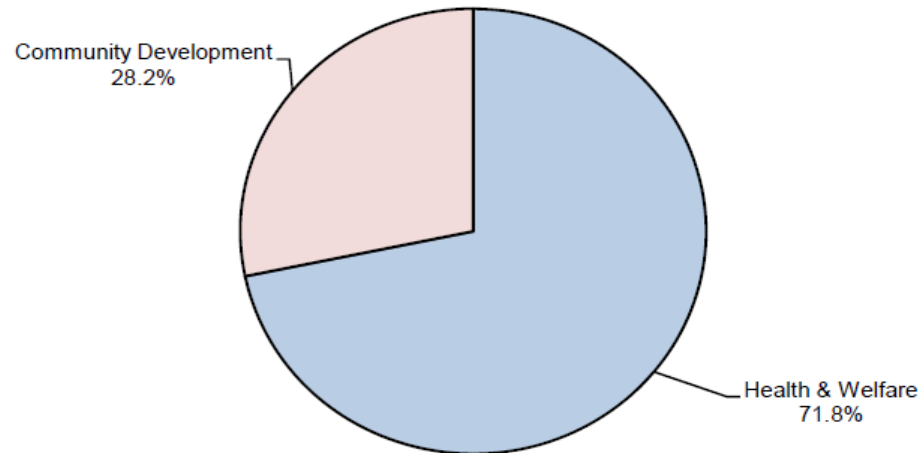
DEPARTMENTS WITHIN PUBLIC WORKS	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
Public Works Administration	\$ 242,909	\$ 249,572	\$ 259,161	\$ 259,230	\$ 450,655	\$ 300,286	\$ (150,369)	15.8%
Streets	1,483,474	1,682,606	1,966,562	2,098,235	1,975,345	1,872,543	(102,802)	-10.8%
Engineering	390,745	391,811	463,988	460,552	618,828	508,522	(110,306)	10.4%
Yard Operations	31,025	36,685	44,267	41,422	53,315	47,315	(6,000)	14.2%
Parking Garage	99,722	82,869	137,583	108,010	50,315	50,315	-	-53.4%
Total Public Works	\$ 2,247,875	\$ 2,443,543	\$ 2,871,561	\$ 2,967,449	\$ 3,148,458	\$ 2,778,981	\$ (369,477)	-6.4%



Health & Welfare and Community Development

**TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
GENERAL FUND
HEALTH & WELFARE AND COMMUNITY DEVELOPMENT**

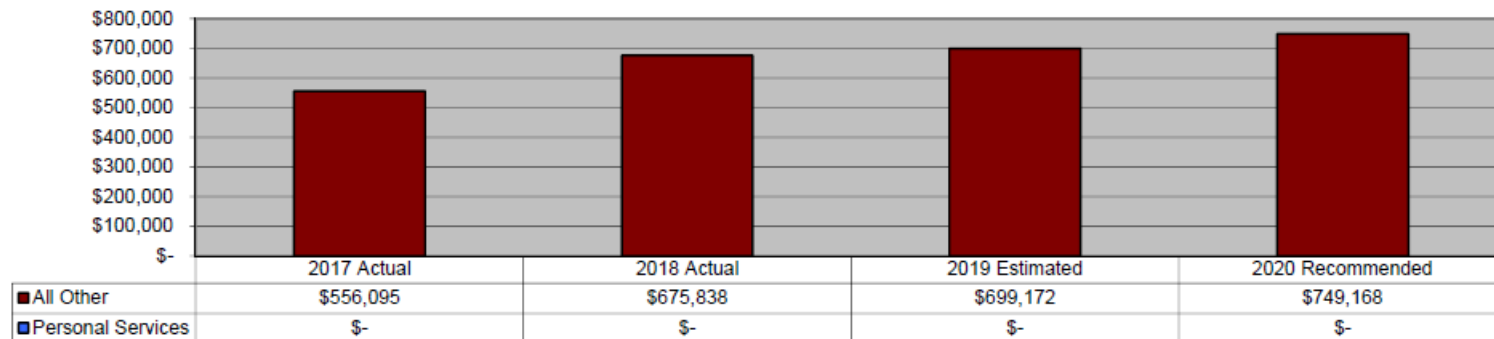
FUNCTION DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
Social Services	\$ 556,095	\$ 675,838	\$ 699,172	\$ 699,172	\$ 821,607	\$ 749,168	\$ (72,439)	7.2%
Community Promotions	243,563	254,636	265,325	271,918	321,351	294,869	(26,482)	8.4%
Total of Functions	\$ 799,658	\$ 930,474	\$ 964,497	\$ 971,090	\$ 1,142,958	\$ 1,044,037	\$ (98,921)	7.5%



Social Services

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
GENERAL FUND
SOCIAL SERVICES

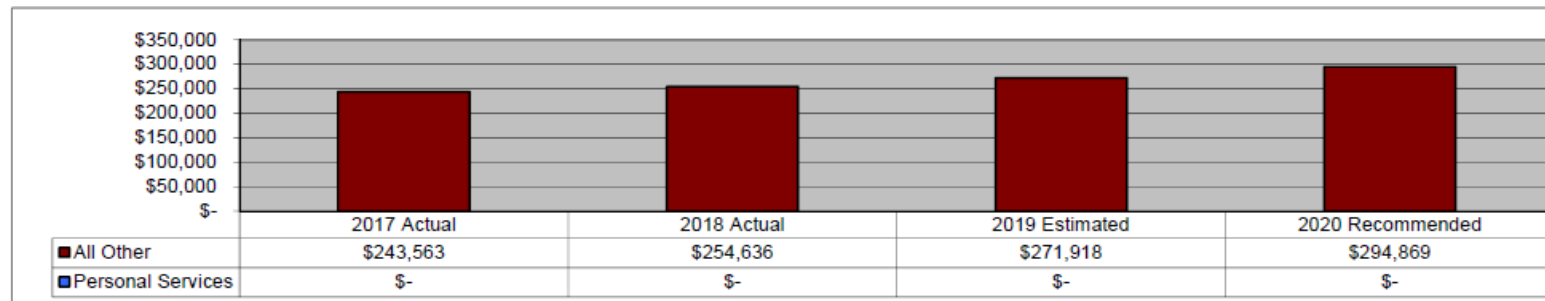
EXPENDITURE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ 38,160	\$ 38,160	\$ -	---
Community Entry Services	29,000	47,000	50,000	50,000	50,000	50,000	-	0.0%
JH Community Counseling	90,000	100,000	100,000	100,000	100,000	100,000	-	0.0%
Teton Youth & Family Services	100,000	162,000	161,000	161,000	176,000	165,830	(10,170)	3.0%
Hirschfield Center	25,000	-	-	-	-	-	-	---
Children Learning	79,500	101,400	101,400	101,400	101,400	101,400	-	0.0%
Senior Center	81,288	81,288	87,000	87,000	96,570	89,610	(6,960)	3.0%
Community Safety Network	36,000	36,000	40,000	40,000	44,000	41,200	(2,800)	3.0%
Community Resource Center	15,000	-	-	-	-	-	-	---
El Puente	12,000	-	-	-	-	-	-	---
Latino Resource Center	12,000	-	-	-	-	-	-	---
ONE22	-	40,000	47,500	47,500	75,000	48,925	(26,075)	3.0%
Curran-Seeley	30,000	48,250	48,250	48,250	48,250	48,250	-	0.0%
Teton Literacy Program	10,763	16,350	16,350	16,350	22,800	16,841	(5,959)	3.0%
DUI/Drug Court	35,544	33,600	37,672	37,672	54,427	38,802	(15,625)	3.0%
CLIMB Wyoming	-	4,950	5,000	5,000	5,000	5,000	-	0.0%
Hole Food Rescue	-	5,000	5,000	5,000	10,000	5,150	(4,850)	3.0%
Total Social Services	\$ 556,095	\$ 675,838	\$ 699,172	\$ 699,172	\$ 821,607	\$ 749,168	\$ (72,439)	7.2%



Community Promotion

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
GENERAL FUND
COMMUNITY PROMOTION

EXPENDITURE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
Local Promotion	\$ -	\$ 19,048	\$ 17,500	\$ 20,876	\$ 15,500	\$ 15,500	\$ -	-25.8%
Civil Air Patrol	-	1,000	-	-	-	-	-	---
Historical Center	7,500	7,500	8,250	8,250	25,000	8,498	(16,502)	3.0%
Trash Collection	57,458	60,389	64,347	67,564	68,851	68,851	-	1.9%
Recycling Services	5,910	4,575	14,228	14,228	15,000	15,000	-	5.4%
Fireworks (4th of July)	5,000	5,000	5,000	5,000	5,000	5,000	-	0.0%
Fireworks (New Year's)	1,000	2,000	-	-	-	-	-	---
Jackson Hole Air	13,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
Charture Institute	7,500	7,500	8,000	8,000	-	-	-	-100.0%
Rodeo Grounds/Fair	60,000	60,000	60,000	60,000	60,000	60,000	-	0.0%
Holiday Lighting	42,695	21,624	18,500	18,500	18,500	18,500	-	0.0%
Leadership Jackson Hole	-	-	-	-	6,000	6,000	-	---
Energy Conservation Works	35,000	35,000	35,000	35,000	35,000	35,000	-	0.0%
WY Council Intl Visitors	3,000	-	-	-	-	-	-	---
Global Ties Wyoming	-	4,000	4,000	4,000	5,000	5,000	-	25.0%
Jackson Hole Public Art Initiative	3,000	-	3,500	3,500	10,000	3,605	(6,395)	3.0%
JH Children's Museum	-	-	-	-	15,000	14,550	(450)	---
TC Historic Preservation Board	-	-	-	-	12,500	12,125	(375)	---
Center of Wonder	-	9,000	8,000	8,000	11,000	8,240	(2,760)	3.0%
Yellowstone-Teton Clean Cities	2,500	3,000	4,000	4,000	4,000	4,000	-	0.0%
Total Community Development	\$ 243,563	\$ 254,636	\$ 265,325	\$ 271,918	\$ 321,351	\$ 294,869	\$ (26,482)	8.4%



Town-wide Services

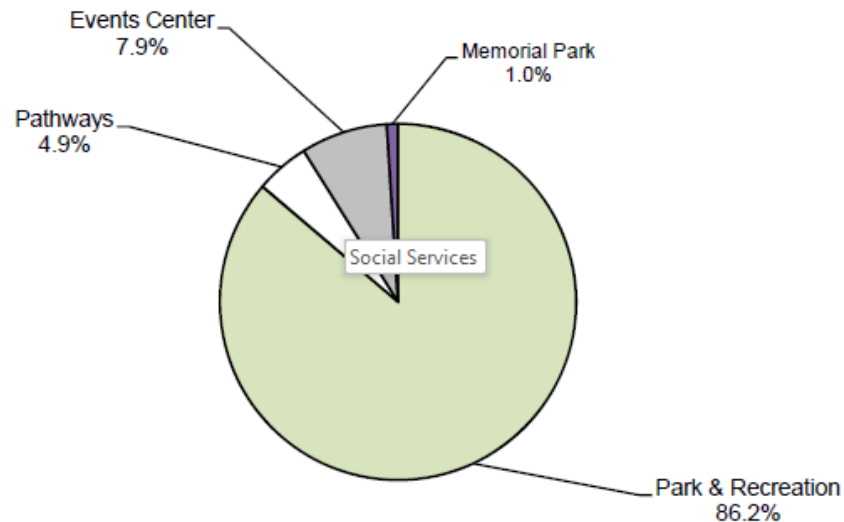
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
GENERAL UNALLOCATED
TOWN-WIDE SERVICES

EXPENDITURE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
General/Office Supplies	\$ 7,386	\$ 7,612	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	-	0.0%
Postage	11,160	8,413	12,950	12,950	12,950	12,950	-	0.0%
Dues & Subscriptions	14,064	13,311	13,700	14,574	13,700	13,700	-	-6.0%
Flat Creek Improvement District	12,000	12,000	12,000	12,000	12,000	12,000	-	0.0%
Professional Services	-	-	1,000	500	1,000	-	(1,000)	-100.0%
Wellness Program	2,569	3,903	5,000	3,597	5,000	5,000	-	39.0%
Recording & Filing Fees	430	1,145	800	800	800	800	-	0.0%
Employee Assistance	-	845	150	150	150	150	-	0.0%
Public Education	57,730	45,669	67,750	62,978	70,000	60,000	(10,000)	-4.7%
Emergency Management	-	-	250	50	250	250	-	400.0%
Solar Eclipse	52,268	78,107	-	-	-	-	-	---
Internships	-	-	10,000	10,000	22,500	22,500	-	125.0%
Snow King Loan Payment	-	-	-	-	52,552	52,552	-	---
Training, Travel, & Meetings	14,728	27,989	31,500	31,500	31,500	20,000	(11,500)	-36.5%
Employee Education Reimb	11,826	1,565	10,000	8,000	12,500	7,500	(5,000)	-6.3%
Employee Education Reimb	-	-	-	798	-	-	-	-100.0%
Retreat/In-Service	1,605	21,229	12,500	19,534	21,500	16,500	(5,000)	-15.5%
Surety Bonds	610	50	610	610	610	610	-	0.0%
Commuter Subsidy	2,600	263	3,000	3,000	13,000	2,000	(11,000)	-33.3%
Employee Events	942	10,582	8,000	17,989	16,000	16,000	-	-11.1%
Conservations Programs (40X20)	2,359	1,994	2,500	2,500	2,500	2,500	-	0.0%
Total Town-wide Services	\$ 192,277	\$ 234,676	\$ 197,710	\$ 207,780	\$ 294,512	\$ 251,012	\$ (43,500)	20.8%

Culture & Recreation

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 CULTURE & RECREATION

DEPARTMENTS WITHIN CULTURE & RECREATION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 Est.
Parks & Recreation (County)	\$ 1,253,937	\$ 1,071,839	\$ 1,202,148	\$ 1,226,035	\$ 1,642,377	\$ 1,596,822	\$ (45,555)	30.2%
Pathways	-	-	-	-	90,488	90,488	-	---
Sports and Events Center	44,495	98,386	79,203	78,576	212,480	145,480	(67,000)	85.1%
Memorial Park (Cemetery)	19,774	17,390	19,887	15,519	18,788	18,875	87	21.6%
Total Culture & Recreation	\$ 1,318,206	\$ 1,187,615	\$ 1,301,238	\$ 1,320,130	\$ 1,964,133	\$ 1,851,665	\$ (112,468)	40.3%



Special Revenue - Affordable Housing

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
AFFORDABLE HOUSING FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Beginning Fund Balance	\$ 1,207,308	\$ 678,125	\$ 1,729,171	\$ 1,729,171	\$ 913,276	\$ 913,276		
Revenues:								
Licenses & Permits	442,182	36,792	30,000	188,845	150,000	150,000	-	-20.6%
Miscellaneous Revenue	9,903	16,900	10,000	20,700	16,400	16,400	-	-20.8%
Total Revenue	452,085	53,692	40,000	209,545	166,400	166,400	-	-20.6%
Transfers In	1,250,000	1,182,409	285,701	285,701	1,299,075	1,289,575	(9,500)	351.4%
Total Sources	1,702,085	1,236,101	325,701	495,246	1,465,475	1,455,975	(9,500)	194.0%
Expenditures:								
Community Development	2,231,268	185,055	1,311,143	1,311,141	1,299,075	1,289,575	(9,500)	-1.6%
Total Expenditures	2,231,268	185,055	1,311,143	1,311,141	1,299,075	1,289,575	(9,500)	-1.6%
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	2,231,268	185,055	1,311,143	1,311,141	1,299,075	1,289,575	(9,500)	-1.6%
Restricted Employee Housing	47,436	84,524	95,013	434	440	440		
Restricted Affordable Housing	88,095	88,940	109,454	-	-	-		
Restricted Workforce Housing	-	-	112,156	193,125	348,337	193,125		
Unrestricted Funds	542,594	1,555,707	539,262	719,717	1,079,236	1,079,236		
Ending Fund Balance	\$ 678,125	\$ 1,729,171	\$ 743,729	\$ 913,276	\$ 1,079,676	\$ 1,079,676		
<i>Net Change in Fund Balance</i>	<i>\$ (529,183)</i>	<i>\$ 1,051,046</i>	<i>\$ (985,442)</i>	<i>\$ (815,895)</i>	<i>\$ 166,400</i>	<i>\$ 166,400</i>		

Special Revenue - Parking Exactions

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
PARKING EXACTIONS
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Beginning Fund Balance	<u>\$ 121,147</u>	<u>\$ 121,439</u>	<u>\$ 145,246</u>	<u>\$ 145,246</u>	<u>\$ 128,946</u>	<u>\$ 128,946</u>		
Revenues:								
License and Permits	-	22,500	1,000	17,000	51,000	51,000	-	200.0%
Miscellaneous Revenue	292	1,307	200	1,700	2,300	2,300	-	35.3%
Total Revenue	<u>292</u>	<u>23,807</u>	<u>1,200</u>	<u>18,700</u>	<u>53,300</u>	<u>53,300</u>	-	185.0%
Transfers In	-	-	-	-	750,000	750,000	-	---
Total Sources	<u>292</u>	<u>23,807</u>	<u>1,200</u>	<u>18,700</u>	<u>803,300</u>	<u>803,300</u>	-	4195.7%
Expenditures:								
Community Development	-	-	35,000	35,000	-	-	-	-100.0%
Total Expenditures	<u>-</u>	<u>-</u>	<u>35,000</u>	<u>35,000</u>	<u>-</u>	<u>-</u>	-	-100.0%
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	<u>-</u>	<u>-</u>	<u>35,000</u>	<u>35,000</u>	<u>-</u>	<u>-</u>	-	-100.0%
Ending Fund Balance	<u>\$ 121,439</u>	<u>\$ 145,246</u>	<u>\$ 111,446</u>	<u>\$ 128,946</u>	<u>\$ 932,246</u>	<u>\$ 932,246</u>	<u>\$ -</u>	623.0%
<i>Net Change in Fund Balance</i>	<i>\$ 292</i>	<i>\$ 23,807</i>	<i>\$ (33,800)</i>	<i>\$ (16,300)</i>	<i>\$ 803,300</i>	<i>\$ 803,300</i>		

Special Revenue - Parks Exactions

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
PARKS EXACTIONS FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Beginning Fund Balance	<u>\$ 125,372</u>	<u>\$ 75,020</u>	<u>\$ 65,938</u>	<u>\$ 65,938</u>	<u>\$ 139,788</u>	<u>\$ 139,788</u>		
Revenues:								
Licenses & Permits	26,325	-	10,000	72,450	10,000	10,000	-	-86.2%
Miscellaneous Revenue	255	624	100	1,400	2,500	2,500	-	78.6%
Total Revenue	<u>26,580</u>	<u>624</u>	<u>10,100</u>	<u>73,850</u>	<u>12,500</u>	<u>12,500</u>	<u>-</u>	<u>-83.1%</u>
Transfers In	-	-	-	-	-	-	-	---
Total Sources	<u>26,580</u>	<u>624</u>	<u>10,100</u>	<u>73,850</u>	<u>12,500</u>	<u>12,500</u>	<u>-</u>	<u>-83.1%</u>
Expenditures:								
Culture and Recreation	76,932	9,706	-	-	-	-	-	---
Total Expenditures	<u>76,932</u>	<u>9,706</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>---</u>
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	<u>76,932</u>	<u>9,706</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>---</u>
Ending Fund Balance	<u>\$ 75,020</u>	<u>\$ 65,938</u>	<u>\$ 76,038</u>	<u>\$ 139,788</u>	<u>\$ 152,288</u>	<u>\$ 152,288</u>	<u>\$ -</u>	<u>8.9%</u>
<i>Net Change in Fund Balance</i>	<i>\$ (50,352)</i>	<i>\$ (9,082)</i>	<i>\$ 10,100</i>	<i>\$ 73,850</i>	<i>\$ 12,500</i>	<i>\$ 12,500</i>		

Special Revenue - Employee Housing

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
EMPLOYEE HOUSING FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Beginning Fund Balance	<u>\$ 190,776</u>	<u>\$ 456,300</u>	<u>\$ 79,693</u>	<u>\$ 79,693</u>	<u>\$ 1,149,676</u>	<u>\$ 1,149,676</u>		
Revenues:								
Miscellaneous Revenue	207,664	234,935	280,660	275,003	323,260	323,260	-	17.5%
Total Revenue	<u>207,664</u>	<u>234,935</u>	<u>280,660</u>	<u>275,003</u>	<u>323,260</u>	<u>323,260</u>	<u>-</u>	<u>17.5%</u>
Transfers In	250,000	300,000	1,250,000	1,250,000	453,243	338,676	(114,567)	-72.9%
Total Sources	<u>457,664</u>	<u>534,935</u>	<u>1,530,660</u>	<u>1,525,003</u>	<u>776,503</u>	<u>661,936</u>	<u>(114,567)</u>	<u>-56.6%</u>
Expenditures:								
General Government	192,140	911,542	446,740	455,020	339,613	322,863	(16,750)	-29.0%
Total Expenditures	<u>192,140</u>	<u>911,542</u>	<u>446,740</u>	<u>455,020</u>	<u>339,613</u>	<u>322,863</u>	<u>(16,750)</u>	<u>-29.0%</u>
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	<u>192,140</u>	<u>911,542</u>	<u>446,740</u>	<u>455,020</u>	<u>339,613</u>	<u>322,863</u>	<u>(16,750)</u>	<u>-29.0%</u>
Ending Fund Balance	<u>\$ 456,300</u>	<u>\$ 79,693</u>	<u>\$ 1,163,613</u>	<u>\$ 1,149,676</u>	<u>\$ 1,586,566</u>	<u>\$ 1,488,749</u>	<u>\$ (97,817)</u>	<u>29.5%</u>
<i>Net Change in Fund Balance</i>	<i>\$ 265,524</i>	<i>\$ (376,607)</i>	<i>\$ 1,083,920</i>	<i>\$ 1,069,983</i>	<i>\$ 436,890</i>	<i>\$ 339,073</i>		

Special Revenue - Animal Care

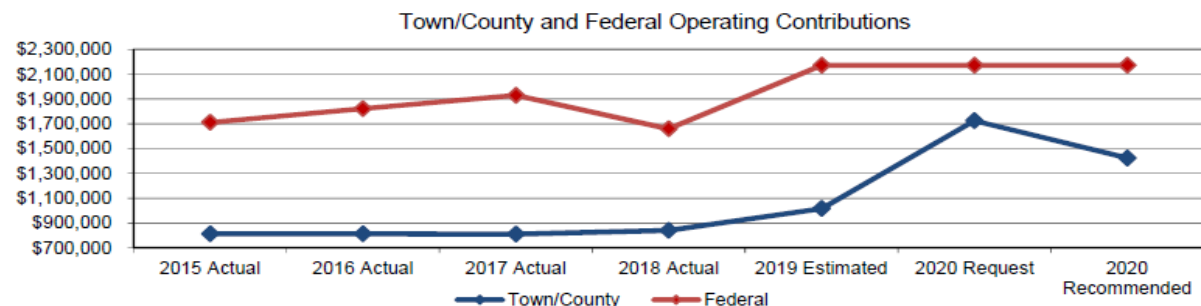
TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
ANIMAL CARE FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Beginning Fund Balance	<u>\$ 322,543</u>	<u>\$ 341,806</u>	<u>\$ 366,156</u>	<u>\$ 366,156</u>	<u>\$ 421,456</u>	<u>\$ 421,456</u>		
Revenues:								
Miscellaneous Revenue	70,539	89,632	60,200	105,300	60,200	60,200	-	-42.8%
Total Revenue	<u>70,539</u>	<u>89,632</u>	<u>60,200</u>	<u>105,300</u>	<u>60,200</u>	<u>60,200</u>	-	-42.8%
Transfers In	-	-	-	-	-	-	-	---
Total Sources	<u>70,539</u>	<u>89,632</u>	<u>60,200</u>	<u>105,300</u>	<u>60,200</u>	<u>60,200</u>	-	-42.8%
Expenditures:								
Public Safety	23,647	33,669	30,000	20,000	20,000	20,000	-	0.0%
Total Expenditures	<u>23,647</u>	<u>33,669</u>	<u>30,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	-	0.0%
Transfers Out	27,629	31,613	35,000	30,000	50,000	50,000	-	66.7%
Total Uses	<u>51,276</u>	<u>65,282</u>	<u>65,000</u>	<u>50,000</u>	<u>70,000</u>	<u>70,000</u>	-	40.0%
Ending Fund Balance	<u>\$ 341,806</u>	<u>\$ 366,156</u>	<u>\$ 361,356</u>	<u>\$ 421,456</u>	<u>\$ 411,656</u>	<u>\$ 411,656</u>	<u>\$ -</u>	-2.3%
<i>Net Change in Fund Balance</i>	<i>\$ 19,263</i>	<i>\$ 24,350</i>	<i>\$ (4,800)</i>	<i>\$ 55,300</i>	<i>\$ (9,800)</i>	<i>\$ (9,800)</i>		

START Bus

**TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
START BUS SYSTEM FUND
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCE**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Beginning Fund Balance	\$ 987,679	\$ 1,400,328	\$ 1,348,960	\$ 1,348,960	\$ 1,328,138	\$ 1,328,138		
Revenues:								
Intergovernmental	3,032,571	2,144,202	5,052,953	3,050,651	8,983,620	9,123,648	140,028	199.1%
Charges for Services	993,221	1,225,515	1,320,619	1,112,677	1,275,200	1,275,200	-	14.6%
Miscellaneous Revenue	3,545	37,621	4,500	452,064	13,000	13,000	-	-97.1%
Total Revenue	4,029,337	3,407,338	6,378,072	4,615,392	10,271,820	10,411,848	140,028	125.6%
Transfers In	357,050	377,801	430,914	430,914	1,121,181	1,235,748	114,567	186.8%
Total Sources	4,386,387	3,785,139	6,808,986	5,046,306	11,393,001	11,647,596	254,595	130.8%
Expenditures:								
Transit Administration	641,295	565,800	712,550	754,056	854,426	857,285	2,859	13.7%
Transit Operations	3,178,083	3,218,804	3,959,908	3,906,895	4,525,575	4,221,755	(303,820)	8.1%
Capital Outlay	101,624	-	2,506,850	332,831	6,720,000	6,720,000	-	1919.0%
Total Expenditures	3,921,002	3,784,604	7,179,308	4,993,782	12,100,001	11,799,040	(300,961)	136.3%
Transfers Out	52,736	51,903	73,346	73,346	70,749	70,206	(543)	-4.3%
Total Uses	3,973,738	3,836,507	7,252,654	5,067,128	12,170,750	11,869,246	(301,504)	134.2%
Ending Fund Balance	\$ 1,400,328	\$ 1,348,960	\$ 905,292	\$ 1,328,138	\$ 550,389	\$ 1,106,488	\$ 556,099	-16.7%
<i>Net Change in Fund Balance</i>	<i>\$ 412,649</i>	<i>\$ (51,368)</i>	<i>\$ (443,668)</i>	<i>\$ (20,822)</i>	<i>\$ (777,749)</i>	<i>\$ (221,650)</i>		



Lodging Tax

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 LODGING TAX FUND REVENUES AND OTHER SOURCES								
REVENUE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Lodging Tax - 30% Visitor	\$ 690,693	\$ 799,861	\$ 829,638	\$ 829,638	\$ 871,120	\$ 871,120	-	5.0%
Total Taxes	690,693	799,861	829,638	829,638	871,120	871,120	-	5.0%
Interest Earnings	409	1,945	200	3,100	1,500	1,500	-	-51.6%
Total Miscellaneous Revenue	409	1,945	200	3,100	1,500	1,500	-	-51.6%
Total Sources	\$ 691,102	\$ 801,806	\$ 829,838	\$ 832,738	\$ 872,620	\$ 872,620	\$ -	4.8%
TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 LODGING TAX FUND EXPENDITURES AND OTHER USES								
EXPENDITURE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Parks & Recreation Operations	\$ 198,936	\$ 263,396	\$ 398,474	\$ 398,474	\$ -	\$ -	\$ -	-100.0%
Total Culture & Recreation	198,936	263,396	398,474	398,474	-	-	-	-100.0%
Pathways Operations	74,099	70,440	84,600	84,600	-	-	-	-100.0%
Total Pathways	74,099	70,440	84,600	84,600	-	-	-	-100.0%
Transfer to Start Bus System	345,887	377,801	430,914	430,914	872,620	872,620	-	102.5%
Total Transfers Out	345,887	377,801	430,914	430,914	872,620	872,620	-	102.5%
Total Uses	\$ 618,922	\$ 711,637	\$ 913,988	\$ 913,988	\$ 872,620	\$ 872,620	\$ -	-4.5%

FY-2020 Capital Projects

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
CAPITAL PROJECTS FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D
Public Works:						
Annual Street Reconstruction	\$ -	\$ -	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000
Karns Wetlands Projects			35,000	35,000	-	-
Budge Drive Hill Stabilization			491,355	305,290	-	-
CNG Facility			11,565	11,565	-	-
Smith/Simon/May Storm Drainage			30,000	29,447	-	-
Door Security Systems - Town Buildings			20,000	20,000	20,000	-
S. Milward St (3-missing sections) - All on east side of Milward			7,200	19,450	-	-
W. Kelly Ave (Milward to Jackson) - Sidewalk on south side of Kelly			14,600	32,135	-	-
Highway 22 – Sidewalk improvements (Westview Townhomes)			-	710	-	-
Fleet Shop Equipment			45,000	45,000	-	-
Bury LVE Overhead Power Mercill Ave (Town portion)			35,000	35,000	-	-
Snow King Estates - Asphalt Paving			500,000	500,000	-	-
Aspen Cemetery - Erosion Control & Asphalt Paving			346,714	346,714	-	-
Stormwater - Flat Creek			303,274	303,274	320,000	320,000
Cache Creek Tube - Phase I (Storm Drainage) 1,700'-LF			300,000	310,000	1,053,000	1,053,000
Hansen Sidewalk			25,000	25,000	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)			-	-	535,250	535,250
Bury LVE Overhead Power Deloney Mercill Ave (\$350-K)			-	-	310,000	-
Tire Barn			-	-	35,000	35,000
Benches			-	-	20,000	20,000
PW Yard - South Fence Replacement			-	-	39,200	39,200
Stormwater Improvements			-	-	250,000	125,000

FY-2020 Capital Projects *continued...*

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 CAPITAL PROJECTS FUND EXPENDITURES AND OTHER USES						
EXPENDITURE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D
Pathways:						
TOJ Bicycle Network Improvements			100,000	100,000	75,000	75,000
Pathways Annual Cap. Repairs			25,000	25,000	25,000	25,000
Garaman Flood Mitigation			110,000	111,000	25,000	25,000
Bike Racks			10,000	10,000	7,000	7,000
New Pedestrian Foot Bridge (E.Kelly & Cache Creek Dr near May Park)			15,000	17,100	-	-
Pathway Benches			7,500	7,500	10,000	10,000
USFWS Connector & North Cache Streetscape - Planning Study North Park			20,000	20,000	25,000	25,000
Data Collection Devices			-	-	16,500	16,500
Seal Coating			-	-	200,000	200,000
Blair Dr. Kids Bike Loop			-	-	2,500	2,500
Town Mobility Overlay			-	-	75,000	75,000
Karns TAP-Internal Pathway					60,000	60,000
Parks and Recreation:						
Parks & Rec Capital			1,586,453	1,586,453	1,351,732	1,351,732
Police Department:						
4 - Mobile Radios			15,000	15,000	13,000	13,000
Radar Trailer					26,000	26,000
Fire Department:						
Fire/EMS Capital			426,690	426,690	522,842	331,344
Town-Wide:						
New Fire Resistant Cedar Shakes			44,717	31,000	-	-
Star Valley Facility - Bus Storage/Dispatch Center			250,000	-	-	-
Fair Exhibit Hall Remodel Planning			20,000	-	-	-
Town Space - Needs Analysis			25,000	-	-	-
155 Pearl Street Acquisition/Repairs			4,629,200	4,629,200	180,000	180,000
Public Arts Program Projects					45,000	45,000
Capital Outlays Prior Years	3,536,254	3,238,843				
Total Capital Outlay	3,536,254	3,238,843	10,274,268	9,822,528	6,890,174	6,243,676

FY-2020 Capital Projects *continued...*

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
CAPITAL PROJECTS FUND
EXPENDITURES AND OTHER USES

EXPENDITURE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D
Transfer to Employee Housing	-	-	1,000,000	1,000,000	-	-
Transfer to IT Internal Service Fund	-	-	175,812	175,812	-	-
Transfer to Central Equipment	-	-	120,000	82,350	-	-
Transfer to Affordable Housing Fund	-	-	-	-	1,000,000	1,000,000
Transfer to Water Utility Fund	-	-	30,000	30,000	75,000	75,000
Transfer to Sewage Utility Fund	-	-	30,000	30,000	75,000	75,000
Total Transfers Out	-	-	1,355,812	1,318,162	1,150,000	1,150,000
Total Capital Projects Fund	\$ 3,536,254	\$ 3,238,843	\$ 11,630,080	\$ 11,140,690	\$ 8,040,174	\$ 7,393,676

2006 SPET Fund

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 2006 SPECIFIC PURPOSE EXCISE TAX FUND SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES						
DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D
Beginning Fund Balance	\$ 492,096	\$ 496,059	\$ 458,188	\$ 458,188	\$ 312,029	\$ 312,029
Revenues:						
Miscellaneous Revenue	6,094	4,479	4,000	4,400	5,600	5,600
Total Revenue	6,094	4,479	4,000	4,400	5,600	5,600
Transfers In	-	-	-	-	-	-
Total Sources	6,094	4,479	4,000	4,400	5,600	5,600
Expenditures:						
Capital Outlay	2,131	42,350	150,559	150,559	90,000	90,000
Total Expenditures	2,131	42,350	150,559	150,559	90,000	90,000
Transfers Out	-	-	-	-	-	-
Total Uses	2,131	42,350	150,559	150,559	90,000	90,000
Ending Fund Balance	\$ 496,059	\$ 458,188	\$ 311,629	\$ 312,029	\$ 227,629	\$ 227,629
<i>Net Change in Fund Balance</i>	\$ 3,963	\$ (37,871)	\$ (146,559)	\$ (146,159)	\$ (84,400)	\$ (84,400)

2010 SPET Fund

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
2010 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D
Beginning Fund Balance	\$ 2,032,783	\$ 1,578,141	\$ 1,096,118	\$ 1,096,118	\$ 526,292	\$ 526,292
Revenues:						
Miscellaneous Revenue	4,207	13,018	5,000	7,600	6,000	6,000
Total Sources	4,207	13,018	5,000	7,600	6,000	6,000
Expenditures:						
Capital Outlay	458,849	495,041	706,898	577,426	532,292	532,292
Total Expenditures	458,849	495,041	706,898	577,426	532,292	532,292
Transfers Out	-	-	-	-	-	-
Total Uses	458,849	495,041	706,898	577,426	532,292	532,292
Ending Fund Balance	\$ 1,578,141	\$ 1,096,118	\$ 394,220	\$ 526,292	\$ -	\$ -
<i>Net Change in Fund Balance</i>	<i>\$ (454,642)</i>	<i>\$ (482,023)</i>	<i>\$ (701,898)</i>	<i>\$ (569,826)</i>	<i>\$ (526,292)</i>	<i>\$ (526,292)</i>

2014 SPET Fund

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
2014 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D
Beginning Fund Balance	<u>\$ 3,474,650</u>	<u>\$ 3,456,955</u>	<u>\$ 3,410,625</u>	<u>\$ 3,410,625</u>	<u>\$ 3,253,725</u>	<u>\$ 3,253,725</u>
Revenues:						
Miscellaneous Revenue	8,592	31,181	20,000	38,100	39,300	39,300
Total Revenue	<u>8,592</u>	<u>31,181</u>	<u>20,000</u>	<u>38,100</u>	<u>39,300</u>	<u>39,300</u>
Transfers In	-	-	-	-	-	-
Total Sources	<u>8,592</u>	<u>31,181</u>	<u>20,000</u>	<u>38,100</u>	<u>39,300</u>	<u>39,300</u>
Expenditures:						
Capital Outlay	26,287	77,511	585,000	195,000	1,070,000	1,070,000
Total Uses	<u>26,287</u>	<u>77,511</u>	<u>585,000</u>	<u>195,000</u>	<u>1,070,000</u>	<u>1,070,000</u>
Ending Fund Balance	<u>\$ 3,456,955</u>	<u>\$ 3,410,625</u>	<u>\$ 2,845,625</u>	<u>\$ 3,253,725</u>	<u>\$ 2,223,025</u>	<u>\$ 2,223,025</u>
<i>Net Change in Fund Balance</i>	<i>\$ (17,695)</i>	<i>\$ (46,330)</i>	<i>\$ (565,000)</i>	<i>\$ (156,900)</i>	<i>\$ (1,030,700)</i>	<i>\$ (1,030,700)</i>

2016 SPET Fund

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
2016 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D
Beginning Fund Balance	\$ -	\$ 5,026,517	\$ 3,028,804	\$ 3,028,804	\$ 1,951,804	\$ 1,951,804
Revenues:						
Specific Purpose Excise Tax	6,000,000	2,760,205	-	-	-	-
Miscellaneous Revenue	5,090	28,220	1,000	33,000	5,400	5,400
Total Revenue	6,005,090	2,788,425	1,000	33,000	5,400	5,400
Transfers In						
Total Sources	6,005,090	2,788,425	1,000	33,000	5,400	5,400
Expenditures:						
Capital Outlay	978,573	4,786,138	1,587,627	1,110,000	20,000	20,000
Total Expenditures	978,573	4,786,138	1,587,627	1,110,000	20,000	20,000
Transfers Out	-	-	-	-	1,651,804	1,651,804
Total Uses	978,573	4,786,138	1,587,627	1,110,000	1,671,804	1,671,804
Ending Fund Balance	\$ 5,026,517	\$ 3,028,804	\$ 1,442,177	\$ 1,951,804	\$ 285,400	\$ 285,400
<i>Net Change in Fund Balance</i>	<i>\$ 5,026,517</i>	<i>\$ (1,997,713)</i>	<i>\$ (1,586,627)</i>	<i>\$ (1,077,000)</i>	<i>\$ (1,666,404)</i>	<i>\$ (1,666,404)</i>

2017 SPET Fund

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
2017 SPECIFIC PURPOSE EXCISE TAX FUND
SCHEDULE OF REVENUES (SOURCES), EXPENDITURES (USES) AND FUND BALANCES

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D
Beginning Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Revenues:						
Specific Purpose Excise Tax	-	-	-	-	1,500,000	1,500,000
Miscellaneous Revenue	-	-	-	-	8,700	8,700
Total Revenue	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,508,700</u>	<u>1,508,700</u>
Transfers In	-	-	-	-	-	-
Total Sources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,508,700</u>	<u>1,508,700</u>
Expenditures:						
Capital Outlay	-	-	-	-	435,000	435,000
Total Uses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>435,000</u>	<u>435,000</u>
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,073,700</u>	<u>\$ 1,073,700</u>
<i>Net Change in Fund Balance</i>	\$ -	\$ -	\$ -	\$ -	\$ 1,073,700	\$ 1,073,700

Enterprise – Water Fund

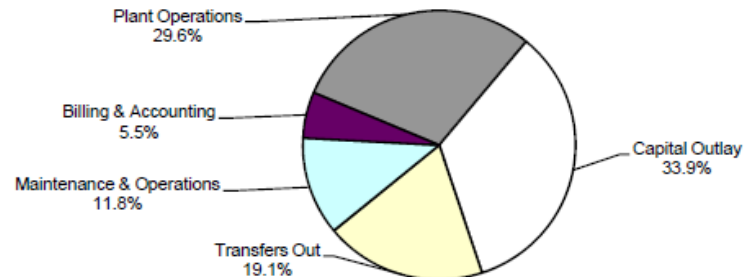
TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 WATER FUND REVENUE, EXPENDITURES, & CHANGES TO WORKING CAPITAL								
DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Beginning Working Capital	\$4,759,308	\$5,331,574	\$5,849,504	\$5,849,504	\$5,789,687	\$5,789,687		
Intergovernmental	-	-	125,000	125,000	-	-	-	-100.0%
Charges for Services	2,717,682	2,562,141	2,437,476	2,437,476	2,448,986	2,448,986	-	0.5%
Miscellaneous Revenue	17,618	142,482	37,000	71,300	92,360	92,360	-	29.5%
Total Revenue	2,735,300	2,704,623	2,599,476	2,633,776	2,541,346	2,541,346	-	-3.5%
Transfers In	-	-	30,000	30,000	75,000	75,000	-	150.0%
Total Sources	2,735,300	2,704,623	2,629,476	2,663,776	2,616,346	2,616,346	-	-1.8%
Water Maintenance & Operation	647,746	575,243	781,730	613,137	925,838	876,600	(49,238)	43.0%
Water Wells	226,017	195,147	286,760	273,702	307,118	307,118	-	12.2%
Water Billing & Accounting	145,394	130,682	168,789	174,771	174,925	175,591	666	0.5%
Capital Outlay	586,687	717,824	1,341,427	1,062,677	715,000	715,000	-	-32.7%
Debt Service	108,215	108,215	108,220	108,220	108,220	108,220	-	0.0%
Total Expenditures	1,714,059	1,727,111	2,686,926	2,232,507	2,231,101	2,182,529	(48,572)	-2.2%
Transfers Out	448,975	459,582	491,086	491,086	652,648	590,454	(62,194)	20.2%
Total Uses	2,163,034	2,186,693	3,178,012	2,723,593	2,883,749	2,772,983	(110,766)	1.8%
Ending Working Capital	\$ 5,331,574	\$ 5,849,504	\$ 5,300,968	\$ 5,789,687	\$ 5,522,284	\$ 5,633,050	\$ 110,766	-2.7%
<i>Net Change in Working Capital</i>	<i>\$ 572,266</i>	<i>\$ 517,930</i>	<i>\$ (548,536)</i>	<i>\$ (59,817)</i>	<i>\$ (267,403)</i>	<i>\$ (156,637)</i>		

Category	Percentage
Maintenance and Operations	40%
Capital Outlay	33%
Wells	14%
Billing and Accounting	8%
Debt Service	5%
Transfers Out	2%

Enterprise – Sewage Fund

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
SEWAGE FUND
REVENUE, EXPENDITURES, & CHANGES TO WORKING CAPITAL

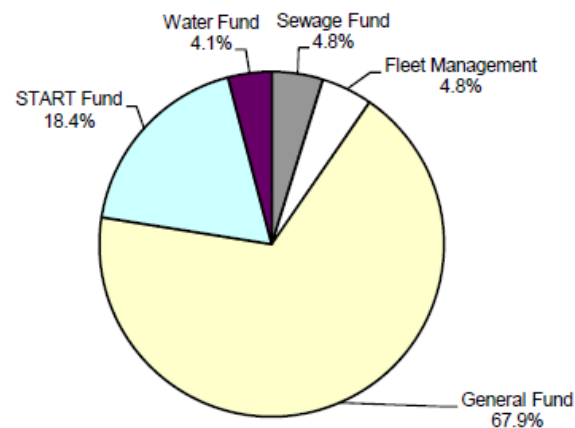
DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% CHANGE FY19 EST.
Beginning Working Capital	\$ 5,565,575	\$ 6,076,665	\$ 6,195,027	\$ 6,195,027	\$ 5,441,788	\$ 5,441,788		
Intergovernmental Revenue	-	47,671	125,000	125,000	-	-	-	-100.0%
Charges for Services	3,021,553	3,750,384	2,583,126	2,735,678	2,594,953	2,594,953	-	-5.1%
Miscellaneous Revenue	237,833	56,491	30,000	68,300	78,400	78,400	-	14.8%
Total Revenue	3,259,386	3,854,546	2,738,126	2,928,978	2,673,353	2,673,353	-	-8.7%
Transfers In	-	-	30,000	30,000	75,000	75,000	-	150.0%
Total Sources	3,259,386	3,854,546	2,768,126	2,958,978	2,748,353	2,748,353	-	-7.1%
Sewage Plant Operations	764,802	777,571	874,973	834,328	955,255	914,309	(40,946)	9.6%
Sewage Maintenance & Operations	292,145	251,253	369,833	363,213	364,764	364,305	(459)	0.3%
Sewage Billing & Accounting	145,576	130,632	167,982	162,674	170,471	171,136	665	5.2%
Capital Outlay	1,096,798	2,117,146	2,064,535	1,860,916	1,045,625	1,045,625	-	-43.8%
Total Expenditures	2,299,321	3,276,602	3,477,323	3,221,131	2,536,115	2,495,375	(40,740)	-22.5%
Transfers Out	448,975	459,582	491,086	491,086	652,648	590,454	(62,194)	20.2%
Total Uses	2,748,296	3,736,184	3,968,409	3,712,217	3,188,763	3,085,829	(102,934)	-16.9%
Ending Working Capital	\$ 6,076,665	\$ 6,195,027	\$ 4,994,744	\$ 5,441,788	\$ 5,001,378	\$ 5,104,312	\$ 102,934	-6.2%
Net Change in Working Capital	\$ 511,090	\$ 118,362	\$ (1,200,283)	\$ (753,239)	\$ (440,410)	\$ (337,476)		



Internal Service – Employee Insurance Fund

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
EMPLOYEE INSURANCE FUND
REVENUES AND OTHER SOURCES

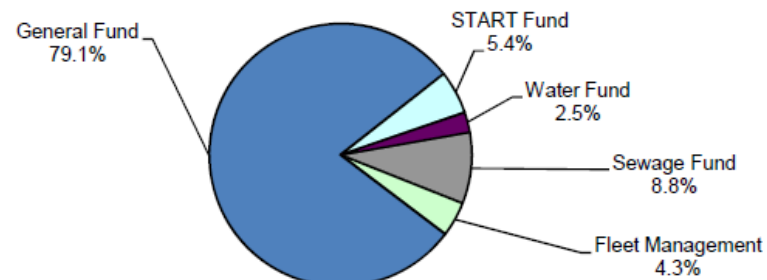
REVENUE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% Change FY19 Est.
General Fund Service Charge	\$ 1,556,321	\$ 1,663,926	\$ 1,721,166	\$ 1,721,166	\$ 1,910,513	\$ 1,804,305	\$ (106,208)	4.8%
START Fund Service Charge	280,953	297,390	441,375	441,375	490,511	489,078	(1,433)	10.8%
Water Fund Service Charge	108,717	106,486	101,673	101,673	114,471	108,562	(5,909)	6.8%
Sewage Fund Service Charge	154,346	161,139	157,815	157,815	136,790	127,828	(8,962)	-19.0%
Fleet Management Service Charg	123,872	127,534	128,677	128,677	132,957	127,455	(5,502)	-0.9%
Total Charges for Services	2,224,209	2,356,475	2,550,706	2,550,706	2,785,242	2,657,228	(128,014)	4.2%
Miscellaneous Revenue	3,536	17,641	10,000	23,500	40,600	44,100	3,500	87.7%
Total Revenue	2,227,745	2,374,116	2,560,706	2,574,206	2,825,842	2,701,328	(124,514)	4.9%
Transfers In	-	-	-	-	-	-	-	---
Total Sources	\$ 2,227,745	\$ 2,374,116	\$ 2,560,706	\$ 2,574,206	\$ 2,825,842	\$ 2,701,328	\$ (124,514)	4.9%



Internal Service – Information Technology Fund

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
INFORMATION TECHNOLOGY SERVICES FUND
REVENUES AND OTHER SOURCES

REVENUE DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% Change FY19 Est.
General Fund Service Charges	\$ 530,500	\$ 562,150	\$ 560,192	\$ 560,192	\$ 629,998	\$ 628,997	\$ (1,001)	12.3%
START Fund Service Charges	38,086	37,223	38,778	38,778	42,651	42,651	-	10.0%
Water Fund Service Charges	17,994	20,305	20,358	20,358	19,763	19,763	-	-2.9%
Sewage Fund Service Charges	39,820	43,480	50,357	50,357	69,931	69,931	-	38.9%
Fleet Mgmt. Service Charges	19,735	17,599	30,121	30,121	34,272	34,272	-	13.8%
Total Charges for Services	646,135	680,757	699,806	699,806	796,615	795,614	(1,001)	13.7%
Interest Earnings	1,790	2,074	200	800	1,000	1,000	-	25.0%
Miscellaneous Revenue	1,000	-	-	-	-	-	-	---
Total Miscellaneous Revenue	2,790	2,074	200	800	1,000	1,000	-	25.0%
Transfer In - Capital Projects Fund	-	-	175,812	175,812	-	-	-	-100.0%
Transfer In - 2016 SPET	-	-	-	-	400,000	400,000	-	---
Transfer In - Central Equipment	50,000	-	-	-	-	-	-	---
Total Transfers In	50,000	-	175,812	175,812	400,000	400,000	-	127.5%
Total Sources	\$ 698,925	\$ 682,831	\$ 875,818	\$ 876,418	\$ 1,197,615	\$ 1,196,614	\$ (1,001)	36.5%



Internal Service – Central Equipment Fund

TOWN OF JACKSON, WYOMING RECOMMENDED BUDGET FOR FISCAL YEAR 2020 CENTRAL EQUIPMENT FUND								
DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% Change FY19 Est.
Beginning Working Capital	\$2,125,160	\$2,108,951	\$1,787,005	\$1,787,005	\$1,921,062	\$1,921,062		
Revenues:								
Charges for Services	365,200	431,700	553,700	552,467	596,900	566,400	(30,500)	2.5%
Miscellaneous Revenue	2,056	138,699	2,000	8,750	25,700	25,700	-	193.7%
Total Revenue	367,256	570,399	555,700	561,217	622,600	592,100	(30,500)	5.5%
Transfers In	-	-	139,000	101,350	-	-	-	-100.0%
Total Sources	367,256	570,399	694,700	662,567	622,600	592,100	(30,500)	-10.6%
Capital Outlay:								
General Government	-	-	87,040	87,040	30,000	30,000	-	-65.5%
Public Safety	178,879	207,362	246,470	246,470	262,500	262,500	-	6.5%
Public Works	154,586	684,983	195,000	195,000	795,000	525,000	(270,000)	169.2%
Total Expenditures	333,465	892,345	528,510	528,510	1,087,500	817,500	(270,000)	54.7%
Transfers Out	50,000	-	-	-	-	-	-	---
Total Uses	383,465	892,345	528,510	528,510	1,087,500	817,500	(270,000)	54.7%
Ending Working Capital	\$ 2,108,951	\$ 1,787,005	\$ 1,953,195	\$ 1,921,062	\$ 1,456,162	\$ 1,695,662	\$ 239,500	-11.7%
<i>Net Change in Working Capital</i>	<i>\$ (16,209)</i>	<i>\$ (321,946)</i>	<i>\$ 166,190</i>	<i>\$ 134,057</i>	<i>\$ (464,900)</i>	<i>\$ (225,400)</i>		

Internal Service – Fleet Maintenance

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2020
FLEET MANAGEMENT FUND

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 AMENDED	FY2019 ESTIMATED	FY2020 REQUESTED	FY2020 RECOMM'D	FY2020 DIFFERENCE	% Change FY19 Est.
Beginning Working Capital	\$ 470,364	\$ 279,825	\$ 390,140	\$ 390,140	\$ 642,198	\$ 642,198		
Revenues:								
Charges for Services	1,782,708	1,795,601	2,195,107	2,195,107	2,325,507	2,222,753	(102,754)	1.3%
Miscellaneous Revenue	61,023	7,415	200	35,481	600	600	-	-98.3%
Total Revenue	1,843,731	1,803,016	2,195,307	2,230,588	2,326,107	2,223,353	(102,754)	-0.3%
Transfers In	-	150,000	-	-	-	-	-	---
Total Sources	1,843,731	1,953,016	2,195,307	2,230,588	2,326,107	2,223,353	(102,754)	-0.3%
Expenditures:								
Fleet Management Operations	2,034,270	1,842,701	2,130,632	1,978,530	2,338,191	2,337,316	(875)	18.1%
Total Expenditures	2,034,270	1,842,701	2,130,632	1,978,530	2,338,191	2,337,316	(875)	18.1%
Transfers Out	-	-	-	-	-	-	-	---
Total Uses	2,034,270	1,842,701	2,130,632	1,978,530	2,338,191	2,337,316	(875)	18.1%
Ending Working Capital	\$ 279,825	\$ 390,140	\$ 454,815	\$ 642,198	\$ 630,114	\$ 528,235	\$ (101,879)	-17.7%
<i>Net Change in Working Capital</i>	<i>\$ (190,539)</i>	<i>\$ 110,315</i>	<i>\$ 64,675</i>	<i>\$ 252,058</i>	<i>\$ (12,084)</i>	<i>\$ (113,963)</i>		

Draft Town Council Meetings Schedule

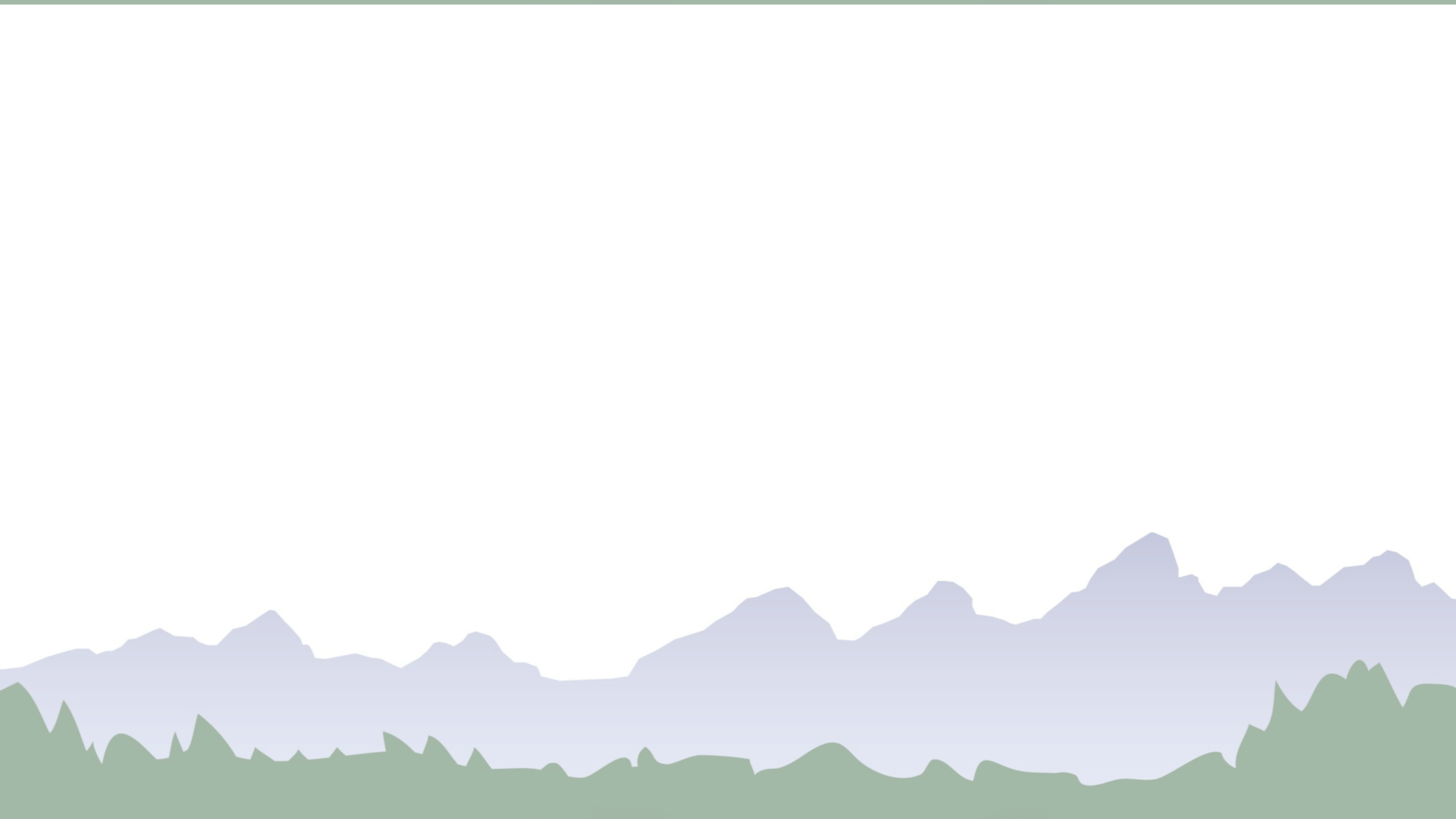
- Monday May 20th, 2019 – 3:00PM Workshop
- *Monday June 3rd, 2019 – 9:00AM – 12-noon Tentative (Lunch Included)*
- Monday June 3rd, 2019 – 3:00PM Joint Information Meeting
- Monday June 3rd, 2019 – 6:00PM Regular Council Meeting
- *Monday June 17th, 2019 – 9:00AM – 12-noon Tentative (Lunch Included)*
- Monday June 17th, 2019 – 3:00PM Workshop
- Monday June 17th, 2019 – 6:00PM Regular Council Meeting

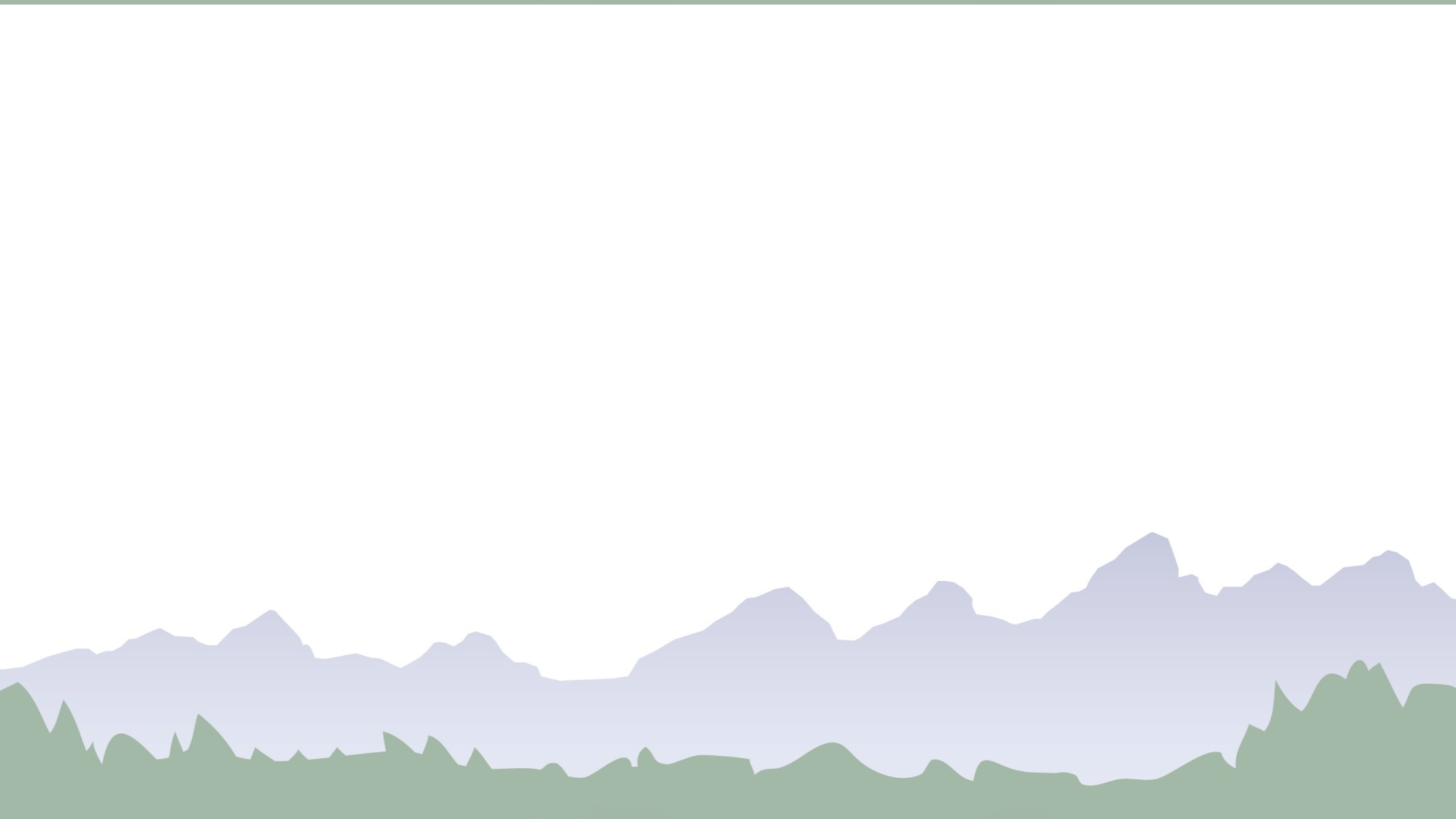


Questions?

End





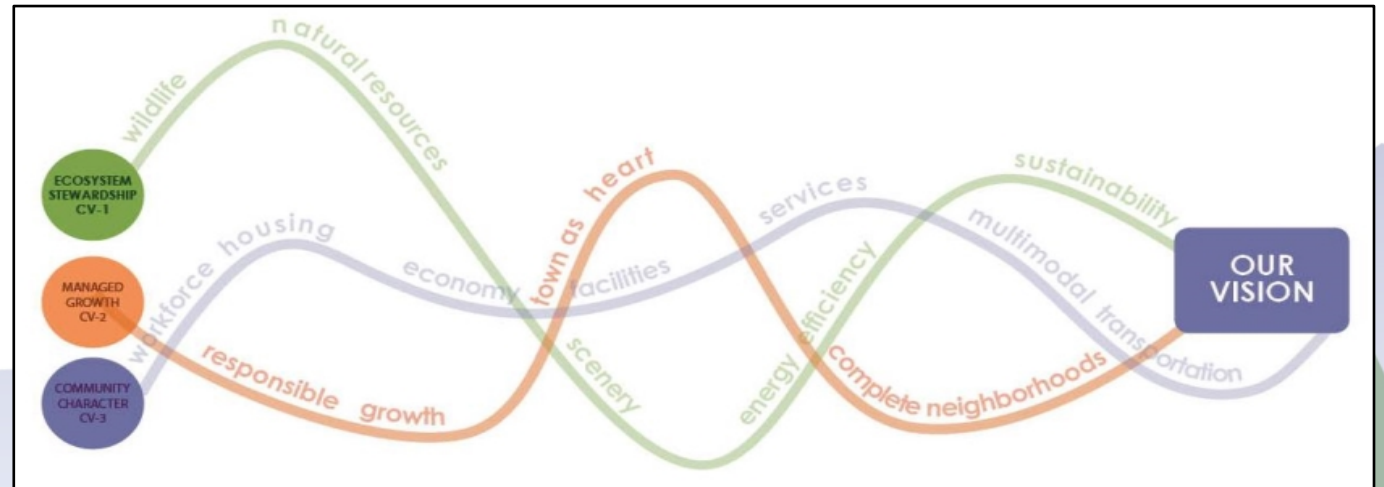


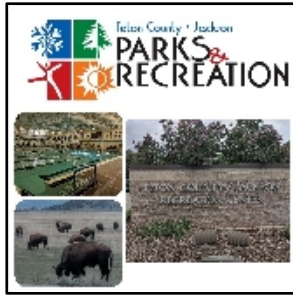
Our Vision – Preserve and protect the area's ecosystem

in order to ensure a healthy environment, community and economy for current and future generations

While preserving and protecting the area's ecosystem is the core of our Vision and all aspects of our community character, our Vision cannot be achieved with a singular focus. Just as the strength of a rope depends on the integrity of each intertwining thread, the strength of our community character is derived from a commitment to all three Common Values, each in support of and reliant upon the others. In order for our ecosystem protection to result in a healthy environment, community, and economy, the community commits to achieving all three mutually supportive Common Values:

1. **Ecosystem Stewardship CV-1**
2. **Managed Growth CV-2**
3. **Community Character CV-3**





Our Vision | Executive Summary

Our Vision	ES-2
Plan Framework: A Continuous Feedback Cycle.....	ES-4
Common Values of Community Character	ES-6
Achieving Our Vision.....	ES-10
Illustration of Our Vision.....	ES-11
Plan Highlights: Learning from the Past	ES-12
Plan Highlights: Innovative Planning Tools	ES-14

Ecosystem Stewardship: Common Value 1

Section 1. Stewardship of Wildlife, Natural Resources and Scenery.....	CV-1-2
Section 2. Climate Sustainability through Energy Conservation	CV-1-14

Growth Management: Common Value 2

Section 3. Responsible Growth Management	CV-2-2
Section 4. Town as the Heart of the Region - The Central Complete Neighborhood	CV-2-16

Quality of Life: Common Value 3

Section 5. Local Workforce Housing	CV-3-2
Section 6. A Diverse and Balanced Economy	CV-3-10
Section 7. Multimodal Transportation	CV-3-16
Section 8. Quality Community Service Provision	CV-3-26

Achieving Our Vision

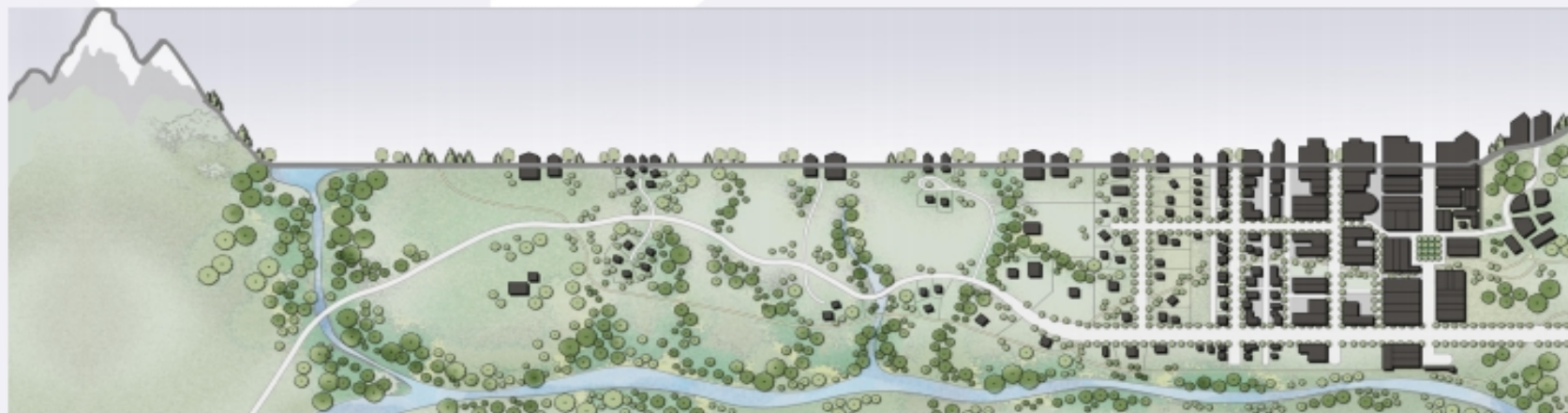
Section 9. Growth Management Program.....	AV-2
Section 10. Administration.....	AV-12

Illustration of Our Vision

District 1: Town Square
District 2: Town Commercial Core
District 3: Town Residential Core
District 4: Midtown
District 5: West Jackson
District 6: Town Periphery
District 7: South Highway 89
District 8: River Bottom
District 9: County Valley
District 10: South Park
District 11: Wilson
District 12: Aspens/ Pines.....
District 13: Teton Village
District 14: Alta
District 15: County Periphery.....

Section 8. Quality Community Service Provision

Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner.



Section 8. Quality Community Service Provision

Timely, efficiently and safely deliver quality services and facilities in a fiscally responsible and coordinated manner.

Why is this section - 8 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.

Continued provision of all services depends upon collaboration and coordination between government and non-government entities to efficiently maximize the services and facilities provided in a manner that is consistent with our Common Values.

The Town and County must also collaborate with other service providers to ensure the needs of the community are met. This coordination is essential to understanding future capital needs and pursuing funding opportunities to maintain high quality service delivery.

New development must not outpace our ability to provide quality community services to protect the health, safety, and welfare of residents and visitors. Local government must ensure that new development pays its fair share of the cost of maintaining desired service levels. By assuring timely, efficient, and safe delivery of quality community services, we improve our safety and reinforce the integrity of our community character.

Our Vision | Executive Summary

Our Vision	ES-2
Plan Framework: A Continuous Feedback Cycle.....	ES-4
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Quality of Life: Common Value 3

Section 5. Local Workforce Housing	CV-3-2
Section 6. A Diverse and Balanced Economy	CV-3-10
Section 7. Multimodal Transportation	CV-3-16
Section 8. Quality Community Service Provision	CV-3-26

Achieving Our Vision

Section 9. Growth Management Program	AV-2
Section 10. Administration.....	AV-12

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Policy 8.1.a: Maintain current, coordinated plans for delivery of desired service levels

A “service level” is defined as the quality and quantity of a service provided to the community. To ensure that services are delivered to the public in a safe, efficient and timely manner, the Town and County will use best practices in coordinating with governmental and nongovernmental service providers to accomplish the following:

1. Identify each provider’s acceptable service level
2. Develop an approach to ensure desired service levels are met
3. Identify barriers to service delivery objectives
4. Develop standards for measuring service delivery success

The community should identify acceptable service levels and develop standards for measuring service delivery success for the following local government services (listed in no particular order):

- Fire, EMS and law enforcement,
- Library,
- Parks and recreation,
- Public health,
- Utilities and infrastructure,
- Public transportation,
- Weed and pest management,
- Arts, culture and community events,
- Child care,
- Waste management and recycling, and
- Energy conservation.

Principle 8.1— Maintain current, coordinated service delivery

The Town and County will coordinate and collaborate with independent service providers to ensure desired life-safety, educational, social, recreational, and cultural service levels are maintained consistent with the community’s Common Values. Barriers to service delivery objectives will be identified, and the Town and County will budget sufficiently to meet desired service delivery objectives.

Policy 8.1.b: Coordinate with independent service providers

The Town and County will coordinate with independent service providers to quantify and understand their service delivery goals, as well as their relation to the Common Values of the community. The community will derive greater benefit from long-term, coordinated planning efforts between the Town and County and independent service providers than would be realized through a project-by-project approach.

The Town and County will collaborate with independent service providers to identify acceptable service levels and develop standards for measuring service delivery success for the following services (listed in no particular order):

- Education,
- Utilities and infrastructure,
- Medical care,
- Child care,
- Waste management and recycling,
- Airport,
- Human services,
- Energy conservation,
- Arts, culture and community events, and
- Public transportation.

Policy 8.1.c: Identify barriers to service delivery goals

Service providers may or may not be currently delivering their services at an acceptable level. The Town and County, in collaboration with independent service providers, should identify barriers to our service delivery goals and implement strategies to overcome such obstacles. Whether the barriers are geographic, political, financial or otherwise, this approach will ensure the community's life-safety and Quality of Life objectives are met. Working jointly with governmental, non-governmental and independent service providers will provide greater opportunities to address barriers.

Policy 8.1.d: Ensure redundancy of services

Town is the logical place to locate many critical and non-critical facilities and service providers. However, during natural disasters, severe weather, or other times of emergency, key services may be delayed or entirely unavailable to those in outlying portions of the community, due to road closures or bridge failures. Therefore, it is important to ensure that critical services and facilities are available to citizens dispersed throughout the County, particularly those who are physically separated from Town by the Snake River or Teton Pass.

Policy 8.1.e: Budget for service delivery

Budgeting allows for an annual commitment to service delivery objectives. Each year, the Town and County will evaluate service delivery objectives during the budgeting process, make appropriate modifications to the delivery approach, and affirm the desired service level with the appropriate amount of funding. Without adequate funding, even the most thoughtful and strategic approach will fall short of its objectives, so a careful budgeting process is essential.

Principle 8.2—Coordinate the provision of infrastructure and facilities needed for service delivery

The Town and County will coordinate the development of a communitywide Major Capital Project List. This will ensure that the community can adequately maintain existing capital facilities and provide needed future facilities, consistent with the Common Values of the community. Coordinated planning for capital projects will also allow the Town and County to ensure that new development pays its fair share of the costs of providing new facilities to maintain service levels.

Policy 8.2.a: Coordinate the creation of a Major Capital Project List

The Town and County should coordinate with independent service providers to track major capital projects in the long term (5-year view). The Town and County and independent service providers will still maintain detailed individual Capital Improvement Plans, but the Town and County should coordinate the compilation of the individual plans to maintain a current Major Capital Project List. Maintenance of this list should ensure that new facilities are located consistently with the community's Common Values and that development approvals are consistent with the capacity of existing and planned facilities.

Policy 8.2.b: Design critical infrastructure and facilities for the peak effective population

Critical facilities, as defined by the electeds through service level planning, should be designed to provide an acceptable level of service to the peak effective population. Other facilities will be designed to accommodate average demand. Temporarily reduced service levels may occur at times of peak population; however, reductions should not produce a meaningful threat to the public safety.

Policy 8.2.c: Require mitigation of the impacts of growth on service levels

Developers should pay their fair share of the costs of future facilities and services necessitated by new development. Costs for added facilities and services as a result of development should not be passed on to existing residents. New developments create additional demand for existing services and facilities, which impacts service delivery levels. Development will be required to provide exactions and/or impact fees that will cover the proportionate cost of public facilities and infrastructure required as a result of growth. These exactions and impact fees will be updated and evaluated regularly based on desired level of service and infrastructure and facility needs.

Until nexus studies are in place to update exaction and impact fee requirements, the existing exactions and fees will be used to mitigate the impacts of growth on service levels.

Section 8. – Strategies

Strategies to maintain current, coordinated service delivery (Principle 8.1)

8.1.S.1: Use budgeting to affirm desired service levels from government service providers that address all policies of Principle 8.1.

8.1.S.2: Coordinate with independent service providers to understand their service delivery plans, especially those service providers seeking local government funding.

8.1.S.3: Identify critical services and services requiring redundancy in service provision.

Strategies to coordinate the provision of infrastructure and facilities needed for service delivery (Principle 8.2)

8.2.S.1: Coordinate the creation and maintenance of communitywide Major Capital Project List for all services listed in Principle 8.1.

8.2.S.2: Update exaction and impact fee nexus studies.

8.2.S.3: Evaluate and update development exaction regulations and impact fee requirements.

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