Special Town Council Meeting

April 14, 2025
1:30 PM
Town Council Chambers
Chair: Arne Jorgensen

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. ZOOM LINK FOR PUBLIC PARTICIPATION

The Town reserves the right to close Public Comment via Zoom at any time. In-person comment will continue to be taken and written comments can always be submitted to Town Council by emailing electedofficials@jacksonwy.gov.

To join, click link or copy it to your browser: https://us02web.zoom.us/j/82361905835?pwd=90wg2w1CdaLMWnwSYPlVu1bhCHJaf5.1

Or join at zoom.com with Webinar ID: **823 6190 5835** and Password: **83001** or by phone: **+1 253 215 8782**

II. CALL TO ORDER AND ROLL CALL

III. DISCUSSION/ACTION ITEMS

A. FY26 Budget Overview (Kelly Thompson & Tyler Sinclair)

IV. ADJOURN

Please note that at any point during the meeting, the Mayor 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.

STAFF REPORT

Meeting Date:	April 14, 2025	Meeting Title:	Special Budget Workshop
Submitting Department:	Administration	Presenter:	Tyler Sinclair/Kelly Thompson
Agenda Item:	Budget Overview	Public Comment:	Yes

Purpose & Policy Considerations.
The Town Council reviews and approves the recommended budget pursuant to Wyoming Statute. The purpose of this meeting is to present an overview of the budget to Council. This item is informational only.

Requested Action.
No action requested at this meeting. This item is informational only.

Recommendations.
Staff have provided a recommended Fiscal Year 2026 (FY26) Budget.

Background.
Town staff continue to work to balance current needs, be resilient, and prepare for dynamic times, recognizing our responsibility to current and future generations. Fiscal transparency is a key priority for the organization, and this budget was prepared in accordance with Wyoming Statutes and Town Ordinances. The recommended budget includes a continued focus on staff retention and standard budgets, consideration of prudent requests from departments with modest increases, keeping pace with inflation, and meeting the needs of the community and organization. The Town Manager's recommended FY26 budget provides the following to our community.

- Investment in the Town's incredible staff including retaining and recruiting employees who provide quality services on which our community can rely.
- Resources to maintain and protect critical infrastructure including water and sewer.
- Clean drinking water, community safety, and consistent snow removal.
- The rebuilding of Gregory Lane above and below ground.
- Allocations to support health and human service providers to deliver critical programs.
- A prudent reserve account for resilience and unforeseen challenges.

Analysis
The purpose of this first budget workshop is for staff to provide the Council with an overview of the recommended FY26 budget with more detailed presentations and Council discussion coming up at future meetings. For this first meeting staff suggest Council review the Town Manager's Message, Executive Summary, and as time allows the complete recommended budget.

Staff has prepared the following agenda for presentation to begin discussion at this and the April 21 workshops.

<u>Agenda:</u>
1. Budget Message
2. Executive Summary
3. Town Reserve and General Fund
4. Review Town Departments
5. Internal Service Funds
6. Review Joint Departments
7. Capital Budget and 5 Year Capital Improvement Plan (CIP)
8. Community Health and Human Services
9. Recommended Full Time Equivalents (FTE's) Changes.
10. Fee Schedule Review

11. Revenue projections: Recap direction on sales and lodging tax projections.
12. Aspirational Budget Overview
13. Discussion, Calendar, and Next Steps

The Council is encouraged to identify areas they would like to have additional discussion or information on at future meetings. The goal of the Council's Budget review process is to ensure that the budget reflects the Council's priorities and values on behalf of the community for FY26.

Next Steps
Below staff has provided the complete budget review schedule to assist the Council in preparing for future meetings. Staff will provide an overview of the purpose and goal of the proposed schedule at the meeting to ensure Council understands the opportunities to discuss all budget items, when decisions will be made along the way, and when action will be taken.

FY2026 TOWN COUNCIL BUDGET MEETING SCHEDULE				
There may be many other meetings occurring during this time - the below list only reflects those associated with the FY2026 Budget				
Green = Town Council Meeting, Purple = JIM				
Date	Day	Time	Event	Location
4/14/2025	**Monday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
4/21/2025	**Monday**	**1:30 - 4:30**	**Regular Town Council Workshop - Budget Focus**	**Council Chambers**
4/28/2025	**Monday**	**8:00 - 5:00**	**Special Joint Budget Meeting**	**TBD**
4/29/2025	**Tuesday**	**8:00 - 5:00**	**Special Joint Budget Meeting**	**TBD**
5/6/2025	**Tuesday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
5/13/2025	**Tuesday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
5/14/2025	**Wednesday**	**1:30 - 4:30**	**Special Joint Budget Meeting**	**TBD**
5/27/2025	**Tuesday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
6/2/2025	**Monday**	**1:30 - 4:30**	**Regular Joint Meeting - Budget Focus**	**Council Chambers**
6/9/2025	**Monday**	**1:30 - 4:30**	**Special Town Council Budget Meeting**	**Council Chambers**
6/16/2025	**Monday**	**6:00PM**	**Regular Town Council Meeting - Budget Public Hearing & Adoption**	**Council Chambers**

Possible Alternatives.
Council could consider alternate or additional dates for upcoming special budget meetings as they deem appropriate.

Comprehensive Plan & Priority Alignment.
To successfully implement the Comprehensive Plan, Council must set priorities, be strategic, and be disciplined. A critical component is prioritizing and identifying the necessary level of funding to address desired goals, policies, and strategies, which is critical to the successful implementation of Town Priorities and the Comprehensive Plan. In addition, many of the programs and strategies called for in the Comprehensive Plan come at an additional cost to the community, that current funding levels cannot accommodate. Chapter 8 - Quality Community Service Provision calls for *"Timely, efficient and safe delivery of quality services and facilities in a fiscally responsible and coordinated manner."*

Fiscal Impact.
None at this time.

Staff Impact.
The staff impact of preparing this information is estimated at over 350 hours for all department members participating in preparing budget requests and internal staff meetings. Also, extensive, and ongoing staff time is spent preparing, reviewing, and adjusting the recommended budget.

Attachments or Links.
FY26 Budget Town Manager' Message and Executive Summary
Town of Jackson FY26 Budget Book – Link Provided, Paper Copy available upon request

Suggested Motion.
None

Honorable Mayor & Members of Town Council
Town of Jackson
Jackson, WY 83001

Dear Mayor Arne Jorgensen and Members of Town Council:

Transmitted here is the recommended Budget for the Town of Jackson for Fiscal Year 2026 (FY26) July 1, 2025 - June 30, 2026. Town staff continues to work to balance current needs, be resilient, and prepare for dynamic times, recognizing our responsibility to current and future generations. Fiscal transparency is a key priority for the organization, and this budget was prepared in accordance with Wyoming Statutes and Town Ordinances. My recommendation includes a continued focus on staff retention and standard budgets, consideration of prudent requests from departments with modest increases, keeping pace with inflation, and meeting needs of the community and organization. The Town's budget provides the following to our community.

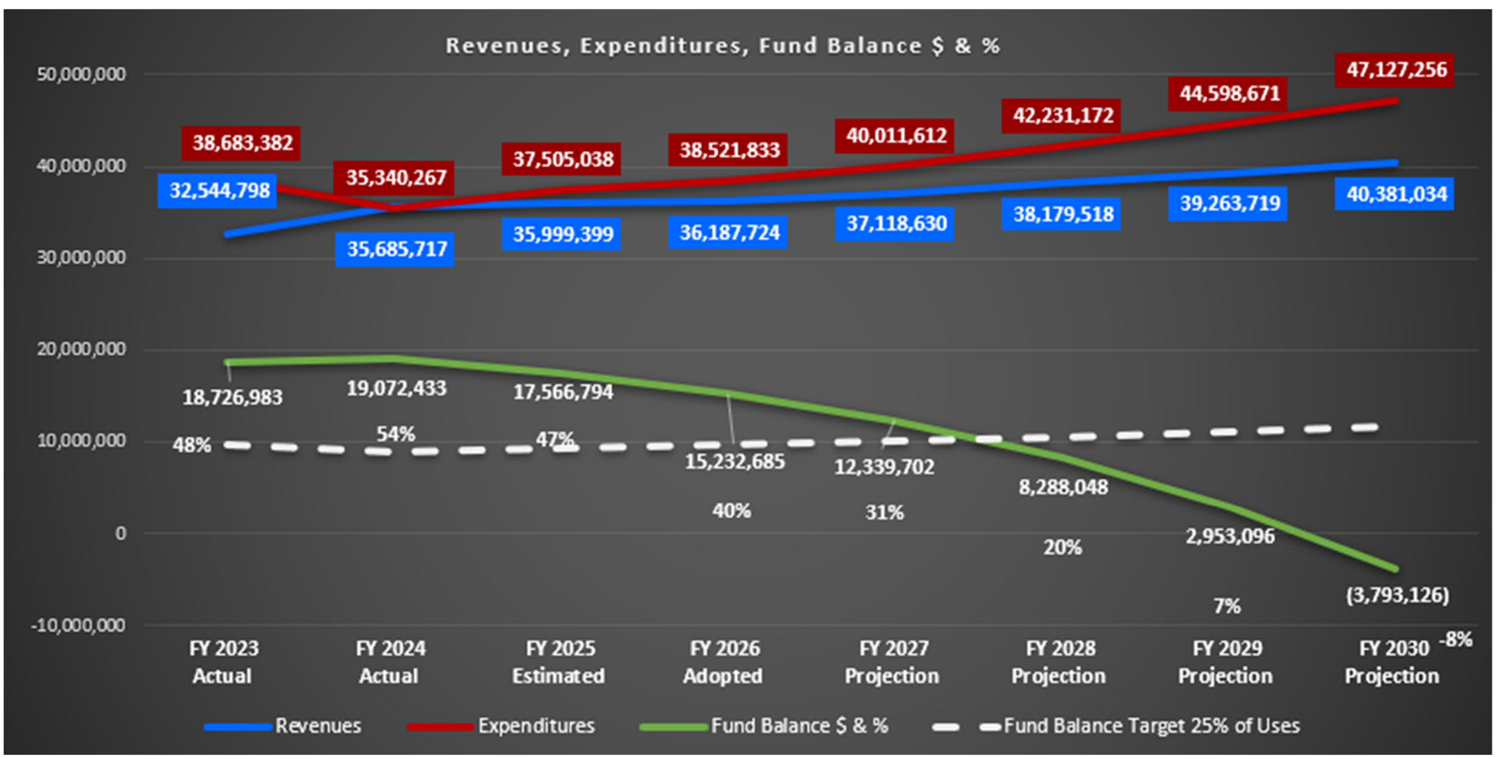
- Investment in the Town's incredible staff including retaining and recruiting employees who provide quality services on which our community can rely.
- Resources to maintain and protect critical infrastructure including water and sewer.
- Clean drinking water, community safety, and consistent snow removal.
- The rebuilding of Gregory Lane above and below ground.
- Allocations to support health and human service providers to deliver critical programs.
- A prudent reserve account for resilience and unforeseen challenges.

The budget included here addresses the high value the Town places on its employees. Our compensation study recognizes staff as the organization's greatest asset. The Pay Philosophy Town Council adopted states, *"The Town is committed to showing how much it values its employees through comprehensive compensation and benefits packages. The Town of Jackson's philosophy is to retain the incredible staff we have and recruit new employees that fit into our organizational culture and philosophy..."* Council also adopted an annual two step wage adjustment process including: 1) A cost of labor adjustment and 2) An annual increase. For FY26, the cost of labor adjustment is an increase of 4.7% and I am recommending a 2.3% annual increase for all Town employees. These annual increases are a critical part of the Town's employee retention strategy, and I view them as crucial for all Town of Jackson staff.

This past year, the Town worked cooperatively with Teton County to place a Special Purpose Excise Tax (SPET) for a new Justice center on the November ballot. Part of this negotiation was the inclusion of a revised Town/County funding split if the SPET measure was approved that would be effective in FY26. With the passing of the Justice Center SPET the recommended budget incorporates the approved change to the split between Town and County funding for Joint Departments shifting from a 46%/54% (Town/County) to a 43%/57% (Town/County). This will mean the Town contributes approximately $650,000 in Operations and $130,000 in Capital, totaling $780,000 less to Joint Departments. This, along with reductions in property tax collections, in Teton County may make discussion of funding Joint Departments a focal point for discussions this year. In addition, the Town and County have agreed to review Joint Powers Agreements to consider funding and governance over the upcoming year.

A new addition to this year's budget is the inclusion of two separate Information Technology (IT) line items for each department, one for Town wide IT expenses and software and another for department specific software expenses. IT expenses have grown significantly over the past five years with a shift to subscription-based software and an increased reliance on technology to support the Town's day-to-day functions. Going forward, it is my plan to discuss and consider IT expenses more thoroughly both Town-wide and at the department level to ensure we are making conscious and prudent decisions in this area. Annual streets maintenance, the Gregory Lane rebuild, and continuation of the BUILD projects including construction of the Stilson Transit Center managed by the Town, are the focus for capital funding in this year's budget. It also continues to prioritize expanding funds for annual street maintenance, initiated last year, to maintain current infrastructure. Staff notes that the Gregory Lane rebuild project will be the single largest public works project the Town has taken on to date. This project is fully funded in the recommended budget and staff is also including a cushion in the General Fund in case there are related increases in materials or labor as we rebuild this integral corridor above and below ground. In addition, BUILD grant projects, including the Stilson Transit Center and START traffic signal prioritization controls, are both critical to ensuring our community can meet its transportation goals.

The Town has been monitoring and discussing the recent trend of annual expenditures exceeding revenues and using the General Fund to make up the difference. This trend, shown in the chart below, projects that within five years the Town's revenues and General fund will no longer cover expenditures. This year's recommended budget is balanced using $2.3 million from the General Fund, which is down from the $3 million utilized in FY25. This is still a temporary solution that we will not be able to count on forever. This trend, and potential strategies to address it, will continue to be the focus of this budget review and strategic budget discussions throughout the rest of the year.



At your retreat this past January, Council committed to continue to work on a strategic budget and revenue strategy to align current and future community needs with revenues. This process will begin in earnest once the FY26 budget is complete. This hard work, beginning to plan for projected financial needs and building into a resilient future, could lead to changes either in increased revenue, a reduction of services/expenditures, or most likely both. This recommended budget relies on traditional funding resources and includes modest increases related to staff retention and inflation anticipating the start of deeper work on a forward-looking strategic budget and revenue strategy over the next year. Council also directed staff to include discussion of some aspirational expenditure and revenue options as part of this year's budgeting process. Staff will identify and present these aspirational items for Council to consider during budget presentations.

Also at its annual retreat, Council developed a clear list of priorities and associated projects for this calendar year. The recommended FY2026 budget complements this effort with funding identified for work on a Stormwater Management Plan, Ecosystem Health Indicators, and revaluating the 2:1 Workforce Housing Bonus just to highlight a few items. Staff finds it reassuring to have these priorities laid out in advance, providing the ability to plan both financially and policy-wise.

In summary, the recommended goals of the FY2026 budget are to continue to work to retain and recruit a quality workforce for years to come, to support the rebuild and construction of Gregory Lane and the Stilson Transit Center, and to maintain our critical street infrastructure while continuing to explore organizational efficiencies.

With these overall goals in mind, the Town is working to ensure its fiscal responsibility by maintaining approximately 25% of total revenue in its reserve fund for resilience, emergencies, or other unforeseen challenges. The FY26 recommended budget projects a reserve fund of 33% meeting our 25% reserve goal and maintaining a solid cushion in the General Fund while also putting revenue back to work in the community. As we continue to weather volatility, the Town will monitor expenditures and revenues closely and report quarterly about how projections and expenses are tracking in order to make adjustments, if necessary.

The FY26 budget is the product of a considerable team effort, from front line employees through Department Directors and especially the amount of time and effort provided by Finance Director Kelly Thompson. Thompson does an incredible job crunching numbers, organizing data, and preparing spreadsheets and charts for analysis. I am immensely grateful for the Town's incredible staff and our commitment to serving our community.

Sincerely,

Tyler Sinclair
Town Manager

EXPENDITURE FUNDS

The recommended budget for all funds excluding transfers out for FY26 is $95,163,626, up from an estimated $67,760,098 in FY25. Significant increase from last year's due to Gregory Lane, START Buses and EV Chargin Stations. See bubble chart on next page for a breakdown of operating and capital expenditures. Please see Figure 1 below which illustrates Town reserves, revenues, and expenditures for Fiscal Years 2024, 2025 and 2026.

The General Fund Budget for FY26 is $38,521,833, a $1,106,796 increase from FY25's estimated expenditures. The major drivers is an increase of $1,032,006 for Town total compensation adjustments. The General Fund supports programs and services traditionally associated with government (public safety, street maintenance, general government, planning, etc.), which legally do not need to be accounted for in another fund.

For Personnel, the recommended budget includes 1.91 new FTE requests to help maintain current core levels of service including 0.37 for START variable drivers and 1.0 for a Facilities Maintenance Technician.

Regarding Employee Benefits, the recommended draft budget includes a 7.2% wage increase comprised of a 4.7% cost of labor adjustment per the compensation plan and a 2.5% annual increase.

Health care costs are projected to increase approximately 18%. This cost increase is being driven by claims, reinsurance, and an increase in FTE participants and their family members. Internal charge rates were kept flat in FY2025 due to a healthy fund balance. Due to a high claim year in FY2025, the health plan internal charge rate to respective funds increased by 7% in FY2026. Staff notes that the Town will be reviewing our overall benefits over the next year as part of strategic budgeting, which could lead to changes in this area for FY26. In addition, staff notes as the Town is successful in filling vacant positions we expect increased expenditures in this area for claims and premiums that will lead to a reduced fund balance.

Special Revenue Funds with an expenditure budget totaling $21,013,750 include the START Fund, Employee Housing Fund, Affordable Housing Fund, Park Exaction Fund, Animal Care Fund, Parking Exactions Fund, and Lodging Tax Fund. The largest Special Revenue Fund is the START Fund, accounting for revenues and expenditures ($9.8M operations and $7.6M capital) for the transit system. Significant items include $600,000 for the Karns Meadow Master Plan, $6,990,000 for 8 bus replacements and $390,000 for three bus shelters.

Enterprise Funds account for revenues and expenses related to Water and Wastewater utility 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. The budget plans for $5.2M in water capital expenditures including West Jackson Water Supply and Gregory Lane and $4.1M in wastewater capital improvements including Gregory Lane, Vine Street and Broadway.

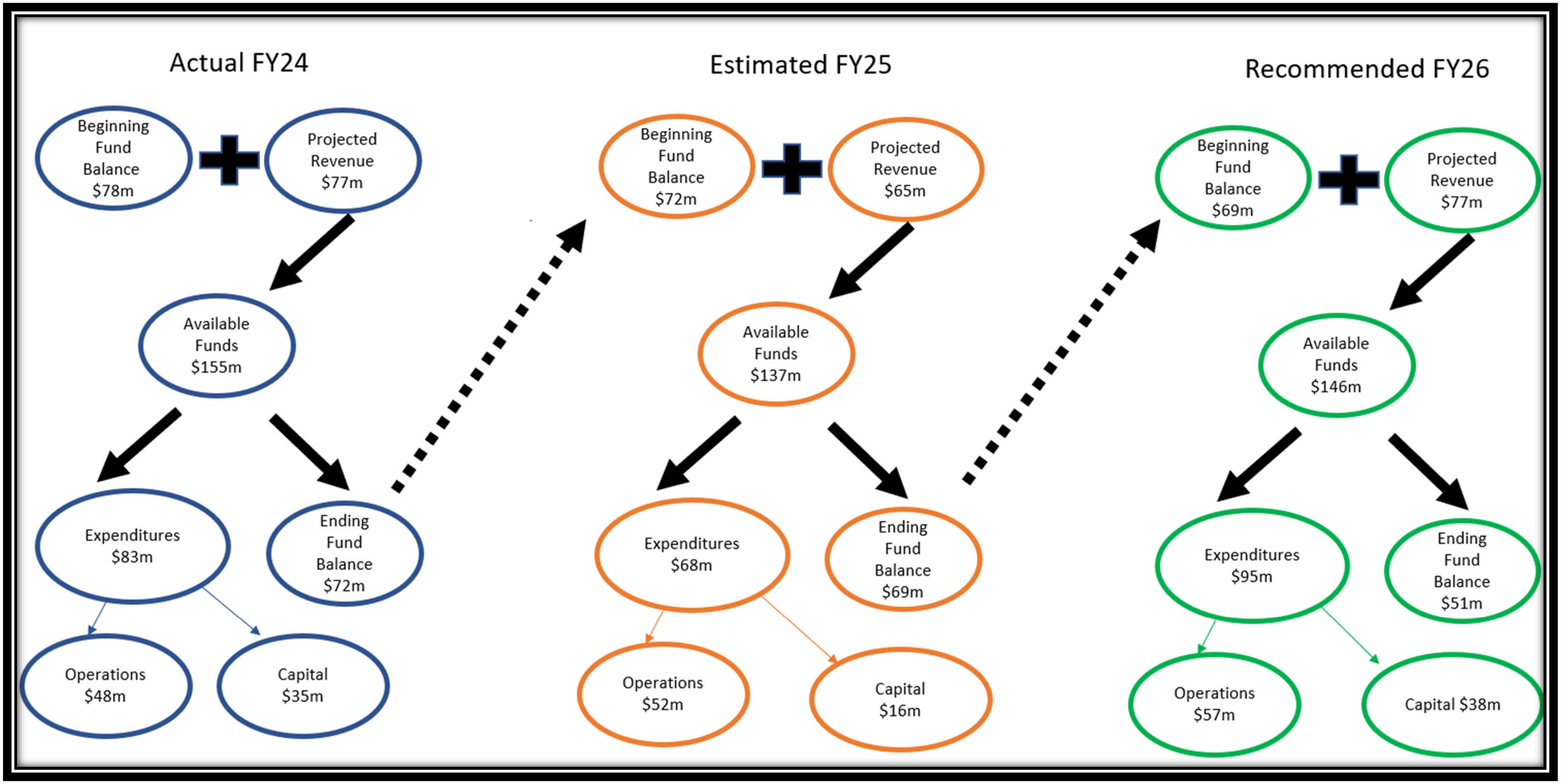
Internal Service Funds provide support services on a cost-reimbursement basis. These include Fleet Maintenance, Employee Insurance, Information Technology Services, and Central Equipment including all Town vehicles and heavy equipment. Examples of equipment include police cars, snowplows, front-end loaders, and work trucks. These funds have little or no external revenue but receive revenue from departmental charges and interfund transfers. Significant capital investments totaling $1.4M include 7 vehicles and a snow blower.

For our Capital Improvement Program (CIP) the 5th cent local option sales tax revenue will be split evenly between the General Fund and the Capital Projects Fund to build new projects and preserve, protect, and extend the life of current public infrastructure and assets. This budget includes $38,471,983 in capital expenditures. Significant projects include:

- $11,328,864 Gregory Lane (complete street)
- $5,579,868 EV Charging Stations
- $1,619,000 Vine Street (complete street)
- $1,150,000 Broadway ADA Improvements
- $1,530,000 Annual Street Maintenance

Joint Departments continue to make up a greater portion of the Town's overall budget than other departments. Each year the Town has the option to: 1) Fund the requested amount for each Joint Department; 2) Determine a fixed amount the Town is able to pay for each Joint Department (with this approach the County may choose to fund the difference to fully fund the department request or the overall department budget can be reduced); or 3) Amend the Joint Powers or other Agreements establishing the current funding split.

Figure 1



Actual FY24
Beginning Fund Balance $78m
Projected Revenue $77m
Available Funds $155m
Expenditures $83m
Ending Fund Balance $72m
Operations $48m
Capital $35m
Estimated FY25
Beginning Fund Balance $72m
Projected Revenue $65m
Available Funds $137m
Expenditures $68m
Ending Fund Balance $69m
Operations $52m
Capital $16m
Recommended FY26
Beginning Fund Balance $69m
Projected Revenue $77m
Available Funds $146m
Expenditures $95m
Ending Fund Balance $51m
Operations $57m
Capital $38m

MAYOR & TOWN COUNCIL

Position	Name	Term Expires
Mayor	Arne Jorgensen	12/31/2028
Council, Vice Mayor	Jonathan Schechter	12/31/2026
Council	Kevin Regan	12/31/2028
Council	Alyson Spery	12/31/2028
Council	Devon Viehman	12/31/2028

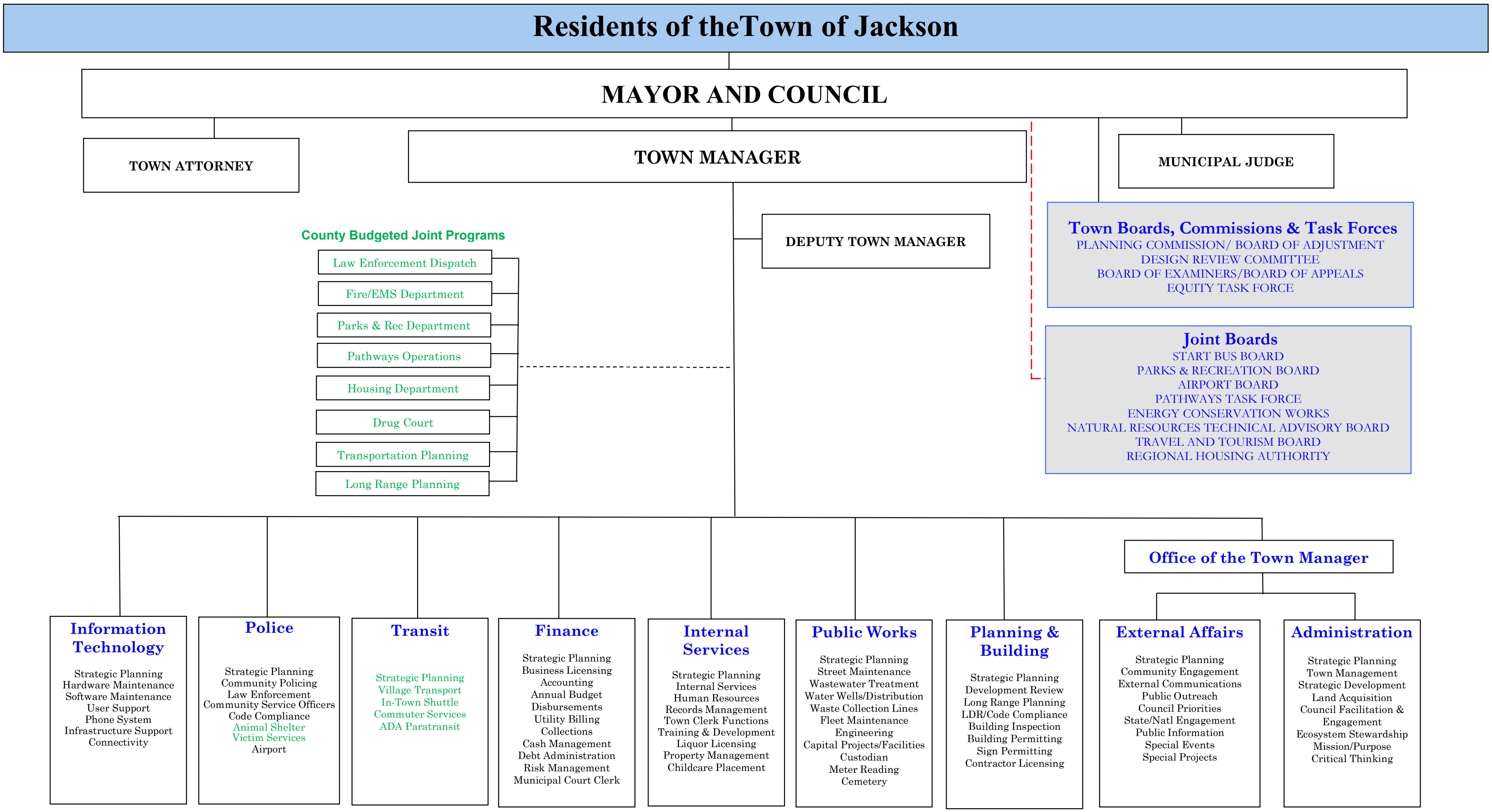
TOWN STAFF

Town Manager	Tyler Sinclair
Town Attorney	Lea Colasuonno
Municipal Judge	Christopher Leigh
Director of Internal Services	Roxanne Robinson
Director of External Services	Susan Scarlata
Finance Director	Kelly Thompson
Police Chief	Michelle Weber
Planning and Building Director	Paul Anthony
Public Works Director	Floren Poliseo
Transit Director	Bruce Abel
IT Director	Michael “Zolo” Palazzolo

JOINT TOWN/COUNTY STAFF

Fire/EMS Chief	Mike Moyer
Parks & Recreation Director	Tyler Florence
Jackson/Teton County Affordable Housing Director	April Norton

TOWN OF JACKSON ORGANIZATION



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, 2019 and 2022), 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. Town 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 ***79%*** of total General Fund operating revenues. The General Fund's largest operating expenditure is personnel (employee wages and benefits) comprising approximately 42% of operating expenditures. Transfers out account for 17% of total fund uses.

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

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2026
GENERAL FUND
REVENUES , EXPENDITURES, & CHANGES TO FUND BALANCE

DESCRIPTION	FY2023 ACTUAL	FY2024 ACTUAL	FY2025 AMENDED	FY2025 ESTIMATED	FY2026 REQUESTED	FY2026 RECOMM'D	TOWN MGR ADJUSTMENT	% CHANGE FY25 Amend
Beginning Fund Balance	**$24,865,299**	**$ 18,726,714**	**$ 19,072,433**	**$ 19,072,433**	**$ 17,566,795**	**$ 17,566,795**		
Revenues:								
Taxes	12,021,389	12,770,980	12,836,160	12,983,023	13,060,646	13,060,646	-	1.7%
Licenses & Permits	1,636,675	2,033,967	1,534,843	1,682,258	1,781,231	1,781,231	-	14.6%
Intergovernmental	14,875,386	15,850,090	16,192,034	16,146,509	16,390,803	16,348,955	(41,848)	1.0%
Charges for Services	776,335	1,153,609	742,558	971,776	923,780	953,780	30,000	21.7%
Fines & Forfeitures	466,907	362,841	310,000	460,000	340,000	380,000	40,000	15.2%
Miscellaneous	873,862	1,569,424	1,229,764	1,391,842	1,209,214	1,209,214	-	-1.5%
Total Revenue	**30,650,554**	**33,740,911**	**32,845,359**	**33,635,408**	**33,705,674**	**33,733,826**	28,152	2.6%
Transfers In	1,894,246	1,944,808	2,363,991	2,363,991	2,391,886	2,453,898	62,012	3.8%
Total Sources	**32,544,800**	**35,685,719**	**35,209,350**	**35,999,399**	**36,097,560**	**36,187,724**	**90,164**	2.7%
Expenditures:								
General Government	6,747,415	7,359,709	8,854,236	8,335,184	9,431,227	9,299,342	(131,885)	5.3%
Public Safety	9,507,222	11,307,276	12,667,411	12,620,140	14,206,328	13,963,710	(242,618)	10.3%
Public Works	3,083,752	3,271,104	3,873,726	3,786,702	4,556,654	4,131,534	(425,120)	6.8%
Community Health & Human Services	1,216,307	1,419,651	1,567,651	1,553,151	1,942,347	1,553,632	(388,715)	-0.9%
Community Initiatives	352,002	458,707	720,975	722,396	776,149	478,700	(297,449)	-33.5%
Culture & Recreation	1,003,089	2,319,221	3,085,125	3,110,683	2,885,667	2,643,108	(242,559)	-14.2%
Total Expenditures	**21,909,787**	**26,135,668**	**30,769,124**	**30,128,256**	**33,798,372**	**32,070,026**	**(1,728,346)**	4.3%
Transfers Out	16,773,598	9,204,331	7,319,619	7,376,781	7,451,807	6,451,807	(1,000,000)	-11.8%
Total Uses	**38,683,385**	**35,339,999**	**38,088,743**	**37,505,037**	**41,250,179**	**38,521,833**	**(2,728,346)**	1.2%
Ending Fund Balance	**$ 18,726,714**	**$ 19,072,433**	**$ 16,193,040**	**$ 17,566,795**	**$ 12,414,176**	**$ 15,232,686**		
Change in Fund Balance	***(6,138,585)***	***345,720***	***(2,879,393)***	***(1,505,638)***	***(5,152,619)***	***(2,334,109)***		

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 46% of the County's population, the local option tax is split 46% for the Town and 54% for the County. The 5th Cent sales tax supports General Fund operations and capital projects. Consistent with historical practice, the General Fund will retain 50% of the 5th Cent to support operations and the remaining 50% will transfer to the Capital Projects Fund to fund projects. Both the state-wide and optional local sales taxes are projected to increase by 3% over the 2025 estimate. Most franchise taxes are calculated at 10% of the gross sales of the particular service provided within the community by private entities.

General Taxes	FY2023 Actual	FY2024 Actual	FY2025 Amended	FY2025 Estimated	FY2026 Requested	FY2026 Recomm'd	TOWN MGR ADJUSTMENT	% Change FY25 Amend
1% Local Sales & Use Tax	$ 10,505,372	$ 11,147,256	$ 11,195,765	$ 11,195,765	$ 11,419,000	$ 11,419,000	$ -	2.0%
Lodging Tax - General	455,231	484,650	473,611	473,611	487,820	487,820	-	3.0%
Property Taxes	378,488	444,414	463,014	463,014	436,194	436,194	-	-5.8%
Motor Vehicle Fees	29,347	30,843	30,000	30,000	30,000	30,000	-	0.0%
Franchise Tax-Electric	193,465	192,269	192,268	198,220	198,218	198,218	-	3.1%
Franchise Tax-Gas&Propane	92,865	96,364	96,364	101,910	101,910	101,910	-	5.8%
Franchise Tax-Cable	131,871	126,828	128,000	121,998	122,000	122,000	-	-4.7%
Franchise Tax-Trash	210,080	232,220	215,000	376,000	243,000	243,000	-	13.0%
Franchise Tax-Phone	17,615	11,763	18,000	18,000	18,000	18,000	-	0.0%
Franchise Tax-Small Cell	3,038	-	20,000	-	-	-	-	---
Franchise Tax-Recycling	4,017	4,373	4,138	4,505	4,504	4,504	-	8.8%
Total	**$ 12,021,389**	**$ 12,770,980**	**$ 12,836,160**	**$ 12,983,023**	**$ 13,060,646**	**$ 13,060,646**	**$ -**	**1.7%**

Fee Schedule
The fee schedule is adopted by resolution. These resolutions may occur annually with the budget or throughout the year as adjustments arise. This schedule drives various revenue items within the Licenses & Permits and Charges for Services divisions. Council reviews current and potential new fees during the budget process. In FY2026, most fees will incur a 2.34% increase over FY2024, which is tied to the U.S Bureau of Labor Statistics Denver CPI. Please see https://www.jacksonwy.gov/325/Permits-Applications for the current fee schedule.

Licenses and Permits revenues are primarily business licenses, liquor licenses and building permits. These three will account for 67% of the total $1,187,431 budgeted for all licenses and permits. 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. The budget shows a 16% increase in FY2025.

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.

Intergovernmental	FY2023 Actual	FY2024 Actual	FY2025 Amended	FY2025 Estimated	FY2026 Requested	FY2026 Recomm'd	TOWN MGR ADJUSTMENT	% Change FY25 Amend
4% State Sales & Use Tax	12,850,112	13,636,881	13,706,733	13,706,732	13,981,000	13,981,000	$ -	2.0%
Gasoline Tax	471,933	494,601	476,652	514,000	514,000	514,000	-	7.8%
Cigarette Tax	18,585	15,879	16,727	15,000	15,000	15,000	-	-10.3%
Severance Tax	390,457	383,921	385,000	380,310	385,000	385,000	-	0.0%
Federal Mineral Royalties	538,701	544,340	545,000	550,000	545,000	545,000	-	0.0%
CARES and ARPA Grants	-	29,615	-	-	-	-	-	---
Lottery Distribution	61,025	53,621	30,000	30,000	30,000	30,000	-	0.0%
Skill Based	-	10,358	-	10,000	10,000	10,000	-	---
UW Equitable Climate Action	-	29,560	-	-	-	-	-	---
State/Federal Grants - Police	25,875	22,321	17,200	21,027	17,200	17,200	-	0.0%
WDH BHD - PD Mental Health	-	-	126,200	66,000	60,200	60,200	-	-52.3%
Victim Services Grant	89,348	92,831	90,925	99,000	90,925	90,925	-	0.0%
Teton Conservation District	-	5,573	20,000	20,000	-	-	-	---
TTB Destination Grant	-	14,000	210,000	150,000	-	-	-	---
County Reimburse - Joint Depts.	429,350	516,589	567,597	579,440	722,478	680,630	(41,848)	19.9%
Total	**$ 14,875,386**	**$ 15,850,090**	**$ 16,192,034**	**$ 16,141,509**	**$ 16,370,803**	**$ 16,328,955**	**$ (41,848)**	**0.8%**

<u>Charges for services</u> for the General Fund are 3% 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 include 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. FY2026 amount increased to $763,7808.

<u>Fines and forfeitures</u> account for approximately 1% of the Town's budgeted revenues. The license plate recognition system (LPR) provides more effective parking enforcement.

<u>Miscellaneous revenues</u> account for approximately 3% of the Town's budgeted revenues. The current yield on 2-year U.S. Treasuries has increased to approximately 3.96%. Therefore, interest earnings are estimated to be consistent with 2025 across all funds. Miscellaneous revenues also include $512,184 in facility and property lease revenues.

Summary	FY2023 Actual	FY2024 Actual	FY2025 Amended	FY2025 Estimated	FY2026 Requested	FY2026 Recomm'd	TOWN MGR ADJUSTMENT	% Change FY25 Amend
Charges for Services	$ 776,335	$ 1,153,609	$ 742,558	$ 971,776	$ 923,780	$ 953,780	30,000	28.4%
Fines & Forfeitures	466,907	362,841	310,000	460,000	340,000	380,000	40,000	22.6%
Miscellaneous	873,862	1,569,424	1,229,764	1,391,842	1,209,214	1,209,214	-	-1.7%
Total	**$ 2,117,104**	**$ 3,085,874**	**$ 2,282,322**	**$ 2,823,618**	**$ 2,472,994**	**$ 2,542,994**	$ 70,000	**11.4%**

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, Emergency Management, Communication Center (Dispatch), Pathways, Parks & Recreation, and Affordable Housing services. The costs of these services (net of revenues) have been historically shared 45% by the Town and 55% by the County based on 2010 Census. This changed to 46% Town and 54% County on July 1, 2022 based on the 2020 Census. The split changes to 43% Town and 57% County in FY2026 per a new MOU.

Provider	FY2023 Actual	FY2024 Actual	FY2025 Amended	FY2025 Estimated	FY2026 Requested	FY2026 Recomm'd	TOWN MGR ADJUSTMENT	% Change FY25 AMEND
Town								
START Bus System	$ 1,022,860	$ 2,041,214	$ 1,146,208	$ 1,146,208	$ 1,214,039	$ 1,141,121	(72,918)	-0.4%
Victim Services	89,590	138,766	164,078	164,078	179,500	180,197	(11,055)	2.7%
Animal Shelter/Control	139,786	156,026	148,830	160,087	217,197	187,797	(41,647)	9.7%
Total Town	**$ 1,252,235**	**$ 2,336,006**	**$ 1,459,116**	**$ 1,470,372**	**$ 1,610,736**	**$ 1,509,115**	**$ (125,621)**	**2.6%**
County								
Fire/EMS	1,820,776	3,153,873	3,336,868	3,336,868	3,216,014	3,176,355	(39,659)	-4.8%
Emergency Management	65,953	91,005	87,594	90,000	101,063	101,063	-	12.3%
Communications Center	805,802	772,737	910,001	910,001	970,596	970,596	-	6.7%
Affordable Housing Operations	385,227	548,303	588,898	588,898	597,602	597,602	-	1.5%
Parks & Recreation	1,435,219	2,753,822	2,919,210	2,919,210	2,666,335	2,440,587	(225,748)	-16.4%
Pathways Operations	96,313	99,141	129,456	129,456	122,584	122,584	(0)	-5.3%
Transportation	43,025	198,294	305,701	305,701	324,258	230,733	(93,525)	-24.5%
Planning	326,358	143,933	103,344	95,000	78,798	78,798	-	-17.1%
Total County	**$ 4,978,674**	**$ 7,761,107**	**$ 8,381,072**	**$ 8,375,134**	**$ 8,077,250**	**$ 7,718,318**	**$ (358,932)**	**-7.8%**

Provider	FY2023 Actual	FY2024 Actual	FY2025 Amended	FY2025 Estimated	FY2026 Requested	FY2026 Recomm'd	TOWN MGR ADJUSTMENT	% Change FY25 AMEND	% Change FY24 Amend
Town									
START Bus System	$ 774,872	$ 573,095	$ 367,064	$ 17,724	$ 469,195	$ 469,195	0	2547.2%	27.8%
Total Town	**$ 774,872**	**$ 573,095**	**$ 367,064**	**$ 17,724**	**$ 469,195**	**$ 469,195**	**$ 0**	**2547.2%**	**27.8%**
County									
Fire/EMS	757,804	913,071	659,618	659,618	831,255	644,205	(187,050)	-2.3%	-2.3%
Communications Center	-	342,449	593,015	593,015	556,115	556,115	-	-6.2%	-6.2%
Affordable Housing *	-	-	1,000,000	-	1,000,000	-	(1,000,000)	---	-100.0%
Parks & Recreation	158,060	7,002,006	706,518	706,518	278,034	237,184	(40,850)	-66.4%	-66.4%
Pathways *	74,175	374,436	480,685	127,794	507,000	457,000	(50,000)	257.6%	-4.9%
Total County	**$ 990,039**	**$ 8,631,962**	**$ 3,439,836**	**$ 2,086,945**	**$ 3,172,404**	**$ 1,894,504**	**$ (1,277,900)**	**-9.2%**	**-44.9%**

Note: this represents the Town's 46% for FY2023 - FY2025 and 43% match for FY2026.
* Affordable Housing and Pathways - capital projects are not shared, each entity fully funds their capital projects

Fund Balance

The recommended budget reduces the fund balance $2,334,109.

RECOMMENDED BUDGET FOR FISCAL YEAR 2026

Beginning Fund Balance		$ 17,566,795
Fund Balance as % of Total Expenditures		43%
Sources of Funds:		
Revenues	$ 33,733,826	
Recurring Transfers In	2,453,898	
Non-recurring Transfer In	-	
Total Sources		36,187,724
Use of Funds:		
Expenditures	32,070,026	
Recurring Transfers Out	6,451,807	
Non-recurring Transfers Out	-	
Total Uses		38,521,833
Net Operating Surplus (Deficit)		$ (2,334,109)
Ending Fund Balance		$ 15,232,686
Fund Balance as % of Total Expenditures		40%

- 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 the Affordable Housing 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 25% of that year's estimated net operating expenditures. However, the General Fund unreserved ending fund balance will always equal or exceed at least 20% 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 expenditures for specific purposes.

Affordable Housing Fund

The Affordable Housing Fund accounts for the Town's share of the Jackson/Teton County Affordable Housing Department and 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. The fund contributed $1,025,440 FY2019, $1,396,160 FY2020, $288,097 FY2021, $3,722,754 FY2023 and $2,000,000 FY2024 to housing supply plan projects. Excluded from these values are land donations and long-term ground leases for housing projects.

For FY 2026, the fund will contribute $597,602 to the Jackson/Teton County Affordable Housing Department. Projected fund balance at the end of fiscal year 2026 is $5,139,563. This fund balance can 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 and is available for Town Council to appropriate.

Parking Exactions Fund

The Parking Exactions Fund accounts for developer parking exactions that are restricted for the purchase of land for parking or development and maintenance of parking facilities. Projected fund balance at the end of fiscal year 2026 is $2,041,693.

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. The only FY2026 project is $600,000 Karns Meadow Master Plan and Conditional Use Permit. Projected fund balance at the end of fiscal year 2025 is $97,593.

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, fund long-term maintenance 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 added 26 units with the completion of West Snow King Housing. The Town now owns and master leases 52 units. The projected ending fund balance for fiscal year 2026 is $2,819,888.

Animal Care Fund

The Animal Care Fund is primarily supported by donations for specific animal shelter needs. The projected fund balance for fiscal year 2026 is $490,013.

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 3.0% increase over the FY 2026 estimate. The FY 2026 recommended budget funds a the Town's 46% share of START operations. Projected fund balance at the end of fiscal year 2025 is $885,618.

START Bus System Fund

The START Bus System Fund (START) 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 Fund are as follows:

- The target for the START balance is 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 projected ending fund balance for fiscal year 2025 is $2,523,724. Transit operations are particularly sensitive to changes in fuel prices and parts. FY2026 maintains levels at FY2025 service levels. Please see https://www.jacksonwy.gov/565/Operations-Plan for current and historical Operation Plans. For the fiscal year 2026, subsidies from Town and from Teton County are $1,909,369 and $1,141,122 respectively. The County share includes pass-thru BUILD grant funds for BUILD projects. Additionally, START is budgeting federal and state revenues for 8 bus 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.

Wyoming legislators biennially pass legislation distributing state-shared revenues to Wyoming local governments. "Over-the-cap" state-shared revenues for 2026 are forecast to be 362,257. These "over-the-cap" revenues will be used for capital projects.

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 2025, the annual transfer consists of 50% of the 1% local option tax collected.
- A Five-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 projected ending fund balance for fiscal year 2026 is $6,338,639.

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

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 2026 ending fund balance is projected at $2,224,242.

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 remain to monitor the landslide. The fiscal year 2026 ending fund balance is projected at $353,706.

2019 Specific Purpose Excise Tax (SPET) Fund
The 2019 SPET Fund accounts for the 2019 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 2026 ending fund balance is projected at $3,874,549.

2022 Specific Purpose Excise Tax (SPET) Fund
The 2022 SPET Fund accounts for the latest authorization of Specific Purpose Excise Tax (6th-cent sales tax) revenue that is restricted to pedestrian improvements ($3M), employee housing ($10M), and energy projects ($5M). The fiscal year 2025 ending fund balance is projected at $1,967,013.

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 principal 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 decrease by $3,631,196 during fiscal year 2026. The working capital in the Sewage Utility Fund is projected to decrease by $3,089,932 during fiscal year 2026. The projected ending working capital balance for the Water Utility Fund at the end of fiscal year 2026 is $1,444,640. The projected ending working capital balance for the Sewage Utility Fund at the end of fiscal year 2026 is $4,715,874. The Utility Funds currently have sufficient working capital balance reserves ($9.3 million, combined after FY2026).

In FY2021, a comprehensive rate and capacity study was completed to develop a rate structure that incorporates current service expansion and plan for future growth 20-30 years from now. Rates were updated effective January 1, 2024. There will be rate reviews with potential adjustments on an annual basis going forward.

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 2026 budget projects a 18% increase in plan member coverage costs compared to the FY 2025 budget. This is due to increases in claims, reinsurance and participants. Because of a healthy fund balance, the health plan internal charge rate to the respective funds is increased by 7% over FY2025 levels.

The projected fiscal year 2025 ending fund balance of $763,518 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. The fund maintains fuel and parts inventories and employees a fleet manager and five mechanics. Significant expense related to operating and maintaining the Core Maintenance Facility were new in FY2025. The projected FY2025 ending fund balance is $341,277. Staff plans to address and discuss the sustainability of this fund over the next year.

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 of 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 $5.9 million. Accumulated depreciation on central equipment fund assets is approximately $3.4 million. The recommended budget purchases 8 vehicles and 1 pieces of equipment totaling $450,000. The projected ending working capital balance for the Central Equipment Fund at the end of fiscal year 2026 is $619,731.

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 fund balance continues to lag as a result of new, first-time capital purchases to maintain current with changing technology. FY2026 projects total $224,000. The projected ending fund balance for the IT Services Fund at the end of fiscal year 2026 is $104,824.

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2026
ALL FUNDS - FINANCIAL SOURCES AND USES

DESCRIPTION	GENERAL FUND	SPECIAL REVENUE	CAPITAL PROJECTS	ENTERPRISE FUNDS	INTERNAL SERVICE	TOTAL FUNDS
Beginning Fund Balance	**$17,566,795**	**$14,773,919**	**$21,620,901**	**$12,881,642**	**$ 2,103,889**	**$ 68,947,146**
Revenues:						
Taxes	13,060,646	1,463,459	1,450,000	-	-	15,974,105
Licenses & Permits	1,781,231	142,000	250,000	-	-	2,173,231
Intergovernmental	16,348,955	13,019,669	5,816,695	883,458	-	36,068,777
Charges for Services	953,780	2,233,700	-	7,050,101	8,562,578	18,800,159
Fines & Forfeitures	380,000	-	-	-	-	380,000
Miscellaneous Revenue	1,209,214	1,590,371	661,050	461,760	89,500	4,011,895
Total Revenues	**33,733,826**	**18,449,199**	**8,177,745**	**8,395,319**	**8,652,078**	**77,408,167**
Transfers In	2,453,898	1,788,724	5,709,500	660,000	129,705	10,741,827
Total Sources	**36,187,724**	**20,237,923**	**13,887,245**	**9,055,319**	**8,781,783**	**88,149,994**
Expenditures:						
General Government	9,299,342	711,424	6,361,368	-	6,509,016	22,881,150
Public Safety	13,963,710	20,000	1,449,240	-	281,349	15,714,299
Public Works	4,131,534	-	11,471,451	13,792,195	2,948,511	32,343,691
Community Health & Human Services	1,553,632	-	-	-	-	1,553,632
Community Initiatives	478,700	657,362	-	-	-	1,136,062
Transit	-	17,451,776	78,754	-	-	17,530,530
Culture & Recreation	2,643,108	600,000	694,184	-	-	3,937,292
Debt Service	-	-	-	66,970	-	66,970
General Unallocated	-	-	-	-	-	-
Total Expenditures	**32,070,026**	**19,440,562**	**20,054,997**	**13,859,165**	**9,738,876**	**95,163,626**
Transfers Out	6,451,807	1,573,188	695,000	1,917,282	-	10,637,277
Total Uses	**38,521,833**	**21,013,750**	**20,749,997**	**15,776,447**	**9,738,876**	**105,800,903**
Ending Fund Balance	**$ 15,232,686**	**$ 13,998,092**	**$ 14,758,149**	**$ 6,160,514**	**$ 1,146,796**	**$ 51,296,236**
Change in Fund Balance	***(2,334,109)***	***(775,827)***	***(6,862,752)***	***(6,721,128)***	***(957,093)***	***(17,650,909)***

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2026
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	**$ 4,845,763**	**$ 1,869,653**	**$ 646,693**	**$ 2,715,431**	**$ 549,813**	**$ 541,581**	**$ 3,604,985**	**$ 14,773,919**
Revenues:								
Taxes	-	-	-	-	-	1,463,459	-	1,463,459
Licenses & Permits	100,000	17,000	25,000	-	-	-	-	142,000
Intergovernmental	-	-	-	-	-	-	13,019,669	13,019,669
Charges for Services	-	90,000	-	-	-	-	2,143,700	2,233,700
Miscellaneous Revenue	193,800	74,800	25,900	965,966	60,200	21,700	248,005	1,590,371
Total Revenue	**293,800**	**181,800**	**50,900**	**965,966**	**60,200**	**1,485,159**	**15,411,374**	**18,449,199**
Transfers In	647,602	-	-	-	-	-	1,141,122	1,788,724
Total Sources	**941,402**	**181,800**	**50,900**	**965,966**	**60,200**	**1,485,159**	**16,552,496**	**20,237,923**
Expenditures:								
General Government	-	-	-	711,424	-	-	-	711,424
Public Safety	-	-	-	-	20,000	-	-	20,000
Community Development	647,602	9,760	-	-	-	-	-	657,362
Transit	-	-	-	-	-	-	17,451,776	17,451,776
Culture & Recreation	-	-	600,000	-	-	-	-	600,000
Total Expenditures	**647,602**	**9,760**	**600,000**	**711,424**	**20,000**	**-**	**17,451,776**	**19,440,562**
Transfers Out	-	-	-	150,085	100,000	1,141,122	181,981	1,573,188
Total Uses	**647,602**	**9,760**	**600,000**	**861,509**	**120,000**	**1,141,122**	**17,633,757**	**21,013,750**
Ending Fund Balance	**$ 5,139,563**	**$ 2,041,693**	**$ 97,593**	**$ 2,819,888**	**$ 490,013**	**$ 885,618**	**$ 2,523,724**	**$ 13,998,092**
Change in Fund Balance	***293,800***	***172,040***	***(549,100)***	***104,457***	***(59,800)***	***344,037***	***(1,081,261)***	***(775,827)***

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2026
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES
CAPITAL PROJECTS FUNDS

DESCRIPTION	CAPITAL PROJECTS	2014 SPET	2016 SPET	2019 SPET	2022 SPET	TOTAL
Beginning Fund Balance	**$ 7,324,794**	**$ 2,943,439**	**$ 340,106**	**$10,474,549**	**$ 538,013**	**$21,620,901**
Revenues:						
General Taxes	-	-	-	-	1,450,000	1,450,000
Intergovernmental	5,816,695	-	-	-	-	5,816,695
Licenses & Permits	250,000	-	-	-	-	250,000
Miscellaneous Revenue	332,950	85,500	13,600	200,000	29,000	661,050
Total Revenue	**6,399,645**	**85,500**	**13,600**	**200,000**	**1,479,000**	**8,177,745**
Transfers In	5,709,500	-	-	-	-	5,709,500
Total Sources	**12,109,145**	**85,500**	**13,600**	**200,000**	**1,479,000**	**13,887,245**
Expenditures:						
General Government	6,361,368	-	-	-	-	6,361,368
Public Safety	1,449,240	-	-	-	-	1,449,240
Public Works	3,816,754	804,697	-	6,800,000	50,000	11,471,451
Culture and Recreation	694,184	-	-	-	-	694,184
Transit	78,754	-	-	-	-	78,754
Total Expenditures	**12,400,300**	**804,697**	**-**	**6,800,000**	**50,000**	**20,054,997**
Transfers Out	695,000	-	-	-	-	695,000
Total Uses	**13,095,300**	**804,697**	**-**	**6,800,000**	**50,000**	**20,749,997**
Ending Fund Balance	**$ 6,338,639**	**$ 2,224,242**	**$ 353,706**	**$ 3,874,549**	**$ 1,967,013**	**$ 14,758,149**
Change in Fund Balance	***(986,155)***	***(719,197)***	***13,600***	***(6,600,000)***	***1,429,000***	***(6,862,752)***

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2026
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES
ENTERPRISE FUNDS

DESCRIPTION	WATER UTILITY	SEWAGE UTILITY	TOTAL
Beginning Fund Balance	**$ 5,075,836**	**$ 7,805,806**	**$ 12,881,642**
Revenues:			
Charges for Services	3,533,101	3,517,000	7,050,101
Miscellaneous Revenue	212,000	249,760	461,760
Total Revenue	**4,618,559**	**3,776,760**	**8,395,319**
Transfers In	330,000	330,000	660,000
Total Sources	**4,948,559**	**4,106,760**	**9,055,319**
Expenditures:			
Public Works	7,554,144	6,238,051	13,792,195
Debt Service	66,970	-	66,970
Total Expenditures	**7,621,114**	**6,238,051**	**13,859,165**
Transfers Out	958,641	958,641	1,917,282
Total Uses	**8,579,755**	**7,196,692**	**15,776,447**
Ending Fund Balance	**$ 1,444,640**	**$ 4,715,874**	**$ 6,160,514**
Change in Fund Balance	***(3,631,196)***	***(3,089,932)***	***(6,721,128)***

TOWN OF JACKSON, WYOMING
RECOMMENDED BUDGET FOR FISCAL YEAR 2026
REVENUES, EXPENDITURES, AND CHANGES TO FUND BALANCES
INTERNAL SERVICE FUNDS

DESCRIPTION	EMPLOYEE INSURANCE	FLEET MANAGEMENT	CENTRAL EQUIPMENT	IT SERVICES	TOTAL
Beginning Fund Balance	**$ 1,712,515**	**$ (219,632)**	**$ 281,780**	**$ 329,226**	**$ 2,103,889**
Revenues:					
Charges for Services	3,146,763	2,565,661	777,000	2,073,154	8,562,578
Miscellaneous Revenue	68,500	(3,500)	11,300	13,200	89,500
Total Revenue	**3,215,263**	**2,562,161**	**788,300**	**2,086,354**	**8,652,078**
Transfers In	-	94,705	35,000	-	129,705
Total Sources	**3,215,263**	**2,656,866**	**823,300**	**2,086,354**	**8,781,783**
Expenditures:					
General Government	4,164,260	-	34,000	2,310,756	6,509,016
Public Safety	-	-	281,349	-	281,349
Public Works	-	2,778,511	170,000	-	2,948,511
Total Expenditures	**4,164,260**	**2,778,511**	**485,349**	**2,310,756**	**9,738,876**
Transfers Out	-	-	-	-	-
Total Uses	**4,164,260**	**2,778,511**	**485,349**	**2,310,756**	**9,738,876**
Ending Fund Balance	**$ 763,518**	**$ (341,277)**	**$ 619,731**	**$ 104,824**	**$ 1,146,796**
Change in Fund Balance	***(948,997)***	***(121,645)***	***337,951***	***(224,402)***	***(957,093)***

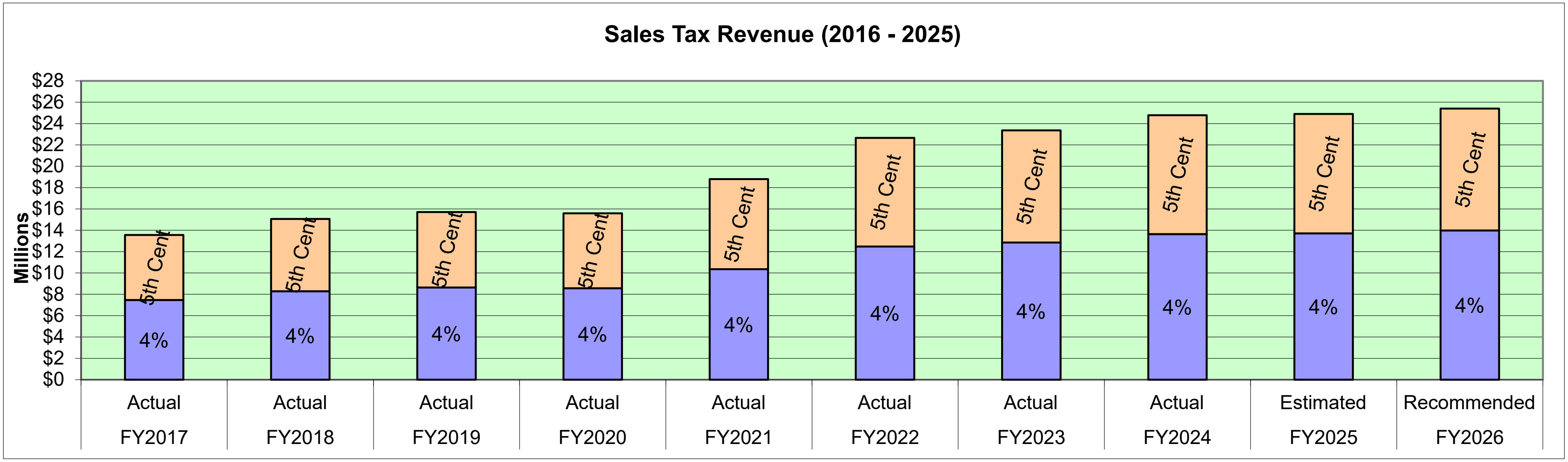
MAJOR REVENUES

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 2026, the General Fund will retain 50% of the total and the other 50% will transfer to the Capital Projects fund. Both the state-wide and optional local sales taxes are projected to rise by 2% over the 2025 estimate.

SALES TAX REVENUE (2017 - 2026)

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Recommended
General Taxes										
1% Local Sales Tax (5th Cent)	$ 6,097,720	$ 6,782,117	$ 7,075,291	$ 7,017,105	$ 8,447,081	$ 10,179,620	$ 10,505,373	$ 11,147,256	11,195,765	11,419,000
Percent Change		*11.2%*	*4.3%*	*-0.8%*	*20.4%*	*20.5%*	*3.2%*	*6.1%*	*0.4%*	*2.0%*
Intergovernmental Revenue										
4% State Sales Tax	$ 7,456,089	$ 8,287,034	$ 8,638,613	$ 8,568,034	$ 10,344,278	$ 12,478,912	$ 12,850,113	$ 13,636,881	$ 13,706,733	$ 13,981,000
Percent Change		*11.1%*	*4.2%*	*-0.8%*	*20.7%*	*20.6%*	*3.0%*	*6.1%*	*0.5%*	*2.0%*
Total	**$ 13,553,809**	**$ 15,069,151**	**$ 15,713,904**	**$ 15,585,139**	**$ 18,791,359**	**$ 22,658,532**	**$ 23,355,486**	**$ 24,784,137**	**$ 24,902,498**	**$ 25,400,000**
Percent Change		***11.2%***	***4.3%***	***-0.8%***	***20.6%***	***20.6%***	***3.1%***	***6.1%***	***0.5%***	***2.0%***



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. WYDOT operating grants far exceeded historical levels in FY2025. Therefore, increased funding is not expected in FY2026.

INTERGOVERNMENTAL REVENUE (2017 - 2026)

Description	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Recommended
CARES & ARPA Grants	$ -	$ -	$ -	$ -	$ 4,585,468	$ 111,859	$ 1,692,110	$ 562,674	$ 2,041,000	$ 933,658
FTA/Wyoming 5311 Operations	1,798,236	1,588,610	2,081,219	2,533,025	3,006,489	3,104,832	3,761,784	3,786,593	3,623,630	4,100,000
FTA/Idaho 5311 Operations	130,852	70,472	195,024	364,313	396,652	463,705	549,377	480,327	501,511	726,300
FTA 5309 - Bus Replacement	560,984	-	-	-	-	-	-	-	-	-
FTA/WYDOT Bus Shelter	-	-	-	-	129,451	-	-	-	-	312,000
FTA/WYDOT 5304 Route Plan	-	-	-	30,969	49,031	-	74,093	45,518	-	-
BUILD Grant	-	-	-	-	-	-	-	2,724,318	-	1,542,000
FTA 5339/Wyoming Capital	20,921	23,363	20,407	239,175	1,880,000	-	4,163,076	-	-	4,742,000
Low-No Grant	-	-	-	-	2,050,825	-	-	-	-	-
Total	**$ 2,510,993**	**$ 1,682,445**	**$ 2,296,650**	**$ 3,167,482**	**$ 12,097,916**	**$ 3,680,396**	**$ 10,240,440**	**$ 7,599,430**	**$ 6,166,141**	**$ 12,355,958**

UTILITY REVENUES – CHARGES FOR SERVICES

In 2023, the Town passed ordinances updating tiered volume and base rates. The FY2026 budget uses 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 (2017 - 2026)

Description	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Recommended
Water Sales	$ 2,501,122	$ 2,425,940	$ 2,438,490	$ 2,396,841	$ 2,542,151	$ 2,617,787	$ 2,931,439	$ 2,868,814	$ 3,332,715	$ 3,358,101
Sewage Sales	2,381,480	2,381,767	2,386,369	2,321,974	2,405,970	2,373,210	2,524,439	2,620,182	2,542,000	2,612,000
Total	**$ 4,882,602**	**$ 4,807,707**	**$ 4,824,859**	**$ 4,718,815**	**$ 4,948,121**	**$ 4,990,997**	**$ 5,455,878**	**$ 5,488,996**	**$ 5,874,715**	**$ 5,970,101**

MAJOR EXPENDITURES

PERSONNEL

Personnel expenditure consists of wages and benefits for all full-time, part-time, and seasonal employees. The 2026 recommended budget includes an 7.2% salary increase and 1.72 new FTEs. The budget maintains the deferred compensation match of $1,000 per employee.

PERSONNEL ALL FUNDS (2017 - 2026)

Description	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Recommended
Salaries & Wages - Regular	$ 6,862,447	$ 6,939,088	$ 7,373,311	$ 7,645,695	$ 7,510,847	$ 8,409,289	$ 9,595,304	$ 11,082,666	$ 12,533,478	$ 14,944,036
Salaries & Wages - Part-Time	1,122,860	977,465	1,157,930	1,078,722	804,935	775,806	746,668	1,173,266	1,223,618	1,267,511
Buyout - Compensated Absences	97,221	101,319	97,276	62,431	103,150	115,928	136,002	147,559	241,032	282,769
Overtime	131,491	333,252	363,833	182,120	238,626	364,102	404,313	420,192	424,966	427,751
Holiday Pay - PTO Buyback	21,580	31,619	59,993	48,706	55,801	65,325	76,585	92,789	84,446	87,196
FICA & Medicare	594,698	606,704	659,736	667,707	641,440	737,881	851,215	985,039	1,145,676	1,302,383
Health Insurance	2,106,754	2,224,765	2,335,545	2,520,753	2,075,934	2,539,410	2,790,434	2,740,063	2,798,217	3,019,918
Vision Insurance	20,710	20,955	22,186	24,095	21,644	26,831	26,004	25,911	25,440	25,512
Dental Insurance	96,745	101,355	108,651	117,059	74,891	151,862	131,042	130,240	127,331	128,150
Wyoming Retirement	933,434	953,649	1,020,991	1,107,255	1,107,562	1,295,648	1,596,095	1,835,527	2,152,989	2,525,339
Workers' Compensation	177,435	157,986	135,447	114,965	63,564	148,601	238,851	264,397	348,624	402,854
State Unemployment	27,860	26,292	17,614	22,492	74,578	8,065	-	8,095	54,614	54,518
Disability/Life Insurance	59,026	66,938	66,937	69,202	66,954	46,861	56,082	84,305	94,793	105,689
Total	**$ 12,252,260**	**$ 12,541,388**	**$ 13,419,449**	**$ 13,661,201**	**$ 12,839,927**	**$ 14,685,609**	**$ 16,648,596**	**$ 18,990,049**	**$ 21,255,224**	**$ 24,573,626**
Percent of Change		***2.4%***	***7.0%***	***1.8%***	***-6.0%***	***14.4%***	***13.4%***	***14.1%***	***11.9%***	***15.6%***

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.

PETROLEUM PRODUCTS (ALL FUNDS 2017 - 2026)

Description	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Recommended
General Fund	$ 101,676	$ 90,560	$ 90,560	$ 118,247	$ 107,735	$ 123,897	$ 183,697	$ 144,078	$ 170,941	$ 159,984
START Bus System Fund	366,488	371,694	371,694	375,461	251,211	307,667	347,250	459,722	350,000	430,445
Utility Funds	18,296	15,817	15,817	13,534	13,272	16,817	20,622	19,919	25,292	25,292
Total	**$ 486,460**	**$ 478,071**	**$ 478,071**	**$ 507,242**	**$ 372,218**	**$ 448,381**	**$ 551,569**	**$ 623,719**	**$ 546,233**	**$ 615,721**
Percent of Change		***-1.7%***	***0.0%***	***6.1%***	***-26.6%***	***20.5%***	***23.0%***	***13.1%***	***-12.4%***	***12.7%***

Current Debt Obligations

Description	Original Amount	Remaining Amount	Interest Rate	Last Pay Year
2010 WWDC-Note	$ 1,158,046	$ 814,734	4.0%	2042
WBC Snow King	1,000,000	513,640	0.5%	2035
Total		$ 1,328,374		

The only long-term debt consists of two notes from the State of Wyoming: a loan 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**
2026	84,365	35,157
2027	85,990	33,532
2028	87,671	31,851
2029	89,410	30,111
2030	91,466	28,055
2031-42	889,472	180,521
Total	$ 1,328,374	$ 339,227

Legal Debt Margin

The Town's legal debt limit is four percent of its total assessed valuation. The 2026 assessed valuations are pending State approval in August. Based on the actual 2025 assessed valuation of $872,338,998, the Town's legal debt margin can be calculated as follows:

Total Assessed Valuation (2025 Estimate)		$ 872,388,998
Debt Limit = 4% of Assessed Valuation		$ 34,895,560
Amount of Debt Applicable to Debt Limit:		
Total General Long-Term Debt Loans Payable	$ 1,328,374	
Less: Assets Available in Debt Service Fund	$ -	
Total Amount of Debt Applicable to Debt Limit		$ 1,328,374
Legal Debt Margin		$ 33,567,186

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 provides transfers out to Affordable Housing and START to subsidize operational and capital expenditures. Finally, the repayment of interfund payables is not budgeted as a transfer.

RECOMMENDED BUDGET FOR FISCAL YEAR 2026
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	Employee Insurance Fund	Total Transfers Out
General Fund		$ -	$ -	$ -	$ 647,602	$ -	$ 5,709,500	$ -	$ -	$ -	$ 6,451,807
Animal Care Fund	100,000		-	-	-	-	-	-	-	-	100,000
START Bus System	181,981	-		-	-	-	-	-	-	-	181,981
Lodging Tax Fund	-	-	1,141,122		-	-	-	-	-	-	1,141,122
Affordable Housing	-	-	-	-		-	-	-	-	-	-
Employee Housing	150,085	-	-	-	-		-	-	-	-	150,085
Capital Projects Fund	-	-	-	-	-	-		330,000	330,000	-	695,000
Water Utility Fund	958,641	-	-	-	-	-	-		-	-	958,641
Sewage Utility Fund	958,641	-	-	-	-	-	-	-		-	958,641
Employee Insurance Fund	-	-	-	-	-	-	-	-	-		-
Total Transfers In	$ 2,349,348	$ -	$ 1,141,122	$ -	$ 647,602	$ -	$ 5,709,500	$ 330,000	$ 330,000	$ -	$ 10,637,277

TOWN OF JACKSON, WYOMING
HISTORY OF DISTRIBUTION OF FULL-TIME EQUIVALENTS
ALL DEPARTMENTS - ALL FUNDS
FISCAL YEAR 2017 - 2026

DEPARTMENT	END FISCAL YEAR 2017	END FISCAL YEAR 2018	END FISCAL YEAR 2019	END FISCAL YEAR 2020	END FISCAL YEAR 2021	END FISCAL YEAR 2022	END FISCAL YEAR 2023	END FISCAL YEAR 2024	END FISCAL YEAR 2025	FY2026 REQ	FY2026 REC	TOWN MGR ADJUST	CHANGE FY25 ADOPTED
General Government:													
Town Attorney	3.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	-	-
Municipal Judge	2.23	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.70	2.60	(0.10)	0.10
Administration	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	3.00	3.00	3.00	-	-
Town Clerk/Personnel	3.50	3.56	3.56	4.06	3.80	4.80	4.80	4.80	4.80	4.80	4.80	-	-
Finance	4.33	3.99	3.99	3.99	4.00	4.00	4.00	4.00	4.00	4.00	4.00	-	-
Community Development	-	-	-	-	2.00	3.00	4.00	4.00	2.00	2.00	2.00	-	-
Planning	5.25	5.25	5.25	4.25	4.00	4.00	4.00	5.00	5.00	5.00	5.00	-	-
Information Technology	3.60	3.60	3.60	3.60	3.60	5.70	5.70	6.00	6.00	4.80	4.80	-	(1.20)
Public Safety:													
Police	32.75	33.75	36.25	36.75	34.90	38.30	40.25	38.25	38.25	39.51	39.51	-	1.26
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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-	-
Animal Shelter	2.90	2.90	2.90	2.90	2.90	2.90	3.95	3.95	3.95	4.20	4.20	-	0.25
Public Works:													
Administration	1.50	1.50	1.50	2.33	2.33	2.33	2.33	2.83	2.52	4.36	3.02	(1.34)	0.50
Streets	8.00	8.00	8.00	8.00	8.00	8.50	9.16	9.00	9.66	9.38	9.16	(0.22)	(0.50)
Town Engineer	3.00	3.00	3.00	4.00	3.00	4.00	4.00	4.00	4.00	5.00	4.00	(1.00)	-
Water O&M	4.00	4.00	4.00	4.58	4.58	4.58	5.58	5.58	5.74	7.07	6.24	(0.83)	0.50
Water Billing and Accounting	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25	1.00	(0.25)	-
Sewer Plant Operations	5.00	5.00	5.00	4.58	4.58	4.58	4.58	4.08	2.83	2.83	2.83	-	-
Sewer O&M	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	4.41	5.74	4.91	(0.83)	0.50
Sewer Billing and Accounting	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25	1.00	(0.25)	-
Fleet Management	6.00	6.00	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	0.58	0.38	(0.20)	0.13
Transit:													-
START Bus	37.95	38.48	40.34	41.80	33.65	40.49	43.90	42.61	45.44	50.21	45.81	(4.40)	0.37
Total Full-time Equivalents	**133.76**	**135.28**	**140.14**	**145.60**	**133.10**	**149.94**	**160.02**	**157.86**	**161.36**	**172.68**	**163.27**	**(9.42)**	**1.91**