Special Town Council Workshop

March 18, 2026
1:30-4:30 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/87896762057?pwd=tim0o2bMaUsb1NsBJAzZOl3vSPoYog.1

Or join at zoom.com with Webinar ID: **878 9676 2057** and Password: **83001** or by phone: **+1 253 215 8782**

II. CALL TO ORDER AND ROLL CALL

III. CONSENT CALENDAR

A. Disbursements

IV. DISCUSSION/ACTION ITEMS

A. Strategic Budgeting (Tyler Sinclair, 180 mins)

V. 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.

Report Criteria:
Detail report.
Invoices with totals above $0 included.
Paid and unpaid invoices included.

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
51	ACE HARDWARE	933753	KRAZY GLUE & BRUSHES	01/28/2026	4.88	.00	
51	ACE HARDWARE	933986	MASKING TAPE	01/30/2026	35.97	.00	
51	ACE HARDWARE	934011	CLOROX	01/30/2026	31.96	.00	
51	ACE HARDWARE	934530	SHELF SUPPORT	02/05/2026	5.49	.00	
51	ACE HARDWARE	935020	AQUAPHALT PATCH	02/10/2026	4,699.06	.00	
51	ACE HARDWARE	935172	BLADE SAW & CORNER BRACE	02/12/2026	33.46	.00	
51	ACE HARDWARE	935192	FAUCET, SWITCHES, WALLPLA	02/12/2026	92.91	.00	
51	ACE HARDWARE	935212	WALLPLATE & SWITCH	02/12/2026	6.97	.00	
51	ACE HARDWARE	935217	SWIFFER, PAINT BRUSH, LIQUI	02/12/2026	125.58	.00	
51	ACE HARDWARE	935218	NAILES, KNOBS	02/12/2026	132.94	.00	
51	ACE HARDWARE	935220	BOARDS	02/12/2026	4.78	.00	
51	ACE HARDWARE	935237	SWIFFER, DEADBOLT, WALLPL	02/13/2026	59.96	.00	
51	ACE HARDWARE	935240	WOOD SHIMS, SCREWS & BITS	02/13/2026	42.42	.00	
51	ACE HARDWARE	935312	LIGHT, KNOBS, BULBS	02/13/2026	139.96	.00	
51	ACE HARDWARE	935332	RECEPTACLE, BOX, WALLPLAT	02/14/2026	50.25	.00	
51	ACE HARDWARE	935333	LIGHT & PAINT PAIL	02/14/2026	50.48	.00	
51	ACE HARDWARE	935362	PAPER TOWELS, WINDEX, CON	02/14/2026	109.41	.00	
51	ACE HARDWARE	935368	SPONGE, BOLTS, SHELF SUPP	02/15/2026	104.80	.00	
51	ACE HARDWARE	935377	CEILING FIXT	02/15/2026	29.99	.00	
51	ACE HARDWARE	935405	PAINT BRUSH	02/16/2026	24.99	.00	
51	ACE HARDWARE	935452	SHELF, BRACKET, CAULK, BOA	02/16/2026	101.90	.00	
51	ACE HARDWARE	935553	ROPE	02/17/2026	21.99	.00	
51	ACE HARDWARE	935595	CLAMP, QUIET SWITCH, WALLP	02/17/2026	12.78-	.00	
51	ACE HARDWARE	935631	NUTS, DRILL BITS, TAPCON, FE	02/18/2026	43.99	.00	
51	ACE HARDWARE	935643	BRACKET, DOOR & ANCHOR	02/18/2026	31.47	.00	
51	ACE HARDWARE	935693	HOLE SAW & PLIERS	02/18/2026	74.98	.00	
51	ACE HARDWARE	935742	TAPE	02/19/2026	17.99	.00	
51	ACE HARDWARE	935814	CARPET BAR, ADHESIVE	02/19/2026	34.37	.00	
51	ACE HARDWARE	935852	BULB	02/20/2026	224.97	.00	
51	ACE HARDWARE	935873	FILTER	02/20/2026	24.99	.00	
51	ACE HARDWARE	935904	CAULK	02/20/2026	17.98-	.00	
51	ACE HARDWARE	935905	CIRCUIT ALERTER	02/20/2026	24.99	.00	
51	ACE HARDWARE	936043	CEMENT, PAINT, KNIFE, PAIL	02/23/2026	72.96	.00	
51	ACE HARDWARE	936154	LIGHT FIXTURE	02/24/2026	74.99	.00	
51	ACE HARDWARE	936193	SHEAR PIN & DUALMATIN	02/25/2026	38.98	.00	
51	ACE HARDWARE	936230	CORD PROTECTOR, ADAPTER	02/25/2026	64.96	.00	
51	ACE HARDWARE	936292	COMPOUND & ROLLER	02/26/2026	47.96	.00	
51	ACE HARDWARE	936420	WALLPLATES	02/27/2026	4.38-	.00	
51	ACE HARDWARE	936422	HANGERS	02/27/2026	11.92	.00	
51	ACE HARDWARE	936607	WRENCH	03/02/2026	39.99	.00	
Total 51:					6,704.52	.00	
6861	ADVANCED NETWORK MANAG	IN115298	REBUILD OF DOMAIN CONTRO	02/23/2026	3,708.00	.00	
Total 6861:					3,708.00	.00	
6900	ALDER ENVIRONMENTAL LLC	5241	THAW WELL #3 AUTOMATION	03/02/2026	203.75	.00	
Total 6900:					203.75	.00	
2729	ALLDATA	101429807	ALLDATA REPAIR SUBSCRIPTIO	02/26/2026	1,500.00	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
Total 2729:					1,500.00	.00	
5726	AMAZON	14GT-TT6Y-9J	STORAGE CABINET	02/24/2026	339.98	.00	
5726	AMAZON	17KQ-VTFC-1	EARBUD TIPS	02/23/2026	54.84	.00	
5726	AMAZON	1DNM-PY9X-3	SNACK BAGS	02/23/2026	22.43	.00	
5726	AMAZON	1DNM-PY9X-3	FOOD WARMER FUEL	02/23/2026	22.49	.00	
5726	AMAZON	1FKL-FFJY-D9	CAUTION TAPE	02/28/2026	15.50	.00	
5726	AMAZON	1HQL-GFGL-G	DISH SOAP, TAPE, BATTERIES	12/23/2025	266.33	.00	
5726	AMAZON	1HQL-GFGL-G	DISH SOAP, TAPE, BATTERIES	12/23/2025	100.00	.00	
5726	AMAZON	1KXF-KRRT-1	REFUND MEMBERSHIP	02/17/2026	146.58-	.00	
5726	AMAZON	1L1M-7QWY-9	THERMAL PAPER	03/03/2026	22.79	.00	
5726	AMAZON	1LF6-F3RQ-7T	PAPER TOWEL HOLDER & PAP	02/24/2026	69.85	.00	
5726	AMAZON	1MMW-FXLD-7	PITCHERS, JUGS, ICE MAKER	03/02/2026	542.37	.00	
5726	AMAZON	1N3P-DWPG-H	WIPES	02/22/2026	48.11	.00	
5726	AMAZON	1NWN-3HY9-3	BATH TOWELS	03/03/2026	107.67	.00	
5726	AMAZON	1TQK-9FPX-Q	DOME LIGHT & GLASS CUTTIN	02/27/2026	271.35	.00	
5726	AMAZON	1VFG-N6NL-7	HEATER	03/04/2026	19.99	.00	
5726	AMAZON	1VH6-X6GT-M	BOOKS	02/18/2026	97.71	.00	
5726	AMAZON	1WQ9-1DJQ-6	TONER	03/03/2026	219.44	.00	
5726	AMAZON	1WRK-194V-F	CHEEZ-IT BAKED SNACK CRAC	03/05/2026	10.69	.00	
Total 5726:					2,084.96	.00	
3530	AMSOIL INC #774148	24459607 RI	GEAR LUBE	02/11/2026	2,795.24	.00	
Total 3530:					2,795.24	.00	
383	ANTLER MOTEL, INC.	03022026	2/6/2026-3/2/2026 ROOMS	03/02/2026	9,292.50	.00	
Total 383:					9,292.50	.00	
6250	ARBOR WORKS TREE SERVICE	10254	TREE CLEANUP	12/19/2025	2,800.00	.00	
Total 6250:					2,800.00	.00	
1783	AT&T	287279795460	PHONE SERVICE	02/11/2026	319.22	.00	
Total 1783:					319.22	.00	
7523	ATELIER 43 LLC	2509-0226	675 E HANSEN DESIGN WORK	03/02/2026	373.75	.00	
Total 7523:					373.75	.00	
4774	BIG R RANCH & HOME	002288/1	CORDS & POWER STRIPS	01/27/2026	269.93	.00	
Total 4774:					269.93	.00	
3500	BISON LUMBER	2602-900262	DRYWALL & TAPE	02/26/2026	255.20	.00	
3500	BISON LUMBER	2602-900390	HI LITE MUD	02/27/2026	114.00	.00	
Total 3500:					369.20	.00	
1560	BLUE SPRUCE CLEANERS,INC	01-103096	CLEANING	02/02/2026	17.95	.00	
1560	BLUE SPRUCE CLEANERS,INC	01-103450	CLEANING	02/02/2026	33.29	.00	
1560	BLUE SPRUCE CLEANERS,INC	01-104005	CLEANING	02/05/2026	10.89	.00	
1560	BLUE SPRUCE CLEANERS,INC	02-100151	CLEANING	02/05/2026	67.23	.00	
1560	BLUE SPRUCE CLEANERS,INC	02-100606	CLEANING	02/12/2026	62.53	.00	

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1560	BLUE SPRUCE CLEANERS,INC	02-100918	CLEANING	02/12/2026	17.95	.00	
1560	BLUE SPRUCE CLEANERS,INC	02-101404	CLEANING	02/21/2026	17.95	.00	
1560	BLUE SPRUCE CLEANERS,INC	02-102081	CLEANING	02/26/2026	19.04	.00	
1560	BLUE SPRUCE CLEANERS,INC	02-102301	CLEANING	02/25/2026	17.95	.00	
Total 1560:					264.78	.00	
7323	BOBCAT OF ROCK SPRINGS	52494	WIPERS	08/10/2023	321.89	.00	
Total 7323:					321.89	.00	
7394	BOLAND, ANITA	040126	350 N Millward - April Rent	04/01/2026	2,328.85	.00	
Total 7394:					2,328.85	.00	
7060	BRINKMAN CONSULTING, INC	26-1408	PERFORMANCE ASSESSMENT	02/27/2026	2,250.00	.00	
Total 7060:					2,250.00	.00	
7699	Brown, David M.	2001	CDL ALLYSON COGBURN	02/12/2026	550.00	.00	
Total 7699:					550.00	.00	
7077	BURKHOLDER, SHAWN	040126	130 E Kelly - April Rent	04/01/2026	2,141.61	.00	
Total 7077:					2,141.61	.00	
7811	CARPET BROTHERS LLC	2390	LVP	02/17/2026	3,485.90	.00	
7811	CARPET BROTHERS LLC	2391	LAMINATE	02/17/2026	7,186.03	.00	
Total 7811:					10,671.93	.00	
5	CARQUEST AUTO PARTS INC.	6090-713981	BRAKE PADS & CALIPERS	02/19/2026	345.75	.00	
Total 5:					345.75	.00	
102	CASELLE INC.	INV-17223	APRIL 2026	03/03/2026	2,388.00	.00	
Total 102:					2,388.00	.00	
10	CASH	030626	petty CASH	03/06/2026	30.00	.00	
10	CASH	030626	petty CASH	03/06/2026	129.00	.00	
10	CASH	030626	petty CASH	03/06/2026	19.25	.00	
Total 10:					178.25	.00	
544	CENTURYLINK	772732551	LONG DISTANCE	02/20/2026	13.80	.00	
544	CENTURYLINK	FEB26-334064	SERVICES	02/13/2026	65.78	.00	
Total 544:					79.58	.00	
6257	CERTIFIED LABORATORIES	9479036	CUT THRU, DRI-LUBE, X-433	01/22/2026	1,113.95	.00	
Total 6257:					1,113.95	.00	
6001	CIVICPLUS	364172	ANNUAL CODIFICATION	03/05/2026	5,029.89	.00	
6001	CIVICPLUS	364177	MUNICODR CODIFICATION	03/05/2026	5,029.89	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
Total 6001:					10,059.78	.00	
7812	COGBURN, ALLYSON	02192026	HOTEL FOR CDL	02/19/2026	110.48	.00	
7812	COGBURN, ALLYSON	03032026	CDL TRAINING	03/03/2026	46.00	.00	
Total 7812:					156.48	.00	
514	CONRAD & BISCHOFF INC.	IN-100377-26	DEF BULK	02/23/2026	742.82	.00	
514	CONRAD & BISCHOFF INC.	IN-103692-26	GAS	02/24/2026	5,813.00	.00	
514	CONRAD & BISCHOFF INC.	IN-103703-26	DIESEL	02/24/2026	19,617.58	.00	
Total 514:					26,173.40	.00	
4887	CONTROL SYSTEM TECHNOLO	11783	INSTALLED HARMONIC FILTER	02/23/2026	6,705.50	.00	
Total 4887:					6,705.50	.00	
1691	CORE & MAIN LP	CNV10000244	3/4 MACH10, 4X14 MACH 10R90	02/17/2026	56,598.14	.00	
Total 1691:					56,598.14	.00	
7001	COSINDAD, CARLOS	03032026	PHYSICAL	03/03/2026	155.00	.00	
Total 7001:					155.00	.00	
7816	CZARNECKI, ABE	030526	REIMB DOT MED CERT	03/05/2026	155.00	.00	
Total 7816:					155.00	.00	
148	DELL	10863845791	VLA REMOTE DESKTOP	02/26/2026	2,352.40	.00	
148	DELL	10864014300	VLA ENT MOBANDSEC E3 SUB	02/27/2026	4,563.00	.00	
Total 148:					6,915.40	.00	
3881	DEX IMAGING	AR14876501	COPIES	02/25/2026	324.98	.00	
3881	DEX IMAGING	AR14883442	COPIES	02/27/2026	126.25	.00	
Total 3881:					451.23	.00	
6883	DIVISION OF CHILD SUPPORT	03062026	DCSE CASE #0005405448	03/06/2026	509.23	509.23	03/06/2026
Total 6883:					509.23	509.23	
2175	DIVISION OF VICTIM SERVICES	03032026	Crime Victim SurchAGE	03/03/2026	300.00	.00	
Total 2175:					300.00	.00	
3408	E.R. OFFICE EXPRESS	23766	APPROVAL STAMPS	02/23/2026	47.90	.00	
3408	E.R. OFFICE EXPRESS	23769	DISH SOAP	02/12/2026	8.69	.00	
3408	E.R. OFFICE EXPRESS	23775	CHAIR FOR TONY	02/12/2026	410.00	.00	
3408	E.R. OFFICE EXPRESS	23778	STICKY NOTES	02/26/2026	17.59	.00	
3408	E.R. OFFICE EXPRESS	23778	paper	02/26/2026	94.35	.00	
3408	E.R. OFFICE EXPRESS	23778	DEPOSIT STAMP	02/26/2026	30.95	.00	
Total 3408:					609.48	.00	
6157	EFORCE	1234582	ANNUAL LICENSE	03/04/2026	14,103.95	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
	Total 6157:				14,103.95	.00	
1134	ENERGY LABORATORIES INC.	726484	OIL & GREASE	08/07/2025	172.00	.00	
1134	ENERGY LABORATORIES INC.	766759	OIL & GREASE	02/10/2026	172.00	.00	
1134	ENERGY LABORATORIES INC.	768652	OIL & GREASE	02/20/2026	172.00	.00	
1134	ENERGY LABORATORIES INC.	769974	OIL & GREASE	02/27/2026	172.00	.00	
	Total 1134:				688.00	.00	
6552	ETNA TRADE PARK LLC	040126	Star Valley Bus Storage - April Re	04/01/2026	4,062.00	.00	
	Total 6552:				4,062.00	.00	
7793	FABRIC LABS, INC	52689	MARCH 2026	03/15/2026	1,173.00	1,173.00	03/01/2026
	Total 7793:				1,173.00	1,173.00	
6802	FALL RIVER PROPANE	2755269	PROPANE	02/18/2026	2,340.20	.00	
	Total 6802:				2,340.20	.00	
3195	FERGUSON ENTERPRISES, IN	4326381	CONC ACT ASSY	02/17/2026	497.19	.00	
	Total 3195:				497.19	.00	
4212	GILLIG LLC	41408008	SEALS, CAP & GASKET	02/19/2026	515.06	.00	
4212	GILLIG LLC	41408888	WHEEL SEAL	02/23/2026	311.48	.00	
	Total 4212:				826.54	.00	
6365	GRAVITY GRAPHICS	14796	CEDAR ROUND BUILDING SIGN	10/13/2025	1,348.13	.00	
6365	GRAVITY GRAPHICS	15522	SIGNS FOR PODIUM & ELECTRI	02/11/2026	363.76	.00	
6365	GRAVITY GRAPHICS	15566	PRINTS ON FOAM	02/17/2026	664.34	.00	
	Total 6365:				2,376.23	.00	
7497	GRIFFITH PARTNERSHIP LLC	040126	126 Aspen Dr - April Rent	04/01/2026	1,760.00	.00	
	Total 7497:				1,760.00	.00	
4988	HD FOWLER COMPANY	I7241157	NOZZLE, GASKET, RINGS, NUT	03/10/2026	3,994.34	.00	
4988	HD FOWLER COMPANY	I7241158	TRAFFIC REPAIR KIT	02/20/2026	925.74	.00	
	Total 4988:				4,920.08	.00	
7798	HIGH COUNTRY HVAC LLC	126	SKI PATROL CONTROL DAMPE	02/19/2026	309.45	.00	
7798	HIGH COUNTRY HVAC LLC	127	SKI PATROL DUCT WRAP	02/19/2026	1,031.00	.00	
	Total 7798:				1,340.45	.00	
96	HIGH COUNTRY LINEN	0554484	Laundry	02/12/2026	9.16	.00	
96	HIGH COUNTRY LINEN	0554484	Laundry	02/12/2026	13.30	.00	
96	HIGH COUNTRY LINEN	0554484	Laundry	02/12/2026	17.20	.00	
96	HIGH COUNTRY LINEN	0554484	Laundry	02/12/2026	14.68	.00	
96	HIGH COUNTRY LINEN	0554484	Laundry	02/12/2026	6.65	.00	
96	HIGH COUNTRY LINEN	0554484	Laundry	02/12/2026	73.40	.00	
96	HIGH COUNTRY LINEN	0554484	Laundry	02/12/2026	6.65	.00	

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96	HIGH COUNTRY LINEN	0554484	Laundry	02/12/2026	10.78	.00	
96	HIGH COUNTRY LINEN	0554573	MATS	02/12/2026	322.69	.00	
96	HIGH COUNTRY LINEN	0554983	Laundry	02/16/2026	57.78	.00	
96	HIGH COUNTRY LINEN	0554983	Laundry	02/16/2026	5.37	.00	
96	HIGH COUNTRY LINEN	0554983	Laundry	02/16/2026	.42	.00	
96	HIGH COUNTRY LINEN	0555067	MATS	02/16/2026	24.51	.00	
96	HIGH COUNTRY LINEN	0555506	LAUNDRY	02/18/2026	72.24	.00	
96	HIGH COUNTRY LINEN	0556205	Laundry	02/23/2026	199.72	.00	
96	HIGH COUNTRY LINEN	0556206	Laundry	02/23/2026	42.01	.00	
96	HIGH COUNTRY LINEN	0556206	Laundry	02/23/2026	33.78	.00	
96	HIGH COUNTRY LINEN	0556970	Laundry	02/26/2026	17.20	.00	
96	HIGH COUNTRY LINEN	0556970	Laundry	02/26/2026	6.65	.00	
96	HIGH COUNTRY LINEN	0556970	Laundry	02/26/2026	10.78	.00	
96	HIGH COUNTRY LINEN	0556970	Laundry	02/26/2026	6.65	.00	
96	HIGH COUNTRY LINEN	0556970	Laundry	02/26/2026	22.41	.00	
96	HIGH COUNTRY LINEN	0556970	Laundry	02/26/2026	9.16	.00	
96	HIGH COUNTRY LINEN	0556970	Laundry	02/26/2026	14.68	.00	
96	HIGH COUNTRY LINEN	0556970	Laundry	02/26/2026	13.30	.00	
96	HIGH COUNTRY LINEN	0557055	MATS	02/26/2026	322.69	.00	
96	HIGH COUNTRY LINEN	0557457	Laundry	03/02/2026	33.78	.00	
96	HIGH COUNTRY LINEN	0557457	Laundry	03/02/2026	.42	.00	
96	HIGH COUNTRY LINEN	0557457	Laundry	03/02/2026	5.37	.00	
96	HIGH COUNTRY LINEN	0557541	MATS	03/02/2026	54.51	.00	
96	HIGH COUNTRY LINEN	S0554151	SUPPLIES	02/10/2026	118.88	.00	
96	HIGH COUNTRY LINEN	S0556100	TP	02/20/2026	74.60	.00	
Total 96:					1,621.42	.00	
3342	HILTBRUNNER, ERIC	02262026	PHYSICAL	02/26/2026	155.00	.00	
3342	HILTBRUNNER, ERIC	030626	REIMBURSEment for tags	03/06/2026	75.00	.00	
Total 3342:					230.00	.00	
6041	HOLE FOOD RESCUE	03022026	PAYMENT 3 OF 4	03/02/2026	6,250.00	.00	
Total 6041:					6,250.00	.00	
36	IDAHO STATE TAX COMMISSIO	02282026	FEBRUARY 2026	02/28/2026	7,975.00	7,975.00	02/28/2026
Total 36:					7,975.00	7,975.00	
106	INTERSTATE BATTERY	950008751	BATTERIES	02/24/2026	245.95-	.00	
106	INTERSTATE BATTERY	950008839	BATTERIES	03/02/2026	121.95	.00	
Total 106:					124.00-	.00	
6954	IVY OUTDOOR SERVICES LLC	0000189	FEBRUARY 2026 TRASH	03/02/2026	8,551.32	.00	
6954	IVY OUTDOOR SERVICES LLC	0000190	TRASH	03/02/2026	2,734.68	.00	
Total 6954:					11,286.00	.00	
7163	JACKSON GROUP LOCKBOX	715159IF	LIGHT SOUNDOFF SIGNAL	02/25/2026	2,258.65	.00	
7163	JACKSON GROUP LOCKBOX	716649IF	FUEL PUMP	02/19/2026	692.41	.00	
7163	JACKSON GROUP LOCKBOX	716955IF	FILTERS	02/24/2026	295.08	.00	
7163	JACKSON GROUP LOCKBOX	717387IF	SENSOR	03/03/2026	204.83	.00	
Total 7163:					3,450.97	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
858	JACKSON HOLE COMMUNITY H	TOJ 2025 - 3 O	CONTRACT PAYMENT	07/15/2025	12,500.00	.00	
Total 858:					12,500.00	.00	
7616	JACKSON HOLE FORD	215591	REPROGRAM ABS	02/18/2026	235.00	.00	
Total 7616:					235.00	.00	
6474	JACKSON HOLE LAW, PC	2795	FEBRUARY 2026	02/28/2026	3,505.00	.00	
Total 6474:					3,505.00	.00	
131	JACKSON HOLE NEWS & GUID	385752	ADVERTISING	02/11/2026	25.00	.00	
131	JACKSON HOLE NEWS & GUID	385753	ADVERTISING	02/11/2026	30.00	.00	
131	JACKSON HOLE NEWS & GUID	385754	ADVERTISING	02/11/2026	35.00	.00	
131	JACKSON HOLE NEWS & GUID	386093	ADVERTISING	02/25/2026	70.00	.00	
131	JACKSON HOLE NEWS & GUID	386266	STATE SURCHARGE TRANSLAT	02/28/2026	500.00	.00	
131	JACKSON HOLE NEWS & GUID	386266	STATE VW AD & OUTREACH	02/28/2026	500.00	.00	
131	JACKSON HOLE NEWS & GUID	386267	ADVERTISING	02/28/2026	996.80	.00	
Total 131:					2,156.80	.00	
4275	JORGENSEN, ARNE OLAUS	030326	TRAVEL reimb wyo leg/WAM/WA	03/03/2026	340.00	.00	
4275	JORGENSEN, ARNE OLAUS	030326	TRAVEL reimb wyo leg/WAM/WA	03/03/2026	317.56	.00	
Total 4275:					657.56	.00	
7112	KJ'S SERVICES INVESTMENTS	040126	Alpine - April Rent	04/01/2026	2,940.00	.00	
7112	KJ'S SERVICES INVESTMENTS	040126	Alpine - April Internet	04/01/2026	35.00	.00	
Total 7112:					2,975.00	.00	
155	LEONARD PETROLEUM EQUIP	IFIN224290	HOSE	02/19/2026	460.82	.00	
155	LEONARD PETROLEUM EQUIP	IFIN224320	HOSE REEL, INLET & NOZZLE	02/25/2026	9,687.30	.00	
Total 155:					10,148.12	.00	
7201	LOPEZ-MORGAN, CHRYSTAL	030226	travel reimbursement	03/02/2026	68.00	.00	
Total 7201:					68.00	.00	
156	LOWER VALLEY ENERGY INC	040126	355 W Deloney E5 - April Rent	04/01/2026	3,000.00	.00	
Total 156:					3,000.00	.00	
7543	MASTERCARE CLEANING JH, L	2442	WINDOWS	02/28/2026	546.36	.00	
Total 7543:					546.36	.00	
998	METROQUIP INC	02062026	OVERPAYMENT	02/06/2026	174.56-	174.56-	03/03/2026
998	METROQUIP INC	06102025	OVERPAYMENT	06/10/2025	96.24-	96.24-	03/03/2026
998	METROQUIP INC	P36715	HOSE, CLAMPS	03/02/2026	255.36	.00	
Total 998:					15.44-	270.80-	
3633	MOTOR COACH INDUSTRIES	20614269	TARRIFF COSTS FOR OCTOBE	02/19/2026	24,321.03	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
Total 3633:					24,321.03	.00	
4623	MSC INDUSTRIAL SUPPLY CO	8238560001	WASHERS, SCREWS, PADS, NU	02/13/2026	162.82	.00	
Total 4623:					162.82	.00	
257	NAPA AUTO PARTS INC.	370753	RETURN OIL, BRAKE PADS, AIR	02/10/2026	227.72-	.00	
257	NAPA AUTO PARTS INC.	371369	PART CLEANER & GREASE	02/13/2026	29.98	.00	
257	NAPA AUTO PARTS INC.	372282	STARTER & CORE DEPOSIT	02/18/2026	219.80	.00	
257	NAPA AUTO PARTS INC.	372410	WINDOW KIT	02/19/2026	11.99	.00	
257	NAPA AUTO PARTS INC.	372582	HOSE FITTINGS, REEL & HOSE	02/20/2026	67.49	.00	
257	NAPA AUTO PARTS INC.	372973	OIL & AIR FILTER	02/23/2026	22.73	.00	
257	NAPA AUTO PARTS INC.	372984	TIRE VALVE	02/23/2026	3.32	.00	
257	NAPA AUTO PARTS INC.	373049	OIL & AIR FILTER	02/23/2026	45.13	.00	
257	NAPA AUTO PARTS INC.	373301	CIRCUIT BREAKER	02/24/2026	117.88	.00	
257	NAPA AUTO PARTS INC.	373302	CIRCUIT BREAKER	02/24/2026	412.13	.00	
257	NAPA AUTO PARTS INC.	373404	D EARTH	02/24/2026	71.94	.00	
257	NAPA AUTO PARTS INC.	373482	HEAT SHRINK	02/25/2026	18.99	.00	
257	NAPA AUTO PARTS INC.	373964	JB WELD	02/27/2026	10.49	.00	
257	NAPA AUTO PARTS INC.	373984	WIPER BLADES	02/27/2026	21.11	.00	
257	NAPA AUTO PARTS INC.	373993	AIR FILTER	02/27/2026	171.12	.00	
257	NAPA AUTO PARTS INC.	374027	BATTERY	02/27/2026	46.76	.00	
Total 257:					1,043.14	.00	
187	NELSON ENGINEERING	25-11 #11	2024 west jackson water transmis	03/03/2026	86,192.68	.00	
187	NELSON ENGINEERING	25-11 #11	2024 west jackson water transmis	03/03/2026	54,761.20	.00	
187	NELSON ENGINEERING	69799	2026 WATER SYSTEM CAPACIT	02/27/2026	2,075.00	.00	
Total 187:					143,028.88	.00	
4346	OFFICE OF STATE LANDS & INV	02032026	WATER STORAGE TANK	02/03/2026	14,970.36	.00	
Total 4346:					14,970.36	.00	
3919	OMNI SECURITY SYSTEMS INC	26677-68	ELEVATOR MONITORING	01/01/2026	242.00	.00	
Total 3919:					242.00	.00	
5870	ONE 22, INC.	5257	25% OF $180,000 CONTRACT	02/24/2026	45,000.00	.00	
Total 5870:					45,000.00	.00	
6607	OPS STRATEGIES, LLC	26007	process design and background	02/20/2026	10,631.25	.00	
Total 6607:					10,631.25	.00	
7703	OUTBACK LANDSCAPE OF WY	59042	SNOW REMOVAL	03/01/2026	488.00	.00	
Total 7703:					488.00	.00	
7242	PITTS, SAMANTHA	02242026	MONTHLY IT HARDWARE PMT	02/24/2026	77.83	.00	
Total 7242:					77.83	.00	
6068	POWER ENGINEERING CO, INC	0276609-IN	COOLING TREATMENT & BIOCI	02/17/2026	1,414.85	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
Total 6068:					1,414.85	.00	
7723	PREMIER CLEANING SERVICES	25849	CLEAN START & FLEET	01/31/2026	1,820.00	.00	
7723	PREMIER CLEANING SERVICES	25849	CLEAN START & FLEET	01/31/2026	304.00	.00	
7723	PREMIER CLEANING SERVICES	25850	CLEAN FACILITIES	02/28/2026	980.00	.00	
7723	PREMIER CLEANING SERVICES	25851	CLEAN START & FLEET	02/28/2026	304.00	.00	
7723	PREMIER CLEANING SERVICES	25851	CLEAN START & FLEET	02/28/2026	1,820.00	.00	
Total 7723:					5,228.00	.00	
6483	PREMIER TRUCK- SALT LAKE C	775803766	SENSOR, EXHAUST KIT & COR	02/24/2026	1,218.55	.00	
6483	PREMIER TRUCK- SALT LAKE C	CM775780347	CORE RETURN	02/18/2026	282.63-	.00	
6483	PREMIER TRUCK- SALT LAKE C	CM775796316	CORE RETURN	02/18/2026	282.63-	.00	
6483	PREMIER TRUCK- SALT LAKE C	CM775798551	CORE RETURN	02/18/2026	282.63-	.00	
Total 6483:					370.66	.00	
6649	QUADIENT LEASING USA, INC.	17954303	POSTAGE MACHINE CARTRIDG	02/27/2026	248.90	.00	
Total 6649:					248.90	.00	
7066	R & A SAFETY LLC	48271	DRUG SCREEN	02/10/2026	90.50	.00	
7066	R & A SAFETY LLC	48319	DRUG SCREEN	02/18/2026	90.50	.00	
7066	R & A SAFETY LLC	48337	DRUG SCREEN	02/25/2026	115.50	.00	
7066	R & A SAFETY LLC	48352	DRUG SCREEN	02/26/2026	115.50	.00	
Total 7066:					412.00	.00	
7460	RAMANATHAN, BRINDA	040126	355 W Deloney A5 - April Rent	04/01/2026	2,500.00	.00	
Total 7460:					2,500.00	.00	
7815	RAMS HEAD ESCROW SOLUTI	033126	ANNUAL WY BUSINESS COUNC	03/03/2026	52,552.08	.00	
Total 7815:					52,552.08	.00	
4723	RON'S TOWING LLC	26-43414	BUS TOWING	02/23/2026	1,075.00	.00	
4723	RON'S TOWING LLC	26-43489	BUS TOWED	02/25/2026	1,450.00	.00	
Total 4723:					2,525.00	.00	
3694	RUSH INTERNATIONAL TRUCK	3045050889	WHEEL SPEED SENSOR	02/16/2026	270.00	.00	
Total 3694:					270.00	.00	
13	SAFETY SUPPLY & SIGN CO., I	196890	BATTERIES	01/29/2026	751.49	.00	
Total 13:					751.49	.00	
7203	SCHWARTZ, ANDY	8 OF 12	LOBBYING SERVICES PMT 8 O	03/01/2026	5,000.00	.00	
Total 7203:					5,000.00	.00	
4359	SHERWIN-WILLIAMS CO.	924181611102	SKIM BLADE ADAPTER, GRID,	02/24/2026	126.03	.00	
Total 4359:					126.03	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
4720	SILVERSTAR	03012026	VOICE SERVICES	03/01/2026	2,755.27	.00	
Total 4720:					2,755.27	.00	
7809	SINGH, HARKIRAN	022626	BAIL REFUND CASE 25-08-0183	02/26/2026	740.00	740.00	02/26/2026
Total 7809:					740.00	740.00	
7050	SOSA'S JANITORIAL SERVICE	0000235	CLEANING	02/02/2026	5,580.00	.00	
7050	SOSA'S JANITORIAL SERVICE	0000236	CLEANING 155 E PEARL	02/07/2026	540.00	.00	
Total 7050:					6,120.00	.00	
7546	SPACE EXPLORATION TECHNO	INV-DF-US-44	4 ROAM PLANS	03/01/2026	660.00	.00	
Total 7546:					660.00	.00	
4752	SPECIALTY CONSTRUCTION S	0262187-IN	MANHOLE KITS	01/05/2026	845.00	.00	
Total 4752:					845.00	.00	
6189	SPRINGHILL SUITES	00012	INITIAL DEPOSIT	03/02/2026	3,385.00	.00	
Total 6189:					3,385.00	.00	
6838	SPSC POA - South Park Services	03022026	WATER & LOT FEE	03/02/2026	303.82	.00	
Total 6838:					303.82	.00	
4513	STANARD & ASSOCIATES, INC	SA000063894	OFFICER SELECTION TESTS	02/27/2026	612.50	.00	
Total 4513:					612.50	.00	
6091	STEP BACK LEADERSHIP CON	01037	febryary virtual sessions	03/09/2026	24,500.00	.00	
Total 6091:					24,500.00	.00	
7532	TALISMAN CIVIL CONSULTANTS	5066	SEWER	04/23/2025	779.20	.00	
Total 7532:					779.20	.00	
581	TETON COUNTY INTEGRATED	769589	TRASH	02/04/2026	72.00	.00	
Total 581:					72.00	.00	
7817	Teton County Library	INV #1	Engineering services for site analy	09/25/2025	4,900.00	.00	
Total 7817:					4,900.00	.00	
3898	TETON COUNTY PARKS & REC	022526	Overpayment on fuel and mainten	02/25/2026	3,542.04	.00	
Total 3898:					3,542.04	.00	
6902	TETON COUNTY PUBLIC WORK	2026-6	TASK WORK ORDER #1 GRANT	02/23/2026	4,141.50	.00	
6902	TETON COUNTY PUBLIC WORK	2026-6	TASK WORK ORDER #3 PUBLIC	02/23/2026	758.66	.00	
Total 6902:					4,900.16	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
55	TETON COUNTY SHERIFF'S-JAI	717	JANUARY 2026	02/23/2026	1,750.00	.00	
Total 55:					1,750.00	.00	
1614	TETON COUNTY-FUND 10	02282026A	DISPATCH FEBRUARY 2026	02/28/2026	44,539.41	.00	
1614	TETON COUNTY-FUND 10	02282026B	COUNTY PLANNING STAFF FEB	02/28/2026	5,798.76	.00	
1614	TETON COUNTY-FUND 10	02282026C	COUNTY TRANPORTATION STA	02/28/2026	6,977.54	.00	
1614	TETON COUNTY-FUND 10	02282026E	PATHWAYS FEBRUARY 2026	02/28/2026	6,332.77	.00	
1614	TETON COUNTY-FUND 10	02282026F	P&R MONTHLY CONTRIBUTION	02/28/2026	205,545.42	.00	
1614	TETON COUNTY-FUND 10	02282026G	FIRE EMS MONTHLY CONTRIB	02/28/2026	262,168.58	.00	
1614	TETON COUNTY-FUND 10	02282026H	HOUSING MONTHLY CONTRIBU	02/28/2026	49,582.08	.00	
1614	TETON COUNTY-FUND 10	02282026I	FIRE EMS CAPIAL CONTRIBUTI	02/28/2026	2,881.06	.00	
1614	TETON COUNTY-FUND 10	040126	Adams Canyon -April Rent	04/01/2026	6,146.00	.00	
Total 1614:					589,971.62	.00	
268	TETON MOTORS INC	5115516 1	CORE CHARGE	02/10/2026	100.00-	.00	
268	TETON MOTORS INC	5115517 1	PAD KIT	02/10/2026	77.76-	.00	
268	TETON MOTORS INC	5115522 1	ACTUATOR	02/11/2026	472.78	.00	
Total 268:					295.02	.00	
6992	TETON ROPE ACCESS AND SE	1440	TREE REMOVAL	02/23/2026	6,880.00	.00	
6992	TETON ROPE ACCESS AND SE	1441	SNOW REMOVAL SNOW KING	02/23/2026	300.00	.00	
Total 6992:					7,180.00	.00	
3237	THE AFTERMARKET PARTS CO	84165489	WINDSHIELD	02/20/2026	2,058.34	.00	
Total 3237:					2,058.34	.00	
3955	THOMSON WEST	853268202	SOFTWARE SUBSCRIPTION	03/01/2026	622.74	.00	
3955	THOMSON WEST	853268202	SOFTWARE SUBSCRIPTION	03/01/2026	622.74	.00	
Total 3955:					1,245.48	.00	
7813	Tintometer Inc.	87163250	chlorine phosphate and copper	02/25/2026	2,533.99	.00	
Total 7813:					2,533.99	.00	
70	TK ELEVATOR CORP.	3009339929	START ELEVATOR MAINTENAN	03/01/2026	895.56	.00	
Total 70:					895.56	.00	
6591	T-MOBILE	MAR26-96752	INTERNET	03/01/2026	62.70	.00	
Total 6591:					62.70	.00	
6363	TMSC LLC	2020-005	UNI STRUT, HARDWARE, TRAN	02/28/2026	10,770.00	.00	
6363	TMSC LLC	2026-005	POWER SUSPENSION WITH DP	02/28/2026	800.00	.00	
6363	TMSC LLC	2026-005-03 0	EQUIPMENT FOR STORAGE CO	03/03/2026	3,780.00	.00	
Total 6363:					15,350.00	.00	
3727	TREFREN, TRACEY	02232026	WOOD, SCREWS	02/23/2026	44.47	.00	
Total 3727:					44.47	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
706	USA BLUE BOOK	INV00965116	BUFFER POUCHES	02/17/2026	195.99	.00	
Total 706:					195.99	.00	
7808	VARNER, JOEL	022626	BAIL REFUND CASE 25-*07-004	02/26/2026	740.00	740.00	02/26/2026
Total 7808:					740.00	740.00	
5022	VISION SERVICE PLAN (CT)	824641288	MARCH 2026	02/17/2026	1,983.17	1,983.17	03/01/2026
Total 5022:					1,983.17	1,983.17	
7330	VOICES JACKSON HOLE	1072	50% DEPOSIT FOCUS GROUP	02/20/2026	4,962.50	.00	
Total 7330:					4,962.50	.00	
7550	WBC PROPERTIES	040126	Virginian 69-7 - April Rent	04/01/2026	2,150.00	.00	
Total 7550:					2,150.00	.00	
6226	WEST COAST CODE CONSULT	UT26-579B-00	PLAN REVIEW SERVICES	02/02/2026	8,330.00	.00	
Total 6226:					8,330.00	.00	
6160	WEST FORK CONSTRUCTION	APPLICATION	2025 HSR PUMP HOUSE	02/28/2026	15,390.53-	.00	
6160	WEST FORK CONSTRUCTION	APPLICATION	2025 HSR PUMP HOUSE	02/28/2026	292,420.12	.00	
6160	WEST FORK CONSTRUCTION	APPLICATION	2025 HSR PUMP HOUSE	02/28/2026	15,390.53	.00	
Total 6160:					292,420.12	.00	
6788	WESTERN CHARTERS AND TO	17139	FEBRUARY 2026	02/28/2026	84,000.00	.00	
Total 6788:					84,000.00	.00	
1640	WESTERN STATE	IN003502057	TROUBLESHOOT ALARM	02/13/2026	618.39	.00	
1640	WESTERN STATE	IN003510385	MSC-7081655	02/20/2026	896.46	.00	
Total 1640:					1,514.85	.00	
6117	WILSON, JOHN	03042026	EXTRA MARCH RENT	03/04/2026	200.00	.00	
6117	WILSON, JOHN	040126	Wildflower Court - April Rent	04/01/2026	2,400.00	.00	
Total 6117:					2,600.00	.00	
7696	WINDCAVE INC	3140620	FEBRUARY 2026	02/28/2026	60.82	.00	
Total 7696:					60.82	.00	
3619	WY CHILD SUPPORT ENFORCE	03062026	266445	03/06/2026	452.30	452.30	03/06/2026
Total 3619:					452.30	452.30	
3148	WYO CONFERENCE OF MUNI C	030526	municipal court conference 5 peo	03/05/2026	450.00	.00	
Total 3148:					450.00	.00	
7784	WYOMING DEPARTMENT OF T	02282026	FEBRUARY 2026 EV FUEL REP	02/28/2026	88.41	.00	

Vendor	Vendor Name	Invoice Number	Description	Invoice Date	Net Invoice Amount	Amount Paid	Date Paid
Total 7784:					88.41	.00	
7065	WYOMING LAW ENFORCEMEN	03032026	OFFICER EDUCATION TRAININ	03/03/2026	190.00	.00	
Total 7065:					190.00	.00	
329	WYOMING RETIREMENT SYST	02282026	FEBRUARY 2026	02/25/2026	217,911.30	217,911.30	02/25/2026
Total 329:					217,911.30	217,911.30	
1764	WYOMING.COM INC	2324745	DOMAIN HOSTING	03/05/2026	5.00	.00	
Total 1764:					5.00	.00	
2842	YELLOW IRON WASTE, LLC	250828293404	PMT APPLIED TO OTHER INVOI	08/31/2025	100.00	.00	
2842	YELLOW IRON WASTE, LLC	250930176925	PMT APPLIED TO OTHER INVOI	09/30/2025	368.00	.00	
2842	YELLOW IRON WASTE, LLC	250930176929	PMT APPLIED TO OTHER INVOI	09/30/2025	168.00	.00	
2842	YELLOW IRON WASTE, LLC	260226050998	940 SIMON LN TRASH	02/28/2026	45.00	.00	
2842	YELLOW IRON WASTE, LLC	260226051323	SNOW KING TRASH	02/28/2026	680.00	.00	
2842	YELLOW IRON WASTE, LLC	260226051330	CORE SERVICES TRASH	02/28/2026	178.00	.00	
2842	YELLOW IRON WASTE, LLC	260226051382	RICKS RD TRASH	02/28/2026	378.00	.00	
2842	YELLOW IRON WASTE, LLC	260226051428	KARNS MEADOW TRASH	02/28/2026	220.00	.00	
2842	YELLOW IRON WASTE, LLC	260226051442	675 W SNOW KING TRASH	02/28/2026	398.00	.00	
Total 2842:					2,535.00	.00	
Grand Totals:					1,869,853.68	231,213.20	

Dated: ____________________

Mayor: ____________________

City Council: ____________________

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City Recorder: ____________________

City Treasurer: ____________________

Report Criteria:

Detail report.

Invoices with totals above $0 included.

Paid and unpaid invoices included.

STAFF REPORT

Meeting Date:	March 18, 2026		**Meeting Title:**	Special Town Council Workshop	
Submitting Department:		Administration	**Presenter:**	Tyler Sinclair	
Agenda Item:	Strategic Budgeting		**Public Comment:**	Yes	

Purpose & Policy Considerations.
The purpose of this item is for Council to continue work on the Strategic Budgeting initiative.

Requested Action.
Staff requests that Council review the information provided and come prepared to complete the questions/exercises to inform step 3 of the initiative process provided below.

Recommendations.
Staff makes no recommendation at this time.

Background.
Strategic budgeting was identified as an action item at the 2025 and 2026 Town Council retreat.

Council held Special Workshops on September 16, 2025, October 23, 2025, December 16, 2025 and February 19, 2026 to work on the Strategic Budgeting initiative. Step 0 in the process was for Council to gain an understanding of the current budget and Town financial position and to affirm our strategic budget purpose & objectives and provide direction on the proposed strategic budget process & engagement strategy. Please see the link to the meeting staff report and slide deck and link to the video of the meeting for review. Step 1 staff presented, and Council discussed an analysis of Town Budget History and an overview of available Budget Tools along with considering a community outreach approach. Please see the link to the meeting staff report and slide deck and link to the video of the meeting for review. Step 2, had Council explore envisioning future scenarios, considering: 1) what would we do with more money to spend, 2) where would we reduce expenses if we had to, and 3) what is our vision for more revenue at this point. Please see the link to the meeting staff report and slide deck and link to the video of the meeting for review. Step 3, had Council begin exploring a budget philosophy, building a FY27-29 plan outline and affirming the community engagement plan. Please see the link to the meeting staff report and slide deck and link to the video of the meeting for review.

Analysis.
The purpose of this workshop will be for Council to continue with step 3 of the process by discussing and completing the following agenda to inform the development of a budget philosophy and implementation plan at future meetings.

- Review Refined Budget Philosophy
  - Review process and Refined Budget Philosophy (slides 11-21)
  - Key Questions (slide 22)
- Review FY27-FY29 Plan Outline
  - February review and Plan outline (slides 24-32)
  - Key Questions (slide 33)
- Plan for FY 30 and beyond with General Penny
  - Background and introduction (slides 35-44)
  - Key Questions (slide 45)
- Plan for FY 30 and beyond without General Penny
  - Background and introduction (slides 47-56)
  - Key Questions (slide 57)

Staff recommends Council review the attached workshop presentation and prepare to discuss the key questions highlighted above.

Below staff have provided an overview of the overall initiative's process.

				Mar. Meeting	
	Step 0	**Step 1**	**Step 2**	**Step 3**	**Step 4**
Council Meeting	Sep 16, 2025	Oct 23, 2025	Dec 16, 2025	Feb 19, 2026 March 19, 2026	By May 2026
Objective	Process setup	Understand the budget history	Envision future scenarios	Build Action Plan	Final action plan & philosophy
Outcomes	• Process objectives • Determine public outreach	• ID outstanding questions • ID additional tools • Scope expert input • Finalize budget philosophy Qs	• Vision for where we would like to go in each scenario (Status quo, more, less)	FY30+ Plan (Mar.) • Review FY27-FY29 Plan from Feb. • Review refined draft budget philosophy	• Finalized philosophy • Finalized action plan
Materials	• Proposed process	• Detailed status quo background • List of budget tools • Staff & Council input on philosophy Qs • Historical budget philosophy	• Visioning exercise • Sr. staff (&public?) input on vision	• Approach options	• Community input on options and philosophy • Draft action plan based on vision, philosophy, and tools

Possible Alternatives
Provided in the attached presentation

Comprehensive Plan & Priority Alignment
To successfully implement the Comprehensive Plan, Council must set priorities, be strategic, and be dsciplined. A critical component is prioritizing and identifying the necessary level of funding to address desired goals, policies, and strategies, which is all 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
Staff including the Town Manager and Finance Director have spent approximately 150 hours on this initiative to date.

Attachments or Links
Town of Jackson Strategic Budgeting – Meeting #5: Planning Beyond FY29

Suggested Motions
None at this time.

Town of Jackson Strategic Budgeting

Meeting #5

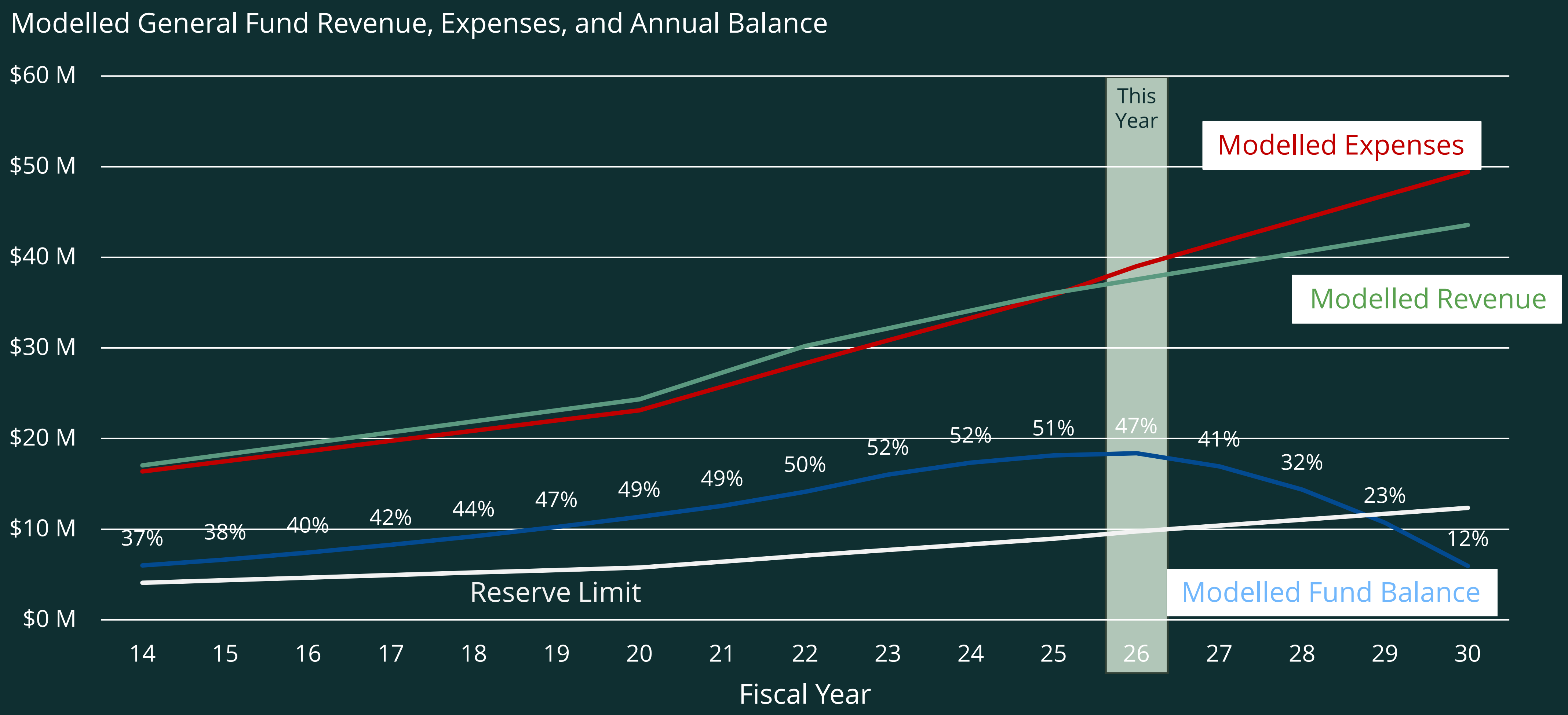
Planning Beyond FY29

March, 18 2026

Why strategic budgeting?

- Strategic budgeting was identified as an action item at the 2025 retreat
  - The General Fund balance will be below the 25% reserve target in 2-4 years
    - Recurring expenses have been growing faster than recurring revenues the past 3 years
  - Opportunity to envision the future and define our goals

The current scenario is a 3-4 year reserve horizon



Strategic Budgeting Purpose

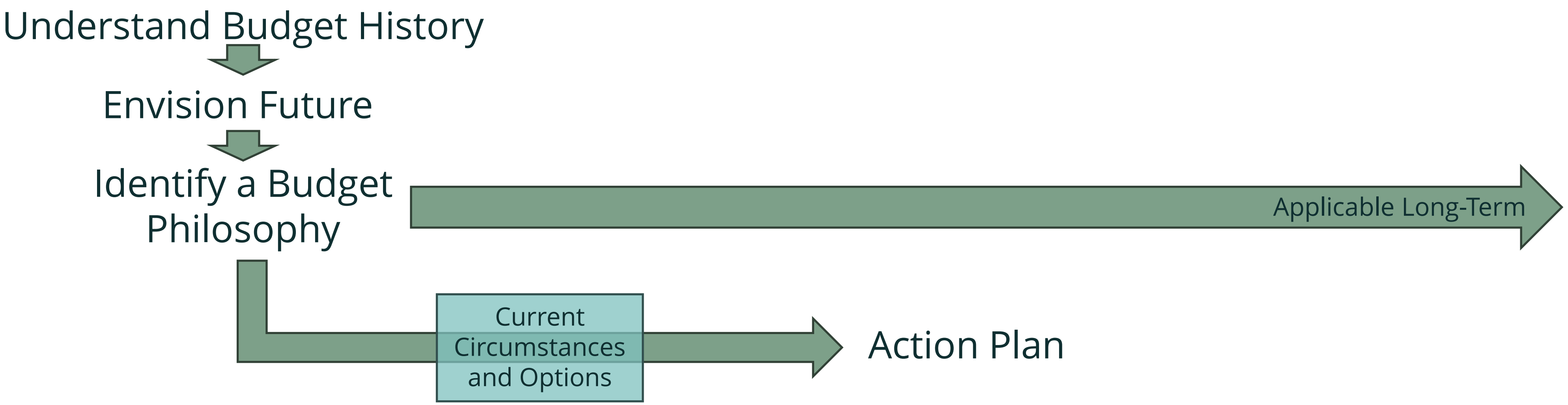
- Balance revenue and expenses (short-term)

    AND

- Balance recurring revenue and expense growth (long-term)

Strategic Budgeting Objectives

1. Understand budget history and how we got here
2. Envision future scenarios
3. Identify a budget philosophy
4. Make an action plan to implement the philosophy



Strategic Budgeting Process

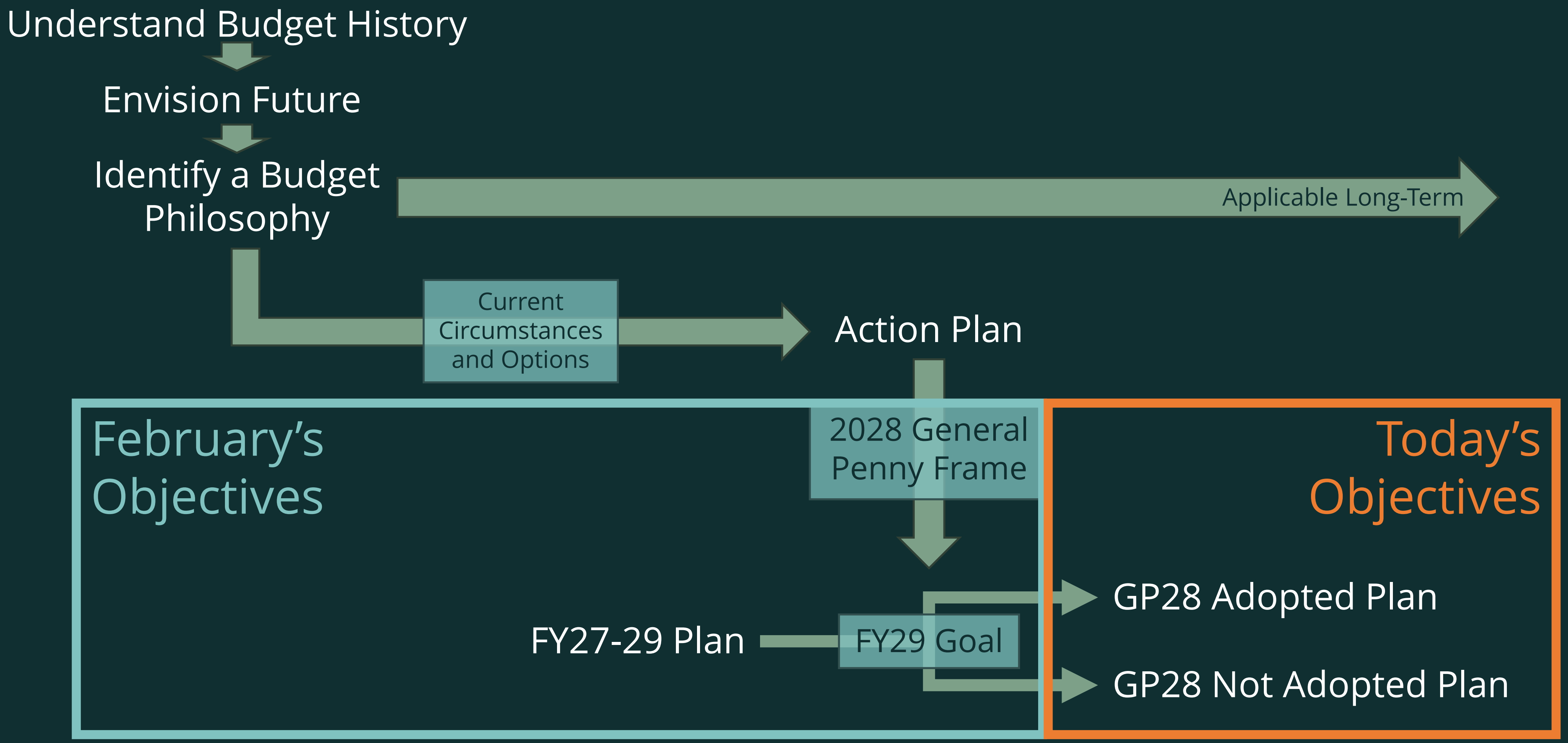
Mar. Meeting

	Step 0	Step 1	Step 2	Step 3	Step 4
Council Meeting	Sep 16, 2025	Oct 23, 2025	Dec 16, 2025	Feb 19, 2026 March 19, 2026	By May 2026
Objective	Process setup	Understand the budget history	Envision future scenarios	Build Action Plan	Final action plan & philosophy
Outcomes	• Process objectives • Determine public outreach	• ID outstanding questions • ID additional tools • Scope expert input • Finalize budget philosophy Qs	• Vision for where we would like to go in each scenario (Status quo, more, less)	FY30+ Plan (Mar.) • Review FY27-FY29 Plan from Feb. • Review refined draft budget philosophy	• Finalized philosophy • Finalized action plan
Materials	• Proposed process	• Detailed status quo background • List of budget tools • Staff & Council input on philosophy Qs • Historical budget philosophy	• Visioning exercise • Sr. staff (&public?) input on vision	• Approach options	• Community input on options and philosophy • Draft action plan based on vision, philosophy, and tools

Today’s Objectives

- Review Revised Budget Philosophy
- Review FY27-FY29 Plan Outline
- Plan for FY30 and beyond with General Penny
- Plan for FY30 and beyond without General Penny

Strategic Budgeting



Today's Agenda

- Review Refined Budget Philosophy
  - Review process and Refined Budget Philosophy (slides 11-21)
  - Key Questions (slide 22)
- Review FY27-FY29 Plan Outline
  - February review and Plan outline (slides 24-32)
  - Key Questions (slide 33)
- Plan for FY 30 and beyond with General Penny
  - Background and introduction (slides 35-44)
  - Key Questions (slide 45)
- Plan for FY 30 and beyond without General Penny
  - Background and introduction (slides 47-56)
  - Key Questions (slide 57)

Refined Budget Philosophy

Budget Philosophy

- Purpose
  - A framework that is useful in response to changing circumstances
    - Consistent decision-making process
    - Consideration of short-term and long-term implications
  - Not an absolute
    - Cannot bind future Councils
    - Have to be able to adapt to unanticipated needs and circumstances
      - Existing Example: Pay Philosophy adopted May 2023
- Finalization Plan
  - Today – second look at philosophy for discussion
    - Informed by September, October, December meetings
    - Refined based on the February conversation
    - Review Slides 12-21
  - To be adopted by resolution in May

Budget Philosophy
A Healthy Budget

- A sustainable budget has 3 components
  1. A healthy general fund balance (defined on slides 13-15)
  2. Balanced revenue and expenses (defined on slide 16-17)
  3. Balanced revenue and expense growth (defined on slide 18-19)

Year		FY26
Annual Budget Numbers		
	Projected Revenue	37,800,000
	Projected Expense	38,900,000
	FY End GF Balance	16,700,000
Healthy Budget Metrics		
	General Fund Balance	43%
	Annual Rev. vs. Exp.	-1,100,000
	Rev. vs. Exp. Growth	-520,000

Budget Philosophy
General Fund Balance

Year		FY26
Healthy Budget Metrics		
	General Fund Balance	43%
	Annual Rev. vs. Exp.	-1,100,000
	Rev. vs. Exp. Growth	-520,000

- Acceptable Range: 25%-45%
  - 25% General Fund Reserve = Fund Balance Floor
    - Why have a reserve? In case of an unexpected drop in revenue
      - A 25% reserve covers a 25% drop in projected revenue
    - When to spend the reserve? Only in the case of an emergency, when all other options have been exhausted
  - 45% General Fund Ceiling
    - Why have a ceiling? Put the public's money to work
    - When to exceed the ceiling? Only when a plan is in place to spend down the fund in the near-future

FY Budgeted Expenses

Projected FY End General Fund Balance

Reserve (emergency use only)

Acceptable GF Balance

Excess Balance (only in anticipation of near-term expense)

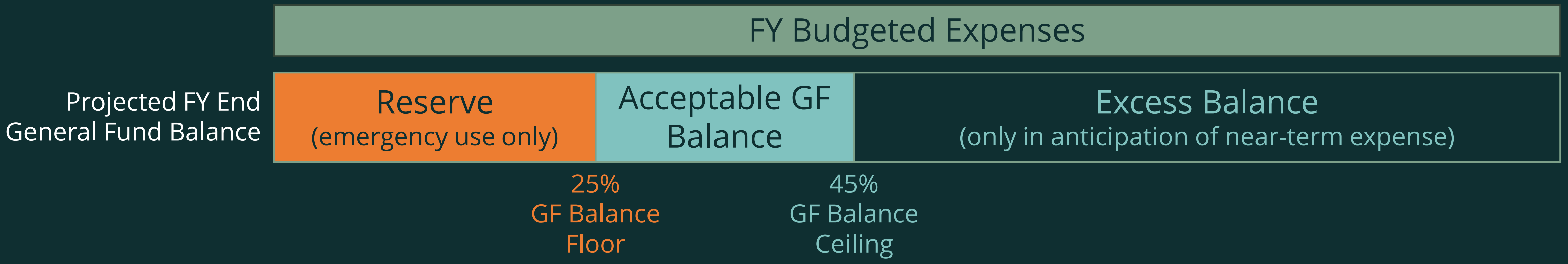
25% GF Balance Floor

45% GF Balance Ceiling

Budget Philosophy
General Fund Balance

Year	FY26
Healthy Budget Metrics	
General Fund Balance	43%
Annual Rev. vs. Exp.	-1,100,000
Rev. vs. Exp. Growth	-520,000

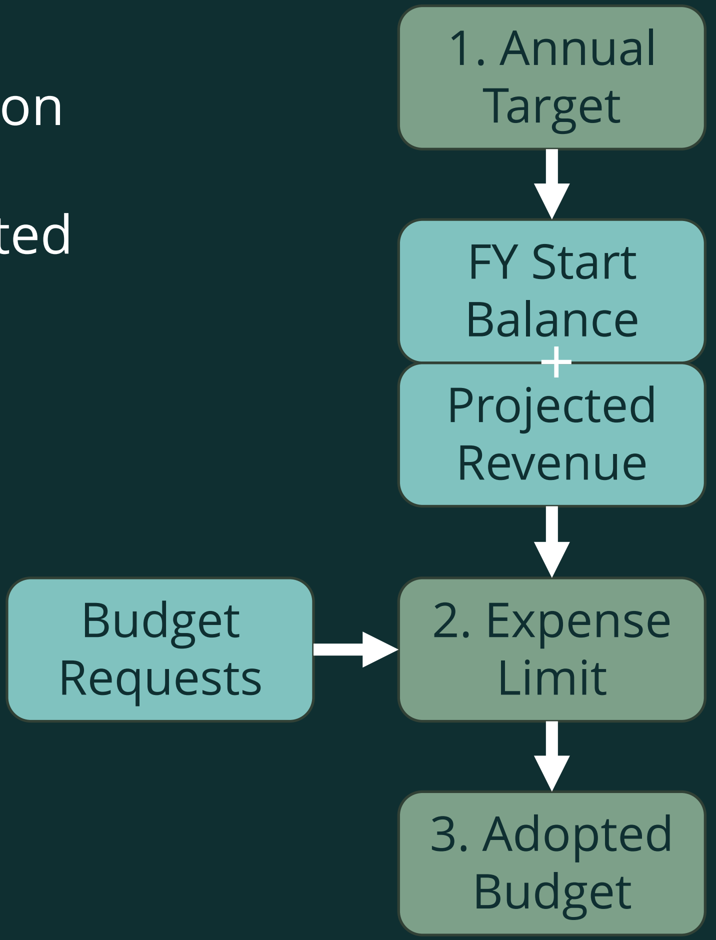
- Target: Set annually, early in the budget process
  - When to drop to the floor?
    - Unexpected, non-recurring expenses
    - Expenses greater than revenue this year, but revenue growing faster than expenses
    - Return on investment will recoup the expense in the future
  - When to push to the ceiling?
    - Expenses growing faster than revenue, and a cushion is required until growth can be balanced



Budget Philosophy
General Fund Balance

Year		FY26
Healthy Budget Metrics		
	General Fund Balance	43%
	Annual Rev. vs. Exp.	-1,100,000
	Rev. vs. Exp. Growth	-520,000

- How is this used
  - Annual setting of expense limit
    1. Select a target, within the acceptable range, based on current circumstances
    2. Apply the target to the FY Start Balance and projected revenue to determine the expense limit
    3. Apply the expense limit to departmental budget requests to adopt the budget



Budget Philosophy

Annually Balance Budget

Year		FY26
Healthy Budget Metrics		
	General Fund Balance	43%
	Annual Rev. vs. Exp.	-1,100,000
	Rev. vs. Exp. Growth	-520,000

- Annual budget balance is a comparison of FY budgeted expenses to FY projected revenue

	FY Expense < FY Revenue	**FY Expense = FY Revenue**	**FY Expense > FY Revenue**
State Definition	Surplus Budget	Balanced Budget	Deficit Budget
GF Impact	Adds to GF Balance	No Change to GF Balance	Spends GF Balance

Budget Philosophy
Annually Balance Budget

Year		FY26
Healthy Budget Metrics		
	General Fund Balance	43%
	Annual Rev. vs. Exp.	-1,100,000
	Rev. vs. Exp. Growth	-520,000

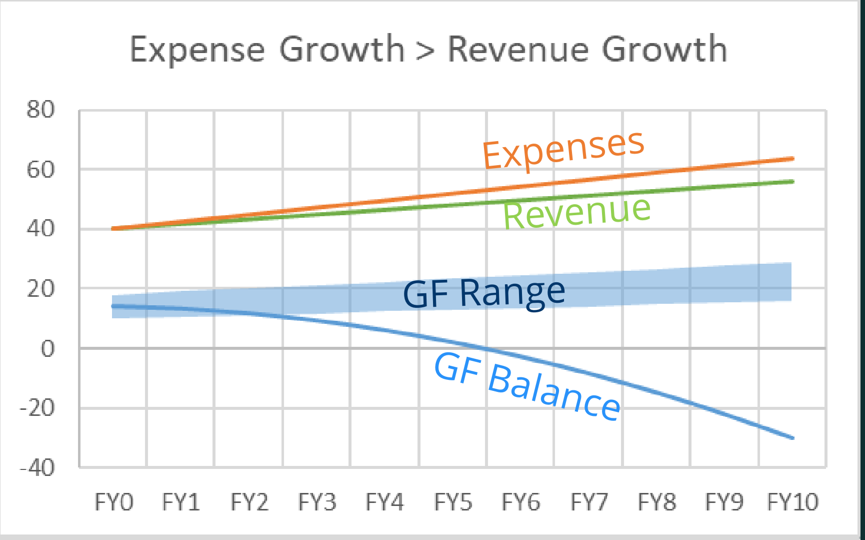
- The appropriate budget balance depends on growth trends and the General Fund Balance Target

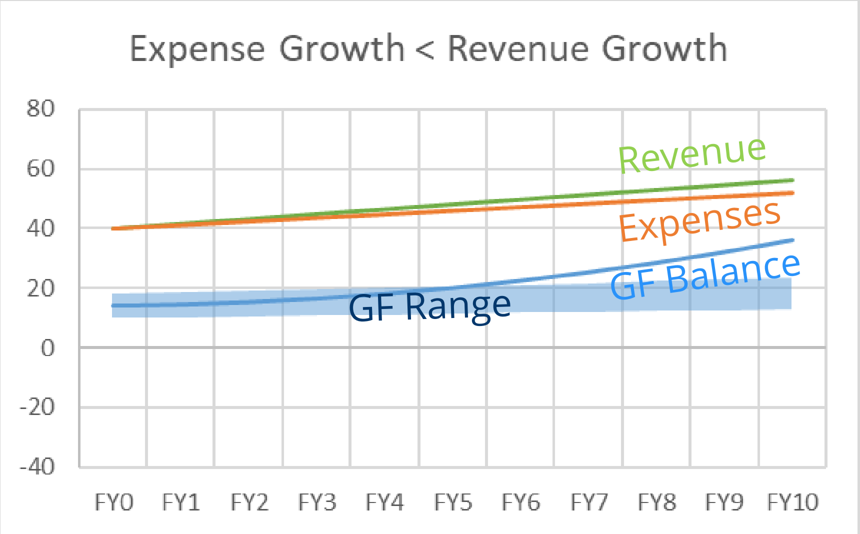
	FY Expense < FY Revenue	**FY Expense = FY Revenue**	**FY Expense > FY Revenue**
GF Impact	Adds to GF Balance	No Change to GF Balance	Spends GF Balance
GF Target	Grow or Maintain GF Balance Percentage	Slowly Shrink (or Grow) GF Balance Percentage	Shrink GF Balance Percentage
When is this type of Budget Appropriate	• To increase the GF Balance Percentage • If expenses are growing, revenues have to grow more to maintain the GF Balance Percentage	• If expenses are growing, a constant GF Balance will be a lesser percent of expense • If expenses are shrinking, a constant GF Balance will be a greater percent of expense	• To decrease the GF Balance Percentage • If expenses are growing, the appropriate amount of GF Balance spend is determined by revenue growth

Budget Philosophy
Balance Growth

Year	FY26
Healthy Budget Metrics	
General Fund Balance	43%
Annual Rev. vs. Exp.	-1,100,000
Rev. vs. Exp. Growth	-520,000

- When expense growth > revenue growth
  - The General Fund Balance falls below the Reserve Threshold
- When expense growth < revenue growth
  - The General Fund Balance grows above the ceiling
- The wider the gap the quicker the impact
  - The pace of the impact is what creates budget challenges





Year		FY26
Healthy Budget Metrics		
	General Fund Balance	43%
	Annual Rev. vs. Exp.	-1,100,000
	Rev. vs. Exp. Growth	-520,000

Budget Philosophy
Balance Growth

- Plan for future budget health
  - Avoid putting future Councils in a bind
    - A new expense with recurring growth (that is not offset) is an unfunded mandate
  - Strive for consistent growth, phase in changes over time
    - Avoid big swings that may lead to subsequent big reactions
- When expense growth > revenue growth
  - Make a plan to balance growth before the 25% reserve is threatened
  - Avoid new recurring expenses like personnel
- When expense growth < revenue growth
  - Make a plan to balance growth before the 45% ceiling is threatened
  - Implement programs with recurring expenses to achieve stability

Emerging Budget Philosophy: Managing Revenue

- Leverage effective population
  - Prioritize sales/lodging tax solutions paid by visitors
- Maximize cost recapture through fee structure
  - Ensure fees for service increase with the cost of service
  - Enterprise funds should be self-sustaining
- Use property tax as a last-resort balancing tool, not a long-term revenue source

Emerging Budget Philosophy: Managing Expense

- Maintain the current level of service first
- Prioritize existing staff
  - COLA and merit increases are the last cut
  - Only add FTEs to increase the level of service when the long-term budget can sustain the increase
- Prioritize Town infrastructure and core services
  - Plan for infrastructure and facility depreciation and major replacements
  - Maintain a healthy Capital Fund balance (Depreciation Reserve)
  - Use SPET for municipal needs
  - Utilize debt to manage cost escalation on large projects
    - Projects larger than 50% of the Capital Fund balance
    - Projects that will generate additional revenue
- Just say no, or avoid having to, if an ask threatens budget health
  - Avoid unfundable budget requests
  - Deny unbudgeted, non-emergent budget amendments

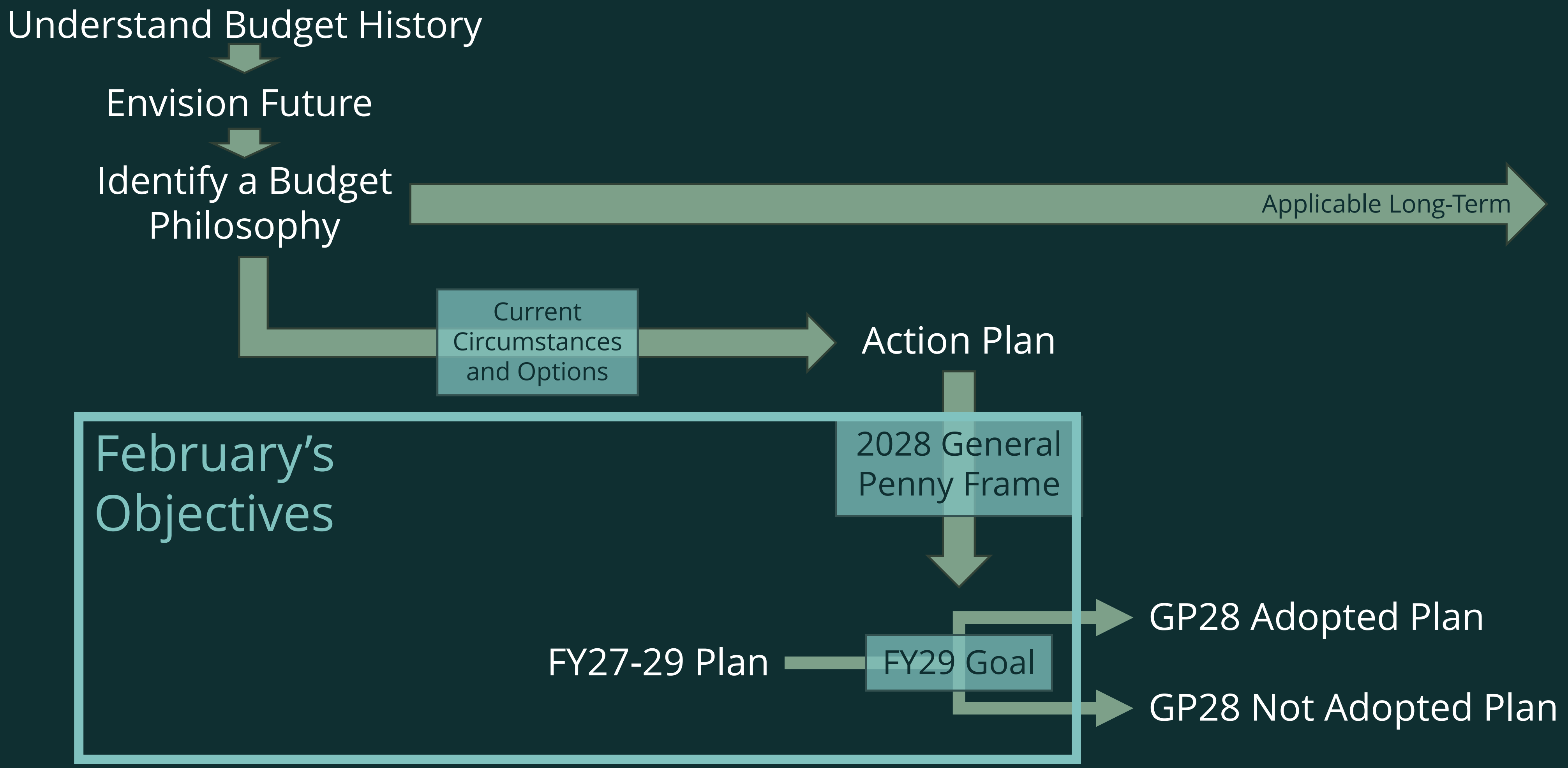
Refined Budget Philosophy: Key Questions

- Reactions?
  - 25-45% General Fund Balance Range
  - Annual Targets
  - Annual Revenue/Expense Balance
  - Revenue/Expense Growth Balance
  - Revenue & Expense Management Principles
- Additions, edits, deletions?
  - Does this feel helpful for upcoming budget conversations?
  - Does this feel relevant for future unknown circumstances?

- 15-20 minutes of discussion today
- Will continue to evolve and be refined
- Will be adopted in May by Resolution

FY27-FY29 Plan Outline

FY27-FY29: February Meeting Review



Budget Philosophy

FY27-FY29 Plan Outline

Plan w/GP28

Plan w/o GP28

Selected FY29 Goals: Expense = Revenue

Consensus Goal

Goal	A. Status Quo	B. Budget Balance	C. Growth Balance
What are we solving for FY27-FY29?	Nothing	Budget Balance	Budget and Growth Balance
FY29 Year End Reserve	20%	32-42%	90-125%
FY 29 Budget Balance	-$3,300,000	+/- $0	about +$9,500,000
Annual Growth Balance	-$1,100,000	about -$660,000	+/- $0
Where does it leave us in November 2028	• Reserve below 25% floor	• Only have to worry about balancing growth post-FY29	• Stable budget position • Have to address short-term surpluses

What does it take?	• Use Reserve to balance budget each year
	• No new revenue
	• Could limit FTE and/or HHS growth to soften
		• A combination of:
		  • Limited growth in new FTEs, Capital Transfer, HHS; and/or
		  • Ldg Tax, Property Tax
			• More tools and/or larger increments
			• Creation of short-term surpluses

What we heard in February

- Goal
  - Limit expenses to projected revenues
  - Maintain current Level of Service to the extent possible
    - Big question: is this possible?
- Implementation
  - No new revenue before November 2028
  - Expenses
    - Most support for limiting FTE growth and HHS/Initiative funding
    - Less support for reducing the capital transfer

FY27-29 Plan

- No new revenue before November 2028
- Expense
  - Town Personnel
    - Keep COLA and merit increases
    - Limit FTE growth to up-to 1 new FTE per year
  - Keep Town split of Joint operations at current MOU
    - Important piece of bridging FY27-FY29
  - Keep ½ Penny Capital Transfer
  - Reduce HHS/Initiative Funding
    - $1.5M in FY27 | $1.4M in FY28 | $700K in FY29
    - Reenvision program in the meantime and reinstate if GP28 passes
- General Fund Balance
  - Carry a 40-43% Balance to buffer against General Penny 2028 not passing

FY27-29 Plan: Fund Balance Impact

- Dollar value remains flat at $16.7M FY27-FY29
  - No General Fund Balance spent FY27-FY29
- Percentage falls as expenses grow
  - $16.7M is 43% of $28.9M, but only 39% of $42.3M

Year		FY26	FY27	FY28	FY29	FY30	FY31
Status Quo Projection							
	Projected Revenue	37,800,000	39,300,000	40,800,000	42,300,000	43,800,000	45,300,000
	Projected Expense	38,900,000	39,300,000	40,800,000	42,300,000	44,500,000	46,700,000
	FY End GF Balance	16,700,000	16,700,000	16,700,000	16,700,000	15,900,000	14,500,000
Healthy Budget Metrics							
	General Fund Balance	43%	42%	41%	39%	36%	31%
	Annual Rev. vs. Exp.	-1,100,000	0	0	0	-700,000	-1,500,000
	Rev. vs. Exp. Growth	-500,000	1,100,000	0	0	-700,000	-700,000

* Metrics that do not equate based on projections are a result of rounding

FY27-29 Plan: Budget Balance Impact

- Expense=Revenue for FY27-FY29
  - This is the focus of the goal that was selected in February
- No General Fund Balance spending FY27-FY29
  - General Fund Balance spending required in FY30 without General Penny or other action

Year		FY26	FY27	FY28	FY29	FY30	FY31
Status Quo Projection							
	Projected Revenue	37,800,000	39,300,000	40,800,000	42,300,000	43,800,000	45,300,000
	Projected Expense	38,900,000	39,300,000	40,800,000	42,300,000	44,500,000	46,700,000
	FY End GF Balance	16,700,000	16,700,000	16,700,000	16,700,000	15,900,000	14,500,000
Healthy Budget Metrics							
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	Annual Rev. vs. Exp.	-1,100,000	0	0	0	-700,000	-1,500,000
	Rev. vs. Exp. Growth	-500,000	1,100,000	0	0	-700,000	-700,000

* Metrics that do not equate based on projections are a result of rounding

FY27-29 Plan: Growth Balance Impact

- $700,000 deficit in FY30 and beyond is the long-term growth gap
- FY27-FY29
  - +$1.1M in FY27 is a result of HHS/Initiative cut from $2.4M to $1.5M
  - $0 in FY28 & FY29 is a result of decrease in Town split of Joint Operations

Year	FY26	FY27	FY28	FY29	FY30	FY31
Status Quo Projection						
Projected Revenue	37,800,000	39,300,000	40,800,000	42,300,000	43,800,000	45,300,000
Projected Expense	38,900,000	39,300,000	40,800,000	42,300,000	44,500,000	46,700,000
FY End GF Balance	16,700,000	16,700,000	16,700,000	16,700,000	15,900,000	14,500,000
Healthy Budget Metrics						
General Fund Balance	43%	42%	41%	39%	36%	31%
Annual Rev. vs. Exp.	-1,100,000	0	0	0	-700,000	-1,500,000
Rev. vs. Exp. Growth	-500,000	1,100,000	0	0	-700,000	-700,000

* Metrics that do not equate based on projections are a result of rounding

FY27-29 Plan: Why these tools?

- Growth Drivers
  - Town and County personnel costs are the main drivers of expense growth
  - Support for existing staff a priority
  - Therefore, limiting new Town FTEs and the Town's share of County personnel are the most important expense control tools
- Other Expenses
  - After managing FTE growth, still need to reduce $1.3M-$2.4M
  - Goal is to maintain LOS to the extent possible
  - Therefore, the primary source of cuts is HHS/Initiatives (but there are alternatives)
    - HHS/Initiatives
    - Professional Services/Equipment
    - Capital Transfer

FY27-29 Plan: Maintain LOS?

Yes

- Reducing FTE growth to 1/yr slows growth in LOS but does not reduce the current level of service
  - Exception: if expectations rise, or the amount of work required for the same output increases
- Reducing HHS/Initiative funding will limit what those organizations can do without other funding sources, but is not the Town's level of service

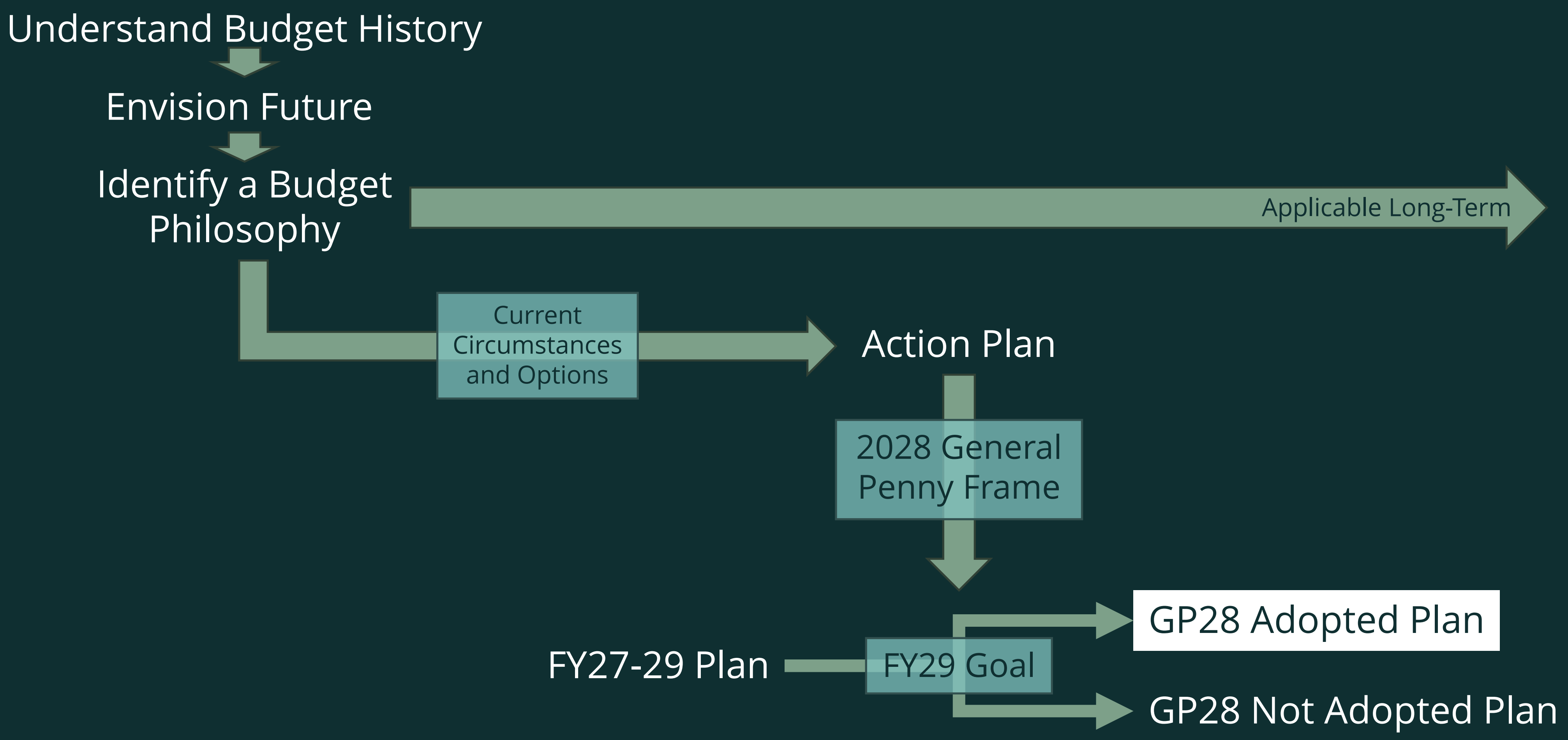
FY27-29 Plan: Key Questions

- Reactions?
  - Limiting FTE growth to 1 per year
  - Cutting HHS/Initiative funding (while reimagining program)
- Additions, edits, deletions?

- 15-20 minutes of discussion today
- Can continue to evolve
- Will be part of FY27 budget adoption and Final Strategic Budget Action Plan

FY30+ Plan With 2028 General Penny

Strategic Budgeting



What we heard in December: Expense

- Prioritize staff
  - COLA and merit are the last cuts
  - Add or reduce FTEs based on LOS goals not budget constraints
- Keep up with capital depreciation
  - Plan for major replacements (capital reserve, SPET)
  - Use bonding to manage cost escalation
- Avoid unbudgeted, non-emergent funding requests

What we heard in December: LOS

- Maintaining the current Level and Quality of service first is the priority

Priorities for More

- Facilities depreciation
- Public works capital
- Housing
- Core Services
- Conservation
- HHS
- Transportation
  - START

Efficiency Opportunities

- Town/County split
- Fire/EMS
- START commuter service
- Non-critical PD expenses
- HHS board
- Community initiatives

2028 General Penny Impact: Story

Important to let people know what they are voting for

- Can maintain the current core services
  - Can continue to grow at 1 FTE/year
- Can maintain existing infrastructure
  - Invest in facilities and infrastructure depreciation costs
    - (A priority identified in December)
- Can Invest in community priorities
  - Housing, transportation, conservation, and other unfunded mandates
    - (A priority identified in December)

Budget Philosophy

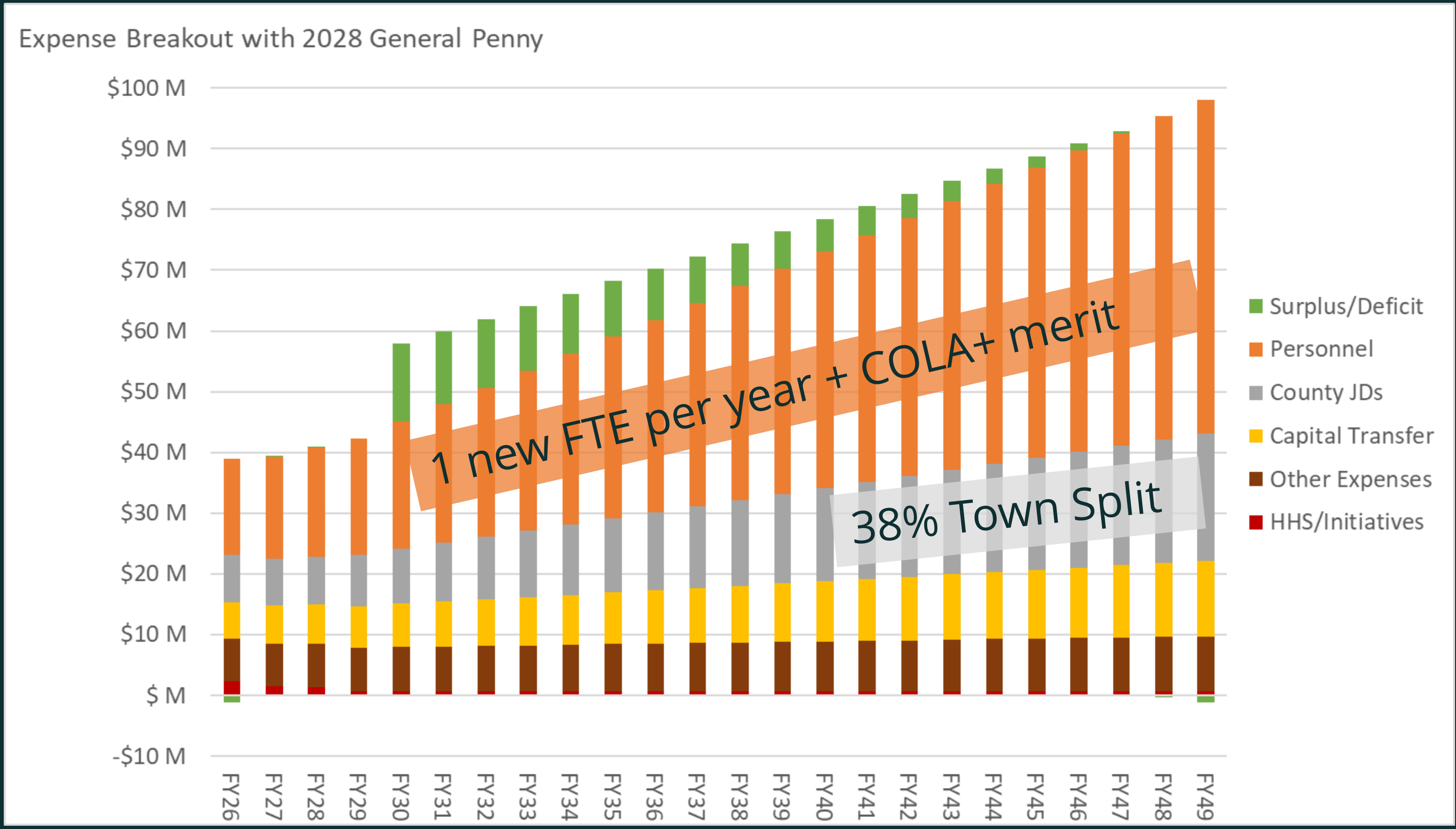
FY27-FY29 Plan Outline

Plan w/GP28

Plan w/o GP28

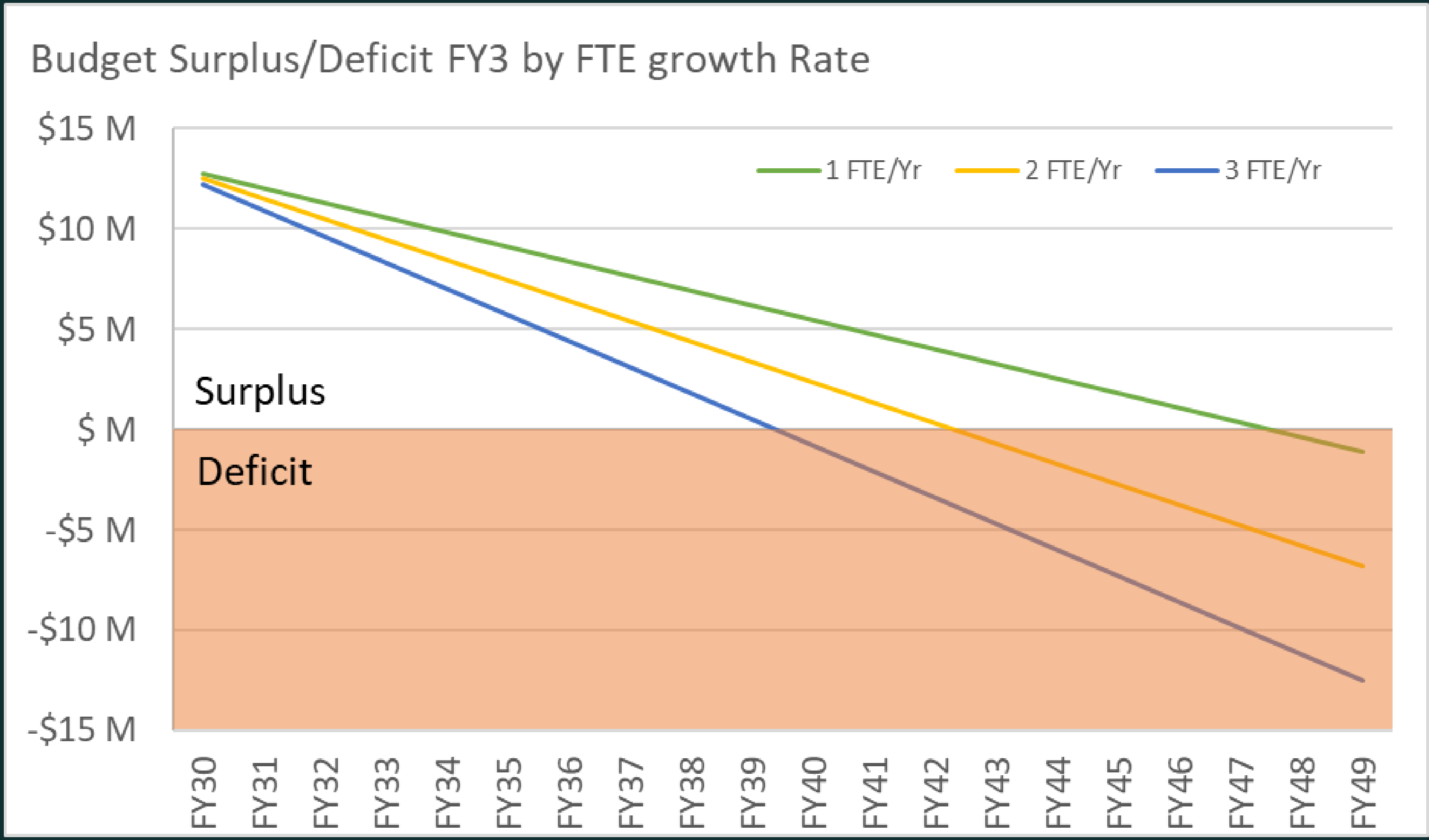
2028 General Penny Impact: Budget Model

- 1 Penny projects to be worth about $13.5M in FY30
  - And will grow about $560,000 per year
- It generates a budget surplus to begin with
- But does not close the growth gap
  - Surplus shrinks to a deficit in 10-20 years depending on expense growth



FY30 any Beyond: Considerations

- The General Penny will cover about 18 years of personnel expense growth at 1 new FTE/year
  - 13 years @ 2FTE/yr
  - 10 years @ 3FTE/yr
- The remaining surplus can be used for
  - Facilities & infrastructure
  - Unfunded mandates
- When the surplus becomes a deficit, we are back where we started
  - However, a lot of policy decisions and external factors will also impact the model over 10-18 years



FY30 any Beyond: Other Considerations

- Town/County Split MOU expires FY30
  - Need to renegotiate for FY31
  - This will impact growth balance and available money

FY30+ With General Penny: Recommendation

- New spending should be focused on non-recurring projects
  - What
    - Facilities and infrastructure depreciation
    - Housing, transportation, conservation, other unfunded mandates
  - Why
    - Aligns with December priorities
    - Puts money to work without increasing recurring expense growth
- FTE growth should be kept low
  - Adding recurring personnel expenses widens the growth gap
    - COLA + Merit grows at a faster rate than sales tax revenue
    - Puts near future Councils in the same situation we are in now
      - And if we get back to a deficit situation, they will not have a sales tax tool option

FY30+ Recommendation: Quantified Revenue

- The additional penny adds $13.5M to FY30
  - Could start accruing in FY29, depending on the expiration of the Justice Center SPET
- Annual revenue is $500,000 greater than expenses
  - Preserves a 29% fund balance
  - Fund balance grows with expense growth

Year		FY29	FY30	FY31	FY32	FY33	FY34
Status Quo Projection							
	Projected Revenue	42,300,000	57,900,000	60,000,000	62,000,000	64,000,000	66,000,000
	Projected Expense	42,300,000	57,300,000	59,400,000	49,000,000	61,500,000	65,600,000
	FY End GF Balance	16,700,000	17,200,000	17,700,000	18,200,000	18,800,000	19,300,000
Healthy Budget Metrics							
	General Fund Balance	39%	29%	29%	29%	29%	29%
	Annual Rev. vs. Exp.	0	500,000	500,000	500,000	500,000	500,000
	Rev. vs. Exp. Growth	0	500,000	0	0	0	0

* Metrics that do not equate based on projections are a result of rounding

FY30+ Recommendation: Quantified Expense

- $12.8M added in FY30 expenses for facilities, infrastructure, and unfunded mandates
- Decreases by $700,000 each year to cover the remaining growth gap
  - i.e. $12,100,000 in FY31 | $11,300,000 in FY 32 | etc.
  - Assumes FTE growth kept at 1 FTE per year
    - If more FTEs are added, a larger annual decrease is needed to balance growth

Year		FY29	FY30	FY31	FY32	FY33	FY34
Status Quo Projection							
	Projected Revenue	42,300,000	57,900,000	60,000,000	62,000,000	64,000,000	66,000,000
	Projected Expense	42,300,000	57,300,000	59,400,000	49,000,000	61,500,000	65,600,000
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Healthy Budget Metrics							
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	Rev. vs. Exp. Growth	0	500,000	0	0	0	0

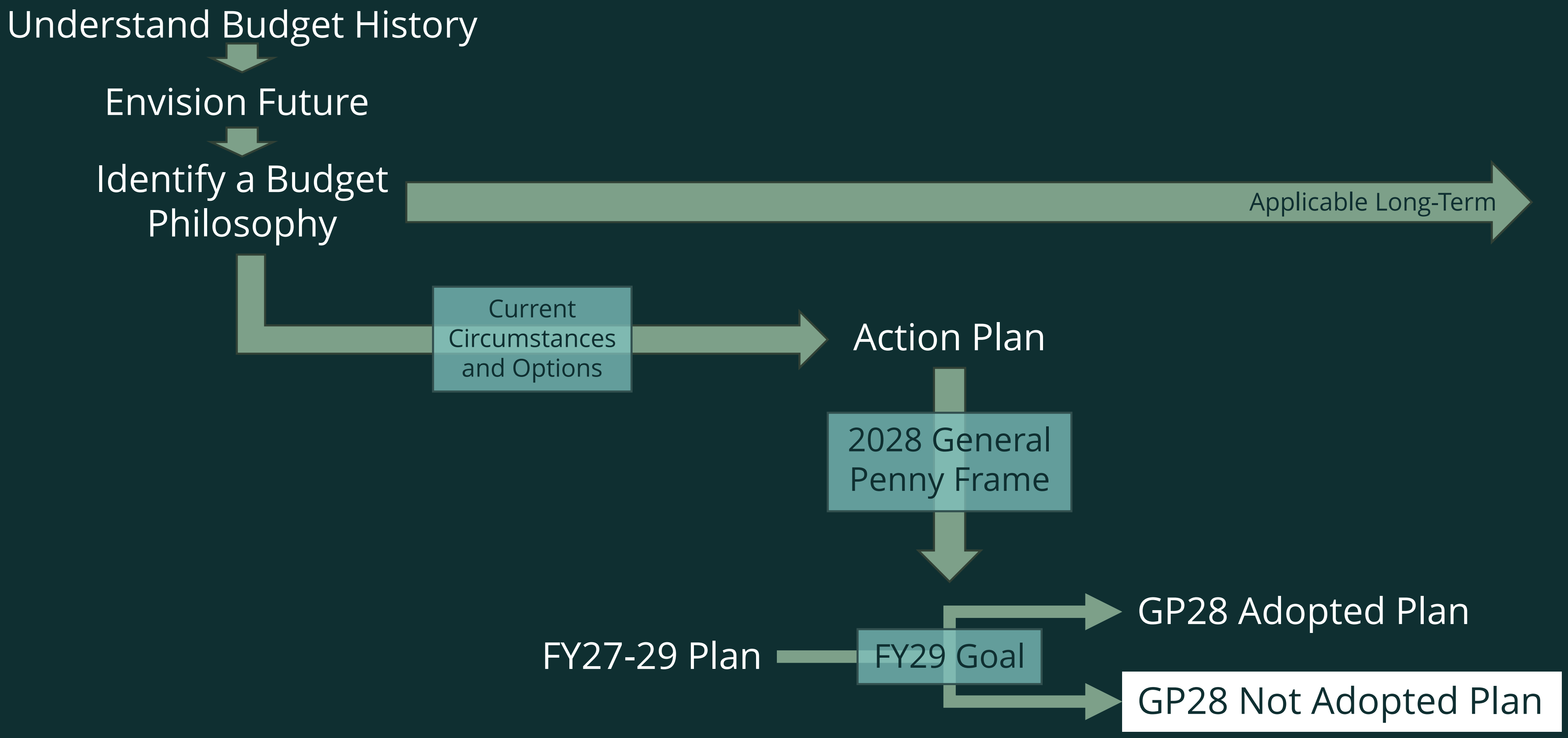
* Metrics that do not equate based on projections are a result of rounding

FY30+ with General Penny: Key Questions

- Reactions?
  - Maintain Core Services
    - Keeping FTE growth at 1 per year
  - Maintain existing infrastructure
    - Invest in facilities and infrastructure depreciation costs
  - Invest in community priorities
    - Housing, transportation, conservation, and other unfunded mandates
- Additions, edits, deletions?
- Any prioritization within focus?
  - Do not have to prioritize now, can do additional planning to inform
    - Depreciation estimate and schedule
    - Transportation infrastructure plan
    - Housing Supply Plan update
    - Etc.

FY30+ Plan Without 2028 General Penny

Strategic Budgeting



FY30+ Without General Penny Story

- Important to let people know what the impact of General Penny not passing
- Budget philosophy does not change, just implementation
- Result would not be a stop-gap measure; it would be a new normal
- Some combination of:
  - Lodging tax
  - Property tax
  - Reduced level of service
    - Less staff
    - Fewer programs
    - Out of date technology and systems

FY30+ Without General Penny Options

- Growth gap is the issue
  - Budget column buys time,
  - Growth column solves issue
- Options assume all FY27-FY29 measures stay in place
  - FTE Freeze represents a reduction from 1/yr to 0/yr
  - HHS/Initiative funding already cut FY27-FY29
- New options
  - Freeze merit increase?
  - Reduce FTEs to 2022 level?
  - Reduce other expenses like professional services, equipment, etc.?
- FY31 County MOU revision still a variable

		Budget	Growth
Projected FY30 Gap (from FY29 Goal)		-$700,000	-$700,000
Revenue Tools			
	2030 2% Lodging Tax	+$2,800,000	+$195,000
	8 mil Property Tax	+$8,800,000	+$600,000
Expense Tools			
	Freeze FTE Growth	$0	+$286,000
	Freeze Merit Raise	$0	+$687,000
	Reduce FTEs	+$1,100,000	+$462,000
	Reduce Capital Transfer	+$6,800,000	+$280,000
	Stop HHS/Initiatives	+$700,000	$0
	Pro Services/Equipment	+$7,300,000	+$93,000

2030 Lodging Tax

	Budget	Growth
Projected FY30 Gap	-$700,000	-$700,000
2030 2% Lodging Tax	+$2,800,000	+$195,000

Logistics

- Requires voter approval
  - Tax paid by visitors
- Budget impact is reliant on the strength of the tourism industry
- 1 Cent not worth it
  - Same feasibility barriers
  - Not enough impact on budget

Impact

- Budget
  - Initial influx would buy 2-3 years if kept in the General Fund balance
- Growth
  - Cannot close the growth gap alone

Property Tax

		Budget	Growth
Projected FY30 Gap		-$700,000	-$700,000
	8 mil Property Tax	+$8,800,000	+$600,000

Logistics

- Most of the Council views this tool as a last resort
- Implemented by annual policy in 0.5 mil increments
  - Currently have 0.5 mils
  - It can be added in as needed to match expense growth without creating an initial surplus
- 1 mil ~ market value/10,000
  - Definition: Assessed value/1,000
  - Assess value = market value*0.095
  - $2M home: 1 mil = $190, 8mils = $1,520

Impact

- Budget
  - Immediate, full implementation would create a surplus
    - Could feather it in to fit the need and react to success of other tools
- Growth
  - Almost closes the growth gap at full implementation

Personnel Growth

		Budget	Growth
Projected FY30 Gap		-$700,000	-$700,000
	0 FTE Growth, COLA+Merit	$0	+$286,000
	1 FTE/year, COLA only	$0	+$687,000
	-12 FTEs in FY30, COLA+Merit	+$1,100,000	+$462,000

Logistics

- Plan is 1 FTE/yr growth FY27-FY29
- Freezing FTE growth means keeping existing positions, but not adding new jobs
- There are other ways to reduce personnel costs
  - Freeze merit raise (keep COLA)
  - Reduce FTEs

Impact

- Budget
  - A 12 FTE reduction in FY30 to 2022 FTE level only buys 1-2 years
- Growth
  - Freezing FTE growth has more impact on growth than reducing FTEs
    - Freeze has the benefit of not adding or compounding
    - Reduction only has the benefit of not compounding
  - Freezing the merit increase closes the growth gap, even at 1 new FTE per year

Capital Transfer

		Budget	Growth
Projected FY30 Gap		-$700,000	-$700,000
	Reduce Capital Transfer	+$6,800,000	+$280,000

Logistics

- Currently transfer ½ penny to the Capital Fund annually by policy
  - Transfer amount can be adjusted in any increment
- Capital Fund has a $9M balance
  - About 75% of the FY26 Budget
- Money not transferred is available for General Fund operations
  - Limits ability to plan for future capital projects
- Capital Transfer could be replaced by SPET funding in the future
  - Would mean reduction in non-profit SPET items

Impact

- Budget
  - Freezing the capital transfer for 1 year would buy the Town 5 years
- Growth
  - Freezing the capital transfer for longer would not close the growth gap

Stop HHS/ Initiatives

		Budget	Growth
Projected FY30 Gap		-$700,000	-$700,000
	Stop HHS/Initiatives	+$700,000	$0

Logistics

- Granted $2.3M in FY25, growing $130,000 per year
  - Amount is discretionary, no obligation
- If FY27-FY29 Plan is to reduce HHS/Initiative funding not much left to gain

Impact

- Budget
  - Can cover the budget deficit for one year
- Growth
  - No benefit

Other Funding

		Budget	Growth
Projected FY30 Gap		-$700,000	-$700,000
	Pro Services/Equipment	+$7,300,000	+$93,000

Logistics

- $6.8M in FY25, growing $93,000 per year
  - Professional services
  - Equipment
  - Materials
  - Etc.

Impact

- Budget
  - Can be used to cover the budget for a couple of years
  - At the expense of the quality of the workplace provided to FTEs
- Growth
  - Not much impact on growth from reducing other funding

Example Combinations to Close Growth Gap

- 2030 Lodging Tax + 7 mils of property tax
- 2030 Lodging Tax + 1.5 mils + halve the merit increase
- 2030 Lodging Tax + FY30 reduction of 12 FTEs and frozen FTE growth
- 6 mils of property tax + Freeze FTE growth
- 6 mils of property tax + Freeze capital transfer
- Freeze capital transfer + halve the merit increase to 1.25%
- Freeze the merit increase

FY30+ without General Penny: Key Questions

- Discuss the tools for FY30+ without General Penny
  - Which tools / combos are your preference?
  - Which tools / combos are your non-starters?
- Considerations
  - Long-term sustainability of solution
  - Impact on current level of service
  - Don't need a final answer, but need to be able to tell the story of the alternative to the General Penny

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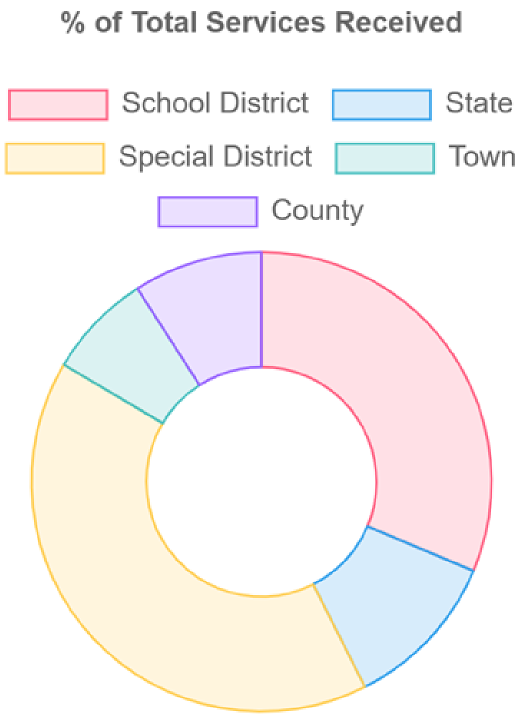
Next Steps

Community Engagement Update

- Listening & Education Sessions for Groups Have Begun
  - Voices JH hosted Listening & Education Session | March 13
  - Womentum Listening & Education Session | April 21
  - Silicon Couloir Listening & Education Session | TBD
  - Listening & Education Session for group in Hospitality &/or Realtors?
- Publish 'Think Piece' with community input from listening sessions & link to: The Cowboy Family - Wyoming Taxpayers Association

A single parent making $85,000 who rents pays $2,042 in taxes annually and receives the following.

Total Services Received

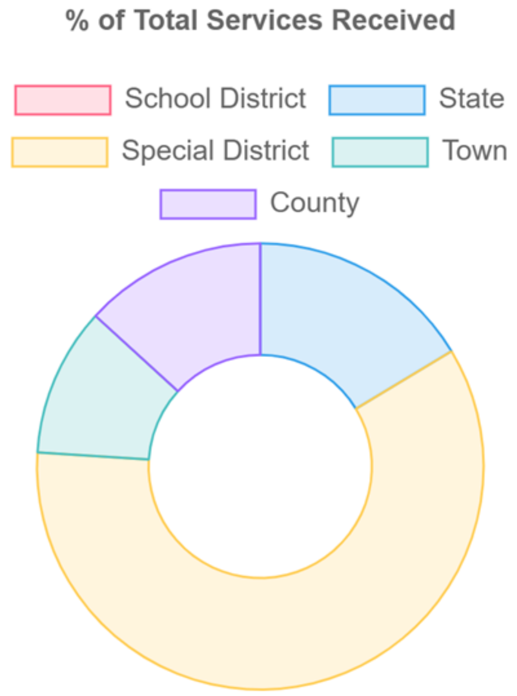


Type of Service	Total Cost of Operations
K-12	$20,009.00
State Services	$7,176.33
Special Districts	$26,150.30
City/Town Services	$4,725.32
County Services	$5,794.74
Total Cost of Services Received	$63,855.69

Difference Between State Taxes Paid and Services Received	$61,814.47
For every $1.00 you pay in taxes, you get this much in services	$31.28

A couple with no kids earning $175,000 that owns a home worth $1M pays $7,433 in taxes and receives the following.

Total Services Received



Type of Service	Total Cost of Operations
K-12	$0.00
State Services	$14,352.66
Special Districts	$52,300.60
City/Town Services	$9,450.64
County Services	$11,589.48
Total Cost of Services Received	$87,693.38

Difference Between State Taxes Paid and Services Received	$80,241.97

For every $1.00 you pay in taxes, you get this much in services	$11.77

Next Step

	Step 0	Step 1	Step 2	Step 3	May Meeting Step 4
Council Meeting	Sep 16, 2025	Oct 23, 2025	Dec 16, 2025	Feb 19, 2026	May 2026
Objective	Process setup	Understand the budget history	Envision future scenarios	Build Action Plan	Final action plan & philosophy
Outcomes	• Process objectives • Determine public outreach	• ID outstanding questions • ID additional tools • Scope expert input • Finalize budget philosophy Qs	• Vision for where we would like to go in each scenario (Status quo, more, less)	FY30+ Plan (Mar.) • Review FY27-FY29 Plan from Feb. • Review refined draft budget philosophy	• Finalized philosophy • Finalized action plan
Materials	• Proposed process	• Detailed status quo background • List of budget tools • Staff & Council input on philosophy Qs • Historical budget philosophy	• Visioning exercise • Sr. staff (&public?) input on vision	• Approach options	• Community input on options and philosophy • Draft action plan based on vision, philosophy, and tools

Next Steps

- Community Engagement
- Set the date for our next meeting
  - May: Finalize Plan and Determine Next Steps

Closing

- What did you think of this meeting format?
  - What did you like?
  - What should we do differently for future meetings?

Town of Jackson Strategic Budgeting

Meeting #5

Planning Beyond FY29

March, 18 2026