

### Big Picture Framing:

1. Town's needs have been growing (some deferred, some new initiatives) and revenues have not kept pace.
2. Council Policy Guidance points for discussion:
  - a. 2021 revaluation philosophy – how to manage natural growth in tax base?
    - i. What are the requirements (publish revenue-neutral rate, flexibility?)
  - b. Review other revenue streams for cost-recovery and equity:
    - i. Fees and permits (development, credit cards, etc.)
    - ii. Economic incentives
  - c. Identify highest priority areas for consideration in budget (not in order):
    - i. Environmental sustainability
    - ii. Community sustainability (equity, safety, housing)
    - iii. Economic recovery
    - iv. Maintenance and operations
    - v. Flexibility to respond to the unexpected
3. Long term interest: develop a plan to guide taxes and spending.

### Specific areas of interest:

1. Revenues
  - a. What would revenues have been without the revenue-neutral tax rate decisions?
  - b. Consider charging for credit-card processing fees (an increasing expense to the town).
  - c. Review all fee/cost decisions through a racial equity lens.
  - d. Understand the debt fund – what are the rules governing its use?
  - e. What are the rules governing fees for development (e.g. inspections fees must be used for inspections costs, etc.)?
  - f. Stormwater fee – should it be raised for projects?
2. Maintenance and Operations
  - a. Need to fund deferred maintenance (roads, buildings, parks etc.).
  - b. Review costs along with long-term savings (e.g. solar panels).
  - c. New initiatives require staff time (or consulting/outsourcing) and resources (funding) – how do we pay for those?
  - d. Are there changes we've made in response to COVID that should continue (or opportunities to change because of COVID)?
3. Employees
  - a. Can \$15/hour minimum pay be a 5-year goal? – how does this match our living wage commitment?
  - b. Review implementation of the class and compensation study to address front-line worker compression and general competitiveness in the workplace.

### 4. Special Initiatives

- a. Identify a special projects fund to have flexibility/responsiveness to unanticipated costs (e.g. mobile home park)
- b. What investment in Downtown is needed for economic recovery?
- c. What are the options for leveraging recovery efforts with the County (long range plan)?