

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)?