



ADMINISTRATOR'S REPORT

This report is intended to provide Council with an overview of current activities, project status updates and previews of select upcoming issues and activities of council and staff.

FEATURED ITEMS

February 2026

1. Proposed New General Fund Fee

Over the past twelve plus months, the Revenue Options Sub-Committee of the City Council has been meeting and evaluating necessary revenue enhancements to maintain the City's financial sustainability in the face of revenue stagnation compared to ever increasing costs in providing the current levels of service. This has led to Utility Rate increases to meet regulatory and safety requirements for the City's municipal water system, wastewater collection and treatment systems and transportation system (streets, sidewalks and storm drains).

In addition to the need for regular (annual) utility rate adjustments, the sub-committee and now full City Council are in the process of final evaluation of the need for a fee to ensure the ability to maintain Coburg's local public safety services (Police Department and Municipal Court). An ordinance to establish this new fee will be on the **March 10, 2026** Council meeting agenda. A resolution will be presented at the **April 14, 2026** meeting to set the fee amount with an effective date of **July 1, 2026**.

An informational "FAQ" sheet has been developed to provide background information on the need for the new revenue, the revenue options considered (fee, property tax levy, etc) and the final recommendations of the sub-committee that were presented in full to City Council at its December 9, 2025 Council meeting. This draft FAQ is

2. Regional Resiliency Evaluation Report - LCOG

Lane Council of Governments facilitated a Regional Resiliency Stress Test in November of 2025 to better understand and plan for recent federal and actions and proposals that would limit, reduce or eliminate funding in key areas relied upon by local governments and non-profits to carry out core regional services. Also evaluated were the stairstepping negative impacts associated with state level impacts of federal funding changes.

The result of this exercise is the attached Regional Resiliency Evaluation Report that includes an executive summary, next steps, 12-18 month action plan outline and toolkit templates for further exploration and assessment. Coburg staff will remain involved in the process and provide input on local impacts relating to current and proposed reductions to federal and state funding and will keep Council apprised as key milestones are reached and reports are available.

3. Updated Population Statistics

Portland State University houses the Population Research Center, an interdisciplinary public service, research and training unit for population-related data and research for the state of Oregon. The PRC recently published its most current preliminary county and city population estimates for July 1, 2025. See below for Coburg's most recent and prior year data.

Incorporated City/Town	Estimates Base	Revised Population Estimate	Revised Population Estimate	Revised Population Estimate	Revised Population Estimate	Revised Population Estimate	Preliminary Estimate
	April 1, 2020	July 1, 2020	July 1, 2021	July 1, 2022	July 1, 2023	July 1, 2024	July 1, 2025
Coburg	1,308	1,254	1,322	1,330	1,373	1,421	1,456



Coburg Growth Rate

7/2000 to 7/2021 = 5.42%
 7/2021 to 7/2022 = 0.61%
 7/2022 to 7/2023 = 3.23%
 7/2023 to 7/2024 = 3.50%
 7/2024 to 7/2025 = 2.46%

Average five year growth rate = **3.05%**

Portland State Population Research Center projected 20-year annual growth rate = **1.66%**

- ❖ 241 incorporated cities in Oregon
- ❖ 97 cities smaller than Coburg and 144 cities larger
- ❖ 159 cities with a population of 5,000 or less and 82 larger (59 larger than 10,000)
- ❖ The median population is 2,111
- ❖ The average population is 12,764
- ❖ Eugene is the third largest in the state and missed being #2 by 625 (less than .04%)
- ❖ Springfield is #9
- ❖ Lane County is #4 in total population of 36 counties in Oregon - Portland Metro top three (Multnomah, Washington and Clackamas)

CURRENT PROJECTS AND CONTRACTS

Project Type	Description	Est Cost	Complete Date
Water	Well #3 – Wellhouse, treatment, SCADA	\$1,334,000	July 2026
Water	Stallings Transmission Line	\$1,000,000	TBD
Streets	Collector St Project (Coleman Phase I)	\$600,000 \$ (MPO Grant)	Sept 2026
PW	Storm Water Master Plan	\$60,000	Complete
Water	Water Conservation & Management Plan	\$50,000	March 2026

Citizen Inquiries	Submit Date	Status
Industrial noise – Shane Ct	6/21/24	Active - Ongoing
Light/Glare – From Roberts Rd affecting Residential	11/25/24	Active
Park Vegetation Intrusion – Johnny Diamond Park	9/8/25	Active – Plan in place
Rooster Noise – Pearl St	9/10/25	Resolved
Vintage St Bioswale – Unauthorized activities	9/26/25	Resolved – Reactivated
Stormwater not draining – McKenzie/Abby/Austin	1/5/26	Active – CIP item FY26/27

DEPARTMENT ACTIVITY AND STATISTICS

Staff maintains various activity, work order and case log type records that are utilized for required reporting to other agencies and/or for day-to-day oversight and management of their operations. Some data comes from third party systems and not always in a format that is easily summarized or customized.

Public Works

Water System:

Monthly Water sampling, meter reading, door hangars

Wastewater System:

Collection system large leak repair from utility contractor driving over/breaking connection box. PW Staff isolated and repaired the line within three hours with minimal disruption to neighborhood.

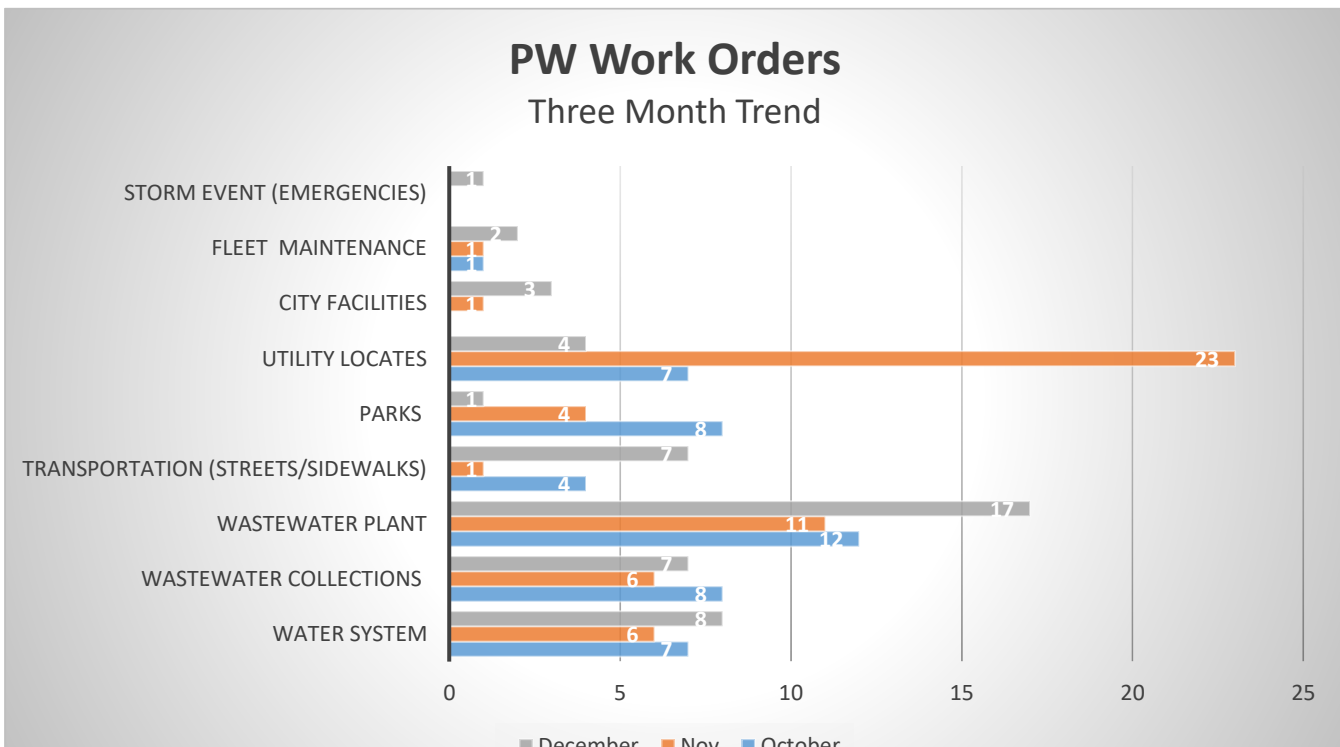
Streets/Storm Drains:

Leaf pick-up season was highly successful and completed several weeks ahead of target.

Facilities:

City Hall – Roof leak repair

Work Order Type	October	Nov	December
Water System	7	6	8
WasteWater Collections	8	6	7
WasteWater Plant	12	11	17
Transportation (Streets/Sidewalk)	4	1	7
Parks	8	4	1
Utility Locates	7	23	4
City Facilities	0	1	3
Fleet Maintenance	1	1	2
Storm Event (Emergencies)	0	0	1
TOTALS	47	53	50



Citations (Crimes and Violations)

- New Citations for January 6, 2026 Court Date: 47

January 2026 Receipts Including Collections.

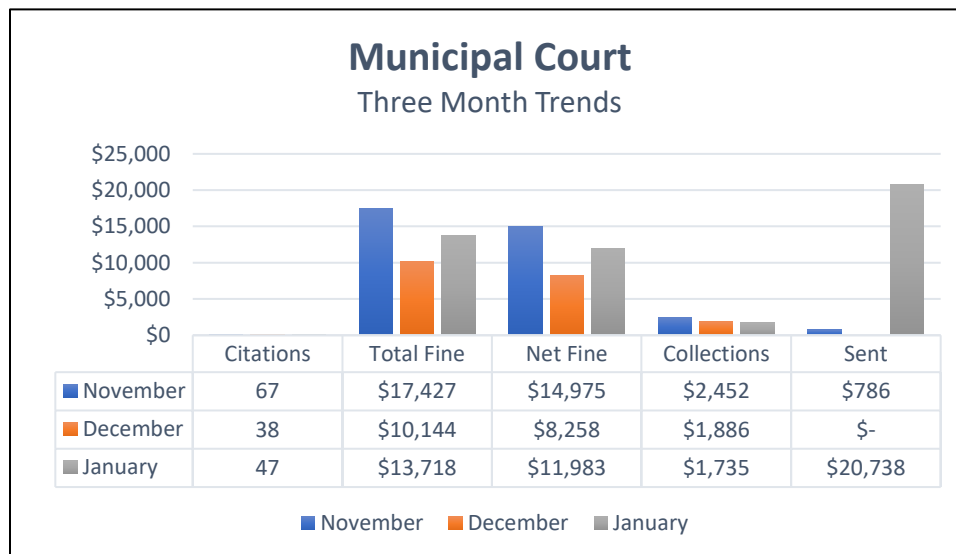
- **Total Fines:** \$13,718.17 (total monies taken in for the month, nothing deducted), compared to \$ 8,376.57 in January of 2025
- **Net Fines:** \$ 11,983.00 (City share only, NOT including collections), compared to \$4,084.00 in January of 2025

January 2026 Professional Credit Service Collections:

- **Total Collection Revenue:** \$ 1,735.17 compared to \$4,292.57 in January of 2025
- **Turned over to collection:** \$20,738.23 compared to \$895.00 in January of 2025

Comparisons should only be considered when viewing the year-to-date amounts as court dates are not consistently held on the same dates each month, nor is there consistent cases presented to the court.

- Upcoming Court Date: February 3, 2026 Regular Court Session
- Scanning Update: All open cases and cases since 2020 (over 51,000 documents) now available electronically
- Court Online Portal set up and implementation nearly complete, providing customers with the ability to make payments and process documents online and after hours at no extra costs to the City. Final staff training in February with an anticipated “Go Live” March 1, 2026



Planning

- Issued four Structural/Plumbing/Mechanical/Electrical/Sign permits in January with an estimated valuation of \$42,807.
- Attended various regional transportation meetings including Transportation Planning Committee, Safe Lane Transportation Coalition, MPC & TASC. The regional funding proposals for the upcoming funding cycle and statewide transportation improvement plan (STIP) and ODOT capital investment plan were discussed at the January MPC meeting.
- Received application for a partition on N. Coleman St. (SUB 01-26).
- Met with LCOG staff regarding the upcoming Housing Capacity Analysis project.
- Attended open forums and webinars presented by DLCD's Housing Accountability and Production Office (HAPO).
- Coordinated on updates to the community development web pages including soon to be available pre-approved ADU plans (courtesy of the City of Eugene).

MULTIPLE OFFICER RESPONSE:

- Officers and deputies responded to a motor vehicle accident on N. Coburg Rd. **Assist**
- Officers and deputies responded to a report of reckless driving on N. Coburg Rd. **Unable to Locate**
- Officers and deputies responded to a report of a menacing on N. Willamette St. **Report**
- Officers and deputies responded to a report of a suspicious vehicle on Coburg Rd. **Field Interview**
- Officers took a report of an elderly female subject in need of mental health assistance **Info/DHS**
- Officers responded to Serenity Lane regarding a report of a disorderly subject **Assist/No Crime**
- Officers responded to a stranded motorist on Priceboro Rd. and changed a flat tire **Assist**

SINGLE OFFICER RESPONSE:

- Officer responded to a report of an Unauthorized Use of a Credit Card **Report**
- Officer arrested a driver for Driving While Suspended-Misdemeanor **Citation in Lieu of Custody**
- Officer responded to several illegally parked vehicles in Roberts Rd. turnaround **Warning**
- Officer responded to a disorderly juvenile at the TA Truck Stop **Warning**
- Officer responded to city hall for a citizens contact **Information**
- Officer responded to a motor vehicle accident at the TA Truck Stop **Information**
- Officer responded to a Burglary at the Coburg Antique Mall **Report**
- Officer responded to the TA Truck Stop regarding a request for a citizens assist **Information**
- Officers responded to Serenity Lane regarding an overdose at the location **Agency Assist/ Info**
- Officer responded to a report of a Trespass on N. Miller St. **Resolved**
- Officer responded to a report of a Theft at 33100 E. Van Duyn **Report**
- Officer responded to city hall to take a report of an ongoing problem with Harassment **Report**
- Officer responded to a report of Suspicious Conditions at the Premier RV Park **Information/No Crime**
- Officer responded to a traffic stop in Harrisburg to cover a Linn County deputy **Assist**
- Officer responded to a citizens contact at the city hall **Information**
- Officer responded to an Alarm on Roberts Ct. **Patrol Check**
- Officer responded to a report of a subject in a mental health crisis at the TA Truck Stop **CHETT Fund**
- Officer responded to a report of a dog at large on Christian Way **Unable to Locate**
- Officer responded to a report of found drug contraband on Abby Way **Information/Report**
- Officer responded to a report of a Motor Vehicle Crash at the McDonald's **Assist**
- Officer responded to a report of a Disorderly Subject at Serenity Lane **Assist/Transport**
- Officer responded to an assault at 33100 E. Van Duyn **Resolved/Report**
- Officer responded to a report of a DUll driver on N. Industrial Way **Unable to Locate**
- Officer responded to a request for a citizens contact at city hall **Information**
- Officer arrested a subject with an outstanding warrant at the Harrisburg Municipal Court **CLC/Report**
- Officer responded to a report of a dog at large on N. Willamette/Locust St. **Resolved**
- Officer responded to a traffic hazard on E. Pearl Street **Resolved**

- Officer responded to a report of a Theft and Unauthorized Use of a Motor Vehicle at 33100 E. Van Duyn **Report**
- Officer responded to Pearl and Willamette for a report of nails in the intersection **Resolved**
- Officer responded to a report of an alarm on E. Pearl Street **Patrol Check**
- Officer responded to a report of a historic Sex Abuse that occurred at the TA Truck Stop **Report**
- Officer responded to a report of a walk-away from Serenity Lane **Resolved/Transport**

Patrol Checks = 68

Total Activities = 200

OTHER ACTIVITIES:

- Officer Wilson has been conducting “MILO Training” for members of the Coburg Police Department, Oakridge Police Department and the Junction City Police Departments. The Milo machine is an interactive computer-based trainer utilized to facilitate real life use of force training for law enforcement personnel. The machine utilizes a projector to show different scenarios to the officer and the scenario can have different reactions, according to how the officer responds to the scenario; at Officer Wilson’s direction. This is a very useful tool and is highly sought after. The machine is on loan from the Department of Professional Safety Standards and Training (DPSST) and will be returned in the upcoming weeks.
- CPD has been provided with an extra laptop computer with the Lane County Sheriff’s Office computer aided dispatch system (CAD) on it. Deputy Fawver from the Lane County Sheriff’s Office came to CPD to show us how to utilize the program.
- CPD staff met with Lane County Sheriff’s Office dispatch center administration to go over the needs of both agencies. LCSO dispatch wanted to pass on that they hold CPD in high regard, due to our availability to assist LCSO deputies and CPD’s professionalism.
- CPD command staff met with the heads of other small agency heads to brainstorm a collaborative effort in training our employees, due to high costs and lack of training staff to meet all of the small agency needs. Chief Larson has been meeting with these agency heads to come up with a training calendar which would be beneficial to all agencies by utilizing instructors from each agency that would be inclusive to all small department members.
- Sergeant Miller attended the Lane County Sheriff’s Department Crisis Negotiation Team training for the month of January. Sergeant Miller was on a hiring board for the team, where three new team members were selected to join the crisis negotiation team.

UPCOMING EVENTS:

- CPD will be hosting a department member meeting this month to go over Ethics in Law Enforcement. Additionally, CPD will honor past members, Sgt. Mike Lee and Sgt. Joe Wicks with shadow boxes to commemorate their service to the citizens of Coburg and the Coburg Police Department
- CPD members will attend mandatory handgun/rifle/shotgun qualifications in the upcoming weeks
- CPD members have been invited to attend a Legal Update class presented by the Lane County District Attorney’s Office which will be hosted by the Junction City Police Department

REGIONAL RESILIENCY EVALUTION REPORT

WHAT WE LEARNED AND WHAT COMES NEXT



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EXECUTIVE SUMMARY

On November 6, 2025, regional representatives came together to conduct a Regional Resiliency Stress Test. Recent federal actions and proposals - including freezes or conditions on federal funds, reductions to Medicaid and SNAP, workforce cuts, and the FY 2026 federal budget - signal a historic shift of responsibility from the federal government to states and local governments. While cost-shifting is not new, the scale and speed of the current proposals are unprecedented, with estimates approaching **\$1 trillion nationally over ten years** in transferred costs and risks.

Participants identified where our region relies most on federal and state funding, what services are most vulnerable, and how reductions would affect residents and the local economy. The objective of the stress test is to identify and evaluate the region's exposure to federal/state funding reductions, cost-shifts, and policy changes; to identify early indicators / vulnerabilities; and to develop actionable mitigation strategies.

KEY FINDINGS

1. Federal and State Funding Is Structurally Embedded

Federal and state funds are foundational to core regional services, including public health, housing, emergency response, transportation, utilities, and services for seniors and people with disabilities. Even modest funding reductions would produce disproportionate operational impacts.

2. Risk Is Concentrated in Essential, Low-Flexibility Services

Programs most at risk are those with high intergovernmental funding dependence, statutory or moral service obligations, and limited local revenue replacement options. These include Medicaid-supported services, emergency shelters, disaster response, public health, and housing stability.

3. Cost Shifts Pose Greater Risk Than Direct Cuts

Unfunded or underfunded mandates - particularly in Medicaid, SNAP, and disaster response - could increase local administrative and financial burdens even where nominal funding remains.

4. Regional Ripple Effects Are Significant

Funding reductions would affect not only government budgets, but also household income, nonprofit capacity, healthcare systems, workforce stability, and long-term economic resilience. Without preparation, funding changes could lead to service reductions, delayed

disaster recovery, and increased pressure on local taxpayers. With preparation, the region can protect critical services and make informed choices.

This report summarizes what the region learned from the recent fiscal stress test examining exposure to federal and state funding changes and outlines recommended actions to strengthen fiscal resilience over the next 12–18 months.

We want to thank all everyone from the following organizations who participated: the cities of Eugene, Springfield, Coburg, Cottage Grove, Junction City, Florence, Oakridge, Lane County, the University of Oregon, Willamalane Park and Recreation District, Lane Transit District (LTD), Lane Regional Air Protection Agency (LRAPA), Eugene Water & Electric Board (EWEB), Lane Workforce Partnership, other non-profits, FOOD For Lane County, Travel Lane County, Eugene Chamber of Commerce, and the Governor's Office.

WHAT WE LEARNED

1. Federal and State Funding Is Systemically Embedded

The stress test confirmed that federal and state funds are not peripheral - they are structurally embedded in the region's ability to deliver essential services. Programs supporting **public health, housing, emergency response, transportation, utilities, seniors, people with disabilities, and low-income households** rely heavily on intergovernmental funding streams. Reductions in these funds do not scale neatly; even modest cuts produce outsized operational impacts.

Key insight: Federal and state funding reductions function less like “budget trims” and more like fault lines - once crossed, service continuity is disrupted.

2. Exposure Is Concentrated in High-Impact, Low-Flexibility Services

Across breakout groups, the most vulnerable areas shared three characteristics:

- **High federal or state funding dependence.**
- **Statutory or moral obligations to continue service.**
- **Limited ability to offset costs locally.**

Consistently identified high-risk areas included:

- Emergency shelters and disaster response (FEMA, HUD).
- Medicaid-supported services (including transit and food access).
- Public health (CDC, vaccines, outbreak response).
- Housing stability (Permanent Supportive Housing, CDBG).
- Utilities, transportation, and environmental remediation (EPA, Army Corps).

A 10–25% reduction scenario in these areas quickly translated into service reductions, staff burnout, delayed response times, and increased downstream costs elsewhere in the system.

3. Cost Shifts, Not Just Cuts, Are the Primary Threat

Participants repeatedly emphasized that the greatest risk is not outright program elimination, but unfunded or underfunded mandates. Changes to Medicaid, SNAP, disaster reimbursement, and compliance requirements increase local administrative and financial burdens even when nominal funding remains.

Key insight: The region is exposed not only to revenue loss, but to cost absorption - being required to do more with less funding and fewer resources.

4. Federal Cuts Create Regional Ripple Effects

The stress test reinforced that impacts extend beyond government budgets:

- Reduced household income (entitlements).
- Increased demand on nonprofits and hospitals.
- Job losses tied to federal and state employment and procurement.
- Slower disaster recovery and infrastructure degradation.
- Weakened economic resilience overall.

These ripple effects compound over time, particularly in rural and high-risk communities.

5. The Region Is Well-Positioned - but Not Yet Protected

The workshop revealed strong assets:

- Willingness to collaborate across jurisdictions and sectors.
- Shared recognition that “this is a regional problem”.
- Clear understanding of where vulnerabilities lie.

However, at this early stage of the test, many responses remain informal, reactive, or program-specific, rather than institutionalized and strategic.

WHAT WE SHOULD DO NEXT

Without proactive planning, the region may face service reductions, delayed recovery from disasters, workforce burnout, and increasing pressure on local revenues. Conversely, early action allows the region to prioritize, coordinate, and preserve essential services.

Recommended Direction:

- Endorse institutionalizing the fiscal stress test as a recurring planning tool for all agencies.
- Prioritize high-exposure risk areas and develop mitigation strategies.
- Support coordinated regional solutions.
- Strategically diversify revenue and capacity.
- Strengthen and coordinate State and Federal legislative engagement.
- Identify and track resilience indicators.
- Provide regular updates on fiscal exposure and resilience indicators.

1. Institutionalize the Stress Test

This should not be a one-time exercise. The region should:

- Update the stress test annually or biennially.
- Integrate results into budget development, capital planning, and legislative agendas.
- Maintain a standing inventory of federal and state exposure by program and function.

Outcome: Early warning, not crisis response.

2. Prioritize High-Exposure, High-Impact Risks

Using the stress-test findings, leadership should identify 5–7 priority risk areas based on:

- Degree of federal/state dependence.
- Service criticality.
- Lack of local substitutes.

Each priority risk should have:

- A lead agency.
- Identified partners.
- A short list of mitigation strategies (not all financial).

3. Shift from Program Silos to Regional Solutions

Participants were clear: fragmentation increases risk. Next steps include:

- Exploring shared services, pooled administration, and regional back-office functions.
- Clarifying the appropriate role of nonprofits versus government when funding declines.
- Reducing duplication where missions overlap.

Outcome: Fewer single-points-of-failure.

4. Diversify Revenue and Capacity - Strategically

While new revenue alone will not solve the problem, the region should:

- Assess opportunities for revenue diversification that do not overly burden vulnerable populations.
- Pair revenue discussions with efficiency and service redesign, not just replacement funding.
- Evaluate public-private partnerships cautiously, with clear accountability.

5. Strengthen State and Federal Engagement

The stress test highlighted the need for:

- Consistent, coordinated legislative engagement at the state level.
- Clear communication of local impacts of federal cost shifts.
- Advocacy focused on flexibility, predictability, and full funding of mandates.

This is not solely a budget conversation - it is a governance conversation.

6. Track a Small Set of Resilience Indicators

To move from planning to action, the region should track:

- Workforce capacity and burnout indicators.
- Service demand versus funded capacity.
- Disaster recovery cash-flow gaps.
- Housing stability and emergency shelter utilization.
- Federal/state funding volatility.

These indicators should be reviewed regularly by leadership.

BOTTOM LINE

Fiscal resilience is not just about balancing budgets, it is about protecting essential services and community stability in an uncertain funding environment. The stress test confirmed that the region is entering a period where fiscal resilience is as important as fiscal balance. Federal and state funding shifts will test not just budgets, but governance structures, partnerships, and values. Acting early - by prioritizing risks, coordinating regionally, and embedding stress testing into routine decision-making - gives the region choices. Waiting does not.

APPENDIX A: 12–18 MONTH ACTION PLAN

Goal

Strengthen regional fiscal resilience in anticipation of federal and state funding volatility.

1. Institutionalize the Stress Test (0–6 months)

- Establish an annual or biennial fiscal stress test cycle
- Maintain an inventory of federal and state funding exposure by program and function
- Integrate stress-test findings into budget development and capital planning

2. Prioritize High-Risk Services (0–6 months)

- Identify 5–7 programs with highest exposure and impact
- Assign a lead agency and regional partners for each
- Develop initial mitigation strategies (financial and operational)

3. Scenario Planning and Mitigation (6–12 months)

- Model 10%, 20%, and 30% reduction scenarios for priority services
- Identify options such as service redesign, consolidation, shared services, or phased reductions
- Clarify the role of nonprofit and private partners under stress scenarios

4. Regional Coordination and Efficiency (6–18 months)

- Explore shared or pooled administrative functions
- Reduce duplication across agencies where missions overlap
- Strengthen cross-agency communication protocols during funding disruptions

5. Revenue and Capacity Strategies (6–18 months)

- Assess opportunities for revenue diversification
- Pair revenue options with efficiency and service-delivery improvements
- Evaluate public-private partnerships with clear accountability standards

6. Legislative and External Engagement (Ongoing)

- Coordinate regional messaging to state and federal partners

- Advocate for funding flexibility, predictability, and fully funded mandates
- Use stress-test findings to inform policy discussions

7. Monitoring and Reporting (Ongoing)

Track a small set of resilience indicators, such as:

- Workforce capacity and burnout
- Service demand versus funded capacity
- Disaster recovery cash-flow gaps
- Housing and shelter utilization
- Volatility of federal and state funding streams

APPENDIX B: MOST VULNERABLE AREAS IDENTIFIED

Emergency Shelters (in emergencies)

Senior & Disability Services

FEMA Disaster Response

HUD - Especially Permanent Supportive Housing

CDC - Public Health / Vaccines and Breakouts

Medicaid, Including Transit and Food

Workforce

Transportation and transit

Utility Staffing Loss

EPA - Disaster Preparedness and Brownfields

HHS - Ambulance Services, LIHEAP, Billing Assistance

CDBG and CDFI Funds

USDA - Commodity Credit Corps, Utilities, SNAP

University Grants

Head Start

Violence Against Women Act (VAWA) and the Victims of Crime Act (VOCA) resources

Fire Management Assistance Grant (FMAG) - FEMA Wildfire Response

Community Justice and Rehabilitation Services Search and Rescue

Medical and Scientific Research - To Market in Particular

EDA - Public Infrastructure

APPENDIX C: REGIONAL STRESS-TEST TOOLKIT



Regional Stress-Test Toolkit

Adapting the NYC Model for Local Resilience Planning

Section 1: Purpose & Instructions

This toolkit is designed to help Lane County regional partners conduct a stress test modeled on the NYC Comptroller's framework. The goal is to identify where programs, departments, and affiliated entities are most exposed to changes in state/ federal funding.

Follow these steps to complete the toolkit:

Inventory all state/federal funding sources (grants, transfers, aid).

Categorize them using the five exposure categories.

Estimate total annual state/federal dollars and percent of total budget.

Assess potential impacts of 10%, 20%, and 30% funding reductions.

Discuss mitigation options and responsible leads.

Section 2: State/Federal Exposure Matrix (Five-Category Framework)

Category	Department / Entity	Program / Funding Source	Annual State Amount (\$)	Annual Federal Amount (\$)	Percent of Total Budget	Risk Level (Low-Med-High)	Notes / Local Impact
Entitlements							
State Programs							
Federal Programs							
Affiliated Entities							
Disaster Aid							

Section 3: Scenario Planning Table

Scenario	Estimated State Cut (%)	Estimated Federal Cut (%)	Projected Revenue Loss (\$)	Key Impacts	Potential Local Mitigations
Mild					
Moderate					
Severe					

Section 4: Qualitative Questions

- Which programs have the fewest local backfill options?
- Which partnerships (interlocal, nonprofit, or state) could cushion impacts?
- What early warning indicators should we track quarterly?
- Which departments are most vulnerable to workforce reductions?

Section 5: Reflection & Next Steps

Use this section to summarize key findings, discussion notes, and next steps for local action.

Action-Item Log:

Priority Area	Proposed Action	Lead / Responsible Party	Timeline

Appendix: Definitions & Data Sources

Key Terms:

- Entitlement: Federally guaranteed benefits, such as Medicaid or Social Security.
- Discretionary Funding: Grants or programs that require annual congressional or legislative approval.
- Affiliated Entity: Independent organization receiving state/ federal support (e.g., housing authority, hospital).

Suggested Data Sources: County CAFR, OMB SEFA report, department budget narratives, federal grants database.

APPENDIX D: FACILITATOR'S GUIDE



Facilitator's Guide Regional Stress-Test Workshop

Supporting Local Resilience Through Federal Funding Analysis

Date: _____

Facilitator(s): _____

Workshop Length: 4 Hours

Workshop Structure (4 Hours Total)

Segment	Duration	Purpose / Key Actions	Facilitator Notes
Welcome & Context	20 min	Frame workshop goals; connect to national fiscal uncertainty and 'The Big Shift' report.	Sample opening: 'Today we'll explore where our agency depends on state/federal dollars and how we can plan ahead. Let's start with one word describing how state/national shifts are affecting your work.'
Briefing: Current State/Federal Landscape	20 min	Present highlights from The Big Shift and Designing a Stress Test.	Keep concise; use visuals or 2 slides. Emphasize programs most exposed: S&DS, Health, Housing, Public Safety.
Breakout #1: Mapping State/Federal Exposure	60 min	Participants complete Section 2 of the Toolkit to identify major funding sources and exposure levels.	Divide by department or partner agency. Encourage factual input from budgets or grant records.
Discussion: Early Signals & Triggers	25 min	Identify early indicators of fiscal stress or program disruption.	Prompt: 'What early warning signs have you seen—delays, staffing issues,

			funding uncertainty?' Capture responses visibly.
Breakout #2: Scenario Planning & Mitigation	60 min	Groups complete Section 3 to model mild, moderate, and severe funding cuts.	Sample transition: 'Let's think about what happens if state/federal support drops 10%, 20%, or 30%—and what actions we could take locally.'
Prioritizing Risk & Response	30 min	Reconvene to compare findings and rank vulnerabilities.	Use color stickers or quick voting to prioritize top 3 risks.
Reflection & Next Steps	25 min	Groups use Section 5 to summarize key actions and assign leads.	Prompt: 'What surprised you most? Where can we build resilience right now?'
Closing	10 min	Summarize main takeaways and outline next steps for reporting and follow-up.	Encourage participants to commit to one follow-up action and schedule a quarterly review.

Facilitation Tips

- Tone: Conversational, data-informed, and hopeful.
- Room Setup: Round tables or cross-department groups to foster dialogue.
- Materials: Stress-Test Toolkit (digital or print), slides, flip charts, and markers.
- Outputs: Completed exposure matrix, top 3 vulnerabilities, and mitigation ideas.

Reflection Prompts

- What new partnerships could help buffer our agency from future state/federal reductions?
- How can we turn this analysis into ongoing resilience planning?
- What should we communicate to policymakers or the public?

Appendix

Glossary:

- Entitlement – Federally guaranteed benefit programs such as Medicaid or Social Security.
- Discretionary – Funding that requires annual congressional/ legislative approval, like many grants.
- Affiliated Entity – Independent organization receiving state/federal support (e.g., housing authority, hospital).

Next Steps Checklist:

- Compile results from all groups into one master exposure matrix.
- Identify top three agency-wide vulnerabilities.
- Draft and circulate a summary report or briefing memo.
- Schedule follow-up review in 3–6 months.
- Plan to repeat stress test every 1-2 years.