City of Portland

Financial Stabilization and Recovery Plan

Work Session Presentation to City Council

September 23, 2026

City of Portland

Agenda

2:00 - 2:20 p.m.	Introduction and Project Background
2:20 - 2:40 p.m.	Summary of Workgroup Recommendations
2:40 - 3:25 p.m.	Potential Action Items
3:25 - 3:40 p.m.	**-- Break --**
3:40 - 5:00 p.m.	Questions and Discussion

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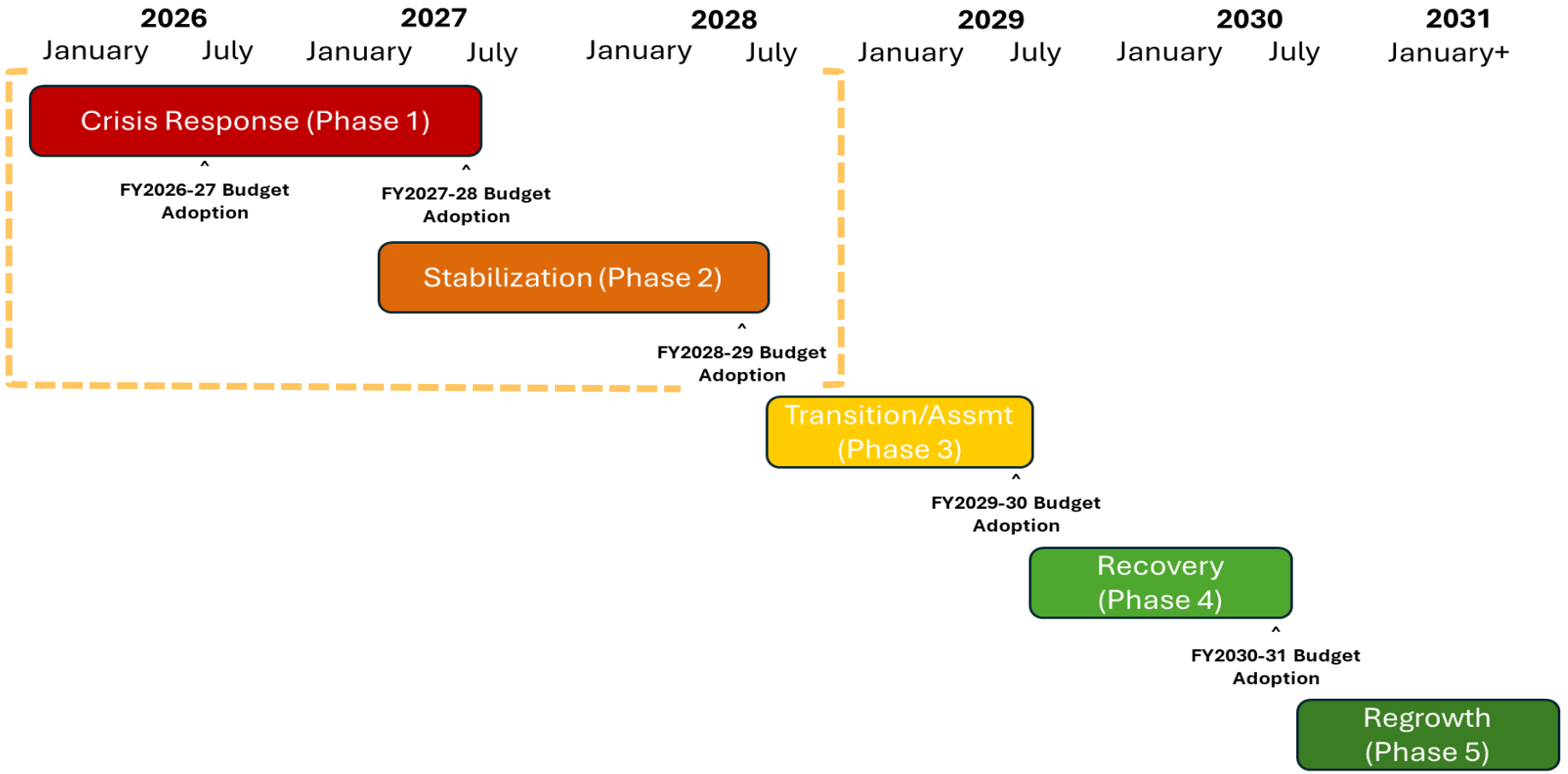
Broad Financial Context



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Background on Workgroup & Recommendations

What this work IS

- ✓ Acknowledgement of a need to think differently
- ✓ Convened by Co-Chairs; facilitated by CFO; Driven by the Workgroup
- ✓ Evolutionary
- ✓ Framework/guiding
- ✓ A starting point

What this work IS NOT

- X Unanimous agreement
- X Singular path forward
- X A prioritized list
- X Executive recommendations for action/implementation
- X A complete, final answer

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Project Roles & Inputs

Co-Leads (Project Sponsors)
Provide guidance and framing for Workgroup sessions.

↓

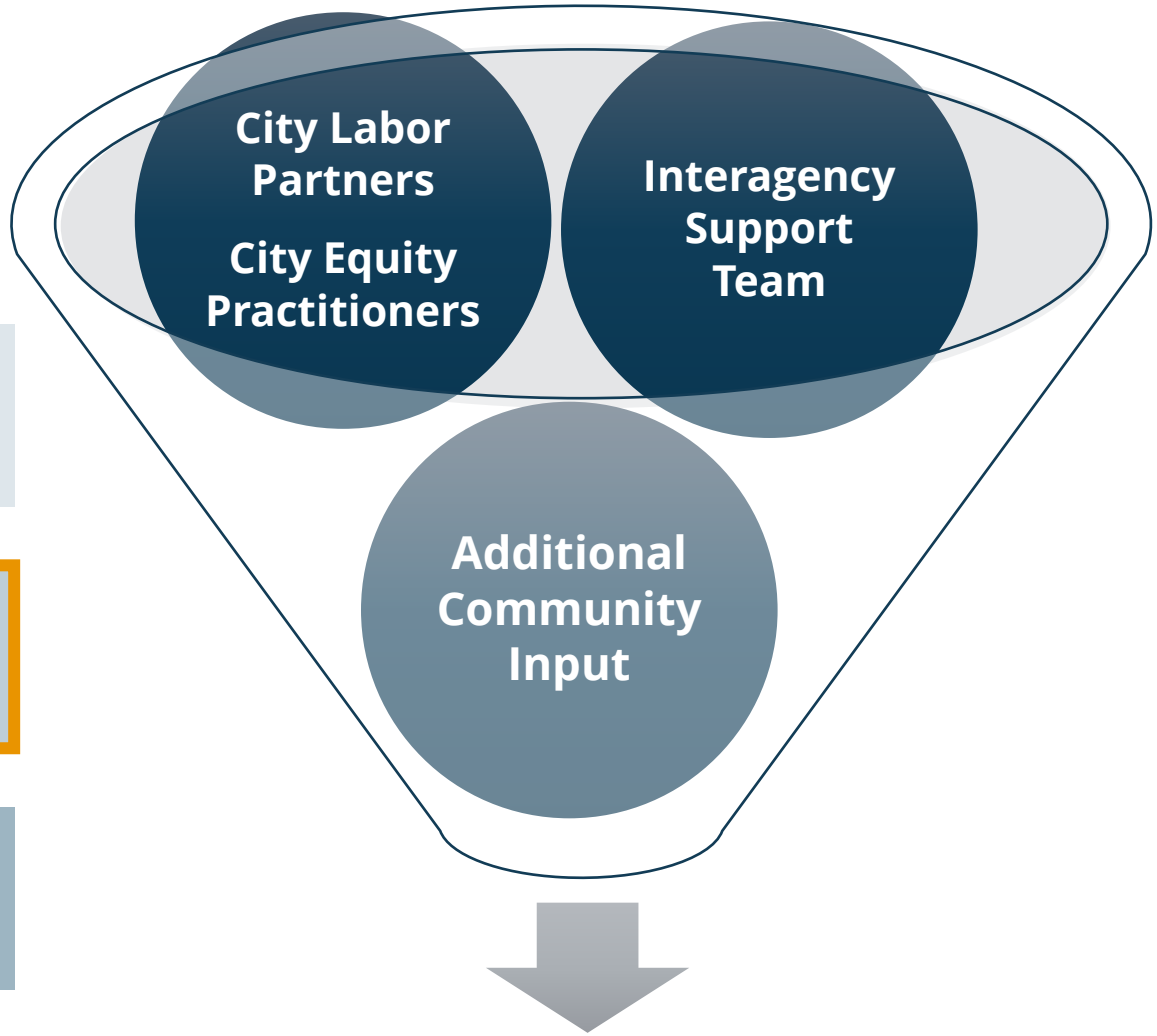
Workgroup (Primary Forum)
Builds shared understanding, defines the problem, frames trade-offs, and develops guiding recommendations.

↓

Office of the CFO
Uses Workgroup input and other feedback to presents recommendations and develops draft action plans.

↓

City Leadership (Council & Executive)
Makes final decisions through formal processes.



Feedback to inform Workgroup recommendations and overall direction

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FSRP Workgroup Members

Community Members

- **Laurie Wimmer**, NW Oregon Labor Council
- **Tracy Curtis**, Wells Fargo (Retired)
- **Dr. Jenny Liu**, Portland State University
- **Marcus Mundy**, Coalition of Communities of Color
- **Carol Samuels**, Piper Sandler
- **Noah Bernstein**, Bernstein's Bagels
- **Frieda Christopher**, East Portland Action Plan
- **Helen Ying**, Chinese American Citizens Alliance
- **Mercedes Elizalde**, Latino Network

City of Portland Personnel

- **Mitch Green***, City Councilor (Housing Chair)
- **Eric Zimmerman***, City Councilor (City Life Co-Chair)
- **Jonas Biery***, Chief Financial Officer
- **Donnie Oliviera**, Deputy City Administrator of Community & Economic Development
- **Peter Hulseman**, City Economist
- **Latricia Tillman**, Director, Office of Equity & Human Rights

***Co-Leads**

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Flow of Work / Methodology

- **Backgrounding & Exploration of Ideas**
- **Project Orientation**
  - Economic/Financial Conditions
  - Revenues/Expenses
  - Tensions & Possible Trade-offs
- **Identified Emerging/Key Issue Areas and Types of Potential Actions**
- **Discussed:**
  - Impact vs Complexity
  - Locus of Control
  - Implementation Pathways
  - Cross-Cutting
- **Validated and Refined Recommendations & Report**

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Summary of Workgroup Meetings

Meeting #1 (April 24)

- Introductions, Charter, & Project Backgrounding
- Fiscal Orientation (Part 1)

Meeting #2 (May 1)

- Fiscal Orientation (Part 2)
- Potential Paths toward Recommendations

Meeting #3 (May 15)

- Expenditure Trends, Financial Policies and Practices
- Emerging Issue Areas

Meeting #4 (June 5)

- Validated Emerging Issue Areas
- Mapped Locus of Control
- Discussed Feasibility Framework & Deliverable Structure

Meeting #5 (June 26)

- Shared IST Feedback
- Recommendation Development

Meeting #6 (July 31)

- Recommendation Review/Discussion
- Review IST/Labor/Equity Input
- Refine/Revision Draft Report

Meeting #7 (August 14)

- Final Recommendation and Report Discussion

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Workgroup Recommendations

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Workgroup Recommendations - Summary

1 Financial Strategy and Discipline

- Develop a More Stable, Sufficient and Equitable Revenue Strategy
- Reorient Financial Policies Toward Long-Term Sustainability
- Adopt Biennial Budgeting

2 Decision Support and Governance

- Define "Core Services" and Establish Service Expectations
- Ensure Citywide Financial Data Reliability and Visibility
- Strengthen Council's Decision-Making Support as a Governing Body

3 Regional Coordination and Advocacy

- Coordinate Regional Service Delivery and Fiscal Strategy
- Lead Advocacy for State Fiscal Reform that Strengthens Local Control and Addresses Revenue Adequacy

4 Operational Effectiveness

- Reduce Administrative Burden and Improve Operational Effectiveness

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Workgroup Recommendation 1A

1 Financial Strategy and Discipline

Develop a More Stable, Sufficient and Equitable Revenue Strategy

- Increase durability against potential revenue volatility
- Allow for flexibility
- Assess current restrictions on revenues
- Align current revenue with service delivery obligations and existing restrictions for spending
- Avoid regressive tax structure and disproportionate shifts in cost
- Consider who bears financial burden and avoid shifting costs to lower-income
- Evaluate potential new revenue options

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Workgroup Recommendation 1B

1 Financial Strategy and Discipline

Reorient Financial Policies Toward Long-Term Sustainability

- Modernize policies alongside changes in economic conditions, service demands, organizational structures, etc.
- Includes policies governing:
  - Reserves
  - One-time resources
  - Transfers
  - Set-asides
  - Fund balances
  - Exceptions and waivers
- Reform policies with broad discretion or open-ended interpretation
- Develop accountability controls and enforce existing policies
- Proactively evaluate one-time funding for long term operational and financial sustainability within existing resource

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Workgroup Recommendation 1C

1 Financial Strategy and Discipline

Adopt Biennial Budgeting

- Avoid budget surprises by providing more time for planning, implementation, and review of outcomes
- Provide greater predictability for the public, employees and service partners
- Develop a change management plan to fully transition policy, organizational capacity, and processes to support a two-year cycle
- Strengthen centrally coordinated, multi-year planning and forecasting
- Involve frontline workers earlier in budget development
- Connect financial analysis and equity advancement to policy and budget choices

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Workgroup Recommendation 2A

2 Decision Support and Governance

Define "Core Services" and Establish Service Expectations

- Clearly define "core services" in consideration of
  - legal requirements
  - priorities/commitments
  - diverse community needs
  - roles of non-City partners
- Establish service levels and performance measures
- Evaluate existing programs against core service commitments and expected outcomes
- Plainly communicate commitments and trade-offs

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Workgroup Recommendation 2B

2 Decision Support and Governance

Ensure Citywide Financial Data Reliability and Visibility

- Ensure visibility into financial conditions, obligations, risks, assumptions and decision points
- Improve equity and neighborhood-level considerations in financial assessment
- Establish a single primary access point for financial information
- Improve financial and revenue impact assessments within program, policy, and budget development
- Provide clear, accessible public information

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Workgroup Recommendation 2C

2 Decision Support and Governance

Strengthen Council's Decision-Making Support as a Governing Body

- Strengthen shared analytical support across all Council offices to support shared understanding and decision making
- Ensure Council analytical support has sufficient information access and understanding of financial, operational, equity considerations
- Analyses should provide district-level impact alongside citywide impact where available and distinct

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Workgroup Recommendation 3A

3 Regional Coordination and Advocacy

Coordinate Regional Service Delivery and Fiscal Strategy

- Lead regional collaboration efforts regarding
  - Roles and service delivery
  - Revenue and tax planning
  - Information sharing
  - Operational coordination
  - Policy alignment
- Include community partners and impacted communities in assessing service delivery
- Reduce administrative and funding complexity for community partners
- Develop durable intergovernmental agreements

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Workgroup Recommendation 3B

3 Regional Coordination and Advocacy

Lead Advocacy for State Fiscal Reform that Strengthens Local Control and Addresses Revenue Adequacy

- Lead development of a shared regional legislative agenda and coordinated regional advocacy related to financial issues
- Advocate for State policy reform
  - Strengthen local control and tax authority
  - Impacts of Measure 5 and 50
  - Other State fiscal policies

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Workgroup Recommendation 4A

4 Operational Effectiveness

Reduce Administrative Burden and Improve Operational Effectiveness

- Review Administrative Rules, procurement process, and practices for efficiency/cost improvements
- Review span of control to reduce inefficiencies
- Involve frontline workers to identify efficiencies and strengthen coordination
- Assess the use of contracts in place of employees

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Issues Needing Further Analysis

Revenue Structure and State Fiscal Policy

- What would be the distributed and administrative impacts of new/different revenue tools?
- How does the State kicker law impact Portland/region, and is additional analysis warranted?
- What are the cumulative impacts of City and regional taxes and fees?

Financial Planning for Long-Term Costs

- How should long-term costs/obligations be considered in financial planning and budgeting?

Staffing and Structure

- How have staffing levels and structures changed, and why?

Economic and Community Conditions

- What external data sources would improve understanding of economic conditions?
- How can broader community conditions inform City analysis and decision-making?
- What have been the impacts of economic development programs?

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Implementation Considerations

- Definition of “core services” and "adequacy" of revenue
- Program evaluation, performance measurement, and assessment of outcomes
- Integration of budget with forecasting and capital planning
- Policy change requirements and process transition needs to establish biennial budgeting
- Staffing and system capacity for implementation
- Incorporation of broader engagement
- Establishment of regional service responsibilities
- Equity implications

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Potential Implementation Actions

1 Financial Strategy and Discipline

Develop a More Stable, Sufficient and Equitable Revenue Strategy

	Potential Action	Timeframe	Lead	Support
●	**Education of financial facts and regular Council updates** *Including info on reserves and contingencies, one-time resources, revenue restrictions, financial risks/trade-offs and long-term expectations. Aligns to ongoing budget process improvement efforts. Include use of dashboards and other accessible formats.*	In-Progress/Ongoing	CFO + CBO	Council Leadership Council Operations
●	**Prepare a Report regarding *current* City revenue sources** *Inventory major current revenue sources and assess for adequacy, volatility, flexibility, administrative feasibility, as well as cumulative and distributional impacts.*	Spring 2027	CFO	City Budget Office All Service Areas
●	**Prepare a Report regarding *prospective* City revenue sources** *Identify known/potential new revenue sources and assess for adequacy, volatility, flexibility, administrative feasibility, as well as cumulative and distributional impacts.*	Summer 2027	CFO	Council offices City Budget Office All Service Areas
○	**Develop policy/guidance related to revenue priorities** *Identify values framework (and potential policy) regarding how revenue streams should be structured, developed and utilized.*	TBD	TBD	CFO City Budget Office Other TBD

1 Financial Strategy and Discipline

Reorient Financial Policies Toward Long-Term Sustainability

Potential Action	Timeframe	Lead	Support
Improve education of and compliance with current financial policy and practices *Enhance communication and education regarding financial policies and best practices, including budget, accounting and procurement. Elevate Citywide expectations for rule and process compliance.*	In Progress/Ongoing	CFO + CBO	Citywide
Review and update financial policies (Phase 1) *Review for conditions identified in Report; Prioritize budget-related policies (reserves, one-time funding, fund management, process, etc).*	January 2027	CFO	CBO Selected Bureaus Council Leadership
Create new high-priority financial policies *Examples may include potential new policies regarding reserves, fund management, asset management, budget process protocols and decision-making expectations and/or use of restricted or one-time revenues.*	January 2027	CFO	CBO Council Leadership
Evaluate one-time funding, pilots and temporary programs *Comprehensive assessment of expenses and programs using one-time funding and development of recommendations for long-term stability.*	Spring 2027	City Administrator	CFO CBO All Service Areas
Review and update Financial Policies (Phase 2) *Modernize and update financial policies not addressed in Phase 1 above.*	Summer 2027	CFO	CBO Council Leadership

1 Financial Strategy and Discipline

Adopt Biennial Budgeting

Potential Action	Timeframe	Lead	Support
Perform biennial budgeting feasibility/readiness assessment *Assess feasibility of current City law, and readiness of systems, software and processes to accommodate biennial budgeting options. Identify and report on areas of readiness/need and potential paths forward.*	Summer 2027	CBO	CFO City Attorney
Prioritize and implement biennial budgeting *Including change management Plan and community engagement and communication strategy; May require City Charter change; Likely a multi-year effort.*	TBD	TBD	CBO OGR City Leadership Council Leadership
Improve organizational structure/alignment for forecasting *Create spaces and process checkpoints to promote use of common assumptions, protocols and communication of Citywide forecasts. Will align with potential future action to better coordinate all financial services.*	In Progress, through FY2027-28	CFO	CBO All Service Areas

2 Decision Support and Governance

Define "Core Services" and Establish Service Expectations

Potential Action	Timeframe	Lead	Support
Use strategic planning to define "Core Services" *Work with Council to produce a document describing and defining the City's "core services" based upon recent/ongoing community input, strategic planning and service prioritization efforts. Report should include description of criteria and resources used to inform the conclusion.*	FY2027-28	Strategy/CMO	Citywide City Council
Establish service level expectations and performance measures *Performance measures should consider community outcomes, not just operational data. Once established, use to evaluate program and budget decisions.*	FY2027-28	Strategy/CMO	All Service Areas Performance Office
Improve communication of service commitments and trade-offs *Involve frontline workers in assessment of service impacts. Develop consistent protocols, formats and cadence for assessment and reporting, including dashboards.*	In Progress/Ongoing	Strategy/CMO CBO	Communications Performance Office All Service Areas

2 Decision Support and Governance

Ensure Citywide Financial Data Reliability and Visibility

	Potential Action	Timeframe	Lead	Support
🟡	**Assess and identify community data resources** *Inventory financial and service delivery/need data assembled by City bureaus and non-City organizations; Assess and provide recommendations regarding potential incorporation into City decision-making processes.*	By Spring 2027	Performance Office	All Service Areas CBO
🟢	**Improve Financial Impact assessments and communication** *Include equity, community and District-specific impacts, if possible. Includes ordinance, pilots, budget-decisions, etc. Form an initial cross-functional workgroup to assess needs, responsibilities and process.*	By Spring 2027	CFO	CBO All Service Areas Council Operations
○	**Identify and establish primary access point for financial info** *Facilitate Council conversation regarding desired outcomes and expectations, and implement realignment and/or process to formalize primary access point for information, including revenue planning.*	TBD	CFO	CBO
🟡	**Improve financial reporting systems and communications** *Assemble a cross-City work team to identify financial system gaps and resources, and develop recommendations to improve visibility into financial conditions and decision impacts.*	FY2026-27	CFO	CBO All Service Areas Communications

2 Decision Support and Governance

Strengthen Council's Decision-Making Support as a Governing Body

	Potential Action	Timeframe	Lead	Support
●	**Provide training and improve information access to Council and staff** *Provide opportunities for additional "office hours" and potential budget/finance training to Council staff. Action should remain aligned to FY2024-25 Morillo budget note.*	In Progress/Ongoing	CFO + CBO	City Administrator Council Offices Council Operations
○	**Identify dedicated/shared Council analytical resources** *Determine Council priorities/preference for shared resources, including expected roles and responsibilities, and implement as part of a future budget adjustment action.*	TBD	Council Leadership	CFO CBO

3 Regional Coordination and Advocacy

Coordinate Regional Service Delivery and Fiscal Strategy

Potential Action	Timeframe	Lead	Support
Convene regional financial coordination forum *Establish quarterly meetings with regional government CFO/finance leadership; also incorporate broader perspectives (labor, non-profits, etc).*	Begin in Winter 2026	CFO	OGR
Develop IGA template/direction/policy *Inventory types of IGAs and develop/update templates; provide training and education about use thereof. Potentially develop formal policy regarding IGA development and expectations.*	Summer 2027	COSA DCA / Procurement	City Attorney
Convene regional service delivery discussion/forum *Initially, inventory forums and touch points where formal or informal coordination currently occurs. Full convening will need to occur after City-specific determination of "core services."*	FY2027-28	City Administrator	OGR All Service Areas
Identify regional service responsibilities and decision-making *Work with partners to jointly identify potential delivery responsibilities (and associated funding), including strategies for optimizing costs via effective coordination and shared contracting strategies.*	FY2027-28	City Administrator	All Service Areas CFO OGR

3 Regional Coordination and Advocacy

Lead Advocacy for State Fiscal Reform that Strengthens Local Control and Addresses Revenue Adequacy

Potential Action	Timeframe	Lead	Support
Establish process to assess the City's financial exposure *Formalize criteria and process to assess the fiscal and revenue impacts of proposed State legislation.*	Early 2027	CFO OGR	City Attorney CBO
Evaluate initial State reform options *Work with intergovernmental partners to identify a menu of potential reforms that can be made by the legislature while broader reform framework is developed.*	Spring/Summer 2027	CFO OGR	City Attorney
Develop a shared regional legislative agenda *Work with regional partners to establish shared priorities and an advocacy strategy for 2028-29 legislative sessions, focusing on State policies that constrain local revenues, increase local cost burdens, or otherwise complicate local authority and decision-making.*	Fall 2027	OGR	City Council Mayor Regional Partners
Build support for State revenue reform *Work with LOC and regional partners to advance revenue reform, consistent with the shared regional agenda (see above), with a goal of legislative referral in early 2029.*	Summer 2027-late 2028	OGR CFO	City Council Mayor City Attorney Regional Partners

4 Operational Effectiveness

Reduce Administrative Burden and Improve Operational Effectiveness

Potential Action	Timeframe	Lead	Support
Review Procurement-related rules and practices *Review and refresh procurement policies and practices for process efficiencies and cost optimization, including review of use contractors and contractor performance; Provide report to Council.*	In Progress/Ongoing	COSA DCA / Procurement	CFO CBO City Attorney OEHR
Review Span of Control and administrative processes *Report to Council on Citywide Span of Control, including historical changes and comparison to comparable government agencies. Review administrative processes for opportunities to simplify and gain efficiency.*	In Progress/Ongoing	COSA DCA / BHR	City Administrator
Involve frontline workers in efficiency and coordination efforts *Seek opportunities to engage frontline workers in originating ideas and developing recommended efficiencies. Formalize protocols, opportunities and expectations for frontline engagement.*	In Progress/Ongoing	City Administrator	All Service Areas

Other Related Actions (In Progress & Near-Term)

	Potential Action	Timeframe	Lead	Support
●	**Develop coordinated Asset Management strategy** *Underway, per ongoing efforts and adjacent Council discussion.*	In Progress	Chief Asset Mgmt Officer	All Service Areas
●	**Develop community engagement and Advisory Body direction** *Including former Budget Advisory Committees, or similar.*	In Progress	Comms/CE Officer	CBO
●	**Implement budget development process improvements** *Consider public communications, Citywide/frontline input, equity assessment, climate considerations and community engagement.*	In Progress	CBO	CFO All Service Areas Council Leadership
●	**Develop metrics to assess success of financial stabilization** *In consideration of operational/financial status and community outcomes and perspectives such as housing affordability and neighborhood impacts.*	Spring 2027	CFO	CBO Performance Office
●	**Refresh a coordinated Citywide economic development strategy** *Including focus on all business sectors and Districts/neighborhoods, and continuation of current successful programs for housing development, small business support, and economic growth.*	Winter 2026	Prosper Portland	CFO
○	**Perform assessment of FPDR long-term funding** *Explore options and trade-offs for pre-funding, including impacts on FPDR levy rate & tax compression; Council to identify potential funding sources*	Winter 2026	CFO	FPDR City Council

Other Related Actions (FY 2027-28 & Beyond)

	Potential Action	Timeframe	Lead	Support
●	**Audit City facilities costs and usage** *Identify under-utilized facilities and consider reducing footprint, if feasible.*	FY2027-28	Facilities	CFO
●	**Assess and reconsider General Fund Overhead and Internal Service Funding models** *Consider methodology changes to improve fairness and transparency.*	FY2027-28	CBO + CFO	All Service Areas
●	**Refine and align Citywide financial services** *Improve service delivery, consistency, reliability and communication.*	FY2027-28	CFO	All Service Areas CBO
●	**Collect and share bureau innovations, improvements, etc** *Engage with frontline workers to support broad collection of ideas; Create a forum for sharing and publicly reporting, including results.*	FY2027-28	TBD	TBD
○	**Consider new, innovative public programs** *Examples could include public healthcare for small business employees or a subsidized PILOT program for non-profits.*	FY2027-28	TBD	TBD
●	**Identify options/potential for centralized revenue collection** *Identify pros/cons and potential costs/benefits to centralize all Citywide revenue collection functions (responsive to 2022 Auditor recommendation).*	FY2028-29	CFO	City Attorney All Service Areas

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Moving from Recommendations to Action

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Suggested Path Forward

Building on existing work, addressing near-term needs and laying the foundation for the future.

NOW

Continue Work already underway

Maintain and advance efforts currently in progress.

FY 2026-27

Crisis Response

Take near-term actions to address current financial pressures.

FY 2026-27

Stabilization

Implement actions to strengthen the City's financial position.

LONGER TERM

Future Actions

Pursue longer-term opportunities to build a more sustainable financial foundation.

Actions for Additional Consideration: Other ideas for further analysis and discussion

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Actions – In Progress/Ongoing (1 of 2)

	Potential Action	Timeframe	Lead	Supports Workgroup Recommendation
🟢	**Education of financial facts and regular Council updates**	In-Progress/ Ongoing	CFO + CBO	**1A**
🟡	**Improve education of and compliance with current financial policy and practices**	In Progress/ Ongoing	CFO + CBO	**1B**
🟡	**Improve organizational structure/alignment for forecasting**	In Progress, through FY2027-28	CFO	**1C**
🟢	**Improve communication of service commitments and trade-offs**	In Progress/ Ongoing	Strategy/CMO CBO	**2A**
🟢	**Provide training and improve information access to Council and staff**	In Progress/ Ongoing	CFO + CBO	**2C**

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Actions – In Progress/Ongoing (2 of 2)

Potential Action	Timeframe	Lead	Supports Workgroup Recommendation
Review Procurement-related rules and practices	In Progress/ Ongoing	COSA DCA / Procurement	**4A**
Review Span of Control and administrative processes	In Progress/ Ongoing	COSA DCA / BHR	**4A**
Involve frontline workers in efficiency and coordination efforts	In Progress/ Ongoing	City Administrator	**4A**
Develop coordinated Asset Management strategy	In Progress	Chief Asset Mgmt Officer	**Other**
Develop community engagement and Advisory Body direction	In Progress	Comms/CE Officer	**Other**
Implement budget development process improvements	In Progress	CBO	**Other**

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Actions – FY 2026-27 (Crisis Response)

	Potential Action	Timeframe	Lead	Supports Workgroup Recommendation
●	**Review and update financial policies (Phase 1)**	January 2027	CFO	**1B**
●	**Create new high-priority financial policies**	January 2027	CFO	**1B**
●	**Convene regional financial coordination forum**	Begin in Winter 2026	CFO	**3A**
●	**Improve Financial Impact assessments and communication**	By Spring 2027	CFO	**2B**
●	**Refresh a coordinated Citywide economic development strategy**	Spring 2027	Prosper Portland	**Other**
●	**Prepare a Report regarding *current* City revenue sources**	Spring 2027	CFO	**1A**
●	**Review and update Financial Policies (Phase 2)**	Summer 2027	CFO	**1B**
●	**Develop IGA template/direction/policy**	Summer 2027	COSA DCA / Procurement	**3A**
●	**Prepare a Report regarding *prospective* City revenue sources**	Summer 2027	CFO	**1A**

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Actions – FY 2026-27 (Stabilization)

Potential Action	Timeframe	Lead	Supports Workgroup Recommendation
Establish process to assess the City's financial exposure	Early 2027	CFO OGR	**3B**
Assess and identify community data resources	By Spring 2027	Performance Office	**2B**
Evaluate one-time funding, pilots and temporary programs	Spring 2027	City Administrator	**1B**
Develop metrics to assess success of financial stabilization	Spring 2027	CFO	**Other**
Evaluate initial State reform options	Spring/Summer 2027	CFO OGR	**3B**
Perform biennial budgeting feasibility/readiness assessment	Summer 2027	CBO	**1C**
Improve financial reporting systems and communications	FY2026-27	CFO	**2B**

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Future Actions

	Potential Action	Timeframe	Lead	Supports Workgroup Recommendation
	Develop a shared regional legislative agenda	Fall 2027	OGR	**3B**
	Audit City facilities costs and usage	FY 2027-28	Facilities	**Other**
	Use strategic planning to define "Core Services"	FY 2027-28	Strategy/CMO	**2A**
	Establish service level expectations and performance measures	FY 2027-28	Strategy/CMO	**2A**
	Convene regional service delivery discussion/forum	FY 2027-28	City Administrator	**3A**
	Identify regional service responsibilities and decision-making	FY 2027-28	City Administrator	**3A**
	Assess and reconsider General Fund Overhead and Internal Service Funding models	FY 2027-28	CBO + CFO	**Other**
	Refine and align Citywide financial services	FY 2027-28	CFO	**Other**
	Collect and share bureau innovations, improvements, etc	FY 2027-28	TBD	**Other**
	Build support for State revenue reform	Summer 2027-late 2028	OGR CFO	**3B**

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Actions for Additional Consideration

	Potential Action	Timeframe	Lead	Supports Workgroup Recommendation
○	**Develop policy/guidance related to revenue priorities**	TBD	TBD	**1A**
●	**Prioritize and implement biennial budgeting**	TBD	TBD	**1C**
○	**Identify and establish primary access point for financial info**	TBD	CFO	**2B**
○	**Identify dedicated/shared Council analytical resources**	TBD	Council Leadership	**2C**
○	**Perform assessment of FPDR long-term funding**	Winter 2026	CFO	**Other**
○	**Consider new, innovative public programs**	FY2027-28	TBD	**Other**
●	**Identify options/potential for centralized revenue collection**	FY2028-29	CFO	**Other**

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Questions for Council Consideration

Reactions

1. What resonates?
2. What is missing?

Refinements

1. Any questions or suggested revisions to timelines or responsibility?

Moving Forward

1. How can we best collectively carry this work forward?
2. Any other thoughts or feedback?

Thank you

Questions and Discussion

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