



AGENDA

CITY COUNCIL RETREAT

91136 N Willamette Street

541-682-7852 | coburgoregon.org

Saturday, January 31, 2026 at 9:30 AM

The public may attend this meeting at City Hall or via Zoom. To participate via Zoom, you must pre-register with the city by 3 PM the day of the meeting. Council meetings are recorded and live-streamed at www.coburgoregon.org (NO registration required). For questions, contact the City Recorder, Sammy Egbert, at sammy.egbert@ci.coburg.or.us or 541-682-7852.

CALL THE CITY COUNCIL RETREAT TO ORDER

The annual City Council Retreat serves as a goal-setting and prioritization discussion for the Mayor and Council, with administrative and operational input, for the upcoming fiscal year. Staff will develop a draft document based on the discussion for presentation at the February 10, 2026, City Council meeting.

The retreat is a public meeting and open to the public. Council will not take public comments during the retreat. Public Comment is a standing agenda item at all Regular Council Meetings held on the second Tuesday of each month.

TOPICS INCLUDE

- [1.](#) Council Framework for Fiscal Year 27
- [2.](#) Long Range Vision/Outlook
- [3.](#) Financial Review

Retreat Handouts

ADJOURNMENT

The City of Coburg will make reasonable accommodations for people with disabilities. Please notify City Recorder 72 hours in advance at 541-682-7852 or sammy.egbert@ci.coburg.or.us.

COUNCIL MEMO



2026 City Council Retreat

January 31, 2026

MAYOR BELL OPENING REMARKS

Welcome to the 2026 annual Coburg City Council retreat. Thanks for sharing your Saturday to discuss issues and set goals for the next FY. During the retreat we will have an opportunity to review progress on existing goals, update, reset or re-confirm priorities moving forward and share concerns, possible solutions as well as ideas to improve processes.

Staff and I have attempted to organize our time today not to dictate progress, but to stimulate ideas and dialogue with a goal of providing time for questions and deeper dives into pressing topics. Even with this, it is doubtful that we will be able to explore every item, but the goal is to prioritize the schedule for next year- perhaps even assign work sessions to specific topics. Hence the continuation of “the parking lot”, a side list to ensure we capture topics/issues that may not immediately find a home within the existing Framework or workplan. We will try not to get too hung up on small details, but note things down for follow-up/future reference.

As I looked back at prior retreats, it surprised me how many topics were repeated annually. Here are some that stood out:

- | | | |
|------------------|------------------|---|
| Council Liaisons | Code improvement | Concerns over project costs (sewer in 2008) |
| Growth | Traffic | Finances |

I’m proud of each of you Councilors. During this time of widening political and personal opinions, each of you have demonstrated the ability to put personal differences and opinions aside, to focus on what is best for and needed by the community we serve. As we continue to wrestle with thorny items, such as escalating expenses and declining General Fund revenue, I know you will continue to put the needs of Coburg above your personal agenda and goals and make the hard (and sometimes unpopular) choices and be ready to explain the reasons to community members. That is the job of the council!

We have the opportunity again this year to further evaluate and refine our goals, objectives and strategies to make them more measurable and trackable. This will allow us to move forward in a realistic fashion and to plan for the future. I look forward to an animated discussion.

Thanks again for sharing your time, knowledge and dedication with the City of Coburg! I can’t imagine working with a better Council.

AGENDA & PACKET REVIEW

Retreat Structure

With the intention of ensuring both maximum effectiveness of the work of City staff and alignment to Council and community goals and objectives, the City leadership team has recently begun evaluating its work using a 3/30/300 Month structure.

3 Month

- Activities, actions, tasks that are SMART (Specific, Measurable, Attainable, Relevant Time-bound)
- Supports and accomplishes the 30 and 300 month plans/goals/objectives
- Most often daily/weekly/monthly tasks

30 Month (2.5 Years)

- Combination of tasks/actions linked to a particular desired outcome.
- Requires structure (Framework), ability to evaluate and monitor progress, make adjustments and a common vision

300 Month (25 Years)

- Broad, visionary, tied to a purpose or value
- Requires shared “buy-in”, dedication, persistence, consistent effort/action, review/update mechanisms

Each of the City’s fifteen staff members will spend different percentages of their time working in each of the three areas, but all should understand how their “3” connects with the “30” and the “300”. Additionally, as a leadership team, it is important to dedicate and track the energy and time devoted to thinking, planning and executing in all three categories. An initial, informal time allocation target has been set to accomplish the following:

- 3 Month – No more than 70%
- 30 Month – At least 20%
- 300 Month – At least 10%

City Council’s work can also be organized using the 3/30/300 structure, such as

- Operational governance, such as monthly updates, presentations, financial statement review, etc (3 month)
- One-to-three-year decisions/approvals such as annual budgets, CIP, project contracts, etc (30 month)
- Long-range decision making such as Master Plans, Transportation System Plans, Comp plan amendments, land use/zoning code implementation, etc (300 month)

The 2026 Retreat is structured to focus primarily on the 30 Month and 300 Month categories and will be infused with a variety of 3 month actions/tasks within the Council Framework Update discussion.

1. Council Framework – Goals & Objectives

- a. FY26 Actions Performance Review
 - b. FY27 Proposed Actions
 - c. FY27 Prioritization Review & Update
2. Long Range Vision and Outlook
- a. What is the role of City Government? (around the room)
 - b. 3 Month/30 Month/300 Month Perspective
 - i. 300 Month - Comp Plan, Master Plans (Water, WW, TSP, Stormwater, Parks, Housing Analysis, etc)
 - ii. 30 Month – Framework, CIP, Budget, Audit, Financial Policies, Management and Maintenance Plans, etc
 - iii. 3 Month - Tasks, duties, services, activities
3. Financial Review and Outlook (FY26 Budget Message + Presentation)
- a. Overview by Fund
 - i. Primary Revenues
 - ii. Primary Expenses
 - iii. Capital Projects/Plans
 - iv. Debt Service
 - v. Fund Balance Status and Trend
 - b. Budgetary (services, operations, capital) Impacts of Development
 - i. Residential
 - ii. Commercial
 - iii. Industrial
 - c. Financial Sustainability
 - i. Definition
 - ii. Strategies
 - iii. Measurement
 - iv. Timeline



City of Coburg

Framework for Continued Progress

The Coburg City Council exists to support the needs and desires of the community by providing critical core services such as clean drinking water, wastewater treatment, public safety and transportation and parks systems. The Council is responsible for ensuring all operations and infrastructure funds are maximized to meet the current and future needs of the community.

To meet these objectives, the 2025 City Council has reviewed, updated and set priorities for its multi-year, comprehensive workplan framework that was first developed and utilized in 2024. This Framework document is intended to continue to evolve as staff, Council and the community collective make progress on the existing objectives and adds new objectives as necessary, desired and feasible.

This workplan is presented and labeled as a Framework to convey that these overarching categories function as long-range anchor groupings to organize individual objectives and associated tasks and actions to complete over a given time horizon that is unique to each objective.

Summary level accomplishments, planned actions for the upcoming year, a progress grade (A-F) and a priority ranking (1-3 with 1 highest priority) presented by staff and discussed by Council at the 2025 Council Retreat have been added to the newly created appendix which will house future annual reviews as the Framework is further refined and expanded.

Our Community

Community Safety, Economy, Livability & Engagement

Our Natural Resources

Water, Trees & Hazard Mitigation

Our Government

Organizational Health, Development & Effectiveness

Our Utility Systems

Infrastructure Planning, Investment & Management

Our Financial Resources

Financial Planning & Management

I. Our Community

Community Safety, Economy,
Livability & Engagement

1) Emergency Management & Response

Continued and ongoing education, training and acquisition of tools, equipment and technology is critical to ensure City staff are as prepared and equipped to respond both directly and in a support role to all types and scales of emergencies that occur and impact residents and businesses of Coburg. A review of the City's existing Emergency Operations Plan and Continuity of Operations Plan along with the development and implementation of a schedule of event scenario trainings should be prioritized.

FY2026 Actions

- Training and local use of Lane County Emergency notification system (Everbridge)
- BRIC Grant application for Water Storage seismic improvements and tree management/mitigation
- Design and "shovel ready" actions for Gas/Diesel fuel station at PW Operations facility
- Review of EOP and COOP
- Tabletop with Lane County support at PW Ops EOC with hazmat "situation"

FY26 Priority = 2

2) Community Communication & Engagement Plan

Effective communication and community engagement is an ever-evolving objective. The development of an updated comprehensive communication plan provides a review of existing communication channels (website, social media, etc), identifies inconsistency in the use of the channels and the tools used to develop and distribute content (document templates, videos, signage, etc). Engagement techniques to be reviewed and developed include community surveys, town halls, recognition/appreciation events, City committee structure, scope and duration.

FY2026 Actions

- Completion and launch of refreshed City website
- Coburg Creek Park Design Concepts survey (fall 2026)
- Advisory Committee Assessment – Structure, scope, frequency, etc
- Expansion of videos for City Operations, programs activities + Mayor/Council

FY2026 Priority = 2

3) Code Compliance Review and Strategy

The development of an agreed upon strategy and structure to equitably, efficiently and effectively achieve compliance with various City ordinances will provide City Council and the community with clarity on the process utilized to prioritize compliance efforts, differentiate proactive vs. reactive (complaint based) compliance and clearly label when efforts transition from compliance to enforcement. The review and resulting strategy will also identify the resources needed to operate the program based on the level of service determined by Council.

FY2026 Actions

- Evaluate shared Code Compliance program with City of Harrisburg Police intergovernmental Agreement (IGA)
- Assess ability of 0.5 FTE Police Technician position to manage intake/oversight of Citywide Code Compliance program
- Develop Code Compliance document library for most common issues/violations

FY2026 Priority = 3

4) Economic Support and Development Strategy

Coburg benefits greatly from the economic development efforts of its regional and state-level partners. Development of a local staff level strategy provides base level support for existing and future Coburg businesses and gives Council and staff a clear understanding of its role as well as the level of staff resources required to implement the program at the level selected by Council. The recent establishment of Coburg Main Street provides renewed opportunity for engagement and programming to support and expand retail, food service and other business sectors. The recently annexed 107acre light industrial lands to the east of I-5 provide an opportunity to examine and plan for water and wastewater infrastructure expansion to support valuable job and valuation growth in Coburg's light industrial sector.

FY2026 Actions

- Develop IOOF renovations master plan/priority list to assist with grant funding evaluation, application and award
- Conduct two business surveys to understand local services/support needs
 - Retail/services for downtown/tourism
 - Light industrial
- Continue to work on infrastructure planning/funding to support future water and wastewater capacity needs for Ravin Ventures property and other key industrial development lands

FY2026 Priority = 1

II. Our Natural Resources

Water, Trees & Hazard Mitigation

1) Parks and Open Space Master Plan Review

Coburg has developed and utilized a Parks and Open Space Master Plan to guide the development of its existing and future park and open space lands. The full plan was adopted in 2005 and was most recently updated in 2019. Continued success, support and enjoyment of Coburg's park system requires periodic review of the master plan to evaluate policy outcomes, management/maintenance discoveries and issues to resolve, prior and future demographic forecasts, regulatory changes and funding/resources required to maintain the level of service desired and expected from the Council and the community. Options available to Council and the community for continued investment in the care, maintenance and desired expansion of the park system should also be a component of this review.

FY2026 Actions

- Park and Tree Committee Master Plan "retreat" preliminarily scheduled for June or July of 2025
- Coburg Creek Park Community engagement process will involve the Park and Tree Committee and may integrate with the Master Plan review process.
- Review and recommendations for the Draft Vegetation Management and Maintenance Plan will be an operational component of the Master Plan review process.

FY2026 Priority = 2

2) Long Range Planning – Land Use and Transportation

Coburg must soon resolve its current state land use challenges relating to its availability of lands, primarily residential, for future growth. All local jurisdictions in Oregon must plan for and maintain lands available for inclusion into their city limits via annexation through the use of an urban growth boundary. Coburg does not currently have any lands designated for future urban growth (city limits boundary line = urban growth boundary line). The first step in determining the need, scale and type of land needed is by completing a Buildable Lands Inventory (BLI). This analysis examines the full build-out potential for lands already within the City limits and calculates the amount of residential, commercial and/or industrial land that must be created within the urban growth boundary.

The BLI analysis feeds into the transportation future planning needs of the City, culminating in the Transportation System Plan (TSP). Future growth and its impact on transportation, water/wastewater infrastructure, public safety and parks systems all converge in the City's Comprehensive Plan, a state mandated long range planning tool that both Staff and the Planning Commission will be reviewing with the objective of prioritizing potential revisions and updates that it will recommend Council consider undertaking in future years.

FY2026 Actions

- Prepare and submit grant application for Buildable Lands Inventory
- Complete implementation of statewide requirements for Climate Friendly & Equitable Communities parking reform, design standards, Senate Bill 1537, flood plain PICM, etc
- Pursue funding opportunities for Transportation System Plan (TSP) Update
- Project participation and oversight for STIP funded (City match) East/West Commuter Connector Feasibility Study

FY2026 Priority = 2

3) Tree Management and Maintenance Plan – Public and Private Property

Short- and long-term community impacts of wind and ice weather events are heavily influenced and affected by tree related damage. Downed trees and major tree limbs cause power and internet outages, obstruct travel lanes for emergency vehicles and pose significant risk to human life. An action plan and funding to evaluate, remove and trim the tree canopy throughout the community is a valuable community risk reduction opportunity. Emergency management/Risk Reduction Grant funding may be a potential source of funds.

FY2026 Priority

- Secure grant funding to develop Tree Management and Maintenance Plan
- Ensure existing City Arborist contracts meet FEMA requirements for reimbursement eligibility
- Develop protocols for data collection for tree related actions associated with storm/emergency events for reimbursement eligibility

FY2026 Priority = 3

4) Vegetation Management and Maintenance Plan

Significant resources are expended to manage vegetation within all public lands in Coburg, primarily in three categories; formal, landscaped park lands, open space (wetlands, trails) and unimproved rights of way and natural storm water areas. To maintain current desired service levels for vegetation management, a different approach and deployment of resources will need to be developed. A management and maintenance plan examines current conditions, develops options for physical alterations that improves the efficiency of maintenance operations while maintaining or enhancing an areas visual and functional appeal and establishes schedules, costs and priorities for whatever level of resources are allocated to this program.

FY2026 Actions

- Final review, approval and implementation of the Plan in summer of 2025
- Review of initial implementation and suggested modifications in winter 2025/Spring 2026 for the 2026 growing season

FY2026 Priority = 2

III. Our Government

Organizational Health, Development & Effectiveness

1) Technology Assessment and Action Plan

While not typically seen by Council or the community, the operations of the City rely heavily on technology. A technology assessment and action plan provides for a comprehensive review of the existing software, hardware and associated equipment currently in use, its lifecycle value and replacement cost and ongoing service/subscription/maintenance fees.

Assessment categories include: Network and workstation hardware/software, mobile/field devices, financial systems software, Water and Wastewater system SCADA (Supervisory control and data acquisition), software PD body cameras, communications systems, facilities monitoring (alarm, camera, locks). Action plan includes evaluation and budget strategy of alternative technologies, new tech implementation, replacement schedules, etc

FY2026 Actions

- Expand SCADA controls to enhance water system remote monitoring and reporting
- Complete network/desktop replacement schedule master plan, including specifications for hardware standardization across system
- Implementation of expanded security/monitory systems (door locks, cameras, alarms) for all City facilities – public parks restrooms, water system sites, WWTP,etc)

FY2026 Priority = 1

2) Codification of Ordinances

Coburg is one of a relatively small number of local municipal governments in Oregon that has not assembled its ordinances and regulations into a formal, unified Municipal Code. The ordinances, resolutions, contracts and other foundational documents that set and guide the operations of the City and regulate a variety of matters throughout the community are all currently properly maintained, stored and retained consistent with state law. The purpose of codification is to organize the disparate ordinances under a cohesive, logical framework of chapters and sections bringing uniformity, ease of access and further transparency of local governance.

FY2026 Actions

- Execute contract with vendor to initiate project in fall/winter of 2025
- Work with vendor throughout FY26 and likely into FY27 to migrate all ordinances into model code format, identify and resolve duplication, inconsistency in definition of terms, etc with legal service assistance and Council review and approval as necessary.

FY2026 Priority = 2

3) Human Resources Assessment and Action Plan

Human capital, i.e. City Staff, is the single largest annual financial investment in the annual operating budget. An HR Assessment and Action Plan involves a review and proposed updates to the Employee Handbook, compensation plan, job descriptions, performance review program, as well as the development of an employee wellness program. The Action Plan will include recommendations for both administrative and Council policy level decision making and implementation.

FY2026 Actions

- Utilize CIS for more comprehensive update of Employee Policy Manual
- Complete minimum of 50% of Job Description review/updates
- Formalize wellness discussion/activities into a complete Employee Wellness Plan

FY2026 Priority = 2

4) Strategic Planning

The annual Council goal setting and workplan retreat and document adoption form a solid base to move the organization and community forward to the development of a Strategic Plan. Formally connecting vision, goals, objectives and actions over a multi-year timeframe that includes measurable benchmarks for tracking progress, cost and outcome is a natural next step in effectively delivering high levels of service that support, protect and enhance the livability of Coburg.

FY2026 Actions

- Develop a Strategic Planning Process with Council in fall/winter of 2025 to kick off implementation of the process with the 2026 Council Retreat

FY2026 Priority = 3

IV. Our Utility Systems

Infrastructure Planning,
Investment & Management

1) Capital Improvements Plan (CIP)

A strong Capital Improvements Plan is a foundational financial planning document for all nonoperating investments made by the City for the benefit of the community. The CIP is a multi-year (typically 5-year) plan for any capital infrastructure investments above and beyond operational repair and maintenance. CIP projects typically come from utility infrastructure master plans and other similar long-range system analysis documents. CIP categories include Water System, Wastewater System, Transportation (Streets) System, Storm Drain System, Parks and Open Space, Facilities and major equipment/technology.

A CIP provides Council and the community with a clear understanding of the major investments, timing, costs and reasons for the projects that impact the rates and fees charged to maintain, upgrade and/or replace infrastructure the community relies on as part of their daily lives. The CIP is presented to Council each spring prior to the annual budget process to shape the proposed annual budget presented by the City Administrator to the Budget Committee and ultimately City Council.

FY2026 Actions

- Update the CIP document template/format to provide improved description of projects in the first two years of the five plus year planning horizon (narrative, maps, etc)
- Continue to improve fiscal year and cost allocation (engineering/design, permitting vs. Construction)

FY2026 Priority = 3

2) Wastewater Facility Plan

An update to the full Wastewater System Plan will commence in the spring of 2024 and will continue into the coming fiscal year. This facility plan update will provide staff and Council with a review of the condition of the treatment plant, its current excess capacity, its expected upcoming necessary capital investments and an estimate of it reaching its full capacity requiring an expansion of the plant to add new capacity. This will directly connect with the FY25-26 CIP as a key component of long-term utility infrastructure planning.

FY2026 Actions

- Future actions will be developed and implemented based on the recommendations of the final Analysis report, available funds and Council direction.

FY2026 Priority = 3

3) Storm Water Master Plan

Currently in development, the Storm Water Master Plan will provide similar data and planning forecasts as the above-mentioned Wastewater Plan. The plan will also contain plans for maintaining compliance with increasing state and federal levels of storm drain system regulations. Future infrastructure improvement projects will require funding sources that do not currently exist and this plan will provide baseline costs and will inform rate making decisions that will need to be discussed and determined within the next 18-24 months.

FY2026 Actions

- Development, presentation and Council deliberation/decision on a Storm Drain Maintenance Fee and Storm Drain System Development Charge targeted for Winter 2025/Spring 2026
- Other storm drain related actions and activities will be based on the recommendations of the Master Plan, staff capacity, financial resources and Council direction.

FY2026 Priority = 3

4) Street Preservation and Improvement Strategy Plan

With the successful creation of two local funding sources, the transportation utility fee and the local gas tax, Coburg has implemented aggressive street preservation and improvement work. Costs associated with both preservation and improvement have steadily increased requiring a review of the complete pavement management system analysis of the local street infrastructure to reset the project priorities, reduce the annual project list or determine the required additional funding necessary to maintain the current level of preservation and improvement projects and road miles treated.

FY2026 Actions

- Develop IGA with Lane County to integrate Coburg local street preservation into Lane County pavement management contracts to more cost effectively treat local streets.
- Update pavement management system grading/scoring of local streets to update/revise prioritization of needed maintenance, preservation and/or reconstruction

FY2026 Priority = 2

V. Our Financial Resources

Financial Planning & Management

1) Financial System Training and Utilization

The City's current financial system has the capacity to be further leveraged to improve operational efficiency, ease of financial reporting and housing of more activities and programs within its system that are currently being done in outdated and ineffective ways. To fully utilize the tools available within the system, additional staff training for Finance, Administration and the full management team will be necessary.

FY2026 Actions

- Completion of improved Quarterly Financial reporting for multi-quarter, multi-year trending of key financial data and narrative highlights of key financial issues identified by staff.
- Continued training and expanded utilization of financial software (Springbrook) and associated tools.

FY2026 Priority = 2

2) Debt Service Review and Strategy

The City utilizes debt services for the majority of its infrastructure projects, with most debt located in the water and wastewater funds. Smaller debt service exists in the street fund for road/sidewalk improvement projects and in the general fund for the City Hall facility. While several debt instruments were recently refinanced, a review of the terms of the refinanced debt and an assessment of available refinancing opportunities would be prudent, as well as the development of a debt strategy by fund to maintain maximum flexibility to utilize additional debt service to fund necessary infrastructure projects prior to the retirement date of the existing debt.

FY2026 Actions

- Consider formal review of existing debt service by financial consultant

FY2026 Priority = 3

3) Financial Policies and Procedures Update

The current Financial Policies and Accounting Procedures document has recently been reviewed by the Finance/Audit committee and staff intends to incorporate their input and recommendations into its review and updating of the document. The setting of minimum fund balance targets, a discussion of the benefits/implications of a Reserve Fund and the separation of Financial Policies (resolution of Council) from Accounting Procedures (internal) are some of the key issues of the update process.

FY2026 Actions

- Develop formal policies within the existing Policy document framework for ending fund balance targets for each fund, set contingency level targets by fund
- Review and update Cost Allocation Policy and insure consistency with Financial Policies

FY2026 Priority = 1

4) Long-term (10 yr) Revenue Needs Forecast

As noted in the prior year budget cycle, revenues across all funds will continue to strain to maintain current levels of service and may be limited in the amount of additional debt service each fund can take on to facilitate needed infrastructure projects. This is most acute in the

general fund, as revenue streams do not keep pace with the rise in expenditures needed to maintain status quo operations for Police, Parks, Planning, Municipal Court and general government (Admin).

A long-term revenue needs forecast examines the diminishing ratio of revenue to expense in each fund and estimates when the fund goes “in the red” if no changes are made to either the revenue or expense trajectory of each fund. In parallel to this forecast, new revenue sources for each fund are identified and inserted into the long-term budget with multiple scenarios to provide Council with a sense of the scale of options available for the generation of new revenue and its impact on service levels and capital projects.

FY2026 Actions

- Complete work on general fund revenue review
- Continue review and recommendations with Revenue Sub-Committee on longer range revenue opportunities to provide long term stability across all four funds of the City.

FY2026 Priority = 1

I. Our Community

Community Safety, Economy, Livability & Engagement

1) Emergency Management & Response

FY2025 Accomplishments and Progress

- Staff turnover at Emergency Coordinator delayed efforts/actions (volunteer coordinator recently implemented)
- FEMA Disaster/Recovery reimbursement from January 2024 ice storm complete
- After Action Review for Jan 2024 Ice Storm completed with follow up actions
- City staff participation in Great Oregon Shakeout drills
- Connections/meetings with Lane County Emergency Management Staff

FY25 Grade = C- FY26 Priority = 2

2) Community Communication & Engagement Plan

FY2025 Accomplishments and Progress

- Updated logo created and implemented
- Updated Document template creation in progress
- Expanded use of video for community engagement/outreach
- Community Survey developed and published – Final results report March of 2025
- Logo/Communication style guide in progress (documents, clothing, signage, vehicle badging, etc)
- City website refresh initiated, design approved, content re-organization and expansion in progress. Target launch date July 2025
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FY2025 Grade = A FY2026 Priority = 2

3) Code Compliance Review and Strategy

FY2025 Accomplishments and Progress

- Maintained Citizen Inquiry process with summary level tracking in the monthly CA Report

FY2025 Grade = C FY2026 Priority = 3

4) Economic Support and Development Strategy

FY2025 Accomplishments and Progress

- Developed and executed multi-year agreement between City and Coburg Main Street for tourism, communication and event management/promotion activities
- Developed and executed sub-lease agreement with Coburg Main Street for Main Street management of the IOOF facility for public and private events, classes, trainings, etc along with Main Street office space and downtown presence
- Supported property owner and regional/state Econ Dev staff efforts that resulted in successful grant award of over \$2 million for site preparation of the 107 acre annexed industrial property (Ravin Ventures)
- Completed waterline infrastructure installation that facilitated the extension of water service to the Ravin Ventures property

- Connected Premier RV to the City water system stabilizing operation of this business that was experiencing annual water supply vulnerabilities.
- In collaboration with regional partners, placed Coburg specific community level advertising on websites and business site selection industry publications
- Updating Coburg Community Profile, Assets and Challenges document used to advocate with state and federal elected officials for infrastructure funding.
- Mayor and City Administrator participation in “City Day at the Capital” in January of 2025 to meet with Legislators and their staff for Coburg issue awareness and advocacy

FY2025 Grade = A FY2026 Priority = 1

II. Our Natural Resources

Water, Trees & Hazard Mitigation

1) Parks and Open Space Master Plan Review

FY2025 Accomplishments and Progress

- Initial, conceptual discussion on this objective with Park and Tree Committee occurred at the December and January Committee meetings.

FY2025 Grade = D FY2026 Priority = 2

2) Long Range Planning – Land Use and Transportation

FY2025 Accomplishments and Progress

- Prepared and submitted grant application for Buildable Lands Inventory (not awarded)
- Planning Commission training/education on urban growth boundary (UGB) and master development code process
- Substantial progress and involvement in statewide local jurisdiction land use mandates for climate, mobility and _____

FY2025 Grade = B+ FY2026 Priority = 2

3) Tree Management and Maintenance Plan – Public and Private Property

FY2025 Accomplishments and Progress

- Applied for mitigation grant funds associated with FEMA reimbursement process for 2024 Ice Storm (not eligible)
- Completed several ice storm related tree trimming “clean up” efforts
- Proactive tree removal decisions were made for several hazardous street trees

FY2025 Grade = C FY2026 Priority = 3

4) Vegetation Management and Maintenance Plan

FY2025 Accomplishments and Progress

- Completed initial draft Vegetation Management and Maintenance Plan for internal staff review
- Developing shared contract services bid with City of Veneta for contracted right-of-way/storm drainage vegetation seasonal cutting

FY2025 Grade = B FY2026 Priority = 2

III. Our Government

Organizational Health,
Development & Effectiveness

1) Technology Assessment and Action Plan

FY2025 Accomplishments and Progress

- Review and consolidation of systemwide software licensing
- Migration to AT&T FirstNet for citywide cellular communications systems, resulting in cost savings and expanded first responder/Emergency management priority access and access to disaster event and recovery communication tools.
- Financial system (Springbrook) overview and further integration of modules by Finance Staff. Primary new integration is payroll system (third party outsourced process prior) and an associated employee portal for 24/7 access to all employee payroll data and online timesheet entry and processing.
- Improvements completed to SCADA system

FY2025 Grade= B

FY2026 Priority = 1

2) Codification of Ordinances

FY2025 Accomplishments and Progress

- Review of required process, vendor (CivicPlus) meetings for cost, time commitment and legal service requirements.

FY2025 Grade = A

FY2026 Priority = 2

3) Human Resources Assessment and Action Plan

FY2025 Accomplishments and Progress

- Employee Policy Manual Updated for 2025
- Job Description updates completed for positions filled during FY25

FY2025 Grade = C

FY2026 Priority = 2

4) Strategic Planning

FY2025 Accomplishments and Progress

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FY2025 Grade = F

FY2026 Priority = 3

IV. Our Utility Systems

Infrastructure Planning,
Investment & Management

1) Capital Improvements Plan (CIP)

FY2025 Accomplishments and Progress

- Council adoption of 2026-2031 CIP in January of 2025 that included improvements in display of project timing across fiscal years and improved alignment with actual funding resources available to complete projects.

FY2025 Grade = F FY2026 Priority = 3

2) Wastewater Facility Plan

FY2025 Accomplishments and Progress

- Facility Capacity Analysis in progress with final report presentation to Council in March/April of 2025.

FY2025 Grade = A FY2026 Priority = 3

3) Storm Water Master Plan

FY2025 Accomplishments and Progress

- Master Plan currently 90% complete and will be presented to Council for review in April/May of 2025.

FY2025 Grade = B FY2026 Priority = 3

4) Street Preservation and Improvement Strategy Plan

FY2025 Accomplishments and Progress

- N Willamette/E Macy/N Harrison Street Reconstruction completed
- Coleman Street – Collector Street Project – Phase I design nearly complete with construction in Summer of 2025
- Grant funded paving of N Industrial anticipated for summer of 2025
- No crack seal or seal coat work was completed in FY2025
- Pothole work completed on a number of streets with substantial pothole issues within travel lanes

FY2025 Grade = A FY2026 Priority = 2

V. Our Financial Resources

Financial Planning & Management

1) Financial System Training and Utilization

FY2025 Accomplishments and Progress

- Successful implementation of Payroll system in-house improving general ledger detail and integration, including online employee payroll portal and online timesheet entry/processing
- Establishment of updated monthly Financial Reports for Council and staff
- Implementation of online bill payment system for utility billing customers
- Beta testing in progress for AI utilization for Accounts Payable processing

FY2025 Grade = A

FY2026 Priority = 2

2) Debt Service Review and Strategy

FY2025 Accomplishments and Progress

- New and expanded detailed debt spreadsheet created and in use by staff.
- Debt service review on agenda for 2025 Council Retreat

FY2025 Grade = C

FY2026 Priority = 3

3) Financial Policies and Procedures Update

FY2025 Accomplishments and Progress

- Finance/Audit Committee and staff completed first level review of existing Financial Policies document
- Agreement to separate financial policies from accounting procedures at next update process.

FY2025 Grade = C

FY2026 Priority = 1

4) Long-term (10 yr) Revenue Needs Forecast

FY2025 Accomplishments and Progress

- Created Council Revenue Options Sub-committee in October of 2024, Sub-committee met and developed formal recommendation for utility rates in December of 2024 and is currently developing recommendations for potential general fund revenues for March 2025
- Utility Rate increase resolution approved by Council in December of 2024. Presentation included overview of four year Ending Fund Balance trends for all four Funds (General, Street, Water, Wastewater) for awareness and understanding of current status of each fund.

FY2025 Grade = A

FY2026 Priority = 1

Priority Level 1

- 1.4 Economic Support and Development Strategy
- 3.1 Technology Assessment and Action Plan
- 3.3 Human Resources Assessment and Action Plan
- 5.3 Financial Policies and Procedures Update
- 5.4 Long-term (10 yr) Revenue Needs Forecast

Priority Level 2

- 1.1 Emergency Management & Response
- 1.2 Community Communication & Engagement Plan
- 2.1 Parks and Open Space Master Plan Review
- 2.2 Long Range Planning – Land Use and Transportation
- 2.4 Vegetation Management and Maintenance Plan
- 3.2 Codification of Ordinances
- 4.4 Street Preservation and Improvement Strategy Plan
- 5.1 Financial System Training and Utilization

Priority Level 3

- 1.3 Code Compliance Review and Strategy
- 2.3 Tree Management and Maintenance Plan – Public and Private Property
- 3.4 Strategic Planning
- 4.1 Capital Improvements Plan (CIP)
- 4.2 Wastewater Facility Plan
- 4.3 Storm Water Master Plan
- 5.2 Debt Service Review and Strategy

What Do Local Governments Do?

Local Government Services

Local governments provide basic amenities to residents and improve the overall quality-of-life in a community. They sit at the foundation of regional economies. Well-functioning governments help attract households and businesses and generate economic activity. Citizen preferences, political agreements, and fiscal conditions shaped the role of Oregon's local governments.

Today, more than 1,500 agencies, governed by locally elected boards, deliver public services in Oregon. In fact, 241 municipalities, 36 counties, and 240 public school and college systems provide the bulk of the service.¹ They are joined by more than 1,000 special districts that operate everything from regional airports and mass transit systems to irrigation networks and cemeteries.

Education and libraries (\$8.4 billion). Local school districts and community colleges are charged with meeting the state's ambitious 40/40/20 goal—which calls for 40 percent of young Oregonians to earn a bachelor's degree or higher, 40 percent to earn a postsecondary credential, and 20 percent to earn no less than a high school diploma.² Libraries, typically run by cities or counties, are important educational partners as is the public university system.

Utilities (\$3.3 billion). Local governments – often cities or special districts – deliver water, sewer, storm water, and sanitation systems. Local governments typically operate utilities as enterprises that are separate from other, general government services. They have their own cost centers and are funded with fees paid by users—households and businesses.

Public safety (\$2.5 billion). Cities, counties, and special districts operate police, fire, emergency response, 911-emergency communications, homeland security, and court systems. The functions are coordinated with systems at the federal and state level. Localities are also charged with search and rescue and animal control.

Social and health services (\$1.5 billion). Local governments—typically counties—deliver services on behalf of with people with mental or physical disabilities. They provide legal, housing, and financial assistance to older Oregonians. Counties also operate primary care, dental, and public health clinics.

Transportation and land use (\$1.4 billion). Local governments build, operate, and maintain neighborhood streets, arterials, and designated bridges in coordination with state and federal agencies. They develop and implement long-term, land-use plans.

Parks and natural resources (\$0.7 billion). Cities, counties, and special districts build, operate, and maintain park systems across the state. Counties manage forests. And special districts manage irrigation systems and manage soil and water use.

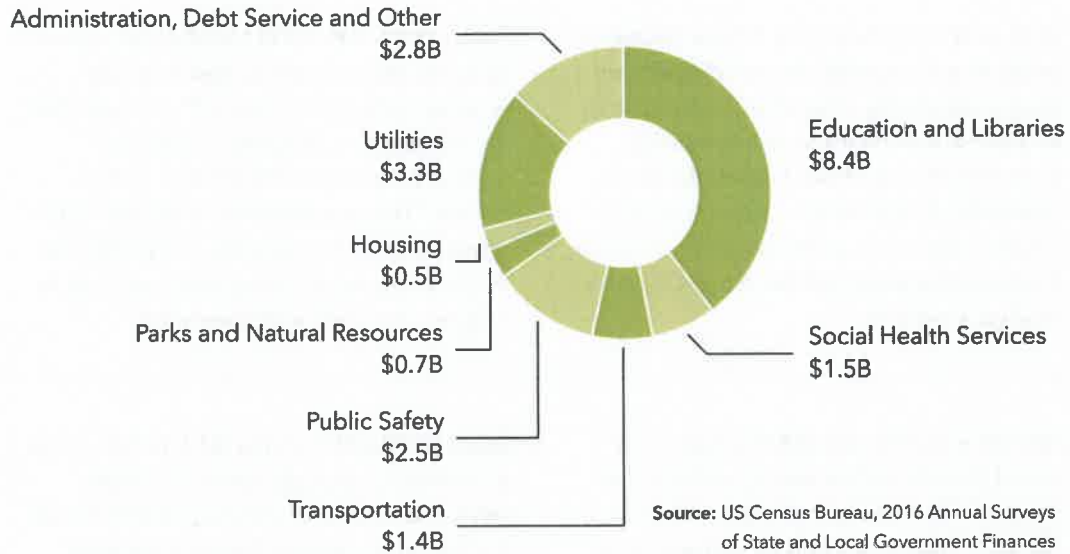
Housing (\$0.5 billion). Local governments deliver rental assistance, affordable housing program, and homeless crisis systems.

General administration (\$2.8 billion). Local governments staff elected councils, commissions, and boards. They develop budgets, collect taxes and fees, and track expenditures. They run local elections and facilitate meetings to gather citizen input.

OUR NEXT 20 | WHAT DO LOCAL GOVERNMENTS DO?

Local Government Expenditures

Oregon's local governments spent \$21.3 billion in 2016: \$17.3 billion on on-going operations, \$2.9 billion on capital outlays, and \$1.1 billion on interest and other payments. They delivered service in eight areas. By comparison, the State of Oregon general and lottery fund budget is about half the size of the total local governments budgets in Oregon



Local Government Employment

Local governments employed 202,046 workers in 2017, which represented 10.8% of the state's total employment, in the company of California (10.4%) and Washington (10.5%).³ Local government employees include teachers, principals, educational aides, police officers, firefighters, nurses, judges, clerks,

planners, janitors, social service workers, accountants, and budget analysts.

Employee and retiree spending in communities is a source of economic vitality, particularly in non-urban parts of Oregon.

Share of Workforce Employed by Local Government by County Region

The share of the workforce employed by the public sector varies throughout the state. While local government workers make up 10.8% of the workforce statewide, the story plays out differently in each county. Local government employment accounts for twice the share of the workforce in rural areas (18%) as in urban areas (9%). More than one-quarter of all jobs in Lake, Gilliam, Jefferson, Harney, and Wheeler counties, but less than seven percent of jobs in Washington County.

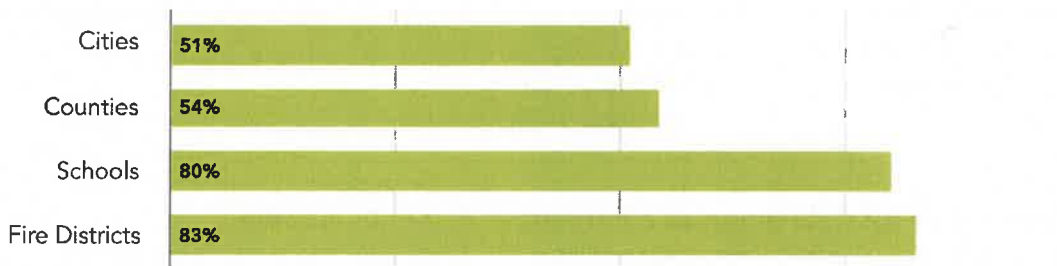


Source: Oregon Employment Department, 2017 Annual Employment and Wages by Industry (QCEW)

OUR NEXT 20 | WHAT DO LOCAL GOVERNMENTS DO?

2018 Personnel Services as a Share of Total Expenditures

The cost of personnel – including salaries, overtime, and benefits such as Social Security, retirement, health and life insurance, and unemployment – comprise 50% to 80% of local governments’ total budgets. Employer contributions to the PERS Unfunded Actuarial Liability are included in these budgets – although those expenses are generally not attributable to current employees or the current costs of providing services.



Source: The Portland State University Center for Public Service, percent of 2018 revenue projected from property taxes for 9 cities, 9 counties, 6 School districts, and 4 fire districts in Oregon.

Local Government Services and the Regional Economy

Aside from direct employee and retiree spending, the provision of public services is tied to economic growth. Spending on highways, public safety, and education generate growth in employment, small business startups, gross state product, and other measures.⁴ Education and infrastructure investments show the most consistently positive relationships to local business activity and growth.⁵

Consistent with these academic findings, a leading site selecting consultancy has underscored the importance of education, transportation, public safety, and infrastructure services in firm location decisions.⁶ And Oregon's largest private-sector employer, the Intel Corporation, cited a strong education system as an attractor to its Washington County, Oregon location along with abundant water supplies, reasonably priced electricity, a strong labor force, and a convenient travel distance from the Silicon Valley.⁷

Recent research on intergenerational economic mobility highlights the importance of community characteristics— a number of which are shaped directly or indirectly by the actions of local governments. Researchers have found that economic integration in communities – households of different incomes in close geographic proximity – is a major driver of economic mobility across generations.⁸ Additionally, short work commutes, strong social capital, the number of colleges per capita, low high school dropout rates, and low violent crime rates aided mobility. Local governments play major roles in shaping all these local conditions.

Local Government Finance

Overview

Local governments pay for services and facilities through three, broad revenue sources:

1. OWN-SOURCE REVENUE

These include taxes, charges, and user fees directly assessed and collected by local governments.

2. STATE AID

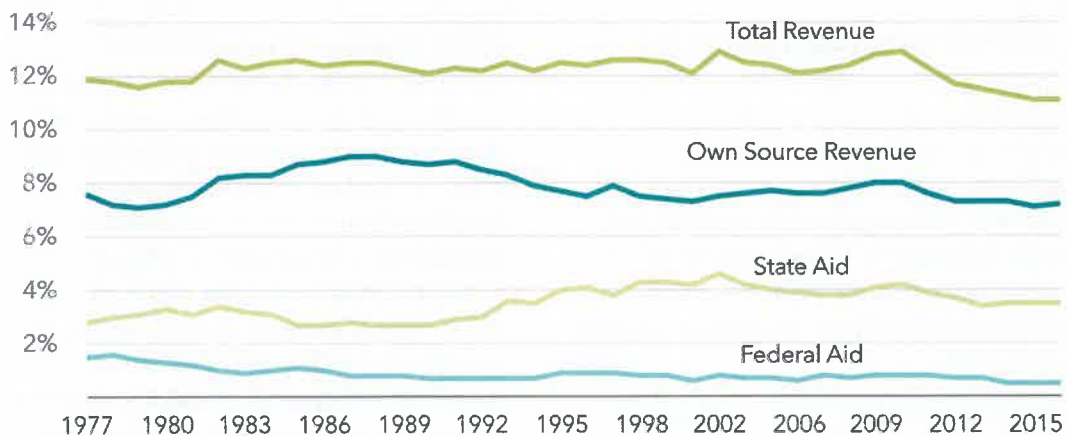
Revenue received from the state government, including amounts originally from the federal government but channeled through the state.

3. FEDERAL AID

Revenue received by a local government directly from the federal government.

Sources of Total Revenue as a Percent of Personal Income

The contribution of each of these revenue sources has changed during the past four decades. Own-source revenues contributed about 72% of the total in 1990 when Oregon voters approved property tax limitations. In subsequent years as property tax collections declined, the state took a larger role in funding local services, especially local schools. Declining own-source revenue and increasing state aid roughly offset, and total revenue remained relatively stable at 12.0 -12.5% of total personal income until the beginning of the Great Recession.



Source: Urban Brookings Tax Policy Center

1. Own-Source Revenue

Local governments collect the majority of their revenue through a combination of taxes, charges, and fees. The revenue sources differ in their purposes and flexibility. Taxes—primarily property taxes—flow into general funds, which are fungible and not tied to specific service or activity.

Education, police, fire, library, planning, central services, and administration activities draw on general funds. For example, within a school budget, tax-supported general funds can

flexibly support educator salaries, curriculum, materials or supplies. In a city, general funding is allocated across police, fire, planning, and general government departments.

PROPERTY TAXES: MEASURES 5 AND 50

Passed in 1990, Measure 5 sets limits on the amount of tax levied per \$1,000 of a property's real market value (RMV). If taxes exceed their designated limits, the taxes are reduced until the limits are met. This reduction, known as compression, results in millions of dollars in lost revenue for local governments each year.

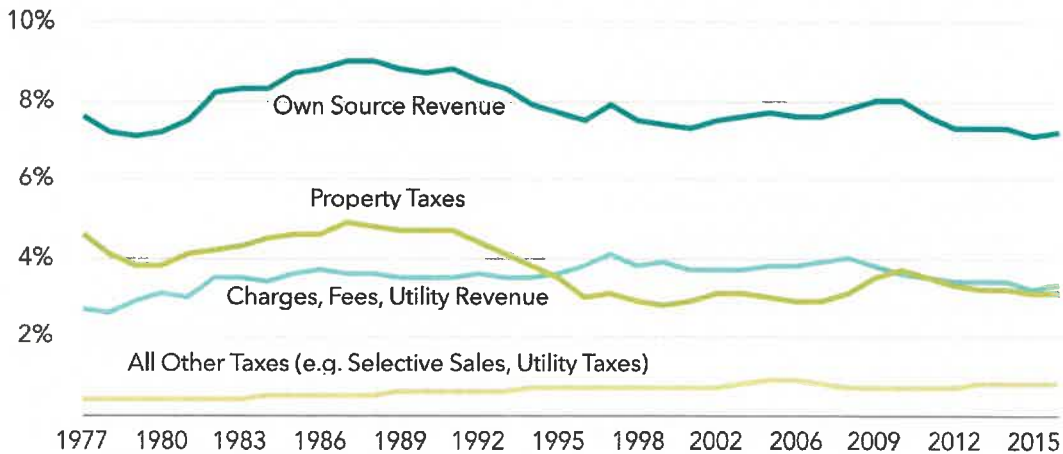
OUR NEXT 20 | WHAT DO LOCAL GOVERNMENTS DO?

In 1997, voters passed Measure 50, creating a permanent property tax rate limit. Each district's permanent rate was primarily determined by combining whatever tax levies existed locally at the time. These rates cannot be changed by any action of the district or its voters and remain as they were set in 1997.

In addition, property tax rates were reduced. Measure 50 formulas set the permanent tax rates at 1995-96 assessed market value minus 10%. However, voters can approve a local option levy, which allows a taxing authority to temporarily exceed the permanent rate limit.

Sources of Own Source Revenue as a Percent of Personal Income

The mix of taxes, charges, and fees changed with the implementation of property tax limitations in the early 1990s. Property tax collections in Oregon were constrained in the 1990s by voter-approved ballot Measures 5 and 50, which established permanent maximum tax rates and decoupled assessed property values from real market values.



Source: Urban Brookings Tax Policy Center

Property Tax Values and Rates Differ from Region to Region

The table below demonstrates the inequity of Oregon's property tax system. It shows the 2018 real market value (RMV) and average taxes paid on homes assessed at \$200,000 in 4 counties. The RMVs range from 7.5% more than the assessed value (AV) in Malheur County to double the AV in Multnomah County. Average annual property taxes range from 0.86% to 2.0% of the AV and 0.7% to 0.12% of the RMV. **Note:** The property taxes in this table represent average taxes that property owners pay within each county, including taxes levied by other jurisdictions.

County	Assessed Value	Real Market Value	Tax Paid	AV Tax Rate (per \$1,000)	RMV Tax Rate (per \$1,000)
Malheur	\$200,000	\$215,372	\$2634	\$13.17	\$12.23
Curry	\$200,000	\$245,014	\$1720	\$8.60	\$7.02
Jefferson	\$200,000	\$324,667	\$3172	\$15.86	\$9.77
Multnomah	\$200,000	\$407,700	\$4024	\$20.12	\$9.87

Source: The Oregonian, Property Taxes in Oregon's 36 Counties, Ranked by Elliot Njus

OUR NEXT 20 | WHAT DO LOCAL GOVERNMENTS DO?

These local option levies are restricted to five years for operations and ten years for capital projects. Measure 50 also limits the annual growth rate of taxable property value to 3% of the assessed value.

Counties that received federal revenues through the Oregon and California and Coos Bay Wagon Road payments generally set lower rates. As federal timber payments steadily declined, dependent counties struggled financially.

Property tax limitations have had stabilizing but constraining effect. As a share of overall personal income, property tax revenues for local governments in Oregon dropped from almost 5% in the late 1980s to about 3% by 1997. Property taxes are not directly levied on personal income, but the two go hand in hand.

As local governments experience growth in population, and as its residents see their incomes grow, they drive demand for new housing and new businesses. This new construction fuels growth in assessed value, and in property taxes.

Property tax limitations played out differently across sectors and across the state. In case of schools, the Legislature responded by

gradually increasing the state’s role in K12 education finance. Community colleges lobbied for higher state appropriations and, when necessary, increased tuition. And individual cities and counties adjusted other taxes, charges, and fees over time.

The system is dependent upon property taxes as the main source of stable, flexible revenue to local governments. As the gap between assessed and real market values has widened more in metro than non-metro Oregon, the property tax assessment and collection methodologies have resulted in shortages in all communities, but especially in rural areas where development markets have produced limited growth. The system’s rigid, permanent limits are tied to the needs and norms of the 1990s and prohibit localities from addressing changing economic, demographic, and institutional conditions.

By contrast, non-tax revenue— charges and fees— can be used only for a prescribed purpose. They are not fungible, and local governments establish multiple funds to keep track of which revenues can be used for which purposes. Each fund operates like a separate bank account, with specified revenues accruing to each fund.

Intergovernmental Revenue Increased Following M5 and 50

Intergovernmental revenue—from the state to local governments—increased with the passage of property tax limitations. State aid increased from about three percent of personal income during 1977-1990 to almost four percent of personal income after 1990. On a per capita basis, the revenue increased from \$900 to \$1,500—adjusted for inflation.



Source: Urban Brookings Tax Policy Center

OUR NEXT 20 | WHAT DO LOCAL GOVERNMENTS DO?

2.State Aid

Intergovernmental revenue— from the state to local governments— increased with the passage of property tax limitations. State aid increased from about 3% of personal income during 1977-1990 to almost 4% of personal income after 1990. On a per capita basis, the revenue increased from \$900 to \$1,500— adjusted for inflation (see chart above).

In 2016, local governments reported \$6.7 billion in state revenue. The majority of shared revenue is education related. In the 2015-16, K12 school districts received \$3.6 billion from the State School Fund. In addition, the state provided \$0.3 billion in 2015-16 to support community colleges.⁹

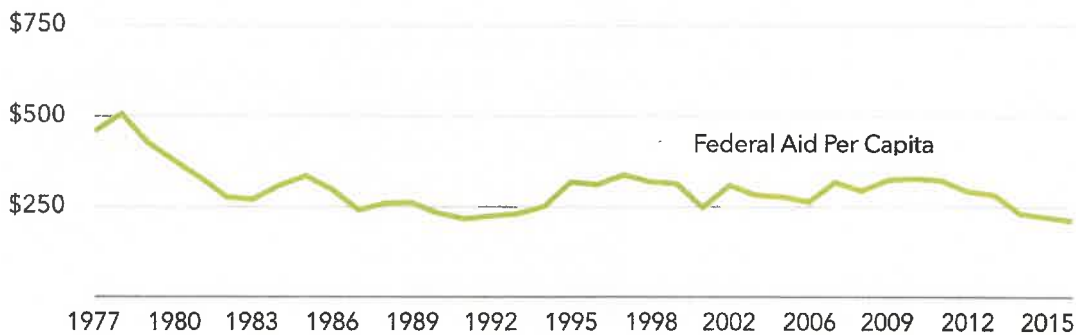
The state shared \$0.4 million with counties and cities through the Highway Fund in 2015-16. The state also distributes liquor, cigarette, marijuana, and 911-emergency communication tax, and lottery revenues to localities.¹⁰

3. Federal Aid

Oregon local governments operate a wide range of programming with federal support, including targeted educational programming for low-income students and students with special needs, low-income rent assistance, community development, workforce development, and mass transportation projects. A number of Oregon counties also receive revenue associated with federally-owned forestlands.

Federal Aid Per Capita Decreases from 1977

Federal aid per capita (2016 dollars) peaked in 1978 at \$505, stabilized around \$300 during 1995-2012, and has since declined to \$210. Aid to local governments originates from discretionary budgets that are subject to annual Congressional appropriations and have been constrained by the growth in entitlement spending (i.e., Social Security, Medicare, Medicaid).



Source: Urban Brookings Tax Policy Center

OUR NEXT 20 | WHAT DO LOCAL GOVERNMENTS DO?

The Interdependence of State and Local Government

The financial challenges at the heart of this report grow from combined structural imbalances at the Federal, state and local level. Although this report focuses on the financial health of local governments, it is nearly impossible to peel apart the interdependent relationships of these three levels of government. This represents both a reason to provide a discussion of the state budget, and a barrier to doing so.

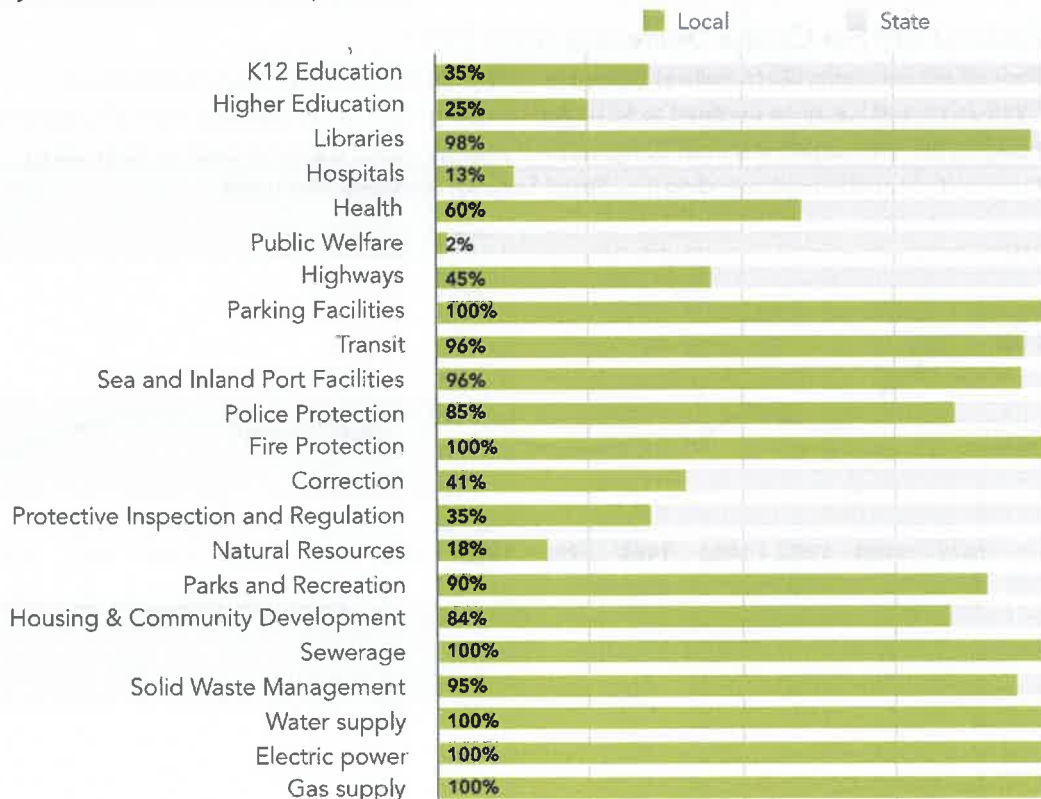
The short story here is nearly intuitive. When the State catches a cold, local governments catch the flu. Cuts in service levels for state

programs – particularly in human services, education and transportation – can ripple into local government budgets in two ways: First, as diminished state aid; Second, as ‘need-shifting’ from state programs to local programs.

However, analyzing state and local budgets side-by-side raises an issue of “double counting” the share of the state budget that also shows up in local budgets – which varies from jurisdiction to jurisdiction and from agency to agency. It was outside the scope of this study to address this issue.

2016 Program Funding as a Percent of State and Local Revenues

Local governments provide a wide array of services, often in collaboration with the State. They run, or oversee, water, sewer, sanitation, and transportation systems—the most basic requirements of a modern community. They prepare for, and respond to, emergencies. They prevent crime, prosecute suspected criminals, provide public defenders, adjudicate cases, and operate jail systems. They provide aging, disability, and veterans services. They manage forests and irrigation systems. And, they run schools, libraries, and parks.



Source: 2015 State of the Cities Survey

End Notes

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4. Fisher, Ronald C. (March/April 1997) "The Effects of State and Local Public Services on Economic Development" *New England Economic Review*. The Federal Reserve Bank of Boston. Boston, MA. (pages 53-71).
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6. Ady, Robert M. (March/April 1997) "Discussion of Papers by Ronald C. Fisher and Michael J. Wasylenko" *New England Economic Review*. Federal Reserve Bank of Boston. Boston, MA. Pages 77X82
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8. Chetty, R. & Hendren, N. (2017). "The impact of neighborhoods on intergenerational mobility II: County-level estimates." Cambridge, MA: National Bureau of Economic Research. See also: http://www.equality-of-opportunity.org/assets/documents/movers_paper2.pdf.
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OurNextTwenty.org



STATE OF THE CITIES REPORT

December 2025

2025 State of the Cities

Every two years, the League of Oregon Cities (LOC) conducts a survey to gauge the general fiscal condition of the cities in Oregon. In 2025, 70% of the 241 cities Oregon saw an increase in service demand, compared to 68% in 2023 and 56% in 2021. Additionally, the financial outlook for cities is significantly more distressing. In the past, 90% of cities were better able or able to meet their financial needs compared to the previous year. This year's survey shows only 65% respond in the same way.

For most cities, the primary sources of revenue are property taxes and utility franchise fees. Studies by the LOC for the last decade show franchise fee revenues often do not keep pace with inflation. Additionally, the property tax constraints from Measures 5 and 50 have created a system that limits the amount of tax revenue available to local governments. This means that primary revenue sources for cities are steadily shrinking, forcing local governments to either rely on alternative revenues, cut spending, or eliminate services.

Overall, the 2025 survey shows member cities are facing mounting financial strain as costs continue to rise faster than revenues. Very few cities report improved fiscal capacity, and many describe structural pressures driven by inflation, wage and benefit increases, infrastructure needs, and state mandates. In response, cities increasingly rely on fees and charges to close gaps, while new revenue sources remain scarce. Meanwhile, housing shortages and homelessness are reshaping city operations, increasing demand on police, public works, parks, and city staff.

This survey collected data between October 20, 2025, and November 14, 2025, with 49 cities responding. The respondents represent only 901,060 city residents, or 30% of the city residents in Oregon. In addition, survey respondents were overrepresented by cities in the 3rd and 5th Quintiles¹ and cities in the Metro, South Willamette Valley, and several Eastern Oregon regions.

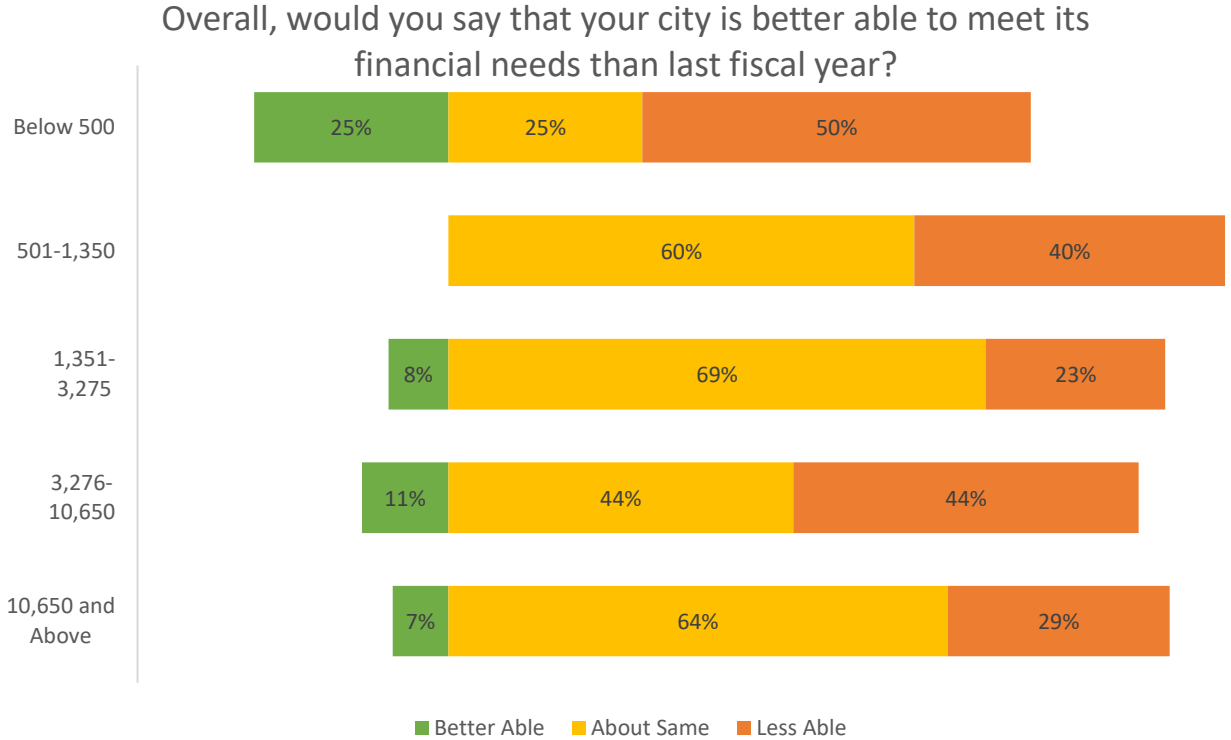
Results

Just 10% percent of responding cities reported they were better able to meet financial needs, as opposed to 19% in 2023 and 39% in 2021. This demonstrates the slow and steady decline in fiscal health for cities in Oregon. Cities with a population greater than 10,800, as well as cities with a population less than 3,276 were more likely to indicate they were "less able" to meet fiscal needs compared to the previous year. While 35% of cities overall were less able to meet fiscal needs, this number was only 10% in 2021. While the majority (55% of cities) indicated their ability to meet financial needs was about the same as previous years, this should not be misconstrued as a positive trend. By comparison, no city in the following regions reported their city is "better able" to meet financial needs: Metro, North Willamette, South Willamette, Central Coast, South Coast, Southern Oregon, Central Oregon, and South Central Oregon.

When asked to follow-up on their responses, cities across Oregon overwhelmingly reported structural financial strain driven by rising costs that consistently outpace revenue growth. Inflation, rapidly increasing labor and benefit expenses (especially PERS and health insurance) and escalating infrastructure and regulatory demands are the dominant pressures. These challenges are compounded

¹ To provide a more accurate comparison, cities are divided into population quintiles, or groups of cities representing roughly one-fifth of the 241 total cities. If the LOC randomly selected cities from each quintile, we would expect 20% to come from each of the five quintiles. See the quintile population chart on pg. 6.

by Oregon’s restrictive property tax system, an ever-present concern for the LOC and its member cities. Small cities are particularly vulnerable, citing unfunded mandates, lack of staffing capacity, and project overruns.



Cities maintained or increased their financial practices from the previous year, depending on the activity. Among the surveyed actions taken in FY2025, cities most commonly:

- Increased fees/charges/licenses (71%, previously 59%);
- Maintained overall service levels (78%, same as 2023);
- Maintained city FTE’s (55%, previously 59%);
- Maintained transportation infrastructure spending (37%, previously 49%);
- Maintained water infrastructure spending (51%);
- Maintained safety spending (45%, previously 47%);
- Increased operating spending (78%, previously 84%);
- Increased employee wages (78%, previously 84%); and
- Maintained employee contributions to health insurance (59%, previously 67%).

These results indicate significant increases in operating costs and wages, reportedly due to inflation. Further, the inability of other revenue sources to keep pace has resulted in an increase in fees, charges, and licenses to fill the gap. Increases of this kind increased 12% from the responses two years prior. Cities with a population greater than 10,800 were most likely to increase charges and fees.

Due to a more cautious approach among member cities, spending patterns have remained relatively identical since 2017. Only 22% of responding cities added new revenue sources in FY2025. This was the

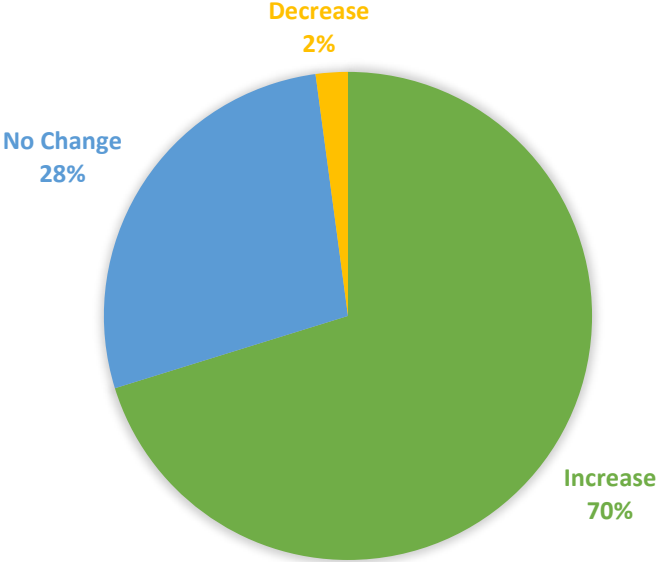
exact same response rate in 2023. These included lodging taxes, miscellaneous fees, and one reported local option levy.

Cities in Oregon have reduced staff, services and hours in some areas. But the rate of these cuts is less consistent than in some years. This could be due to hours and staff being consistently cut over the last several iterations of this survey, and there simply is less to easily scale back. Respondent cities reduced staffing, services, and/or hours of operation in the following areas:

- City Hall (17% of cities, previously 14%)
- Libraries (10%, previously 9%)
- Senior Services (0%, previously 7%)
- Planning/Permitting (15%, previously 6%)
- Public events/arts/etc. (9%, previously 12%)
- Police (15%, previously 10%)
- Fire Services (0%, previously 3%)
- Social Services (4%, previously 6%)
- Transit/transportation services (11%, previously 3%)
- Recreational facilities and/or activities (4%, previously 10%)
- Parks/green spaces/natural areas (13%, previously 10%)

The fiscal health of cities statewide is also reflected in their end-of-year general fund balances. Thirty-six percent of cities saw an increase in their general fund balance in FY2025, far less than the 52% found in 2023. Further, 32% saw a decrease, which is slightly more than 26% in 2023.

HAS YOUR CITY SEEN AN INCREASE, DECREASE, OR NO CHANGE IN CITY SERVICE DEMAND IN THE LAST FISCAL YEAR?



The fiscal health of cities is also determined by the demand for services. In the last year, most cities (70%) saw increases in service demand, particularly those in the Central, South Central, and Northeastern Oregon regions, as well as those in the 3rd Quintile. Further, 71% of cities expect demand to continue increasing in the future. Both responses are consistent with the previous survey, though perception of forecasted demand is slightly lower than the 78% found in 2023. This could be a localized issue or could be tied to flat population forecasts in certain regions of Oregon.

When asked to rank the most important factors in their city's financial health, LOC members listed wages, PERS contributions, and "other" as the highest cost drivers. Wages are most commonly the first most important cost driver for member cities, this year the most common answer was "other." However, responses to the survey do not provide a clear trend in "other" drivers. The fourth most important cost driver was employee healthcare.

As was true in 2023, cities were asked about housing and homelessness. These open-ended questions provided a rich narrative about the impact of housing shortages and homelessness in Oregon. Respondents suggest Oregon's housing shortage is not just driving up rents; it is reshaping the ability of cities to function. Respondents report widespread impacts on their labor markets, economic development, recruitment of city personnel, and overall livability. The current housing shortage is undermining business growth and discouraging new residents from settling in cities. Rising home prices, declining school enrollments, stalled commercial development, and demographic shifts are repeatedly cited. Even cities that do not see large homeless encampments still feel the shortage indirectly, losing younger families, essential workers, and long-term residents while growth opportunities stagnate.

The increase in homelessness that follows limited housing supply produces other issues. Police, parks, code enforcement, and public works departments are affected by homelessness, absorbing costs through overtime, cleanup, and vandalism prevention. City respondents report dedicating large amounts of time to interagency coordination, social service referrals, and regulatory compliance. The shortage in housing combined with increasing homelessness has produced a compounding series of problems for some Oregon cities.

Conclusion

The 2025 State of the Cities Survey shows cities in Oregon continuing to experience a slow but steady decline in fiscal health. Only 10% of respondents report being better able to meet financial needs compared to the previous year. The number of cities reporting they are "less able" to meet their needs has risen to 35%, more than three times the rate in 2021. Notably, no city in eight of the 12 small city regions reported an improvement in financial capacity. Cities attribute their current fiscal strain to a combination of inflation, rising wages and benefit costs (especially PERS and health insurance), infrastructure needs, and regulatory demands, all compounded by Oregon's restrictive property tax system.

Despite the fiscal pressures, most cities have attempted to hold spending patterns steady, relying on fee and license increases (reported by 71% of respondents) rather than new revenue sources. While wages and operating costs have increased, reductions in staffing or services have occurred unevenly and often reflect years of prior cuts, leaving fewer areas to scale back. Meanwhile, the demand for city services continues to grow. Finally, respondents highlighted Oregon's housing shortage and the corresponding rise in homelessness as compounding threats to city financial stability. Even cities without visible encampments feel the impact through demographic shifts, declining school enrollment, and reduced capacity to attract or retain residents and staff.

Key Findings

- Cities are getting weaker financially, with far fewer able to meet their needs than in 2023.
- Rising costs are overtaking revenues, especially due to inflation, wages, benefits, and infrastructure demands.
- Cities are relying more on fees and charges instead of new revenue sources or reforms.
- Cuts to services are now more selective, as many areas have already been reduced in previous years.
- Housing shortages and homelessness are straining operations, affecting staffing, public safety, parks, and economic development.

Notable Quotes

“Inflation has continued to outpace revenue for the past several years, combined with increasing demand for public services.” – Tigard

“Each year property tax limitations (West Linn has an extremely low frozen rate) drive us closer to deficit mode. Our projected shortfall in 5 years is the largest ever.” – West Linn

“The city is being forced to hire consultants to comply with housing code mandates and DEQ mandates and OSHA compliance. Small towns do not have the personnel capabilities and financial resources to keep up with all the requirements... who is going to plow the roads and do the water and sewer testing?” – John Day

“We were unable to renew our contract with the County Sheriff’s Office... Myself and the Asst. City Recorder took temporary pay cuts. We are unable to hire anyone part-time to help with planning due to funding. – Chiloquin

“I will know that we have succeeded when city staff can afford to buy a home within city limits. As is, some commute 20+ miles daily... Many servers, cleaners, etc. live in substandard housing. In summer, many camp or live in cars.” – Yachats

Cost Driver Ranking

- 1 Other
- 2 Wage/Salary Costs
- 3 PERS Contributions
- 4 Employee Healthcare
- 5 Infrastructure Maintenance/Repair
- 6 Law Enforcement
- 7 Fire/Ambulance Service
- 8 City Insurance
- 9 Debt Service
- 10 Marijuana

Appendix A: Population Breakdowns by Quintile

Quintile Ranges		# Cities	% Cities
1st Quintile	<490	48	19.8%
2nd Quintile	491-1,350	48	19.8%
3rd Quintile	1,351-3,275	48	19.8%
4th Quintile	3,276-10,800	48	19.8%
5th Quintile	>10,800	49	20.2%
Small Cities	<5,000	161	66.5%
Top 5 %	>45,000	12	5.0%

City Administrator

Budget Message & Overview

Fiscal Year 2025-26



April 15, 2025

Elected and Appointed Members of the Budget Committee,

I am pleased and excited to share with you and the community the City of Coburg's Proposed Fiscal Year 2025-26 (FY26) Budget. The budget was prepared as a collective among the City's leadership team, incorporating the operational and regulatory needs of each of the critical services and programs that the City is responsible for while recognizing the financial limitations in the current environment.

While the City's financial status and current budget (FY25) ensures the City's ability to meet all required regulatory compliance, it falls short of maintaining current staffing levels in several key service areas, most notably in the Police Department, with a planned reduction of 0.5 in Police Administration and an opportunistic, vacancy related reduction of one Police Officer position. As noted in numerous places throughout the Budget Message, continued focus on new revenue opportunities along with operational efficiencies must continue in order to remain financially stable in the upcoming budget year and beyond.

As noted in the prior year's Budget Message, declining fund balances over a number of years in each of the City's four funds (General, Street, Water, Wastewater) cannot continue. For context, the following was noted in the FY25 Budget Message:

Without question, additional revenue is required to maintain the current levels of service being provided by the City. The short and long-term needs of each of the Funds are different, as are the severity of the need for revenue enhancements.

A majority of cities in Oregon are facing similar financial challenges with expenses rising much higher than revenues. Residents and businesses of Coburg should be assured that the Coburg City Council has and continues to meet this situation head on and that can be seen in the fund balance projections for three of the City's four funds in the proposed FY26 Budget. The General Fund is the lone exception with a continued fund balance reduction even with the inclusion of a proposed, but not yet Council approved new Parks and Open Space Fee.

Revenue Enhancements

Shortly after the adoption of the FY25 Budget, Mayor Bell created and appointed Council members to a Revenue Options Sub-committee who have met five times and have completed two of the three phases of their assigned duties. Phase one focused on the three utility funds and resulted in adjustments to water and wastewater rates as well as to the Transportation Utility Fee (TUF), a step to reverse the trend of annual declines in fund balances moving towards financial sustainability in Coburg's utility operations.

Phase two focused on revenue options for the general fund and resulted in a recommendation to Council for the creation of a Parks and Open Space Fee of five dollars per month, as well as an increase in the existing Tree Fee from two dollars to four dollars per month. Both fees provide much needed revenue support to services and assets highly valued and utilized by the community.

Phase three will continue beyond this budget process in the summer and fall with the sub-committee reviewing longer-term revenue options including the viability of a local option levy (a voter approved five year property tax) to provide funding for the Police Department operations, expansion of the existing local gas tax to include diesel fuel, exploration of a restructuring of the existing Urban Renewal Agency (URA) that is currently contributing to annual wastewater system debt service and other foundational revenue options that ensure Coburg remains financially viable and ultimately sustainable well into the future.

Expenditure Adjustments

Concurrent with the revenue exploration and implementation, City Council and staff continue to seek out operational efficiencies, partnerships and regionalization opportunities to provide the existing high level of service at the lowest costs possible.

- Leveraging of technology has decreased processing times for both accounts receivable and payables in the Finance Department.
- Municipal Court will be implementing new online customer tools that improve payment processing and options to improve overall collections.
- Administrative staffing in the Police Department was reduced by half a position (to 20 hours per week) subsequent to a vacancy, reducing personnel costs while maintaining operational service levels.
- Maintaining an existing vacancy of a Police Officer position until such time a sustainable funding source can be identified and implemented.
- Public Works operations staffing was analyzed and re-structured following two concurrent vacancies which resulted in a reduction of one position while bringing additional technical expertise to that staff as part of the restructuring. The use of contract services and a seasonal hire for peak season needs offsets a portion of the overall savings to ensure existing service levels are maintained.

Constraints on Future Needs

The above summarized revenue and expenditure efforts are impactful and set the course towards greater financial stability, but do not on their own solve or eliminate the need for continued focus and effort to ensure adequate funding is available for critical long-term needs of the City and the community. Many known future needs are currently unfunded. Examples include:

- Police Department staffing to restore operations to a four sworn officer program.
- Updated Rate Modeling consulting for both Water and Wastewater charges for service to ensure rates are structured to equitably address operations/maintenance, repair, improvement and growth-related components of the costs associated with each utility.
- Urban Renewal Agency consulting to address the upcoming completion of the URA's financial commitment to the wastewater fund debt obligations.
- Fleet replacement plan and funding for the Police Department
- Significant capital projects in both the water and wastewater funds for existing and growth-related infrastructure needs, as well as capital projects necessary for City Hall (ADA, HVAC, Interior)

Summary

On behalf of the City's management team and the entire dedicated staff, I am pleased to present the following proposed FY26 Budget that provides the financial resources necessary to continue to support the identified goals and objectives formally adopted by Council in March of 2025 titled "City of Coburg Framework for Continued Progress", as well as to meet the myriad of regulatory requirements that are a part of providing the range of services within the organization's purview.

While many financial challenges remain, leadership and decision-making by Council, high level implementation and management by City staff and the support and participation of the community through advisory committees, ad-hoc committees and general engagement and volunteerism collectively place Coburg in a position to continue to succeed and meet the needs and desires of this community.

BUDGET OVERVIEW

This budget message is intended to provide a clear overview of each of the four Funds, as well as to convey the value the community is receiving for the funds that are invested in the City through property taxes, utility bills, and a number of other fees and charges that the City collects, manages and utilizes to fund its operations.

It is important to also communicate the underlying assumptions that were made to develop the budget, as well as clarifying what a budget is, how it is utilized both legally and operationally and why it is such an important tool for Council, staff and the community.

WHAT IS A BUDGET?

At their core, budgets are financial forecasts at a moment in time, based on both facts and estimations taken from prior experience (previous budgets, operational history) along with knowledge of current and future financial commitments (debt payments, regulatory requirements, etc) and an understanding of the financial implications of current and future policies, infrastructure and programs/activities adopted and directed by Council.

HOW IS THE BUDGET USED?

The budget process concludes with the approval of appropriations, which is the maximum spending authority given by the Council to staff. Staff utilizes the appropriation levels to manage and schedule their resources to maximize what can be accomplished within the budget cycle. Monthly financial reports are generated and distributed to both Council and staff and are tools to evaluate financial performance against the approved appropriations (spending authority).

Because the budget is a forecasting document and many internal and external variables exist, it is not uncommon for Staff to identify necessary adjustments to the budget during the year and will then bring a proposed supplemental budget to Council for their review and decision. This can be caused by much higher project costs than originally anticipated, a new funding opportunity arose that allows the City to accomplish a project or operate a program at a higher level than originally expected (grants) or a number of other situations that can arise throughout the budget cycle.

The multi-year forecasting component of this budget enables the Budget Committee, Council and Staff to identify early warning signs or other trends that wouldn't be possible with the minimum annual only process. This multi-year forecast is the source of a number of significant concerns that will be raised in the Fund overviews and throughout the Budget Committee and Council meeting process and will carry forward with Council throughout the upcoming year.

WHAT ASSUMPTIONS WERE USED TO DEVELOP THE BUDGET?

Many elements of the operation of a municipal government are consistent over time and increases in expenses can be estimated with a fairly high degree of accuracy. The following are some of the major assumptions that were incorporated into the proposed budget and will be discussed in more detail within the presentations

- ❖ Wage Adjustment of 2.77% (CPI-U)
- ❖ Healthcare - Increase of 8%
- ❖ General liability, property and vehicle insurance - Increase of 10%
- ❖ Infrastructure Projects - increases of 10% per year from last engineers estimate
- ❖ Electric Utility charges - Increase of 10%
- ❖ Property Tax Revenue – Increase of 3.8%

HOW IS THE BUDGET ORGANIZED?

All budget presentations contain six columns:

- ❖ **FY 24** - Actual revenues and expenditures for Fiscal Year 2023-24
- ❖ **FY 25** - End of Year Estimates for Fiscal Year 2024-25
- ❖ **FY 26** - Proposed Budget for Fiscal Year 2025-26
- ❖ **FY27, FY28, FY29** - Projected Budgets for Fiscal Years 2026-27, 2027-28 and 2028-29

The proposed budget contains the following:

Citywide Summaries - One displays total revenue and fund balances for each of the four funds, with expenses for each of the eight Departments along with transfers and contingencies. The other displays all resources (revenues) and their uses (expenses) by major type/category.

Fund Summaries – Provides a breakdown of all revenues by type category along with all expenditures sub-categorized with Personnel Services, Materials & Services and Capital Outlay for each of the Department expenses that reside within the particular Fund.

Department Summaries – Summarizes both the Administration and Public Works Departments expenses that are allocated across all four budgetary funds to provide a clear understanding of the total expenditures for each Department.

Also included in the proposed budget are a number of documents that drive the development of the budget, including the Council adopted Framework and Objectives for FY26 (and beyond) and Capital Improvements Plan, as well as the City's operational and governance organizational charts, department narratives and the proposed updated salary schedule that incorporates the noted CPI wage adjustment.

WHAT ARE THE MAJOR COST DRIVERS OF THIS BUDGET?

The City of Coburg, like nearly every municipal government, has two primary and critically important cost drivers; its staff and capital projects.

Staff

Total staff costs in the proposed budget are \$2,250,660, an overall five percent increase over FY25. This includes the following

- Proposed cost of living wage adjustment of 2.77% based on the Consumer Price Index (CPI-U)
- Half-year (Jan 1) of step increases consistent with the salary schedule.
- 18% increase in PERS rate (blended between Tier I, II and OPSRP)
- 8% Healthcare premium increase
- 2.5 Full-time equivalent (FTE) overall staff level decrease (17.6 in FY25 to 15.1 for FY26)
- 0.5 FTE increase in Public Works Seasonal/temp staffing

Staff are the heartbeat of the organization and are responsible for the day-to-day operation of many different and increasingly technical operations that residents and businesses rely on for their safety, comfort and quality of life. In addition to day-to-day operations, staff support the Council and its advisory committees in their policy setting and overall governing decision making. The synergy and collaboration between staff and Council is evidenced at a high level with the Framework for Continued Progress document approved by Council in March of 2024 and updated and adopted in March of 2025, which organizes and guides the work of staff to support and actualize the collective direction from Council.

In addition to the proposed CPI wage adjustment, this budget continues the alteration from the prior year for the method and display of how staff costs are allocated to the four operating Funds. In FY24 and previous years, all staff costs were contained within the General Fund and then components were transferred once a year to operating funds . The methodology used to calculate the allocation remains similar but is directly allocated rather than being charged to the General Fund then transferred to the operation funds. This increases operational efficiency, provides improved “real-time” reporting and reduces the overall budget due to how transfers of funds are accounted for.

Capital Projects

Infrastructure maintenance, improvement and replacement, along with public safety, is a foundational responsibility of a municipal government and has been an active area for the City over the past four to five years. The proposed budget includes reductions in capital project spending in all but the Water Fund due to lower than desired ending fund balances. Projects continue in the Water Fund due primarily to the continued use of a significant water system improvement loan obtained in 2019 from the Oregon Health Authority (loan is managed by Business Oregon).

The original \$5.6 million loan has a remaining balance of just over \$1.3 million and will be fully utilized within the FY26 timeframe where the loan will convert to annual debt service and future capital projects will need to at least temporarily taper off while additional infrastructure needs are assessed and further funding identified.

This reduction in capital project spending results in the overall budget for the City lowering in the forecasted future years. Important infrastructure projects will need to be planned, and funding identified to ensure that the infrastructure the community relies on is maintained and improved to meet regulatory, environmental and operational standards.

FUND OVERVIEWS

Each of the Fund Overviews are organized in the following format:

- ❖ Operational Responsibilities
- ❖ Major Revenue Streams
- ❖ Major Expenditures
- ❖ Assessment of Financial Stability and Sustainability

GENERAL FUND

This Fund, as its name conveys, contains the functions that are general governmental services provided to the community. Most municipal governments have very similar, but not identical, services within their General Fund.

Operational Responsibilities: Overall administration of the organization, which includes all financial, legal and document recording/archiving, land use planning and economic development. A significant and critically important function of general government is public safety, with the Coburg Police Department and the Coburg Municipal Court both being operated within the organizational structure rather than being contracted/out sourced.

Major Revenue Streams: Property taxes are the primary revenue source for general government operations representing nearly 50% of total revenue and are highly cyclical in nature, with the majority of the revenue coming to the City in November and December. This requires that careful attention is paid to cash management throughout the year. Other revenue streams include franchise fees, local share of state revenues and development/construction related permit revenue.

Included in the revenue streams for FY26 is a Parks and Open Space Fee, estimated to generate \$40,000 in new revenue that has been proposed and discussed by Council and scheduled to be reviewed and a decision rendered at the May 13, 2025 Council meeting. Should that new fee not be approved, adjustments (reductions) to expenditures in the general fund will need to be made.

The proposed budget did not forecast significant increases in any of the existing revenue types but did forecast lower development/construction related permit revenue compared to both the FY24 and FY25 budgets and will likely follow a similar trendline this upcoming fiscal year.

The graphics below provide a breakdown of General Fund revenues over the most recent three-year period along with a chart displaying the relative percentages of each of the revenue categories.

General Fund Revenue Types	FY24	FY25	FY26	% of GF Rev	Diff	%
Taxes/Assessments	\$ 978,521	\$ 1,030,000	\$ 1,072,603	58.80%	\$ 42,603	4%
Franchise	\$ 255,240	\$ 269,500	\$ 287,500	15.76%	\$ 18,000	7%
Charges for Services	\$ 89,083	\$ 92,500	\$ 136,000	7.46%	\$ 43,500	47%
Fines/Forfeitures	\$ 81,836	\$ 85,500	\$ 101,000	5.54%	\$ 15,500	18%
Licenses/Permits	\$ 144,496	\$ 93,500	\$ 92,000	5.04%	\$ (1,500)	-2%
Parks -SDC	\$ 138,439	\$ 83,000	\$ 65,000	3.56%	\$ (18,000)	-22%
Intergovernmental	\$ 85,249	\$ 51,000	\$ 51,000	2.80%	\$ -	0%
Other	\$ 12,872	\$ 11,000	\$ 13,000	0.71%	\$ 2,000	18%
Interest	\$ 13,714	\$ 2,000	\$ 5,000	0.27%	\$ 3,000	150%
Grants	\$ 261,067	\$ 203,880	\$ 1,000	0.05%	\$(202,880)	-100%
	\$ 2,060,517	\$ 1,921,880	\$ 1,824,103		\$ (97,777)	-5%
Total Revenue - Grant Adjusted		\$ 1,718,000			\$(106,103)	-6%

Major Expenditures: Staff costs are the overwhelming cost driver in the General Fund with 7.7 of the 15.1 total full-time equivalent staff positions within the City being allocated to the General Fund. See below for both Personnel Services and overall Department/Program expenditures in total and as a percentage of the General Fund as a whole.

General Fund Department/Program	Total Expenditures	Dept/Program Revenues	Net Expense to GF	% of GF Exp
Police	\$ 792,250	\$ 54,000	\$ 738,250	38%
Administration	\$ 469,190		\$ 469,190	24%
Parks	\$ 118,780	\$ 47,500	\$ 71,280	4%
Planning	\$ 195,640	\$ 92,000	\$ 103,640	5%
Municipal Court	\$ 183,550	\$ 101,000	\$ 82,550	4%
Facilities	\$ 104,500		\$ 104,500	5%
Economic Development	\$ 43,500	\$ 73,000	\$ (29,500)	-2%
Debt (City Hall)	\$ 28,800		\$ 28,800	1%
TOTAL	\$ 1,936,210	\$ 367,500	\$ 1,568,710	
Dept/Program Revenues	\$ 367,500	20%		
Non-Programmatic Revenue	\$ 1,456,603	80%		
TOTAL GF REVENUES	\$ 1,824,103			

Personnel Expense by Department		
Police	\$ 635,250	53%
Administration	\$ 238,190	20%
Parks	\$ 82,580	7%
Planning	\$ 92,890	8%
Municipal Court	\$ 144,650	12%
TOTAL	\$ 1,193,560	

Assessment of Financial Stability and Sustainability: The General Fund continues to operate with greater expenses than anticipated revenues and will require additional revenue streams to maintain current service levels and must also increase its Fund Balance in upcoming years. If no additional revenues are identified and put in place, additional expenditure reduction strategies will need to be developed and implemented soon after the FY26 Budget adoption.

STREET FUND

This Fund is a special governmental fund and is separated from the General Fund because its historically primary funding source is state revenue sharing for transportation specific uses, most commonly known as the “gas tax”.

Operational Responsibilities:

The Street Fund is responsible for the operations and maintenance of the City’s transportation system, which includes streets, sidewalks, storm drainage and unimproved right of way maintenance. Additionally, the fund must generate sufficient revenues to implement capital projects that improve the quality and usability of the transportation system, most notably the vehicle travel lanes within the local street system.

Major Revenue Streams: This Fund receives similar levels of revenue from three sources; State Gas Tax (20%), local Gas Tax (31%) and a local Transportation Utility Fee or TUF (28%). These revenues are utilized for both operations and maintenance as well as supporting capital projects as available. Other revenues have derived from successful grant funding opportunities and make up the bulk of overall capital project funding.

Phase three of the work of the Council’s Revenue Options Sub-Committee include analysis of the potential inclusion of diesel fuel to the City’s existing local gas tax. If proposed and approved by Council, the tax proposal would be put forward as a ballot measure in an upcoming election cycle.

Major Expenditures: Capital Projects make up the majority of the total expenditures proposed for the upcoming fiscal year, with 1.90 FTE in staffing costs and operational materials and services making up the remainder of the primary expenditures. As grant funds get utilized with current and committed, near term projects, capital project expenditures are reduced into the future projected years. While the adopted CIP identifies a long list of projects to be completed in each of the next ten plus years, operations and maintenance expenses utilize the majority of the operational revenues leaving capital projects to be limited to grant funded opportunities.

Assessment of Financial Stability and Sustainability:

Similarly with the General Fund, the Street Fund is able to maintain its operational service levels for the upcoming year but faces declining fund balances for both operations and capital project funding in the coming years. Additional revenues will be needed to enable the completion of important capital improvement projects.

WATER FUND

This fund is an enterprise fund, meaning that it operates as its own dedicated “business” within the umbrella of the City organization and budget. The fund must rely on charges for services (rates and fees) that are directly connected to the operations, maintenance and capital projects of the water system.

Operational Responsibilities:

The City’s water system consists of two existing wells and one under construction well to provide the water supply to its residents and businesses. The groundwater must be treated, stored and distributed throughout the eight to nine miles of pipe the City has installed and maintains. Operation of this system requires State of Oregon certifications that are held by the Public Works Director. Regular water sampling and testing is conducted throughout the year and a compliance report is issued to all water customers each spring. A total of 2.45 FTE are allocated and funded in the Water Fund.

A component of operations is data collection for monthly billings. Meter readings are done with a combination of automated/signal reads and manual reads. Water Department staff also assist with late bill “door hanger” and service connection/disconnection requests as well as water meter installation for new development.

Major Revenue Streams: As noted above, the predominant source of revenue is through monthly bills to water customers based on a Council approved rate methodology. Revenues were augmented mid-year (February 2025) with a four percent rate increase which has provided encouraging results to the slowly declining fund balance. Customer growth plays a role in revenue as does weather which influences the volume of water sold for irrigation purposes, primarily in mid to late summer.

The Water Fund has been regularly drawing down on a \$5.6 million loan through the Oregon Health Authority for a number of significant capital projects and expect to continue the drawdowns through this coming fiscal year with the final funds being expended in this proposed FY26 Budget. At that point, annual debt service payments will begin and change the capital planning and project pace of the water fund.

Major Expenditures:

Capital projects have dominated the Water Fund for the past three to four years and continue to do so in the upcoming year with an expectation of utilizing nearly all of the remaining \$1.3 million of the water loan noted above along with existing fund balances for an over \$2 million projected total capital project expenditure. Project scheduling pushed the start and completion dates of the well #3 project, resulting in lower than expected capital expenditure in FY25 with those appropriations carrying forward as beginning fund balance in FY26 and again appropriated to capital to ensure the project completion. Consistent with other funds, capital project spending is curtailed significantly in the projected budget years of FY27 and FY28 as funding sources will again need to be pursued and balanced against the Fund’s ability to support additional debt service.

Assessment of Financial Stability and Sustainability:

The Water Fund is currently the most stable of the four Funds. However, with the completion of the utilization of the water loan funds for needed capital projects, the fund will experience a reduction in fund balance and a need to generate additional operating revenues along with evaluating and pursuing a follow up round of external funding for future capital project needs, including future additional water supply and storage which are both high-cost endeavors.

WASTEWATER FUND

Also known as the Sewer Fund, this enterprise fund also operates as its own “business” within the City umbrella and is the most infrastructure intensive system that Staff manages and is responsible for. Significant and highly technical infrastructure results in higher cost of operations, management, maintenance, improvement and replacement than with other systems.

Operational Responsibilities: The City owns, and staff manages, what is called a STEP system + biodigester wastewater collections and treatment system, which is a far less common type of system among municipal wastewater systems. The STEP (Septic Tank Effluent Pumping) system includes over 600 individual septic tanks located on the property of each customer, but owned and managed by the City. Septic tanks collect solids that are pumped and transported to the regional processing facility while the liquids pump from the tanks to the collection system that delivers the liquids to the treatment plant where a highly technical and regulated treatment process cleans the water to the legally allowed discharge level.

Operation of this system requires State of Oregon certifications that are held by the Public Works Director and the Public Works Wastewater Plant Operator. Critical daily sampling and both in-house and third-party testing is conducted to ensure proper process operation and regulatory compliance. Both the treatment plant and STEP

collection system require a high level of monitoring and maintenance to ensure proper system operation and maximum life cycle utilization of the infrastructure.

Major Revenue Streams: Customer charges for service is the predominant revenue source for this fund. The Coburg Urban Renewal Agency (URA) provides additional source of revenue. The URA was created and implemented to support the original debt service from the 2008 completion of the STEP system and Treatment Plant and contributed \$400,000 in FY25 to the annual debt service of approximately \$900,000 per year.

The remaining \$500,000 of debt service is paid from customer monthly billings based on a Council adopted rate methodology, which received a mid-year (February 2025) rate increase of six percent. With an anticipated charges for service revenue of \$851,000, approximately \$351,000 of revenue must fund the operations and maintenance of the system as well as fund current and future capital project expenses.

Major Expenditures: Debt service (\$900,000) is a major cost driver, along with over \$500,000 in staffing of 2.75 FTE and operational maintenance costs, including nearly \$50,000 in energy costs alone.

Assessment of Financial Stability and Sustainability: Carryforward fund balances have been declining annually over a number of years which will need to be abated and reversed in the coming years to be able to even consider the potential for the needed capital project funding on the three-to-five-year horizon. The recent six percent rate increase will assist in stemming the fund balance declines but will not alone address long-term fund balance needs.

SUMMARY

The finances of the City of Coburg remain stable for the upcoming fiscal year. Staffing levels are adequate to maintain the regulatory service levels of our various operations. Review and direction on discretionary services provided by the City will need to continue to occur to ensure the ability to operate into the future years with the existing staffing levels until future development activity drives the need to reassess staffing needs.

The City's current financial position will not endure and become truly sustainable without additional revenues to fund general operations in each of the City's Departments and programs. Steps taken by Council in FY25 are not to be diminished as that revenue, along with strategic reductions in staffing (2.5 FTE overall) and operational efficiencies, have provided much needed changes in the trajectory of the balances of each of the four funds. The identification of financial uncertainty in future years is not a new topic for Staff, the Budget Committee or Council and should not be taken as an insurmountable situation to continue to address and improve over time.

The development of a capital project funding strategy for necessary infrastructure improvement will be necessary to focus efforts on external funding opportunities that have the highest probability for success. It will be critical for staff and Council to prioritize the twenty objectives in the Framework for Continued Progress document adopted in March of 2025 and focus on those objectives that address financial planning and strategies that support the areas of needed improvement within this proposed budget.

The following was the final note in the prior year Budget Message and remains true and valid so I will end with it again this year.

The City's management team is keenly aware of the current financial condition and is committed to supporting Council and the community in making the decisions necessary to move forward from the current status of existing financial stability to that of financial sustainability with a longer-term target of financial resiliency.

Adam Hanks,
City Administrator

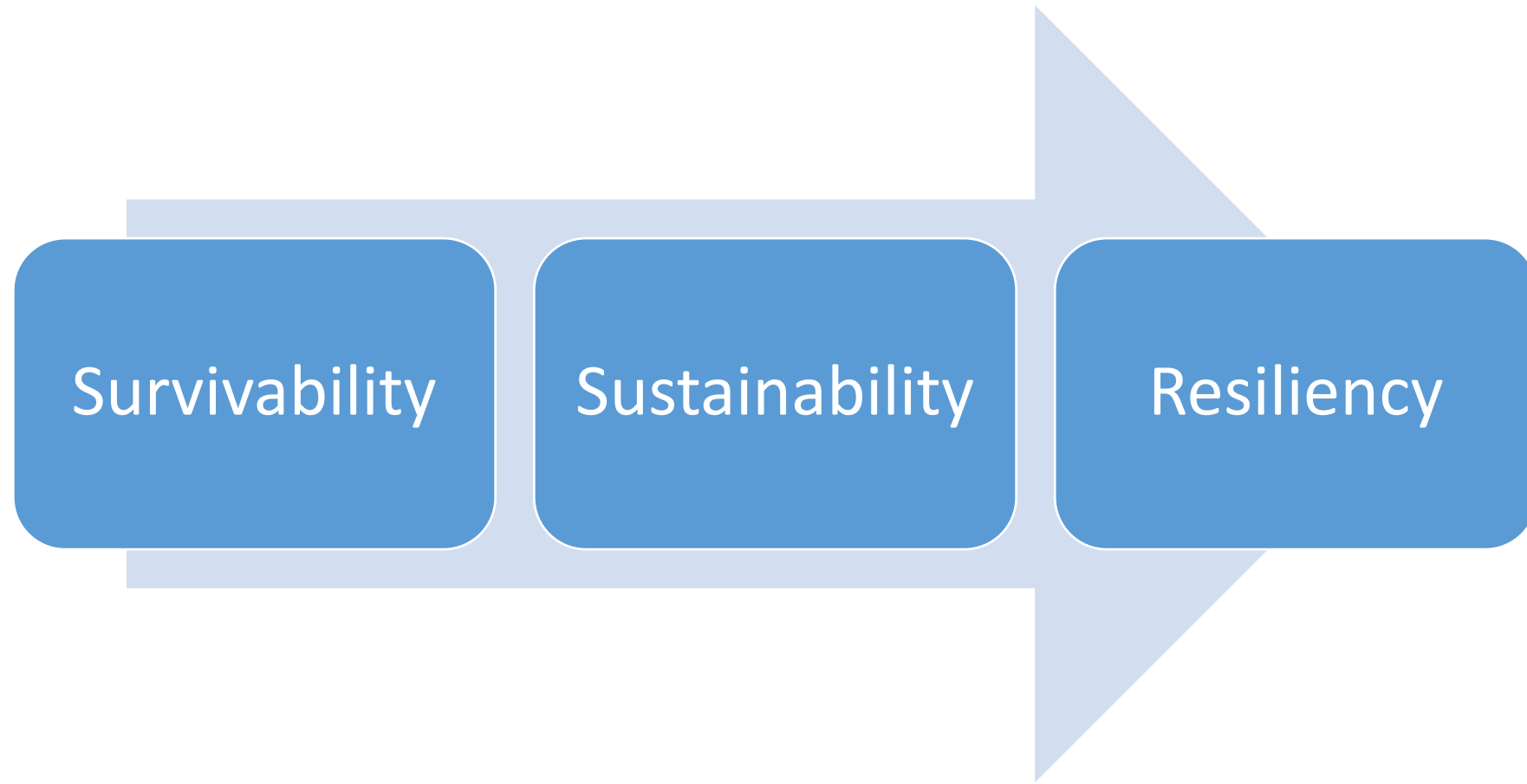
2026 Council Retreat

Financial Overview

January 31, 2026



Financial Stewardship Goal



Fund Elements

1

Ending Fund Balance (EFB)

2

Capital Infrastructure Needs

3

Personnel Services Costs

4

Personnel Services Staffing Levels

5

Materials & Services Costs

6

Debt Service

AREAS OF CONCERN

GENERAL FUND

EFB, PS Escalation & CIP

WATER FUND

CIP & Debt Service

STREET FUND

EFB, CIP & M/S (preservation)

SEWER FUND

EFB, CIP, PS Escalation

Water Rate Increase – 3.4%

FY26 Revenues = \$1,106,000
3.4% Rate Increase = **\$37,604**

Sewer Rate Increase – 6.4%

FY 26 Revenues = 920,000
6.4% Rate Increase = **\$58,880**

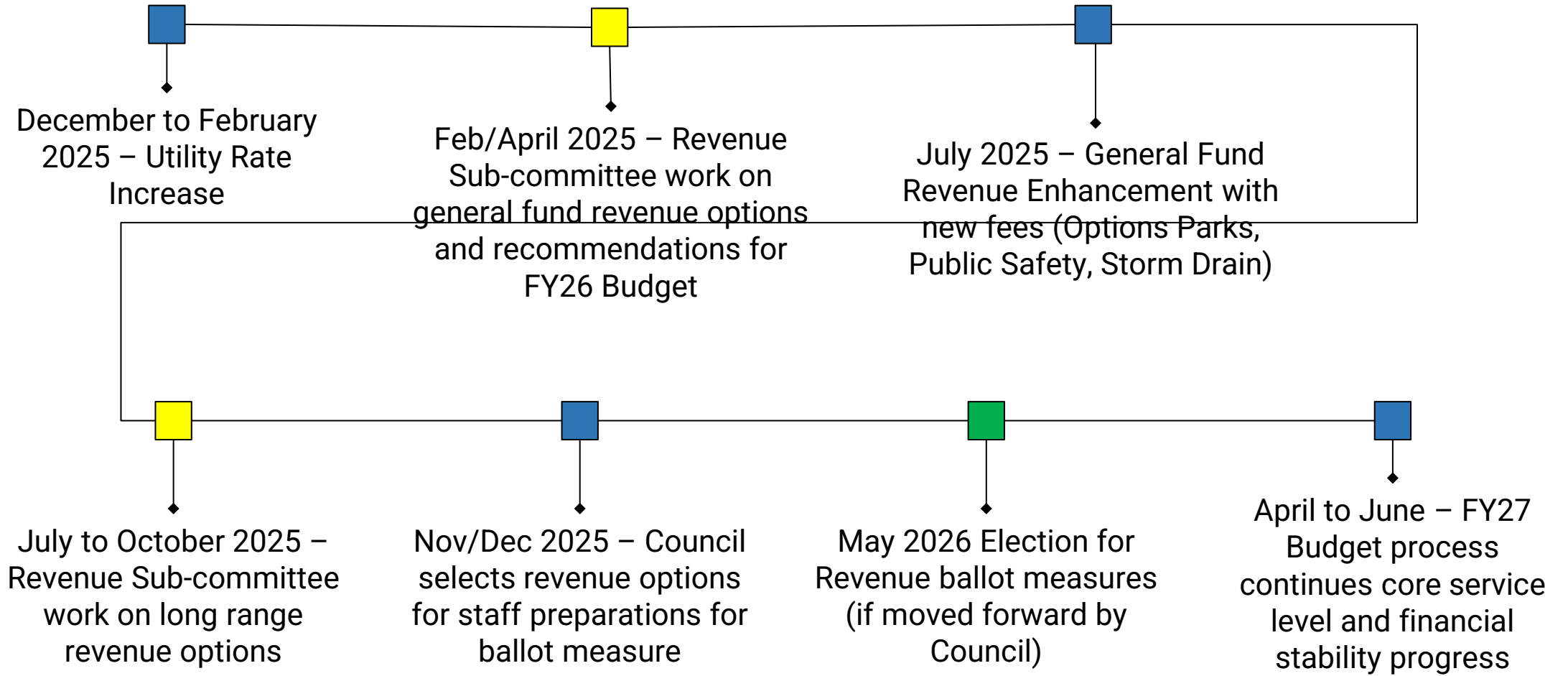
Transportation Utility Fee – ENR (3.4%)

FY25 Revenues = 191,500
ENR (3.4%) Rate Increase = **\$6,511**

REVENUE OPTIONS BY FUND

Revenue Type	General Fund	Street Fund	Water Fund	Sewer Fund
Utility Rates (Water, Sewer, TUF)		✓	✓	✓
Park & Open Space Fee (New) Public Safety Support Fee (New)	✓			
Tree Fee (Increase) Storm System Fee (New)		✓		
Diesel Tax		✓		
Local Option Levy (Parks or Police)	✓			
Lodging Tax, Planning Fees, Misc Fees	✓			

FINANCIAL STABILITY TIMELINE





**City of Coburg
Balances
FY 2026
As of 12/31/2025**

Cash Balances

	FY 2026 Actual	FY 2025 Actual	EOY FY 2025
General Fund	647,460	688,378	92,468
Street Fund	796,364	732,933	879,706
Water Fund	1,857,696	2,187,467	2,165,834
Sewer Fund	1,057,045	1,225,122	1,335,062
Total Cash	4,358,565	4,833,900	4,473,070

Fund Balances

	FY 2026 Actual	FY 2026 Budget	FY 2025 Actual	EOY FY 2025
General Fund	706,572	225,081	627,112	318,789
Street Fund	820,730	355,924	755,727	891,709
Water Fund	2,615,982	2,590,651	2,665,479	2,828,030
Sewer Fund	1,140,865	1,163,478	1,338,536	1,400,541
Total Fund Balance	5,284,149	4,335,134	5,386,854	5,439,069

Interest Earnings Summary

Balance in Banks:	Cash	Percent in account	Interest Rate
Local Government Investment Pool	3,376,761	94%	4.60%
Key Bank	197,737	6%	0.00%
Total Cash	3,574,498	100%	



**City of Coburg
Fund Statements
City Wide
FY 2026
As of 12/31/2025**

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
Revenues:					
Taxes and Assessments	1,053,547	1,235,603	85%	976,172	1,206,285
Intergovernmental	81,100	663,000	12%	80,653	559,775
Franchise Fees	126,443	287,500	44%	116,422	274,994
Licenses, Permits & Fees	18,479	92,000	20%	57,421	90,998
Fines and Forfeitures	77,999	101,000	77%	38,459	104,467
Investment Revenue	78,818	66,000	119%	53,321	85,698
Grants and Donations	2,674	251,000	1%	100	551,686
Charges for Services	1,226,495	2,364,000	52%	1,152,488	2,179,041
Charges for Services -SDC	90,445	312,000	29%	290,885	422,043
Other Revenue	12,655	22,000	58%	21,107	22,606
Bond Proceeds	-	1,300,000	0%	252,935	507,987
Transfer In	75,000	150,000	50%	62,502	125,000
Total Revenue	2,843,656	6,844,103	42%	3,102,465	6,130,581
Operating Expenditures:					
Personnel Services	959,248	2,170,350	44%	982,680	1,974,298
Materials and Services	699,335	1,211,750	58%	703,287	1,234,531
Debt Service	540,459	1,129,811	48%	546,059	1,133,256
Capital Outlay	724,533	2,615,000	28%	1,175,218	1,956,747
Transfers Out	75,000	150,000	50%	62,502	125,000
Contingencies	-	500,000	0%	-	-
Total Expenditure	2,998,575	7,776,911	39%	3,469,746	6,423,832
Net Change	(154,919)	(932,808)	17%	(367,281)	(293,251)
Fund Balance - June 30,	5,439,069	5,267,942	103%	5,754,134	5,732,320
Fund Balance	5,284,149	4,335,134	122%	5,386,853	5,439,069



**City of Coburg
Fund Statements
General Fund
FY 2026
As of 12/31/2025**

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
Revenues:					
Taxes and Assessments	943,897	1,072,603	88%	928,103	1,041,823
Intergovernmental	21,641	51,000	42%	21,237	42,465
Franchise Fees	126,443	287,500	44%	116,422	274,994
Licenses, Permits & Fees	18,479	92,000	20%	57,421	90,998
Fines and Forfeitures	77,999	101,000	77%	38,459	104,467
Investment Revenue	4,620	5,000	92%	938	1,522
Grants and Donations	2,674	1,000	267%	100	301,686
Charges for Services	68,598	146,500	47%	48,078	90,906
Charges for Services -SDC	6,678	65,000	10%	64,171	85,967
Other Revenue	4,367	13,000	34%	8,707	9,547
Transfer In - Admin Fee	75,000	150,000	50%	62,502	125,000
Total Revenue	1,350,395	1,984,603	68%	1,346,138	2,169,376
Expenditures					
Administration Department	318,622	469,190	68%	299,025	514,737
Facility Management Department	79,341	104,500	76%	79,678	104,921
Planning Department	67,548	195,640	35%	88,299	182,680
Police Department	331,913	793,150	42%	389,843	764,684
Municipal Court	90,444	183,550	49%	76,086	157,854
Economic Development	12,795	43,500	29%	14,492	44,626
Parks (Public Works)	55,048	118,780	46%	167,656	455,014
Debt Service:					
Principal	-	15,000	0%	-	15,000
Interest	6,900	13,800	50%	7,125	14,250
Contingency	-	50,000	0%	-	-
Total Expenditures	962,611	1,987,110	48%	1,122,205	2,253,766
Net Change	387,784	(2,507)	-15468%	223,933	(84,390)
Fund Balance - June 30,	318,789	227,588	140%	403,179	403,179
Fund Balance	706,572	225,081	314%	627,112	318,789



**City of Coburg
Fund Statements
Street Fund
FY 2026
As of 12/31/2025**

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
Revenues:					
Taxes and Assessments	109,650	160,000	69%	33,857	150,209
Intergovernmental	59,459	112,000	53%	59,416	117,310
Investment Revenue	12,922	8,000	162%	4,477	5,025
Grants and Donations	-	250,000	0%	-	250,000
Charges for Services	88,939	191,500	46%	81,336	167,103
Charges for Services -SDC	2,107	85,000	2%	70,569	104,771
Other Revenue	2,315	-	0%	403	1,062
Bond Proceeds	-	-	0%	-	-
Total Revenue	275,392	806,500	34%	250,057	795,480
Expenditures					
Administration Department	40,664	130,070	31%	42,347	87,321
Public Works Department	144,157	269,540	53%	117,895	219,584
Capital	32,150	800,000	4%	650,841	901,117
Transfer Out	15,000	30,000	50%	12,498	25,000
Debt Service:					
Principal	93,839	93,865	100%	92,523	92,523
Interest	20,561	20,540	100%	21,877	21,877
Contingency	-	50,000	0%	-	-
Total Expenditures	346,371	1,394,015	25%	937,981	1,347,422
Net Change	(70,979)	(587,515)	12%	(687,924)	(551,942)
Fund Balance - June 30,	891,709	943,439	95%	1,443,651	1,443,651
Fund Balance	820,730	355,924	231%	755,727	891,709



**City of Coburg
Fund Statements
Water Fund
FY 2026
As of 12/31/2025**

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
Revenues:					
Investment Revenue	40,981	50,000	82%	43,681	71,063
Grants and Donations	-	-	0%	-	-
Charges for Services	587,814	1,106,000	53%	590,688	1,029,881
Charges for Services -SDC	81,660	72,000	113%	65,624	88,319
Other Revenue	199	-	0%	4,621	4,621
Bond Proceeds	-	1,300,000	0%	252,935	507,987
Total Revenue	710,654	2,528,000	28%	957,550	1,701,871
Expenditures					
Administration Department	52,899	154,480	34%	49,070	111,983
Public Works Department	187,227	282,780	66%	179,959	340,187
Capital	651,375	1,800,000	36%	274,533	525,764
Transfer Out	30,000	60,000	50%	25,002	50,000
Debt Service:					
Principal	-	80,000	0%	-	80,000
Interest	1,200	2,400	50%	2,400	4,800
Contingency	-	200,000	0%	-	-
Total Expenditures	922,701	2,579,660	36%	530,964	1,112,734
Net Change	(212,048)	(51,660)	410%	426,586	589,137
Fund Balance - June 30,	2,828,030	2,642,311	107%	2,238,893	2,238,893
Fund Balance	2,615,982	2,590,651	101%	2,665,479	2,828,030



**City of Coburg
Fund Statements
Sewer Fund
FY 2026
As of 12/31/2025**

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
Revenues:					
Taxes and Assessments	-	3,000	0%	14,212	14,253
Intergovernmental	-	500,000	0%	-	400,000
Investment Revenue	20,295	3,000	677%	4,226	8,088
Grants and Donations	-	-	0%	-	-
Charges for Services	481,145	920,000	52%	432,386	891,151
Charges for Services -SDC	-	90,000	0%	90,520	142,986
Other Revenue	5,775	9,000	64%	7,376	7,376
Bond Proceeds	-	-	0%	-	-
Total Revenue	507,216	1,525,000	33%	548,721	1,463,854
Expenditures					
Administration Department	52,663	154,480	34%	35,281	86,023
Public Works Department	266,269	497,440	54%	244,188	483,391
Capital	-	-	0%	151,990	185,690
Transfer Out	30,000	60,000	50%	25,002	50,000
Debt Service:					
Principal	276,725	654,640	42%	274,360	644,900
Interest	141,234	249,566	57%	147,774	259,906
Contingency	-	200,000	0%	-	-
Total Expenditures	766,892	1,816,126	42%	878,596	1,709,910
Net Change	(259,676)	(291,126)	89%	(329,875)	(246,056)
Fund Balance - June 30,	1,400,541	1,454,604	96%	1,668,411	1,646,597
Fund Balance	1,140,865	1,163,478	98%	1,338,536	1,400,541



City of Coburg
Department Summary of Expenditures by Fund
FY 2026
As of 12/31/2025
41.67 Target

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
General Fund					
Administration Department					
Personnel Services	134,730	238,190	56.56%	160,856	304,529
Material and Services	183,892	231,000	79.61%	138,169	210,208
Total Administration Department	318,622	469,190	67.91%	299,025	514,737
Facility Management Department					
Material and Services	55,266	99,500	55.54%	79,678	89,921
Capital	24,075	5,000	481.50%	-	15,000
Total Facility	79,341	104,500	75.92%	79,678	104,921
Public Works Administration					
Personnel Services	28,278	82,580	34.24%	48,919	96,136
Material and Services	-	-	0.00%	587	597
Total Public Works	28,278	82,580	34.24%	49,506	96,733
Planning Department					
Personnel Services	44,796	92,890	48.23%	38,180	60,408
Material and Services	22,752	102,750	22.14%	50,120	122,272
Total Planning Department	67,548	195,640	34.53%	88,299	182,680
Police Department					
Personnel Services	269,411	636,150	42.35%	322,453	623,212
Material and Services	62,502	157,000	39.81%	67,390	141,472
Capital Outlay	-	-	0.00%	-	-
Total Police Department	331,913	793,150	41.85%	389,843	764,684
Municipal Court					
Personnel Services	69,753	144,650	48.22%	60,967	129,026
Material and Services	20,690	38,900	53.19%	15,118	28,828
Total Municipal Court	90,444	183,550	49.27%	76,086	157,854
Economic Development					
Personnel Services	-	-	0.00%	-	-
Material and Services	12,795	43,500	29.41%	14,492	44,626
Total Economic Department	12,795	43,500	29.41%	14,492	44,626



City of Coburg
Department Summary of Expenditures by Fund
FY 2026
As of 12/31/2025
41.67 Target

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
Park					
Material and Services	9,837	26,200	37.54%	20,296	29,105
Capital	16,934	10,000	169.34%	97,854	329,176
Total Park	26,771	36,200	73.95%	118,150	358,281
Debt Service:					
Principal	-	15,000	0.00%	-	15,000
Interest	6,900	13,800	50.00%	7,125	14,250
Total Debt	6,900	28,800	23.96%	7,125	29,250
Total General Fund Expenditures	962,611	1,937,110	49.69%	1,122,205	2,253,766



City of Coburg
Department Summary of Expenditures by Fund
FY 2026
As of 12/31/2025
41.67 Target

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
Street Fund					
Administration Department					
Personnel Services	40,337	125,070	32.25%	42,198	87,172
Material and Services	327	5,000	6.53%	149	149
Total Administration Department	40,664	130,070	31.26%	42,347	87,321
Public Works Administration					
Personnel Services	60,995	170,640	35.74%	61,153	134,166
Material and Services	83,162	98,900	84.09%	56,742	85,418
Total Public Works	144,157	269,540	53.48%	117,895	219,584
Capital	32,150	800,000	4.02%	650,841	901,117
Transfer Out	15,000	30,000	50.00%	12,498	25,000
Debt Service:					
Principal	93,839	93,865	99.97%	92,523	92,523
Interest	20,561	20,540	100.10%	21,877	21,877
Total Debt	114,400	114,405	100.00%	114,400	114,400
Total Street Fund Expenditures	346,371	1,344,015	25.77%	937,981	1,347,422



City of Coburg
Department Summary of Expenditures by Fund
FY 2026
As of 12/31/2025
41.67 Target

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
<u>Water Fund</u>					
Administration Department					
Personnel Services	52,899	154,480	34.24%	47,722	109,437
Material and Services	-	-	0.00%	1,348	2,546
Total Administration Department	52,899	154,480	34.24%	49,070	111,983
Public Works Administration					
Personnel Services	80,163	151,280	52.99%	74,495	147,262
Material and Services	107,064	131,500	81.42%	105,464	192,925
Total Public Works	187,227	282,780	66.21%	179,959	340,187
Capital	651,375	1,800,000	36.19%	274,533	525,764
Transfer Out	30,000	60,000	50.00%	25,002	50,000
Debt Service:					
Principal	-	80,000	0.00%	-	80,000
Interest	1,200	2,400	0.00%	2,400	4,800
Total Debt	1,200	82,400	1.46%	2,400	84,800
Total Water Fund Expenditures	922,701	2,379,660	38.77%	530,964	1,112,734



City of Coburg
Department Summary of Expenditures by Fund
FY 2026
As of 12/31/2025
41.67 Target

	FY 2026			FY 2025	
	Actual YTD	Adopted Budget	% of B to A	Actual YTD	EOY
<u>Sewer Fund</u>					
Administration Department					
Personnel Services	52,663	154,480	34.09%	34,747	84,501
Material and Services	-	-	0.00%	534	1,522
Total Administration Department	52,663	154,480	34.09%	35,281	86,023
Public Works Administration					
Personnel Services	125,221	219,940	56.93%	90,990	198,449
Material and Services	141,048	277,500	50.83%	153,198	284,942
Total Public Works	266,269	497,440	53.53%	244,188	483,391
Capital	-	-	0.00%	151,990	185,690
Transfer Out	30,000	60,000	50.00%	25,002	50,000
Debt Service:					
Principal	276,725	654,640	42.27%	274,360	644,900
Interest	141,234	249,566	56.59%	147,774	259,906
Total Debt	417,959	904,206	46.22%	422,134	904,806
Total Sewer Fund Expenditures	766,892	1,616,126	47.45%	878,596	1,709,910
Total City Expenditure	2,998,575	7,276,911	41.21%	2,969,420	6,423,832



City of Coburg
Budgetary Compliance
FY 2026
Resolution 2025-13
As of 12/31/2025
41.67 Target

	ACTUAL	ADOTPED BUDGET	% BUDGET to ACTUAL	BALANCE
General Fund				
Administration Department	318,622	469,190	68%	150,568
Facility Management Department	79,341	104,500	76%	25,159
Planning Department	67,548	195,640	35%	128,092
Police Department	331,913	793,150	42%	461,237
Municipal Court	90,444	183,550	49%	93,106
Economic Development	12,795	43,500	29%	30,705
Parks (Public Works)	55,048	118,780	46%	63,732
Debt Service	6,900	28,800	24%	21,900
Contingency	-	50,000		50,000
Total General Fund	962,611	1,987,110	48%	1,024,499

Street Fund				
Administration Department	40,664	130,070	31%	89,406
Public Works Department	144,157	269,540	53%	125,383
Capital	32,150	800,000	4%	767,850
Transfer Out	15,000	30,000	50%	15,000
Debt Service	114,400	114,405	100%	5
Contingency	-	50,000		50,000
Total Street Fund	346,371	1,394,015	25%	1,047,644

Water Fund				
Administration Department	52,899	154,480	34%	101,581
Public Works Department	187,227	282,780	66%	95,553
Capital	651,375	1,800,000	36%	1,148,625
Transfer Out	30,000	60,000	50%	30,000
Debt Service	1,200	82,400	1%	81,200
Contingency	-	200,000		200,000
Total Water Fund	922,701	2,579,660	36%	1,656,959



**City of Coburg
Budgetary Compliance
FY 2026
Resolution 2025-13
As of 12/31/2025
41.67 Target**

	ACTUAL	ADOTPED BUDGET	% BUDGET to ACTUAL	BALANCE
Wastewater Fund				
Administration Department	52,663	154,480	34%	101,817
Public Works Department	266,269	497,440	54%	231,171
Capital	-	-	0%	-
Transfer Out	30,000	60,000	50%	30,000
Debt Service	417,959	904,206	46%	486,247
Contingency	-	200,000		200,000
Total Wastewater Fund	766,892	1,816,126	42%	1,049,234
Total Appropriations	2,998,575	7,776,911	39%	4,778,336

**City of Coburg - Urban Renewal Agency
Balances
FY 2026
As of 12/31/2025**

Cash Balances

	FY 2026 <u>Actual</u>	FY 2026 <u>Budget</u>	FY 2025 <u>Actual</u>	EOY <u>FY 2025</u>
General Fund	245,906	N/A	568,584	287,973

Fund Balances

	FY 2026 <u>Actual</u>	FY 2026 <u>Budget</u>	FY 2025 <u>Actual</u>	EOY <u>FY 2025</u>
General Fund	243,780	111,567	569,981	289,370

**City of Coburg - Urban Renewal Agency
Fund Statements
General Fund
FY 2026
As of 12/31/2025**

	FY 2026			FY 2025	
	Actual	Budget	% of B to A	Actual	EOY
Revenues:					
Taxes and Assessments	450,407	480,565	94%	3,019	485,804
Investment Revenue	6,587	10,000	66%	2,368	15,398
Total Revenue	<u>456,994</u>	<u>490,565</u>	93%	<u>5,387</u>	<u>501,202</u>
Expenditures					
Administration Department	502,250	38,500	1305%	-	6,617
Debt Service:					
Principal	-	600,000	0%	-	400,000
Interest	-	-	N/A	-	-
Contingency	-	-		-	-
Total Expenditures	<u>502,250</u>	<u>638,500</u>	79%	<u>-</u>	<u>406,617</u>
Net Change	(45,256)	(147,935)	31%	5,387	94,585
Fund Balance - June 30,	<u>289,036</u>	<u>259,502</u>	111%	<u>194,451</u>	<u>194,451</u>
Fund Balance	<u><u>243,780</u></u>	<u><u>111,567</u></u>	219%	<u><u>199,838</u></u>	<u><u>289,036</u></u>
Fund Balance:					
Restricted for URA	243,780				
Unappropriated Ending Fund Balance	-				
Fund Balance	<u><u>-</u></u>				

**City of Coburg - Urban Renewal Agency
 Department Summary of Expenditures by Fund
 FY 2026
 As of 12/31/2025
 Target 50%**

	FY 2026			FY 2025	
	Actual	Budget	% of B to A	Actual	EOY
General Fund					
Administration Department					
Audit	2,250	38,500	5.84%	-	6,617
Sewer Project Reimbursement	500,000	-	0.00%		
Total Administration Department	502,250	38,500	1304.55%	-	6,617
Debt Service:					
Principal	-	600,000	0.00%	-	400,000
Interest	-	-	0%		
Total Debt	-	600,000	0.00%	-	400,000
Total General Fund Expenditures	502,250	638,500	78.66%	-	406,617

City of Coburg - Urban Renewal Agency
Budgetary Compliance
FY 2026
Resolution 2025-01-U
As of 12/31/2025
Target 50%

	<u>Actual</u>	<u>Budget</u>	<u>% of B to A</u>	<u>Balance</u>
General Fund				
Administration Department	502,250	38,500	1305%	(463,750)
Debt Service	-	600,000	0%	600,000
Contingency		-		-
Total General Fund	<u>502,250</u>	<u>638,500</u>		<u>136,250</u>
Total Appropriations	<u>502,250</u>	<u>638,500</u>	79%	<u>136,250</u>

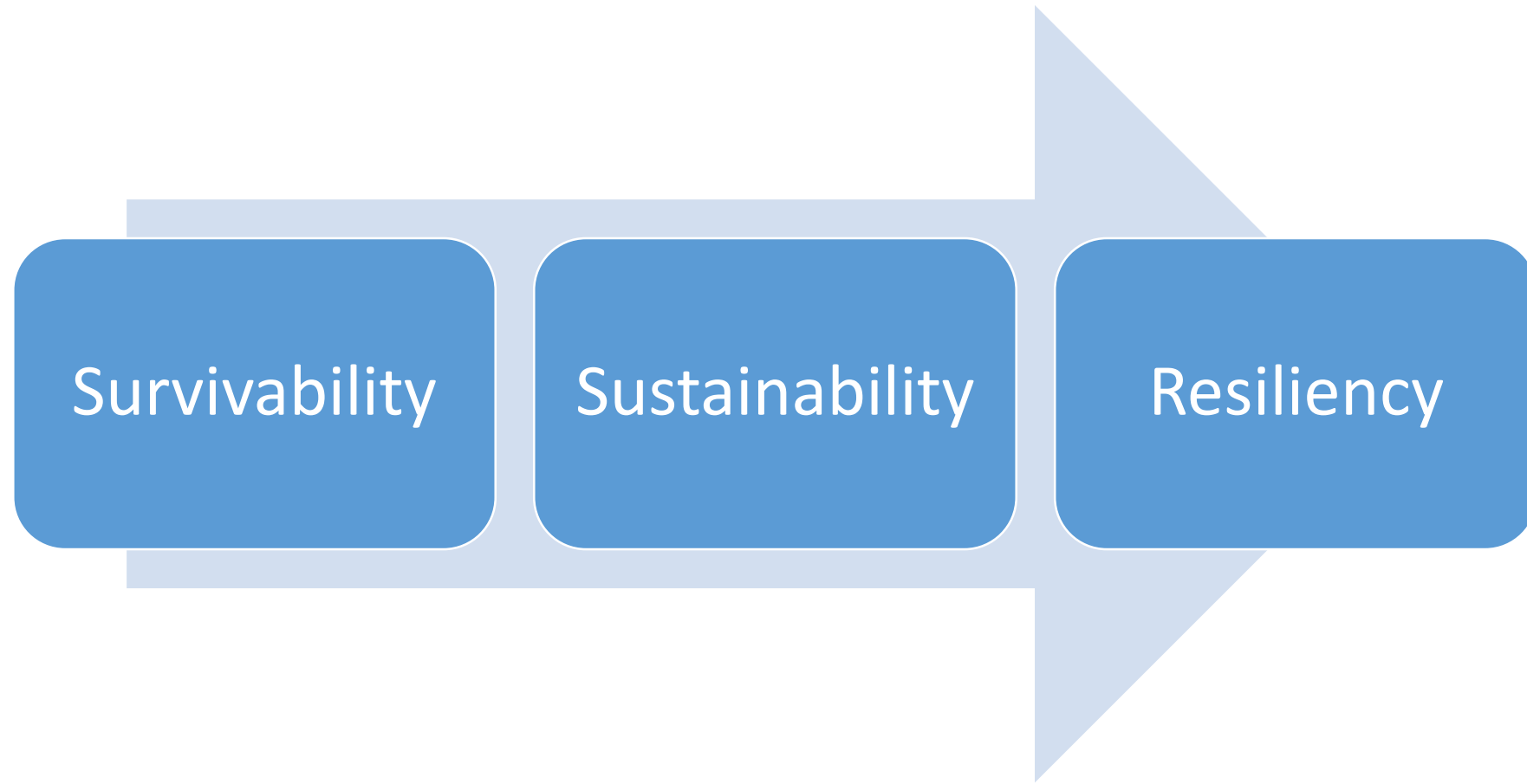
2026 Council Retreat

Financial Overview

January 31, 2026



Financial Stewardship Goal



Fund Elements

1

**Ending Fund Balance
(EFB)**

2

**Capital Infrastructure
Needs**

3

**Personnel Services
Costs**

4

**Personnel Services
Staffing Levels**

5

**Materials & Services
Costs**

6

Debt Service

AREAS OF CONCERN

GENERAL FUND

EFB, PS Escalation & CIP

WATER FUND

CIP & Debt Service

STREET FUND

EFB, CIP & M/S (preservation)

SEWER FUND

EFB, CIP, PS Escalation

Water Rate Increase – 3.4%

FY26 Revenues = \$1,106,000

3.4% Rate Increase = **\$37,604**

Sewer Rate Increase – 6.4%

FY 26 Revenues = 920,000

6.4% Rate Increase = **\$58,880**

Transportation Utility Fee – ENR

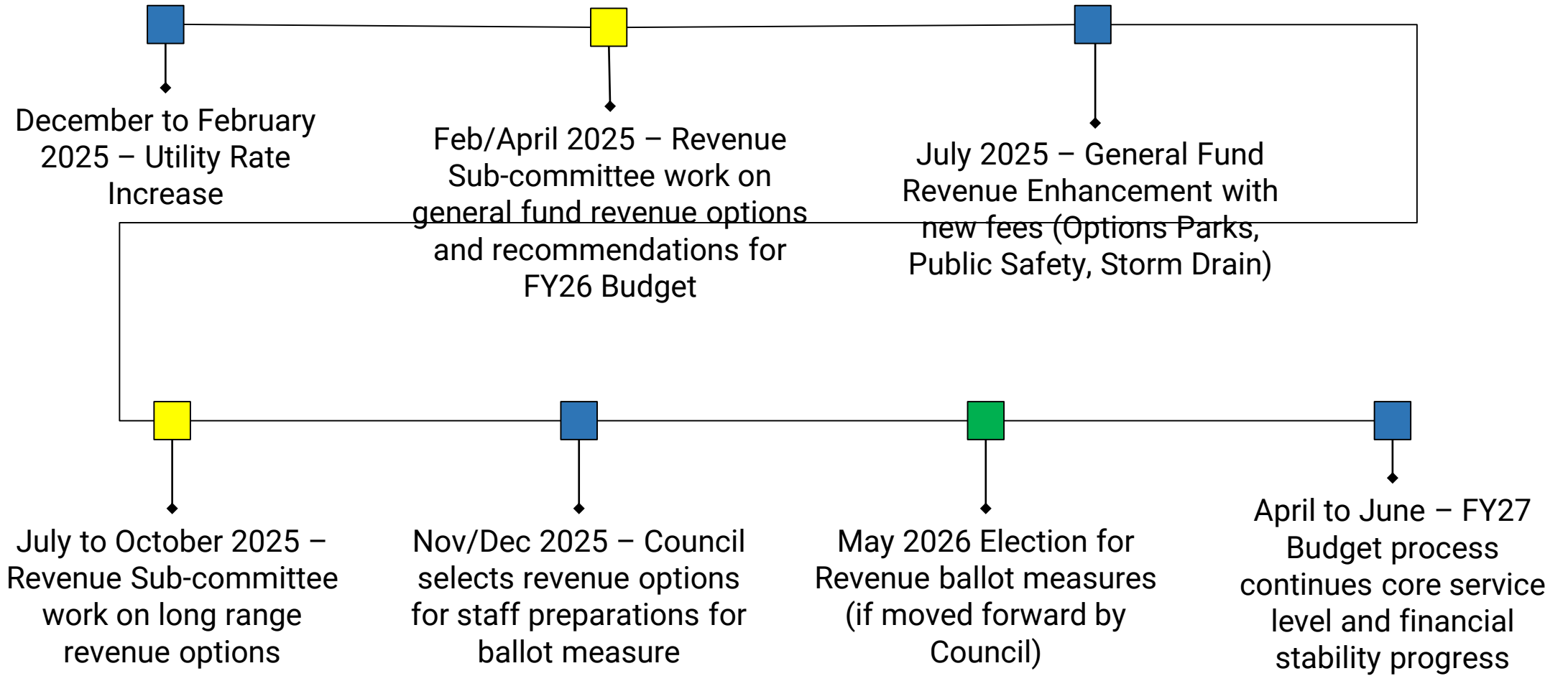
FY25 Revenues = 191,500

ENR (3.4%) Rate Increase = **\$6,511**

REVENUE OPTIONS BY FUND

Revenue Type	General Fund	Street Fund	Water Fund	Sewer Fund
Utility Rates (Water, Sewer, TUF)		✓	✓	✓
Park & Open Space Fee (New) Public Safety Support Fee (New)	✓			
Tree Fee (Increase) Storm System Fee (New)		✓		
Diesel Tax		✓		
Local Option Levy (Parks or Police)	✓			
Lodging Tax, Planning Fees, Misc Fees	✓			

FINANCIAL STABILITY TIMELINE





City Administrator's Whiteboard



3 Month



- *LCSD Dispatch Contract (exp June 2026)*
- *Cost Allocation Plan Update*
- *F427-32 CIP*
- *F427 Budget*
- *Public Safety Support Fee*
- *Financial Policies - EFB Targets*
- *Building Dept IGA Contract (Cottage Grove - Exp June 2026)*
- *Building Code/Fees/Program Update Ords*
- *Main Street Agreement Update*
- *Downtown Holiday Lighting Plan*
- *EV Grant for Downtown (100F)*
- *100F Lease Discussion (exp May 2027)*



- Water
- Well #3 - Treatment/July 26
 - Well #3 - Transmission/Nov 26
 - Water Mgmt/Conservation Plan/April 26
 - TAG Contract
 - EWEB - LOI + Feasibility Study Funding



- Wastewater
- Collection System Maint Plan
 - Premier RV Tank Options/Design
 - Tank Pumping Plan/Schedule
 - TAG Contract
 - EWEB - LOI + Feasibility Study Funding

- Streets
- Coleman Collector Phase 1
 - Loop Path Plan Update
 - Major Maint - Bid/Contract - Summer 26
 - S Industrial Stormwater major maint
 - Street Tree Maint/Limbing Plan and Action

- Parks
- Vegetation Mgmt/Maint Plan
 - Pavilion Punchlist
 - New Park Design/Engagement
 - Tree Maint/Arbor Day Plan (multi-year)
 - Trails End/Booth Kelly - Major Maint plan



300 Month



- *City Hall - Long Term Plan*
- *Water Supply/Storage (Water Master Plan)*
- *I-5 Corridor Employment District Plan*
- *Downtown Development/Buildout*
- *Regional Transportation solutions/participation*
- *UCB - Smart Housing Plan*
- *WWTP Capacity Expansion*
- *Transportation System Plan (TSP) Update*





CITY OF COBURG

Capital Improvements Plan

FY2027 to FY2032 Planning Period

Administration/General Government						TOTAL
PROJECT TITLE/LOCATION	DESCRIPTION	FUNDING SOURCE	EST COST	FISCAL YEAR	PER FY	
1	IT Infrastructure/Equipment	Server/firewall/switch/desktop equipment replacement	General Fund Taxes/Fees*	\$ 10,000	2026-27	\$ 10,000
3	City Hall ADA Parking/Access Improvements	ADA Compliant parking, ramps, front entrance, doors	General Fund Taxes/Fees*	\$ 20,000	2027-28	\$ 20,000
5	City Hall ADA Parking/Access Improvements	ADA Compliant parking, ramps, front entrance, doors	General Fund Taxes/Fees*	\$ 60,000	2028-29	
4	City Hall Improvements - HVAC	System Replacement (including ducting)	General Fund Taxes/Fees*	\$ 125,000	2028-29	
6	Facilities Security Systems Integration	Facilities Security Systems Integration	General Fund Taxes/Fees*	\$ 50,000	2028-29	\$ 235,000
7	City Hall Improvements - Flooring	Full carpet replacement (upstairs/downstairs)	General Fund Taxes/Fees*	\$ 25,000	2029-30	\$ 25,000
8	City Hall Improvements - Façade	Willamette frontage and parking/landscaping	General Fund Taxes/Fees*	\$ 50,000	2030+	\$ 50,000
TOTAL			\$ 340,000		\$ 340,000	

* Portion of project costs will be allocated to enterprise funds based on approved Cost Allocation Methodology

Parks						TOTAL
PROJECT TITLE/LOCATION	DESCRIPTION	FUNDING SOURCE	EST COST	FISCAL YEAR	PER FY	
1	Cobug Creek Park	New Park Facility - Phase I + Desgin	Park SDC	\$ 50,000	2026-27	\$ 50,000
2	Cobug Creek Park	New Park Facility - Phase II	Park SDC	\$ 100,000	2027-28	\$ 100,000
3	Trails End Park - Phase II	Viewing platforms, paths, benches, signage	Undetermined Grant + Park SDC	\$ 250,000	2029-30	\$ 250,000
4	Julia Morneau Heritage Park	New park	Undetermined Grant + Park SDC	\$ 250,000	2030 +	
5	Southside Neighborhood Park	New Park (land + improvements)	Undetermined Grant + Park SDC	\$ 350,000	2030 +	
6	Northside Neighborhood Park	New Park (land + improvements)	Undetermined Grant + Park SDC	\$ 350,000	2030 +	
7	Westside Mini-Park	New Park (land + improvements)	Undetermined Grant + Park SDC	\$ 150,000	2030 +	
8	Southwest Mini-Park	New Park (land + improvements)	Undetermined Grant + Park SDC	\$ 150,000	2030 +	
9	Coburg Loop 5	Path extesion south to Eugene	Undetermined Grant + Park/Trans SDC	\$ 1,500,000	2030 +	\$ 2,750,000
TOTAL			\$ 3,150,000		\$ 3,150,000	

Transportation						TOTAL
PROJECT TITLE/LOCATION	DESCRIPTION	FUNDING SOURCE	EST COST	FISCAL YEAR	PER FY	
MAJOR CAPITAL - STREET RECONSTRUCTION						
1	Collector Street Project - Phase I (N Coleman)	Street/Sidewalk Reconstruction N Coleman/Mill	SDC, MPO	\$ 500,000	2026-27	
2	Skinner St - Delaney to Pearl	Street Reconstruction	Gas Tax, TUF, SCA	\$ 250,000	2026-27	
3	Locust St - Willamette to Harrison	Street Reconstruction, curb, sidewalk (Design)	Gas Tax, TUF, SCA, SDC	\$ 20,000	2026-27	\$ 770,000
4	Locust St - Willamette to Harrison	Street Reconstruction, curb, sidewalk (Construction)	Gas Tax, TUF, SCA, SDC	\$ 225,000	2027-28	\$ 225,000
5	Skinner St - Maple to Dixon	Street Reconstruction	Gas Tax, TUF	\$ 200,000	2028-29	
6	Skinner St - Lincoln to Mckenzie	Street Reconstruction	Gas Tax, TUF	\$ 200,000	2028-29	
7	Roberts Ct - Huntly Ct to west dead end	Two Inch Overlay/Leveling	Gas Tax, TUF	\$ 150,000	2028-29	
8	Collector Street Project - Phase II (S Coleman)	Street Reconstruction (Design Only)	Gas Tax, TUF, SDC, MPO-2028	\$ 200,000	2028-29	\$ 750,000
9	Collector Street Project - Phase II (S Coleman)	Street Reconstruction (Construction)	Gas Tax, TUF, SDC, MPO-2028	\$ 900,000	2029-30	\$ 900,000
MAJOR MAINTENANCE						
1	Locust St - Diamond to Skinner	Two Inch Overlay/Dig out	Gas Tax, TUF, SCA	\$ 125,000	2026-27	
2	Willamette Alley - McKenzie to Van Duyn	Grading/Rock/Utility	Gas Tax, TUF	\$ 50,000	2026.27	\$ 175,000
3	Harrison St - Mill to Locust	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 200,000	2027-28	

4	Mckenzie - Coleman to Miller	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 125,000	2027-28	\$ 325,000
5	Lincoln St - Skinner to Coleman	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 125,000	2028-29	
6	Roberts Rd - South end to Roberts Ct	Two Inch Overlay	Gas Tax, TUF	\$ 250,000	2028-29	\$ 375,000
7	Skinner St - Pearl to Lincoln	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 125,000	2029-30	
8	Skinner St - Mckenzie to Mill	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 125,000	2029-30	\$ 250,000
OTHER						
1	PW Operations Center Fuel Center	Citywide Fuel Storgae/Pump System (\$150k Total)	Grant (BRIC or Other)	\$ 50,000	2030+	\$ 50,000
TOTAL				\$ 3,820,000		\$ 3,820,000

Water

						TOTAL
PROJECT TITLE/LOCATION	DESCRIPTION	FUNDING SOURCE	EST COST	FISCAL YEAR	PER FY	
1 - Stallings Lane Water Supply	Well #3 Treatment systems & SCADA (final phase)	Water Debt Service (rate revenues)	\$ 200,000	2026-27		
2 Stallings Lane Water Supply	Transmission line (connection to existing system)	Water Debt Service (rate revenues)	\$ 800,000	2026-27	\$ 1,000,000	
6 Pioneer Valley Estates Distribution System	Replacement of existing distribution system	Fed Grant/Water Revenues	\$ 750,000	2027-28		
7 Water Master Plan Update	Update of 2016 Water Master Plan	Fed Grant/Water Revenues	\$ 125,000	2027-28	\$ 875,000	
LOCAL FUNDING (Rate Revenue)						
5 Water Supply Wells #1, #2 Rehabilitation	System upgrades and rehab to existing wells	Water Rate Revenues	\$ 100,000	2027-28		
9 - Christian Wy Waterline Replacement	6 Ince pipeline replacement	Water Rate Revenues	\$ 300,000	2027-28		
10 - Delaney St Waterline Replacement	Willamette St to Stuart St - Waterline Replacement	Water Rate Revenues	\$ 100,000	2027-28	\$ 500,000	
8 E Dixon St Waterline Replacement	Diamond St to East End - Waterline Replacement	Water Rate Revenues	\$ 650,000	2028-29		
12 - Maple St Waterline Replacement	Coleman St to East End - Waterline Replacement	Water Rate Revenues	\$ 250,000	2028-29	\$ 900,000	
3 Coburg Industrial Waterline	12 inch waterline intertie	Water Rate Revenues	\$ 160,000	2029-30		
15 Van Duyn St Waterline	12 inch waterline intertie	Water Rate Revenues	\$ 175,000	2029-30		
16 Vintage St Waterline	12 inch waterline intertie	Water Rate Revenues	\$ 175,000	2029-30	\$ 510,000	
EXTERNAL FUNDING REQUIRED (Loan/Grant)						
11 - Existing Water Storage Tanks Rehab	Replace/Retrofit (seismic) existing (2) 500k/gl tanks	Grant/Loan (rate revenues)	\$ 3,000,000	2028-29		
14 New Water Reservoir	750,000 Gallon elevated Reservoir	Grant/Loan (rate revenues)	\$ 7,000,000	2030+		
4 PW Operations Center - Fuel Center	Citywide Fuel Storgae/Pump System (\$150k Total)	Grant/Loan (rate revenues)	\$ 50,000	2030+		
17 Waterline Pipeline Replacements	Remaining 6 inch pipeline replacements	Grant/Loan (rate revenues)	\$ 500,000	2030 +		
13 EWEB Waterline Connection	8-12" waterline for water supply	Grant/Loan (rate revenues)	\$ 9,000,000	2030+		
18 I-5 Transmission Line (new)	East/West Transmission Loop Line - North of Exit 199	Grant/Loan (rate revenues)	\$ 2,500,000	2030 +	\$ 22,050,000	
TOTAL				\$ 25,835,000		\$ 25,835,000

WasteWater

						TOTAL
PROJECT TITLE/LOCATION	DESCRIPTION	FUNDING SOURCE	EST COST	FISCAL YEAR	PER FY	
2 WWTP Equipment Replacements (If needed)	Membrane, Blowers, Pumps, Motors Replacement	WW Rate Revenues	\$ 150,000	2027-28		
3 - Premier RV Septic Tank Improvement	Replacement of existing (aged/mis-sized) Septic Tank	WW Rate Revenues	\$ 450,000	2027-28	\$ 600,000	
5 Wastewater Master Plan Update	Complete Update of 20 Year Infrastructure Plan	WW Rate Revenues	\$ 150,000	2028-29	\$ 150,000	
6 WW Treatment Plant - Facilities Improvements	Headworks Structure	Grant/Loan (rate revenues)	\$ 120,000	TBD *		
7 WW Treatment Plant - Facilities Improvements	Additional Membrane(s)	Grant/Loan (rate revenues)	\$ 600,000	TBD *		
8 WW Treatment Plant - Facilities Improvements	Additional Treatment Basin	Grant/Loan (rate revenues)	\$ 900,000	TBD *		
9 WW Treatment Plant - Facilities Improvements	Bridge Crane (Membrane maint)	Grant/Loan (rate revenues)	\$ 175,000	TBD *		
10 WW Treatment Plant - Facilities Improvements	Effluent Storage/Holding Pond	Grant/Loan (rate revenues)	\$ 250,000	TBD *		
11 WW Treatment Plant - Facilities Improvements	Effluent Cooling Systems	Grant/Loan (rate revenues)	\$ 150,000	TBD *		
4 Renewable Energy (solar) System	Solar Panel installation at WWTP (est. 199kw)	State (ODOE)/Federal Grant	\$ 1,000,000	TBD		
1 PW Operations Center - Fuel Center	Citywide Fuel Storgae/Pump System (\$150k Total)	WW Rate Revenues	\$ 50,000	TBD	\$ 3,245,000	
TOTAL				\$ 3,995,000		\$ 3,995,000

* Timing/order of improvements dependent on final recommendations of capacity and facilities study + Master Plan
 = Project included by motion with Council approval of resolution



CITY OF COBURG

FY 2026 Framework Actions

FY27

EMERGENCY MANAGEMENT & RESPONSE

	Status	Notes
1 Training and local use of Lane County Emergency notification system (Everbridge)	TBD	EM vacancy
2 BRIC Grant application for Water Storage seismic improvements and tree management/mitigation	N/A	FEMA suspended program
3 Design and "shovel ready" actions for Gas/Diesel fuel station at PW Operations facility	Done	Will pursue grant opportunities
4 Review of EOP and COOP	FY27	Fall of 2026
5 Tabletop with Lane County support at PW Ops EOC with hazmat "situation"	FY27	Fall of 2026

COMMUNITY COMMUNICATION & ENGAGEMENT

6 Completion and launch of refreshed City website	Done	Content expanding
7 Coburg Creek Park Design Concepts survey (fall 2026)	FY27	Park/Tree in progress
8 Advisory Committee Assessment – Structure, scope, frequency, etc	???	Need Council direction
9 Expansion of videos for City Operations, programs activities + Mayor/Council	FY27	Building out plan/schedule for FY27

CODE COMPLIANCE REVIEW & STRATEGY

10 Evaluate shared Code Compliance program with City of Harrisburg Police intergovernmental Agreement (IGA)	Done	Opportunity for FY28 contract
11 Assess ability of 0.5 FTE Police Technician position to manage intake/oversight of Citywide Code Compliance program	TBD	Funding priority discussion/direction
12 Develop Code Compliance document library for most common issues/violations	FY27	Several have been completed

ECONOMIC SUPPORT & DEVELOPMENT STRATEGY

13 Develop IOOF renovations master plan/priority list to assist with grant funding evaluation, application and award	FY27	Meeting with IOOF in Feb to start convo
14 Conduct two business surveys to understand local services/support needs: Retail/Services (downtown), Light Industrial	FY27	Coordinate with Main Street
15 Continue to work on infrastructure planning/funding to support future water and wastewater capacity needs for Ravin Ventures property and other key industrial development lands	Ongoing	Water/Sewer extensions to site

PARKS & OPEN SPACE MASTER PLAN REVIEW

16 Park and Tree Committee Master Plan "retreat" preliminarily scheduled for June or July of 2025	FY27	Committee interest, will schedule
17 Coburg Creek Park Community engagement process will involve the Park and Tree Committee and may integrate with the Master Plan review process.	FY27	Concept design underway. Community input May-June-July
18 Review and recommendations for the Draft Vegetation Management and Maintenance Plan will be an operational component of the Master Plan review process.	FY26	Some elements will begin in FY27

LONG RANGE PLANNING - LAND USE & TRANSPORTATION

19 Prepare and submit grant application for Buildable Lands Inventory	Done	Project underway - BLI complete in fall
20 Complete implementation of statewide requirements for Climate Friendly & Equitable Communities parking reform, design standards, Senate Bill 1537, flood plain PICM, etc	Done	Zoning code updated - completed
21 Pursue funding opportunities for Transportation System Plan (TSP) Update	TBD	Likely in FY28-29
22 Project participation and oversight for STIP funded (City match) East/West Commuter Connector Feasibility Study	Done	Council agreement to defer project

TREE MANAGEMENT & MAINTENANCE PLAN - PUBLIC/PRIVATE PROPERTY

23 Secure grant funding to develop Tree Management and Maintenance Plan	FY27	Application content complete - need right grant
24 Ensure existing City Arborist contracts meet FEMA requirements for reimbursement eligibility	FY26	Arborist Contract in progress

25	Develop protocols for data collection for tree related actions associated with storm/emergency events for reimbursement eligibility	Done	PW ops protocol complete
VEGETATION MANAGEMENT & MAINTENANCE PLAN			
26	Final review, approval and implementation of the Plan in summer of 2025	FY26	Initial draft presented at Jan WS
27	Review of initial implementation and suggested modifications in winter 2025/Spring 2026 for the 2026 growing season	FY27	Initial use begins in early FY27
TECHNOLOGY ASSESSMENT & ACTION PLAN			
28	Expand SCADA controls to enhance water system remote monitoring and reporting	In Progress	With Stallings Lane project
29	Complete network/desktop replacement schedule master plan, including specifications for hardware standardization across system	Done	Desktop/laptop/tablets/server
30	Implementation of expanded security/monitory systems (door locks, cameras, alarms) for all City facilities – public parks restrooms, water system sites, WWTP,etc)	Partial	only City Hall and Restrooms complete
CODIFICATION OF ORDINANCES			
31	Execute contract with vendor to initiate project in fall/winter of 2025	FY27	Budget consideration (\$50-\$75k)
32	Work with vendor throughout FY26 and likely into FY27 to migrate all ordinances into model code format, identify and resolve duplication, inconsistency in definition of terms, etc with legal service assistance and Council review and approval as necessary.	FY28	Can start organizing in FY27
HUMAN RESOURCES ASSESSMENT & ACTION PLAN			
33	Utilize CIS for more comprehensive update of Employee Policy Manual	Done	Annual updates w/CIS each December
34	Complete minimum of 50% of Job Description review/updates	FY27	High priority for FY27
35	Formalize wellness discussion/activities into a complete Employee Wellness Plan	In Progress	Initial elements internally assigned
STRATEGIC PLANNING			
36	Develop a Strategic Planning Process with Council in fall/winter of 2025 to kick off implementation of the process with the 2026 Council Retreat	FY27	FY27 feels right for deeper dive
CAPITAL IMPROVEMENTS PLAN (CIP)			
37	Update the CIP document template/format to provide improved description of projects in the first two years of the five plus year planning horizon (narrative, maps, etc)	FY26	Feb 10, 2026 Council meeting
38	Continue to improve fiscal year and cost allocation (engineering/design, permitting vs. Construction)	FY26	Feb 10, 2026 Council meeting
WASTEWATER FACILITY PLAN			
39	Future actions will be developed and implemented based on the recommendations of the final Analysis report, available funds and Council direction.	Done	Analysis report complete, see CIP
STORMWATER MASTER PLAN			
40	Development, presentation and Council deliberation/decision on a Storm Drain Maintenance Fee and Storm Drain System Development Charge targeted for Winter 2025/Spring 2026	FY27	Fall of 2026
41	Other storm drain related actions and activities will be based on the recommendations of the Master Plan, staff capacity, financial resources and Council direction.	FY27	Several small projects planned for FY27
STREET PRESERVATION & IMPROVEMENT STRATEGY PLAN			
42	Develop IGA with Lane County to integrate Coburg local street preservation into Lane County pavement management contracts to more cost effectively treat local streets.	In Progress	winter 2027 for IGA, work in summer of 2027
43	Update pavement management system grading/scoring of local streets to update/revise prioritization of needed maintenance, preservation and/or reconstruction	FY27	Summer/fall of 2026
FINANCIAL SYSTEM TRAINING & UTILIZATION			
44	Completion of improved Quarterly Financial reporting for multi-quarter, multi-year trending of key financial data and narrative highlights of key financial issues identified by staff.	FY26	New Accountant/CA Project for spring 2026

45	Continued training and expanded utilization of financial software (Springbrook) and associated tools.	In Progress	Payroll + Timesheets, AR implemented
DEBT SERVICE REVIEW & STRATEGY			
46	Consider formal review of existing debt service by financial consultant	FY28	Market conditions not conducive
FINANCIAL POLICIES & PROCEDURES UPDATE			
47	Develop formal polices within the existing Policy document framework for ending fund balance targets for each fund, set contingency level targets by fund	FY26	April/May 2026
48	Review and update Cost Allocation Policy and insure consistency with Financial Policies	FY26	April/May 2026
LONG-TERM (10yr) REVENUE NEEDS FORECAST			
49	Complete work on general fund revenue review	FY27	Per sub-committee recommendations
50	Continue review and recommendations with Revenue Sub-Committee on longer range revenue opportunities to provide long term stability across all four funds of the City.	Done	Complete Public Safety fee discussion and schedule diesel tax timeline