



# AGENDA

## CITY COUNCIL RETREAT

91136 N Willamette Street

541-682-7852 | [coburgoregon.org](http://coburgoregon.org)

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Saturday, February 22, 2025 at 9:00 AM

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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](http://www.coburgoregon.org) (NO registration required). For questions, contact the City Recorder, Sammy Egbert, at [sammy.egbert@ci.coburg.or.us](mailto:sammy.egbert@ci.coburg.or.us) or 541-682-7852.

### CALL THE CITY COUNCIL RETREAT TO ORDER

#### ROLL CALL

#### CITY COUNCIL RETREAT Saturday from 9 am to 4 pm

The annual City Council Retreat functions as a goal setting and prioritization discussion of the Mayor and Council with administrative and operational input and involvement of Senior City Staff for the upcoming fiscal year. Staff develop a draft document from the discussion that will be presented at the March 11, 2025, Council meeting.

The Annual Retreat is open to the public, public comments will not be taken during the Retreat. Members of the public are routinely provided with an opportunity to address the Mayor and Council during the Public Comments portion of each Regular Session Agenda.

1. Retreat Schedule
2. Welcome Letter from Mayor
3. S and P Rating Report
4. December Financials
5. Capital Improvement Plan
6. Long Term Debit
7. Council Rules
8. Council Framework

#### FUTURE MEETINGS

February 11 City Council  
February 11 Urban Renewal Agency  
February 12 Heritage Committee  
February 17 City Hall Closed - Presidents Day  
February 18 Park | Tree Committee  
February 19 Planning Commission

#### ADJOURNMENT

No final action will be taken on any topic at this meeting.

*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](mailto:sammy.egbert@ci.coburg.or.us).*



# CITY COUNCIL RETREAT SCHEDULE

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- 9:00 Mayor’s Welcome
- 9:05 Retreat Objectives & Agenda Overview
- 9:15 Desired Outcomes and Objectives Round Table
- 9:45 Community | Organization Vision & “Big Picture” Discussion
- 10:30 Financial Overview – Current, Long Term, Capital Improvement Plan & Debt
- 11:30 Break – Lunch served**
- 11:45 Working Lunch on Council Process
- 12:15 Framework Review and Discussion
- 1:30 Break**
- 1:45 Framework Recap and Final Thoughts
- 2:30 Wrap Up/Adjourn

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## 2025 CITY COUNCIL RETREAT

February 22, 2025

Welcome to the 2025 annual council retreat!

Thank you for sharing your time and talents with us today and for the entirety of your elected term. We have a great deal to examine, discuss and ponder that will determine the project priorities and Council goals that may impact our community in both the short and long term. We all come with our personal opinions and priorities, but I challenge you to put those aside and focus your attention and energy on what is best for the community we love and have chosen to serve.

Much has been accomplished in prior years but there remains much work ahead of us. I look forward to hearing your thoughts and working with you to accomplish the goals we set for the years to come.

Staff and I have prioritized the agenda items to stimulate ideas and dialogue in a manner that allows for questions, debate and deeper dives into pressing topics. Even with this, our time is limited today and throughout the year. We have only 1 retreat, 11 regular Council meetings and up to 10 work sessions per year, so it is imperative that everyone come prepared for each meeting ready to discuss packet materials and explore action items.

I anticipate the next few years will be very busy and challenging in part due to a backlog of projects, rising costs and shrinking revenue. This combination puts extra emphasis on priority setting, planning, implementation and tracking progress on all projects. This will provide staff with clear direction but also requires us to make some difficult decisions.

Thanks again for being here today. Your commitment to serve has the potential to shape Coburg now as well as to maintain the livability of Coburg for years to come.

Nancy

# RatingsDirect®

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## Summary:

# Coburg, Oregon; General Obligation

### Primary Credit Analyst:

Cenisa C Gutierrez, San Francisco (510) 206-8913; cenisa.gutierrez@spglobal.com

### Secondary Contact:

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Credit Highlights

Outlook

## Summary:

# Coburg, Oregon; General Obligation

### Credit Profile

Coburg full faith and credit rfdg obligations ser 2020 due 06/30/2055

Long Term Rating

A-/Stable

Downgraded

### Credit Highlights

- S&P Global Ratings lowered its long-term rating on Coburg, Ore.'s existing full-faith-and-credit obligations two notches to 'A-' from 'A+' and removed the rating from Under Criteria Observation.
- The outlook is stable.
- The rating change reflects the application of our criteria, "Methodology For Rating U.S. Governments," published Sept. 9, 2024, on RatingsDirect, noting the city's thin nominal reserves and more narrow economic base relative to higher-rated state and national peers.

### Security

The obligations are secured by the city's full-faith, credit, and taxing power, including ad valorem property tax subject to statutory and constitutional limitations. Our rating reflects our view of the city's general creditworthiness, as obligor, because the ad valorem taxes are not levied on a narrower or distinctly different tax base than the city and there are no limitations on the fungibility of resources available for debt service.

### Credit overview

The 'A-' rating reflects our view of the city's relatively thin general fund reserve (\$207,000 or 7% of revenues in 2024), small and limited local economy, and debt burden that is largely supported by its enterprise water and sewer system. Available reserves and key credit weakness relative to peers, have decreased 72% since fiscal 2021. Following a change in senior leadership over the last two years, we view the city's strengthening budgeting and financial practices as supporting stable credit quality over the near-term.

Coburg has demonstrated mixed financial performance over the last four fiscal years, including substantial deficits, largely due to rising public safety expenditures, particularly police salaries, and ongoing capital expenditures for parks-related projects. For fiscal 2024, the city continued to scale back capital projects and seek cost saving measures to remain structurally balanced while targeting a long-term plan to rebuild fund balances. The city's adopted fiscal 2025 budget projects nearly balanced operations, and the city's multi-year projections reflect similar year-end results through fiscal 2028. We believe that in the short term the city will adjust its budget to align with possible changes in its revenue environment and service demands, replenish its fund balances, and balance its budget. In addition, we expect that total cash and liquid investments across the total organization (including enterprise utilities) will remain stable, and we have not identified sources of material contingent liquidity risk.

Coburg is located roughly eight miles north of Eugene. Because of its proximity to major interstates, the city is

continuing to attract development, especially following its annexation of about 106 acres in early 2024 that will likely add to its transportation-oriented land uses, supporting continued growth in assessed value. We expect the city's stable tax base will continue to support property tax revenue resilience in the next few years.

The rating reflects our view of the city's:

- Location in Lane County where county-wide measures of economic output and incomes are below average nationally. The city's location along Interstate 5 supports potential growth in the logistics sector and provides local residents access to the broader Eugene-Springfield regional economy for employment opportunities. In addition, the local tax base is growing but remains concentrated.
- Balanced to negative net performance in the general fund over the last four fiscal years that has led to deterioration in available reserves. We anticipate that the city's low nominal reserve position could persist over the near-term, barring any material cuts to services or improvements in the city's revenue structure.
- Improving financial practices under new management including monthly investment and budget-to-actual reports provided to the council, a five-year capital improvement plan with funding sources and project costs, a three-year budget forecast included in the fiscal 2025 budget, and an informal reserve target of building a contingency of \$250,000. Coburg also follows state guidelines for investments and does not have a debt management policy.
- Current costs for debt and liability that we expect will remain manageable, with no significant medium-term debt plans. We understand that a large portion of the city's outstanding series 2020 full faith and credit obligations are supported by its enterprise water and sewer utilities, limiting contingent exposure to the city's general fund. We view the city as being potentially exposed to rising pension costs over the medium term. As of the latest measurement date (June 30, 2023), the city's net pension liability under the Oregon Public Employees Retirement System (OPERS) was \$1.7 million. The pension system was funded 81.7% based on a 6.9% discount rate. Although contributions remain a relatively small portion of the budget, the city's required contributions to the OPERS have risen 128% since 2020.
- For more information on our institutional framework assessment for Oregon municipalities, see "Institutional Framework Assessment: Oregon Local Governments," published Sept. 11, 2024, on RatingsDirect.

### **Environmental, social, and governance**

We view the city as facing acute physical risk given the region's exposure to seismic activity originating off the Pacific Coast. We view the city's social and governance factors as neutral in our credit rating analysis.

### **Outlook**

The stable outlook reflects our expectation that the city will continue to review and adjust its budget while evaluating options to rebuild reserves over the near-term. In addition, we expect tax base trends to remain positive providing stability to the city's primary source of operating revenue.

### **Downside scenario**

We could lower the rating if the city's operating performance further deteriorates, resulting in further weakening of its available reserves or liquidity.

## Upside scenario

We could raise the rating if the city's financial performance were to improve, and available reserves were to grow and be sustained at levels commensurate with that of higher-rated peers.

**Table 1**

Coburg, Oregon--credit summary	
Institutional framework (IF)	2
Individual credit profile (ICP)	3.86
Economy	5.0
Financial performance	4
Reserves and liquidity	5
Management	2.30
Debt and liabilities	3.00

**Table 2**

Coburg, Oregon--key credit metrics				
	Most recent	2024	2023	2022
<b>Economy</b>				
Real GCP per capita % of U.S.	71	--	--	71
County PCPI % of U.S.	88	--	--	88
Market value (\$000s)	663,366	639,041	541,228	453,165
Market value per capita (\$)	474,850	457,438	387,422	393,031
Top 10 taxpayers % of taxable value	29.9	29.9	31.3	32.3
County unemployment rate (%)	4.2	4.2	4.0	4.3
Local median household EBI % of U.S.	89	--	89	81
Local per capita EBI % of U.S.	86	--	86	76
Local population	1,397	--	1,397	1,153
<b>Financial performance</b>				
Operating fund revenues (\$000s)	--	3,101	2,756	2,597
Operating fund expenditures (\$000s)	--	3,149	2,743	2,905
Net transfers and other adjustments (\$000s)	--	--	--	--
Operating result (\$000s)	--	-48	13	-308
Operating result % of revenues	--	-1.5	0.5	-11.9
Operating result three-year average %	--	-4.3	-5.5	-15.3
<b>Reserves and liquidity</b>				
Available reserves % of operating revenues	--	6.7	9.3	14.7
Available reserves (\$000s)	--	208	256	382
<b>Debt and liabilities</b>				
Debt service cost % of revenues	--	2.9	0.8	0.9
Net direct debt per capita (\$)	4,587	4,587	4,785	5,169
Net direct debt (\$000s)	6,408	6,408	6,685	5,960
Direct debt 10-year amortization (%)	34	37	--	--
Pension and OPEB cost % of revenues	--	7.0	7.0	7.0
NPLs per capita (\$)	--	1,473	1,242	988



**Table 2**

**Coburg, Oregon--key credit metrics (cont.)**

	Most recent	2024	2023	2022
Combined NPLs (\$000s)	--	2,058	1,735	1,139

Financial data may reflect analytical adjustments and are sourced from issuer audit reports or other annual disclosures. Economic data is generally sourced from S&P Global Market Intelligence, the Bureau of Labor Statistics, Claritas, and issuer audits and other disclosures. GCP--Gross county product. PCPI--Per capita personal income. EBI--Effective buying income. OPEB--Other postemployment benefits. NPLs--Net pension liabilities.

Certain terms used in this report, particularly certain adjectives used to express our view on rating relevant factors, have specific meanings ascribed to them in our criteria, and should therefore be read in conjunction with such criteria. Please see Ratings Criteria at [www.spglobal.com/ratings](http://www.spglobal.com/ratings) for further information. Complete ratings information is available to RatingsDirect subscribers at [www.capitaliq.com](http://www.capitaliq.com). All ratings affected by this rating action can be found on S&P Global Ratings' public website at [www.spglobal.com/ratings](http://www.spglobal.com/ratings).

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**City of Coburg  
Balances  
FY 2025  
As of 12/31/2024**

**Cash Balances**

	<b>FY 2025 Actual</b>	<b>FY 2024 Actual</b>	<b>EOY FY 2024</b>
General Fund	688,378	861,982	535,740
Street Fund	732,933	1,541,815	1,422,383
Water Fund	2,187,467	1,758,280	1,817,758
Sewer Fund	1,225,122	1,723,969	1,519,650
<b>Total Cash</b>	<b>4,833,899</b>	<b>5,886,046</b>	<b>5,295,530</b>

**Fund Balances**

	<b>FY 2025 Actual</b>	<b>FY 2025 Budget</b>	<b>FY 2024 Actual</b>	<b>EOY FY 2024</b>
General Fund	627,112	438,204	827,715	403,179
Street Fund	755,727	404,077	1,542,248	1,443,651
Water Fund	2,665,479	1,503,020	1,500,565	2,238,893
Sewer Fund	1,338,536	1,120,423	1,828,451	1,668,411
<b>Total Fund Balance</b>	<b>5,386,854</b>	<b>3,465,724</b>	<b>5,698,979</b>	<b>5,754,134</b>

Interest Earnings Summary

Balance in Banks:	Cash	Percent in account	Interest Rate
Local Government Investment Pool	4,263,014	88%	5.20%
Key Bank	570,885	12%	0.00%
<b>Total Cash</b>	<b>4,833,899</b>	<b>100%</b>	



**City of Coburg  
Fund Statements  
City Wide  
FY 2025  
As of 12/31/2024**

	FY 2025			FY 2024	
	Actual	Budget		Actual	EOY
<b>Revenues:</b>					
Taxes and Assessments	976,172	1,160,000	84%	982,359	1,134,813
Intergovernmental	80,653	546,000	15%	77,033	569,826
Franchise Fees	116,422	279,300	42%	105,359	255,240
Licenses, Permits & Fees	57,421	141,000	41%	77,635	144,496
Fines and Forfeitures	38,459	100,500	38%	45,123	81,836
Investment Revenue	53,321	93,000	57%	44,669	110,696
Grants and Donations	100	355,000	0%	6,505	261,067
Charges for Services	1,152,488	2,019,100	57%	1,093,539	2,098,309
Charges for Services -SDC	290,885	369,500	79%	1,449,192	620,239
Other Revenue	21,107	31,500	67%	8,535	37,430
Bond Proceeds	252,935	1,200,000	21%	748,605	2,757,969
Transfer In	62,502	125,000	50%	519,926	1,039,851
<b>Total Revenue</b>	<b>3,102,465</b>	<b>6,419,900</b>	<b>48%</b>	<b>5,158,480</b>	<b>9,111,772</b>
<b>Operating Expenditures:</b>					
Personnel Services	982,680	1,996,100	49%	903,562	2,100,984
Materials and Services	703,287	1,313,000	54%	722,872	1,491,470
Debt Service	546,059	1,133,330	48%	543,428	1,136,532
Capital Outlay	1,175,218	3,621,000	32%	980,152	2,280,913
Transfers Out	62,502	125,000	50%	519,926	1,039,851
Contingencies	-	500,000	0%	-	-
<b>Total Expenditure</b>	<b>3,469,746</b>	<b>8,688,430</b>	<b>40%</b>	<b>3,669,940</b>	<b>8,049,750</b>
Net Change	(367,280)	(2,268,530)	16%	1,488,540	1,062,022
Fund Balance - June 30,	5,754,134	5,734,254	100%	4,210,439	4,692,112
Fund Balance	5,386,854	3,465,724	155%	5,698,979	5,754,134



**City of Coburg  
Fund Statements  
General Fund  
FY 2025  
As of 12/31/2024**

	FY 2025			FY 2024	
	Actual YTD	Budget	% of B to A	Actual YTD	EOY
<b>Revenues:</b>					
Taxes and Assessments	928,103	996,000	93%	899,730	978,521
Intergovernmental	21,237	61,000	35%	25,090	85,249
Franchise Fees	116,422	279,300	42%	105,359	255,240
Licenses, Permits & Fees	57,421	141,000	41%	77,635	144,496
Fines and Forfeitures	38,459	100,500	38%	45,123	81,836
Investment Revenue	938	15,000	6%	5,593	13,714
Grants and Donations	100	355,000	0%	6,505	261,067
Charges for Services	48,078	108,600	44%	31,340	89,083
Charges for Services -SDC	64,171	83,000	77%	58,040	138,439
Other Revenue	8,707	15,500	56%	7,630	12,872
Transfer In - Admin Fee	62,502	125,000	50%	519,926	1,039,851
<b>Total Revenue</b>	<b>1,346,138</b>	<b>2,279,900</b>	<b>59%</b>	<b>1,781,971</b>	<b>3,100,370</b>
<b>Expenditures</b>					
Administration Department	299,025	531,790	56%	429,915	856,904
Facility Management Department	79,678	99,500	80%	50,930	111,110
Planning Department	88,299	213,870	41%	85,395	190,717
Police Department	389,843	866,650	45%	360,021	849,857
Municipal Court	76,086	171,290	44%	59,089	145,882
Economic Development	14,492	47,000	31%	12,700	49,235
Parks (Public Works)	167,656	344,380	49%	383,733	915,469
Debt Service:					
Principal	-	15,000	0%	-	15,000
Interest	7,125	14,250	50%	-	14,700
Contingency	-	50,000	0%	-	-
<b>Total Expenditures</b>	<b>1,122,205</b>	<b>2,353,730</b>	<b>48%</b>	<b>1,381,783</b>	<b>3,148,874</b>
Net Change	223,933	(73,830)	-303%	400,188	(48,504)
Fund Balance - June 30,	403,179	512,034	79%	427,527	451,683
Fund Balance	627,112	438,204	143%	827,715	403,179
Fund Balance:					
Restricted for Park SDC	340,120				275,948
Unappropriated Ending Fund Balance	286,992				127,230
Fund Balance	627,112				403,179



**City of Coburg  
Fund Statements  
Street Fund  
FY 2025  
As of 12/31/2024**

	FY 2025			FY 2024	
	Actual	Budget	% of B to A	Actual	EOY
<b>Revenues:</b>					
Taxes and Assessments	33,857	150,000	23%	82,629	156,292
Intergovernmental	59,416	110,000	54%	51,943	109,577
Investment Revenue	4,477	10,000	45%	4,388	10,382
Grants and Donations	-	-	N/A	-	-
Charges for Services	81,336	163,500	50%	81,407	162,996
Charges for Services -SDC	70,569	80,000	88%	70,457	168,362
Other Revenue	403	15,000	3%	-	4,456
Bond Proceeds	-	-	N/A	748,605	748,348
<b>Total Revenue</b>	<b>250,057</b>	<b>528,500</b>	<b>0%</b>	<b>1,039,429</b>	<b>1,360,412</b>
<b>Expenditures</b>					
Administration Department	42,347	74,930	57%	122,447	208,995
Public Works Department	117,895	251,430	47%	3,550	-
Capital	650,841	1,050,000	62%	73,360	352,034
Transfer Out	12,498	25,000	50%	76,734	153,467
Debt Service:					
Principal	92,523	92,530	100%	92,060	92,060
Interest	21,877	21,900	100%	22,340	22,340
Contingency	-	50,000	0%	-	-
<b>Total Expenditures</b>	<b>937,981</b>	<b>1,565,790</b>	<b>60%</b>	<b>390,491</b>	<b>828,896</b>
Net Change	(687,924)	(1,037,290)	66%	648,938	531,516
Fund Balance - June 30,	1,443,651	1,441,367	100%	893,310	912,135
Fund Balance	755,727	404,077	187%	1,542,248	1,443,651
Fund Balance:					
Restricted for Street SDC	875,092				804,524
Reserve for Tree Maintenance	-				-
Unappropriated Ending Fund Balance	(119,366)				639,127
Fund Balance	755,727				1,443,651



**City of Coburg  
Fund Statements  
Water Fund  
FY 2025  
As of 12/31/2024**

	FY 2025			FY 2024	
	Actual	Budget	% of B to A	Actual	EOY
<b>Revenues:</b>					
Investment Revenue	43,681	65,000	67%	34,016	85,177
Grants and Donations	-	-	N/A	-	-
Charges for Services	590,688	896,000	66%	520,346	916,250
Charges for Services -SDC	65,624	76,500	86%	1,261,652	135,623
Other Revenue	4,621	-	N/A	648	10,192
Bond Proceeds	252,935	1,200,000	21%	-	2,009,621
<b>Total Revenue</b>	<b>957,550</b>	<b>2,237,500</b>	<b>43%</b>	<b>1,816,662</b>	<b>3,156,862</b>
<b>Expenditures</b>					
Administration Department	49,070	72,930	67%	73,442	251,473
Public Works Department	179,959	296,770	61%	7,040	56,440
Capital	274,533	2,140,000	13%	744,526	1,226,576
Transfer Out	25,002	50,000	50%	227,417	454,833
Debt Service:					
Principal	-	80,000	0%	-	75,000
Interest	2,400	4,800	50%	6,522	7,050
Contingency	-	200,000	0%	-	-
<b>Total Expenditures</b>	<b>530,964</b>	<b>2,844,500</b>	<b>19%</b>	<b>1,058,947</b>	<b>2,071,372</b>
Net Change	426,586	(607,000)	-70%	757,715	1,085,490
Fund Balance - June 30,	2,238,893	2,110,020	106%	742,850	1,153,403
Fund Balance	2,665,479	1,503,020	177%	1,500,565	2,238,893
Fund Balance:					
Restricted for Water SDC	65,624				-
Unappropriated Ending Fund Balance	2,599,855				2,238,893
Fund Balance	2,665,479				2,238,893



**City of Coburg  
Fund Statements  
Sewer Fund  
FY 2025  
As of 12/31/2024**

	FY 2025			FY 2024	
	Actual	Budget	% of B to A	Actual	EOY
<b>Revenues:</b>					
Taxes and Assessments	14,212	14,000	102%	-	-
Intergovernmental	-	375,000	0%	-	375,000
Investment Revenue	4,226	3,000	141%	672	1,423
Grants and Donations	-	-	N/A	-	-
Charges for Services	432,386	851,000	51%	460,446	929,980
Charges for Services -SDC	90,520	130,000	70%	59,043	177,815
Other Revenue	7,376	1,000	738%	257	9,910
Bond Proceeds	-	-	N/A	-	-
<b>Total Revenue</b>	<b>548,721</b>	<b>1,374,000</b>	<b>40%</b>	<b>520,418</b>	<b>1,494,128</b>
<b>Expenditures</b>					
Administration Department	35,281	49,140	72%	157,072	258,532
Public Works Department	244,188	515,420	47%	-	8,771
Capital	151,990	205,000	74%	43,366	391,372
Transfer Out	25,002	50,000	50%	215,775	431,551
Debt Service:					
Principal	274,360	644,900	43%	353,337	721,522
Interest	147,774	259,950	57%	69,169	188,860
Contingency	-	200,000	0%	-	-
<b>Total Expenditures</b>	<b>878,596</b>	<b>1,924,410</b>	<b>46%</b>	<b>838,719</b>	<b>2,000,608</b>
<b>Net Change</b>	<b>(329,875)</b>	<b>(550,410)</b>	<b>60%</b>	<b>(318,301)</b>	<b>(506,480)</b>
Fund Balance - June 30,	1,668,411	1,670,833	100%	2,146,752	2,174,891
Fund Balance	1,338,536	1,120,423	119%	1,828,451	1,668,411
<b>Fund Balance:</b>					
Restricted for Wastewater SDC	1,498,699				1,408,179
Unappropriated Ending Fund Balance	(160,163)				260,232
Fund Balance	<u>1,338,536</u>				<u>1,668,411</u>





**City of Coburg**  
**Department Summary of Expenditures by Fund**  
**FY 2025**  
**As of 12/31/2024**  
**Target 50%**

	FY 2025			FY 2024	
	Actual YTD	Budget	% of B to A	Actual YTD	EOY
<b>General Fund</b>					
Administration Department					
Personnel Services	160,856	279,590	57.53%	273,227	609,098
Material and Services	138,169	252,200	54.79%	156,688	247,806
Total Administration Department	299,025	531,790	56.23%	429,915	856,904
Facility Management Department					
Material and Services	79,678	84,500	94.29%	50,930	100,807
Capital	-	15,000	0.00%	-	10,303
Total Facility	79,678	99,500	80.08%	50,930	111,110
Public Works Administration					
Personnel Services	48,919	106,980	45.73%	274,444	627,582
Material and Services	587	-	N/A	-	-
Total Public Works	49,506	106,980	46.28%	274,444	627,582
Planning Department					
Personnel Services	38,180	84,370	45.25%	32,416	77,524
Material and Services	50,120	129,500	38.70%	52,979	113,193
Total Planning Department	88,299	213,870	41.29%	85,395	190,717
Police Department					
Personnel Services	322,453	706,150	45.66%	273,677	666,190
Material and Services	67,390	154,500	43.62%	70,216	156,605
Capital Outlay	-	6,000	0.00%	16,128	27,062
Total Police Department	389,843	866,650	44.98%	360,021	849,857
Municipal Court					
Personnel Services	60,967	129,990	46.90%	49,558	120,350
Material and Services	15,118	41,300	36.61%	9,531	25,532
Total Municipal Court	76,086	171,290	44.42%	59,089	145,882
Economic Development					
Personnel Services	-	-	N/A	240	240
Material and Services	14,492	47,000	30.83%	12,460	48,995
Total Economic Department	14,492	47,000	30.83%	12,700	49,235



**City of Coburg**  
**Department Summary of Expenditures by Fund**  
**FY 2025**  
**As of 12/31/2024**  
**Target 50%**

	FY 2025			FY 2024	
	Actual YTD	Budget	% of B to A	Actual YTD	EOY
Park					
Material and Services	20,296	32,400	62.64%	6,517	14,321
Capital	97,854	205,000	47.73%	102,772	273,566
Total Park	118,150	237,400	49.77%	109,289	287,887
Debt Service:					
Principal	-	15,000	0.00%	-	15,000
Interest	7,125	14,250	50.00%	-	14,700
Total Debt	7,125	29,250	24.36%	-	29,700
<b>Total General Fund Expenditures</b>	<b>1,122,205</b>	<b>2,303,730</b>	<b>48.71%</b>	<b>1,381,783</b>	<b>3,148,874</b>



**City of Coburg**  
**Department Summary of Expenditures by Fund**  
**FY 2025**  
**As of 12/31/2024**  
**Target 50%**

	FY 2025			FY 2024	
	Actual YTD	Budget	% of B to A	Actual YTD	EOY
<b><u>Street Fund</u></b>					
Administration Department					
Personnel Services	42,198	69,930	60.34%	-	-
Material and Services	149	9,500	1.57%	122,447	208,995
<b>Total Administration Department</b>	<b>42,347</b>	<b>79,430</b>	<b>53.31%</b>	<b>122,447</b>	<b>208,995</b>
Public Works Administration					
Personnel Services	61,153	133,930	45.66%	-	-
Material and Services	56,742	113,000	50.21%	3,550	
<b>Total Public Works</b>	<b>117,895</b>	<b>246,930</b>	<b>47.74%</b>	<b>3,550</b>	<b>-</b>
Capital	650,841	1,050,000	61.98%	73,360	352,034
Transfer Out	12,498	25,000	49.99%	76,734	153,467
Debt Service:					
Principal	92,523	92,530	99.99%	92,060	92,060
Interest	21,877	21,900	99.90%	22,340	22,340
<b>Total Debt</b>	<b>114,400</b>	<b>114,430</b>	<b>99.97%</b>	<b>114,400</b>	<b>114,400</b>
<b>Total Street Fund Expenditures</b>	<b>937,981</b>	<b>1,515,790</b>	<b>61.88%</b>	<b>390,491</b>	<b>828,896</b>



**City of Coburg**  
**Department Summary of Expenditures by Fund**  
**FY 2025**  
**As of 12/31/2024**  
**Target 50%**

	FY 2025			FY 2024	
	Actual YTD	Budget	% of B to A	Actual YTD	EOY
<b><u>Water Fund</u></b>					
Administration Department					
Personnel Services	47,722	69,930	68.24%		
Material and Services	1,348	3,000	44.94%	73,442	251,473
Total Administration Department	49,070	72,930	67.28%	73,442	251,473
Public Works Administration					
Personnel Services	74,495	157,970	47.16%		
Material and Services	105,464	138,800	75.98%	7,040	56,440
Total Public Works	179,959	296,770	60.64%	7,040	56,440
Capital	274,533	2,140,000	12.83%	744,526	1,226,576
Transfer Out	25,002	50,000	50.00%	227,417	454,833
Debt Service:					
Principal	-	80,000	0.00%	-	75,000
Interest	2,400	4,800	N/A	6,522	7,050
Total Debt	2,400	84,800	2.83%	6,522	82,050
<b>Total Water Fund Expenditures</b>	<b>530,964</b>	<b>2,644,500</b>	<b>20.08%</b>	<b>1,058,947</b>	<b>2,071,372</b>



**City of Coburg**  
**Department Summary of Expenditures by Fund**  
**FY 2025**  
**As of 12/31/2024**  
**Target 50%**

	FY 2025			FY 2024	
	Actual YTD	Budget	% of B to A	Actual YTD	EOY
<b><u>Sewer Fund</u></b>					
Administration Department					
Personnel Services	34,747	46,640	74.50%	-	-
Material and Services	534	2,500	21.36%	157,072	258,532
Total Administration Department	35,281	49,140	71.80%	157,072	258,532
Public Works Administration					
Personnel Services	90,990	210,620	43.20%		
Material and Services	153,198	304,800	50.26%	-	8,771
Total Public Works	244,188	515,420	47.38%	-	8,771
Capital	151,990	205,000	74.14%	43,366	391,372
Transfer Out	25,002	50,000	50.00%	215,775	431,551
Debt Service:					
Principal	274,360	644,900	42.54%	353,337	721,522
Interest	147,774	259,950	56.85%	69,169	188,860
Total Debt	422,134	904,850	46.65%	422,506	910,382
<b>Total Sewer Fund Expenditures</b>	<b>878,596</b>	<b>1,724,410</b>	<b>50.95%</b>	<b>838,719</b>	<b>2,000,608</b>
<b>Total City Expenditure</b>	<b>3,469,746</b>	<b>8,188,430</b>	<b>42.37%</b>	<b>3,669,940</b>	<b>8,049,750</b>



**City of Coburg**  
**Budgetary Compliance**  
**FY 2025**  
**Resolution 2024-07**  
**As of 12/31/2024**  
**Target 50%**

	ACTUAL	BUDGET	% BUDGET to ACTUAL	BALANCE
<b>General Fund</b>				
Administration Department	299,025	531,790	56%	232,765
Facility Management Department	79,678	99,500	80%	19,822
Planning Department	88,299	213,870	41%	125,571
Police Department	389,843	866,650	45%	476,807
Municipal Court	76,086	171,290	44%	95,204
Economic Development	14,492	47,000	31%	32,508
Parks (Public Works)	167,656	344,380	49%	176,724
Debt Service	7,125	29,250	24%	22,125
Contingency	-	50,000		50,000
<b>Total General Fund</b>	<b>1,122,205</b>	<b>2,353,730</b>		<b>1,231,525</b>

<b>Street Fund</b>				
Administration Department	42,347	74,930	57%	32,583
Public Works Department	117,895	251,430	47%	133,535
Capital	650,841	1,050,000	62%	399,159
Transfer Out	12,498	25,000	50%	12,502
Debt Service	114,400	114,430	100%	30
Contingency	-	50,000		50,000
<b>Total Street Fund</b>	<b>937,981</b>	<b>1,565,790</b>		<b>627,809</b>

<b>Water Fund</b>				
Administration Department	49,070	72,930	67%	23,860
Public Works Department	179,959	296,770	61%	116,811
Capital	274,533	2,140,000	13%	1,865,467
Transfer Out	25,002	50,000	50%	24,998
Debt Service	2,400	84,800	3%	82,400
Contingency	-	200,000		200,000
<b>Total Water Fund</b>	<b>530,964</b>	<b>2,844,500</b>		<b>2,313,536</b>



**City of Coburg  
Budgetary Compliance  
FY 2025  
Resolution 2024-07  
As of 12/31/2024  
Target 50%**

	ACTUAL	BUDGET	% BUDGET to ACTUAL	BALANCE
<b>Wastewater Fund</b>				
Administration Department	35,281	49,140	72%	13,859
Public Works Department	244,188	515,420	47%	271,232
Capital	151,990	205,000	74%	53,010
Transfer Out	25,002	50,000	50%	24,998
Debt Service	422,134	904,850	47%	482,716
Contingency	-	200,000		200,000
<b>Total Wastewater Fund</b>	<b>878,596</b>	<b>1,924,410</b>		<b>1,045,814</b>
<b>Total Appropriations</b>	<b>3,469,746</b>	<b>8,688,430</b>	<b>40%</b>	<b>5,218,684</b>



# CAPITAL IMPROVEMENT PLAN

Adopted February 11, 2025 | Resolution 2025-02



## INTRODUCTION

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The City of Coburg's Capital Improvement Plan (CIP) is a multi-year citywide infrastructure financial planning document that lists and describes scheduled improvements to the City of Coburg's general government and utility infrastructure across all City departments. More detailed and technical analysis, project objectives and scheduling can be found in specific master plan documents for the City's water and wastewater utilities.

The CIP provides the Council, staff and community with an understanding of the timing, costs and funding sources and guides financial planning decision making to ensure adequate funds are available or obtained to ensure the successful completion of the project. Because of the significant costs of many infrastructure projects, the use of debt service impacts not only the individual project but the ability for future projects to be funded, further highlighting the importance and need for a comprehensive and regularly updated CIP document.

Annual review and updating of the CIP occurs prior to the budget development process then integrated into the current proposed budget as well as the future years budget forecasts. Capital project budgets are shown in their associated funds where the revenues utilized to fund the project are located. Projects are typically funded in one or more ways, including "cash-funding" with prior year savings and/or annual revenues, grants, debt service (loans) and systems development charges (SDC's)

To ensure that priority projects are planned, funded and constructed in a timely manner, this document provides for projected years of engineering and construction completion. When possible, specific revenue sources are attached to the projects so that planning and facilitation can take place for grant and loan applications well in advance of beginning the project. Therefore, there may be engineering costs associated with projects prior to the actual construction schedule.

## CAPITAL IMPROVEMENT PROGRAM GOALS

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Goals of this CIP Program include:

1. Responsible and efficient financial planning
2. Clear and inclusive planning, engineering and construction timelines
3. Establishment of funding mechanisms for Capital projects and planning for funding applications
4. Local economic development support
5. Planning and forecasting to serve residential, commercial and industrial growth
6. Enhanced safety, access and increased mobility of transportation modes
7. Consideration and compliance with environmental standards and improving environmental quality
8. High quality and cost-effective maintenance and improvements to existing infrastructure
9. Protection of public health and safety through regulatory compliance and industry best practices

## CAPITAL IMPROVEMENT PROGRAM DEVELOPMENT PROCESS

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- December/January: Staff Review and Update to Prior Year CIP
- January/February: CIP Draft Document Provided to Council (retreat or work session)
- March: Adopted by City Council – Public Comment is available
- May/June: CIP incorporated into the Budget Document and Presented

Spending authority (appropriations) occurs only through the budget review/approval process. The prior approval and adoption of the CIP does not convey spending authority. Although the CIP is a starting point for the annual Capital Budget, the projects budgeted each year can vary somewhat in timing and costs from those proposed in the CIP, due to engineering, permitting, contract bidding, seasonal scheduling, grant requirements, etc.

## PROJECT CATEGORIZATION

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Projects in the CIP are grouped by infrastructure system including:

○ Administration	○ Water
○ Parks/Trails/Open Space	○ Wastewater
○ Street	○ <i>Equipment/Fleet (future category)</i>

Project funding is listed as a category column in the project lists. Funding streams include:

○ User Fees	○ Grants
○ Tax Revenues (property, gas tax)	○ Loans (Debt Service)
○ Special Assessments	○ Systems Development Charges (SDC)

*In some instances, funding may be listed as TBD or “to be determined”. Projects scheduled within the two-year budget should have a funding source listed.*

## GUIDING DOCUMENTS

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This document is supported by multiple guiding documents of the City as follows:

### 1. Coburg Comprehensive Plan – Dated 5/8/2018

Comprehensive planning is a process that determines community goals and aspirations in terms of community development. The result is called a comprehensive plan, and expresses and regulates public policies on transportation, utilities, land use, recreation, and housing. Comprehensive plans typically encompass large geographical areas, a broad range of topics, and cover a long-term time horizon. Comprehensive Plan Amendments take place when the City anticipates a change in zoning, or any form of change in development regulations either mandated by the State or determined by the City as necessary for the future progress of the City.

## 2. Coburg Community Vision – Dated 7/3/2017

The Community vision statement describes the current and future objectives of the City. The vision statement is a guide to help the City make decisions that align with its philosophy and declared set of goals.

## 3. City of Coburg Development code – 2019

The Coburg Development Code contains detailed descriptions of zoning districts and specifies what uses are allowed, prohibited, and conditional in each zone. The Development Code is intended to cover almost all types of land use issues which may arise, but in cases where a land use is not listed, a process for interpretation of the code is provided.

## 4. Master Plans

Master plans represent the long range (10 years or more) plan for the City's development of infrastructure. The master plan, and the facilities shown on it, may be built over a period of many years. Therefore, what is shown in a plan may not yet exist in the City. A lot of time and resource is needed to update a master plan. Therefore, adopted capital project lists can serve as the approved projects for the City. Projects can be updated when the master plans are updated. At the City of Coburg, the following Master Plans exist:

- Park and Open Space Master Plan
- Transportation System Plan
- Water Master Plan
- Wastewater Management Plan

*Copies of any of the documents listed below are available on the City of Coburg website and can also be obtained by request of the City Administration office.*

## 5. Annual Council Framework | Objectives

Each year, the Council holds and participates in a full day retreat, in part to develop the overall workplan for Council and Staff with an 18-24 month time horizon. The workplan operates within a framework structure that contains five categories: Our Community, Our Natural Resources, Our Government, Our Utility Systems and Our Financial Resources. Each category contains specific objectives, some of which involve capital improvements detailed in the annual CIP document.



# CITY OF COBURG

## Capital Improvements Plan

### 2026 to 2031 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*	\$ 25,000	2025-26	\$ 25,000
2	Facilities Security Systems Integration	Facilities Security Systems Integration	General Fund Taxes/Fees*	\$ 50,000	2026-27	
3	City Hall ADA Parking/Access Improvements	ADA Compliant parking, ramps, front entrance, doors	General Fund Taxes/Fees*	\$ 20,000	2026-27	
4	City Hall Improvements - HVAC	System Replacement (including ducting)	General Fund Taxes/Fees*	\$ 125,000	2026-27	\$ 195,000
5	City Hall ADA Parking/Access Improvements	ADA Compliant parking, ramps, front entrance, doors	General Fund Taxes/Fees*	\$ 60,000	2027-28	
6	Facilities Security Systems Integration	Facilities Security Systems Integration	General Fund Taxes/Fees*	\$ 50,000	2027-28	
7	City Hall Improvements - Flooring	Full carpet replacement (upstairs/downstairs	General Fund Taxes/Fees*	\$ 25,000	2027-28	\$ 135,000
8	City Hall Improvements - Façade	Willamette frontage and parking/landscaping	General Fund Taxes/Fees*	\$ 50,000	2030+	\$ 50,000
<b>TOTAL</b>				<b>405,000</b>		<b>\$ 405,000</b>

\* 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	Coburg Creek Park	New Park Facility - Phase I + Desgin	Park SDC	\$ 50,000	2025-26	\$ 50,000
2	Coburg Creek Park	New Park Facility - Phase II	Park SDC	\$ 250,000	2026-27	\$ 250,000
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 (no land purchase)	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
<b>TOTAL</b>				<b>3,300,000</b>		<b>3,300,000</b>

#### Transportation

					TOTAL	
PROJECT TITLE/LOCATION	DESCRIPTION	FUNDING SOURCE	EST COST	FISCAL YEAR	PER FY	
1	Industrial Way/Loop Path #4	Two Inch Overlay/Dig out	Gas Tax, TUF, SDC, MPO	\$ 500,000	2025-26	
2	Industrial Way/Loop Path #4	Industrial Wy - Sarah path to Trails End Park	Gas Tax, TUF, SDC, MPO	\$ 600,000	2025-26	
3	Collector Street Project - Phase I (N Coleman)	Street/Sidewalk Reconstruction N Coleman/Mill	Gas Tax, TUF, SDC, MPO	\$ 500,000	2025-26	\$ 1,600,000
4	PW Operations Center Fuel Center	Citywide Fuel Storgae/Pump System (\$150k Total)	Gas Tax, TUF, BRIC Grant	\$ 50,000	2026-27	
5	Locust St - Diamond to Skinner	Two Inch Overlay/Dig out	Gas Tax, TUF, SCA, SDC	\$ 125,000	2026-27	
6	Locust St - Willamette to Harrison	Street Reconstruction, curb, sidewalk	Gas Tax, TUF, SCA, SDC	\$ 250,000	2026-27	\$ 425,000
7	Harrison St - Mill to Locust	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 250,000	2027-28	
8	Mckenzie - Harrison to Diamond	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 100,000	2027-28	
9	Mckenzie - Skinner to Coleman	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 100,000	2027-28	
10	Mckenzie - Coleman to Miller	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 100,000	2027-28	\$ 550,000

11	Lincoln St - Skinner to Coleman	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 100,000	2028-29	
12	Roberts Rd - South end to Roberts Ct	Two Inch Overlay	Gas Tax, TUF	\$ 150,000	2028-29	
13	Roberts Ct - Huntly Ct to west dead end	Two Inch Overlay/Leveling	Gas Tax, TUF	\$ 150,000	2028-29	
14	Collector Street Project - Phase II (S Coleman)	Street Reconstruction	Gas Tax, TUF, SDC, MPO	\$ 900,000	2028-29	\$ 1,300,000
15	Skinner St - Pearl to Lincoln	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 100,000	2030+	
16	Skinner St - Mckenzie to Mill	Two Inch Overlay/Dig out	Gas Tax, TUF	\$ 100,000	2030+	
17	Skinner St - Maple to Dixon	Street Reconstruction	Gas Tax, TUF	\$ 100,000	2030+	
18	Skinner St - Delaney to Pearl	Street Reconstruction	Gas Tax, TUF	\$ 100,000	2030+	
19	Skinner St - Lincoln to Mckenzie	Street Reconstruction	Gas Tax, TUF	\$ 100,000	2030+	\$ 500,000
<b>TOTAL</b>				<b>\$ 4,375,000</b>		<b>4,375,000</b>

**Water**

PROJECT TITLE/LOCATION		DESCRIPTION	FUNDING SOURCE	EST COST	FISCAL YEAR	PER FY
1 -	Stallings Lane Water Supply	Well #3 Treatment systems & SCADA	Water Debt Service (rate revenues)	\$ 300,000	2025-26	
2	Stallings Lane Water Supply	Transmission line (connection to existing system)	Water Debt Service (rate revenues)	\$ 500,000	2025-26	
3	Coburg Industrial Waterline	12 inch waterline intertie	Water Rate Revenues	\$ 160,000	2025-26	\$ 960,000
4	PW Operations Center	Citywide Fuel Storgae/Pump System (\$150k Total)	Water Rate Revenues	\$ 50,000	2026-27	
5	Water Supply Wells #1, #2 Rehabilitation	System upgrades and rehab to existing wells	Water Rate Revenues	\$ 100,000	2026-27	
6	Pioneer Valley Estates Distribution System	Replacement of existing distribution system	Fed Grant/Water Revenues	\$ 750,000	2026-27	
7	Water Master Plan Update	Update of 2016 Water Master Plan	Fed Grant/Water Revenues	\$ 125,000	2026-27	\$ 1,025,000
8	E Dixon St Waterline Replacement	Diamond St to East End - Waterline Replacement	Water Debt Service (rate revenues)	\$ 650,000	2027-28	
9 -	Christian Wy Waterline Replacement	6 Ince pipeline replacement	Water Debt Service (rate revenues)	\$ 300,000	2027-28	
10 -	Delaney St Waterline Replacement	Willamette St to Stuart St - Waterline Replacement	Water Debt Service (rate revenues)	\$ 100,000	2027-28	\$ 1,050,000
11 -	Existing Water Storage Tanks Rehab	Replace/Retrofit (seismic) existing (2) 500k/gl tanks	Grant/Loan (rate revenues)	\$ 3,000,000	2028-29	
12 -	Maple St Waterline Replacement	Coleman St to East End - Waterline Replacement	Water Debt Service (rate revenues)	\$ 250,000	2028-29	\$ 3,250,000
13	EWEB Waterline Connection	8-12" waterline for water supply	Grant/Loan (rate revenues)	\$ 9,000,000	2030+	
14	New Water Reservoir	750,000 Gallon elevated Reservoir	Grant/Loan (rate revenues)	\$ 7,000,000	2030+	
15	Van Duyn St Waterline	12 inch waterline intertie	Water Rate Revenues	\$ 175,000	2030 +	
16	Vintage St Waterline	12 inch waterline intertie	Water Rate Revenues	\$ 175,000	2030 +	
17	Waterline Pipeline Replacements	6 inch pipeline replacements in various locations	Grant/Loan (rate revenues)	\$ 1,000,000	2030 +	
18	I-5 Transmission Line (new)	East/West Transmission Loop Line - North of Exit 199	Grant/Loan (rate revenues)	\$ 2,500,000	2030 +	\$ 19,850,000
<b>TOTAL</b>				<b>\$ 26,135,000</b>		<b>\$ 26,135,000</b>

**WasteWater**

PROJECT TITLE/LOCATION		DESCRIPTION	FUNDING SOURCE	EST COST	FISCAL YEAR	PER FY
2 -	PW Operations Center	Citywide Fuel Storgae/Pump System (\$150k Total)	WW Rate Revenues	\$ 50,000	2026-27	
	WWTP Equipment Replacements (If needed)	Membrane, Blowers, Pumps, Motors Replacement	WW Rate Revenues	\$ 150,000	2026-27	
3 -	Premier RV Septic Tank Improvement	Replacement of existing (aged/mis-sized) Septic Tank	WW Rate Revenues	\$ 450,000	2026-27	
4 -	Wastewater Master Plan Update	Complete Update of 20 Year Infrastructure Plan	WW Rate Revenues	\$ 100,000	2026-27	\$ 750,000
5 -	WW Treatment Plant - Facilities Improvements	Headworks Structure	Grant/Loan (rate revenues)	\$ 120,000	TBD *	
6 -	WW Treatment Plant - Facilities Improvements	Additional Membrane(s)	Grant/Loan (rate revenues)	\$ 600,000	TBD *	
7 -	WW Treatment Plant - Facilities Improvements	Additional Treatment Basin	Grant/Loan (rate revenues)	\$ 900,000	TBD *	
8 -	WW Treatment Plant - Facilities Improvements	Bridge Crane (Membrane maint)	Grant/Loan (rate revenues)	\$ 175,000	TBD *	
9 -	WW Treatment Plant - Facilities Improvements	Effluent Storage/Holding Pond	Grant/Loan (rate revenues)	\$ 250,000	TBD *	
10 -	WW Treatment Plant - Facilities Improvements	Effluent Cooling Systems	Grant/Loan (rate revenues)	\$ 150,000	TBD *	\$ 2,195,000
<b>TOTAL</b>				<b>\$ 2,945,000</b>		<b>\$ 2,945,000</b>

\* Timing/order of improvements dependent on final recommendations of capacity and facilities study + Master Plan

**CITY OF COBURG**

**NOTES TO THE BASIC FINANCIAL STATEMENTS**

**June 30, 2024**

**LONG-TERM DEBT:**

Long-term debt information, presented separately concerning governmental and business-type activities, is as follows.

**Governmental Activities:**

Full Faith & Credit Refunding Obligation Bonds, Series 2020, held by US Bank for refinancing and consolidation of debt. The bonds are \$6,565,000 and carry an interest rate between 3.0 and 4.0 %. The bonds are dated November 19, 2020. Liability and repayment of the debt are allocated between governmental activities, water activities, and sewer activities. The original balance of \$520,000 is the governmental activities portion. This portion will be fully retired in 2045. This bond is reported on the schedule as three separate amounts because it is reported by three different activities: governmental, water, and sewer.

On August 23, 2022, the City entered into a promissory note payable agreement with the Oregon Department of Transportation for financing street repair and maintenance projects. The promissory note amount is \$999,500 and carries an interest rate of 2.52 %. The first payment of \$114,400 is due September 1, 2024. Annual payments of \$114,400 are due every September. The final payment is due September 1, 2032.

**Business-Type Activities:**

Full Faith & Credit Refunding Obligation Bonds, Series 2020, held by US Bank for refinancing and consolidation of debt. The bonds are \$6,565,000 and carry an interest rate between 3.0 and 4.0 %. The bonds are dated November 19, 2020. Liability and repayment of the debt are allocated between governmental activities, water activities, and sewer activities. The original balance of \$5,135,000 is the sewer activities portion. This portion will be fully retired in 2055. This bond is reported on the schedule as three separate amounts because it is reported by three different activities: governmental, water, and sewer.

Full Faith & Credit Refunding Obligation Bonds, Series 2020, held by US Bank for refinancing and consolidation of debt. The bonds are \$6,565,000 and carry an interest rate between 3.0 and 4.0 %. The bonds are dated November 19, 2020. Liability and repayment of the debt are allocated between governmental activities, water activities, and sewer activities. The original balance of \$555,000 is the water activities portion. This portion will be fully retired in 2026. This bond is reported on the schedule as three separate amounts because it is reported by three different activities: governmental, water, and sewer.

Note payable to Department of Environmental Quality to refinance outstanding debt with DEQ. Note is dated December 1, 2020, for a total amount of \$8,805,123 and carries an interest rate of .86%. Principal and interest payments are due the first day of August and February until paid off with payment of February 1, 2036.

IFA Loan with Oregon Business Development Department loan #S19007 Safe Drinking Water Revolving Loan Fund for Water System Improvements. Original balance \$6,530,000 with forgivable amount of \$780,000. Interest rate 1.00%. Dated December 27, 2018. As of June 30, 2024, the loan is in drawdown and therefore not included in the future debt service requirements tables below.

## CITY OF COBURG

### NOTES TO THE BASIC FINANCIAL STATEMENTS

June 30, 2024

#### LONG-TERM DEBT (Cont.):

The following tables present the current year changes in those debt obligations and the current portions due for each debt.

<u>Governmental Long-Term Debt</u>	Outstanding Balance July 1, 2023	New Issues	Principal Reductions	Interest Paid	Outstanding Balance June 30, 2024	Due Within One Year
<b>Bonds Payable:</b>						
US Bank Global Corp. Trust Services - Govmntl. Portion	\$ 490,000	\$ -	\$ 15,000	\$ 14,700	\$ 475,000	\$ 15,000
<b>Total Bonds Payable</b>	<u>490,000</u>	<u>-</u>	<u>15,000</u>	<u>14,700</u>	<u>475,000</u>	<u>15,000</u>
<b>Notes from Direct Borrowing:</b>						
Oregon Department of Transportation	\$ 999,500	\$ -	\$ 92,060	\$ 22,340	\$ 907,440	\$ 92,523
<b>Total Notes Payable</b>	<u>999,500</u>	<u>-</u>	<u>92,060</u>	<u>22,340</u>	<u>907,440</u>	<u>92,523</u>
	Unamortized Beginning	New Premiums		Current Amortization	Unamortized Ending	
Bond Premium	2,971	-		(229)	2,742	
<b>Total Governmental Long-Term Debt, Net</b>	<u>\$ 1,492,471</u>	<u>\$ -</u>	<u>\$ 107,060</u>	<u>\$ 36,811</u>	<u>\$ 1,385,182</u>	<u>\$ 107,523</u>
<u>Business-Type Long-Term Debt</u>	Outstanding Balance July 1, 2023	New Issues	Principal Reductions	Interest Paid	Outstanding Balance June 30, 2024	Due Within One Year
<b>Bonds Payable:</b>						
US Bank Global Corp. Trust Services - Sewer Portion	\$ 4,960,000	\$ -	95,000	\$ 170,200	\$ 4,865,000	\$ 95,000
US Bank Global Corp. Trust Services - Water Portion	235,000	-	75,000	7,050	160,000	80,000
<b>Total Bonds Payable</b>	<u>5,195,000</u>	<u>-</u>	<u>170,000</u>	<u>177,250</u>	<u>5,025,000</u>	<u>175,000</u>
<b>Notes from Direct Borrowing :</b>						
IFA Business Oregon #S19007 - In Drawdown	2,104,262	2,009,621	768,433	-	3,345,450	107,585
DEQ #R23045 Refinance Note	7,437,523	-	545,201	62,793	6,892,322	549,900
<b>Total Notes from Direct Borrowing</b>	<u>9,541,785</u>	<u>2,009,621</u>	<u>1,313,634</u>	<u>62,793</u>	<u>10,237,772</u>	<u>657,485</u>
	Unamortized Beginning	New Premiums		Current Amortization	Unamortized Ending	
Bond Premium	640,225	-		(23,830)	616,395	
<b>Total Business-Type Long-Term Debt, Net</b>	<u>\$ 15,377,010</u>	<u>\$ 2,009,621</u>	<u>\$ 1,483,634</u>	<u>\$ 216,213</u>	<u>\$ 15,879,167</u>	<u>\$ 832,485</u>

The reduction in principal for the IFA Business Oregon #s19007 note payable in drawdown is the portion of the loan proceeds over that last three years that have been identified as qualifying for the debt forgiveness portion of the proceeds, that are recognized during the current fiscal year as likely to be forgiven.



**CITY OF COBURG**  
**NOTES TO THE BASIC FINANCIAL STATEMENTS**  
**June 30, 2024**

**LONG-TERM DEBT (Cont.):**

The debt service requirements on the above debt are as follows:

**Bonds Payable:**

Due Fiscal Year Ending June 30,	Principal	Interest	Total
2025	\$ 190,000	\$ 186,400	\$ 376,400
2026	195,000	180,700	375,700
2027	115,000	174,850	289,850
2028	125,000	171,400	296,400
2029	130,000	167,650	297,650
2030 - 2034	685,000	778,700	1,463,700
2035 - 2039	795,000	669,950	1,464,950
2040 - 2044	925,000	542,900	1,467,900
2045 - 2049	955,000	390,000	1,345,000
2050 - 2054	1,130,000	190,200	1,320,200
2055 - 2059	255,000	10,200	265,200
Total	<u>\$ 5,500,000</u>	<u>\$ 3,462,950</u>	<u>\$ 8,962,950</u>

**Notes from Direct Borrowing:**

Due Fiscal Year Ending June 30,	Principal	Interest	Total
2025	\$ 750,008	\$ 94,562	\$ 844,570
2026	757,167	87,403	844,570
2027	765,402	79,168	844,570
2028	773,749	70,821	844,570
2029	782,209	62,361	844,570
2030 - 2034	3,921,859	180,922	4,102,781
2035 - 2039	1,535,268	18,806	1,554,074
Total	<u>\$ 9,285,662</u>	<u>\$ 594,043</u>	<u>\$ 9,879,705</u>

\*IFA OBDD Loan #S19007 in drawdown is not included in the above debt service requirements.

The City has no unused lines of credit.

The City has no assets that are specifically pledged as collateral for any of the debt.

For further detail on debt service, see the 'Schedule of Long-Term Debt Transactions' in this report's Other Supplementary Data section.



# 2025 City Rules of

Adopted by Resolution on **DRAFT.**

City of Coburg, OR  
[coburgoregon.org](http://coburgoregon.org)

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## INTRODUCTION AND AUTHORITY

The 2022 Coburg Charter requires the Council to adopt Rules of governance for its members and meetings. The following rules will be in effect upon adoption by the Council until they are amended or new rules are adopted via resolution.

### Section 1 - General Rules

#### 1.1 Rules of Procedure

Unless otherwise provided by the Charter, ordinance, or these rules, the procedures for council meetings and any subcommittee of the council shall be guided by Roberts Rules of Order.

Council members are encouraged to avoid invoking the finer points of parliamentary procedure found in Robert's Rules of Order when such points will obscure the issues before the council and confuse members of the public. However, utilization of tools provided in Robert's Rules of Order can be productively utilized to assist the Council's meeting operations.

Whenever these rules and Robert's Rules of Order conflict, these rules shall govern.

#### 1.2 Quorum

A quorum is required to conduct official city business. Fifty percent plus one of the six serving members of Coburg City Council shall constitute a quorum. In the event of a vacancy, the quorum is reduced accordingly. The mayor is not considered a member of the Council and does not count toward a quorum.

If the roll call determines that the required quorum has not been reached, the presiding officer shall adjourn the meeting, which ends all discussion and deliberation on all items on the meeting agenda.

#### 1.3 Presiding Officer

The mayor and, in the mayor's absence, the council president shall serve as the presiding officer. The presiding officer shall preserve decorum and decide all points of order, with the available utilization of the parliamentarian for guidance, subject to appeal by the Council.

If both the mayor and the president of the council are absent from the meeting, the following procedure shall be utilized to determine who is the presiding officer:

1. The city recorder shall call the council to order and call the roll of the members.
2. The first order of business will be to elect a temporary presiding officer for the meeting by a vote of a majority of the quorum.
3. The presiding officer shall retain all rights and privileges of a member of council when acting in this capacity.

4. Should either the mayor or the council president arrive, the temporary presiding officer shall relinquish control of the meeting immediately upon the conclusion of the item being discussed.

### 1.4 Appointed Officers

The City Administrator and Recorder are appointed and removed by the City Council as officers of the City of Coburg.

The City Administrator serves as the chief administrative officer. The city administrator is required to attend all council meetings and is permitted to participate in any discussion; however, the city administrator has no authority to cast a vote in any decision rendered by the council. **The city administrator shall be the parliamentarian and advise the presiding officer on questions of order.**

The City Recorder serves as the city council's clerk and must attend all council meetings unless excused by the Mayor. The City Recorder is responsible for creating the official record of the meeting in compliance with Oregon Public Meeting Laws.

### 1.5 Agendas and Packets

The city administrator, in consultation with the mayor, shall set and approve agenda items for all Council meetings.

The city recorder is responsible for compiling and creating the agenda and packet materials for council meetings. Agenda and packets will be sent electronically to the mayor and city councilors (3) business days preceding the meeting. Hard copies may be picked up at City Hall. Electronic packets are also posted on the City website.

Agendas for all council meetings are posted at city hall in the front lobby, at the Coburg Post Office, on the City's Facebook page, and on the City website. They are also sent electronically to news media and other interested parties.

No council approval shall be required for an agenda of any meeting.

### 1.6 Order of Business

The Charter requires the Mayor to determine the order of business to be specified within Council Rules. The presiding officer may adjust the order of business during the meeting as necessary, with no formal approval of the Council required. The order of business for all regular meetings will generally be as follows:

#### **Call to Order**

The presiding officer shall call all council meetings to order, stating the date and time to be accurately reflected in the minutes.

**Pledge of Allegiance**

The presiding officer or designee leads the council and audience in the pledge of allegiance.

**Roll Call**

The City Recorder shall conduct a roll call to determine which members of the council are present and which are absent. The attendance shall be reflected correctly in the minutes.

If the roll call determines that a quorum is not present, the presiding officer shall adjourn the meeting with no further discussion or deliberation on meeting agenda topics permitted.

**Mayor Comments**

The mayor or presiding officer may give special reports, make personal announcements, announce resignations and appointments, read proclamations, and advise Council and the public of any other matters or events of interest.

**Agenda Review**

The city administrator or city recorder will review all changes to the agenda or packets and may include recommendations to remove or move an item on the agenda, call out all new or revised packet material handed out at the meeting.

**Public Comment**

Public Comment is on all regular meeting agendas. The time allotted for public comment shall not exceed 60 minutes, unless a majority of Councilors present vote to extend the time.

Persons wishing to speak during the public comment must fill out a "Speaker Card" before the meeting is called to order.

Speakers will be limited to three minutes unless a majority of Councilors present to vote to approve a different time allowance before the start of the Public Comment

Members of the public may speak about topics including items on the agenda issues or concerns of city business except:

1. Item that is scheduled for a public hearing at that same meeting (the speaker shall wait until that public hearing);
2. An item that relates to a quasi-judicial land use matter that may or will be decided by the City Council.

**Consent Agenda**

The consent agenda contains items that shall be approved by a single motion to

“adopt the consent agenda”. Any item on the consent agenda may be removed for separate consideration by any council member.

For this rule, separate consideration means any proposal to adopt a different course of action than that recommended in the staff report, a determination that debate on a proposed course of action is deemed desirable, any questions to staff on an item, and any item where a member of council must declare a conflict of interest.

Upon approval of the consent agenda, the council will consider all items pulled as the next agenda item. The presiding officer can choose to place items pulled later on the agenda by announcing for the record where on the agenda the item is being placed.

### **Special Guests**

The council will receive reports from outside entities, commissions or committees not otherwise scheduled on the meeting agenda.

### **Ordinance & Resolutions**

### **Contracts**

### **Council Action Items**

### **Administrative Reports**

### **Council Comments and Liaison Updates**

1. During council comments councilors may bring before the council city business not included on the agenda for discussion. Action shall not be taken until a subsequent meeting, unless there is compelling reason and permitted via the presiding officer. This excludes providing general direction to the city administrator.
2. Councilor Liaisons shall regularly update the Council on the work of the Committee as required under Section 6 item **TBD**

### **Future Public Meetings**

All public meetings and city hall closures scheduled in the next thirty days.

### **Adjournment**

The presiding officer shall adjourn the council meetings, stating the time to be accurately reflected in the minutes. Since a quorum of Council members routinely exists immediately following adjournment, Council should refrain from continued

discussion or deliberation on matters of City business to ensure compliance with public meetings law.

## 1.7 Notice

# Section 2 – Council Meetings

## 2.1 Regular Meeting

The council shall meet every second Tuesday of each month, except designated holidays and/or council recesses.

1. Meetings shall begin at 6:00 p.m.
2. Meetings shall adjourn at 8:30 p.m., allowing thirty-minute extensions upon a majority vote of the council.
3. All council meetings must end before 10:00 p.m.

## 2.2 Special Meetings

The mayor or city administrator may schedule special meetings as needed to conduct City business. Special meetings are public meetings and shall be held and noticed in accordance with Oregon Public Meetings law.

## 2.3 Work Session

The mayor or city administrator may schedule work sessions as needed. Work sessions are generally scheduled on the fourth Tuesday of the month. Work sessions are public meetings and shall be held and noticed per Oregon Public Meeting Law. Work sessions are intended for information gathering, staff presentations, or preliminary discussions. The council cannot take formal or final action on any matters at a work session. Public Comment is **not taken, unless determined by the Mayor, with concurrence of Council prior to the posting of the meeting agenda.**

## 2.4 Emergency Meeting

The mayor or city administrator may call an emergency meeting of the City Council with less than 24 hours notice. Emergency meetings are public meetings, and they shall be held and noticed per Oregon Public Meeting Law. The agenda and minutes of the meeting must describe the emergency and justify the notice being less than 24 hours. Only the emergency matter(s) are to be discussed and considered during the meeting.



## 2.5 Executive Sessions

The mayor or city administrator may call an executive session for any purpose authorized by ORS 192.660. Executive Sessions are generally held prior to or at the end of a regular or special council meeting. Executive Sessions are closed to the public, except recognized news media consistent with relevant state statutes, shall be allowed to attend most sessions. City Council and staff in attendance shall not disclose to any person the content of any discussions that takes place in an executive session.

Mayor, councilors, city administrator, and persons specifically invited by the mayor or city administrator are allowed to attend. No elected official who declares an actual conflict of interest on a topic to be discussed in executive session shall remain in the room during the discussion.

No executive session may be held for the purpose of taking a final action or making a final decision. Decisions must be taken by a vote in a open session to allow the public to know the results of the discussions in executive session.

## 2.6 Retreats

Retreats and similar goal setting sessions are special type of work session that usually happens once a year. It is a more extended work session to review the city goals and work plan and discuss potential additions or amendments. Mayor and Council can determine in advance whether any portion of the session will include public comment. All retreats and goal setting sessions are public meetings and will be noticed and operated as such.

## 2.7 Meeting Location and Joining Remote

## 2.8 Council Recess

The Charter permits the council to take up to two recesses per calendar year when agreed upon by a majority vote. Depending on deadlines and workloads, the month of August is typically set aside as a Council and advisory committee recess month.

## 2.9 Cancellation of meetings

The Charter permits the Mayor or Council President to cancel any council meeting for an emergency or lack of agenda items.

## 2.10 Attendance

Charter 7.9 (a)6 Absence from all Council meetings within 60 days, or four absences from all Council meetings in a 12-month period, and after the vote of the Council to vacate the office;

Excused vs not excused. Council discussion needed on whether four absences total or four unexcused

## 2.11 Excused Absence

Excused absences are defined as absences from formal Council meetings, work sessions, retreats where the Councilor has informed the Mayor 72 or more hours in advance of their inability to attend the meeting. In the case of the Mayor, notification of excused absence shall be communicated to the Council president and the City Recorder.

# Section 3 – Motions, Debate, Public Comment, and Voting

## 3.1 Motion

A motion is a proposal made by a member for a group to take action.

1. Councilor can make a motion
2. Motion is seconded (if no second, motion dies)
3. The presiding officer states the motion.
4. The Council debates the motion and may amend it.
5. The presiding officer restates the motion and calls for a vote.
6. The presiding officer states the results of the vote, whether the motion passes or fails, and what will happen as a result.

## 3.2 Consensus

## 3.3 Debate

The following rules shall govern the debate of any item the council discusses.

1. Nonmembers do not have the right to speak or make motions.
2. One subject is discussed at a time.
3. One person speaks at a time. No interrupting.
4. No one may speak a second time until everyone who wishes to do so has spoken once.
5. Mayor may participate in all debates.
6. Members address the chair to be recognized.
7. The maker of the motion may speak first.

### 3.4 Public Comment General

### 3.5 Vote (add more)

The Charter Section 3.1 states “The Mayor is not a voting member of the council, has no veto authority, and may only vote in order to break a tie”.

Majority Vote of the Council

Majority vote of the quorum

When a Ordinance is adopted the vote of each member must be entered into the Council minutes. Charter Section 4.2

### 3.6 Abstain

A councilor wishing to abstain from a formal vote of Council must first make the request to the presiding officer stating the reason for the abstention of either an actual conflict of interest or a potential conflict of interest. At the direction of the presiding officer, the Council must vote on the abstention request with an affirmative majority vote approving the Councilor’s abstention request. The abstention is not recorded as either a yes or a no, as it is neither.

Similarly, a Councilor can make a request to the presiding officer to be excused from participation in a particular agenda item and all of the same procedures of the abstention request apply. If the excusal is approved, the Councilor must physically leave the meeting room and be notified and return to the meeting prior to the introduction of the next item on the agenda. The minutes should reflect the excusal request, the Council vote and the time the Councilor left and returned to the meeting.

\*Look at bias

### 3.7 Conflict of Interest Disqualification

## Section 4 – Public Hearings

### 4.1 Public Hearing non Land Use

### 4.2 Legislative Land Use Hearings

### 4.3 Quasi-Judicial Land Use Hearings

## Section 5 – Committee, Commission, Sub Committee, Ad Hoc, Work Group

## Section 6 – Liaison Roles and Responsibilities

The Liaison is a mayor appointed annually. It will be reviewed and potentially reassigned annually. The role is typically collaboratively discussed and determined each January/February and formally appointed in March of each year.

**Definition of Liaison** “Liaison”: a person who establishes and maintains communication for mutual understanding and cooperation (Merriam-Webster Dictionary)

- Serves as point of contact between the Committee and the Council
- Assists in communication between the Committee and the Council
- Non-voting, limited participation committee representative
- Opportunity to listen, learn, and gain context on issues and requests that will be presented for future Council decision-making.

### Responsibilities of the Council Liaison:

1. Attend all meetings but is not a member of the committee.
2. Acts as a representative of the full Council to provide direction or guidance clearly supported by the Council.
3. If the committee asks for the Liaison’s opinion, the Liaison may state a **personal opinion** but should emphasize that they are speaking for themselves rather than the entire Council.
4. As requested or invited by the Committee Chair, Liaison may speak to remind the committee of the Council direction or City policies.
5. Shall not attempt to influence the work or recommendations of the committee.
  - a. Will not take part in any deliberations, votes or decisions.
  - b. Must not share or engage with information discussed in a quasi-judicial committee, e.g. Planning Commission.
6. Will share with Council any requests from the committee such as:
  - a. Questions raised by the Committee about scope of work or changes to the scope of work
  - b. Requests for expenditures or impact on city resources (money, staff time or supplies)
  - c. Requests to add items to Council agenda
7. The Council member liaison will regularly update Council on the work of the Committee.

## Section 7 – Appointment Process

## Section 8 – Ethics, Decorum, Outside Statements

Council may desire to develop decorum guidelines, norms or similar agreement to expectations on communication, etiquette, etc to assist with meeting productivity and tone. These guidelines/norms may be developed and utilized without formal inclusion in Council Rules as they exist as guidelines and desired, but not required behavior.

## Section 9 – Email and City-Issued Electronic Devices

Councilors shall not download any programs, or install any software on the electronic onto City issued electronic device without prior approval.

Councilors shall comply with the requirements of the Oregon Public Records Law, ORS 192.410 through 192.505, and the Oregon State Archivist public records retention scheduled pursuant to ORS 327.825.

City issued email and electronic devices shall not use the electronic device in connection with election or reelection efforts or campaigning.

All documents that exist on the electronic device, including the production of a document, internet usage, e-mails, are subject to disclosure under the Oregon Public Records Law.

City issued electronic device, are city property, and shall be returned upon request, for inspection, repair, installation or to process public records request.

## Section 10 – Miscellaneous

### 10.1 Flags and Signs

No flags, posters, placards, or signs, unless authorized by the Presiding Officer, may be carried or placed within the Council Chambers, any meeting facility in which the Council is officially meeting, any meeting facility in which a public meeting is being held, or on any virtual platform. This restriction shall not apply to armbands, emblems, badges, or other articles worn on personal clothing of individuals, provided that such devices are of such a size and nature as not to interfere with the vision or hearing of other persons at the meeting, and providing that such devices do not extend from the body in a manner likely to cause injury to another.

### 10.2 Communication with Staff

Questions of city staff and/or requests for additional information that may take staff time in excess of fifteen minutes should be directed only to the City Administrator or designee. The City Administrator should be copied on any request. Materials supplied to a council member regarding pertinent, urgent or important issues that would be of interest to other councilors

will be made available to all members of the council so that all have equal access to information.

Every effort should be made to limit disruption to the work of city staff. Council members should avoid making requests to staff that are in meetings or on the phone. Or engrossed in performing their job functions.

Council members should never express concerns about the performance of a city employee in public or to the employee directly. Comments about staff performance should only be made to the City Administrator through private correspondence or conversation.

DRAFT



# City of Coburg

## Framework for Continued Progress

### FY2025 Draft Update

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 2024 City Council has organized the City's work into the following categories and intends to develop a measurement and reporting system to track and communicate the effectiveness of Council, staff, community and regional partners in its progress over this year and beyond.

This draft FY2025 update document provides summary level accomplishments, planned actions for FY2026, a progress grade (A-F) and a priority ranking (1-3 with 1 highest priority) to assist Council in evaluating the Framework objectives and providing direction to staff on desired updates and revisions to this document for final Council review and approval at the March 11, 2025 or April 8, 2025 City Council meeting.

## 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.

### 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

### 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"

FY25 Grade = C-

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.

### 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

### 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

FY2025 Grade = A

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.

#### FY2025 Accomplishments and Progress

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

#### 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

FY2025 Grade = C

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.

#### 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

#### 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

FY2025 Grade = A

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.

##### FY2025 Accomplishments and Progress

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

##### 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.

FY2025 Grade = D

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.

##### 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 \_\_\_\_\_

FY2026 Actions

- o Prepared and submitted grant application for Buildable Lands Inventory
- o Complete implementation of statewide requirements \_\_\_\_\_

FY2025 Grade = B+

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.

FY2025 Accomplishments and Progress

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

FY2026 Priority

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

FY2025 Grade = C

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.

FY2025 Accomplishments and Progress

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

FY2026 Actions

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

FY2025 Grade = B

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

##### 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

##### 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)

FY2025 Grade = B

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.

##### FY2025 Accomplishments and Progress

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

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.

FY2025 Grade = A

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.

FY2025 Accomplishments and Progress

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

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

FY2025 Grade = C

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.

FY2025 Accomplishments and Progress

- 

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

FY2025 Grade = F

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.

#### 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.

#### 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)

FY2025 Grade = F

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.

#### FY2025 Accomplishments and Progress

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

#### FY2026 Actions

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

FY2025 Grade = A

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.

#### FY2025 Accomplishments and Progress

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

#### FY2026 Actions

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

FY2025 Grade = B

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.

#### FY2025 Accomplishments and Progress

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

#### FY2026 Actions

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

FY2025 Grade = A

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.

##### 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

##### 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.

FY2025 Grade = A

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.

##### 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

##### FY2026 Actions

- Consider formal review of existing debt service by financial consultant

FY2025 Grade = C

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.

#### 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.

#### FY2026 Actions

- Develop formal polices 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

FY2025 Grade = C

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.

#### 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.

#### 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.

FY2025 Grade = A

FY2026 Priority = 1