



MINUTES

Coburg City Council Work Session

September 22, 2026 at 6:00 PM

Coburg City Hall

91136 N Willamette Street

MEMBERS PRESENT: Mayor; Nancy Bell, Cathy Engebretson, John Lehmann (via ZOOM), Claire Smith, Jaymason Bouwman

MEMBERS ABSENT: Alan Wells, Donnie Myers

GUESTS/STAFF PRESENT: Adam Hanks, City Administrator; Sammy Egbert, City Recorder

TRANSCRIBED BY: Madison Balcom, Administrative Assistant

CALL TO ORDER

Mayor Bell called the City Council Work Session to order at 6:04pm.

ROLL CALL

City Recorder, Sammy Egbert called roll. A quorum was present.

WORK SESSION DISCUSSION ITEMS

1. 10-year General Fund Forecast and Strategy

Mr. Hanks reviewed where Coburg stands financially, noting that Coburg is sitting at the lower end of sustainability, which is a significant improvement from prior years when Coburg was in survivability mode. Mayor Bell and Mr. Hanks emphasized that virtually every Oregon city is facing the same general fund pressures.

Mr. Hanks explained the structural deficit with the shortfalls between revenue and expenditure growth. He recapped the strategies that have been implemented over the past four years to help address the deficit, which include the planned use of fund balance, staffing reductions, parks and open space fee, and public safety support fee. Hanks stressed that the combination of these is what moved the city from survivability into sustainability and created the breathing room for longer-term strategic planning.

Mr. Lehmann asked about the shortfall between the increasing revenue and expenditures, which Ms. Bell and Mr. Hanks answered. They discussed the main factors that contribute to the exponential growth in expenditures and shortfalls in revenues. They used the analogy of living on a fixed income while gas, groceries, and rent keep climbing.

Hanks explained that the objectives moving forward include (1) maintaining a minimum fund balance of 3.5 months of operating expenses, continuing to address the structural deficit through reduced or restructured service models, incrementally increase existing revenue streams, or (2) developing a new revenue stream, and (3) to build a 10-year financial model that incorporates the structural deficit as a known, recurring factor, enabling proactive decision-making.

Mr. Hanks urged Council to shift the conversation from *"Do we need another officer?"* (the how) to *"What is the desired service level?"* (the what). He outlined the major general fund service categories (city departments) requiring this analysis and noted that each department operates as its own business with distinct revenue streams, staffing models, and service attributes. Council sets the desired outcomes, and staff provides options and cost implications for achieving them. Hanks also went through a list of issues to assess in these areas.

Mr. Hanks presented the 10-year forecasting and scenario tool and walked council through how to use the tool and what it is designed to do. Hanks noted this tool will be presented in cleaner, presentation-ready formats in the future.

They also reviewed a pie chart breakdown of general fund revenues. Councilors had some questions regarding the breakdown, forecasting tool, fund appropriations, and discretion on expenditures, which Hanks answered.

Mr. Hanks noted this will likely come back in November, hopefully along with URA (Urban Renewal Agency) information. The October work session will be a joint work session with the Planning Commission to go over the Housing Capacity Analysis with LCOG (Lane Council of Governments). The retreat will focus on the big-picture general fund strategy.

ADJOURNMENT

Ms. Bell adjourned the meeting at 7:37 pm.

APPROVED by the City of Coburg City Council on this _____ day of _____, 2026.

Nancy Bell, Mayor of Coburg

ATTEST: _____
Sammy L. Egbert, City Recorder