

COUNCIL MEMO



2026 City Council Retreat

January 31, 2026

MAYOR BELL OPENING REMARKS

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

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

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

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

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

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

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

AGENDA & PACKET REVIEW

Retreat Structure

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

3 Month

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

30 Month (2.5 Years)

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

300 Month (25 Years)

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

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

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

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

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

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

1. Council Framework – Goals & Objectives

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